

Report for Andrew Jones

Date of completion 19/04/2023



Job Success Analysis
Engagement and Employment
Expectations
Paradox Report

REPORT FOR

Andrew Jones

DATE OF COMPLETION

19/04/2023

RELIABILITY - 99.2%

Answers were very likely accurate and truthful

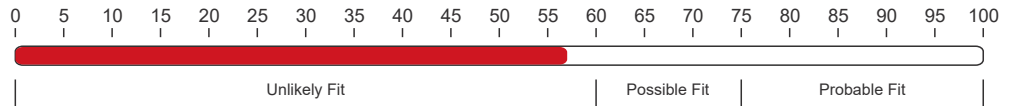
ORGANISATION

Assess On Demand Limited

Overall Score

The overall score takes into account all the assessment types you have selected for this job. Each assessment type is then weighted as shown in the Assessment Weighting section. The weighting for the assessment types are used to calculate the Overall Percentage Job Fit.

Overall Percentage of Job Fit = 57%



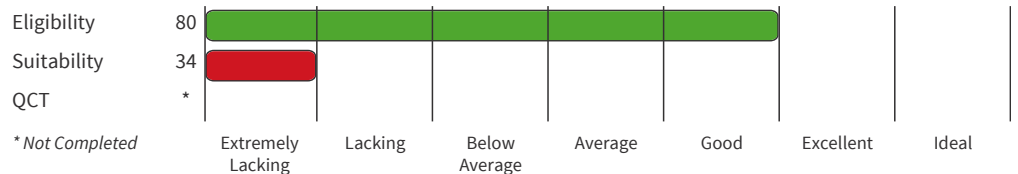
Assessment Weighting

Eligibility (37%): Your selected weighting for this assessment is 37%. This assessment includes prior experience, education, and abilities, which you have selected for recruitment for this job.

Suitability (38%): Your selected weighting for this assessment is 38%. This suitability assessment includes attitudes, motivations, task preferences, interests, and work environment preferences that relate to success for this job. The factors included in this template are based on Harrison Assessments success research regarding suitability success factors for this job.

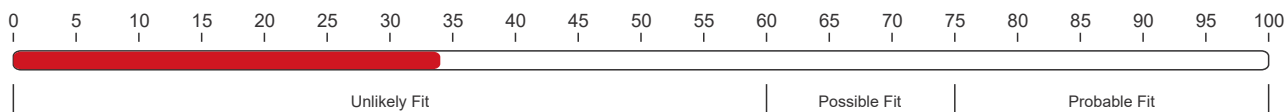
QCT (25%): Your selected weighting for this assessment is 25%. (QCT) measures the ability of an individual to combine logic with numerical reasoning and verbal reasoning to solve problems and make decisions.

Assessment Scores



Harrison Assessments Suitability

Overall Percentage of Suitability Fit = 34%



This section includes work preferences and tendencies that you have selected for this job. The score to the right of each factor shows the 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 that have been given to each trait in the Job Success Formula setup.

Essential traits <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	
Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. Andrew's degree of enjoyment of having decision-making authority will probably have a slightly positive impact on job satisfaction and/or performance.	8.6												
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> 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. Andrew's degree of initiative will probably have a slightly positive impact on job satisfaction and/or performance.	8.7												
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Andrew tends to analyse problems and decisions and enjoys it. Andrew's degree of enjoyment of analysing problems is sufficient for this job.	7.5												

Harrison Assessments Suitability

Essential traits <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	
Analyses Pitfalls: <i>The tendency to scrutinise potential difficulties related to a plan or strategy</i> Narrative: Andrew usually does not enjoy analysing 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 Andrew's degree of enjoyment of analysing potential problems will probably have a somewhat negative impact on job satisfaction and/or performance.	3.8				<div><div></div></div>								
Finance / business: <i>The interest in commerce or fiscal management</i> Narrative: Andrew is fairly interested in business or finance. Andrew's level of interest in business or finance is sufficient for this job.	7.0				<div><div></div></div>								
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> 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. Andrew's degree of drive to achieve challenging objectives will probably have a somewhat positive impact on job satisfaction and/or performance.	9.4				<div><div></div></div>								
Wants To Lead: <i>The desire to be in a position to direct or guide others</i> Narrative: Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. Andrew's degree of willingness to be in a leadership position will probably have a somewhat positive impact on job satisfaction and/or performance.	9.2				<div><div></div></div>								
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organisation's objectives, he will probably have a drive to achieve those objectives. Andrew's degree of enthusiasm for his goals will probably have a slightly positive impact on job satisfaction and/or performance.	8.2				<div><div></div></div>								
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Andrew is very determined and perseveres with a task despite many obstacles. Andrew's tendency to be persistent will probably have a slightly positive impact on job satisfaction and/or performance.	8.6				<div><div></div></div>								

Harrison Assessments Suitability

Essential traits		Negative Impact < > Positive Impact											
(in order of importance)	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary Andrew's degree of enjoyment of planning will probably have a slightly negative impact on job satisfaction and/or performance.	4.7												
Desirable traits		Negative Impact <											
(in order of importance)	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact						
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. Andrew's degree of enjoyment from collaborating is sufficient for this job.	4.7												
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Andrew only moderately enjoys enlisting the cooperation of others. Andrew's degree of enjoyment related to enlisting the cooperation of others is sufficient for this job.	5.0												
Handles Conflict: <i>The tendency to skilfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i> Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. Andrew's level of ability to deal with conflict is sufficient for this job.	8.7												
Influencing: <i>The tendency to try to persuade others</i> 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 skilful in expressing his ideas to staff, co-workers, and/or clients. Andrew's degree of enjoyment of influencing is sufficient for this job.	8.1												


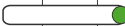



Harrison Assessments Suitability

Desirable traits <i>(in order of importance)</i>	Negative Impact <						
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Numerical: <i>The enjoyment of counting, calculating, or analysing quantities using mathematics</i> Narrative: Andrew enjoys working with numbers. Andrew's degree of enjoyment of working with numbers is sufficient for this job.	8.0			<div><div></div></div>			
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. Andrew's degree of optimism is sufficient for this job.	9.5			<div><div></div></div>			
Organised: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Andrew probably prefers not to do much organising. He may do the minimum amount of organising necessary and may occasionally lose efficiency. Andrew's degree of being organised will probably have a slightly negative impact on job satisfaction and/or performance.	3.9			<div><div></div></div>			
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. Andrew's degree of tolerance of pressure is sufficient for this job.	9.7			<div><div></div></div>			
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. Andrew's degree of self-acceptance is sufficient for this job.	7.0			<div><div></div></div>			
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself. Andrew's degree of interest in self-improvement is sufficient for this job.	6.6			<div><div></div></div>			
Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. Andrew's degree of being systematic will probably have a slightly negative impact on job satisfaction and/or performance.	4.1			<div><div></div></div>			






Harrison Assessments Suitability

Desirable traits (in order of importance)	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. Andrew's degree of diplomacy is sufficient for this job.	8.6						
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. Andrew's degree of frankness is sufficient for this job.	7.1						
Writing / language: <i>The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)</i> Narrative: Andrew has very little or no interest in writing or language. Andrew's level of interest in writing or language will probably have a somewhat negative impact on job satisfaction and/or performance.	2.0						
Effective Enforcing: <i>The tendency to skilfully correct others when they are violating rules or performing poorly</i> Narrative: Andrew's interpersonal preferences and tendencies indicate he is only moderately likely to skilfully enforce rules. Andrew's degree of willingness to enforce rules is sufficient for this job.	5.0						
Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Andrew tends to be extremely helpful and conscious of others' needs. Andrew's degree of helpfulness is sufficient for this job.	9.9						
Warmth / empathy: <i>The tendency to express positive feelings and affinity towards others</i> Narrative: Andrew frequently expresses warmth and empathy. Andrew's degree of expressing warmth and empathy is sufficient for this job.	9.9						
Certain: <i>The tendency to feel confident in one's opinions</i> Narrative: Andrew is fairly certain of his opinions. Andrew's degree of certainty about his opinions is sufficient.	6.8						







