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**Organization:** Client Demonstration Site  
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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

This Winslow Report provides an in-depth description of your personality and attitudes as determined by the self-assessment you recently completed. The following suggestions will insure that you derive maximum benefit from your participation in this program. We encourage you to read this information carefully before proceeding to your assessment Report

### Your Participation

The descriptions of your personality presented in this Report are based solely on your answers to the Winslow Profile questionnaire. The assessment instrument was created by a distinguished panel of professionals following extensive research with thousands of individuals. Subsequent studies have confirmed the validity and reliability of this instrument for measuring behavioral characteristics and attitudes. Your responses to the assessment were processed to establish the trait scores and interpretations included in this Report. Your scores on the behavioral characteristics indicate how you compare to other members of contemporary society. They offer a valuable description of your current attitudes and probable behavior. This Report is not a clinical diagnosis, but is designed to identify behavioral and personality differences within the range of "normal" behavior. This knowledge will prove valuable in helping you attain the career success and personal contentment you desire.

### Reading Your Report

Your Report is organized into eight sections. Each section has an introduction explaining the purpose of the section, and contains suggestions to help you benefit from the information. We recommend that you start at the beginning and read your Report slowly and carefully. Information that initially may seem to be confusing or illogical will become clear later as you consider the influence of the other traits. Your Report will become more focused as you progress through it, and provide a comprehensive perspective of all facets of your behavior.

Read your Report with an open mind, without prematurely judging its accuracy. Some statements may not be complimentary; however, it is essential that you not become defensive. Remember, the information presented in this Report is based solely on the answers you gave to the questionnaire. We suggest that you read your Report several times, and allow yourself to thoroughly analyze and integrate the information. It is imperative that you understand the relationship between each individual trait description and your overall behavior. The purpose of this Report is not to compliment or criticize you, but rather to bring into focus areas that may need attention. While an objective look at your shortcomings may be uncomfortable, it is an essential first step in self-improvement. However, a completely honest, non-defensive willingness to examine the influence of certain characteristics will be to your long-term benefit.



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### **Trait Definitions**

Pay strict attention to the definition of each trait as explained in this Report. The questionnaires and this Report employ terminology that was specifically defined by the authors of the assessment instruments. To use any other definition could cause confusion and may prevent you from receiving maximum benefit from the information presented.

### **Behavioral Examples**

Consider the examples given in each trait description to be your probable behavior. Most individuals with similar scores will manifest the traits essentially as described. Of course, each individual is unique, and every example presented may not fully apply to you. Even if a specific example does not seem completely relevant, the underlying principle should be representative of your characteristics on this dimension. Each trait description is illustrated with a variety of behaviors, which are intended to serve as illustrative examples only, not as predictors of your own behavior or attitudes.

### **Consistent Behavior**

The trait messages describe your usual attitudes and behavior patterns, rather than how you may feel or act in special situations, or for short periods. A person scoring low in Ambition, for example, may temporarily manifest high Ambition behavior if sufficiently motivated, such as applying for a new position or working on a special project or hobby. This temporary behavior may cause an individual to think the Report description is inaccurate. However, even though people can manifest almost any behavior if the rewards or penalties are great enough, individuals return to their usual patterns over time. Unless individuals make a determined effort to modify their behavior, they usually revert to their basic patterns over time.

### **Individual Characteristics**

Your Report describes each characteristic individually, without considering the interrelationship between traits. As a result, it is possible that some trait descriptions may seem to contradict others. Objective consideration of all of the information, however, will reveal that these perceived contradictions describe different aspects, even paradoxical dimensions, of your personality. A person may score high in Sociability and low in Exhibition, for example. The message for high Sociability describes an extrovert, while the message for low Exhibition describes behavior you may think is introverted. Closer analysis, however, reveals that both descriptions can be accurate. The Sociability message describes a warm, friendly, outgoing individual who enjoys people. However, that same person does not behave in a conspicuous manner, or by using other means, try to be the center of attention (low Exhibition). Therefore, be sure to examine especially closely any apparent contradictions that may appear in your Report, and attempt to determine the underlying principle behind the paradox.



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### **Trait Interactions**

Behavioral traits naturally interact with one another. It can be misleading to analyze one trait without considering the influence of the others, particularly those in the same trait group. For instance, a person may be low on Endurance, but very high in Ambition, Recognition, and Conscientiousness. The motivation reflected in these high scoring traits will result in one being more energetic and persistent than the low Endurance description would indicate.

