



## CONFIDENTIAL ASSESS CAREER MANAGER REPORT

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### Overview

Whether self-initiated or as a result of circumstances, most people will find themselves changing jobs or careers several times during their working years. A career transition can be difficult and stressful, but it can also be an opportunity to reflect on where you have been and where you are going. Certainly you will want to use this time to look for your next job, but also invest some time in thinking about what kind of job you should pursue. Are there jobs, or even new careers that would fit you better than your last job? What personal characteristics, both strengths and potential weaknesses, should you consider? The *ASSESS Career Manager Report* is designed to help you take stock of these personal characteristics and help you pick jobs where your chances of job success and personal satisfaction are high. We hope the following report will be helpful to you in making your job or career transition.

### How to Read This Report

Since everyone has strengths and weaknesses, special caution must be taken to view this report as a whole. Be careful not to overemphasize specific statements, but rather consider the overall picture and how your assessment results fit with your job, career, and personal expectations (how you would like to be).

Over time, people change. If several years have passed since the date of this report, the results may no longer fit you. Remember, when you completed the assessment instruments you were at a particular age, stage of development, level of experience, etc. With the passage of time, the characteristics measured by ASSESS may have changed.

### Who Should See This Report?

The *ASSESS Career Manager Report* has been designed for your personal use. We hope it will help you to plan for and make good career choices and development decisions. You may want to share all or parts of this report with others, especially if you trust their judgment and wisdom, and if they can assist you with career and development resources or advice. People to consider might include a family member, a current or past manager, a trusted mentor, a Human Resources representative or a career counselor.

### Interpretation Assistance

This report is written using a computerized expert system that interprets your results and writes your report in the same manner that a Bigby, Havis & Associates psychologist would. The *Career Manager Report* is designed to be read by you, the person evaluated, without special interpretation by a professional. However, additional assistance from a professional can be provided through your sponsoring organization. See your ASSESS coordinator to make arrangements.

### Other Reports:

#### *Developmental Report*

The *Developmental Report* is designed to assist you in planning your personal and career development. It provides specific developmental suggestions based on your results and steps you through the construction of a personalized development plan.



## READING YOUR REPORT

**The Report** In reviewing this report, keep the following in mind:

- The results are based on your self-perceptions and may be influenced by a favorable or unfavorable self-image. Others may see you differently than you see yourself.
- We have compared your raw scores on the ability tests and the personality profiles to a professional norm group (people who work in jobs which, for the most part, require education or training beyond the high school level) to make the statements and suggestions you will find in this report. It may be useful to think "Compared to most professionals" as you read each.
- The report does not take into account your background, training, technical skills or experience. Therefore, the results do not measure your personal effectiveness nor the quality of your job performance; rather, they describe abilities and characteristics that (along with these other factors) may influence your job performance.
- Many of the characteristics described in this report could be assets in some circumstances and liabilities in others. For maximum benefit, your results should be considered in the context of your particular job or work environment.
- Take the time to read and consider the ASSESS Report information:
  1. Take an open, nondefensive attitude when reviewing the material. Review each section carefully and, as you consider the feedback statements, try to think of specific examples that can confirm which assets and liabilities do or do not apply to you.
  2. If you are not sure that a statement in the report describes you, ask someone you feel will give you honest feedback for their opinion.
  3. After reviewing your results, use Part III of this report and the accompanying worksheets to help you set goals for your development and to construct an action plan for achieving your goals.

**The Graphic Profile**

The ASSESS Developmental Report may sometimes include a Graphic Profile. If you received a profile with this report, please keep the following in mind:

- The profile is a quick summary which will allow you to see an overview of your results on each of the characteristics measured by ASSESS. We encourage you to use the detailed report to develop an in-depth understanding of your results.
- The small darkened rectangles indicate your percentile score compared to professional norms. From this you can quickly see whether you are similar to most professionals (your score falls between the 25th and 75th percentiles), or whether you "stand out" from others as noticeably high or low.
- High scores are not necessarily good; low scores are not necessarily bad. You should consider your results in the context of your job and work environment.
- Of particular interest will be the shaded bars. These indicate the average range (25th to 75th percentile range) of another comparison group. This "template" is an indication of how most people in the comparison group scored.

