



*Are You Careerious?*™



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# Introduction

Kristen Mae, 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. You approach change at work like most people in that you are willing to accept and support most typical, minor changes at work. However, for more significant changes, it is also important to you that you understand why change is important before you are willing to give it your full support. You are not one of those people who support every change just because somebody asked you to. While you are not skeptical of change itself, you do want to know how it will benefit you and your work.

## Working with Others

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

Your 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 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 like to take on ownership of the work and are very confident about the ability to get work done well without relying on others for direction or support. You have expressed a strong interest in and ability to work independently of others. This does not necessarily mean you lack the interpersonal skills to work effectively with others, but this preference can be an obstacle if it outweighs those interpersonal skills. Given a choice, you are very likely to choose to work as an individual contributor rather than in formal teams or interactive group settings. 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 enjoy being successful and achieving strong results at work. However, for you this is not primarily a competitive motivation. You are motivated to do the work necessary to achieve results. You are not driven to outperform others. You don't see work as a competition between you and others. While you are reasonably confident and willing to be assertive, you will do this not so much to finish ahead of others but to be sure the work gets done. Your steady success stems in part from an appreciation for the benefits of planning and organizing. This is not one of your great strengths, but you understand the importance of careful plans and are willing to invest time in creating such plans. You are conscientious about getting the details right in these plans and will ask for help from others, if necessary. You understand that work success requires the ability to recognize and solve problems as they arise. Based partly on experience, you have developed the ability to identify and solve the typical problems that get in the way of progress. But you have also learned from experience that it is wise to bring in experts for especially complex problems.

## Leading and Influencing

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

Your 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. You have an attribute that is important for successful leadership. You have shown people that they can depend on you to do what you say you will do. Also, you are open to understanding the perspectives of others and you are willing to place the collective interests of others at work above your own interests. This consideration of others that you show is one of your distinctive leadership strengths. Aside from leadership roles, you have some of the subtle skills that are important to be able to influence others. In certain situations, you are confident enough to be willing to be both assertive and adaptive in most situations where that might increase your ability to influence others around you.

## Growth and Workplace Citizenship

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

Your strengths regarding personal development and contributions to your work place are based on a strong willingness to accept personal accountability for your actions at work. This accountability extends to your work achievements, the help you provide to people in your work place, and for your own ongoing personal development at work. At the core of this accountability is your strong dependability and self-control. You feel a strong obligation to do the right thing and to be a positive influence. This strength will serve you well in virtually any type of work environment. You have very high standards for work place behavior. Your style is to follow the rules, be cooperative with others and generally to look out for the well-being of others and the organization as a whole. You are unlikely to bend or ignore the rules in order to accomplish some desired personal result. This strength will serve you well particularly in highly structured work settings that depend on clear work rules. 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 is comfortable with creative and innovative work activities, although there are limits. Consistent with that, you are willing to work in new, uncharted areas where less is known as long as there are clear expectations about the objectives and limitations. Like most people, you can be creative in some situations while enjoying the structure of other situations. You have a strong preference for work that is structured, with established order and procedures. Novel or frequently changing work situations that require new ways of working are not likely to fit with your preference for consistent, reliable settings. You would be uncomfortable in this type of challenging, uncharted work where approaches that worked yesterday may not work today. While you are willing to take some risks at work, there must be a significant amount of information about the degree of risk and the possible results before you would feel comfortable with the decision. You find some levels of stimulation enjoyable but you don't try to seek out stimulating problems just for the sake of stimulation.

## Work Style

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

You have a distinctively strong preference for work situations where one can work independently. You enjoy the challenge of succeeding, or not, based on one's skills and effort. You are confident and motivated enough to prefer working as an individual compared to working in teams or groups. Consistent with that self-assurance, you do not look to the organization to provide all the answers or to structure the work so completely that anyone could do it. Rather, you prefer enough structure that individuals have the resources to perform the work asked of them. Your personal rewards and satisfaction appear to come from the challenge of succeeding on one's own in a flexible environment that gives people room to build their own path to success.

## Work Interests (People, Data, Things)

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

You describe strong interests in working with people and moderate interests in working with data and in working with things. Having at least moderate interests in all three of these types of work is not unusual particularly because the interpersonal activity has greater interest than either impersonal activity. A strong interest in working with people reflects the importance of interpersonal relationships in the work place and also demonstrates your likely confidence in working with others. In contrast, you are moderately interested in the analytical and problem solving aspects of working with data. This more intellectual and abstract aspect of work is mildly appealing to you and likely reflects your typical trust and interest in facts and details as a basis for making decisions at work. Following people and data, you express a moderate interest in working with things such as machinery and tools. This interest reflects a modest enjoyment of work that is typically more "hands on" or manual and less analytical or interpersonal.

