

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

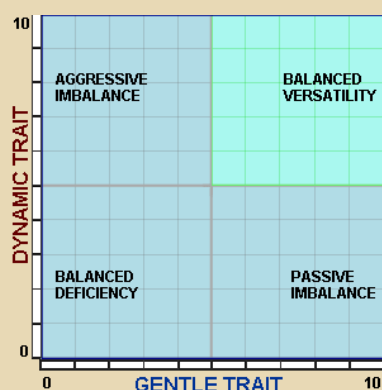


Figure 2

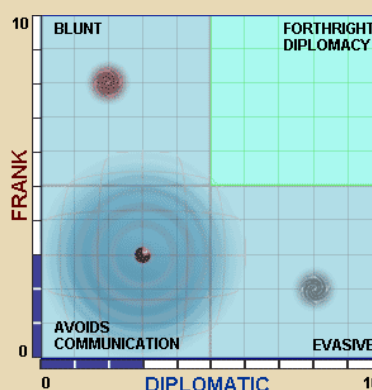


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive 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 suitability assessment 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% 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

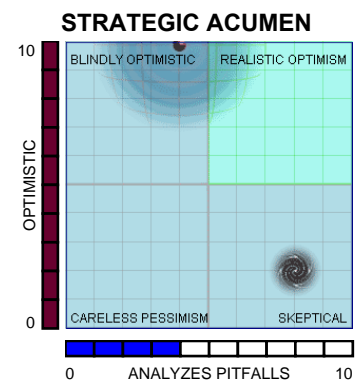
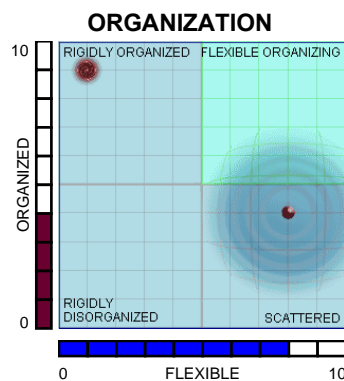
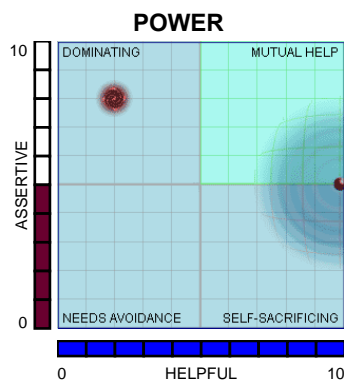
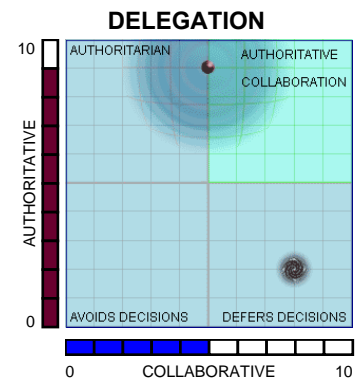
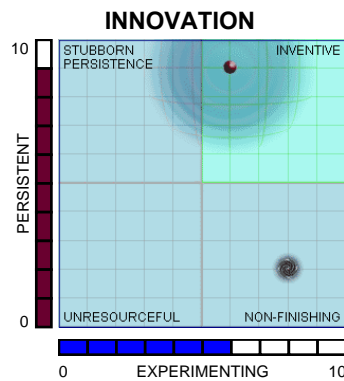
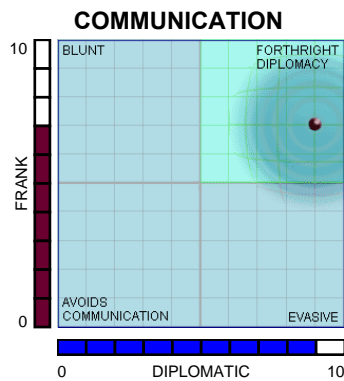
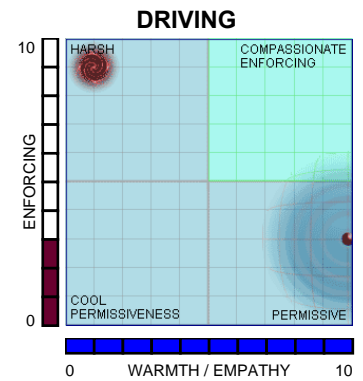
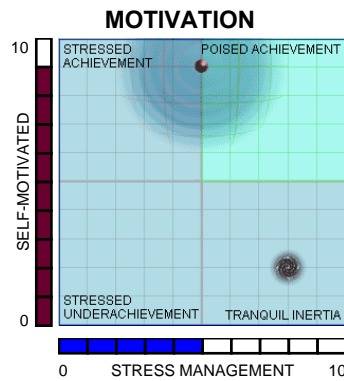
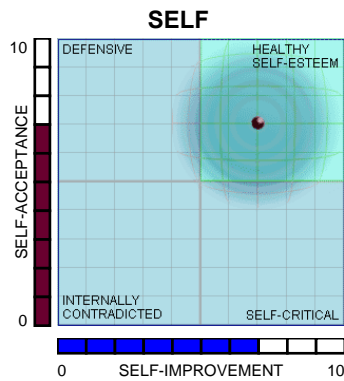
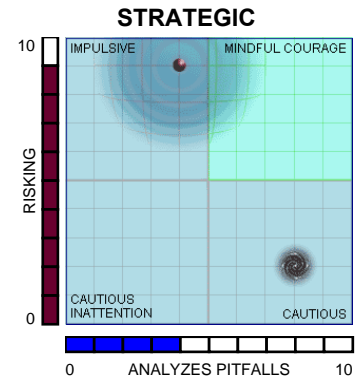
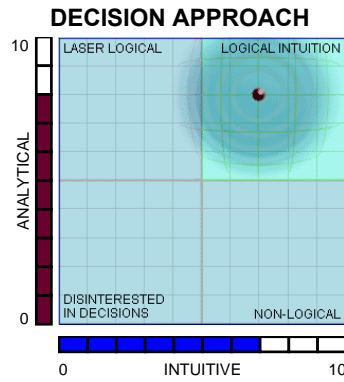
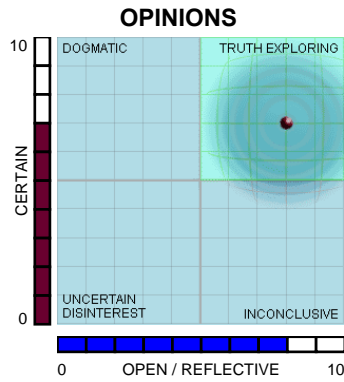
## LEADERSHIP

