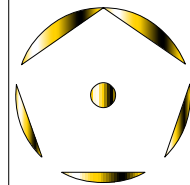


Individual Report

A Tool for Development



Jane Sample

10 Apr 2007

undefined

Introduction

Self-awareness is the foundation of professional development and growth. Gain insight into your work personality by carefully reviewing this report, which will help you develop a:

- deeper understanding of your strengths and growth opportunities,
- clearer picture of how your behavior impacts others, and
- better appreciation for people's personal styles and how to interact with them effectively.

MODEL OF PERSONALITY

The Golden Personality model is based on four core personality dimensions. Personality is the essence of who you are as a unique individual. It is reflected in what you say, how you feel about yourself, how you act, and how you choose to live your life. Knowing your personality characteristics will help you better understand your actions, feelings, and relationships with others. People typically favor one aspect of each of the following four dimensions. Keep in mind

Where you focus your energy

Extraverting: energy directed externally toward people and things.
Introverting: energy directed inward toward thoughts and ideas.

How you gather information

Sensing: process information in an exact, detailed, and literal manner.
Intuiting: process information in a symbolic and global fashion.

How you make decisions

Thinking: make decisions based on logic and rationality.
Feeling: make value-based decisions based on empathy and compassion.

How you approach life

Organizing: planned, organized, and orderly approach.

TABLE OF CONTENTS

Global Personality Style	A Deeper Look
Portrait of Your Type 3	Your Facet Results 11
Summary of Your Global Results 4	Response to Daily Stressors 15
Map of Sixteen Types 6	Summary Report 16
Your Work Personality	
Likely Strengths 7	
Growth Opportunities..... 8	
Communication and Team Work 9	
Motivation and Learning 10	

Portrait of Your Type

YOUR TYPE: ENTZ

Extraverting, iNtuiting, Thinking, organiZing.

As an ENTZ, your desire is to lead. While other personality types may also be natural leaders, it has been said that an ENTZ cannot NOT lead. Your place is at the head of the crowd, marshaling everyone together and moving the group forward. You are rarely content to quietly stand back. On those occasions calling for you to follow, you do so, as long as you know that doing so will bring you closer to your goal.

Living in a world of thoughts, you are keenly analytical. Analysis and objective criticism are second nature to you. As an ENTZ you often have a hard time understanding or appreciating appeals based on anything other than reasoning. You enjoy long-range planning and taking action. Your vision enables you to spot potential pitfalls far ahead, often beyond what is known and obvious. Your intellectual and curious mind thrives on new ideas, theories, and complex problems.

With superior organizational skills, ENTZs plan for all contingencies, leaving no stone unturned. The systematic style you use to map out the objectives of a project enables you to arrive at your goals on schedule. Your penchant for quick, decisive action often leaves others in the dust. Problems invigorate you. You excel in positions demanding innovative solutions.

ENTZs are quickly disillusioned and unhappy when stifled or over-controlled. You have little patience with uncertainty, timidity, emotionalism, inefficiency, or confusion. Making tough-minded decisions and taking hard actions do not scare you. ENTZs are comfortable with risk and unafraid of change to accomplish tasks. With such tenacity, work and home life easily intertwine. Direct in your dealings with people, you do not beat around the bush, but plunge ahead. You perceive as feedback what other personality types view as criticism. You tend to measure your own value by your accomplishments. However, sometimes you set your personal standards for achievement impossibly high.

ISTA	ISFA	INFA	INFZ
ESTA	ESFA	ENFA	ENFZ
ESTZ	ESFZ	ENTA	ENTZ
ISTZ	ISFZ	INTA	INTZ

Personality Types

There are 16 different personality types. You are an ENTZ.

