

# Comprehensive Profile

Name: Gnrl. Colin L. Powell  
Purpose: U.S. General

Date: 04/21/98  
Code: 9326-656-27848

*The purpose of this report is to provide insight into the personality and behavior of the individual being evaluated. This is not a pass or fail test, but rather a personality profile of a unique individual. This assessment is based upon an analysis of the client-provided handwriting sample and is intended for the sole and confidential use of the client.*

The **Comprehensive Profile** is divided into four parts:

## **PART 1. Potential Strengths & Weaknesses (Page 2)**

This one page chart provides a trait summary of the writer's personality by categorizing his/her potential abilities and limitations. By examining the number as well as the intensity of traits in each category, a quick assessment can be made as to where the writer can excel and where potential problems may arise. A compatible job or interpersonal relationship for this person should value and utilize as many of one's Strengths as possible; and, where one's Weaknesses will not interfere with success.

## **PART 2. Strengths and Weaknesses Explained (Pages 3-4)**

This two page portion of the personality profile describes each Strength and Weakness in detail and prioritizes them in order of intensity. Realize that not all Strengths are beneficial to every situation and not all Weaknesses are detrimental. For example, a high score in 'Secretive' (listed as a Strength) enables a person to maintain confidentiality at work, but is undesirable in close personal relationships. In general, the stronger one's Strengths, the stronger one's Weaknesses also tend to be.

## **PART 3. Trait Analysis Graphs (Pages 5-8)**

The graph appears on four separate pages - Mental, Social, Motivational and Emotional. This four-page graph measures more than 125 personality traits. When interpreting the graph, realize that there is no 'good' or 'bad' side and that the traits relate exclusively to the heading under which they appear. For example, under the heading 'Thinking Style' on the Mental Profile, we measure 'Flexible.' This relates specifically to 'Thinking Style' and does not indicate that the writer is necessarily socially 'Flexible.'

## **PART 4. Holland Model (A Career Assistance Guide) (Pages 9-10)**

Research has established that personality is the single most important factor in job choice, satisfaction and long term success. These two pages classify all jobs into six career categories by their respective personality types. One's similarity to each of the six career categories is provided, along with a sample list of job duties typical of each personality type. This information is valuable in understanding how one's personality strongly influences the working environment one selects, and is best suited to.

### **Benefits:**

- \* Increase job satisfaction
- \* Identify abilities & limitations
- \* Explore career options
- \* Evaluate job applicants
- \* A tool for personal change and growth
- \* Team building tool
- \* Insight into interpersonal dynamics
- \* Understand how personality affects job performance

### **Proper use of the tool:**

It is essential, if you have not already done so, that you discuss this Comprehensive Profile with your Client Service Representative in order to properly understand and effectively use this profile. Fifteen minutes of consultation is provided at no additional cost. This assessment is a tool and should be used in conjunction with other data, observations and facts to support any decision.

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# Strengths & Weaknesses

Name: Gnrl. Colin L. Powell

**Interpretation:**

*A person's Strengths will be exhibited when in compatible: job settings and/or interpersonal relationships. Weaknesses are evident when one is in the wrong job setting, in an unhealthy relationship, or is overly stressed.*

**Key:**

- Very High : 90-100
- High : 80-90
- Above Average : 65-80
- \* Opposite trait also present

## Mental

**Strengths**

**Weaknesses**

- Concerned with Future
- Conceptual Thinker
- Persistent
- Efficient
- Attentive-to-Details
- Good Discrimination
- Organized
- Adventurous
- Logical
- Disciplined
- Shrewd/Clever
- Objective
- Flexible
- Decisive
- Patient
- Simplifies Issues
- Rapid Comprehension
- Investigative
- Day-to-day Focus
- Creative Thinker

## Social

**Strengths**

**Weaknesses**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>● Confident</li> <li>● Diplomatic</li> <li>● Independent</li> <li>● Sophisticated</li> <li>● Honest/Sincere</li> <li>● Articulate</li> <li>○ Adaptable</li> <li>○ Secretive</li> <li>○ Persuasive</li> <li>○ Direct and to-the-Point</li> <li>○ Indifferent-to-Criticism</li> </ul> | <ul style="list-style-type: none"> <li>● Suspicious</li> <li>○ Conceited</li> <li>○ Aloof</li> <li>○ Insensitive-to-Criticism</li> </ul> |
|--|--|

