

Winslow Dynamics Profile

Participant's Report

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Location Seattle, Washington

Department Online

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Introduction

This Winslow Report provides an in-depth description of your personality and attitudes as determined by the self-assessment you recently completed. The following suggestions will insure that you derive maximum benefit from your participation in this program. We encourage you to read this information carefully before proceeding to your assessment report.

Your Participation

The descriptions of your personality presented in this report are based solely on your answers to the *Winslow Profile* questionnaire. The assessment instrument was created by a distinguished panel of professionals following extensive research with thousands of individuals. Subsequent studies have confirmed the validity and reliability of this instrument for measuring behavioral characteristics and attitudes. Your responses to the assessment were processed to establish the trait scores and interpretations included in this report. Your scores on the behavioral characteristics indicate how you compare to other members of contemporary society. They offer a valuable description of your current attitudes and probable behavior. This report is not a clinical diagnosis, but is designed to identify behavioral and personality differences within the range of "normal" behavior. This knowledge will prove valuable in helping you attain the career success and personal contentment you desire.

Reading Your Report

Your report is organized into eight sections. Each section has an introduction explaining the purpose of the section, and contains suggestions to help you benefit from the information. We recommend that you start at the beginning and read your report slowly and carefully. Information that initially may seem to be confusing or illogical will become clear later as you consider the influence of the other traits. Your report will become more focused as you progress through it, and provide a comprehensive perspective of all facets of your behavior.

Read your report with an open mind, without prematurely judging its accuracy. Some statements may not be complimentary; however, it is essential that you not become defensive. Remember, the information presented in this report is based solely on the answers you gave to the questionnaire. We suggest that you read your report several times, and allow yourself to thoroughly analyze and integrate the information. It is imperative that you understand the relationship between each individual trait description and your overall behavior. The purpose of this report is not to compliment or criticize you, but rather to bring into focus areas that may need attention. While an objective look at your shortcomings may be uncomfortable, it is an essential first step in self-improvement. However, a completely honest, non-defensive willingness to examine the influence of certain characteristics will be to your long-term benefit.

Trait Definitions

Pay strict attention to the definition of each trait as explained in this report. The questionnaires and this report employ terminology that was specifically defined by the authors of the assessment instruments. To use any other definition could cause confusion and may prevent you from receiving maximum benefit from the information presented.

Behavioral Examples

Consider the examples given in each trait description to be your probable behavior. Most individuals with similar scores will manifest the traits essentially as described. Of course, each individual is unique, and every example presented may not fully apply to you. Even if a specific example does not seem completely relevant, the underlying principle should be representative of your characteristics on this dimension. Each trait description is illustrated with a variety of behaviors, which are intended to serve as illustrative examples only, not as predictors of your own behavior or attitudes.

Consistent Behavior

The trait messages describe your usual attitudes and behavior patterns, rather than how you may feel or act in special situations, or for short periods. A person scoring low in Ambition, for example, may temporarily manifest high Ambition behavior if sufficiently motivated, such as applying for a new position or working on a special project or hobby. This temporary behavior may cause an individual to think the report description is inaccurate. However, even though people can manifest almost any behavior if the rewards or penalties are great enough, individuals return to their usual patterns over time. Unless individuals make a determined effort to modify their behavior, they usually revert to their basic patterns over time.

Individual Characteristics

Your report describes each characteristic individually, without considering the interrelationship between traits. As a result, it is possible that some trait descriptions may seem to contradict others. Objective consideration of all of the information, however, will reveal that these perceived contradictions describe different aspects, even paradoxical dimensions, of your personality. A person may score high in Sociability and low in Exhibition, for example. The message for high Sociability describes an extrovert, while the message for low Exhibition describes behavior you may think is introverted. Closer analysis, however, reveals that both descriptions can be accurate. The Sociability message describes a warm, friendly, outgoing individual who enjoys people. However, that same person does not behave in a conspicuous manner, or by using other means, try to be the center of attention (low Exhibition). Therefore, be sure to examine especially closely any apparent contradictions that may appear in your report, and attempt to determine the underlying principle behind the paradox.

Trait Interactions

Behavioral traits naturally interact with one another. It can be misleading to analyze one trait without considering the influence of the others, particularly those in the same trait group. For instance, a person may be low on Endurance, but very high in Ambition, Recognition, and Conscientiousness. The motivation reflected in these high scoring traits will result in one being more energetic and persistent than the low Endurance description would indicate.

Behavior Is Relevant

Your report describes your behavior in the abstract, and does not consider your particular career or lifestyle. Traits that may be liabilities in some careers or personal situations, could be assets in others. A low score on Sociability, for example, would be a liability for an individual in a sales position, but would be an asset for a person in a technical position; a very high score on Assertiveness can be a concern for a physician, but would be an asset for a prosecuting attorney.

Position Analysis

Your report describes your personality in the abstract, compared to others in our culture. If you participated in this program through your organization, you will have the unique opportunity to compare your behavior to the behavioral requirements for your particular position. Review the *Position Compatibility Summary*, and then compare your *Personality Profile* to the color-coded *Success Profile* overlays. This comparison will enable you to identify behaviors that will enhance performance, and those which may prevent you from achieving your potential in this position.

Report Accuracy

If you experienced difficulty reading and/or understanding the questions or incorrectly selected some answers to questions, your assessment results will be inaccurate. There are control questions in the assessment instrument that determine the accuracy of the results. The *Accuracy Statement* in the *Report Validity Section* indicates the accuracy of your report. If your report is "questionable", you should retake the assessment, if you do not have a reading or comprehension problem. A new report will be prepared if the results of your reassessment are accurate.

Report Objectivity

The *Objectivity Statement* in the *Report Validity Section* indicates if you answered the questions objectively, or presented a positively biased description of yourself. If you presented a positive image of yourself, you described the behavior you would like to have, or believe others want you to have, instead of describing yourself as you actually are. As a result, you positively biased the assessment and your results were consequently invalid. To obtain an objective description of your behavior, you must retake the assessment and have a new report prepared.

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 trait scores were unaffected by a desire to impress others, and this report should be an objective description of his 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 behaviors and attitudes.

Trait Descriptions

In this section, each of the twenty-four behavioral characteristics is described as it applies to you. An individual's behavior is the result of the interaction of many traits. However, to establish a basic understanding of your behavior, this section describes each trait individually. Knowing what they mean individually, will enable you to better understand the combination and interaction of your traits.

In reading this section, it is imperative that you pay strict attention to the specific definition of each trait as used in the report. The trait definitions appear in the appendix section of your report. To use definitions other than those provided by the authors of the questionnaire will be misleading. Although some of the traits may seem similar to you, they do differ in important ways, and you should make sure that you understand these differences in order to maximize the value of your report.

To aid in understanding the interrelationships of the traits, each of the twenty-four traits is included in one of four *Personality Trait Groups*. The traits within each group have the greatest influence on one another, even though some may also influence traits in other trait groups. The *Personality Trait Groups* are as follows:

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

Organizational Traits affect your ability to organize and control all elements of your physical and interpersonal environment.

Dedication Traits influence your level of commitment to achieving success and to your organization.

Self-Control Traits indicate your normal emotional state, and your ability to cope with stress and to control your emotions in stressful situations.

Keep in mind that trait descriptions explain how most individuals with a score similar to your score would behave. Also remember that some of the examples given may not exactly describe your behavior. However, the basic concept behind each example should be relevant to your behavioral style.

How you manifest each trait depends upon your scores on the other traits, your career, and your particular lifestyle. However, to describe your traits independently, we assume that your scores on all the other traits are average (scores of five or six) and therefore, (not) influential. This method of isolating traits is necessary if you are to understand the effect each has on your general behavior.

