# Paradox Technology

## A Framework for Success

Are strong traits really strengths? Or are they potential derailers? Only Paradox Technology can accurately answer these questions and provide a framework for understanding success behaviours and development. Harrison measures 12 paradoxical pairs of behaviours, each of which relate to an important core value. Paradox Technology's ability to predict behavioural patterns and stress responses is without peer.

## Inaccuracies in Current Methods

Most behavioural assessments fail to provide this insight because they rely on a traditional (bi-polar) approach of measurement. Bi-polar assumes an either/or relationship between traits by placing two related positive traits on either end of a scale. For example, Diplomatic and Frank are traits that are typically used in this manner. By placing Diplomatic and Frank on either end of the same scale, the bi-polar approach assumes that the more Diplomatic you are, the less Frank you are and vice versa. This assumption is incorrect. An individual can be both Frank and Diplomatic or neither.

HARRISON® assessments

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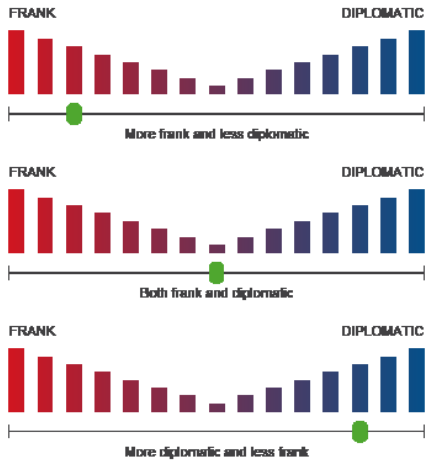
## The Trap of "Either/Or" Scales

The either/or method forces people to choose between two complementary and positive traits. However, in doing so, it sacrifices the most important insight. Consider this example, XYZ Co is hiring a new Director of Communications and they require someone who is an effective communicator. They have two candidates: Jim and Christiana. When measured on an either/or scale, both appear to be in the middle. This bi-polar scale approach incorrectly indicates that they are both balanced in communication and that they are both potentially good candidates.



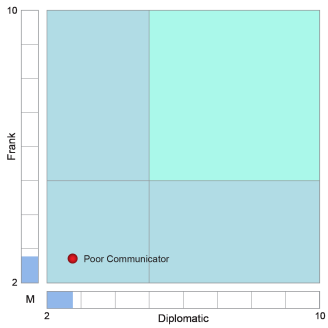

## The Paradox Approach

When measured using Harrison's Paradox technology, a much clearer picture of their true communication strength emerges. Jim is low on both Frankness and Diplomacy and is actually a poor communicator. On the other hand, Christiana is high on both Frank and Diplomatic and is a superb communicator who can clearly state what she needs to say but do so in a way that people are more likely to accept.

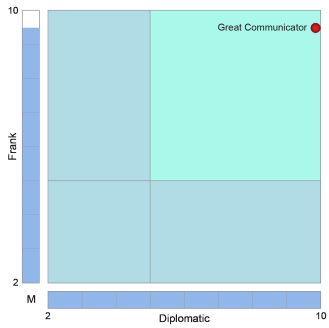
The traditional either/or approach provides a superficial and often inaccurate view of communication. It fails to identify the behavioural issues that are critical to job success. In contrast, Paradox Technology provides this vital information without sacrificing its ability to prevent deception.

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

Jim: Poor Communicator




Christiana: Great Communicator

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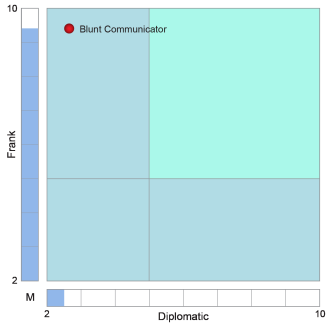
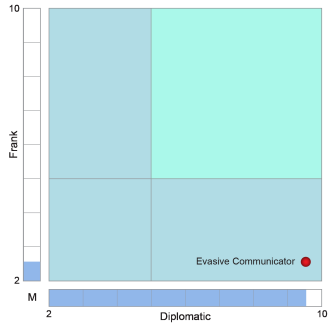
## True Strengths or Potential Derailers?

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

On the other hand, Diplomacy normally is also considered a positive trait, but without Frankness, it can be counter-productive, taking the form of Evasiveness. When these paradoxical traits are out of balance or both are low we will observe behavioural flips or emotional reactions when the individual is under stress. This depth of information is essential for making the right hiring decisions and optimizing the development of your existing employees.




## Paradoxes are Core Values

There are four Interpersonal core values: Confident Receptiveness (Truth Exploring), Self-Accepting Humility (Healthy Self Esteem), Forthright Diplomacy (Effective Communication), and Helpful Assertiveness (Mutual Benefit).

There are four Achievement core values: Logical Intuition (Decision Approach), Poised Achievement (Motivation), Creative Persistence (Innovation), and Flexible Organizing (Organization).

There are four Leadership core values: Mindful Courage (Strategic Risking), Compassionate Enforcing (Holding Others Accountable), Authoritative Collaboration (Participation & Delegation), and Realistic Optimism (Strategic Acumen).

## The Power of Paradox

Harrison's Paradox Technology produces the most accurate, complete and reliable behavioural analysis in the industry and overcomes the deficiencies of traditional either / or measurement. By understanding the balances related to paradox individuals can affirm their true strengths and understand the negative consequences of unbalanced paradoxes

## Harrison Talent Life Cycle Solutions

Harrison Assessments uses predictive analytics to help organizations acquire, develop, lead and engage their talent. This comprehensive Talent Decision Analytics provides the intelligence needed throughout the talent life cycle to build effective teams and develop, engage and retain key talent. Contact us to learn how we help organizations make great decisions.

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