

AN EXPLORATION INTO HARRISON ASSESSMENT TOOLS AND THEIR USE IN TALENT MANAGEMENT AND DEVELOPMENT

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Abstract

Organizations today compete fiercely for talent. Firms invest an enormous amount of money, time and other resources in advertising and recruiting strategies to attract the best candidates because today's executives understand that one of the most important drivers of organizational success is outstanding talent.

The purpose of this study is to understand what exactly talent management means and why it is important (particularly with respect to its effect on employee recruitment, retention and engagement), Also to identify factors that are critical to its effective implementation and to study the application of talent assessment tools in talent management and development.

Talent management is a strategy for improving employee recruitment, retention and engagement. The benefits of an effectively implemented talent management strategy include improved employee recruitment and retention rates, and enhanced employee engagement. These outcomes in turn have been associated with improved operational and financial performance. The external and internal drivers and restraints for talent management are many.

The study is based specifically on Harrison Assessment tools and its application in talent management and development.

Although the term "assessment" can include a wide variety of tools, including resume reviews, applications, reference or background checks, and interviews, the focus here is on more formal scientific Behavioral assessments that Harrison Assessments company provides. It provides an automated web based tool. Its unique selling point is the access to an objective assessment of job-centric behavioral traits, competencies and preferences: 'BEHAVIOURAL DNA'. Harrison Assessments is a one-stop solution for talent management challenges.

The objective here is to provide the most trusted and accurate assessments tools in the industry and to help companies become more productive and efficient, leading to increased profitability.

Introduction

Despite a raging "war for talent," the field of talent management suffers from a lack of empirically developed definitions, goals or models. Lacking these, organizational leaders have relied on commonly accepted HR practices that have been rebranded as "talent management. This report is based on understanding the Talent assessment tools and its application in Talent management and development. And how it is helping companies become more productive and efficient, leading to increased profitability.

Talent management is not just a simple human resource key term one will come across. It is also committed to hire, manage, develop, and retain the most talented and excellent employees in the industry. In fact, talent management plays an important role in the business strategy since it manages one of the important assets of the company—its people. People are a company's largest assets and what will make the company successful. With the current war of talent, if you want to attract and retain top performers, you have to get the talent management piece right. That is why companies should make an effort to invest in talent management to effectively manage the employees. Investing in talent management surely is a great help for the company, now the question is, how will companies implement it?

The investment spent on recruiting, developing and retaining employees represents a significant portion of an organization's budget. The direct and indirect costs of a bad hire or promotion are well known. Multiple studies have shown the cost of a bad hire to be as much as three to four times the individual's annual salary. Additionally, as Gallup® and others have documented, too many employees just don't perform at expected levels, are not fully engaged, or unnecessarily choose to move to other companies. In light of this business challenge, it is no wonder there has been a strong trend in the increased use of assessments to acquire, develop, and promote the best talent.

However, with this trend has come significant confusion about how to choose assessments and how to best use them to obtain a competitive advantage. Skills assessments help answer the question, "Can the person do his or her specific job effectively?" Cognitive assessments evaluate a person's mental ability in relationship to a job. Behavioral assessments answer the question "Will the person behave in ways that generate success in his or her specific job?" Multi-rater or 360 assessments gather information about how others perceive an individual's capabilities and competencies. While all of these assessments can be useful and often should be used in combination, behavioral assessments can have the greatest impact on attracting, developing and retaining talent.

Scope of the study

The nature and variety of assessment tools have evolved considerably in recent years as analytics and data have become more important in the business environment. Formal assessments are used to hire new employees, evaluate current employees for different roles, identify employees with high leadership potential, compare talent within an organization against industry or geographical benchmarks, understand talent strengths and gaps, and develop employees' long-term value. Advances in technology mean that more tools are accessible online, on-demand, and with immediate reporting and feedback. Harrison assessment is one of those assessment tools taken for study to understand its working and application in Talent Management and development.

Review of Literature/ Theoretical Background

Raymark, P. H., Schmit, M. J., & Guion, R. M. (1997). Identifying potentially useful personality constructs for employee selection. *Personnel Psychology*, 50, 723-736. This study describes the Personality-Related Position Requirements Form (PPRF), a job analysis form used in making hypotheses about what personality predictors will be relevant for predicting performance in different jobs. The Big Five personality factors provided an organizing framework for the PPRF. Subsequent development resulted in identifying 12 specific sets of items for facets of each of the Big Five.

