



# WORKPLACE

BIG FIVE PROFILE™

## Narrator Report

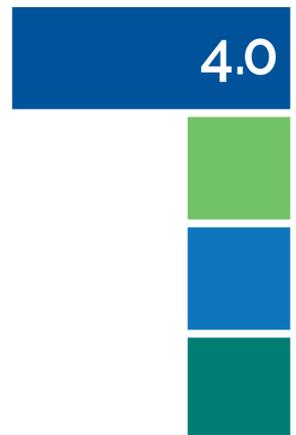
**A Customized Report for:** Sample Person

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# PART ONE:

## BASED ON THE 28 TRAIT SCORES

### N: NEED FOR STABILITY

When crises, emergencies, interruptions, and other potential stressors happen at work, you feel stressed--heart beats faster, stomach churns, perspiration abounds, and you experience difficulty in thinking clearly. In such situations, you need to be able to fall back on some kind of routine activity that is second-nature to you. Once the stressor has passed, you will need to take some time to calm down and restore your natural state of mental alertness. This level of reactivity results in your serving as a conscience for the organization--a barometer for improper organizational behavior.

### N1: WORRY

Your associates likely know you as someone who calmly awaits some outcomes, and worries about others. Whether or not you worry or remain cool and confident depends on the actual uncertainty involved. Awaiting the outcome of a business proposal, for example, might cause more or less worry than awaiting the arrival of your new boss.

### N2: INTENSITY

On typical work days, you exhibit a short fuse resulting in frequent outbursts of temper, or anger. You are easy to provoke, which will cause you to show anger in defense of either yourself, your associates, or your customers. This intense edge can provide the necessary sense of accountability for serving the customer satisfactorily.

### N3: INTERPRETATION

In addition, you are more optimistic than a majority of the workforce. You are often confident in the favorable outcome of many situations, as you tend to feel both in control and able to personally influence the outcome.

### N4: REBOUND TIME

Once a setback or crisis is over, it takes you a significant amount of time and effort to get beyond it. You will need exercise, escape, or some other activity to get your mind off of it and to settle back to normal. Such a sensitive nature makes you more vigilant in trying to eliminate sources of stress--both for yourself and for others--within the organization.

## E: EXTRAVERSION

You have a preference for quiet, solitary work that is stronger than 2/3 of the workforce. It is not necessarily that you don't care to be around other people, it is just that other people tend to be noisy and demanding and that can wear you out. As a result, you tend to be wary of entering into new relationships until you have a clearer sense of what you're in for. You will thrive in a work situation that is characterized by quiet, calm, and/or solitude.

### E1: WARMTH

Your associates are likely to experience you as a smiler, one who is animated throughout the day, and who generally expresses warmth and enthusiasm for the task at hand.

### E2: SOCIABILITY

As a general rule, you would rather work alone than with or around others, and would typically prefer to write or read rather than talk. You are unlikely to be the one who initiates conferences and meetings, preferring a more solitary work style.

### E3: ACTIVITY MODE

The quality of your work energy appears to come in bursts, such that you can go full tilt (fast and physically engaging) for a short period of time, then followed by a change of pace (slower and less physically engaging).

### E4: TAKING CHARGE

You generally prefer being independent, rather than having to take on leadership roles where you must take responsibility for directing the work of others.

### E5: TRUST OF OTHERS

When your associates make commitments, promises, and other agreements, you are sometimes skeptical, assuming that they may be over promising or insincere and may require follow-up to insure follow-through.

### E6: TACT

You often tell it 'like it is,' usually preferring objective, plain language rather than sugar-coating or putting 'spin' on it. At its best, you come across as more honest, straightforward, and direct, and, at worst, occasionally blunt or harsh.

## O: ORIGINALITY

You are normally practical in your outlook, with an accompanying impatience with theory, uncertainty, and dreaming. You tend to be more comfortable with concrete and repetitive activity than with risky or creative acts. Your moderately traditional and/or conservative nature finds you more comfortable with the status quo, placing higher value on efficiency and production than on innovation and change.

### O1: IMAGINATION

More often than not, your mind is focused on the here-and-now as you approach your daily tasks, with occasional excursions into flights of imagination. Many of your associates likely know you as a doer, an implementor, rather than one who sits around thinking things up.

### O2: COMPLEXITY

Your interests are focused in one or two areas, and you prefer to acquire depth of knowledge in those few areas, rather than exploring the vast range of other fields. While you can handle theories comfortably, you prefer those that relate practically to your specialty(ies), and are impatient with unrelated, impractical theory.

