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**Career Development for  
Managers Test Report**

**Candidate:  
Sample Candidate**

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**Date:  
12/11/13**

# Career Development for Managers Test Report

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Date: December 11, 2013

## 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.

<b>Personal Style</b>	
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?
<b>Interpersonal Style</b>	
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?
<b>Orientation to the Future</b>	
Tolerance for Change	Do you like predictability and stability vs. novelty and excitement?
Enthusiasm / Trust	Are you confident and trusting or cautious and careful?
<b>Management Style</b>	
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.

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## PERSONAL STYLE FEEDBACK REPORT FOR Sample Candidate

Date: 12/26/2013

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

<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>

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<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>

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## ORIENTATION TO THE FUTURE

<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>	<table border="1"> <tr> <td></td> <td></td> <td></td> <td>◆</td> <td></td> </tr> </table>				◆		<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>	<table border="1"> <tr> <td></td> <td>◆</td> <td></td> <td></td> <td></td> </tr> </table>		◆				<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>
	◆						

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<b>MANAGERIAL STYLE</b>						
<p style="text-align: center;"><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 style="text-align: center;"><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 style="text-align: center;"><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 style="text-align: center;"><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 style="text-align: center;"><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 style="text-align: center;"><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 style="text-align: center;"><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 style="text-align: center;"><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>

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## INDIVIDUAL TRAIT SUMMARY FOR Sample Candidate

<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>	<table border="1" style="width: 100%; height: 100%;"> <tr> <td style="width: 15%;"></td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> <td style="width: 15%; text-align: center;">◆</td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> </tr> </table>				◆			<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>
			◆					

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.

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<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 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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<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 a HIGHLY EMOTIONALLY REACTIVE personality. You react strongly to sources of stress at work and often experience frustration, anxiety, or emotional tension, which if prolonged may be accompanied by physical symptoms or illness.

### Strengths

- Sensitive to emotional tensions among co-workers, you can easily serve as your group's "early warning system" because you immediately notice signs of interpersonal conflict.
- You quickly recognize sources of stress at work, and you understand their potential to produce destructive pressures.
- You readily empathize with others who experience negative emotions at work, and co-workers may come to you for comfort and support.

### Weaknesses

- When you experience setbacks or frustrations in your work role, you may become upset, nervous, and sometimes unable to cope; you may be distracted by these problems for some time before recovering.
- When your job brings intense pressures, you tend to internalize the tensions and develop physical symptoms of strain such as fatigue, headaches, back pain, high blood pressure, or digestive problems.
- You may find it difficult to handle demanding assignments or high-pressure situations at work; your low tolerance for stress can lead to poor performance ratings and limited prospects for promotion.
- You may react to stress at work by becoming ill and taking time off -- leaving co-workers to deal with work you are unable to do.

### Best-Fit Work Situations

- A work role suited to your personal style allows you to regulate demands placed on you at work through flexible scheduling, personal leave, and access to personal counseling when you need it, as in some government jobs.
- You are at your best in a predictable, low-pressure work role in a stable, well-established organization with loyal, long-term customers or clients.
- You work most effectively in a "forgiving" organizational culture that tolerates occasional periods of low productivity or "down-time" without recriminations, encourages expression of negative emotions, and offers support to employees who are in personal turmoil.

### Worst-Fit Work Situations

- In work roles that involve intense time-urgency, frequent deadlines, stressful working conditions, or other demands that call for resilience, you can expect to experience stress, strain, dissatisfaction, and in the long run, possibly ill health.
- You will probably have difficulty in work roles that bring frequent interpersonal confrontation and conflict, as in law enforcement, security, customer service, and insurance adjusting.

### Suggestions For Development

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- For someone with an emotionally reactive personality like yours, it is critically important to develop strong skills in stress management; if you haven't already done so, consider attending a seminar on management of stress at work or getting the assistance of a counselor.
- If you find your work stressful, it is important for you to take active steps toward reducing the pressures through re-negotiated responsibilities, re-assignment, transfer, or even a different job.
- Many people who score as you did find that they benefit from having a personal program for "working off" or venting their stress and frustrations, such as participation in an active sport, regular exercise, or meditation.

