

# GPI™

Glowinkowski Predisposition Indicator

## **Feedback Workbook**

Prepared for Ex Ample  
**2009**



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## Foreword

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This report provides interpretative feedback of Ex's Glowinkowski Predisposition Indicator (GPI™) profile. It is designed to give Ex an insight into his predispositions and help him understand the potential strengths and development opportunities associated with his profile. In addition, it will also suggest development issues which might need to be addressed. All of this needs to be seen in the context of Ex's current role and the opportunities and challenges that that presents together with his future aspirations in terms of career and personal development.

This report does not take the place of a feedback session which will have been conducted by a qualified and licensed GPI™ practitioner. It is important for Ex to take on board the deeper insights that will be gained through that process.

Structured over the three models, which will be introduced shortly, Ex will find a detailed narrative explaining his profile.

In addition, a simple summary for each model, providing definitions for each of the scales and subscales of the GPI™ can be found in the appendix section at the back of the report. The style and content of the report consists of a wide range of statements and interventions based entirely on Ex's responses to the GPI™ questionnaire. It therefore presents a series of suggestions, 'what ifs' and maybes for Ex to consider as important development questions. These need to be seen and evaluated within the context of Ex's feedback session together with Ex's own interpretation about the validity of the comments made in the report.

Thank you for choosing to use this Glowinkowski International product. The GPI™ has been completed by well over 4000 professionals as an aid to leadership and team development, and in helping to inform career decisions.



## Introduction

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Predispositions are '*underlying preferences or natural behaviours that people possess through their personality traits*'. Indicating preferred or natural style, predispositions give valuable insight into how Ex prefers to approach situations, why he behaves as he does and why he feels the way he feels about certain activities.

It would be false to claim however that predispositions are the sole determinant of behaviour. A strong body of psychological research suggests that behaviour is a function of both personality and the environment. Put simply, in addition to his predispositions, Ex's behaviour is influenced by the situation he finds himself in. Behaviour which reflects predisposition is preferred and therefore comfortable. Further to this concept, behaving in a non-preferred way, i.e. out of line with predisposition, is often taxing and can be difficult. Management development relates to both the

consolidation of strengths in terms of 'natural' behaviours and also how to become more effective through learning the more 'unnatural' behaviours. This is important of course as it is often necessary, especially at work, to adapt natural behaviour to fit the environment. Ultimately, it is behaviour which organisations pay for, not predispositions - behaviour drives organisational performance. By understanding his predispositions, Ex can begin to appreciate his points of real strength and those areas that represent development opportunities.

It is important to think of predispositions in non-pejorative terms. Behaviourally, any predisposition can reflect itself both positively and negatively. Ex's feedback session should have introduced him to this concept and have made him aware of the potential benefits and shortcomings of the predispositions he holds.

## When Behaviour Differs from Predisposition

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In some circumstances we have observed that 360 data does not fit with predisposition data, suggesting that the individual's behaviour, as seen by others, is not as would be expected from their predisposition profile. There are several reasons why this might be the case.

Often, this occurs due to there being no scope or opportunity to show preferred behavioural style. Take a Reserved individual i.e. someone who prefers to direct their energy inwards, thinking and reflecting on issues rather than talking them through with others, as an example. If, as part of their job, that person meets a lot of people and regularly needs to make presentations to groups, they will likely be thought of as relatively Outgoing in terms of how they behave. From a predisposition perspective however this is of course not actually the case. Working in the role they do would give little opportunity to show or utilise their Reserved tendencies and also causes them to have to behave out of 'type' for extended periods of time. This may have significant implications for how they feel or indeed, how they perform in their role.

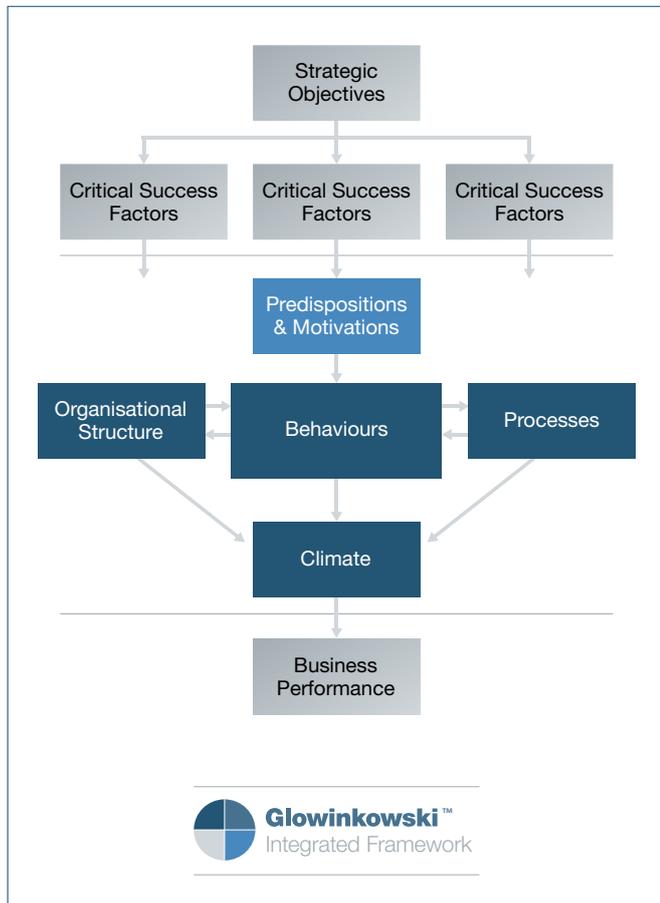
Another example could relate to an individual who from a predisposition perspective is highly Radical or imaginative in terms of their natural style. The type of behaviour they enjoy could include problem solving situations where they get the opportunity to engage in extensive strategic and conceptual thinking. However, their current role involves number crunching and extensive detailed planning. The implication of this role are that their natural predispositions do not find an outlet, perhaps causing frustration or indeed, boredom and certainly not enabling them to display the

behaviour to others. Both of these examples show situations of when a person's behaviour doesn't necessarily reflect their predisposition and both, as a consequence, have important development issues for the individual.

Learning can also cause behaviour to differ from predispositions. Individuals can often recall a time where due to coaching or their own observations, they approached a situation differently from the way they would have originally, and subsequently, gained a more favourable outcome for themselves, and hopefully, the others involved in that situation. As they used this behavioural style more they may have found that it became more comfortable and that their confidence grew in adopting this style. Indeed, through learning, an unnatural style may have become easier to adopt.

On other occasions, people may display a type of behaviour that doesn't fit with their predisposition profile in order to fulfil some other motive or personal characteristic. To give an example, an individual may be predisposed to be Cursory in the way they carry out tasks. We would expect this individual to prefer a summary page over the 50 page report with appendices, not to liking to get - as they would see it - 'bogged down' in the detail. However, on a certain task, this Cursory individual could be highly Conscientious, enjoying working in the minute detail and making sure that everything is absolutely correct. The achievement of completing the task to a high level, perhaps the outcome of doing so or even the experience of being recognised by others, could motivate this Cursory individual to be highly Conscientious.

## Behaviour in Context



Above, we introduced the concept of behaviour and its impact on organisational performance. Statistically, we have proven that leadership behaviour sets the Climate of the

organisation. By Climate we are referring to the 'mood' of an organisation and 'how it feels' to work there. In 25 years of our research and practical consultancy experience, we have consistently found Organisational Climate to be the core driver of performance and whatever its level, an improvement serves to lift performance. Leadership behaviour does not occur in a vacuum and its relationship with Climate and ultimately performance indicates that behavioural development and the application of GPI™ has positive organisational as well as personal importance and significance.

The relationships between predispositions, behaviour, Organisational Climate and performance are clearly illustrated in Glowinkowski International's Integrated Framework™. We see here that the Climate is a driver of the organisation's performance. This is because when individuals experience a positive Climate they give discretionary behaviour, doing what they are truly capable of rather than merely doing what they have to do. A key driver of Climate is how leaders behave. To give an example, a leader predisposed to be extremely Affiliative may feel uncomfortable giving difficult feedback to a report. The consequences of this are likely to be that the leader does not give the feedback, or does so, but delivers it badly. Both scenarios will impact the clarity the individual holds for their role and the extent to which they feel they have recognition for the work they do. These elements will have a direct negative effect on Climate and a 'knock-on' impact on performance. The GPI™ gives an insight into how an individual's predispositions may influence the Climate they drive through their behaviour. As stated earlier, once an individual understands their predispositions they can begin to appreciate their strengths and their development opportunities.

## The GPI™

The inventory that Ex completed - The GPI™ - asked him to rate a series of questions in terms of the extent to which they described him and the way he prefers to behave. The GPI™ provides a highly valid and reliable measure of predispositions, allowing Ex to understand why he behaves in certain ways in certain situations, and importantly, how he

may be able to adapt his natural style in order to optimise his behaviour.

