

Report for  
**Andrew Jones**

Date of completion 04/19/2019



Behavioral Competency Analysis  
Paradox Graph



This introduction enables you to better understand how to get the most from your Harrison Reports.

## Your Role, Interactions, and Current Issues

Before reviewing your Harrison Reports, reflect on the following and write down some brief answers:

**Your Role:** What are your key responsibilities? (For example: Managing others' performance, formulating strategies, innovating, implementing, or selling).

**Your Interactions:** What types of interactions do you have with others? (For example: brainstorming, holding others' accountable, influencing ideas, making collaborative decisions, providing clarity around objectives or priorities, or responding to others' needs).

**Current Issues:** Which of your responsibilities do you think are going well? What aspects of your job do you find most challenging? What do you want to improve?

The above issues provide a context for better understanding your reports.

## What Harrison Measures

Harrison measures behavioral tendencies, interests, and preferences. We don't put people in boxes with labels like general personality assessments do. The purpose is to help you navigate your career by identifying your key strengths, best roles, and potential derailers.

## Enjoyment Performance Theory - The first of two Harrison Theories



When we enjoy a task or behavior, we tend to do it more often and get better at it.

This elicits positive feedback or a sense of satisfaction, reinforcing our enjoyment and tendency. The cycle repeats.

When we don't enjoy a task or behavior, we tend to avoid it and we don't get better at it.

This elicits negative feedback or a sense of dissatisfaction, reinforcing our dislike to be an avoidance. The cycle repeats.

## Focus on Trait Definitions

Trait names appearing on the reports have a definition next to it. Focus on the definition because the meaning can often be misinterpreted. What is measured is the definition, not the trait name. For example, Harrison's definition for Assertive is "the tendency to put forth one's own wants and needs". It does not mean being pushy or aggressive.



**REPORT FOR**  
Andrew Jones

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

**ORGANIZATION**  
Assess Develop Evolve



## The Power of Taking Courage

**Courage is not the absence of fear; courage is acting in spite of fear. When we consider courage, firefighters, policemen, pilots and military personnel come to mind, but courage isn't reserved for a select group of leaders. Opportunities to take courage rise every day in many forms, and it's up to us to seize those moments in our leadership.**

This report identifies the specific factors related to The Power of Taking Courage and shows how the employee's score for each related factor impacts success for this behavioral competency.

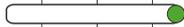
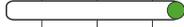
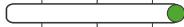
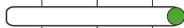
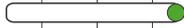
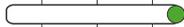
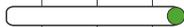
| Essential traits<br><i>(in order of importance)</i>  | Negative Impact < > Positive Impact |             |        |             |          |        |           |        |          |             |        |             |
|--|-------------------------------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
|  | Andrew's Score                      | Very strong | Strong | Substantial | Moderate | Slight | No impact | Slight | Moderate | Substantial | Strong | Very strong |
| <p><b>Takes Initiative:</b><br/><i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i></p> <p>Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a somewhat positive impact on this behavioral competency.</p> | 8.7                                 |             |        |             |          |        |           |        |          |             |        |             |
| <p><b>Wants Challenge:</b><br/><i>The willingness to attempt difficult tasks or goals</i></p> <p>Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. This will probably have a somewhat positive impact on this behavioral competency.</p>  | 9.4                                 |             |        |             |          |        |           |        |          |             |        |             |
| <p><b>Authoritative:</b><br/><i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i></p> <p>Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a slightly positive impact on this behavioral competency.</p>   | 8.6                                 |             |        |             |          |        |           |        |          |             |        |             |

