PASSIONATE ABOUT HUMAN DEVELOPMENT

Profiler is a modern system of mapping out workers/candidates behavioral profiles, destined for recruitment, people management and team development based on the DISC Assessment. We are ….
WHAT IS A BEHAVIORAL PROFILE?

The Greeks once said that peoples´ behavior is primarily influenced by four basic elements (fire, water, earth and air). Hippocrates, frequently referred to as the father of the western medicine, proposed that peoples´ temperaments are determined by the balance of four fluids in our bodies: if blood predominates, we have a “joyful” temperament; if it’s yellow bile, we have an “enthusiastic” temperament; and if it’s phlegm, we have a “calm” temperament.

Although modern science has discarded this ancient physiology, the four fluids and its four corresponding temperaments used to describe people in a universal way that then became the foundations of Greek and Roman medicine. That’s where the concepts choleric, sanguine, phlegmatic and melancholic were labelled as a person’s behavioral tendencies.

In 1920, with the help of statistical instruments and biophysics knowledge, the American Psychologist William Moulton Marston built the DISC model whose letters stand for Dominance, Influence, Stability a Compliance.

Our system, based on the DISC method, is a modern way of identifying behavioral profiles, designed for recruitment and people management.
THE FOUR PROFILES

The Profiler Test has 4 distinct profiles and peoples’ individual profiles are calculated by combining different profiles and seeing the levels at which these profiles prevail in a candidate's personality. There are several possible combinations of the 4 main profiles, reinforcing the fact that people have different perceptions of the world and unique personalities whilst still belonging to a group. The names of the four profiles have names that can easily be remembered and refer to the main characteristic of that particular profile.
Communicators are extroverted, talkative, active, adaptable and don’t appreciate the mundane side of life. They can communicate easily with others, leaping from one subject to another and have feel the need to have interpersonal contact and to be in friendly environments. They are everyone’s friend and don’t like to go unnoticed.

Working better in a team, they enjoy dynamic work environments that value autonomy. They are vain, imaginative, artistic, quick-witted, fast-paced and like to have an influence on others socially.

**Communicators love to party, are lively and relaxed, enjoy travelling and going out, and these characteristics are magnified when they are with people who share the same profile.** They are extremely social and upbeat, and tend to become leaders. When a communicator buckles down to get a task done, it will be always be necessary to monitor him so that he doesn’t get distracted from his goal.
### Strong Communicator Profile

**Traits**
- Communicative, persuasive, enthusiastic, empathetic, optimistic, assigns tasks to others, ability to easily interact with new people.

**Needs**
- Social recognition, reach agreement with others, have symbols of high status and prestige, be part of a team, social acceptance, opportunities to sell themselves.

### Weak Communicator Profile

**Traits**
- Analytical, Realistic, reserved, thorough, thoughtful, serious, work orientated.

**Needs**
- Time to think, Privacy, work in a non-political environment, Recognition for technical aspects and intellect, time for self-contemplation, to be alone, quiet environment.

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**WHEN FACED WITH FEEDBACK**

When hearing feedback initially, communicators can often victimize themselves. The most effective way to deal with them is with indifference, and they will then make an effort to get your attention back.

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**SUMMARY**

**Keywords:** Enthusiasm, Fun, Self-Image.

**Under Tension:** Can’t count on them to deliver on what they promise.

**Central Need:** To Be Noticed.

**Dislikes:** Routines and details. Things that aren’t considered as ‘cool’ or prestigious.

**How To Engage Them:** Make them feel noticed and thought highly of.

**How They Get What They Want:** Persuasion, Social Skills and new ideas.

**How to Stimulate Them to Perform Tasks:** Put them in a lively and extrovert environment, surrounded with high performing people, whilst not forgetting to keep an eye on him.
### HIGH COMMUNICATOR SUB-FACTORS

<table>
<thead>
<tr>
<th>Sociability</th>
<th>Enthusiasm</th>
<th>Self-Confidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication skills are the prevailing characteristics of this profile. When the Doer Profiler is weak, they tend to be even more sociable and will be less result driven and competitive. In this case, they will have difficulties in focusing on daily tasks, being distracted by opportunities to socialize.</td>
<td>This sub-factor has a lot to do with how sociable they are, as well as their pace and levels of energy. This enthusiastic nature can be used to motivate others. This characteristic becomes even more prevalent when they lack patience and passiveness (characteristics of Planners).</td>
<td>These types of people rarely have doubts about how to act and deal well with nearly every situation. Due to the fact that these type of people person are over confident, they can sometimes act on impulse. This characteristic becomes more prevalent when the analyst profile is weak.</td>
</tr>
</tbody>
</table>

### STRENGTHS

<table>
<thead>
<tr>
<th>Emotions</th>
<th>Relationships</th>
<th>Activities</th>
</tr>
</thead>
</table>
| ● Friendly and lively.  
● Chatty, always having something to talk about  
● Carefree; don’t worry about the future and don’t dwell on the past.  
● Good storytellers.  
● Live in the present moment.  
● Charming  
● Know how to make the most out of life. | ● Can easily make friends.  
● Interested in everyone  
● Warm and optimistic.  
● Good-natured and smile a lot.  
● Caring and Compassionate.  
● Know how to positively influence others through conversation.  
● Empathize with others | ● Give a good impression.  
● Never get bored as they live in the present moment.  
● Talented  
● Easily get involved in plans and new projects.  
● Intelligent with people  
● Motivate others with their enthusiasm. |
# DEVELOPMENT POINTS

