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Organization: XYZ Corporation
Date Prepared: February 28, 2001
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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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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 twenty-four 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 twenty-four 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: 10 = High)

You are exceptionally friendly and good-natured when interacting with others. One of your most noticeable features is your ready acceptance of others. You derive a great deal of enjoyment from being with friends and associating with people in general. Because of this outgoing nature, you probably join many associations and participate in a wide variety of social activities, sometimes solely for the companionship they provide. In groups you are adaptable, ready to cooperate, and attentive to others. You are likely to reject activities, which restrict, rather than promote, interpersonal interactions. When in the company of strangers, you are comfortable and quick to make friends. Others view you as being warm-hearted and very easy to get along with. As a result of this behavior, others are inclined to describe you as being neighborly, friendly and sociable. Undoubtedly, most people enjoy your company, and seek you out to add pleasure to social interactions. This behavior can be a great asset in putting others at ease and result in your gaining cooperation from them. In general, you prefer careers that involve frequent contact with people, rather than working independently with objects, tools or equipment. You derive great pleasure from most social situations. However, your high Sociability may be distracting, when you are required to focus on the task at hand.

Recognition (Score: 7 = Above Average)

Compared to others, you are above average in your need to be recognized and acknowledged by others. It is important to you that friends, acquaintances, and society in general hold you in high esteem. Since your reputation is important to you, you strive to behave properly and to make a good impression on others in most situations. You may become disturbed if you discover that those who know you do not admire or accept you. In your career, you want recognition and approval from most people with whom you associate, regardless of their position in the organization. It bothers you when your accomplishments are not recognized and you do not receive compliments for them. You are motivated to say and do the correct thing in order to be recognized as a socially desirable person. Most individuals probably see you as socially proper and courteous, while others may consider you to be a status seeker. In most cases, your behavior in this area should serve as an asset, and provide opportunities for growth in your career and personal life. Your ability to be socially aware and careful will help determine the level of your self-respect. As a result of this characteristic, you rarely make promises or commitments you do not keep. When you do make commitments, you do your best to honor them, since you want others to know you are a socially responsible person.



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Interpersonal Traits

Conscientious (Score: 8 = Above Average)

You are more conscientious than most, and are generally motivated by a sense of honor and duty. Doing things according to established guidelines is important to you, and you are unlikely to bend rules to suit your personal preferences. Others probably see you as a person who can be relied upon to perform your tasks responsibly in most situations. When involved in projects or tasks, you do them diligently, since you believe that "anything worth doing, is worth doing well." You honor most commitments you make, both personally and in your career, and usually place the needs of others and the group above your own personal desires. When you accept responsibilities, you usually take them seriously. Because of your conscientious attitude, you also place obligations to others before your own personal interests. Even when it may be inconvenient to do so, you willingly give your time and energy to your organization and social groups. In your career, you believe what is good for your organization will also be good for you. As a person who acknowledges the need for laws and conventions in society, you usually respect the rights of others. You would not knowingly violate any rules, regulations or the norms of your group. Both managers and coworkers are likely to consider you to be a rather dedicated and reliable individual who can be trusted.

Exhibition (Score: 10 = High)

It is extremely important for you to be the center of attention and to have an audience. Exhibitionistic people go to great lengths to attract the attention of others, usually by being dramatic, witty, clever, or even clownish. Apparently, it is important to you to be conspicuous and showy, and to have others focus on you. Consequently, you may find it difficult to refrain from being demonstrative or perhaps doing something unusual when you have a potential audience. Most people probably enjoy your company because you are entertaining and could be the life of the party. However, others may view you as a show-off, or not take you seriously. Your exhibition can be a welcomed addition to a group, depending upon your timing, your tact, and the people in the group. Your other personality traits will determine if your behavior in this characteristic will be positive or negative. Also, if you score low in Sociability, Boldness, Self-confidence and/or Assertiveness, you may manifest your Exhibitionism in a more subtle manner. Rather than outgoing behavior, you may manifest your need for attention from others through your possessions or your work. Examples might be: wearing fashionable or unusual clothes, driving a noticeable car or by publishing a poem or research paper. Each person has his or her own method of attracting attention.



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Interpersonal Traits

Trust (Score: 4 = Below Average)

Trust does not come easily for you, since you are more inclined than most to suspect the motivations of others. Because you do not readily trust others, you are careful about what you say. You are seldom open when discussing personal or sensitive aspects of your career and personal life. It is your tendency to prevent most others from getting to know you, perhaps as a means of protection. Often you feel mistrust, which causes you to doubt the value of some relationships. When discussing certain topics, you are often on guard and may reject, rather than evaluate, questionable information. You are cautious and deliberate in your actions, being prone to think things through carefully before committing yourself. The tendency to think that others intend to take advantage of you causes you to be protective. This defensiveness could be seen as aloofness, even by those close to you. When confronted about your defensiveness, your inclination is to rationalize your actions. When you feel threatened, you can become irritable and jealous. Because of this trait, it is not easy for you to be an effective team member. Supervision is also difficult for you, since it is not easy to trust your manager, coworkers, or those who report to you. It is also difficult for you to accept criticism, since you tend to take offense easily when others make suggestions or comments on your behavior.

Nurturance (Score: 10 = High)

As a highly nurturing individual, you are very compassionate to the needs and problems of others. You readily provide sympathy, comfort, and support to others, because you find it personally gratifying to provide assistance whenever possible. Whether it is children, the disabled, or others in need, you experience great concern for other's welfare. Consequently, the dependent individuals in your life are probably aware of your compassionate nature and come to you frequently for help. You are most willing to do whatever you can to assist them, and occasionally may overextend yourself when giving help. As a result of this characteristic, others probably consider you to be a very supportive and charitable person. Occasionally, some may resent your benevolence, because they consider you to be a martyr who sacrifices your own interests to help others. If you score low in Autonomy, Control, Tough-mindedness, and/or Contentment, you need to be aware of the tendency to take on other's problems as your own and possibly become overwhelmed by them. When others have problems, it may be difficult for you to be direct with them, since you do not want to add to their difficulties. If you are responsible for managing others, keep this in mind, since it will reduce your effectiveness in some circumstances.



