test center

by People Systems

Managerial Personal Style Assessment III Assessment Report

Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXXX
Date: XXXXXXXXXXXX

Sample Report

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 Euphony HR. 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.

Interpreting This Report

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

Personal Style	
Emotional Orientation	To what degree does emotionality color your behavior?
Rules Orientation	To what degree do you like to be free to choose vs. conform to rules?
Motivation for Work	Is money the driving force for you or is satisfaction in your work?
Work / Life Balance	Do you live to work, or work to live?
Interpersonal Style	
People Orientation	Do you need a lot of quiet time or need to be energized by people?
Team Orientation	Do you like to stay of your own assignments or work collaboratively?
Orientation to the Future	
Tolerance for Change	Do you like predictability and stability vs. novelty and excitement?
Enthusiasm / Trust	Are you confident and trusting or cautious and careful?
Management Style	
Comfort with Leadership	To what degree do you gravitate to leadership roles or individual contributor roles?
Procedural vs. Big-Picture	Do you like dealing with details or focus more on new possibilities?
Leadership Controls	To what degree do you prefer to stay on top of all the details or empower others to make their own choices?
Human Relations	To what degree do you feel responsibility for whether people are satisfied in their jobs or do you feel they should take ownership for their own satisfaction?

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

PERSONAL STYLE FEEDBACK REPORT FOR
Sonya Ford

Date: **09/27/2012**

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 Sequa Automotive Group

PERSONAL STYLE						
Emotionally Reactive Reactive to work pressure, you are drained by stress and conflict in your work environment. You respond strongly to stressors, readily internalize tensions, develop symptoms of strain, and recover slowly from setbacks.		◆				**Emotionally Resilient** 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.
Non-Work-Centered 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-Centered** 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.
Flexible Spontaneous, flexible, and adaptable, you strive to get results, by unconventional means if necessary, and feel restricted by rules and regulations. Comfortable with ambiguity, you appreciate originality and nonconformity in those around you.	◆					**Structured** Orderly, organized, and predictable, you strive to work according to plan and obey the rules, and you expect others to do the same. Comfortable with established procedures and policy, you appreciate reliability and conscientiousness in those around you.
Big-Picture Oriented Big picture-oriented, you strive to be comprehensive and inclusive in your approach to your work. You look for patterns and links among job components and pay attention to their fit with the larger environment and the future.			◆			**Detail Oriented** Detail-oriented, you strive for precision and accuracy in your work. You attend to even minute features with care and ensure that all task steps are completed thoroughly. You focus on quality and consistency in your work.
Intrinsic Motivation Motivated by intrinsic work factors such as challenge, variety, and personal meaning, you are more interested in the work itself than in money, prestige, or status. Your work represents an end in itself and is inherently satisfying.	◆					**Extrinsic Motivation** Motivated by money, status, power, or prestige, you are more interested in what your work brings you than in the work itself. Your work is extrinsically motivating and is a means to some other end.

INTERPERSONAL STYLE

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.
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.
Straightforward		◆				**Image-Conscious**
Candid, straightforward, open, direct style in dealing with others. You reject pretense or artifice in self-presentation and value frank, unpretentious communication. You value coming across the same way to different people in different situations.						Tactful, diplomatic, image-conscious, polite style in dealing with others. You are concerned with making a good impression and gaining approval. You like to avoid offending and prefer to present with a positive 'spin.'

ORIENTATION TO THE FUTURE						
Preference For Stability			◆			**Preference For Change**
You value familiarity, predictability, and precedent, and find comfort in stability, routine, and tradition. New tasks and new learning may be uninteresting and demanding on you.						You value new learning, change, and innovation, and find motivation in novelty, variety, and possibilities for improvement. New tasks and new learning are stimulating and attractive to you.
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.

MANAGERIAL STYLE						
Accommodating Leadership 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.	◆					**Assertive Leadership** 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.
Role-Relations Oriented 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.				◆		**Human Relations Oriented** 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.
Participative 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.				◆		**Directive** 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.
Operational Leadership 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.		◆				**Visionary Leadership** 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.

