

Harrison Assessments Suitability

This section includes work preferences and tendencies that you have selected for this job. The score to the right of each factor shows the applicant's score as calculated for each trait.

The green, yellow or red ball in each graph indicates the degree of positive (green) or negative (yellow and red) impact that the factor is predicted to have on job performance. The ball is always inside a bar graph, which indicates the potential range of impact that the factor can have on performance. Note that the bar graph can have a different length for each factor. The lengths and positions of the bars are determined by the weightings you have given to each trait in the Job Success Formula setup.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

Takes Initiative:

The tendency to perceive what is necessary to be accomplished and to proceed on one's own

Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. Andrew's degree of initiative will probably have a positive impact on job satisfaction and/or performance.

Wants Challenge:

The willingness to attempt difficult tasks or goals

Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. Andrew's drive to achieve challenging objectives will probably have a positive impact on job satisfaction and/or performance.

Persistent:

The tendency to be tenacious despite encountering significant obstacles

Narrative: Andrew is very determined and perseveres with a task despite many obstacles. Andrew's degree of enjoyment of persistence will probably have a somewhat positive impact on job satisfaction and/or performance.

Authoritative:

The desire for decision-making authority and the willingness to accept decision-making responsibility

Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. Andrew's degree of enjoyment of having decision-making authority will probably have a positive impact on job satisfaction and/or performance.

Wants To Lead:

The desire to be in a position to direct or guide others

Narrative: Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. Andrew's willingness to be in a leadership position will probably have a positive impact on job satisfaction and/or performance.



Harrison Assessments Suitability

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

Negative Impact  Positive Impact 

Andrew's Score

| | | | | | | | | | | |
|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|

Analytical:

The tendency to logically examine facts and situations (not necessarily analytical ability)

Narrative: Andrew tends to analyze problems and decisions and enjoys it. Andrew's degree of enjoyment of analyzing will probably have a somewhat positive impact on job satisfaction and/or performance.

7.5



Effective Enforcing:

The tendency to skillfully correct others when they are violating rules or performing poorly

Narrative: Andrew's interpersonal preferences and tendencies indicate he is only moderately likely to skillfully enforce rules. Andrew's degree of willingness to enforce rules will probably have a slightly negative impact on job satisfaction and/or performance.

5.0



Enlists Cooperation:

The tendency to invite others to participate in or join an effort

Narrative: Andrew only moderately enjoys enlisting the co-operation of others. Andrew's degree of enjoyment related to enlisting the co-operation of others is sufficient for this job.

5.0



Judgment (strategic):

The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy

Narrative: Andrew's preferences and tendencies indicate that he probably is extremely lacking in strategic decision judgment. Andrew's level of strategic decision judgment will probably have an extremely negative impact on job satisfaction and/or performance.

2.1



Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact 

Andrew's Score

| | | | | | |
|-------------|--------|-------------|----------|--------|-----------|
| Very strong | Strong | Substantial | Moderate | Slight | no impact |
|-------------|--------|-------------|----------|--------|-----------|

Optimistic:

The tendency to believe the future will be positive

Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. Andrew's degree of optimism is sufficient for this job.

9.5

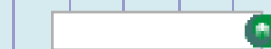


Enthusiastic:

The tendency to be eager and excited toward one's own goals

Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. Andrew's degree of enthusiasm for his goals is sufficient for this job.

8.2



Harrison Assessments Suitability

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact 

Andrew's Score
Very strong
Strong
Substantial
Moderate
Slight
no impact

Organized:

The tendency to place and maintain order in an environment or situation
Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency without organizing support from others. Andrew's degree of being organized will probably have a slightly negative impact on job satisfaction and/or performance.

3.9

Warmth / empathy:

The tendency to express positive feelings and affinity toward others
Narrative: Andrew frequently expresses warmth and empathy. Andrew's degree of expressing warmth and empathy is sufficient for this job.

9.9

Collaborative:

The tendency to collaborate with others when making decisions
Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. Andrew's degree of enjoyment of collaborating is sufficient for this job.

4.7

Diplomatic:

The tendency to state things in a tactful manner
Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. Andrew's degree of diplomacy is sufficient for this job.

8.6

Helpful:

The tendency to respond to others' needs and assist or support others to achieve their goals
Narrative: Andrew tends to be extremely helpful and conscious of others' needs. Andrew's degree of helpfulness is sufficient for this job.

9.9

Manages Stress Well:

The tendency to deal effectively with strain and difficulty when it occurs
Narrative: Andrew is moderately able to manage stress. Andrew's level of ability to manage stress is sufficient.

4.5

Pressure Tolerance:

The level of comfort related to working under deadlines and busy schedules
Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. Andrew's degree of tolerance of pressure is sufficient for this job.

9.7

Self-acceptance:

The tendency to like oneself ("I'm O.K. the way I am")
Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. Andrew's degree of self-acceptance is sufficient for this job.

7.0

Harrison Assessments Suitability

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Handles Conflict:

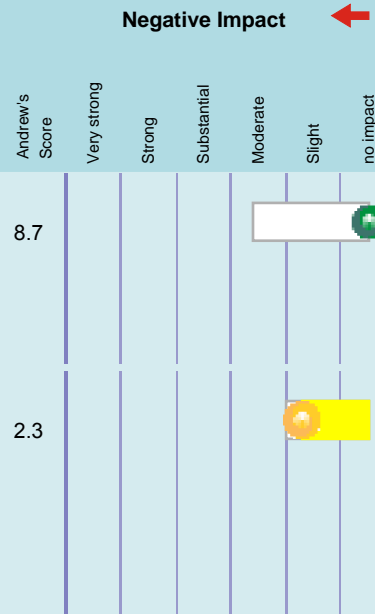
The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively

Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. Andrew's level of ability to deal with conflict is sufficient for this job.

Precise:

The enjoyment of work that requires being exact and the tendency to be detail oriented

Narrative: Andrew strongly dislikes having to do precision tasks. He strongly prefers not to do work that requires a significant amount of time to be spent on precision tasks and may be severely lacking in attention to detail. Andrew's degree of exactness will probably have a slightly negative impact on job satisfaction and/or performance.



Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Defensive:

The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")

Narrative: Andrew probably does not have a significant degree of defensiveness. Andrew's degree of defensiveness will NOT hinder performance.

Blindly Optimistic:

The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties

Narrative: Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. Andrew may cause difficulties as a result of being blindly optimistic unless others are consulted related to important decisions. Andrew's degree of being blindly optimistic will probably have a somewhat negative impact on job satisfaction and/or performance.

Blunt:

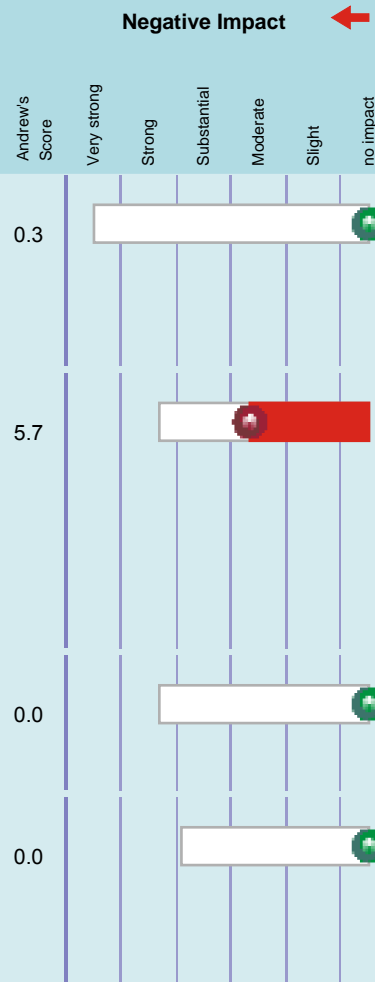
The tendency to be frank or direct while lacking in diplomacy or tact

Narrative: Andrew probably does not have a significant degree of being blunt. Andrew's degree of being blunt will NOT hinder performance.

