

Report for Steven Tyler

Talent Acquisition Decision Support
Date of completion 07/30/2019



Job Success Analysis
Suitability Interview Guide
How To Attract This Candidate
Engagement and Retention Analysis
Paradox Graph
Traits & Definitions

Your Greatest Strengths

REPORT FOR
 Steven Tyler

DATE OF COMPLETION
 07/30/2019

RELIABILITY - 94.6%
 Answers were very likely accurate and truthful

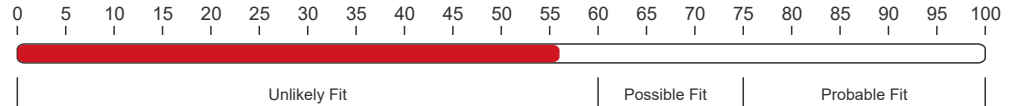
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Harrison Assessments Suitability

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

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

Overall Percentage of Suitability Fit = 56%



Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Steven will probably tend to take some initiative. If a great deal of initiative is required, it may be necessary to provide a little encouragement and guidelines related to the initiative that can be taken. In that case, Steven is likely to respond. Steven's degree of initiative is sufficient for this job.	7.0											
Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Steven may tend to be lacking in helpfulness. Steven's degree of helpfulness will probably have a somewhat negative impact on job satisfaction and/or performance.	2.9											
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Steven may tend to be moderately optimistic and cheerful. Steven may occasionally need to adjust his attitude to be a little more positive when it comes to dealing with staff and co-workers. Steven's degree of optimism will probably have a slightly negative impact on job satisfaction and/or performance.	6.2											


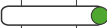
Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Steven tends to frequently analyze problems and decisions and greatly enjoys it. Steven's degree of enjoyment of analyzing will probably have a somewhat positive impact on job satisfaction and/or performance.	10.0											
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Steven very much enjoys collaboration and is probably very willing to collaborate with others with regard to making important decisions. Steven's degree of enjoyment from collaborating when making decisions will probably have a somewhat positive impact on job satisfaction and/or performance.	9.2											
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Steven may tend to lack diplomacy when communicating. Steven's degree of diplomacy will probably have a somewhat negative impact on job satisfaction and/or performance.	2.9											
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Steven may tend to be a little lacking in enthusiasm for his goals and he may lack clarity about goals. Steven's degree of enthusiasm for his goals will probably have a slightly negative impact on job satisfaction and/or performance.	4.3											
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Steven tends to be fairly well organized. Steven's degree of being organized is sufficient for this job.	7.3											
Outgoing: <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Steven probably does not often enjoy meeting new people and may tend to be a little reserved when meeting and interacting with new people. Steven's degree of enjoyment of meeting new people will probably have a somewhat negative impact on job satisfaction and/or performance.	4.1											
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Steven may be quite moderate in expressing warmth and empathy. Steven's degree of expressing warmth and empathy will probably have a somewhat negative impact on job satisfaction and/or performance.	4.0											

Desirable traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Influencing: <i>The tendency to try to persuade others</i> Narrative: Steven frequently engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Steven is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. Steven's degree of enjoyment of influencing is sufficient for this job.	8.5						
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Steven is determined and perseveres with a task despite many obstacles. Steven's tendency to be persistent is sufficient for this job.	8.3						
Self-acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Steven is a little lacking in self-acceptance. This limited self-regard may interfere with positive interactions with subordinates, co-workers or clients. Steven's degree of self-acceptance will probably have a somewhat negative impact on job satisfaction and/or performance.	3.5						
Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Steven generally enjoys work that requires being systematic and tends to be fairly systematic. Steven's degree of being systematic is sufficient for this job.	6.5						
Tolerance Of Bluntness: <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Steven is quite tolerant of people who are blunt. Steven's degree of tolerance of bluntness is sufficient for this job.	8.0						
Selling: <i>The interest in convincing or influencing others to purchase a product or service</i> Narrative: Steven is moderately interested in some aspects of selling. Steven's level of interest in some aspects of selling is sufficient.	6.0						
Teaching: <i>The enjoyment of instructing, training, or educating others</i> Narrative: Steven is quite interested in teaching or instructing others. Steven's level of interest in teaching or instructing others is sufficient for this job.	8.2						

Desirable traits <i>(in order of importance)</i>	Negative Impact <						
	Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Team: <i>The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)</i> Narrative: Steven very much enjoys working in a team. Steven's degree of enjoyment of working in a team is sufficient for this job.	8.7						
Tempo: <i>The enjoyment of work that needs to be done quickly</i> Narrative: Steven likes to work fairly quickly.	6.7						
Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i> Narrative: Steven has a strong natural tendency to analyze the potential difficulties of plans and strategies. Therefore, Steven is likely to be very mindful when it comes to making strategic decisions. Steven's degree of enjoyment of analyzing potential difficulties is sufficient.	9.3						
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Steven is somewhat motivated by challenging tasks or projects. Steven's degree of drive to achieve challenging objectives is sufficient for this job.	6.5						
Computer Software: <i>The interest in the non-tangible program components (i.e. software) of computers</i> Narrative: Steven is extremely interested in computer software. Steven's level of interest in some aspects of computer software is sufficient.	10.0						
Receives Correction: <i>The tendency to accept guidance intended to improve performance</i> Narrative: Steven's preferences indicate he is probably very lacking in receptivity to corrective feedback. Steven's degree of receptivity to corrective feedback will probably have a slightly negative impact on job satisfaction and/or performance.	2.9						
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Steven moderately puts forward his own needs. Steven's degree of assertiveness is sufficient for this job.	5.9						
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Steven is generally able to manage stress. Steven's level of ability to manage stress is sufficient.	6.0						

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight
Precise: <i>The enjoyment of work that requires being exact and the tendency to be detail oriented</i> Narrative: Steven enjoys precision tasks and tends to be quite precise and attentive to detail. Steven's degree of exactness is sufficient for this job.	7.5						
Public Contact: <i>The level of comfort interacting with a wide range of people representative of general society</i> Narrative: Steven only moderately enjoys working with the general public and is probably only moderately comfortable doing so. Steven's degree of enjoyment of working with the general public is sufficient for this job.	5.2						
Tolerance Of Structure: <i>The tolerance of following rules, schedules, and procedures created by someone else</i> Narrative: Steven tends to be tolerant of rules, procedures, and schedules set by someone else and prefers to have such structure. Steven's degree of tolerance of structure is sufficient for this job.	7.2						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight
Pay Minus Motivation: <i>The tendency to have a desire for money that is greater than the personal drive necessary to earn it</i> Narrative: Steven probably does not have a significant degree of having a desire for high pay that is greater than his level of motivation. Steven's level of motivation as compared to his desire for high pay will support job satisfaction and will NOT hinder performance.	0.0						
Self-critical: <i>The tendency to seek self-improvement without sufficiently being self-accepting</i> Narrative: Steven probably has only a very slight tendency to be self-critical. Steven's tendency to be a little hard on himself may occasionally cause him to take things personally. Steven's degree of self-criticalness will NOT hinder performance.	1.5						

