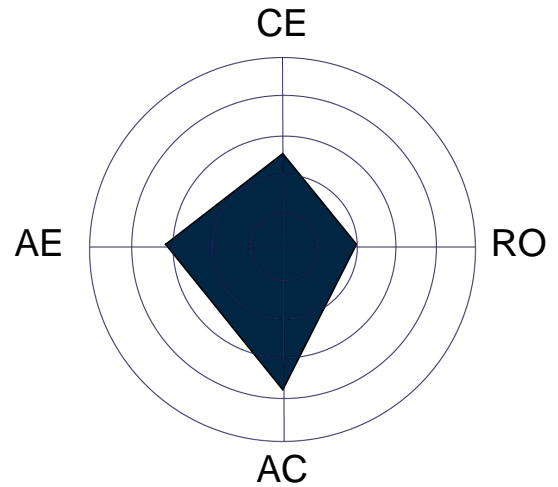


## Your Winning Profile Summary

Learning Style:

### Converger

As a Converger, Joe's profile indicates a desire and drive to find solutions to problems or challenges by adopting a logical and pragmatic approach. He will look to act upon an intellectual understanding of each given problem, and he will take a systematic approach to planning actions, both short and long term.



Clifton Strengths Domain:

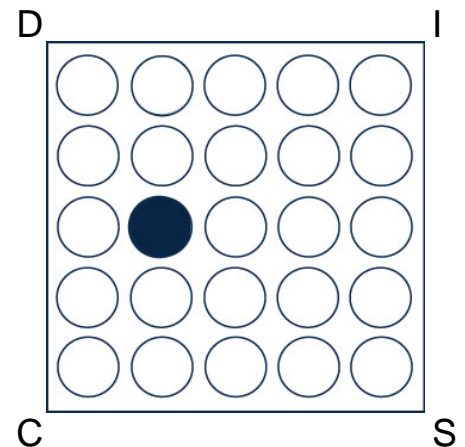
### Strategic Thinking

Talent 1	Talent 2	Talent 3	Talent 4	Talent 5
Input	Learner	Arranger	Intellection	Strategic

Discus Style:

### Controlled

The Controlled style lies between the Analyst and Driver styles and contains elements of both. As the name suggests, Joe will be controlled and may initially be reluctant to share information about himself or his ideas until he feels comfortable to do so. This may require him to ask more questions or gather more information than other types. He may be Assertive or Receptive in approach, however, depending on the situation.



### Performance Drivers

Impact Driver	Relationship Driver	Pressure Driver	Growth Driver	Organization Driver
Determined	Forthright	Decisive	Focused	Goal-Oriented

