



GOLDEN
PERSONALITY PROFILER™

John P. Golden Ed.D.
VERSION 5.1

Talent Management Report

Grayson Sample

September 4, 2024

Administered
by:
Dr. John P. Golden

Introduction

Self-awareness is the foundation of professional development and growth. Gain insight into your work personality by carefully reviewing this report, which will help you develop a:

- deeper understanding of your strengths and growth opportunities,
- clearer picture of how your behavior impacts others, and
- better appreciation for people's personal styles and how to interact with them effectively.

MODEL OF PERSONALITY

The Golden Personality model is based on five core personality dimensions. Personality is the essence of who you are as a unique individual. It is reflected in what you say, how you feel about yourself, how you act, and how you choose to live your life. Knowing your personality characteristics will help you better understand your actions, feelings, and relationships with others. People typically favor one aspect of each of the following four dimensions. Keep in mind that preferring one versus another aspect is not right or wrong, better or worse. Rather, these preferences indicate ways of behaving that come most naturally to us.

Where you focus your energy

Extraverting: energy directed externally toward people and things.

Introverting: energy directed inward toward thoughts and ideas.

How you gather and interpret information

Sensing: process information in an exact, detailed, and literal manner.

Intuiting: process information in a symbolic and global fashion.

How you make decisions

Thinking: make decisions based on logic and rationality.

Feeling: make value-based decisions based on empathy and compassion.

How you approach and control your life

organizing: planned, organized, and orderly approach.

Adapting: open-ended, flexible, and emergent approach.

How you respond to stress

Tense: cautious, uncertain, worried and concerned.

Calm: optimistic, relaxed, unconcerned and self-confident.

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A Portrait of Your Personality

YOUR PROFILE: ENFA

Extraverting, iNtuiting, Feeling, Adapting

The ENFA is the type of individual who lives continually in the realm of the possible. When absorbed in your latest project, you think of little else. Your energy level is sometimes exhausting to behold. You are virtually tireless in the pursuit of your latest goal as long as your interest in the project holds.

Your infectious commitment and self-confidence enables you to have many devoted followers. Of all the personality types, the ENFA possesses an almost magnetic quality that enables you to have fun in almost any setting.

Your combination of Extraversion, Intuition, and Adapting arms you well to be a leader. You have a natural ability to understand others, to figure out what motivates them, and to appreciate their unique qualities without judging or criticizing.

You tackle an amazing variety of problems with ease, and the diversity of your interests is mirrored by the diversity of your friends. In fact, diversity is the universal key to happiness for ENFAs. You focus much of your energy on developing and understanding who you are, identifying your goals, and building meaningful relationships with others. It is important for you to be an authentic person, to be in touch with yourself, and to be capable of really touching others.

Frequently, you have the feeling of being on the brink of a great discovery about people or life. Your Intuition gathers information from the real world and then mixes it with imagination to synthesize a unique view of reality. You are your "own person" in every sense of the word. It is difficult to awe you with sterile rank and titles. You are an optimistic, independent person, who believes in yourself when no one else does.

In the long run, you will be wise to opt for a career and relationships that allow flexibility and that include the companionship of individuals with qualities similar to your own. Such individuals, like you, are apt to reject structure for its own sake and admire ideas for their intrinsic worth.

ISTA	ISFA	INFA	INFZ
ESTA	ESFA	ENFA	ENFZ
ESTZ	ESFZ	ENTA	ENTZ
ISTZ	ISFZ	INTA	INTZ

Personality Profiles

There are 16 different personality profiles.
You are an ENFA.

Summary of Global Results

Your global results provide insight to how the four different dimensions of your personality work together to form your personality profile. The results indicate your level of preference for each of two opposite scales. A strong preference is not necessarily better than a slight preference, or vice versa - the preferences simply indicate how strongly you favor certain behaviors versus others. You may have relatively equal preference, but slightly favor one scale.

Your Profile is **ENFA**

How you focus your energy: **Extraverting (E)**

How you gather information: **iNtuiting (N)**

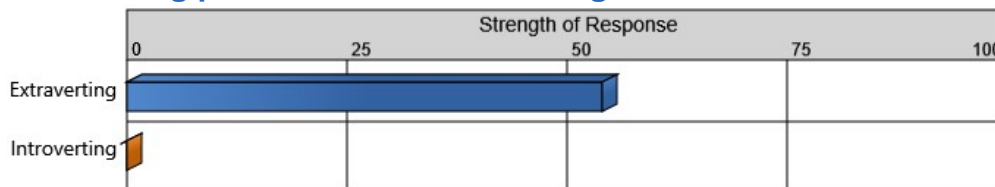
How you make decisions: **Feeling (F)**

How you approach life: **Adapting (A)**

How you respond to Stress: **Calm**

How You Focus Your Energy:

You have a **Strong preference for Extraverting.**



Extraverting

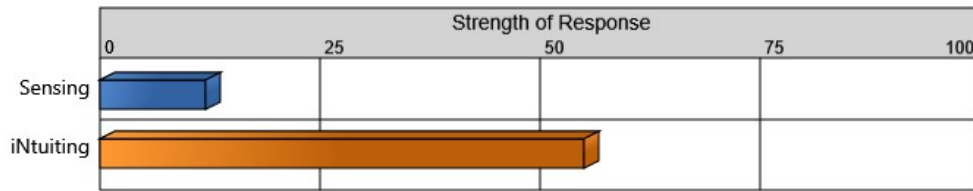
- focuses attention externally toward people and things
- enjoys being sociable, talkative, and gregarious
- enjoys discussions more than reading
- active rather than reflective

Introverting

- focuses attention inward on thoughts and ideas
- prefers a few close friends to many acquaintances
- enjoys reading more than discussions
- needs quiet time away from action and noise

How You Gather and Interpret Information:

You have a Strong preference for iNtuiting.



