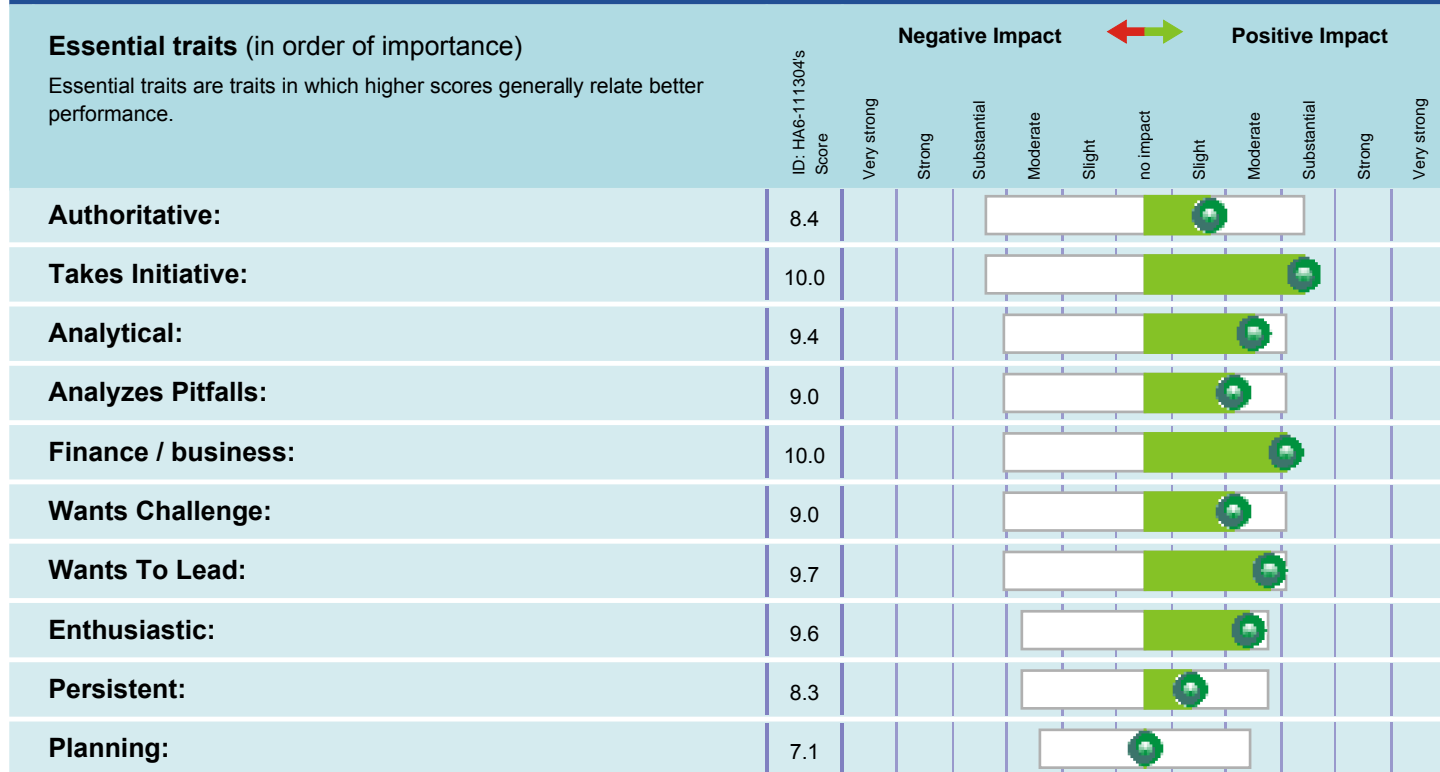


## Harrison Assessments Suitability