### O3: CHANGE

Your natural mode of work is to stick to the plan, to do things the way they have been shown to work in the past. You feel little if any need to rethink, re-engineer, or innovate, unless your accustomed ways aren't working. Essentially you are a creature of habit in most things.

### O4: SCOPE

Finally, you have a strong natural preference to work at the level of theory and the big picture, and find detail work boring and tiring. However, sometimes you will need to swallow your pride and deal with the details in order to get the results you need. Remember, not everyone knows just how to proofread (or otherwise review for errors) your material.

## A: ACCOMMODATION

Your associates would likely describe you as an 'Adaptor'--you typically like to defer to the needs and interests of the group with whom you are associated. Normally, your immediate group's priorities take precedence over your own personal needs, but there are some situations when your personal needs win out.

### A1: OTHERS' NEEDS

You usually think that the priorities, agenda, and point of view of your immediate group are probably the correct ones. You are more likely to take others' needs more seriously than your own. Accordingly, you tend to be a caring, giving person.

### A2: AGREEMENT

Your need for relationships to be harmonious takes precedence over your need to win, as you typically back off of a competition or conflict if you think it will result in disharmony or bad feelings in the group as a result.

### A3: HUMILITY

When credit and praise are handed out, you are likely to be uncomfortable. On some occasions you may feel OK taking credit, but normally your humility leads you to point to others who deserve equal or more credit.

### A4: RESERVE

When given the opportunity to express your true opinions, you are likely to express them to a moderate degree. As a consequence, if your feelings are strong, the full force of your feeling may not be apparent. Sometimes your associates will not be aware of just how strongly you feel about an issue.

## C: CONSOLIDATION

Your overall approach to work could be characterized by a strong preference for spontaneity, easily shifting between priorities or tasks, and resistance to following plans, schedules, or methodologies. Your associates likely know you as a parallel processor or multi-tasker, and something of a procrastinator. Should this pattern concern you, out of a desire to achieve more in the way of traditional success, you might consider working in an environment that allows you minimal discretion or autonomy in how you go about your work, as in most military or quasi-military organizations.

### C1: PERFECTIONISM

You are comfortable with less than perfect results--you embrace the 'good enough' standard, and/or the 'wait till it's broken to fix it' approach.

### C2: ORGANIZATION

Your associates probably know you as someone who places low priority on keeping neat and organized, not that you can't rise to special occasions and show some organization ability. It is just that staying organized does not come naturally for you, and you have to make a special effort for keeping the parts of your life organized that you deem are mandatory for staying neat and organized.

### C3: DRIVE

Your natural tendency is to live your life around your roles, not your goals. This means that, while you may enjoy getting really good at what you do, it is not that important for you to be recognized as 'number one' in your field.

### C4: CONCENTRATION

With respect to how you focus on the task of the moment, it really depends on the nature and priority of the task. You appear to exhibit a balance between concentration and distractibility--focusing without interruption for some periods of time, but then multi-tasking at others.

### C5: METHODICALNESS

Finally, you appear to be more spontaneous than much of the workforce, preferring to remain free to follow the need, interest, or priority of the moment, rather than organizing and sticking to a method or plan.

# PART TWO:

**"This section is divided into the following themes: career, emotional intelligence, independence, leadership, personal characteristics, relationships, safety and health, values, and work habits.**

**Most of these interpretive comments are based on blends of traits (i.e. two or more traits that interact to produce the behavior). However, some are based on single traits, but are placed in this section (and not in Part One, with the other single trait interpretations) because they relate to a specific theme presented here."**

## Career

"Your highest performance tends to be in situations characterized by low job autonomy, where you have little discretion in how to do the work. When you have much more autonomy, your performance levels are likely to decrease. Unless you started early with computers and similar technology, you are likely to be something of a technophobe, reluctant to take on new responsibilities in the technical/computer area."