Sensing

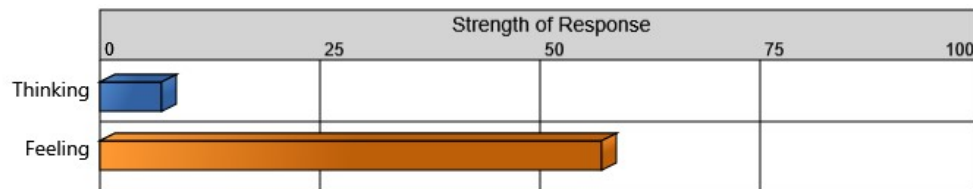
- processes information in an exact, detailed, and literal fashion
- lives in the present, prefers facts - what is known
- focuses on practical issues and topics

iNtuiting

- processes information in a symbolic and global fashion
- lives for the future, prefers theory - what is possible
- focuses on big picture issues and topics

How You Make Decisions:

You have a Strong preference for Feeling.



Thinking

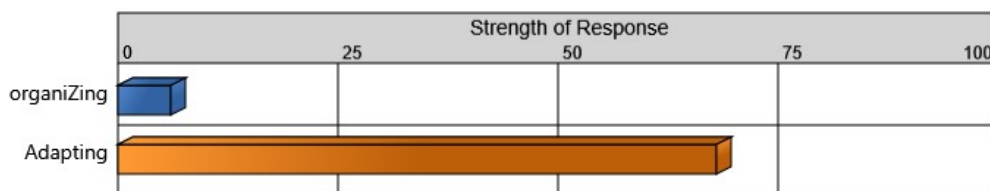
- makes decisions based on logic and rationality
- prefers to deal in objective reason and logic
- does not get personally involved in decisions

Feeling

- focuses on how a decision will impact others
- makes decisions based on person-centered values
- gets personally involved in decisions

How You Approach and Control Your Life:

You have a Strong preference for Adapting.



organizing

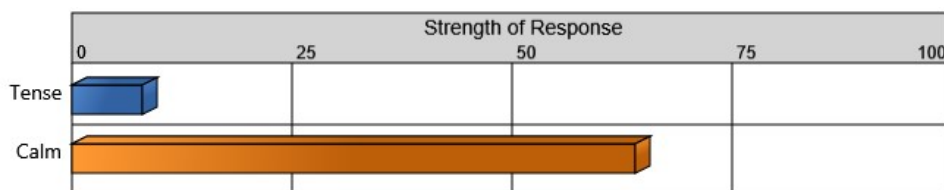
- prefers an orderly, organized and planned lifestyle
- likes to make decisions and reach closure
- prefers systematic approaches

Adapting

- prefers a flexible, open-ended and emergent lifestyle
- holds off deciding until there is more information
- prefers spontaneity and limited structure

Response to Daily Stressors:

You have a Strong preference for Calm.



Tense

- unsure and cautious
- uncertain about the likely consequences of actions
- worries about things that cannot be changed
- concerned about what others think of them
- confused about values and priorities
- experience self-doubt, fear, defensiveness, anger
- unaware of and unconcerned about other's beliefs
- act on their own self interests and needs

Calm

- optimistic and self-confident
- unconcerned about what others think of them
- calm and relaxed where others might be worried
- does not dwell on things that cannot be changed
- clear about values, priorities and sees beyond the present moment
- works through adversity and conflict towards set goals
- considers beliefs taught early in life by important others
- make decisions and take actions based on moral goodness and rightness.

Map of the Sixteen Profiles

Brief descriptions of the sixteen profiles enable you to see how your personality profile differs from others. Keep in mind there are no "good" or "bad" profiles. The sixteen profiles can also be grouped into four higher-level clusters called temperaments. The four temperaments show how some personalities are more similar than others. You are an ENFA and your temperament is NF.

SA Efficient and Resourceful

<p>ISTA Producing</p> <ul style="list-style-type: none"> • quiet and reserved • efficient and expedient • keenly observe environment • interested in how and why • cool observers of life 	<p>ISFA Performing</p> <ul style="list-style-type: none"> • quiet, friendly, modest and free spirited • loyal followers • idealists with high standards • keen senses • can be totally absorbed in action of the moment
<p>ESTA Promoting</p> <ul style="list-style-type: none"> • adaptable realists who ride with the tide • highly observant of surroundings • masterful at moving things in their direction • enjoy the fast lane 	<p>ESFA Entertaining</p> <ul style="list-style-type: none"> • warm, friendly, charming, witty • hands-on problem solvers • enjoy life's simple pleasures • life of the party

NF Imaginative and Innovative

<p>INFA Supporting</p> <ul style="list-style-type: none"> • deeply caring and idea oriented • peacekeepers • absorbed in projects • encourage growth and development with quiet enthusiasm 	<p>INFZ Foreseeing</p> <ul style="list-style-type: none"> • quietly determined • concerned for others' welfare • focus inner thoughts on helping others • put creative effort into their work
<p>ENFA Inspiring</p> <ul style="list-style-type: none"> • enthusiastic, charming, interesting • naturally curious and imaginative • know everyone • fascinated by relationships around them 	<p>ENFZ Mentoring</p> <ul style="list-style-type: none"> • responsive and responsible • outgoing, energetic and sociable • catalysts who enjoy drawing out the best in others • warmly enthusiastic