Ryan, A. M., & Tippins, N. T. (2004). Attracting and selecting: What psychological research tells us. *Human Resource Management*, 43, 305-318. This study reviews research on which selection tools work, which recruitment strategies work, how selection-tool use relates to workforce diversity, and which staffing and recruiting processes lead to positive applicant perceptions. The goal is to assist the reader not only in understanding the present gaps between research and practice in recruitment and selection but also in developing skills for employing research in HR practice.

Rakesh Sharma , Jyotsna Bhtnagar (2009), Talent Management-Competency development: Key to global leadership. The purpose of this paper is to draw lessons on how building a talent management strategy based on competency profiling becomes a critical impact area within the field of strategic HRM. The study in paper discusses a well designed talent management strategy. Findings – The talent mindset has helped the organisation in recruiting the best talent. The attrition of the top and valued talent segment has come down. Some of the key positions have been filled through succession planning. The study has concentrated on attracting and developing and retaining key talent, it does not concentrate on developing average talent into key talent. Practical implications – The implications lie in whether to grow talent or buy talent. What signal through a communication strategy should a HR manager give when determining for talent segmentation? How to develop talent and retain employees when there are not challenging options available in the internal labour market? Originality/value – This paper provides insights to HR practitioners on how to attract, acquire and manage talent in a tight internal and external labour market. It also provides empirical support for, and theoretical

understanding of, the strategic HRM literature on talent management theme.

Objectives

1. To create awareness among the corporate HR leaders about Harrison Assessment tools and its application in talent management and talent development.
2. To help companies optimize their human capital by leveraging their deep understanding of human resources and psychology.
3. To provide the most trusted and accurate assessments tools in the industry.
4. To help companies become more productive and efficient, leading to increased profitability.
5. To build B2B database and conduct cold outreach campaign for Harrison Assessment Solutions.
6. To perform comprehensive study on assessment tools and its application in talent management and development.

Research Methodology

This is a 'Descriptive' (conclusive) type of research. This type of research describes what exists and may help to uncover new facts and meaning.

Conclusive research is a structured data collection technique that provides detailed, factual information that's useful in decision-making. Descriptive marketing research is a form of conclusive research. Tool used for data collection under descriptive research is secondary data.

In this research study the secondary data i.e. already existing data is gathered from third-party sources, such as company website, brochure, case studies, reports and other promotional material. And this existing data is summarized and collated to increase the overall effectiveness of the research.

Data Analysis

Harrison Assessments provide a range of methodologies and technologies for Leadership Development, Engagement and Retention, Recruitment, Succession Planning, Team Building and Coaching. Harrison Assessments solutions are used world-wide in more than 70 countries through a network of more than 1000 consultants.

Harrison provides the next generation of assessments with job specific behavioral and personality testing which effectively predicts job success, engagement, and retention. Their SmartQuestionnaire measures 175 talent factors in only 25 minutes. When a job is selected, it compares the individual's behaviors to the job specific behavioral factors related to good performance for that role. Their extensive world-wide research and Job Success Formula Library makes it easy to assess job fit.

HOW HARRISON ASSESSMENT SYSTEM WORKS

The single greatest differentiating factor of the Harrison Assessments is its basis of Enjoyment-Performance and Paradox Theory. The Harrison Assessment System® can accurately predict performance because it is based on the underlying structure that determines an individual's behavior. The underlying structure that determines how an individual is going to perform in a work environment (with a high degree of predictability) is based on a combination of two theories:

1. Enjoyment - Performance Theory

The first called Enjoyment-Performance Theory is based upon Behavioral Theory. Enjoyment Performance Theory states that an individual will perform more effectively, be more engaged, and be more likely to be retained in a job if that individual (a) enjoys the tasks required by that job, (b) has interests that relate to the position, (c) has work environment preferences that correspond with the environment of the workplace, and (d) has employment expectations that can be met by the employer.

