

Case Study – for Feedback Example – Sales Manager

John is currently a leading sales / business development professional for a well-known international sports clothing company. His role has been to expand sales in non-traditional sales channels (small boutiques versus big-box/malls).

He is aspiring to become a Sales Manager for his company. This would require relocation to a major metropolitan area. He has sought our help to make the decision to pursue this path or to choose another direction.

Our feedback will need to focus on John's current strengths and challenges, find relevant successes and challenges in his current professional experiences and help him find insight to support his future decision.

We start by preparing using the Interpretation Worksheet. And then ...

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).

+ Authoritative, Takes Initiative, Selling, Fin/Biz

- Optimistic, Persistent, Analyzes Pitfalls

2. 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

Wants Autonomy
Authoritative
Wants Recognition
Influencing
Certain
Wants to Lead
Takes Initiative
Cause Motivated
Warmth/Empathy

Tasks Preferences

Public Speaking
Research & Learning
Teaching

Work Environment Preferences

Team
Pressure Tolerant

3. 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 Preferences
<u>Lowest 3.3 Tolerant of Structure</u>	<u>Physical work</u>
<u>3.3 Flexible</u>	<u>Artistic</u>
<u>Experimenting</u>	<u>Clerical</u>
<u>Risking</u>	
<u>Optimistic</u>	
<u>Persistent</u>	
	Work Environment Preferences
	<u>standing</u>
	<u>Repetition</u>

} No very relevant

} No very relevant

4. Often misunderstood traits and traits to watch:

Assertive (not aggressive) – often medium to low scores

5.9 Good

Authoritative (not authoritarian)

9.9 *

Cause-motivated (motivated by bring benefit to others)

8.8 Good

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

4.7 Low?

Enlists Cooperation (often confused with Collaborative) non on MG

5.0 Low?

Enthusiastic (commitment to one's own goals)

7.8 Good

Flexible (adaptability to change)

3.3 Low

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

3.7 OK?

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

5.1

Tolerance of Structure (low = intolerant of others structure)

3.3 *

Wants Challenge (enjoys challenge of mastering problems)

7.9 ✓

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

7.7 ✓

Wants Recognition (desires feedback)

9.7 *

Wants Stable Career (desires dependability in employment opportunities)

8.2

5. 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?
6. 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: Opinions, Decision Approach, Self Driving (Discipline), Motivation, Communication, Power

7. Note if there are any significant imbalances (difference of 4 or more). **FLIP BEHAVIORS**

Organization 6-3 ^{Rigid}, Delegation 10-5,
also Takes Autonomy (Takes Initiative & Wants Autonomy=10 vs ⁶ Wants Capable Leader

8. Consider the horizontal trait pair - Collaborative 10.5 and Authoritative 10 in the Decision dimension.
Authoritarian

Do the same for the 3 pairs that cross dimensions:

Optimistic	<u>4.3</u>	&	Analyzing Pitfalls	<u>6.6</u>	<u>skeptical</u>
Risking	<u>3.7</u>	&	Analyzing Pitfalls	<u>6.6</u>	<u>cautious</u>
Warmth/empathy	<u>8.6</u>	&	Enforcing	<u>8.5</u>	<u>Good</u>

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

Tempo	<u>5.1</u>	&	Precise	<u>4.7</u>	<u>Middle to Low Productivity</u> ^{??}
Wants High Pay	<u>7.7</u>	&	Cause Motivated	<u>8.8</u>	<u>Benevolent to others</u> <u>Good Balance</u>

10. 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".)

wants Autonomy 10!
Authoritative 9.9
wants Recognition 9.7

Influencing 9.8
wants to Lead 9.4

11. 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...)

OK Frank OK <u>6</u>	Is there a balancing presence from Diplomatic?	<u>Y</u> N
OK Assertive OK <u>6</u>	Is there a balancing presence from Helpful?	<u>Y</u> N
X Certain <u>10</u>	Is there a balancing presence from Open/Reflective?	<u>Y - N</u>
OK Enforcing: <u>9</u>	Is there a balancing presence from Warmth/Empathy?	<u>Y</u> N
OK Self Acceptance <u>6</u>	Is there a balancing presence from Self Improvement?	<u>Y</u> N

7 may be dogmatic

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

Influencing & Authoritative & wants Autonomy may magnify Dogmatic

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

Cause Motivated & Helpful & warmth/empathy may temper High Certain

12. 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 8.9
 Wants Challenge 7.9
 Enthusiastic 7.8

The average of these 3 scores will be the
 MG **Self-Motivated** score 8.2

Relaxed 6.7 12.2
 Manages Stress Well 5.5

The average of these 2 scores will be the
 MG **Stress Management** score 6.8

Takes Initiative 8.9
 Wants Autonomy 10.0

The average of these 2 scores will be the
 MG **Takes Autonomy** score 9.5

Wants to Lead 9.4
 Interpersonal Skills 7.3

The average of these 2 scores will be the
 MG **Provides Direction** score 9

Comfort with Conflict 7.2
 Interpersonal Skills 7.3

The average of these 2 scores will be the
 MG **Handles Conflict** score 7.8

Analytical 7.8
 Analyses Pitfalls 6.6

The average of these 2 scores will be the MG
Problem Solving score 7.2

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

Influencing & Cause motivated - zealous

Additional Notes:

Traits in overdrive - High father/ave Maybe Controlling
Certain - may be strong-minded

High wants Autonomy + Takes Initiative + Authoritative

Influencing + Certain + wants to Lead

? Steam Roller?

This report provides key single words that describe the individual. The keywords are divided into three columns: Strongest Traits, Strong Traits and Reasonably Strong Traits. The Strongest Traits are traits that the person scores 10 out of 10 or 2 or less out of 10. This indicates that the trait is extreme and thus will be the person's strongest characteristic. Strong Traits are traits in which the person scores 9 out of 10 or 3 out of 10, indicating the traits will be strong due to its absence or presence. Reasonably Strong Traits are traits in which the person scores 8 out of 10 or 4 out of 10, indicating the trait will be fairly strong due to its presence or important due to its absence. The Summary Descriptions provide a narrative paragraph that further describes the person's behavior.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. ID: 892424's consistency score is 75 which indicates that ID: 892424 is 95.0% consistent in answering the questionnaire. This indicates a high likelihood that ID: 892424 was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Keyword Descriptions

Strongest Traits

Self-certain
Willing to make decisions
Wants autonomy
Wants recognition

Strong Traits

Takes initiative
Idealistic and realistic
Warm
Doesn't like change
Dislikes structure
Likes to lead
Enforcing

Reasonably Strong Traits

Analytical
Can be non-collaborative
Careful with risks
Helpful
Wants a stable career
Wants high pay
Willing to grow
Enthusiastic about goals
Self-motivated

Summary Descriptions

ID: 892424's task preferences are (in order of preference): enforcing rules, influencing others, doing something that helps others or society, making presentations to groups, analyzing facts, problems and decisions, and researching or learning new information. ID: 892424 prefers to avoid the following tasks (listed according to greatest dislike first): doing something artistic, doing physical work, fixing or repairing something, building or making something, working with numbers, and doing clerical work. ID: 892424 would be interested in work that involves sports, travel, writing/language, health/medicine, electronics, selling, psychology, manufacturing, legal matters, computer software, and computer hardware. ID: 892424 needs a work environment that involves working as part of a team, stimulating deadlines, working indoors, and few repetitive and monotonous tasks.

ID: 892424 is currently somewhat discouraged about the future. ID: 892424 is helpful and responsive to others' needs. ID: 892424 has a strong intention to improve himself. ID: 892424 enjoys trying to influence others. ID: 892424 is very empathetic and warm. His warm-heartedness will enable him to influence others more successfully. There are some interpersonal areas in which he could improve. Although ID: 892424 has a strong intention to improve himself, ID: 892424 may occasionally tend to be a little hard on himself. ID: 892424 may at times be inflexible. This could sometimes cause strain in communications with others.

ID: 892424 is highly motivated by a chance to have decision-making authority, a chance to take initiative, having



Summary and Keywords

ID: 892424

Completed: 02/10/2015

For Pathfinders

Compared to: **Salesperson (Sources Customers and Actively Persuades) Manager**
(Moderate experience) #HA-1139-M-M v06/03/2014

Summary Descriptions

challenging work, an opportunity to earn high pay, an opportunity to do something worthwhile for society, receiving recognition, an opportunity to be in a leadership position, an opportunity to achieve his goals, and having a stable position. He is demotivated by seeing no opportunity to earn high pay, and having to work with a supervisor who does not offer a significant amount of autonomy.

ID: 892424 enjoys analyzing facts and situations. ID: 892424 is comfortable in a decision-making role. ID: 892424 is somewhat conservative with regard to taking risks. ID: 892424 is not very optimistic about the outcome when he does take risks. ID: 892424 may occasionally become dogmatic, reducing the effectiveness of his decisions. ID: 892424 prefers making decisions based upon what is tried and tested. ID: 892424 has some interest in planning.

The Harrison system has a unique way of identifying your special strengths. It measures 175 traits and identifies your highest priorities and values - where you invest yourself and what you love doing the most. When you are able to use these key strengths, your career is more fulfilling and more successful.

Some of the strengths described are paradoxical pairs of traits where two strengths seem to be opposite or contradictory, but in fact are complementary or synergistic. Paradoxical strengths describe a unique ability which enables you to be more versatile and to respond more effectively to a variety of different situations in your life or in your work. For example, frankness and diplomacy reflects a paradoxical pair of traits. While the two traits appear to be opposite, they are actually complementary. If you are both frank and diplomatic, you communicate truthfully and respectfully. This unique ability enables you to build relationships while at the same time getting things done.

If you are currently a job seeker, being able to clearly verbalize your strengths can help you to get the job you are seeking. Consequently, we recommend that you reflect on the strengths below as well as your achievements that were the result of applying these strengths. This will enable employers to better understand how your unique strengths can create value for their organization.

If you are currently employed, look for ways you can further apply these strengths in your current job. The more you can apply your strengths the more likely you will achieve personal satisfaction and career success.

If you spend effort building on your strengths, it is much more likely to help your career than if you focus on your weaknesses. Strengths relate to enjoyable patterns of thought and behavior which can be productively applied. These are refined with practice and combined with skills and knowledge that you acquire. Consequently, these strengths are the most powerful means you have of moving your career forward.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Your consistency score is 75 which indicates that you were 95.0% consistent in answering the questionnaire. This indicates a high likelihood that you were truthful, accurately self-aware, and able to concentrate on the questionnaire.

Disclaimer: This report is based on more than 20 years of research and applied application in more than 60 countries. Although the algorithms that derive the information have proven to be accurate, every statement is not necessarily correct. Harrison Assessments Int'l, and its associated companies do NOT accept any liability of any kind including negligence related to the accuracy or the use of this information.

