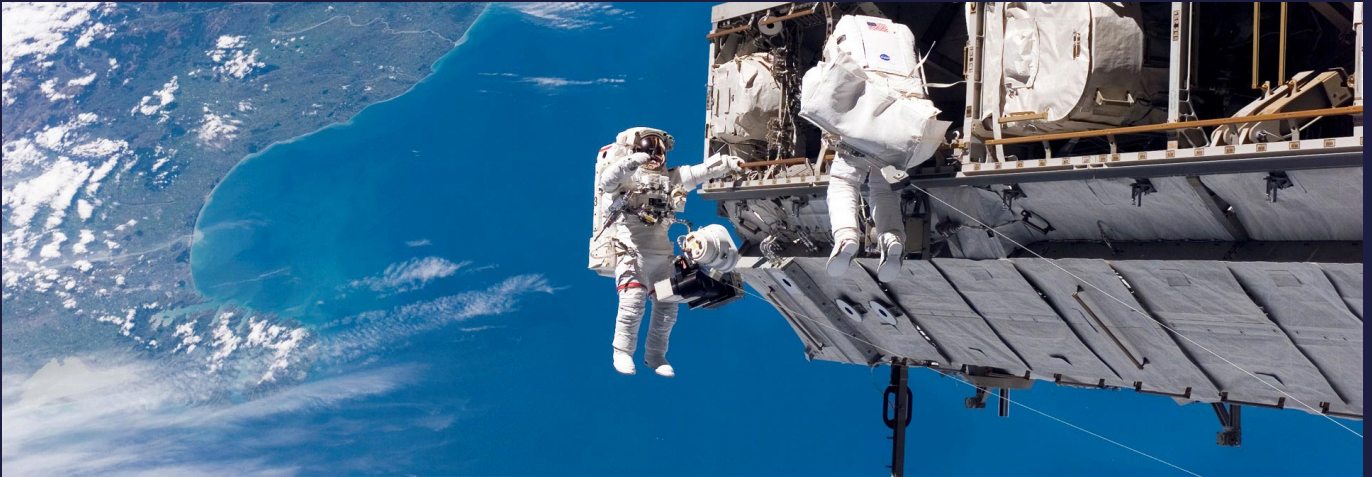




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"Intelligence plus character - that is the goal of true education"

- Martin Luther King Jr.

Your PACS Discovery® Profile: Personal Attitude and Communication Style

Name

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This report is made by:

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What is PACS Discovery®?

The PACS Discovery® Personality Analysis clearly maps out the main traits of human behaviour. PACS stands for “Personal Attitude and Communication Style”. It shows why people do what they do and how they interact with one another.

It makes visible why some people resist change, while others thrive on it. Why one person naturally takes the lead, while another prefers to wait and observe. Or why some need clear guidelines, while others perform best in a more flexible and creative environment.

With PACS Discovery®, you gain insight into your own style and understand better how others operate. It provides a common language and practical guidance to handle differences, making collaboration smoother and communication more effective.

What does PACS mean?

PACS stands for Personal Attitude and Communication Style. The model describes four behavioural dimensions that together form a unique profile:

- Power (red) – results-oriented and decisive
- Accuracy (blue) – structured and precise
- Communication (yellow) – expressive and enthusiastic
- Stability (green) – loyal and supportive



What does PACS measure exactly?

- P (Power – red): shows how someone solves problems and makes decisions.
- C (Communication – yellow): measures how someone convinces and inspires others.
- A (Accuracy – blue): indicates how someone deals with rules, agreements and procedures set by others.
- S (Stability – green): highlights how someone responds to change and shifts in pace.

Everyone has all four behavioural styles, but not to the same degree. Usually one or two stand out as clear preferences.

Practical examples

- The profile of a secretary often shows high levels of S and A, supporting a structured, precise and service-oriented way of working.
- A director, on the other hand, usually shows a dominant P, often combined with A or C. This explains their task focus, ability to take quick decisions and provide clear direction.

The PACS model: the relationship with the environment

The PACS model doesn't just show which behavioural style is dominant, it also highlights how people see themselves in relation to their environment.

- A (Accuracy – blue) and S (Stability – green) often perceive their environment as stronger. They adapt more easily because they feel less in control.
- P (Power – red) and C (Communication – yellow), on the other hand, generally feel stronger. They step forward confidently and act more assertively.
- P and A are more likely to see their environment as unfavourable or opposing, which makes them cautious or critical.
- C and S are more inclined to perceive their environment as positive and supportive, which makes them open and trusting.