<table>
<thead>
<tr>
<th>Emotions</th>
<th>Relationships</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>- May Cry Easily.</td>
<td>- Don’t pay attention to others.</td>
<td>- Completely disorganized.</td>
</tr>
<tr>
<td>- Emotionally Unpredictable.</td>
<td>- Lack will and conviction.</td>
<td>- Untrustworthy.</td>
</tr>
<tr>
<td>- Restless.</td>
<td>- Always looking for approval.</td>
<td>- Always Late</td>
</tr>
<tr>
<td>- Get Angry Quickly</td>
<td>- Like people, but forget them easily.</td>
<td>- Lack self-discipline.</td>
</tr>
<tr>
<td>- Exaggerates</td>
<td>- Always making excuses for their carelessness.</td>
<td>- Spend time talking when they should be working.</td>
</tr>
<tr>
<td>- May seem false.</td>
<td>- Talk about themselves too much.</td>
<td>- Struggle to complete tasks.</td>
</tr>
<tr>
<td>- Lack of Self-Control</td>
<td>- Neglect commitments and obligations.</td>
<td>- Easily distracted from goals.</td>
</tr>
<tr>
<td>- Decisions based on emotions.</td>
<td></td>
<td>- Rarely achieve their goals.</td>
</tr>
<tr>
<td>- Impulsive Spending</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Can be Naïve and Childish.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Act on Impulses</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Doers are active, optimistic and lively people. As Born leaders, they aren’t afraid to take risks and face challenges and as workers, they are determined, persistent and well-disposed.

What sets apart people with this profile is their drive and will. They tend to use logical arguments and deductive reasoning and possess a good balance between imagination and judgement. They appreciate challenges, and obstacles often motivate them even more to succeed. Valuing autonomy, they are independent, self-confident, know how to impose themselves over others and possess the characteristics of a leader. They can be authoritarian and inflexible, strongly believing in their own point of view, and “fight” for what they believe in. They tend to act quickly and often act first and then think of the consequences. They are well suited for tasks that require initiative and determination, as they are always one-step ahead of others, and others will often feel overwhelmed by them.
### Strong Doer Profiler

- Self-confident, Lots of Initiative, Embrace challenges, Competitive, Individualistic and Entrepreneurial.

### Weak Doer Profile

- Cooperative and agreeable, Accepting of company policies, In Search of harmony, reluctant to take risks, accept things the way they are, work in a team.

### Behaviors

<table>
<thead>
<tr>
<th>Strong Doer Profiler</th>
<th>Weak Doer Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-confident, Lots of Initiative, Embrace challenges, Competitive, Individualistic and Entrepreneurial.</td>
<td>Cooperative and agreeable, Accepting of company policies, In Search of harmony, reluctant to take risks, accept things the way they are, work in a team.</td>
</tr>
</tbody>
</table>

### Needs

<table>
<thead>
<tr>
<th>Strong Doer Profiler</th>
<th>Weak Doer Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competition, Freedom to solve problems in their own way, freedom to act individually, recognition for their ideas, control over their own activities, opportunities to prove themselves.</td>
<td>Support from others, lack of individual competition, recognition from team, encouragement, harmony, solve problems with others, be part of a team. comprehensive supervision, lack of conflict, to not have to take risky decisions</td>
</tr>
</tbody>
</table>

### GIVING FEEDBACK

When giving feedback to a doer, you must make him think that he could do better than he is. The challenge motivates him. Taking away his ability to make decisions and his autonomy will demotivate him.

### DOER SUMMARY

- **Keywords:** Result-orientated, direct, decisive.
- **Under Pressure:** Can treat others with a lack of respect when unsettled.
- **Central Need:** To be in control of the situation.
- **Dislikes:** Indirectness and Inefficiency.
- **How to Stimulate Them to Perform Tasks:** Give them freedom to make their own choices.
- **How They Get What They Want:** By Focusing on Results.
- **How to Stimulate Them to Perform Tasks:** Give them challenges.
## HIGH DOER SUB-FACTORS

<table>
<thead>
<tr>
<th>Determination</th>
<th>Self-motivation</th>
<th>Independence</th>
</tr>
</thead>
<tbody>
<tr>
<td>This sub-factor is more prevalent when the Doer profile is considerable higher than the Communicator. Moreover, when the communicator profile is low, they will have a low interest for personal matters. These people have an <strong>objective and analytic vision</strong> and are focused, and don’t give up on their goals.</td>
<td><strong>Self-motivation</strong> is higher when the person has a low planner profiler, showing a lack of need for security and passiveness. In this case, the importance of taking action becomes a fundamental personality trait. People with a strong Doer profile are very active and are very impatient with those who don’t want to or aren’t capable of being on the same page as them. They pursue their ambitions and goals tirelessly.</td>
<td>This sub-factor prevails when the doer profile is stronger than the analyst profile. Being made to submit to rules and procedures can be very frustrating for them. They generally prefer to act in accordance with their own ideas and frequently work in a more isolated way, being very typical of an entrepreneur.</td>
</tr>
</tbody>
</table>
## STRENGTHS

<table>
<thead>
<tr>
<th>Emotions</th>
<th>Relationships</th>
<th>Activities</th>
</tr>
</thead>
</table>
| ● Self-confident and Decisive.  
● Strong willed and determined.  
● Optimistic.  
● Self-Reliant.  
● Fearless and brave. | ● Can’t accept when others do things that they cannot.  
● Don’t get discouraged easily.  
● Have the strength of a leader.  
● Judge people well.  
● Know how to encourage people.  
**Know how to create urgency**  
● Never intimidated by circumstances. | ● Know how to organize and promote events.  
● Are naturally good decision makers.  
● Fast and efficient in emergencies.  
● Fast paced and logical.  
● Very Action Orientated and don’t hesitate. |