Harrison Assessments Suitability

Desirable traits (in order of importance)		Negative Impact <					
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Enforcing: <i>The tendency to insist upon necessary rules being followed</i> Narrative: Andrew strongly prefers not to have to enforce rules, and may sometimes neglect to do so even when it is necessary. Andrew's degree of willingness to enforce necessary rules will probably have a slightly negative impact on job satisfaction and/or performance.	3.1						
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. Andrew's tendency to experiment is sufficient for this job.	6.4						
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. Andrew's degree of enjoyment of reflecting on different ideas and opinions is sufficient.	8.2						
Precise: <i>The enjoyment of work that requires being exact and the tendency to be detail oriented</i> Narrative: Andrew strongly dislikes having to do precision tasks. He strongly prefers not to do work that requires a significant amount of time to be spent on precision tasks and may be severely lacking in attention to detail. Andrew's degree of enjoyment of precision tasks will probably have a somewhat negative impact on job satisfaction and/or performance.	2.3						
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Andrew is moderately able to manage stress. Andrew's level of ability to manage stress is sufficient.	4.5						

Harrison Assessments Suitability

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Negative Impact <
Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analysing the potential difficulties or pitfalls</i> Narrative: Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analysing the potential difficulties. Andrew may cause difficulties as a result of being blindly optimistic unless others are consulted related to important decisions. Andrew's degree of being blindly optimistic will probably have a negative impact on job satisfaction and/or performance.	5.7							
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Andrew probably does not have a significant degree of defensiveness. Andrew's degree of defensiveness will NOT hinder performance.	0.3							
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. Andrew's degree of being dogmatic will NOT hinder performance.	0.0							
Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i> Narrative: Andrew probably has a tendency to take risks without sufficiently analysing the potential problems. Andrew may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions. Andrew's degree of being impulsive when making decisions will probably have a negative impact on job satisfaction and/or performance.	5.4							
Pay Minus Motivation: <i>The tendency to have a desire for money that is greater than the personal drive necessary to earn it</i> Narrative: Andrew probably does not have a significant degree of having a desire for high pay that is greater than his level of motivation. Andrew's level of motivation as compared to his desire for high pay will support job satisfaction and will NOT hinder performance.	0.0							

Harrison Assessments Suitability

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Negative Impact <
Sceptical: <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i> Narrative: Andrew probably does not have a significant degree of scepticism. Andrew's degree of being sceptical will NOT hinder performance.	0.0							
Forceful Enforcing: <i>The tendency to enforce rules without sufficiently enlisting others' cooperation</i> Narrative: Andrew probably does not have a significant degree of being forceful when enforcing rules. Andrew's degree of being forceful when enforcing rules will NOT hinder performance.	0.0							
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. Andrew's degree of harshness will NOT hinder performance.	0.0							
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Andrew probably does not have a significant degree of being blunt. Andrew's degree of being blunt will NOT hinder performance.	0.0							
Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> 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. Andrew's degree of being permissive will probably have a negative impact on job satisfaction and/or performance.	6.8							
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Andrew probably has a moderate tendency to make decisions without sufficiently collaborating. Andrew may minimise buy-in and participation from others as well as reduce the effectiveness of his decisions as a result of insufficiently collaborating with others. Andrew's degree of making decisions without sufficiently collaborating will NOT hinder performance.	3.9							

Harrison Assessments Suitability

Traits to avoid		Negative Impact <					
(in order of importance)	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Self-Critical: <i>The tendency to seek self-improvement without sufficiently being self-accepting</i> Narrative: Andrew probably does not have a significant degree of self-criticalness. Andrew's degree of self-criticalness will NOT hinder performance.	0.0			<div></div>			
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Andrew probably does not have a significant degree of being dominating. Andrew's degree of being dominating will NOT hinder performance.	0.0			<div></div>			
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Andrew probably has only a very slight tendency to be evasive when communicating rather than saying what he really thinks. Andrew's degree of being evasive will NOT hinder performance.	1.5			<div></div>			
Insensitive: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i> Narrative: Andrew probably does not have a significant degree of being insensitive. Andrew's degree of being insensitive will NOT hinder performance.	0.0			<div></div>			



REPORT FOR

Andrew Jones

DATE OF COMPLETION

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FULFILLMENT UPDATED

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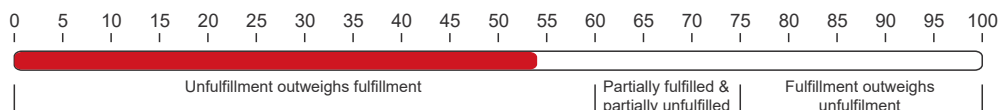
RELIABILITY - 99.2%

Answers were very likely accurate and truthful

ORGANISATION

Assess On Demand Limited

Overall Fulfillment score = 54%



Engagement is the combination of being suitable for the job and fulfilling one's employment expectations. This report focuses on the fulfillment aspects and should be considered in combination with the Job Success Analysis (Suitability) report.

The overall fulfillment score measures the degree to which an individual's important expectations are fulfilled. It considers the importance given by Andrew to each employment expectation as well as their perceived level of fulfillment.

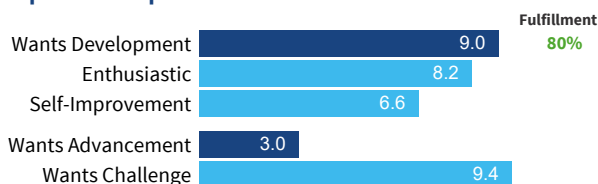
The Engagement and Employment Expectations report enables individuals and managers to enter fruitful discussions that establish mutually beneficial, long-term employment relationships.

How to Interpret

An overview of the eight areas of expectation is displayed on the following page. The bullet points below explain how to interpret the graph (see figure 1 below):

- The dark blue bars are the Individual's Expectations.
- The light blue bars are the Supporting Behaviours that help fulfill the corresponding expectation(s).
- The length of the bars reflect the strength of the expectations or supporting behaviours.
- Important Expectations are those the individual rated as 6 or greater in importance.
- Each Important Expectation has a Fulfillment percentage score to the right which indicates the degree to which the individual feels it is currently fulfilled (assuming this section of the SmartQuestionnaire was completed).
- Fulfillment scores follow a colour code which is based on both the degree of expectation and the current fulfillment level - Green indicates discussion is probably not needed, Yellow indicates discussion may be needed and Red indicates discussion is urgently needed.

Development Expectations



For Managers

Start by focusing on your team member's Red fulfillment scores. Explore their expectations and request examples and/or specifics regarding what is expected and what would be necessary from both the individual and the organisation to fulfill this expectation.

For example if Wants Career Development is high then explore the specific type of career development the individual is seeking and how that might be fulfilled in the current job. Consider what the organisation can offer and what would be expected from the individual.

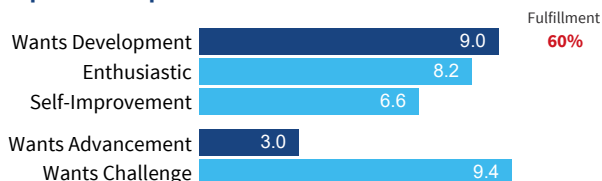


For Individuals

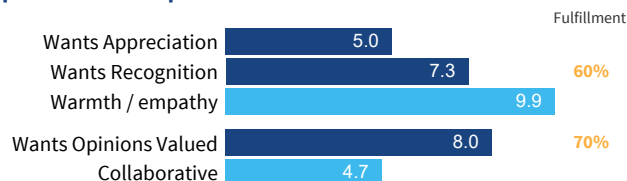
Start by reviewing the Green fulfillment scores to reinforce the areas where your expectations are mostly fulfilled. Then review the Yellow and Red fulfillment scores and identify the specific issues related to what you would like from the organisation. Also consider the behaviours or contributions you might need to develop in order to achieve this expectation. Note strong scores on the Supporting Behaviours (light blue bars) are usually needed to fulfill the related expectation.

Overview

Development Expectations



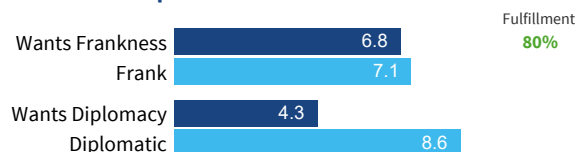
Appreciation Expectations



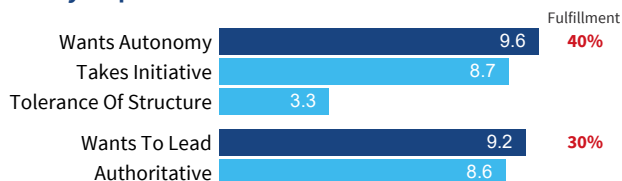
Remuneration Expectations



Communication Expectations



Authority Expectations



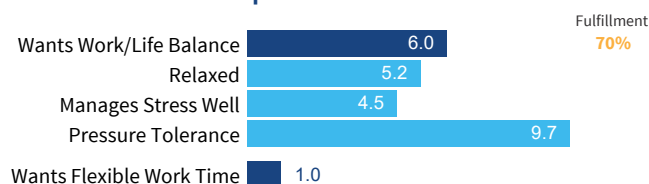
Personal Expectations



Social Expectations



Work Life Balance Expectations

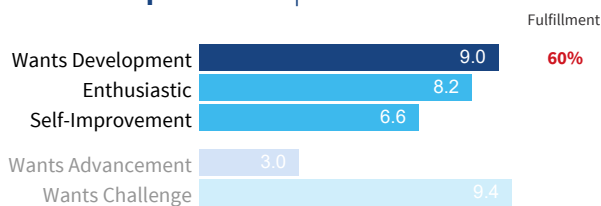




Development Expectations

This section analyses employee expectations for development opportunities, highlights related organisational behaviour, and provides guidelines for managing career development expectations. This section also shows the person's level of fulfillment for each expectation.

