



## Personal Assessment

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**Date**

October 17, 2011

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## Pattern Summary

To receive full understanding of what the following communication pattern definitions mean, please read the areas of the report associated with each section.

How You See Yourself: **Amiable/Analytical**

How Others See You: **Amiable/Analytical**

Behavior at Work: **Amiable/Amiable**

By completing the Persogenics Assessment, you have taken the first step towards more productive and meaningful relationships for the rest of your life. Understanding communication patterns begins with getting a handle on your own. The in-depth analysis that follows will help you understand every aspect of your communication pattern, identifying and explaining to you in terms that you can easily identify with. The knowledge you will gain will make it easier for you to effectively approach different situations and interact more appropriately with others.

## Your Profile

The first few pages introduce you to the concept of Persogenics, specifically identifying your Primary and Secondary communication patterns. In addition to defining your own patterns, we will briefly introduce you to the other patterns so you can become familiar with anyone you meet.

Your profile is broken down into the following analyses:

***How You See Yourself*** - Detailed description of the view you have of yourself.

***How Others See You*** - Revelations about the way you are viewed by others.

***Behavior at Work*** - Your behavior under pressure.

***Possible Need for Improvement*** - Thorough examination of areas that may be viewed by others as negative.

***Effective Communication with Others*** - Techniques that can help you temporarily modify differing aspects of your communication pattern to better interact with others.

**Persogenics is the art of understanding people made easy.** The Persogenics profiling system has been in development for over thirty years. Over 2 million people have completed Persogenics profiles allowing for the development of a refined and accurate profiling system. (For a detailed history of personality profiling and the history of the Persogenics system, please consult our website at [www.persogenics.com](http://www.persogenics.com).) **Most people report that the profile results have an accuracy of 90% or**

**greater.** Varying factors can affect the accuracy of the analysis, including your state of mind when taking the profile. If you are unsatisfied for any reason with the accuracy of your results, we would encourage you to complete another profile. **The Persogenics system will enable you to better understand people** allowing you to improve your relationships with others in every aspect of your life.

## **Understanding the Four Communication Patterns**

### ***The Dominant***

Dominant Patterns exhibit high-assertive and low-responsive behaviors. This means they possess a primarily outspoken nature, but seek to maintain control over the personal feelings and information that they communicate to others. Dominants are fundamentally task-oriented, driving for results in all they do. They prefer to be in charge.

It is natural for Dominants to be direct, candid, open, and possibly forceful in communicating with others. They tell it like it is, and appreciate no-nonsense communication in return. Dominants do not avoid conflict. Rather, they prefer to confront a situation, resolve the existing problem, and move on. Dominants control their body movements and expressions, many times leaving others with the impression that they are over-serious or abrupt.

### ***The Expressive***

Expressive Patterns naturally exhibit high-assertive and high-responsive behaviors. This means they communicate assertively, and are more open in their gestures and expressions than the other patterns. Expressives are very people-oriented. They desire a clear and open show of understanding by both sides in communication, and they use persuasion and exaggerated body movements to promote that understanding.

Expressives are recognized as being energetic, emotional, opinionated, sometimes loud, and always ready to take risks and volunteer. They are also playful and fun-loving, tend to dislike routine, and may at times appear to be unfocused in their work.

### ***The Analytical***

Analytical Patterns are by nature less assertive and less responsive in their behaviors than the other patterns. This means they are reserved in the way they express themselves and that they are controlled in their outward gestures and actions.

Analyticals, like Dominants, are task-oriented. They are very careful to be certain that the job gets done right the first time. Analyticals focus on facts and details, examine all options, rely on past experience, and tend to be systematic and cautious in making decisions. Analyticals also tend to be disciplined with the use of time and are thorough in their work. They may prefer to work alone, appear detached from emotions, and might seem more concerned with information than with people.