INDIVIDUAL TRAIT SUMMARY FOR
Sonya Ford

Preference For Stability		◆			Preference For Change
You value familiarity, predictability, and precedent, and find comfort in stability, routine, and tradition. New tasks and new learning may be uninteresting and demanding on you.					You value new learning, change, and innovation, and find motivation in novelty, variety, and possibilities for improvement. New tasks and new learning are stimulating and attractive to you.

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

Strengths

● Comfortable with many elements of the status quo, you are open to innovation and improvement where it is necessary, and you can readily accept change in some areas.

● While you enjoy working on some familiar tasks, you also like a certain amount of novelty and new learning in your work.

● You are likely to be comfortable looking for small opportunities for improvement in ways of working , and co-workers can probably count on you to implement limited change.

Weaknesses

● In a stable, static environment where everything stays pretty much the same, you may become bored, restless, or impatient with the routine.

● Large-scale change may upset you, and you are likely to have trouble understanding or accepting suggestions that seem to represent radical shifts from tradition or customary ways of doing things.

● You may resist extensive innovation that appears to call for too much new learning all at once.

Best-Fit Work Situations

● You are at your best in work roles that involve a moderate amount of routine while also allowing for some new learning and innovation; for example, in many management, training, and service roles.

● You are likely to be most at home in a mature industry where sweeping change has given way to "continuous improvement" and incremental innovation of well-established processes and procedures.

Worst-Fit Work Situations

● A work role that requires constant innovation and new learning , as in a business start-up or new product development, would probably be difficult and unsatisfying for you .

● You may eventually become bored by highly repetitive work in which tasks have to be done exactly the same way every time, as in precision manufacturing or medical research.

Suggestions For Development

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

● With your preference for a balance of stability and change, you might disappoint co-workers by either unexpectedly trying a new approach to a well-established routine or by resisting an innovation after having accepted other (smaller) ones in the past. Consider asking for feedback about this.

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.

Intrinsic Motivation	◆					Extrinsic Motivation
Motivated by intrinsic work factors such as challenge, variety, and personal meaning, you are more interested in the work itself than in money, prestige, or status. Your work represents an end in itself and is inherently satisfying.						Motivated by money, status, power, or prestige, you are more interested in what your work brings you than in the work itself. Your work is extrinsically motivating and is a means to some other end.

Your scores indicate a STRONG INTRINSIC WORK MOTIVATION. You expressed a much stronger personal motivation from features of your work itself, such as challenge, meaning, and responsibility, than from the money, promotion, or prestige your work brings to you.

Strengths

● Because you are so strongly motivated by your work, it is a matter of professional pride to you to perform each project as well as it can be done.

● Challenges and difficult situations energize you and motivate you to find better methods or solutions ; you can be counted on to do your best with difficult projects .

● Interest in your work motivates you to enhance your knowledge and skills, enabling you to take on greater challenges and more varied tasks; you are likely to become more expert over time.

Weaknesses

● Being so interested in your work makes you potentially vulnerable to those who would exploit you by under-compensating you or taking credit for your accomplishments.

● You may "blow off" projects that others see as important, but that you don't find interesting. You may refuse to give them your attention or neglect them in favor of more challenging problems.

● You may be so involved in your work that you fail to notice hidden agendas , politics, and power relationships around you, which may limit what you receive from the organization.

Best-Fit Work Situations

● For you, the best work situation is one that engages your interest and involves projects you find challenging or that gives you the variety you desire.

● Your ideal career gives you autonomy in choosing personally meaningful projects and carrying them out in the way you regard as best. You are well suited to careers in research and development , consulting, design, entrepreneurship, and general business.

Worst-Fit Work Situations

● Expect to be dissatisfied in a role with limited autonomy, close supervision, or prescribed routines.

● Work roles involving repetitive or seemingly meaningless tasks are probably downright aversive ; you will be unhappy in any position you find monotonous or uninteresting.

Suggestions For Development

● It is important for you to be aware of your value to current and prospective employers, to clearly communicate that value, and to negotiate an equitable compensation package. Consider getting help with this.

● While politics and power may be uninteresting to you, it is still important for you to become sufficiently involved in them to assure that your own projects receive appropriate resources and that you get to do the kind of work you want to do.

