SELFMANAGEMENT GROUP

ManagementPOP™

Contents	Page

MPP3# DNQB4JBRT6NS for SAMPLE SAMPLE on September 3, 2019

Management Profile

Management Process (structure)

| Thrives on fluid/adaptive structure | | | | | | | Needs existing structure |

Measures an individual's self-management potential, specifically in the ability to plan, organize and implement plans of action.

Motivational Structure

| Intense challenge motivation | | Challenge/Service | | | | | Service/Security |

Reflects the relative importance of challenge, service, and security as key motivators for this individual.

Approach to Learning

| Highly analytical | | | | | | | Learns only what is necessary |

Relates to the importance of this person's eagerness to learn new things and comfort in transferring knowledge to others.

Task Orientation

| Short-term, intensive | | | | | | | Long-term, relaxed |

Reflects this person's sense of urgency and importance of daily goals and objectives.

People Development

| Outgoing/personable | | Balanced | | | Builds relationships gradually |

Reflects this person's natural style when training and helping others to develop.

Self-Directed

| Their actions dictate future outcomes | | | | | | | Other factors dictate future outcomes |

Reflects candidates belief that they are in control of the future through their own actions.

Comfort with Conflict

| Comfortable; might create conflict | | | | | | | Prefers to avoid conflict situations |

Reflects the tendency of an individual to be comfortable with or to avoid conflict with others.

Emotional Quotient

| Understands & uses emotional information | | | | | | Relies on non-emotional information |

Reflects the ability to monitor the emotions of oneself and others, and to act accordingly.

Lifestyle Management

| Coping effectively at this time | | | | | | | Requires additional coping skills |

Assesses an individual's current effectiveness in coping with a demanding lifestyle.

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Management Style

Leadership		
Autocratic	Democratic	Team Member

Measures a person's natural leadership style and approach to working with others.

Communication Style		
People-oriented	Balanced	Factual/Analytical

Reflects a person's approach to communicating with others on an interpersonal level.

Implementation Style		
Directive/demanding		Permissive/supportive

Indicates a person's approach to implementing goals, objectives and strategies.

Approach to Motivating Others		
High energy/enthusiastic		Relaxed/detached

Measures a person's natural approach to motivating others.

Decision-Making		
Quick/decisive		Methodical

Reflects the amount of information required to make a decision, and the speed of the decision-making process.

Feedback Style		
Only if necessary		Enjoys giving and receiving feedback

Indicates a person's comfort with and need to give and receive feedback.

Coaching Orientation		
Performance/results	Results/people	Supportive

Indicates this person's coaching style and the relative balance of focusing on results vs. people.

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Sales Management Functions

| **Recruiting/Attraction** | | | The potential to attract a high volume of recruits. |

Excellent	Good	Caution

| **Sales Training & Development** | | | The natural inclination to train and develop new representatives. |

Excellent	Good	Caution

| **Sales Force Growth** | | | The ability to grow the size of a sales force. |

Excellent	Good	Caution

| **Performance Management** | | | An indicator of this person's performance expectations as they relate to managing a sales force. |

Potentially demanding	Accepting of modest performance

| **Overall** | | | An overall assessment of this individual's potential as a sales manager. |

Excellent	Good	Functional

* If you are not interested in assessing this candidate's potential as a Sales Manager, then please disregard this page.

Orientation & Coaching Factors

Self-Management

EP	Enterprising Potential (EP)
61	

+75 +70 +65 +60 +55 +50 +45 +40 +35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15

Proactive   Responsive
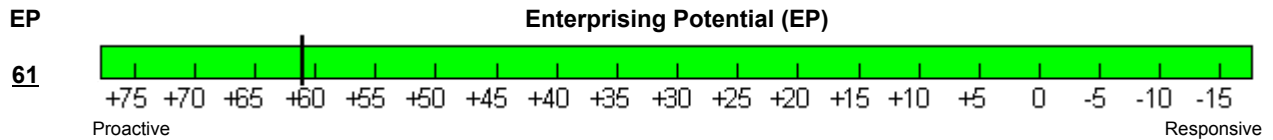
Selection Considerations

Task Orientation
As an exceptionally strong self-manager, this individual expects that others are also completely capable self-managers in all aspects of planning, managing their time, taking initiative, etc. This individual will lead by example in being a self-manager.

What is the individual's entrepreneurial style likely to be?
As an exceptionally enterprising person, this individual manages others in an assertive, aggressive, and intensely results-oriented way. This individual is extremely competitive in all aspects of their dealings with others.

