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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

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

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

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

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

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

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

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

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

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



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Interpersonal Traits

Sociability (Score: 4 = Below Average)

Your tendency is to be more introverted than extroverted, and consequently you prefer to work with projects and things rather than people. Because you are more interested in activities you can do on your own, or with at least with a few people you know very well, you usually avoid most activities that involve groups. You are more reserved than most when interacting with others. In most instances, you prefer to refrain from social activities and avoid joining groups solely to socialize. Career situations which demand constant association with others cause you to be uncomfortable, unless you know and like the people involved. You are uneasy in the company of strangers, warm up slowly to them, and prefer to remain in the background. Therefore, career and personal activities which require you to interact frequently with strangers are unpleasant, and hold little interest for you. You want to be able to choose the people you deal with and to deal with them on your own terms. Since you prefer to associate with only a limited number of people, some may think you are unsociable, aloof and distant. When relating to some, you may be seen as indifferent, secretive, or inflexible. This characteristic causes you to be slow at making friends, and possibly not motivated to maintain the friendships you have.

Recognition (Score: 5 = Average)

Most individuals enjoy a certain amount of recognition and praise in their day-to-day activities. You are average in your desire to have others respect you and to hold you in high esteem. You do not usually go to great lengths to have others recognize you. However, receiving approval and recognition from particular people, in certain circumstances, is important to you. In other situations, with other people, it does not overly concern you. Your need for recognition varies depending upon the particular individuals and circumstances involved. There are some people whom you desire admiration from, while in other circumstances, you do not care what they think of you. This trait also influences your behavior in meeting the expectations of others and your behaving in a proper manner. As a result of this trait, some people probably consider you to be well behaved, while others may think you are somewhat of a non-conformist. It is most likely you will behave in a socially acceptable manner and your words and actions will not offend people in most circumstances. If you do not receive praise for doing something exceptional it will bother you in some cases, but not in all. In summary, your internal need to meet the expectations of others and to have them think you are a socially acceptable person is similar to most others.



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Interpersonal Traits

Conscientious (Score: 6 = Average)

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

Trust (Score: 2 = Low)

You find it very difficult to trust people, and frequently suspect the motives of others. As a rule, you do not consider most people to be honest and trustworthy. You usually think people do not mean what they say, and worry that they intend to deceive or take advantage of you. Because you are so guarded in your interactions, you frequently reject information and advice which could be valuable. Your communication is also influenced by your suspiciousness, since you often withhold information. Since it is difficult for you to communicate openly, you rarely share your true feelings with most people. You are not candid because you are concerned about what others will do with the information you give them. As a result, you do not let your guard down in most situations, either in your career or personal life. In group activities, you find it difficult to cooperate, and tend to become resentful, especially if there is friction. When there is conflict, you are quick to take sides, because you do not have faith in a group's ability to resolve problems. Since you insist on getting your point across and are quick to take offense, others may see you as being oppositional. This characteristic also causes you to be jealous of others, which further reduces teamwork and good interpersonal relationships. This attitude is confirmed, and will be magnified, if you also scored low in Conscientiousness.



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Organizational Traits

Structure (Score: 7 = Above Average)

Your ability to organize your thinking and to make decisions based on facts, rather than intuition, is above average. Structure and organization are important to you, and you strive to use correct information in your career and personal activities. In your career, you value efficiency and develop systematic procedures for most projects and activities. You prioritize tasks and systematically do first things first. This structure also provides the discipline to focus on objectives regardless of the obstacles encountered, and to come up with practical solutions to problems. For example, you have the discipline to stick with most challenging projects such as smoking cessation, weight reduction, or physical conditioning programs. As a precise person, your tolerance for ambiguity and uncertainty is relatively low, and you do not leave many questions unanswered. When information is incomplete or inaccurate, it bothers you until you are confident it is complete. When making decisions, you are thorough and spend more time than most people gathering information and checking the facts. You will also take the time necessary to attain quality, but will not waste time by being compulsive. Although you are not necessarily a perfectionist, your level of cognitive structure and desire for accuracy and precision should be ideal in most career and personal situations.