| Essential traits<br><i>(in order of importance)</i>  |     | Negative Impact < > Positive Impact |             |        |             |          |        |           |        |          |             |        |
|--|-----|-------------------------------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|
|  |     | Andrew's Score                      | Very strong | Strong | Substantial | Moderate | Slight | No impact | Slight | Moderate | Substantial | Strong |
| <p><b>Enthusiastic:</b><br/><i>The tendency to be eager and excited toward one's own goals</i></p> <p>Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. This will probably have a slightly positive impact on this behavioral competency.</p>  | 8.2 |                                     |             |        |             |          |        |           |        |          |             |        |
| <p><b>Finance / business:</b><br/><i>The interest in commerce or fiscal management</i></p> <p>Narrative: Andrew is fairly interested in business or finance. This will probably be sufficient for this behavioral competency.</p>  | 7.0 |                                     |             |        |             |          |        |           |        |          |             |        |
| <p><b>Wants To Lead:</b><br/><i>The desire to be in a position to direct or guide others</i></p> <p>Narrative: Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. This will probably have a somewhat positive impact on this behavioral competency.</p>  | 9.2 |                                     |             |        |             |          |        |           |        |          |             |        |
| <p><b>Analyzes Pitfalls:</b><br/><i>The tendency to scrutinize potential difficulties related to a plan or strategy</i></p> <p>Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he were to receive other input before making important strategic decisions This will probably have a somewhat negative impact on this behavioral competency.</p> | 3.8 |                                     |             |        |             |          |        |           |        |          |             |        |
| <p><b>Influencing:</b><br/><i>The tendency to try to persuade others</i></p> <p>Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. This will probably have a slightly positive impact on this behavioral competency.</p>   | 8.1 |                                     |             |        |             |          |        |           |        |          |             |        |
| <p><b>Persistent:</b><br/><i>The tendency to be tenacious despite encountering significant obstacles</i></p> <p>Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably have a slightly positive impact on this behavioral competency.</p>  | 8.6 |                                     |             |        |             |          |        |           |        |          |             |        |

# Behavioral Competency Analysis

Report for Andrew Jones

Compared to: The Power of Taking Courage #AS105-C003 v06/23/2020

| Desirable traits<br><i>(in order of importance)</i>   | Andrew's Score | Negative Impact < |        |   |          |        |           |
|---|----------------|-------------------|--------|---|----------|--------|-----------|
|   |                | Very strong       | Strong | Substantial   | Moderate | Slight | No impact |
| <p><b>Analytical:</b><br/><i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i><br/>Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.</p>  | 7.5            |                   |        |    |          |        |           |
| <p><b>Enlists Cooperation:</b><br/><i>The tendency to invite others to participate in or join an effort</i><br/>Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably be sufficient for this behavioral competency.</p>  | 5.0            |                   |        |    |          |        |           |
| <p><b>Flexible:</b><br/><i>The tendency to easily adapt to change</i><br/>Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.</p>  | 7.7            |                   |        |    |          |        |           |
| <p><b>Frank:</b><br/><i>The tendency to be straightforward, direct, to the point, and forthright</i><br/>Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. This will probably be sufficient for this behavioral competency.</p>  | 7.1            |                   |        |  |          |        |           |
| <p><b>Handles Conflict:</b><br/><i>The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i><br/>Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. This will probably be sufficient for this behavioral competency.</p> | 8.7            |                   |        |  |          |        |           |
| <p><b>Open / reflective:</b><br/><i>The tendency to reflect on many different viewpoints</i><br/>Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably be sufficient for this behavioral competency.</p>                   | 8.2            |                   |        |  |          |        |           |
| <p><b>Optimistic:</b><br/><i>The tendency to believe the future will be positive</i><br/>Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.</p>               | 9.5            |                   |        |  |          |        |           |

