



GOLDEN
PERSONALITY PROFILER™

John P. Golden Ed.D.
VERSION 5.1

Talent Management Report

Jane Sample

Golden LLC

January 8, 2018

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.

Table of Contents

Portrait of Your Global Profile.....	2
Your Global Scale Results.....	3
Map of Sixteen Types.....	6
Your Profile Talents.....	7
A Deeper Look: Facet Results.....	13
Your Cardinal, Central and Coaching Traits.....	18
Summary Report.....	20

A Portrait of Your Personality

YOUR PROFILE: ISTA

Introverting, Sensing, Thinking, Adapting

As an ISTA you use highly developed rational abilities to keenly observe and objectively analyze situations. You usually concentrate on the way life actually works, not why it works the way it does. You use your thought processes to help you do things, either at work or play. You approach new ideas or situations in a very basic manner asking, "What does it do?", "How does it do it?", and "Can I use it?"

When you are absorbed in figuring out how to do something or make something work, you become single-minded, avoiding distractions and obstacles that dilute your focus. You can easily become engulfed in any one of your favorite, all consuming activities.

ISTAs take pride and interest in whatever they do and are good at precise work, seldom making errors of fact. You are an independent thinker who is able to continue to work without encouragement or support from others, as long as it is work you have chosen.

ISTAs also have the habit of saying nothing when everything is all right, but pointing out problems immediately as they arise. Your friends are likely to describe you as somewhat shy, persevering, practical, factual, and solidly grounded in the present.

You value the freedom to experiment and experience life directly. You are happiest when you can live life today, doing things on impulse, rather than out of commitment, obligation, or duty. ISTAs thrive on action and are good in a crisis. You enjoy dealing, moment by moment, with unknown situations, where the outcome is determined by your ability to apply your well-practiced, problem solving skills.

Many people with the ISTA personality hold a life long fascination with machines, instruments, devices, tools and other such objects. You can easily create or work with your hands. However, you may find that communicating freely and easily does not come as effortlessly as it does for others. The data person in you emerges and you may find that you are attempting to cover every last detail in an effort to be precise and clearly understood.

Your Introverted nature needs peace, quiet, and solitude to work comfortably and you are in your element when you find work that gives you ample time for contemplation. You have the ability to attain success in your pursuits because of your highly practical nature and your focus on achieving results.

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 ISTA.

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 **ISTA**

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

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

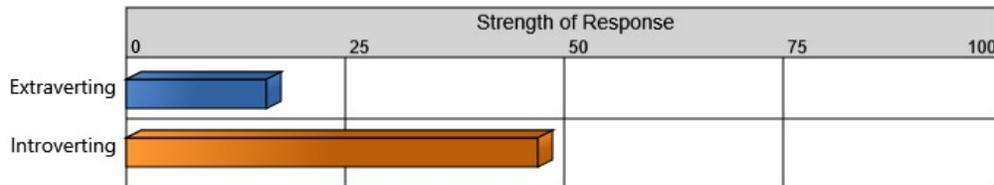
How you make decisions: [Thinking \(T\)](#)

How you approach life: [Adapting \(A\)](#)

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

How You Focus Your Energy:

You have a Clear preference for Introverting.



Extraverting

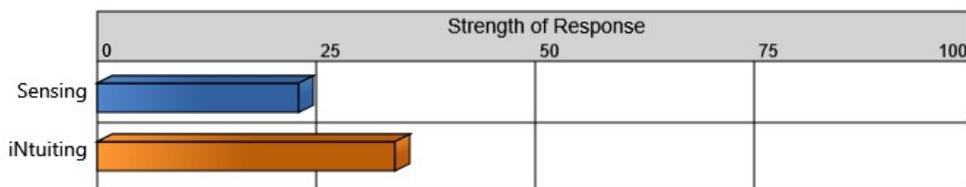
- focuses attention externally toward people and things
- enjoys being sociable, talkative, and gregarious
- enjoys discussions more than reading
- active rather than reflective

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 Slight preference for Sensing.