Order (Score: 5 = Average)

You have an average degree of orderliness when it comes to organizing your environment and the objects in it. In some areas, you take the time required to organize things well, in others, you are less systematic. While you may have methods and systems for keeping things organized, you are not motivated to adhere to them meticulously. In your career, you recognize the need to have a place for everything and to keep everything in its place, but are not obsessed by the need for orderliness. In regards to keeping personal effects and surroundings neat and orderly, you are not messy or cluttered, but neither are you especially orderly. Situations that require extreme orderliness and perfection could be frustrating for you. On the other hand, you may be uncomfortable in environments that are very cluttered, messy and dirty. Unlike the obsessive person who keeps absolutely everything very organized, it is possible that you can tolerate disorder with some things, but keep other things very organized. The more important the environment or the possession is to you, the more likely you are to put forth the time and effort to keep it neat and orderly. When under pressure you may not be as concerned about order in your surroundings. In general, you are content with the level to which you keep things in order, and rarely will disorder create problems in your day-to-day life.



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Organizational Traits

Flexibility (Score: 4 = Below Average)

You are rather slow to accept changes in your environment, and would prefer that most things stay as they are. You are comfortable doing things in the manner you are accustomed, rather than being innovative or spontaneous. In your career, home, and social life, you are content with the routine of patterned activities and rarely seek out new and different experiences. Some people may think you are slow to adapt, inflexible, and reluctant to try something new, unless you contribute to or initiate the modification. Others look upon you as being consistent and solid in your values. You do not readily change your opinions, even when given information that would justify change. You usually resist change, but will accept innovations when you are personally convinced they are practical. Of course, you are most likely to accept change when you initiate the changes yourself. While you are able to stay on course with a project for extended periods, you may easily be upset by unexpected developments or other unanticipated changes in circumstances. In extreme cases, you may have a tendency to persist in a course of action, even in the face of overwhelming evidence that it is no longer feasible or practical. This inflexibility could cause unnecessary difficulties for you in your career and personal life.

Responsibility (Score: 4 = 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.



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Dedication Traits

Ambition (Score: 9 = High)

You are an exceptionally ambitious individual, and consider it very important to be successful in almost all activities you undertake. Your high aspirations motivate you to pursue goals until you accomplish them. You are a fierce competitor who accepts most challenges. The higher your confidence in your abilities, the greater the challenges you will accept. Success in competitive situations is a major source of your personal satisfaction and self-esteem. The more competitive the situation, the more important and enjoyable it is to you. Your desire to achieve and to be successful in your career is exceptionally strong. In your career, educational pursuits, sports, and leisure activities, you set high standards for yourself and expect others to do likewise. You continually strive for greater accomplishments and to reach your maximum potential. Once these accomplishments are met, you set even loftier goals. You are not the type of person who will ever be content to "rest on your laurels". Your score in Endurance will indicate if you are willing to put forth the physical effort and persistence necessary to fulfill your ambitions. Clearly, you have sufficient drive to be extremely successful; the key is the appropriate management and direction of this desire.

Endurance (Score: 8 = Above Average)

You are more than willing to put forth the physical effort and persistence required for completing most tasks. You are energetic, like getting things done, and usually keep trying even when problems occur that are difficult to solve. It would be uncharacteristic for you to leave a project prior to its completion. In most circumstances, you finish what you start, rather than putting things aside until later, or leaving them unfinished. In both career and personal activities, you see yourself as a person who can be relied upon to do more than your fair share. Others probably see you as a hard worker, especially when there are deadlines to be met. You can be counted on to meet goals, even if it means putting in extra time and effort to do so. In all areas of your life, you follow through with your plans, stick with assigned tasks, and strive to reach your goals. The demands of hard work do not discourage you, and you are willing to voluntarily devote extra effort to increasing your knowledge and perfecting your skills. You do not give up easily, and do not require monitoring by your manager to put forth your best effort. Whether in your career or personal activities, you persevere in almost every project you undertake. Your above average energy level and persistence should be a valuable asset in attaining your career goals and personal success.