In generating this report, Ex's data has been compared with a large number of other professionals. His profile is therefore relative to this 'norm group' of people and gives him an indication of his preferences in comparison to those others.



### The Profile

GPI™ consists of 19 bipolar dimensions, all developed for and tailored towards application in a working environment. Whilst this broad array of dimensions give unparalleled detail for a measure of personality, they are combined in the GPI™ to produce three simple feedback models of everyday working life.

The Feedback Models
Problem Solving and Implementation Style
Communication and Interpersonal Style
Feelings and Self Control

#### Problem Solving and Implementation Style

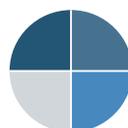
The first of these is Problem Solving and Implementation Style. By this, we are talking about Ex's thinking style on the one hand, and his implementation style on the other. This gives an indication of Ex's natural approach towards his work, how he thinks about a task and how he goes about getting that task done.



Ex's data is presented on a two-by-two matrix, combining both dimensions and types of personality. The four types which we label the Planner, the Practitioner, the Strategist and the Visionary, represent a simple way of categorising the more detailed data points which make up the model. A full definition of all of the types is included in the appendices at the back of this report.

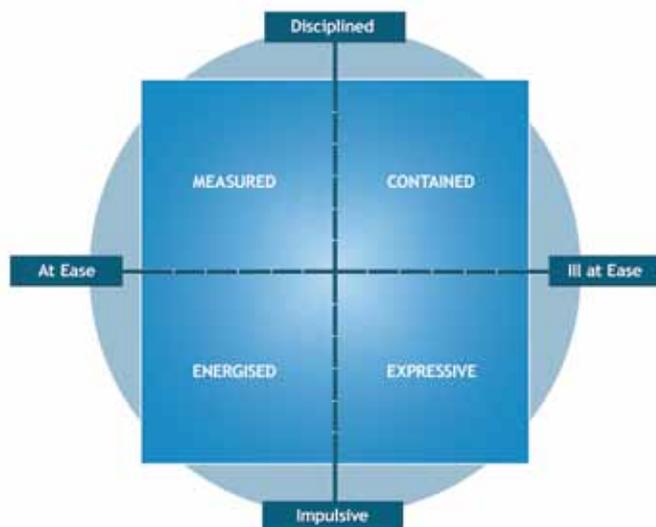
#### Communication and Inter-personal Style

The second of the models presented in Ex's profile is Communication and Interpersonal Style. This model is concerned with how he prefers to interact with others and where he tends to get his energy from, be that external sources, i.e. people and social situations or internal sources, i.e. reflecting and thinking. Again, Ex's data is presented in a two-by-two matrix, combining each of the dimensions to create a type.



## Feelings and Self Control

The third and final model is Feelings and Self Control. This model indicates how at ease Ex is with himself and how he tends to react to his instincts and cravings, be that in a disciplined, controlled or impulsive, uncontrolled way.



Taking the three models together it is possible to build a picture of how Ex tends to behave in problem solving, influencing and general management situations. The GPI™ is capable of giving him a detailed summary of his predispositions. However, it is important he takes on board deeper insights from his feedback session.

Following each graphical representation in Ex's profile, he will find a descriptive narrative of his 'type' and what it means for his behaviour. The following sections will then provide him with a comprehensive explanation of his profile, starting with his individual data points and building in complexity to consider the interaction of those data points and the likely behavioural patterns that these will cause.

This structure can be used as a framework for the application of this report, be that as a guide for areas to explore as part of an interview process or for indicating key areas for personal development.

### Please note

This report does not provide Ex with a measure of ability or aptitude. Nevertheless, he will gain an accurate understanding of his natural behavioural style which the practitioner interpreting the report will be able to apply to his development. This report should not take the place of a feedback session. As stated earlier, Ex needs to reflect on this report in the context of his feedback process, whether that takes the form of an individual or group feedback session.

The information held within this report is strictly confidential. It provides extremely detailed and powerful information and should be treated accordingly. Feedback must only be given by a practitioner certified and licensed through Glowinkowski International. Glowinkowski International licensed practitioners and Ex Ample should be the only people who use this report.



### Problem Solving and Implementation Style



Personal Profile

#### The Visionary

The Visionary is predisposed to look at situations in terms of the bigger picture and look at all the future possibilities that exist. They will tend to generate radically different ideas, and be more interested in this than in dealing with the practical details of turning them into reality. On occasions the Visionary can get caught up with all the possibilities for change, and may move from one idea to the next, finding it difficult to select one and stick with it through to implementation.

Name:

**Ample, Ex**

### Problem Solving & Implementation Style



Ex's preferences place him in the Visionary quadrant. The Visionary is predisposed to look at situations in terms of the bigger picture and look at all of the future possibilities that exist. They will tend to generate radically different ideas, and will often be more interested in this than in dealing with the practical details of turning them into reality. On occasion the Visionary can get caught up with all the possibilities for change, and may move from one idea to the next, finding it difficult to select one and stick with it through to implementation.

A Visionary's responses to the questionnaire suggest their underlying preferences will be radical in terms of their problem solving style and flexible in terms of their implementation style. They are likely to be happy basing decisions on intuition, enjoy abstract, more conceptual thinking and will tend to have a preference for large scale, radical change. Visionary's tend to get enjoyment from the

journey towards delivery, are often happy to accept a fit for purpose level of delivery and prefer working with the main points than in the detail of a task.

It is important to point out that in reading the above description of a Visionary, Ex may feel that only some of the characteristics apply to him. As the description is of the general qualities that are often displayed by Visionaries, such a feeling is perfectly normal. Most individuals will feel that whilst they associate more with one quadrant than any other, they may connect with some aspects of the other quadrants. Ex's position within the quadrant is a firm one however, suggesting that he will identify with the majority of characteristics, or at the very least, several characteristics quite strongly. The next section provides a more detailed description of the individual data points that make up Ex's profile.





Personal Profile

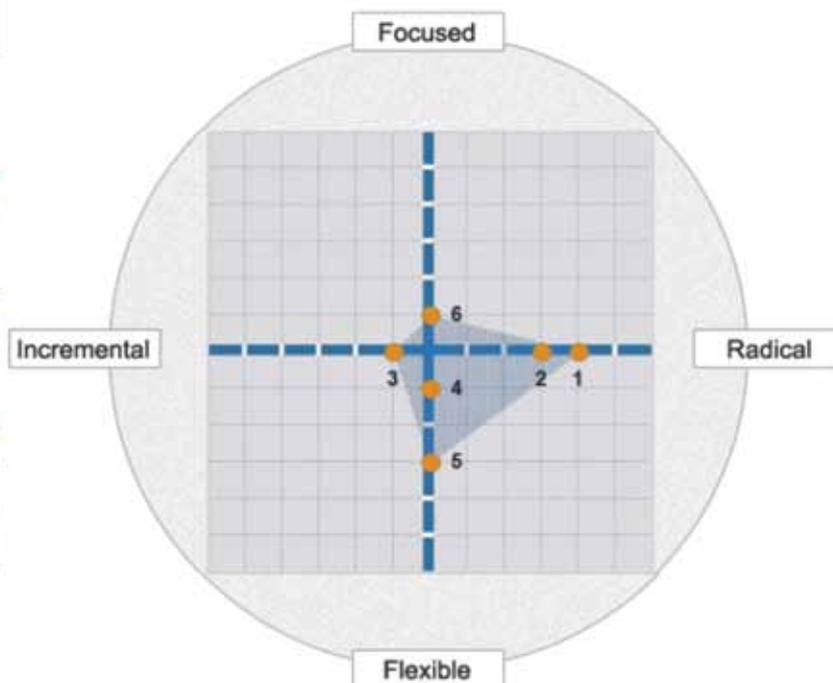
KEY ●

Incremental	Radical
1 Evolutionary	Revolutionary
2 Practical	Conceptual
3 Rational	Intuitive

Flexible	Focused
4 Spontaneous	Outcome
5 Cursory	Conscientious
6 Pragmatic	Perfectionist

Name:  
Ample, Ex

## Problem Solving & Implementation Style



### Evolutionary-Revolutionary

The first aspect of the Incremental-Radical Problem Solving framework is the concept of Evolutionary versus Revolutionary. This relates to the individual's preferences in terms of the scope of change with which they wish to engage. An Evolutionary type is predisposed to an approach of step-by-step change with a focus on improvement. The Revolutionary approach is characterised less by step-by-step change and more by big shift where change rather than improvement is emphasised.

Ex's high level at the Revolutionary end of the continuum suggests that he enjoys broad based change, novelty and doing things in a different way rather than focusing on improvement of what already exists. At the extreme, Revolutionary types thrive in a fast and ever changing environment, particularly when that change is Radical, with a true paradigmatic shift in how things are done.