## Motivational

**Strengths**

**Weaknesses**

- Seeks Power
- Enjoys Ideas/Concepts
- Competitive
- Energetic
- Self-Motivated
- Seeks Challenge
- Motivated by Change
- Task-Oriented
- Materialistic
- Curious
- Practical Interests

## Emotional

**Strengths**

**Weaknesses**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>● Enthusiastic</li> <li>● Determined</li> <li>● Self-Assured</li> <li>● Self-Sufficient</li> <li>● Handles Pressure Well</li> <li>● Rational/Reasonable</li> <li>○ Versatile</li> <li>○ Controls Emotions</li> <li>○ Strong-Willed</li> <li>○ Hard-Driving</li> <li>○ Emotionally Detached</li> <li>○ Stable</li> <li>○ Reliable</li> <li>○ Optimistic</li> </ul> | <ul style="list-style-type: none"> <li>○ Intense</li> <li>○ Overly-Controlled</li> <li>○ Represses</li> </ul> |
|--|---|

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# Potential Strengths

Name: Gnrl. Colin L. Powell

## Interpretation:

*In the right setting, these are the Strengths this person will exhibit. The writer should be placed in, and seek out circumstances (career and relationships) where as many of these Strengths can be utilized and valued.*

### **To a Very High Degree** (Intensity 90-100):

- concerned with future possibilities
- skilled in abstract thinking; brainstormer
- motivated by leadership responsibilities
- unwilling to give-up; persistent
- motivated; has an inner drive to achieve
- energetic and enthusiastic; motivated

### **To a High Degree** (Intensity 80-90):

- pursues challenging situations and overcoming obstacles
- socially confident
- suited to intellectually stimulating environments
- handles interpersonal politics tactfully
- motivated by task assignments and projects; task-oriented
- able to discern and discriminate clearly
- independent; does not require support from others
- attentive to details; thorough
- performs well in high pressured situations
- systematized, organized thinker
- exercises self-discipline
- logical and sensible approach to matters
- sincere and honest
- adventurous; willing to explore innovative opportunities
- clever and resourceful; shrewd
- refined interpersonal skills; sophisticated
- motivated by material compensation
- able to put personal feelings and emotions aside; objective
- skilled in interpersonal communication; articulate

### **To an Above Average Degree** (Intensity 65-80):

- adapts to people comfortably
- behaves in a careful and controlled fashion
- secretive
- able to be decisive when necessary
- flexible when evaluating intellectual possibilities
- through persuasion, can influence people
- patient; good with slower paced work duties
- outspoken and direct
- comprehends quickly
- simplifies issues; discards irrelevant criterion in problem solving
- emotionally consistent and stable
- investigative and curious
- not easily discouraged by the criticisms of others
- concerned with daily and short-termed events
- creative and resourceful
- positive, optimistic and hopeful

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# Potential Weaknesses

Name: Gnrl. Colin L. Powell

**Interpretation:** *In the wrong setting, these are the Weaknesses this person will exhibit. The writer should be in circumstances (career / relationships), where as much as possible, these Weaknesses are not detrimental; perhaps even advantageous. Example: Someone who is 'Impatient' should be placed in a fast paced work setting.*

**To a Very High Degree** (Intensity 90-100):

(None Identified)

**To a High Degree** (Intensity 80-90):

- overly wary and leery; skeptical

**To an Above Average Degree** (Intensity 65-80):

- over rates self; conceited
- maintains emotional distance from others; aloof
- doesn't value suggestions and opinions offered by others
- tends to conceal and withhold emotions from expression
- represses uncomfortable emotions from awareness

