

YOUR EYE ON THE WORLD



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KNOWLEDGE EQUALS POWER



Winslow Dynamics Profile

Participant's Report

Participant All Fives

Assessment Date February 07, 2001

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Participant: All Fives
Organization: ImageSetters
Assessment Date: February 07, 2001

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Introduction

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

Your Participation

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

Reading Your Report

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

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

completely honest, non-defensive willingness to examine the influence of certain characteristics will be to your long-term benefit.



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Trait Definitions

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

Behavioral Examples

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

Consistent Behavior

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

Individual Characteristics

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

underlying principle behind the paradox.



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Trait Interactions

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

Behavior Is Relevant

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

Position Analysis

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

Report Accuracy

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

Report Objectivity

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



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Assessment Validity

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

Objectivity

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

Interpersonal Traits

Sociability (Score: 5 - Average Range)

The term which best describes you on this characteristic is "ambivert", for you are neither an extrovert nor an introvert. When in the company of some people you can be outgoing and quite communicative. With others, you can be rather reserved and occasionally withdrawn. In most situations, however, your Sociability should be moderate, neither very outgoing nor very reserved. Your ability and willingness to meet strangers, to mix in new groups, or to participate in new activities is similar to most people. At times, you prefer being alone, while at other times you prefer to be in the company of people. Warm, sociable interactions are usually gratifying, but you do not constantly crave or require them to be content. Whether you are accommodating or somewhat aloof will depend upon the circumstances and the particular people with whom you interact. There are some individuals who make you feel comfortable and to whom you respond warmly. On the other hand, some people make you feel uneasy and cause you to withdraw from the conversation and/or your relationship with them. Your behavior is similar to most individuals in this trait. It is most likely that you discovered a balance that is pleasant for you between time spent alone and time spent with others. You have the interpersonal skills to interact comfortably in most social situations.

Recognition (Score: 5 - Average Range)

Most individuals enjoy a certain amount of recognition and praise in their day-to-day activities. You are average in your desire to have others respect you and to hold you in high esteem. You do not usually go to great lengths to have others recognize you. However, receiving approval and recognition from particular people, in certain circumstances, is important to you. In other situations, with other people, it does not overly concern you. Your need for recognition varies depending upon the particular individuals and circumstances involved. There are some people whom you desire admiration from, while in other circumstances, you do not care what they think of you. This trait also influences your behavior in meeting the expectations of others and your behaving in a proper manner. As a result of this trait, some people probably consider you to be well behaved, while others may think you are somewhat of a non-conformist. It is most likely you will behave in a socially acceptable manner and your words and actions will not offend people in most circumstances. If you do not receive praise for doing something exceptional it will bother you in some cases, but not in all. In summary, your internal need to meet the expectations of others and to have them think you are a socially acceptable person is similar to most others.



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Interpersonal Traits

Conscientious (Score: 5 - Average Range)

You are average in your sense of duty, dedication and conscientiousness. You are an individual who usually meets commitments to others, and willingly follows most rules and regulations. In most cases, you are a responsible person who performs your duties and meets your obligations with a sense of commitment. At times, however, you may think that certain projects or responsibilities do not require this level of dedication. You do not believe that everything is black or white, and therefore, your response to situations is based upon the circumstances. Since your behavior is not completely dictated by the demands of society, you may occasionally bend or break some rules if you think they are unimportant, or if you believe there is good cause. It does not bother you a great deal if in certain circumstances you do not meet your commitments or obligations. For you, a strong sense of commitment and duty usually exists in areas of importance to you. However, you usually respect the rights of others, will meet most of your obligations and will keep promises as well as the next person. Your scores on Trust and Coachability will help determine the degree of conscientiousness you display. Also, if you score high in Recognition your desire to be seen as a desirable person motivates you to be more conscientious and dedicated than you inherently are.

