



Career Development Report

Candidate:
John SamplePerson

Date:
11/12/2024

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www.resourceassociates.com

Career Development Report

Company: Resource Associates Samples
Date: November 12, 2024

Username: RESOHYUY0001
Candidate: John SamplePerson

Introduction

Success in your job and career is based on a combination of your job-related knowledge and your behavioral / interpersonal skills. How you perform your job and how you conduct yourself in the workplace is translated through your basic personality. Educating yourself on your core attributes is important because it has a big impact on your:

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

About this Report

This report is based on your own answers to the Personal Style Inventory (PSI) from Resource Associates, Inc. This set of questions centers around dimensions of performance that are critical to success across all types of jobs. The scores you see in this report reflect your answers measured against a norm base of the general working population. It has been subjected to multiple research studies over the last 20+ years, and the results have been published many times in peer reviewed scholarly journals. The PSI has been used with over 100 thousand people across all sectors of the workforce.

This Report is NOT

- A prediction of your overall success potential.
- A test of whether you will have success in one particular career versus others.

This report first provides a brief overview of your scores, followed by a one-page explanation for each of the individual dimensions.

After reading this report, you will :

- Gain an in-depth appreciation for the personality dimensions that are key to job performance.
- Learn how each of your scores is evidenced in everyday job behaviors.
- Develop an understanding of your strengths for each dimension.
- Learn about ways that you can best use these strengths in jobs that fit your style.
- Potential problems you might have and assignments you should probably avoid.
- Get some suggestions for personal development.

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Interpreting This Report

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

Personal Style

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

Interpersonal Style

People Orientation	Do you need a lot of quiet time or need to be energized by people?
Team Orientation	Do you like to stay of your own assignments or work collaboratively?
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.

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PERSONAL STYLE FEEDBACK REPORT FOR John SamplePerson

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

PERSONAL STYLE						
<p style="text-align: center;">Flexible</p> <p>Spontaneous, flexible, and adaptable, you strive to get results, by unconventional means if necessary, and feel restricted by rules and regulations. Comfortable with ambiguity, you appreciate originality and nonconformity in those around you.</p>		◆				<p style="text-align: center;">Structured</p> <p>Orderly, organized, and predictable, you strive to work according to plan and obey the rules, and you expect others to do the same. Comfortable with established procedures and policy, you appreciate reliability and conscientiousness in those around you.</p>
<p style="text-align: center;">Tender-Minded</p> <p>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.</p>			◆			<p style="text-align: center;">Tough-Minded</p> <p>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.</p>
<p style="text-align: center;">Work to Live</p> <p>You value time with family, friends, recreation, or other parts of your life besides work, so you try to maintain balance of work and non-work. Work represents one of many priorities.</p>			◆			<p style="text-align: center;">Live to Work</p> <p>Work is central to your life and more important to you than other things, so you commit most of your time and energy to work. For you, career comes first; you adjust other parts of your life to fit.</p>

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INTERPERSONAL STYLE						
<p>Accommodating</p> <p>Accommodating and obliging; you are motivated to seek harmony and avoid confrontation. You prefer to minimize conflict and will follow the lead of others.</p>			◆			<p>Assertive</p> <p>Assertive, motivated to exert influence and impose your will on others, you can seize the initiative and may prefer a strong leadership role.</p>
<p>Introverted - Need Quiet Time</p> <p>Inward-oriented and reserved, you prefer one-to-one or small group meetings to larger groups. You like to concentrate on one task at a time in a quiet setting with few distractions. Interacting with others takes energy; you re-energize by spending time alone.</p>		◆				<p>Extroverted - Energized by People</p> <p>Outgoing, gregarious, and talkative, you enjoy meetings and gatherings of all kinds and conversations with many people. You like to work interactively on multiple tasks and don't mind interruptions. Being alone takes energy, you re-energize by spending time with people.</p>
<p>Independent</p> <p>Self-reliant, you prefer working by yourself independently of others. You place primary value on individual contributions at work.</p>				◆		<p>Collaborative</p> <p>Collaborative, you prefer working jointly and interdependently with others on group efforts requiring cooperation. You place a high value on teamwork.</p>
<p>Task-Focused</p> <p>You focus most naturally on the work at hand -- following procedure, maintaining quality, and meeting timelines. You value productivity and efficiency more than relationships.</p>	◆					<p>Customer-Focused</p> <p>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.</p>

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ORIENTATION TO THE FUTURE					
<p style="text-align: center;">Prefer Stability</p> <p>You value familiarity, predictability, and precedent, and find comfort in stability, routine, and tradition. New tasks and new learning may be uninteresting and demanding on you.</p>			◆		
					<p style="text-align: center;">Enjoy Change</p> <p>You value new learning, change, and innovation, and find motivation in novelty, variety, and possibilities for improvement. New tasks and new learning are stimulating and attractive to you.</p>
<p style="text-align: center;">Cautious / Vigilant</p> <p>Attuned to possible difficulties, you expect problems to arise and anticipate that roadblocks will interfere. You readily envision future trouble and tend to believe that what can go wrong, will go wrong.</p>			◆		
					<p style="text-align: center;">Trusting / Optimistic</p> <p>Inclined to foresee positive outcomes, you expect things to go well, and anticipate that problems along the way will be manageable. You readily envision a bright future and tend to believe that what can go right, will go right.</p>

