



Participant: Dina Dameron
Organization: Client Demonstration Site
Date Prepared: September 02, 1997
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Winslow Dynamics Profile

Participant: Dina Dameron

Organization: Client Demonstration Site

Location: Headquarters

Department: All Participants

Profile Date: September 02, 1997

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Introduction

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

Assessment Validity

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

Personality Profiles

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

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

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

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

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



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Influential Traits

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

Position Analysis & Success Profiles

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

Trait Definitions

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

Trait Interaction

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



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Normative Group

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

Selection or Promotion

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

Ethical Considerations

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



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Position Compatibility Summary

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

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

The first 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.



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Assessment Validity

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

Objectivity

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

Accuracy

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



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Winslow Dynamics Profile Personality Trait Groups

PCS Position:

<u>Interpersonal Traits</u>										
Trait Name	1	2	3	4	5	6	7	8	9	10
Sociability	Desirable	Desirable	Desirable	Favorable	Favorable	Favorable	Favorable	Favorable	Favorable	Concern
Recognition	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Conscientious	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Exhibition	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Trust	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Nurturance	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Group Average	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable

<u>Organizational Traits</u>										
Trait Name	1	2	3	4	5	6	7	8	9	10
Alertness	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Structure	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Order	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Flexibility	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Creativity	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Responsibility	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Group Average	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable

<u>Dedication Traits</u>										
Trait Name	1	2	3	4	5	6	7	8	9	10
Ambition	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Endurance	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Assertiveness	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Boldness	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Coachability	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Leadership	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Group Average	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable

<u>Self-control Traits</u>										
Trait Name	1	2	3	4	5	6	7	8	9	10
Self-confidence	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Composure	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Tough-minded	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Autonomy	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Contentment	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Control	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable
Group Average	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable	Desirable

Scoring Range Codes

Desirable

Favorable

Neutral

Caution

Concern

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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
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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.



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Winslow Dynamics Profile Position Compatibility Summary

PCS Position:

Interpersonal Traits

Sociability: 9 = +4
Recognition: 7 = +2
Conscientious: 7 = +2
Exhibition: 9 = +2
Trust: 10 = -2
Nurturance: 6 = +2
Group Total: +10

Organizational Traits

Alertness: 5 = -2
Structure: 9 = +4
Order: 9 = +4
Flexibility: 10 = -2
Creativity: 9 = 0
Responsibility: 5 = 0
Group Total: +4

Dedication Traits

Ambition: 6 = 0
Endurance: 9 = +4
Assertiveness: 7 = +2
Boldness: 6 = +2
Coachability: 10 = +4
Leadership: 4 = -5
Group Total: +7

Self-control Traits

Self-confidence: 7 = +2
Composure: 5 = -2
Tough-minded: 9 = +4
Autonomy: 2 = -5
Contentment: 9 = +4
Control: 7 = +2
Group Total: +5

Position Summary Data

Desirable: 7	Interpersonal: +10	Participant's Net Score: +26
Favorable: 8	Organizational: +4	Key Characteristics: +24
Neutral: 3	Dedication: +7	
Caution: 4	Self-control: +5	Objectivity: 28 of 30
Concern: 2		Accuracy: 30 of 30

Scoring Range Codes

Desirable Score: +4
Favorable Score: +2
Neutral Score: 0
Caution Score: -2
Concern Score: -5

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Interpersonal Traits

Sociability (Score: 9 = High)

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

Recognition (Score: 7 = Above Average)

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

Conscientious (Score: 7 = Above Average)

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



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Interpersonal Traits

Exhibition (Score: 9 = High)

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

Trust (Score: 10 = High)

This is an exceptionally trusting person who finds it very easy to get along with, and adapt readily to, most people. Rarely does she suspect the motives of others, and she is almost totally free of jealousy. She tends to take her managers and coworkers at face value, assuming their good intentions, and takes it for granted they support her. She goes along with the mainstream, and is uncomfortable with those who disrupt group unity. She gets along well with most people, and prefers interactions to be straightforward. She communicates feelings and opinions openly, and has little concern about what others will do with the information she shares with them. It is simply not in her nature to look for ulterior motives behind the words and actions of others.

Nurturance (Score: 6 = Average)

This individual's willingness to provide sympathy, compassion, and comfort to others in their time of need is the same as most people. With certain friends, relatives and coworkers she will be sympathetic and will provide assistance. However, most people would not consider her to be a person receptive to listening to problems and providing help. For her, being nurturing and supportive depends upon the particular people and circumstances involved. In some situations, she is not even aware that others are experiencing problems or need her comfort and assistance. In essence, she will be compassionate and receptive to assisting close friends and family, but will not necessarily go out of her way to nurture or extend herself to meet the needs of most others.



