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## **Rich Tatum's Personality Report**

Test taken September 2, 2007

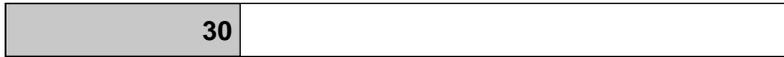
Testing services provided by:  
<http://www.personality100.com/>

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## Your Personality Summary

### Extroversion



'Moderate with tendency towards low' in extroversion.

### Emotionality



'Moderate with tendency towards low' in emotionality.

### Thoroughness



'Moderate with tendency towards high' in thoroughness.

### Openness



'Moderate with tendency towards high' in openness need.

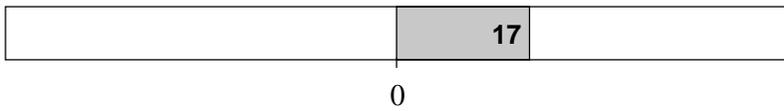
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Agreeableness



Low in agreeableness.

Sensing vs. Intuiting

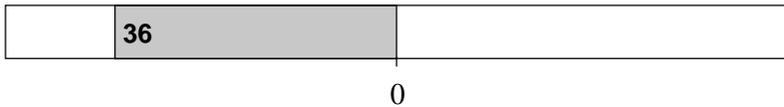


Sensing

Intuiting

'Mixed sensor / intuitor, with a tendency towards intuiting'.

Thinking vs. Feeling



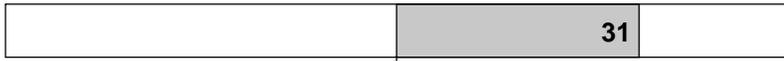
Thinking

Feeling

Thinker.

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## Judging vs. Perceiving



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Judging

Perceiving

Perceiver.

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## Your Five Personality Factors

### Extroversion

Extroverts' energy is directed primarily outward, towards people and things outside of themselves.

Introverts' energy is directed primarily inward, towards thoughts, perceptions, and reactions.



Introvert:  
Energy comes  
from self

Extrovert:  
Energy comes  
from other people

### Your Result

A score of 30 is classified as 'moderate with tendency towards low' in extroversion.

### Your Feedback

- Your mix between the traits of introversion and extroversion creates an interesting situation: extroverts tend to be more naturally active, expressive, social, and interested in many things, whereas introverts **tend to be more reserved, reflective, private, and interested in fewer interactions, but with greater depth and focus. You manifest both tendencies and often waiver between the two, often for weeks at a time. This makes you interesting and unpredictable to many people.**
- While **you do have a social side,** being around large groups of people tends to reduce your energy reserves over time. You

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recover energy best by spending some time alone, by having space either physically or mentally. Many people are afraid of silence and of self-reflection. You are not.

- You are **observant and perceptive**, viewing the world with a quiet understanding. Being so intensively observant of one's self and of others is often an automatic response - you do it without effort or intention. Your sensitivity to many stimuli, then, makes it that you need / prefer to limit your interactions, especially social. You **are likely to have a select, small number of friends that you know well**, rather than a large amount of acquaintances that you know only superficially.

### Your Communication Style

- You like to reflect on ideas before sharing them with others.
- You **tend to think without talking**, rather than talk without thinking (an extrovert's trait). A virtue of this propensity is that **you reason with a level of clarity that is hard to find**. People find you to be a good, active listener and value your advice thereby.

### Your Interaction Style

- You tend to be **cautious and courteous with strangers**. You do not like unexpected visits and therefore do not often make them yourself.

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## Your Challenge Area

- It is likely that **you sometimes feel misunderstood**, as many people are not perceptive enough to pick up on or pursue your viewpoints. Be aware that some people mistake your quietness for a lack of an opinion or apathy. It is important that you let them know this is a misinterpretation.

## Your Work Style

- While your introversion tendency makes you a self-sufficient **worker**, think long and hard before accepting a job that forces you to work entirely alone, with no companionship. Your interpersonal energy makes you happiest when ventures are at least partially interactive / cooperative.
- Your mixed intro / extroversion tendency provides two simultaneous needs - one for companionship, feedback, and social support while working, and the other for privacy, **calmness in which to concentrate, and the ability to make independent decisions**. Search for positions / projects that offer both possibilities.

