**Preparation Worksheet for HA Profile Interpretation**

**For employee development / career management only, not selection**

(This is for your use only, for preparation purposes)

1. Consider all factors in the **context of the person’s current role** or responsibilities. When available, review a Job Success Analysis report to observe traits that indicate both strong matches (green) and areas of challenge (yellows and reds). Make notes to look for details in the other reports (Traits & Definitions, Paradox Graphs & Main Graph).

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1. Review the highest traits in the different sections of the Traits & Definitions (especially the core Traits, Task Preferences & Work Environment Preferences. Determine relevance to the profilee’s job/role. Note observations.

**Traits**  **Tasks Preferences**

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\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **Work Environment Preferences**

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\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Review the lowest traits in the same sections of the Traits & Definitions report.   
   Determine relevance to the profilee’s job/role. Note observations.

**Traits**  **Tasks Preferencess**

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\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **Work Environment Preferences**

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1. Often misunderstood traits and traits to watch:

Assertive (not aggressive) – often medium to low scores \_\_\_\_\_

Authoritative (not authoritarian) \_\_\_\_\_

Cause-motivated (motivated by bring benefit to others) \_\_\_\_\_

Collaborative (often confused with team and/or Enlists Cooperation) \_\_\_\_\_

Enlists Cooperation (often confused with Collaborative) non on MG \_\_\_\_\_

Enthusiastic (commitment to one’s own goals) \_\_\_\_\_

Flexible (adaptability to change) \_\_\_\_\_

Risking (handling uncertainty and/or ambiguity in business decisions) \_\_\_\_\_

Tempo (enjoyment of work that needs to be done quickly –   
 not how quickly one works) \_\_\_\_\_

Tolerance of Structure (low = intolerant of others structure) \_\_\_\_\_

Wants Challenge (enjoys challenge of mastering problems) \_\_\_\_\_

Wants High Pay (wants to be compensated/rewarded for his/her effort) \_\_\_\_\_

Wants Recognition (desires feedback) \_\_\_\_\_

Wants Stable Career (desires dependability in employment opportunities) \_\_\_\_\_

1. On the Main Graph, look at the **overall patterns** of the dynamic and gentle traits. Is this person’s trait’s predominately aggressive? passive? Or is there a general mix of both?
2. Look at the pairs on the ***vertical axes of each dimension*** (excluding Leadership). Note trait pairs that exhibit balanced versatility (both over 5 and less than 2 points between them).

Balanced versatility dimensions: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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1. Note if there are any significant imbalances (difference of 4 or more).

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1. Consider the horizontal trait pair - Collaborative \_\_\_\_and Authoritative \_\_\_\_

in the Decision dimension.

Do the same for the 3 pairs that cross dimensions:

Optimistic \_\_\_\_\_\_ & Analyzing Pitfalls \_\_\_\_\_\_

Risking \_\_\_\_\_\_ & Analyzing Pitfalls \_\_\_\_\_\_

Warmth/empathy \_\_\_\_\_\_ & Enforcing \_\_\_\_\_\_

1. Do the same for the 2 semi-paradoxical pairs:

Tempo \_\_\_\_\_\_ & Precise \_\_\_\_\_\_

Wants High Pay \_\_\_\_\_\_ & Cause Motivated \_\_\_\_\_\_

1. Identify the 9’s and 10’s – they will indicate a person’s strongest preferences / motivations / needs.

(These will also be potential for “strengths in overdrive”.)

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1. Look at the “FACES” traits: (Frank, Assertive, Certain, Enforcing and Self acceptance).

9’s and 10’s in these are generally not desirable and can be problematic.

(That is to say, in these cases more is not necessarily better…)

Frank \_\_\_\_\_\_ Is there a balancing presence from Diplomatic?  **Y N**

Assertive \_\_\_\_\_\_ Is there a balancing presence from Helpful? **Y N**

Certain \_\_\_\_\_\_ Is there a balancing presence from Open/Reflective? **Y N**

Enforcing: \_\_\_\_\_\_ Is there a balancing presence from Warmth/Empathy? **Y N**

Self Acceptance \_\_\_ Is there a balancing presence from Self Improvement? **Y N**

Are there other dynamic trait preferences on the main graph that could *magnify* these traits?

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Are there any gentle trait preferences that could *temper* these traits?

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1. Six (6) of the traits on the Main Graph (MG) are a combination of 2 or more sub-traits.

Look at the combination traits below. Research the sub-trait numbers from the Traits and Definitions report, so that you see where the average number on the Main Graph came from:

Using the **Traits and Definitions** report, note the following scores

|  |  |
| --- | --- |
| Takes Initiative \_\_\_\_\_\_\_\_\_\_\_  Wants Challenge \_\_\_\_\_\_\_\_\_\_\_  Enthusiastic \_\_\_\_\_\_\_\_\_\_\_  Relaxed \_\_\_\_\_\_\_\_\_\_\_  Manages Stress Well \_\_\_\_\_\_\_\_\_\_\_  Takes Initiative \_\_\_\_\_\_\_\_\_\_\_  Wants Autonomy \_\_\_\_\_\_\_\_\_\_\_  Wants to Lead \_\_\_\_\_\_\_\_\_\_\_  Interpersonal Skills \_\_\_\_\_\_\_\_\_\_\_\_  Comfort with Conflict \_\_\_\_\_\_\_\_\_\_\_  Interpersonal Skills \_\_\_\_\_\_\_\_\_\_\_\_    Analytical \_\_\_\_\_\_\_\_\_\_\_\_  Analyses Pitfalls \_\_\_\_\_\_\_\_\_\_\_\_ | The average of these 3 scores will be the  MG **Self-Motivated** score \_\_\_\_\_\_\_\_\_  The average of these 2 scores will be the  MG **Stress Management** score \_\_\_\_\_\_\_\_  The average of these 2 scores will be the  MG **Takes Autonomy** score \_\_\_\_\_\_\_\_\_  The average of these 2 scores will be the  MG **Provides Direction** score \_\_\_\_\_\_\_\_\_    The average of these 2 scores will be the  MG **Handles Conflict** score \_\_\_\_\_\_\_\_\_\_  The average of these 2 scores will be the MG **Problem Solving** score \_\_\_\_\_\_\_\_\_\_ |

For additional information, check with the main graph “cheat” sheet (Trait Combinations) for more insights:

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Additional Notes:

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