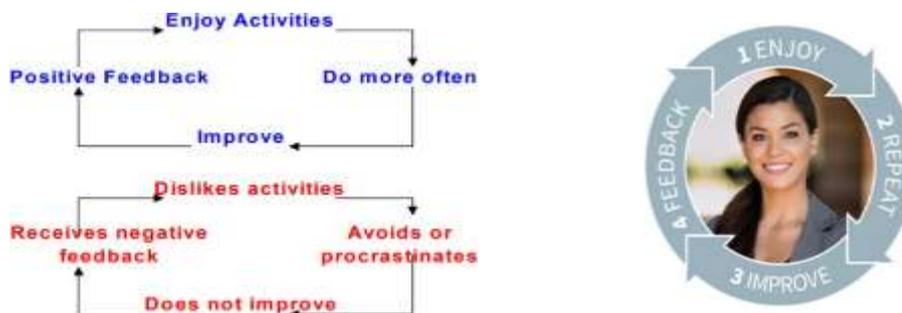
When these conditions exist, a person will tend to:

1. Do it more often (and enthusiastically),
2. Become better at it (even study it),
3. Generally receive positive feedback and
4. Do it more often. This cycle positively affects productivity, retention and levels of achievement.

Conversely, when a person dislikes required activities,

1. They avoid or put it off,
2. They don't improve,
3. They receive negative feedback and
4. Performance and enjoyment are linked together into a vicious cycle.

Harrison Assessment's global research indicates that the enjoyment of these various aspects of a job is highly correlated with good performance. "If you enjoy an activity, you tend to do it more. By doing it more, you tend to learn and improve the related skills. As a result, you tend to gain recognition (including self-recognition) which helps you enjoy the activity more."

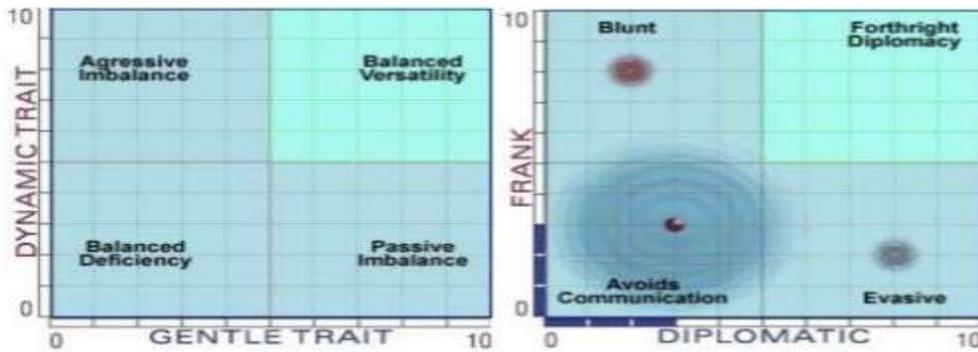


People who enjoy at least 75% of their work are 3 times more likely to succeed.

