WINNING PROFILE

www.winningprofile.com

Supplementary Information

In Search of Talent

Since the beginning of time, humans have demonstrated talent and ability in all they do. We live in a world of quick change and, now more than ever, we are searching for solutions to the onslaught of decreasing performance and productivity. Research tells us that 8 out of 10 workers feel miscast in their current roles. This is why the identification and utilization of talent is so desperately sought after.

Behavioral profiling helps to draw an outline of an individual. It identifies the patterns that merge to form the three areas of human behavior: thinking (cognitive development), feeling (emotional development), and doing (actions and movement known as kinesthetics). The key to profiling instruction is interpretation, and while various profiling instruments can successfully identify an individual's key attributes, our research suggests a better use by combining three specific profile findings into an overall Winning Profile.

With a background working with thousands of employees and participants in his business, Dr. Gary F. Russell has brought together three different profiling tools for the benefit of creating a definitive talent and elite performance profile. The three profiling instruments are explained here, and when completed by an individual, the results from all three are analyzed, summarized and triangulated to create Winning Profile.

The Three Tests of Winning Profile

1. David Kolb's Learning Style Inventory measures 4 phases of learning and specifically looks at how you perceive or interpret information and then how you act upon this interpretation. The profile provides scores that relate to your dominant phases of learning.

2. Gallup's StrengthsFinder identifies your 34 talent themes in the unique order of their predominance. Gallup defines talent as the reoccurring patterns of thoughts, feelings and behavior. The results of the profile test rank your top 5 signature strengths.

3. Axiom DISCUS Profile identifies your working strengths, your motivators, management, communication and negotiation styles, and highlights your value to the team and organization. The DISCUS model measures behaviors that can be distilled into four principal behaviors: Dominance (D), Influence (I), Steadiness (S) and Compliance (C).

Winning Profile is a summary of these results. It integrates the findings into the key fundamental characteristics found in every successful team: Ability, Teachability, Pressure and Will. This supplement helps to elucidate these three unique processes.

Kolb's Learning Style Inventory

Everyone has their own way of learning. The LSI recognizes individual learning preferences, while encouraging individuals to expand and apply their learning strengths. Understanding your own style – and that of other people – can help you tune into the needs of others so that you and your team work more effectively.

Use the Kolb learning style inventory (LSI) to help you and your coworkers to:

- understand how your learning style impacts upon problem solving, teamwork, handling conflict, communication and career choice
- develop your learning styles to fit their roles
- find out why teams work well – or badly – together
- strengthen your overall learning.

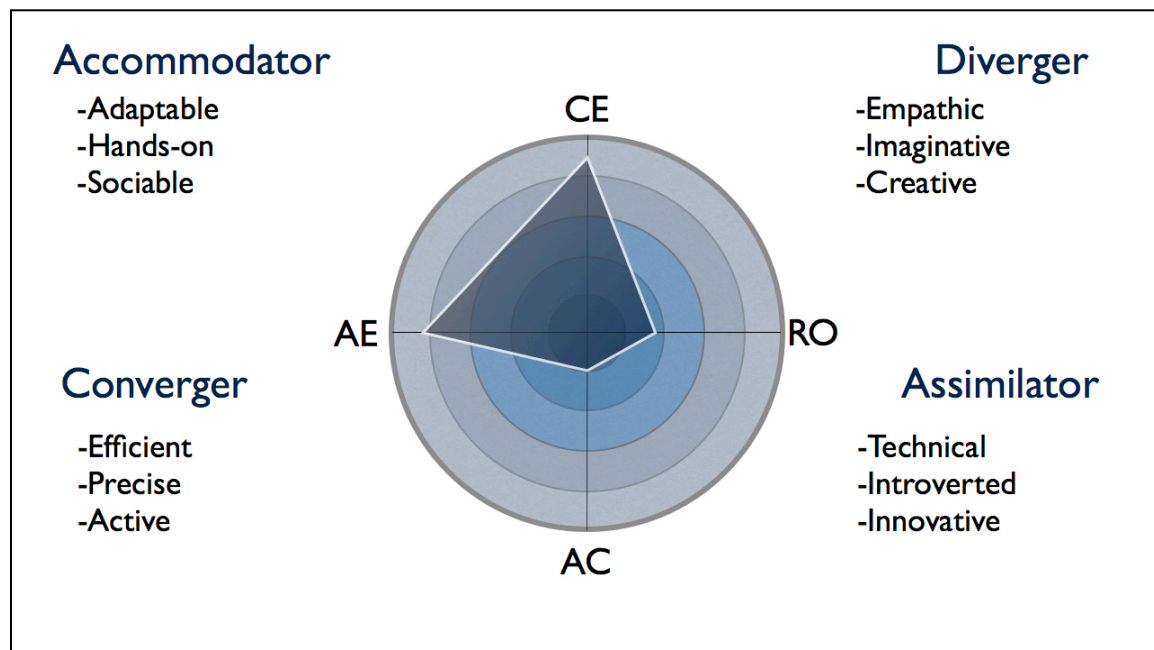**Here is a sample question from the Kolb's LSI test:**

