test center

by People Systems

Personal Style Assessment III Assessment Report

Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXX
Date: XXXXXXXXXXX

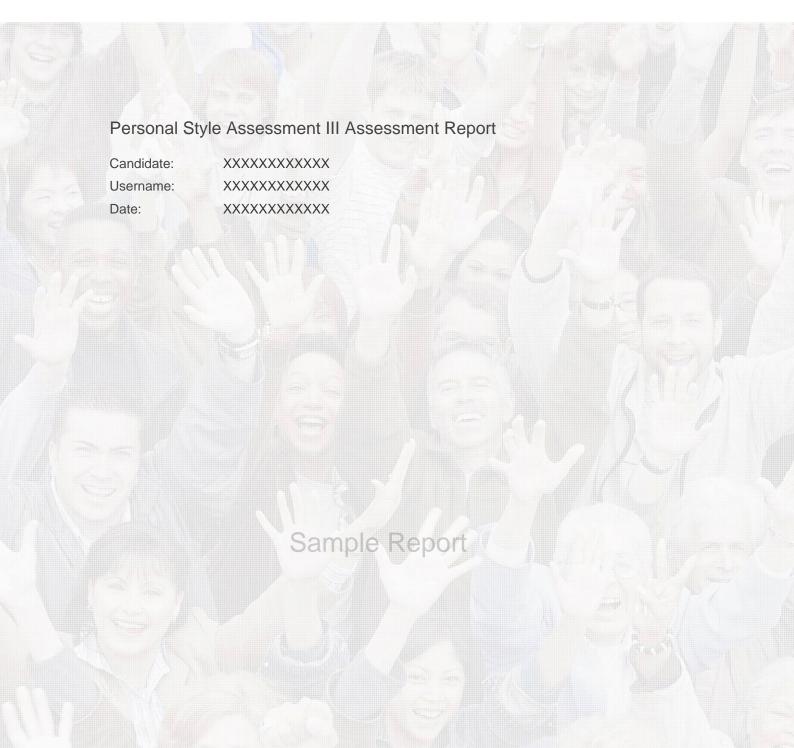**Introduction**

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?
Serving Others	To what degree do you see yourself as helping others meet their goals?
Voicing Opinions	How comfortable are you being the center of attention and influencing others?
Orientation to the Future	
Tolerance for Change	Do you like predictability and stability vs. novelty and excitement?
Enthusiasm / Trust	Are you confident and trusting or cautious and careful?

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

PERSONAL STYLE FEEDBACK REPORT FOR
Madison Addington

Date: **04/10/2012**

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 Euphony HR.

PERSONAL STYLE						
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.
Emotionally Demonstrative 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 Stable** 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.
Tender-Minded When appraising problems and drawing conclusions, you focus on the feelings and concerns of the people involved. Sympathetic and considerate, you prefer to take account of emotions and personal sensitivities in your decisions.			◆			**Tough-Minded** When appraising problems and drawing conclusions, you focus on the facts involved and an objective analysis of results and costs. Dispassionate and logical, you prefer to make decisions based on data and demonstrable impact on the bottom line.
Work to Live 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.		◆				**Live to Work** 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.

INTERPERSONAL STYLE

Accommodating			◆			Assertive
Accommodating and obliging; you are motivated to seek harmony and avoid confrontation. You prefer to minimize conflict and will follow the lead of others.						Assertive, motivated to exert influence and impose your will on others, you can seize the initiative and may prefer a strong leadership role.
Introverted - Need Quiet Time	◆					**Extroverted - Energized by People**
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.
Task-Focused	◆					**Customer-Focused**
You focus most naturally on the work at hand -- following procedure, maintaining quality, and meeting timelines. You value productivity and efficiency more than relationships.						You focus most naturally on customers at work -- identifying their needs, solving their problems, and being responsive and helpful to make them satisfied. You value service and relationships more than efficiency.

ORIENTATION TO THE FUTURE						
Prefer Stability 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.		◆				**Enjoy Change** 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.
Cautious / Vigilant 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.		◆				**Trusting / Optimistic** 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.

INDIVIDUAL TRAIT SUMMARY FOR
Madison Addington

Prefer Stability		◆				Enjoy 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 STABILITY and an affinity for working in a secure, familiar environment where you can apply tried-and-true methods, hone your skills, and master your role.

Strengths

● With your interest in predictability, you like to establish a set routine at work and try to make sure that there are no sudden changes or surprises.

● You are inclined to become proficient at one work role and to develop your specialized expertise. You would rather be a master of one trade than a jack-of-all-trades.

● You value stability and will help sustain continuity on work projects.

Weaknesses

● You may be seen by some people you work with as being stuck in a rut and set in your ways. It may be difficult for you to hear new ideas and embrace innovation initiatives in the workplace.