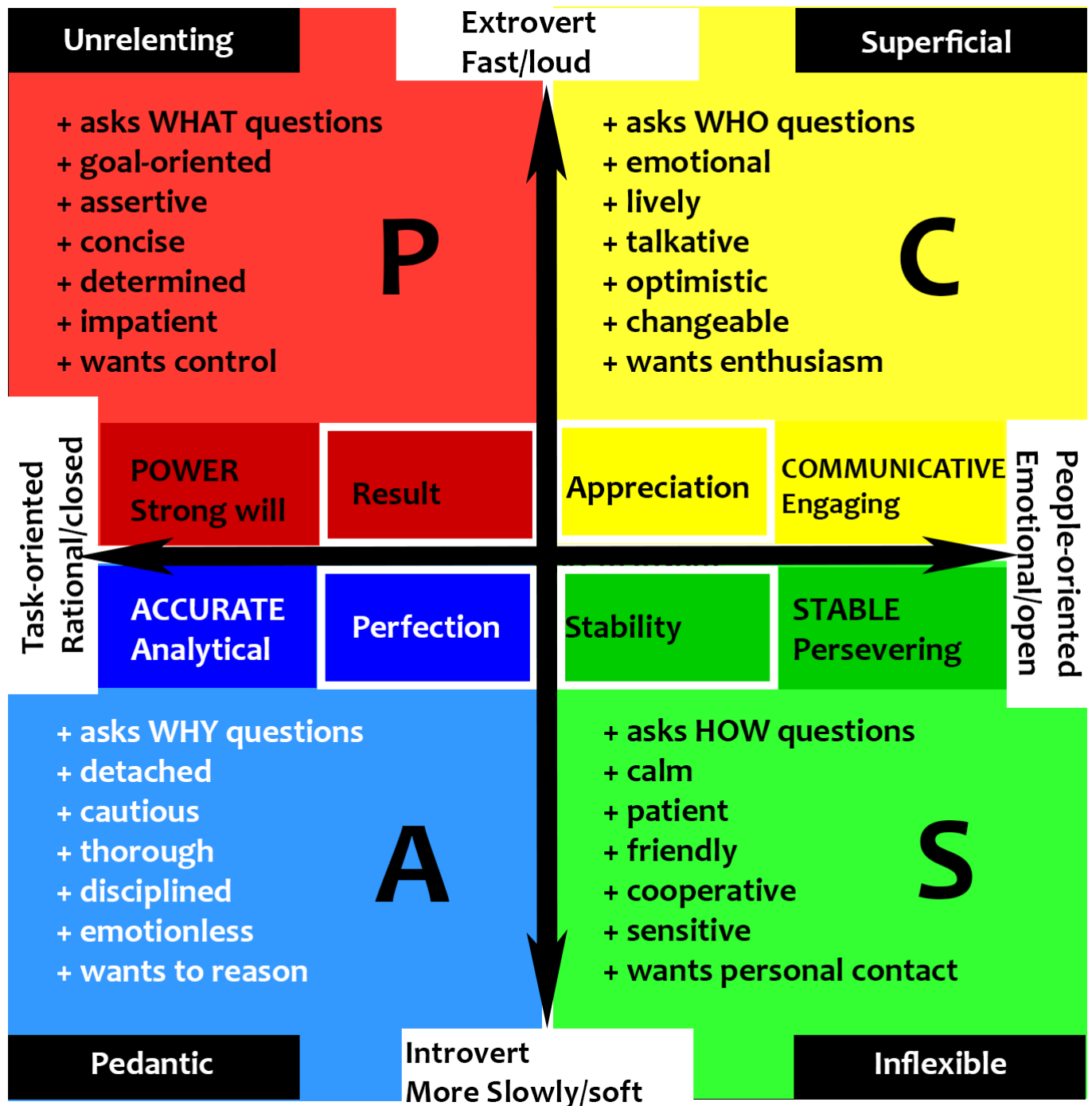
In the illustration on page 4, the PACS model is shown from a behavioural perspective.

- P (red) and C (yellow) are extraverted and quicker to act.
- A (blue) and S (green) are introverted and more thoughtful in their actions.
- P and A are mainly task-oriented, focusing on logic and results.
- C and S are more people-oriented, emphasising relationships and collaboration.