Seemingly this is the most straightforward of the tests, giving you a series of choices that all relate to an original action [eg like above. "When I learn…" or 'When I have a deadline…"]. The results all relate back to one of the four learning methods [see below] or a combination thereof.

The x- and y-axes are where your results are gridded, and your learning style is based on the relationship between these four methods of learning. Based on the test results, scores are assigned to each of these methods, then connected to create your individual 'kite' [see below].

The graph below maps how much you rely on each of the four different learning modes (see above), which determines your predominant Learning Style. Each Learning Style is a combination of two methods of learning [e.g. Accommodator = AE+CE, which happens to be the predominant Learning Style being shown in the chart above].

These make up a four-phase cycle of learning. Different learners start at different places in this cycle, and we believe effective learning eventually involves all four phases.
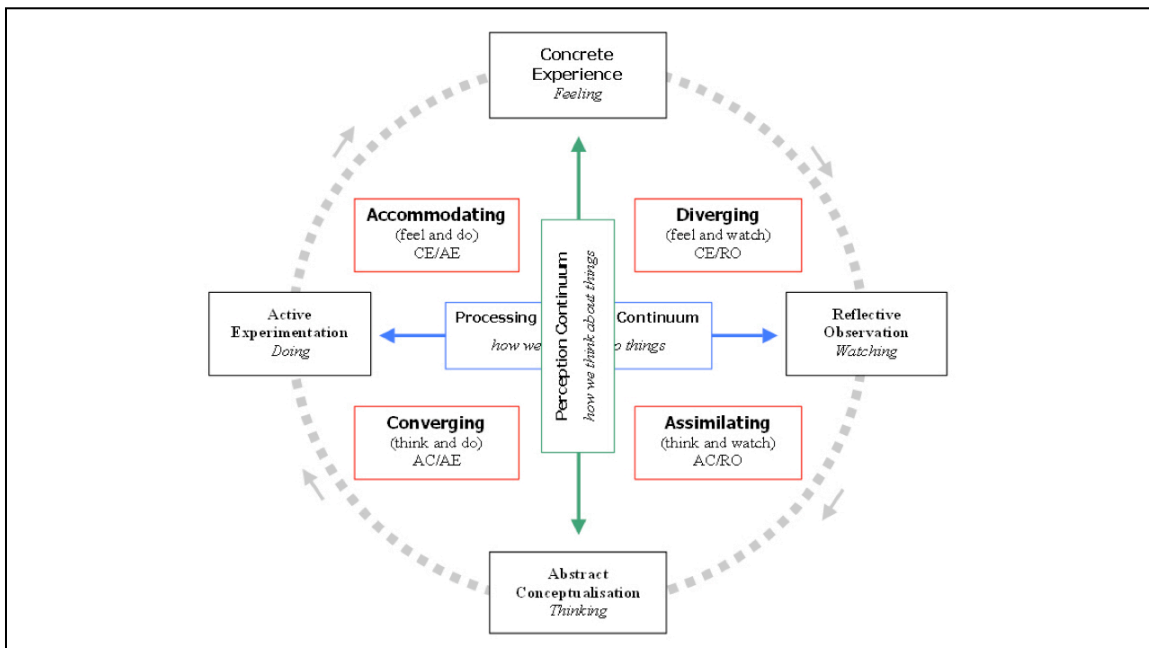
Imagine there are four people, each at a different corner of a room. They are all looking at a beach ball, which is in the center of the room. Pretend this is the first time any of them have ever seen a beach ball. While they are all looking at the same ball, each has a differing opinion about what color stripes make up the ball, based on what they can see from their viewpoint.

