

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

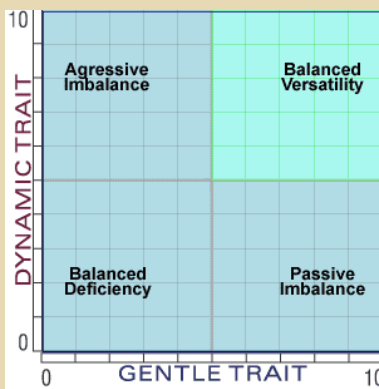


Figure 2

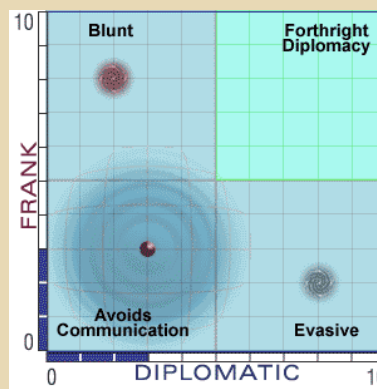


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive 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. Mary's consistency score is 100 which indicates that Mary is 100% consistent in answering the questionnaire. This indicates a high likelihood that Mary was truthful, accurately self-aware, and able to concentrate on the questionnaire.

## INTERPERSONAL

## ACHIEVEMENT

## LEADERSHIP

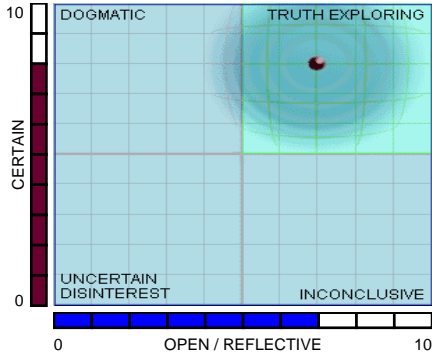
INITIATING

MOTIVATING

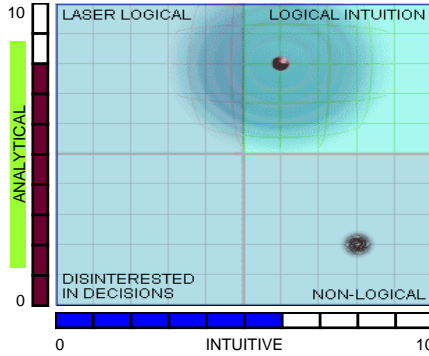
IMPLEMENTING

MAINTAINING

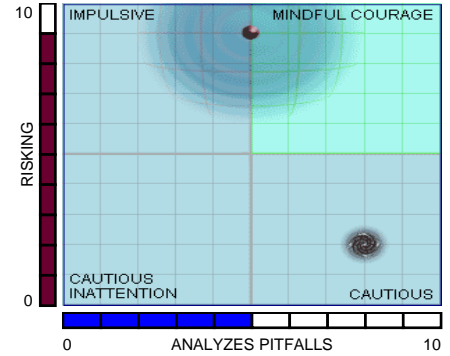
### OPINIONS



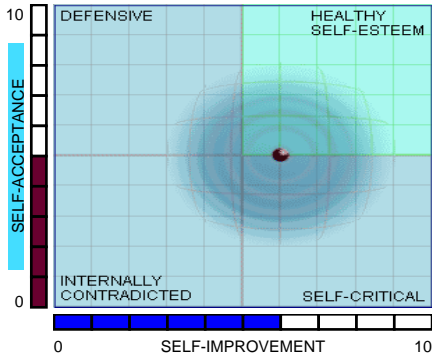
### DECISION APPROACH



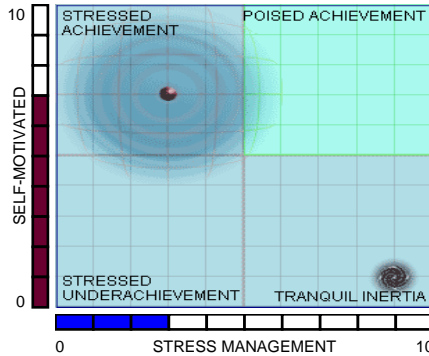
### STRATEGIC



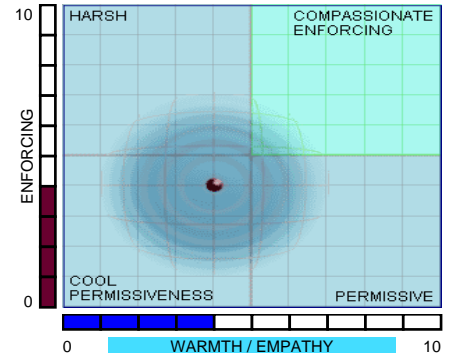
### SELF



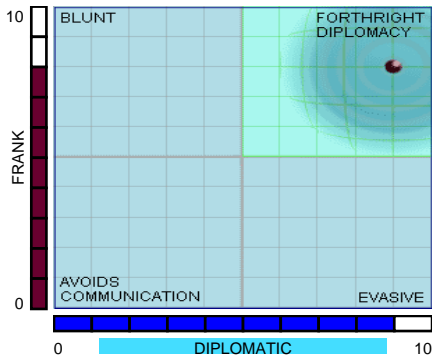