Building Affinity And Accountability

You tend to very often express warmth and empathy.

Your very high level of warmth and empathy combined with your very strong willingness to enforce rules helps you to be effective when giving discipline or coaching others. You enforce rules with warmth and compassion. When managing others, you are firm about compliance to rules, but you maintain rapport while doing so.

You greatly enjoy persuading others toward your viewpoint. This can be very useful for selling your ideas or managing others.

Engaging In Participative Management

Your very strong desire for decision-making authority enables you to take charge and accept full responsibility for decisions that need to be made.

You are very willing to undertake leadership responsibility.



Striving for Achievement

Your high level of self-motivation combined with a moderate level of stress management enables you to achieve with only a moderate amount of stress.

You can work very well on your own without much supervision.

You have a clear idea about what you want and you are motivated by a job that helps you to achieve those goals.

Looking for Win-win Solutions

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

You usually tend to have interactions with others that are mutually helpful. By moderately expressing your own needs and being helpful, you tend to establish good working relationships with your co-workers. Your supportiveness is likely to be appreciated.

You very much want your work to provide a meaningful contribution to the world. When there is alignment with your organization's objectives, you will feel strong loyalty and motivation. Your benevolent intentions are very likely to inspire others.

Continuously Improving

You have a fairly strong intention to improve yourself.

Your interest in self-improvement combined with a moderate level of self-acceptance reflects a reasonably healthy self-esteem. You are usually open to corrective feedback and willing to change when necessary.

Logically Solving Problems

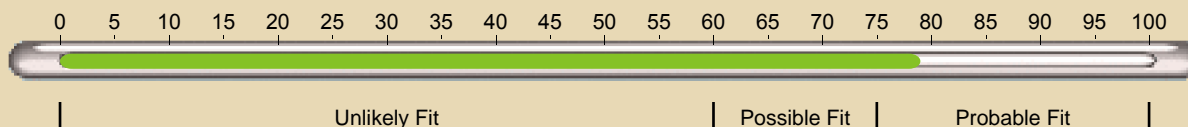
Even though you tend to be analytical, you also generally tend to be intuitive. As a result, you are probably reasonably good at problem solving. Your tendency to use both left and right brain functions enables you to sense the important factors while at the same time arrive at logical conclusions. This usually gives you a good insight into situations and problems.

Communicating Considerately And Truthfully

You accept others telling you what is on their mind even if they are somewhat blunt. This helps you to learn things from others and facilitates better teamwork.

Harrison Assessments Suitability

Overall Percentage of Suitability Fit = 79%



Essential traits (in order of importance)

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

Negative Impact

Positive Impact

	ID: 892424's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Analytical:	7.8											
Authoritative:	9.9											
Selling:	8.0											
Takes Initiative:	8.9											
Wants To Lead:	9.4											
Analyzes Pitfalls:	6.6											
Enthusiastic:	7.8											
Finance / business:	9.0											
Optimistic:	4.3											
Persistent:	4.6											
Planning:	5.5											
Pressure Tolerance:	8.2											

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.

Negative Impact




















	ID: 892424's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Collaborative:	4.7						
Enlists Cooperation:	5.0						
Influencing:	9.6						
Self-acceptance:	5.8						
Self-improvement:	8.2						
Wants Challenge:	7.9						

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.





Negative Impact 

	ID: 892424's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Organized:	5.5						
Outgoing:	7.2						
Psychology:	9.0						
Systematic:	6.4						
Tolerance Of Bluntness:	7.8						
Diplomatic:	6.1						
Effective Enforcing:	8.6						
Assertive:	5.9						
Certain:	9.6						
Handles Conflict:	8.4						
Helpful:	7.8						
Numerical:	2.8						
Open / reflective:	7.1						
Warmth / empathy:	8.6						
Writing / language:	8.0						
Frank:	5.9						
Manages Stress Well:	5.5						
Precise:	4.7						

Traits to avoid (in order of importance)

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

Negative Impact 

	ID: 892424's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Blindly Optimistic:	0.0						
Blunt:	0.0						
Defensive:	0.0						
Impulsive:	0.0						



Job Success Analysis

ID: 892424

Completed: 02/10/2015

For Pathfinders

Compared to: Salesperson (Sources Customers and Actively Persuades) Manager
(Moderate experience) #HA-1139-M-M 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: 892424's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Authoritarian:	5.2						
Dogmatic:	2.5						
Forceful Enforcing:	3.6						
Harsh:	0.0						
Insensitive:	0.0						
Pay Minus Motivation:	0.0						
Permissive:	0.1						
Self-critical:	2.4						
Skeptical:	2.4						
Dominating:	0.0						
Evasive:	0.1						
Self-sacrificing:	1.9						

The report lists ID: 892424's traits and corresponding scores in descending order for each trait category. The trait definitions are to the right of each trait. If a position was selected when running this report, the traits related to the position will be highlighted in **green** for Essential Traits, **blue** for Desirable Traits, and **red** for Traits to Avoid that could hinder ID: 892424's performance.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. ID: 892424's consistency score is 75 which indicates that ID: 892424 is 95.0% consistent in answering the questionnaire. This indicates a high likelihood that ID: 892424 was truthful, accurately self-aware, and able to concentrate on the questionnaire.

A single asterisk, *, indicates that there are some inconsistencies related to this trait, but the result is probably reliable. A double asterisks, **, indicates that there are some inconsistencies related to this trait, and the result is probably questionable.

Traits

These are the primary work preference and personality factors measured in the Harrison Assessments system, listed in order of ID: 892424's scores.

Life Themes - ID: 892424's life themes, highest values, key potential strengths

Trait	ID: 892424's Score	Description
Wants Autonomy	10.0	The desire to have freedom or independence from authority
Authoritative	9.9	The desire for decision-making authority and the willingness to accept decision-making responsibility
Wants Recognition	9.7	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Influencing	9.6	The tendency to try to persuade others
Certain	9.6	The tendency to feel confident in one's opinions

Strengths and Preferred Focus - ID: 892424's potential strength and preferred focus

Trait	ID: 892424's Score	Description
Wants To Lead	9.4	The desire to be in a position to direct or guide others
Takes Initiative	8.9	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Cause Motivated	8.8	The tendency to be motivated to help society
Warmth / empathy	8.6	The tendency to express positive feelings and affinity toward others
Enforcing	8.5	The tendency to insist upon necessary rules being followed
Self-motivated	8.3	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Self-improvement	8.2	The tendency to attempt to develop or better oneself
Wants Stable Career	8.2	The desire for long-term or permanent employment
Wants Challenge	7.9	The willingness to attempt difficult tasks or goals
Helpful	7.8	The tendency to respond to others' needs and assist or support others to achieve their goals
Analytical	7.8	The tendency to logically examine facts and situations (not necessarily analytical ability)
Enthusiastic	7.8	The tendency to be eager and excited toward one's own goals
Tolerance Of Bluntness	7.8	The level of comfort related to receiving abrupt or frank communications from others
Wants High Pay	7.7	The desire to earn greater remuneration

Traits

Acceptable Areas - ID: 892424's moderate strengths and preferences

Trait	ID: 892424's Score	Description
Outgoing	7.2	The tendency to be socially extroverted and the enjoyment of meeting new people
Comfort With Conflict	7.2	The tendency to be comfortable with confrontation or strife
Open / reflective	7.1	The tendency to reflect on many different viewpoints
Intuitive	7.0 *	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Relaxed	6.7	The tendency to feel at ease or calm while working
Analyzes Pitfalls	6.6	The tendency to scrutinize potential difficulties related to a plan or strategy
Wants Frankness	6.6	The desire for others to be direct, straightforward, and to the point
Wants Capable Leader	6.4	The desire to have a leader one perceives to be capable
Systematic	6.4	The enjoyment of tasks that require carefully or methodically thinking through steps.
Diplomatic	6.1	The tendency to state things in a tactful manner
Frank	5.9	The tendency to be straightforward, direct, to the point, and forthright
Assertive	5.9	The tendency to put forward personal wants and needs
Self-acceptance	5.8	The tendency to like oneself ("I'm O.K. the way I am")
Planning	5.5	The tendency to formulate ideas related to the steps and process of accomplishing an objective
Manages Stress Well	5.5	The tendency to deal effectively with strain and difficulty when it occurs
Organized	5.5	The tendency to place and maintain order in an environment or situation

Willing to do - Areas in which ID: 892424 is willing if not required a large percentage of the time

Trait	ID: 892424's Score	Description
Wants Diplomacy	5.4	The desire for others to be tactful
Tempo	5.1	The enjoyment of work that needs to be done quickly
Enlists Cooperation	5.0	The tendency to invite others to participate in or join an effort
Collaborative	4.7	The tendency to collaborate with others when making decisions
Precise	4.7	The enjoyment of work that requires being exact and the tendency to be detail oriented
Persistent	4.6	The tendency to be tenacious despite encountering significant obstacles
Optimistic	4.3	The tendency to believe the future will be positive
Risking	3.7	The tendency to feel comfortable with business ventures that involve uncertainty
Experimenting	3.7	The tendency to try new things and new ways of doing things

Prefer Not to Do It - ID: 892424 would prefer to be doing other things than these

Trait	ID: 892424's Score	Description
Flexible	3.3	The tendency to easily adapt to change
Tolerance Of Structure	3.3	The tolerance of following rules, schedules, and procedures created by someone else

Retention and Engagement Factors

These are ID: 892424's retention and engagement factors listed in order.

Retention and Engagement Factors

Retention and Engagement Factors	ID: 892424's Score	Description
Wants Advancement	10.0	The desire to have work opportunities to expand one's career or responsibilities
Wants Opinions Valued	9.0	The desire to have an employer who listens and gives importance to one's views
Wants Appreciation	8.0	The desire to have an employer who expresses appreciation for one's work
Wants Development	7.0	The desire to have work opportunities to learn new skills or increase abilities
Wants To Be Informed	6.0	The desire to have an employer who freely shares information related to one's work or job
Wants Quick Pay Increases	5.0	The desire to have an employer who offers relatively frequent pay increases
Wants Personal Help	4.0	The desire to receive some type of employer support related to one's personal difficulties
Wants Flexible Work Time	3.0	The desire to have adjustable working hours or holiday schedules
Wants Work/Life Balance	2.0	The desire to have sufficient time away from work for rest, enjoyment, or family
Wants Social Opportunities	1.0	The desire to have a workplace that enables one to meet and interact with others

Task Preferences

These are tasks listed in order of ID: 892424's preferences.