Traits to avoid (in order of importance)	Negative Impact <						
	Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Steven probably does not have a significant degree of defensiveness. Steven's degree of defensiveness will NOT hinder performance.	0.0						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Steven probably does not have a significant degree of being dogmatic. Steven's degree of being dogmatic will NOT hinder performance.	0.0						
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Steven probably has only a very slight tendency to be harsh or overly strict. Steven's degree of harshness will NOT hinder performance.	1.5						
Rebellious Autonomy: <i>The tendency to seek freedom from authority without taking sufficient and appropriate initiative</i> Narrative: Steven probably has only a very slight tendency to want autonomy without taking sufficient initiative. Steven's degree of rebellious autonomy will NOT hinder performance.	2.3						
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Steven probably has a slight tendency to put forward his needs without paying sufficient attention to others' needs. Steven's degree of being dominating will NOT hinder performance.	3.0						
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Steven probably does not have a significant degree of being evasive. Steven's degree of being evasive will NOT hinder performance.	0.0						
Insensitive: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i> Narrative: Steven probably has only a very slight tendency to push for his own needs without sufficiently building affinity with others. Steven's degree of being insensitive will NOT hinder performance.	2.0						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i></p> <p>Narrative: Steven probably has a very strong tendency to be blunt. Steven may unnecessarily be disruptive or create employee turnover as a result of his communication style unless this tendency is monitored. Steven's degree of being blunt will probably have a slightly negative impact on job satisfaction and/or performance.</p>	6.9						
<p>Skeptical: <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i></p> <p>Narrative: Steven probably has a little tendency to give greater consideration to potential problems than potential benefits. Steven's degree of being skeptical will NOT hinder performance.</p>	3.1						

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Steven Tyler

DATE OF COMPLETION
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RELIABILITY - 94.6%
Answers were very likely accurate and truthful

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Introduction

Suitability

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

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

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

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

Suitability

Analytical

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

Look For...

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

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

Collaborative

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

Look For...

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

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

Suitability

Helpful

Describe a recent work situation in which you responded to a co-worker's needs or supported a co-worker to achieve his/her goals.

Look For...

Steven's enjoyment of helping a co-worker, and especially the degree of helpfulness he exhibited. The more Steven has of this trait, the more likely he will perform well.

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

Diplomatic

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

Look For...

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

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

Self-acceptance

Tell me something you particularly like about yourself.

Look For...

The significance of his example(s) and the degree of genuine self-acceptance he exhibited. A negative impact on performance will occur if Steven is somewhat lacking in this trait.

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

Suitability

Warmth / empathy

Tell me some examples of you expressing positive feelings and affinity toward customers or co-workers.

Look For...

Steven's EXPRESSION of warmth and empathy and the level of comfort expressing warmth/empathy. The more Steven has of this trait, the more likely he will perform well.

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

Outgoing

Tell me a example of you enjoying meeting many new people. In what ways did you initiate the interactions?

Look For...

Steven's degree of enjoyment related to meeting new people and the degree of interaction he initiated. The more Steven has of this trait, the more likely he will perform well.

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

Enthusiastic

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

Look For...

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

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

Suitability

Blunt

Tell me a time in which you were frank. What were the circumstances? What did you say?

Look For...

The tendency to lack tactfulness when communicating directly. If Steven can't recall an example of frankness he is probably not blunt. If Steven can recall an example of being frank, notice the level of tactfulness in the example(s). There will be a negative impact on performance if Steven has a significant amount of this trait.

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

Receives Correction

Tell me a time when you were particularly receptive to corrective feedback.

Look For...

Steven's tendency to accept guidance or feedback intended to improve performance. A negative impact on performance will only occur if Steven is very lacking in this trait.

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

Optimistic

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

Look For...

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

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

Suitability

Takes Initiative

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

Look For...

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

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

Organized

Tell me some examples of you effectively organizing your work.

Look For...

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

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

Overall Notes/Score

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accurate and truthful

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

The best candidates usually have multiple offers to consider. Use How to Attract this Candidate to obtain an understanding of what is most relevant to Steven and emphasize how your organisation can meet these expectations. Start with the Essential Factors and move down to Important Factors and Other Factors to Consider.

Essential Factors to Consider

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

Important Factors to Consider

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

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

Steven very much enjoys persuading and influencing others. Steven will be more attracted to work for your company if you explain in detail the opportunities he will have to influence management, co-workers, staff, or clients.

Steven places a high value on having autonomy. Explain the ways in which this position might offer autonomy.

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

Other Possible Factors to Consider

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

Steven has a desire for a stable career. Steven will be attracted to work for your company if he believes that it will provide stable, long-term employment. If that is the case, explain it to him.

REPORT FOR
Steven Tyler

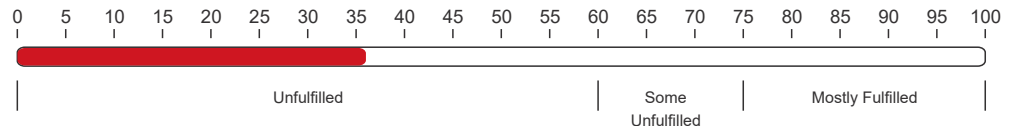
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Overall Fulfillment score = 36%



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

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

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

How to Interpret

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

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

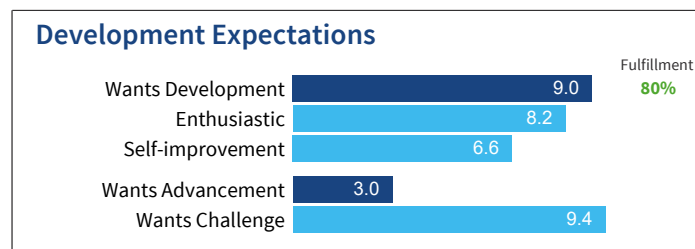


Figure 1

For Managers

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

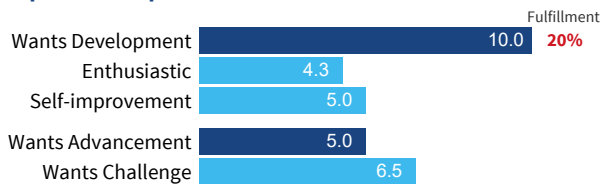
For example if Wants Career Development is high then explore the specific type of career development the individual is seeking and how that might be fulfilled in the current job. Consider what the organization can offer and what would be expected from the individual.

