

test center

by People Systems

Career Development for Individuals 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?
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 Jason Powell

Date: **05/07/2012**

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						
<p style="text-align: center;">Flexible</p> <p>Spontaneous, flexible, and adaptable, you strive to get results, by unconventional means if necessary, and feel restricted by rules and regulations. Comfortable with ambiguity, you appreciate originality and nonconformity in those around you.</p>				◆		<p style="text-align: center;">Structured</p> <p>Orderly, organized, and predictable, you strive to work according to plan and obey the rules, and you expect others to do the same. Comfortable with established procedures and policy, you appreciate reliability and conscientiousness in those around you.</p>
<p style="text-align: center;">Tender-Minded</p> <p>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.</p>				◆		<p style="text-align: center;">Tough-Minded</p> <p>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.</p>
<p style="text-align: center;">Work to Live</p> <p>You value time with family, friends, recreation, or other parts of your life besides work, so you try to maintain balance of work and non-work. Work represents one of many priorities.</p>				◆		<p style="text-align: center;">Live to Work</p> <p>Work is central to your life and more important to you than other things, so you commit most of your time and energy to work. For you, career comes first; you adjust other parts of your life to fit.</p>

INTERPERSONAL STYLE						
<p style="text-align: center;">Accommodating</p> <p>Accommodating and obliging; you are motivated to seek harmony and avoid confrontation. You prefer to minimize conflict and will follow the lead of others.</p>					◆	<p style="text-align: center;">Assertive</p> <p>Assertive, motivated to exert influence and impose your will on others, you can seize the initiative and may prefer a strong leadership role.</p>
<p style="text-align: center;">Introverted - Need Quiet Time</p> <p>Inward-oriented and reserved, you prefer one-to-one or small group meetings to larger groups. You like to concentrate on one task at a time in a quiet setting with few distractions. Interacting with others takes energy; you re-energize by spending time alone.</p>					◆	<p style="text-align: center;">Extroverted - Energized by People</p> <p>Outgoing, gregarious, and talkative, you enjoy meetings and gatherings of all kinds and conversations with many people. You like to work interactively on multiple tasks and don't mind interruptions. Being alone takes energy, you re-energize by spending time with people.</p>
<p style="text-align: center;">Independent</p> <p>Self-reliant, you prefer working by yourself independently of others. You place primary value on individual contributions at work.</p>					◆	<p style="text-align: center;">Collaborative</p> <p>Collaborative, you prefer working jointly and interdependently with others on group efforts requiring cooperation. You place a high value on teamwork.</p>
<p style="text-align: center;">Task-Focused</p> <p>You focus most naturally on the work at hand -- following procedure, maintaining quality, and meeting timelines. You value productivity and efficiency more than relationships.</p>		◆				<p style="text-align: center;">Customer-Focused</p> <p>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.</p>

ORIENTATION TO THE FUTURE					
<p style="text-align: center;">Prefer Stability</p> <p>You value familiarity, predictability, and precedent, and find comfort in stability, routine, and tradition. New tasks and new learning may be uninteresting and demanding on you.</p>				◆	
					<p style="text-align: center;">Enjoy Change</p> <p>You value new learning, change, and innovation, and find motivation in novelty, variety, and possibilities for improvement. New tasks and new learning are stimulating and attractive to you.</p>
<p style="text-align: center;">Cautious / Vigilant</p> <p>Attuned to possible difficulties, you expect problems to arise and anticipate that roadblocks will interfere. You readily envision future trouble and tend to believe that what can go wrong, will go wrong.</p>				◆	
					<p style="text-align: center;">Trusting / Optimistic</p> <p>Inclined to foresee positive outcomes, you expect things to go well, and anticipate that problems along the way will be manageable. You readily envision a bright future and tend to believe that what can go right, will go right.</p>