Dogmatic:

The tendency to be certain of one's own opinions while at the same time not open to different ideas

Narrative: Andrew probably does not have a significant degree of being dogmatic. Andrew's degree of being dogmatic will NOT hinder performance.



Harrison Assessments Suitability

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact 

Andrew's Score
Very strong
Strong
Substantial
Moderate
Slight
no impact

Impulsive:

The tendency to take risks without sufficient analysis of the potential difficulties

Narrative: Andrew probably has a tendency to take risks without sufficiently analyzing the potential problems. Andrew may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions. Andrew's degree of being impulsive when making decisions will probably have a slightly negative impact on job satisfaction and/or performance.

5.4

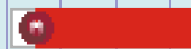


Permissive:

The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior

Narrative: Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his subordinates follow the rules or perform to their potential. Andrew's degree of being permissive will probably have a negative impact on job satisfaction and/or performance.

6.8



Rebellious Autonomy:

The tendency to attempt to gain freedom from authority without taking sufficient and appropriate initiative

Narrative: Andrew probably does not have a significant degree of rebellious autonomy. Andrew's degree of rebellious autonomy will NOT hinder performance.

0.9

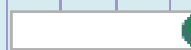


Skeptical:

The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits

Narrative: Andrew probably does not have a significant degree of skepticism. Andrew's degree of being skeptical will NOT hinder performance.

0.0

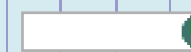


Forceful Enforcing:

The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation

Narrative: Andrew probably does not have a significant degree of being forceful when enforcing rules. Andrew's degree of being forceful when enforcing rules will NOT hinder performance.

0.0

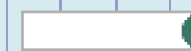


Harsh:

The tendency to be overly strict or punitive when enforcing rules and procedures

Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. Andrew's degree of harshness will NOT hinder performance.

0.0



This report enables Andrew's manager to better utilize his strengths, neutralize weaknesses, and develop a long term positive relationship with the employee that can lead to lower employee turnover. The factors are divided into Essential, Important, and Other Factors enabling the manager to focus on the most important factors first.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Essential Factors to Consider

- Andrew's outlook is extremely optimistic and positive. Support this attitude wherever possible as it will probably be helpful to morale.
- Andrew has a very strong desire to be helpful.
- Provide opportunities to help others in order to motivate or reward him.
- If Andrew is performing well, provide him with opportunities for greater autonomy.
- Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his staff follow the rules or perform to their potential. Check into this possibility and, if necessary, support Andrew to be more enforcing.

Important Factors to Consider

- Wherever possible, provide Andrew with opportunities to meet new people and have social interaction. However, if social interaction is not a central aspect of Andrew's work, it could become a distraction.
- Andrew has a strong desire to have decision-making authority. To motivate or reward Andrew, offer him opportunities for more responsibilities. If you wish to retain him, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Andrew's skills and experience are sufficiently developed for each stage of increased authority.
- Set clear guidelines regarding the types of decisions in which collaboration would be required or beneficial.
- Andrew very much enjoys opportunities to take initiative. To motivate or reward him, provide plenty of opportunities to take initiative. It is important to provide such opportunities. Otherwise, Andrew may look for work elsewhere. Provide clear guidelines and examples of the type of initiative he is authorized to take. If Andrew has strong eligibility for this position, his initiatives are likely to be appropriate. However, if Andrew's experience and skills are in a developmental stage, you will need to monitor that he stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.
- Andrew very much desires challenging work. If this desire for challenge is not met, Andrew will probably seek work elsewhere. Therefore, to manage him well, you will need to provide new challenges continuously. If Andrew has strong experience and skills, allow him to take on difficult challenges. If Andrew's experience and skills are still developing, allow him to take on challenges in stages and monitor progress.
- Andrew has a strong desire to have employment that he perceives to be of benefit to society. If possible, offer him projects the he would perceive to produce a result that is helpful to society.
- Andrew is very motivated by opportunities to lead others. You can offer such opportunities as a reward for good performance. Andrew's strong desire to lead is likely to be beneficial if you can provide clear guidelines of authority and he has the experience and skills that are required.
- Andrew may prefer not to have to analyze the potential difficulties of plans and strategies. Therefore, it would be best if he were to receive other input before making important strategic decisions

Other Possible Factors to Consider

- Andrew is likely to be good at brainstorming. By engaging Andrew's ideas in formal or informal brainstorming, you will

Other Possible Factors to Consider

motivate him while at the same time generating some good ideas.

- Andrew enjoys analyzing facts and situations. Provide such opportunities wherever possible.
- Andrew may occasionally need a little encouragement to collaborate.
- Provide Andrew with opportunities to express his views and to influence others. Listen carefully, thank him for the ideas, and respond accordingly.
- Andrew has some desire for recognition.
- Andrew is enthusiastic about his goals. Ask Andrew about his goals. Try to gain a complete understanding of each of Andrew's major goals and acknowledge each major goal. Then discuss how Andrew's goals could be achieved in this position.

Harrison Assessments is based on Paradox Theory. A paradox is a seemingly contradictory statement which may nonetheless be true. According to Paradox Theory, a trait can be either constructive or destructive depending upon other complementary traits. For example, when frankness is complemented by diplomacy, it takes the constructive form of being forthright and truthful. However, without the complementary trait of diplomacy, frankness becomes bluntness. While frankness and diplomacy appear to be contradictory, they paradoxically co-exist, complementing and fulfilling each other.

This report focuses on 12 paradoxes that relate to the workplace. It provides a graphical view of your tendencies related to each of the 12 paradoxes. Within each Paradox, there are two complementary (paradoxical) traits. One trait is a 'dynamic' trait such as frankness, while the other is a 'gentle' trait such as diplomacy. Each of the 12 pairs of paradoxical traits is portrayed on an XY graph in order to depict the relationship between the paradoxical traits. The dynamic trait is measured along the vertical axis while the gentle trait is measured along the horizontal axis. The area within the XY graph is divided into four quadrants. The upper right quadrant (light green area) is the area in which both traits are strong and thus the traits manifest their constructive aspects. This is called 'balanced versatility'. The upper left quadrant is the area in which the dynamic trait is strong and the gentle trait is weak. This is called an 'aggressive imbalance' indicating a tendency to be overly aggressive. The lower right quadrant is the area in which the gentle trait is strong and the dynamic trait is weak. This is called a 'passive imbalance' indicating a tendency to be overly passive. The lower left quadrant is the area in which both traits are weak. This is called 'balanced deficiency' indicating a deficiency of both of the paradoxical traits. (See the figure one below)

Figure 1

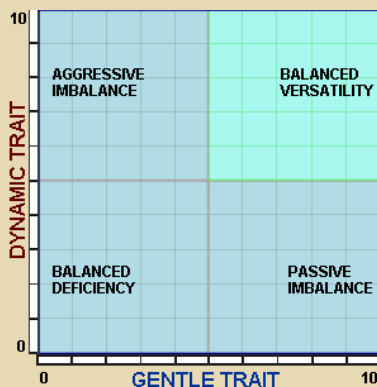


Figure 2

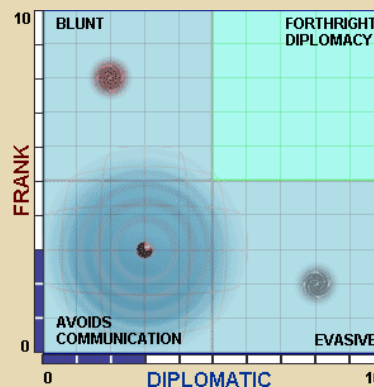


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive imbalance) is called blunt. Having diplomacy without frankness (passive imbalance) is called evasive. Lacking both frankness and diplomacy (balanced deficiency) is called avoids communication.

Figure 2 also shows a sample of an individual's scores on that paradox. In this example, the individual scores a 3 (out of 10) on frankness and a 3 (out of 10) on diplomacy and thus, the dot is in the lower left quadrant corresponds to those increments on the vertical and horizontal scales. The rippling shaded area around the dot indicates the normal range of behavior. The smaller red and gray circles indicate this person's tendencies under stress. The red circle in the upper left quadrant indicates an aggressive tendency under stress. The dark circle in the lower right quadrant indicates a passive tendency under stress. In this case, the person tends to 'flip' to both opposite extremes at different times.