For Individuals

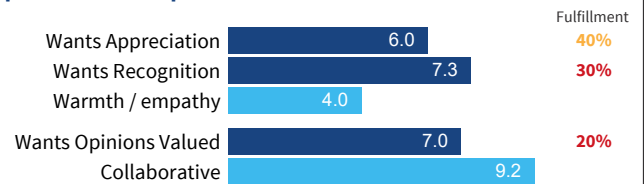
Start by reviewing the Green fulfillment scores to reinforce the areas where your expectations are mostly fulfilled. Then review the Yellow and Red fulfillment scores and identify the specific issues related to what you would like from the organization. Also consider the behaviors or contributions you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

Overview

Development Expectations



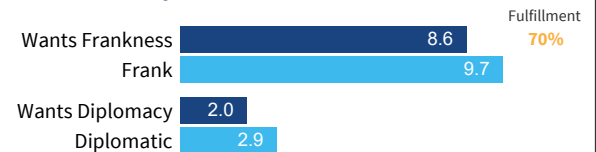
Appreciation Expectations



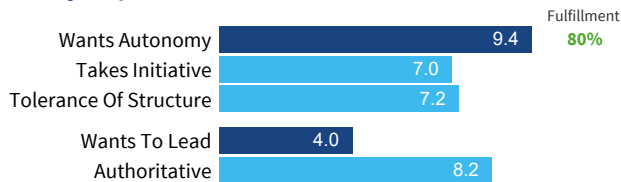
Remuneration Expectations



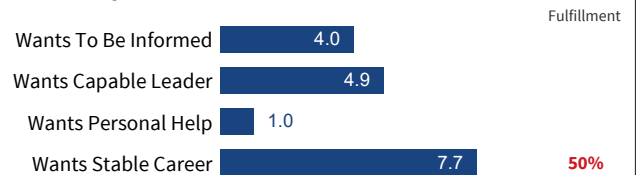
Communication Expectations



Authority Expectations



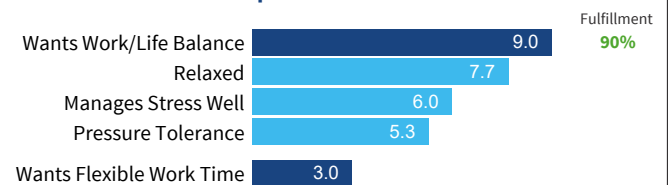
Personal Expectations



Social Expectations



Work Life Balance Expectations



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Welcome to Paradox Graph

The Paradox Graphs are designed to provide a deep insight into your behavioral 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 behavioral 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 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 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 complementary (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 quadrants (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

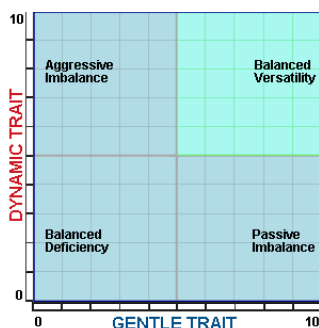
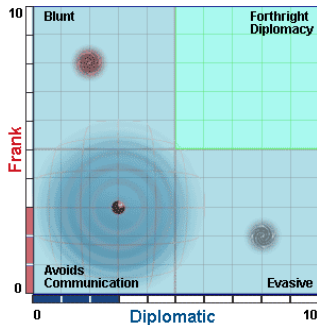





Figure 2



-  Indicates an aggressive tendency under stress
-  Indicates a passive tendency under stress
-  Rippling indicates the normal range of behavior

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 behavior.

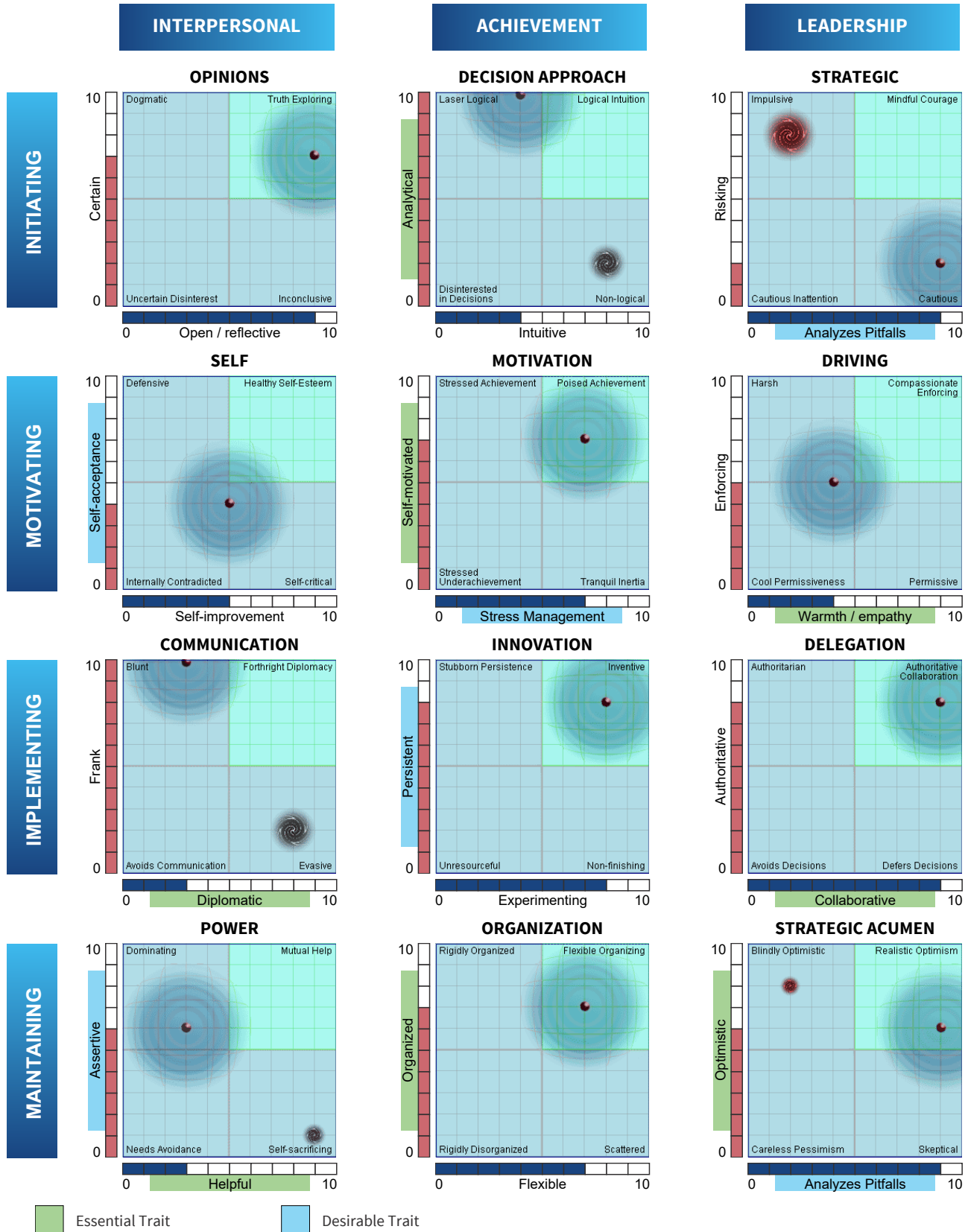
Paradox Report Overview

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. The following pages of the report expand on the meaning of each paradox. Please read the description of your tendencies with an open mind as some aspects may not currently be part of your everyday awareness. You might also ask your co-workers for their feedback related to particular issues.

