



GOLDEN

PERSONALITY PROFILER™

John P. Golden Ed.D.
VERSION 5.1

Talent Management Report

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Administered by
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Introduction to The Golden Personality Profiler Model & Report

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, goals, and relationships with others. Self-awareness is the foundation of personal development and growth. The Golden Personality Profiler originates from a synthesis of independent theories advanced by some of the worlds greatest philosophers, physicians and psychologists over the past two thousand five hundred years.

Providing clarity where other's placed limitations, the Golden Personality Profiler unites the most widely accepted theories and models of personality into a powerful tool designed to help you develop:

- a more accurate picture of who you are at your best
- a deeper understanding of your strengths and growth opportunities
- a clearer picture of your management, leadership and teaming style
- effective strategies for managing stress and building your confidence, and
- a better understanding and appreciation for the important differences among the people you interact with.

In the pages that follow, you will explore your personality profile and the global scales used to create it, read a rich narrative portrait that describes your profile, examine your Global and Facet scales and scores, and examine how you respond to stress. Understanding your personality, as described in this report will help you to lead a more productive and satisfying life and have better relationships with the people around you.

Table of Contents

Portrait of Your Global Profile.....	2
Your Global Scale Results.....	4
Your Profile Portrait Continued.....	7
Map of Sixteen Profiles.....	10
A Deeper Look: Facet Results.....	11
Your Cardinal, Central and Coaching Traits.....	16
Summary Report.....	18

A Portrait of Your Personality

The first four global dimensions of the Golden's personality model are combined to yield sixteen four-letter Personality Profiles. The resulting portraits provide a broad brush, yet rich narrative description that can be used to begin a more complete exploration of your personality. An understanding of the personality model and its application will lead to a better understanding of other profiles. The unique traits and the role of stress in connection with your profile will be explored later in the report.

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.

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.

ISTA - The Operator

ISTAs are quiet, fun loving, and independently adventurous. As an ISTA you prefer to critically observe events from a distance and only get involved when you choose to do so. You dislike excessive rules and regulations and enjoy the challenge of seeing how far the rules can be stretched. You are bored by routine and may purposely mix things up or do things differently just to make it interesting.

You enjoy sharing activities with your closest friends and family members, but you protect your private time. You like to participate in physical activities, especially team sports, yet you make your best contribution as an individual. You have a clever sense of humor and can be a real practical joker.

You have a remarkable memory for facts and details in the activities and subjects that capture your attention. Your interests lie in how and why things work, and you love to solve technical and mechanical problems. You are challenged by taking things apart to see how they work and then putting them back together again. You are a master at using a variety of tools at school, on the job, and in your personal ventures.

PERSONAL NOTES

The Global Scales

Your global results provide insight to how the four different dimensions of your personality work together to form your Global Personality Profile. The results indicate your level of preference for each Global Scale. The scores indicate how strongly you identified with certain behaviors versus others.

Your Global Personality Profile is identified as **ISTA**

How you focus your energy: **Introverting (I)**

How you gather information: **Sensing (S)**

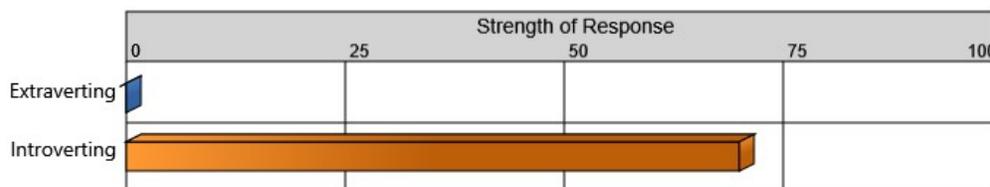
How you make decisions: **Thinking (T)**

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

How you respond to Stress: **Calm**

How You Focus Your Energy:

You have a Very Strong preference for Introverting.



Extraverting

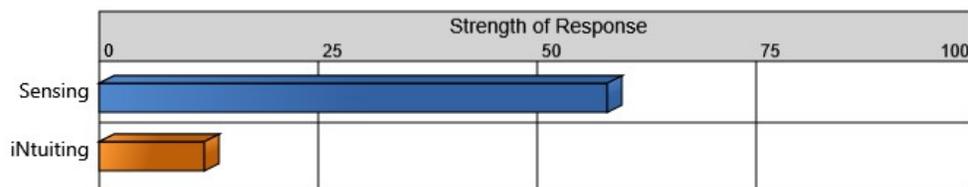
- focuses attention externally toward people and things
- enjoys being sociable, talkative, and gregarious
- enjoys discussions more than reading
- active rather than reflective