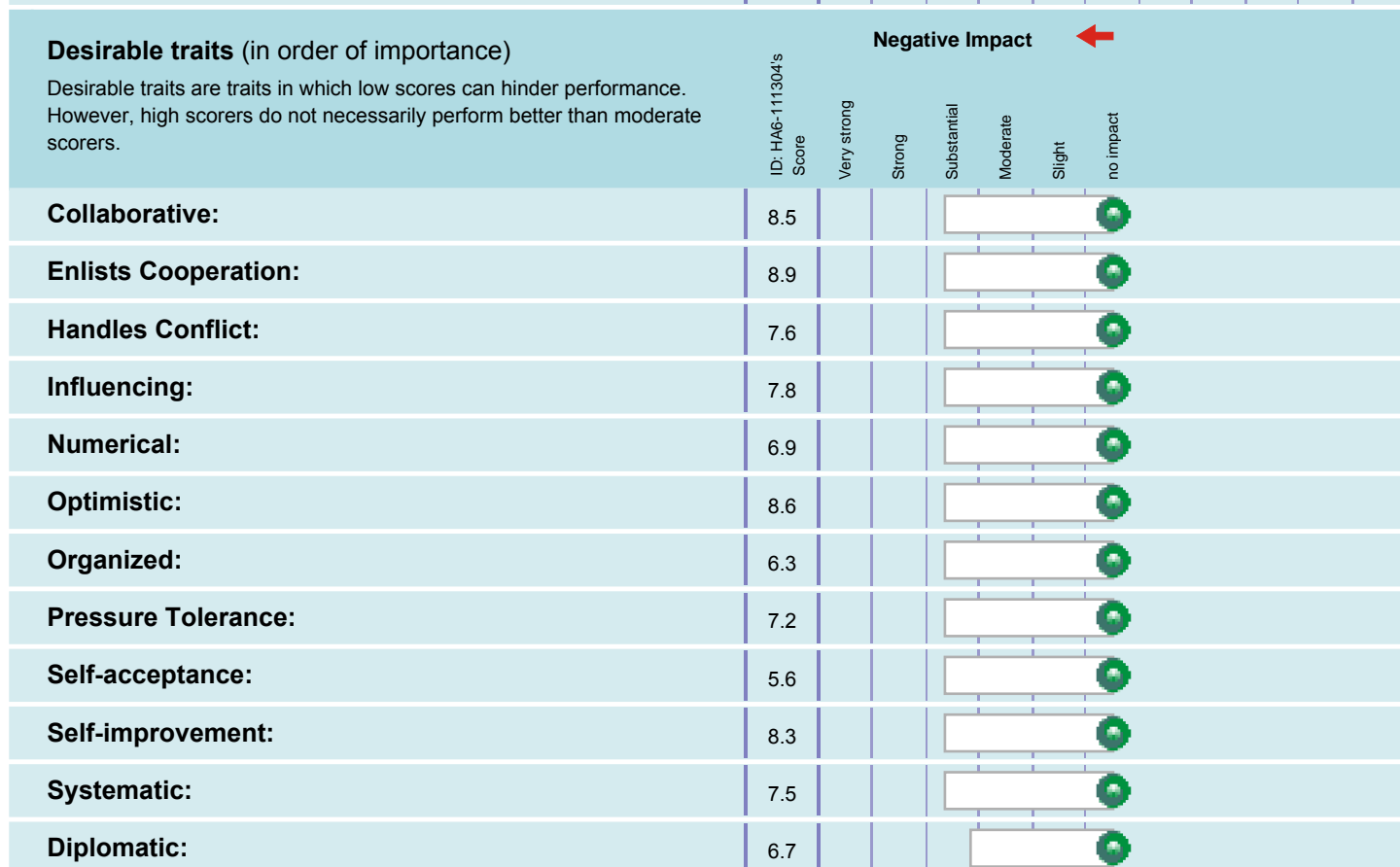
### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.



