resource associates

Personal Style Assessment III
Assessment Report

Candidate:

Shah Sampleuser

Date:

11/02/2020

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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
Assertiveness			◆		
Conscientiousness		◆			
Customer Service / Responsiveness					◆
Emotional Stability / Resilience		◆			
Extroversion	◆				
Integrity		◆			
Openness				◆	
Optimism/Enthusiasm			◆		
Teamwork		◆			
Tough Mindedness			◆		
Work Drive					◆

Overall Cognitive Aptitude

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Shah's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	60-69%ile

Shah has an above-average level of general cognitive aptitude. He should be able to handle the problem-solving demands of this job in a capable manner.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect underlined 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.

Personality Assessment

Strengths:

- Shah is mildly assertive when the situation permits or calls for it. However, he is by no means aggressive or overbearing and tries to bring his influence to bear in a respectful, reasonable manner.

- He is fairly adaptable when interpreting what needs to be done and how to deal with work challenges and problems. Shah can make on-the-spot adjustments and shift gears when needed on the job.

- Shah is highly committed to providing quality service to customers. He tries to anticipate, meet, and follow-through on customer concerns and requests. Shah will serve as a good role model for subordinates on customer responsiveness.

- As someone who is introverted, Shah is not one to waste words or engage in casual conversations unless there is a clear purpose to do so. He is comfortable in work situations where there is limited social interaction.

- He is open to new learning on the job. Shah should be fairly comfortable with organizational change and innovation initiatives in the workplace, as well opportunities to advance his skills and abilities.

- He balances optimism with vigilance in his posture toward other people as well as new situations. Shah doesn't prejudge others, but he is also not gullible or easily deceived.

- Shah is somewhat prone to work independently. He usually prefers to be self-sufficient on his job, without having to rely much on other people.

- He takes into account both objective facts and subjective cues when appraising problems and making judgments. Shah considers both analytical data and interpersonal factors when choosing a course of action.

- Shah has a high work drive and will put a lot of effort to meet job demands. Long hours and an irregular schedule will not be a problem for him, even on a continuing basis.

Developmental Concerns:

- Shah may need to be more strong-willed and assertive in some situations. He should let others know what he really thinks or feels about things at times.

- Shah could be more conscientious and reliable, at times, in the way he performs job tasks, duties, and assignments. He could more consistently follow through on his work commitments.

- Shah is not very stable or well-adjusted. When it gets hectic and stressful, he may lose control of his emotions when subjected to extensive pressure at work.

- Shah could be more expressive, warmhearted, and sociable in his interpersonal style. He may need to significantly strengthen his ability to communicate effectively with other people .

- Shah had a below average score on honesty and integrity, which calls into question whether he will consistently behave in a wholly ethical and truthful manner on the job. He may fail to adhere consistently to company rules and policies.

- He may sometimes be too independent and not willing enough to support teamwork and group efforts . Shah could be more willing to work closely with other employees to achieve shared goals and objectives.

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?

ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.

- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.

- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.

- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?

- 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 effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently?

- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.

- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.

- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.

EMOTIONAL STABILITY/RESILIENCE

- Tell me about a time when you had to keep on working despite having some problem or concern weighing on your mind. [Probes: How long did it go on? How was it resolved? How often has this kind of thing happened in the last six months?]

- Stress is a natural part of most work environments these days. Describe a situation where some significant form of stress has impacted you on your job and how you dealt with it.

- Describe a situation where you learned to live with something stressful at work.

EXTROVERSION

- Describe a situation when your ability to communicate made a difference in the outcome of a project , assignment, or task at work.

- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.

- All of us have different styles of interacting and communicating with other people . Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]

- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?

INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?

- Under what conditions would it be acceptable to ignore or bend a company rule or policy?

- Describe what you would do if your boss asked you to keep quiet about some data he or she was falsifying for the annual company report.

- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

TEAMWORK

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

- 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 .

Career Development Report

Candidate:

Shah Sampleuser

Date:

11/2/20

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: Shah Sampleuser
Date: November 02, 2020

Interpreting This Report

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

Personal Style

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

Interpersonal Style

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

Orientation to the Future

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

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

PERSONAL STYLE FEEDBACK REPORT FOR
Shah Sampleuser

Date: **11/08/2020**

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

PERSONAL STYLE					
Flexible 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.	◆				**Structured** 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.
Emotionally Demonstrative 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.	◆				**Emotionally Stable** 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.
Tender-Minded When appraising problems and drawing conclusions, you focus on the feelings and concerns of the people involved. Sympathetic and considerate, you prefer to take account of emotions and personal sensitivities in your decisions.		◆			**Tough-Minded** When appraising problems and drawing conclusions, you focus on the facts involved and an objective analysis of results and costs. Dispassionate and logical, you prefer to make decisions based on data and demonstrable impact on the bottom line.
Work to Live 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.				◆	**Live to Work** 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.