Sensing

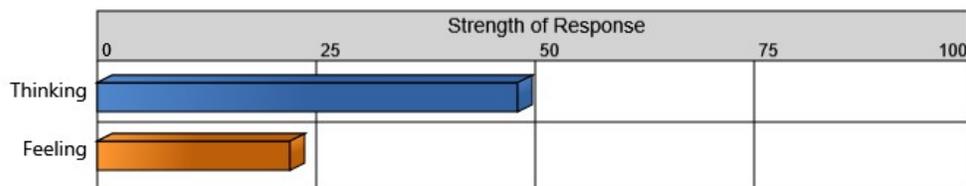
- processes information in an exact, detailed, and literal fashion
- lives in the present, prefers facts - what is known
- focuses on practical issues and topics

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:

You have a Clear preference for 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 Adapting.



organizing

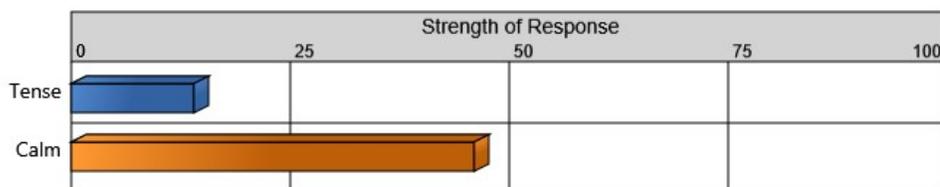
- prefers an orderly, organized and planned lifestyle
- likes to make decisions and reach closure
- prefers systematic approaches

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 Clear 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 ISTA and your temperament is SA.

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

ISTA 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 ISTA

Contributions to an Organization:

- Taking risks that accompany change.
- Optimistic and cheerful when tackling issues with a group.
- Concrete, linear, thinker and doer.
- Highly adept in mechanical and technical arenas.
- Solving comprehensive, concrete problems, preferably independent of others.
- Marshals resources and energy to solve immediate problems.
- Excels when results are immediate and suffers when the process is too stable and boring.
- Project, action, and short-term results-oriented.
- Focuses on solving the problem, regardless of the amount of time it takes to produce results.

Leadership Style

- Sets an example by leading through actions.
- Pragmatic and usually unobtrusive.
- Looks for effective, expedient solutions.
- Troubleshoots and remains calm during crises.
- Calculates risks, and "looks before leaping."
- Side steps the organization, responding quickly when trouble is on the horizon.
- Works best with flexible employees who apply innovative thinking to solving problems.
- Fosters independence in workers, but is not attentive to social niceties.

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

- Practice opening up and sharing verbally so others are not surprised by your actions.
- Develop the habit of setting goals, planning, and sticking to a schedule.
- Practice developing greater sensitivity to the needs of others.
- Carefully think about the long-term implications of present-day actions.
- Focus on seeing results from current projects before jumping onto the next bandwagon.

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:

- Talks in concrete, realistic, no-nonsense terms, with sharp-witted humor.
- Takes time to reflect before replying.
- Provides brief replies; further information needs to be drawn out.
- Speaks to the point.
- Speaking with individuals instead of groups.
- Uses short synopses when communicating ideas in writing.
- Uses objectivity, and specific images, in all forms of communication.
- Relates personal experiences to make points.
- Persuaded through common sense and logical analysis.

Team Style

- Storehouse for facts, figures, details, and different points of view.
- Organizes tasks efficiently with their analytical skills.
- Perseveres regardless of obstacles.
- Focuses on solving current and immediate problems with flair.
- Annoyed by know-it-alls, contrary behavior, and illogical people.
- Disdainful of meetings without a practical purpose.
- Time to work alone.
- Wants action and can become impatient with delays.

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:

- Environments with little routine, few rules, and no strict lines of authority.
- Opportunities to work alone and focus on the task, rather than people.
- Appreciates pleasing surroundings and optimistic co-workers.
- Seeks opportunities to be creative, take risks, and resolve crisis situations.
- Freedom to work autonomously.
- Solving specific and concrete problems that are difficult and unusual.
- Avoids routine and mundane details.

Learning Style

- Increases practical knowledge and skills through independent learning events.
- Doing, first-hand observation, and one-to-one hands-on activities.
- Studies how things works, what its technical properties are, and what uses it has.
- Instructors who have relevant experience.

