



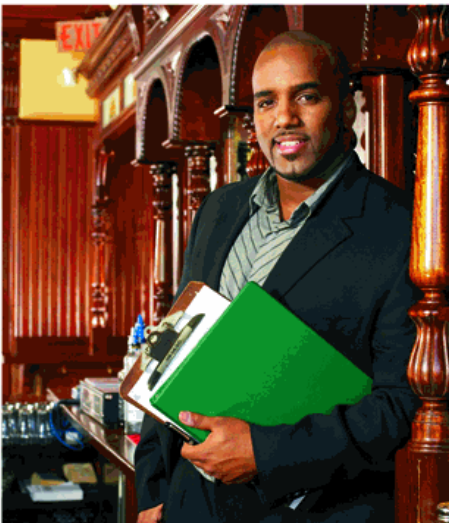
**We Improve Productivity  
Through People.**

## **Career Development Report**

For

**Krista Williams**

November 25, 2008





## Career Development Report

Candidate: Krista Williams  
Date: 11/25/2008

### 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.



# Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

## 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.

<b>Personal Style</b>	
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?
<b>Interpersonal Style</b>	
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?
<b>Orientation to the Future</b>	
Tolerance for Change	Do you like predictability and stability vs. novelty and excitement?
Enthusiasm / Trust	Are you confident and trusting or cautious and careful?
<b>Management Style</b>	
Comfort with Leadership	To what degree do you gravitate to leadership roles or individual contributor roles?
Procedural vs. Big-Picture	Do you like dealing with details or focus more on new possibilities?
Leadership Controls	To what degree do you prefer to stay on top of all the details or empower others to make their own choices?
Human Relations	To what degree do you feel responsibility for whether people are satisfied in their jobs or do you feel they should take ownership for their own satisfaction?

**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.



# Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

## PERSONAL STYLE FEEDBACK REPORT FOR Krista Williams

Date: 11/25/2008

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><b>Emotionally Reactive</b></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><b>Emotionally Resilient</b></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><b>Non-Work-Centered</b></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><b>Work-Centered</b></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>
<p><b>Flexible</b></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><b>Structured</b></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><b>Big-Picture Oriented</b></p> <p>Big picture-oriented, you strive to be comprehensive and inclusive in your approach to your work. You look for patterns and links among job components and pay attention to their fit with the larger environment and the future.</p>			◆			<p><b>Detail Oriented</b></p> <p>Detail-oriented, you strive for precision and accuracy in your work. You attend to even minute features with care and ensure that all task steps are completed thoroughly. You focus on quality and consistency in your work.</p>
<p><b>Intrinsic Motivation</b></p> <p>Motivated by intrinsic work factors such as challenge, variety, and personal meaning, you are more interested in the work itself than in money, prestige, or status. Your work represents an end in itself and is inherently satisfying.</p>	◆					<p><b>Extrinsic Motivation</b></p> <p>Motivated by money, status, power, or prestige, you are more interested in what your work brings you than in the work itself. Your work is extrinsically motivating and is a means to some other end.</p>



# Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

## INTERPERSONAL STYLE

<p><b>Introverted</b></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><b>Extroverted</b></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><b>Independent</b></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><b>Collaborative</b></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><b>Straightforward</b></p> <p>Candid, straightforward, open, direct style in dealing with others. You reject pretense or artifice in self-presentation and value frank, unpretentious communication. You value coming across the same way to different people in different situations.</p>	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> <td>◆</td> </tr> </table>					◆	<p><b>Image-Conscious</b></p> <p>Tactful, diplomatic, image-conscious, polite style in dealing with others. You are concerned with making a good impression and gaining approval. You like to avoid offending and prefer to present with a positive 'spin.'</p>
				◆			



# Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

## ORIENTATION TO THE FUTURE

<p><b>Preference For Stability</b></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></td> <td></td> <td>◆</td> <td></td> <td></td> </tr> </table>			◆			<p><b>Preference For Change</b></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><b>Vigilant</b></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>	<table border="1"> <tr> <td></td> <td>◆</td> <td></td> <td></td> <td></td> </tr> </table>		◆				<p><b>Optimistic</b></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>
	◆						



# Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

<b>MANAGERIAL STYLE</b>						
<p><b>Accommodating Leadership</b></p> <p>Accommodating and respectful; you are motivated to seek harmony among the people who report to you and exert influence on them in an indirect manner.</p>	◆					<p><b>Assertive Leadership</b></p> <p>Assertive, motivated to exert influence and impose your will on the people who report to you. You take charge of things and prefer a strong leadership role.</p>
<p><b>Role-Relations Oriented</b></p> <p>Concerned with treating subordinates equally, you keep an emotional distance from employees. You strive to keep work relationships free from bias or favoritism, avoid personal involvements, and maintain proper, professional boundaries.</p>			◆			<p><b>Human Relations Oriented</b></p> <p>Concerned for the welfare of subordinates and consideration of their needs and concerns, you show an active interest in the thoughts and feelings of the people who report to you. You maintain close relationships with them and prefer to know them personally.</p>
<p><b>Participative</b></p> <p>You invite employees to participate in decisions and focus on delegation of responsibility and authority. You expect independence and initiative, and will give broad, general assignments, trusting employees to handle the details.</p>	◆					<p><b>Directive</b></p> <p>You closely direct the activities of employees and focus on authority and control. You expect employee compliance and will give specific, detailed assignments while closely monitoring progress and performance.</p>
<p><b>Operational Leadership</b></p> <p>As a leader you emphasize immediate goals and day-to-day accomplishments. You focus more on implementation and tangible results than on strategy and long-term planning.</p>	◆					<p><b>Visionary Leadership</b></p> <p>As a leader you emphasize the long-range vision of the future, broad mission, and over-arching values. You focus more on strategic planning and direction than on implementation and day-to-day tactics.</p>



# Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

## INDIVIDUAL TRAIT SUMMARY FOR Krista Williams

<p><b>Preference For Stability</b></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" style="width: 100%; height: 100%;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">◆</td> <td style="width: 25%;"></td> </tr> </table>			◆		<p><b>Preference For Change</b></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 PREFERENCE FOR BALANCE BETWEEN STABILITY AND CHANGE. You are about equally as attracted to tradition, routine, and precedent as you are to innovation, new learning, and improvement.

### Strengths

- Comfortable with many elements of the status quo, you are open to innovation and improvement where it is necessary, and you can readily accept change in some areas.
- While you enjoy working on some familiar tasks, you also like a certain amount of novelty and new learning in your work.
- You are likely to be comfortable looking for small opportunities for improvement in ways of working, and co-workers can probably count on you to implement limited change.

### Weaknesses

- In a stable, static environment where everything stays pretty much the same, you may become bored, restless, or impatient with the routine.
- Large-scale change may upset you, and you are likely to have trouble understanding or accepting suggestions that seem to represent radical shifts from tradition or customary ways of doing things.
- You may resist extensive innovation that appears to call for too much new learning all at once.

### Best-Fit Work Situations

- You are at your best in work roles that involve a moderate amount of routine while also allowing for some new learning and innovation; for example, in many management, training, and service roles.
- You are likely to be most at home in a mature industry where sweeping change has given way to "continuous improvement" and incremental innovation of well-established processes and procedures.

### Worst-Fit Work Situations

- A work role that requires constant innovation and new learning, as in a business start-up or new product development, would probably be difficult and unsatisfying for you.
- You may eventually become bored by highly repetitive work in which tasks have to be done exactly the same way every time, as in precision manufacturing or medical research.

### Suggestions For Development

- Consider challenging yourself to identify the specific areas in which you are comfortable with change and new learning and the specific areas in which you prefer stability. It may be helpful to review whether or not you need to work on changing your "comfort zone" concerning change.
- With your preference for a balance of stability and change, you might disappoint co-workers by either unexpectedly trying a new approach to a well-established routine or by resisting an innovation after having accepted other (smaller) ones in the past. Consider asking for feedback about this.



# Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

<p><b>Vigilant</b></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><b>Optimistic</b></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>
--	---	--	--	--	---

Your scores indicate a PESSIMISTIC style, more inclined to look for problems and what might go wrong than to look on the bright side and expect the best,. You typically try to prepare for the worst and avoid unpleasant surprises.

### Strengths

- Given your tendency to doubt, question, and think critically, you can help others see the downside of proposals, plans, and new ideas. You will not take much at face value.
- You are unlikely to be surprised or disappointed when things go wrong and plans go awry.
- You usually maintain a vigilant posture toward future events and possibilities, which allows you to prepare for adverse outcomes and negative contingencies.

### Weaknesses

- Others who are more optimistic by nature may sometimes find you a bit too negative, doubting, fault-finding, or judgmental. They may be put off by your readiness to see what could go wrong with future plans, intended projects, and proposed strategies.
- You may sometimes be unduly pessimistic and unable to envision positive possibilities and potentially positive outcomes. Your somewhat distrusting outlook can limit your vision at times.

### Best-Fit Work Situations

- You would probably find satisfaction and acceptance in roles that call for anticipating trouble and developing ways to deal with it, as in risk analysis, security, corrections, and information technology.
- Your ideal work situation gives you ample opportunity for critical thinking and evaluation. You are likely to be comfortable and effective in such functions as quality control, auditing, reviewing, monitoring, checking, and inspecting.

### Worst-Fit Work Situations

- A poor work role fit would be one where clients or customers needed constant reassurance about the future and how positively things will turn out.
- You may become somewhat frustrated working in an organizational culture that emphasizes unbridled optimism and expects its members to be constantly buoyant and bullish about the future.

### Suggestions For Development

- As research has shown a positive relationship between a person's optimism and overall life satisfaction, you might want to consider what impact your episodes of pessimism are having on your own quality of life.
- Ask those close to you whether you are occasionally coming across as too pessimistic, negative, critical, or cynical. Might you be lowering your chances for advancement or assignment to more exciting projects?"
- You might want to work on identifying positive possibilities in future work situations, scenarios, and plans. If you have difficulty with this, check out what others think.



