



# **Professione Lavoro**

## **Personality Profile**

Mario Rossi

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## **Profile Summary** *for* **Mario Rossi**

Based on your responses to the survey sheet under the heading "**How you feel you really are,**" the PASport summarizes your:

- Profile summary
- Trait intensity graph
- Basic temperament
- Communication style
- Leadership style
- Sensitive areas and potential reactions
- Motivational needs
- Effective and ineffective expression of traits
- Energy/vitality level

Based on your response to "**Your Desired Environment,**" the PASport describes:

- The working environment
- Candidate Interview Guide

**Mario Rossi, your responses to our Survey indicate that you are a person who is:**

decisive, assertive, a risk-taker who is quite innovative, competitive in sports and work, very results-oriented, a doer who gets involved, less confident in the ability of others than his/her own, willing to act on the environment to control it.

**Your survey responses also indicate that:**

is action-oriented and does not like delays or waiting, has a strong sense of urgency toward self and others, learns quickly and likes a lot of variety in his/her environment, likes new, exciting situations that have a fast pace.



## Definition

The following are the definitions for each of the four behavioral scales :

### **Dominance**

- Decisive and direct, results-oriented, wants to get things done, risk-taker

### **Nondominance**

- Nonthreatening approach to others, modest, conflict-avoidant

### **Extroversion**

- Outgoing, people-oriented, influences others, prefers to work with people, optimistic

### **Introversion**

- Reserved, focused on inner world of ideas, thinks things through before speaking, prefers to work alone

### **Patience**

- Steady, persistent, amiable, takes time to plan and understand, easy-going, cooperative

### **Nonpatience**

- Strong sense of urgency for self and others, fast-paced, prefers variety, action-oriented, competitive

### **Conformity**

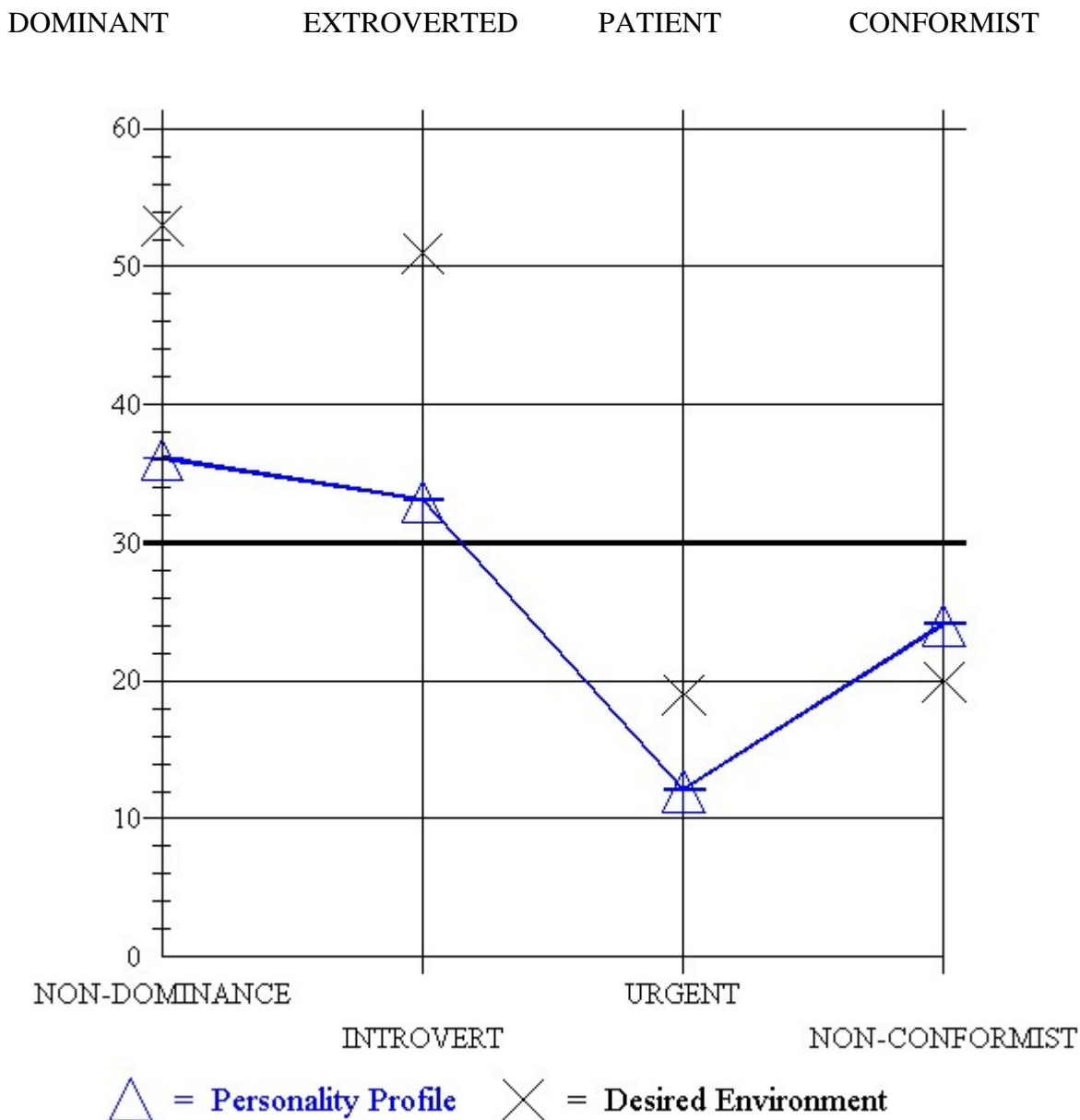
- Careful and accurate, organized and skillful, conservative and dependable, likes structure, goes by the book

