

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

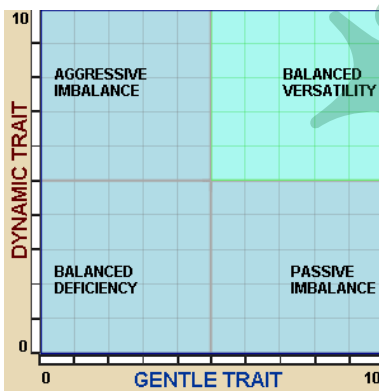


Figure 2

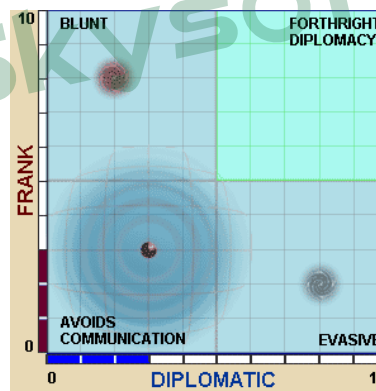


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive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

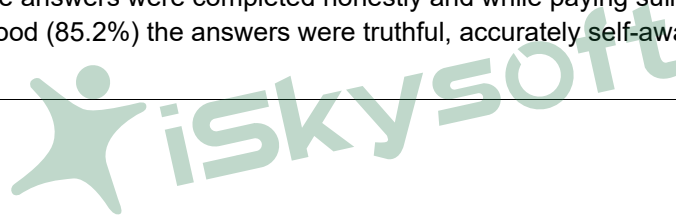
the initiating stage of leadership and Innovation can be considered the implementing stage of achievement.

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 system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (85.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.