### **Behavior Is Relevant**

Your Report describes your behavior in the abstract, and does not consider your particular career or lifestyle. Traits that may be liabilities in some careers or personal situations, could be assets in others. A low score on Sociability, for example, would be a liability for an individual in a sales position, but would be an asset for a person in a technical position; a very high score on Assertiveness can be a concern for a physician, but would be an asset for a prosecuting attorney.

### **Position Analysis**

Your Report describes your personality in the abstract, compared to others in our culture. If you participated in this program through your organization, you will have the unique opportunity to compare your behavior to the behavioral requirements for your particular position. Review the Position Compatibility Summary, and then compare your Personality Profile to the color-coded Success Profile overlays. This comparison will enable you to identify behaviors that will enhance performance, and those which may prevent you from achieving your potential in this position.

### **Report Accuracy**

If you experienced difficulty reading and/or understanding the questions or incorrectly selected some answers to questions, your assessment results will be inaccurate. There are control questions in the assessment instrument that determine the accuracy of the results. The Accuracy Statement in the Report Validity Section indicates the accuracy of your Report. If your Report is "questionable", you should retake the assessment, if you do not have a reading or comprehension problem. A new Report will be prepared if the results of your reassessment are accurate.

### **Report Objectivity**

The Objectivity Statement in the Report Validity Section indicates if you answered the questions objectively, or presented a positively biased description of yourself. If you presented a positive image of yourself, you described the behavior you would like to have, or believe others want you to have, instead of describing yourself as you actually are. As a result, you positively biased the assessment and your results were consequently invalid. To obtain an objective description of your behavior, you must retake the assessment and have a new Report prepared



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## Assessment Validity

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

### Objectivity

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

### Accuracy

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



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## Trait Descriptions

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

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

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

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

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

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

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

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

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



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## Interpersonal Traits

### **Sociability** (Score: 9 = High)

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

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

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



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## Interpersonal Traits

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

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

### **Exhibition** (Score: 9 = High)

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



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## Interpersonal Traits

### Trust (Score: 10 = High)

As an exceptionally trusting person, you find it quite easy to get along with, and adapt readily to most people. Rarely do you suspect the motives of another, and you are almost totally free of jealous tendencies. Since you accept others at face value, you do not look for ulterior motives behind their words and actions. You assume that your managers and coworkers have good intentions, and take it for granted that they support you. As an open individual, you communicate your feelings freely. More often than not you go along with the mainstream, and are uncomfortable with those who disrupt group unity. Because of your ready acceptance of others, you are usually accepted in return, giving you the ability to get along well with almost everyone. You prefer interactions to be candid and straightforward, and have little concern about what others will do with the information you share with them. It is simply not in your nature to look for negativity behind the words and actions of others. This open, trusting interpersonal style, combined with your positive attitude, should attract people to you. The result of this constructive, supportive method of dealing with others should help to make you a more team-oriented person. However, be alert that others do not attempt to deceive or take unfair advantage of you because of your open and trusting nature.

### Nurturance (Score: 6 = Average)

Your willingness to provide sympathy, compassion, and comfort to others in their time of need is similar to that of most people. There are occasions when you will be compassionate and assist others, but more than likely you will not overly inconvenience yourself to do so. However, there are certain friends, relatives and coworkers to whom you are sympathetic and will readily provide assistance. Even with them, you probably will not provide any more support, comfort, and concern than average. People may come to you for support, if they are close to you, or when their need is great. However, most people would not ordinarily consider you to be a person who is always receptive to listening to problems and to providing help. In some cases you are willing to listen to other's problems, but in other cases, you would rather not. For you, being nurturing and supportive depends upon the particular people and circumstances involved. In some situations you are not even aware that others are experiencing problems or need your comfort and assistance. Your willingness to offer support to others will also depend upon your own internal state at the time. In essence, you may be compassionate and receptive to assisting close friends and family, but will not necessarily go out of your way to nurture or in other ways extend yourself to meet the needs of most others.



