

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

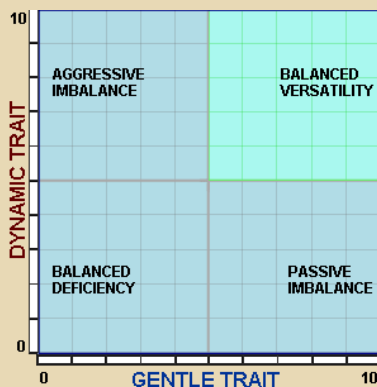


Figure 2

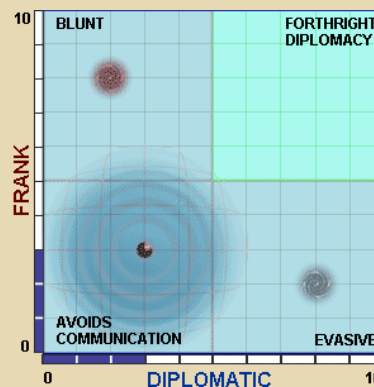


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive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

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 behavioural 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 behavioural 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 behavioural 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 analysing the consistency of the answers on the questionnaire. ID: 945471's consistency score is 11 which indicates that ID: 945471 is 82.2% consistent in answering the questionnaire. This indicates a high likelihood that ID: 945471 was truthful, accurately self-aware, and able to concentrate on the questionnaire.



