



Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 1 of 19

The Winslow Dynamics Profile Report

Participant: Steven Hoffman

Organization: XYZ Corporation

Location: Headquarters

Department: All Participants

Profile Date: February 28, 2001

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Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 2 of 19

Introduction

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

Assessment Validity

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

Personality Profiles

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

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

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

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

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



Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 3 of 19

Introduction

(Continued)

Influential Traits

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

Position Analysis & Success Profiles

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

Trait Definitions

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

Trait Interaction

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



Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 4 of 19

Introduction

(Continued)

Normative Group

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

Selection or Promotion

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

Ethical Considerations

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



Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 5 of 19

Position Compatibility Summary

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

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

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

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



Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 6 of 19

Assessment Validity

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

Objectivity

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

Accuracy

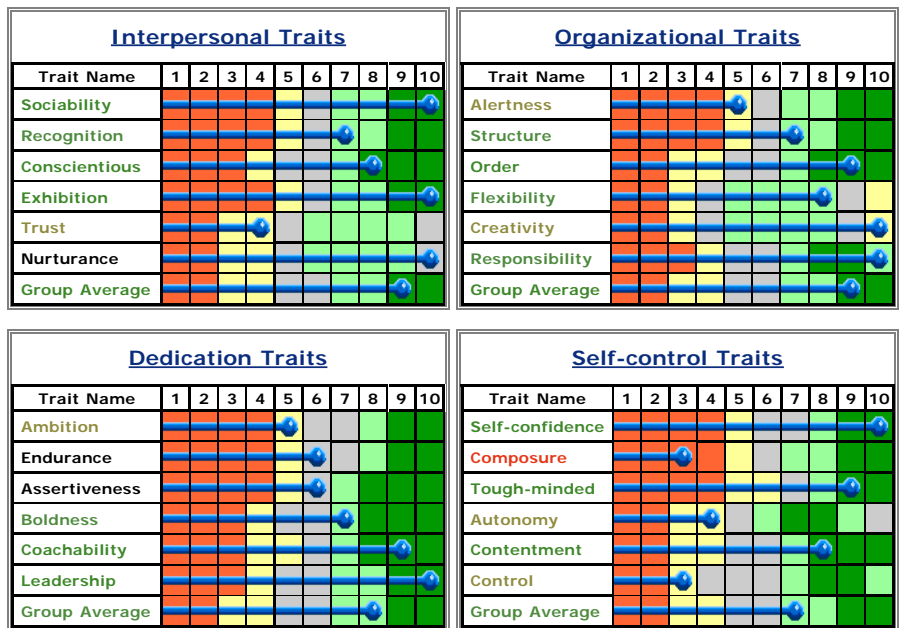
This individual understood the questions and experienced no difficulty in accurately completing the questionnaire. Consequently, this Report should be an accurate description of his/her behaviors and attitudes.



Participant: Steven Hoffman
 Organization: XYZ Corporation
 Date Prepared: February 28, 2001
 Page: 7 of 19

Winslow Dynamics Profile Personality Trait Groups

PCS Position: Sales Representative



Scoring Range Codes

Desirable	Favorable	Neutral	Caution	Concern
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Participant: Steven Hoffman
 Organization: XYZ Corporation
 Date Prepared: February 28, 2001
 Page: 8 of 19

Position Compatibility Summary Interpretation

In computing the PCS, the Participant's Profile 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:

Desirable Score: +4	Favorable Score: +2	Neutral Score: 0	Caution Score: -2	Concern Score: -5
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Participant's Net Score: is the total PCS Score for all twenty-four Personal Dynamics Traits. Interpretation: A net score of "zero" to "plus 15," usually indicates an average probability of an average performance. "Plus 16" to "plus 35," usually indicates a noticeably above average performance. Net Scores above "plus 35," 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 four 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 nine 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.



