GOLDEN

PERSONALITY PROFILER™

John P. Golden Ed.D.
VERSION 5.1

Team Report

Sample Team

September 21, 2018

Administered by Dr. John P. Golden

Profiles and Teaming

This report will help you and your team members apply your *Golden Personality Profiler* results to develop a:

- deeper understanding of your team's strengths and growth opportunities,
- better appreciation of team members' personal styles,
- greater awareness of how to effectively interact with team members, and a
- clearer picture of how your team can make the most of everyone's talents.

How to Use Results

Results should be considered within the context of your organization's culture and history, your team's mission or objectives, and the influence of subgroups within your team. It is also important to recognize that the results presented in this report are based on the scored results of each team member. It is best to allow team members time to review their report and confirm their results before reviewing the team report.

Organization of This Report

This report is divided into three sections:

- **Team Profile Table** - Allows you to see which personality profiles are most common and the level of similarity and/or difference within the team.

- **Team Tendencies** - Likely strengths, potential blindspots, and suggestions for improvement are described for each of the five Global dimensions: Extraverting/Introverting, Sensing/iNtuiting, Thinking/Feeling, Adapting/organiZing, and Tense/Calm.

- **Team/Leader Similarity** - Scores are shown for team members and the team leader on each Global and facet scale. The position of scores indicates the amount of similarity and diversity within the team on each scale.

         Sample Team - ENFZ

Team Profile Table

The Team Profile Table shows the personality profiles of individuals who compose your team. Keep in mind that there are no "good" or "bad" Profiles. The Team Leader's name is displayed in green. The shaded box represents the Team Profile, which is the modal or composition pattern of all team members making up the group.

SA Efficient and Resourceful

ISTA Producing	**ISFA** Performing
ESTA Promoting	**ESFA** Entertaining

NF Imaginative and Innovative

INFA Supporting	**INFZ** Foreseeing
	Team Member Team Member Team Member
ENFA Inspiring	**ENFZ** Mentoring
	Team Member Team Member Team Member Team Member

ESTZ Supervising	**ESFZ** Providing
	Team Member
ISTZ Maintaining	**ISFZ** Protecting
	Team Member

SZ Responsible and Reliable

ENTA Improvising	**ENTZ** Leading
	Team Member
INTA Inventing	**INTZ** Strategizing
Team Member	Team Member

NT Competent and Visionary

Sample Team - ENFZ

Team Tendencies

Your team's Global Scale results indicate your team's level of preference for each of two opposite scales. A strong score is not necessarily better than a slight score, or vice versa - they simply indicate how your team favors certain behaviors versus others. A team made up of many diverse personalities may result in a team score with little or no variation (e.g. Extraverting preferences and Introverting preferences combined may have a very close relationship resulting in a SLIGHT or NOT CLEAR score).

Extraverting vs. Introverting

Your team has 6 Extraverting team members. Extraverting team members direct energy externally toward people and things.
Your team has 6 Introverting team members. Introverting team members direct energy inward toward thoughts and ideas.

Your test results do not reveal a clear preference, but your team may prefer Extraverting.

Extraverting Team Strengths

- Exudes boundless energy and enthusiasm
- Is engaging and has lively discussions
- Agrees on direction and strategy, taking action and driving for results
- Thinks out loud, brainstorms, and generates new ideas
- Welcomes, orients, and develops new team members

Extraverting Team Blind Spots

- Talks over people due to inadequate listening skills
- Inadequately plans before taking action
- Agrees too quickly to strategies and directions
- Ignores culturally important boundaries
- Burns out team members who prefer less action and noise

Performance Improvement for Extraverting Teams

- Evaluate pros and cons of all options before proceeding with action
- Put strategies, plans, and directions in writing
- Obtain input from all team members and stakeholders
- Expose and explore the importance of informal boundaries
- Reassess strategies and plans and evaluate results periodically
- Provide time for Introverting members to reflect and then require their involvement

Introverting Team Strengths

- Focuses on the topic or task at hand
- Demonstrates precision and thoroughness
- Has strong written communication skills
- Takes time before taking action
- Approaches tasks and goals patiently

Introverting Team Blind Spots

- Takes too much time to think and reflect
- Is overly cautious in approach to new ideas
- Fails to contribute in group discussions
- Team members keep important insights and ideas to themselves
- Over-utilizes written communication
- Loses energy through excessive interaction

Performance Improvement for Introverting Teams

- Seek increased face-to-face communication
- Engage in group discussions
- Repeat what has been stated and heard; verify your understanding verbally
- Recognize when action trumps reflection
- State what is obvious, but unspoken; ensure everyone is on the same page
- Develop deeper personal relationships with teammates
- Allow time for Extraverting members to discuss ideas and express opinions

Sensing vs. **iNtuiting**

Your team has 2 Sensing team members. Sensing team members process information in an exact, detailed, and literal manner.
Your team has 10 iNtuiting team members. It is typical for iNtuiting team members to process information in a symbolic and Global fashion.

