

# Your Personality/Behavior Profile

## *A Do-it-yourself Guide to Better Understanding*

Each of us has developed a certain behavior pattern that reflects our individual identity; how we think, feel and act. This exercise will help you identify your individual behavior profile. While most of us have a profile that is a combination of styles, the Personality/Behavior Profile can help you identify preferred style. **This is a guide, not a clinical assessment.** There are no right or wrong answers. There is no one pattern that is better than another. This is simply a way for you to understand your behavior style, identify and appreciate other styles, and effectively work with others.

### How to Determine Your Profile

1. Pick a quiet spot to complete the profile.
2. Look across the words on each line. Rate each word 4-3-2- or 1, **4** being the **MOST** descriptive of you and **1** being the **LEAST** descriptive of you in a business situation. **Use each number only once** across each row. It helps to put each word in a sentence that begins, "I am..." or "I..." Rate yourself on your "natural" behavior, not by what you think you should respond. Remember, this is not a test. The only right answer is an honest answer.
3. After you have completed all 12 rows, total the points in each column. When you add together the totals from all the columns. **The number should total 120.** The column in which you have the most points is your dominant style.
4. After doing your personal profile, check out the brief description of each profile.

# Your Personality/Behavior Profile

Give yourself a 4-3-2-1 for each line

4 = **Most** like you

1 = **Least** like you

Example:

<b>3</b>	<b>Daring</b>	<b>4</b>	<b>Outgoing</b>	<b>2</b>	<b>Supportive</b>	<b>1</b>	<b>Cautious in action</b>
<b>1</b>		<b>2</b>		<b>3</b>		<b>4</b>	
___	Daring	___	Outgoing	___	Supportive	___	Cautious in action
___	Competitive	___	Enthusiastic	___	Cool, calm & collected	___	Organized
___	Like control	___	Dislike details	___	Agreeable	___	Conscientious
___	Goal oriented	___	Talkative	___	Dependable	___	A planner
___	A risk taker	___	A good mixer	___	Avoid conflict	___	Time-disciplined
___	Determined	___	Like to be involved	___	Dislike change	___	Like charts, graphs
___	Impatient	___	Spontaneous	___	Good under pressure	___	Ask a lot of questions
___	Assertive	___	Make friends easily	___	Can mediate problems	___	Diplomatic
___	Self-reliant	___	Persuasive	___	A listener	___	Find creative solutions
___	Decisive	___	Animated	___	Slow to make decisions	___	Economical
___	Strong-willed	___	Dislike being alone	___	Cautious toward risk	___	A thinker
___	Confident	___	Tend to waste time	___	Patient	___	Dislike lots of involvement
___	<b>TOTAL</b>	___	<b>TOTAL</b>	___	<b>TOTAL</b>	___	<b>TOTAL</b>

(Use each number only once in each row across. Add up the total for each column. Totals across should equal 120)

# Your Personality/Behavior Profile

Circle the column number (1-2-3-4) in which you scored the most points. Refer to this profile number below. This is your dominant style. Review the “About Your Score” section below.

**1. You’re a Pathfinder**

You tend to like action, challenge, immediate results, quick decisions, solving problems and taking authority.

**2. You’re a Promoter**

You like to be popular, generate enthusiasm, entertain and create a motivating environment, and have a positive, optimistic outlook.

**3. You’re a Pilot**

You tend to be patient, a good listener, loyal, consistent, hard-working, and to create a stable environment. The good of the group is your top priority.

**4. You’re a Predictor**

You tend to like detail, analytical thinking, subtle approaches to conflict, a systematic approach to activities, quality and accuracy.

## About Your Score

48 is the most you can score in any column. The total of all 4 columns is 120. You will score points in each column because we are all a blend of styles. Your highest column score indicates your dominant style according to the four classic behavior profiles that occur most frequently in work and social settings.

**If you scored close to equal in three or four columns:**

This may suggest that you have become very good at adapting your style to the needs of those around you. Look back and see if you answered based on your “natural” style.