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Dedication Traits

Assertiveness (Score: 6 = Average)

When compared with others, you are average in Assertiveness. You sometimes make things happen, but usually tend to react to the actions of others. You have a moderate willingness to be assertive in order to achieve success, but assertiveness is not a dominant force in your life. While you are sometimes assertive, you can also, depending upon the situation, be somewhat submissive. Only rarely does your assertiveness bring you into conflict with others. Debating or trying to prove your point, may occasionally be interesting and appealing to you. However, you are not a person who "argues for the sake of arguing", but rather you express yourself only on issues of importance to you. While you are usually comfortable expressing opinions, you do not insist that everyone accept your position. In some situations, you are content to give way and willingly conform to the group's behavior. How often and how strongly you assert yourself depends on the circumstances. The people and activities involved will also influence your reactions to various situations. The more comfortable you feel in your environment and the better you know the people involved, the more assertive you will be. As a result, some will see you as an assertive person, while others will see you as being more submissive. However, your actions are most likely to be average in comparison to others and will rarely be extreme.

Coachability (Score: 5 = Average)

You have an average degree of respect for managers and the management/coaching process. For the most part, you are open-minded about managers and the value of their supervision. You usually accept managers' suggestions, but occasionally may question a manager's authority, methods, or advice. Situations in which you are closely monitored may bring out your independent and rebellious side, creating a desire to break away from restraints. This behavior is more probable if you score high in Autonomy and/or do not have much respect for the particular person involved. You place some importance on personal freedom, but at the same time are responsive to most career and social demands. Most likely, you interact well with others, and are probably perceived as a good "team player". Your score on Conscientiousness will indicate the degree to which you can be counted on to fulfill your obligations. In general, the manner in which you respond to supervision will be dependent upon the individuals and situations involved, since you are neither a rebel nor a blind follower. A review of your organization's management style, methods of operation and policies will reveal how coachable you are in your current career situation. Your score on this trait can also influence the respect you have for other authority figures in your life.



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Self-control Traits

Self-confidence (Score: 3 = Below Average)

You are an individual who is less self-confident and more apprehensive than the average person. In many situations, you find yourself feeling inadequate and unsure of your capabilities. You question whether you have the knowledge, skills and ability to function successfully, and are very sensitive to people's approval and disapproval. When something is important to you, you may worry and spend a lot of time being concerned about it. You may at times be anxious to the point that it impairs your performance. You are also uncomfortable with the unexpected, have difficulty expressing yourself, and are easily intimidated. As a result, you often become moody and anxious about relatively minor problems that others would tend to ignore. More often than not, you do not expect to perform well. Indeed, you question whether you have the ability to function successfully, and as a result, are very sensitive to criticism. When situations do not proceed as you would like them to, you tend to become discouraged. Your reaction to stress may cause others to consider you to be a worrier and ineffective in a crisis. The cumulative effect is that you are not likely to take on new challenges or explore your potential. Because of this trait, you may not feel accepted by others, and consequently will refrain from participating in situations that could be rewarding for you.

Composure (Score: 5 = Average)

Your ability to control your emotions in stressful situations is average in comparison to others. Under normal circumstances, you are also average in the degree of relaxation and tension you exhibit. Usually, you are relatively relaxed and at peace with yourself. When it comes to dealing with situations which are personally unsatisfactory, your frustration tolerance is similar to that of most people. You can cope with moderately stressful situations without negatively influencing your performance. While you may be nervous before important activities, or become upset by negative events, your feelings do not usually interfere with your concentration or ability to perform. You deal with most problems calmly, by thinking clearly and initiating appropriate action to resolve them. As a result, your performance in most situations will be fairly consistent. However, in very stressful circumstances you can lose control over your emotions and become anxious, angry or distressed. In these emotional situations, you could make mistakes, unproductive decisions, or otherwise not function at your best. Your negative reactions will not usually be extreme or long-lasting. Your actual behavior under stress will depend upon your other traits, the circumstances, and the people involved. In essence, your normal emotional composure and reaction to stress is similar to most people.