## DEVELOPMENT POINTS

<table>
<thead>
<tr>
<th>Emotions</th>
<th>Relationships</th>
<th>Activities</th>
</tr>
</thead>
</table>
| ● May have anger problems.  
● Can be Very Stubborn  
● Insensitive to the problems of others.  
● Cold and may have trouble expressing their feelings.  
● Often don’t appreciate art.  
● Insensitive and harsh.  
● Fiery and violent.  
● Get annoyed when people get emotional. | ● Lack Compassion.  
● Make decisions for others.  
● Can be unkind, harsh and sarcastic  
● Tend to dominate the group.  
● Arrogant and bossy.  
● Use people for their own benefit.  
● Bitter and vindictive  
● Often intolerant.  
● Proud and domineering. | ● Suffer from too much self-confidence  
● Can be deceiving  
● Prejudiced.  
● Stubborn  
● Get bored with details.  
● Low Analytic Capacity.  
● Force others to agree with his work plan.  
● Tiring and hard to please.  
● Only have time for themselves and their own plans. |
Planners are calm, relaxed, cautious and have high amounts of self-control. They like routines and respect established norms and rules, and often like being around people who are more lively and energetic than themselves. They make decisions without being rushed or pressured and frequently use common sense. They are flexible, have a steady rhythm and are well disciplined. They are patient, observant, passive and have good memories, but can lack creativity. In emergencies, they manage to act with calm.

Planners are introverted and peaceful which means that they are easy-going, gentle and well balanced. In the work environment, they plan the best way of doing something before carrying out a task. After starting something, planners will stick at it right until the end.
### Strong Planner Profile

**Behaviors**
Stable, patient, careful, steady rhythm, calm, comfortable with what’s familiar to them.

**Needs**
Stable work environment, security, Low-pressure environment, guidance when working in a team, to be around familiar people, not have to change their priorities, recognition for tenure at a job.

### Weak Planner Profile

**Behaviors**
Impatient, tireless, restless, intense, tendency to lead, sense of urgency, fast paced.

**Needs**
Variety, Freedom to act according to their own will, to not have to perform repetitive tasks, change in rhythm, freedom of movement.

### WHEN FACING FEEDBACK
The most effective way to give feedback to a planner is to praise the positives of their work before explaining where there’s room for improvement. After explaining the negatives and suggesting how they can improve, it’s important to reinforce the positive aspects once again.

### PLANNER PROFILE SYNTHESIS

**Keywords:** Stability, patient and processes.

**Under Tension:** Can be scared of hurting or upsetting others.

**Central Need:** Association (feeling of belonging).

**Don’t Like:** Frequent changes, Impatience and Lack of harmony.

**How to Encourage them:** Recognize their involvement and show trust in their abilities.

**How They Get What They Want:** By presenting themselves in the best way at the best possible moment.

**Stimulus to Perform Tasks:** Give them support, which will encourage them to give even more.
**Patience**

They have a low sense of urgency, adopting a slower rhythm to keep everything organized. They are excellent in repetitive situations. Generally, they’re submissive and loyal. This characteristic becomes more prevalent when the Doer profile is weak.

**Consideration**

These people are careful with their words and rarely act on impulse. Although they struggle with deadlines, you can on their quality, stability and reliability in the workplace. These characteristics become stronger when the person lacks the impulsiveness and impatience of the communicator.

**Persistence**

Planners with high levels of persistence work hard to keep things the way they are, showing great loyalty and resistance in defense of their work environment. Usually, this characteristic becomes more prevalent when analyst profile is weaker, who often has multiple points of view.

### Strengths

<table>
<thead>
<tr>
<th>Emotions</th>
<th>Relationships</th>
<th>Activities</th>
</tr>
</thead>
</table>
| - Calm and trustworthy.  
- Good-natured.  
- Easy-going.  
- Upbeat and friendly despite not having a lot to say.  
- Good hearted.  
- Peaceful  
- Good sense of what’s right and wrong. | - Pleasant to live with.  
- Have a lot of friends.  
- Good-Hearted  
- **Encourage people to be calmer and more peaceful.**  
- Reliable and loyal.  
- Tactful and pacifistic.  
- Good listeners.  
- Loyal friends.  
- Give advice only when asked to. | - Work well, even when under pressure.  
- Always find the easiest and most practical ways to carry out tasks.  
- Conservative and efficient  
- Plan before carrying out a task.  
- Influence people in a supportive way.  
- Trustworthy in terms of work. |
<table>
<thead>
<tr>
<th>DEVELOPMENT POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Emotions</strong></td>
</tr>
<tr>
<td>● Lack self-confidence.</td>
</tr>
<tr>
<td>● Can be Pessimistic and fainthearted.</td>
</tr>
<tr>
<td>● Worry too much.</td>
</tr>
<tr>
<td>● Rarely laugh out loud</td>
</tr>
<tr>
<td>● Passive.</td>
</tr>
<tr>
<td>● Indifferent.</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
</tr>
</tbody>
</table>
Often possessing genius-like characteristics, analysts are rigid and calm but also tend to worry a lot. Discreet with other people, they tend to be withdrawn and reserved. Their biggest weakness is their pessimism but they are often great natural artists due to their sensitivity and acuteness.

Dexterity, intelligence and intellectuality. They are great at tasks that require detail or fast improvisation. They are usually loyal employees, they commit themselves at work, like to surprise people but especially sensitive to criticism, and get hurt easily. They are intuitive, curious and have verbally intelligent. They observe opportunities and present solutions in the heat of the moment to solve urgent problems.