On the following page, all twelve paradox graphs are portrayed on one page in order to give an overview. The columns (see titles at the top) relate to the subject or application of each paradox. The rows (see titles on the left of the page) relate to progressive stages of action related to those subjects. For example, the Strategic paradox can be considered

the initiating stage of leadership and Innovation can be considered the implementing stage of achievement.

Paradox Theory provides a unique insight into oneself and others. Besides offering a window into aspects of ourselves of which we may be only partially aware, it provides a guideline for balancing and developing ourselves. The first page provides an overview of the twelve paradoxes and the remaining pages expand on the meaning of each paradox. The bottom of each page explains the meaning of your specific scores on that paradox. Please read it with an open mind as some of these perspectives may not currently be a part of your everyday awareness. You might also ask your co-workers for their feedback related to particular issues.

The best way to use the Paradox Graph for self-development is to identify the largest areas of the behavioral range (large blue circle) that is outside of the green areas (upper right quadrant). Then focus on developing the opposite paradoxical trait (outside the four quadrants). For example, if the largest area of your behavioral range outside the green area is in the blunt quadrant, then the trait to develop would be Diplomacy. If the largest area is in the evasive quadrant, then the trait to develop would be Frank. The trait to develop is the one that is outside the four quadrants furthest from the quadrant with the largest area of the behavioral range.

The HA system provides you with a development plan for each of the traits. You can use the Development by Trait report option and select the trait you would like to develop. A suggested development plan will then be provided.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

INTERPERSONAL

ACHIEVEMENT

LEADERSHIP

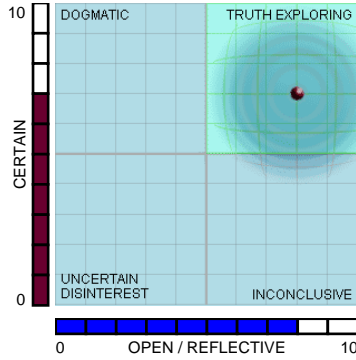
INITIATING

MOTIVATING

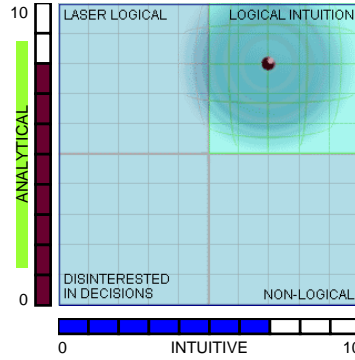
IMPLEMENTING

MAINTAINING

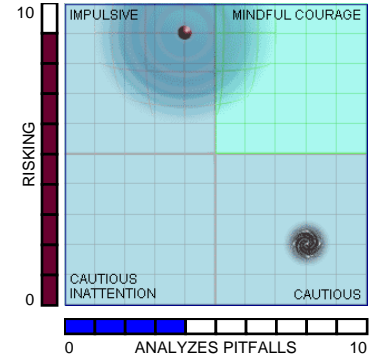
OPINIONS



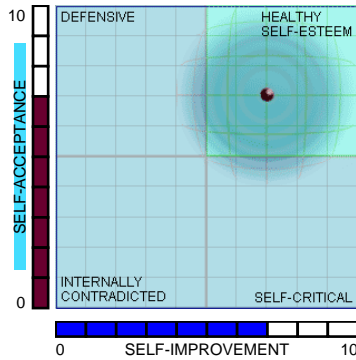
DECISION APPROACH



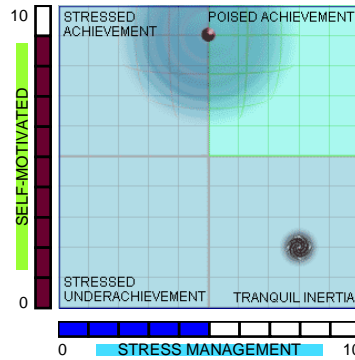
STRATEGIC



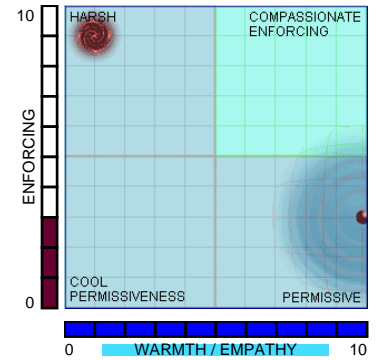
SELF



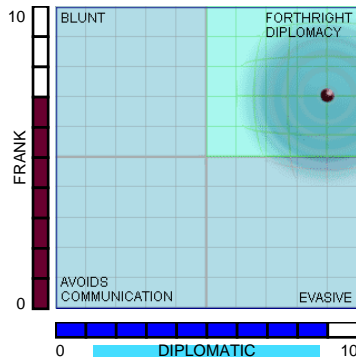
MOTIVATION



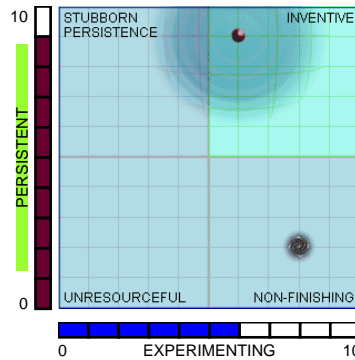
DRIVING



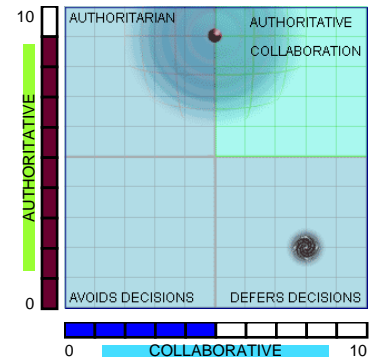
COMMUNICATION



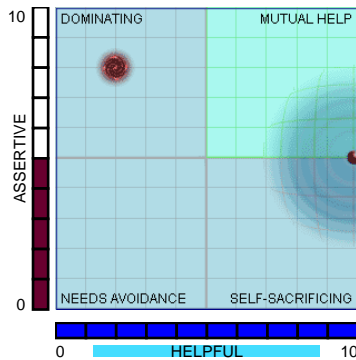
INNOVATION



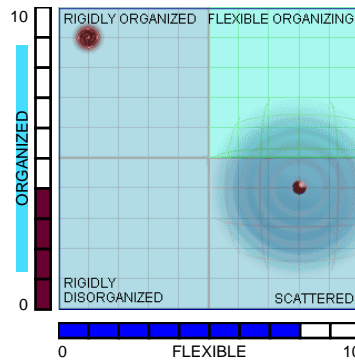
DELEGATION



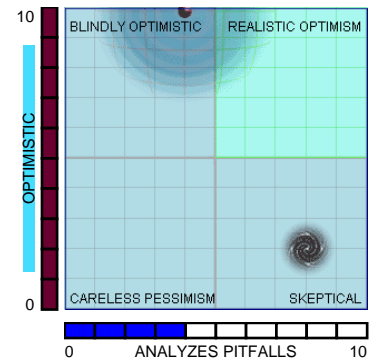
POWER



ORGANIZATION

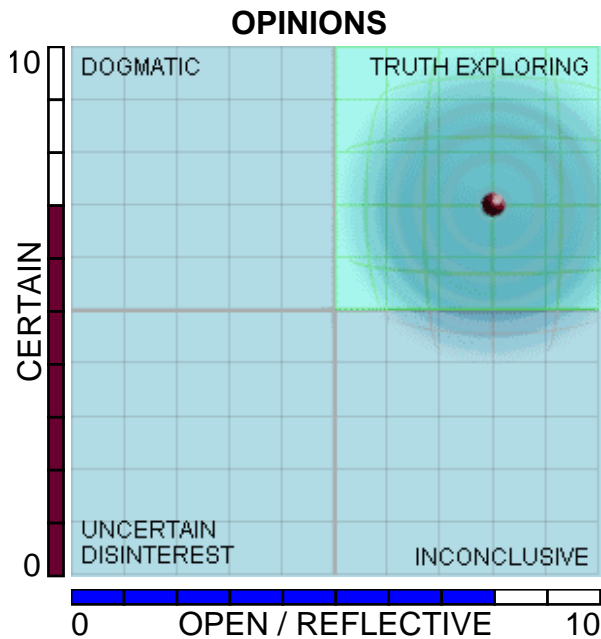


STRATEGIC ACUMEN



Essential Trait on this template

Desirable Trait on this template



"Question everything but be steadfast in finding and following true principles. Greater knowledge can only be obtained by allowing what you already know to sit in the background while relentlessly pursuing a fresh new way of seeing the issue and being willing to be 'wrong' about one's previous knowledge."