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

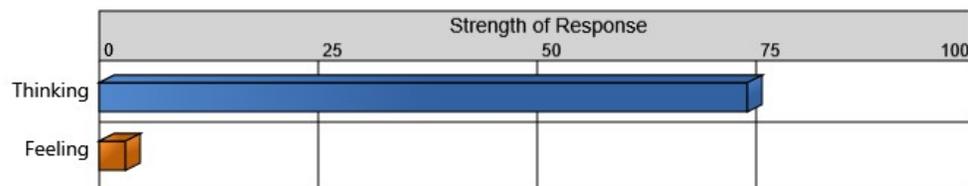
- processes information in an exact, detailed, and literal fashion
- lives in the present, prefers facts - what is known
- focuses on practical issues and topics

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:

You have a Very Strong preference for Thinking.



Thinking

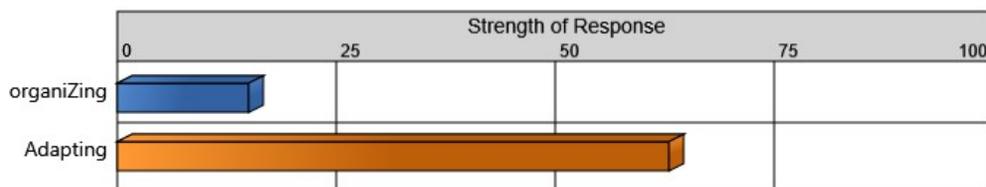
- makes decisions based on logic and rationality
- prefers to deal in objective reason and logic
- does not get personally involved in decisions

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 Strong preference for Adapting.



organizing

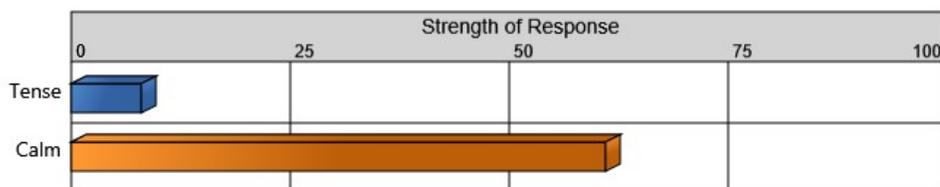
- prefers an orderly, organized and planned lifestyle
- likes to make decisions and reach closure
- prefers systematic approaches

Adapting

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

Response to Daily Stressors:

You have a Strong preference for Calm.



Tense

- unsure and cautious
- uncertain about the likely consequences of actions
- worries about things that cannot be changed
- concerned about what others think of them
- confused about values and priorities
- experience self-doubt, fear, defensiveness, anger

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

ISTA - The Operator Portrait, Continued

Your Strengths Include...

- Taking risks and seeking adventure.
- Remaining optimistic.
- Linear thinking and unemotional reactions.
- Skill with mechanical and technical pursuits.
- Implementing simple solutions.
- Working independently.
- Identifying resources to solve immediate problems.
- Achieving instant results and avoiding routine.
- Providing direct and frank feedback.

Questions to Consider:

Where can you best use your strengths?
In what situations or roles are your strengths most valuable?

You Learn Best When Dealing With...

- Training methods, procedures, and skills that are useful for the task at hand.
- Theories that have practical uses.
- Hands-on experience.
- Teachers who have relevant life experience.
- A sense of pressure.
- Lessons that have unexpected twists and turns.
- Brief written assignments and independent learning activities.

When Interacting Socially, You...

- Speak in specific, no-nonsense terms.
- Have a sense of humor.
- Reflect momentarily before commenting.
- Respond only when ready.
- Prefer speaking to individuals instead of groups.
- Avoid long-winded or intellectual speeches.
- Approach experiences and ideas objectively.
- Focus on concrete descriptions.
- Recount actual experience to make a point.
- Are persuaded by common sense, logical analysis, and experience.

You Are Motivated By...

- Freedom from rules and strict lines of authority.
- Opportunities to work alone and focus on tasks that pertain to objects rather than people.
- Being outdoors and involved in thrilling activities.
- Opportunities to take risk and solve crises.
- Solving difficult and novel problems.
- Situations free of mundane details.
- Laughter and fun.

Questions to Consider:

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

On a Team, You...

- Are the storehouse for facts, figures, details, and different points of view.
- Organize tasks efficiently with your analytical skills.
- Persevere regardless of obstacles.
- Focus on solving current and immediate problems with flair.
- Are greatly annoyed by know-it-alls, contrary behavior, and illogical people.
- Are disdainful of meetings that lack a practical purpose.
- Do not enjoy constant teamwork; want 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?

