

## Welcome to Paradox Graph

The Paradox Graphs are designed to provide a deep insight into your behavioural patterns and responses to stress. Based on Dr. Dan Harrison's revolutionary Paradox Theory, it is the only tool that can effectively demonstrate dynamic human behavioural responses to stress and is unrivalled in its ability to assist you in increasing your self-awareness and Emotional Intelligence. Besides offering a window into aspects of ourselves, of which we may be only partially aware, it provides a guideline for balancing and developing ourselves.

## Paradox Theory

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

## How to Interpret the Graphs

This report focuses on 12 paradoxes that relate to the workplace. It provides a graphical view of your tendencies related to each of the 12 paradoxes. Within each paradox, there are two complimentary (paradoxical) traits. One trait is a 'dynamic' trait such as frankness, while the other trait is a 'gentle' trait such as diplomacy. Each of the 12 pairs of paradoxical traits are portrayed on an XY graph in order to depict the relationship between the paradoxical traits. The dynamic trait is measured along the vertical axis while the gentle trait is measured along the horizontal axis.

## Four Quadrants

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

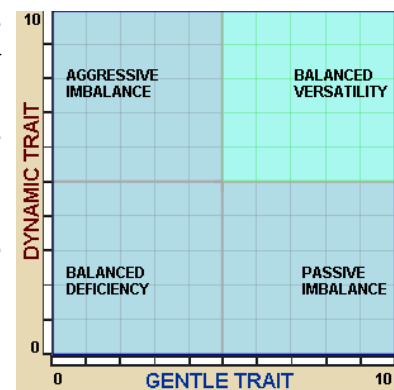
**Balanced Versatility** - the upper right quadrant (light green area) is the area in which both traits are strong and thus the traits manifest their constructive aspects.

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

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

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

**Figure 1**



## The Paradox Traits

Figure 2 is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy.

Having frankness and diplomacy (balanced versatility) is called Forthright Diplomacy.

Having frankness without diplomacy (aggressive imbalance) is called Blunt.

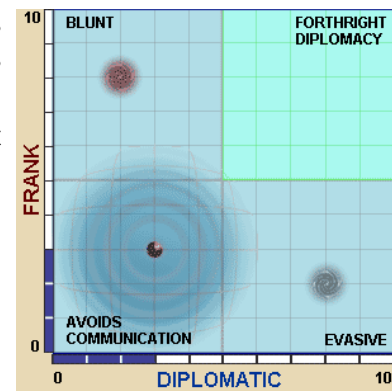
Having diplomacy without frankness (passive imbalance) is called Evasive.

Lacking both frankness and diplomacy (balanced deficiency) is called Avoids Communication.

Figure 2 also shows a sample of an individual's scores on that paradox. In this example, the individual scores a 3 (out of 10) on frankness and a 3 (out of 10) on diplomacy and thus, the red dot in the lower left quadrant corresponds to those increments on the vertical and horizontal scales. The rippling shaded around the dot indicates the normal range of behaviour.

The smaller red and grey vortexes indicate the person's tendencies under stress. The red vortex in the upper left quadrant indicates an aggressive tendency under stress while the grey vortex indicates a passive tendency under stress. In this case, the person tends to flip to both opposite extremes at different times.

**Figure 2**



## Overview Page

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.

## Detailed Paradox Pages

The first page provides an overview of the twelve paradoxes and the following 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.