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## Organizational Traits

### Alertness (Score: 5 = Average)

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

### Structure (Score: 9 = High)

You have the exceptional ability to structure your thinking and to organize your thoughts and actions effectively. As an exceedingly precise person, it is very important to you that all information be accurate and definitive. Whenever there is doubt about any data or facts, you go to great lengths to acquire all the information available. When making decisions, for example, you are extremely thorough and meticulous. You check and recheck details until you are absolutely certain the information is complete and accurate. You have little, if any, tolerance for ambiguity or uncertainty, and want all questions answered before reaching decisions or making moves. Because of your discipline, you are able to stick with unpleasant projects or activities that most people would be inclined to abandon. On occasion, however, you may waste time by giving too much attention to details or projects that do not require such high levels of precision. As a result, individuals less structured could consider you to be perfectionist, rigid, and perhaps, at times, compulsive. Remember that an essential element of personal and career success is flexibility. Flexibility is the capacity to change and adapt to the unexpected; even to abandon a preferred course of action that proves to be less productive. Be on guard that your strong desire for structure does not limit your capacity to be flexible.



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## Organizational Traits

### **Order** (Score: 9 = High)

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

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

You are the type of person who continually seeks out and enjoys new and different experiences. Whether it is in your career or your personal life, you derive great satisfaction out of trying different ways of doing things. You willingly accept, or at least consider accepting, the suggestions presented by others. You also are receptive to changes in your career and working environment, even those that most coworkers tend to resist. In some instances, you change things that are perfectly adequate, simply for the sake of change. Because you have a short attention span, you tend to become impatient rather quickly with repetitious tasks. To people low in Flexibility, you give the impression of being innovative and clever. On the other hand, those who are extremely conservative may think you are inconsistent, fickle, or even flighty. You may give this impression if you are very prone to changing opinions and values in various situations. In essence, you strongly dislike routine, continually strive to avoid it, and adapt readily to change. While Flexibility is usually an essential trait in the pursuit of personal and career success, discipline and perseverance are also important. Therefore, be aware of and resist the temptation to abandon an idea or a project at the first sign of difficulty. It is also important to be persistent in circumstances where you become bored with routine tasks.



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## Organizational Traits

### **Creativity** (Score: 9 = High)

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

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

You are as likely as most to accept responsibility for the consequences of your words, actions and the errors you make. While you are not free of guilt when things go wrong, guilt does not dominate your behavior. Your average level of guilt-proneness may cause you to deny responsibility for some errors, while accepting blame for others, perhaps even when you are not clearly at fault. Your actual emotional reaction and behavior will depend upon the particular circumstances and individuals involved. However, when something goes wrong and it is clearly your fault, you are willing to accept the responsibility. You tend to learn from your errors, and are usually receptive to suggestions from others to help you avoid future mistakes. While you do not normally dwell on your mistakes and are able to recover from them rather quickly, major errors do concern you, and you can be rather slow in getting over them. Your mistakes affect you to a degree that is similar to most people, and you are unlikely to punish yourself too harshly. While you may, on some occasions, act in a less than responsible manner, in most situations, particularly important matters, you can be relied upon to act in a mature way. In most cases, your acceptance of responsibility for your actions should help, rather than hinder your performance and success.



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## Dedication Traits

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

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

### **Endurance** (Score: 9 = High)

An exceptional level of endurance is one of your major strengths. You are almost always willing to invest the time and effort required to accomplish tasks, and you have the remarkable ability to see projects through to completion. This is true in both your career and personal activities. Once you start something, you rarely give up until it is completed, and it usually represents your best effort. You tend to continue working even when ill, tired or in some other way not at your best. Indeed, it is difficult for you to let go of projects, even when you need a break, because you are so persistent. Others consider you to be an exceptionally diligent and hard worker. Many coworkers probably see you as a role model, and may put forth more than they're normal effort; others may resent your perseverance, perceiving that it puts them in a bad light. Obstacles and problems are challenging, rather than discouraging, and you view them as opportunities to develop your knowledge and skills. This ability to put forth sustained effort will be of great benefit in the achievement of your career and personal goals. On the other hand, some individuals similar to you in this trait have the tendency to become workaholics, which can have some negative consequences. If this is true for you, it is important to develop the ability to pace yourself to optimize long-range performance and to maintain enthusiasm.