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## Emotionality

Emotionality refers to the sensitivity of the emotional response: the number and strength of stimuli required to elicit emotions in a person. People who measure high in the trait of emotionality tend to be **more sensitive to stimuli** than those who measure low.

23	
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Calm

Excitable

### Your Result

- Your score of 23 classifies you as 'moderate with tendency towards low' in emotionality.

### Your Feedback

- You take a confident, balanced stand in dealing with stress. People who score high in emotionality tend to react easily and strongly in emotional situations - sometimes with too much sensitivity. People who score low in emotionality tend to be very **calm and non-reactive in emotional situations** - sometimes acting without enough responsivity. You stand between these extremes, **able to adapt your behavior to what seems appropriate in the situation.**
- You are most often **relaxed and even-tempered**, even under stressful conditions. You are **not easily frustrated and are not likely to carry a grudge.**

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## Thoroughness

Thoroughness refers to task-focus. A person who is high in thoroughness tends to focus on one task at a time, exhibiting the self-discipline associated with such a focus. A person low in thoroughness tends to pursue a larger number of tasks at one time, exhibiting the distractibility associated with diffuse focus.

69	
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Focus on many things at once

Focus on one thing at a time

### Your Result

- Your score of 69 classifies you as 'moderate with tendency towards high' in thoroughness.

### Your Feedback

- You **take your commitments seriously**, but don't get carried away by them. You have a **high degree of self-sufficiency** and, when desired, **self-control**. You are **reliable and easily motivated**. When you establish a particular area of interest, you **are persistent toward each goal**. You like feeling capable and you **like to get things done**.
- **Organizational skills come naturally to you**. Disorganized situations strike you as chaotic. You are uncomfortable when you have to function without a plan. You work **best when the purpose of a situation is understood** by you.

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- Research shows that people high in thoroughness make the best employees, managers, executives; they are more likely to become leaders, gain status, get promoted, earn higher salaries, and feel a greater sense of commitment to their tasks.

### Your Work Style

- You are likely to be attracted to things you can get into and sort out. On a team, you can provide structure and organization to a group. As a 'moderate' in thoroughness, your more balanced profile is of great value - you are persistent enough to get done what you need to do, but flexible enough to change gears without feeling discomfort. You can help those who are extremely structured to relax a bit, while at the same time guide those who are easily distracted toward a target.

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## Openness

Openness refers to one's orientation toward novelty. A person who scores high in Openness is fascinated with what is new and innovative. A person who scores low in Openness is fascinated with what is established and perseverant.

	<b>75</b>	
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Prefer structure

Prefer change / novelty

## Your Result

- Your score of 75 classifies you as 'moderate with tendency towards high' in openness need.

## Your Feedback

- You are an explorer. You have broad interests, are curious and unconventional, welcome change, and appreciate new approaches.
- You do not have rigid views about right and wrong, appropriate and inappropriate. You have a preference for novel, unfamiliar activities rather than traditional, practical activities, norms or conventions.

## Work

- You are able to succeed in a variety of careers. It is likely you will move from one to another over the course of a lifetime, seeking new opportunities and retreating from projects that have become humdrum routine.

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## Your Personal Style

- As a 'moderate' in openness, you are likely to remain more focused than those who measure strictly 'high' in openness. This is of value because it allows you to recognize when plans have become too idealistic or impractical. You are flexible and curious, but still down to earth.

## Your Finances

- Research shows that those high in openness spend much of their income on clothing, travels, and entertainment, rather than saving or investing. More than the average person, you like to live for the moment.

## Your Interaction Style

- When interacting with those who are low in openness, keep the following in mind: those low in openness feel comfort in knowing they can predict outcomes and therefore be prepared for whatever can occur. For this reason, they resist change. When interacting with someone low in openness, the key to your success with them will be in downplaying the amount of unpredictability that is involved; otherwise, they will be resistant to your new ideas and attempted changes.