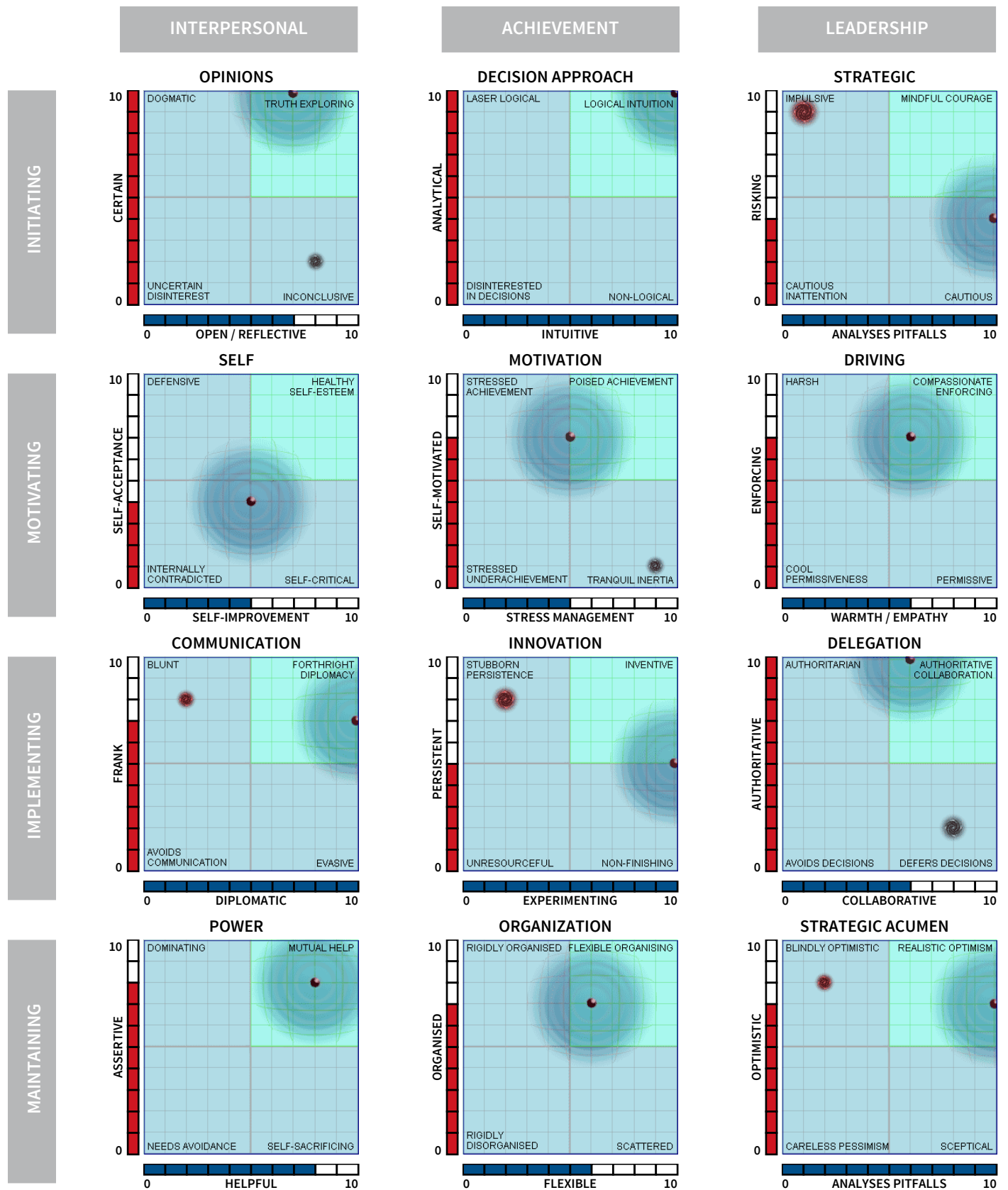
## Self-Development

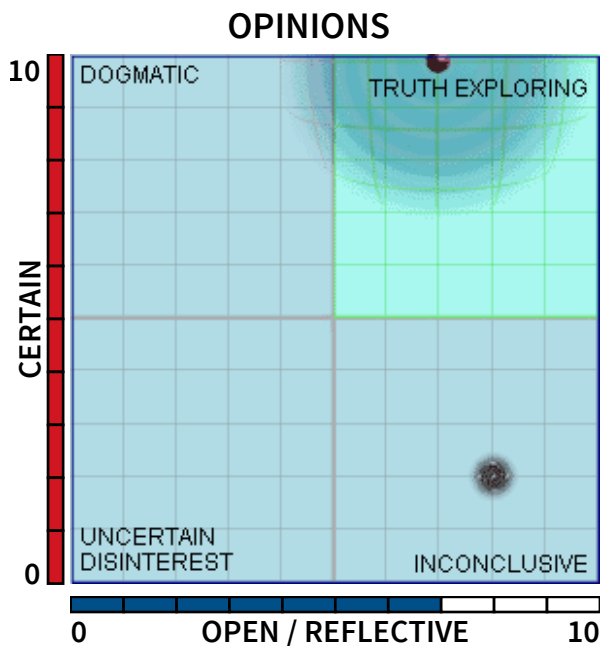
The best way to use the Paradox Graph for self-development is to identify the paradox in which the behavioural range (large blue circle) is furthest from green area in the upper right quadrant. If one trait of the paradox is strong and the other is weak, consider how you can incorporate the weak trait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