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 disconnected and unconcerned about anyone, including yourself. Others will describe you as critical, cunning, elusive, lethargic, merciless, sarcastic and skeptical. Despite your attention to details, facts and excellent memory you are not generally aware of your own stressful behavior. When it does come to your attention, you discount its impact on yourself and others. You prefer to suffer alone through whatever stress being experienced, repressing stress inside yourself. The stress management plans you put in place to minimize stress focus on the physical releases of stress. You fail to take into account mental and emotional stress factors. Your failure to appreciate of the emotional stress of others leads to significant interpersonal stress. You do not seek out the help from others. Denial of stress and lengthy periods of time where little or no action is taken to reduce it, makes your stress even more debilitating when it reaches peak levels. With a propensity to take physical risk, you can find yourself in highly stressful and dangerous situations. You internalize stress into the personal world around you. Your living and work space has the appearance being simple and unkept. When your stress is low and your confidence strong you will be viewed as being casual, composed, cool-headed, observant, present, stable and straightforward.

Increased Stress is Brought About by...

- Applying logic and rationality to the point they overshadow feelings and emotions
- Solving problem alone without any assistance from others
- Focusing on immediate tangible solutions
- Using sharp witted sense of humor shows exactly what is thought
- Avoiding rules, standard operating procedures and schedules

Learn to Minimize Stress by...

- Offering praise and encouragement more frequently
- Initiating long term solutions aimed at avoiding future problems
- Listening to what others really have to say without critique or using sarcasm
- Setting goals and priorities and implement routines for common daily tasks
- Recognizing the importance emotions and feelings

Manage Your Stress Through...

- Financial or budget planning
- Planning, list making/prioritizing/pros & cons, organizing
- Life, Executive or Spiritual Coaching
- Practicing Thankfulness & Appreciation
- Visualization/Guided Imagery

PERSONAL NOTES

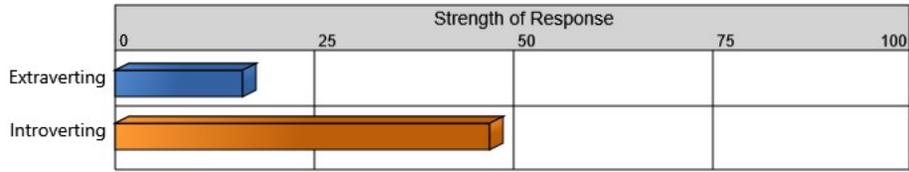
The Troubleshooter Temperament

The Golden Personality Profiler describes four profiles that belonging to the Troubleshooter or Sanguine Temperament including ESFA, ESTA, ISFA, and ISTA. They all share Sensing and Adapting (SA). 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.

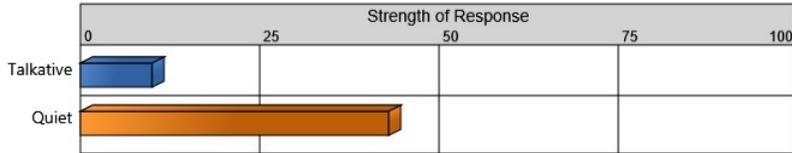
Troubleshooters are pragmatic, flexible, tolerant, adventuresome, and patient. Factors that produce stress for Troubleshooters include theoretical abstractions, strict adherence to rules or standard operating procedures, lack of mobility or new horizons to conquer, and inactivity. Troubleshooters respond best when presented with clear, concise material and are invigorated by opportunities to be innovative and creative. Often artisans, Troubleshooters highly value aesthetics. They appreciate recognition for their cleverness, adaptability, and timing, and in turn freely verbalize appreciation and encouragement to others. Troubleshooters are outstanding negotiators and respond effortlessly to crisis. They masterfully comprehend systems and their workings, allowing them to assess the available possibilities of a given situation and deftly provide clever solutions to problems.

PERSONAL NOTES

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

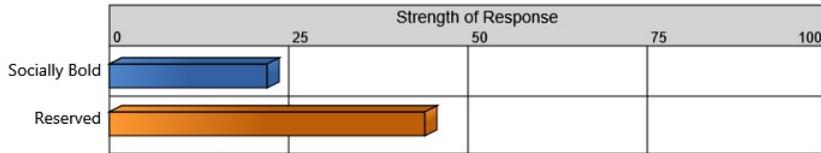


Your Extraverting & Introverting Facet Scale Results



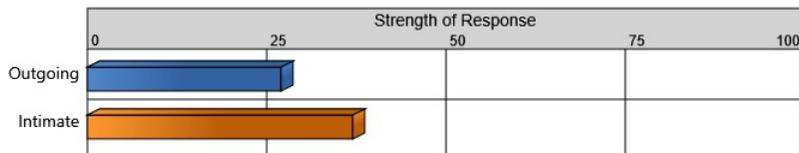
Talkative: animated and expressive; sociable and gregarious; opens up to others.

