



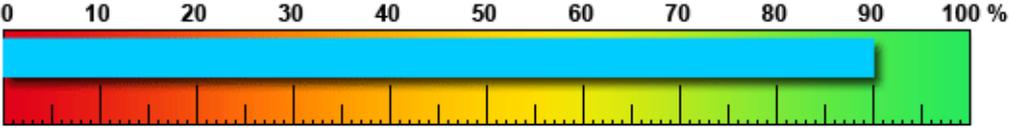
Executive LeaderPOP™

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Create Report

LPOP# LQ8G728XYS DW for Test Test on August 5, 2021

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OVERALL RECOMMENDATION			
	<p style="margin: 0;">MAJOR DEVELOPMENT REQUIRED</p> <p style="margin: 0;">MINOR DEVELOPMENT REQUIRED</p> <p style="margin: 0;">STRONG FIT FOR LEADERSHIP</p>		
PROBABILITY OF SUCCESS			
			
SCIENCE SCORE			
	Score		Rating
EP = Enterprising Potential Predicts Proactivity and Personal Initiative	<u>70</u>	If EP > 50 5 If EP 20 - 50 4 If EP < 20 3	<u>5</u>
AP = Achievement Potential Describes Motivational Factors IP = Independence Potential Describes the Comfort and Need for Structure and Systems	<u>19</u> <u>32</u>	Subtract 1 if: AP < 0 or IP < 0	_____ _____
EQ = Emotional Quotient Ability to understand and apply emotional information about ourselves and others effectively. SD = Self Directed Reflects Feelings of Being in Control LM = Lifestyle Management Assesses one's ability to manage stress	<u>81</u> <u>44</u> <u>73</u>	Subtract 1 if: EQ < 65 or SD < 25 or LM < 25	_____ _____
		Final LPOP™ RATING (min. 1)	<u>5</u>
SCIENCE RATING			
5 Excellent	4 Above Average <small>Proceed</small>	3 Average	2 <small>Proceed with Caution</small>
			1 Redirect