In Order to Maximize Your Potential...

- Take into consideration the feelings and emotions underlying other people's actions.
- Take constructive criticism more seriously.
- Consider the long-term implications of present-day actions.
- Don't give up on complex ideas too quickly.
- Ask for help when you don't understand something.
- Don't let your need for adventure lead to dangerous actions.
- Openly express your opinions.
- Set goals and stay on schedule.

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?

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

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.

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><u>ISTA</u></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><u>ISFA</u></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><u>ESTA</u></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><u>ESFA</u></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><u>INFA</u></p> <ul style="list-style-type: none"> • deeply caring and idea oriented • peacekeepers • absorbed in projects • encourage growth and development with quiet enthusiasm 	<p><u>INFZ</u></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><u>ENFA</u></p> <ul style="list-style-type: none"> • enthusiastic, charming, interesting • naturally curious and imaginative • know everyone • fascinated by relationships around them 	<p><u>ENFZ</u></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

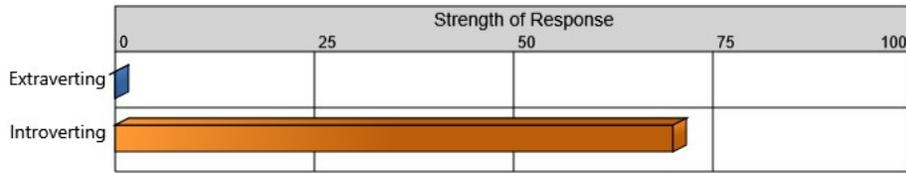
<p><u>ESTZ</u></p> <ul style="list-style-type: none"> • practical and realistic • value productivity and efficiency • enjoy management • excel at bringing order to groups 	<p><u>ESFZ</u></p> <ul style="list-style-type: none"> • sociable, supportive and warm-hearted • active team participant • helpful toward others • use interpersonal skills to maintain important relationships
<p><u>ISTZ</u></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><u>ISFZ</u></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><u>ENTA</u></p> <ul style="list-style-type: none"> • creative, confident thinkers • intellectual and outspoken • argue both sides of issues • good at juggling many balls 	<p><u>ENTZ</u></p> <ul style="list-style-type: none"> • direct and strategic • confident and well-informed • frank and decisive • natural organization builders and leaders
<p><u>INTA</u></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><u>INTZ</u></p> <ul style="list-style-type: none"> • independent thinkers • develop strategy based on a clear vision • high achievement drive • emphasize competency

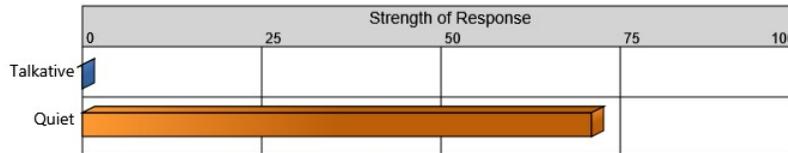
SZ Responsible and Reliable

NT Competent and Visionary

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

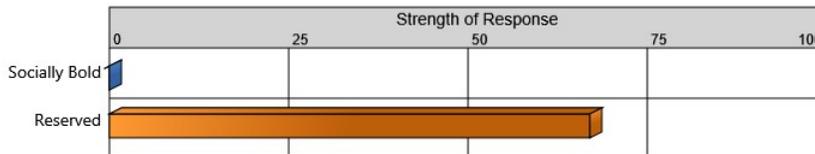


Your Extraverting & Introverting Facet Scale Results



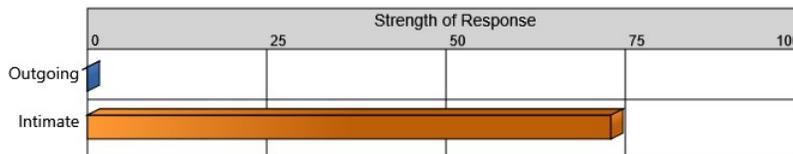
Talkative: animated and expressive; sociable and gregarious; opens up to others.

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



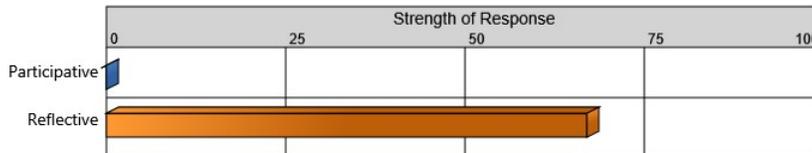
Socially Bold: friendly and outgoing; initiates conversations; comfortable leading; likes public speaking.

