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Talent Solutions Powered by Self Management Science

## ProfessionalPro™



**for Sample Person**

**March 7, 2008**

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The Professional Consulting Profile is designed to provide insights into the strengths of individuals seeking professional careers that may include a significant consulting or advisory role. By identifying and understanding personal strengths as well as identifying growth opportunities, managers and career coaches will have more information to help fit people to various professional roles within an organization. This profile will also provide managers with suggestions on how to coach professionals more effectively. John C. Marshall, Ph.D.

**ID# FNW3WAG8 for Sample Person on March 7, 2008**

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**I. PROFESSIONAL PROFILE****Consulting Style**

An indication of the individual's natural consulting style and relative balance between achieving results and dealing with the feelings of other people.

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance/Results			Results/People			Accepts Modest Results		

**Personal Motivational Structure**

Reflects the relative importance of challenge, service and risk avoidance in the motivational structure of the individual.

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intense Challenge			Challenge/Development			Relaxed/Development		

**Approach to Motivating Others**

This scale reflects the individual's most natural approach to motivating other people.

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Energy/Enthusiastic						Relaxed/Detached		

**Leadership Style**

An indication of the person's natural approach to leadership and dealing with others.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Autocratic			Democratic			Team Member		

**Approach to Goal Setting**

Reflects the person's sense of urgency and the importance of establishing short term goals and objectives.

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Short Term						Long Term		

**Feedback Style**

An indication of the person's approach to giving and receiving feedback.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Only if Necessary						Enjoys Feedback		

**Decision Making**

Reflects the amount of information that is preferred when making a decision and the speed of the decision making process.

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quick/Decisive						Methodical		

**Communications Style**

Reflects the person's natural style of communicating with others on an interpersonal basis.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ask/Listen			Balanced			Tell		

## **II. OVERVIEW PROFILE**

### **Self Management**

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Sample Person is self directed and is able to self manage effectively. He/She should is well suited to projects and roles that require him/her to use his/her own initiative. Situations that allow him/her to plan and execute his/her own activity are best for him/her. A management system that facilitates and provides coaching as needed would suit him/her.

### **Motivational Structure**

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Sample Person is motivated by a mixture of short and long term goals and will be most effective in situations that offer both. He/She would enjoy working in an environment where the opportunity to meet short term targets on a regular basis leads to longer term objectives. He/She like to provide clear goals for him/herself and achieve them on a regular basis.

### **Preferred Approach to Being a Team Member or Team Leader**

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Sample Person integrates well with relatively structured organizations and teams that are systematic and procedural but allow for individual initiative. He/She will be most effective in a consulting role that includes operating as a team member who occasionally takes on a leadership role.

### **Comfort with Conflict**

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Sample Person tends to be comfortable in situations where there is potential for conflict.

### **Social Style**

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Sample Person is generally sociable, friendly and outgoing. He/She builds relationships easily and he/she is generally quite comfortable in a role that requires a fair amount of interaction with other people and relationship building.

### **Analytical Orientation**

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He/She would be comfortable in situations that balance learning and technical expertise with his/her other competencies and "soft skills". Look for situations that require him/her to identify client/user needs, deal with routine or familiar problems and provide appropriate specialists to deal with highly technical issues.

**III. SUMMARY OF STRENGTHS****Self Management**

Initiates/Proactive				Responsive		

People would describe Sample Person as assertive, competitive, enterprising and determined. He/She has the potential to become a strong consultant who self manages effectively and is able to work with limited guidance and direction. He/She is able to motivate him/herself without frequent input from the management and should work well with a manager who coaches and consults rather than directs. With minimal training in the products and services that he/she will be providing, Sample Person should be able to handle most situations on his/her own and be self monitoring. People with Sample Person's level of self management are often good candidates for entrepreneurial roles including selling.

\* Strong self managers can be too strong for some cultures and management styles. They will respond best to general guidelines and a fairly broad scope. A supervisor who coaches, consults and facilitates will be best for this individual.

Coaching Suggestions

- Sample Person will respond best to a management style that is flexible and provides him/her with the opportunity to use his/her own initiative.
- He/She will do very well in a consulting role that interests him/her and allows him/her to self manage his/her progress and set his/her own goals.
- Match him/her to managers who coach and facilitate.

Interview Suggestions

- Outline a situation in which you developed a plan which you implemented successfully.
- Describe a situation where you were working in an environment with continuously changing goals.
- How did you cope with the changes?

**Motivational Profile**

Seeks Challenge/Task Oriented				Relaxed/Contented		

Sample Person is relatively challenge oriented and he/she likes providing a meaningful service to people. His/Her motivational profile is similar to those people who like to achieve their short term goals regularly while working toward their longer term objectives. Sample Person would normally demonstrate a sense of urgency and would be most effective in an environment that includes a mixture of new challenges as well as more established functions.

