



WINNINGINDIVIDUAL

The Evolution of **WINNING**PROFILE

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 3 Profiling Instruments Engaged to Create **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.



All successful teams, whether in sports or the business world, are made up of a combination of people who individually contribute to the success of that team through their own unique talent profile. The structure of that team is as equally important as the quality of the individuals within it. At the highest levels of performance, innate talent, or the natural ability to perform consistently well to elite standards, is a given expectation. However, our research has concluded that, beyond this, the ability to fulfill criteria within certain character sets, defined as **Student/Warrior/Champion**, is hugely significant in defining the ultimate qualities of Winners.



Kolb's Learning Style Inventory

Concrete Experience (CE):

Learning from Experience

- Learning from specific experiences
- Experiences related to interactions with people
- Being sensitive to people and feelings

Reflective Observation (RO):

Learning by Reflecting

- Carefully observing before making judgments or acting
- Views things from different perspectives
- Looking for meaning to things

Abstract Conceptualization (AC):

Learning by Thinking

- Logically analyzing information
- Acting on intellectual understanding of a situation

Active Experimentation (AE):

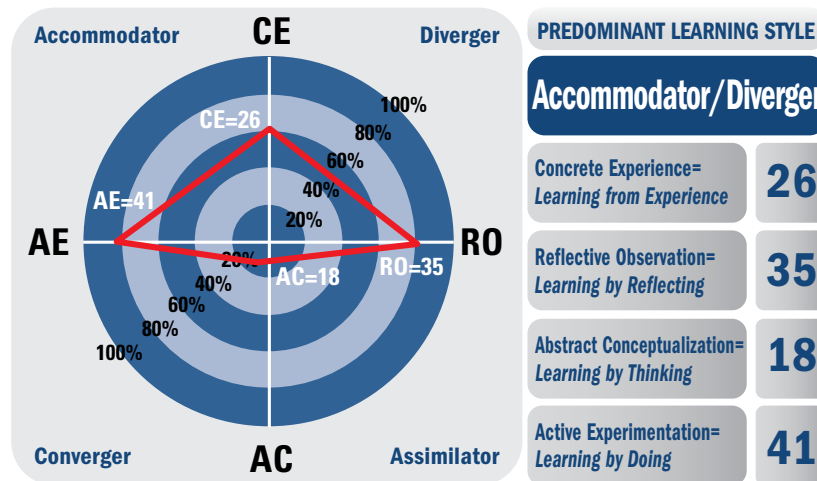
Learning by Doing

- Takes risks
- Acts on impulse – 'launches' into things
- Shows ability to get things done

David Kolb's Learning Style Inventory

measures 4 phases of learning and specifically looks at how people perceive or interpret information and then how they act on what they have interpreted. The profile provides scores that relate to the following phases of learning:

A balanced learning style shows the learner is generally at ease gaining knowledge by doing, thinking, reflecting or experiencing. They tend to have an evenhanded or steady approach in the workplace and are seen as dependable by others. (In Joe's case, he clearly balances between Doing, Experiencing and Reflecting in particular). Those with a balanced profile will look to act upon a rounded understanding of each given problem, and will take a systematic approach to planning actions. They are highly efficient and effective in all that they do and enjoy the challenge that each problem brings.





The Active Experimentation (learning by doing) score suggests Joe enjoys a hands-on approach, has the ability to multi-task and is often the one who get things done. Joe will enjoy carrying out plans and involving himself in new and challenging experiences. Joe's daily drive comes from the need to accomplish tangible goals and his natural energy and high work ethic comes from a determination to succeed at whatever he turns his hand to. Those who learn by 'doing' have a tendency to act on 'gut' feeling rather than logical analysis.

The Reflective Observation (learning by reflecting) Score, on the other hand, suggests that there will be times when he will deliberately step back from his immediate assessment of a situation and look to view things from different perspectives, taking the time to understand a more diverse interpretation of a situation before acting. He will be more receptive of other people and is able to adapt his approach to individuals based upon his insightful perceptions of each individual.