Each style also has its own driver:

- P (Power – red): primarily aims to achieve results.
- C (Communication – yellow): seeks appreciation and recognition.
- A (Accuracy – blue): strives for perfection and precision.
- S (Stability – green): desires stability and security.





Overview of your report

Phase 1 – Your personal style

In this first phase, the focus is entirely on your unique behavioural style as revealed by the PACS Discovery®. You start with the PACS graph, which provides a visual overview of your answers and shows how you behave in the workplace. Keep in mind that this picture may differ from how you react under stress (graph 2) or how you see yourself at work (graph 3), both shown on the final page of this report.

In this phase, you receive a description of the behavioural tendencies linked to your dominant dimension. The insights presented here apply only to this main dimension. The influence of other colours is discussed later, as they may either reinforce or soften this picture.

Phase 2 – Your Intensity Index

In this part, you receive a set of keywords that match your profile. These words describe traits that are characteristic of your behavioural style. Later in the report, these keywords are explained in more detail, helping you understand how they show up in your daily work and communication.

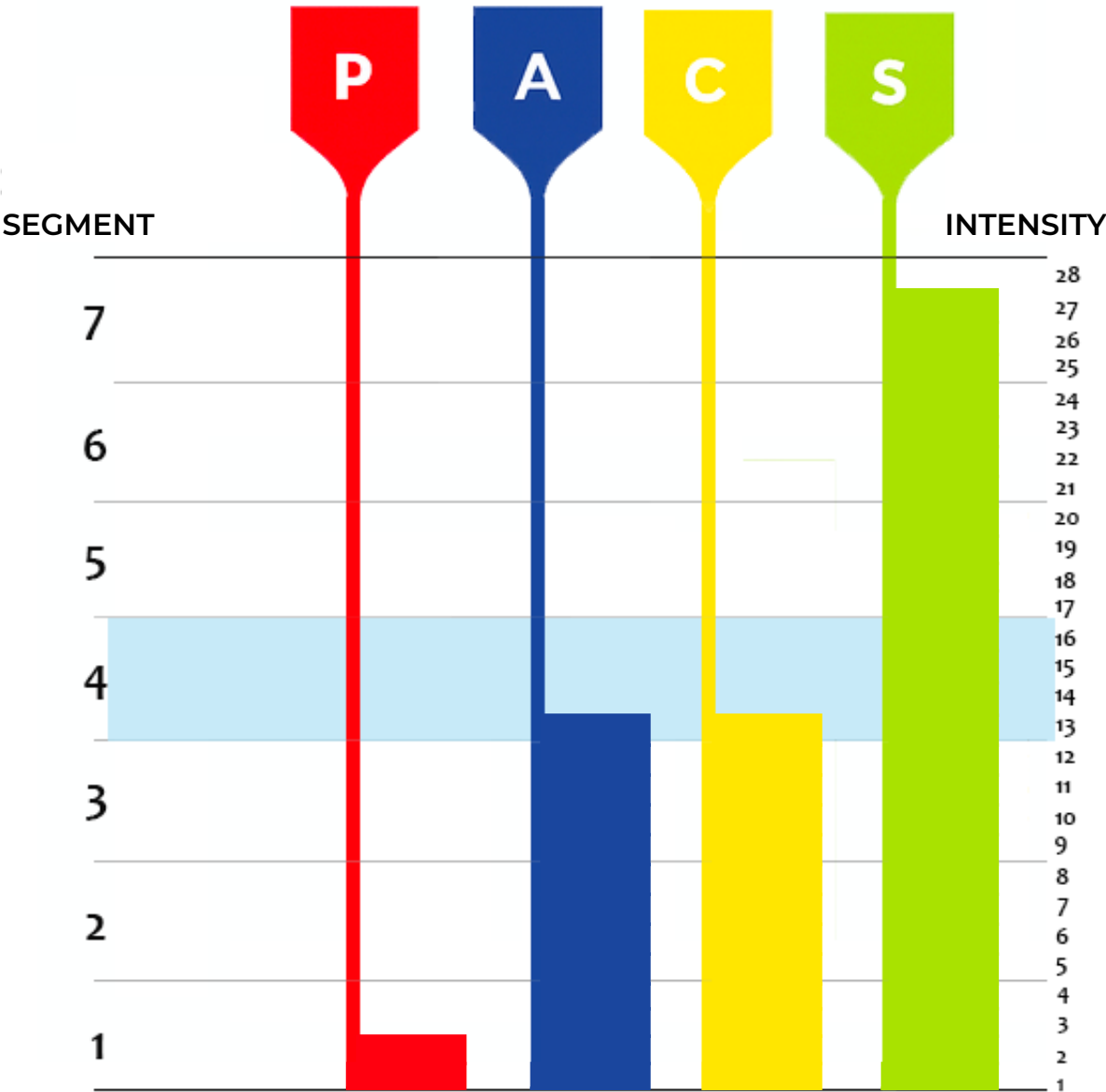
Phase 3 – The bigger picture

This phase brings together the information about your behaviour in the workplace, as shown in graph 1. You will see how the four dimensions – P, A, C and S – combine to form your profile. If your style under stress (graph 2) deviates from this picture, it should be taken into account when interpreting your results.

Final note

Remember as you read: no dimension within PACS Discovery® is better or worse than another. There are no right or wrong answers – the report simply reflects your personal way of responding to your environment.

Below you can see your PACS Discovery® graph. It shows your scores per dimension and makes visible how you behave in the workplace. Self-image and stress behaviour will be covered later in the report.



CRAFTSMAN

Phase 1: Your highest PACS-dimension

The insights presented here apply only to this main dimension. The influence of additional colours will be discussed later, as they may either strengthen or soften this picture.

STABILITY

This person's tendencies include:

- performing in a consistent, predictable manner
