



**Managerial Personal Style
Assessment III Assessment
Report**

**Candidate:
Virginia Sampleuser**

**Date:
03/28/2020**

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The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high performers in the type of job for which the candidate is applying (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol: ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Agreeableness					◆
Assertive Leadership			◆		
Conscientiousness					◆
Dependability					◆
Emotional Stability					◆
Extrinsic Motivation	◆				
Extroversion				◆	
Impression Management		◆			
Integrity				◆	
Managerial Human Relations				◆	
Openness				◆	
Optimism			◆		
Orderliness			◆		
Self-Confidence			◆		
Task Structuring	◆				
Teamwork		◆			
Visionary Leadership		◆			
Work Drive				◆	
Overall Cognitive Aptitude					◆

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Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Virginia's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 80-89%ile

Numeric Reasoning Top 5%ile

Verbal Reasoning Top 5%ile

Virginia has a very high level of general cognitive aptitude. She can learn new information quickly, solve complex problems efficiently, and be able to handle a very heavy information-processing load on this job.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect percentile rankings -- not percent correct on the test. With percentiles, the average is the 50%ile. Half of the people score below this score and half score above it. As another example, if a person scores 80-89%ile on a specific test in this report, it means that they scored as well as or better than 80-89% of the norm group, but not as high as 11-20% of the norm group.

The **Overall Cognitive Aptitude** is an average of the separate aptitude sections given to this candidate.

The lower the Overall Cognitive Aptitude score, we predict that the candidate will have difficulty learning new information and making decisions. For example, if they are well experienced in their occupation, they may be able to continue to perform well practiced tasks adequately, but have difficulty learning new things. As such, they will need additional training time and more support from supervisors. People who produce lower Overall Cognitive Aptitude scores generally prefer tasks that call for specific responses rather than ones requiring insightful solutions. They are also slower in processing information and are often easily overwhelmed by complex problems, especially ones they have not dealt with before.

The higher the Overall Cognitive Aptitude score, the more we predict that the candidate will learn quickly, pick up a lot of new information on their own without needing to be trained, handle a large information load easily, make decisions in an efficient manner, and show a great deal of insight about how to solve new and complex problems.

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Narrative Responses Provided by This Candidate

In reading through the candidate's responses, you should look for general themes that reflect the person's attitudes, values, and beliefs about work. Insights can help you generate probing interview questions. From another perspective, the way in which candidate responses are constructed demonstrate sophistication of communication skills.

Career Growth	Ms. Sampleuser's Responses
<i>My career goal for five years from now...</i>	Answer not included in public website samples.
<i>To better myself I...</i>	Answer not included in public website samples.
<i>Working with coworkers who do not know as much as I do...</i>	Answer not included in public website samples.
<i>If I feel underutilized in my job...</i>	Answer not included in public website samples.
<i>To get ahead in most companies you have to...</i>	Answer not included in public website samples.
<i>I sometimes felt my career advancement was limited by...</i>	Answer not included in public website samples.

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<i>My ideal job would be...</i>	Answer not included in public website samples.
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Demotivators	Ms. Sampleuser's Responses
<i>What annoys most workers...</i>	Answer not included in public website samples.
<i>I would quit my job if...</i>	Answer not included in public website samples.
<i>At work I feel tense when...</i>	Answer not included in public website samples.
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>My work performance suffers when...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.

Job Satisfaction	Ms. Sampleuser's Responses
<i>The kind of assignment I like best is...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.
<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>My greatest satisfaction in a job...</i>	Answer not included in public website samples.
<i>A boss deserves loyalty if...</i>	Answer not included in public website samples.
<i>What I want most from a job is...</i>	Answer not included in public website samples.

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<i>The best type of supervisor for me would be someone who...</i>	Answer not included in public website samples.
<i>Working closely with other people...</i>	Answer not included in public website samples.

