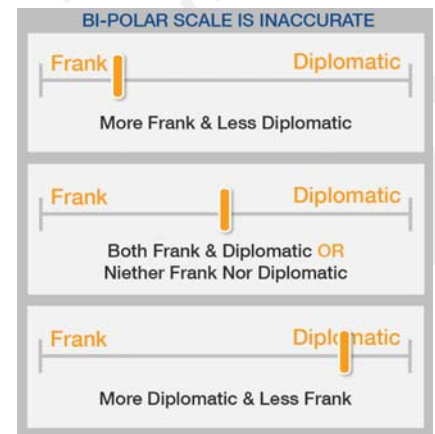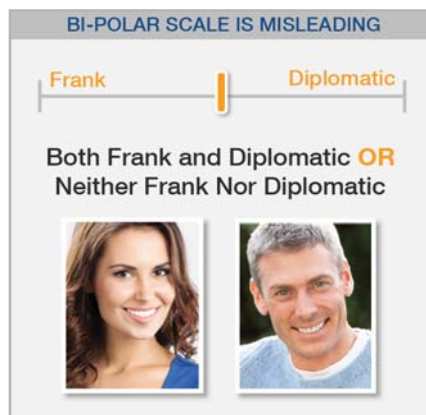# Paradox Technology™

Assessing Success Traits

In order for employees to prosper and be productive in a particular job, it is essential that they possess the traits that produce success and fit the culture of the company. Assessing those traits requires a system that reveals deep insight into human behavior.

Inaccuracies in Current Methods

Most behavioral assessments fail to provide this insight because they rely on a traditional (bi-polar) approach of measurement, which assumes an either/or relationship between traits by placing two related positive traits on either end of a scale. For example, Diplomatic and Frank are traits that are typically used in this manner. By placing Diplomatic and Frank on either end of the same scale, the bi-polar approach assumes that the more Diplomatic you are, the less Frank you are and vice versa. This is not a correct assumption. An individual can be both Frank and Diplomatic or neither.


BI-POLAR SCALE IS INACCURATE

Frank — Diplomatic
More Frank & Less Diplomatic

Frank — Diplomatic
Both Frank & Diplomatic OR
Niether Frank Nor Diplomatic

Frank — Diplomatic
More Diplomatic & Less Frank

The Trap of "Either/Or" Scales

BI-POLAR SCALE IS MISLEADING

Frank — Diplomatic

Both Frank and Diplomatic OR
Neither Frank Nor Diplomatic

The either/or method forces people to choose between two complementary and positive traits. However, in doing so, it sacrifices the most important insight. For example, Acme Industries is hiring a Director of Communications and they require someone who is a good communicator. They have two candidates: Doug and Cheryl. When measured on an either/or scale, both appear to be in the middle, which incorrectly indicates that they are balanced in communication and thus they are both potentially good candidates.

The Paradox Approach
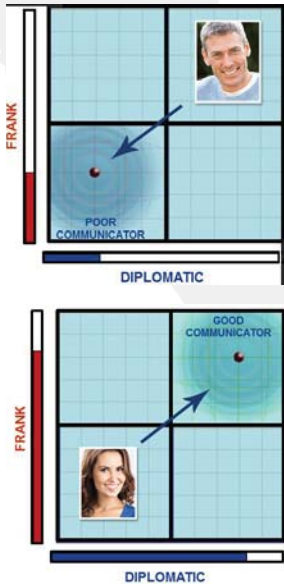
When measured on Harrison Assessment's Paradox scale, a clear picture emerges. In this example, Doug lacks both Frankness and Diplomacy and is really a poor communicator. On the other hand, Cheryl is both Frank and Diplomatic and is an excellent communicator.

The traditional either/or approach provides a superficial and often inaccurate view of communication. It fails to identify the behavioral issues that are critical to job success. In contrast, Paradox Technology provides this vital information without sacrificing its ability to prevent deception.

Paradox Technology is highly effective at identifying negative traits because it is based on the principle that each trait has the potential to be either productive or counter-productive, depending upon other balancing traits.

Provides A Reliable Behavioral Analysis

For example, normally Frankness is considered to be a positive trait. However, if it is not combined with Diplomacy, it actually becomes Bluntness which can be counter-productive.

On the other hand, Diplomacy normally is also considered a positive trait, but without Frankness, it can be counter-productive, taking the form of Evasiveness. This depth of information is essential for making the right hiring decisions and optimizing the development of your existing employees.
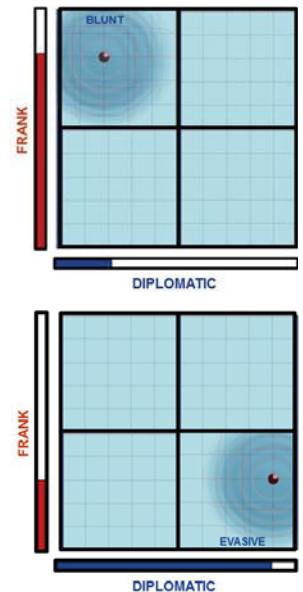
Harrison Talent Life Cycle Solutions

The Power of Paradox

Harrison's Paradox Technology produces the most accurate, complete and reliable behavioral analysis and overcomes the deficiencies of traditional either/or measurement.

Contact Harrison Assessments to learn more about Talent Solutions. (760) 539-7412