Conflict Resolution
At this extreme level of comfort with conflict, this individual is a person who seeks problems, perhaps even unwittingly creating some, in order to solve them.

Questions

- What kind of natural orientation does this individual have toward being a self-manager, i.e., how quickly and effectively can this individual learn to plan and organize themselves and manage their time to get daily, weekly etc. objectives met?
- How willing is this individual to take any learning opportunities to develop their self-management potential for use within the career, either from within the company or through outside sources?
- Get one or two concrete examples of any specific requirements this individual may have had in the past that show how they have taken a requirement, converted it into a plan for action and how they managed their time and focused their effort each day to get the job done. Verify the examples by checking references.

Developmental Suggestions

Self-Management Potential - Structure Component
For a person showing such exceptionally strong self-management potential, the approach should be to build on those potential strengths by offering training/learning experiences to flush out, refine or redirect the individual's existing self-managing behaviors.
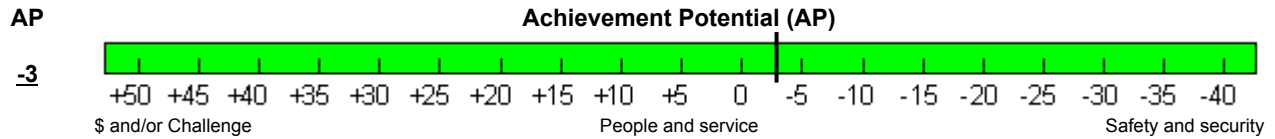
Self-Management Potential - Monitoring Processes
This individual may have well-developed self-monitoring processes in place, but perhaps at an unconscious level. For top performance, and to help this individual achieve their potential, a self-structured monitoring system will reinforce these skills in the new work environment. To maximize management learning opportunities and performance development, the evaluation processes need to be formalized.

Matching Considerations

Mentoring by a person who is flexible in his/her demands and who prefers others to be self-sufficient self-managers. Associates should be exceptionally strong natural self-managers.

Motivational Structure

AP	Achievement Potential (AP)
-3	+50 +45 +40 +35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30 -35 -40

$ and/or Challenge   People and service   Safety and security

Selection Considerations

Personal Motivation Pattern - Impact on Others
While interaction with others at a good, comfortable level is desired by this person, this individual should be able to deal effectively with staff, co-workers and superiors in either a close or moderately distant relationship.

Effective Reinforcement Processes
People/service issues tend to be of somewhat greater importance to this person than the money/challenge issues. People like this can put off to some degree their own financial gratification and be satisfied, in the short-term, with feedback on the growing accomplishments of their associates. In a management role, if associate performance becomes an issue, this person is likely to bear with the associates for a longer time, even at the cost of some potential reduction in personal income, HOPING that everything will work out for the best. This individual may make management decisions based mainly on relationship factors that might be judged as poor from the strict business perspective.

Questions

- Ask this individual to think about it and then tell you what they see as the strongest motivating forces in their life. What have they done in the past few years that was really people- or service-oriented? How much time, commitment and effort did they put into these people-oriented experiences? Has this individual done anything in the same time that was clearly oriented toward bottom-line results, performance or productivity? How much time, commitment and effort did they put into these performance-oriented experiences? What did they achieve in each of these circumstances, and how do they feel about their achievements; i.e., are they more or less gratified by the people-oriented versus results-oriented experiences?
- Has this individual done anything in the past few years in their work or in their personal life, in sports etc., that was exceptionally demanding, and that required unusual strength of resolve, or physical or mental stamina? Examples? Have they tried anything like this and been unsuccessful? Why were they unsuccessful?
- Has this individual done anything noteworthy over the past few years that would indicate a commitment to improving their personal and professional skills? Have they had any formal or self-taught educational experiences, such as learning how to use technology, courses in salesmanship, accounting, etc.? How do they feel about taking in-house or other recommended personal and skills development opportunities offered by or outside of the company?
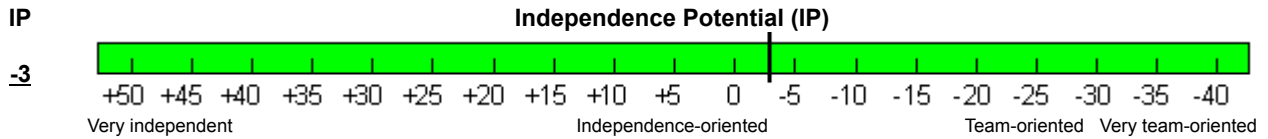
Developmental Suggestions

This individual has the energy to succeed, and will profit from coaching in techniques for identifying client needs and sustaining client relationships. This individual will value positive feedback that should be systematically requested in all activities. This individual will also monitor this individual's effectiveness based on recognition from this individual's coach or mentor. Therefore, it is recommended that this individual's coach provide more positive feedback by assisting with the self-management of both results and activities. Training in managing effort would help this individual feel successful everyday. As a persuasive/persistent individual, they will learn best from a coach or mentor who has a style or approach that is well-matched to this individual's own personality.

