



PERSONAL STYLE INVENTORY
INDIVIDUAL FEEDBACK REPORT:
Nancy Drew

Thank you for completing Resource Associates' *Personal Style Inventory*. Like many assessments, it asks a series of carefully designed questions that measure specific *personality traits*, or relatively enduring, personal attributes. The *Personal Style Inventory* has been in nationwide use for more than 10 years. Thousands of people representing hundreds of organizations have taken it. The trait dimensions are well established, statistically reliable, and valid for employees in a variety of organizational settings.

Your **Feedback Report** shows your personal results for 12 trait dimensions. Each dimension has two contrasting ends, like Vigilant *versus* Optimistic or Empathetic *versus* Tough-Minded. Assuming you answered the questions candidly, your results reliably indicate your personal style on each dimension.

Because this inventory deals with personal style, you can't fail it. The traits have no "good" or "bad" sides, only stylistic differences like being right- or left-handed. Everyone has best-fit and worst-fit work roles. In any role a strength over-emphasized is a weakness and a weakness is a source of strength.

The **Report** shows a graphic overview of your personal style on 12 trait dimensions critical to your effectiveness as an individual contributor. A compact diagram for each trait shows your position with a ♦ symbol in one of 5 categories. The following example illustrates a result for Vigilant *versus* Optimistic personal style. (This is only an example, it isn't based on your responses - your personal results are in the Report section.) Here the ♦ symbol indicates a *moderately Optimistic* style:

<p>VIGILANT</p> <p>Attuned to possible difficulties, you readily envision future problems. You tend to believe that what can go wrong, will go wrong, so you watch out for trouble and do what you can to prevent it.</p>	<table border="1" style="width: 100%; height: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;"></td> <td style="width: 20%;"></td> <td style="width: 20%;"></td> <td style="width: 20%; text-align: center;">♦</td> <td style="width: 20%;"></td> </tr> </table>				♦		<p>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>
			♦				

If the ♦ symbol appeared in the box on the far right, it would indicate a highly Optimistic style. If it appeared in the middle it would indicate a blend of Vigilant and Optimistic styles. Your Report shows graphic summaries like the one above - with a ♦ in one of 5 categories - for all 12 traits.

ORIENTATION TO THE FUTURE
Preference For Stability - Preference For Change
Vigilant - Optimistic
PERSONAL STYLE
Big-Picture Oriented - Detail Oriented
Emotionally Reactive - Emotionally Resilient
Extrinsic Motivation - Intrinsic Motivation
Non-Work-Centered - Work-Centered
INTERPERSONAL STYLE
Independent - Collaborative
Introverted - Extroverted

Straightforward - Image-Conscious
MANAGERIAL STYLE
Accommodating Leadership - Assertive Leadership
Participative - Directive
Role-Relations Oriented - Human Relations Oriented

Detailed Feedback for your result on each of the 12 trait dimensions follows next. Detailed Feedback for each trait includes:

- Graphic summary of your standing
- Brief narrative summary
- Strengths
- Weaknesses
- Best-Fit Work Situations
- Worst-Fit Work Situations
- Suggestions for Development

The feedback applies to individual professionals who scored approximately the way you did on each trait. While some of the statements may not apply exactly to you, others will probably fit you very well. For the parts that don't seem to fit, consider asking a friend whether you're missing something. (A psychologist once said, "Denial isn't just a river in Egypt!") If some descriptions still seem off the mark, concentrate your efforts on those that are clearly on target.

The next section is a Summary of your Personal Style. It gives a 1- or 2-sentence capsule description of your results for all of the traits in your profile. Finally, we have a suggested reading list that may be of some help to you.

Please use this report as a springboard to career development. It will give greatest value if you keep an open mind as you read it. It is best to read the whole report, slowly. If you must skip ahead, be sure to look at the **Strengths**, **Best-Fit Work Situations**, and **Worst-Fit Work Situations**.