ASSESS can provide templates for many specific professional positions (e.g., accountant, sales, etc.) as well as a managerial template. If you would like to review your results compared to a particular group, see your ASSESS coordinator.

- To be successful in a job does not require that your scores fall within the shaded bars (typical range); however, on those characteristics where your score falls outside the bar, you may want to consider whether this is a strength on which to build or a potential weakness.
- *(Note: The Graphic Profile is printed separately from this report.)*



## PART I: YOUR ASSESS FEEDBACK

### Abilities

*(No ability test scores were available for evaluation.)*

**Thinking** *This section of the report provides feedback on your intellectual usage or thinking style (how you solve problems, make decisions, etc.). People vary considerably in this regard. For example, some people are inclined to take an in-depth, thoughtful approach in evaluating information; others tend to make quick decisions. Some people are better suited to dealing with big-picture issues, while others like to focus on practical solutions to immediate problems.*

*In reviewing your results for this section keep in mind that the focus is on how you use your intellectual abilities, not how effective you are at solving problems or making decisions. An evaluation of your intellectual or problem solving effectiveness would require consideration of your educational background, technical skills and job related experience -- all of which are beyond the scope of this ASSESS Report.*

**Your Results** Your thinking style results are summarized as follows:

Your responses to the personality questionnaire suggest that you have an average tendency to probe into issues and that, when you take the time, you can be as perceptive as most other people when analyzing problems or people. However, you do not appear to be restrained or deliberate and may have difficulty disciplining yourself to be as thoughtful as you could be. You may wish to develop more patience and self-discipline in this area.

Apparently much less cautious and reserved than the typical professional, you are likely to make decisions and adopt courses of action without excessive deliberation. At your best, you probably will not waste effort on the evaluation of simple, straightforward decisions. At your worst, you may be undisciplined in your approach and may take unnecessary risks. Try to make conscious decisions about how much consideration each decision merits. For some, there will be little real risk of a bad decision; for others, one choice will be as good as another. Your natural tendencies will probably work for these types of situations. However, for complex problems or situations that have potentially serious ramifications, we recommend that you slow down and carefully weigh options and consequences before acting.

While you appear to be realistic in your outlook, the results suggest that you are sometimes more subjective than objective in how you react to situations. That is, you appear prone to evaluating information from a personal perspective and may have difficulty disciplining your feelings. Consequently, you probably tend to allow your feelings to influence your judgment. Your decisions are probably most effective when you take the time to obtain the perspective of a trusted mentor (someone who can be relied upon to be objective and unbiased) to balance your personal point of view. You may also want to work on developing more objectivity in your thinking.

Your results suggest that you are as systematic and organized in your thinking as the typical professional.

**Working** *This section contains a description of your work style (how you go about getting a job done) and the potential effects of various motivational influences on your performance. For example, some people are highly energetic, while others are methodical. Some people are most strongly motivated*

*by recognition and praise, while others need personal freedom to do their best work.*

*Your Results* Your work style results are summarized as follows:

A review of your results suggests that you are likely to prefer a slower than average work pace. Alternatively, you may be a "spurt worker" -- one who can rise to the occasion to get something done, but then needs time to rest and recover. You may find that you are more productive when you discipline yourself to set regular time deadlines.

Apparently much more thinking-oriented than action-oriented, you may be better suited to a position in which it is legitimate to emphasize thinking over doing and in which there is little pressure to act quickly.

You appear to be a strongly self-reliant person who should assume responsibility and take initiative on your own. Further, you do not seem to mind working within the regulations and constraints placed upon you in your job. Probably, you are the type of person who assumes responsibility and can handle things on your own, but does not usually mind working within the system.

