



**Career Development for  
Managers Test Report**

---

**Candidate:  
John Sampleuser**

---

**Date:  
1/13/19**

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

## 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 for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

## Interpreting This Report

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

### Personal Style

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

### Interpersonal Style

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

### Orientation to the Future

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

### Management Style

Comfort with Leadership	To what degree do you gravitate to leadership roles or individual contributor roles?
Procedural vs. Big-Picture	Do you like dealing with details or focus more on new possibilities?
Leadership Controls	To what degree do you prefer to stay on top of all the details or empower others to make their own choices?
Human Relations	To what degree do you feel responsibility for whether people are satisfied in their jobs or do you feel they should take ownership for their own satisfaction?

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

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

## PERSONAL STYLE FEEDBACK REPORT FOR John Sampleuser

Date: 03/19/2020

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

<b>PERSONAL STYLE</b>						
<p><b>Emotionally Reactive</b></p> <p>Reactive to work pressure, you are drained by stress and conflict in your work environment. You respond strongly to stressors, readily internalize tensions, develop symptoms of strain, and recover slowly from setbacks.</p>			◆			<p><b>Emotionally Resilient</b></p> <p>Resilient to work pressure, you can handle high levels of job stress without becoming upset. Calm when faced with stressors and conflict, you tend not to internalize tensions, and you recover quickly from disappointments and setbacks.</p>
<p><b>Non-Work-Centered</b></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><b>Work-Centered</b></p> <p>Work is central to your life and more important to you than other things, so you commit most of your time and energy to work. For you, career comes first; you adjust other parts of your life to fit.</p>
<p><b>Flexible</b></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><b>Structured</b></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>

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

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

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

<b>ORIENTATION TO THE FUTURE</b>						
<p><b>Preference For Stability</b></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><b>Preference For Change</b></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><b>Vigilant</b></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><b>Optimistic</b></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>

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

<b>MANAGERIAL STYLE</b>					
<p><b>Accommodating Leadership</b></p> <p>Accommodating and respectful; you are motivated to seek harmony among the people who report to you and exert influence on them in an indirect manner.</p>	◆				<p><b>Assertive Leadership</b></p> <p>Assertive, motivated to exert influence and impose your will on the people who report to you. You take charge of things and prefer a strong leadership role.</p>
<p><b>Role-Relations Oriented</b></p> <p>Concerned with treating subordinates equally, you keep an emotional distance from employees. You strive to keep work relationships free from bias or favoritism, avoid personal involvements, and maintain proper, professional boundaries.</p>			◆		<p><b>Human Relations Oriented</b></p> <p>Concerned for the welfare of subordinates and consideration of their needs and concerns, you show an active interest in the thoughts and feelings of the people who report to you. You maintain close relationships with them and prefer to know them personally.</p>
<p><b>Participative</b></p> <p>You invite employees to participate in decisions and focus on delegation of responsibility and authority. You expect independence and initiative, and will give broad, general assignments, trusting employees to handle the details.</p>	◆				<p><b>Directive</b></p> <p>You closely direct the activities of employees and focus on authority and control. You expect employee compliance and will give specific, detailed assignments while closely monitoring progress and performance.</p>
<p><b>Operational Leadership</b></p> <p>As a leader you emphasize immediate goals and day-to-day accomplishments. You focus more on implementation and tangible results than on strategy and long-term planning.</p>	◆				<p><b>Visionary Leadership</b></p> <p>As a leader you emphasize the long-range vision of the future, broad mission, and over-arching values. You focus more on strategic planning and direction than on implementation and day-to-day tactics.</p>

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

## INDIVIDUAL TRAIT SUMMARY FOR Abdulrahman Habash

<b>Preference For Stability</b> 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.				◆		<b>Preference For Change</b> You value new learning, change, and innovation, and find motivation in novelty, variety, and possibilities for improvement. New tasks and new learning are stimulating and attractive to you.
---	--	--	--	---	--	---

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

### Strengths

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

### Weaknesses

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

### Best-Fit Work Situations

- Ideally you work in a setting that requires substantial new learning to solve problems that change on a regular basis. Lifelong learning is a concept to which you can relate.
- You are at your best in work that regularly gives you new projects and challenges, like consulting, project design and planning, troubleshooting, and marketing.