The Primary traits for this paradox are:

CERTAIN

The tendency to feel confident in one's opinions

OPEN / REFLECTIVE

The tendency to reflect on many different viewpoints

There are four possible combinations for this paradox:

TRUTH EXPLORING - The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions (High Certain and High Open / reflective)

INCONCLUSIVE - The tendency to lack certainty in ones opinions while at the same time being very open to the ideas of others (Low Certain and High Open / reflective)

DOGMATIC - The tendency to be certain of one's own opinions while at the same time not open to different ideas (High Certain and Low Open / reflective)

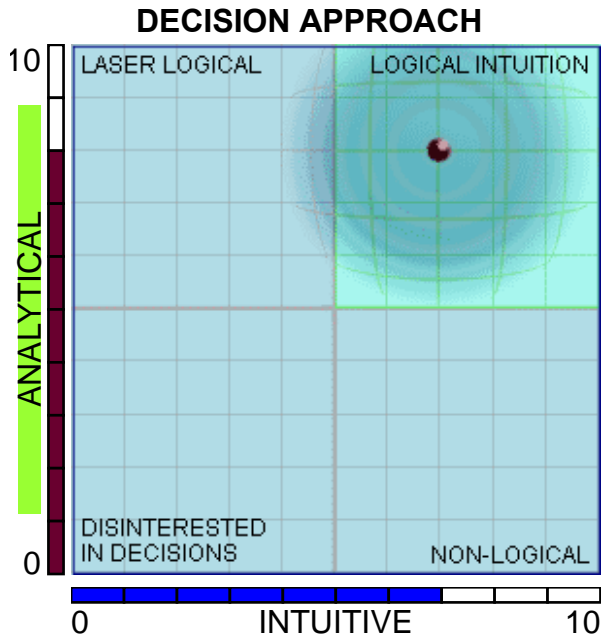
UNCERTAIN DISINTEREST - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

Your tendencies for this paradox are:

You are reasonably certain of your opinions.

You enjoy reflecting on different ideas and opinions and you are generally open-minded. You are likely to be good at brainstorming.

You are usually confident in your opinions, yet you continue to explore different viewpoints and adjust your opinions when appropriate. Even though you are reasonably certain of your opinions, you consider different ideas before coming to a conclusion. As a result, your conclusions are thoughtful and well considered. Although you are reasonably certain, you are quick to change your opinion if a better idea is presented. Even though you are open to the ideas of others, you are usually not swayed by their opinions unless they have a better idea. Your preferred behavioral range (large blue area) is mostly in the truth explorer quadrant because you search for greater clarity of understanding.



"Use your logical mind to work out your day to day issues, but use your inner vision to guide your direction."

The Primary traits for this paradox are:

ANALYTICAL

The tendency to logically examine facts and situations (not necessarily analytical ability)

INTUITIVE

The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)

There are four possible combinations for this paradox:

LOGICAL INTUITION - The tendency to use analysis combined with intuition to solve problems (High Analytical and High Intuitive)

NON-LOGICAL - The tendency to rely on intuition without sufficiently analyzing a plan or problem (Low Analytical and High Intuitive)

LASER LOGICAL - The tendency to be very analytical while at the same time mistrusting intuition (High Analytical and Low Intuitive)

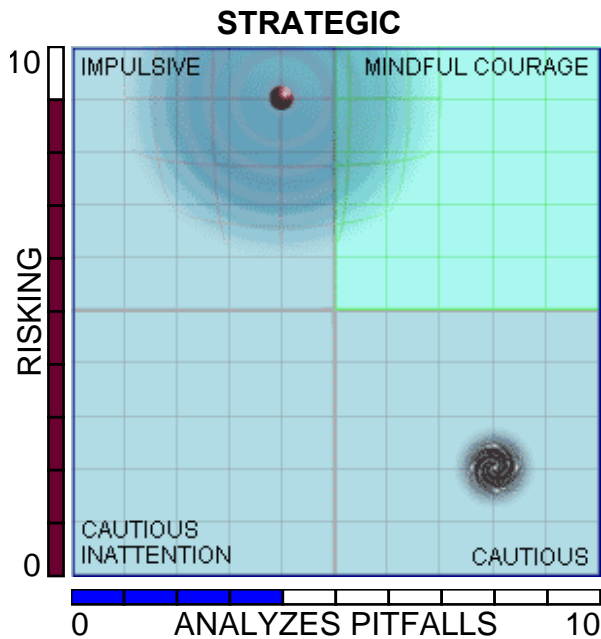
DISINTERESTED IN DECISIONS - The tendency to avoid analyzing situations and decisions while at the same time mistrusting one's own intuition (Low Analytical and Low Intuitive)

Your tendencies for this paradox are:

You tend to analyze problems and decisions and you enjoy doing it.

You generally tend to use intuition or hunches to help make decisions.

Even though you tend to be analytical, you also generally tend to be intuitive. As a result, you are probably reasonably good at problem solving. Your tendency to use both left and right brain functions enables you to sense the important factors while at the same time arrive at logical conclusions. This usually gives you a good insight into situations and problems. Your preferred behavioral range is mostly in the logical intuition quadrant reflecting the above.



"Have the courage to pursue success, but understand and manage your risks."

The Primary traits for this paradox are:

RISKING

The tendency to feel comfortable with business ventures that involve uncertainty

ANALYZES PITFALLS

The tendency to scrutinize potential difficulties related to a plan or strategy

There are four possible combinations for this paradox:

MINDFUL COURAGE - The tendency to take risks while at the same time sufficiently analyzing the potential pitfalls of the plan or strategy (High Risking and High Analyzes Pitfalls)

CAUTIOUS - The tendency to focus on potential pitfalls of a plan or strategy while being very careful about risks (Low Risking and High Analyzes Pitfalls)

IMPULSIVE - The tendency to take risks without sufficient analysis of the potential difficulties (High Risking and Low Analyzes Pitfalls)

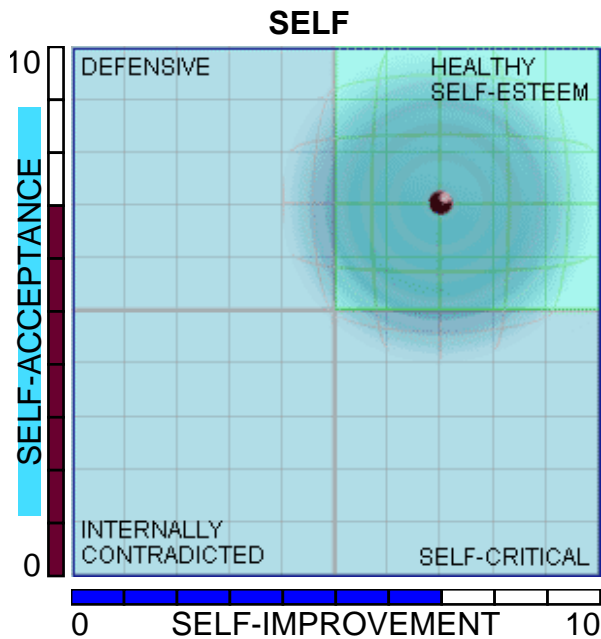
CAUTIOUS INATTENTION - The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyzes Pitfalls)

Your tendencies for this paradox are:

You are very willing to take business risks.