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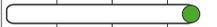
| Desirable traits<br><i>(in order of importance)</i>  | Andrew's Score | Negative Impact < |        |             |          |        |           |
|--|----------------|-------------------|--------|-------------|----------|--------|-----------|
|  |                | Very strong       | Strong | Substantial | Moderate | Slight | No impact |
| <b>Team:</b><br><i>The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)</i><br>Narrative: Andrew only moderately enjoys working in a team. This will probably have a slightly negative impact on this behavioral competency.  | 4.5            |                   |        |             |          |        |           |
| <b>Warmth / empathy:</b><br><i>The tendency to express positive feelings and affinity toward others</i><br>Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.   | 9.9            |                   |        |             |          |        |           |
| <b>Effective Enforcing:</b><br><i>The tendency to skillfully correct others when they are violating rules or performing poorly</i><br>Narrative: Andrew's interpersonal preferences and tendencies indicate he is only moderately likely to skillfully enforce rules. This will probably be sufficient for this behavioral competency. | 5.0            |                   |        |             |          |        |           |
| <b>Healthy Self-Esteem:</b><br><i>The tendency to accept oneself while at the same time trying to improve oneself</i><br>Narrative: Andrew has a reasonable degree of tendency to accept oneself while at the same time trying to improve oneself. This will probably be sufficient for this behavioral competency.                    | 6.8            |                   |        |             |          |        |           |
| <b>Risking:</b><br><i>The tendency to feel comfortable with business ventures that involve uncertainty</i><br>Narrative: Andrew is very willing to take business risks. This will probably be sufficient for this behavioral competency.   | 9.2            |                   |        |             |          |        |           |
| <b>Assertive:</b><br><i>The tendency to put forward personal wants and needs</i><br>Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.  | 4.9            |                   |        |             |          |        |           |
| <b>Certain:</b><br><i>The tendency to feel confident in one's opinions</i><br>Narrative: Andrew is fairly certain of his opinions. This will probably be sufficient for this behavioral competency.  | 6.8            |                   |        |             |          |        |           |

| Traits to avoid<br><i>(in order of importance)</i>   | Andrew's Score | Negative Impact < |        |             |          |        |           |
|--|----------------|-------------------|--------|-------------|----------|--------|-----------|
|  |                | Very strong       | Strong | Substantial | Moderate | Slight | No impact |
| <b>Cautious:</b><br><i>The tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks</i><br>Narrative: Andrew probably has no significant tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks. This will probably NOT hinder this behavioral competency.   | 0.0            |                   |        |             |          |        |           |
| <b>Defensive:</b><br><i>The tendency to be self-accepting without sufficiently intending to improve</i><br>Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.   | 0.3            |                   |        |             |          |        |           |
| <b>Evasive:</b><br><i>The tendency to be tactful without being sufficiently direct</i><br>Narrative: Andrew probably has only a very slight tendency to be evasive when communicating rather than saying what he really thinks. This will probably NOT hinder this behavioral competency.  | 1.5            |                   |        |             |          |        |           |
| <b>Impulsive:</b><br><i>The tendency to take risks without sufficient analysis of the potential difficulties</i><br>Narrative: Andrew probably has a tendency to take risks without sufficiently analyzing the potential problems. Andrew may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions. This will probably have a somewhat negative impact on this behavioral competency.      | 5.4            |                   |        |             |          |        |           |
| <b>Permissive:</b><br><i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i><br>Narrative: Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his subordinates follow the rules or perform to their potential. This will probably have a negative impact on this behavioral competency.   | 6.8            |                   |        |             |          |        |           |
| <b>Self-critical:</b><br><i>The tendency to seek self-improvement without sufficiently being self-accepting</i><br>Narrative: Andrew probably does not have a significant degree of self-criticalness. This will probably NOT hinder this behavioral competency.   | 0.0            |                   |        |             |          |        |           |
| <b>Self-sacrificing:</b><br><i>The tendency to respond to others' needs without sufficiently expressing one's own needs</i><br>Narrative: Andrew probably has a tendency give up his own needs while trying to help others. As a result of giving up his own needs, Andrew may not be able to assert the needs of the company for which he is responsible. This will probably have a slightly negative impact on this behavioral competency. | 5.0            |                   |        |             |          |        |           |