### Desirable traits (in order of importance)

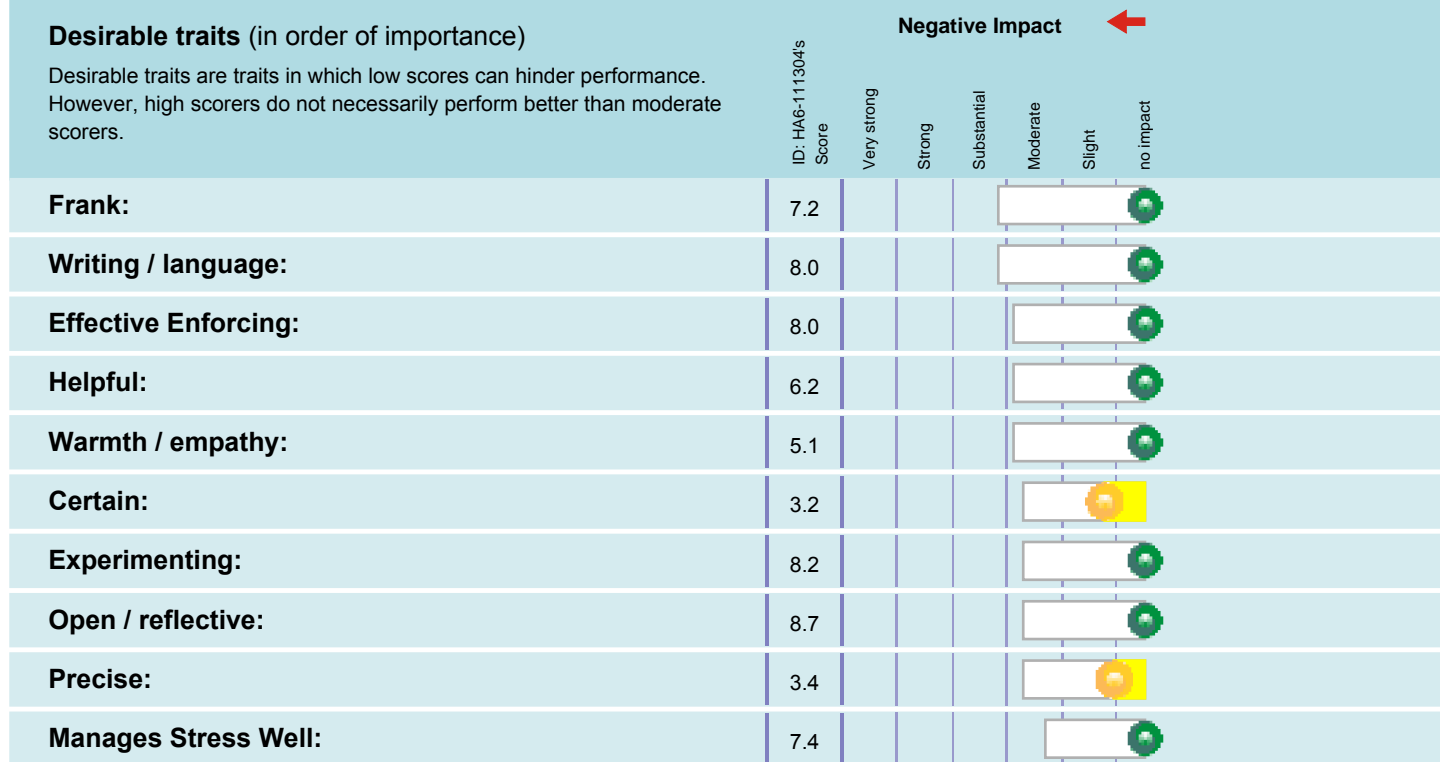
Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.