### ***The Amiable***

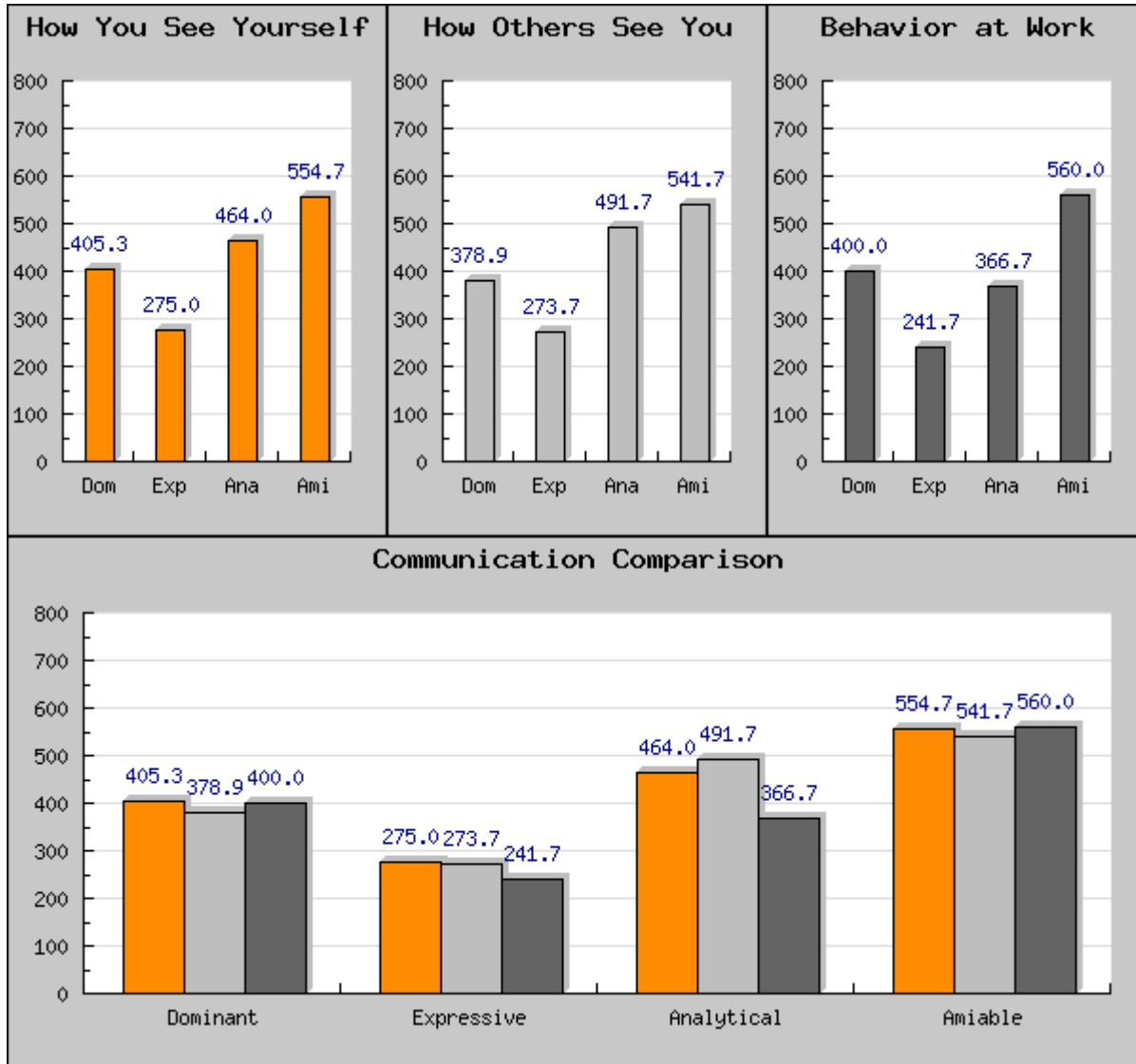
Amiable Patterns are naturally low-assertive and high-responsive in their behaviors. This means that they are not forceful in their communication, but they do outwardly show concern and understanding for others. Amiables are people-oriented and team-oriented. They are concerned with the happiness and satisfaction of all.

Amiables are peacemakers by nature. They are diplomatic, cooperative, patient, and strive to avoid conflict if at all possible. Amiables are slower paced when they move and in the gestures that they make and are softer-spoken and more moderately paced in their speech than most of the other patterns. Amiables are tentative and cautious in decision making, less apt to take risks than most of the other styles, and may at times appear non-committal and conforming.

**Primary Pattern:** Your set of predominant characteristics that influence and guide your communication with the people in your life. It is also the major influence in the way you approach your work, how you prioritize, allocate and use time, how you make decisions, resolve conflicts, and operate under pressure.