- demonstrating patience
- developing specialised skills
- helping others
- showing loyalty
- being a good listener
- calming excited people
- creating a stable, harmonious work environment

This person needs others who:

- react quickly to unexpected change
- stretch toward the challenges of accepted tasks
- become involved in more than one thing
- are self-promoting
- apply pressure on others
- work comfortably in an unpredictable environment
- help prioritize work
- are flexible in work procedures

Needs an environment with:

- maintenance of the status quo unless given reasons for change
- predictable routines
- credit for work accomplished
- minimal infringement of work on home life
- sincere appreciation
- identification with a group
- standard operating procedures
- minimal conflict

To be more effective, this person needs:

- needs to be conditioned prior to change
- to validate self-worth to know
- how personal effort contributes to the group effort
- to have colleagues of similar competence and sincerity
- to know task guidelines
- to have creativity encouraged

People with a lot of green are introverted, calm and people-oriented. They strive for harmony and prefer to avoid conflict. Their strength lies in patience, loyalty and reliability. They listen attentively, are pleasant to work with and often serve as the stable pillar within a team. Once their trust is earned, it is strong and long-lasting.

Preferred environment

They feel most comfortable in a predictable and stable environment, with clear agreements and little conflict. Long-term relationships, trust and respect are key. A safe and respectful atmosphere allows them to thrive.

Communication style

People with a lot of green communicate calmly, gently and thoughtfully. They take time to form an opinion and usually share it only when they feel secure. They nod in agreement, smile kindly and are cautious in their expression. In teams, they bring harmony and support.

Language

They respond positively to words that emphasise security and reliability, such as certainty, guarantee, trust and stability. Reassuring phrases like *"in fact, not much changes"* or *"I have the feeling that..."* resonate with their way of thinking and feeling.

Phase 2: Your Intensity Index

Your strengths shape who you are and form the foundation of how you work and collaborate. In the four columns below, you will find keywords that best describe your behavioural style in each dimension.