## Harrison Assessments Suitability

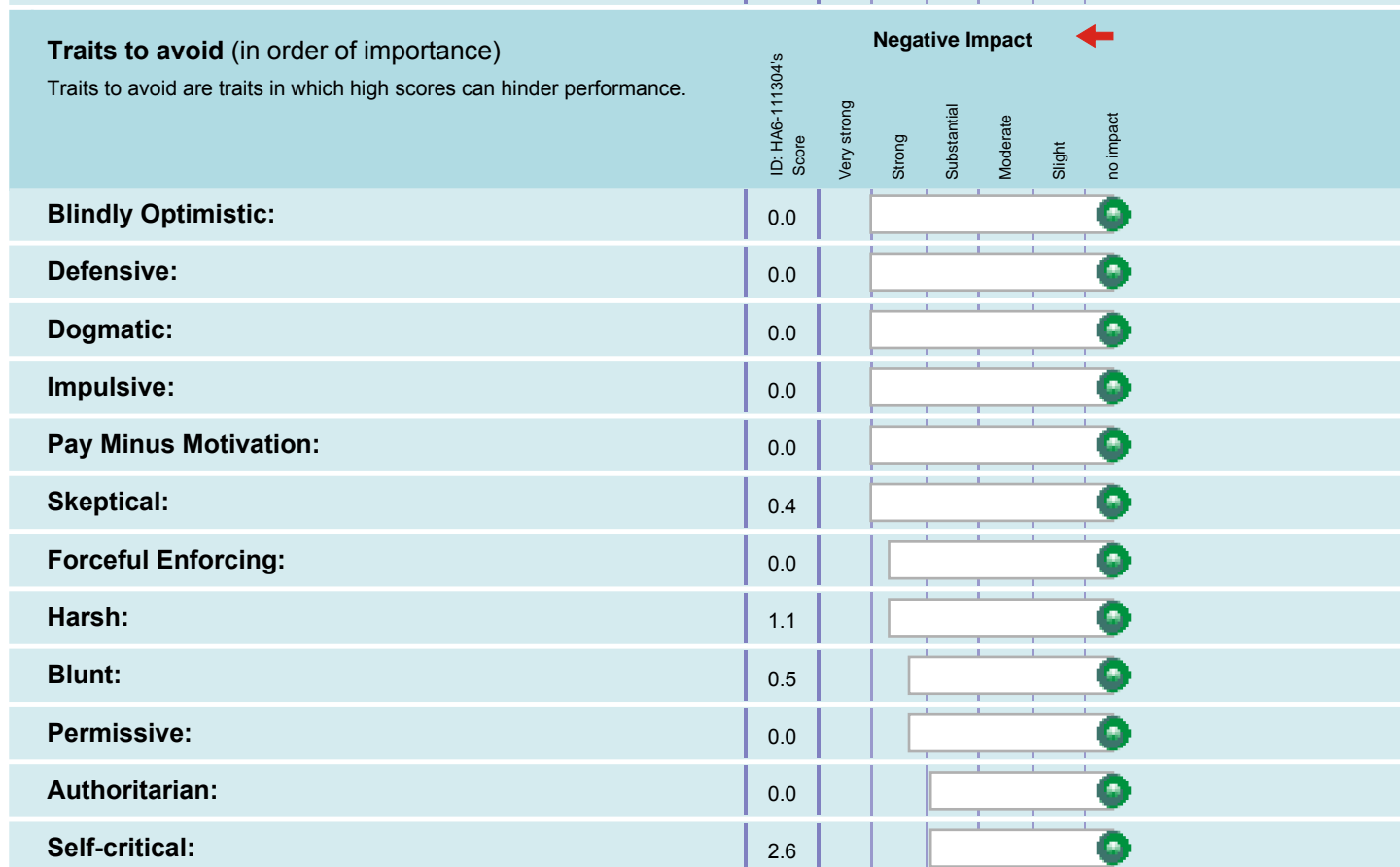
### Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.



### Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.





## Job Success Analysis

ID: HA6-111304

Completed: 01/09/2006

For Pathfinders

Compared to: Chief Executive Officer (Extensive experience) #HA-1178-M-E

v06/03/2014

### Harrison Assessments Suitability

#### Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

#### Negative Impact



	ID: HA6-111304's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<b>Dominating:</b>	0.0						
<b>Evasive:</b>	0.0						
<b>Insensitive:</b>	0.0						

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

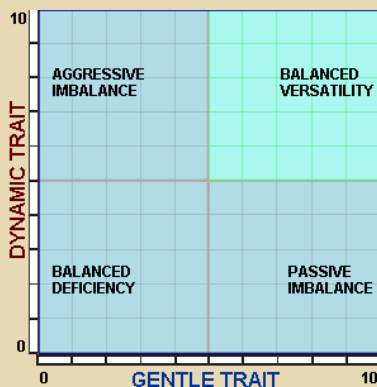


Figure 2

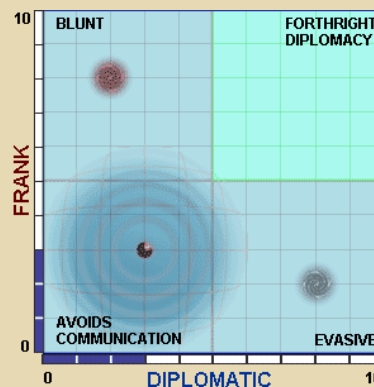


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive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



## Paradox Graph

ID: HA6-111304

For Pathfinders

Compared to: **Chief Executive Officer (Extensive experience)** #HA-1178-M-E  
v06/03/2014

Completed: 01/09/2006

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 questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. ID: HA6-111304's consistency score is 92 which indicates that ID: HA6-111304 is 98.4% consistent in answering the questionnaire. This indicates a high likelihood that ID: HA6-111304 was truthful, accurately self-aware, and able to concentrate on the questionnaire.