# Behavioral Competency Analysis

Report for Andrew Jones

Compared to: The Power of Taking Courage #AS105-C003 v06/23/2020

| <b>Traits to avoid</b><br><i>(in order of importance)</i>  | Andrew's Score | Very strong | Strong | Substantial   | Moderate | Slight | No impact | Negative Impact < |
|--|----------------|-------------|--------|---|----------|--------|-----------|-------------------|
| <b>Skeptical:</b><br><i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i><br>Narrative: Andrew probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency. | 0.0            |             |        |  |          |        |           |                   |

**REPORT FOR**  
Andrew Jones

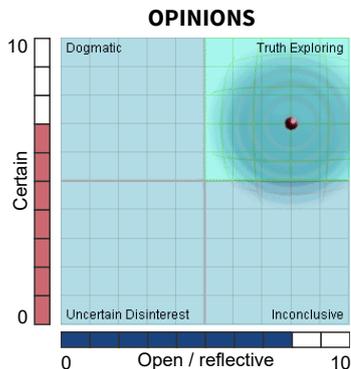
**DATE OF COMPLETION**  
04/19/2019

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

**ORGANIZATION**  
Assess Develop Evolve



Your balanced paradox example



## Understanding Your Paradox Report

This introduction uses examples from your own report to explain how to read your Harrison Paradox Report. It explains key principles and theories that will enable you to attain a deeper understanding of your Paradoxical Strengths and potential derailers.

### What are Paradoxical Traits?

A paradox is two ideas that may appear contradictory but are in fact both true. For example, 'Sometimes less is more' seems contradictory but most people have experienced that fewer words can sometimes communicate more effectively. This report focuses on 12 pairs of paradoxical traits which may appear to be opposite but are in fact complementary and synergistic. You will have a genuine strength if you are strong on both traits of a paradoxical pair. For example, being both frank and diplomatic is more likely to achieve the goal of getting one's communication across.

### An example of One of Your Balanced Paradoxes

One of your paradoxical strengths is OPINIONS. It is defined as: "How you form and hold opinions, including how you deal with ambiguity". See your graph to the left.

Certain is defined as: "The tendency to feel confident in one's opinions". Open / reflective is defined as: "The tendency to reflect on many different viewpoints".

The red dot represents the coordinates of your two paradoxical scores.

The shaded blue area around the red dot represents your typical range of behavior.

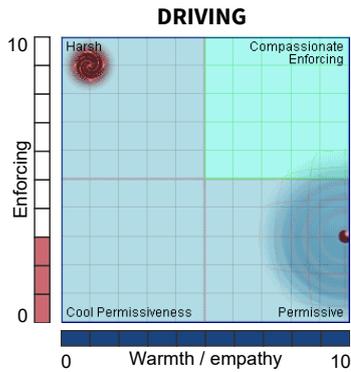
In the example to the left, both of your traits are strong which is called Balanced Versatility. This means you can easily access either or both traits as needed.

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.

Reflect on how this paradox has helped you to succeed in your work and personal life.

Your out of balance paradox example



## An example of One of Your Out-of-Balance Paradoxes

It is extremely rare for anyone to be perfectly balanced in all twelve paradoxes. Normally there are several out-of-balance paradoxes. The diagram to the left is one of yours.

When one trait is significantly stronger than the other, it is considered out-of-balance. A person with this configuration tends to rely on the strong trait even when the other trait would be a more effective or appropriate response. As a result, the assumed strength becomes a derailer.

One of your potential derailers is DRIVING. It is defined as: "How you manage rapport and empathy when managing the performance of others".

