

**REPORT FOR**  
Dennis Khoo

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**RELIABILITY - 92.8%**  
Answers were very likely  
accurate and truthful

**ORGANIZATION**  
Grow 2020 pte ltd

## Understanding Your Paradox Report

This introduction uses examples from your own report to explain how to read your Harrison Paradox Report. It explains key principles and theories that will enable you to attain a deeper understanding of your Paradoxical Strengths and potential derailers.

### What are Paradoxical Traits?

A paradox is two ideas that may appear contradictory but are in fact both true. For example, 'Sometimes less is more' seems contradictory but most people have experienced that fewer words can sometimes communicate more effectively.

This report focuses on 12 pairs of paradoxical traits which may appear to be opposite but are in fact complementary and synergistic. You will have a genuine strength if you are strong on both traits of a paradoxical pair. For example, being both frank and diplomatic is more likely to achieve the goal of getting one's communication across.

### An example of One of Your Balanced Paradoxes

One of your paradoxical strengths is **OPINIONS**. It is defined as: "How you form and hold opinions, including how you deal with ambiguity". See your graph to the left.

Certain is defined as: "The tendency to feel confident in one's opinions". Open / reflective is defined as: "The tendency to reflect on many different viewpoints".

The red dot represents the coordinates of your two paradoxical scores.

The shaded blue area around the red dot represents your typical range of behavior.

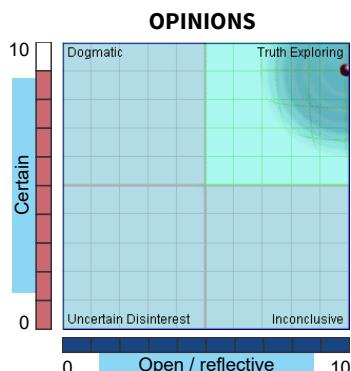
In the example to the left, both of your traits are strong which is called **Balanced Versatility**. This means you can easily access either or both traits as needed.

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

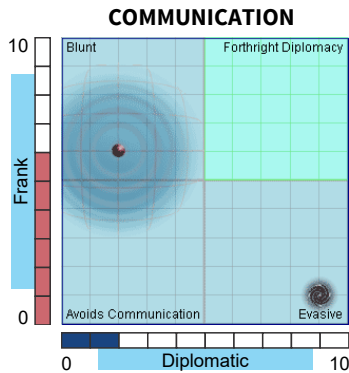
You are very confident in your opinions, yet you continue to explore different viewpoints and adjust your ideas when appropriate. Even though you have very strong opinions, you nearly always consider many different ideas before coming to a conclusion. As a result, your conclusions tend to be very thoughtful and well considered. Although your strong opinions may at times give the appearance of dogmatism, you are very quick to change to a better idea as soon as it is presented. Even though you are extremely open to the ideas of others, you are not swayed by their opinions unless they have a better idea. You are truly a Truth Explorer because you search for and discover greater clarity of understanding.

Reflect on how this paradox has helped you to succeed in your work and personal life.

Your balanced paradox example



Your out of balance paradox example



## An example of One of Your Out-of-Balance Paradoxes

It is extremely rare for anyone to be perfectly balanced in all twelve paradoxes. Normally there are several out-of-balance paradoxes. The diagram to the left is one of yours.

When one trait is significantly stronger than the other, it is considered out-of-balance. A person with this configuration tends to rely on the strong trait even when the other trait would be a more effective or appropriate response. As a result, the assumed strength becomes a derailer.

One of your potential derailers is **COMMUNICATION**. It is defined as: "How you manage directness and tactfulness when communicating with others".