Matching Considerations

Mentoring by a coach who can and has shown that when you build long-term business strategies, the rewards will come. Match with associates who are at least as much, or even a little more, obviously challenge-oriented than this person.

Independence Potential

IP	Independence Potential (IP)
-3	+50 +45 +40 +35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30 -35 -40
	Very independent Independence-oriented Team-oriented Very team-oriented

Selection Considerations

How will this individual express independence?
This is an average level of independence. While this individual would like to see some degree of independence in others, it won't be an issue, unless dependence forms.

How will this individual express team orientation?
This individual wants very much to be part of a close and supportive group. The relationship would be much more as a team captain than a team leader.

Leadership Style
This individual tends to prefer a democratic/participative leadership role that allows them to feel that they are as much a team member as a team leader. This individual would have difficulty dealing with people who were supposed to be team members, but who didn't really want that closeness with either the other team members or the manager this person. Unwittingly, this individual would find it easier and more fulfilling in the short-term to allow dependencies to develop.

Questions

- How has this individual functioned as part of a team, both in this individual's work and in this individual's other interests? How does this individual feel about work or personal situations in which this individual has to operate entirely on their own? Which does this individual feel is the most likely to bring them the greatest productivity and satisfaction?
- Are there any specific examples of things this individual has done to promote team harmony and effectiveness at work or in other personal commitments? If so, how successful was this individual?
- Has this individual tried to fulfill their potential in supervision or management through formal or self-study programs in these areas? Has this individual had any specific learning experiences in these areas? Will this individual take such programs now, even at their own expense and on their own time, to make them more able to function on their own when necessary?
- How has this individual gotten along with their most recent supervisor/manager? What kind of interaction does this individual expect to experience with a new manager? What style of interaction would this individual use with others in your operation?
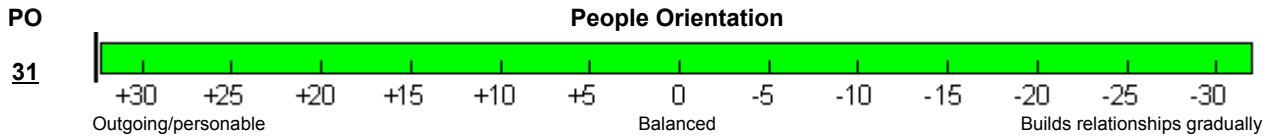
Developmental Suggestions

This individual will initially look to their coach or manager for direction and guidance, and then would seek out independence through demonstrated performance. Cultivate this individual's independence through the development of self-management skills, including both self-evaluation and self-reinforcement strategies. If this individual is required to function as part of a team or with an associate, mentoring would be best with someone of a similar team orientation.

Matching Considerations

Mentoring by a very flexible person who has managed both team-oriented people and those who are much more self-centered and independent. Match with associates who are team-oriented from the point of view of how this supports performance.

Communication Style

PO

31

People Orientation

```
+30  +25  +20  +15  +10  +5   0   -5  -10  -15  -20  -25  -30
```
Outgoing/personable   Balanced   Builds relationships gradually
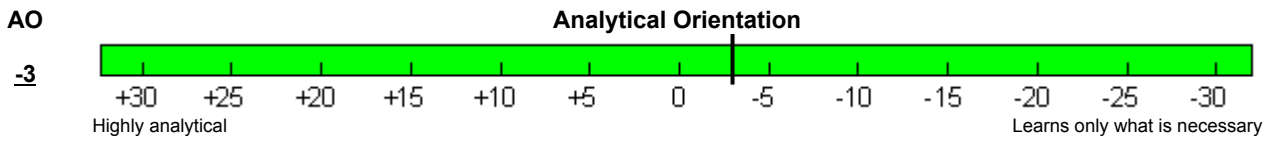
Implications

Interpersonal Style
This individual really likes the personal interactions, friendships and good-spirited business relationships to be found in day-to-day living, and will look for such opportunities as major satisfiers in both work and personal life.

Matching Considerations
Mentoring by a manager who is very strongly a "people person," but who has made this visibly part of his or her successful approach to management. Match with associates who will derive satisfaction from ongoing personal contacts.