### **Nonconformity**

- Independent attitude, likes freedom and creativity, uninhibited, resists rules



### Trait Intensity Graph





## **Your Basic Temperament: How You Feel You Really Are**

The "high trait" in your profile is Dominance. You are an **Authoritative**.

### **Dominant Person's Emotional Makeup:**

People whose high trait is DOMINANCE tend to be STRONG-WILLED, DECISIVE, and RESULTS-ORIENTED. They get involved, take action, and appear very SELF-SUFFICIENT. They have a strong ego drive and can intimidate others.

### **At Home:**

Mario Rossi, as a part of a family, you tend to take a leadership role. You like to set goals and motivate others to take action. You are direct and candid in communication although you might not be aware of how strongly you come across. At the same time, you tend to take on so many things that you may in actuality have little time for family activities.

### **At Work:**

Mario Rossi you prefer to give orders rather than take them. You like to be in a position of authority. You work best with people you respect and have confidence in. You delegate the details, but you might be reluctant to delegate the decision-making authority. You focus on getting things done (results). You challenge leadership when you think the focus is wrong or when results are not being achieved, or not being achieved quickly enough. You have a sense of urgency.

### **In Society:**

Mario Rossi, because you like your independence, you don't feel the need for many friends. If you have committed yourself to a friendship, however, you tend to take it seriously and feel strongly about it. When involved in group activities, you prefer to be a leader so that you can get things organized and be productive.



## **Your Basic Temperament: How You Feel You Really Are**

Listed below are some additional insights into your basic temperament that might provide you with an even better understanding of yourself and others.

### **The Combination of Dominance as Your High Trait and Patience as the Lowest Trait in Your Profile Indicates the Following:**

You tend to be a SELF-STARTER who is AMBITIOUS, HARD DRIVING, and IMPATIENT with yourself and others. You make decisions quickly and tend to want everything done yesterday. You are competitive and quickly develop positive ideas. You have confidence in your ability to perform and are a strong RISK-TAKER.