A Revolutionary individual is likely to bring to the party a multitude of ideas, always suggesting new and different ways of approaching the various tasks and issues which prevail. In the upside context, the Revolutionary problem solver can create new approaches and bring significant innovations, truly enjoying strategic type work which charts a new direction for the organisation. In the downside context, Revolutionary types generate too many ideas, a lot of which are perhaps impractical and half baked and further can create confusion and indeed, chaos. Without substance and structure,

Revolutionary types at the extreme can sometimes be seen as overly risk taking, especially by evolutionary types.

Ex's high position at the Revolutionary end suggests some of these factors may well relate to his approach. He needs to reflect which of these aspects underpin his strengths and positive contributions together with consideration of the extent to which the downsides may prevail in terms of his development issues.

### Practical-Conceptual

The predisposition of Practical versus Conceptual makes up the second element of the Incremental-Radical framework. Practical types enjoy the here and now and like to work at a task level where the outcomes are short-term, specific and readily acceptable. Conceptual types enjoy abstract problem solving, like to think ahead and get involved in long-term strategic work.

Ex's moderately Conceptual profile suggests he enjoys working on abstract and strategic areas where his passion is more to do with next year and the year after than today. From an upside perspective his profile indicates a predisposition for strategic and conceptual thinking where his added value to the organisation relates particularly to the long-term concerns of the business and its strategy. From a downside perspective the profile suggests a lesser interest in tasks, perhaps raising the question of whether his role actually provides him with the opportunity to engage in behaviours which match his

predisposition. A further factor for Conceptual types is the consideration of what 'Practical' colleagues think. In a negative context we often observe Practical types considering Conceptual types as potentially unrealistic and in the extreme, not delivering tangible outcomes.

Ex's moderate position in the Conceptual domain suggests he needs to give thought to the extent that these factors underpin the strengths in the positive context and perhaps more negatively the implications in terms of his development issues. This of course has to be done in terms of 'fit' with Ex's current role and his future aspirations for his career in mind.

### Rational – Intuitive

The third factor in the Incremental-Radical domain is the Rational-Intuitive concept. Rational problem solvers enjoy and have a predisposition to make decisions based on facts and hard evidence. Intuitive types often prefer to make decisions based on their gut feeling.

Marginally Rational, Ex's profile suggests that he likes to approach his decision-making against a background of firm evidence and sound data. On the upside, irrespective of the nature of the idea or decision to be made, a Rational approach suggests the decision will be based on very solid and tangible grounds. The Rational decision maker will be able to demonstrate with a high level of detail why they think as they do and therefore provide a firm basis for a potential way forward. The downside of this approach relates to the fact that we can never know everything and therefore a Rational decision maker can potentially be submerged in 'analysis paralysis' - sometimes you just need to go for it. Ex's Rational profile suggests he uses a logical and data orientated approach which indicates good use of analytical reasoning. The question for him to reflect on is whether his ideas for change and innovation are sometimes inhibited by being over analytical.

Looking at the Incremental-Radical dimensions as a whole, an interesting pattern is reflected with the combination of Ex's Revolutionary and Conceptual profile from the Radical end of the framework with his Rational score which of course sits at the Incremental end. This suggests that Ex's approach to innovation and change is likely to be grounded in quite a facts-based thinking style. We might use the phrase 'an innovative, change orientated approach based on reality or data'.

Having looked at Ex's Problem Solving and Implementation Style profile in terms of how he prefers to approach and think around a situation, we will now consider his profile in terms of how he tends to go about completing a task, starting with the Spontaneous-Outcome scale.

### Spontaneous-Outcome

Individuals who are predisposed to be Spontaneous often like to avoid tight structures around them, enjoying situations where they keep their options open and not too readily

committing themselves to a planned course of action. They will often show an inherent flexibility towards change orientation. The downside of Spontaneity can be a lack of clarity and focus on which outcome to aim for. Outcome types' greatest concern is often about clarity, definition and clear focus around the targets that they want to attain. They are likely to enjoy approaching activities in a very planned and structured style. This of course can be a tremendous upside. It can however cause a tendency on occasions to resist necessary changes or recycling of a course of action. Spontaneous types see Outcome types as overly cautious and in need of too much clarity. Outcome types see Spontaneous types as disorganised.

Positioned marginally towards the Spontaneous end of the scale, Ex is likely to relate to some of the Spontaneous characteristics described above.

### Conscientious-Cursory

Conscientious individuals differ from Cursory individuals in the extent to which they like to work in the detail of a task. Conscientious individuals' drive or focus is in seeing and feeling the detail of an activity. They are likely to be more drawn to the detail than an individual who is more Cursory - attracted to the idea or practice of 'dotting the Is and crossing the Ts'. The potential benefit of attention to detail means that on the upside, Conscientiousness can be seen as a true virtue. In the extreme however and a potential downside is the possibility of getting overly caught up in the detail, losing sight of the bigger picture and failing to see the wood for the trees. Cursory individuals on the other hand are drawn to evaluating at the high level rather than the specifics - in this sense they prefer the main points and will be drawn to bullet points. These individuals tend to approach the evaluation of detail in a more Cursory, perusal manner, tending to avoid getting into the detail nuts and bolts. Cursory individuals have a preference for the one page of bullet points rather than the fifty page report with appendices. An upside is that they will avoid getting bogged down in unnecessary detail but the downside is that they may miss on occasion a crucial piece of information.

The profile shows that Ex holds a moderate position in the Cursory domain, suggesting he needs to give thought to the extent to which these factors underpin his strengths in the positive context and perhaps also the implications in terms of development issues.

### Perfectionist-Pragmatic

The Perfectionist-Pragmatic continuum is about the level of standards an individual is willing to accept for delivery. The Perfectionist end of the continuum suggests an individual who has a drive or desire to continuously seek to improve the standard of excellence or quality or accuracy of the particular task or activity in hand. The driver in perfectionism is about raising the bar. For some Perfectionists there is a continuing

strive for perfection whether or not a higher standard is required. The upside of a Perfectionist tendency clearly is one of continuous improvement. There is however a downside - an individual may go beyond fit for purpose and potentially run the risk of non-delivery. Perfectionists will often find delegating to others extremely difficult, impacting their ability for effective leadership. The Pragmatic end of the continuum suggests an individual who is prepared to take a fit for purpose approach in delivery where providing the standard fits the requirement, the need for improvement is avoided. The upside of being a pragmatist may be that the individual is able to deliver acceptable results at a lower cost level. Furthermore, in a leadership context they will feel more comfortable in a delegation mode and therefore potentially powerful at empowering others. Potential downsides of pragmatism are that in pursuit of results they might cut quality corners; driving for excellence in a continuous context may not necessarily be seen as top priority.

Ex's position, marginally towards the Perfectionist end, suggests he will likely be able to relate to some of the characteristics described above associated with that side of the scale. He needs to consider how this impacts his implementation style and, depending on the demands of his role, the extent to which this constitutes a strength, or indeed, a development area.

Putting the Focused-Flexible dimensions together, an interesting pattern is reflected in Ex's Perfectionist profile from the Focused end of the framework combined with his Cursory and Spontaneous scores which of course sit at the Flexible end. This suggests that Ex's priorities in the context of delivery are about perfectionism where he demonstrates an overwhelming desire to achieve increasingly higher levels of standards and delivery, but at the same time, potentially there is a lower priority with regards to the detail and specific time frames. The upside of course relates to his desire to achieve high standards but this is potentially at a cost in terms of timely delivery. Ex's Cursory style may also cause a degree of confusion to those around him in that his high standards may be taken as read that he also has a high need for detail. This may however be more reflected in his requirement of how others work and behave. If a high need for detail is apparent in his own behaviour it will perhaps only be a driver in so much as it's required to fulfil the needs of the task in pursuit of excellence.

Having described Ex's profile in terms of the individual components of the Problem Solving and Implementation Style framework, we can see that several dimensions show a crossover into other types within the framework. In terms of the initial definition we see that Ex does not show all of the attributes described in the Visionary type.



### Thinking about the Problem Solving and Implementation Style Feedback

Having read the interpretive report thus far, together with the experience of the one to one and/or workshop feedback from the trainer/consultant, it is important for Ex to consider the following questions:

- Which comments or suggestions resonate the most powerfully in terms of behavioural issues that need to be addressed?

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- Which comments or suggestions resonate in terms of potential strengths, core talents and career development implications?

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- Are there any significant comments or suggestions in the report that don't resonate or have validity in terms of the development agenda?

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- Taking into account the report together with the feedback session, are there further development issues that are not specifically stated in this report but nevertheless have been concluded as key?