LEADERSHIP COMPETENCIES

1. Shape Strategy

5	4	3	2	1

Strength

Growth Opportunity

2. Create Customer Value

5	4	3	2	1

Strength

Growth Opportunity

3. Change Catalyst

5	4	3	2	1

Strength

Growth Opportunity

4. Leadership Presence and Authenticity

5	4	3	2	1

Strength

Growth Opportunity

5. Talent Commitment and Capability

5	4	3	2	1

Strength

Growth Opportunity

6. Mindfulness and Wellness

5	4	3	2	1

Strength

Growth Opportunity

7. Champion Entrepreneurship

5	4	3	2	1

Strength

Growth Opportunity

8. Champion Innovation

5	4	3	2	1

Strength

Growth Opportunity

9. Ethical Role Model

5	4	3	2	1

Strength

Growth Opportunity

10. Drive Sustainable Performance

5	4	3	2	1

Strength

Growth Opportunity

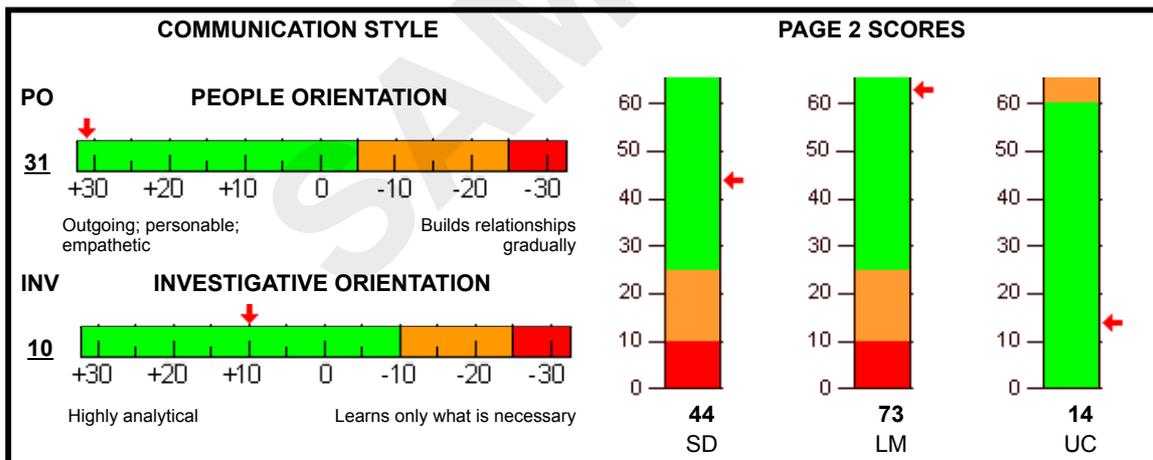
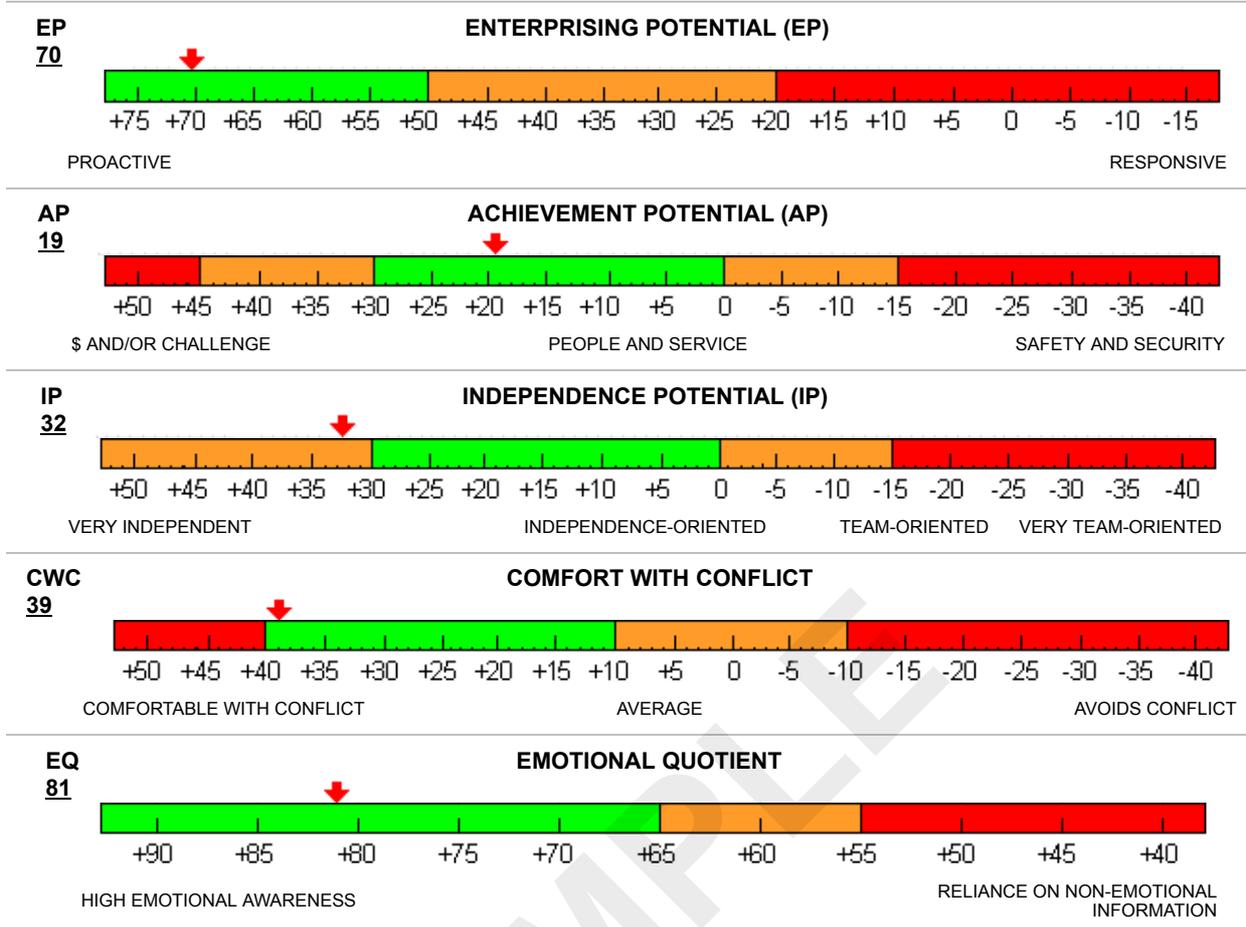
11. Inclusive Leader