INTERPERSONAL STYLE

Accommodating			◆			Assertive
Accommodating and obliging; you are motivated to seek harmony and avoid confrontation. You prefer to minimize conflict and will follow the lead of others.						Assertive, motivated to exert influence and impose your will on others, you can seize the initiative and may prefer a strong leadership role.
Introverted - Need Quiet Time	◆					**Extroverted - Energized by People**
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.
Independent		◆				**Collaborative**
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.
Task-Focused					◆	**Customer-Focused**
You focus most naturally on the work at hand -- following procedure, maintaining quality, and meeting timelines. You value productivity and efficiency more than relationships.						You focus most naturally on customers at work -- identifying their needs, solving their problems, and being responsive and helpful to make them satisfied. You value service and relationships more than efficiency.

ORIENTATION TO THE FUTURE						

Prefer 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.

| | | | ◆ | |

Enjoy 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.

Cautious / Vigilant

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.

| | ◆ | | |

Trusting / Optimistic

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.

INDIVIDUAL TRAIT SUMMARY FOR
Shah Sampleuser

Prefer Stability				◆		Enjoy Change
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.						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.

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.

Cautious / Vigilant			◆			Trusting / 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.

Tender-Minded			◆			**Tough-Minded**
When appraising problems and drawing conclusions, you focus on the feelings and concerns of the people involved. Sympathetic and considerate, you prefer to take account of emotions and personal sensitivities in your decisions.						When appraising problems and drawing conclusions, you focus on the facts involved and an objective analysis of results and costs. Dispassionate and logical, you prefer to make decisions based on data and demonstrable impact on the bottom line.

Your scores indicate a MIX OF TOUGH-MINDED AND TENDER-MINDED STYLES OF DECISION-MAKING. Your answers reflect approximately equal preferences for making decisions using dispassionate analysis of facts and using subjective judgments about emotions and personal values.

Strengths

● Because you believe decisions should take account of both objective data and personal sensitivities, you can avoid getting "locked in" to a stereotyped decision making process.

● Being attuned to both the rational and emotional sides of decision-making may enable you to mediate personal conflicts, facilitate group consensus, and present ideas in a way seen as responsive and fair.

● In decision-making you strive for balance between objective analysis of the facts and consideration of the feelings of the people involved; you are capable of making decisions seen as fair by all.

Weaknesses

● If you consciously or unconsciously select the decision style that advances your self-interests or shows favoritism, co-workers may see you as manipulative or biased.

● If you switch styles for different decisions - sometimes deciding via a tough-minded approach and sometimes via a tender-minded approach - you might come across as inconsistent or unpredictable.

● If you tend to adopt the decision style that gives you the "easy way out," you may be seen as ineffectual.

● In using both tough- and tender-minded decision styles, you may not be truly proficient at either dispassionate analysis or empathic decision-making ("jack of all trades, master of none").

Best-Fit Work Situations

● An ideal career for you takes advantage of your ability to adopt a decision style that satisfies the demands of the situation, you are suited to roles that require adaptable, flexible decision making with regard to consideration of facts versus feelings.

● You are at your best in work roles that call for dealing with the subjective responses of people in a variety of groups and relationships while also dealing with data, information, machines, tools, and technical systems.

Worst-Fit Work Situations

● In roles that call for maintaining a "tough-minded mode" most of the time - as in dealing mainly with data, measurements, and numbers - you may become uncomfortable and dissatisfied.

● You may experience difficulty or even frustration in roles that require essentially full -time empathy or sensitivity to emotional cues, as in counseling, entertaining, or care-giving.

Suggestions For Development

● As someone who mixes tough-minded and tender-minded decision styles, your effectiveness depends on how you reach a balance. Consider asking co-workers for feedback about whether you appropriately blend tender-minded and tough-minded approaches to reach fair decisions. Or do you instead alternate unpredictably between styles or select the approach that promotes self-interests, fosters favoritism, or gives expedient solutions to problems?"

● People with an adaptive style like yours can sometimes benefit from sharpening skills in one or both approaches to decision-making. If you and those around you see an opportunity for you to improve your data-based or person-based decision skills, consider adding a workshop or training program on one or both of these topics to your plan for individual development.

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 FLEXIBLE personal style, demonstrating a stronger preference for spontaneity, flexibility, and originality in your approach to work than a more structured, organized, predictable approach.