Strengths:

- > Getting things done
- > Leading
- > Taking risks
- > Initiating – Likes challenging experiences
- > Being adaptable and practical

Typical characteristics:

- > Tend to act on 'gut' feelings rather than logical analysis
- > Impatient/pushy
- > Action oriented
- > Extroverted

Strengths:

- > Understanding differences in others
- > Listening – empathetic
- > Viewing things from different perspectives
- > Brainstorming ideas
- > Creative and imaginative

Typical characteristics:

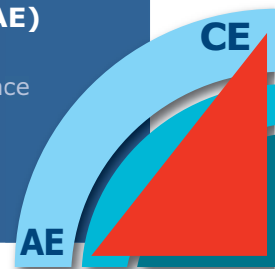
- > Quickly adapts to changing situations
- > Well-liked and respected
- > Good at dealing with people
- > Easily distracted from a plan
- > Emotional - Sensitive to criticism

Perceives Information: Concrete Experience (CE)

- Receptive, experience-based approach
- Treats each situation as a unique case
- Relies on others rather than own analytical ability
- At ease with other people

Processes Information: Active Experimentation (AE)

- Carries out plans
- Learn from 'hands-on' experience
- Trial and error – risk takers
- Dislikes passive learning
- Solves problems logical and accurately



Processes Information: Reflective Observation (RO)

- Careful observation - takes time to act
- Works in small groups
- Understanding and absorbing a broad range of information
- Creative – broad cultural interests
- Imaginative solutions

Perceives Information: Concrete Experience (CE)

- Receptive, experience-based approach
- Treats each situation as a unique case
- Relies on others rather than own analytical ability
- At ease with other people



Gallup's StrengthsFinder Profile

Gallup's StrengthsFinder is a profiling instrument that 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 each person's top 5 Signature Strengths.

StrengthsFinder Results – Joe Woodward

5 Key Signature Strengths:

Restorative: Individuals strong in this theme love to solve problems, they like dismantling something, identifying what is wrong and being able to re-create it, re-build so that it comes back to life again.

Competition: People with this strength like measurement because it provides comparisons and they love competition because it invigorates them into action. They are instinctively aware of other people's performance and use this as a marker to compare their own success.

Belief: People strong in the Belief theme have certain core values that are unchanging and serve as a steering mechanism, guiding their strong, highly ethical approach to all that they do. People with this strength are driven to find a role in life that is meaningful and they are highly dependable individuals.

Responsibility: People strong in Responsibility will be 100% committed to everything they say they will do. They are true to their word and have stable values such as honesty and loyalty.

Intellection: These people are notable for their increased intellectual activity and will look to develop an increase their capacity and ability to do so. They will often be introspective in nature and enjoy intellectual discussion.





Key Findings

Joe's five signature strengths **Restorative, Competition, Belief, Responsibility** and **Intellection** suggest that he is an individual whose strengths lie in the ability to solve problems through the meticulous analysis of faults and an instinctive ability to recognize and correct the smallest of errors that others will often overlook. Joe is someone who will be driven to be successful and will put nothing down to chance, believing hard work, the necessary research, and preparation to be the keys to success. When he makes a commitment to do something he will take a strong personal interest in making sure things are completed to the very best of his ability. These strengths suggest that he is driven by an ethical commitment and strong personal core values; Joe is a very loyal and diligent employee.



The combination of the dynamic strengths, **Competition** and **Belief** would seem to indicate that Joe is a highly motivated and ambitious individual. He wants to be successful and will strive to do whatever it takes to fulfill his ambitions. However, he will not compromise his personal value system and code of ethics that drive his natural behaviors to do so. When faced with adversity, Joe will always work to overcome issues. But in doing so he will always try to take the right path. Joe's profile suggests that he is driven by a personal and ethical commitment to see projects through to completion. People with these strengths will adhere to rules and regulations and rarely act irrationally.

The strengths **Belief** and **Responsibility** also emphasize the commitment and highly ethical approach that Joe will adopt in the workplace. These are traits of loyal and highly dependable employees whose commitment to their employers is unwavering. These strengths suggest that Joe can always be relied upon to do what is asked of him, and often more, because of a intrinsic sense of responsibility that he has and an internal drive to make sure he completes all that is asked of him to the very best of his ability, if for nothing else, because he senses it is the 'right' thing to do.

Individuals who have the strengths **Restorative** and **Intellection** will take the time to think about issues in order to find the most effective solutions. They suggest that Joe is naturally quite introspective and may appear, at times, to be quiet and reflective. This is simply his manner and not an indication of his level of interest. He will enjoy the time alone as an opportunity for musing and reflection. He will use these opportunities to think things through and may often be at his most effective when left to his own devices.

Ultimately, however, Joe's top two strengths, **Restorative** and **Competition** indicate that he is someone who is highly motivated to be successful. He is someone who loves to solve problems and he will enjoy identifying and removing issues so that he can make a success of all that he turns his hand to.