P	A	C	S
28 Confident and assertive	28 Strives for high quality	28 Exuberant	28 Willing follower
27 Straightforward and clear	27 Highly precise	27 Sociable and open	27 Resigned
26 Bold and enterprising	26 Seeks facts	26 Persuasive	26 Dedicated
25 Leading and directive	25 Mediative	25 Impulsive	25 Predictable
24 Results-driven	24 Likes structure	24 Empathetic	24 Team player
23 Forceful	23 Traditional	23 Enjoys being in the spotlight	23 Peaceful
22 Cut through knots	22 Polite	22 Trusting	22 Protective
21 Proactive	21 Thorough	21 Impactful	21 Even-tempered
20 Resolved	20 Quiet thinker	20 Cheerful	20 Steady pace
19 Goal-oriented	19 Wants to improve self	19 Fun	19 Relaxed
18 Decisive	18 Thinks analytically	18 Generous	18 Shows little emotion
17 Combative	17 Sensitive to signals	17 Stable	17 Aware
16 Quick	16 Mature and balanced	16 Charming	16 Friendly
15 Autonomous	15 Aloof	15 Full of confidence	15 Consistent
14 Play it safe	14 Stands up for oneself	14 Convincing	14 Flexible
13 Self-critical	13 Self-assured	13 Attentive and observant	13 Communicative
12 Down-to-earth	12 Strong personal opinion	12 Distinguishing	12 Alert
11 Modest	11 Determined	11 Over-thinking	11 Enthusiastic
10 Practical	10 Independent thinker	10 Objective	10 Critical
9 Considered	9 Strict	9 Thinks in a structured way	9 Dissatisfied
8 Kind-hearted	8 Resolute	8 Controlled	8 Turbulent
7 Stability-seeking	7 Persistent	7 In the background	7 Impulsive
6 Conflict-avoiding	6 Independent-minded	6 Distrustful	6 Finds it hard to sit still
5 Soft	5 Creative and original	5 Realistic	5 Embrace change
4 Calm	4 Defiant	4 Self-contained	4 Seeks improvement
3 Hesitant	3 Headstrong	3 Reserved	3 Uninhibited
2 Obliging	2 Straightforward	2 Self-aware	2 Frustrated by the status quo
1 Humble	1 Speaks sharply	1 Closed	1 Entrepreneurial

On the next four pages, you will find an explanation of the words that indicate your intensity level for each PACS Discovery® dimension.

P Dimension

SOFT

You are a mild person, always ready to listen patiently and treat others with kindness. People feel comfortable and valued around you. However, be mindful that your mildness can sometimes lead you to accept too much, without guarding your own boundaries.

CALM

You are a stable and reliable presence within the organisation. However, if you always stay in the background, your colleagues might start wondering what they can expect from you.

HESITANT

You are someone who sometimes doubts your own decisions or questions your abilities. This makes you value others' opinions and open to feedback.

OBLIGING

You are someone who likes to rely on others for support and reassurance, and you appreciate teamwork and sharing responsibilities. The challenge for you may lie in developing more independence, which can help you unlock your own strength and potential.

HUMBLE

You demonstrate your achievements without boasting, which creates a pleasant atmosphere. You come across as sincere and trustworthy. However, it can also work against you when you underestimate your own abilities, potentially leading to your valuable contributions being overlooked.

A Dimension

MATURE AND BALANCED

You present a calm and thoughtful demeanour, which instils confidence in others. Your mature approach helps you remain composed under pressure, adding to a stable and reliable presence.

ALOOF

You maintain a reserved demeanour, often giving an impression of distance in social settings. While this may make you seem less approachable, it helps you stay focused on your own priorities.

STANDS UP FOR ONESELF

You stand firmly and defend your opinion strongly.

SELF-ASSURED

You have a strong self-confidence that enables you to stand by your choices with conviction and strength. At times, this may impress others, yet it gives you a clear, inspiring presence.

STRONG PERSONAL OPINION

You are determined in your ideas and defend them with conviction, which is beneficial when compromises would lead to less favourable results. You communicate your opinion effectively.

DETERMINED

You work until you reach your goal and the expected results. Setbacks do not hold you back. You tackle tasks with energy. You can succeed where others give up or fail.

INDEPENDENT THINKER

You follow your own path, and group pressure doesn't affect you much. You enjoy making independent decisions and acting quickly. However, this approach risks missing out on valuable input and ideas from others.

C Dimension

CHARMING

You come across as friendly and approachable, making others feel at ease with a kind word in any situation. Your natural charm inspires and motivates, making colleagues enjoy working with you. Ensure that you stay authentic.

FULL OF CONFIDENCE

You are confident and radiate a natural strength that attracts others, allowing you to take charge easily and inspire trust.

CONVINCING

You have a strong persuasive ability and can effortlessly bring others into your vision and ideas. People enjoy listening to you because you exude confidence and purpose. The risk is that you may be so convincing that others don't fully express themselves.

ATTENTIVE AND OBSERVANT

You quickly notice what is happening around you.

