

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

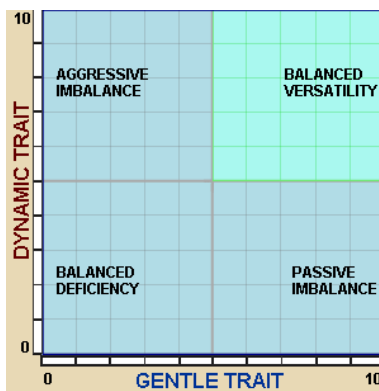


Figure 2

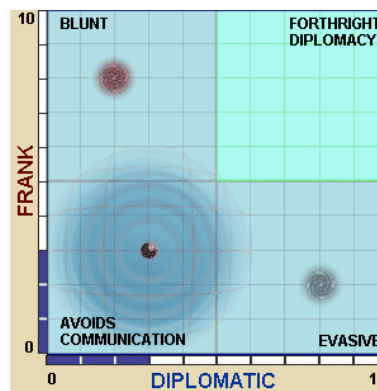


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive 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 behaviour. The smaller red and grey 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 behavioural 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 behavioural 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 behavioural 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 analysing the consistency of the answers on the questionnaire. ID: 883998's consistency score is 93 which indicates that ID: 883998 is 98.6% consistent in answering the questionnaire. This indicates a high likelihood that ID: 883998 was truthful, accurately self-aware, and able to concentrate on the questionnaire.