INTERPERSONAL

ACHIEVEMENT

LEADERSHIP

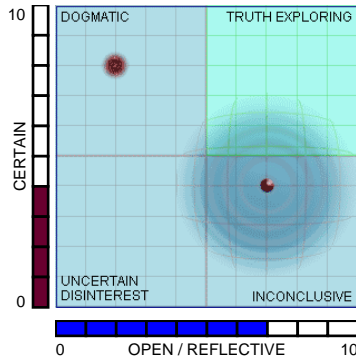
INITIATING

MOTIVATING

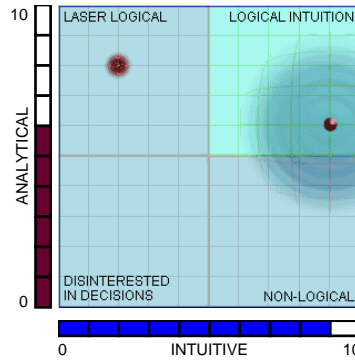
IMPLEMENTING

MAINTAINING

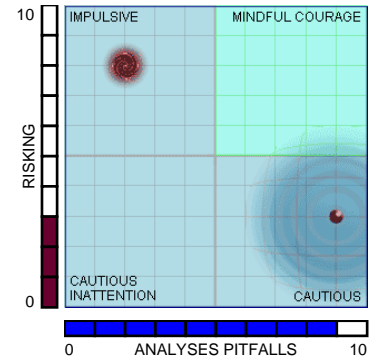
OPINIONS



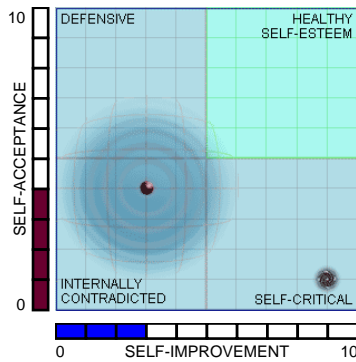
DECISION APPROACH



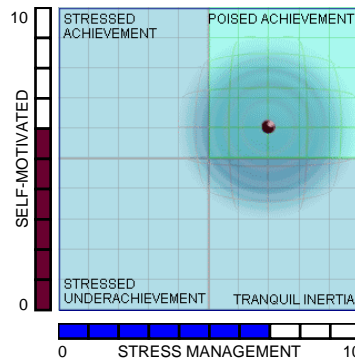
STRATEGIC



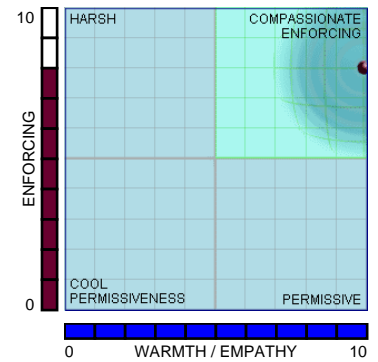
SELF



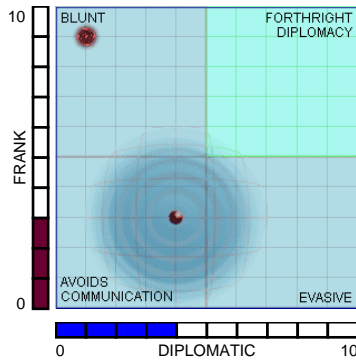
MOTIVATION



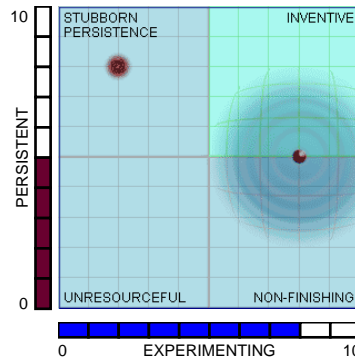
DRIVING



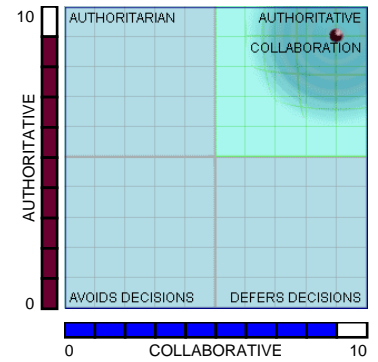
COMMUNICATION



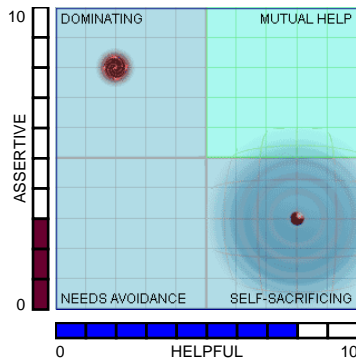
INNOVATION



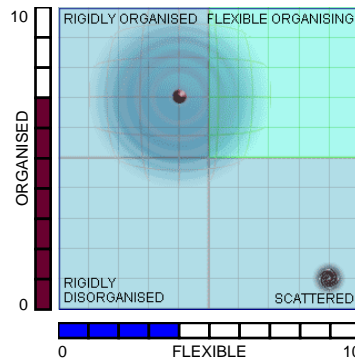
DELEGATION



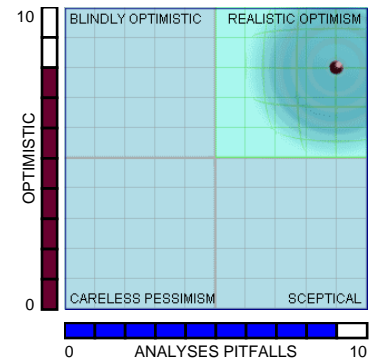
POWER

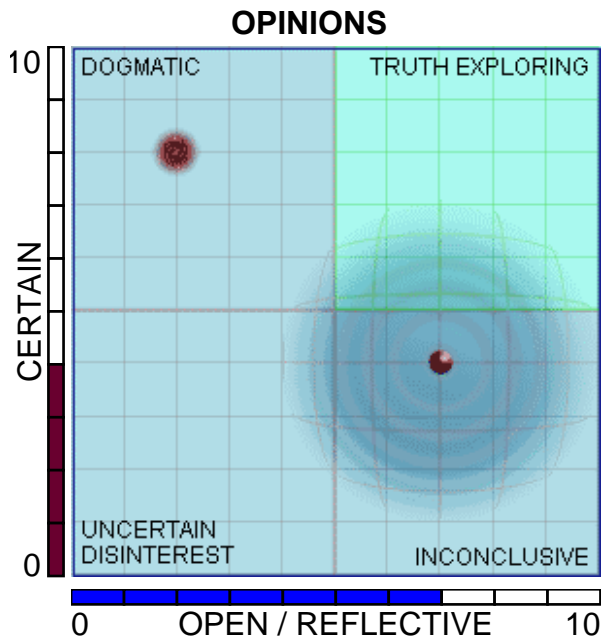


ORGANIZATION



STRATEGIC ACUMEN





"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)

