



GOLDEN

PERSONALITY PROFILER®

John P. Golden Ed.D.
VERSION 4.0

Group Report



Sample Team/Group Report 8/9/23

08/09/2023

Administered by John Golden

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

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

How to Use Results

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

Organization of This Report

This report is divided into three sections:

- **Team Type Table** -- Allows you to see which personality types are most common and the level of similarity or difference within the team.
- **Team Tendencies** -- Likely strengths, potential blindspots, and suggestions for improvement are described for each of the five global dimensions: Extraverting/Introverting, Sensing/iNtuiting, Thinking/Feeling, Adapting/organiZing, and Tense/Calm.
- **Team/Leader Similarity** -- Scores are shown for team members and the team leader(s) on each global and facet scale. The position of scores indicates the amount of similarity and diversity within the team on each scale.

Team Profile Table

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

SP Efficient and Resourceful

ISTA	ISFA
ESTA Carl Jung Rutger Hauer	ESFA

NF Imaginative and Innovative

INFA Bonnie Rait	INFZ Oscar DeLaurenta
ENFA John Golden	ENFZ

SZ Responsible and Reliable

ESTZ Mata Hari	ESFZ
ISTZ Marso Marso	ISFZ John Lennon

NT Competent and Visionary

ENTA	ENTZ
INTA	INTZ

Team Tendencies

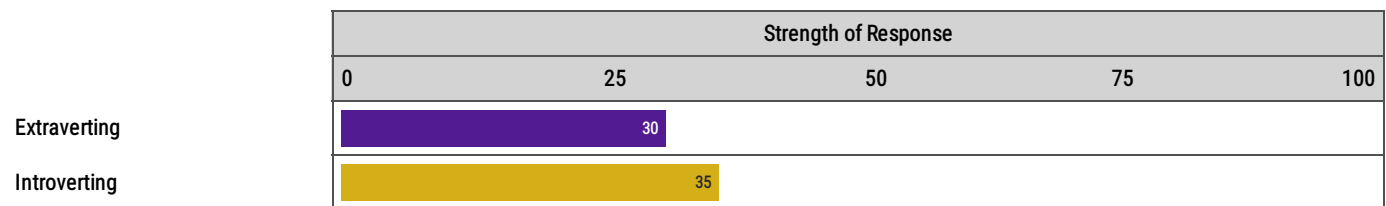
Your team's Global Scale results indicate your team's level of preference for each of two opposite scales. A strong score is not necessarily better than a slight score, or vice versa - they simply indicate how your team favors certain behaviors versus others. A team made up of many diverse personalities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

Extraverting vs. Introverting

Your team has 4 **Extraverting** team members. Extraverting team members direct energy externally toward people and things.

Your team has 4 **Introverting** team members. Introverting team members direct energy inward toward thoughts and ideas.

Overall, your team has a Clear preference for Introverting.



Extraverting vs. Team Strengths

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

Extraverting Team Blind Spots

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

Performance Improvement for Extraverting Teams

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

Introverting Team Strengths

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

Introverting Team Blind Spots

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

Performance Improvement for Introverting Teams

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

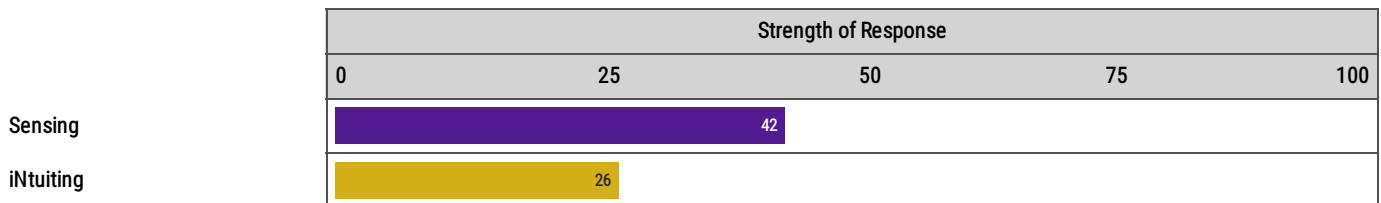
Team Tendencies (cont'd)

Sensing vs. iNtuiting

Your team has 5 Sensing team members. Sensing team members process information in an exact, detailed, and literal manner.