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## Dedication Traits

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

You are more assertive than most people, and believe that taking charge of situations is important in achieving success. Through your assertive style, you usually make things happen, rather than react to the initiative of others. You enjoy debating, and have a rather strong desire to persuade others to accept your point of view. Due to the strength of your convictions, you sometimes are so committed to your position that you may not be receptive to the views of others. Less assertive individuals may consider you to be intimidating, even punitive, especially if they work for you. Assertiveness is a desirable trait in our society as long as it is used with tact. While most positions of responsibility require assertiveness, it must be balanced with diplomacy, tolerance, and open-mindedness. The balance you maintain between assertiveness and tact will have strong influence on the effectiveness of your dealings with others. For example, when someone gets the better of you, you are eager for the opportunity to even the score. You enjoy confrontation, release aggression rather readily, and may express anger inappropriately. If you do not control the negative aspects of assertiveness, you could be rather hostile and authoritative. Scores on related traits will influence your level of tact and diplomacy.

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

Your usual behavior in career and social situations is neither excessively bold nor shy. Occasionally, you may be venturesome in interpersonal relationships and initiate interaction. At other times, you may avoid contact, or at least limit your involvement to courteous responsiveness. The degree of your involvement and the extent of your action will depend upon the people and circumstances. The more relaxed and comfortable you feel with the person or group, the more bold and spontaneous you become. When you feel uncomfortable, however, you will be more shy, and may withdraw from the situation. As a result, close friends probably think you are rather venturesome, while acquaintances and strangers may think you are rather shy. When it comes to risk taking, you are also moderate. In career situations you will be speculative only when you believe the probability of success is high. Even in these cases, you tend to be more cautious. While you will take some risks to get what you want, you will not be reckless. It is unlikely that you would participate in dangerous activities such as cliff climbing or bungee jumping. Your approach to financial investments is also more likely to be conservative than highly speculative. In essence, your Boldness is similar to most individuals you will encounter.



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## Dedication Traits

### Coachability (Score: 10 = High)

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

### Leadership (Score: 4 = Below Average)

You do not consider yourself to be a leader, and do not think that others perceive you to be one. Managing and controlling your environment and the people around you is not a high priority for you. Since you are uncomfortable in leadership roles, you tend to avoid positions of influence and persuasion. Even when you disagree with the person in charge, you are unlikely to challenge the leader for control. Rather than lead others, you prefer to be a member of the group, or even a bystander. This does not mean that you will shirk responsibility, or not accept a leadership role when it is required of you. You simply do not care to influence and control others, and are less comfortable in positions of control than most people. Consequently, you probably assume the role as leader infrequently. If you do accept a position of authority, it will be for reasons other than your desire to command. When in charge, you tend to lead by consensus or example, rather than by being demanding or forceful. Since being in charge does not come easily for you, you must work at it before you feel comfortable in a leadership position. You also do not expect others to come to you for advice or direction. In general, you are most comfortable when working under the direction of a more dominant leader, and will take charge only when there are no other options.



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## Self-control Traits

### Self-confidence (Score: 7 = Above Average)

You have strong faith in yourself, and believe you possess the knowledge, skill and experience to function successfully in most situations. This above average level of confidence enables you to function normally when you are exposed to stress or placed under pressure to perform. You respond positively to challenges, and are not hesitant to attempt most new things. Your maturity in facing the obstacles encountered in day to day activities is one of your stronger points. The way you recover quickly from adversity conveys to others an impression of security, and those around you most likely take confidence from your stability. When situations call for action, you are usually decisive, direct, and not afraid to act, and are not hesitant to share your ideas with others. In most cases, you are receptive to constructive criticism. You believe in your ability to succeed in competitive career situations, since your positive attitude gives you an advantage over less confident individuals. Friends and coworkers who lack self-confidence may look to you for guidance, support and reassurance, and possibly envy your self-assurance. Acquaintances probably see you as a calm, confident person who is not easily overwhelmed. In essence, your mature, confident manner affords you the ability to deal effectively with most situations that occur in your career and personal life.

### Composure (Score: 5 = Average)

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



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## Self-control Traits

### Tough-minded (Score: 9 = High)

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

### Autonomy (Score: 2 = Low)

You are a very conforming person who prefers to function as part of a team, rather than do things independently. Rarely do you rebel or attempt to break away from the restraints, confinements or restrictions required in most group activities. In fact, you most likely derive comfort in having such guidelines, while others may consider them to be unnecessary and confining. It is rare for you to enjoy being on your own. You would much prefer being tied to people, places and obligations. When you must function alone, you probably continue to rely on others for advice, direction, guidance and suggestions. It is also important for you to receive ample affection, sympathy and reassurance. Your need for emotional support from others is substantial. When emotional support is not forthcoming, you are apt to feel insecure and at times even helpless. Your problems usually appear more serious to you than they really are, and you do not think you can cope with them without the help of others. You spend a fair amount of time sharing problems and seeking advice from almost anyone who will listen. Consequently, while some may think you are trusting and confiding, others think of you as dependent and perhaps even helpless. Because of your low self-reliance, you are at risk to be led by others in directions that go against your own desires and judgement.



