



Participant: Michael L Lavenski
Organization: XYZ Corporation
Date Prepared: June 27, 2011
Page: 1 of 14

The Winslow Success Profile Report

Participant: Michael L Lavenski

Organization: XYZ Corporation

Location: Headquarters

Department: All Participants

Profile Date: June 27, 2011

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Participant: Michael L Lavenski
Organization: XYZ Corporation
Date Prepared: June 27, 2011
Page: 2 of 14

Introduction

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

Assessment Validity

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

Personality Profiles

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

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



Participant: Michael L Lavenski
Organization: XYZ Corporation
Date Prepared: June 27, 2011
Page: 3 of 14

Introduction

(Continued)

Influential Traits

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

Position Analysis & Success Profiles

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

Trait Definitions

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

Trait Interaction

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



Participant: Michael L Lavenski
Organization: XYZ Corporation
Date Prepared: June 27, 2011
Page: 4 of 14

Introduction

(Continued)

Normative Group

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

Selection or Promotion

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

Ethical Considerations

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



Participant: Michael L Lavenski
Organization: XYZ Corporation
Date Prepared: June 27, 2011
Page: 5 of 14

Position Compatibility Summary

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

The number of trait scores in each of the five scoring zones is summarized at the bottom of the form. Particular attention should be given to the number of trait scores in "Concern" scoring ranges. While a participant's assets will most certainly influence performance, research indicates that areas of concern have the most influence on a participant's performance in a position.

The first three traits in each Trait Group are usually the most influential, and therefore, identified as Key Characteristics. The total score for the Key Characteristics is also indicated in the summary section. The Position Compatibility Summary will help you determine an applicant's probability of success in the position, and/or help establish a specific development program for current employees.

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



Participant: Michael L Lavenski
Organization: XYZ Corporation
Date Prepared: June 27, 2011
Page: 6 of 14

Assessment Validity

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

Objectivity

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

Accuracy

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

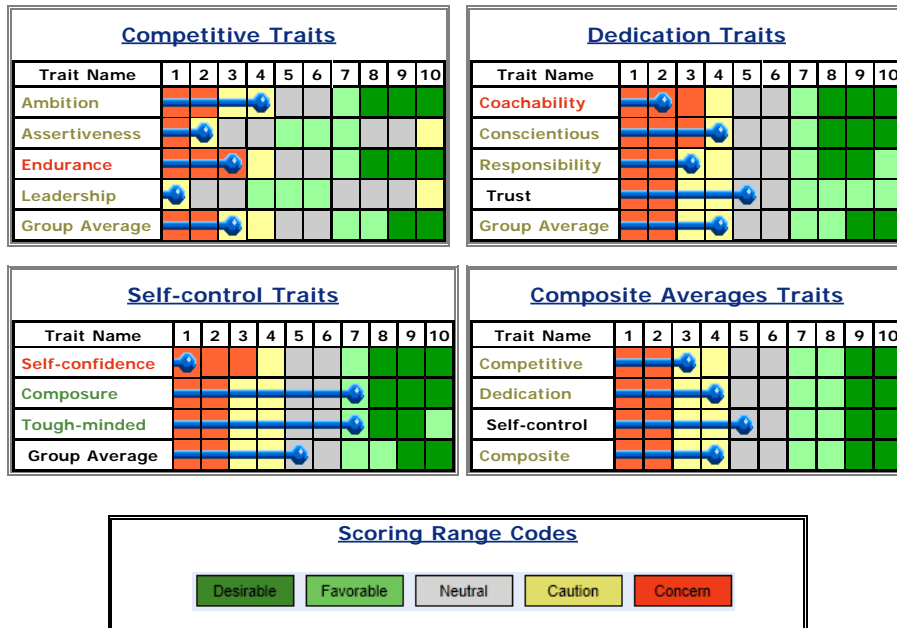


Participant: Michael L Lavenski
 Organization: XYZ Corporation
 Date Prepared: June 27, 2011
 Page: 7 of 14