<p>ESTZ Supervising</p> <ul style="list-style-type: none"> • practical and realistic • value productivity and efficiency • enjoy management • excel at bringing order to groups 	<p>ESFZ Providing</p> <ul style="list-style-type: none"> • sociable, supportive and warm-hearted • active team participant • helpful toward others • use interpersonal skills to maintain important relationships
<p>ISTZ Maintaining</p> <ul style="list-style-type: none"> • serious, traditional and quiet • task-oriented, no nonsense style • excellent follow-through • work to conserve the resources of the group 	<p>ISFZ Protecting</p> <ul style="list-style-type: none"> • dependable and responsible • sympathetic, quiet and conscientious • polite and tremendously devoted • works independently in support of team

<p>ENTZ Improvising</p> <ul style="list-style-type: none"> • creative, confident thinkers • intellectual and outspoken • argue both sides of issues • good at juggling many balls 	<p>ENTZ Leading</p> <ul style="list-style-type: none"> • direct and strategic • confident and well-informed • frank and decisive • natural organization builders and leaders
<p>INTZ Inventing</p> <ul style="list-style-type: none"> • strongly defined interests • skilled with logic • enjoy theory, science, ideas • single minded focus on topics of interest 	<p>INTZ Strategizing</p> <ul style="list-style-type: none"> • independent thinkers • develop strategy based on a clear vision • high achievement drive • emphasize competency

SZ Responsible and Reliable

NT Competent and Visionary

ENFA Profile Talents

You are likely to possess strengths (i.e., behaviors, skills, and competencies) that are common to your personality profile. Review the strengths listed below and note those that are true for you. It is important to identify which strengths come naturally to you, as these are assets that you can leverage in your work environment.

STRENGTHS OF AN ENFA

Contributions to an Organization

- Sees and grasps a wide range of possibilities.
- Acts spontaneously.
- Provides imaginative answers to questions or problems.
- Welcomes change and often acts as a catalyst for it.
- Has the versatility to excel in many different types of tasks.
- Trouble-shooting people problems.
- Brings positive attitude, passion, and inspiration to almost any endeavor.
- Spots interpersonal fakes, scams, or destructiveness.
- Readily praises and acknowledges others.

Leadership Style

- Conveys enthusiasm and steps in when visionary leadership is required.
- Develops personal relationships with co-workers rather than using a hands-off, task oriented management or leadership approach.
- Accepts risk, particularly when people will benefit.
- Brings people and resources, across teams and functions, together.
- Focuses on areas of agreement, but easily negotiates differences among members, so everyone can get back to a harmonious environment.
- Believes that leadership and authority is granted by integrity, not position.

Questions to Consider:

Where can you best use your strengths?

In what situations or roles are your strengths most valuable?

PERSONAL NOTES

Growth Opportunities

You may also have growth opportunities - weaknesses or undeveloped skills - that are common to your personality profile. Review the growth opportunities listed below and note which are true for you. Identifying growth opportunities helps you increase self-awareness and minimize blindspots.

Growth Opportunities

- Avoid getting too deeply involved in the personal needs and values of others.
- Practice setting goals; carefully choose a particular course of action that can be committed to, and staying on course until it's completed.
- Pay attention to details and routines.
- Don't take criticism so personally - turn it into useful feedback for personal growth.
- Pause and reflect before bounding off in another direction - others get easily frustrated by your tendency to switch gears in mid-stream.

Questions to Consider:

Recall situations where you could have been more effective.
What could you have done differently?
How will new skills change your work performance?

PERSONAL NOTES

Communication and Teamwork

Effective work environments are based on effective communication and team work. The communication style and team preferences listed below are typical of your profile. Consider whether they are true for you.

Communication Style

- Speaks with energy and excitement.
- Replies quickly with impromptu responses.
- Communicating about issues in person rather than through writing.
- Uses lively, vivid imagery when speaking and writing.
- Sees the big picture and will present that first.
- Shares unique insights through unusual approaches.
- Persuades with emotionally presented material.
- Shares personal experience to make a point.

Team Preferences

- Contributes creative ideas along with humanitarian values and limitless potential.
- Integrating people, resources, and overall vision.
- Little patience with the small details, preferring to concentrate on the larger picture.
- Gets off track by seeing so many possibilities in a project.
- Irritated by team members who think negatively or see through a small lens.
- Optimist about time schedules and workload, promising more than what is possible.
- Irritated by team members who do not respect others.

Questions to Consider:

When is your communication style most effective? Least effective?
What do you contribute to a team?
How could you be more effective?

PERSONAL NOTES

Motivation and Learning

Your motivation is what drives your work satisfaction and productivity. Understanding your motivation enables you to seek situations or tasks that best fit your personality. Learning style preferences help you recognize how you learn best. Below are motivators and preferred learning styles associated with your profile. Review each and consider whether they are true for you.

Motivators

- Seeks variety, challenge, diversity, novelty, and new ideas.
- Wants opportunities for self-expression, and to grow and learn.
- Appreciates being affirmed, acknowledged, and recognized.
- Desires opportunities to use insights for the good of all.
- Loves to put out people-fires and create last-minute improvisations.
- Avoids situations where people are not allowed to participate and contribute.

Learning Style

- Lessons that are adventurous and creative experiences.
- Needs time to explore possibilities, ask questions, and use imagination.
- Variety of methods.
- Dislikes narrow structure or straight lectures.
- Excels when the teacher or facilitator takes a personal interest in them.

Questions to Consider:

In your current work, when are you most motivated? Least motivated?
How do you learn best?

PERSONAL NOTES

Stress and Temperament

When Under Stress, You

are distractible and unpredictable. Others may see you as disorganized, emotional, changeable, impulsive, careless, explosive, and moody. Through your body language and words you reveal your stress to anyone within range. You suffer from immense guilt over your real or imaginary failings and mistakes. The stress management plans you put in place to reduce stress are often too impractical and bold to be easily achievable. Your distractible nature leads to an inability to get back on track, which only adds to your stress and lower confidence. A lack of attention to details and awareness of your environment leads to accident proneness. You must take care not to hurt yourself or others. You tend to externalize stress into the physical and interpersonal world around you. Your living and work space has the appearance being disheveled and unorganized. When your stress is low and your confidence strong you will be viewed as being colorful, genuine, spirited, easygoing, approachable, flexible and diplomatic.