The same goes with how people with different learning styles approach the same problem. When everyone works together and understands that views come from all angles, a better understanding of a problem can be achieved.

Below is a graph that puts it all together. You can learn more at winningprofile.com
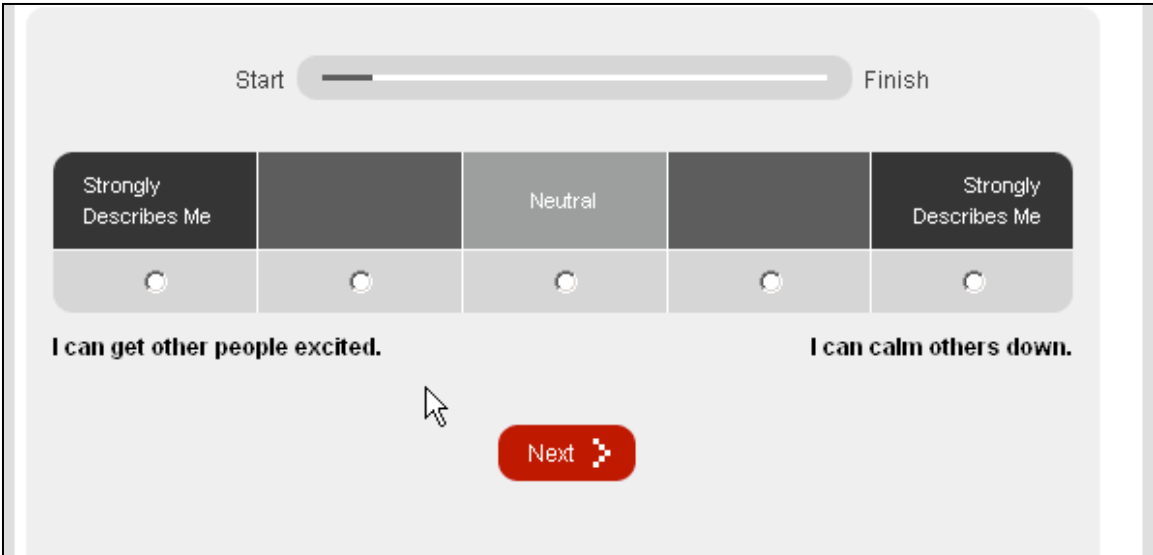
Clifton StrengthsFinder