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- Given the interpretive report together with the feedback session and any further feedback, i.e., with colleagues, indicate the important leadership development issues that need to be addressed in terms of;

- Leadership of people .....
- Team membership.....
- Colleague relationships .....
- Influencing others .....
- Engagement.....
- Style .....
- Medium and long-term career development.....

# Communication and Interpersonal Style



Personal Profile

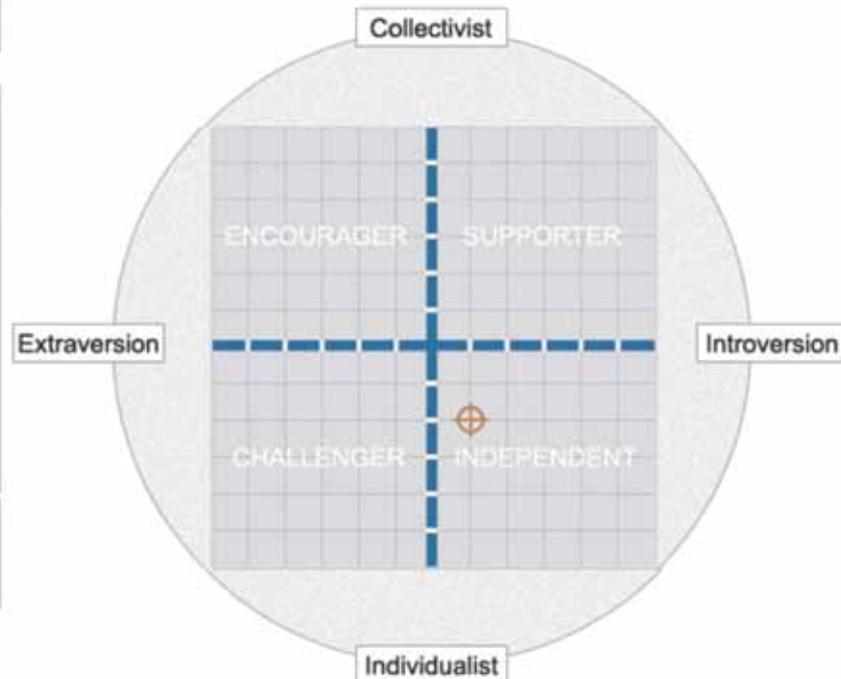
## The Independent

Independents will be seen by others as rational, reserved and perhaps even detached from the rest of the group, comfortable with pursuing their own interests. Although they will tend to keep their views to themselves, they often have good insights into the issues faced by the group. Only when the situation requires it will the independent speak. They will feel entirely comfortable in expressing their views irrespective of whether they are different from that of the groups.

Name:

Ample, Ex

## Communication & Interpersonal Style



Ex's preferences place him in the Independent quadrant. Independents will often be seen by others as rational, reserved and perhaps even detached from the rest of the group, comfortable with pursuing their own interests. Although they will tend to keep their views to themselves, they often have good insights into the issues faced by the group. It is likely that the independent will only speak when the situation requires it. They will often feel entirely comfortable in expressing their views irrespective of whether they are different from that of the groups.

An Independent's responses to the questionnaire suggest a preference towards Introversion in terms of what energises them and individualist in terms of how they interact with others. Independents tend to be reflective, relatively serious minded and quiet within social situations. They can be more task orientated, may not tend to see personal relationships as overly important and will tend to be comfortable pursuing their own goals over the group's.

Ex's position places him relatively firmly as an individualist in terms of how he relates to other people and groups but more marginally as an introvert. This suggests that Ex's preference will be to direct energy inwards and spend time reflecting his thoughts as talking them through in a social situation may be uncomfortable. However, Ex's profile suggests he may have a more light-hearted outlook, with a tendency to be more outgoing in a group and happier to talk ideas through than more introverted Independents.

Ex may feel that he identifies with some of the characteristics of an Independent more than others. As the description is of the general qualities that are often displayed by Independents, such a feeling is perfectly normal. Many individuals will feel that whilst they feel an association with the type or quadrant that they lie in, they will also identify with aspects of the other quadrants. The next section breaks the profile down into its individual data points, giving a detailed description of Ex's predispositions.





Personal Profile

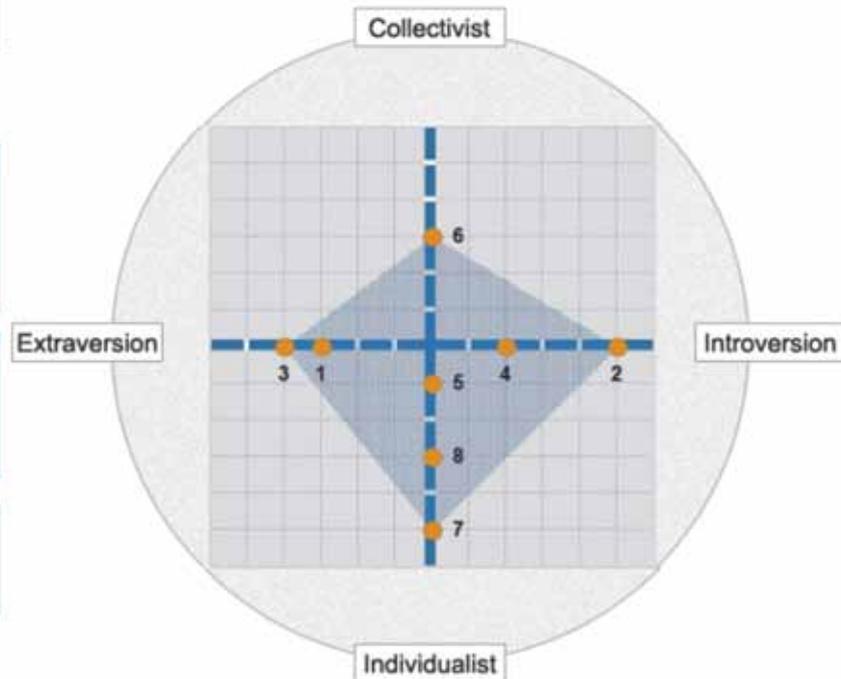
KEY ●

	Extraversion	Introversion
1	Outgoing	Reserved
2	Asserting	Accepting
3	Fun-Loving	Serious-Minded
4	Socially Assured	Socially Uncertain

	Individualist	Collectivist
5	Unaffiliative	Affiliative
6	Questioning	Trusting
7	Dissenting	Conforming
8	Assuming	Modest

Name: Ample, Ex

## Communication & Interpersonal Style



### Outgoing-Reserved

The Outgoing-Reserved dimension is probably the most fundamental aspect of the Extraversion-Introversion scale. Outgoing types tend to be more energised through interaction with others compared to Reserved types who tend to feel more energised through their own thinking and reflection. It is often said that Outgoing people enjoy formulating their thoughts through conversation and dialogue with others compared to Reserved people who tend to enjoy formulating their thinking on their own through reflection. Put simply, Outgoing types like to think by talking, Reserved types like to think by thinking.

Ex's position on this profile suggests he is moderately Outgoing and is therefore likely to be energised through socialising and engaging with others. From an upside perspective, it may be that he feels a greater degree of energy to socialise and interact with others and from a behavioural perspective he will potentially be seen as highly engaging. The potential downside however is an overly high need to socialise, feeling less comfortable with his own company and taking less time to reflect on issues himself.

### Asserting-Accepting

Asserting and Accepting is the second element of the Extraversion-Introversion scale. Assertive types say what they think and at the extreme, may well be seen as dominant.

Accepting types are predisposed to keep more of their own counsel. They are sometimes seen as more submissive and perhaps not pushing themselves forward. However, Accepting types tend to claim that they do speak up when they feel it's important to do so. In this sense, their Assertive behaviour is perhaps more selective than automatic.

Ex's profile shows that he is highly Accepting. This suggests that his preference is a tendency to keep his own counsel rather than too readily asserting his views about things. He may be seen by others as quite thoughtful and reflective about the views expressed by others. At the extreme, Accepting types can be seen as quite low in terms of dominance. On the upside, Accepting types may demonstrate a tendency through keeping their own counsel to be quite thoughtful, reflective and considerate with respect to the views of others. Additionally, we have to recognise that when you talk, it's not so easy to listen. Therefore, Accepting types can be seen as highly empathetic, good listeners, with the capacity to take on the views of others. In terms of the downside, Accepting types can be seen as disengaged, not pushing themselves forwards and perhaps overly submissive in their nature. Accepting types who are also Dissenting sometimes feel frustrated in meetings where they often feel disagreement with issues (their Dissenting nature) but sometimes find it difficult to assert or articulate those disagreements. We sometimes find when Accepting types do deliver Assertive behaviour they come over a bit sharp as opposed to Asserting themselves in a controlled way.

Ex's high score for Accepting suggests that he may experience some of these characteristics and he needs to consider how his profile reflects itself in terms of his actual behaviour.