## Learning Style

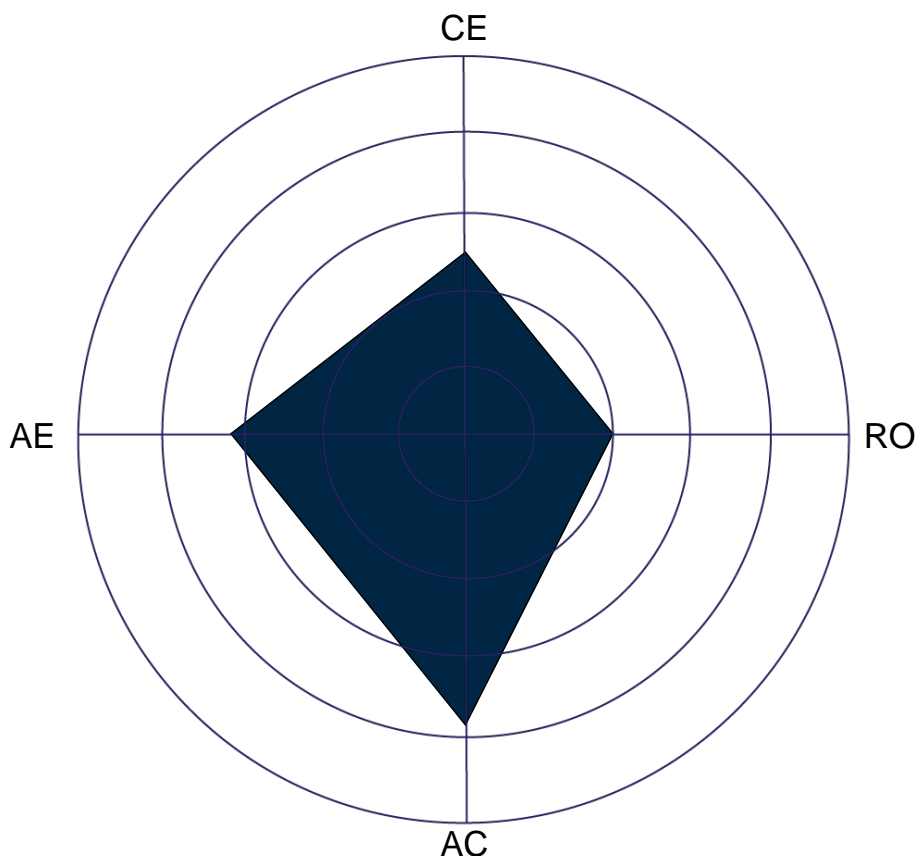
### Converger

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As a Converger, Joe's profile indicates a desire and drive to find solutions to problems or challenges by adopting a logical and pragmatic approach. He will look to act upon an intellectual understanding of each given problem, and he will take a systematic approach to planning actions, both short and long term.

Joe will be both highly efficient and effective in all that he does and he will enjoy the challenge that each new problem brings.

Convergers are deductive in their thinking, highly organized, very detailed orientated or meticulous in their approach and are driven by a need for precision and accuracy. They have a talent for creating processes and systems to overcome everyday challenges and rarely make decisions unless applying logic or reason. Convergers will be highly effective at taking a given plan or strategy and execute it with accuracy and efficiency. They are often able to see the finite details when others cannot, and will be a tremendous asset to a team in this capacity. Joe's overriding motivation is his drive to gain quick and effective results in all that he does and this side of the profile certainly suggests a sense of ambition and personal drive to achieve his goals in life.



Learning Style

**Converger**

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**Assets**

- Highly organized and efficient
- Detail-oriented and precise
- Effective problem-solving
- Creates structures and systems

**Needs**

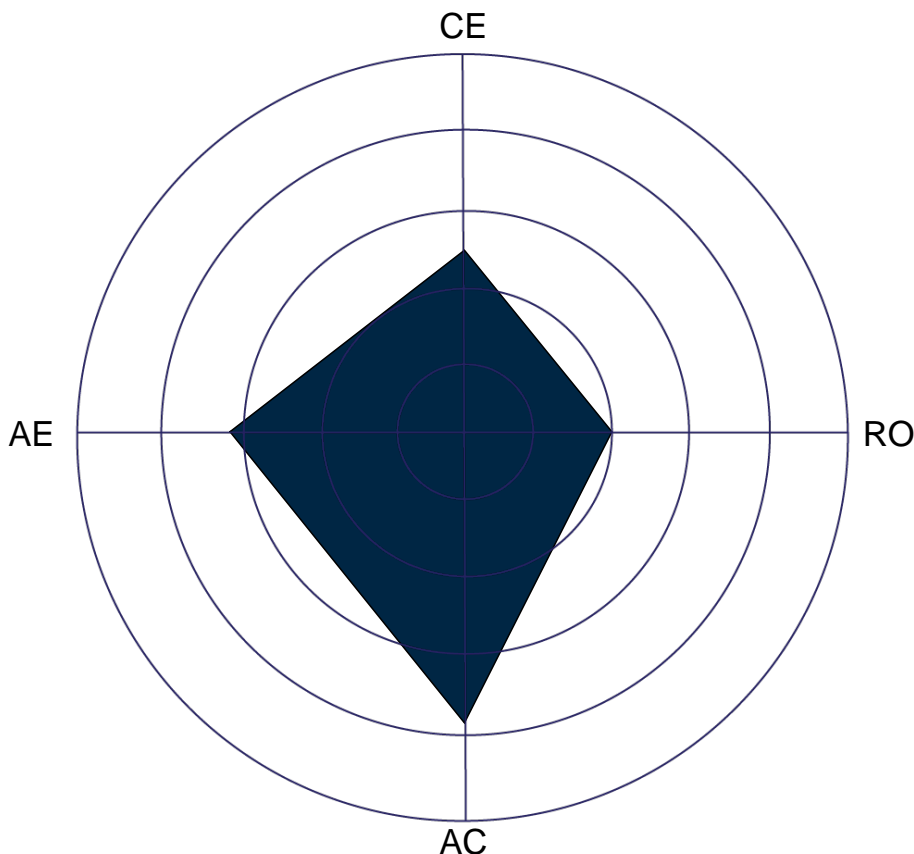
- Forward thinking - results driven
- Active and urgent, action-oriented
- Impatient/pushy
- Can be impersonal and inflexible

