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Organization: XYZ Corporation
Date Prepared: August 15, 2011
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The Winslow Discovery Profile Report

Participant: Sarah Roberts

Organization: XYZ Corporation

Location: Headquarters

Department: All Participants

Profile Date: August 15, 2011

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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.



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Introduction

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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.



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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.



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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 two 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.



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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

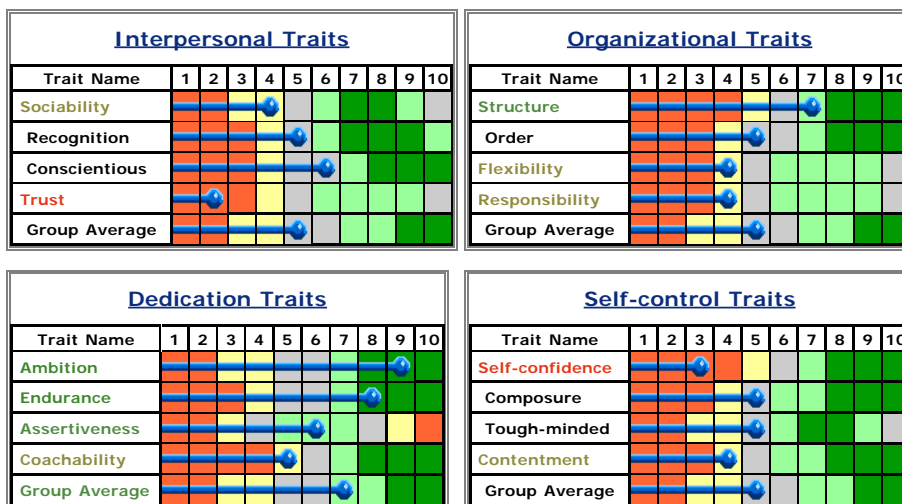
This individual understood the questions and experienced no difficulty in accurately completing the questionnaire. Consequently, this Report should be an accurate description of his/her behaviors and attitudes.



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Winslow Discovery Profile Personality Trait Groups

PCS Position: Human Resources Coordinator



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
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Participant's Net Score: is the total PCS Score for all sixteen Personal Dynamics Traits. Interpretation: A net score of **"zero" to "plus 10,"** usually indicates an average probability of an average performance. **"Plus 11" to "plus 25,"** usually indicates a noticeably above average performance. Net Scores **above "plus 25,"** indicate outstanding suitability for the position that should result in exceptional performance, unless there are many scores in the Concern Scoring Zones. The higher the Net Score the higher the probability of success, and the more desirable the performance. Conversely, **the lower the Net Score,** the lower the probability of success and quality of performance in this position. However, these scoring ranges can vary significantly from one organization, location, or department, to another, depending upon the standards of performance, business activity, competition, management, and other factors.

Number of "Concern" Scores: is the total number of trait scores in "Concern" scoring zones. Interpretation: Most individuals with **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: is the total number of trait scores in each of the five Scoring Zones. 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 six or greater,** indicates that the influence of these traits will lower the participant's probability of success and/or significantly diminish his/her performance in those situations.

Key Characteristics: is the total PCS Score for the first three traits, in the four Trait Groups. These traits are usually the most influential, and therefore, identified as Key Characteristics. Interpretation: **The higher this score, the higher the probability of success** and the desirable level of performance. This score helps to distinguish between participants with identical or similar Net Scores.

Special Considerations:

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



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Winslow Discovery Profile Position Compatibility Summary

PCS Position: Human Resources Coordinator

Interpersonal Traits

Sociability: 4 = -2
 Recognition: 5 = 0
 Conscientious: 6 = 0
 Trust: 2 = -5
 Group Total: -7

Organizational Traits

Structure: 7 = +2
 Order: 5 = 0
 Flexibility: 4 = -2
 Responsibility: 4 = -2
 Group Total: -2

Dedication Traits

Ambition: 9 = +4
 Endurance: 8 = +4
 Assertiveness: 6 = +2
 Coachability: 5 = -2
 Group Total: +8

Self-control Traits

Self-confidence: 3 = -5
 Composure: 5 = 0
 Tough-minded: 5 = 0
 Contentment: 4 = -2
 Group Total: -7

