Leadership Potential for Individual Contributors Test Report

Candidate:

Jane Sample

Date:

5/13/20

CANDIDATE SUMMARY

- Responses indicate a PREFERENCE FOR BALANCE BETWEEN STABILITY AND CHANGE, about equally as attracted to tradition, routine and precedent as to innovation, new learning and improvement.

- Responses indicate a mix of OPTIMISTIC and PESSIMISTIC orientations, suggesting that - depending on the situation - sometimes anticipating success, sometimes expecting failure, and sometimes experiencing ambivalence about whether to hold high hopes and generally seeing several scenarios for the future.

- Responses reflect a blend of FLEXIBLE and STRUCTURED personal styles, indicating a preference for a spontaneous, creative, big-picture approach as often as a preference for a predictable, organized, detail-oriented approach and may vary style from one situation to another.

- Responses indicate an EMOTIONALLY RESILIENT OR EMOTIONALLY REACTIVE personality, depending on the situation. Under some circumstances, able to remain calm under pressure, avoid internalizing tensions and bounce back from disappointments; other times reacting strongly to stress, developing symptoms of strain and recovering slowly from setbacks.

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

- Responses reflect a preference for balancing WORK-CENTERED and NON-WORK-CENTERED commitments, valuing time with family, friends and leisure while also valuing work and career, so trying to divide time and energy between both.

- Responses indicate a preference for interacting with other people using both ASSERTIVE AND ACCOMMODATING styles equally–sometimes taking the lead and exerting influence in a direct, persuasive way; other times, being accommodating, seeking harmony and following the lead of others.

- Responses indicate a mix of INTROVERTED and EXTROVERTED styles, sometimes contemplative, quiet and inward-oriented and sometimes gregarious, sociable and outward-oriented. Overall, registers approximately equal preferences for dealing with other people and the world of action versus being by alone and dealing with inner thoughts and feelings.

- Responses demonstrate a COLLABORATIVE orientation. Registers a stronger preference for teamwork, joint effort and cooperation than for working "solo" and relying on individual efforts.

- Responses indicate a HIGHLY TASK-FOCUSED orientation to your relationships at work indicating that you place a much higher value on productivity and efficiency than on satisfying the needs of customers inside or outside of your organization.

Introduction

Success in one's job and career is based on a combination of job-related knowledge and behavioral / interpersonal skills. Both job performance and workplace conduct is translated through basic personality. Learning more about core attributes is important because they have a big impact on an employee's:

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

About this Report

This report is based on responses to Resource Associates' Personal Style Inventory (PSI), which evaluates dimensions of performance that are critical to success across all types of jobs. The scores in this report reflect answers measured against a norm base of the general working population. It has been subjected to multiple research studies over the last 40 years, and the results have been published many times in peer reviewed scholarly journals. The PSI has been used with hundreds of thousands of people across all sectors of the workforce.

This report first provides a brief overview of test results, 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 score is evidenced in everyday job behaviors.
- Develop an understanding of specific behavioral strengths and best-fit work situations..
- Identify potential problems and assignments that should probably be avoided.
- Get suggestions for workplace development.

Interpreting This Report

The test dimensions measured fall into four categories as shown below.

Personal Style	
Emotional Orientation	Degree to which emotionality colors behavior.
Rules Orientation	Preference for freedom to choose vs. conforming to rules.
Motivation for Work	Is money or intrinsic job satisfaction the driving force?
Work / Life Balance	Does one live to work, or work to live?
Interpersonal Style	
People Orientation	Tendency to need a lot of quiet time versus a need to be energized by people.
Team Orientation	Preference for working on one's own assignments or working collaboratively.
Orientation to the Future	
Tolerance for Change	A preference for predictability and stability versus novelty and excitement.
Enthusiasm / Trust	Confident and trusting or cautious and careful?
Management Style	
Comfort with Leadership	To what degree does one gravitate to leadership roles or individual contributor roles?
Procedural vs. Big-Picture	Preferring to work with details or focus more on new possibilities.
Leadership Controls	Preferring to "stay on top of" all the details versus empowering others to make their own choices.
Human Relations	Feeling responsible for whether people are satisfied in their jobs versus believing feel they should take ownership for their own satisfaction.

