

# Personal Development Report

**For Ms. Jane Doe**

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1401 Manatee Avenue West, Suite 850  
Bradenton, FL 34205  
(800) 228-5866



## Self Management Report

For: Jane Doe

The following profile report is the result of your responses to the Craft Personality Questionnaire (CPQ). This report is not intended to provide psychological counseling nor should it be used for either employee selection or promotion. Instead it is intended to provide you with special insight into your personality to improve your time management, reduce your stress, and direct you to the most compatible job duties.

This report describes your personality in terms of the "Basic Eight Personality Traits" developed by Dr. Larry L. Craft as the result of 25 years experience testing and interviewing over 1,000,000 applicants and employees. Extensive research has found that these eight traits are relatively stable over time and, in their combinations, are able to describe most of the major personality traits found in other questionnaires.

In order to use this information for your personal growth and development, you should know that:

- 1) Successful time management also results from time management skills, knowledge, and tools that are available through specialists who offer time management courses and personalized training. You might wish to provide this report to your specialist to efficiently coordinate your time management training with your unique personality.
- 2) In reference to incompatible job duties, you should know that you are often able to take the "unnatural stretch" to perform these job duties, based upon your intelligence and self-discipline. In fact, one definition of success is "Doing those things that unsuccessful people don't like to do." However, over time these incompatible job duties can take their toll and negatively impact motivation.
- 3) Stress can be defined as "the inability to control the outcome of an expectation." Though you may not be able to always control the outcome, you can often change your expectations based upon your knowledge of your personality and its ability to cope with stressful situations. Your stress is reduced as you learn to recognize and avoid unnecessary conflict.

## The "Basic Eight" Personality Traits

### **Goal-orientation (Go) = 100%**

This scale measures your physical, goal-oriented drive. Managers describe high scorers as "Racehorses" who have a fire in the belly, a sense of urgency, hunger, passion, or goal-orientation. High scorers are relatively restless and would rather spend time pursuing short-term goals than following well-defined systems. Low scorers are described as "Plow Horses" or "Workhorses" who are easy-going, laid-back, consistent, and even-paced. Low scorers would rather spend time following a well defined and predictable process than pursuing short-term challenges that demand creative solutions.

### **Need for Control (Nc) = 78%**

This scale measures your need for control and independence. High scorers report that freedom and independence are more important than getting along with others. They are typically strong-willed and would rather fight for what they believe in than submit or conform. Low Scorers report that peace and harmony are more important than control and independence. They are normally the "peacemakers" in situations where there is conflict or dissention.

### **Social Confidence (Sc) = 74%**

This scale measures your social confidence to take the social initiative (to make sales calls, for example) and be assertive when necessary (to close the sale, for example). High scorers report that they find it easy to communicate confidently even with complete strangers and find it easy to be assertive even when dealing with aggressive or difficult people. Low scorers can be shy and less assertive unless they are in safe and familiar situations.

### **Social Drive (Sd) = 61%**

This scale measures your social drive or need for public recognition. High scorers are socially impulsive and driven by their need for status/prestige recognition to collect casual relationships. They are motivated to higher productivity by public recognition and peer competition. Low scorers are socially controlled, quite selective in making new relationships, and rarely motivated by public recognition.

### **Detail-orientation (Do) = 8%**

This scale measures the decision-making process that determines whether you rely upon detailed analysis or intuition and experience to make a decision. High scorers are more analytical and philosophical and prefer to spend time preparing and analyzing information. They use the parts to understand the whole (the "trees" to understand the "forest"). Low scorers are visionaries who look at the "big picture" and delegate the detailed analysis to others. They use the whole to understand the parts (the "forest" to understand the "trees").

### **Good Impression (Gi) = 46%**

This scale measures your motivation to leave a good impression by exaggerating strengths and downplaying weaknesses. High scorers have strong ego-defenses that protect them from criticism. However, these same ego-defenses can cause the individual to make excuses, blame others, or deny fears, faults, or failures. Low scorers have weak ego defenses but are more open to self-reflection, self-correction, and coaching by management.