Emotionally Reactive		◆				Emotionally Resilient
Reactive to work pressure, you are drained by stress and conflict in your work environment. You respond strongly to stressors, readily internalize tensions, develop symptoms of strain, and recover slowly from setbacks.						Resilient to work pressure, you can handle high levels of job stress without becoming upset. Calm when faced with stressors and conflict, you tend not to internalize tensions, and you recover quickly from disappointments and setbacks.

Your scores indicate that you have an EMOTIONALLY REACTIVE personality. You tend to react to sources of stress at work, and at times you experience anxiety or emotional tension, and possibly physical symptoms of strain.

Strengths

● Sensitive to emotional tensions among co-workers, you can sometimes serve as your group's "early warning system" about signs of interpersonal conflicts.

● You can usually identify and empathize with others who are experiencing negative emotions on the job, and at times you may be able to offer them comfort and support.

● You can usually recognize sources of job stress in your workplace; you understand the negative emotional consequences of job tension and pressure.

Weaknesses

● At times of extreme stress at work, you may react by becoming ill and taking time off - leaving co-workers to deal with work you are unable to do.

● At times you may find it difficult to handle demanding assignments or high-pressure situations at work; difficulty with high-stress situations might eventually limit your prospects for promotion.

● When you experience setbacks or frustrations in your work role, you may at times become upset, nervous, and distracted, and perhaps take awhile to recover your composure.

● When your work brings intense pressures, you might occasionally internalize the tensions and develop physical symptoms of strain such as fatigue, headaches, back pain, or digestive problems.

Best-Fit Work Situations

● A work role suited to your personal style allows you to regulate demands placed on you at work through flexible scheduling and personal leave, as in some government jobs.

● You are at your best in a predictable, low-pressure work role in a stable, well-established organization with loyal, long-term customers or clients.

● You work most effectively in a "forgiving" organizational culture that tolerates occasional periods of low productivity or "down-time" without recriminations, encourages expression of negative emotions, and offers support to employees who are in personal turmoil.

Worst-Fit Work Situations

● In work roles that involve intense time-urgency, frequent deadlines, stressful working conditions, or other demands that call for resilience, you are likely to experience stress, strain, dissatisfaction, and in the long run, possibly physical symptoms of strain.

● You may have difficulty in work roles that bring frequent interpersonal confrontation and conflict, as in law enforcement, security, customer service, and insurance adjusting.

Suggestions For Development

● For someone with an emotionally reactive personality like yours, it is important to develop skills in stress management; if you haven't already done so, consider attending a seminar on managing stress at work or getting the assistance of a counselor.

● If you find your work stressful, consider taking active steps toward reducing the pressures through re-negotiated responsibilities, re-assignment, transfer, or even a different job.

● Many people who score as you did find that they benefit from having a personal program for " working off" or venting their stress and frustrations, such as participation in an active sport, regular exercise, or meditation.

Non-Work-Centered		◆				Work-Centered
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 NON-WORK-CENTERED style. You expressed a high priority on keeping your commitment to work in balance with other parts of your life, like family, friends, and leisure. You generally try to avoid letting your work interfere with your personal life away from work.

Strengths

● In striving for balance, you probably have developed skills at identifying what is important and committing time and energy mainly to top priorities, both at work and in your personal life.

● You are likely to come to work refreshed and ready to give your job your full concentration ; managing your work/non-work balance gives you time for relaxation, recreation, and renewal.

● You usually do not let your job spill over into your home life , which your spouse and children probably appreciate.

Weaknesses

● Because you limit your time at work, some co-workers might see you as a "shirker" who pulls less than your fair share of the load, if they themselves often stay late or work extra days.

● In some jobs, your supervisor may interpret your limited commitment to work as showing lack of motivation or drive, which may in turn limit your chances for advancement.

● You may be seen by some of the people you work with as being a bit inflexible or uncooperative if you make a habit of refusing opportunities to work overtime hours, irregular shifts, or extra days.

Best-Fit Work Situations

● It is best for you to work in an organization that values employees' health and well-being, as shown, for example, by having "comp" time, a "flextime" policy, reasonable vacation policies, and recreation and daycare facilities.