Understanding Scores

Test 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 the score falls, information can be gained about an individual's work behaviors and leadership style as well as opportunities for personal growth.

LEADERSHIP POTENTIAL FEEDBACK REPORT FOR
Jane Sample

Scores are indicated by the symbol ◆, and are referenced against general adult working norms designated by five boxes ranging from low to high.

Use the feedback statements that appear in the right and left columns of the pages that follow while discussing key insights and potential areas of improvement with your employee.

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

	1	2	3	4	5	
Accommodating Accommodating and obliging; you are motivated to seek harmony and avoid confrontation. You prefer to minimize conflict and will follow the lead of others.			◆			**Assertive** Assertive, motivated to exert influence and impose your will on others, you can seize the initiative and may prefer a strong leadership role.
Introverted - Need Quiet Time 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.			◆			**Extroverted - Energized by People** 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 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.
Task-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.	◆					**Customer-Focused** 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			◆			**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.
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.

INDIVIDUAL TRAIT SUMMARY FOR
Jane Sample

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.

Responses indicate a PREFERENCE FOR BALANCE BETWEEN STABILITY AND CHANGE, about equally as attracted to tradition, routine and precedent as to innovation, new learning and improvement.

Strengths

● Comfortable with many elements of the status quo, you are open to innovation and improvement where it is necessary, and you can readily accept change in some areas.

● While you enjoy working on some familiar tasks, you also like a certain amount of novelty and new learning in your work.

● You are likely to be comfortable looking for small opportunities for improvement in ways of working , and co-workers can probably count on you to implement limited change.

Weaknesses

● In a stable, static environment where everything stays pretty much the same, you may become bored, restless, or impatient with the routine.

● Large-scale change may upset you, and you are likely to have trouble understanding or accepting suggestions that seem to represent radical shifts from tradition or customary ways of doing things.

● You may resist extensive innovation that appears to call for too much new learning all at once.

Best-Fit Work Situations

● You are at your best in work roles that involve a moderate amount of routine while also allowing for some new learning and innovation; for example, in many management, training, and service roles.

● You are likely to be most at home in a mature industry where sweeping change has given way to "continuous improvement" and incremental innovation of well-established processes and procedures.

Worst-Fit Work Situations

● A work role that requires constant innovation and new learning , as in a business start-up or new product development, would probably be difficult and unsatisfying for you .

● You may eventually become bored by highly repetitive work in which tasks have to be done exactly the same way every time, as in precision manufacturing or medical research.

Suggestions For Development

● Consider challenging yourself to identify the specific areas in which you are comfortable with change and new learning and the specific areas in which you prefer stability. It may be helpful to review whether or not you need to work on changing your "comfort zone" concerning change.

● With your preference for a balance of stability and change, you might disappoint co-workers by either unexpectedly trying a new approach to a well-established routine or by resisting an innovation after having accepted other (smaller) ones in the past. Consider asking for feedback about this.

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.

Responses indicate a mix of OPTIMISTIC and PESSIMISTIC orientations, suggesting that - depending on the situation - sometimes anticipating success, sometimes expecting failure, and sometimes experiencing ambivalence about whether to hold high hopes and generally seeing 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.

Responses indicate a MIX OF TOUGH-MINDED AND TENDER-MINDED STYLES OF DECISION-MAKING. 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.

Responses reflect a blend of FLEXIBLE and STRUCTURED personal styles, indicating a preference for a spontaneous, creative, big-picture approach as often as a preference for a predictable, organized, detail-oriented approach and may vary style from one situation to another.

Strengths

● An adaptive problem-solver, you like to consider conventional, standard answers as well as creative, "out-of-the-box" alternatives; co-workers can look to you for both kinds of solutions.

● When circumstances demand it, you can follow accepted rules and go "by the book," or if necessary, you can establish your own procedures and set your own pace.