INTERPERSONAL

ACHIEVEMENT

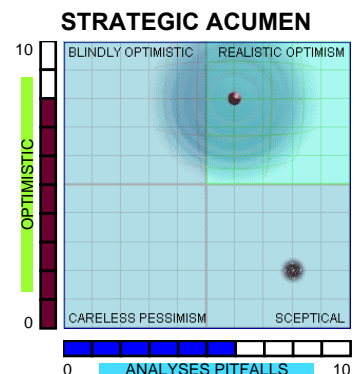
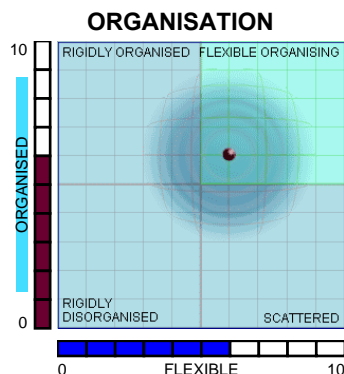
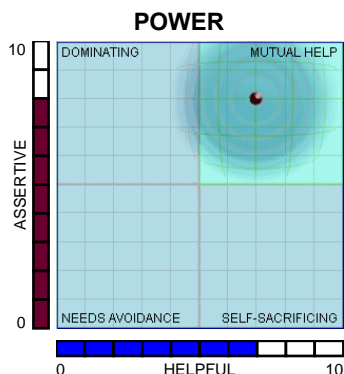
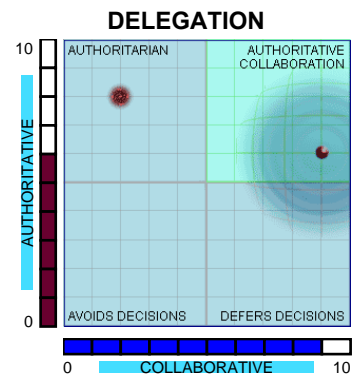
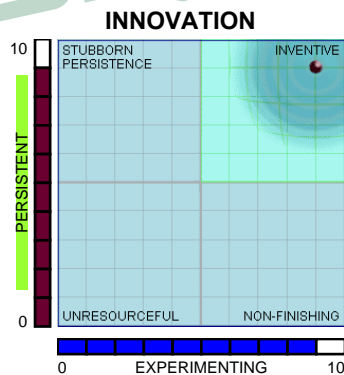
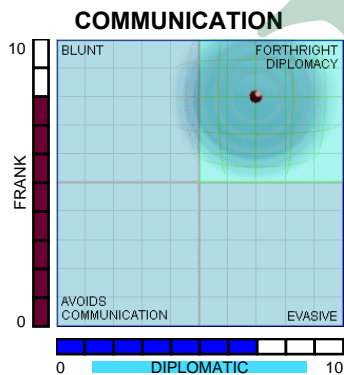
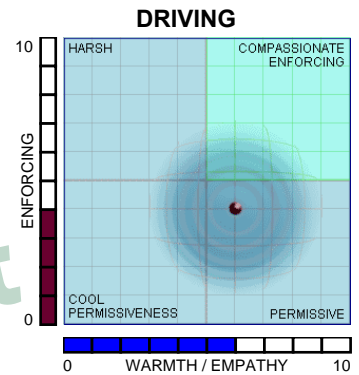
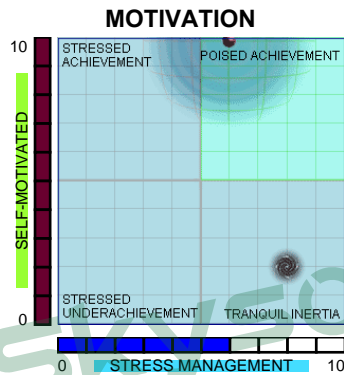
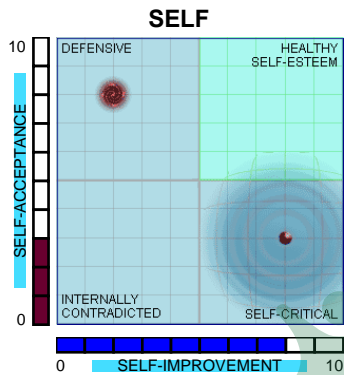
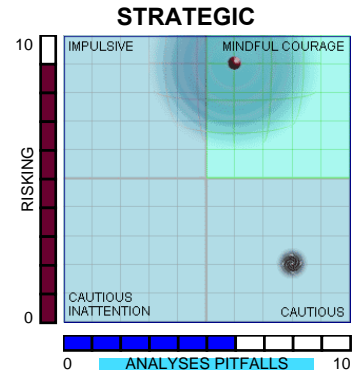
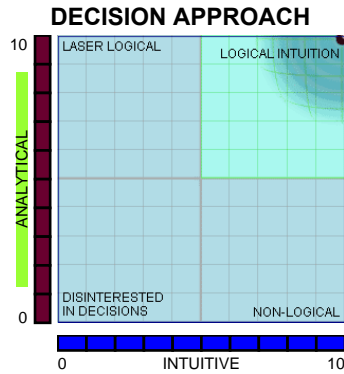
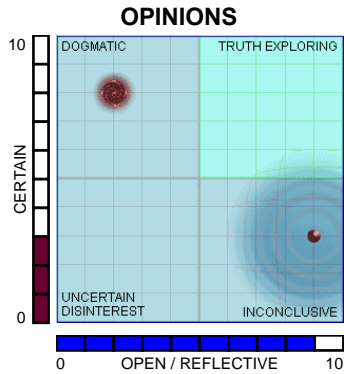
LEADERSHIP

INITIATING

MOTIVATING

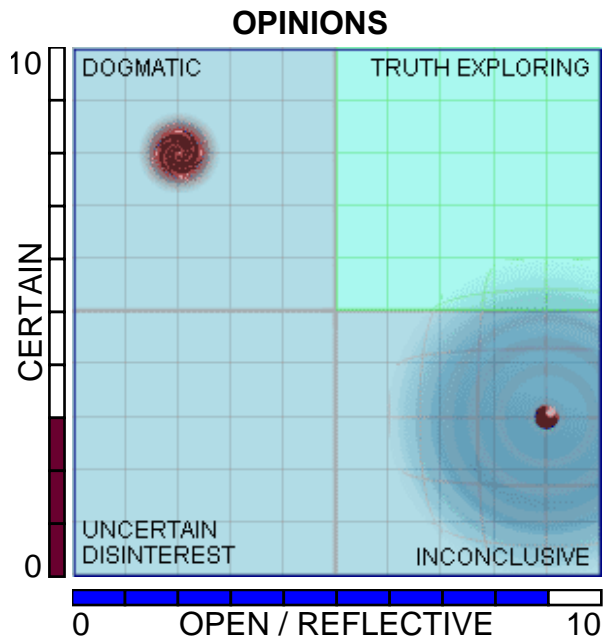
IMPLEMENTING

MAINTAINING



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 reflect on ideas without sufficiently coming to conclusions (Low Certain and High Open / reflective)