Self-Development

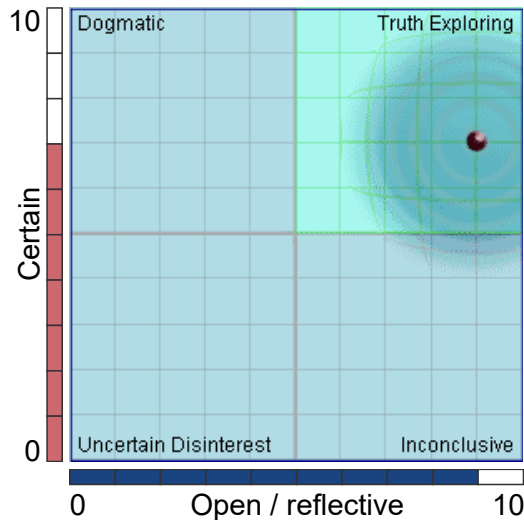
The best way to use the Paradox Graph for self-development is to identify the paradox in which the behavioral range (large blue circle) is furthest from green area in the upper right quadrant. If one trait of the paradox is strong and the other is weak, consider how you can incorporate the weak trait 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.



OPINIONS

How you form and hold opinions, including how you deal with ambiguity.



"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."

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)

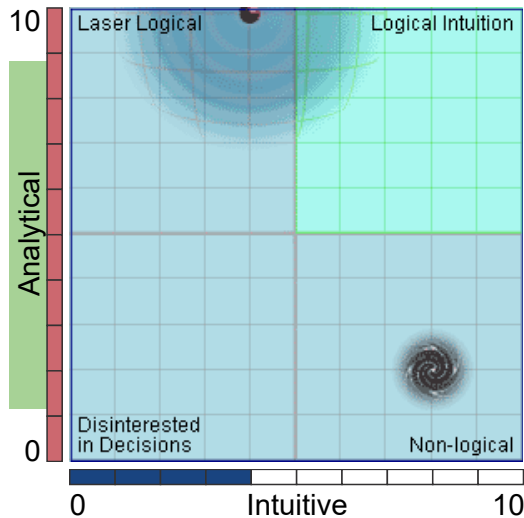
Your tendencies for this paradox are:

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

You are usually confident in your opinions, yet you continue to explore different viewpoints and adjust your opinions when appropriate. Even though you are reasonably certain of your opinions, you nearly always consider many different ideas before coming to a conclusion. As a result, your conclusions tend to be very thoughtful and well considered. Although you are reasonably certain of your opinions, you are quick to change to a better idea as soon as it is presented. Even though you are very open to the ideas of others, you are usually not swayed by their opinions unless they have a better idea. Your preferred behavioral range (large blue area) is mostly in the Truth Exploring quadrant because you search for greater clarity of understanding.

DECISION APPROACH

How you use logic and intuition when making decisions.



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

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 solve problems emphasizing analysis over intuition (High Analytical and Low Intuitive)

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

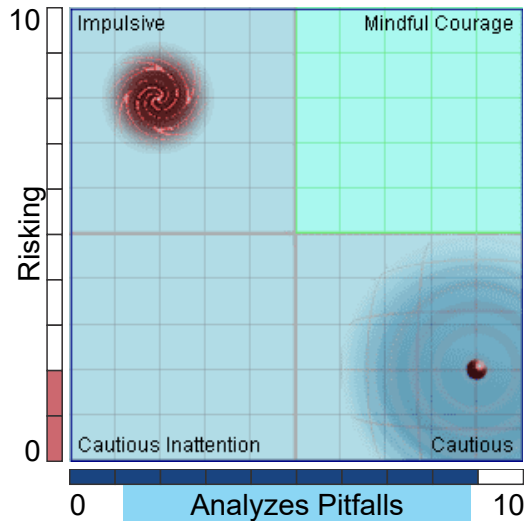
Your tendencies for this paradox are:

You tend to frequently analyze problems and decisions and you greatly enjoy doing it. You may prefer not to have to use intuition or hunches to help make decisions.

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

STRATEGIC

How you strategically manage risk.



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

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 analyze the potential pitfalls of the plan or strategy while at the same time being willing to take risks (High Risking and High Analyzes Pitfalls)

Cautious: The tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking 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)

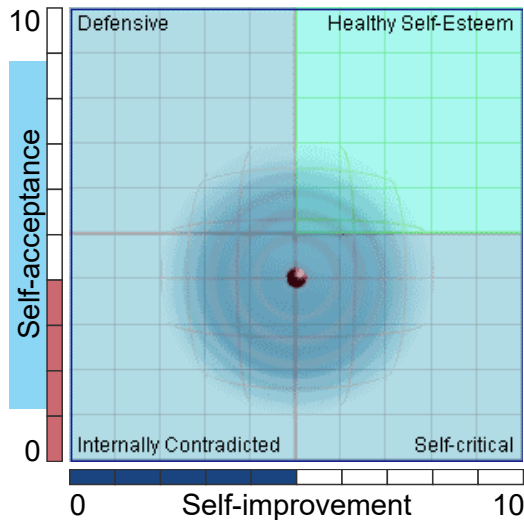
Your tendencies for this paradox are:

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

Your extremely cautious approach to taking business risks combined with your strong tendency to analyze potential problems probably enables you to formulate strategies that greatly minimize risks. Your analysis of potential pitfalls can be intense, and thus your ventures may contain a great deal of risk management. This could result in sacrificing significant potential gains by being overly cautious, giving too much emphasis to the potential risks over the potential benefits. This is indicated by the behavioral 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.

SELF

How you manage self-esteem and self-improvement.



"Although I have many good qualities, my life and relationships need continuous improvement. True character is developed through self-inquiry which ultimately leads to discovering the full impact of one's weaknesses and faults as well as the revelation of one's grandeur. A person of self-dignity listens carefully to his/her critics and adjusts him/herself to allow his/her splendor to shine forth even more brightly."