5	4	3	2	1

Strength

Growth Opportunity

SUMMARY OF SCALES



Responses from Opinions Section

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

1. I have never made a mistake (1)
2. I thrive under pressure (5)
3. I have little influence over my work environment (1)
4. Effort gets results (5)
5. I have never told a lie (1)
6. My work has no effect on my attitude (4)
7. My current job is quite satisfying (5)
8. Chance determines most things (4)
9. I would have difficulty integrating a demanding career into my lifestyle (1)
10. Things don't get me down (2)
11. I am often influenced by others (4)
12. I sometimes have difficulty completing important tasks (1)
13. I am reluctant to make decisions (1)
14. I am an underachiever (1)
15. I am good at most things that I try to do (5)
16. No one is ever rude to me (2)
17. I allow my attitude to negatively affect my performance (1)
18. People get the respect they deserve (5)
19. I generally have a very positive attitude toward work (5)
20. There is little opportunity for growth in my current job (1)
21. All my habits are good and desirable ones (5)
22. People's good qualities are seldom recognized (1)
23. I have never broken a rule (1)
24. Hard work brings success (5)
25. It is difficult to balance personal and professional demands (1)
26. I have never been late for work or for an appointment (1)
27. I find it very easy to 'wind down' (5)
28. Success is mostly luck (2)
29. Sometimes I have doubts about the whole course of my life (1)
30. Employees often influence company policies (4)
31. I usually feel very happy and content (5)
32. I am a confident person (5)
33. I am usually relaxed (5)
34. Regular habits are an important part of my success (5)
35. Promotions are seldom based on performance (2)
36. I create opportunities (5)
37. Mistakes are inevitable (4)
38. Most of my jobs have been quite stressful (4)
39. I have difficulty coping with daily job challenges (1)
40. I have never said anything unkind about anyone else (1)
41. The right decision can change things (5)
42. Most mistakes can be avoided (4)
43. I can concentrate on things over long periods of time (5)
44. Other people have interfered with my success (4)
45. I always have a good attitude (5)
46. It is impossible to change company procedures (1)
47. To be effective, I need to make several lifestyle changes (1)
48. I have never boasted or bragged (1)
49. A good plan can avoid mistakes (5)
50. I manage stress effectively (5)
51. Plans never work out (1)
52. I often avoid difficult tasks (1)
53. There is no such thing as luck (1)
54. I am comfortable with changes in technology (5)
55. Things happen mostly by accident (4)
56. Lifestyle demands have interfered with my career success (1)

SELECTION CONSIDERATIONS

Enterprising Potential (E.P.)

In leadership environments, his/her strength on the E.P. Scale would indicate very strong potential for demonstrating personal initiative and proactivity. He/She should have a natural inclination towards being an effective self-manager. Given coaching to enhance planning and time management skills, he/she should be able to make a routine of the daily effort required to meet competing priorities and drive organizational initiatives.

Achievement Potential (A.P.)

This is a very strong score on the A.P. Scale. He/She would appear to have a strong potential for success in terms of his/her commitment to achieving results and feeling fulfilled by overcoming challenging situations he/she has mastered. He/She may get bored easily if not given very challenging requirements routinely.

Independence Potential (I.P.)

It appears that the I.P. Scale has its greatest usefulness in selection in discriminating between the Above Average and the Superior potential individuals. With this extremely high level result on the I.P. Scale, this person will inevitably rebel against any tightly controlled work situation and should be comfortable in a leadership role. If you can give him/her lots of freedom of action once he/she demonstrates that he/she has earned it through performance, then he/she might stay with you. Control him/her too much or for too long and he/she will leave.