You appear to have an average ability to handle pressure and frustration; you should recover from setbacks as quickly as most professionals.

You expressed a moderately high need for personal attention and feedback; you are likely to be motivated by recognition but not be overly concerned about it.

You seem to enjoy personal involvement in activities calling for exactness and precision.

**Relating** *This section provides feedback on your approach to (and interest in) interacting with others and draws implications about your interpersonal style in business settings. For example, some people are very outgoing and are likely to be comfortable in situations where they must interact with many different kinds of people. Others have little need for this type of social contact and can be comfortable in solitary or individual contributor roles.*

*In reviewing these results it is important to keep in mind that they are based on your self-report rather than how others may describe you.*

*Your Results* Your interpersonal style results are summarized as follows:

An evaluation of your profile suggests that you are outgoing and social. You should prefer jobs with relatively high levels of social interaction rather than those where you primarily work alone.

Apparently highly assertive as well as socially outgoing, you are likely to be an initiator of social interactions. You should make a strong first impression. In your long-term relationships, you are likely to demonstrate personal power and an ability to exert control and influence over others. While this may be an asset in many circumstances, you may need to be careful that you do not intimidate people.

You are likely to state your attitudes and opinions freely. Generally, people should know where you stand, but this may occasionally result in unnecessary conflict.

Although you appear to have some tendency to analyze people and their motivations, your perspective is likely to be negative. Your assessments of others could be unnecessarily critical and fault finding. You may wish to work on being more tolerant and on having a more balanced view of people.

You describe yourself as less friendly and agreeable than many professionals, and, in general, do not appear to worry about whether you please people or are liked by them. Without proper self-control, you may sometimes be unpleasant and disagreeable.

You also appear to be a competitive person who enjoys winning. If you are not careful, this competitiveness may carry over into aggressive, me-first behavior. You may find that others will like you better and will be more willing to help you if you can learn to be more cooperative.

You appear to have a temper and it may sometimes show. If it does, work at trying to control it to ensure that it does not have a negative impact on your work relationships and your image as a professional.

In your responses to the questionnaire, you presented yourself to be as positive in your outlook as most professionals but less reserved or controlled than is typical. It is expected that you will show your feelings and be easy for others to read.

You appear to be somewhat more sensitive to criticism than the typical professional and may tend to interpret negative feedback more personally than it is intended. If so, try to view criticism less as an indicator of your self-worth and more as useful information for self-improvement.

You appear to be about average both in your need to conform to conventional or traditional behavior codes and in your wish that others conform.

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**Influencing** *This section of the report draws some conclusions about how your personality may affect your ability to persuade, influence, or manage others. When reviewing these results, keep in mind that these abilities are also influenced by your experience and training in this area -- factors outside the scope of this ASSESS Report.*

*Your Results* The following conclusions are suggested by your results:

You appear to enjoy dealing with people in a directive or persuasive manner and probably seek opportunities to influence or manage others. Your style is likely to be strong, forceful and assertive.

In your dealings with others, you should be able to use the following tools, techniques and styles:

- Personal power
- Common sense

Your dealings with people could be adversely affected by the following:

- Aggressiveness or excessive competitiveness
- Sensitivity to criticism
- Low concern for others
- Speaking before you think
- Suspiciousness of others
- Uncooperativeness and disagreeableness



## **PART II: USING YOUR ASSESS RESULTS IN YOUR JOB TRANSITION**

## Where Do I Start?

An important first step in the job transition process is developing accurate self-knowledge. You must know yourself well, understanding both your strengths and your potential weaknesses, so that you can market yourself effectively. Knowing yourself involves understanding many factors, such as your personality, skills and capabilities, values, and work experience. This part of the ASSESS report addresses one key aspect - your personality. Depending upon your needs, the ASSESS Career Manager results can help you consider your personality in your decision making as well as in managing your job search.