INTERPERSONAL

ACHIEVEMENT

LEADERSHIP

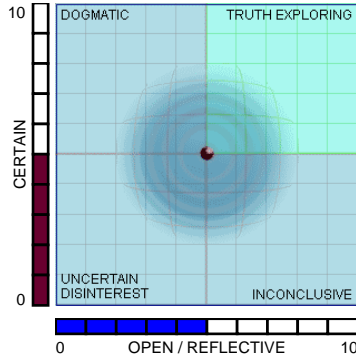
INITIATING

MOTIVATING

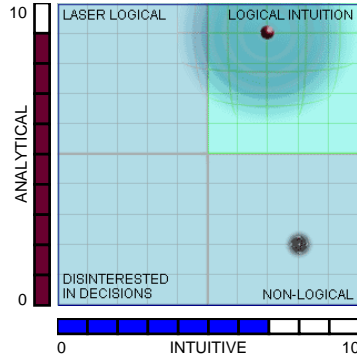
IMPLEMENTING

MAINTAINING

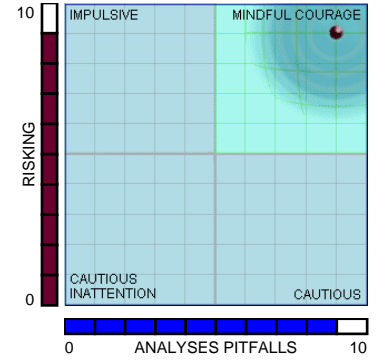
OPINIONS



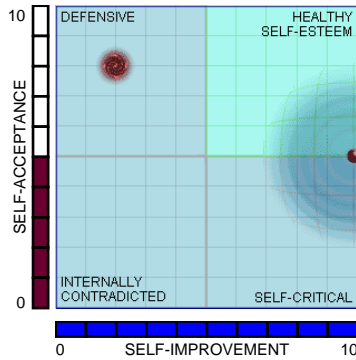
DECISION APPROACH



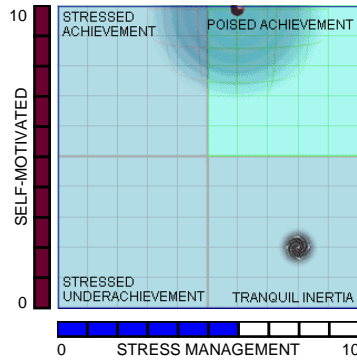
STRATEGIC



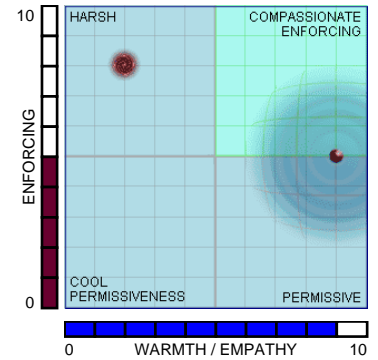
SELF



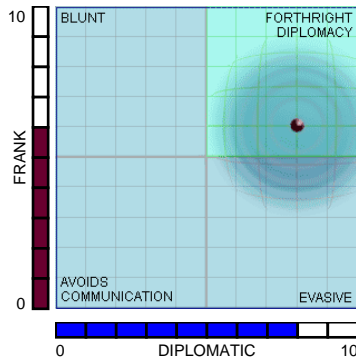
MOTIVATION



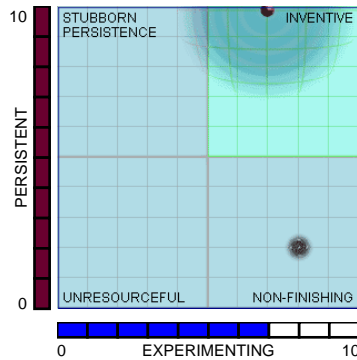
DRIVING



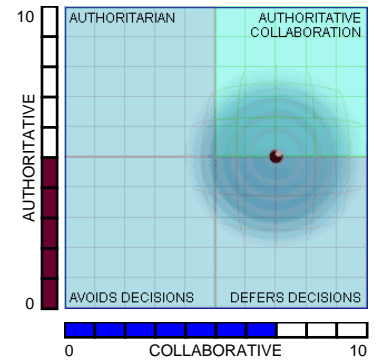
COMMUNICATION



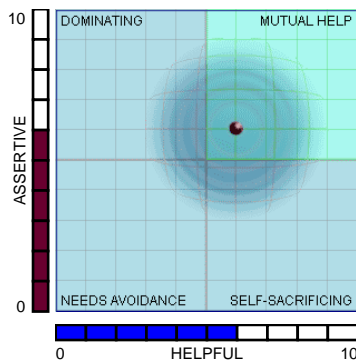
INNOVATION



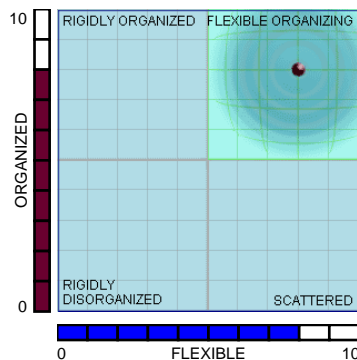
DELEGATION



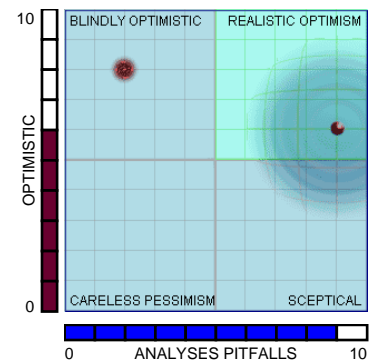
POWER

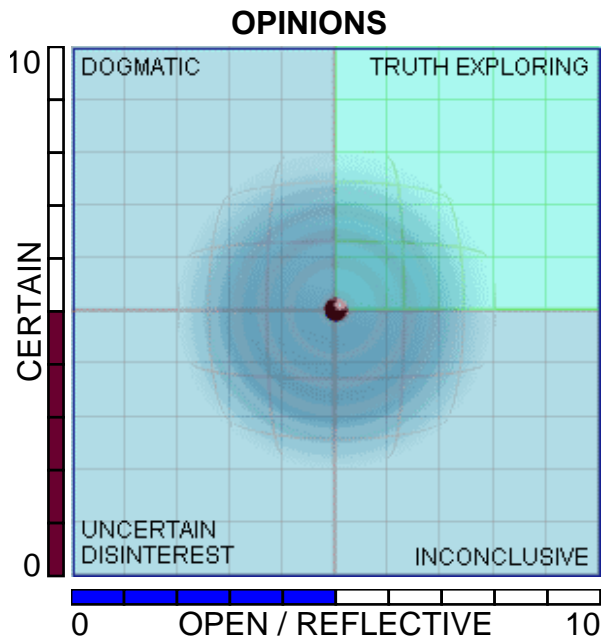


ORGANIZATION



STRATEGIC ACUMEN





"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)

