



PATRICK ROPELLA

27 December 2009

This report prepared for
PATRICK ROPELLA

Date printed
27 December 2009





WELCOME TO THE BIRKMAN PREVIEW

The Birkman Preview report provides an introductory overview of much of the career and relationship data generated by your responses to The Birkman Method[®] questionnaire.

The Birkman Method[®] was created from exhaustive empirical research in the workplace. Over 2.5 million people have taken the assessment since its development in the 1950s. Over the years, it has been repeatedly validated and has shown to have been reliable and consistent with contemporary psychological theory.

Many assessments describe socialized, visible behavior. The Birkman Method[®] reaches further to analyze and report what drives and motivates behavior. We call these "Needs". the expectations one has about relationships and situations in a social context. These Needs motivate personal actions and behaviors. When Needs are met, they drive behavior in positive and productive directions. Unmet needs can create potentially negative and less than productive behavior (Stress).

The Birkman Method[®] recognizes the intrinsic value of all styles of behavior and the importance of contrasting perspectives. As with all Birkman reporting, the Preview report offers a non-judgmental approach to individual differences. It is designed to be both descriptive and prescriptive.

The Birkman Preview discusses the occupational and organizational perspectives that will shape teams, career and job role fit.

Birkman International, Inc. has a high commitment to respecting your privacy. Your data will be maintained in our secure database and shall remain accessible only to authorized parties for future reference.

While the Preview provides a great deal of information to help you understand as much as possible about yourself, it's important to know that the depth and variety of applications provided by The Birkman Method[®] cannot be covered in this preliminary overview. Most people benefit from the expertise of Birkman-certified consultants in "reaching further" into the wealth of information that can be derived from your responses to The Birkman Method[®] questionnaire.

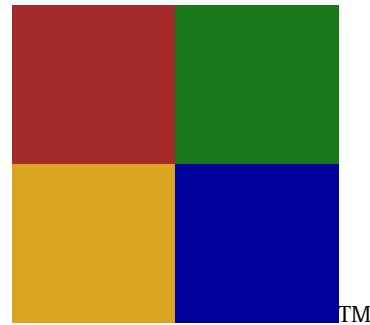


YOUR LIFE STYLE GRID[®] REPORT

DISCOVER YOUR TRUE COLORS

Birkman's Life Style Grid uses four color codes and four important symbols to reveal:

- ✱ Your interests and the kinds of activities you usually prefer (your Asterisk)
- ◇ Your usual style - how you behave in normal conditions, your most effective style (your Diamond)
- Your needs - the support or motivation you need from others or from your environment to be effective (your Circle)
- How you react under stress. How your usual style changes when your needs aren't met (your Square)



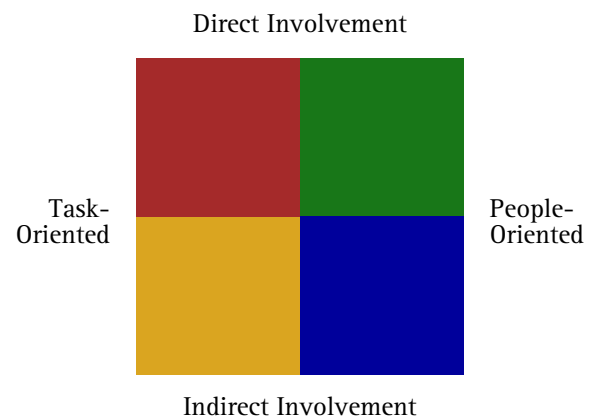
PAY ATTENTION TO HOW CLOSE YOUR SYMBOLS ARE TO THE LINES DIVIDING THE COLOR QUADRANTS. For example, when your Asterisk is close to the line, you may have interests from colors on either side of the line. When your Circle is close to the line, you may share needs with both colors, and so on. The closer your symbols are to the center of the Grid, the more likely you are to be influenced by the characteristics of the other quadrants.