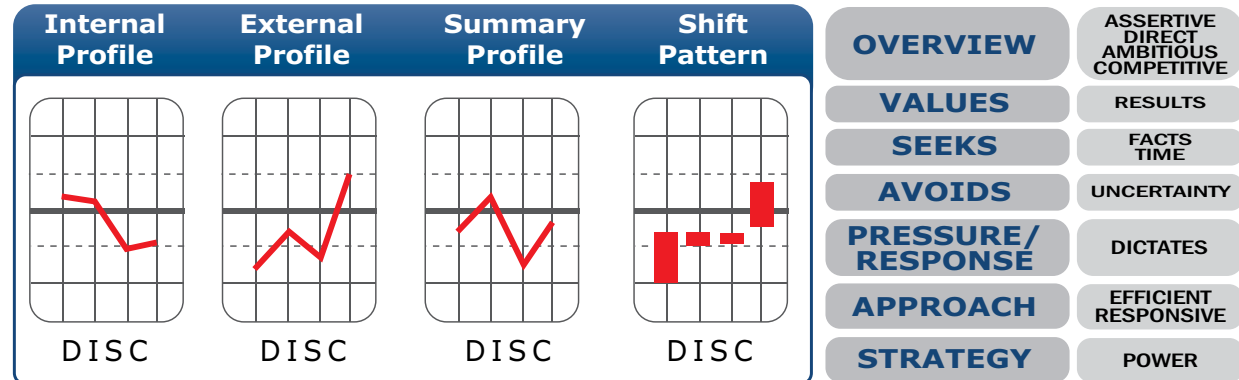
Axiom DISCUS Profile

Axiom DISCUS Profile is a report that assesses a person, identifies their working strengths, their motivators, management, communication and negotiation styles, and highlights their value to the team and organization. The DISCUS model measures behaviors, which can be distilled into four principal behaviors: **D** for Dominance, **I** for Influence, **S** for Steadiness and **C** for Compliance. When viewing the charts and graphs below please note that the scores and lines, whether they be above (high), below (low) or on the midline do not reflect high as being 'good,' low as being 'bad,' or midline as being 'neutral.' They are simply measurements of the four levels of **DISC**.

Typical Characteristics:

	DOMINANCE (POWER)	INFLUENCE (PEOPLE)	STEADINESS (PACE)	COMPLIANCE (POLICY & PROCEDURE)
High Scores	<ul style="list-style-type: none"> - Assertive - Self-motivated - Determined - Direct 	<ul style="list-style-type: none"> - Extroverted - Outgoing - Communicative - Enthusiastic 	<ul style="list-style-type: none"> - Patient - Amiable - Dependable - Trusting 	<ul style="list-style-type: none"> - Analytical - Systematic - Methodical - Precise
Low Scores	<ul style="list-style-type: none"> - Accommodating - Co-operative - Accepting - Team oriented 	<ul style="list-style-type: none"> - Reserved - Probing - Tactful - Guarded 	<ul style="list-style-type: none"> - Adaptable - Dynamic - Urgent - Vigorous 	<ul style="list-style-type: none"> - Instinctive - Intuitive - Unconventional - Individualistic

Axiom DISCUS Profile Results – Joe Woodward





Key Findings

The three profiles created by the Axiom Discus Profile provide clear insight into the true, internal motivations and desires of Joe 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.

The extent to which accurate conclusions can be drawn from Joe's profile is somewhat limited due to the compressed nature of his graphs. This can makes the results somewhat inconsistent and indistinct, and in some areas not strictly interpretable. Nonetheless interpretations that can be made are included below.

Internal Profile: The Internal Profile reflects the candidate's true motivations and desires. This is the type of behavior that often appears outside a working environment or the more natural and instinctive behaviors he may exhibit when placed under pressure. The presence of high '**D**' (**Dominance**) and '**I**' (**Influence**) scores would tend to indicate that Joe is a somewhat ambitious and independent character who is motivated by the opportunity for personal





achievement and responsibility. There is also a sociable side to his nature suggesting that he likes to have regular contact with others and work as part of team unit. This dynamic style can be highly productive and effective if properly channeled. If he does not feel challenged or if his workload not suitably varied he could become easily distracted and/ or unmotivated.

