

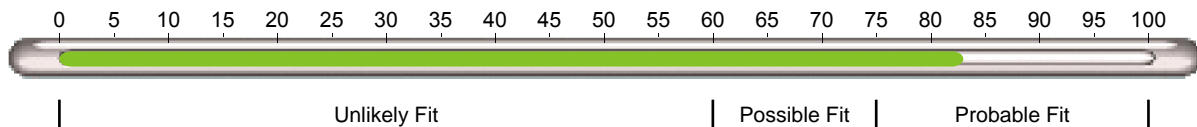
Harrison Assessments Suitability

This section includes work preferences and tendencies that you have selected for this job. The score to the right of each factor show the applicant's score as calculated for each trait.

The green, yellow or red ball in each graph indicates the degree of positive (green) or negative (yellow and red) impact that the factor is predicted to have on job performance. The ball is always inside a bar graph, which indicates the potential range of impact that the factor can have on performance. Note that the bar graph can have a different length for each factor. The lengths and positions of the bars are determined by the weightings you have given to each trait in the Job Success Formula setup.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. S's consistency score is 45 which indicates that S is 89.0% consistent in answering the questionnaire. This indicates a high likelihood that S was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Overall Percentage of Suitability Fit = 83%



Essential traits (in order of importance)

Essential traits are traits in which, in general, the higher the better the predicted performance.

Negative Impact

Positive Impact

	S's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: S often tends to take initiative. This initiative will help him to achieve objectives. It is important that the employer provide opportunities for initiative and guidelines regarding what type of initiative can be taken. This will channel S's initiative in an appropriate direction. S's degree of initiative will probably have a slightly positive impact on job satisfaction and/or performance.	8.4											
Wants Challenge: The willingness to attempt difficult tasks or goals Narrative: S is motivated by challenging tasks or projects. S will prefer an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. S's degree of drive to achieve challenging objectives will probably have a slightly positive impact on job satisfaction and/or performance.	8.3											
Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: S tends to very often analyze problems and decisions and enjoys it. S's degree of enjoyment of analyzing will probably have a slightly positive impact on job satisfaction and/or performance.	8.7											
Enthusiastic: The tendency to be eager and excited toward one's own goals Narrative: S tends to be quite enthusiastic about his goals. If S's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. S's degree of enthusiasm for his goals is sufficient for this job.	7.6											

Harrison Assessments Suitability

Essential traits (in order of importance)

Essential traits are traits in which, in general, the higher the better the predicted performance.

Negative Impact



Positive Impact

	S's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Organized: The tendency to place and maintain order in an environment or situation Narrative: S tends to be moderately well organized. S's degree of being organized will probably have a slightly negative impact on job satisfaction and/or performance.	6.0											
Psychology: The enjoyment of learning about the human mind Narrative: S is extremely interested in psychology. S's level of interest in some aspects of psychology will probably have a positive impact on job satisfaction and/or performance.	10.0											
Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility Narrative: S has a very strong desire to have decision-making authority and is extremely willing to accept responsibility. S's degree of enjoyment of having decision-making authority will probably have a somewhat positive impact on job satisfaction and/or performance.	9.8											
Collaborative: The tendency to collaborate with others when making decisions Narrative: S enjoys collaboration and is probably quite willing to collaborate with others with regard to making important decisions. S's degree of enjoyment of collaborating is sufficient for this job.	7.8											
Diplomatic: The tendency to state things in a tactful manner Narrative: S tends to state things in only a moderately diplomatic manner. S's degree of diplomacy will probably have a slightly negative impact on job satisfaction and/or performance.	5.4											
Optimistic: The tendency to believe the future will be positive Narrative: S tends to be extremely optimistic and cheerful. S's positive attitude will be very beneficial when dealing with staff and co-workers. S's degree of optimism will probably have a somewhat positive impact on job satisfaction and/or performance.	9.7											

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact












	S's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Analyzes Pitfalls: The tendency to scrutinize potential difficulties related to a plan or strategy Narrative: S has a strong natural tendency to analyze the potential difficulties of plans and strategies. Therefore, S is likely to be very mindful when it comes to making strategic decisions. S's degree of enjoyment of analyzing potential difficulties is sufficient.	9.0						

Harrison Assessments Suitability

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.


Negative Impact 









	S's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Persistent: The tendency to be tenacious despite encountering significant obstacles Narrative: S is determined and perseveres with a task despite many obstacles. S's degree of enjoyment of persistence is sufficient for this job.</p>	7.8						
<p>Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules Narrative: S is reasonably likely to work well under the pressure of deadlines and tight schedules. S's degree of tolerance of pressure is sufficient for this job.</p>	7.1						
<p>Self-acceptance: The tendency to like oneself ("I'm O.K. the way I am") Narrative: S is lacking in self-acceptance. S's degree of self-acceptance will probably have a somewhat negative impact on job satisfaction and/or performance.</p>	3.3						
<p>Self-improvement: The tendency to attempt to develop or better oneself Narrative: S has a fairly strong intention to improve himself. S's level of interest in self-improvement is sufficient for this job.</p>	7.7						
<p>Team: The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so) Narrative: S enjoys working in a team. S's degree of enjoyment of working in a team is sufficient for this job.</p>	8.4						
<p>Helpful: The tendency to respond to others' needs and assist or support others to achieve their goals Narrative: S tends to be quite helpful and conscious of others' needs. S's degree of helpfulness is sufficient for this job.</p>	8.2						
<p>Precise: The enjoyment of work that requires being exact and the tendency to be detail oriented Narrative: S moderately enjoys precision tasks and tends to be moderately precise and attentive to detail. S's degree of exactness is sufficient for this job.</p>	6.4						
<p>Influencing: The tendency to try to persuade others Narrative: S tends to engage in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, S may be reasonably skillful in expressing his ideas to staff, co-workers, and/or clients. S's degree of enjoyment of influencing is sufficient for this job.</p>	7.4						

Harrison Assessments Suitability

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact 










	S's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Outgoing: The tendency to be socially extroverted and the enjoyment of meeting new people Narrative: S enjoys meeting new people and is probably very outgoing. S's degree of enjoyment of meeting new people is sufficient for this job.</p>	8.5						
<p>Warmth / empathy: The tendency to express positive feelings and affinity toward others Narrative: S may be quite moderate in expressing warmth and empathy. S's degree of expressing warmth and empathy is sufficient for this job.</p>	4.4						
<p>Writing / language: The interest in work that involves formulating words to convey meaning (i.e., journalism or translator) Narrative: S is moderately interested in writing or language. S's level of interest in writing or language is sufficient for this job.</p>	6.0						
<p>Computers: The enjoyment of working with electronic machines that calculate, store, or analyze information Narrative: S would probably not enjoy working with computers. S's degree of enjoyment of working with computers will probably have a slightly negative impact on job satisfaction and/or performance.</p>	3.0						
<p>Effective Enforcing: The tendency to skillfully correct others when they are violating rules or performing poorly Narrative: Given S's interpersonal preferences and tendencies indicate he is quite likely to skillfully enforce rules. S's degree of willingness to enforce rules is sufficient for this job.</p>	7.9						
<p>Enlists Cooperation: The tendency to invite others to participate in or join an effort Narrative: S moderately enjoys enlisting the co-operating of others. S's degree of enjoyment related to enlisting the co-operation of others is sufficient for this job.</p>	6.4						
<p>Numerical: The enjoyment of counting, calculating, or analyzing quantities using mathematics Narrative: S moderately enjoys working with numbers. S's degree of enjoyment of working with numbers is sufficient for this job.</p>	6.3						
<p>Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: S only moderately enjoys planning but probably tends to do it when it is necessary S's degree of enjoyment of planning is sufficient for this job.</p>	5.1						

Harrison Assessments Suitability

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact 









	S's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Cause Motivated: The tendency to be motivated to help society Narrative: Undertaking work that benefits others/society is very important to S. Find out what S's causes are in order to determine if they are consistent with the causes related to this position. S's degree of cause orientation is sufficient for this job.	9.2						
Clerical: The enjoyment of tasks such as typing or filing or organizing information Narrative: S dislikes clerical work and probably tends to avoid it. S's degree of enjoyment of clerical work is sufficient for this job.	3.1						
Frank: The tendency to be straightforward, direct, to the point, and forthright Narrative: S tends to state things in only a moderately frank and straightforward manner. S's degree of frankness is sufficient for this job.	4.9						
Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs Narrative: S is moderately able to manage stress. S's level of ability to manage stress is sufficient.	4.8						
Negotiating: The tendency to bargain in order to reach an beneficial agreement Narrative: S's interpersonal preferences and tendencies probably enable him to have good negotiating skills. S's level of negotiating skills is sufficient for this job.	8.1						
Teaching: The enjoyment of instructing, training, or educating others Narrative: S has little interest in teaching or instructing others. S's level of interest in teaching or instructing others is sufficient for this job.	4.2						
Tolerance Of Bluntness: The level of comfort related to receiving abrupt or frank communications from others Narrative: S is moderately tolerant of people who are blunt. S's degree of tolerance of bluntness is sufficient for this job.	5.9						
Tolerance Of Structure: The tolerance of following rules, schedules, and procedures created by someone else Narrative: S may prefer not to have to follow extensive rules, procedures, and schedules, but will probably not mind following a moderate amount of such structure. S's degree of tolerance of structure is sufficient for this job.	3.9						
Systematic: The enjoyment of tasks that require carefully or methodically thinking through steps. Narrative: S generally enjoys work that requires being systematic and tends to be fairly systematic. S's degree of being systematic is sufficient for this job.	7.1						

