Instructions for Case Study – Paradox Graphs

There are 12 primary Paradox Graphs on a person’s report plus 2 more Paradoxes that do not show on the normal printed report. They are (in order presented in the report):

1. Opinions (Certain vs. Open/Reflective)
2. Decision Approach (Analytical vs. Intuitive)
3. Strategic (Risking vs. Analyzes Pitfalls)
4. Self (Self-Acceptance vs. Self-Improvement)
5. Motivation (Self-Motivated vs. Stress Management)
6. Driving (Enforcing vs. Warmth/Empathy)
7. Communication (Frank vs. Diplomatic)
8. Innovation (Persistent vs. Experimenting)
9. Delegation (Authoritative vs. Collaborative)
10. Power (Assertive vs. Helpful)
11. Organization (Organized vs. Flexible)
12. Strategic Acumen (Optimistic vs. Analyzes Pitfalls)
13. Quality (Tempo vs. Precise)
14. Values (Wants High Pay vs. Cause Motivated)

In the templates on the following pages, label each Paradox Graph with its name at the top.

For each Paradox Graph template:

1. Determine and label the vertical axis (on left side) with dynamic (red) trait and the horizontal axis (bottom) with the gentle (blue) trait.
2. Next look up the scores from the Case Study Scores handout from Session 3. Graph these scores on the colored grid with a red dot.
3. Shade in the “comfort zone” around each red dot with a dark blue shadow extending 2.5 points in all directions.
4. Determine if you would expect one or two “flip behavior(s)” and add this to the graph in the appropriate location(s).
5. Use the rest of the sheet to make notes of what you would determine from the graph and how you might review the graph with a person to whom you would be giving feedback.

Repeat for all 14 Paradox Graphs.

Note: Remember that the Motivation Paradox has combined traits. Graph the average of these combined traits.



