The best-led organizations know that the most direct path to individual, team, and organizational improvement begins with a primary investment in their employees' greatest talents. The key is to discover what's naturally right with people, then build on it.
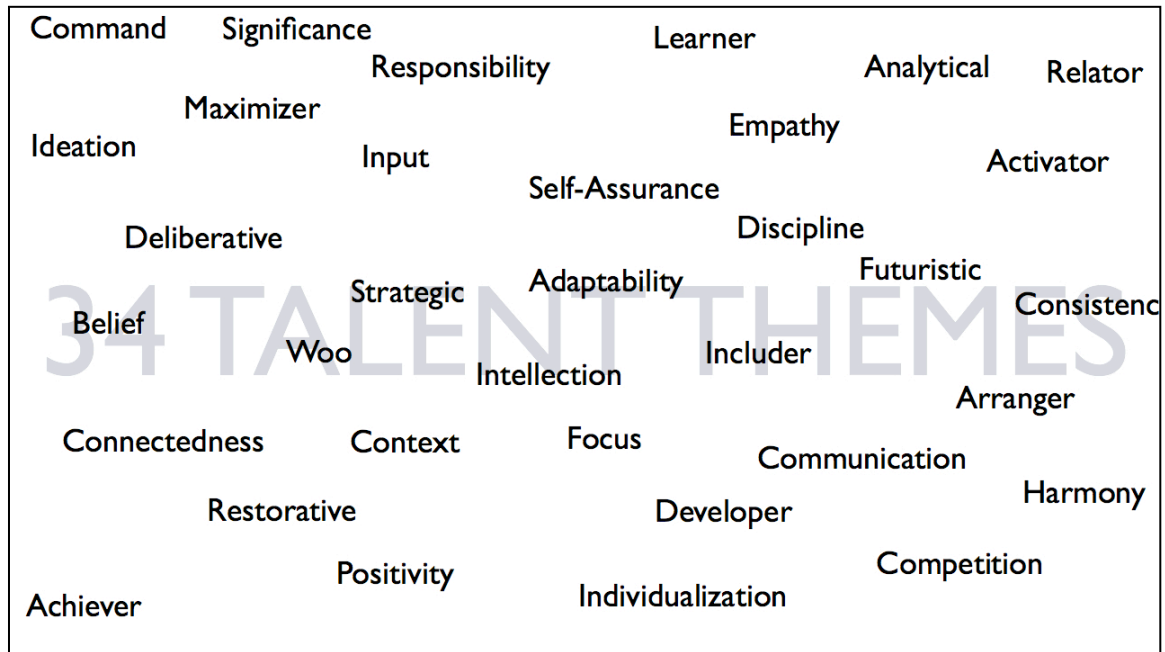
Gallup research has proven that the best way to develop employees -- and net the greatest return on investment -- is to identify the ways in which they most naturally think, feel, and behave, then build upon those talents to create strengths -- the ability to provide consistent, near-perfect performance. Our strengths consultants are leading-edge specialists dedicated to partnering with organizations to align vital human resource functions with crucial business and organization needs.

Here is a sample question from the Clifton StrengthsFinder test

The StrengthsFinder test gives you a long series of questions like this, with many becoming less distinguishable than the example above. Each question is timed as well, so you are often forced to 'go with your gut.'

Command Significance   Learner   Analytical   Relator
         Responsibility
     Maximizer   Empathy
Ideation   Input   Activator
                       Self-Assurance
     Deliberative   Discipline
                                           Futuristic
34 TALENT THEMES   Consistenc
Belief   Strategic   Adaptability
          Woo   Includer
                  Intellection
                                              Arranger
Connectedness   Context   Focus
                                   Communication
     Restorative   Developer   Harmony
          Positivity   Competition
Achiever   Individualization

With Clifton StrengthsFinder, each person has the same 34 Talent Themes, which are organized and ordered based on the individual's test results. The most apparent of these Talent Themes, meaning the ones that manifest themselves in your personality, are your Top 5 Themes [see below].

The various combinations of Talent Themes are so complex that there is just a 1 in 33,000,000 chance someone shares the same strength makeup as you. In other words, there are fewer than 10 people in all of America with the same order!

Learn more about each Talent Theme at winningprofile.com

My Top 5 Themes

Strategic
Woo
Positivity
Belief
Maximizer

Axiom DISCUS Profile

Axiom Discus Profile provides clear insight into the true, internal motivations and desires of Clive as well as how he perceives he should behave in the workplace.

The combination of both profiles gives the closest indication of the real person. Any major differences between the internal and external profiles are highlighted in a 'shift pattern' and would suggest interference and ultimately something that could negatively impact Clive's performance.