We invite you to use this report as an opportunity for self-confirmation or validation or as a springboard to self-discovery and insight. Please keep an open mind as you read it. If you have any questions about your report please feel free to contact us directly (John W. Lounsbury, Ph. D.: Email: JLOUNSBURY@AOL.COM or Lucy Gibson, Ph. D. Email: LWGIBSON47@AOL.COM).

Thank You,
 John W. Lounsbury, Ph. D.
 Resource Associates, Inc.

PERSONAL STYLE FEEDBACK REPORT FOR

Nancy Drew

Report Prepared by: Resource Associates, Inc.

Date: 04/23/2009

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 BW International norms (indicated by the gray, shaded boxes).

<i>ORIENTATION TO THE FUTURE</i>						
<p style="text-align: center;">Preference For 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;">Preference For 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;">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;">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>
<i>PERSONAL STYLE</i>						
<p style="text-align: center;">Emotionally Reactive</p> <p>Reactive to work pressure, you are drained by stress and conflict in your work environment. You respond strongly to stressors, readily internalize tensions, develop symptoms of strain, and recover slowly from setbacks.</p>			◆			<p style="text-align: center;">Emotionally Resilient</p> <p>Resilient to work pressure, you can handle high levels of job stress without becoming upset. Calm when faced with stressors and conflict, you tend not to internalize tensions, and you recover quickly from disappointments and setbacks.</p>
<p style="text-align: center;">Non-Work-Centered</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;">Work-Centered</p> <p>Work is central to your life and more important to you than other things, so you commit most of your time and energy to work. For you, career comes first; you adjust other parts of your life to fit.</p>
<p style="text-align: center;">Big-Picture Oriented</p> <p>Big picture-oriented, you strive to be comprehensive and inclusive in your approach to your work. You look for patterns and links among job components and pay attention to their fit with the larger environment and the future.</p>			◆			<p style="text-align: center;">Detail Oriented</p> <p>Detail-oriented, you strive for precision and accuracy in your work. You attend to even minute features with care and ensure that all task steps are completed thoroughly. You focus on quality and consistency in your work.</p>
<p style="text-align: center;">Extrinsic Motivation</p> <p>Motivated by money, status, power, or prestige, you are more interested in what your work brings you than in the work itself. Your work is extrinsically motivating and is a means to some other end.</p>					◆	<p style="text-align: center;">Intrinsic Motivation</p> <p>Motivated by intrinsic work factors such as challenge, variety, and personal meaning, you are more interested in the work itself than in money, prestige, or status. Your work represents an end in itself and is inherently satisfying.</p>
<i>INTERPERSONAL STYLE</i>						

<p align="center">Introverted</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>	<table border="1"> <tr> <td></td> <td></td> <td></td> <td align="center">◆</td> <td></td> </tr> <tr> <td colspan="5" style="height: 40px;"></td> </tr> </table>				◆							<p align="center">Extroverted</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 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>	<table border="1"> <tr> <td></td> <td></td> <td></td> <td align="center">◆</td> <td></td> </tr> <tr> <td colspan="5" style="height: 40px;"></td> </tr> </table>				◆							<p 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 align="center">Straightforward</p> <p>Candid, straightforward, open, direct style in dealing with others. You reject pretense or artifice in self-presentation and value frank, unpretentious communication. You value coming across the same way to different people in different situations.</p>	<table border="1"> <tr> <td></td> <td align="center">◆</td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="5" style="height: 40px;"></td> </tr> </table>		◆									<p align="center">Image-Conscious</p> <p>Tactful, diplomatic, image-conscious, polite style in dealing with others. You are concerned with making a good impression and gaining approval. You like to avoid offending and prefer to present with a positive 'spin.'</p>
	◆											

