



GOLDEN
PERSONALITY PROFILER™

John P. Golden Ed.D.
VERSION 5.1

Talent Management Report

Jack Sample

Golden LLC

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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: ISTZ

Introverting, Sensing, Thinking, organiZing

On the whole, the ISTZ is a "no-nonsense" individual who is exceedingly dependable. You are the most practical of all the personality types, skillfully saving data, money, and materials. Accuracy is paramount for ISTZs and you absorb information and remember details with thoroughness. People can lean on you with good cause. You never undertake any enterprise or relationship impulsively or frivolously, nor will you forsake it for any but the soundest and most well- documented of reasons. You seek financial security and stability, but it does not preclude you from being generous with others.

You can easily shift gears and change course if you have the necessary data to support such decisions. Too much illogical change can make an ISTZ uneasy, however, and sometimes irritable as well. You avoid any more change than is absolutely necessary, especially rapid change, change viewed as needless, or change that is not an obvious improvement over familiar patterns. Preferring the predictable, you want to know where things are and when events will happen. You value an orderly home life emphasizing traditional values. You tend to take care of your possessions (office equipment, household furnishings, etc.) and can become unsettled by waste and conspicuous consumption. You expect a great deal from yourself and use tough standards to judge your own behavior.

The ISTZ's view of life is so strongly linked to the work ethic that you feel play must be earned by having first worked diligently. Those with the talents of an ISTZ are many times "discovered," and often wind up in successful partnerships. ISTZs establish and maintain organizations. You have probably found that once you have become a member of an organization, you quickly accept positions of responsibility. Look at the bedrock of any organization-officers, founders, and chairs of the working committees-and you will find others with your super dependable ISTZ personality among the members. You need peace and time alone to work most comfortably. Putting in long hours on a project without a break does not bother you. You take pride in your contributions to a project and develop great interest in all facets of whatever job you tackle. Overall, your valuable, systematic approach to problem solving and perseverance in finding solutions, lends stability to any cause with which you are associated.

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 ISTZ.

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 **ISTZ**

How you focus your energy: [Introverting \(I\)](#)

How you gather information: [Sensing \(S\)](#)

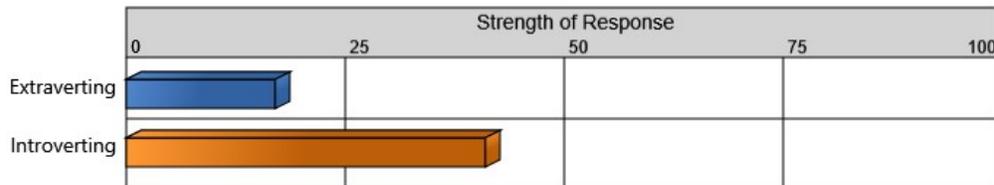
How you make decisions: [Thinking \(T\)](#)

How you approach life: [organizing \(Z\)](#)

How you respond to Stress: [Calm](#)

How You Focus Your Energy:

You have a Clear preference for Introverting.



Extraverting

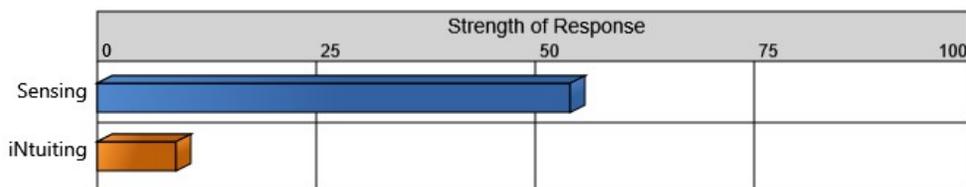
- focuses attention externally toward people and things
- enjoys being sociable, talkative, and gregarious
- enjoys discussions more than reading
- active rather than reflective

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 Sensing.



Sensing

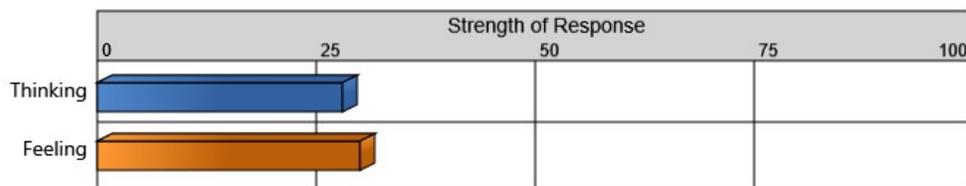
- processes information in an exact, detailed, and literal fashion
- lives in the present, prefers facts - what is known
- focuses on practical issues and topics

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:

Your test results do not reveal a clear preference, but you may prefer Thinking.



