

# Report for Andrew Jones

Date of completion 04/19/2019



Career Development  
Traits & Definitions  
Paradox Graph



**REPORT FOR**  
Andrew Jones

**DATE OF COMPLETION**  
04/19/2019

**RELIABILITY - 99.2%**  
Answers were very likely  
accurate and truthful

**ORGANIZATION**  
Leadercast Leaders  
Worth Following



## Welcome to Career Development

This report identifies your strong interests, task preferences and work environment preferences in the sections below. It is recommended that you seek employment that makes best use of those strong areas as this will increase your work satisfaction and likelihood of success. This report also outlines your tendencies related to interpersonal interactions, providing key points that are your strong areas as well as key areas that you may wish to develop. The motivation section identifies key issues related to your motivation, enabling you to leverage your motivational strengths as well as identify areas for development. If you plan to be in a decision-making role or leadership role, you can also review these sections to better leverage your strengths and plan for areas of development. For career development it is recommended that you select only one or two areas that you think will have the greatest impact on your career and then explore courses or other means of development related to those areas.

### Your Task Preferences

The following are tasks you find enjoyable. It would be beneficial to have a career that involves doing most of these tasks (listed in order of importance):

- Doing something that helps others or society
- Meeting and interacting with new people
- Analyzing facts, problems and decisions
- Working with numbers

The following are tasks you tend to dislike. It would be beneficial if your career involves doing little of these tasks (listed according to greatest dislike first):

- Doing tasks that need to be done precisely
- Enforcing rules
- Fixing or repairing something
- Building or making something
- Researching or learning new information
- Doing physical work
- Doing clerical work

### Your Interests

The following are interests that are important to you. It could be beneficial to incorporate some of these interests into your career:

- Animals
- Food
- Electronics

- Plants
- Psychology
- Entertainment
- Computer Software
- Computer Hardware

The following are areas in which you lack interest. It would be beneficial to avoid these areas as central aspects of your career:

- Children
- Sports
- Travel
- Writing or Language
- Health or Medicine
- Medical Science

## Your Preferred Work Environment

You don't mind the pressure of deadlines and probably even find it stimulating.

You don't mind sitting for long periods.

You may find it rewarding to have a career that involves working with the general public.

It would be best for you to work indoors.

You need to avoid a position that requires standing for long periods.

You need to avoid a position that involves a great deal of repetitive and monotonous tasks.

## Your Interpersonal Skills

Generally, you are extremely optimistic and have a positive outlook. This will support your career development. You can be relaxed while working, but you may be experiencing a little tension. Although many people have an even higher level of tension, it would be better for your health to learn to relax more. You are also moderately able to deal with stress when it occurs.

You would work best in a career that involves a lot of interaction with people. You are reasonably forthright or frank. You are very capable of being tactful. Your ability to be tactful and direct at the same time enables you to maintain good communication in your working relationships. This should help your career and enable you to work more effectively with others. You are moderately able to put forward your own needs. You are extremely helpful and conscious of others' needs. This is reasonably balanced and will help you to have positive interactions with others. You are reasonably self-accepting. You have a reasonably strong intention to improve yourself. This is somewhat balanced. You tend to be tolerant of people who are blunt. You are very outgoing. Thus you probably enjoy a career that involves meeting new people. You enjoy trying to influence others. You are extremely empathetic and warm, however you may at times become overly emotional. Your warm-heartedness will enable you to influence others more successfully.

Overall, your interpersonal skills are good and these skills will be an asset in your career.

## Your Motivation

You are very self-motivated, you are likely to succeed in almost any career, especially in a career you enjoy. You take a great deal of initiative. You need to have very challenging work, and you are clear and enthusiastic about your goals. You want a great deal of autonomy in your work. You are happy to do tasks that require a great deal of perseverance.

You are highly motivated by (listed in the general order of importance):

- A chance to have decision-making authority
- A chance to take initiative
- Having challenging work
- An opportunity to do something worthwhile for society
- An opportunity to be in a leadership position
- An opportunity to achieve your goals

You will probably be demotivated by (listed in the general order of importance):

- Having to work closely with a supervisor
- Goals unrelated to your own

## Your Decision-making

You enjoy analyzing facts and decisions, and you are very willing to assume decision-making authority. You are moderately willing to collaborate with others with regard to making decisions. You may be reasonably intuitive and use this intuition for making decisions.

You are very willing to take risks, and you are extremely optimistic about the outcome. You probably spend reasonably little time analyzing the potential difficulties of a plan or strategy. This may not be enough for the degree of risk you like to take. You may make decisions based upon hope rather than on an examination of the facts.

You normally approach decisions with an open and reflective mind, but you have reasonably strong opinions. To some degree you prefer making decisions based upon what is tried and tested but you are sometimes willing to try new approaches. You have some interest in planning, but you prefer not to spend much time focusing on details. You may not be very systematic in your approach to plans and decisions. You usually like to make decisions reasonably quickly.

## Your Leadership

Your clear goals, combined with your enthusiasm, will probably enable you to articulate a vision that will motivate others. You are very interested in being in a leadership position. You are motivated by challenging goals, and your goals are clear. Also, your optimism could also help you motivate others. Your vision or goal genuinely includes benefiting others or society. In this respect, you are more likely to gain a wider support and acceptance. You have a natural tendency to try to influence others, and you give moderate importance to trying to enlist the cooperation of others. You are comfortable making presentations to groups and this could be an excellent means of facilitating your leadership.

You are very self-motivated. This is a great asset to your leadership. You tend to take a great deal of initiative. Consequently you are more likely to be successful in a career and as a leader. Your determination to reach a goal is a very good asset for a leader. You can be a little disorganized at times. Thus you will need the support of an assistant who is very organized. You will tend to create a reasonably unstructured organization. You tend to be flexible and adaptable to changes.