MANAGERIAL STYLE												
<p align="center">Accommodating Leadership</p> <p>Accommodating and respectful; you are motivated to seek harmony among the people who report to you and exert influence on them in an indirect manner.</p>	<table border="1"> <tr> <td align="center">◆</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="5" style="height: 40px;"></td> </tr> </table>	◆										<p align="center">Assertive Leadership</p> <p>Assertive, motivated to exert influence and impose your will on the people who report to you. You take charge of things and prefer a strong leadership role.</p>
◆												
<p align="center">Participative</p> <p>You invite employees to participate in decisions and focus on delegation of responsibility and authority. You expect independence and initiative, and will give broad, general assignments, trusting employees to handle the details.</p>	<table border="1"> <tr> <td align="center">◆</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="5" style="height: 40px;"></td> </tr> </table>	◆										<p align="center">Directive</p> <p>You closely direct the activities of employees and focus on authority and control. You expect employee compliance and will give specific, detailed assignments while closely monitoring progress and performance.</p>
◆												
<p align="center">Role-Relations Oriented</p> <p>Concerned with treating subordinates equally, you keep an emotional distance from employees. You strive to keep work relationships free from bias or favoritism, avoid personal involvements, and maintain proper, professional boundaries.</p>	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> <td align="center">◆</td> </tr> <tr> <td colspan="5" style="height: 40px;"></td> </tr> </table>					◆						<p align="center">Human Relations Oriented</p> <p>Concerned for the welfare of subordinates and consideration of their needs and concerns, you show an active interest in the thoughts and feelings of the people who report to you. You maintain close relationships with them and prefer to know them personally.</p>
				◆								

INDIVIDUAL TRAIT SUMMARY FOR

Nancy Drew

<p style="text-align: center;">Preference For 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;">Preference For 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>
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Your scores indicate a **STRONG PREFERENCE FOR CHANGE** and a much greater affinity for new learning, change, and innovation than for familiarity, predictability, and routine.

Strengths

- At home with change and innovation, co-workers may see you as someone committed to improving the status quo and as an advocate for continuous improvement.
- With your strong interests in new concepts and fresh ideas, you regularly envision new possibilities and enthusiastically embrace experimentation with them.

Weaknesses

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

Best-Fit Work Situations

- Ideally you work in a setting that requires continual 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 often gives you new projects and challenges, like consulting, project design and planning, troubleshooting, and marketing.

Worst-Fit Work Situations

- You are likely to become quickly dissatisfied in work that calls for repeating the same procedure or routine over and over again.
- It would be demotivating 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.

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.

Vigilant				◆		Optimistic
Attuned to possible difficulties, you expect problems to arise and anticipate that roadblocks will interfere. You readily envision future trouble and tend to believe that what can go wrong, will go wrong.						Inclined to foresee positive outcomes, you expect things to go well, and anticipate that problems along the way will be manageable. You readily envision a bright future and tend to believe that what can go right, will go right.

Your scores indicate a 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

- 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.
- 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.

Best-Fit Work Situations

- Your best work situations call for significant planning, creativity, imagination, and orientation toward the future.
- 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.

Worst-Fit Work Situations

- You may experience some friction when working closely with others who often complain or express cynicism, negativism, or pessimism.
- 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.

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.

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

Your scores indicate that you can be EMOTIONALLY RESILIENT OR EMOTIONALLY REACTIVE, depending on the situation. Under some circumstances you are able to remain calm under pressure, avoid internalizing tensions, and bounce back from disappointments; other times you may react strongly to stress, develop symptoms of strain, and recover slowly from setbacks.

Strengths

- Sometimes highly sensitive to emotional tensions among your co-workers, you can occasionally serve as your group's "early warning system" about potentially destructive, interpersonal conflicts.
- Faced with minor disappointments or routine frustrations in your work, you are usually able to recover quickly, regain your focus, and move ahead to the next challenge.
- When work pressure and job demands become intense, you can sometimes remain calm and collected for a while; you can handle some difficult situations without becoming upset.
- As someone who experiences both emotional resilience and emotional reactivity, you are able to empathize with co-workers who demonstrate both styles.

