



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 1 of 19

## Winslow Dynamics Profile

Participant: Michael Hepper

Organization: Client Demonstration Site

Location: Headquarters

Department: All Participants

Profile Date: February 28, 2001

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**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 2 of 19

## Introduction

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

### **Assessment Validity**

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

### **Personality Profiles**

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

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

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

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

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



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 3 of 19

## Introduction

(Continued)

### **Influential Traits**

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

### **Position Analysis & Success Profiles**

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

### **Trait Definitions**

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

### **Trait Interaction**

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



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 4 of 19

## Introduction

(Continued)

### Normative Group

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

### Selection or Promotion

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

### Ethical Considerations

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



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 5 of 19

## Position Compatibility Summary

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

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

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

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



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 6 of 19

## Assessment Validity

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

### Objectivity

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

### Accuracy

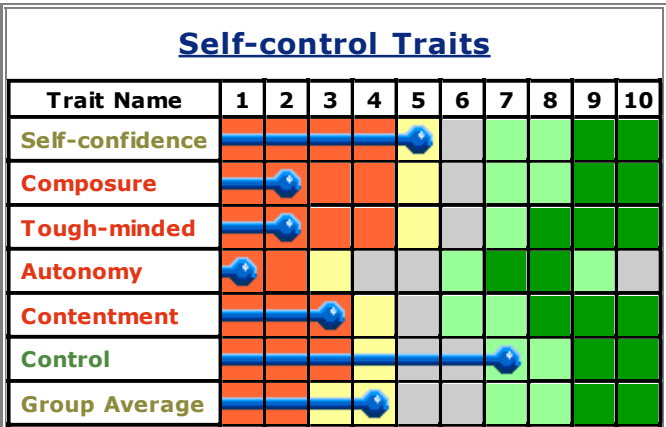
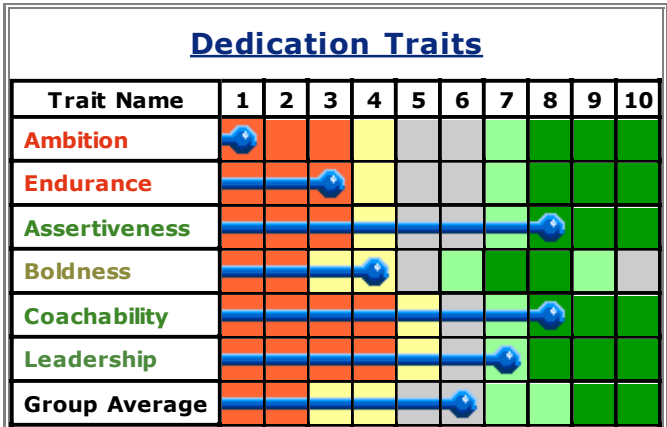
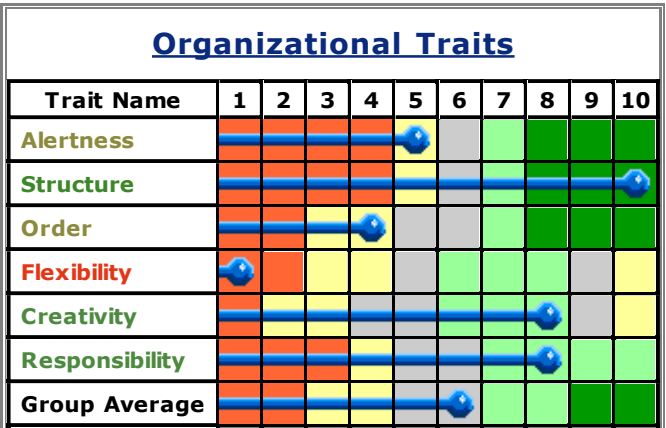
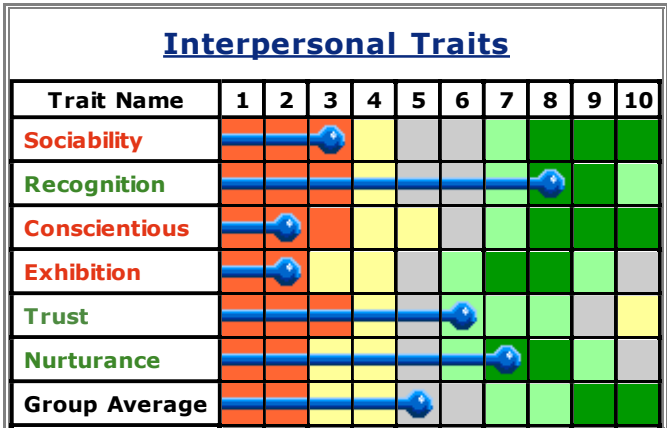
This individual understood the questions and experienced no difficulty in accurately completing the questionnaire. Consequently, this Report should be an accurate description of his/her behaviors and attitudes.



