



Human Patterns® Assessment Overview of Results

Name: Alicia Parr

Assessment Date: 2005

Human Patterns is a psychometric instrument and personal development tool that can be used for coaching, training, recruitment, team building, career-planning among other uses. This tool combines the output of 15 different instruments (MBTI, DISC, etc.) and, therefore, contains a tremendous amount of information. An advantage of HP over many other instruments is that it does not over-extrapolate a complete personality from limited variables, but, instead, allows the nuances of your individuality to shine through by using a large array of factors.

This overview of your Human Patterns profile is noted with reference pages to the more comprehensive bar graph output, which accompanies this information.

Proactive vs. Reactive Conditions. Information is provided for tendencies and preferences in proactive conditions (familiar situations and the ability to respond without pressure or stress) as well as reactive conditions (unfamiliar situations requiring "off the cuff" reactions). These are analogous to the difference between "ordinary" behavior and "pressure" behavior.

Preference vs. Competency. If a feature is a strong or a weak preference, it must be considered in the context of interpersonal expectations, job and work roles, and organizational culture. If a feature is strong or weak relative to other preferences in a group, it implies an order of preference. To interpret a weaker score as an absence of ability or related competency is both incorrect and unfair.

Skill Development and Compensation for Low Preference. Many individuals are able to develop ancillary skills to compensate for low preferences, although these are often adapted or framed *through* a higher preference. For example, if an individual has a low preference for public speaking due to lower preference for communicative activities and/or introversion, this individual may make the effort to develop this skill by leveraging another preference. This may be an interest in innovation and creativity, thereby using public speaking as a forum to explore his/her creativity. Another possibility would be a strong interest in problem solving, in which case the development of public speaking abilities may be approached like a problem to be solved.

Your Human Patterns Overview begins on the next page and includes descriptions of your preferences and interests in the following categories:

- Energy Portrait
- Noticeable Characteristics
- Switches
- Information Attended To
- Direction of Energy (MBTI)
- Basic Motivations (DISC)
- World View / Temperament
- Personality Approach to Situations
- Prioritization of Values
- Personal Assets and Resources
- Interpersonal Relations
- Sensitivities
- Conflict Management / Defenses
- Problem-Solving Pattern / Thinking Framework
- Personal Concerns
- Path to Achievement
- Career / Work Task Preferences
- Leadership / Management Factors



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Energy Portrait

Your proactive energy portrait is 68.01 and reactive energy portrait is 69.82. With a portrait number between 50-75, you have some clear personality characteristics that may endear or alienate other personalities, yet with the capacity to get along well with most other personalities. The areas where the most notable characteristics appear is in Problem Solving, Criteria for Management and Direction of Energy.

Noticeable Characteristics

The following areas were identified as your readily apparent preferences or avoidances that may be perceived by others as obvious strengths or criticisms, and are strong enough that they would be very difficult to hide from others.

You have a tendency to be very lighthearted (non-serious about your self image) and quite thick-skinned (lacking empathy and gentleness) when in reactive conditions. While many will appreciate your sense of fun and humor to take the edge off of daily stresses, care must be taken around individuals with a more serious demeanor who may take this characteristic as flippant.

These are observable preferences or avoidances that may be considered natural strengths or weaknesses by others. Those areas that may be perceived as weaknesses in a particular environment or work role can be counteracted with training and effortful skill development, so that excellence in that area would require greater energy expenditure than the natural strengths, which are areas the individual would excel at with facility.

In addition to the strong tendency toward lightheartedness in a reactive state, you also tend towards dominance and self-acceptance and demonstrate a good bit of determination and conviction, which can make you hard to sway once you've settled on a direction or position on a matter. In concert to these tendencies, you also see a reduction in the desire to make a good impression, less tolerance, less awareness of others' expectations, less interest in a sense of community and, therefore, reduced empathy for others. While a lighthearted nature can soften your approach a bit, this combination of self-focused factors can result in a bit of an edge of inflexibility in your persona when you are under pressure. You also will be very hard to sway from achieving your goals by other's personal desires and will have an ability to say no to things that do not mesh with your priorities. A key to success in this approach will be the development of tact in communicating your positions to others in a way that will be well received.