Thinking

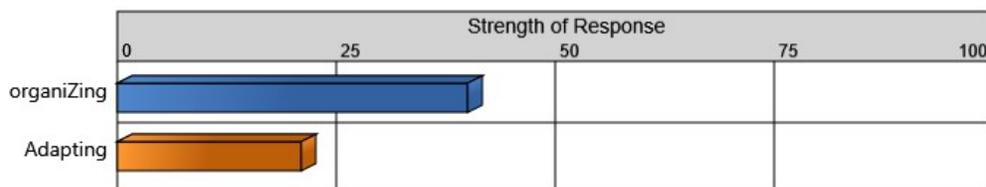
- makes decisions based on logic and rationality
- prefers to deal in objective reason and logic
- does not get personally involved in decisions

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 Slight preference for organiZing.



organiZing

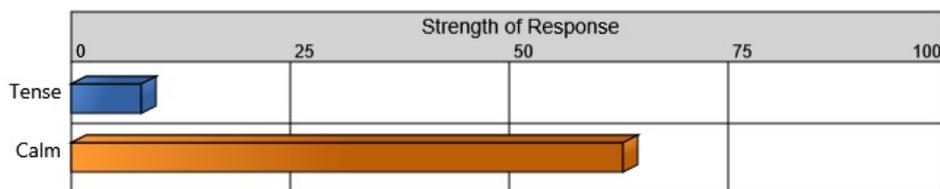
- prefers an orderly, organized and planned lifestyle
- likes to make decisions and reach closure
- prefers systematic approaches

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 the opinions of others

Calm

- optimistic and self-confident
- unconcerned about what others think
- calm and relaxed where others might be worried
- does not dwell on things that cannot be changed

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 ISTZ and your temperament is SZ.

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

ISTZ 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 ISTZ

Contributions to an Organization:

- Works steadily and efficiently to accomplish stated goals.
- Achieves results with a strong eye toward detail.
- Hard working, thorough, and orderly.
- Brings a strong dose of reality, objectivity, and measurable results to an organization.
- Has a no-nonsense attitude when working to meet objectives.
- Acts quickly and accurately when a decision or action is necessary.
- Honors commitments and works best with time lines, deadlines, and structure.
- Works within established organizational rules, procedures, and lines of authority.
- Seeks impactful solutions.

Leadership Style

- Delegates authority once the situation, with all available facts and figures, is under control.
- Pays attention to the immediate needs of the organization.
- Reliable, stable leader who organizes tasks, staff, and operating procedures.
- Avoids crises by planning well in advance.
- Sets standards and expects others to follow through, rewarding those who follow the rules.
- Acknowledges power and authority that are bestowed through title and tenure.

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

- Be more open-minded to innovation, change, and new ways of doing things.
- Consider the impact of emotions and values when making decisions.
- Avoid becoming so lost in details that the larger picture or subtle interactions are ignored.
- Try to be more flexible when applying the rules.
- Say "no" to added responsibilities in order to prevent burn out.

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 style listed below are typical of your profile. Consider whether they are true for you.

Communication Style:

- Speaks in a calm and composed manner with rare displays of private reactions.
- Takes time to reflect before replying and waiting to be asked for further information.
- Speaking with individuals instead of large groups.
- Written communication to talking in person.
- Uses brevity, succinctness, objectivity, and mental exactness in all communications.
- Presents facts in a direct, pragmatic manner, followed by practical application.
- Persuaded through cool, logical analysis.
- Communicates personal experience only to back up points already made with other data.

Team Style

- Works best on a team with established rules and procedures.
- Concentrates on meeting deadlines, timelines, and priorities.
- Runs meetings like clockwork'97efficient, focused, and impersonal.
- Uses common sense in tackling projects and assigning tasks.
- Emphasizes tangible tasks immediately at hand.
- Waits to express viewpoint until it is too late.
- Irritated by too much talking, unrelated interruptions, and lack of follow-through.

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:

- Structure, order, consistency, a steady pace, and few interruptions.
- Excels in situations calling for perseverance and tenacity.
- Appreciates rewards for their concrete accomplishments.
- Diligent when involved with tangible projects, concrete products, and short-range results.
- Logistical work and moving the organization forward.
- Avoids environments that are chaotic and unfocused.

