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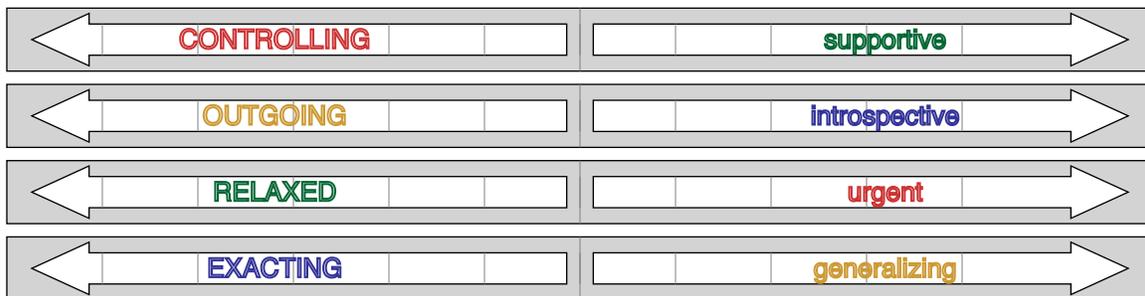
INTERPRETING YOUR PERSONAL STRENGTHS PROFILE

The Personal Strengths Profile provides a description of how you communicate with others, make decisions, react under pressure, respond to different environments and how you are responding to current life events. The profile can help you understand better where you most naturally excel and provide insight, direction and confidence in work, educational, career and personal situations.

The interpretation report covers three main areas.

- 1. Your natural personality style -- how you feel you really are, or how you would probably be if life went exactly as planned**
- 2. Your first impression style -- how you would typically come across to others in a first time encounter.**
- 3. Your adaptation to changes -- within your current environment and your energy reserve for responding to current demands**

This report interprets your behavioral preferences according to the personality traits below. To the left are the four primary or CORE traits and to the right their counter traits.



There are strengths to each trait. None is right or wrong, good or bad. There are situations, however, when the natural behaviors of one trait may be more or less appropriate than those of another. This report will help you understand some of those situations.

Thank you for taking our Personal Strengths Profile!

