



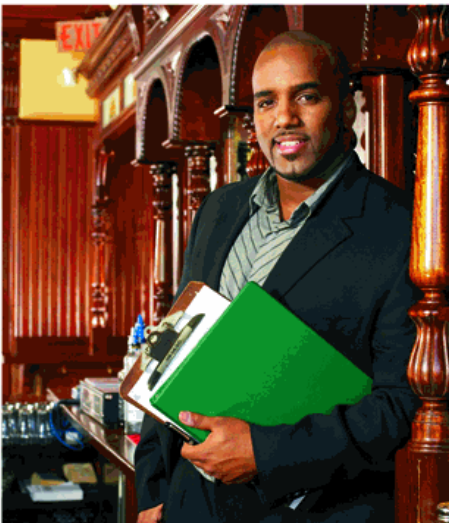
**We Improve Productivity
Through People.**

Career Development Report

For

Marcus Addington

November 24, 2008





Career Development Report

Candidate: Marcus Addington

Date: 11/24/2008

Introduction

Success in your job and career is based on a combination of your job-related knowledge and your behavioral / interpersonal skills. How you perform your job and how you conduct yourself in the workplace is translated through your basic personality. Educating yourself on your core attributes is important because it has a big impact on your:

- Ability to get along with others
- Leadership skills
- Ability to handle stress
- Organizational skills
- Willingness to adapt and learn
- Attitudes you display
- Level of effort and achievement

About this Report

This report is based on your own answers to the Personal Style Inventory (PSI) from Resource Associates, Inc. This set of questions centers around dimensions of performance that are critical to success across all types of jobs. The scores you see in this report reflect your answers measured against a norm base of the general working population. It has been subjected to multiple research studies over the last 20+ years, and the results have been published many times in peer reviewed scholarly journals. The PSI has been used with over 100 thousand people across all sectors of the workforce.

This Report is NOT

- A prediction of your overall success potential.
- A test of whether you will have success in one particular career versus others.

This report first provides a brief overview of your scores, followed by a one-page explanation for each of the individual dimensions.

After reading this report, you will :

- Gain an in-depth appreciation for the personality dimensions that are key to job performance.
- Learn how each of your scores is evidenced in everyday job behaviors.
- Develop an understanding of your strengths for each dimension.
- Learn about ways that you can best use these strengths in jobs that fit your style.
- Potential problems you might have and assignments you should probably avoid.
- Get some suggestions for personal development.



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Interpreting This Report

The scores you see in this report are not good or bad at any point on the continuum. No matter where your score falls, there are both positive and negative implications. The dimensions measured fall into several categories as shown below.

Personal Style

Emotional Orientation	To what degree does emotionality color your behavior?
Rules Orientation	To what degree do you like to be free to choose vs. conform to rules?
Motivation for Work	Is money the driving force for you or is satisfaction in your work?
Work / Life Balance	Do you live to work, or work to live?

Interpersonal Style

People Orientation	Do you need a lot of quiet time or need to be energized by people?
Team Orientation	Do you like to stay of your own assignments or work collaboratively?
Serving Others	To what degree do you see yourself as helping others meet their goals?
Voicing Opinions	How comfortable are you being the center of attention and influencing others?

Orientation to the Future

Tolerance for Change	Do you like predictability and stability vs. novelty and excitement?
Enthusiasm / Trust	Are you confident and trusting or cautious and careful?

How To Understand Your Scores: Your scores are shown on a continuum that displays both sides of a personality dimension -- one on the left and one on the right. Each side has both positives and negatives so there is no one best personality. No matter where your score falls, there are lessons to be learned and opportunities for personal growth.



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PERSONAL STYLE FEEDBACK REPORT FOR Marcus Addington

Date: 11/24/2008

Following are your *Personal Style Inventory* results. Your scores, indicated by the symbol **◆**, are referenced against general adult working norms (indicated by five boxes) and against Employers norms (indicated by the gray, shaded boxes).