Wants Development Expectations



Wants Development: The desire to have work opportunities to learn new skills or increase abilities

Enthusiastic: The tendency to be eager and excited toward one's own goals

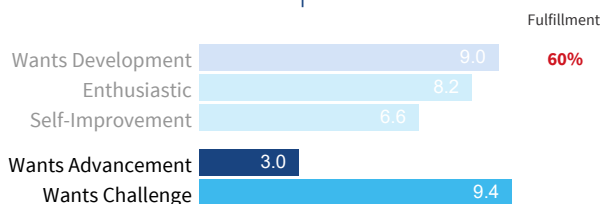
Self-Improvement: The tendency to attempt to develop or better oneself

Tendencies for Wants Development

Andrew considers career development to be very important and thus, it is very important to provide development opportunities. Andrew believes this expectation is moderately likely to be fulfilled with his/her existing employer. There is a gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution. Andrew has a strong tendency to be clear about goals. Thus, he will probably have career development goals in mind. Discuss those goals to obtain a clear understanding before suggesting or creating a development plan.

Andrew considers self-improvement to be reasonably important and may be reasonably willing to develop new competencies related to career development.

Wants Advancement Expectations



Wants Advancement: The desire to have work opportunities to expand one's career or responsibilities

Wants Challenge: The willingness to attempt difficult tasks or goals

Tendencies for Wants Advancement

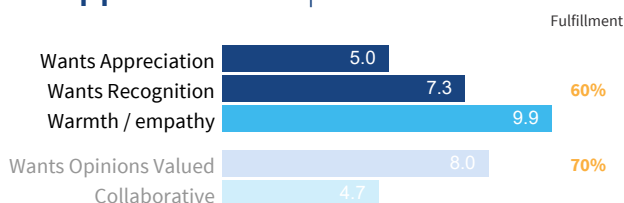
Andrew considers career advancement to be unimportant and thus, it is unimportant to provide information about advancement opportunities that are available and what is required to achieve them. Andrew is very willing to pursue difficult challenges related to career advancement. If advancement is considered, he will probably embrace any challenges related to advancement.



Appreciation Expectations

This section analyses employee expectations and organisational behaviour related to giving and receiving appreciation and provides guidelines for managing the need for recognition. This section also shows the person's level of fulfillment for each expectation.

Wants Appreciation Expectations



Wants Appreciation: The desire to have an employer who expresses appreciation for one's work

Wants Recognition: The desire for positive acknowledgement (from others) related to one's abilities and strengths

Warmth / empathy: The tendency to express positive feelings and affinity towards others

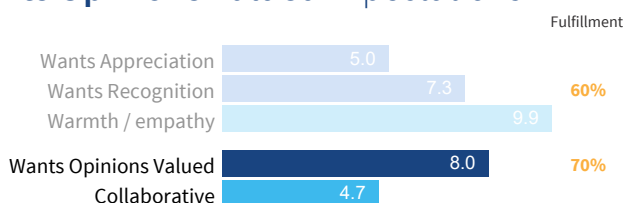
Tendencies for Wants Appreciation

Andrew considers receiving appreciation to be only moderately important. It is only moderately important for management to communicate sincere appreciation for work contributions.

Andrew considers receiving recognition to be reasonably important. Consequently, it is reasonably important to find ways to provide recognition. This type of recognition should be related to acknowledging his strengths and capabilities. Giving more decision-making authority would be an excellent means of giving recognition. Giving greater autonomy would also be considered as recognition. Andrew believes this expectation is moderately likely to be fulfilled with his/her existing employer. There is a reasonable gap between the expectation and level of expected fulfillment. It is recommended to discuss this topic and possibly create a plan for resolution.

Andrew has an extremely strong tendency to express warmth and empathy. Consequently, it is more likely others will reciprocate with appreciation and recognition.

Wants Opinions Valued Expectations



Wants Opinions Valued: The desire to have an employer who listens and gives importance to one's views

Collaborative: The tendency to collaborate with others when making decisions

Tendencies for Wants Opinions Valued

Andrew considers it to be important for others to consider and value his opinions. Therefore, it is important that management listens to, acknowledges, and encourages his opinions. Andrew believes this expectation is possible to be fulfilled with his/her existing employer. There is a reasonable gap between the expectation and level of expected fulfillment. It is recommended to discuss this topic and possibly create a plan for resolution. Andrew has only a moderate tendency to be collaborative with regards to making decisions. This could hinder others from being more receptive and encouraging to his opinions.



Remuneration Expectations

This section analyses employee expectations related to remuneration. The scores related to Wants High Pay and Wants Quick Pay Increases are compared to Andrew's level of self-motivation. Wants High Pay indicates the importance given to earning high pay levels, while Wants Quick Pay Increases indicates how quickly it is desired. This section also shows the person's level of fulfillment for each expectation.

Wants High Pay Expectations

Fulfillment



Wants High Pay: The desire to earn greater remuneration

Wants Quick Pay Increases: The desire to have an employer who offers relatively frequent pay increases

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

Tendencies for Wants High Pay

Andrew considers earning higher pay levels to be only moderately important and thus, it is only moderately important to carefully explain how higher pay can be achieved.

Andrew considers quick pay increases to be very unimportant. Consequently, Andrew is probably not going to be too impatient about achieving higher pay.

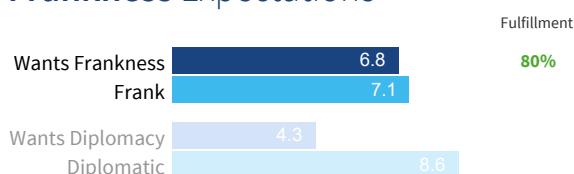
Andrew has a very strong tendency to be self-motivated independent of consideration about remuneration.



Communication Expectations

This section analyses communication expectations related to frankness and diplomacy. The scores on Wants Frankness, Wants Diplomacy, Frank and Diplomatic are compared to each other in a variety of ways to better understand expectations and behaviours related to communication. This section also shows the person's level of fulfillment for each expectation.

Wants Frankness Expectations



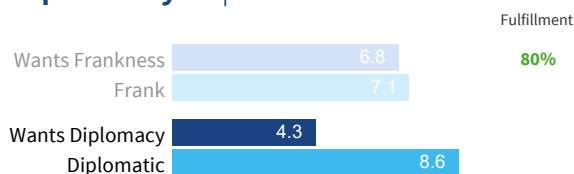
Wants Frankness: The desire for others to be direct, straightforward, and to the point

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

Tendencies for Wants Frankness

Andrew has a reasonable desire for others to communicate in a frank and straightforward manner, including when giving feedback. Andrew believes this expectation is reasonably likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan. Andrew has a reasonable tendency to be frank when communicating. Consequently, management needs to ensure performance feedback is given in a direct and clear manner.

Wants Diplomacy Expectations



Wants Diplomacy: The desire for others to be tactful

Diplomatic: The tendency to state things in a tactful manner

Tendencies for Wants Diplomacy

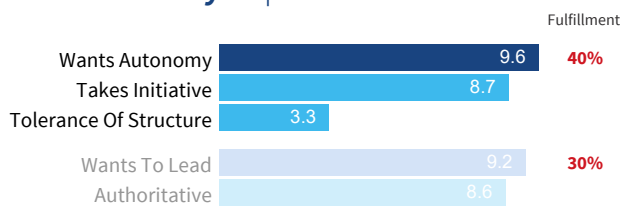
Andrew has little desire for others to be diplomatic during discussions and when giving feedback. Andrew has a very strong tendency to be diplomatic when communicating.



Authority Expectations

This section analyses issues related to authority including the relationship between the desire for autonomy and the level of initiative, the relationship between the desire to lead and the willingness to make decisions, and how one responds to structure. This section also shows the person's level of fulfillment for each expectation.