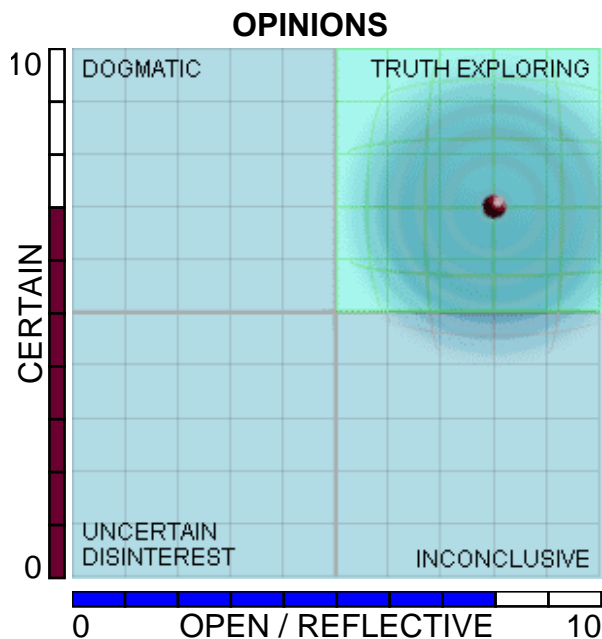
INITIATING

MOTIVATING

IMPLEMENTING

MAINTAINING





*"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)