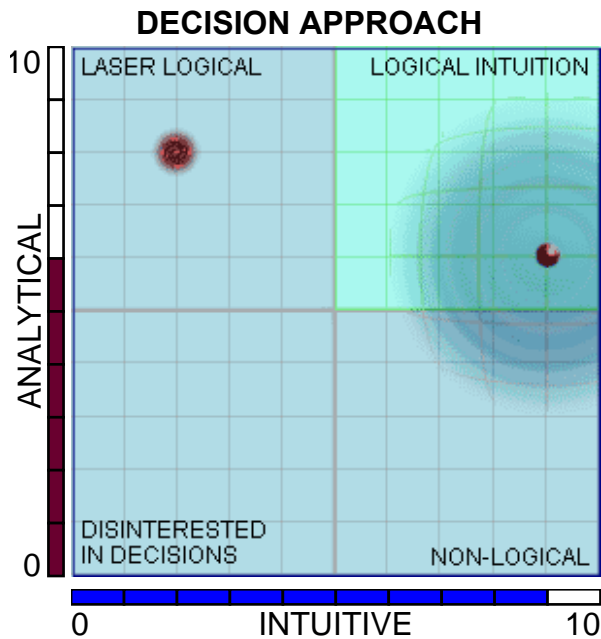
UNCERTAIN DISINTEREST - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

Your tendencies for this paradox are:

You may often question if your own opinions are correct.

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

The combination of being a little uncertain of your opinions and reasonably open to different ideas will probably enable you to come to somewhat thoughtful but tentative opinions. You will probably question your opinions often. You usually don't express a firm opinion about something unless you have considered the issues carefully. Except when under significant stress, you are quick to change to a better idea as soon as it is presented. However, your tendency to explore different ideas is a little greater than your tendency to be certain of your opinions and thus, you may occasionally be a little inconclusive. At times, your broadmindedness may make you a little vulnerable to being unduly influenced by people who have strong opinions. The small red circle in the upper left indicates that under stress you may occasionally protect yourself from people who have strong opinions by reacting a little dogmatically.



"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 analysing 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)

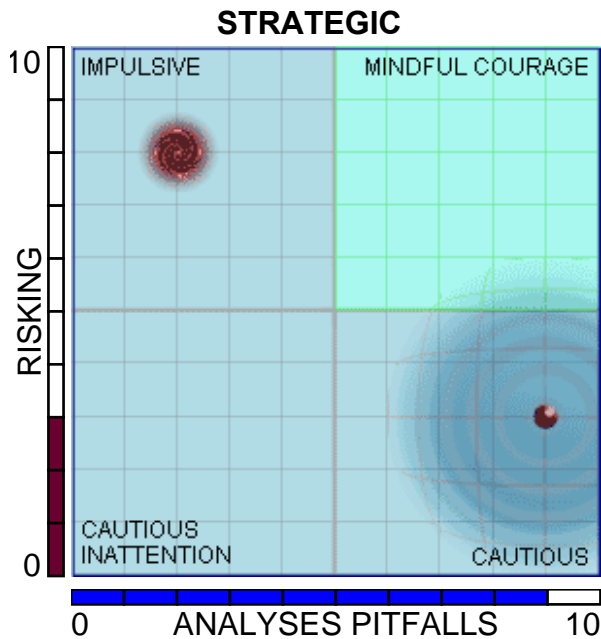
DISINTERESTED IN DECISIONS - The tendency to avoid analysing situations and decisions while at the same time mistrusting one's own intuition (Low Analytical and Low Intuitive)

Your tendencies for this paradox are:

You have a moderate tendency to analyse problems and you moderately enjoy doing it.

You very often use intuition or hunches to help make decisions.