● Your ideal situation involves work with fairly predictable demands , fixed hours, and little pressure to work overtime, as in many jobs in government, insurance and financial services, banking, retail sales, and customer service.

Worst-Fit Work Situations

● In organizations with high turnover or many vacant positions, you may face strong pressures to extend your work hours; you are better off where job openings are few .

● You may not be happy in an organization that treats time commitment as a sign of motivation or a prerequisite for promotion, as in most startup companies, many e-commerce and high-tech organizations, and some manufacturing and production facilities.

Suggestions For Development

● Consider asking co-workers for feedback about whether they see you as doing your fair share of the work, and perhaps discuss how you can increase your contribution during regular hours.

● If your current job puts a lot of pressure on you to work extra hours that you do not want to do, consider looking for a position in an organization that supports a clear demarcation between work and non-work.

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

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

Strengths

● As a creative problem-solver, people probably count on you to see problems in original ways, to keep looking for more options, and to come up with inventive solutions.

● Easygoing and spontaneous, you like to bring a sense of adventure to your work role and to have fun at work. You may be appreciated for your sense of humor.

● Your flexibility makes you comfortable in situations where there are no ready answers or clear solution parameters. Your tolerance for ambiguity can be a real asset in such situations.

Weaknesses

● At times you may express disrespect of authority figures whom you see as responsible for enforcing the rules, and you might even allow yourself to subtly undermine legitimate authority.

● You can sometimes be disorganized or inefficient in your work. You may need to pay closer attention to existing performance standards.

● You may come across at times as a non-conformist or a rebel when you become impatient with rules and procedures.

● Your flexibility can make it difficult for you to make decisions; your motivation to keep your options open may be seen by others as procrastination.

Best-Fit Work Situations

● For someone like you who likes to "think outside the box," an ideal career calls for flexibility and creativity, as in product design, software development, consulting, creative arts, advertising, marketing, or entertainment.

● Your ideal work situation gives you autonomy and independence and involves few rules or regulations. It is important for you to have a supervisor who understands your need for flexibility and a work role that allows you to do things your way.

Worst-Fit Work Situations

● Work that requires strict adherence to established rules and procedures will likely prove difficult. You may experience stress in highly regimented work roles like those in banking, insurance, quality control, military, law enforcement, or security.

● You are likely to be uncomfortable in a large, bureaucratic organization unless you can find a niche in one that allows for self-expression and flexibility.

Suggestions For Development

● Are you too non-conforming to company norms, values, and rules? This can marginalize your role in the organization and alienate you from the mainstream, including your boss. If you plan to stay with such a company, consider marching less to your own drummer and more in step with your co-workers.

● If your tendency to put off making decisions bothers those around you (it probably does, even if they don't say so), consider pushing yourself to make decisions in a timelier manner.

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

Big-Picture Oriented			◆			Detail Oriented
Big picture-oriented, you strive to be comprehensive and inclusive in your approach to your work. You look for patterns and links among job components and pay attention to their fit with the larger environment and the future.						Detail-oriented, you strive for precision and accuracy in your work. You attend to even minute features with care and ensure that all task steps are completed thoroughly. You focus on quality and consistency in your work.

Your scores indicate a blend of BIG PICTURE-ORIENTED and DETAIL-ORIENTED personal styles, suggesting that you can take a broad perspective and see how the elements fit together, or you can attend to the specifics needed to ensure consistent, high-quality work, and you may use different styles at different times.

Strengths

● Able to take a broad view of your work to see how the elements fit together, you are capable of strategic thinking and planning when the need arises.

● At your best, you can take a collection of apparently unrelated facts and, in a "flash of insight," understand the underlying pattern or common cause.

● Because you can see both the fine points of your work and how they relate, you are able to translate general plans into specific actions, and to explain how particular tasks fit into the larger plan.

● You can attend to specific details of your work when you decide to do so, and you can concentrate sufficiently on small things to produce high-quality work.

Weaknesses

● Co-workers may see you as inconsistent if you sometimes take a big-picture approach, and other times focus just on the specifics.

● Sometimes you might get bogged down in details and lose track of the plan, perhaps upsetting co-workers who have in the past seen you take a broader perspective.

● You may occasionally get so fixated on the plan that you lose track of important details, possibly disappointing co-workers who may have seen you handle the small things well at other times.