**Perceives Information**

- (Abstract Conceptualization)
- Analytical
- Rational Evaluation
- Systematic and logical thinking
- Precise and accurate - detail-oriented

**Processes Information**

- (Active Experimentation)
- Carries out plans, enjoys problem solving
- Learns from hands-on experience
- Trial and error - risk takers
- Dislikes passive learning



Clifton Strengths Domain

**Strategic Thinking**

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Strengths Domains describe a person's greatest possible value add to a team. They help us to understand strengths from multiple angles. While individuals need not be well-rounded, teams should be. A well-rounded team with talent themes from all four domains often have valuable contributions that lead to high levels of performance.

When a team needs to become more creative and innovative, they should look to people with strong Strategic Thinking themes, like Joe. Joe will keep focused on what could be, constantly absorbing and analyzing information, in order to help the team make better decisions.

Joe will be keen to devote his time and talents to better understand what is necessary to put his team in a position to succeed. He will utilize strong relationships, create an atmosphere that is openly accepting of new ideas, and devise strategies that utilize every strength a team has. In short, Joe will utilize his Strategic Thinking themes to continually stretch his team's thinking for the future.

**Value to the Team**

- Direction
- Innovation
- Possibilities
- Alternatives
- Future outlook
- Depth of wisdom
- Questioning

**Needs**

- Details and information
- Time to think
- Freedom to imagine
- Options

Talent 1	Talent 2	Talent 3	Talent 4	Talent 5
Input	Learner	Arranger	Intellection	Strategic

## Clifton Strengths Domain

### **Talent 1: Input**

People talented in the Input theme have a need to collect and archive. They may accumulate information, ideas, artifacts or even relationships.

### **Talent 2: Learner**

Learners have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites them.

### **Talent 3: Arranger**

Arrangers can organize, but they also have a flexibility that complements this ability. They like to determine how all of the pieces and resources can be arranged for maximum productivity.

### **Talent 4: Intellection**

People with Intellection are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.