Overall, your team has a Slight preference for iNtuiting.
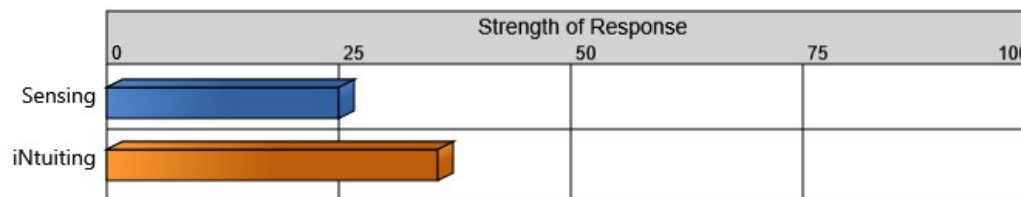
Sensing Team Strengths
- Commands attention to facts and details
- Relies on practical approaches
- Follows well-tested and reliable methods
- Moves beyond what is known and proven
- Maintains and honors important traditions

Sensing Team Blind Spots
- Distrusts theories, hypotheses, and assumptions
- Fails to use new methods when old ones no longer work as well
- Thinks "inside-the-box" when innovative approaches are needed
- Honors outdated traditions simply because they exist
- Restrains creative energy and innovation

Performance Improvement for Sensing Teams
- Remain open to novel and creative approaches
- Find meaning and value in theories and models
- Brainstorm new ideas and methods
- Allow time for creativity and imagination
- Consult with iNtuiting members for innovative and creative ideas

iNtuiting Team Strengths
- Conceptualizes and thinks "out-of-the-box"
- Builds creativity into the process
- Generates new ideas and strategies
- Applies theories and models to common problems
- Is future focused and visionary

iNtuiting Team Blind Spots
- Overlooks details and facts
- Devalues commonly used methods
- Miscalculates the effectiveness and time requirements of new approaches
- Overlooks simple and effective solutions or methods
- Misses opportunities in the present

Performance Improvement for iNtuiting Teams
- Double check and identify missing facts and details
- Limit innovation when time is scarce
- Focus on the present, rather than the long-term or future
- Identify when existing methods work well enough to get the job done
- Seek input of Sensing members who offer practical and conservative balance

Sample Team - ENFZ

Thinking vs. **Feeling**

Your team has 3 Thinking team members. Thinking team members make decisions based on logic and rationality.

Your team has 9 Feeling team members. Feeling team members make value-based decisions based on empathy and compassion.

Overall, your team has a Slight preference for Feeling.
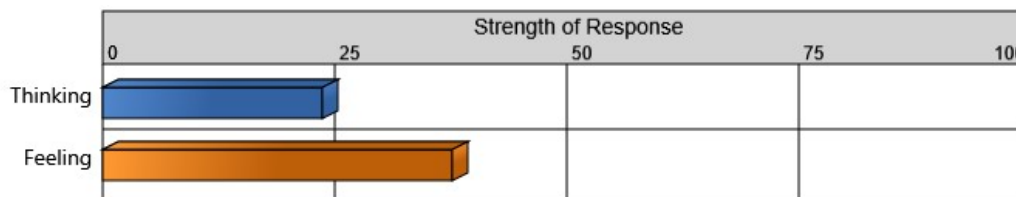
Thinking Team Strengths

- Applies logic and reason to problems and decisions
- Maintains personal distance from the decisions being made
- Attends to the tasks at hand
- Strives to make the single best decision available
- Provides objectivity and analytical thinking
- Works independently toward group goals and objectives

Thinking Team Blind Spots

- Is overly impersonal and tough minded
- Fails to recognize that more than one correct answer to a problem exists
- Avoids communicating values and feelings
- Fails to notice body language and emotional reactions
- Argues points of view for the sake of debating and winning
- Overlooks subjective perspectives; disregards spontaneous ideas

Performance Improvement for Thinking Teams

- Examine multiple solutions to problems and decisions
- Pay attention to what lies behind what is said and done
- Explore values and beliefs surrounding each decision
- Strive for consensus and engage others cooperatively toward the achievement of goals and objectives
- Consult Feeling members about the impact of decisions on people

Feeling Team Strengths

- Expresses emotions and feelings about decisions and problems at hand
- Focuses on relationships, cooperation, and consensus-building
- Senses emotional reactions and state-of-mind of others
- Mediates conflict and helps those in need
- Brings dissimilar members together as a team to work toward goals

Feeling Team Blind Spots

- Underestimates task and goal requirements
- Lets emotions prevent the identification of the best solution
- Places individual needs over group achievement
- Personalizes criticism and failure
- Shuts down conversations and closes debate when emotions are high

Performance Improvement for Feeling Teams

- Apply logic and reason to the decisions and problems at hand
- Determine the best means to desired ends
- Set aside specific times to express concerns and clarify expectations
- Develop a greater appreciation for negative critiques and evaluation
- Learn to maintain composure and mask emotional reactions
- Run decisions by Thinking members to get their impersonal judgments

         Sample Team - ENFZ

organiZing vs. **Adapting**

Your team has 11 organiZing team members. It is typical for organiZing team members to approach life with a planned, organized, and orderly approach.
Your team has 1 Adapting team members. Adapting team members approach life with an open-ended, flexible, and emergent approach.

Overall, your team has a Clear preference for organiZing.