YOUR LIFE STYLE GRID[®] REPORT VISUALIZE YOUR OVERALL BEHAVIOR

The Life Style Grid is a visual, graphic representation of your results, based on a model of how people behave in general. The Life Style Grid Report can help you:

- CLARIFY YOUR COMMUNICATION STYLE:**
Are you a Direct Communicator, represented by the top two quadrants of the Grid, or an Indirect Communicator, represented by the bottom two quadrants?
- REVEAL YOUR FOCUS:**
Are you Task-Oriented, represented by the left two quadrants, or People-Oriented, represented by the right two quadrants?
- DISCOVER HOW YOUR UNIQUE STRENGTHS MOVE YOU TOWARD A DISTINCT PERSONAL STYLE:**
Are you a Planner (Blue quadrant), Communicator (Green quadrant), Expediter (Red quadrant), or Administrator (Yellow quadrant)?





YOUR LIFE STYLE GRID[®] REPORT

EXPLANATION OF THE ASTERISK SYMBOL (YOUR INTERESTS)

The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the YELLOW quadrant, but it is fairly close to the blue quadrant too. You probably like detailed activities, but you like to combine these with tasks involving theorizing, planning or creating new ways of doing things.

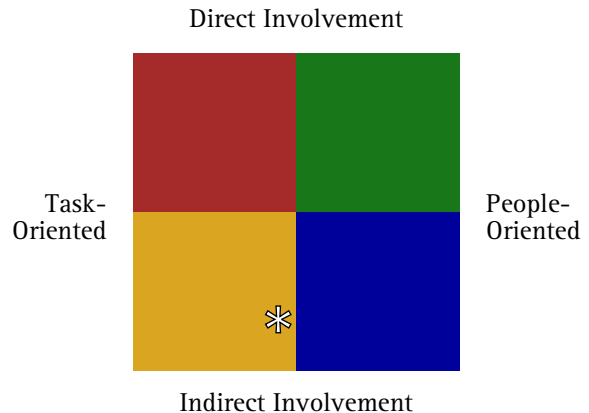


Typical YELLOW activities include:

- scheduling
- doing detailed work
- keeping close contact
- working with numbers
- working with systems

Your YELLOW Asterisk shows that you like to:

- keep close control
- influence tasks indirectly
- draw up rules or procedures while considering the future
- combine doing detailed work with creating new approaches
- measure, monitor, record





YOUR LIFE STYLE GRID[®] REPORT

EXPLANATION OF THE DIAMOND SYMBOL (YOUR USUAL STYLE)

The productive way you set about your tasks is described by the Diamond. Your Diamond is in the RED quadrant. When you are working effectively, you are generally practical and objective.

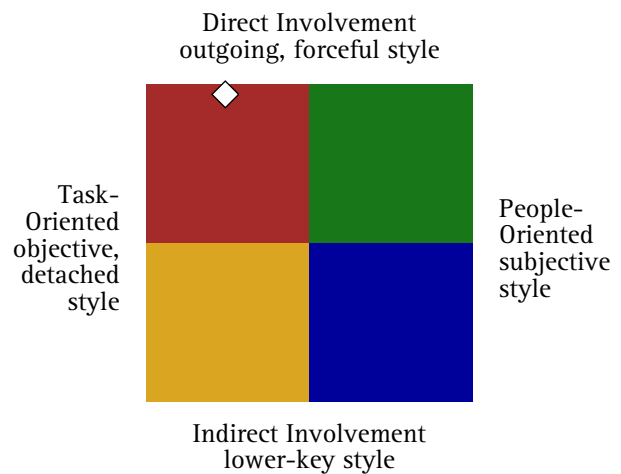


Typical RED styles include being:

- friendly
- decisive and energetic
- frank
- logical

Your RED Diamond shows that you are usually:

- friendly
- direct and open with people
- logical and objective
- energetic
- decisive





YOUR LIFE STYLE GRID[®] REPORT

EXPLANATION OF THE CIRCLE SYMBOL (YOUR NEEDS)

The support you need to develop your Usual Style is described by the Circle. Your Circle is in the RED quadrant. To be most effective, you respond best to people who are objective and decisive.