Wants Autonomy Expectations



Wants Autonomy: The desire to have freedom or independence from authority

Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own

Tolerance Of Structure: The tolerance of following rules, schedules, and procedures created by someone else

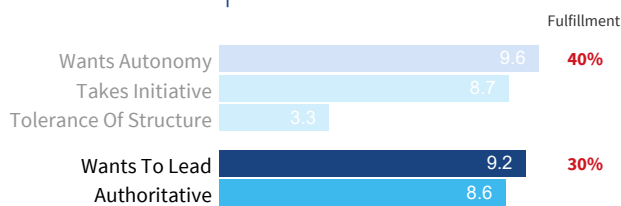
Tendencies for Wants Autonomy

Andrew has an extremely strong desire to work autonomously. It is important to consider this desire related to the amount of autonomy required or given related to the job. It is also important to consider the tendency to take initiative related to the desire for autonomy. Andrew believes this expectation is reasonably unlikely to be fulfilled with his/her existing employer. There is a gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution.

Andrew has a very strong tendency to take initiative and thus, the initiative is sufficient for the amount of autonomy desired. He will have greater motivation if given opportunities to take initiative. Assuming Andrew has the necessary experience and skills, give opportunities for initiative wherever possible and carefully explain the initiative that can and cannot be taken.

Andrew tends to be very hesitant to accept a great deal of structure placed on him by the organisation. Fortunately, his level of initiative is probably sufficient to self-manage without structure.

Wants To Lead Expectations



Wants To Lead: The desire to be in a position to direct or guide others

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

Tendencies for Wants To Lead

Andrew has a very strong desire to take a leadership role. Andrew believes this expectation is unlikely to be fulfilled with his/her existing employer. There is a gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution. Andrew tends to be very willing to accept decision-making authority. Management needs to delegate decision-making opportunities to him whenever warranted.

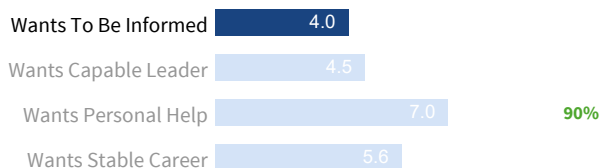


Personal Expectations

This section analyses various issues related to personal expectations including the desire to be informed, the importance of working for a leader perceived to be capable, the desire for personal help from an employer, and the importance given to having a stable job. It includes guidelines on how to manage strong expectations in those areas. This section also shows the person's level of fulfillment for each expectation.

Wants To Be Informed Expectations

Fulfillment



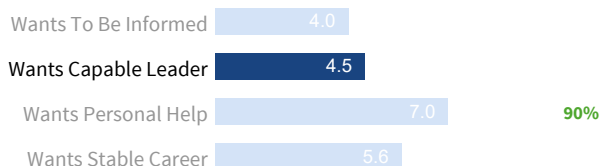
Wants To Be Informed: The desire to have an employer who freely shares information related to one's work or job

Tendencies for Wants To Be Informed

Andrew has little desire to be informed related to company information.

Wants Capable Leader Expectations

Fulfillment



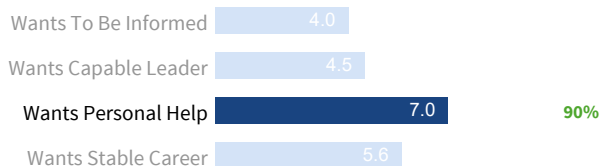
Wants Capable Leader: The desire to have a leader one perceives to be capable

Tendencies for Wants Capable Leader

Working for a capable leader is only moderately important to him.

Wants Personal Help Expectations

Fulfillment



Wants Personal Help: The desire to receive some form of employer support related to one's personal difficulties

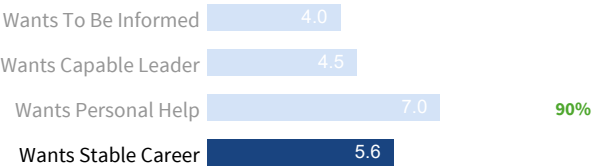
Tendencies for Wants Personal Help

Andrew considers receiving personal help from the employer to be reasonably important. It is important to find out the type of personal help Andrew wants and take the necessary actions wherever feasible. Andrew believes this expectation is very likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan.



Wants Stable Career Expectations

Fulfillment



Wants Stable Career: The desire for long-term or permanent employment

Tendencies for Wants Stable Career

Andrew considers having a stable career to be moderately important.



Social Expectations

This section analyses the desire for social opportunities at work in relationship to introversion and extroversion. It includes guidelines for managing strong social expectations. This section also shows the person's level of fulfillment for each expectation.

Wants Social Opportunities Expectations

Fulfillment



Wants Social Opportunities: The desire to have a workplace that enables one to meet and interact with others

Outgoing: The tendency to be socially extroverted and the enjoyment of meeting new people

Tendencies for Wants Social Opportunities

Andrew has an extremely strong desire to have social opportunities related to work. Consider ways the company could facilitate social interaction. Andrew believes this expectation is reasonably unlikely to be fulfilled with his/her existing employer. There is a gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution.

Andrew has a very strong tendency to be outgoing. Since Andrew tends to be outgoing, you probably only need to organise some employee social events to help fulfill this desire.

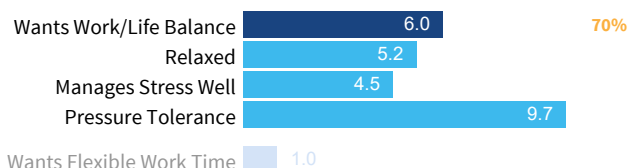


Work Life Balance Expectations

This section analyses issues related to the desire for work life balance related to stress management and levels of stress. It also examines expectations for flexible work time and tolerance related to tight schedules and deadlines. This section also shows the person's level of fulfillment for each expectation.

Wants Work/Life Balance Expectations

Fulfillment



Wants Work/Life Balance: The desire to have sufficient time away from work for rest, enjoyment, or family

Relaxed: The tendency to feel at ease or calm while working

Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs

Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules

Tendencies for Wants Work/Life Balance

Andrew considers having work-life balance to be moderately important. Andrew believes this expectation is possible to be fulfilled with his/her existing employer. There is a reasonable gap between the expectation and level of expected fulfillment. It is recommended to discuss this topic and possibly create a plan for resolution.

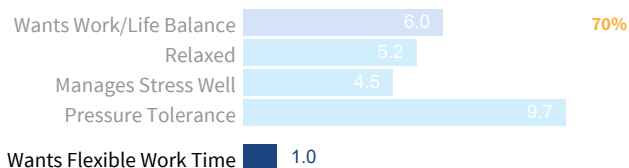
Andrew has a tendency to be only moderately relaxed and easy going.

Andrew tends to be only moderately effective managing stress when it occurs.

Andrew tends to be extremely willing to deal with the pressure of tight schedules and deadlines.

Wants Flexible Work Time Expectations

Fulfillment



Wants Flexible Work Time: The desire to have flexible working hours or holiday schedules

Tendencies for Wants Flexible Work Time

Andrew considers having flexible work time to be very unimportant.

REPORT FOR

Andrew Jones

DATE OF COMPLETION

19/04/2023

RELIABILITY - 99.2%

Answers were very likely accurate and truthful

ORGANISATION

Assess On Demand Limited

Understanding Your Paradox Report

The purpose of the Paradox Report is to explore your paradoxical abilities related to your job and identify ways to further your success. 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 ways to further your success.

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 contradictory 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.

Most people mistakenly believe their strong traits are their strengths. However, Harrison Paradox Theory reveals that a strength never results from a single trait. Instead, strengths are a result of a paradoxical pair of strong traits.

For example, someone who is confident in their opinions will usually consider their confidence to be a strength. However, if they are not also curious and receptive to others' views, they will tend to be dogmatic. This is likely to damage relationships and result in poor decisions.

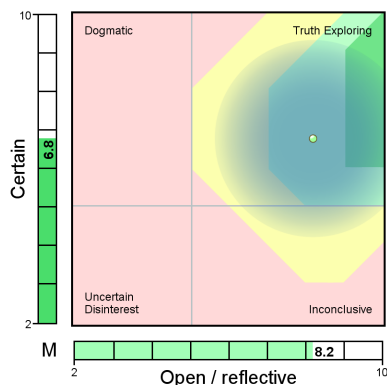
How to Understand the Paradox Report

The coloured dot on the graph to the left represents the coordinates of your two paradoxical trait scores. The shaded blue area around the coloured dot represents your typical range of behaviour.