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 7 of 19

## Winslow Dynamics Profile Personality Trait Groups

**PCS Position:**



### Scoring Range Codes

Desirable

Favorable

Neutral

Caution

Concern

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**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 8 of 19

## Position Compatibility Summary Interpretation

In computing the PCS, the Participant's Profile results are compared to the Position Analysis for the PCS Position named at the top of the form. Plus points are assigned for potentially positive trait scores, minus points for potentially negative trait scores and "zero" for trait scores in neutral zones:

Desirable Score: +4	Favorable Score: +2	Neutral Score: 0	Caution Score: -2	Concern Score: -5
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**Participant's Net Score:** is the total PCS Score for all twenty-four Personal Dynamics Traits. Interpretation: A net score of **"zero" to "plus 15,"** usually indicates an average probability of an average performance. **"Plus 16" to "plus 35,"** usually indicates a noticeably above average performance. Net Scores **above "plus 35,"** indicate outstanding suitability for the position that should result in exceptional performance, unless there are many scores in the Concern Scoring Zones. The higher the Net Score the higher the probability of success, and the more desirable the performance. Conversely, **the lower the Net Score,** the lower the probability of success and quality of performance in this position. However, these scoring ranges can vary significantly from one organization, location, or department, to another, depending upon the standards of performance, business activity, competition, management, and other factors.

**Number of "Concern" Scores:** is the total number of trait scores in "Concern" scoring zones. Interpretation: Most individuals with **four or more** "Concern" scores do not succeed in this position, or function significantly below average. However, it is important to analyze the "concern" scores and the requirements for your particular position.

**Scoring Zone Totals:** are the total number of trait scores in each of the five Scoring Zones. Interpretation: While assets positively influence performance, research indicates that liabilities have the most influence. The number of "Concern" and "Caution" scores are most important, because they can prevent an individual who has many "Desirable" and "Favorable" scores from succeeding in the position, or significantly reduce his/her performance. **The higher the number of "Concern" and "Caution scores,** the lower the probability of success and level of performance in this position.

**Trait Group Scores:** is the total number of trait scores in each of the five Scoring Zones. Interpretation: A Trait Group **score of "Zero"** usually indicates the probability of an average performance in situations requiring these traits. A Trait Group score of **minus nine or greater,** indicates that the influence of these traits will lower the Participant's probability of success and/or significantly diminish his/her performance in those situations.

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

### Special Considerations:

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



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 9 of 19

## Winslow Dynamics Profile Position Compatibility Summary

**PCS Position:** General Manager

<p style="text-align: center;"><b><u>Interpersonal Traits</u></b></p> <p><b>Sociability:</b> 3 = -5  <b>Recognition:</b> 8 = +4  <b>Conscientious:</b> 2 = -5  <b>Exhibition:</b> 2 = -5  <b>Trust:</b> 6 = +2  <b>Nurturance:</b> 7 = +4  <b>Group Total:</b> -5</p>	<p style="text-align: center;"><b><u>Organizational Traits</u></b></p> <p><b>Alertness:</b> 5 = -2  <b>Structure:</b> 10 = +4  <b>Order:</b> 4 = -2  <b>Flexibility:</b> 1 = -5  <b>Creativity:</b> 8 = +2  <b>Responsibility:</b> 8 = +2  <b>Group Total:</b> -1</p>
<p style="text-align: center;"><b><u>Dedication Traits</u></b></p> <p><b>Ambition:</b> 1 = -5  <b>Endurance:</b> 3 = -5  <b>Assertiveness:</b> 8 = +4  <b>Boldness:</b> 4 = -2  <b>Coachability:</b> 8 = +4  <b>Leadership:</b> 7 = +2  <b>Group Total:</b> -2</p>	<p style="text-align: center;"><b><u>Self-control Traits</u></b></p> <p><b>Self-confidence:</b> 5 = -2  <b>Composure:</b> 2 = -5  <b>Tough-minded:</b> 2 = -5  <b>Autonomy:</b> 1 = -5  <b>Contentment:</b> 3 = -5  <b>Control:</b> 7 = +2  <b>Group Total:</b> -20</p>