People Orientation (P.O.)

This is a very strong result on the P.O. Scale. This person will find a position with lots of interaction with new people to be a real plus. Keep in mind as well, that people who are extremely people-oriented can also be sensitive to rejection if the interaction feels wrong.

Investigative Orientation (INV.)

This is an acceptable result on the INV. Scale. If you feel that your business offers a real chance for him/her to continue to grow and develop from a technical and intellectual point of view, he/she will find that a real plus.

Comfort with Conflict (CWC)

Test has the potential to be quite comfortable in situations where there is conflict such as an angry or upset coworker. His/Her comfort with conflict can be a strength in situations where conflict is a common occurrence or there is ongoing tension that may require his/her intervention. People with Test's level of comfort with conflict may even occasionally create conflict to further their own goals or to enhance performance.

Self-Directed (SD)

This result shows a better-than-average sense of self-confidence, and a belief that he/she is generally in control of much of his/her own life.

Lifestyle Management (LM)

This result reflects a tremendously strong sense of physical and psychological well-being, found in people who are physically fit and emotionally at peace.

Uncertainty Coefficient (UC)

Test has an acceptable score on the UC scale indicating that he/she is not answering in a socially desirable manner. His/Her answers on the attitude scales tend to be reliable.

EMOTIONAL QUOTIENT

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

SELF AWARENESS I: MOOD LABELING				
Labels feelings and emotions as they are happening		Does not label feelings and emotions as they are happening		
			100	

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

SELF AWARENESS II: MOOD MONITORING				
High monitoring		Optimal monitoring	Low monitoring	
	100			

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

SELF CONTROL				
Demonstrates good self control		Low control over impulses and negative emotions		
100				

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

MANAGING EMOTIONAL INFLUENCES				
Perseveres		Focus can change		
100				

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.

EMPATHY				
Recognizes emotions in others		Low awareness of emotions of others		
	100			

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

SOCIAL JUDGMENT				
Uses knowledge of the emotions of others in decision-making		Does not factor in the emotions of others in decision-making		
100				

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

OVERALL				
Understands & uses emotional information		Relies on non-emotional information		
	100			

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

INTERVIEW QUESTIONS

Enterprising Potential (E.P.)

- Describe a situation where you had to meet an urgent deadline but you had competing priorities and an unusual demand on your time. How did you manage the situation? What was the outcome? Is there anything you would do differently in future situations?

Enter candidate's responses here...

- Describe a situation where you had to introduce a major change in the organization. What was your approach? Were the changes supported by the people affected by them? How did you get their support?

Enter candidate's responses here...

- Describe a situation where you developed an initiative that required coordinating the efforts of several departments or individuals. How did you establish the initiative? What sort of political resistance did you encounter? How did you deal with it? How did you develop teamwork during the project? How successful was the initiative? Why or why not?

Enter candidate's responses here...

INTERVIEW QUESTIONS (CONTINUED)

Achievement Potential (A.P.)

- Provide an example of a time when you achieved outstanding productivity in a job or particular task. What motivated your behavior in this situation? How was your behavior reinforced or rewarded?

Enter candidate's responses here...

- Describe a situation where you had to decide a course of action with very little time to do so. What was your thought process during this time? What motivated your decision and what was the end result?

Enter candidate's responses here...

- Provide an example of a challenging experience you have encountered while trying to achieve your targets on a project or an initiative. What did you find challenging and what steps did you take to overcome this and meet your goals?

Enter candidate's responses here...

INTERVIEW QUESTIONS (CONTINUED)

Independence Potential (I.P.)

- Provide an example of a time when you had an important goal to accomplish that involved working within a predetermined structure and set of rules. How did you accomplish your goal despite the constraints placed upon you?

What did you find difficult about the situation? What did you enjoy about the situation?

Enter candidate's responses here...

- Describe a situation when you had to provide regular structure and support for others on your team in order for them to effectively meet their ongoing targets. How were you able to meet the team's ongoing training and coaching needs? What challenges did you encounter and how did you overcome them?