INDIVIDUAL TRAIT SUMMARY FOR Jason Powell

<p>Prefer Stability</p> <p>You value familiarity, predictability, and precedent, and find comfort in stability, routine, and tradition. New tasks and new learning may be uninteresting and demanding on you.</p>	<table border="1" style="width: 100%; height: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;"></td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> <td style="width: 15%; text-align: center;">◆</td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> </tr> </table>				◆			<p>Enjoy Change</p> <p>You value new learning, change, and innovation, and find motivation in novelty, variety, and possibilities for improvement. New tasks and new learning are stimulating and attractive to you.</p>
			◆					

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

Strengths

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

Weaknesses

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

Best-Fit Work Situations

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

Worst-Fit Work Situations

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

Suggestions For Development

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

<p style="text-align: center;">Cautious / Vigilant</p> <p>Attuned to possible difficulties, you expect problems to arise and anticipate that roadblocks will interfere. You readily envision future trouble and tend to believe that what can go wrong, will go wrong.</p>			◆		<p style="text-align: center;">Trusting / Optimistic</p> <p>Inclined to foresee positive outcomes, you expect things to go well, and anticipate that problems along the way will be manageable. You readily envision a bright future and tend to believe that what can go right, will go right.</p>
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Your scores indicate a MODERATELY OPTIMISTIC style, more inclined to look on the bright side of things, hope for the best, and expect favorable results than to look for problems and what might go wrong.

Strengths

- As an optimist, you tend to foresee the best-case scenarios in projects and can easily identify potential benefits.
- You usually look for the best in people and expect them to live up to your high hopes ; your approach can sometimes be a "self-fulfilling prophecy" that encourages better performance by those around you.

Weaknesses

- Some people may see you as a bit naive, idealistic, or unrealistic if you dwell too much on the positive or take too long to see roadblocks or difficulties .
- You may occasionally trust too much in the goodness of others and may allow people to take undue advantage of you. You may sometimes be blindsided by unanticipated problems .

Best-Fit Work Situations

- It would be good for you to work around other people with upbeat, positive attitudes in an organizational culture attuned to improvement and with positive morale.
- Your best work situations call for significant planning , creativity, imagination, and orientation toward the future.

Worst-Fit Work Situations

- Expect to have some difficulty in work roles that require you to look for problems or defects or deal constantly with past mistakes and deficits, as in quality inspection, insurance claims, accident investigations, security, or audits.
- You may experience some friction when working closely with others who often complain or express cynicism, negativism, or pessimism.

Suggestions For Development

- In dealing with others, you might want to leaven your trusting, see-the-best approach with a little skepticism, if you haven't already learned to do this. Ask yourself occasionally if what you're seeing is somewhat too good to be true or if there might be a downside you have overlooked.
- When you plan a new project, find someone to serve as "devil's advocate" for you. This person can look for potential problems and roadblocks that you might miss.

<p>Tender-Minded</p> <p>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.</p>					◆	<p>Tough-Minded</p> <p>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.</p>
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Your scores indicate a HIGHLY TOUGH-MINDED STYLE OF DECISION-MAKING. Your answers reflect a much stronger preference for making decisions on a basis of dispassionate, objective analysis of facts and data than on a basis of feelings, values, and emotions.

Strengths

- As you strive to be impartial and unbiased when appraising information and drawing conclusions, you are likely to excel at analyzing controversies or resolving disputes in organizations.
- Inherently objective, you respect measurable results and are skilled at analyzing data.
- You place a high value on logical analysis of the facts, and you are probably very adept at it.

Weaknesses

- When faced with strong expressions of emotion you may not know how to act. To some people, your reactions to situations may seem awkward or out-of-touch.
- You may miss subtle emotional cues in social interactions and organizational dynamics, and you may find it difficult to relate to people who are more emotionally expressive.
- Your logical, unsentimental approach can come across to others as cold and unfeeling, not unlike the characters Mr. Spock and Data in Star Trek.