Task Preference	ID: 892424's Score	Description
Public Speaking	9.2	The enjoyment of presenting or articulating information to groups of people
Research / learning	9.0	The enjoyment of gathering and comprehending new information
Teaching	7.2 *	The enjoyment of instructing, training, or educating others
Manual Work	4.9	The enjoyment of work that involves using one's hands
Driving	3.8	The enjoyment of operating a motor vehicle
Computers	3.5	The enjoyment of working with electronic machines that calculate, store, or analyze information
Building / making	3.1	The enjoyment of constructing or putting together anything
Mechanical	3.0	The enjoyment of work that involves fixing or repairing something
Numerical	2.8	The enjoyment of counting, calculating, or analyzing quantities using mathematics
Clerical	2.5	The enjoyment of tasks such as typing or filing or organizing information
Artistic	2.4	The enjoyment of making things look beautiful or attractive
Physical Work	2.1	The enjoyment of work that involves substantial bodily effort

Interests

These are interests listed in order of ID: 892424's areas of interest.

Interest	ID: 892424's Score	Description
Sports	10.0	The interest in work that involves sports
Psychology	9.0	The interest in human mental functions including mannerisms, actions, attitudes, and abilities
Finance / business	9.0	The interest in commerce or fiscal management
Computer Software	9.0	The interest in the non-tangible program components of computers
Manufacturing	9.0	The interest in the production of products using labor, machines, or chemicals
Legal Matters	9.0	The interest in rules created by social institutions to govern society and business
Selling	8.0	The interest in convincing or influencing others to purchase a product or service
Travel	8.0	The interest in work that involves frequently taking a journey
Electronics	8.0	The interest in designing, assembling, repairing, or operating automated or computerized equipment

Interests

Interest	ID: 892424's Score	Description
Computer Hardware	8.0	The interest in the physical elements that constitute a computer system
Writing / language	8.0	The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)
Health / medicine	8.0	The interest in health or medicine
Animals	7.0	The interest in working with mammals, birds, reptiles, or fish
Science	7.0	The interest in any body of knowledge that uses a systematic method for achieving knowledge
Entertainment	6.0	The interest in activity that holds the attention and interest of an audience
Plants	6.0	The interest in shrubs, gardening, botany, trees, or farming
Medical Science	6.0	The interest in at least one of the applied sciences related to healthcare
Biology	5.0	The interest in the structure, function, growth, evolution, distribution, or taxonomy of living organisms
Physical Science	5.0	The interest in the physics and chemistry of nature
Children	5.0	The interest in working with children
Food	4.0	The interest in work relating to food

Work Environment Preferences

These are work environment preferences listed in ID: 892424's order of preference.

Work Environment Preference	ID: 892424's Score	Description
Team	8.5	The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)
Pressure Tolerance	8.2	The level of comfort related to working under deadlines and busy schedules
Public Contact	5.7	The level of comfort interacting with a wide range of people representative of general society
Outdoors	4.3	The desire to work in an outside environment
Sitting	4.2	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around
Noise	4.0	The tolerance of working in an environment that has loud or continuous sounds
Repetition	2.8	The tolerance of monotonous work: a single activity repeated over and over (e.g. assembly line)
Standing	2.0	The tolerance of standing in one place for long periods (no opportunity to sit or walk around)

Behavioral Competencies

Behavioral competencies are composed of numerous traits, and are listed in order of ID: 892424's strengths.

Behavioral Competency	ID: 892424's Score	Description
Doesn't Need Structure	9.3	The tendency to manifest the traits that would enable one to occupy a position that does not have much structure (assuming sufficient job related knowledge)
Provides Direction	9.1	The tendency to manifest the traits necessary for a leadership role
Effective Enforcing	8.6	The tendency to skillfully correct others when they are violating rules or performing poorly
Handles Conflict	8.4	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
Negotiating	8.3	The tendency to bargain in order to reach a beneficial agreement
Self-employed	8.2	The tendency to enjoy activities that would be required for self employment (does not necessarily indicate sufficient business related knowledge)
People Oriented	8.2	The tendency to have a balance of traits that would enable one to positively interact with others

Behavioral Competencies

Behavioral Competency	ID: 892424's Score	Description
Handles Autonomy	8.1	The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge)
Receives Correction	7.8	The tendency to accept guidance intended to improve performance
Coaching	7.7	The tendency to be an effective facilitator of the development of employees (one to one interactions)
Judgment (strategic)	7.6	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy
Organizational Compatibility	7.4	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Interpersonal Skills	7.3	The tendency to have a balance of traits that relate to effective interaction with others
Innovative	6.5	The tendency to create new and more effective ways of doing things
Tolerance Of Evasiveness	5.6	The level of comfort related to dealing with people who are indirect or lacking in frankness

Traits to Avoid for this Position

These traits to avoid are related to the position selected. If they are highlighted in red, it indicates that trait may hinder ID: 892424's performance.

Traits to Avoid for this Position	ID: 892424's Score	Description
Authoritarian	5.2	The tendency to make decisions without collaborating with others
Forceful Enforcing	3.6	The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation
Dogmatic	2.5	The tendency to be certain of one's own opinions while at the same time not open to different ideas
Self-critical	2.4	Disliking oneself in the context of self-improvement
Skeptical	2.4	The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits
Self-sacrificing	1.9	The tendency to respond to others' needs at the expense of one's own needs
Permissive	0.1	The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior
Evasive	0.1	The tendency to be tactful without being sufficiently direct
Blindly Optimistic	0.0	The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties
Blunt	0.0	The tendency to be frank or direct while lacking in diplomacy or tact
Defensive	0.0	The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")
Impulsive	0.0	The tendency to take risks without sufficient analysis of the potential difficulties
Harsh	0.0	The tendency to be overly strict or punitive when enforcing rules and procedures
Insensitive	0.0	The tendency to be assertive with one's own needs while lacking sufficient warmth for others
Pay Minus Motivation	0.0	The tendency to have a strong desire for money while lacking the personal drive necessary to earn it
Dominating	0.0	The tendency to be assertive with one's own needs while failing to respond to other people's needs

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

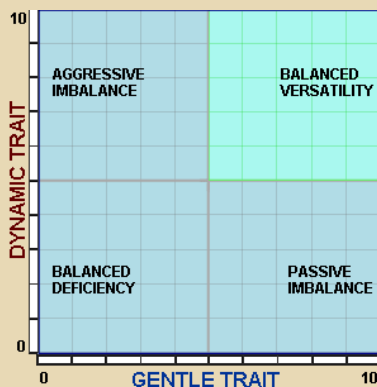


Figure 2

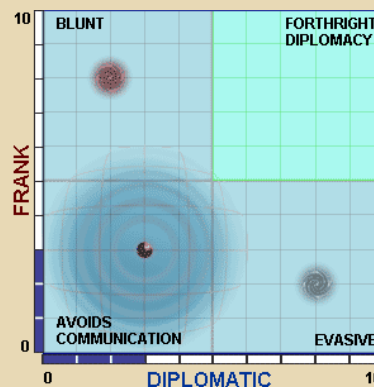


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive 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: 892424

Completed: 02/10/2015

For Pathfinders

Compared to: **Salesperson (Sources Customers and Actively Persuades) Manager**
(Moderate experience) #HA-1139-M-M v06/03/2014

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: 892424's consistency score is 75 which indicates that ID: 892424 is 95.0% consistent in answering the questionnaire. This indicates a high likelihood that ID: 892424 was truthful, accurately self-aware, and able to concentrate on the questionnaire.



