

## YOUR SCORES

RESOURCING			
TRAITS	SCORES	STRENGTH	TRAIT PAIR
Expanding <b>X</b>	6.2	<i>PIVOTAL</i> <b>X</b>	<b>PX</b>
Consolidate <b>C</b>	4.2		
Reserve <b>R</b>	3.2	<i>POLAR</i> <b>R</b>	
Present <b>P</b>	7.2		

IDENTIFYING			
TRAITS	SCORES	STRENGTH	TRAIT PAIR
Strong <b>S</b>	4.4	<i>PIVOTAL</i> <b>W</b>	<b>WL</b>
Weak <b>W</b>	5.7		
Flexible <b>L</b>	6.2	<i>PIVOTAL</i> <b>L</b>	
Inflexible <b>N</b>	4.2		

# SAMPLE

PROCESSING			
TRAITS	SCORES	STRENGTH	TRAIT PAIR
Empathising <b>M</b>	5.7	<i>EQUAL</i> <b>M</b>	<b>MF</b>
Evaluating <b>V</b>	4.7		
Ordering <b>O</b>	3.2	<i>POLAR</i> <b>F</b>	
Forming <b>F</b>	7.2		

INFLUENCING			
TRAITS	SCORES	STRENGTH	TRAIT PAIR
Process <b>PR</b>	5.7	<i>PIVOTAL</i> <b>PR</b>	<b>PRX</b>
Outcome <b>T</b>	4.7		
Expanding <b>X</b>	6.2	<i>PIVOTAL</i> <b>X</b>	
Consolidate <b>C</b>	4.2		

<b>4 LETTER PROFILE</b>
<b><i>PWMX</i></b>

# IDENTIFYING

The boundary we imagine around our landscape indicates our self-definition- how we see ourselves in relation to others around us.

- A strong boundary indicates that we have a clear self definition. It does not indicate that we will necessarily be a strong or assertive person.
- A weak boundary indicates that we have a less clear self definition. It does not indicate that we will necessarily be a weak or unassertive person.
- A flexible boundary indicates that we are willing to adapt to challenge or threat to our self definition.
- An inflexible boundary indicates that we will tend to resist challenge and threats to our self definition.

We will all, on occasion behave as if we see ourselves strongly or weakly, flexibly or inflexibly. However, we will tend to have an established pattern of behaviour related to the circumstances we are in at the time.

## Your score:

Pivotal weak score (5.5-6.7)

Pivotal flexible score (5.5-6.7)

## Your landscape:

Your self-defining landscape is quite open and less clearly distinct; you are willing to adapt it to others.

## Your experience:

This gives you a stance of personal flexibility toward other people because you may want to be accepted. Your first stance may be to support others first and accept their views of you, rather than challenge or confront them. You may be over-conscientious and over-responsible. You may tend to seek acceptance and conflict resolution where you can. However, at other times, using your stronger, inflexible traits, you may be more assertive, stubborn and less flexible, when you feel you need to.

## You might better support others by:

- Recognising that you may tend to accept the opinion of others of you too readily.
- Recognising that you are a good encourager and supporter
- Avoiding sudden switches to your more dominant self.

# RESOURCING

Where we focus our attention, whether inside our boundary, or outside- indicates which world we tend to focus on- either the world within ourselves, or the world outside ourselves. The extent to which we seek to expand or to consolidate either world indicates the direction and strength of our drive for growth.

- Focusing inside indicates we tend to spend more time in our reserved world, within our self. It does not indicate that we will necessarily be a shy person who lacks people skills.
- Focusing outside indicates we tend to spend more time in our presented world, outside our self. It does not indicate that we will necessarily be a confident person who has good people skills.
- Seeking to expand our world and embrace change indicates a drive to grow and learn.
- Seeking to consolidate our world and resist change indicates a drive to make our existing world more secure.

The PEP personality model predicts that you will tend to use your stronger traits in your more developed world- either your presented world (what we call 'front stage') or your more reserved world (what we call 'back stage'). The model explores how you move from one to the other and the different traits you use in both. It helps you understand the difference between the self you will tend to show to others in public settings and the self you will tend to reserve to yourself or close relationships.