Winslow Success Profile

Personality Trait Groups

PCS Position: Laundry Worker



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Participant: Michael L Lavenski
Organization: XYZ Corporation
Date Prepared: June 27, 2011
Page: 8 of 14

Position Compatibility Summary Interpretation

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

Desirable Scores: +4	Favorable Scores: +2	Neutral Scores: 0	Caution Scores: -2	Concern Scores: -5
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Participant's Net Score: is the total PCS Score for all eleven Winslow Success Profile Traits. Interpretation: A net score of **"zero" to "plus 7,"** usually indicates an average probability of an average performance. **"Plus 8" to "plus 20,"** usually indicates a noticeably above average performance. Net Scores **above "plus 20,"** indicate outstanding suitability for the position that should result in exceptional performance, unless there are many scores in the Concern Scoring Zones. The higher the Net Score the higher the probability of success, and the more desirable the performance. Conversely, **the lower the Net Score,** the lower the probability of success and quality of performance in this position. These scoring ranges can vary significantly from one organization, location, or department, to another, depending upon the standards of performance, business activity, competition, management, and other factors.

Number of "Concern" Scores: is the total number of trait scores in "Concern" scoring zones. Interpretation: most individuals with **three or more** "Concern" scores do not succeed in this position, or function significantly below average. However, it is important to analyze the "concern" scores and the requirements for your particular position.

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

Trait Group Scores: are the net scores, for all traits in each of the three Personality Trait Groups. Interpretation: A Trait Group **score of "Zero"** usually indicates the probability of an average performance in situations requiring these traits. A Trait Group score of **minus four or greater,** indicates that the influence of these traits will lower the participant's probability of success and/or significantly diminish his/her performance in those situations.

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

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

Special Considerations:

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



Participant: Michael L Lavenski
 Organization: XYZ Corporation
 Date Prepared: June 27, 2011
 Page: 9 of 14

Winslow Success Profile Position Compatibility Summary

PCS Position: Laundry Worker

Competitive Traits

Ambition: 4 = -2
 Assertiveness: 2 = -2
 Endurance: 3 = -5
 Leadership: 1 = -2
 Group Total: -11

Dedication Traits

Coachability: 2 = -5
 Conscientious: 4 = -2
 Responsibility: 3 = -2
 Trust: 5 = 0
 Group Total: -9

Self-control Traits

Self-confidence: 1 = -5
 Composure: 7 = +2
 Tough-minded: 7 = +2
 Group Total: -1

Position Summary Data

Desirable: 0	Competitive: -11	Participant's Net Score: -21
Favorable: 2	Dedication: -9	Key Characteristics: -14
Neutral: 1	Self-control: -1	
Caution: 5		Objectivity: 27 of 30
Concern: 3		Accuracy: 30 of 30

Scoring Range Codes

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

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Participant: Michael L Lavenski
Organization: XYZ Corporation
Date Prepared: June 27, 2011
Page: 10 of 14

Competitive Traits

Ambition (Score: 4 = Below Average)

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

Assertiveness (Score: 2 = Low)

This is a very humble person who exhibits a great deal of submissiveness in his interactions. He does not believe that assertiveness is important, and as a result, he allows others to take the offensive in competitive situations. Because he tends to wait for things to happen, more assertive individuals often take advantage of him. He has no desire to debate issues, assert control over others, or persuade others. It is difficult for him to express opinions, especially when they conflict with the views of others. As a result, he hesitates to speak out, even when he knows he should. It is quite possible that his passivity and reluctance to assert himself are impeding his career success, opportunities for advancement and personal happiness.