External Profile: The second graph depicts the behaviors Joe perceives he needs to project in his current work environment. There are some significant shifts within this graph – most notably the large increase in his **‘C’ (Compliance)** score alongside a reduction in his **‘D’ (Dominance)** score. This suggests that Joe’s preference is to work on his own initiative, with minimal interference from management and a degree of personal responsibility for his own actions. It seems, however, that he is not finding an outlet for this natural independence in his present working conditions, and he is instead adapting his style to meet the needs of a more cooperative, team-oriented situation.

Summary Profile: This final graph is the combination of the two previous graphs and describes the person’s likely ‘normal’ behavior. Joe is someone who naturally enjoys interacting with others. In terms of communication he is an accomplished social communicator, enjoying the company of others and demonstrating an outgoing and relatively extrovert approach. His high **‘C’ (Compliance)** score suggests that he will be concerned with accuracy of information, and this will clearly affect his method of communicating with other people. He is concerned that his ideas will be given due thought by his colleagues, and equally will wish to be kept informed about developments within the workplace. Another distinguishing factor of Joe’s behavioral style is a low level of patience. In particular, Joe can be expected to demonstrate a rather limited concentration span, especially when working on tasks where results are not immediately apparent. Joe’s profile contains no significantly high factors, and this feature can point to certain disadvantages in itself. Typically, where a profile shows mainly low traits like this, this can be taken as a possible indication of lessened motivation or confidence.



Integration of Results

STRENGTHS	OPPORTUNITIES
He is an assertive individual who is self-motivated to make a success of whatever he does	He will respond most effectively in environments where he can have an a direct impact and control of his own destiny
He has a very flexible style that suggests that he can adapt to meet many different roles, as required	With his sense of responsibility and levels of commitment he will generally approach all that is asked of him with a drive to make it successful
He has a strong problem-solving style, with the capacity to identify solutions, and the dynamism to put them into practice	He will be very effective when given responsibility for creating practical solutions to complex scenarios
He has a highly competitive personality and a very strong work ethic	He needs to be set highly challenging targets on a daily basis and constantly compared to others. He will prefer to work in an environment where there are clear measurements of success and where he is constantly assessed by this criteria
When he makes a personal commitment to something he is true to his word and will work tirelessly to achieve success	Clients and employees will appreciate his honesty, loyalty and commitment – particularly in environments where a practical and pragmatic approach is required
He is a very reliable individual who is trustworthy and will pride himself on his loyalty.	He will respond to faith that is placed in him with high levels of commitment to succeeding the goals set of him.
His profile suggests that he is able to take in and reflect upon a diverse range of information. He will patiently and diligently gather a clear understanding of what needs to be done and then persevere to make sure targets are hit	This would suggest that, as much as he will try to avoid pressured situations and does not feel comfortable when rushed into making decisions, he is capable of thinking clearly under pressure
He takes a thoughtful and precise approach to all that he does	He will be good at noticing small technical errors that are affecting outcomes – the kind of things that others will easily miss

This section of Winning Profile provides the employee with an integrated interpretation of the three profiles, outlining individual strengths and opportunities as well as highlighting areas in need of development and things that may be causing interference in the workplace. The Strengths and Challenges relate directly to the individual's personality and natural behaviors as suggested by the three profiles.



The Opportunities and Threats relate to how these attributes may impact the work environment. By focusing on their Strengths, an individual will have the greatest chance to exploit the Opportunities available to them. Equally, if not addressed, the Challenges they face could ultimately threaten their ability to be successful.

CHALLENGES	THREATS
His profile does suggest he likes variety and will have a relatively low boredom threshold for mundane activities	He will be quickly demotivated if faced with repetitive tasks that do not provide tangible results or help him achieve his personal goals
His strong sense of responsibility for his actions means that he will find it hard to delegate authority at times	His ability to oversee a number of projects effectively will be diminished by his reluctance to allow others to help
He is quite accepting and undemanding, which means it may be hard for a manager to gauge his feelings	His undemanding nature will often mean that people with his profile will not always raise concerns with management. As such it is often difficult to notice potential issues until they have become major problems
He will sometimes find it a challenge to work on his own and will not enjoy an isolated working environment.	Clive will thrive on bouncing ideas off of others, brainstorming and the general camaraderie in teamwork. Without this he may feel unmotivated and lacking in confidence to pursue ideas.
His ability to notice nuances and subtleties that others may miss may make him oversensitive to others wants and needs	In regards to personnel issues he may tend to defer antagonistic decisions to others
There is an element of pressure apparent in his current profile. This may relate to a measure of uncertainty about the specifics of his current or future role	Although his profile suggests that he is somewhat resilient to intense pressure, over time this could have a negative impact on his levels of motivation



The 5 Steps to Winning

Here a job specific integrated interpretation of the three profiles is offered, under five specific headings, fundamental in all 'Winners':

1. Performance Within a Team Environment (Building a Winning Team)

In this area the candidate will be assessed by the role they will take when working as part of a team environment.

