



**OFFICIAL PROFILE REPORT
FOR**

Nicole Alvarado-Hobbs



**Melanie Upson
PO Box 97, Black River, NY
www.cortelimprovement.com
315-493-1492**

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 suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Nicole's consistency score is 95 which indicates that Nicole is 99.0% consistent in answering the questionnaire. This indicates a high likelihood that Nicole was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Keyword Descriptions

Strongest Traits

Optimistic

Idealistic

Warm

Strong Traits

Dogmatic

Self-certain

Non-analytical

Careful with risks

Helpful

Wants a stable career

Self-accepting

Wants recognition

Organized

Self-motivated

Reasonably Strong Traits

Outgoing

Non-intuitive

Willing to make decisions

Enjoys collaborating

Persevering

May lack frankness

Takes initiative

Willing to grow

Flexible

Likes to plan

Enthusiastic about goals

Summary Descriptions

Nicole's task preferences are (in order of preference): doing something that helps others or society, doing physical work, meeting and interacting with new people, and organizing something. Nicole prefers to avoid the following tasks (listed according to greatest dislike first): driving a vehicle, public speaking, analyzing facts, problems and decisions, working with her hands, and researching or learning new information. Nicole would be interested in work that involves sports, animals, health/medicine, and science. Nicole lacks interest in food, writing/language, and electronics. Nicole needs a work environment that involves working as part of a team, the opportunity to occasionally get up and move around, and a quiet setting.

Generally, Nicole is extremely optimistic and has a positive outlook. Nicole is very helpful and responsive to others' needs. Nicole is very self-accepting. Nicole has a strong intention to improve herself. Nicole is outgoing. Thus Nicole would enjoy a position that involves meeting new people. Nicole is extremely empathetic and warm, however Nicole may at times become overly emotional. There are some interpersonal areas in which she could improve. Nicole may often have difficulty being frank or direct. Nicole can be somewhat dogmatic. Consequently, Nicole may have difficult

Summary Descriptions

communication with people who don't share the same beliefs.

Nicole is highly motivated by a chance to have authority for making decisions, a chance to take initiative, an opportunity to work for someone she respects, having challenging work, an opportunity to do something worthwhile for society, receiving recognition, an opportunity to achieve her goals, and having a stable position.

Nicole prefers not to have to analyze facts and situations. Nicole is comfortable in a decision-making role. Nicole is willing to collaborate with others with regard to making decisions. Nicole has a good balance between accepting responsibility for decisions and collaborating with others. Nicole tends to be careful about taking risks. Nicole is optimistic about the outcome of risks. Nicole generally prefers not to have to reflect too much on different ideas when she needs to make a decision. Nicole tends to become dogmatic or over-confident in her opinions under stress, reducing the effectiveness of her decisions.

This report enables Nicole's manager to better utilize her 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.

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Nicole's consistency score is 95 which indicates that Nicole is 99.0% consistent in answering the questionnaire. This indicates a high likelihood that Nicole was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Essential Factors to Consider

- Nicole's outlook is extremely optimistic and positive. Support this attitude wherever possible as it will probably be helpful to morale.
- Nicole has a very strong desire to work for a very capable leader. Thus, it is important that she is compatible with her supervisor. Try to match Nicole with a supervisor with traits that are similar to Nicole's highest traits.
- Nicole has a need for challenging work. If this need is not met, she will probably look elsewhere. Therefore, to manage Nicole well, you will need to provide new challenges continuously. If Nicole has strong experience and skills, allow her to take on difficult challenges. If Nicole's experience and skills are still developing, allow her to take on challenges in stages and monitor progress.
- Nicole has a very strong desire to have employment that she perceives to be of benefit to society. If possible, offer her projects that she would perceive to produce a result that is helpful to society.

Important Factors to Consider

- Nicole will probably tend to express certainty about opinions even when she is not fully aware something. It may be wise to confirm the facts on important matters.
- Nicole has a strong desire to be helpful. Provide opportunities to help others in order to motivate or reward her.
- Nicole has a strong desire to be recognized for her abilities.
- Nicole probably has a tendency to be permissive. Nicole may have difficulty insisting her staff follow the rules or perform to their potential. Check into this possibility and if necessary support Nicole to be more enforcing.
- Nicole will feel more secure and have greater job satisfaction if she believes her employment is stable and long-term. If that is the case, occasionally confirm it.

Other Possible Factors to Consider

- Wherever possible, provide Nicole with opportunities to meet new people and have social interaction. However, if social interaction is not a central aspect of Nicole's work, it could become a distraction.
- Nicole likes to have decision-making authority and is willing to accept responsibility. To motivate or reward Nicole, offer her opportunities for more responsibilities. If you wish to retain her, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Nicole's skills and experience are sufficiently developed for each stage of increased authority.
- Nicole is motivated by opportunities for collaboration. You can also reward her with such opportunities.
- Nicole enjoys opportunities to take initiative. To motivate or reward Nicole, provide opportunities to take initiative. Provide clear guidelines and examples of the type of initiative she is authorized to take. If Nicole has strong eligibility for this position, her initiatives are likely to be appropriate. However, if Nicole's experience and skills are in a developmental stage, you will need to monitor that she stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.
- Nicole has a desire to improve herself. Discuss with her the ways in which this position could help her to improve.
- Nicole is somewhat motivated by opportunities to lead others.

Other Possible Factors to Consider

- Nicole is enthusiastic about her goals. Ask Nicole about her goals. Try to gain a complete understanding of each of Nicole's major goals and acknowledge each major goal. Then discuss how Nicole's goals could be achieved in this position.
- Nicole has only a moderate tendency to analyze the potential difficulties of plans and strategies.
- To best motivate Nicole, offer sincere and regular acknowledgment for her contributions. Public recognition would be especially appreciated by Nicole.

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)

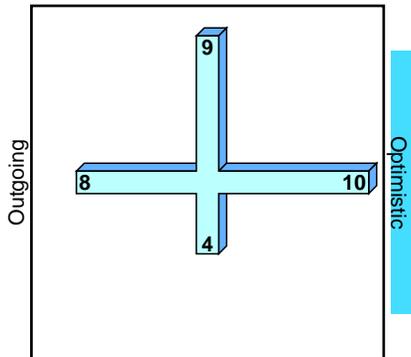
WARMTH/EMPATHY and ENFORCING

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

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Nicole's consistency score is 95 which indicates that Nicole is 99.0% consistent in answering the questionnaire. This indicates a high likelihood that Nicole was truthful, accurately self-aware, and able to concentrate on the questionnaire.