Participant: Steven Hoffman
 Organization: XYZ Corporation
 Date Prepared: February 28, 2001
 Page: 9 of 19

Winslow Dynamics Profile Position Compatibility Summary

PCS Position:

<p style="text-align: center;"><u>Interpersonal Traits</u></p> <p>Sociability: 10 = +4 Recognition: 7 = +2 Conscientious: 8 = +4 Exhibition: 10 = +4 Trust: 4 = -2 Nurturance: 10 = 0 Group Total: +12</p>	<p style="text-align: center;"><u>Organizational Traits</u></p> <p>Alertness: 5 = -2 Structure: 7 = +2 Order: 9 = +4 Flexibility: 8 = +2 Creativity: 10 = -2 Responsibility: 10 = +2 Group Total: +6</p>
<p style="text-align: center;"><u>Dedication Traits</u></p> <p>Ambition: 5 = -2 Endurance: 6 = 0 Assertiveness: 6 = 0 Boldness: 7 = +2 Coachability: 9 = +4 Leadership: 10 = +4 Group Total: +8</p>	<p style="text-align: center;"><u>Self-control Traits</u></p> <p>Self-confidence: 10 = +4 Composure: 3 = -5 Tough-minded: 9 = +4 Autonomy: 4 = -2 Contentment: 8 = +4 Control: 3 = -2 Group Total: +3</p>

<u>Position Summary Data</u>		
Desirable: 9	Interpersonal: +12	Participant's Net Score: +29
Favorable: 5	Organizational: +6	Key Characteristics: +15
Neutral: 3	Dedication: +8	
Caution: 6	Self-control: +3	Objectivity: 28 of 30
Concern: 1		Accuracy: 30 of 30

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

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Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 10 of 19

Interpersonal Traits

Sociability (Score: 10 = High)

This is a very friendly and good-natured person who enjoys interacting with others. He is adaptable, ready to cooperate, and attentive to others. Most likely, he will reject activities that restrict, rather than promote, interpersonal interactions. When in the company of strangers, he is comfortable and quick to make friends. Undoubtedly, most people enjoy his company, and will seek him out to add pleasure to social interactions. This behavior can be an asset in putting others at ease and should result in him gaining cooperation from them. He prefers careers and activities involving frequent contact with people, rather than working independently with objects, tools or equipment. His Sociability may be distracting when he is required to focus on tasks.

Recognition (Score: 7 = Above Average)

This person is above average in his need to be recognized and acknowledged by others to be a desirable person. It is quite important to him for friends and coworkers to hold him in high regard. Reputation is important to him, so he strives to be socially proper, courteous, and to make a good impression in most situations. He may become upset if he discovers that others do not accept or admire him. In his career, he wants recognition and approval from most people with whom he associates, regardless of their position in the organization. It bothers him when his accomplishments are not recognized, and he does not receive compliments for them. As a result of this characteristic, he rarely makes promises or commitments he does not keep.

Conscientious (Score: 8 = Above Average)

This person is above average in Conscientiousness, and motivated by a sense of duty and dedication. Because of this trait, he places obligations to others before his personal interests. He respects the rights of most people, and would rarely violate any rules or regulations. Doing things according to established standards is important to him, and he is convinced that anything worth doing is worth doing right. As a result, others probably consider him to be a dedicated, moral, and responsible person. He honors most of his commitments, and usually places the welfare of others and the group above his personal interests. Even when it may be inconvenient to do so, he gives his time and energy to his organization and social groups.



Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 11 of 19

Interpersonal Traits

Exhibition (Score: 10 = High)

It is extremely important for this person to be the center of attention and to have an audience. Exhibitionistic people go to great lengths to attract the attention of others by being dramatic, witty, clever, or even clownish. Consequently, he finds it difficult to refrain from being demonstrative when he has an audience. Most people probably enjoy his company because he is entertaining and could be the life of the party. However, some may view him as a show-off, or not take him seriously. His exhibition can be welcomed by groups, depending upon his timing, tact, and the people in the group. Each person has a different method of attracting attention; rather than outgoing behavior, he may manifest this need through his possessions or work.

Trust (Score: 4 = Below Average)

This person is more inclined than average to suspect the actions and motives of others. He is careful about what he says, and tends to prevent others from getting to know him, possibly as a means of protection. When discussing certain topics, he is inclined to reject, rather than evaluate, questionable information. Because of his reluctance to be open, it is difficult for him to be an effective team member. To accept criticism is difficult, since he takes offense rather easily when others comment on his behavior or present suggestions to him. When he feels threatened he can become irritable and uncooperative. He may not be an effective manager since it is difficult for him to trust his managers, coworkers, or those who report to him.

Nurturance (Score: 10 = High)

This is a highly nurturing individual, who is very compassionate regarding the needs and problems of others. He readily provides sympathy and comfort, and considers it important to provide direct assistance whenever possible. The dependent people in his life are probably aware of his compassionate nature, and may frequently come to him for help and support. He is quite willing to do whatever he can to assist them, and occasionally may overextend himself. As a result of this tendency, others consider him to be a very understanding and charitable person. When others have problems, it is difficult for him to be direct with them in a negative way, since he does not want to add to their problems. This could be a problem if he is their manager.



Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 12 of 19

Organizational Traits

Alertness (Score: 5 = Average)

This person's general mental abilities are similar to most individuals in our society. He is just as quick as others to understand abstract concepts and to grasp ideas. In some situations, he will think out solutions on his own, while in others, he will rely upon others for the answers. Usually he has the ability to make good judgments and decisions, but could falter if the situations are too complex, or when the information is incomplete. When something is very difficult to learn, he may become frustrated, go to others for help or may give up and abandon the project. His interest in intellectual activities will vary depending upon the particular event and/or the people involved. He can enjoy the company of intellectuals if their thinking is not extremely abstract.

Structure (Score: 7 = Above Average)

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

Order (Score: 9 = High)

This is a remarkably well organized individual who considers it important to keep his personal effects and surroundings neat and orderly. He has a place for everything and tends to keep everything in its place. Rarely will he leave anything cluttered or messy, but instead makes it a point to be detailed and meticulous. In his career, he strives to organize things efficiently and systematically according to policy or procedures. Orderliness is so vital to him that he cannot tolerate disorganized or uncontrolled environments. He can also become annoyed by coworkers who are disorderly and untidy. Individuals who are not orderly may think he is too fussy or compulsive, and therefore, become frustrated by his demands for order.



Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 13 of 19

Organizational Traits

Flexibility (Score: 8 = Above Average)

This individual is more flexible and has a higher need for change than most individuals. He is the type of person who seeks out and enjoys new and different experiences. In his career, he is receptive to new ideas and willing to try different methods of doing things. This flexibility enables him to adapt readily to changes that take place in his environment. Occasionally, he has the need to innovate or to change set patterns, even when there is no evidence of a need for change. Because of his short attention span, he tends to become bored with routine, but can accept it if there is a little variety in the activity. Very conservative people may consider him to be somewhat impulsive or unpredictable because of his changeable disposition.

Creativity (Score: 10 = High)

Intellectually, this is a very experimental person with strong motivations to create new things and to make improvements in his environment and circumstances. He often harbors doubts about things others consider to be fundamental, or even unquestionable. Frequently, he is discontented with the way things are and spends a great deal of time thinking about how they should be. While his intentions may be to create and improve, some may consider his creativity to be radical and disruptive. This creative imagination could cause him to become absorbed in abstract ideas and to be oblivious to practical realities. His creativity may prevent him from focusing on priorities and cause others, more eager to get things done, to become annoyed.

Responsibility (Score: 10 = High)

This individual tends to accept total responsibility for the consequences of his actions and is willing to acknowledge the mistakes that he makes. Criticism from others is a challenge to improve, rather than a cause for defensiveness or anger. He pushes himself very hard to meet the expectations of others; at times he continues to work even when ill or injured. It is his style to assume that he, rather than others, are responsible for problems and errors that occur. He tends to accept blame even when not at fault and may allow mistakes to bother him to the point where his performance is reduced. Unless this trait is balanced with high Self-confidence and the ability to take credit for positive outcomes, he may become discouraged and self-blaming.



Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 14 of 19

Dedication Traits

Ambition (Score: 5 = Average)

This person is of average ambition, and he considers it to be only moderately important to work toward the attainment of his goals. In certain areas of his life he has aspirations to do well. When involved in projects that are appealing, he can be enterprising, productive and resourceful. However, he does not feel compelled to excel in everything he undertakes. He will accept modest challenges and find some competitive situations rewarding and enjoyable. His degree of competitiveness will vary, depending upon his interest and the circumstances. Basically, the desire to succeed does not dominate his life, and he can obtain satisfaction from modest accomplishments. The goals he sets for himself are usually realistic and obtainable.

Endurance (Score: 6 = Average)

The amount of physical effort and endurance this individual puts forth is similar to that of most people. Whether or not he exerts extra effort will depend upon the nature of the task and upon his personal involvement. When he is working on something he enjoys or considers to be important, he will be much more energetic and resourceful. When a task is meaningful to him, he willingly puts in the time and effort necessary to complete it. On matters of less interest, he is less inclined to expend the effort required to complete them. While he may have the energy required to complete projects, he may not manifest it if he is not motivated. In summary, he usually will put in as much time and effort as others, but will not typically put forth much more.