Learning Style

- Utilizing memorization and drills, and having time to reflect.
- Finds practical and useful applications for the subject they is studying.
- Values organization, accuracy, and precision in materials and directions.

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 highly negative, detail focused and critical. Others will describe you as calloused, emotionless, gloomy, grumpy, inflexible, judging and miserly. You are stressed when things are out of sorts or when your belongings are not in the right place. You are stressed by too much emotion and irresponsibility of others. You compartmentalize, internalize and reason away stress and your own failings. You have difficulty forgetting details of stressful events that happened in the distant past. You try to reduce stress by controlling and organizing it, only to find that it continues to exist and build. The stress management plans put in place to reduce tension are highly detailed and structured. Your compulsive focus leads to continuing with a plan and schedule even when stress is not reduced. Preferring to rationalize stress and discount emotions you are exhausted by having to explain this to others, so you rarely seek help. You internalize stress into your personal and inner world. Your living and work space has the appearance of being extremely organized and neat. When your stress is low and your confidence strong you will be viewed as being careful, decisive, determined, dignified, grounded, precise and principled.

Increased Stress is Brought About By

- Dealing with Emotions and feelings.
- Focusing on distant or vague dreams and visions.
- Being a stickler for plans, structure, rules, procedures and schedules.
- Holding on to traditions of the past in the face of change.
- Being isolated from people who can help and lend support.

Learn to Minimize Stress By

- Offering praise and encouragement more frequently.
- Learning to enjoy spontaneity and deviating from plans.
- Letting go of the past and thinking about the big picture and distant future.
- Being open to emotions and feelings.
- Letting go of responsibilities and obligations that don't support your plans and goals.

Manage Your Stress Through

- Physical exercise - walking, running, biking, swimming, aerobics, etc.
- Humor/comedy/laughing/smiling.
- Life, Executive or Spiritual Coaching.
- Practicing thankfulness & appreciation.
- Visualization/guided imagery

PERSONAL NOTES

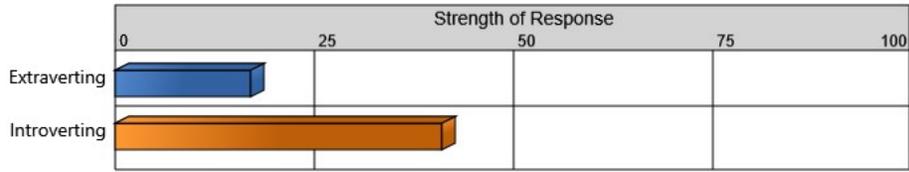
The Traditionalist Temperament

The Golden Personality Profiler describes four profiles that belonging to the Traditionalist or Melancholic Temperament, including ESFZ, ESTZ, ISFZ, and ISTZ. They all share Sensing and Organizing (SZ). 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.

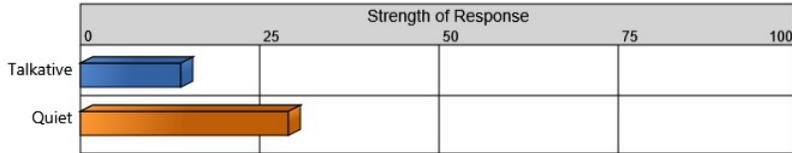
Traditionalists have a deep respect for long-standing institutions and for the way things have been done in the past. This dedication to tradition is reflected in a commitment to regulations and routine. As a result of these values, Traditionalists tend to be loyal and responsible people who make sure commitments are upheld and projects remain grounded and stay on track. Traditionalists are usually great managers - detail-oriented, thorough, and efficient. By contrast, they are easily frustrated by ambiguity and abstraction. With regard to change, Traditionalists take a pragmatic stance, resisting impulsive or needless change but endorsing change that has been carefully thought out and that is being done for a clear purpose.