In the following sections, you will find additional resources (e.g., suggestions, worksheets and activities) that, along with your graphic profile and detailed feedback, can assist you in your job or career search. Some people find all of these resources to be helpful; others tailor their focus based on their particular situation. Below you will find some general recommendations for how you might use these resources.

- **ASSESS Templates:** Your ASSESS coordinator has processed or can process your graphic profile using a variety of "templates." These templates provide an indication of how most people in a particular group (e.g., retail managers, accountants, etc.) scored on each personality characteristic. By reviewing how your score on each of the characteristics compares to most people in a particular group, you can: a) more clearly see your "fit" with particular jobs, b) identify what strengths you might bring to the job, and c) identify areas for improvement in order to be most effective in the job.
- **Your Job Search and Job Fit Suggestions:** For some of the characteristics where you "stand out" from the professional norm group (i.e., where you scored in the noticeably high or noticeably low range), suggestions are provided as to how these results could influence which positions or work environments you might consider. Further suggestions are made as to how to manage aspects of your personality during your job search.
- **Personal Product Worksheet:** If you are considering a major career change (e.g., returning to school, changing fields, etc.) this worksheet can help you to "take stock" of your characteristics and consider how they might "fit" with possible career areas.
- **Job Search Behavior Worksheet:** As you launch your job search, this worksheet can help you to identify those aspects of your personality which may be better suited to some aspects of the job search process than others, and help you to anticipate potential problem areas that may require extra effort or assistance.
- **Job Choice Worksheet:** When you are making a decision between specific job opportunities, this worksheet can help you to consider the "fit" between important aspects of your personality and the key characteristics required in each specific job.

Again, you may use all of these resources or only some of them. Pick and choose those activities that are appropriate to your needs.



## YOUR JOB SEARCH AND JOB FIT SUGGESTIONS

*This section highlights key characteristics from your assessment results which may merit consideration during your job transition period. As you review this section, take an open, nondefensive attitude. Try to think of specific examples that can confirm which assets or liabilities do or do not apply to you. Then use the worksheets following this section to help you make more informed career decisions and better manage your job search.*

### **Serious/ Restrained**

Your low score on the measure of restraint may be an indication that you are a spontaneous individual who is comfortable responding to situations quickly. While this characteristic may contribute to your flexibility and willingness to try new things, it may also result in you making decisions without having thoroughly considered alternatives.

Selecting the right job is an important decision. In evaluating a possible job, you should make a special effort to take the time to carefully consider the requirements of the job, the expectations associated with it, and how well it fits your style. Try to avoid reacting too quickly and making a decision that you may later regret.

### **Objective/ Factual**

Your low score on the measure of objectivity is an indication that you are inclined to view situations from a personal perspective and may have some difficulty adopting an objective point of view. In making career decisions, you may need to guard against allowing your feelings to overly influence your judgment.

It may be helpful for you to enlist a trusted advisor, someone whose judgment you value, to serve as a sounding board as you take stock of your strengths and weaknesses, consider career options and make career decisions.

### **Energy**

Your low score on the measure of energy level suggests that you are likely to take your time in completing activities and, perhaps, that you work at a slower than average pace. Especially if you also scored high on measures of reflective, probing thinking or serious, restrained thinking, this would be an indication that you may be most comfortable in a job where thinking is a legitimate activity and there is not excessive pressure to make decisions or take action quickly.

In choosing between job options, you may wish to pay careful attention to the pace and the hours demanded to ensure that the one you choose is a good match for your work style.

In conducting your job search, avoid procrastination and avoid allowing yourself to feel overwhelmed by the task ahead. Remember, you cannot accomplish something if you do not start on it or if you do not "work" it regularly.

### **Self-Reliance**

Your high score on the measure of self-reliance is an indication that you are inclined to work in an independent fashion without much support or assistance from others. You probably prefer to rely on your own judgment and do not mind assuming responsibility for your actions.

In evaluating job options, you may find that a position that allows you to work independently and handle things on your own fits better with your style than a job or work environment that encourages dependence on others. Self-reliance and personal initiative are important assets for this type of position and are worth mentioning in the job interview.