Even though you tend to be extremely intuitive, you are also moderately willing to take an analytical or logical approach to solving problems. Although you often have insight into problems and situations, you may occasionally rely on intuition more than on logic. As a result you may occasionally resist fully facing up to the truth of logic and bare facts. You may find that by applying a more rigorous logical discipline, you may increase your ability to apply your insights in practice. The small red circle in the upper left indicates that under stress, your behaviour may occasionally 'flip' from your normal intuitive approach to an over adherence to the logical analysis of a single perspective.



"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

ANALYSES PITFALLS

The tendency to scrutinise 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 analysing the potential pitfalls of the plan or strategy (High Risking and High Analyses Pitfalls)

CAUTIOUS - The tendency to focus on potential pitfalls of a plan or strategy while being very careful about risks (Low Risking and High Analyses Pitfalls)

IMPULSIVE - The tendency to take risks without sufficient analysis of the potential difficulties (High Risking and Low Analyses Pitfalls)

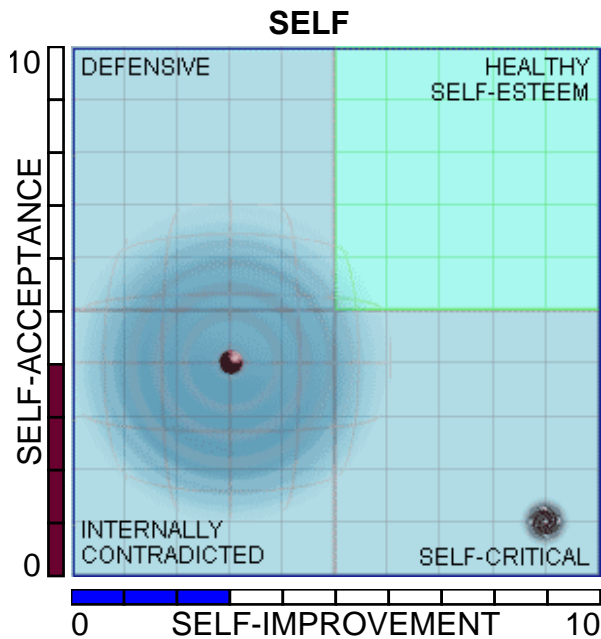
CAUTIOUS INATTENTION - The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyses Pitfalls)

Your tendencies for this paradox are:

You tend to take a conservative approach to business risks.

You have a strong tendency to analyse the potential difficulties of plans and strategies and you are likely to be very mindful when making strategic decisions.

Your cautious approach to taking business risks combined with your strong tendency to analyse potential problems probably enables you to formulate strategies that greatly minimise risks. However, you may at times pay more attention to the potential risks than the potential benefits and thus you may sacrifice significant gain by being overly cautious. This is indicated by most of the behavioural 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 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 through 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 splendour 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)

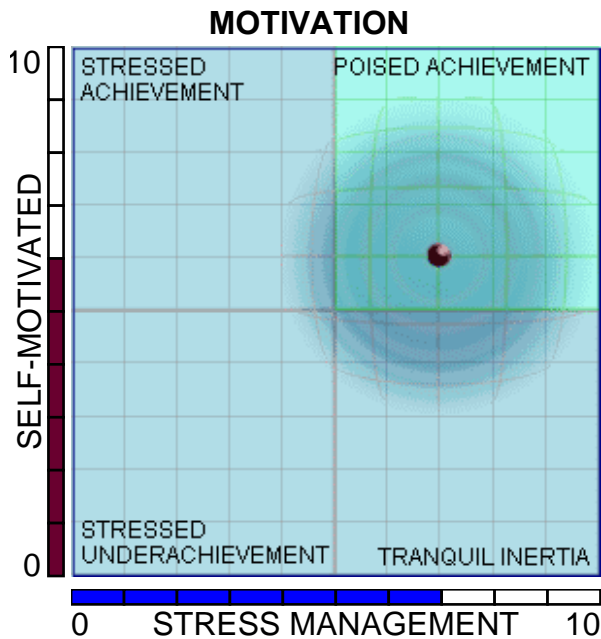
INTERNALLY CONTRADICTED - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement)

Your tendencies for this paradox are:

You may tend to be a little lacking in self-acceptance.