PERSONAL NOTES

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

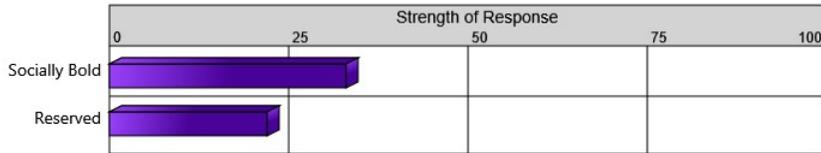


Your Extraverting & Introverting Facet Scale Results



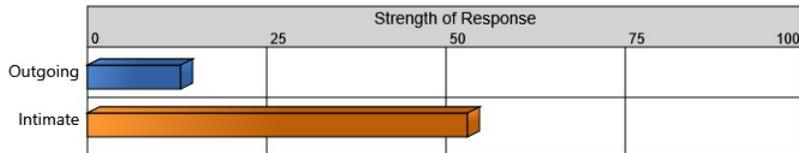
Talkative: animated and expressive; sociable and gregarious; opens up to others.

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



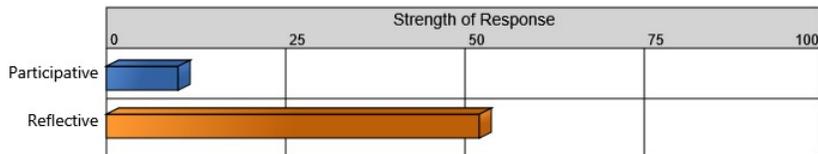
Socially Bold: friendly and outgoing; initiates conversations; comfortable leading; likes public speaking.

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.



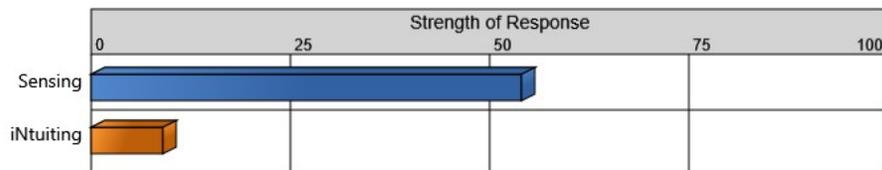
Participative: active and energetic; seeks stimulating activities; prefers to learn through discussion.

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

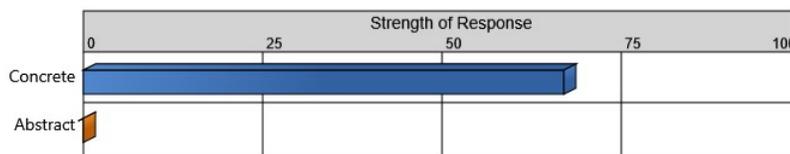


Closely Examine Out-of-Pattern Facets (those colored purple) representing unique traits that differ from your Global Scale preference.

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

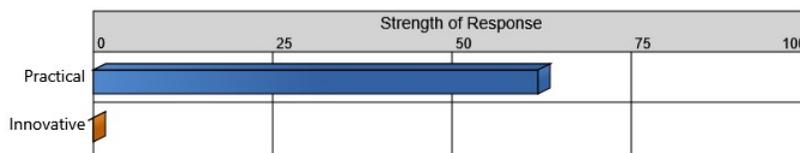


Your Sensing & iNtuiting Facet Scale Results



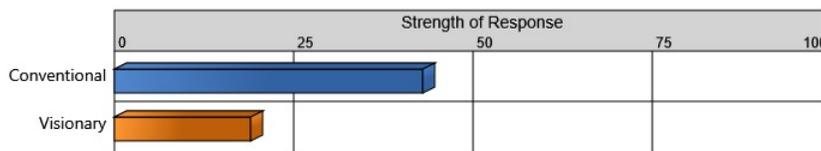
Concrete: deals with tangible facts and "what is" rather than "what could be"; likes to work out details.

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



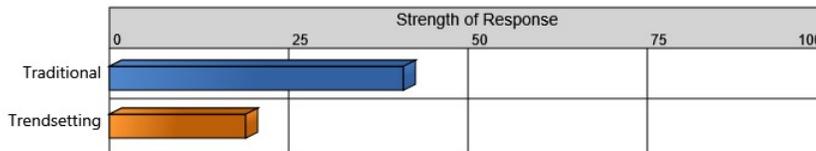
Practical: prefers established methods to achieve end results; dislikes improvising.

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



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

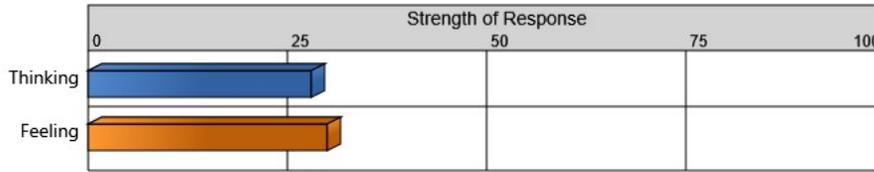
Visionary: values inspiration, uniqueness, and originality; comfortable appearing unconventional.