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.

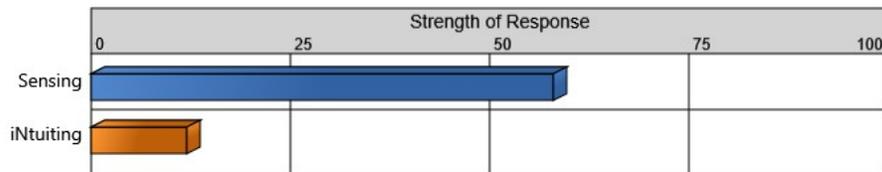
Intimate: has a few close friends; enjoys working alone; can concentrate for long periods of time.



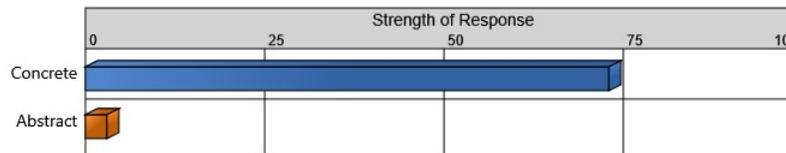
Participative: active and energetic; seeks stimulating activities; prefers to learn through discussion.

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

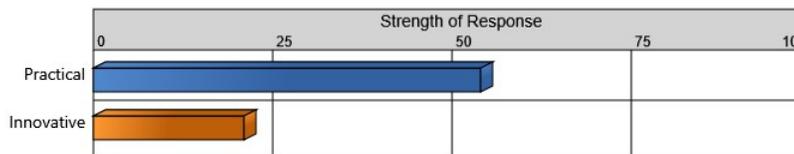
A Deeper Look at How You Gather and Interpret Information: Sensing & iNtuiting



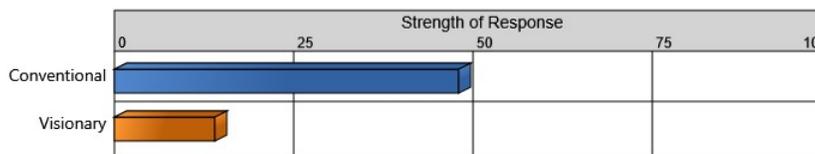
Your Sensing & iNtuiting Facet Scale Results



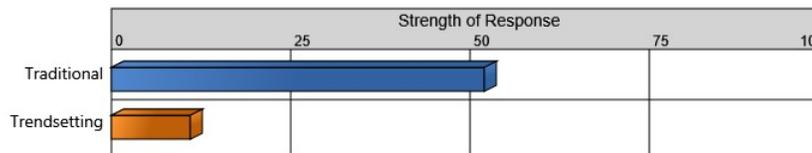
Concrete: deals with tangible facts and "what is" rather than "what could be"; likes to work out details.
Abstract: enjoys ideas and possibilities; values imagination; bored by details.



Practical: prefers established methods to achieve end results; dislikes improvising.
Innovative: likes variety and new ideas; enjoys resolving a crisis with a novel situation.

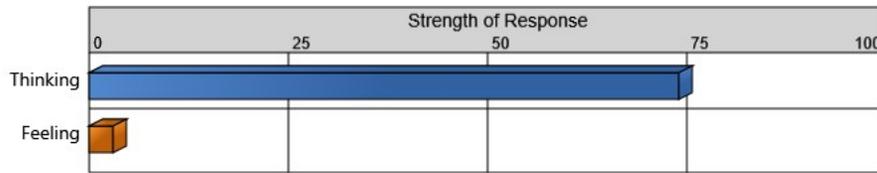


Conventional: values customs and traditions; follows accepted practices; dislikes standing out.
Visionary: values inspiration, uniqueness, and originality; comfortable appearing unconventional.

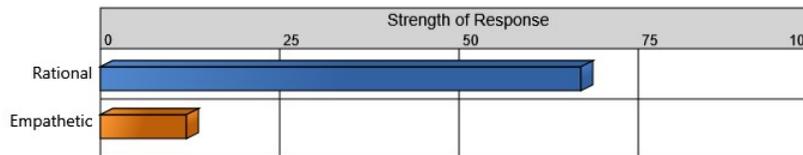


Traditional: predictable and established; careful with facts; opposes changes for sake of change.
Trendsetting: focuses on change and the big picture; seeks new trends; becomes bored with routine.