Increased Stress is Brought About by

- Being emotionally expressive and overly talkative
- Having uncontrolled energy and activity
- Being distractible, failing to focus and prioritize
- Having unrealistic expectations and impractical goals
- Seeking quick fixes and immediate results

Learn to Minimize Stress by

- Not taking on other people's problems
- Setting goals and priorities, implement routines for common daily tasks
- Accepting negative feedback without taking it personally
- Taking time to pause, reflect and consider decisions and choices before acting
- Thinking about long term solutions aimed at avoiding future problems

Manage Your Stress Through

- Financial or budget planning
- Physical exercise - walking, running, biking, swimming, aerobics, etc.
- Planning, list making/prioritizing/pros & cons, organizing
- Time management
- Meditation/yoga/conscious breathing

PERSONAL NOTES

The Catalyst Temperament

The Golden Personality Profiler describes four profiles that belonging to the Catalyst or Choleric Temperament, including ENFA, ENFZ, INFA, and INFZ. These Types all share iNtuiting and Feeling (NF). The ancient concept of Temperament is attributed to the teachings of Greek Philosopher Hippocrates (450 BC) who theorized that personality differences could be traced to the differing amounts of fluid found in the human body. Today, we use Hippocrates temperament theory and the four personality groups he described because of the rich and accurate brief descriptions of behavior they provide.

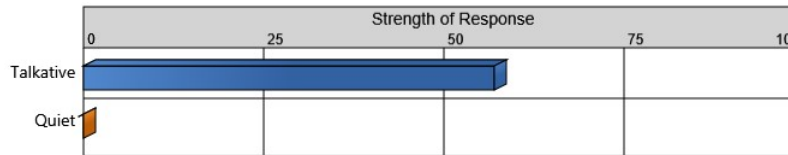
Catalysts typically focus on human relationships and value integrity, sincerity, and communication. Natural leaders, Catalysts often possess excellent verbal skills and are compassionate, patient, and understanding in their dealings with others. Catalysts flourish when they are recognized for their contributions, and in turn they readily acknowledge other people's strengths. With a characteristic optimism, Catalysts often see the best in the worst situations. Catalysts work most productively in a collaborative environment that fosters personal growth. They may feel stressed by too many rules and regulations or a lack of communication. Spirited, cooperative, and sympathetic, catalysts tend to enliven and strengthen the bonds within their group or organization.

PERSONAL NOTES

A Deeper Look at How You Focus Your Energy: Extraversion & Introversion

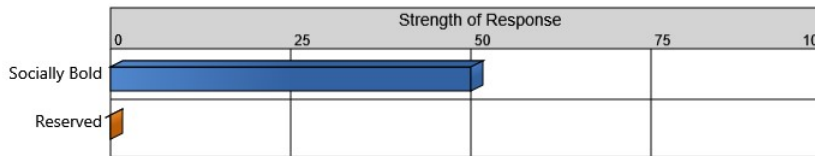


Your Extraverting & Introverting Facet Scale Results



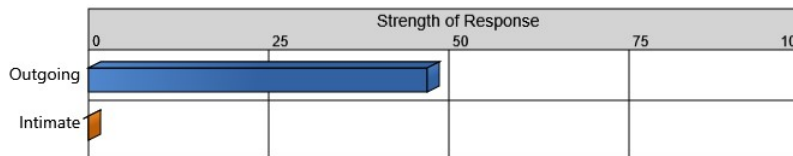
Talkative: animated and expressive; sociable and gregarious; opens up to others.

Quiet: calm and serene; private and personal; hesitant to self-disclose or show feelings.



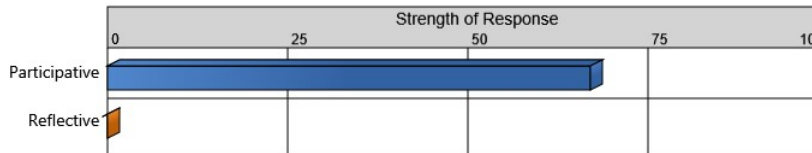
Socially Bold: friendly and outgoing; initiates conversations; comfortable leading; likes public speaking.

Reserved: shy and retiring; prefers others to initiate; follows others' lead; dislikes public speaking.



Outgoing: has a wide circle of friends; dislikes working alone; enjoys meeting many people.

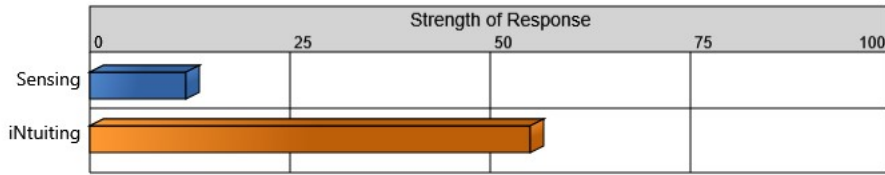
Intimate: has a few close friends; enjoys working alone; can concentrate for long periods of time.



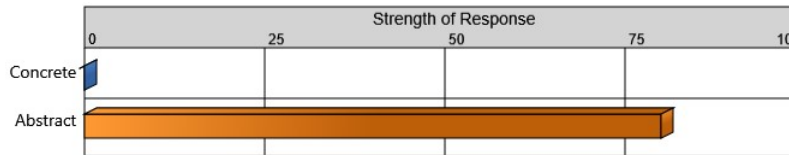
Participative: active and energetic; seeks stimulating activities; prefers to learn through discussion.