Exhibition (Score: 5 - Average Range)

Your responses to the assessment indicate that you are average in your desire to attract attention to yourself. In most social situations, you do not attempt to be any more or less entertaining and conspicuous than anyone else. Your need to be the center of attention and to have an audience is typical to that of most people. At times you engage in behavior which is demonstrative, but, in other instances, you are content to be just one of the crowd. When you do attempt to attract attention, you probably do so tastefully without using extreme measures, such as outlandish clothing or behavior. Usually, your behavior is not intended to make you the focus of attention nor the life of the party. It is also possible you use other methods or objects to attract attention, rather than your behavior. Perhaps a particular item such as a hobby, vehicle, boat, garden, or other possession is important to you, and by exhibiting that object you attract the attention you desire. The other traits in this Trait Group will help determine exactly how you will manifest this characteristic. The higher your scores in these traits, the stronger your desire to gain attention and the more bold your behavior in doing so. In addition, the more comfortable you feel in your environment and the better you know the people involved, the higher the probability your behavior will draw attention to yourself.



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Interpersonal Traits

Trust (Score: 5 - Average Range)

You are not a suspicious person, but neither are you one who naively trusts others without question. Your level of trust and reaction to others depends upon past experiences with them, and upon the circumstances involved. In some cases, you are free of jealousy and adapt readily. In others, you may exhibit some suspicion, and find it rather difficult to get along with certain people. You do, however, assume that most people are honest, and only occasionally are suspicious of their motives. Although you are fairly open and unguarded, you do not tend to rush into new relationships. You get along well with most coworkers and are unlikely to get involved with factions that could disrupt group unity. The defensiveness you exhibit in relationships is also average. Since your past experiences with most people have been favorable, you have only a moderate motivation to be protective. Sometimes, you are on guard with others, but there are also times when you do not feel the need to be defensive. The same holds true when you receive criticism. There are times when you resent someone's comments about you and deny or make excuses for your behavior. Then there are other instances when you accept the criticism, because you believe the intent is to help, rather than insult you. In most situations, your interactions are open and free of suspicious tendencies.

Nurturance (Score: 5 - Average Range)

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 other's 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 Range)

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: 5 - Average Range)

You are similar to others when it comes to organizing your thinking process, activities and actions. Your need for precision and accuracy when dealing with information is average. When there is doubt about any data, or if you do not have all the facts, it may bother you to some degree. However, you do not usually believe it is necessary to attain every detail possible. When making certain decisions, for example, you can be rather thorough and meticulous. In other cases, you may decide quickly, without spending a great deal of time attaining or checking the information. Your internal motivation to organize your thoughts and to plan your actions is moderate. You have average tolerance for ambiguity and uncertainty, and your ability to organize and structure projects and activities is similar to most. When it comes to sharing information or giving directions to others, you could inadvertently leave out some data. You may also not organize the information as well as possible, which could be a problem in situations where detail and precision is required. The environment in which you live and work will influence your organizational abilities. If you are required or expected to be precise and organized, you more than likely will be more structured than average. In summary, your mental processes are neither highly structured nor are they very disorganized.



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Organizational Traits

Order (Score: 5 - Average Range)

You have an average degree of orderliness when it comes to organizing your environment and the objects in it. In some areas, you take the time required to organize things well, in others, you are less systematic. While you may have methods and systems for keeping things organized, you are not motivated to adhere to them meticulously. In your career, you recognize the need to have a place for everything and to keep everything in its place, but are not obsessed by the need for orderliness. In regards to keeping personal effects and surroundings neat and orderly, you are not messy or cluttered, but neither are you especially orderly. Situations that require extreme orderliness and perfection could be frustrating for you. On the other hand, you may be uncomfortable in environments that are very cluttered, messy and dirty. Unlike the obsessive person who keeps absolutely everything very organized, it is possible that you can tolerate disorder with some things, but keep other things very organized. The more important the environment or the possession is to you, the more likely you are to put forth the time and effort to keep it neat and orderly. When under pressure you may not be as concerned about order in your surroundings. In general, you are content with the level to which you keep things in order, and rarely will disorder create problems in your day-to-day life.

Flexibility (Score: 5 - Average Range)

Compared to others, you are average in your willingness to accept change or to try new and different experiences. In some aspects of your career and your personal life, you are content with things the way they are. In other aspects, there is some attraction for you in trying new things or participating in different activities. Occasionally, you can be innovative and will introduce changes in your life, especially if the project or activity is important to you personally. However, this is not a dominant characteristic of your personality. You are more apt to accept and implement changes which are your ideas, rather than those suggested by others. This is particularly true if you score high in the traits of Defensiveness and/or Suspicion. It would be helpful to also note your scores in Boldness and Impulsivity. These traits will also influence your ability to accept new experiences and adapt to changes you encounter. In addition, your receptivity to change will vary depending upon the circumstances and the people involved. You have as much ability as most to adapt your responses to the situation presented and are unlikely to stubbornly stay with things proven to be ineffective. While you may not be highly flexible, neither are you overly hesitant to change when appropriate. In essence, you are not that bothered by routine and do not have a strong desire to change many aspects of your life.