Interpersonal Traits

Sociability (Score: 10 - High Range)

You are exceptionally friendly and good-natured when interacting with others. One of your most noticeable features is your ready acceptance of others. You derive a great deal of enjoyment from being with friends and associating with people in general. Because of this outgoing nature, you probably join many associations and participate in a wide variety of social activities, sometimes solely for the companionship they provide. In groups you are adaptable, ready to cooperate, and attentive to others. You are likely to reject activities, which restrict, rather than promote, interpersonal interactions. When in the company of strangers, you are comfortable and quick to make friends. Others view you as being warm-hearted and very easy to get along with. As a result of this behavior, others are inclined to describe you as being neighborly, friendly and sociable. Undoubtedly, most people enjoy your company, and seek you out to add pleasure to social interactions. This behavior can be a great asset in putting others at ease and result in your gaining cooperation from them. In general, you prefer careers that involve frequent contact with people, rather than working independently with objects, tools or equipment. You derive great pleasure from most social situations. However, your high Sociability may be distracting, when you are required to focus on the task at hand.

Recognition (Score: 7 - Above Average Range)

Compared to others, you are above average in your need to be recognized and acknowledged by others. It is important to you that friends, acquaintances, and society in general hold you in high esteem. Since your reputation is important to you, you strive to behave properly and to make a good impression on others in most situations. You may become disturbed if you discover that those who know you do not admire or accept you. In your career, you want recognition and approval from most people with whom you associate, regardless of their position in the organization. It bothers you when your accomplishments are not recognized and you do not receive compliments for them. You are motivated to say and do the correct thing in order to be recognized as a socially desirable person. Most individuals probably see you as socially proper and courteous, while others may consider you to be a status seeker. In most cases, your behavior in this area should serve as an asset, and provide opportunities for growth in your career and personal life. Your ability to be socially aware and careful will help determine the level of your self-respect. As a result of this characteristic, you rarely make promises or commitments you do not keep. When you do make commitments, you do your best to honor them, since you want others to know you are a socially responsible person.

Interpersonal Traits

Conscientious (Score: 5 - Average Range)

You are average in your sense of duty, dedication and conscientiousness. You are an individual who usually meets commitments to others, and willingly follows most rules and regulations. In most cases, you are a responsible person who performs your duties and meets your obligations with a sense of commitment. At times, however, you may think that certain projects or responsibilities do not require this level of dedication. You do not believe that everything is black or white, and therefore, your response to situations is based upon the circumstances. Since your behavior is not completely dictated by the demands of society, you may occasionally bend or break some rules if you think they are unimportant, or if you believe there is good cause. It does not bother you a great deal if in certain circumstances you do not meet your commitments or obligations. For you, a strong sense of commitment and duty usually exists in areas of importance to you. However, you usually respect the rights of others, will meet most of your obligations and will keep promises as well as the next person. Your scores on Trust and Coachability will help determine the degree of conscientiousness you display. Also, if you score high in Recognition your desire to be seen as a desirable person motivates you to be more conscientious and dedicated than you inherently are.

Exhibition (Score: 8 - Above Average Range)

It is important for you to have an audience and to be the center of attention. Whether you realize you are doing so or not, you often act in an exhibitionistic manner, and do other things to attract the attention of people. Most probably, people consider you to be colorful and entertaining, while some may view your methods of attracting attention to be distracting or even ostentatious. Opinions will vary, depending upon the particular people and circumstances involved. Most people who are above average in Exhibition enjoy being demonstrative for its own sake, rather than have ulterior motives such as advancing their career or increasing their social acceptance. Your scores in the Interpersonal traits and other Trait Groups will indicate your motivations and will influence the methods you use to gain attention. Some individuals scoring high in Exhibition attempt to get attention by their behavior and their words. Other individuals use objects or their possessions to attract attention; such as driving a flashy car, or wearing stylish or unusual clothing. A review of your other personality traits should reveal the methods you use most frequently. If you score low in other Interpersonal Traits, your behavior will be more subdued and you will most likely manifest your Exhibition in different and more subtle ways.

Interpersonal Traits

Trust (Score: 8 - Above Average Range)

You are more likely to be trusting than suspicious, and find it easy to get along with most people. When interacting with others, you are usually cheerful and adapt readily to them. Rarely do you suspect others of having ulterior motives, and you are relatively free of suspicion and jealousy. Many people are drawn to you because you are open, trusting, and convey that you are genuinely interested in them. You usually accept others as they are, and, in turn, are probably well accepted by them. In personal and career situations, it is your tendency to see others as trustworthy individuals, and to assume they will act in your best interest. Due to your constructive and supportive attitude, you make a good team member. It is not your style to be divisive, or to become involved in factions that might disrupt group unity. You are able to communicate openly with most others and rarely become jealous. Your tolerance, understanding and willingness to work through difficulties serves to enhance your value to the group. However, this trusting nature may occasionally lead to situations in which others attempt to take advantage of your trusting nature. You also run the risk of being hurt when your trust is betrayed. However, in most situations, your ideal level of Trust should serve as an asset rather than a liability.

Nurturance (Score: 10 - High Range)

As a highly nurturing individual, you are very compassionate to the needs and problems of others. You readily provide sympathy, comfort, and support to others, because you find it personally gratifying to provide assistance whenever possible. Whether it is children, the disabled, or others in need, you experience great concern for other's welfare. Consequently, the dependent individuals in your life are probably aware of your compassionate nature and come to you frequently for help. You are most willing to do whatever you can to assist them, and occasionally may overextend yourself when giving help. As a result of this characteristic, others probably consider you to be a very supportive and charitable person. Occasionally, some may resent your benevolence, because they consider you to be a martyr who sacrifices your own interests to help others. If you score low in Autonomy, Control, Tough-mindedness, and/or Contentment, you need to be aware of the tendency to take on other's problems as your own and possibly become overwhelmed by them. When others have problems, it may be difficult for you to be direct with them, since you do not want to add to their difficulties. If you are responsible for managing others, keep this in mind, since it will reduce your effectiveness in some circumstances.

Organizational Traits

Alertness (Score: 7 - Above Average Range)

You have above average global mental ability, and are quicker than most to grasp ideas and concepts. Your score in this trait indicates that you learn rather quickly and have the ability to comprehend complex relationships. Because of this trait, you adapt readily to new environments and react well to unexpected situations. Your high level of intellect also enables you to be insightful regarding yourself and others, and to exercise better judgment than most. Consequently, you make good decisions in most cases, and are astute when solving problems. As an abstract thinker, projects and activities which require concentration and mental alertness usually stimulate you. On the other hand, projects that are repetitious and boring can cause you to lose interest. It is important to realize that you must be more persistent in these cases. In relationships with others, you may become intolerant with individuals slower to learn because their abilities are not equal to yours. When you share ideas or train others, you may have to provide more detail and supervision than you yourself personally would require. Be aware of your tendency to become impatient with those who do not learn as quickly as you. Your scores in the other Organizational Traits will determine if your thought processes are structured and controlled or disorganized and scattered.

Structure (Score: 6 - Average Range)

You are similar to others when it comes to organizing your thinking process, activities and actions. Your need for precision and accuracy when dealing with information is average. When there is doubt about any data, or if you do not have all the facts, it may bother you to some degree. However, you do not usually believe it is necessary to attain every detail possible. When making certain decisions, for example, you can be rather thorough and meticulous. In other cases, you may decide quickly, without spending a great deal of time attaining or checking the information. Your internal motivation to organize your thoughts and to plan your actions is moderate. You have average tolerance for ambiguity and uncertainty, and your ability to organize and structure projects and activities is similar to most. When it comes to sharing information or giving directions to others, you could inadvertently leave out some data. You may also not organize the information as well as possible, which could be a problem in situations where detail and precision is required. The environment in which you live and work will influence your organizational abilities. If you are required or expected to be precise and organized, you more than likely will be more structured than average. In summary, your mental processes are neither highly structured nor are they very disorganized.

Organizational Traits

Order (Score: 9 - High Range)

You are a remarkably well-organized individual who considers it most important to keep your personal effects and surroundings neat and orderly. You have a place for everything and tend to keep everything in its place. You rarely leave anything cluttered or messy, but, instead, make a point of being detailed and meticulous. In your career, you strive to organize things efficiently and systematically, according to proper procedures. Because of this attribute, you are usually punctual in keeping appointments and tend to become annoyed when others are not. Those whom you live and work with who are disorderly and untidy can also annoy you. Individuals less orderly than yourself probably think you are too fussy or compulsive, and therefore could become frustrated by your demands for order. Since orderliness is so vital to you, you cannot tolerate an environment which is disorganized or uncontrolled. This characteristic is a valuable asset in careers and organizations, which require strict order and/or precision. On the other hand, excessive need for order could lead to inflexibility, becoming lost in details, and the inability to focus on the total picture. Therefore, it is important to make certain that your need for order serves as an asset and not as a liability.

