



Career Development Report

Candidate:
Mary Testing

Date:
10/7/20

Career Development Report

Candidate: Mary Testing
Date: October 07, 2020

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: Mary Testing
Date: October 07, 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.

Career Development Report

Candidate: Mary Testing

Date: October 07, 2020

PERSONAL STYLE FEEDBACK REPORT FOR Mary Testing

Date: 10/07/2020

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 Resource Associates Retail

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.

Career Development Report

Candidate: Mary Testing

Date: October 07, 2020

INTERPERSONAL STYLE

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.

Career Development Report

Candidate: Mary Testing

Date: October 07, 2020

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.

Career Development Report

Candidate: Mary Testing

Date: October 07, 2020

INDIVIDUAL TRAIT SUMMARY FOR Mary Testing

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 **STRONG PREFERENCE FOR STABILITY** and a powerful, personal affinity for working in a secure, familiar environment where you can apply tried-and-true methods, hone your skills, and master your work role.

Strengths

- With your strong interest in predictability, you like to establish a set routine at work and try to make sure that there are no sudden changes or surprises.
- You highly value stability and will help sustain continuity on work projects.
- You strive to become proficient at one work role and to develop your specialized expertise . You would much rather be a master of one trade than a jack-of-all-trades.

Weaknesses

- Co-workers may see you as "stuck in a rut" or too set in your ways. It may be hard for you to hear new ideas or to embrace innovation at work.
- Expect to be stressed out by too much change and "turmoil" in the workplace. You will probably have difficulty coping with abrupt shifts in direction, modifications in procedures, or changes in priorities in your work role.
- You risk becoming too specialized in your skills and knowledge, which may limit your chances for challenging assignments and might even lead to professional obsolescence.

Best-Fit Work Situations

- Ideally you work in a stable organization that values predictability and continuity, as in banking, maintenance, transportation, and the hospitality industries.
- You are at your best in a stable, predictable work role with an established routine.
- You would be comfortable working in familiar surroundings, using tried-and-true methods, dealing with people you know well, and focusing on tasks that have consistent goals and criteria for success.

Worst-Fit Work Situations

- Avoid generalist roles in favor of specialized positions.
- You are likely to become dissatisfied in a rapidly changing work environment where you continually have a variety of new projects on which to work.
- You would probably dislike a work role that required constant learning of new knowledge and skills and that did not give you enough time to settle in and find your rhythm.

Suggestions For Development

Career Development Report

Candidate: Mary Testing

Date: October 07, 2020

- Consider whether you are doing enough to grow professionally and develop new skills and abilities. When was the last time you signed up for a seminar, course, training program, or workshop to learn something new?
- When you have to be involved in change in the workplace, try to familiarize yourself with all of the new elements as soon as possible. You may want to talk to peers about how they are coping with change.

Career Development Report

Candidate: Mary Testing
Date: October 07, 2020

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

Strengths

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

Weaknesses

- Co-workers may see you as "obsessing" over flaws in proposed plans, and may see you as holding up progress by dwelling too much on potential pitfalls and worst-case scenarios.
- Others who are more optimistic may find you too cynical, doubting, negative, or judgmental. They may be "turned off" by your readiness to find fault and see what could go wrong with proposed plans, projects, and strategies.
- You may be too pessimistic to envision positive possibilities and potentially positive outcomes. Your wary outlook can limit your vision.

Best-Fit Work Situations

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

Worst-Fit Work Situations

- A bad work role fit would be one where clients or customers needed or wanted hope, a positive vision, and to hear about encouraging possibilities.
- You may become frustrated or lonely working in an organizational culture that emphasizes optimism and expects its members to be buoyant and bullish about the future.

Suggestions For Development

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

Career Development Report

Candidate: Mary Testing
Date: October 07, 2020

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?"

Career Development Report

Candidate: Mary Testing

Date: October 07, 2020

- 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.

Career Development Report

Candidate: Mary Testing
Date: October 07, 2020

Flexible	◆					Structured
Spontaneous, flexible, and adaptable, you strive to get results, by unconventional means if necessary, and feel restricted by rules and regulations. Comfortable with ambiguity, you appreciate originality and nonconformity in those around you.						Orderly, organized, and predictable, you strive to work according to plan and obey the rules, and you expect others to do the same. Comfortable with established procedures and policy, you appreciate reliability and conscientiousness in those around you.

Your scores indicate a HIGHLY FLEXIBLE personal style, demonstrating a much stronger preference for a spontaneous, flexible, and nonconforming approach to work than a more structured, organized, predictable approach.

Strengths

- As a creative problem-solver, people probably count on you to see problems in original ways, to keep looking for more options, and to come up with inventive solutions.
- Easygoing and spontaneous, you like to bring a sense of adventure to your work role and to have fun at work. You may be appreciated for your sense of humor.
- Your flexibility makes you comfortable in situations where there are no ready answers or clear solution parameters. Your tolerance for ambiguity can be a real asset in such situations.

Weaknesses

- At times you may express disrespect of authority figures whom you see as responsible for enforcing the rules, and you might even allow yourself to subtly undermine legitimate authority.
- You can sometimes be disorganized or inefficient in your work. You may need to pay closer attention to existing performance standards.
- You may come across at times as a non-conformist or a rebel when you become impatient with rules and procedures.
- Your flexibility can make it difficult for you to make decisions; your motivation to keep your options open may be seen by others as procrastination.

Best-Fit Work Situations

- For someone like you who likes to "think outside the box," an ideal career calls for flexibility and creativity, as in product design, software development, consulting, creative arts, advertising, marketing, or entertainment.
- Your ideal work situation gives you autonomy and independence and involves few 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 like those in banking, insurance, quality control, military, law enforcement, or security.
- You are likely to be uncomfortable in a large, bureaucratic organization unless you can find a niche in one that allows for self-expression and flexibility.