<b><u>Position Summary Data</u></b>		
<b>Desirable:</b> 5	<b>Interpersonal:</b> -5	<b>Participant's Net Score:</b> -28
<b>Favorable:</b> 5	<b>Organizational:</b> -1	<b>Key Characteristics:</b> -24
<b>Neutral:</b> 0	<b>Dedication:</b> -2	
<b>Caution:</b> 4	<b>Self-control:</b> -20	<b>Objectivity:</b> 25 of 30
<b>Concern:</b> 10		<b>Accuracy:</b> 29 of 30

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

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**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 10 of 19

## Interpersonal Traits

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

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

### **Recognition** (Score: 8 = Above Average)

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

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

This individual's responses indicate that he is a self-centered person who is motivated by what he wants and what is good for him. If others in his life also want what he wants this may not be a problem; otherwise, there will be a conflict of interest. When conflict does occur, he almost always will act in his own best interest. Often he says and does things that hurt others. His sense of duty, dedication and commitment are very low, and he often places his desires first. He views rules and regulations as limits to his freedom. When they interfere with his wishes, he is willing to bend or break them. Because he rationalizes his behavior, he may not be fully aware of his self-centeredness and inclination to satisfy himself at the expense of others.



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 11 of 19

## Interpersonal Traits

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

This individual has little, if any, desire to be the center of attention, and he dislikes having an audience. He is very unlikely to say or do anything that would cause others to focus their attention on him. Situations that require him to share information with others, particularly strangers, will cause him discomfort. Speaking out at group meetings or making presentations also make him uncomfortable. While he may be at ease participating in functions and being one of the crowd, he will not enjoy being the center of attention. This trait could be a major liability in his career if his position requires him to be colorful, demonstrative and exhibitionistic. He may be more expressive than described with close friends and coworkers, but only moderately so.

### **Trust** (Score: 6 = Average)

This is not a suspicious person, but neither is he one who naively trusts others without question. His level of trust and reaction to others depends upon his past experiences with them, and upon the circumstances involved. In some cases, he is free of jealousy and adapts readily. In others, he may exhibit some suspicion, and find it rather difficult to get along with certain people. Although he is fairly open and unguarded, he does not tend to rush into new relationships. He gets along well with most coworkers and is unlikely to become involved with factions that could disrupt group unity. The defensiveness he exhibits in relationships is also average. In most situations, his interpersonal interactions should be open and free of suspicious tendencies.

### **Nurturance** (Score: 7 = Above Average)

This individual feels a responsibility to offer sympathy, compassion and support to others, and considers it important to assist them in times of need. He patiently listens to others' problems, and usually responds by providing help. He often knows when people are hurting and need support even before they ask for help or share their problems with him. Dependent coworkers are probably aware of his willingness to console and help them. As a result, there are likely to be a number of people who rely on his assistance. He is willing to do what he can to help, and does not usually consider his assistance to be an inconvenience. His emotional involvement could hamper him in being objective and providing appropriate help and support.



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 12 of 19

## Organizational Traits

### **Alertness** (Score: 5 = Average)

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

### **Structure** (Score: 10 = High)

This person has the ability to structure his thinking and to organize his thoughts and actions most effectively. He is an exceptionally precise individual, and it is very important to him that all information be accurate and definitive. When making decisions, for example, he is thorough and meticulous. He has little tolerance for ambiguity or uncertainty and wants all questions answered. Before taking action, he will check and recheck details until absolutely certain the information he has is complete and accurate. On occasion, however, he could waste time by giving too much attention to details or projects that do not require such high levels of precision. His strong desire for structure may make him compulsive and limit his capacity to be flexible.

### **Order** (Score: 4 = Below Average)

This individual is not a very organized person when it comes to keeping his personal property and environment neat and orderly. He does not invest much time developing methods for keeping materials organized, because he is content with things as they are. Since maintaining order and fastidiousness are relatively unimportant to him, he tends to stay disorganized. This situation does not bother him, for he believes he is in control and usually knows where things are despite outward appearances. While others may view his life as lacking in order and neatness, he believes fastidiousness is relatively unimportant. Since he is rather uncomfortable with high levels of order, his lack of physical organization could impair his career development.



