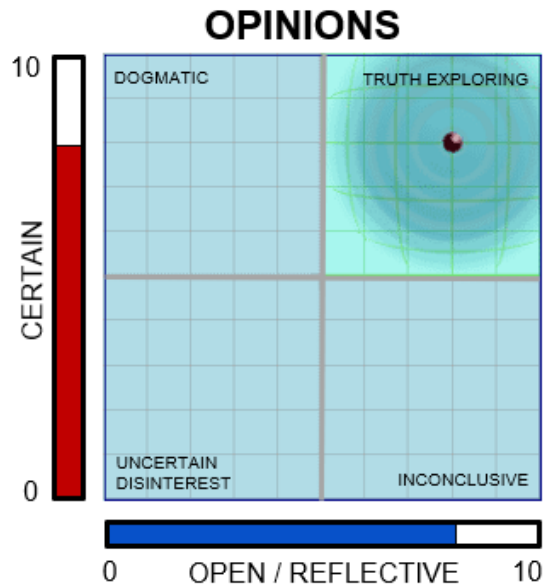


Descriptor: How you form and hold opinions, including how you deal with ambiguity.



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CERTAIN

The tendency to feel confident in one's opinions.

OPEN/ REFLECTIVE

The tendency to reflect on many different view points.

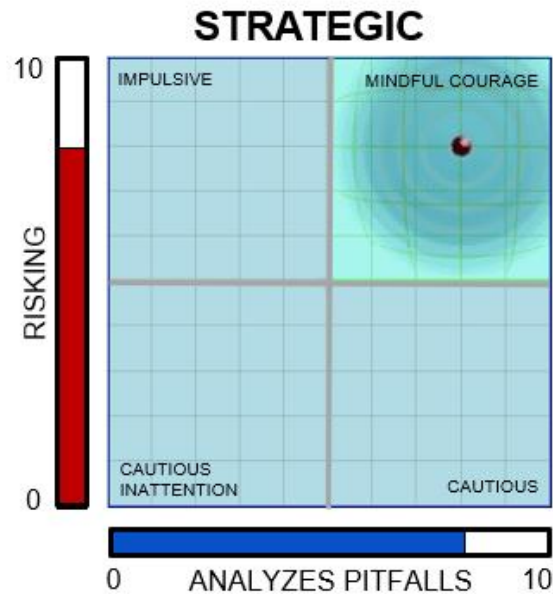
Truth Exploring – The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions (High Certain and High Open / reflective).

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).

Descriptor: How you strategically manage risk.



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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.

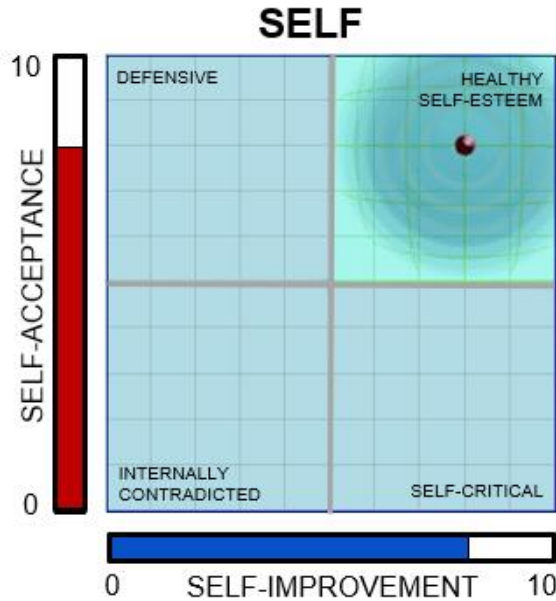
Mindful Courage – The tendency to take risks while at the same time sufficiently analyzing the potential pitfalls of the plan or strategy (High Risking and High Analyzes Pitfalls).

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).

Descriptor: How you manage self-esteem and self-improvement.



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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.

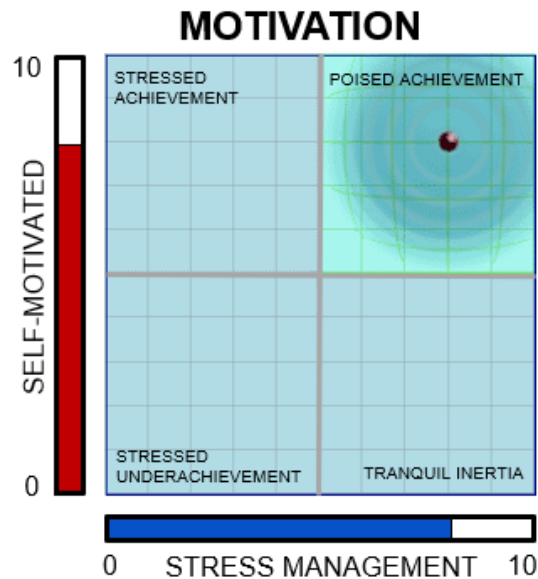
Healthy Self-Esteem – The tendency to accept oneself while at the same time trying to improve oneself (High Self-Acceptance and High Self-Improvement).