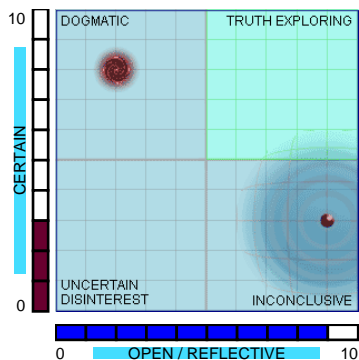
## INTERPERSONAL

## ACHIEVEMENT

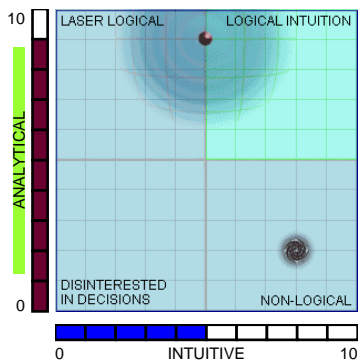
## LEADERSHIP

INITIATING

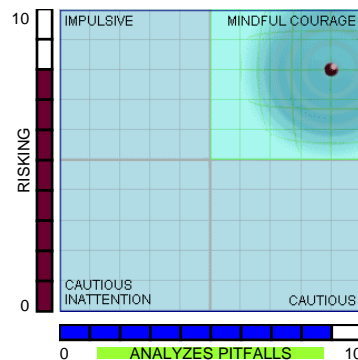
### OPINIONS



### DECISION APPROACH

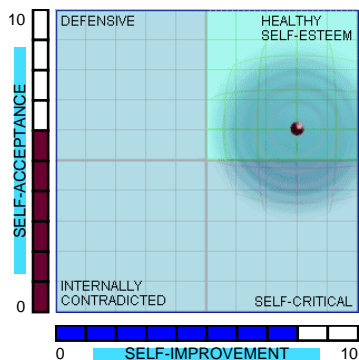


### STRATEGIC

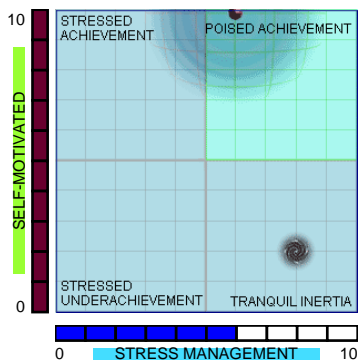


MOTIVATING

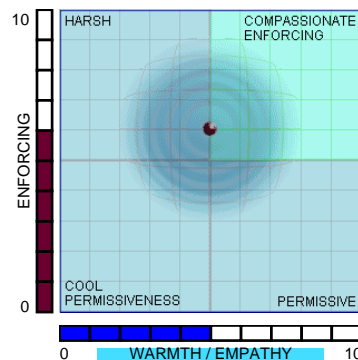
### SELF



### MOTIVATION

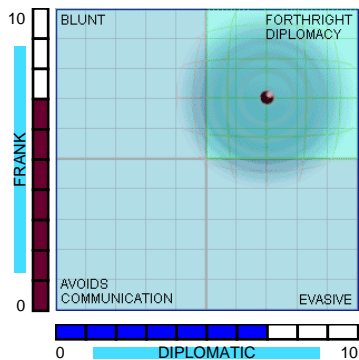


### DRIVING

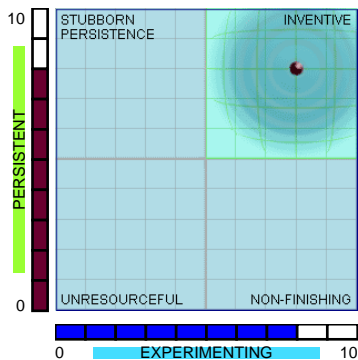


IMPLEMENTING

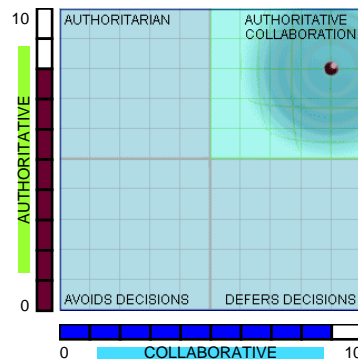
### COMMUNICATION



### INNOVATION

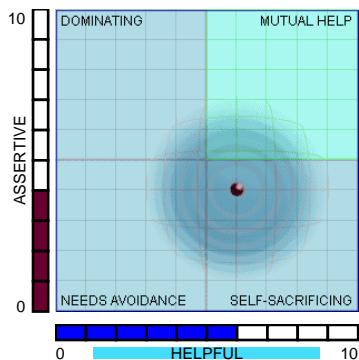


### DELEGATION

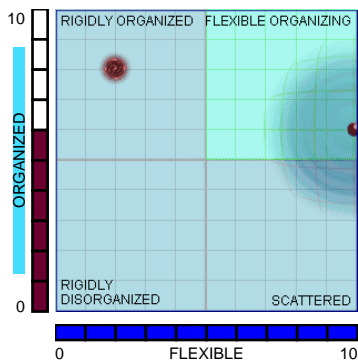


MAINTAINING

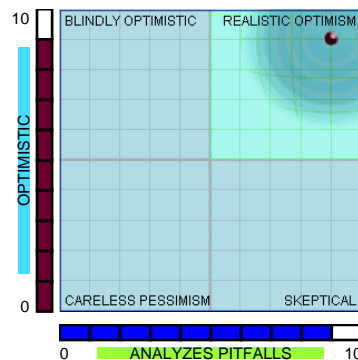
### POWER



### ORGANIZATION



### STRATEGIC ACUMEN



Essential Trait on this template

Desirable Trait on this template

## Traits - Simplified

ID: HA6-111304

Completed: 01/09/2006

For Pathfinders

Compared to: Chief Executive Officer (Extensive experience) #HA-1178-M-E

v06/03/2014

Traits	Score	Task Preferences	Score	Behavioral Competencies	Score
Takes Initiative	10.0	Teaching	9.1	Provides Direction	9.8
Wants Autonomy	9.8	Public Speaking	8.0	Doesn't Need Structure	9.7
Wants To Lead	9.7	Numerical	6.9	Handles Autonomy	9.6
Self-motivated	9.7	Research / learning	5.6	Self-employed	9.1
Enthusiastic	9.6	Driving	4.4	Innovative	9.0
Flexible	9.5	Computers	4.3	Coaching	8.7
Analytical	9.4	Building / making	3.7	Interpersonal Skills	8.2
Wants Challenge	9.0	Manual Work	3.5	Receives Correction	8.1
Analyzes Pitfalls	9.0	Artistic	2.9	Effective Enforcing	8.0
Enlists Cooperation	8.9	Physical Work	2.5	Organizational Compatibility	7.8