PERSONAL STYLE						
<p>Flexible</p> <p>Spontaneous, flexible, and adaptable, you strive to get results, by unconventional means if necessary, and feel restricted by rules and regulations. Comfortable with ambiguity, you appreciate originality and nonconformity in those around you.</p>		◆				<p>Structured</p> <p>Orderly, organized, and predictable, you strive to work according to plan and obey the rules, and you expect others to do the same. Comfortable with established procedures and policy, you appreciate reliability and conscientiousness in those around you.</p>
<p>Emotionally Demonstrative</p> <p>Reactive to work pressure, you are drained by stress and conflict in your work environment. You respond strongly to stressors, readily internalize tensions, develop symptoms of strain, and recover slowly from setbacks.</p>		◆				<p>Emotionally Stable</p> <p>Resilient to work pressure, you can handle high levels of job stress without becoming upset. Calm when faced with stressors and conflict, you tend not to internalize tensions, and you recover quickly from disappointments and setbacks.</p>
<p>Tender-Minded</p> <p>When appraising problems and drawing conclusions, you focus on the feelings and concerns of the people involved. Sympathetic and considerate, you prefer to take account of emotions and personal sensitivities in your decisions.</p>					◆	<p>Tough-Minded</p> <p>When appraising problems and drawing conclusions, you focus on the facts involved and an objective analysis of results and costs. Dispassionate and logical, you prefer to make decisions based on data and demonstrable impact on the bottom line.</p>
<p>Work to Live</p> <p>You value time with family, friends, recreation, or other parts of your life besides work, so you try to maintain balance of work and non-work. Work represents one of many priorities.</p>					◆	<p>Live to Work</p> <p>Work is central to your life and more important to you than other things, so you commit most of your time and energy to work. For you, career comes first; you adjust other parts of your life to fit.</p>



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INTERPERSONAL STYLE

<p>Accommodating</p> <p>Accommodating and obliging; you are motivated to seek harmony and avoid confrontation. You prefer to minimize conflict and will follow the lead of others.</p>	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> <td>◆</td> </tr> </table>					◆	<p>Assertive</p> <p>Assertive, motivated to exert influence and impose your will on others, you can seize the initiative and may prefer a strong leadership role.</p>
				◆			
<p>Introverted - Need Quiet Time</p> <p>Inward-oriented and reserved, you prefer one-to-one or small group meetings to larger groups. You like to concentrate on one task at a time in a quiet setting with few distractions. Interacting with others takes energy; you re-energize by spending time alone.</p>	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> <td>◆</td> </tr> </table>					◆	<p>Extroverted - Energized by People</p> <p>Outgoing, gregarious, and talkative, you enjoy meetings and gatherings of all kinds and conversations with many people. You like to work interactively on multiple tasks and don't mind interruptions. Being alone takes energy, you re-energize by spending time with people.</p>
				◆			
<p>Independent</p> <p>Self-reliant, you prefer working by yourself independently of others. You place primary value on individual contributions at work.</p>	<table border="1"> <tr> <td></td> <td></td> <td>◆</td> <td></td> <td></td> </tr> </table>			◆			<p>Collaborative</p> <p>Collaborative, you prefer working jointly and interdependently with others on group efforts requiring cooperation. You place a high value on teamwork.</p>
		◆					
<p>Task-Focused</p> <p>You focus most naturally on the work at hand -- following procedure, maintaining quality, and meeting timelines. You value productivity and efficiency more than relationships.</p>	<table border="1"> <tr> <td></td> <td></td> <td>◆</td> <td></td> <td></td> </tr> </table>			◆			<p>Customer-Focused</p> <p>You focus most naturally on customers at work -- identifying their needs, solving their problems, and being responsive and helpful to make them satisfied. You value service and relationships more than efficiency.</p>
		◆					



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ORIENTATION TO THE FUTURE

<p>Prefer Stability</p> <p>You value familiarity, predictability, and precedent, and find comfort in stability, routine, and tradition. New tasks and new learning may be uninteresting and demanding on you.</p>					◆	<p>Enjoy Change</p> <p>You value new learning, change, and innovation, and find motivation in novelty, variety, and possibilities for improvement. New tasks and new learning are stimulating and attractive to you.</p>
<p>Cautious / Vigilant</p> <p>Attuned to possible difficulties, you expect problems to arise and anticipate that roadblocks will interfere. You readily envision future trouble and tend to believe that what can go wrong, will go wrong.</p>			◆			<p>Trusting / Optimistic</p> <p>Inclined to foresee positive outcomes, you expect things to go well, and anticipate that problems along the way will be manageable. You readily envision a bright future and tend to believe that what can go right, will go right.</p>



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INDIVIDUAL TRAIT SUMMARY FOR Marcus Addington

<p>Prefer Stability</p> <p>You value familiarity, predictability, and precedent, and find comfort in stability, routine, and tradition. New tasks and new learning may be uninteresting and demanding on you.</p>	<table border="1"> <tr> <td style="width: 12.5%;"></td> <td style="width: 12.5%;"></td> <td style="width: 12.5%;"></td> <td style="width: 12.5%;"></td> <td style="width: 12.5%;"></td> <td style="width: 12.5%; text-align: center;">◆</td> </tr> </table>						◆	<p>Enjoy Change</p> <p>You value new learning, change, and innovation, and find motivation in novelty, variety, and possibilities for improvement. New tasks and new learning are stimulating and attractive to you.</p>
					◆			

Your scores indicate a **STRONG PREFERENCE FOR CHANGE** and a much greater affinity for new learning, change, and innovation than for familiarity, predictability, and routine.