### **Talent 5: Strategic**

People talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

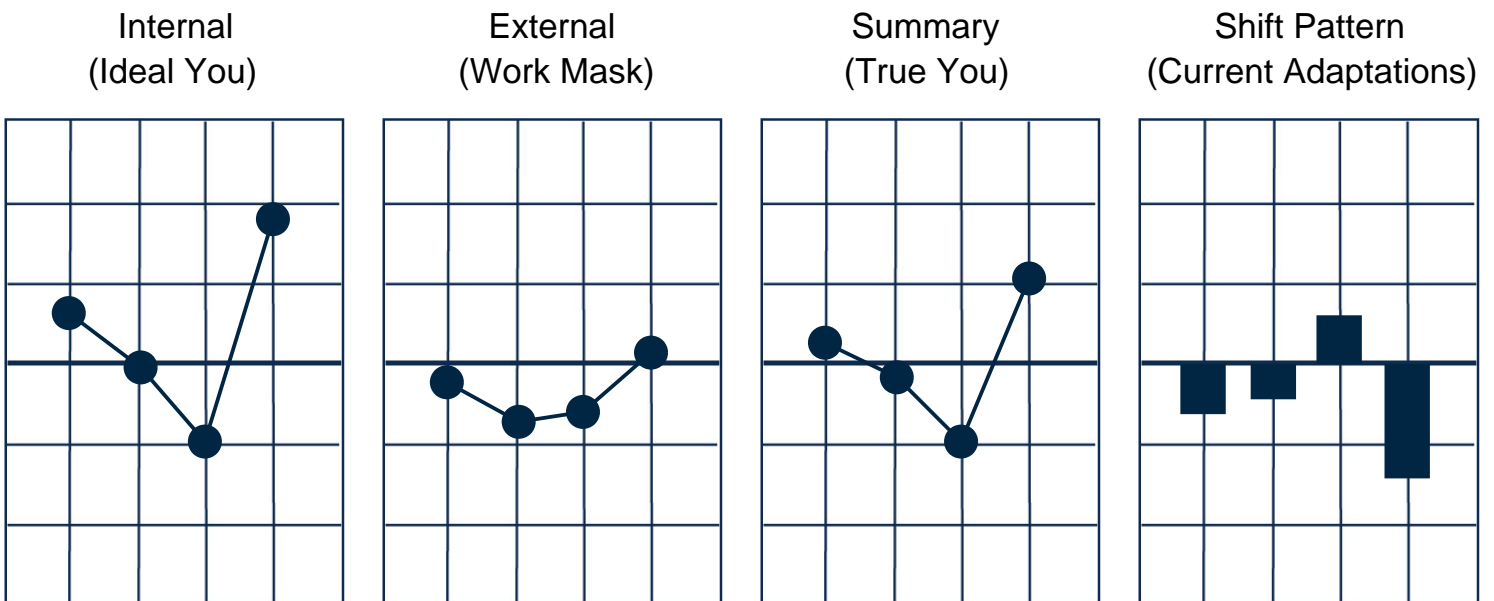
## Axiom Discus

**Dominance -** Though Joe's levels of directness and assertiveness are not showing a significant adaptation in his working environment, they do show a slight downward trend. This implies that Joe feels marginally less ready to be as independent and decisive than he would prefer.

**Influence -** Joe's level of communicativeness and self-confidence is not showing a marked adaptation to his working conditions. There is some indication that he may be working in marginally more formal circumstances than he would prefer, and that he feels somewhat less open to express himself.

**Steadiness -** Joe shows little or no variation in his Steadiness scores between his Internal and External Profile, implying that he feels that his current natural pace of work is appropriate to the needs of the situation in which he finds himself.

**Compliance -** Joe is currently adapting his approach, placing less emphasis on the need to respond in a formal or structured way. He is currently operating in a rather more fluid or less structured situation than he might prefer, a situation that demands the ability to adapt to unpredictable circumstances.



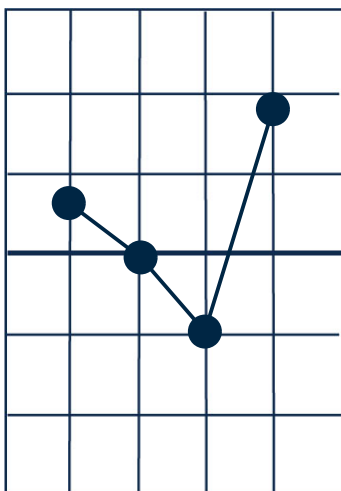
Axiom Discus

## Discus Style - Controlled

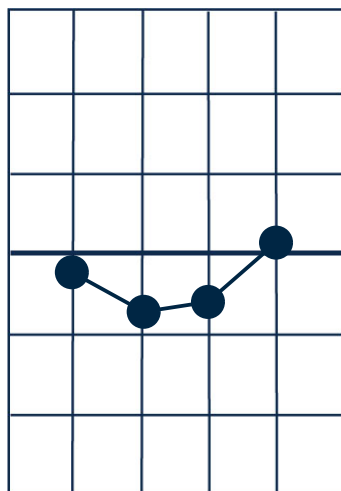
The Controlled style lies between the Analyst and Driver styles and contains elements of both. As the name suggests, Joe will be controlled and may initially be reluctant to share information about himself or his ideas until he feels comfortable to do so. This may require him to ask more questions or gather more information than other types. He may be Assertive or Receptive in approach, however, depending on the situation.

The Controlled type likes to assume an attitude of control, and can respond negatively to any perceived attempts to undermine their position. However, Joe will tend to adopt a formal, structured approach, attempting to enforce his desires through rules and authority, rather than through the forcefulness of his approach.