Harrison Assessments Suitability

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact 






	S's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Defensive: The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve") Narrative: S probably does not have a significant degree of defensiveness. S's degree of defensiveness will NOT hinder performance.</p>	0.0						
<p>Blunt: The tendency to be frank or direct while lacking in diplomacy or tact Narrative: S probably does not have a significant degree of being blunt. S's degree of being blunt will NOT hinder performance.</p>	0.0						
<p>Dogmatic: The tendency to be certain of one's own opinions while at the same time not open to different ideas Narrative: S probably does not have a significant degree of being dogmatic. S's degree of being dogmatic will NOT hinder performance.</p>	0.6						
<p>Insensitive: The tendency to be assertive with one's own needs while lacking sufficient warmth for others Narrative: S probably has only a very slight tendency to push for his own needs without sufficiently building affinity with others. S's degree of being insensitive will NOT hinder performance.</p>	2.2						
<p>Pay Minus Motivation: The tendency to have a strong desire for money while lacking the personal drive necessary to earn it Narrative: S's desire for high pay is probably very slightly stronger than his level of motivation. Since a high level of motivation is usually necessary to achieve high pay, he may occasionally perceive he is not being paid enough. S's level of motivation as compared to his desire for high pay will support job satisfaction and will NOT hinder performance.</p>	1.3						
<p>Permissive: The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior Narrative: S probably does not have a significant degree of permissiveness. S's degree of permissiveness will NOT hinder performance.</p>	0.0						
<p>Rebellious Autonomy: The tendency to attempt to gain freedom from authority without taking sufficient and appropriate initiative Narrative: S probably does not have a significant degree of rebellious autonomy. S's degree of rebellious autonomy will NOT hinder performance.</p>	0.0						
<p>Dominating: The tendency to be assertive with one's own needs while failing to respond to other people's needs Narrative: S probably does not have a significant degree of being dominating. S's degree of being dominating will NOT hinder performance.</p>	0.0						

Harrison Assessments Suitability

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact 

	S's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Evasive: The tendency to be tactful without being sufficiently direct Narrative: S probably does not have a significant degree of being evasive. S's degree of being evasive will NOT hinder performance.</p>	0.5						
<p>Harsh: The tendency to be overly strict or punitive when enforcing rules and procedures Narrative: S probably has only a very slight tendency to be harsh or overly strict. S's degree of harshness will NOT hinder performance.</p>	2.4						
<p>Self-critical: Disliking oneself in the context of self-improvement Narrative: S probably has a moderate tendency to be self-critical. S's tendency to be hard on himself may cause him to take things personally, and thus interfere with interactions with others. S's degree of self-criticalness will NOT hinder performance.</p>	4.4						
<p>Authoritarian: The tendency to make decisions without collaborating with others Narrative: S probably has only a very slight tendency to make decisions without sufficiently collaborating. S's degree of being authoritarian when enforcing rules will NOT hinder performance.</p>	2.0						
<p>Precise But Slow: The tendency to be exact but not paying sufficient attention to productivity Narrative: S probably does not have a significant degree of focusing on details to the extent of slowing productivity S's degree of being precise but slow will NOT hinder performance.</p>	0.0						

This report provides training recommendations related to attitudes, tendencies, and behaviors. It does not take into consideration hard skills such as typing or computer skills. You can choose any or all of the development suggestions below for your current position, career development, or personal growth. Some suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. If you choose to work on more than one trait, it is recommended that you complete one before starting the next.

Changing behavior is much more difficult than learning information. It requires an adjustment of habits or patterns that may have been in place for many years. This type of change generally takes longer and requires regular attention and reinforcement.

Each section of this report contains an explanation of a trait and its relevance to career or personal development. It also includes at least one exercise. The exercises are designed to provide a practical experience and ongoing application that will develop the trait. In most cases, it is not necessary to develop a great deal of a trait. Even a small increase in a trait can create a significant improvement. You can do the exercises by answering the questions and following the instructions, however, it is highly recommended you obtain a coach or partner with whom you can discuss your answers. These developmental exercises can also be done in a classroom with other people. Your coach can support you in making the change, including helping you to give regular attention to the desired change.

This report is generated as a result of your answers to the questionnaire. The traits selected for the report are related to the position selected when running this report. The HA system automatically selects the development traits that are most likely to help you to succeed in the this position. However, the system does not necessarily select your traits with the lowest scores. It may select a trait in which you are already fairly strong. If a trait is especially important to the position, you can make greater progress by further developing a fairly strong trait. The suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. Check with your manager to confirm that the suggested actions are appropriate to your organization.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. S's consistency score is 45 which indicates that S is 89.0% consistent in answering the questionnaire. This indicates a high likelihood that S was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Development Area 1: Self-acceptance

You may tend to have a very low self-acceptance, giving yourself a very hard time.

Self-acceptance is important for forming good relationships with others because accepting yourself enables you to interact with other people more effectively. A lack of self-acceptance is often the source of other problems such as a lack of self-confidence, criticalness of others, excessive competitiveness, jealousy, taking things personally, and subtle forms of exaggerated ego.

For many people, self-criticism is an automatic thought pattern. Self-critical thoughts tend to repeat themselves over and over again. In that case, you may need to learn how to consciously manage your thought process. The first step to resolving this problem is to notice that it is an automatic psychological pattern rather than believing the self-criticism. In some cases, self-criticism is related to guilt. In some cases, you may need to take some action (or stop doing something) in order to overcome the self-criticism.

The exercise below is designed to help you identify the self-critical psychological patterns and gradually overcome them. In some cases, the pattern is deeply rooted or complicated by other factors. Such cases may require more than this exercise. If you find that you are unable to adjust the self-critical pattern, a professional counselor is recommended.

Exercise - Reflecting on self-acceptance

Step 1 - What negative thoughts do you have about yourself?

Reflect on and make a list of the negative thoughts you have about yourself. Write down the specific thoughts. Make a special note of the ones that occur frequently and the ones that have the greatest impact on you.

Step 2 - What positive thoughts do you have about yourself?

Reflect on and make a list of positive things about yourself. Write down the specific things that are good about you. These could be personal traits or even positive things that you have done. Share this list with a friend.

Step 3 - What could you do to feel better about yourself?

Reflect on and list anything that you could do that might make you feel better about yourself. For example, you might start an exercise program or take a course.

Step 4 - What could you stop doing that would make you feel better about yourself?

In some cases you may need to stop doing something to overcome self-criticism. You may be doing something that you don't feel good about. However, if that is the case, replace it with a positive activity. For example, instead of just trying to stop criticizing your spouse, replace the criticism with a positive reinforcement of something you like about him/her.

Step 5 - What is the main negative thought you have about yourself?

Reflect on and select the most frequent negative thought or the negative thought with the greatest impact.

Step 6 - What are possible positive thoughts that could balance or replace your main negative thought?

With regard to the main negative thought, write down a list of possible counter-balancing thoughts. For example, if the main negative thought is 'I'm not smart enough', the counter-balancing thought could be 'I am very sincere which is more important than cleverness'. Take the most important positive statements and post there where you will see them.



Development for Position

S Becker

Completed: 09/16/2013

For Predict Success

Compared to: Human Resources Specialist - All Functions (Extensive experience)

#HA-1171-W-E v09/15/2013

Notice each time you have the main negative thought. Then think one of the counterbalancing thoughts.

Step 7 - To what action plan are you willing to commit in order to improve your self-acceptance?

Reflect on and write down a series of steps to be implemented over the next 90 days that might help you to feel better about yourself. Set these into your calendar.

If you are still very critical of yourself after this period, consider working with a counselor who is trained to help you overcome these automatic self-critical patterns.

Development Area 2: Organized

You may tend to be moderately well organized. You tend to be somewhat scattered.

Keeping things in an orderly and organized manner can make your work more efficient. It enables you to more easily find and process things. It reduces the frustrations of work and allows you to coordinate work with others more effectively.

It may seem like you don't have time to keep things orderly and organized, however, taking this time will eventually save you time. Once you establish the habit of working in a more organized manner, it will probably not take any more time, especially if you consider the time savings of being able to easily find and access the things you need. The exercise below is designed to help you reflect on this subject and to begin forming the habit of being organized.

Step 1 - In what way could your work be better organized?

Make a list of things you think need to be better organized including:

In what way could your desk be better organized?

In what way could your files be better organized?

In what way could your clerical work be better organized?

In what way could the work you delegate or give to others be better organized?

Step 2 - What will you commit to do within the next 7 days to get your work better organized?

Reflect on and make a list of the things you can do within the next few days to better organize your work. For example, you could:

- Throw away anything you think you will never use.
- Store anything you will not use in the near future.
- Create a place for anything you use regularly.
- Reevaluate and/or simplify your administrative or clerical process to make it more streamlined.
- Reevaluate or simplify the work you delegate to others.
- Ask your colleagues what you could organize better to help them.
- Ask your manager what you could organize better to help him/her.
- Ask your subordinates what you could organize better to help them.



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Step 3 - What will you commit to doing on a daily basis to keep your work better organized?

Reflect on and list what you will commit to doing for the next 90 days to keep your work organized. For example, you could:

- Clear your desk each day for at least one month.
- Ask a friend or co-worker to help monitor you.
- Implement any of the suggestions of your co-workers.

This report enables S's manager to better utilize his strengths, neutralize weaknesses, and develop a long term positive relationship with the employee that can lead to lower employee turnover. The factors are divided into Essential, Important, and Other Factors enabling the manager to focus on the most important factors first.

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Essential Factors to Consider

- S's outlook is extremely optimistic and positive. Support this attitude wherever possible as it will probably be helpful to morale.
- S has a need to have decision-making authority. To motivate or reward S, offer him opportunities for more responsibilities. If you wish to retain him, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure S's skills and experience are sufficiently developed for each stage of increased authority.
- S will want to be paid in relationship to his performance. If S believes this is not the case, he will probably seek employment elsewhere. Explain to S exactly what he needs to do to earn higher pay.
- S is highly motivated by opportunities to lead others. You can offer such opportunities as a reward for good performance. S's strong desire to lead is likely to be beneficial if you can provide clear guidelines of authority and he has the experience and skills that are required.

Important Factors to Consider

- S will probably tend to express certainty about opinions even when he is not fully aware of something. It may be wise to confirm the facts on important matters.
- S is likely to be good at brainstorming. By engaging S's ideas in formal or informal brainstorming, you will motivate him while at the same time generating some good ideas.
- Wherever possible, provide S with opportunities to meet new people and have social interaction. However, if social interaction is not a central aspect of S's work, it could become a distraction.
- S very much enjoys analyzing facts and situations. Provide such opportunities wherever possible.
- S very much enjoys trying new things and very often experiments with new ideas. Allowing him to try new projects or experiment with different approaches could be an excellent means of motivating or rewarding him.
- S has a strong desire to have employment that he perceives to be of benefit to society. If possible, offer him projects the he would perceive to produce a result that is helpful to society.
- S is likely to be very mindful when it comes to making strategic decisions. Therefore, it could be useful to have him help examine the potential pitfalls of a plan or strategy.