Strengths

- At home with change and innovation, co-workers may see you as someone committed to improving the status quo and as an advocate for continuous improvement.
- With your strong interests in new concepts and fresh ideas, you regularly envision new possibilities and enthusiastically embrace experimentation with them.

Weaknesses

- People may see you as too unconventional or unorthodox. You may be too quick to reject well-established ways of doing things, possibly even when they are better than the new way.
- You quickly become bored with repetition and routine, and you may quickly lose interest in activities you have done on a regular basis. "Been there, done that" is an expression of your discomfort or even irritation.

Best-Fit Work Situations

- Ideally you work in a setting that requires continual new learning to solve problems that change on a regular basis. Lifelong learning is a concept to which you can relate.
- You are at your best in work that often gives you new projects and challenges, like consulting, project design and planning, troubleshooting, and marketing.

Worst-Fit Work Situations


- It would be demotivating for you to work in a work role that required you to apply the same skills and knowledge on a continuing basis, with an emphasis more on dependability and stability than on originality and change.
- You are likely to become quickly dissatisfied in work that calls for repeating the same procedure or routine over and over again.

Suggestions For Development

- When required to apply the same knowledge, skills, and abilities, look for opportunities to improve the efficiency, quality, and quantity of your work.
- When you find yourself impatient with a routine procedure or established process, actively research its history and find out what made it worth changing to in the first place. Be sure you can justify proposed changes.

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<p>Cautious / Vigilant</p> <p>Attuned to possible difficulties, you expect problems to arise and anticipate that roadblocks will interfere. You readily envision future trouble and tend to believe that what can go wrong, will go wrong.</p>		<p>Trusting / Optimistic</p> <p>Inclined to foresee positive outcomes, you expect things to go well, and anticipate that problems along the way will be manageable. You readily envision a bright future and tend to believe that what can go right, will go right.</p>
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Your scores indicate a mix of OPTIMISTIC and PESSIMISTIC orientations, suggesting that - depending on the situation - you sometimes anticipate success, sometimes expect failure, sometimes experience ambivalence about whether to hold high hopes, and generally see several scenarios for the future.

Strengths

- As someone able to envision both best-case and worst-case scenarios, you can see the problems in optimistic plans, and possible ways out of difficult situations.
- Not easily swayed by people who appear over-confident or overly self-doubting, you prefer a "wait-and-see" approach, and may judge others more by past performance than promises or predictions.
- With your capability of striking a balance between optimism and pessimism, co-workers can probably count on you to be realistic in situations where others might be gullible or naive.

Weaknesses

- If called upon to serve as "devil's advocate," you may have trouble making a sustained case for the failure scenarios, as you can just as easily argue for the success scenarios.
- If you offer unsolicited criticism of those who ignore seemingly obvious flaws in their plans, your more optimistic co-workers may see you "raining on their parade."
- You may tend to resist supporting what appears to be an unrealistic "party line," and if you do give your support, your endorsement may be faint, half-hearted, and unconvincing.

Best-Fit Work Situations

- If you serve as a member of a management team you are likely to be effective in steering the group's decisions and plans toward the "middle of the road," neither too optimistic nor too pessimistic.
- Your best work situations call upon your sense of realism and your capacities to envision both the problems and the prospects in work situations; you may find yourself satisfied and effective in a role that involves such tasks as evaluating investments, reviewing proposals, or making contingency plans.

Worst-Fit Work Situations

- In a work role that requires you to spend virtually all of your time looking for problems, defects, or errors, you may eventually become dissatisfied; positions like quality inspection and claims adjustment may be stressful for you.
- You may have trouble in roles that require sustained, full-time expression of high hopes for the future, as with clients who need constant reassurance or employees who need a positive vision.

Suggestions For Development

- Consider asking co-workers for feedback about whether you effectively blend a focus on prospects for success versus failure, or whether your changes in outlook are at times puzzling or unpredictable.
- For someone who blends optimistic and pessimistic orientations, a developmental challenge is to identify specific situations that prompt you to go into "best case" or "worst case" modes, and situations in which you can easily switch back and forth.