**Secondary Style:** Your Secondary pattern also plays a very important role in the makeup of your communication pattern. Your Secondary pattern blends with your Primary pattern in a way that serves to balance, temper, and broaden the characteristics of your personality. Your secondary pattern allows you to be more flexible in your communication with others and gives you additional ways to manage pressure and tension.

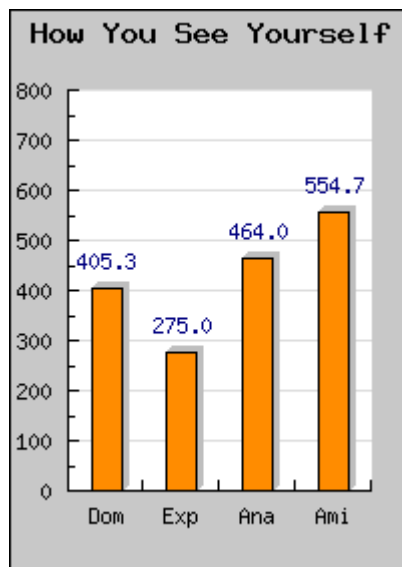
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Range	Definition
650-800	<i>High Usage</i> - This communication pattern is used most frequently and easily identified by others.
500-650	<i>Medium Usage</i> - This communication pattern is used frequently and in conjunction with another pattern.
400-500	<i>Low Usage</i> - Traits of this communication pattern are used often but are not immediately obvious to others.
300-400	<i>Situational Usage</i> - In various situations these communication traits may be brought into play in order to effectively communicate with others.
150-300	<i>Sometimes Used</i> - Communication pattern used infrequently. When Persogenics concepts are understood, these traits can be drawn upon as needed to more effectively communicate with another person of a similar pattern.
0-150	<i>Seldom Used</i> - The traits of this pattern are not easily utilized in communications with others.

### How You See Yourself

The purpose of this section is to clarify some of the things about yourself that blend together to form the behavior pattern you favor to communicate your wants and needs. Understanding how you see yourself is the first step towards understanding how you can better deal with others.



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*See Page 3 for Definitions*

### Outstanding Traits

Your outstanding traits are those facets of your personality most visible to you. They are the behaviors at which you excel as well as the ways you most often express yourself.

Your preferred communication pattern is Amiable/Analytical: conservative, moderate and safe in the way you handle yourself; reserved, patient and cautious in your speech; stable, not easily moved or thrown off course; and conscientious, concerned about doing what is right. You are cooperative and compliant with whatever needs to be done, often sacrificing your own plans and ideas so as not to offend others. You are precise and systematic in the way you do things, you typically follow a process from beginning to end. You like knowing the parameters of your tasks so you can perform them in the time you are allowed and produce good results. You are courteous and respectful of everyone around you, especially authority figures. You are diplomatic when dealing with potential problem situations, which you are skillful at avoiding. You are also orderly and neat; you tend to follow procedures and live up to high standards.

You are sensitive and constantly alert to possible danger. In your mind there is always the possibility of danger, and you work hard to avoid situations that might be risky for you. You try to look ahead in order to avoid unnecessary trouble and risk, and you are good at predicting and sidestepping such problems. You have a passion for impeccability and order. You follow directions carefully and in the

order they were given to you so that you can turn in an error-free performance.

## **Basic Desires and Motivation**

Every person has a differing set of motivators. While others may share a similar blend of desires and motivations, your unique, personal mix is as follows:

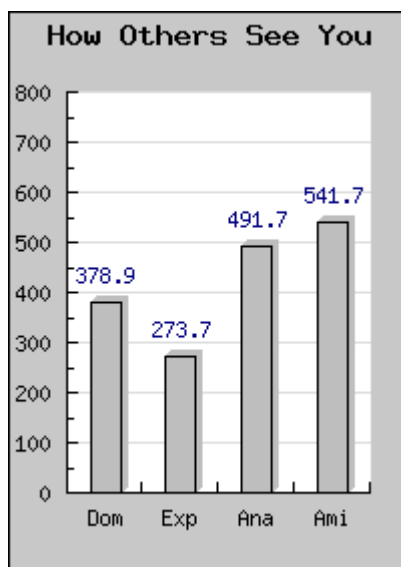
You are driven by a desire to be accommodating to other people. You want to keep them happy with the situation as well as with your relationship. You like to think situations and plans through before you act, you are contemplative about anything new. You like to do the things you do in a proven, methodical way so that you can be assured of the outcome. You also try to keep an open mind about new things, in most cases not to offend but also to maintain your flexibility toward new ideas.