DISTINGUISHING

You have a keen eye for quality and detail, allowing you to quickly distinguish the best from the mediocre, which makes you a valuable judge and advisor. However, the downside is that your critical eye can sometimes be perceived as demanding or elitist.

OVERTHINKING

You are someone who analyses situations in depth and always thinks before taking action. You take the time to incorporate past experiences into your decisions, which makes you thoughtful and wise. However, this careful approach can sometimes cause delays.

OBJECTIVE

You are objective and approach situations without letting personal preferences or emotions influence you. You make decisions based on facts and logic, which makes you fair and reliable. This can sometimes make you seem distant to others, but it helps you stay consistent and fair.

S Dimension

WILLING FOLLOWER

You easily go along with others' decisions.

RESIGNED

You accept a situation as it is, without fighting against it or resisting. You adjust to the circumstances and do not try to change them actively.

DEDICATED

You are dedicated in the workplace, always willing to put in extra effort and carry out tasks thoroughly and carefully. Your passion for your work can, however, sometimes lead you to overlook your own needs and take on too much responsibility.

PREDICTABLE

Predictability is valuable when you use it to create an efficient working system. You are a consistent and reliable team player.

TEAM PLAYER

You enjoy collaborating with others and appreciate the strength of teamwork. However, relying too much on your team can be disadvantageous when you need to take initiative on your own.

Positioning of the desired behaviour profile

On the next page, you will see an overview of the 15 most recognisable profile patterns within PACS. These are plotted along two axes that highlight two key aspects of behaviour: communication and decision-making.

The horizontal axis (DIRECT / INDIRECT) reflects the most visible aspect of our behaviour: how we communicate. It shows the speed and intensity with which someone expresses themselves and can be compared to the accelerator — the harder you press, the faster you go.

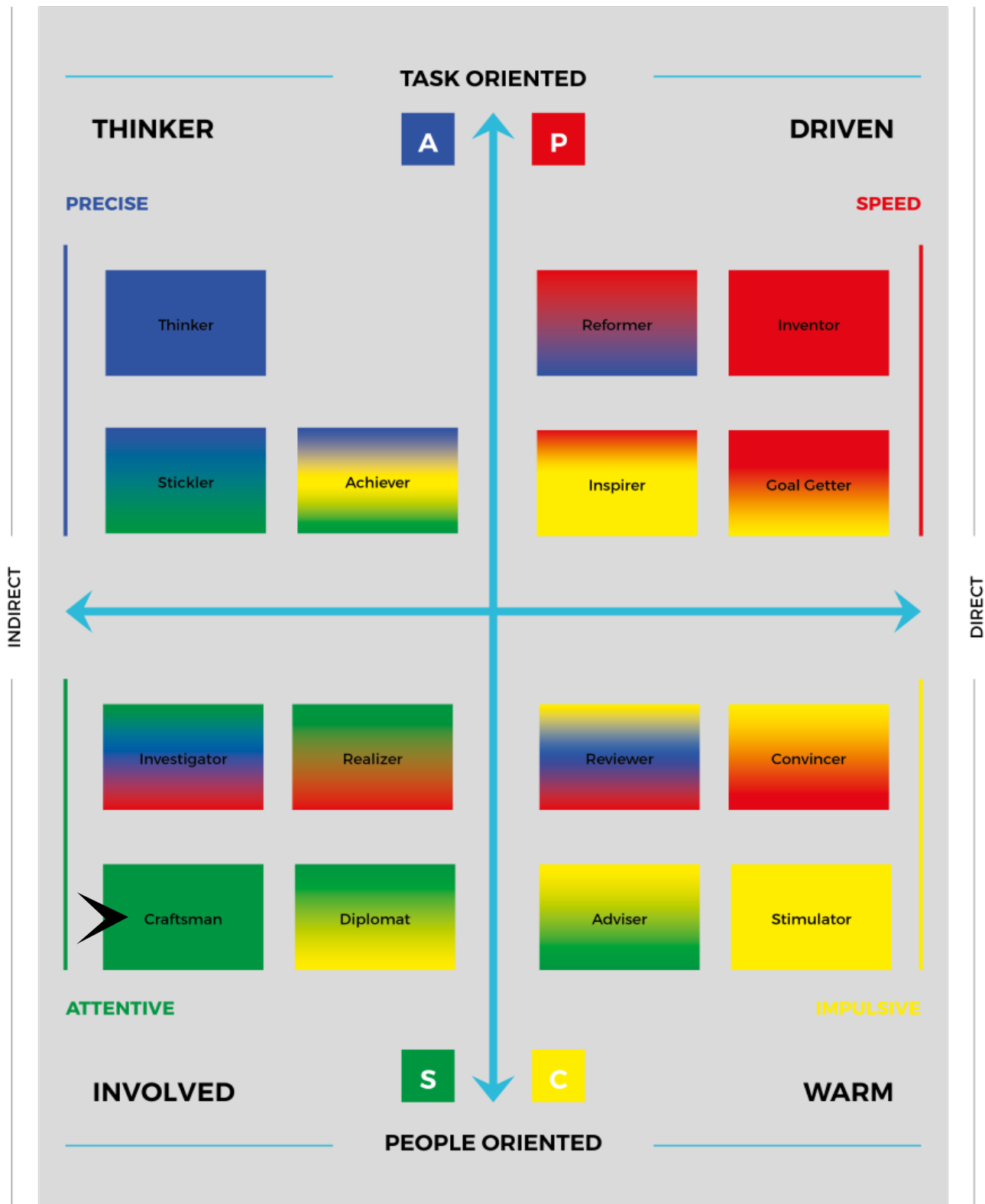
People with a more direct (extraverted) style enjoy talking about what they are doing or have done. They react quickly, are verbally active, and their body language is more prominent.