## Emotional Intelligence

"Typically, the most effective way for you to cope with stressful situations is to find a way to relax and get away from it all. Your emotional life tends to be dominated by the so-called negative emotions--anxiety, anger, sadness, guilt, and so forth. On the bad side, this is the source of much distress for you, especially in stressful or conflicted environments. On the good side, you have special antennae to detect more realistically emotional distress on the part of others around you, and to assess more accurately others' performance and emotional life. While others may smooth over unpleasantness or even deny it, you hone in and are more accurate in your social perceptions. While you pay the price for your realism by experiencing more discomfort than others, you also serve the valuable role of being the "conscience of the organization. " The ideal mood for you is not the elevated levels of joy, exuberance, and so forth that is celebrated by television and movies, but rather more subdued states characterized by stillness, serenity, calmness, quiet, tranquility, and a peaceful euphoria. This preferred mood state is typically found in solitude, but could also be experienced with a special companion of like temperament. More likely than not, you tend to be effective at "reading" the nonverbal facial expressions, gestures, and movements (i. e. , body language) of others. You typically exhibit "external locus of control," meaning that you generally feel as though many of the results you get are due to luck or someone else's intervention, rather than to your own effort and/or ability."

## Independence

"You typically prefer to be independent, on your own, and not following the herd at work. Your attitudes toward various aspects of the workplace are likely to be similar to most of those around you; your views tend to coincide with those of the "herd" rather than being independent or non-mainstream."

## Leadership

## Need for Stability Leadership Characteristics

"In crisis situations you typically feel the pressure and show it. Your level of reactivity will show subordinates that you are human. A tendency towards worry, self-consciousness, and/or temper tend to eat away at the confidence of subordinates. Learn the arts of meditation, isometrics, deep breathing, and aerobic exercise. Deal aggressively with sources of stress."

## Extraversion Leadership Characteristics

"As a moderately introverted individual, you could excel in a paperwork-intensive leadership position. You would find your leadership more accepted in highly introverted workplace cultures, such as accounting, IT, and engineering. However, you need to watch out for a natural tendency to under communicate, by minimizing meetings, conferences, management by wandering around, and by generally avoiding the spotlight. Delegate meeting facilitation to another, more extraverted team member; increase use of written communication, especially for informal matters (recognition, constructive criticism, reminders)."

## Originality Leadership Characteristics

"Leadership more often than not requires vision, strategy, and a readiness to change. You are often more concerned with tactics and preserving the status quo. You prefer staying focused on the details (especially when E- and C+). You should typically be excellent as a project manager focused on budget, timeline, and getting the job done. As a manager, you will tend to perform better in a maintenance/status quo situation where minimal change is required. You normally like to focus on the here and now, rather than the big picture and future needs, and minimize the need for change. You would benefit from inviting an O+ vendor, or customer to come in and challenge your assumptions about the short and long term."

## Accommodation Leadership Characteristics

"With respect to the leadership role, you can excel in a friendly, trusting, nurturing environment that emphasizes teamwork and cooperation. However, someone needs to be vigilant, as you are subject to being duped, tricked, and outmaneuvered by associates, vendors, or customers who are more competitive and manipulative; don't like to fight, and avoid conflict. Identify an associate or consultant who can assist you in negotiations or other situations in which you know that you must stand up to persons who play hard ball."

## Consolidation Leadership Characteristics

"As a leader, you are extremely flexible, spontaneous and enjoy wearing different hats; can serve well in a staff-type management position which must respond to a variety of ever-changing needs from line management. You lack discipline, organization, and ambition; can work hard and long, but is easily distracted from immediate or long term goals. Can excel when the job is highly structured with minimal allowance for discretion and autonomy; otherwise, need an associate to ride herd on you to meet deadlines, attend to details, avoid distractions, and stick to budget."

## Other Leadership Themes

"Tend to delay making decisions, especially in order to insure that all affected by the decision will be positively affected, and also to avoid making a decision that will have negative impact on persons one cares about. Typically, your natural instinct appears to be more that of a follower than of a leader. As a general rule, you feel comfortable, and even tend to prefer, depending on others to take the initiative, provide structure, make decisions, and so forth."

## Relationships

"Having close, intimate affiliations with others is important to you. In many situations you tend to experience varying levels of anxiety about whether you have the ability, resources, experience, and so forth, in order to be successful. Encouragement and support from others may be particularly helpful in certain situations where you experience greater concern for your chances of success."

## Work Habits

"You tend to fear making mistakes, and, depending on your C scores, probably have a tendency towards perfectionism. You have an impulsive nature that is characterized by spontaneity, multi-tasking, reactive decision making, and the quality of being easily distracted from the task at hand. In most situations, you prefer that your work be capable of being structured--well-organized and laid out in such a way that you do not have to constantly figure what comes next. You naturally engage in the role of troubleshooter, whereby you are comfortable poking around looking for causes of various kinds of trouble."