



Career
Feedback
Report

Francesca Capochiani

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Introduction

Francesca, 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 do not seem to have a strong preference for working with others or for working independently. You are independent and self-assured enough to work effectively as an individual contributor and, yet, you have the interpersonal skills and openness to work effectively in team or group settings. Your preference for one or the other is likely to depend on the particular circumstances. 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 shown a mix of attributes relating to the consideration you show others at work. This consideration of others is an important aspect of your leadership effectiveness. You have shown that you are open to understanding others' perspectives and needs but you are not always willing to place the collective interests of others above your own. Also, you sometimes are willing to miss commitments you have made to others if you have to choose between those commitments and other responsibilities that are more important to you. 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. 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. Part of your balanced approach to work is that you do not feel the need to adhere to higher standards of work place behavior than you observe in others around you. Your style is to follow rules and guidelines and to look out for the interests of others to the same extent as others do. There might even be occasions where you bend or ignore the rules in order to accomplish some desired personal result if you see that same behavior among others. This perspective will serve you well in work environments where people are expected to make their own success. 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. While your style is to prefer some basic amount of structure and order to work, you are also comfortable working where there is less structure or established order and procedures. Similarly, you are willing to work in novel situations and on innovative tasks where there is some underlying infrastructure of support that provides some level of guidance and direction. 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 flexible work style. You enjoy working in jobs that are not highly structured but with enough to ensure that the direction and available resources are sufficient to be successful. At the same time, you are willing to work closely with others or independently as the work may require. You would likely not enjoy extreme work conditions where there is no structure or very rigid structure. Your personal rewards and satisfaction appear to come from a variety of sources including belonging to a supportive organization and performing work that is intrinsically interesting regardless of whether it is with others or not.

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 interest in "hands on" work with things and moderate interests in analytic work with data and in working with people. This diverse profile of at least moderate interests in all three of these types of work is not unusual, particularly because one of the interests is paramount. A moderate interest in working with people reflects the modest importance of interpersonal relationships in the work place. Similarly, you are mildly interested in the analytical and problem solving aspects of working with data. This more intellectual and abstract aspect of work is moderately appealing to you. More than people and data however, you express a strong interest in working with things such as machinery and tools. This interest reflects an enjoyment of work that is typically more "hands on" or manual and less analytical or interpersonal.

Your Personal Attributes

Team Orientation

Working in teams is not a strength of yours, although you are able to function effectively in group situations. You can be cooperative but you don't have a great desire to work with others. In some cases, rather than adapt to the ways others work, you will pursue your own direction. You would be effective in jobs that involve some teamwork but would prefer jobs where teamwork was only an occasional part of the job.

Consideration For Others

Like most people, you sometimes put your own interests ahead of co-workers. In other situations, you will put co-workers' interests ahead of your own. You certainly can be cooperative and frequently are, but you don't feel the need to cooperate in all cases. Also, there may be some situations, such as when you don't trust others around you, where you may do something different than what you said you would do. Overall, you can be counted on by others in most situations.

Independence

You are equally capable of working in team settings and individual-contributors settings. You don't have a strong preference for one over the other. At the same time, you don't have a strong desire to set your own direction and you are not strongly self-motivated to achieve results on your own. For this reason, you are better suited to a work environment where, in most cases, you would be working with others who set the direction.

Influencing Others

Your willingness to influence others is mixed. You have the core skills to influence effectively but the issue must be important enough to you that you are willing to be persistent and willing to adapt as needed. Some issues are important enough; others are not. To be effective in high influence positions such as sales or leadership, you would benefit from significant experience and, perhaps, training in influence methods.

Drive

You are motivated to achieve success to the same extent most people are. You certainly enjoy success and are often willing to make a considerable effort to achieve success. However, success or achievement at work is not always your main motivation. You can find satisfaction in other aspects of your work life whether these include working with others, the work itself, or the simply the income it provides. While your work motivations would be a good fit for many jobs, you would be best suited to jobs where there isn't a strong culture of winners and losers.

Preference for Structure

You are able to adapt to a variety of work environments ranging from the moderately structured and routine to the somewhat dynamic and unpredictable. You don't have a strong preference one way or the other. There isn't a strong need for high structure nor is there a strong interest in a highly dynamic environment. Given this style, it is likely that your performance would be strongest in a work environment that is in between the extremes of highly dynamic and unpredictable versus highly structured and conventional.

Risk Tolerance

You are not really a risk-taker but, at the same time, you are willing to take risks when the possible failure is not

too great. You use your previous experience with past failures and successes to guide your current decisions. You generally would not take risks just for the excitement of it. You take risks only when the possible payoff is worth it. This moderate approach to risk taking is well suited to many jobs although you would not be comfortable in high-risk, high-reward jobs.

Interest in People

Your interest in working with people is a mixture of some positive and some negative feelings. You have enough interest to handle routine interpersonal interactions at work and to be effective in most team or group settings. However, your interest may not be strong enough to be a good fit in work environments that involve demanding interpersonal relationships.

Interest in Data

You have a balanced view of working with data. Some types of data are interesting to you; other types are not. So, it is not data itself that intrigues you but the answers that can be obtained from careful analyses and evaluations of data. You are interested in data that address questions important to you but that interest does not carry over to data that is relevant only to unimportant questions.

Interest in Things

Your interest in working with things is broad and comprehensive. You have a great curiosity about how things work, what you can accomplish with them, and how you can learn about them. This interest holds for a very wide range of things. You take great pleasure in building things or operating equipment or machinery.

Organization

You don't have a high need for detailed plans and careful timelines. While you recognize the value of these and will occasionally develop such plans, you are also willing to work in a less structured environment. In most cases, you will let the particular circumstances determine whether you should develop detailed plans or not. Overall, however, you are not usually inclined to develop highly detailed plans. For that reason, you would be better suited to a work environment that does not place high importance on being detail oriented.

Innovativeness

You are capable of being effective in a variety of work environments including dynamic stimulating ones as well as more established and routine. Your preference, however, is likely to be for a moderately steady work environment that does not constantly require high energy and creativity. You are well suited to work that requires steady performance most of the time. However, you do enjoy the occasional stimulation of situations requiring creative solutions.

Learning and Problem Solving

While you are capable of solving unique problems, your real interest is not in using information to analyze and develop new solutions. Rather, you prefer to use information to inform work decisions as opposed to developing breakthrough solutions. In general, you would rather not have to adapt to new situations unless there were major changes in the circumstances.

Reliability and Consistency

You perform at a level of consistency that is typical of most people. In many situations you are able to sustain reliable, steady performance despite the usual obstacles people face at work. In other situations, problems can interfere with your performance especially if they are the types of problems that discourage you.

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

You have a great deal of self-insight. You know yourself well and are comfortable with yourself. For that reason, one of your distinctive strengths is that you accept accountability for your own actions. You do not try to "explain" or excuse your own behavior, especially when it has created a problem. You are aware of your own strengths and weaknesses so you know the limits of your abilities. This strength is very likely to lead to continual growth in your own work effectiveness. This is a strength that is valued in virtually all jobs and situations.

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

You are comfortable in some leadership roles but don't seek them out typically. You are not a strongly assertive person and usually don't try to dominate the group. While you don't have strong leadership aspirations, you can be an effective leader in many situations.