You may be uninterested in self-improvement.

Your lack of interest in self-improvement combined with a lack of self-acceptance indicates you may have difficulty trying to improve the things you dislike about yourself. This can be somewhat painful and is the result of internal contradictions in how you see yourself. It would be worthwhile to pursue resolving such issues as they may be holding you back from experiencing a more fulfilling and rewarding life. The small dark circle in the lower right indicates that the defensiveness may be a compensation for some aspect of yourself you are not completely happy about. Can you think of an aspect of yourself you might not be accepting?



"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)

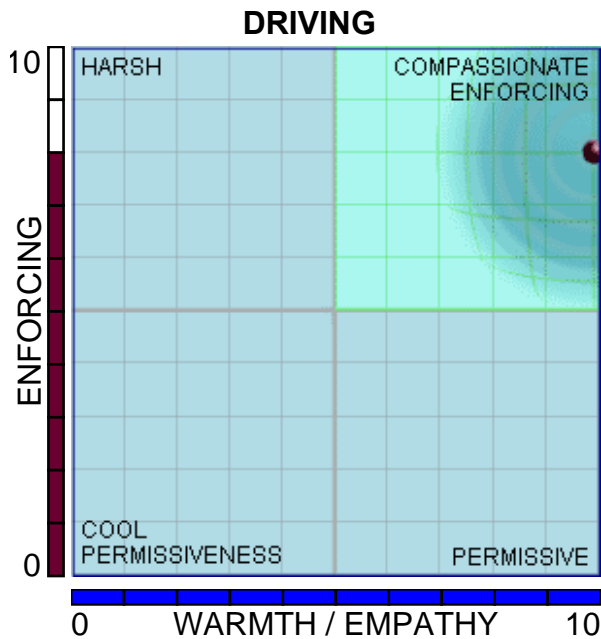
STRESSED UNDERACHIEVEMENT - The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

Your tendencies for this paradox are:

You may be moderately self-motivated.

You tend to be reasonably easy-going and unstressed.

A moderate level of self-motivation combined with a reasonable level of stress management indicates you may value quality of life a little more than achievement. Your approach is workable, provided your position is not extremely demanding in terms of achievement. Your preferred behavioural range (large blue area) is mostly in the poised achiever quadrant. It also extends to the tranquil inertia quadrant and the stressed achievement quadrant indicating that at times, you may also exhibit those characteristics.



"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 towards 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' behaviour (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)

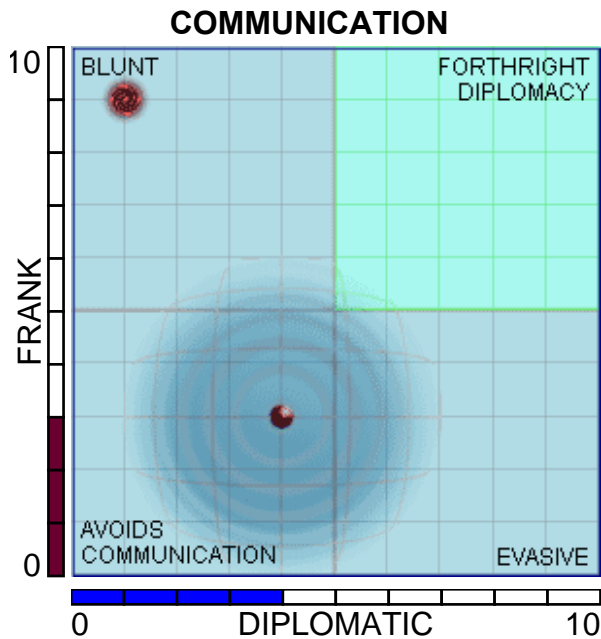
COOL PERMISSIVENESS - The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

Your tendencies for this paradox are:

You are willing to enforce necessary rules.

You tend to frequently express warmth and empathy.