	Strength of Response				
	0	25	50	75	100
organiZing	████████████████				
Adapting	███				
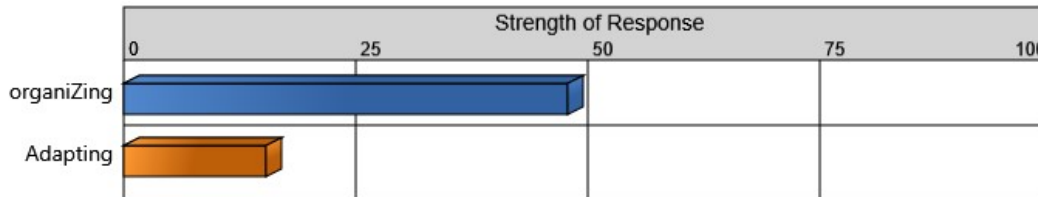
organiZing Team Strengths
- Creates and follows plans, routines, and schedules
- Breaks down plans into manageable tasks and reaches closure
- Builds and maintains a predictable and stable environment
- Starts early, anticipates contingencies, and gets things done in order
- Meets deadlines and fulfills obligations on time

organiZing Team Blind Spots
- Ignores evidence that plans are flawed and change is warranted
- Adheres to plans, deadlines, and schedules too strictly
- Becomes agitated when plans don't unfold as they should
- Avoids taking risk when the benefits are clear
- Fails to enjoy free time and relax when there is downtime

Performance Improvement for organiZing Teams
- Recognize that despite the best laid plans, some events are beyond control
- Adapt plans and strategies when change is necessary and real
- Set aside team time to relax and have fun
- Take calculated risks when conditions warrant
- Look for the positive side of change
- Ask Adapting members to identify new directions and alternatives for the team

Adapting Team Strengths
- Adapts to change as events unfold
- Finds novel approaches and new techniques
- Takes risks and tries creative techniques
- Exerts great energy as deadlines approach
- Works around rules and procedures to accomplish tasks

Adapting Team Blind Spots
- Waits until the last minute and does not take deadlines seriously
- Takes expedient approaches to task assignment and accomplishment
- Tries new methods when old routines save time
- Attempts too many things at one time; takes multitasking too far
- Fails to set meaningful goals and plans in motion

Performance Improvement for Adapting Teams
- Develop and implement plans and schedules
- Pursue tasks to completion
- Reach closure and finish work as assigned
- Recognize that schedules and routines are necessary at times
- Recognize that deadlines are not the time to begin working
- Allow organiZing members to set realistic and long-term plans in motion for the team

Sample Team - ENFZ

Team Tendencies

When discussing the Tense/Calm scale, it is important to respect confidentiality of results for individual team members. Focus on scores for the group rather than scores of individual team members.

Tense vs. Calm

Your team has 2 Tense team members. Tense team members are unsure, cautious, and concerned.

Your team has 10 Calm team members. Calm team members are optimistic, self-confident, and relaxed.

Overall, your team has a Clear preference for Calm.
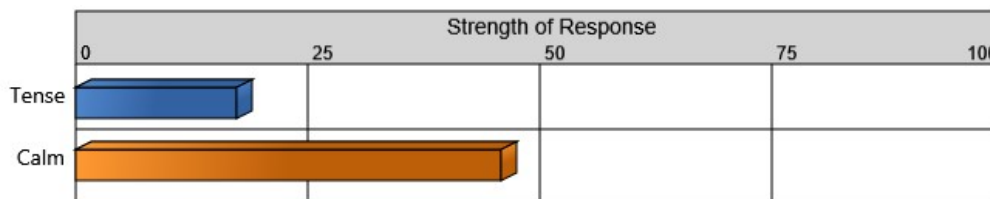
Tense Team Strengths
- Turns worry and anxiety into action and results
- Dislikes unpredictability, which drives team members to create plans and strategies
- Fears failure, which ultimately may prevent it

Tense Team Blind Spots
- Sees the negative side first
- Personalizes criticism
- Worries about things they can't change
- Expends energy towards unproductive outcomes
- Avoids conflict and difficult actions
- Fails to obtain critical resources

Performance Improvement for Tense Teams
- Develop a greater appreciation for the team's past and future contributions
- Recognize each team member gifts and strengths
- Take time to build more effective team strengths
- Seek out formal and informal leaders to build team capabilities
- Add relaxed, optimistic, and confident teammates

Calm Team Strengths
- Views tasks and goals with optimism and positive energy
- Welcomes risk, the unpredictable, and change
- Remains unaffected by external views and opinions
- Believes the team can accomplish any task or goal
- Confronts stress and conflict with confidence
- Acts decisively and expeditiously

Calm Team Blind Spots
- Suppresses the impact of mistakes and failure
- Recognizes that some actions and decisions warrant more concern
- Acts too cavalier, not taking other people's concerns seriously
- Fails to recognize high stress levels that influence the team
- Denies constructive criticism as irrelevant

Performance Improvement for Calm Teams
- Consider the consequences of poor decisions and mistakes in advance
- Identify sources of stress and the effect on team processes and outcomes
- Measure and evaluate team stress and conflict more objectively
- Obtain feedback from internal and external customers and stakeholders
- Recognize when self-doubt and concerns exist in some team members

Team/Leader Similarity for Extraverting vs. Introverting

These graphs show the scores of team members and the team leader in relation to the team average. Scores that cluster tightly around the team average indicate more similarity on a scale; scores that are more dispersed in relation to the team average indicate more diversity on a scale.

