



**Participant:** Michael L Lavenski  
**Organization:** XYZ Corporation  
**Date Prepared:** June 27, 2011  
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## 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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## 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.



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### **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.



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### 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.



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## **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.



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## Trait Descriptions

In this section, each of the eleven personality 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 personality, this section describes the traits individually. By considering what they mean individually, you will 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 interrelationship of the traits, each of the eleven traits is included in one of three Trait Groups. The traits in each group have the most influence on one another, even though some may also influence traits in other trait groups:

**Competitiveness Traits** indicate your level of competitiveness, goal orientation, assertiveness, leadership and desire to be successful in your career and personal lifestyle.

**Self-Control Traits** reflect your emotional composure, self-confidence, ability to cope with stress, and to function normally in stressful situations.

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

Keep in mind that the trait descriptions explain how most individuals with a score similar to the one you received would behave. 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.

In summary, how you manifest each trait depends upon your scores on the other traits, your career and particular lifestyle. However, to describe your traits independently, we must assume that your scores on all other traits are average (scores of forty to sixty percent) and therefore, not influential. This method of isolating traits is necessary if you are to understand the influence each trait has on your general behavior.



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## Competitive Traits

### Ambition (Score: 4 = Below Average)

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.

### Assertiveness (Score: 2 = Low)

As a very humble person, you exhibit a great deal of submissiveness in your interactions. You do not believe assertiveness is important, and as a result, allow others to take the offensive in competitive situations. Because of your tendency to wait for things to happen, more assertive individuals can take advantage of you. You also have no desire to influence the opinions of others or to force your ideas upon them. You readily accept the leadership of others, support their positions and are quite willing to allow them to direct your activities. You hesitate to speak out, even when you know you should, and it is difficult for you to express opinions, especially when they conflict with the views of others. You usually do not debate issues or try to enforce your point of view, since you consider these experiences to be unpleasant. As a non-aggressive, mild-tempered, forgiving person, you do not want to get involved in arguments. Rarely, if ever, do you quarrel with others, and you dislike the role of antagonist. As a result, you probably do everything possible to avoid conflict and disagreements. Occasionally, more aggressive individuals could interpret your desire to avoid hostility as a sign of weakness, and therefore attempt to take advantage of you. It is possible that your passivity and reluctance to assert yourself is impeding your career success and personal happiness.





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## Competitive Traits

### Endurance (Score: 3 = Below Average)

Because your endurance is low, you do not usually put forth as much physical effort and persistence as most people. You are an individual who prefers to avoid situations and projects that require sustained energy and effort. When you encounter an obstacle or problem you are inclined to seek assistance, abandon the project, or procrastinate, rather than follow through to completion. You are not persistent in the face of difficulty, and often give up too easily. It is possible that physical ailments or emotional fatigue are preventing you from putting in as much time, energy and persistence as most people. However, the cause is more likely to be a lack of personal involvement, complacency, boredom or burnout. When involved in certain projects or activities you like, you will be more energetic and persistent. However, you do not typically put forth the physical effort of which you are capable. You tend to avoid projects that require you to put in extra hours or extra effort. You may also find yourself not achieving as much as coworkers who are willing to put forth extra effort, and as a result, may not advance rapidly in your career. Your endurance will be higher than described if you scored high in the traits of Ambition, Assertiveness, Recognition, Conscientiousness and/or Coachability.

### Leadership (Score: 1 = Low)

You have relatively little, if any, desire to control your environment or to direct others, and almost never assume such responsibilities. Instead, you prefer to follow the leadership of others rather than be the leader, and will avoid situations in which you might be placed in leadership roles. You do not enjoy managing work situations or directing social activities, and you do not think that others perceive you to be a leader. If you do seek or accept positions of authority, it will be for motivations other than the desire to manage or control others. When in positions of leadership, you prefer to lead by example or consensus, rather than actively direct or dominate the group. It also takes considerable time and effort for you to attain any level of comfort in leadership positions. Because you are so willing to let others take charge, it is quite possible that you are easily dominated, and perhaps even intimidated, by more forceful or aggressive individuals. It is also not your style to attempt to persuade others to accept your point of view. In fact, you may even abandon your position on most subjects when confronted by more domineering individuals. While you may take a stand on issues of extreme personal importance, you basically dislike influencing others and prefer to be a team player, or even a bystander, rather than the person in charge.