Open / reflective	8.7	Clerical	2.4	Handles Conflict	7.6
Optimistic	8.6	Mechanical	2.4	Judgment (strategic)	7.4
Collaborative	8.5			Negotiating	6.5
Risking	8.4	<b>Interests</b>	<b>Score</b>	People Oriented	5.7
Authoritative	8.4	Travel	10.0	Tolerance Of Evasiveness	4.0
Persistent	8.3	Finance / business	10.0		
Self-improvement	8.3	Sports	8.0	<b>Traits to Avoid for this</b>	<b>Score</b>
Experimenting	8.2	Science	8.0	<b>Position</b>	
Influencing	7.8	Writing / language	8.0	Self-critical	2.6
Wants Frankness	7.7	Children	8.0	Harsh	1.1
Systematic	7.5	Electronics	6.0	Blunt	0.5
Outgoing	7.4	Animals	6.0	Skeptical	0.4
Manages Stress Well	7.4 *	Health / medicine	6.0	Blindly Optimistic	0.0
Frank	7.2	Plants	2.0	Defensive	0.0
Tolerance Of Bluntness	7.2	Food	2.0	Dogmatic	0.0
Planning	7.1			Impulsive	0.0
Diplomatic	6.7	<b>Work Environment</b>	<b>Score</b>	Pay Minus Motivation	0.0
Wants Capable Leader	6.4	<b>Preferences</b>		Forceful Enforcing	0.0
Organized	6.3	Pressure Tolerance	7.2	Permissive	0.0
Helpful	6.2	Noise	4.9	Authoritarian	0.0
Enforcing	6.2	Public Contact	4.8	Dominating	0.0
Comfort With Conflict	6.0	Standing	4.0	Evasive	0.0
Wants Recognition	5.9	Team	3.9	Insensitive	0.0
Tempo	5.7	Sitting	3.8		
Self-acceptance	5.6	Outdoors	2.1	<b>Functions</b>	<b>Score</b>
Cause Motivated	5.3	Repetition	2.0	Management - Middle	9.9
Wants High Pay	5.2			Management - Upper	9.8
Warmth / empathy	5.1			Supervisory	9.1
Intuitive	4.8			Sales - Cold Calling	8.6
Wants Stable Career	4.5			Customer Service - Friendly	6.9
Relaxed	4.3			Technical	5.9
Assertive	3.9			Administration - General	1.8
Wants Diplomacy	3.4				
Precise	3.4				
Certain	3.2				
Tolerance Of Structure	2.6				