Your team has 3 iNtuiting team members. It is typical for iNtuiting team members to process information in a symbolic and Global fashion.

Overall, your team has a Clear preference for Sensing.



Sensing Team Strengths

- Commands attention to facts and details
- Relies on practical approaches
- Follows well-tested and reliable methods
- Moves beyond what is known and proven
- Maintains and honors important traditions

Sensing Team Blind Spots

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

Performance Improvement for Sensing Teams

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

iNtuiting Team Strengths

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

iNtuiting Team Blind Spots

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

Performance Improvement for iNtuiting Teams

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

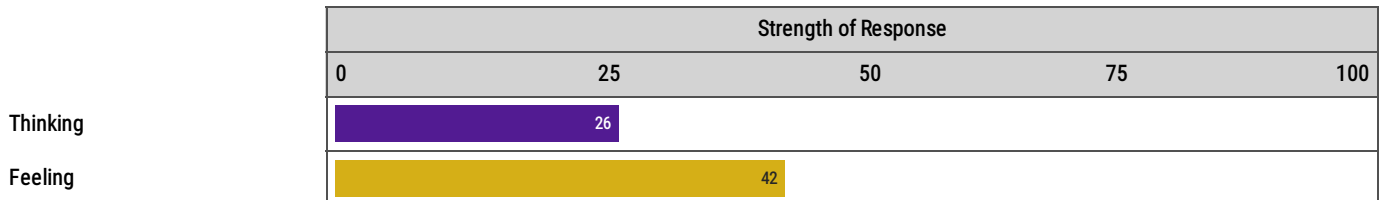
Team Tendencies (cont'd)

Thinking vs. Feeling

Your team has 4 **Thinking** team members. Thinking team members make decisions based on logic and rationality.

Your team has 4 **Feeling** team members. Feeling team members make value-based decisions based on empathy and compassion.

Overall, your team has a Clear preference for Feeling.



Thinking Team Strengths

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

Thinking Team Blind Spots

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

Performance Improvement for Thinking Teams

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

Feeling Team Strengths

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

Feeling Team Blind Spots

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

Performance Improvement for Feeling Teams

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

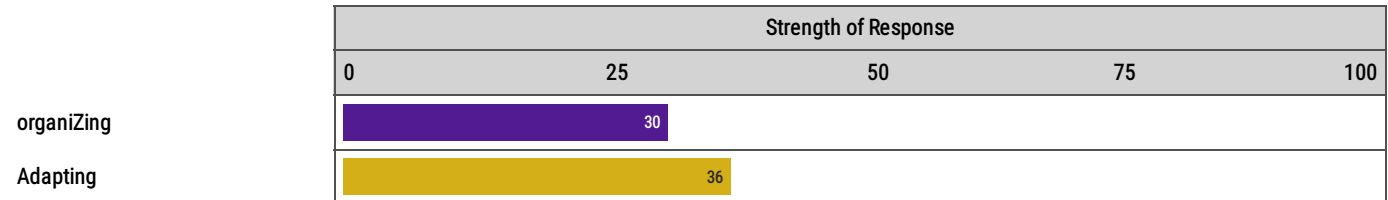
Team Tendencies (cont'd)

organiZing vs. Adapting

Your team has 4 organiZing team members. It is typical for organiZing team members to approach life with a planned, organized, and orderly approach.

Your team has 4 Adapting team members. Adapting team members approach life with an open-ended, flexible, and emergent approach.