Axiom DISCUS is a professional-quality personality profiler that gives you the personal answers you need.
- What are your unique strengths?
- What are your most important principles?
- How can you communicate most effectively?
- How are you looking to develop your personality?
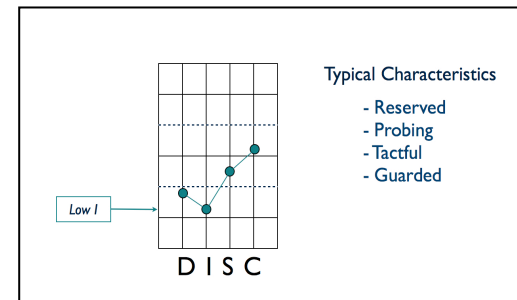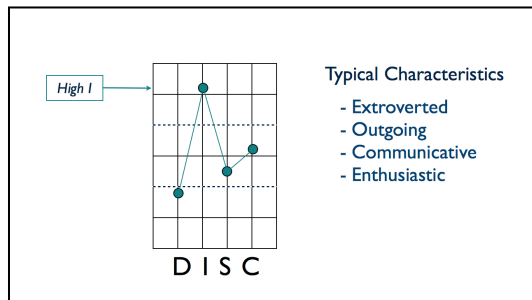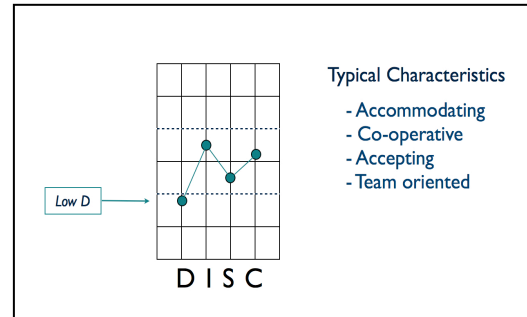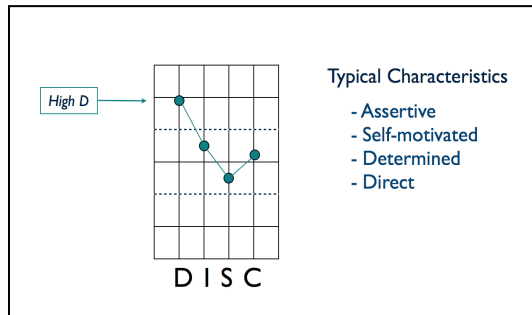- Which careers are ideal for you?

Here is a sample question from the Axiom DISCUS Profile:

Please list, in order from (1) Most Applicable to (4) Least Applicable, how these words relate to you.

○ Impatient

○ Neighborly

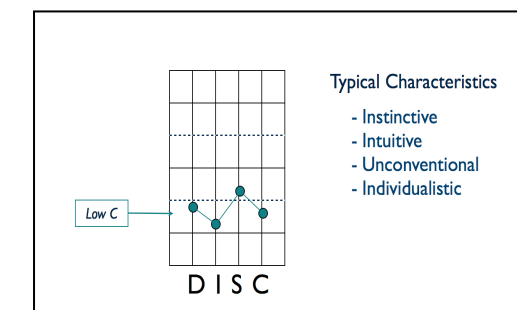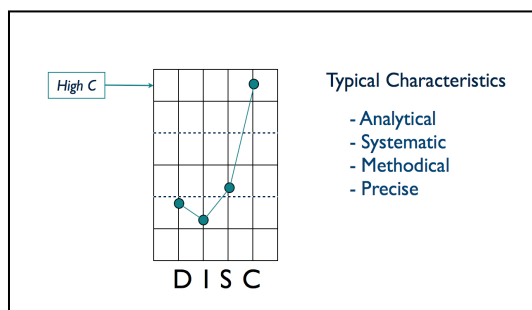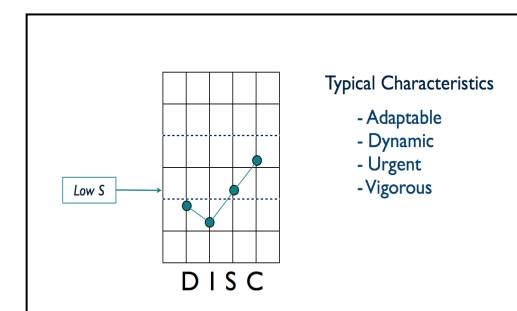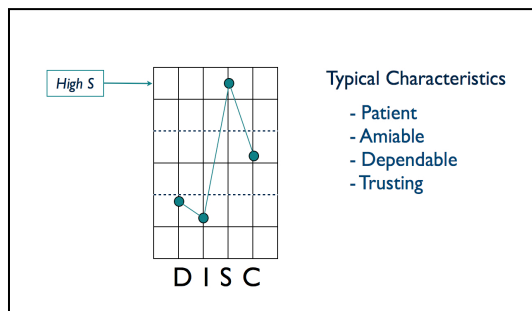○ Popular

○ Methodical

AXIOM

Many of the questions are also phrase-based, having you compare phrases such as "I am the caretaker of my home' to 'I am often the first person to a party'.