**If you scored equally in two columns**

You may be a blend of those two styles. We suggest that you review your responses in each column to see if you can pinpoint the more dominant style.

**If your dominant style score is MUCH higher than all other columns**

The stronger your dominant style, the more you need to develop the ability to adapt to other styles. The more you surround yourself with people of other styles, the better you’ll become at balancing your style into an effective leadership role.

**This exercise is not intended to encourage behavior change. By pointing out preferred behavior, it’s intended to enhance your self- awareness and develop your personal effectiveness.**

# Profile Summary

Style	Strength	Weakness	Need
<b>Pathfinder</b>	Determined Decisive Thorough	Impatient Intimidating Inflexible	Authority Recognition Clear Objectives
<b>Promoter</b>	Enthusiastic Personable Sociable	Wastes time Lacks focus Undependable	Attention Social Activity Acceptance
<b>Pilot</b>	Supportive Dependable Agreeable	Resists change Avoids risk Avoids conflict	Appreciation Security Encouragement
<b>Predictor</b>	Organized Analytical Competent	Procrastinates Overly critical Rigid	Approval Facts Time

Style	Key Approach	Key Need
<b>Pathfinder</b>	Act	Authority
<b>Promoter</b>	Adapt	Attention
<b>Pilot</b>	Agree	Appreciation
<b>Predictor</b>	Analyze	Approval