## Your Work Style

- You are full of ideas, are creative, and are able to approach problems in refreshing ways. You enjoy theoretical work and abstract concepts.

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## In a Team

- The combination of people both high and low in openness creates an effective work team. The highly open person is better at creating ideas than implementing them, while the opposite is true for the person who is low in openness. As a moderate in openness, you represent the perfect combination.

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## Agreeableness

Agreeableness refers to the degree to which people make their actions depend upon the behaviour of other people. A person who scores high in agreeableness has a strong willingness to empathize and connect with others. A person who scores low in agreeableness has a strong willingness to follow his or her own inner voice.

25	
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Strong-willed / independent

Empathetic / considerate

### Your Result

- Your score of 25 classifies you as low in agreeableness.

### Your Feedback

- You are strong-willed and self-confident. You are genuine. You like the motto 'what you see is what you get'. You appreciate people who are not afraid to stand up for what they believe in, who do not pretend to be something they are not. You take pride in being yourself without compromise.

### Your Interaction Style

- You say what you feel. People may sometimes consider your actions insensitive, but you feel that you are doing them a favor by remaining authentic. If you find your friend's haircut to be terrible, and that friend asks for your opinion, you will tell him or her you find the haircut terrible. The trick, however, is learning how to do this tactfully, learning how to remain

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truthful but not offensive. Many people take criticism personally.

- Interpersonal relations advice: don't forget to thank, compliment, and congratulate people when their effort is deserving. You have a reputation for being sincere. Coming from you, the small words will be even more meaningful than they would be when coming from someone else.

### Your Work Style

- You have the ability, if you like, to remain emotionally disconnected from a situation. As a result, you **do not have trouble making unpleasant or unpopular decisions**. You are able **to think clearly and objectively**, without letting personal ties and friendship obligations encumber the situation.
- You are able to remain authentic to yourself because you have less of a need to please / be accepted by others, compared to those of higher agreeableness levels. However, to say that one is entirely unconcerned about what others think borders on a self-protective, rather than genuine, tendency. Steer clear of such extremes.

### Your Personal Style

- You are not tender-minded. You would rather be assertive under conflict than yielding, wishy-washy, humble, or meek. **You would admit what other people are afraid to say**: you are more focused on your own needs than the needs of others. What does this mean? You follow the beat of your own drummer, rather than getting lost within the group.

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## Your Thinking-Mode Preferences

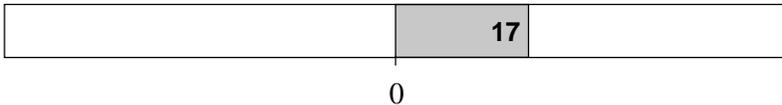
Each person has preferences about the way he or she gathers information and makes decisions. Our predisposition to think in a certain manner depends on how our brain is wired. When an MRI (Magnetic Resonance Image) photograph of the brain is taken, researchers can see that for certain people, for certain tasks, different areas of the brain become more active. Some people, for example, are better with imaginative tasks (the right side of the brain), while others are better with more concrete, hands-on tasks (the left side of the brain). These preferences become the foundation for how we relate to people, situations, and events in life.

The following section provides a detailed description of what type of information you are most attracted to (Sensing vs. Intuiting), how you prefer to make decisions (Thinking vs. Feeling), and what environment you do best in (Judging vs. Perceiving).

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## Sensing vs. Intuiting

What type of information do you naturally notice and remember? When dealing with information, sensors focus on the parts of the information that are currently present and observable, whereas intuitors focus on the parts of the information that can be inferred or associated. Sensors notice the facts, details, and realities of the here and now, whereas intuitors are more interested in connections between facts, the ideas that can be imagined or associated with the information.



Sensor: Like to stick  
to the facts

Intuitor: Like to imagine,  
speculate

### Your Result

- Your score of 17 classifies you as 'a mixed sensor / intuitor, with a tendency towards intuiting'.