# Your Personal Attributes

## Team Orientation

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

## Consideration For Others

You are a highly conscientious, dependable person. This important attribute is based on your ability to control yourself, cooperate with others, and do what you say you will do. Because of these attributes the people you work with can depend on you and count on you to act in the best interests of the whole group. This attribute is highly valued in virtually all jobs and work environments.

## Independence

One of your most important strengths is that you are more capable than most of delivering strong results while working on your own. You like to provide your own direction and you are a strong desire to get things done and achieve results. Others can rely on you to produce strong results even without the help of others. This capability is important in many organizations. Because you are motivated to achieve results and value creating your own direction, you generally prefer not to work in team setting.

## Influencing Others

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

## Drive

You have a mix of motivations at work but no single motivation is dominant. You are not highly motivated to compete with or to direct others but you are willing to do that, if necessary. You are willing to work on goals and objectives others have established but occasionally you like to set your own direction. While you're not the one who usually takes charge of a group's work, you will do that on occasion. Overall, you would be best suited to jobs that do not emphasize competition among workers.

## Preference for Structure

Your work style is not well suited to extreme work environments that are either highly structured and routine on the one end or highly dynamic and unpredictable on the other. Rather, your style is better suited to an intermediate range of work conditions where there is some basic structure and clear direction but where there is also enough of a challenge to keep it interesting without being overwhelming. You are not likely to seek out a high level of stimulation from the work itself. At the same time, you can become bored with work that is highly routine and unchanging.

## Risk Tolerance

You have a balanced view of risk-taking in the workplace. While you are willing to take some risks, you do not seek out risky situations and you generally do not enjoy the feeling of making a risky decision. Generally, you prefer to take risks only when you believe the worst-case scenario is tolerable. While you are well suited to most types of jobs, certain high-risk, high-reward jobs would not be a good choice for you.

## Interest in People

You have shown a high level of interest in working with people. This high level of interest enables you to be more tolerant of differences between people, more willing to attach importance to the concerns of other people, and more open to input people provide to you about yourself. These are important consequences of your interest in people and provide a strong foundation for success in jobs that involve significant time with other people.

## Interest in Data

You have mixed feeling about working with data. While you understand the value of facts and hard information to solve work problems, this is not what interests you most about work. You are quite willing to gather facts and information and analyze them to draw conclusions. However, in many situations you would rather spend your work time on other types of activities.

## Interest in Things

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

## Organization

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

## Innovativeness

You can work in environments that are frequently changing or ones that are well-established and routine. Your preference would be for a moderately steady work environment that does not constantly require new creative solutions. You are better suited to work that requires the same thing from you most of the time, although you do enjoy the occasional opportunity to be creative.

## Learning and Problem Solving

You are capable of solving the usual problems at work but you prefer work that is not heavily dependent on complex problem solving. Your strength lies in your ability to perform work you are accustomed to. You are less interested in constantly having to learn new information to perform new work. Overall, you are better suited to relatively unchanging work than work that regularly depends on new information or processes.

## Reliability and Consistency

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

## Openness to Change / Ambiguity

Your ability and willingness to accept change is typical of most people. Some changes appear worthwhile to you; other changes do not. You do not believe in supporting change for change sake. It is important to you that you understand and agree with changes before you will support them. For the same reasons, you expect people to make work decisions that are clear and unambiguous. You can be effective in organizations where there is not a great deal of change or ambiguity.

## Recovery from Setbacks

You are quite capable of recovering from the usual range of minor setbacks at work. You have enough emotional control and optimism that you do not let disappointments discourage you for very long. But, like many people, sometimes you experience difficulty recovering your energy and effectiveness after important setbacks. Your coping skills would be suited to an environment where you could be optimistic about your future success and where you have a high degree of control over your own outcomes.

## Stress Tolerance

Your reactions to stressful events at work are typical of most people. They concern you and you can even react emotionally to them on occasion. Sometimes, they may even bother you for a while but they don't prevent you from getting your most important work done. You like to get problems resolved and are sometimes discouraged if they are not. However, if they linger, you can cope with them reasonably well.

## Self-Regulating

More than most, you accept accountability for your own results at work. This quality is grounded in your self-awareness and dependability. You place great importance on understanding yourself and being aware of your own strengths and weaknesses. Like you accept accountability for yourself, you also accept accountability for your work behavior. Similarly, people have learned that they can depend on you. You do what you say you will do. This strength is crucial to success in any type of work environment.

## Service Orientation

At work, you balance your own interests and the interests of others, including co-workers and customers. In some situations you are agreeable to be of service to others, for example by helping a co-worker solve a problem you have experienced before. But in other cases, you prefer not to spend the energy to help others. Sometimes, even with customers, you can become frustrated and discouraged by the behavior of others.

## Takes Leadership

Your interest in being a leader is mixed. In certain situations you are willing and able to be an effective leader in your group, but you don't see yourself becoming a strong, dominant leader. You are not driven to be a leader but with steady development you could become an effective leader.