Flexibility (Score: 6 - Average Range)

Compared to others, you are average in your willingness to accept change or to try new and different experiences. In some aspects of your career and your personal life, you are content with things the way they are. In other aspects, there is some attraction for you in trying new things or participating in different activities. Occasionally, you can be innovative and will introduce changes in your life, especially if the project or activity is important to you personally. However, this is not a dominant characteristic of your personality. You are more apt to accept and implement changes which are your ideas, rather than those suggested by others. This is particularly true if you score low in the trait of Trust and/or high in Autonomy. It would be helpful to also note your scores in Boldness and Control. These traits will also influence your ability to accept new experiences and adapt to changes you encounter. In addition, your receptivity to change will vary depending upon the circumstances and the people involved. You have as much ability as most to adapt your responses to the situation presented and are unlikely to stubbornly stay with things proven to be ineffective. While you may not be highly flexible, neither are you overly hesitant to change when appropriate. In essence, you are not that bothered by routine and do not have a strong desire to change many aspects of your life.

Organizational Traits

Creativity (Score: 8 - Above Average Range)

You are a fairly imaginative person who can be experimental and innovative. As a creative individual, you tend to come up with ideas and solutions that would not occur to most others. You are more receptive to new ideas than most people, but frequently question their relative value before implementing or supporting them. Often, you challenge issues and re-evaluate customs that others consider to be fundamental. Since your emphasis is on constructive change, you may experience impatience when dealing with people who are reluctant to accept your reforms. If you scored very high in Autonomy and Assertiveness, and/or scored low in Coachability, you could experience difficulty with some authority figures. You may also be radical and disruptive in organizations and social groups that are very conservative. Your creativity can also cause problems if your thoughts and actions are not practical and carefully planned. Your goal should be to channel your imagination and creativity toward practical and productive avenues. If controlled, this characteristic could be a valuable personality asset. If not controlled, this trait could cause you to be absent-minded, undependable, or seen as "having your head in the clouds".

Responsibility (Score: 6 - Average Range)

You are as likely as most to accept responsibility for the consequences of your words, actions and the errors you make. While you are not free of guilt when things go wrong, guilt does not dominate your behavior. Your average level of guilt-proneness may cause you to deny responsibility for some errors, while accepting blame for others, perhaps even when you are not clearly at fault. Your actual emotional reaction and behavior will depend upon the particular circumstances and individuals involved. However, when something goes wrong and it is clearly your fault, you are willing to accept the responsibility. You tend to learn from your errors, and are usually receptive to suggestions from others to help you avoid future mistakes. While you do not normally dwell on your mistakes and are able to recover from them rather quickly, major errors do concern you, and you can be rather slow in getting over them. Your mistakes affect you to a degree that is similar to most people, and you are unlikely to punish yourself too harshly. While you may, on some occasions, act in a less than responsible manner, in most situations, particularly important matters, you can be relied upon to act in a mature way. In most cases, your acceptance of responsibility for your actions should help, rather than hinder your performance and success.

Dedication Traits

Ambition (Score: 3 - Below Average Range)

In general, you are less ambitious than most people. Other things in your life are more important than striving to achieve goals, and you prefer instead to live from day to day. Your desire to excel is not very strong, and you are less competitive than most of your coworkers. Since career advancement is not one of your major concerns, it is not a priority to you to improve your career knowledge and skill level. You do not have high aspirations for yourself and, in fact, rather minor accomplishments can satisfy you. Since you are not a goal-oriented person, there is little internal motivation to achieve. When you do set goals, they tend to be quite modest and are usually short-term. When you do accomplish a goal, you do not immediately set a more ambitious one. You do not consider it important to strive for success by continually adjusting your aspirations. You also do not derive much enjoyment from challenges, and are not particularly attracted to competitive activities. You are more likely to seek out activities, both in your career and personal life, that are non-competitive. The more competitive the situation, the more inclined you are to withdraw from it, and find something less competitive and more meaningful to you. Because of the way you deal with challenges, you are less likely to utilize the talents you have or to advance to the limits of your capabilities.

Endurance (Score: 5 - Average Range)

The amount of physical effort and endurance you put forth is similar to that of most individuals. In other words, you are as energetic and persistent as most people when working to accomplish tasks and to be successful. Whether or not you exert extra effort depends upon both the nature of the task and upon your personal involvement. When you are working on something you enjoy or consider important, you will be much more energetic and resourceful. You can put forth sustained effort and persistence when you are motivated. When a task is meaningful to you, you willingly put in the time and effort necessary to complete it. On matters of less interest to you, however, you are less inclined to expend the effort required to complete them. You normally do your share to complete most projects, but it does not seriously bother you if some are not finished. Each situation will determine how much time, energy and persistence you devote to it. While you have the capacity to invest the energy required to complete most projects, you may not manifest it if, for whatever reason, you are not motivated. In summary, you usually put forth as much time and effort as others, but will not typically put in much more. Your willingness to exert special effort will depend upon the nature of the task or project and your ego involvement.

Dedication Traits

Assertiveness (Score: 10 - High Range)

You are a highly assertive individual, and strongly believe that taking the offensive is essential to achieving success. You make things happen, rather than wait for them to happen. You tend to relate to others in an aggressive manner. If not properly channeled, this aggression could lead to arguments and occasional confrontations. You have little doubt about your position on issues, and do not mind forcing your ideas on others. This intensity could take the form of extreme independence, causing you to be excessively opinionated and possibly even difficult to manage. You need to be careful not to insist on your own ideas and plans without considering the viewpoint of others. You feel comfortable criticizing others when you believe it is justified. In some situations, your words and actions could be perceived as negative and possibly even punishing to others. It would be beneficial to learn how to control your assertiveness, if it is reducing your capacity to function as a team player, and to listen to the ideas and feedback of others. It is possible that your scores on other traits are helping to control the negative aspects of this characteristic. It is also possible that instead of releasing aggression, you may be keeping it within, because of the influence of other personality traits.

Boldness (Score: 6 - Average Range)

Your usual behavior in career and social situations is neither excessively bold nor shy. Occasionally, you may be venturesome in interpersonal relationships and initiate interaction. At other times, you may avoid contact, or at least limit your involvement to courteous responsiveness. The degree of your involvement and the extent of your action will depend upon the people and circumstances. The more relaxed and comfortable you feel with the person or group, the more bold and spontaneous you become. When you feel uncomfortable, however, you will be more shy, and may withdraw from the situation. As a result, close friends probably think you are rather venturesome, while acquaintances and strangers may think you are rather shy. When it comes to risk taking, you are also moderate. In career situations you will be speculative only when you believe the probability of success is high. Even in these cases, you tend to be more cautious. While you will take some risks to get what you want, you will not be reckless. It is unlikely that you would participate in dangerous activities such as cliff climbing or bungee jumping. Your approach to financial investments is also more likely to be conservative than highly speculative. In essence, your Boldness is similar to most individuals you will encounter.

Dedication Traits

Coachability (Score: 3 - Below Average Range)

You currently do not have much respect for managers or the management process. You basically do not believe that managers have the knowledge, skill or desire to help you in your career. Frequently, you question the validity of their suggestions, criticism, and techniques, and therefore are not receptive to them. You most likely have negative feelings toward other authority figures as well. Restraints placed on you cause a high degree of frustration, and you tend to avoid or break away from them whenever possible. You prefer to function independently rather than as a team member, and could be disruptive when required to collaborate with others. Consequently, some organizations and social groups may consider you to be difficult and uncooperative. While some may regard you as autonomous and self-sufficient, others will see your lack respect for authority as rebelliousness. The structure of your organization and the style of those with whom you associate will determine the degree to which you are able to function effectively as a team member. Perhaps this attitude is based on past experiences with former managers and/or authority figures. It is also possible that your desire for autonomy is causing you to reject direction and suggestions from others. Regardless of the reasons, lack of Coachability can prevent you from achieving your potential.