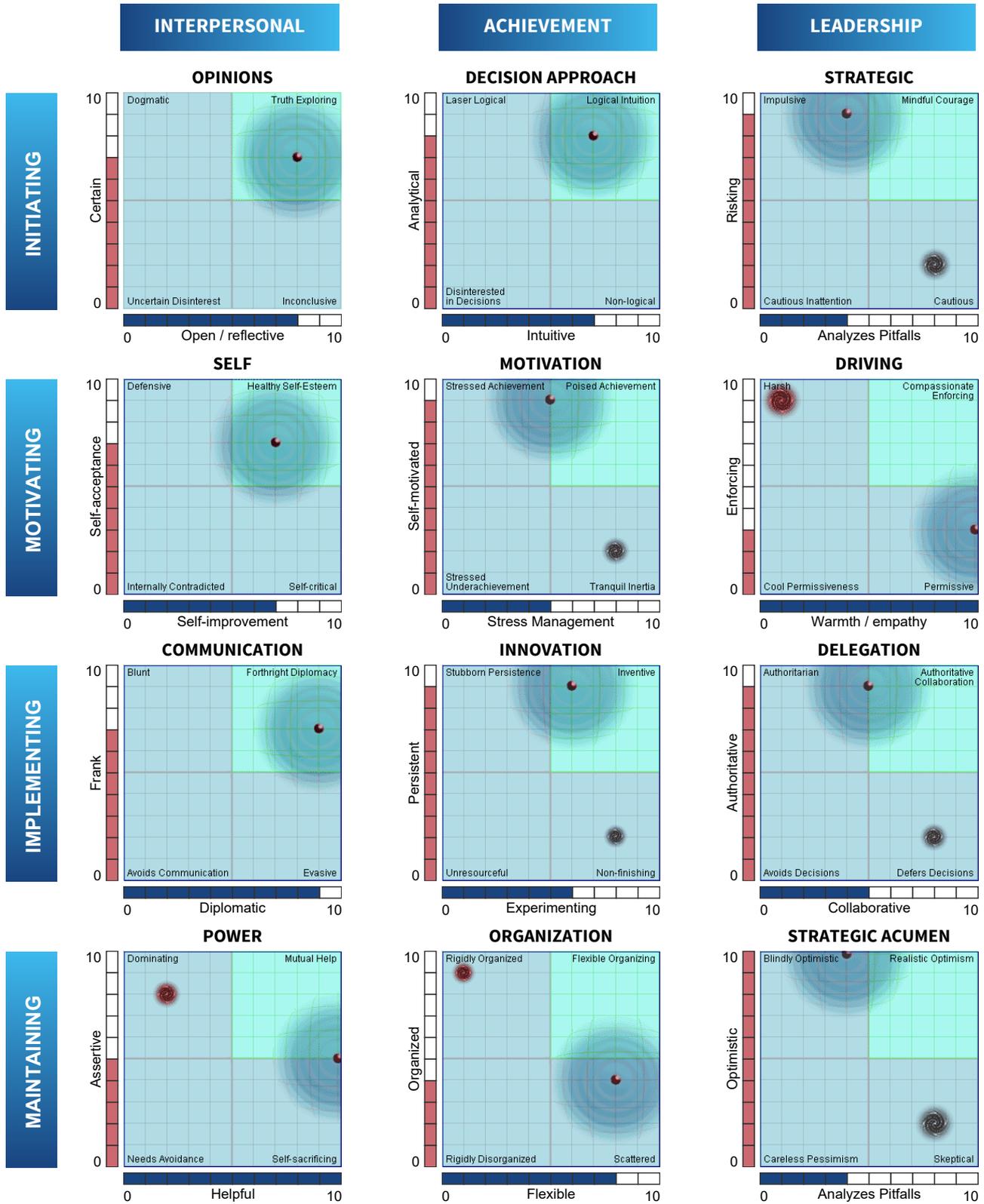
Enforcing is defined as: "The tendency to insist upon necessary rules being followed". Warmth / empathy is defined as: "The tendency to express positive feelings and affinity toward others".

Reflect on this paradox and consider if it has impacted your work or personal life.

