

# Personal Strengths Profile

for

SAMPLE Profile

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PREP Profile Systems, Inc.

842 NW Wall Street, Ste 3, Bend, OR 97701

Phone: 541/382-1401 Fax: 541/382-6725 [www.prep-profiles.com](http://www.prep-profiles.com)

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## INTERPRETING YOUR PERSONAL STRENGTHS PROFILE

The Personal Strengths Profile provides a description of how you communicate with others, make decisions, react under pressure, respond to different environments and how you are responding to current life events. The profile can help you understand better where you most naturally excel and provide insight, direction and confidence in work, educational, career and personal situations.

The interpretation report covers three main areas.

- 1. Your natural personality style -- how you feel you really are, or how you would probably be if life went exactly as planned**
- 2. Your first impression style -- how you would typically come across to others in a first time encounter.**
- 3. Your adaptation to changes -- within your current environment and your energy reserve for responding to current demands**

This report interprets your behavioral preferences according to the personality traits below. To the left are the four primary or CORE traits and to the right their counter traits.

← CONTROLLING	supportive →
← OUTGOING	introspective →
← RELAXED	urgent →
← EXACTING	generalizing →

There are strengths to each trait. None is right or wrong, good or bad. There are situations, however, when the natural behaviors of one trait may be more or less appropriate than those of another. This report will help you understand some of those situations.

For even more understanding about your personality, ask JoAn Mann, your PREP Administrator about "The Pocket Communicator", "The Communicator", "The Coach", or contact us at PREP Profile Systems, Inc., 541/382-1401, [prep@prep-profiles.com](mailto:prep@prep-profiles.com).

Thank you for taking our Personal Strengths Profile!

## YOUR NATURAL STYLE PROFILE

The Natural Style Profile is the foundation for understanding your personality style and behavioral preferences. It represents how you view the world, receive communications, form relationships and respond to stressful or uncomfortable situations. Your natural style is usually established in early years and changes slowly, often when your normal behavior is not getting the results you would like. Those who are closest to you probably know you best as the person shown by the Natural Style Profile.

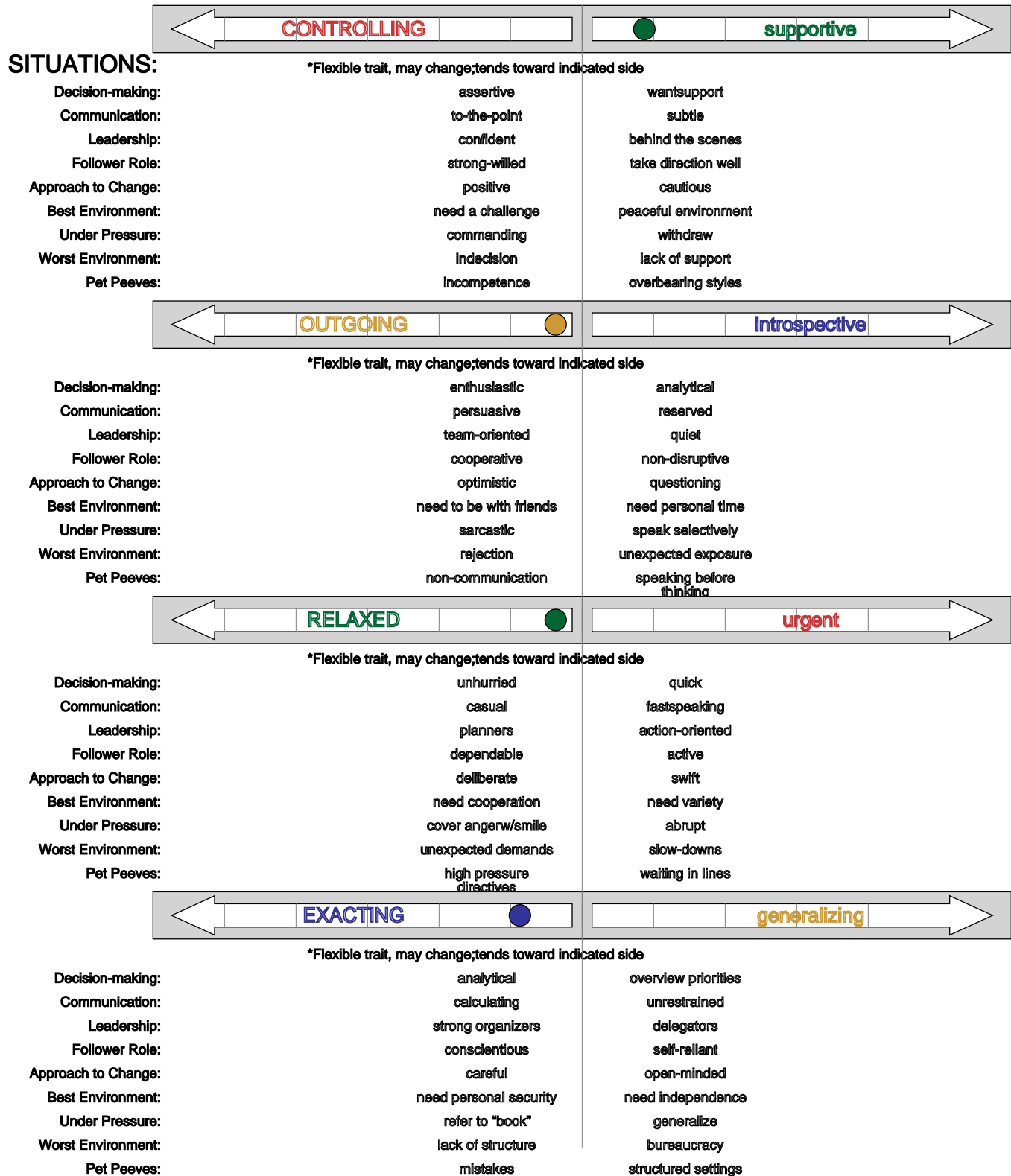
Your Natural Style personality profile is graphed on the personalized Trait Summary Chart which follows. The personalized Trait Summary Chart is a graphic interpretation of your Natural Style strengths. On the left side of the personalized Trait Summary Chart is a Situation column. You will find a summary phrase of how you tend to respond to each situation on the corresponding line. The top situations describe your strengths in each of your four traits. The lower three situations reflect your behaviors under pressure and less productive responses.