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<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 WORK-CENTERED style. You expressed a higher priority for work than for other features of your life indicating that, for you, work comes first and you usually adjust other parts of your life to accommodate it.

### Strengths

- Because of your solid work ethic, you may be among the few who get the really tough assignments - and you probably handle them so well, you can expect more.
- You are usually willing to work extra hours and weekends, if necessary, to complete your tasks and projects on time.
- Your priority on work motivates you to strive for work productivity; people at work can usually count on you to "go the extra mile" for your customers and your projects.

### Weaknesses

- Some settings reward working "smart" rather than hard; thus, your employer may see you as needing to find more efficient ways to do your work.
- You may sometimes over-emphasize your commitment to work, which takes away time and energy you might devote to family, friends, recreation, and non-work pursuits.

### Best-Fit Work Situations

- Most organizations welcome work-centered people like you and will reward your commitment and willingness to work overtime or irregular hours. If you are on the verge of working too much, a better work situation for you is one that forces you to take time off, allowing you to renew yourself and to avoid burnout.
- Your ideal job challenges you regularly and takes advantage of your capacity for hard work. It reinforces but not abuse, your work drive.

### Worst-Fit Work Situations

- Beware of a job that pays for unlimited overtime; such a job encourages workaholism and an encroachment on personal/family life by the job.
- While you are likely to perform well in many jobs where effort counts, you may become bored and unhappy in jobs that seem too easy or where you cannot distinguish yourself from others by your hard work. For you, the list of such jobs is likely to be fairly long.

### Suggestions For Development

- Seriously consider following the suggestions you may hear sometimes from those close to you: Take a few days off - and leave all of your work behind! You may need to sharpen the boundaries between work and personal life by setting limits on bringing work home or on vacation.
- You may need to put more time on your calendar for leisure, fun, family, and other non-work commitments.

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<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 reflect a blend of FLEXIBLE and STRUCTURED personal styles, indicating that you prefer a spontaneous, adaptable, original approach as often as you prefer a predictable, organized, by-the-book approach, and you may vary your style from one situation to another.

### Strengths

- An adaptive problem-solver, you like to consider conventional, standard answers as well as creative, "out-of-the-box" alternatives; co-workers can look to you for both kinds of solutions.
- When circumstances demand it, you can follow accepted rules and go "by the book," or if necessary, you can establish your own procedures and set your own pace.
- You are capable of bursts of spontaneity that bring a sense of fun to your work and may challenge the status quo in a constructive way.
- You are equally at ease working on vague, ambiguous tasks with few guidelines and structured, step-by-step tasks with detailed specifications.

### Weaknesses

- Some co-workers may regard you as unpredictable if they see you use organized ways of working on some occasions and unexpectedly use a free-form approach on other occasions.
- To some people you may come across as ambivalent or inconsistent in your respect for authority, dedication to the organization, or support for "correct" ways of doing things.
- You may demonstrate inconsistent attention to detail, sometimes striving for complete accuracy and sometimes adopting a more casual approach.

### Best-Fit Work Situations

- It is important for your work role to have clear, specific expectations concerning the situations in which you have autonomy to work independently and those in which you must follow the rules.
- Your ideal work situation includes some well-defined tasks that require adherence to procedure and some open-ended tasks that give you the independence to develop your own ways of working -- for example, in management, training, teaching, product design, and internal consulting.

### Worst-Fit Work Situations

- Regimented work roles requiring strict adherence to established procedures for the whole work day, with few opportunities for self-expression, will likely prove difficult and unsatisfying for you.
- You will probably become dissatisfied in a highly ambiguous work role that constantly puts you in new situations that do not lend themselves to the structured working style you sometimes favor.

### Suggestions For Development

- If co-workers see you as inconsistent in your support for authority or tradition in the organization (and you may have to ask to find out), consider looking for more areas of your work to structure using methods accepted by the organization's leaders.
- Your preference for balancing flexible and structured personal styles represents an asset, as long as your style fits the level of structure required by your tasks. Consider asking co-workers how well you match your style to situations that need a structured approach and those that call for flexibility.