### Worst-Fit Work Situations

- It would be dissatisfying for you to work in a work role that required you to apply the same skills and knowledge on a continuing basis, with an emphasis more on dependability and stability than on originality and change.
- You are likely to become dissatisfied in work that calls for repeating the same procedure or routine over and over again.

### Suggestions For Development

- When required to apply the same knowledge, skills, and abilities, look for opportunities to improve the efficiency, quality, and quantity of your work.
- When you find yourself impatient with a routine procedure or established process, actively research its history and find out what made it worth changing to in the first place. Be sure you can justify proposed changes.



# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

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

Your scores indicate a mix of OPTIMISTIC and PESSIMISTIC orientations, suggesting that - depending on the situation - you sometimes anticipate success, sometimes expect failure, sometimes experience ambivalence about whether to hold high hopes, and generally see several scenarios for the future.

## Strengths

- As someone able to envision both best-case and worst-case scenarios, you can see the problems in optimistic plans, and possible ways out of difficult situations.
- Not easily swayed by people who appear over-confident or overly self-doubting, you prefer a "wait-and-see" approach, and may judge others more by past performance than promises or predictions.
- With your capability of striking a balance between optimism and pessimism, co-workers can probably count on you to be realistic in situations where others might be gullible or naive.

## Weaknesses

- If called upon to serve as "devil's advocate," you may have trouble making a sustained case for the failure scenarios, as you can just as easily argue for the success scenarios.
- If you offer unsolicited criticism of those who ignore seemingly obvious flaws in their plans, your more optimistic co-workers may see you "raining on their parade."
- You may tend to resist supporting what appears to be an unrealistic "party line," and if you do give your support, your endorsement may be faint, half-hearted, and unconvincing.

## Best-Fit Work Situations

- If you serve as a member of a management team you are likely to be effective in steering the group's decisions and plans toward the "middle of the road," neither too optimistic nor too pessimistic.
- Your best work situations call upon your sense of realism and your capacities to envision both the problems and the prospects in work situations; you may find yourself satisfied and effective in a role that involves such tasks as evaluating investments, reviewing proposals, or making contingency plans.

## Worst-Fit Work Situations

- In a work role that requires you to spend virtually all of your time looking for problems, defects, or errors, you may eventually become dissatisfied; positions like quality inspection and claims adjustment may be stressful for you.
- You may have trouble in roles that require sustained, full-time expression of high hopes for the future, as with clients who need constant reassurance or employees who need a positive vision.

## Suggestions For Development

- Consider asking co-workers for feedback about whether you effectively blend a focus on prospects for success versus failure, or whether your changes in outlook are at times puzzling or unpredictable.
- For someone who blends optimistic and pessimistic orientations, a developmental challenge is to identify specific situations that prompt you to go into "best case" or "worst case" modes, and situations in which you can easily switch back and forth.

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

<b>Emotionally Reactive</b>	◆	<b>Emotionally Resilient</b>
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 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.

## 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.

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

<b>Non-Work-Centered</b>	◆	<b>Work-Centered</b>
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 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.

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

<b>Flexible</b>				◆		<b>Structured</b>
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 STRUCTURED personal style, indicating a somewhat stronger preference for structure, organization, and rule-following than for spontaneity, flexibility, and originality.

## Strengths

- Others who work with you are likely to describe you as typically a predictable, reliable person.
- You strive for structure in your work and can be depended upon to stay organized most of the time.
- You value dependability and conscientiousness in most situations, both in yourself and others, and follow through on your commitments.
- Your systematic approach to your work role generally helps ensure adherence to performance standards.