Paradoxes are interpreted in relation to a role or job. For example, this report is interpreted in relationship to the selected job. The background colours of the graph and the colour of the dot help to understand the meaning of your scores. If your coloured dot is on the darkest green area, you have the ideal combination of scores for the selected job. The other colours represent the amount of development needed. The meaning of the colours are located on the legend to the left.

The colour of the bar for each trait represents the degree of development needed for that trait.

Your balanced paradox example



- Apply this strength
- Good but development beneficial
- Development needed
- Development important

An Example of One of Your Balanced Paradoxes

One of your paradoxical strengths is Insightful Curiosity. It is defined as: "The tendency to explore different viewpoints and make conclusions". See your graph to the left.

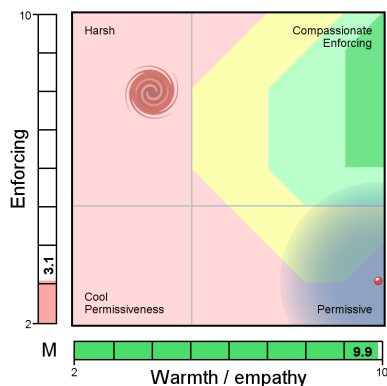
Certain is defined as: "The tendency to feel confident in one's opinions". Open / reflective is defined as: "The tendency to reflect on many different viewpoints".

The dot represents the coordinates of your two paradoxical scores.

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

For details see the Insightful Curiosity paradox page.

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.

An example of one of your out-of-balance paradoxes is Coaching Mindset. It is defined as: "The tendency to be warm, empathic, and hold others accountable".

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 towards others".

For details see the Coaching Mindset paradox page.

What is a 'Flip Behaviour'?

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 behaviour. 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.

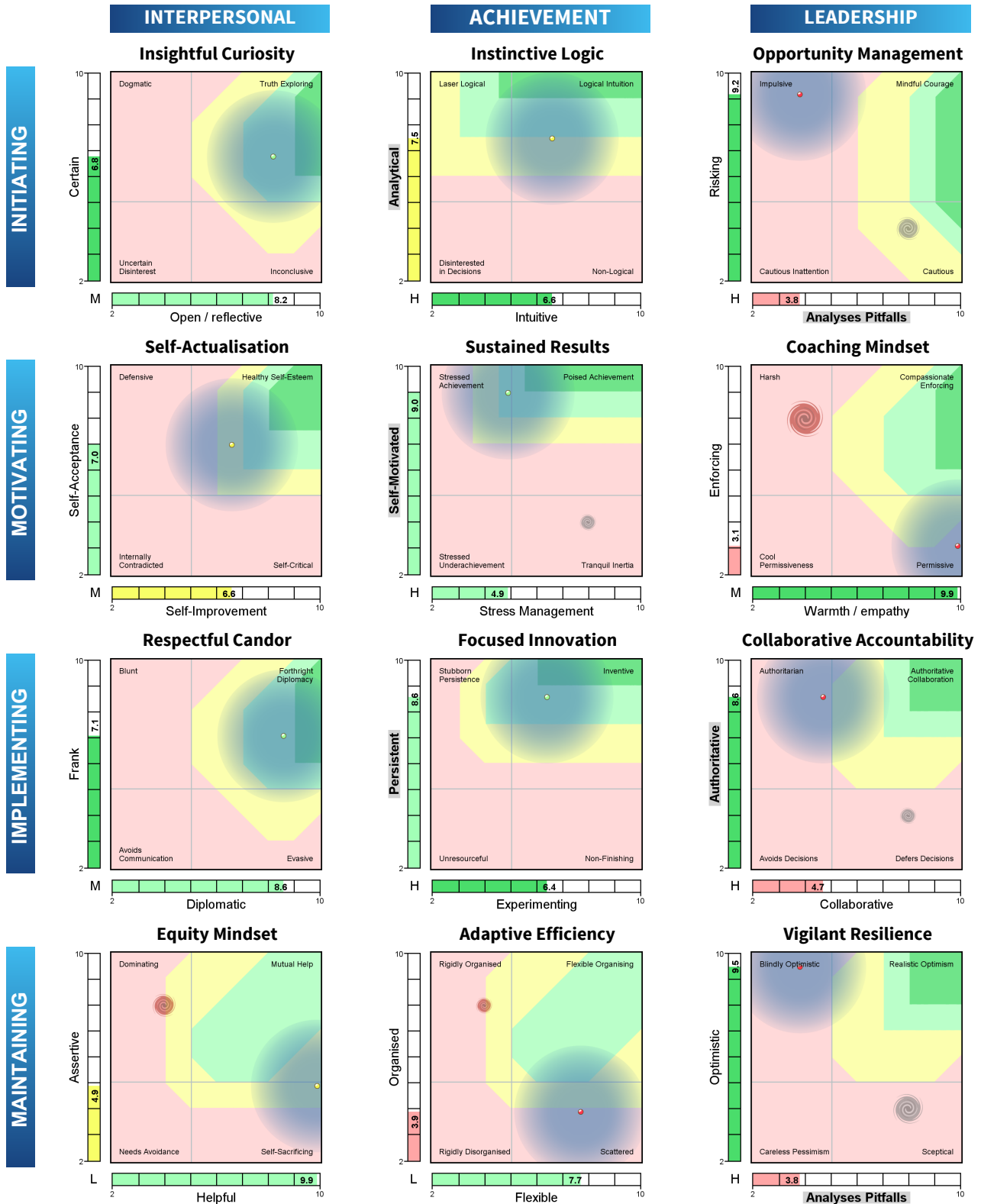
Paradox Mastery Level

Each paradox has a Mastery Level related to the selected job or role. The degree of development needed for that paradox is indicated by the colour legend. The Overall Paradox Mastery Level is the average of the 12 paradox Mastery Levels.