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 13 of 19

## Organizational Traits

### **Flexibility** (Score: 1 = Low)

In both his career and personal life, this individual is very comfortable with things the way they are. He resists new ideas and innovations, preferring to continue doing things in his customary way. As a result, he avoids change whenever possible. Unlike people who are more flexible, he does not change opinions or values in differing circumstances. Since most organizations must be flexible to remain competitive and profitable, his inherent reluctance to accept change could be a liability in his career. Since he tends to consider changes to be problems, rather than opportunities, his career contentment is also diminished. He has a continuing need to oppose or postpone change, even in those situations when he realizes change is necessary.

### **Creativity** (Score: 8 = Above Average)

This is an experimental person, who is highly analytical and innovative. As a creative individual, he tends to come up with ideas and solutions that would not occur to most others. He also enjoys exploring new situations and working with other creative people. He is receptive to ideas from others, but frequently questions their relative value before implementing or supporting them. When his emphasis is on constructive reforms, he could have difficulty dealing with those who stand in the way of his ideas. Depending upon his other traits, he may rely more on creative imagination than on practical realities. This characteristic could result in high creative output, if he controls and directs his imagination into productive channels.

### **Responsibility** (Score: 8 = Above Average)

This individual is quite willing to accept responsibility for the consequences of his actions. He accepts blame for his mistakes, and is receptive to constructive criticism. In comparison to others, he has a high degree of humility and is more likely to feel guilty over his shortcomings. He may even accept responsibility for errors that are not completely his fault. Although he is willing to accept, or at least share the blame, he usually will not allow minor problems or setbacks to interfere with his effectiveness in getting things done. In both his personal life and career, he expects others to take responsibility for their actions. He can be his own harshest critic, and it may take him longer than most people to get over his mistakes.



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 14 of 19

## Dedication Traits

### **Ambition** (Score: 1 = Low)

This individual is not very ambitious. He considers other aspects of life to be more important than striving for career or personal achievement. He does not set many goals for himself, and the goals he sets are probably well below his capabilities. He tends to accept situations as they are, and rarely attempts to improve himself or his performance. Since he does not enjoy competition, he avoids involvement in challenges whenever possible. The more competitive the situation, the more inclined he is to withdraw and become involved in other areas more meaningful to him. Due to his low drive, he frequently accepts less than his best performance. Consequently, he will not reach his maximum potential unless he changes this characteristic.

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

In many situations, this participant does not put forth as much physical effort and persistence as most people. He is an individual who prefers to avoid situations that require sustained effort, and often gives up too easily. When he encounters obstacles or problems, he is inclined to seek assistance, abandon the project, or procrastinate, rather than follow through to completion. It is possible that physical ailments or emotional fatigue may be preventing him from putting in as much time, energy and persistence as others. However, the cause is more likely to be a lack of ego or personal involvement, complacency, boredom, or burnout. When involved in projects or activities he likes, however, he will be more energetic and persistent than described.

### **Assertiveness** (Score: 8 = Above Average)

This participant is more assertive than most, and believes that taking the offensive is often important in achieving success. Through his assertive style he usually makes things happen, rather than reacting to the initiative of others. He has a strong desire to persuade others to accept his point of view. Because of the strength of his convictions, he sometimes is so committed to his position that he is not receptive to others' views. The balance he has between assertiveness and tact will change when others try to take advantage of him. When someone does get the better of him, he is motivated to be even more assertive. He enjoys expressing his opinions and participating in debates.



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 15 of 19

## Dedication Traits

### **Boldness** (Score: 4 = Below Average)

This individual is more shy than bold. He is withdrawn in most social situations and tends to avoid face-to-face contacts with strangers whenever possible. When approached by strangers, or when he is in unfamiliar environments, he is cautious and usually feels quite uncomfortable. When it comes to risk-taking, he is conservative and careful, rather than bold and speculative. Venturesome activities are not appealing to him. Because of his shy nature, he experiences difficulty expressing himself in some situations. Careers that require him to frequently interact with the public are not appealing to him. He would also be uncomfortable in positions requiring him to persuade others or to address groups of people, such as sales or public speaking.

### **Coachability** (Score: 8 = Above Average)

This individual respects most managers, and believes that management can help him reach his maximum potential. He is willing to accept the leadership of others whom he believes have earned his respect. He responds positively to most management demands and their advice. Management can usually rely on him to support their philosophies and positions with coworkers. He also accepts the regulations and restraints that are necessary in most group undertakings. It is not his nature, except in extreme cases, to rebel. As a good team member, he willingly conforms to the requirements of groups and society. In fact, he is most comfortable when he receives direction and has guidelines, and believes they are necessary for group cohesion.

