


HARRISON ASSESSMENTS Harrison Assessments Talent Solutions

Harrison Assessments Certification Training


Sessions 5 & 6 Paradoxes & Paradox Theory



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HARRISON ASSESSMENTS Session 3 Learning Topics

- Overview of HATS Paradoxes
- Paradox Theories and Methodology
- Paradox Reports
- Explore each Paradox




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HARRISON ASSESSMENTS PARADOX THEORY

Paradox Behaviors

- Seemingly oppositional or contradictory, yet are in fact **interdependent and complementary.**
- **Over use** (inappropriate) of a behavior within a paradox **limits our choices** and impact.
- Create 'blind spots' or **derailers.**
- Made up of a dynamic and a gentle trait.



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Paradox Report

Purpose: To show the dynamic relationships between the two traits of each of the 12 main paradox pairs.

The titles of the columns are broad subject categories
 The titles of the rows are progressive stages of action

For example, the Innovation Paradox is the Implementing stage of Achievement.

This report also highlights the job-related Essential Traits in green and Desirable Traits in blue when a job is selected.

Paradox Narrative

Purpose: To show and explain the dynamic relationship between the two paradoxical traits. Consequently no further interpretation of the paradox is required.

Key principle
 Definition of the two primary traits
 Definitions of the traits related to the four possible combinations
 The meaning of the individual's scores on the primary traits
 Interpretation of the exact combination of scores on the paradox

ParadoxTechnology™

- HA is the only assessment that harnesses the power of Paradox.
- Paradox is the result of integrating two seemingly contradictory behaviors that both contribute to an individual's success.
- Individuals who have this are more than 3 times more likely to succeed.

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Traditional Bi-polar Scale

Nearly all behavioral measurement uses a bi-polar scale in which two complementary traits are positioned on either side of the same scale.

Bi-polar Scale

FRANK

The person being assessed receives a score that falls on the scale somewhere in between the two extremes.

Although this method can help to prevent exaggerated answers, it also introduces significant error by falsely assuming an either-or relationship between traits that are actually complementary.

DIPLOMATIC

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Bi-polar Compared to Paradox

Bi-polar Scale

FRANK

10

5

DIPLOMATIC

Paradox Scales

FRANK

10

DIPLOMATIC

FRANK

10

DIPLOMATIC

Harrison Paradox Technology™ measures complementary traits separately and displays them adjacent to each other, allowing for the possibilities that the person is strong in both traits, or strong in neither trait. Thus, a deeper insight can be obtained.

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Paradox Reveals Skills and Versatility

Bi-polar Scale

FRANK

10

5

DIPLOMATIC

Good communicators and poor communicators appear the same on a bi-polar scale.

Paradox Technology™ accurately reveals behavioral skills and versatility as well as providing a more accurate measurement of each of the complementary traits.