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## Self-control Traits

### **Contentment** (Score: 9 = High)

Your responses to the assessment questions indicate that you are exceptionally content with yourself and the vast majority of circumstances in your life. While disappointments, setbacks and other unhappy events are inevitable; you cope with them better than most. You are the proverbial optimist and usually anticipate that everything will go well. You do not waste time dwelling on past negative events or the mistakes you have made. When negative events are experienced, you encounter them maturely and do not blame others for your difficulties. Although you may have greater aspirations, you are quite satisfied in your career and content with your present position and future potential. You also are pleased with, and enjoy most of the individuals and circumstances in your career and personal life. You laugh frequently, smile readily, and quickly find humor in most situations, even negative events. Because of this happy disposition, friends, relatives and coworkers enjoy your company. However, if you score low in Ambition and/or Endurance, your self-satisfaction could be preventing you from attaining your maximum potential. Therefore, it is important to make certain that your sense of personal contentment does not lead to a degree of complacency that would hinder your ongoing personal growth and career development.

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

Your above average score on this trait indicates that you are not an impulsive person, and rarely act without thinking. It would be unusual for you to speak out or to take action without having carefully contemplated all possible consequences. You are more prone to invest time evaluating available courses of action than to respond impulsively. You make decisions, only after some deliberation and possibly some delay. However, your Control is not so low that it would cause you to procrastinate in most situations. Since you are not emotionally expressive, you are not quick to vent your feelings or express your wishes to others. However, most people are probably aware that you are controlling your impulses. Because you are deliberate, you should be able to make better decisions in most situations, and then implement them with little hesitation. Your score on this trait should help you avoid many problems that could be caused by hasty, rash actions. While you are unlikely to make impulsive mistakes, it is important not to be so deliberate that opportunities requiring quick action are missed. Therefore, be sure that your high Control does not cause you to procrastinate in some circumstances. Your innate tendency to be careful should stand you in good stead, and in all likelihood, prevent you from making significant errors in judgment.



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## Influential Traits

In the previous section, we provided descriptions of your attitudes and behaviors on all twenty-four traits. Each individual has some dominant traits which influence behavior and attitudes more than others. This section focuses only on those traits that are most influential in your behavior, and consequently your success and personal happiness.

Each Influential Trait description reflects on your probable emotions and behavior in key areas of your personality. The emphasis is on how these characteristics may affect your career performance and personal satisfaction. Some of these Influential Traits will enhance your success and happiness, while others will diminish your performance and may create problems for you. Paying particular attention to your Influential Traits will help you develop an integrated conceptualization of your complete profile.

Whether a trait serves as an asset or a liability depends upon your specific career, lifestyle and environment. A characteristic that would be an asset in one career or situation could serve as a liability in a different career or situation. For example, a high score in Sociability is an asset for salespersons, as most sales positions require people-oriented individuals. On the other hand, a reserved personality (a low score in Sociability) is an asset for scientists, as most technical positions require individuals to focus on data or things, rather than people. Therefore, consider the descriptions in relation to your particular career and your specific personal circumstances. By doing so, you can determine which traits have a positive, and which have a negative, influence in your particular lifestyle.

Each influential trait description describes scores from one to three, or from eight to ten. The higher or lower your score, (for example, "1" or "10"), the more descriptive the message will be for your behavior, and the more intensely and frequently this trait will influence your career and personal life.



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**Sociability** (Score: 9 = High)

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

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

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

**Suggestions:**

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

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### **Exhibition** (Score: 9 = High)

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

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

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

### **Suggestions:**

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

### **Personal Action Plan:** \_\_\_\_\_

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## **Trust**

(Score: 10 = High)

You are an exceptionally trusting person who readily accepts people for who they are. It is not your nature to question the motivations of others. **Defining Adjectives:** open, trusting, accepting, believing, has faith in others, unprejudiced, tolerant. This trait is an asset because your trusting nature allows you to explore new experiences and expand relationships, which can provide increased growth and self-fulfillment. **Related Traits:** High scores in Sociability, Coachability, Self-confidence, Recognition, Conscientiousness, Contentment, Composure, Tough-mindedness, Control and Flexibility will enhance your ability to trust others. Low scores in these same traits, or a low score in Responsibility, will diminish your confidence in others.