In your job search, your self-reliant style should serve you well; however, do not expect to do it all yourself. Although it may not be your inclination to depend on others, keep in mind the importance of networking and asking other people for suggestions, leads, etc.

### **Criticism Tolerance**

A low score on the measure of criticism tolerance suggests that you tend to take criticism or rejection somewhat more personally than others might. In conducting a job search, you may be inclined to get your feelings hurt when you do not receive a job offer you expect or when people

seem to be "short" with you.

When out of a job, a job search can be a difficult time for almost everyone, but especially for those who are thin-skinned about criticism or rejection. Try to keep the situation in perspective and recognize that when you are not selected it is not a reflection of your worth as a person, but probably an indication of a mismatch between your skills and experience and those required by a particular job. Although your feelings may sometimes be hurt, it is important that you keep working at your job search.

In evaluating your job options, it may be useful for you to consider the amount of rejection or criticism that may be associated with a particular position. For example, people in sales positions must often endure frequent rejection and criticism. For people who are thin-skinned, the disappointments that are inherent in a sales position may be hard to bear. The cumulative effects of rejection may limit your effectiveness and your satisfaction with a sales job. If you decide to pursue a sales career, consider one that involves high levels of customer service or customer support. This type of sales job may be less frustrating than one that involves more traditional sales activities (for example; cold calling, prospecting). Ultimately, you may wish to ask yourself if you are willing to "pay the price" associated with rejection in exchange for the rewards you hope to receive in a sales job.

Similar considerations should be addressed for other jobs where the possibility of frequent evaluation and criticism is high (high visibility jobs in private companies, some public sector jobs, political office, the performing arts, etc.).

**Self-Control** Your low score on the measure of self-control may be an indication that you are the type of individual who displays your feelings and emotions (good or bad) openly.

In interview situations, others may tend to see you as friendly and genuine, or as too outspoken and dominating (see your scores on the assertiveness and friendliness characteristics). Practice being more restrained and thoughtful so that you will avoid saying or doing something you may later regret. Also, practice answering typical interview questions. When faced with a novel question, remember to pause and think before answering.

**Assertiveness** A high score on this measure is an indication that you are an assertive person who is comfortable in a leadership role. You probably prefer a job that allows you to influence others or exert supervision and control. While assertiveness is not the only characteristic that contributes to success in a leadership or a sales position, it certainly is an important one. We suggest you discuss this characteristic in your job interviews.

In evaluating job options, it will be important that the job fits with your assertive style and that you have an opportunity to lead or influence others. Consider jobs with supervisory, management or sales responsibilities.

**Sociability** Your high score on the measure of sociability is an indication that you are an outgoing individual who is very comfortable meeting people and engaging in casual conversation. This social comfort should serve you well, especially in positions that require getting to know people and entertaining (for example, sales). In fact, if you scored very high on this measure, it may be an indication that you would dislike a job that requires you to work alone or which provides little opportunity for you to have contact with others.

In conducting your job search, you will probably handle the networking aspects well; however, you may need to guard against allowing the social aspects of the search to overshadow other important tasks. Be sure to discipline yourself to write letters, keep contact logs and do the other nonsocial, administrative tasks that will help you get the right job quickly.

**Need to Be Liked** Your results indicate that you have a low need to please others and suggest that you may be a competitive individual who has a strong desire to win. You are probably most comfortable in a job that encourages competitiveness and which requires a forceful "will to win" style. Competitive individuals often enjoy sales positions; however, in any job, they need to be careful that they do not become unnecessarily aggressive or hostile.

**Insight** Your high score on the measure of insight indicates that you are perceptive in dealing with others, and that you try to be aware of their feelings and concerns. This is an asset in most jobs but especially those which involve dealing with a diversity of people.