Position Summary Data

Desirable: 2	Interpersonal: -7	Participant's Net Score: -8
Favorable: 2	Organizational: -2	Key Characteristics: +3
Neutral: 5	Dedication: +8	
Caution: 5	Self-control: -7	Objectivity: 28 of 30
Concern: 2		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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Interpersonal Traits

Sociability (Score: 4 = Below Average)

This participant is more reserved than outgoing when interacting with others. Friendship and interpersonal interaction are of minor importance to her. Activities requiring her to be among people, particularly strangers, are of little interest to her. Career situations that demand constant interaction with others cause her to be uncomfortable unless she knows and likes the people involved. She is more comfortable in situations that allow her to work with things rather than people. When relating to some individuals, she can be indifferent, secretive, and perhaps even cantankerous. This trait causes her to be slow at making friends, and she does not work at maintaining the few friends she has. She wants the option of interacting with whom she chooses.

Recognition (Score: 5 = Average)

Most individuals enjoy a certain amount of recognition and praise in their day-to-day activities. This individual is average in her desire to have others respect her and to hold her in high esteem. While she will not usually go to great lengths to have others recognize her, recognition and approval from particular people, in certain circumstances, are important to her. Her need for recognition will vary depending upon the individuals and circumstances involved. Most likely, she will behave in a socially acceptable manner, and usually her words and actions will not offend most people. If she does not receive praise and recognition for doing something exceptional it will bother her in some cases, but not in all, and she will not dwell on it.

Conscientious (Score: 6 = Average)

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



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Organizational Traits

Trust (Score: 2 = Low)

This person finds it very difficult to trust people, and frequently suspects the motives of others. People do not seem, to her, to be open and honest. She often thinks that others do not mean what they say, and that they intend to deceive or take advantage of her. Because she is so guarded in her interactions, she tends to reject information and advice that could be valuable. Her communications are impacted by her suspiciousness, since she frequently withholds information. As a result, it is difficult for her to cooperate fully, to communicate openly, or to let her guard down in most interpersonal situations. In group activities, she can become resentful, hostile and jealous, especially if there is friction. If there is a split in the group, she is quick to take sides.

Structure (Score: 7 = Above Average)

This person has the ability to organize her thinking and to make decisions based on facts rather than intuition. Since structure and organization are important to her, she strives to do things correctly. In her career, she values efficiency and will develop systematic procedures for most projects and activities. She prioritizes tasks and systematically does first things first. This structure also provides the discipline to focus on her objectives regardless of the obstacles encountered, and to come up with practical solutions to problems. When making decisions, she is quite thorough and spends more time than most gathering and checking information. Her structured approach may, at times, cause her to be somewhat compulsive and inflexible.

Order (Score: 5 = Average)

When it comes to organizing her environment and the objects in it, this person has an average degree of orderliness. In some areas, she organizes things well; in others, she is less systematic. While she may have methods and systems for keeping things organized, she is not motivated to adhere to them meticulously. In her career, she recognizes the need to have a place for everything and to keep everything in its place, but is not obsessed by the need for orderliness. The more important the environment or the possession is to her, the more likely she is to put forth the time and effort to keep it neat and orderly. In general, she is content with the degree to which she keeps things in order, and any lack of order should not create major problems for her.



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Dedication Traits

Flexibility (Score: 4 = Below Average)

This participant is rather slow to accept change and would prefer that most things stay as they are. She is content with the routine of patterned activities and is not motivated to change, even when new ways would be more efficient. She does not readily seek out new experiences, is slow to adapt, and is reluctant to try new things. She also resists changing opinions, even when given the facts to justify such change. Although she resists most changes, she will accept innovations if presented by those she trusts, or if convinced they are practical. She is most receptive to change when she contributes to, or initiates it. While she will stick with projects for extended periods, she may become easily upset by unexpected developments or changes, and be slow to adjust.

Responsibility (Score: 4 = Below Average)

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

Ambition (Score: 9 = High)

This is an exceptionally ambitious individual who considers it very important to be successful in almost all activities she undertakes. Because her aspirations are exceptionally high, she is motivated to pursue goals until they are accomplished. Success in competitive situations is a major source of her personal satisfaction and self-esteem. The more competitive the situation, the more enjoyable and important it will be to her. The desire to achieve and to be successful in her career is exceptionally strong. She is likely to set very high standards for herself, and expects others to do likewise. She continually strives for even greater accomplishments in order to reach her maximum potential. Once accomplishments are met, she will set even loftier goals.