INTERPERSONAL

ACHIEVEMENT

LEADERSHIP

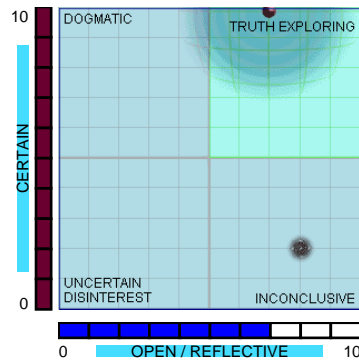
INITIATING

MOTIVATING

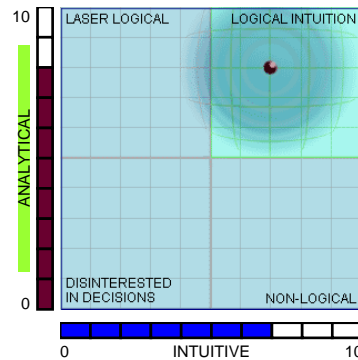
IMPLEMENTING

MAINTAINING

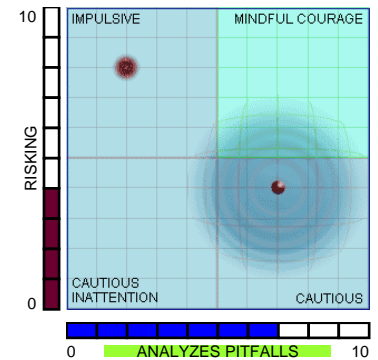
OPINIONS



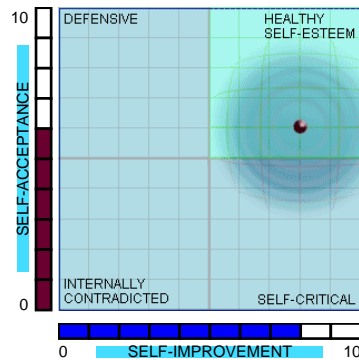
DECISION APPROACH



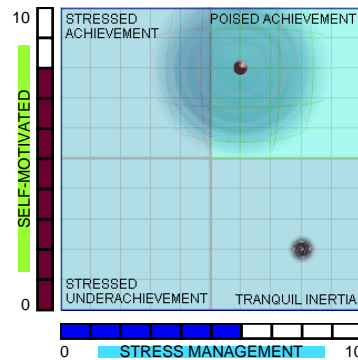
STRATEGIC



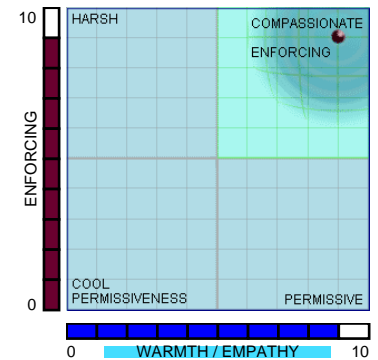
SELF



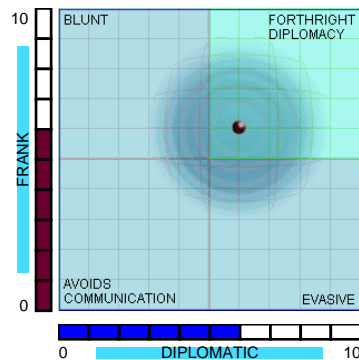
MOTIVATION



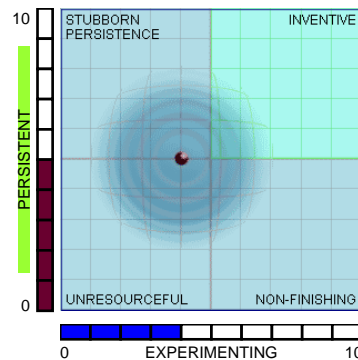
DRIVING



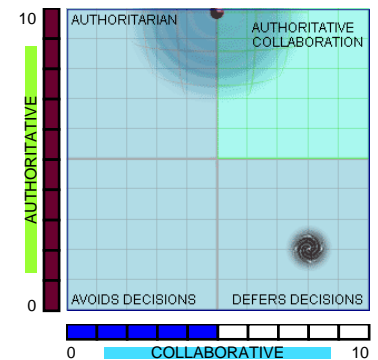
COMMUNICATION



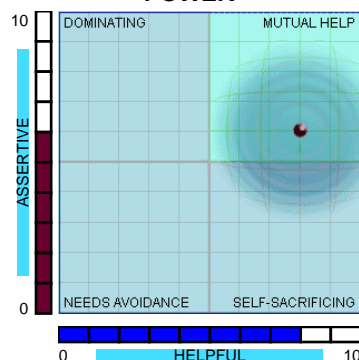
INNOVATION



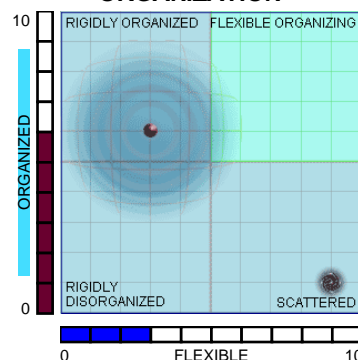
DELEGATION



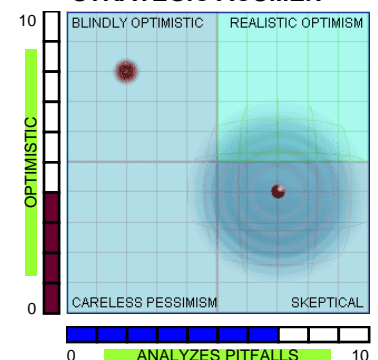
POWER



ORGANIZATION

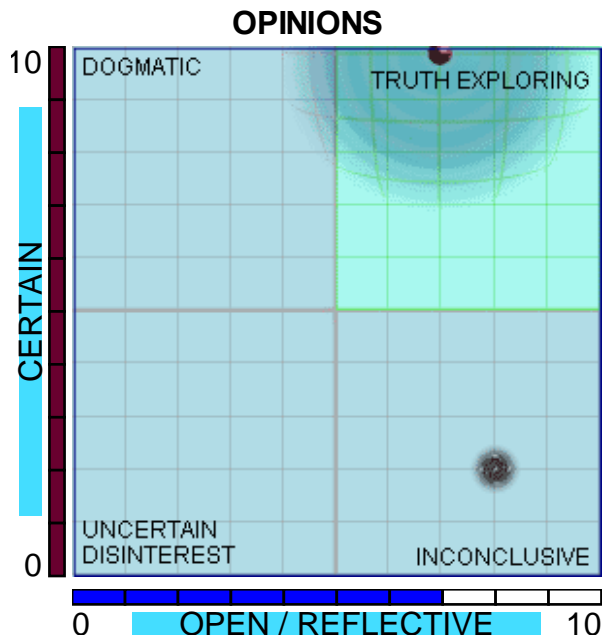


STRATEGIC ACUMEN



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 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)

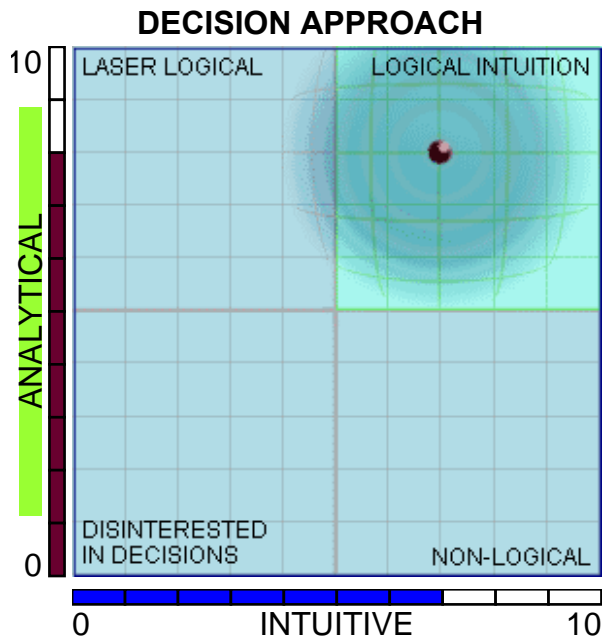
UNCERTAIN DISINTEREST - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

Your tendencies for this paradox are:

You are highly certain of your opinions.

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

Even though you have extremely strong opinions, you also tend to consider many different ideas before coming to a conclusion. Although you tend to explore different ideas, your strong opinions may occasionally turn to dogmatism. However, you usually tend to change to a better idea when it is presented. Although you are usually open to the ideas of others, you are not swayed by their opinions unless you can be convinced they have a better idea. Your preferred behavioral range (large blue area) is mostly in the truth explorer quadrant because most of the time you search for and discover clarity of understanding. However, your tendency to be certain of your opinions is a little greater than your tendency to be open to different ideas and thus, you may behave a little dogmatically. This could also take the form of presenting greater certainty than you actually have about a subject. The small dark circle in the lower right indicates you may have some fear of confusion and you may use an attitude of certainty as a means of coping with confusion and uncertainty.



"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)

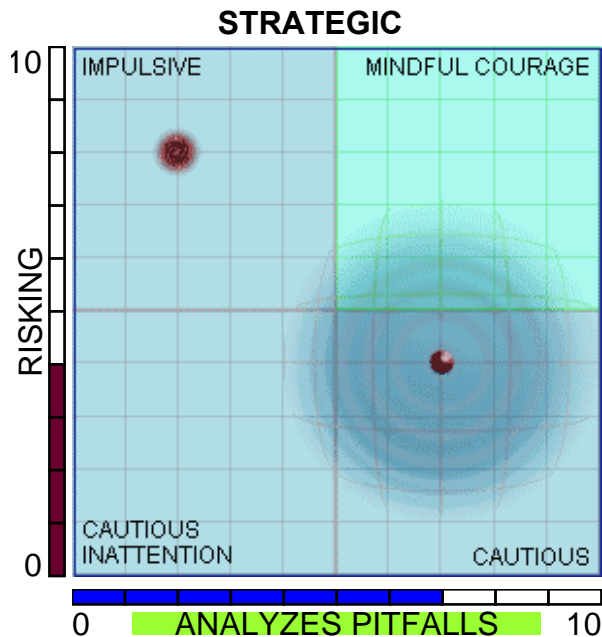
DISINTERESTED IN DECISIONS - The tendency to avoid analyzing situations and decisions while at the same time mistrusting one's own intuition (Low Analytical and Low Intuitive)

Your tendencies for this paradox are:

You tend to analyze problems and decisions and you enjoy doing it.

You generally tend to use intuition or hunches to help make decisions.

Even though you tend to be analytical, you also generally tend to be intuitive. As a result, you are probably reasonably 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 usually gives you a good insight into situations and problems. Your preferred behavioral range is mostly in the logical intuition quadrant reflecting the above.



"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)

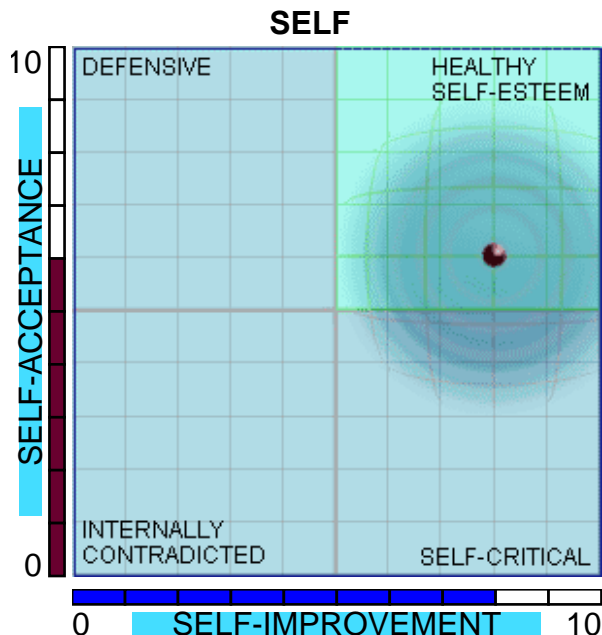
CAUTIOUS INATTENTION - The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyzes Pitfalls)

Your tendencies for this paradox are:

You tend to take a somewhat conservative approach to business risks.

You usually tend to analyze the potential difficulties of plans and strategies and you are likely to be reasonably mindful when making strategic decisions.

Your conservative approach to taking business risks combined with your general tendency to analyze potential problems probably enables you to formulate strategies that minimize risks. Your strategic approach will probably contain a significant amount of risk management. However, you may at times pay more attention to the potential risks than the potential benefits and thus lose some opportunities. This is indicated by most of the behavioral range (large blue area) falling in the cautious quadrant. The red circle in the upper left indicates that under a great deal of stress for a decision, you could 'flip' and react a little impulsively by placing too much hope in a particular solution.



"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)

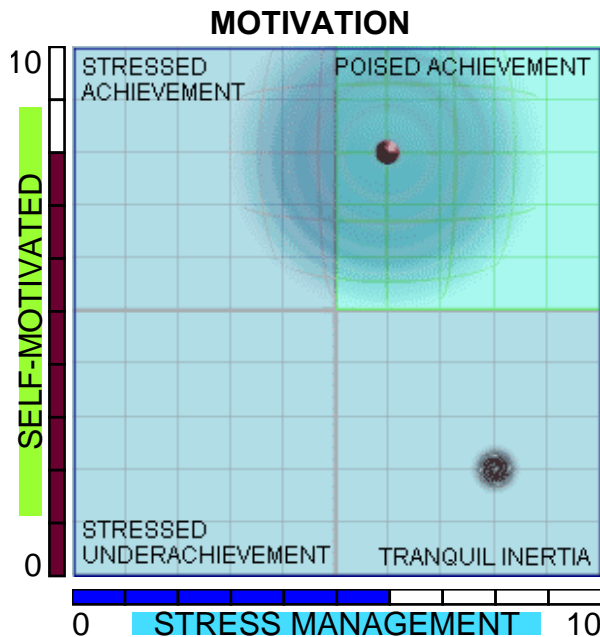
INTERNALLY CONTRADICTED - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement)

Your tendencies for this paradox are:

You tend to be moderately self-accepting.