2. Effectiveness in Their Current Role (Designing a Winning Profile)

The research is clear that 8 out of 10 workers feel miscast in their current roles. This directly impacts their levels of engagement and, in most cases, hinders their chances of becoming successful at the highest, elite levels of performance.

3. Capacity for Learning (Creating a Winning Mindset)

In order to improve performance and develop both personally and professionally, it is crucial that employees have both the aptitude and desire to better themselves.

4. Change Thinking (Developing a Winning Environment)

The extent to which an individual is open to new ideas and methods of performing will impact the extent to which they will accept rapid changes within their working environment.

5. Thinking Correctly Under Pressure (Engineering Winning from Setbacks)

The very best performers not only work effectively when under the most intense pressure; they thrive in such situations and appear to perform at their very best.



Key Findings

1. Performance Within a Team Environment

- He will demonstrate considerable loyalty and reliability within his more established working relationships
- He will be very pro-active and effective in solving any problems that occur within his team
- He will be most motivated if he is part of a team that provides him with variety and stimulation

2. Effectiveness in Their Current Role

- He is able to perceptively understand differences in individuals and adapt his methodologies and approaches based upon the qualities of the individuals he is working with
- He has a very strong ability to recognize and dissect problems, creating clear and effective solutions when needed
- He is clearly an individual who looks to achieve in everything he applies himself to, though if he does not have defined targets then he may sometimes feel lost, distracted, and his behavior may also take the same form
- He is currently having to make some significant adjustments to his natural style in order to be successful within the workplace. Over time this could cause undue pressure and affect his level of motivation and ultimately his productivity

3. Capacity for Learning

- He will be a willing and eager student if he feels it will help him achieve his personal goals and give him an advantage over his competitors
- He enjoys measuring performance as this will provide the insight and direction to help benchmark improvements in the future
- His natural learning style highlights a preference for learning from 'experiences' and learning by 'reflecting'
- He will learn best in an environment where he can be practically involved in the process and where he feels whatever he learns may produce tangible results
- He will ask plenty of questions and also be happy to try things out to gain knowledge and experience

Key Findings (continued)

4. Change Thinking

- He likes to see rapid results and will may act instinctively to initiate change if he feels things are not developing as quickly as he would prefer
- He likes to feel in control of his own destiny and therefore will prefer to be involved in any decisions that are made that may impact his working environment
- He will happily adopt new theories and practices if he can see a direct impact on his ability to hit personal goals

5. Thinking Correctly Under Pressure

- He is highly competitive combined with a very high work ethic, thus suggesting that he is highly resilient to pressure
- Pressure will come from two areas for him. Firstly in situations where he feels tied by oppressive formality (or where he feels he constrained by regulations forced on him). The second source of pressure is boredom from a lack of variety in his work
- He will feel most pressure when the environment is such that he has no element of control over a situation
- His current profile indicates a more team oriented approach and as such he is adopting a more socially positive approach. This does not necessarily fit with his more naturally assertive instincts and may be the cause of pressure over time



Classification Student/Warrior/Champion

*Although all the aforementioned profiling instruments successfully identify an individual's key attributes, our research suggests a better use for all of them by triangulating them and integrating their findings into an overall **Winning Profile**.*

To be a Winner at the elite level of business or sport nowadays, however, 'talent' is a given prerequisite for success, but alone it is clearly not enough. Our research has concluded that, beyond this, the ability to fulfill criteria within certain character sets defined as **Student/Warrior/Champion** are hugely significant in defining the ultimate qualities of Winners. Every individual has qualities that will fall within each of these classifications. The key to success in the triangulation process of the Winning Profile is its ability to draw out those significant attributes within each individual in order to provide an insight into how effective they may be in applying their unique talents within their sport or business.



STUDENT – The internal focus on continual development that powers performance in elite athletes. This category highlights the elite performer's ability and desire to continue to learn and develop skills so that they are reproduced consistently and with ease at the highest levels of performance.