Other Possible Factors to Consider

- S is motivated by opportunities for collaboration. You can also reward him with such opportunities.
- Provide S with some opportunities to express his views and to influence others. Listen carefully, thank him for the ideas, and respond accordingly.
- S has a desire to be helpful. Provide opportunities to help others in order to motivate or reward him.
- S enjoys opportunities to take initiative. To motivate or reward S, provide opportunities to take initiative. Provide clear guidelines and examples of the type of initiative he is authorized to take. If S has strong eligibility for this position, his initiatives are likely to be appropriate. However, if S's experience and skills are in a developmental stage, you will need to monitor that he stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.

Other Possible Factors to Consider

- S has a desire to work for a capable leader. Thus, it is important that he is compatible with his supervisor. Try to match S with a supervisor with traits that are similar to S's highest traits.
- S prefers challenging tasks or projects. To manage him well, you will need to provide new challenges. If S has strong experience and skills, allow him to take on difficult challenges. If S's experience and skills are still developing, allow him to take on challenges in stages and monitor progress.
- S has a desire to improve himself. Discuss with him the ways in which this position could help him to improve.
- S has a moderate desire for recognition.
- S is enthusiastic about his goals. Ask S about his goals. Try to gain a complete understanding of each of S's major goals and acknowledge each major goal. Then discuss how S's goals could be achieved in this position.
- S enjoys working in a team. Look for opportunities where he could work closely with other team members.

Harrison Assessments is based on Paradox Theory. A paradox is a seemingly contradictory statement which may nonetheless be true. According to Paradox Theory, a trait can be either constructive or destructive depending upon other complementary traits. For example, when frankness is complemented by diplomacy, it takes the constructive form of being forthright and truthful. However, without the complementary trait of diplomacy, frankness becomes bluntness. While frankness and diplomacy appear to be contradictory, they paradoxically co-exist, complementing and fulfilling each other.

This report focuses on 12 paradoxes that relate to the workplace. It provides a graphical view of your tendencies related to each of the 12 paradoxes. Within each Paradox, there are two complementary (paradoxical) traits. One trait is a 'dynamic' trait such as frankness, while the other is a 'gentle' trait such as diplomacy. Each of the 12 pairs of paradoxical traits is portrayed on an XY graph in order to depict the relationship between the paradoxical traits. The dynamic trait is measured along the vertical axis while the gentle trait is measured along the horizontal axis. The area within the XY graph is divided into four quadrants. The upper right quadrant (light green area) is the area in which both traits are strong and thus the traits manifest their constructive aspects. This is called 'balanced versatility'. The upper left quadrant is the area in which the dynamic trait is strong and the gentle trait is weak. This is called an 'aggressive imbalance' indicating a tendency to be overly aggressive. The lower right quadrant is the area in which the gentle trait is strong and the dynamic trait is weak. This is called a 'passive imbalance' indicating a tendency to be overly passive. The lower left quadrant is the area in which both traits are weak. This is called 'balanced deficiency' indicating a deficiency of both of the paradoxical traits. (See the figure one below)

Figure 1

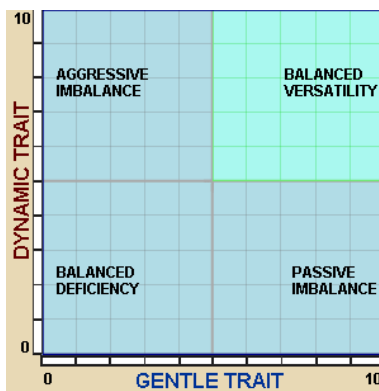


Figure 2

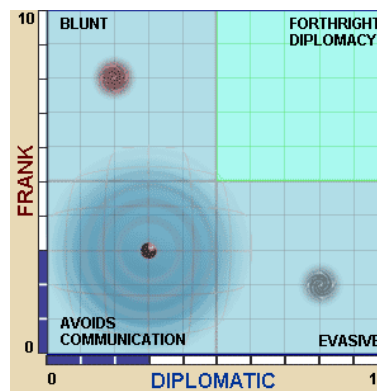


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive imbalance) is called blunt. Having diplomacy without frankness (passive imbalance) is called evasive. Lacking both frankness and diplomacy (balanced deficiency) is called avoids communication.

Figure 2 also shows a sample of an individual's scores on that paradox. In this example, the individual scores a 3 (out of 10) on frankness and a 3 (out of 10) on diplomacy and thus, the dot is in the lower left quadrant corresponds to those increments on the vertical and horizontal scales. The rippling shaded area around the dot indicates the normal range of behavior. The smaller red and gray circles indicate this person's tendencies under stress. The red circle in the upper left quadrant indicates an aggressive tendency under stress. The dark circle in the lower right quadrant indicates a passive tendency under stress. In this case, the person tends to 'flip' to both opposite extremes at different times.

On the following page, all twelve paradox graphs are portrayed on one page in order to give an overview. The columns (see titles at the top) relate to the subject or application of each paradox. The rows (see titles on the left of the page) relate to progressive stages of action related to those subjects. For example, the Strategic paradox can be considered

the initiating stage of leadership and Innovation can be considered the implementing stage of achievement.

Paradox Theory provides a unique insight into oneself and others. Besides offering a window into aspects of ourselves of which we may be only partially aware, it provides a guideline for balancing and developing ourselves. The first page provides an overview of the twelve paradoxes and the remaining pages expand on the meaning of each paradox. The bottom of each page explains the meaning of your specific scores on that paradox. Please read it with an open mind as some of these perspectives may not currently be a part of your everyday awareness. You might also ask your co-workers for their feedback related to particular issues.

The best way to use the Paradox Graph for self-development is to identify the largest areas of the behavioral range (large blue circle) that is outside of the green areas (upper right quadrant). Then focus on developing the opposite paradoxical trait (outside the four quadrants). For example, if the largest area of your behavioral range outside the green area is in the blunt quadrant, then the trait to develop would be Diplomacy. If the largest area is in the evasive quadrant, then the trait to develop would be Frank. The trait to develop is the one that is outside the four quadrants furthest from the quadrant with the largest area of the behavioral range.

The HA system provides you with a development plan for each of the traits. You can use the Development by Trait report option and select the trait you would like to develop. A suggested development plan will then be provided.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. S's consistency score is 45 which indicates that S is 89.0% consistent in answering the questionnaire. This indicates a high likelihood that S was truthful, accurately self-aware, and able to concentrate on the questionnaire.



Paradox Graph

S Becker

Completed: 09/16/2013

For Predict Success

Compared to: Human Resources Specialist - All Functions (Extensive experience)