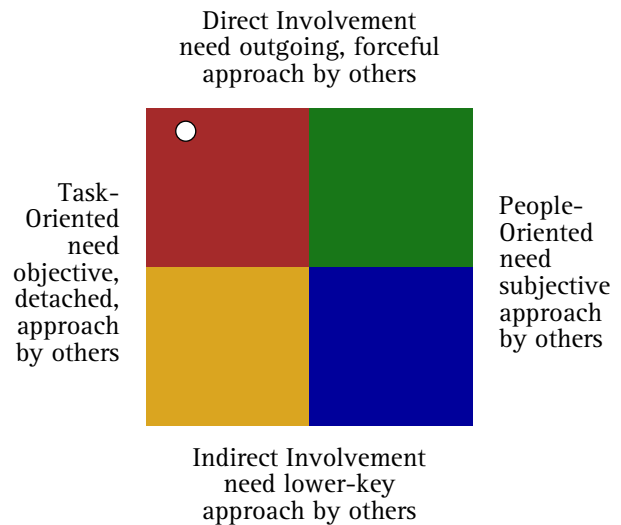


Typically, people with the Circle in the RED quadrant need for others to:

- encourage group interaction
- offer clear-cut situations
- give plenty to do
- be direct and logical

Your RED Circle shows you are most comfortable when people around you:

- are friendly
- give you plenty to do
- are direct when they talk to you
- are objective and rational
- give you clear-cut decisions to make





YOUR LIFE STYLE GRID[®] REPORT

EXPLANATION OF THE SQUARE SYMBOL (YOUR STRESS BEHAVIOR)

Your Stress Behavior is described by the Square. Your Square is in the RED quadrant. When people don't deal with you the way your needs suggest, you may become impatient and demanding.

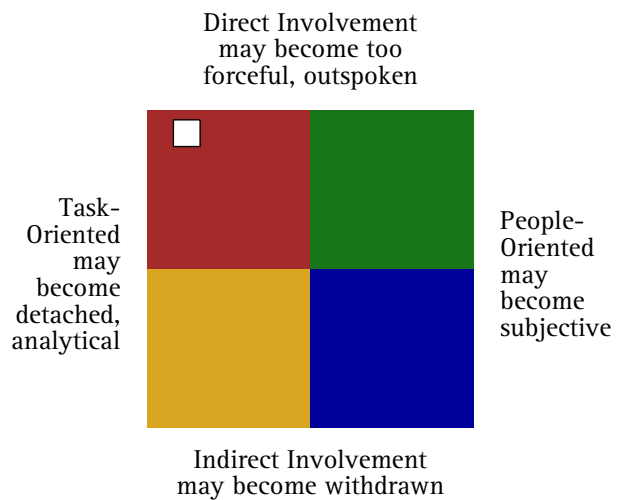


Under stress, people with the Square in the RED quadrant:

- find it hard to give individual support
- become impatient
- are "busy" for the sake of it
- dismiss others' feelings

Your RED Square shows that your stress behavior may include your being:

- too oriented towards "people" and too little oriented towards individuals
- busy for the sake of it
- insensitive
- impulsive
- restless





AREAS OF INTEREST SOME OF YOUR MOST IMPORTANT NEEDS

Here you'll find types of work you'd love, the hobbies that would captivate you, the activities or interests that bring real pleasure and fulfillment. The Areas of Interest Report shows to what degree you share common interests with most others in various occupations. The area where there is a high correspondence indicates areas that offer either work you'd be likely to enjoy, or activities you'd particularly appreciate.

Interest doesn't relate to talent or skill. You could, for example, really enjoy and value music without being a musician, or have a deep interest in science even without personal capabilities in the field. When your interest in any area is high, it can be a strong motivator. Fulfilling your interests is a key to both a successful career and a satisfying lifestyle.

