



## BEHAVIORAL IMPACT GRAPH

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

The Behavioral Impact Graph compares Andrew to the position of Management - Upper. It includes the traits relevant to good performance in this position. The traits required for this position are listed in three categories and in each category the traits are listed in order of importance (most important at the top). The categories are: Essential Traits, Desirable Traits, and Traits to Avoid. The Essential Traits are the traits that are core to this position. The greater your score on the essential traits the more likely you will perform well in this position. The Desirable traits require only a moderate score. Although it is not important to have a high score on the Desirable traits, an absence of that trait (a low score) could interfere with performance. The Traits to Avoid are the traits that are likely to interfere with performance (if the score is high). The score after the trait name is your score on that trait. The box to the right of each trait indicates the POTENTIAL impact of that trait on performance. The colored area within the box indicates the PROBABLE impact on performance of your tendencies (your score) for that trait.

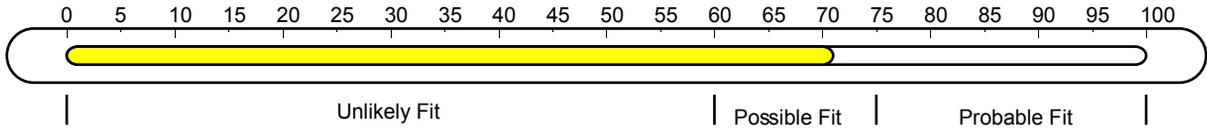


# BEHAVIORAL IMPACT GRAPH

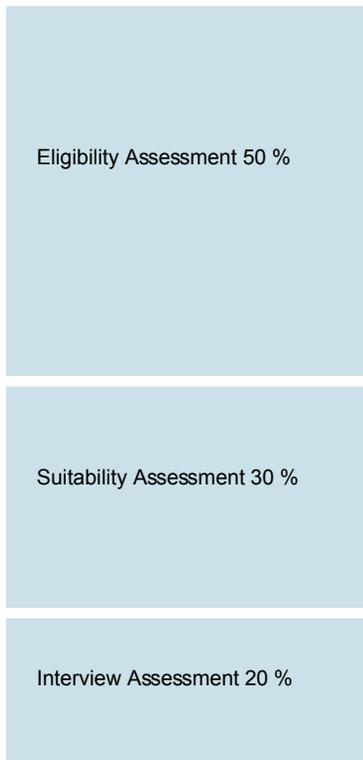
Andrew Jones Date Entered: 08/03/03  
For Beth Minton & Associates  
Compared to: Management - Upper

## ASSESSMENTS

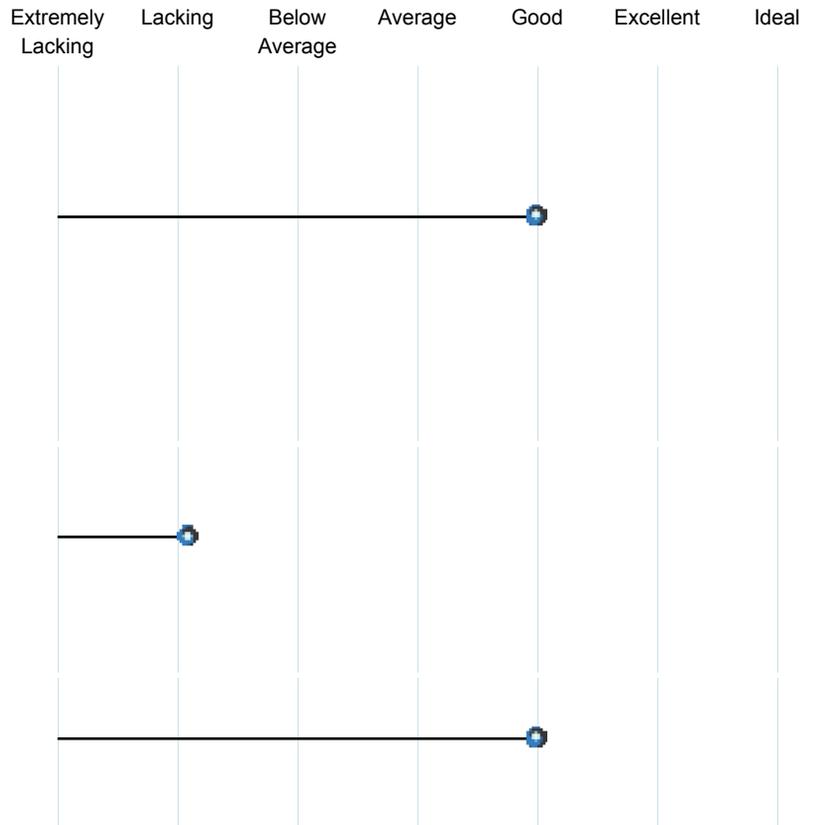
**Overall Percentage of Requirements Met = 71%**



### Method Weighting



### Overall Results:





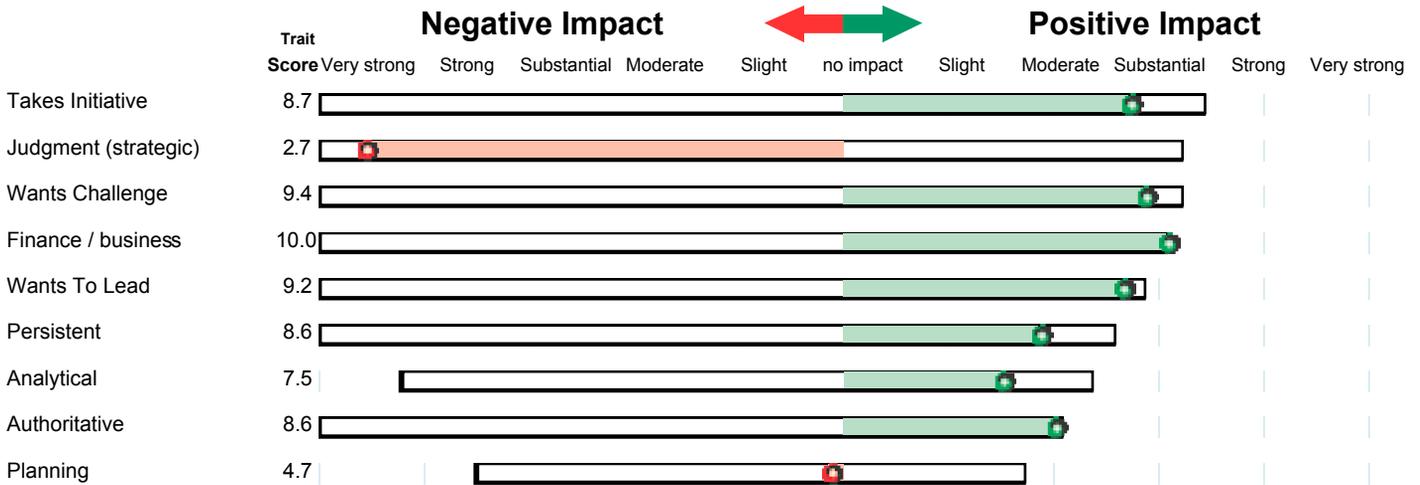
# BEHAVIORAL IMPACT GRAPH

Andrew Jones Date Entered: 08/03/03  
 For Beth Minton & Associates  
 Compared to: Management - Upper

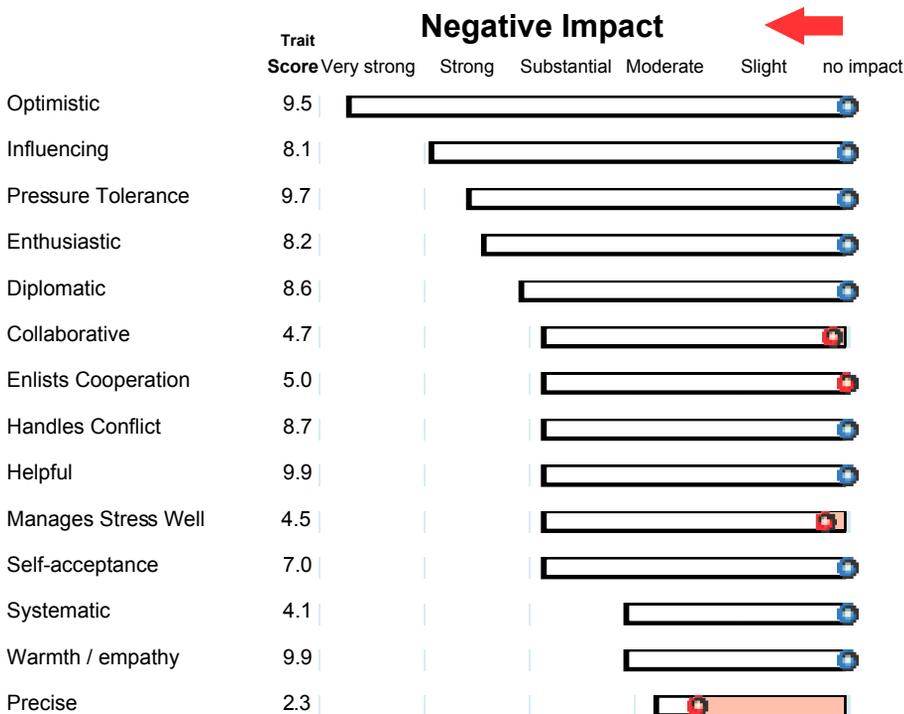
ASSESSMENTS

Andrew's Behavioral Assessment Score = 51%  
 (percentage of behavioral suitability requirements met)  
 Andrew's suitability is Lacking