# Career Development Report

Candidate: Krista Williams  
 Date: 11/25/2008

<p><b>Intrinsic Motivation</b></p> <p>Motivated by intrinsic work factors such as challenge, variety, and personal meaning, you are more interested in the work itself than in money, prestige, or status. Your work represents an end in itself and is inherently satisfying.</p>	◆					<p><b>Extrinsic Motivation</b></p> <p>Motivated by money, status, power, or prestige, you are more interested in what your work brings you than in the work itself. Your work is extrinsically motivating and is a means to some other end.</p>
--	---	--	--	--	--	---

Your scores indicate a **STRONG INTRINSIC WORK MOTIVATION**. You expressed a much stronger personal motivation from features of your work itself, such as challenge, meaning, and responsibility, than from the money, promotion, or prestige your work brings to you.

**Strengths**

- Because you are so strongly motivated by your work, it is a matter of professional pride to you to perform each project as well as it can be done.
- Challenges and difficult situations energize you and motivate you to find better methods or solutions; you can be counted on to do your best with difficult projects.
- Interest in your work motivates you to enhance your knowledge and skills, enabling you to take on greater challenges and more varied tasks; you are likely to become more expert over time.

**Weaknesses**

- Being so interested in your work makes you potentially vulnerable to those who would exploit you by under-compensating you or taking credit for your accomplishments.
- You may "blow off" projects that others see as important, but that you don't find interesting. You may refuse to give them your attention or neglect them in favor of more challenging problems.
- You may be so involved in your work that you fail to notice hidden agendas, politics, and power relationships around you, which may limit what you receive from the organization.

**Best-Fit Work Situations**

- For you, the best work situation is one that engages your interest and involves projects you find challenging or that gives you the variety you desire.
- Your ideal career gives you autonomy in choosing personally meaningful projects and carrying them out in the way you regard as best. You are well suited to careers in research and development, consulting, design, entrepreneurship, and general business.

**Worst-Fit Work Situations**

- Expect to be dissatisfied in a role with limited autonomy, close supervision, or prescribed routines.
- Work roles involving repetitive or seemingly meaningless tasks are probably downright aversive; you will be unhappy in any position you find monotonous or uninteresting.

**Suggestions For Development**

- It is important for you to be aware of your value to current and prospective employers, to clearly communicate that value, and to negotiate an equitable compensation package. Consider getting help with this.
- While politics and power may be uninteresting to you, it is still important for you to become sufficiently involved in them to assure that your own projects receive appropriate resources and that you get to do the kind of work you want to do.



# Career Development Report

Candidate: Krista Williams  
 Date: 11/25/2008

<p><b>Emotionally Reactive</b></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><b>Emotionally Resilient</b></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>
--	---	--	---

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.



## Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

- 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.



# Career Development Report

Candidate: Krista Williams  
 Date: 11/25/2008

<p><b>Non-Work-Centered</b></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><b>Work-Centered</b></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>
--	---	--	--	--	--	---

Your responses reflect a NON-WORK-CENTERED style. You expressed a high priority on keeping your commitment to work in balance with other parts of your life, like family, friends, and leisure. You generally try to avoid letting your work interfere with your personal life away from work.

### Strengths

- In striving for balance, you probably have developed skills at identifying what is important and committing time and energy mainly to top priorities, both at work and in your personal life.
- You are likely to come to work refreshed and ready to give your job your full concentration; managing your work/non-work balance gives you time for relaxation, recreation, and renewal.
- You usually do not let your job spill over into your home life, which your spouse and children probably appreciate.

### Weaknesses

- Because you limit your time at work, some co-workers might see you as a "shirker" who pulls less than your fair share of the load, if they themselves often stay late or work extra days.
- In some jobs, your supervisor may interpret your limited commitment to work as showing lack of motivation or drive, which may in turn limit your chances for advancement.
- You may be seen by some of the people you work with as being a bit inflexible or uncooperative if you make a habit of refusing opportunities to work overtime hours, irregular shifts, or extra days.

### Best-Fit Work Situations

- It is best for you to work in an organization that values employees' health and well-being, as shown, for example, by having "comp" time, a "flextime" policy, reasonable vacation policies, and recreation and daycare facilities.
- Your ideal situation involves work with fairly predictable demands, fixed hours, and little pressure to work overtime, as in many jobs in government, insurance and financial services, banking, retail sales, and customer service.

### Worst-Fit Work Situations

- In organizations with high turnover or many vacant positions, you may face strong pressures to extend your work hours; you are better off where job openings are few.
- You may not be happy in an organization that treats time commitment as a sign of motivation or a prerequisite for promotion, as in most startup companies, many e-commerce and high-tech organizations, and some manufacturing and production facilities.

### Suggestions For Development

- Consider asking co-workers for feedback about whether they see you as doing your fair share of the work, and perhaps discuss how you can increase your contribution during regular hours.
- If your current job puts a lot of pressure on you to work extra hours that you do not want to do, consider looking for a position in an organization that supports a clear demarcation between work and non-work.



