

# Confidential Assessment For

**Adam Saucedo**

Assistant Restaurant Manager Candidate for PeopleAnswers Demo Account

**PeopleAnswers®**

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# Dashboard Overview

## Overall Rating



Recommended

88

## Core Competencies



Intellect



Drive and Motivation



Work Style



Interpersonal Style



Leadership /  
Management Style



Culture Fit

## Job Components

### Core Characteristics



Energy



Discipline



Emotional Consistency



Verbal Reasoning



Numerical Reasoning

### Added Competencies



Management Potential



Customer Service



Team Player



Influence Others

### Career Path



Restaurant Manager<sup>1</sup>



District Manager

## Assets and Liabilities

### Assets

Exhibits high energy and stamina

Controlled but adaptable

Bounces back from frustration quickly

Grasps verbal information well

Understands numeric data well

### Liabilities

Too concerned with being liked

Is not assertive enough

Overly objective

Spends little time on specifics

May not press for accountability

Legend

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Recommended



Recommended with Qualifications



Recommended with Reservations



Not Recommended



Good Match



Partial Match

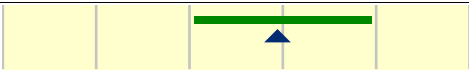


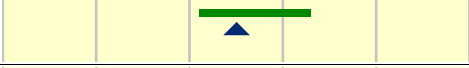
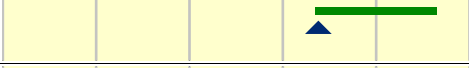
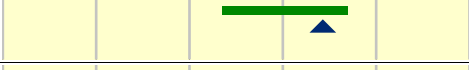

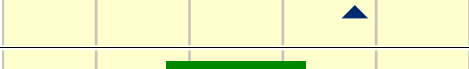
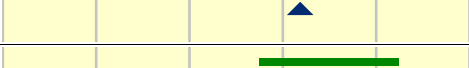
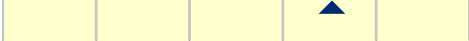


Bad Match



# Overall ScoreCard

								<b>Weight</b>
<b>Intellect (17%)</b>	Analytical	-		▲	—————		+	1.7%
	Mental Flexibility	-			—————▲		+	3.9%
	Numerical Reasoning	-			—————▲		+	3.9%
	Realistic Thinking	-			—————▲		+	1.7%
	Reflective	-		▲	—————		+	1.7%
	Verbal Reasoning	-			—————▲		+	3.9%
<b>Drive and Motivation (13%)</b>	Ambition	-			—————▲	—————	+	1.7%
	Discipline	-			—————▲		+	3.9%
	Energy	-				—————▲	+	7.8%
<b>Work Style (10%)</b>	Acceptance of Authority	-				—————▲	+	1.7%
	Attention to Details	-			—————▲		+	1.7%
	Conscientiousness	-			—————▲		+	1.7%
	Flexibility	-			—————▲		+	1.7%
	Organizational Skills	-		▲	—————		+	1.7%
	Self-Reliance	-			—————▲		+	1.7%
<b>Interpersonal Style (21%)</b>	Cooperativeness	-			—————	—————▲	+	3.8%
	Emotional Consistency	-			—————	—————▲	+	3.9%
	Need for Recognition	-	▲		—————		+	1.7%
	Objectivity	-			—————	—————▲	+	2.7%
	Optimism	-			—————	—————▲	+	1.7%
	Practical	-			—————	—————▲	+	1.7%
	Risk Taker	-			—————	—————▲	+	1.7%
	Sociability	-			—————	—————▲	+	1.9%

	Team Orientation	-				+	1.7%
<b>Leadership / Management Style (11%)</b>	Assertiveness	-				+	2.7%
	Confidence	-				+	1.7%
	Insight into Others	-				+	1.7%
	Leadership Impact	-				+	1.7%
	People Orientation	-				+	1.7%
	Tough-Mindedness	-				+	1.7%
	<b>Culture Fit (10%)</b>	Business Attitude	-				+
Change Orientation		-				+	1.3%
Competitive Fierceness		-				+	1.3%
Job Atmosphere		-				+	1.3%
Organizational Structure		-				+	1.3%
Pace		-				+	1.3%
Social Contact		-				+	1.3%
Stress Tolerance		-				+	1.3%

