

**Profiles Assessments Quick Reference Guide**

**PROFILES PERFORMANCE INDICATOR**

Profiles Performance Indicator Scale	High Scorer Characteristics
Scale I	<ul style="list-style-type: none"> <li>• Decisive and direct, likes to control the work environment</li> <li>• Works best with minimal supervision and control</li> <li>• Takes a challenge easily</li> <li>• Comfortable with change</li> <li>• Better with the big picture than the details</li> <li>• Self-starter</li> <li>• Competitive</li> <li>• Results-oriented</li> </ul>
Scale II	<ul style="list-style-type: none"> <li>• Generally optimistic and enthusiastic</li> <li>• A good promoter and motivator</li> <li>• Enjoys freedom of movement</li> <li>• Extroverted</li> <li>• People-oriented</li> <li>• Good at persuading others</li> <li>• Outgoing</li> </ul>
Scale III	<ul style="list-style-type: none"> <li>• A dependable and steady team worker</li> <li>• A stable and predictable work environment</li> <li>• Friendly and usually works to get along with co-workers</li> <li>• May need time to adjust to change</li> <li>• Dependable</li> </ul>
Scale IV	<ul style="list-style-type: none"> <li>• An analytical individual who appreciates working with details</li> <li>• Enjoys working where critical thinking is needed</li> <li>• A conscientious person with a well-developed idea of 'right and wrong'</li> <li>• Maintains high standards</li> <li>• Tends to be organized</li> </ul>

PPI Scale	Low Scorer Characteristics	High Scorer Characteristics
Scale V	<ul style="list-style-type: none"> <li>• Responds to external motivation</li> <li>• Usually an effective team member who follows direction well</li> <li>• Comfortable with a strong manager and leader</li> </ul>	<ul style="list-style-type: none"> <li>• Internally motivated to make own decisions and then take action</li> <li>• Forceful, will seek to be in charge and in control</li> <li>• Strong willed</li> </ul>