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Self-control Traits

Tough-minded (Score: 5 = Average)

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

Contentment (Score: 4 = Below Average)

While you may be content in some aspects of your career and personal life, your responses to the assessment indicate you are dissatisfied with many aspects. While it may be possible that these unhappy circumstances are temporary, they may well represent more long-term conditions. Sometimes one negative event can cause a person to be discontent in other areas of their life. If this is true for you, the reasons behind your discontentment could be based on numerous independent or interrelated circumstances. Some individuals who are unhappy surrender to their situation and do not recognize opportunities to change their circumstances. Some tend to blame others for their problems, rather than accept responsibility for them. Still others assume they are simply unlucky or destined by fate to be dissatisfied, and therefore resign themselves to a less than contented life. On the other hand, some individuals will do whatever is required to achieve happiness, no matter how difficult the task or how long it takes. Which of these descriptions best describes your attitude in dealing with discontentment? Are you analyzing problems, setting goals, and planning action? Are you willing to take the steps necessary to achieve contentment? Your success will be significantly higher if you identify those aspects of your life that are diminishing your contentment and then resolve to change them.



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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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Trust

(Score: 2 = Low)

You are a suspicious person who questions others' motives and is constantly on guard and defensive, thinking that others are against you. **Defining Adjectives:** suspicious, defensive, cautious, distrustful, wary, doubting, guarded. This trait is a **concern** because your self-protecting and suspicious nature inhibits open interaction with others. Your inability to share information and accept others openly prevents you from attaining a wealth of experience that could enhance your pleasure and personal growth. **Related Traits:** Low scores in the characteristics of Self-confidence, Conscientiousness, Responsibility, Sociability, Coachability, Composure, Recognition, Nurturance, and/or Contentment will further reduce your level of Trust. High scores in these same traits will increase your Trust in others.

Career: Suspicious individuals find it difficult to accept feedback from others. This could prevent you from attaining objective feedback on your actions, which could improve your performance. Most careers require cooperation and collaboration, and individuals who suspect the motives of others and are quick to take offense do not make good team members.

Social: Your tendency to disbelieve most people and to question their reliability makes it difficult for you to form close relationships. People may be hesitant to approach or associate with you because of your defensiveness. Consequently, you may remain isolated and miss the opportunity to associate with others that could be enjoyable.

Suggestions:

1. Review your circumstances to determine the reasons for your distrustful attitude. Do your current circumstances justify your defensiveness, or is it the result of past situations? Being on guard expends much of your energy that could be more appropriately utilized in developing your assets.
2. You may want to trust people, but you usually need to know them a long time before you do. Try allowing yourself to be a little more open, and a little more willing to give others the opportunity to prove they are deserving of your trust. The only way to increase trust is through positive experiences.
3. Evaluate the consequences of trusting others and be willing to take some calculated risks. As you experience positive results, you will become less guarded and more trusting. It is difficult, but not impossible, to learn to be more open with, and trusting of others.

Personal Action Plan:



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Ambition (Score: 9 = High)

You are an exceptionally ambitious person who desires to reach higher levels of achievement and responds positively to competitive situations. **Defining Adjectives:** competitive, aspiring, enthusiastic, goal-oriented, eager, enterprising. This trait is a marked asset, as your focus on achievement provides you with the desire and drive necessary to attain career success and personal self-fulfillment. **Related Traits:** High scores in Endurance, Self-confidence, Assertiveness, Boldness, Alertness, Structure, Tough-mindedness, Coachability, Flexibility, Conscientiousness, and Responsibility will enhance your ability to be successful. Low scores in these same characteristics will prevent you from achieving your potential.

Career: Your desire to achieve can benefit both you and your employer. Because of your ambitious nature, you maintain high standards of excellence in your career, creating personal achievements that can lead to even greater career opportunities.

Social: Your interpersonal relationships will be more enjoyable if close friends are as competitive and industrious as yourself. You tend to associate with individuals who can assist you in attaining the social success and personal status you desire.