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Organizational Traits

Alertness (Score: 5 = Average)

Your general mental abilities are similar to most individuals in our society. You are as quick as others to understand abstract concepts and to grasp ideas. In some situations, you think out solutions on your own, while in the other cases, you rely on others for the answers. Usually, you have the ability to make good judgments and decisions, but could falter if the situations are too complex, or when the information is incomplete. When it comes to learning, you are similar to others in the time and instruction you require to learn most new things. When something is very difficult to learn, you may become frustrated, go to others for help or give up and abandon the project. Your actual behavior will depend upon your scores in the other traits, your ego involvement, and/or the other motivations and influences involved. Occasionally, you can become impatient with people who are much slower than you to learn or understand, or may be intimidated by very intelligent people. You will participate in some intellectual discussions if you have strong interest in the subjects involved. Your interest in intellectual activities will vary depending upon the particular event and/or people involved. In social activities, you can enjoy the company of intellectuals, if they are not too abstract or pretentious. Your score in Self-confidence can predict your comfort level in expressing ideas and solving difficult problems.

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.



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Organizational Traits

Order (Score: 9 = High)

You are a remarkably well-organized individual who considers it most important to keep your personal effects and surroundings neat and orderly. You have a place for everything and tend to keep everything in its place. You rarely leave anything cluttered or messy, but, instead, make a point of being detailed and meticulous. In your career, you strive to organize things efficiently and systematically, according to proper procedures. Because of this attribute, you are usually punctual in keeping appointments and tend to become annoyed when others are not. Those whom you live and work with who are disorderly and untidy can also annoy you. Individuals less orderly than yourself probably think you are too fussy or compulsive, and therefore could become frustrated by your demands for order. Since orderliness is so vital to you, you cannot tolerate an environment which is disorganized or uncontrolled. This characteristic is a valuable asset in careers and organizations, which require strict order and/or precision. On the other hand, excessive need for order could lead to inflexibility, becoming lost in details, and the inability to focus on the total picture. Therefore, it is important to make certain that your need for order serves as an asset and not as a liability.

Flexibility (Score: 8 = Above Average)

You are more flexible and have a higher need for change than most people. You are the type of person who enjoys and seeks out new and different experiences. In your career, at home, and in your personal life, you are receptive to new ideas and new methods of doing things. This flexibility enables you to adapt readily to changes that take place in your environment. In most careers today, frequent changes are inevitable. In some careers, the requirement to adapt to change is not only desirable, but mandatory. Your willingness to accept change and adapt readily to most circumstances should serve as an asset in your career. Because of your relatively short attention span, you could easily become bored with routine, but can accept it if there is some variety in the activity. Occasionally you may have the inspiration to innovate or to change set patterns, even when there is no need for change. Ultraconservative people may consider you to be somewhat impulsive or unpredictable because of your changeable disposition. You probably accept suggestions offered by others, and are willing to consider their ideas. However, if you score low in Trust, you may be defensive and not accept suggestions from certain people or in certain circumstances. In essence, however, you are a flexible person who likes variety and enjoys a change of pace.



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Organizational Traits

Creativity (Score: 10 = High)

Intellectually, you are a very experimental person with strong motivation to create new things and to make improvements in your environment and circumstances. You often harbor doubts about things others consider to be fundamental, or even unquestionable. Frequently, you are not content with the way things are, and spend a great deal of time thinking about how they should be. While your intentions may be to create and improve, some may consider your creativity to be radical and disruptive. Your creative imagination could cause you to become absorbed in abstract ideas and to be oblivious to practical realities. Because you are so imaginatively enthralled by inner creations, you tend to daydream and have fantasies that distract you from focusing on priorities. Your thinking may be so unusual that it causes others who are anxious to get things done to become annoyed. This imaginative attitude can cause you to be absent-minded, possibly bohemian, and could lead to unrealistic creations. You are potentially creative. The question is, is your creativity practical or fanciful? Other traits will influence this characteristic and determine whether your creativity will yield a constructive approach to change, or unrealistic concepts with little practical value. In your career, try to stay focused on what is important, rather than allow interesting but impractical ideas to distract you.

Responsibility (Score: 10 = High)

It is your tendency to accept total responsibility for the consequences of your actions, and to willingly acknowledge the mistakes you make. Criticism from others is a welcomed challenge to improve, rather than a cause for defensiveness or anger. You push yourself very hard to meet the expectations of others, and at times continue to work even when ill or fatigued. You do not attempt to evade responsibility, but willingly accept blame and constructive criticism in both your career and personal life. You make the assumption that you, and not others, are responsible for problems and errors that occur. However, if you score low in Self-confidence, you may be guilt-prone and therefore accept blame in some situations even when you are not responsible. You could also allow mistakes to bother you to the point that they negatively affect your self-confidence and performance. You may well be your harshest critic, and could spend too much time blaming and belittling yourself, which would lower your self-esteem. Unless this characteristic is balanced with the ability to take credit for the positive outcomes in your life, you run the risk of becoming self-blaming, humble and discouraged. Therefore, it is essential that you make every effort to maintain an objective and balanced perspective on the true responsibility that you have for your words and actions.



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Dedication Traits

Ambition (Score: 5 = Average)

Your ambition is average and you consider it to be somewhat important to work toward the attainment of your goals. In certain areas of your life, you have aspirations to do well. When involved in projects that are appealing, you can be enterprising, productive and resourceful. However, you do not feel compelled to excel in everything you undertake. You will accept modest challenges and find some competitive situations to be rewarding and enjoyable. Your degree of competitiveness will vary, depending upon your interest and the circumstances. Basically, your desire to succeed does not dominate your life, and you can obtain satisfaction from modest accomplishments. The goals you set for yourself are usually realistic and obtainable. While you have some career ambitions, other aspects of your life, such as personal relationships, leisure activities, family, etc., are of equal or greater importance to you. You are unlikely to sacrifice these priorities to make achievements in your career. In your personal life you desire to improve your circumstances and achieve a level of social standing that is similar to most. However, you may have higher aspirations in certain areas of your lifestyle, such as your home, furthering your education, etc. In essence, your drive to achieve greater success is average when compared to others.