## What is a 'Flip Behavior'?

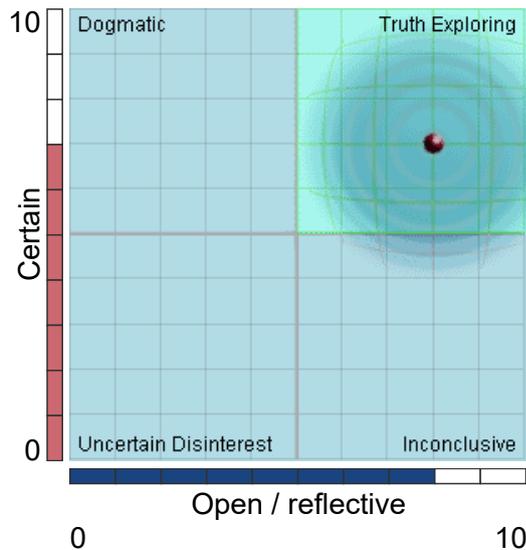
Harrison Paradox Theory states that when we have an out-of-balance paradox and we are under stress, we can 'flip' to the opposite of our normal behavior. For example, if we favor diplomacy over frankness, we may find ourselves in a situation where we feel others have taken advantage. Because we overly relied on diplomacy we react emotionally and flip to become blunt.

The flip potential is represented by the hurricane-like symbol.



## 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)

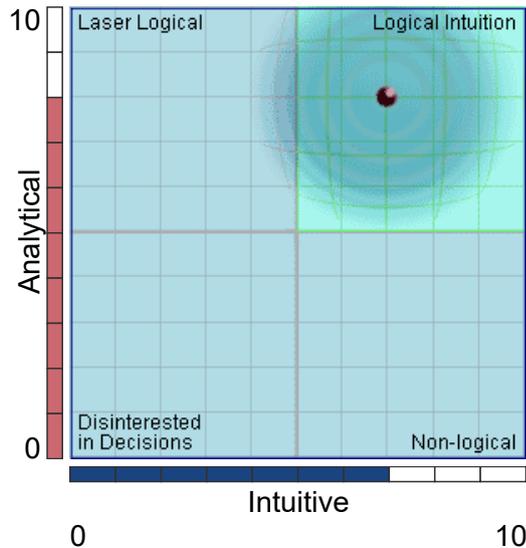
### Your tendencies for this paradox are:

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)

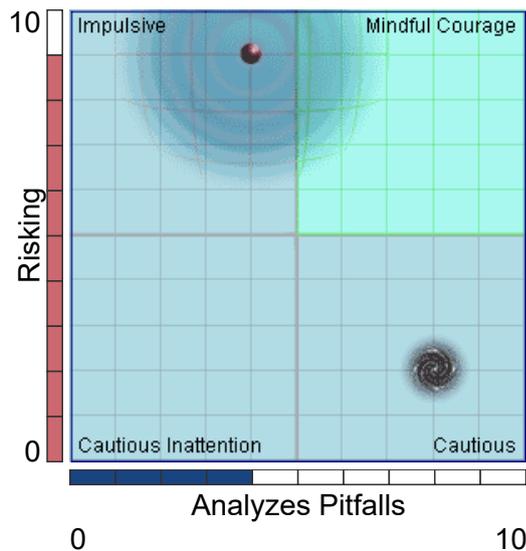
### Your tendencies for this paradox are:

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 though self-inquiry which ultimately leads to discovering the full impact of one's weaknesses and faults as well as the revelation of one's grandeur. A person of self-dignity listens carefully to his/her critics and adjusts him/herself to allow his/her splendor to shine forth even more brightly."*