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

## Are the scores reliable?

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood the answers were truthful, accurately self-aware, and completed with sufficient concentration.





*"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 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:**

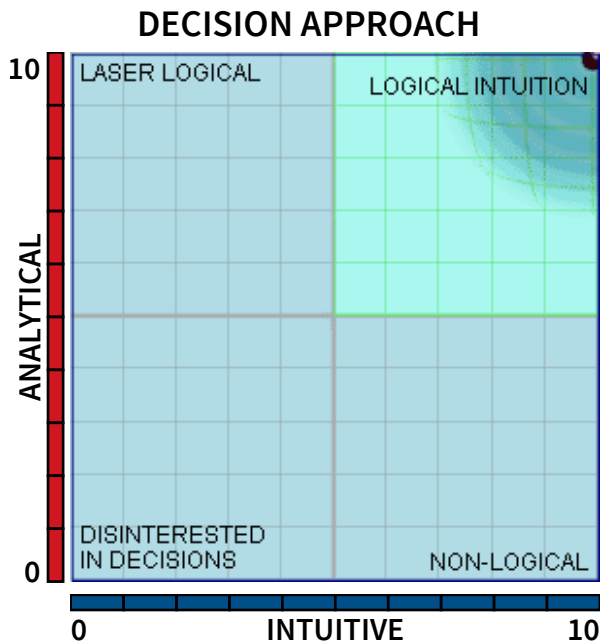
You are highly certain of your opinions.

You generally enjoy reflecting on different ideas and opinions and you are relatively open-minded.

Even though you have extremely strong opinions, you also tend to consider many different ideas before coming to a conclusion. Although you tend to explore different ideas, your strong opinions may occasionally turn to dogmatism. However, you usually tend to change to a better idea when it is presented. Although you are usually open to the ideas of others, you are not swayed by their opinions unless you can be convinced they have a better idea. Your preferred behavioural range (large blue area) is mostly in the truth explorer quadrant because most of the time you search for and discover clarity of understanding. However, your tendency to be certain of your opinions is a little greater than your tendency to be open to different ideas and thus, you may behave a little dogmatically. This could also take the form of presenting greater certainty than you actually have about a subject. The small dark circle in

**Your tendencies for this paradox are:**

the lower right indicates you may have some fear of confusion and you may use an attitude of certainty as a means of coping with confusion and uncertainty.



*"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 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:**

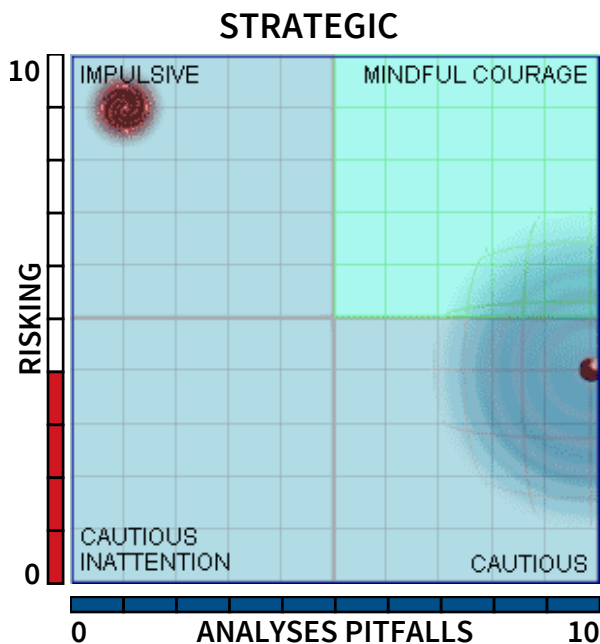
The tendency to avoid analysing situations and decisions while at the same time mistrusting intuition (Low Analytical and Low Intuitive)

**Your tendencies for this paradox are:**

You tend to frequently analyse problems and decisions and you greatly enjoy doing it.

