



Professional Report

Congratulations! You've joined the more than 125,000 people in over 250 top business schools and leading corporations worldwide who have used CareerLeader® and CareerLeader.

This report contains everything CareerLeader has learned about you from your unique profile of interests, abilities, and motivations. Inside, you'll find information about:

- ▶ your **core interests**, and what they mean for your career success and happiness
- ▶ the kind of **organizational culture** you'll most likely enjoy and succeed in
- ▶ the rewards that tend to **motivate** you most
- ▶ your **strengths and weaknesses** (as you see them *and* as others see them)
- ▶ characteristics that may **limit your success**

Most important, you'll find the **careers** that are most likely to bring you success and satisfaction, along with suggested **actions to take** to work toward your career goals.

Of course each of us is a unique, complex individual, and CareerLeader doesn't pretend to provide the one "right" answer to how you should lead your life. No one can do that. But CareerLeader *is* a **powerful tool** that you can use now and in the future to guide and inform your career choices. Thanks for letting us help you with your career planning.

**Prepared for
Former Client
July 31, 2006**

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CareerLeader Professional Report | Appendix
YOUR COMPLETE ASSESSMENT RESULTS

Your Interests

The table below shows how interested you are in each of the eight core business activities (compared with the interest level of a large sample of business professionals). A score of 50 is exactly average compared to this group.

Personal High = interests that are significantly stronger than your other interests

| CORE ACTIVITY | SCORE | INTEREST | MORE DETAILS |
|--|-------|-----------|--|
| | | | Test Date: July 20, 2005 |
| Application of Technology | 40 | Low | Interested in learning about and using new technologies. Enjoy analyzing and designing (or redesigning) business processes such as production and operations systems. |
| Quantitative Analysis | 45 | Average | Prefer solving business issues by "running the numbers." Enjoy building computer models, doing financial and market research analysis. |
| Theory Development | 40 | Low | Interested in high-level abstract thinking about business issues, and the theory (as well as the practice) of business strategy. Enjoy doing in-depth research. |
| Creative Production | 44 | Low | Enjoy brainstorming novel ideas for products and services. Prefer early, creative stages of businesses and projects to later "maintenance" phase. |
| Counseling and Mentoring | 52 | Average | Enjoy helping develop employees and others to reach their fullest potential. Often prefer work with high social values, and organizations with a collaborative culture. |
| Managing People and Relationships Personal High | 55 | High | Interested working with and through others on a day-to-day basis to accomplish concrete business goals. Enjoy leading teams, and prefer line management to staff roles. |
| Enterprise Control Personal High | 58 | High | Interested in setting business strategy and having the power to ensure that the strategy is carried out. Ultimately want general management role. |
| Influence Through Language and Ideas Personal High | 57 | High | Enjoy persuading others, whether to buy a product or service or to support a proposal. Often enjoy making presentations, but may prefer writing or one-to-one negotiations. |
| Entrepreneurial Attributes | 68 | Very High | Have interests that differentiate entrepreneurs from other business professionals. Prefer unstructured work environments. May be interested in entrepreneurship as such at some point. |
| Your General Business Interest Index score is High. | | | |

Your Motivators (i.e. Work Reward Values)

The table below lists the rewards that may motivate you. Scores in the 10-12 range denote rewards that are very important to you; those from 7-9 are important (though less so); and scores in the 0-3 range denote rewards that are not very meaningful to you. Because this is a forced-choice assessment, you can have only one score of 12 (or 0), or two 11s (or 1s), and so forth.