Pay particular attention to your most extreme left and extreme right markings. These are your most consistent personality traits. Traits close (within 1/2") to the center line are more flexible and adaptive and will be flagged on your graph. Your extreme left and right traits can change but it is uncommon and would only occur over extended periods of time or under extreme adverse stress.

Some individuals will have a profile in which all traits cluster closely to the center line. This is referred to as an adaptive profile. The more adaptive a profile, the more variety in activities the person often seeks. The wider the profile, the more predictable and consistent the behavior, regardless of the environment. Being more or less adaptive is neither good nor bad. This only indicates different ways of interacting with others.

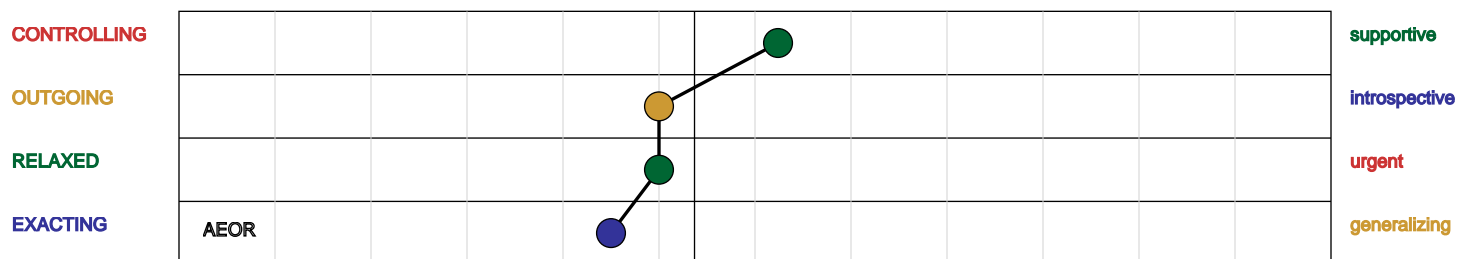
Your survey administrator may have included the complete Trait Summary Chart for a quick overview to compare opposite personality styles. The Situation Column is located in the center of this chart, instead of the left side on your personalized Trait Summary Chart. If you wish to have a copy of the complete Trait Summary Chart, please contact your survey administrator.

## TRAIT SUMMARY CHART



## YOUR CORE STRENGTHS

Natural Style Profile Chart



The key to understanding your basic style is the adaptive quality of your nature. Adaptive individuals are known for their ability to adjust to new situations and circumstances with ease. Building consensus is probably a natural for you. You might enjoy or even thrive in situations where you are busy doing a variety of tasks, such as being the liaison or coordinator for a number of activities -- especially in a combination of technical areas or analytically based projects and customer service.