### **Need to Nurture (Nn) = 3%**

This scale measures your need to nurture and take care of others. High scorers are often sensitive to the needs of others and are motivated to be of service, no matter the sacrifice in time and energy. Because they are so vulnerable and open with their emotions, they can be sensitive to criticism or rejection. Low scorers are better at time management, less vulnerable to criticism, more business-like in their demeanor, and less nurturing to fellow employees or customers.

### **Skepticism (Sk) = 89%**

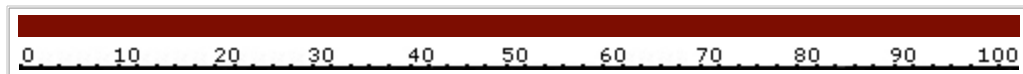
This scale measures your skepticism and distrust of fellow employees and management. High scorers are more distrusting of the intentions of employees and management and are less transparent with their emotions. They are highly selective when choosing relationships with fellow employees. Low scorers do not pre-judge others nor are they skeptical of the intentions of the manager. They treat everyone without bias and find it easy to relate to other employees.



## Self Management Report

For: Jane Doe

### Goal-orientation (Go)



**General Statement** - This scale measures your physical, goal-oriented drive and emotional intensity. Your higher score indicates that you are more intense and restless (than consistent and even paced) and work best in situations that provide upward mobility and a job description that is diverse and stimulating. You are more spontaneous (than predictable/structured). As a result, you are typically more impatient when pursuing your objectives and prefer short-term goals that allow more immediate satisfaction. *Note: Though the descriptions on this page pertain to all scores in this high range, scores above 80% amplify these descriptions.*

**Managing Your Time** - While others may be "Plow Horses" who plod along day after day in the same furrow, your emotional intensity and impatience cause you to thrive on variety and change. You get bored easily and, as a result, too often take on new projects before the old ones are completed. If you are really bored, you might even "start a few fires" so that you can "put them out." As a result, you cram too many activities into your schedule and seldom have the time to finish them. Your success at time management is to first commit yourself to completing any projects that you begin, no matter how boring the process becomes. Secondly, take special care to efficiently list and prioritize your activities and projects at the beginning of each day. Last, but not least, avoid imposing your "sense of urgency" upon others who are more patient and methodical. Not everyone's a Racehorse.

**Managing Your Stress** - One definition of stress is the inability to control the outcome of an expectation. Your control over the outcome is seriously thwarted by your need to pursue too many different goals at one time, thus producing stress. You can significantly reduce your stress by avoiding the temptation to take on too many "A" priority activities at one time. Pace yourself. Avoid last second initiatives and "rabbit trails" or tangents that don't lead to your goals. Use your time management system's "To Do" list to keep yourself organized and prioritized. Your goal-oriented energy is then focused on completing the list, one by one, and your tension or stress is reduced when you have crossed off all your priorities. The feeling that you are finally in control of your daily activities will go a long way to reducing your stress.

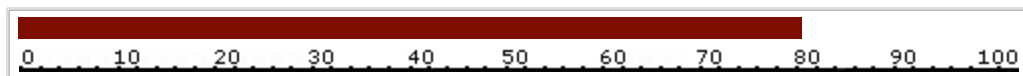
**Managing Your Career** - You are most fulfilled when working in careers that compliment your "Racehorse" drive/motivation and your proactive creativity. Your job duties should allow you to have upward mobility, the freedom to set your own schedule, and the diversity to allow you to change from one job duty to another. You should avoid working in situations that require you to follow mundane or repetitive processes that have no apparent short-term goals. Consider start-up projects or working with small businesses that allow you the independence to chart your own path and earn unlimited income.



## Self Management Report

For: Jane Doe

### Need for Control (Nc)



**General Statement** - Your high score on this Need for Control scale indicates that you are more motivated by independence and control (than peace and harmony). The decisions you make are generally made without a lot of input from others. You prefer to work in situations that allow you to take control of the projects or initiatives as opposed to working in teams or sharing responsibilities. You find it difficult to accept direction from others, unless you sincerely respect the source of authority. Note: Though the descriptions on this page pertain to all scores in this high range, scores above 80% amplify these traits.

**Managing Your Time** - When it comes to time management, your high Need for Control can be both a blessing and a problem. On one hand, you can independently take the initiative and don't need to wait on others to give you directions. On the other hand, your need for control may keep you from delegating job duties, causing you to spend unnecessary time and effort completing tasks that could better be done by others. Each time you complete your "To Do" list, ask yourself if there is someone else with whom you can work to more efficiently complete your projects or activities. Delegation can also empower others and increase their self esteem. Once you delegate a responsibility, make sure you amend your "To Do" list with the proper notation and then follow-up at a later date to make sure it is completed.