When relaxed, you have a tendency toward being task-driven, objective and somewhat dominant, although less so than when under pressure. Your task-driven approach is greatly ameliorated when in a reactive state.

You have a fair amount of energy in problem solving, which appears to be something you enjoy. You have a real interest in working out different ways of getting needs met using intuition, rationalization and the ability to think psychologically. So long as you function on a positive value structure, this can lead to very creative thinking of ways to achieve goals that others may not immediately see.



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Switches

When there is a big change in preference between a proactive and reactive scores, use of that feature may change depending on circumstances. Below are the areas where you may see this occur in your personality.

As mentioned previously, your persona when under pressure changes to be far less serious about self image and more lighthearted, more quiet and less social, less self-disciplined and showing a lot more conviction for your position regardless of others' opinions. In approaching new situations, when put under pressure, you will become more guarded with your own opinions, watchful of others' reactions and increasingly expressive of ideas in a spontaneous manner. This quiet, careful and watchful approach would seem to be an adaptation to the knowledge that others may not agree with your position so it might be important to not tip your hand on what that is because you're unlikely to change it regardless of what they think.

In your world view-- what makes you feel actualized and stimulated-- your strong preference for an action focus and capacity to respond quickly to emergent situations is lessened a bit when in a reactive state and matched by equal desire for logic and understanding.

There is a good bit of variation in the type of work tasks you prefer between reactive and proactive conditions, although the degree of preference remains moderate to low for any of the listed areas. In general, when relaxed you will be more comfortable engaging in service/support, sales/communicative and fine motor type tasks. When under pressure, you become more creative and innovative, with greater interest in aesthetics, design and writing. For more details on this category, please see p. 30 of the graphs document.

When solving problems in relaxed and familiar conditions, you are good about providing options with a strong eye towards standards and limits of appropriateness against a set of values. Under pressure, you will relax your firmness about standards and put greater focus on meeting your own needs and having fun, while paying less attention to others' demands. In a reactive state, problems are addressed for the energy and excitement in them and personal benefits that might result for you rather than towards being "good" or making sure others' needs are attended to.

Information Attended To

This describes the order or sequence you attend to information while giving and receiving instructions. The full chart is available on p. 18.

When relaxed, your focus is almost entirely on when something needs to be done. If pressured, the question of when is still primary but balanced by a desire to understand the why and how the task fits in with the bigger picture. Of least interest to you are concerns about personal reactions and opinions of those involved.



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Direction of Energy

This is the Myers Briggs profile and describes how you direct and prioritize energy. There may be some variance in factors across proactive and reactive conditions. Full chart on p. 9.

Your Myers Briggs profile is an INTJ, although the strength of these interests can vary according to circumstance and whether you are in a familiar or unfamiliar situation. Your introversion, or, rather anti-extroversion, is more pronounced in a pressured situation, as is your interest in intuition and big picture concepts. Interest in getting goals accomplished using logic and systems is more pronounced when in the proactive state.

Basic Motivations

This is your DISC profile and suggests your motivators and drivers (Dominance, Influence, Steadiness, Conscientious). The full chart is available on p. 12.

Your DISC profile is "high" Dominant in both proactive and reactive conditions. You do not have a tremendous amount of energy in this particular chart, but will feel driven to actively take charge of the environment, in pushing ideas and goals and may tend to be competitive, daring and restless.

World View / Temperament

What leads to my feeling self actualized and stimulated? How do I orient myself to my environment? Why am I here? Full chart on p. 7

You are hands-on and action focused with an interest in using physical and mental resources to address emerging problems. This is especially true in familiar conditions, where you derive tremendous self satisfaction from reacting effectively to emergent situations. In less familiar situations, the action focus is balanced by logical and ordered problem-solving with an eye toward strategy. When under pressure, self esteem is garnered from demonstrating intellectually sound problem solving to emergent situations.