Summary of Global Results

Your global results provide insight to how the four different dimensions of your personality work together to form your personality type. The results indicate your level of preference for each of two opposite scales. A strong preference is not necessarily better than a slight preference, or vice versa - the preferences simply indicate how strongly you favor certain behaviors versus others. You may have relatively equal preference (e.g., a CLEAR preference for Extraverting

Your Type is **ENTZ**

Where you focus your energy: **Extraverting**

How you gather information: **iNtuiting**

How you make decisions: **Thinking**

How you approach life: **organiZing**

You have a **Clear** preference for **Extraverting**

	Not Clear	Slight	Clear	Strong	Very Strong
Extraverting					
Introverting					

Extraverting

- focuses attention externally toward people and things
- enjoys being sociable, talkative, and gregarious
- enjoys discussions more than reading
- active rather than reflective

Introverting

- focuses attention inward on thoughts and ideas
- prefers a few close friends to many acquaintances
- likes to reflect on ideas before sharing them

You have a **Clear** preference for **iNtuiting**

	Not Clear	Slight	Clear	Strong	Very Strong
Sensing					
iNtuiting					

iNtuiting

- processes information in a symbolic and global fashion
- lives for the future, prefers theory — what is possible
- focuses on big picture issues and topics

Sensing

- processes information in an exact, detailed, and literal fashion
- lives in the present, prefers facts — what is known
- focuses on practical issues and topics

Map of Sixteen Types

Brief descriptions of the sixteen types enable you to see how your personality style differs from others. Keep in mind there are no "good" or "bad" types. The sixteen types can also be grouped into four higher-level clusters called *temperaments*. The four temperaments show how some personality types are more similar than others. You are an

SA Efficient and Resourceful

<p>ISTA Producing</p> <ul style="list-style-type: none"> quiet and reserved efficient and expedient keenly observe environment interested in how and why cool observers of life 	<p>ISFA Performing</p> <ul style="list-style-type: none"> quietly friendly, modest and free spirited loyal followers idealists with high standards keen senses can be totally absorbed in action of the moment
<p>ESTA Promoting</p> <ul style="list-style-type: none"> adaptable realists who ride with the tide highly observant of surroundings masterful at moving things in their direction enjoy the fast lane 	<p>ESFA Entertaining</p> <ul style="list-style-type: none"> warm, friendly, charming, witty hands-on problem solvers enjoy life's simple pleasures life of the party

NF Imaginative and Innovative

<p>INFA Supporting</p> <ul style="list-style-type: none"> deeply caring and idea oriented peacekeepers absorbed in projects encourage growth and development with quiet enthusiasm 	<p>INFZ Foreseeing</p> <ul style="list-style-type: none"> quietly determined concerned for others' welfare focus inner thoughts on helping others put creative effort into their work
<p>ENFA Inspiring</p> <ul style="list-style-type: none"> enthusiastic, charming, interesting naturally curious and imaginative know everyone fascinated by relationships around them 	<p>ENFZ Mentoring</p> <ul style="list-style-type: none"> responsive and responsible outgoing, energetic and sociable catalysts who enjoy drawing out the best in others warmly enthusiastic

<p>ESTZ Supervising</p> <ul style="list-style-type: none"> practical and realistic value productivity and efficiency enjoy management excel at bringing order to groups 	<p>ESFZ Providing</p> <ul style="list-style-type: none"> sociable, supportive and warm-hearted active team participant helpful toward others use interpersonal skills to maintain important relationships
<p>ISTZ Maintaining</p> <ul style="list-style-type: none"> serious, traditional and quiet task-oriented, no nonsense style excellent follow-through work to conserve the resources of the group 	<p>ISFZ Protecting</p> <ul style="list-style-type: none"> dependable and responsible sympathetic, quiet and conscientious polite and tremendously devoted work independently in support of team

<p>ENTA Improvising</p> <ul style="list-style-type: none"> creative, confident thinkers intellectual and outspoken argue both sides of issues good at juggling many balls 	<p>ENTZ Leading</p> <ul style="list-style-type: none"> direct and strategic confident and well-informed frank and decisive natural organization builders and leaders
<p>INTA Designing</p> <ul style="list-style-type: none"> strongly defined interests skilled with logic enjoy theory, science, ideas single minded focus on topics of interest 	<p>INTZ Contemplating</p> <ul style="list-style-type: none"> independent thinkers develop strategy based on a clear vision high achievement drive emphasize competency

SZ Responsible and Reliable

NT Competent and Visionary

Likely Strengths

You are likely to possess strengths (i.e., behaviors, skills, and competencies) that are common to your personality type. Review the strengths listed below and note those that are true for you. It is important to identify which strengths come naturally to you, as these are assets that you can leverage in your work environment.