Coaching Suggestions

- Coach Allow him/her to set regular client focused goals for him/herself and ask for his/her commitment to these goals.
- Coach him/her on selling skills if he/she is required to sell as part of his/her organizational role. He/She could be an effective closer if taught how to seek additional business opportunities.

Interview Suggestions

- Outline your goal setting process. How do your short term goals lead to your long term goals?
- Describe some of your most recent achievements.
- How did you establish the goals that you reached?
- Describe a situation where you helped a customer make a decision on purchasing a product or service. Did you perform well?

**III. SUMMARY OF STRENGTHS (continued)****Team Orientation**

Creates Own Systems & Structure				Comfortable in Structured Environments		

Sample Person would be described as cooperative, obliging and team oriented. He/She would function effectively in a system which is well organized but allows room for individual initiative. He/She will accept supervision as he/she is learning the organizational methods but will expect less supervision after gaining the relevant experience. He/She would be expected to integrate with existing systems and work well with a group of peers who are similar in nature.

Coaching Suggestions

- Coach Sample Person to work independently within the team framework.
- Encourage him/her to use his/her team to his/her advantage by exploring the ideas from other individuals working on the same projects.
- Coach him/her to explore different approaches to problems in order to produce better results. Encourage him/her to explore variations on previous solutions.

Interview Suggestions

- Describe the work environment that you found most suitable. Why does it work for you?
- How much structure are you willing to accept in a customer care role?
- Outline a situation where you worked in a very unstructured environment. What did you do to improve the situation?

**Comfort with Conflict**

Comfortable				Avoids Conflict		

Sample Person tends to be quite comfortable in situations where there is potential for conflict. He/She may even occasionally create conflict if he/she feels that it will further his/her own goals. He/She could be relatively effective in situations where conflict is a common occurrence or there is ongoing tension that requires his/her intervention.

Coaching Suggestions

- If he/she shows restraint and is able to avoid the temptation to engage in debate, you will find Sample Person to be an asset in high conflict situations.
- He/She can be effective in tense situations if he/she is coached to listen and address the concerns of an irate client.
- Sample Person may benefit from conflict resolution training which would be an asset in a project leader or manager role.

Interview Suggestions

- Describe a situation where you had to deal with an angry client.
- Why was the person angry? How did you resolve the issue?
- What did you learn from the situation?
- What strategies do you use to avoid conflict?

**IV. COMMUNICATION STYLE****Social Orientation**

Warm/Friendly/Sociable			Builds Relationships over Longer Term			

Sample Person is generally sociable, friendly and outgoing. He/She is at ease building relationships and is quite comfortable with other people. He/She will be able to work well in an environment where there is regular contact with people, either with a well established client base or new clients.

Coaching Suggestions

- Build conscious competence by helping him/her understand that the ability to work well with others is a strength in any career path and that this can be one of his/her strengths.
- Sample Person's comfort interacting with others will be an asset in many career paths if he/she has developed his/her social and communications skills.
- Coach him/her to develop his/her knowledge of business applications so that he/she can interact with client groups and demonstrate that their needs are understood.
- Suggest that he/she give presentations at meetings with clients and peers.
- Sample Person's comfort dealing with others may help him/her be an effective coach or mentor in areas where he/she has demonstrable expertise.
- Consult with him/her on how he/she would like to develop his/her communications skills.

Interview Suggestions

- Describe your approach to building an effective relationship with someone you have just met.
- Do you use the same approach on the telephone as in person? If not, what do you do differently?
- What are your goals with regard to growth in interpersonal areas?
- What are you doing to improve your communications skills?

**Analytical Orientation**

Systematic/Analytical			Learns the Necessities			

Sample Person would be described as reasonably analytical. He/She would be comfortable with a certain amount of problem solving as part of his/her work. He/She would be willing to attend training sessions and learn the critical skills that are needed to perform the job effectively but he/she would not necessarily regard extra training or research as an incentive unless it was in a subject area of specific interest to him/her.

Coaching Suggestions

- Assign Sample Person to projects where there is a balance between interacting effectively with other people and using his/her analytical skills.
- Consult with him/her on his/her training needs to avoid investing in unnecessary training.
- Assign him/her to projects that provide him/her with adequate technical support when there are a lot of detailed technical issues to resolve will be better fits for him/her.

Interview Suggestions

- Describe a previous role that focused on your technical strengths.
- What did you enjoy about it? Not enjoy?
- What are some of the current developments that could have impact on how we relate to our clientele?