## Weaknesses

- It may be difficult for you to quickly modify your approach or do "mid-course corrections."
- You may at times become impatient with disorganization or lack of established structure, and you may become annoyed when things do not go according to plan.
- Your motivation to achieve structure may sometimes lead to a "rush to closure" in which you prematurely end discussion of complex issues in favor of fast decisions.

## Best-Fit Work Situations

- A work environment suited to your style has defined roles, established rules, and standard procedures, as in military, law enforcement, security, banking, financial services, and many manufacturing settings.
- Your ideal work culture is fairly structured and emphasizes reliability, dutifulness, and adherence to procedure.

## Worst-Fit Work Situations

- Work that requires tolerance of ambiguity may prove difficult; you may experience stress in projects with too much uncertainty or unpredictability.
- You may be uncomfortable in work that calls for constant change and where you would have to make flexible adjustments to different situations on a constant basis.

## Suggestions For Development

- Individuals with your personal style can sometimes be too regimented; you might consider asking for feedback about this, and if confirmed, perhaps consider loosening up and going with the flow once in a while.
- Try working once in awhile on an ambiguous project with uncertain outcomes. Remember that if you wish to advance into higher-level positions, in most organizations the tasks become more complex and unstructured, particularly leadership and executive roles.

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

<b>Introverted</b>	◆	<b>Extroverted</b>
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 mix of INTROVERTED and EXTROVERTED styles. You are sometimes contemplative, quiet, and inward-oriented and sometimes gregarious, sociable, and outward-oriented. Overall, you register approximately equal preferences for dealing with other people and the world of action versus being by yourself 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.

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

<b>Independent</b>			◆			<b>Collaborative</b>
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 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 for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

<b>Operational Leadership</b> As a leader you emphasize immediate goals and day-to-day accomplishments. You focus more on implementation and tangible results than on strategy and long-term planning.		◆				<b>Visionary Leadership</b> As a leader you emphasize the long-range vision of the future, broad mission, and over-arching values. You focus more on strategic planning and direction than on implementation and day-to-day tactics.

Your scores reflect an OPERATIONAL LEADERSHIP style. You expressed a stronger emphasis on the immediate, day-to-day details and specific, short-term goals than on your organization's vision of the future, mission, and strategic plan in your approach to the role of leader.

## Strengths

- Mastery of standard procedures and business processes makes you a good candidate for a leader or trainer of those who need "hands-on" instruction.
- You generally can divide long-range plans into manageable, sequential steps and help implement them.
- You usually prefer to set clear, specific, short-term goals and work toward steady, measurable productivity.
- Your understanding of immediate organizational needs makes you a capable, practical problem-solver in the roles of leader, technical expert, or consultant.

## Weaknesses

- A reactive problem-solving style may limit your ability to take leadership initiative.
- Attunement to day-to-day, operational details can sometimes keep you from seeing the "big picture;" you might focus your efforts on only one component of an entire process that needs to be redesigned.
- Some may see you as a bit of a "nit picker" because you can, and probably do, point out small, practical problems in a plan.
- You may sometimes try to "micro-manage" people working in your area of expertise.

## Best-Fit Work Situations

- An ideal work situation for you calls on your abilities at dealing with practical problems, constraints, and logistics, as in technology implementation, quality assurance, project management, inspection, testing, investigation, and trouble-shooting.
- Your style is best suited to positions that focus on day-to-day operations, as in the front lines of production, information services, logistics, transportation, customer service, or healthcare.

## Worst-Fit Work Situations

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

## Suggestions For Development

- For someone who tends to focus on operations like yourself, it could be beneficial to find a compatible colleague with a more visionary style with whom to collaborate closely in your area of management responsibility.
- To augment the contribution you can make through your focus on operations, consider further developing and honing your skills at strategic thinking, perhaps through a seminar.

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

<b>Accommodating Leadership</b> Accommodating and respectful; you are motivated to seek harmony among the people who report to you and exert influence on them in an indirect manner.		◆				<b>Assertive Leadership</b> Assertive, motivated to exert influence and impose your will on the people who report to you. You take charge of things and prefer a strong leadership role.