Enter candidate's responses here...

- Describe the most favorable work environment that you have experienced. What type of supervision and coaching did you receive? What were your responsibilities around providing coaching and support to others?

Enter candidate's responses here...

INTERVIEW QUESTIONS (CONTINUED)

People Orientation (P.O.)

- Describe a first-time meeting with a new coworker. How did you put him/her at ease?

Enter candidate's responses here...

- Describe a situation in which you had to work with somebody with a different personality than you. Did you encounter any challenges establishing rapport?

Enter candidate's responses here...

- What do you enjoy about working with other people? Are there any areas that you dislike or find challenging in working with and leading others?

Enter candidate's responses here...

INTERVIEW QUESTIONS (CONTINUED)

Investigative Orientation (INV.)

- Discuss a time when you had to present a message to a group of people who had very different amounts of prior knowledge about the subject. How did you bridge this knowledge gap within the audience? How did you ensure that your message was well communicated and understood by everyone?

Enter candidate's responses here...

- Provide an example of a time when you had to learn new factual and/or technical material in a short period of time. How well were you able to succeed in this learning? What skills do you possess that make this possible for you? What difficulties did you experience?

Enter candidate's responses here...

- Describe a time when you had to make an important decision under high time pressure without a lot of information. How did you go about making this decision? What was the outcome? What would you do differently in the future?

Enter candidate's responses here...

INTERVIEW QUESTIONS (CONTINUED)

Comfort with Conflict (CWC)

- Describe a situation where your ideas were challenged by somebody else. How did you respond? What was the final outcome?

Enter candidate's responses here...

- Provide an example of how you have de-escalated a conflict in the workplace.

Enter candidate's responses here...

- Describe a situation in which you had to deliver bad news or criticism to someone. What was their reaction, and how did you respond to the situation?

Enter candidate's responses here...

Save All Interview Question Responses

DEVELOPMENTAL SUGGESTIONS

Based on the Enterprising Potential (E.P.) Results

For a person showing such exceptionally strong self-management potential, the approach should be to build on those potential strengths by offering coaching to ensure the individual's existing self-managing behaviors are aligned with corporate strategy.

Based on the Achievement Potential (A.P.) Results

He/She will want to begin working on the job very quickly; therefore, a short, intensive introduction and coaching period are advised. Introduce the key issues that must be learned, coach on the most appropriate leadership strategies, and assist with refinement of their practical application through personal observation. Help him/her understand the most efficient strategies for profitably directing his/her energy and commitment. Follow-up strategies would help him/her achieve at the highest levels of performance.

Based on the Independence Potential (I.P.) Results

He/She will value coaching that seeks to obtain his/her commitment rather than compliance to the existing business systems. Associates must have the flexibility to feel comfortable with a strong-minded, independent leader. A well-focused and intensive learning experience that continues until he/she achieves a specific performance standard is recommended.

Based on the People Orientation (P.O.) Results

He/She will find satisfaction and productivity enhanced by working with a coach and colleagues who are similarly people oriented.

Based on the Investigative Orientation (INV.) Results

He/She should grasp new technical and practical information very quickly and find an ongoing learning experience a very positive opportunity.

Based on the Comfort with Conflict (CWC) Results

He/She can be effective in tense situations if he/she is coached to listen and address the concerns of others. Test may benefit from conflict resolution training.

MATCHING CONSIDERATIONS

Based on the Enterprising Potential (E.P.) Results

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.

Based on the Achievement Potential (A.P.) Results

MENTORING by a person with demonstrated profit orientation who is also seen as balanced by a genuine service orientation, too. Match with associates who, while wanting appreciation, also consciously strive for results.

Based on the Independence Potential (I.P.) Results

MENTORING by a person who, as an exceptionally independent person him/herself, has successfully managed a group of team members. Match with associates who are totally self-sustaining and extremely independent.

Based on the People Orientation (P.O.) Results

MENTORING by a coach who is very strongly a 'people person,' but who has made this visibly part of his or her successful approach to leadership. Match with associates who will derive satisfaction from ongoing personal contacts.