Yes/No = Is the reward motivating to you (regardless of the numerical score)?

| MOTIVATOR | SCORE & RANGE | MORE DETAILS |
|--------------------------------------|---------------|---|
| | | Test Date: July 20, 2005 |
| Affiliation Yes | 9 High | The position offers a setting with enjoyable colleagues with whom I feel a sense of belonging. |
| Altruism Yes | 10 Very High | The position offers the satisfaction of regularly helping others with their individual or business concerns. |
| Autonomy Yes | 3 Low | The position offers considerable autonomy and independence. |
| Financial Gain Yes | 0 Low | The position provides opportunity for exceptional financial reward. |
| Intellectual Challenge Yes | 5 Mid-range | The position offers consistent intellectual challenge. |
| Lifestyle Yes | 4 Mid-range | The position allows ample time to pursue other important aspects of my lifestyle (family, leisure activities, etc.). |
| Managing People Yes | 2 Low | The position offers the opportunity to manage and direct other people. |
| Positioning Yes | 10 Very High | The position offers experience and access to people and opportunities that will position me well for my next career move. |
| Power and Influence Yes | 2 Low | The position offers the opportunity to exercise power and influence (to be an influential decision maker). |
| Prestige Yes | 8 High | The position is with an organization that is prestigious in its field. |
| Recognition Yes | 10 Very High | The position is in an environment where individual accomplishments are recognized and honored by peers and superiors. |
| Security Yes | 9 High | The position offers a great deal of security in terms of predictable salary, benefits, and future employment. |
| Variety Yes | 6 Mid-range | The position offers a great deal of variety in the nature of the work performed. |

Your Abilities

The table below reflects your assessment of your strength (and potential to be stronger), compared to that of your peers, in each of the abilities listed. Results range from Very High to Low (numeric range: 7 is highest, 1 lowest). The abilities are grouped into three categories: Problem Solving, Taking Initiative, and Interpersonal Effectiveness. As you examine the table, take into account your strength in each specific ability and your overall strength in each of the three categories.

| PROBLEM SOLVING | SCORE & RANGE | MORE DETAILS |
|-----------------------|---------------|---|
| | | Test Date: July 26, 2005 |
| Creative Thinking | 6 High | Able to think creatively, generating new ideas and approaches to situations. |
| Critical Thinking | 5 Medium | Able to think critically (define a problem and determine the information needed to solve it; understand unspoken assumptions; form and test hypotheses; and judge the validity of conclusions). |
| Quantitative Analysis | 5 Medium | Skillful using quantitative analysis to understand business issues. |
| Quick Thinking | 6 High | Picks up new ideas and processes new information quickly and easily. |
| Strategic Thinking | 6 High | A strategic thinker: able to grasp the big picture and think long-term. |

| TAKING INITIATIVE | SCORE & RANGE | MORE DETAILS |
|--------------------|---------------|--|
| Action-orientation | 6 High | Action-oriented: makes sure that decisions are implemented. |
| Flexibility | 5 Medium | Adapts easily to changing situations and is able to adopt new approaches when necessary. |
| Leveraging | 5 Medium | The capacity to leverage one's time well (e.g., set priorities and keep to them, and delegate when appropriate.) |
| Multiple Focus | 6 High | Able to juggle many projects and responsibilities at once. |
| Persistence | 7 Very High | Doesn't get discouraged and give up on things easily. |
| Political Skill | 7 Very High | Knows how to get things done within the political framework of an organization. |
| Power-orientation | 5 Medium | Comfortable asserting authority and using power. |

| INTERPERSONAL EFFECTIVENESS | SCORE & RANGE | MORE DETAILS |
|-----------------------------|---------------|---|
| Acceptance of Others | 6 High | Being comfortable and effective in relating to many different types of people. |
| Communication | 5 Medium | The ability to listen well and write and speak to individuals and groups in a clear and effective manner. |
| Confidence | 7 Very High | The ability to feel and project self-confidence and be persuasive even in uncertain and difficult situations. |
| Leading/ Managing | 5 Medium | The ability to lead, motivate, and directly manage other people effectively. |
| Openness to Criticism | 6 High | Accepts critical feedback without becoming defensive. |
| Psychological Awareness | 7 Very High | The quality of being good at understanding people and getting them to work well. |
| Sensitivity and Tact | 7 Very High | Sensitive and tactful: promotes an atmosphere of good feeling and mutual consideration. |
| Sociability | 3 Low | Socially venturesome and self-assured; forms new relationships easily and works to maintain them. |
| Teamwork | 7 Very High | A team player: cooperative, works well as part of a group. |
| Toughness | 6 High | Having the capacity to be tough, stand one's ground, and confront others effectively when necessary. |