### MOTIVATION



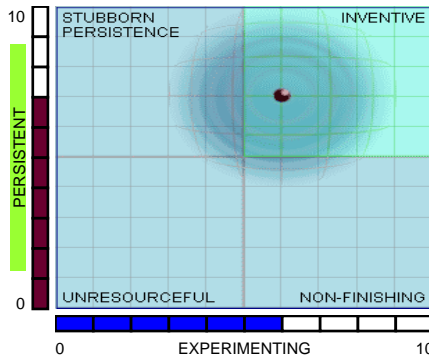
### DRIVING



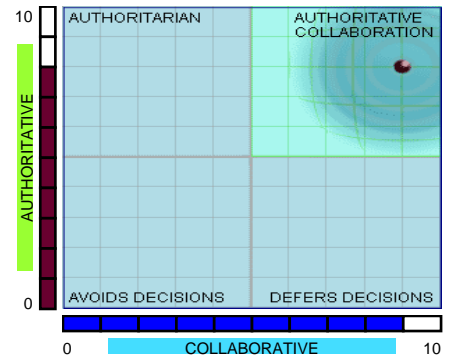
### COMMUNICATION



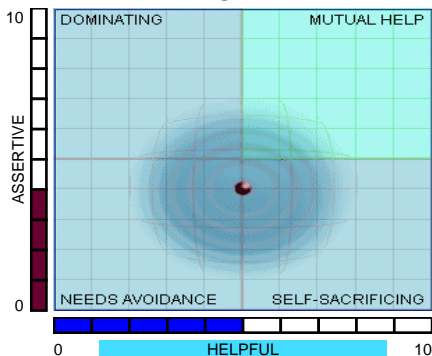
### INNOVATION



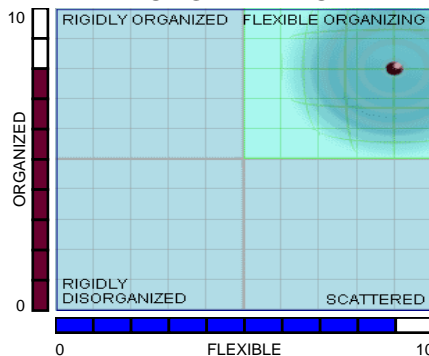
### DELEGATION



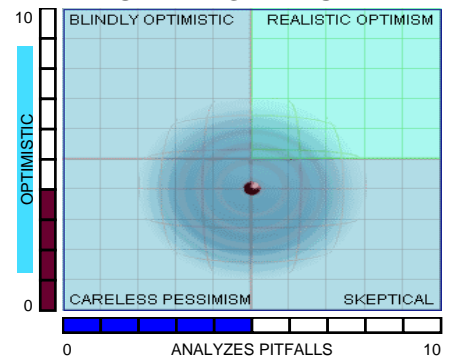
### POWER



### ORGANIZATION

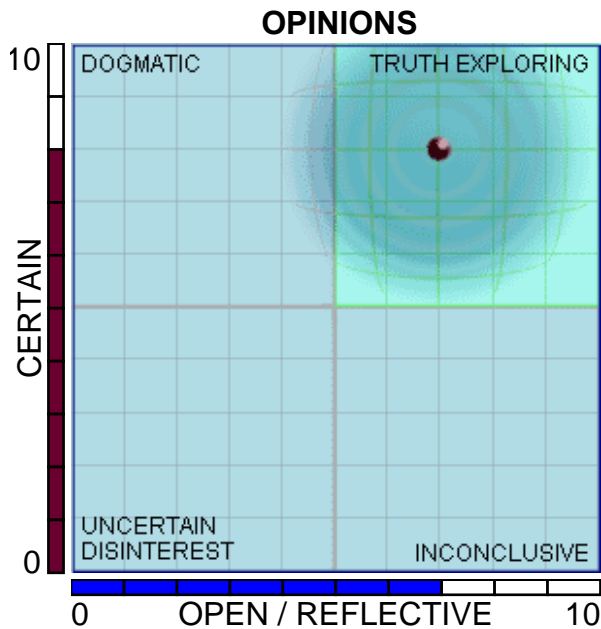


### STRATEGIC ACUMEN



Essential Trait on this template

Desirable Trait on this template



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

**The Primary traits for this paradox are:**

### **CERTAIN**

The tendency to feel confident in one's opinions

### **OPEN / REFLECTIVE**

The tendency to reflect on many different viewpoints

### **There are four possible combinations for this paradox:**

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

**INCONCLUSIVE** - The tendency to lack certainty in one's 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)

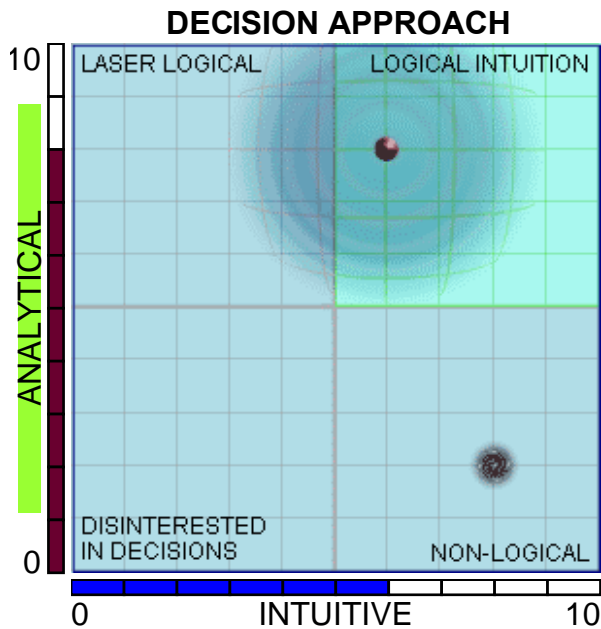
**UNCERTAIN DISINTEREST** - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

### **Your tendencies for this paradox are:**

You are certain of your opinions.

You generally enjoy reflecting on different ideas and opinions and you are relatively open-minded.

Even though you have strong opinions, you tend to consider many different ideas before coming to a conclusion. As a result, your conclusions tend to be thoughtful and well considered. Although your strong opinions may at times give the appearance of dogmatism, you change to a better idea when it is presented. Even though you are reasonably open to the ideas of others, you are not swayed by their opinions unless they have a better idea. You are a truth explorer because you search for and discover 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 sometimes use intuition or hunches to help make decisions.