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).

Descriptor: How you deal with self-motivation and stress.



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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.

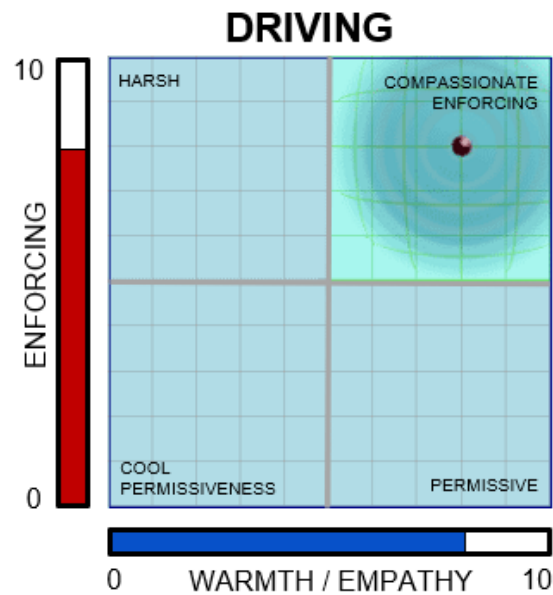
Poised Achievement – The tendency to be highly self-motivated without becoming tense or easily stressed (High Self-Motivated and High Stress Management).

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).

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



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ENFORCING

The tendency to insist upon necessary rules being followed.

WARMTH/EMPATHY

The tendency to express positive feelings and affinity toward others.

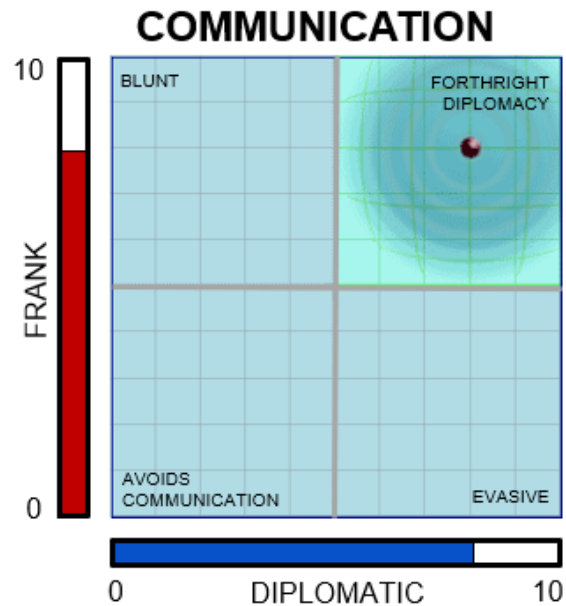
Compassionate Enforcing – The tendency to enforce necessary rules with compassion (High Enforcing and High Warmth / Empathy).

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).

Descriptor: How you manage directness and tactfulness when communicating with others.



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FRANK

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

DIPLOMATIC

The tendency to state things in a tactful manner.

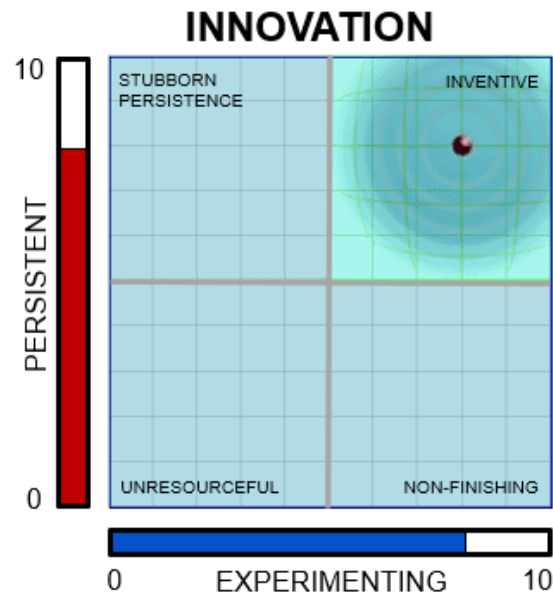
Forthright Diplomacy – The tendency to be forthright and respectful at the same time (High Frank and High Diplomatic).

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).

Descriptor: How you approach trying new things and overcoming obstacles.



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PERSISTENT

The tendency to be tenacious despite encountering significant obstacles.