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

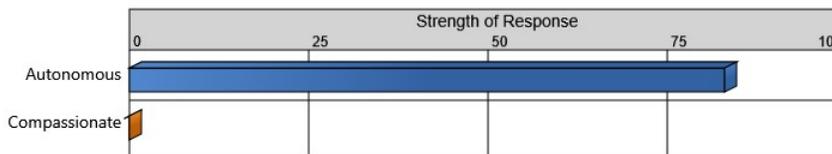


Your Thinking & Feeling Facet Scale Results



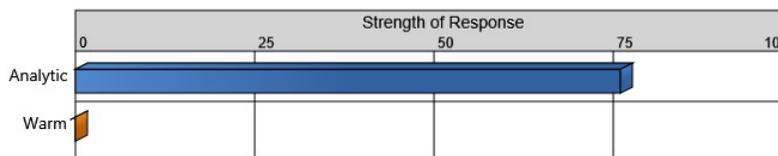
Rational: decisions based on logical analysis; impersonal problem solving style.

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



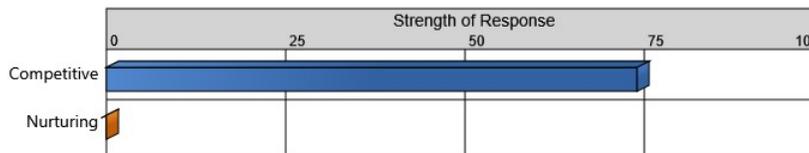
Autonomous: fair, impartial, objective, and independent; more task- than relationship-oriented.

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



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

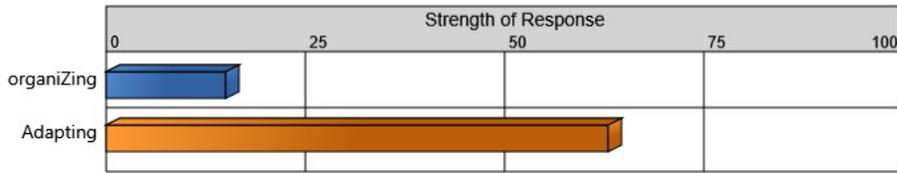
Warm: values warmth and compassion in decision making; personable style.



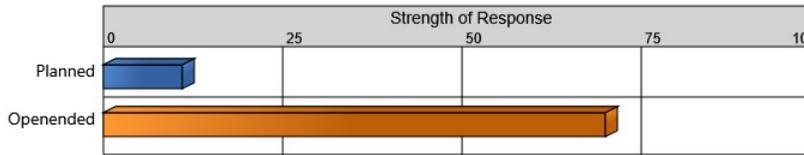
Competitive: critical, skeptical, tough-minded style; enjoys a good argument.

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

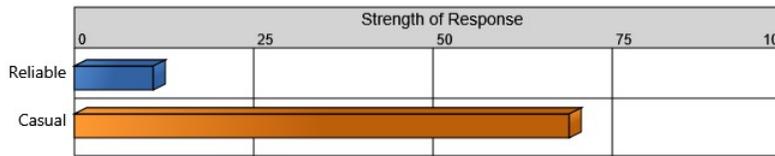
A Deeper Look at How You Approach and Control Your Life: organiZing & Adapting



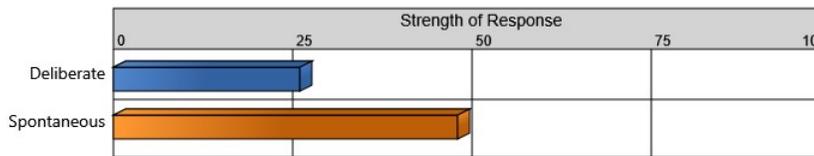
Your organiZing & Adapting Facet Scale Results



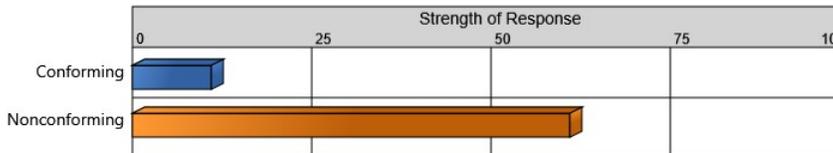
Planned: likes schedules and closure; emphasizes planning, anticipating contingencies, and organization.
Open-Ended: likes working things out as they unfold; emphasizes adaptability and flexibility.