OUTLOOK

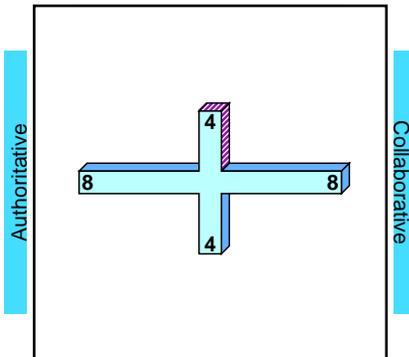
Certain



Open / reflective

DECISIONS

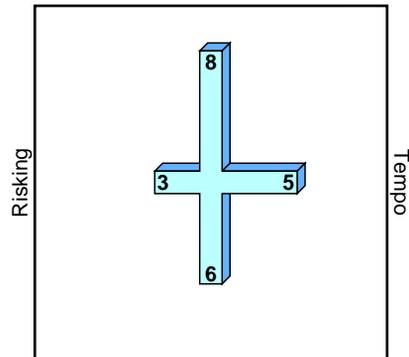
Problem Solving



Intuitive

INNOVATION

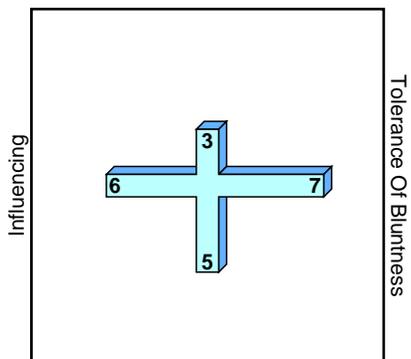
Persistent



Experimenting

COMMUNICATION

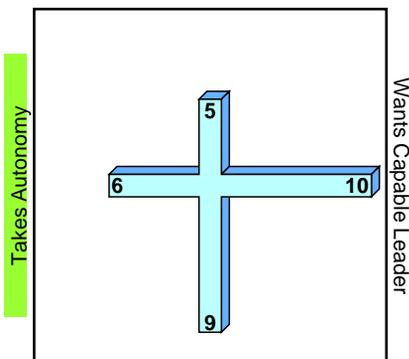
Frank



Diplomatic

POWER

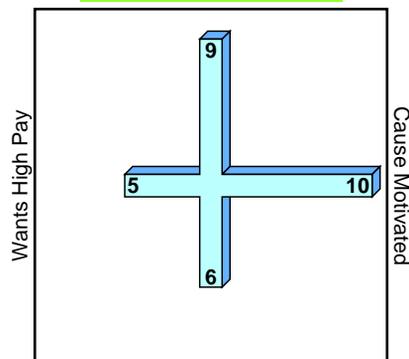
Assertive



Helpful

MOTIVATION

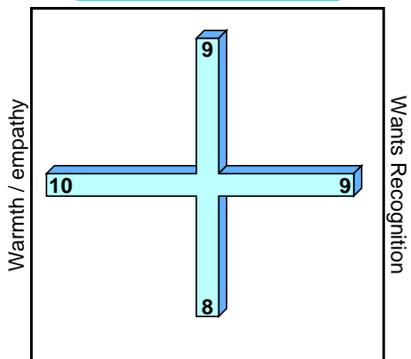
Self-motivated



Stress Management

SUPPORT

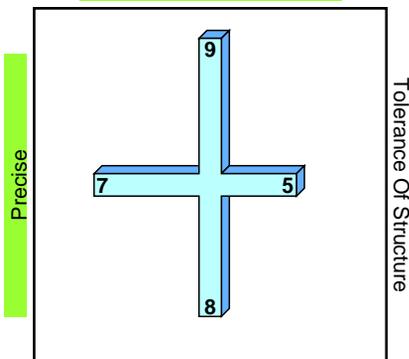
Self-acceptance



Self-improvement

ORGANIZATION

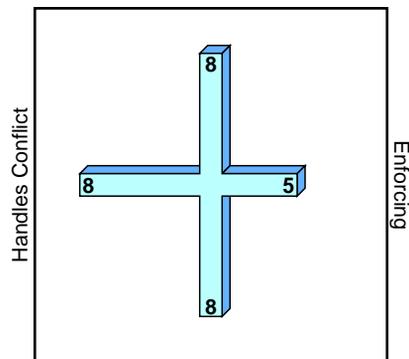
Organized



Flexible

LEADERSHIP

Provides Direction



Planning



Probable Hindrance



Possible Hindrance

Essential Trait on this template

Desirable Trait on this template

OUTLOOK

Is very self-certain but may not show it overtly.

May dislike ambiguous circumstances.

Can be dogmatic and over-confident in her opinions.

Is outgoing.

May be uncomfortable making presentations to groups.

Is extremely optimistic.

DECISIONS

Prefers a position which does not require a significant amount of analytical problem solving.

Has a moderate tendency to analyze the potential difficulties of plans and strategies, but may prefer not to have to do so extensively.

Prefers not to make decisions intuitively, but may occasionally use intuition to help make decisions.

Is willing to assume decision-making authority.

Is willing to collaborate with others with regard to making important decisions.

Has a good balance between accepting responsibility for decisions and collaborating with others.

INNOVATION

Perseveres with a task despite obstacles and is good at the implementation stage of projects.

Can be moderately progressive and creative, but prefers to avoid occupying a position which requires trying new ways of doing things very frequently.

May be very careful about taking risks.

Likes to work at a moderate, steady pace.

COMMUNICATION

May often have difficulty being frank and/or getting to the point.

Is moderately capable of being tactful, but could be more tactful in some circumstances.

May have some difficulty with interpersonal communication.

Is reasonably tolerant of people who are blunt.

May sometimes try to influence others, but probably prefers to avoid occupying a position where the influencing of others is an important aspect.

POWER

Can put forward her own needs, but may sometimes hesitate to do so.

Is very helpful and conscious of others' needs.

May want little autonomy.

Tends to take initiative.

Has a strong desire to work for a very capable authority. Has high expectations of a supervisor and of others.

Is very much a perfectionist.

MOTIVATION

Needs extremely challenging work.

Is clear about her goals and is motivated toward them.

Is very self-motivated.

Is generally at ease and relaxed while working with only some tension.

Is able to deal with stress reasonably well.

Wants to be paid well, but it is a lesser consideration than other factors.

Has extremely benevolent intentions. Undertaking work which benefits others/society is extremely important to her.

Tends to follow through on her benevolent actions.

May sometimes tend to be self-sacrificing.

Has a very strong desire to have a stable career.

SUPPORT

Is extremely empathetic and warm.

Is very self-accepting.

Has a strong intention to improve herself.

Has a good balance between wanting to improve herself and liking herself the way she is now.

May want recognition very much.

ORGANIZATION

Is very well organized.

Is flexible and adaptable to changes.

ORGANIZATION

Is reasonably precise.

Is reasonably systematic.

May want a moderate amount of autonomy from having to follow closely defined procedures and schedules.

LEADERSHIP

Wants to lead.

Enjoys planning.

Is effective at handling conflict.

Prefers not to have to enforce rules and may be overly empathetic when firmness is needed.

The report lists Nicole's traits and corresponding scores in descending order for each trait category. The trait definitions are to the right of each trait. If a position was selected when running this report, the traits related to the position will be highlighted in **green** for Essential Traits, **blue** for Desirable Traits, and **red** for Traits to Avoid that could hinder Nicole's performance.

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Nicole's consistency score is 95 which indicates that Nicole is 99.0% consistent in answering the questionnaire. This indicates a high likelihood that Nicole was truthful, accurately self-aware, and able to concentrate on the questionnaire.