**V. SELF CONFIDENCE & LIFESTYLE MANAGEMENT****Self Confidence**

Feels in Control/Internally Directed			Feels Controlled by External Factors			

Sample Person has a healthy self confidence, making him/her feel that he/she is able to handle most situations on his/her own. This profile indicates an individual who accepts the responsibility for his/her own performance and who expects to succeed in virtually all he/she attempts.

**Coaching Suggestions**

- Maintain Sample Person's self confidence by reinforcing his/her good feelings about him/herself.
- If Sample Person ever appears arrogant, remind him/her that it is important to feel good about oneself but also important to avoid the appearance of arrogance.
- Help him/her to commit to achieving and exceeding agreed upon performance levels.

**Lifestyle Management**

Handling Stress Well			Stress Management Training Would Help			

Sample Person handles pressure, deadlines, criticism and most stressful situations quite adequately. His/Her approach to this issue will be neither a strength or a weakness but like most people he/she may show occasional signs of stress.

**Coaching Suggestions**

- Help Sample Person deal with stress by lightening his/her workload or not giving him/her additional assignments until he/she is managing his/her energy well.
- Help him/her identify the sources of stress in his/her life and encourage him/her to see them as challenges or benefits rather than threatening or harmful.
- Consider enrolling him/her in a Stress Management seminar to help him/her keep his/her balance and improve upon it.

**VI. CAREER BUILDING ATTITUDES****Approach to Networking/Self Promotion**

Comfortable				Uncomfortable		

Sample Person would tend to be comfortable networking within specific areas of his/her natural market. To prospect and network from a business perspective, he/she would require a some commitment to product and a practised method of approaching people. The requirement for consistent networking and prospecting could require ongoing training support and joint field work.

Coaching Suggestions

- If Sample Person needs to promote him/herself or the company's products and services, it is important to help him/her develop his/her level of comfort with networking and self promotion.
- If he/she wants to improve his/her comfort with networking, he/she should be coached to be a good listener first and discover what interests the people with whom he/she wishes to network.
- Help him/her focus on the positive aspects of him/herself, the products and services that he/she wishes to promote and the company. Conscious awareness of the organization's strengths as well as his/her own will help build comfort networking.
- If combined with strong self management skills, motivation to succeed and good communications skill, his/her comfort in this area is a strength that he/she may wish to build upon.

**Listening Style**

Very Good Listener			Needs Coaching	

Sample Person's responses indicate that he/she has an approach to listening that is typical of the majority of people. Sample Person is likely to listen to others attentively most of the time but he/she may have some development opportunities in his/her listening style. With training, Sample Person's approach to listening should help in developing good interpersonal relationships with a variety of individuals that he/she will encounter in his/her position. Sample Person's approach to listening is likely to be neither an advantage nor a disadvantage when consulting with or advising clients, peers or others.

Coaching Suggestions

- Sample Person could benefit from some coaching to enhance his/her approach to listening and enable him/her to be a more attentive and effective listener.
- Formal training in listening skills, particularly in handling client/client relations would be useful. Role-playing potential interactions that Sample Person will encounter with clients, peers or others would also be beneficial.

**VII. EMOTIONAL INTELLIGENCE**

<b>SELF AWARENESS I: MOOD LABELING</b>				
Labels feelings and emotions as they are happening		Does not label feelings and emotions as they are happening		

A measure of a person's ability to accurately label personal feelings and emotions.

<b>SELF AWARENESS II: MOOD MONITORING</b>				
High monitoring	Optimal monitoring		Low monitoring	

A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.

<b>SELF CONTROL</b>				
Demonstrates good self control		Low control over impulses and negative emotions		

A measure of a person's restraint as it relates to one's control over his/her impulses, emotions, and/or desires.

<b>MANAGING EMOTIONAL INFLUENCES</b>				
Perseveres		Focus can change		

A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.

<b>EMPATHY</b>				
Recognizes emotions in others		Low awareness of emotions of others		

A measure of a person's ability to understand the feelings and emotions of others.