### Your Feedback

- You **look forward to future possibilities** rather than just current realities. You **prefer to ask yourself what things mean on the larger scale.** You are a 'big picture' person, are imaginative and creative rather than matter of fact, and prefer theoretical and conceptual work over facts and figures.
- **You take the information provided by your five senses as only a starting point for information gathering.** For example, when you see a pencil lying on the ground, you might notice the brand of the pencil and if it was or was not sharpened, but you

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are more likely to be interested in information of a different ('beyond the senses') sort: a theory about how it got there, who it used to belong to, what may have been written with it. You seek patterns among seemingly unrelated events.

- Caution area: you may sometimes need to limit your attempt to make associations. In projects, for example, it might be best to get to the point quicker, shorten sentences, simplify overly complex ideas, and remove information that is outside the range of the topic.

## Your Work Style

- You prefer inspired work over steady work, genius over sensibility.

## Recommendation

- When dealing with a steadfast sensor, you may need to adapt your communication patterns toward a more concrete rather than abstract style. Instead of discussing the overall concept of the project, its possible implications, and its relationship to other projects, you will be asked to describe the details, facts, and figures of a project. The sensor will want to deal with the things in the here and now, rather than the possibilities in the future. The two types represent distinctly different preferences for absorbing information. As a mixed sensor / intuitor, you have the ability to switch between modes according to the situation. This flexibility is a valuable asset.

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## Example: Sensing vs. Intuition

- When a sensing person and an intuiting person are asked to review a document, the sensor will comment on content errors and misspellings, whereas the intuiitor will comment on problems with the overall 'flow' of the topic. When viewing a painting, the sensor notices that only three colors were used and that the person in the painting is missing a tooth. When viewing the same painting, the intuiitor notices the expression on the person's face and wonders about what the person may have been thinking. The sensor focuses on what is at hand; the intuiitor focuses on what can be inferred.

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## Thinking vs. Feeling

How do you make decisions? Thinkers make decisions based primarily on criteria that are impersonal - what makes the most sense and what seems most logical. Feelers make decisions based primarily on emotional impressions - what 'feels' most right or wrong. Thinkers tend to be **calm, analytical**, and convinced by logical **reasoning**. Feelers tend to be sensitive, empathetic, and compelled by extenuating circumstances.



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Thinker: Decisions based on  
logic / clear thinking

Feeler: Decisions based on  
feelings / instincts

### Your Result

- Your score of 36 classifies you as a thinker.

### Your Feedback

- You are **clear-headed and calm under pressure**. You **do not get carried away by your emotions** or rely on emotional manipulation to persuade people.
- You are **able to deal with information on the basis of its structure and its function rather than its emotional content**. You are able to ignore interpersonal climates and are **not often swayed by gossip**.

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- You appreciate **fairness and reason**. You recognize that feelings are often easily changed and unreliable. For that reason, you prefer to be fair and logical rather than emotional.
  - Flashy advertisements do not fool or distract you. If you go to a store because you need to buy a jacket, you stick to buying only a jacket. Deals for items that you don't need are not likely to affect you; you choose an item foremost because of its function and utility.

### Your Interaction Style

- Thinkers approach decisions in a way that is different than feelers do. Be aware that, to a feeler, the thinker's approach is often seen as detached and lacking in emotions. It is important to explain that you express your caring by looking after others' welfare in impartial, clear, and level-minded ways. Thinkers and feelers work well together once each person fully understands the other's perspective.
- If two people applied for a job that required advanced technical skill, you would prefer the person who was extremely qualified to be chosen over the one who was less technically qualified but friendlier. A feeler would prefer the opposite.<sup>2122</sup>

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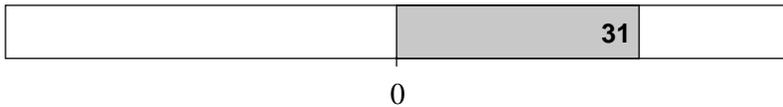
## Example: Judging vs. Perceiving

- If a judger and a perceiver won a free vacation to any destination (of their choice) in the world, both would be equally excited - each, however, in a different way. The perceiver would enjoy thinking of all the possibilities of where to go - Sri Lanka, Bangkok, Moscow, Hawaii? - perhaps even just as much as he or she actually enjoys the vacation that follows. The judger, however, is after some time more bothered than fascinated by the choice in alternatives. Every time he/she finally decides on a location, the perceiver comes up with a different option to ponder. Here is the difference: The Judger is most excited immediately after a decision has been made - when the planning phase turns into a solid action phase. The perceiver is more excited before a decision has been made, by the wide-open opportunities that exist before one has committed to a decision.