Leading a Team	Ms. Sampleuser's Responses
<i>The way I get people to work together is...</i>	Answer not included in public website samples.
<i>I get people to participate in team discussions by...</i>	Answer not included in public website samples.
<i>Creating a strong team is not as important as...</i>	Answer not included in public website samples.
<i>Content of my team meeting typically consists of...</i>	Answer not included in public website samples.
<i>Team meetings are best used for...</i>	Answer not included in public website samples.

Management Style	Ms. Sampleuser's Responses
<i>As a manager, my greatest satisfaction at work...</i>	Answer not included in public website samples.
<i>Effective leadership...</i>	Answer not included in public website samples.
<i>Mentoring employees who report to me...</i>	Answer not included in public website samples.
<i>When I have to make a decision quickly...</i>	Answer not included in public website samples.
<i>Giving performance feedback...</i>	Answer not included in public website samples.
<i>When I have to reprimand or discipline an employee...</i>	Answer not included in public website samples.

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<i>Besides supervising other people, a manager should...</i>	Answer not included in public website samples.
<i>The average employee...</i>	Answer not included in public website samples.
<i>An employee who brings personal problems to work...</i>	Answer not included in public website samples.
<i>The key to my success as a manager...</i>	Answer not included in public website samples.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	Answer not included in public website samples.
<i>The best way to motivate people...</i>	Answer not included in public website samples.
Work Drive	Ms. Sampleuser's Responses
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.
<i>It's hard to do good work when...</i>	Answer not included in public website samples.
<i>When my suggestions at work are turned down I...</i>	Answer not included in public website samples.
<i>Having to work on the weekend...</i>	Answer not included in public website samples.
<i>Overnight travel...</i>	Answer not included in public website samples.

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Personality Assessment

Strengths:

- She is very kind, agreeable, and accommodating. Virginia will not be disruptive in group settings and will avoid conflict whenever possible. She is generous and giving of her time and attention.
- Virginia is moderately influential, but not pushy or bossy, in her leadership style. She makes requests of subordinates, guides their activities, and provides feedback to them in a low-key manner.
- She fulfills her job responsibilities very reliably and conscientiously. Virginia honors her obligations to others and dependably does what she says she will do.
- She registers as being a trusty, dependable employee if hired for this job. Virginia will perform her work in a reliable manner to fulfill the expectations of customers and her employer.
- She is quite resilient in the face of job stress and strain. Virginia can handle demanding conditions and work pressure, even on a continuing basis without becoming unduly frustrated. She will respond to work crises in a calm, even-tempered manner.
- Highly motivated by intrinsic factors, Virginia wants to do work that is challenging, interesting, and varied. Money is not the primary motivator for Virginia; rather, the nature of the work itself and her relationships with the people she works with are what energize and fuel her.
- Virginia is generally sociable, expressive, and congenial in her interactions with other people on the job. She is usually an effective communicator who encourages regular sharing of ideas and information in her work group.
- She typically presents herself in a sincere, unpretentious manner. First impressions of Virginia are likely to be consistent with later impressions by the people she works with.
- Virginia appears to be a principled and ethical person in how she performs job tasks and duties. She adheres to company rules and policies and does not take lightly any employee action that could be considered inappropriate.
- Virginia is typically considerate and respectful of the needs and concerns of subordinates. They are likely to see her as someone who is in touch with what they are feeling. Virginia will usually do what she can to ensure high levels of employee morale and satisfaction in her work group.
- Virginia is receptive to new ways of doing things on her job, and will likely create a work environment where employees offer suggestions for improvement. Virginia will be motivated by most opportunities for job training and professional development, both for herself and the people who report to her.
- Guardedly optimistic in her approach to work, Virginia will not only look for positive qualities in most situations and people, but also has a healthy amount of skepticism. She is likely to set reasonable goals for the people who report to her.
- Although generally systematic and methodical in her work, Virginia is not regimented. She is fairly flexible in the way she responds to emergent problems and changing job conditions.