### Essential traits for this position (in order of importance)



### Desirable traits for this position (in order of importance)





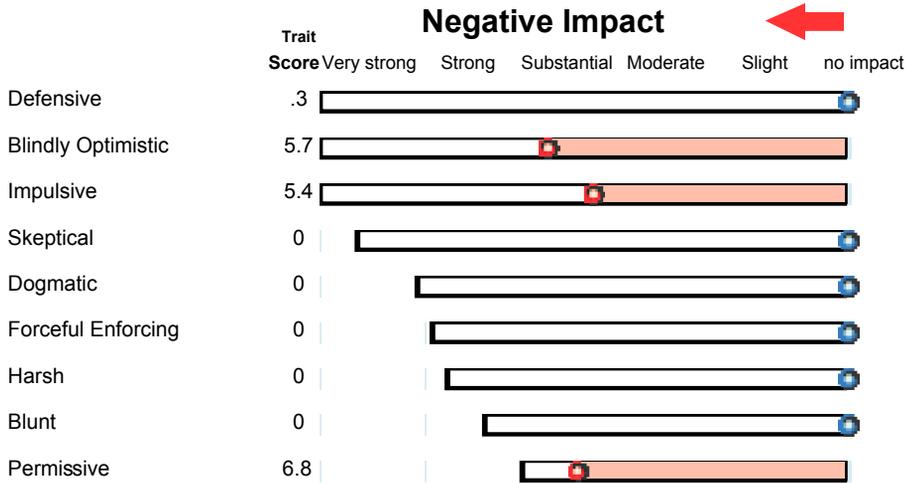
# BEHAVIORAL IMPACT GRAPH

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

## Traits to avoid for this position (in order of importance)





## BEHAVIORAL NARRATIVE

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

Considering the suitability assessment, interview rating and eligibility rating, Andrew's percentage of requirements met for this position is 71%. Although Andrew is not highly suitable for this position, it is possible that he/she could succeed if he/she has strong eligibility.

The weighting given to the different assessments for this position is:

Eligibility = 50%

Behavioral Assessment = 30%

Interview = 20%

Andrew's level of eligibility for this position is good. He/She is likely to have most of the skills and experience necessary for good performance.

The behavioral assessment results indicate Andrew is probably lacking in suitability for this position and is likely to manifest only a few of the behaviors related to success.

The interview results indicate Andrew is generally suitable for this position and will probably exhibit many of the behaviors related to success.

The behavioral assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Andrew's consistency score is 96%. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

## ESSENTIAL TRAITS FOR THIS POSITION (in order of importance)

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

Andrew has a score of 8.7 on Takes Initiative.

Andrew very often tends to take initiative. This initiative will help him/her to achieve objectives. It is very important that the employer provide opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations.

Andrew's initiative will probably have a positive impact on job satisfaction and/or performance.

**BEHAVIORAL NARRATIVE**

Andrew Jones Date Entered: 08/03/03

For Beth Minton &amp; Associates

Compared to: Management - Upper

**ASSESSMENTS**

**Judgment (strategic)** - The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy

Andrew has a score of 2.7 on Judgment (strategic).

Andrew's preferences and tendencies indicate that he/she probably is very lacking in strategic decision judgment.

Andrew's lack of strategic decision judgment will probably have an extremely negative impact on job satisfaction and/or performance.

**Wants Challenge** - The willingness to attempt difficult tasks or goals

Andrew has a score of 9.4 on Wants Challenge.

Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His/Her strong drive for achievement will probably be a good example for others.

Andrew's drive to achieve challenging objectives will probably have a positive impact on job satisfaction and/or performance.

**Finance / business** - The interest in commerce or fiscal management

Andrew has a score of 10.0 on Finance / business.

Andrew is extremely interested in business or finance.

Andrew's interest in business or finance will probably have a positive impact on job satisfaction and/or performance.

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

Andrew has a score of 9.2 on Wants To Lead.

Andrew has a strong desire to be in a leadership position. He/She has a strong drive to take charge.

Andrew's willingness to be in a leadership position will probably have a positive impact on job satisfaction and/or performance.

**BEHAVIORAL NARRATIVE**

Andrew Jones Date Entered: 08/03/03

For Beth Minton &amp; Associates

Compared to: Management - Upper

**ASSESSMENTS**

**Persistent** - The tendency to be tenacious despite encountering significant obstacles

Andrew has a score of 8.6 on Persistent.

Andrew is very determined and perseveres with a task despite many obstacles. This will probably be beneficial for overcoming the obstacles that he/she will encounter in his/her position. Andrew's persistence can also pay off when influencing others as he/she will tend to be quite tenacious.

Andrew's tendency to be persistent will probably have a somewhat positive impact on job satisfaction and/or performance.

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

Andrew has a score of 7.5 on Analytical.

Andrew often analyzes difficulties, facts, and situations and usually enjoys it.

Andrew's tendency to analyze will probably have a slightly positive impact on job satisfaction and/or performance.

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

Andrew has a score of 8.6 on Authoritative.

Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility.

Andrew's tendency to take responsibility for decisions will probably have a somewhat positive impact on job satisfaction and/or performance.

**Planning** - The tendency to formulate ideas related to the steps and process of accomplishing an objective

Andrew has a score of 4.7 on Planning.

Andrew only moderately enjoys planning but probably tends to do it when it is necessary

Andrew's degree of planning will probably have a slightly negative impact on job satisfaction and/or performance.

**DESIRABLE TRAITS FOR THIS POSITION (in order of importance)**

**BEHAVIORAL NARRATIVE**

Andrew Jones Date Entered: 08/03/03

For Beth Minton &amp; Associates

Compared to: Management - Upper

**ASSESSMENTS****Optimistic** - The tendency to believe the future will be positive

Andrew has a score of 9.5 on Optimistic.

Andrew tends to be very optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. His/Her positive attitude will also support the sales process.

Andrew's degree of optimism is sufficient.

**Influencing** - The tendency to try to persuade others

Andrew has a score of 8.1 on Influencing.

Andrew very often engages in persuading and influencing others. Assuming he/she has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his/her ideas to staff, co-workers, and/or clients.

Andrew's degree of influencing is sufficient.

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

Andrew has a score of 9.7 on Pressure Tolerance.

Andrew is extremely likely to work well under the pressure of deadlines and tight schedules.

Andrew's degree of tolerance of pressure is sufficient.

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

Andrew has a score of 8.2 on Enthusiastic.

Andrew tends to be enthusiastic about his/her goals. If Andrew's goals are in alignment with the organization's objectives, he/she will probably have a drive to achieve those objectives.

Andrew's degree of enthusiasm for his/her goals is sufficient.

**Diplomatic** - The tendency to state things in a tactful manner

Andrew has a score of 8.6 on Diplomatic.

Andrew is very capable of being tactful and tends to state things in a very diplomatic manner.

Andrew's degree of diplomacy is sufficient.



## BEHAVIORAL NARRATIVE

Andrew Jones Date Entered: 08/03/03

For Beth Minton &amp; Associates

Compared to: Management - Upper

## ASSESSMENTS

**Collaborative** - The tendency to collaborate with others when making decisions

Andrew has a score of 4.7 on Collaborative.

Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision is made.

Andrew's degree of discomfort with collaboration will probably have a slightly negative impact on job satisfaction and/or performance.

**Enlists Cooperation** - The tendency to invite others to participate in or join an effort

Andrew has a score of 5.0 on Enlists Cooperation.

Andrew only moderately enjoys enlisting the co-operation of others.

Andrew's degree of enlisting the co-operation of others will probably have a slightly negative impact on job satisfaction and/or performance.

**Handles Conflict** - The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively

Andrew has a score of 8.7 on Handles Conflict.

Andrew's preferences indicate that he/she is probably very effective at handling conflict.

Andrew's level of ability to deal with conflict is sufficient.

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

Andrew has a score of 9.9 on Helpful.

Andrew tends to be extremely helpful and conscious of others' needs.

Andrew's degree of helpfulness is sufficient.



## BEHAVIORAL NARRATIVE

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

## ASSESSMENTS

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

Andrew has a score of 4.5 on Manages Stress Well.

Andrew is moderately able to manage stress.

Andrew's level of ability to manage stress will probably have a slightly negative impact on job satisfaction and/or performance.

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

Andrew has a score of 7.0 on Self-acceptance.

Andrew is reasonably self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients.

Andrew's degree of self-acceptance is sufficient.

**Systematic** - The enjoyment of tasks that require carefully or methodically thinking through steps.

Andrew has a score of 4.1 on Systematic.

Andrew usually prefers not to have to do work that requires being systematic.