A single asterisk, *, indicates that there are some inconsistencies related to this trait, but the result is probably reliable. A double asterisks, **, indicates that there are some inconsistencies related to this trait, and the result is probably questionable.

Traits

These are the primary work preference and personality factors measured in the Harrison Assessments system, listed in order of Nicole's scores.

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

Trait	Nicole's Score	Description
Wants Capable Leader	9.9	The desire to have a leader one perceives to be capable
Cause Motivated	9.9	The tendency to be motivated to help society
Optimistic	9.7	The tendency to believe the future will be positive
Wants Challenge	9.5	The willingness to attempt difficult tasks or goals
Warmth / empathy	9.5	The tendency to express positive feelings and affinity toward others

Strengths and Preferred Focus - Nicole's potential strength and preferred focus

Trait	Nicole's Score	Description
Helpful	9.1	The tendency to respond to others' needs and assist or support others to achieve their goals
Wants Stable Career	9.1	The desire for long-term or permanent employment
Certain	9.0	The tendency to feel confident in one's opinions
Wants Recognition	9.0	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Organized	8.6	The tendency to place and maintain order in an environment or situation
Self-motivated	8.6	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Self-acceptance	8.5	The tendency to like oneself ("I'm O.K. the way I am")
Authoritative	8.4	The desire for decision-making authority and the willingness to accept decision-making responsibility
Outgoing	8.4	The tendency to be socially extroverted and the enjoyment of meeting new people
Collaborative	8.0	The tendency to collaborate with others when making decisions
Flexible	8.0	The tendency to easily adapt to change
Self-improvement	8.0	The tendency to attempt to develop or better oneself
Persistent	7.8	The tendency to be tenacious despite encountering significant obstacles
Enthusiastic	7.7	The tendency to be eager and excited toward one's own goals
Takes Initiative	7.5	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Planning	7.5	The tendency to formulate ideas related to the steps and process of accomplishing an objective

Traits

Acceptable Areas - Nicole's moderate strengths and preferences

Trait	Nicole's Score	Description
Wants To Lead	7.2	The desire to be in a position to direct or guide others
Manages Stress Well	7.1	The tendency to deal effectively with strain and difficulty when it occurs
Tolerance Of Bluntness	6.9	The level of comfort related to receiving abrupt or frank communications from others
Systematic	6.8	The enjoyment of tasks that require carefully or methodically thinking through steps.
Precise	6.7	The enjoyment of work that requires being exact and the tendency to be detail oriented
Comfort With Conflict	6.4	The tendency to be comfortable with confrontation or strife
Experimenting	5.5	The tendency to try new things and new ways of doing things
Influencing	5.5	The tendency to try to persuade others
Relaxed	5.5	The tendency to feel at ease or calm while working

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

Trait	Nicole's Score	Description
Tolerance Of Structure	5.4	The tolerance of following rules, schedules, and procedures created by someone else
Wants Diplomacy	5.2	The desire for others to be tactful
Tempo	5.0	The enjoyment of work that needs to be done quickly
Wants High Pay	5.0	The desire to earn greater remuneration
Enforcing	4.9	The tendency to insist upon necessary rules being followed
Assertive	4.7	The tendency to put forward personal wants and needs
Diplomatic	4.7	The tendency to state things in a tactful manner
Analyzes Pitfalls	4.6	The tendency to scrutinize potential difficulties related to a plan or strategy
Open / reflective	4.1	The tendency to reflect on many different viewpoints
Wants Frankness	3.9	The desire for others to be direct, straightforward, and to the point
Intuitive	3.8	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Enlists Cooperation	3.8	The tendency to invite others to participate in or join an effort
Wants Autonomy	3.5	The desire to have freedom or independence from authority

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

Trait	Nicole's Score	Description
Analytical	3.3	The tendency to logically examine facts and situations (not necessarily analytical ability)
Risking	2.9	The tendency to feel comfortable with business ventures that involve uncertainty
Frank	2.8	The tendency to be straightforward, direct, to the point, and forthright

Task Preferences

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

Task Preference	Nicole's Score	Description
Physical Work	9.6	The enjoyment of work that involves substantial bodily effort
Clerical	7.3	The enjoyment of tasks such as typing or filing or organizing information
Mechanical	5.9	The enjoyment of work that involves fixing or repairing something
Artistic	5.8	The enjoyment of making things look beautiful or attractive
Computers	5.7	The enjoyment of working with electronic machines that calculate, store, or analyze information

Task Preferences

Task Preference	Nicole's Score	Description
Teaching	5.7	The enjoyment of instructing, training, or educating others
Building / making	4.7	The enjoyment of constructing or putting together anything
Numerical	3.7	The enjoyment of counting, calculating, or analyzing quantities using mathematics
Research / learning	3.1	The enjoyment of gathering and comprehending new information
Manual Work	2.6	The enjoyment of work that involves using one's hands
Public Speaking	2.6	The enjoyment of presenting or articulating information to groups of people
Driving	2.0	The enjoyment of operating a motor vehicle

Interests

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

Interest	Nicole's Score	Description
Sports	10.0	The interest in work that involves sports
Animals	10.0	The interest in working with mammals, birds, reptiles, or fish
Health / medicine	10.0	The interest in health or medicine
Science	8.0	The interest in any body of knowledge that uses a systematic method for achieving knowledge
Travel	6.0	The interest in work that involves frequently taking a journey
Plants	6.0	The interest in shrubs, gardening, botany, trees, or farming
Finance / business	6.0	The interest in commerce or fiscal management
Children	6.0	The interest in working with children
Electronics	2.0	The interest in designing, assembling, repairing, or operating automated or computerized equipment
Food	2.0	The interest in work relating to food
Writing / language	2.0	The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)

Work Environment Preferences

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

Work Environment Preference	Nicole's Score	Description
Outdoors	7.5	The desire to work in an outside environment
Team	6.8	The enjoyment of working closely in a co-operative effort with others (not necessarily the ability to do so)
Pressure Tolerance	6.7	The level of comfort related to working under deadlines and busy schedules
Public Contact	6.2	The tendency to feel comfortable with interacting directly with a wide range of people representative of general society
Repetition	4.7	The tolerance of monotonous work: the same single activity is repeated over and over (e.g. assembly line)
Noise	3.3	The tolerance of working in an environment that has loud or continuous sounds
Sitting	2.4	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around
Standing	2.3	The tolerance of standing in a stationary position for long periods (no opportunity to sit or walk around)

Behavioral Competencies

Each competencies are composed of numerous traits, and are listed in order of Nicole's strengths.