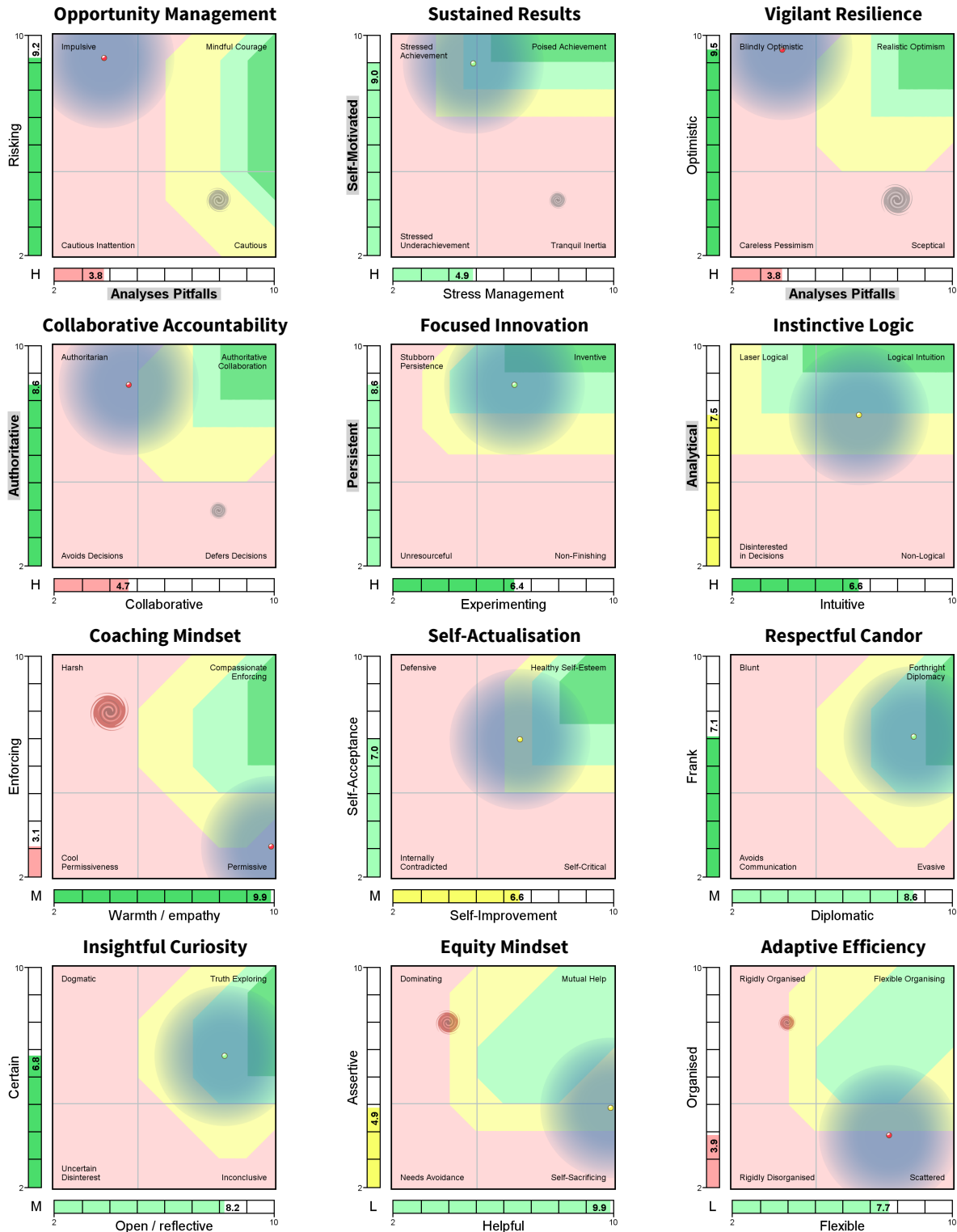


Overview Ordered by Subjects and Stages of Action

Overall Paradox Mastery Level: **60%** - Development needed

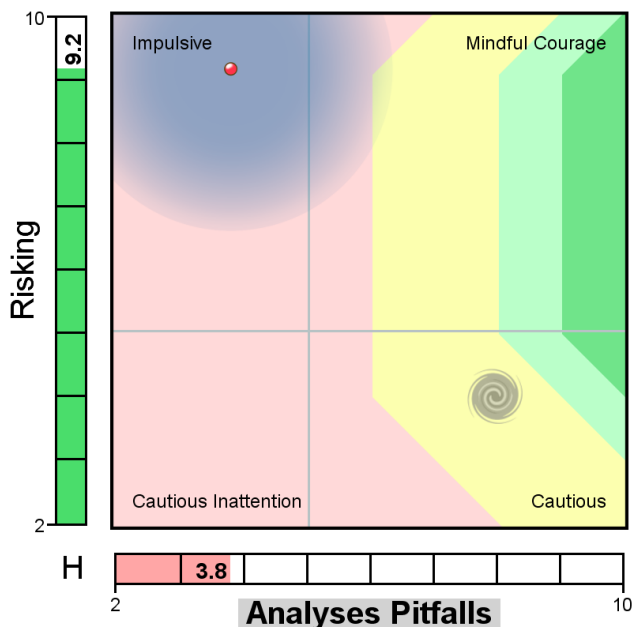


Overview Ordered by Paradox Importance to Job

 Overall Paradox Mastery Level: **60%** - Development needed


Opportunity Management (Strategic)

The tendency to analyse and take business or financial risks



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

Paradox Importance to Job: High

Your Mastery Level for this Paradox: 25%

Risking: The tendency to feel comfortable with business ventures that involve uncertainty

Importance: Not Important to Job

Your Trait Score: Apply this strength

Analyses Pitfalls: The tendency to scrutinise potential difficulties related to a plan or strategy

Importance: Essential to Job

Your Trait Score: Development important

There are four possible combinations for this paradox:

Mindful Courage: The tendency to analyse the potential pitfalls of the plan or strategy while at the same time being willing to take risks (High Rising and High Analyses Pitfalls)

Cautious: The tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks (Low Rising and High Analyses Pitfalls)

Impulsive: The tendency to take risks without sufficient analysis of the potential difficulties (High Rising and Low Analyses Pitfalls)

Cautious Inattention: The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Rising and Low Analyses Pitfalls)

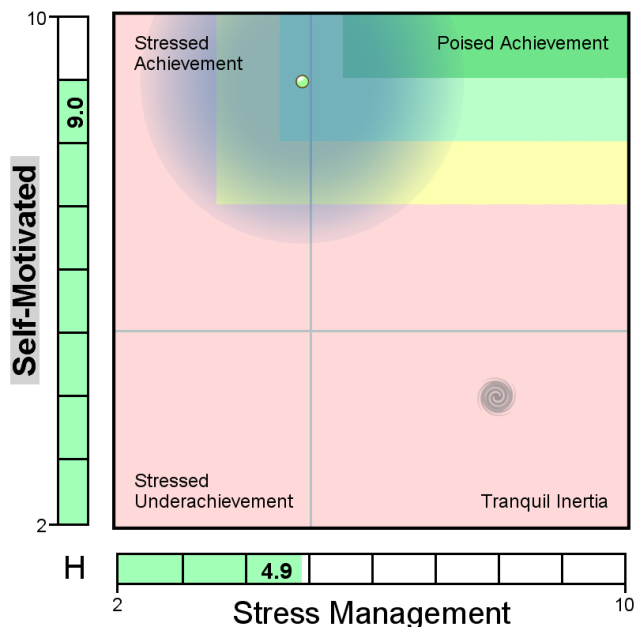
Your tendencies for this paradox are:

You are very willing to take business risks. You may prefer not to have to analyse 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 behaviour (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?

Sustained Results (Motivation)

The tendency to be self-motivated while minimizing stress



Paradox Guidance: "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."

Paradox Importance to Job: High

Your Mastery Level for this Paradox: 85%

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

Importance: Essential to Job

Your Trait Score: Good but development beneficial

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

Importance: Hinders if Low

Your Trait Score: Good but development beneficial

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)

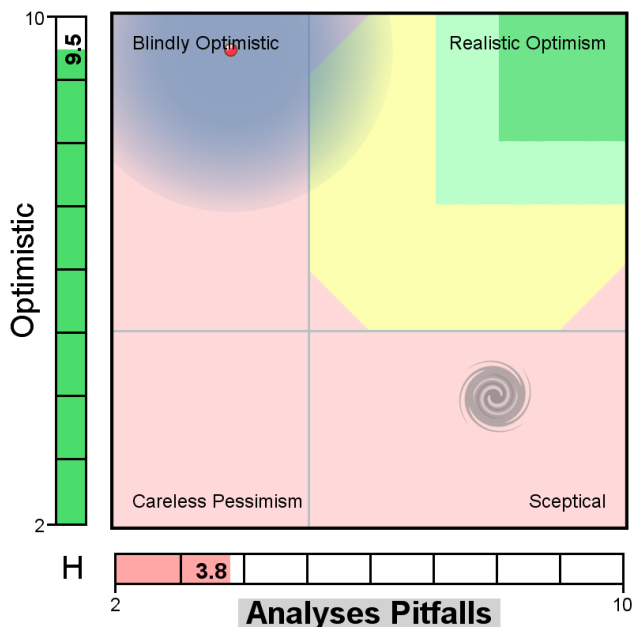
Your tendencies for this paradox are:

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 behavioural 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.

Vigilant Resilience (Strategic Acumen)

The tendency to be optimistic while also being prudent regarding emerging issues



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

Paradox Importance to Job: High

Your Mastery Level for this Paradox: 25%

Optimistic: The tendency to believe the future will be positive

Importance: Hinders if Low

Your Trait Score: Apply this strength

Analyses Pitfalls: The tendency to scrutinise potential difficulties related to a plan or strategy

Importance: Essential to Job

Your Trait Score: Development important

There are four possible combinations for this paradox:

Realistic Optimism: The tendency to analyse the potential pitfalls of a plan or strategy while remaining positive about achieving the potential benefits (High Optimistic and High Analyses Pitfalls)

Sceptical: 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 Analyses Pitfalls)

Blindly Optimistic: The tendency to focus on the possible benefits of a plan or strategy without sufficiently analysing the potential difficulties or pitfalls (High Optimistic and Low Analyses Pitfalls)

Careless Pessimism: The tendency to be pessimistic about outcomes while at the same time neglect careful analysis of emerging difficulties or threats (Low Optimistic and Low Analyses Pitfalls)

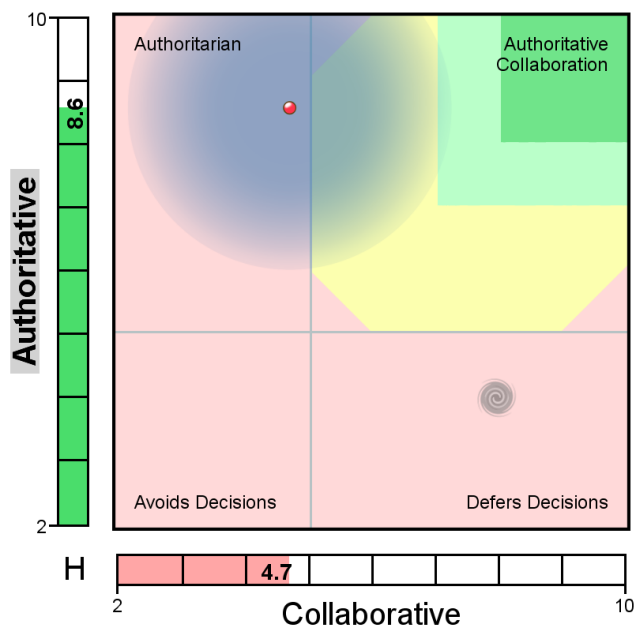
Your tendencies for this paradox are:

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 analyse 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 analyse potential problems, your optimism may be much greater than your tendency to analyse the potential problems. Thus, you may tend to give much greater weight to the positive side than the potential problems. Your preferred behavioural 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.

