



*Are You Careerious?*™



**Cindy Sample**

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# Introduction

Cindy, please keep in mind that the following report on you is based on all the responses from your survey. This report is intended to help you understand more about yourself and your career options. Although based on an objective, detailed assessment, no single report can sum up your full, distinctive character. The goal here is to provide you with valuable and unique insight into yourself and the careers that best suit your motivations, interests, and personality traits.

## *Your Personal Summary*

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### **Coping with the Demands of Work**

In many ways, work imposes emotional demands on people. These demands can arise from many sources ranging from stress such as time pressure, difficult customers, challenging bosses and heavy workloads. Demands of work can also include setbacks from surprising or negative outcomes and the problems of coping with change or crises at work. These demands have the common feature that they can be discouraging; they can be demotivating and cause people to lose energy or lose interest in work. They can be difficult to overcome. People who are able to cope effectively with these types of stressors are likely to prefer working in dynamic, frequently changing environments. People who are less interested in coping with these demands are more likely to prefer work in more structured, well established environments. This coping ability has less to do with how smart or motivated people are but it depends more on how well they can manage their emotional reactions to situations at work.

You are capable of dealing very effectively with the routine, day-to-day stressors such as time pressure, difficult working conditions and heavy work loads. These routine, ongoing stressors do not cause you difficulty. Even occasional high levels of stress are not too difficult for you to deal with. You demonstrate the emotional control and optimism to sustain strong performance in spite of the daily stresses of work. Your approach to work reflects a typical ability to recover from setbacks and sustain consistent work performance under the usual range of stressful conditions. You are able to control emotional reactions reasonably well in the face of disappointing results that would discourage some others. You are usually optimistic and confident about performing well except where significant unexpected problems arise. Major setbacks can be very discouraging to you especially if they are unexpected or involve the people you work with. In these types of situations you find encouragement from others to be very helpful. You approach change at work like most people in that you are willing to accept and support most typical, minor changes at work. However, for more significant changes, it is also important to you that you understand why change is important before you are willing to give it your full support. You are not one of those people who support every change just because somebody asked you to do it. While you are not skeptical of change itself, you do want to know how it will benefit you and your work.

## Working with Others

Working with others can take many forms, including working in teams, being part of a work group that routinely interacts with one another, working directly with customers and simply working near others in the work place. Success often requires a wide range of skills and personal characteristics. Success in structured teams where one's outcomes depend on the work of others requires collaboration, openness to others, communication, and a desire to succeed. In service and selling jobs, success requires an interest in others, tolerance for differences between people and confidence and optimism about one's own contribution. Working at the direction of others such as challenging bosses or clients can require resilience and an attitude of cooperation. Many work environments require that people be able to work effectively with others around them. However, for those who are not as interested in working with others, many other types of work environments either require or provide opportunities for people to work as individual contributors without having to depend on others as much.

Your work style is very well suited to working in teams, in highly interactive groups and in one-on-one relationships. You find it easy to cooperate and share accountability with others and enjoy working in the company of others. Where there are significant differences between group members, you are capable of adapting where necessary to avoid conflict. You do not seem to have a strong preference for working with others or for working independently. You are independent and self-assured enough to work effectively as an individual contributor and, yet, you have the interpersonal skills and openness to work effectively in team or group settings. Your preference for one or the other is likely to depend on the particular circumstances. You demonstrate a high level of service orientation, primarily in customer relationships. You have little difficulty seeing other points of view and are cooperative and dependable in managing service relationship. Even where a service interaction or relationship produces a negative result, you are highly resilient and are able to recover the energy and motivation to sustain high levels of performance. You understand and are willing to accept the special requirements of close interpersonal work relationships.

## Getting Things Done

Getting things done and getting them done well is critical in virtually all work and requires several important attributes. The most important core attribute is a desire for achievement and success. Particularly where there are barriers or obstacles to getting things done, it is crucial that workers have the drive to persist in spite of the challenges. It is not enough to want to succeed; successful achievers must also have the ability to carry out the work efficiently and effectively. In most jobs, achievement requires an aptitude for planning and organizing work, and the practical "know how" to get things done. While drive and "know how" are important, getting results also requires the ability to learn quickly and solve problems in order to react to the frequent issues and unexpected problems that inevitably come up. While these attributes may be less important in highly structured jobs, they are never unimportant. Also, for people who currently have lower levels of the attributes associated with getting things done, these attributes may be developed through training, job experience and coaching or mentoring from a more experienced colleague.