You may prefer not to have to analyze the potential difficulties of plans and strategies and you may sometimes neglect to do so.

You have a strong desire to feel the thrill of risk taking. However, you probably tend to give only minimal analysis to the potential pitfalls. You will benefit from input from others who are more strategically analytical. If you receive feedback and adjust your strategies accordingly, your ventures could be successful and have large pay-offs. However, you will need to discipline yourself to accept advice related to taking precautions. If you make important decisions on your own, you may take risks quite impulsively as indicated by the range of behavior (large blue area) focusing on the impulsive quadrant. The dark circle in the lower right indicates there may also be a cautious aspect to your personality. Your need for risk may be a compensation for caution or fear. Can you identify it?



"Although I have many good qualities, my life and relationships need continuous improvement. True character is developed though self-inquiry which ultimately leads to discovering the full impact of one's weaknesses and faults as well as the revelation of one's grandeur. A person of self-dignity listens carefully to his/her critics and adjusts him/herself to allow his/her splendor to shine forth even more brightly."

The Primary traits for this paradox are:

SELF-ACCEPTANCE

The tendency to like oneself ("I'm O.K. the way I am")

SELF-IMPROVEMENT

The tendency to attempt to develop or better oneself

There are four possible combinations for this paradox:

HEALTHY SELF-ESTEEM - The tendency to accept oneself while at the same time trying to improve oneself (High Self-acceptance and High Self-improvement)

SELF-CRITICAL - Disliking oneself in the context of self-improvement (Low Self-acceptance and High Self-improvement)

DEFENSIVE - The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve") (High Self-acceptance and Low Self-improvement)

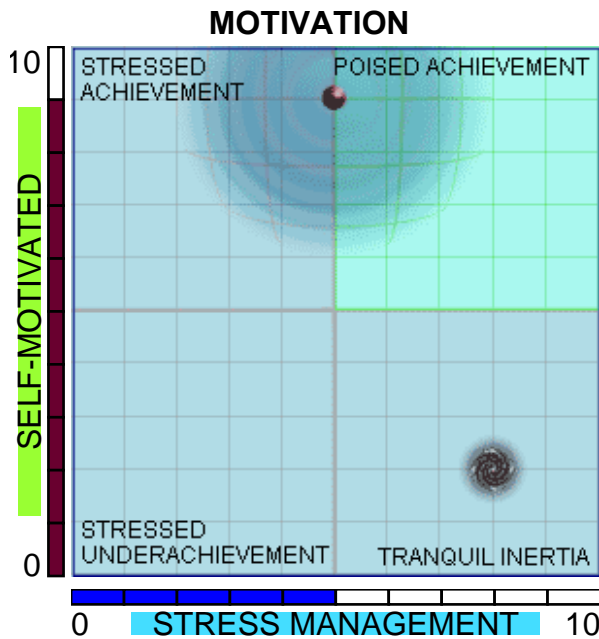
INTERNALLY CONTRADICTED - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement)

Your tendencies for this paradox are:

You tend to be reasonably self-accepting.

You have an intention to improve yourself.

Your interest in self-improvement combined with a reasonable level of self-acceptance reflects a reasonably healthy self-esteem. You are usually open to corrective feedback and willing to change when necessary. By being reasonably comfortable within yourself, you tend to make others more comfortable with you. Thus, most of your preferred behavioral range (large blue area) appears in the upper right quadrant. The behavioral range only partially extends to the defensive or self-critical quadrants indicating you only occasionally exhibit those behaviors.



"By keeping a balanced life, the process of achieving a goal is as fulfilling as achieving the goal itself. No goal is truly fulfilled without quality of life."

The Primary traits for this paradox are:

SELF-MOTIVATED

The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals

STRESS MANAGEMENT

The tendency to be relaxed and manage stress well when it occurs

There are four possible combinations for this paradox:

POISED ACHIEVEMENT - The tendency to be highly self-motivated without becoming tense or easily stressed (High Self-motivated and High Stress Management)

TRANQUIL INERTIA - The tendency to be relaxed and easy-going while at the same time lacking in self-motivation (Low Self-motivated and High Stress Management)

STRESSED ACHIEVEMENT - The tendency to be very achievement oriented while at the same time being tense and/or having difficulty managing stress (High Self-motivated and Low Stress Management)

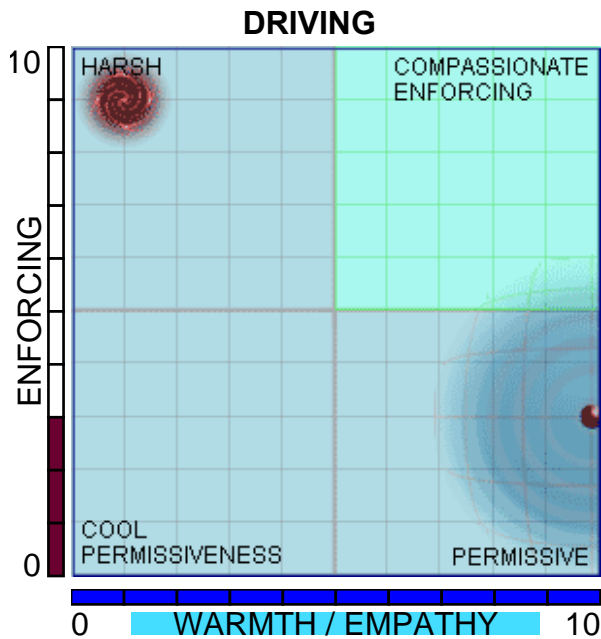
STRESSED UNDERACHIEVEMENT - The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

Your tendencies for this paradox are:

You are very self-motivated

You may at times be somewhat stressed, but it is usually not a significant problem.

Your very high level of self-motivation combined with only a moderate level of stress management indicates that although you probably accomplish a great deal, you may experience some stress in the process. This is reflected in your preferred behavioral range (indicated by the large blue circle) being half in the poised achievement quadrant and half in the stressed achievement quadrant. The dark circle in the lower right indicates your desire to achieve is significantly greater than your ability to manage stress, and thus you may develop an underlying desire to have a respite from your hard work.



"Only a person with a kind heart can administer discipline that is beneficial to others."

The Primary traits for this paradox are:

ENFORCING

The tendency to insist upon necessary rules being followed

WARMTH / EMPATHY

The tendency to express positive feelings and affinity toward others

There are four possible combinations for this paradox:

COMPASSIONATE ENFORCING - The tendency to enforce necessary rules with compassion (High Enforcing and High Warmth / empathy)

PERMISSIVE - The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior (Low Enforcing and High Warmth / empathy)

HARSH - The tendency to be overly strict or punitive when enforcing rules and procedures (High Enforcing and Low Warmth / empathy)

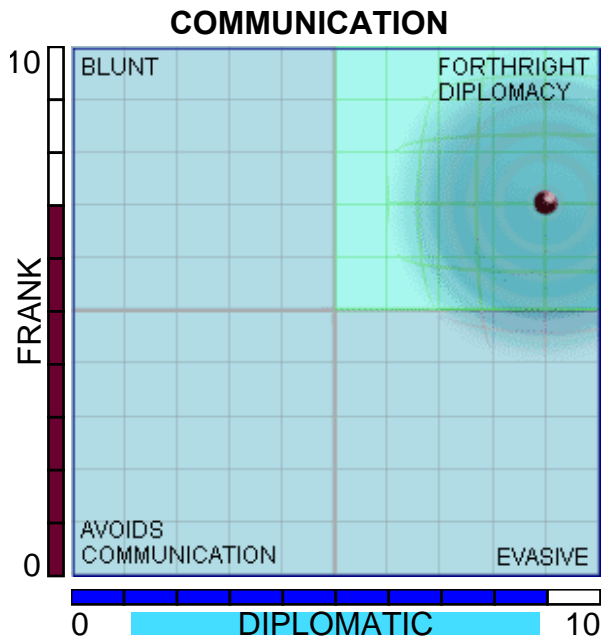
COOL PERMISSIVENESS - The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

Your tendencies for this paradox are:

You may prefer not to have to enforce rules and you may sometimes neglect to do so even when it is necessary.