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)

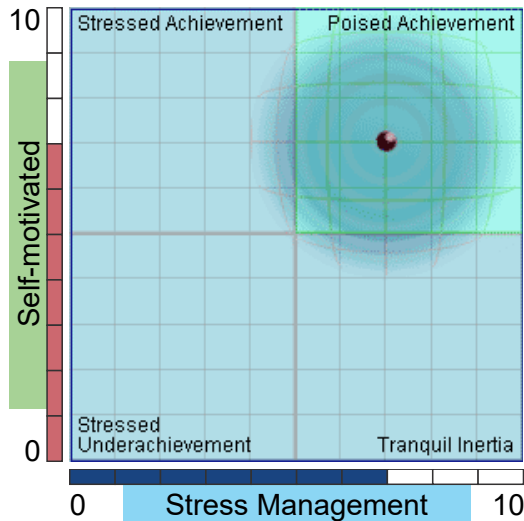
Your tendencies for this paradox are:

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 behavioral 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 into the other quadrants indicating that part of the time you may also exhibit those other traits.

MOTIVATION

How you deal with self-motivation and stress.



"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."

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)

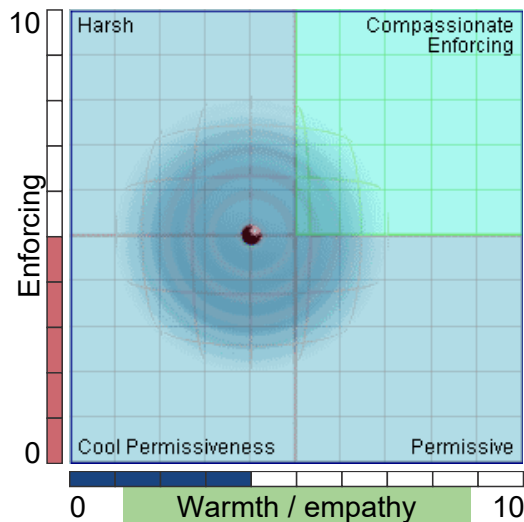
Your tendencies for this paradox are:

You are reasonably self-motivated. You tend to be reasonably easy-going and unstressed.

Your reasonable level of self-motivation combined with a reasonable level of stress management indicates your approach to work is balanced. Your preferred behavioral range (large blue area) is mostly in the Poised Achievement quadrant, and it extends slightly into the Tranquil Inertia quadrant as well as slightly into the Stressed Achievement quadrant.

DRIVING

How you manage rapport and empathy when managing the performance of others.



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

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

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

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

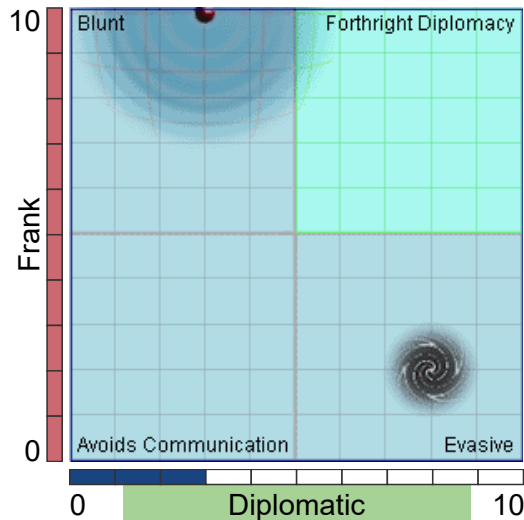
Your tendencies for this paradox are:

You may be only moderately willing to enforce necessary rules or hold others accountable. You may be a little sparing when expressing warmth and empathy.

Although you probably tend to give discipline and enforce when necessary; enforcing, giving discipline or holding others accountable are probably not your preferred activities. When you do so, your behavior could reflect any of the four quadrants. This is seen in your preferred behavioral range (large blue area) which is mostly in the Harsh and Cool Permissiveness quadrants.

COMMUNICATION

How you manage directness and tactfulness when communicating with others.



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

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)

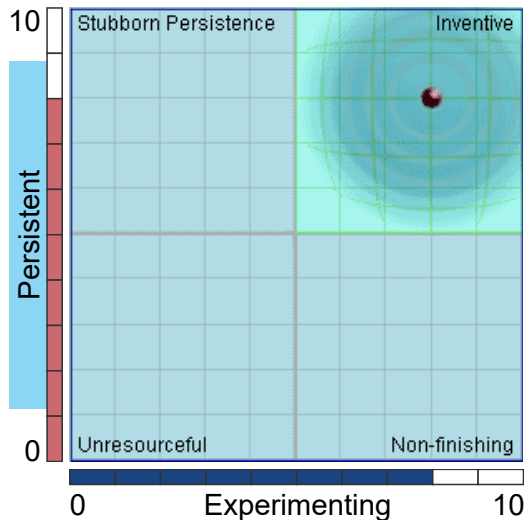
Your tendencies for this paradox are:

You tend to be extremely forthright, stating what you think in a very direct manner. You may strongly prefer not to have to be diplomatic when communicating and you may tend to be lacking in tactfulness or diplomacy.

You may tend to communicate extremely bluntly. This style of communication may generate a great deal of discord and communication problems. It is also likely to lead to increased employee turnover, decreased teamwork, and lower productivity. Overall, it could be very costly to you and your organization. Your preferred behavioral range (large blue area) is almost entirely in the Blunt quadrant and to a much lesser extent in the Forthright Diplomacy quadrant indicating that most of the time your communication style may tend to be blunt. The dark circle in the lower right indicates that you may use frankness to divert attention from yourself when you feel uncomfortable or vulnerable. Can you think of any examples?

INNOVATION

How you approach trying new things and overcoming obstacles.



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

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 accomplishing something while at the same time maintaining focus on the desired objective or result (High Persistent and High Experimenting)

Non-finishing: The tendency to experiment with different things without sufficiently persisting in a single direction (Low Persistent and High Experimenting)

Stubborn Persistence: The tendency to be persistent without sufficiently trying different ways to overcome obstacles (High Persistent and Low Experimenting)

Unresourceful: The tendency to avoid trying new things as well as having a lack of persistence (Low Persistent and Low Experimenting)

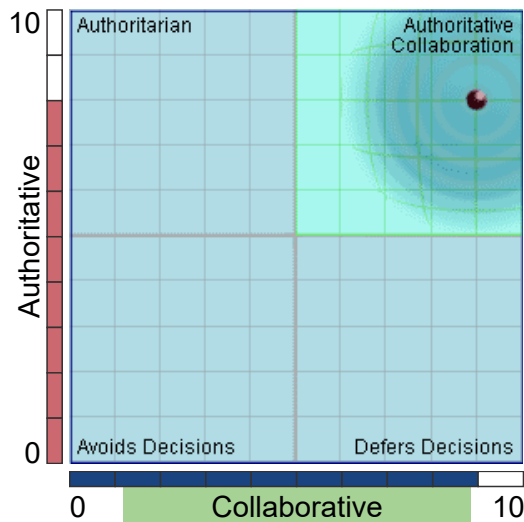
Your tendencies for this paradox are:

You tend to be determined and persevering with a task despite many obstacles. You enjoy trying new things and often experiment with new ways of doing things.