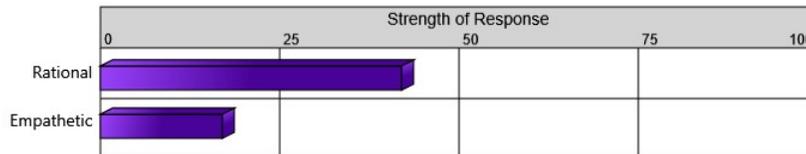
Traditional: predictable and established; careful with facts; opposes changes for sake of change.

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

A Deeper Look at How You Gather and Interpret Information: Thinking & Feeling

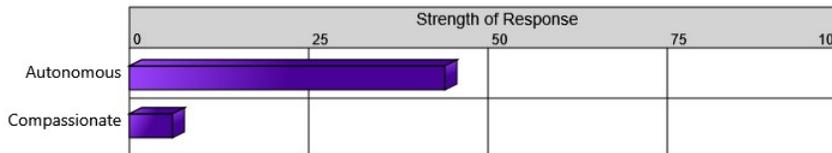


Your Thinking & Feeling Facet Scale Results



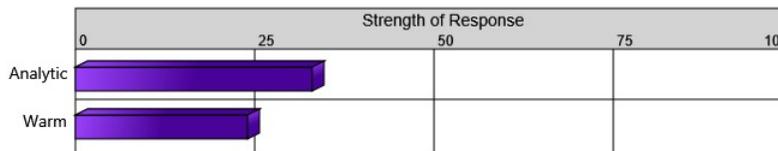
Rational: decisions based on logical analysis; impersonal problem solving style.

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



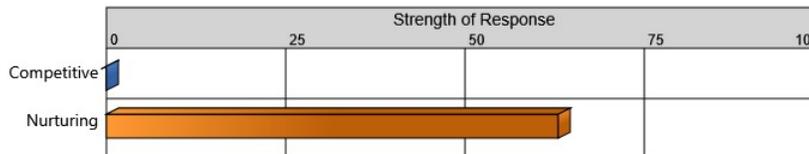
Autonomous: fair, impartial, objective, and independent; more task- than relationship-oriented.

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.



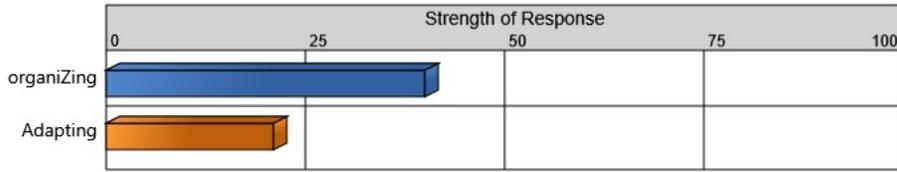
Competitive: critical, skeptical, tough-minded style; enjoys a good argument.

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



Closely examine your three Out-of-Pattern Facet scales associated with Thinking (those colored purple). This rare pattern resulted in the designation of Thinking as the better fitting Global Scale for you.

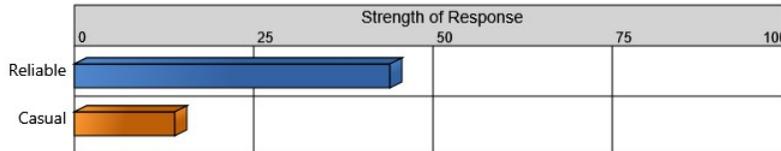
A Deeper Look at How You Gather & Interpret Information: organiZing & Adapting



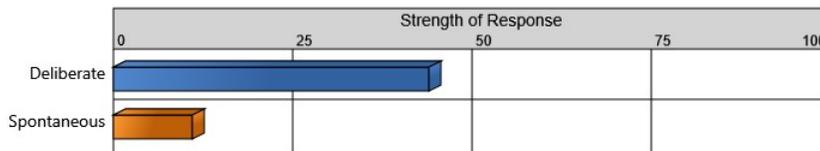
Your organiZing & Adapting Facet Scale Results



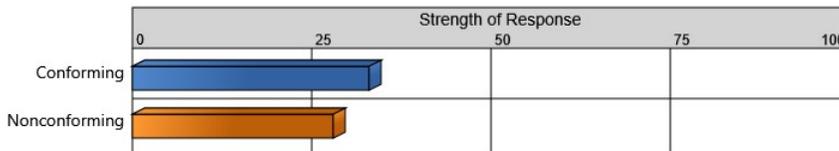
Planned: likes schedules and closure; emphasizes planning, anticipating contingencies, and organization.
Open-Ended: likes working things out as they unfold; emphasizes adaptability and flexibility.