Endurance (Score: 6 = Average)

The amount of physical effort and endurance you put forth is similar to that of most individuals. In other words, you are as energetic and persistent as most people when working to accomplish tasks and to be successful. Whether or not you exert extra effort depends upon both the nature of the task and upon your personal involvement. When you are working on something you enjoy or consider important, you will be much more energetic and resourceful. You can put forth sustained effort and persistence when you are motivated. When a task is meaningful to you, you willingly put in the time and effort necessary to complete it. On matters of less interest to you, however, you are less inclined to expend the effort required to complete them. You normally do your share to complete most projects, but it does not seriously bother you if some are not finished. Each situation will determine how much time, energy and persistence you devote to it. While you have the capacity to invest the energy required to complete most projects, you may not manifest it if, for whatever reason, you are not motivated. In summary, you usually put forth as much time and effort as others, but will not typically put in much more. Your willingness to exert special effort will depend upon the nature of the task or project and your ego involvement.



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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.

Boldness (Score: 7 = Above Average)

You are above average in Boldness in comparison to others. As a rather adventurous person, you are receptive to trying new and different experiences. You rarely hesitate to venture into new and unfamiliar environments, or to enter into conversation with strangers. You are not reluctant to speak out, and willingly share your thoughts with others. When in discussions, you are probably one of the first to express your opinions and to take a position, even on very sensitive and controversial issues. On occasion, your frankness could offend others and possibly may hurt the feelings of sensitive individuals. When it comes to risk-taking, you are more willing than most to take some chances in pursuit of your goals and objectives. By checking your scores in other traits you will be able to determine if your risk-taking behavior is astute and calculating, or impulsive and reckless. You also are inclined to react spontaneously to others, and you are not intimidated by the pressures of dealing with challenging individuals and problems. Because of your Boldness, on occasion, some may think you are not cautious, and perhaps even reckless. However, most would probably describe you as being confident, straightforward, and carefree. Be careful, however, that this trait does not cause you to ignore danger signals, be careless of detail, or consume too much time talking and not listening.



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Dedication Traits

Coachability (Score: 9 = High)

You have great respect for managers, management and the management process. It is clear to you that direction, feedback, and even criticism is crucial to your career development. You strive to meet your manager's demands. You show respect for other authority figures and you are willing to learn from them. Individuals such as you are rarely antagonistic or rebellious. You are most likely to work toward a consensus and be willing to support positions of the leaders or the majority. Rarely, if ever, will you attempt to break away from the restraints, confinements or restrictions encountered in many group activities. In fact, you may derive comfort in having such structure. You willingly accept being committed to people, organizations and obligations. Even when you function independently, you may seek out and consult with others for direction and suggestions. As a manageable person, your organization is likely to see you as an individual who can be a cooperative, trusted member of a functioning team. However, a low score in Conscientiousness, combined with your high score in Coachability, could possibly indicate that while you respect managers, you might not respect the rights of others nor meet commitments made to them.

Leadership (Score: 10 = High)

Having a dominant personality, you have a very strong desire to control, influence and direct others. When interacting with people, you seek out, assume, and enjoy positions of authority. Others perceive you as a leader and, depending upon their interpersonal style, will either look to you to take charge or challenge you. As a leader, you have an active style, and are quick to assume command of situations. Your opinions are strongly expressed, and you have the desire to persuade, motivate, organize and direct groups. Leadership comes naturally to you, and you thrive on it. This characteristic gives you an important edge in competitive situations, because you can dominate competitors just as you take charge of coworkers. It is important to be aware of your basic interpersonal style, to determine whether you're dominance is tactful and effective, or authoritarian and abusive. Your dominance, if properly channeled, will enable you to progress to higher levels of authority. Keep in mind you have the capacity to intimidate and overwhelm individuals who are submissive. This could possibly take place without you even being aware of it. Your scores in other related characteristics will determine if your dominance and leadership is tactful and effective, or authoritarian and abusive.



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Self-control Traits

Self-confidence (Score: 10 = High)

You are a remarkably confident person who has a great deal of faith in your knowledge, skills and capabilities. You are exceptionally calm and have unshakable nerve. Important events or negative happenings do not easily upset you. You welcome opportunities to deal with difficult challenges and tough competition. One of your greatest strengths is your mature attitude when facing obstacles and problems that most others would consider to be overwhelming. Your confident nature enables you to deal with unexpected events, and to not become discouraged when seeking solutions to problems. These attributes inspire the confidence of coworkers who probably see you as someone to look to for stability in times of crisis. The opinion of others is not of major concern to you, as you have a basic belief in your own ability to do the correct thing. Because of this high self-confidence, you are decisive and feel comfortable openly expressing ideas. This characteristic also makes you more competent in competitive situations. Your self-assurance and composure are assets, which enhance your ability to cope effectively with most challenges and not to be easily discouraged. Be aware, however, that exceptionally high self-confidence, if not monitored, could cause complacency and/or what others may perceive to be an arrogant nature.

Composure (Score: 3 = Below Average)

Your score in this trait indicates you have less emotional control than most people. In stressful situations, you have difficulty managing your emotions effectively. You sometimes feel tension when there is little stress involved. Due to your emotional nature, you have difficulty effectively channeling your energy in stressful situations. Your emotionality also causes you to become easily annoyed and to feel resentment toward others, perhaps without realizing you are doing so. When stress is high, you may avoid responsibility, give up easily, become irritable, or create other problem situations. These emotional reactions may also result in fatigue, loss of sleep, and may make it difficult for you to settle down. During stressful events your performance is not always consistent; this can reduce the effectiveness, quality and quantity of your work. Because of your emotionality, changes in your environment easily unnerve you, and prevent you from effectively focusing your efforts. In group activities, you often take a negative view of the level of orderliness, unity, and leadership involved. This is particularly true when you face important career activities, are given additional responsibility, are criticized for your performance, or at other times of high stress. In summary, you currently do not have the ability to control your anxiety and restrain your anger to the extent you may desire.



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Self-control Traits

Tough-minded (Score: 9 = High)

You are an exceptionally tough-minded, rather than sensitive, individual. When you interact with tough, demanding managers, customers, or coworkers, it does not negatively effect you. When you are in unpleasant, grueling situations, you maintain the ability to function normally. This tough-mindedness enables you to accept strong criticism in a positive manner, without the tendency to become hurt or to be defensive. You can effectively cope with rejection that is inevitable in life. Most disappointments and bad breaks you experience do not diminish your ability to perform, and you quickly recover from them. You do not require encouragement or excessive praise from others to do your best, and your feelings are not hurt when you do not receive recognition for work well done. In dealings with others, you are straightforward and highly practical. You are skeptical of radical ideas, preferring realistic solutions to problems, and assume a "no-nonsense" approach in getting things done. You are emotionally mature, have realistic expectations of others, and do not dwell on problems beyond your control. Since you are a realist, emotionally sensitive people may think you are unsentimental and unaffected by sensitive issues. In reality, you may be aware of sensitive events, but are not inclined to become emotionally moved or overwhelmed by them.