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# Trait Analysis Graph

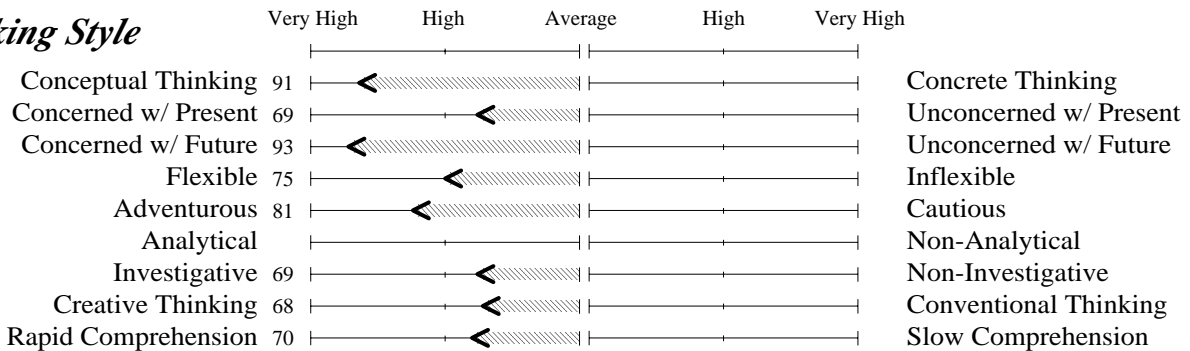
Name: Gnrl. Colin L. Powell

## Key:

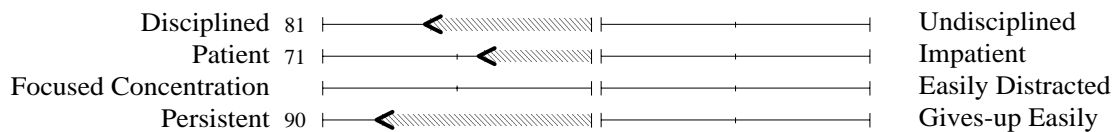
-  A single arrow reflects the extent and intensity of that trait.
-  Double arrows indicate that this person displays one trait in certain situations; at other times, the opposite trait.
-  This appears when both traits are average in strength.

