

Winslow Dynamics Profile

Manager's Report

Participant Janet Sample

Organization Windridge Consulting

Location Port Townsend, WA

Department Main

Assessment Date May 22, 2003

Copyright © 1996-2004 By Winslow Research Institute

All rights reserved. Not to be translated or reproduced in whole or in part, stored in a retrieval system, or transmitted in any form or by any means, photocopy, mechanical, electronic, recording, or otherwise, prior permission in writing, of the Institute.

www.winslowresearch.com

Introduction

The purpose of this report is to assist managers in better understanding, motivating, directing, and developing the individuals reporting to them. The information is presented in a condensed format to serve as a quick reference source on each employee. The *Participant's Report* describes in detail the person's behavior and attitudes. You may want to read the *Participants' Reports* before giving them to the participants, in order to obtain a comprehensive understanding of your employees' personalities. As you gain more experience with the program, you will not have to invest as much time reading the *Participants' Reports*.

Assessment Validity

The validity statements inform you of the accuracy and objectivity of the participant's assessment results. The participant's responses to special control questions contained in the assessment indicate the validity of their answers to the questions in the assessment.

Personality Profiles

The participant's score on each of the Winslow Traits is graphically illustrated on Personality Profiles. By scanning the profiles, you can quickly determine whether each score is average, above average, or below average. The traits have been placed in the Trait Group in which they have the most influence, even though they may also influence traits in the other Trait Groups:

Interpersonal Traits influence the quality and effectiveness of interactions with managers, peers, subordinates, friends and others.

Organizational Traits determine a person's ability to organize and control all elements of their environment.

Dedication Traits influence an individual's commitment and dedication to their success and the success of their organization.

Self-Control Traits indicate a person's composure, and their ability to cope with stress and control emotions in stressful situations.

Influential Traits

When a person scores high or low on a given personality trait, that trait will usually have a strong influence on the individual's behavior and performance. To familiarize you with this person's influential traits, we included a brief description of them. Keep in mind that two participants with slightly different scores for a trait may receive the same description. This occurs because each statement covers a small range of scores, rather than one specific score. The descriptions in this section are similar to, but shorter than, those that appear in the Participant's Report. To provide managers with information not received by the participant him/herself could create sensitivity and mistrust. To save you time, interpretations of all of the trait scores were not included in this report. Only descriptions for the traits that should have the most influence on the participant's behavior and performance are presented.

Position Analysis & Success Profiles

The Winslow Reports describe the participant's behavior and attitudes in the abstract, compared to others in our society. The Position Analysis conducted on this individual's position enables you to compare this person's profile to the behavioral requirements for their position. Color-coded *Success Profiles* and *Position Compatibility Summary* forms are available on the Internet, and in certain versions of the Winslow Reports. Observe where each trait score appears on the Success Profile. Then, refer to the *Position Analysis Summary* to determine how each trait will influence this individual's performance in this position. By reviewing the *Position Compatibility Summary (PCS)*, you can analyze various aspects of this person's behavior compared to the behavioral requirements for their position. This process will enable you to identify the participant's assets and areas of concern in this position, and/or to establish specific goals for development.

Trait Definitions

It is imperative that you pay strict attention to the definition of each trait as defined by the specialists who created the questionnaires. To use any other definition could be misleading and cause confusion.

Trait Interaction

Personality traits naturally interact with one another to create a person's general behavior. Therefore, you must not analyze a trait without considering the influence of other traits, particularly those in the same Trait Group.

Normative Group

This report describes the participant's behavior compared to others in our society, in a wide variety of careers and lifestyles. A score of fifty percent means this person is average on that trait. It does not mean that they are average compared to others in a particular position. For example, most successful managers score very high in Ambition, with an average score of seventy-five percent. Therefore, a person with a score of fifty percent is average compared to others in our culture, but is in the lower fifth percentile when compared to successful managers.

Selection or Promotion

The Winslow Report, when used with the Position Success Profiles and Position Compatibility Summary, provide objective information on an applicant's suitability for that position or candidate's for promotion probability of success. This information increases the probability that those selected or promoted will succeed in their positions. When using the reports in making selection or promotion decisions, it is extremely important to also consider the candidate's education, work experience, interview impressions, references, and all other relevant information.

Ethical Considerations

The Winslow Reports must be treated as confidential information to be shared only with authorized members of management and the participant. Because the Winslow Programs were designed to help, not harm, employees, it is important for managers to choose their words carefully. For example, a manager in the heat of anger could say to an employee, "The report said you would fold under the pressure of deadlines, and you sure did!" A thoughtless remark of this kind creates negative feelings far removed from the cooperative attitude the program seeks to generate.