You very frequently use intuition or hunches to help make decisions.

You tend to extensively use both analysis and intuition when making decisions. As a result, you are probably extremely good at problem solving. Your very strong 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 frequently gives you a keen insight into situations and problems. Your preferred behavioural range is entirely in the logical intuition quadrant reflecting the above.



*"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

**ANALYSES PITFALLS:**

The tendency to scrutinise potential difficulties related to a plan or strategy

**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 take risks (High Risking and High Analyses Pitfalls)

**CAUTIOUS:**

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

**IMPULSIVE:**

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

**CAUTIOUS INATTENTION:**

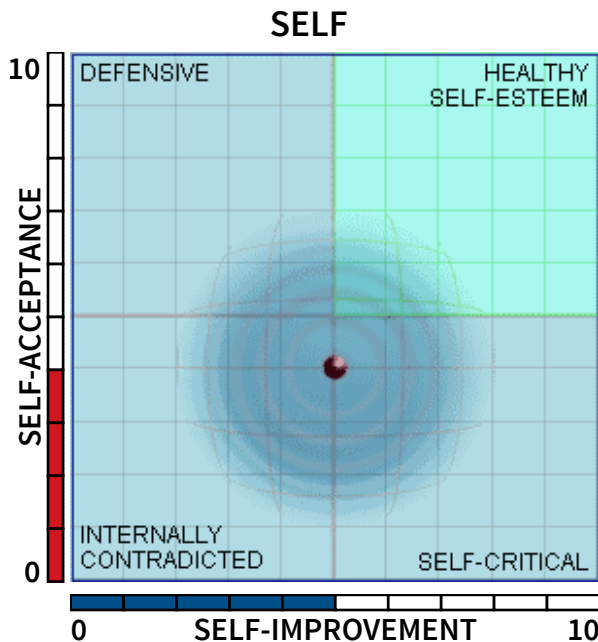
The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyses Pitfalls)

**Your tendencies for this paradox are:**

You tend to take a somewhat conservative approach to business risks.

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

Your conservative approach to taking business risks combined with your very strong tendency to analyse potential problems probably enables you to formulate strategies that greatly minimise risks. Your analysis of potential pitfalls can be very intense, and thus your ventures may contain a great deal of risk management. However, you may at times pay more attention to the potential risks than the potential benefits and thus lose some opportunities. This is indicated by most of the behavioural range (large blue area) falling in the cautious quadrant. The red circle in the upper left indicates that under a great deal of stress for a decision, you could 'flip' and react 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 though self-inquiry which ultimately leads to discovering the full impact of one's weaknesses and faults as well as the revelation of one's grandeur. A person of self-dignity listens carefully to his/her critics and adjusts him/herself to allow his/her splendour 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:**

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)

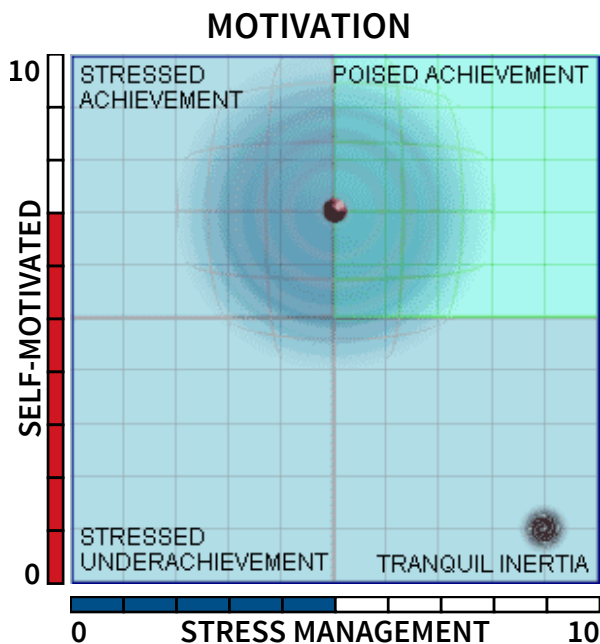
**Your tendencies for this paradox are:**

You may tend to be a little lacking in self-acceptance.