LIKELY STRENGTHS OF AN ENTZ

Contributions to an Organization

- Readily and joyfully tackles confusion and inefficiency.
- Formulates commanding, thoughtful, and precise plans.
- Is highly strategic in choosing the direction for an organization or project.
- Rarely takes no for an answer.
- Excels in environments going through tough times; delights in mental challenges and solving interesting problems.
- Generates results with lots of energy.
- Can be frank, decisive, and tough-minded with people.
- Is unafraid of change.
- Is open to new ideas or strategies that allow moving forward quickly.

Leadership Style

- Generates energy and enthusiasm for work.
- Manages people directly instead of indirectly.
- Objectively approaches situations, goals, and the tasks at hand.
- Focuses on results, accomplishing the long-term vision, and what it will take to get there.
- Is logical, decisive, and unafraid of unpopular decisions and taking risks.

Questions to Consider:

- Where can you best use your strengths?
- In what situations or roles are your strengths most valuable?

PERSONAL NOTES

Growth Opportunities

You may also have growth opportunities - weaknesses or undeveloped skills - that are common to your personality type. Review the growth opportunities listed below and note which are true for you. Identifying growth opportunities helps you increase self-awareness and minimize blindspots.

GROWTH OPPORTUNITIES FOR AN ENTZ

- Slow down once in a while—mistakes may occur when making decisions too quickly.
- Be sensitive to the needs and imperfections of people; consider others, provide praise, and show appreciation.
- Let other people contribute their leadership ideas.
- Remember to focus on the details, emotions, and values.

Questions to Consider:

Recall situations where you could have been more effective.
What could you have done differently?
How will new skills change your work performance?

PERSONAL NOTES

Communication and Teamwork

Effective work environments are based on effective communication and team work. The communication style and team preferences listed below are typical of your type. Consider whether they are true for you.

COMMUNICATION STYLE

- Speaks with energy, excitement, and enthusiasm.
- Replies quickly with impromptu responses.
- Prefers communicating about issues in person rather than through writing.
- Demonstrates brevity, preciseness, succinctness, and analysis in all communications.
- Is direct and to the point, and becomes impatient with extraneous details.
- Demonstrates pleasure in deliberating the pros and cons of various options.
- Persuades through cool, logical reasoning, rather than emotions or personal values.
- Persuades with objective passion, decisiveness, and a logical ordering of the facts.

TEAM PREFERENCES

- Brings total dedication to a project.
- Contributes by focusing on the long-term, being goal-oriented, and delivering results.
- Is adept at finding flaws in proposed solutions.
- Sometimes appears too overpowering or controlling to other team members.
- Becomes irritated when others do not display the same level of commitment toward time.
- Is not interested in discussing an issue after closure has been reached.

Questions to Consider:

- When is your communication style most effective? Least effective?
- What do you contribute to a team?
- How could you be more effective?

PERSONAL NOTES

Motivation and Learning

Your motivation is what drives your work satisfaction and productivity. Understanding your motivation enables you to seek situations or tasks that best fit your personality. Learning style preferences help you recognize how you learn best. Below are motivators and preferred learning styles associated with your type. Review each and consider

MOTIVATORS

- Enjoys situations requiring tough-mindedness, strategy, and a long-term focus.
- Seeks out opportunities to acquire more knowledge.
- Thrives when his or her hunger for problem solving is satisfied.
- Prefers situations where his or her vision is implemented.
- Seeks efficient systems and people, or the opportunities to create such.
- Avoids situations where his or her freedom to marshal people, forces, and resources together is missing.

PREFERRED LEARNING STYLE

- Prefers for learning to be a major way to move a career forward.
- Looks for action and variety in the classroom; is interested in how information will affect the future.
- Learns best with an instructor who is well organized.

Questions to Consider:


In your current work, when are you most motivated? Least motivated?
How do you learn best?

PERSONAL NOTES

A Deeper Look: Extraverting vs. Introverting

YOUR EI FACET RESULTS

You have a **Clear** preference for **Quiet**

 Out of Pattern

	Not Clear	Slight	Clear	Strong	Very Strong
Talkative					
Quiet					

Talkative: animated and expressive; sociable and gregarious; opens up to others.

Quiet: calm and serene; private and personal; hesitant to self-disclose or show feelings.

You have a **Strong** preference for **Socially Bold**

	Not Clear	Slight	Clear	Strong	Very Strong
Socially Bold					
Reserved					

Socially Bold: friendly and outgoing; initiates conversations; comfortable leading; likes public speaking.