Your high level of persistence combined with your high level of willingness to try new things enables you to be very inventive. Your creativity can be useful when starting in a new direction, taking on a new project or doing something that has not been done before. Your determination enables you to drive your creative experimentation to completion. Your preferred behavioral range (large blue area) is in the Inventive quadrant, indicating that your creative initiatives usually come to fruition.

DELEGATION

How you approach self-responsibility and collaboration.



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

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 emphasize 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)

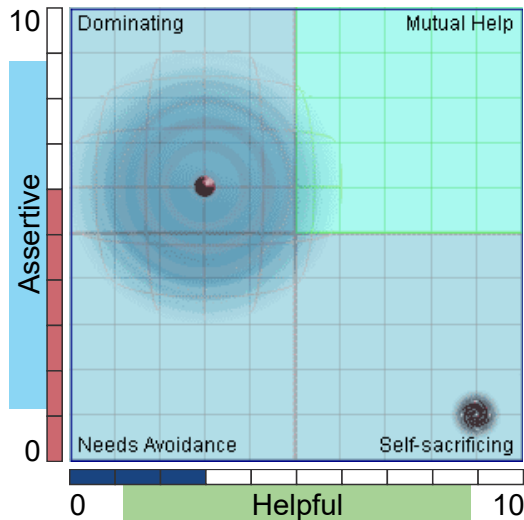
Avoids Decisions: The tendency to avoid decision-making authority as well as collaborative decisions-making (Low Authoritative and Low Collaborative)

Your tendencies for this paradox are:

You have a desire to have decision-making authority and are willing to accept decision-making responsibility. You very much enjoy collaboration and are very willing to collaborate with others with regard to important decisions. Your willingness to accept decision-making authority combined with your strong tendency to collaborate enables you to be very good at generating participation with regards to 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 the better implementation of decisions and strategies. Your preferred behavioral range (large blue area) is in the Authoritative Collaboration quadrant, indicating the above. This helps you to be more effective when delegating.

POWER

How you approach helping others and asserting your needs.



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

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)

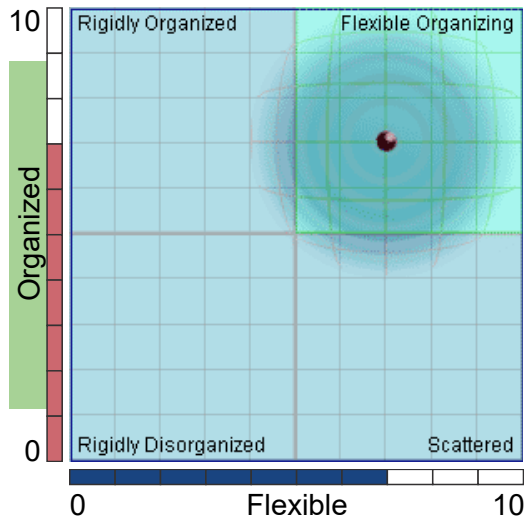
Needs Avoidance: The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

Your tendencies for this paradox are:

You moderately put forward your own needs. You may strongly prefer not to have to respond to others' needs. By moderately expressing your wants and needs you enable others to know how to help. However, your tendency to assert your own needs may be a little greater than your tendency to respond to others' needs. This could occasionally cause others to think you are trying to take advantage of them. Your emphasis on your own needs may cause you to be somewhat dominating. Your preferred behavioral range (large blue area) is partly in the Mutual Help quadrant and mostly in the Dominating quadrant indicating the above. The small dark circle in the lower right indicates that by overly focusing on your needs you may hinder mutually beneficial relationships and in doing so, you may sacrifice the fulfillment of better working relationships.

ORGANIZATION

How you deal with adaptability and creating organization or structure.



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

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 adapt to change without remaining sufficiently organized (Low Organized and High Flexible)

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

Rigidly Disorganized: The tendency to lack organization as well as adaptability (Low Organized and Low Flexible)

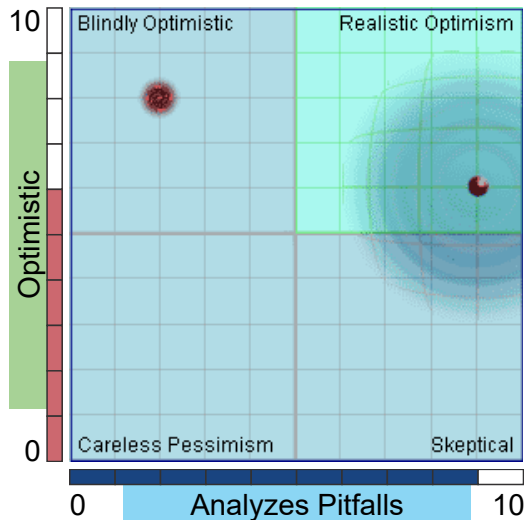
Your tendencies for this paradox are:

You tend to be reasonably well organized, usually keeping things in order. You usually tend to be adaptive to change and you enjoy some variety.

Your tendency to be reasonably organized enables you to create order in most situations. This leads to greater efficiency. Your flexibility helps you to create structure and order that is adaptable to change. When circumstances change, you normally adjust to meet the new requirements by creating a different order. As a result, you are able to be effective in organizing. Such fluid orderliness supports others to work efficiently without feeling confined or restricted. Your preferred behavioral range (large blue area) is mostly in the Flexible Organizing quadrant indicating that most of the time, you tend to manifest the above characteristics.

STRATEGIC ACUMEN

How you approach opportunities and mindfulness of difficulties.



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

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 remaining positive about achieving the potential benefits (High Optimistic and High Analyzes Pitfalls)

Skeptical: 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 Analyzes Pitfalls)

Blindly Optimistic: The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls (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 may tend to be moderately optimistic and cheerful. You have a strong tendency to analyze the potential difficulties of plans and strategies, and you are mindful when it comes to making strategic decisions.

Your strong tendency to analyze potential problems helps you to be mindful of things that could go wrong. Although you may be moderately optimistic, your tendency to analyze potential problems is a little greater than your optimism. Thus, you may give a little greater weight to the potential problems than the potential benefits. This may reflect a slight tendency to worry or be skeptical. Your preferred behavioral range (large blue area) is mostly in the Realistic Optimism quadrant indicating that most of the time you have realistic optimism. It also extends into the Skeptical quadrant indicating that part of the time you may be skeptical. 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.