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.

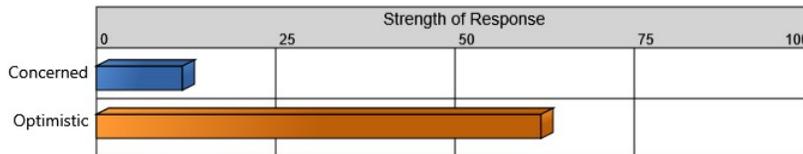


Closely Examine Out-of-Pattern Facets (those colored purple) representing unique traits that differ from your Global Scale preference.

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

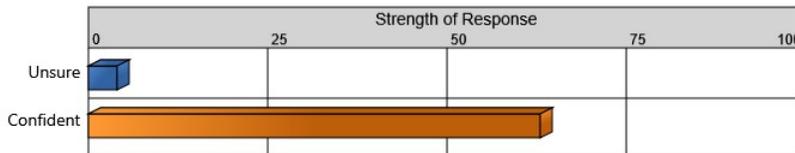


Your Tense & Calm Facet Scale Results



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.

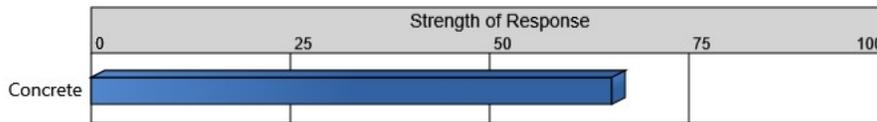
PERSONAL NOTES

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.

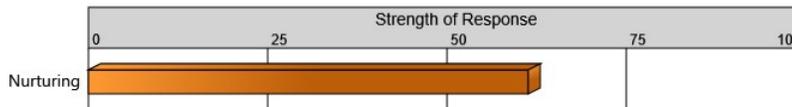
Your Cardinal Trait is:

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

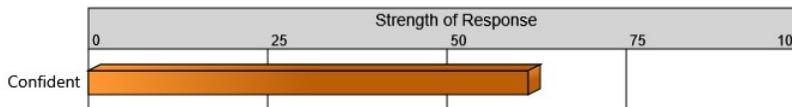


Your Top Five Central Traits are:

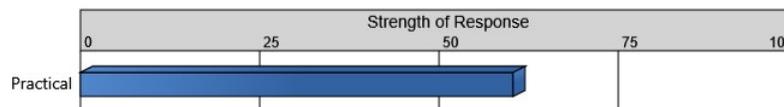
Nurturing: cooperative, accepting and supportive style; prefers harmony and dislikes confrontation.



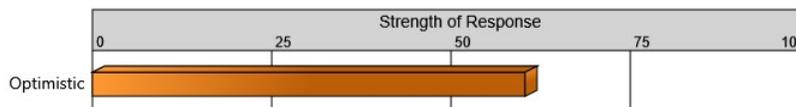
Confident: decisive, confident, and relatively unconcerned about what others may think of them.



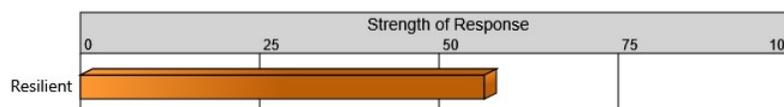
Practical: prefers established methods to achieve end results; dislikes improvising.



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.



Questions to Consider:

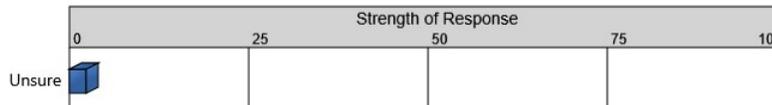
- How well do your Central and Cardinal facets describe your strengths?
- Is there an overall theme or message that is important to understand?
- Can you envision a unique career or life path that requires these strengths?