Your extremely high level of warmth and empathy combined with your strong willingness to enforce rules helps you to be effective when giving discipline or coaching others. When you enforce rules, you nearly always do it with warmth and compassion. When managing others, you are firm about compliance to rules, but you maintain rapport while doing so. Your preferred behavioural range (large blue area) is in the compassionate enforcer quadrant, indicating you rarely behave permissively or harshly.



"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)

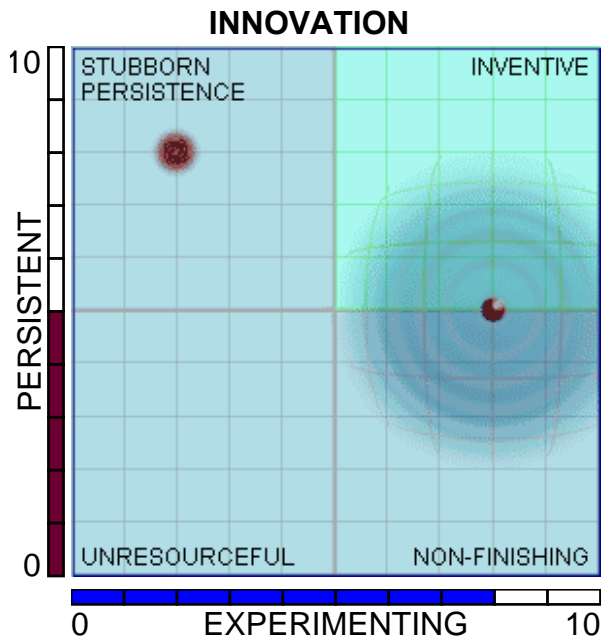
AVOIDS COMMUNICATION - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

Your tendencies for this paradox are:

You probably hesitate to be frank and direct when communicating and thus, you may often withhold saying things that need to be said.

You may prefer not to have to be diplomatic when communicating and you may at times tend to be a little lacking in tactfulness or diplomacy.

The combination of being a little lacking in diplomacy and very lacking in frankness could hinder your ability to work through communications with co-workers. The tendency to avoid forthright communication may in the long-term detract from teamwork and co-operation. By withholding feedback, others could miss the opportunity to know how they could work with you more effectively. The majority of your preferred behavioural range (large blue area) is in the avoids communication quadrant indicating you may tend to avoid working out issues with co-workers through communication. However, when you are forced to communicate you may at times speak evasively. The red circle in the upper left indicates that under stress, particularly after withholding communications to someone for some time, there may be a build up of tension. Then you may 'flip' and become blunt.



"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)

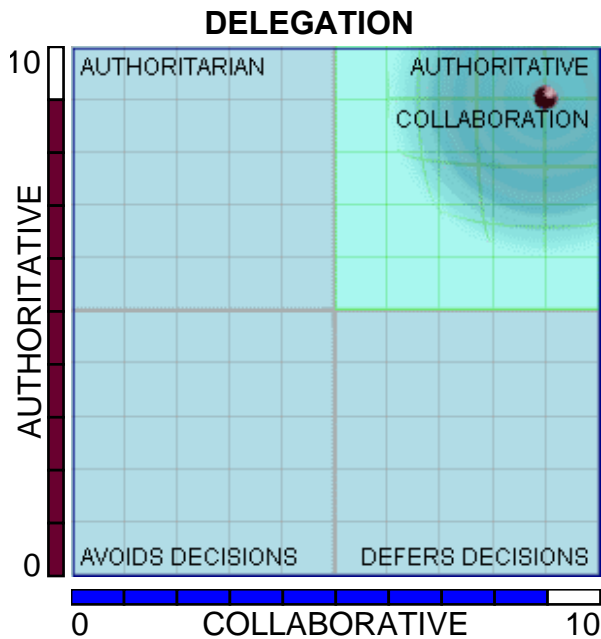
UNRESOURCEFUL - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

Your tendencies for this paradox are:

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

You enjoy trying new things and often experiment with new ways of doing things.