Behavioral Competency	Nicole's Score	Description
Organizational Compatibility	8.5	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Handles Conflict	8.1	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
People Oriented	7.9	The tendency to have a balance of traits that would enable one to positively interact with others
Provides Direction	7.8	The tendency to manifest the traits necessary for a leadership role
Receives Correction	7.5	The tendency to accept guidance intended to improve performance
Coaching	7.0	The tendency to be an effective facilitator of the development of employees (one to one interactions)
Handles Autonomy	6.8	The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge)
Interpersonal Skills	6.6	The tendency to have a balance of traits that relate to effective interaction with others
Tolerance Of Evasiveness	6.5	The level of comfort related to dealing with people who are indirect or lacking in frankness
Innovative	6.4	The tendency to create new and more effective ways of doing things
Doesn't Need Structure	6.1	The tendency to manifest the traits that would enable one to occupy a position that does not have much structure (assuming sufficient job related knowledge)
Effective Enforcing	5.7	The tendency to skillfully correct others when they are violating rules or performing poorly
Self-employed	5.4	The tendency to enjoy activities that would be required for self employment (does not necessarily indicate sufficient business related knowledge)
Negotiating	4.7	The tendency to bargain in order to reach an beneficial agreement
Judgment (strategic)	4.0	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy

Traits to Avoid for this Position

These traits to avoid are related to the position selected. If they are highlighted in red, it indicates that trait may hinder Nicole's performance.

Traits to Avoid for this Position	Nicole's Score	Description
Dogmatic	5.0	The tendency to be certain of one's own opinions while at the same time not open to different ideas
Defensive	0.4	The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")
Blunt	0.0	The tendency to be frank or direct while lacking in diplomacy or tact
Harsh	0.0	The tendency to be overly strict or punitive when enforcing rules and procedures

Functions

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

Functions	Nicole's Score	Description
Sales - Cold Calling	8.2	This position relates to sales in general but is oriented toward sales positions that require prospecting for new clients with mostly cold calling. It focuses on achievement, self-motivation, and various interpersonal skills related to persuasion.
Customer Service - Friendly	7.8	This template is for a position in which the primary requirement is friendliness (not necessarily efficiency). It focuses on a variety of interpersonal skills related to serving customers. It also screens for personal honesty and at least a moderate level of motivation.

Functions

Functions	Nicole's Score	Description
Administration - General	7.7	This position is specifically designed for a general administration role. It focuses being organized and detail oriented. In addition, it screens for a lack of interpersonal skills necessary for interacting with co-workers.
Technical	7.2	This template is specifically designed for a technical position. It focuses on analytical tendencies, organizational skills, and self-motivation. It also screens for a lack of interpersonal skills necessary for interacting with co-workers.
Supervisory	6.9	This template is designed for a position that has supervisory responsibilities. It focuses on self-motivation and organization. It also screens for a lack of interpersonal skills necessary to be a supervisor.
Management - Middle	6.1	This template is designed for a position that has the responsibilities of middle management. It focuses on achievement, self-motivation, leadership, and decision-making. It also screens for a lack of interpersonal skills necessary for management.
Management - Upper	4.9	This template is designed for a senior management position. It focuses on leadership, achievement, self-motivation, decision-making, and various interpersonal skills that relate to leadership.

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

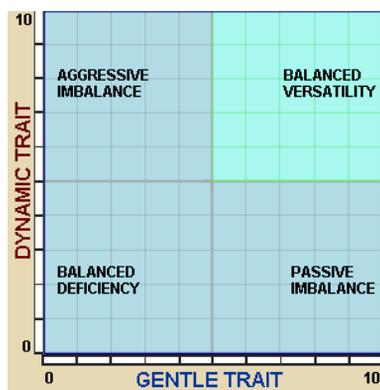


Figure 2

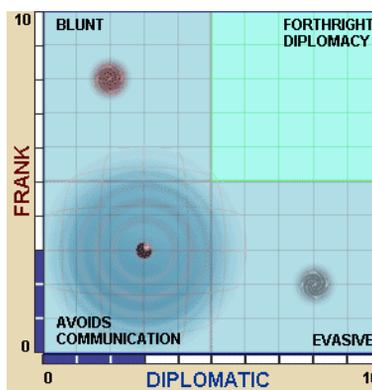


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive 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 suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Nicole's consistency score is 95 which indicates that Nicole is 99.0% consistent in answering the questionnaire. This indicates a high likelihood that Nicole was truthful, accurately self-aware, and able to concentrate on the questionnaire.