Adaptive individuals prefer not to make decisions that cannot be altered in the future. Instead, they would prefer to have frequent check-in points where modifications to the plan can be agreed to by all parties and still maintain the overall outcome desired.

Your nature tends to be moderate and you may enjoy experiencing a number of different activities. Variety is probably important to you. You may be considered a well-rounded individual and a bit of a generalist.

While you indicate a great deal of flexibility, there are traits that probably are characteristic of your nature. Perhaps the strongest of these is the Exacting trait. Exacting individuals are known for their commitment to task, for doing the "right" thing and for systematically approaching situations. Typically the Exacting person is well organized and takes only calculated risks. Exacting individuals usually strive to be fair and ethical in their dealings with others.

Also of importance in your profile is the Supportive trait. The Supportive trait is characterized by cooperation, team orientation and a non-threatening approach. You probably work behind the scenes making sure everything happens. While you may appreciate public acknowledgement of your efforts, you wouldn't be demanding of receiving your praise publicly. You may initially embrace change, then reconsider many of the implications once you've had a chance to think things through more thoroughly.

Additionally, the Outgoing trait is significant in your profile. Outgoing individuals seek activity, not to serve an end, but to enjoy the process of interacting with people and to help them. You are probably lively and expressive. Doing detail work is probably rewarding when it can be connected to benefiting people in some way.

Your style is usually oriented to being flexible, fair and accurate. You tend to be precise, steady, cooperative and helpful. At times you may take criticism personally. You are probably very loyal to those whom you respect and could be outspoken about individuals who do not treat others fairly. You tend to be an empathetic, patient listener and a good teacher.

Developing systems and procedures for others probably comes naturally to you. You can probably plan systems for people easily and well. Contributing to the welfare of others is probably important to you. You tend to be a conscientious learner and rarely forget something once you have had a practical, hands-on learning experience. You would appreciate variety and balancing your work and personal life. Having others respect your need for this balance without having to be outspoken about it would be important for you.

## YOUR CORE CHALLENGES

The most challenging situations you probably have are with people who have strong generalizing and controlling tendencies. Generalizing individuals are known for their big picture, entrepreneurial perspective and not being tied to protocol (even when agreed upon) or stuck in "trivia or mundane details." These individuals are quick to take risks and are best at future planning, rather than specific day-to-day routine operations. Generalizing-controlling individuals enjoy change, new ideas and having the freedom to explore these options when they want to, which may not mesh with your intuitive sense of the most appropriate timing for presenting change.

You may interpret this type of person or environment as not being well grounded in accomplishing the basics that may need attention, or of not following through or being sensitive others. You may feel taken advantage of, as well as experience others also being taken for granted, which would probably not set well or be seen by you as fair. After a time in this situation, you may begin to function out of your less appropriate behaviors, such as being hyper-critical or pessimistic, stalling for complete information. At times you might not give yourself the credit you deserve or sufficiently speak up for what you know to be fair.

## Personality Profile Matrix



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## DYNAMICS OF PERSONALITY TRAITS

When the CORE Personality Traits combine in specific patterns, there are unique characteristics that help to better understand the complexity of personality, rather than just knowing what the four traits generally and "in isolation" would describe. These combinations describe your style of communication, problem solving, activity focus and approach to environment.

### YOUR COMMUNICATION STYLE

#### Communication Style

Objective



Personal

Two basic styles of communication are personal and objective.

Personal communicators emphasize people's feelings, hence tend to be less direct in expressing factual or objective information. They may take liberty in focusing on particular discussion items that would emphasize the personal side of things or exaggerate facts to drive home a point.

Objective communicators express tangible, factual evidence fluently, specifically and at times, bluntly. They may seek to avoid conflicts and confusion by skirting, minimizing, or avoiding the expression of their own and others' personal feelings.

Those with similar styles tend to understand one another naturally and easily. We gain balance in communication and perspective when opposite styles are represented, and all parties are putting forth effort and attention to communicate effectively for mutual understanding.

Effective communications occur when you balance your natural communication style preference by considering the opposite style's potential misinterpretation before expressing--particularly in sensitive situations.

In communications, your strengths are typically in personally expressing yourself. Your most natural communication preference is persuasive, emphasizing positive relations with others. You have a natural way with people as well as an uncanny inner sense about what others are feeling. You would probably make a good ambassador; you present yourself well in front of others. Typically this style prefers not to make final or potentially unpopular decisions.

Miscommunications may occur because you may imply too much, change your mind after others thought the decision was complete, or you may expect that the other person will

"read between the lines". By not directly expressing yourself, you may leave too much open for interpretation later on. Those with a direct style of communicating will probably not take the time to second guess you and may take what you say more literally than you intend. They may feel you are vague and rambling in your communications. You may view their more objective style as unfeeling, rather than as a clean, efficient way of communicating, which they probably intend.