You may have only a moderate interest in self-improvement.

Your moderate interest in self-improvement combined with somewhat low self-acceptance indicates you may have some unresolved conflicts about yourself. Your preferred behavioural range (large blue area) is partially in the healthy self-esteem quadrant indicating that part of the time you may exhibit that trait. However, it also extends to the other quadrants indicating that part of the time you may also exhibit those traits.





*"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 while at the same time managing stress well when it occurs

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

**POISED ACHIEVEMENT:**

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

**TRANQUIL INERTIA:**

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

**STRESSED ACHIEVEMENT:**

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

**STRESSED UNDERACHIEVEMENT:**

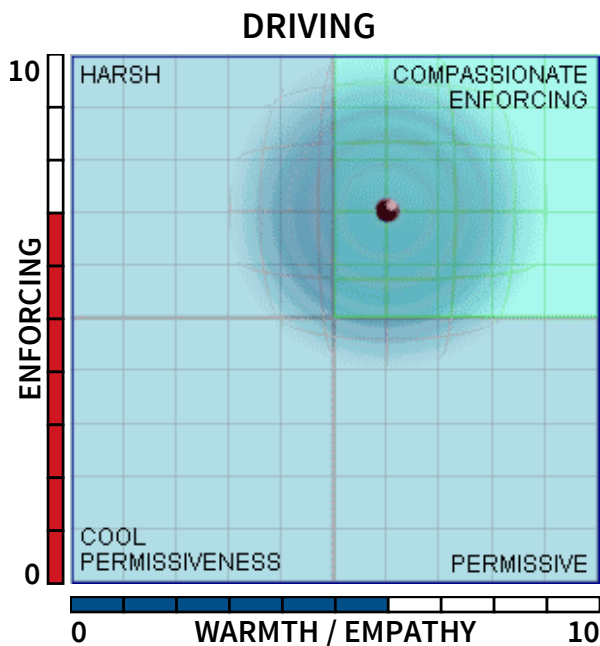
The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

### Your tendencies for this paradox are:

You are reasonably self-motivated.

You may at times be somewhat stressed, but it is usually not a significant problem.

Your reasonable level of self-motivation combined with only a moderate level of stress management indicates that although you tend to have a reasonable drive to achieve, you may experience some stress in the process. This is reflected in your preferred behavioural range (indicated by the large blue circle) being half in the poised achievement quadrant and half in the stressed achievement quadrant. The small dark circle in the lower right indicates your desire to achieve is a little greater than your ability to manage stress, and thus you may sometimes develop an underlying desire to have a respite from your 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 towards others

There are four possible combinations for this paradox:

**COMPASSIONATE ENFORCING:**

The tendency to enforce necessary rules with compassion (High Enforcing and High Warmth / empathy)

**PERMISSIVE:**

The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable (Low Enforcing and High Warmth / empathy)

**HARSH:**

The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic (High Enforcing and Low Warmth / empathy)

**COOL PERMISSIVENESS:**

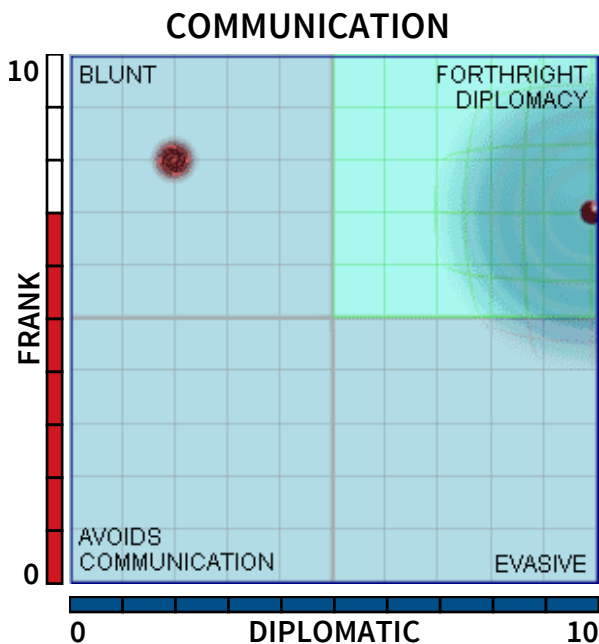
The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

**Your tendencies for this paradox are:**

You are reasonably willing to enforce necessary rules.