#HA-1171-W-E v09/15/2013

INTERPERSONAL

ACHIEVEMENT

LEADERSHIP

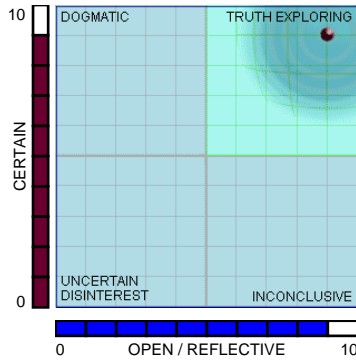
INITIATING

MOTIVATING

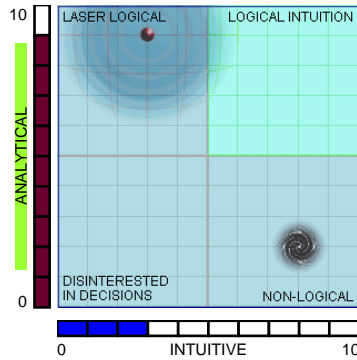
IMPLEMENTING

MAINTAINING

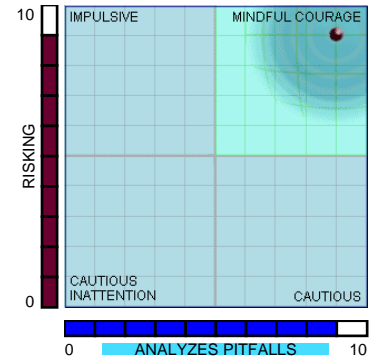
OPINIONS



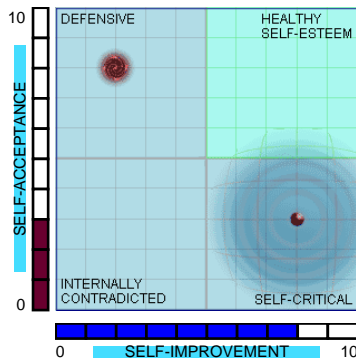
DECISION APPROACH



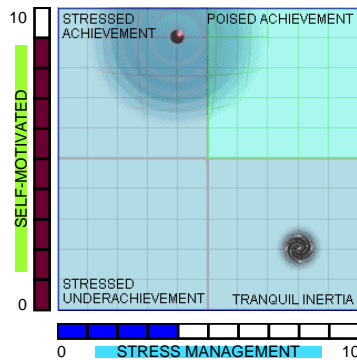
STRATEGIC



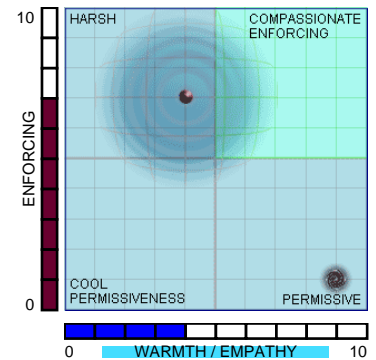
SELF



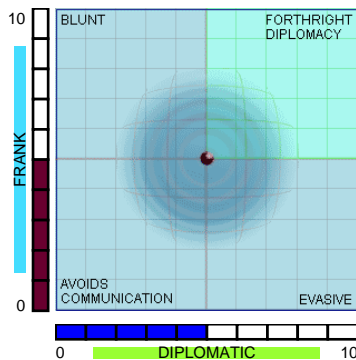
MOTIVATION



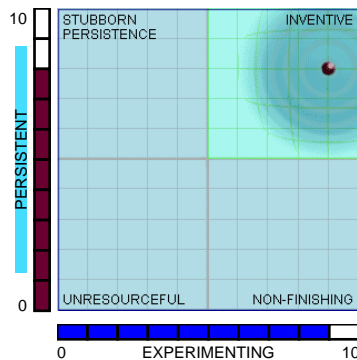
DRIVING



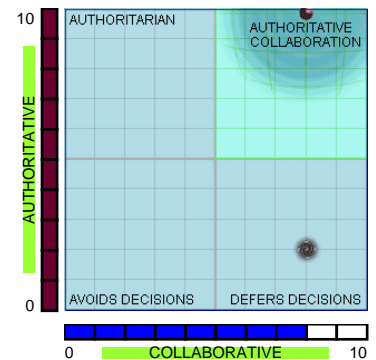
COMMUNICATION



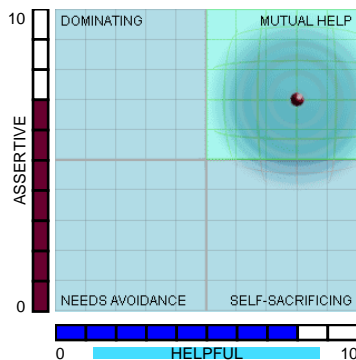
INNOVATION



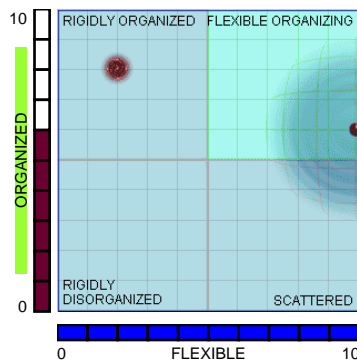
DELEGATION



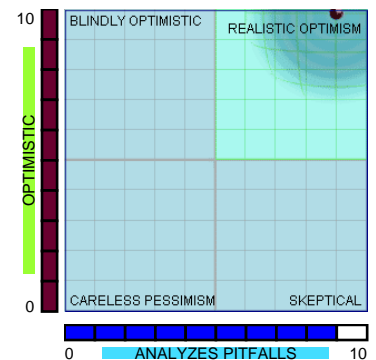
POWER



ORGANIZATION

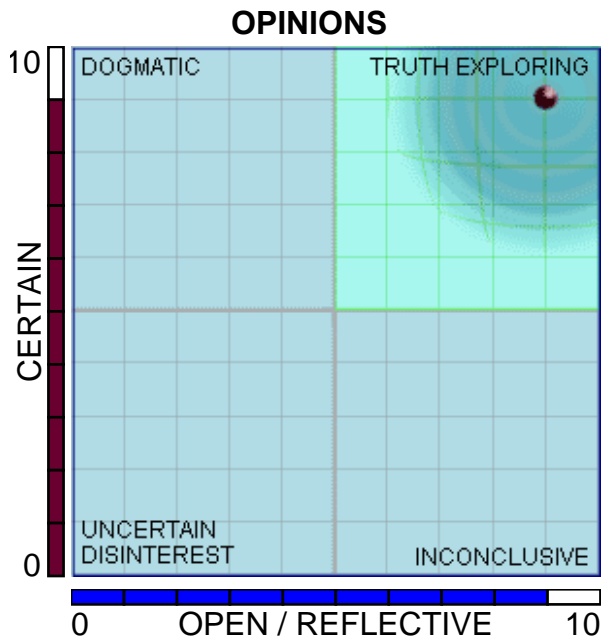


STRATEGIC ACUMEN



Essential Trait on this template

Desirable Trait on this template



"Question everything but be steadfast in finding and following true principles. Greater knowledge can only be obtained by allowing what you already know to sit in the background while relentlessly pursuing a fresh new way of seeing the issue and being willing to be 'wrong' about one's previous knowledge."

The Primary traits for this paradox are:

CERTAIN

The tendency to feel confident in one's opinions

OPEN / REFLECTIVE

The tendency to reflect on many different viewpoints

There are four possible combinations for this paradox:

TRUTH EXPLORING - The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions (High Certain and High Open / reflective)

INCONCLUSIVE - The tendency to lack certainty in ones opinions while at the same time being very open to the ideas of others (Low Certain and High Open / reflective)

DOGMATIC - The tendency to be certain of one's own opinions while at the same time not open to different ideas (High Certain and Low Open / reflective)

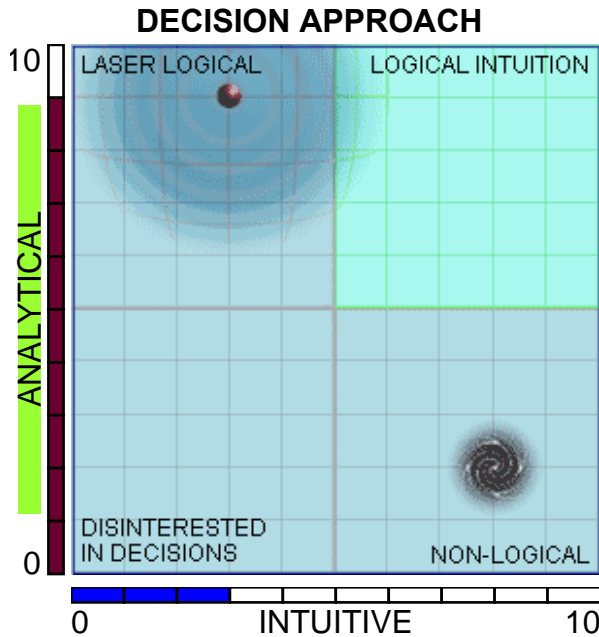
UNCERTAIN DISINTEREST - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

Your tendencies for this paradox are:

You are very certain of your opinions.

You very much enjoy reflecting on different ideas and opinions and you are probably very open-minded. You are likely to be good at brainstorming.

You are very confident in your opinions, yet you continue to explore different viewpoints and adjust your ideas when appropriate. Even though you have very strong opinions, you nearly always consider many different ideas before coming to a conclusion. As a result, your conclusions tend to be very thoughtful and well considered. Although your strong opinions may at times give the appearance of dogmatism, you are quick to change to a better idea as soon as it is presented. Even though you are very open to the ideas of others, you are not swayed by their opinions unless they have a better idea. You are truly a truth explorer because you search for and discover greater and greater clarity of understanding.



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

The Primary traits for this paradox are:

ANALYTICAL

The tendency to logically examine facts and situations (not necessarily analytical ability)

INTUITIVE

The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)

There are four possible combinations for this paradox:

LOGICAL INTUITION - The tendency to use analysis combined with intuition to solve problems (High Analytical and High Intuitive)

NON-LOGICAL - The tendency to rely on intuition without sufficiently analyzing a plan or problem (Low Analytical and High Intuitive)

LASER LOGICAL - The tendency to be very analytical while at the same time mistrusting intuition (High Analytical and Low Intuitive)

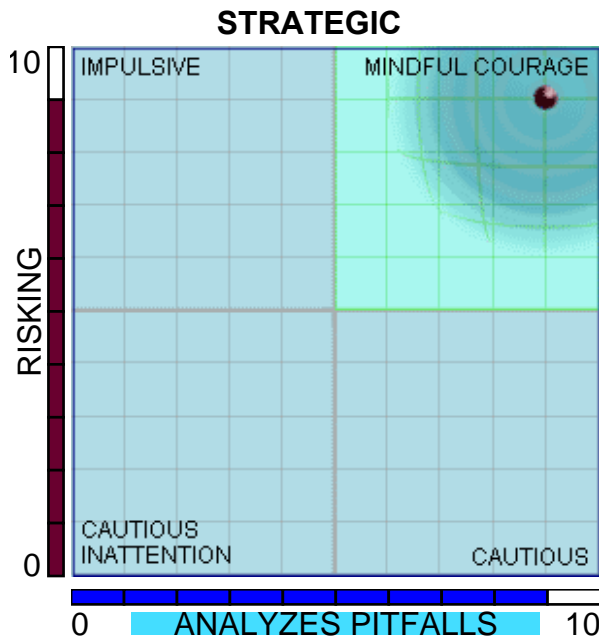
DISINTERESTED IN DECISIONS - The tendency to avoid analyzing situations and decisions while at the same time mistrusting one's own intuition (Low Analytical and Low Intuitive)

Your tendencies for this paradox are:

You tend to very often analyze problems and decisions and you enjoy doing it.

You very much prefer not to have to use intuition or hunches to help make decisions and probably tend to avoid doing so.

Your very logical and analytical approach may be quite useful in solving many problems. It enables you to come to logical conclusions and give clarity to situations. However, you may tend to overly rely on a left brain approach and thus be less adept than you could be at sensing the important factors that might give you greater insight into a situation. As a result, you may be overly logical, focusing on single facts without grasping the big picture. The dark circle in the lower right indicates that you may escape from the confines of logic through actions or beliefs that may not be very logical.



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

The Primary traits for this paradox are:

RISKING

The tendency to feel comfortable with business ventures that involve uncertainty

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 take risks while at the same time sufficiently analyzing the potential pitfalls of the plan or strategy (High Risking and High Analyzes Pitfalls)

CAUTIOUS - The tendency to focus on potential pitfalls of a plan or strategy while being very careful about 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)

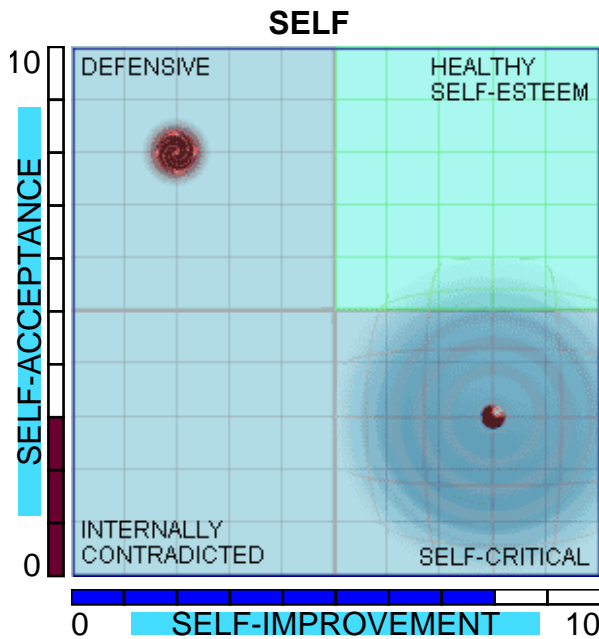
CAUTIOUS INATTENTION - The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyzes Pitfalls)

Your tendencies for this paradox are:

You are very willing to take business risks.