## YOUR PROBLEM SOLVING STYLE

### Problem Solving Style

Systematic



Innovative

Two opposite scales in the decision process are represented by systematic to innovative problem solving styles.

Those who are most naturally innovative problem solvers enjoy initiating work and setting things up. They may prefer having others carry out the routine and detailed implementation phases. Typically, they enjoy doing things a little differently each time they do something.

Systematic problem solvers enjoy creating an efficient system that provides an effective order and organization for a process to occur. They may prefer taking a project from the idea stage to its practical implementation and application.

Individuals using different problem solving styles may find the others' way of thinking difficult to understand. People are often most comfortable when they are with people who think as they do; although, remaining in one's comfort zone can lead to tunnel vision.

Balanced problem-solving in a situation leads to powerful thinking. Understanding your own natural problem-solving style, then applying the opposite pattern as a "check" for either more choices or to screen for one-sided logic helps create balanced problem solving.

In decision-making situations, your problem-solving preference is flexible, yet systematic. This would indicate that you probably decide things primarily on the basis of visible evidence or facts then run it through your intuition. Your decisions would vary as to whether you first examined the data and situation, or let your intuitive nature may steer you. You may both appreciate historical precedent and keeping up with current changes. You may make decisions to minimize your overall risks. Your problem-solving style usually prefers to variety, but not having to switch from one activity to another too quickly or without justification.

When presenting an idea or project to someone with the opposite, or impulsive- innovative problem-solving style, try to begin with a summary of your conclusions and offer supporting

evidence for them to listen to or read at their convenience. They will be interested in your immediate "gut feel" of the project more than all the research or documentation you have done. Try not to take their brief review of the situation personally. They will ask for the facts if and when they need to document their overall "feel".

## YOUR ACTIVITY FOCUS

### Activity Focus



An individual's activity orientation indicates which part of an activity will be the most natural focus and priority. Some individuals prefer task-focused work, toward outcomes, while others regard the process or people-considerations of primary importance. Those who are outcome oriented tend to be strongly goal directed and focused; at times they may become so short-term task centered that they pay little attention to the process and people involved. Process oriented individuals tend to be sensitive to the how's and subtler aspects of the activity; they may become overly involved in working out a long-term correct process that the task or deadline to be accomplished is delayed or inadvertently missed.

Both areas are important to an activity; however, the preferred mixture will vary according to circumstances and the type of activity. People who have different activity orientations may view the opposite approach to getting things done as either insensitive or unfocused.

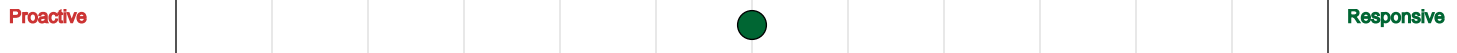
The most effective situation for short and long term project or activity accomplishment occurs when both activity orientations are represented.

In interacting with others in a situation or task, you are probably versatile, adapting to the phase of the activity. You may enjoy initial project/activity coordinating, then overseeing intermediate steps or processes in activities, although seeing them completed may equally be rewarding to you. Your style is usually deadline or goal sensitive. You may expect others to be as punctual and organized as you would like to be. You would typically keep a watchful eye for changing conditions that could impact your goals or results and would not lose sight of the necessity to keep the process functioning well.

Your strengths may be misunderstood by those who are strongly easy-going and focused solely on the process. You may see these individuals as being undisciplined, even a bit gullible and at times even lacking focus. You might be more successful in dealing with these individuals by being a bit more tolerant of their easy-going style or adjusting your expectations of them. You may wish to point out to them that they might also help people when they are results-oriented or more specific, in addition to using their naturally well developed people and process skills.

## APPROACH TO YOUR ENVIRONMENT

### Approach to the Environment



Individuals tend to interact with others and with their environment in either a proactive or a responsive manner.

Proactive individuals tend to take charge and assert themselves in their environment and interactions; they may at times overstep their boundaries and unintentionally overpower those with less overt influence.

Responsive individuals tend to be careful observers of their surroundings and lead by responding to the interactions at hand, rather than be an initiator of action. They may at times hesitate to take the bolder steps that may be most appropriate for the situation.

Different environments and situations require different interactions for optimal effectiveness. Individuals with opposite interaction styles can complement one another when there is mutual respect. Misunderstanding and frustration, however, can arise when the styles clash: either when roles are not clearly defined or there is an imbalanced group with too many of one style.