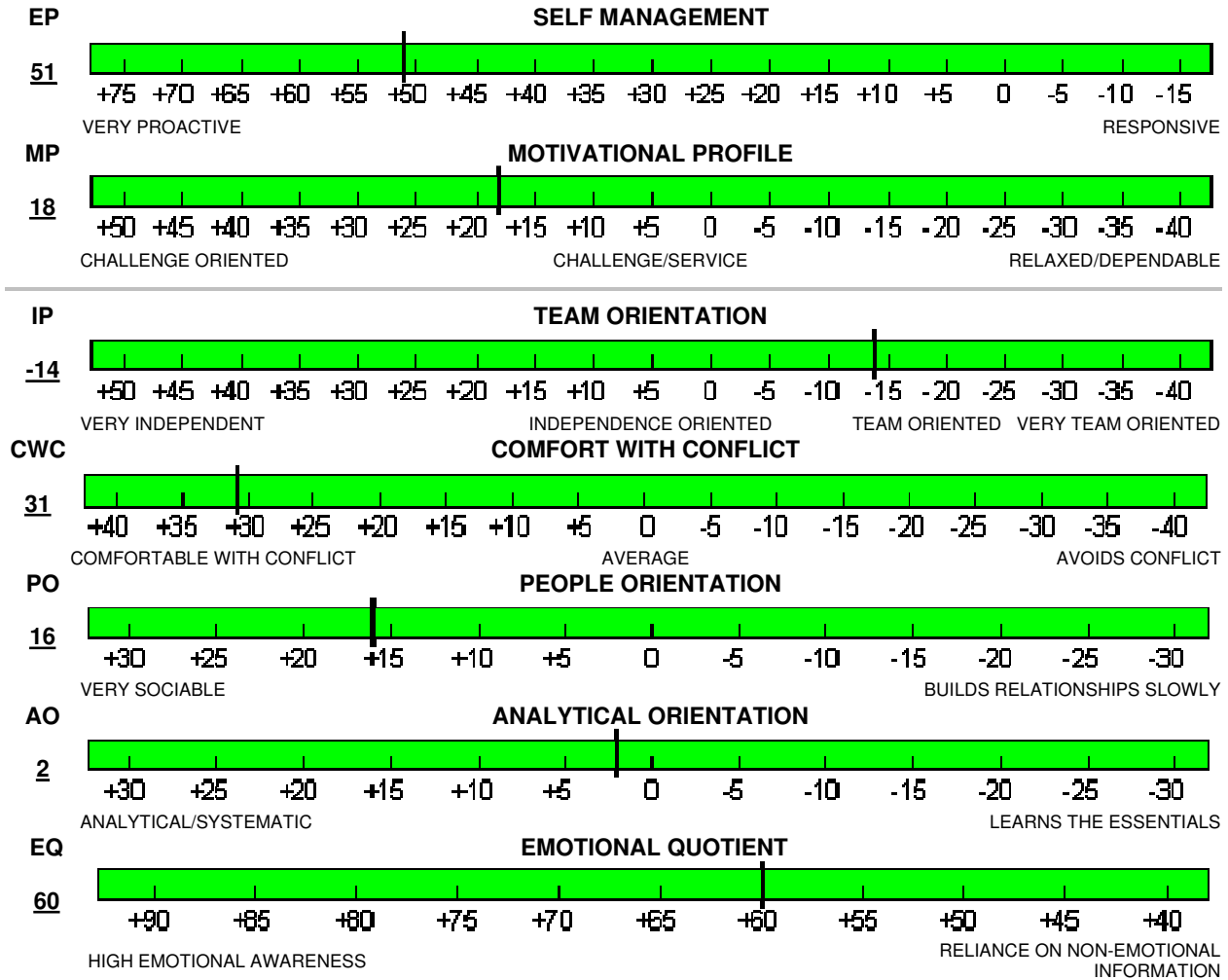
<b>SOCIAL JUDGEMENT</b>				
Uses knowledge of the emotions of others in decision-making		Does not factor in the emotions of others in decision-making		

A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.

<b>OVERALL</b>				
Understands & uses emotional information		Relies on non-emotional information		

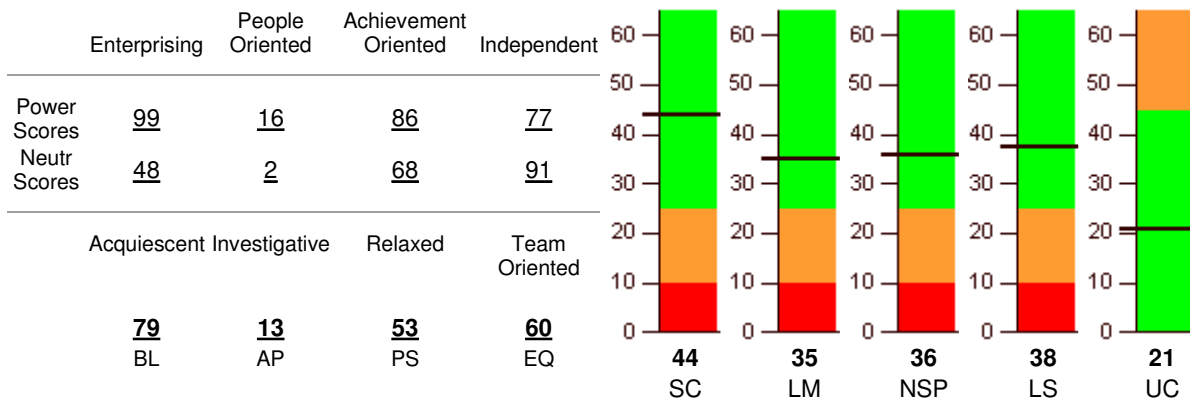
An overall measure of how well a person understands emotional information and uses it effectively.