In your daily activities you see a need to follow orders and precedents and you carefully adhere to rules. You are often drawn to jobs requiring meticulous work that is more task-oriented than people-oriented. You enjoy painstaking attention to detail. You prefer to share responsibility by working as a member of a team. You feel more comfortable contributing to a group than you do leading one. You dislike sudden or abrupt change; you like established patterns and known quantities. You are a good planner since you keep yourself well-informed and also because you are accurate about details and conservative on estimates.

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## How Others See You

Because each of us interprets situations differently, others may view your way of expressing yourself much differently than you see yourself. Understanding how others see you can help you in many ways: it can positively influence the way you see yourself, improving your self-image and your self-confidence. It can help you understand what other people will need from you in order to avoid miscommunications; it can also help you improve the way you relate to those around you.



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## Outstanding Traits

These are the attributes most visible to those around you. They are things you do best, make you stand out from the crowd and are the variety of ways you express yourself and communicate with others.

People see your pattern as Amiable/Analytical: unassuming and unobtrusive, someone who holds themselves with poise and quiet reserve. They see that you like to think about things before offering your thoughts or ideas and that you rarely take action before contemplating the matter first. They appreciate the fact that you are emotionally stable and that they can depend on you to remain steady under even the most trying circumstances. Others also appreciate your reliability and trustworthiness in areas that are personal or that require moral conviction.

Anyone who has worked with you realizes how well you cooperate with others in a group. They like the way you listen carefully, even when you don't agree, and how you diplomatically state your opinions. Another likable feature about you is the precision with which you carry out your work as well as the high standards you set for yourself. Others notice that you are good at weeding out potential problems in whatever project you are working on, and they respect the way you avoid unnecessary trouble and risk.

## **Basic Desires and Motivation**

The unique set of forces that drive you are not as apparent to those around you as your outstanding traits are. As others come to know you better, they begin to see what motivates you by observing how you act and perform.

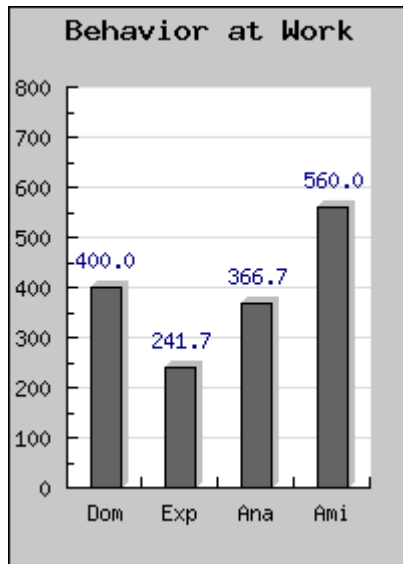
At first people notice your friendliness and your easy, open nature. They see that you are affable and they quickly learn that relating to you is easy because of your flexible attitude. As they get to know you better, they will come to see that you are driven by a desire to do things in the correct manner and order and to do everything you do in a way that offends no one. They will soon notice that you fit right in with doing work that requires attention to details and requires more interaction with things than with people.

Your desire to fit well into teams you are a member of is easily seen by others. They notice that you like to share responsibility with all of the group members and that you will rarely commit to anything unless you have support from some or all of the group. People with differing communication patterns may be annoyed by your dislike of sudden changes while other patterns will be amused. Everyone will agree that when planning needs to be done you are a valuable asset as you are conservative on guesses or estimates, accurate with any details you are asked to produce, and well-informed on a wide variety of topics.

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### Behavior at Work

When we are at work, we are constantly under the influence of the pressure to perform--whether subtle or overt. This pressure, from time to time, can affect our normal behavior. People respond to these pressures in different ways, based on their communication patterns. This section will examine how your behavior adjusts to your work environment.



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### Outstanding Traits

When you are at work, your outstanding traits come to the forefront. We use our outstanding traits almost exclusively to function in our work environment.

In a work environment your preferred communication pattern is Amiable/Amiable. You perform best if your environment is structured: you like to have everything clearly defined. You approach your work from a conservative standpoint, preferring to be sure of things before you commit yourself to action or to an important decision. In a work environment that is clearly defined for you, you are very dependable and stable, knowing what you can do and delivering on your commitments. Your manner at work is very flexible: you like to keep everyone happy, avoid trouble, and do your work in a precise and accurate way. You set high marks for yourself and you do whatever is necessary to come through on your responsibilities.