Even though you tend to be analytical, you can also at times be intuitive. Thus, in most situations, you tend to have good insight into problems and decisions. Even though you are usually balanced between the two aspects, your tendency to analyze 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

### 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)

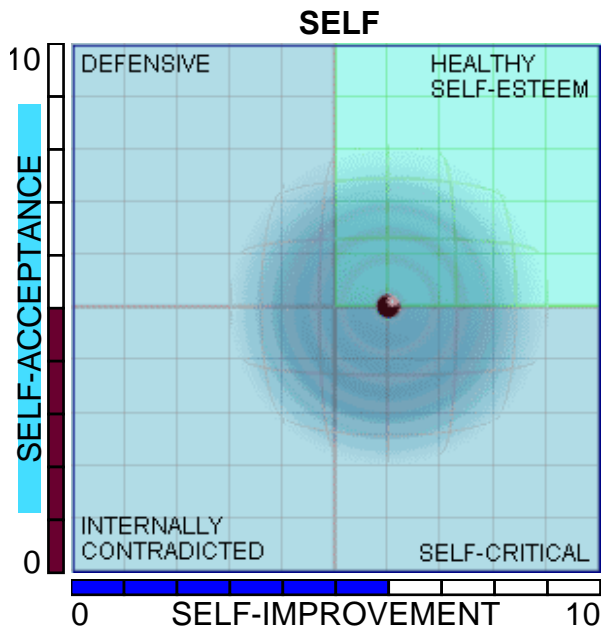
**Your tendencies for this paradox are:**

You are very willing to take business risks.

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

You have a strong desire to feel the thrill of risk taking. However, you only moderately analyze 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 large pay-offs. If you make important decisions on your own, you may take risks somewhat impulsively as indicated by the range of behavior (large blue area) extending to the impulsive category. The 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 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)

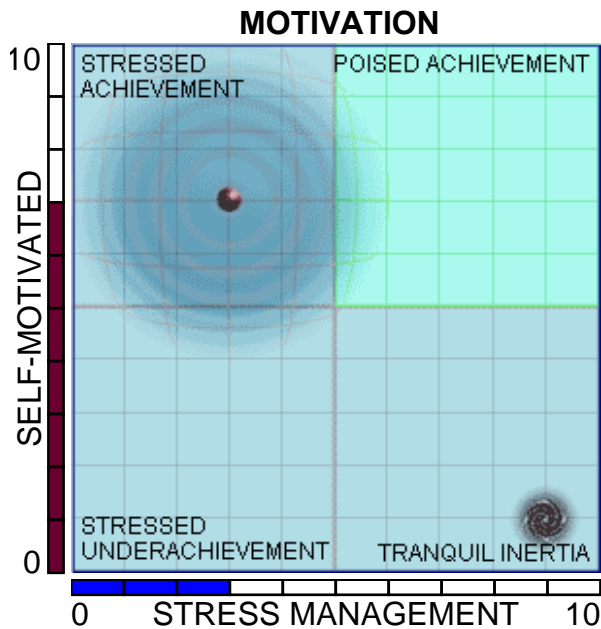
**INTERNALLY CONTRADICTED** - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement)

**Your tendencies for this paradox are:**

You may tend to be only moderately self-accepting.

You may have some interest in self-improvement.

Your moderate interest in self-improvement combined with only a moderate level of self-acceptance indicates that although part of your behavior reflects the healthy self-esteem quadrant, other aspects of your behavior may occasionally reflect defensiveness and self-criticalness. You may have some internal contradictions in how you see yourself.