Autonomy (Score: 4 = Below Average)

Your responses to the assessment questions indicate that you do not have a strong need to function independently. Instead, you are a group-oriented person who prefers to be part of a team and under the direction of others, rather than to act predominantly on your own. You probably experience discomfort in situations that require you to be autonomous without the direction, and support of others. And, as a result, you may function less effectively. You are most comfortable when following the instructions or policies established by others. This does not mean that you do not have, or will not express, ideas and opinions of your own. It simply means that you are more likely to accept ideas of the group and the leader, and rarely feel compelled to insist on your own. Group participation is more important to you than is independence and individualism. Consequently, it would concern you if circumstances prevented you from participation in groups. Your choice of friends and coworkers is very important because others influence you. This influence can be either positive or negative. In certain circumstances, some will see you as a team-oriented person, while others could view you as being team-dependent. Your scores on the traits of Self-confidence, Assertiveness, Boldness, and/or Leadership will indicate which observation is most accurate.



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Self-control Traits

Contentment (Score: 8 = Above Average)

You are generally a positive individual who derives pleasure and enjoyment from most aspects of your life. Your optimistic nature causes you "to view the glass as being half full, rather than half empty". Whether it be family, friends or coworkers, you like and enjoy most of the people in both your career and personal environments. They, in turn, probably enjoy your company because your pleasant demeanor brings a positive focus, rather than stress, to most interactions. You laugh more readily than most, and are quick to find humor even in stressful situations. Although there are some things you would like to change, for the most part you are satisfied with who you are and what you have accomplished. While you continue to encounter difficulties and have problems like everyone else, your contented disposition enables you to cope with them more effectively than most individuals. You also recover from disappointments and setbacks more quickly than others, and rarely dwell on past negative events. Instead, you look forward to the challenges and opportunities that each new day presents. Your general health and physical condition is probably good. When you do become ill or are injured, you do not spend much time talking or even thinking about your ailments. Your contentment projects to others that you are an individual who is satisfied, cheerful, friendly, and happy.

Control (Score: 3 = Below Average)

When compared to others, you are more Impulsive than you are Controlled. As an impulsive person, you have a tendency to speak and act before thinking, and usually do not consider the consequences of your words and actions. As a result, you could appear to others as being hasty, rash, and possibly foolhardy. Because you are rather quick to vent your feelings, you often say and do things you may later regret. You may also accept invitations or make commitments without considering whether you will be able to actually meet these obligations. Coworkers and friends have come to expect that you will make your position known by telling them exactly what you have on your mind. You react to most situations in an impulsive rather than calculating or deliberate manner, since feelings, rather than thoughts, dominate and control your actions. Regardless of intelligence and other personality assets, decisions made impulsively are not as astute as those made after careful consideration of all related information. Consequently, some people may see you as being uninhibited and spontaneous, while others consider you to be impetuous, or possibly even foolish or reckless. If you scored high in other Emotional Traits, this characteristic is at least partially responsible. Since Low Control often creates problems and contributes to old ones, it can cause or increase stress.



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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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Sociability (Score: 10 = High)

You are a very warmhearted, sociable individual who enjoys interacting and participating with others. In both personal and career situations, you are adaptable, cooperative and attentive to others. Defining Adjectives: extroverted, outgoing, friendly, gregarious, neighborly, sociable, congenial, amicable, good-natured. This is an asset as almost every aspect of life goes more smoothly if one is able to interact in an open and friendly way with those around them. Related Traits: High scores in Recognition, Self-confidence, Conscientiousness, Contentment, Nurturance, Trust, Exhibition, Boldness, Tough-mindedness, Composure, Control, Coachability and Responsibility will enhance your interactions with others. Low scores in these same traits, will diminish the quality of your interpersonal relationships.

Career: Your warmth and outgoingness indicate you would enjoy careers dealing with people, and be less content in solitary work. Careers with frequent interpersonal contacts, such as sales, management, customer service, etceteras, would appeal to you. Your sociability can help those in your workplace to feel more at ease, and provide an open, relaxed and perhaps more productive atmosphere.

Social: You greet strangers openly and are quick to form new friendships. Because of your good nature and warmth, you are probably a welcomed guest at social functions, as well as a valued friend. Your willingness to cooperate should further enhance relationships with others.

Suggestions:

1. If you are not in a career, or at the least involved in social situations that provide frequent interpersonal activities, you should consider making changes. More social and interpersonal activities will increase your level of contentment.
2. Consider increasing contacts with new individuals who will provide additional opportunities for growth and increase your personal satisfaction.
3. Your desire to relate to others is so strong it could possibly have negative implications. Make certain that your interactions are timely and appropriate. be on guard that your desire to relate and socialize does not reduce your performance, productivity and effectiveness.

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Conscientious (Score: 8 = Above Average)

You are a person who places the wishes and welfare of others before your own personal interest and desires. You are dominated by a sense of duty, and concerned about moral standards and rules in society. **Defining Adjectives:** dependable, loyal, dedicated, ethical, honorable, trustworthy, faithful, devoted, reliable, honest, responsible, possibly moralistic. This trait is an **asset** because you strive to do the correct thing at all times and usually place obligations to others before your own interests. **Related Traits:** High scores in Recognition, Nurture, Trust, Responsibility, Coachability, Sociability, Composure, Control, Contentment, Flexibility, and Endurance will positively enhance your behavior in this characteristic. Low scores in these same traits will diminish your Conscientiousness in some situations.

Career: Your conscientiousness is most valuable in careers or on projects that require dependability and/or quality of workmanship. You usually keep the best interests of your organization and customers/clients in mind. Managers and co-workers can rely on you to meet your commitments and to consistently put forth your best effort.

Social: Your conscientiousness makes you a loyal friend. Your credibility should be high with your friends because you meet your obligations. They know you are unselfish and will not take advantage of their friendship. This characteristic will provide many close and lasting friendships, and opportunities for personal success.