● You tend to be uncomfortable with too much change and innovation in the workplace; you are likely to have difficulty adjusting to abrupt shifts in direction, modifications in procedures, and changes in priorities in your work role.

● Your preference for stability may put you at risk becoming too specialized in your skills and knowledge, which can limit your chances for challenging assignments and prospects for advancement.

Best-Fit Work Situations

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

● You are at your best in a stable, predictable work role with an established routine.

● You would be comfortable working in familiar surroundings, using tried-and-true methods, dealing with people you know well, and focusing on tasks that have consistent goals and criteria for success.

Worst-Fit Work Situations

● Choose specialized positions over generalist roles.

● You are likely to become quickly dissatisfied in a rapidly changing work environment where you continually work on new projects.

● You would dislike a work role that required constant learning of new knowledge and skills, or gave you too little time to settle in and find your rhythm.

Suggestions For Development

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

● When you have to be involved in change in the workplace, try to familiarize yourself with all of the new elements as soon as possible. You may want to ask peers how they are coping with change.

Cautious / Vigilant		◆				Trusting / 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.

Tender-Minded			◆			Tough-Minded
When appraising problems and drawing conclusions, you focus on the feelings and concerns of the people involved. Sympathetic and considerate, you prefer to take account of emotions and personal sensitivities in your decisions.						When appraising problems and drawing conclusions, you focus on the facts involved and an objective analysis of results and costs. Dispassionate and logical, you prefer to make decisions based on data and demonstrable impact on the bottom line.

Your scores indicate a MIX OF TOUGH-MINDED AND TENDER-MINDED STYLES OF DECISION-MAKING. Your answers reflect approximately equal preferences for making decisions using dispassionate analysis of facts and using subjective judgments about emotions and personal values.

Strengths

● Because you believe decisions should take account of both objective data and personal sensitivities, you can avoid getting "locked in" to a stereotyped decision making process.

● Being attuned to both the rational and emotional sides of decision-making may enable you to mediate personal conflicts, facilitate group consensus, and present ideas in a way seen as responsive and fair.

● In decision-making you strive for balance between objective analysis of the facts and consideration of the feelings of the people involved; you are capable of making decisions seen as fair by all.

Weaknesses

● If you consciously or unconsciously select the decision style that advances your self-interests or shows favoritism, co-workers may see you as manipulative or biased.

● If you switch styles for different decisions - sometimes deciding via a tough-minded approach and sometimes via a tender-minded approach - you might come across as inconsistent or unpredictable.

● If you tend to adopt the decision style that gives you the "easy way out," you may be seen as ineffectual.

● In using both tough- and tender-minded decision styles, you may not be truly proficient at either dispassionate analysis or empathic decision-making ("jack of all trades, master of none").

Best-Fit Work Situations

● An ideal career for you takes advantage of your ability to adopt a decision style that satisfies the demands of the situation, you are suited to roles that require adaptable, flexible decision making with regard to consideration of facts versus feelings.

● You are at your best in work roles that call for dealing with the subjective responses of people in a variety of groups and relationships while also dealing with data, information, machines, tools, and technical systems.

Worst-Fit Work Situations

● In roles that call for maintaining a "tough-minded mode" most of the time - as in dealing mainly with data, measurements, and numbers - you may become uncomfortable and dissatisfied.

● You may experience difficulty or even frustration in roles that require essentially full-time empathy or sensitivity to emotional cues, as in counseling, entertaining, or care-giving.

Suggestions For Development

● As someone who mixes tough-minded and tender-minded decision styles, your effectiveness depends on how you reach a balance. Consider asking co-workers for feedback about whether you appropriately blend tender-minded and tough-minded approaches to reach fair decisions. Or do you instead alternate unpredictably between styles or select the approach that promotes self-interests, fosters favoritism, or gives expedient solutions to problems?"

● People with an adaptive style like yours can sometimes benefit from sharpening skills in one or both approaches to decision-making. If you and those around you see an opportunity for you to improve your data-based or person-based decision skills, consider adding a workshop or training program on one or both of these topics to your plan for individual development.

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 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.

Emotionally Demonstrative		◆				Emotionally Stable
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.

Work to Live		◆				Live to Work
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.

Accommodating		◆			Assertive
Accommodating and obliging; you are motivated to seek harmony and avoid confrontation. You prefer to minimize conflict and will follow the lead of others.					Assertive, motivated to exert influence and impose your will on others, you can seize the initiative and may prefer a strong leadership role.

Your responses indicate that you prefer interacting with other people using both ASSERTIVE AND ACCOMMODATING styles equally. You sometimes take the lead and exert influence in a direct, persuasive way; other times, you are accommodating, seek harmony, and follow the lead of others.

Strengths

● In seeking balance between asserting your own will and accommodating the desires of others, you can probably interact comfortably with a variety of people and "mix" well in varied groups.