Andrew's degree of being systematic is sufficient.

**Warmth / empathy** - The tendency to express positive feelings and affinity toward others

Andrew has a score of 9.9 on Warmth / empathy.

Andrew frequently expresses warmth and empathy.

Andrew's degree of expressing warmth and empathy is sufficient.

**Precise** - The enjoyment of work that requires being exact and the tendency to be detail oriented

Andrew has a score of 2.3 on Precise.

Andrew strongly dislikes having to do precision tasks. He/She strongly prefers not to do work that requires a significant amount of time to be spent on precision tasks and may be severely lacking in attention to detail.

Andrew's degree of exactness will probably have a slightly negative impact on job satisfaction and/or performance.



## BEHAVIORAL NARRATIVE

Andrew Jones Date Entered: 08/03/03

For Beth Minton &amp; Associates

Compared to: Management - Upper

## ASSESSMENTS

**TRAITS THAT COULD HINDER SUCCESS FOR THIS POSITION (in order of importance)**

**Defensive** - The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")

Andrew has a score of .3 on Defensive.

Andrew probably does not have a significant degree of defensiveness.

Andrew's lack of defensiveness will support job satisfaction and will not hinder performance.

**Blindly Optimistic** - The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties

Andrew has a score of 5.7 on Blindly Optimistic.

Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. Andrew may cause difficulties as a result of being blindly optimistic unless others are consulted related to important decisions.

Andrew's tendency to be blindly optimistic will probably have a negative impact on job satisfaction and/or performance.

**Impulsive** - The tendency to take risks without sufficient analysis of the potential difficulties

Andrew has a score of 5.4 on Impulsive.

Andrew probably has a tendency to take risks without sufficiently analyzing the potential difficulties of a plan or strategy. Andrew may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions.

Andrew's tendency to be impulsive when making decisions will probably have a somewhat negative impact on job satisfaction and/or performance.

**Skeptical** - The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits

Andrew has a score of 0 on Skeptical.

Andrew probably does not have a significant degree of deferring decisions.

Andrew's lack of being skeptical will support job satisfaction and will not hinder performance.



## BEHAVIORAL NARRATIVE

Andrew Jones Date Entered: 08/03/03

For Beth Minton &amp; Associates

Compared to: Management - Upper

## ASSESSMENTS

**Dogmatic** - The tendency to be certain of one's own opinions while at the same time not open to different ideas

Andrew has a score of 0 on Dogmatic.

Andrew probably does not have a significant degree of being dogmatic.

Andrew's lack of being dogmatic will support job satisfaction and will not hinder performance.

**Forceful Enforcing** - The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation

Andrew has a score of 0 on Forceful Enforcing.

Andrew probably does not have a significant degree of being forceful when enforcing rules.

Andrew's lack of being forceful when enforcing rules will support job satisfaction and will not hinder performance.

**Harsh** - The tendency to be overly strict or punitive when enforcing rules and procedures

Andrew has a score of 0 on Harsh.

Andrew probably does not have a significant tendency to be harsh or overly strict.

Andrew's lack of harshness will support job satisfaction and will not hinder performance.

**Blunt** - The tendency to be frank or direct while lacking in diplomacy or tact

Andrew has a score of 0 on Blunt.

Andrew probably does not have a significant degree of being blunt.

Andrew's lack of being blunt will support job satisfaction and will not hinder performance.

**Permissive** - The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior

Andrew has a score of 6.8 on Permissive.

Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his/her subordinates follow the rules or perform to their potential.

Andrew's tendency to be permissive will probably have a negative impact on job satisfaction and/or performance.



## BEHAVIORAL NARRATIVE

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### **OTHER TRAITS THAT MAY RELATE TO THIS POSITION**

Andrew is only moderately motivated by an opportunity to earn higher pay.

Andrew has some desire for recognition.



## HOW TO MANAGE, DEVELOP, & RETAIN

Andrew Jones

Date Entered: 08/03/03

For Beth Minton & Associates

### ASSESSMENTS

This report enables Andrew's manager to better utilize his/her strengths, neutralize weaknesses, and develop a long term positive relationship with the employee that can lead to lower employee turnover. The factors are divided into Essential, Important, and Other Factors enabling the manager to focus on the most important factors first.

### Essential Factors to Consider

Andrew has a very strong desire to be helpful. Provide opportunities to help others in order to motivate or reward him/her.

If Andrew is performing well, provide him/her with opportunities for greater autonomy.

Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his/her staff follow the rules or perform to their potential. Check into this possibility and, if necessary, support Andrew to be more enforcing.

### Important Factors to Consider

Wherever possible, provide Andrew with opportunities to meet new people and have social interaction. However, if social interaction is not a central aspect of Andrew's work, it could become a distraction.

Andrew's outlook is very optimistic and positive. Support this attitude wherever possible as it will probably be helpful to morale.

Andrew has a strong desire to have decision-making authority. To motivate or reward Andrew, offer him/her opportunities for more responsibilities. If you wish to retain him/her, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Andrew's skills and experience are sufficiently developed for each stage of increased authority.

Set clear guidelines regarding the types of decisions in which collaboration would be required or beneficial.

Andrew very much enjoys opportunities to take initiative. To motivate or reward him/her, provide plenty of opportunities to take initiative. It is important to provide such opportunities. Otherwise, Andrew may look for work elsewhere. Provide clear guidelines and examples of the type of initiative he/she is authorized to take. If Andrew has strong eligibility for this position, his/her initiatives are likely to be appropriate. However, if Andrew's experience and skills are in a developmental stage, you will need to monitor that he/she stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.



## HOW TO MANAGE, DEVELOP, & RETAIN

Andrew Jones

Date Entered: 08/03/03

For Beth Minton & Associates

### ASSESSMENTS

#### **Important Factors to Consider**

Andrew very much desires challenging work. If this desire for challenge is not met, Andrew will probably seek work elsewhere. Therefore, to manage him/her well, you will need to provide new challenges continuously. If Andrew has strong experience and skills, allow him/her to take on difficult challenges. If Andrew's experience and skills are still developing, allow him/her to take on challenges in stages and monitor progress.

Andrew has a strong desire to have employment that he/she perceives to be of benefit to society. If possible, offer him/her projects the he/she would perceive to produce a result that is helpful to society.

Andrew is very motivated by opportunities to lead others. You can offer such opportunities as a reward for good performance. Andrew's strong desire to lead is likely to be beneficial if you can provide clear guidelines of authority and he/she has the experience and skills that are required.

Andrew may prefer not to have to analyze the potential difficulties of plans and strategies. Therefore, it would be best if he/she were to receive other input before making important strategic decisions

#### **Other Possible Factors to Consider**

Andrew is likely to be good at brainstorming. By engaging Andrew's ideas in formal or informal brainstorming, you will motivate him/her while at the same time generating some good ideas.

Andrew may occasionally need a little encouragement to collaborate.

Provide Andrew with opportunities to express his/her views and to influence others. Listen carefully, thank him/her for the ideas, and respond accordingly.

Andrew has some desire for recognition.

Andrew is enthusiastic about his/her goals. Ask Andrew about his/her goals. Try to gain a complete understanding of each of Andrew's major goals and acknowledge each major goal. Then discuss how Andrew's goals could be achieved in this position.



## PARADOX ASSESSMENT - GRAPH

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

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

This report focuses on 12 paradoxes that relate to the workplace. It provides a graphical view of your tendencies related to each of the 12 paradoxes. Within each Paradox, there are two complementary (paradoxical) traits. One trait is a 'dynamic' trait such as frankness, while the other is a 'gentle' trait such as diplomacy. Each of the 12 pairs of paradoxical traits is portrayed on an XY graph in order to depict the relationship between the paradoxical traits. The dynamic trait is measured along the vertical axis while the gentle trait is measured along the horizontal axis. The area within the XY graph is divided into four quadrants. The upper right quadrant (light green area) is the area in which both traits are strong and thus the traits manifest their constructive aspects. This is called 'balanced versatility'. The upper left quadrant is the area in which the dynamic trait is strong and the gentle trait is weak. This is called an 'aggressive imbalance' indicating a tendency to be overly aggressive. The lower right quadrant is the area in which the gentle trait is strong and the dynamic trait is weak. This is called a 'passive imbalance' indicating a tendency to be overly passive. The lower left quadrant is the area in which both traits are weak. This is called 'balanced deficiency' indicating a deficiency of both of the paradoxical traits. (See the figure one below)

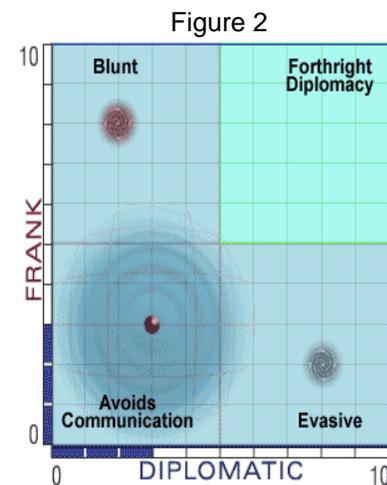
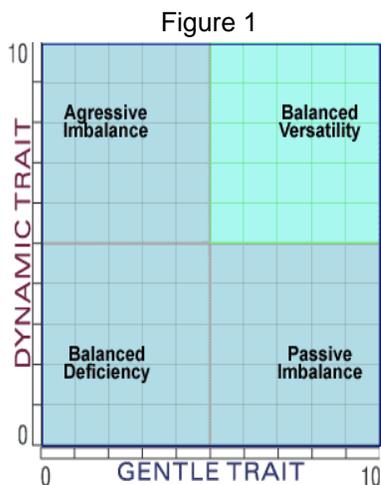


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive imbalance) is called blunt. Having diplomacy without frankness (passive imbalance) is called evasive. Lacking both frankness and diplomacy (balanced deficiency) is called avoids communication.