Teamwork is strongest and most gratifying when a range of interaction styles is present, recognized and valued.

In interacting with your environment, you would probably be versatile and respond to others' needs --especially for the less fortunate or capable. You probably follow established ways, but when the system does not work, you would plan to make the necessary changes. Your style is typically one that will communicate the changes that others have set in motion. You are probably orderly and prefer not to "rock the boat" at least in an abrupt or rude manner. Yet, you would also want to avoid being "stuck" or going down an unpopular path. You may be known for having a knack for introducing change in digestible chunks to others, being attentive to timing and which changes are easiest to make first to which people.

A non-rewarding environment for you is probably one where you are expected to be in charge without having sufficient training or instruction and having to follow a very regimented protocol-- especially that doesn't seem to fit the situation at hand. You probably prefer to have support or be experienced in the activity you are directing, especially when being the leader of a project. Your style is usually a very good "doer" once you have been given specific guidelines, strong support from key, respected "superiors" and training.

## YOUR IDEAL MOTIVATING ENVIRONMENT

There is an optimal environment for each person. That environment nourishes the potential for positive development.

Out of their proper environments, people often are not as productive as they could be and do not feel as good about themselves as they know they could. A positive, balanced environment tends to provide energy. A negative, unbalanced environment tends to drain a person's energy.

An effective way to recharge your energy battery is to include activities in your environment that are aligned with your values and personality preferences.

Your responses show the following situations and activities to be among those you consider important:

... Variety ... flexibility ... adapting to the practicalities of changing environments ... coordinating and blending roles and activities ... moderation.

... Systems and order ... praise ... security ... structure ... standard operating procedures ... constant updates ... reasons for changes ... "quality first" decisions.

... Opportunity ... friends ... recognition ... monetary or tangible rewards ... group activities ... teamwork.

... Relaxed surroundings ... cooperation ... harmony ... stability ... time to plan and to adjust to changes ... no harsh arguments or exaggerated statements.

... Situations where you would not have to take all the risks or all the responsibility for final decisions ... direction and strong leadership to set the pace.

Situations you find least desirable may include:

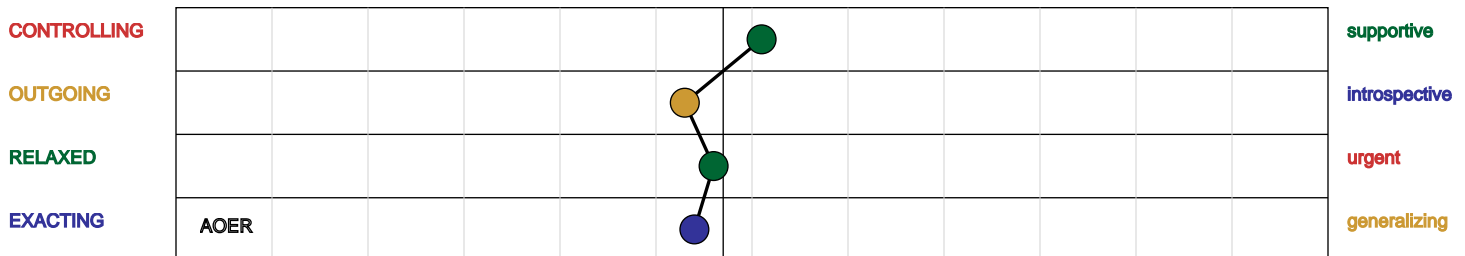
... where you feel you have been personally criticized, have been subjected to frequent, unplanned change or have been in an unfair situation that could not be "righted"... being stuck in a role or situation where there is no opportunity for learning or growth ... where others don't listen to your observations of how situations have changed ... having to make a "big deal" about your point.

## CURRENT INTERPERSONAL ADAPTATIONS

This section reflects the changes you have been making recently, to adapt to your current situation to succeed, thrive or survive. You may wish to view this as a moving picture of the past several months and understand that it will change as circumstances change. In this section, how you currently are coming across to others (First Impression Profile) indicates how others might see you on a day-to-day basis, when you are not feeling over-stressed. The changes you may be feeling necessary to make are outlined in the Current Motivation section. How these changes may be seen or felt by others on a day-to-day basis are measured in your Personal Expectations Graph. The section on your Change Management Resilience is comprised of your overall energy reserve and long term stress level. These two graphs are reviewed for understanding your current capacity for handling change.