Tender-Minded	<table border="1"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px; text-align: center;">◆</td> </tr> </table>					◆	Tough-Minded
				◆			
When appraising problems and drawing conclusions, you focus on the feelings and concerns of the people involved. Sympathetic and considerate, you prefer to take account of emotions and personal sensitivities in your decisions.		When appraising problems and drawing conclusions, you focus on the facts involved and an objective analysis of results and costs. Dispassionate and logical, you prefer to make decisions based on data and demonstrable impact on the bottom line.					

Your scores indicate a **HIGHLY TOUGH-MINDED STYLE OF DECISION-MAKING**. Your answers reflect a much stronger preference for making decisions on a basis of dispassionate, objective analysis of facts and data than on a basis of feelings, values, and emotions.

Strengths

- As you strive to be impartial and unbiased when appraising information and drawing conclusions, you are likely to excel at analyzing controversies or resolving disputes in organizations.
- Inherently objective, you respect measurable results and are skilled at analyzing data.
- You place a high value on logical analysis of the facts, and you are probably very adept at it.

Weaknesses

- When faced with strong expressions of emotion you may not know how to act. To some people, your reactions to situations may seem awkward or out-of-touch.
- You may miss subtle emotional cues in social interactions and organizational dynamics, and you may find it difficult to relate to people who are more emotionally expressive.
- Your logical, unsentimental approach can come across to others as cold and unfeeling, not unlike the characters Mr. Spock and Data in Star Trek.

Best-Fit Work Situations

- You are at your best when dealing directly with data, computers, machinery and technology systems, numbers, and information.
- Your ideal career takes advantage of your logical-analytical skills and facility with data and measurement, as in information technology, science and engineering, economics, and statistics.

Worst-Fit Work Situations

- Expect to have trouble with work that demands empathy or sensitivity to emotional cues, as in counseling, tutoring, group facilitation, entertaining, or providing direct care.
- Jobs that call for dealing with interpersonal conflict and trying to achieve harmony among diverse constituencies will prove difficult and unsatisfying.

Suggestions For Development

- Individuals with your tough-minded style can be insensitive. You might consider asking for feedback about this, and if confirmed, perhaps consider participating in some training in interpersonal skills.
- One way to soften your "hard" decision-making style is to start "collecting data" about people's feelings: Ask open-ended questions of others (especially concerning their emotional reactions), listen carefully, and take the answers into account in your decisions. In interpersonal exchanges with more emotionally expressive people, try expressing your own feelings to them.
- Try to gain more information about the impact of your decisions on the feelings and subjective responses of people affected by them before committing yourself or others in the organization to a course of action.



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<p>Flexible</p> <p>Spontaneous, flexible, and adaptable, you strive to get results, by unconventional means if necessary, and feel restricted by rules and regulations. Comfortable with ambiguity, you appreciate originality and nonconformity in those around you.</p>	◆				<p>Structured</p> <p>Orderly, organized, and predictable, you strive to work according to plan and obey the rules, and you expect others to do the same. Comfortable with established procedures and policy, you appreciate reliability and conscientiousness in those around you.</p>
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Your scores indicate a FLEXIBLE personal style, demonstrating a stronger preference for spontaneity, flexibility, and originality in your approach to work than a more structured, organized, predictable approach.

Strengths

- As a creative problem-solver in most situations, people probably count on you to see problems in original ways, to keep looking for more options, and to come up with inventive solutions.
- Many times your flexibility enables you to function comfortably in situations with no obvious answers or guidelines. Your tolerance for ambiguity can be an asset in such situations.
- Usually easygoing and spontaneous, you like to have fun at work and perhaps challenge the status quo.

Weaknesses

- With your value on originality, you may come across in some settings as too nonconforming or unconventional.
- You can sometimes be disorganized or inefficient in your work. You may need to pay closer attention to existing performance standards.
- You may become impatient with rules, policies, and procedures and at times may not adhere to them as fully or as consistently as others would like.

Best-Fit Work Situations

- For someone like you who often likes to "think outside the box," an ideal career calls for flexibility and creativity, as in product design, software development, consulting, creative arts, advertising, or marketing.
- Your ideal work situation gives you substantial autonomy and independence and does not involve a lot of rules or regulations. It is important for you to have a supervisor who understands your need for flexibility and a work role that allows you to do things your way.