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## Judging vs. Perceiving

In which kind of environment do you feel most comfortable? Judgers prefer a structured, predictable environment where they can make decisions and have things settled or understood. Perceivers prefer a flexible, open-ended environment where they can encounter unexpected events or possibilities.



Judger: Prefer predictable environments

Perceiver: Prefer flexible environments

### Your Result

- Your score of 31 classifies you as a perceiver.

### Your Feedback

- You don't mind leaving questions unanswered and plans unscheduled. You like surprises - gifts, notes, unexpected phone calls. You enjoy the excitement and flexibility of the unplanned and prefer to leave many outcomes to chance. You appreciate having options and alternatives.
- You prefer to have freedom from obligations, and enjoy starting things more than finishing things.
- Having the freedom to follow your impulses is important to you.

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## Chapter 2

# How You Compare to the Average Person

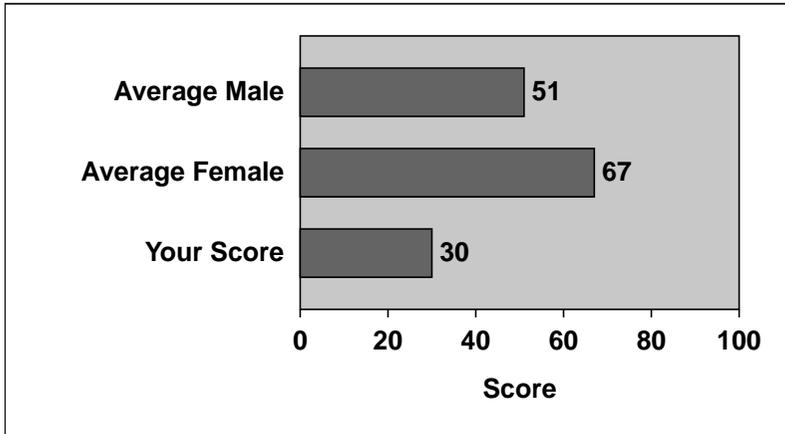
Personality Measurement Is Relative

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## Your Comparison to the Average

### Extroversion

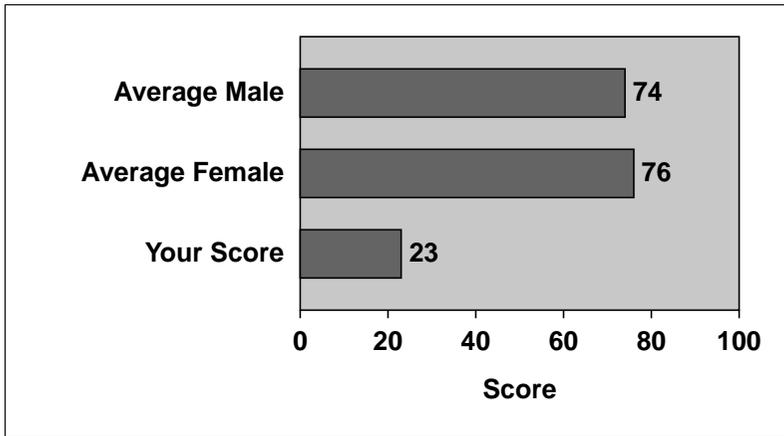


You are somewhat less outgoing than the average male and female are. Most people like to keep themselves busy with continuous interactions, conversations, and the company of others. You also enjoy these things, but having some time on your own is equally important to you. **This is one of the guiding parts of your personality.**

The average male and the average female differ slightly in their extroversion level. The average female tends to be more extroverted than the average male is.