# Career Development Report

Candidate: Krista Williams  
 Date: 11/25/2008

<b>Flexible</b>	◆	<b>Structured</b>
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.		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.

Your scores reflect a blend of FLEXIBLE and STRUCTURED personal styles, indicating that you prefer a spontaneous, adaptable, original approach as often as you prefer a predictable, organized, by-the-book approach, and you may vary your style from one situation to another.

### Strengths

- An adaptive problem-solver, you like to consider conventional, standard answers as well as creative, "out-of-the-box" alternatives; co-workers can look to you for both kinds of solutions.
- When circumstances demand it, you can follow accepted rules and go "by the book," or if necessary, you can establish your own procedures and set your own pace.
- You are capable of bursts of spontaneity that bring a sense of fun to your work and may challenge the status quo in a constructive way.
- You are equally at ease working on vague, ambiguous tasks with few guidelines and structured, step-by-step tasks with detailed specifications.

### Weaknesses

- Some co-workers may regard you as unpredictable if they see you use organized ways of working on some occasions and unexpectedly use a free-form approach on other occasions.
- To some people you may come across as ambivalent or inconsistent in your respect for authority, dedication to the organization, or support for "correct" ways of doing things.
- You may demonstrate inconsistent attention to detail, sometimes striving for complete accuracy and sometimes adopting a more casual approach.

### Best-Fit Work Situations

- It is important for your work role to have clear, specific expectations concerning the situations in which you have autonomy to work independently and those in which you must follow the rules.
- Your ideal work situation includes some well-defined tasks that require adherence to procedure and some open-ended tasks that give you the independence to develop your own ways of working -- for example, in management, training, teaching, product design, and internal consulting.

### Worst-Fit Work Situations

- Regimented work roles requiring strict adherence to established procedures for the whole work day, with few opportunities for self-expression, will likely prove difficult and unsatisfying for you.
- You will probably become dissatisfied in a highly ambiguous work role that constantly puts you in new situations that do not lend themselves to the structured working style you sometimes favor.

### Suggestions For Development

- If co-workers see you as inconsistent in your support for authority or tradition in the organization (and you may have to ask to find out), consider looking for more areas of your work to structure using methods accepted by the organization's leaders.
- Your preference for balancing flexible and structured personal styles represents an asset, as long as your style fits the level of structure required by your tasks. Consider asking co-workers how well you match your style to situations that need a structured approach and those that call for flexibility.

<p><b>Big-Picture Oriented</b></p> <p>Big picture-oriented, you strive to be comprehensive and inclusive in your approach to your work. You look for patterns and links among job components and pay attention to their fit with the larger environment and the future.</p>			◆			<p><b>Detail Oriented</b></p> <p>Detail-oriented, you strive for precision and accuracy in your work. You attend to even minute features with care and ensure that all task steps are completed thoroughly. You focus on quality and consistency in your work.</p>
---	--	--	---	--	--	--

Your scores indicate a blend of BIG PICTURE-ORIENTED and DETAIL-ORIENTED personal styles, suggesting that you can take a broad perspective and see how the elements fit together, or you can attend to the specifics needed to ensure consistent, high-quality work, and you may use different styles at different times.

**Strengths**

- Able to take a broad view of your work to see how the elements fit together, you are capable of strategic thinking and planning when the need arises.
- At your best, you can take a collection of apparently unrelated facts and, in a "flash of insight," understand the underlying pattern or common cause.
- Because you can see both the fine points of your work and how they relate, you are able to translate general plans into specific actions, and to explain how particular tasks fit into the larger plan.
- You can attend to specific details of your work when you decide to do so, and you can concentrate sufficiently on small things to produce high-quality work.

**Weaknesses**

- Co-workers may see you as inconsistent if you sometimes take a big-picture approach, and other times focus just on the specifics.
- Sometimes you might get bogged down in details and lose track of the plan, perhaps upsetting co-workers who have in the past seen you take a broader perspective.
- You may occasionally get so fixated on the plan that you lose track of important details, possibly disappointing co-workers who may have seen you handle the small things well at other times.

**Best-Fit Work Situations**

- A blend of big-picture and detail-oriented styles is well suited to management roles that call for implementing general plans and explaining to employees how their tasks help realize a larger vision.
- Your style fits well in a work role that combines the need for mastery of specific facts and the need to integrate information into a coherent package.

**Worst-Fit Work Situations**

- It may be a strain for you to work in a job that requires sustained concentration on details or prolonged precision work, as in quality management, accounting, engineering, and programming.
- You are unlikely to be satisfied in a job that focuses mainly on planning or abstract concepts without opportunities to implement the plans and deal with "hands on" parts of the work.

**Suggestions For Development**

- Look for ways to apply your capacities to organize facts and information and to identify the specific actions to implement strategic plans.
- Your mix of detail-oriented and big-picture styles represents a strength as long as you can maintain a fit between your style and the particular requirements of your work; consider asking co-workers how well you match your style to situations that call for a broad perspective versus attention to specifics.



# Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

<b>Introverted</b>				◆		<b>Extroverted</b>
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.						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.

Your responses indicate an EXTROVERTED style, more gregarious, sociable, talkative, sociable, affiliative, and outward-oriented than many people who participated in this assessment, yet not as extroverted as some. You register as more comfortable dealing with other people and the world of action; you are generally less comfortable than with inner thoughts and feelings, but in a few situations your style involves some tendencies toward introversion 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 comfortable in social situations and dealing with others.
- You generally like tasks that involve interacting with many different people, especially those that involve talking, contacting, socializing, networking, and meetings.
- Your ability to engage other people usually enables you to readily make new acquaintances, forge new relationships, and interact freely with people you have just met.

### Weaknesses

- People may at times see you as a better talker than listener; you may unknowingly over-contribute to meetings and conversations, sometimes to the point of irritating others around you.
- You may occasionally take a "ready, fire, aim" approach by forging ahead without adequate planning or preparation.
- You may sometimes 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 in settings 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 other people and multiple 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 dissatisfied 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 de-motivated by work that requires sustained attention to detail or prolonged concentration on one task at a time with little or no opportunity for interaction with other people.

### Suggestions For Development

- Ask those close to you how satisfied they are with your listening skills. You may find that you need to do a better job at 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 socializing. Are you over-influenced by social cues? Could you usefully reduce your talking time in favor of other activities?
- While you may prefer to do problem-solving through discussions with others; for balance, it may be helpful to push yourself a bit to do more individual reflection, analysis, and deliberation.



# Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

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

Your responses demonstrate a COLLABORATIVE orientation. You register a stronger preference for teamwork, joint effort, and cooperation than for working "solo" and relying on your own, individual efforts.

### Strengths

- As someone who strives to be a "team player" most of the time, you are generally motivated to fit into a group; you usually try to cooperate at work, at home, and in other settings.
- When your group succeeds, you generally are willing to share the credit and rewards with other members; you usually do not try to "hog" the glory for yourself.
- You typically like to take a positive role in helping groups operate smoothly, and you are often willing to pitch in and assist co-workers, participate in team assignments, and help the group reach its goals.

### Weaknesses

- Some people may see you as too much of a follower or too compliant, unwilling to take strong stands without the approval, support, or guidance of a group.
- You may sometimes rely so much on collaboration that when you are called upon to do something difficult or complex by yourself, you become uncomfortable or have trouble doing so.

### Best-Fit Work Situations

- You are at your best in a work setting that requires frequent coordination of activities, exchange of information, and interdependent action to achieve common goals.
- Your ideal work situation calls for you to spend a majority of your time serving as a member or leader of a cohesive team that operates by collaboration and consensus, as in service, consulting, and management teams.

### Worst-Fit Work Situations

- You may be dissatisfied by work that requires too much solo effort, individual contribution, or products that grow primarily out of your own efforts.
- You may become unhappy spending too much time working in a remote location, on out-of-office assignments where you work primarily on your own, or in independent practice or a home-based business because of the separation from other people that such settings can impose.

### Suggestions For Development

- For many like yourself who have a collaborative orientation, it can sometimes be a challenge to work independently or in situations where you do not consult and collaborate with others; consider developing your skills at carrying out individual projects.
- If you aspire to personal recognition or to leadership positions, consider whether you are doing enough to distinguish yourself from your peers and taking enough individual initiative.
- You might want to ask yourself if you are doing enough to come up with your own ideas and make original contributions at work.

<b>Straightforward</b>					◆	<b>Image-Conscious</b>
Candid, straightforward, open, direct style in dealing with others. You reject pretense or artifice in self-presentation and value frank, unpretentious communication. You value coming across the same way to different people in different situations.						Tactful, diplomatic, image-conscious, polite style in dealing with others. You are concerned with making a good impression and gaining approval. You like to avoid offending and prefer to present with a positive 'spin.'

Your scores indicate a HIGHLY IMAGE-CONSCIOUS orientation in interactions with others. Your responses demonstrate a much stronger preference for impression management, tact, discretion, and projecting a favorable self-image than for "straight talk," and direct, unvarnished communication consistent across situations.

### Strengths

- As someone who pays close attention to appearances, you are likely to make a very good "first impression" and to gain acceptance into groups.
- You are quick to adjust your self-presentation to fit the formal and informal norms, customs, and rituals in organizational and social settings.
- Your skills at creating a favorable image probably allow you to "sell yourself" and your services or products to prospective clients, customers, co-workers, and others.

### Weaknesses

- At times, you may come across to some people as insincere, phony, or manipulative, perhaps even when you aren't consciously trying to please. They may doubt your intentions or find it difficult to get to know you on a genuine, personal basis.
- You may be too open about your shortcomings and weaknesses, which some people may see as a weakness itself; your more image-conscious peers may be promoted ahead of you.
- You may sometimes downplay weaknesses and hesitate to discuss problems that might put you in a bad light; you may be too reluctant to admit mistakes or deliver bad news.
- Your concern about maintaining a favorable image can include self-deception; you may be "in denial" about personal shortcomings that you can correct with some effort, but may cause problems if you don't.