**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)

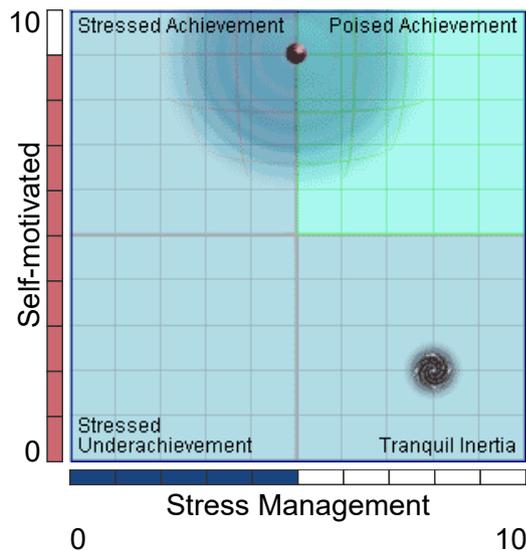
### Your tendencies for this paradox are:

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)

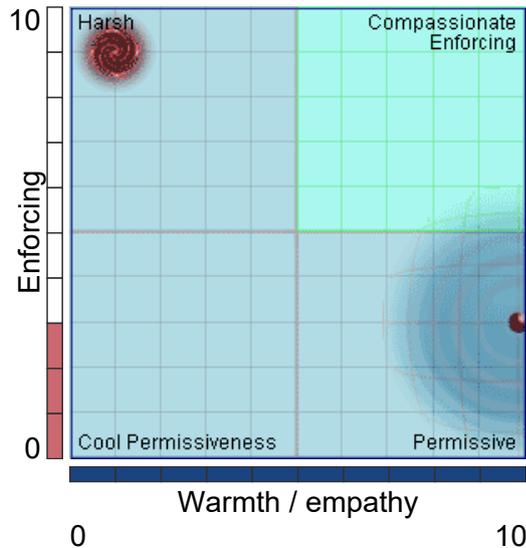
**Stressed Underachievement:** The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

### 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)

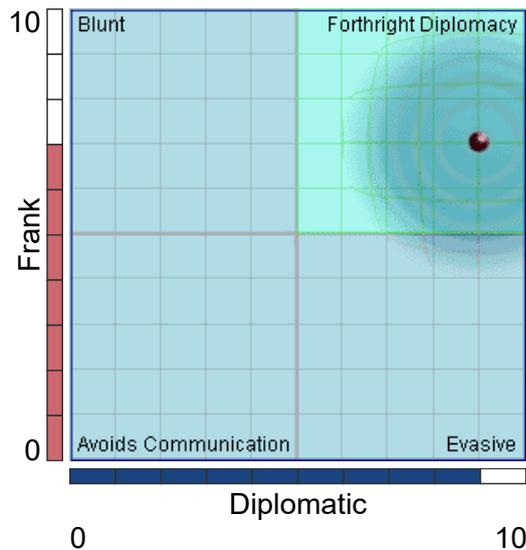
### Your tendencies for this paradox are:

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)

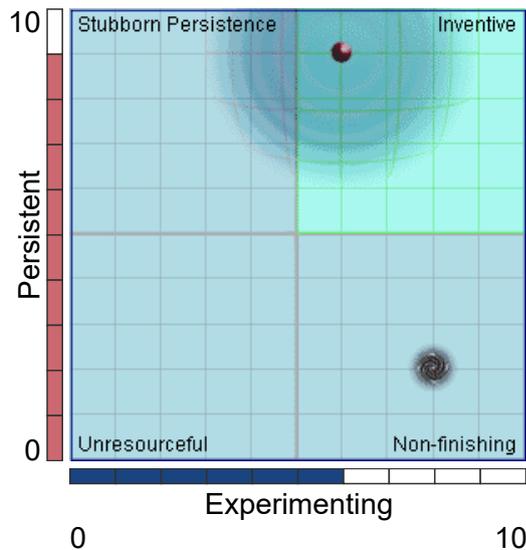
### Your tendencies for this paradox are:

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)