Organizational Traits

Creativity (Score: 5 - Average Range)

When compared to others, you are average in your concern about the conventional, practical matters of everyday living. You are neither excessively tradition bound nor experimentally oriented in your ideals and values. At times, you may enjoy being unconventional, exhibit a certain degree of creative imagination, and be experimental when trying new ideas to improve things. There are other situations in which you readily accept the traditional methods of doing things. Occasionally you can be cautious, compromising your ideas or rejecting the viewpoints of others if you think they are radical. When dealing with social, religious or political issues, you are neither conservative nor liberal. There are times when you think that both sides have valid arguments. Your position on most issues will be moderate and will vary, depending upon the particular subject and people involved. You usually follow established procedures, but, at the same time, you are capable of suggesting modifications or introducing variations when circumstances allow. How others view you on this trait will depend upon your scores in other traits and the environment in which you function. Occasionally, you may daydream or become absorbed in ideas, but not to the extreme. In most career and social situations, your balance between imagination and practicality should serve you well.

Responsibility (Score: 5 - Average Range)

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: 5 - Average Range)

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: 5 - Average Range)

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



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Dedication Traits

Assertiveness (Score: 5 - Average Range)

When compared with others, you are average in Assertiveness. You sometimes make things happen, but usually tend to react to the actions of others. You have a moderate willingness to be assertive in order to achieve success, but assertiveness is not a dominant force in your life. While you are sometimes assertive, you can also, depending upon the situation, be somewhat submissive. Only rarely does your assertiveness bring you into conflict with others. Debating or trying to prove your point, may occasionally be interesting and appealing to you. However, you are not a person who "argues for the sake of arguing", but rather you express yourself only on issues of importance to you. While you are usually comfortable expressing opinions, you do not insist that everyone accept your position. In some situations, you are content to give way and willingly conform to the group's behavior. How often and how strongly you assert yourself depends on the circumstances. The people and activities involved will also influence your reactions to various situations. The more comfortable you feel in your environment and the better you know the people involved, the more assertive you will be. As a result, some will see you as an assertive person, while others will see you as being more submissive. However, your actions are most likely to be average in comparison to others and will rarely be extreme.

Boldness (Score: 5 - Average Range)

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: 5 - Average Range)

You have an average degree of respect for managers and the management/coaching process. For the most part, you are open-minded about managers and the value of their supervision. You usually accept managers' suggestions, but occasionally may question a manager's authority, methods, or advice. Situations in which you are closely monitored may bring out your independent and rebellious side, creating a desire to break away from restraints. This behavior is more probable if you score high in Autonomy and/or do not have much respect for the particular person involved. You place some importance on personal freedom, but at the same time are responsive to most career and social demands. Most likely, you interact well with others, and are probably perceived as a good "team player". Your score on Conscientiousness will indicate the degree to which you can be counted on to fulfill your obligations. In general, the manner in which you respond to supervision will be dependent upon the individuals and situations involved, since you are neither a rebel nor a blind follower. A review of your organization's management style, methods of operation and policies will reveal how coachable you are in your current career situation. Your score on this trait can also influence the respect you have for other authority figures in your life.

Leadership (Score: 5 - Average Range)

Your desire to assume leadership roles in your career and personal life, and to take control of your environment, is similar to that of most people. You do not have a strong desire to be a leader, and prefer to focus on other aspects of your career. Sometimes you want to influence others and direct your group, but in other circumstances you are content to follow the direction of others. You are more likely to accept a leadership role when stronger or more dominant personalities are not present. When they are, you are not likely to aggressively compete with them for the position. Although leadership does not come naturally, you can adapt to the position and eventually will become more comfortable with it. It usually takes time for you to adapt and to be effective in most positions of authority. However, you can be influential with others, particularly when you have strong feelings for the project or the people involved. When you have strong views and opinions, you do not hesitate to express them. The more familiar you are with your environment and the people in it, the more dominant you will be. When in a leadership role, you are willing to accept responsibility for the actions of those under your direction. In most instances, however, you willingly defer to the leadership of those who are more authoritative or experienced than yourself.



