



Career Development Report

Candidate:
John SamplePerson

Date:
11/22/2024

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www.resourceassociates.com

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Company: Resource Associates Samples
Date: November 22, 2024

Username: RESOUTVJ0001
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? |
| 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 test scores describe your workstyle- how you typically behave in the workplace. 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. Best-fit determinations can be made, at least in part, by matching your trait scores with the behavioral demands of the job. A personality strength in one type of job can be a weakness in another, and vice versa. For example, a score on the "Introverted" end of the spectrum may be detrimental for sales or teaching jobs demanding extensive face time in front of clients or students but would be much more advantageous in a role requiring highly independent work such as a research scientist, writer or analyst. No matter where your score falls, information can be gained about your work behaviors and leadership style as well as 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;">Emotionally Reactive</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 style="text-align: center;">Emotionally Resilient</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 style="text-align: center;">Non-Work-Centered</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;">Work-Centered</p> <p>Work is central to your life and more important 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 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> |

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| INTERPERSONAL STYLE | | | | | |
|--|--|--|---|--|---|
| <p>Introverted</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</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> |

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| ORIENTATION TO THE FUTURE | | | | | |
|--|---|--|--|--|---|
| <p style="text-align: center;">Preference For 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;">Preference For 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;">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;">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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| MANAGERIAL STYLE | | | | | | |
|--|--|---|--|--|--|---|
| <p style="text-align: center;">Accommodating Leadership</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 style="text-align: center;">Assertive Leadership</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 style="text-align: center;">Role-Relations Oriented</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 style="text-align: center;">Human Relations Oriented</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 style="text-align: center;">Participative</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 style="text-align: center;">Directive</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 style="text-align: center;">Operational Leadership</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 style="text-align: center;">Visionary Leadership</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> |

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INDIVIDUAL TRAIT SUMMARY FOR John SamplePerson

| | | | | | | | |
|--|---|--|---|--|--|--|--|
| <p>Preference For 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: 15%;"></td> <td style="width: 15%; text-align: center;">◆</td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> </tr> </table> | | ◆ | | | | <p>Preference For 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 STABILITY and an affinity for working in a secure, familiar environment where you can apply tried-and-true methods, hone your skills, and master your role.

Strengths

- With your 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 are inclined to become proficient at one work role and to develop your specialized expertise . You would rather be a master of one trade than a jack-of-all-trades.
- You value stability and will help sustain continuity on work projects.

Weaknesses

- You may be seen by some people you work with as being stuck in a rut and set in your ways . It may be difficult for you to hear new ideas and embrace innovation initiatives in the workplace .
- You tend to be uncomfortable with too much change and innovation in the workplace ; you are likely to have difficulty adjusting to abrupt shifts in direction , modifications in procedures, and changes in priorities in your work role.
- Your preference for stability may put you at risk becoming too specialized in your skills and knowledge , which can limit your chances for challenging assignments and prospects for advancement.

Best-Fit Work Situations

- Ideally you work in an organization that values predictability and continuity.
- 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

- Choose specialized positions over generalist roles.
- You are likely to become quickly dissatisfied in a rapidly changing work environment where you continually work on new projects.
- You would dislike a work role that required constant learning of new knowledge and skills , or gave you too little time to settle in and find your rhythm.

Suggestions For Development

- Consider whether you are growing professionally and developing any new skills or abilities. When was the last time you signed up for a seminar, course, training program, or workshop to learn something new?"

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- 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 ask peers t how they are coping with change.

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

Strengths

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

Weaknesses

- Others who are more optimistic by nature may sometimes find you a bit too negative, doubting, fault-finding, or judgmental. They may be put off by your readiness to see what could go wrong with future plans , intended projects, and proposed strategies.
- You may sometimes be unduly pessimistic and unable to envision positive possibilities and potentially positive outcomes. Your somewhat distrusting outlook can limit your vision at times .

Best-Fit Work Situations

- You would probably 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 for critical thinking and evaluation . You are likely to be comfortable and effective in such functions as quality control , auditing, reviewing, monitoring, checking, and inspecting.

Worst-Fit Work Situations

- A poor work role fit would be one where clients or customers needed constant reassurance about the future and how positively things will turn out.
- You may become somewhat frustrated working in an organizational culture that emphasizes unbridled optimism and expects its members to be constantly 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 episodes of pessimism are having on your own quality of life.
- Ask those close to you whether you are occasionally coming across as too pessimistic , negative, critical, or cynical. Might you be lowering your chances for advancement or assignment to more exciting projects?"
- You might want to work on identifying positive possibilities in future work situations , scenarios, and plans. If you have difficulty with this, check out what others think.