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- Virginia is not one to crowd her subordinates or to second-guess their decisions and actions. As a manager, she gives them considerable job autonomy and discretion. Virginia works best with employees who are responsible and self-directed to perform well.
- Virginia usually prefers to work in situations where she can function in a self-directed manner. She is comfortable functioning independently much of the time on her job. Virginia will communicate with and try to motivate employees primarily one-on-one rather than in a team context.
- As a manager, Virginia is usually concerned with short-term goals and targets. She focuses her subordinates' efforts on dealing with pressing problems, immediate problems, and day-to-day developments. Virginia is practical and realistic in her approach to her work.
- Virginia has an above-average work drive. She usually works hard and does what it takes, including putting in overtime or irregular hours, to meet the demands of her job. As a manager, Virginia will set a good example for subordinates of working persistently to complete projects and attain goals.

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Developmental Concerns:

- If conflict arises in her area of responsibility, she will try to quickly get it smoothed over rather than deal with the underlying problem. People will find that she does not like to deal with disagreements or difficult situations, especially if it requires direct confrontation. And, in discussions with other coworkers, she will tend to give bland comments, or side with the majority when decisions are made even if she doesn't agree with them.
- Virginia could be more assertive and forceful in some situations, especially ones where her authority is being challenged, or where she needs to take a stand on an important issue. She could be more of a take-charge manager at times. Virginia may not be viewed as having strong leadership potential by other managers in the company.
- Money and other financial incentives will not be enough to fully motivate Virginia on her job. If hired, it will be important that she has sufficient opportunities for challenge, variety, and responsibility so that Virginia does not become dissatisfied and a candidate for turnover.
- Virginia could improve her interpersonal effectiveness by adjusting her approach to fit her audience and situation. She could tailor her presentations and statements more toward the person she is trying to influence.
- Virginia may not be engaged enough in managing the ongoing activities and work habits of subordinates. She may need to be much more involved in such functions as goal setting, clarifying expectations, monitoring performance levels, and giving corrective feedback as needed, especially in situations where employees are new to their jobs or are not internally motivated to do well.
- She may be a bit too independent and not willing enough to foster teamwork among employees and interdependence with other managers at her level. As a leader, Virginia could place more consistent emphasis on communication, cooperation, and mutual supportiveness among the people who report to her.
- She can be too reactive in her problem-solving style. Virginia may need to step back a bit and approach her work more proactively and strategically.

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INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. Some additional probes which you might want to use with individual questions are:

- * When did this take place?
- * What factors led up to it?
- * What were the outcomes?
- * What did others in the organization say about this?
- * How often has this type of situation arisen?
- * How would you handle it differently in the future?

AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously. What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

ASSERTIVE LEADERSHIP

- Describe a time when you successfully took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you successfully argued or negotiated with upper-management and were able to persuade them to accept your recommendation over the recommendations of others.

MONEY MOTIVATION

- Describe your earnings goals for the next five years.

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- Tell me which what factors define success for you in a job.
- Describe how your feelings of self-worth are affected by how much money you make.
- Describe the kind of lifestyle you want to achieve.

IMPRESSION MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?
- Describe your techniques for building rapport with coworkers and customers.
- Talk about the ways you tailor yourself and your presentations to fit the needs , resources, and interest levels of the people you are interacting with.

ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]
- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.
- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality . Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]
- Describe the most significant thing you have done to help yourself become better organized on your job.

SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.
- As a manager, tell me about your approach for monitoring the performance and accomplishments of the people who report to you.
- Describe whether you empower the people who report to you to function independently, and if so, how.

TEAMWORK

- Describe some ways that you have helped a group of coworkers achieve an important goal or outcome.

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- Tell me about a time when you needed to work collaboratively with another department or group to achieve a common goal.
- It is hard for some people to work independently. Describe how easy or difficult it is for you to work independently or carry out assignments where you don't consult with others.
- Give some examples of ways that too much emphasis on teamwork in a company can lead to lowered effort by individual employees or a loss of individual initiative.

VISIONARY LEADERSHIP

- Tell me about a time when you were asked to introduce a new corporate vision or goal to your direct reports. How did you gain their support? What were the results?
- Describe what you see as the key aspects of being a successful leader.
- As a leader, describe your preference for dealing with day-to-day issues, responsibilities, and problems versus planning, strategizing, and creating a vision for the future.