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Self-control Traits

Self-confidence (Score: 5 - Average Range)

The faith you have in your own knowledge, skills, and abilities is comparable to most people. In some instances, you may feel relatively confident and capable; in other situations, you can feel somewhat apprehensive or perhaps even insecure. You do not often experience these periods of insecurity, but when you do, they tend to pass rather quickly. On occasion, your apprehension may take the form of moodiness or anxiety, and you will worry and become somewhat distressed. On these occasions, the confidence you have in your ability to handle the situations around you is reduced. However, your negative behavior in these situations should not last long, nor should your reaction be extreme. When dealing with people and situations in which you are comfortable, your self-confidence level increases. You are willing to voice opinions on most issues, and can usually handle new and unexpected situations fairly well. Although a strong challenge or a difficult career problem may shake your confidence, you consider yourself equal to most competitors and capable of dealing with most career challenges. In summary, you are neither consistently overwhelmed by feelings of inadequacies, nor are you always completely self-confident. Your attitude, for the most part, depends upon your perception of the people and circumstances involved in each situation.

Composure (Score: 5 - Average Range)

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.



Participant: All Fives
Organization: ImageSetters
Assessment Date: February 07, 2001

Self-control Traits

Tough-minded (Score: 5 - Average Range)

You are typical in your degree of emotional sensitivity when interacting with others and problem-solving. At times, you are rather tough-minded, thick-skinned and realistic. On other occasions, you can be demanding attention, dependent or even overwhelmed. Your behavior, in most situations, will be determined by the particular people and circumstances involved. Your score on this trait indicates that you are able to view most situations objectively without being influenced by sensitive feelings. You can stay focused on the task at hand, and are not usually distracted by inconveniences and obstacles. Your ability to recover from setbacks and disappointments is about the same as most individuals. Although you do not usually brood over mistakes, it may take you time to recover from major setbacks. Your feelings are not easily hurt by criticism or honest communication, even when it is negative. However, you may not be comfortable, or function to your potential, when working for a consistently tough and demanding manager. While you accept direction and most criticism fairly well, your feelings can become hurt when feedback is given very harshly. As a result, you may not benefit from the message given. As a rule, you are able to accept the demands of most managers and can tolerate the problems and discomforts encountered in most career and personal situations.

Autonomy (Score: 5 - Average Range)

Your level of self-sufficiency is typical of that of most individuals. Your moderate group orientation should provide a balance between group conformity and individualism. At times, you may desire to break away from rules, restraints, confinements, or restrictions, but no more than the average person. Sometimes you enjoy being unattached and place importance on this personal freedom. At other times, you are responsive to social demands for conformity. You have no difficulty functioning as part of a team, but there are occasions when you prefer to go it alone. On occasion, you could be somewhat group-dependent, while at other times you feel self-sufficient and do not want to collaborate with others. While you have ideas of your own, you remain open to input from others when planning, making decisions, and taking action. There are times when you want help from others, but there are also instances when you prefer to handle situations yourself. You desire some attention and affection, but it is not particularly important that everyone love you. When you experience problems, you may share them with certain people, but not with everyone you know. In summary, you can handle most situations independently with little or no support from others. However, when circumstances are difficult, you want help, support and compassion from those who are important to you.

Self-control Traits

Contentment (Score: 5 - Average Range)

Your level of contentment and personal satisfaction is similar to most individuals in our culture. While you consider many aspects of your life to be happy, there are elements you consider to be less than satisfying. It is possible that things are going well for you in your career, but your personal life or physical health is not as desirable as you would prefer; or vice versa. It is also possible that some aspects of your career are pleasing to you, while others are not. The same can be true in your personal life; you may be content in your personal relationships, but not happy with your home, where you live, or other aspects of your life. Most likely, there are situations in both your career and personal life that are lowering your level of contentment. Do you perceive these unpleasant circumstances to be temporary or permanent? Do you accept discontentment as part of life, or do you intend to make changes? It is important to note how you take care of your needs and how you attain enjoyment and satisfaction independent of other people, circumstances or things. For most people, life offers a mixture of satisfactory and unsatisfactory experiences. Examine those aspects of your life that are going well to determine how you can maximize their influence in your life. Also, analyze the negative aspects to determine if you can change these circumstances for the better, then do so.