Worst-Fit Work Situations

- Work that requires strict adherence to established rules and procedures will likely prove difficult. You may experience stress in highly regimented work roles that do not offer opportunities for spontaneous self-expression.
- You are unlikely to be happy in large, bureaucratic or heavily structured organizations, unless you can find a niche in one that allows for self-expression and flexibility.

Suggestions For Development

- If your tendency to make decisions too quickly or to fail to reach a decision bothers those around you (and it may, even if they don't say so), you might want to push yourself to make decisions and fulfill commitments in a timelier manner.
- Individuals with your personal style sometimes lack personal organization and efficiency. You might consider asking for feedback about this, and if confirmed, consider finding ways to make your work more methodical and systematic.



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<p>Emotionally Demonstrative</p> <p>Reactive to work pressure, you are drained by stress and conflict in your work environment. You respond strongly to stressors, readily internalize tensions, develop symptoms of strain, and recover slowly from setbacks.</p>	◆	<p>Emotionally Stable</p> <p>Resilient to work pressure, you can handle high levels of job stress without becoming upset. Calm when faced with stressors and conflict, you tend not to internalize tensions, and you recover quickly from disappointments and setbacks.</p>
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Your scores indicate that you have an EMOTIONALLY REACTIVE personality. You tend to react to sources of stress at work, and at times you experience anxiety or emotional tension, and possibly physical symptoms of strain.

Strengths

- Sensitive to emotional tensions among co-workers, you can sometimes serve as your group's "early warning system" about signs of interpersonal conflicts.
- You can usually identify and empathize with others who are experiencing negative emotions on the job, and at times you may be able to offer them comfort and support.
- You can usually recognize sources of job stress in your workplace; you understand the negative emotional consequences of job tension and pressure.

Weaknesses

- At times of extreme stress at work, you may react by becoming ill and taking time off - leaving co-workers to deal with work you are unable to do.
- At times you may find it difficult to handle demanding assignments or high-pressure situations at work; difficulty with high-stress situations might eventually limit your prospects for promotion.
- When you experience setbacks or frustrations in your work role, you may at times become upset, nervous, and distracted, and perhaps take awhile to recover your composure.
- When your work brings intense pressures, you might occasionally internalize the tensions and develop physical symptoms of strain such as fatigue, headaches, back pain, or digestive problems.

Best-Fit Work Situations

- A work role suited to your personal style allows you to regulate demands placed on you at work through flexible scheduling and personal leave, as in some government jobs.
- You are at your best in a predictable, low-pressure work role in a stable, well-established organization with loyal, long-term customers or clients.
- You work most effectively in a "forgiving" organizational culture that tolerates occasional periods of low productivity or "down-time" without recriminations, encourages expression of negative emotions, and offers support to employees who are in personal turmoil.

Worst-Fit Work Situations

- In work roles that involve intense time-urgency, frequent deadlines, stressful working conditions, or other demands that call for resilience, you are likely to experience stress, strain, dissatisfaction, and in the long run, possibly physical symptoms of strain.
- You may have difficulty in work roles that bring frequent interpersonal confrontation and conflict, as in law enforcement, security, customer service, and insurance adjusting.

Suggestions For Development

- For someone with an emotionally reactive personality like yours, it is important to develop skills in stress management; if you haven't already done so, consider attending a seminar on managing stress at work or getting the assistance of a counselor.
- If you find your work stressful, consider taking active steps toward reducing the pressures through re-negotiated responsibilities, re-assignment, transfer, or even a different job.



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- Many people who score as you did find that they benefit from having a personal program for "working off" or venting their stress and frustrations, such as participation in an active sport, regular exercise, or meditation.



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<p>Work to Live</p> <p>You value time with family, friends, recreation, or other parts of your life besides work, so you try to maintain balance of work and non-work. Work represents one of many priorities.</p>					◆	<p>Live to Work</p> <p>Work is central to your life and more important to you than other things, so you commit most of your time and energy to work. For you, career comes first; you adjust other parts of your life to fit.</p>
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Your responses reflect a **STRONGLY WORK-CENTERED** style. You expressed a much higher priority for work and career than for other features of your life, indicating that for you, work comes first and you adjust other parts of your life to accommodate your career.

Strengths

- Because of your strong work ethic, you may be one of the select few who get the really tough assignments - and you probably handle them so well, you can expect more.
- You are willing to work extra hours and weekends, if necessary, to complete your tasks and projects on time.
- Your high priority on work motivates you to strive for peak performance; people at work can count on you to "go the extra mile" for your customers and your projects.