Overall, your team has a Clear preference for Adapting.



organiZing Team Strengths

- Creates and follows plans, routines, and schedules
- Breaks down plans into manageable tasks and reaches closure
- Builds and maintains a predictable and stable environment
- Starts early, anticipates contingencies, and gets things done in order
- Meets deadlines and fulfills obligations on time

organiZing Team Blind Spots

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

Performance Improvement for organiZing Teams

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

Adapting Team Strengths

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

Adapting Team Blind Spots

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

Performance Improvement for Adapting Teams

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

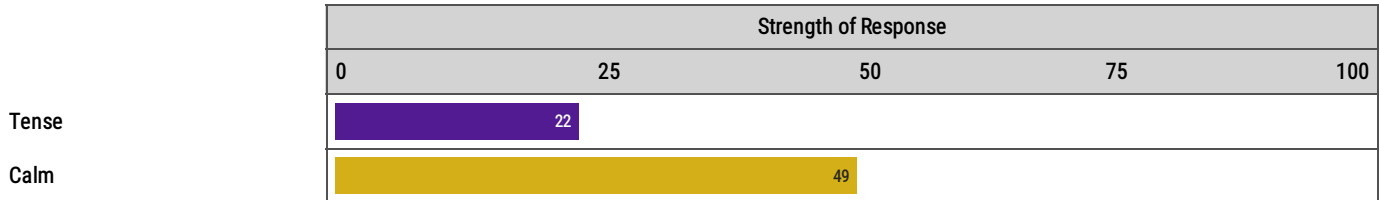
Team Tendencies (cont'd)

Tense vs. Calm

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

Your team has 6 Calm team members. Calm team members are optimistic, self-confident, and relaxed.

Overall, your team has a Clear preference for Calm.



Tense Team Strengths

- Turns worry and anxiety into action and results
- Dislikes unpredictability, which drives team members to create plans and strategies
- Fears failure, which ultimately may prevent it