Interpersonal insight can contribute to effectiveness in supervisory and management positions by enabling you to understand the motivations of employees and to relate to their concerns. It may also contribute to effectiveness in a sales position by enabling you to understand customers' needs, motivations, and desires. Perceptiveness can also contribute to smooth work relationships generally and to an ability to get along with others.



## FINDING YOUR CAREER DIRECTION

Finding your career direction is becoming increasingly complex in today's changing work environment. New careers emerge each day while others grow obsolete. Individuals are likely to find themselves "careering" and "re-careering" many times in their lifetime. However, if you know yourself well - your preferences and strengths, and your dislikes and weaknesses - you will be in a better position to recognize emerging opportunities which are a good fit for you.

The following three worksheet exercises are designed to help you use self-knowledge of your personal strengths and weaknesses to evaluate job/career opportunities, manage yourself to engage in effective job-search behaviors and, ultimately, make the job choice that fits you best from a group of job offers.

### Job/Career Opportunities And Personal Product Worksheet

This first worksheet exercise is designed to help you "take stock" of your personal characteristics and, based on these, generate a list of possible jobs for which your strengths and weaknesses are a good fit. Approach this exercise in three steps using the **Personal Product Worksheet** (*printed separately*).

- *Step One:* Think of yourself as a product. (*After all, a job search is one of the most important sales jobs you will ever have.*) You first want to identify what "features" (*your personal characteristics*) define your product. Review your ASSESS results and list each of your features on the following worksheet. An example feature (*not necessarily yours*) might be:

Highly Assertive and Socially Outgoing

- *Step Two:* For each feature, think of two benefits - ways this characteristic can be a strength and contribute to your satisfaction and success - associated with the feature. List the benefits for each feature in the second column of your worksheet. Continuing our example above, two associated benefits might be:

Meet people easily  
Can influence others

- *Step Three:* Finally, try to think about a variety of possible jobs where each of your features and benefits might be best utilized and most valuable. (*In our product analogy, this would be a potential marketplace.*) Identify at least three possible jobs for each of your features and list these under Career Opportunities. Conversely, it might also be helpful to list those jobs where your features and benefits could be hindrances under Career Disconnects.

Completing our example of one feature, the worksheet would look like this:

Example

	Feature	Benefits	Career Opportunity	Career Disconnect
1.	Highly assertive and socially outgoing	Meeting people easily  Can influence others	<ul style="list-style-type: none"> <li>• Sales</li> <li>• Public official</li> <li>• Lobbyist</li> <li>• Consultant</li> </ul>	<ul style="list-style-type: none"> <li>• Researcher</li> <li>• Librarian</li> <li>• Bookkeeper</li> </ul>

Use this analysis of your features and benefits as you market yourself in your job search.

- In your resume and the accompanying cover letter, you will, of course list pertinent education, training and experience that you have had. These types of information are very important to a potential employer. However, remember that other less tangible "features" of your "product" can be equally important. Include some of these features into your resume and cover letter. For example:

A socially outgoing receptionist . . .  
 An energetic, self-reliant . . .  
 A practical-minded operations manager who . . .

- During the interview, describe ways in which your personal characteristics (*features*) have or could contribute to your job success (*benefit*) in the job for which you are interviewing. For example:

"I am a very outgoing person that can make friends with almost anybody. I have an active social life and am an active member of several social organizations. In my last sales job, I was able to generate new business and close several big sales from contacts I made networking at the Rotary and the City Sports Association.

**Job Search Behavior Worksheet**

An effective and successful job search involves the same level of effort and persistence as any other "job." Some aspects of the search are likely to appeal to your strengths more than others. (*For example, some people enjoy writing and have little difficulty completing resumes and cover letters.*) Conversely, you may overlook or downplay important aspects if you feel less comfortable with or capable of some activities. (*For example, some people are shy or non-assertive by nature and are reluctant to network or "cold call" job leads.*) Review your ASSESS results and the Job Search And Job Fit Suggestions to identify those areas where you might be well prepared, and those where you may need to put forth extra effort or seek assistance.