INTERPERSONAL

ACHIEVEMENT

LEADERSHIP

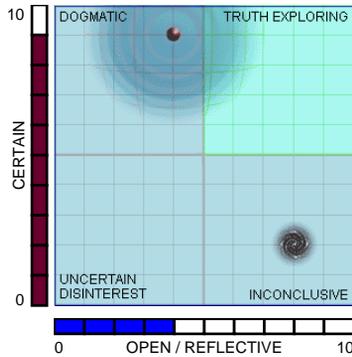
INITIATING

MOTIVATING

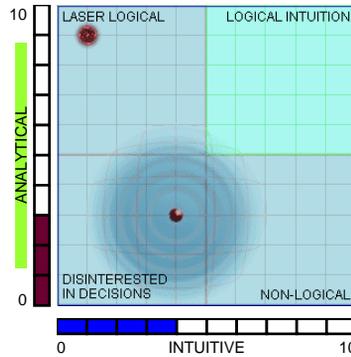
IMPLEMENTING

MAINTAINING

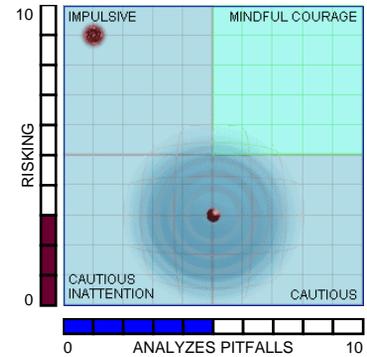
OPINIONS



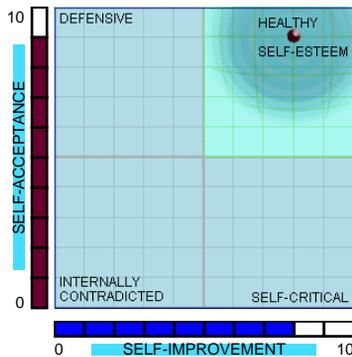
DECISION APPROACH



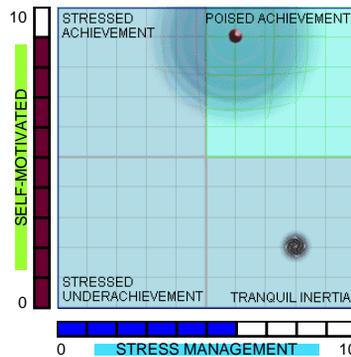
STRATEGIC



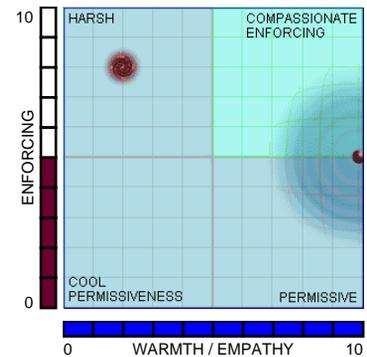
SELF



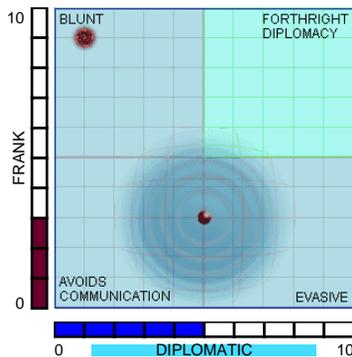
MOTIVATION



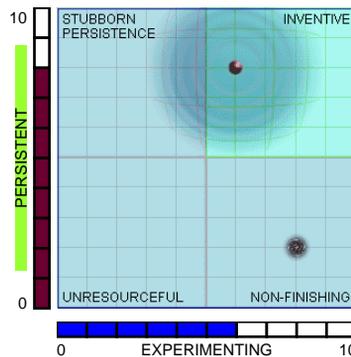
DRIVING



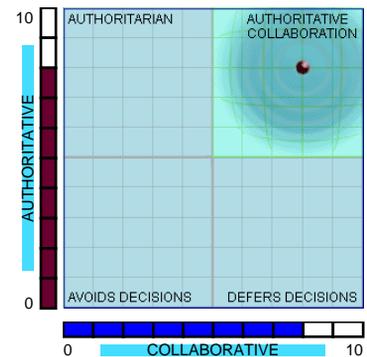
COMMUNICATION



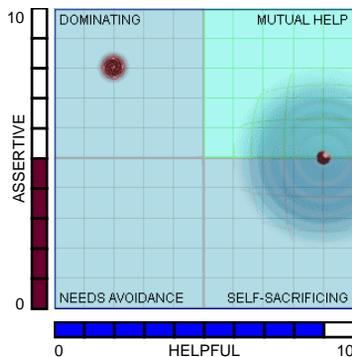
INNOVATION



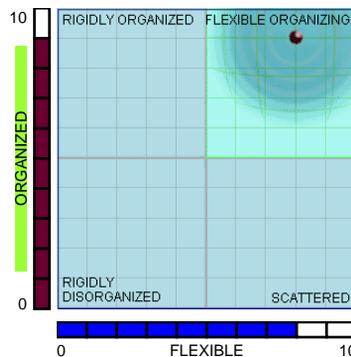
DELEGATION



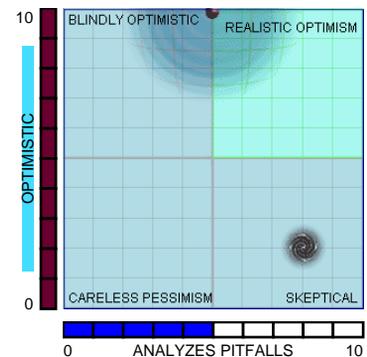
POWER



ORGANIZATION

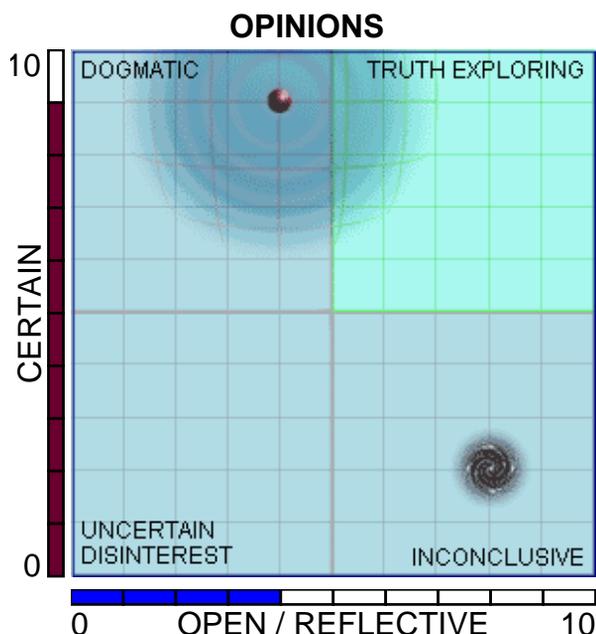


STRATEGIC ACUMEN



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)

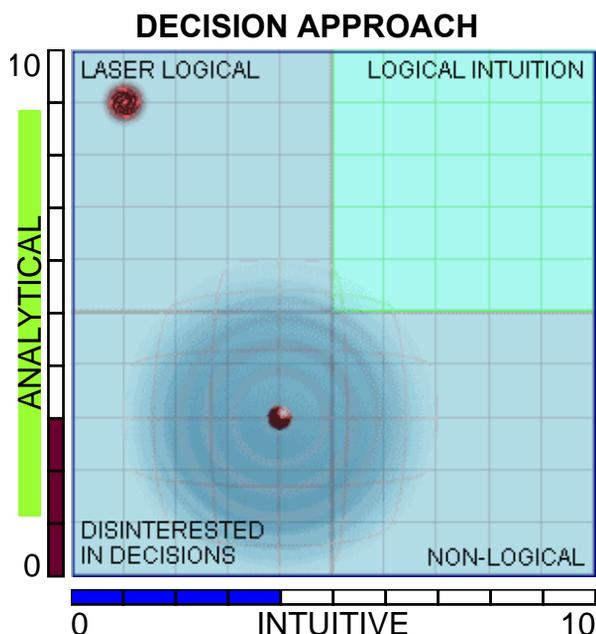
UNCERTAIN DISINTEREST - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

Your tendencies for this paradox are:

You are very certain of your opinions.

You may prefer not to have to reflect on different ideas and opinions.

Your very strong opinions may cause you to hold on to ideas without sufficiently considering new ones. Your preferred behavioral range (large blue area) is partially in the truth explorer quadrant indicating that sometimes you search for and discover clarity of understanding. However, your tendency to be certain of your opinions is much greater than your tendency to be open to different ideas and thus, you may behave dogmatically. You may look for certainty or come to conclusions prematurely as a means of coping with confusion and uncertainty. In those circumstances, you may present greater certainty than you actually have about a subject. The dark circle in the lower right reflects the underlying confusion.



"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)

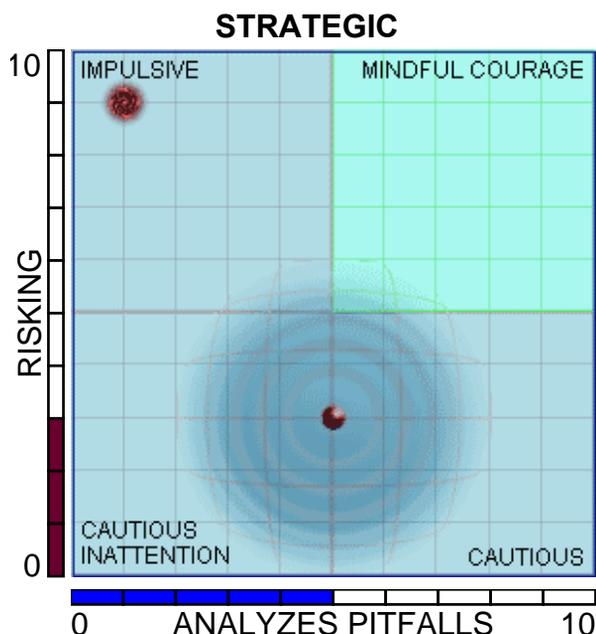
DISINTERESTED IN DECISIONS - The tendency to avoid analyzing situations and decisions while at the same time mistrusting one's own intuition (Low Analytical and Low Intuitive)

Your tendencies for this paradox are:

You may prefer not to have to analyze problems and decisions and may tend to avoid doing so.