Collaborative Accountability (Delegation)

The tendency to accept decision-making authority and invite input from others



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

Paradox Importance to Job: High

Your Mastery Level for this Paradox: 45%

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

Importance: Essential to Job

Your Trait Score: Apply this strength

Collaborative: The tendency to collaborate with others when making decisions

Importance: Hinders if Low

Your Trait Score: Development important

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 emphasise 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)

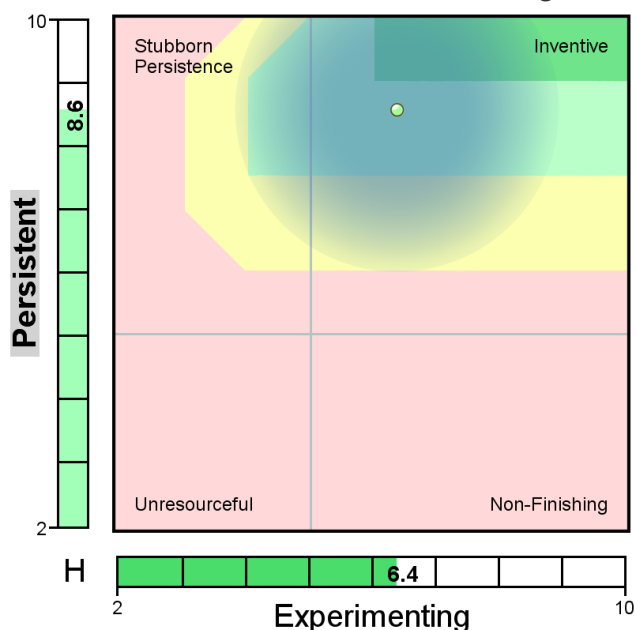
Your tendencies for this paradox are:

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 behavioural 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.

Focused Innovation (Innovation)

The tendency to combine persistence and inventiveness to achieve a goal



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

Paradox Importance to Job: High

Your Mastery Level for this Paradox: 85%

Persistent: The tendency to be tenacious despite encountering significant obstacles

Importance: Essential to Job

Your Trait Score: Good but development beneficial

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

Importance: Hinders if Low

Your Trait Score: Apply this strength

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)

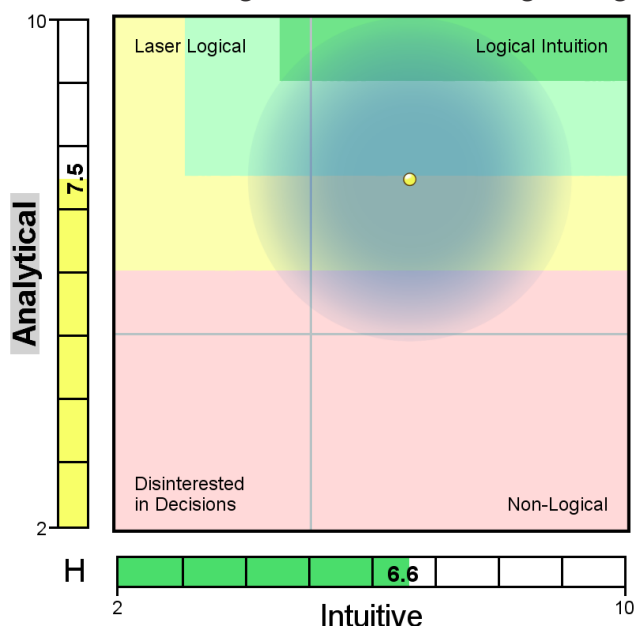
Your tendencies for this paradox are:

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 behavioural range (large blue area) being mostly in the Inventive quadrant and partially in the Stubborn Persistence quadrant.

Instinctive Logic (Decision Approach)

The tendency to use both logic and intuition when making decisions and creating strategies



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

Paradox Importance to Job: High

Your Mastery Level for this Paradox: 73%

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

Importance: Essential to Job

Your Trait Score: Development needed

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

Importance: Not Important to Job

Your Trait Score: Apply this strength

There are four possible combinations for this paradox:

Logical Intuition: The tendency to use analysis combined with intuition to solve problems (High Analytical and High Intuitive)

Non-Logical: The tendency to rely on intuition without sufficiently analysing a plan or problem (Low Analytical and High Intuitive)

Laser Logical: The tendency to solve problems emphasising analysis over intuition (High Analytical and Low Intuitive)

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

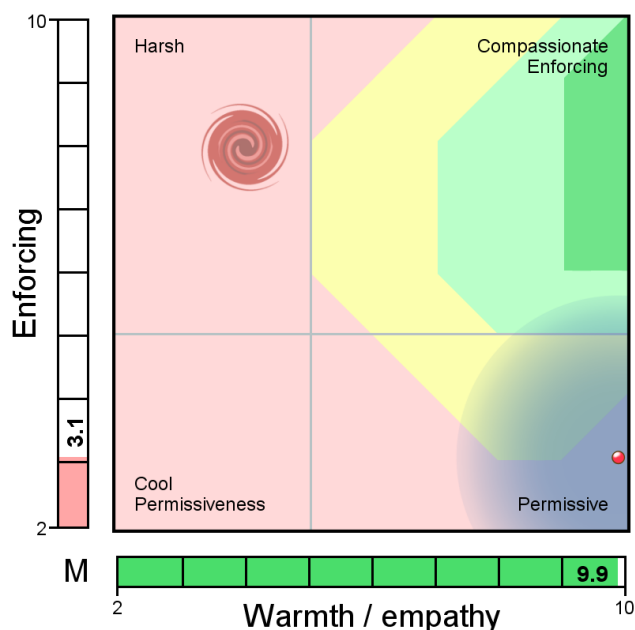
Your tendencies for this paradox are:

You tend to analyse 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 behavioural range is mostly in the Logical Intuition quadrant reflecting the above.

Coaching Mindset (Driving)

The tendency to be warm, empathic, and hold others accountable



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

Paradox Importance to Job: Moderate

Your Mastery Level for this Paradox: 50%

Enforcing: The tendency to insist upon necessary rules being followed

Importance: Hinders if Low

Your Trait Score: Development important

Warmth / empathy: The tendency to express positive feelings and affinity towards others

Importance: Hinders if Low

Your Trait Score: Apply this strength

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)

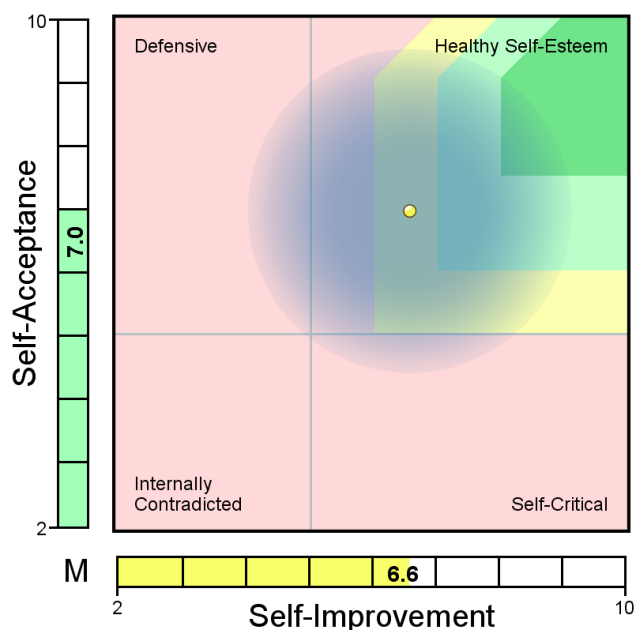
Your tendencies for this paradox are:

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 behavioural 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 behaviour may 'flip' and you may react harshly if someone tries to take advantage of your leniency.

Self-Actualisation (Self)

The tendency to expand our self-awareness and capabilities through self-appreciation and the intention to improve



Paradox Guidance: "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."