## Executive Summary Narrative

Overall, Adam is "Recommended" for the position of Assistant Restaurant Manager at PeopleAnswers Demo Account. This recommendation is derived from the detail comparison of his behavioral characteristics with those of the Ideal Profile and the following resulting evaluations of his behavioral competencies:

- Intellect -- Solid Match
- Drive and Motivation -- Solid Match
- Work Style -- Solid Match
- Interpersonal Style -- Fair Match
- Leadership / Management Style -- Fair Match
- Culture Fit -- Fair Match

### Strengths

Adam has specific characteristics that match those required for the position. Adam has a naturally high energy level. He can spend the majority of his time working quickly in situations that require high levels of energy and stamina. Adam displays a moderate level of discipline. He is capable of working on projects that require more concentration and intensity as well as less intense projects that require quick responses without heavy concentration. Adam is composed and even-tempered. Adam can spend the majority of his time in situations that are highly nerve-racking or pressured. All these characteristics are in line with the position's requirements.

### Weaknesses

Adam also has specific characteristics that may have a negative impact on his performance in this position. Adam has a strong need to assist and encourage others the majority of the time. Since this role provides only some opportunity for Adam to help others in their work, it may be a source of frustration for Adam. Adam is moderately bold but not as aggressive as those that have proven successful in this role. Therefore, his lack of assertiveness potentially could create some difficulty for him. In this role, Adam will be expected to assert his influence and hold others responsible the majority of time. Adam is very objective and approaches situations with a high degree of logic and reasoning. His objectivity may cause difficulty because this role requires a fair amount of sensitivity to the concerns of others as well as taking a subjective view at times.

### Notable Characteristics

Adam exhibits additional characteristics worth noting. He sees most issues as "black and white." He is very rational, rarely gets his feelings hurt, and is often seen as detached. Adam is not motivated by external recognition or praise for his activities. In addition, he reassures, encourages, and shows concern for others in order to be liked. These are the characteristics about Adam that stand out and are worth noting.

### Conclusion

In conclusion, Adam is "Recommended" for this position. Adam's behavioral characteristics closely follow those in the Ideal Profile, indicating that he will perform well based on this ideal.

This recommendation should be considered as one aspect of the complete hiring equation. Use the information above as a guideline when evaluating Adam for this position. Additionally, you should carefully take into consideration Adam's experience (interview, resume), your interview assessment (see Interview Questions tab), references, and background checks when compiling your total assessment of Adam.

# Attributes

## **Motivated By:**

- Information presented in a logical and rational manner
- Opportunities to be reassuring and encouraging to others
- Projects that require speed
- Pre-established rules, regulations, and guidelines
- Successfully handling emotional situations
- The opportunity to demonstrate abilities
- Ability to exercise self-sufficiency
- Positive situations
- Being asked to support others
- Opportunities to lead and influence others

## **Wants an Environment Which Provides:**

- A high rate of change
- A fast pace
- A clear structure
- Challenging timelines and projects
- Frequent social activity

## **Tends To Avoid:**

- Approval or positive attention from others
- The opportunity to approach problems in a systematic and methodical manner
- Opportunities to apply organizational skills

## **Management May Increase His Effectiveness By:**

- Involving in cooperative team projects
- Consistently asking for comments and feedback
- Providing ability to express opinions
- Developing analytical reasoning skills
- Encouraging more demanding attitudes as appropriate
- Developing motivation and desire for success
- Offering public recognitions and rewards sparingly

## **May Become Demotivated By:**

- Information presented in an illogical format
- Having to be the "bad guy"
- Projects that are methodical and slow
- Situations without strong authority figures
- Situations that involve highly emotional people
- Lack of opportunity to showcase talents
- Projects or tasks that prohibit self-sufficiency
- People and situations that are unrelentingly negative
- Assignments with no people interaction
- Lack of opportunity to exert influence on others

## **Reacts to Pressure By:**

- Be too uncompromising and detached from others
- Not adjust his performance for outside rewards



- Have difficulty dealing with others' negative emotions
- Be impatient with others who do not maintain his speed
- Miss the specifics needed to properly plan and execute a task
- Follows rules even when not appropriate
- Disregard others' feelings
- Overlook his own shortcomings
- Have difficulty delegating to others
- Have an unreasonably positive view of the situation

# Interview Questions

## Must-Ask: #1

### Important Issue:

Adam spends a lot of time showing concern for and reassuring his colleagues. However, notable success in this role is associated with a balance between cooperation and competitiveness.