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Dedication Traits

Endurance (Score: 8 = Above Average)

This person is more willing than most to put forth the physical effort and persistence required to complete most tasks. It would be uncharacteristic for her to leave a project prior to completion. In both career and personal activities, she can be relied upon to do her fair share. You can count on her to meet deadlines, even if it means putting in extra time and effort to get the job done. Because accomplishment is important to her, she follows through with plans, sticks with assigned tasks, and strives to reach goals. The demands of hard work do not discourage her, and she will voluntarily devote extra effort to increasing her knowledge and perfecting her skills. She does not give up easily, and will not require monitoring by her manager to put forth her best effort.

Assertiveness (Score: 6 = Average)

When compared with others, this person is average in Assertiveness. Sometimes she makes things happen, but usually she reacts to the actions of others. She has a moderate willingness to be assertive to achieve success, but this is not a dominant force in her life. While she can be somewhat assertive, she can also, depending upon the situation, be submissive. Rarely will her assertiveness bring her into conflict with others. While she is usually comfortable expressing her opinions, she does not insist that everyone accept her position. If the issue is unimportant to her, she will give way and willingly conforms to the group's behavior. The more comfortable she feels in her environment and the better she knows the people involved, the more assertive she will be.

Coachability (Score: 5 = Average)

This individual has an average degree of respect for managers and the management/coaching process. For the most part, she is open-minded about managers and the value of their advice and supervision. She usually accepts direction and suggestions, but may occasionally question a manager's authority, methods, or advice. This questioning behavior is more likely if she scores high in Autonomy, and/or does not have much respect for the particular manager involved. In general, the manner in which she responds to supervision will depend upon the particular individuals and situations involved, since she is neither a rebel nor a blind follower. A review of her attitude towards previous managers should reveal how coachable she will be in the future.



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Self-control Traits

Self-confidence (Score: 3 = Below Average)

This participant is less confident and more apprehensive than the average person. She is unsure of her abilities, and usually does not expect to perform well. She questions whether she has the knowledge, skills and ability to function successfully, and is very sensitive to the disapproval of others. She is uncomfortable with the unexpected, has difficulty expressing herself, and is easily intimidated. She may not feel accepted in groups and tends to refrain from participating. When things are important to her, she may worry about them to the point that her performance is impaired. She can become moody and anxious about relatively minor problems that others would ignore. When situations do not proceed as she would like, she may become discouraged.

Composure (Score: 5 = Average)

This individual's ability to control her emotions in stressful situations is average in comparison to others. Under normal circumstances, the degree of tension or relaxation she experiences is also average. While she may be nervous before important activities or become upset by negative events, her feelings do not usually interfere with her concentration or ability to perform. She can cope with moderately stressful situations without them negatively influencing her performance. However, very stressful circumstances could cause her to lose control and become anxious, angry or distressed. In these situations she could make mistakes, unproductive decisions, or otherwise not function at her best. Her negative reactions should not be extreme or long-lasting.

Tough-minded (Score: 5 = Average)

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



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Self-control Traits

Contentment (Score: 4 = Below Average)

While she may be content in some aspects of her career and personal life, this individual's responses to the assessment indicate she is dissatisfied with most. While it is possible that these unhappy circumstances are temporary, they may well represent more long-term conditions. Possibly one negative event is causing her to be discontented in other areas of her life. Some individuals who are unhappy surrender to their situation, and do not recognize opportunities to change their circumstances. Others will do whatever is required to achieve happiness, no matter how difficult the task or how long it takes. This person needs to analyze her problems, set goals, plan action, and take the steps required to achieve personal contentment.

(Score: =)



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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.

Interpersonal Traits

Sociability

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

Recognition

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

Conscientious

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

Trust

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

Organizational Traits

Structure

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

Order

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

Flexibility

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

Responsibility

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

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Trait Definitions

(Descriptions of High Scores)

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Dedication Traits

Ambition

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

Endurance

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

Assertiveness

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

Coachability

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

Self-control Traits

Self-confidence

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

Composure

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

Tough-minded

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

Contentment

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

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