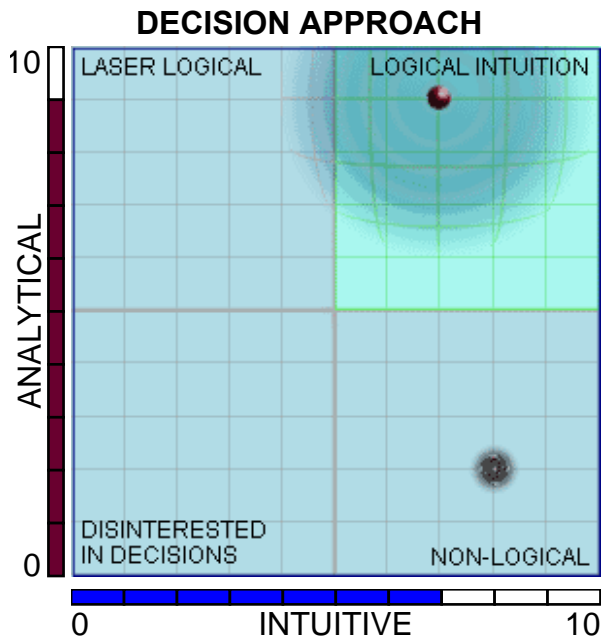
UNCERTAIN DISINTEREST - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

Your tendencies for this paradox are:

You may be only moderately certain of your opinions.

You may only moderately enjoy reflecting on different ideas and opinions.

You have moderate tendencies with regard to opinions, being moderately certain of your opinions and only moderately interested in reflecting on different opinions. Your preferred behavioural range (large blue area) is partially in the truth explorer quadrant because you sometimes search for and discover clarity of understanding. Your behavioural range also extends to the other three quadrants indicating that you may also manifest those tendencies.



"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 be very analytical while at the same time mistrusting intuition (High Analytical and Low Intuitive)

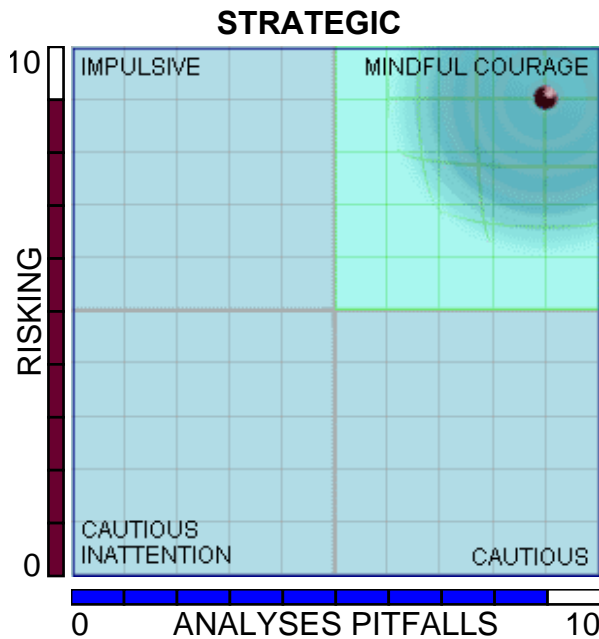
DISINTERESTED IN DECISIONS - The tendency to avoid analysing situations and decisions while at the same time mistrusting one's own intuition (Low Analytical and Low Intuitive)

Your tendencies for this paradox are:

You tend to very often analyse 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 very logical, you also tend to be intuitive. As a result, you are probably 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 gives you a good insight into situations and problems. Even though you are usually balanced between the two aspects, your tendency to analyse is slightly greater than your tendency to use intuition. As a result, you may occasionally be a little overly logical, focusing on single facts without fully grasping the big picture. The small dark circle in the lower right indicates that you may occasionally escape from the confines of logic through actions or beliefs that may be a little less logical.



"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 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 analysing the potential pitfalls of the plan or strategy (High Risking and High Analyses Pitfalls)

CAUTIOUS - The tendency to focus on potential pitfalls of a plan or strategy while being very careful about 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)