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**Managerial Personal Style
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**Date:
3/28/20**

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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?
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?
Management Style	
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.

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PERSONAL STYLE FEEDBACK REPORT FOR Virginia Sampleuser

Date: 03/28/2020

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

PERSONAL STYLE						
<p>Emotionally Reactive</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 Resilient</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>Non-Work-Centered</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>Work-Centered</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>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>Big-Picture Oriented</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>Detail Oriented</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>Intrinsic Motivation</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>Extrinsic Motivation</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>

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INTERPERSONAL STYLE						
<p style="text-align: center;">Introverted</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 style="text-align: center;">Extroverted</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 style="text-align: center;">Independent</p> <p>Self-reliant, you prefer working by yourself independently of others. You place primary value on individual contributions at work.</p>		◆				<p style="text-align: center;">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 style="text-align: center;">Straightforward</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>		◆				<p style="text-align: center;">Image-Conscious</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>

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ORIENTATION TO THE FUTURE					
<p style="text-align: center;">Preference For 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 style="text-align: center;">Preference For 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 style="text-align: center;">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 style="text-align: center;">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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MANAGERIAL STYLE						
<p style="text-align: center;">Accommodating Leadership</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 style="text-align: center;">Assertive Leadership</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 style="text-align: center;">Role-Relations Oriented</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 style="text-align: center;">Human Relations Oriented</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 style="text-align: center;">Participative</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 style="text-align: center;">Directive</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 style="text-align: center;">Operational Leadership</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 style="text-align: center;">Visionary Leadership</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>

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INDIVIDUAL TRAIT SUMMARY FOR Virginia Sampleuser

Preference For Stability 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.				◆		Preference For Change 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.
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Your scores indicate a PREFERENCE FOR CHANGE and a greater affinity for new learning, change, and variety than for familiarity, predictability, and routine.

Strengths

- Comfortable with change and innovation, you may be seen as someone committed to improving the status quo and advocating continuous improvement.
- With your interests in new concepts and fresh ideas, you regularly envision new possibilities and enthusiastically embrace experimentation with them.

Weaknesses

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

Best-Fit Work Situations

- Ideally you work in a setting that requires substantial 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 regularly gives you new projects and challenges, like consulting, project design and planning, troubleshooting, and marketing.

Worst-Fit Work Situations

- It would be dissatisfying 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 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.

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

Vigilant	◆	Optimistic
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.		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.

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.

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

<p>Intrinsic Motivation</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>Extrinsic Motivation</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>
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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.

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

<p>Emotionally Reactive</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 Resilient</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 a HIGHLY EMOTIONALLY RESILIENT personality. You are able to handle high levels of job stress and pressure, keep your composure in potentially frustrating circumstances, and recover quickly from setbacks.

Strengths

- A hardy, robust person, you quickly put disappointments and setbacks behind you and move on to the next challenge.
- Your calm under pressure enables you to deal constructively with difficult situations that others might find upsetting and unsettling.
- Your emotional stamina allows you to withstand long-term stress on the job and keep an even keel in the face of daily trials and tribulations.

Weaknesses

- As a way of coping with stress at work you may be "in denial" about stress and strain you and your co-workers experience; you may have trouble acknowledging and talking openly about negative emotions and distress.
- Being resilient under stress yourself, you may have trouble empathizing with emotionally reactive co-workers, and it may be difficult for you to identify with or and acknowledge the stress they experience .
- You may push yourself to work harder than is healthy or sustainable in the long term . It may be hard for you to acknowledge that even you have stress limits.

Best-Fit Work Situations

- For a hardy person like yourself, an ideal work role has moderate to high levels of demand and challenge; you might become bored in a position that does not tax your abilities at least some of the time.
- You are likely to be most satisfied in an organization where most of your co-workers are also hardy and resilient.

Worst-Fit Work Situations

- In a high-pressure work role in an organization that demands self-discipline and discourages expressions of weakness, you might unknowingly push yourself beyond even your considerable tolerance for prolonged stress, and eventually experience "burnout."
- You can expect to become restless and unhappy in a tranquil , low-pressure position with few sources of excitement.