Tense Team Blind Spots

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

Performance Improvement for Tense Teams

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

Calm Team Strengths

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

Calm Team Blind Spots

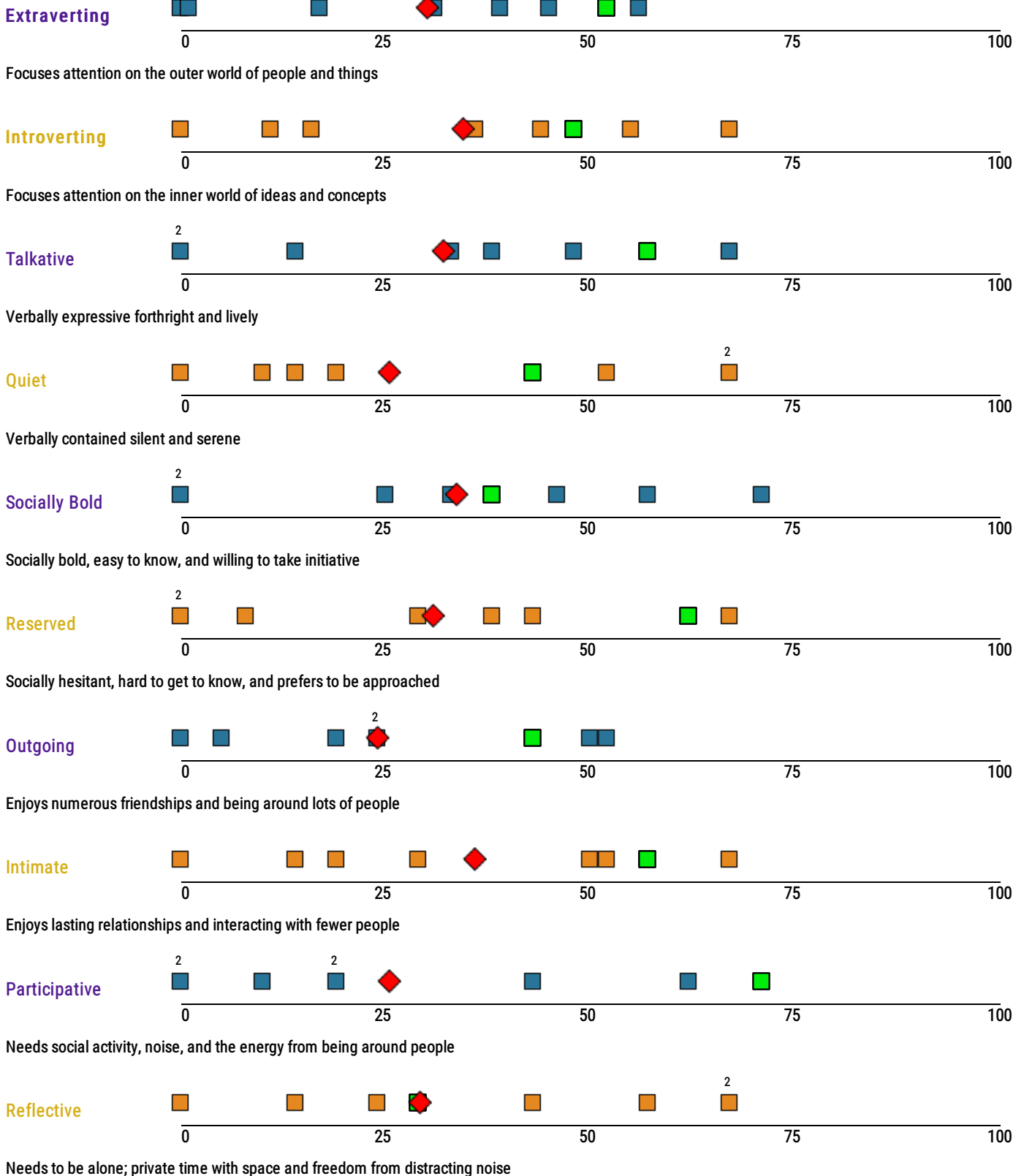
- Suppresses the impact of mistakes and failure
- Recognizes that some actions and decisions warrant more concern
- Acts too cavalier, not taking other people's concerns seriously
- Fails to recognize high stress levels that influence the team
- Denies constructive criticism as irrelevant