Endurance (Score: 3 = Below Average)

In many situations, this participant does not put forth as much physical effort and persistence as most people. He is an individual who prefers to avoid situations that require sustained effort, and often gives up too easily. When he encounters obstacles or problems, he is inclined to seek assistance, abandon the project, or procrastinate, rather than follow through to completion. It is possible that physical ailments or emotional fatigue may be preventing him from putting in as much time, energy and persistence as others. However, the cause is more likely to be a lack of ego or personal involvement, complacency, boredom, or burnout. When involved in projects or activities he likes, however, he will be more energetic and persistent than described.



Participant: Michael L Lavenski
Organization: XYZ Corporation
Date Prepared: June 27, 2011
Page: 11 of 14

Dedication Traits

Leadership (Score: 1 = Low)

This individual has relatively little desire to direct others or to control his environment, and almost never willingly assumes such responsibility. If he does seek or accept a position of authority it will be for reasons other than his desire to manage or control others. When placed in positions of leadership, he most likely will lead by example or consensus, rather than by actively controlling the group. It takes him some time to attain any level of comfort in a leadership role. Because he is so willing to allow others to lead, it is quite possible that he is easily dominated or intimidated by those more forceful. It is not his style to attempt to persuade others to his point of view or to take charge of a situation, and he will be at a disadvantage in competitive situations.

Coachability (Score: 2 = Low)

This person currently has very little respect for managers, the management process and for authority figures in general. He does not believe they can enhance his performance or help advance his career. In fact, he pays little attention to manager's feedback or opinions, and resents their demands. This negative attitude can prevent him from getting the information and advice that could improve his performance. He prefers to make his own decisions, and rarely asks for the opinions of management. When in situations where he thinks his freedom is being curtailed, he may become non-conforming and even defiant. Group friction may result because he disregards authority and has little respect for those who do.

Conscientious (Score: 4 = Below Average)

This person is below average in conscientiousness. He tends to be rather self-centered and more concerned about his own interests than his obligations to others. Doing things according to the rules and following regulations can be difficult for him. He tends to respect organizational guidelines only when they make sense to him. He can justify bending or breaking rules by thinking they are unfair, do not apply to him, or that violating them once will not matter. There are instances in which responsibility concerns him, but he is not usually motivated by a sense of duty. As a result, he can be casual in meeting commitments to his organization, managers, and coworkers. In these and other situations he probably rationalizes his self-centered behavior.



Participant: Michael L Lavenski
Organization: XYZ Corporation
Date Prepared: June 27, 2011
Page: 12 of 14

Self-control Traits

Responsibility (Score: 3 = Below Average)

This person tends to avoid accepting full responsibility for the consequences of his words and actions. When something goes wrong, he usually assumes that someone else is at fault, and is less likely to look at himself. While he will accept responsibility if something is clearly his fault, he is not prone to guilt. When there is a question as to who made an error, he will rarely step forward. When he makes mistakes, he is quick to recover, and they usually will not overly upset him. He may also find it difficult, or unnecessary, to apologize for his mistakes or shortcomings. His natural reaction when confronted with criticism, is to rationalize, be defensive, or blame others. His diminished responsibility could impair his ability to learn from errors and mistakes.

Trust (Score: 5 = Average)

This is not a suspicious person, but neither is he one who naively trusts others without question. His level of trust and reaction to others depends upon his past experiences with them, and upon the circumstances involved. In some cases, he is free of jealousy and adapts readily. In others, he may exhibit some suspicion, and find it rather difficult to get along with certain people. Although he is fairly open and unguarded, he does not tend to rush into new relationships. He gets along well with most coworkers and is unlikely to become involved with factions that could disrupt group unity. The defensiveness he exhibits in relationships is also average. In most situations, his interpersonal interactions should be open and free of suspicious tendencies.

Self-confidence (Score: 1 = Low)

This individual questions whether he has the knowledge, skills, and ability to be successful in his career. While he may be self-assured in some areas, he has little confidence in his overall ability. Unexpected situations upset him and he does not like to express feelings or opinions to others. Because he is a worrier, he spends a great deal of time brooding, and can become quite moody and anxious. He does not have much faith in his ability to cope with problems, and becomes discouraged easily. It is difficult for him to feel accepted in most groups, or to feel free to participate. Because he underestimates his abilities, he can be easily intimidated by others. He does not appreciate the capabilities he has and does not take pride in his accomplishments.