Extraverting

0   25   50   75   100

Focuses attention on the outer world of people and things

Introverting

0   25   50   75   100
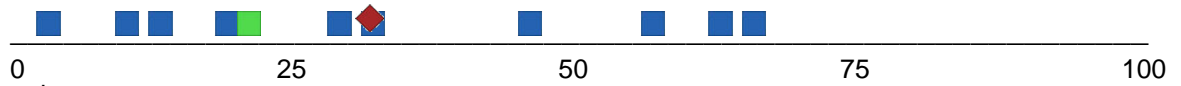
Focuses attention on the inner world of ideas and concepts

Talkative

0   25   50   75   100
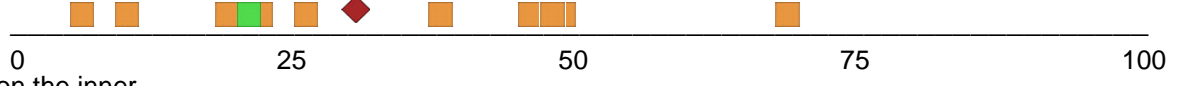
Verbally expressive forthright and lively

Quiet

0   25   50   75   100
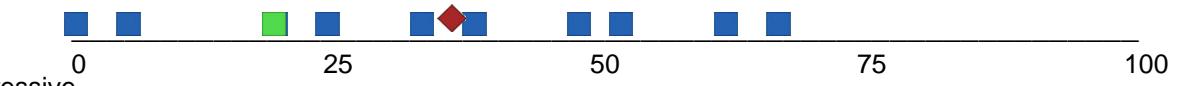
Verbally contained silent and serene

Socially Bold

0   25   50   75   100
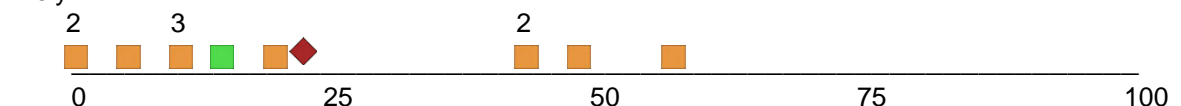
Socially bold, easy to know, and willing to take initiative

Reserved

0   25   50   75   100
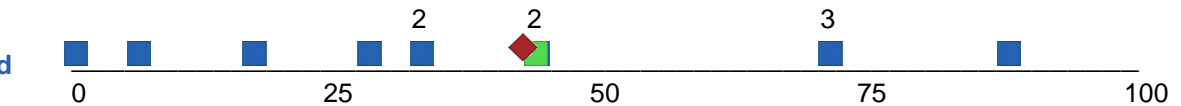
Socially hesitant, hard to get to know, and prefers to be approached

Outgoing

0   25   50   75   100
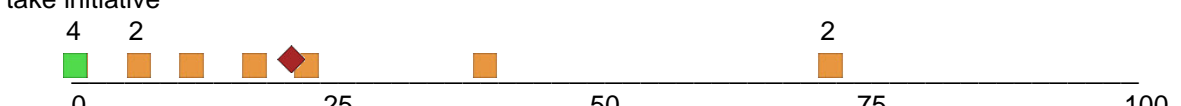
Enjoys numerous friendships and being around lots of people

Intimate

0   25   50   75   100
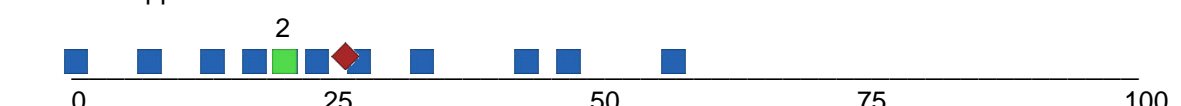
Enjoys lasting relationships and interacting with fewer people

Participative

0   25   50   75   100

Needs social activity, noise, and the energy from being around people

Reflective

0   25   50   75   100
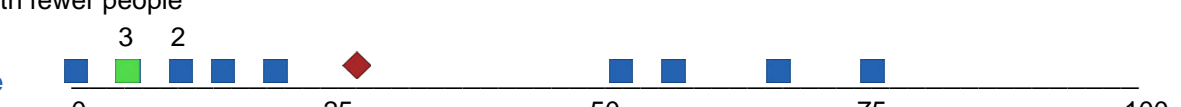
Needs to be alone; private time with space and freedom from distracting noise
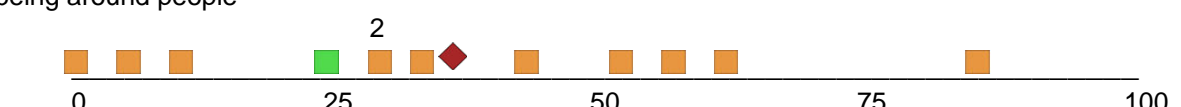
◆ - Team Average   ■ - Team Leader   ■ ■ - Team Members

Note - A number displayed above a team member's score indicates a matching score of that number of team members.