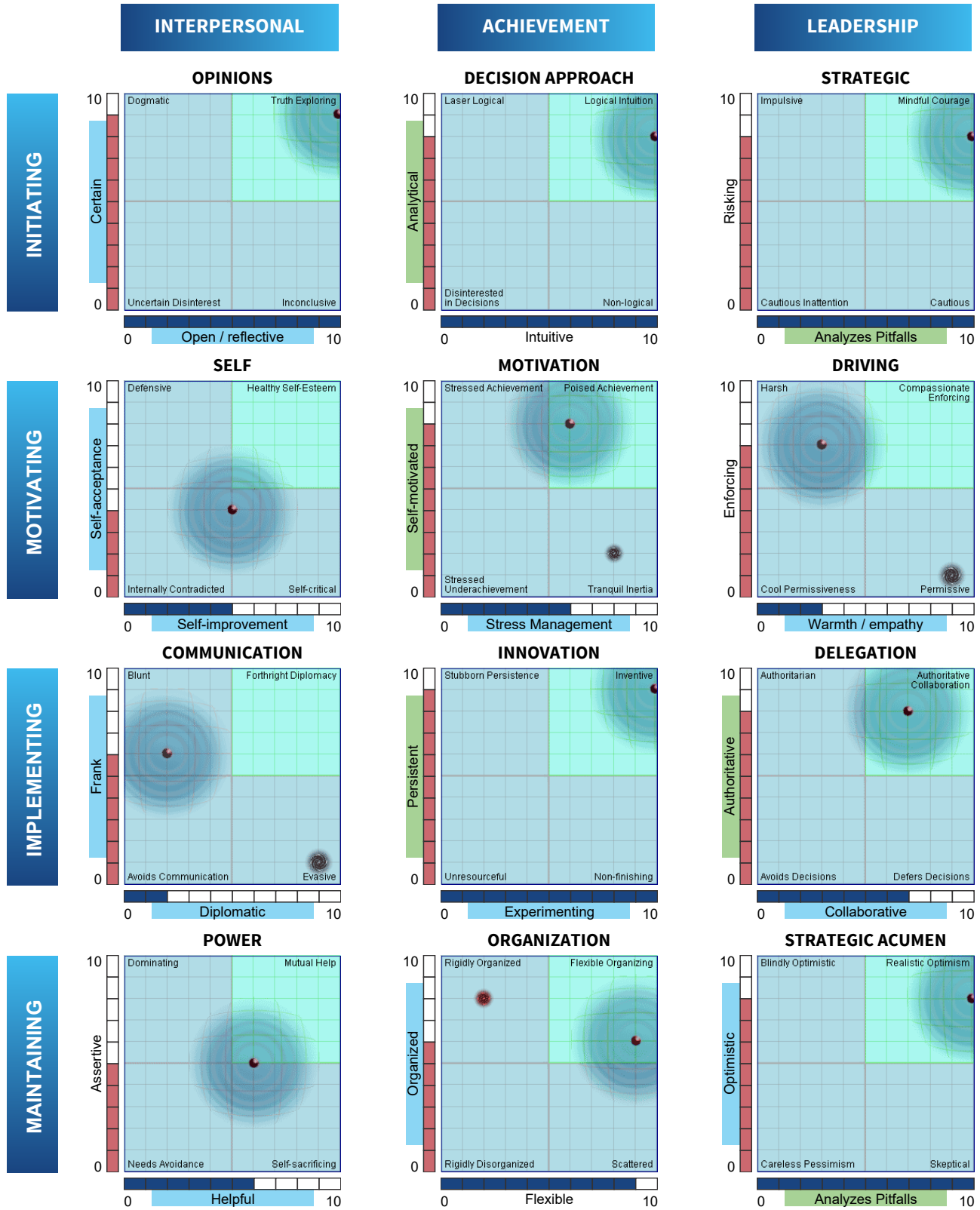
Frank is defined as: "The tendency to be straightforward, direct, to the point, and forthright". Diplomatic is defined as: "The tendency to state things in a tactful manner".

Reflect on this paradox and consider if it has impacted your work or personal life.

## What is a 'Flip Behavior'?

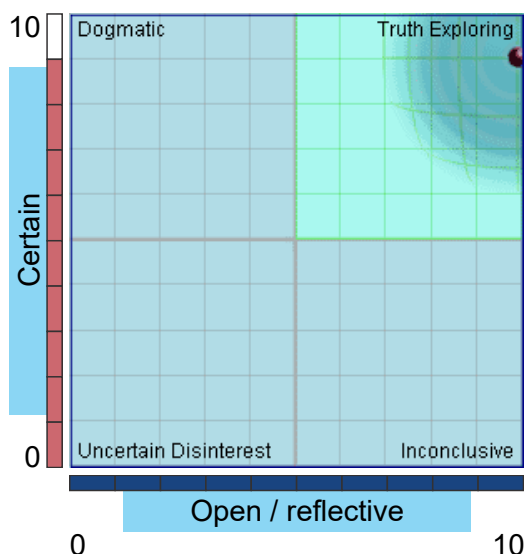
Harrison Paradox Theory states that when we have an out-of-balance paradox and we are under stress, we can 'flip' to the opposite of our normal behavior. For example, if we favor diplomacy over frankness, we may find ourselves in a situation where we feel others have taken advantage. Because we overly relied on diplomacy we react emotionally and flip to become blunt.