Leadership (Score: 8 - Above Average Range)

Your desire to influence and direct others is stronger than most people. You prefer to take charge of activities, and your outspoken and dominant personality makes you an influential member of most groups in which you participate. Whenever possible, you attempt to control your environment and the actions of others. You view yourself as a leader, and are comfortable with others seeing you in a leadership role. Rather than take direction from others, you prefer to be the person in command and assume leadership naturally. In fact, it may be uncomfortable for you to be in positions where you are taking direction from others, particularly when you have no input into the decision making process. You also enjoy expressing opinions and persuading others to accept your point of view. If tactfully carried out, your dominant style should provide opportunities for advancement in your career and more satisfaction in your personal activities. Your leadership desires can also give you an edge in competitive situations, since you tend to dominate opponents in the same way you exert your will over coworkers. Your scores on the other Organizational and Interpersonal traits will determine whether your leadership style is diplomatic or authoritarian.

Self-control Traits

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

You have strong faith in yourself, and believe you possess the knowledge, skill and experience to function successfully in most situations. This above average level of confidence enables you to function normally when you are exposed to stress or placed under pressure to perform. You respond positively to challenges, and are not hesitant to attempt most new things. Your maturity in facing the obstacles encountered in day to day activities is one of your stronger points. The way you recover quickly from adversity conveys to others an impression of security, and those around you most likely take confidence from your stability. When situations call for action, you are usually decisive, direct, and not afraid to act, and are not hesitant to share your ideas with others. In most cases, you are receptive to constructive criticism. You believe in your ability to succeed in competitive career situations, since your positive attitude gives you an advantage over less confident individuals. Friends and coworkers who lack self-confidence may look to you for guidance, support and reassurance, and possibly envy your self-assurance. Acquaintances probably see you as a calm, confident person who is not easily overwhelmed. In essence, your mature, confident manner affords you the ability to deal effectively with most situations that occur in your career and personal life.

Composure (Score: 8 - Above Average Range)

You are a calm and relaxed, rather than tense and emotional, person who does not experience much anxiety. You effectively cope with stress, rarely allow your emotions to interfere with objectivity, and are unlikely to panic. In your normal composure you are more relaxed than most, and find it easier to control your emotions in pressure situations. Even in emotionally charged environments, you are likely to remain calm, since you have a greater ability to deal with stress than most people. This characteristic enables you to successfully control anxiety and to effectively channel your energy. Your capacity to remain calm may motivate others to seek you out in emergencies, because they believe you can more effectively cope with crises. During the stress of competitive situations, you are able to control your anxiety better than most, and rarely allow pressure to diminish your performance. Your personal life and relationships are not easily disrupted by the emotional changes that are inevitable in life. You may occasionally lose control of your emotions, but only when the stress is substantial. Even then, your reactions are not likely to be extreme, the emotional disturbance will be temporary and you will soon return to your usual calm demeanor. This trait enhances the probability that you will find contentment in your career and personal life.

Self-control Traits

Tough-minded (Score: 5 - Average Range)

You are typical in your degree of emotional sensitivity when interacting with others and problem-solving. At times, you are rather tough-minded, thick-skinned and realistic. On other occasions, you can be demanding attention, dependent or even overwhelmed. Your behavior, in most situations, will be determined by the particular people and circumstances involved. Your score on this trait indicates that you are able to view most situations objectively without being influenced by sensitive feelings. You can stay focused on the task at hand, and are not usually distracted by inconveniences and obstacles. Your ability to recover from setbacks and disappointments is about the same as most individuals. Although you do not usually brood over mistakes, it may take you time to recover from major setbacks. Your feelings are not easily hurt by criticism or honest communication, even when it is negative. However, you may not be comfortable, or function to your potential, when working for a consistently tough and demanding manager. While you accept direction and most criticism fairly well, your feelings can become hurt when feedback is given very harshly. As a result, you may not benefit from the message given. As a rule, you are able to accept the demands of most managers and can tolerate the problems and discomforts encountered in most career and personal situations.

Autonomy (Score: 6 - Average Range)

Your level of self-sufficiency is typical of that of most individuals. Your moderate group orientation should provide a balance between group conformity and individualism. At times, you may desire to break away from rules, restraints, confinements, or restrictions, but no more than the average person. Sometimes you enjoy being unattached and place importance on this personal freedom. At other times, you are responsive to social demands for conformity. You have no difficulty functioning as part of a team, but there are occasions when you prefer to go it alone. On occasion, you could be somewhat group-dependent, while at other times you feel self-sufficient and do not want to collaborate with others. While you have ideas of your own, you remain open to input from others when planning, making decisions, and taking action. There are times when you want help from others, but there are also instances when you prefer to handle situations yourself. You desire some attention and affection, but it is not particularly important that everyone love you. When you experience problems, you may share them with certain people, but not with everyone you know. In summary, you can handle most situations independently with little or no support from others. However, when circumstances are difficult, you want help, support and compassion from those who are important to you.

Self-control Traits

Contentment (Score: 10 - High Range)

Your responses to the assessment questions indicate that you are exceptionally content with yourself and the vast majority of circumstances in your life. While disappointments, setbacks and other unhappy events are inevitable; you cope with them better than most. You are the proverbial optimist and usually anticipate that everything will go well. You do not waste time dwelling on past negative events or the mistakes you have made. When negative events are experienced, you encounter them maturely and do not blame others for your difficulties. Although you may have greater aspirations, you are quite satisfied in your career and content with your present position and future potential. You also are pleased with, and enjoy most of the individuals and circumstances in your career and personal life. You laugh frequently, smile readily, and quickly find humor in most situations, even negative events. Because of this happy disposition, friends, relatives and coworkers enjoy your company. However, if you score low in Achievement and/or Endurance, your self-satisfaction could be preventing you from attaining your maximum potential. Therefore, it is important to make certain that your sense of personal contentment does not lead to a degree of complacency that would hinder your ongoing personal growth and career development.

Control (Score: 6 - Average Range)

Compared to others, you are average in your level of Control. Sometimes you may act spontaneously, by doing things "on the spur of the moment". You may give vent to feelings and wishes without considering the consequences of your actions, but no more than most others. Only occasionally will you make hasty, rash, or foolhardy moves in your career or personal life. There are also times when you give considerable thought to situations before making decisions or moves. In these instances, you may hesitate to act, or perhaps, not even take action at all. When among friends and certain acquaintances, you are somewhat more likely to be impulsive, whereas with strangers, you are probably more hesitant to be spontaneous or to express yourself. Rarely, if ever, will you impulsively do something so radical that there is the potential for extremely negative consequences. In most situations, the people and circumstances involved will influence your actual behavior in this characteristic. This trait can be influenced by your scores in the traits of Boldness and Flexibility. If you are the type of person who does not readily take risks and who does not feel comfortable trying new things, it is unlikely that you will act impulsively in most situations. In essence, your style strikes a good balance between being too rash and being too controlled.

Influential Traits

In the previous section, we provided descriptions of your attitudes and behaviors on all twenty-four traits. Each individual has some dominant traits which influence behavior and attitudes more than others. This section focuses only on those traits that are most influential in your behavior, and consequently your success and personal happiness.

Each *Influential Trait* description reflects on your probable emotions and behavior in key areas of your personality. The emphasis is on how these characteristics may affect your career performance and personal satisfaction. Some of these Influential Traits will enhance your success and happiness, while others will diminish your performance and may create problems for you. Paying particular attention to your Influential Traits will help you develop an integrated conceptualization of your complete profile.

Whether a trait serves as an asset or a liability depends upon your specific career, lifestyle and environment. A characteristic that would be an asset in one career or situation could serve as a liability in a different career or situation. For example, a high score in Sociability is an asset for salespersons, as most sales positions require people-oriented individuals. On the other hand, a reserved personality (a low score in Sociability) is an asset for scientists, as most technical positions require individuals to focus on data or things, rather than people. Therefore, consider the descriptions in relation to your particular career and your specific personal circumstances. By doing so, you can determine which traits have a positive, and which have a negative, influence in your particular lifestyle.

Each influential trait description describes scores from one to three, or from eight to ten. The higher or lower your score, (for example, "1" or "10"), the more descriptive the message will be for your behavior, and the more intensely and frequently this trait will influence your career and personal life.