Best-Fit Work Situations

- You are at your best when dealing directly with data, computers, machinery and technology systems, numbers, and information.
- Your ideal career takes advantage of your logical-analytical skills and facility with data and measurement, as in information technology, science and engineering, economics, and statistics.

Worst-Fit Work Situations

- Expect to have trouble with work that demands empathy or sensitivity to emotional cues, as in counseling, tutoring, group facilitation, entertaining, or providing direct care.
- Jobs that call for dealing with interpersonal conflict and trying to achieve harmony among diverse constituencies will prove difficult and unsatisfying.

Suggestions For Development

- Individuals with your tough-minded style can be insensitive. You might consider asking for feedback about this, and if confirmed, perhaps consider participating in some training in interpersonal skills.
- One way to soften your "hard" decision-making style is to start "collecting data" about people's feelings: Ask open-ended questions of others (especially concerning their emotional reactions), listen carefully, and take the answers into account in your decisions. In interpersonal exchanges with more emotionally expressive people, try expressing your own feelings to them.
- Try to gain more information about the impact of your decisions on the feelings and subjective responses of people affected by them before committing yourself or others in the organization to a course of action.

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 STRUCTURED personal style, indicating a somewhat stronger preference for structure, organization, and rule-following than for spontaneity, flexibility, and originality.

Strengths

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

Weaknesses

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

Best-Fit Work Situations

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

Worst-Fit Work Situations

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

Suggestions For Development

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

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

Strengths

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

Weaknesses

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

Best-Fit Work Situations

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

Worst-Fit Work Situations

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

Suggestions For Development

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

<p>Accommodating</p> <p>Accommodating and obliging; you are motivated to seek harmony and avoid confrontation. You prefer to minimize conflict and will follow the lead of others.</p>					◆	<p>Assertive</p> <p>Assertive, motivated to exert influence and impose your will on others, you can seize the initiative and may prefer a strong leadership role.</p>
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Your responses indicate a HIGHLY ASSERTIVE style of interaction, much more strongly motivated to impose your will, dominate others, and exert influence than to accommodate the needs of others, minimize conflict, and seek harmony.

Strengths

- As someone who prefers taking the lead, you have clear leadership potential and enjoy the challenge of motivating a group to achieve important goals.
- Personally persuasive, you can often influence others who initially disagree with you to come around to your way of thinking.
- Your very assertive style enables you to seize the initiative and take charge of events. You will confront problems head-on and not back down in disputes.

Weaknesses

- To some people you may seem pushy, demanding, bossy, or headstrong; your assertive style might be abrasive enough to lead some people to avoid you or to undermine your efforts.
- You may, at times, act self-centered, putting your own needs ahead of others and perhaps alienating some of the people you work with by ignoring or discounting them.

Best-Fit Work Situations

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

Worst-Fit Work Situations

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

Suggestions For Development

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

<p>Introverted - Need Quiet Time</p> <p>Inward-oriented and reserved, you prefer one-to-one or small group meetings to larger groups. You like to concentrate on one task at a time in a quiet setting with few distractions. Interacting with others takes energy; you re-energize by spending time alone.</p>	<p>◆</p>	<p>Extroverted - Energized by People</p> <p>Outgoing, gregarious, and talkative, you enjoy meetings and gatherings of all kinds and conversations with many people. You like to work interactively on multiple tasks and don't mind interruptions. Being alone takes energy, you re-energize by spending time with people.</p>
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Your responses indicate a HIGHLY EXTROVERTED style, much more gregarious, sociable, talkative, sociable, outer directed, affiliative, and outward-oriented than most other people who participated in this assessment. You register as action-oriented, and comfortable dealing with groups and many people; at once; you are less comfortable you are less comfortable with solitude and with solitary analysis and reflection.

Strengths

- With your outgoing personality, you are at ease in most groups and adept at mixing in gatherings; you feel confident in social situations and dealing with others.
- You excel at tasks that involve interacting with many different people, especially those that call for talking, contacting, socializing, networking, and meetings.
- Your preference for ready engagement with others enables you to make new acquaintances quickly, forge new relationships, and interact freely with people you have just met.