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## Emotionality

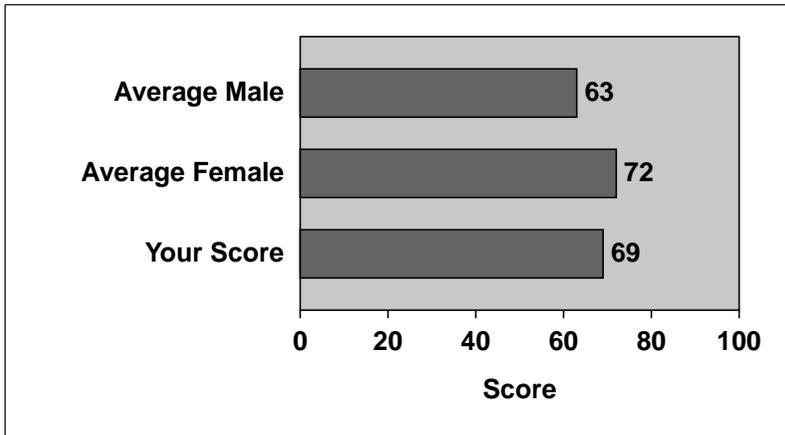


You are more relaxed and calm than the average male and female are when it comes to stress and feeling intense emotions. The average male and female are more reactive to their feelings and mood swings than you are. **Your balanced way of dealing with emotions is a guiding part of your personality.**

The average male and female are similar in their level of emotionality. Women, however, tend to talk about their feelings and emotions more than men do. Starting in early childhood, girls are encouraged to express their feelings more than boys are.

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## Thoroughness

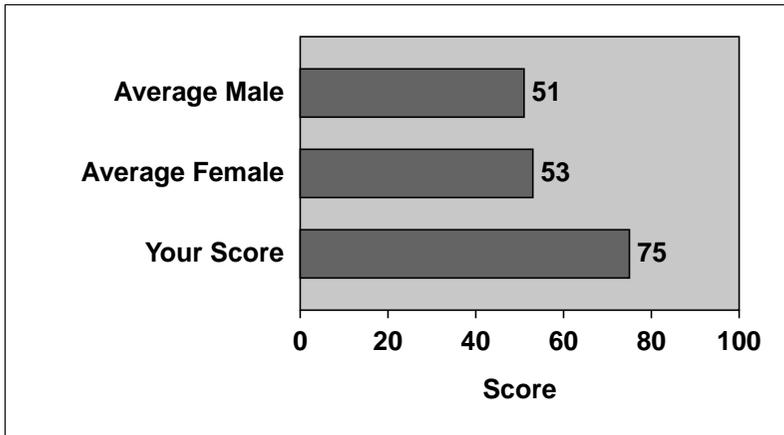


You are similar to most males in how organized and focused you are. Like you, most males **are organized, but not too organized, focused, but not too focused.** They like to finish one task before moving on to the next, but are **flexible enough to concentrate on more than one thing at a time.**

The average male is slightly less focused than the average female is, but with the positive side that he tends to be more flexible than the average female. One the whole, both the average male and the average female are fairly organized and reliable.