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## Dedication Traits

### Coachability (Score: 2 = Low)

You currently have very little respect for managers, the management process, and for authority figures in general. You do not believe they can enhance your performance or help advance your career. In fact, you resent the demands managers place upon you. You pay little attention to managers, their feedback or their opinions. Perhaps this attitude is based on prior negative experiences with managers and/or other authority figures. Regardless of the reason, this negative attitude could prevent you from attaining information, advice, and guidance that could significantly improve your performance. It is obvious that you prefer your own decisions, and rarely ask for the opinions of management. You are strongly independent, and believe that you are the best judge of what you need to do. When you think your freedom is being curtailed, you become non-conforming and even defiant. These rebellious tendencies could cause you to be viewed as a poor team member. Group friction could result because you disregard authority and have little respect for those who follow it. It is difficult for you to accept directions and advice, especially from those whom you do not respect. A review of your relationships with current and past managers, organizations, and other authority figures, could provide insight into the root causes of your lack of respect for managers and poor Coachability.

### Conscientious (Score: 4 = Below Average)

Your responses to the assessment indicate that you tend to be rather self-centered, and more concerned about your personal interests than you are about your obligations to others. While there are instances in which you place the welfare of others first, you usually are more concerned about your own priorities. Doing things according to the rules and following regulations can at times be difficult for you. In your career, you may bend or break rules, and will follow guidelines only when they make sense to you or meet your needs. You can justify ignoring policies by thinking that they are unfair, do not apply to you, or that violating them once will not matter. There are instances in which responsibility concerns you, but for the most part, you are not motivated by a sense of duty or commitment. As a result, you tend to be casual in meeting commitments to your organization, managers, coworkers and friends. In these and other situations you probably rationalize your behavior. This desire to be independent of external structure can lead to problems in both personal and career situations. You do not believe that everything is right or wrong, and are more likely to judge each situation from your personal perspective. The concern is that you may be overly self-centered and rationalizing, rather than objective, in dealing with others and in meeting your commitments.



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## Dedication Traits

### Responsibility (Score: 3 = Below Average)

You are an individual who tends to avoid accepting responsibility for the consequences of your words and actions. When mistakes are made or things go wrong, you often assume that someone else is at fault, and not you. You are a person who often believes that the blame and criticism you receive is unjustified, and you are less likely to look at your personal contribution to problems. This does not mean that you will not accept blame when clearly culpable, but that you are more likely to place the responsibility elsewhere. You are not prone to guilt. When you do make mistakes you are quick to recover, and usually do not let them bother you. You may find it difficult or consider it unnecessary to apologize for your mistakes and shortcomings. When you or your group or organization has a setback, you feel relatively little personal responsibility. When criticized, your natural reaction is to rationalize, blame others, or otherwise be defensive. If you also scored low in the traits of Conscientiousness, Coachability and/or Trust, you most likely have a serious deficiency in your willingness to accept responsibility for the consequences of your words and actions. The difficulty that you have in looking honestly at your shortcomings and failures could impair your ability to target areas for career and personal improvement.

### Trust (Score: 5 = Average)

You are not a suspicious person, but neither are you one who naively trusts others without question. Your level of trust and reaction to others depends upon past experiences with them, and upon the circumstances involved. In some cases, you are free of jealousy and adapt readily. In others, you may exhibit some suspicion, and find it rather difficult to get along with certain people. You do, however, assume that most people are honest, and only occasionally are suspicious of their motives. Although you are fairly open and unguarded, you do not tend to rush into new relationships. You get along well with most coworkers and are unlikely to get involved with factions that could disrupt group unity. The defensiveness you exhibit in relationships is also average. Since your past experiences with most people have been favorable, you have only a moderate motivation to be protective. Sometimes, you are on guard with others, but there are also times when you do not feel the need to be defensive. The same holds true when you receive criticism. There are times when you resent someone's comments about you and deny or make excuses for your behavior. Then there are other instances when you accept the criticism, because you believe the intent is to help, rather than insult you. In most situations, your interactions are open and free of suspicious tendencies.