Personality & Approach to Situations

How am I here? How do I approach new situations? Full chart on p. 8.

In familiar, relaxed conditions, you are less drive than the average person to approach or note new situations. If pressure is heightened to the degree your awareness of a situation is triggered, you tend to take a guarded impulsive and inward-looking approach. When looking at the reduced likelihood for second guessing yourself, this could be seen as a trust in your instincts or intuition.



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Prioritization of Values

How do I prioritize a limited set of values? See full chart on p. 14.

In familiar conditions, you value initiative and doing things correctly, while initiative is more highly prioritized when the pressure increases. If under pressure, you are least likely to value warmth and sincerity in and of themselves, although this can become a concern when it is the appropriate thing to do to achieve a particular end.

Personal Assets & Resources

How will others describe me? What do others perceive as my personal assets? See full chart on p. 15.

You would be described as a very determined and self-accepting individual. Even more so as the pressure rises. However, in your personal goal seeking, you would not be considered the most empathetic individual as you are unlikely to allow others' feelings to prevent you from achieving your goals.

What personal resources do I believe I possess? See full chart on p. 16.

You do not see yourself as particularly gentle, tender or easily discouraged. Especially when pressured, you are an asserter and not prone to external concern with the impact and impression you make on others so long as you are achieving your goals and getting the results you seek.

What interpersonal resources do I believe I possess? See full chart on p. 17.

In relaxed conditions, others would describe you as a take charge and disciplined individual. Under pressure, the assertiveness tendency increases along with a readiness to stick to your guns in the face of obstacles. You find such pressured conditions to be enjoyable and you inject a sense of playfulness and fun into your assertive conviction that is so prominent that it would be very difficult for you to turn off. Those with a more solemn and/or sensitive demeanor might find you to be a bit inconsiderate or abrasive.

Interpersonal Relations

The role and contribution you typically take in groups and committees. Full chart on p. 26.

Your primary role in committees and meetings is driving to conclusions. You will continually seek ways to ensure decisions and results are achieved. The least natural role for you is in supporting the participation of all members, especially when under pressure.



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Sensitivities

This section will describe any “hot buttons” or dislikes when interacting with others, as well as the degree of avoidance you would demonstrate. This knowledge about oneself and others can be very helpful in team building and other interpersonal relations.

A switch in preference occurs with unfamiliar situations or pressure is that boredom and redundancy can become a bit of a hot button in conjunction with a watchful eye against being taken advantage of.

Conflict Management / Defenses

How do I manage interpersonal conflict? See full chart on p. 23.

You manage conflict by becoming numb to the conflict and relying on directness, logic and an unfeeling stance. This preference is highlighted more in familiar situations, but also exists under pressure. With pressure, you become less willing to use compromise to manage a conflict.

When in a serious and major confrontation, how do I protect my integrity or identify? See full chart on p. 22.

If your defenses are broken through in a major confrontation, you will find yourself unable to continue pushing down feeling and become emotional.

Problem-Solving Pattern / Thinking Framework

How do I go about solving problems? What do I consider as I approach a problem? See full chart on p. 10.

You have a lot of interest in problem-solving in general. When confronted with a problem, you have a strong tendency to create options for resolution by working out alternative ways to get needs met using intuition, rationalization, and self-justification. You enjoy addressing problems by thinking psychologically as well as from the point of view of strongly held values and standards of behavior. You have the ability to set limits and say NO to retain standards. When the pressure increases, you will put more energy into creating a sense of enjoyment of the problem-solving process and relax your emphasis on standards.

What is my pattern of problem analysis? See full chart on p. 19.

Your problem solving pattern is very flexible with the ability to take any angle necessary. You are slightly less likely to take a value-based, subjective approach.



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Personal Concerns

What themes attract my attention? What concerns me? See full chart on p. 11.