# How Will You Recognize Other Profiles?

BEHAVIOR	PATHFINDER	PROMOTER	PILOT	PREDICTOR
<b>1. Primary Strengths</b>	<ul style="list-style-type: none"> <li>Go-getter</li> <li>Ambitious</li> </ul>	<ul style="list-style-type: none"> <li>Networker</li> <li>Socializer</li> </ul>	<ul style="list-style-type: none"> <li>Peacemaker</li> <li>Bridge Builder</li> </ul>	<ul style="list-style-type: none"> <li>Fact-finder</li> <li>Pragmatist</li> </ul>
<b>2. Thrives On</b>	Pressure, change	Stimulation, fun	Togetherness, support	Accuracy, information
<b>3. Pace of Speech</b>	Very fast	Fast	Moderate	Slower
<b>4. Body Language</b>	<ul style="list-style-type: none"> <li>Leans forward</li> <li>Intense eye contact</li> <li>Deliberate movements</li> </ul>	<ul style="list-style-type: none"> <li>Leans forward</li> <li>Good eye contact - maybe darting</li> <li>Lots of gestures</li> </ul>	<ul style="list-style-type: none"> <li>Leans back</li> <li>Good eye contact</li> <li>Uses gestures</li> </ul>	<ul style="list-style-type: none"> <li>Leans back</li> <li>Limited eye contact</li> <li>Limited gestures</li> </ul>
<b>5. Style of Communication</b>	<ul style="list-style-type: none"> <li>Direct - to the point</li> <li>Can be outspoken</li> <li>Formal, business-like</li> </ul>	<ul style="list-style-type: none"> <li>Animated, excitable</li> <li>Can come on too strong</li> <li>Informal, casual</li> </ul>	<ul style="list-style-type: none"> <li>Dreamy, thoughtful</li> <li>May seem vague</li> <li>Informal, casual</li> </ul>	<ul style="list-style-type: none"> <li>Specific, concise</li> <li>Clear, logical</li> <li>Formal, bottom line</li> </ul>
<b>6. Expression of Anger</b>	<ul style="list-style-type: none"> <li>Impatience</li> <li>Aggressiveness</li> </ul>	<ul style="list-style-type: none"> <li>Easily frustrated</li> <li>Can be explosive</li> </ul>	<ul style="list-style-type: none"> <li>Gentle</li> <li>Gets frustrated</li> </ul>	<ul style="list-style-type: none"> <li>Slow to anger</li> <li>Rational approach</li> </ul>
<b>7. Work Style</b>	<ul style="list-style-type: none"> <li>Works in priority order</li> <li>Makes priority lists</li> <li>Does several things at once</li> <li>Intense, driven, generates ideas</li> </ul>	<ul style="list-style-type: none"> <li>Unstructured</li> <li>Likes freedom</li> <li>Lots of people interaction</li> <li>Makes lists of people to call and places to go</li> </ul>	<ul style="list-style-type: none"> <li>Easy going</li> <li>Cooperative</li> <li>Always willing to be of service</li> <li>Goes with the flow</li> <li>No strong sense of urgency</li> </ul>	<ul style="list-style-type: none"> <li>Thorough, attentive to detail</li> <li>Step-by-step procedures</li> <li>Works in sequence</li> <li>Makes to-do lists</li> <li>Concentrates on one thing at a time</li> </ul>
<b>8. Group Role</b>	<ul style="list-style-type: none"> <li>Leader</li> <li>Needs to control</li> </ul>	<ul style="list-style-type: none"> <li>Rapport builder</li> <li>Must be center of attention</li> </ul>	<ul style="list-style-type: none"> <li>Peacemaker</li> <li>Needs to feel included</li> </ul>	<ul style="list-style-type: none"> <li>Information provider</li> <li>Needs focus and direction</li> </ul>
<b>9. When Stressed</b>	Commands	Attacks	Gives in	Avoids
<b>10. Dislikes</b>	Wasting time	Reinventing the wheel	Confrontation	Being wrong
<b>11. Makes Decisions Based On</b>	Reaching goals	Intuition	Feelings	Evidence
<b>12. Likes to Be Rewarded With</b>	Power	Recognition	Approval	Responsibility
<b>13. Wants to be Appreciated For</b>	<ul style="list-style-type: none"> <li>Productivity</li> <li>Making an impact</li> </ul>	<ul style="list-style-type: none"> <li>Contribution</li> <li>Giving others an opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Involvement</li> <li>Being considerate of others</li> </ul>	<ul style="list-style-type: none"> <li>Quality</li> <li>Sound judgment</li> </ul>
<b>14. How They Stroke Others</b>	<ul style="list-style-type: none"> <li>Gives you more responsibility</li> <li>Has high expectations of you</li> </ul>	<ul style="list-style-type: none"> <li>Tells others about you</li> <li>Asks your opinion</li> <li>Gives lots of praise</li> </ul>	<ul style="list-style-type: none"> <li>Says "Thank You"</li> <li>Sends cards, flowers</li> <li>Makes you feel special</li> </ul>	<ul style="list-style-type: none"> <li>Values your judgment</li> <li>Gives you more autonomy</li> </ul>
<b>15. When Working With...</b>	<ul style="list-style-type: none"> <li>Be brief and efficient</li> <li>Get to bottom line</li> <li>Give options</li> <li>Let them feel in control</li> </ul>	<ul style="list-style-type: none"> <li>Show interest</li> <li>Demonstrate personal involvement</li> <li>Compliment them</li> </ul>	<ul style="list-style-type: none"> <li>Be easy and informal</li> <li>Give them time</li> <li>Be agreeable</li> </ul>	<ul style="list-style-type: none"> <li>Talk facts</li> <li>Be accurate</li> <li>Tell them exactly what you want them to do</li> </ul>