You tend to moderately express warmth and empathy.

Your moderate high level of warmth and empathy combined with your willingness to enforce rules helps you to be reasonably effective when giving discipline or coaching others. You are usually firm when it comes to enforcing rules. When managing others, you are firm about compliance to rules, but you usually maintain rapport while doing so. Your preferred behavioural range (large blue area) is mostly in the compassionate enforcer quadrant, indicating you may only occasionally behave permissively or harshly.



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

**AVOIDS COMMUNICATION:**

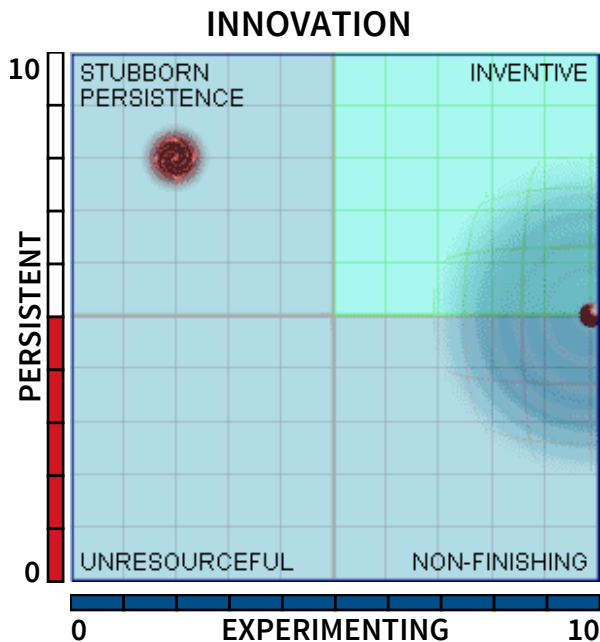
The tendency to lack the combination of frankness and diplomacy (Low Frank and Low Diplomatic)

**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 extremely tactful, taking great care to communicate in ways that make it easier for others to receive.

Your reasonable level of frankness combined with your extremely high level of diplomacy helps you to maintain very good communication with your co-workers. This communication skill helps you to communicate diplomatically and straightforwardly at the same time. Although you lean toward diplomacy, you can be either diplomatic or frank as the situation requires. Most people appreciate your respectful approach to communication. Your preferred behavioural range (large blue area) is mostly in the forthright diplomacy quadrant and only slightly in the evasive quadrant, indicating you are usually a good communicator, but you may occasionally hold back saying something that needs to be said. The small red circle in the upper left indicates that under stress, you may 'flip' and react a little bluntly, particularly when you are backed into a corner and forced to be very direct.



*"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 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 lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

**Your tendencies for this paradox are:**

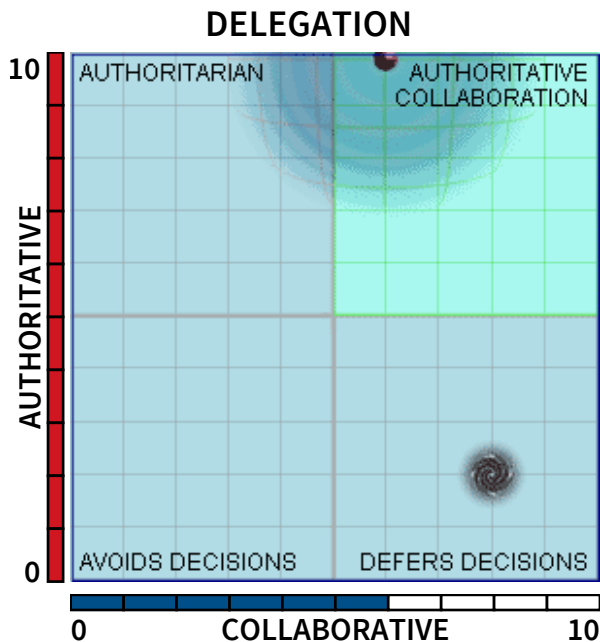
You tend to be only moderately determined and persevering with a task despite many obstacles.