DOGSMATIC - The tendency to be certain of opinions without sufficiently being open to different ideas (High Certain and Low Open / reflective)

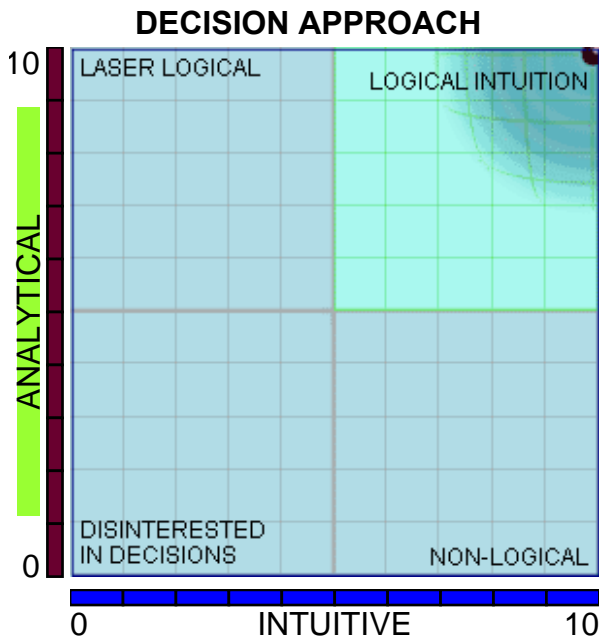
UNCERTAIN DISINTEREST - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

Your tendencies for this paradox are:

You may very often question if your own opinions are correct.

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

The combination of being uncertain of your opinions and very open to different ideas will probably enable you to come to very thoughtful but very tentative opinions. You will probably question your opinions often. You rarely express a firm opinion about something unless you have considered the issues carefully. Except when under significant stress, you are very quick to change to a better idea as soon as it is presented. However, your tendency to explore different ideas is greater than your tendency to be certain of your opinions and thus, you may occasionally be inconclusive. Your broadmindedness may make you very vulnerable to people who have strong opinions. The red circle in the upper left indicates that under stress you may at times react in a dogmatic way in order to protect yourself from people who have strong opinions.



"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 analysing a plan or problem (Low Analytical and High Intuitive)

LASER LOGICAL - The tendency to solve problems emphasising analysis over intuition (High Analytical and Low Intuitive)

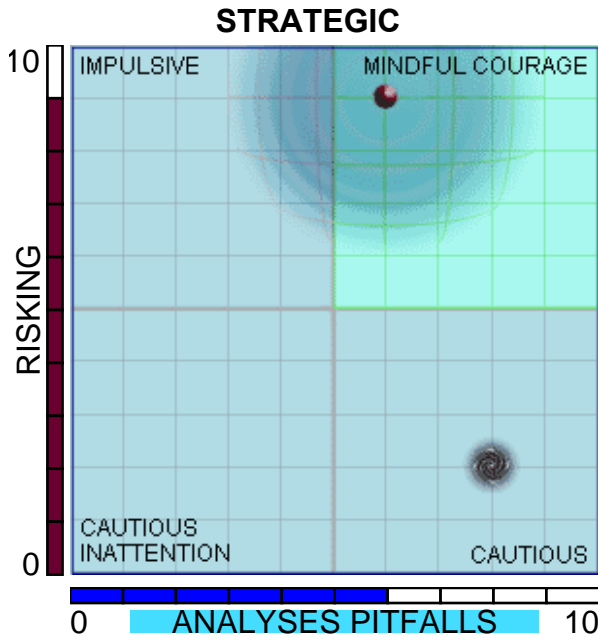
DISINTERESTED IN DECISIONS - The tendency to avoid analysing situations and decisions while at the same time mistrusting intuition (Low Analytical and Low Intuitive)

Your tendencies for this paradox are:

You tend to frequently analyse problems and decisions and you greatly enjoy doing it.