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

Your strong desire to take business risks combined with your tendency to analyze potential problems probably enables you to formulate strategies that have a high potential payoff. You may have a need for the thrill of risk taking. Although you may appear to some to take foolhardy risks, your mindfulness in managing risks combined with your courage could provide you with large dividends. Your preferred behavioral range (large blue area) is entirely in the mindful courage quadrant.



"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."

The Primary traits for this paradox are:

SELF-ACCEPTANCE

The tendency to like oneself ("I'm O.K. the way I am")

SELF-IMPROVEMENT

The tendency to attempt to develop or better oneself

There are four possible combinations for this paradox:

HEALTHY SELF-ESTEEM - The tendency to accept oneself while at the same time trying to improve oneself (High Self-acceptance and High Self-improvement)

SELF-CRITICAL - Disliking oneself in the context of self-improvement (Low Self-acceptance and High Self-improvement)

DEFENSIVE - The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve") (High Self-acceptance and Low Self-improvement)

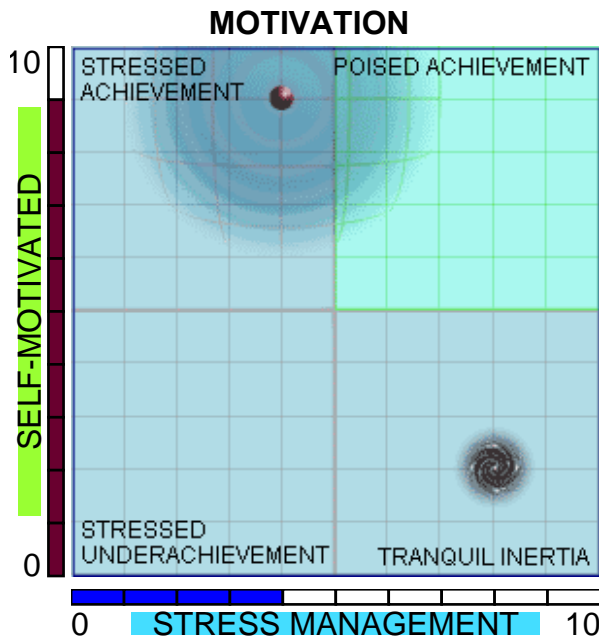
INTERNALLY CONTRADICTED - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement)

Your tendencies for this paradox are:

You may tend to be lacking in self-acceptance.

You have a reasonably strong intention to improve yourself.

You recognize that self-improvement is the most important goal, because it is the means of achieving all goals. However, your interest in self-improvement combined with very low self-acceptance indicates you may tend to be very self-critical. Thus, you may sometimes make things difficult for yourself by being unnecessarily hard on yourself. The red circle in the upper left indicates that under stress your behavior may occasionally 'flip' and become defensive.



"By keeping a balanced life, the process of achieving a goal is as fulfilling as achieving the goal itself. No goal is truly fulfilled without quality of life."

The Primary traits for this paradox are:

SELF-MOTIVATED

The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals

STRESS MANAGEMENT

The tendency to be relaxed and manage stress well when it occurs

There are four possible combinations for this paradox:

POISED ACHIEVEMENT - The tendency to be highly self-motivated without becoming tense or easily stressed (High Self-motivated and High Stress Management)

TRANQUIL INERTIA - The tendency to be relaxed and easy-going while at the same time lacking in self-motivation (Low Self-motivated and High Stress Management)

STRESSED ACHIEVEMENT - The tendency to be very achievement oriented while at the same time being tense and/or having difficulty managing stress (High Self-motivated and Low Stress Management)

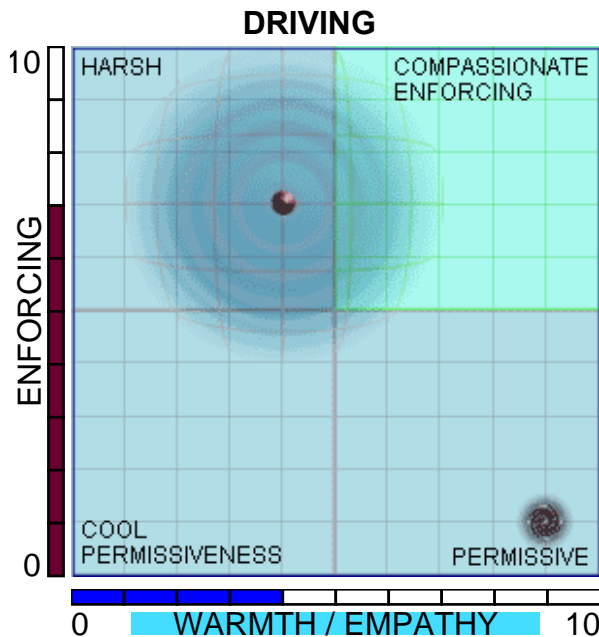
STRESSED UNDERACHIEVEMENT - The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

Your tendencies for this paradox are:

You are very self-motivated

You may tend to be somewhat stressed.

Your very high level of self-motivation combined with a relatively low level of stress management indicates that although you achieve a great deal, you probably experience a reasonable level of stress in the process. This is reflected in your preferred behavioral range (indicated by the large blue circle) being mostly in the stressed achievement quadrant and partially in the poised achievement quadrant. The dark circle in the lower right indicates your desire to achieve is much greater than your ability to manage stress, and thus you may develop an underlying desire to have a respite from your hard work. An accumulation of chronic stress could at some point even lead to burn out.



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

The Primary traits for this paradox are:

ENFORCING

The tendency to insist upon necessary rules being followed

WARMTH / EMPATHY

The tendency to express positive feelings and affinity 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 overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior (Low Enforcing and High Warmth / empathy)

HARSH - The tendency to be overly strict or punitive when enforcing rules and procedures (High Enforcing and Low Warmth / empathy)

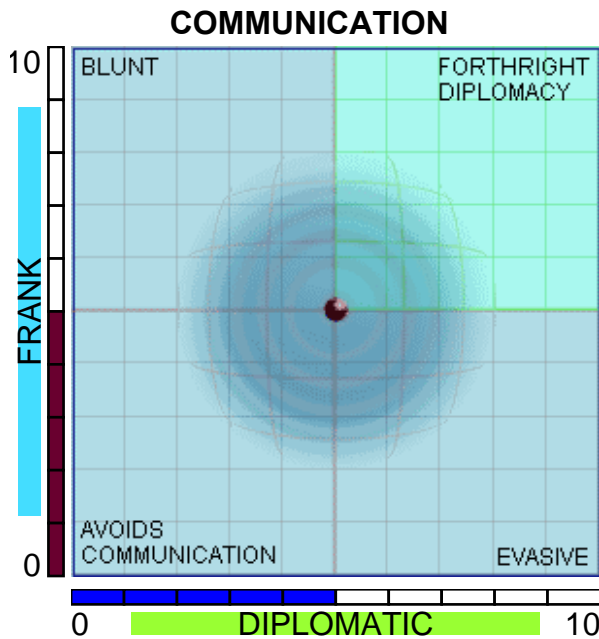
COOL PERMISSIVENESS - The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

Your tendencies for this paradox are:

You are reasonably willing to enforce necessary rules.

You may be a little sparing when expressing warmth and empathy.

You may tend to be strict when giving discipline or coaching others and at times you may tend to behave harshly. When managing others, you may place too much emphasis on compliance. Although strictness may appear to be effective, your approach may lack sufficient expression of warmth and caring and thus set off resentment and hinder cooperation. Your preferred behavioral range (large blue area) is mostly in the harsh quadrant, indicating that although part of the time you can be a compassionate enforcer, you may also behave harshly. The dark circle in the lower right indicates your tough stance may be a compensation for a fear that you may be lenient in order to have greater connection with others.



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

The Primary traits for this paradox are:

FRANK

The tendency to be straightforward, direct, to the point, and forthright

DIPLOMATIC

The tendency to state things in a tactful manner

There are four possible combinations for this paradox:

FORTHRIGHT DIPLOMACY - The tendency to be forthright and respectful at the same time (High Frank and High Diplomatic)

EVASIVE - The tendency to be tactful without being sufficiently direct (Low Frank and High Diplomatic)

BLUNT - The tendency to be frank or direct while lacking in diplomacy or tact (High Frank and Low Diplomatic)

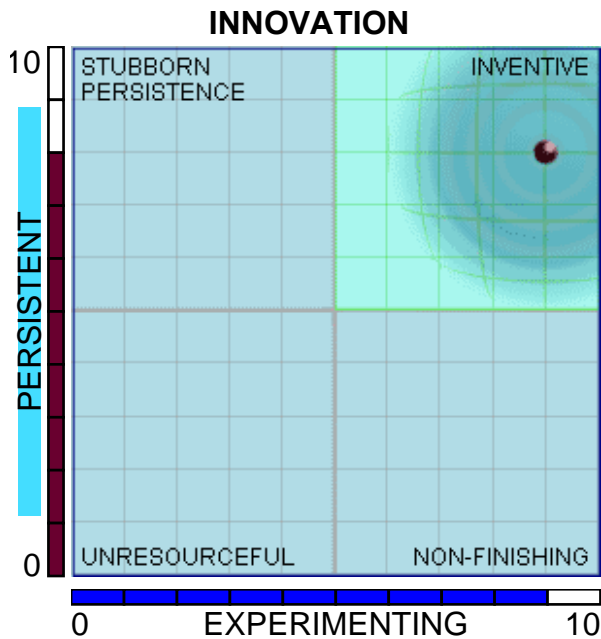
AVOIDS COMMUNICATION - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

Your tendencies for this paradox are:

You tend to be only moderately forthright, stating what you think in a moderately direct manner.

You may tend to be only moderately tactful, taking only a moderate amount of care to communicate in ways that make it easier for others to receive.

Your moderate level of frankness combined with your moderate level of diplomacy can sometimes help you to maintain moderately good communication with your co-workers. However, you may occasionally tend to communicate a little bluntly or evasively. At other times you may tend to avoid the communication. This is reflected in your preferred behavioral range (large blue area) which is equally in each quadrant.