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

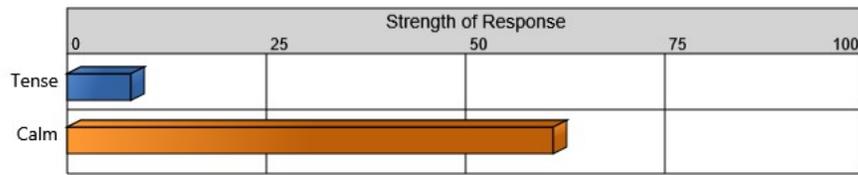


Deliberate: exact, cautious, risk-avoidant, and goal-oriented; prefers a settled, non-impulsive lifestyle.
Spontaneous: changeable and opportunistic; comfortable taking risks; sometimes impulsive.

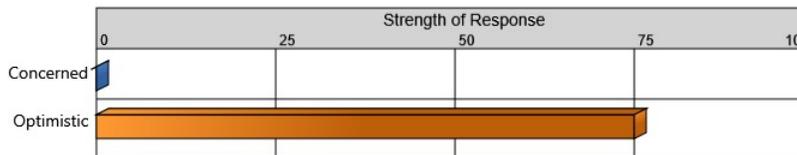


Conforming: prefers security, stability and structure; most effective with clear goals and direction.
Nonconforming: prefers freedom to develop own rules and goals; works effectively without structure.

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

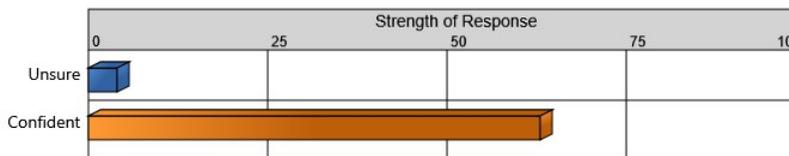


Your Tense & Calm Facet Scale Results



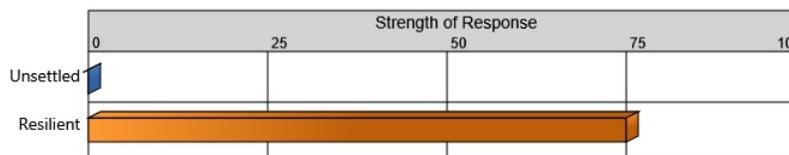
Concerned: worries about the future and unpredictable events; takes insensitive remarks personally.

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.

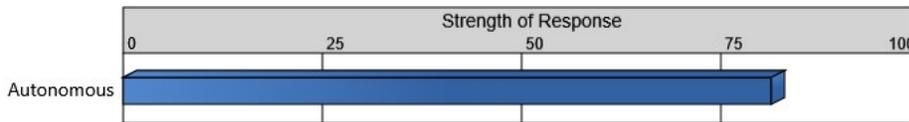
Resilient: clear values/priorities, sees beyond the present, works through adversity/conflict towards goals.

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.

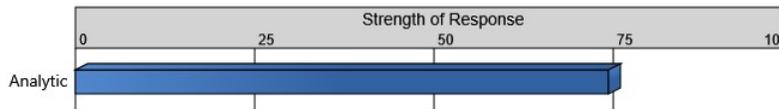
Your Cardinal Trait is:

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

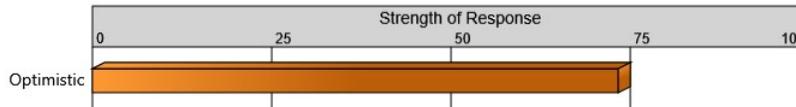


Your Top Five Central Traits are:

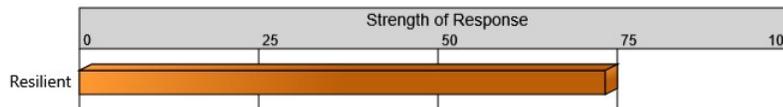
Analytic: values logic and scientific principles in decision making; analytical style.



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



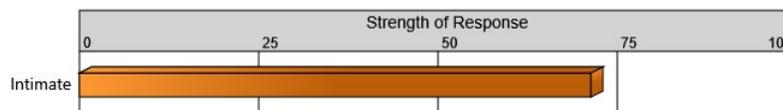
Resilient: clear values/priorities, sees beyond the present, works through adversity/conflict towards goals.



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



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



Questions to Consider:

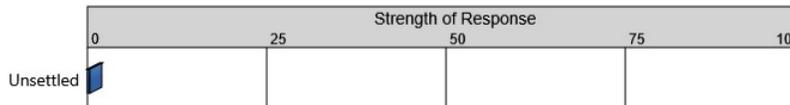
- How well do your Central and Cardinal facets describe your strengths?
- Is there an overall theme or message that is important to understand?
- Can you envision a unique career or life path that requires these strengths?