### Questions To Ask Candidate and Insights:

"If given the choice, would you work on your own or as part of a team? What is most appealing about your choice?"

- Adam may be incapable of looking past the needs of others in the name of competition.  
"How important is cooperating with and encouraging team members? Tell me how you demonstrate cooperation toward your coworkers. Do you find it fulfilling to encourage others?"
- Adam may have difficulty working with people who show anger and dislike toward him.  
"Discuss a time when you worked with someone who you felt did not like you. How were you able to deal with that person? Were you able to work effectively?"
- Adam may avoid situations that require him to frequently deliver bad news to teammates.  
"Have you ever had to be "the bad guy" and deliver bad news? What was your strategy? How did you get through it?"

### During the Interview:

- Gauge Adam's need to be liked by his peers.
- Gauge Adam's ability to deal with someone who shows anger toward him.

### When Doing Reference Checks:

- "Does Adam have the ability to deliver bad news?"
- "Did Adam overemphasize the need to be liked? Did this tendency ever influence his job performance?"

## Must-Ask: #2

### Important Issue:

Adam prefers to approach problems at a global level. However, at times, this role requires a strong desire to break problems down into specific parts and work toward a solution in a step-by-step fashion.

### Questions To Ask Candidate and Insights:

"How do you approach a problem? Do you enjoy breaking down a problem into its smallest components or looking at the overall picture?"

- Adam's profile indicates that he may not be comfortable with careful analysis of facts and data. He prefers a broader perspective and may lack the skills to perform an in-depth analysis.

"Do you find breaking down a problem into its smallest parts tedious? Have you ever overlooked key elements of a problem? Explain."

- Adam prefers a broader approach to problem solving. He may not appreciate those who enjoy examining the specifics of an issue.

"Describe a complex problem that you had to solve and how you went about it. What did you find to be most challenging?"

- By nature, Adam is not a systematic thinker. He may arrive at a solution before considering all angles of the issue.

"If you could choose someone to work with to solve a complex problem, what kind of person would that be? What characteristics would compliment your own work style?"

### During the Interview:

- Gauge Adam's problem solving style. Does he make decisions quickly without looking at all the facts? Does he speak in general terms or does he give specific examples of how he solves a problem?
- Verify Adam's tolerance for analytical-oriented coworkers. Does he see their value or is he convinced that they slow down the problem solving process?

### When Doing Reference Checks:

- "Please explain Adam's approach to problem solving. What part of his problem solving technique was helpful to the process? What part was a hindrance?"
- "Did Adam often miss steps and have to back track to complete assignments? How did he interact with coworkers who were more meticulous than he was? Did he see them as a valuable part of the team or did he perceive that they slowed down the problem solving process?"

## Must-Ask: #3

### Important Issue:

Adam can periodically drive a process and ensure goals are met but there are times when he will choose a permissive approach. On the contrary, success in this role requires a consistently demanding approach and maintaining strict accountability at all times.

### Questions To Ask Candidate:

"How do you deliver reprimands? Do you hold people strictly to the rules or are you fairly lenient?"

- "How would you handle a situation whereby a subordinate failed to complete an assignment? How comfortable would you be confronting your subordinate?"
- "How do you feel about reprimanding a subordinate? What do you find most challenging?"
- "If two subordinates are in conflict with one another, how would you intervene? Are you comfortable with that?"

### During the Interview:

- Gauge Adam's feelings about confrontation and his ability to address it.
- Observe Adam's reaction to conflict.

### When Doing Reference Checks:

- "How well did Adam deal with conflict?"
- "In your opinion, was Adam too lenient with his subordinates?"

## Must-Ask: #4

### Important Issue:

Adam is internally motivated and he may be unresponsive to external recognition. However, at times, achievement in this role requires accepting external rewards.

### Questions To Ask Candidate and Insights:

"How important is it to be recognized for a job well done? What are the advantages and disadvantages of recognition."

- Adam may shun praise for accomplishments.