Position Compatibility Summary

The Position Compatibility Summary was prepared from an analysis of the participant's trait scores compared to the Position Analysis and Success Profiles for one particular position. Plus (positive) numbers are entered for each Desirable and Favorable trait score, minus (negative) numbers for each Caution and Concern trait score, and zero for each trait score in a Neutral Range. You can quickly observe the compatibility score for each of the traits individually. In addition to the participant's Net Score, a Trait Group score is included for each Trait Group; Interpersonal, Organizational, Dedication, and Self-control. The higher the total score in each Trait Group, the higher the participant's probability of success in meeting the behavioral requirements for that aspect of the position. The higher the Participant's Net Score for each Trait Group, the higher the overall probability of success in this position.

The number of trait scores in each of the five scoring zones is summarized at the bottom of the form. Particular attention should be given to the number of trait scores in "Concern" scoring ranges. While a participant's assets will most certainly influence performance, research indicates that areas of concern have the most influence on a participant's performance in a position. The first three traits in each Trait Group are usually the most influential, and therefore, identified as Key Characteristics. The total score for the Key Characteristics is also indicated in the summary section. The Position Compatibility Summary will help you determine an applicant's probability of success in the position, and/or help establish a specific development program for current employees.

This participant's behavior can be compared to the behavioral requirements for positions other than the one analyzed in this report. Your Winslow Representative can assist you in selecting or creating a different position. By reviewing other Position Success Profiles and Position Compatibility Summaries, you can easily analyze this participant's suitability for any position within your organization.

Assessment Validity

To determine the accuracy and objectivity of the assessment results, control questions were included in the questionnaires. The Accuracy control questions determine if this individual accurately read and understood the questions and correctly marked the answer sheets. The Objectivity control questions detect if this individual objectively described himself, or if he positively or negatively biased his trait scores.

Objectivity

This person was objective in answering the questions and did not present a favorable or unfavorable impression. As a result, his/her trait scores were unaffected by a desire to impress others, and this report should be an objective description of this participant's behavior and attitudes.

Accuracy

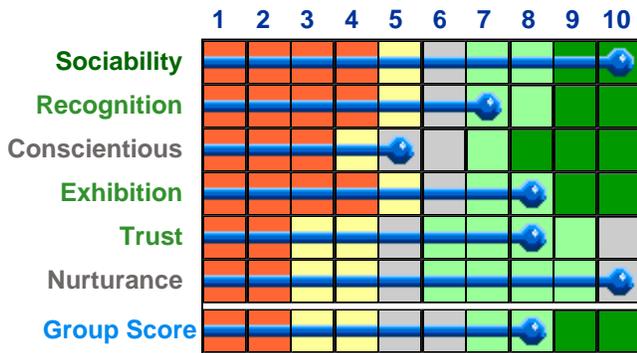
This individual understood the questions and experienced no difficulty in accurately completing the questionnaire. Consequently, this report should be an accurate description of his/her behaviors and attitudes.

Winslow Dynamics Profile

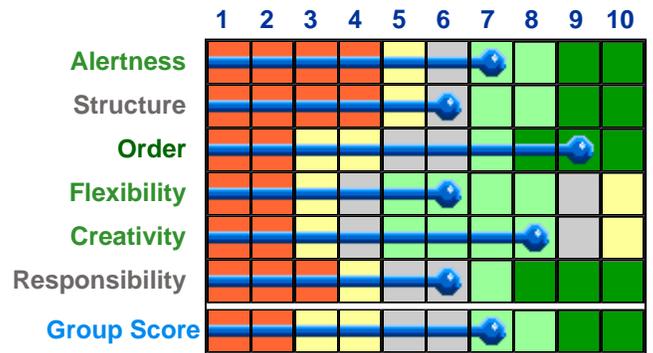
Personality Trait Groups

PCS Position:

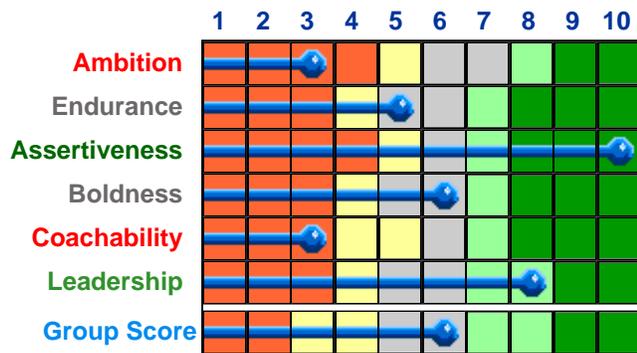
Interpersonal Traits



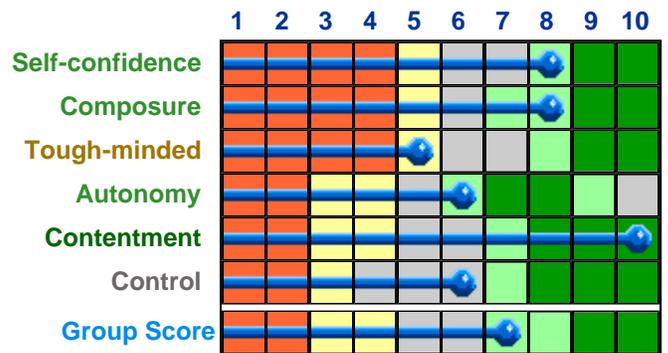
Organizational Traits



Dedication Traits



Self-control Traits



Scoring Range Codes

Desirable: ■ Favorable: ■ Neutral: ■ Caution: ■ Concern: ■

Position Compatibility Summary Interpretation

In computing the PCS, the participant's assessment results are compared to the Position Analysis for the PCS Position named at the top of the form. Plus points are assigned for potentially positive trait scores, minus points for potentially negative trait scores, and "zero" for trait scores in neutral zones as follows:

Desirable: + 4 **Favorable: + 2** **Neutral: 0** **Caution: - 2** **Concern: - 5**

Participant's Net Score: is the total PCS Score for all twenty-four Personal Dynamics Traits.

Interpretation: A net score of "**zero**" to "**plus 15**," usually indicates an average probability of an average performance. "**Plus 16**" to "**plus 35**," usually indicates a noticeably above average performance. Net Scores **above "plus 35,"** indicate outstanding suitability for the position that should result in exceptional performance, unless there are many scores in the Concern Scoring Zones. The higher the Net Score the higher the probability of success, and the more desirable the performance. Conversely, **the lower the Net Score,** the lower the probability of success and quality of performance in this position. However, these scoring ranges can vary significantly from one organization, location, or department, to another, depending upon the standards of performance, business activity, competition, management, and other factors.

Number of "Concern" Scores: is the total number of trait scores in "Concern" scoring zones.

Interpretation: most individuals with **four or more** "Concern" scores do not succeed in this position, or function significantly below average. However, it is important to analyze the "concern" scores and the requirements for your particular position.

Scoring Zone Totals: is the total number of trait scores in each of the five Scoring Zones.

Interpretation: While assets positively influence performance, research indicates that liabilities have the most influence. The number of "Concern" and "Caution" scores are most important, because they can prevent an individual who has many "Desirable" and "Favorable" scores from succeeding in the position, or significantly reduce his/her performance. The higher the number of "Concern" and "Caution" scores, the lower the probability of success and level of performance in this position.

Trait Group Scores: are the net scores, for all traits in each of the four Personality Trait Groups.

Interpretation: A Trait Group **score of "Zero"** usually indicates the probability of an average performance in situations requiring these traits. A Trait Group score of **minus nine or greater,** indicates that the influence of these traits will lower the participant's probability of success and/or significantly diminish his/her performance in those situations.

Key Characteristics: is the total PCS Score for the first three traits, in the four Trait Groups. These traits are usually the most influential, and therefore, identified as Key Characteristics.

Interpretation: The higher this score, the higher the probability of success and the desirable level of performance. This score helps to distinguish between participants with identical or similar Net Scores.

Special Considerations:

1. Caution must be exercised when selecting PCS Positions and establishing the selection criterion for your organization's positions. Stringent requirements will increase performance and will reduce labor turnover. However, they will also significantly reduce the number of applicants who can meet these requirements.
2. In most cases, participants should be compared to the requirements for one PCS Position. However, for some positions, it may be necessary to compare their assessment data to more than one PCS Position. For example, comparing an office supervisor to the "Administrative" and to the "Supervisor" positions. A person may have outstanding administrative traits, but not have the behavioral characteristics required for a successful supervisor. This enables you to make the most astute concessions when necessary.