Reserved: shy and retiring; prefers others to initiate; follows others' lead; dislikes public speaking.


You have a **Clear** preference for **Outgoing**

	Not Clear	Slight	Clear	Strong	Very Strong
Outgoing					
Intimate					

Outgoing: has a wide circle of friends; dislikes working alone; enjoys meeting many people.

Intimate: has a few close friends; enjoys working alone; can concentrate for long periods of time.


You have a **Clear** preference for **Reflective**

 Out of Pattern

	Not Clear	Slight	Clear	Strong	Very Strong
Participative					
Reflective					

Participative: active and energetic; seeks stimulating activities; prefers to learn through discussion.

Reflective: values peace and quiet; needs solitude to reflect and recharge; prefers to learn by reading.

 **Out of Pattern:** Each facet has two opposite scales. For a given facet, you may favor a scale that is opposite to what you might expect based on your global results. These "Out of Pattern" preferences help you gain insight into your unique way of expressing your type.

A Deeper Look: Sensing vs. iNtuiting

YOUR SN FACET RESULTS

You have a **Clear** preference for **Concrete**

	Not Clear	Slight	Clear	Strong	Very Strong
Concrete			████████████████████		
Abstract			████████████████████		

Concrete: deals with tangible facts and "what is" rather than "what could be"; likes to work out details.

Abstract: enjoys ideas and possibilities; values imagination; bored by details.

You have a **Clear** preference for **Innovative**

	Not Clear	Slight	Clear	Strong	Very Strong
Practical					
Innovative			████████████████████		

Practical: prefers established methods to achieve end results; dislikes improvising.

Innovative: likes variety and new ideas; enjoys resolving a crisis with a novel solution.

You have a **Clear** preference for **Visionary**

	Not Clear	Slight	Clear	Strong	Very Strong
Conventional			████████████████████		
Visionary			████████████████████		

Conventional: values customs and traditions; follows accepted practices; dislikes standing out.

Visionary: values inspiration, uniqueness, and originality; comfortable appearing unconventional.

You have a **Clear** preference for **Trendsetting**

	Not Clear	Slight	Clear	Strong	Very Strong
Traditional			████████████████████		
Trendsetting			████████████████████		

Traditional: predictable and established; careful with facts; opposes changes for sake of change.

Trendsetting: focuses on change and the big picture; seeks new trends; becomes bored with routine.

A Deeper Look: Thinking vs. Feeling

YOUR TF FACET RESULTS

You have a **Clear** preference for **Rational**

	Not Clear	Slight	Clear	Strong	Very Strong
Rational					
Empathetic					

Rational: decisions based on logical analysis; impersonal problem solving style.

Empathetic: decisions based on values and person-centered principles; empathetic problem solving style.

You have a **Clear** preference for **Compassionate**

Out of Pattern

	Not Clear	Slight	Clear	Strong	Very Strong
Autonomous					
Compassionate					

Autonomous: fair, impartial, objective, and independent; more task- than relationship-oriented.

Compassionate: considers feelings, beliefs and needs of others; more relationship- than task-oriented.

You have a **Strong** preference for **Analytic**

	Not Clear	Slight	Clear	Strong	Very Strong
Analytic					
Warm					

Analytic: values logic and scientific principles in decision making; analytical style.

Warm: values warmth and compassion in decision making; personable style.

You have a **Clear** preference for **Competitive**

	Not Clear	Slight	Clear	Strong	Very Strong
Competitive					
Nurturing					

Competitive: critical, skeptical, tough-minded style; enjoys a good argument.


Nurturing: cooperative, accepting and supportive style; prefers harmony and dislikes confrontation.

Out of Pattern: Each facet has two opposite scales. For a given facet, you may favor a scale that is opposite to what you might expect based on your global results. These "Out of Pattern" preferences help you gain insight into your unique way of expressing your type.

A Deeper Look: organizing vs. Adapting

YOUR ZA FACET RESULTS

You have a **Clear** preference for **Open-ended**

 Out of Pattern

	Not Clear	Slight	Clear	Strong	Very Strong
Planned					
Open-ended					

Planned: likes schedules and closure; emphasizes planning, anticipating contingencies, and organization.