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| | | |
|--|---|---|
| <p>Emotionally Reactive</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>Emotionally Resilient</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> |
|--|---|---|

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.

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- 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.

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| | | |
|--|---|--|
| <p>Non-Work-Centered</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>Work-Centered</p> <p>Work is central to your life and more important 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> |
|--|---|--|

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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|--|---|--|--|--|---|
| 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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| | | | | | | |
|---|--|--|---|--|--|--------------------|
| Introverted | | | ◆ | | | Extroverted |
| 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.

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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 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

Company: Resource Associates Samples
 Date: November 22, 2024

Username: RESOUTVJ0001
 Candidate: John SamplePerson

| | | |
|--|---|--|
| <p>Operational Leadership</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>Visionary Leadership</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> |
|--|---|--|

Your scores reflect a BALANCE BETWEEN VISIONARY AND OPERATIONAL LEADERSHIP styles. As a leader, you emphasize the organization's long-term vision and strategic plan equally as much as you emphasize day-to-day goals, practical tactics, and tangible results.

Strengths

- As someone who understands the need for a long-term strategy and day-to-day results to realize it, you have the ability to explain the organizational vision to those in operations and the ability to explain practical realities to planners and policy-makers.
- Because you value goal-setting and step-by-step accomplishment, you like to stay in touch with daily operations and can work "hands on" with your group, when necessary, to move things along.
- Comfortable with long-term planning, you can contribute to the organization's strategy and help shape and communicate its guiding leadership vision.

Weaknesses

- Because you value strategic leadership, you may question or criticize operational decisions when you don't see their connection with the larger plan.
- If you tend to alternate between operations-oriented and vision-oriented leadership styles, those whom you supervise may see you as inconsistent, especially if you sometimes "micro-manage."
- With your emphasis on practical results, you may become impatient with visionary leaders whose plans seem to ignore reality, and you may come across as unsupportive or even disrespectful.

Best-Fit Work Situations

- Your ideal work situation calls on your balanced leadership style and your capacity both to explain the organizational vision in operational terms and to bring a practical "reality-check" to the vision.
- Your mix of visionary and operational leadership styles makes you very well suited to roles in middle management. You may find it satisfying to lead a major work unit in a large organization and work as a member of an executive leadership team or senior management team.

Worst-Fit Work Situations

- It may be unsatisfying for you to work in a leadership position too far removed from operations to spend a substantial share of your time involved in day-to-day goal-setting and "hands on" work.
- You may be uncomfortable in a position that keeps your focus mainly on day-to-day operations or requires constant attention to detail, as in inspection, editing, accounting, purchasing, or contracts.

Suggestions For Development

- For someone like you who can use either a visionary or operational style of leadership, it may be helpful to ask for feedback from those who report to you about how well you match your style to the demands of the situation. Subordinates may want you to change your emphasis in some situations.
- If you hope to move into a high-ranking leadership position, you may be wise to build your capacities for strategic thinking. Sharpen your skills at delegating operational leadership tasks that you might enjoy doing yourself but that really aren't appropriate for executive leaders.

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| <p>Accommodating Leadership</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>Assertive Leadership</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> |
|---|---|--|

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 Report

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 Date: November 22, 2024

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 Candidate: John SamplePerson

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| <p>Role-Relations Oriented</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>Human Relations Oriented</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> |
|--|---|---|

Your responses indicate a BALANCE BETWEEN ROLE RELATIONS AND HUMAN RELATIONS ORIENTED management styles. You register an equal preference for a style that emphasizes consideration for the feelings and experiences of those who report to you and a style that focuses on maintaining emotional distance and professional boundaries in your role.

Strengths

- In situations that call for professionalism, you are often able to keep your personal feelings out of your work relationships; you can maintain the emotional distance required for difficult decisions.
- To motivate employees, you are capable of using praise and recognition when appropriate, or criticizing and reprimanding if necessary.
- When the need arises, you are capable of taking an active interest in the feelings and concerns of subordinates; you can show consideration and understanding.

Weaknesses

- If you show personal consideration and empathy to some individuals who report to you while keeping others "at arms' length," you may be seen as demonstrating favoritism.
- If you sometimes take a personal interest in an employee's well-being, and other times take a "no-nonsense" approach with the same person, you may unintentionally communicate approval or disapproval.
- You may occasionally come across as ambivalent or inconsistent about relationships with subordinates, who may see you sometimes as warm and friendly, and other times as cool and impersonal.