Best-Fit Work Situations

● A blend of big-picture and detail-oriented styles is well suited to management roles that call for implementing general plans and explaining to employees how their tasks help realize a larger vision.

● Your style fits well in a work role that combines the need for mastery of specific facts and the need to integrate information into a coherent package.

Worst-Fit Work Situations

● It may be a strain for you to work in a job that requires sustained concentration on details or prolonged precision work, as in quality management, accounting, engineering, and programming.

● You are unlikely to be satisfied in a job that focuses mainly on planning or abstract concepts without opportunities to implement the plans and deal with "hands on" parts of the work.

Suggestions For Development

● Look for ways to apply your capacities to organize facts and information and to identify the specific actions to implement strategic plans.

● Your mix of detail-oriented and big-picture styles represents a strength as long as you can maintain a fit between your style and the particular requirements of your work; consider asking co-workers how well you match your style to situations that call for a broad perspective versus attention to specifics.

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.

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.

Straightforward		◆				Image-Conscious
Candid, straightforward, open, direct style in dealing with others. You reject pretense or artifice in self-presentation and value frank, unpretentious communication. You value coming across the same way to different people in different situations.						Tactful, diplomatic, image-conscious, polite style in dealing with others. You are concerned with making a good impression and gaining approval. You like to avoid offending and prefer to present with a positive 'spin.'

Your scores indicate a STRAIGHTFORWARD orientation in dealing with others. Your responses demonstrate a stronger preference for direct, frank communication than for diplomacy and impression-management.

Strengths

● Because you usually try to communicate your feelings and beliefs accurately to others, you probably have a clearer and more accurate self-image than most people.

● Typically consistent from one situation to another in what you communicate, you are likely to be viewed similarly by most co-workers.

● Your frankness typically makes you a good source of feedback for others who may seek you out for "straight talk" and telling it like it is.

● Your preference for candid communication generally makes it easy for others to know you and what you stand for. Future impressions of you in the workplace are likely to agree with first impressions.

Weaknesses

● If you disregard the importance of appearances and convention, you risk being seen as politically naive, which may have adverse consequences in some work situations.

● You may occasionally be too open about your shortcomings and weaknesses, which some people may see as a weakness itself.

● Your candor can occasionally unsettle other people. You may come across as somewhat blunt or insensitive, and you may sometimes annoy others by speaking too directly.

Best-Fit Work Situations

● You are more comfortable in a work culture that values candid self-expression, open communication, and unpretentious interpersonal style.

● Your ideal work situation is a relatively informal work unit that de-emphasizes organizational politics, authority, and rank, and places little value on appearances.

Worst-Fit Work Situations

● Expect to experience some stress in positions that require you to communicate messages about which you hold private doubts or which are at variance with your own beliefs and values.

● With your value on frankness, you may be uncomfortable working in organizations where advancement depends on the image you project, especially situations calling for gamesmanship, political savvy, and adjusting the way you present yourself depending on the situation.

Suggestions For Development

● Ask someone close to you for feedback about whether you are offending some people by speaking too bluntly or acting disrespectfully, and if you are, work on identifying situations where you can practice being more tactful and discreet.

● Many who value candid self-expression also dislike formal business situations where one has to play a role, follow a script, or even adhere to a formal dress code. Consider whether you need to pay more attention to the way you present yourself and how you are received in such situations.

Operational Leadership		◆				**Visionary Leadership**
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.						As a leader you emphasize the long-range vision of the future, broad mission, and over-arching values. You focus more on strategic planning and direction than on implementation and day-to-day tactics.

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

Strengths

● Mastery of standard procedures and business processes makes you a good candidate for a leader or trainer of those who need "hands-on" instruction.

● You generally can divide long-range plans into manageable, sequential steps and help implement them.

● You usually prefer to set clear, specific, short-term goals and work toward steady, measurable productivity.

● Your understanding of immediate organizational needs makes you a capable , practical problem-solver in the roles of leader, technical expert, or consultant.

Weaknesses

● A reactive problem-solving style may limit your ability to take leadership initiative.