You very frequently use intuition or hunches to help make decisions.

You tend to extensively use both analysis and intuition when making decisions. As a result, you are probably extremely good at problem solving. Your very strong 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 frequently gives you a keen insight into situations and problems. Your preferred behavioural range is entirely 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

ANALYSES PITFALLS

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

There are four possible combinations for this paradox:

MINDFUL COURAGE - The tendency to analyse the potential pitfalls of the plan or strategy while at the same time being willing to take risks (High Risking and High Analyses Pitfalls)

CAUTIOUS - The tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks (Low Risking and High Analyses Pitfalls)

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

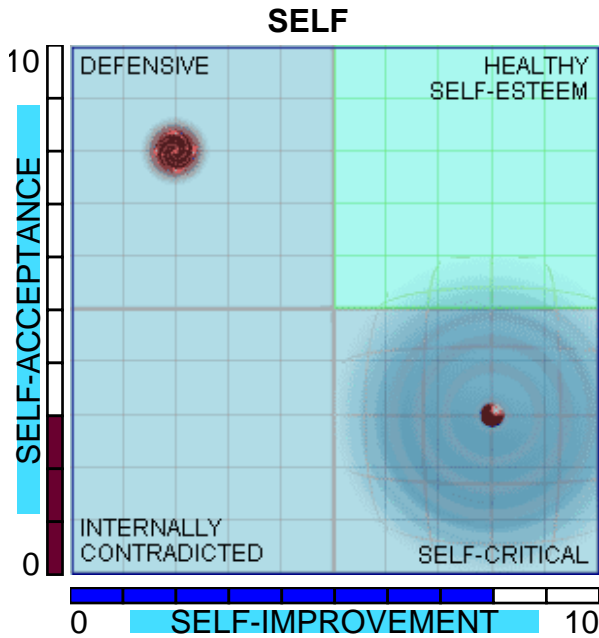
CAUTIOUS INATTENTION - The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyses Pitfalls)

Your tendencies for this paradox are:

You are very willing to take business risks.

You may moderately enjoy analysing the potential difficulties of plans and strategies and you probably have a moderate tendency to do so.

You have a strong desire to feel the thrill of risk taking. However, you usually moderately analyse 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 are likely to be successful and have a large pay-offs. If you make important decisions on your own, you may take risks a little impulsively as indicated by the range of behaviour (large blue area) extending to the impulsive category. The small dark circle in the lower right indicates there may also be some 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 through 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 splendour 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 - The tendency to seek self-improvement without sufficiently being self-accepting (Low Self-acceptance and High Self-improvement)

DEFENSIVE - The tendency to be self-accepting without sufficiently intending to improve (High Self-acceptance and Low Self-improvement)

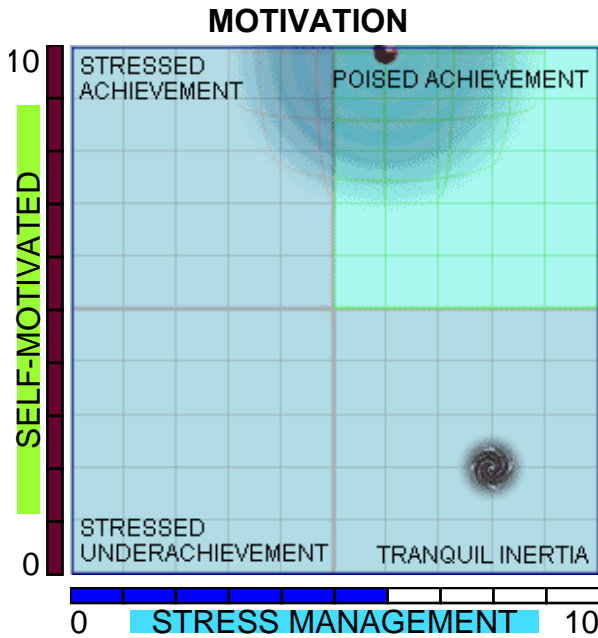
INTERNALLY CONTRADICTED - The tendency to lack self-acceptance as well as the desire to improve oneself (Low Self-acceptance and Low Self-improvement)

Your tendencies for this paradox are:

You may tend to be lacking in self-acceptance.