"If you were given the choice to receive praise publicly or privately, which would you choose? Why? What are the advantages and disadvantages of your preference?"

- Adam may not need external rewards.

"If you had the option of receiving a tangible or intangible reward, which would you prefer? Why?"

- Adam may feel very uncomfortable when put in the spotlight.

"How comfortable would you be if you were touted as a role model for other employees? What types of adjustments would you have to make?"

### During the Interview:

- Gauge Adam's attitude about praise and recognition.
- Gauge Adam's interest in external rewards.

### When Doing Reference Checks:

- "Did Adam shun praise and appreciation or did he actively seek it?"
- "How did Adam handle admiration and compliments? Was his reaction the same whether in front of peers and behind closed doors?"



Intellect

## Intellect Details

### Management Suggestions for Intellect

The following paragraphs detail management suggestions for guiding Adam through the issues raised in the Impact at Work narrative for the Intellect competency.

Adam is moderately comfortable dealing with verbal information but extremely proficient with numerical data. He will achieve a baseline understanding from information provided verbally, but it is important to also provide him with any available written data to enhance his comprehension. Adam is very good with calculating and analyzing numbers, so he is a natural choice for numerical tasks that drive critical decision-making. Be cautious not to give Adam too much verbal information as some may be lost. His high ability to deal with numeric facts and figures may cause him to discount the "softer" information. When solving complex problems or issues, he should be balanced with someone who has a strong grasp of the non-numeric data.

Adam approaches problems in a global fashion, and he makes use of both available facts and intuition when solving problems. Typically, Adam does not deeply engage in the analytics of a complex issue that may arise during a project, so it is beneficial to pair him with a more analytical or systematic thinker. Adam will take advantage of both concrete and intuitive information, so be sure to provide him the full breadth of available information. Because of Adam's global thought process, be sure he does not under analyze certain specifics needed to plan and execute a resolution. Also, because of Adam's balanced approach between intuition and involving facts in problem solving he may struggle with results based on total reliance of either concrete facts or total intuition. Therefore, work with him to uncover and become comfortable with deficiencies in either area.

Adam possesses a great ability to address mental challenges. He synthesizes and adapts very quickly. Adam is capable of performing mental tasks of varying types and complexity, so you should look to him for input on a broad variety of cognitive processes. Adam mentally adapts so rapidly to situations that he may unwittingly leave others far behind. You should coach him on how to take advantage of his abilities without alienating other team members.

Adam is able to strike a balance between devoting concentrated thinking to a problem and moving toward resolution. Throughout the problem solving process, Adam will make critical choices about digging deeper and moving forward with existing information. Be sure that you provide him a sounding board for his thinking process. Remember that the level of Adam's interest in the problem may affect the quality of his judgments throughout the process.



Drive and  
Motivation

## Drive and Motivation Details

### Management Suggestions for Drive and Motivation

The following paragraphs detail management suggestions for guiding Adam through the issues raised in the Impact at Work narrative for the Drive and Motivation competency.

Adam has a high level of stamina and a moderate need to climb the "ladder of success." He is active and works at high speeds so it may be most beneficial to all him to work with others who prefer a fast tempo. When necessary, he is willing to champion himself socially but is also comfortable playing a background role so his assignments within the organization should be at varying levels of leadership. His moderate need to lead may be best utilized by formally placing in leadership roles rather than expecting him to evolve as a natural group leader. His quick tempo may lead to hyperactivity and he may quickly become impatient with others who do not maintain the speed, so use his extra energy to gather information and do research that feeds the group's process.

Adam shows an average amount of responsibility in his work and will naturally provide a moderate level of structure for himself. Adam is fairly disciplined in his approach to tasks but also responds well when outside motivations and checkpoints are built into his project plans. When Adam invests deeply in a project, his focus may become acute. This intensity may stem from barriers placed by others that inhibit the completion of his project. In this situation, he will benefit from a moderate level of supervision and possible intervention.



Work Style

## Work Style Details

### Management Suggestions for Work Style

The following paragraphs detail management suggestions for guiding Adam through the issues raised in the Impact at Work narrative for the Work Style competency.