AO

-3

Analytical Orientation

```
+30  +25  +20  +15  +10  +5   0   -5  -10  -15  -20  -25  -30
```
Highly analytical   Learns only what is necessary

Implications

Approach to Technical Competence
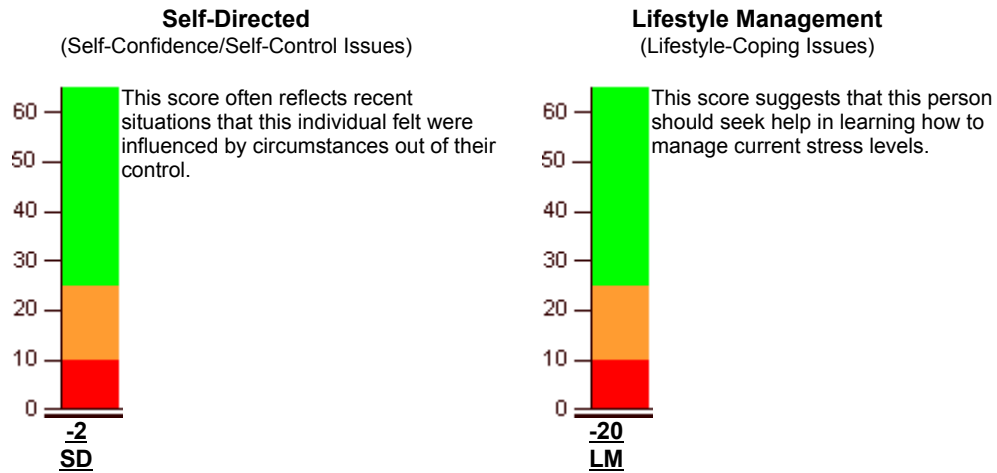For this individual, learning, then teaching others, is a plus in management.

Acquiring Technical Competence
Learning the practical content and systems of management will be interesting for this individual. There should be no problem with this individual's learning ability.

Matching Considerations
Mentoring by someone who at least mildly enjoys new learning opportunities and the challenges of business. Match with associates who are not averse to or may even enjoy ongoing requirements for at least some advancement training.

Attitude Survey

Self-Directed
(Self-Confidence/Self-Control Issues)

```
60 —
50 —
40 —
30 —
20 —
10 —
 0 —
```
This score often reflects recent situations that this individual felt were influenced by circumstances out of their control.

-2
SD

Lifestyle Management
(Lifestyle-Coping Issues)

```
60 —
50 —
40 —
30 —
20 —
10 —
 0 —
```
This score suggests that this person should seek help in learning how to manage current stress levels.

-20
LM

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Emotional Quotient

The ability to understand and apply emotional information about ourselves and others effectively.

Self Awareness I: Mood Labeling					A measure of a person's ability to accurately label personal feelings and emotions.
Labels feelings and emotions as they are happening			Does not label feelings and emotions as they are happening		
			███		

Self Awareness II: Mood Monitoring					A measure of the amount of energy a person puts forth in monitoring their own feelings and emotions.
High monitoring		Optimal monitoring		Low monitoring	
	███				

Self Control					A measure of a person's restraint as it relates to one's control over their impulses, emotions, and/or desires.
Demonstrates good self control			Low control over impulses and negative emotions		
			███		

Managing Emotional Influences					A measure of a person's ability to manage emotional influences that would prevent them from taking those actions that they believe are necessary in dealing effectively with everyday situations and/or meeting personal goals.
Perseveres			Focus can change		
		███			

Empathy					A measure of a person's ability to understand the feelings and emotions of others.
Recognizes emotions in others			Low awareness of emotions of others		
			███		

Social Judgment					A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.
Uses knowledge of the emotions of others in decision-making			Does not factor in the emotions of others in decision-making		
				███	

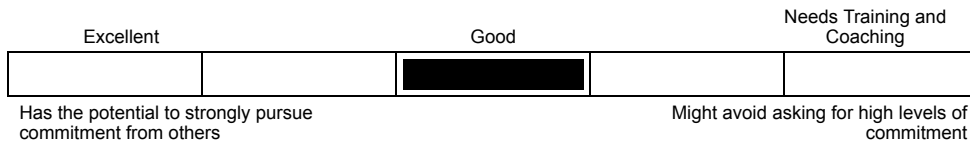| Overall					An overall measure of how well a person understands emotional information and uses it effectively.
Understands & uses emotional information			Relies on non-emotional information		
			███		

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Commitment Reluctance Report

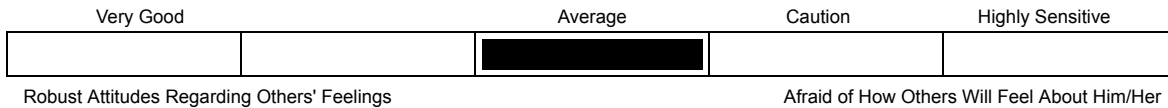"The orientation of a manager to ask for commitments from associates and hold them to their commitments."