Paradox Importance to Job: Moderate

Your Mastery Level for this Paradox: 65%

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

Importance: Hinders if Low

Your Trait Score: Good but development beneficial

Self-Improvement: The tendency to attempt to develop or better oneself

Importance: Hinders if Low

Your Trait Score: Development needed

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)

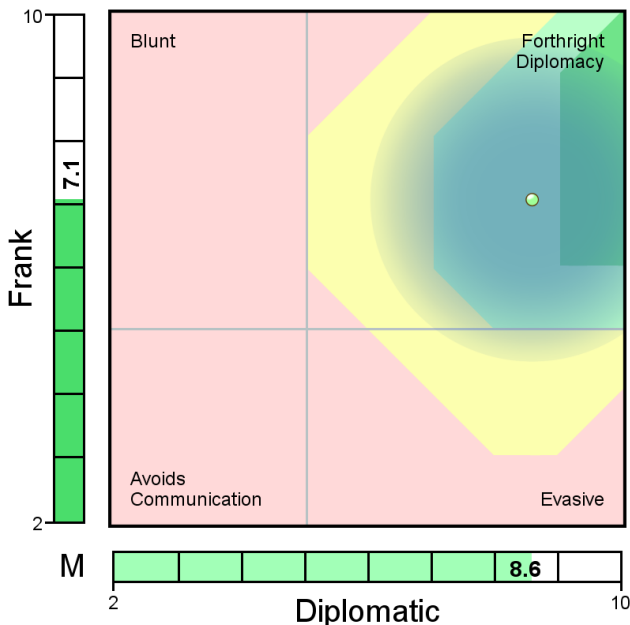
Your tendencies for this paradox are:

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 behavioural range (large blue area) appears in the upper right quadrant. The behavioural range only partially extends to the Defensive or Self-Critical quadrants indicating you only occasionally exhibit those behaviours.

Respectful Candor (Communication)

The tendency to communicate in a respectful and straightforward manner



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

Paradox Importance to Job: Moderate

Your Mastery Level for this Paradox: 85%

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

Importance: Hinders if Low

Your Trait Score: Apply this strength

Diplomatic: The tendency to state things in a tactful manner

Importance: Hinders if Low

Your Trait Score: Good but development beneficial

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)

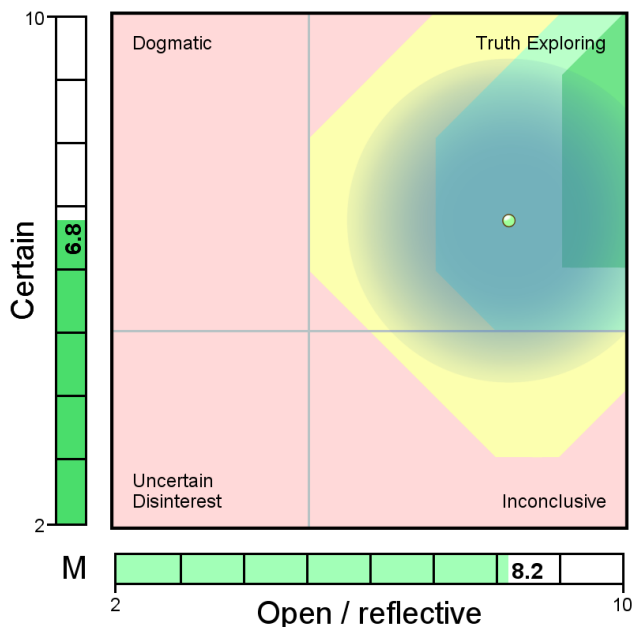
Your tendencies for this paradox are:

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 behavioural range (large blue area) is mostly in the Forthright Diplomacy quadrant, indicating that most of the time, you tend to be a good communicator.

Insightful Curiosity (Opinions)

The tendency to explore different viewpoints and make conclusions



Paradox Guidance: "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."

Paradox Importance to Job: Moderate

Your Mastery Level for this Paradox: 85%

Certain: The tendency to feel confident in one's opinions

Importance: Hinders if Low

Your Trait Score: Apply this strength

Open / reflective: The tendency to reflect on many different viewpoints

Importance: Hinders if Low

Your Trait Score: Good but development beneficial

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)

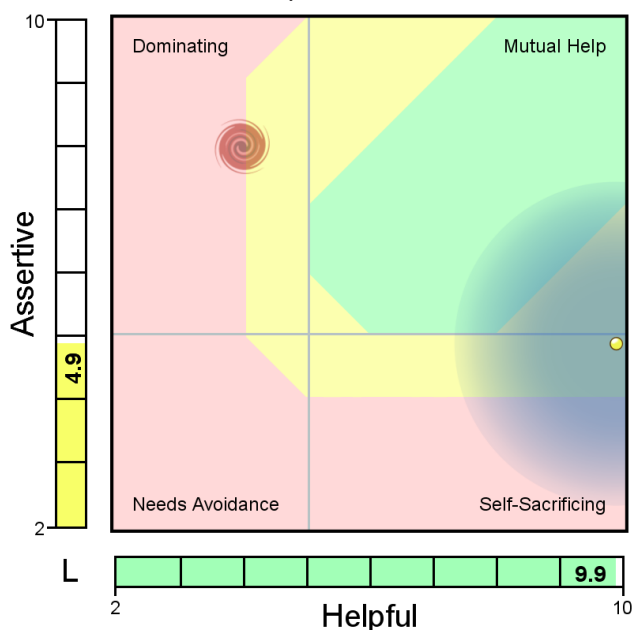
Your tendencies for this paradox are:

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 behavioural range (large blue area) is mostly in the Truth Exploring quadrant because you search for greater clarity of understanding.

Equity Mindset (Power)

The tendency to assert one's needs and respond to others needs



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

Paradox Importance to Job: Low

Your Mastery Level for this Paradox: 60%

Assertive: The tendency to put forward personal wants and needs

Importance: Hinders if Low

Your Trait Score: Development needed

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

Importance: Hinders if Low

Your Trait Score: Sufficient

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)

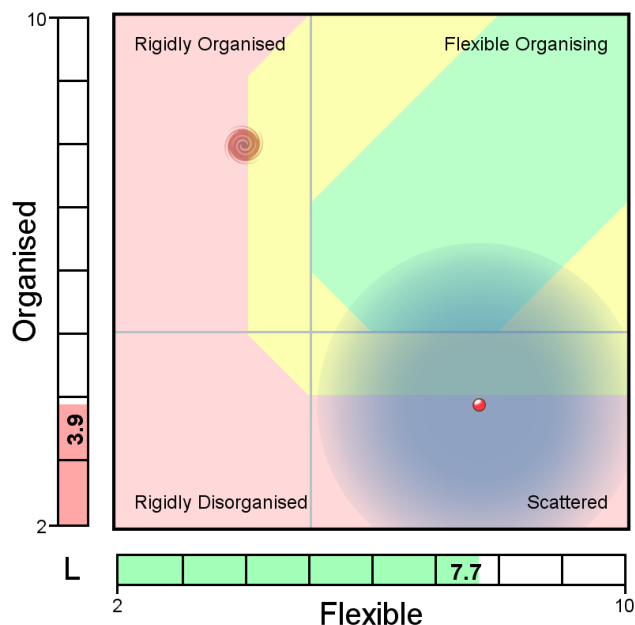
Needs Avoidance: The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

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 behavioural 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 behaviour may 'flip' and become dominating if you feel others have taken advantage of your helpfulness.

Adaptive Efficiency (Organisation)

The tendency to be orderly and adaptive



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

Paradox Importance to Job: Low

Your Mastery Level for this Paradox: 40%

Organised: The tendency to place and maintain order in an environment or situation

Importance: Hinders if Low

Your Trait Score: Development important

Flexible: The tendency to easily adapt to change

Importance: Hinders if Low

Your Trait Score: Sufficient

There are four possible combinations for this paradox:

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

Scattered: The tendency to adapt to change without remaining sufficiently organised (Low Organised and High Flexible)

Rigidly Organised: The tendency to be organised without sufficiently adapting to change (High Organised and Low Flexible)

Rigidly Disorganised: The tendency to lack organisation as well as adaptability (Low Organised and Low Flexible)

Your tendencies for this paradox are:

You may usually prefer not to have to organise 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 behavioural range (large blue area) is partly in the Flexible Organising quadrant but mostly in the Scattered quadrant indicating that some of the time you may be effective when organising but more of the time you may be scattered. The red circle in the upper left indicates that under stress, your behaviour may 'flip' and become a little rigid.