You have a reasonably strong intention to improve yourself.

You recognise that self-improvement is the most important goal, because it is the means of achieving all goals. However, your interest in self-improvement combined with very low self-acceptance indicates you may tend to be very self-critical. Thus, you may sometimes make things difficult for yourself by being unnecessarily hard on yourself. The red circle in the upper left indicates that under stress your behaviour may occasionally 'flip' and become defensive.



"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 while at the same time managing stress well when it occurs

There are four possible combinations for this paradox:

POISED ACHIEVEMENT - The tendency to be self-motivated while at the same time managing stress (High Self-motivated and High Stress Management)

TRANQUIL INERTIA - The tendency to be relaxed and easy-going without being sufficiently self-motivated (Low Self-motivated and High Stress Management)

STRESSED ACHIEVEMENT - The tendency to strive for achievement without sufficiently managing stress (High Self-motivated and Low Stress Management)

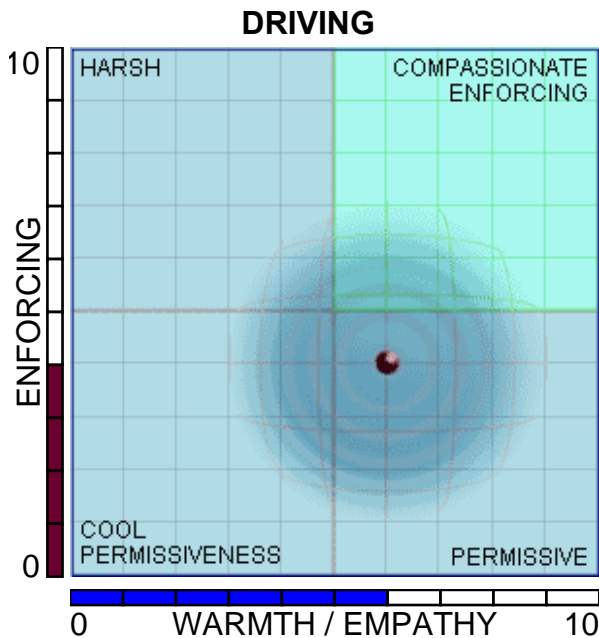
STRESSED UNDERACHIEVEMENT - The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

Your tendencies for this paradox are:

You are highly self-motivated

You tend to be moderately easy-going and unstressed.

Your extremely high level of self-motivation combined with a moderate level of stress management, probably enables you to make great accomplishments with only a moderate level of stress. Your ability to manage stress not only supports your health and well being, it furthers your accomplishments. Your behavioural range (large blue area) is mostly in the poised achievement quadrant, with very little extending to the stressed achievement quadrant. The dark circle in the lower right indicates your drive to achieve is so strong that you may occasionally develop an underlying desire to have a respite from the 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 towards 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 warm and empathetic without sufficiently enforcing rules or holding others accountable (Low Enforcing and High Warmth / empathy)

HARSH - The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic (High Enforcing and Low Warmth / empathy)

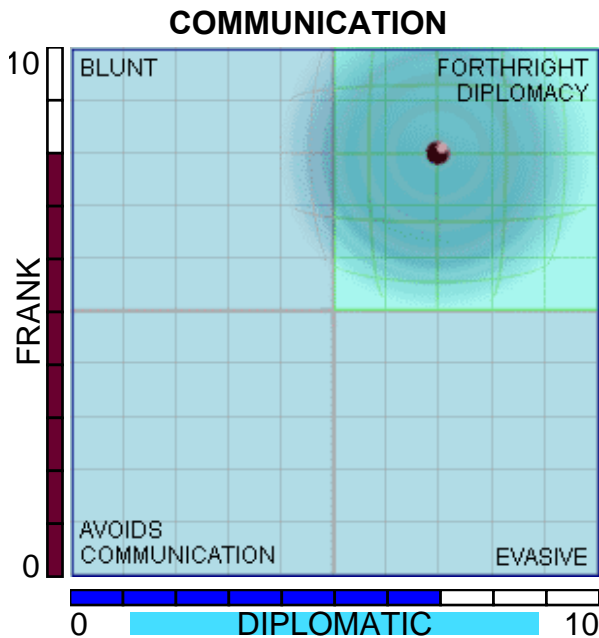
COOL PERMISSIVENESS - The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

Your tendencies for this paradox are:

You may prefer not to have to enforce rules but will probably do so when it is absolutely necessary.