Winslow Dynamics Profile

Position Compatibility Summary

Position: Group Manager

| | |
|---|--|
| <p style="text-align: center;"><u>Interpersonal Traits</u></p> <p>Sociability 10 + 4 Recognition 7 + 2 Conscientious 5 - 2 Exhibition 8 + 4 Trust 8 + 2 Nurturance 10 0</p> <p style="text-align: right;">Group Total: + 10</p> | <p style="text-align: center;"><u>Organizational Traits</u></p> <p>Alertness 7 + 2 Structure 6 0 Order 9 + 4 Flexibility 6 + 2 Creativity 8 + 2 Responsibility 6 0</p> <p style="text-align: right;">Group Total: + 10</p> |
| <p style="text-align: center;"><u>Dedication Traits</u></p> <p>Ambition 3 - 5 Endurance 5 0 Assertiveness 10 + 4 Boldness 6 + 2 Coachability 3 - 5 Leadership 8 + 4</p> <p style="text-align: right;">Group Total: 0</p> | <p style="text-align: center;"><u>Self-control Traits</u></p> <p>Self-confidence 8 + 2 Composure 8 + 2 Tough-minded 5 - 2 Autonomy 6 + 2 Contentment 10 + 4 Control 6 0</p> <p style="text-align: right;">Group Total: + 8</p> |

Position Summary Data

Desirable: 6 **Favorable: 9** **Neutral: 5** **Caution: 2** **Concern: 2**
Interpersonal: + 10 **Organizational: + 10** **Dedication: 0** **Self-control: + 8**
Key Characteristics: + 11 **Participant's Net Score: + 28**
Objectivity: 23 of 30 **Accuracy: 30 of 30**

Scoring Range Codes

Desirable: + 4 **Favorable: + 2** **Neutral: 0** **Caution: - 2** **Concern: - 5**

Interpersonal Traits

Sociability (Score: 10 - High Range)

This is a very friendly and good-natured person who enjoys interacting with others. She is adaptable, ready to cooperate, and attentive to others. Most likely, she will reject activities that restrict, rather than promote, interpersonal interactions. When in the company of strangers, she is comfortable and quick to make friends. Undoubtedly, most people enjoy her company, and will seek her out to add pleasure to social interactions. This behavior can be an asset in putting others at ease and should result in her gaining cooperation from them. She prefers careers and activities involving frequent contact with people, rather than working independently with objects, tools or equipment. Her Sociability may be distracting when she is required to focus on tasks.

Recognition (Score: 7 - Above Average Range)

This person is above average in her need to be recognized and acknowledged by others to be a desirable person. It is quite important to her for friends and coworkers to hold her in high regard. Reputation is important to her, so she strives to be socially proper, courteous, and to make a good impression in most situations. She may become upset if she discovers that others do not accept or admire her. In her career, she wants recognition and approval from most people with whom she associates, regardless of their position in the organization. It bothers her when her accomplishments are not recognized, and she does not receive compliments for them. As a result of this characteristic, she rarely makes promises or commitments she does not keep.

Conscientious (Score: 5 - Average Range)

This person is average in her sense of duty, dedication and conscientiousness. She usually meets her commitments to others, and willingly follows most rules and regulations. At times, however, she may think that certain projects or responsibilities do not require this level of dedication. She may occasionally bend or break some rules if she thinks they are unimportant, or believes there is good cause. In certain circumstances, it will not bother her a great deal to not meet the commitments or obligations she makes. For her, a strong sense of commitment and duty usually exist only in areas of importance to her. She usually will respect the rights of others, meet most of her obligations and keep promises as well as the next person.

Interpersonal Traits

Exhibition (Score: 8 - Above Average Range)

It is important for this individual to have an audience and to be the center of attention. Whether she realizes she is doing so or not, she often acts in an exhibitionistic manner, and does things to attract the attention of people. Most likely, people consider her to be colorful and entertaining, although some may view her methods of attracting attention to be distracting or even ostentatious. Most people who are above average in this trait, enjoy being conspicuous and demonstrative. Some of these individuals attempt to get attention through their behavior. Others use objects or their possessions to attract attention, such as wearing stylish or unusual clothing. Her other trait scores will influence the methods she utilizes to gain attention.

Trust (Score: 8 - Above Average Range)

This person is more trusting than suspicious, and finds it easy to get along with most people. When interacting with others, she is non-defensive, and usually adapts readily to those around her. Rarely does she suspect others of having ulterior motives, and she is relatively free of suspicion and jealousy. Many people are drawn to her because she communicates openly, is trusting, and conveys genuine interest in them. In personal and career situations, it is her tendency to see others as being generally trustworthy, and she assumes they will act in her best interest. It is not her style to be divisive, or to become involved in factions that might upset group unity. Because of this constructive and supportive attitude, she makes a good team member.