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## Openness

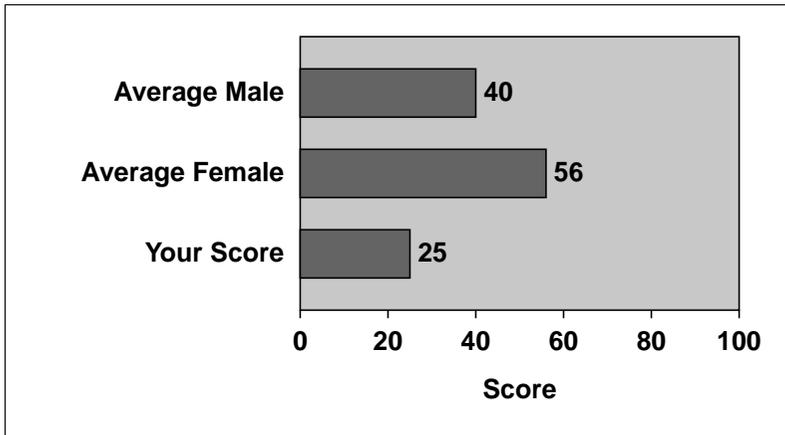


You **are more adventurous than most males are**. Most males like to stick to the patterns and things they know. This is an area where your personality stands out when compared to other males. Because other people tend to be more afraid of change and novelty, you are **seen as an explorer and breath of fresh air in comparison**. **This is a guiding part of your personality.**

The average female and male are similar in their openness need. They appreciate some change every once in a while, but for the most part prefer routines.

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## Agreeableness



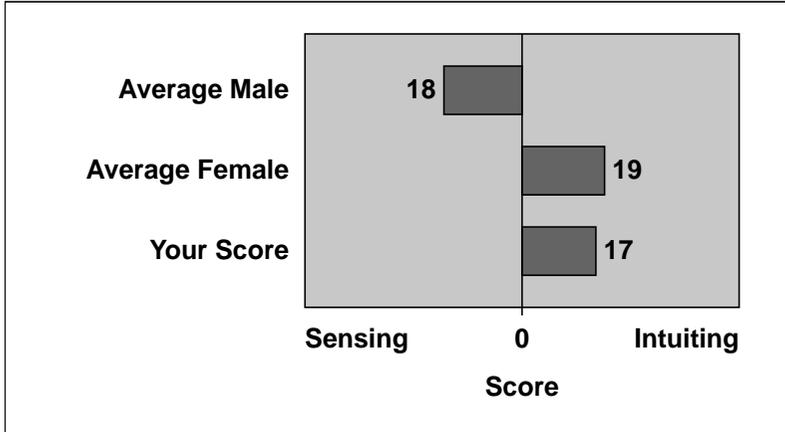
You are **similar to most males in your level of agreeableness**. Like you, most males are caring and empathetic, but prefer to keep some space between themselves and other people's problems.

Males and females differ slightly in their levels of agreeableness. The average female is more agreeable than the average male is.

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## Your Thinking-Mode Preferences and the Average

### Sensing vs. Intuiting

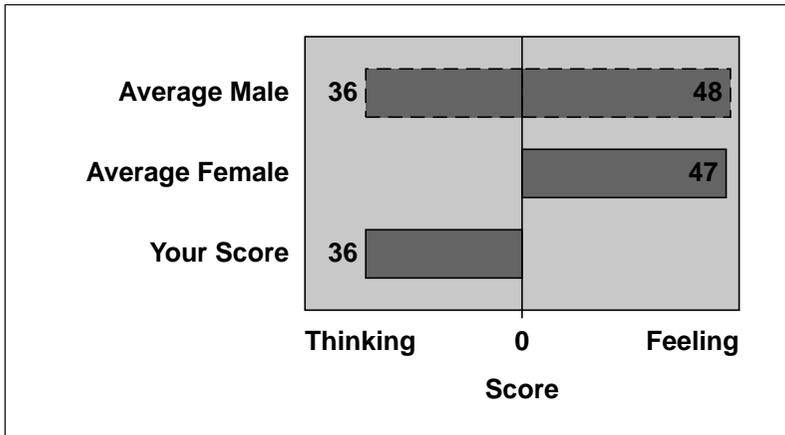


You follow a brain path that is different from the one most males follow. Most males are more interested in the information that is in the 'here and now' than in the information that can be inferred or speculated on. You are interested in and capable of following both. This means that you are able to follow conversations that have unexpected leaps, turns, and branches to new topics. This is a guiding part of your personality.

The average male and female differ in the type of information they are attracted to. In this way, you work well with the average female. The average female is also most attracted to intuitive information.