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INDIVIDUAL TRAIT SUMMARY FOR John SamplePerson

<p>Prefer Stability</p> <p>You value familiarity, predictability, and precedent, and find comfort in stability, routine, and tradition. New tasks and new learning may be uninteresting and demanding on you.</p>	<table border="1" style="width: 100%; height: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">◆</td> <td style="width: 25%;"></td> </tr> </table>			◆		<p>Enjoy Change</p> <p>You value new learning, change, and innovation, and find motivation in novelty, variety, and possibilities for improvement. New tasks and new learning are stimulating and attractive to you.</p>
		◆				

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

Strengths

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

Weaknesses

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

Best-Fit Work Situations

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

Worst-Fit Work Situations

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

Suggestions For Development

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

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- 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.

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<p>Cautious / Vigilant</p> <p>Attuned to possible difficulties, you expect problems to arise and anticipate that roadblocks will interfere. You readily envision future trouble and tend to believe that what can go wrong, will go wrong.</p>		<p>Trusting / Optimistic</p> <p>Inclined to foresee positive outcomes, you expect things to go well, and anticipate that problems along the way will be manageable. You readily envision a bright future and tend to believe that what can go right, will go right.</p>
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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.

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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?"

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- 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.

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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.

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<p>Work to Live</p> <p>You value time with family, friends, recreation, or other parts of your life besides work, so you try to maintain balance of work and non-work. Work represents one of many priorities.</p>		<p>Live to Work</p> <p>Work is central to your life and more important to you than other things, so you commit most of your time and energy to work. For you, career comes first; you adjust other parts of your life to fit.</p>
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Your responses reflect a preference for balancing WORK-CENTERED and NON-WORK-CENTERED commitments. You value your time with family, friends and leisure, and you value your work and career, so you try to divide your 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.

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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.

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<p>Introverted - Need Quiet Time</p> <p>Inward-oriented and reserved, you prefer one-to-one or small group meetings to larger groups. You like to concentrate on one task at a time in a quiet setting with few distractions. Interacting with others takes energy; you re-energize by spending time alone.</p>	◆	<p>Extroverted - Energized by People</p> <p>Outgoing, gregarious, and talkative, you enjoy meetings and gatherings of all kinds and conversations with many people. You like to work interactively on multiple tasks and don't mind interruptions. Being alone takes energy, you re-energize by spending time with people.</p>
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Your responses indicate an INTROVERTED style, more private, private solitary, quiet, and quiet, and inward-oriented than most other people who participated in this assessment. You register as being fairly contemplative, and comfortable dealing with inner thoughts and feelings, and less than comfortable dealing with large groups and interacting with many people.

Strengths

- An attentive listener and keen observer, you tend to 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 generally do well with tasks that require advance thought and preparation, sustained concentration, and focus on the tasks at hand.

Weaknesses

- Being fairly introverted, you may have some difficulty being be uncomfortable in spontaneous or dealing with situations that require extensive interaction with people you don't know well (especially face-to-face).
- Some people may sometimes see you as a bit too quiet, reserved, unexpressive, impersonal, or even withdrawn.
- You may sometimes have difficulty being spontaneous - unless you can prepare 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 workspace that is fairly quiet and private, that which 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; you are well suited to roles involving planning and analysis.
- Your ideal work situation allows sustained concentration on one project at a time, as in research, development, programming, analysis, design, or project management.

Worst-Fit Work Situations

- You may feel uncomfortable with, or even 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.
- You may have some 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.

Suggestions For Development

- As someone who is more introverted than extroverted, you may need to express your opinions, share your ideas, and "toot your horn" more often. 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.

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

Strengths

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

Weaknesses

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

Best-Fit Work Situations

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

Worst-Fit Work Situations

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

Suggestions For Development

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

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 Candidate: John SamplePerson

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 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.

Career Development Report

Company: Resource Associates Samples
Date: November 12, 2024

Username: RESOHYUY0001
Candidate: John SamplePerson

SUMMARY

- Your scores indicate a PREFERENCE FOR BALANCE BETWEEN STABILITY AND CHANGE. You are about equally as attracted to tradition, routine, and precedent as you are to innovation, new learning, and improvement.
- Your scores indicate a 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 can be EMOTIONALLY RESILIENT OR EMOTIONALLY REACTIVE, depending on the situation. Under some circumstances you are able to remain calm under pressure, avoid internalizing tensions, and bounce back from disappointments; other times you may react strongly to stress, develop symptoms of strain, and recover slowly from setbacks.
- 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 preference for balancing WORK-CENTERED and NON-WORK-CENTERED commitments. You value your time with family, friends and leisure, and you value your work and career, so you try to divide your time and energy between both.
- 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 an INTROVERTED style, more private, private solitary, quiet, and quiet, and inward-oriented than most other people who participated in this assessment. You register as being fairly contemplative, and comfortable dealing with inner thoughts and feelings, and less than comfortable dealing with large groups and interacting with many people.
- Your responses demonstrate a COLLABORATIVE orientation. You register a stronger preference for teamwork, joint effort, and cooperation than for working "solo" and relying on your own, individual efforts.
- Your scores reflect 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.