## Mental Profile

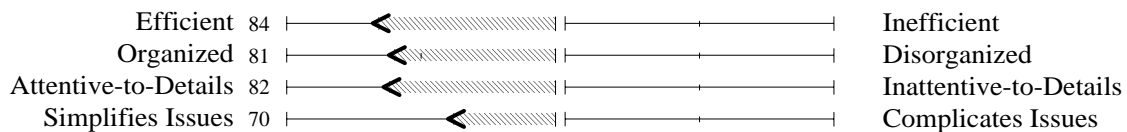
### Thinking Style



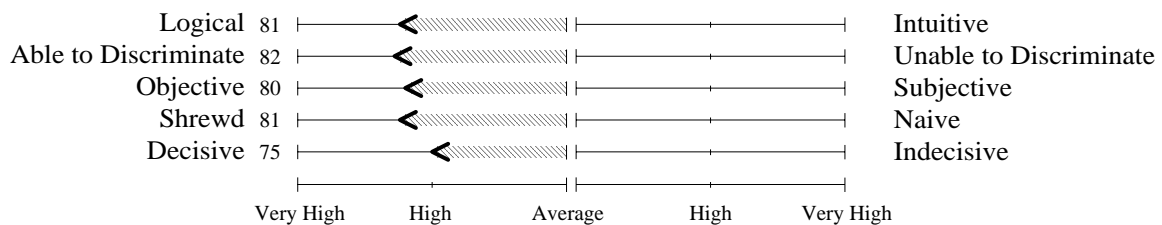
### Self-Control



### Effectiveness



### Judgment



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# Trait Analysis Graph

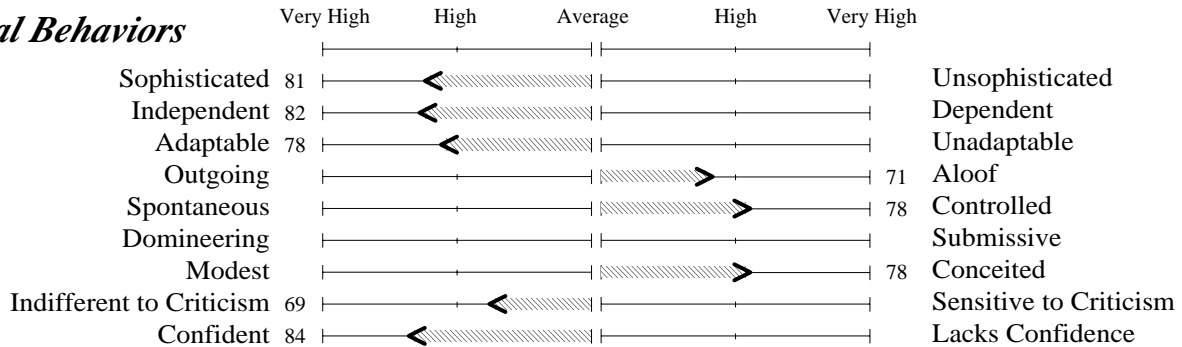
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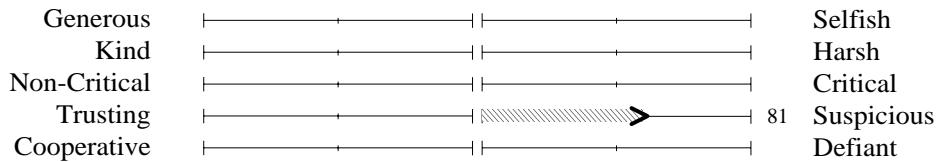
- ◀----- A single arrow reflects the extent and intensity of that trait.
- ◀-----> Double arrows indicate that this person displays one trait in certain situations; at other times, the opposite trait.
- This appears when both traits are average in strength.