Self-efficacy is a highly attractive theme for you across all contexts, including the belief that one can get the job by asserting oneself and pushing ahead with confidence. In familiar conditions, this preference for initiative will be combined with an autonomous evaluative stance and a willingness to determinedly push and struggle for a desired outcome. When the context becomes more pressured or unfamiliar, you show an interest in involving and engaging others toward mutual goals.

Familiar conditions: Assert – push – think.

Unfamiliar conditions: Assert – engage.

Path to Achievement

How do I believe I will achieve? See full chart on p. 13.

You believe achievement comes from a combination of intellect, intuition and independence. Intuition takes a heightened role in pressured and unfamiliar conditions.

Career / Work Task Preferences

How you like your interpersonal world at work to be configured. Full chart on p. 29.

In relaxed and familiar conditions, you don't have any strong preferences, but when the pressure increases, you prefer to focus on projects or working alone. You will feel the most comfortable in groups where you are allowed to lead or are allowed a considerable amount of autonomy.

Which work tasks and projects do you most enjoy? Full chart on p. 30.

When relaxed, you most prefer a mixture of face-to-face communicative and supportive interactions blended with physical activity. While preferences for physical activity and supportiveness remain, the addition of creativity, writing and aesthetic design interests increase markedly in unfamiliar or pressured contexts. In order to achieve in these “creativity” areas you may have to manufacture the pressure through goals and deadlines.

How do you go about work? What would others suggest are your assets? Full chart on p. 31.

You show most interest in responding to immediate situations and/or developing multiple “off the cuff” contingency plans coupled with an interest in convincing and enabling others to decide courses of action or direction.



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What work style appeals to you? How might you approach your responsibilities and assignments? Full chart on p. 32.

Your pattern varies significantly with the degree of pressure under which you are operating. If in relaxed and familiar conditions, your tendency is to follow standards and procedures in an ordered, focused and systematic way. If the pressure is on, you will focus on reducing feelings of tension, to the degree that you may appear more relaxed when under pressure than you do when conditions are truly "relaxed." With pressure, the focus is still on standards, but the preferences regarding work *tasks* suggests that the emphasis will move to innovative adaptations of standards over application of existing standards.

Leadership / Management Factors

How do you like to manage and/or be managed? Full chart on p. 35.

When relaxed, you rely heavily on a task-driven, directive approach, while SOP's and morale fall into the background. When under pressure, your approach is more balanced across several areas with the exception of human relations concerns, which might be forgotten without specific effort to consider these.

What are my preferences regarding typical management competencies? Full chart on p. 36.

You exhibit little natural interest in management of others, employee development, management of client relationships and in involvement with groups and committees, but out of typical management competencies, your greatest natural competencies would be your comfort in exercising authority, delegation and problem analysis.

What communication style will you use internally? Full chart on p. 38.

Your style will demonstrate an interest in inviting the employee to enjoy work and make the work environment fun, while establishing and communicating performance expectations.

What typical management assignments would be stressful for you to perform? Full chart on p. 37.

Least stressful for you would be dealing with measured risk and giving/receiving performance feedback. There appears to be few major stressors, but formal public presentations and ambiguous situations might require the most energy in comparison to other areas.

What do I believe to be my goals as a leader? Full chart on p. 34.

You tend to direct your attention toward exercising authority and pushing for results through the exercise of prerogatives, in addition to some interest in involving others and delegating. You do not appear terribly motivated by maintenance of SOP's and continuity of cultures and values.



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How do I like to lead and/or be led by others? Full chart on p. 33.

Your favored leadership behaviors are challenging, pushing limits and serving as a role model. You have a clear sense of values and beliefs about good business or organizational practice that you model in daily behavior in addition to a pioneering, experimental attitude with a willingness to innovate and take reasonable risks. You are able to seek new challenges and opportunities, then break them down into smaller steps to allow for measurable achievement without losing sight of key priorities.