Interpersonal Traits

Sociability (Score: 10 - High Range)

You are a very warmhearted, sociable individual who enjoys interacting and participating with others. In both personal and career situations, you are adaptable, cooperative and attentive to others. Defining Adjectives: extroverted, outgoing, friendly, gregarious, neighborly, sociable, congenial, amicable, good-natured. This is an asset as almost every aspect of life goes more smoothly if one is able to interact in an open and friendly way with those around them. Related Traits: High scores in Self-Confidence, Conscientiousness, Recognition, Contentment, Nurturance, Trust, Exhibition, Boldness, Tough-Mindedness, Composure, Control, Coachability, and Responsibility will enhance your interactions with others. Low scores in these same traits, will diminish the quality of your interpersonal relationships.

Career: Your warmth and outgoingness indicate you would enjoy careers dealing with people, and be less content in solitary work. Careers with frequent interpersonal contacts, such as sales, management, customer service, etceteras, would appeal to you. Your sociability can help those in your workplace to feel more at ease, and provide an open, relaxed and perhaps more productive atmosphere.

Social: You greet strangers openly and are quick to form new friendships. Because of your good nature and warmth, you are probably a welcomed guest at social functions, as well as a valued friend. Your willingness to cooperate, should further enhance relationships with others.

Suggestions:

If you are not in a career, or at the least involved in social situations that provide frequent interpersonal activities, you should consider making changes.

Consider increasing contacts with new individuals who will provide additional opportunities for growth and increase your personal satisfaction.

Your desire to relate to others is so strong it could possibly have negative implications. Make certain that your interactions are timely and appropriate. It is possible that your desire to relate and socialize is reducing your performance, productivity and effectiveness.

Personal Action Plan: _____

Interpersonal Traits

Exhibition (Score: 8 - High Range)

You have a strong desire to be the center of attention, and will usually go out of your way to have others notice you. Rarely are you merely "one of the crowd," since it is your style to conduct yourself in such a manner to be noticed. Defining Adjectives: entertaining, demonstrative, expressive, flamboyant, colorful, dramatic, flashy, possibly ostentatious or pretentious. This trait is an asset if your attention-seeking behavior is appropriate for the situation. If your exhibitionist behavior is inappropriate or offensive, this trait could be a concern. Related Traits: High scores in Self-Confidence, Boldness, Recognition, Sociability, Assertiveness, Responsibility, Coachability, Control, Contentment, Conscientiousness, Nurturance, Alertness, and Creativity will enhance your behavior when entertaining others or attempting to become the focus of attention. Low scores in these traits will moderate your dramatic behavior or cause your efforts to be ineffective, inappropriate or even offensive.

Career: Because of your exhibitionistic behavior, you will enjoy careers that allow you to be demonstrative, such as management, sales, and training. Since your behavior causes you to stand out from others, managers and clients are more likely to notice you and your talents.

Social: This trait should be an asset in your personal life because it can add an entertaining dimension to relationships and social activities. However, if overdone or inappropriate for the situation, it may create problems and lead to your being socially ostracized.

Suggestions:

Analyze the effect your extroversion is having on your career, management, and coworkers. Be open to feedback on the impact of your attention-seeking behavior.

Determine if you are coming on too strong, or drawing attention to yourself at the expense of others. Do not make others the victims your jokes, or demean them in order to draw attention to yourself. Perhaps you are offending others without realizing you are doing so.

If your exhibitionism is appropriate and productive, try to find environments in which it enhances your effectiveness in your career and personal life.

Personal Action Plan: _____

Interpersonal Traits

Trust (Score: 8 - High Range)

You are an exceptionally trusting person who readily accepts people for who they are. It is not your nature to question the motivations of others. Defining Adjectives: open, trusting, accepting, believing, has faith in others, unprejudiced, tolerant. This trait is an asset because your trusting nature allows you to explore new experiences and expand relationships, which can provide increased growth and self-fulfillment. Related Traits: High scores in Sociability, Coachability, Self-Confidence, Recognition, Conscientiousness, Contentment, Composure, Tough-Mindedness, Control, and Flexibility will enhance your ability to trust others. Low scores in these same traits, or a low score in Responsibility, will diminish your confidence in others.

Career: People who are trusting are usually also trustworthy. It is advantageous for organizations to employ individuals who can be trusted. Employees who relate to others in an open and honest manner help improve communications and minimize problems.

Social: People find it easy to interact with you, and will seek your companionship. They believe you can be trusted and will not betray their confidence. Furthermore, you are very understanding and ready to forget difficulties when they do occur.

Suggestions:

Be aware that your trust in others will encourage others to trust you in return, and will go a long way toward improving group unity. However, be careful that your trusting nature does not cause you to be gullible in dealings with people.

Blind trust can make you vulnerable to be taken advantage of by those with dishonest or selfish intentions. Therefore, do not allow your trust in others, which is a very positive trait, to cause you to be naive in your assessments of others' motives.

Because of your ability to engender trust, and to trust others, you may find yourself in situations in which you have alliances with two parties at odds with each other. Consider using your abilities to resolve differences, as both sides will tend to be open with you and to respect your viewpoint.

Personal Action Plan: _____

Interpersonal Traits

Nurturance (Score: 10 - High Range)

You are a very nurturing person who has the emotional resources to provide compassion and support to others. You are willing to do whatever you can to assist them, and may occasionally overextend yourself when giving help to others. Defining Adjectives: compassionate, sympathetic, kindhearted, benevolent, caring, charitable, supportive, considerate. This trait is an asset because you can communicate your concern for others and are willing to help and assist them in times of need. Related Traits: High scores in Conscientiousness, Recognition, Contentment, Trust, Sociability, Endurance, Leadership, Boldness, Self-Confidence, Tough-Mindedness, Composure, and Flexibility will enhance your Nurturance. Low scores in these same traits will diminish your sympathy and support of others.

Career: By listening to the problems of others and helping solve them, you can improve relations on the job. This trait is valuable in situations that involve ongoing communication and concern for others, and can be particularly valuable in service careers.

Social: Your friends often seek your advice and assistance because they are aware of your concern and willingness to help others. Your capacity to be concerned and to express warmth toward others is a quality that will make you a valued friend.

Suggestions:

You may unintentionally foster dependency in those you are attempting to help. Rather than solve problems for others, show them how they can solve their own problems.

Be aware of your tendency to put the concerns of others ahead of your own. You should be able to provide support for others without sacrificing your own self-interest.

If you score 10 in this trait, you may take on more of other people's problems than you can realistically handle. If this is true, you should objectively assess your capacity to say "no."

Personal Action Plan: _____

Organizational Traits

Order (Score: 9 - High Range)

You constantly strive to maintain physical order in your environment, and have a strong dislike for disorganization. For you to be comfortable, both your career and social environments should reflect this physical order. Defining Adjectives: orderly, methodical, tidy, neat, clean, thorough, organized, deliberate, systematic. This characteristic is an asset because a high degree of orderliness saves time, effort and usually results in increased effectiveness. Related Traits: High scores in Structure, Alertness, Conscientiousness, Recognition, Responsibility, Endurance, Self-Confidence, Autonomy, Coachability, Control, and Flexibility will enhance your ability to organize your environment. Low scores in these same traits will diminish your effectiveness in organizing your possessions and things.

Career: By keeping your work environment neat and orderly, you are more effective. Your systematic methods allow for the maximum utilization of your time and also enhance job performance. Your concern for order and organization should provide additional opportunities for advancement in your career.

Social: Your tidy and well-ordered manner probably makes a good "first impression" on those whom you meet socially. Others are probably willing to loan you their possessions because they are confident you will take good care of them.

Suggestions:

Seek out career opportunities and projects that require a disciplined environment and organizational efficiency. Think of specific ways you can use this trait to positively influence your other personal traits.

Be aware that your focus on an orderly environment could make you somewhat rigid and inflexible and could limit your enjoyment of spontaneous events and opportunities.

If your score is a 10, be careful not to waste time and effort by being excessively neat or perfectionistic when that level of order is not required. Be aware of your potential to turn simple organizing tasks into major, complex projects.