### Best-Fit Work Situations

- In service, counseling, or consulting relationships you probably can gain rapport readily with others who are image-conscious like you.
- You are at your best in work that requires finesse, poise, tact, subtlety, and sensitivity to situational norms. Fitting work settings may be found in sales, marketing, customer service, personal services, and hospitality and travel industries.
- Your ideal work culture is a relatively formal, hierarchical organization or one in which image and appearances are important, as in politics, public and community relations, international work, media, entertainment, and fashion industries.

### Worst-Fit Work Situations

- You may be uncomfortable in a setting that values unpretentiousness, genuineness, straightforwardness, or open discussion of mistakes or personal shortcomings, as in many manufacturing organizations, crafts and skilled trades, and work that involves long-term relationships with clients.
- You may dislike an informal work culture that does not stand on ceremony, values open exchange of ideas and information, and places low emphasis on image; for example, many startup companies, research and development groups, creative marketing, college and university teaching, environmental groups, and construction.

### Suggestions For Development

- Ask someone close to you for feedback about whether you are coming across as pretentious, phony, or overly sensitive to criticism. If you can't seem to get a straight answer, you probably are.



## Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

- In long-term working relationships, you may find that people eventually "call" you on your impression management. You may need to be prepared to talk about it openly, even though this will almost certainly be difficult for you.



# Career Development Report

Candidate: Krista Williams  
 Date: 11/25/2008

<b>Operational Leadership</b> As a leader you emphasize immediate goals and day-to-day accomplishments. You focus more on implementation and tangible results than on strategy and long-term planning.	◆					<b>Visionary Leadership</b> As a leader you emphasize the long-range vision of the future, broad mission, and over-arching values. You focus more on strategic planning and direction than on implementation and day-to-day tactics.

Your scores indicate a HIGHLY OPERATIONAL LEADERSHIP style. You expressed a much stronger emphasis on the immediate, day-to-day details and specific, short-term goals than on your organization's vision of the future, mission, and strategic plan in your approach to the role of leader.

### Strengths

- Co-workers can count on you to convert open-ended, long-range plans into specific, manageable, step-by-step sequences, and to help implement them.
- Mastery of standard procedures and business processes makes you a good candidate for a leader or trainer of those who need "hands-on" instruction.
- You strive to set clear, specific, short-term goals and work toward steady, measurable productivity.
- Your understanding of immediate organizational needs makes you a capable, practical problem-solver in the roles of leader, technical expert, or consultant.

### Weaknesses

- A reactive problem-solving style limits your ability to develop and promote strategic leadership initiatives.
- Some may see you as a "nit-picker" because you can, and probably do, point out small, practical problems in a plan.
- You may have difficulty resisting the temptation to "micro-manage" people working in your area of expertise.
- Your focus on day-to-day, operational details can keep you from seeing the "big picture;" you might focus your efforts on only one component of an entire process that needs to be redesigned.

### Best-Fit Work Situations

- An ideal work situation for you calls on your abilities at dealing with practical problems, constraints, and logistics, as in technology implementation, quality assurance, project management, inspection, testing, investigation, and trouble-shooting.
- Your style is best suited to positions that focus on day-to-day operations, as in the front lines of production, information services, logistics, transportation, customer service, or healthcare.

### Worst-Fit Work Situations

- Work that calls for dealing mainly with concepts and abstractions will prove difficult for you, as in policy analysis, business strategy, organizational development, economics, higher education, and think tanks.
- You are unlikely to be satisfied in a job that focuses on long-term planning or strategy.

### Suggestions For Development

- For someone with a focus on operations like yourself, it is important to find a compatible colleague with a more visionary style with whom to collaborate closely in your area of management responsibility.
- To augment the contribution you can make through your focus on operations, consider developing your skills at strategic thinking, perhaps through a seminar or business strategy course.



# Career Development Report

Candidate: Krista Williams  
 Date: 11/25/2008

<p><b>Accommodating Leadership</b></p> <p>Accommodating and respectful; you are motivated to seek harmony among the people who report to you and exert influence on them in an indirect manner.</p>	◆					<p><b>Assertive Leadership</b></p> <p>Assertive, motivated to exert influence and impose your will on the people who report to you. You take charge of things and prefer a strong leadership role.</p>
---	---	--	--	--	--	--

Your responses indicate a HIGHLY ACCOMMODATING style in interacting with others, much more strongly motivated to be agreeable, seek harmony, and avoid conflict than to take the lead and impose your will on others.

**Strengths**

- Willing to go out of your way to meet the needs of others, you may often provide emotional support and sympathy to co-workers.
- You fit well into a group and your co-workers probably recognize you as someone who will respect and support group consensus, the leadership of others, and organizational decisions.
- You have an accommodating, humble, non-threatening style of interacting that allows you to interact harmoniously with a wide range of people.

