Introduction

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

Your Personal Summary

Coping with the Demands of Work

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

Your approach to day-to-day stressors such as time pressure. difficult working conditions and heavy work loads is typical of most people. These routine, ongoing stressors do not cause you great difficulty although the occasional high levels of stress may be difficult for you and you will look for help from your boss or from others around you. In most cases, however, you have the self-confidence and optimism to cope with the usual range of ongoing stressors reasonably well. Your approach to work reflects a typical ability to recover from setbacks and sustain consistent work performance under the usual range of stressful conditions. You are able to control emotional reactions reasonably well in the face of disappointing results that would discourage some others. You are usually optimistic and confident about performing well except where significant unexpected problems arise. Major setbacks can be very discouraging to you, especially if they are unexpected or involve the people you work with. In these types of situations, you find encouragement from others to be very helpful. For many, change itself can be a significant stress. You, on the other hand, show a real openness to change and a willingness to adapt to and support changes. Your underlying optimism and confidence is not threatened by change and enables you to expect most changes to produce positive results.

Working with Others

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

Your style of working with others is typical of many people. You are likely to work effectively in most team environments where your outcomes depend on the contributions of others. Similarly, you are able to work effectively in less formal group settings and in one-on-one relationships. While you are unlikely to emerge as a model team worker

career spark

or to aspire to a team leadership role, your social skills and work motivation are sufficient to be successful in the ordinary range of team or group situations. You do not seem to have a strong preference for working with others or for working independently. You are independent and self-assured enough to work effectively as an individual contributor and, yet, you have the interpersonal skills and openness to work effectively in team or group settings. Your preference for one or the other is likely to depend on the particular circumstances. Like many people, you demonstrate the skills necessary to work effectively in most types of service relationships that do not demand high levels of resilience against difficult situations. In most cases, you are comfortable cooperating with others and are willing to make some effort to see others' points of view. In difficult service relationships, however, negative outcomes may discourage you because you can't always control the reactions of other people.

Getting Things Done

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

You have an intense drive to achieve results and be successful. This is fueled by a willingness to be assertive and by a high activity level. Beyond that, you are willing to take risks in order to get large rewards and you have the self confidence to persist in spite of obstacles. You enjoy a challenging problem or objective and certainly have the determination to find successful solutions. You are a "big picture" person, not a "detail" person. You would rather spend time and effort on the big issues in your work rather than on careful. detailed planning and organizing. You prefer work where you can focus on the overall direction and purpose of a project than the details necessary to actually get the work done. You prefer to let others do the detailed work of actually getting specific tasks completed. You show every indication of being a smart worker who is a quick study when problems arise. This ability to recognize when problems occur and quickly determine solutions enables you to keep work going forward with little or no interruption in spite of obstacles. In part, this is because you are confident in your own abilities

Leading and Influencing

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

developed over time. So, people who may be at a lower level of leadership skills may seek to develop those skills in a variety of ways if they have an interest in being a leader.

Your style is not overly aggressive and you don't always seek out leadership roles. However, you have the confidence and desire to succeed that occasionally result in you taking on a leadership role where it is a good fit for you. You are usually successful in selective leadership roles, in part, because you are open to feedback from others in most cases and seek opportunities to learn about the issues at hand. Your leadership effectiveness is likely to be limited by your tendency to place your own interests above those of others in the organization. One of the important lessons of leadership is that leaders must often place the interests of the collective group ahead of their own personal interests. Your responses to this assessment indicate that you tend to place your own interests ahead of others' interests and you do not see your self as having a responsibility to care for the success or well-being of others in your organization. Even if not in a leadership role, you have the subtle skills needed to successfully influence others. These include the unusual combination of being strong minded and willing to be assertive while also being adaptable and willing to change approaches, if necessary. You are optimistic about being able to influence people and are willing to take some risk to accomplish that.

Growth and Workplace Citizenship

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

You have a very pragmatic approach to your own behavior at work. Your view of your own performance at work is that the first responsibility belongs to your supervisors and leaders to provide the direction and resources necessary for you to be successful. Similarly, you view an employee's growth and development as being the responsibility of the organization, primarily, because it is the organization that will benefit most. At the core of this perspective is your view that the organization has the greatest accountability for the contributions and growth of its employees. This style will serve you well in work environments where organizations emphasize that employees should do exactly what they are asked and expected to do. Your primary standard for your own work place behavior is a very realistic one. You focus your behavior and work efforts just on those things the organization actually rewards. You are very pragmatic about this. For example, you would be willing to bend or ignore the rules to achieve some objective if the organization rewarded achieving the objective more than following the rules. Similarly, if most of your co-workers showed up a little late or left a little early, you would have no problem doing the same. This style will fit well with highly directive organizations that reward only the desired behaviors and punish or ignore the rest. Your balanced outlook leads you to be willing to help others and spend effort on behalf of co-workers, unless this is not in your best interests. When this type of effort is not rewarded, you are likely to spend less time and effort helping others. You see the importance of helpfulness in the work place but don't want to be the one who sacrifices more than anyone else for this type of effort. This balanced work style will serve you well in work settings where the organization doesn't really reward helpfulness in any meaningful way.

Creativity (Creative Stimulator v. Conventional Accomplisher)

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

Your work style reflects a strong preference for and disposition toward creative and innovative work activities. Consistent with that, you demonstrate a real enthusiasm for work that requires new, innovative solutions in order to be successful. You are quite comfortable in the world of new ideas and ways of doing things. You are very comfortable working with little structure or established order and procedures. You are well suited to this type of challenging, uncharted work that requires insight and creativity more than consistency and reliability. You are far more interested in novel and provocative work than routine and steady work. You enjoy the stimulation and excitement of taking risks to find new and unexpected solutions. Although not prone to reckless actions, you will seek out stimulating topics and objectives as a way of maintaining a high level of enthusiasm and interest in work.

Work Style

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

You have a strong preference for dynamic and fluid work environments where there is a balance of interaction with others and where there is an opportunity to succeed or fail on one's own skills and efforts. This type of less structured work is appealing to you and offers the occasional change of pace that you enjoy. You would be easily bored and demotivated by routine work that is the same day in and day out. While you are certainly open to and effective when working with others, you also enjoy the occasional challenge of an individual goal or project.

Work Interests (People, Data, Things)

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

of work required by the job.

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