## YOUR FIRST IMPRESSION PROFILE

First Impression Profile



The First Impression Profile describes how you are typically seen by others, which may change from time to time and situation to situation. This compares with the Natural Style Profile, which describes the internally consistent picture of you. The Natural Style Profile rarely changes significantly, and people who know you well will see you more as a reflection of your Natural Style Profile than your First Impression Profile. Knowing how you initially may come across is helpful in understanding your interactions with and your impact on others.

Sometimes your First Impression Profile is the same as your Natural Style Profile, but it is not unusual for people to put forth a different "face". There may be times when putting a different face forward is important to achieve what is needed in a given situation. However, a great deal of energy is required to keep up a "mask".

In times of high stress or pressure, research indicates many people behave from the Natural Style Profile, not the First Impression Profile. If these two profiles vary significantly, others may expect you to act differently than you probably will behave. Unexpected behavior is frequently at the root of miscommunications. Often the individual who feels



Pay particular attention to any arrows that cross the center line, especially if they come from your most extreme right or left Natural Style traits. These movements show where your current energy 'leaks' may occur. You may wish to note which area(s) could indicate where you could do things differently to be more aligned or productive at work or home.

Your survey indicates the following demands:

Striving to take a firmer position or being clearer in your actions is probably important to you currently. You may feel that you either want to or need to be more controlling, assertive and forceful than you ordinarily would be. You may be driving harder and being more decisive than you would naturally. Others may feel you are a very proactive, risk taking person who enjoys a stronger challenge than, at times, you would actually feel is comfortable. Others may also perceive you currently as less approachable and open to their input.

At present you may find yourself reflecting more about your personal needs and what is important to you than at other times.

This may be a time for picking up the pace and get things done. Apparently things are not happening as quickly as you would like. Perhaps some internal or external deadlines are not being met. This usually indicates your sense of urgency has increased and you are now pushing harder than ever to get things done. You may be perceived as being excessively busy now, and feel you are pushing both yourself and others to the limit. They will probably assume you are a person who will get things done and done quickly.

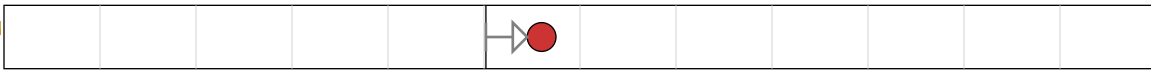
Trying to look at bigger patterns and longer term consequences may be your most recent focus. You are probably ridding yourself of or delegating some of the details of your activities and looking more at the big picture than previously. This would show you are being more open-minded to new ideas, taking more risks and asserting more independence. Others are probably perceiving you as a generalist with a "vision" orientation, or as taking a broad brush to your activities. They may also see you omitting details or not being as consistent in your follow-through as you naturally would be.



## YOUR PERSONAL EXPECTATIONS

### Personal Expectations Response

OVERESTIMATION



underestimation

Your Personal Expectations Response indicates:

You probably feel that your expectations are being sufficiently met at this time. This usually indicates that you understand the purpose for making your current behavioral changes, or you feel you have good reasons for acting or behaving as you are currently. You probably feel OK in coping with your everyday stresses and demands in a productive manner. You may find that on balance your life is going okay on a day to day basis --perhaps work and your personal life are both fine, or one is particularly rewarding and the other is "tolerable". Others would see you as being able to handle the changes and challenges you currently face.

Your current Personal Expectations tend to indicate an ability to learn or take on new activities, provided your overall life balance is maintained. Consider exploring something you have wanted to do. Is there anything else that would add to your life or is there anything that you have been "dragging along" that is no longer beneficial? Since this indicator has a small "lag" factor, you may experience this overall sense of balance either improving or being slightly challenged, depending on how well your recent expectations are faring and continue to be met. It may be helpful to take on something new that would add to your overall resourcefulness and energy.

You may have good reasons for acting or behaving the way you currently are. While your overall balance in life appears to be okay on a day to day basis --perhaps work or your personal life is particularly rewarding, while the other area is not fully rewarding. Considering taking on new activities to enhance those areas of your life, especially those you perhaps haven't fully focused on balancing that would improve your sense of fulfillment.

## CHANGE MANAGEMENT INTERPRETATION

Handling change is important in our day-to-day activities. There are those periods in our lives where change is welcomed and other times when change may be perceived as stressful. Much of this depends on our current energy reserve and the demands we experience that either drain or recharge our energy "battery".