Suggestions:

1. Be careful not to irritate others by being too critical, judgmental or demanding. Keep in mind, that you may become irritated when others do not meet their commitments or your expectations of them. Your examples will usually be more effective than your words.
2. Since life is not always "black and white", a degree of flexibility will provide more opportunities for you to enhance your capacity to deal with a variety of situations.
3. If your score in this trait is 10, your expectations of yourself and others may be unrealistic and cause frustration for all concerned. It would be beneficial, perhaps with the help of a mentor or trusted friend, to analyze the possibility that you may tend to be rigid and judgmental of yourself or others.

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Exhibition (Score: 10 = High)

You have a strong desire to be the center of attention and will usually go out of your way to have others notice you. Rarely are you merely "one of the crowd," since it is your style to conduct yourself in such a manner to be noticed. **Defining Adjectives:** entertaining, demonstrative, expressive, flamboyant, colorful, dramatic, flashy, possibly ostentatious or pretentious. This trait is an asset if your attention-seeking behavior is appropriate for the situation. If your exhibitionist behavior is inappropriate or offensive, this trait could be a concern. **Related Traits:** High scores in Self-confidence, Boldness, Recognition, Sociability, Assertiveness, Responsibility, Coachability, Control, Contentment, Conscientiousness, Nurturance, Alertness, and Creativity will enhance your behavior when entertaining others or attempting to become the focus of attention. Low scores in these traits will moderate your dramatic behavior or cause your efforts to be ineffective, inappropriate or even offensive.

Career: Because of your exhibitionistic behavior, you will enjoy careers that allow you to be demonstrative, such as management, sales and training. Since your behavior causes you to stand out from others, managers and clients are more likely to notice you and your talents.

Social: This trait should be an asset in your personal life because it can add an entertaining dimension to relationships and social activities. However, if overdone or inappropriate for the situation, it may create problems and lead to your being socially ostracized . . . timing is most important.

Suggestions:

1. Analyze the effect your extroversion is having on your career, management, and co-workers. Be open to feedback on the impact of your attention-seeking behavior.
2. Determine if you are coming on too strong, or drawing attention to yourself at the expense of others. Do not make others the victims your jokes or demean them in order to draw attention to yourself. Perhaps you are offending others without realizing you are doing so.
3. If your exhibitionism is appropriate and productive, try to find environments in which it enhances your effectiveness in your career and personal life.

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Nurturance (Score: 10 = High)

You are a very nurturing person who has the emotional resources to provide compassion and support to others. You are willing to do whatever you can to assist them and may occasionally overextend yourself when giving help to others. **Defining Adjectives:** compassionate, sympathetic, kindhearted, benevolent, caring, charitable, supportive, considerate. This trait is an **asset** because you can communicate your concern for others and are willing to help and assist them in times of need. **Related Traits:** High scores in Conscientiousness, Recognition, Contentment, Trust, Sociability, Endurance, Leadership, Boldness, Self-confidence, Tough-mindedness, Composure, and Flexibility will enhance your Nurturance. Low scores in these same traits will diminish your sympathy and support of others.

Career: By listening to the problems of others and helping solve them, you can improve relations on the job. This trait is valuable in situations that involve ongoing communication and concern for others, and can be particularly valuable in service careers.

Social: Your friends often seek your advice and assistance because they are aware of your concern and willingness to help others. Your capacity to be concerned and to express warmth toward others is a quality that will make you a valued friend.

Suggestions:

1. You may unintentionally foster dependency in those you are attempting to help. Rather than solve problems for others, show them how they can solve their own problems.
2. Be aware of your tendency to put the concerns of others ahead of your own. You should be able to provide support for others without sacrificing your own self-interest.
3. If you score 10 in this trait, you may take on more of other people's problems than you can realistically handle. You may find yourself getting more involved with the emotional needs of others than circumstances require. If this is true, you should objectively assess your capacity to say "no."

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Order (Score: 9 = High)

You constantly strive to maintain physical order in your environment and have a strong dislike for disorganization. For you to be comfortable, both your career and social environments should reflect this physical order. **Defining Adjectives:** orderly, methodical, tidy, neat, clean, thorough, organized, deliberate, systematic. This characteristic is an asset because a high degree of orderliness saves time, effort and usually results in increased effectiveness. **Related Traits:** High scores in Structure, Alertness, Conscientiousness, Recognition, Responsibility, Endurance, Self-confidence, Autonomy, Coachability, Control, and Flexibility will enhance your ability to organize your environment. Low scores in these same traits will diminish your effectiveness in organizing your possessions and things.

Career: By keeping your work environment neat and orderly, you are more effective. Your systematic methods allow for the maximum utilization of your time and also enhance job performance. Your concern for order and organization should provide additional opportunities for advancement in your career.

Social: Your tidy and well-ordered manner probably makes a good "first impression" on those whom you meet socially. Others are probably willing to loan you their possessions because they are confident you will take good care of them. Orderly people will be more inclined to socialize with you.

Suggestions:

1. Seek out career opportunities and projects that require a disciplined environment and organizational efficiency. Think of specific ways you can use this trait to positively influence your other personal traits.
2. Be aware that your focus on an orderly environment could make you somewhat rigid and inflexible and could limit your enjoyment of spontaneous events and opportunities. Your ordiless could irritate and alienate those close to you who are not as orderly as you.
3. If your score is a 10, be careful not to waste time and effort by being excessively neat or perfectionistic when that level of order is not required. Also, be aware of your inclination to turn simple organizing tasks into major, complex projects.

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Flexibility (Score: 8 = Above Average)

You are very receptive to change, and do not become upset when required to adapt to changes in your career or personal life. You readily accept new ideas and procedures, and let go of old ones when they are no longer productive. **Defining Adjectives:** adaptable, changeable, open, versatile, flexible. This characteristic is an **asset** because your willingness to accept suggestions and new situations will improve your personal effectiveness. You do not cling to outdated or ineffective concepts. **Related Traits:** High scores in Alertness, Structure, Self-Confidence, Order, Boldness, Coachability, Autonomy, and Control will enhance your Flexibility. Low scores in these same traits will diminish your Flexibility.

Career: Your flexibility will help you to function more successfully in careers that involve frequent changes in methods or technologies. You probably prefer work that is somewhat unstructured or does not require adherence to a set routine. Your ability to adapt to change and keep up with advancements in your field should serve you and your organization well. You do not become "locked in" to just one approach when solving problems.