**Weaknesses**

- People may see you as too meek, passive, or unassertive; you may find others taking advantage of your good nature. It may be hard for you to confront problems or speak up on troublesome matters even when it is in your own best interest to do so.
- With your accommodating style, you may, at times, try to influence people through self-sacrifice or passive withdrawal rather than confront differences directly.

**Best-Fit Work Situations**

- You are well suited to work that involves supporting others, such as nursing, personal healthcare, customer service, human services, and food and lodging services.

**Worst-Fit Work Situations**

- You may be unhappy in a job that calls for leadership or direct supervision of others; your style may not be well-suited to leadership and management positions.
- You will probably have difficulty in a job that requires assertiveness and forcefulness in your dealings with others. Avoid organizational and interpersonal conflict, disputes, clashes of will, and in-fighting.

**Suggestions For Development**

- Consider whether you can address personal concerns or problems you have in a more direct manner.
- People with your highly accommodating style sometimes try to influence others through "martyr" tactics like passive withdrawal or self-sacrifice, which can be detrimental to relationships. Consider asking for feedback if you think this might apply to you.
- You may need to be more assertive and directive with other people to avoid letting them take advantage of you or take you for granted; consider seeking feedback on whether you need to "stand up" more for yourself.



# Career Development Report

Candidate: Krista Williams  
 Date: 11/25/2008

<p><b>Role-Relations Oriented</b></p> <p>Concerned with treating subordinates equally, you keep an emotional distance from employees. You strive to keep work relationships free from bias or favoritism, avoid personal involvements, and maintain proper, professional boundaries.</p>			◆		<p><b>Human Relations Oriented</b></p> <p>Concerned for the welfare of subordinates and consideration of their needs and concerns, you show an active interest in the thoughts and feelings of the people who report to you. You maintain close relationships with them and prefer to know them personally.</p>
--	--	--	---	--	---

Your responses indicate a HUMAN RELATIONS ORIENTED management style. You emphasize consideration for the feelings, experiences, and emotional states of those who report to you.

### Strengths

- When employees have problems, they can probably count on you to get involved and try to help. You are comfortable counseling employees about how to resolve difficulties.
- You are likely to have skill at maintaining harmony and cohesion in your work group, and morale is probably good most of the time.
- You prefer praise, affirmation, and recognition as motivational tools rather than criticism or reprimand. You are likely to practice coaching and mentoring.
- You take an active interest in the feelings, concerns, and well-being of the people who report to you. They are likely to see you as being considerate and understanding.

### Weaknesses

- It may be difficult for you to reprimand, discipline, or give negative feedback to employees, even when they need it.
- You can get too close to employees, at the risk of compromising your professionalism or objectivity. The boundary between friendship and work role can become blurred.
- You may be tempted to spend too much time and effort trying to help problem employees when a different approach may be needed, like disciplinary action, task re-assignment, or even termination.

### Best-Fit Work Situations

- You are most comfortable in work situations that allow open expression of feelings, time to process negative attitudes and emotions, and mechanisms for dealing with employee problems, fears, tensions, and grievances in a humanistic manner.
- You draw positive energy and insights from working with others who have a similar human relations orientation and concern for employee well-being and morale.
- Your style is likely to be appreciated in an organization that values employee relations and strives for high morale.

### Worst-Fit Work Situations

- You are not likely to be very happy managing employees who are very tough-minded, unsentimental, and prefer to keep emotional distance.
- You may find it difficult to manage in settings where work roles are clearly delineated and company policies discourage individualized attention, discretion in handling problem employees, or fraternization with subordinates.
- Your management style does not fit well in an organization that focuses primarily on work output with little or no concern for employee morale or well-being.

### Suggestions For Development

- Are you spending too much time and energy on problem employees? Ask your boss about this.
- Ask employees for feedback about your management style - whether you are invading your employees' space or taking too much of an interest in their feelings, private concerns, or personal lives. Consider whether you are sufficiently professional in your relations with the people who report to you.



## Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

- If your efforts to create a committed, satisfied, loyal workforce are already successful, perhaps you should consider providing mentoring to other managers and supervisors.



# Career Development Report

Candidate: Krista Williams  
 Date: 11/25/2008

<p><b>Participative</b></p> <p>You invite employees to participate in decisions and focus on delegation of responsibility and authority. You expect independence and initiative, and will give broad, general assignments, trusting employees to handle the details.</p>	◆					<p><b>Directive</b></p> <p>You closely direct the activities of employees and focus on authority and control. You expect employee compliance and will give specific, detailed assignments while closely monitoring progress and performance.</p>
--	---	--	--	--	--	--

Your responses indicate a HIGHLY PARTICIPATIVE management style. You take an empowering approach, emphasize delegation, and prefer to trust subordinates to take as much responsibility as possible.

**Strengths**

- People who report to you may freely offer creative new ideas and initiatives.
- Those around you appreciate the value you place on democratic process in your work group and your willingness to overlook differences in rank.
- You ask for others' ideas before making a decision, and you may be seen as a manager who can build consensus and get buy-in for initiatives.
- Your participative management style builds commitment among those who report to you, and in a crisis they may "go the extra mile" for you.