Due to the fact that they’re perfectionists, they must be monitored right until the end of an activity, and be constantly stimulated and given approval so that they can overcome the stumbling blocks rethinking and redoing things too many time, as they always think that their work isn’t perfect.
<table>
<thead>
<tr>
<th>Behaviors</th>
<th>Strong Analyst Profile</th>
<th>Weak Analyst Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Precise, attentive to details, diligent, organized, self-disciplined, conservative.</td>
<td>Flexible, can cope well with risks or uncertainties, don’t pay that much attention to details, non-conformist, informal, casual, disorganized, can become aggressive when criticized or rejected.</td>
</tr>
<tr>
<td>Needs</td>
<td>Specific knowledge about the work, Certainty, Exact comprehension of the rules, Time to study and train, see the finished product, lack of exposure to the risk of making mistakes, recognition for error-free work.</td>
<td>Freedom of expression, prefer to assign tasks to others, absence of rigid controls, not to be controlled, decentralized work environment, opportunities to interact with others, flexibility with work, freedom to make exceptions.</td>
</tr>
</tbody>
</table>

**WHEN FACED WITH FEEDBACK**

A poorly crafted feedback tends to reinforce the tendency that analysts have of assessing themselves in a negative light. Positive feedback must always be constructive and stimulating. When it’s necessary to give a ‘telling off’ to an analyst it must be done individually and it must be taken into account that the effects are considerable long-lasting on analysts, and they can dwell over comments and feedback for a long period of time.
ANALYST PROFILE SUMMARY

Keywords: Accuracy, Correct and Careful.
Under Tension: When unsettled, they can be quiet or withdrawn.
Central Need: Security.
Don't Like: Unforeseen Events and Risks.
How To Encourage Him: Offer Security and Guarantees.
How They Get What He Want: Gain profound knowledge and specialize in particular areas.
Stimulus to Perform Tasks: Must be constantly stimulated to put their ideas into practice and be given constant approval.

HIGH ANALYS SUB-FACTORS

<table>
<thead>
<tr>
<th>Connection</th>
<th>Accuracy</th>
<th>Perceptiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totally Rule Orientated, using regulations and procedures as framework to support their ideas. Connection is only important in the sense that need to feel supported by the team.</td>
<td>They are cautious people and hate making mistakes, going over and checking finished work several times. Due the fact that they rarely take risks, security is of great importance. They rarely reveal personal information. This characteristic intensifies when they lack the sociability and interest that the communicators have for other people.</td>
<td>People that possess this characteristic have a capability of noticing subtleties in their environment that others fail to notice. This characteristic stands out when they lack the tendency to worry that the planner has regarding other people’s problems and a high level of concentration.</td>
</tr>
</tbody>
</table>
### STRENGTHS

<table>
<thead>
<tr>
<th>Emotions</th>
<th>Relationships</th>
<th>Activities</th>
</tr>
</thead>
</table>
| - Love music and art.  
- Good-Natured and Sensitive.  
- Analytical capacity.  
- React strongly to emotion.  
- Deep thinkers and often contemplate. | - Trustworthy friends.  
- Extremely loyal and often put their friends first.  
- Makes friends cautiously.  
- Has a deep affection for his friends. | - Strong tendency for the perfectionism. Enjoy analytical and detailed work.  
- Have self-discipline.  
- Always finish what they start.  
- Very well suited for intellectual and creative work.  
- Meticulous and attentive to details.  
- Well-equipped, and can possess genius-like qualities. |

### DEVELOPMENT POINTS

<table>
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</tr>
</thead>
</table>
| - Can often come across as sad and depressed.  
- Pessimistic.  
- Enjoy suffering and being martyrs.  
- Hypochondriac.  
- Introspective to the point of being harming themselves.  
- Proud. | - Criticizes other peoples’ flaws.  
- Always looking for perfection and judge everything according to their own ideals.  
- Worried about what others think of him and lack trust in others.  
- Can be prone to anger and violence after prolonged periods of resentment.  
- Often feel deeply hurt.  
- Often doesn’t like those who oppose or criticize his ideas.  
- Hard to live with. | - Indecisive  
- Very theoretical rather than practical.  
- Get tired easily.  
- Hesitate a lot when starting new tasks.  
- Analyze too much which can lead cause him to become discouraged.  
- **Critical of their own work.** |
# SUMMARY OF EACH PROFILE

<table>
<thead>
<tr>
<th>DOER</th>
<th>COMMUNICATOR</th>
<th>PLANNER</th>
<th>ANALYST</th>
</tr>
</thead>
<tbody>
<tr>
<td>SELF-CONFIDENT</td>
<td>PERSUASIVE</td>
<td>STABLE</td>
<td>PRECISE</td>
</tr>
<tr>
<td>FAST-PACED AND DIRECT</td>
<td>ENTHUSIASTIC</td>
<td>LIKE ROUTINE</td>
<td>ATTENTIVE TO DETAILS</td>
</tr>
<tr>
<td>ENJOY CHALLENGES</td>
<td>GOOD LEADERS</td>
<td>PATIENT</td>
<td>DILIGENT</td>
</tr>
<tr>
<td>COMPETITIVE AND AUDACIOUS</td>
<td>DISORGANIZED</td>
<td>CALM</td>
<td>ACADEMIC</td>
</tr>
<tr>
<td>INDIVIDUALISTIC</td>
<td>SELF-CONFIDENT</td>
<td>FLEXIBLE</td>
<td>ORGANIZED</td>
</tr>
<tr>
<td>FEARLESS AND BRAVE ENTREPRENEURS</td>
<td>SOCIALE</td>
<td>CONSERVATIVE</td>
<td>SELF-DISCIPLINED</td>
</tr>
<tr>
<td></td>
<td>OPTIMISTIC</td>
<td>GOOD LISTENERS</td>
<td>SENSITIVE</td>
</tr>
<tr>
<td></td>
<td>EASY-GOING</td>
<td>INTROVERT</td>
<td>PROUD</td>
</tr>
<tr>
<td></td>
<td>EASILY DISTRACTED</td>
<td></td>
<td>INTROSPECT</td>
</tr>
</tbody>
</table>