You tend to moderately express warmth and empathy.

You probably prefer not to have to give discipline or be in an enforcing role. However, when you do, you may tend to be moderately warm and empathetic. Your preferred behavioural range (large blue area) is partially in the compassionate enforcer quadrant, but mostly in the permissive quadrant, indicating that you may tend to be a little permissive at times.



"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 without being sufficiently tactful or diplomatic (High Frank and Low Diplomatic)

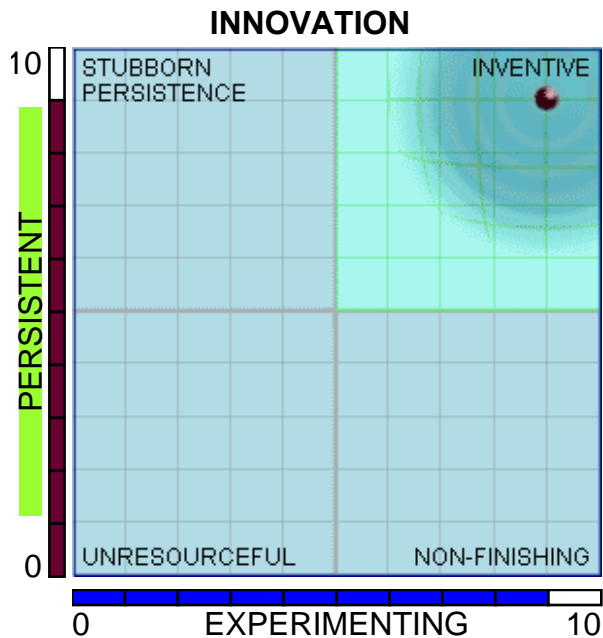
AVOIDS COMMUNICATION - The tendency to lack the combination of frankness and diplomacy (Low Frank and Low Diplomatic)

Your tendencies for this paradox are:

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

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

You have an ability to be direct and straightforward while at the same time being tactful. You can be either diplomatic or frank as the situation requires. Your high level of frankness combined with your reasonably high level of diplomacy helps you to resolve most misunderstandings and maintain positive working relationships. Your preferred behavioural range (large blue area) is mostly in the forthright diplomacy quadrant, indicating you only occasionally communicate bluntly or evasively.



"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 different things without sufficiently persisting in a single direction (Low Persistent and High Experimenting)

STUBBORN PERSISTENCE - The tendency to be persistent without sufficiently trying different ways to overcome obstacles (High Persistent and Low Experimenting)

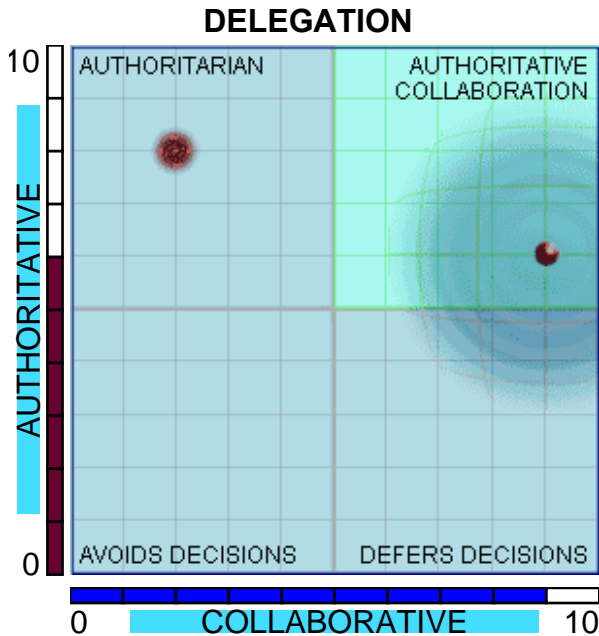
UNRESOURCEFUL - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

Your tendencies for this paradox are:

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

You very much enjoy trying new things and frequently experiment with new ways of doing things.