Suggestions For Development

- Are you too non-conforming to company norms, values, and rules? This can marginalize your role in the organization and alienate you from the mainstream, including your boss. If you plan to stay with such a company, consider marching less to your own drummer and more in step with your co-workers.
- If your tendency to put off making decisions bothers those around you (it probably does, even if they don't say so), consider pushing yourself to make decisions in a timelier manner.

Career Development Report

Candidate: Mary Testing
Date: October 07, 2020

- Individuals with your personal style can sometimes lack organization and efficiency . You might consider asking for feedback about this, and if confirmed, perhaps consider developing more methodical and systematic approach to your work.

Leadership

- Responses indicate a HIGHLY FLEXIBLE personal style , demonstrating a much stronger preference for a spontaneous, flexible and nonconforming approach to work than a more structured, organized and orderly approach.

Career Development Report

Candidate: Mary Testing
Date: October 07, 2020

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.

Career Development Report

Candidate: Mary Testing

Date: October 07, 2020

- 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.

Career Development Report

Candidate: Mary Testing
Date: October 07, 2020

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 NON-WORK-CENTERED** style. You expressed a high priority on keeping your commitment to work in balance with other parts of your life, like family, friends, and leisure. You keep sharp boundaries between work and non-work, and try hard not to let your work interfere with your personal life.

Strengths

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

Weaknesses

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

Best-Fit Work Situations

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

Worst-Fit Work Situations

- In organizations with high turnover or many vacant positions, you are likely to face unusually strong pressures to extend your work-hours; you are better off where job openings are few.
- You may be unhappy in an organization that treats time commitment as a sign of motivation or a prerequisite for promotion, as in most startup companies, many e-commerce and high-tech organizations, and some manufacturing and production facilities.

Suggestions For Development

- Consider asking co-workers for feedback about whether they see you as doing your fair share of the work, and perhaps discuss how you can increase your contribution during regular hours.
- If your current job pressures you to work extra or irregular hours that you resent, consider looking for a position in an organization that supports a clear demarcation between work and non-work.

Career Development Report

Candidate: Mary Testing
Date: October 07, 2020

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

Strengths

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

Weaknesses

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

Best-Fit Work Situations

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

Worst-Fit Work Situations

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

Suggestions For Development

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

Career Development Report

Candidate: Mary Testing
Date: October 07, 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.

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.

Career Development Report

Candidate: Mary Testing

Date: October 07, 2020

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

Career Development Report

Candidate: Mary Testing
Date: October 07, 2020

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

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

Strengths

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

Weaknesses

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

Best-Fit Work Situations

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

Worst-Fit Work Situations

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

Suggestions For Development

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

Career Development Report

Candidate: Mary Testing
Date: October 07, 2020

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

Strengths

- If required to interact with customers, you often 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 generally able to continue your work routine and uphold your efficiency without becoming distracted by customers' preferences or requests for special treatment.
- You are usually at your best focusing on the work at hand and making sure you meet productivity goals.

Weaknesses

- At times, your work may suffer from the lack of feedback from customers, which could limit its quality or marketability, and ultimately reflect badly on the profits or reputation of your organization.
- In a role that requires interaction with customers, your task focus might at times displease individuals whose continued commitment is important to your organization and probably to your boss.

Best-Fit Work Situations

- You may work more 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 probably best suited to work roles with little direct interaction with customers, including some technical, scientific, or manufacturing positions.

Worst-Fit Work Situations

- Even in positions that do not deal directly with external customers, you may experience difficulties in customer-driven organizations, as you will eventually come into conflict with others in the organization who are customer-focused.
- You can expect problems in work roles that require constant interaction with customers or in organizations where the primary goal is to meet the needs, preferences, and requests of customers 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 additional training, coaching, or mentoring to enhance your skills in interacting with customers.

Career Development Report

Candidate: Mary Testing
Date: October 07, 2020

SUMMARY

- Your scores indicate a **STRONG PREFERENCE FOR STABILITY** and a powerful, personal affinity for working in a secure, familiar environment where you can apply tried-and-true methods, hone your skills, and master your work role.
- Your scores indicate a **HIGHLY PESSIMISTIC** style, much more inclined to look for problems and what might go wrong than to look on the bright side and expect the best. You prepare for the worst and try to avoid unpleasant surprises.
- Your scores indicate a **HIGHLY FLEXIBLE** personal style, demonstrating a much stronger preference for a spontaneous, flexible, and nonconforming 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 NON-WORK-CENTERED** style. You expressed a high priority on keeping your commitment to work in balance with other parts of your life, like family, friends, and leisure. You keep sharp boundaries between work and non-work, and try hard not to let your work interfere with your personal life.
- Your responses indicate a **HIGHLY ACCOMMODATING** style in interacting with others, much more strongly motivated to be agreeable, seek harmony, and avoid conflict than to take the lead and impose your will on others.
- Your responses indicate a **HIGHLY INTROVERTED** style, much more private, solitary, 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 scores indicate an interpersonal style that represents a blend of **INDEPENDENT** and **COLLABORATIVE** orientations. Overall, you consistently favor neither cooperative teamwork nor individual contribution, as you find both orientations equally appealing.
- Your scores reflect a **TASK-FOCUSED** orientation to your relationships at work, indicating that you place a higher value on productivity and efficiency than on satisfying the needs of customers inside or outside of your organization.

The information contained in this report is Resource Associates, Inc. business information intended only for the use of the individual or entities named above. If the reader of this report is not the intended recipient you are hereby notified that any dissemination, distribution or copying of this report is strictly prohibited. If you have received this report in error, please notify us immediately at (865) 579-3052 or by sending E-mail to info@resourceassociates.com.