### Fun Loving – Serious Minded

Part of the Extraversion-Introversion concept is the idea of the individual having a Fun Loving or Serious-Minded predisposition. Fun Loving types are generally more pleasure seeking in their approach to life with Serious-Minded types being more sober or constrained in approach.

Ex's high Fun Loving profile suggests he is motivated by the light hearted aspects of life and subsequently will see pleasure seeking behaviour as an important priority. At the extreme, it is often said that Fun Loving individuals can be quite hedonistic with a strong need to satisfy their social drivers and impulses, showing a desire to party and engage in regular socialising. In terms of the upside, this style is often associated with the individual being seen in a popular light, very much in there with the needs of others and recognising peoples' needs for social activities in and outside of the working environment. In the downside context, Fun Loving individuals run the risk of not being taken seriously and perhaps being seen as high risk in occupational and social roles. Ex needs to give thought to these possibilities in relation to his behaviour and how he is seen by others.

### Socially Assured – Socially Uncertain

The fourth factor in the Extraversion-Introversion framework is the idea of the individual being predisposed to be Socially Assured and engaging in contrast to being more Socially Uncertain or selective in style.

Ex is moderately placed towards the Socially Uncertain end of the continuum. This suggests that he is more comfortable in a socially selective context. Put simply, the predisposition would suggest a preference for social engagement with a smaller group of people whom he knows very well rather than large groups where he may be expected to be the centre of attention. At the extreme, socially selective types often find small talk at the social gathering difficult with deep talk at the smaller gathering more preferable. In the upside context, Socially Uncertain types are seen to develop fewer relationships but all of them to a higher quality of substance rather than superficiality. In the negative context, Socially Uncertain individuals can find the large social gathering uncomfortable, where thinking how to engage in smaller talk becomes a major challenge. They may be seen by their colleagues as standing back and not fully delivering a confident demeanour in the social context - perhaps even seen as gauche and clumsy in their approach. Such individuals may also avoid networking opportunities and thus miss out on the opportunity to establish greater profile and presence within their operating context. These perceptions are of course strongly influenced by the individual's broader profile in terms of Extraversion-Introversion. Combining Ex's Socially

Uncertain profile with the above mentioned extrinsic-intrinsic factors suggests that this may be less of an issue.

The Extraversion-Introversion dimension as a whole shows two of the dimensions to be towards the Extraversion end of the scale, namely Outgoing and Fun Loving. The other two dimensions lie at the Introversion end of the scale, namely that he is Accepting and Socially Uncertain. This combination clearly indicates that Ex demonstrates a full range of the Extraversion-Introversion predispositions and therefore either of these labels would be overly simplistic as a descriptor of his style. He is indeed both Extravert and Introvert. However, this particular combination has some potential development issues for Ex to consider. His Extraversion score is essentially characterised by a warm and friendly approach (i.e. Outgoing and Fun Loving) as opposed to dominant and assertive. This is somewhat reinforced by the fact that Ex's profile reveals an Accepting and Socially Uncertain tendency in terms of his Introvert side of his profile.

The above factors make up the first half of the Communication and Interpersonal Style framework. We will now consider the scales that make up the second half, or more specifically, those that sit along the Collectivist-Individualist scale, relating therefore to Ex's preferences towards people and groups and his interactions with them. We will begin by focusing on the Affiliation scale.

### Affiliative-Unaffiliative

The Affiliative-Unaffiliative continuum is concerned with an individual's need for harmonious relationships, being liked by others and holding a position of personal popularity. Affiliative types tend to hold the above characteristics in high regard. Indeed, Affiliative individuals will often engage in behaviours that boost or at the very least, do not negatively affect their popularity and the harmonious relationships that they hold with others. The upside of such a predisposition is of course the benefit this can have for performing in a team environment. On the downside however, the pursuit of maintaining harmonious relationships may reduce the ability to surface difficult issues, even when they are of high importance. The opposite can be said of Unaffiliative types. Indeed, liking and being liked by others, holding positions of personal popularity and engaging in harmonious relationships are unlikely to be of first order importance to the Unaffiliative individual. This has the benefit of making it easier for such an individual to surface those issues that may be difficult for more Affiliative types, but on the downside relationship building behaviour is unlikely to come naturally; the Unaffiliative type may have difficulty being part of a team.

Ex's position on the scale places him marginally towards the Unaffiliative side. Ex should take time to reflect on whether this interpretation is in fact the reality and consider both the positives of this position and the benefits and potential development opportunities for his future.

### Trusting-Questioning

The Trusting-Questioning scale is concerned with how Ex thinks about his interactions with others. Trusting types tend to hold open relationships and a perception that those they interact with will have good intentions. Such openness is a powerful basis for straightforward relationships. However, Trusting individuals run the risk of being let down following high initial expectations and subsequently may be seen by less Trusting types as naïve. Questioning types are less likely to take other's motives and concerns at face value and may be cautious of hidden agendas. Such caution may be appropriate towards some people. On the downside however, the Questioning individual runs the risk of holding relationships soured by cynicism and may engage less readily, potentially appearing as 'stand-offish'.

Ex's moderate position towards the Trusting end of the scale suggests he needs to give thought to the extent to which these factors underpin the strengths in the positive context and perhaps more negatively the implications in terms of development issues.

### Dissenting-Conforming

The Dissenting-Conforming continuum relates to an individual generating ideas and thinking that go with or against the predominant view of the rest of the group. This does not imply the individual is more or less likely to argue - being Dissenting does not mean an individual will speak out; the dimension is nonetheless concerned with having different views. The Conforming type tends to hold a predisposition or preference to stick with the status quo and subsequently will likely be more accepting of other's views. This suggests more of a group orientated approach in thinking style. The Dissenting individual tends to take less of a group approach in their thinking and is more likely to develop views that differ from those of the majority. Perhaps more of a team leader trait than team player, the Dissenting type may benefit from greater consideration of the value of other's thoughts, views and ideas.

The profile shows Ex to be placed highly towards the Dissenting end of the continuum. Ex should take time to consider how this may affect his behaviour and reflect on how it may influence his development in the future.

### Modest-Assuming

The Modest-Assuming scale concerns how an individual sees their input towards a group's achievements, successes and goals. Manifested in behaviour, the Modesty predisposition can be seen as a laudable quality. However, a downside may be the potential for the type to 'hide their light under a bushel'. In addition, it is worth making the point Modest types often don't put enough thought into their own profile,

making assumptions that their achievements will speak for themselves. From a career development point of view, this may be costly. Assuming individuals are likely to be more forthright in letting others know their contributions to achievements - indeed, they will often see things from the perspective of their own achievements. The upside is that they can be extremely effective at promoting their own profile. This can be a downside however if not done sensitively as they run the risk of being seen by others as a bit full of themselves.

Ex must consider his moderate position towards the Assuming end of the continuum and how this may impact upon other's views of him. Also, Ex should think about how this predisposition, if manifested in some of the behavioural characteristics described above, may impact his personal and indeed his career development.

The Collectivist-Individualist dimension as a whole shows three of the subscales to be positioned towards the Individualist end of the scale, namely that Ex is Unaffiliative, Dissenting and Assuming with the fourth subscale positioned towards the Collectivist end of the scale, namely that he is Trusting as opposed to Questioning. This combination is predominantly Individualist and may mean Ex's Trusting nature goes unnoticed and his desire to engage with people and accept them at face value tends not to be appreciated by others.

The previous sections have presented the profile of the various components from the Communication and Interpersonal Style framework. A further theme which can be drawn from the overall set of information concerns the combination of Ex's profile in terms of the Assertive-Accepting and Dissenting-Conforming factors. Putting these together, Ex's combination shows that he is predisposed to be Dissenting (as opposed to Conforming) and Accepting (as opposed to Asserting). In other words, Ex's engagement style is characterised by taking a Dissenting or disagreeable stance in thought process combined with a predisposition not to assert these views with others. Put simply, it's suggested he has a tendency to disagree but not to say so. This may cause him significant feelings of frustration in certain situations, perhaps feeling he doesn't get all his points across. Ex needs to reflect on how valid this interpretation is in terms of his behaviour and therefore the implications for his engagement approach.

A further combination for Ex to take on board is the fact that he is Outgoing as opposed to Reserved and Fun Loving as opposed to Serious-Minded which of course brings a further socialising or indeed engaging style to his overall approach. Taken together, the upsides are of course the implications that Ex will be highly sociable and engaging and perhaps more group orientated in style but the possible downside is that this may exacerbate the potential issue of lack of challenge mentioned above.

## Thinking about the Communication and Interpersonal Style Feedback

Building on the work done for the Problem Solving and Implementation Style model and the feedback gained thus far, Ex should consider the following questions:

- Which comments or suggestions resonate the most powerfully in terms of behavioural issues that need to be addressed?