# SOME FEARS OF EACH BEHAVIORAL PROFILE

<table>
<thead>
<tr>
<th>Communicator</th>
<th>Fear of being alone.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fear of being rejected.</td>
</tr>
<tr>
<td></td>
<td>Fear of not being losing quality of life and not being able to do what gives him pleasure.</td>
</tr>
<tr>
<td>Doer</td>
<td>Fear of losing his position</td>
</tr>
<tr>
<td></td>
<td>Fear of failure.</td>
</tr>
<tr>
<td></td>
<td>Fear of recognizing mistakes.</td>
</tr>
<tr>
<td></td>
<td>Fear of losing autonomy.</td>
</tr>
<tr>
<td>Planner</td>
<td>Fear of change.</td>
</tr>
<tr>
<td></td>
<td>Fear of other’s opinions.</td>
</tr>
<tr>
<td></td>
<td>Fear of getting hurt in relationships.</td>
</tr>
<tr>
<td></td>
<td>Fear of losing control.</td>
</tr>
<tr>
<td>Analyst</td>
<td>Fear of not having evaluated all possibilities.</td>
</tr>
<tr>
<td></td>
<td>Fear of confrontation.</td>
</tr>
<tr>
<td></td>
<td>Fear of being ridiculed</td>
</tr>
<tr>
<td></td>
<td>Fear of imperfection.</td>
</tr>
</tbody>
</table>
BEHAVIORAL REPORT

Felipe Werneck Giorni dos Santos
Email: felipes.solides@gmail.com
Profile: PA
Date: 2018/07/31
**Energy**

Energy indicates the "will" to work, the ability to change and to absorb stress. If energy levels are low, look below to see if the EDI levels are high, which may indicate that the workplace/environment may be demanding skills that are not natural for the individual.

| EN | High 51.72 |

**Medium Requirement Index**

The EDI measures the external demands of the environment and how the candidate/employee perceives them. This information is also displayed on the graphs on the following page.

| EEDI | Very High 53.19 |

**Utilization Index**

Those with a high score on the UI find themselves in a situation where they perceive that the workplace/external environment is making good use of their skills. On the other hand, a low UI indicates an underuse of their abilities, which can be caused by several factors, such as a slow workflow, too many workers in a department or frequent interruptions at work.

| UI | Reg Low -0.92 |

**Moral**

Moral refers to the self-approval of a person, based on their professional performance. A high morale means that the person feels that he is performing well, and believes that he/she is on the right path in regards to professional development. A low morale means that the person believes that many changes must occur in order for his performance to improve.

| MRL | Reg Low 1.29 |

**Positivity Index**

The PI measures the self-esteem of an individual in relation to personal issues and the tendency that he/she has to value or criticise him/herself.

| IP | Reg Low 2.62 |

**Amplitude**

Amplitude indicates the importance of the work environment in regards to an individual’s productivity. A high score on the index means that the being in the right environment can increase the productivity of an individual. The index also shows how much an individual contributes to creating an optimised work environment, as well as his influence on other team members.

| AMP | High 19.2 |

**Response Time**

The response time refers to the amount of time the individual took to answer the questionnaire. The Response Time can indicate how well an individual knows himself, with a longer time suggesting that the person has a difficulties in identifying his/her own traits. A shorter time may suggest that the person may have rushed through the test without thinking the answers through.

| RT | Very Low 0'0" |
Flexibility Index

The Flexibility Index measures how well one can change his/her behavior, and how easily he can do so. The index also measures how easily an individual takes in new concepts and how well they respond to challenges in a particular moment.

Profile Energy

It is the natural energy of the person's profile. This indicator translates energy by the behavioral profile, not by the situation in which the person is passing. It would be like the energy potential that it can deliver on your profile.

Excitability

It is the potential of reaction to stimuli. It is how much the person sets fire to a new idea or challenge.
This graph displays the Isolated Profile. The blue line is how the person is, and the red line, as the environment requires it to be. The first point of each line is the feature of the Executor, second is the Communicator, third is Planner and the last one is Analyst. This chart shows the prevalence of each of the four profiles in an individual and their perception of the demands of the external environment. The dots in the 1st column represent the Doer Profile, the 2nd column refers to the Communicator, the 3rd to the Planner and the 4th to the Analyst. The blue line indicates the individual's nature, and the way he/she acts in familiar places and situations. The red line represents the individual's perception of how the external environment requires him to be. By looking at the EDI level, you can see the intensity of these external demands, and the Energy Index shows how much effort the individual will need to make in order to adapt to these requirements. The grey line indicates how well the individual is able to adapt these demands.
This graph displays the Leadership Style. The blue line is how the person is, and the red line, as the environment requires it to be. The first point of each line is the characteristic of DOMINANCE, second is INFORMALITY, third is CONDESCENSION and the last one is FORMALITIES. The four points on the graph represent the following four leadership styles: Dominant Informal, Collaborative and Formal in their respective order. The blue line indicates the individual’s nature, and the way he/she acts in familiar places and situations. The red line represents the individual’s perception of how the external environment requires him to be. By looking at the EDI level, you can see the intensity of these external demands, and the Energy Index shows how much effort the individual will need to make in order to adapt to these requirements.
This graph displays the Synthesis of Leadership Style, is how the person is acting, how it is adjusting between what she is and what the external environment demands, the points on the line are: DOMINANCE, INFORMALITY, CONDESCENSION and FORMALITIES. Current Leadership indicates the individual’s leadership style in the present moment. Look closely at the previous graph to see whether the individual is adapting to the environmental demands or whether his leadership style needs to be modified.
Time taken to respond to the questionnaire was very low. The result can be considered as a true representation of the individual. Check higher positive Profile.