Personality Profile Matrix

CONTROLLING		EXACTING	
<p>Relentless pursuit of accuracy and perfection, may sweat out "perfect" decisions Skeptical, readily identify and criticize mistakes Make decisions for long-term good of organization and system Serious and conscientious</p> <p style="text-align: right;">CIE</p>	<p>Self-confident, make decisions easily Independent, risk taking, big picture thinkers Enjoy challenging traditions Only respect results-achieving authority/organization</p> <p style="text-align: right;">CIG</p>	<p>Friendly in quiet, reassuring way Can organize procedures quickly and efficiently Impatient with those who don't follow-through Like being busy and active</p> <p style="text-align: right;">EIU</p>	<p>Rely on rules and protocol for authority, dependable Good with detail, procedures and smooth flow of resources Calculate risks carefully, practical, sensible Can come across as critical others</p> <p style="text-align: right;">ESU</p>
<p>Strong technical, analytical leaders and trouble-shooters Build systems and practices naturally Objective, thoughtful communicators Persistent, organizationally minded problem-solvers</p> <p style="text-align: right;">CER</p>	<p>Innovative, technical leaders and specialists Practical, dependable, well-planned approach to solving problems Supervise technical, mechanical, hands-on operations with ease Strong, insightful observers</p> <p style="text-align: right;">CRE</p>	<p>Personable, wanting to be fair in dealing with others Enjoy developing and managing people, systems Conscientious, strong follow-through Energetic, charismatic leaders</p> <p style="text-align: right;">EOC</p>	<p>Well organized, systems and people-oriented leaders Readily seeing and point out inconsistencies in thought, language, action Guided by strong principles of right, wrong, duty Action oriented, don't like waiting</p> <p style="text-align: right;">ECO</p>
<p>Often impatient with routine, detail and people Action-oriented Technically skillful and intellectually unconventional Analytical, systems-oriented Risk takers</p> <p style="text-align: right;">CIU</p>	<p>Creative, often with revolutionary ideas/products Love challenge, difficulties, designing new things Use intuition to grasp whole concepts; pragmatic Not easily influenced by others Often enjoy outdoor adventure</p> <p style="text-align: right;">CIR</p>	<p>Enjoy social gatherings with family and close friends Idealistic and want to do whatever is correct Good organizers of detail & people Need approval and are sensitive to criticism</p> <p style="text-align: right;">EOU</p>	<p>Can be commanding in a worked-out system Demanding and forceful in what they feel to be "right" Innovative, results-oriented systems-builders and designers Strong willed, loyal and self-disciplined</p> <p style="text-align: right;">ECU</p>
SYSTEMATIC	INNOVATIVE	PERSONAL	OBJECTIVE
<p>Guided by strong principles of right, wrong and duty Systematic, well organized Can readily see inconsistencies in thought, language, action Develop systems for people, organizations</p> <p style="text-align: right;">COE</p>	<p>Impatient with details and routine Self-starters with instinctive ability to lead others Can sense a good opportunity Lively, contagious enthusiasm Enjoy initiating projects, outwitting to get things done</p> <p style="text-align: right;">COG</p>	<p>Use subtle persuasion and perseverance Have a closely-knit circle of friends, good listeners Behind-the-scenes doers, conscientious learners Sensitive to criticism</p> <p style="text-align: right;">EIR</p>	<p>Earn promotions, but do not pursue forcefully Loyal to systems and authority Closely tied to and protective of family and close friends Follow-through meticulously</p> <p style="text-align: right;">ESR</p>
<p>Skillful in managing people toward goals Debate with others skillfully, using convincing logic Often delegate straight-forward detail Independent thinkers, risk takers</p> <p style="text-align: right;">COU</p>	<p>Skillful with people relationships Prefer to initiate, not to do detail work Can listen well to others' ideas Natural sense of timing with people</p> <p style="text-align: right;">COR</p>	<p>Strong desire to please others Empathetic listeners Patient and thorough instructors Plan systems for people easily and well</p> <p style="text-align: right;">EOR</p>	<p>People of few words, but get their points across directly, firmly Good at systems, numbers and processing details Precise, persistent, scientific approach to problem-solving Build systems, procedures skillfully</p> <p style="text-align: right;">ECR</p>
PROACTIVE	INNOVATIVE	PERSONAL	OBJECTIVE
<p>Conscientious, follow-through in their dealings with people Very personable, yet strict Enjoy creating systems for people activities Require tangible proof in decision-making</p> <p style="text-align: right;">OCE</p>	<p>Enjoy the exotic or non-traditional Prefer growing, fast-moving situations/activities Charismatic, dynamic leaders, presenters Idealistic, trusting and empathetic Prefer big picture, not details</p> <p style="text-align: right;">OCG</p>	<p>Calm, serene appearance, good listeners Cardial, small circle of closely knit friends Often self sacrificing; social-service oriented Protective of family relationships Strong sense of design, natural harmony</p> <p style="text-align: right;">RIE</p>	<p>Cooperative and seek peaceful environments Appreciate standard operating procedures Often skillful with tools, instruments Good at routines requiring repeated, sequential processes Plan activities thoroughly, easily</p> <p style="text-align: right;">RSE</p>
<p>Can sell anything, if they believe in it Strong desire to understand human nature Delegate detail, authority, responsibility easily Generalists with big picture perspective</p> <p style="text-align: right;">OCU</p>	<p>Well developed recreation and social directing skills Want to be liked, but may resist controls and detail work Take time to listen to others Pleasantly, persistently press forward, despite setbacks</p> <p style="text-align: right;">OCR</p>	<p>Patient with complicated people situations Good sense of design, line, harmony Strong social skills Skillful in repeated people contact activities</p> <p style="text-align: right;">ROE</p>	<p>Good planners, organize thoroughly Can supervise others with ease in technical, mechanical or hands-on operations Dependable and down to earth Innovative and improve upon mechanical processes; like to "tinker"</p> <p style="text-align: right;">RCE</p>
SYSTEMATIC	INNOVATIVE	PERSONAL	OBJECTIVE
<p>Desire to get right things done for people Social-service oriented Sensitive to rejection Loyal to family, close friends Strong sense of fairness</p> <p style="text-align: right;">OSE</p>	<p>Vital need to be liked to be effective Can see the excitement in all aspects of life Good at initiating activities, delegating details Enjoy out-of-the-ordinary activities</p> <p style="text-align: right;">OSG</p>	<p>Cheerful, cordial, yet socially reserved Sensitive to surroundings, empathetic Attuned to color, line, texture, form May make errors of fact, seldom of values</p> <p style="text-align: right;">RIG</p>	<p>Want to know what is expected of them, but may resist close monitoring Skillful with tools, instruments, mechanical things Communicate through actions more than words Often enjoy outdoors, adventure Prefer big picture, not details</p> <p style="text-align: right;">RSG</p>
<p>Natural trainers, teachers Develop people-detail systems easily Want to do what is fair and help others be happy</p> <p style="text-align: right;">OER</p>	<p>Good listeners with big picture perspective Handle daily people-processes well, dislike details, micro-management</p> <p style="text-align: right;">ORG</p>	<p>Charismatic leaders, emphasizing people and planning Listen to others, good motivators Well developed social and recreation directing skills Persistent and optimistic about big picture</p> <p style="text-align: right;">ROC</p>	<p>Planners, emphasize developing strong relationships Big picture orientation, delegating details Natural sense of timing with people Personable, enjoy adventuring with friends</p> <p style="text-align: right;">RCO</p>
<p>Very sociable; need to be with people to be happy Prefer for others to make final decisions Delegate details easily, but require accuracy Enjoy having several ongoing activities</p> <p style="text-align: right;">OSU</p>	<p>Intuitive, emotionally keyed, gentle Sensitive and alert to others Good listeners, companions, optimistic Good at repetitive interactions with people</p> <p style="text-align: right;">OSR</p>	<p>Handle routine people processes with ease, may become bored with details Natural counselors, good listeners, kind Resent being supervised too closely Fun-loving, enjoy being entertaining</p> <p style="text-align: right;">ROG</p>	<p>Thorough planners Often enjoy adventurous physical activities Innovative in developing time-saving efficiencies Free thinkers; contrary at times, may resist authority Forceful in their directives; at times uninfluenced by others</p> <p style="text-align: right;">RCG</p>
OUTGOING	INNOVATIVE	PERSONAL	OBJECTIVE