You have a reasonably strong intention to improve yourself.

Your interest in self-improvement combined with a moderate level of self-acceptance reflects a reasonably healthy self-esteem. You are usually open to corrective feedback and willing to change when necessary. Your preferred behavioral range (large blue area) is mostly in the healthy self-esteem quadrant indicating that most of the time you exhibit behaviors related to this quadrant.



"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)

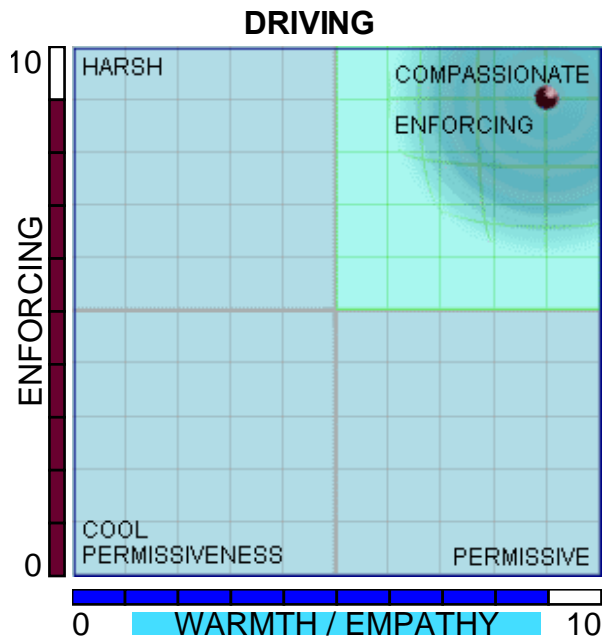
STRESSED UNDERACHIEVEMENT - The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

Your tendencies for this paradox are:

You are self-motivated

You tend to be moderately easy-going and unstressed.

Your high level of self-motivation combined with a moderate level of stress management enables you to achieve with only a moderate amount of stress. This is indicated by the behavioral range (large blue area) being mostly in the poised achievement quadrant, and partially in the stressed achievement quadrant. The small dark circle in the lower right indicates your drive to achieve is a little stronger than your tendency to manage stress and thus, 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 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 are very 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 very strong willingness to enforce rules helps you to be effective when giving discipline or coaching others. You enforce rules with warmth and compassion. When managing others, you are firm about compliance to rules, but you maintain rapport while doing so. Your preferred behavioral range (large blue area) is entirely in the compassionate enforcer quadrant, indicating you rarely behave permissively or harshly.



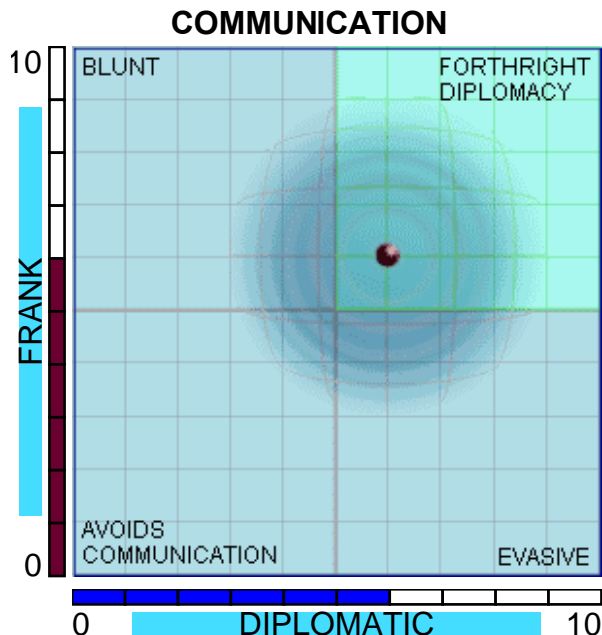
Paradox Graph

ID: 892424

Completed: 02/10/2015

For Pathfinders

Compared to: **Salesperson (Sources Customers and Actively Persuades) Manager**
(Moderate experience) #HA-1139-M-M v06/03/2014



"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)

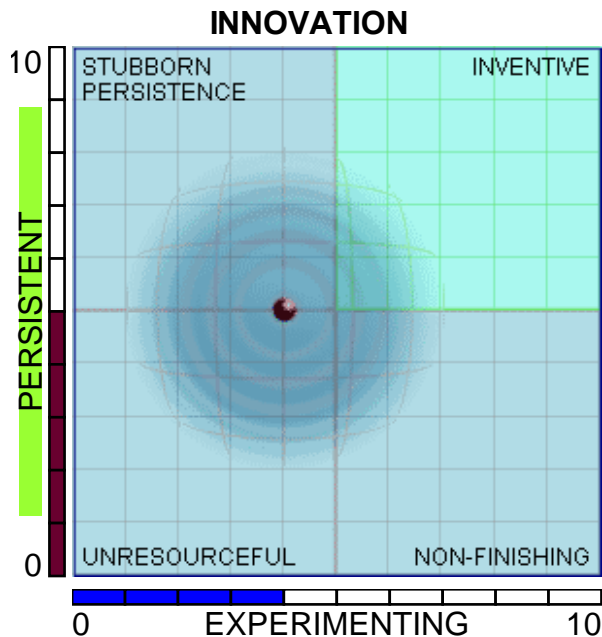
AVOIDS COMMUNICATION - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

Your tendencies for this paradox are:

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

You may tend to be moderately tactful, taking a moderate amount of care to communicate in ways that make it easier for others to receive.

Your moderate level of frankness combined with your moderate level of diplomacy helps you to maintain reasonably good communication with your co-workers. Your preferred behavioral range (large blue area) is mostly in the forthright diplomacy quadrant and to a lesser degree in the evasive and blunt quadrants, indicating that most of the time, you tend to be a reasonably good communicator and only sometimes communicate evasively or bluntly.



"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)

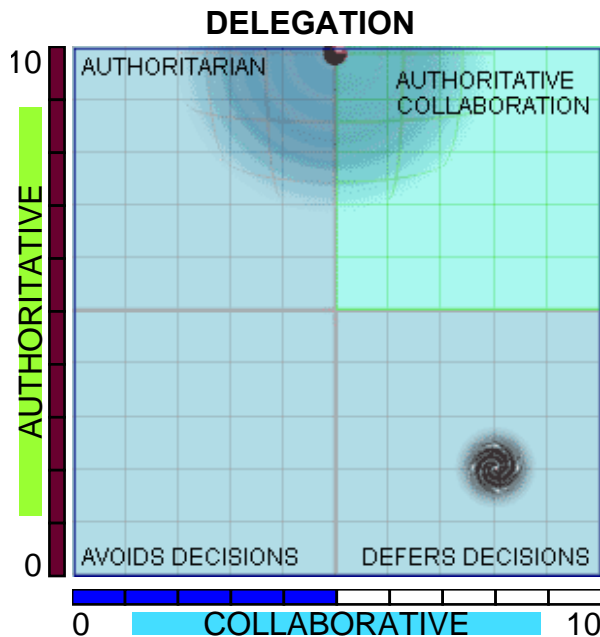
UNRESOURCEFUL - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

Your tendencies for this paradox are:

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

You generally prefer not to try new things or experiment with new ways of doing things.

You prefer only a moderate amount of obstacles to overcome and prefer not to have to try many new things. Thus, you prefer to have clear direction about what needs to be done and to be able to proceed with known steps and with only a moderate amount of ambiguity. When having to confront many obstacles and the need to experiment to overcome those obstacles, you may have a little difficulty determining the best approach. This is reflected in the behavioral range (large blue area) being partially in each quadrant.



"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 very strong desire to have decision-making authority and are extremely willing to accept decision-making responsibility.

You may only moderately enjoy collaboration and may give only moderate importance to collaborating with others when making important decisions.

Your very strong desire for decision-making authority enables you to take charge and accept full responsibility for decisions that need to be made. However, you may tend to be only moderately collaborative. Thus, your desire for authority is stronger than your willingness to collaborate. Consequently, you may tend to be over-controlling with regard to decisions. This could hinder you from receiving valuable input that could improve the quality of your decisions. It could also hinder the motivation of others by limiting their level of participation. Your preferred behavioral range (large blue area) is half in the authoritative collaboration quadrant indicating that you often collaborate while accepting responsibility. It is also half in the authoritarian quadrant, indicating you may at other times over-control the decision-making process. The dark circle in the lower right indicates that when things go wrong, you may sometimes be



HARRISON
ASSESSMENTS

Paradox Graph

ID: 892424

Completed: 02/10/2015

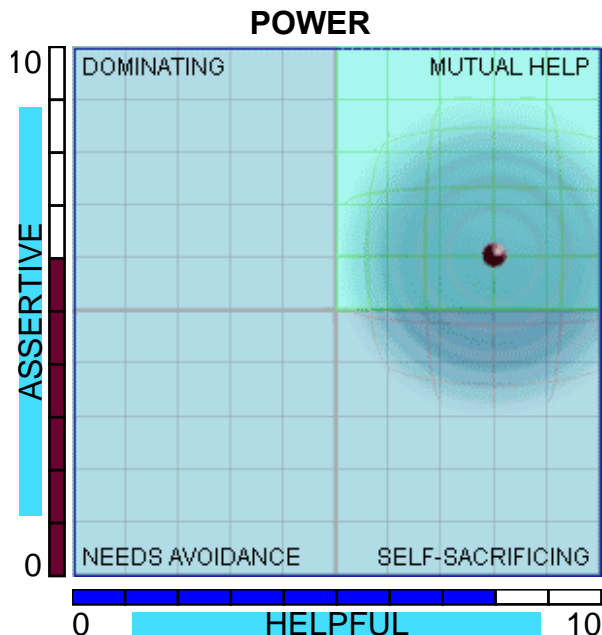
For Pathfinders

Compared to: **Salesperson (Sources Customers and Actively Persuades) Manager**

(Moderate experience) #HA-1139-M-M v06/03/2014

Your tendencies for this paradox are:

reluctant to accept full accountability for the problem.



"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)

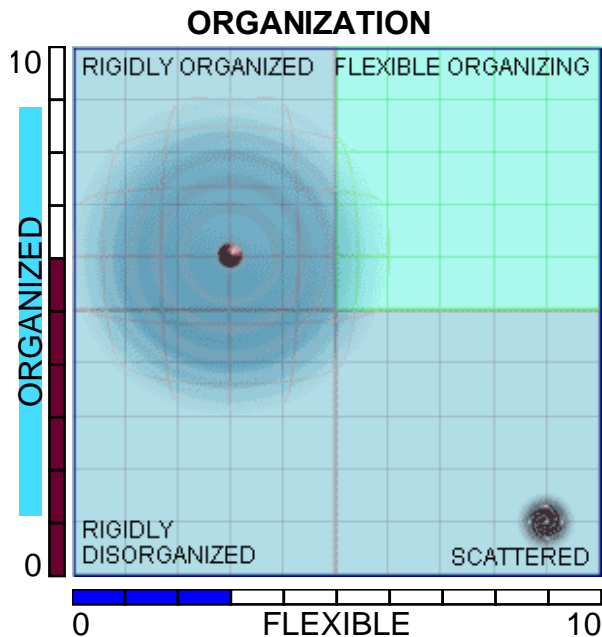
NEEDS AVOIDANCE - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

Your tendencies for this paradox are:

You moderately put forward your own needs.