Based on the Investigative Orientation (INV.) Results

MENTORING by a technically competent coach who is good at applying new learning to the business. Match with associates who are turned on by technical and training opportunities.



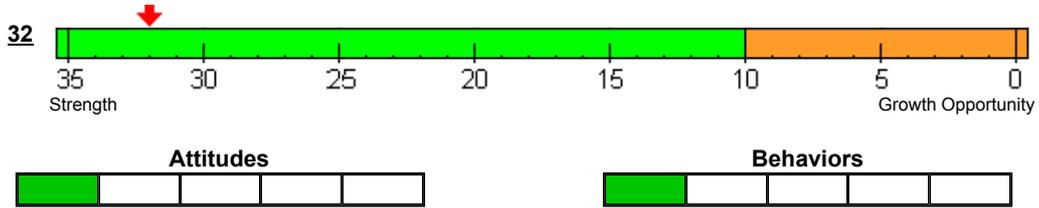
TRUST REPORT

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Trust is an essential interpersonal construct that has the ability to influence the quality and effectiveness of a variety of business relationships. The Trust POP™ provides a robust and comprehensive assessment of an individual's level of trustworthiness by assessing common attitudes, perceptions and behaviors known to facilitate trust-based relationships. As such, the Trust POP™ is intended to act as a diagnostic tool, highlighting an individual's strengths and growth opportunities in the area of trust and should be used to guide future coaching / developmental strategies.

John C. Marshall, PhD

Consistency



Overview

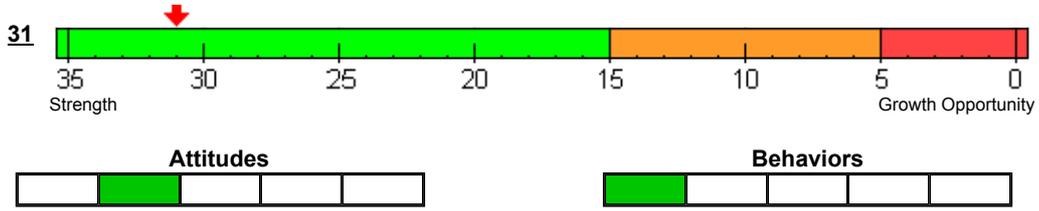
Test would be described as an extremely predictable and reliable individual. As such, Test likely follows a fairly regular routine and reacts to various situations with consistent emotional and behavioral responses. This predictability and consistency makes it easy for others to assess how Test will respond. As such, when having to make a decision about whether or not Test will do what he/she says he/she will do, his/her previous predictable nature will likely expedite and facilitate this evaluative process.

Developmental Suggestions

1. Help Test understand how to leverage this strength. By being cognizant of his/her level of predictability, he/she can use it to his/her advantage moving forward.
2. Have Test list attributes that he/she feels are facilitators of distrust. Go through them with Test and highlight those that relate to consistency / predictability.
3. Get Test to list all of the things he/she consistently does when interacting with associates and staff. Discuss these in relation to trust and brainstorm additional ways he/she could strive to build trust-based relationships with these people.

Notes

Commitment



Overview

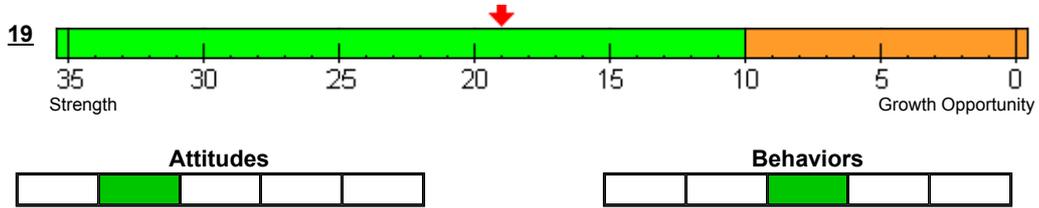
Test appears to make and meet most of his/her commitments to other people. As such, others likely perceive Test to be reliable, and a person of his/her word. This type of consistent reliability is essential for establishing sound trust-based relationships. In business, keeping commitments to colleagues and staff is a great way of strengthening the professional relationship.