Social: Your willingness to try new and different activities and experiences will provide opportunities to improve and expand your social life. Most people will respond positively to your openness to new things, and your ability to adapt to change. You may even be looked upon as an example for coping with transitions.

Suggestions:

1. Make certain your flexibility is controlled and disciplined. Receptivity to change and new experiences is an asset, whereas impulsive action without forethought is a liability.
2. Think about ways this trait can supplement other characteristics; look for other areas of your life that may benefit from a fresh or novel approach.
3. If your score is a 10, be careful not to become addicted to change for its own sake, or to allow yourself to be easily manipulated by others.

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Creativity (Score: 10 = High)

You have an open, experimental approach to life, with a strong desire to make changes and invent new things. You have an exceptional level of intellectual curiosity and are able to see alternatives that are not readily apparent to others. **Defining Adjectives:** innovative, inquisitive, analytical, artistic, curious, investigative, experimenting, decorative, inquiring, theoretical. This is an **asset** if your efforts to create or reform are practical and useful, rather than mere intellectual exercises. **Related Traits:** High scores in Alertness, Structure, Flexibility, Self-confidence, Conscientiousness, Trust, Order, and Endurance will enhance your creativity and help assure that your innovations are useful and effective. Low scores in these same traits and/or Control, and a score of 10 in Assertiveness and/or Boldness, could cause you to reject ideas and suggestions that could improve your creativity.

Career: Your inquisitiveness should be helpful in creating unique and useful improvements in your career. The variety of information you have accumulated as a result of your curiosity should also contribute to your resourcefulness. Your receptivity to change and alternatives should make you a valued member of most organization.

Social: Others appreciate it when you listen intently and show interest in their activities and ideas. Close friends see you as a creative person and probably seek your advice. This provides you with personal satisfaction and with additional social opportunities. Your ideas can make social activities more exciting.

Suggestions:

1. You are interested in a wide variety of subjects. However, you may derive more benefit by focusing your attention in a **few** areas that have **practical** applications in your career and personal life. Be alert to realize when you have accumulated sufficient information required to make a decision or to take action.
2. Be on guard that your ability to think creatively does not cause you to become unnecessarily or inappropriately critical of the "status quo."
3. When you are involved in innovative and novel approaches, do not allow yourself to lose sight of the practical, "down-to-earth" applicability of your concepts.

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Responsibility (Score: 10 = High)

Your score on this trait indicates that you are willing to accept responsibility for the consequences of your words and actions. **Defining Adjectives:** responsible, accountable, reliable, answerable, humble, possibly self-critical and guilt-prone. This trait is an **asset** if you objectively accept responsibility for your actions. It can be a **concern** if you assume a self-critical attitude and accept responsibility for actions and errors that are not your fault. **Related Traits:** High scores on the traits of Conscientiousness, Recognition, Trust, Self-confidence, Tough-mindedness, Contentment, Control, Alertness, Boldness and Structure will enhance your ability to objectively review your actions and accept responsibility for them. Low scores in these same traits will diminish your objectivity and lower your Responsibility.

Career: Your responsible, non-defensive attitude is a valuable asset in improving your career performance. It should enhance your opportunities for success if you do not punish yourself for your limitations and any mistakes you might make.

Social: Friends and relatives will respect your ability to accept responsibility for your actions and to take credit for your accomplishments. The people in your life most likely consider you to be a direct and straightforward person who is receptive to constructive criticism.

Suggestions:

1. Be aware that some individuals may attempt to take advantage of your willingness to accept responsibility for negative outcomes. Develop the capacity to accurately and objectively assess each situation and your influence upon it, as your subservience could invite others to take advantage of you.
2. To accept responsibility for your words and actions is positive behavior, while being guilt-prone is negative. Therefore, objectively examine all the facts and circumstances before you instinctually accept responsibility for mistakes and errors that occur.
3. If you score a 10 and tend to be prone to guilt, make certain to personally acknowledge and accept compliments from others for your successes and accomplishments. Evaluate your knowledge, skills and positive aspects of your personality, and concentrate on amplifying them, rather than focus on any undesirable characteristics you may have.

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Coachability (Score: 9 = High)

You are an individual who shows respect for managers and the management process. You also respect other authority figures and willingly accept direction from them. **Defining Adjectives:** cooperative, dependable, responsive, respectful, considerate, compliant, accommodating, devoted, loyal, and dutiful. This characteristic is an **asset** because your receptivity to leadership and suggestions for development will assist you in attaining your potential. **Related Traits:** High scores in the traits of Trust, Responsibility, Conscientiousness, Recognition, Contentment, Flexibility, Sociability and Tough-mindedness will enhance your behavior in this characteristic. Low scores on any of these traits and/or high scores on Assertiveness or Autonomy indicate that you may not be as Coachable in some situations, or with some leaders.

Career: Responsiveness to management, and confidence in their actions and policies, is very important in most organizations. Organizations value employees who are receptive to direction and willing to work as a team to achieve goals and objectives. Management can rely on you to be very receptive to their direction and guidance.

Social: Respect for authority figures in one's personal life usually results in more harmony and fewer problems. Your respect for teachers, coaches, religious and organizational leaders, and other authority figures serves as good examples for others. Your Coachability makes you more receptive to suggestions to improve your skills and to avoid repeating mistakes.

Suggestions:

1. In your desire to satisfy your manager, be careful not to take action without a complete understanding of what is expected from you. Make certain you have the information required to perform the task or carry out the assignment; if not, ask questions.
2. There is a danger in becoming excessively reliant on your managers and others for advice, praise and guidance. Be cautious not to become excessively reliant on authority figures for guidance and direction. Whenever appropriate, think and act on your own, and express your ideas and opinions more openly.
3. In your desire to function as a cooperative team member, do not stifle your capacity to make independent decisions, or lose your initiative to challenge ideas with which you do not agree.

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Leadership (Score: 10 = High)

You are a dominant individual, have a strong desire for leadership and usually want to control your environment and the individuals in it. **Defining Adjectives:** dominant, dynamic, commanding, forceful, directing, governing, controlling. This trait is an **asset** because your leadership can give purpose and direction to many activities. Such leadership can cause you to take charge and effect positive changes. **Related Traits:** High Scores on Ambition, Self-confidence, Assertiveness, Boldness, Coachability, Tough-mindedness, Control, Composure, Sociability, Recognition, Conscientiousness, Structure, Flexibility and Trust will enhance your performance in leadership roles. Low scores in these same traits will diminish your performance and success as a leader.