● You are capable of bursts of spontaneity that bring a sense of fun to your work and may challenge the status quo in a constructive way.

● You are equally at ease working on vague, ambiguous tasks with few guidelines and structured, step-by-step tasks with detailed specifications.

Weaknesses

● Some co-workers may regard you as unpredictable if they see you use organized ways of working on some occasions and unexpectedly use a free-form approach on other occasions.

● To some people you may come across as ambivalent or inconsistent in your respect for authority , dedication to the organization, or support for "correct" ways of doing things.

● You may demonstrate inconsistent attention to detail, sometimes striving for complete accuracy and sometimes adopting a more casual approach.

Best-Fit Work Situations

● It is important for your work role to have clear, specific expectations concerning the situations in which you have autonomy to work independently and those in which you must follow the rules.

● Your ideal work situation includes some well-defined tasks that require adherence to procedure and some open-ended tasks that give you the independence to develop your own ways of working -- for example, in management, training, teaching, product design, and internal consulting.

Worst-Fit Work Situations

● Regimented work roles requiring strict adherence to established procedures for the whole work day, with few opportunities for self-expression, will likely prove difficult and unsatisfying for you .

● You will probably become dissatisfied in a highly ambiguous work role that constantly puts you in new situations that do not lend themselves to the structured working style you sometimes favor.

Suggestions For Development

● If co-workers see you as inconsistent in your support for authority or tradition in the organization (and you may have to ask to find out), consider looking for more areas of your work to structure using methods accepted by the organization's leaders.

● Your preference for balancing flexible and structured personal styles represents an asset , as long as your style fits the level of structure required by your tasks. Consider asking co-workers how well you match your style to situations that need a structured approach and those that call for flexibility.

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.

Responses indicate an EMOTIONALLY RESILIENT OR EMOTIONALLY REACTIVE personality, depending on the situation. Under some circumstances, able to remain calm under pressure, avoid internalizing tensions and bounce back from disappointments; other times reacting strongly to stress, developing symptoms of strain and recovering slowly from setbacks.

Strengths

● As someone who experiences both emotional resilience and emotional reactivity , you are able to empathize with co-workers who demonstrate both styles.

● Faced with minor disappointments or routine frustrations in your work, you are usually able to recover quickly, regain your focus, and move ahead to the next challenge.

● Sometimes highly sensitive to emotional tensions among your co-workers, you can occasionally serve as your group's "early warning system" about potentially destructive, interpersonal conflicts.

● When work pressure and job demands become intense, you can sometimes remain calm and collected for a while; you can handle some difficult situations without becoming upset .

Weaknesses

● Occasionally when you experience setbacks or frustrations, you may brood about them, let them "get you down," or hold grudges for a while before recovering and moving on.

● When your job brings intense pressures, you may occasionally internalize the tensions and develop symptoms of strain like headaches, back pain, high blood pressure, or digestive problems.

● You may be dealing well with job demands, then at times abruptly "run out of steam" or lose energy, particularly in a prolonged crisis or extended period of stress.

Best-Fit Work Situations

● For you it is important to work in a "forgiving" organizational culture that tolerates occasional periods of low productivity or "down-time" without recriminations.

● You are at your best in a moderately demanding work role in which periods of demand , pressure, and stress come only every so often and don't last too long, as in stable, well-established businesses with relatively loyal, long-term customers.

Worst-Fit Work Situations

● In a very high-pressure job with frequent, urgent deadlines, intense demands for productivity, or requirements for long hours and overtime, you may experience so much stress that your performance or health might eventually suffer.

● It may be wise for you to avoid work roles that bring frequent interpersonal confrontation and conflict, as in some roles in law enforcement, security, insurance adjustment, and litigation.

Suggestions For Development

● Consider enrolling in a stress management seminar to learn specific, constructive coping skills to apply on those occasions when you might develop symptoms of strain.

● It is important for you to identify the particular situations that represent your stress triggers. You can then develop a plan for avoiding them or for coping constructively with unavoidable situations to which you react emotionally.