**Weaknesses**

- The manner in which you give assignments can be criticized as vague or unclear.
- To achieve maximum productivity of your work group, you probably need to put more emphasis on directing, scheduling, and organizing the work of people who report to you.
- You may become so personally involved with employees that criticizing, disciplining, or giving negative feedback to them becomes difficult.

**Best-Fit Work Situations**

- You are most comfortable in organizations with informal or casual cultures that downplay rank and status.
- You excel in situations that call for creativity and innovation, such as "high-tech" industries, research, new product development, and marketing units.
- Your management style is ideally suited to bright, motivated employees capable of working independently. You can handle a wide "span of control" with such employees, such as technical experts, research and development, applied scientists, and other professional groups.

**Worst-Fit Work Situations**

- You will probably find it confining and frustrating to work for a boss who has a highly directive management style.
- Your management style does not work well with employees of limited motivation or ability, who require close supervision, monitoring, or direction.
- Your style has a relatively poor fit with work settings or assignments requiring tightly scheduled, fast-paced, repetitive output.

**Suggestions For Development**

- Ask supervisees for feedback about your management style -- whether you are maintaining balance between asking for their participation and providing needed direction.
- Depending on what your supervisees say, consider obtaining training in time management skills, performance measurement, management by objectives, goal setting, or project management.
- Find people around you who will watch the details of schedules, budgets, progress, and milestones and keep you informed.

### SUMMARY

- Your scores indicate a PREFERENCE FOR BALANCE BETWEEN STABILITY AND CHANGE. You are about equally as attracted to tradition, routine, and precedent as you are to innovation, new learning, and improvement.
- Your scores indicate a PESSIMISTIC style, more inclined to look for problems and what might go wrong than to look on the bright side and expect the best. You typically try to prepare for the worst and avoid unpleasant surprises.
- 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 responses reflect a NON-WORK-CENTERED style. You expressed a high priority on keeping your commitment to work in balance with other parts of your life, like family, friends, and leisure. You generally try to avoid letting your work interfere with your personal life away from work.
- Your scores reflect a blend of FLEXIBLE and STRUCTURED personal styles, indicating that you prefer a spontaneous, adaptable, original approach as often as you prefer a predictable, organized, by-the-book approach, and you may vary your style from one situation to another.
- Your scores indicate a blend of BIG PICTURE-ORIENTED and DETAIL-ORIENTED personal styles, suggesting that you can take a broad perspective and see how the elements fit together, or you can attend to the specifics needed to ensure consistent, high-quality work, and you may use different styles at different times.
- Your scores indicate a STRONG INTRINSIC WORK MOTIVATION. You expressed a much stronger personal motivation from features of your work itself, such as challenge, meaning, and responsibility, than from the money, promotion, or prestige your work brings to you.
- Your responses indicate an EXTROVERTED style, more gregarious, sociable, talkative, sociable, affiliative, and outward-oriented than many people who participated in this assessment, yet not as extroverted as some. You register as more comfortable dealing with other people and the world of action; you are generally less comfortable than with inner thoughts and feelings, but in a few situations your style involves some tendencies toward introversion with solitary analysis and reflection.
- Your responses demonstrate a COLLABORATIVE orientation. You register a stronger preference for teamwork, joint effort, and cooperation than for working "solo" and relying on your own, individual efforts.
- Your scores indicate a HIGHLY IMAGE-CONSCIOUS orientation in interactions with others. Your responses demonstrate a much stronger preference for impression management, tact, discretion, and projecting a favorable self-image than for "straight talk," and direct, unvarnished communication consistent across situations.
- Your responses indicate a HIGHLY ACCOMMODATING style in interacting with others, much more strongly motivated to be agreeable, seek harmony, and avoid conflict than to take the lead and impose your will on others.
- Your responses indicate a HUMAN RELATIONS ORIENTED management style. You emphasize consideration for the feelings, experiences, and emotional states of those who report to you.
- Your responses indicate a HIGHLY PARTICIPATIVE management style. You take an empowering approach, emphasize delegation, and prefer to trust subordinates to take as much responsibility as possible.



## Career Development Report

Candidate: Krista Williams

Date: 11/25/2008

- Your scores indicate a HIGHLY OPERATIONAL LEADERSHIP style. You expressed a much stronger emphasis on the immediate, day-to-day details and specific, short-term goals than on your organization's vision of the future, mission, and strategic plan in your approach to the role of leader.

The information contained in this report is Resource Associates, Inc. business information intended only for the use of the individual or entities named above. If the reader of this report is not the intended recipient you are hereby notified that any dissemination, distribution or copying of this report is strictly prohibited. If you have received this report in error, please notify us immediately at (800) 840-4749 or by sending E-mail to [info@resourceassociates.com](mailto:info@resourceassociates.com).

copyright © 2008 **resource associates, inc.**

7044 Lake Bluff Ct, Knoxville, TN 37920

Ph. (865) 980-0630 FAX (865) 579-1269