Your responses indicate a tendency toward an ACCOMMODATING style in interacting with others , more motivated to be agreeable, seek harmony, and avoid conflict than to take the lead and impose your will on others.

### Strengths

- Usually willing to go out of your way to meet the needs of others, you can provide emotional support and sympathy to co-workers.
- You ordinarily have an accommodating, non-threatening style of interacting that allows you to interact harmoniously with a wide range of people.
- You usually 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.

### Weaknesses

- Some people may see you as a bit too meek, passive, or unassertive at times; 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.
- Your personal style fits well in work roles that call for subordinating your own interests to those of the larger group, working smoothly with others, and serving as a member of a cohesive work unit.

### Worst-Fit Work Situations

- You may have difficulty in a job that requires much assertiveness and not backing down in your interactions with others, particularly in situations involving conflict.
- You may not be happy in a job that calls for leadership or direct supervision of others ; your style may not be well suited to many leadership and management positions.

### Suggestions For Development

- Could you address any personal concerns or problems you have in a more direct manner?
- You may need to be a bit more assertive and forceful with other people . Are you letting others take advantage of you or take you for granted? Consider seeking feedback about this.



# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

<b>Role-Relations Oriented</b> Concerned with treating subordinates equally, you keep an emotional distance from employees. You strive to keep work relationships free from bias or favoritism, avoid personal involvements, and maintain proper, professional boundaries.				◆		<b>Human Relations Oriented</b> Concerned for the welfare of subordinates and consideration of their needs and concerns, you show an active interest in the thoughts and feelings of the people who report to you. You maintain close relationships with them and prefer to know them personally.

Your responses indicate a HUMAN RELATIONS ORIENTED management style. You emphasize consideration for the feelings, experiences, and emotional states of those who report to you.

## Strengths

- When employees have problems, they can probably count on you to get involved and try to help. You are comfortable counseling employees about how to resolve difficulties .
- You are likely to have skill at maintaining harmony and cohesion in your work group , and morale is probably good most of the time.
- You prefer praise, affirmation, and recognition as motivational tools rather than criticism or reprimand. You are likely to practice coaching and mentoring.
- You take an active interest in the feelings , concerns, and well-being of the people who report to you. They are likely to see you as being considerate and understanding.

## Weaknesses

- It may be difficult for you to reprimand, discipline, or give negative feedback to employees, even when they need it.
- You can get too close to employees, at the risk of compromising your professionalism or objectivity. The boundary between friendship and work role can become blurred.
- You may be tempted to spend too much time and effort trying to help problem employees when a different approach may be needed, like disciplinary action, task re-assignment, or even termination.

## Best-Fit Work Situations

- You are most comfortable in work situations that allow open expression of feelings , time to process negative attitudes and emotions, and mechanisms for dealing with employee problems, fears, tensions, and grievances in a humanistic manner.
- You draw positive energy and insights from working with others who have a similar human relations orientation and concern for employee well-being and morale.
- Your style is likely to be appreciated in an organization that values employee relations and strives for high morale.

## Worst-Fit Work Situations

- You are not likely to be very happy managing employees who are very tough -minded, unsentimental, and prefer to keep emotional distance.
- You may find it difficult to manage in settings where work roles are clearly delineated and company policies discourage individualized attention, discretion in handling problem employees, or fraternization with subordinates.
- Your management style does not fit well in an organization that focuses primarily on work output with little or no concern for employee morale or well-being.

## Suggestions For Development

- Are you spending too much time and energy on problem employees? Ask your boss about this.
- Ask employees for feedback about your management style - whether you are invading your employees' space or taking too much of an interest in their feelings, private concerns, or personal lives. Consider whether you are sufficiently professional in your relations with the people who report to you .

## Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

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

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

<b>Participative</b>	◆				<b>Directive</b>
You invite employees to participate in decisions and focus on delegation of responsibility and authority. You expect independence and initiative, and will give broad, general assignments, trusting employees to handle the details.					You closely direct the activities of employees and focus on authority and control. You expect employee compliance and will give specific, detailed assignments while closely monitoring progress and performance.