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

The Primary traits for this paradox are:

PERSISTENT

The tendency to be tenacious despite encountering significant obstacles

EXPERIMENTING

The tendency to try new things and new ways of doing things

There are four possible combinations for this paradox:

INVENTIVE - The tendency to experiment with different ways of doing something while at the same time maintaining focus on the desired objective or result (High Persistent and High Experimenting)

NON-FINISHING - The tendency to experiment with many different things without persisting in a single direction (Low Persistent and High Experimenting)

STUBBORN PERSISTENCE - The tendency to tenaciously pursue the same course of action without experimenting with different ways of accomplishing the objective (High Persistent and Low Experimenting)

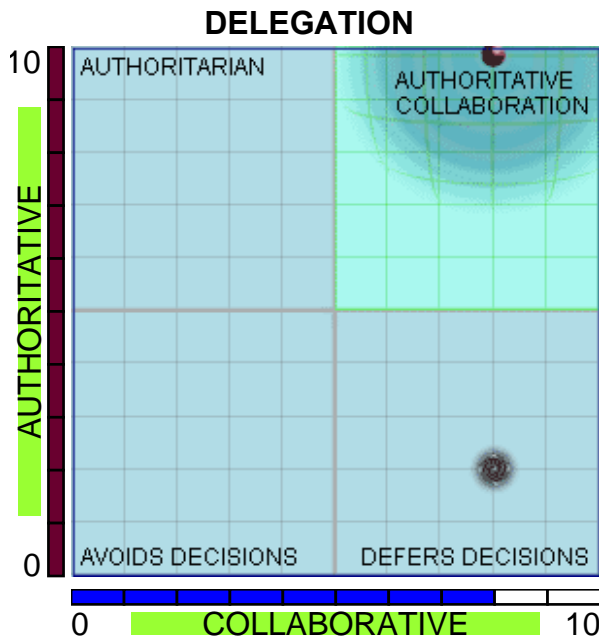
UNRESOURCEFUL - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

Your tendencies for this paradox are:

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

You very much enjoy trying new things and frequently experiment with new ways of doing things.

You are likely to produce original ideas and/or inventions. Your high level of persistence combined with your very high level of willingness to try new things enables you to be very inventive. Your creativity can be very useful when starting in a new direction, taking on a new project, or doing something that has not been done before. Your determination enables you to drive your creative experimentation to completion. Thus, you enjoy being on the cutting edge of discovery. Your preferred behavioral range (large blue area) is in the inventive quadrant, indicating that your creative initiatives usually come to fruition.



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

The Primary traits for this paradox are:

AUTHORITATIVE

The desire for decision-making authority and the willingness to accept decision-making responsibility

COLLABORATIVE

The tendency to collaborate with others when making decisions

There are four possible combinations for this paradox:

AUTHORITATIVE COLLABORATION - The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process (High Authoritative and High Collaborative)

DEFERS DECISIONS - The tendency to avoid making decisions by referring them to others (Low Authoritative and High Collaborative)

AUTHORITARIAN - The tendency to make decisions without collaborating with others (High Authoritative and Low Collaborative)

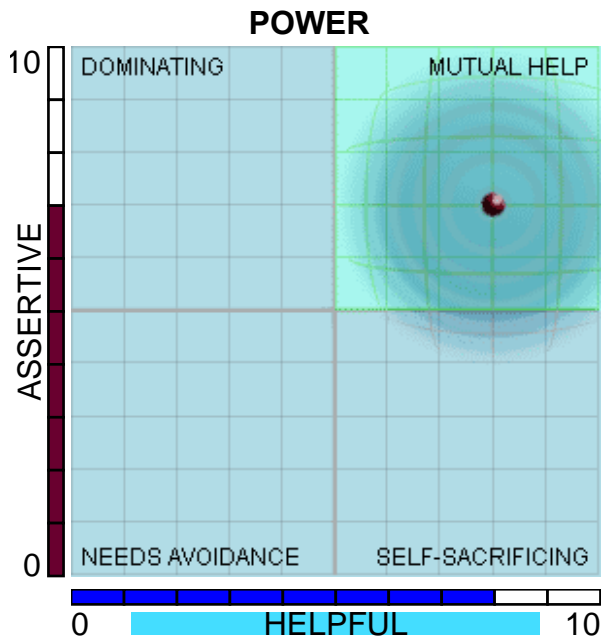
AVOIDS DECISIONS - The tendency to avoid decision-making authority while at the same time avoiding making decisions jointly with others (Low Authoritative and Low Collaborative)

Your tendencies for this paradox are:

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

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

Your very strong desire for decision-making authority combined with your tendency to collaborate enables you to be good at generating participation with decisions. By gaining the input of others you tend to make better decisions. By encouraging participation from others you increase their motivation and involvement which leads to better implementation. Your preferred behavioral range (large blue area) is in the authoritative collaboration quadrant indicating that you accept responsibility and yet encourage participation. However, your desire for authority is a little stronger than your willingness to collaborate. Thus, you may occasionally tend to be a little over-controlling of decisions. The small dark circle in the lower right indicates that when things go wrong, you may be a little reluctant to accept full accountability for the problem.



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

The Primary traits for this paradox are:

ASSERTIVE

The tendency to put forward personal wants and needs

HELPFUL

The tendency to respond to others' needs and assist or support others to achieve their goals

There are four possible combinations for this paradox:

MUTUAL HELP - The tendency to pursue solutions that are beneficial to all parties concerned (High Assertive and High Helpful)

SELF-SACRIFICING - The tendency to respond to others' needs at the expense of one's own needs (Low Assertive and High Helpful)

DOMINATING - The tendency to be assertive with one's own needs while failing to respond to other people's needs (High Assertive and Low Helpful)

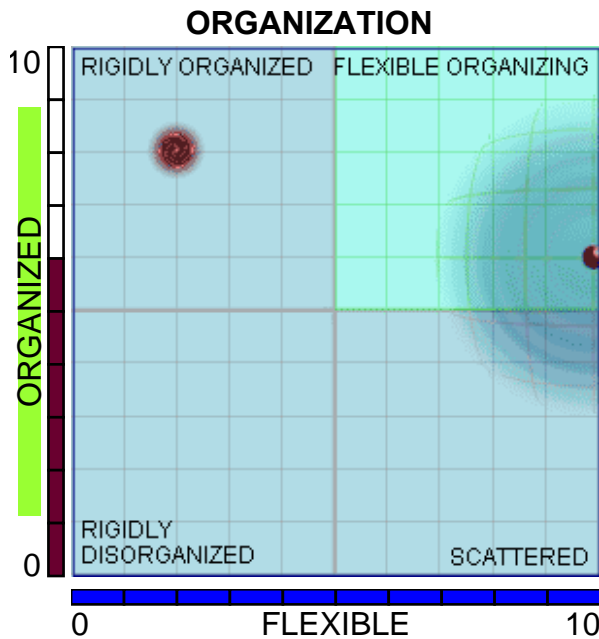
NEEDS AVOIDANCE - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

Your tendencies for this paradox are:

You usually put forward your own needs.

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

You tend to have interactions with others that are mutually helpful. You enjoy thinking of ways to establish mutual help with your co-workers and you are probably good at working out arrangements that meet their needs as well as your own. This helps you to establish better working relationships. Your supportiveness is likely to be appreciated. Your preferred behavioral range (large blue area) is mostly in the mutual help quadrant, indicating that you tend to establish mutually helpful interactions.



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

The Primary traits for this paradox are:

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 be disorganized while at the same time enjoying and pursuing change (Low Organized and High Flexible)

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

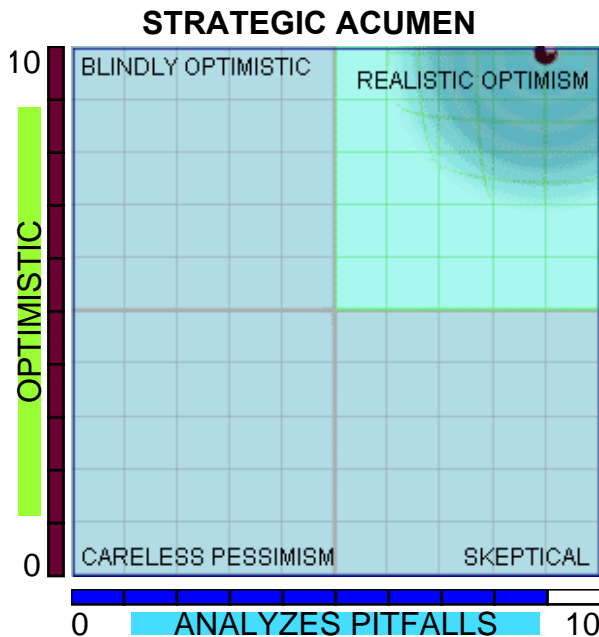
RIGIDLY DISORGANIZED - The tendency to lack organization as well as adaptability (Low Organized and Low Flexible)

Your tendencies for this paradox are:

You tend to be moderately well organized, generally keeping things in order.

You tend to be extremely adaptive to change and probably want a great deal of variety.

Your tendency to be extremely flexible enables you to create structure and order that is easily adaptable to change. When circumstances change, you rapidly adjust to meet the new requirements by creating a different order. As a result you are usually able to be flexible in organizing. However, your flexibility may be somewhat greater than your orderliness. This indicates that in some situations you may be a little scattered, perhaps implementing too many changes. Your preferred behavioral range (large blue area) is mostly in the flexible organizing quadrant and partially in the scattered quadrant reflecting the above. The small red circle in the upper left indicates that under stress, your behavior may 'flip' and become a little rigid.



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

The Primary traits for this paradox are:

OPTIMISTIC

The tendency to believe the future will be positive

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 maintaining a positive view of the future and the potential benefits of the plan or strategy (High Optimistic and High Analyzes Pitfalls)

SKEPTICAL - The tendency to overly emphasize 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, while failing to adequately see the potential difficulties (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 have a strong tendency to analyze the potential difficulties of plans and strategies, and you are mindful when it comes to making strategic decisions.