*"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)

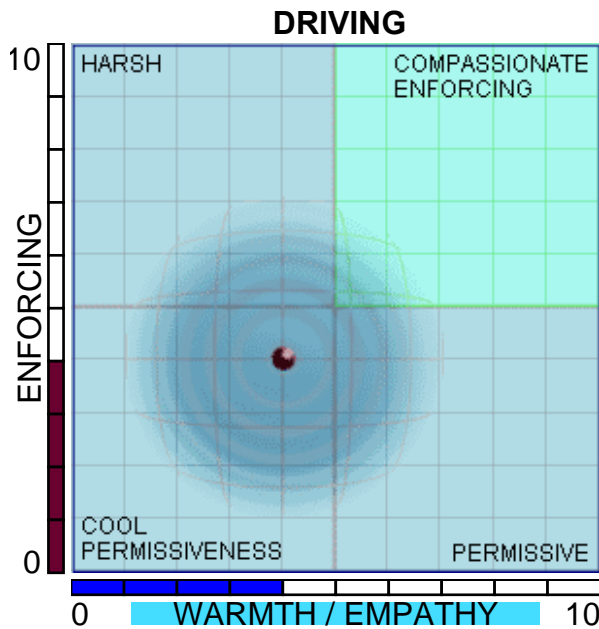
**Your tendencies for this paradox are:**

You are reasonably self-motivated.

You may tend to be very stressed.

Your reasonable level of self-motivation combined with a very low level of stress management indicates that although you tend to have a reasonable drive to achieve, you probably experience a great deal of stress in the process. This is reflected in your preferred behavioral range (indicated by the large blue circle) being mostly in the stressed achievement quadrant. The dark circle in the lower right indicates your desire to achieve is greater than your ability to manage stress, and thus you will probably develop an underlying desire to have a respite from your work. You have a high risk of chronic stress which could lead to burn out.





*"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)

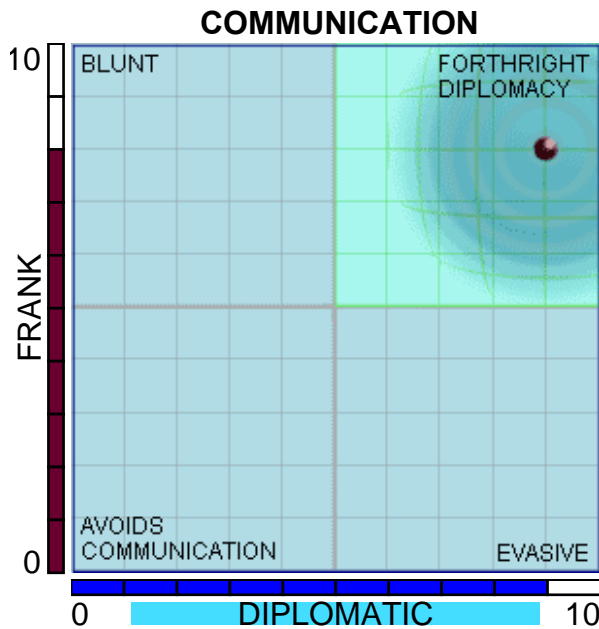
**COOL PERMISSIVENESS** - The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

**Your tendencies for this paradox are:**

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

You may be a little sparing when expressing 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 a little lacking in warmth and empathy. This is reflected in your preferred behavioral range (large blue area) being mostly in the cold permissiveness quadrant and to a lesser extent in the other quadrants.



*"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)

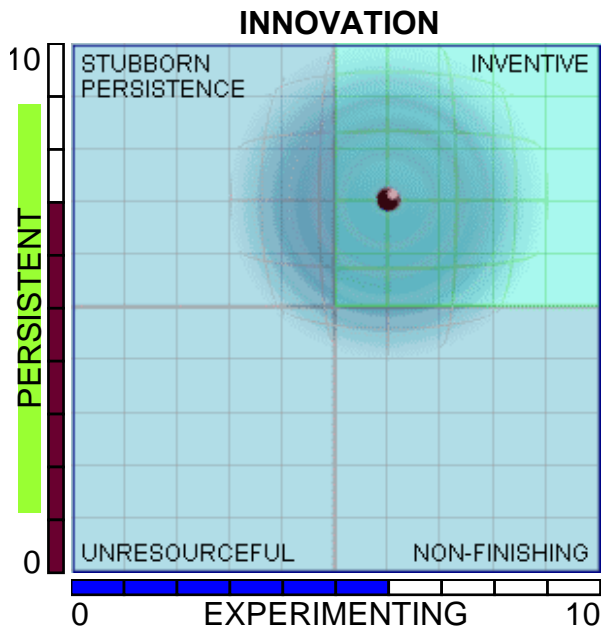
**AVOIDS COMMUNICATION** - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

