

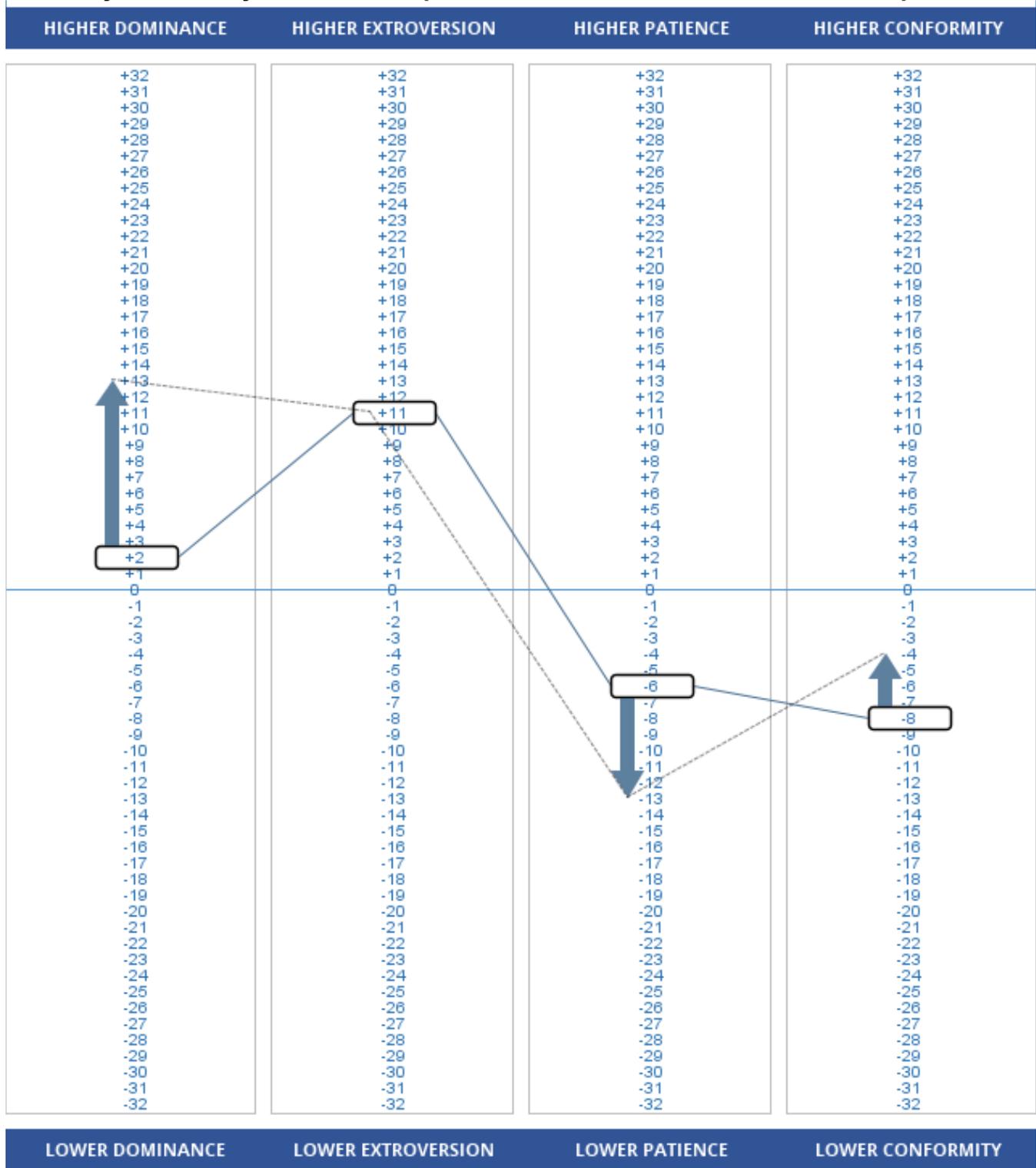


# Candidate Profile of Kevin

01/29/2018

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## 4 Key Personality Traits That Impact a Person's Performance in the Workplace



**Please note:** The oval boxes represent your Primary Profile (how you feel you really are). The arrows, pointing up or down, represent your Environmental Adjustments (how you act when doing your job). This is an ipsative charting procedure, that is, the profile represents your relative strengths within each of the traits.