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

You usually tend to have interactions with others that are mutually helpful. By moderately expressing your own needs and being helpful, you tend to establish good working relationships with your co-workers. Your supportiveness is likely to be appreciated. Thus, your preferred behavioral range (large blue area) is mostly in the mutual help quadrant. It is only partially in the other quadrants indicating that you may also occasionally manifest those traits.



"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)

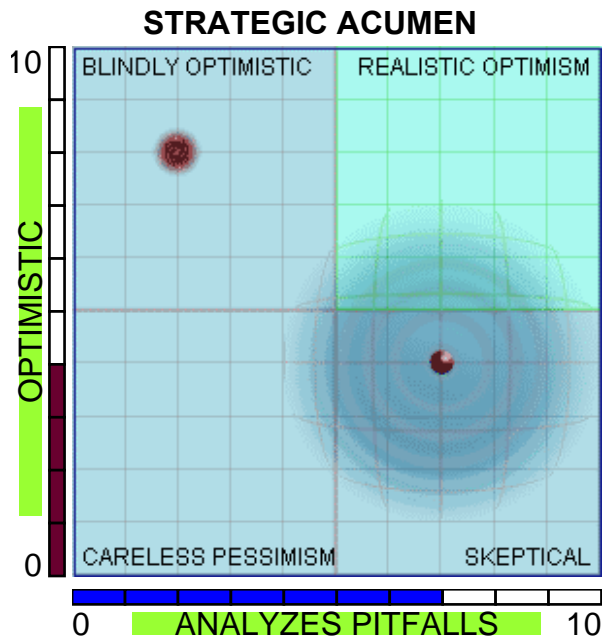
RIGIDLY DISORGANIZED - The tendency to lack organization as well as adaptability (Low Organized and Low Flexible)

Your tendencies for this paradox are:

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

You may tend to be uncomfortable with change, preferring a significant amount of advanced notice before changes are imposed.

Your tendency to be moderately organized enables you to create order in some situations. You may strongly prefer not to have to deal with much change and thus, your orderliness may be somewhat greater than your flexibility. Consequently, you may be somewhat rigid when organizing or compulsive about being organized. It may take you some time to adapt to change. Your preferred behavioral range (large blue area) is mostly in the rigidly organized quadrant reflecting the above. The small dark circle in the lower right indicates your emphasis on orderliness may reflect a fear of being out of control or scattered.



"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 usually tend to analyze the potential difficulties of plans and strategies, and you are reasonably mindful when it comes to making strategic decisions.

Your tendency to analyze potential problems helps you to be mindful of things that could go wrong. However, you may be a little pessimistic and thus you may not completely grasp the potential of a plan or strategy. Your preferred behavioral range (large blue area) is mostly in the skeptical quadrant indicating that you may tend to be skeptical. 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.

This report enables ID: 892424's manager to better utilize his strengths, neutralize weaknesses, and develop a long term positive relationship with the employee that can lead to lower employee turnover. The factors are divided into Essential, Important, and Other Factors enabling the manager to focus on the most important factors first.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. ID: 892424's consistency score is 75 which indicates that ID: 892424 is 95.0% consistent in answering the questionnaire. This indicates a high likelihood that ID: 892424 was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Essential Factors to Consider

- ID: 892424 will probably tend to express a great deal of certainty about opinions even when he is not fully aware of something. It may be wise to confirm the facts on important matters.
- ID: 892424 has a need to have decision-making authority. To motivate or reward ID: 892424, offer him opportunities for more responsibilities. If you wish to retain him, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure ID: 892424's skills and experience are sufficiently developed for each stage of increased authority.
- Provide ID: 892424 with many opportunities to express his views and to influence others. Listen carefully, thank him for the ideas, and respond accordingly. ID: 892424 is likely to continue to push his views until he gets his way and therefore, you may need to be firm if you elect not to go along with ID: 892424's ideas.
- ID: 892424 has a very strong desire to be recognized for his abilities. To best motivate ID: 892424, offer sincere and regular acknowledgment for his contributions.
- If ID: 892424 is performing well, provide him with opportunities for greater autonomy.

Important Factors to Consider

- ID: 892424 may tend to lack optimism. You will probably need to encourage him to look at the bright side of things.
- Set clear guidelines regarding the types of decisions in which collaboration would be required or beneficial.
- ID: 892424 very much enjoys opportunities to take initiative. To motivate or reward him, provide plenty of opportunities to take initiative. It is important to provide such opportunities. Otherwise, ID: 892424 may look for work elsewhere. Provide clear guidelines and examples of the type of initiative he is authorized to take. If ID: 892424 has strong eligibility for this position, his initiatives are likely to be appropriate. However, if ID: 892424's experience and skills are in a developmental stage, you will need to monitor that he stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.
- ID: 892424 has a strong desire to have employment that he perceives to be of benefit to society. If possible, offer him projects the he would perceive to produce a result that is helpful to society.
- ID: 892424 is very motivated by opportunities to lead others. You can offer such opportunities as a reward for good performance. ID: 892424's strong desire to lead is likely to be beneficial if you can provide clear guidelines of authority and he has the experience and skills that are required.
- ID: 892424 very much enjoys working in a team. Look for opportunities where he could work closely with other team members.
- ID: 892424 probably has a little tendency to be overly forceful when enforcing rules. It would be prudent to discretely discuss the management relationship with his staff to confirm that ID: 892424's interactions with staff are professional.

Other Possible Factors to Consider

- ID: 892424 enjoys analyzing facts and situations. Provide such opportunities wherever possible.
- ID: 892424 may occasionally need a little encouragement to collaborate.
- You may need to have regular interactions with ID: 892424 to help renew his determination to achieve the objectives.



How To Manage, Develop, & Retain

ID: 892424

Completed: 02/10/2015

For Pathfinders

Compared to: **Salesperson (Sources Customers and Actively Persuades) Manager**
(Moderate experience) #HA-1139-M-M v06/03/2014

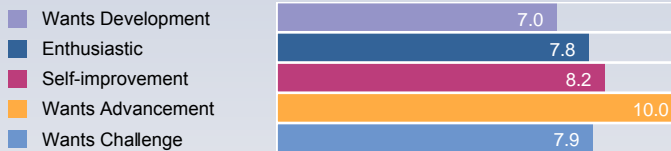
Other Possible Factors to Consider

- ID: 892424 has a desire to be helpful. Provide opportunities to help others in order to motivate or reward him.
- ID: 892424 prefers challenging tasks or projects. To manage him well, you will need to provide new challenges. If ID: 892424 has strong experience and skills, allow him to take on difficult challenges. If ID: 892424's experience and skills are still developing, allow him to take on challenges in stages and monitor progress.
- ID: 892424 will want to be paid in relationship to his performance. If ID: 892424 believes it is not the case, he will probably seek employment elsewhere. Explain to ID: 892424 exactly what he needs to do to earn higher pay.
- ID: 892424 has a desire to improve himself. Discuss with him the ways in which this position could help him to improve.
- ID: 892424 is enthusiastic about his goals. Ask ID: 892424 about his goals. Try to gain a complete understanding of each of ID: 892424's major goals and acknowledge each major goal. Then discuss how ID: 892424's goals could be achieved in this position.
- ID: 892424 is likely to be reasonably mindful when it comes to making strategic decisions.
- ID: 892424 will feel more secure and have greater job satisfaction if he believes his employment is stable and long-term. If that is the case, occasionally confirm it.

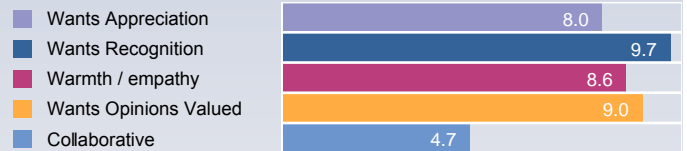
This report identifies eight areas of employee expectations as seen on the page below. The subsequent pages analyze organizational behavior related to employee expectations. The aim is to provide insight to further employee engagement, increase performance, and improve business outcomes.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Your consistency score is 75 which indicates that you were 95.0% consistent in answering the questionnaire. This indicates a high likelihood that you were truthful, accurately self-aware, and able to concentrate on the questionnaire.

Development Expectations



Appreciation Expectations



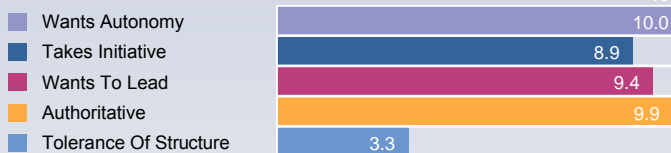
Remuneration Expectations



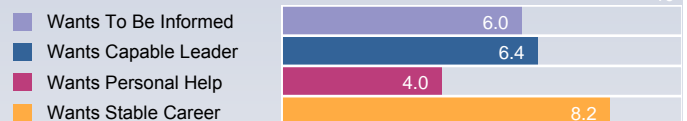
Communication Expectations



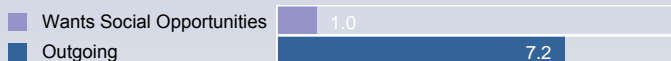
Authority Expectations



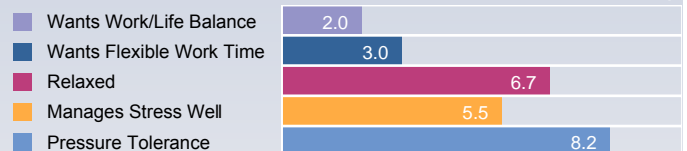
Personal Expectations



Social Expectations



Work Life Balance Expectations



Development Expectations

This section analyzes employee expectations for development opportunities, highlights related organizational behavior, and provides guidelines for managing career development expectations.