Participant: Michael L Lavenski
Organization: XYZ Corporation
Date Prepared: June 27, 2011
Page: 13 of 14

Self-control Traits

Composure (Score: 7 = Above Average)

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

Tough-minded (Score: 7 = Above Average)

This is a tough-minded, rather than sensitive person, who does not dwell on disappointments, setbacks, or physical ailments. He can work for demanding supervisors, accept forceful management, and bounce back quickly from harsh criticism. Even after a major disappointment, he is strong enough to continue, rather than be overwhelmed. He has the capacity to accept negative feedback without feeling hurt, and can deal with his limitations without undue anxiety. Although he feels accepted by most others, he does not depend on them for support or reassurance. Even when there are distractions or inconveniences, he is able to keep focused on the tasks at hand, remain logical in his methods of operating, and achieve realistic solutions.



Participant: Michael L Lavenski
 Organization: XYZ Corporation
 Date Prepared: June 27, 2011
 Page: 14 of 14

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.

Ambition

Ambitious, enterprising, industrious, goal oriented, striving. The desire or need to win, to achieve, and to be successful; desires to attain personal excellence; responds positively to competitive situations; aspires to accomplish difficult tasks; sets and maintains high goals.

Endurance

Energetic, persistent, relentless, enduring, dedicated. Willingness to put forth the physical effort necessary to be successful; is persistent and unrelenting in work habits; practices long and hard; works on skills until exhausted; works independently; does not give up easily on problems.

Self-confidence

Secure, poised, self-assured, confident, self-reliant. The belief that one has the knowledge and ability required to be successful; has an unfaltering trust in self; feels sure of abilities and skills; handles unexpected situations well; makes decisions with assurance; is quick to express beliefs, ideas and opinions to managers and coworkers.

Tough-minded

Resilient, self-reliant, tough-minded, durable, unsentimental. The ability to accept strong criticism and set-backs without functioning less effectively; does not become easily upset; does not need excessive praise or encouragement from managers; recovers quickly when things go wrong.

Conscientious

Exacting in character, dominated by sense of duty, faithful. Willingness to do things according to rules; will not attempt to bend the rules to suit personal needs; places obligations made to others before their own personal preferences; will not attempt to take advantage of others; moralistic.

Trust

Confiding, unsuspicious, ready to forget difficulties, unwary. Acceptance of, and belief in, people; believes what managers and coworkers say; is free of jealous tendencies; tends to get along well with most people; pliant to changes; gullible.

Assertiveness

Aggressive, persuasive, competitive, opinionated, stubborn. Believes that assertiveness is crucial to success; tends to be opinionated and to take the offensive; takes an assertive approach and makes things happen; enjoys debates and will not allow others to take advantage; may seek to get even.

Leadership

Directing, authoritative, influential, domineering, controlling. Desires to influence or direct others; assumes the role of leader naturally and spontaneously; enjoys the responsibility and challenge of being a leader; attempts to control the environment; makes decisions and expresses opinions in a forceful manner.

Composure

Calm, emotionally stable, mature, unruffled, faces reality. The capability to maintain composure during stressful situations; can face stress in a calm, objective manner; rarely allows feelings to effect performance; is not easily discouraged, depressed, or frustrated by problems.

Coachability

Compliant, responsive to advice, obliging, cooperative. Has respect for managers and the coaching process; considers coaching essential to success in careers; is receptive to managers' advice and direction.

Responsibility

Culpable, accountable, amenable, duty-bound, guilt-prone. Acceptance of responsibility for the consequences of one's actions, including mistakes; accepts blame and criticism, even when not deserved; receptive to constructive criticism; may dwell on mistakes and impose self-punishment.

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