Reflective: values peace and quiet; needs solitude to reflect and recharge; prefers to learn by reading.

A Deeper Look at How You Gather and Interpret Information: Sensing & iNtuiting

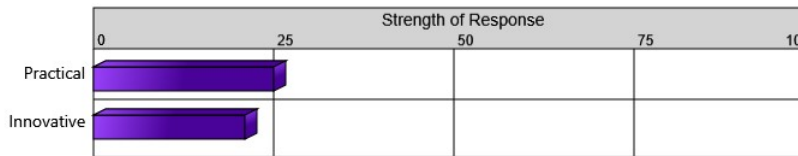


Your Sensing & iNtuiting Facet Scale Results



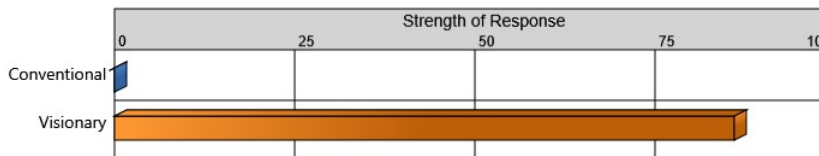
Concrete: deals with tangible facts and "what is" rather than "what could be"; likes to work out details.

Abstract: enjoys ideas and possibilities; values imagination; bored by details.



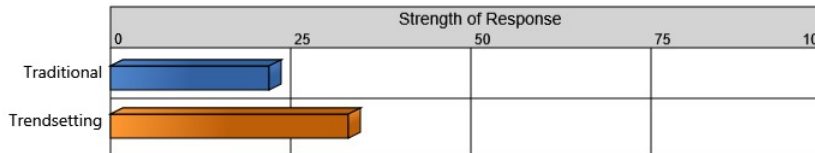
Practical: prefers established methods to achieve end results; dislikes improvising.

Innovative: likes variety and new ideas; enjoys resolving a crisis with a novel solution.



Conventional: values customs and traditions; follows accepted practices; dislikes standing out.

Visionary: values inspiration, uniqueness, and originality; comfortable appearing unconventional.



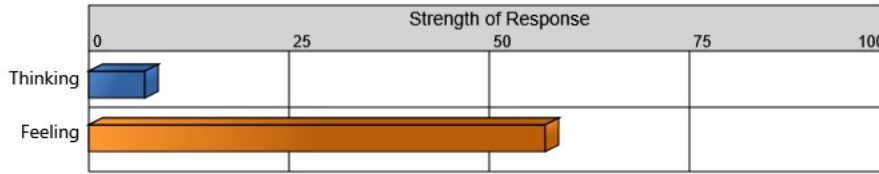
Traditional: predictable and established; careful with facts; opposes changes for sake of change.

Trendsetting: focuses on change and the big picture; seeks new trends; becomes bored with routine.

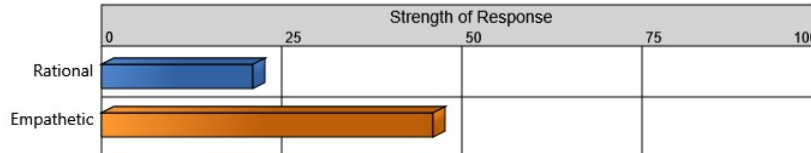


Closely Examine Out-of-Pattern Facets (those colored purple) representing unique traits that differ from your Global Scale preference.

A Deeper Look at How You Make Decisions: Thinking & Feeling

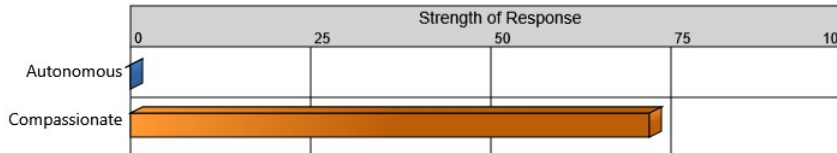


Your Thinking & Feeling Facet Scale Results



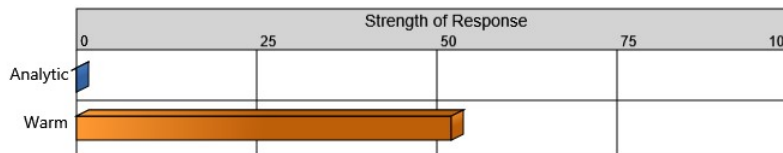
Rational: decisions based on logical analysis; impersonal problem solving style.

Empathetic: decisions based on values and person-centered principles; empathetic problem solving style.



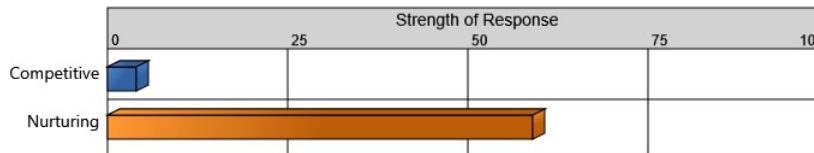
Autonomous: fair, impartial, objective, and independent; more task- than relationship-oriented.

Compassionate: considers feelings, beliefs and needs of others; more relationship- than task-oriented.



Analytic: values logic and scientific principles in decision making; analytical style.

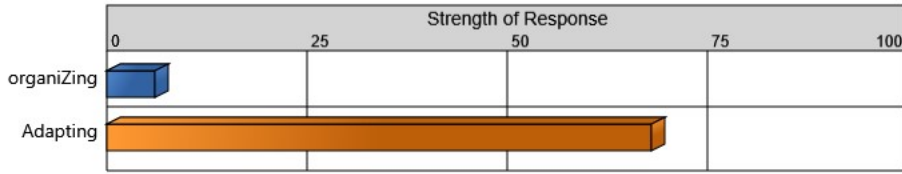
Warm: values warmth and compassion in decision making; personable style.