Weaknesses

- People may see you as a better talker than listener; you may unknowingly dominate meetings and conversations, at times even to the point of alienating others if you "talk over" them or interrupt.
- You may at times take a "ready, fire, aim" approach by going ahead without adequate planning or preparation.
- You may talk too much or engage in social interactions when you should be focusing on the tasks at hand.

Best-Fit Work Situations

- It is important for you to work at the center of the action, where you can easily talk with people throughout the day and stay in touch with others.
- Your ideal work situation involves frequent, fast-paced interaction with many other people and multiple, challenging interpersonal tasks, as in sales, marketing, teaching, public service, direct healthcare, employee relations, courtroom litigation, public relations, or customer service.

Worst-Fit Work Situations

- You may be unhappy working in a place that isolates you from others or leaves you by yourself for long periods, such as an out-of-the-way office, extended travel, or working at home.
- You may become bored with work that requires sustained attention to detail or prolonged concentration on one task at a time with limited opportunities for interaction with other people.

Suggestions For Development

- Ask those close to you how satisfied they are with your listening skills, and be prepared to hear that you need to do a better job of listening and understanding the other person's perspective.
- Examine how much time you spend interacting with other people and how much emphasis you put on social factors. Are you socially distractible or over-influenced by social cues? Could you reduce your talking time in favor of other useful activities?
- While you may prefer to do problem solving through discussions with others; for balance, it may be helpful to push yourself to do more individual reflection, analysis, and deliberation.

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 a STRONGLY COLLABORATIVE orientation. You register a much stronger preference for teamwork, joint pursuits, and cooperation than independent, individual contribution through "solo" efforts.

Strengths

- As someone very much inclined to be a "team player," you have a consistent, personal motivation to fit well into a group; you strive for cooperation and collaboration at work, at home, and in other settings.
- When your group succeeds, you are willing to share the credit with your teammates; you do not try to "hog" the glory for yourself and you like your teammates to acknowledge the team effort.
- You like to take a strong, positive role in helping groups operate smoothly; team-mates can count on you to pitch in on team assignments, assist co-workers, and help to achieve group goals.

Weaknesses

- In your enthusiasm to acknowledge teamwork and collaboration, you may take less credit than you deserve for your individual contributions to team successes.
- People may see you as a conformist or too much of a follower, unwilling to take strong stands without the approval, support, or guidance of a group.
- You may rely so much on collaboration that when you are called upon to do something difficult or complex by yourself, you may become uncomfortable or have trouble working "solo."

Best-Fit Work Situations

- You are at your best in a work setting that requires coordination of activities, exchange of information, and interdependent action to achieve common goals.
- Your ideal work situation calls for you to serve as a member or leader of a cohesive team that operates by collaboration and consensus, as in service, consulting, and management teams.

Worst-Fit Work Situations

- You may be dissatisfied by work that requires solo effort, individual contribution, or products that grow primarily out of one's own efforts.
- You may be unhappy working in a remote location, on out-of-office assignments where you work primarily on your own, or in independent practice or a home-based business because of the separation from other people that such settings can impose.

Suggestions For Development

- For many like yourself who have strong collaborative preferences, it can be a challenge to work independently or in situations where you do not consult and collaborate with others; consider developing your skills at carrying out individual projects.
- If you aspire to personal recognition or to leadership positions, consider whether you are doing enough to distinguish yourself from your peers.
- You might want to ask yourself if you are doing enough to come up with your own ideas and make original contributions at work.

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.

Your scores indicate a MIX OF TASK-FOCUSED AND CUSTOMER-FOCUSED ORIENTATIONS in your relationships at work, reflecting an equal emphasis on satisfying the needs and preferences of customers and satisfying the need for efficiency and productivity .