You may prefer not to have to use intuition or hunches to help make decisions.

When you solve problems and make decisions, you may prefer not to have to use analysis or intuition. As a result, you may tend to be a little inattentive to decisions. Your preferred behavioral range (large blue area) is partially in the logical intuition quadrant and extends to each of the other quadrants indicating that you may manifest the characteristics of each of the quadrants. The red circle in the upper left indicates that under stress, your behavior may occasionally 'flip' from your normal intuitive approach to an over adherence to the logical analysis of a single perspective.



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

The Primary traits for this paradox are:

RISKING

The tendency to feel comfortable with business ventures that involve uncertainty

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 tend to take a conservative approach to business risks.

You may only moderately enjoy analyzing the potential difficulties of plans and strategies and you may only have a moderate tendency to do so.

Your cautious approach to taking business risks may help to reduce risks, but you may use only a moderate amount of risk analysis. This is indicated by most of the behavioral range (large blue area) falling in the cautious inattention quadrant. You will benefit from input from others who are more strategically analytical. If you receive feedback and adjust your strategies accordingly, your strategies are likely to be even more successful. The small red circle in the upper left indicates that under a great deal of stress for a decision, you could 'flip' and react a little impulsively by placing too much hope in a particular solution.



"Although I have many good qualities, my life and relationships need continuous improvement. True character is developed through self-inquiry which ultimately leads to discovering the full impact of one's 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)

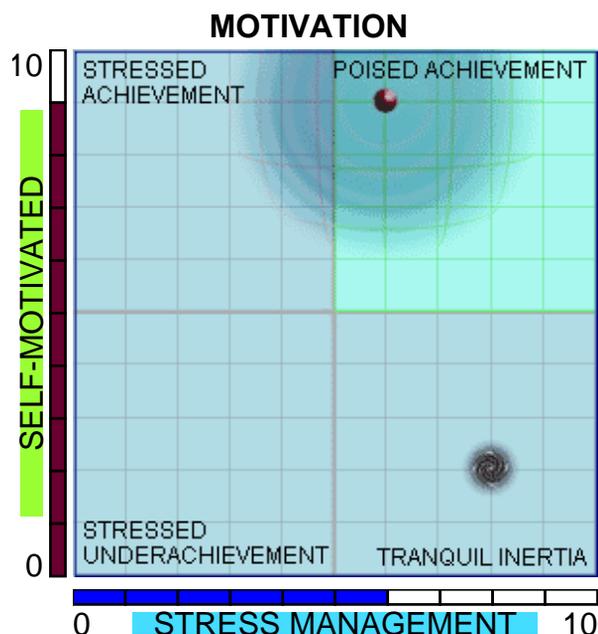
INTERNALLY CONTRADICTED - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement)

Your tendencies for this paradox are:

You tend to be very self-accepting.

You have a reasonably strong intention to improve yourself.

Your strong self-acceptance combined with your significant interest in self-improvement reflects a healthy self-esteem. Although your self-acceptance may appear to some to be arrogance, it is not the case. You are open to corrective feedback and eager to change when necessary. By being comfortable within yourself, you tend to make others more comfortable with you. Your behavioral range (large blue area) is in the healthy self-esteem quadrant.



"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)

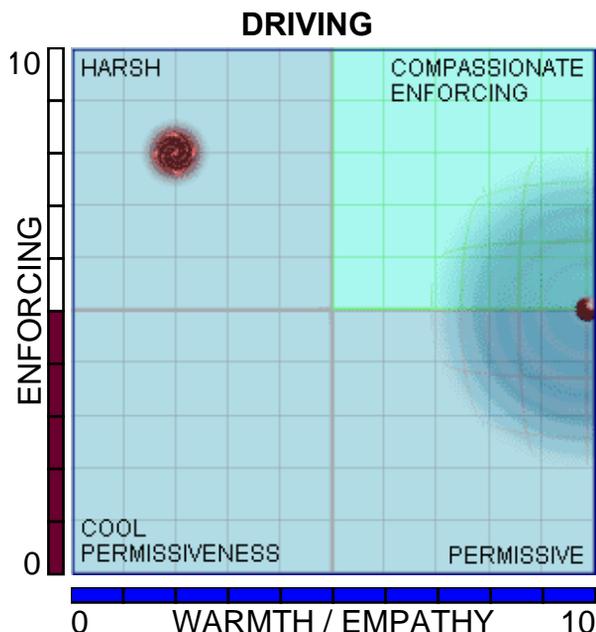
STRESSED UNDERACHIEVEMENT - The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

Your tendencies for this paradox are:

You are very self-motivated

You tend to be moderately easy-going and unstressed.

Your very high level of self-motivation combined with a moderate level of stress management, enables you to accomplish a great deal without becoming overly stressed. Your ability to manage stress not only supports your health and well being, it furthers your accomplishments. Your preferred behavioral range (large blue area) is mostly in the poised achievement quadrant. However, it partially extends to the stressed achievement quadrant indicating that you also at times exhibit those characteristics. The dark circle in the lower right indicates your drive to achieve is so strong that you may sometimes develop an underlying desire to have a respite from the hard work.



"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)

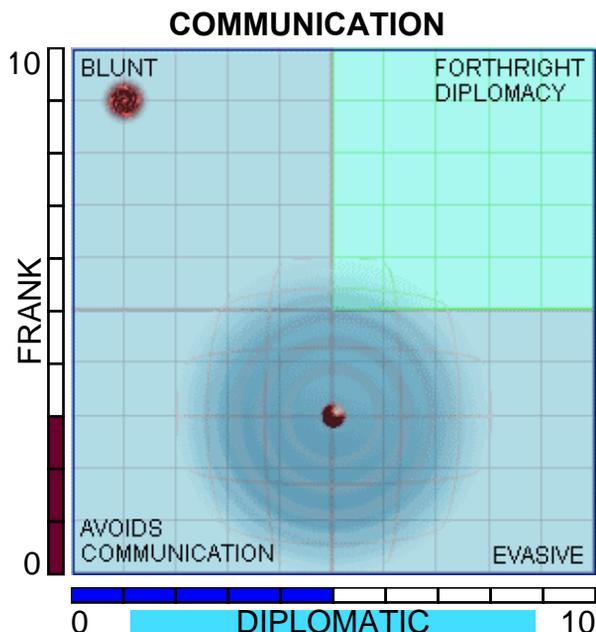
COOL PERMISSIVENESS - The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

Your tendencies for this paradox are:

You may be only moderately willing to enforce necessary rules.

You tend to frequently express warmth and empathy.