**Managing Your Stress** - Stress can be defined as "an inability to control the outcome of your expectations." The key words here that produce stress in your life are the words "inability to control." Your high Need for Control can produce frustration and stress when you must subordinate your control to the control of others. Here, the only solution is to consciously reduce your Need for Control. Try to reframe it by considering the fact that you are honoring others by deferring to their needs. You may also find yourself stressed by individuals who have a high need for peace and harmony (your antithesis). Remember that the need for peace and harmony is closely related to loyalty and you can be the beneficiary if you honor their relationship appropriately.

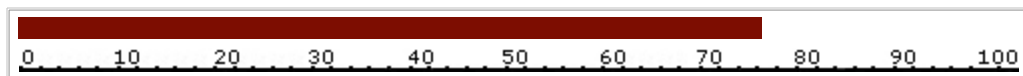
**Managing Your Career** - Your high Need for Control is a profound "compatibility trait" that will directly impact your job satisfaction. You prefer situations that have minimal daily control, such as working in a detached office or an office with limited supervision or spending time on the road. You require control over the outcome of your work and at least some control over your schedule. Positions that allow this type of independence include sales, management, owning your own business, or consulting. Remember, however, that the ideal job description will include considerations from all of the "Basic Eight" personality traits described in this report, not just one.



## Self Management Report

For: Jane Doe

### Social Confidence (Sc)



**General Statement** - You have described yourself as assertive and socially self-confident. If you have an opinion, you seldom have a problem telling others what you think. You are seldom intimidated by others and typically find yourself at ease in even the most complex social settings. While others may be shy and reluctant to stand up in front of a crowd, you can communicate effectively to small gatherings or large groups. *Note: Though the descriptions on this page pertain to all scores in this high range, scores above 80% amplify these descriptions.*

**Managing Your Time** - While some people may be unable to tell others that they are imposing on their time or energy, you have the ability to confront individuals who may be trying to take advantage of you. In addition, while others may hesitate to take action to resolve their problems, you have the confidence to seek solutions and take risks in spite of what others may think. You are therefore in control of two of the primary causes of poor time management: the inability to say "no" and the lack of confidence to take the initiative when it is required. As a result of this high Social Confidence score, you are typically able to prioritize your time and organize your life. It should be noted, however, that two other CPQ Basic Eight traits can still cause you problems. First, take a look at your Need to Nurture (Nn) score. If it is over 80%, you may still be influenced by your compassion and concern for the needs of others, thus affecting your ability to prioritize your time. For example, you may drop what you're doing to help others. Secondly, look at your Good Impression (Gi) score. When that is over 80%, it can also negatively impact your time management as you seek to please others. If neither of these two distracters are present, your high Social Confidence will contribute quite positively to your time management.

**Managing Your Stress** - One definition of stress is the inability to control the outcome of an expectation. The key words here are "control the outcome." Your high Social Confidence gives you the ability to maintain control of most situations, thus significantly reducing your stress. Of course, if this Social Confidence becomes unrestrained, you may find yourself with unrealistic or idealistic expectations that have their own stressors. If you are successful at staying "grounded" or you have others who can help monitor this tendency, your high Social Confidence will prove to be an invaluable asset when it comes to reducing your stress.

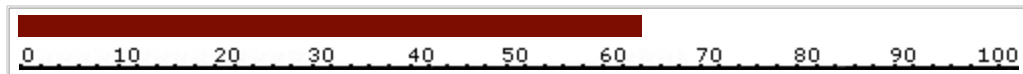
**Managing Your Career** - You are most fulfilled when working in careers that compliment your high Social Confidence and your ability to maintain emotional control. Whether it's sales, management, public relations, communications, teaching, or consulting, your high Social Confidence will be a profound asset. Avoid situations where your opinion is not valued or situations where there is very little interaction with others. You can also consider entrepreneurial opportunities, especially if your Goal-orientation (Go) and Need for Control (Nc) are also quite high.