Development Expectations includes the following traits:

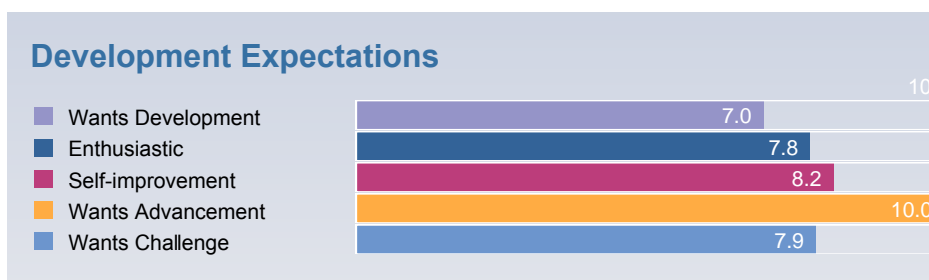
Wants Development: The desire to have work opportunities to learn new skills or increase abilities

Enthusiastic: The tendency to be eager and excited toward one's own goals

Self-improvement: The tendency to attempt to develop or better oneself

Wants Advancement: The desire to have work opportunities to expand one's career or responsibilities

Wants Challenge: The willingness to attempt difficult tasks or goals



ID: 892424 considers career development to be reasonably important and thus, it is reasonably important to provide development opportunities. ID: 892424 has a strong tendency to be clear about goals. Thus, he will probably have career development goals in mind. Discuss those goals to obtain a clear understanding before suggesting or creating a development plan.

ID: 892424 considers self-improvement to be important and may be willing to develop new competencies related to career development.

ID: 892424 considers career advancement to be extremely important and thus, it is extremely important to provide information about advancement opportunities that are available and what is required to achieve them. ID: 892424 is willing to pursue difficult challenges related to career advancement. If advancement is considered, he will probably embrace any challenges related to advancement.

Appreciation Expectations

This section analyzes employee expectations and organizational behavior related to giving and receiving appreciation and provides guidelines for managing the need for recognition.

Appreciation Expectations includes the following traits:

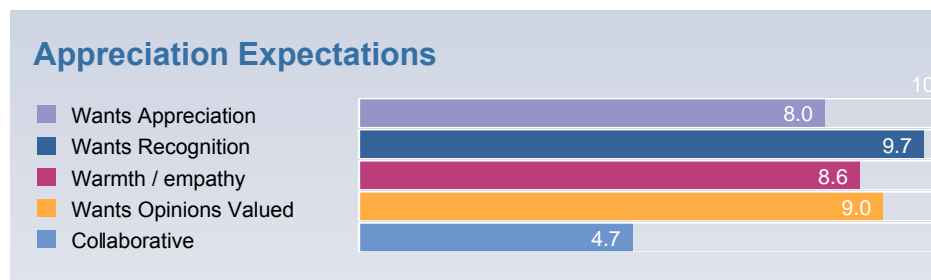
Wants Appreciation: The desire to have an employer who expresses appreciation for one's work

Wants Recognition: The desire for positive acknowledgement (from others) related to one's abilities and strengths

Warmth / empathy: The tendency to express positive feelings and affinity toward others

Wants Opinions Valued: The desire to have an employer who listens and gives importance to one's views

Collaborative: The tendency to collaborate with others when making decisions



ID: 892424 considers receiving appreciation to be important. It is important for management to communicate sincere appreciation for work contributions. This is best fulfilled with an occasional one-on-one communication that establishes that his contributions are understood and appreciated.

ID: 892424 considers receiving recognition to be extremely important. Consequently, it is extremely important to find ways to provide recognition. This type of recognition should be related to acknowledging his strengths and capabilities. Giving more decision-making authority would be an excellent means of giving recognition. He would also consider a pay increase to be an excellent means of recognitions. Giving greater autonomy would also be considered as recognition.

ID: 892424 has a very strong tendency to express warmth and empathy. Consequently, it is more likely others will reciprocate with appreciation and recognition.

ID: 892424 considers it to be very important for others to consider and value his opinions. Therefore, it is very important that management listens to, acknowledges, and encourages his opinions. ID: 892424 has only a moderate tendency to be collaborative with regards to making decisions. This could hinder others from being more receptive and encouraging to his opinions.

Remuneration Expectations

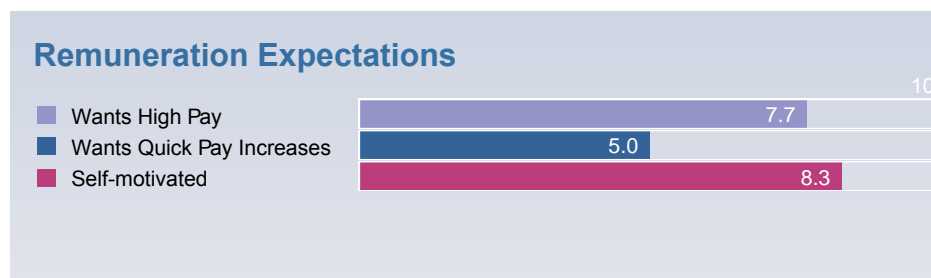
This section analyzes employee expectations related to remuneration. The scores related to Wants High Pay and Wants Quick Pay Increases are compared to ID: 892424's level of self-motivation. Wants High Pay indicates the importance given to earning high pay levels, while Wants Quick Pay Increases indicates how quickly it is desired.

Remuneration Expectations includes the following traits:

Wants High Pay: The desire to earn greater remuneration

Wants Quick Pay Increases: The desire to have an employer who offers relatively frequent pay increases

Self-motivated: The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals



ID: 892424 considers earning higher pay levels to be important and thus, it is important to carefully explain how higher pay can be achieved. If possible set clear goals that would need to be achieved. If you can make a definite commitment, that would be ideal, but if not make sure you communicate that achieving those goals would greatly help, but the extent of prospective increases in pay will also depend on other things such as overall company success and/or economic conditions.

ID: 892424 considers quick pay increases to be only moderately important. Consequently, ID: 892424 is probably not going to be too impatient about achieving higher pay.

ID: 892424 has a strong tendency to be self-motivated and will be even more motivated if ID: 892424 knows it will earn greater pay. His level of self-motivation will probably help to obtain higher pay. His level of self-motivation may be sufficient for obtaining high pay, depending on the level and difficulty of the job.

Communication Expectations

This section analyzes communication expectations related to frankness and diplomacy. The scores on Wants Frankness, Wants Diplomacy, Frank and Diplomatic are compared to each other in a variety of ways to better understand expectations and behaviors related to communication.

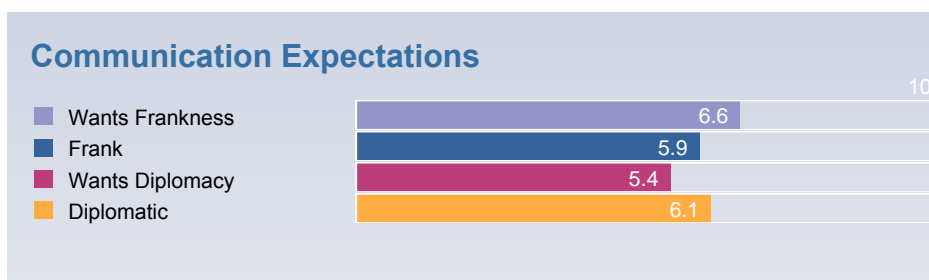
Communication Expectations includes the following traits:

Wants Frankness: The desire for others to be direct, straightforward, and to the point

Frank: The tendency to be straightforward, direct, to the point, and forthright

Wants Diplomacy: The desire for others to be tactful

Diplomatic: The tendency to state things in a tactful manner



ID: 892424 has a reasonable desire for others to communicate in a frank and straightforward manner, including when giving feedback. ID: 892424 has a moderate tendency to be frank when communicating. Consequently, management needs to ensure performance feedback is given in a direct and clear manner.

ID: 892424 has only a moderate desire for others to be diplomatic during discussions and when giving feedback. ID: 892424 has a moderate tendency to be diplomatic when communicating.

Authority Expectations

This section analyzes issues related to authority including the relationship between the desire for autonomy and the level of initiative, the relationship between the desire to lead and the willingness to make decisions, and how one responds to structure.

Authority Expectations includes the following traits:

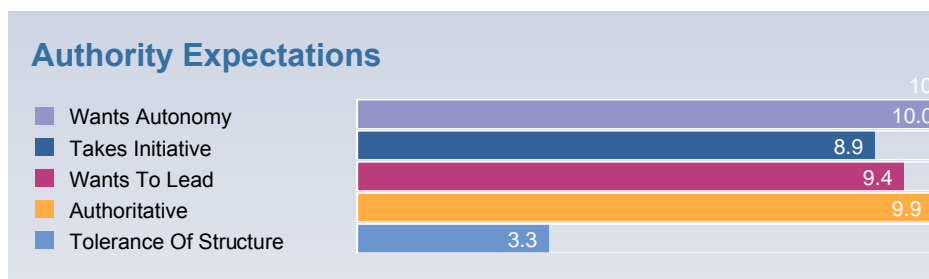
Wants Autonomy: The desire to have freedom or independence from authority

Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own

Wants To Lead: The desire to be in a position to direct or guide others

Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility

Tolerance Of Structure: The tolerance of following rules, schedules, and procedures created by someone else



ID: 892424 has an extremely strong desire to work autonomously. It is important to consider this desire related to the amount of autonomy required or given related to the job. It is also important to consider the tendency to take initiative related to the desire for autonomy.

ID: 892424 has a very strong tendency to take initiative and thus, the initiative is sufficient for the amount of autonomy desired. He will have greater motivation if given opportunities to take initiative. Assuming ID: 892424 has the necessary experience and skills, give opportunities for initiative wherever possible and carefully explain the initiative that can and cannot be taken.

ID: 892424 has a very strong desire to take a leadership role. And, ID: 892424 tends to be extremely willing to accept decision-making authority. Management needs to delegate decision-making opportunities to him whenever warranted.

ID: 892424 tends to be very hesitant to accept a great deal of structure placed on him by the organization. Fortunately, his level of initiative is probably sufficient to self-manage without structure.



Personal Expectations

This section analyzes various issues related to personal expectations including the desire to be informed, the importance of working for a leader perceived to be capable, the desire for personal help from an employer, and the importance given to having a stable job. It includes guidelines on how to manage strong expectations in those areas.

Personal Expectations includes the following traits:

Wants To Be Informed: The desire to have an employer who freely shares information related to one's work or job

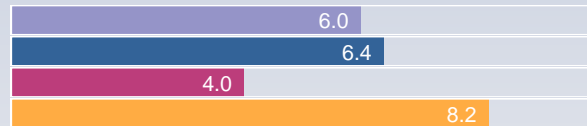
Wants Capable Leader: The desire to have a leader one perceives to be capable

Wants Personal Help: The desire to receive some type of employer support related to one's personal difficulties

Wants Stable Career: The desire for long-term or permanent employment

Personal Expectations

- Wants To Be Informed
- Wants Capable Leader
- Wants Personal Help
- Wants Stable Career



ID: 892424 has a moderate desire to be informed related to company information.

Working for a capable leader is moderately important to him.