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- Which comments or suggestions resonate in terms of potential strengths, core talents and career development implications?

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- Are there any significant comments or suggestions in the report that don't resonate or have validity in terms of the development agenda?

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- Taking into account the report together with the feedback session, are there further development issues that are not specifically stated in this report but nevertheless have been concluded as key?

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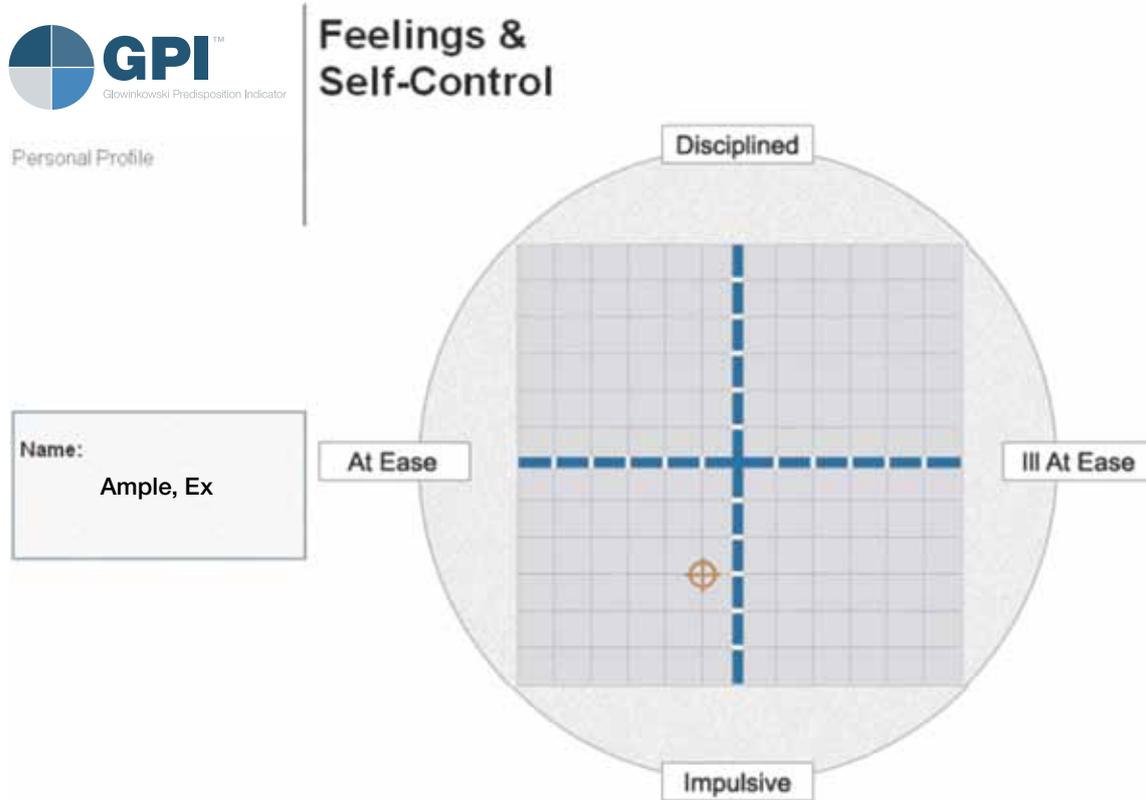
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- Given the interpretive report together with the feedback session and any further feedback, i.e., with colleagues, indicate the important leadership development issues that need to be addressed in terms of;

- Leadership of people .....
- Team membership.....
- Colleague relationships .....
- Influencing others .....
- Engagement.....
- Style .....
- Medium and long-term career development.....

### Feelings and Self-Control



Ex's preferences have placed him within the lower left quadrant of the model. Being placed within this quadrant indicates an individual who is At Ease with himself in terms of his feelings and impulsive in terms of his self control.

Individuals within the lower left quadrant tend to feel a real sense of self worth. They tend to take a positive outlook and view the future with both optimism and confidence. Often, individuals within this quadrant will be calm and relatively comfortable in potentially stressful situations. Lower left quadrant individuals may display a level of self control that suggests they like to be able to immediately fulfil their impulses and cravings.

There are two important points regarding this model. Firstly, the Feelings element of the framework, i.e. At Ease -Ill At Ease, in contrast to the other models, can be seen as 'state as well as trait'. In other words, this model will be more sensitive to unstable factors present at the time of completing the indicator. For instance, how an individual felt

at the time of completing the GPI™ is likely to be reflected in their responses to the items that make up this scale. In other words, an individual may feel a lack of confidence or self worth because environmental or situational factors may have impacted them at that time. In this sense the feedback discussion is critical which will help Ex develop an understanding of the extent to which the position is part of his character as opposed to representing an effect in terms of current transient feelings.

The second point is that when reading the above description Ex may only feel certain characteristics apply to him. As with the other two models, the description is of the general qualities that are often displayed by individuals within this quadrant. Most individuals will feel that whilst they associate more with one quadrant than any other, they may connect with some aspects of the other quadrants. The next section provides a more detailed description of the individual data points that make up Ex's profile.





Personal Profile

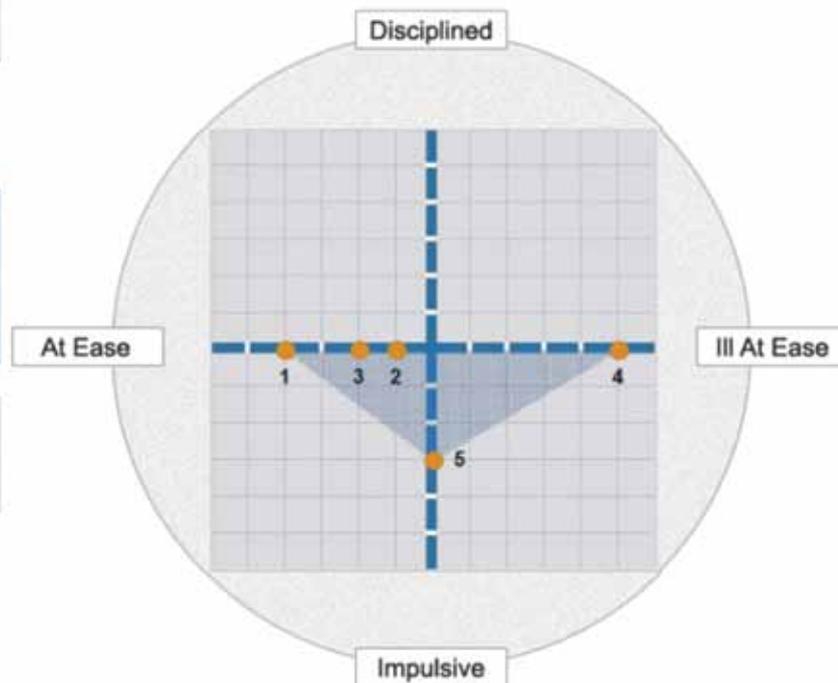
## Feelings & Self-Control

## KEY

At Ease	Ill At Ease
1 Relaxed	Tense
2 Placid	Discontented
3 Optimistic	Pessimistic
4 Confident	Self-conscious
5 Disciplined	Impulsive

Name:

Ample, Ex



### Relaxed - Tense

Ex's high position in the first scale of the Feelings and Self Control model suggests he is Relaxed. Individuals at the Relaxed end of this continuum tend to feel lower levels of worry, feeling relatively immune to the effect of stressful situations. An upside of course is the tendency not to feel and get 'worked up' and probably a higher ability to remain calm and collective in high pressure situations. It may also be a healthy option since there is a moderate correlation between feelings of anxiety and factors such as high blood pressure and coronary health. While Relaxed individuals may not get flustered in difficult situations, there could be a downside in that they are sometimes seen by others as 'laid back'. There are also certain occupations where we have observed a correlation between high performance and a moderate degree of tenseness i.e. a 'spring coil' geared for action.

### Placid - Discontented

The second aspect of the profile is Placid versus Discontented and relates to the extent that the person feels At Ease (Placid) or Ill At Ease (Discontented) about their past in relation to their current position in their work and/or life generally. In many respects it relates to how comfortable the person feels about their 'life's journey' thus far and perhaps, as a consequence, what the future holds. At the Placid end of the profile we would suggest that the

individual feels a sense of comfort and contentedness about themselves in terms of who they are, where they've been and the range of experiences and opportunities that have presented themselves through the course of their life so far. At the Discontented end of the profile, we would suggest the opposite tendencies. A Discontented individual will perhaps feel Ill At Ease with themselves with respect to who they are and where they've been, perhaps due to a sense of lack of opportunity or experiences that have failed to live up to expectations. Individuals who are Discontented may feel a sense of regret where perhaps they have 'missed out' on certain opportunities or experiences they believe others have accomplished. At the extreme in this dimension, we often observe Discontented types feeling anger with respect to their own experience to date and perhaps even frustration with respect to future opportunities.