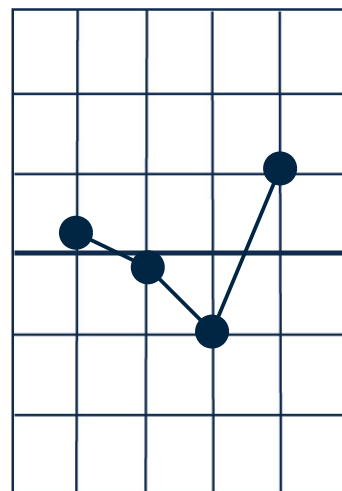
Internal  
(Ideal You)



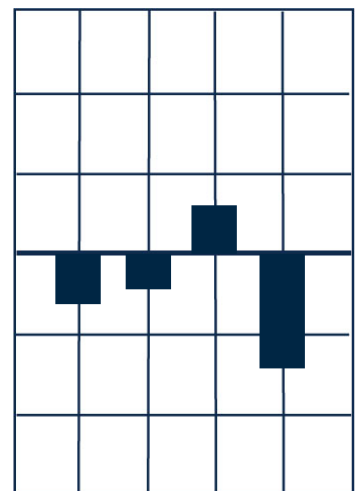
External  
(Work Mask)



Summary  
(True You)



Shift Pattern  
(Current Adaptations)



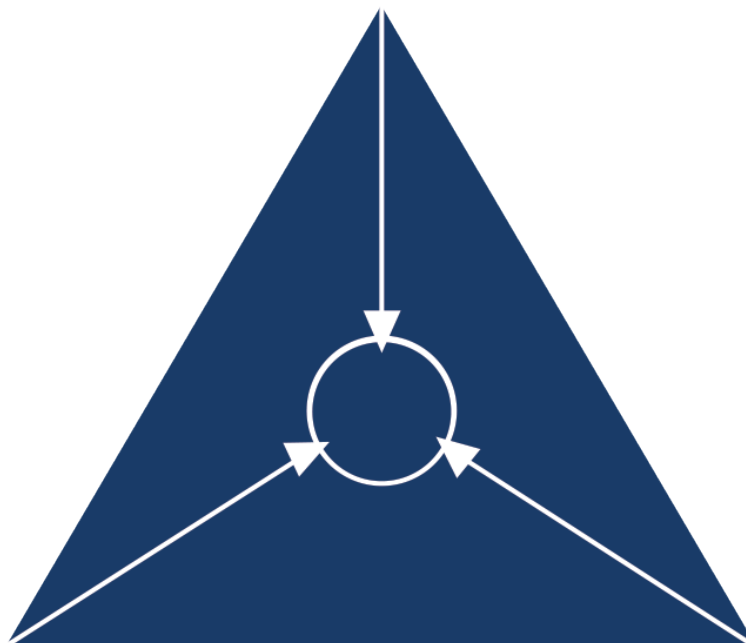
## Performance Drivers

Drivers are the external manifestation of your internal energy. These five Drivers are the key factors to best use your talent in a team environment and also a leadership position.

Impact Driver	Relationship Driver	Pressure Driver	Growth Driver	Organization Driver
Determined	Forthright	Decisive	Focused	Goal-Oriented

Winning Profile measures three aspects of your psychological make-up - thinking, feeling, and acting - and triangulates the results, creating a three-dimensional picture of you.

Dr. Russell, in his search for a less linear profiling system, discovered that the three instruments above, while each linear in their own right, created results that integrated with one another in incredibly revealing ways. This process of Triangulation put the information into sharper relief, accurately measuring the three components of psychological behavior -- how you think, feel and act - and creating the three-dimensional picture Dr. Russell was looking for. Triangulation is now the cornerstone of the Winning Profile process, the most accurate profiling system in the world.





## Drivers Characteristics

### Joe's Impact Characteristics

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**Impact Driver:  
Determined**

Determined people seek practical solutions to problems and apply a realistic and logical approach to do so. They are accountable and direct, hard working and very focused, comfortable making key decisions and will take a stand on controversial issues - applying logic and pragmatism at all times

- Joe possesses some strong leadership qualities, including the ability to identify patterns and create a clear vision and direction for others to follow
- He can be a stern negotiator, working through deals on a pragmatic, practical level. He does not allow emotion to cloud his decisions
- He is extremely effective at debriefing performance, critically analyzing and questioning results
- He may be an effective communicator in factual terms, but he tends not to be particularly enthusiastic or expressive
- He can be expected to exert control through patterns of procedure and detail, with a management style that is based on rational analysis and explanation as opposed to through persuasiveness or authority
- He should be given the opportunity to contribute the development of strategic plans and attendant policies and procedures

## Drivers Characteristics

### **Joe's Relationship Characteristics**

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#### **Relationship Driver: Forthright**

Very precise and articulate, Forthright people are driven to achieve the best possible results in all they take on. Thus, their communication will focus specifically on goals and targets with a somewhat formal instructional style. Team members will know exactly what is expected from them in the workplace. Often unphased by emotional 'feelings' they will be quite pragmatic in their approach, more focused on the outcomes rather than people.