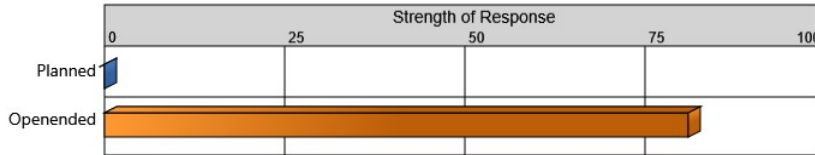
Competitive: critical, skeptical, tough-minded style; enjoys a good argument.

Nurturing: cooperative, accepting and supportive style; prefers harmony and dislikes confrontation.

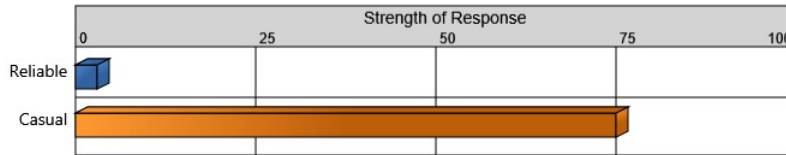
A Deeper Look at How You Approach and Control Your Life: organiZing & Adapting



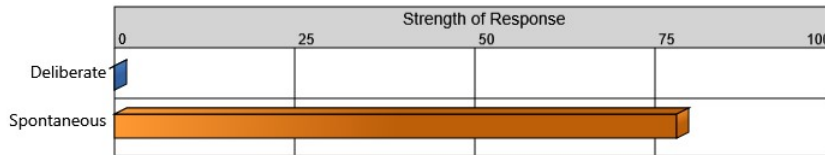
Your organiZing & Adapting Facet Scale Results



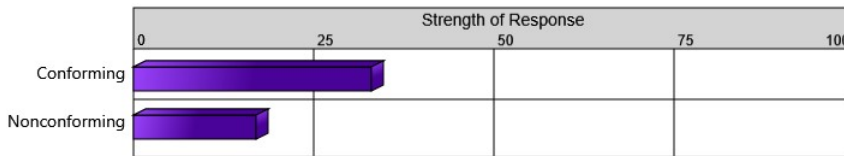
Planned: likes schedules and closure; emphasizes planning, anticipating contingencies, and organization.
Open-Ended: likes working things out as they unfold; emphasizes adaptability and flexibility.



Reliable: punctual, responsible, orderly; early starter who gets things done.
Casual: comfortable with diversions; energized by deadlines; procrastinates; works well under pressure.



Deliberate: exact, cautious, risk-avoidant, and goal-oriented; prefers a settled, non-impulsive lifestyle.
Spontaneous: changeable and opportunistic; comfortable taking risks; sometimes impulsive.

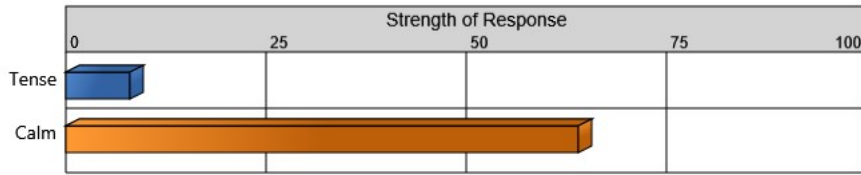


Conforming: prefers security, stability and structure; most effective with clear goals and direction.
Nonconforming: prefers freedom to develop own rules and goals; works effectively without structure.

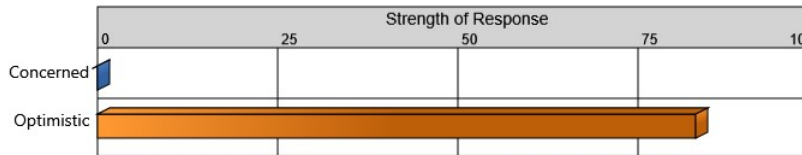


Closely Examine Out-of-Pattern Facets (those colored purple) representing unique traits that differ from your Global Scale preference.

A Deeper Look at Your Response to Daily Stressors: Tense & Calm

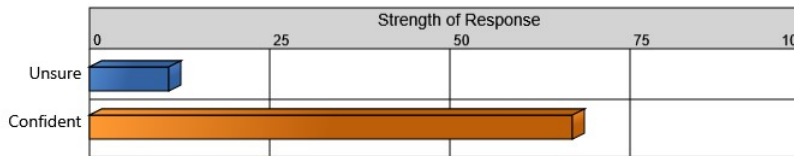


Your Tense & Calm Facet Scale Results



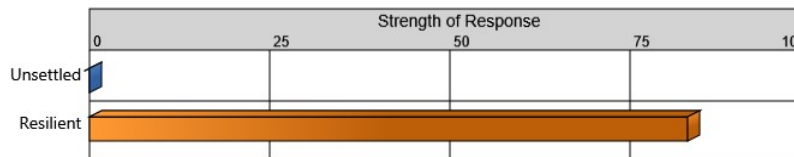
Concerned: worries about the future and unpredictable events; takes insensitive remarks personally.

Optimistic: comfortable being in unfamiliar or unpredictable situations; shrugs off insensitive comments.



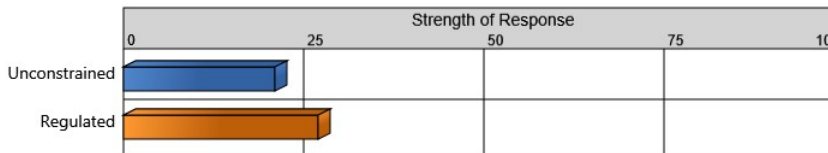
Unsure: hesitant, easily embarrassed, and relatively concerned about what others may think of them.