You like to make decisions based on long-term probabilities and for that reason your decisions are almost always very sound. Even under high pressure you avoid jumping to conclusions and making impulsive decisions. Your passion for order and impeccability, which is normally an excellent trait, may actually work against you when time-pressure is applied.

## **Basic Desires and Motivation**

As your behavior changes when in your working environment so do your motivations. Your communication pattern becomes more focused and intense under the pressure of work.

When you start to feel the pressures of work, you focus on keeping a cool head and executing your responsibilities in a timely fashion. You try to stay open-minded and you work hard to maintain the standard methods you use to perform your work. You feel that the best way to achieve your goals under pressure is to stick to the plan and perform it to the best of your ability.

In a group situation you strive to maintain peace when the tension is high. You are also driven to make sure everyone in the group supports whatever decisions are being made before you will support them. Because your work is most likely more detail-oriented than people-oriented, you are comfortable working alone and unaided. Your willingness to take responsibility for your own work and the conservative way that you commit to responsibilities really pay off when you come under pressure and make the deadlines set for you.

Because you like to have everything well-planned ahead of time and because of your dislike for any abrupt or surprise changes, pressure situations that are highly dynamic can be extremely stressful for you. Such situations will force you to commit to actions and decisions before you are really ready.

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### **Possible Need for Improvement**

We all want to be the very best we can. As none of us is perfect, we all have room for improvement. Our goal is to help you be the best communicator you can. With that in mind, here are a few suggestions on how you can be at your best when communicating with others.

### **Behavioral Challenges**

While you may feel that the following information does not fit you exactly, look for things that are applicable to you.

Since you like to do things alone to be sure they are right, you are apt not to delegate well. The odds are that as an Amiable pattern, when delegating you really do not let go of whatever task is involved. In other words, you tend to over-manage any tasks you consider to fall under your realm of responsibility. Another area that might provide potential problems for you is in your time management. You most likely check and re-check details of your work because of your perfectionist nature, a tendency that can monopolize your time and throw you off schedule.

In another area, the decisions you make are usually low-risk because you make them in a tentative and guarded fashion. There are several reasons behind this tendency: you may hesitate to act on your own initiative, preferring to wait for instructions from above. This is mainly because you feel that you need detailed instructions and an exact job description so you'll know precisely what is expected of you. You dislike antagonism and may give in to others in order to avoid conflict. In giving in, you most likely won't let go of your original idea and you may hold a grudge for having to give it up.

### **Possible Negative Perceptions**

Understanding how others may negatively perceive you, whether accurately or not, can give you the information you need to improve your relationship and communication with them.

Your naturally low assertiveness as well as your strong desire to be considerate and thoughtful of others may make it difficult to meet some challenges head on. This can be particularly true of those challenges involving conflict. You go to great lengths to avoid conflict, sometimes making personal sacrifices to do so. Consequently, others may perceive that you are unable to make decisions, or that you are too easy on people who need to be pushed. Other perceptions arising from this attitude may be that you are weak, lack ambition, or are over-cautious. Because you don't rush through the things you do, others may feel that you lack motivation or a drive to excel. While your attention to detail is an asset to you, some may view it as a waste of time or that you are nit-picking over trivialities.

### **A More Neutral Viewpoint**

In reading this information, try to keep an open mind. Take the opportunity to step back from the view we've presented you and look at it from a more neutral angle. Do not look at yourself in a personal light

this time; look at yourself objectively, as if you are viewing someone else entirely. From this perspective, think about how the behavior patterns described above would be viewed by those on the receiving end.

People who avoid making decisions in order to avoid conflict can be viewed as wearing masks. Some may believe that such a person isn't representing his or her true thoughts and feelings in an honest and forthright way. Such ambiguity can quickly compromise trust with some people, especially with those whose primary pattern is Dominant. Such a person might be viewed as having little or no conviction in his or her abilities. Consequently, such an individual might not be given responsibilities or opportunities that others who are perceived as more self-confident might receive.

To try and eliminate these perceptions simply assert yourself more and take more risks. Remember that more aggressive people will take control if they feel you are weak or indecisive. By slightly increasing your assertiveness in situations where decisiveness is called for, you will gain more respect from others. Remember that people usually have respect for your opinions because of your ability to see details that they might miss.