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.

Responses reflect a preference for balancing WORK-CENTERED and NON-WORK-CENTERED commitments, valuing time with family, friends and leisure while also valuing work and career, so trying to divide time and energy between both.

Strengths

● Family, friends, and recreation are important to you, and you try to give them the time and energy they deserve.

● Having both work-centered and non-work-centered priorities, you pay attention to the trade- offs and strive for a balanced life.

● You value your work, and within reasonable bounds, you do what is necessary to perform well on your job and advance your career.

Weaknesses

● At times, you may put work ahead of family and friends, and they might resent your commitment to your career.

● When asked to work long hours or weekends, you may at times politely decline and miss opportunities for extra income or advancement.

● Your "workaholic" co-workers may see you as less committed to the work and the organization than they are, and they may even see you as a "slacker" if you don't work the same long hours they do.

Best-Fit Work Situations

● An ideal work role for you involves a high level of commitment to your job during regular working hours , but does not require excessive overtime, weekend work, or intrusions of work into personal life.

● You are likely to be most comfortable in an organization where your immediate supervisor and others encourage a healthy balance of work and non-work.

Worst-Fit Work Situations

● In a work role that has easily portable work - the kind you can take home - you may find that the lack of a clear boundary between your work and the rest of your life makes it difficult to keep a balance .

● You probably will experience dissatisfaction in an organization that expects employees to work long hours every week, work on weekends and holidays, or sacrifice their personal lives to meet job demands.

Suggestions For Development

● Consider asking co-workers for feedback about whether they see you as maintaining an appropriate balance between work and non-work.

● You might ask your family and friends for feedback about how well you manage your relationships with them in view of the demands of your work.

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.

Responses indicate a preference for interacting with other people using both ASSERTIVE AND ACCOMMODATING styles equally–sometimes taking the lead and exerting influence in a direct, persuasive way; other times, being accommodating, seeking harmony and following 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.

Candidate: Jane Sample
Date: May 13, 2020

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.

Responses indicate a mix of INTROVERTED and EXTROVERTED styles, sometimes contemplative, quiet and inward-oriented and sometimes gregarious, sociable and outward-oriented. Overall, registers approximately equal preferences for dealing with other people and the world of action versus being by alone and dealing with inner thoughts and feelings.

Strengths

● When necessary, you can work effectively by yourself and can focus on tasks that require concentration and sustained attention.

● You are comfortable interacting with people either one-to-one or in groups, and you adapt easily to most work situations that involve dealing with others.

● You probably have the ability to approach problems equally well through interactive discussions or through individual reflection and analysis.

Weaknesses

● Interacting with people all day long without time by yourself can be a strain.

● You may be uncomfortable dealing with large groups of strangers, and you may find it draining to make many new acquaintances all at once.

● You may get restless and distracted when you work by yourself for too long; extended solitude can be difficult or even stressful for you.

Best-Fit Work Situations

● It is important for you to work in a setting that enables you to talk easily with people during the day as well as to work on solitary tasks without distraction.

● Your ideal work situation involves a varied mix of interactive and individual tasks, as in occupations like project engineering, financial planning, market research, compensation and benefits, or sales management.

Worst-Fit Work Situations

● While you may enjoy solitary tasks at times, you probably find it unsatisfying to work in an isolated setting by yourself for long periods.

● Your style may be unsuited to work that involves more or less continuous interaction with others with little or no time alone, as in customer service and retail sales.

Suggestions For Development

● For some who mix both extroverted and introverted styles, the preferred style depends on the situation. If your style is situational, a key step in self-development is to identify clearly the situations in which you take an extroverted approach -- for example by "talking through" problems with others -- and those in which you use an introverted style ? for example by "thinking through" problems by yourself.

● With a personal style that blends extroversion and introversion, a developmental challenge is to widen your range of adaptability by sharpening your skills in both directions. Depending on what those around you see as your opportunities to improve, you might work on greater tolerance of sustained individual concentration or greater tolerance of prolonged periods of social interaction.

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.