High D

DISC

Typical Characteristics

- Assertive
- Self-motivated
- Determined
- Direct

Low D

DISC

Typical Characteristics

- Accommodating
- Co-operative
- Accepting
- Team oriented

High I

DISC

Typical Characteristics

- Extroverted
- Outgoing
- Communicative
- Enthusiastic

Low I

DISC

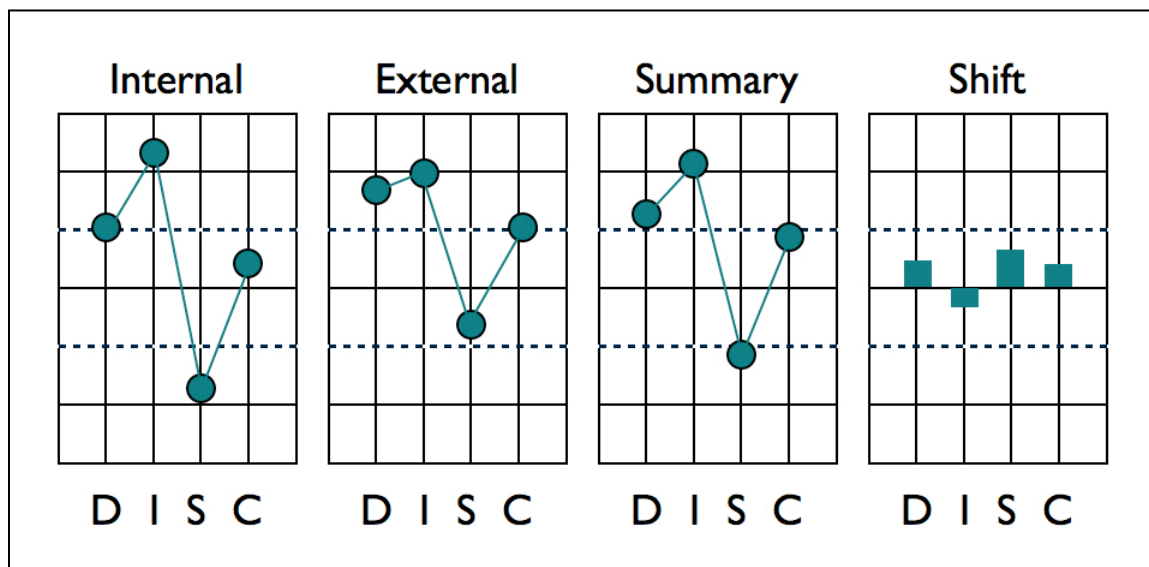Typical Characteristics

- Reserved
- Probing
- Tactful
- Guarded

It is important to stress early on that having a high or low score isn't a good or bad thing; every point on the line simply reflects to a particular behavior pattern. There are four points that are measured, and you have either a low or high score in each. They are as follows:

D- Dominance
I- Influence
S- Steadiness
C- Compliance

These four points are compared against one another to create a deeper understanding of you.