Overall Commitment Reluctance Score 37

Excellent		Good		Needs Training and Coaching
		███████		

Has the potential to strongly pursue commitment from others

Might avoid asking for high levels of commitment

MPP3# DNQB4JBRT6NS for SAMPLE SAMPLE on September 3, 2019

Attitudes Toward Others

Very Good		Average	Caution	Highly Sensitive
		████████		

Robust Attitudes Regarding Others' Feelings   Afraid of How Others Will Feel About Him/Her

Overview

The individual's average score on the Sensitivity to Rejection scale indicates that they could at times accept modest levels of commitment from others. Coaching and training in strategies to help develop a performance management system would help improve their effectiveness. This individual would benefit from a reasonably structured performance appraisal and employee development system that allows for input and adaptation.
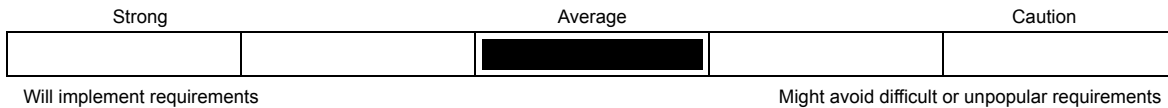
Question Analysis

Item analysis reveals that this individual's responses to the following items give rise to some concern with respect to this scale:

- 61. To be a successful manager, it is essential to be persistent in holding employees to commitments.
- 4. I avoid actions that might make other people dislike me.
- 57. Managers should not aggressively push employees to increase performance standards.
- 20. To be successful in management, I must change my image.
- 19. I get upset when someone challenges my authority.

Candidate Interview Questions

- In the ideal coaching or development meeting with an employee, what percentage of time do you spend listening versus talking?
- What are the major qualities you would like to develop that would help you become successful with us?
- What qualities do you have to change?
- How important is it to get your employees to like you?
- In assessing your manager or coach, how much of your assessment is based on the feelings you have toward the manager? Have you ever rated your manager poorly, even though you liked the individual? Why?
- What actions or behaviors do you dislike in other people?
- Describe a situation where you felt someone disliked you because of something you did. What did you do to correct the situation? Were you successful in getting the other person to like you?
- Is it possible to be a demanding manager and still have the respect of your employees?
- Would you ever lower your expectations of an employee if you knew they were capable of performing at higher levels?
- What aspects of your image would you change to be successful in management? Why are these changes important for success?
- What recent changes have you made in your image? Who or what motivated you to make these changes?
- Describe a situation in which you had too many commitments and too little time. What did you do?
- There is sometimes a narrow line between ethical and unethical behavior. Can you tell me a time when you were in such a border-line situation and how you handled it?

Implementation of Commitment

Strong		Average		Caution
		████████		

Will implement requirements   Might avoid difficult or unpopular requirements

Overview

This individual would be relatively comfortable with implementing new initiatives that would be considered evolutionary rather than revolutionary. Major changes or relatively unpopular decisions would require a longer process of implementation, and strong agreement and commitment to the goals associated with the initiatives. If this individual encountered any resistance to the decision, they would require the support of a strong mentor to assist with the ongoing implementation strategy. The mentor would need to focus on strategies to maintain their commitment to the organizational and professional benefits of the new initiative.

Question Analysis

Item analysis reveals that this individual's responses to the following items give rise to some concern with respect to this scale:

- 2. To be a successful manager, it is necessary to get employees to like me.
- 7. My family and friends are very supportive of my career choices.
- 15. I have helped several of my associates find new careers.

Candidate Interview Questions

- Have you considered the commitments necessary to be effective in a management role? If yes, what are the major commitments that you will need to make to be effective? If no, why not?
- Once in the management role, how would you approach experienced employees who were not performing up to expectations? How would you ensure that the low performance of experienced employees did not interfere with the performance of new employees?
- Would you treat high-performing employees differently from low-performing employees? Why? or Why not? How would you manage an individual who was lacking self-discipline? How would you fire someone?
- Outline a situation in which you persuaded an associate to change his/her behavior for his/her own good. How would you change an employee who had a bad attitude? Describe a situation in which your attitude positively influenced the attitude of another individual or group.