# Summary

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Trait	Primary Profile	Environmental Adjustment
Dominance	+2	+13
Extroversion	+11	+11
Patience	-6	-13
Conformity	-8	-4

	Primary Profile
High Trait	<i>Extroversion</i>
Low Trait	<i>Conformity</i>
Decision Making	<i>Dual</i>
Energy	<i>Very High</i>
Stress	<i>Mildly Stressed</i>
Leadership Style	<i>Persuasive</i>

# Profile Summary

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Kevin, your responses indicate that you are a very persuasive person. You prefer not to handle details or to be bound by rigid structure. Although you like to retain your independence as much as possible, you are able to relate to people in team efforts because you enjoy communicating with them. You respond well to dealing with large scale opportunities and abstract concepts.

# High Trait

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This section contains a description of your profile's High Trait, Extroversion as qualified by your Low Trait, Conformity. These are the traits that are highest above and farthest below the mid-line on your profile graph. Your High Trait has more influence on your behavior than your Low Trait and the remaining two traits. It normally accounts for 50 to 70 percent of your behavior and motivational preferences.

## Extroversion

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### People And Fluency Trait

**Key points attributed to your high trait and low trait:**

- Articulate and candid business communicator
- Exceptional interpersonal skills
- Effectual in persuading others through enthusiasm
- Able to see whole picture
- Effective in relating to another person's point-of-view

*Kevin, in addition to the qualities above which generate the power behind your work, you are an optimistic and flexible professional, who thrives on large scale opportunities, and who commits yourself to developing and promoting the visions of others, through nontraditional means or change if required.*

*You use your sharp insight into the subtleties of people's personalities, and you apply it to establishing lines of communication. You understand people who express a need for an environment which is not too structured and where they are allowed to exercise some independent action.*

*You enjoy the challenge of working with people and building team participation. While you are effective in developing and delegating staff skills, you may decide to do a lot of the detail work, which does not particularly interest you, in order to enhance your position.*

*Success is the vital ingredient in a corporate atmosphere that raises your spirit and motivates you to activate others.*

## Sensitive Areas

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Being turned off by someone's explosion of ill will directed squarely at you, especially if it is fired off in front of your colleagues.

## Potential Reactions

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If forced into a conflict, you use your strong communications skills and counterattack with a verbal offensive.

## Other Traits

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Your other three traits, Dominance, Patience, and Conformity, and their location in your profile are listed in the Summary section, and they are also portrayed on the profile graph. These three traits have a direct effect on your High Trait and how it is interpreted. You will recall that the High Trait accounts for 50 to 70 percent of an individual's behavior; these other three traits account for the remaining 50 to 30 percent.

The following are some descriptive words and summary paragraphs based on the location and interaction of the other three traits with the High Trait.

<b>Friendly</b> <b>Stimulating</b> <b>Very Fluent</b>	<b>Persuasive</b> <b>Opportunistic</b> <b>Delegate Freely</b>	<b>Empathetic</b> <b>Outgoing</b>
<p><i>You need to have expanding opportunities available to you at work and through social situations if possible. You want to be liked, and, at times, you may express yourself in a manner that is surprising to conservative people. You are inclined to resist too many controlling factors. You are able to sell and relate well with intangible (or abstract and nonmaterial) matters, and you prefer to work in businesses which are oriented toward people. You desire positive promotions and associating with prominent individuals. If you are called upon to develop and train people, you readily accept the assignment.</i></p>		
<b>A Freewheeler</b> <b>Will Generalize</b> <b>Enjoy The Unusual</b>	<b>Uninhibited</b> <b>Self-confident</b>	<b>Very Independent</b> <b>A Risk-taker</b>
<p><i>You like associating with people who enjoy unique experiences. At times you are tempted to bend the rules. You are not fond of having to report your activities or of having a close watch kept over you. You tend to be big-picture-oriented and usually dislike detail strongly. You are not bound by the past or tradition.</i></p>		
<b>A Self-starter</b> <b>Positive</b>	<b>Poised</b> <b>Like Challenge</b>	<b>Forceful</b>
<p><i>You exert a strong impact on people and like to be in control. You are self-assured, especially in your people skills. You respond positively to projects and strategies that utilize a results-oriented approach.</i></p>		
<b>Competitive</b> <b>Restless</b>	<b>Ambitious</b> <b>Hard Driving</b>	<b>Like Change</b>
<p><i>You are able to shift to new approaches easily and can press for action. You show great flexibility, and as a fluent communicator you express yourself spontaneously. It is likely that you prefer to work in a growing and fast moving organization.</i></p>		