Nurturance (Score: 10 - High Range)

This is a highly nurturing individual, who is very compassionate regarding the needs and problems of others. She readily provides sympathy and comfort, and considers it important to provide direct assistance whenever possible. The dependent people in her life are probably aware of her compassionate nature, and may frequently come to her for help and support. She is quite willing to do whatever she can to assist them, and occasionally may overextend herself. As a result of this tendency, others consider her to be a very understanding and charitable person. When others have problems, it is difficult for her to be direct with them in a negative way, since she does not want to add to their problems. This could be a problem if she is their manager.

Organizational Traits

Alertness (Score: 7 - Above Average Range)

This participant has above average mental abilities, and is quicker than most to grasp ideas and comprehend complex relationships. Because of this characteristic, she readily adapts to new environments and reacts well to unexpected situations. Her high level of intellect makes her more insightful into himself and others, and better able to exercise good judgment than most. She tends to know the results she wants to achieve, and plans her approach accordingly. As an abstract thinker, projects and activities that require concentration and mental alertness usually stimulate her. On the other hand, repetitious and boring projects can cause her to lose interest. It is important that both you and she realize that she must be more persistent in these situations.

Structure (Score: 6 - Average Range)

When organizing her thinking, activities and actions, this individual is similar to most others. Her internal motivation to organize thoughts and plan her actions is moderate. When making certain decisions, for example, she can be rather thorough. In other cases, she may decide without spending a great deal of time attaining or checking information. Her tolerance for ambiguity and uncertainty, and her need for precision and accuracy when dealing with information, is average. When it comes to sharing information or giving directions to others, she could inadvertently leave out some data. She is not inclined to organize the information as well as possible. In summary, her mental processes are neither highly structured nor are they very disorganized.

Order (Score: 9 - High Range)

This is a remarkably well organized individual who considers it important to keep her personal effects and surroundings neat and orderly. She has a place for everything and tends to keep everything in its place. Rarely will she leave anything cluttered or messy, but instead makes it a point to be detailed and meticulous. In her career, she strives to organize things efficiently and systematically according to policy or procedures. Orderliness is so vital to her that she cannot tolerate disorganized or uncontrolled environments. She can also become annoyed by coworkers who are disorderly and untidy. Individuals who are not orderly may think she is too fussy or compulsive, and therefore, become frustrated by her demands for order.

Organizational Traits

Flexibility (Score: 6 - Average Range)

Compared to others, this person is average in her willingness to accept change or to try new and different experiences. In some aspects of her career she is content with things the way they are. Occasionally, she can be innovative and will introduce change, especially if the project or activity is important to her personally. However, this is not a dominant characteristic of her personality. Furthermore, she is more apt to accept and implement changes that are her ideas, rather than those suggested by others. She has as much ability as most to adapt to new situations, and is unlikely to stay with things proven to be outdated or ineffective. While she may not be highly flexible, neither is she excessively hesitant to change when change is appropriate.

Creativity (Score: 8 - Above Average Range)

This is an experimental person, who is highly analytical and innovative. As a creative individual, she tends to come up with ideas and solutions that would not occur to most others. She also enjoys exploring new situations and working with other creative people. She is receptive to ideas from others, but frequently questions their relative value before implementing or supporting them. When her emphasis is on constructive reforms, she could have difficulty dealing with those who stand in the way of her ideas. Depending upon her other traits, she may rely more on creative imagination than on practical realities. This characteristic could result in high creative output, if she controls and directs her imagination into productive channels.

Responsibility (Score: 6 - Average Range)

This person is as likely as most to accept responsibility for the consequences of her words, actions, and the errors she makes. When something goes wrong and it is clearly her fault, she is willing to accept the responsibility. She tends to learn from her errors, and is usually receptive to suggestions from others to help her avoid making future mistakes. She does not normally dwell on her mistakes and is able to recover rather quickly from most of them. However, major errors will concern her, and she can take some time to get over them. While she may, on occasion, act in a less than responsible manner, in most situations, particularly important matters, you can rely upon her to act in a mature way.

Dedication Traits

Ambition (Score: 3 - Below Average Range)

This individual is less ambitious than most people. Other things are more important to her than striving to attain career goals. Her desire to excel is not very strong, and she is less competitive than most of her coworkers. Since career advancement is not one of her major interests, she is not motivated to improve her knowledge and skill levels, and rather minor accomplishments can satisfy her. When she sets goals, they tend to be rather modest, and when she reaches a goal, she does not usually set more ambitious ones. She does not consider it important to strive for success by continually adjusting goals, and does not derive much enjoyment from challenges. The more competitive the situation, the more inclined she is to withdraw.