Career: There is a great demand in organizations for individuals who are willing and able to assume the responsibility of being in charge. Your desire for leadership should provide increased opportunities for advancement in your career, if tactfully pursued. If not, your desire to direct others could be offensive and limit your success as a leader.

Social: You are a person who prefers to direct social functions. Because you are outspoken, you will stimulate interaction with others and encourage individuals who might otherwise be reluctant to participate. You excel at motivating others to make things happen and accomplish goals.

Suggestions:

1. It would be valuable to analyze the type of leader you are or could become. Other traits in this Trait Group will determine whether your management style is tactful or dictatorial and possibly abusive. Awareness of your leadership style will be helpful in charting your career and determining the types of people you can most effectively manage.
2. Review your scores on the related traits that influence leadership to determine if you have the personality required to be an exceptional leader. Target the related traits in which you could improve and develop a plan to monitor your progress.
3. If you are not currently in a position of authority, try to find creative ways to utilize your leadership talents. Leadership skills can be refined even in non-work related situations. Remember to monitor yourself so that your forcefulness does not intimidate or overwhelm your peers and subordinates.

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Self-confidence (Score: 10 = High)

You are a very confident individual who believes that you have the knowledge and ability to be successful at whatever you attempt. **Defining Adjectives:** self-assured, confident, certain, secure, brave, fulfilled, poised. This trait is an **asset** because you are not hampered by self-doubts and are able to concentrate on achieving your tasks and goals. **Related Traits:** High scores in Conscientiousness, Recognition, Coachability, Responsibility, Alertness, Structure, Autonomy, Control, and Trust will enhance the positive aspects of this characteristic. Low scores in these traits, plus low scores in Assertiveness, Boldness, and/or Composure, will amplify the negative aspects of Self-confidence.

Career: You are able to accomplish goals in your career which others find difficult to even attempt. Regardless of how tough a project might be, you are convinced you have the knowledge and ability to do it. This confidence makes possible career success that might not otherwise occur.

Social: You are not hindered by fear when meeting or interacting with others. You impress others with your self-assurance, and provide strength for your family and friends. However, this attitude could cause you to be insensitive to the approval or disapproval of others.

Suggestions:

1. Make certain that you maintain the knowledge and skills required to back up your Self-confidence. However, be careful not to assume that you are always right, and be alert to the possibility of evoking quarrels and disturbances when individuals or groups do not agree with you.
2. Look for opportunities to put this aspect of your personality to use. Since your positive attitude can be helpful to others, feel free to express it openly to assist co-workers during times of stress or transition. Encourage them to accept challenges and tasks they normally would not have the confidence to attempt.
3. Be sure to avoid complacency by making certain that you continue to improve upon the knowledge and skills that is the foundation for your Self-confidence. Monitor any tendencies you may have to become overconfident or argumentative.

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Composure (Score: 3 = Below Average)

You experience difficulty controlling your emotions in stressful situations, particularly anger and anxiety. You are an individual who has difficulty relaxing and spend a great deal of time worrying. **Defining Adjectives:** tense, emotional, high strung, excitable, moody, anxious, irritable. This trait is a **concern** because your lack of emotional control is probably preventing you from effectively channeling your energy into productive career and social activities. Your chronic tension may cause sleeplessness, fatigue, anxiety, and possibly may increase the frequency and severity of physical illnesses. **Related Traits:** Low scores in Self-confidence, Contentment, Control, Tough-mindedness, Autonomy, Structure, Conscientiousness, and/or Recognition will heighten your emotionality. High scores in these same characteristics will help to control your emotions and to function more effectively when exposed to stress.

Career: Organizations value employees who are able to cope with stress. Inability to control anxiety is a career liability, because stress usually increases with the level of responsibility. An emotional individual is likely to make rash decisions or otherwise show poor judgment. When career pressure increases you tend to become upset and not perform to your potential. This reaction reduces your chances for advancement.

Social: Your emotionality may prevent others from getting close to you socially. Frequently you respond rashly, which creates additional problems. This emotionality and irritability could prevent others from befriending you because they do not want to be involved in your emotional situations.

Suggestions:

1. Determine the specific situations that cause you to feel the most pressure and develop strategies to deal with them. When you feel yourself becoming upset take a moment to break the cycle of emotions. Make a joke about the situation to yourself or to a coworker. If possible, walk away from it, if only for a few minutes, to regain your composure.
2. Participate in one of the many stress reduction programs that are available. You will receive substantial benefit from developing effective stress management techniques. Be patient with yourself, since it usually takes considerable time to develop increased control over your emotions. Many self-help books and audiotapes are also available in this area.
3. Objectively review the circumstances in your lifestyle and in your interpersonal relationships. Most tension is caused by relationships with others, so be certain to explore this area carefully. This analysis should identify situations that cause you to become worried, irritable or anxious and lead to a strategy for tension reduction. It may be necessary to make changes that will remove the cause of your anxiety.

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Tough-minded (Score: 9 = High)

You are a tough-minded person who can function normally in difficult or unpleasant situations, and you are not deterred by obstacles, disappointments or setbacks. **Defining Adjectives:** resilient, hard, tough, realistic, possibly callous. This is an **asset** because you are able to function without interference from your emotions, and can quickly recover from disappointments and failures. **Related Traits:** High scores in Coachability, Self-confidence, Composure, Sociability, Conscientiousness, Nurturance, and Flexibility, will enhance the positive aspects of this trait. Low scores in these traits and low scores in Endurance, Boldness, and Autonomy will amplify the negative aspects of Tough-mindedness.

Career: This trait enables you to effectively handle the difficult conditions and circumstances confronted in your career. Employers can rely on you to cope with grueling situations and disappointments. You usually act on practical, logical information, rather than whims or impulses, and realistically deal with career challenges and problems.

Social: Your feelings are not easily hurt by the words or actions of others. Rarely do you depend upon others for support and encouragement when the going gets tough. You are able to handle difficult family or personal situations quite well. However, scores of 9 or 10 in this trait may indicate insensitivity to the emotional needs of others.