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



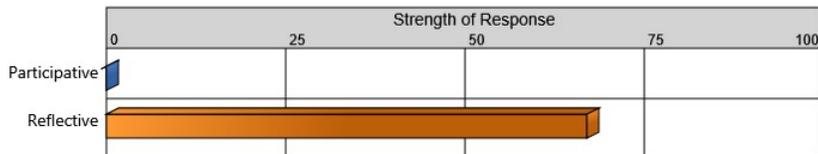
Socially Bold: friendly and outgoing; initiates conversations; comfortable leading; likes public speaking.

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.



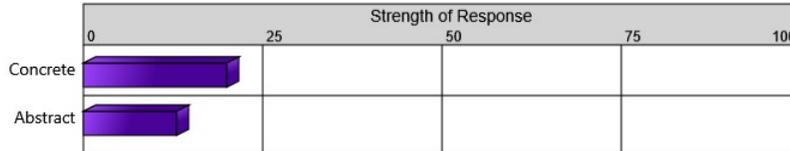
Participative: active and energetic; seeks stimulating activities; prefers to learn through discussion.

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

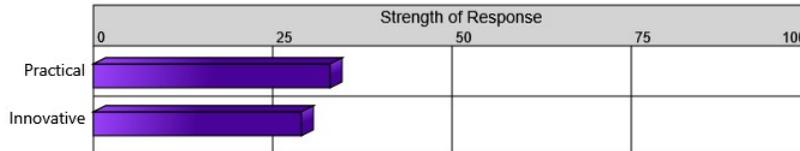


Your Sensing & iNtuiting Facet Scale Results



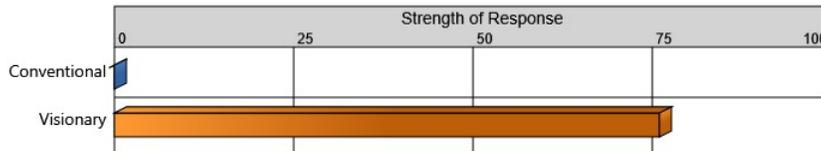
Concrete: deals with tangible facts and "what is" rather than "what could be"; likes to work out details.

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



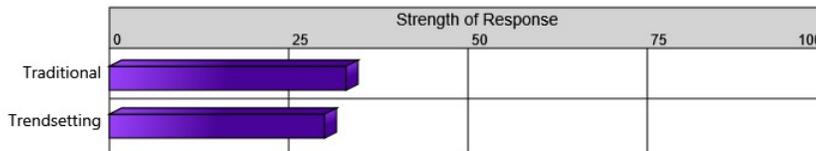
Practical: prefers established methods to achieve end results; dislikes improvising.

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



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

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



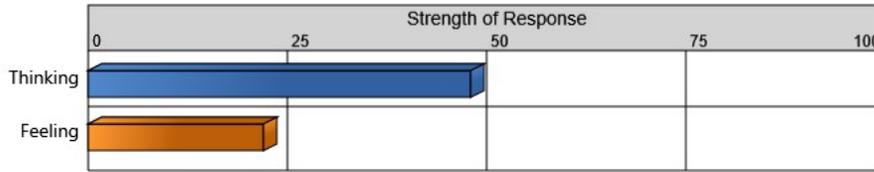
Traditional: predictable and established; careful with facts; opposes changes for sake of change.

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

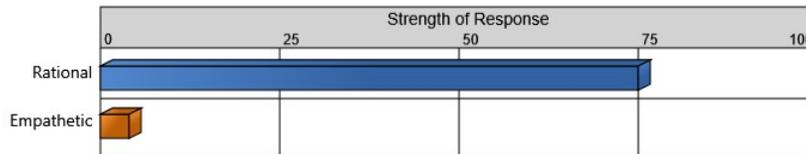


Closely examine your three Out-of-Pattern Facet scales associated with Sensing (those colored purple). This rare pattern resulted in the designation of Sensing as the better fitting Global Scale for you.