Adam is moderately open to alterations in projects and tasks but prefers to stay within the established work rules and guidelines. Adam will weigh the benefits and challenges of each proposed alteration so be sure that you provide him ample information for making these decisions. Be prepared to talk with him about reasons for a proposed alteration. His acceptance of the established operating procedures may make him too dependent on rules and regulations. You should help him identify situations where the benefits of project completion outweigh his need to follow the rules. Adam will take a position on the adjustment relative to his judgment if it has value, so check in with him on important implementations so you may provide information as needed. Be prepared to point out situations where he should step outside of preset operating procedures for the benefit of the project.

Adam is capable of good organization and not overly stressed by chaos. He takes a balanced approach to working with details. Adam may approach a task with varying levels of organizational structure, so assist him in identifying the appropriate level of organization for the specific project. His ability to take a balanced approach to details makes him good at both the specific and conceptual tasks of a project; ensure that he is not overburdened with a single type. Adam is a point of balance on a team because of his moderate approach toward organization; this will allow him to bridge together those with high and low organizational skills. Be prepared to assist him where necessary in judging the best approach to detailed tasks.

Adam's conscientiousness may vary according to his perspective of the project or assignment. He is very self-sufficient by nature. Adam will be attuned to project parameters but not overly committed to them so you should work with him to identify those that are most critical to project outcomes. Adam's ability and desire for self-sufficiency should be encouraged by ensuring that he has opportunity to exercise this ability. Be sure to monitor his commitment to a project as this may affect his level of conscientiousness. Adam may also have difficulty entrusting others with his responsibilities and would benefit from outside development of these skills.





Interpersonal Style

## Interpersonal Style Details

### Management Suggestions for Interpersonal Style

The following paragraphs detail management suggestions for guiding Adam through the issues raised in the Impact at Work narrative for the Interpersonal Style competency.

Adam is even-tempered and approaches situations with a positive outlook. His consistency of mood can cause him to ignore or disregard the importance of others' feelings. You should observe his interactions with other employees and coach him on feelings-based exchanges. He will focus on the good in situations but his perspective should be balanced with the opinions of others who are more conservative in their outlook. Adam will be productive in positions that require an "evenness" of mood but may appear unfeeling toward others. He will also experience negative outcomes from bad decisions made with an overly optimistic evaluation of a situation and will benefit from your feedback.

Adam is warm, positive, friendly and has an ability to get along well with others. He has a deep desire to be liked and enjoys reassuring and encouraging others, so give him a lot of positive feedback and expect him to expend time and effort supporting others on his team. Adam may be moderately influenced by other team members but is also capable of taking an independent stand. He provides a good balance for a team and works well in these conditions. When Adam is working with a team, he may have difficulty understanding why anyone would become angry or upset with him, so you should help him to begin viewing conflict as a natural and productive part of teamwork.

Adam approaches situations very rationally and logically, and he is reasonably adjusted to his external environment. Hurt feelings are extremely rare for Adam, so it is appropriate to provide him with feedback in a very direct and clear-cut way. Adam seeks the input of others but is naturally realistic in his own expectations, so he will benefit more from your guidance and openness to discussion than from heavy-handed supervision. When working with a team, Adam may be seen as unyielding in his opinions so you should assist him in carefully presenting his thoughts and considering others' input. Adam is likely to be attuned to people in his external environment, so he should be considered a good candidate for both grounding and bonding a team effort.

Adam has a low need for external recognition and a medium level of security. Adam will judge his efforts on factors other than whether he is rewarded or recognized. It is important to identify with Adam what motivates him so that it may be used as a supervisory tool. Adam is open to risks that he considers reasonable and that he believes will benefit him or the team. If you present the risk to him in an acceptable manner, you will be able to gain his buy-in. While Adam does not have a high need for recognition, he likely does have a need for other types of rewards and his work will be negatively affected if these are not forthcoming.

Adam's need to interact with others is moderate. Adam may become burned out with too much or too little interaction. Openly discuss his desire for people contact in different tasks and projects. Variation will be important to Adam so you should vary his opportunities for interaction. Adam will likely give cues as to his desired level of contact with people in any given situation. Giving him choices will allow him to adjust his activities in a way that suits him and makes best use of his social skills at any given time.



Leadership /  
Management Style

## Leadership / Management Style Details

### Management Suggestions for Leadership / Management Style

The following paragraphs detail management suggestions for guiding Adam through the issues raised in the Impact at Work narrative for the Leadership / Management Style competency.