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## Self-control Traits

### Self-confidence (Score: 1 = Low)

You are a person who is very apprehensive about a wide variety of things. While you may have confidence in your abilities in some specific areas, you are relatively unsure of yourself in most situations. You question your knowledge, skills, and ability to be successful in both your career and personal life. Unexpected situations frequently upset you, and you do not like having to express your feelings or opinions to others. More than likely, you worry about many things, spend a great deal of time brooding over situations that occurred, and often become quite moody or anxious. You do not have much faith in your ability to cope with problems, and tend to become easily discouraged. When things go wrong, or even when you think they may, you are inclined to let it affect you in a negative manner. It is rather difficult for you to feel accepted in most groups and to feel free enough to participate. Since you are extremely sensitive to people's disapproval, you fear their criticism, rejection, and possible punishment. Because you underestimate your capabilities, you are easily intimidated by others. These circumstances make it very difficult for you to appreciate the abilities you have, to take pride in your accomplishments, or to recognize your potential for improvement.

### Composure (Score: 7 = Above Average)

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.



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## Self-control Traits

### Tough-minded (Score: 7 = Above Average)

You are a tough-minded rather than sensitive person, who does not dwell on disappointments, setbacks, or physical ailments. You can work for demanding managers, accept forceful coaching, and recover quickly from harsh criticism. After disappointments or negative experiences, you are emotionally resilient and persevere, rather than overwhelmed. You have the capacity to accept rejection and negative feedback without feeling hurt, and can deal with your limitations without undue anxiety. Even when hardships, inconveniences, or distractions are encountered, you are able to stay focused on the tasks at hand. You are usually logical, rather than emotional, in your typical method of operating, and focus on realistic solutions to problems. A definite "no-nonsense" approach characterizes your way of getting things done. Although you feel accepted by others, you do not depend on them for reassurance or support. On occasion, others may see you as rigid, since you do not appear to react to most events in a sensitive manner. Consequently, sensitive people could get the impression you are cold-hearted. Examination of your other trait scores will reveal the possible accuracy of this perception. In essence, your practical, unsentimental approach should enable you to function effectively even in emotionally demanding situations and environments.

(Score: = )



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## 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.



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**Assertiveness** (Score: 2 = Low)

You are a humble person who is submissive in your interactions. You are reluctant to express opinions and do not believe assertiveness is important, or you do not have what it takes to be assertive. **Defining Adjectives:** compliant, obedient, submissive, subservient, humble, retiring, meek. This could be an area of **concern** if your submissive attitude is preventing you from expressing yourself or exercising control over your life. **Related Traits:** Low scores in Self-confidence, Boldness, Tough-mindedness, Ambition, Recognition, Autonomy, Exhibition, and/or Leadership will further reduce your assertiveness. High scores in these same characteristics will enhance your ability to assert yourself.

**Career:** You prefer careers where others are in control. You are reluctant to accept leadership roles. You hesitate to give your group or organization the benefit of your input, and avoid debating to convince others of your point of view. Since most responsible positions require assertiveness, it will be essential if you wish to advance in your career.

**Social:** In social situations, you are content to accept the guidance of your friends, partner, or relatives rather than assert yourself. Rarely, if ever, do you attempt to control social events or the activities of others. As a result, your time and energy may be directed in areas not of your choosing.

**Suggestions:**

1. Initially, avoid risking setbacks from confronting much more assertive persons, however, do not be afraid to take on challenges. Strongly consider reading books on assertiveness and participating in an assertiveness training program.
2. Learning to say "no" on occasion could eliminate many problems for you. This would help prevent you from doing things you know you should not do, or really do not want to do. Try asserting yourself with close friends and relatives in situations that are not threatening.
3. Be alert to recognize those situations in which you now do assert yourself. Concentrate on making your views known and being more forceful in situations in which you would usually be passive, and pay attention to what happens.