# Motivational Needs

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## Primary Motivators

Because your High Trait is Extroversion, you will need some of the following factors in your environment in order to be self-motivated and highly productive:

- *A lot of interaction with people.*
- *Meeting new people and making friends.*
- *Opportunities to make more money and improve status.*
- *Being a team player within the organization.*
- *Praise and public recognition.*
- *Identifying with an organization that has prestige and a good public image.*
- *Awareness of what is going on in the organization.*
- *Acceptance and being liked by others.*

## Primary Demotivators

In contrast, you are likely to be demotivated when:

- *You perceive you are not liked.*
- *You are not invited into meetings with your peers.*
- *Your territory, (opportunity) is reduced in size.*
- *You feel you are not part of the team.*
- *You do not have enough people contact.*

## Other Motivators

These motivators are based on the other three traits:

*because your Dominance trait is higher*

- *Daily challenges.*
- *Results-oriented approach to project.*
- *Direct, to-the-point communications.*

*because your Patience trait is lower*

- *A fast pace with a lot of variety.*
- *Freedom from routine.*
- *New environments in which to work or play.*
- *Assignments that require quick action.*

*because your Conformity trait is lower*

- *Freedom from rules, details, and reports.*
- *A generous amount of independence and unusual assignments.*
- *New methods of doing things away from tradition.*

## Decision Making Style

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How you make decisions is influenced not only by your work environment and job responsibilities, but also by your individual personality characteristics.

One common approach to decision-making -- the Rational Decision-Making Style -- relies heavily on observing and analyzing concrete facts. Another common approach -- the Intuitive Decision-Making Style -- relies heavily on a person's intangible "gut feelings." Neither approach should be considered consistently superior to the other. Most people employ a combination of both approaches when they make decisions.

*Kevin, your responses indicate that you tend to employ a balanced combination of the Rational and Intuitive approaches to decision-making. Since you place equally high emphasis on both of these two common approaches, it is likely that you make decisions with an appropriate degree of self-confidence.*

## Leadership Style

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The range of Leadership Styles is:

Authoritative - Persuasive - Mentor - Traditionalist - Adaptable

*Your Leadership Style is: Persuasive*

*You perform your leadership role by using your exceptional ability to interpret people's actions and dialogue, and then by persuading them to do things your way. You like a leadership role, function in a manner suitable to your environment, and support teamwork. You develop your people with enthusiasm. You delegate details freely and may be disinclined to delegate authority. You actively promote change and look for new ways of reaching goals.*

## Emotional Intelligence

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Kevin, your responses indicate that your Emotional Intelligence is exceptionally well developed. You pursue your goals energetically, and you persevere until your goals are achieved. You strive continually for self-improvement, and you are not discouraged by temporary setbacks or disappointments. Your negotiation, persuasion, leadership, and conflict resolution skills are probably very well developed. You perform your work conscientiously, and delay gratification while pursuing your goals. You display appropriate self-confidence. You tend to understand the emotional makeup of others.