Your extremely high level of warmth and empathy combined with your moderate willingness to enforce rules contributes to you building good relationships with others. Although you usually enforce rules when necessary, you may at times tend to be somewhat permissive or lenient. Your preferred behavioral range (large blue area) is half in the compassionate enforcer quadrant and half in the permissive quadrant. This indicates that half of the time you may tend to be a compassionate enforcer but the other half you may tend to be permissive. The red circle in the upper left indicates that under stress, your behavior may 'flip' and you may react somewhat harshly if someone tries to take advantage of your leniency.



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

The Primary traits for this paradox are:

FRANK

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

DIPLOMATIC

The tendency to state things in a tactful manner

There are four possible combinations for this paradox:

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

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

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

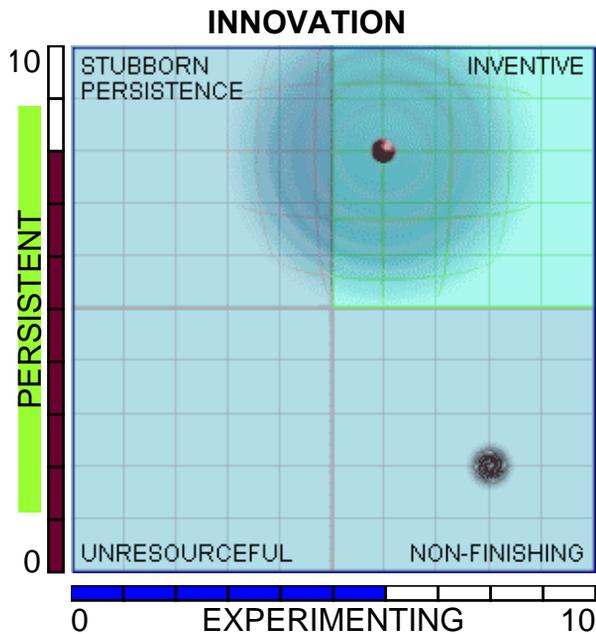
AVOIDS COMMUNICATION - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

Your tendencies for this paradox are:

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

You may 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 diplomacy combined with what may be a tendency to withhold communications from co-workers may limit your communication effectiveness. The tendency to avoid forthright communication may in the long-term detract from teamwork and co-operation. By withholding feedback, others could miss the opportunity to know how they could work with you more effectively. Your preferred behavioral range (large blue area) is mostly in the evasive quadrant and avoids communication quadrant indicating that part of the time you may tend to avoid giving feedback to your co-workers. However, when you do give feedback, you may tend to communicate evasively, making it a little difficult for them to fully understand. The red circle in the upper left indicates that under stress, particularly after withholding communications to someone for some time, there may be a build up of tension. Then you may 'flip' and become blunt.



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

The Primary traits for this paradox are:

PERSISTENT

The tendency to be tenacious despite encountering significant obstacles

EXPERIMENTING

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

There are four possible combinations for this paradox:

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

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

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

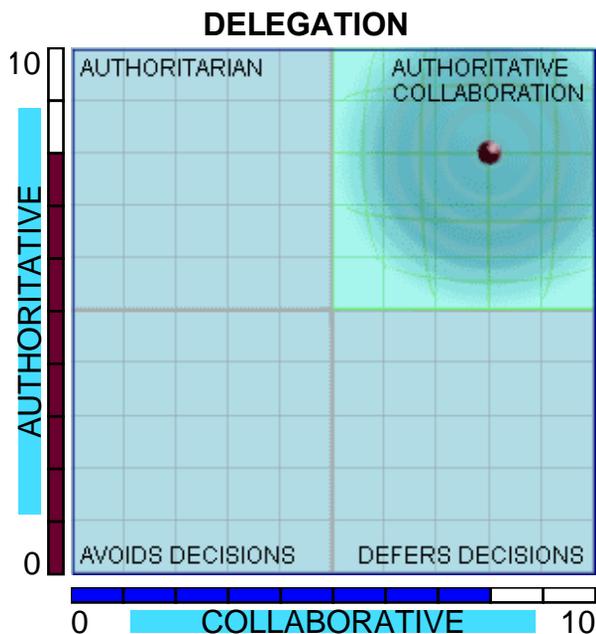
UNRESOURCEFUL - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

Your tendencies for this paradox are:

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



"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 desire to have decision-making authority and are willing to accept decision-making responsibility.

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

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



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

The Primary traits for this paradox are:

ASSERTIVE

The tendency to put forward personal wants and needs

HELPFUL

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

There are four possible combinations for this paradox:

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

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

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

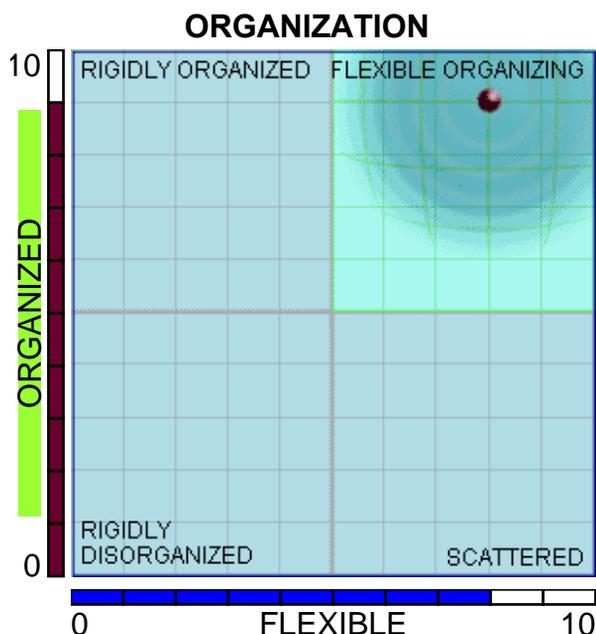
NEEDS AVOIDANCE - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

Your tendencies for this paradox are:

You may only moderately put forward your own needs.

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

By being very helpful, you tend to establish good working relationships with your co-workers. By moderately expressing your own needs and being very 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 a little stronger than your assertion of your own needs and thus, you may occasionally be a little self-sacrificing. Your preferred behavioral range (large blue area) is partially in the mutual help quadrant and partially in the self-sacrificing quadrant indicating the above. The small red circle in the upper left indicates that under stress, your behavior may 'flip' and become dominating if you feel others have taken advantage of your helpfulness.



"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)

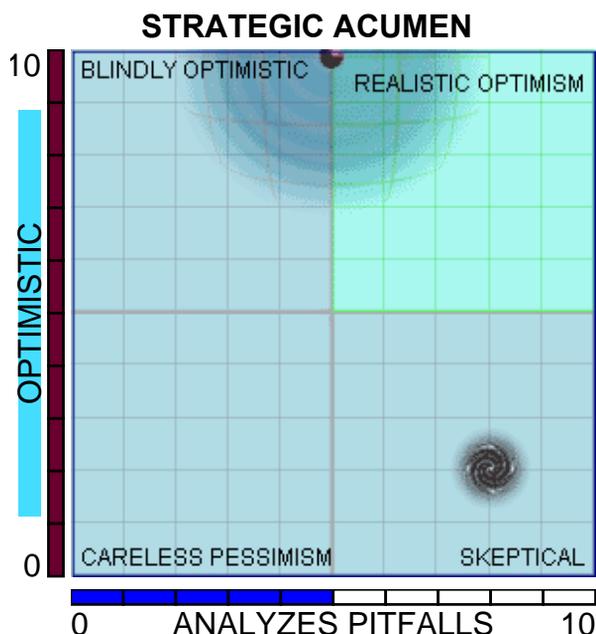
RIGIDLY DISORGANIZED - The tendency to lack organization as well as adaptability (Low Organized and Low Flexible)

Your tendencies for this paradox are:

You tend to be very well organized, keeping things in good order.

