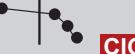
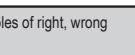
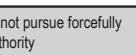
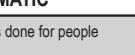
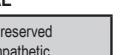
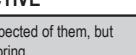
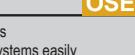
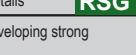
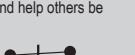


Personality Profile Matrix

| CONTROLLING | | EXACTING | |
|-------------------------|---|--|--|
| OBJECTIVE/introspective | Relentless pursuit of accuracy and perfection, may sweat out "perfect" decisions Skeptical, readily identify and criticize mistakes Make decisions for long-term good of organization and system Serious and conscientious | Self-confident, make decisions easily Independent, risk taking, big picture thinkers Enjoy challenging traditions Only respect results-achieving authority/organization | Friendly in quiet, reassuring way Can organize procedures quickly and efficiently Impatient with those who don't follow-through Like being busy and active |
| |  |  |  |
| OUTCOME | Innovative, technical leaders and specialists Practical, dependable, well-planned approach to solving problems Supervise technical, mechanical, hands-on operations with ease Strong, insightful observers | Creative, often with revolutionary ideas/ products Love challenge, difficulties, designing new things Use intuition to grasp whole concepts; pragmatic Not easily influenced by others Often enjoy outdoor adventure | Personable, wanting to be fair in dealing with others Enjoy developing and managing people systems Conscientious, strong follow-through Energetic, charismatic leaders |
| |  |  |  |
| SYSTEMATIC | Often impatient with routine, detail and people Action-oriented Technically skillful and intellectually unconventional Analytical, systems-oriented Risk takers | Enjoy social gatherings with family and close friends Idealistic and want to do whatever is correct Good organizers of detail & people Need approval and are sensitive to criticism | Can be commanding in a worked-out system Demanding and forceful in what they feel to be "right" Innovative, results-oriented systems-builders and designers Strong willed, loyal and self-disciplined |
| |  |  |  |
| INNOVATIVE | Guided by strong principles of right, wrong and duty Systematic, well organized Can readily see inconsistencies in thought, language, action Develop systems for people, organizations | Impatient with details and routine Self-starters with instinctive ability to lead others Can sense a good opportunity Lively, contagious enthusiasm Enjoy initiating projects, outwitting to get things done | Use subtle persuasion and perseverance Have a closely-knit circle of friends, good listeners Behind-the-scenes doers, conscientious learners Sensitive to criticism |
| |  |  |  |
| PERSONAL | Skilful in managing people toward goals Debate with others skillfully, using convincing logic Often delegate straight-forward detail Independent thinkers, risk takers | Strong desire to please others Empathetic listeners Patient and thorough instructors Plan systems for people easily and well | Earn promotions, but do not pursue forcefully Loyal to systems and authority Closely tied to and protective of family and close friends Follow-through meticulously |
| |  |  |  |
| OBJECTIVE | Conscientious; follow-through in their dealings with people Very personable, yet strict Enjoy creating systems for people activities Require tangible proof in decision-making | Use subtle persuasion and perseverance Have a closely-knit circle of friends, good listeners Behind-the-scenes doers, conscientious learners Sensitive to criticism | People of few words, but get their points across directly, firmly Good at systems, numbers and processing details Precise, persistent, scientific approach to problem-solving Build systems, procedures skillfully |
| |  |  |  |
| PROACTIVE | Can sell anything, if they believe in it Strong desire to understand human nature Delegate detail, authority, responsibility easily Generalists with big picture perspective | Enjoy the exotic or non-traditional Prefer growing, fast-moving situations/ activities Charismatic, dynamic leaders, presenters Idealistic, trusting and empathetic Prefer big picture, not details | Calm, serene appearance, good listeners Cordial; small circle of closely knit friends Often self sacrificing; social-service oriented Protective of family relationships Strong sense of design, natural harmony |
| |  |  |  |
| RESPONSIVE | Desire to get right things done for people Social-service oriented Sensitive to rejection Loyal to family, close friends Strong sense of fairness | Patient with complicated people situations Good sense of design, line, harmony Strong social skills Skillful in repeated people contact activities | Cooperative and seek peaceful environments Appreciate standard operating procedures Often skillful with tools, instruments Good at routines requiring repeated, sequential processes Plan activities thoroughly, easily |
| |  |  |  |
| PERSONAL/CONTROLLING | Well developed recreation and social directing skills Want to be liked, but may resist controls and detail work Take time to listen to others Pleasantly, persistently press forward, despite setbacks | Patient with complicated people situations Good sense of design, line, harmony Strong social skills Skillful in repeated people contact activities | Good planners, organize thoroughly Can supervise others with ease in technical, mechanical or hands-on operations Dependable and down to earth Innovative and improve upon mechanical processes; like to "tinker" |
| |  |  |  |
| PERSONAL/CONTROLLING | Desire to get right things done for people Social-service oriented Sensitive to rejection Loyal to family, close friends Strong sense of fairness | Vital need to be liked to be effective Can see the excitement in all aspects of life Good at initiating activities, delegating details Enjoy out-of-the-ordinary activities | Cheerful, cordial, yet socially reserved Sensitive to surroundings, empathetic Attuned to color, line, texture, form May make errors of fact, seldom of values |
| |  |  |  |
| PROCESS | Natural trainers, teachers Develop people-detail systems easily Want to do what is fair and help others be happy | Good listeners with big picture perspective Handle daily people processes well, dislike details, micro-management | Charismatic leaders, emphasizing people and planning Listen to others, good motivators Well developed social and recreation directing skills Persistent and optimistic about big picture |
| |  |  |  |
| INNOVATIVE/generalizing | Very sociable; need to be with people to be happy Prefer for others to make final decisions Delegate details easily, but require accuracy Enjoy having several ongoing activities | Handle routine people processes with ease, may become bored with details Natural counselors, good listeners, kind Resent being supervised too closely Fun-loving, enjoy being entertaining | Thorough planners Often enjoy adventurous physical activities Innovative in developing time-saving efficiencies Free thinkers; contrary at times, may resist authority Forceful in their directives; at times uninfluenced by others |
| |  |  |  |
| OUTGOING | Desire to get right things done for people Social-service oriented Sensitive to rejection Loyal to family, close friends Strong sense of fairness | Good listeners with big picture perspective Handle daily people processes well, dislike details, micro-management | Planners, emphasize developing strong relationships Big picture orientation, delegating details Natural sense of timing with people Personable, enjoy adventuring with friends |
| |  |  |  |
| RELAXED | Often impatient with routine, detail and people Action-oriented Technically skillful and intellectually unconventional Analytical, systems-oriented Risk takers | Enjoy social gatherings with family and close friends Idealistic and want to do whatever is correct Good organizers of detail & people Need approval and are sensitive to criticism | Can be commanding in a worked-out system Demanding and forceful in what they feel to be "right" Innovative, results-oriented systems-builders and designers Strong willed, loyal and self-disciplined |
| | | | |