REPORT FOR
Steven Tyler

DATE OF COMPLETION
07/30/2019

RELIABILITY - 94.6%
Answers were very likely accurate and truthful

ORGANIZATION
OptimizeDP



The report lists Steven'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 Steven's performance.

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 Steven's scores.

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

Trait	Score	Description
Analytical	10.0	The tendency to logically examine facts and situations (not necessarily analytical ability)
Frank	9.7	The tendency to be straightforward, direct, to the point, and forthright
Comfort With Conflict	9.7	The tendency to be comfortable with confrontation or strife
Wants Autonomy	9.4	The desire to have freedom or independence from authority
Analyzes Pitfalls	9.3	The tendency to scrutinize potential difficulties related to a plan or strategy

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

Trait	Score	Description
Open / reflective	9.2	The tendency to reflect on many different viewpoints
Collaborative	9.2	The tendency to collaborate with others when making decisions
Wants Frankness	8.6	The desire for others to be direct, straightforward, and to the point
Influencing	8.5	The tendency to try to persuade others
Experimenting	8.3	* The tendency to try new things and new ways of doing things
Persistent	8.3	The tendency to be tenacious despite encountering significant obstacles
Authoritative	8.2	The desire for decision-making authority and the willingness to accept decision-making responsibility
Tolerance Of Bluntness	8.0	The level of comfort related to receiving abrupt or frank communications from others
Relaxed	7.7	The tendency to feel at ease or calm while working
Wants Stable Career	7.7	The desire for long-term or permanent employment
Precise	7.5	The enjoyment of work that requires being exact and the tendency to be detail oriented

Acceptable Areas - Steven's moderate strengths and preferences

Trait	Score	Description
Wants Recognition	7.3	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Organized	7.3	The tendency to place and maintain order in an environment or situation
Tolerance Of Structure	7.2	The tolerance of following rules, schedules, and procedures created by someone else
Takes Initiative	7.0	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Certain	6.8	The tendency to feel confident in one's opinions
Tempo	6.7	* The enjoyment of work that needs to be done quickly
Flexible	6.6	The tendency to easily adapt to change
Self-motivated	6.6	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Wants Challenge	6.5	The willingness to attempt difficult tasks or goals
Systematic	6.5	The enjoyment of tasks that require carefully or methodically thinking through steps
Planning	6.3	The tendency to formulate ideas related to the steps and process of accomplishing an objective
Optimistic	6.2	The tendency to believe the future will be positive
Manages Stress Well	6.0	The tendency to deal effectively with strain and difficulty when it occurs
Assertive	5.9	The tendency to put forward personal wants and needs
Wants High Pay	5.9	The desire to earn greater remuneration

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

Trait	Score	Description
Enforcing	5.4	The tendency to insist upon necessary rules being followed
Self-improvement	5.0	The tendency to attempt to develop or better oneself
Wants Capable Leader	4.9	The desire to have a leader one perceives to be capable
Enlists Cooperation	4.4	The tendency to invite others to participate in or join an effort
Enthusiastic	4.3	The tendency to be eager and excited toward one's own goals
Cause Motivated	4.2	The tendency to be motivated to help society
Outgoing	4.1	The tendency to be socially extroverted and the enjoyment of meeting new people
Wants To Lead	4.0	The desire to be in a position to direct or guide others
Warmth / empathy	4.0	The tendency to express positive feelings and affinity toward others
Intuitive	3.6	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Self-acceptance	3.5	The tendency to like oneself ("I'm O.K. the way I am")

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

Trait	Score	Description
Helpful	2.9	The tendency to respond to others' needs and assist or support others to achieve their goals
Diplomatic	2.9	The tendency to state things in a tactful manner

Strongly Prefer Not to Do It - Steven strongly would prefer to be doing other things than these

Trait	Score	Description
Risking	2.4	The tendency to feel comfortable with business ventures that involve uncertainty
Wants Diplomacy	2.0	The desire for others to be tactful

Retention and Engagement Factors

These are Steven's retention and engagement factors listed in order.

Retention and Engagement Factors	Score	Description
Wants Development	10.0	The desire to have work opportunities to learn new skills or increase abilities
Wants Work/Life Balance	9.0	The desire to have sufficient time away from work for rest, enjoyment, or family
Wants Quick Pay Increases	8.0	The desire to have an employer who offers relatively frequent pay increases
Wants Opinions Valued	7.0	The desire to have an employer who listens and gives importance to one's views
Wants Appreciation	6.0	The desire to have an employer who expresses appreciation for one's work
Wants Advancement	5.0	The desire to have work opportunities to expand one's career or responsibilities
Wants To Be Informed	4.0	The desire to have an employer who freely shares information related to one's work or job
Wants Flexible Work Time	3.0	The desire to have flexible working hours or holiday schedules
Wants Social Opportunities	2.0	The desire to have a workplace that enables one to meet and interact with others
Wants Personal Help	1.0	The desire to receive some form of employer support related to one's personal difficulties

Task Preferences

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

Task Preference	Score	Description
Research / learning	9.7	The enjoyment of gathering and comprehending new information
Public Speaking	9.6	The enjoyment of presenting or articulating information to groups of people
Building / making	9.1	The enjoyment of constructing or putting together anything
Teaching	8.2	The enjoyment of instructing, training, or educating others
Mechanical	7.6	The enjoyment of work that involves fixing or repairing something
Computers	7.1	The enjoyment of working with electronic machines that calculate, store, or analyze information
Manual Work	5.7	The enjoyment of work that involves using one's hands
Numerical	5.5	The enjoyment of counting, calculating, or analyzing quantities using mathematics
Driving	3.4	The enjoyment of operating a motor vehicle
Physical Work	3.1	The enjoyment of work that involves substantial bodily effort
Clerical	2.6	The enjoyment of tasks such as typing or filing or organizing information
Artistic	2.3	The enjoyment of making things look beautiful or attractive

Interests

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

Interest	Score	Description
Computer Hardware	10.0	The interest in the physical elements that constitute a computer system
Computer Software	10.0	The interest in the non-tangible program components (i.e. software) of computers
Manufacturing	10.0	The interest in the production of products using labor, machines, or chemicals
Physical Science	9.0	The interest in the physics and chemistry of nature
Science	9.0	The interest in any body of knowledge that uses a systematic method for achieving knowledge

Interest	Score	Description
Psychology	8.0	The interest in human mental functions including mannerisms, actions, attitudes, and abilities
Plants	8.0	The interest in shrubs, gardening, botany, trees, or farming
Electronics	8.0	The interest in designing, assembling, repairing, or operating automated or computerized equipment
Animals	8.0	The interest in working with mammals, birds, reptiles, or fish
Writing / language	8.0	The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)
Biology	7.0	The interest in the structure, function, growth, evolution, distribution, or taxonomy of living organisms
Legal Matters	7.0	The interest in rules created by social institutions to govern society and business
Selling	6.0	The interest in convincing or influencing others to purchase a product or service
Travel	6.0	The interest in work that involves frequently taking a journey
Sports	6.0	The interest in work that involves sports
Finance / business	6.0	The interest in commerce or fiscal management
Medical Science	4.0	The interest in at least one of the applied sciences related to healthcare
Children	4.0	The interest in working with children
Health / medicine	4.0	The interest in health or medicine
Entertainment	3.0	The interest in activity that holds the attention and interest of an audience
Food	3.0	The interest in work relating to food