**VIII. SUMMARY OF SCORES**



**PAGE 1 SCORES**

**PAGE 2 SCORES**

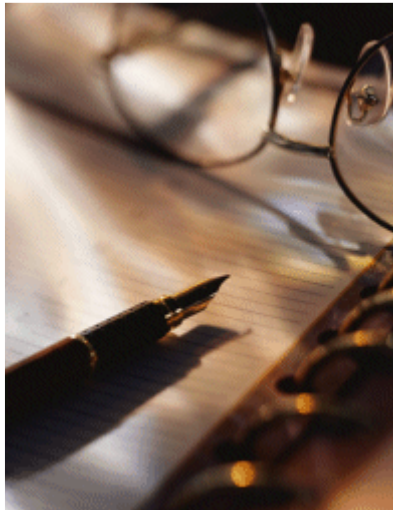


**IX. Responses from Opinions Section**

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree
1. Effort gets results (4)				
2. I thrive under pressure (4)				
3. I rarely interrupt others while they are speaking (4)				
4. I often discuss my career with friends (3)				
5. I am often influenced by others (2)				
6. I would have difficulty integrating a demanding career into my lifestyle (1)				
7. I have never told a lie (2)				
8. I would not like to be a sales person (1)				
9. Most mistakes can be avoided (4)				
10. I am comfortable with changes in technology (4)				
11. I like to hear people fully explain their point of view (4)				
12. I avoid actions that might make people dislike me (2)				
13. People's good qualities are seldom recognized (4)				
14. I sometimes lack the energy to perform important tasks (1)				
15. Most conversations take too long (3)				
16. It is important that people approve of me (2)				
17. I am good at most things that I try to do (4)				
18. I stay focused on my priorities (4)				
19. After listening to an interesting anecdote, I like to describe a similar situation involving me (2)				
20. Sales people have a positive public image (2)				
21. Success is mostly luck (1)				
22. I often allow my attitude to affect my performance negatively (2)				
23. All my habits are good and desirable ones (3)				
24. I am comfortable when people do not agree with me (4)				
25. People get the respect that they deserve (2)				
26. I generally have a positive attitude towards work (4)				
27. I never envy others their good luck (1)				
28. I am persistent in getting others to agree with my point of view (3)				
29. It is impossible to change company procedures (1)				
30. I find it difficult to manage my professional demands (2)				
31. I prefer to listen in conversations (3)				
32. I find it easy to make new acquaintances (4)				
33. Hard work brings success (4)				
34. I excel in a dynamic environment (4)				
35. I consciously pause before responding to others (4)				
36. I am comfortable promoting my ideas to friends and associates (4)				
37. Plans never work out (1)				
38. I often avoid difficult tasks (2)				
39. I have never been late for work or for an appointment (2)				
40. In a group, I feel uncomfortable if a person does not like me (4)				
41. I create opportunities (4)				
42. I take care of myself with good daily habits (3)				
43. I try to do most of the talking when presenting materials to others (2)				
44. I have been successful in developing a large network of people (4)				
45. Compliments make me uncomfortable (2)				
46. I have difficulty coping with daily job challenges (1)				
47. I have never boasted or bragged (2)				
48. I adapt to what others expect of me (4)				
			49. A good plan can avoid mistakes (4)	
			50. Stress improves my performance (2)	
			51. After listening to someone talk, I repeat the important points back to them to insure my understanding (4)	
			52. I often refer people to my family and friends (3)	
			53. Hard work does not always get results (2)	
			54. To be effective on the job, I need more energy (2)	
			55. I make sure others have finished speaking before I respond (3)	
			56. Informal social events are a good source of business contacts (4)	
			57. I find it easy to talk about myself (5)	
			58. Regular habits are an important part of my success (4)	
			59. I have never said anything unkind about anyone else (1)	
			60. I have met very few people whom I did not like (4)	
			61. I am distracted easily (2)	
			62. Professional demands often interfere with my lifestyle (2)	
			63. People take too long to get to the point (3)	
			64. I get upset when sales people call me at home (3)	
			65. I am a confident person (4)	
			66. I can concentrate on my work for long periods of time (4)	
			67. I will interrupt other people to provide an answer to their question (2)	
			68. To be successful in my career, I must change my image (3)	
			69. My performance depends on the situation (2)	
			70. To be effective, I need to make several lifestyle changes (2)	
			71. No one is ever rude to me (2)	
			72. I would rather talk to a client on the telephone than in person (1)	
			73. I am successful in most aspects of my life (4)	
			74. Work does not get me down (2)	
			75. I enjoy listening to other people (4)	
			76. Most people would prefer not to deal with salespeople any more than necessary (3)	
			77. I am reluctant to make decisions (1)	
			78. Lifestyle demands have interfered with my career success (2)	
			79. I always admit my own mistakes (4)	
			80. To perform up to my potential, I must have total belief in my job (3)	
			81. I take time to reflect on my accomplishments (2)	
			82. I enjoy pressure on the job (3)	
			83. I give others my undivided attention when they are speaking to me (4)	
			84. I have bought a product or service mainly because of the salesperson (2)	
			85. I let the organization define my training needs (2)	
			86. People do not understand the pressures of my job (4)	
			87. I prefer to ask very specific questions that require only a 'yes/no' answer (2)	
			88. My business contacts are a good source of future sales (5)	
			89. Effort is entirely my responsibility (5)	
			90. I manage stress effectively (4)	
			91. I have a tendency to finish other people's sentences (3)	
			92. To be a successful salesperson, it is necessary to get potential buyers to like me (3)	
			93. Others have interfered with my success (2)	
			94. It is difficult to establish job priorities (2)	
			95. I am not a good listener (1)	
			96. I feel comfortable promoting myself and my company at social gatherings (4)	