## Your score:

Polar presented score (6.8+)

Pivotal Expander score (5.5-6.7)

## Your landscape:

You focus strongly outside your boundary and tend to enjoy expanding your landscape.

## Your experience:

You work strongly in your outer world, needing company and stimulation. You feel happier expressing rather than hiding what you are feeling inside. You dislike introspection or stagnation and will encourage situations where straightforward action occurs and may be critical and negative toward those who are more reflective. You value success and growth and may, on occasion, be insensitive to the needs of others for reflection. You seek out positive, dynamic relationships, experiences and opportunities. You will most strongly look inwards in times of boredom or high risk.

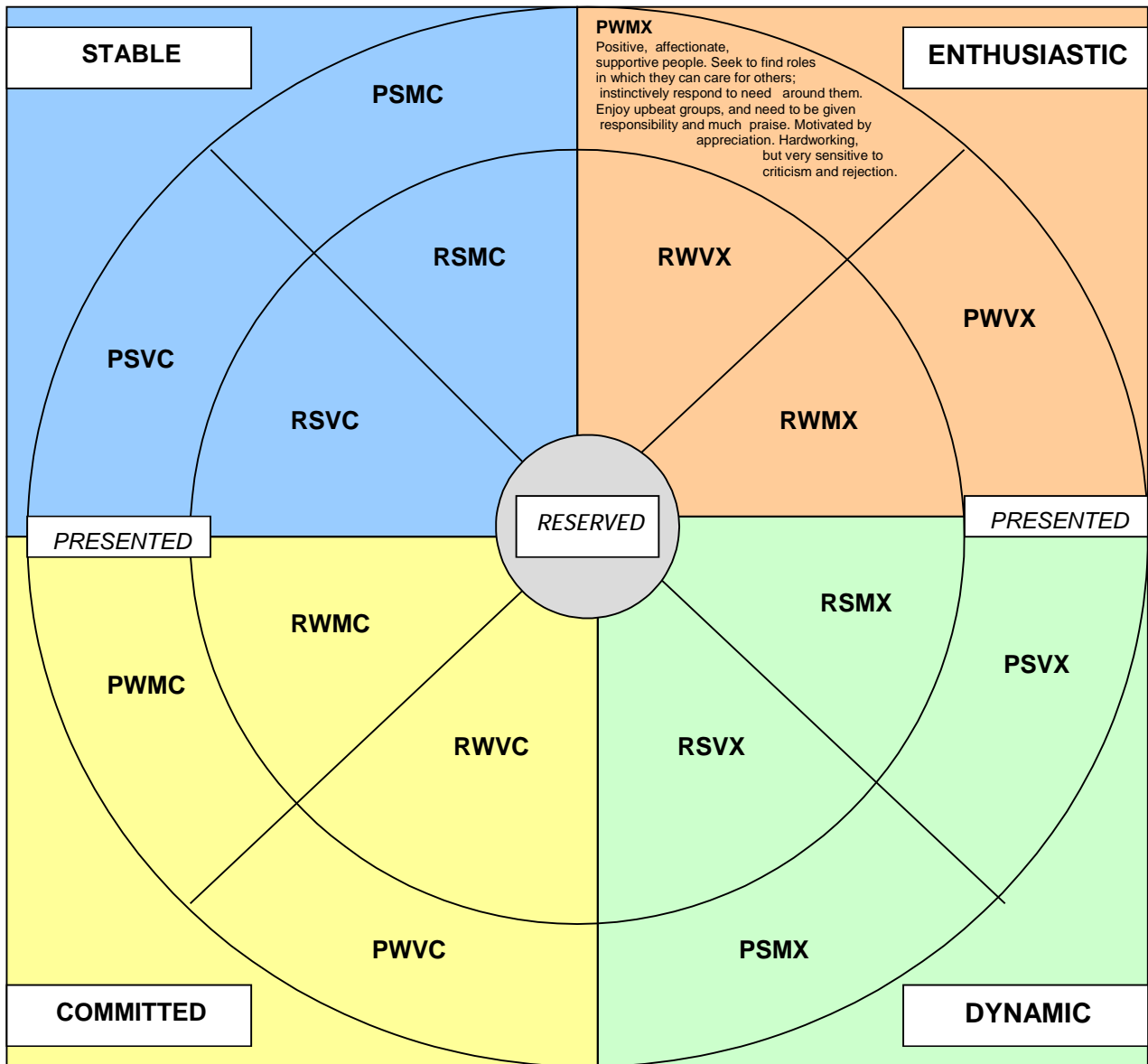
## You might better support others by:

- Recognising your drive for outward-, forward- and action-centred approaches to life
- Recognising others have alternative, valid needs for stability and reflection.
- Valuing your inner world and personal reflection as well.

## 16 Personality Patterns of the PEP

There are 16 combinations for the four principal traits in the PEP. They should be seen as 'off-the-peg' personality patterns that represent different psychological strategies. The extent to which you feel a 'fit' will depend on your actual scores. Polar traits scores, or ones that are very marginal (equal) will inevitably fit less than well into the characterised personality shapes described.

# Human



## PWMX

Presented weak empathising Expanding with reserved Strong  
Evaluating

### Their landscape

PWMX's have a less distinct and set apart landscape. They focus more outside their landscape alone than inside. They focus more on empathetic data but within their boundary, privately, may be more evaluative. They have a drive for expanding their world, though they seek more stability in their private world.

### Their experience

PWMX's have a less strongly defined sense of themselves a lack of confidence about their influence and contribution to situations and they wish they had more. They are orientated toward their outer world and therefore look for positive, upbeat and optimistic situations and clear, directive leadership under which they feel they can contribute best. They are open, positive, hardworking and supportive in their relationships in which their main drive is to connect with people and make them feel cared for and looked after. They usually look to the opinion of the leader in a group, seeking to support and implement their ideas and strategies. They are most encouraged by praise and affirmation and without this will feel taken for granted and unappreciated. They often gravitate to situations where they can offer care for the needy.

They will be less able to flourish in a negative, downbeat and self critical atmosphere, which they will find de-energising. They tend not to want to look inside for too long, preferring to change their outer world to resolve any problems or issues. Change and uncertainty is generally regarded positively unless it will mean they might be less involved and lose their role, in which case they will feel personally rejected. They may be surprised at their sensitivity to this. Because they use their strong evaluating traits to govern their inner world, they will, to those who know them intimately, be stronger and more robust than they may appear on the surface. These characteristics may only come out in a crisis in which they can prove to have a surprising and inner strength and objectivity.

### How they present themselves to others

PWMX's are known as positive, affectionate, affable people who seek out active supporting roles in life. They are good team players offering ready, encouraging support to clear leadership and they affirm the contributions of others. They will rarely be without a role in life for long, gravitating toward situations in which they can help. They often initiate practical schemes of support for others and seek to encourage others to join them. They seem to get most of their fulfilment from serving others and being needed. Being left out or having nothing to offer to a situation is disconcerting. This may make them impetuous to offer help. They find it difficult to say no to the needs they see around them and often take on more than they

can handle. Others may wish they were more able to resist claims upon their time and resources and be less conscientious and concerned for others. They often look after themselves less well than they look after others. The truth is, they receive their worth from the appreciation and affirmation of others. PWMX's may well find personal criticism very threatening, feeling that they are being personally undermined. Whilst they will get upset by breaches of trust, dishonesty and deceit, they will find it hard to challenge. This may make them lose confidence and retreat into their shell for a while.

#### The self they reserve

PWMX's have a child-like innocence and would be surprised and worried to think they had upset anyone by their behaviour. Because they use their strong evaluating trait to govern their inner world, they may underneath be stronger and more evaluating than they appear. They will tend to tone down public assertions of negative or strong private feelings. PWMX's can also find an inner strength and resilience when it would appear, on the surface, that a situation is bleak.

#### The effect they may have on others

PWMX's may.....

- Enthuse, energise and affirm
- Be positive, optimistic and supportive
- Be too willing to accept others without challenging them when they need to
- Surprise some by the inner strength they can exhibit
- Surprise others by the amount of encouragement and affirmation they need
- Feel anxious and demotivated unless they belong and are included
- Help foster better, happier and more harmonious relationships around them

#### Under stress

PWMX's will tend to.....