The Main Graph has 9 dimensions and enables you to easily see the interactions between traits. Within each dimension, there is a North, a South, a West and an East axis with a trait at each end. In the center of each dimension is a ZERO and each axis can extend to a value of 10 depending on the profilee's score.

Paradoxical traits appear on the North - South axis except for one dimension. The North trait of the Paradox is the Dynamic trait. The South trait is the Gentle trait of that Paradox. The two traits on the East - West axis are Supplementary to the Paradoxical traits in each dimension. The exception is in the Decisions Paradox where there are two pairs of Paradoxical traits at North - South axis as well as East - West axis.

Six of the traits on the Main Graph are a combination of two or more sub-traits.

Problem Solving is a combination of ANALYTICAL and ANALYZES PITFALLS.

Takes Autonomy is a combination of TAKES INITIATIVE and WANTS AUTONOMY.

Self-Motivated is a combination of TAKES INITIATIVE, WANTS CHALLENGE and ENTHUSIASM.

Stress Management is a combination of MANAGES STRESS WELL and RELAXED.

Provides Direction is a combination of WANTS TO LEAD and various interpersonal skills.

Handles Conflict is a combination of COMFORT WITH CONFLICT and various interpersonal skills.

The scores of these sub-traits can be found in the Traits & Definitions Report.

Additionally there are three pairs of paradoxical traits that appear across dimensions.

RISKING and ANALYZES PITFALLS (in Problem Solving)

OPTIMISTIC and ANALYZES PITFALLS (in Problem Solving)

WARMTH/EMPATHY and ENFORCING

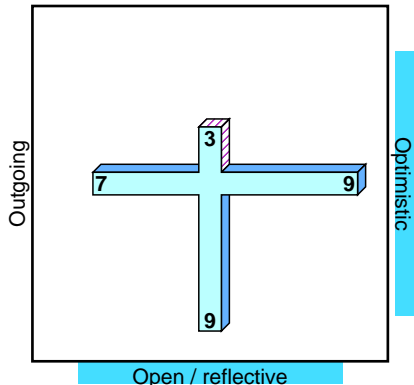
And one pair of cross dimension traits that are semi-paradoxical, TEMPO and PRECISE.