Perception of a Career in Management

Very Positive				Has Some Concerns
		████		

Overview

The selection process should explore the motivation of this individual for considering a management career. It will be essential to assure that this individual wants the benefits associated with a career in management rather than simply not being satisfied with their current job or employment situation. The company should avoid over-selling the benefits of the management career. It will be essential to establish this individual's specific career goals relative to the management position.

Question Analysis

Item analysis reveals that this individual's responses to the following items give rise to some concern with respect to this scale:

- 3. Good managers don't necessarily attract good employees.
- 13. I often help my family and friends with their career planning.
- 6. Managers are highly regarded as company representatives.

Candidate Interview Questions

- How would you describe your ideal career? How does this career in management fit into your career planning?
- What have you enjoyed the most about your current or most recent job? What would you change about it if you could?
- How would you describe the ideal manager? Which of these qualities do you possess, and which ones would you need to develop?
- Who is the most successful manager you know? In your opinion, what are the major characteristics that helped that individual become successful?
- What is the image of a manager according to the general public? How would your best friend describe a manager?
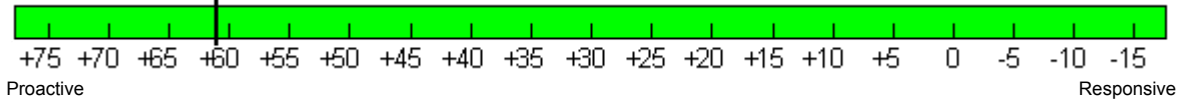
Summary of Scores

EP

61

Enterprising Potential (EP)

| +75 | +70 | +65 | +60 | +55 | +50 | +45 | +40 | +35 | +30 | +25 | +20 | +15 | +10 | +5 | 0 | -5 | -10 | -15 |

Proactive   Responsive

AP

-3

Achievement Potential (AP)

| +50 | +45 | +40 | +35 | +30 | +25 | +20 | +15 | +10 | +5 | 0 | -5 | -10 | -15 | -20 | -25 | -30 | -35 | -40 |

$ and/or Challenge   People and service   Safety and security

IP

-3

Independence Potential (IP)

| +50 | +45 | +40 | +35 | +30 | +25 | +20 | +15 | +10 | +5 | 0 | -5 | -10 | -15 | -20 | -25 | -30 | -35 | -40 |

Very independent   Independence-oriented   Team-oriented   Very team-oriented

CWC

32

Comfort with Conflict

| +40 | +35 | +30 | +25 | +20 | +15 | +10 | +5 | 0 | -5 | -10 | -15 | -20 | -25 | -30 | -35 | -40 |

Comfortable with conflict   Average   Avoids conflict

EQ

59

Emotional Quotient (EQ)

| +90 | +85 | +80 | +75 | +70 | +65 | +60 | +55 | +50 | +45 | +40 |

High emotional awareness   Reliance on non-emotional information

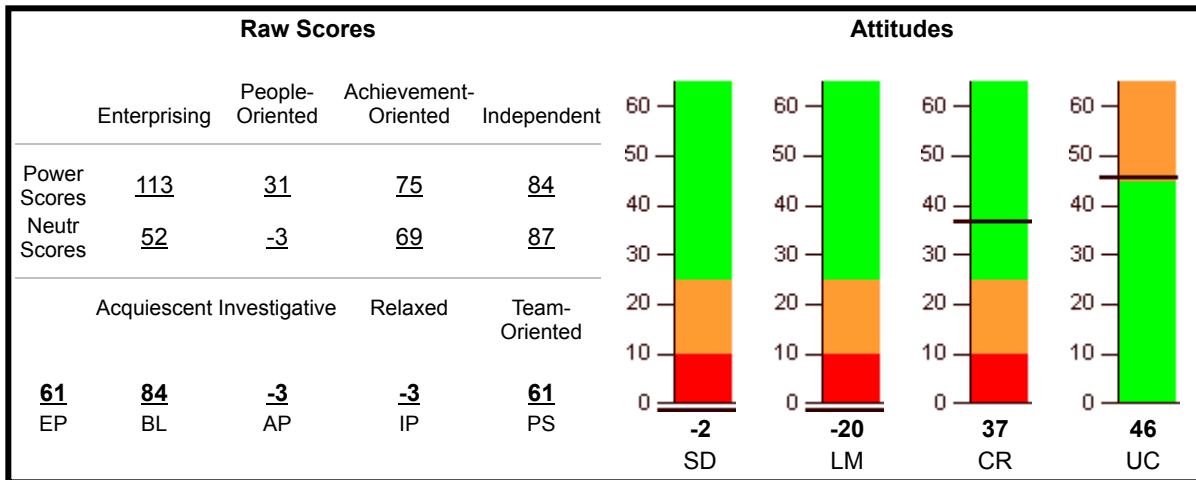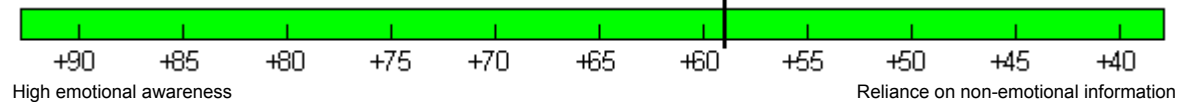| Raw Scores					Attitudes			
	Enterprising	People-Oriented	Achievement-Oriented	Independent				
Power Scores	113	31	75	84				
Neutr Scores	52	-3	69	87				
	Acquiescent	Investigative	Relaxed	Team-Oriented				
61 EP	**84** BL	**-3** AP	**-3** IP	**61** PS	-2 SD	-20 LM	37 CR	46 UC