Strengths

● As a creative problem-solver in most situations, people probably count on you to see problems in original ways, to keep looking for more options, and to come up with inventive solutions.

● Many times your flexibility enables you to function comfortably in situations with no obvious answers or guidelines. Your tolerance for ambiguity can be an asset in such situations .

● Usually easygoing and spontaneous, you like to have fun at work and perhaps challenge the status quo.

Weaknesses

● With your value on originality, you may come across in some settings as too nonconforming or unconventional.

● You can sometimes be disorganized or inefficient in your work . You may need to pay closer attention to existing performance standards.

● You may become impatient with rules, policies, and procedures and at times may not adhere to them as fully or as consistently as others would like.

Best-Fit Work Situations

● For someone like you who often likes to "think outside the box," an ideal career calls for flexibility and creativity, as in product design, software development, consulting, creative arts, advertising, or marketing.

● Your ideal work situation gives you substantial autonomy and independence and does not involve a lot of rules or regulations. It is important for you to have a supervisor who understands your need for flexibility and a work role that allows you to do things your way.

Worst-Fit Work Situations

● Work that requires strict adherence to established rules and procedures will likely prove difficult . You may experience stress in highly regimented work roles that do not offer opportunities for spontaneous self-expression.

● You are unlikely to be happy in large, bureaucratic or heavily structured organizations, unless you can find a niche in one that allows for self-expression and flexibility.

Suggestions For Development

● If your tendency to make decisions too quickly or to fail to reach a decision bothers those around you (and it may, even if they don't say so), you might want to push yourself to make decisions and fulfill commitments in a timelier manner.

● Individuals with your personal style sometimes lack personal organization and efficiency . You might consider asking for feedback about this, and if confirmed, consider finding ways to make your work more methodical and systematic.

Emotionally Demonstrative	◆				**Emotionally Stable**
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.					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.

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.

● 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.

Work to Live					◆	**Live to Work**
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 STRONGLY WORK-CENTERED style. You expressed a much higher priority for work and career than for other features of your life, indicating that for you, work comes first and you adjust other parts of your life to accommodate your career.

Strengths

● Because of your strong work ethic, you may be one of the select few who get the really tough assignments - and you probably handle them so well, you can expect more.

● You are willing to work extra hours and weekends, if necessary, to complete your tasks and projects on time.

● Your high priority on work motivates you to strive for peak performance; people at work can count on you to "go the extra mile" for your customers and your projects.

Weaknesses

● In an organization that rewards working "smart" rather than hard, your employer may see you as not being smart enough to find more efficient ways to do your work.

● You are likely to deal with stress and adversity through denial; you may even deny that you endure a great deal of stress to maintain your over-commitment to work.

● Your main weakness is that you over-emphasize your strength - commitment to work - which takes time and energy you might devote to family, friends, recreation, and non-work pursuits. You may be a "workaholic" (with a compulsion to work or anxiety about not working enough).

Best-Fit Work Situations

● Most organizations welcome work-centered people like you and will reward your commitment and willingness to work overtime or irregular hours, but if you are a "dyed-in-the-wool workaholic," a better work situation for you forces you to take time off, allowing you to renew yourself and avoid burnout.

● Your ideal job challenges you and takes full advantage of your capacity for hard work, and reinforces your work drive while encouraging you to get enough rest to avoid "burnout".

Worst-Fit Work Situations

● Beware of a job that pays for unlimited overtime; such a job encourages workaholism and a total encroachment on personal/family life by the job.

● While you are likely to perform well in many jobs, you become bored and unhappy in jobs that seem too easy or where you cannot distinguish yourself from others by your hard work. For you, the list of such jobs is likely to be long.

Suggestions For Development

● Seriously consider following the suggestions you probably hear often from those close to you: Take a few days off - and leave all of your work behind! You may need to sharpen the boundaries between work and personal life by setting limits on bringing work home or on vacation.

● Work smarter! You may have to learn to handle non-work commitments like you handle appointments at work: Put them on your calendar well ahead, manage your time, and follow through. Delegation may be a problem for you.

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

Your responses indicate 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.

Introverted - Need Quiet Time	◆					**Extroverted - Energized by People**
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 a HIGHLY INTROVERTED style, much more private, solitary, quiet, and quiet, and inward-oriented than most other people who participated in this assessment. You register as contemplative, and comfortable dealing with inner thoughts and feelings, and far less comfortable than dealing with large groups and interacting with many people.

Strengths

● An attentive listener and keen observer, you notice details that others overlook.

● At ease in one-to-one interactions and in-depth conversations, you can develop and sustain satisfying, long-term relationships.

● You excel at tasks that require advance thought, sustained concentration, preparation, and contingency planning.