Your Targeted Coaching Traits Summary

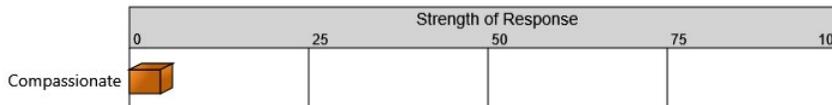
It is important to identify facets of your personality that are not well developed or relied upon. Your lowest scoring facets represent behaviors targeted for coaching and development of skills that will help broaden your energy, information gathering, decision making, lifestyle and response to stress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

Your 5 lowest scoring Facet Scales are:

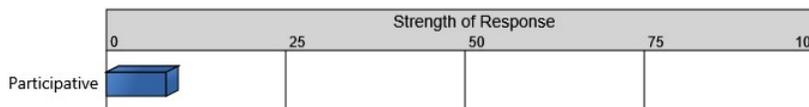
Unsure: Admit when you're playing outside of your real comfort zone. Lower confidence isn't a sign of weakness. Listen to what respected others have to tell you before you act.



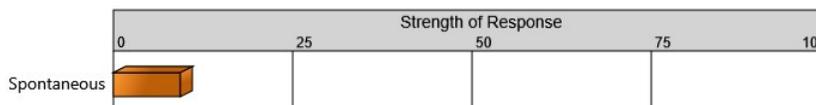
Compassionate: Consider your own, as well as other people's feelings, beliefs and needs. Be more relationship focused than task-oriented.



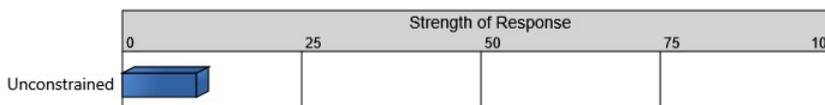
Participative: Be more inter-personally active. Get involved in activities that demand more of your energy and attention. Participate in group discussions with more enthusiasm and zeal.



Spontaneous: Seek out new opportunities and take more risks. Trust your instincts and act on impulse from time to time.



Unconstrained: Take into consideration what others believe beyond your own needs.

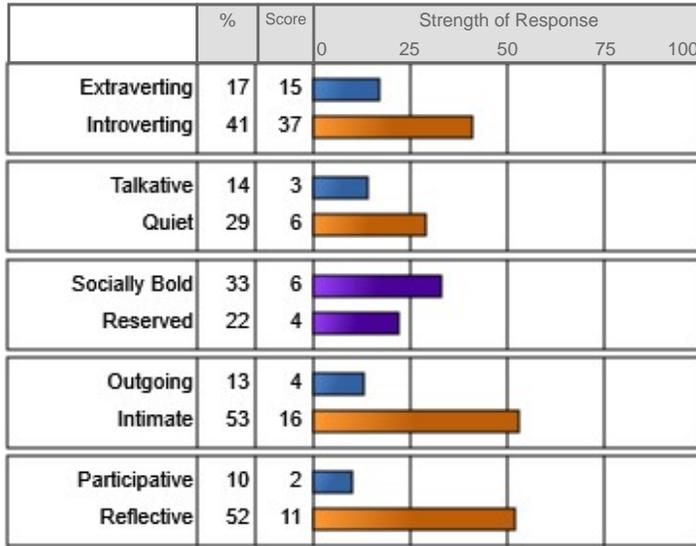


Questions to Consider:

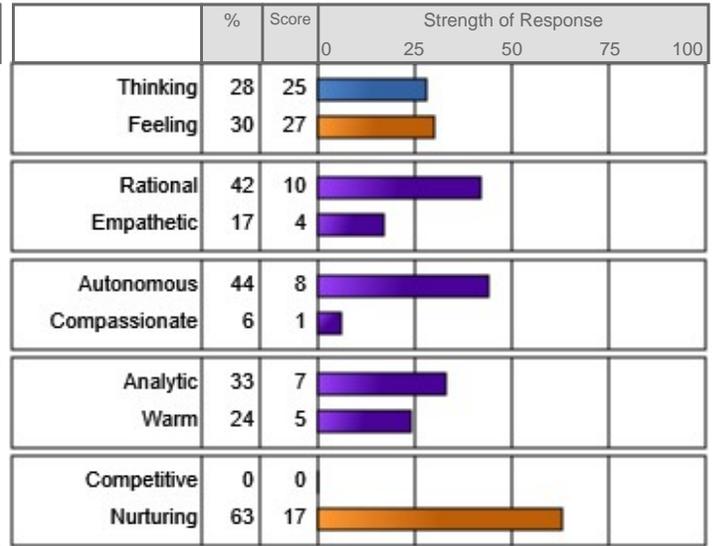
- Has your performance been affected by an absence of skill in these behaviors?
- Have you ever heard suggestions like these before, or is this the first time they've come up?
- Have you done anything on your own to develop more skill around these behaviors?