## Keys for Working with Other Personality Types

PATHFINDER	PROMOTER	PILOT	PREDICTOR
<p><b>I can be impatient:</b></p> <ul style="list-style-type: none"> <li>• Work on patience</li> <li>• Give myself a longer lead-time</li> <li>• Be more tolerant of delays</li> <li>• Relax more</li> </ul>	<p><b>I like to work in an unstructured way:</b></p> <ul style="list-style-type: none"> <li>• Be more organized</li> <li>• Let others organize me</li> <li>• Pay more attention to details</li> </ul>	<p><b>My Pace is slow:</b></p> <ul style="list-style-type: none"> <li>• Don't agonize over decisions</li> <li>• Set deadlines</li> <li>• Don't get overwhelmed by pressure</li> </ul>	<p><b>I focus on facts and figures:</b></p> <ul style="list-style-type: none"> <li>• Reduce reliance on facts alone</li> <li>• Use other information</li> <li>• Trust my intuition</li> </ul>
<p><b>I pressure others:</b></p> <ul style="list-style-type: none"> <li>• Slow down</li> <li>• Pressure others less</li> <li>• Be sensitive to others' needs</li> <li>• Take on less</li> <li>• Be aware of my own limitations</li> </ul>	<p><b>I come on strong:</b></p> <ul style="list-style-type: none"> <li>• Be careful not to intimidate others</li> <li>• Don't steal too much of the limelight</li> </ul>	<p><b>I appear vague:</b></p> <ul style="list-style-type: none"> <li>• Think before I speak</li> <li>• Organize my thoughts</li> </ul>	<p><b>I'm more task than people oriented:</b></p> <ul style="list-style-type: none"> <li>• Develop relationships</li> <li>• Avoid being judgmental</li> </ul>
<p><b>I have a competitive spirit:</b></p> <ul style="list-style-type: none"> <li>• Remember I'm part of a team</li> <li>• Results will speak for themselves</li> <li>• Avoid being too independent</li> </ul>	<p><b>I react emotionally:</b></p> <ul style="list-style-type: none"> <li>• Avoid embellishments and exaggerations, i.e., being too dramatic</li> <li>• Take time before I react</li> <li>• State my case objectively</li> </ul>	<p><b>I get personally involved:</b></p> <ul style="list-style-type: none"> <li>• Leave home at home</li> <li>• Don't get overly close to co-workers</li> <li>• Be a bit more private</li> </ul>	<p><b>I remain objective:</b></p> <ul style="list-style-type: none"> <li>• Share my feelings</li> <li>• Avoid being aloof</li> <li>• Come to a quicker decision</li> </ul>
<p><b>I like to be in control:</b></p> <ul style="list-style-type: none"> <li>• Let others take control</li> <li>• Volunteer less</li> <li>• Avoid playing power politics</li> </ul>	<p><b>I'm interested in everything and everyone:</b></p> <ul style="list-style-type: none"> <li>• Get down to business quicker</li> <li>• Try not to get overly involved with people</li> </ul>	<p><b>I keep the peace:</b></p> <ul style="list-style-type: none"> <li>• Don't be afraid to take a stand</li> <li>• Assert myself more</li> <li>• Take the initiative</li> </ul>	<p><b>I'm somewhat inflexible:</b></p> <ul style="list-style-type: none"> <li>• Change plans and deadlines accordingly</li> <li>• Be less of a perfectionist</li> <li>• Allow others to communicate in their own way</li> </ul>
<p><b>I interrupt:</b></p> <ul style="list-style-type: none"> <li>• Let people complete their sentences</li> <li>• Take a breath before I respond</li> </ul>	<p><b>I talk a lot:</b></p> <ul style="list-style-type: none"> <li>• Don't dominate the conversation</li> <li>• Ask open-ended questions of others</li> </ul>	<p><b>Sometimes, I don't speak up:</b></p> <ul style="list-style-type: none"> <li>• State my opinion</li> <li>• Realize what I have to say is important</li> </ul>	<p><b>I usually listen, but others don't know it:</b></p> <ul style="list-style-type: none"> <li>• Non-verbally show that I am listening</li> <li>• Be more spontaneous</li> </ul>
<p><b>I set many goals:</b></p> <ul style="list-style-type: none"> <li>• Limit the number of goals I set</li> <li>• Focus on results</li> </ul>	<p><b>Goals may kill my spontaneity:</b></p> <ul style="list-style-type: none"> <li>• Be spontaneous about means to reach goals</li> <li>• Reach my goals by telling others</li> </ul>	<p><b>I'm cautious about commitment to goals:</b></p> <ul style="list-style-type: none"> <li>• Achieve goals with someone else</li> <li>• Take action quicker</li> </ul>	<p><b>Goals must be met on time:</b></p> <ul style="list-style-type: none"> <li>• Work on "Target Goals"</li> <li>• Be flexible about my deadlines</li> </ul>