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

This report provides key single words that describe the individual. The keywords are divided into three columns: Strongest Traits, Strong Traits and Reasonably Strong Traits. The Strongest Traits are traits that the person scores 10 out of 10 or 2 or less out of 10. This indicates that the trait is extreme and thus will be the person's strongest characteristic. Strong Traits are traits in which the person scores 9 out of 10 or 3 out of 10, indicating the traits will be strong due to its absence or presence. Reasonably Strong Traits are traits in which the person scores 8 out of 10 or 4 out of 10, indicating the trait will be fairly strong due to its presence or important due to its absence. The Summary Descriptions provide a narrative paragraph that further describes the person's behavior.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. S's consistency score is 45 which indicates that S is 89.0% consistent in answering the questionnaire. This indicates a high likelihood that S was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Keyword Descriptions

Strongest Traits

Optimistic
Willing to make decisions
Wants high pay
Flexible
Likes to lead

Strong Traits

Self-certain
Open minded
Outgoing
Analytical
Non-intuitive
Risking
Has creative ideas
Can be tense
Resourceful
Idealistic and realistic
Self-critical
Self-motivated

Reasonably Strong Traits

Enjoys collaborating
Persevering
Works quickly
Helpful
Takes initiative
Willing to grow
May not express empathy
Enthusiastic about goals

Summary Descriptions

S's task preferences are (in order of preference): doing something that helps others or society, meeting and interacting with new people, analyzing facts, problems and decisions, and thinking about and trying new ways to do things. S prefers to avoid the following tasks (listed according to greatest dislike first): driving a vehicle, building or making something, working with his hands, working with computers, doing physical work, and doing clerical work. S would be interested in work that involves finance/business, health/medicine, travel, plants, selling, psychology, entertainment, manufacturing, and legal matters. S lacks interest in food. S needs a work environment that involves working as part of a team, working with the general public, working indoors, few repetitive and monotonous tasks, and a quiet setting.

Generally, S is extremely optimistic and has a positive outlook. S may be experiencing a significant amount of tension related to work. S has a strong intention to improve himself. S is very outgoing. Thus he would enjoy a position that involves meeting new people. S enjoys trying to influence others. There are some interpersonal areas in which he could improve. S has very low self-esteem. Although S has a strong intention to improve himself, S may tend to be too

Summary Descriptions

hard on himself while trying to improve. S may be moderate in expressing warmth and empathy.

S is highly motivated by a chance to have decision-making authority, a chance to take initiative, an opportunity to work for someone he respects, having challenging work, an opportunity to earn high pay, an opportunity to do something worthwhile for society, a chance to be in a leadership position, and an opportunity to achieve his goals. He is demotivated by seeing no opportunity to earn high pay.

S enjoys analyzing facts and situations. S is comfortable in a decision-making role. S is willing to collaborate with others with regard to making decisions. S has a good balance between accepting responsibility for decisions and collaborating with others. S is very willing to take risks. S is optimistic about the outcome of risks. S has a strong tendency to analyze the potential difficulties of plans and strategies, making it more likely that once he comes to a decision he will have thought through the important issues. S normally approaches decisions with a very open and reflective mind. When making decisions, S frequently prefers to try a new approach to a situation. S has some interest in planning.

Traits - Simplified

S Becker
Completed: 09/16/2013

For Predict Success

Compared to: Human Resources Specialist - All Functions (Extensive experience)

#HA-1171-W-E v09/15/2013

Traits	Score	Retention and Engagement Factors	Score	Work Environment Preferences	Score
Wants To Lead	10.0	Wants Quick Pay Increase	10.0	Team	8.4
Authoritative	9.8	Wants Advancement	9.0	Pressure Tolerance	7.1
Optimistic	9.7	Wants Opinions Valued	8.0	Public Contact	6.6 **
Wants High Pay	9.7	Wants Development	7.0	Sitting	6.1
Flexible	9.6	Wants Social Opportunities	6.0	Outdoors	4.3
Certain	9.2	Wants Work/Life Balance	5.0	Noise	3.4
Cause Motivated	9.2	Wants Appreciation	4.0	Standing	2.8
Risking	9.0	Wants To Be Informed	3.0	Repetition	2.3
Analyzes Pitfalls	9.0	Wants Personal Help	2.0		
Experimenting	8.8	Wants Flexible Work Time	1.0		
Analytical	8.7			Behavioral Competencies	Score
Open / reflective	8.6			Provides Direction	9.1
Outgoing	8.5	Task Preferences	Score	Innovative	8.5
Self-motivated	8.5	Numerical	6.3	Doesn't Need Structure	8.4
Takes Initiative	8.4	Artistic	5.6	Handles Autonomy	8.3
Wants Challenge	8.3	Research / learning	5.2	Negotiating	8.1
Helpful	8.2	Public Speaking	5.0	Effective Enforcing	7.9
Collaborative	7.8	Teaching	4.2	Organizational Compatibility	7.9
Persistent	7.8 *	Mechanical	3.7	Judgment (strategic)	7.5
Wants Capable Leader	7.8	Clerical	3.1	Coaching	7.5
Self-improvement	7.7	Computers	3.0	Self-employed	7.3
Tempo	7.6 *	Manual Work	3.0	Interpersonal Skills	7.3
Enthusiastic	7.6	Physical Work	2.5	Handles Conflict	7.1
Influencing	7.4	Driving	2.3	People Oriented	6.4
Systematic	7.1	Building / making	2.0	Receives Correction	5.9
Enforcing	6.8			Tolerance Of Evasiveness	5.1
Assertive	6.6	Interests	Score		
Precise	6.4	Psychology	10.0	Traits to Avoid for this Position	Score
Enlists Cooperation	6.4 *	Finance / business	10.0	Self-critical	4.4
Organized	6.0	Manufacturing	10.0	Harsh	2.4
Wants Diplomacy	5.9	Health / medicine	10.0	Insensitive	2.2
Tolerance Of Bluntness	5.9	Entertainment	8.0	Authoritarian	2.0
Wants Recognition	5.7	Selling	8.0	Pay Minus Motivation	1.3
Wants Autonomy	5.6	Travel	8.0	Dogmatic	0.6
Diplomatic	5.4	Plants	8.0	Evasive	0.5
Comfort With Conflict	5.3	Legal Matters	8.0	Defensive	0.0
Planning	5.1	Electronics	6.0	Blunt	0.0
Frank	4.9	Sports	6.0	Permissive	0.0
Manages Stress Well	4.8	Animals	6.0	Rebellious Autonomy	0.0
Warmth / empathy	4.4	Computer Hardware	6.0	Dominating	0.0
Wants Frankness	4.4	Computer Software	6.0	Precise But Slow	0.0
Tolerance Of Structure	3.9	Medical Science	6.0		
Wants Stable Career	3.7	Science	6.0		
Intuitive	3.3	Writing / language	6.0		
Self-acceptance	3.3	Biology	5.0		
Relaxed	2.9	Physical Science	5.0		
		Children	5.0		
		Food	2.0		

The Main Graph has 9 dimensions and enables you to easily see the interactions between traits. Within each dimension, there is a North, a South, a West and an East axis with a trait at each end. In the center of each dimension is a ZERO and each axis can extend to a value of 10 depending on the profilee's score.

Paradoxical traits appear on the North - South axis except for one dimension. The North trait of the Paradox is the Dynamic trait. The South trait is the Gentle trait of that Paradox. The two traits on the East - West axis are Supplementary to the Paradoxical traits in each dimension. The exception is in the Decisions Paradox where there are two pairs of Paradoxical traits at North - South axis as well as East - West axis.

Six of the traits on the Main Graph are a combination of two or more sub-traits.

Problem Solving is a combination of ANALYTICAL and ANALYZES PITFALLS.

Takes Autonomy is a combination of TAKES INITIATIVE and WANTS AUTONOMY.

Self-Motivated is a combination of TAKES INITIATIVE, WANTS CHALLENGE and ENTHUSIASM.

Stress Management is a combination of MANAGES STRESS WELL and RELAXED.

Provides Direction is a combination of WANTS TO LEAD and INTERPERSONAL SKILLS.

Handles Conflict is a combination of COMFORT WITH CONFLICT and INTERPERSONAL SKILLS.

The scores of these sub-traits can be found in the Traits & Definitions Report.

Additionally there are three pairs of paradoxical traits that appear across dimensions.

RISKING and ANALYZES PITFALLS (in Problem Solving)

OPTIMISTIC and ANALYZES PITFALLS (in Problem Solving)

WARMTH/EMPATHY and ENFORCING

And one pair of cross dimension traits that are semi-paradoxical, TEMPO and PRECISE.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. S's consistency score is 45 which indicates that S is 89.0% consistent in answering the questionnaire. This indicates a high likelihood that S was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Main Graph and Narrative

S Becker

Completed: 09/16/2013

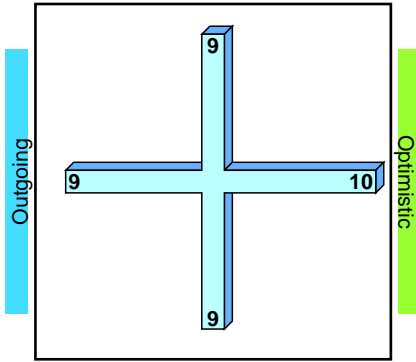
For Predict Success

Compared to: Human Resources Specialist - All Functions (Extensive experience)