Figure 2 also shows a sample of an individual's scores on that paradox. In this example, the individual scores a 3 (out of 10) on frankness and a 3 (out of 10) on diplomacy and thus, the dot is in the lower left



## PARADOX ASSESSMENT - GRAPH

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

quadrant corresponds to those increments on the vertical and horizontal scales. The rippling shaded area around the dot indicates the normal range of behavior. The smaller red and gray circles indicate this person's tendencies under stress. The red circle in the upper left quadrant indicates an aggressive tendency under stress. The dark circle in the lower right quadrant indicates a passive tendency under stress. In this case, the person tends to flip to both opposite extremes at different times.

On the following page, all twelve paradox graphs are portrayed on one page in order to give an overview. The columns (see titles at the top) relate to the subject or application of each paradox. The rows (see titles on the left of the page) relate to progressive stages of action related to those subjects. For example, the Strategic paradox can be considered the initiating stage of leadership and Innovation can be considered the implementing stage of achievement.

Paradox Theory provides a unique insight into oneself and others. Besides offering a window into aspects of ourselves of which we may be only partially aware, it provides a guideline for balancing and developing ourselves. The first page provides an overview of the twelve paradoxes and the remaining pages expand on the meaning of each paradox. The bottom of each page explains the meaning of your specific scores on that paradox. Please read it with an open mind as some of these perspectives may not currently be a part of your everyday awareness. You might also ask your co-workers for their feedback related to particular issues.

The best way to use the Paradox Graph for self-development is to identify the largest areas of the behavioral range (large blue circle) that is outside of the green areas (upper right quadrant). Then focus on developing the opposite paradoxical trait (outside the four quadrants). For example, if the largest area of your behavioral range outside the green area is in the blunt quadrant, then the trait to develop would be Diplomacy. If the largest area is in the evasive quadrant, then the trait to develop would be Frank. The trait to develop is the one that is outside the four quadrants furthest from the quadrant with the largest area of the behavioral range.

The HA system provides you with a development plan for each of the traits. You can use the Development by Trait report option and select the trait you would like to develop. A suggested development plan will then be provided.



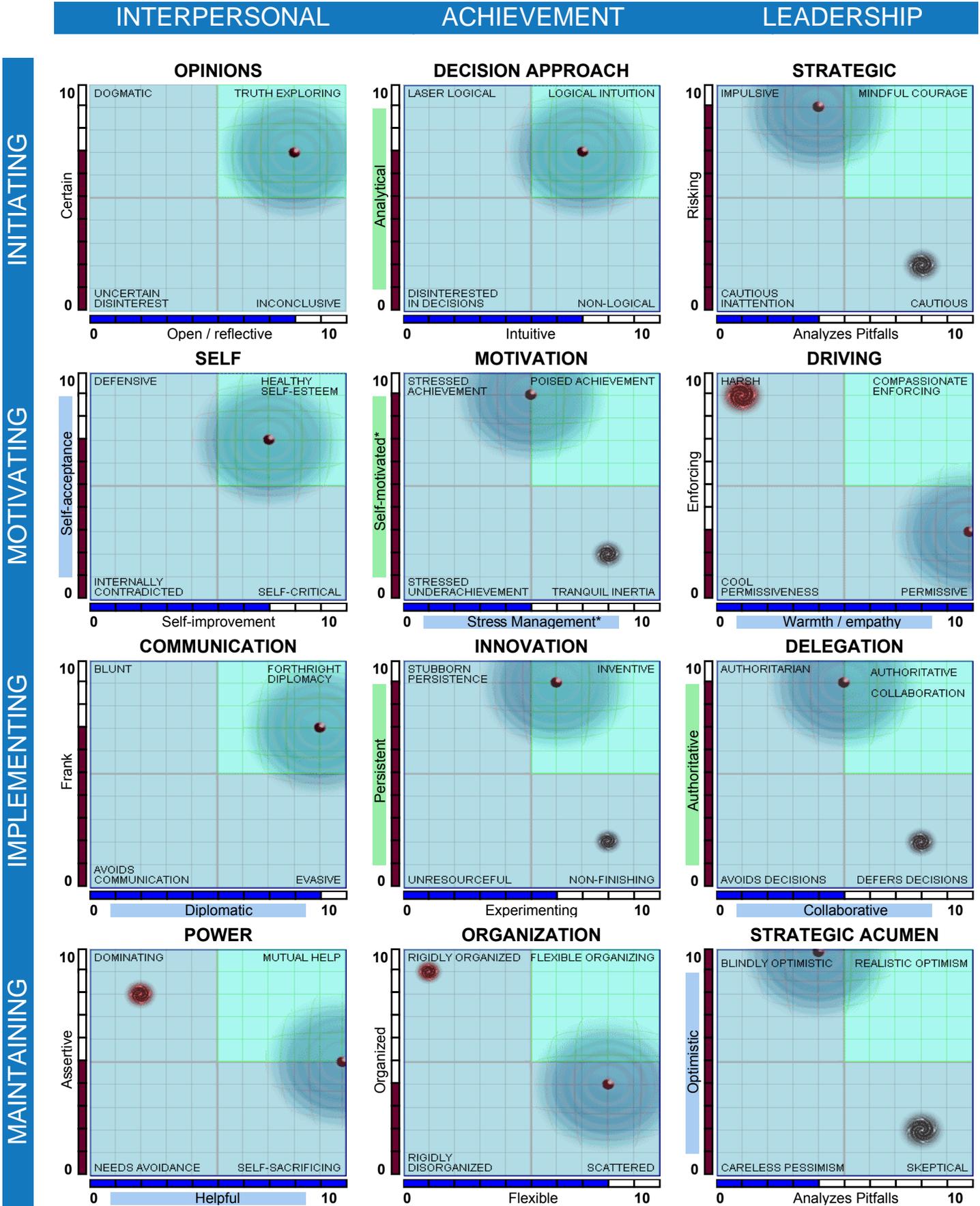
# PARADOX ASSESSMENT - GRAPH

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

ASSESSMENTS



\* This is a composite trait - see definitions on the Traits and Definitions report

Essential Trait on this template

Desirable Trait on this template



## PARADOX ASSESSMENT - NARRATIVE

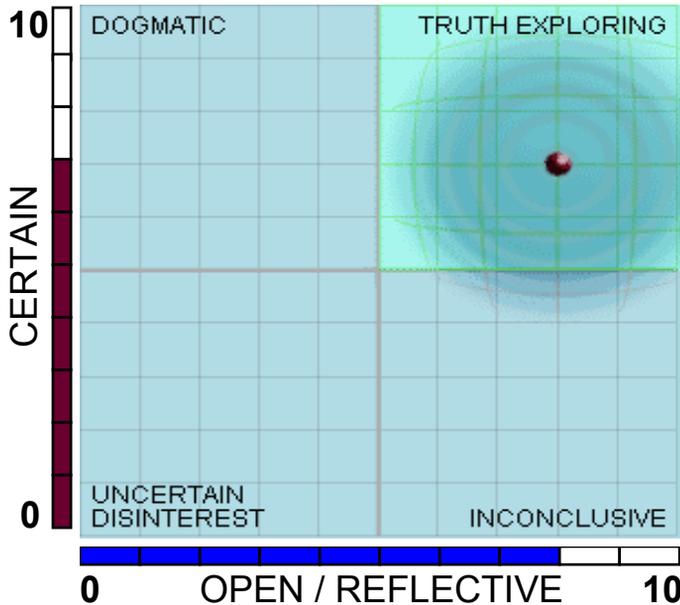
Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

## OPINIONS



*"Question everything but be steadfast in finding and following true principles. Greater knowledge can only be obtained by allowing what you already know to sit in the background while relentlessly pursuing a fresh new way of seeing the issue and being willing to be 'wrong' about one's previous knowledge."*

**The Primary traits for this paradox are:**

### **CERTAIN**

The tendency to feel confident in one's opinions

### **OPEN / REFLECTIVE**

The tendency to reflect on many different viewpoints

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

**Truth Exploring** - The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions (High Certain and High Open / reflective).

**Inconclusive** - The tendency to lack certainty in one's opinions while at the same time being very open to the ideas of others (Low Certain and High Open / reflective).

**Dogmatic** - The tendency to be certain of one's own opinions while at the same time not open to different ideas (High Certain and Low Open / reflective).

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

**Your tendencies for this paradox are:**

You are reasonably certain of your opinions.