Your responses indicate a PARTICIPATIVE management style. You typically take an empowering approach, emphasize delegation, and prefer to trust subordinates to take substantial responsibility.

## Strengths

- People who report to you tend to feel comfortable offering creative new ideas for consideration.
- Those around you appreciate the value you place on democratic process in your work group and your willingness to overlook differences in rank.
- You generally ask for others' ideas before making a decision and can often be viewed as a manager who can build consensus and get buy-in for initiatives.
- Your participative management style builds commitment among those who report to you, and in a crisis they may "go the extra mile" for you.

## Weaknesses

- At times you may give assignments that come across as vague or unclear.
- You may at times find yourself becoming so personally involved with employees that criticizing or disciplining them becomes difficult.
- You may need to put more emphasis on directing, scheduling, and organizing the work of people who report to you.

## Best-Fit Work Situations

- You excel in situations that call for creativity and innovation, such as "high-tech" industries, research, new product development, and marketing units.
- You tend to be more comfortable in organizations with informal or casual cultures that downplay rank and status than in highly traditional cultures.
- Your management style is ideally suited to bright, motivated employees capable of working independently; you can handle a wide "span of control" with such employees, such as technical experts, research and development, applied scientists, and other professional groups.

## Worst-Fit Work Situations

- In a traditional, bureaucratic organization or one that emphasizes authority and the chain of command, you are likely to feel uncomfortable and out of place, and you may have difficulty dealing with employees who expect to be given orders.
- You probably do not like reporting to a boss who has a highly directive management style.
- Your management style does not work particularly well with employees of limited motivation or ability who require close supervision, monitoring, or direction.
- Your style has a relatively poor fit with work settings or assignments requiring tightly scheduled, fast-paced, repetitive output.

## Suggestions For Development

- Ask supervisees for feedback about your management style - whether you are maintaining balance between asking for their participation and providing needed direction.
- Depending on what your supervisees say, consider obtaining training in time management skills, performance measurement, management by objectives, coaching, or project management.

## Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

- Find people around you who will watch the details of schedules, budgets, progress, and milestones and keep you informed.

# Career Development for Managers Test Report

Candidate: John Sampleuser

Date: January 13, 2019

## SUMMARY

- Your scores indicate a PREFERENCE FOR CHANGE and a greater affinity for new learning, change, and variety than for familiarity, predictability, and routine.
- Your scores indicate a mix of OPTIMISTIC and PESSIMISTIC orientations, suggesting that - depending on the situation - you sometimes anticipate success, sometimes expect failure, sometimes experience ambivalence about whether to hold high hopes, and generally see several scenarios for the future.
- Your scores indicate that you 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 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 scores indicate a STRUCTURED personal style, indicating a somewhat stronger preference for structure, organization, and rule-following than for spontaneity, flexibility, and originality.
- Your responses indicate a mix of INTROVERTED and EXTROVERTED styles. You are sometimes contemplative, quiet, and inward-oriented and sometimes gregarious, sociable, and outward-oriented. Overall, you register approximately equal preferences for dealing with other people and the world of action versus being by yourself and dealing with inner thoughts and feelings.
- 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 responses indicate a tendency toward an ACCOMMODATING style in interacting with others, more motivated to be agreeable, seek harmony, and avoid conflict than to take the lead and impose your will on others.
- Your responses indicate a HUMAN RELATIONS ORIENTED management style. You emphasize consideration for the feelings, experiences, and emotional states of those who report to you.
- Your responses indicate a PARTICIPATIVE management style. You typically take an empowering approach, emphasize delegation, and prefer to trust subordinates to take substantial responsibility.
- Your scores reflect an OPERATIONAL LEADERSHIP style. You expressed a stronger emphasis on the immediate, day-to-day details and specific, short-term goals than on your organization's vision of the future, mission, and strategic plan in your approach to the role of leader.

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](mailto:info@resourceassociates.com).