The job search process includes at least ten important types of activities, the successful completion of which will affect how long your job search will require and how many high-quality job offers, ultimately, you will receive. If you are like most people, some of the activities will come easy for you, but others will be more difficult. Use the **Job Search Behavior Worksheet** (*printed separately*) to consider how your personality may help or hinder you in each major activity listed below. For those activities where you anticipate a hindrance, identify a strategy to help you overcome this particular problem.

- *Research* - Doing the homework about job and career possibilities.
- *Preparing Marketing Materials* - Creating a short but informative and appealing resume, or perhaps several resumes designed for different audiences, and a cover letter that can be

personalized to each recipient.

- *Organization and Tracking* - Developing and maintaining a scheme for tracking job prospects, contact history, etc.
- *Follow through* - Persistence, self-discipline and determination to work the job search process despite personal distractions, occasional setbacks and motivational lulls.
- *Networking* - Contacting and maintaining connection with friends, acquaintances, and acquaintances of acquaintances to generate job leads.
- *Interviewing* - Planning for, practicing and executing good job interviews.
- *Maintaining Motivation* - Setting goals, managing your time, rewarding yourself for making progress and achieving intermediate goals. (*For example, completing a good resume or scheduling two job interviews.*)
- *Handling Rejection* - Finding a new job is much like selling an expensive, highly specialized product. The need (job opening) must exist, the product (your skills, experience, education, personality, etc.) must fit the need (job requirements) well, the price (salary) must be right. A good salesperson will tell you that this type of sale is a "numbers game." In the best of circumstances, it will take ten or twenty or more rejections to complete a sale. Managing your emotional response to rejection will help you to "work the numbers" until the right opportunities surface.
- *Evaluating Options* - Carefully considering the fit between the requirements and work culture of your job options against your personal strengths and weaknesses
- *Negotiating an Offer* - Managing your personality to successfully and gracefully negotiate a final offer agreement.

### Job Choice Worksheet

At the end of a successful job search, you will reach a point where you must decide between several job opportunities. In making this decision, you will want to consider many issues including salary, responsibilities, potential for growth or advancement, geographic location, and the like. In addition to these type of issues, we also recommend you consider the fit between your personal characteristics and the specific work culture of each job opportunity. Use the **Job Choice Worksheet** (*printed separately*) to consider how the various aspects of your personality could be strengths (assets) or weaknesses (liabilities) in each job. Such a comparison may help you to perceive where you have the strongest "fit" -- the best possibility for personal satisfaction and job success. For each job offer, try to answer the following questions:

- What do I know about this job?
- How is success defined?
- What strengths would I bring to the position?
- What potential weaknesses would I bring?
- How can I compensate for the weaknesses?
- What is my probability of success in this job?
- How much do I want this Job?



## SUMMARY

CONGRATULATIONS!!! By reading, reviewing and working through your Career Manager Report, you should be well on your way to a better understanding of your strengths and potential weaknesses. You also should understand how these might influence the success of your job search, as well as your satisfaction and effectiveness in your next job. Further, this self-awareness will give you a competitive edge in marketing yourself and should help you in finding a job suited to your unique characteristics.

Remember, though, that the job search process typically takes some time and requires constant effort. To make the most of the work you have done thus far:

- Set definite daily, weekly and monthly goals.
- Periodically reassess yourself and your goals to ensure that you are on the right path and working within your time frame.
- Remember that changing jobs or careers is not easy. Talk to friends and relatives about your feelings and try to remain optimistic in your search.

Once you have successfully transitioned into your next job, get off to the right start by reviewing your results again. In this way you can identify the areas of strength you bring to your new position as well as recognize areas for improvement. Set goals for your on-going self development and work towards continued growth and improvement.

If you haven't already, you may want to request an *ASSESS Developmental Report*. The *ASSESS Developmental Report* will provide you with suggestions for your personal development and growth as well as a detailed guide for constructing a development plan.