Your intention to improve yourself is a good asset as a leader. It allows you to continue to develop yourself as well as set an example for others. You are reasonably self-accepting. This could be a beneficial trait for leadership. You have a good balance between wanting to improve yourself and liking yourself the way you are now.

You have a moderate desire to work for a capable authority, and you want a great deal of autonomy in your work. This is normal for a leader.

In general, you have reasonably good interpersonal skills which will be of assistance to you in a leadership role. Your ability to mix and interact directly with the people working under you will enable you to gain a better perspective of your organization. You are extremely empathetic and warm which could be beneficial to your leadership. However, you dislike enforcing necessary rules. Consequently you may neglect doing so. Your ability to be direct and tactful at the same time will increase the loyalty and motivation of the people you lead. Your willingness for people to speak truthfully (even if they are a little blunt) will help you to be more informed and to better understand important issues. Your open-mindedness will help you gain respect.

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The report lists Andrew'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 Andrew's performance.

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 Andrew's scores.

**Life Themes** - Andrew's life themes, highest values, key potential strengths

Trait	Score	Description
Helpful	9.9	The tendency to respond to others' needs and assist or support others to achieve their goals
Warmth / empathy	9.9	The tendency to express positive feelings and affinity toward others
Wants Autonomy	9.6	The desire to have freedom or independence from authority
Optimistic	9.5	The tendency to believe the future will be positive
Wants Challenge	9.4	The willingness to attempt difficult tasks or goals

**Strengths and Preferred Focus** - Andrew's potential strength and preferred focus

Trait	Score	Description
Risking	9.2	The tendency to feel comfortable with business ventures that involve uncertainty
Outgoing	9.2	The tendency to be socially extroverted and the enjoyment of meeting new people
Wants To Lead	9.2	The desire to be in a position to direct or guide others
Cause Motivated	9.1	The tendency to be motivated to help society
Self-motivated	9.0	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Takes Initiative	8.7	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Diplomatic	8.6	The tendency to state things in a tactful manner
Authoritative	8.6	The desire for decision-making authority and the willingness to accept decision-making responsibility
Persistent	8.6	The tendency to be tenacious despite encountering significant obstacles
Open / reflective	8.2	The tendency to reflect on many different viewpoints
Enthusiastic	8.2	The tendency to be eager and excited toward one's own goals
Influencing	8.1	The tendency to try to persuade others
Tolerance Of Bluntness	7.8	The level of comfort related to receiving abrupt or frank communications from others
Tempo	7.7	The enjoyment of work that needs to be done quickly

## Strengths and Preferred Focus - Andrew's potential strength and preferred focus

Trait	Score	Description
Flexible	7.7	The tendency to easily adapt to change
Analytical	7.5	The tendency to logically examine facts and situations (not necessarily analytical ability)

## Acceptable Areas - Andrew's moderate strengths and preferences

Trait	Score	Description
Wants Recognition	7.3	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Frank	7.1	The tendency to be straightforward, direct, to the point, and forthright
Self-acceptance	7.0	The tendency to like oneself ("I'm O.K. the way I am")
Certain	6.8	The tendency to feel confident in one's opinions
Wants Frankness	6.8	The desire for others to be direct, straightforward, and to the point
Intuitive	6.6	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Self-improvement	6.6	The tendency to attempt to develop or better oneself
Experimenting	6.4	The tendency to try new things and new ways of doing things
Wants Stable Career	5.6	The desire for long-term or permanent employment

## Willing to do - Areas in which Andrew is willing if not required a large percentage of the time

Trait	Score	Description
Comfort With Conflict	5.4	The tendency to be comfortable with confrontation or strife
Wants High Pay	5.4	The desire to earn greater remuneration
Relaxed	5.2	The tendency to feel at ease or calm while working
Enlists Cooperation	5.0	The tendency to invite others to participate in or join an effort
Assertive	4.9	The tendency to put forward personal wants and needs
Collaborative	4.7	The tendency to collaborate with others when making decisions
Planning	4.7	The tendency to formulate ideas related to the steps and process of accomplishing an objective
Manages Stress Well	4.5	The tendency to deal effectively with strain and difficulty when it occurs
Wants Capable Leader	4.5	The desire to have a leader one perceives to be capable
Wants Diplomacy	4.3	The desire for others to be tactful
Systematic	4.1	The enjoyment of tasks that require carefully or methodically thinking through steps
Organized	3.9	The tendency to place and maintain order in an environment or situation
Analyzes Pitfalls	3.8	The tendency to scrutinize potential difficulties related to a plan or strategy

## Prefer Not to Do It - Andrew would prefer to be doing other things than these

Trait	Score	Description
Tolerance Of Structure	3.3	The tolerance of following rules, schedules, and procedures created by someone else
Enforcing	3.1	The tendency to insist upon necessary rules being followed

## Strongly Prefer Not to Do It - Andrew strongly would prefer to be doing other things than these

Trait	Score	Description
Precise	2.3	The enjoyment of work that requires being exact and the tendency to be detail oriented

## Retention and Engagement Factors

These are Andrew's retention and engagement factors listed in order.

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

## Task Preferences

These are tasks listed in order of Andrew's preferences.

Task Preference	Score	Description
Numerical	8.0	The enjoyment of counting, calculating, or analyzing quantities using mathematics
Computers	6.6	The enjoyment of working with electronic machines that calculate, store, or analyze information
Public Speaking	6.5	The enjoyment of presenting or articulating information to groups of people
Teaching	5.8	The enjoyment of instructing, training, or educating others
Manual Work	5.7	The enjoyment of work that involves using one's hands
Artistic	5.4	The enjoyment of making things look beautiful or attractive
Driving	4.0	The enjoyment of operating a motor vehicle
Research / learning	3.4	The enjoyment of gathering and comprehending new information
Building / making	3.0	The enjoyment of constructing or putting together anything
Mechanical	2.8	The enjoyment of work that involves fixing or repairing something
Clerical	2.5	The enjoyment of tasks such as typing or filing or organizing information
Physical Work	2.5	The enjoyment of work that involves substantial bodily effort

## Interests

These are interests listed in order of Andrew's areas of interest.