**Career:** People who are trusting are usually also trustworthy. It is advantageous for organizations to employ individuals who can be trusted. Employees who relate to others in an open and honest manner help improve communications and minimize problems.

**Social:** People find it easy to interact with you and will seek your companionship. They believe you can be trusted and will not betray their confidence. Furthermore, you are very understanding and ready to forget difficulties when they do occur.

### **Suggestions:**

1. Be aware that your trust in others will encourage others to trust you in return, and will go a long way toward improving group unity. However, be careful that your trusting nature does not cause you to be gullible in dealings with people.
2. Blind trust can make you vulnerable to be taken advantage of by those with dishonest or selfish intentions. Therefore, do not allow your trust in others, which is a very positive trait, to cause you to be naive in your assessments of others' motives.
3. Because of your ability to engender trust, and to trust others, you may find yourself in situations in which you have alliances with two parties at odds with each other. Consider using your abilities to resolve differences, as both sides will tend to be open with you and to respect your viewpoint.

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## **Structure** (Score: 9 = High)

You are a person with highly structured thought processes and require precise and complete information. You have the ability to structure your thinking and to organize your thoughts and actions very effectively. **Defining Adjectives:** meticulous, exacting, precise, definite, systematic, perfectionistic, fussy, fastidious, planful, organized, possibly hypercritical and rigid. This is a valuable asset because your organization and thoroughness enhance your decision-making processes. However, it could be a concern if you become excessively regimented and rigid in your approach to life. **Related Traits:** High scores in Order, Alertness, Endurance, Self-confidence, Control, Conscientiousness, Flexibility and Responsibility will enhance your cognitive Structure. Low scores in these same traits, a 10 in Assertiveness, or a low score in Creativity will reduce your effectiveness.

**Career:** Your discipline and exactitude can make the difference between success or failure on many projects. Your attention to details and organizational capacity can motivate coworkers to be more precise in their work. You should excel in situations that require high levels of organization.

**Social:** Your ability to organize and plan activities can help others and should serve as a model for them. You do not often make mistakes in social situations. You try to know and understand others, rather than accept surface impressions.

### **Suggestions:**

1. Identify your areas of primary personal interest and concentrate your organizational and planning capabilities on them.
2. A high need for structure is an asset in most career situations, but a liability in some. Set aside time to carefully consider the compatibility between your need for structure and the behavioral requirements of your current career.
3. Be aware that a score of ten may indicate extreme rigidity and perfectionism, which could be detrimental in some career situations and personal situations.

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**Order** (Score: 9 = High)

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

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

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

**Suggestions:**

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

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

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

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

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

#### **Suggestions:**

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

#### **Personal Action Plan:** \_\_\_\_\_

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## **Creativity** (Score: 9 = High)

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

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

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

### **Suggestions:**

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

### **Personal Action Plan:** \_\_\_\_\_

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## **Endurance** (Score: 9 = High)

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

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

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

### **Suggestions:**

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

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

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

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

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

#### **Suggestions:**

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

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### **Tough-minded** (Score: 9 = High)

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

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

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

#### **Suggestions:**

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

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

You prefer group activities and decisions, rather than independent action and initiative. Your need for direction and support from others is substantial. When support is not forthcoming, you are apt to feel insecure and at times even helpless. You frequently seek the sympathy, reassurance and protection of others. **Defining Adjectives:** dependent, follower, subservient, group oriented, a "joiner," passive, possibly group dependent or even helpless. This characteristic is a potential concern because you are so dependent upon others you may not fully realize or utilize all your talents and abilities. **Related Traits:** Low scores in the traits of Self-confidence, Boldness, Assertiveness, Tough-mindedness, Leadership, and Ambition will further reduce your Autonomy. High Scores in these same traits and/or a low score on Conscientiousness will help to make you more autonomous than described.

**Career:** Your group orientation could be an asset when involved in team projects. However, you can be overly dependent on authority figures. When you do not receive strong support, you may find it difficult to function efficiently. If your self-sufficiency is too low, you are likely to have difficulty advancing in many careers or organizations.

**Social:** You may present yourself as a dependent person to your friends. At first, they may enjoy helping you do things and listening to your problems and helping you solve them. However, most people could come to resent your behavior and tend to avoid you or possibly take advantage of you.