Assertiveness (Score: 6 = Average)

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



Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 15 of 19

Dedication Traits

Boldness (Score: 7 = Above Average)

This individual is above average in Boldness. As a rather adventurous person, he is more willing than most to take risks in reaching his objectives. Rarely will he hesitate to venture into new and unfamiliar environments, or to enter into conversation with strangers. He is not reluctant to speak out, and willingly shares his opinions with others. Because he is straight-forward and outgoing, he reacts spontaneously and gregariously to others. His "thick-skinned" behavior enables him to endure the pressures of dealing with most people. In addition, he can face grueling emotional situations without fatigue, and is quick to recover from disappointments. On occasion, his frankness may offend others and hurt the feelings of sensitive individuals.

Coachability (Score: 9 = High)

This participant has great respect for managers, management and the management process. It is clear to him that direction, feedback, and even criticism is crucial to his career development. He strives to meet his manager's demands, respects other authority figures, and is willing to learn from them. Individuals like him are rarely oppositional or rebellious. They are more likely to work toward a consensus, and are willing to support their leader or the majority. Rarely, if ever will he attempt to break away from the restraints, confinements or restrictions encountered in many group activities. However, high Coachability with a low score in Conscientiousness, could indicate that he may not respect the rights of others, or meet commitments made to him.

Leadership (Score: 10 = High)

This is a highly dominant individual who has very strong desire to influence and direct others. As a leader, he has an active style, and is quick to take charge of situations. He will seek and assume positions of authority, and is eager to persuade, motivate, organize and control groups. Leadership comes naturally to him, and he thrives on it. This characteristic gives him an important edge in competitive situations, since he can dominate competitors just as he takes charge of coworkers. However, it is important for him to be aware of his leadership style, and to make certain that his dominance is tactful and effective, rather than authoritarian and abusive. He has the capacity to intimidate and overwhelm individuals who are very submissive.



Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 16 of 19

Self-control Traits

Self-confidence (Score: 10 = High)

This is a remarkably confident individual who has strong faith in his knowledge and capabilities. Important events do not easily upset him and he inspires confidence in others. One of his greatest strengths is a mature attitude when facing obstacles and problems that most others would consider to be overwhelming. The opinion of others is not of major concern as he has strong belief in his ability to do the right thing. Because of this high self-confidence, he is decisive and comfortable expressing ideas openly. This trait is an asset in competitive situations. His self-assurance and composure enhance his ability to cope effectively with challenges and not be easily discouraged. He could be perceived by some others as arrogant.

Composure (Score: 3 = Below Average)

Because this person's emotional control is below average, he experiences some difficulty managing his emotions effectively in stressful situations. When conditions are unsatisfactory, he often becomes upset, and could become angry and resentful toward others, possibly without even realizing he is doing so. When under stress, he may avoid responsibility, give up easily, become irritable, and create problem situations. Because he tends to lose control when confronted with high levels of stress, his performance is not always consistent. At times his emotionality can reduce the effectiveness, quality, and quantity of his work. This is particularly true when he faces important career activities, decisions, and at other times of high stress.

Tough-minded (Score: 9 = High)

This is an exceptionally tough-minded, rather than sensitive, individual. He can deal with demanding managers, customers, and coworkers and not allow them to negatively effect his performance. He can also function normally in unpleasant, grueling situations. This tough-mindedness enables him to accept strong criticism, without the tendency to become hurt or defensive. He does not require praise or encouragement from others to do his best, and will not dwell on physical ailments. Disappointments and bad breaks do not diminish his ability to perform, and he quickly recovers from them. He has realistic expectations of others, prefers practical solutions to problems, and will not dwell on those that are beyond his control to solve.



Participant: Steven Hoffman
Organization: XYZ Corporation
Date Prepared: February 28, 2001
Page: 17 of 19

Self-control Traits

Autonomy (Score: 4 = Below Average)

This person is not very independent in most situations. Rather than act predominantly on his own, he prefers to work under the direction of others or be part of a team. He probably experiences discomfort in situations requiring him to function autonomously, without the direction and support of others. As a result, he may perform less effectively when working alone. While he may have and express ideas and opinions of his own, he is more likely to accept those of the group and/or the leader, and will rarely insist on his own. He is most comfortable when following the instructions of others. While this characteristic is the primary influence causing him to be team oriented, it may also foster group dependence.