Strengths

- 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.
- When your work demands it, you are capable of learning about the needs of your customers outside or inside your organization and working toward satisfying them.
- You generally do not believe in making exceptions for customers for personal reasons , though you might consider giving special treatment in extreme circumstances.

Weaknesses

- If you focus on the needs and satisfaction of some individual customers - either internal or external to the organization - while focusing too much on efficiency in dealing with other customers , you may come across as showing favoritism.
- If you sometimes take a personal interest one of your customer's needs and other times deal with the same customer using an "all-business" approach, you may appear inconsistent or unpredictable.
- Your customers may see you as inconsistent, sometimes attending to their personal needs and other times attending to the task and treating them brusquely or impersonally.

Best-Fit Work Situations

- You are comfortable in work situations that sometimes call for building personal relationships with customers and other times dealing with sensitive cases in a strictly professional way.
- Your style fits well in organizations that strive for the highest possible level of customer satisfaction while staying within a budget and, when necessary, setting limits on the extent of customer service.

Worst-Fit Work Situations

- You could experience stress in a work role that isolates you from contact with customers inside and outside of the organization while requiring that you maintain a full-time task focus, as in some technical jobs involving programming, accounting, and research.
- Your mixture of a task-focused and customer-focused style may not fit well in a work role that places primary emphasis on customer satisfaction or on resolving customers' complaints, as in many positions that involve full-time customer service.

Suggestions For Development

- Consider asking for feedback about how well you match your personal style to the work situation, either focusing on customers' personal needs and satisfaction or focusing on the task and keeping an appropriate, impersonal emphasis on efficiency.
- You may need to hone your skills in sustaining customer-focus for a long time, as in dealing with a major client, or in sustaining task-focus, as in setting limits with an overly demanding client. Consider asking your supervisor for feedback.

SUMMARY

- Your scores indicate a PREFERENCE FOR CHANGE and a greater affinity for new learning, change, and variety than for familiarity, predictability, and routine.
- Your scores indicate a MODERATELY OPTIMISTIC style, more inclined to look on the bright side of things, hope for the best, and expect favorable results than to look for problems and what might go wrong.
- Your scores indicate a STRUCTURED personal style, indicating a somewhat stronger preference for structure, organization, and rule-following than for spontaneity, flexibility, and originality.
- Your scores indicate that you have a HIGHLY EMOTIONALLY RESILIENT personality. You are able to handle high levels of job stress and pressure, keep your composure in potentially frustrating circumstances, and recover quickly from setbacks.
- Your scores indicate a HIGHLY TOUGH-MINDED STYLE OF DECISION-MAKING. Your answers reflect a much stronger preference for making decisions on a basis of dispassionate, objective analysis of facts and data than on a basis of feelings, values, and emotions.
- Your responses reflect a WORK-CENTERED style. You expressed a higher priority for work than for other features of your life indicating that, for you, work comes first and you usually adjust other parts of your life to accommodate it.
- Your responses indicate a HIGHLY ASSERTIVE style of interaction, much more strongly motivated to impose your will, dominate others, and exert influence than to accommodate the needs of others, minimize conflict, and seek harmony.
- Your responses indicate a HIGHLY EXTROVERTED style, much more gregarious, sociable, talkative, sociable, outer directed, affiliative, and outward-oriented than most other people who participated in this assessment. You register as action-oriented, and comfortable dealing with groups and many people; at once; you are less comfortable you are less comfortable with solitude and with solitary analysis and reflection.
- Your scores indicate a STRONGLY COLLABORATIVE orientation. You register a much stronger preference for teamwork, joint pursuits, and cooperation than independent, individual contribution through "solo" efforts.
- Your scores indicate a MIX OF TASK-FOCUSED AND CUSTOMER-FOCUSED ORIENTATIONS in your relationships at work, reflecting an equal emphasis on satisfying the needs and preferences of customers and satisfying the need for efficiency and productivity.

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