



**Preparation Worksheet for HA Profile Interpretation**  
**For employee development / career management only, not selection**

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

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

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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**

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**Tasks Preferences**

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**Work Environment Preferences**

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

<b>Traits</b>	<b>Tasks Preferences</b>
_____	_____
_____	_____
_____	_____
_____	<b>Work Environment Preferences</b>
_____	_____
_____	_____

4. Often misunderstood traits and traits to watch:

- Assertive (not aggressive) – often medium to low scores \_\_\_\_\_
- Authoritative (not authoritarian) \_\_\_\_\_
- Cause-motivated (motivated by bring benefit to others) \_\_\_\_\_
- Collaborative (often confused with team and/or Enlists Cooperation) \_\_\_\_\_
- Enlists Cooperation (often confused with Collaborative) non on MG \_\_\_\_\_
- Enthusiastic (commitment to one's own goals) \_\_\_\_\_
- Flexible (adaptability to change) \_\_\_\_\_
- Risking (handling uncertainty and/or ambiguity in business decisions) \_\_\_\_\_
- Tempo (enjoyment of work that needs to be done quickly –  
not how quickly one works) \_\_\_\_\_
- Tolerance of Structure (low = intolerant of others structure) \_\_\_\_\_
- Wants Challenge (enjoys challenge of mastering problems) \_\_\_\_\_
- Wants High Pay (wants to be compensated/rewarded for his/her effort) \_\_\_\_\_
- Wants Recognition (desires feedback) \_\_\_\_\_
- Wants Stable Career (desires dependability in employment opportunities) \_\_\_\_\_

- 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?
- 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: \_\_\_\_\_  
 \_\_\_\_\_

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

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

- Consider the horizontal trait pair - Collaborative \_\_\_\_ and Authoritative \_\_\_\_ in the Decision dimension.

Do the same for the 3 pairs that cross dimensions:

Optimistic \_\_\_\_\_ & Analyzing Pitfalls \_\_\_\_\_  
 Risking \_\_\_\_\_ & Analyzing Pitfalls \_\_\_\_\_  
 Warmth/empathy \_\_\_\_\_ & Enforcing \_\_\_\_\_

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

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

- 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".)

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

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...)

Frank	_____	Is there a balancing presence from Diplomatic?	Y	N
Assertive	_____	Is there a balancing presence from Helpful?	Y	N
Certain	_____	Is there a balancing presence from Open/Reflective?	Y	N
Enforcing:	_____	Is there a balancing presence from Warmth/Empathy?	Y	N
Self Acceptance	____	Is there a balancing presence from Self Improvement?	Y	N

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

\_\_\_\_\_

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

\_\_\_\_\_

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

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

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Additional Notes:

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