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

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



## PARADOX ASSESSMENT - NARRATIVE

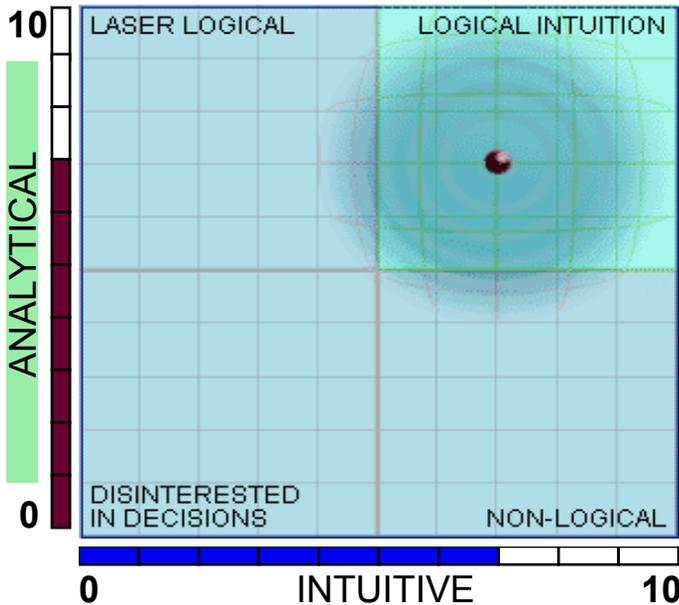
Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

## DECISION APPROACH



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

**The Primary traits for this paradox are:**

### ANALYTICAL

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

### INTUITIVE

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

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

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

**Non-logical** - The tendency to rely on intuition without sufficiently analyzing a plan or problem (Low Analytical and High Intuitive).

**Laser Logical** - The tendency to be very analytical while at the same time mistrusting intuition (High Analytical and Low Intuitive).

**Disinterested in Decisions** - The tendency to avoid analyzing situations and decisions while at the same time mistrusting one's own intuition (Low Analytical and Low Intuitive).

**Your tendencies for this paradox are:**

You often analyze problems and you usually enjoy doing it.

You generally tend to use intuition or hunches to help make decisions.

Even though you generally tend to be intuitive, you also usually tend to be logical. As a result, you are probably reasonably good at problem solving. Your tendency to use both left and right brain functions enables you to sense the important factors while at the same time arrive at logical conclusions. This gives you a very good insight into situations and problems. Your preferred behavioral range is mostly in the logical intuition quadrant reflecting the above.



## PARADOX ASSESSMENT - NARRATIVE

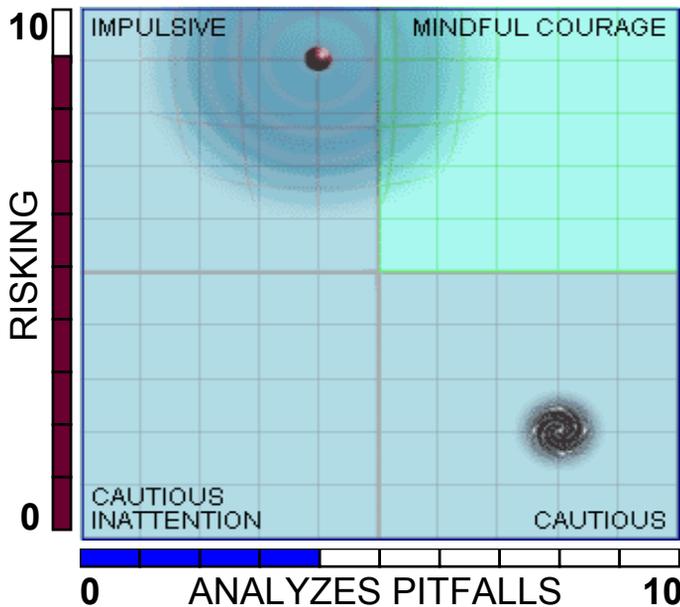
Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

## STRATEGIC



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

**The Primary traits for this paradox are:**

### RISKING

The tendency to feel comfortable with business ventures that involve uncertainty

### ANALYZES PITFALLS

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

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

**Mindful Courage** - The tendency to take risks while at the same time sufficiently analyzing the potential pitfalls of the plan or strategy (High Risking and High Analyzes Pitfalls).

**Cautious** - The tendency to focus on potential pitfalls of a plan or strategy while being very careful about risks (Low Risking and High Analyzes Pitfalls).

**Impulsive** - The tendency to take risks without sufficient analysis of the potential difficulties (High Risking and Low Analyzes Pitfalls).

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

**Your tendencies for this paradox are:**

You are very willing to take business risks.

You may prefer not to have to analyze the potential difficulties of plans and strategies and you may sometimes neglect to do so.

You have a strong desire to feel the thrill of risk taking. However, you probably tend to give only minimal analysis to the potential pitfalls. You will benefit from input from others who are more strategically analytical. If you receive feedback and adjust your strategies accordingly, your ventures could be successful and have large pay-offs. However, you will need to discipline yourself to accept advice related to taking precautions. If you make important decisions on your own, you may take risks quite impulsively as indicated by the range of behavior (large blue area) focusing on the impulsive quadrant. The dark circle in the lower right indicates there may also be a cautious aspect to your personality. Your need for risk may be a compensation for caution or fear. Can you identify it?



## PARADOX ASSESSMENT - NARRATIVE

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

## SELF



*"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."*

**The Primary traits for this paradox are:**

### SELF-ACCEPTANCE

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

### SELF-IMPROVEMENT

The tendency to attempt to develop or better oneself

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

**Healthy Self-Esteem** - The tendency to accept oneself while at the same time trying to improve oneself (High Self-acceptance and High Self-improvement).

**Self-critical** - Disliking oneself in the context of self-improvement (Low Self-acceptance and High Self-improvement).

**Defensive** - The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve") (High Self-acceptance and Low Self-improvement).

**Internally Contradicted** - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement).

**Your tendencies for this paradox are:**

You tend to be reasonably self-accepting.

You have an intention to improve yourself.

Your interest in self-improvement combined with a reasonable level of self-acceptance reflects a reasonably healthy self-esteem. You are usually open to corrective feedback and willing to change when necessary. By being reasonably comfortable within yourself, you tend to make others more comfortable with you. Thus, most of your preferred behavioral range (large blue area) appears in the upper right quadrant. The behavioral range only partially extends to the defensive or self-critical quadrants indicating you only occasionally exhibit those behaviors.



## PARADOX ASSESSMENT - NARRATIVE

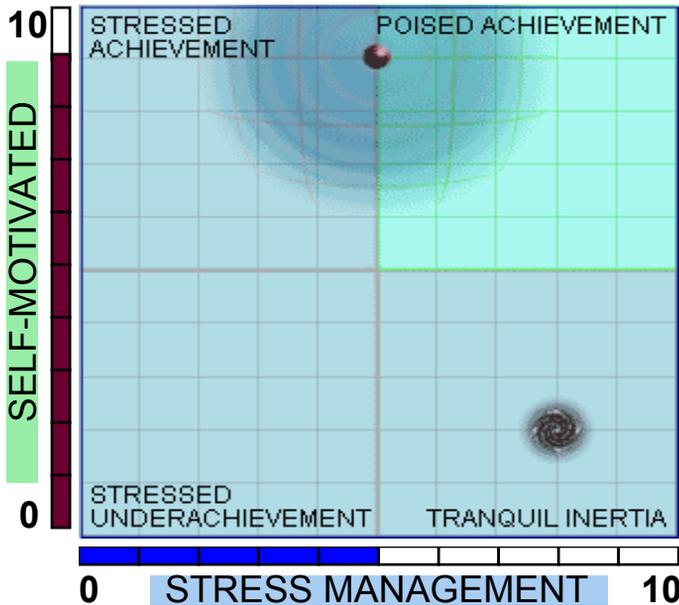
Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

## MOTIVATION



*"By keeping a balanced life, the process of achieving a goal is as fulfilling as achieving the goal itself. No goal is truly fulfilled without quality of life."*

**The Primary traits for this paradox are:**

### SELF-MOTIVATED

The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals

### STRESS MANAGEMENT

The tendency to be relaxed and manage stress well when it occurs

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

**Poised Achievement** - The tendency to be highly self-motivated without becoming tense or easily stressed (High Self-motivated and High Stress Management).

**Tranquil Inertia** - The tendency to be relaxed and easy-going while at the same time lacking in self-motivation (Low Self-motivated and High Stress Management).

**Stressed Achievement** - The tendency to be very achievement oriented while at the same time being tense and/or having difficulty managing stress (High Self-motivated and Low Stress Management).

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

**Your tendencies for this paradox are:**

You are very self-motivated

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

Your very high level of self-motivation combined with only a moderate level of stress management indicates that although you probably accomplish a great deal, you may experience some stress in the process. This is reflected in your preferred behavioral range (indicated by the large blue circle) being half in the poised achievement quadrant and half in the stressed achievement quadrant. The dark circle in the lower right indicates your desire to achieve is significantly greater than your ability to manage stress, and thus you may develop an underlying desire to have a respite from your hard work.