Interest	Score	Description
Psychology	10.0	The interest in human mental functions including mannerisms, actions, attitudes, and abilities
Electronics	10.0	The interest in designing, assembling, repairing, or operating automated or computerized equipment
Animals	10.0	The interest in working with mammals, birds, reptiles, or fish
Food	10.0	The interest in work relating to food
Entertainment	8.0	The interest in activity that holds the attention and interest of an audience



Interest	Score	Description
Plants	8.0	The interest in shrubs, gardening, botany, trees, or farming
Computer Hardware	8.0	The interest in the physical elements that constitute a computer system
Computer Software	8.0	The interest in the non-tangible program components (i.e. software) of computers
Finance / business	7.0	The interest in commerce or fiscal management
Physical Science	6.0	The interest in the physics and chemistry of nature
Science	6.0	The interest in any body of knowledge that uses a systematic method for achieving knowledge
Selling	5.0	The interest in convincing or influencing others to purchase a product or service
Manufacturing	5.0	The interest in the production of products using labor, machines, or chemicals
Legal Matters	4.0	The interest in rules created by social institutions to govern society and business
Biology	3.0	The interest in the structure, function, growth, evolution, distribution, or taxonomy of living organisms
Travel	2.0	The interest in work that involves frequently taking a journey
Sports	2.0	The interest in work that involves sports
Medical Science	2.0	The interest in at least one of the applied sciences related to healthcare
Writing / language	2.0	The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)
Children	2.0	The interest in working with children
Health / medicine	2.0	The interest in health or medicine

## Work Environment Preferences

These are work environment preferences listed in Andrew's order of preference.

Work Environment Preference	Score	Description
Pressure Tolerance	9.7	The level of comfort related to working under deadlines and busy schedules
Public Contact	7.2	The level of comfort interacting with a wide range of people representative of general society
Sitting	6.1	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around
Team	4.5	The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)
Noise	3.7	The tolerance of working in an environment that has loud or continuous sounds
Standing	3.1	The tolerance of standing in one place for long periods (no opportunity to sit or walk around)
Outdoors	2.3	The desire to work in an outside environment
Repetition	2.1	The tolerance of monotonous work: a single activity repeated over and over (e.g. assembly line)

## Behavioral Competencies

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

Behavioral Competency	Score	Description
Handles Autonomy	9.3	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)
Provides Direction	9.0	The tendency to provide others with clear direction or guidance
People Oriented	8.7	The tendency to positively interact with others
Handles Conflict	8.7	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
Organizational Compatibility	8.6	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Interpersonal Skills	8.3	The tendency to have a balance of traits that relate to effective interaction with others

Behavioral Competency	Score	Description
Coaching	8.3	The tendency to effectively facilitate the development of others (one-to-one interactions)
Receives Correction	8.0	The tendency to accept guidance intended to improve performance
Innovative	7.9	The tendency to create new and more effective ways of doing things
Doesn't Need Structure	7.8	The tendency to work effectively without much structure (assuming sufficient job related knowledge)
Self-employed	6.9	The tendency to be effective when self-employed (does not necessarily indicate sufficient business-related knowledge)
Negotiating	6.3	The tendency to bargain in order to reach a beneficial agreement
Tolerance Of Evasiveness	6.0	The level of comfort related to dealing with people who are indirect or lacking in frankness
Effective Enforcing	5.0	The tendency to skillfully correct others when they are violating rules or performing poorly
Judgment (strategic)	2.1	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy

## Functions

These scores reflect Andrew's level of suitability for each of the following job categories on a scale of 0 to 10.

Functions	Score	Description
Customer Service - Friendly	9.6	This template is for a position in which the primary requirement is friendliness (not necessarily efficiency). It focuses on a variety of interpersonal skills related to serving customers. It also screens for personal honesty and at least a moderate level of motivation.
Sales - Cold Calling	9.2	This position relates to sales in general but is oriented toward sales positions that require prospecting for new clients with mostly cold calling. It focuses on achievement, self-motivation, and various interpersonal skills related to persuasion.
Supervisory	7.0	This template is designed for a position that has supervisory responsibilities. It focuses on self-motivation and organization. It also screens for a lack of interpersonal skills necessary to be a supervisor.
Management - Middle	4.6	This template is designed for a position that has the responsibilities of middle management. It focuses on achievement, self-motivation, leadership, and decision-making. It also screens for a lack of interpersonal skills necessary for management.
Management - Upper	4.2	This template is designed for a senior management position. It focuses on leadership, achievement, self-motivation, decision-making, and various interpersonal skills that relate to leadership.
Technical	3.8	This template is specifically designed for a technical position. It focuses on analytical tendencies, organizational skills, and self-motivation. It also screens for a lack of interpersonal skills necessary for interacting with co-workers.
Administration - General	0.0	This position is specifically designed for a general administration role. It focuses on being organized and detail oriented. In addition, it screens for a lack of interpersonal skills necessary for interacting with co-workers.

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## Welcome to Paradox Graph

The Paradox Graphs are designed to provide a deep insight into your behavioral patterns and responses to stress. Based on Dr. Dan Harrison’s revolutionary Paradox Theory, it is the only tool that can effectively demonstrate dynamic human behavioral responses to stress and is unrivalled in its ability to assist you in increasing your self-awareness and Emotional Intelligence. 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.

### 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 co-exist paradoxically, complementing and fulfilling each other.

### How to Interpret the Graphs

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 trait is a ‘gentle’ trait such as diplomacy. Each of the 12 pairs of paradoxical traits are 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.

### Four Quadrants

The area within the XY graph is divided into four quadrants. See Figure 1.