Suggestions For Development

- Consider asking for feedback from co-workers about whether you seem to be taking on too much work or "burning the candle at both ends" too often for your own good.
- Hardy, stress-resistant people can at times seem impatient, insensitive, or unsympathetic to co-workers who react more strongly to stress; if you believe this might apply to you, ask a trusted friend whether you need to be more supportive of co-workers experiencing stress.

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

Non-Work-Centered	◆	Work-Centered
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.		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.

Your responses reflect a WORK-CENTERED style. You expressed a higher priority for work than for other features of your life indicating that, for you, work comes first and you usually adjust other parts of your life to accommodate it.

Strengths

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

Weaknesses

- Some settings reward working "smart" rather than hard; thus, your employer may see you as needing to find more efficient ways to do your work.
- You may sometimes over-emphasize your commitment to work, which takes away time and energy you might devote to family, friends, recreation, and non-work pursuits.

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. If you are on the verge of working too much, a better work situation for you is one that forces you to take time off, allowing you to renew yourself and to avoid burnout.
- Your ideal job challenges you regularly and takes advantage of your capacity for hard work. It reinforces but not abuse, your work drive.

Worst-Fit Work Situations

- Beware of a job that pays for unlimited overtime; such a job encourages workaholism and an encroachment on personal/family life by the job.
- While you are likely to perform well in many jobs where effort counts, you may 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 fairly long.

Suggestions For Development

- Seriously consider following the suggestions you may hear sometimes 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.
- You may need to put more time on your calendar for leisure, fun, family, and other non-work commitments.

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

Flexible					◆	Structured
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 indicate a HIGHLY STRUCTURED personal style with a much stronger preference for structure, organization, and rule-following than for spontaneity, flexibility, and originality.

Strengths

- You place a high value on dependability and conscientiousness, both in yourself and others, and strive to make sure that you follow through on commitments in a diligent manner.
- You pride yourself on predictability, and people may describe you as a "no surprises" kind of person.
- You strive for structure in your work and can be depended upon to stay organized, even under pressure of time.

Weaknesses

- At times, people you work with may see you as a "control freak" if you push them too much to go "by the book."
- It may be difficult for you to quickly modify your approach or do "mid-course corrections."
- You are likely to become impatient with disorganization or lack of established structure, and you may quickly become irritated when things do not go according to plan.
- Your motivation to achieve organization may lead to a "rush to closure" in which you prematurely end discussion of complex issues in favor of quick decisions.

Best-Fit Work Situations

- A work environment suited to your style has clearly defined roles, well-established rules, and standard procedures, as in military, law enforcement, security, banking, financial services, and many manufacturing settings.
- Your ideal work culture places a high value on reliability, dutifulness, and adherence to procedure.

Worst-Fit Work Situations

- Work that requires tolerance for ambiguity will likely prove difficult; you may experience high levels of stress in projects with unpredictable or varying timelines, budgets, standards, specifications, or customers.
- You are likely to be uncomfortable in work that calls for constant change and where you would have to make flexible adjustments to different situations on an ongoing basis.

Suggestions For Development

- If your tendency to always want structure and predictability bothers some of the people you work with (it probably does, even if they don't say so), try to develop a sense of humor about it and occasionally poke fun at yourself.
- Individuals with your personal style can be overly regimented. You might consider asking for feedback about this, and if confirmed, perhaps consider loosening up and going with the flow once in a while.
- Try working once in awhile on an ambiguous project with uncertain outcomes. Remember that if you wish to advance into higher-level positions, in most organizations the tasks become more complex and unstructured, particularly leadership and executive roles.

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

Big-Picture Oriented	◆	Detail Oriented
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.		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.

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.

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

Introverted				◆		Extroverted
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.

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

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 responses demonstrate an INDEPENDENT orientation. You expressed a stronger preference for working "solo" and relying on your own, individual efforts rather than working as a member of a cooperative group or in a collaborative project.