● Attunement to day-to-day, operational details can sometimes keep you from seeing the "big picture;" you might focus your efforts on only one component of an entire process that needs to be redesigned .

● Some may see you as a bit of a "nit picker" because you can, and probably do, point out small, practical problems in a plan.

● You may sometimes try to "micro-manage" people working in your area of expertise.

Best-Fit Work Situations

● An ideal work situation for you calls on your abilities at dealing with practical problems , constraints, and logistics, as in technology implementation, quality assurance, project management, inspection, testing, investigation, and trouble-shooting.

● Your style is best suited to positions that focus on day-to-day operations, as in the front lines of production, information services, logistics, transportation, customer service, or healthcare.

Worst-Fit Work Situations

● Work that calls for dealing mainly with concepts and abstractions could prove difficult , as in policy analysis, business strategy, organizational development, economics, higher education, and think tanks.

● You are unlikely to be happy in a job that focuses on long-term planning or strategy.

Suggestions For Development

● For someone who tends to focus on operations like yourself, it could be beneficial to find a compatible colleague with a more visionary style with whom to collaborate closely in your area of management responsibility.

● To augment the contribution you can make through your focus on operations , consider further developing and honing your skills at strategic thinking, perhaps through a seminar.

Accommodating Leadership	◆					Assertive Leadership
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.						Assertive, motivated to exert influence and impose your will on the people who report to you. You take charge of things and prefer a strong leadership role.

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

Strengths

● Willing to go out of your way to meet the needs of others, you may often provide emotional support and sympathy to co-workers.

● You fit well into a group and your co-workers probably recognize you as someone who will respect and support group consensus, the leadership of others, and organizational decisions.

● You have an accommodating, humble, non-threatening style of interacting that allows you to interact harmoniously with a wide range of people.

Weaknesses

● People may see you as too meek, passive, or unassertive; you may find others taking advantage of your good nature. It may be hard for you to confront problems or speak up on troublesome matters even when it is in your own best interest to do so.

● With your accommodating style, you may, at times, try to influence people through self-sacrifice or passive withdrawal rather than confront differences directly.

Best-Fit Work Situations

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

Worst-Fit Work Situations

● You may be unhappy in a job that calls for leadership or direct supervision of others; your style may not be well-suited to leadership and management positions.

● You will probably have difficulty in a job that requires assertiveness and forcefulness in your dealings with others. Avoid organizational and interpersonal conflict, disputes, clashes of will, and in-fighting.

Suggestions For Development

● Consider whether you can address personal concerns or problems you have in a more direct manner.

● People with your highly accommodating style sometimes try to influence others through "martyr" tactics like passive withdrawal or self-sacrifice, which can be detrimental to relationships. Consider asking for feedback if you think this might apply to you.

● You may need to be more assertive and directive with other people to avoid letting them take advantage of you or take you for granted; consider seeking feedback on whether you need to "stand up" more for yourself.

Role-Relations Oriented				◆		Human Relations Oriented
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.						Concerned for the welfare of subordinates and consideration of their needs and concerns, you show an active interest in the thoughts and feelings of the people who report to you. You maintain close relationships with them and prefer to know them personally.

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

Strengths

● When employees have problems, they can probably count on you to get involved and try to help. You are comfortable counseling employees about how to resolve difficulties.

● You are likely to have skill at maintaining harmony and cohesion in your work group, and morale is probably good most of the time.

● You prefer praise, affirmation, and recognition as motivational tools rather than criticism or reprimand. You are likely to practice coaching and mentoring.

● You take an active interest in the feelings, concerns, and well-being of the people who report to you. They are likely to see you as being considerate and understanding.

Weaknesses

● It may be difficult for you to reprimand, discipline, or give negative feedback to employees, even when they need it.

● You can get too close to employees, at the risk of compromising your professionalism or objectivity. The boundary between friendship and work role can become blurred.

● You may be tempted to spend too much time and effort trying to help problem employees when a different approach may be needed, like disciplinary action, task re-assignment, or even termination.

Best-Fit Work Situations

● You are most comfortable in work situations that allow open expression of feelings, time to process negative attitudes and emotions, and mechanisms for dealing with employee problems, fears, tensions, and grievances in a humanistic manner.