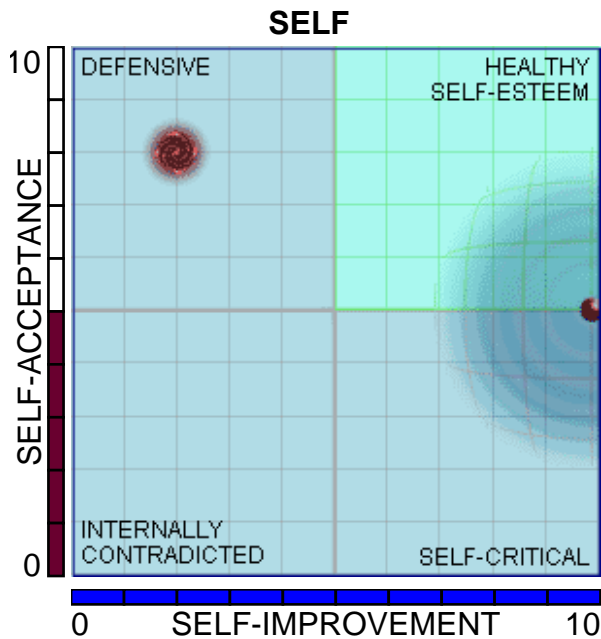
CAUTIOUS INATTENTION - The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyses Pitfalls)

Your tendencies for this paradox are:

You are very willing to take business risks.

You have a strong tendency to analyse the potential difficulties of plans and strategies and you are likely to be very mindful when making strategic decisions.

Your strong desire to take business risks combined with your tendency to analyse potential problems probably enables you to formulate strategies that have a high potential payoff. You may have a need for the thrill of risk taking. Although you may appear to some to take foolhardy risks, your mindfulness in managing risks combined with your courage could provide you with large dividends. Your preferred behavioural range (large blue area) is entirely in the mindful courage quadrant.



"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 - 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)

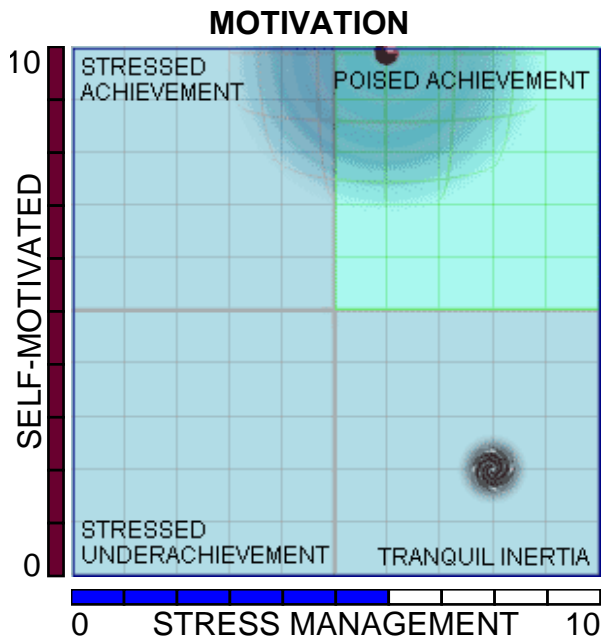
INTERNALLY CONTRADICTED - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement)

Your tendencies for this paradox are:

You may tend to be only moderately self-accepting.

You have a very strong intention to improve yourself.

You recognize that self-improvement is the most important goal, because it is the means of achieving all goals. However, your very strong interest in self-improvement combined with only a moderate level of self-acceptance indicates you may tend to be self-critical. Although at times you have healthy self-esteem, you may at other times make things a little difficult for yourself by being unnecessarily hard on yourself. The red circle in the upper left indicates that under stress your behaviour may 'flip' to 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 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)

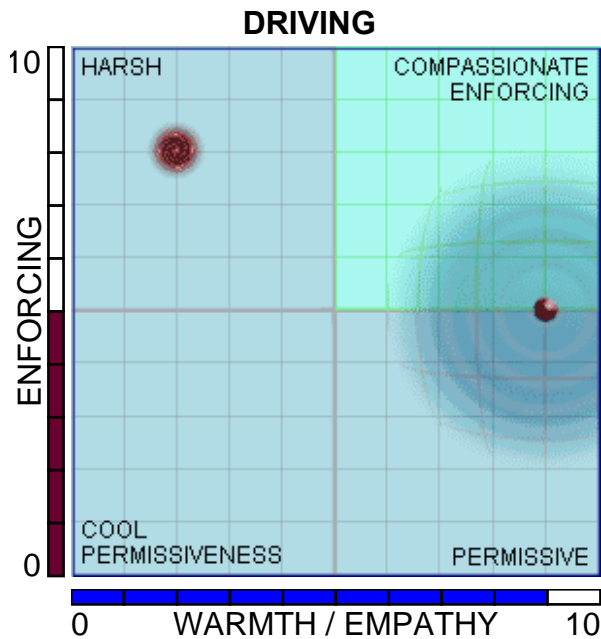
STRESSED UNDERACHIEVEMENT - The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