Developmental Suggestions

1. Discuss with Test what it means to make and keep a commitment. Help understand what doing so says about his/her character, as well as the social and interpersonal impact that keeping commitments can have on other people. Being aware of this will help leverage this strength moving forward.
2. Having Test coach a colleague who is having trouble making and keeping commitments may be beneficial to both parties.

Notes

Transparency



Overview

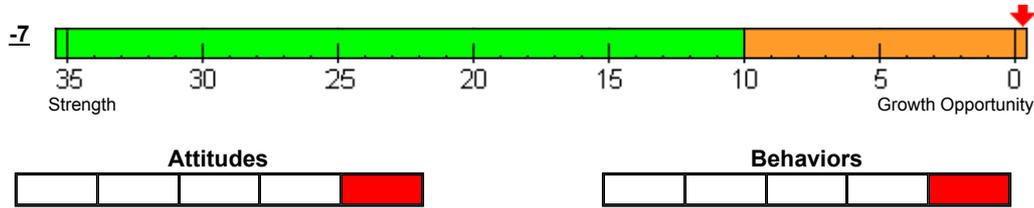
Test possesses a moderate degree of transparency in his/her daily interactions with others. As such, he/she is willing to open up in certain circumstances and provide candid and direct responses, while in other situations he/she is likely to respond in more ambiguous or general terms. When dealing with colleagues and staff, Test is likely to tell them everything they need to know, but he/she might leave out certain details that could be potentially damaging to the relationship (e.g., I made a mistake).

Developmental Suggestions

1. Discuss with Test situations where he/she is deceptive when interacting with others. Discuss what factors facilitate the need to become less transparent. This insight will hopefully allow Test to become more aware of this tendency, and ultimately address it in the future.
2. Have Test run through his/her normal delivery of a new company initiative or goal. Listen for ambiguous, general, and/or potentially deceptive terminology. Work with him/her on refining these aspects in order to ensure that the most direct and transparent message is being delivered.
3. Help Test develop strategies/techniques for delivering difficult information. In most cases, the delivery of information is more important than the actual content.

Notes

Managing Self Perceptions



Overview

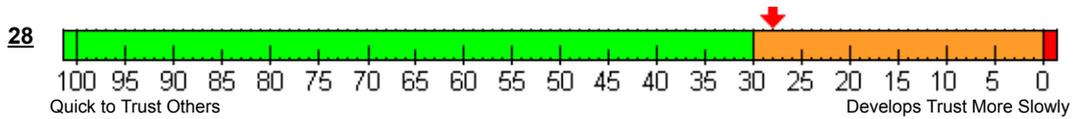
Test's responses indicate that he/she may be preoccupied with how other people perceive him/her, and as such may try to manage these perceptions in social situations. He/She has a strong desire to be liked and accepted by others, and reports changing his/her demeanor and character on a situation-by-situation basis. This type of environmentally-driven personality can impede the development of trust, as it can delay other peoples' ability to get an accurate read on who you really are.

Developmental Suggestions

1. Have a candid discussion with Test about the pros and cons of managing self perceptions. Provide for him/her the "outside looking in" perspective of this approach.
2. Discuss strategies that he/she can employ that will help him/her achieve his/her desired outcome, while still being true to who he/she is.
3. Have Test run through his/her usual process for delivering feedback to colleagues, or discussing progress towards organizational goals. Highlight areas that may be perceived as contrived or socially desirable.

Notes

Potential to Trust



Overview

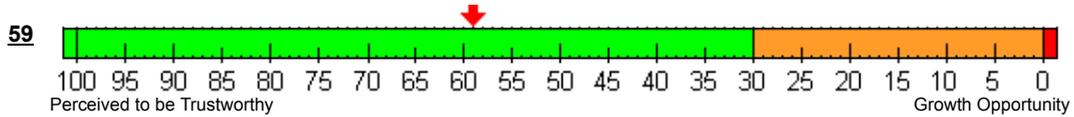
Test's responses to these items indicate that he/she does not fully trust someone until he/she has gotten to know them. He/She appears willing to give strangers the benefit of the doubt in some instances, but is unable to fully trust others until a deeper relationship has been formed. Overall, the starting point of every trust-based relationship is each party's willingness to trust. As such, helping Test develop a more trusting nature may allow him/her to develop trust-based relationships with others more quickly.