You tend to frequently express warmth and empathy.

The combination of being extremely warm and empathetic while strongly preferring not to have to enforce rules indicates that you probably tend to be extremely permissive or lenient when it comes to enforcing rules or giving discipline. This is reflected in your preferred behavioral range (large blue area) being almost entirely in the permissive quadrant and only slightly in the compassionate enforcer quadrant. The red circle in the upper left indicates that under stress, your behavior may 'flip' and you may react harshly if someone tries to take advantage of your leniency.



"To build cooperative relationships with others, be respectful of others' self esteem yet authentic in your communications."

The Primary traits for this paradox are:

FRANK

The tendency to be straightforward, direct, to the point, and forthright

DIPLOMATIC

The tendency to state things in a tactful manner

There are four possible combinations for this paradox:

FORTHRIGHT DIPLOMACY - The tendency to be forthright and respectful at the same time (High Frank and High Diplomatic)

EVASIVE - The tendency to be tactful without being sufficiently direct (Low Frank and High Diplomatic)

BLUNT - The tendency to be frank or direct while lacking in diplomacy or tact (High Frank and Low Diplomatic)

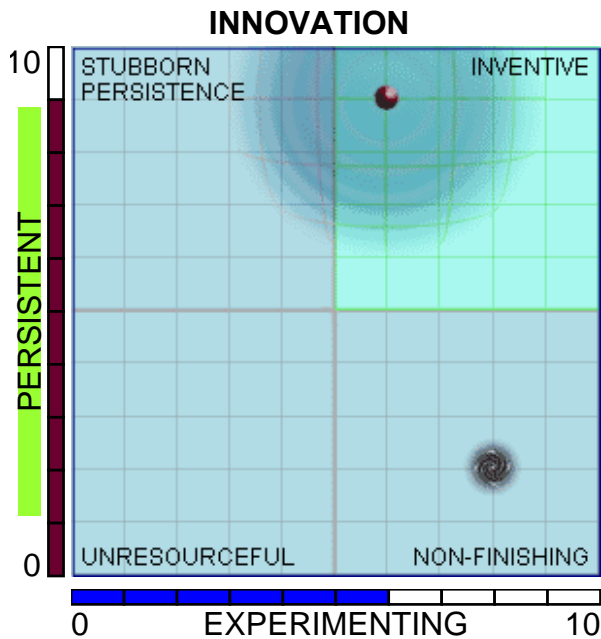
AVOIDS COMMUNICATION - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

Your tendencies for this paradox are:

You usually tend to be forthright, stating what you think in a reasonably direct manner.

You tend to be very tactful, taking significant care to communicate in ways that make it easier for others to receive.

Your reasonable level of frankness combined with your very high level of diplomacy helps you to maintain good communication with your co-workers. This communication skill helps you to communicate diplomatically and straightforwardly at the same time. In addition, you can be either diplomatic or frank as the situation requires. Most people appreciate your authenticity and respectfulness. Your preferred behavioral range (large blue area) is mostly in the forthright diplomacy quadrant, indicating that most of the time, you tend to be a good communicator.



"The key to invention is to have focused determination while letting the imagination run wild."

The Primary traits for this paradox are:

PERSISTENT

The tendency to be tenacious despite encountering significant obstacles

EXPERIMENTING

The tendency to try new things and new ways of doing things

There are four possible combinations for this paradox:

INVENTIVE - The tendency to experiment with different ways of doing something while at the same time maintaining focus on the desired objective or result (High Persistent and High Experimenting)

NON-FINISHING - The tendency to experiment with many different things without persisting in a single direction (Low Persistent and High Experimenting)

STUBBORN PERSISTENCE - The tendency to tenaciously pursue the same course of action without experimenting with different ways of accomplishing the objective (High Persistent and Low Experimenting)

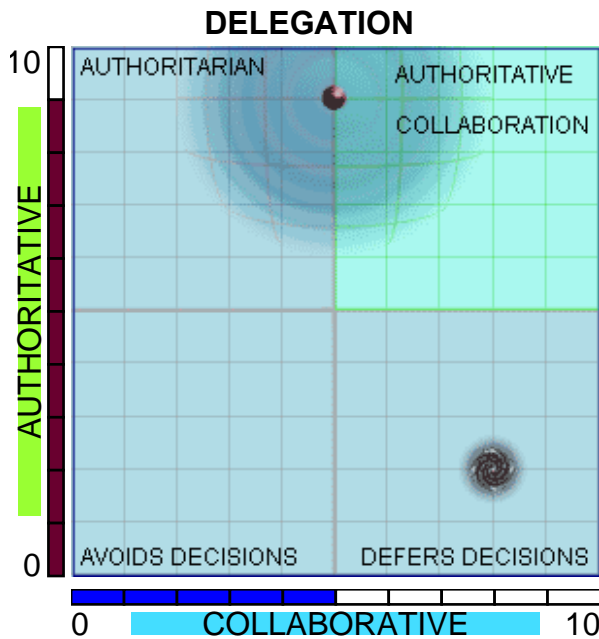
UNRESOURCEFUL - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

Your tendencies for this paradox are:

You tend to be very determined and persevering with a task despite many obstacles.

You moderately enjoy trying new things and may at times experiment with new ways of doing things.

Your very high level of persistence enables you to drive projects to completion with unusual determination. Your persistence is a little stronger than your creative experimentation indicating that you favor an approach that is tried and tested. However, it also indicates you may persist with something a little beyond what is appropriate. Consequently you may hinder your inventiveness by maintaining a particular approach for too long. This is reflected in your preferred behavioral range (large blue area) being mostly in the inventive quadrant and partially in the stubborn persistence quadrant. The small dark circle in the lower right indicates that your slight over-emphasis on persistence could occasionally hinder your progress.



"Never hesitate to take counsel from appropriate people, but always take full responsibility for your own decisions."

The Primary traits for this paradox are:

AUTHORITATIVE

The desire for decision-making authority and the willingness to accept decision-making responsibility

COLLABORATIVE

The tendency to collaborate with others when making decisions

There are four possible combinations for this paradox:

AUTHORITATIVE COLLABORATION - The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process (High Authoritative and High Collaborative)

DEFERS DECISIONS - The tendency to avoid making decisions by referring them to others (Low Authoritative and High Collaborative)

AUTHORITARIAN - The tendency to make decisions without collaborating with others (High Authoritative and Low Collaborative)

AVOIDS DECISIONS - The tendency to avoid decision-making authority while at the same time avoiding making decisions jointly with others (Low Authoritative and Low Collaborative)

Your tendencies for this paradox are:

You have a strong desire to have decision-making authority and are very willing to accept decision-making responsibility.

You may only moderately enjoy collaboration and may give only moderate importance to collaborating with others when making important decisions.