EXPERIMENTING

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

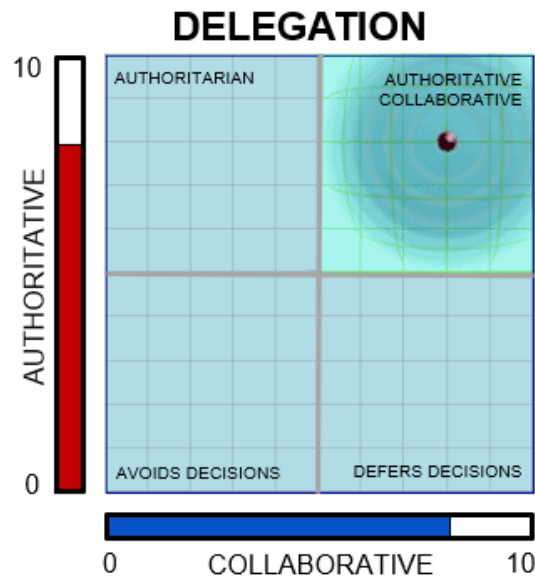
Inventive – The tendency to experiment with different ways of doing something while at the same time maintaining focus on the desired objective or result (High Persistent and High Experimenting).

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 Persistence and Low Experimenting).

Descriptor: How you approach self-responsibility and collaboration.



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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.

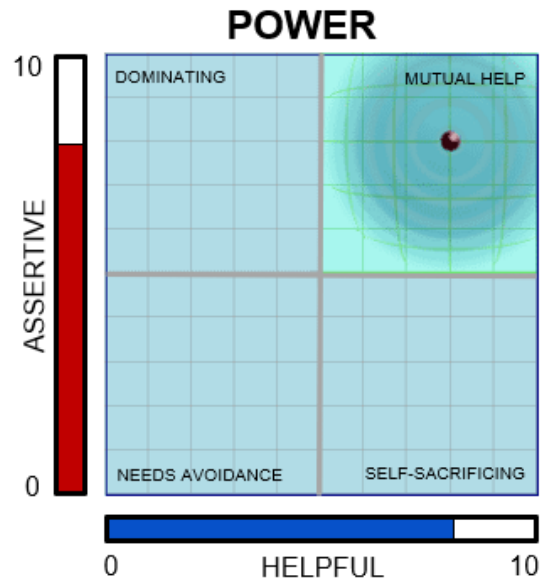
Authoritative Collaboration – The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process (High Authoritative and High Collaborative).

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).

Descriptor: How you approach helping others and asserting your needs.



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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.

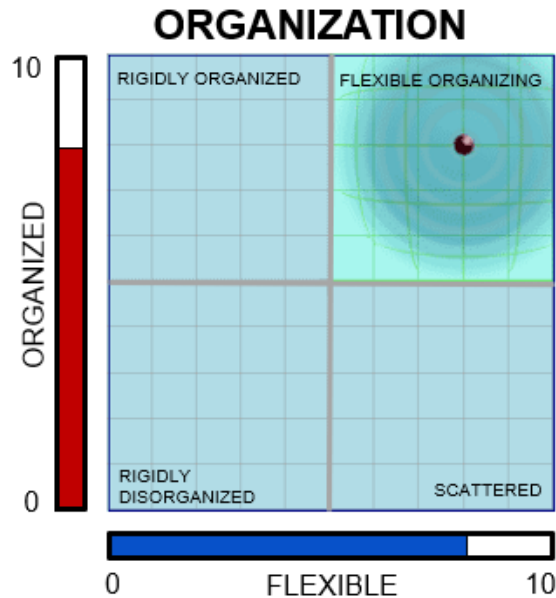
Mutual Help – The tendency to pursue solutions that are beneficial to all parties concerned (High Assertive and High Helpful).

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).

Descriptor: How you deal with adaptability and creating organization or structure.



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ORGANIZED

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

FLEXIBLE

The tendency to easily adapt to change.

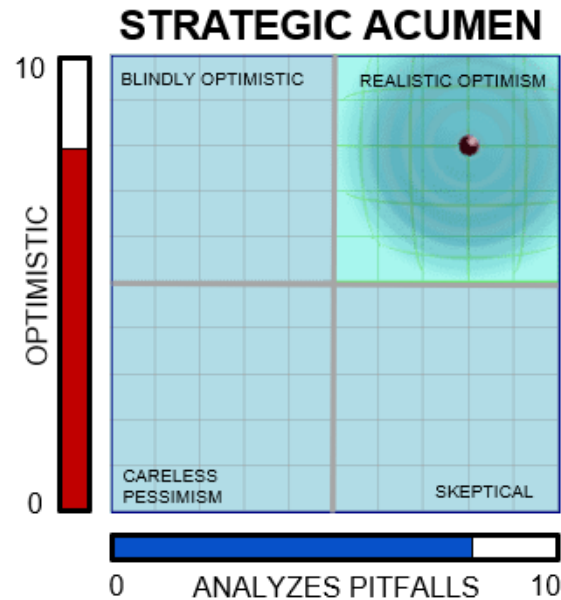
Flexible Organizing – The tendency to organize things while at the same time maintaining flexibility (High Organized and High Flexible).

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).

Descriptor: How you approach opportunities and mindfulness of difficulties.



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OPTIMISTIC

The tendency to believe the future will be positive.

ANALYZES PITFALLS

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

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).