Those with a more indirect (introverted) style tend to seek certainty, information, and clear structure. They communicate more thoughtfully, take their time to reflect, and typically respond after careful consideration.

The vertical axis (TASK-ORIENTED / PEOPLE-ORIENTED) reflects the basis on which you make decisions.

If you are more task-oriented (controlling), you rely on facts, logic, and objective reasoning.

If you are more people-oriented (relating), your decisions are guided by feelings and trust in others.



Phase 3: Your Profile

With your PACS profile, you get a clear view of your drivers, your style, and your behaviour in collaboration. It shows what matters to you, how you assess others, and how you prefer to communicate. You also see how you respond under pressure and where your effectiveness can still grow. This gives you not only more self-insight but also concrete, practical guidance.

IMPORTANT! Read the profile alongside the three charts:

- Chart 1 – How others see you at work. Your current, visible style in the context of team, role, and organisation.
- Chart 2 – Your natural style and your behaviour under pressure.
 - Without social influence: how you behave when working alone and no external expectations apply — your unfiltered self.
 - Under pressure: what happens when adaptations fall away due to time pressure or conflict. This part of Chart 2 is visible on the job (in stressful moments).
- Chart 3 – How you see yourself. Your self-view: how you currently assess your own style and strengths at work.

Important for interpretation:

- The written profile is general. The intensity depends on how high or low your dimension values are in the charts.
- Differences between Charts 1 and 2 point to context and (un)used talent. If certain strengths are used little at work (thus barely visible in Chart 1) but do appear in Chart 2, treat them as hidden potential/reserve.

In summary:

chart 1 = visible now; chart 2 = natural style and under pressure (thus visible during workplace stress); chart 3 = self-view. Use them together to nuance the profile, recognise untapped strengths, and decide on targeted actions.

CRAFTSMAN

EMOTIONS

calculated moderation, adaptable

JUDGES OTHERS ON

other people's personal standards and values, competence

VALUE TO THE ORGANISATION

short-term planners, predictable, consistent, work at a steady pace

UNDER PRESSURE

adapts easily to authority and groupthink

COULD INCREASE EFFECTIVENESS BY

sharing ideas, building self-confidence through feedback, developing time-saving methods

OBJECTIVE

to maintain the status quo; a controlled environment

INFLUENCES OTHERS THROUGH

consistent performance; through being obliging

OVERUSE OF

too modest, low level of risk-taking, passive resistance to change

FEARS

change, disorganization

Craftsmen are well-liked by others. With their moderate, controlled demeanour and modesty, they work well with many different behavioural styles. Specialists are thoughtful, caring, patient, and always willing to help those they consider friends. Yet they only build close relationships with a relatively small number of colleagues at work.

Their efforts are focused on maintaining known and predictable patterns. Most effective in specialized areas, they plan their work according to established guidelines and deliver exceptionally consistent performance. Appreciation from others helps them maintain that level. They find it difficult to adapt to change. Giving them advance notice of any changes allows them to find ways to maintain a steady level of performance. They may also need help starting new projects and developing faster ways of working to meet deadlines. Completed projects are often set aside for later improvement.