The flip potential is represented by the hurricane-like symbol.



## 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:

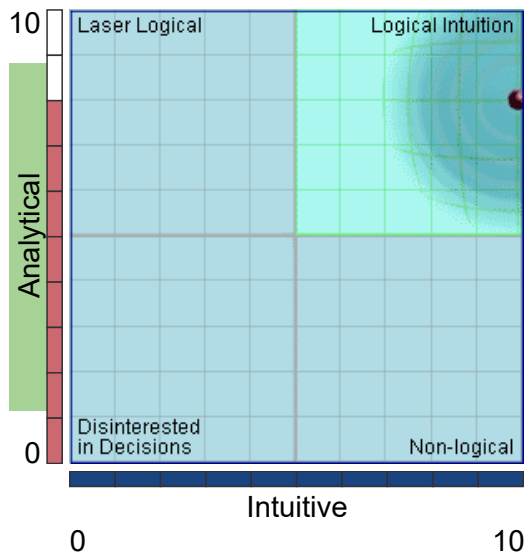
You are very certain of your opinions. You greatly enjoy reflecting on different ideas and opinions and you are probably extremely open-minded. You are likely to be very good at brainstorming.

You are very confident in your opinions, yet you continue to explore different viewpoints and adjust your ideas when appropriate. Even though you have very strong 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 your strong opinions may at times give the appearance of dogmatism, you are very quick to change to a better idea as soon as it is presented. Even though you are extremely open to the ideas of others, you are not swayed by their opinions unless they have a better idea. You are truly a Truth Explorer because you search for and discover 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)

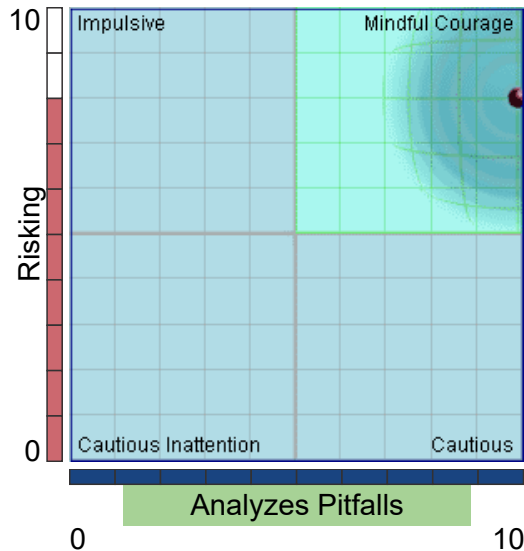
### Your tendencies for this paradox are:

You tend to analyze problems and decisions and you enjoy doing it. You very frequently use intuition or hunches to help make decisions.

Even though you tend to be extremely intuitive, you also tend to be logical. As a result, you are probably very 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 in the Logical Intuition quadrant reflecting the above.

## 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)

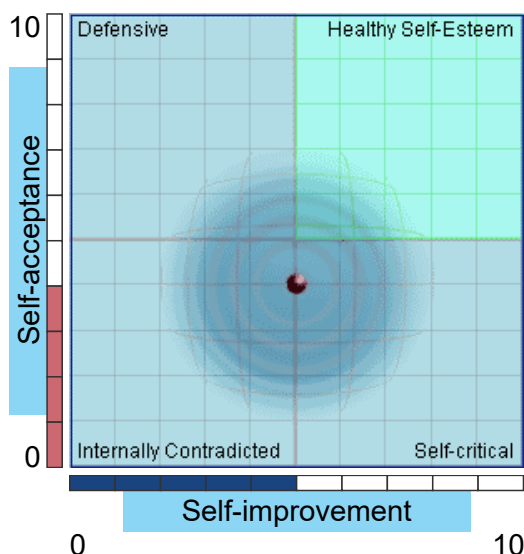
### Your tendencies for this paradox are:

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

Your desire to take business risks combined with your very strong tendency to analyze potential problems probably enables you to formulate strategies that have a high potential payoff. This combination could enable you to reap significant benefits from your ventures. Your preferred behavioral range (large blue area) is mostly in the Mindful Courage quadrant.