#### **Suggestions:**

1. Analyze your problems to determine if they really are as serious as you believe them to be. Before asking for help from others, try to resolve part or all of them yourself. Solving even minor problems on your own can lead to greater self-reliance.
2. Review your group activities to determine if your current participation in groups is satisfying your need for group involvement. Determine if you are giving these groups the benefit of your individuality by actively participating and making contributions to the activity. Are you possibly suppressing yourself in the belief that you are pleasing them, or out of fear of possible group rejection?
3. Hesitate before going to others for help with your projects or problems. Sharing problems with those who can help you solve or cope with them is acceptable. Sharing them with everyone will convince you they are more serious than they probably are in reality. Guard against turning your problems over to others and expecting them to resolve things for you. Don't rely on others for things you can do for yourself.

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### **Contentment** (Score: 9 = High)

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

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

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

#### **Suggestions:**

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

#### **Personal Action Plan:** \_\_\_\_\_

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## Personality Profiles

Presented on the following page are Profiles of your behavioral traits. The Personality Profiles graphically illustrate the degree of influence each characteristic has on your overall interpersonal style and behavior. By scanning these profiles, you can quickly determine how you compare to others on each of the twenty-four traits. As you work to address issues raised by this report, you will find it helpful to continually refer back to these profiles.

Keep in mind that Personality Profiles take different forms, just as the human body takes different forms. Therefore, a profile with some scores very high and/or very low does not necessarily mean that you are extreme. Such differences simply indicate some characteristics in your personality are more or less prominent than others.

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



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## Winslow Dynamics Profile Personality Trait Groups

**PCS Position:**

<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	Desirable
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

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

### Scoring Range Codes

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

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## Personal Development

### Initial Development

1. Before setting goals or establishing a development program for yourself, we recommend that you read your Report several times, including the Introduction. This approach should provide a thorough understanding of your traits and how they relate to one another.
2. We encourage you to consider sharing your Report with your manager, spouse, and trusted friends and coworkers. Select individuals in your career with whom you function closely, and those who know you very well in your personal life. Discuss with them their perceptions of your behavior and performance in relation to your personality and attitudes as described in this Report.
3. After you have read your Report several times and have discussed it with confidants, refer to the Influential Traits Section. Read the first description and concentrate on this one particular trait; think about it carefully. Objectively determine if this is an accurate description of your behavior for this trait. Even if every example does not precisely describe your behavior, is this description basically correct? If you think this description is inaccurate, perhaps this trait is a paradox in your personality. This means that one or more related traits are in opposition to this one. For example, an individual may score high in Ambition, and score low in Endurance. The high Ambition score indicates that this individual is very ambitious and competitive, while the low Endurance score indicates that this person is inherently not energetic or persistent. However, when this person's ego is involved in something, when he/she wants to achieve something, they will be far more energetic than described because of the influence of their Ambition.
4. With this description in mind, think about specific past situations in your career and personal life where this trait had a positive influence on your behavior. Analyze the specific ways it improved your effectiveness and/or enhanced your happiness. Think about how it helped you in those past situations and how you could use it to your advantage in the future.
5. Now think about other circumstances and situations in your career and personal activities where this particular trait had a negative influence. How did it limit your performance, or prevent you from attaining the maximum success and happiness you desired? What could you do differently?
6. Decide if you are content with your present behavior in this area, or if you wish to control or change it. Read the Comments Section for this trait. Think about the suggestions presented, and others of your own, which could help you obtain the maximum benefit from analyzing this trait. Should you desire to change this characteristic, determine exactly what you will do to change. Establish a definitive plan of action, including measurable goals for yourself; then make certain you follow your plan.



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7. Repeat the above procedure for each trait in the Influential Traits Section. As you proceed, it is imperative that you explore the relationship between each Influential Trait, particularly those in the same trait group. How does each characteristic influence other traits in various situations? Which traits are most dominant? Which are most helpful? Which are most harmful? Which are most consistent? Which are most changeable? Which can you control, and under what circumstances?