<b>Personal Insight</b>	The capacity to accurately recognize and understand own emotions as they occur & to base personal self-confidence on an accurate assessment of own abilities.							
<i>Kevin</i>								
<b>Lower Personal Insight</b>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table> <b>Higher Personal Insight</b>	1	2	3	4	5	6	7
1	2	3	4	5	6	7		
<b>Self-Discipline</b>	The capacity to delay gratification when pursuing goals, to speak carefully, & to control negative impulses.							
<i>Kevin</i>								
<b>Lower Self-Discipline</b>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table> <b>Higher Self-Discipline</b>	1	2	3	4	5	6	7
1	2	3	4	5	6	7		
<b>Drive</b>	The capacity to pursue goals energetically, to relentlessly seek self-improvement, & to persevere despite obstacles or disappointments.							
<i>Kevin</i>								
<b>Lower Drive</b>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table> <b>Higher Drive</b>	1	2	3	4	5	6	7
1	2	3	4	5	6	7		
<b>Interpersonal Insight</b>	The capacity to understand the emotions of others, to adjust own style to interact well with others, & to empathize with alternative perspectives.							
<i>Kevin</i>								
<b>Lower Interpersonal Insight</b>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table> <b>Higher Interpersonal Insight</b>	1	2	3	4	5	6	7
1	2	3	4	5	6	7		
<b>Social Agility</b>	The capacity to be at ease in almost any social situation, to prevent or resolve conflict, to cultivate rapport & build lasting relationships.							
<i>Kevin</i>								
<b>Lower Social Agility</b>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table> <b>Higher Social Agility</b>	1	2	3	4	5	6	7
1	2	3	4	5	6	7		

## Conscientiousness

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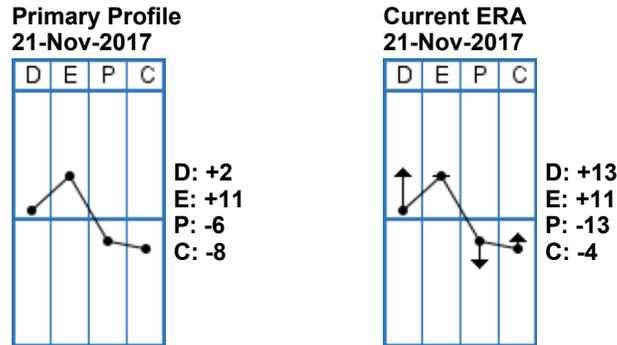
You understand that self-discipline, organization, and planning are necessary to achieve your goals. You are aware of the need to be task-oriented and to focus on specific goals and obligations. Your motivations are usually positive.

## Environmental/Role Adjustments (ERAs)

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### The Movement of Traits

Kevin, your responses indicate how you have been moving your traits in order to adjust to the environmental pressures of your job. These adjustments are from the recent past, usually from 4 to 8 weeks prior to taking the survey. Research shows that individuals alter their Environmental/Role Adjustments at least every 3 to 4 months. Please see the Role Adjustment Profile for monitoring this trait movement activity.



The graphs above visually depict your Primary Profile and your Environmental Adjustment. Following are some possible reasons for your trait movement.

*Dominance Increasing:* This indicates that you are exerting more control, assertiveness and forcefulness than is natural for you. This might be caused by the pressures in your environment.

*Patience Decreasing:* This indicates that events are not happening as quickly as you desire. Perhaps deadlines are not being met, and your sense of urgency is increasing with a need to move at a faster pace.

## Environmental/Role Adjustments

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### How Co-Workers See You

Kevin, your survey responses indicate that you are flexing your behaviors in order to perform your job and/or meet the demands of your environment. Because your on-the-job behaviors are not the same as your Primary Profile, your co-workers may view you quite differently than how you view yourself. The following paragraph describes how your co-workers and manager(s) may see you when you are adjusting to the pressures of your job:

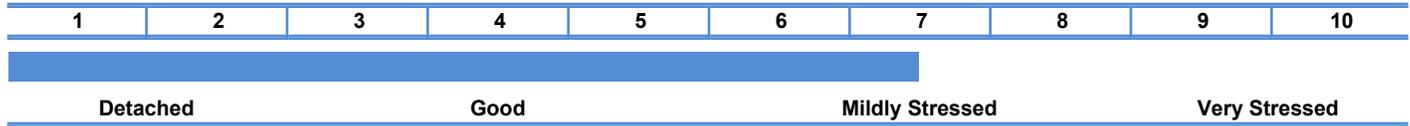
Kevin, your co-workers may observe that you use an authoritative, convincing and controlling manner. You take an active part in accomplishing projects while pushing to achieve end results. Although your style is direct and independent, you possess social composure and the ability to think quickly during public exposure. Your enjoyment of contact with people is heightened if you are in control of the communication. You are competitive and goal-oriented.