### **The Combination of Dominance as Your High Trait and Conformity below the Mid Line Indicates the Following:**

You are more interested in accomplishing the END RESULTS than how to get there. You are CREATIVE, SELF-CONFIDENT, and INDEPENDENT. You dislike detail and too much structure, and will resist the rules that limit your freedom. You like to make decisions based on authority, but usually delegate decisions that deal with detail. You take risks forcefully and without hesitation. While you do not bind yourself to organizational methods, you have ORGANIZATIONAL TENDENCIES.

### **The Combination of Dominance as Your High Trait and Extroversion at or above the Mid Line Indicates the Following:**

Your communication style is ENTHUSIASTIC and CONVINCING, and you express yourself well. You are QUICK THINKING, SPONTANEOUS, and THINK WELL ON YOUR FEET. You are SELF-CONFIDENT and SKILLFUL with people. You tend to be FRIENDLY and OPEN until resistance occurs. Then you will want to take control of the situation. You prefer to tell people what to do rather than try to persuade them.



## **Your Communication Style: Fast and Spontaneous**

The communication style that a person uses is primarily determined by the relationship of dominance and extroversion. When dominance is over extroversion, the tendency is to be a "teller" who is direct and candid.

When extroversion is over dominance, the tendency is to be a "persuader" who uses a selling, indirect style. On the Trait Graph, the actual distance between these two traits indicates the intensity of that particular style of communication.

The communication style is also modified somewhat by the location of the other traits.

Mario Rossi, your profile indicates that your communication style is **DIRECT** and **CANDID**, and you like and expect the same from others. You like social exposure, have the ability to **THINK FAST**, and enjoy the communication process. Since you are a nonconformist, you primarily enjoy discussing big-picture opportunities and new ways of doing things. You especially enjoy contact with people when you are in control of the communication process.



## Your Leadership Style: Velvet Hammer

### Leadership Style

Leadership style is primarily determined by the high trait but is also influenced by the other traits. The range of styles includes:

**Dominant-Authoritative:** Tends to give direct commands

**Extroverted-Persuasive:** Tends to influence people to see things their way

**Patient-Caretaking:** Tends to roll with the punches, and persistently push ahead

**Conformist-Traditional:** Tends to go by the book, using systems and rules to do it "right"

Mario Rossi, you want relationships where you take **DIRECT CONTROL**. At the same time, you are concerned about your image. You are inwardly focused and have great confidence in your ability to accomplish undertakings through others. While you will have a tendency to take on additional responsibilities, you can be reluctant to delegate authority. In your area of expertise, you make quick decisions and want immediate results. Furthermore, you actively promote change and look for new ways of doing things.



## **Your Sensitive Areas and Potential Reactions**

**Sensitive areas** generally arise from extremes in a person's temperament. People with different temperaments find different things upsetting. For instance, something that would be upsetting to a dominant person might be the very thing that a patient person would like.

**Potential reactions** occur as people respond to what they perceive as threatening situations. Their reactions are based on their temperaments and sensitive areas.

Close supervision and too many external controls make you feel very uneasy, since you prefer a lot of freedom. Vacillating or incompetent leadership and/or too much emphasis on trivia should be avoided. You dislike vague or unclear responses to your questions or inquiries.

If any of the things above are taking place and you are being pressured to accept any of it, you will react immediately. You will do what is necessary to get change the situation. In an effort to gain control, you might become autocratic or dictatorial.



## Motivational Needs

Mario Rossi, this page lists some of the things that are very motivating to you, based on your profile.

### **As a High Dominant, these Factors Tend to Motivate You:**

- A great deal of freedom from controls and supervision
- Day-to-day challenges
- Tangible results from your efforts
- Decision-making power
- Direct answers and candor in communications
- Ability to measure results in monetary terms (keep score)
- Position in charge and responsibility for the results achieved
- Participation in competitive activities/sports
- Technical or mechanical things

### **In Contrast, these Factors Tend to Demotivate You:**

- A lack of challenging things to do
- Too much close supervision
- Vague or unclear responses to questions
- Vacillating, wavering leadership
- Lack of significant goals