Weaknesses

● As an introvert, you probably have difficulty being spontaneous or dealing within situations that require extensive interaction (especially face-to-face) and working in social situations that require fast reactions. with people you don't know well, especially in gatherings and social occasions.

● People probably see you as too quiet, reserved, unexpressive, impersonal, or even withdrawn.

● You may have difficulty being spontaneous - unless you can prepare something "spontaneous" in advance - and you may have trouble adjusting to social situations that require "thinking on your feet."

Best-Fit Work Situations

● It is important for you to have a quiet, relatively private workspace that allows you to work without distraction and to spend time by yourself.

● You are at your best in work roles that give you time to plan and reflect before committing yourself to a course of action.

● Your ideal work situation allows sustained concentration on one project at a time, as in research, development, programming, writing, analysis, design, or and project management.

Worst-Fit Work Situations

● You have trouble "thinking on your feet" in meetings or making presentations without sufficient time to prepare, so you would be uncomfortable in retail sales or service management.

● You may feel overwhelmed by a job in a work role that requires extensive social interaction and talking with a lot of different people on a regular basis.

Suggestions For Development

● As an introvert you may need to express your opinions, share your ideas, and "toot your horn" more. For example, be sure to brief your boss often -- every week at least -- about what you are working on and what you have accomplished.

● Ask those close to you how satisfied they are with the way you keep them informed; they may want you to communicate more or more often.

● Consider pushing yourself to socialize more and widen your network of friends and contacts.

Independent		◆				**Collaborative**
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 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

● Generally disinclined toward close collaboration and interdependence at work, you may lack some teamwork skills.

● 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.

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

Your scores reflect a STRONGLY CUSTOMER-FOCUSED orientation to your relationships at work, indicating a much stronger value on attending to customers' needs, preferences, and requests than to task-related issues like productivity and efficiency.

Strengths

● Being attuned as you are to the concerns of customers, you probably are capable of identifying ways to improve existing products and services, and you may be good at thinking of ideas for new products and services.

● With your focus on your customers, you are probably very adept at identifying and understanding customers' needs, sometimes even before they are voiced.

● Your priority on relationships at work motivates you to attend to the needs of your customers , many of whom may ask for you personally.

Weaknesses

● At times, you may expend too much of your time and energy satisfying a single customer, and you may even commit more resources to the relationship than is wise.

● In your enthusiasm to meet customers' needs, you may sometimes get into trouble with co-workers by taking the customer's side or criticizing teammates' interactions with your customers.

● You might allow your efforts to satisfy customers interfere with the timely completion of other work important to your organization's productivity.

Best-Fit Work Situations

● You will find greatest satisfaction in a career that allows you to build personal relationships with customers . You probably enjoy working directly with customers on projects that meet their needs and make them satisfied, as in financial services, teaching, training, sales, consulting, architecture, and design.

● Your ideal work environment is an organization with a culture that places a high value on customer relationships and on work processes that support them.

Worst-Fit Work Situations

● With your priority on customer satisfaction, you may find it difficult to work in jobs that give you little or no direct contact with customers, as in programming and systems analysis, the production side of manufacturing, or science and engineering roles.

● You are likely to experience stress in a service organization that allocates scarce resources and must disappoint some clients or fails to address their needs responsively.

Suggestions For Development

● Although you may hesitate to "toot your own horn" about it, your priority on customer relationships can be an important asset to your organization. Consider whether it might be helpful to emphasize this trait more strongly to your boss or prospective employer.

● Examine periodically whether your strong value on customer focus leads you to neglect other requirements of your work related to efficiency and productivity .

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 a FLEXIBLE personal style, demonstrating a stronger preference for spontaneity, flexibility, and originality in your approach to work than a more structured, organized, predictable approach.

- Your scores indicate that you have an EMOTIONALLY REACTIVE personality. You tend to react to sources of stress at work, and at times you experience anxiety or emotional tension, and possibly physical symptoms of strain.

- Your scores indicate a MIX OF TOUGH-MINDED AND TENDER-MINDED STYLES OF DECISION-MAKING. Your answers reflect approximately equal preferences for making decisions using dispassionate analysis of facts and using subjective judgments about emotions and personal values.

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

- Your responses indicate 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 HIGHLY INTROVERTED style, much more private, solitary, quiet, and quiet, and inward-oriented than most other people who participated in this assessment. You register as contemplative, and comfortable dealing with inner thoughts and feelings, and far less comfortable than dealing with large groups and interacting with many people.

- 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 reflect a STRONGLY CUSTOMER-FOCUSED orientation to your relationships at work, indicating a much stronger value on attending to customers' needs, preferences, and requests than to task-related issues like productivity and efficiency.