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Responses from Attitudes Section

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree

1. My opinion is always the correct one (5)
2. To be a successful manager, it is necessary to get employees to like me (5)
3. Good managers don't necessarily attract good employees (5)
4. I avoid actions that might make other people dislike me (4)
5. It is important that people approve of me (3)
6. Managers are highly regarded as company representatives (1)
7. My family and friends are very supportive of my career choices (2)
8. I thrive under pressure (1)
9. I find it easy to discipline employees and associates (4)
10. I find it easy to make new acquaintances (5)
11. I would have no problem implementing a decision that is unpopular with employees (4)
12. In a group, if a person doesn't like me I feel uncomfortable (1)
13. I often help my family and friends with their career planning (2)
14. I adapt to what I think others expect of me (1)
15. I have helped several of my associates find new careers (1)
16. I have little influence over my work environment (2)
17. At informal social events, I often talk about my job and company (4)
18. I have met very few people whom I do not like (4)
19. I get upset when someone challenges my authority (4)
20. To be successful in management, I must change my image (4)
21. I avoid presenting an unpopular point of view at meetings (1)
22. Effort gets results (1)
23. I have never told a lie (4)
24. My work has no effect on my attitude (2)
25. Most employees feel that their managers enjoy the power of controlling others (1)
26. My current job is quite satisfying (5)
27. Chance determines most things (5)
28. I would have difficulty integrating a demanding career into my lifestyle (2)
29. Employees tend to have less commitment to a job than managers (1)
30. Things don't get me down (1)
31. I am often influenced by others (1)
32. I sometimes have difficulty completing important tasks (5)
33. I am reluctant to make decisions (5)
34. I am an underachiever (5)
35. I am good at most things that I try to do (5)
36. No one is ever rude to me (5)
37. I allow my attitude to negatively affect my performance (1)
38. People get the respect they deserve (1)
39. I generally have a very positive attitude toward work (1)
40. There is little opportunity for growth in my current job (2)
41. All my habits are good and desirable ones (5)
42. People's good qualities are seldom recognized (5)
43. I never envy another person's good luck (1)
44. Hard work brings success (5)
45. It is difficult to balance personal and professional demands (1)
46. I have never been late for work or for an appointment (1)
47. I find it very easy to 'wind down' (1)
48. Success is mostly luck (1)
49. Managers are generally positive role models (3)
50. Sometimes I have doubts about the whole course of my life (5)
51. Employees often influence company policies (5)
52. I usually feel very happy and content (5)
53. I am a confident person (1)
54. I am usually relaxed (1)
55. Regular habits are an important part of my success (1)
56. Promotions are seldom based on performance (5)
57. Managers should not aggressively push employees to increase performance standards (5)
58. I create opportunities (5)
59. Mistakes are inevitable (1)
60. Most of my jobs have been quite stressful (4)
61. To be a successful manager, it is essential to be persistent in holding employees to commitments (1)
62. I have difficulty coping with daily job challenges (1)
63. I have never said anything unkind about anyone else (1)
64. The right decision can change things (1)
65. I feel comfortable promoting myself and my company at social gatherings (5)
66. Most mistakes can be avoided (5)
67. I can concentrate on things over long periods of time (1)
68. Other people have interfered with my success (1)
69. I always have a good attitude (1)
70. It is impossible to change company procedures (1)
71. To be effective, I need to make several lifestyle changes (2)
72. I have never boasted or bragged (1)
73. A good plan can avoid mistakes (4)
74. I manage stress effectively (5)
75. Plans never work out (5)
76. I often avoid difficult tasks (5)
77. There is no such thing as luck (1)
78. I am comfortable with changes in technology (1)
79. Things happen mostly by accident (5)
80. Lifestyle demands have interfered with my career success (4)

SELFMANAGEMENT
GROUP

Candidate Feedback On The Results Of The

ManagementPOP™

An Overview of Your Personal Characteristics & Career Strengths

Contents	Page

Thank you for taking the time to complete the ManagementPOP™.