Confident: decisive, confident, and relatively unconcerned about what others may think of them.



Unsettled: confused values/priorities, experiences self-doubt, fear, defensiveness, anger, altered goals.

Resilient: clear values/priorities, sees beyond the present, works through adversity/conflict towards goals.



Unconstrained: unconcerned about what others believe; act on self-interests and needs.

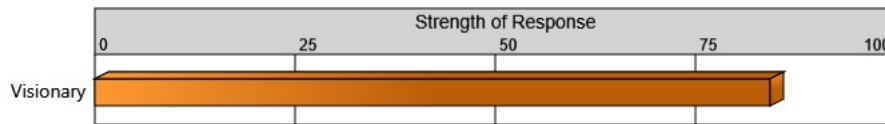
Regulated: decisions and actions based on moral goodness and rightness learned while young.

Your Cardinal and Central Personality Traits Summary

There are two useful categories called Cardinal and Central Traits. Within the Golden report your Cardinal trait is the strongest Facet reported. Central traits are the next top five highest scoring Facets. Your Cardinal and Central Traits are those clearly experienced by others and together capture the behaviors that dominate your personality.

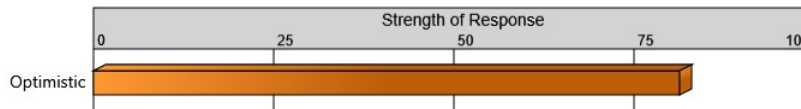
Your Cardinal Trait is:

Visionary: values inspiration, uniqueness, and originality; comfortable appearing unconventional.

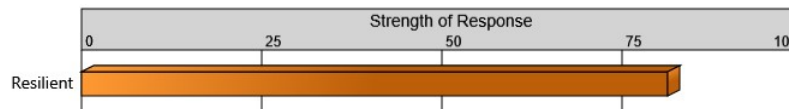


Your Top Five Central Traits are:

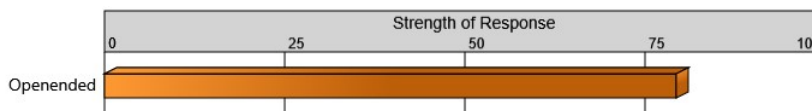
Optimistic: comfortable being in unfamiliar or unpredictable situations; shrugs off insensitive comments.



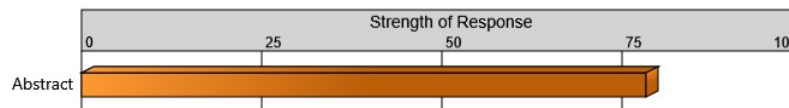
Resilient: clear values/priorities, sees beyond the present, works through adversity/conflict towards goals.



Open-Ended: likes working things out as they unfold; emphasizes adaptability and flexibility.



Abstract: enjoys ideas and possibilities; values imagination; bored by details.



Spontaneous: changeable and opportunistic; comfortable taking risks; sometimes impulsive.



Questions to Consider:

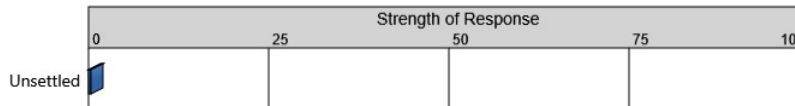
- How well do your Central and Cardinal facets describe your strengths?
- Is there an overall theme or message that is important to understand?
- Can you envision a unique career or life path that requires these strengths?

Your Targeted Coaching Traits Summary

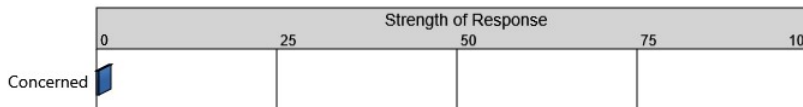
It is important to identify facets of your personality that are not well developed or relied upon. Your lowest scoring facets represent behaviors targeted for coaching and development of skills that will help broaden your energy, information gathering, decision making, lifestyle and response to stress abilities.

Your 5 lowest scoring Facet Scales are:

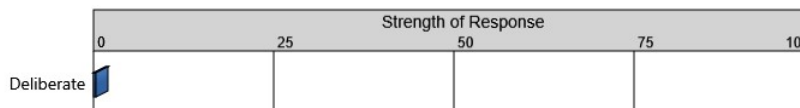
Unsettled: Some events cause confusion and upset your values and belief priorities. Some self-doubt and fear is natural and healthy. Identify the triggers that set off your defensiveness and anger.



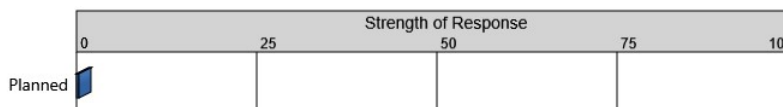
Concerned: Some things in life warrant your attention and energy. Troubles can be minimized or eliminated when you give them the attention they deserve. Listen to what others are really saying when you think you hear criticism.



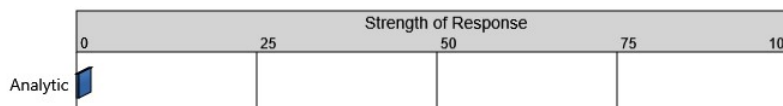
Deliberate: Learn to be more exact, thoughtful and goal directed. Avoid risky behavior and be less impulsive.



Planned: Develop schedules and plans. Seek closure and emphasize planning and organization. Create back-up plans to hedge against unforeseen change.