Please compare this paragraph to the one in the Profile Summary section of your profile.

## Stress Level

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Stress is not necessarily all bad; some stress can be healthy. The Stress Level measurement indicates how well you are handling your current environmental demands. The "Good" response indicates that you are coping with your environment effectively, while the other responses indicate varying degrees of difficulty in dealing with it.



*Kevin, your responses indicate that during the above-mentioned period, your stress level was Mildly Stressed. This indicates that your environment was of some concern to you, probably because goals were not being achieved quickly enough. It may also indicate that you felt that the rewards gained did not justify the effort expended.*

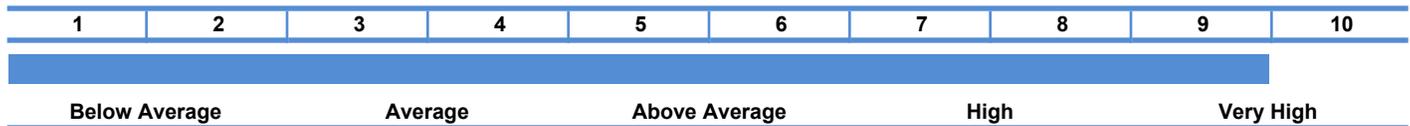
## Energy Level

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Energy Level indicates an individual's current degree of vigor, alertness, and responsiveness. Energy Level measures capacity for activity, and Energy can be thought of as an individual's "battery power." Energy might be depleted at an increased rate while operating within a stressful environment or in a managerial role. Food, sleep, and relaxation can recharge one's Energy.

When energy runs out, the following symptoms tend to appear:

- Increased susceptibility to accidents and mental errors.
- Reduced ability to concentrate.
- Reversion from Public Self (Environmental/Role Adjustment) to Basic Self (the Primary Profile).



*Kevin, you currently have a Very High Energy Level. You are highly effective in demanding environments. If called upon, you can maintain your effectiveness in the face of longer hours and stress-related situations. You are also able to juggle a multitude of tasks, or can intensely focus on a single task as necessary.*

## Proactivity

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The Proactive Personality Scale measures how likely an individual is to intentionally and actively create positive change in the work environment. High proactive personalities identify opportunities and act on them; they show initiative, take action, and persevere until they bring about meaningful change. They will often seek ways to improve the work environment as necessary to facilitate effective job performance. Individuals lower on the Proactive Personality Scale will exhibit these behavioral tendencies less regularly.

1	2	3	4	5	6	7	8	9	10
<hr/>									
Mostly Reactive			Somewhat Proactive			Proactive		Very Proactive	

*Kevin, your responses indicate that you are constantly on the lookout for new opportunities. Others are likely to sense that you have a special gift for seeing what is really important, and that you possess a sense of mission. Because of these attributes, people tend to see you as an inspirational leader. Your ease with people and your political savvy help you to distinguish yourself and to add real value to your organization.*

*You see more clearly than others the transformational possibilities inherent in current circumstances. Because your grand ambitions are supported by your often breakthrough thinking, you feel that you possess the wherewithal to make even the impossible happen. You enjoy spending time alone, contemplating the revision of existing processes, or designing new products or services.*

## Self-Monitoring

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The Self-Monitoring Scale measures two dimensions of an individual's personality: Behavioral Flexibility and Career Mobility. High Self-Monitors usually find it easy to "flex" their workplace behaviors in order to adapt to specific situations or individuals. High Self-Monitors are comfortable performing a wide variety of roles, and are skilled at impression management and interpersonal communication. High Self-Monitors are more likely to actively seek promotions, and to follow opportunity to different departments, companies or industries. A High Self-Monitor is more likely than others to relocate geographically in pursuit of opportunity. An individual's Self-Monitoring rating does not predict technical ability or performance on job-related tasks.