The following information identifies several of your personal strengths that are important to your career planning. The objective of the MPP is to match you to the "best fit" position that will capitalize on your strengths and maximize your chances for a successful, rewarding career.

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Personal Strengths/Career Needs

In Terms of Enterprising vs. Support Role Possibilities
You can be described as extremely competitive, enterprising, assertive, aggressive, tough-minded, determined and goal-oriented. You may display new and creative ways to reach your personal and work objectives. You typically evaluate your work, and you can sometimes be critical of your own performance. Given a goal, objective or requirement, you can develop your own plan, manage your time and focus your effort on a daily basis to reach your goals. Being a self-manager should come very naturally to you, and these skills should be refined through formal training and/or on-the-job experience.

In Terms of Your Style & Strength of Various Motivations
You can be described as being motivated primarily by a genuine concern for the well-being and needs of others. People see you as quite calm, steady, unhurried, predictable, stable and cooperative. Given an opportunity to focus your efforts on achieving some meaningful and perhaps demanding, long-term, people-oriented goals, you could become a very loyal, dependable and dedicated member of the team that delivers the product or service. Generally, your motivational pattern produces the greatest personal satisfaction and your best performance in positions requiring ongoing commitment to goals that you feel have real merit in alleviating the distress or adding to the quality of life of the people who receive the results of your efforts.

In Terms of Your Independence vs. Your Need to Be in the Team
You can be described as cooperative, obliging, efficient, conscientious, painstaking and team-oriented. You follow company rules and highly value security in your work. You must be careful not to allow a heavy dependency to develop between you and your fellow workers and/or your supervisor.

In Terms of Your Orientation Toward the "People" Side of Business
You can be described as extremely sociable, entertaining, cheerful, genial and outgoing. In addition to being a fluent talker, you are comfortable with new people, value social interaction and make new friends easily. Generally, you would be a good company representative and have the ability to communicate with a wide variety of people in a number of different functions. Being extremely sociable could make you somewhat sensitive to rejection.

In Terms of Your Orientation Toward Technical & Practical Concerns
You can be described as somewhat logical, reflective, analytical, factual and practical. Intellectual challenges, when offered without any obvious practical utility, would not appeal to you as strongly as would other kinds of challenge and opportunity. Ideas and concepts that are of solid practical use would be of more interest to you.

What To Seek/What To Avoid In Jobs

What Should You Look for In a Job/Career that Matches You Best?

- Look for opportunities to create your own work structure and to develop your self-management skills through training in time management and activity planning. The opportunity to put solid effort into the job each day is a real plus for you, as you know that effort invested consistently will produce the results you seek in both productivity and recognition.

- Look for a career position that has both social value, in terms of what the function does to help others, and personal security, in terms of the opportunities it offers for you to make a long-term, ongoing commitment of your talents and energy.

- You should look for an opportunity to be part of a team and to provide a really important service to fellow workers and to clients of the company.

- Look for employment that provides you with lots of "people" contact on a daily basis. A job with a great deal of person-to-person interaction and public relations opportunities would be ideal for you.

- Look for employment that has a limited amount of analytical, technical and discovery learning to it. There are other challenges and rewards in the work environment that are more appealing to you. When you discover these, target them as ideal job requirements/opportunities.

What Should You Avoid in Jobs/Careers that Don't Match You?

- Avoid tightly and rigidly structured work situations. If there is no room to put your personal touch to work in organizing and managing yourself, the job may become too constricting for you. Try to avoid jobs that may limit your self-management skills development. You have a strong need to be a self-manager, and that affects your personal productivity and your sense of satisfaction with any job.

- Avoid positions that you feel have little value in terms of their impact on the quality of life of the people who receive the product or service. A job with intense, short-term and repeating production requirements would not give you the best opportunity to employ your talents and energy effectively.

- Avoid work situations where you might be required to often work independently and be deprived of the opportunity for teamwork.

- You should avoid employment that isolates you from people. A job that lacks social interaction would not be adequately stimulating and rewarding to you.

- Avoid jobs that are particularly detail-oriented. Jobs that require you to quickly learn and apply new technologies or vast amounts of new information won't be particularly satisfying.