**Balanced Versatility:** the upper right quadrants (light green area) is the area in which both traits are strong and thus the traits manifest their constructive aspects.

**Aggressive Imbalance:** the upper left quadrant is the area in which the dynamic trait is strong and the gentle trait is weak, indicating a tendency to be overly aggressive.

**Passive Imbalance:** the lower right quadrant is the area in which the gentle trait is strong and the dynamic trait is weak, indicating a tendency to be overly passive.

**Balanced Deficiency:** the lower left quadrant is the area in which both traits are weak, indicating a deficiency of both of the paradoxical traits.

Figure 1

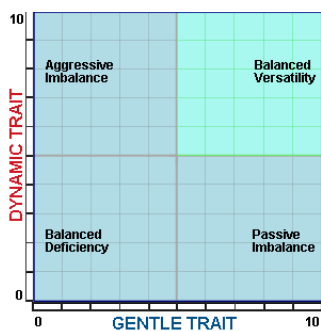
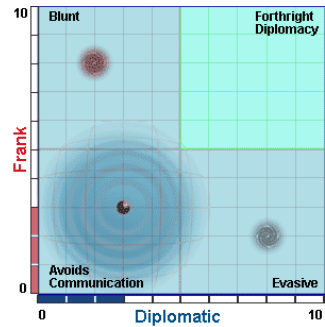





Figure 2



-  Indicates an aggressive tendency under stress
-  Indicates a passive tendency under stress
-  Rippling indicates the normal range of behavior

## The Paradox Traits

Figure 2 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 red dot in the lower left quadrant corresponds to those increments on the vertical and horizontal scales. The rippling shaded around the dot indicates the normal range of behavior.

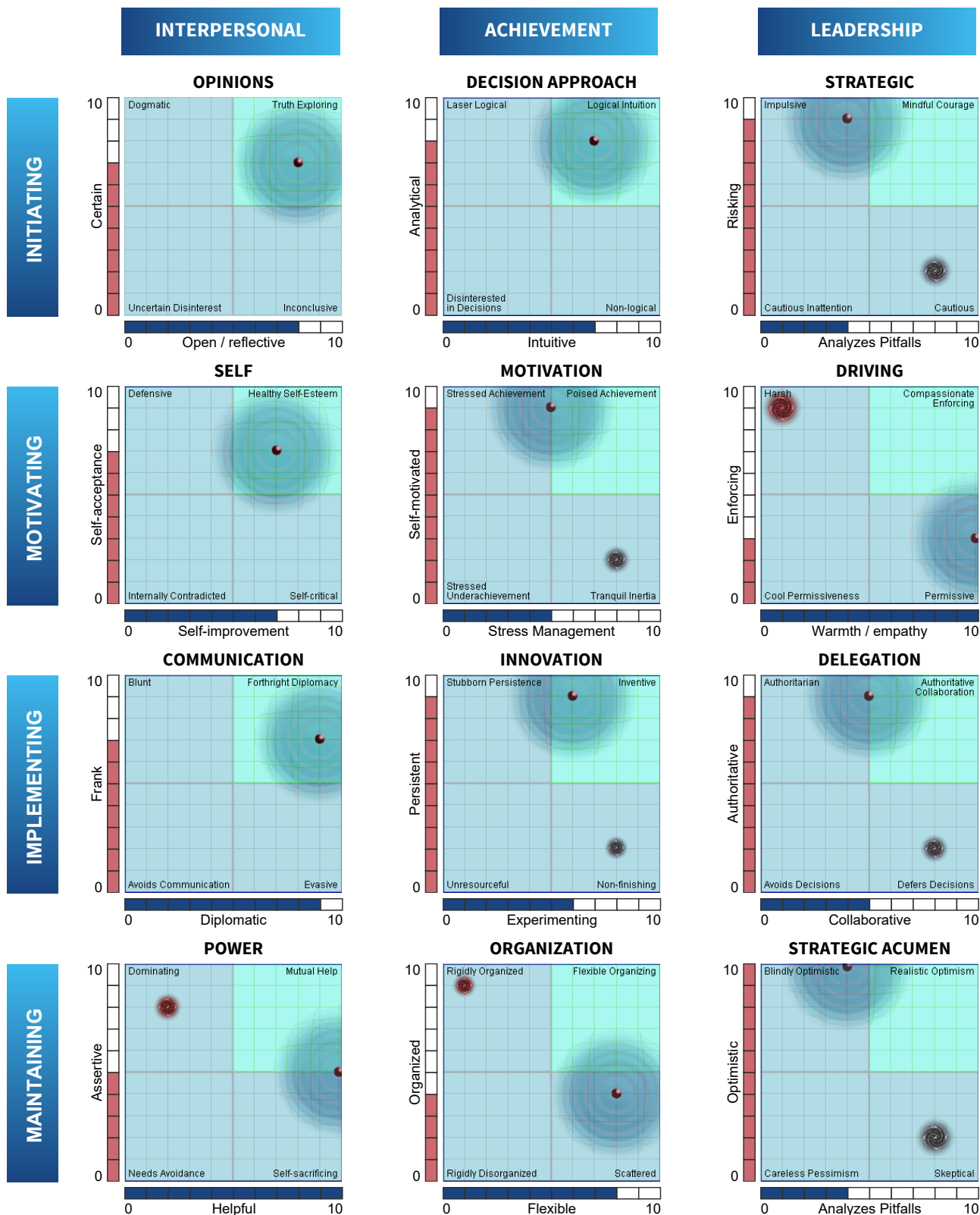
## Paradox Report Overview

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. The following pages of the report expand on the meaning of each paradox. Please read the description of your tendencies with an open mind as some aspects may not currently be part of your everyday awareness. You might also ask your co-workers for their feedback related to particular issues.