Responses demonstrate a COLLABORATIVE orientation. Registers a stronger preference for teamwork, joint effort and cooperation than for working "solo" and relying on individual efforts.

Strengths

● As someone who strives to be a "team player" most of the time, you are generally motivated to fit into a group; you usually try to cooperate at work, at home, and in other settings.

● When your group succeeds, you generally are willing to share the credit and rewards with other members; you usually do not try to "hog" the glory for yourself.

● You typically like to take a positive role in helping groups operate smoothly , and you are often willing to pitch in and assist co-workers, participate in team assignments, and help the group reach its goals.

Weaknesses

● Some people may see you as too much of a follower or too compliant, unwilling to take strong stands without the approval, support, or guidance of a group.

● You may sometimes rely so much on collaboration that when you are called upon to do something difficult or complex by yourself, you become uncomfortable or have trouble doing so.

Best-Fit Work Situations

● You are at your best in a work setting that requires frequent coordination of activities , exchange of information, and interdependent action to achieve common goals.

● Your ideal work situation calls for you to spend a majority of your time serving as a member or leader of a cohesive team that operates by collaboration and consensus, as in service, consulting, and management teams.

Worst-Fit Work Situations

● You may be dissatisfied by work that requires too much solo effort , individual contribution, or products that grow primarily out of your own efforts .

● You may become unhappy spending too much time working in a remote location , on out-of-office assignments where you work primarily on your own, or in independent practice or a home-based business because of the separation from other people that such settings can impose.

Suggestions For Development

● For many like yourself who have a collaborative orientation, it can sometimes be a challenge to work independently or in situations where you do not consult and collaborate with others; consider developing your skills at carrying out individual projects.

● If you aspire to personal recognition or to leadership positions, consider whether you are doing enough to distinguish yourself from your peers and taking enough individual initiative.

● You might want to ask yourself if you are doing enough to come up with your own ideas and make original contributions at work.

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.

Responses indicate a HIGHLY TASK-FOCUSED orientation to your relationships at work indicating that you place a much higher value on productivity and efficiency than on satisfying the needs of customers inside or outside of your organization.

Strengths

- If required to interact directly with customers, you strive to maintain your productivity by minimizing the time you spend talking with customers and dealing with their concerns and complaints.

- In situations that call for dealing with your customers in an efficient, business-like way, you are able to rise above personal feelings and maintain your professionalism.

- You are able to continue your work routine and uphold your efficiency without becoming distracted by customers' preferences or requests for special treatment.

- You are at your best focusing on the work at hand and making sure you meet productivity goals.

Weaknesses

- In a role that requires interaction with customers, your task focus might-displease individuals whose continued commitment is important to your organization and to your boss.

- Your work may suffer from a lack of feedback from customers, which could limit its quality or marketability, and ultimately reflect badly on the profits or reputation of your organization.

Best-Fit Work Situations

- In a role that calls for expedient dealings with adversaries of the organization, your task-focus can be an asset, for example in investigation, security, enforcement, and litigation.

- You may work most comfortably in a job where the only people you have to please are your boss and perhaps coworkers in your own department.

- Your style is best suited to work roles with little direct interaction with valued customers, including some kinds of technical positions in research, manufacturing, and banking.

Worst-Fit Work Situations

- Even in positions that do not deal directly with external customers, you will likely experience difficulties in customer-driven organizations, as you will eventually come into conflict with others in the organization who place a high value on satisfying their customers.

- You can expect to encounter potentially serious problems in work roles that require constant interaction with customers or in organizations where the primary goal is to meet customers' needs, preferences, and requests in a responsive, personalized manner.

Suggestions For Development

- Ask co-workers whether your performance could be improved by paying greater attention to the needs of your customers - especially those inside the organization who depend on you for timely performance of their own jobs; you may be surprised at how much difference a few small changes on your part can make for others.

- In a role that requires dealing with internal and external customers, vendors, and others whose impression of your treatment of them could reflect on your organization, you may want to consider training, coaching, or mentoring to enhance your skills in interacting with customers.