High S

DISC

Typical Characteristics

- Patient
- Amiable
- Dependable
- Trusting

Low S

DISC

Typical Characteristics

- Adaptable
- Dynamic
- Urgent
- Vigorous

High C

DISC

Typical Characteristics

- Analytical
- Systematic
- Methodical
- Precise

Low C

DISC

Typical Characteristics

- Instinctive
- Intuitive
- Unconventional
- Individualistic

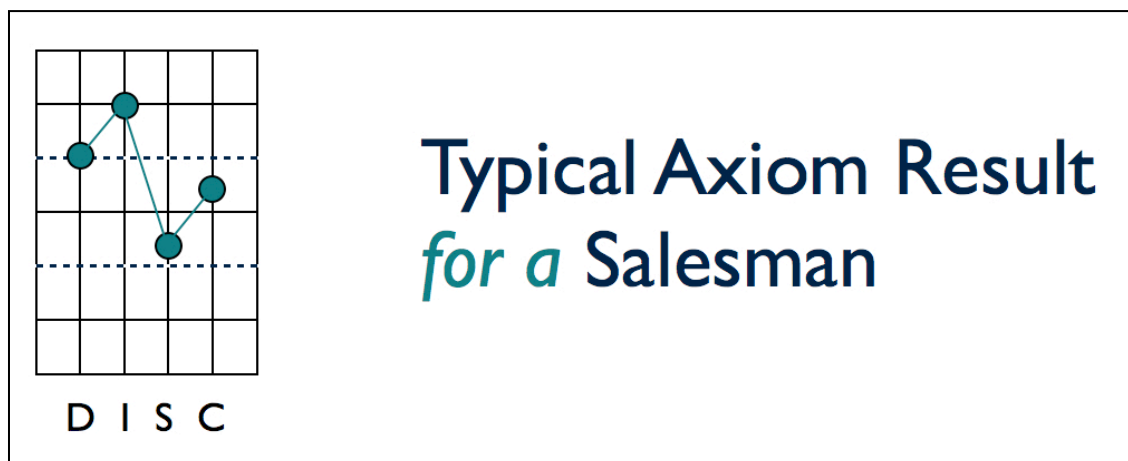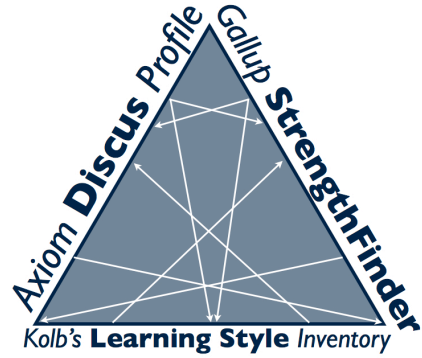| Internal	External	Summary	Shift
D I S C	D I S C	D I S C	D I S C

This is where it gets a little more complex. Certain questions on the test are used to assess your Internal behavior, meaning how you act most naturally, at home or under pressure, while other questions assess your External behavior, meaning the way you feel you need to act in your current work environment.

The Summary averages the two results to give a good idea of how these behaviors would most likely manifest themselves. The Shift pattern measures the difference between the two, showing how much of a shift you are being forced to make from your natural behavior to the way you feel you need to act at work. The greater the shift, the greater the disconnect you may feel with your current work environment.

[Below] These results also yield certain patterns that allow companies to make an educated guess about where a person may be best suited. See below the typical results for a person best suited for a sales position. Here is a breakdown of the results

D- Slightly higher, indicating a strong and self-motivated individual, while not overly aggressive
I– Very high, indicating a person unafraid of and adept at communicating enthusiasm to strangers
S- Lower, indicating someone who can adapt quickly and welcomes significant change at work
C- Slightly high, indicating a person who appreciates precision, while still relying on instinct

D I S C

Typical Axiom Result
for a Salesman

Triangulation

Those are three tests of Winning Profile. After all the initial work is complete they are then triangulated against one another to get an even deeper outline of who you are.

Psychological profiling has been limited by the very people who helped to create it. Assessment procedures have been created that are one-dimensional or linear in their approach. Although the results can be useful, they don't address humans as the complex and multi-dimensional beings they are.

Through a layering process called triangulation, Winning Profile finds the key elements of the previous three assessments to yield results that represent your truest self. This section presents these results, aiding you and your team in maximizing your growth and development, unlocking your abilities to perform at a higher level.

Once the assessments are placed together in the context of three dimensions, we begin to see the common strengths of the team, creating an identity unique to your group. Equally what becomes apparent are the talents missing within your group, as well as which themes can be coached to maximize performance.

The key to changing behavior is to become aware of what you do and don't want changed. Self-awareness must emerge for the information to be acknowledged and it is at this point that a team can truly improve.

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