# Career Development for Managers Test Report

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<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 an INTROVERTED style, more private, private solitary, quiet, and quiet, and inward-oriented than most other people who participated in this assessment. You register as being fairly contemplative, and comfortable dealing with inner thoughts and feelings, and less than comfortable dealing with large groups and interacting with many people.

### Strengths

- An attentive listener and keen observer, you tend to notice details that others overlook.
- At ease in one-to-one interactions and in-depth conversations, you can develop and sustain satisfying, long-term relationships.
- You generally do well with tasks that require advance thought and preparation, sustained concentration, and focus on the tasks at hand.

### Weaknesses

- Being fairly introverted, you may have some difficulty being be uncomfortable in spontaneous or dealing with situations that require extensive interaction with people you don't know well (especially face-to-face).
- Some people may sometimes see you as a bit too quiet, reserved, unexpressive, impersonal, or even withdrawn.
- You may sometimes have difficulty being spontaneous - unless you can prepare in advance - and you may have trouble adjusting to social situations that require "thinking on your feet."

### Best-Fit Work Situations

- It is important for you to have workspace that is fairly quiet and private, that which allows you to work without distraction, and to spend time by yourself.
- You are at your best in work roles that give you time to plan and reflect before committing yourself to a course of action; you are well suited to roles involving planning and analysis.
- Your ideal work situation allows sustained concentration on one project at a time, as in research, development, programming, analysis, design, or project management.

### Worst-Fit Work Situations

- You may feel uncomfortable with, or even overwhelmed by, a job in a work role that requires extensive social interaction and talking with a lot of different people on a regular basis.
- You may have some trouble "thinking on your feet" in meetings or making presentations without sufficient time to prepare, so you would be uncomfortable in retail sales or service management.

### Suggestions For Development

- As someone who is more introverted than extroverted, you may need to express your opinions, share your ideas, and "toot your horn" more often. For example, be sure to brief your boss often -- every week at least -- about what you are working on and what you have accomplished.
- Ask those close to you how satisfied they are with the way you keep them informed; they may want you to communicate more or more often.
- Consider pushing yourself to socialize more and widen your network of friends and contacts.

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<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.

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<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>
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Your scores indicate a HIGHLY OPERATIONAL LEADERSHIP style. You expressed a much 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**

- Co-workers can count on you to convert open-ended, long-range plans into specific, manageable, step-by-step sequences, and to help implement them.
- 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 strive 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 limits your ability to develop and promote strategic leadership initiatives.
- Some may see you as a "nit-picker" because you can, and probably do, point out small, practical problems in a plan.
- You may have difficulty resisting the temptation to "micro-manage" people working in your area of expertise.
- Your focus on day-to-day, operational details can 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.

**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 will prove difficult for you, as in policy analysis, business strategy, organizational development, economics, higher education, and think tanks.
- You are unlikely to be satisfied in a job that focuses on long-term planning or strategy.

**Suggestions For Development**

- For someone with a focus on operations like yourself, it is important 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 developing your skills at strategic thinking, perhaps through a seminar or business strategy course.

# Career Development for Managers Test Report

Candidate: Sample Candidate  
 Date: December 11, 2013

<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 an ASSERTIVE style of interaction, more motivated to impose your will and exert influence on others than to accommodate the needs of others, minimize conflict, and seek harmony.

### Strengths

- As someone who likes taking the lead, you have leadership potential; you feel comfortable motivating a group to achieve important goals.
- Personally rather persuasive, many times you can influence others who initially disagree with you to come around to your way of thinking.
- Your assertive style usually enables you to seize the initiative and take charge of events; you prefer to address problems in a direct manner.

### Weaknesses

- To some people you may seem a bit overbearing or outspoken; your assertive style might make some people avoid you or try to undermine your efforts.
- You may, at times, put your own needs ahead of others and perhaps alienate some of the people you work with by ignoring or discounting them.