**Personal Action Plan:** \_\_\_\_\_  
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**Endurance** (Score: 3 = Below Average)

Your energy level and persistence are very low. You are often unwilling to put forth the physical effort and perseverance required to succeed, and probably have difficulty completing tasks and attaining goals. **Defining Adjectives:** lacking persistence, gives up easily, not determined, easily fatigued, inactive, idle, indolent. This characteristic is a **concern** if your lack of energy or failure to complete tasks prevents you from achieving your maximum potential. **Related Traits:** Low scores in Ambition, Conscientiousness, Recognition, Coachability, Self-confidence, Tough-mindedness, Structure, Autonomy, and/or Responsibility will reduce your Endurance. High scores in these same traits and a high score in Composure will enhance your Endurance.

**Career:** Low Endurance is a concern in your career since you may not be as productive and effective, as your talents would allow. This could raise doubts about your competence in performance evaluations, or when being considered for promotion. It could also be a symptom of job burnout or complacency.

**Social:** This trait may not be as detrimental in personal and social situations. However, failure to fulfill social obligations or to see projects through to completion could disappoint and frustrate your friends and relatives. It is possible that you are avoiding more rigorous endeavors that could both be enjoyable and expand your social horizons.

**Suggestions:**

1. Set a few specific goals for yourself that require a little more energy, time or persistence than you are now putting forth. Stick with these tasks until you reach these goals. Each time you accomplish a goal, set a new one, and make certain it is slightly more physically demanding than the one attained. Feedback and assistance from your manager and others may help.
2. When you encounter obstacles and are tempted to put a task or project aside until later, or to ask others for help, first take a moment to analyze **why** you are procrastinating or otherwise unwilling to face the task. Then make a point of working through the problem, and reward yourself for its successful completion.
3. Low Endurance may indicate a disinterest in your current career or employer. Evaluate your career direction and attitude toward your current organization. Seek feedback from friends and co-workers who will honestly comment on your level of persistence. If your lack of energy is due to fatigue, a physical problem, or "burnout," consider what you might do to address the root problem.

**Personal Action Plan:** \_\_\_\_\_  
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### **Leadership** (Score: 1 = Low)

You have little desire to control your environment or to direct the activities of others. Rather than be the leader, you prefer to follow the leadership of others or to function independently. **Defining Adjectives:** obedient, amenable, follower, compliant, passive, humble, non-domineering. This trait is a potential **concern** because leadership is essential for career advancement and gives direction to many social activities. Such leadership could enable you to take charge of your circumstances and effect positive changes. **Related Traits:** Low scores in Self-confidence, Assertiveness, Boldness, Ambition, Exhibition, and/or Tough-mindedness will reduce your Leadership drive and abilities. High scores in these same traits will enhance your Leadership.

**Career:** There is great demand in all organizations for individuals who are willing and capable of assuming the responsibility of being in charge. Your lack of desire for leadership could limit your opportunities for advancement in your career. Your reluctance to control your environment could also prevent you from attaining positions you may otherwise be qualified. If you are currently in a leadership role, you most likely are not as active a leader as required by most organizations.

**Social:** You are not the kind of person who is interested in directing social functions. This lack of motivation to be socially influential may not be a concern unless it limits or prevents you from participating in activities you would enjoy.

#### **Suggestions:**

1. Your goal does not necessarily have to be to develop primary leadership qualities, but rather to reduce your tendency to allow yourself to be dominated. Pay attention to times when you feel intimidated and try asserting yourself in these situations. Do not be afraid to let others know what you think, or to ask for what you want and note what happens.
2. Analyze the reasons why you are not currently interested in leadership. Could your lack of dominance be influenced by other traits? Awareness of your leadership motivations, or lack thereof, will be helpful in deciding which, if any, types of people you can most effectively manage. Workshops and training in leadership skills may be of assistance.
3. Be willing to accept limited leadership when circumstances permit and monitor your reactions. Being more in control is a skill that can be learned with time and practice. You will feel awkward being more forceful, but you may be surprised by the results.

#### **Personal Action Plan:** \_\_\_\_\_

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### **Coachability** (Score: 2 = Low)

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, irrepensible, uncooperative, unruly. 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. This attitude could negatively influence your relationship with competent managers deserving of your respect. Often, you think 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 behavior caused by this trait to be antagonistic, and consider you difficult to get along with.