Team/Leader Similarity for Sensing vs. iNtuiting

Sensing

3

Gathers information in a factual and
detailed manner using existing methods
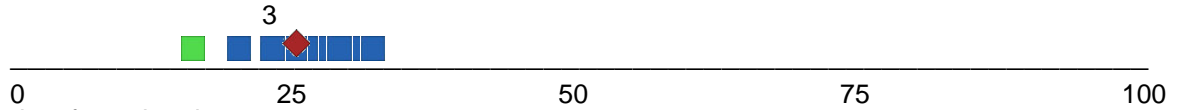
iNtuiting

Interprets information globally using
imagination and innovative approaches

Concrete

2 2   2
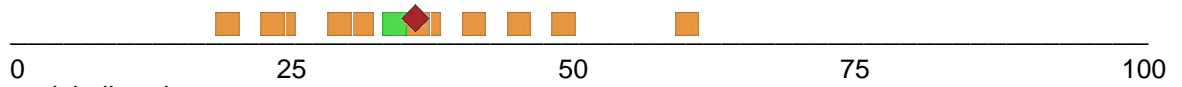
Focuses on specific facts and details
using common sense approaches

Abstract

2 3   2   2
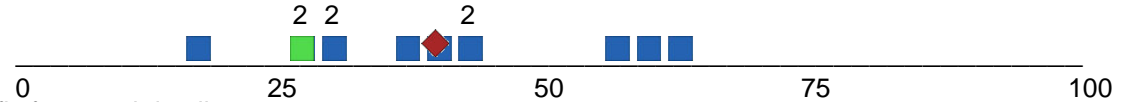
Focuses on theories and ideas that
emphasize the use of imagination

Practical

4 2 3
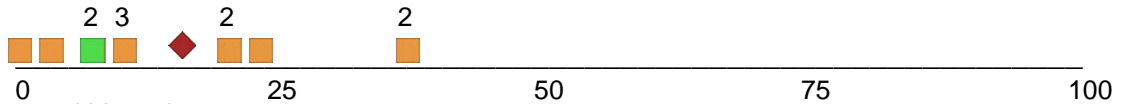
Inclined to find existing
methods that work

Innovative

2
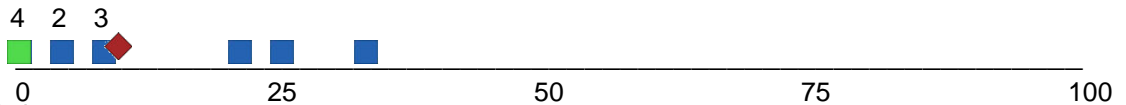
Prizes introducing new concepts
and creating better methods

Conventional

3 2   2 2
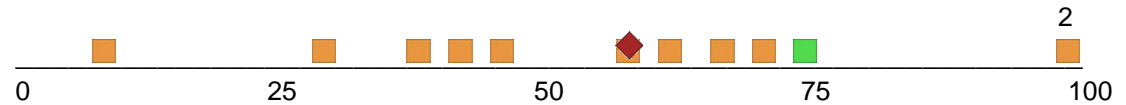
Values customary ways of doing
things and following set practices

Visionary

4 3
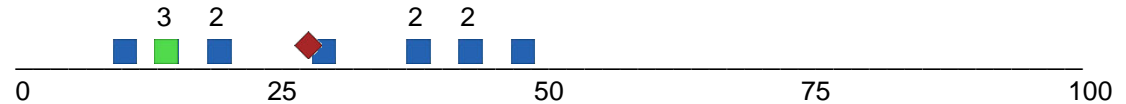
Values vision, inspiration, and uniqueness

Traditional

2 3 3
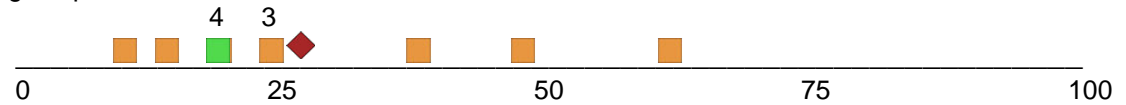
Prefers work and other activities
to be predictable and established

Trendsetting

2
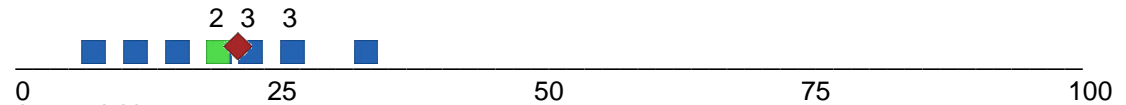
Prefers work and other activities to be
intellectually stimulating and novel
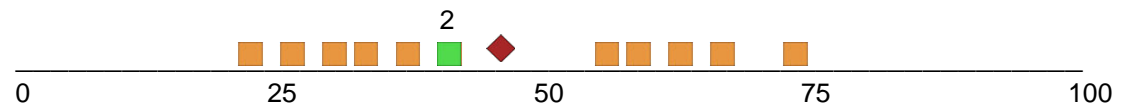
◆ - Team Average   ■ - Team Leader   ■■ - Team Members

Note - A number displayed above a
team member's score indicates a
matching score of that number of team
members.