#HA-1171-W-E v09/15/2013

OUTLOOK

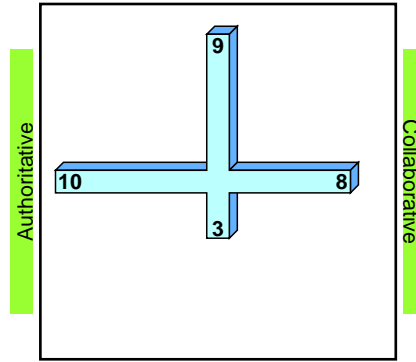
Certain



Open / reflective

DECISIONS

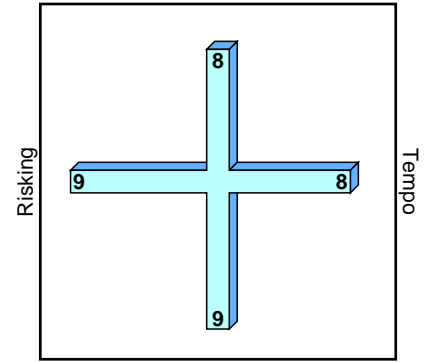
Problem Solving



Intuitive

INNOVATION

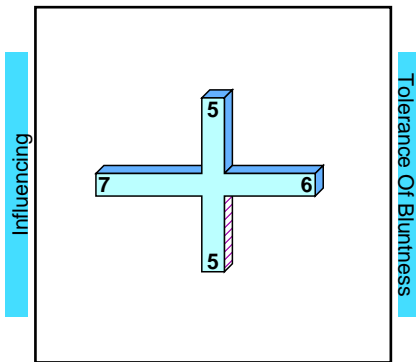
Persistent



Experimenting

COMMUNICATION

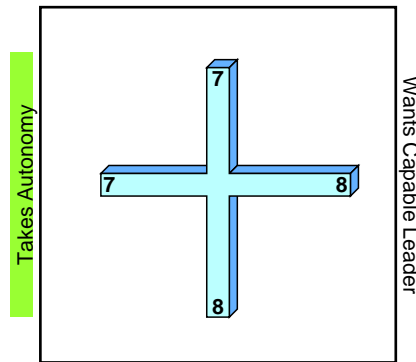
Frank



Diplomatic

POWER

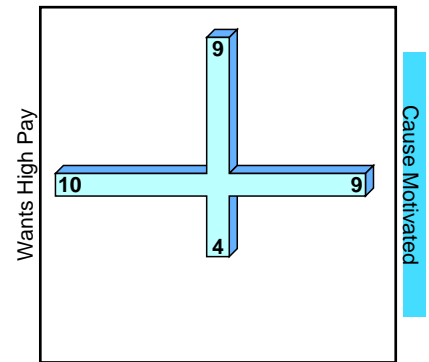
Assertive



Helpful

MOTIVATION

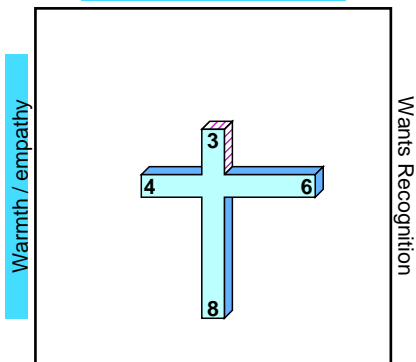
Self-motivated



Stress Management

SUPPORT

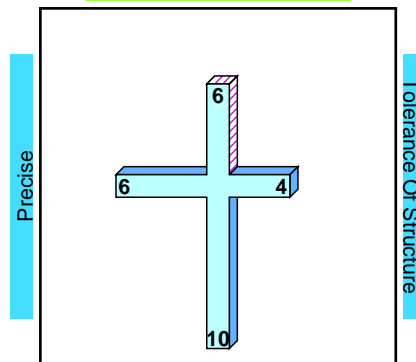
Self-acceptance



Self-improvement

ORGANIZATION

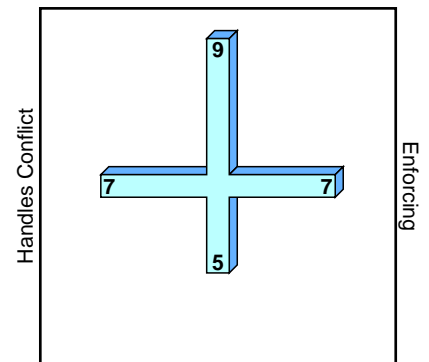
Organized



Flexible

LEADERSHIP

Provides Direction



Planning



Probable Hindrance



Possible Hindrance

Essential Trait on this template

Desirable Trait on this template

Suitability

The questions on the left are key suitability questions that are suggested for each suitability factor. These are listed in descending order with traits having the greatest impact listed first.

The answer options on the right are to be scored by the interviewer, based on asking the interview question, and applying the criteria stated on the section marked 'Look For...'

At the end of the interview, enter these scores into the Harrison Assessments system to calculate the interview score and overall score.

After you have entered these scores, if you then print this report, it will show your scores for informational purposes.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. S's consistency score is 45 which indicates that S is 89.0% consistent in answering the questionnaire. This indicates a high likelihood that S was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Self-acceptance

Tell me something you particularly like about yourself.

Look For...

The significance of his example(s) and the degree of genuine self-acceptance he exhibited. Only if S is reasonably lacking in this trait, will it have a negative impact on performance.

- Ideal**
- Excellent**
- Good**
- Average**
- Mediocre**
- A Little Lacking**
- Somewhat Lacking**
- Lacking**
- Very Lacking**
- Extremely Lacking**
- Unacceptable**

Diplomatic

Give me an example of you interacting with co-workers in a tactful or diplomatic manner in a work situation that required tactfulness. How did you feel about it?

Look For...

S's enjoyment of being tactful, his comfort with being tactful, and especially the degree of tactfulness he exhibited. The more S has of this trait, the more likely he will perform well.

- Ideal**
- Excellent**
- Good**
- Average**
- Mediocre**
- A Little Lacking**
- Somewhat Lacking**
- Lacking**
- Very Lacking**
- Extremely Lacking**
- Unacceptable**

Suitability

Computers

In what ways have you demonstrated your enjoyment of working with computers?

Look For...

S's enjoyment of working with computers and a history of activity that demonstrates it. Only if S is very lacking in this trait, it will have a negative impact on performance.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

Organized

Tell me some examples of you effectively organizing your work.

Look For...

S's enjoyment of organizing, the quality of his examples, and the relevance of the examples to the position. The more S has of this trait, the more likely he will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

Self-critical

Tell me something you think needs to be improved about yourself. What good quality do you have that might help you to make that improvement?

Look For...

The tendency to dislike him/herself when thinking about improvement. If S can't think of an example of self-improvement he is probably not self-critical. If S can think of an example of self-improvement, but in that example was not able to express a good quality, he is probably self-critical.) A moderate amount of this trait will have a negative impact on his performance.

- Extremely strong negative
- Very strong negative
- Strong negative
- Fairly strong negative
- Somewhat strong negative
- Moderately negative
- Some negative
- Slight negative
- Very slight negative
- Extremely slight negative
- Not negative

Suitability

Enthusiastic

Tell me your most important goals and how you feel about them.

Look For...

S's clarity of the goals, his degree of achievement necessary to accomplish the goals, his degree of enthusiasm toward the goals, and especially the relevance of his goals to the position. The more S has of this trait, the more likely he will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

Collaborative

Tell me a time when you had the authority to make a decision but collaborated with others before making that decision.

Look For...

S's pursuit of collaboration and the degree of collaboration. The more S has of this trait, the more likely he will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

Wants Challenge

Tell me an example of you being motivated by a challenging goal or project. What challenges do you want to pursue in the next few years?

Look For...

The degree of difficulty of the goal, S's degree of motivation related to challenges, and especially the relevance of the challenges to this position. The more S has of this trait, the more likely he will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

Suitability

Takes Initiative

Give me an example of a time when you perceived a need in your organization and took steps to fulfill that need without being asked to do so.

Look For...

S's degree of initiative and appropriateness of initiative. The more S has of this trait, the more likely he will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

Analytical

Tell me a time you enjoyed analyzing a problem and you were particularly effective.

Look For...

S's degree of enjoyment, the difficulty of the problem, and the degree of resolution achieved. The more S has of this trait, the more likely he will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

Optimistic

Tell me a recent example of you believing your future will be positive.

Look For...

A genuine feeling of optimism. The more S has of this trait, the more likely he will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

Suitability

Authoritative

Describe a time when you took primary responsibility for a difficult decision. How did you feel about it?

Look For...

S's desire for decision-making authority and the willingness to accept complete responsibility. The more S has of this trait, the more likely he will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

Psychology

In what ways have you demonstrated an interest in psychology?

Look For...

S's interest in ANY type of psychology and a history of activity that demonstrates it. The more S has of this trait, the more likely he will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

Overall Notes/Score

This report identifies the key leverage points for S that will help you to convince S to work for your company.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. S's consistency score is 45 which indicates that S is 89.0% consistent in answering the questionnaire. This indicates a high likelihood that S was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Start with the most important factors at the top.

Essential Factors to Consider

S has an extremely optimistic and cheerful attitude. S will be more attracted to work for your company if he believes that management and especially his supervisor will also have a positive attitude.

S has a very strong desire to have decision-making responsibility. Explain the ways in which this position will have decision-making authority.

S has a very strong desire to earn higher pay. S will want to know that as he will be paid in relationship to his performance. If that is the case, explain the remuneration policies and opportunities. You may even wish to give examples of other people who have been rewarded for good performance.

S has an extremely strong desire to be in a leadership position. He has a very strong drive to take charge. Thus, S will be attracted to work for your company if you can elaborate on the ways in which he could take charge of a situation or lead others.

Important Factors to Consider

S very much enjoys brainstorming and will be more attracted to work for your company if S believes he will have opportunities for brainstorming.

S very much enjoys meeting new people and will be more motivated to work for you if S believes he will have many opportunities to do so.

S very much enjoys analyzing problems. If the position involves analyzing problems, explain how his natural tendencies could be very beneficial. Discuss the types of problems that can be analyzed in this position.

S has a strong desire to have employment that he perceives to be of beneficial to society. To attract S to work for your company, explain the ways in which he could help society through his work in this position.

Other Possible Factors to Consider

S has a desire to collaborate with regard to decisions. Explain the ways in which this position will have opportunities for such collaboration.

S has a desire to be helpful. Explain the ways in which this position will enable him to be helpful or supportive of others.

S is motivated by opportunities to take initiative. To attract S to work for your company, specify the areas in which he will be able to take initiative. If S has strong eligibility, convince him that opportunities will be provided. If S's experience and skills are at a developmental stage, convince him that the opportunities will be provided as his skills and experience are developed.



How To Attract This Candidate

S Becker

Completed: 09/16/2013

For Predict Success

Compared to: Human Resources Specialist - All Functions (Extensive experience)

#HA-1171-W-E v09/15/2013

Other Possible Factors to Consider

S has a desire to work for a capable authority. Tell S about the strengths of his supervisor, the CEO, or someone in the organization that he might respect. Look at S's highest traits and determine who in the organization also has those tendencies. You could even introduce S to that person.

S is motivated by challenging tasks or projects. To attract S to work for your company, explain the challenges the position will offer. Difficult challenges are motivating to him. If there are opportunities for advancement, explain those as well.

S has a fairly strong intention to improve himself. Therefore, if you want to attract S to work for your company, explain the ways in which this position could help him to improve.

S is enthusiastic about his goals. Ask S about his goals. Try to gain a complete understanding of each of his major goals and acknowledge each major goal. Then discuss how S's goals could be achieved in this position.

S enjoys working in a team. If the position involves teamwork, explain the ways in which he will have opportunities to work closely in a team.