Performance Improvement for Calm Teams

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

Team/Leader Similarity for Extraverting vs. Introverting

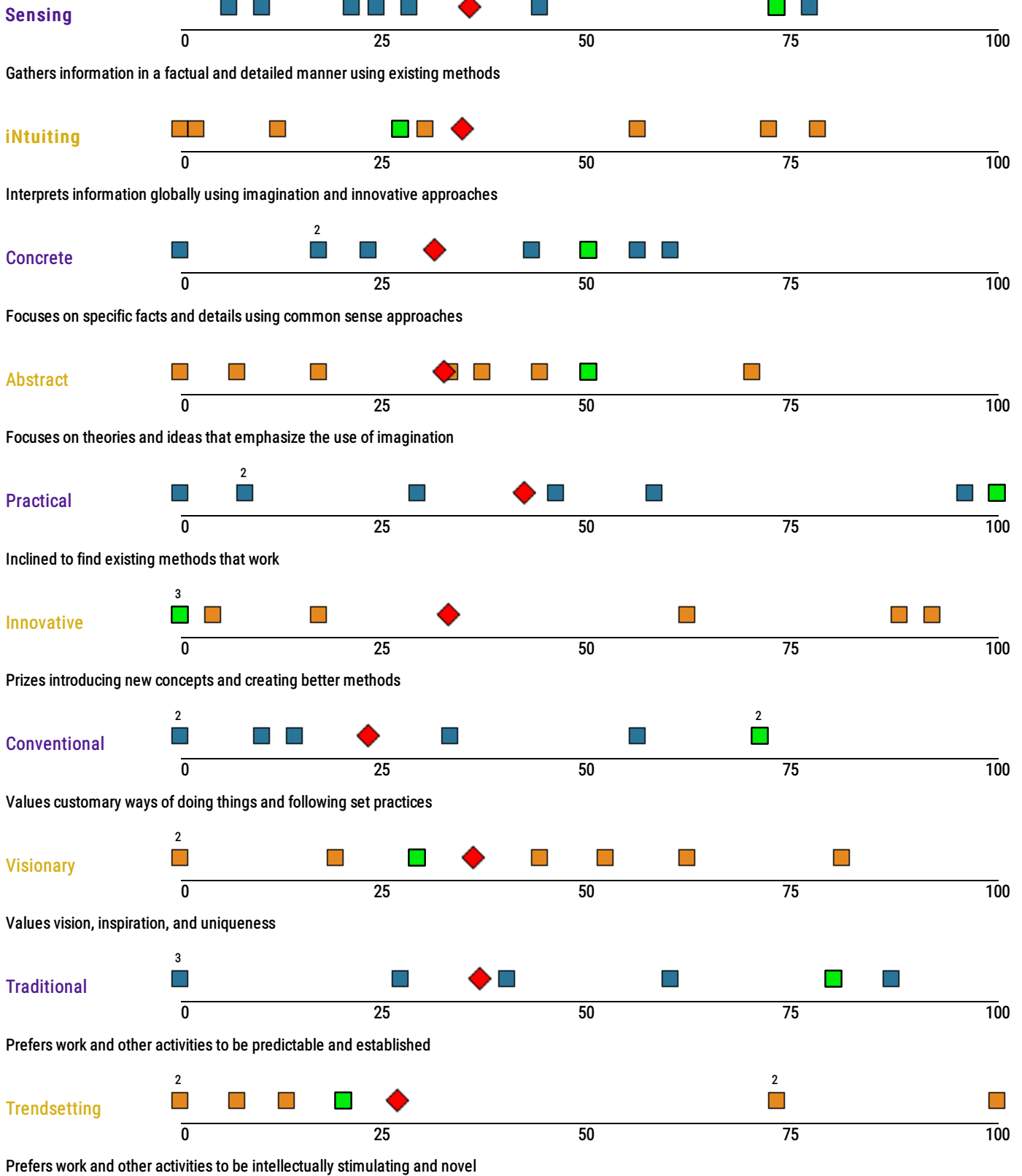
These graphs show the scores of team members and the team leader in relation to the team average. Scores that cluster tightly around the team average indicate more similarity on a scale; scores that are more dispersed in relation to the team average indicate more diversity on a scale.



◆ -Team Average
 ■ -Team Leader
 ■ ■ -Team Members

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

Team/Leader Similarity for Sensing vs. iNtuiting



◆ -Team Average
 ■ -Team Leader
 ■ ■ -Team Members

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

Team/Leader Similarity for Thinking vs. Feeling

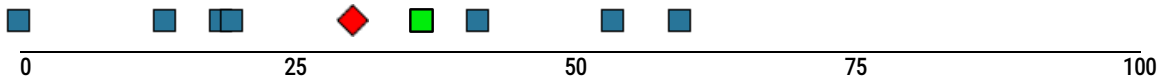


◆ -Team Average
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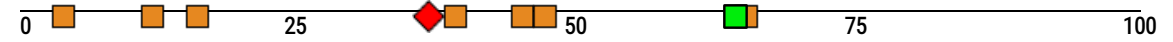
Team/Leader Similarity for organizing vs. Adapting

organizing



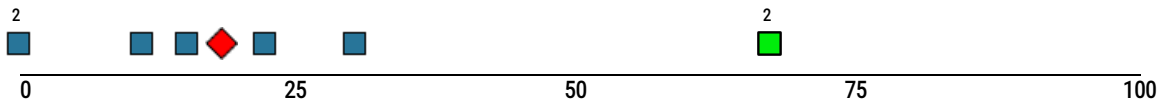
Prefers an orderly, organized, and planned lifestyle