ID: 892424 considers receiving personal help from the employer to be reasonably unimportant.

ID: 892424 considers having a stable career to be important. If there is job stability, it is important to convincingly share the reasons for that stability.



Social Expectations

This section analyzes the desire for social opportunities at work in relationship to introversion and extroversion. It includes guidelines for managing strong social expectations.

Social Expectations includes the following traits:

Wants Social Opportunities: The desire to have a workplace that enables one to meet and interact with others

Outgoing: The tendency to be socially extroverted and the enjoyment of meeting new people

Social Expectations

- Wants Social Opportunities
- Outgoing

1.0

7.2

10

ID: 892424 has extremely little desire to have social opportunities related to work.

ID: 892424 has a reasonable tendency to be outgoing. Since ID: 892424 tends to be outgoing, you probably only need to organize some employee social events to help fulfill this desire.

Work Life Balance Expectations

This section analyzes issues related to the desire for work life balance related to stress management and levels of stress. It also examines expectations for flexible work time and tolerance related to tight schedules and deadlines.

Work Life Balance Expectations includes the following traits:

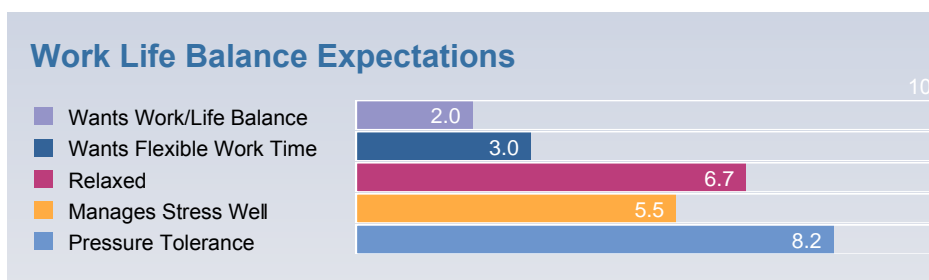
Wants Work/Life Balance: The desire to have sufficient time away from work for rest, enjoyment, or family

Wants Flexible Work Time: The desire to have adjustable working hours or holiday schedules

Relaxed: The tendency to feel at ease or calm while working

Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs

Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules



ID: 892424 considers having work-life balance to be very unimportant.

ID: 892424 considers having flexible work time to be unimportant. ID: 892424 has a tendency to be reasonably relaxed and easy going .

ID: 892424 tends to be moderately effective managing stress when it occurs.

ID: 892424 tends to be willing to deal with the pressure of tight schedules and deadlines.

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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Main Graph and Narrative

ID: 892424

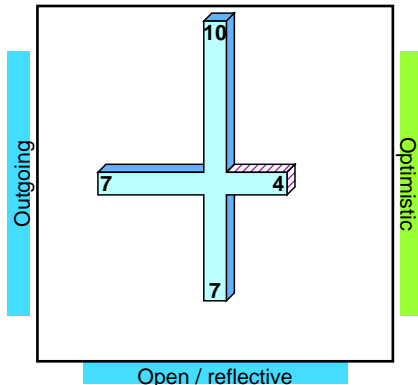
Completed: 02/10/2015

For Pathfinders

Compared to: **Salesperson (Sources Customers and Actively Persuades) Manager**
(Moderate experience) #HA-1139-M-M v06/03/2014

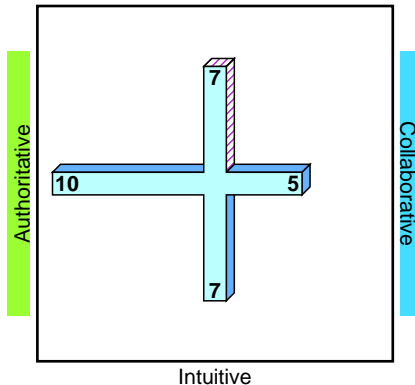
OUTLOOK

Certain



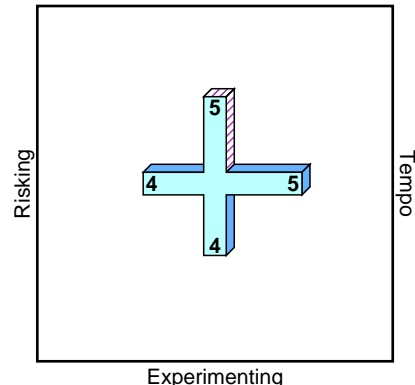
DECISIONS

Problem Solving



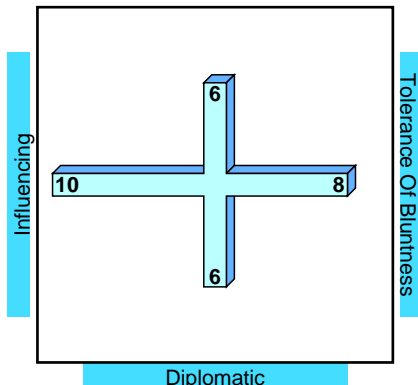
INNOVATION

Persistent



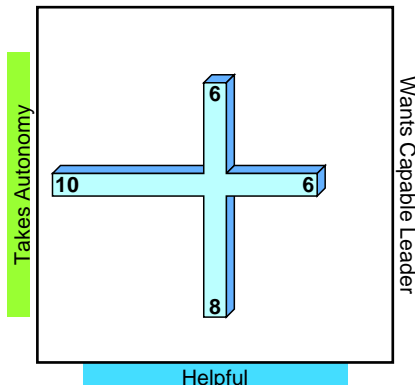
COMMUNICATION

Frank



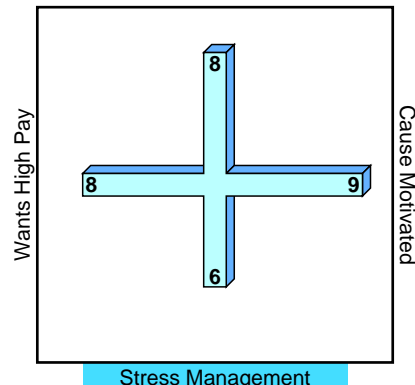
POWER

Assertive



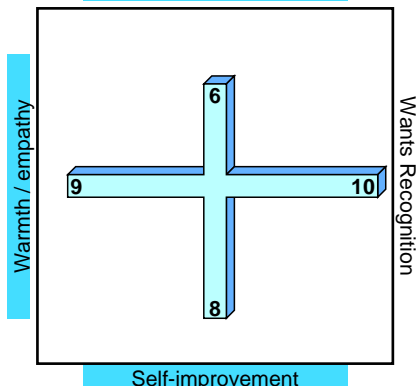
MOTIVATION

Self-motivated



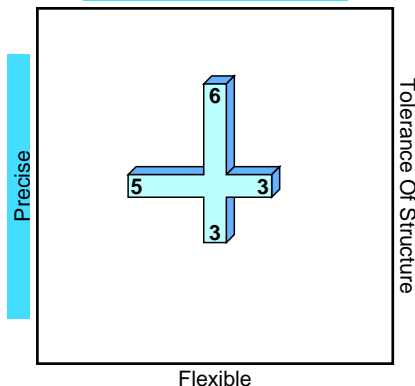
SUPPORT

Self-acceptance



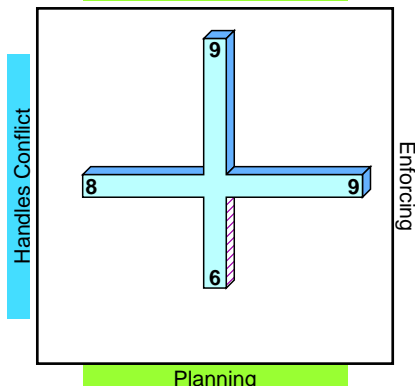
ORGANIZATION

Organized



LEADERSHIP

Provides Direction



Probable Hindrance



Possible Hindrance

Essential Trait on this template

Desirable Trait on this template

OUTLOOK

Is very capable of sticking to a point of view even though he may not openly show it. He is extremely self-certain, but may not show it overtly.

Is reasonably open-minded and reflective.

Is extremely strong-minded, but can also be reasonably open-minded. His beliefs are generally formed through considering different viewpoints, but he may occasionally become dogmatic.

Is reasonably outgoing.

Is extremely comfortable making presentations to groups.

Can become a little pessimistic under stress.

DECISIONS

Has a natural tendency to analyze facts and situations.

Tends to analyze the potential difficulties of plans and strategies.

May be reasonably intuitive and use this intuition for making decisions.

Is extremely willing to assume decision-making authority.

Gives moderate importance to collaborating with others in the decision-making process.

May strongly want to make the final decision when collaborating with others.

INNOVATION

Tends to be only moderately persistent but prefers to avoid occupying a position which requires the overcoming of many obstacles.

Prefers not to occupy a position which requires finding new ways of doing things.

May be somewhat careful about taking risks.

Likes to work at a moderate, steady pace.

COMMUNICATION

Is moderately forthright, frank and to the point.

Is moderately capable of being tactful.

Is tolerant of people who are blunt.

Strongly wants to influence others.

POWER

Moderately puts forward his own needs.

Is helpful and conscious of others' needs.

Wants autonomy very strongly.

Tends to take a great deal of initiative.

Accepts supervision, but prefers a supervisor who is not too authoritative.

MOTIVATION

Prefers challenging work.

Is clear about his goals and is motivated toward them.

Is self-motivated.

Is generally at ease and reasonably relaxed while working.

Is able to deal with stress moderately well.

Is motivated by money, but not excessively so.

Has very benevolent intentions. Undertaking work which benefits others/society is very important to him.

Tends to follow through on his benevolent actions.

Wants to benefit himself as well as others. This may sometimes cause conflict between his own desires and the desire to benefit others.

Has a strong desire to have a stable career.

SUPPORT

Is very empathetic and warm.

Is moderately self-accepting

Has a strong intention to improve himself.

May want a great deal of recognition.

ORGANIZATION

Is moderately well organized.

Can be inflexible and resistant to changes. Needs advance notice with regard to changes.

Can be precise, but prefers not to be in a role which continually requires a great deal of precision or focusing on details.



Main Graph and Narrative

ID: 892424

Completed: 02/10/2015

For Pathfinders

Compared to: **Salesperson (Sources Customers and Actively Persuades) Manager**
(Moderate experience) #HA-1139-M-M v06/03/2014

ORGANIZATION

Is moderately systematic.

May want a significant amount of autonomy from having to follow closely defined procedures and schedules.

LEADERSHIP

Has a very strong desire to lead.

Has some interest in planning, but probably prefers not to have to spend a great deal of time in a planning role.

Is effective at handling conflict.

Is very strict, but also very considerate and empathetic. Is excellent at coaching others.

May be overly forceful in trying to direct others.