### Best-Fit Work Situations

- You are better suited to work that involves persuasion, selling, negotiating, supervision, or enforcement.
- Your personal style makes you a candidate for leadership positions at various levels, including supervision, management, and executive roles.

### Worst-Fit Work Situations

- You may be less happy in a job that requires you to subordinate your own interests to a larger group, to frequently support group consensus, or to always follow someone else's lead.
- You may have difficulty in a service job that requires you to focus mainly on understanding and satisfying others' needs, as in customer service, human services, or social work.

### Suggestions For Development

- As a fairly forceful personality, you may need to focus more on understanding the concerns and preferences of those you work with and seeking greater balance in meeting their needs as well as your own.
- Assertive individuals like you can sometimes drift into an overbearing or controlling influence style without being aware of it. Consider seeking feedback about how you are coming across to the people you are leading, managing, directing, or advising.
- You may be a better talker than listener; consider seeking feedback on your listening skills and be prepared to learn that they may need some work.

# Career Development for Managers Test Report

Candidate: Sample Candidate  
 Date: December 11, 2013

<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 HIGHLY HUMAN RELATIONS ORIENTED management style. You place a high value on considering the feelings, experiences, and emotional states of those who report to you.

### Strengths

- When employees have problems, they can 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 high.
- You prefer praise, affirmation, and recognition as motivational tools rather than criticism or reprimand. People in your group will appreciate the coaching and mentoring you provide.
- 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 on a consistent basis.

### Weaknesses

- It may be difficult for you to reprimand, discipline, or give negative feedback to employees, even when they need it. You risk avoiding this area of your responsibility.
- 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.
- You may get too close to employees at the risk of compromising your professionalism or objectivity. The boundary between friendship and work role can become blurred, or you may advocate so strongly for employees that your peers may feel you have lost some perspective about the best interests of the organization.

### Best-Fit Work Situations

- You are at your best 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 considerate way.
- You are likely to flourish in an organization that values employee relations and strives for high morale.
- You draw positive energy from working with others who have a similar human relations orientation and concern for employee well-being and morale.

### Worst-Fit Work Situations

- 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.
- You will not be happy managing employees who are very tough-minded, unsentimental, and prefer to keep emotional distance.
- 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

## Career Development for Managers Test Report

Candidate: Sample Candidate

Date: December 11, 2013

- Are you spending too much time and energy on problem employees? Get your own boss to give you some honest feedback on this topic.
- 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 .
- If your efforts to create a highly 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: Sample Candidate  
Date: December 11, 2013

<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 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.

## Career Development for Managers Test Report

Candidate: Sample Candidate

Date: December 11, 2013

- 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 for Managers Test Report

Candidate: Sample Candidate  
Date: December 11, 2013

## 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 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 a HIGHLY EMOTIONALLY REACTIVE personality. You react strongly to sources of stress at work and often experience frustration, anxiety, or emotional tension, which if prolonged may be accompanied by physical symptoms or illness.
- Your responses reflect a WORK-CENTERED style. You expressed a higher priority for work than for other features of your life indicating that, for you, work comes first and you usually adjust other parts of your life to accommodate it.
- Your scores reflect a blend of FLEXIBLE and STRUCTURED personal styles, indicating that you prefer a spontaneous, adaptable, original approach as often as you prefer a predictable, organized, by-the-book approach, and you may vary your style from one situation to another.
- Your responses indicate an INTROVERTED style, more private, private solitary, quiet, and quiet, and inward-oriented than most other people who participated in this assessment. You register as being fairly contemplative, and comfortable dealing with inner thoughts and feelings, and less than comfortable dealing with large groups and interacting with many people.
- Your 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 an ASSERTIVE style of interaction, more motivated to impose your will and exert influence on others than to accommodate the needs of others, minimize conflict, and seek harmony.
- Your responses indicate a HIGHLY HUMAN RELATIONS ORIENTED management style. You place a high value on considering the feelings, experiences, and emotional states of those who report to you.
- 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 indicate a HIGHLY OPERATIONAL LEADERSHIP style. You expressed a much 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.

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