You are likely to produce original ideas and/or inventions. Your very high level of persistence combined with your very high level of willingness to try new things enables you to be very inventive. Your creativity can be extremely useful when starting in a new direction, taking on a new project, or doing something that has not been done before. Your determination enables you to drive your creative experimentation to completion. Thus, you are probably on the cutting edge of discovery. Your preferred behavioural range (large blue area) is entirely in the inventive quadrant, indicating that your creative initiatives nearly always come to fruition.



"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 emphasise collaborative decision-making without sufficiently accepting responsibility for making decisions (Low Authoritative and High Collaborative)

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

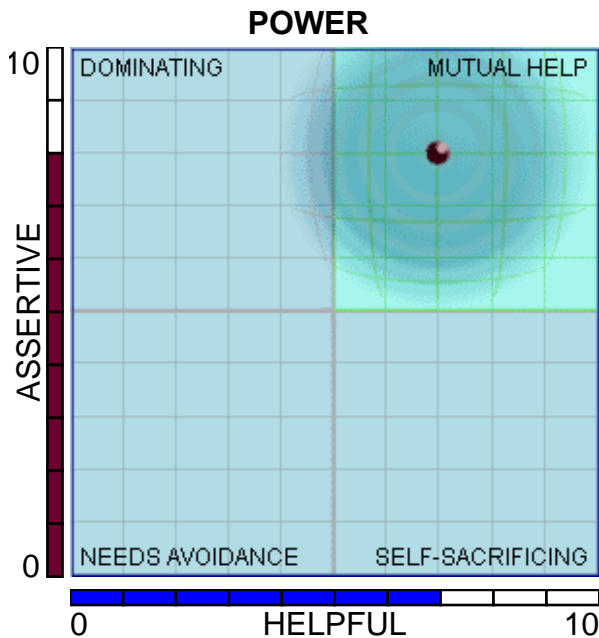
AVOIDS DECISIONS - The tendency to avoid decision-making authority as well as collaborative decisions-making (Low Authoritative and Low Collaborative)

Your tendencies for this paradox are:

You are moderately willing to have decision-making authority and usually accept decision-making responsibility.

You very much enjoy collaboration and are very willing to collaborate with others with regard to important decisions.

Your strong tendency to collaborate enables you to be good at generating participation with decisions. By gaining the input of others you tend to make better decisions. By encouraging participation from others you increase their motivation and involvement. Although you accept a moderate level of responsibility for decisions, you may occasionally defer decisions you could make yourself. Your preferred behavioural range (large blue area) is mostly in the authoritative collaboration quadrant, indicating that most of the time you accept a moderate level of responsibility and encourage participation. However, your preferred behavioural range also extends to the defers decisions quadrant indicating that you may also sometimes defer responsibility for decisions. The small red circle in the upper left indicates that under stress, your behaviour may occasionally 'flip' and you may react by over-controlling a decision.



"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 without sufficiently expressing one's own needs (Low Assertive and High Helpful)

DOMINATING - The tendency to be assertive of one's needs without sufficiently being helpful to others (High Assertive and Low Helpful)

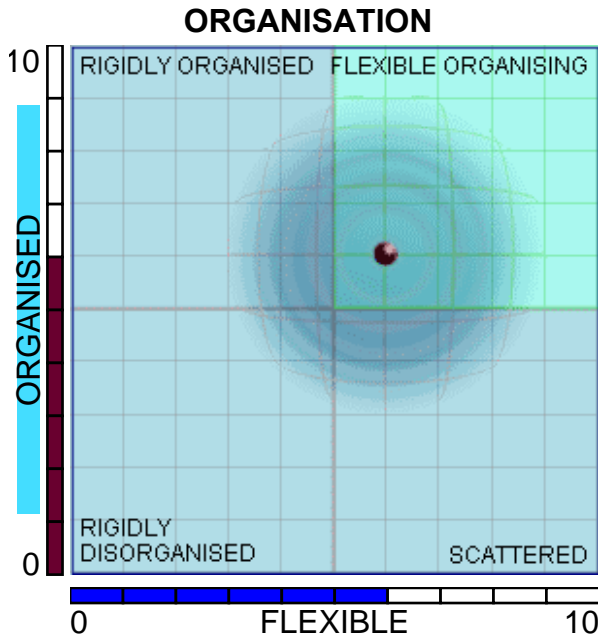
NEEDS AVOIDANCE - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

Your tendencies for this paradox are:

You often put forward your own needs.