## PARADOX ASSESSMENT - NARRATIVE

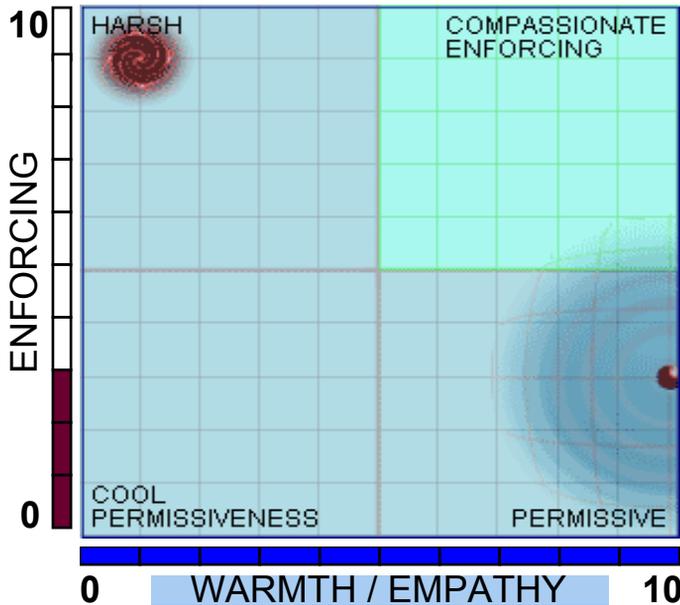
Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

## DRIVING



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

**The Primary traits for this paradox are:**

### ENFORCING

The tendency to insist upon necessary rules being followed

### WARMTH / EMPATHY

The tendency to express positive feelings and affinity toward others

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

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

**Permissive** - The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior (Low Enforcing and High Warmth / empathy).

**Harsh** - The tendency to be overly strict or punitive when enforcing rules and procedures (High Enforcing and Low Warmth / empathy).

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

**Your tendencies for this paradox are:**

You may prefer not to have to enforce rules and you may sometimes neglect to do so even when it is necessary.

You tend to frequently express warmth and empathy.

The combination of being extremely warm and empathetic while strongly preferring not to have to enforce rules indicates that you probably tend to be extremely permissive or lenient when it comes to enforcing rules or giving discipline. This is reflected in your preferred behavioral range (large blue area) being almost entirely in the permissive quadrant and only slightly in the compassionate enforcer quadrant. The red circle in the upper left indicates that under stress, your behavior may 'flip' and you may react harshly if someone tries to take advantage of your leniency.



## PARADOX ASSESSMENT - NARRATIVE

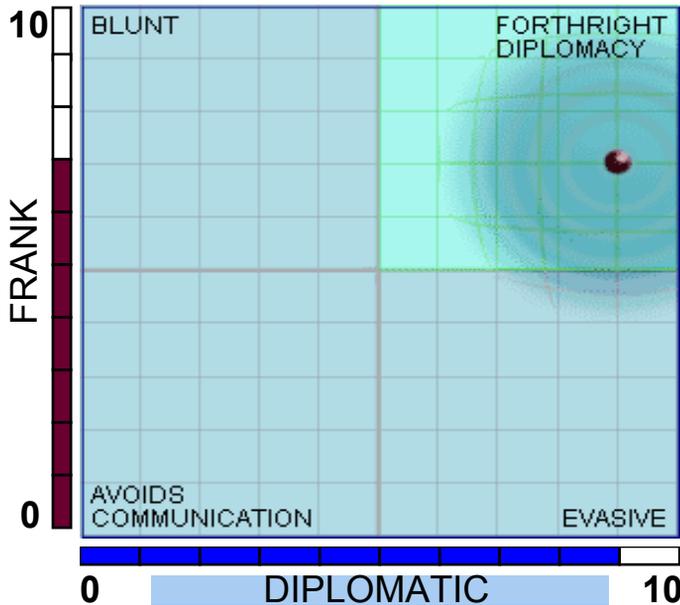
Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

## COMMUNICATION



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

**The Primary traits for this paradox are:**

### FRANK

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

### DIPLOMATIC

The tendency to state things in a tactful manner

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

**Forthright Diplomacy** - The tendency to be forthright and respectful at the same time (High Frank and High Diplomatic).

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

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

**Avoids Communication** - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic).

**Your tendencies for this paradox are:**

You usually tend to be forthright, stating what you think in a reasonably direct manner.

You tend to be very tactful, taking significant care to communicate in ways that make it easier for others to receive.

Your reasonable level of frankness combined with your very high level of diplomacy helps you to maintain good communication with your co-workers. This communication skill helps you to communicate diplomatically and straightforwardly at the same time. In addition, you can be either diplomatic or frank as the situation requires. Most people appreciate your authenticity and respectfulness. Your preferred behavioral range (large blue area) is mostly in the forthright diplomacy quadrant, indicating that most of the time, you tend to be a good communicator.



## PARADOX ASSESSMENT - NARRATIVE

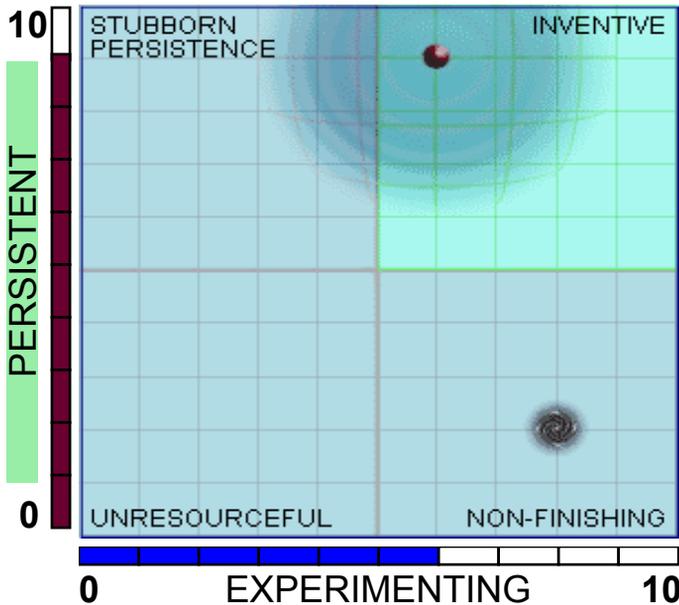
Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

## INNOVATION



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

**The Primary traits for this paradox are:**

### **PERSISTENT**

The tendency to be tenacious despite encountering significant obstacles

### **EXPERIMENTING**

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

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

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

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

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

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

**Your tendencies for this paradox are:**

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

You moderately enjoy trying new things and may at times experiment with new ways of doing things.

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



## PARADOX ASSESSMENT - NARRATIVE

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

## DELEGATION



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

**The Primary traits for this paradox are:**

### **AUTHORITATIVE**

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

### **COLLABORATIVE**

The tendency to collaborate with others when making decisions

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

**Authoritative Collaboration** - The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process (High Authoritative and High Collaborative).

**Defers Decisions** - The tendency to avoid making decisions by referring them to others (Low Authoritative and High Collaborative).

**Authoritarian** - The tendency to make decisions without collaborating with others (High Authoritative and Low Collaborative).

**Avoids Decisions** - The tendency to avoid decision-making authority while at the same time avoiding making decisions jointly with others (Low Authoritative and Low Collaborative).

**Your tendencies for this paradox are:**

You have a strong desire to have decision-making authority and are very willing to accept decision-making responsibility. You may only moderately enjoy collaboration and may give only moderate importance to collaborating with others when making important decisions.

Your strong willingness to accept decision-making authority enables you to take charge and accept full responsibility for decisions that need to be made. However, you may tend to be only moderately collaborative. Thus, your desire for authority is stronger than your willingness to collaborate. Consequently, you may tend to be somewhat over-controlling with regard to decisions. This could hinder you from receiving valuable input that could improve the quality of your decisions. It could also at times hinder the motivation of others by limiting their level of participation. Your preferred behavioral range (large blue area) is half in the authoritative collaboration quadrant indicating that you often collaborate while accepting responsibility. It is also half in the authoritarian quadrant indicating you may also sometimes over-control the decision-making process. The dark circle in the lower right indicates that when things go wrong, you may sometimes be reluctant to accept full accountability for the problem.