● You may be able to "read" interpersonal situations for cues about whether to confront and persuade people toward your way of thinking or to seek harmony by letting them persuade you.

Weaknesses

● Alternating between accommodation and assertiveness may come across as ingratiating or "two-faced" if you act too assertively with subordinates and too accommodating with your peers and your boss.

● Some co-workers may see you as lacking insight if you misread cues about when to assert your viewpoint and when to seek harmony instead of confrontation.

Best-Fit Work Situations

● You may find it satisfying to work in positions that require assertive interactions with people outside the organization and accommodation with those inside, as in purchasing or sales.

● Your interpersonal style fits well in work roles that call for selectively varying assertiveness, as in positions dealing often with individuals of both higher and lower rank, cross-cultural ventures, "middle management" roles, and many management teams.

Worst-Fit Work Situations

● In a position that requires strong leadership, you may have difficulty sustaining the necessary assertiveness.

● You may have difficulty in a job that requires you to downplay your own opinions and focus mainly on understanding and satisfying the needs of others.

Suggestions For Development

● Some people who score as you did tend to "give in" for a while to the wishes of others at their own expense while resentment builds, then they "blow up" in an inappropriate manner. If this describes you at all, it may be helpful to ask co-workers for feedback about it so that you can vent your feelings before you reach a boiling point.

● To capitalize on a style of selectively varying assertiveness, you must have the skills to read social cues well enough to fit your behavior to the situation. Consider asking co-workers for feedback about how wisely you choose when to lead and when to follow.

Introverted - Need Quiet Time		◆				Extroverted - Energized by People
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.

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.

Task-Focused	◆					Customer-Focused
You focus most naturally on the work at hand -- following procedure, maintaining quality, and meeting timelines. You value productivity and efficiency more than relationships.						You focus most naturally on customers at work -- identifying their needs, solving their problems, and being responsive and helpful to make them satisfied. You value service and relationships more than efficiency.

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Strengths

● If required to interact directly with customers, you strive to maintain your productivity by minimizing the time you spend talking with customers and dealing with their concerns and complaints.

● In situations that call for dealing with your customers in an efficient, business-like way, you are able to rise above personal feelings and maintain your professionalism.

● You are able to continue your work routine and uphold your efficiency without becoming distracted by customers' preferences or requests for special treatment.

● You are at your best focusing on the work at hand and making sure you meet productivity goals.

Weaknesses

● In a role that requires interaction with customers, your task focus might-displease individuals whose continued commitment is important to your organization and to your boss.

● Your work may suffer from a lack of feedback from customers, which could limit its quality or marketability, and ultimately reflect badly on the profits or reputation of your organization.

Best-Fit Work Situations

● In a role that calls for expedient dealings with adversaries of the organization, your task-focus can be an asset, for example in investigation, security, enforcement, and litigation.

● You may work most comfortably in a job where the only people you have to please are your boss and perhaps coworkers in your own department.

● Your style is best suited to work roles with little direct interaction with valued customers, including some kinds of technical positions in research, manufacturing, and banking.

Worst-Fit Work Situations

● Even in positions that do not deal directly with external customers, you will likely experience difficulties in customer-driven organizations, as you will eventually come into conflict with others in the organization who place a high value on satisfying their customers.

● You can expect to encounter potentially serious problems in work roles that require constant interaction with customers or in organizations where the primary goal is to meet customers' needs, preferences, and requests in a responsive, personalized manner.

Suggestions For Development

● Ask co-workers whether your performance could be improved by paying greater attention to the needs of your customers - especially those inside the organization who depend on you for timely performance of their own jobs; you may be surprised at how much difference a few small changes on your part can make for others.

● In a role that requires dealing with internal and external customers, vendors, and others whose impression of your treatment of them could reflect on your organization, you may want to consider training, coaching, or mentoring to enhance your skills in interacting with customers.

SUMMARY

- Your scores indicate a PREFERENCE FOR STABILITY and an affinity for working in a secure, familiar environment where you can apply tried-and-true methods, hone your skills, and master your role.

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

- Your scores 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 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 scores indicate a MIX OF TOUGH-MINDED AND TENDER-MINDED STYLES OF DECISION-MAKING. Your answers reflect approximately equal preferences for making decisions using dispassionate analysis of facts and using subjective judgments about emotions and personal values.

- Your responses reflect a 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 responses indicate that you prefer interacting with other people using both ASSERTIVE AND ACCOMMODATING styles equally. You sometimes take the lead and exert influence in a direct, persuasive way; other times, you are accommodating, seek harmony, and follow the lead of others.

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

- Your 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.

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- Your scores reflect a HIGHLY TASK-FOCUSED orientation to your relationships at work indicating that you place a much higher value on productivity and efficiency than on satisfying the needs of customers inside or outside of your organization.