You have an intense drive to achieve results and be successful. This is fueled by a willingness to be assertive and by a high activity level. Beyond that, you are willing to take risks in order to get large rewards and you have the self confidence to persist in spite of obstacles. You enjoy a challenging problem or objective and certainly have the determination to find successful solutions. Your steady success stems in part from an appreciation for the benefits of planning and organizing. This is not one of your great strengths, but you understand the importance of careful plans and are willing to invest time in creating such plans. You are conscientious about getting the details right in these plans and will ask for help from others, if necessary. You understand that work success requires the ability to recognize and solve problems as they arise. Based partly on experience, you have developed the ability to identify and solve the typical problems that get in the way of progress. But you have also learned from experience that it is wise to bring in experts for especially complex problems.

## Leading and Influencing

Leadership and the ability to influence others can greatly increase a person's value and contribution at work. They are important in many types of work roles, not just executive roles. Success as managers and supervisors requires the ability to lead and influence. The success of most teams depends on the emergence of leadership among team members. A good sales person requires influence skills and a form of leadership to help the client see the benefits of an offered solution. Even in work groups of entry level people, leadership can be important in the form of helping behavior, a source of positive energy and enthusiasm and a sense of belonging for others in the group. Successful leaders are willing to lead, they are confident in asserting themselves with others, they are self-aware and considerate of the way they impact others and they recover quickly from failures or disappointments. Leadership skills are developed over time. So, people who may be at a lower level of leadership skills may seek to develop those skills in a variety of ways if they have an interest in being a leader.

Your work style is to take on leadership roles in a wide variety of situations. This style comes from a deep self-confidence and a strong desire to achieve success. Equally important, you have a strong self-awareness and openness to feedback from others and other learning opportunities. This combination of confidence, drive, and openness enables you to be a highly effective leader. You have an attribute that is important for successful leadership. You have shown people that they can depend on you to do what you say you will do. Also, you are open to understanding the perspectives of others and you are willing to place the collective interests of others at work above your own interests. This consideration of others that you show is one of your distinctive leadership strengths. Aside from leadership roles, you have some of the subtle skills that are important to be able to influence others. In certain situations, you are confident enough to be willing to be both assertive and adaptive in most situations where that might increase your ability to influence others around you.

## Growth and Workplace Citizenship

People bring value to the work place in many ways. Certainly, organizations focus on performance and productivity because of their direct link to business results. But it is also true that showing up on time, being dependable and conscientious, and helping others can have great value for an organization. This type of positive organizational citizen can, in the long run, be as important as the highly productive performer. This is the type of person who doesn't try to get by with half-hearted effort, encourages others to be at their best, recognizes opportunities for improvement, goes beyond the job as needed and helps to create a positive environment others enjoy. Indeed, these types of people may grow into more skilled, more productive employees who may become eventual leaders.

Your strengths regarding personal development and contributions to your work place are based on a strong willingness to accept personal accountability for your actions at work. This accountability extends to your work achievements, the help you provide to people in your work place, and for your own ongoing personal development at work. At the core of this accountability is your strong dependability and self-control. You feel a strong obligation to do the right thing and to be a positive influence. This strength will serve you well in virtually any type of work environment. You have very high standards for work place behavior. Your style is to follow the rules, be cooperative with others and generally to look out for the well-being of others and the organization as a whole. You are unlikely to bend or ignore the rules in order to accomplish some desired personal result. This strength will serve you well particularly in highly structured work settings that depend on clear work rules. You like to help others and are quite willing to spend considerable effort on behalf of co-workers. Even though this type of effort is not always rewarded, you are able to maintain a consistent energy and commitment to helping others. Many see you as being altruistic. This can take many forms such as providing needed direction or information to others or simply providing encouragement when it's needed. This is a strength that will be especially helpful in work settings that involve working closely with other people.

## **Creativity (Creative Stimulator v. Conventional Accomplisher)**

Creative people can be a challenge; they can also be a positive source of productive energy and direction. Success in some jobs requires creative stimulating people who sometimes challenge convention; other jobs are rule or process-bound and are not a good fit for highly creative people. But overall, creative people in supportive environments can bring substantial value to an organization. They tend to be proactive and look for solutions to problems and innovations in processes. They enjoy challenges in their areas of interest. They frequently bring high energy to their work and can be a source of stimulation for others. Organizations should understand that creative people can bring considerable value to an organization. This work theme is designed to distinguish two kinds of effective people - those who are creative stimulators in a work place and those who are more conventional achievers.