## PARADOX ASSESSMENT - NARRATIVE

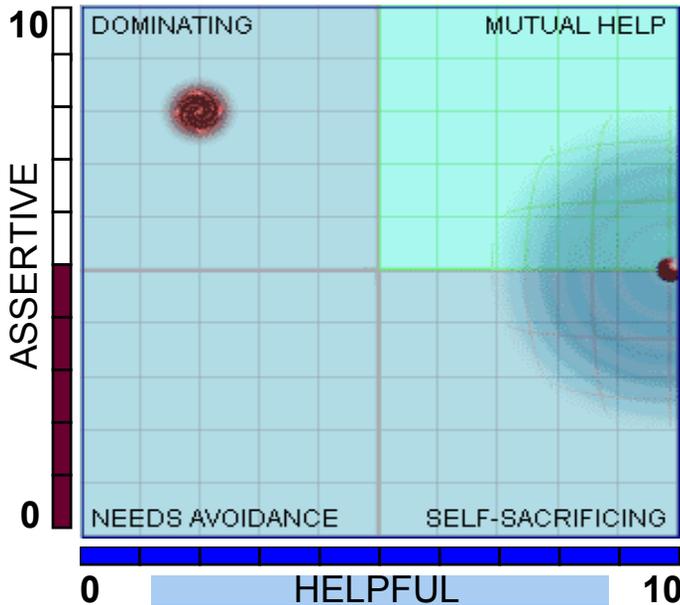
Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

## POWER



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

**The Primary traits for this paradox are:**

### ASSERTIVE

The tendency to put forward personal wants and needs

### HELPFUL

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

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

**Mutual Help** - The tendency to pursue solutions that are beneficial to all parties concerned (High Assertive and High Helpful).

**Self-sacrificing** - The tendency to respond to others' needs at the expense of one's own needs (Low Assertive and High Helpful).

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

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

**Your tendencies for this paradox are:**

You may only moderately put forward your own needs.

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

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



## PARADOX ASSESSMENT - NARRATIVE

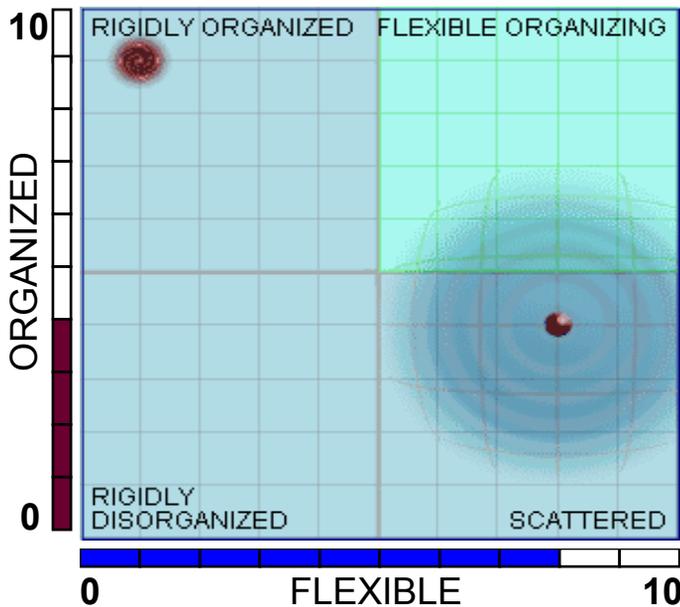
Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

## ORGANIZATION



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

**The Primary traits for this paradox are:**

### ORGANIZED

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

### FLEXIBLE

The tendency to easily adapt to change

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

**Flexible Organizing** - The tendency to organize things while at the same time maintaining flexibility (High Organized and High Flexible).

**Scattered** - The tendency to be disorganized while at the same time enjoying and pursuing change (Low Organized and High Flexible).

**Rigidly Organized** - The tendency to focus so strongly on being orderly that one tends to have difficulty adapting to changes (High Organized and Low Flexible).

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

**Your tendencies for this paradox are:**

You may usually prefer not to have to organize things.

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

Your tendency to be flexible enables you to be adaptable to change. When circumstances change, you adjust to meet the new requirements. However, your flexibility may be somewhat greater than your orderliness. This indicates that in some situations you may be scattered, perhaps implementing too many changes. Your preferred behavioral range (large blue area) is partly in the flexible organizing quadrant but mostly in the scattered quadrant indicating that some of the time you may be effective when organizing but more of the time you may be scattered. The red circle in the upper left indicates that under stress, your behavior may 'flip' and become a little rigid.



## PARADOX ASSESSMENT - NARRATIVE

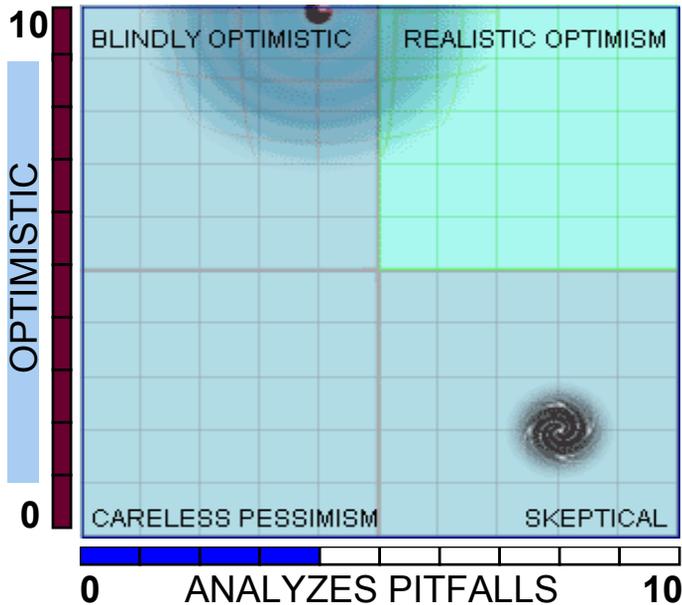
Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

## STRATEGIC ACUMEN



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

**The Primary traits for this paradox are:**

### OPTIMISTIC

The tendency to believe the future will be positive

### ANALYZES PITFALLS

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

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

**Realistic Optimism** - The tendency to analyze the potential pitfalls of a plan or strategy while maintaining a positive view of the future and the potential benefits of the plan or strategy (High Optimistic and High Analyzes Pitfalls).

**Skeptical** - The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits (Low Optimistic and High Analyzes Pitfalls).

**Blindly Optimistic** - The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties (High Optimistic and Low Analyzes Pitfalls).

**Careless Pessimism** - The tendency to take risks while at the same time believing that the future is bleak (Low Optimistic and Low Analyzes Pitfalls).

**Your tendencies for this paradox are:**

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

You may prefer not to have to analyze the potential difficulties of plans and strategies, and you may sometimes neglect to do so.

Your very positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Since you prefer not to have to analyze potential problems, your optimism may be much greater than your tendency to analyze the potential problems. Thus, you may give much greater weight to the positive side than the potential problems. Your preferred behavioral range (large blue area) is partly in the realistic optimism quadrant indicating that part of the time you may have realistic optimism. However, it is mostly in the blindly optimistic quadrant indicating that much of the time you may be blindly optimistic. Thus, it may be wise to get input from others when it comes to making important plans and strategies. The dark circle in the lower right indicates that your tendency to be blindly optimistic may be a compensation for an underlying fear of things going wrong.



## TRAITS & DEFINITIONS

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

The report lists Andrew'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 Andrew's performance.

Traits	Score on this Trait	Definition
Helpful	9.9	The tendency to respond to others' needs and assist or support others to achieve their goals
Warmth / empathy	9.9	The tendency to express positive feelings and affinity toward others
Wants Autonomy	9.6	The desire to have freedom or independence from authority
Optimistic	9.5	The tendency to believe the future will be positive
Wants Challenge	9.4	The willingness to attempt difficult tasks or goals
Wants To Lead	9.2	The desire to be in a position to direct or guide others
Risking	9.2	The tendency to feel comfortable with business ventures that involve uncertainty
Outgoing	9.2	The tendency to be socially extroverted and the enjoyment of meeting new people
Cause Motivated	9.1	The tendency to be motivated to help society
Self-motivated	9.0	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Takes Initiative	8.7	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Persistent	8.6	The tendency to be tenacious despite encountering significant obstacles
Diplomatic	8.6	The tendency to state things in a tactful manner
Authoritative	8.6	The desire for decision-making authority and the willingness to accept decision-making responsibility
Enthusiastic	8.2	The tendency to be eager and excited toward one's own goals
Open / reflective	8.2	The tendency to reflect on many different viewpoints
Influencing	8.1	The tendency to try to persuade others
Tolerance Of Bluntness	7.8	The level of comfort related to receiving abrupt or frank communications from others
Tempo	7.7	The enjoyment of work that needs to be done quickly
Flexible	7.7	The tendency to easily adapt to change
Analytical	7.5	The tendency to logically examine facts and situations (not necessarily analytical ability)
Wants Recognition	7.3	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Frank	7.1	The tendency to be straightforward, direct, to the point, and forthright
Self-acceptance	7.0	The tendency to like oneself ("I'm O.K. the way I am")
Certain	6.8	The tendency to feel confident in one's opinions
Wants Frankness	6.8	The desire for others to be direct, straightforward, and to the point
Self-improvement	6.6	The tendency to attempt to develop or better oneself
Intuitive	6.6	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Experimenting	6.4	The tendency to try new things and new ways of doing things
Wants Stable Career	5.6	The desire for long-term or permanent employment
Wants High Pay	5.4	The desire to earn greater remuneration
Comfort With Conflict	5.4	The tendency to be comfortable with confrontation or strife
Relaxed	5.2	The tendency to feel at ease or calm while working
Enlists Cooperation	5.0	The tendency to invite others to participate in or join an effort
Assertive	4.9	The tendency to put forward personal wants and needs
Collaborative	4.7	The tendency to collaborate with others when making decisions
Planning	4.7	The tendency to formulate ideas related to the steps and process of accomplishing an objective