COMMUNICATION STYLE - PROFILE: CRAFTSMAN

People with the Craftsman profile communicate carefully and in a people-oriented way, with green as the dominant color. Green sets the tone: attentiveness to others, patience, and a calm approach. Red, yellow, and blue are absent to neutral (segment 1–4), so their influence is limited and mainly visible when they are neutrally present.

- Neutral red (segment 4) can add a bit of directness and decisiveness.
- Neutral yellow (segment 4) can make the style livelier and slightly more enthusiastic.
- Neutral blue (segment 4) can provide extra structure and precision.
- Low scores (segment 1–2) mean these effects are barely or not noticeable.

How is your communication generally perceived?

A Craftsman's communication is patient, respectful, and constructive.

- Green brings a warm, calm tone with strong attention to harmony and good collaboration.
- Depending on the presence of red, yellow, and blue in the charts, the style can become slightly more direct, lively, or structured.
- With low scores in these colors, the message remains mainly calm, friendly, and relationship-focused.

It is important to check the charts to see which of these colors are neutrally present, as they determine the nuances of the communication style.

Tips for smooth communication

What works well:

- A respectful, calm approach.
- Allowing sufficient time to process information.
- Providing clarity without increasing pressure.
- Tapping into the need for harmony and collaboration.
- If red, yellow, or blue is neutrally present: use this to add extra directness, energy, or structure where appropriate.

What doesn't work well:

- Rushed decisions or sudden changes of course.
- Too much pressure, confrontation, or emotional tension.
- Unstructured or chaotic conversations.

Summary

A Craftsman communicates calmly, in a people-oriented and reliable manner, with green as the clear core color. Red, yellow, and blue are absent to neutral and add nuance only when they sit at segment 4. The style can range from purely harmony-focused to slightly more direct, energetic, or structured, depending on the context and the scores shown in the charts.

Graph 1 – General behaviour

This graph shows how you usually behave in the workplace. It reflects the behaviour visible in daily practice and what others observe in you.

Graph 2 – Natural behaviour / stress behaviour

This graph illustrates how you act when you can be fully yourself, without adapting to your environment. It also represents the behaviour that emerges under pressure or stress, when you lack the energy to control or adjust. This natural behaviour rarely changes and reflects your authentic style. Only major life events (e.g. loss, dismissal, separation) or a conscious decision for personal growth can significantly influence it.

Graph 3 – Self-image

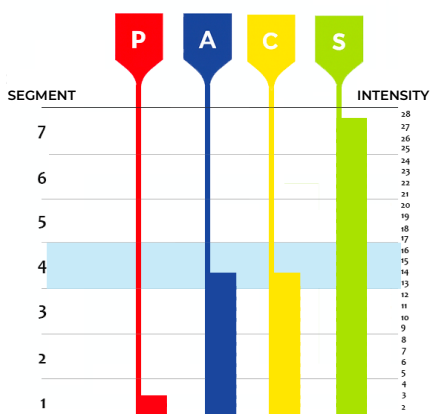
This graph shows how you see yourself in the workplace and which behaviour you believe you need in order to perform your job well. It therefore reflects the way you adapt to the expectations of your environment.

An important difference with Graph 1: Graph 1 is about the behaviour that others observe in you, while Graph 3 represents the behaviour you believe you need to display and how you see yourself at work.

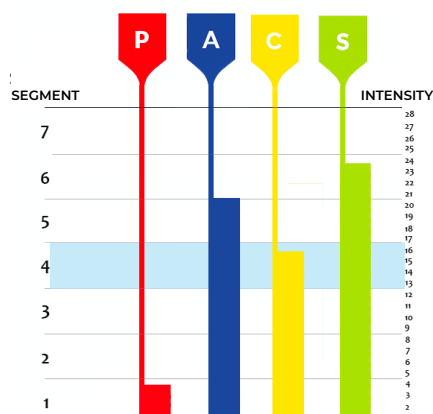
Because this is closely linked to your role, team and context, self-image can change relatively quickly. For example, when starting a new role, working with a new manager or experiencing a change in team dynamics.

Behavioural profile for Name: Craftsman

My general behaviour in the workplace



My behaviour under stress



How I see myself in my current job