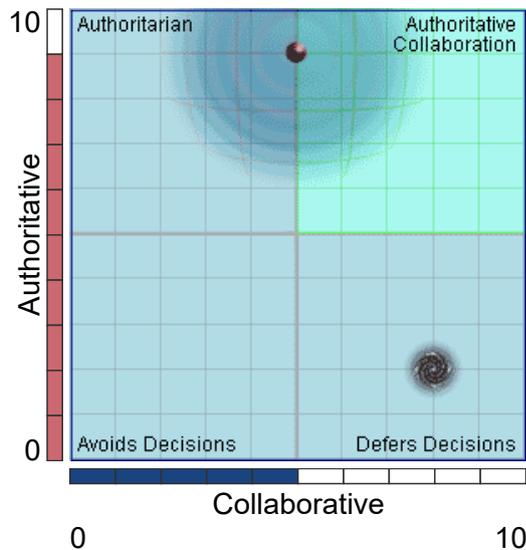
### Your tendencies for this paradox are:

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)

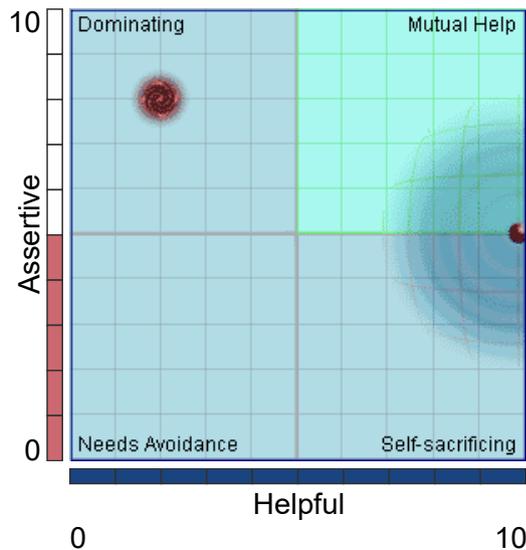
### Your tendencies for this paradox are:

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)

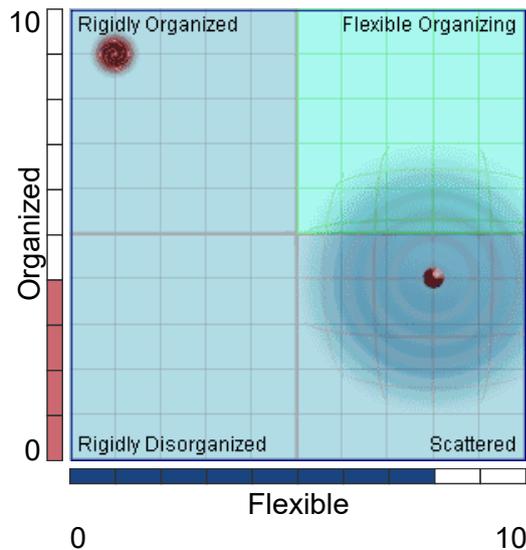
### Your tendencies for this paradox are:

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:

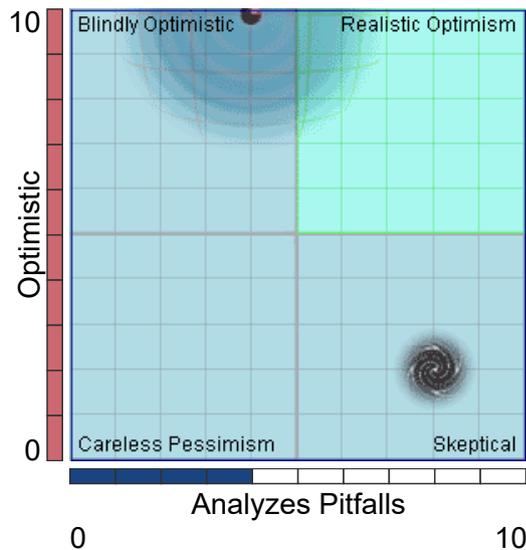
You may usually prefer not to have to organize things. You tend to be adaptive to change and probably enjoy variety.

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.