## Social Profile

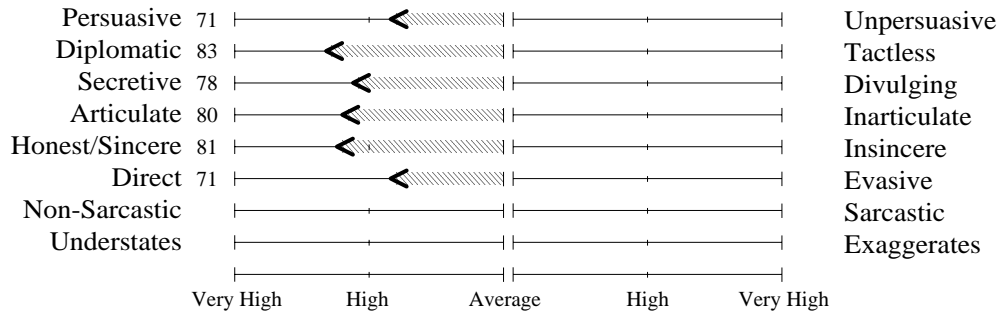
### Social Behaviors



### Treatment of Others



### Communications Style



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# Trait Analysis Graph

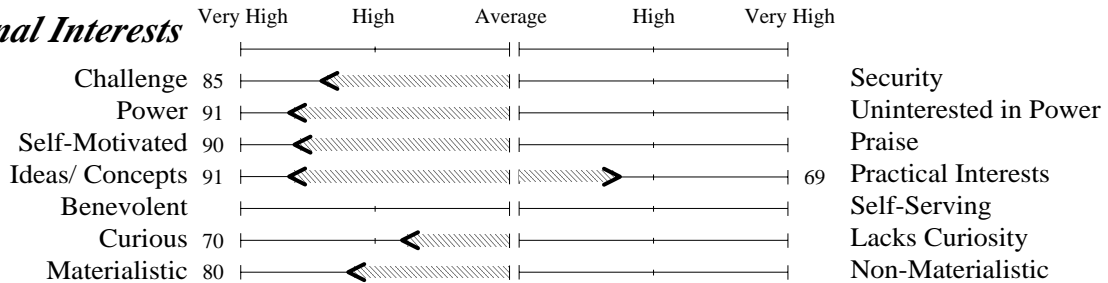
Name: Gnrl. Colin L. Powell

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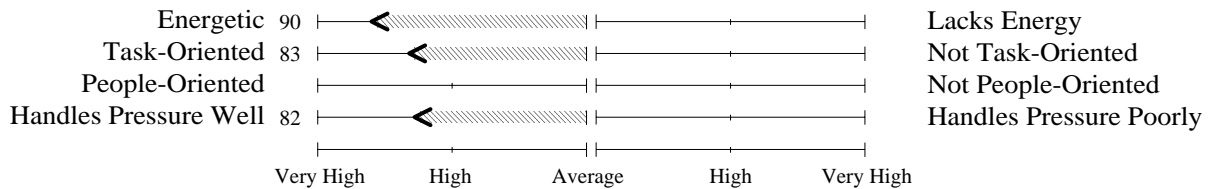
- A single arrow reflects the extent and intensity of that trait.
- Double arrows indicate that this person displays one trait in certain situations; at other times, the opposite trait.
- This appears when both traits are average in strength.

## Motivational Profile

### Motivational Interests



### Motivational Influences



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# Trait Analysis Graph

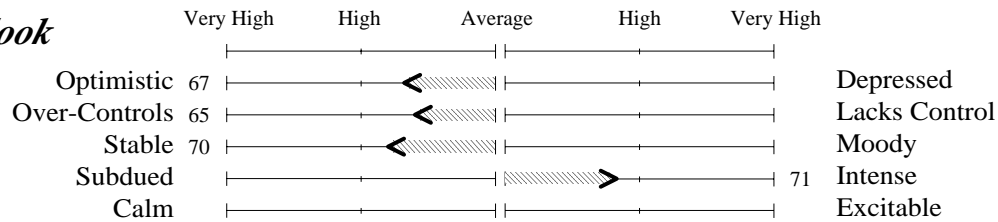
Name: Gnrl. Colin L. Powell

## Key:

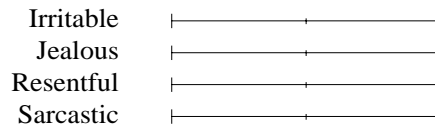
-  A single arrow reflects the extent and intensity of that trait.
-  Double arrows indicate that this person displays one trait in certain situations; at other times, the opposite trait.
-  No arrow appears when the trait is average or below in strength.