Your tendencies for this paradox are:

You are 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 overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behaviour (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:

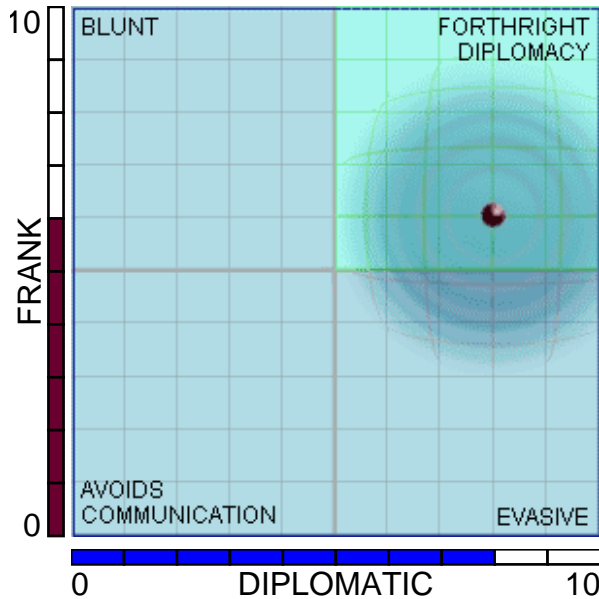
You may be only moderately willing to enforce necessary rules.

You tend to very often express warmth and empathy.

Your very high level of warmth and empathy combined with your moderate willingness to enforce rules contributes to you building good relationships with others. Although you usually enforce rules when necessary, you may at times tend to be somewhat permissive or lenient. Your preferred behavioural range (large blue area) is half in the compassionate enforcer quadrant and half in the permissive quadrant. This indicates that half of the time you may tend to be a compassionate enforcer but the other half you may tend to be permissive. The small red circle in the upper left indicates that under stress, your behaviour may 'flip' and you may react harshly if someone tries to take advantage of your leniency.



COMMUNICATION



"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)

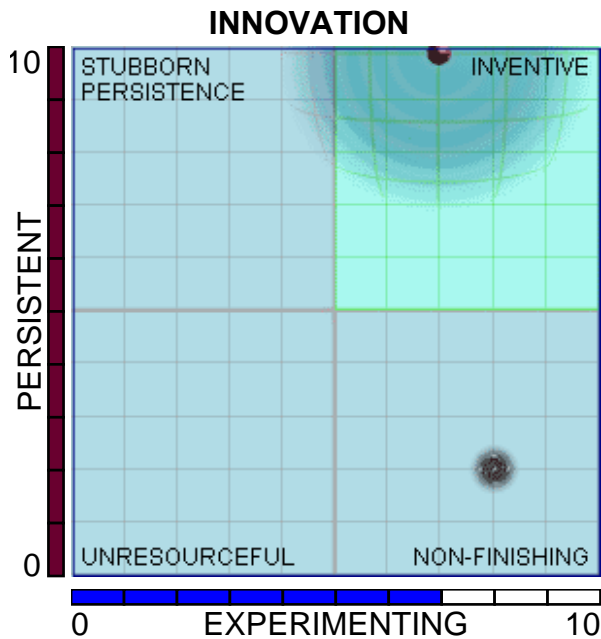
AVOIDS COMMUNICATION - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

Your tendencies for this paradox are:

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

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

Your moderate level of frankness combined with your high level of diplomacy helps you to maintain good communication with your co-workers. Such communication helps to generate teamwork and mutual support. Most people appreciate your respectful approach. Your preferred behavioural range (large blue area) is mostly in the forthright diplomacy quadrant indicating that most of the time, you tend to be a good communicator. It also extends to the evasive quadrant indicating that only occasionally you may communicate a little 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 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)