## Self Management Report

For: Jane Doe

### Social Drive (Sd)



**General Statement** - Your higher score on this Social Drive (Sd) scale indicates that you are typically motivated by a need for status and prestige recognition and enjoy entertaining others and being the center of attention. Rather than spending your time alone, you prefer to spend your time with friends and acquaintances. If you had a choice between taking a nature walk by yourself and attending a large social gathering, you'd choose the latter over the former. You would rather compete against the foursome on a golf course than play the course alone. Your high Social Drive is the cause of your fun-loving nature, your sense of humor, and your competitive spirit. *Note: Though the descriptions on this page pertain to all scores in this high range, scores above 80% amplify these descriptions.*

**Managing Your Time** - It can be a challenge for you to manage your time when you crave the companionship of others. You might spend too much time at lunch with your friends rather than completing an important project. You might drop what you're doing to join the "in group" at the local club. You might spend too much time with your friends and too little time with your family. To improve your time management skills, make sure you balance your social time with your "private time." Dedicate 30 minutes each morning to organize and prioritize your activities and include your social functions in your time management system. Rank the most important activities to the least important. Then make sure you don't allow social distractions to reduce your efficiency.

**Managing Your Stress** - Since one definition of stress is the inability to control the outcome of your expectations, your high Social Drive can be a primary source of stress. Take care that you don't give up control to others by craving their attention or approval. Though you may be able to control your own needs and behavior, you can seldom control what others think of you. Step outside of yourself and take a close look at your behavior when you're around others. Ask yourself if you are striving or "pushing energy" or depending too much upon what others think of you. If this is the case, attempt to define yourself more by your individual activities and accomplishments. As you reduce your dependency upon others, your stress will be reduced. Take care also to realistically assess your expectations and make sure they are not tied to your need for status and prestige recognition. For example, you may crave a sports car that is beyond your income and put unnecessary pressure on yourself to find the money to pay for it.

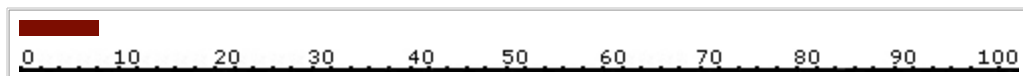
**Managing Your Career** - At this stage of your life, you prefer working with others rather than working alone. As a result, it is most important that your job duties don't demand an abundance of deep concentration without social interaction. Though you may have the intelligence to handle analytical job duties, you can become bored and frustrated if you are forced to work alone without feedback. Make sure you work with a manager who is capable of providing you with the recognition and approval that you require. You are not the "lone wolf" who would enjoy working in a detached office without support.



## Self Management Report

For: Jane Doe

### Detail-orientation (Do)



**General Statement** - Your lower score on this Detail-orientation (Do) scale indicates that you are typically more intuitive and enjoy making decisions based upon your feelings and experiences rather than detailed analysis. As a result, you are more of a visionary who can look at the "big picture" or "forest and not get lost in the trees." This low score can be a profound asset when it is coupled with high intelligence (not measured by this personality questionnaire) and high Social Confidence (See Sc scale). *Note: Though the descriptions on this page pertain to all scores in this low range, scores below 20% amplify these descriptions.*

**Managing Your Time** - Because you may not enjoy the details associated with planning and organizing your time, you may occasionally need to take an "unnatural stretch" to prioritize the analytical processes that lead to good time management. For example, you may be too busy to sit down long enough to review your previous day's "to do" list. As a result, you may forget to transfer your uncompleted "A" or "B" priorities to the current day's "to do" list. Of course, your intelligence and memory may compensate and minimize the damage. However, eventually your lack of attention to the details could catch up with you and hurt your personal or business productivity. A disciplined daily effort to use your formal time management system is the best cure.

**Managing Your Stress** - There are times when a lack of attention to the details can cause you to lose control of the process and become stressed. A daily commitment to a formal time management system (see above) can reduce this stress significantly. For example, rather than losing the notes you've made, if you write down all your notes in your time management system and keep all the information in one place, you'll never have to remember where you put your notes. Another source of potential stress can be your occasional lack of preparation before taking on important tasks. Whether it's painting your house or making a presentation, advance preparation can reduce your stress and improve your efficiency.