### **Continuing Development**

To receive maximum benefit from your participation in this program, you must refer to your Report on a regular basis. We recommend that at first you read your Report once a week, preferably on Sunday evening or Monday morning. After reading your Report:

1. Focus on each characteristic presented in your Influential Traits Section. Recall the achievements, successes, and pleasures you experienced during the prior week. Consider how your behavior on this one trait may have caused or enhanced these successes. Think about specific ways you could have used other characteristics to further improve your performance and increase your pleasure in these situations.
2. Recall any errors, problems, disappointments or failures you experienced during the prior week. Think about how each of your Influential Traits may have caused, or contributed to, those circumstances. Think about specific ways that negative characteristics in other traits could have amplified those situations. Consider specific ways your positive traits could have prevented, or minimized, the impact of those unpleasant experiences.
3. Periodically consult with your manager, spouse and/or close friends and coworkers to discuss your progress. Discuss your behavior and performance in your career and personal life. Ask them for advice and suggestions on what they think you could do to improve your behavior and attitudes in the future. Continue to seek their feedback on your progress in controlling and modifying traits.



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## **Future Development**

Individuals and their behavior continue to change. You are different now than you were last year, and chances are you will be different next year. This is particularly true when you are part of a dynamic organization, with sophisticated development programs, or when your personal lifestyle changes. For these reasons, you may want to retake the questionnaires annually and have a new Winslow Dynamics Report prepared. Your new Report will describe your behavior and attitudes at that time, and allow you to measure your progress. It will assist you in evaluating your methods for changing traits. It will also help you establish new plans and goals for the coming year.

After retaking the questionnaires, and before receiving your new Report, review this Report one final time. Read each Trait Description carefully. Decide if your current behavior and attitudes are the same as, or different from, the score and description in this Report. Mark on your Personality Profiles the score you think you will have for each trait in your new, updated Report. This technique will enable you to determine objectively how insightful you have become concerning your behavior.

## **Conclusion**

Excited? Confused? Inspired? Alarmed? Impatient? Impressed? How do you feel right now, after reading what we consider to be a comprehensive assessment of your behavior? Whatever your feelings, we encourage you to face them openly, honestly and realistically. You hold in your hands an abundance of information about yourself that can be transformed into terms that are personally meaningful to you, your values and your goals.

Our objective has not been to flatter or embarrass you, to feed your ego or deflate it. Rather, our intention is to present objective information about your behavior and attitudes that you can actually use. However, your Report alone is not a recipe for success, or a diagnosis. For personal satisfaction to be yours, the principal architect in achieving success will have to be you. Therefore, the value of your Report depends upon the use to which you put it.

No matter what the results may show, each individual must think about the information carefully. Some people are content with their present self, while others want to change their behavior. You may wonder whether this is even possible. The answer is emphatically yes. There is much evidence to support the theory that one's character is developed in the long process of growing up. By maturity, these traits show a fairly high degree of stability, which makes it possible to measure them. It does not necessarily follow, however, that our personalities as adults are rigid and unchangeable. If we can develop a behavior, we can also modify it. If humans did not have the capacity to change, there would be no point to education, training, counseling, therapy and other similar activities. However, change will require much reflection, thought, planning, time, effort and patience on your part.



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### **Any Questions?**

We have attempted to make your Report as easy to understand as possible. However, if you have any questions concerning any aspect of your Report, do not hesitate to contact us. Simply telephone or write our organization.

### **Any Suggestions?**

It is our goal to make the Winslow Dynamics Program as meaningful and valuable as possible. To accomplish this goal, feedback from the Participants in our program is very important. We, therefore, invite you to write our organization. Give us the benefit of your thoughts and opinions concerning your development Report, or any phase of our program. We assure you that your comments are important to us and we will consider them in making future improvements.

### **Acknowledgments:**

#### Winslow Profiles & Reports

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#### Personnel Requirements Form

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\* Some of the text in the Winslow Reports are derivations of text in the Personal Development Report also published by Winslow Research Institute.

Dedicated in Loving Memory of Kimberlee J. Winslow,  
1955-1991



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## Trait Definitions

(Descriptions of High Scores)

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

### Interpersonal Traits

#### Sociability

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

#### Recognition

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

#### Conscientious

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

#### Exhibition

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

#### Trust

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

#### Nurturance

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

### Organizational Traits

#### Alertness

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

#### Structure

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

#### Order

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

#### Flexibility

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

#### Creativity

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

#### Responsibility

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

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## Trait Definitions

(Descriptions of High Scores)

### Dedication Traits

#### Ambition

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

#### Endurance

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

#### Assertiveness

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

#### Boldness

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

#### Coachability

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

#### Leadership

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

### Self-control Traits

#### Self-confidence

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

#### Composure

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

#### Tough-minded

Resilient, realistic, 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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