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

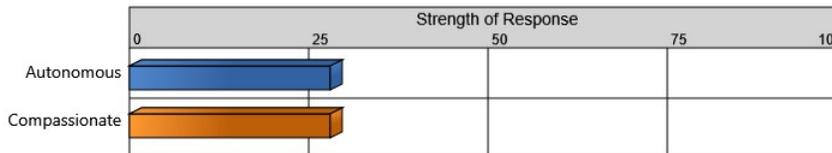


Your Thinking & Feeling Facet Scale Results



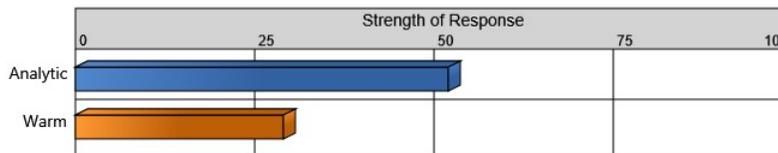
Rational: decisions based on logical analysis; impersonal problem solving style.

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



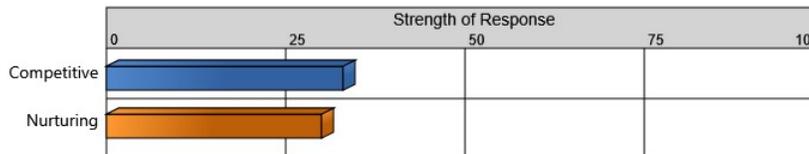
Autonomous: fair, impartial, objective, and independent; more task- than relationship-oriented.

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



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

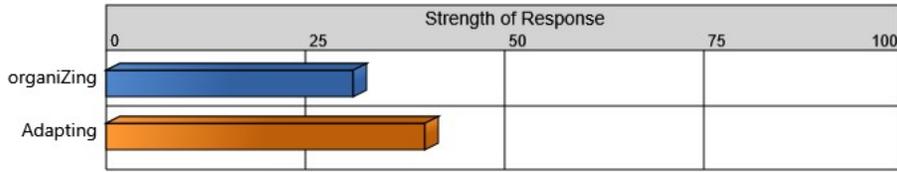
Warm: values warmth and compassion in decision making; personable style.



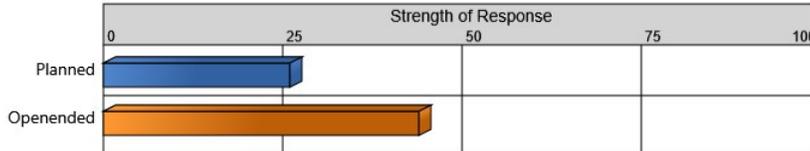
Competitive: critical, skeptical, tough-minded style; enjoys a good argument.

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

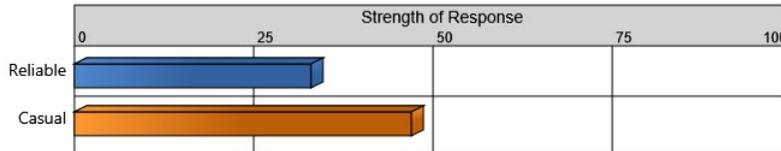
A Deeper Look at How You Gather & Interpret Information: organiZing & Adapting



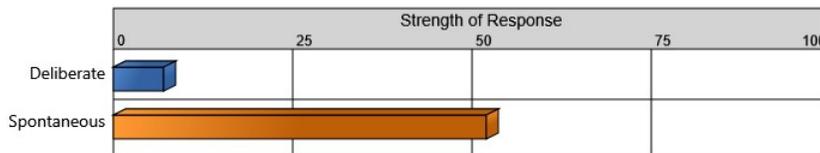
Your organiZing & Adapting Facet Scale Results



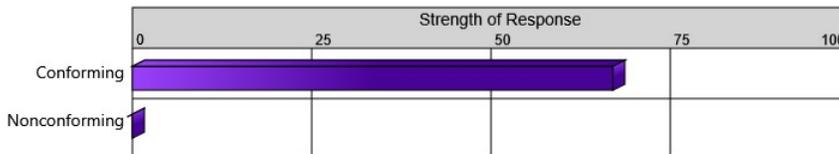
Planned: likes schedules and closure; emphasizes planning, anticipating contingencies, and organization.
Open-Ended: likes working things out as they unfold; emphasizes adaptability and flexibility.



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.