You love to try new things and tend to do a great deal of experimenting with new ways of doing things.

You are likely to produce original ideas. Your extremely high level of willingness to try new things enables you to be very creative. Your creativity can be extremely useful when starting in a new direction, taking on a new project, or doing something that has not been done before. You tend to be on the cutting edge of discovery. However, your experimentation may exceed your persistence. Thus, you may create too many directions resulting in your efforts becoming scattered and the completion of projects being hindered. Your preferred behavioural range (large blue area) is half in the inventive quadrant, and half in the non-finishing quadrant indicating that while some of your creative initiatives come to fruition, other projects may be delayed or even left incomplete as a result of taking too many directions. The small red circle in the upper left indicates that under stress, you may 'flip' and become stubbornly persistent about

Your tendencies for this paradox are:

something.



*"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 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:

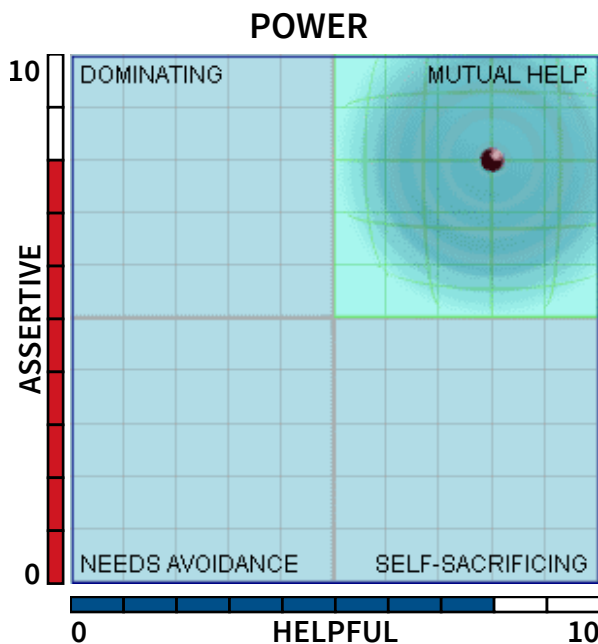
You have a very strong desire to have decision-making authority and are extremely willing to accept decision-making responsibility.

You may moderately enjoy collaboration and may give moderate importance to collaborating with others when making important decisions.

Your very strong desire for decision-making authority enables you to take charge and accept full responsibility for decisions that need to be made. At the same time you also tend to be moderately collaborative, enabling you to gain some input from others. This input helps you to make better decisions. Getting input from others increases their motivation and involvement. However, your desire for authority is somewhat stronger than your willingness to collaborate. Thus, you may at times be a little over controlling with regard to decisions. Your preferred behavioural range (large blue area) is mostly in the authoritative collaboration quadrant indicating that you often collaborate while accepting responsibility.

**Your tendencies for this paradox are:**

To a lesser degree, it extends to the authoritarian quadrant, indicating you may over-control the decision-making process. The small dark circle in the lower right indicates that when things go wrong, you may be a little reluctant to accept full accountability for the problem.



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

## The Primary traits for this paradox are:

### ASSERTIVE:

The tendency to put forward personal wants and needs

### HELPFUL:

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

## There are four possible combinations for this paradox:

### MUTUAL HELP:

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

### SELF-SACRIFICING:

The tendency to respond to others' needs 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)