Weaknesses

- When your job brings intense pressures, you may occasionally internalize the tensions and develop symptoms of strain like headaches, back pain, high blood pressure, or digestive problems.
- You may be dealing well with job demands, then at times abruptly "run out of steam" or lose energy, particularly in a prolonged crisis or extended period of stress.
- Occasionally when you experience setbacks or frustrations, you may brood about them, let them "get you down," or hold grudges for a while before recovering and moving on.

Best-Fit Work Situations

- You are at your best in a moderately demanding work role in which periods of demand, pressure, and stress come only every so often and don't last too long, as in stable, well-established businesses with relatively loyal, long-term customers.
- For you it is important to work in a "forgiving" organizational culture that tolerates occasional periods of low productivity or "down-time" without recriminations.

Worst-Fit Work Situations

- It may be wise for you to avoid work roles that bring frequent interpersonal confrontation and conflict, as in some roles in law enforcement, security, insurance adjustment, and litigation.
- In a very high-pressure job with frequent, urgent deadlines, intense demands for productivity, or requirements for long hours and overtime, you may experience so much stress that your performance or health might eventually suffer.

Suggestions For Development

- It is important for you to identify the particular situations that represent your stress triggers. You can then develop a plan for avoiding them or for coping constructively with unavoidable situations to which you react emotionally.
- Consider enrolling in a stress management seminar to learn specific, constructive coping skills to apply on those occasions when you might develop symptoms of strain.

Non-Work-Centered	◆					Work-Centered
You value time with family, friends, recreation, or other parts of your life besides work, so you try to maintain balance of work and non-work. Work represents one of many priorities.						Work is central to your life and more important to you than other things, so you commit most of your time and energy to work. For you, career comes first; you adjust other parts of your life to fit.

Your responses reflect a **STRONGLY 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 keep sharp boundaries between work and non-work, and try hard not to let your work interfere with your personal life.

Strengths

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

Weaknesses

- You may be seen as relatively rigid or inflexible if you make a habit of refusing opportunities to work overtime hours, irregular shifts, or 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.
- Because you limit your time at work, some co-workers might see you as lazy or as a "shirker" who pulls less than a fair share of the load, if they themselves often stay late or work extra days.

Best-Fit Work Situations

- Your ideal situation involves work with 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.
- 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.

Worst-Fit Work Situations

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

- If your current job pressures you to work extra or irregular hours that you resent, consider looking for a position in an organization that supports a clear demarcation between work and non-work.
- 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.

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

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

Strengths

- You can attend to specific details of your work when you decide to do so, and you can concentrate sufficiently on small things to produce high-quality work.
- Able to take a broad view of your work to see how the elements fit together, you are capable of strategic thinking and planning when the need arises.
- Because you can see both the fine points of your work and how they relate, you are able to translate general plans into specific actions, and to explain how particular tasks fit into the larger plan.
- At your best, you can take a collection of apparently unrelated facts and, in a "flash of insight," understand the underlying pattern or common cause.

Weaknesses

- Co-workers may see you as inconsistent if you sometimes take a big-picture approach, and other times focus just on the specifics.
- Sometimes you might get bogged down in details and lose track of the plan, perhaps upsetting co-workers who have in the past seen you take a broader perspective.
- You may occasionally get so fixated on the plan that you lose track of important details, possibly disappointing co-workers who may have seen you handle the small things well at other times.

Best-Fit Work Situations

- A blend of big-picture and detail-oriented styles is well suited to management roles that call for implementing general plans and explaining to employees how their tasks help realize a larger vision.
- Your style fits well in a work role that combines the need for mastery of specific facts and the need to integrate information into a coherent package.

Worst-Fit Work Situations

- It may be a strain for you to work in a job that requires sustained concentration on details or prolonged precision work, as in quality management, accounting, engineering, and programming.
- You are unlikely to be satisfied in a job that focuses mainly on planning or abstract concepts without opportunities to implement the plans and deal with "hands on" parts of the work.

Suggestions For Development

- Your mix of detail-oriented and big-picture styles represents a strength as long as you can maintain a fit between your style and the particular requirements of your work; consider asking co-workers how well you match your style to situations that call for a broad perspective versus attention to specifics.
- Look for ways to apply your capacities to organize facts and information and to identify the specific actions to implement strategic plans.