**Your tendencies for this paradox are:**

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

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

You have a special 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 very high level of diplomacy helps you to resolve most misunderstandings and maintain positive working relationships. Your authentic and respectful approach to communicating fosters better working relationships. Your preferred behavioral range (large blue area) is in the forthright diplomacy quadrant, indicating that it is rare for you to 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 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)

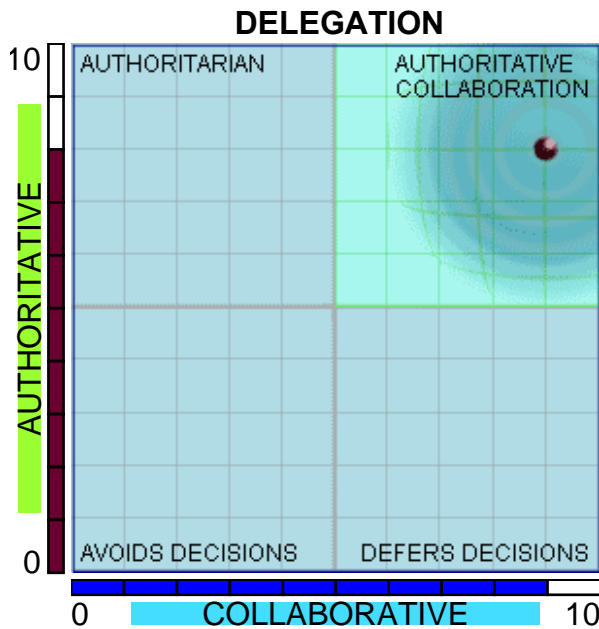
**UNRESOURCEFUL** - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

**Your tendencies for this paradox are:**

You tend to be reasonably 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 reasonable level of persistence combined with a moderate level of willingness to try new things enables you to be inventive at times. Your persistence can be useful to help fulfill your goals. Your preferred behavioral range (large blue area) is mostly in the inventive quadrant and partially in the other quadrants, indicating that most of the time your approach is somewhat inventive. However, your behavioral range can also extend to any of the other three quadrants.



*"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)

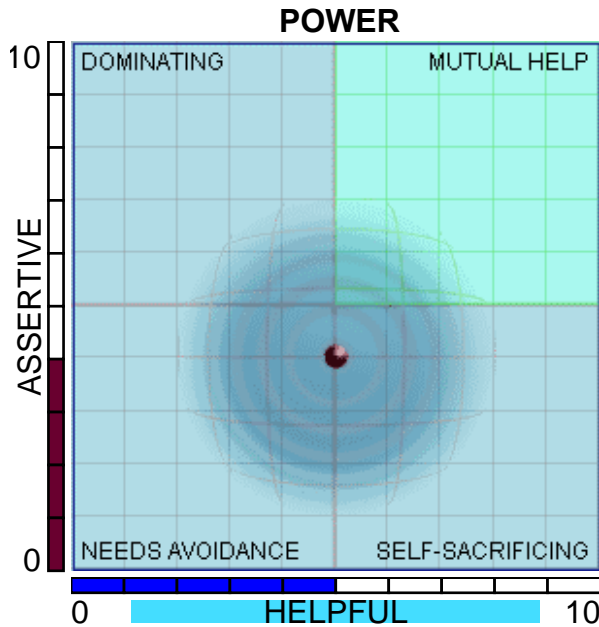
**AVOIDS DECISIONS** - The tendency to avoid decision-making authority while at the same time avoiding making decisions jointly with others (Low Authoritative and Low Collaborative)

**Your tendencies for this paradox are:**

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

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

Your willingness to accept decision-making authority combined with your strong tendency to collaborate enables you to be very 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 which leads to better implementation. Your preferred behavioral range (large blue area) is in the authoritative collaboration quadrant, indicating that you accept responsibility and yet encourage participation. This helps you to be more effective when delegating.