## Self-Development

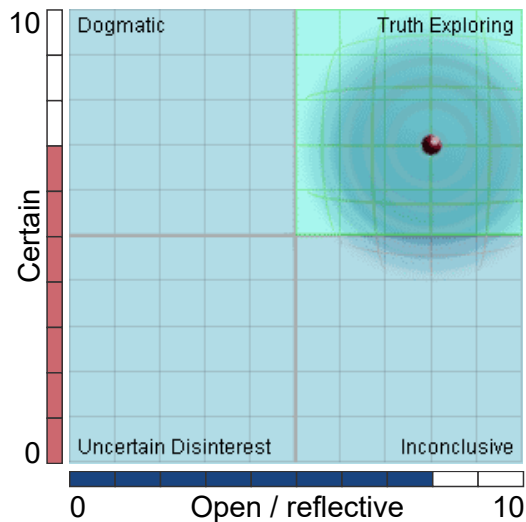
The best way to use the Paradox Graph for self-development is to identify the paradox in which the behavioral range (large blue circle) is furthest from green area in the upper right quadrant. If one trait of the paradox is strong and the other is weak, consider how you can incorporate the weak trait without compromising your strong trait. Consequently, the strong trait will become a versatile strength rather than a weakness in some situations. If your furthest behavior range from the green area is in the lower left, consider how you can simultaneously develop both traits rather than focusing only on one.

The HA system provides you with a development plan for each of the traits. You can use the Development by Trait report to generate a development plan.



## OPINIONS

How you form and hold opinions, including how you deal with ambiguity.



*"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."*

**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 reflect on ideas without sufficiently coming to conclusions (Low Certain and High Open / reflective)

**Dogmatic:** The tendency to be certain of opinions without sufficiently being 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)

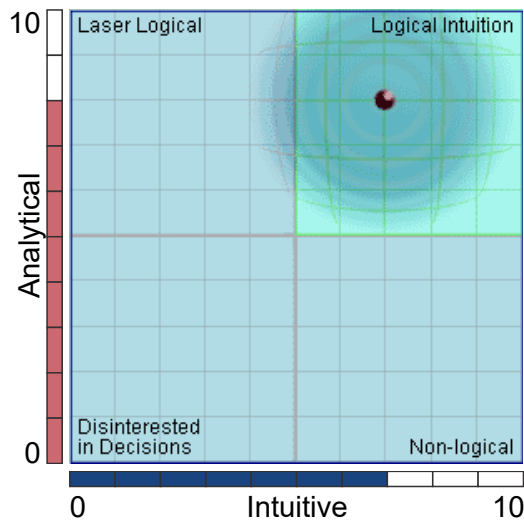
### Your tendencies for this paradox are:

You are reasonably certain of your opinions. You enjoy reflecting on different ideas and opinions and you are generally open-minded. You are likely to be good at brainstorming.

You are usually confident in your opinions, yet you continue to explore different viewpoints and adjust your opinions when appropriate. Even though you are reasonably certain of your opinions, you consider different ideas before coming to a conclusion. As a result, your conclusions are thoughtful and well considered. Although you are reasonably certain, you are quick to change your opinion if a better idea is presented. Even though you are open to the ideas of others, you are usually not swayed by their opinions unless they have a better idea. Your preferred behavioral range (large blue area) is mostly in the Truth Exploring quadrant because you search for greater clarity of understanding.

## DECISION APPROACH

How you use logic and intuition when making decisions.



*"Use your logical mind to work out your day to day issues, but use your inner vision to guide your direction."*

**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 solve problems emphasizing analysis over intuition (High Analytical and Low Intuitive)

**Disinterested in Decisions:** The tendency to avoid analyzing situations and decisions while at the same time mistrusting intuition (Low Analytical and Low Intuitive)

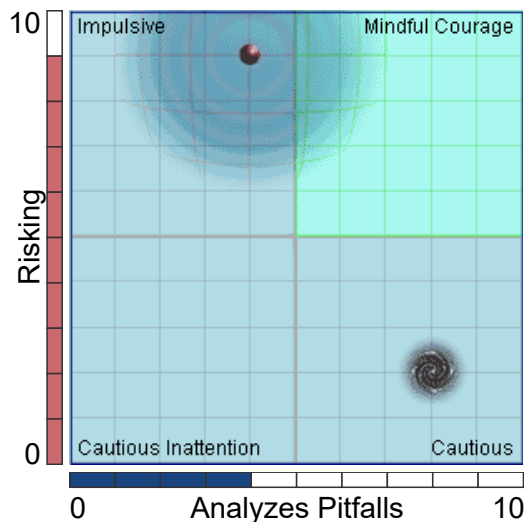
### Your tendencies for this paradox are:

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.

## STRATEGIC

How you strategically manage risk.



*"Have the courage to pursue success, but understand and manage your risks."*

**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 analyze the potential pitfalls of the plan or strategy while at the same time being willing to take risks (High Risking and High Analyzes Pitfalls)

**Cautious:** The tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking 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:

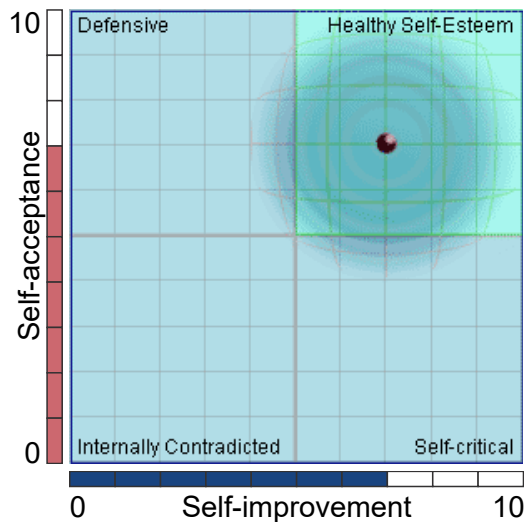
You are very willing to take business risks. You may prefer not to have to analyze the potential difficulties of plans and strategies and you may sometimes neglect to do so.