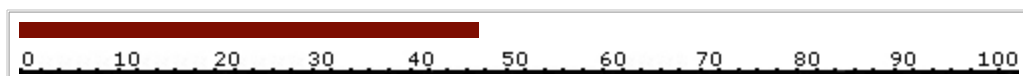
**Managing Your Career** - Your low score on Detail-orientation requires that you select a career that compliments your visionary abilities and minimizes attention to detail. You prefer job duties that allow you to intuitively draw the big picture, make the big plan, and delegate the details to others. Of the four major job classifications, "Storming, Norming, Performing, and Warming," you'll least enjoy the "Norming" that involves analysis of data. Though you may be quite capable (due to intelligence or experience) to handle the process, it will eventually become dry and unfulfilling. Make sure your job description involves the whole of the project, not just the parts. Owning or managing a small business would best meet your needs as long as there were competent staff members to handle the details.



## Self Management Report

For: Jane Doe

### Good Impression (Gi)



**General Statement** - Your Moderate score on this Good Impression scale indicates that you have the characteristics of both High and Low scores, but without the extremes. Because of your versatility, moderate scores are the most difficult to describe. There are times when you are quite open and vulnerable to criticism and rejection and other times when you have relatively strong ego defenses to protect yourself. There are times when you quickly accept the blame and other times when you might deny responsibility. There are times when you point out your weaknesses and other times when you exaggerate your strengths. However, you avoid the extremes of blatantly criticizing yourself or blaming others.

**Managing Your Time** - In comparison to others who score High or Low on this Good Impression scale, you have fewer problems with time management. While High scorers tend to avoid self-improvement systems and low scorers tend to spend too much time in self-reflection, your score on this scale is "just right." Even so, you should remember that effective time management involves more than personality and motivation. It involves the persistence and self-discipline to plan each day using a formal time management system. Most of these also include training programs that can perfect and reinforce your use of the system. Avoid the temptation to buy those "off the shelf" planners that aren't supported by research and training programs.

**Managing Your Stress** - While high scorers on this Good Impression scale have "thick skin" to deflect criticism and rejection and low scorers have "thin skin" that provides very little defense, your moderate score provides a modest defense that can occasionally fail to protect you. Especially in situations where you are constantly facing criticism or rejection, it is important to get the opinion of others who you respect and trust. They can provide the "reality check" you need to properly assess the problem and the solution and de-personalize the criticism. Remember that stress is defined as "The inability to control the outcome of your expectations." The best defense against stress is to gain control or reduce your expectations. Whatever the cause of your stress, try to approach it with either of these two actions and you'll reduce its negative impact on your emotions and your health.

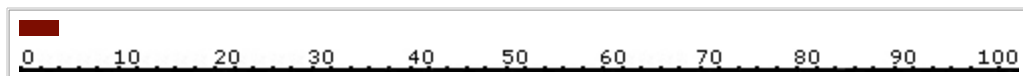
**Managing Your Career** - Managing Your Career - - While high scorers on this Good Impression scale easily handle jobs that require strong ego-defenses (outside sales, management, law enforcement, etc.) and low scorers work best in jobs that demand open and frank communication (counseling, clergy, teaching, medical profession), your moderate score allows you to handle any jobs that do not demand the extremes. Remember, however, that true compatibility with any position is the result of the rest of the Basic Eight personality traits in this report along with your skills, knowledge, and experience.



## Self Management Report

For: Jane Doe

### Need to Nurture (Nn)



**General Statement** - Your low score on this Need to Nurture scale indicates that you have a low sensitivity to the needs of others and occasionally find it difficult to express warm and caring emotions. You are more business-like in your demeanor and typically less vulnerable to criticism or rejection. While others may have a problem with their childlike impulsivity, you typically maintain emotional control and self-discipline. There will be times when you go "O-T" (on-task) and temporarily sacrifice interpersonal relationships in order to maintain your focus and complete the project. Note: Though the descriptions on this page pertain to all scores in this low range, scores below 20% amplify these descriptions.

**Managing Your Time** - Because of your low need to nurture, you are typically better at prioritizing your time and organizing your day. You usually don't get bogged down or distracted by time-consuming personal relationships or problems. As a result, you will have more time to spend on predictable tasks as opposed to unpredictable relationships. In addition, you tend to dedicate your time to a more efficient, task-oriented effort, allowing you to easily shift into "Emergency Mode" behaviors to resolve a crisis. Quite often this low Need to Nurture score produces a high degree of self-discipline which can be seen in your work habits, hobbies, and interests.