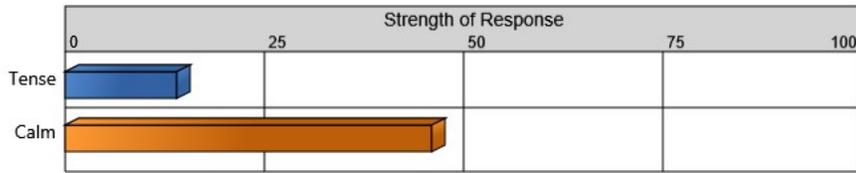


Conforming: prefers security, stability and structure; most effective with clear goals and direction.
Nonconforming: prefers freedom to develop own rules and goals; works effectively without structure.

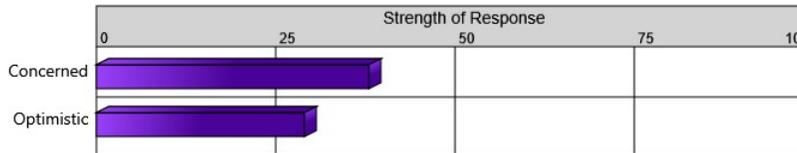


Closely Examine Out-of-Pattern Facets (those colored purple) representing unique traits that differ from your Global Scale preference.

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

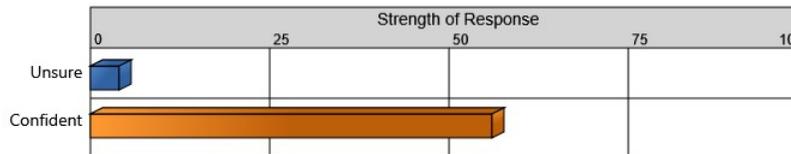


Your Tense & Calm Facet Scale Results



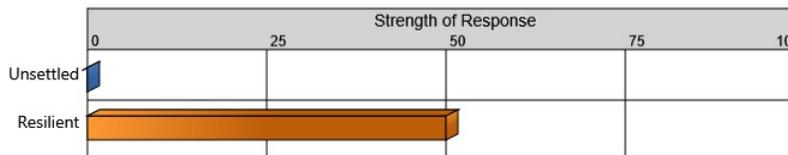
Concerned: worries about the future and unpredictable events; takes insensitive remarks personally.

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



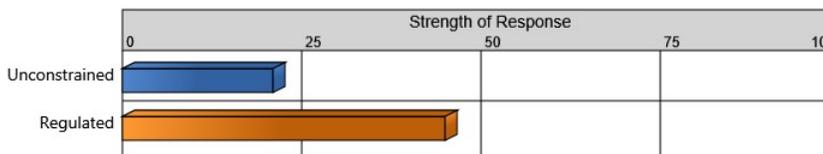
Unsure: hesitant, easily embarrassed, and relatively concerned about what others may think of them.

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



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.



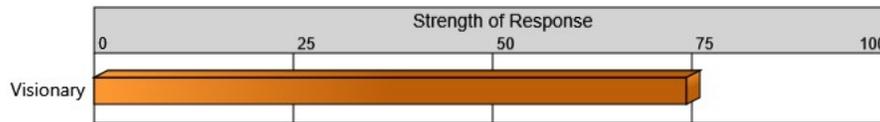
Closely Examine Out-of-Pattern Facets (those colored purple) representing unique traits that differ from your Global Scale preference.

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.

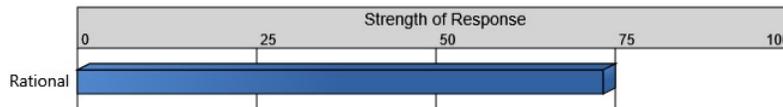
Your Cardinal Trait is:

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

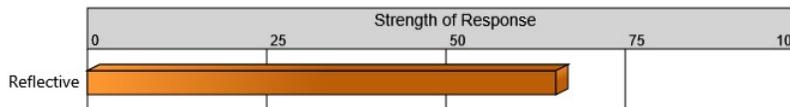


Your Top Five Central Traits are:

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



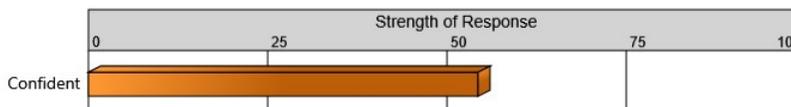
Reflective: values peace and quiet; needs solitude to reflect and recharge; prefers to learn by reading.