     Sample Team - ENFZ

Thinking

Makes decisions based
upon logic and rationality

0   25   50   75   100

Feeling

2
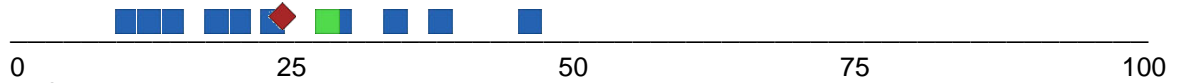
Makes value-based decisions that
emphasize empathy and compassion

0   25   50   75   100

Rational

2   2   3   2
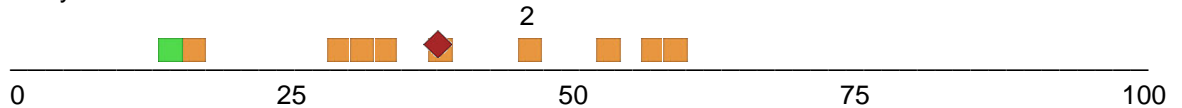
Relies primarily on impersonal
analysis and reason to make decisions

0   25   50   75   100

Empathetic

2   2   2
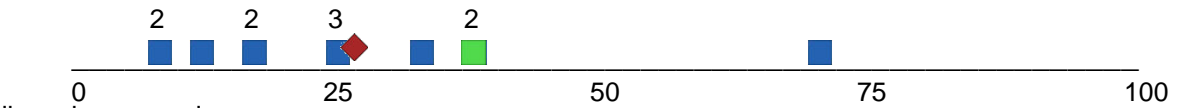
Relies primarily on empathy and
personal sentiment to make decisions

0   25   50   75   100

Autonomous

2   5
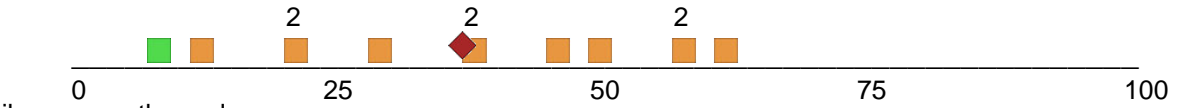
Operates objectively and independently; relatively
unaffected by the emotional currents created by others

0   25   50   75   100

Compassionate

2   3   2   2
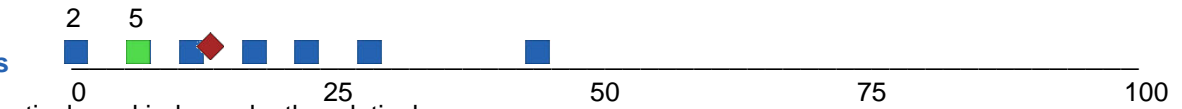
Affected by and concerned about the
feelings, beliefs, and needs of others

0   25   50   75   100

Analytic

2   3   2   2   2
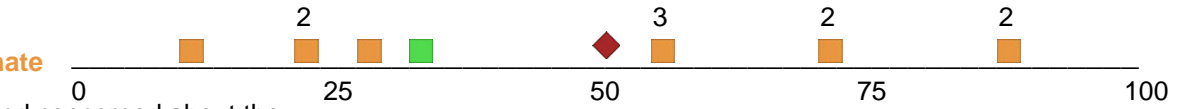
Values logic and scientific
principles in decision making

0   25   50   75   100

Warm

3   2
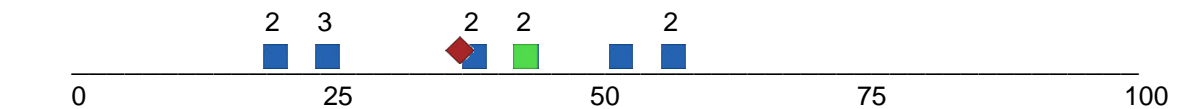
Values warmth and compassion
in decision making

0   25   50   75   100

Competitive

4   2   2
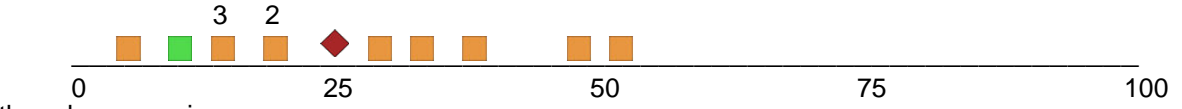
Enjoys competition and a good argument

0   25   50   75   100

Nurturing

2   2   3   2
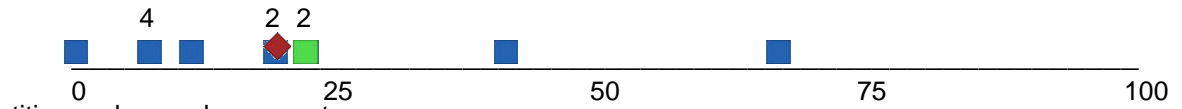
Values being supportive of the
emotional needs of others
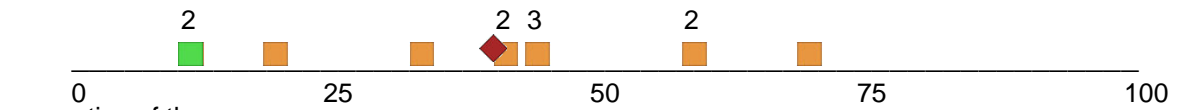
0   25   50   75   100

◆ - Team Average   ▧ - Team Leader   ▧▧ - Team Members

Note - A number displayed above a
team member's score indicates a
matching score of that number of team
members.