Personal Action Plan: _____

Organizational Traits

Creativity (Score: 8 - High Range)

You have an open, experimental approach to life, with a strong desire to make improvements and invent new things. You have an exceptional level of intellectual curiosity and are able to see alternatives that are not readily apparent to others. Defining Adjectives: innovative, inquisitive, analytical, artistic, curious, investigative, experimenting, decorative, inquiring, theoretical. This is an asset if your efforts to create or reform are practical and useful rather than mere intellectual exercises. Related Traits: High scores in Alertness, Structure, Flexibility, Self-Confidence, Conscientiousness, Trust, Order, and Endurance will enhance your creativity and help assure that your innovations are useful and effective. Low scores in these same traits and/or Control, and a score of 10 in Assertiveness and/or Boldness, could cause you to reject ideas and suggestions that could improve your creativity.

Career: Your inquisitiveness should be helpful in creating unique and useful improvements in your career. The variety of information you have accumulated as a result of your curiosity should also contribute to your resourcefulness. Your ability to conceptualize alternatives should make you a valued member of most organization.

Social: Others appreciate it when you listen intently and show interest in their activities and ideas. Close friends see you as a creative person and probably seek your advice. This provides you with personal satisfaction and with additional social opportunities.

Suggestions:

You are interested in a wide variety of subjects. However, you may derive more benefit by focusing your attention in a few areas that have practical applications in your career and personal life. Be alert to realize when you have accumulated sufficient information required to make a decision or to take action.

Be on guard that your ability to think creatively does not cause you to become unnecessarily or inappropriately critical of the "status quo."

When you are involved in innovative and novel approaches, do not allow yourself to lose sight of the practical, "down-to-earth" applicability of your concepts.

Personal Action Plan: _____

Dedication Traits

Ambition (Score: 3 - Low Range)

You are not very ambitious, and probably consider other aspects of life to be more important than striving for career success or personal achievement. Long-range goals do not concern you; you dislike competition, and do not have a strong desire to be successful. Defining Adjectives: unmotivated, non-competitive, complacent, indifferent, apathetic, nonchalant, easily satisfied. Your lack of ambition is a concern since you are not motivated to fully utilize all the talents and abilities you possess. Related Traits: Low scores in Self-confidence, Endurance, Recognition, Boldness, Assertiveness, Assertiveness, Alertness, Coachability, Tough-mindedness, and/or Autonomy will further reduce your Ambition. High scores in these same traits, plus high scores in Sociability and Nurturance will enhance your desire to achieve.

Career: Ambition is a highly valued trait in organizations since employers place great emphasis on achievement and standards of excellence. It is very difficult to improve your performance when you are not continually focused on higher levels of accomplishment.

Social: Your non-competitive attitude may or may not negatively affect your personal life. However, your lack of drive and ambition could result in fewer friends, limited activities and little incentive for setting higher personal goals.

Suggestions:

Try working with your manager to set a few goals that are just a little beyond your present abilities. Choose goals in specific areas in which you are confident you can improve. Ask your manager for suggestions on how to reach these goals. Each day invest a few minutes to review your progress in working toward these objectives, and be sure to reward yourself each time that you reach one.

Establish a few clearly defined short-range goals, that are within your capability and that are important to you. Actually write them down, and then put forth the effort necessary to attain them. Review your progress weekly, acknowledge your accomplishments, and establish new short-range goals that are just slightly more demanding.

Establish one or two long-range goals you believe you can achieve if you are persistent. Check your progress weekly, and write down what you have done to achieve these goals. Make certain your goals are clearly defined, and more importantly, be sure they are realistic. Notice when your ego is invested in a project, you are more competitive and goal oriented. Pay attention to which activities and circumstances bring out your best efforts, and why.

Personal Action Plan: _____

Dedication Traits

Assertiveness (Score: 10 - High Range)

You are a person who believes that being assertive and taking the offensive is essential to attaining success. Defining Adjectives: aggressive, competitive, persuasive, influential, headstrong, opinionated, possibly argumentative and hostile. This trait is usually an asset since there are many situations in everyday life that require assertiveness. A score of 10, if not controlled, can cause stubbornness and authoritarianism that would be a liability. Related Traits: High scores in Self-Confidence, Coachability, Autonomy, Composure, Control, Recognition, Conscientiousness, Alertness, Structure, Endurance, Flexibility and Responsibility, will enhance the positive aspects of this characteristic. Low scores in these traits will amplify the negative aspects of Assertiveness.

Career: Assertiveness is a key requirement for most positions of responsibility, since any organization must regulate and maintain their structures and policies. If tactfully done, your ability to express opinions and convince others can resolve problems and increase efficiency.

Social: Social activities can also provide opportunities to satisfy your desire to influence others. You are quick to assert yourself in social situations and frequently take the initiative in meeting people and establishing new relationships.

Suggestions:

Review and be aware of your behavior to make certain you are not manifesting the negative aspects of assertiveness. At the extreme, assertiveness becomes aggression. It is possible that your behavior appears hostile and is offensive to others. Careful monitoring of your assertiveness will assure that your style is not perceived as harsh or punitive, which could limit your ability to achieve goals and maintain relationships.

Your assertiveness will enable you to communicate and present opinions in a dynamic and enthusiastic manner. Be careful not to stifle the valuable opinions and contributions of less assertive individuals by overwhelming them. It is important to listen to and consider the opinions of others, rather than focus solely on your position.

As you assert your point of view, you could become so emotionally involved that your ego, rather than the issue, is at stake. In these situations, concentrate on manifesting assertiveness with finesse, not with force.

Personal Action Plan: _____

Dedication Traits

Coachability (Score: 3 - Low Range)

You currently have little respect for managers, the management process and for authority figures in general. You are not convinced they can help to enhance your performance or advance your career. Defining Adjectives: unmanageable, difficult, insubordinate, rebellious, irrepressible, unruly, uncooperative. This characteristic is a concern because lack of respect for capable managers and other authority figures could prevent you from attaining input that could have a very positive influence in your career and personal life. Related Traits: Low scores in Conscientiousness, Recognition, Responsibility, Trust, Ambition, Sociability, Contentment, Flexibility, and Composure will further reduce your Coachability. High scores in these traits will enhance your respect for managers and other authority figures.

Career: Chances are you have had little respect for most of your previous managers. Frequently, you think that company policies and procedures are ineffective, and you want to change, improve or ignore them.

Social: You may experience frustration when interacting with the conservative individuals in your personal life. These traditional people may interpret your attitudes as antagonistic, and consider you difficult to get along with.

Suggestions:

Re-examine your attitude toward managers, the management process and authority figures in general. Perhaps former managers let you down, and you now refuse to accept the leadership of another manager. Is your behavior in this trait a reaction to present reality, or to past feelings of resentment toward other authority figures?

You may feel capable of developing your career ability without the direction or coaching of others. Perhaps you are simply a very independent individual who resents any form of supervision. Whatever the reason, analyze whether your performance could benefit from being more receptive to the input provided by management and coaching.

Possibly your current manager's experience and insight can contribute directly to your career growth. Request a private meeting with your manager to discuss any issues you may have. Be open to the possibility that working more closely with him/her may be mutually rewarding. When you find yourself resenting direction or advice, pause to objectively analyze the situation and the reasons you feel resistive.

Personal Action Plan: _____

Dedication Traits

Leadership (Score: 8 - High Range)

You are a dominant individual, have a strong desire for leadership, and usually want to control your environment and the individuals in it. Defining Adjectives: dominant, dynamic, commanding, forceful, directing, governing, controlling. This trait is an asset because your leadership can give purpose and direction to many activities. Such leadership can cause you to take charge and effect positive changes. Related Traits: High Scores on Ambition, Self-Confidence, Assertiveness, Boldness, Coachability, Tough-Mindedness, Control, Composure, Sociability, Recognition, Conscientiousness, Structure, Flexibility and Trust will enhance your performance in leadership roles. Low scores in these same traits will diminish your performance and success as a leader.

Career: There is a great demand in organizations for individuals who are willing and able to assume the responsibility of being in charge. Your desire for leadership should provide increased opportunities for advancement in your career, if tactfully pursued. If not, your desire to direct others could be offensive and limit your success as a leader.

Social: You are a person who prefers to direct social functions. Because you are outspoken, you will stimulate interaction with others and encourage individuals who might otherwise be reluctant to participate. You excel at motivating others to make things happen.