Open-Ended: likes working things out as they unfold; emphasizes adaptability and flexibility.

You have a **Clear** preference for **Reliable**

	Not Clear	Slight	Clear	Strong	Very Strong
Reliable					
Casual					

Reliable: punctual, responsible, orderly; early starter who gets things done.

Casual: comfortable with diversions; energized by deadlines; procrastinates; works well under pressure.

You have a **Clear** preference for **Deliberate**

	Not Clear	Slight	Clear	Strong	Very Strong
Deliberate					
Spontaneous					

Deliberate: exact, cautious, risk-avoidant, and goal-oriented; prefers a settled, non-impulsive lifestyle.


Spontaneous: changeable and opportunistic; comfortable taking risks; sometimes impulsive.

You have a **Strong** preference for **Conforming**

	Not Clear	Slight	Clear	Strong	Very Strong
Conforming					
Nonconforming					

Conforming: prefers security, stability and structure; most effective with clear goals and direction.

Nonconforming: prefers freedom to develop own rules and goals; works effectively without structure.

 **Out of Pattern:** Each facet has two opposite scales. For a given facet, you may favor a scale that is opposite to what you might expect based on your global results. These "Out of Pattern" preferences help you gain insight into your unique way of expressing your type.

Response to Daily Stressors

It is important to understand how you respond to stress in your daily life. Your results on the global and facet scales indicate how you typically react to stress.

TENSE VS. CALM GLOBAL SCALES

You have a **Clear** preference for **Tense**

	Not Clear	Slight	Clear	Strong	Very Strong
Tense					
Calm					

Tense

- unsure and cautious
- uncertain about the likely consequences of actions
- worries about things that cannot be changed
- concerned about the opinions of others

Calm

- optimistic and self-confident
- unconcerned about what others think
- calm and relaxed where others might be worried
- does not dwell on things that cannot be changed

FACET SCALES

You have a **Clear** preference for **Optimistic**

Out of Pattern

	Not Clear	Slight	Clear	Strong	Very Strong
Concerned					
Optimistic					

Concerned: worries about the future and unpredictable events; takes insensitive remarks personally.

Optimistic: comfortable being in unfamiliar or unpredictable situations; shrugs off insensitive comments.

You have a **Clear** preference for **Unsure**

	Not Clear	Slight	Clear	Strong	Very Strong
Unsure					
Confident					

Unsure: hesitant, easily embarrassed, and relatively concerned about what others may think.

Confident: decisive, confident, and relatively unconcerned about what others may think.

Summary Report

ENERGY DIRECTION

	%	Score	Not Clear	Slight	Clear	Strong	Very Strong	
EXTRAVERTING	34	30						
INTROVERTING	32	28						
Talkative	29	6						
Quiet	38	8						
Socially Bold	50	12						
Reserved	17	4						
Outgoing	38	8						
Intimate	29	6						
Participative	19	4						
Reflective	48	10						

DECISION MAKING

	%	Score	Not Clear	Slight	Clear	Strong	Very Strong	
THINKING	35	33						
FEELING	28	26						
Rational	42	10						
Empathetic	25	6						
Autonomous	0	0						
Compassionate	38	8						
Analytic	54	13						
Warm	25	6						
Competitive	42	10						
Nurturing	25	6						

INFORMATION GATHERING

	%	Score	Not Clear	Slight	Clear	Strong	Very Strong	
SENSING	18	16						
INTUITING	37	33						
Concrete	33	10						
Abstract	33	10						
Practical	0	0						
Innovative	38	9						
Conventional	19	4						
Visionary	43	9						
Traditional	13	2						
Trendsetting	33	5						

LIFESTYLE ORIENTATION

	%	Score	Not Clear	Slight	Clear	Strong	Very Strong	
ORGANIZING	39	42						
ADAPTING	24	26						
Planned	22	6						
Open-ended	44	12						
Reliable	39	14						
Casual	17	6						
Deliberate	37	10						
Spontaneous	30	8						
Conforming	67	12						
Nonconforming	0	0						

RESPONSE TO DAILY STRESSORS

	%	Score	Not Clear	Slight	Clear	Strong	Very Strong	
TENSE	38	18						
CALM	29	14						
Concerned	29	6						
Optimistic	38	8						
Unsure	44	12						
Confident	22	6						

Out of Pattern