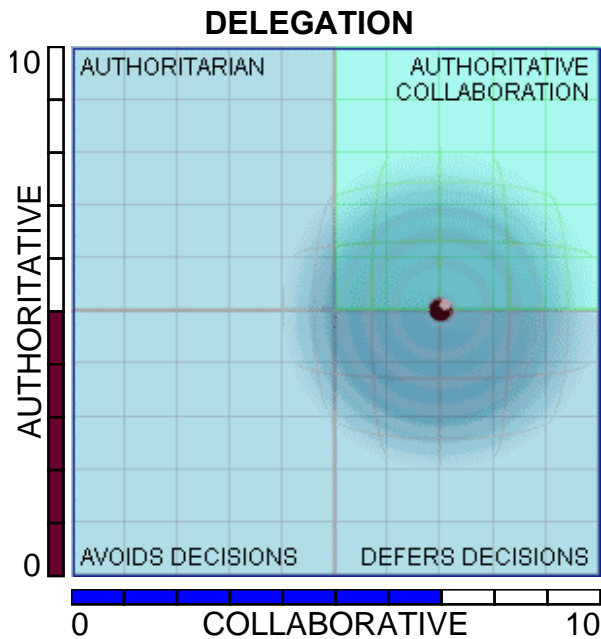
UNRESOURCEFUL - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

Your tendencies for this paradox are:

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

You generally enjoy trying new things and sometimes experiment with new ways of doing things.

Your extremely high level of persistence combined with your willingness to try new things enables you to be inventive. Your creativity can be useful when starting in a new direction, taking on a new project, or doing something that has not been done before. Your extraordinary determination enables you to drive your creative experimentation to completion. Your persistence is a little stronger than your creative experimentation indicating that you may favour an approach that is tried and tested. However, it also indicates that you may persist with something a little beyond what is appropriate, hindering your inventiveness by maintaining a particular approach for too long. This is reflected in your preferred behavioural range (large blue area) being mostly in the inventive quadrant and slightly 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)

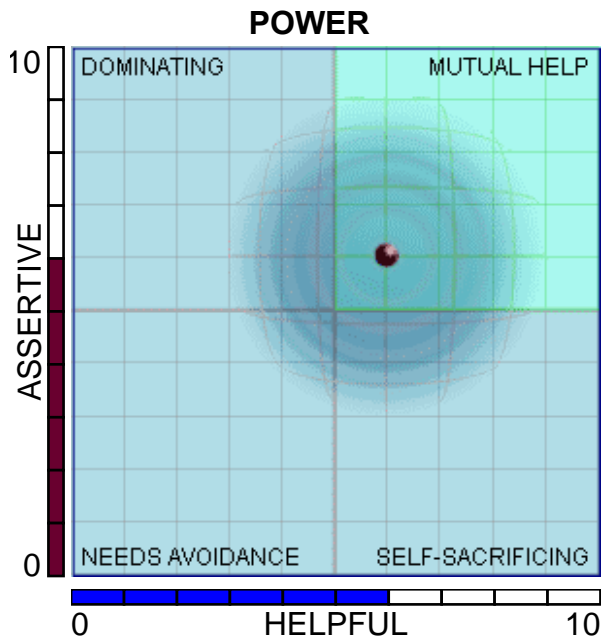
AVOIDS DECISIONS - The tendency to avoid decision-making authority while at the same time avoiding making decisions jointly with others (Low Authoritative and Low Collaborative)

Your tendencies for this paradox are:

You may be only moderately willing to accept decision-making authority, having a little hesitance to accept decision-making responsibility.

You generally enjoy collaboration and are usually willing to collaborate with others with regard to important decisions.

Your enjoyment of collaboration inspires you to give input into decisions that others need to make. This helps generate better teamwork and better decisions. However, you may prefer not to have the final responsibility for decisions and you may prefer to defer decisions to others, especially your manager. Thus, your preferred behavioural range (large blue area) is partially in the authoritative collaboration quadrant, indicating that part of the time you accept a moderate level of responsibility. It also extends to the defers decisions quadrant indicating that at other times, you may defer decisions.