Paradox Technology™

Good Communicator

Poor Communicator

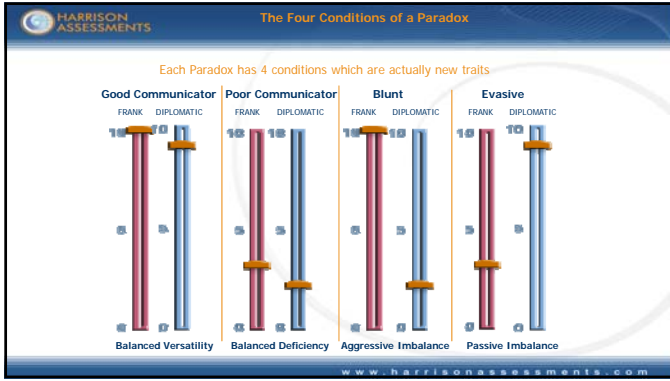
FRANK

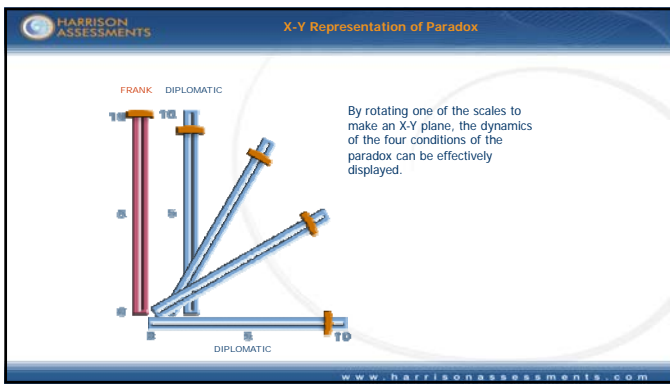
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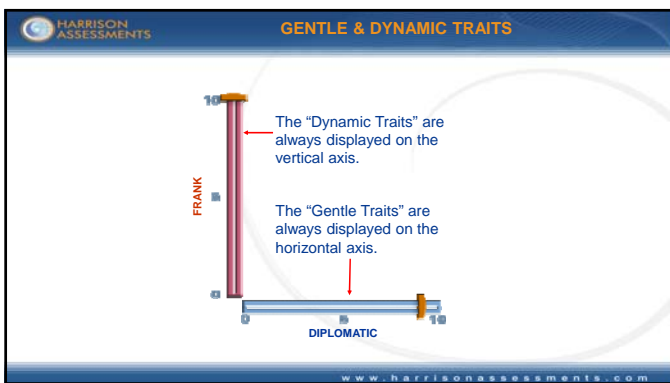
FRANK

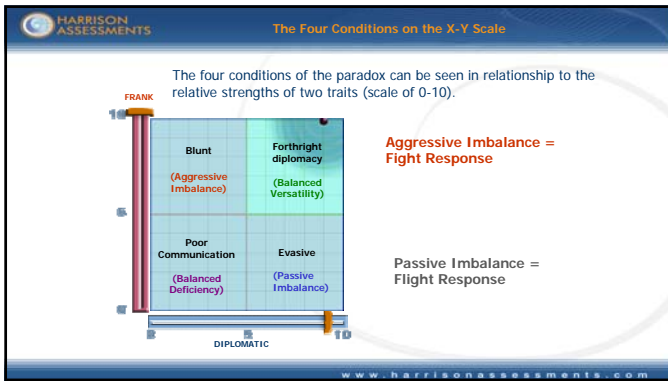
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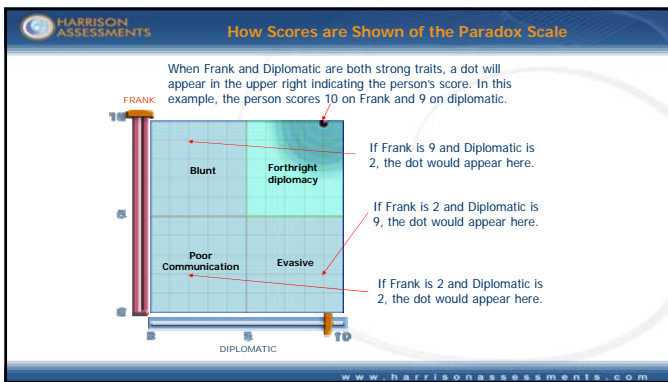
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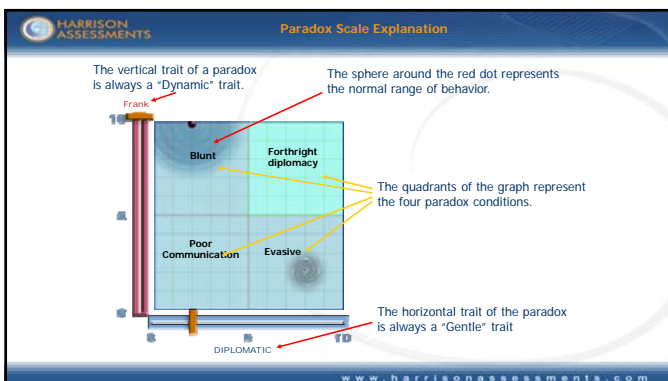










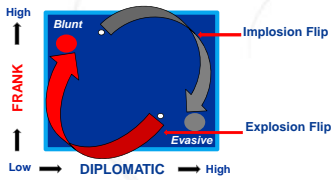


Paradoxes – “Flips” in Behavior

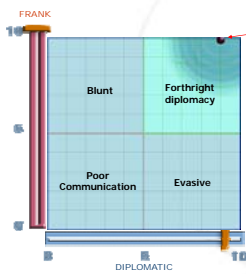
Being in a stressed mode may cause “flips” in your behavior – your strengths or avoiders will reverse

Those around you will be acutely aware of this, but you may not be able to “see” yourself when you are in a stressed state!