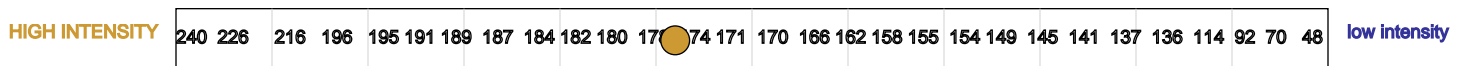
If our long-term stress level exceeds our energy reserve or if we have a difficult time meeting even some of our current energy demands, recharging our battery may be very important in order to operate at an optimal energy level. On the other hand, we may be experiencing a productive time where we have the energy to meet all our current demands and are wanting to make a move towards new ventures or activities.

Keeping in mind that these changes do not usually happen overnight, we can monitor this balance for the long term by recharging our batteries and keeping our productivity strong. This may translate into being sufficiently busy and not overwhelmed. This can be good not only for ourselves but also those around us -- whether at work or in our personal lives.

While each of us has a typical energy reserve, research has shown that this measurement can change as your daily stress level or energy requirement changes. How healthy or open to change we feel is often related to the two PREP measurements that follow, Your Current Energy Reserve and Your Current Stress Level.

## YOUR CURRENT ENERGY RESERVE

### Energy Reserve



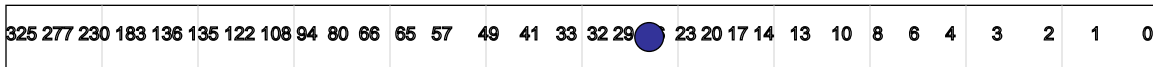
You probably have a strong energy reserve and may be involved in a number of activities (such as sports or hobbies) outside your primary responsibilities. Others may view you as having a strong capacity for incorporating change efficiently and ability for handling difficult situations, without much recharge time.

Since under normal circumstances you have a very good energy, you may be tempted, at times, to spread yourself too thinly to complete, to your satisfaction, all you have started. In times of high change, stress or a too-thinly-spread situation, you may find that you are most efficient focusing on one or two key activities, rather than multi-tasking. Under high stress, it would probably be frustrating to not be able to attain the quality in all your activity areas that you typically are known for achieving.

## YOUR CURRENT STRESS LEVEL

## Stress Level

HIGH INTENSITY



low intensity

You have probably been coping well with the overall changes and demands in your life during the past few months. It's likely that you've taken your life events in stride and handled them productively. Often this coping level indicates that you may be experiencing a productive feeling and are dealing with day to day demands effectively. You probably have a good charge in your battery, and things have been basically on target in your life.

This may be a good time to take on new activities or challenges without feeling a significant drop in energy for several months, especially if these activities are personally energizing. You probably could handle significant changes requiring more intense attention for several months before your staying power would be diminished. If there are major changes in your life circumstances in the coming months and you are not feeling gratified in the changes being demanded of you, you might wish to begin to set aside some personal recharging time.

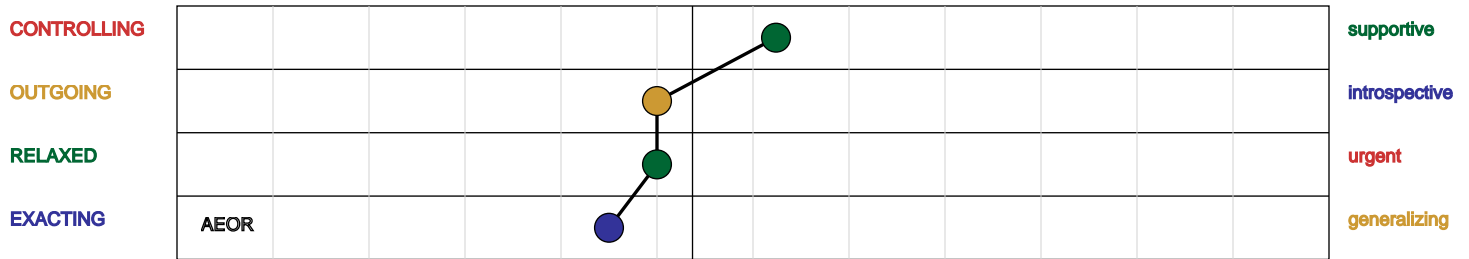
## HOW TO APPLY YOUR INTERPRETATION REPORT

There are several ways you can use your Personal Strengths Profile to improve understanding, communications, relationships and to strengthen your change responses, feel more aligned at home and work and recharge your energy:

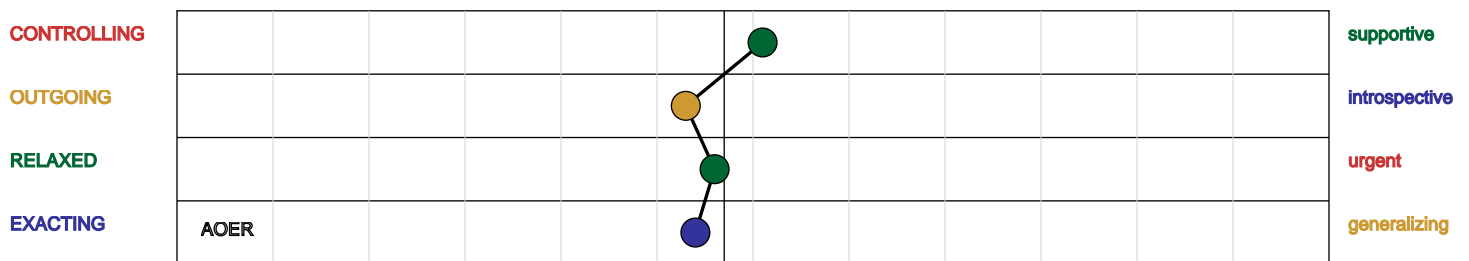
1. Review your profile with your survey administrator to verify results, gain more personalized insights and identify next steps for you.
2. Share your personality traits and preferences with peers, co-workers, and relatives to improve understanding and communication.
3. Interact with others according to their personality styles and preferences --in effect "speak in their language." Refer to PREP's "Pocket Communicator" or "The Communicator" for tips on how to more easily recognize and effectively speak to different personality styles. This may help others feel validated and you to have more common ground with them for understanding, trust and agreement.
4. Assess your current environment. If you are in a situation that is not rewarding to you, make a list of what you enjoy and include more of these activities in your daily life. Similarly, if you are demotivated by elements in your environment, make a list of these and begin the steps to resolve them.
5. Develop a support system with people you respect to achieve more balance and fulfillment in your life through more open and trusting communication.
6. Use "The Coach", a personal development workbook to accompany this report, to further develop your strengths and a long term approach to complementing your lesser developed sides.
7. Consider periodically taking another Personal Strengths Profile to review your current changes and stresses.
8. Contact your survey administrator to help you use the Personal Strengths Profile in your team or to target your hiring process, leadership and career applications.

For further information, contact us at: PREP Profile Systems, Inc., 541/382-1401, Fax: 541/382-6725, [www.prep-profiles.com](http://www.prep-profiles.com). Thank you for taking our Personal Strengths Profile!

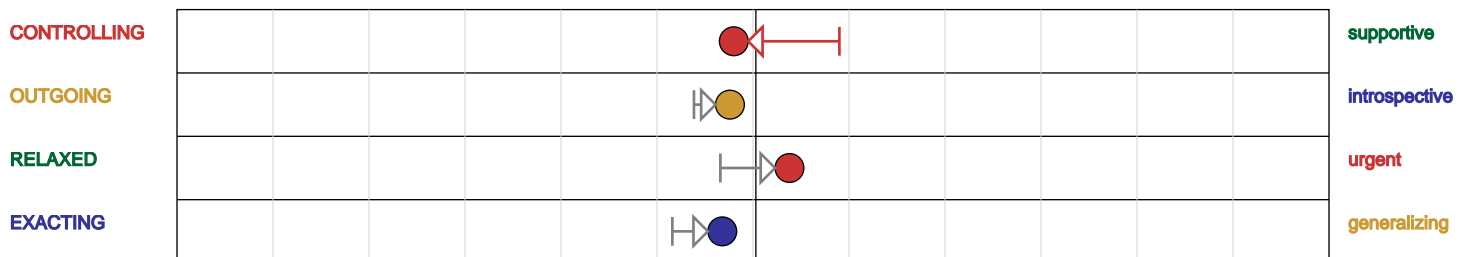
## Natural Style Profile Chart



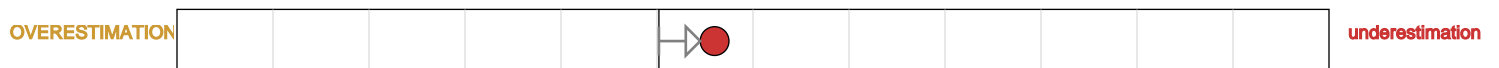
## First Impression Profile



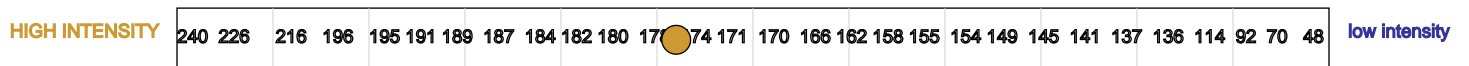
## Current Motivation Profile



## Personal Expectations Response



## Energy Reserve



### Stress Level