- Internalise blame, become introspective and self-critical
- Try too hard to make things work and become attention seeking
- At times, express an unfamiliar cold indifference as a means of self-protection
- Seek out cliquey, collusive relationships
- Suffer some kind of collapse if it all becomes too much

#### At their best..

PWMX's are able to contribute sacrificial love, care, hard work and relational warmth to any situation they are in. They will instinctively find ways of looking after the needs of others and encouraging more to do likewise. They are committed, loyal and genuine and supportive of any they see as offering clear leadership. They will try to overlook others' negative behaviour, though they may be personally hurt by it.

### Assistant traits:

#### If you scored PWMX with *Flexibility*.....

The flexible identifying trait gives the PWMX a more accommodating style. They may have a need to be accepted and liked. They will be highly adaptable, responding to the influence and direction of the strong characters around them and avoiding conflict and confrontation. They will find exerting their self-will a great challenge and will respond to almost any need they see around them. However, within themselves, using their strong/inflexible trait, they will be much stronger and assertive. They may have strong, critical thoughts and occasionally, when pushed to, they are stubborn, which shocks them and may surprise others.

#### If you scored PWMX with *Forming*.....

The Forming trait gives the PWMX an ability to see emotional connections between people. They are readily sensitive to the patterns, plays and needs of an interpersonal situation. They will tend to be attracted to lively, groups, where positive, dynamic and people create new challenges and possibilities of action and care. They flourish less well in complex, emotional situations in which change and growth does not appear to be happening. At the same time, they will use the evaluating/ordering trait to govern their internal life, which will give them a need to create a structured, ordered and logical world inner environment. They seek know, understand and keep a close hold on their inner thoughts and ideas.

### How they might better support others and themselves.....

PWMX's have a much to give to others. In order to do so, they may benefit from the following comments:

- PWMX's need to become aware that in serving others they are also meeting their own needs. Their W weak extroverted trait can make them hungry for affirmation and this is readily filled by responding to situations of need.
- Their motivations for caring for others are less clear than they may think them to be. At the same time, they may find themselves disappointed that others do not offer them the appreciation they seek.
- They will benefit from developing their boundary to feel more confident and strong about themselves.
- They will find it hard to receive from others without giving something back in return; this can hinder them receiving the gifts others might want to give to them.

- Learning to receive without a price attached is one of the biggest growth points for a PWMX to develop towards. This involves recognising their own intrinsic value and accepting the love others have of them.

### Choosing to change and develop

Your profile is not a type that you were born with; nor is it a trap that you cannot develop from. It represents the current strategy that you are using to ensure that you feel secure and as positive about yourself as you can. It represents the unconscious choice that you have made to both protect and promote yourself as a person in the world. The profile has highlighted some of the characteristics of your strategy and some of its implications- both positive and negative.

This is not the only strategy that you can use. You can choose to develop others.

- It is a choice that you are making to present yourself and operate more on your front stage than on your back stage. To become more back stage will involve taking the risk of looking inside yourself more deeply.
- It is a choice that you are making to remove your strategies self to your private back stage. To allow others to see this on your front stage will risk appearing more dominant and forceful than you might wish to. However, it may help you develop and grow as a person.
- It is a choice that you are making to use your more empathising trait to process your experiences. This enables you to support and understand others and create a sense of belonging. To become more objective and have greater clarity will involve you being able to risk detaching yourself from your feeling of needing to be accepted and to belong.
- It is a choice that you are making to change and develop your inner world. This enables you to feel influential and safe all at the same time. To accept your world just as it is and live with situations that present themselves will be a challenge but one you have the power to accept if you choose.

Growth and maturity come with the ability to choose different psychological strategies depending on the needs of the situation and other people around you. Self-awareness, self management and responsiveness are the hallmarks of a secure but open person. They lie at the heart of what is understood to be emotional intelligence. The PEP has given you a mirror to see yourself as you currently are and to choose who you are to be in the future.