Work Environment Preferences

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

Work Environment Preference	Score	Description
Team	8.7	The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)
Outdoors	6.8	The desire to work in an outside environment
Pressure Tolerance	5.3	The level of comfort related to working under deadlines and busy schedules
Public Contact	5.2	The level of comfort interacting with a wide range of people representative of general society
Noise	4.9	The tolerance of working in an environment that has loud or continuous sounds
Sitting	3.7	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around
Repetition	3.0	The tolerance of monotonous work: a single activity repeated over and over (e.g. assembly line)
Standing	2.4	The tolerance of standing in one place for long periods (no opportunity to sit or walk around)

Behavioral Competencies

Behavioral competencies are composed of numerous traits, and are listed in order of Steven's strengths.

Behavioral Competency	Score	Description
Judgment (strategic)	8.8	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy
Innovative	8.2	The tendency to create new and more effective ways of doing things
Handles Autonomy	8.1	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)
Doesn't Need Structure	6.8	The tendency to work effectively without much structure (assuming sufficient job related knowledge)
Self-employed	6.8	The tendency to be effective when self-employed (does not necessarily indicate sufficient business-related knowledge)
Handles Conflict	5.9	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively

Behavioral Competency	Score	Description
Provides Direction	5.8	The tendency to provide others with clear direction or guidance
Effective Enforcing	5.4	The tendency to skillfully correct others when they are violating rules or performing poorly
Negotiating	4.7	The tendency to bargain in order to reach a beneficial agreement
Organizational Compatibility	4.3	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Coaching	3.7	The tendency to effectively facilitate the development of others (one-to-one interactions)
Receives Correction	2.8	The tendency to accept guidance intended to improve performance
People Oriented	2.7	The tendency to positively interact with others
Interpersonal Skills	2.3	The tendency to have a balance of traits that relate to effective interaction with others
Tolerance Of Evasiveness	1.1	The level of comfort related to dealing with people who are indirect or lacking in frankness

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 Steven's performance.

Traits to Avoid for this Position	Score	Description
Blunt	6.9	The tendency to be frank or direct without being sufficiently tactful or diplomatic
Skeptical	3.1	The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits
Dominating	3.0	The tendency to be assertive of one's needs without sufficiently being helpful to others
Rebellious Autonomy	2.3	The tendency to seek freedom from authority without taking sufficient and appropriate initiative
Insensitive	2.0	The tendency to be assertive with one's own needs without being sufficiently warm and empathetic
Self-critical	1.5	The tendency to seek self-improvement without sufficiently being self-accepting
Harsh	1.5	The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic
Pay Minus Motivation	0.0	The tendency to have a desire for money that is greater than the personal drive necessary to earn it
Defensive	0.0	The tendency to be self-accepting without sufficiently intending to improve
Dogmatic	0.0	The tendency to be certain of opinions without sufficiently being open to different ideas
Evasive	0.0	The tendency to be tactful without being sufficiently direct

Functions

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

Functions	Score	Description
Technical	7.9	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.
Sales - Cold Calling	5.4	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.
Administration - General	5.2	This position is specifically designed for a general administration role. It focuses on being organized and detail oriented. In addition, it screens for a lack of interpersonal skills necessary for interacting with co-workers.
Supervisory	5.1	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.

Functions	Score	Description
Management - Middle	4.6	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	4.5	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.
Customer Service - Friendly	0.0	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.

REPORT FOR
Steven Tyler

DATE OF COMPLETION
07/30/2019

RELIABILITY - 94.6%
Answers were very likely
accurate and truthful

ORGANIZATION
OptimizeDP



Welcome to Your Greatest Strengths

The Career Navigator system has a unique way of identifying your special strengths. It measures 175 traits and identifies your highest priorities and values - where you invest yourself and what you love doing the most. When you are able to use these key strengths, your career is more fulfilling and successful. Effort you spend on further building your strengths is likely to help your career at least as much as focusing on your weaknesses. Strengths relate to enjoyable patterns of thought and behaviors that can be productively applied. When these are refined with practice and combined with skills and knowledge that you acquire, this gives you a powerful means of moving your career forward. The Your Greatest Strengths report lists the things you enjoy and are good at. Come back to it regularly when you need a reminder. Remember, play to your strengths!

Job Seekers

If you are currently a job seeker, being able to clearly verbalize your strengths can help you to get the job you are seeking. Consequently, we recommend that you reflect on the strengths below as well as your achievements that were a result of applying these strengths. This will enable employers to better understand how your unique strengths can create value for their organizations.

Currently Employed

If you are currently employed, look for ways you can further apply these strengths in your current job. The more you can apply your strengths, the more likely you will achieve high levels of job satisfaction and career success.

Logically Solving Problems

Your extremely logical and analytical approach may be quite useful in solving many problems. It enables you to come to logical conclusions and give clarity to situations.

You approach a new project by considering all the steps as well as the order in which those steps need to be accomplished.

Making Thoughtful Conclusions

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

You are usually confident in your opinions, yet you continue to explore different viewpoints and adjust your opinions when appropriate. Even though you are reasonably certain of your opinions, you nearly always consider many different ideas before coming to a conclusion. As a result, your conclusions tend to be very thoughtful and well considered. Although you are reasonably certain of your opinions, you are quick to change to a better idea as soon as it is presented. Even though you are very open to the ideas of others, you are usually not swayed by their opinions unless they have a better idea.

Engaging In Participative Management

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

Your willingness to accept decision-making authority combined with your strong 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.

Managing Risks

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

Building Affinity And Accountability

You greatly enjoy persuading others toward your viewpoint. This can be very useful for selling your ideas or managing others.

Achieving Innovation

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

You enjoy trying new things and often experiment with new ways of doing things.

Your high level of persistence combined with your high level of willingness to try new things enables you to be very inventive. Your creativity can be useful when starting in a new direction, taking on a new project, or doing something that has not been done before. Your determination enables you to drive your creative experimentation to completion.

Striving for Achievement

Your attention to detail reflects a commitment to the quality of your work. This can also help you to avoid making mistakes or wasting time as a result of having to redo work.

Communicating Considerately And Truthfully

You accept others telling you what is on their mind even if they are somewhat blunt. This helps you to learn things from others and facilitates better teamwork.