Your strong willingness to accept decision-making authority enables you to take charge and accept full responsibility for decisions that need to be made. However, you may tend to be only moderately collaborative. Thus, your desire for authority is stronger than your willingness to collaborate. Consequently, you may tend to be somewhat over-controlling with regard to decisions. This could hinder you from receiving valuable input that could improve the quality of your decisions. It could also at times hinder the motivation of others by limiting their level of participation. Your preferred behavioral range (large blue area) is half in the authoritative collaboration quadrant indicating that you often collaborate while accepting responsibility. It is also half in the authoritarian quadrant indicating you may also sometimes over-control the decision-making process. The dark circle in the lower right indicates that when things go wrong, you



Paradox Graph

Andrew Jones

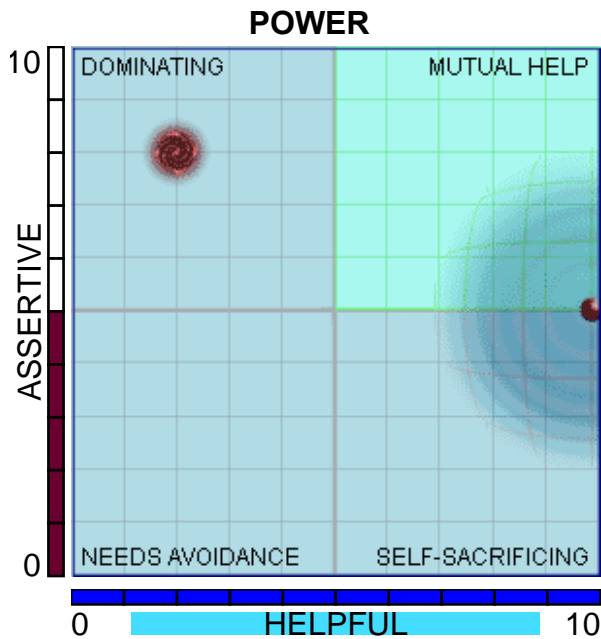
For Proseris Services

Compared to: **Management - Middle** #HA6-018 v2009-11-20

Completed: 2013-09-16

Your tendencies for this paradox are:

may sometimes be reluctant to accept full accountability for the problem.



"Enduring and positive relationships are a result of meeting mutual needs."

The Primary traits for this paradox are:

ASSERTIVE

The tendency to put forward personal wants and needs

HELPFUL

The tendency to respond to others' needs and assist or support others to achieve their goals

There are four possible combinations for this paradox:

MUTUAL HELP - The tendency to pursue solutions that are beneficial to all parties concerned (High Assertive and High Helpful)

SELF-SACRIFICING - The tendency to respond to others' needs at the expense of one's own needs (Low Assertive and High Helpful)

DOMINATING - The tendency to be assertive with one's own needs while failing to respond to other people's needs (High Assertive and Low Helpful)

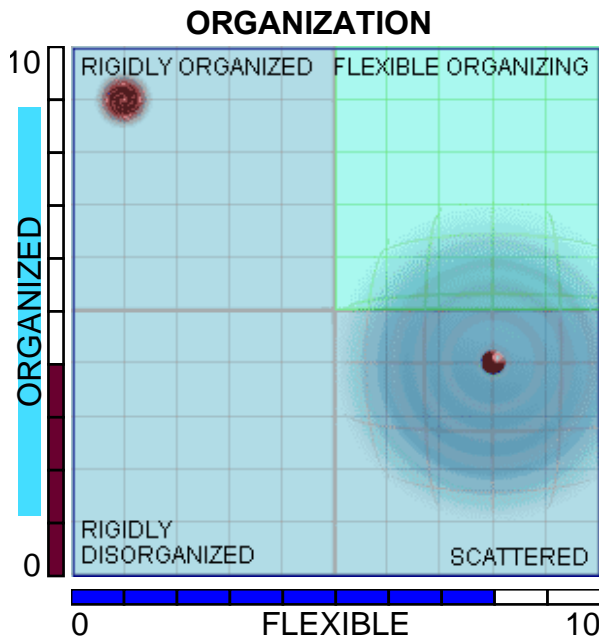
NEEDS AVOIDANCE - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

Your tendencies for this paradox are:

You may only moderately put forward your own needs.

You tend to be extremely helpful and conscious of others' needs.

By being extremely helpful, you tend to establish good working relationships with your co-workers. By moderately expressing your own needs and being extremely helpful, you tend to establish good working relationships with your co-workers. Your supportiveness is likely to be appreciated. However, your tendency to be helpful is greater than your assertion of your own needs and thus, you may tend to be self-sacrificing. Your preferred behavioral range (large blue area) is partially in the mutual help quadrant and partially in the self-sacrificing quadrant indicating the above. The red circle in the upper left indicates that under stress, your behavior may 'flip' and become dominating if you feel others have taken advantage of your helpfulness.



"Orderliness creates efficiency, and flexibility supports longevity. Nature is the perfect example of orderliness in the context of constant change."

The Primary traits for this paradox are:

ORGANIZED

The tendency to place and maintain order in an environment or situation

FLEXIBLE

The tendency to easily adapt to change

There are four possible combinations for this paradox:

FLEXIBLE ORGANIZING - The tendency to organize things while at the same time maintaining flexibility (High Organized and High Flexible)

SCATTERED - The tendency to be disorganized while at the same time enjoying and pursuing change (Low Organized and High Flexible)

RIGIDLY ORGANIZED - The tendency to focus so strongly on being orderly that one tends to have difficulty adapting to changes (High Organized and Low Flexible)

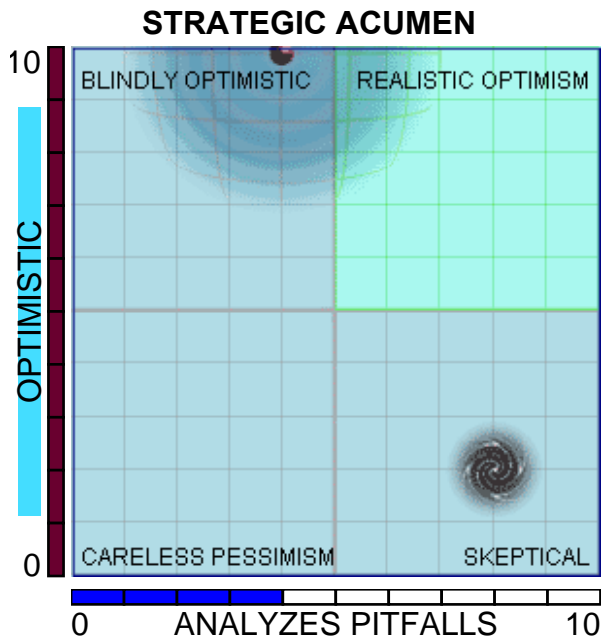
RIGIDLY DISORGANIZED - The tendency to lack organization as well as adaptability (Low Organized and Low Flexible)

Your tendencies for this paradox are:

You may usually prefer not to have to organize things.

You tend to be adaptive to change and probably enjoy variety.

Your tendency to be flexible enables you to be adaptable to change. When circumstances change, you adjust to meet the new requirements. However, your flexibility may be somewhat greater than your orderliness. This indicates that in some situations you may be scattered, perhaps implementing too many changes. Your preferred behavioral range (large blue area) is partly in the flexible organizing quadrant but mostly in the scattered quadrant indicating that some of the time you may be effective when organizing but more of the time you may be scattered. The red circle in the upper left indicates that under stress, your behavior may 'flip' and become a little rigid.



"Keep a positive attitude about the future, but be mindful of difficulties when they are small."

The Primary traits for this paradox are:

OPTIMISTIC

The tendency to believe the future will be positive

ANALYZES PITFALLS

The tendency to scrutinize potential difficulties related to a plan or strategy

There are four possible combinations for this paradox:

REALISTIC OPTIMISM - The tendency to analyze the potential pitfalls of a plan or strategy while maintaining a positive view of the future and the potential benefits of the plan or strategy (High Optimistic and High Analyzes Pitfalls)

SKEPTICAL - The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits (Low Optimistic and High Analyzes Pitfalls)

BLINDLY OPTIMISTIC - The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties (High Optimistic and Low Analyzes Pitfalls)

CARELESS PESSIMISM - The tendency to take risks while at the same time believing that the future is bleak (Low Optimistic and Low Analyzes Pitfalls)

Your tendencies for this paradox are:

You tend to be extremely optimistic and cheerful. Your positive attitude will be very beneficial when dealing with your co-workers or clients.

You may prefer not to have to analyze the potential difficulties of plans and strategies, and you may sometimes neglect to do so.

Your extremely positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Since you prefer not to have to analyze potential problems, your optimism may be much greater than your tendency to analyze the potential problems. Thus, you may tend to give much greater weight to the positive side than the potential problems. Your preferred behavioral range (large blue area) is partly in the realistic optimism quadrant indicating that part of the time you may have realistic optimism. However, it is mostly in the blindly optimistic quadrant indicating that much of the time you may be blindly optimistic. Thus, it may be wise to get input from others when it comes to making important plans and strategies. The dark circle in the lower right indicates that your tendency to be blindly optimistic may be a compensation for an underlying fear of things going wrong.