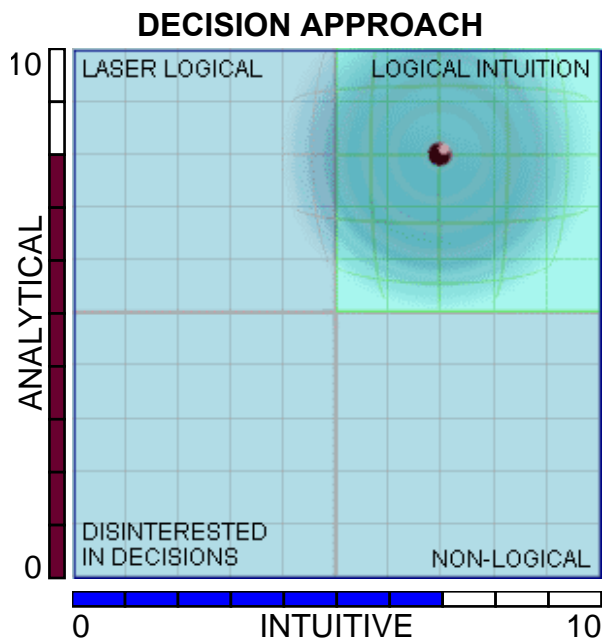
**UNCERTAIN DISINTEREST** - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

**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)

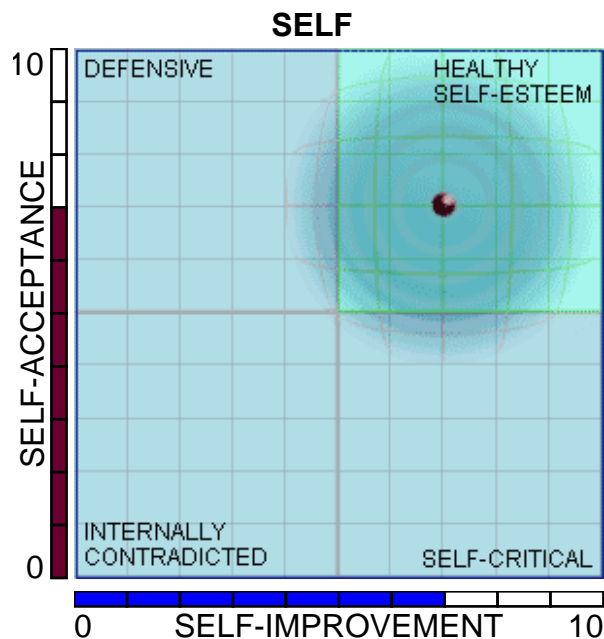
**CAUTIOUS INATTENTION** - The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyzes Pitfalls)

**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)

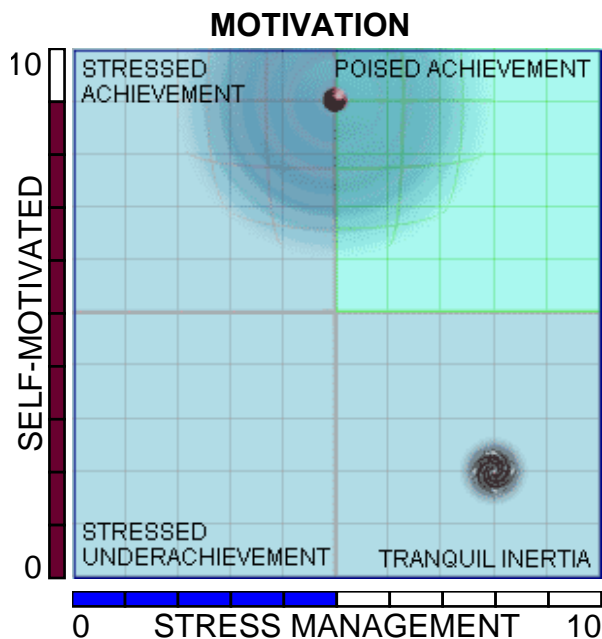
**INTERNALLY CONTRADICTED** - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement)

### **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)

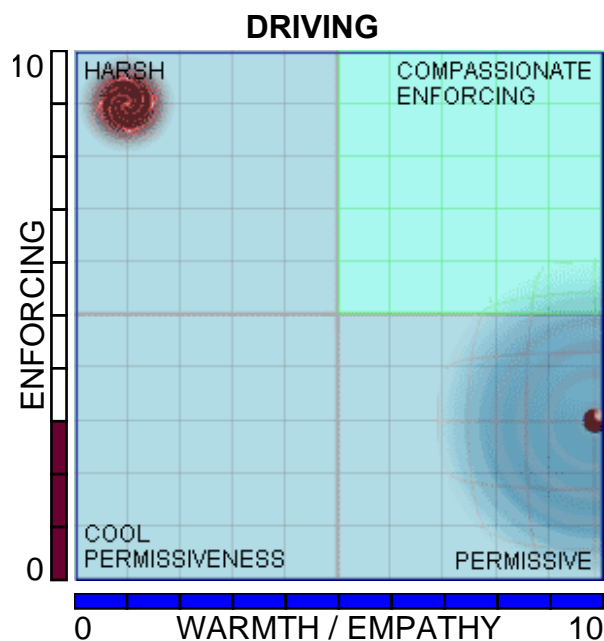
**Your tendencies for this paradox are:**