"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)

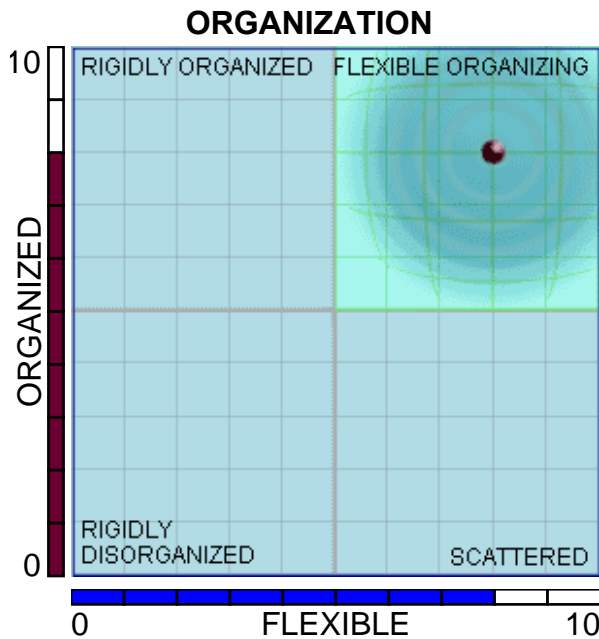
NEEDS AVOIDANCE - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

Your tendencies for this paradox are:

You moderately put forward your own needs.

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

You often have interactions with others that are mutually helpful. Being moderately expressive of your own needs while at the same time being moderately helpful enables you to establish a balance of meeting mutual needs. Your preferred behavioural range (large blue area) is partially in the mutual help quadrant, indicating that you tend to establish mutually helpful interactions. It is also partially in the other quadrants reflecting the occasional tendency to manifest the characteristics of the other quadrants.



"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:

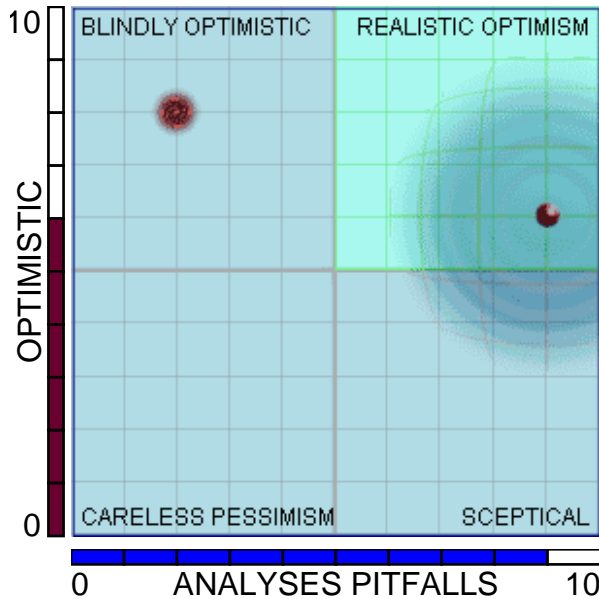
You tend to be well organized, keeping things in order.

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

Your tendency to be organized enables you to create order even in challenging situations. This leads to greater efficiency. Your orderliness combined with your flexibility enables you to create structure and order that is easily adaptable to change. When circumstances change, you quickly adjust to meet the new requirements by creating a different order. As a result you are able to be highly effective in organizing. Such fluid orderliness supports others to work efficiently without feeling confined or restricted. By remaining flexible, you avoid over-emphasizing orderliness and thus you do not becoming rigid when organizing or compulsive about being organized. By keeping organized, you avoid being so flexible that you become scattered. Your preferred behavioural range (large blue area) is in the flexible organizing quadrant.



STRATEGIC ACUMEN



"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 scrutinize 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 maintaining a positive view of the future and the potential benefits of the plan or strategy (High Optimistic and High Analyses Pitfalls)

SCEPTICAL - 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 Analyses 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 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 may tend to be moderately optimistic and cheerful.

You have a strong tendency to analyse the potential difficulties of plans and strategies, and you are mindful when it comes to making strategic decisions.

Your strong tendency to analyse potential problems helps you to be mindful of things that could go wrong. Although you may be moderately optimistic, your tendency to analyse potential problems is a little greater than your optimism. Thus, you may give a little greater weight to the potential problems than the potential benefits. This may reflect a slight tendency to worry or be sceptical. Your preferred behavioural range (large blue area) is mostly in the realistic optimism quadrant indicating that most of the time you have realistic optimism. It also extends to the sceptical quadrant indicating that part of the time you may be sceptical. You may have a fear of being surprised by something going wrong. The small red circle in the upper left indicates that under stress, you may occasionally 'flip' and blindly adhere to a solution that you hope will prevent things from going wrong.