Endurance (Score: 5 - Average Range)

The amount of physical effort and endurance this individual puts forth is similar to that of most people. Whether or not she exerts extra effort will depend upon the nature of the task and upon her personal involvement. When she is working on something she enjoys or considers to be important, she will be much more energetic and resourceful. When a task is meaningful to her, she willingly puts in the time and effort necessary to complete it. On matters of less interest, she is less inclined to expend the effort required to complete them. While she may have the energy required to complete projects, she may not manifest it if she is not motivated. In summary, she usually will put in as much time and effort as others, but will not typically put forth much more.

Assertiveness (Score: 10 - High Range)

This is a highly assertive person who believes that taking the offensive is essential to attaining success. She makes things happen, rather than waiting for them to happen, and is willing to use force to get a job done. Her aggression is easily released. She tends to become challenged by anyone who gets the better of her, and makes it a priority to get even. If not properly channeled, her assertiveness could lead to arguments and occasional confrontations. She has little doubt about her position on issues and does not mind forcing her ideas on others. This intensity may take the form of extreme independence causing her to be excessively opinionated and difficult to manage. In some situations her words and actions could be negative or punishing to others.

Dedication Traits

Boldness (Score: 6 - Average Range)

This person's usual behavior in career situations is neither excessively bold nor shy. Sometimes she may be venturesome in relationships and initiate interaction. At other times, she minimizes or avoids contacts. The more relaxed and comfortable she feels with the people or the group, the more bold she becomes. When she feels uncomfortable, however, she will be more quiet, and may even withdraw from the situation. She is also a moderate risk-taker. In career situations, she will be speculative only when she believes the probability of success is high. Even in these cases, she tends to be rather cautious. While she may be willing to take some chances to get what she wants, she will not be reckless. In essence, her Boldness is similar to most individuals.

Coachability (Score: 3 - Below Average Range)

This person currently does not have much respect for managers or the management process. Frequently, she questions the validity of her managers' suggestions, criticism, and techniques, and therefore, follows her manager's directions reluctantly. She most likely has negative feelings toward other authority figures, as well. Restraints placed on her cause a high degree of frustration, and she tends to break away from such restrictions. She most likely prefers to function independently, rather than as a team member, and could be disruptive when required to collaborate with others. While some may regard her as autonomous and self-sufficient, others will view her lack of respect for authority figures to be rebelliousness or stubbornness.

Leadership (Score: 8 - Above Average Range)

This person's desire to influence and direct others is stronger than most people. She prefers to take charge of activities, and her outspoken and dominant personality makes her an influential member of most groups in which she participates. Whenever possible, she attempts to control her environment and to direct the actions of others. In fact, it may be uncomfortable for her to be in a position where she is taking direction from others, particularly if she has no input into the decision making process. If tactfully carried out, her leadership style should provide opportunities for advancement in her career. The scores she received on the related traits will help to determine whether her leadership style is diplomatic or authoritarian.

Self-control Traits

Self-confidence (Score: 8 - Above Average Range)

This participant has strong faith in himself and believes she possesses the knowledge, skill and experience to function successfully in most situations. Her maturity in facing the obstacles she encounters in day to day activities is one of her strong points. She is usually calm under pressure, and recovers rather quickly from adversities. When the situation calls for action, she is decisive and not afraid to share her ideas with others. She believes in her ability to succeed in competitive career situations. Coworkers are apt to see her as a confident person who is not easily overwhelmed. In essence, her above average self-confidence affords her the capacity to deal effectively with most of the situations that occur in her career and personal life.

Composure (Score: 8 - Above Average Range)

Even in emotionally charged situations, this individual is likely to remain calm, since she has a greater capacity to deal with frustration than most people. In situations requiring immediate action, she relies on logic and rationality. During the stress of competition, she is able to control her emotions better than most, and does not allow pressure to interfere with performance. Her personal life and relationships are not easily disrupted by emotional events. She is able to cope with stress and pressure better than the average person and quite unlikely to panic. She can occasionally lose control over her emotions, but only when the stress is substantial. Even then, her reactions are not likely to be extreme, and she will soon return to her usual demeanor.

Tough-minded (Score: 5 - Average Range)

This person is similar to others in regard to her emotional sensitivity. At times, she can be rather tough-minded and realistic. On other occasions, she may require attention and be dependent. She views most situations objectively without being influenced by sensitive feelings. She has the ability to focus effectively on most tasks and is not usually distracted by obstacles. While she is not overly sensitive to criticism or honest communication, her feelings can be hurt when the feedback is very harsh. She most likely will not function to her potential when working for a consistently tough and demanding manager. As a rule, she can accept the demands of most managers and can tolerate the problems and discomforts encountered in most career situations.