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)

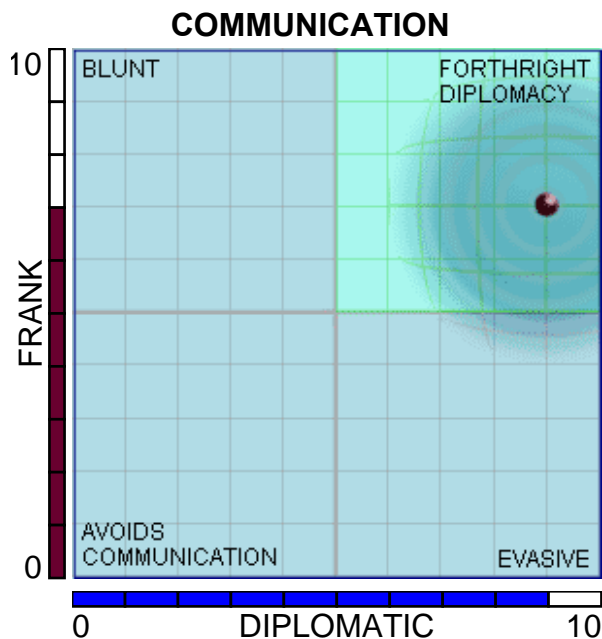
**COOL PERMISSIVENESS** - The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

**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)

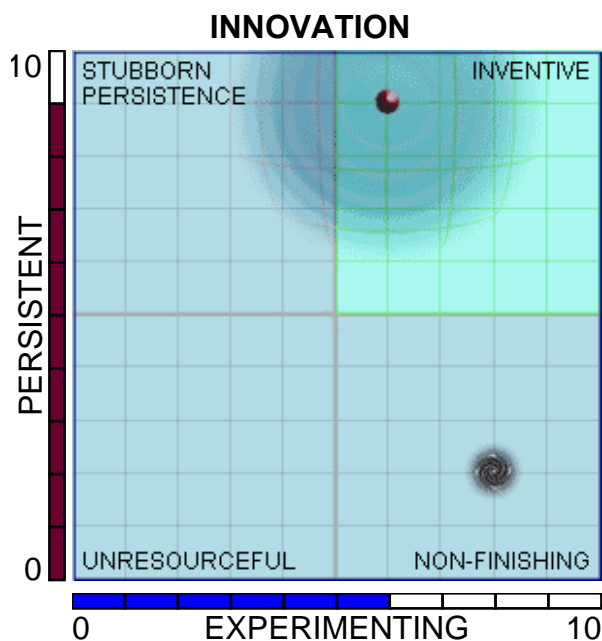
**AVOIDS COMMUNICATION** - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

**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)

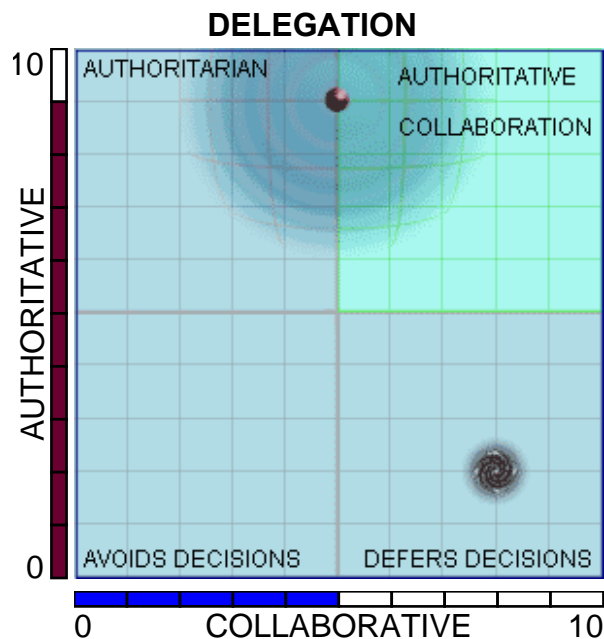
**UNRESOURCEFUL** - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