*"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)

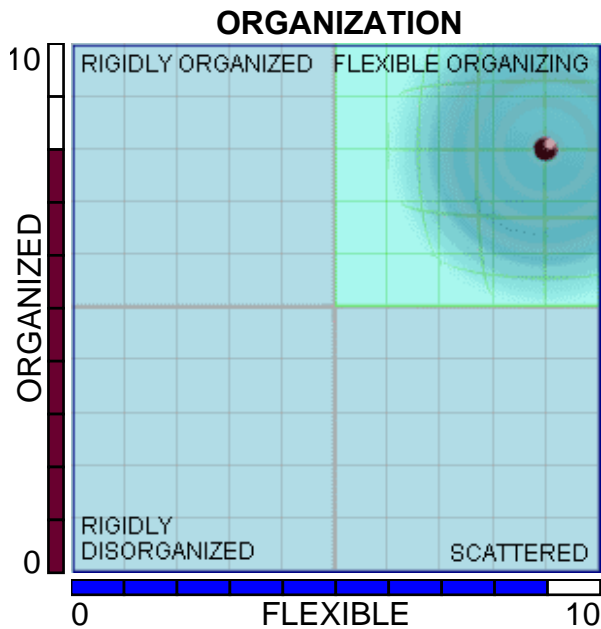
**NEEDS AVOIDANCE** - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

**Your tendencies for this paradox are:**

You may at times be a little hesitant to put forward your own needs.

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

You may sometimes prefer not to have to work out mutual needs. Your preferred behavioral range (large blue area) is partially in the needs avoidance quadrant, indicating that you may prefer to have mutual needs established through organizational directives rather than having to work them out. Your preferred behavioral range is also partially in the self-sacrificing quadrant indicating that sometimes you may sacrifice your own needs by not expressing them.



*"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)

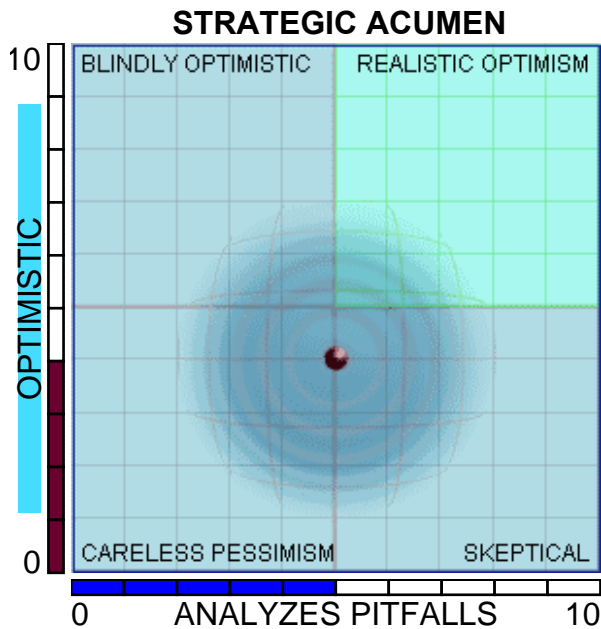
**Your tendencies for this paradox are:**

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

You tend to be very adaptive to change and probably want a significant amount of 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 very 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 behavioral range (large blue area) is in the flexible organizing quadrant.





*"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 may at times tend to be somewhat pessimistic or cynical.

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

The combination of only moderately analyzing plans and strategies and being somewhat pessimistic indicates that you may have a somewhat pessimistic expectation for plans and strategies. When you move forward, you may not sufficiently analyze the advantages and disadvantages of plans and strategies. Thus, it may be wise to get input from others when it comes to making important plans and strategies. Your preferred behavioral range (large blue area) is partially in the skeptical quadrant and partially in the careless pessimism quadrant reflecting the above.