WARRIOR – The vision and ability to consistently perform to the highest standards whilst under pressure. The ability to think clearly under pressure (T-CUP) and make effective decisions is crucial to success at the elite level. Warriors are naturally able to block out distractions and focus on their goal to the extent that they exhibit a calm and controlled exterior to others. They rarely make mistakes even under the most intense pressure.

CHAMPION – The drive and unique behaviors that enables the performer to lift themselves and others 'beyond number 1'. Champions tend to thrive in intensely pressured situations, to the extent that they appear to perform with such confidence they are also able to carry others forward by their obsessive drive and uncompromising personality.

Key Findings

STUDENT: Individuals who have the signature strength **Restorative** invariably make excellent students as they are always looking for ways by which they can improve and better themselves. When this is placed alongside **Competition** it certainly suggests that Joe will leave no stone unturned in his attempts to find ways to gain a competitive advantage over others and he will constantly look to learn new ways of achieving success. He will generally learn through experience and will enjoy gaining skills from practical settings where he can observe and take a 'hands on' approach. He will enjoy the aspects of learning that involve working with others, relating to people, how they learn and what motivates them. Joe will remain ambitious in his approach, however, and will not stop striving for improvement. This suggests that not only will Joe be a highly skilled performer, but he also has the aptitude and drive to continue learning so long as it will help his own personal enhancement.



WARRIOR: This category describes a person who has the vision and ability to consistently perform to the highest standards whilst under pressure. Joe's profile suggests that he is resilient to pressure, even if he would generally prefer to take the time to think things through when time may be of the essence. His strengths of **Competition** and **Responsibility** infer that not only does he have the confidence in his own ability and a determination to persevere with things until he is completely satisfied with the outcome, but also that he will take personal ownership in taking control of a situation to make sure things get accomplished. The **Accommodator** side of his learning style suggests that he may make intuitive and instinctive decisions at times without taking the time that others would prefer to analyze the situation in more detail. However, in Joe's case this aspect of his Learning Style is tempered by his signature strengths of **Intellection** and **Restorative** and as such he will not always take risks without having first thought things through and reflected upon potentially different outcomes. Overall this suggests that Joe has the potential to be effective both coping with, and making the correct decisions, in highly pressured environments.

CHAMPION: A true Champion would impose a forceful determination to lift others around them even in the most adverse of scenarios. These are times when Champions appear to be at their very best. Joe's profile clearly displays some Warrior qualities. As highlighted above, he has a combination of some of the key behaviors one would hope for in order to cope with intense pressure and maintain a focus and drive towards set goals. He will command loyalty and respect from his colleagues through his actions and behaviors. This coupled with his highly effective problem-solving style would indicate that he has the ability create clear and effective solutions and impose a sense of urgency and focus that others would appreciate and respond to.

Although he does have resilience and a willingness to take on board tough challenges, this profile does not indicate that he would feel comfortable working in consistently high pressured environments where an uncompromising approach and a willingness to confront and antagonistic situations head-on may be required on a regular basis.



Profiling Results Assessment & Summary

Dear Joe:

Let me personally thank you for being a part of our **WINNING PROFILE**. Your desire for continuous learning and the improvement of yourself and others around you is commendable.

The three assessments that you have taken, 'draw an outline' of your attributes, characteristics and talents. They give you a clear and compelling picture of your greatest assets that strongly maximize your performance when utilized correctly in the right setting. As you probably already realize, those very same assets, when not utilized in the correct setting to their fullest extent, can lead you to become frustrated and unproductive at the elite or "Winning" level.

Your three dimensional report far surpasses the traditional employee profiling that has existed to date. **WINNING PROFILE** goes beyond just identifying your individual assets by taking into account how they relate to your work setting. It then goes one step further by providing objective **WINNING** criteria in relation to the overall dynamics of your entire organization.

Joe, you have a strength/talent in developing relationships. You are a passionate and optimistic individual who likes to develop open and positive environment for others, but how do those talents work for you in an environment where your co-workers don't possess the same attributes? What can you do to bring a team together of people who compliment your talents and strengths?

These are exciting, but critical questions you face. We would like to help you understand, beyond the written word, the implications of this report. On the following page are steps we would like to offer you to build from this assessment. We are confident it is **THE WINNING WAY** for you, your coworkers and your entire organization.

Sincerely,



Dr. G.F. Russell

CEO/Owner The Focus Group Limited