## TRAITS & DEFINITIONS

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

Traits	Score on this Trait	Definition
Manages Stress Well	4.5	The tendency to deal effectively with strain and difficulty when it occurs
Wants Capable Leader	4.5	The desire to have a leader one perceives to be capable
Wants Diplomacy	4.3	This desire for others to be tactful
Systematic	4.1	The enjoyment of tasks that require carefully or methodically thinking through steps.
Organized	3.9	The tendency to place and maintain order in an environment or situation
Analyzes Pitfalls	3.8	The tendency to scrutinize potential difficulties related to a plan or strategy
Tolerance Of Structure	3.3	The tolerance of following rules, schedules, and procedures created by someone else
Enforcing	3.1	The tendency to insist upon necessary rules being followed
Precise	2.3	The enjoyment of work that requires being exact and the tendency to be detail oriented

Task Preferences	Score on this Trait	Definition
Numerical	8.0	The enjoyment of counting, calculating, or analyzing quantities using mathematics
Computers	6.6	The enjoyment of working with electronic machines that calculate, store, or analyze information
Public Speaking	6.5	The enjoyment of presenting or articulating information to groups of people
Teaching	5.8	The enjoyment of instructing, training, or educating others
Manual Work	5.7	The enjoyment of work that involves using one's hands
Artistic	5.4	The enjoyment of making things look beautiful or attractive
Driving	4.0	The enjoyment of operating a motor vehicle
Research / learning	3.4	The enjoyment of gathering and comprehending new information
Building / making	3.0	The enjoyment of constructing or putting together anything
Mechanical	2.8	The enjoyment of work that involves fixing or repairing something
Clerical	2.5	The enjoyment of tasks such as typing or filing or organizing information
Physical Work	2.5	The enjoyment of work that involves substantial bodily effort

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



## TRAITS & DEFINITIONS

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

Work Environment Preferences	Score on this Trait	Definition
Pressure Tolerance	9.7	The level of comfort related to working under deadlines and busy schedules
Public Contact	7.2	The tendency to feel comfortable with interacting directly with a wide range of people representative of general society
Sitting	6.1	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around
Team	4.5	The enjoyment of working closely in a co-operative effort with others (not necessarily the ability to do so)
Noise	3.7	The tolerance of working in an environment that has loud or continuous sounds
Standing	3.1	The tolerance of standing in a stationary position for long periods (no opportunity to sit or walk around)
Outdoors	2.3	The desire to work in an outside environment
Repetition	2.1	The tolerance of monotonous work: the same single activity is repeated over and over (e.g. assembly line)
Behavioral Competencies	Score on this Trait	Definition
Handles Autonomy	9.3	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)
Provides Direction	9.0	The tendency to manifest the traits necessary for a leadership role
People Oriented	8.7	The tendency to have a balance of traits that would enable one to positively interact with others
Handles Conflict	8.7	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
Organizational Compatibility	8.6	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Interpersonal Skills	8.3	The tendency to have a balance of traits that relate to effective interaction with others
Receives Correction	8.1	The tendency to accept guidance intended to improve performance
Innovative	7.9	The tendency to create new and more effective ways of doing things
Doesn't Need Structure	7.8	The tendency to manifest the traits that would enable one to occupy a position that does not have much structure (assuming sufficient job related knowledge)
Self-employed	6.9	The tendency to enjoy activities that would be required for self employment (does not necessarily indicate sufficient business related knowledge)
Negotiating	6.5	The tendency to bargain in order to reach a beneficial agreement
Tolerance Of Evasiveness	6.0	The level of comfort related to dealing with people who are indirect or lacking in frankness
Effective Enforcing	5.0	The tendency to skillfully correct others when they are violating rules or performing poorly
Judgment (strategic)	2.7	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy
Traits to Avoid for this Position	Score on this Trait	Definition
Permissive	6.8	The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior
Blindly Optimistic	5.7	The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties



## TRAITS & DEFINITIONS

Andrew Jones Date Entered: 08/03/03

For Beth Minton & Associates

Compared to: Management - Upper

### ASSESSMENTS

Traits to Avoid for this Position	Score on this Trait	Definition
Impulsive	5.4	The tendency to take risks without sufficient analysis of the potential difficulties
Defensive	0	The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")
Dogmatic	0	The tendency to be certain of one's own opinions while at the same time not open to different ideas
Blunt	0	The tendency to be frank or direct while lacking in diplomacy or tact
Forceful Enforcing	0	The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation
Skeptical	0	The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits
Harsh	0	The tendency to be overly strict or punitive when enforcing rules and procedures

\* There are some inconsistencies related to this trait, but the result is probably reliable.  
 \*\* There are some inconsistencies related to this trait, and the result is probably questionable.

Essential Trait on this template

Desirable Trait on this template

Trait to Avoid on this template

Functions	Score on this Trait	Definition
Customer Service - Friendly	9.6	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.
Sales - Cold Calling	9.2	This position relates to sales in general but is oriented toward sales positions that require prospecting for new clients with mostly cold calling. It focuses on achievement, self-motivation, and various interpersonal skills related to persuasion.
Supervisory	7.0	This template is designed for a position that has supervisory responsibilities. It focuses on self-motivation and organization. It also screens for a lack of interpersonal skills necessary to be a supervisor.
Management - Middle	5.3	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	5.1	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.
Technical	2.6	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.
Administration - General	0	This position is specifically designed for a general administration role. It focuses being organized and detail oriented. In addition, it screens for a lack of interpersonal skills necessary for interacting with co-workers.



## SUMMARY AND KEYWORDS

Andrew Jones

Date Entered: 08/03/03

For Beth Minton & Associates

### ASSESSMENTS

This report provides key single words that describe the individual. The keywords are divided into three columns: Strongest Traits, Strong Traits and Reasonably Strong Traits. The Strongest Traits are traits that the person scores 10 out of 10 or 2 or less out of 10. This indicates that the trait is extreme and thus will be the person's strongest characteristic. Strong Traits are traits in which the person scores 9 out of 10 or 3 out of 10, indicating the traits will be strong due to its absence or presence. Reasonably Strong Traits are traits in which the person scores 8 out of 10 or 4 out of 10, indicating the trait will be fairly strong due to its presence or important due to its absence. The Summary Descriptions provide a narrative paragraph that further describes the person's behavior.

This report is a general description of traits for Andrew Jones's relation to the workplace. To further determine suitability for a particular position, use the 'Behavioral Impact Graph'.

### KEYWORD DESCRIPTIONS

Strongest Traits	Strong Traits	Reasonably Strong Traits
Helpful Wants autonomy Warm	Outgoing Optimistic Willing to make decisions Risking Persevering Diplomatic Self-sacrificing Takes initiative Idealistic Dislikes structure Likes to lead Self-motivated	Open minded Works quickly Can be unorganized Flexible Enthusiastic about goals

### SUMMARY DESCRIPTIONS

Andrew's task preferences are (in order of preference): doing something that helps others or society, meeting and interacting with new people, and working with numbers. Andrew prefers to avoid the following tasks (listed according to greatest dislike first): doing tasks that need to be done precisely, enforcing rules, fixing or repairing something, building or making something, researching or learning new information, doing physical work, and doing clerical work. Andrew would be interested in work that involves sports, finance/business, travel, and electronics. Andrew lacks interest in science, animals, food, writing/language, health/medicine, and plants. Andrew needs a work environment that involves stimulating deadlines, working with the general public, working indoors, and few repetitive



## SUMMARY AND KEYWORDS

Andrew Jones

Date Entered: 08/03/03

For Beth Minton & Associates

### ASSESSMENTS

and monotonous tasks.

Generally, Andrew has a very optimistic and positive attitude. Andrew is very capable of being tactful. Andrew is extremely helpful and conscious of others' needs. This is reasonably balanced and will help him/her have positive interactions with others. Andrew is very outgoing. Thus he/she would enjoy a position that involves meeting new people. Andrew enjoys trying to influence others. Andrew is extremely empathetic and warm, however Andrew may at times become overly emotional. His/Her warm-heartedness will enable him/her to influence others more successfully. Andrew tends to be reasonably open-minded, making it easier to communicate with people who have different ideas. There are some interpersonal areas in which he/she could improve. Andrew may tend to be a little self-sacrificing at times.

Andrew is highly motivated by a chance to have decision-making authority, a chance to take initiative, having challenging work, an opportunity to do something worthwhile for society, an opportunity to be in a leadership position, and an opportunity to achieve his/her goals. He/She is demotivated by having to work with a supervisor who does not offer a significant amount of autonomy.

Andrew enjoys analyzing facts and situations. Andrew is comfortable in a decision-making role. Andrew is very willing to take risks. Andrew is optimistic about the outcome of risks. Andrew probably spends little time analyzing the potential difficulties of a plan or strategy. This may not be enough for the degree of risk he/she likes to take. Andrew may make decisions based upon hope rather than on an examination of the facts. Andrew normally approaches decisions with an open and reflective mind. Andrew has some interest in planning. Andrew is very interested in being in a leadership position.