Self-control Traits

Autonomy (Score: 6 - Average Range)

This individual's level of self-sufficiency is similar to that of most people. Her moderate group orientation should provide a balance between group conformity and individualism. She should have no difficulty functioning as part of a team, but there may be occasions when she prefers to work alone. On occasion, she can be somewhat group-dependent, while at other times she feels self-sufficient and prefers to collaborate with others. For the most part, she will accept input from others when planning, making decisions, and taking action. There are times when she wants help from others, but there will be instances when she prefers to handle situations herself. When she experiences problems, she may share them with certain people, but not with everyone.

Contentment (Score: 10 - High Range)

This person is exceptionally content with himself and the majority of circumstances in her life. While disappointments, setbacks and other unhappy events are inevitable, she copes with them better than most. She is the proverbial optimist and usually anticipates that everything will go well. When experiencing negative events she encounters them maturely and will not dwell on them or blame others. She laughs frequently, smiles readily, and can find humor in situations, even negative ones. Although she may have greater aspirations, she is quite satisfied in her career, and content with her present position and future potential. It is important to make certain her contentment does not lead to complacency that would hinder her future career development.

Control (Score: 6 - Average Range)

Compared to others, this person is average in her level of impulsivity. Sometimes she may act spontaneously by doing things "on the spur of the moment." She may give vent to feelings and wishes without considering the consequences of her actions, but no more than most others. Only occasionally will she make hasty or foolhardy moves in her career or personal life. There are circumstances in which she may give considerable thought to situations before making decisions or moves. In these instances, she may hesitate to act, or perhaps, not take action at all. When in situations in which she is comfortable, she is more likely to be impulsive. Rarely, if ever, will she do something so radical there is the potential for very negative consequences.

Trait Definitions

(Descriptions of High Scores)

The personality characteristics measured by the Winslow Dynamics Profile are grouped into twenty-four specific traits. The descriptions that follow describe the behavior of those individuals who score high in the trait. These definitions have been formulated specifically for the Winslow Dynamics Profile, and it is imperative that you use these definitions when reviewing this Winslow Report.

Interpersonal Traits

Sociability

Extroverted, outgoing, friendly, gregarious, neighborly, congenial. Warmhearted individuals who enjoy interacting and participating with others. They greet strangers openly, are quick to form friendships, and enjoy careers dealing with people rather than things. They are rarely content in solitary work.

Recognition

Proper, cooperative, courteous, accommodating, considerate, polite, respectful. Have a strong desire to be viewed as a socially desirable person by friends, coworkers and others. Try to do things correctly and meet the expectations of others. Want their accomplishments to be recognized and rewarded.

Conscientious

Dependable, loyal, ethical, honorable, trustworthy, dutiful, faithful, moralistic. Place the desires and welfare of others before their own personal preferences. Willing to do things according to rules; will not attempt to bend the rules to suit their personal needs; will not attempt to take advantage of others. Could be inflexible.

Exhibition

Exhibitionistic, entertaining, demonstrative, expressive, flamboyant, colorful, dramatic. Have a strong desire to be the center of attention and to have an audience. Will use words, actions and possessions to draw attention to themselves. Sometimes this behavior can be inappropriate or overwelming, depending upon their timing and tact.

Trust

Open, confiding, trusting, unsuspecting, believing, tolerant, ready to forget difficulties, naive. Exceptionally trusting individuals who readily accept others for who they are. Believe what others say; are free of jealous tendencies and tend to get along well with most people; pliant to changes. Could be gullible.

Nurturance

Compassionate, sympathetic, kindhearted, benevolent, caring, protective, charitable. Very nurturing individuals who provide compassion and support to others. Readily communicate their concern for the well-being of others and express their willingness to do whatever they can to assist others. May take on the problems of others inappropriately.

Organizational Traits

Alertness

Intelligent, bright, fast learning, insightful, cerebral, understanding. Have higher general mental capacity and are able to think in the abstract. Have the ability to learn quickly and comprehend complex relationships. Able to make good decisions, see alternative or creative solutions to problems, and be innovative.

Structure

Meticulous, exacting, precise, definite, perfectionistic, fastidious, exacting, planful. Have highly structured thinking processes. Have the ability to structure their thinking and organize their thoughts effectively. Carefully plan and organize activities, and make few mistakes. This structure, however, may limit their creativity.