EMOTIONAL “FLIPS”

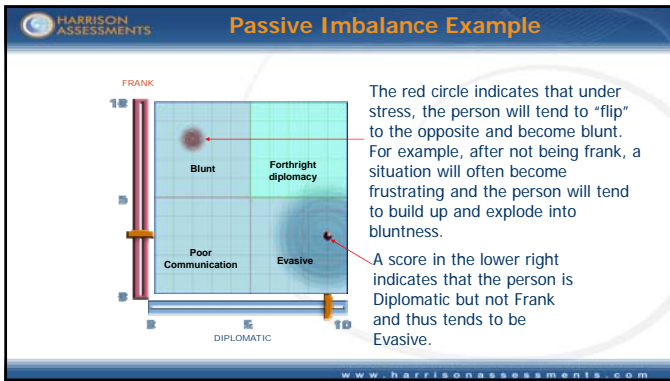


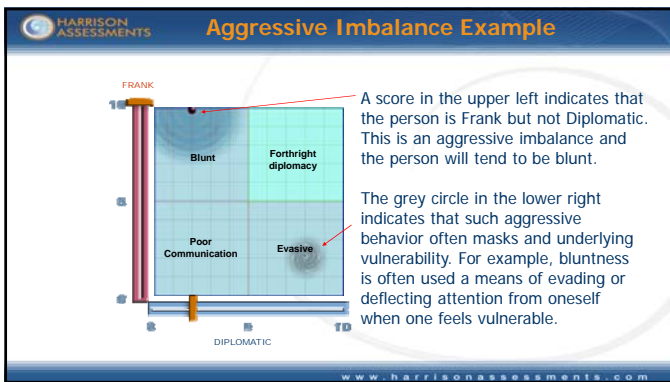
Balanced Versatility Example

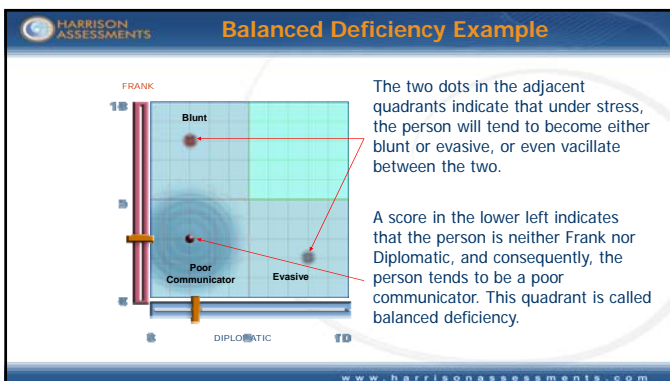


A score in the upper right indicates that the person is strong in both traits. Consequently, they are versatile and can exhibit either frankness or diplomacy as appropriate to the situation.

People who score in the Balanced Versatility (in this case, Forthright diplomacy) rarely exhibit the other traits, even under stress.







HARRISON ASSESSMENTS **The 12 HA Paradox Pairs**

The Harrison Paradox Report includes an analysis of the 12 main paradoxes

Paradox	=	Yang Trait (Dynamic)	+	Yin Trait (Gentle)
Opinions	=	Certain	+	Open & Reflective
Decision Approach	=	Analytical	+	Intuitive
Strategic	=	Risking	+	Analyzes Pitfalls
Self	=	Self-acceptance	+	Self-improvement
Motivations	=	Self-motivated	+	Stress Management
Driving	=	Enforcing	+	Warmth / Empathy

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HARRISON ASSESSMENTS **The 12 HA Paradox Pairs**

The Harrison Paradox Report includes an analysis of the 12 main paradoxes

Paradox	=	Yang Trait (Dynamic)	+	Yin Trait (Gentle)
Communication	=	Frank	+	Diplomatic
Innovation	=	Persistent	+	Experimenting
Delegation	=	Authoritative	+	Collaborative
Power	=	Assertive	+	Helpful
Organization	=	Organized	+	Flexible
Strategic Acumen	=	Optimistic	+	Analyzes Pitfalls

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HARRISON ASSESSMENTS **Supplemental Paradox Pairs**

The Harrison Paradox Report does not include an analysis of these two Supplemental Paradox Pairs

Paradox	=	Yang Trait (Dynamic)	+	Yin Trait (Gentle)
Quality	=	Tempo	+	Precise
Values	=	Wants High Pay	+	Cause-Motivated

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A Tour of the Paradoxes

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Quality

<i>Fast but Imprecise</i>	<i>Prolific Quality</i>
<i>Slow and Imprecise</i>	<i>Precise but Slow</i>

Tempo

Precise

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Value

<i>Narrowly Ambitious</i>	<i>Ambitious Benevolence</i>
<i>Narrowly Unambitious</i>	<i>Benevolent Sacrifice</i>

Wants High Pay

Cause-motivated

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