Suggestions:

1. This trait could cause you to be inconsiderate when dealing with sensitive individuals and delicate situations. Be aware of this possibility when relating to the more sensitive people in your life. Be on guard you do not come across as blunt, callous or uncaring. Keep in mind there is a subtle but vital difference between tough-mindedness and insensitivity.
2. As one who always faces situations realistically, be prepared for others to turn to you in a crisis. Use your steadiness to reinforce the group and reassure others who are less able to cope with difficult situations.
3. Use your ability to respond positively to difficult challenges, unpleasant circumstances and setbacks, to help bolster the morale of those around you. Develop an ability to listen to others and be aware of how others are reacting to your behavior in this trait.

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Contentment (Score: 8 = Above Average)

You are a person who is quite content with most aspects of your career and personal life. You cope with most problems well and have an optimistic outlook on life. **Defining Adjectives:** Satisfied, fulfilled, cheerful, gratified, blissful, joyful, happy, contented. This trait is an **asset** because your contentment will provide pleasure and enjoyment to you and those around you. **Related Traits:** High scores in the traits of Self-confidence, Composure, Control, Tough-mindedness, Sociability, Trust and Nurturance will enhance your contentment. Low scores in these same traits, combined with low scores in Coachability, Structure and Conscientiousness, will diminish your happiness.

Career: Most organizations prefer to employ contented individuals who enjoy their work and show a happy, cooperative attitude. Managers, co-workers and customers would rather deal with a person who is cheerful and positive, rather than those who are disgruntled and angry.

Social: Your family and friends enjoy your company because your happy demeanor adds pleasure to social functions and everyday events. Often you cheer up others without even realizing you are doing so. Your optimistic nature enables those around you to better cope with their problems.

Suggestions:

1. Look for opportunities to share your happiness and optimism with those in your life who are discontented or coping with problems.
2. Be on guard not to allow your own personal contentment make you unaware or insensitive to the unhappiness, dissatisfaction or problems of others.
3. While your level of contentment could enhance your receptivity to personal and career growth, it could also cause you to accept things as they are and to be complacent. Therefore, make certain your contentment does not lead to complacency.

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Control (Score: 3 = Below Average)

You are very impulsive, frequently act without thinking, and you are quite volatile in your emotional expression. **Defining Adjectives:** rash, impetuous, hurried, hasty, impatient, spontaneous, heedless. This trait is a **concern** because acting without thinking creates problems that could be avoided by giving more consideration to the consequences of your words or actions. **Related Traits:** Low scores in the traits of Structure, Composure, Recognition, Alertness, and Conscientiousness, and/or very high scores in Assertiveness, Boldness, Self-confidence, Flexibility and/or Creativity will amplify the negative aspects of Low Control. High scores in Structure, Alertness, Composure, Recognition, Conscientiousness, and/or Responsibility will help to direct your Low Control into productive behavior.

Career: Low Control is, in essence, acting before thinking or planning. Many careers require deliberate, detached thinking and carefully planned action. If you are impulsive in such situations, it will most likely cause errors and delays. This can result in considerable waste, inefficiency, tension, confusion and additional cost to you and your organization.

Social: At times you may be perceived as blunt or even rude by speaking out or acting without thinking, thereby causing social tension. Your impetuous behavior can create particular anxiety for those individuals who prefer a safe environment and detailed planning before making their moves.

Suggestions:

1. If possible, before reacting to problems or making major decisions, wait twenty-four hours and discuss the matter with trusted friends, relatives and/or co-workers. This technique should eliminate most problems that would be created by impulsive actions and reactions.
2. Seek feedback from family and trusted co-workers or friends concerning your impulsive behavior. Reduce your impulsive behavior by planning in advance exactly what you will say and what actions you will take. Visualize positive outcomes to planned, carefully considered courses of action.
3. Most impulsive behavior has a "trigger;" pressure from a superior, a deadline, a sense of being overwhelmed, fatigue, etc. Try to determine your own personal "triggers" and develop strategies to cope and deal with them.

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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.

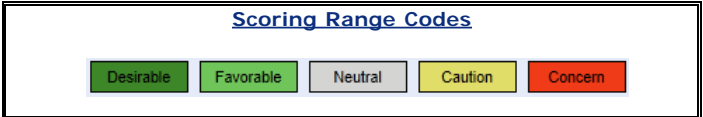
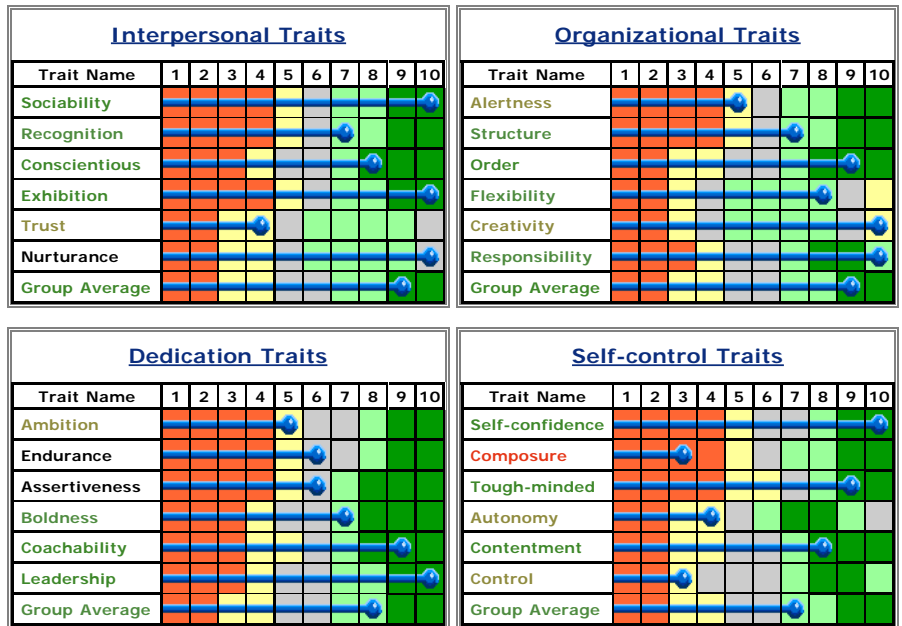
Another important point to remember is that a high score is not necessarily positive, nor is a low score necessarily negative. Your report does not offer or imply judgments regarding the different traits. Rather, the assessment results describe your personality and behavior in the abstract; it is for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



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Winslow Dynamics Profile Personality Trait Groups

PCS Position: Sales Representative



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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

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.



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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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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.

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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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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