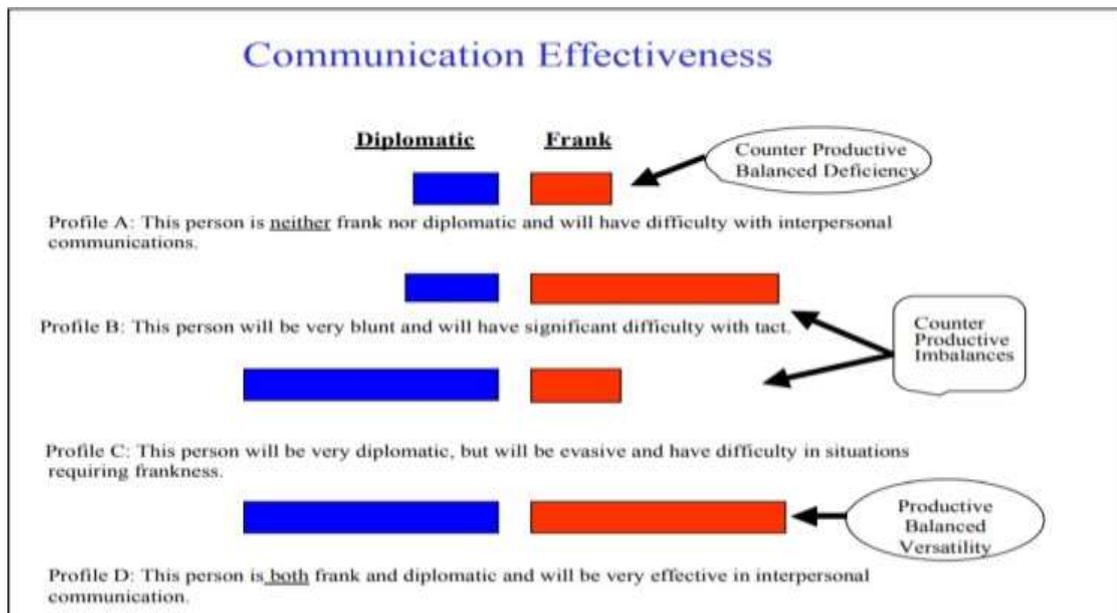
2. Paradox Theory

According to Paradox Theory, our lives involve dealing with a series of paradoxes. Paradox is the result of integrating two seemingly contradictory behaviors that are really complementary and both contribute to an individual's success. Each paradox is a relationship between two categories of traits: "Gentle" and "Dynamic." If our range of behavior is able to extend to both the Gentle and Dynamic aspects of the paradox, we will have an exceptional capability and means of fulfillment related to that aspect of our lives. This is called balanced versatility. If our range of behavior extends only to the Dynamic aspect of a paradox, it is called "aggressive imbalance." If our range of behavior extends only to the Gentle aspect of a paradox, it is called "passive imbalance."

In either case, our behavior will have some counter-productive tendencies and we will experience lesser fulfillment. If our range of behavior extends to neither aspect of a paradox, it is called "balanced deficiency". In that case, we will also have some counter-productive tendencies and/or lack of fulfillment.



For example Frank and Diplomatic is a pair of traits that determine communication effectiveness.



The Impact of Paradoxical Balances and Imbalances

By analyzing over 200,000 comparisons the Harrison Assessment System® software is able to isolate how a person’s paradoxical choices are going to affect their performance in a variety of positions. The paradoxes listed below have the greatest effect on organizational dynamics. They strongly influence a person’s ability to lead, manage, sell, service customers, communicate, strategize, manage and deal with change, solve problems, make decisions, build teams, work together, and accomplish goals, etc.

Having this kind of information when choosing between candidates for a position or promotion can determine the success of mission critical projects, executing strategic plans, forming winning teams and determining an organization’s values and culture.

Without this knowledge about people, the ability to utilize human capital is limited. Equally, with this knowledge a person having any one of these imbalances can learn, grow and develop him/herself with laser sharp precision. Executives, managers, team leaders, coaches, mentors and corporate trainers can increase their effectiveness by delegating, presenting material and tailoring learning approaches to each individual.

PARADOXIAL CHOICES	STRONG IN ONE TRAIT WEAK IN THE OTHER
1. Certain &/or Open/Reflective	Dogmatic or easily influenced
2. Optimistic &/or Analyzes Pitfalls	Blindly optimistic or skeptical
3. Risking &/or Analyzes Pitfalls	Impulsive or overly cautious
4. Analytical &/or Intuitive	Narrowly logical or illogical
5. Authoritative &/or Collaborative	Authoritarian or defers decision
6. Persistent &/or Experimenter	Stubborn or non-finisher
7. Frank &/or Diplomatic	Blunt or evasive
8. Assertive &/or Helpful	Dominating or self-sacrificing
9. Self-Motivated &/or Stress Management	Workaholic or tranquil lethargy
10. Self-Acceptance &/or Self-Improvement	Defensive or self-critical
11. Organized &/or Flexible	Rigidly organized or chaotic
12. Warmth/Empathy &/or Enforcing	Permissive or Harsh

Paradox Technology measures how employees manage 12 paradoxical pairs of behaviors, each of which are critical to job performance. For example, self-confidence can be a great strength but if it is not balanced with considering other ideas, self-confidence becomes dogmatism that stifles innovation and causes employee turnover.

Conversely, leaders who are receptive to different ideas without having confidence in their own views will lack clarity which leads to confusion amongst the team. Achieving paradoxical balance is the key.

Data Interpretation

There are plenty of alternative tools around. But Harrison is one of the best for its data gathering ability, job specific algorithms, and ability to customize or benchmark the performance drivers in your industry.

The Harrison Assessments does what it says. It helps you avoid bad hiring decisions and gives detailed direction in how to engage and develop your individual team members.