Weaknesses

- In an organization that rewards working "smart" rather than hard, your employer may see you as not being smart enough to find more efficient ways to do your work.
- You are likely to deal with stress and adversity through denial; you may even deny that you endure a great deal of stress to maintain your over-commitment to work.
- Your main weakness is that you over-emphasize your strength - commitment to work - which takes time and energy you might devote to family, friends, recreation, and non-work pursuits. You may be a "workaholic" (with a compulsion to work or anxiety about not working enough).

Best-Fit Work Situations

- Most organizations welcome work-centered people like you and will reward your commitment and willingness to work overtime or irregular hours, but if you are a "died-in-the-wool workaholic," a better work situation for you forces you to take time off, allowing you to renew yourself and avoid burnout.
- Your ideal job challenges you and takes full advantage of your capacity for hard work, and reinforces your work drive while encouraging you to get enough rest to avoid "burnout".

Worst-Fit Work Situations

- Beware of a job that pays for unlimited overtime; such a job encourages workaholism and a total encroachment on personal/family life by the job.
- While you are likely to perform well in many jobs, you become bored and unhappy in jobs that seem too easy or where you cannot distinguish yourself from others by your hard work. For you, the list of such jobs is likely to be long.

Suggestions For Development

- Seriously consider following the suggestions you probably hear often from those close to you: Take a few days off - and leave all of your work behind! You may need to sharpen the boundaries between work and personal life by setting limits on bringing work home or on vacation.
- Work smarter! You may have to learn to handle non-work commitments like you handle appointments at work: Put them on your calendar well ahead, manage your time, and follow through. Delegation may be a problem for you.



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Accommodating Accommodating and obliging; you are motivated to seek harmony and avoid confrontation. You prefer to minimize conflict and will follow the lead of others.					◆	Assertive Assertive, motivated to exert influence and impose your will on others, you can seize the initiative and may prefer a strong leadership role.

Your responses indicate a HIGHLY ASSERTIVE style of interaction, much more strongly motivated to impose your will, dominate others, and exert influence than to accommodate the needs of others, minimize conflict, and seek harmony.

Strengths

- As someone who prefers taking the lead, you have clear leadership potential and enjoy the challenge of motivating a group to achieve important goals.
- Personally persuasive, you can often influence others who initially disagree with you to come around to your way of thinking.
- Your very assertive style enables you to seize the initiative and take charge of events. You will confront problems head-on and not back down in disputes.

Weaknesses

- To some people you may seem pushy, demanding, bossy, or headstrong; your assertive style might be abrasive enough to lead some people to avoid you or to undermine your efforts.
- You may, at times, act self-centered, putting your own needs ahead of others and perhaps alienating some of the people you work with by ignoring or discounting them.

Best-Fit Work Situations

- You are well suited to work that involves persuasion, selling, negotiating, supervision, or enforcement.
- Your personal style makes you a viable candidate for leadership positions at all levels, including supervision, management, and executive roles.

Worst-Fit Work Situations

- You may be unhappy in a job that often requires you to subordinate your own interests to a larger group, to frequently support group consensus, or to consistently follow someone else's lead.
- You will probably have difficulty in a service job that requires you to focus mainly on understanding and satisfying others' needs, as in front-line customer- or human services or clinical social work.

Suggestions For Development

- As a forceful personality, you may need to focus more on understanding the concerns and preferences of those you work with and seeking greater balance in meeting their needs as well as your own.
- Strongly assertive individuals like you can sometimes drift into an overbearing or authoritarian influence style without being aware of it. Consider seeking feedback about how you are coming across to the people you are leading, managing, directing, or advising.
- You may be a better talker than listener; consider seeking feedback on your listening skills and be prepared to learn that they may need some work.

<p>Introverted - Need Quiet Time</p> <p>Inward-oriented and reserved, you prefer one-to-one or small group meetings to larger groups. You like to concentrate on one task at a time in a quiet setting with few distractions. Interacting with others takes energy; you re-energize by spending time alone.</p>					◆	<p>Extroverted - Energized by People</p> <p>Outgoing, gregarious, and talkative, you enjoy meetings and gatherings of all kinds and conversations with many people. You like to work interactively on multiple tasks and don't mind interruptions. Being alone takes energy, you re-energize by spending time with people.</p>
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Your responses indicate a HIGHLY EXTROVERTED style, much more gregarious, sociable, talkative, sociable, outer directed, affiliative, and outward-oriented than most other people who participated in this assessment. You register as action-oriented, and comfortable dealing with groups and many people; at once; you are less comfortable you are less comfortable with solitude and with solitary analysis and reflection.