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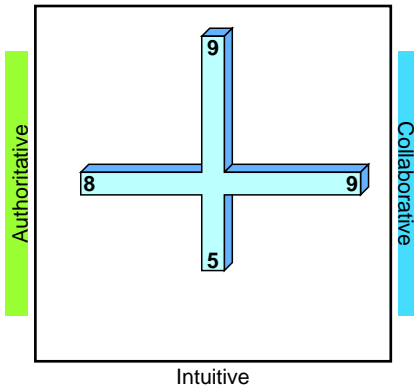
## OUTLOOK

Certain



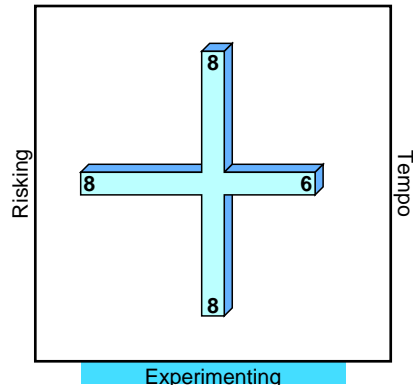
## DECISIONS

Problem Solving



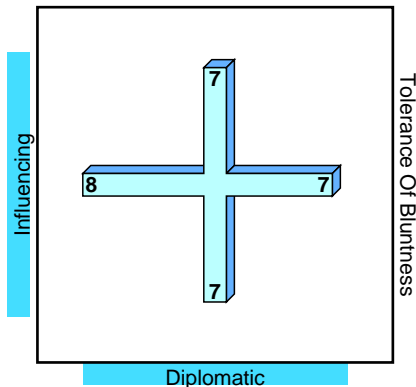
## INNOVATION

Persistent



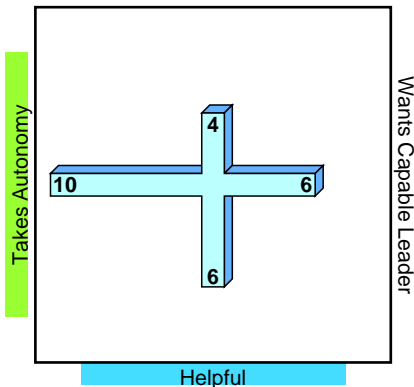
## COMMUNICATION

Frank



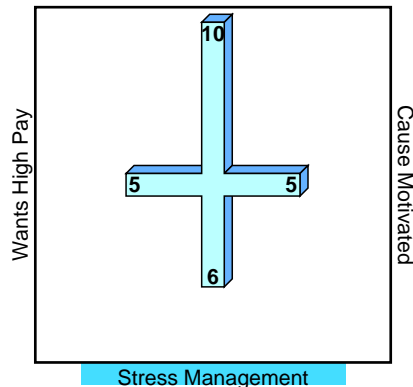
## POWER

Assertive



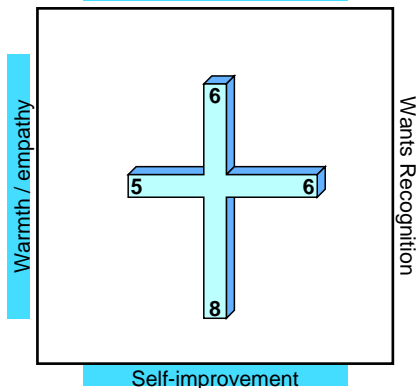
## MOTIVATION

Self-motivated



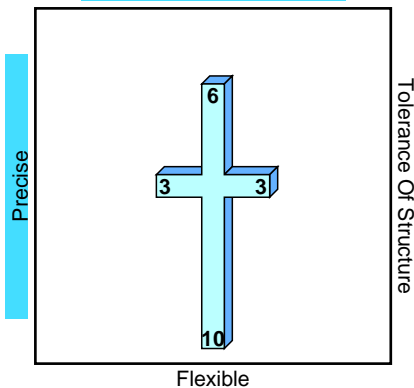
## SUPPORT

Self-acceptance



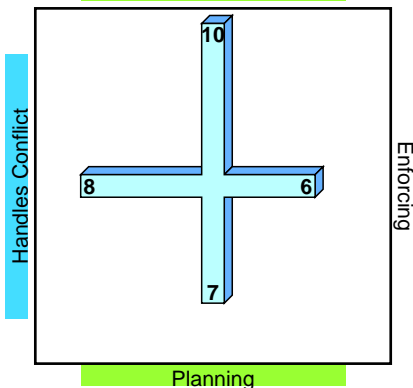
## ORGANIZATION

Organized



## LEADERSHIP

Provides Direction



Probable Hindrance



Possible Hindrance

Essential Trait on this template

Desirable Trait on this template