Adam is comfortable speaking up in groups and holds subordinates accountable, but he applies discipline only when the situation calls for it. Adam is willing to take charge, but he will not assume that responsibility in a pushy manner. You may need to encourage him to press for expected results. Adam will use discipline for subordinates who consistently fail in accountability issues but also uses other tools for ensuring their success. You can help by supporting his moderate style and assisting him with identifying additional ways to motivate employees without discipline. Adam may need assistance in determining situations where he should push for a leadership role and situations where he should follow good leadership. He will have moderately good conflict management skills that will provide a foundation for helping you coach him in communicating with subordinates of all types.

Adam is outgoing, decisive and easily accepts others. Adam has a need to be the group leader and wants to be the center of influence so he will have an impact in a group setting. In group situations, Adam may engage in a "battle for visibility" so you should monitor and seek to develop his appreciation of and skills as a follower. Adam will typically be very open to others' views, which may make him easily fooled when others are dishonest. It is important that you provide a genuine perspective on his interactions as needed.

Adam is moderately sensitive to others and their environments. He is relatively attuned to the motivations and behaviors of others, and his abilities could be enhanced through training and coaching. He may be somewhat challenged in planning for and evaluating others' performance, but he possesses the basic sensitivity needed for improving these skills.

Adam is extremely self-assured and confident. Because he presents himself very well in groups, he will likely be a good choice for being a team or divisional representative at meetings or other corporate gatherings. Because of Adam's strong ego, he may overlook his own mistakes and shortcomings and at times may come across as a bit arrogant. You should provide him with continuous and direct feedback on areas of improvement and provide a written growth plan, if necessary.



## Culture Fit Details

### Management Suggestions for Culture Fit

The following paragraphs detail management suggestions for guiding Adam through the issues raised in the Impact at Work narrative for the Culture Fit competency.

Adam prefers a fairly casual environment and is highly tolerant of job-related pressure and stress. Adam will approach his daily work with relative seriousness but his playfulness and humor will likely provide him an outlet at project "down times"; you should adjust your approach to him appropriately. Since Adam works well under excessive stress, he is a natural choice for situations where timelines or project requirements are extreme. While his stress tolerance is high, you should be careful to monitor him for burnout as the symptoms are likely to be more subtle than in the average employee. Some teammates may be thrown by his ability to shift quickly between serious intent and playful behavior, so it may be helpful to assign him to teams where at least some members have previous experience working with him.

Adam has a strong preference for structure in his larger working environment but thrives on organizational adjustments such as mergers, restructuring, and switching positions. He is very comfortable knowing a clear chain of command so be sure you communicate this information to him. Because Adam adapts very easily to changes in his position or company, he may serve as a good role model for other employees who are struggling in this area. Be attuned to the fact that Adam may experience discomfort if he is unable to clearly understand the organization's lines of authority. Be prepared to help him develop the structure he needs where little or none exists. In the event that his job becomes somewhat settled, he may show signs of boredom and need activities or projects that meet his needs for alterations in his routine.

Adam is open to new ideas and strategies and will compete when he believes it necessary to achieve his goals. Adam likes to strike a balance between the tradition of the organization and innovative ideas and strategies. If sacrificing one over the other, be sure you are able to communicate to Adam a clear rationale. Adam will pick and choose his battles so you may want to lend your assistance with these decisions. While committed to expanding the organization, Adam will not easily support ideas that disregard the standard strategies of the organization. Adam may be beyond his capabilities with extremely competitive people, and will need your support and advice on establishing and maintaining his position.

Adam works well under conditions of great urgency. He prefers that a majority of his work move very quickly so he does well when assigned to projects or tasks that do not interject barriers that may limit his desired pace. Because Adam likes a fast-paced environment and is willing to make decisions very quickly, you should monitor his decision making for the appropriate consideration; intervene or stop the process when the issue or decision needs to be re-evaluated.

Adam enjoys socializing with his co-workers but does not want to become overly involved with them. Adam likes social activities for specific events such as holiday parties or going away parties and may be interested in being involved in organizing these occasional get-togethers. Be cautious of overburdening Adam with social responsibilities as he may burn out quickly.