Order

Methodical, tidy, orderly, neat, clean, organized, systematic. Constantly strive to maintain physical order in their environment, and have a strong dislike for disorder and clutter. For them to be comfortable, their career and personal environments should reflect this physical order.

Flexibility

Adaptable, changeable, open, versatile, flexible. Very receptive to change and do not become upset when required to adapt to changes in their career or personal life. Readily accept new ideas and procedures, and let go of old ones when they are no longer productive. May be inconsistent and unpredictable.

Creativity

Innovative, inquisitive, artistic, curious, experimenting, theoretical. Have an experimental approach to life, with a strong desire to make improvements and create new ways of doing things. Frequently discontent with the way things are and, spend much time thinking about how they could be improved

Responsibility

Accountable, reliable, humble, answerable, possibly self-critical and guilt-prone. Willingly accept total responsibility for the consequences of their words and actions. View criticism from others as a challenge to improve, rather than a cause for anger. Try very hard to meet the expectations of others. May accept responsibility even when not at fault.

Trait Definitions

Dedication Traits

Ambition

Competitive, aspiring, enthusiastic, enterprising, industrious, goal-oriented, eager, striving. Strong desire to reach higher levels of achievement and to respond positively to competitive situations. Aspire to accomplish difficult tasks and set and maintain high goals. Tend to approach most situations competitively.

Endurance

Industrious, energetic, determined, vigorous, diligent, enduring, persevering. Willing to put forth the physical effort necessary to be successful. Will exert sustained effort and persistence to accomplish their tasks and goals. Unrelenting in work habits, will practice long and hard, and will not give up easily on problems.

Assertiveness

Aggressive, persuasive, influential, headstrong, opinionated, possibly argumentative and hostile. Believe that being assertive and taking the offensive is essential to attaining success. They make things happen, rather than waiting for them to happen, and are willing to be forceful in order to get a job done. May be authoritarian.

Boldness

Adventurous, daring, carefree, brave, courageous, audacious, fearless. Uninhibited individuals who are willing to try new and different experiences. They can function normally even in unfamiliar environments, and are quick to accept challenges and willing to take risks to accomplish their objectives. May be pushy and ignore warning signs.

Coachability

Cooperative, dependable, compliant, responsive, respectful, considerate, compliant, obliging, accommodating, devoted, loyal. Have respect for managers and the management process. Believe that direction, feedback, and even criticism are crucial to career development. Strive to meet their managers' demands and will respect other authority figures.

Leadership

Dominant, influential, controlling, dynamic, commanding, forceful, directing, authoritative. Very strong desire to control, influence and direct others. Assume the role of leader naturally and enjoy the responsibility and challenge of being in charge. Have an active leadership style, and are quick to take control of situations.

Self-control Traits

Self-confidence

Self-assured, certain, secure, brave, fulfilled, poised, self-reliant. Believe they have the knowledge and ability to be successful at whatever they attempt. Cope successfully with challenges and are not easily discouraged. Handle unexpected situations well, make decisions with assurance, and are quick to express ideas and opinions.

Composure

Calm, emotionally mature, tranquil, peaceful, serene, unperturbed, placid, composed. Can control their emotions and function effectively in stressful situations. Have the capability to maintain composure and deal with stress in a calm, objective manner. Rarely allow their feelings to negatively effect performance, and are not easily discouraged or frustrated by problems. Will not become upset over mistakes or misfortune.

Tough-minded

Resilient, realistic, unsentimental, tough-minded, durable, hard, possibly insensitive and callous. Can function normally in difficult and unpleasant situations. Not deterred by obstacles, disappointments or setbacks. Can accept strong criticism, do not become easily upset, and recover quickly when things go wrong. Do not need excessive praise or encouragement from others.

Autonomy

Independent, individualistic, self-governing, self-reliant, possibly insubordinate. Prefer to function independently and are accustomed to doing things their way. Rarely ask for opinions, since they favor their own decisions. When their freedom is curtailed, they may become rebellious and difficult to manage.

Contentment

Satisfied, fulfilled, cheerful, gratified, joyful, happy, contented. Exceptionally content with themselves and the vast majority of circumstances in their life. Cope with most problems well and have an optimistic outlook on life. Laugh frequently, smile readily, and find humor in situations, even negative ones.

Control

Deliberate, calculating, analytical, designing, possibly indecisive and prone to procrastinate. Highly disciplined, maintain control over their behavior and do not act impulsively. It would be unusual for them to speak or act without considering the consequences. May be slow to act or hesitant to make decisions in some situations.