#### **Suggestions:**

1. 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?
2. 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.
3. Possibly your current manager's experience and insight could 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:** \_\_\_\_\_

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### **Responsibility** (Score: 3 = Below Average)

It is difficult for you to accept responsibility for the consequences of your words and actions. You assume that others are at fault and may become defensive when mistakes are brought to your attention. **Defining Adjectives:** irresponsible, unreliable, indifferent, careless, inconsiderate, neglectful, undependable. This trait is a potential **concern** because it prevents you from objectively accepting responsibility for your errors, and learning from them. **Related Traits:** Low scores on the traits of Conscientiousness, Recognition, Trust, Coachability, Self-confidence, Tough-mindedness, Flexibility, Boldness, and/or Contentment will further diminish your Responsibility. High scores in these characteristics will enhance your willingness to accept Responsibility for your words and actions.

**Career:** It is difficult to improve performance in your career if you do not recognize the mistakes you make and the need to do things differently. Co-workers and managers tend to resent individuals who deny responsibility for their words and actions. They do not want the negative interaction of trying to convince you that you did something inappropriate, and instead, will tend to avoid you.

**Social:** Failure to accept responsibility in your personal life can place a strain on relationships. Most individuals resent those who are irresponsible, and question their honesty and integrity. A willingness to share responsibility unites individuals, while denial causes distention.

#### **Suggestions:**

1. The first step in growth is to acknowledge that something is wrong and needs to be improved or changed. There is little motivation to change your behavior or actions if you are convinced you did not do anything wrong. Therefore, to improve you must first acknowledge that you need to change something.
2. Keep in mind, your strong tendency to deny responsibility and to rationalize your behavior. Develop the discipline to listen attentively when criticized or when others present constructive suggestions for your improvement. Then, objectively explore the possibility they are correct, rather than deny or ignore these opportunities to learn and grow.
3. Ask your manager, co-workers, spouse and friends to point out situations in which they perceive you are not accepting responsibility for your actions. Maintain objectivity when receiving their input and be on guard to avoid becoming defensive or rationalizing.

#### **Personal Action Plan:** \_\_\_\_\_

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**Self-confidence** (Score: 1 = Low)

You are a person who is apprehensive about a wide variety of things. You question your skills, knowledge and ability to be successful in your career and personal life. **Defining Adjectives:** apprehensive, insecure, indecisive, unsure, timid, uncertain, worrying, possibly discouraged. This characteristic is an area of **concern** because you apparently do not appreciate, or effectively utilize, the assets you possess. Instead, you tend to focus on your weaknesses and the negative aspects of your life. **Related Traits:** Low scores in the traits of Autonomy, Contentment, Composure, Boldness, Assertiveness, Tough-mindedness, Control, and/or Flexibility will further reduce your Self-confidence. High Scores in these same characteristics will serve to enhance your Self-confidence.

**Career:** It is difficult to function effectively in a responsible position when one questions one's own knowledge, skills and abilities. Insecure, anxious people find it hard to concentrate on their work, to learn new things and to perform successfully. The quality of your work and your production may be lower than your potential because of your hesitancy to act confidently.

**Social:** While some people enjoy helping those in need, most people tend to avoid individuals who are apprehensive, moody and anxious. More social activity could increase your confidence and provide relief from worry, particularly in those areas where your interest is high and you feel most comfortable.

**Suggestions:**

1. Since Self-confidence is a crucial trait for success, building your Self-confidence should be your primary goal. Take time to objectively make an inventory of your knowledge, skills, experiences, accomplishments and other assets. Ask close friends and relatives to assist you in analyzing the assets you currently possess. Talk with your managers and co-workers, and ask them for feedback on your assets and strengths.
2. Set some realistic career and personal goals for yourself. Focus on slow, steady improvement, rather than setting goals that are so high you may frustrate yourself. When you succeed, give yourself credit for what you accomplished, and do not be afraid to share with others what you have done.
3. Concentrate on your assets, rather than any liabilities you may have. Keep your problems in perspective, rather than focusing on your shortcomings. Do not worry about minor problems, nor allow major ones to overwhelm you and make you feel helpless.