## ProfessionalPro™



### CONSULTING PROFILE

#### Personal Feedback for

Sample Person

March 7, 2008

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The Professional Profile™ is designed to provide you with real information about yourself that you can use. By identifying and understanding your personal strengths, you will be able to take advantage of them in both your personal and professional activities. This profile will provide you with suggestions on how to do that and help you identify growth areas as well. We trust you will find this information useful and wish you every success.

John C. Marshall, Ph.D.

ID# FNW3WAG8 for Sample Person on March 7, 2008

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## **I. GENERAL RECOMMENDATIONS TO MANAGE YOUR CAREER**

### **An Overview of Your Profile**

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Your overall profile shows that you would be well suited well to a career that balances clear work objectives with your goals. You would be comfortable with a reasonably well-defined career path that provides you with the opportunity to manage and monitor your own progress. Your best fit would be in a modestly structured organization that provides suitable feedback and a path to more senior roles. Working towards shared project goals as an individual within a team or working independently within a support or service based organization could be good career fits for you. Talk to people in any career that you might be considering before you make any major change in direction.

### **Your Most Effective Self Management Style**

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You are very assertive, competitive and determined. You tend to initiate activity on your own authority without the need for outside stimulus. When working towards your goals you are able to motivate yourself. You are able to be self-directed, self-evaluating and need minimal feedback to be effective. You are not very accepting of mediocre performance. This is a strength that can help you succeed in most careers. Be a strong 'self-manager' by planning your own activities, managing your time effectively, focusing your effort and evaluating your progress.

### **Your Preferred Social Interaction Style**

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You are generally sociable, friendly and outgoing. You build relationships easily and are generally quite comfortable in a role that requires building relationships and a fair amount of interaction with other people.

### **Your Technical/Practical Orientation**

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You are comfortable in situations that combine both non-technical and technical issues. You would enjoy a certain amount of analysis and problem solving in your work but not exclusively. You may prefer to form work teams where your technical strengths are complemented by other team members.

### **Your Motivational Structure**

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You are motivated by a mixture of short and long term goals and are most effective in situations that offer both. You would enjoy consulting in an environment where you would have the opportunity to meet short term targets on a regular basis leading to longer term objectives. You like to provide clear goals for yourself and achieve them on a regular basis.

### **Your Preferred Approach to Being a Team Member or Team Leader**

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You integrate well with relatively structured organizations and teams that are systematic and procedural but allow for individual initiative. You will be most effective in a career path that includes well defined projects where you can operate as a team member who occasionally takes on a leadership role.

### **Your Feelings about Self Determination and Managing Stress**

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You have healthy self confidence, which allows you to feel that able to handle most situations through your own efforts. You accept responsibility for your own performance and expect to succeed in most things that you attempt.

You handle pressure, deadlines, criticism and most stressful situations adequately. Your approach to this issue will be neither a strength or a weakness but like most people you will have occasional difficulty managing your energy.

## **II. WHAT TO SEEK & AVOID IN YOUR CAREER PATH**

### **Career Path Characteristics to Seek**

- Look for projects and career paths that provide you with growth opportunities and require you to use your own initiative. Situations that allow you to plan and execute your own activity are best for you. A management system that facilitates and provides coaching would suit you.
- Look for situations that balance learning and technical expertise with your other competencies in the 'soft skills'. Look for situations that require you to identify client/user needs, deal with routine or familiar problems and provide appropriate specialists to deal with highly technical issues.
- Look for a career path that provides structure in which you will feel able to grow. You would be most comfortable in an environment that permits change. Seek an organization that provides an opportunity to work independently within a team environment.
- Look for an environment which balances regular contact with clients, users and your peer group while giving you the opportunity to work on technical or support issues as well.
- Look for a career path that lets you achieve your own goals on a regular basis while providing the products and services needed by your clients and customers. Seek a career that provides a mixture of meaningful work with short term performance goals leading to your longer term organizational and career targets.