Your Targeted Coaching Traits Summary

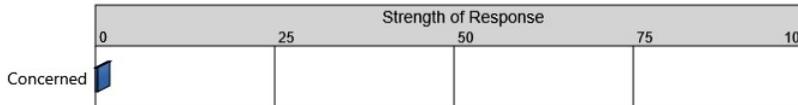
It is important to identify facets of your personality that are not well developed or relied upon. Your lowest scoring facets represent behaviors targeted for coaching and development of skills that will help broaden your energy, information gathering, decision making, lifestyle and response to stress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

Your 5 lowest scoring Facet Scales are:

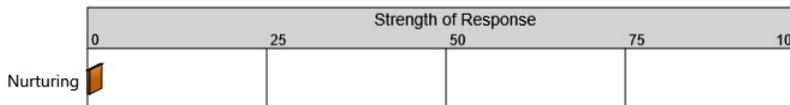
Unsettled: Some events cause confusion and upset your values and belief priorities. Some self-doubt and fear is natural and healthy. Identify the triggers that set off your defensiveness and anger.



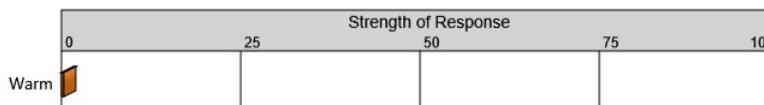
Concerned: Some things in life warrant your attention and energy. Troubles can be minimized or eliminated when you give them the attention they deserve. Listen to what others are really saying when you think you hear criticism.



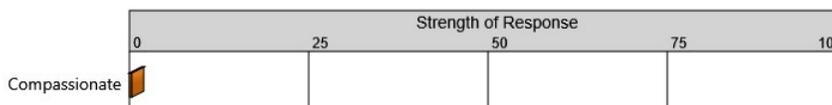
Nurturing: Practice being cooperative, accepting and supportive of other peoples ideas and opinions. Aim for harmony and avoidance of conflict.



Warm: Recognize and communicate the importance of empathy and compassion in your everyday decisions. Apply more feeling in your own actions and decisions.



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

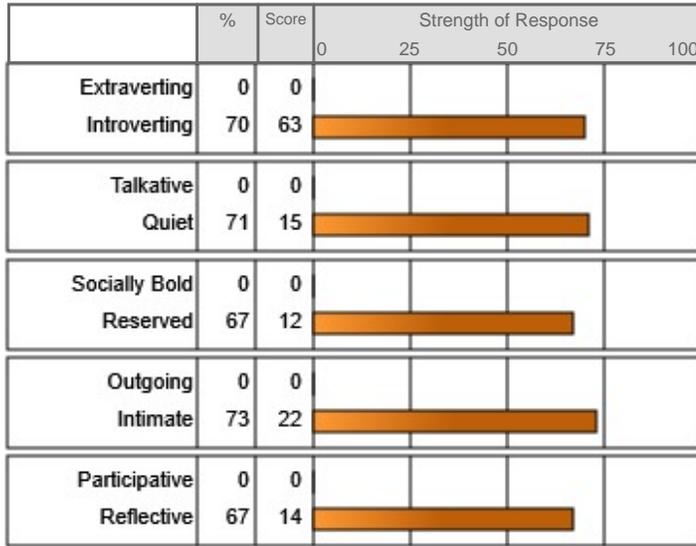


Questions to Consider:

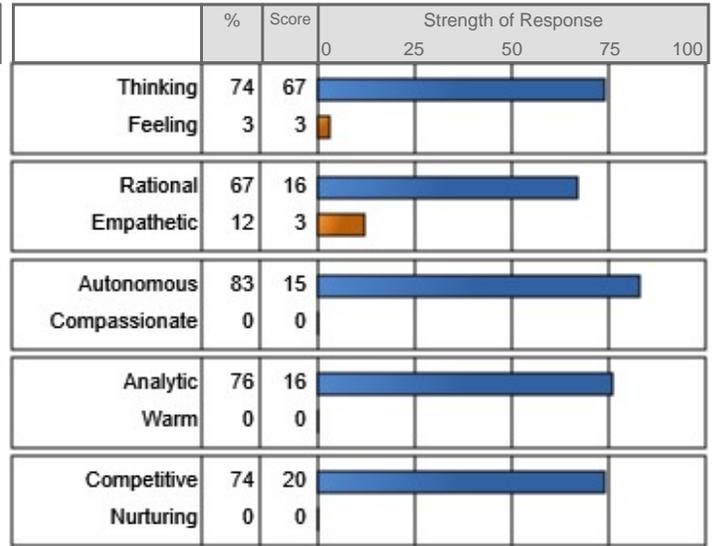
- Has your performance been affected by an absence of skill in these behaviors?
- Have you ever heard suggestions like these before, or is this the first time they've come up?
- Have you done anything on your own to develop more skill around these behaviors?