Suggestions:

It would be valuable to analyze the type of leader you are or could become. Other traits in this Trait Group will determine whether your management style is tactful or dictatorial and possibly abusive. Awareness of your leadership style will be helpful in charting your career and determining the types of people you can most effectively manage.

Review your scores on the related traits that influence leadership to determine if you have the personality required to be an exceptional leader. Target the related traits in which you could improve and help develop a plan to monitor your progress.

If you are not currently in a position of authority, try to find creative ways to utilize your leadership talents. Leadership skills can be refined even in non-work related situations. Remember to monitor yourself so that your forcefulness does not intimidate or overwhelm your peers and subordinates.

Personal Action Plan: _____

Self-control Traits

Self-confidence (Score: 8 - High Range)

You are a very confident individual who believes that you have the knowledge and ability to be successful at whatever you attempt. Defining Adjectives: self-assured, confident, certain, secure, brave, fulfilled, poised. This trait is an asset because you are not hampered by self-doubts and are able to concentrate on achieving your tasks and goals. Related Traits: High scores in Conscientiousness, Recognition, Coachability, Responsibility, Alertness, Structure, Autonomy, Control, and Trust will enhance the positive aspects of this characteristic. Low scores in these traits, plus low scores in Assertiveness, Boldness, and/or Composure, will amplify the negative aspects of Self-Confidence.

Career: You are able to accomplish goals in your career which others find difficult to even attempt. Regardless of how tough a project might be, you are convinced you have the knowledge and ability to do it. This confidence makes possible career success that might not otherwise occur.

Social: You are not hindered by fear when meeting or interacting with others. You impress others with your self-assurance, and provide strength for your family and friends. However, this attitude could cause you to be insensitive to the approval or disapproval of others.

Suggestions:

Make certain that you maintain the knowledge and skills required to back up your Self-Confidence. However, be careful not to assume that you are always right, and be alert to the possibility of evoking quarrels and disturbances when individuals or groups do not agree with you.

Look for opportunities to put this aspect of your personality to use. Since your positive attitude can be helpful to others, feel free to express it openly to assist coworkers during times of stress or transition. Encourage them to accept challenges and take on tasks they normally would not have the confidence to attempt.

Be sure to avoid complacency by making certain that you continue to improve upon the knowledge and skills that is the foundation for your Self-Confidence. Monitor any tendencies you may have to become overconfident or argumentative.

Personal Action Plan: _____

Self-control Traits

Composure (Score: 8 - High Range)

You are a calm person, who can control your emotions and effectively channel your energy to get things done, even when exposed to substantial stress. You are more able than most to plan and initiate action in times of stress. Defining Adjectives: calm, tranquil, peaceful, serene, emotionally mature, unperturbed, placid, composed, cool. This trait is a valuable asset in dealing realistically with the stresses that are unavoidable in most careers and in everyday interactions. Related Traits: High scores in Self-Confidence, Tough-Mindedness, Contentment, Control, and Structure will enhance your ability to control your emotions in stressful situations. Low scores in these same traits will diminish your emotional control.

Career: By maintaining your composure you are able to function effectively in stressful career situations. This quality can be helpful in seeing details which others may miss or ignore, due to their emotional state. Since most responsible positions involve stress, this trait should help to qualify you for advancement. Some of your best performances will occur when you are under stress. If too relaxed, however, you may not recognize the need for alarm or action.

Social: You are probably a valued friend, since your level-headed approach provides a relaxed atmosphere for others. Your calm manner can be most helpful in comforting and calming down others when tense circumstances occur. Because of your emotional stability, your friends may ask for your help in making decisions or solving problems.

Suggestions:

Be aware that your calmness does not cause you to become complacent in situations requiring immediate action or reaction. Review your circumstances to make certain you are not too easily satisfied, and remain receptive to new experiences and challenges.

Capitalize on your emotional stability by seeking career and social situations in which composure is required. Do not hesitate to use your composure to help others keep cool when they are under pressure in crucial situations.

Analyze how you handle your emotions under pressure, since these strategies may be automatic for you. Share with others your methods of avoiding negative thoughts and other self-defeating patterns that amplify stress.

Personal Action Plan: _____

Self-control Traits

Contentment (Score: 10 - High Range)

You are a person who is quite content with most aspects of your career and personal life. You cope with most problems well, and have an optimistic outlook on life. Defining Adjectives: Satisfied, fulfilled, cheerful, gratified, blissful, joyful, happy, contented. This trait is an asset because your contentment will provide pleasure and enjoyment to you and those around you. Related Traits: High scores in the traits of Self-Confidence, Composure, Control, Tough-Mindedness, Sociability, Trust, and Nurture will enhance your contentment. Low scores in these same traits, combined with low scores in Coachability, Conscientiousness and Structure, will diminish your happiness.

Career: Most organizations prefer to employ contented individuals who enjoy their work and show a happy, cooperative attitude. Managers, coworkers and customers would rather deal with a person who is cheerful and positive, rather than those who are disgruntled and angry.

Social: Your family and friends enjoy your company because your happy demeanor adds pleasure to social functions and everyday events. Often you cheer up others without even realizing you are doing so. Your optimistic nature enables those around you to better cope with their problems.

Suggestions:

Look for opportunities to share your happiness and optimism with those in your life who are discontented or coping with problems.

Be on guard not to allow your own personal contentment make you unaware or insensitive to the unhappiness, dissatisfaction or problems of others.

While your level of contentment could enhance your receptivity to personal and career growth, it could also cause you to accept things as they are and to be complacent. Therefore, make certain your contentment does not lead to complacency.

Personal Action Plan: _____

Personality Profiles

Presented on the following page are Profiles of your behavioral traits. The *Personality Profiles* graphically illustrate the degree of influence each characteristic has on your overall interpersonal style and behavior. By scanning these profiles, you can quickly determine how you compare to others on each of the twenty-four traits. As you work to address issues raised by this report, you will find it helpful to continually refer back to these profiles.

Keep in mind that Personality Profiles take different forms, just as the human body takes different forms. Therefore, a profile with some scores very high and/or very low does not necessarily mean that you are extreme. Such differences simply indicate some characteristics in your personality are more or less prominent than others.

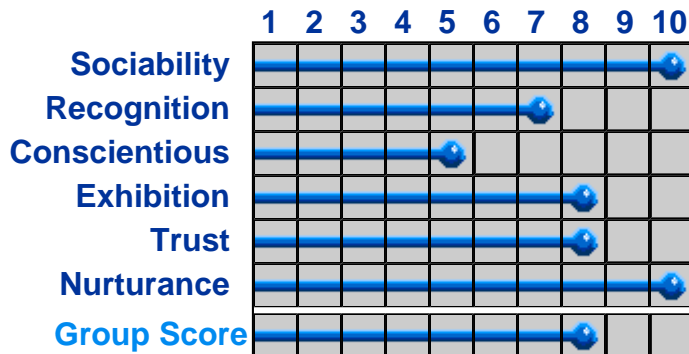
Another important point to remember is that a high score is not necessarily positive, nor is a low score necessarily negative. Your report does not offer or imply judgments regarding the different traits. Rather, the assessment results describe your personality and behavior in the abstract; it is for you to decide whether you are content with yourself, or wish to modify or control your attitudes and behavior.