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### Effective Communication with Others

Educating ourselves in the areas we need improvement is the first important step to more effective communication. The next step is learning to temporarily modify our communication pattern if necessary in order to meet people halfway.

#### Temporarily Modifying

**Assertiveness** is the degree to which you are willing to make your needs and wishes known to others.

**Responsiveness** is the degree to which you are willing to express and share emotions and feelings in order to build relationships.

Temporarily modifying your communication pattern entails raising or lowering your assertiveness and raising or lowering your responsiveness in order to reach a better understanding with others.

As an Amiable/Analytical pattern, you naturally exhibit behavior which is low in assertiveness and high in responsiveness. That means that in most situations you are not very comfortable telling people what you think and expressing your needs and wants. This is because you often put the needs and wants of others before your own. Your high responsiveness means that you like to share things of a personal nature with the people around you. Remember that it is not a bad thing to be either high- or low-assertive or responsive, it is simply the way that you are. You are the person that you should be, and there's nothing at all wrong about the person that you are.

Under pressure, or any time you feel ineffective in your situation management, consider the following suggestions to increase assertiveness and to decrease responsiveness as the situation dictates. Applying these tips will help make your interactions with others more productive and rewarding.

#### *Increasing Assertiveness*

**Tell More, Ask Less** - Your natural tendency is to ask people what to do. Try telling instead, just changing a few words that you say can make your requests much more assertive.

**Express Your Opinions** - Don't worry so much about offending others by expressing yourself. Your thoughts are just as valuable as theirs, so don't hesitate to express them.

**Be More Candid and Frank** - You often have trouble telling it like it is because of your desire to keep from offending others. You need to realize that sometimes candidness is necessary to establish respect with some people.

**Take Risks** - Don't be afraid to step out and do something you consider to be risky. Sometimes you can hold back too much and you miss chances that can really pay off.

**Be Willing to Disagree** - Your aversion to confrontations should not be applied to situations where you really need to express your thoughts on a matter of importance. Holding back and not disagreeing can cause more harm than good.

**Take an Independent Stand** - In situations where all others seem to disagree with you, do not be afraid to stand alone and back up your ideas and opinions. In some cases you will be right when everyone else is wrong, and there's nothing bad about that.

**Decide More Quickly** - Have confidence in your opinions and decision-making ability. Don't be afraid to base decisions more on feelings and not so much on facts.

**Initiate Action** - Don't waste time moving on what you've decided, get after it right away.

**Give Honest Opinions** - Don't be afraid to tell someone what you really think; be straightforward.

**Make Specific Suggestions** - Be sure to express in detail exactly what you are thinking otherwise people might not get what you're trying to say.

**Actively Look for Solutions** - Don't wait around to have things spelled out for you. Take initiative and find a solution to the problem.

### *Decreasing Responsiveness*

**Control More, Express Less** - Assert more control over the situation you are in and lower the amount of communication you do in the areas of feelings and relationships.

**Accept Pressure** - Don't insist on being given an indefinite amount of time to come up with every possible alternative, allow limits to be placed.

**Focus on Objectives** - Back off from your total concentration on detail and look at the larger picture. Think about the overall goals involved and less about perfecting the details.

**Distance Yourself from Relationships** - Make an active effort to place limits on your involvement in relationships. Realize that over-involvement in relationships requires more time than you probably have to give.

**Adopt a Professional Attitude** - Concentrate more on your work, and present yourself less as a personal friend and more as a businessperson.

**Limit Relationship Factors** - Don't neglect the friends that you have, but tone down the attention that you pay to them and concentrate more on your work. Your friends will still be your friends and you will perform your job more professionally.

### *Increasing Responsiveness*

**Ask Questions** - Instead of stifling your curiosity, indulge it. When you want to know about something, speak up and ask about it.

**Be Personally Interested in Others** - Your tendency to hold back on a personal level can hurt your relationships with certain communication patterns. Don't be afraid to open up and show some sincere

interest in the people around you.

**Express Sincere Sentiments** - In trying to keep others happy you may develop the tendency to tell them what they want to hear. Resist that tendency and concentrate on being sincere in your communication with others.

**Share Negative as Well as Positive Feelings** - Your tendency to hold back on a personal level can hurt your relationships with certain communication patterns. Don't be afraid to open up and share negative things with the people around you.

**Actively Listen to Others** - Show others you are listening by giving them visual and audible cues such as nods, summary repetitions, etc.

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