<table>
<thead>
<tr>
<th></th>
<th>Profile +</th>
<th>Profile -</th>
<th>General</th>
<th>Profile Prevalance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doer</td>
<td>D</td>
<td>42.4 %</td>
<td>22.33 %</td>
<td>14.94 %</td>
</tr>
<tr>
<td>Communicator</td>
<td>I</td>
<td>52.07 %</td>
<td>14.68 %</td>
<td>19.77 %</td>
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<tr>
<td>Planner</td>
<td>S</td>
<td>98.57 %</td>
<td>44.21 %</td>
<td>34.14 %</td>
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<tr>
<td>Analyst</td>
<td>C</td>
<td>87.26 %</td>
<td>25.76 %</td>
<td>31.15 %</td>
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</tbody>
</table>

Felipe This is the profile that can be called 'Technical'. These individuals’ way of working combines accuracy and precision, with the patience to work on a project until it is completed. They strive to produce quality work, and often goes to great lengths so that the result is the best possible. They are rational and calm individuals. They prefer not make decisions by themselves, and also prefer not to speak in public.

// SUB-CHARACTERISTICS

The sub-characteristics of this type are: Patience, Persistence, Cooperation, and Accuracy.

// SKILLS COMMON

You are a kind and reliable person who understands the benefit of learning from others. You work hard to achieve your goals, but never hesitate to give credit where credit is due. As a detail-oriented person, quality is important to you in your work and personal life. You are something of a perfectionist and will not settle for poor work or shortcuts. You have a strong sense of right and wrong, with values that you hold dear. You have a desire to be good and do the right thing. Although these are admirable traits, you have a tendency towards black-and-white thinking. You are always in control of your emotions and maintain composure, even under stress. You are even-keeled, staying about the same during both good and bad times. Avoiding chaos and trouble are very important to you. Because you plan your life and work carefully, you usually achieve this. When trouble does arise, you usually employ strong problem solving skills. Unfortunately, in some circumstances, you may choose to do nothing rather than tackle a difficult road bump.

// BASIC SKILLS

They are good at tasks that require persistence and accuracy. They are very practical in solving problems.
ADVANTAGES

Your personality type comes with several advantages. You are extremely organized and motivated to follow through on projects. You are orderly, structured and respect deadlines and schedules. You have a knack for avoiding potential problems with careful planning and organization. You can quickly resolve problems that prove difficult for abstract thinkers. You create a stable environment for yourself and those for whom you are responsible. You are a reliable and steady worker, with a commitment to completing projects on time and with quality. You expect yourself and others to deliver quality work. You have a highly self-disciplined and self-motivated. You have a strong ability to understand facts and analysis. You are practical and make good decisions based on tried and true methods and ideas. Additionally, you are able to live in the present, without worrying too much about the past, or reaching aimlessly into future possibilities. This, of course, makes you highly valued in your organization.

DISADVANTAGES

You are a kind and hard-working individual, but still face some challenges. For one, your realistic nature may lead you to become very negative and focus on negative possibilities. Fear of mistakes or failure may lead to inaction. When things don’t go right, you often feel small. Because you do well in most things and usually succeed, you often feel free from blame when things go wrong. You have a difficult time admitting your faults, and sometimes a difficult time apologizing. Similarly, your self-reliance often results in not fully appreciating your need for others. Finally, you tend to judge others by their ability to understand objective facts and logical analysis. This means that sometimes you dismiss the ideas and potential for collaboration with people who use abstract ideas or struggle with logical concepts.

STYLE OF MANAGEMENT REQUIRED

You prefer work that involves rational and logical thinking. You are organized; details oriented and are committed to following the norms and rules of your organization. You like working with others but take accountability for your own personal goals. A job that requires attention to detail is perfect for your skills. More abstract work will be frustrating for you. Still, you are extremely strategic and can solve problems effectively. An effective manager will understand your desire to avoid chaos, and provide you with routine, structured work, even if it seems boring. You have a strong capacity to work hard and not quit until a project is complete. You tend to approach problem solving from a traditional perspective and prefer methods that have been previously employed to solve similar problems. Work that follows a logical sequence, for example, is comfortable for you. A strong manager will recognize your high regard for ethics and provide work that creates and maintains fair person-centered principles. Black-and-white thinking or work that adheres to your values is a particularly good fit for you.

LEADERSHIP STYLE

You are highly organized and naturally likeable. You are very conscientious and tactful, even when discussing the most sensitive of subjects. You value rules and tradition, and may even expand the rules of an existing department or organization. If you are in a leadership position in your organization, it is a result of your hard work and dedication, not your desire for power. The most important thing you offer your employees is security and consistency. Motivating others is not a priority for you, but you are dedicated that your team has everything they need to complete tasks. Another useful trait in leadership is your ability to stay cool under fire. People from all levels can come to you about problems because you never lose your temper or get emotional. Instead, you make a plan and face the problem head-on.
COMMUNICATION STYLE

Above all else, you value concrete facts and logic. This tends to show in your communication, where you discuss facts or black-and-white ideas. You avoid, and devalue more abstract ideas. You are soft spoken, but usually direct, sometimes blunt. You are a great communicator because you are agreeable and diplomatic, even though you speak your mind. You are even-tempered, even when under great stress, so you never shut down lines of communication with anger or other negative emotions. Because of your even temper, other may have a difficult time reading you. For example, you tend to react and communicate the same when frustrated or angry, as you do when happy. Because you are kind and non-confrontational, people like you and trust your judgment. This makes communication easy because you don’t have to spend time winning over others.

WORK ENVIRONMENT

They prefer a quiet and organized workplace. They work better with few people around them.