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

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

Strengths

- Challenges and difficult situations energize you and motivate you to find better methods or solutions; you can be counted on to do your best with difficult projects.
- Because you are so strongly motivated by your work, it is a matter of professional pride to you to perform each project as well as it can be done.
- Interest in your work motivates you to enhance your knowledge and skills, enabling you to take on greater challenges and more varied tasks; you are likely to become more expert over time.

Weaknesses

- You may be so involved in your work that you fail to notice hidden agendas, politics, and power relationships around you, which may limit what you receive from the organization.
- You may "blow off" projects that others see as important, but that you don't find interesting. You may refuse to give them your attention or neglect them in favor of more challenging problems.
- Being so interested in your work makes you potentially vulnerable to those who would exploit you by under-compensating you or taking credit for your accomplishments.

Best-Fit Work Situations

- For you, the best work situation is one that engages your interest and involves projects you find challenging or that gives you the variety you desire.
- Your ideal career gives you autonomy in choosing personally meaningful projects and carrying them out in the way you regard as best. You are well suited to careers in research and development, consulting, design, entrepreneurship, and general business.

Worst-Fit Work Situations

- Work roles involving repetitive or seemingly meaningless tasks are probably downright aversive; you will be unhappy in any position you find monotonous or uninteresting.
- Expect to be dissatisfied in a role with limited autonomy, close supervision, or prescribed routines.

Suggestions For Development

- It is important for you to be aware of your value to current and prospective employers, to clearly communicate that value, and to negotiate an equitable compensation package. Consider getting help with this.
- While politics and power may be uninteresting to you, it is still important for you to become sufficiently involved in them to assure that your own projects receive appropriate resources and that you get to do the kind of work you want to do.

Introverted			◆		Extroverted
Inward-oriented and reserved, you prefer one-to-one or small group meetings to larger groups. You like to concentrate on one task at a time in a quiet setting with few distractions. Interacting with others takes energy; you re-energize by spending time alone.					Outgoing, gregarious, and talkative, you enjoy meetings and gatherings of all kinds and conversations with many people. You like to work interactively on multiple tasks and don't mind interruptions. Being alone takes energy, you re-energize by spending time with people.

Your responses indicate an EXTROVERTED style, more gregarious, sociable, talkative, sociable, affiliative, and outward-oriented than many people who participated in this assessment, yet not as extroverted as some. You register as more and comfortable dealing with other people and the world of action; you are generally less comfortable than with inner thoughts and feelings, but in a few situations your style involves some tendencies toward introversion with solitary analysis and reflection.

Strengths

- Your ability to engage other people usually enables you to readily make new acquaintances, forge new relationships, and interact freely with people you have just met.
- You generally like tasks that involve interacting with many different people, especially those that involve talking, contacting, socializing, networking, and meetings.
- With your outgoing personality, you are at ease in most groups and adept at mixing in gatherings; you feel comfortable in social situations and dealing with others.

Weaknesses

- You may occasionally take a "ready, fire, aim" approach by forging ahead without adequate planning or preparation.
- People may at times see you as a better talker than listener; you may unknowingly over-contribute to meetings and conversations, sometimes to the point of irritating others around you.
- You may sometimes 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 in settings 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 other people and multiple 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 dissatisfied 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 de-motivated by work that requires sustained attention to detail or prolonged concentration on one task at a time with little or no opportunity for interaction with other people.

Suggestions For Development

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

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 responses demonstrate a COLLABORATIVE orientation. You register a stronger preference for teamwork, joint effort, and cooperation than for working "solo" and relying on your own, individual efforts.

Strengths

- When your group succeeds, you generally are willing to share the credit and rewards with other members; you usually do not try to "hog" the glory for yourself.
- You typically like to take a positive role in helping groups operate smoothly, and you are often willing to pitch in and assist co-workers, participate in team assignments, and help the group reach its goals.
- As someone who strives to be a "team player" most of the time, you are generally motivated to fit into a group; you usually try to cooperate at work, at home, and in other settings.

