


Personality Profile Matrix

CONTROLLING


EXACTING

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




CIE

Strong technical, analytical leaders and trouble-shooters
Build systems and practices naturally
Objective, thoughtful communicators
Persistent, organizationally minded problem-solvers



CER


Often impatient with routine, detail and people
Action-oriented
Technically skillful and intellectually unconventional
Analytical, systems-oriented
Risk takers



CIU


OBJECTIVE/INTROSPECTIVE

Self-confident, make decisions easily
Independent, risk taking, big picture thinkers
Enjoy challenging traditions
Only respect results-achieving authority/organization




CIG

Innovative, technical leaders and specialists
Practical, dependable, well-planned approach to solving problems
Supervise technical, mechanical, hands-on operations with ease
Strong, insightful observers



CRE


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



CIR


OUTCOME

Friendly in quiet, reassuring way
Can organize procedures quickly and efficiently
Impatient with those who don't follow-through
Like being busy and active




EIU

Personable, wanting to be fair in dealing with others
Enjoy developing and managing people systems
Conscientious, strong follow-through
Energetic, charismatic leaders



EOC


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



EQU


SYSTEMATIC/URGENT

Rely on rules and protocol for authority; dependable
Good with detail, procedures and smooth flow of resources
Calculate risks carefully; practical, sensible
Can come across as critical others




ESU

Well organized, systems and people-oriented leaders
Readily seeing and point out inconsistencies in thought, language, action
Guided by strong principles of right, wrong, duty
Action oriented, don't like waiting



ECO

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



ECU


SYSTEMATIC

INNOVATIVE

PERSONAL


OBJECTIVE

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



COE


Skillful in managing people toward goals
Debate with others skillfully, using convincing logic
Often delegate straight-forward detail
Independent thinkers, risk takers



COU


OBJECTIVE/OUTGOING

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



COG


Skillful with people relationships
Prefer to initiate, not to do detail work
Can listen well to others' ideas
Natural sense of timing with people



COR


OUTCOME

Use subtle persuasion and perseverance
Have a closely-knit circle of friends, good listeners
Behind-the-scenes doers, conscientious learners
Sensitive to criticism



EIR


Strong desire to please others
Empathetic listeners
Patient and thorough instructors
Plan systems for people easily and well



EOR


SYSTEMATIC/RELAXED

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



ESR

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




ECR

PROACTIVE


RESPONSIVE

Conscientious; follow-through in their dealings with people
Very personable, yet strict
Enjoy creating systems for people activities
Require tangible proof in decision-making



OCE


Can sell anything, if they believe in it
Strong desire to understand human nature
Delegate detail, authority, responsibility easily
Generalists with big picture perspective



OCU


PERSONAL/CONTROLLING

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



OCG


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



OCR


PROCESS

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



RIE


Patient with complicated people situations
Good sense of design, line, harmony
Strong social skills
Skillful in repeated people contact activities



ROE


INNOVATIVE/EXACTING

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



RSE

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"



RCE


SYSTEMATIC

INNOVATIVE

PERSONAL


OBJECTIVE

Desire to get right things done for people
Social-service oriented
Sensitive to rejection
Loyal to family, close friends
Strong sense of fairness




OSE

Natural trainers, teachers
Develop people-detail systems easily
Want to do what is fair and help others be happy



OER


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



OSU


PERSONAL/SUPPORTIVE

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




OSG

Good listeners with big picture perspective
Handle daily people processes well, dislike details, micro-management



ORG

Intuitive, emotionally keyed, gentle
Sensitive and alert to others
Good listeners, companions, optimistic
Good at repetitive interactions with people



OSR

PROCESS

Cheerful, cordial, yet socially reserved
Sensitive to surroundings, empathetic
Attuned to color, line, texture, form
May make errors of fact, seldom of values




RIG

Charismatic leaders, emphasizing people and planning
Listen to others, good motivators
Well developed social and recreation directing skills
Persistent and optimistic about big picture



ROC


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



ROG


INNOVATIVE/GENERALIZING

Want to know what is expected of them, but may resist close monitoring
Skillful with tools, instruments, mechanical things
Communicate through actions more than words
Often enjoy outdoors, adventure
Prefer big picture, not details




RSG

Planners, emphasize developing strong relationships
Big picture orientation, delegating details
Natural sense of timing with people
Personable, enjoy adventuring with friends



RCO

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



RCG

OUTGOING

RELAXED