You have a strong desire to feel the thrill of risk taking. However, you probably tend to give only minimal analysis to the potential pitfalls. You will benefit from input from others who are more strategically analytical. If you receive feedback and adjust your strategies accordingly, your ventures could be successful and have significant payoffs. However, you will need to discipline yourself to accept advice related to taking precautions. If you make important decisions on your own, you may take risks quite impulsively as indicated by the range of behavior (large blue area) focusing on the Impulsive quadrant. The dark circle in the lower right indicates there may also be a cautious aspect to your personality. Your need for risk may be a compensation for caution or fear. Can you identify it?



## SELF

How you manage self-esteem and self-improvement.



*"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 splendor to shine forth even more brightly."*

**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:** The tendency to seek self-improvement without sufficiently being self-accepting (Low Self-acceptance and High Self-improvement)

**Defensive:** The tendency to be self-accepting without sufficiently intending to improve (High Self-acceptance and Low Self-improvement)

**Internally Contradicted:** The tendency to lack self-acceptance as well as the desire to improve oneself (Low Self-acceptance and Low Self-improvement)

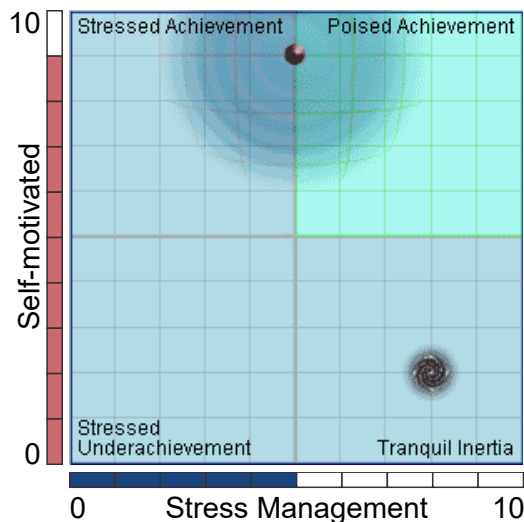
### Your tendencies for this paradox are:

You tend to be reasonably self-accepting. You have an intention to improve yourself.

Your interest in self-improvement combined with a reasonable level of self-acceptance reflects a reasonably healthy self-esteem. You are usually open to corrective feedback and willing to change when necessary. By being reasonably comfortable within yourself, you tend to make others more comfortable with you. Thus, most of your preferred behavioral range (large blue area) appears in the upper right quadrant. The behavioral range only partially extends to the Defensive or Self-Critical quadrants indicating you only occasionally exhibit those behaviors.

## MOTIVATION

How you deal with self-motivation and stress.



*"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."*

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

**Stress Management:** The tendency to be relaxed while at the same time managing stress well when it occurs

### There are four possible combinations for this paradox:

**Poised Achievement:** The tendency to be self-motivated while at the same time managing stress (High Self-motivated and High Stress Management)

**Tranquil Inertia:** The tendency to be relaxed and easy-going without being sufficiently self-motivated (Low Self-motivated and High Stress Management)

**Stressed Achievement:** The tendency to strive for achievement without sufficiently managing stress (High Self-motivated and Low Stress Management)

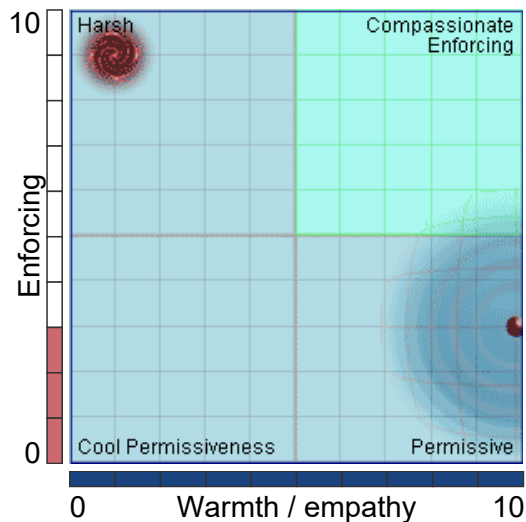
**Stressed Underachievement:** The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

### Your tendencies for this paradox are:

You are very self-motivated. You may at times be somewhat stressed, but it is usually not a significant problem. Your very high level of self-motivation combined with only a moderate level of stress management indicates that although you probably accomplish a great deal, you may experience some stress in the process. This is reflected in your preferred behavioral range (large blue circle) being half in the Poised Achievement quadrant and the other half in the Stressed Achievement quadrant. The dark circle in the lower right indicates your desire to achieve is significantly greater than your ability to manage stress, and thus you may develop an underlying desire to have a respite from your hard work.

## DRIVING

How you manage rapport and empathy when managing the performance of others.



*"Only a person with a kind heart can administer discipline that is beneficial to others."*

**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 warm and empathetic without sufficiently enforcing rules or holding others accountable (Low Enforcing and High Warmth / empathy)

**Harsh:** The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic (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)

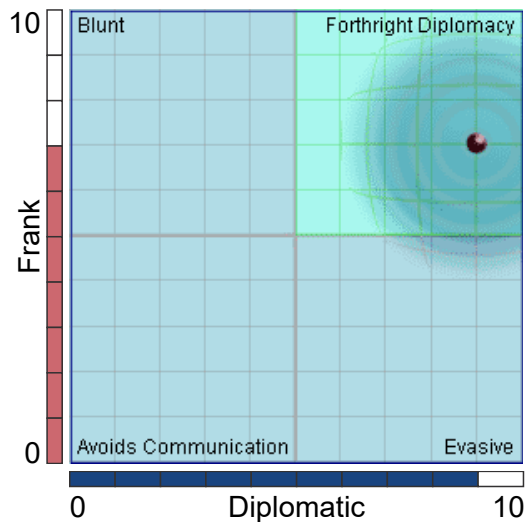
### Your tendencies for this paradox are:

You may prefer not to have to enforce rules and you may sometimes neglect to do so even when it is necessary. You frequently tend to express warmth and empathy.