Analytic: Recognize and communicate the importance of logic and reason in your everyday decisions. Apply more logic in your own actions and decisions.

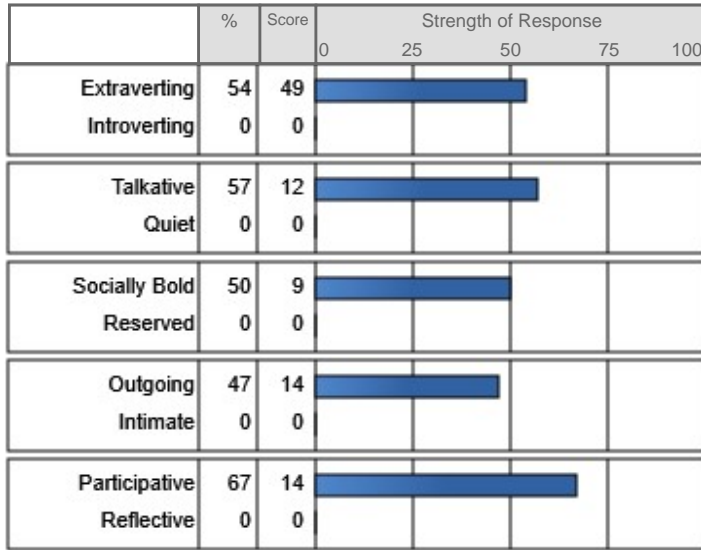


Questions to Consider:

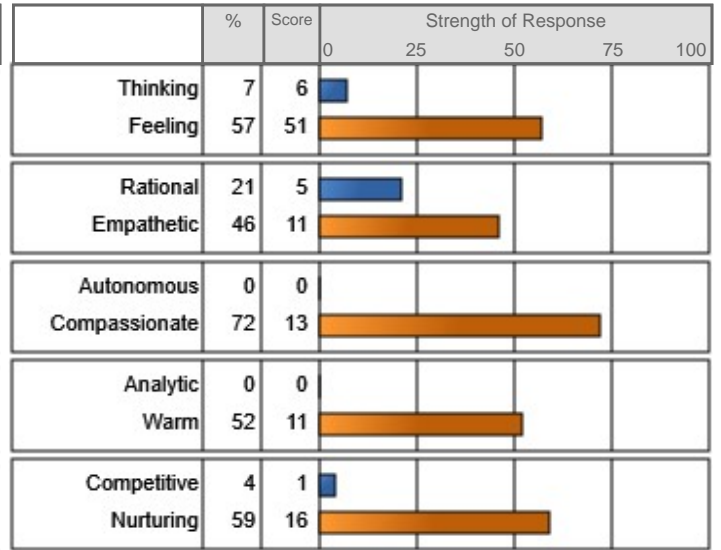
- Has your performance been affected by an absence of skill in these behaviors?
- Have you ever heard suggestions like these before, or is this the first time they've come up?
- Have you done anything on your own to develop more skill around these behaviors?

Summary Report

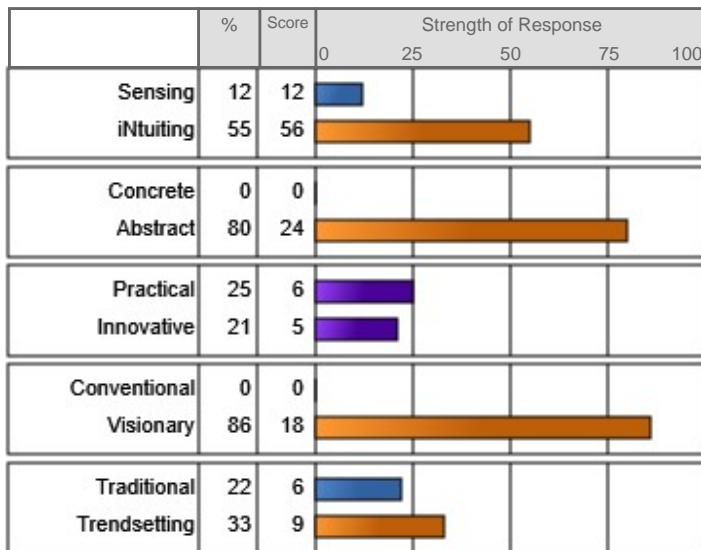
ENERGY DIRECTION



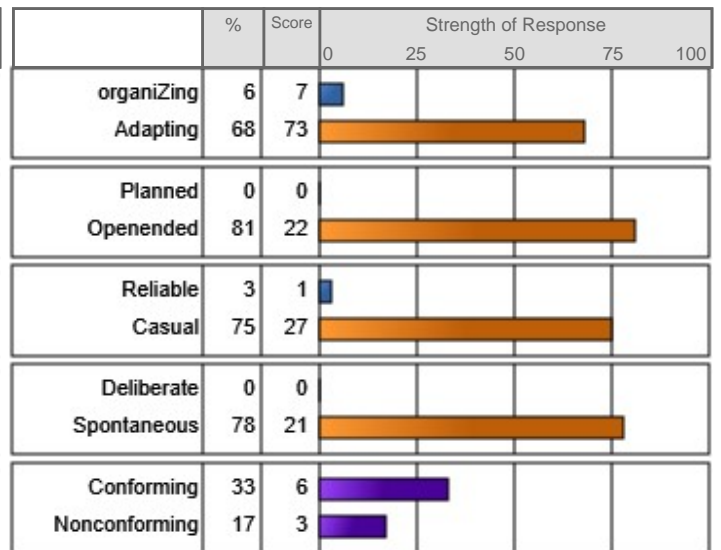
DECISION MAKING



INFORMATION GATHERING



LIFESTYLE ORIENTATION



RESPONSE TO DAILY STRESSORS