TASK PERFORMANCE

They perform their tasks efficiently. They are practical individuals, but theory does not bother them. They prefer to perform their tasks alone, and for that they must have all the necessary tools at hand. They like to perform one task at a time.

SALES STYLE

Your black and white thinking, as well as your strong commitment to ethics and doing the right thing shines through in your sales approach. You would never sell a product that you don’t believe in. Traditional values are very important to you and your product is likely a reflection of these values. Still, you tend to leave personal feelings outside of the sales office. Instead, you use logic and facts to close the deal. Because you rely on logic to make important decisions, you expect the same of your clients and offer this without holding back. Your sales pitch involves research, data, case studies and solid facts. Because you are detail-oriented, you notice potential issues before other personality types, and you are ready to reassure your customer before he or she has identified possible problems. You are very straightforward when answering questions. In your own life, you avoid making risky decisions that could put your personal or professional security at risk. You expect your clients to take the same approach, and address security as part of your pitch.

MOTIVATIONAL FACTORS

You are motivated by security and consistency. Your goal in your career is to earn a position of authority through a formal role. When working on a project, you are motivated to follow it through to completion and do not give up. You work weekends and evenings if that’s what it takes to achieve your goal. Additionally, you work from a detailed plan that lays out every step of the way. Your hard work and determination often creates opportunities for leadership. You are cautious and avoid taking risks, especially if it make compromise the quality of your work. In organizations that promote based on results, you will move up quickly without effort. Although you get along well with others, you are not particularly motivated by working with others. You have a “take it or leave it” attitude towards group work. When you do work with others, you tend to take on responsibility for the work of others. This is motivated by your perfectionist nature.
THEY VALUE OTHER PEOPLE FOR THEIR ...

Loyalty, commitment, and tolerance.

BASIC NEEDS

Tolerance, support, and tranquility.

WITHDRAWAL FACTORS

Intolerance, disorganization, and lack of support may discourage them.

ACHIEVING RESULTS

These individuals achieve results by having a lot of responsibility and discipline. They do not give up until the task is finished. They prefer to achieve results without other people’s help.

ORGANIZATION AND PLANNING

You are extremely organized and detail oriented. At home and at work, you strongly believe that there is a place for everything and everything should be in its place. You are a strategic thinker and employ strategy to plan everything from your work day to your vacation. You don’t take meaningless steps and you don’t waste time. You are traditional, and use traditional methods to plan and organize. You always plan ahead and stick to your plan whenever possible. Additionally, you prefer to stick to a routine whenever possible. You have a very specific way of doing everything in your life. Often, these routines are based on routines you learned earlier in life. For example, you may use the cleaning supplies your mother used or organize your office the way you were trained during your first job. You are unlikely to taking a novel approach to tackling a project if a traditional method is available.

REACTION TO PRESSURE

They may have a lot of drive to resist and work under pressure, but that will last just for a short period of time. In the long run, working under pressure will become harmful to this individual because they prefer to perform their tasks within a scheduled time.

DEALING WITH CHANGES

They tend to resist changes, especially the unexpected ones. They prefer to take time to consider and plan before any changes are made.
// RELATIONSHIPS

You are faithful and loyal in all your relationships. You maintain contact with friends and co-workers for years and rarely experience interpersonal conflict. Because you are cautious about expressing your feelings, you may hold back from fully connecting with others. You also may avoid expressing your concerns when a friend or colleague is making a decision that makes you uncomfortable. Still, when someone else initiates conflict, you can usually handle it calmly and coolly without getting your emotions involved. Because you make careful, conservative decisions, things usually turn out well for you. This can lead you to believe that you are always right, which can create conflict in close personal relationships.

// CONNECTING WITH OTHER PEOPLE

They value friendships and relationships. They are pleasant and polite with other people. They are reserved individuals. They take a while to get deeply involved in relationships.

// DECISION MAKING

You put careful thought into your decisions. Even though you care about the feelings of others, you naturally look to objective, logical criteria for making decisions, and often leave out subjective considerations. Doing the right thing and avoiding trouble are very important to your decision making process. Although you work well with others, you choose to rely on your own problem solving abilities and avoid bringing others into your problems. Still, you will enlist people who are directly affected by the decision to ensure they are on board. When making decisions, you tend to rely on your existing values. To begin with, a good decision for you is one that adheres to traditional values. For yourself, your family, and your organization, you strive to maintain security. You are unlikely to make a risky decision if the security of any aspect of your life would be at stake. Sometimes, if a difficult decision becomes too much for you to face, you will avoid it by making no decision at all.
TALENT AREA

1. COMMANDER
2. COMPETITOR
3. ADMINISTRATOR
4. MOTIVATOR
5. SELLER
6. DIPLOMAT
7. ADVISOR
8. ATTENDANT
9. PROFESSORIAL
10. TECHNICAL
11. EXPERT
12. STRATEGIST
13. CONTROLLER

PERFIL PROFISSIONAL
TALENT DICTIONARY

1) COMMANDER: People with the commander profile are entrepreneurial, independent, demanding with themselves and with others. They are good at opening new business for being risk takers. They are great at leading a highly condescending team.

2) COMPETITOR: They feed off achievements and every day is a battle ground from where they need to come out victorious. They are good Salesmen, Engineers or Teachers. They comply with rules more than other salesmen who have high ability to communicate but if they specialize in more technical areas, they will feel uncomfortable to close on deals. They are hard workers, and enjoy competition.

3) ADMINISTRATOR: They have the ability to manage systems as well as people. They are good communicators, good marketing managers. They are results oriented. They are quick, intense and risk takers. They show initiative and like to solve problems. They like challenges and changes. They are good managers, entrepreneurs and administrators.