The combination of being extremely warm and empathetic while strongly preferring not to have to enforce rules indicates that you probably tend to be extremely permissive or lenient when it comes to enforcing rules, holding others accountable or giving discipline. This is reflected in your preferred behavioral range (large blue area) being almost entirely in the Permissive quadrant and only slightly in the Compassionate Enforcing quadrant. The red circle in the upper left indicates that under stress, your behavior may 'flip' and you may react harshly if someone tries to take advantage of your leniency.

## COMMUNICATION

How you manage directness and tactfulness when communicating with others.



*"To build cooperative relationships with others, be respectful of others' self esteem yet authentic in your communications."*

**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 without being sufficiently tactful or diplomatic (High Frank and Low Diplomatic)

**Avoids Communication:** The tendency to lack the combination of frankness and diplomacy (Low Frank and Low Diplomatic)

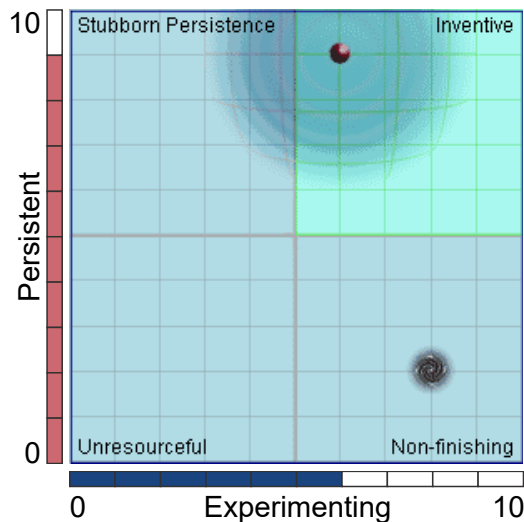
### Your tendencies for this paradox are:

You usually tend to be forthright, stating what you think in a reasonably direct manner. You tend to be very tactful, taking significant care to communicate in ways that make it easier for others to receive.

Your reasonable level of frankness combined with your very high level of diplomacy helps you to maintain good communication with your co-workers. This communication skill helps you to communicate in both a diplomatic and straightforward manner. In addition, you can be either diplomatic or frank as the situation requires. Most people appreciate your authenticity and respectfulness. Your preferred behavioral range (large blue area) is mostly in the Forthright Diplomacy quadrant, indicating that most of the time, you tend to be a good communicator.

## INNOVATION

How you approach trying new things and overcoming obstacles.



*"The key to invention is to have focused determination while letting the imagination run wild."*

**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 accomplishing 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 different things without sufficiently persisting in a single direction (Low Persistent and High Experimenting)

**Stubborn Persistence:** The tendency to be persistent without sufficiently trying different ways to overcome obstacles (High Persistent and Low Experimenting)

**Unresourceful:** The tendency to avoid trying new things as well as having a lack of persistence (Low Persistent and Low Experimenting)

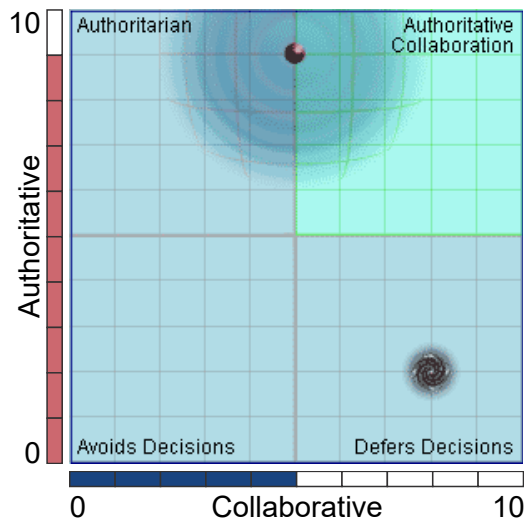
### Your tendencies for this paradox are:

You tend to be very determined and persevering with a task despite many obstacles. You moderately enjoy trying new things and may at times experiment with new ways of doing things.

Your very high level of persistence enables you to drive projects to completion with unusual determination. Your persistence is a little stronger than your creative experimentation indicating that you favor an approach that is tried and tested. However, it also indicates that you may persist with something a little beyond what is appropriate. Consequently, you may hinder your inventiveness by maintaining a particular approach for too long. This is reflected in your preferred behavioral range (large blue area) being mostly in the Inventive quadrant and partially in the Stubborn Persistence quadrant. The small dark circle in the lower right indicates that your slight over-emphasis on persistence could occasionally hinder your progress.

## DELEGATION

How you approach self-responsibility and collaboration.



*"Never hesitate to take counsel from appropriate people, but always take full responsibility for your own decisions."*

**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 emphasize collaborative decision-making without sufficiently accepting responsibility for making decisions (Low Authoritative and High Collaborative)

**Authoritarian:** The tendency to make decisions independently without sufficiently collaborating with others (High Authoritative and Low Collaborative)

**Avoids Decisions:** The tendency to avoid decision-making authority as well as collaborative decisions-making (Low Authoritative and Low Collaborative)

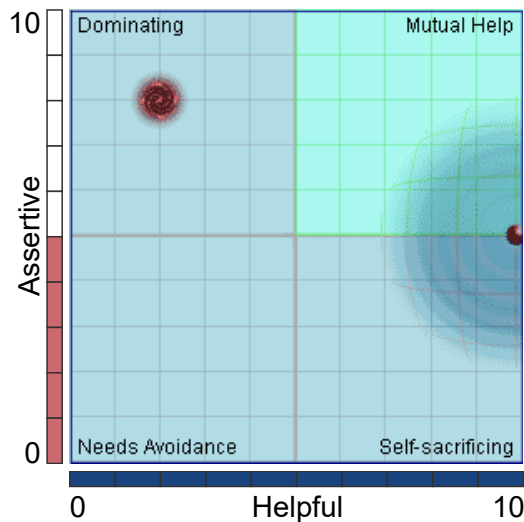
### Your tendencies for this paradox are:

You have a strong desire to have decision-making authority and are very willing to accept decision-making responsibility. You may only moderately enjoy collaboration and may give only moderate importance to collaborating with others when making important decisions.