### **Leadership** (Score: 7 = Above Average)

This person's desire to influence and direct others is stronger than most people. He prefers to take charge of activities, and his outspoken and dominant personality makes him an influential member of most groups in which he participates. Whenever possible, he attempts to control his environment and to direct the actions of others. In fact, it may be uncomfortable for him to be in a position where he is taking direction from others, particularly if he has no input into the decision making process. If tactfully carried out, his leadership style should provide opportunities for advancement in his career. The scores he received on the related traits will help to determine whether his leadership style is diplomatic or authoritarian.



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 16 of 19

## Self-control Traits

### **Self-confidence** (Score: 5 = Average)

The faith this person has in his knowledge, skills, and abilities are comparable to most people. In some instances, he feels relatively confident and capable, while in others, he is somewhat apprehensive. On occasion, his apprehension may take the form of moodiness or anxiety, and he may worry and become somewhat distressed. However, these situations should not last long, nor should his reactions be extreme. When dealing with people and situations in which he is comfortable, his confidence increases. He will voice opinions, and can usually handle new and unexpected situations fairly well. Although difficult problems may shake his confidence, he considers himself equal to most competitors and capable of dealing with most challenges.

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

This individual experiences great difficulty controlling his emotions in stressful situations and becomes easily upset. In all likelihood, he is dissatisfied with many aspects of his life and spends a lot of time worrying about them. Depending on his other traits, his reaction to stress could be anger, anxiety or discouragement. Whatever the emotion, he does not function normally when operating under stress. His reactions to emotional events can result in fatigue, even emotional exhaustion, and could create or amplify physical illnesses. When stress levels get very high, he could have unreasonable fears, trouble controlling his anger, and increased difficulty in interactions. He probably is not aware of how often he is expressing his emotions.

### **Tough-minded** (Score: 2 = Low)

This is an exceptionally sensitive person who finds it very difficult to accept strong criticism or setbacks. Because his feelings are easily hurt, he functions best when working for a supportive and understanding manager, rather than one who is tough and demanding. Frequently, he becomes so upset by the emotional impact of strong direction or criticism that he does not hear the message. This extreme sensitivity may cause him to overreact when he feels vulnerable. In these situations he is likely to withdraw or will attach himself to someone whom he perceives to be a protector. He dislikes crude people and will avoid rough situations and occupations. Unpleasant experiences affect him more than most others and his reactions will be stronger.



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 17 of 19

## Self-control Traits

### **Autonomy** (Score: 1 = Low)

This is a very conforming person who prefers to function as part of a team, rather than do things independently. Rarely, will he rebel or attempt to break away from the restraints, confinements or restrictions required in most group activities. In fact, he may derive comfort in having such guidelines. It is rare for him to enjoy being on his own, since he prefers being closely affiliated with people, places and obligations. When he must function alone, he most likely will rely on others for direction and suggestions. His need for emotional support is substantial. If this support is not forthcoming, he is apt to feel insecure, since he does not believe he can cope with problems without help from others. He perceives problems to be more serious than they are.

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

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

### **Control** (Score: 7 = Above Average)

This participant's above average score indicates he is not an impulsive person and does not usually act without thinking. It would be unusual for him to speak out or to take action without having contemplated the possible consequences. He is more likely to invest time to evaluate the available courses of action, rather than respond impulsively. When making decisions, he does so only after some deliberation, caution and possibly some procrastination. He should make good decisions in most situations, and implement them with little hesitation. He is not emotionally expressive and therefore, not quick to show his feelings. His score on this trait should help him avoid problems that could be caused by hasty or rash words and actions.



**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 18 of 19

## Trait Definitions

(Descriptions of High Scores)

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

### Interpersonal Traits

#### Sociability

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

#### Recognition

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

#### Conscientious

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

#### Exhibition

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

#### Trust

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

#### Nurturance

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

### Organizational Traits

#### Alertness

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

#### Structure

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

#### Order

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

#### Flexibility

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

#### Creativity

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

#### Responsibility

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

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**Participant:** Michael Hepper  
**Organization:** Client Demonstration Site  
**Date Prepared:** February 28, 2001  
**Page:** 19 of 19

## Trait Definitions

(Descriptions of High Scores)

### Dedication Traits

#### Ambition

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

#### Endurance

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

#### Assertiveness

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

#### Boldness

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

#### Coachability

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

#### Leadership

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

### Self-control Traits

#### Self-confidence

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

#### Composure

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

#### Tough-minded

Resilient, realistic, un sentimental, 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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