You tend to be adaptive to change and probably enjoy variety.

Your tendency to be very organized enables you to create order even in challenging situations. This leads to greater efficiency. Your orderliness combined with your tendency to be flexible enables you to create structure and order that is easily adaptable to change. When circumstances change, you very quickly adjust to meet the new requirements by creating a different order. As a result you are able to be highly effective in organizing. Such fluid orderliness supports others to work efficiently without feeling confined or restricted. By remaining flexible, you avoid over-emphasizing orderliness and thus you do not become rigid when organizing or compulsive about being organized. By keeping organized, you avoid being so flexible that you become scattered. Your preferred behavioral range (large blue area) is in the flexible organizing quadrant.



"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 may only moderately enjoy analyzing the potential difficulties of plans and strategies, and you may only have a moderate tendency 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. Although you moderately tend to analyze potential problems, your optimism may be greater than your tendency to analyze the potential problems. Thus, you may give greater weight to the positive side than the potential problems. Your preferred behavioral range (large blue area) is half in the realistic optimism quadrant indicating that half of the time you may have realistic optimism. It is also half in the blindly optimistic quadrant indicating that the other half 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.

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 suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Nicole's consistency score is 95 which indicates that Nicole is 99.0% consistent in answering the questionnaire. This indicates a high likelihood that Nicole was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Keyword Descriptions

Strongest Traits

Optimistic

Idealistic

Warm

Strong Traits

Dogmatic

Self-certain

Non-analytical

Careful with risks

Helpful

Wants a stable career

Self-accepting

Wants recognition

Organized

Self-motivated

Reasonably Strong Traits

Outgoing

Non-intuitive

Willing to make decisions

Enjoys collaborating

Persevering

May lack frankness

Takes initiative

Willing to grow

Flexible

Likes to plan

Enthusiastic about goals

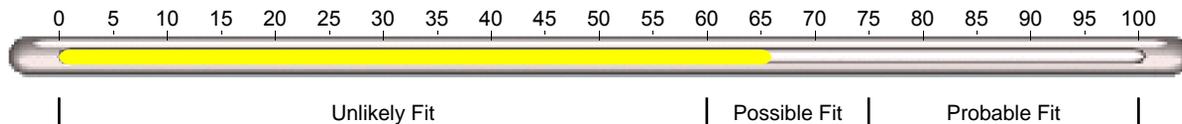
Summary Descriptions

Nicole's task preferences are (in order of preference): doing something that helps others or society, doing physical work, meeting and interacting with new people, and organizing something. Nicole prefers to avoid the following tasks (listed according to greatest dislike first): driving a vehicle, public speaking, analyzing facts, problems and decisions, working with her hands, and researching or learning new information. Nicole would be interested in work that involves sports, animals, health/medicine, and science. Nicole lacks interest in food, writing/language, and electronics. Nicole needs a work environment that involves working as part of a team, the opportunity to occasionally get up and move around, and a quiet setting.

Generally, Nicole is extremely optimistic and has a positive outlook. Nicole is very helpful and responsive to others' needs. Nicole is very self-accepting. Nicole has a strong intention to improve herself. Nicole is outgoing. Thus Nicole would enjoy a position that involves meeting new people. Nicole is extremely empathetic and warm, however Nicole may at times become overly emotional. There are some interpersonal areas in which she could improve. Nicole may often have difficulty being frank or direct. Nicole can be somewhat dogmatic. Consequently, Nicole may have difficult

Harrison Assessments Suitability

Overall Percentage of Suitability Fit = 66%



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

Trait	Nicole's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Takes Initiative:	7.5											
Wants Challenge:	9.5											
Persistent:	7.8											
Analytical:	3.3											
Organized:	8.6											
Precise:	6.7											

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 ←

Trait	Nicole's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Optimistic:	9.7						
Pressure Tolerance:	6.7						
Diplomatic:	4.7						
Authoritative:	8.4						
Collaborative:	8.0						
Enthusiastic:	7.7						
Manages Stress Well:	7.1						
Self-acceptance:	8.5						
Self-improvement:	8.0						
Systematic:	6.8						

Harrison Assessments Suitability

Traits to avoid (in order of importance)

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

Negative Impact 

	Nicole's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Defensive:	0.4						
Blunt:	0.0						
Dogmatic:	5.0						
Harsh:	0.0						

Harrison Assessments Suitability

Traits to avoid (in order of importance)

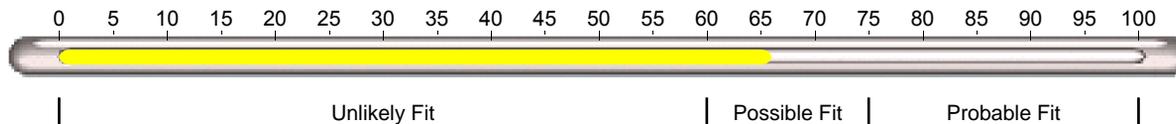
Traits to avoid are traits in which high scores can hinder performance.

 Negative Impact 

	Nicole's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Rebellious Autonomy:	0.0						
Defensive:	0.4						
Blunt:	0.0						
Dogmatic:	5.0						
Harsh:	0.0						
Dominating:	0.0						
Authoritarian:	0.4						

Harrison Assessments Suitability

Overall Percentage of Suitability Fit = 66%



Essential traits (in order of importance)

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

Trait	Nicole's Score	Impact										
		Negative Impact					Positive Impact					
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Diplomatic:	4.7											
Helpful:	9.1											
Optimistic:	9.7											
Outgoing:	8.4											
Assertive:	4.7											
Influencing:	5.5											
Self-acceptance:	8.5											
Self-improvement:	8.0											
Frank:	2.8											
Warmth / empathy:	9.5											
Tolerance Of Bluntness:	6.9											

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.

Trait	Nicole's Score	Impact					
		Negative Impact					
		Very strong	Strong	Substantial	Moderate	Slight	no impact
Flexible:	8.0						
Collaborative:	8.0						
Open / reflective:	4.1						
Manages Stress Well:	7.1						
Relaxed:	5.5						

Harrison Assessments Suitability

Traits to avoid (in order of importance)

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

Negative Impact 

	Nicole's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Blunt:	0.0						
Defensive:	0.4						
Dogmatic:	5.0						
Harsh:	0.0						
Dominating:	0.0						
Permissive:	4.5						
Authoritarian:	0.4						