**Personal Action Plan:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



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## 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.



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## Winslow Success Profile Personality Trait Groups

PCS Position: Laundry Worker

| Competitive Traits |   |   |   |   |   |   |   |   |   |    |
|--------------------|---|---|---|---|---|---|---|---|---|----|
| Trait Name         | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Ambition           |   |   |   |   |   |   |   |   |   |    |
| Assertiveness      |   |   |   |   |   |   |   |   |   |    |
| Endurance          |   |   |   |   |   |   |   |   |   |    |
| Leadership         |   |   |   |   |   |   |   |   |   |    |
| Group Average      |   |   |   |   |   |   |   |   |   |    |

| Dedication Traits |   |   |   |   |   |   |   |   |   |    |
|-------------------|---|---|---|---|---|---|---|---|---|----|
| Trait Name        | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Coachability      |   |   |   |   |   |   |   |   |   |    |
| Conscientious     |   |   |   |   |   |   |   |   |   |    |
| Responsibility    |   |   |   |   |   |   |   |   |   |    |
| Trust             |   |   |   |   |   |   |   |   |   |    |
| Group Average     |   |   |   |   |   |   |   |   |   |    |

| Self-control Traits |   |   |   |   |   |   |   |   |   |    |
|---------------------|---|---|---|---|---|---|---|---|---|----|
| Trait Name          | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Self-confidence     |   |   |   |   |   |   |   |   |   |    |
| Composure           |   |   |   |   |   |   |   |   |   |    |
| Tough-minded        |   |   |   |   |   |   |   |   |   |    |
| Group Average       |   |   |   |   |   |   |   |   |   |    |

| Composite Averages Traits |   |   |   |   |   |   |   |   |   |    |
|---------------------------|---|---|---|---|---|---|---|---|---|----|
| Trait Name                | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Competitive               |   |   |   |   |   |   |   |   |   |    |
| Dedication                |   |   |   |   |   |   |   |   |   |    |
| Self-control              |   |   |   |   |   |   |   |   |   |    |
| Composite                 |   |   |   |   |   |   |   |   |   |    |

**Scoring Range Codes**

Desirable
Favorable
Neutral
Caution
Concern

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### 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 |
|----------------------|----------------------|-------------------|--------------------|--------------------|

**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.



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## Winslow Success Profile Position Compatibility Summary

PCS Position: Laundry Worker

| <u>Competitive Traits</u> | <u>Dedication Traits</u> |
|---------------------------|--------------------------|
| Ambition: 4 = -2          | Coachability: 2 = -5     |
| Assertiveness: 2 = -2     | Conscientious: 4 = -2    |
| Endurance: 3 = -5         | Responsibility: 3 = -2   |
| Leadership: 1 = -2        | Trust: 5 = 0             |
| <b>Group Total: -11</b>   | <b>Group Total: -9</b>   |

| <u>Self-control Traits</u> |
|----------------------------|
| Self-confidence: 1 = -5    |
| Composure: 7 = +2          |
| Tough-minded: 7 = +2       |
| <b>Group Total: -1</b>     |

| <u>Position Summary Data</u> |                  |                              |  |
|------------------------------|------------------|------------------------------|--|
| 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           |  |

| <u>Scoring Range Codes</u> |                     |                  |                   |                   |
|----------------------------|---------------------|------------------|-------------------|-------------------|
| Desirable Score: +4        | Favorable Score: +2 | Neutral Score: 0 | Caution Score: -2 | Concern Score: -5 |

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## 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.



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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.



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### 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.



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### 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:

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Discovery Bay, California

Winslow Report Authors:  
Denis Waitley, Ph.D.,  
J. Michael Priddy, Ph.D.  
Joan L. Francis, M.A.  
Bruce C. Ogilvie, Ph.D.  
Thomas W. Harrell, Ph.D.

Personal Development Report Authors\*  
Thomas A. Tutko, Ph.D.,  
Jack Fleming, Ph.D.,  
Ben N. Ard, Ph.D.  
Michael Dansker, Ph.D.,  
Leland P. Lyon, M.A.

\* Some of the text in the Winslow Reports 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



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## 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, unsuspecting, 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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