This report provides key single words that describe the individual. The keywords are divided into three columns: Strongest Traits, Strong Traits and Reasonably Strong Traits. The Strongest Traits are traits that the person scores 10 out of 10 or 2 or less out of 10. This indicates that the trait is extreme and thus will be the person's strongest characteristic. Strong Traits are traits in which the person scores 9 out of 10 or 3 out of 10, indicating the traits will be strong due to its absence or presence. Reasonably Strong Traits are traits in which the person scores 8 out of 10 or 4 out of 10, indicating the trait will be fairly strong due to its presence or important due to its absence. The Summary Descriptions provide a narrative paragraph that further describes the person's behavior.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Keyword Descriptions

Strongest Traits

Optimistic
Helpful
Wants autonomy
Warm

Strong Traits

Outgoing
Willing to make decisions
Risking
Persevering
Diplomatic
Self-sacrificing
Takes initiative
Idealistic
Dislikes structure
Likes to lead
Self-motivated

Reasonably Strong Traits

Open minded
Analytical
Works quickly
Can be unorganized
Flexible
Enthusiastic about goals

Summary Descriptions

Andrew's task preferences are (in order of preference): doing something that helps others or society, meeting and interacting with new people, analyzing facts, problems and decisions, and working with numbers. Andrew prefers to avoid the following tasks (listed according to greatest dislike first): doing tasks that need to be done precisely, enforcing rules, fixing or repairing something, building or making something, researching or learning new information, doing physical work, and doing clerical work. Andrew would be interested in work that involves animals, food, electronics, plants, psychology, entertainment, computer software, and computer hardware. Andrew lacks interest in children, sports, travel, writing/language, health/medicine, and medical science. Andrew needs a work environment that involves stimulating deadlines, working with the general public, working indoors, and few repetitive and monotonous tasks.

Generally, Andrew is extremely optimistic and has a positive outlook. Andrew is very capable of being tactful. Andrew is extremely helpful and conscious of others' needs. This is reasonably balanced and will help him have positive interactions with others. Andrew is very outgoing. Thus he would enjoy a position that involves meeting new people. Andrew enjoys trying to influence others. Andrew is extremely empathetic and warm, however Andrew may at times become overly emotional. His warm-heartedness will enable him to influence others more successfully. Andrew tends

Summary Descriptions

to be reasonably open-minded, making it easier to communicate with people who have different ideas. There are some interpersonal areas in which he could improve. Andrew may tend to be a little self-sacrificing at times.

Andrew is highly motivated by a chance to have decision-making authority, a chance to take initiative, having challenging work, an opportunity to do something worthwhile for society, an opportunity to be in a leadership position, and an opportunity to achieve his goals. He is demotivated by having to work with a supervisor who does not offer a significant amount of autonomy.

Andrew enjoys analyzing facts and situations. Andrew is comfortable in a decision-making role. Andrew is very willing to take risks. Andrew is optimistic about the outcome of risks. Andrew probably spends little time analyzing the potential difficulties of a plan or strategy. This may not be enough for the degree of risk he likes to take. Andrew may make decisions based upon hope rather than on an examination of the facts. Andrew normally approaches decisions with an open and reflective mind. Andrew has some interest in planning.

Traits - Simplified

Andrew Jones

Completed: 2013-09-16

For Proseris Services

Compared to: **Management - Middle** #HA6-018 v2009-11-20

| Traits | Score | Retention and Engagement Factors | Score | Work Environment Preferences | Score |
|------------------------|-------|----------------------------------|--------------|--|--------------|
| Helpful | 9.9 | Wants Social Opportunities | 10.0 | Pressure Tolerance | 9.7 |
| Warmth / empathy | 9.9 | Wants Development | 9.0 | Public Contact | 7.2 |
| Wants Autonomy | 9.6 | Wants Opinions Valued | 8.0 | Sitting | 6.1 |
| Optimistic | 9.5 | Wants Personal Help | 7.0 | Team | 4.5 |
| Wants Challenge | 9.4 | Wants Work/Life Balance | 6.0 | Noise | 3.7 |
| Risking | 9.2 | Wants Appreciation | 5.0 | Standing | 3.1 |
| Outgoing | 9.2 | Wants To Be Informed | 4.0 | Outdoors | 2.3 |
| Wants To Lead | 9.2 | Wants Advancement | 3.0 | Repetition | 2.1 |
| Cause Motivated | 9.1 | Wants Quick Pay Increases | 2.0 | | |
| Self-motivated | 9.0 | Wants Flexible Work Time | 1.0 | Behavioral Competencies | Score |
| Takes Initiative | 8.7 | | | Handles Autonomy | 9.3 |
| Diplomatic | 8.6 | Task Preferences | Score | Provides Direction | 9.0 |
| Authoritative | 8.6 | Numerical | 8.0 | People Oriented | 8.7 |
| Persistent | 8.6 | Computers | 6.6 | Handles Conflict | 8.7 |
| Open / reflective | 8.2 | Public Speaking | 6.5 | Organizational Compatibility | 8.6 |
| Enthusiastic | 8.2 | Teaching | 5.8 | Interpersonal Skills | 8.3 |
| Influencing | 8.1 | Manual Work | 5.7 | Coaching | 8.3 |
| Tolerance Of Bluntness | 7.8 | Artistic | 5.4 | Receives Correction | 8.1 |
| Tempo | 7.7 | Driving | 4.0 | Innovative | 7.9 |
| Flexible | 7.7 | Research / learning | 3.4 | Doesn't Need Structure | 7.8 |
| Analytical | 7.5 | Building / making | 3.0 | Self-employed | 6.9 |
| Wants Recognition | 7.3 | Mechanical | 2.8 | Negotiating | 6.5 |
| Frank | 7.1 | Clerical | 2.5 | Tolerance Of Evasiveness | 6.0 |
| Self-acceptance | 7.0 | Physical Work | 2.5 | Effective Enforcing Judgment (strategic) | 5.0 |
| Certain | 6.8 | | | | 2.1 |
| Wants Frankness | 6.8 | Interests | Score | Traits to Avoid for this Position | Score |
| Intuitive | 6.6 | Psychology | 10.0 | Permissive | 6.8 |
| Self-improvement | 6.6 | Electronics | 10.0 | Blindly Optimistic | 5.7 |
| Experimenting | 6.4 | Animals | 10.0 | Impulsive | 5.4 |
| Wants Stable Career | 5.6 | Food | 10.0 | Rebellious Autonomy | 0.9 |
| Comfort With Conflict | 5.4 | Entertainment | 8.0 | Defensive | 0.3 |
| Wants High Pay | 5.4 | Plants | 8.0 | Blunt | 0.0 |
| Relaxed | 5.2 | Computer Hardware | 8.0 | Dogmatic | 0.0 |
| Enlists Cooperation | 5.0 | Computer Software | 8.0 | Forceful Enforcing | 0.0 |
| Assertive | 4.9 | Finance / business | 7.0 | Harsh | 0.0 |
| Collaborative | 4.7 | Physical Science | 6.0 | Skeptical | 0.0 |
| Planning | 4.7 | Science | 6.0 | | |
| Manages Stress Well | 4.5 | Selling | 5.0 | | |
| Wants Capable Leader | 4.5 | Manufacturing | 5.0 | | |
| Wants Diplomacy | 4.3 | Legal Matters | 4.0 | | |
| Systematic | 4.1 | Biology | 3.0 | | |
| Organized | 3.9 | Travel | 2.0 | | |
| Analyzes Pitfalls | 3.8 | Sports | 2.0 | | |
| Tolerance Of Structure | 3.3 | Medical Science | 2.0 | | |
| Enforcing | 3.1 | Writing / language | 2.0 | | |
| Precise | 2.3 | Children | 2.0 | | |
| | | Health / medicine | 2.0 | | |