### **Career Path Characteristics to Avoid**

- Avoid overly structured situations where you must follow strict guidelines and deal with very 'hands-on' management. Avoid situations where you cannot plan your own activities.
- Avoid careers where your role would focus primarily on highly technical issues or the development of very complex products and systems. Avoid roles that do not provide any variety or opportunity for creativity.
- Avoid both overly structured and unstructured environments. You enjoy some structure and guidelines but would be uncomfortable with too much or too little.
- Avoid situations that do not provide opportunities to interact with others on a regular basis. Avoid career paths that are primarily public relations.
- Avoid a career that does not provide you with regular challenge and reward you commensurate with your performance. Avoid careers that are strictly 'bottom line' oriented and without social value.

### **III. SUMMARY OF STRENGTHS**

#### **Self Management**

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You are assertive, competitive, enterprising and determined. You tend to evaluate yourself and can be critical of any mediocre performance. Being a 'self manager', (i.e. learning to plan your activities, to manage your time and to focus your effort to meet your objectives) would come easily and naturally to you. You are able to motivate yourself without frequent input from the management and should work well with a manager who coaches and consults rather than directs. Once you are familiar with your role, you should be able to handle most situations on your own and be self monitoring. You will be comfortable in changing environments.

\* Strong self managers can be too strong for some cultures and management styles. You will respond best to general guidelines and a fairly broad scope. A manager/supervisor who coaches, consults and facilitates will be best for you.

#### **Developmental Suggestions**

- You will respond best to a general outline of organizational goals and a coach or manager who will give you the opportunity to use your own initiative. To earn that type of freedom demonstrate your ability to commit to and meet your daily goals on a consistent basis.
- Develop your own plans and share your progress with management on a regular basis.
- A project leader or manager who coaches, consults and facilitates will be best for you.
- Seek situations where you will be able to use your own individual initiative rather than having to respond to the needs of others all the time.
- Look for projects and environments which reward initiative as much or more than responsiveness.
- Your self management potential is a strength to be developed to its fullest. Plan your day and follow your plan, rewarding yourself only if you have done everything that you have committed to doing.

#### **Motivational Profile**

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You would be described as motivated by challenge and impatient when not achieving your goals. You are motivated by a mixture of short and long term goals and are most effective in situations that offer both. You would enjoy working in an environment where you would have the opportunity to meet short term targets on a regular basis which would lead to achieving your longer term objectives.

#### **Developmental Suggestions**

- Your drive can be a positive force for you by helping you to seek new challenges and to be the best you can be at what you do. Assess your short term personal goals regularly and are certain that they are leading you to your longer term objectives.
- Your achievement orientation may create a sense of frustration if the goals you set are too hard and a sense of non-achievement if they are too easily achieved. Look for reasonable targets and stretch your limits gradually. For example, if you are able to quantify your work, establish numerical targets and gradually increase them.
- Make certain that your goals are clearly defined and if they are not, define your own.
- Challenge yourself to meet similar standards each day and if you find that you are not meeting them on a regular basis, evaluate whether your goals should be revised or whether you have been doing all that you can to achieve them.
- Make a record of your accomplishments each day so that you will be able to track your progress more effectively.

### **III. SUMMARY OF STRENGTHS (continued)**

#### **Team Orientation**

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You would be described as co-operative, obliging, efficient and conscientious. You can function effectively in a group which is well organized but allows room for your individual initiative. You will accept early supervision along with training but will expect less supervision after gaining the relevant experience. You will integrate well with organizations and systems that are relatively structured. You will evaluate the processes and may offer your offer suggestions for improvement when you think it is appropriate.

#### **Developmental Suggestions**

- Look for well defined opportunities that will provide you with clear guidelines and growth.
- Take advantage of your co-operative nature by making a regular contribution to meeting team goals.
- Build versatility by adding to your skill set and learning other roles in your organization.
- Look for areas where you can demonstrate team leadership.

#### **Comfort with Conflict**

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You tend to be comfortable in situations where there is potential for conflict. You may even occasionally create conflict to further your own goals. Comfort with conflict can be a strength and is often found in strong managers but it can also be a trait that is difficult for some managers to handle. Being comfortable with conflict will help you mediate in situations where there is conflict.