**Managing Your Stress** - As a result of your "on task" personality, this particular "Basic Eight" scale does not typically contribute to stress except in situations where others may insist on nurturing behavior. There are times when you may have to stretch yourself in order to help a close friend or coworker who has a personal problem that requires "listening without fixing." By paying attention to the individual's emotions or feelings, you can improve morale and long term relationships and reduce your own stress at the same time. Not only will you need to work on relating to the personal needs of others to minimize stress, but you will also need to learn how to more effectively express your own feelings and emotions. Stress in your life can be the result of the reactions of others who require a deeper relationship and need you to share your inner thoughts and feelings with them. *Note: You may also wish to cross reference your Skepticism (Sk) score to see if your skepticism and distrust (scores above 60%) may be compounding your inability to express your feelings and empathize with others.*

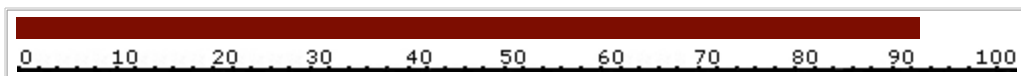
**Managing Your Career** - You have indicated through your responses to the Craft Personality Questionnaire that you have a low Need to Nurture others. As a result, your job description should avoid placing a heavy emphasis upon customer support or client relations. You work best in situations that allow you to perform your tasks without having to cater to the emotional needs of others or solve the personal problems of others. For example, you may fare better as a professional consultant (than a customer service representative); a supervisor (than a counselor); or a business insurance advisor (than a personal insurance agent).



## Self Management Report

For: %=strName%>

### Skepticism (Sk)



**General Statement** - Your higher score on this scale indicates that you are skeptical of the intentions of others until they prove themselves worthy of your trust. Especially in new relationships, you will come across as formal and less approachable until you collect enough information. Research has found that, even though your responses to the questionnaire showed skepticism of the intentions of fellow employees and employers, this distrust is more general in nature and applies to nearly all new relationships. It could be the result of the area in which you live, the way in which you were raised, or recent events in your life that prompted you to be more cautious in your relationships. Whatever the reason, your low skepticism can be an effective defense mechanism, especially if you have low Social Confidence (See Sc page of this report to see if this statement applies to you.) *Note: Though the descriptions on this page pertain to all scores in this high range, scores above 80% amplify these traits.*

**Managing Your Time** - Since you carefully scrutinize the intentions of others, it is usually difficult for others to take advantage of you or your time. Especially if you have high Social Confidence (See Sc page of this report), you'll be able to thwart any attempts by others to take you "off task." Your Skepticism will also contribute to your efficiency in emergency mode situations that require you to hold others accountable and cover all contingencies. Take care however. Your Skepticism can be the cause of lost productivity and inefficiency if you spend too much time dwelling on preventative measures and not enough time concentrating on taking proactive initiatives.

**Managing Your Stress** - High Skepticism (especially when combined with low or moderate Social Confidence), can produce a negative or pessimistic attitude toward life that increases your personal stress. Since stress can be defined as an "inability to control the outcome of your expectations" and your expectations are minimized by your potentially negative outlook, you can expect stress to take its toll. Ask yourself (or others who are close to you) if you have a tendency to expect the worst in any given situation. If they confirm this to be so, make a conscious effort to maintain a positive mental attitude. Research has found that productivity and success in life can be attributed to an optimistic outlook and a positive attitude toward others.

**Managing Your Career** - High Skepticism is more prevalent in jobs that require scrutiny/accountability of others such as law enforcement, the legal profession, quality assurance, production supervision, underwriting, and social services. It is also found in many management positions (both sales and non sales) that require an arm's length relationship. In sales professions where a positive attitude is required, it can lead to decreased productivity and turnover if it is not offset by high Social Confidence. Ask yourself if your high Skepticism is a temporary result of recent events (such as divorce or personal loss) or the result of the way you were raised. If it is the result of the way you were raised, and you would like to reduce your Skepticism, you will need to change your outlook/expectations and avoid your tendency to prejudice the intentions of others.