Summary Report

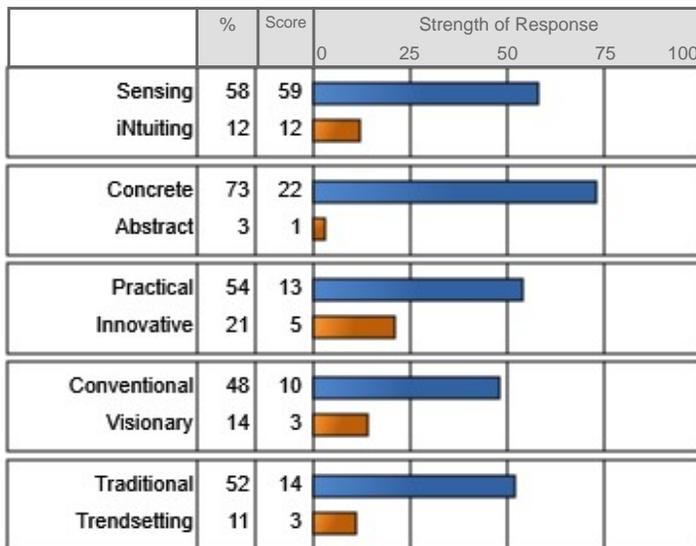
ENERGY DIRECTION



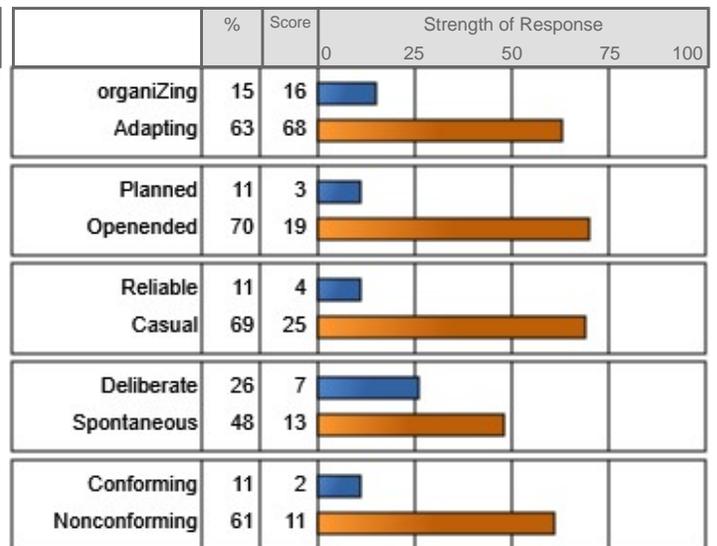
DECISION MAKING



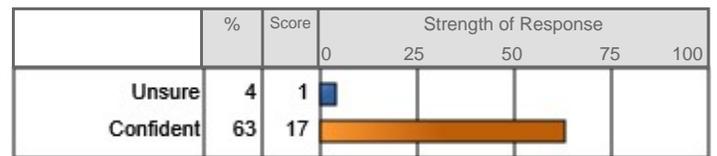
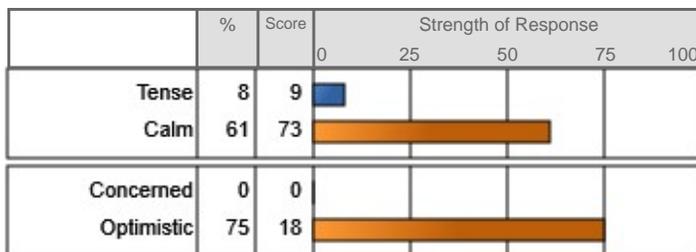
INFORMATION GATHERING



LIFESTYLE ORIENTATION



RESPONSE TO DAILY STRESSORS



Advanced TC:Tense:8%/9-Calm61%/73; 33-0%/; 34-75%/18; 35-4%/1; 36-63%/17; 37-0%/; 38-75%/27; 39-24%/8; 40-33%/11