## Emotional Profile

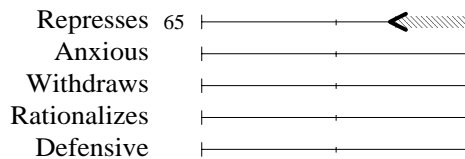
### Mood Outlook



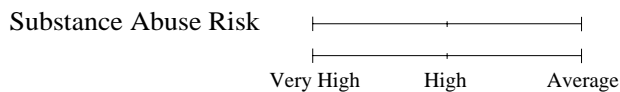
### Anger Profile



### Fear Profile



### Miscellaneous



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# Holland Model

## Matching Personality to Job Environments

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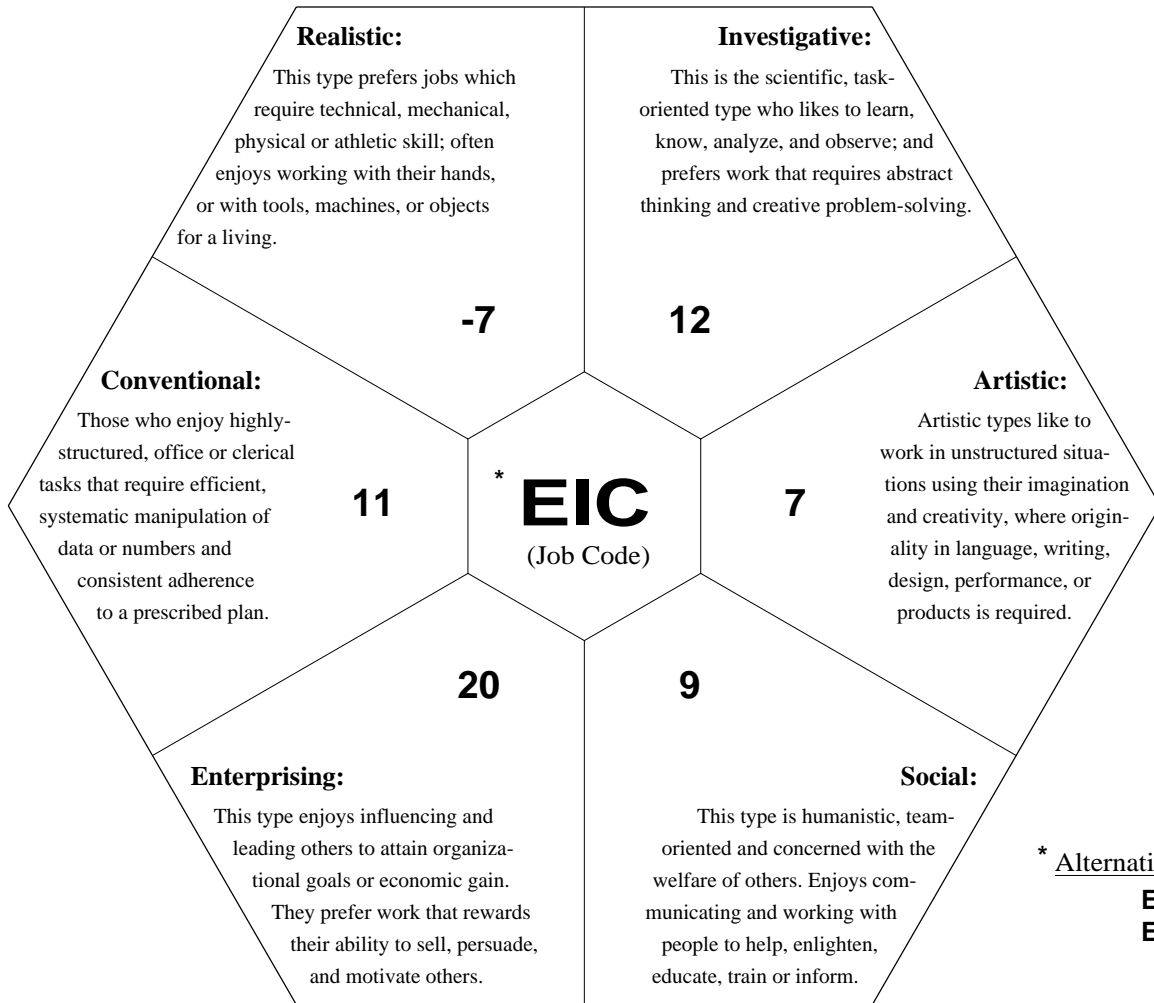
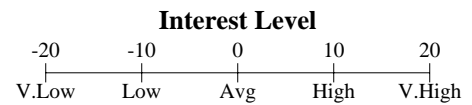
**INTERPRETATION:**

This model classifies all jobs, and their respective personality types, into six major categories. Adjoining categories are temperamentally most similar to one another, while those on the opposite end of the hexagon are least similar. In the center is the derived code identifying which three categories one most closely resembles. (This code correlates to specific job titles.)

**SCORE INTERPRETATION:**

1. Scores reflect one's level of interest & similarity to professionals in each category who are happy & successful. Scores reflect one's attraction or aversion to the six work environments. The higher a score, the lower other scores tend to be.
2. Extreme scores are neither desirable nor undesirable, but do represent strong reactions by the person to that work environment.
3. Scores over 20, or scores significantly higher than others, reflect an extreme example of that job/personality type; a 'specialist'.
4. Scores which are all close together reflect more of a 'generalist'; one who needs a mixture of several working conditions and environments for an ideal job. Examine how close or apart scores are from one another for additional insight.
5. **An ideal job should contain a mixture of one's higher scores, and should not involve aspects where one receives negative scores.**

(See next page for additional insight)