Developmental Suggestions

1. Discuss with Test where his/her distrust of others comes from. Attempt to discern whether this generalized pessimistic attitude is warranted.
2. Put Test in situations where he/she has to trust and rely on others. Gradually increase the importance and/or costs associated with this activity.
3. The key with distrust is that it is often the result of past experiences. The only way to change this is by exposing Test to new experiences. Provide him/her with examples and point out situations that illustrate that people for the most part are good and honest.

Notes

People's Perception of Your Trustworthiness



Overview

Test's responses indicate that people in his/her environment interact with him/her in a way that suggests a high level of trustworthiness. Test's colleagues and friends routinely share personal information with him/her and seek his/her advice when facing difficult situations. He/She reports avoiding gossip situations and places a great deal of importance on keeping other peoples' private information to him/herself.

Developmental Suggestions

1. Ask Test what qualities he/she possesses that make others trust him/her. Understanding these strengths will help him/her leverage them moving forward.
2. Have Test coach others who may be having difficulty in this area. The task of coaching, and articulating the value of trustworthiness will help make him/her more cognizant of this trait.

Notes



Candidate Feedback On The Results Of The Executive LeaderPOP™

An Overview of Your Personal Characteristics & Career Strengths

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

John C. Marshall, Ph.D.

LPOP# LQ8G728XYSW for Test Test on August 5, 2021

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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

In comparison with most people, you can be described as strongly achievement-oriented, quite hard-driving, active, eager and sometimes impatient. In some circumstances, just taking on a challenge because it is a challenge is enough motivation for you, because it makes you feel confident about your capabilities. In your career, you will want some challenge for its own sake, but in general, the rewards, both financial and recognition, for doing the job well and being productive, will be the main motivators. Earning a high income and having a strong sense of personal achievement will be your way of evaluating how well you are doing in your career.

In Terms of Your Independence vs. Your Need to Be in the Team

You can be described as extremely strong-minded, stubborn, demanding, firm, independent and resolute. You seek responsibility and dislike constant supervision. Your result indicates that you are an individual interested in developing your own skills, and innovative in developing your own procedures or methods of approaching business, perhaps even to the extent of conflicting with existing company procedures. In a team situation, you would be most likely to move as quickly as possible into a team leadership role, if you decided to participate in the team at all.

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 quite logical, reflective, analytical, factual and practical. A job requiring the solving of intellectual or conceptual problems would stimulate someone like you. You have a flair for technically-oriented, detailed work. Taking on challenges to learn and use new information in a field that interests you would be rewarding in itself.

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 path that has the opportunity for you to undertake major personal challenges and that will reward you financially in proportion to your effort and your accomplishments. Taking on challenges for the sake of the challenge itself and for the recognition you may receive when you are successful may be sufficient motivators, in some cases.
- ✔ Look for employment that provides you with a lot of freedom to be creative in developing your own ways to do business. You should seek a supervisor that likes staff members who think for themselves and work independently.
- ✔ 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.
- ✔ A job with some learning and technical requirements would be quite satisfying. The opportunity to be creative and to put your new-found knowledge into action would also be appealing to you.

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 jobs that treat everyone the same, regardless of how much effort they put in or how much they achieve. Non-challenging or repetitious jobs are probably not going to make use of your powerful achievement potential.
- ✘ Avoid work circumstances in which you would be expected to follow rigorous rules and be under close and continuing supervision for an extended period. However, you should be careful not to give people the impression that there is little anyone can teach you.
- ✘ You should avoid employment that isolates you from people. A job that lacks social interaction would not be adequately stimulating and rewarding to you.
- ✘ You should avoid jobs that are not intellectually challenging, creative and those that do not offer a chance for personal growth in a technical or practical sense.