Harrison Assessments is in the industry of: Human Resources, Consulting and Business Services

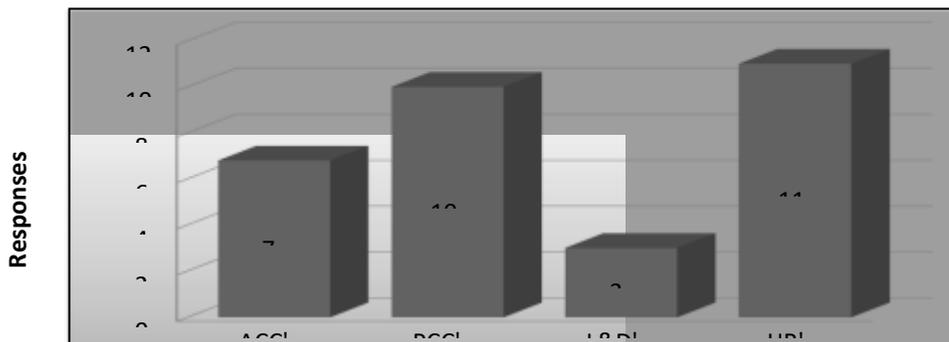
After analyzing the companies tools & services we created a database of target potential client which involved:

- HR Professionals.
- Learning & Development Professionals.
- Professional Certified Coaches.
- Associate Certified Coaches.
- Consultants.

And reached out by calling **3000** clients including HR's, L&D Professionals, PCC's & ACC's for creating awareness among them about Harrison Assessment tools and its application in talent management and development and generated leads by receiving positive responses.

Clients	Total no. of clients we reached	Positive responses
ACC	234	16
PCC	198	20
L&d	618	18
HR	1950	217

On Conducting a cold outreach campaign for Harrison Assessments among Corporate leaders it was found that :



- Harrison Assessment tools were mostly preferred by HR's as Harrison assessment tools help HR managers throughout the entire HR process i.e complete employee Talent management lifecycle helping companies become more productive and efficient, leading to increased profitability.
- Among PCC's and ACC's , PCCs shown more interest in Harrison Assessment talent solutions for coaching purpose.
- It was also found that there is a lot of scope for increased use of assessments in L&D. Candidates who find the L&D process engaging, meaningful and interesting are much more likely to stay in an organization than those who don't.

Conclusion and Learning from the Project

This research, "A Study on Harrison assessment tools and its application in talent management and development", enables us to understand that Harrison assessments tools designed on the basis of combination of two theories Enjoyment performance theory and paradox theory helps to determines how an individual is going to perform in a work environment (with a high degree of predictability) differentiating Harrison assessments tools from other assessment tools.

It was also found that use of Harrison Assessment tools Results in

- Improved Selection and job fit
- Improved quality of hire
- Increased engagement & retention
- Increased work satisfaction
- Improved Job Performance
- Improved Teamwork and collaboration
- Improved customer satisfaction.

- Improved strategic workforce and succession planning by accurately identifying and developing high potential employees.
- Increase team productivity by improving working relationships and leveraging team member strengths
- Increase effectiveness through targeted coaching, development, and performance management by identifying behavioral traits correlated with specific jobs and customizing behavioral competencies to company's needs.

Hereby helping companies become more productive and efficient, leading to increased profitability.

The study also revealed that Harrison Assessment's award-winning solutions exceed the results of other talent management methods and personality tests by aligning people's qualification, wants, needs, passions and goals to the requirements of the organization and specific jobs.

This innovative approach exceeds general personality testing and other methods because it measures 175 factors, resulting in analysis and reports that target; recruitment, individual development, succession planning, engagement and retention.

Recommendations

- **Use single Vendor for Assessment:** Instead of using a different vendor for hosting different types of assessments, organizations should use a single vendor to provide all assessment platforms to avoid juggling various platforms and struggling with platform integration.
- **Customized Simulator:** Instead of making a simulator in-house from scratch which is a very time and cost extensive process, organizations should opt for vendors that create simulator that are highly customized to meet the organizations specific requirements, to save up on time and cost.
- **When evaluating assessments,** these six key questions must be considered:
 1. Is the assessment work focused and presented in a manner that builds the confidence of applicants and employees?
 2. Does the assessment produce result that relate to job performance for the specific jobs?
 3. Does the assessment produce an overall score enabling recruiters and line managers to make consistent and accurate employment decisions?
 4. Does the assessment process measure all the important factors related to success for the job?
 5. Is the assessment legal and ethical?
 6. Is the assessment valid and predictive?

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