Your work style reflects a strong preference for and disposition toward creative and innovative work activities. Consistent with that, you demonstrate a real enthusiasm for work that requires new, innovative solutions in order to be successful. You are quite comfortable in the world of new ideas and ways of doing things. You have a strong preference for work that is structured, with established order and procedures. Novel or frequently changing work situations that require new ways of working are not likely to fit with your preference for consistent, reliable settings. You would be uncomfortable in this type of challenging, uncharted work where approaches that worked yesterday may not work today. While you are willing to take some risks at work, there must be a significant amount of information about the degree of risk and the possible results before you would feel comfortable with the decision. You find some levels of stimulation enjoyable but you don't try to seek out stimulating problems just for the sake of stimulation.



## Work Style

Different people have different styles of work. Work styles are types of work conditions and behavior that people prefer. While people may be able to work effectively in conditions they don't prefer, people will often perform better and more consistently in a style they prefer and will remain in an organization longer if the organization fits their style. Two of the most important facets of work style are (a) the extent to which a person prefers to work independently, and (b) the amount of organizational structure the person prefers. A person is more likely to be successful when their preferred style fits with the organization.

You have a flexible work style. You enjoy working in jobs that are not highly structured but with enough to ensure that the direction and available resources are sufficient to be successful. At the same time, you are willing to work closely with others or independently as the work may require. You would likely not enjoy extreme work conditions where there is no structure or very rigid structure. Your personal rewards and satisfaction appear to come from a variety of sources including belonging to a supportive organization and performing work that is intrinsically interesting regardless of whether it is with others or not.

## Work Interests (People, Data, Things)

The attributes described in the preceding paragraphs focus on the importance of people's styles and patterns of work behavior. This information describes how people typically behave at work and the ways in which that behavior will lead to success or not in various aspects of work. In contrast, the information provided here is about a person's motivations at work. It is not so much about how they behave, which is described above, but why they choose to do what they do. These motivations, or interests, are organized into three broad categories: interest in working with people, interest in working with data, and interest in working with things. Most jobs can be identified as associated with one or more of these major categories of work. A person's success at work is more likely when their interests are aligned with the type of work required by the job.

You describe uniformly moderate interests in analytic work with data, in "hands on" work with things and in working with people. This profile of consistently moderate interest in all three types of work is somewhat unusual because no one interest is paramount. A moderate interest in working with people reflects the modest importance you place on interpersonal relationships in the work place. Your moderate interest in the analytical and problem solving aspects of working with data is likely due to the more intellectual and abstract aspect of work. In addition, you express a moderate interest in working with things such as machinery and tools. This interest reflects a mild enjoyment of work that is typically more "hands on" or manual and less analytical or interpersonal.

## *Your Personal Attributes*

### **Team Orientation**

You are able to function effectively in group situations, although this is not a distinctive strength for you. You can be cooperative but in some situations you don't have a great interest in working with others. In some cases, you will pursue your own direction rather than adapt to others. You can be effective in jobs that involve teamwork but would prefer jobs where you had to work in teams only occasionally.

### **Consideration For Others**

You demonstrate a very special combination of attributes that allows people to depend on you. Your interest in the views of others and your cooperativeness and dependability set you apart from most others. People feel they can trust you to do what you say will do and that you will act in the best interests of the whole group. This unusual combination of attributes will serve you well in virtually all jobs and in leadership roles.

### **Independence**

You are equally capable of working in team settings and individual-contributors settings. You don't have a strong preference for one over the other. At the same time, you don't have a strong desire to set your own direction and you are not strongly self-motivated to achieve results on your own. For this reason, you are better suited to a work environment where, in most cases, you would be working with others who set the direction.

### **Influencing Others**

Your ability to influence others is mixed because you have the core attributes to be influential but it may not be something you really desire to do. You may not be willing to be as persistent and adaptable as is necessary in difficult influence situations. You are likely to be influential in the ordinary range of situations in the typical work environments. But to be effective in positions requiring high influence such as sales or leadership, you would need training in influence methods.

### **Drive**

You have one of the most important attributes an employee can possess. You are highly motivated to achieve results and create positive outcomes. You think of yourself as very effective and you are confident in your ability to succeed. You take great satisfaction in getting results and are quite willing to provide direction to others to achieve those results. While you don't need to work independently, your high level of self-motivation would enable you to succeed as part of a team as well as working on your own. You would be an excellent fit for jobs that reward a strong motivation to succeed.

### **Preference for Structure**

You prefer work that is somewhere between a highly dynamic and unstructured environment and one that is highly predictable and routine. While you would enjoy the challenge of a job that occasionally has unexpected demands, a highly unpredictable, ever changing environment would be discouraging and uncomfortable for you. Similarly, you are not the type of person who is content to do the same routine task day in and day out with little or no change. That environment is likely to be boring for you.