Weaknesses

- Some people may see you as too much of a follower or too compliant, unwilling to take strong stands without the approval, support, or guidance of a group.
- You may sometimes rely so much on collaboration that when you are called upon to do something difficult or complex by yourself, you become uncomfortable or have trouble doing so.

Best-Fit Work Situations

- You are at your best in a work setting that requires frequent coordination of activities, exchange of information, and interdependent action to achieve common goals.
- Your ideal work situation calls for you to spend a majority of your time serving 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 become unhappy spending too much time 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.
- You may be dissatisfied by work that requires too much solo effort, individual contribution, or products that grow primarily out of your own efforts.

Suggestions For Development

- For many like yourself who have a collaborative orientation, it can sometimes 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.
- You might want to ask yourself if you are doing enough to come up with your own ideas and make original contributions at work.
- If you aspire to personal recognition or to leadership positions, consider whether you are doing enough to distinguish yourself from your peers and taking enough individual initiative.

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

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

Strengths

- Because you usually try to communicate your feelings and beliefs accurately to others, you probably have a clearer and more accurate self-image than most people.
- Your frankness typically makes you a good source of feedback for others who may seek you out for "straight talk" and telling it like it is.
- Your preference for candid communication generally makes it easy for others to know you and what you stand for. Future impressions of you in the workplace are likely to agree with first impressions.
- Typically consistent from one situation to another in what you communicate, you are likely to be viewed similarly by most co-workers.

Weaknesses

- You may occasionally be too open about your shortcomings and weaknesses, which some people may see as a weakness itself.
- If you disregard the importance of appearances and convention, you risk being seen as politically naive, which may have adverse consequences in some work situations.
- Your candor can occasionally unsettle other people. You may come across as somewhat blunt or insensitive, and you may sometimes annoy others by speaking too directly.

Best-Fit Work Situations

- Your ideal work situation is a relatively informal work unit that de-emphasizes organizational politics, authority, and rank, and places little value on appearances.
- You are more comfortable in a work culture that values candid self-expression, open communication, and unpretentious interpersonal style.

Worst-Fit Work Situations

- With your value on frankness, you may be uncomfortable working in organizations where advancement depends on the image you project, especially situations calling for gamesmanship, political savvy, and adjusting the way you present yourself depending on the situation.
- Expect to experience some stress in positions that require you to communicate messages about which you hold private doubts or which are at variance with your own beliefs and values.

Suggestions For Development

- Many who value candid self-expression also dislike formal business situations where one has to play a role, follow a script, or even adhere to a formal dress code. Consider whether you need to pay more attention to the way you present yourself and how you are received in such situations.
- Ask someone close to you for feedback about whether you are offending some people by speaking too bluntly or acting disrespectfully, and if you are, work on identifying situations where you can practice being more tactful and discreet.

Accommodating Leadership	◆					Assertive Leadership
Accommodating and respectful; you are motivated to seek harmony among the people who report to you and exert influence on them in an indirect manner.						Assertive, motivated to exert influence and impose your will on the people who report to you. You take charge of things and prefer a strong leadership role.

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

Strengths

- Willing to go out of your way to meet the needs of others, you may often provide emotional support and sympathy to co-workers.
- You fit well into a group and your co-workers probably recognize you as someone who will respect and support group consensus, the leadership of others, and organizational decisions.
- You have an accommodating, humble, non-threatening style of interacting that allows you to interact harmoniously with a wide range of people.

Weaknesses

- With your accommodating style, you may, at times, try to influence people through self-sacrifice or passive withdrawal rather than confront differences directly.
- People may see you as too meek, passive, or unassertive; you may find others taking advantage of your good nature. It may be hard for you to confront problems or speak up on troublesome matters even when it is in your own best interest to do so.