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Organizational Traits

Alertness (Score: 5 = Average)

This person's general mental abilities are similar to most individuals in our society. She is just as quick as others to understand abstract concepts and to grasp ideas. In some situations, she will think out solutions on her own, while in others, she will rely upon others for the answers. Usually she 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, she may become frustrated, go to others for help or may give up and abandon the project. Her interest in intellectual activities will vary depending upon the particular event and/or the people involved. She can enjoy the company of intellectuals if their thinking is not extremely abstract.

Structure (Score: 9 = High)

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

Order (Score: 9 = High)

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



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Organizational Traits

Flexibility (Score: 10 = High)

This is the type of person who continually seeks out and enjoys new and different experiences. She derives great satisfaction from trying different ways of doing things. She will accept, or at least consider accepting, suggestions presented by others. She welcomes changes in her career and working environment, even those that most coworkers tend to resist. In some instances, she will change things that are perfectly adequate, simply for the sake of change. Because she has a short attention span, she tends to become impatient rather quickly with repetitious tasks. She is also quite prone to changing her opinions in various situations. In essence, she likes change, dislikes routine and may be somewhat unpredictable.

Creativity (Score: 9 = High)

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

Responsibility (Score: 5 = Average)

This person is as likely as most to accept responsibility for the consequences of her words, actions, and the errors she makes. When something goes wrong and it is clearly her fault, she is willing to accept the responsibility. She tends to learn from her errors, and is usually receptive to suggestions from others to help her avoid making future mistakes. She does not normally dwell on her mistakes and is able to recover rather quickly from most of them. However, major errors will concern her, and she can take some time to get over them. While she may, on occasion, act in a less than responsible manner, in most situations, particularly important matters, you can rely upon her to act in a mature way.



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Dedication Traits

Ambition (Score: 6 = Average)

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

Endurance (Score: 9 = High)

An exceptional level of endurance is one of this participant's major strengths; she is almost always willing to invest the time and effort required to accomplish tasks. Once she starts something, she rarely gives up until it is completed, and it always represents her best effort. She tends to continue working even when ill, tired or is in some other way not at her best. Others consider her to be an exceptionally diligent and hard worker. Coworkers may see her as a role model and put forth more effort than normal, or may resent her level of perseverance, perceiving that it puts them in a bad light. Obstacles and discomfort are challenging rather than discouraging to her, and opportunities to develop her knowledge and skills are usually welcome.

Assertiveness (Score: 7 = Above Average)

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



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Dedication Traits

Boldness (Score: 6 = Average)

This person's usual behavior in career situations is neither excessively bold nor shy. Sometimes she may be venturesome in relationships and initiate interaction. At other times, she minimizes or avoids contacts. The more relaxed and comfortable she feels with the people or the group, the more bold she becomes. When she feels uncomfortable, however, she will be more quiet, and may even withdraw from the situation. She is also a moderate risk-taker. In career situations, she will be speculative only when she believes the probability of success is high. Even in these cases, she tends to be rather cautious. While she may be willing to take some chances to get what she wants, she will not be reckless. In essence, her Boldness is similar to most individuals.

Coachability (Score: 10 = High)

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

Leadership (Score: 4 = Below Average)

Managing and controlling her environment and other people is not a high priority for this person. Since she is uncomfortable in most leadership roles, she usually avoids positions of influence and persuasion. This does not mean that she will not accept a leadership role if necessary. She simply is less comfortable in positions of dominance than most others, and therefore probably assumes leadership roles infrequently. If she does accept a position of authority, it will be for reasons other than her desire to command. When in charge, she tends to lead by example or consensus, rather than by being demanding or forceful. Since being in charge does not come easily, she must work at it for some time before becoming comfortable in leadership situations.



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Self-control Traits

Self-confidence (Score: 7 = Above Average)

This participant has strong faith in herself and believes she possesses the knowledge, skill and experience to function successfully in most situations. Her maturity in facing the obstacles she encounters in day to day activities is one of her strong points. She is usually calm under pressure, and recovers rather quickly from adversities. When the situation calls for action, she is decisive and not afraid to share her ideas with others. She believes in her ability to succeed in competitive career situations. Coworkers are apt to see her as a confident person who is not easily overwhelmed. In essence, her above average self-confidence affords her the capacity to deal effectively with most of the situations that occur in her career and personal life.

Composure (Score: 5 = Average)

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

Tough-minded (Score: 9 = High)

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



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Self-control Traits

Autonomy (Score: 2 = Low)

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

Contentment (Score: 9 = High)

This person is exceptionally content with herself and the majority of circumstances in her life. While disappointments, setbacks and other unhappy events are inevitable, she copes with them better than most. She is the proverbial optimist and usually anticipates that everything will go well. When experiencing negative events she encounters them maturely and will not dwell on them or blame others. She laughs frequently, smiles readily, and can find humor in situations, even negative ones. Although she may have greater aspirations, she is quite satisfied in her career, and content with her present position and future potential. It is important to make certain her contentment does not lead to complacency that would hinder her future career development.

Control (Score: 7 = Above Average)

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



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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, 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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