### **Risk Tolerance**

You have a moderate approach to risk-taking in the workplace. You are willing to take risks where the possible failure is not too great. At the same time, you are not a risk seeker. You prefer other approaches to trying to achieve success. Generally, when you have experienced past failures you will work hard to avoid taking the same risk again. You are well suited to most types of jobs but certain high-risk, high-reward jobs would not be a good choice for you.

## Interest in People

Your interest in working with people is a mixture of some positive and some negatives feelings. You have enough interest to handle routine interpersonal interactions at work and to be effective in most team or group settings. However, your interest may not be strong enough to be a good fit in work environments that involve demanding interpersonal relationships.

## Interest in Data

You have a balanced view of working with data. Some types of data are interesting to you; other types are not. So, it is not data itself that intrigues you but the answers than can be obtained from careful analyses and evaluations of data. You are interested in data that address questions important to you but that interest does not carry over to data that is relevant only to unimportant questions.

## Interest in Things

Like most people, working with some things interests you but working with others does not. Your interest in any particular job is likely to depend on some other feature of the job than whether it involves working with things.

## Organization

Like most people, you are able to create effective plans if needed but this is not something you are expert at. Nor do you want to become an expert planner or organizer. You are satisfied to work under whatever conditions are required whether that involves plans or requires the ability to make "on the spot" decisions based on immediate circumstances. You can be effective in predictable work as well as spontaneous work but you will not spend a great deal of time involved in planning processes and will remain above the detail work of others.

## Innovativeness

More than most people, you like to be creative in the work you do. You would much prefer to develop new or different approaches to things than to simply continue working in the same usual way. At times, you will even seek out stimulating environments or situations just to create more interesting experiences. You are well suited to dynamic, fast-changing work that capitalizes on the energy of the people doing the work.

## Learning and Problem Solving

While you are capable of solving unique problems, your real interest is not in using information to analyze and develop new solutions. Rather, you prefer to use information to inform work decisions as opposed to developing breakthrough solutions. In general, you would rather not have to adapt to new situations unless there were major changes in the circumstances.

## Reliability and Consistency

You have a strong work ethic and are willing to listen to feedback from others. This is a very effective combination that allows you to deliver consistent, reliable performance even in the face of barriers and hardships. This dependability is one of your key strengths. You are able to control your emotions enough that you don't let crises affect your performance. This strength is valuable in virtually all types of jobs.

## Openness to Change / Ambiguity

You are able to deal with the changes that happen around you as effectively as most people. While you view some changes as positive, changes that you see as negative are difficult for you to support and, usually, you are not interested in investing your time and energy to understand the other point of view. You are effective in most work environments, but you are not well suited to those with rapid and frequent change or where things often are hectic or unclear.

## Recovery from Setbacks

Like most people, you have little difficulty recovering from the usual range of minor setbacks at work. But sometimes you experience difficulty recovering your energy and effectiveness after important setbacks. Given that you have basic coping skills, you would benefit from working in an environment where you could be optimistic about your future success and where you have some control over your own outcomes.

## Stress Tolerance

You are highly capable of dealing with stress in the workplace. You are able to cope, better than most, by controlling your emotions and having the confidence that you will be able to handle the stress of difficult situations. While you would prefer to avoid stressful conditions, you remain positive and don't allow things to interfere with your work. This ability allows you perform at a steady level, in spite of obstacles and unexpected distracters.

## Self-Regulating

You have more self-insight than most people. You know yourself well and seek to continuously develop your skills and abilities. But perhaps most important, you are quite willing to accept responsibility for your own work. In fact, it is important to you that you are accountable for your own actions and outcomes. You try to be aware of your own strengths and weaknesses. This is a very important strength that will lead to continued growth and is valued in virtually all jobs and situations.

## Service Orientation

You have the attributes of an outstanding service worker. Your high levels of optimism and cooperativeness mean you are willing to help others in most situations. Your equally high levels of dependability and resilience mean that you are not discouraged by the occasional negative outcome and you are able to maintain a strong positive energy at work, even in spite of occasional setbacks. You are able to sustain a high level of performance even in the face of unhappy or difficult customers. You are better suited than most to jobs involving customer service and to many sales jobs.

## Takes Leadership

You appear to be a good leader at work, and have an interest in leadership roles. You see yourself as a leader and are willing to assert yourself where necessary. You enjoy influencing others. While many prefer to stay in the background, you enjoy taking on the responsibility of providing direction to the others. You are well suited to leadership roles.