## 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:

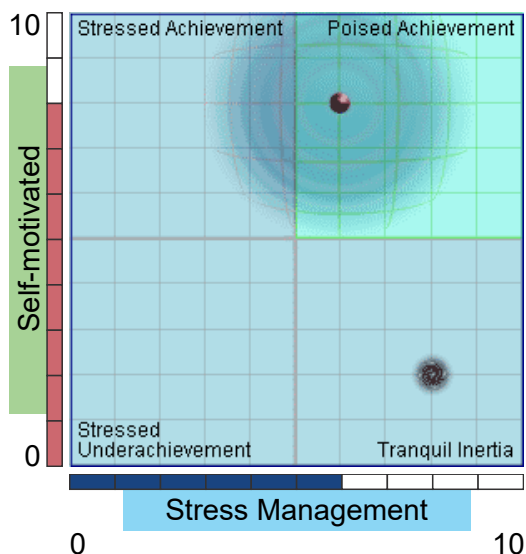
You may tend to be a little lacking in self-acceptance. You may have only a moderate interest in self-improvement.

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:

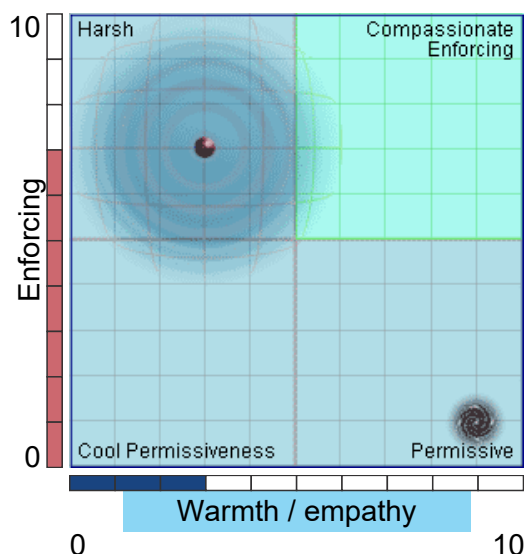
You are self-motivated. You tend to be moderately easy-going and unstressed.

Your high level of self-motivation combined with a moderate level of stress management enables you to achieve with only a moderate amount of stress. This is indicated by your preferred behavioral range (large blue area) being mostly in the Poised Achievement quadrant, and partially in the Stressed Achievement quadrant. The small dark circle in the lower right indicates that your drive to achieve is a little stronger than your tendency to manage stress and thus, you may occasionally develop an underlying desire to have a respite from the hard work.



## 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)

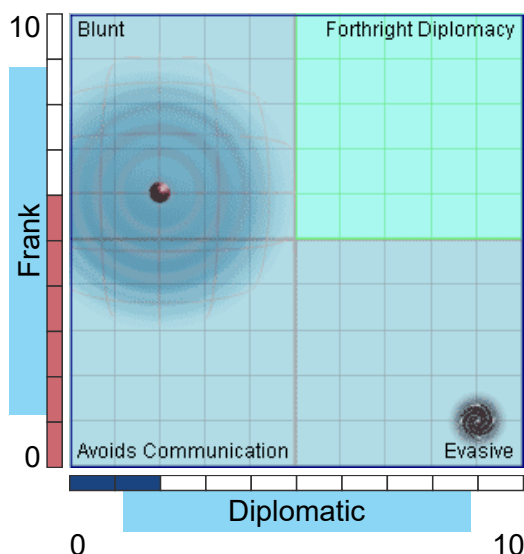
### Your tendencies for this paradox are:

You are reasonably willing to enforce necessary rules or hold others accountable. You may be sparing when expressing warmth and empathy.