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CHANGE MANAGEMENT INTERPRETATION

Handling change is important in our day-to-day activities. There are those periods in our lives where change is welcomed and other times when change may be perceived as stressful. Much of this depends on our current energy reserve and the demands we experience that either drain or recharge our energy "battery".

If our long-term stress level exceeds our energy reserve or if we have a difficult time meeting even some of our current energy demands, recharging our battery may be very important in order to operate at an optimal energy level. On the other hand, we may be experiencing a productive time where we have the energy to meet all our current demands and are wanting to make a move towards new ventures or activities.

Keeping in mind that these changes do not usually happen overnight, we can monitor this balance for the long term by recharging our batteries and keeping our productivity strong. This may translate into being sufficiently busy and not overwhelmed. This can be good not only for ourselves but also those around us -- whether at work or in our personal lives.

While each of us has a typical energy reserve, research has shown that this measurement can change as your daily stress level or energy requirement changes. How healthy or open to change we feel is often related to the two PREP measurements that follow, Your Current Energy Reserve and Your Current Stress Level.

YOUR CURRENT ENERGY RESERVE

Energy Reserve



You probably have a strong energy reserve and may be involved in a number of activities (such as sports or hobbies) outside your primary responsibilities. Others may view you as having a strong capacity for incorporating change efficiently and ability for handling difficult situations, without much recharge time.

Since under normal circumstances you have a very good energy, you may be tempted, at times, to spread yourself too thinly to complete, to your satisfaction, all you have started. In times of high change, stress or a too-thinly-spread situation, you may find that you are most efficient focusing on one or two key activities, rather than multi-tasking. Under high stress, it would probably be frustrating to not be able to attain the quality in all your activity areas that you typically are known for achieving.

YOUR CURRENT STRESS LEVEL

Stress Level



You have probably been coping well with the overall changes and demands in your life during the past few months. It's likely that you've taken your life events in stride and handled them productively. Often this coping level indicates that you may be experiencing a productive feeling and are dealing with day to day demands effectively. You probably have a good charge in your battery, and things have been basically on target in your life.

This may be a good time to take on new activities or challenges without feeling a significant drop in energy for several months, especially if these activities are personally energizing. You probably could handle significant changes requiring more intense attention for several months before your staying power would be diminished. If there are major changes in your life circumstances in the coming months and you are not feeling gratified in the changes being demanded of you, you might wish to begin to set aside some personal recharging time.