Best-Fit Work Situations

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

Worst-Fit Work Situations

- You will probably have difficulty in a job that requires assertiveness and forcefulness in your dealings with others. Avoid organizational and interpersonal conflict, disputes, clashes of will, and in-fighting.
- You may be unhappy in a job that calls for leadership or direct supervision of others; your style may not be well-suited to leadership and management positions.

Suggestions For Development

- Consider whether you can address personal concerns or problems you have in a more direct manner.
- You may need to be more assertive and directive with other people to avoid letting them take advantage of you or take you for granted; consider seeking feedback on whether you need to "stand up" more for yourself.
- People with your highly accommodating style sometimes try to influence others through "martyr" tactics like passive withdrawal or self-sacrifice, which can be detrimental to relationships. Consider asking for feedback if you think this might apply to you.

Participative	◆					Directive
You invite employees to participate in decisions and focus on delegation of responsibility and authority. You expect independence and initiative, and will give broad, general assignments, trusting employees to handle the details.						You closely direct the activities of employees and focus on authority and control. You expect employee compliance and will give specific, detailed assignments while closely monitoring progress and performance.

Your responses indicate a **HIGHLY PARTICIPATIVE** management style. You take an empowering approach, emphasize delegation, and prefer to trust subordinates to take as much responsibility as possible.

Strengths

- Your participative management style builds commitment among those who report to you, and in a crisis they may "go the extra mile" for you.
- You ask for others' ideas before making a decision, and you may be seen as a manager who can build consensus and get buy-in for initiatives.
- Those around you appreciate the value you place on democratic process in your work group and your willingness to overlook differences in rank.
- People who report to you may freely offer creative new ideas and initiatives.

Weaknesses

- You may become so personally involved with employees that criticizing, disciplining, or giving negative feedback to them becomes difficult.
- To achieve maximum productivity of your work group, you probably need to put more emphasis on directing, scheduling, and organizing the work of people who report to you.
- The manner in which you give assignments can be criticized as vague or unclear.

Best-Fit Work Situations

- You excel in situations that call for creativity and innovation, such as "high-tech" industries, research, new product development, and marketing units.
- Your management style is ideally suited to bright, motivated employees capable of working independently. You can handle a wide "span of control" with such employees, such as technical experts, research and development, applied scientists, and other professional groups.
- You are most comfortable in organizations with informal or casual cultures that downplay rank and status.

Worst-Fit Work Situations

- You will probably find it confining and frustrating to work for a boss who has a highly directive management style.
- Your style has a relatively poor fit with work settings or assignments requiring tightly scheduled, fast-paced, repetitive output.
- Your management style does not work well with employees of limited motivation or ability, who require close supervision, monitoring, or direction.

Suggestions For Development

- Ask supervisees for feedback about your management style -- whether you are maintaining balance between asking for their participation and providing needed direction.
- Depending on what your supervisees say, consider obtaining training in time management skills, performance measurement, management by objectives, goal setting, or project management.
- Find people around you who will watch the details of schedules, budgets, progress, and milestones and keep you informed.

Role-Relations Oriented					◆	Human Relations Oriented
Concerned with treating subordinates equally, you keep an emotional distance from employees. You strive to keep work relationships free from bias or favoritism, avoid personal involvements, and maintain proper, professional boundaries.						Concerned for the welfare of subordinates and consideration of their needs and concerns, you show an active interest in the thoughts and feelings of the people who report to you. You maintain close relationships with them and prefer to know them personally.

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

Strengths

- When employees have problems, they can count on you to get involved and try to help. You are comfortable counseling employees about how to resolve difficulties.
- You are likely to have skill at maintaining harmony and cohesion in your work group, and morale is probably high.
- You prefer praise, affirmation, and recognition as motivational tools rather than criticism or reprimand. People in your group will appreciate the coaching and mentoring you provide.
- You take an active interest in the feelings, concerns, and well-being of the people who report to you. They are likely to see you as being considerate and understanding on a consistent basis.