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## Thinking vs. Feeling

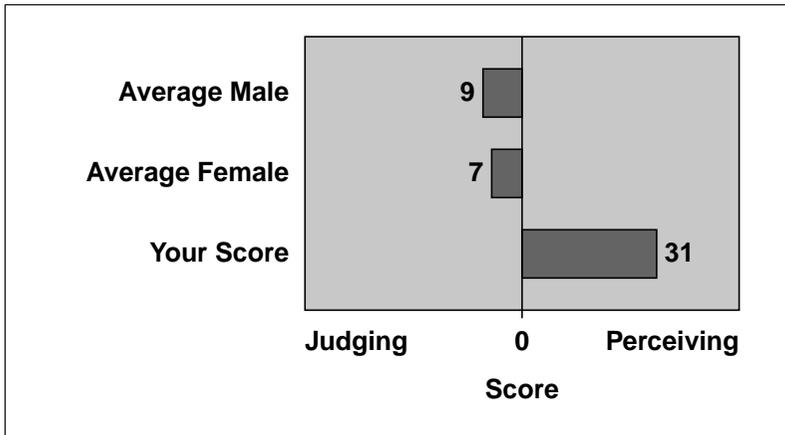


Males are an interesting case when it comes to thinking vs. feeling: 50 percent of males are 'thinkers', making decisions based mostly on logic, while the other 50 percent are extreme 'feelers' - making decisions based fully on their heart. Your tendency is in the direction of the thinkers. For you, **clear thinking and rational explanations are important.**

The majority of females are feelers. They place less emphasis on logic and rational explanations.

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## Judging vs. Perceiving



The average female and male feel most comfortable in an environment that is semi-structured and stable. They enjoy finishing a project more than they enjoy beginning a project. You are somewhat different in this regard: **you like the excitement of open-ended possibilities.** **This is a guiding part of your personality.**

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## Your Temperament

Your talents fit:

### A Thinker

Your personality is a mixture of several character types, but the role it most naturally fits is the thinker. Thinkers are problem-solvers. They are curious to understand how things work, are always asking questions, and tend to be drawn to projects that require innovation and creativity.

Thinkers want to unlock the secrets of the world. They are self-contained, strong-willed, and find it important to feel capable and skilled in the areas that interest them. They don't often follow customs or rules, especially if they feel the customs or rules create a less efficient way of doing something. They tend to be precise in their use of language, independent, and skeptical of all ideas, even their own. They are rare; statistics show that only five to seven percent of the population are thinkers.

Thinker's Motto:

- I want understand how things work.

Natural job talents:

- No matter how simple the topic is, your brain is always striving to make associations and connections. You want to know how specific parts can fit together to create a working whole.

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### Best environment:

- You work best in an environment that is challenging and full of complexities. You are fascinated by systems - whether they may be mechanical systems such as cars, airports, or computers, or social systems such as families and companies.
- Thinkers get the job done fast, are independent and goal-centered. They operate well when in competition.
- Seek out opportunities that allow you to put these talents to use. Avoid environments that don't challenge you or allow room for you to mentally explore. When a boss or co-worker is too strict or close-minded, you will feel suffocated and tend to become stubborn toward that person and the task at hand.

### Co-Workers:

- The best co-worker for you? Someone who is skilled at what he or she does. In work environments, you are most impressed by competency and unique abilities, rather than by personality.
- The worst co-worker for you? A slow learner or a person who likes to talk just for the sake of small talk. You are bothered by superficial people and pretenders.

### Biggest challenge:

- Thinkers can tend to be pessimistic or skeptical. They are often their own worst critic. Take care to limit these self-critical tendencies. They decrease your mood and your overall feeling of happiness in life.

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Achilles Heel:

- Biggest fear: Not appearing capable or competent enough.

Your Strength:

- Your skill is in your independent nature and in your ability to make interesting connections between facts. You notice associations that other people tend to overlook.

Favorite Question:

- 'How and why?'. Artists are known for asking 'Where?'. They want to know where the action is so that they can be there and help to sculpt it. Protectors are known for asking 'What?'. They want to keep things regulated. Idealists are known for asking 'Who?'. They are most concerned about how decisions and actions affect people. Thinkers, however, are known for asking 'How and why?'. They want to figure out how things work and what the big picture is.