Your high level of willingness to try new things enables you to be creative. Your creativity can be useful when starting in a new direction, taking on a new project, or doing something that has not been done before. However, your experimentation may slightly exceed your persistence. Thus, you may create too many directions resulting in your efforts becoming scattered and the completion of projects being hindered. Your preferred behavioural range (large blue area) is half in the inventive quadrant, and half in the non-finishing quadrant indicating that while some of your creative initiatives come to fruition, other projects may be delayed or even left incomplete as a result of taking too many directions. The small red circle in the upper left indicates that under stress, you may occasionally 'flip' and become stubbornly persistent about something.



"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)

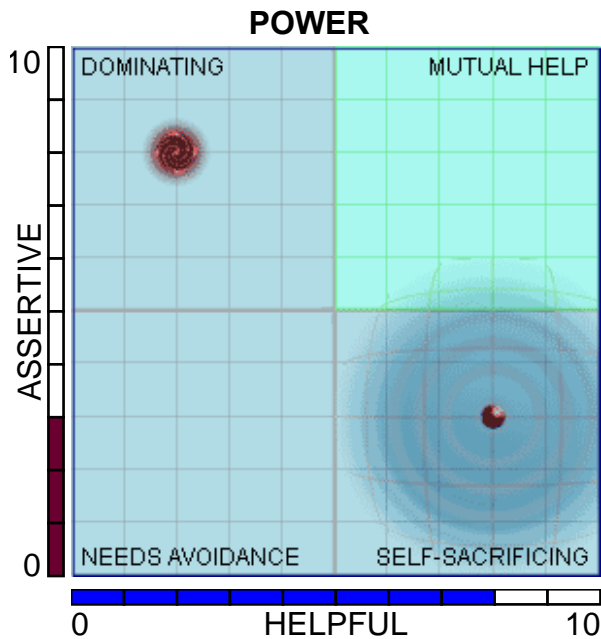
AVOIDS DECISIONS - The tendency to avoid decision-making authority while at the same time avoiding making decisions jointly with others (Low Authoritative and Low Collaborative)

Your tendencies for this paradox are:

You have a strong desire to have decision-making authority and are very willing to accept decision-making responsibility.

You very much enjoy collaboration and are very willing to collaborate with others with regard to important decisions.

Your strong willingness to accept decision-making authority combined with your strong tendency to collaborate enables you to be very good at generating participation with decisions. By gaining the input of others you tend to make better decisions. By encouraging participation from others you increase their motivation and involvement which leads to better implementation. Your preferred behavioural range (large blue area) is entirely in the authoritative collaboration quadrant, indicating that you pursue responsibility and yet encourage participation. This helps you to be more effective when delegating.



"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)

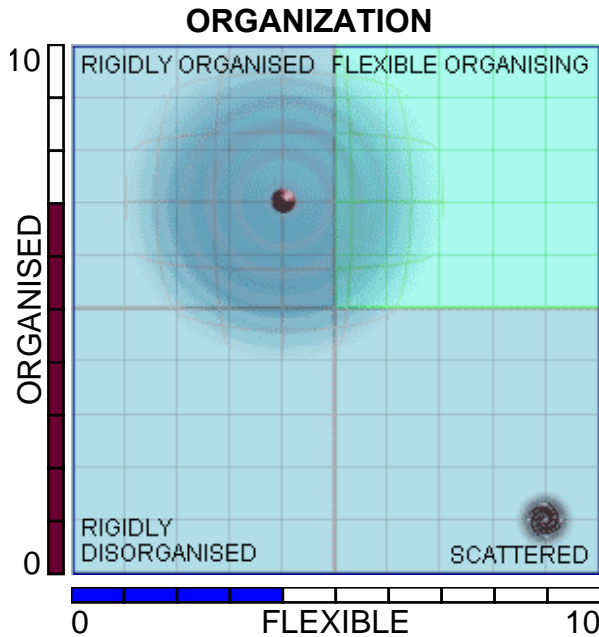
NEEDS AVOIDANCE - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

Your tendencies for this paradox are:

You may often hesitate to put forward your own needs.