Adapting



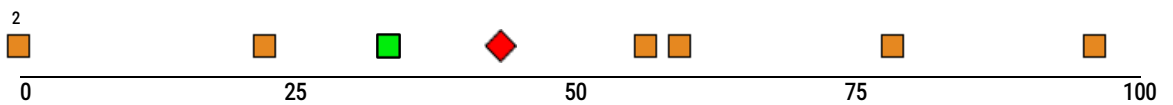
Prefers a flexible, open-minded, and emergent lifestyle

Planned



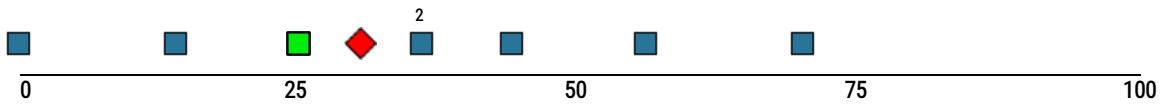
Likes having all loose ends tied up and plans settled

Open-ended



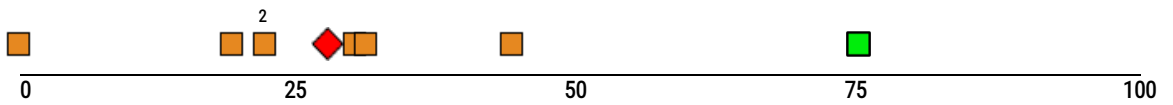
Prefers not to plan and to work things out as they unfold

Reliable



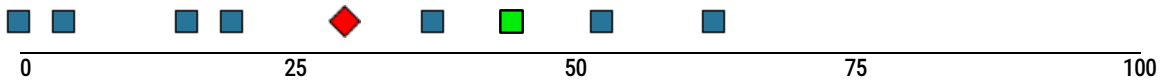
Values being prompt and dutiful; tries to get an early start and meet deadlines

Casual



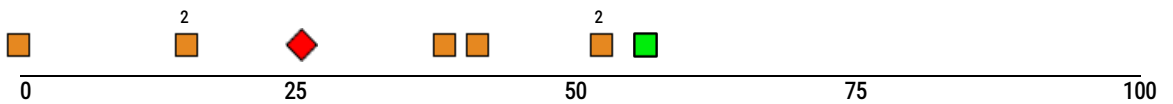
Prefers flexible deadlines; tends to start late and let work pile up as attention is diverted elsewhere

Deliberate



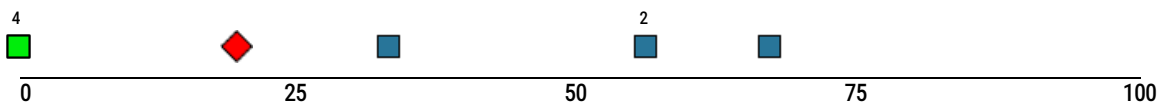
Prefers to be exact and cautious; methodically approaches daily demands

Spontaneous



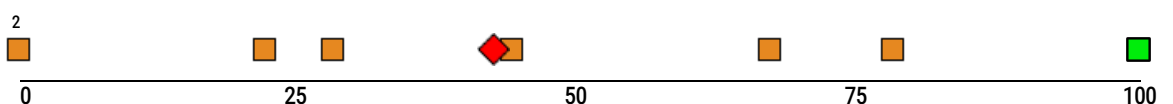
Enjoys impulsiveness; relies on an ad hoc approach to meeting daily demands