Ex's marginally Placid position on the scale suggests he is At Ease with himself, holding a sense of contentment and satisfaction with who he is and his position in life thus far.

### Optimistic - Pessimistic

The third aspect of the profile relates to Ex's preference towards taking an Optimistic or Pessimistic view. By Optimistic we mean a tendency to look at the situation and the future in general in a relatively positive light, seeing 'the glass half full'. Optimistic types tend to look on the bright side with a readiness to recognise the opportunities

associated with a situation. In many ways this is a tremendous upside and this may convey itself in terms of a more positive/encouraging approach/response to the idea of others. A downside might however relate to an overly optimistic or 'rose tinted spectacle approach'. The individual at the Pessimistic end of the profile however has a tendency to view 'the glass half empty', perhaps viewing the potential downsides or disadvantages of a particular idea, approach or situation. If this conveys itself in their interactions with others they may exhibit a discouraging style of behaviour in response to ideas with an 'ah, but' tendency. However, the Pessimistic type may be more realistic and appropriately critical in their evaluation of the situation.

Ex's profile suggests he is moderately towards the Optimistic end of the scale, suggesting he demonstrates some of the characteristics mentioned above and therefore a generally Optimistic approach.

### Confident - Self-Conscious

The Confident-Self-Conscious factor relates to the extent to which the individual feels high or low in terms of their level of self esteem. We would define an individual with high self esteem as somebody who feels appropriately positive about themselves. The issues that they have (and we all have issues) are dealt with in an 'at ease' mode. By this we refer to the idea that their faults and shortcomings do not represent troublesome issues; they feel very comfortable with who they are, a sense of positivity about what's good about them themselves and a degree of acceptance about their downsides; indeed, they feel a sense of self confidence. An individual low in self esteem tends to focus on those issues that they believe are negative about themselves with a sense of over self criticism, reluctance to 'cut themselves some slack' and a general feeling of ill at ease with who they are.

Ex needs to consider his high position at the Self-Conscious end of this factor which suggests a person that is Ill At Ease with himself with feelings of negative self esteem, therefore exhibiting some of the things described above in the Self-Conscious side of the scale.

### Impulsivity

The fifth factor in the Feelings and Self Control framework is the idea of Disciplined versus Impulsive. Unlike the previous four factors described above in this framework we would

tend to see this dimension as more trait than state. In particular the factors of Placid-Discontented and Confident-Self-Conscious tend to be more affected by circumstance and situation. This particular dimension is far more stable, more 'predisposition like' and more in line with the factors described in the Problem Solving and Communication frameworks.

Ex's position on this profile suggests he is more predisposed to be Impulsive in style. This suggests a tendency to more readily show his feelings about things and to be more responsive to situations than if he were Disciplined. At the extreme, Impulsive types are often described as wearing their emotions on their sleeve and very quick to react and show their thoughts and feelings to others in response to the events and situations that occur. Strongly impulsive types tend to be seen as both reactive to situations and quite demonstrative and will be seen as quick in coming to a decision.

Ex's moderate Impulsive score suggests that he may display some of these characteristics in terms of demonstrating his thoughts and feelings about things and being more responsive. From an upside perspective this suggests that he will be readily understood by others in terms of his thinking and views and perhaps seem quick and decisive in approach. From a downside perspective he needs to reflect on whether some of the negative aspects described here impact his approach, possibly being seen as quick to respond, hasty and too ready to share his thoughts and feelings about the situations in which he engages.

A further factor to consider is how Impulsivity impacts or indeed exacerbates how people perceive predisposition/behavioural issues suggested in the broader framework. The key point is that the type of potential downside issues are more likely to be seen by others when the individual is Impulsive than when they are Disciplined and this may be an important factor for Ex to reflect upon. The essential 'openness' of the Impulsive type's behaviour implies that some of the downsides mentioned earlier in this report are more likely to emerge and be seen by others than not.

Taking these factors as a whole, Ex clearly comes out as feeling predominantly At Ease and therefore with the exception of the Self-Conscious score the profile indicates a positive level of emotional robustness.

## Thinking about the Feedback as a Whole

With the experience of the one to one and/or workshop feedback from the trainer/consultant and building on his interpretive work above, it is important for Ex to consider the following questions:

- Which comments or suggestions resonate the most powerfully in terms of behavioural issues that need to be addressed?

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- Which comments or suggestions resonate in terms of potential strengths, core talents and career development implications?

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- Are there any significant comments or suggestions in the report that don't resonate or have validity in terms of the development agenda?

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- Taking into account the report together with the feedback session, are there further development issues that are not specifically stated in this report but nevertheless have been concluded as key?

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- Given the interpretive report together with the feedback session and any further feedback, i.e., with colleagues, indicate the important leadership development issues that need to be addressed in terms of;

- Leadership of people .....
- Team membership.....
- Colleague relationships .....
- Influencing others .....
- Engagement.....
- Style .....
- Medium and long-term career development.....

## General Summary

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This report is positioned alongside the GPI™ feedback session which Ex is undertaking and sets out to provide a summary of his GPI™ profile. This profile is presented in terms of the three core frameworks.

- Problem Solving and Implementation Style
- Communication and Interpersonal Style
- Feelings and Self Control

The idea of the GPI™ profile is to provide the individual with insight about their predisposition or preferred approach. Predisposition can and does result in behaviour but strictly speaking it is not the same thing. As mentioned earlier, an individual may behave in an Outgoing way, but this could be because the situation demands it or because they have learnt to do the 'unnatural' behaviour in an effective way. Nevertheless, this person's predisposition or natural behaviour is essentially Reserved as opposed to Outgoing. In this context, the GPI™ attempts to provide the individual with a sense of their basic character.

This report has presented Ex with a commentary about each aspect of his profile together with further comments in relation to how these individual components of the profile fit together. A key part of the commentary has focused on the idea of potential from a positive perspective in terms of Ex's natural approaches and their positive implications. Ex needs to use this information in a way which helps him build on his undoubted current strengths and qualities, together with it providing him with some useful steers in relation to ongoing personal development and career decision-making.

The profile has also provided a number of insights in relation to potential issues that he might have experienced in the past or that may impede his approach in terms of future achievements. These can be thought of as potential development issues and should provide him with some helpful steers for his ongoing development at an issue level.

Ex's feedback session will have added value to him in understanding some of these links in greater depth than presented in this report. In addition to what has been covered in this report, it is also useful to consider how these three frameworks link together in a way that may suggest further development factors for Ex to reflect upon.

In this final section, we look at Ex's profile holistically and consider the potential strengths and development areas by linking the three core frameworks. In summary terms, the additional key points for Ex to consider are as follows:

Bringing together Ex's profile from the Communication and Interpersonal Style framework with the fact that he is also Relaxed in terms of Feelings and Self Control suggests a potential development theme. This combination of factors brings together a relatively unassertive behaviour where the person has a tendency to 'keep their own counsel' with quite a Relaxed nature from the individual. In the positive sense this sometimes means that the individual is seen as easy to engage with, particularly in times of crisis or emergency when they perhaps retain a calmness or degree of self control when everything around them is stressed and in a state of panic. The downside however is that this pattern of predisposition is sometimes seen as being too laid back - do they really care? Are they actually investing themselves in this driving energy? Rightly or wrongly we sometimes observe this type of reaction about individuals with this type of profile.

Again, we have a combination of factors that Ex needs to consider in terms of the validity of his profile, subsequent behaviour and how he is perceived.

In the context of the problem solving framework, Ex came out as Revolutionary and opposed to Evolutionary in his thinking style. From the communications framework Ex was also Accepting as opposed to Asserting. Combining these two predispositions suggests an interesting scenario in that on the one hand Ex is highly change orientated and innovative in style but at the same time is more likely to keep his own counsel as opposed to asserting his views. Put simply, he 'likes change but perhaps doesn't push it'. The impact of this may cause Ex to feel frustrated simply because he doesn't always feel inclined to raise his ideas with others about potential improvements and innovations.

This of course is exacerbated by the fact that Ex is dissenting as opposed to Conforming together with being self-conscious. The frustrations he may feel arise from the fact that he may find it difficult to actually surface and push his ideas for change.

## Concluding Comments

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As indicated earlier, predispositions are not the same as actual behaviour; rather they are preferred behavioural styles. Ex's predisposition profile is reflective of his own preferred styles, which may not be the same as others' perceptions of the actual way he behaves. Similarly, predispositions are not a measure of ability. Nonetheless, predispositions are a valuable indicator of how people will behave at work and we hope that this report has been both insightful and useful for Ex's development.

The development issues that have come out of this report are likely to be the most salient aspects for Ex and may be the parts he most remembers. This report is also full of important strengths and these should be taken on board as well. Indeed, whilst Ex's development areas will likely be the subject of a discussion for Ex's next steps, his strengths should also be considered.