Strengths

- As someone inclined to be a self-sufficient contributor, you are probably adept at handling long-term assignments that require sustained individual effort.
- With your preference for working self-reliantly, you are likely to need little supervision, direction, or outside help with your tasks. You can be productive for fairly long periods with little external support.
- You can resist pressures toward conformity, avoid undue influence by groups, and stay true to your own values and beliefs. You do not need to constantly validate your conclusions and decisions with other people.

Weaknesses

- You are probably uncomfortable having to work closely and interdependently with others as a major part of your job; you may sometimes worry that others will do less than their share of work or take more than their share of credit.
- You may occasionally come across as being somewhat uncooperative or non-participative to your more group-oriented co-workers.

Best-Fit Work Situations

- You are frequently at your best as a technical contributor in a career involving such fields as scientific research, development, consulting, design, architecture, or information technology.
- You are probably comfortable working for long periods in geographically isolated locations, out-of-office assignments, or independent practice.

Worst-Fit Work Situations

- You are unlikely to be happy as a full-time member of a tightly knit work team; you may even find it uncomfortable to work in a job that requires you to spend any significant part of your time in group projects.
- You may want to avoid working in an organization that uses teams as the basic performing units or allocates rewards more on the basis of team accomplishments than individual contributions.

Suggestions For Development

- Consider asking co-workers for feedback about whether they see you acting too autonomously or even selfishly; you may be turning off people without knowing it.
- If you haven't yet mastered the basic skills of teamwork, it might be helpful to your career to take a course or two on such topics as meeting management, consensus building, group problem solving, and conflict management in groups.

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

Straightforward	◆				Image-Conscious
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 STRAIGHTFORWARD orientation in dealing with others. Your responses demonstrate a stronger preference for direct, frank communication than for diplomacy and impression-management.

Strengths

- Because you usually try to communicate your feelings and beliefs accurately to others, you probably have a clearer and more accurate self-image than most people.
- Typically consistent from one situation to another in what you communicate, you are likely to be viewed similarly by most co-workers.
- Your frankness typically makes you a good source of feedback for others who may seek you out for "straight talk" and telling it like it is.
- Your preference for candid communication generally makes it easy for others to know you and what you stand for. Future impressions of you in the workplace are likely to agree with first impressions.

Weaknesses

- If you disregard the importance of appearances and convention, you risk being seen as politically naive, which may have adverse consequences in some work situations.
- You may occasionally be too open about your shortcomings and weaknesses, which some people may see as a weakness itself.
- Your candor can occasionally unsettle other people. You may come across as somewhat blunt or insensitive, and you may sometimes annoy others by speaking too directly.

Best-Fit Work Situations

- You are more comfortable in a work culture that values candid self-expression, open communication, and unpretentious interpersonal style.
- Your ideal work situation is a relatively informal work unit that de-emphasizes organizational politics, authority, and rank, and places little value on appearances.

Worst-Fit Work Situations

- Expect to experience some stress in positions that require you to communicate messages about which you hold private doubts or which are at variance with your own beliefs and values.
- With your value on frankness, you may be uncomfortable working in organizations where advancement depends on the image you project, especially situations calling for gamesmanship, political savvy, and adjusting the way you present yourself depending on the situation.

Suggestions For Development

- Ask someone close to you for feedback about whether you are offending some people by speaking too bluntly or acting disrespectfully, and if you are, work on identifying situations where you can practice being more tactful and discreet.
- Many who value candid self-expression also dislike formal business situations where one has to play a role, follow a script, or even adhere to a formal dress code. Consider whether you need to pay more attention to the way you present yourself and how you are received in such situations.

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

<p>Operational Leadership</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>Visionary Leadership</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>
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Your scores reflect an OPERATIONAL LEADERSHIP style. You expressed a 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

- 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 generally can divide long-range plans into manageable, sequential steps and help implement them.
- You usually prefer 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 may limit your ability to take leadership initiative.
- Attunement to day-to-day, operational details can sometimes 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.
- Some may see you as a bit of a "nit picker" because you can, and probably do, point out small, practical problems in a plan.
- You may sometimes try to "micro-manage" people working in your area of expertise.