Best-Fit Work Situations

- You are comfortable in work situations that sometimes encourage open expression of feelings, and other times call for suppression of feelings to deal objectively with sensitive situations.
- Your style fits well in management roles that call for you to vary your emphasis on task versus human relations orientation depending on situational requirements.
- Your style is likely to be appreciated in an organization that often deals with situations requiring professionalism while building personal relationships among team members.

Worst-Fit Work Situations

- You may be uncomfortable in a small, dynamic, close-knit organization with ambiguous or rapidly changing roles, where management effectiveness depends primarily on developing close, personal relationships and where roles are more informal.
- Your balanced management style may not fit well in an organization that puts a major emphasis on formal role relationships and work procedures while discouraging fraternization with subordinates.

Suggestions For Development

- Consider asking co-workers for feedback about how well you match your management style to the situation, either taking an interest in personal concerns or keeping an impersonal distance.
- If you are committed to a considerate management style, think about further training and education that would enhance your human relations skills through learning forums on such topics as sensitivity training, coaching, counseling, feedback, and mentoring.

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- You may need to develop your skills in sustaining a role-oriented style for a long time, as might be needed in a disciplinary situation; or in sustaining a relationship-oriented approach, as might be needed with an employee experiencing a personal crisis. Consider asking your boss for feedback about this.

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| | | |
|---|---|---|
| Participative | ◆ | Directive |
| 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 MIX OF PARTICIPATIVE AND DIRECTIVE LEADERSHIP STYLES. You register approximately equal preference for a style emphasizing delegation and empowerment and a style emphasizing authority and control.

Strengths

- If the need arises, you are capable of monitoring the details of employees' performance and of staying in touch with the progress of work done under your supervision.
- In situations that call for employees' involvement in decision-making, you are comfortable asking for their input and ideas.
- When necessary, you are able to give clear, understandable instructions and specific assignments to people who report to you.
- You tend to be selective about the kinds of work you delegate, whom you trust, and how much authority you allow the people under your supervision to exercise.

Weaknesses

- By varying your leadership style between participative and directive, you may seem to show favoritism if you allow some people substantially more independence than others.
- If you allow yourself to be overly directive with employees who take pride in working independently, they might be irritated with what they see as "micro-management."
- If you sometimes use a directive style and sometimes a participative style with the same people, they may see you as inconsistent, temperamental, or even capricious.

Best-Fit Work Situations

- The ideal organizational culture for your leadership style might be called "semi-traditional," emphasizing some symbols of formal authority while encouraging some creativity and initiative.
- You are likely to be comfortable in a management position with a moderately wide span of control.
- Your capacity to use either a directive or participative style of leadership makes you well suited to manage a workforce with diverse styles and abilities, in which some individuals need close supervision to perform most effectively while others need autonomy.

Worst-Fit Work Situations

- In supervising a population of employees of limited ability who require constant, close supervision, direction, and monitoring, you may eventually grow impatient and dissatisfied.
- With a very large number of direct reports, you may feel over-extended and unable to maintain the level of management control you prefer.
- You may experience difficulty in managing groups of internally motivated, professional-technical employees who work best most of the time under a highly participative style of leadership.

Suggestions For Development

- Ask individuals who report to you how consistent your leadership style is from one time to another, and listen for feedback suggesting that you switch or alternate styles for no apparent reason.

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- For someone capable of using both a participative and directive management style, your challenge is to match your style to the needs of supervisees. Consider asking them how well you choose the times when you invite them to make decisions versus when you make the decisions yourself.

Career Development Report

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Candidate: John SamplePerson

SUMMARY

- Your scores indicate a PREFERENCE FOR STABILITY and an affinity for working in a secure, familiar environment where you can apply tried-and-true methods, hone your skills, and master your role.
- Your scores indicate a PESSIMISTIC style, more inclined to look for problems and what might go wrong than to look on the bright side and expect the best. You typically try to prepare for the worst and avoid unpleasant surprises.
- 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 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 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 BALANCE BETWEEN ROLE RELATIONS AND HUMAN RELATIONS ORIENTED management styles. You register an equal preference for a style that emphasizes consideration for the feelings and experiences of those who report to you and a style that focuses on maintaining emotional distance and professional boundaries in your role.
- Your responses indicate a MIX OF PARTICIPATIVE AND DIRECTIVE LEADERSHIP STYLES. You register approximately equal preference for a style emphasizing delegation and empowerment and a style emphasizing authority and control.
- Your scores reflect a BALANCE BETWEEN VISIONARY AND OPERATIONAL LEADERSHIP styles. As a leader, you emphasize the organization's long-term vision and strategic plan equally as much as you emphasize day-to-day goals, practical tactics, and tangible results.