You may tend to behave harshly when giving discipline, coaching others or holding others accountable. When managing others, you may place too much emphasis on compliance. Although being strict may appear to be effective, your approach may lack sufficient expression of warmth and care, and thus set off resentment while hindering cooperation. Your preferred behavioral range (large blue area) is mostly in the Harsh quadrant, indicating that you may often behave harshly. The dark circle in the lower right indicates that your tough stance may be a compensation for a fear that you may be too lenient in order to have a greater connection with others.

## 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)

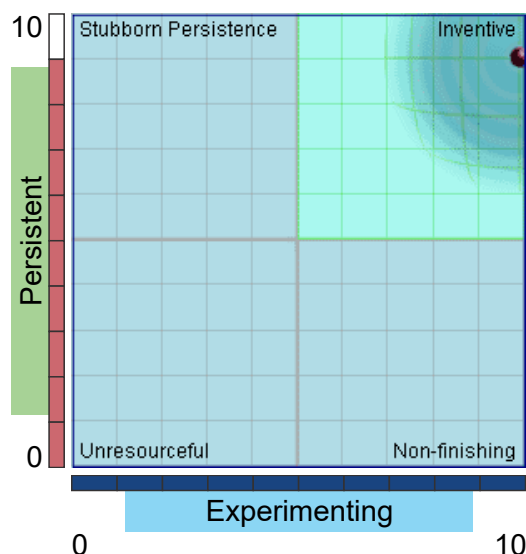
### Your tendencies for this paradox are:

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

You may tend to communicate bluntly. This style of communication may generate discord and communication problems. It could also lead to increased employee turnover, decreased teamwork, and lower productivity. Overall, it could be costly to you and your organization. Your preferred behavioral range (large blue area) is in the Blunt quadrant indicating that most of the time your communication may tend to be blunt. The small dark circle in the lower right indicates that you may sometimes 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)

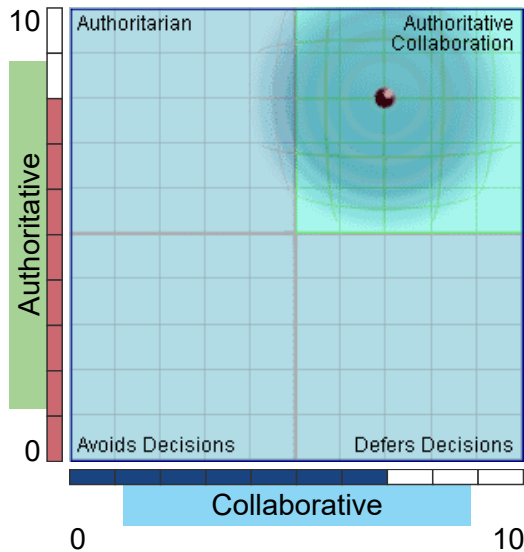
### Your tendencies for this paradox are:

You tend to be very determined and persevering with a task despite many obstacles. You love to try new things and tend to do a great deal of experimenting with new ways of doing things.

You are likely to produce many original ideas and/or inventions. Your very high level of persistence combined with your extremely high level of willingness to try new things enables you to be very inventive. Your extraordinary creativity blossoms when you start in a new direction, take on a new project or do something that has not been done before. Your determination enables you to drive your creative experimentation to completion. Thus, you are probably on the cutting edge of discovery. Your preferred behavioral range (large blue area) is entirely in the Inventive quadrant, indicating that your creative initiatives nearly always 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)

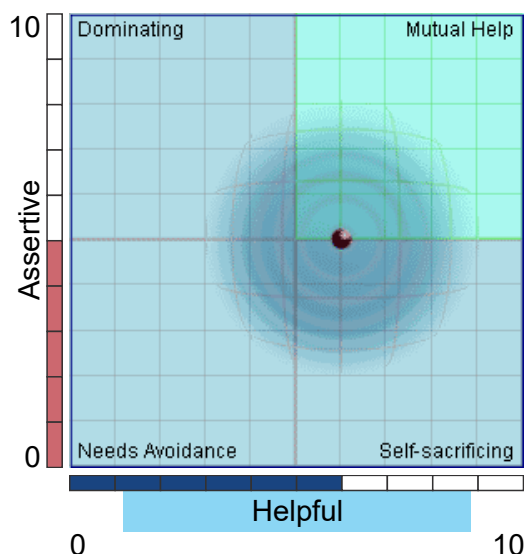
### Your tendencies for this paradox are:

You have a desire to have decision-making authority and are willing to accept decision-making responsibility. You generally enjoy collaboration and are usually willing to collaborate with others with regard to important decisions.