#### **Developmental Suggestions**

- In situations where there is conflict or potential for conflict, make it a habit to let the other person express self thoroughly before responding.
- Recognize that your comfort with conflict is a strength and learn to use it to your advantage.
- Investigate and develop your conflict resolution strategies to become effective when dealing with angry people, mediating disputes and dealing with performance issues from others.
- Resist the impulse to create conflict should it occur. Be a mediator in conflict situations.

#### **IV. COMMUNICATION STYLE**

##### **Social Orientation**

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You are generally sociable, friendly and outgoing. You have little difficulty in building relationships and are generally comfortable with other people. You should be able to work well in an environment where there is regular contact with new customers or with a well established client base.

##### **Developmental Suggestions**

- Evaluate your strengths as a listener. Make certain that, as a rule, you let people explain themselves thoroughly before offering your views.
- Evaluate your performance at meetings. Do you respond to others or follow your own agenda?
- Some career opportunities require strength as a public speaker. You can develop this skill in yourself by taking part in community service groups, coaching and other similar opportunities.
- When making a presentation, work on such skills as timing, breaking the ice with appropriate humorous remarks and speaking directly to members of the audience.

##### **Analytical Orientation**

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You are comfortable in situations that combine both technical and non-technical issues. You would enjoy a certain amount of analysis and problem solving in your work but not exclusively. You would prefer to attend training sessions only if they would help you to perform your job more effectively but you would not necessarily regard extra training as an incentive. You may prefer to work in partnerships with others whose technical strengths complement your own.

##### **Developmental Suggestions**

- Look for projects that will make use of your existing knowledge and provide associates whose knowledge will complement your own.
- Seek projects that make use of your existing technical strengths while you develop a strategy to improve yourself in the areas of critical importance to the organization.
- Make certain that you are familiar with the key competencies you will need to grow with the industry.
- Review your technical development strategy with an experienced mentor.

## **V. SELF CONFIDENCE & LIFESTYLE MANAGEMENT**

### **Self Confidence**

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You have healthy self confidence, which allows you to feel that able to handle most situations through your own efforts. You accept responsibility for your own performance and expect to succeed in most things that you attempt.

#### **Developmental Suggestions**

- Build on your self confidence and continue to feel good about yourself.
- Continue to feel responsible for your performance because that helps you be successful.
- Commit to achieving agreed-upon job performance goals.
- Become consciously competent so that you are aware of your strengths and are able to use them well. This builds more confidence which will assist you when you are working on your growth opportunities.
- Your confidence is valuable. Build on it but be careful to avoid the appearance of arrogance.

### **Lifestyle Management**

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You handle pressure, deadlines, criticism and most stressful situations adequately. Your approach to this issue will be neither a strength or a weakness but like most people you will have occasional difficulty managing your energy.

#### **Developmental Suggestions**

- Identify negative habits/thought patterns and replace them with more positive ones.
- Try to handle stressful situations as challenges.
- Seek stress coping strategies from the library, public health units, the internet and the popular media.
- If you are facing greater than normal levels of stress, change your goals to make them more practical.
- The following links may provide some helpful information about dealing with stress:

<http://stress.about.com/od/copingskills>

<http://www.nlm.nih.gov/hmd/emotions/balance.html>

<http://www.stresscanada.org>

## **VI. CAREER BUILDING ATTITUDES**

### **Approach to Networking/Self Promotion**

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You would tend to favor networking within specific areas of your natural market (friends and acquaintances). To prospect and network from a business perspective, you would require a strong commitment to what you are doing and an effective method of approaching people. The requirement for consistent networking and prospecting could provide challenging until it becomes second nature to you.

#### **Developmental Suggestions**

- If you are interested in a career where you must promote yourself or your company's products and services, it is important to develop your level of comfort with networking and self promotion. Most careers of this type require good communications skills, an effective approach to people and comfort with these issues.
- If you want to improve your comfort with networking, learn to be a good listener first and discover what interests the people with whom you wish to network.
- Develop a list of the positive aspects of yourself, the products and services that you wish to promote and your organization. Focus on those when asked about any of them.

### **Listening Style**

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Your responses indicate that you have an approach to listening that is typical of the majority of people. You are likely to listen to others attentively most of the time but you may have some development opportunities in your listening style. With training, your approach to listening should help in developing good interpersonal relationships with a variety of individuals that you will encounter when consulting or in many other roles. Your approach to listening is likely to be neither an advantage nor a disadvantage when consulting with or advising clients, peers or others.

#### **Developmental Suggestions**

- You could benefit from some coaching to enhance your approach to listening and enable you to be a more attentive and effective listener.
- Formal training in listening skills, particularly in handling client/client relations would be useful. Role-playing potential interactions that you will encounter with clients, peers or others could also be beneficial.