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

Your tendency to be helpful contributes to establishing good relationships with your co-workers. Your supportiveness is likely to be appreciated. However, your tendency to be helpful is significantly greater than your assertion of your own needs and thus, you may tend to be self-sacrificing. Your preferred behavioural range (large blue area) is mostly in the self-sacrificing quadrant indicating that you may often sacrifice your own needs to meet the needs of others. The red circle in the upper left indicates that under stress, your behaviour may 'flip' and become dominating if you feel others have taken advantage of your helpfulness.



"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:

ORGANISED

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 ORGANISING - The tendency to organise things while at the same time maintaining flexibility (High Organised and High Flexible)

SCATTERED - The tendency to be disorganised while at the same time enjoying and pursuing change (Low Organised and High Flexible)

RIGIDLY ORGANISED - The tendency to focus so strongly on being orderly that one tends to have difficulty adapting to changes (High Organised and Low Flexible)

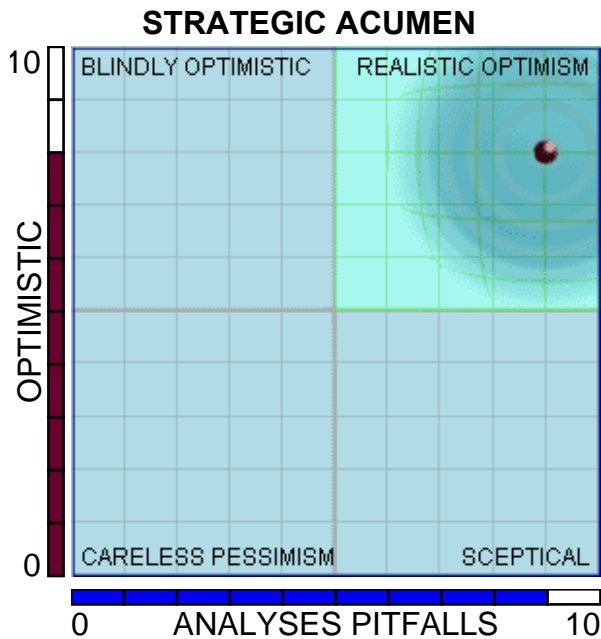
RIGIDLY DISORGANISED - The tendency to lack organization as well as adaptability (Low Organised and Low Flexible)

Your tendencies for this paradox are:

You tend to be reasonably well organised, usually keeping things in order.

You may tend to be a little uncomfortable with change, preferring notice before changes are imposed.

Your tendency to be reasonably organised enables you to create order in most situations. You may prefer not to have to deal with much change and thus, your tendency to be organised may be a little greater than your flexibility. Consequently, you may occasionally be rigid when organising or compulsive about being organised. It may take you some time to adapt to change. Your preferred behavioural range (large blue area) is partially in the flexible organising quadrant but mostly in the rigidly organised 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

ANALYSES PITFALLS

The tendency to scrutinise potential difficulties related to a plan or strategy

There are four possible combinations for this paradox:

REALISTIC OPTIMISM - The tendency to analyse 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 Analyses Pitfalls)

SCEPTICAL - The tendency to overly emphasise the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits (Low Optimistic and High Analyses 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 Analyses Pitfalls)

CARELESS PESSIMISM - The tendency to take risks while at the same time believing that the future is bleak (Low Optimistic and Low Analyses Pitfalls)

Your tendencies for this paradox are:

You tend to be optimistic and cheerful. Your positive attitude will be beneficial when dealing with your co-workers or clients.

You have a strong tendency to analyse the potential difficulties of plans and strategies, and you are mindful when it comes to making strategic decisions.

Your positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Your strong tendency to analyse potential problems provides clear insight into obstacles that could hinder your success. Being both optimistic and mindful helps you to have a clear and balanced view of situations and strategies. You tend to visualise a positive future while looking out for obstacles. Thus, you tend to avoid the trap of being blindly optimistic (being optimistic without analysing pitfalls). You also tend to avoid the difficulties related to being sceptical (analysing pitfalls without optimism). Your preferred behavioural range (large blue area) is in the realistic optimism quadrant.