### **Motivating Factors from Extroversion above the Mid Line:**

- Opportunities for interaction with people
- Meeting new people and making friends
- The team approach to getting things done
- Opportunities for success and status
- Praise and public recognition

### **These Motivators Come from Patience below the Mid Line:**

- Fast responses in communications
- A fast pace with a lot of variety
- Freedom from set routines
- New environments in which to work or play
- Assignments that require a fast pace and quick action

### **These Motivators Come from Conformity below the Mid Line:**

- The opportunity to plan ahead and deal with the big picture
- Freedom from rules, details, and reports
- A generous amount of independence and unusual assignments
- New methods of doing things
- Opportunity to associate with visionary people



## **Effective and Ineffective Use of Strengths**

The traits in your temperament can also be referred to as strengths. The negative side, or weakness, of any of these strengths is when they are focused on self and used strictly for selfish purposes (getting your own way).

In an effective person, the needs of others are also considered. In an ineffective person, the focus is so much on the self that the needs of others are not considered. When comparing people with the same basic nature, you might find one who is successful and respected and another who is unsuccessful and considered a threat to society. The difference is in how they use their strengths.

### **Effective Behavior: Dominance**

Effective dominant people help others to set concise goals and define what needs to be done. They take charge of situations in their areas of expertise and provide direct, clear feedback when results are not being achieved. They take an active, problem-solving approach, but maintain an awareness of the feelings and needs of others. They inspire others by their ability to stand for what is right, even in the face of criticism.

### **Ineffective Behavior: Dominance**

Ineffective dominant people issue arbitrary, counter-productive, or self-serving commands that irritate or demean others. These leaders stand over and closely direct others to stay in control, even if they don't know as much as the people they are directing. They can be very critical and thereby demotivate others although they intend to be supportive.

### **Action Plan**

Dominant people need to realize that they are not always right. They need to take more time to deliberate before deciding and to be sensitive to others' needs.



## Energy/Vitality Level

Energy level, as determined by your survey, indicates your current vitality and ability to handle stress and difficult tasks. Of course, everyone's energy level varies from hour to hour and day to day.

### As your energy level gets low, you might notice:

- Fatigue
- Trouble concentrating
- Mental errors
- Inability to handle stressful situations
- Accidents

In the profile, ENERGY LEVEL is reported as:

**Below Average   Average   Above Average   High   Very High**

Your responses to the survey card indicate that your ENERGY LEVEL is **Above Average**. This indicates that you are able to handle most normally active schedules; however, long days, little sleep, and high stress can lead to fatigue and eventually burnout. You are most effective when you focus your ENERGY on reaching priority goals. This maximizes your effectiveness and, at the same time, enables you to work well with others and handle stressful situations.



## Adjustments to Working Environment

Mario Rossi, your primary profile was developed from side 1 of the survey card, "How You Feel You Really Are," and reflects your natural tendencies and temperament. Research indicates that over a period of time, you have found that certain environments are more motivating than others. The program uses your responses to part 2 of the survey card to indicate your preferred work environment.

As you read this section, you should reflect on the kinds of environments that you have enjoyed the most. Also, by referring to the Trait Graph in this report, you can get a visual indication of the kinds of changes in your environment that have been the most rewarding for you. The paragraphs below summarize these adjustments and give you some insight into what each adjustment could mean:

**Others Might Want You to be More Dominant:** You might be trying to be more controlling or assertive than natural for you. It could mean you are being required to take more risks or make more decisions than usual. It could be that you have been placed in a leadership role.

**Others Might Want You to be More Extroverted:** You might be making an effort to be more friendly, outgoing, and sensitive. Maybe you are being more communicative or working to develop better people skills. It might also mean that you are making more group presentations or are more involved in teamwork.

**Others Might Want You to be More Patient:** You might feel the need to slow down or wait for certain things to happen. It could mean that you are doing more long-range planning and setting up priorities. It could also mean that you are trying to be more casual and easygoing, not pushing as hard as usual.

**There were no significant changes in conformity.**