Winslow Dynamics Profile

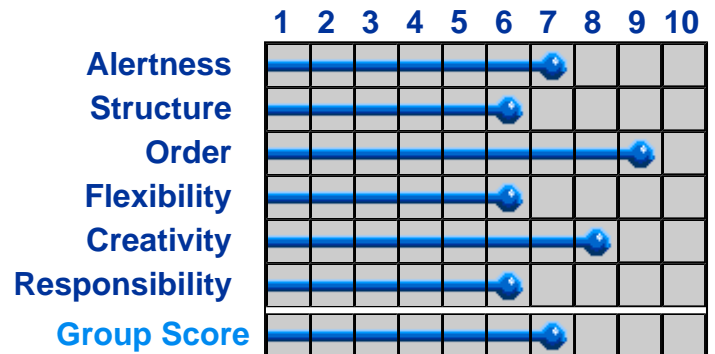
Personality Trait Groups

Position: Not Assigned

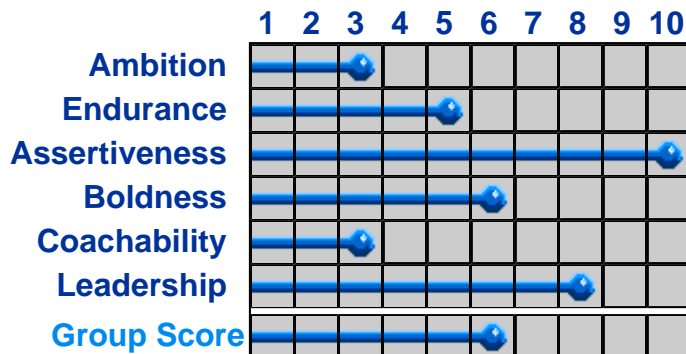
Interpersonal Traits



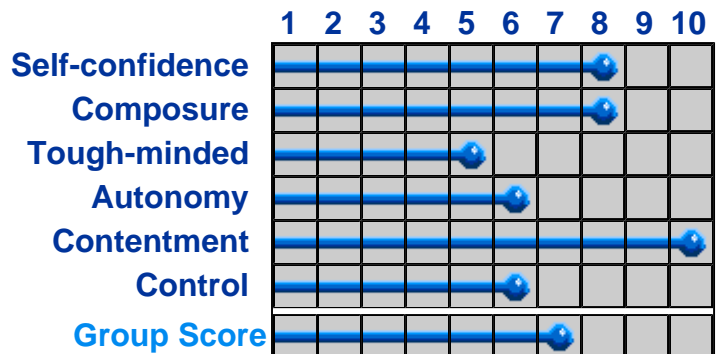
Organizational Traits



Dedication Traits



Self-control Traits



Personal Development

Initial Development

1. Before setting goals or establishing a development program for yourself, we recommend that you read your report several times, including the Introduction. This approach should provide a thorough understanding of your traits and how they relate to one another.
2. We encourage you to consider sharing your report with your manager, spouse, and trusted friends and coworkers. Select individuals in your career with whom you function closely, and those who know you very well in your personal life. Discuss with them their perceptions of your behavior and performance in relation to your personality and attitudes as described in this report.
3. After you have read your report several times and have discussed it with confidants, refer to the *Influential Traits Section*. Read the first description and concentrate on this one particular trait; think about it carefully. Objectively determine if this is an accurate description of your behavior for this trait. Even if every example does not precisely describe your behavior, is this description basically correct? If you think this description is inaccurate, perhaps this trait is a paradox in your personality. This means that one or more related traits are in opposition to this one. For example, an individual may score high in Ambition, and score low in Endurance. The high Ambition score indicates that this individual is very ambitious and competitive, while the low Endurance score indicates that this person is inherently not energetic or persistent. However, when this person's ego is involved in something, when he/she wants to achieve something, they will be far more energetic than described because of the influence of their Ambition.
4. With this description in mind, think about specific past situations in your career and personal life where this trait had a positive influence on your behavior. Analyze the specific ways it improved your effectiveness and/or enhanced your happiness. Think about how it helped you in those past situations and how you could use it to your advantage in the future.
5. Now think about other circumstances and situations in your career and personal activities where this particular trait had a negative influence. How did it limit your performance, or prevent you from attaining the maximum success and happiness you desired? What could you do differently?

6. Decide if you are content with your present behavior in this area, or if you wish to control or change it. Read the *Comments Section* for this trait. Think about the suggestions presented, and others of your own, which could help you obtain the maximum benefit from analyzing this trait. Should you desire to change this characteristic, determine exactly what you will do to change. Establish a definitive plan of action, including measurable goals for yourself; then make certain you follow your plan. Share your goals with your manager and/or your close friends, and obtain their support. Ask for feedback on your progress as it applies to important situations.

7. Repeat the above procedure for each trait in the *Influential Traits Section*. As you proceed, it is imperative that you explore the relationship between each Influential Trait, particularly those in the same trait group. How does each characteristic influence other traits in various situations? Which traits are most dominant? Which are most helpful? Which are most harmful? Which are most consistent? Which are most changeable? Which can you control, and under what circumstances?

Continuing Development

To receive maximum benefit from your participation in this program, you must refer to your report on a regular basis. We recommend that at first you read your report once a week, preferably on Sunday evening or Monday morning. After reading your report:

1. Focus on each characteristic presented in your *Influential Traits Section*. Recall the achievements, successes, and pleasures you experienced during the prior week. Consider how your behavior on this one trait may have caused or enhanced these successes. Think about specific ways you could have used other characteristics to further improve your performance and increase your pleasure in these situations.

2. Recall any errors, problems, disappointments or failures you experienced during the prior week. Think about how each of your Influential Traits may have caused, or contributed to, those circumstances. Think about specific ways that negative characteristics in other traits could have amplified those situations. Consider specific ways your positive traits could have prevented, or minimized, the impact of those unpleasant experiences.

3. Periodically consult with your manager, spouse and/or close friends and coworkers to discuss your progress. Discuss your behavior and performance in your career and personal life. Ask them for advice and suggestions on what they think you could do to improve your behavior and attitudes in the future. Continue to seek their feedback on your progress in controlling and modifying traits.

Future Development

Individuals and their behavior continue to change. You are different now than you were last year, and chances are you will be different next year. This is particularly true when you are part of a dynamic organization, with sophisticated development programs, or when your personal lifestyle changes. For these reasons, you may want to retake the questionnaires annually and have a new *Winslow Dynamics Report* prepared. Your new report will describe your behavior and attitudes at that time, and allow you to measure your progress. It will assist you in evaluating your methods for changing traits. It will also help you establish new plans and goals for the coming year.

After retaking the questionnaires, and before receiving your new report, review this report one final time. Read each Trait Description carefully. Decide if your current behavior and attitudes are the same as, or different from, the score and description in this report. Mark on your Personality Profiles the score you think you will have for each trait in your new, updated report. This technique will enable you to determine objectively how insightful you have become concerning your behavior.

Conclusion

Excited? Confused? Inspired? Alarmed? Impatient? Impressed ?

How do you feel right now, after reading what we consider to be a comprehensive assessment of your behavior? Whatever your feelings, we encourage you to face them openly, honestly and realistically. You hold in your hands an abundance of information about yourself that can be transformed into terms that are personally meaningful to you, your values and your goals.

Our objective has not been to flatter or embarrass you, to feed your ego or deflate it. Rather, our intention is to present objective information about your behavior and attitudes that you can actually use. However, your report alone is not a recipe for success, or a diagnosis. For personal satisfaction to be yours, the principal architect in achieving success will have to be you. Therefore, the value of your report depends upon the use to which you put it.

No matter what the results may show, each individual must think about the information carefully. Some people are content with their present self, while others want to change their behavior. You may wonder whether this is even possible. The answer is emphatically yes. There is much evidence to support the theory that one's character is developed in the long process of growing up. By maturity, these traits show a fairly high degree of stability, which makes it possible to measure them. It does not necessarily follow, however, that our personalities as adults are rigid and unchangeable. If we can develop a behavior, we can also modify it. If humans did not have the capacity to change, there would be no point to education, training, counseling, therapy and other similar activities. However, change will require much reflection, thought, planning, time, effort and patience on your part.

Any Questions?

We have attempted to make your report as easy to understand as possible. However, if you have any questions concerning any aspect of your report, do not hesitate to contact us. Simply telephone or write our organization.

Any Suggestions?

It is our goal to make the *Winslow Dynamics Program* as meaningful and valuable as possible. To accomplish this goal, feedback from the participants in our program is very important. We, therefore, invite you to write our organization. Give us the benefit of your thoughts and opinions concerning your development report, or any phase of our program. We assure you that your comments are important to us and we will consider them in making future improvements.

Acknowledgments:

Winslow Dynamics Profile
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Discovery Bay, California

Personnel Requirements Form
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Discovery Bay, California

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* Some of the text in the Winslow Dynamics Report are derivations of text in the Personal Development Report also published by Winslow Research Institute.

Dedicated in Loving Memory of Kimberlee J. Winslow, 1955-1991

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 overwhelming, 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.