Your willingness to accept decision-making authority combined with your tendency to collaborate enables you to be 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 better implementation. 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)

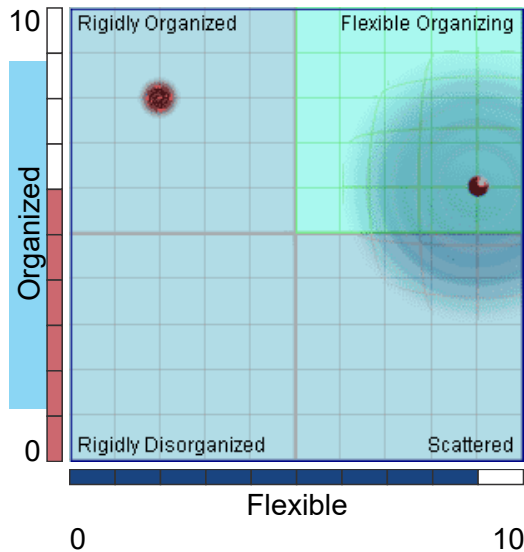
### Your tendencies for this paradox are:

You may only moderately put forward your own needs. You tend to be moderately helpful and conscious of others' needs.

You often have interactions with others that are mutually helpful. By being moderately expressive of your own needs and moderately helpful, this enables you to establish a balance of meeting mutual needs. Your preferred behavioral range (large blue area) is partially in the Mutual Help quadrant, indicating that you tend to establish mutually helpful interactions. It is also partially in the other quadrants reflecting the occasional tendency to manifest the characteristics of the other quadrants.

## 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)

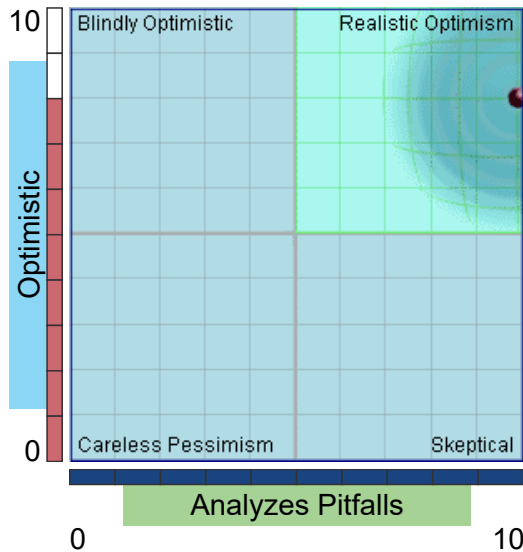
### Your tendencies for this paradox are:

You tend to be moderately well organized, generally keeping things in order. You tend to be very adaptive to change and probably want a significant amount of variety.

Your tendency to be very flexible enables you to create structure and order that is easily adaptable to change. When circumstances change, you quickly adjust to meet the new requirements by creating a different order. As a result, you are usually able to be flexible when organizing. However, your flexibility may be somewhat greater than your orderliness. This indicates that in some situations you may be a little scattered, perhaps implementing too many changes. Thus, your preferred behavioral range (large blue area) is mostly in the Flexible Organizing quadrant and partially in the Scattered quadrant. The small red circle in the upper left indicates that under stress, your behavior may 'flip' and become a little rigid.

## 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 tend to be optimistic and cheerful. Your positive attitude will be beneficial when dealing with your co-workers or clients. You have a very strong tendency to analyze the potential difficulties of plans and strategies, and you are extremely mindful when it comes to making strategic decisions.

Your positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Your very strong tendency to analyze potential problems provides a clear insight into obstacles that could hinder your success. Being both optimistic and mindful helps you to have a clear and balanced view of situations and strategies. You tend to visualize a positive future while being very mindful of obstacles. Thus, you avoid the trap of being blindly optimistic (being optimistic without analyzing pitfalls) or skeptical (analyzing pitfalls without being optimistic). Your preferred behavioral range (large blue area) is in the Realistic Optimism quadrant reflecting the above.