**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:**

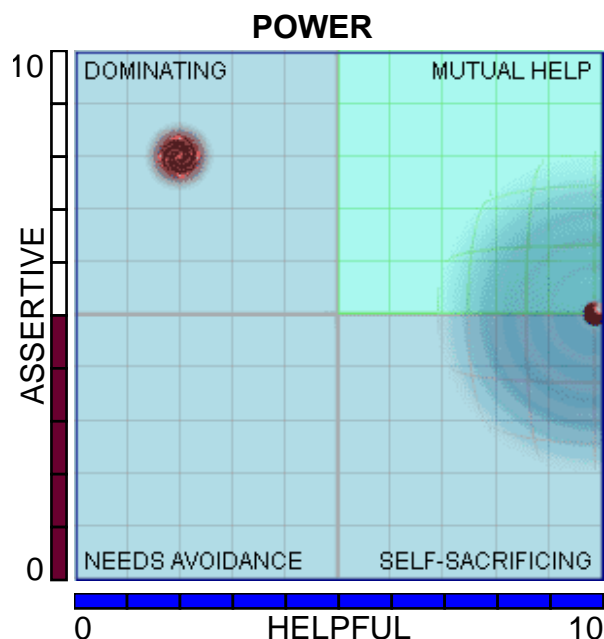
You have a strong desire to have decision-making authority and are very willing to accept decision-making responsibility.

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

### 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)

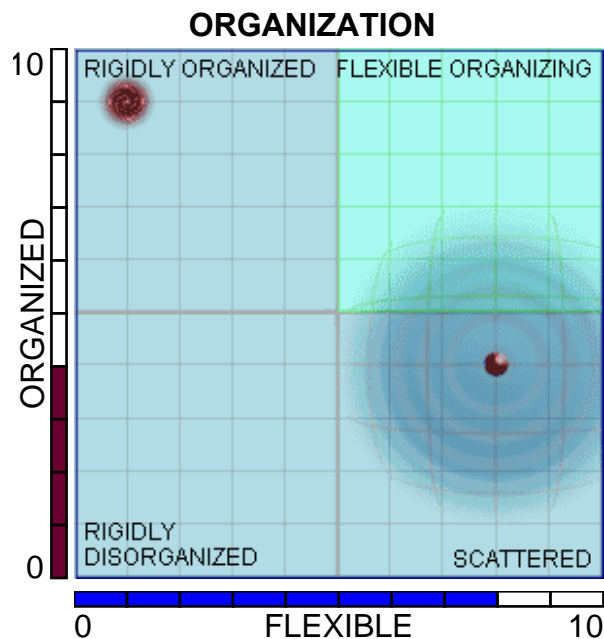
**NEEDS AVOIDANCE** - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

**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)

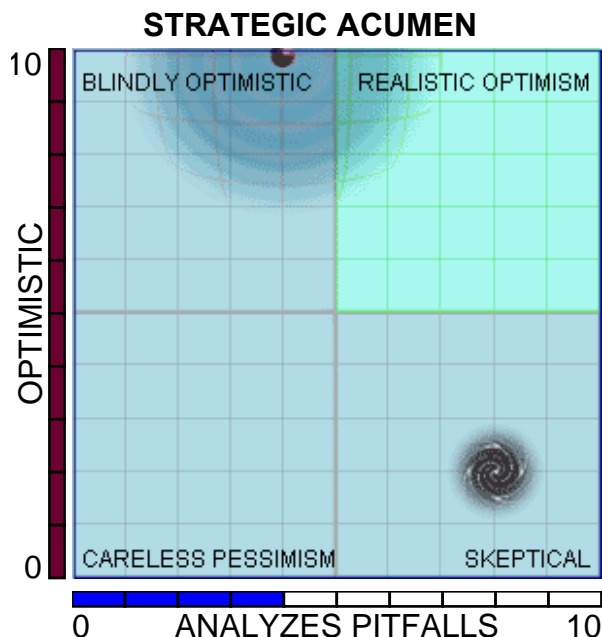
**RIGIDLY DISORGANIZED** - The tendency to lack organization as well as adaptability (Low Organized and Low Flexible)

**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.