       Sample Team - ENFZ

Team/Leader Similarity for organiZing vs. Adapting

organiZing

Prefers an orderly, organized,
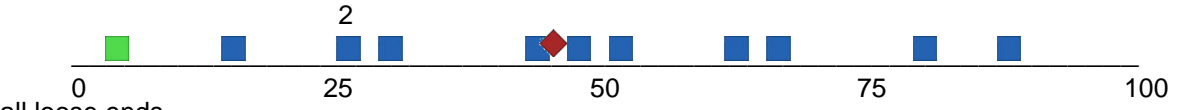and planned lifestyle
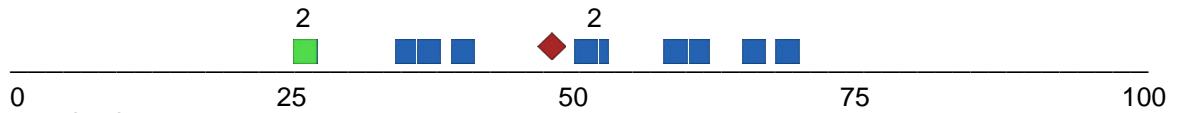
Adapting

Prefers a flexible, open-minded,
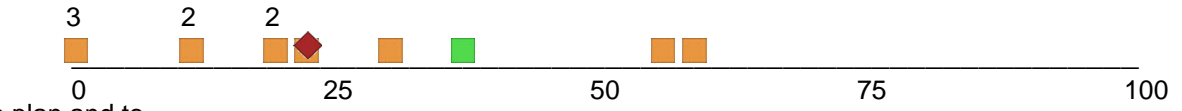and emergent lifestyle
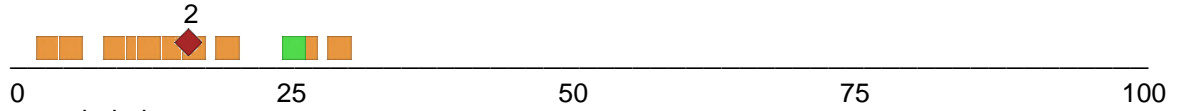
Planned

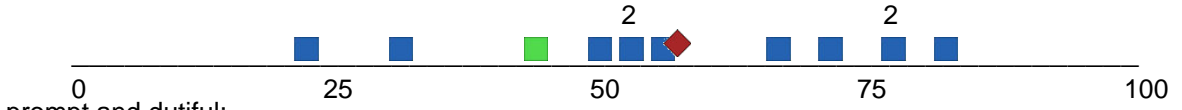Likes having all loose ends
tied up and plans settled

Open-ended
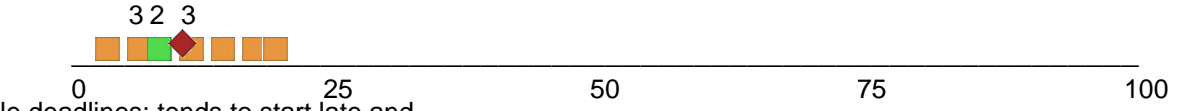
Prefers not to plan and to
work things out as they unfold

Reliable

Values being prompt and dutiful;
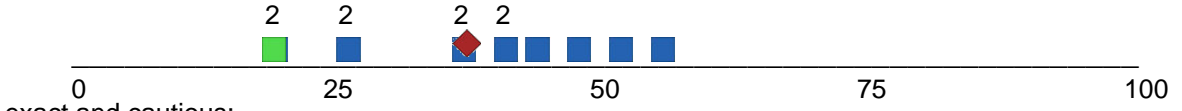tries to get an early start and meet deadlines

Casual

Prefers flexible deadlines; tends to start late and
let work pile up as attention is diverted elsewhere

Deliberate

Prefers to be exact and cautious;
methodically approaches daily demands

Spontaneous

Enjoys impulsiveness; relies on an ad hoc
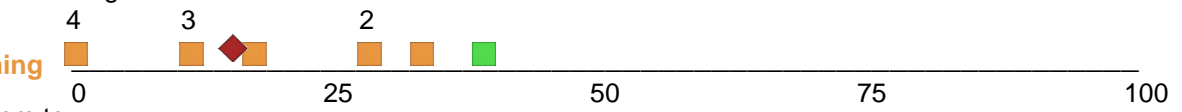approach to meeting daily demands
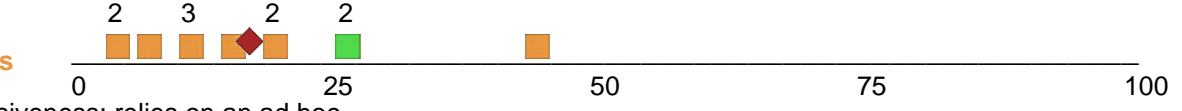
Conforming

Prefers to follow clearly
established rules and goals
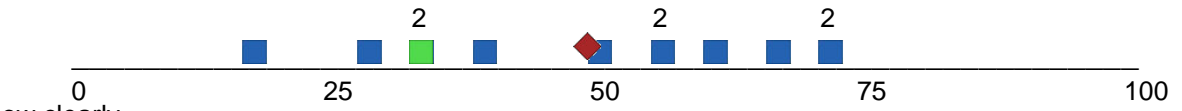
Nonconforming

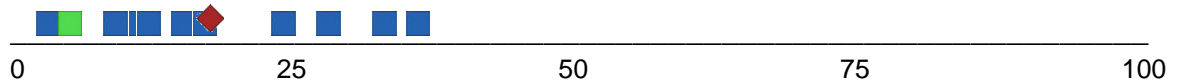Prefers freedom to
develop own rules and goals

◆ - Team Average 🟩 - Team Leader 🟦🟧 - Team Members

Note - A number displayed above a
team member's score indicates a
matching score of that number of team
members.