Control (Score: 5 - Average Range)

Compared to others, you are average in your level of Impulsivity. Sometimes you may act spontaneously, by doing things "on the spur of the moment". You may give vent to feelings and wishes without considering the consequences of your actions, but no more than most others. Only occasionally will you make hasty, rash, or foolhardy moves in your career or personal life. There are also times when you give considerable thought to situations before making decisions or moves. In these instances, you may hesitate to act, or perhaps, not even take action at all. When among friends and certain acquaintances, you are somewhat more likely to be impulsive, whereas with strangers, you are probably more hesitant to be spontaneous or to express yourself. Rarely, if ever, will you impulsively do something so radical that there is the potential for extremely negative consequences. In most situations, the people and circumstances involved will influence your actual behavior in this characteristic. This trait can be influenced by your scores in the traits of Boldness and Flexibility. If you are the type of person who does not readily take risks and who does not feel comfortable trying new things, it is unlikely that you will act impulsively in most situations. In essence, your style strikes a good balance between being too rash and being too controlled.



Participant: All Fives
Organization: ImageSetters
Assessment Date: February 07, 2001

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.



Participant: All Fives
Organization: ImageSetters
Assessment Date: February 07, 2001

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.

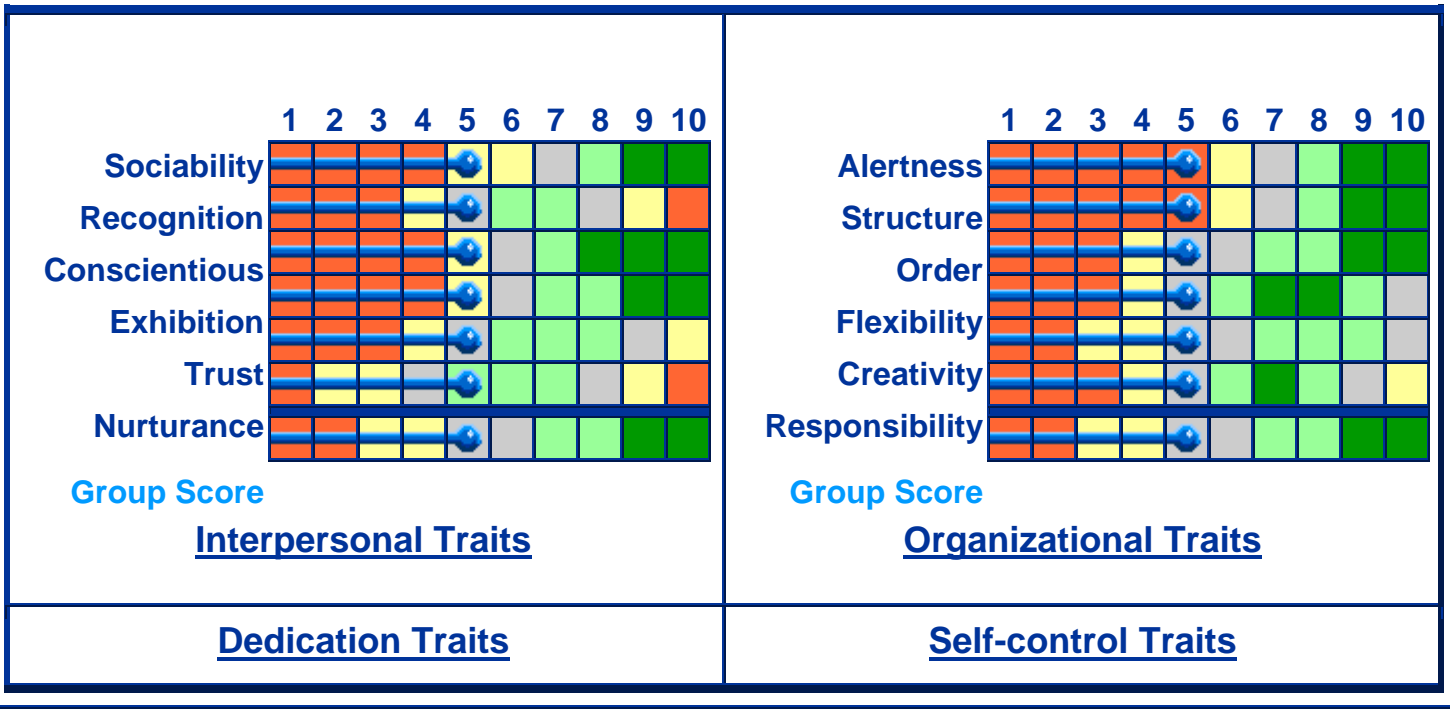


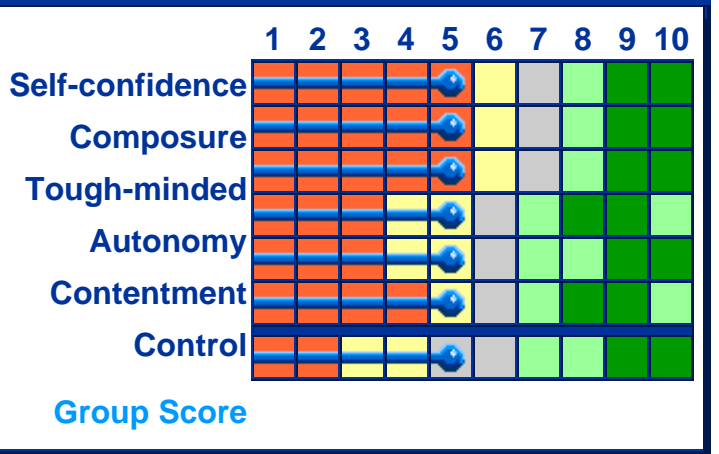
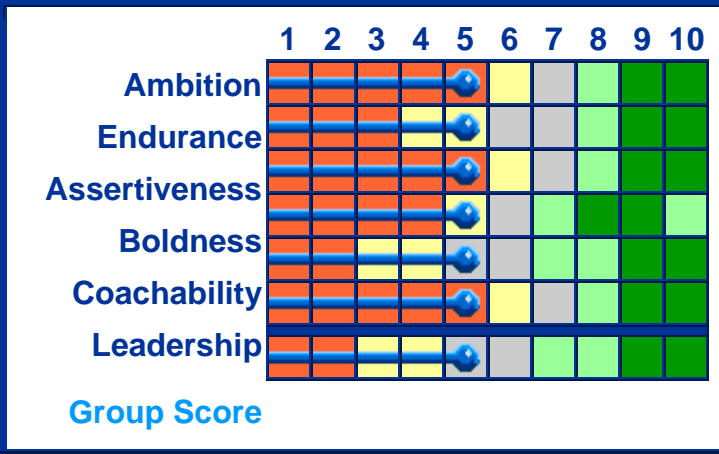
Participant: All Fives
 Organization: ImageSetters
 Assessment Date: February 07, 2001