Strengths

- With your outgoing personality, you are at ease in most groups and adept at mixing in gatherings; you feel confident in social situations and dealing with others.
- You excel at tasks that involve interacting with many different people, especially those that call for talking, contacting, socializing, networking, and meetings.
- Your preference for ready engagement with others enables you to make new acquaintances quickly, forge new relationships, and interact freely with people you have just met.

Weaknesses

- People may see you as a better talker than listener; you may unknowingly dominate meetings and conversations, at times even to the point of alienating others if you "talk over" them or interrupt.
- You may at times take a "ready, fire, aim" approach by going ahead without adequate planning or preparation.
- You may talk too much or engage in social interactions when you should be focusing on the tasks at hand.

Best-Fit Work Situations

- It is important for you to work at the center of the action, where you can easily talk with people throughout the day and stay in touch with others.
- Your ideal work situation involves frequent, fast-paced interaction with many other people and multiple, challenging interpersonal tasks, as in sales, marketing, teaching, public service, direct healthcare, employee relations, courtroom litigation, public relations, or customer service.

Worst-Fit Work Situations

- You may be unhappy working in a place that isolates you from others or leaves you by yourself for long periods, such as an out-of-the-way office, extended travel, or working at home.
- You may become bored with work that requires sustained attention to detail or prolonged concentration on one task at a time with limited opportunities for interaction with other people.

Suggestions For Development

- Ask those close to you how satisfied they are with your listening skills, and be prepared to hear that you need to do a better job of listening and understanding the other person's perspective.
- Examine how much time you spend interacting with other people and how much emphasis you put on social factors. Are you socially distractible or over-influenced by social cues? Could you reduce your talking time in favor of other useful activities?
- While you may prefer to do problem solving through discussions with others; for balance, it may be helpful to push yourself to do more individual reflection, analysis, and deliberation.



Career Development Report

Candidate: Marcus Addington

Date: 11/24/2008

Independent Self-reliant, you prefer working by yourself independently of others. You place primary value on individual contributions at work.			◆			Collaborative Collaborative, you prefer working jointly and interdependently with others on group efforts requiring cooperation. You place a high value on teamwork.

Your scores indicate an interpersonal style that represents a blend of INDEPENDENT and COLLABORATIVE orientations. Overall, you consistently favor neither cooperative teamwork nor individual contribution, as you find both orientations equally appealing.

Strengths

- Able to fit comfortably into a variety of work situations, you might, at times, step forward to take an active role in helping a group operate smoothly, and at other times you might work on your own with little need for involvement by co-workers.
- As someone capable of working both cooperatively and independently, you can adapt with relative ease to situations that call for teamwork, individual effort, or a mixture of both.
- Willing to take credit for independent accomplishments, you are also comfortable "sharing the spotlight" and acknowledging your team mates' contributions to successful collaborations.

Weaknesses

- In situations that call for self-reliance, you may, at times, appear uncertain of your direction and perhaps overly dependent on input or approval from others.
- When it's time for teamwork, co-workers may occasionally see you as a half-hearted "team player" or lukewarm in your commitment to a cooperative effort.

Best-Fit Work Situations

- You are probably at your best in work settings that call for alternating between solo and cooperative efforts through multiple projects.
- Your style is likely to fit well in management teams or project teams that expect members to collaborate with peers while at the same time moving forward on individual initiatives.

Worst-Fit Work Situations

- As a member of a co-located work team that works interactively all day long, as in some manufacturing plants, you may find it difficult to stay in "team player mode" that much of the time.
- You may be dissatisfied in a work role that requires exclusive concentration on solitary efforts.

Suggestions For Development

- If you hesitate to commit yourself to a group effort, or if you tend to hold back from full involvement in collaborative projects, you may want to consider pushing yourself to develop more teamwork skills to increase your comfort when you need to use them.
- You probably will not find out whether co-workers doubt your ability to work independently unless you ask them for feedback; it may be helpful to ask someone you trust whether people see you as someone they can depend on for individual assignments.



Career Development Report

Candidate: Marcus Addington

Date: 11/24/2008

Task-Focused	1	2	3	4	5	Customer-Focused
<p>You focus most naturally on the work at hand -- following procedure, maintaining quality, and meeting timelines. You value productivity and efficiency more than relationships.</p>	◆					<p>You focus most naturally on customers at work -- identifying their needs, solving their problems, and being responsive and helpful to make them satisfied. You value service and relationships more than efficiency.</p>

Your scores indicate a MIX OF TASK-FOCUSED AND CUSTOMER-FOCUSED ORIENTATIONS in your relationships at work, reflecting an equal emphasis on satisfying the needs and preferences of customers and satisfying the need for efficiency and productivity.