1	2	3	4	5	6	7	8	9	10
<hr/>									
Very Low		Lower Self-Monitoring			Higher Self-Monitoring			Very High	

*Kevin, your responses indicate a tendency to pursue opportunities even if that means changing employers or geographic locations. You are skilled at impression management, and you appreciate public awards for striking achievements. You are receptive to external information, and you rely on your social networks when making career decisions. You are more flexible than most people about leaving your current network of colleagues and forming new relationships elsewhere. You take control of social situations, and work to keep interactions flowing smoothly.*

*You are more likely than others to undertake major geographic relocations in pursuit of career opportunities. You are highly skilled at managing the information others receive about a situation.*

*The behavioral adjustments you are making in response to the demands of your current environment are within the normal range. Your responses indicate that you would probably perform well if your environment suddenly became more challenging.*

# Personal Learning Styles

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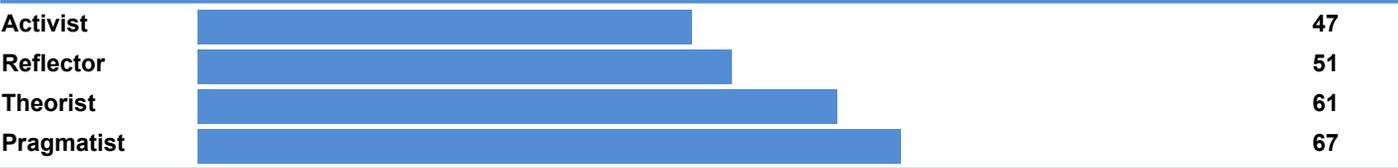
Over time, individuals develop preferences for specific learning styles or strategies. There are several reasons why these preferences arise: 1) they have worked well in the past; 2) they are well suited to the learner's personality; or, 3) the learner is unaware of alternative strategies. This report is designed to help you create a more integrated approach to learning - one that will serve you well in a variety of learning contexts. An integrated learning strategy will maximize your chances of success both while in school and throughout your career.

The four main learning styles are Activist, Reflector, Theorist, and Pragmatist. The Activist engages enthusiastically in new experiences. The Reflector prefers quietly gathering and pondering information. The Theorist enjoys abstract concepts and logical analysis. The Pragmatist uses a trial-and-error approach to problem solving, and prefers that learning have practical applications.

Your primary learning style preference is: Pragmatist. It is highly probable that you also employ other learning strategies in addition to your primary style, depending on the educational context. The relative strengths of your learning styles are presented in the graph at the bottom of this section. The following profile summary describes your preferred approach to learning.

*Kevin, your responses indicate that you prefer a "hands-on" approach to learning that involves active experimentation. You learn best by engaging in group discussions, homework, or other projects. You tend to dislike passive learning situations such as lectures. Because you learn best by doing, not by watching or listening, it is likely that you thoroughly practice new skills until you have mastered them.*

*You enjoy testing theories to see if they work in the "real world"; and, you consistently think of better, more practical ways to get things done. You see problems as opportunities, and you frequently solve problems by trial and error. In discussions, you tend to get straight to the point; and, you prefer that discussions include only people who can contribute meaningfully. You probably spend less time than others preparing for classes or examinations.*



# Personal Learning Styles

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## Developmental Suggestions

Because educational situations vary widely, it is necessary to develop an integrated learning strategy that is effective across a broad range of contexts. The following developmental suggestions are based on the learning style that you tend to apply least often.

*Kevin, your responses indicate that you tend to prefer the Activist learning style less than other styles. In order to develop an integrated learning strategy, you should emphasize your critical thinking skills when listening to lectures or presentations. Employ a healthy dose of skepticism even when learning from "experts." Always seek out evidence that supports (or contradicts) the assertions made by others. Contribute to class discussions and ask questions. Volunteer to participate in experiments or demonstrations.*

## Sensory Learning Style

*Your responses indicate that you prefer the Auditory Sensory Learning Style. You are probably already skilled at:*

- Listening attentively to lengthy speeches or lectures.
- Understanding and following oral instructions.
- Remembering things by repeating them aloud.

*In order to develop a more balanced learning style, you may want to try the following:*

- Creating charts and graphs to make sense of complex information.
- Remembering things by picturing them in your head.
- Using an outline to follow along during lectures.
  
- Remembering things by writing them down several times.
- Conducting experiments that reinforce basic concepts.
- Discovering how things work by taking them apart.