Winslow Dynamics Profile

Personality Trait Groups

Position: Executive





Scoring Range Codes

Desirable:

Favorable:

Neutral:

Caution:

Concern:



Participant: All Fives
Organization: ImageSetters
Assessment Date: February 07, 2001

Position Compatibility Summary Interpretation

In computing the PCS, the participant's assessment 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 as follows:

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

Participant's Net Score: is the total PCS Score for all twenty-four Personal Dynamics Traits.

Interpretation: A net score of **"zero" to "plus 15,"** usually indicates an average probability of an average performance. **"Plus 16" to "plus 35,"** usually indicates a noticeably above average performance. Net Scores **above "plus 35,"** indicate outstanding suitability for the position that should result in exceptional performance, unless there are many scores in the Concern Scoring Zones. The higher the Net Score the higher the probability of success, and the more desirable the performance. Conversely, **the lower the Net Score,** the lower the probability of success and quality of performance in this position. However, these scoring ranges can vary significantly from one organization, location, or department, to another, depending upon the standards of performance, business activity, competition, management, and other factors.

Number of "Concern" Scores: is the total number of trait scores in "Concern" scoring zones.

Interpretation: most individuals with **four or more** "Concern" scores do not succeed in this position, or function significantly below average. However, it is important to analyze the "concern" scores and the requirements for your particular position.

Scoring Zone Totals: is 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: are the net scores, for all traits in each of the four Personality Trait Groups.