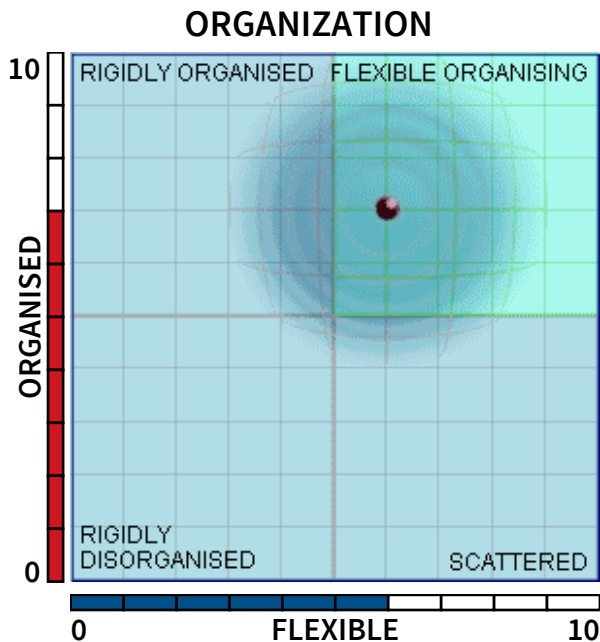
## Your tendencies for this paradox are:

You often put forward your own needs.

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

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





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

### The Primary traits for this paradox are:

**ORGANISED:**

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 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:**

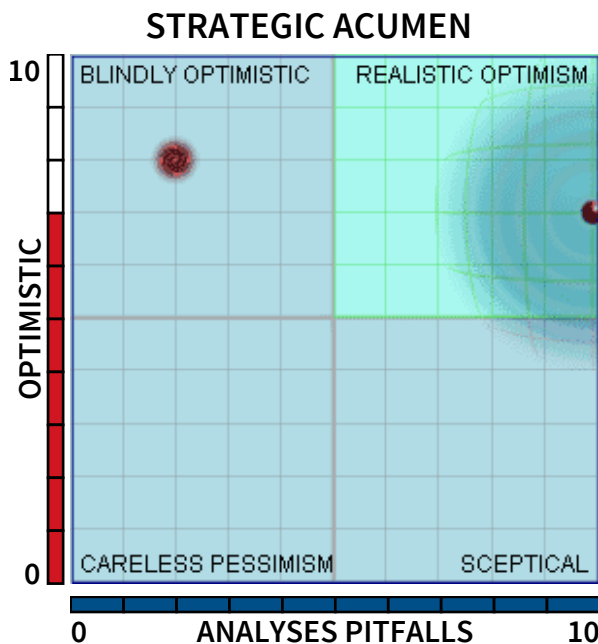
The tendency to lack organization as well as adaptability (Low Organised and Low Flexible)

### Your tendencies for this paradox are:

You tend to be reasonably well organised, usually keeping things in order.

You moderately enjoy change and tend to be moderately adaptive to it.

Your tendency to be reasonably organised enables you to create order in most situations. This leads to greater efficiency. Your flexibility helps you to create structure and order that is reasonably adaptable to change. When circumstances change, you can usually adjust within a reasonable period of time. Your preferred behavioural range (large blue area) is mostly in the flexible organising quadrant but is partially the other quadrants. Thus, you mostly tend to be a flexible organiser and occasionally you may manifest the tendencies of the other quadrants.



*"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

**ANALYSES PITFALLS:**

The tendency to scrutinise potential difficulties related to a plan or strategy

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 grasp 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 take risks while at the same time believing that the future is bleak (Low Optimistic and Low Analyses Pitfalls)

**Your tendencies for this paradox are:**

You tend to be reasonably optimistic and cheerful. Your positive attitude can be somewhat beneficial when dealing with your co-workers or clients.

You have a very strong tendency to analyse the potential difficulties of plans and strategies, and you are extremely mindful when it comes to making strategic decisions.

Your reasonably positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Your very strong tendency to analyse potential problems provides insight into things that could hinder your success. Being both optimistic and mindful helps you to have a clear and balanced view of situations and strategies. You tend to visualise a reasonably positive future while being extremely mindful of obstacles. Your preferred behavioural range (large blue area) is mostly in the realistic optimism quadrant indicating that most of the time you have realistic optimism. It also slightly extends to the sceptical quadrant indicating that although you tend to be reasonably positive,

## Your tendencies for this paradox are:

your tendency to analyse potential problems is a little greater. Thus, you may sometimes give a little greater weight to the potential problems than the potential benefits. This may reflect a slight tendency to worry or be sceptical. You may have a fear of being surprised by something going wrong. The small red circle in the upper left indicates that under stress, you may occasionally 'flip' and blindly adhere to a solution that you hope will prevent things from going wrong.