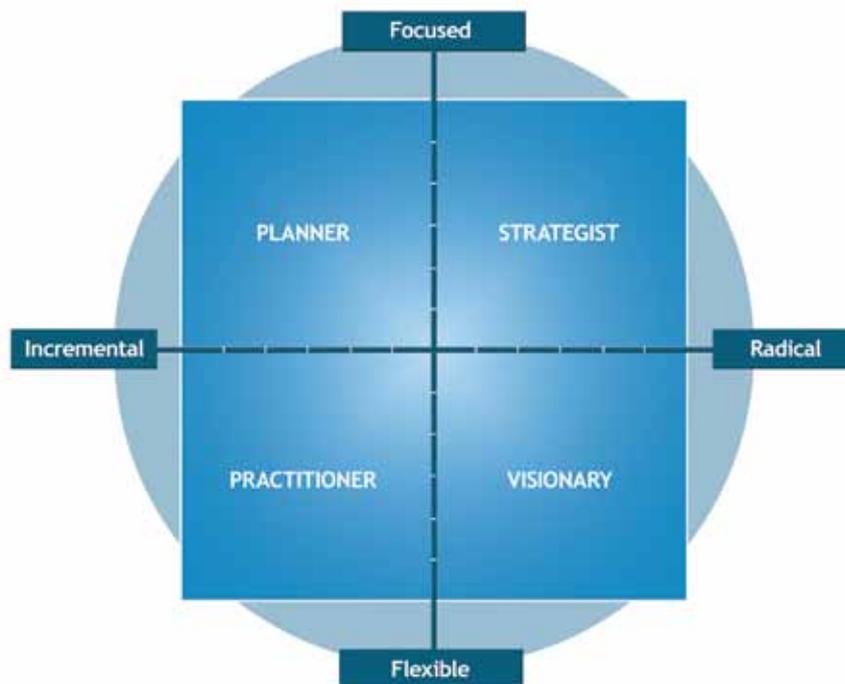
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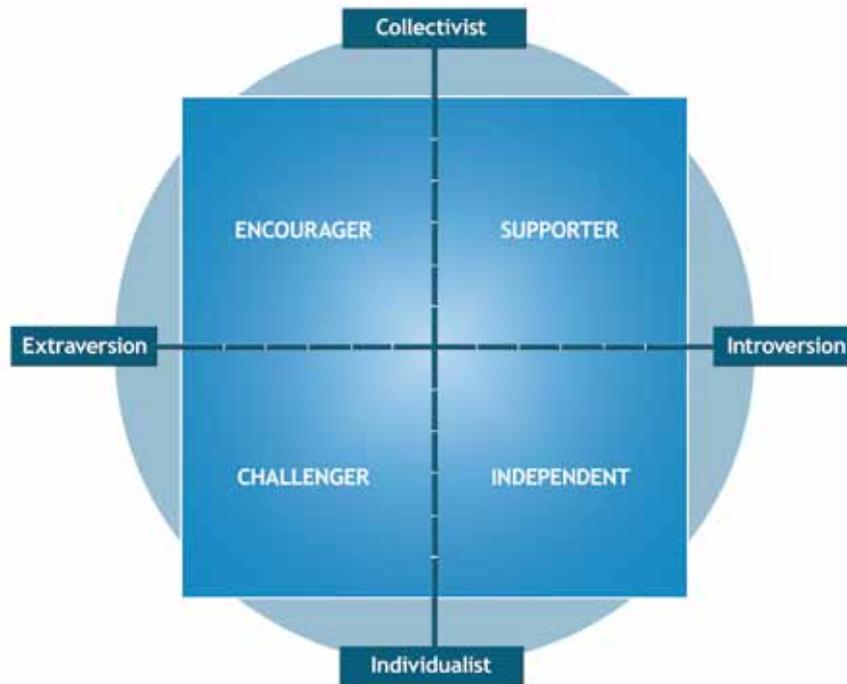
### Appendix

#### Problem Solving and Implementation Style



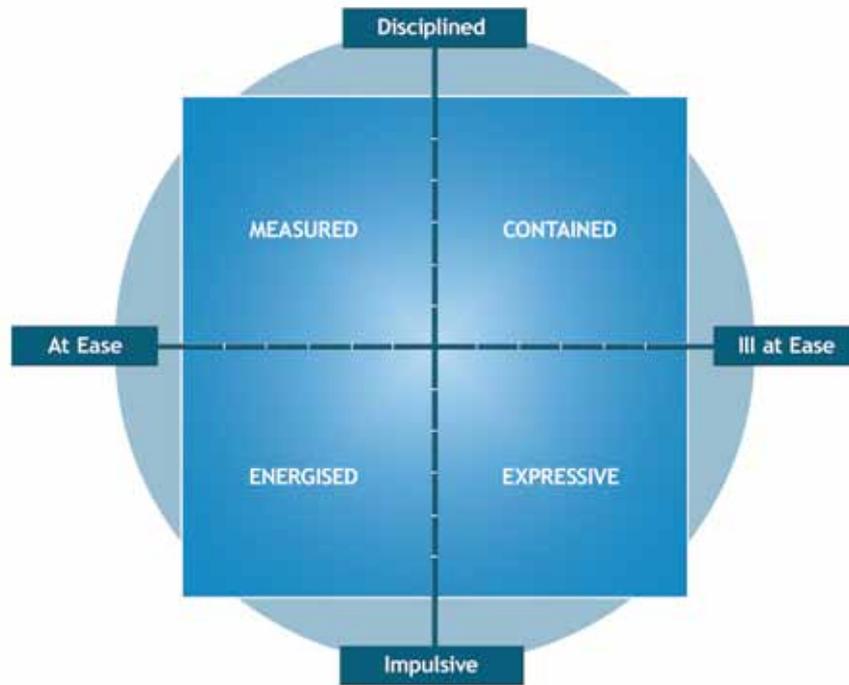
INCREMENTAL		RADICAL	
Predicted response/thoughts/behaviour	Sub-Scale	Sub-Scale	Predicted response/thoughts/behaviour
Improving the existing way	Evolutionary	Revolutionary	A new way of doing things
Focus on immediate tasks	Practical	Conceptual	Reflect on the next steps
Uses facts to decide	Rational	Intuitive	Uses Intuition to decide
FOCUSED		FLEXIBLE	
Predicted response/thoughts/behaviour	Sub-Scale	Sub-Scale	Predicted response/thoughts/behaviour
Likes to plan the steps	Outcome	Spontaneous	Likes to keep the options open
Examines the detail	Conscientious	Cursory	Just wants the key points
Always looking to improve	Perfectionist	Pragmatic	Happy if it is working

**Communication and Inter-personal Style**



EXTROVERSION		INTROVERSION	
Predicted response/ thoughts/behaviour	Sub-Scale	Sub-Scale	Predicted response/ thoughts/behaviour
Enjoys Interacting with others	<b>Outgoing</b>	<b>Reserved</b>	Enjoys private reflection
Asserts their views	<b>Asserting</b>	<b>Accepting</b>	Reflects and keeps own counsel
Likes to party	<b>Fun Loving</b>	<b>Serious-minded</b>	Pursues sober activities
Enjoys meeting new people	<b>Socially Assured</b>	<b>Socially Uncertain</b>	Is socially selective
INDIVIDUALIST		COLLECTIVIST	
Predicted response/ thoughts/behaviour	Sub-Scale	Sub-Scale	Predicted response/ thoughts/behaviour
Confronts others/task focused	<b>Unaffiliative</b>	<b>Affiliative</b>	Likes to be liked/people focused
Questions peoples motives	<b>Questioning</b>	<b>Trusting</b>	Takes people at face value
Has their own views	<b>Dissenting</b>	<b>Conforming</b>	Buys into the ideas of others
Likes to emphasise their contribution	<b>Assuming</b>	<b>Modest</b>	Likes to emphasise the group's contribution

### Feelings and Self-Control



AT EASE		ILL AT EASE	
Predicted response/ thoughts/behaviour	Sub-Scale	Sub-Scale	Predicted response/ thoughts/behaviour
Tends not to worry	Relaxed	Tense	Gets anxious about issues
Feels happy about the past	Placid	Discontented	Feels regretful about the past
Looks at options positively	Optimistic	Pessimistic	Looks at options negatively
Doesn't overly worry about their limitations	Confident	Self-conscious	Overly worries about their limitations
DISCIPLINED/IMPULSIVE		DISCIPLINED/IMPULSIVE	
Predicted response/ thoughts/behaviour	Sub-Scale	Sub-Scale	Predicted response/ thoughts/behaviour
Has high control of emotions and urges	Disciplined	Impulsive	Shows their feelings and emotions and acts quickly on stimuli



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