Weaknesses

- You may be tempted to spend too much time and effort trying to help problem employees when a different approach may be needed, like disciplinary action, task re-assignment, or even termination.
- It may be difficult for you to reprimand, discipline, or give negative feedback to employees, even when they need it. You risk avoiding this area of your responsibility.
- You may get too close to employees at the risk of compromising your professionalism or objectivity. The boundary between friendship and work role can become blurred, or you may advocate so strongly for employees that your peers may feel you have lost some perspective about the best interests of the organization.

Best-Fit Work Situations

- You are likely to flourish in an organization that values employee relations and strives for high morale.
- You are at your best in work situations that allow open expression of feelings, time to process negative attitudes and emotions, and mechanisms for dealing with employee problems, fears, tensions, and grievances in a considerate way.
- You draw positive energy from working with others who have a similar human relations orientation and concern for employee well-being and morale.

Worst-Fit Work Situations

- You may find it difficult to manage in settings where work roles are clearly delineated and company policies discourage individualized attention, discretion in handling problem employees, or fraternization with subordinates.
- You will not be happy managing employees who are very tough-minded, unsentimental, and prefer to keep emotional distance.
- Your management style does not fit well in an organization that focuses primarily on work output with little or no concern for employee morale or well-being.

Suggestions For Development

- Ask employees for feedback about your management style - whether you are invading your employees' space or taking too much of an interest in their feelings, private concerns, or personal lives. Consider whether you are sufficiently professional in your relations with the people who report to you.
- If your efforts to create a highly committed, satisfied, loyal workforce are already successful, perhaps you should consider providing mentoring to other managers and supervisors.
- Are you spending too much time and energy on problem employees? Get your own boss to give you some honest feedback on this topic.

SUMMARY

- Your scores indicate a **STRONG PREFERENCE FOR CHANGE** and a much greater affinity for new learning, change, and innovation 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 that you can be **EMOTIONALLY RESILIENT OR EMOTIONALLY REACTIVE**, depending on the situation. Under some circumstances you are able to remain calm under pressure, avoid internalizing tensions, and bounce back from disappointments; other times you may react strongly to stress, develop symptoms of strain, and recover slowly from setbacks.
- Your responses reflect a **STRONGLY 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 keep sharp boundaries between work and non-work, and try hard not to let your work interfere with your personal life.
- Your scores indicate a blend of **BIG PICTURE-ORIENTED** and **DETAIL-ORIENTED** personal styles, suggesting that you can take a broad perspective and see how the elements fit together, or you can attend to the specifics needed to ensure consistent, high-quality work, and you may use different styles at different times.
- Your scores indicate a **STRONG INTRINSIC WORK MOTIVATION**. You expressed a much stronger personal motivation from features of your work itself, such as challenge, meaning, and responsibility, than from the money, promotion, or prestige your work brings to you.
- Your responses indicate an **EXTROVERTED** style, more gregarious, sociable, talkative, sociable, affiliative, and outward-oriented than many people who participated in this assessment, yet not as extroverted as some. You register as more and comfortable dealing with other people and the world of action; you are generally less comfortable than with inner thoughts and feelings, but in a few situations your style involves some tendencies toward introversion with solitary analysis and reflection.
- Your responses demonstrate a **COLLABORATIVE** orientation. You register a stronger preference for teamwork, joint effort, and cooperation than for working "solo" and relying on your own, individual efforts.
- Your scores indicate a **STRAIGHTFORWARD** orientation in dealing with others. Your responses demonstrate a stronger preference for direct, frank communication than for diplomacy and impression-management.
- Your responses indicate a **HIGHLY ACCOMMODATING** style in interacting with others, much more strongly motivated to be agreeable, seek harmony, and avoid conflict than to take the lead and impose your will on others.
- Your responses indicate a **HIGHLY PARTICIPATIVE** management style. You take an empowering approach, emphasize delegation, and prefer to trust subordinates to take as much responsibility as possible.
- Your responses indicate a **HIGHLY HUMAN RELATIONS ORIENTED** management style. You place a high value on considering the feelings, experiences, and emotional states of those who report to you.