Suggestions:

1. Analyze your lifestyle to make certain that your current career and personal circumstances will allow the growth opportunities and ego fulfillment you require.
2. Check your score in Endurance to determine if you are willing to put forth the physical effort and persistence required to achieve your aspirations. Do not become impatient if you do not receive immediate recognition for your accomplishments, and if you are not advanced in your organization as quickly as you desire. It is essential, however, that you acknowledge your achievements to yourself.
3. If you scored ten on Ambition, be aware that you may be inclined to use others to advance yourself. Your competitive nature could also overwhelm those who are less competitive and impact your ability to form positive relationships with them.

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Endurance (Score: 8 = Above Average)

You are the type of person who is willing to exert sustained effort and persistence to accomplish your tasks and goals. **Defining Adjectives:** industrious, energetic, determined, vigorous, diligent, enduring, persevering, tireless, resolute, persistent. This is a valuable asset because you have the stamina and perseverance necessary to attain personal success. **Related Traits:** High scores in Ambition, Recognition, Conscientiousness, Self-confidence, Alertness, Structure, and Order will enhance your Endurance. Low scores in these traits will diminish your behavior in this particular area.

Career: Because of your willingness to work hard, you will be a valued member of any organization. You have determination, which is the foundation for success in most careers. Since you willingly put in extra time and effort, you can serve as a model of hard work to others. Careers and projects that require energy and persistence are most suitable for you.

Social: You have the ability to help friends with projects that require hard work or involve unpleasant activities, which should enhance your personal relationships. You do not give up friends easily, and will do everything possible to maintain even problematic relationships.

Suggestions:

1. Continue to take on projects and tasks that require extra energy and stamina, without allowing yourself to be overwhelmed. Look for opportunities to serve as a model of effort and persistence to your co-workers.
2. Make it a priority to plan and organize activities, to assure that you are "working smart" as well as working hard. When setting goals for yourself, make certain they are purposeful and realistic.
3. Pace yourself to make certain that you do not burn yourself out. This is particularly important to remember when you are tired, stressed, or recovering from an illness or injury, as you may try to do too much too soon.

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Self-confidence (Score: 3 = Below Average)

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.

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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.

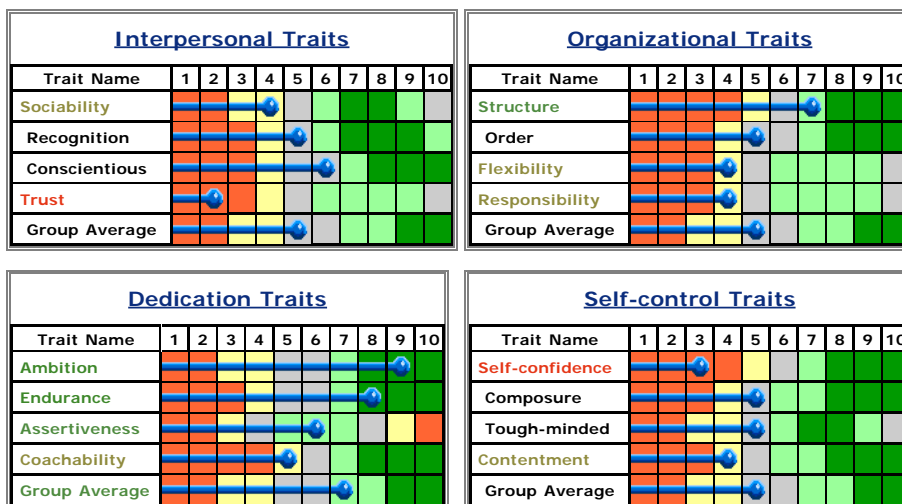
Another important point to remember is that a high score is not necessarily positive, nor is a low score necessarily negative. Your report does not offer or imply judgments regarding the different traits. Rather, the assessment results describe your personality and behavior in the abstract; it is for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



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Winslow 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 |
|----------------------|----------------------|-------------------|--------------------|--------------------|

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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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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* 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.

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)

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.

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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