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 could prove difficult, as in policy analysis, business strategy, organizational development, economics, higher education, and think tanks.
- You are unlikely to be happy in a job that focuses on long-term planning or strategy.

Suggestions For Development

- For someone who tends to focus on operations like yourself, it could be beneficial 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 further developing and honing your skills at strategic thinking, perhaps through a seminar.

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

<p>Accommodating Leadership</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>Assertive Leadership</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>
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Your responses indicate that you prefer interacting with other people using both ASSERTIVE AND ACCOMMODATING styles equally. You sometimes take the lead and exert influence in a direct, persuasive way; other times, you are accommodating, seek harmony, and follow the lead of others.

Strengths

- In seeking balance between asserting your own will and accommodating the desires of others, you can probably interact comfortably with a variety of people and "mix" well in varied groups.
- You may be able to "read" interpersonal situations for cues about whether to confront and persuade people toward your way of thinking or to seek harmony by letting them persuade you.

Weaknesses

- Alternating between accommodation and assertiveness may come across as ingratiating or "two-faced" if you act too assertively with subordinates and too accommodating with your peers and your boss.
- Some co-workers may see you as lacking insight if you misread cues about when to assert your viewpoint and when to seek harmony instead of confrontation.

Best-Fit Work Situations

- You may find it satisfying to work in positions that require assertive interactions with people outside the organization and accommodation with those inside, as in purchasing or sales.
- Your interpersonal style fits well in work roles that call for selectively varying assertiveness, as in positions dealing often with individuals of both higher and lower rank, cross-cultural ventures, "middle management" roles, and many management teams.

Worst-Fit Work Situations

- In a position that requires strong leadership, you may have difficulty sustaining the necessary assertiveness.
- You may have difficulty in a job that requires you to downplay your own opinions and focus mainly on understanding and satisfying the needs of others.

Suggestions For Development

- Some people who score as you did tend to "give in" for a while to the wishes of others at their own expense while resentment builds, then they "blow up" in an inappropriate manner. If this describes you at all, it may be helpful to ask co-workers for feedback about it so that you can vent your feelings before you reach a boiling point.
- To capitalize on a style of selectively varying assertiveness, you must have the skills to read social cues well enough to fit your behavior to the situation. Consider asking co-workers for feedback about how wisely you choose when to lead and when to follow.

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

Role-Relations Oriented 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.				◆		Human Relations Oriented 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.

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 .

Managerial Personal Style Assessment III Test Report

Candidate: Virginia Sampleuser

Date: March 28, 2020

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

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Participative	◆					Directive
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.						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.

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.

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SUMMARY

- Your scores indicate a PREFERENCE FOR CHANGE and a greater affinity for new learning, change, and variety 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 that you have a HIGHLY EMOTIONALLY RESILIENT personality. You are able to handle high levels of job stress and pressure, keep your composure in potentially frustrating circumstances, and recover quickly from setbacks.
- Your responses reflect a WORK-CENTERED style. You expressed a higher priority for work than for other features of your life indicating that, for you, work comes first and you usually adjust other parts of your life to accommodate it.
- Your scores indicate a HIGHLY STRUCTURED personal style with a much stronger preference for structure, organization, and rule-following than for spontaneity, flexibility, and originality.
- 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 an INDEPENDENT orientation. You expressed a stronger preference for working "solo" and relying on your own, individual efforts rather than working as a member of a cooperative group or in a collaborative project.
- Your scores indicate a STRAIGHTFORWARD orientation in dealing with others. Your responses demonstrate a stronger preference for direct, frank communication than for diplomacy and impression-management.
- Your responses indicate that you prefer interacting with other people using both ASSERTIVE AND ACCOMMODATING styles equally. You sometimes take the lead and exert influence in a direct, persuasive way; other times, you are accommodating, seek harmony, and follow the lead of 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.

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- Your scores reflect an OPERATIONAL LEADERSHIP style. You expressed a 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.

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