Contentment (Score: 8 = Above Average)

This is a contented individual who derives enjoyment from most aspects of his life. His optimistic nature causes him "to view the glass as being half full, rather than half empty." Whether it be family, friends or coworkers, he likes and enjoys most people. They also probably enjoy his company because his pleasant demeanor brings a positive focus to most interactions. He laughs more readily than most, and is quick to find humor even in stressful situations. Although there are some things he would like to change, he is satisfied with who he is and with what he has accomplished. This contented disposition enables him to cope with problems more effectively than most individuals, and may also serve as a positive influence on others.

Control (Score: 3 = Below Average)

This person is rather impulsive, and tends to speak and act before thinking or considering the consequences of his words and actions. Because he is quick to vent his feelings, he often says and does things he later regrets. He may also accept invitations or make commitments without considering whether he will be able to actually meet these obligations. Coworkers expect that he will tell them exactly what he has on his mind. He reacts to most situations in an impulsive, rather than calculating or deliberate manner. This is because his feelings, rather than thoughts, dominate and control his actions. Some may think he is uninhibited and spontaneous, while others think he is impetuous, or possibly even foolish or reckless.



Participant: Steven Hoffman
 Organization: XYZ Corporation
 Date Prepared: February 28, 2001
 Page: 18 of 19

Trait Definitions

(Descriptions of High Scores)

The personality characteristics measured by the Winslow Dynamics Profile are grouped into twenty-four specific traits. The descriptions that follow describe the behavior of those individuals who score high in the trait. These definitions have been formulated specifically for the Winslow Dynamics Profile, and it is imperative that you use these definitions when reviewing this Winslow Report.

Interpersonal Traits

Sociability

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

Recognition

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

Conscientious

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

Exhibition

Exhibitionistic, entertaining, demonstrative, expressive, flamboyant, colorful, dramatic. Have a strong desire to be the center of attention and to have an audience. Will use words, actions and possessions to draw attention to themselves. Sometimes this behavior can be inappropriate or overwhelming, depending upon their timing and tact.

Trust

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

Nurturance

Compassionate, sympathetic, kindhearted, benevolent, caring, protective, charitable. Very nurturing individuals who provide compassion and support to others. Readily communicate their concern for the well-being of others and express their willingness to do whatever they can to assist others. May take on the problems of others inappropriately.

Organizational Traits

Alertness

Intelligent, bright, fast learning, insightful, cerebral, understanding. Have higher general mental capacity and are able to think in the abstract. Have the ability to learn quickly and comprehend complex relationships. Able to make good decisions, see alternative or creative solutions to problems, and be innovative.

Structure

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

Order

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

Flexibility

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

Creativity

Innovative, inquisitive, artistic, curious, experimenting, theoretical. Have an experimental approach to life, with a strong desire to make improvements and create new ways of doing things. Frequently discontent with the way things are and, spend much time thinking about how they could be improved.

Responsibility

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

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 Organization: XYZ Corporation
 Date Prepared: February 28, 2001
 Page: 19 of 19

Trait Definitions

(Descriptions of High Scores)

Dedication Traits

Ambition

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

Endurance

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

Assertiveness

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

Boldness

Adventurous, daring, carefree, brave, courageous, audacious, fearless. Uninhibited individuals who are willing to try new and different experiences. They can function normally even in unfamiliar environments, and are quick to accept challenges and willing to take risks to accomplish their objectives. May be pushy and ignore warning signs.

Coachability

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

Leadership

Dominant, influential, controlling, dynamic, commanding, forceful, directing, authoritative. Very strong desire to control, influence and direct others. Assume the role of leader naturally and enjoy the responsibility and challenge of being in charge. Have an active leadership style, and are quick to take control of situations.

Self-control Traits

Self-confidence

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

Composure

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

Tough-minded

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

Autonomy

Independent, individualistic, self-governing, self-reliant, possibly insubordinate. Prefer to function independently and are accustomed to doing things their way. Rarely ask for opinions, since they favor their own decisions. When their freedom is curtailed, they may become rebellious and difficult to manage.

Contentment

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

Control

Deliberate, calculating, analytical, designing, possibly indecisive and prone to procrastinate. Highly disciplined, maintain control over their behavior and do not act impulsively. It would be unusual for them to speak or act without considering the consequences. May be slow to act or hesitant to make decisions in some situations.

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