Interpretation: A Trait Group **score of "Zero"** usually indicates the probability of an average performance in situations requiring these traits. A Trait Group score of **minus nine or greater,** indicates that the influence of these traits will lower the participant's probability of success and/or significantly diminish his/her performance in those situations.

Key Characteristics: is the total PCS Score for the first three traits, in the four Trait Groups. These traits are usually the most influential, and therefore, identified as Key Characteristics.

Interpretation: The higher this score, the higher the probability of success and the desirable level of performance. This score helps to distinguish between participants with identical or similar Net Scores.

Special Considerations:

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



Participant: All Fives
 Organization: ImageSetters
 Assessment Date: February 07, 2001

Winslow Dynamics Profile

Position Compatibility Summary

Position: Executive

<u>Interpersonal Traits</u>	<u>Organizational Traits</u>																																										
<table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 80%;">Sociability</td><td style="width: 10%; text-align: center;">5</td><td style="width: 10%; text-align: center;">- 2</td></tr> <tr><td>Recognition</td><td style="text-align: center;">5</td><td style="text-align: center;">0</td></tr> <tr><td>Conscientious</td><td style="text-align: center;">5</td><td style="text-align: center;">- 2</td></tr> <tr><td>Exhibition</td><td style="text-align: center;">5</td><td style="text-align: center;">- 2</td></tr> <tr><td>Trust</td><td style="text-align: center;">5</td><td style="text-align: center;">0</td></tr> <tr><td>Nurturance</td><td style="text-align: center;">5</td><td style="text-align: center;"><u>+ 2</u></td></tr> <tr><td colspan="2" style="text-align: right;">Group Total:</td><td style="text-align: center;">- 4</td></tr> </table>	Sociability	5	- 2	Recognition	5	0	Conscientious	5	- 2	Exhibition	5	- 2	Trust	5	0	Nurturance	5	<u>+ 2</u>	Group Total:		- 4	<table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 80%;">Alertness</td><td style="width: 10%; text-align: center;">5</td><td style="width: 10%; text-align: center;">- 5</td></tr> <tr><td>Structure</td><td style="text-align: center;">5</td><td style="text-align: center;">- 5</td></tr> <tr><td>Order</td><td style="text-align: center;">5</td><td style="text-align: center;">0</td></tr> <tr><td>Flexibility</td><td style="text-align: center;">5</td><td style="text-align: center;">0</td></tr> <tr><td>Creativity</td><td style="text-align: center;">5</td><td style="text-align: center;">0</td></tr> <tr><td>Responsibility</td><td style="text-align: center;">5</td><td style="text-align: center;"><u>0</u></td></tr> <tr><td colspan="2" style="text-align: right;">Group Total:</td><td style="text-align: center;">- 10</td></tr> </table>	Alertness	5	- 5	Structure	5	- 5	Order	5	0	Flexibility	5	0	Creativity	5	0	Responsibility	5	<u>0</u>	Group Total:		- 10
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Ambition	5	- 5																																									
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Contentment	5	- 2																																									
Control	5	<u>- 2</u>																																									
Group Total:		- 21																																									

Position Summary Data

Desirable: 0 Favorable: 1 Neutral: 7 Caution: 8

Interpersonal: - 4

Scoring Range Codes

Desirable: + 4

Favorable: + 2

Neutral: 0

Caution: - 2

Concern: - 5

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Participant: All Fives
Organization: ImageSetters
Assessment Date: February 07, 2001

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. Share your goals with your manager and/or your close friends, and obtain their support. Ask for feedback on your progress as it applies to important situations.

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.



Participant: All Fives
Organization: ImageSetters
Assessment Date: February 07, 2001

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.





Participant: All Fives
Organization: ImageSetters
Assessment Date: February 07, 2001

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.





Any Questions?

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

Any Suggestions?

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

Acknowledgments:

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Discovery Bay, California

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* Some of the text in the Winslow Dynamics Report 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



Participant: All Fives
Organization: ImageSetters
Assessment Date: February 07, 2001

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 overwelming, 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.



Participant: All Fives
Organization: ImageSetters
Assessment Date: February 07, 2001

Trait Definitions

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

Leadership

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

Self-control Traits

Self-confidence

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

Composure

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

Tough-minded

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

Autonomy

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

Contentment

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

Control

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