- He is not a naturally open person, and takes time to develop trusting relationships in the workplace
- His temperament can be objective and analytical, and his relationships will reflect this approach
- He can share a great deal of knowledge, information and experience that will help co-workers learn and improve
- When presenting information, he generally has an organized and precise approach
- His dislike of uncertainty and inefficiency suggests that he tends to prepare for interactions with colleagues and clients. He looks for a similar approach in others
- He sees relationships with colleagues as part of the structure of his work life, rather than on a more emotional level

## Drivers Characteristics

### Joe's Pressure Characteristics

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**Pressure Driver:**  
**Decisive**

Decisive people are confident to act and make decisions in times of pressure. They are comfortable taking control in a firm and resolute manner, organizing plans and driving action with a logical and disciplined approach.

- He is cautious in his approach and tries to avoid risk where possible, but has an objective, rational approach to solving problems
- He recognizes trends and patterns that allow him to address potential issues before they cause problems
- He may be reluctant to act unless he feels in control of a situation, or at least fully aware of its likely developments
- He is unfazed by upheaval but will ensure that any changes are carefully thought through and are not impulsive quick fixes
- He feels most pressure when he feels he has little or no control over a situation
- Pressure arises when he must make decisions without the full details or finish a task so quickly that quality is compromised

## Drivers Characteristics

### Joe's Growth Characteristics

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**Growth Driver:**  
**Focused**

Focused people have a desire and drive to find solutions to specific problems or challenges by adopting a logical and pragmatic approach. They will look to act upon an intellectual understanding of each given problem, and will take a systematic approach to planning actions. They will quickly gauge what are the key priorities and plan their actions accordingly.

- He appreciates the need for continued personal and professional development, and enjoys the process of learning new skills within the workplace
- He has the intellectual capacity to absorb and comprehend a wide range of complex information
- He actively searches for new and better ways of doing things as a means of personal improvement and development
- He has a wide base of knowledge on a range of topics and will be a great resource for colleagues
- He enjoys measuring and analyzing performance, as this provides insight and direction to support future improvement
- He is effective at creating organizational structures and frameworks, and in ensuring that others work well within them

## Drivers Characteristics

### Joe's Organization Characteristics

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#### **Organization Driver: Goal-Oriented**

Goal-Oriented people have an affinity for detailed or technical work, and an ability to apply themselves to projects with clear goals and targets. They work towards goals efficiently and effectively, unphased by pressure. They can be most effective if left to work independently with minimal distractions.

- He seeks to develop a logical approach to understanding the different, and sometimes disparate, aspects of a problem before applying effective and efficient solutions

- He is highly organized, has an eye for detail and will be reluctant to compromise in any way on the accuracy of his work and the high standards he sets

- He approaches decisions from a practical viewpoint, looking specifically at the direct results of a course of action and how they might be optimized

- He is quick to realize the potential of a project, and equally quick to identify when it is time to stop or limit an activity

- When taking on complex or troubled situations, he instinctively sees through the clutter and is able to reorganize and focus on the key issues

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A Message from Dr. Gary F. Russell

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. Everyone can see and recognize exceptional performance, whether it be in sport, the arts, or in the business world. But we all have trouble understanding, selecting and, critically, reproducing it.

Our goal was to create a three-dimensional psychological outline of your attributes, characteristics and talents, to give you a clear and compelling picture of your greatest assets. When utilized correctly in the right setting, these talents can strongly maximize your performance.

So, now that you know your profile... so what? What do you do now? How do you win with this information and better understanding of you? How can you surround yourself with a team that complements your talents and strengths?

These are exciting, but critical questions you face. We would encourage you stay in touch with us so we can continue sharing with you more information about our Winning Profile Performance program. We can teach and coach people to learn how to on a day-to-day basis to make marginal gains in your own performance and the performance of your team as well.

It's a simple and ever-adapting process. For me, every new person I come in contact with is a new and exciting exploration of winning. We would like to help you understand, beyond the written word, the implications of this report. We are confident it is THE WINNING WAY for you, your coworkers and your entire organization. I'm excited to discuss more with you!

Sincerely,



Dr. Gary F. Russell  
CEO/Founder, Winning Profile