Summary Report

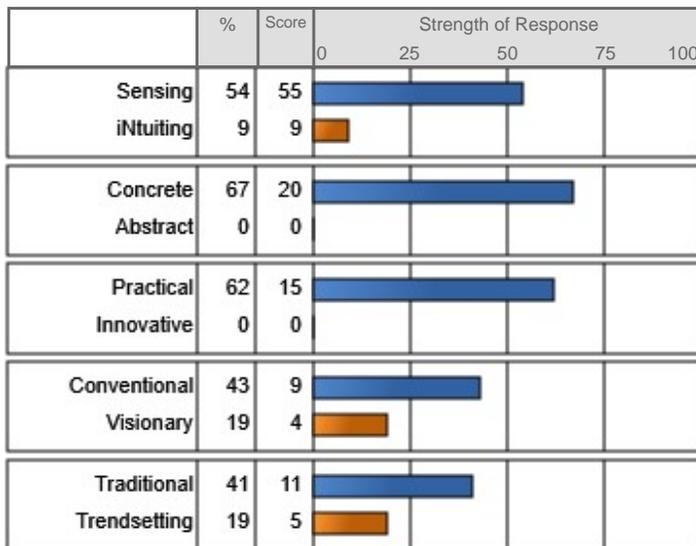
ENERGY DIRECTION



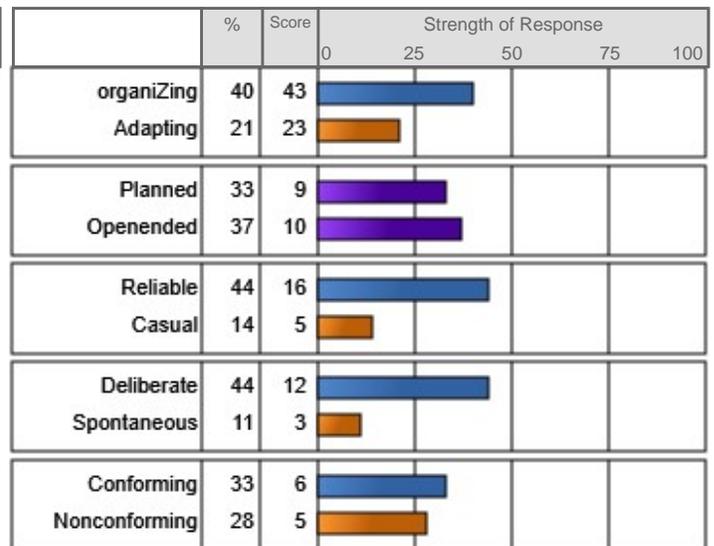
DECISION MAKING



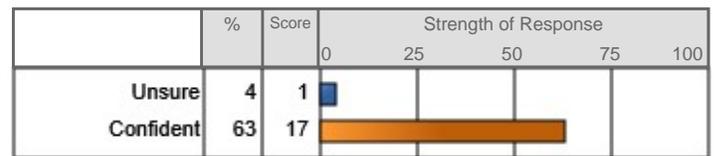
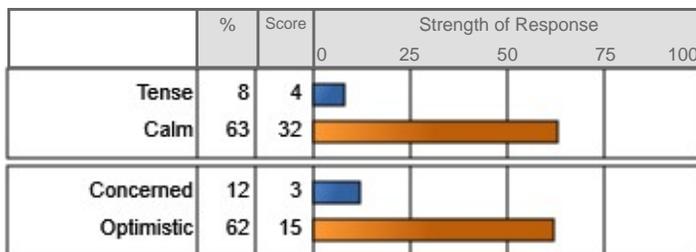
INFORMATION GATHERING



LIFESTYLE ORIENTATION



RESPONSE TO DAILY STRESSORS



Advanced TC:Tense:7%/8-Calm54%/65; 33-12%/3; 34-62%/15; 35-4%/1; 36-63%/17; 37-0%/0; 38-58%/21; 39-12%/4; 40-36%/12