4) MOTIVATOR: They are Communication person, they give life to what they say. They are good public speakers, motivators and salesmen. They can sell the intangible. They have the ability to help people thrive in their work. They are good personal advisers.

5) SALESMAN: These are people who sell ideas and prestige. They are skilled politicians. They are independent, do not like to follow rules or systems and, therefore, do not deal well with details and regulations. They are good executive managers and they have a sense of urgency. There are people who fit this profile that are born managers, but despite having salesmanship skills, they do not like that function. But if focused on this skill (sales), they can sell pretty much anything, tangible or intangible products.

6) DIPLOMAT: They have the ability to resolve conflicts, they are good listeners and communicate well. They know how to pass on their knowledge and can be Teachers or Instructors. They have ability for sales and negotiations.

7) ADVISOR: They are good listeners and interested in social causes. Psychologists, Counselors, Organizers, and Peacemakers usually have this type of profile. They are pleasant and work well in a team setting. They feel more comfortable in more familiar places and they need some structure. They are friendly and have great skills for social services. They like to be with people, to mentor and help them. They can be Teachers, and perform diplomatic and bureaucratic work.

8) ATTENDANT: Also known as Protectors, they enjoy to work with positive relationships and with a team where members help each other.

9) PROFESSORIAL: They are good Teachers and Instructors. They work well with Technical Support or other functions that require expertise and knowledge. They are understanding Managers.

10) TECHNICIAN / ANALYST: They are autodidact or self-trained individuals. They can accomplish everything that they decide to do. They are specialists, they can perform work to recover or restore things that apparently had been lost or damaged beyond repair. They do not like changes and need a lot of structure. They are good Computer Analysts, and System Developers. They are good at dealing with numbers, charts and graphs. If their first predominant profile is a Planner they lose a lot of their initiative and take a more operational and condescending posture.

11) EXPERT: They control their work according to the rules. They are good secretaries, mechanics, painters, electricians and computer operators. They perform well all kinds of accounting and office work. They are good at operating machines and assembling electronics. Bank and grocery tellers can have this type of profile. They need rules and training to perform their tasks.

12) STRATEGIST: They are inventors and organizers; perform technical and analytical work very well. They are not good communicators. They are good at fiscal and accounting problems and statistical work. They have ability to do systematized work.

13) CONTROLLER: They are fast and efficient, demanding with themselves and with others. They have high standards of performance and are disciplined. They are reserved. They are good Project Managers and at work that requires speed and quality.
1) AGGRESSION: It indicates the drive and impetus to act in the pursuit of their objectives. They face the events as if they were a race, or a personal fight. It shows the level of tenacity with which the individual search results.

2) DEVELOPMENT RELATIONSHIP: The level of focus on relationships. This competency indicates how much the individual develops through their relationships, and how much it pleases them to spend time with other people.

3) ABILITY TO CHANGE: How easy it is for the individual to deal with Change. It indicates how much the individual assimilates and enjoys new challenges and changes in their routine.

4) EXTROVERSION: Characteristic of who is extroverted, outgoing, sociable and communicative. An extrovert person has the ability to socialize.

5) DOMINANCE: Indicates a person's predisposition to take the lead and / or control of the situation. This individual prefers to influence than subordinate themselves.

6) WORK DEVELOPMENT: It is the competence that identifies how much an individual develops through their work, as opposed to developing through relationships. This characteristic points out the person who prefers to strive to be recognized for their productive powers.

7) FORMALITY: It is the characteristic that measures the individual's formal conduct in relation with the established rules and standards, this characteristic is also present on the individual's social relationships.

8) CONDESCENSION: It indicates how much the individual considers and weighs the opinions, intentions, desires and beliefs of others, acting with complacency to seek the best possible action.

9) CONCENTRATION: Level of capacity / need of concentration to perform a job that requires attention and perseverance. This competence not only measures the ability of a person to focus as well as their need for a suitable environment for such activity.

10) TECHNICAL SKILLS: It indicates the technical ability of the individual, to give or provide technical resources to optimize an activity.

11) ACCURACY: It is the thorough attention in order to obtain quality and excellence of their work.

12) INTRICACY: It is the capacity of a thorough exposition of facts, plans or projects, with attention to detail.

13) ARTISTIC ABILITY: Artistic Ability indicates the propensity for arts such as literary, musical, visual, and especially those relating to fascinating.

14) PATIENCE: It indicates the level of effort that the person spends to keep calm and complacency in the face of stressful situations.

15) EMPATHY: It is the ability to understand the feelings or reactions of the other people, putting themselves in the other person's place.

16) SOCIABILITY: It indicates the need and tendency to seek relationships with other people, in an expansive and extroverted manner.

17) ENTHUSIASM: It indicates the level of excitement, elation regarding an activity.

18) ABILITY TO DREAM: It indicates the ability of a person to abstract from reality in order to imagine a new and desirable scenario.

19) SELF MOTIVATION: It indicates the ability one has to self-motivate and ability of this individual to be motivated by enthusiasm.

20) MULTI TASK: It is the ability to perform multiple tasks simultaneously.

21) INDEPENDENCE: It is the ability and need for autonomy.
Brain dominance theory comes from different studies in Neurology as well as observations and records of brain activity measured by EEG. These studies observed that specific regions of the brain become activated in response to different situations and problems. Several later studies that focused on brain injuries and their consequences confirm these theories. Profiler clearly shows these regions and displays them visually.

- Left Brain: Detail Orientated, Logical, Sequential, Rational, Analytical
- Front of Brain: Reserved, Rational, Objective, Formal
- Rear Brain: Social, Informal, Relationship Orientated.

You can work out how much each person uses each part of the brain understanding that:

- Doer: Front Right
- Communicator: Rear Right
- Planner: Rear Left
- Analyst: Front Left