\* Alternative Codes:  
**EIC**  
**EIS**

\* Alternative codes exist when top scores are close in strength to one another

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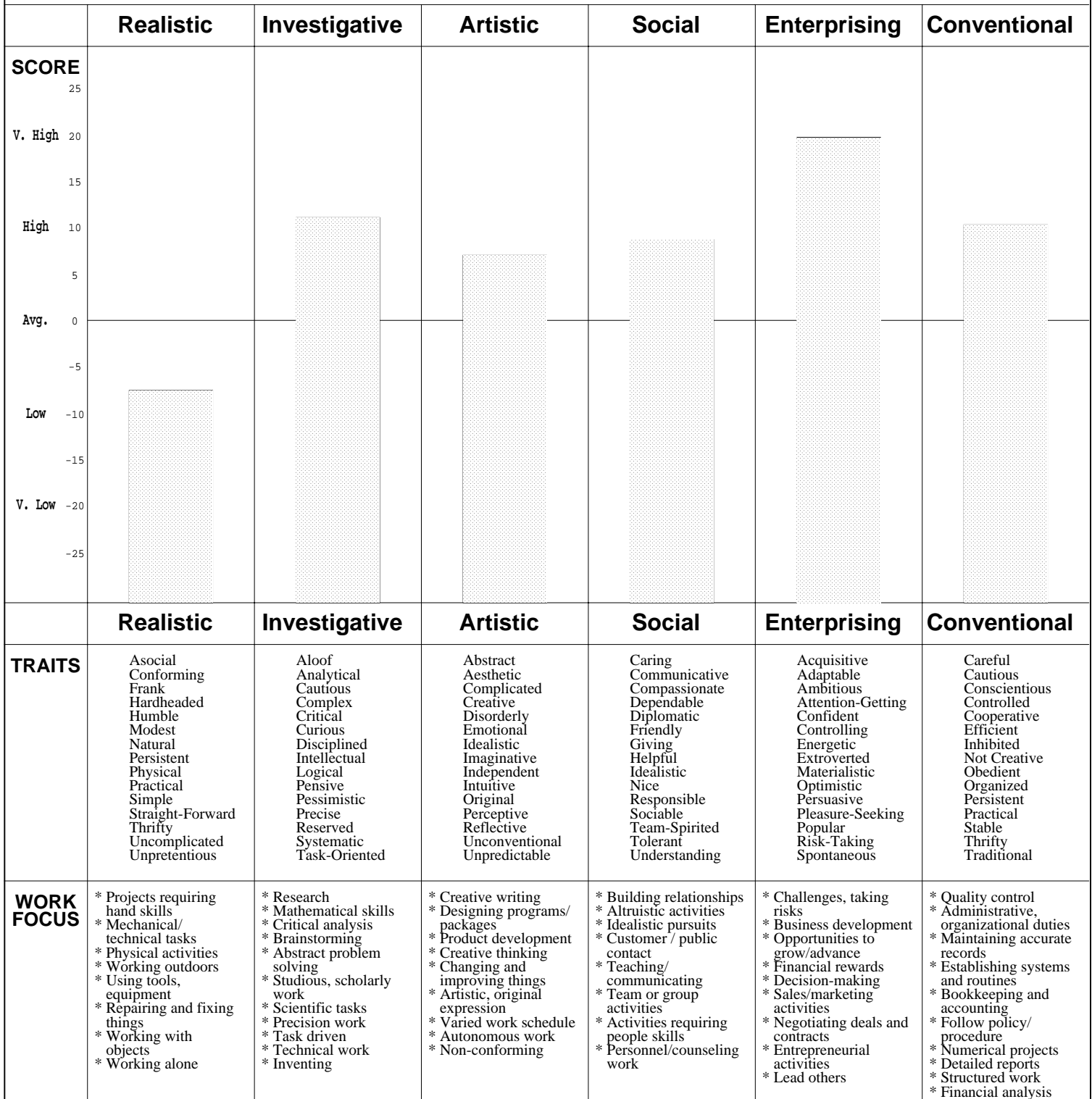
# Holland Graph

## Matching Personality to Job Environments

Name: Gnrl. Colin L. Powell

### Interpretation:

*Bars indicate one's similarity to the lists of personality traits. The work focus is a sampling representative of each category, and is based upon Dr. Holland's theory that people will be satisfied in work environments that reinforce their individual personalities.*



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