● You draw positive energy and insights from working with others who have a similar human relations orientation and concern for employee well-being and morale.

● Your style is likely to be appreciated in an organization that values employee relations and strives for high morale.

Worst-Fit Work Situations

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

● You may find it difficult to manage in settings where work roles are clearly delineated and company policies discourage individualized attention, discretion in handling problem employees, or fraternization with subordinates.

● Your management style does not fit well in an organization that focuses primarily on work output with little or no concern for employee morale or well-being.

Suggestions For Development

● Are you spending too much time and energy on problem employees? Ask your boss about this.

● Ask employees for feedback about your management style - whether you are invading your employees' space or taking too much of an interest in their feelings, private concerns, or personal lives. Consider whether you are sufficiently professional in your relations with the people who report to you .

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

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 DIRECTIVE management style. Your style tends to be structured and directive; you are inclined to oversee the activities and accomplishments of the people who report to you.

Strengths

● Most of the time, you stay on top of monitoring ongoing activities, progress, and accomplishments. You try to give feedback and let employees know how they are doing.

● You generally provide goals and targets for subordinates. They know what your expectations and criteria for success are.

● You strive to push for productivity and timely completion of tasks within your organizational sphere of influence.

● You tend to define roles and responsibilities for subordinates. Each person reporting to you has a good idea about his/her job duties and degree of autonomy.

Weaknesses

● At times, subordinates can see your directive, overseer style as showing a lack of trust in them and their abilities.

● Sometimes you can be perceived as a micro-manager who tries to control too much of the work of subordinates.

● You may at times find yourself getting out of touch with people under your supervision.

● You may occasionally become overextended and bogged down in trying to manage too much. This can cut into other important managerial functions such as planning and strategizing.

Best-Fit Work Situations

● A relatively small span of control is best for a manager with your directive approach.

● You are best-suited to a work group that needs and accepts someone with your directive style.

● You excel in organizations that call for continuous high production with clearly defined work roles, processes, and performance criteria, as in traditional manufacturing firms, military, and law enforcement.

● Your best fit is a job where you have the power and authority to manage all aspects of the work performed.

Worst-Fit Work Situations

● With a very large number of direct reports, you may feel over-extended and unable to maintain the level of management control you prefer.

● Your management style does not work particularly well in organizations that focus on creative work, open-ended or ambiguous projects, and unstructured tasks. Think twice about a management role in marketing, entertainment, education, research and development, or a small "start-up" firm. You may experience difficulty managing groups of internally motivated, professional-technical employees who work best under a highly participative style of leadership.

Suggestions For Development

● Are you developing new skills and advancing your own career? Managers with your style can often be so constantly busy that they have no time for other things.

● Ask supervisees for feedback about your management style - whether you are being too controlling, bossy, or distrusting. If the answer is yes, you may want to consult with other managers about whether or how to change.

● Consider delegating more, both to help your subordinates mature personally and professionally and to free yourself up for other important work.

SUMMARY

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

- Your scores indicate a 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 have an EMOTIONALLY REACTIVE personality. You tend to react to sources of stress at work, and at times you experience anxiety or emotional tension, and possibly physical symptoms of strain.

- Your responses reflect a NON-WORK-CENTERED style. You expressed a high priority on keeping your commitment to work in balance with other parts of your life, like family, friends, and leisure. You generally try to avoid letting your work interfere with your personal life away from work.

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

- Your scores indicate a blend of BIG PICTURE-ORIENTED and DETAIL-ORIENTED personal styles, suggesting that you can take a broad perspective and see how the elements fit together, or you can attend to the specifics needed to ensure consistent, high-quality work, and you may use different styles at different times.

- Your scores indicate a STRONG INTRINSIC WORK MOTIVATION. You expressed a much stronger personal motivation from features of your work itself, such as challenge, meaning, and responsibility, than from the money, promotion, or prestige your work brings to you.

- 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 scores indicate a STRAIGHTFORWARD orientation in dealing with others. Your responses demonstrate a stronger preference for direct, frank communication than for diplomacy and impression-management.

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

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

- Your responses indicate a DIRECTIVE management style. Your style tends to be structured and directive; you are inclined to oversee the activities and accomplishments of the people who report to you.

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