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

You tend to have interactions with others that are mutually helpful. You enjoy thinking of ways to establish mutual help with your co-workers and you are probably reasonably good at working out arrangements that meet their needs as well as your own. Your supportiveness is likely to be appreciated. This helps you to establish better working relationships. Your preferred behavioural range (large blue area) is mostly in the mutual help quadrant, indicating that you tend to establish mutually helpful interactions.



"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:

ORGANISED

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 ORGANISING - The tendency to organise things while at the same time maintaining flexibility (High Organised and High Flexible)

SCATTERED - The tendency to adapt to change without remaining sufficiently organised (Low Organised and High Flexible)

RIGIDLY ORGANISED - The tendency to be organised without sufficiently adapting to change (High Organised and Low Flexible)

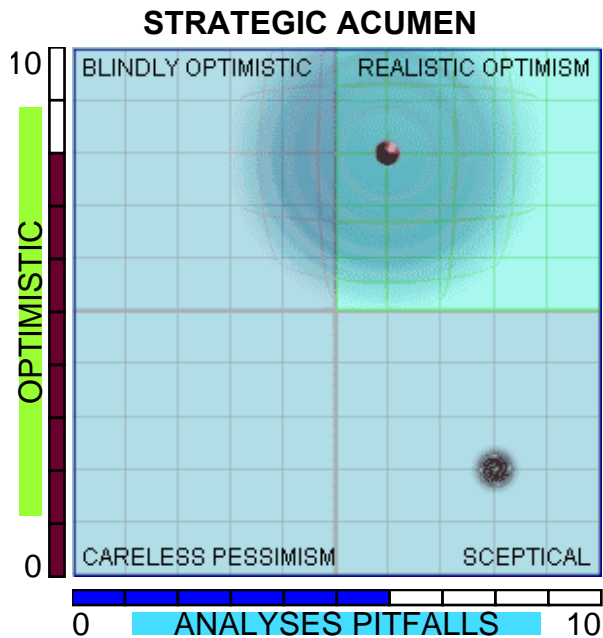
RIGIDLY DISORGANISED - The tendency to lack organisation as well as adaptability (Low Organised and Low Flexible)

Your tendencies for this paradox are:

You tend to be moderately well organised, generally keeping things in order.

You moderately enjoy change and tend to be moderately adaptive to it.

Your tendency to be moderately flexible and moderately organised usually enables you to create structure and order that is reasonably adaptable to change. Your preferred behavioural range (large blue area) is mostly in the flexible organising quadrant indicating that you tend to manifest the above characteristics. Your preferred behavioural range also extends to a lesser degree to the other quadrants indicating that you may also occasionally manifest the characteristics of the other quadrants.



"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

ANALYSES PITFALLS

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

There are four possible combinations for this paradox:

REALISTIC OPTIMISM - The tendency to analyse the potential pitfalls of a plan or strategy while remaining positive about achieving the potential benefits (High Optimistic and High Analyses Pitfalls)

SCEPTICAL - The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits (Low Optimistic and High Analyses Pitfalls)

BLINDLY OPTIMISTIC - The tendency to focus on the possible benefits of a plan or strategy without sufficiently analysing the potential difficulties or pitfalls (High Optimistic and Low Analyses Pitfalls)

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

Your tendencies for this paradox are:

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

You may moderately enjoy analysing the potential difficulties of plans and strategies, and you probably have a moderate tendency to do so.

Your positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Although you moderately tend to analyse potential problems, your optimism may be somewhat greater than your tendency to analyse potential problems. Thus, you may give a little greater weight to the positive side than the potential problems. Your preferred behavioural range (large blue area) is mostly in the realistic optimism quadrant indicating that most of the time, you tend to have realistic optimism. It also extends to the blindly optimistic quadrant indicating that sometimes you can be blindly optimistic. The small dark circle in the lower right indicates that your tendency to be a little blindly optimistic may be a compensation for an underlying fear of things going wrong.