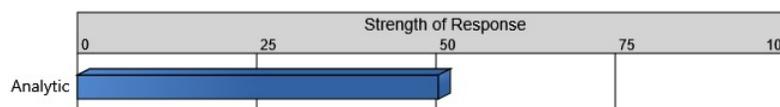
Conforming: prefers security, stability and structure; most effective with clear goals and direction.



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



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



Questions to Consider:

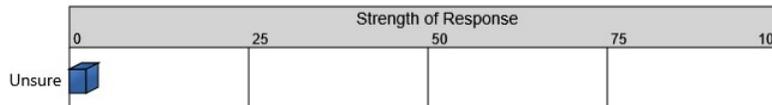
- How well do your Central and Cardinal facets describe your strengths?
- Is there an overall theme or message that is important to understand?
- Can you envision a unique career or life path that requires these strengths?

Your Targeted Coaching Traits Summary

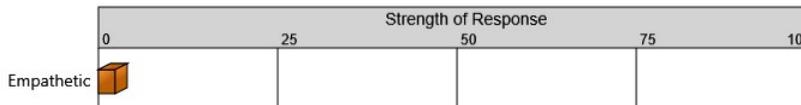
It is important to identify facets of your personality that are not well developed or relied upon. Your lowest scoring facets represent behaviors targeted for coaching and development of skills that will help broaden your energy, information gathering, decision making, lifestyle and response to stress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

Your 5 lowest scoring Facet Scales are:

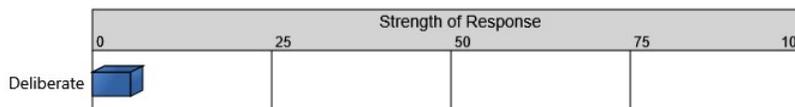
Unsure: Admit when you're playing outside of your real comfort zone. Lower confidence isn't a sign of weakness. Listen to what respected others have to tell you before you act.



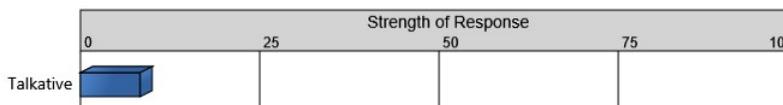
Empathetic: Consider the impact of your decisions on yourself and the people who are being affected by them. Value emotions more earnestly.



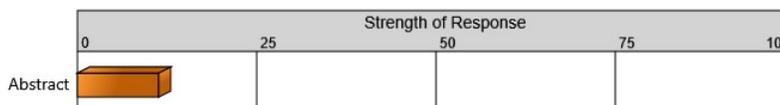
Deliberate: Learn to be more exact, thoughtful and goal directed. Avoid risky behavior and be less impulsive.



Talkative: Speak up and communicate your ideas, thoughts and opinions. Be more expressive with your body language and facial gestures.



Abstract: Ponder big ideas and possibilities. Cultivate your imagination and creativity. Don't get bogged down in details and mundane tasks.

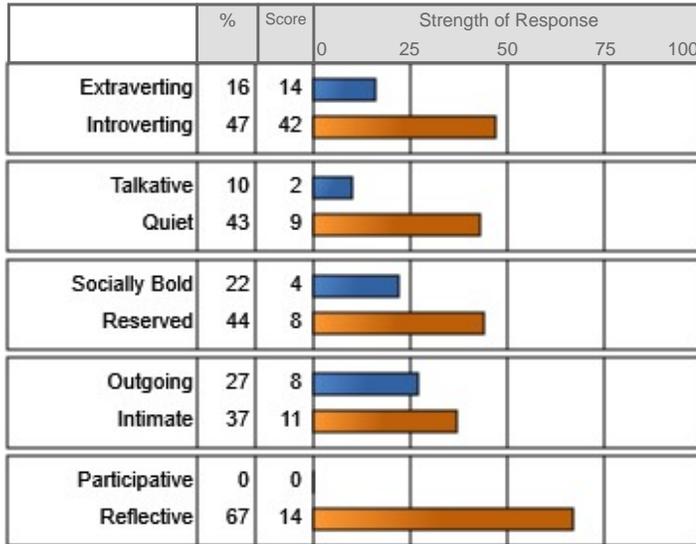


Questions to Consider:

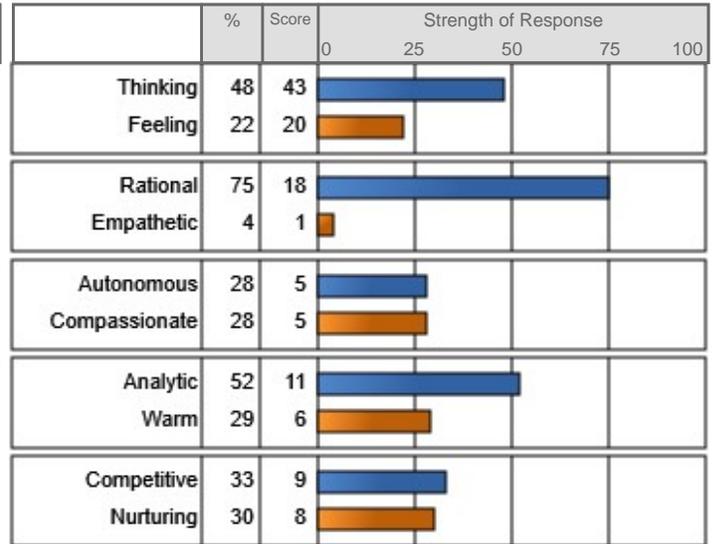
- Has your performance been affected by an absence of skill in these behaviors?
- Have you ever heard suggestions like these before, or is this the first time they've come up?
- Have you done anything on your own to develop more skill around these behaviors?

Summary Report

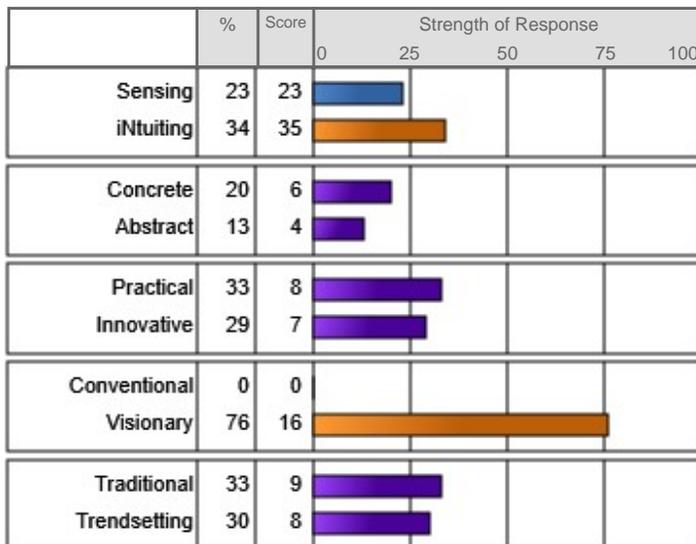
ENERGY DIRECTION



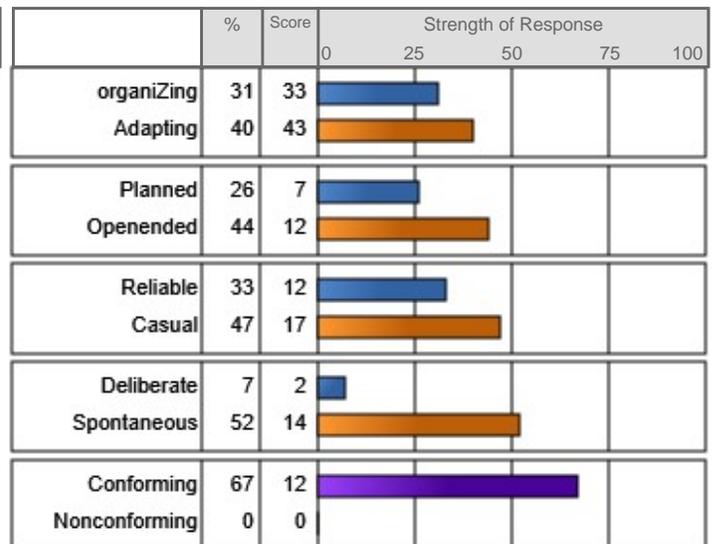
DECISION MAKING



INFORMATION GATHERING



LIFESTYLE ORIENTATION



RESPONSE TO DAILY STRESSORS