Strengths

- In situations that call for dealing with your customers in an efficient, business-like way, you are able to rise above personal feelings and maintain your professionalism.
- When your work demands it, you are capable of learning about the needs of your customers outside or inside your organization and working toward satisfying them.
- You generally do not believe in making exceptions for customers for personal reasons, though you might consider giving special treatment in extreme circumstances.

Weaknesses

- If you focus on the needs and satisfaction of some individual customers - either internal or external to the organization - while focusing too much on efficiency in dealing with other customers, you may come across as showing favoritism.
- If you sometimes take a personal interest one of your customer's needs and other times deal with the same customer using an "all-business" approach, you may appear inconsistent or unpredictable.
- Your customers may see you as inconsistent, sometimes attending to their personal needs and other times attending to the task and treating them brusquely or impersonally.

Best-Fit Work Situations

- You are comfortable in work situations that sometimes call for building personal relationships with customers and other times dealing with sensitive cases in a strictly professional way.
- Your style fits well in organizations that strive for the highest possible level of customer satisfaction while staying within a budget and, when necessary, setting limits on the extent of customer service.

Worst-Fit Work Situations

- You could experience stress in a work role that isolates you from contact with customers inside and outside of the organization while requiring that you maintain a full-time task focus, as in some technical jobs involving programming, accounting, and research.
- Your mixture of a task-focused and customer-focused style may not fit well in a work role that places primary emphasis on customer satisfaction or on resolving customers' complaints, as in many positions that involve full-time customer service.

Suggestions For Development

- Consider asking for feedback about how well you match your personal style to the work situation, either focusing on customers' personal needs and satisfaction or focusing on the task and keeping an appropriate, impersonal emphasis on efficiency.
- You may need to hone your skills in sustaining customer-focus for a long time, as in dealing with a major client, or in sustaining task-focus, as in setting limits with an overly demanding client. Consider asking your supervisor for feedback.

SUMMARY

- Your scores indicate a **STRONG PREFERENCE FOR CHANGE** and a much greater affinity for new learning, change, and innovation than for familiarity, predictability, and routine.
- Your scores indicate a mix of **OPTIMISTIC** and **PESSIMISTIC** orientations, suggesting that - depending on the situation - you sometimes anticipate success, sometimes expect failure, sometimes experience ambivalence about whether to hold high hopes, and generally see several scenarios for the future.
- Your scores indicate a **FLEXIBLE** personal style, demonstrating a stronger preference for spontaneity, flexibility, and originality in your approach to work than a more structured, organized, predictable approach.
- Your scores indicate that you have an **EMOTIONALLY REACTIVE** personality. You tend to react to sources of stress at work, and at times you experience anxiety or emotional tension, and possibly physical symptoms of strain.
- Your scores indicate a **HIGHLY TOUGH-MINDED STYLE OF DECISION-MAKING**. Your answers reflect a much stronger preference for making decisions on a basis of dispassionate, objective analysis of facts and data than on a basis of feelings, values, and emotions.
- Your responses reflect a **STRONGLY WORK-CENTERED** style. You expressed a much higher priority for work and career than for other features of your life, indicating that for you, work comes first and you adjust other parts of your life to accommodate your career.
- Your responses indicate a **HIGHLY ASSERTIVE** style of interaction, much more strongly motivated to impose your will, dominate others, and exert influence than to accommodate the needs of others, minimize conflict, and seek harmony.
- Your responses indicate a **HIGHLY EXTROVERTED** style, much more gregarious, sociable, talkative, sociable, outer directed, affiliative, and outward-oriented than most other people who participated in this assessment. You register as action-oriented, and comfortable dealing with groups and many people; at once; you are less comfortable you are less comfortable with solitude and with solitary analysis and reflection.
- Your scores indicate an interpersonal style that represents a blend of **INDEPENDENT** and **COLLABORATIVE** orientations. Overall, you consistently favor neither cooperative teamwork nor individual contribution, as you find both orientations equally appealing.
- Your scores indicate a **MIX OF TASK-FOCUSED AND CUSTOMER-FOCUSED ORIENTATIONS** in your relationships at work, reflecting an equal emphasis on satisfying the needs and preferences of customers and satisfying the need for efficiency and productivity.

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