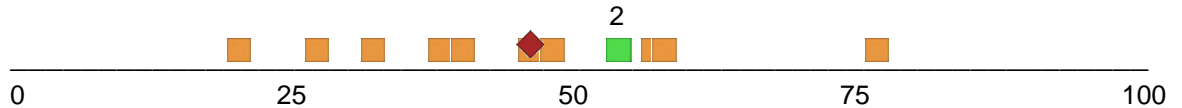Sample Team - ENFZ

Team/Leader Similarity for Tense vs. Calm

Tense

0   25   50   75   100

Unsure, cautious, and concerned

Calm

2
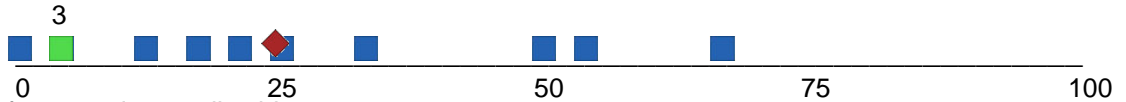
0   25   50   75   100

Optimistic, self-confident, and relaxed

Concerned

3

0   25   50   75   100

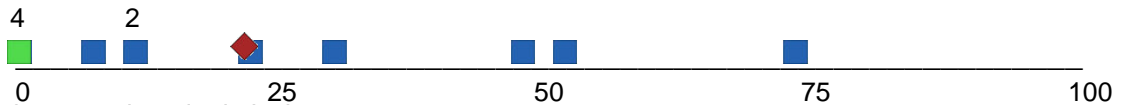Worries about the future and unpredictable events; takes insensitive remarks personally

Optimistic

2   3   2

0   25   50   75   100

Comfortable being in unfamiliar or unpredictable situations; shrugs off insensitive comments

Unsure

4   2
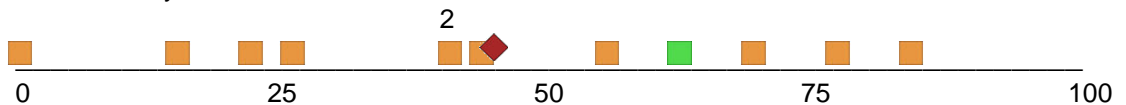
0   25   50   75   100
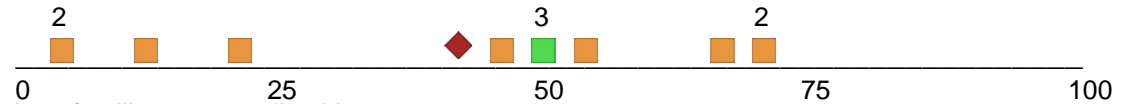
Hesitant, easily embarrassed, and relatively concerned about what other may think

Confident

2

0   25   50   75   100

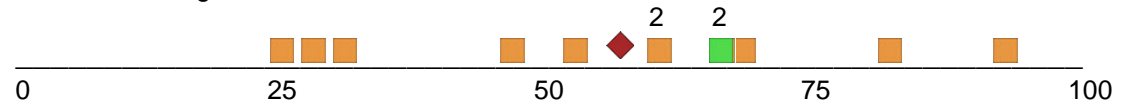Decisive, confident, and relatively unconcerned about what others may think

Unsettled

2 4   2

0   25   50   75   100

confused values/priorities, experiences self-doubt, fear, defensiveness, anger

Resilient

2   2

0   25   50   75   100
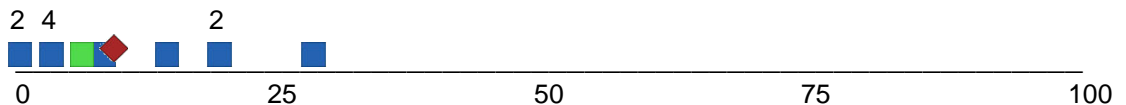
clear values/priorities, sees beyond the present, works through adversity/conflict towards goals

Unconstrained

2 2   2

0   25   50   75   100

unconcerned about what others believe; acts on self-interests and needs

Regulated

3   2   2

0   25   50   75   100
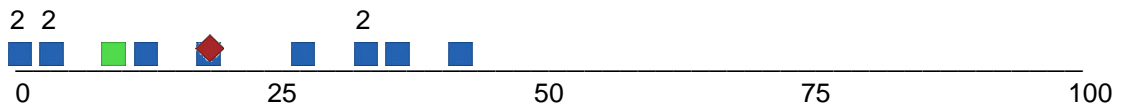
decisions and actions based on moral goodness and rightness learned while young

◆ - Team Average   ▮ - Team Leader   ▮▮ - Team Members

Note - A number displayed above a team member's score indicates a matching score of that number of team members.

Sample Team - ENFZ