Conforming



Prefers to follow clearly established rules and goals

Nonconforming

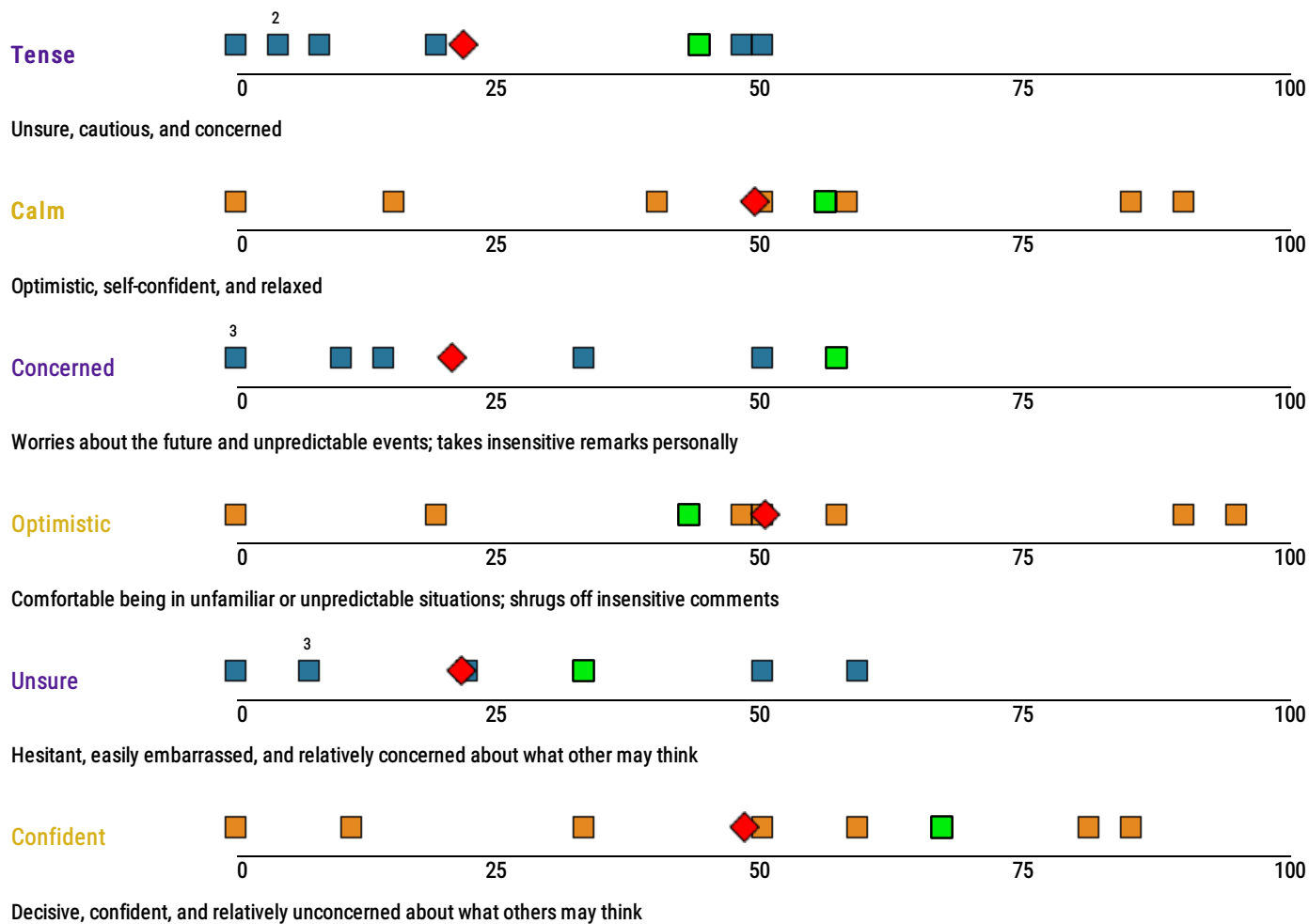


Prefers freedom to develop own rules and goals

◆ -Team Average ■ -Team Leader ■ ■ -Team Members

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

Team/Leader Similarity for Tense vs. Calm



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