Your strong willingness to accept decision-making authority enables you to take charge and accept 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 somewhat 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 at times 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 and half in the Authoritarian quadrant indicating the above. The dark circle in the lower right indicates that when things go wrong, you may sometimes be reluctant to accept full accountability for the problem.

## POWER

How you approach helping others and asserting your needs.



*"Enduring and positive relationships are a result of meeting mutual needs."*

**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 without sufficiently expressing one's own needs (Low Assertive and High Helpful)

**Dominating:** The tendency to be assertive of one's needs without sufficiently being helpful to others (High Assertive and Low Helpful)

**Needs Avoidance:** The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

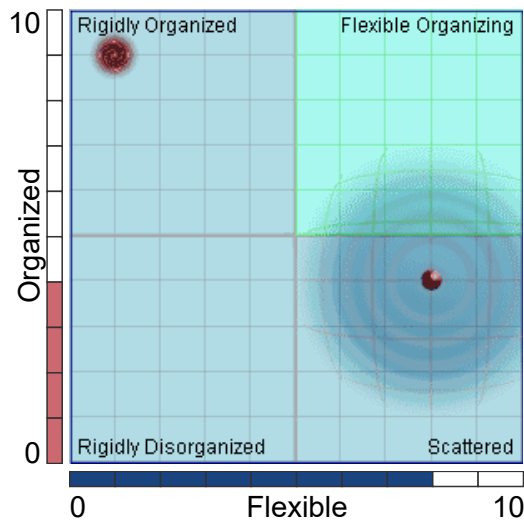
### Your tendencies for this paradox are:

You may only moderately put forward your own needs. You tend to be extremely helpful and conscious of others' needs.

By being extremely helpful, you tend to establish good working relationships with your co-workers. By moderately expressing your own needs and being extremely helpful, you tend to establish good working relationships with your co-workers. Your supportiveness is likely to be appreciated. However, your tendency to be helpful is greater than your assertion of your own needs and thus, you may tend to be self-sacrificing. Your preferred behavioral range (large blue area) is partially in the Mutual Help quadrant and partially in the Self-Sacrificing quadrant indicating the above. The red circle in the upper left indicates that under stress, your behavior may 'flip' and become dominating if you feel others have taken advantage of your helpfulness.

## ORGANIZATION

How you deal with adaptability and creating organization or structure.



*"Orderliness creates efficiency, and flexibility supports longevity. Nature is the perfect example of orderliness in the context of constant change."*

**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 adapt to change without remaining sufficiently organized (Low Organized and High Flexible)

**Rigidly Organized:** The tendency to be organized without sufficiently adapting to change (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:

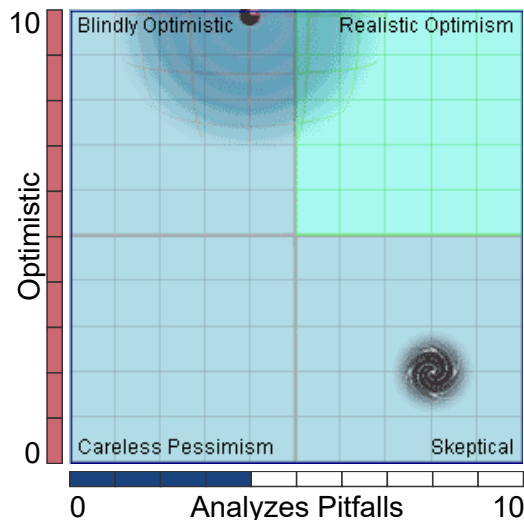
You may usually prefer not to have to organize things. You tend to be adaptive to change and probably enjoy variety.

Your tendency to be flexible enables you to be adaptable to change. When circumstances change, you adjust to meet the new requirements. However, your flexibility may be somewhat greater than your orderliness. This indicates that in some situations you may be scattered, perhaps implementing too many changes. Your preferred behavioral range (large blue area) is partly in the Flexible Organizing quadrant but mostly in the Scattered quadrant indicating that some of the time you may be effective when organizing but more of the time you may be scattered. The red circle in the upper left indicates that under stress, your behavior may 'flip' and become a little rigid.



## STRATEGIC ACUMEN

How you approach opportunities and mindfulness of difficulties.



*"Keep a positive attitude about the future, but be mindful of difficulties when they are small."*

**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 remaining positive about achieving the potential benefits (High Optimistic and High Analyzes Pitfalls)

**Skeptical:** The tendency to focus on 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 without sufficiently analyzing the potential difficulties or pitfalls (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 tend to be extremely optimistic and cheerful. Your positive attitude will be very beneficial when dealing with your co-workers or clients. You may prefer not to have to analyze the potential difficulties of plans and strategies, and you may sometimes neglect to do so.

Your extremely positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Since you prefer not to have to analyze potential problems, your optimism may be much greater than your tendency to analyze the potential problems. Thus, you may tend to give much greater weight to the positive side than the potential problems. Your preferred behavioral range (large blue area) is partly in the Realistic Optimism quadrant indicating that part of the time you may have realistic optimism. However, it is mostly in the Blindly Optimistic quadrant indicating that much of the time you may be blindly optimistic. Thus, it may be wise to get input from others when it comes to making important plans and strategies. The dark circle in the lower right indicates that your tendency to be blindly optimistic may be a compensation for an underlying fear of things going wrong.