The colored bars featured in several report formats, including the Areas of Interest Report, indicate various individual styles or composites of styles described through The Birkman Method[®]:



Red - Expediter



Green - Communicator



Blue - Planner



Yellow - Administrator



AREAS OF INTEREST



DEFINITION



Clerical

Being involved in administrative positions including recording, data processing, numeric detail and personnel functions that require predictable results and specific controls.



Persuasive

Persuasive interactions with others. Motivating others to accept ideas, actions or opinions through means of persuasion, reasoning or argument.



Artistic

Creating imaginative works of aesthetic value, expressing ideas artistically. Working or performing in the visual arts.



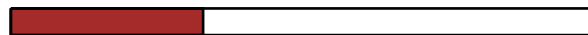
Literary

Creative interest in writing and in sophisticated language skills. Indicates appreciation for abstract ideas conveyed in various mediums and materials.



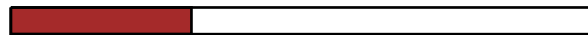
Numerical

Combining numbers analytically and factually to arrive at practical, quantitative conclusions. Utilizing numbers in business bookkeeping, accounting and tax procedures.



Mechanical

Hands-on work with a broad range of technical responsibilities from power-driven machine operations to high tech electronics. Interests may include design, maintenance, operation or repair of motors and machinery, power-driven or automated.



Outdoor

Hands-on work in an outdoor or natural environment. These activities can include physical or mental exertion outside of office confines. Some individuals score high because of environmental concerns.

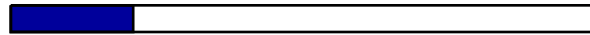


AREAS OF INTEREST



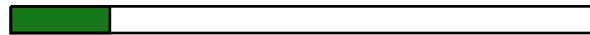
Scientific

Involvement in professions or avocations that assist others through research. Occupations in health services, technology and medical paraprofessionals, nutritional or pharmaceutical services involving scientific interests.



Musical

Involvement with music in its many forms. Interests may include melodies, compositions, attending concerts, supporting the musical arts, or simply appreciating music. Professional musicians would be expected to have a high degree of this interest.



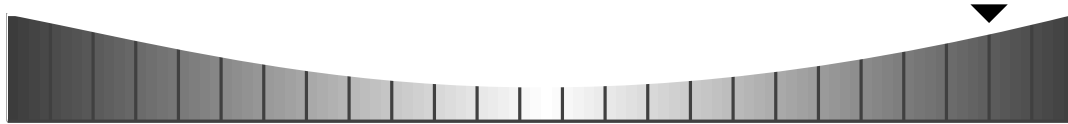
Social Service

Organized assistance and services to support and advance social conditions of the individual and community through social programs, agencies and organized religious involvement.



YOUR PERSONAL STRENGTHS AND NEEDS ORGANIZING (NEED FOR STRUCTURE)

Usual Style:



flexible and open to new approaches

a balance

organized and sequential

Placing a high value on system and order, you display definite strength in your preference to work from a plan. You can attend to detail, anticipate difficulties and include contingencies in your planning.

STRENGTHS

- . systematic
- . procedural
- . concerned with detail

Will Need:



only an outline plan to follow

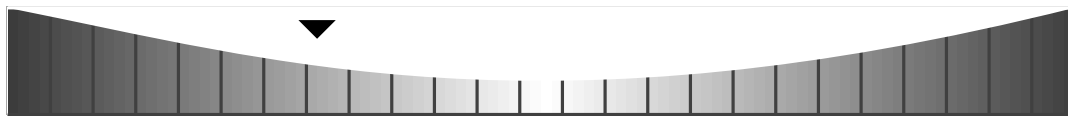
a balance

a definite plan in place

NEED: It is important to note that your strengths are maximized to the extent that your plan is of your own making. Even though you prefer having systems and procedures in place, you need occasional opportunities to bend your own rules.

CAUSES OF STRESS: Since you try to put first things first, you logically emphasize systems and control. External interference in your plan can frustrate and distract you. You may over-react to pressures that threaten your personal freedom.

Try to Avoid:



weakness in follow-through

a balance

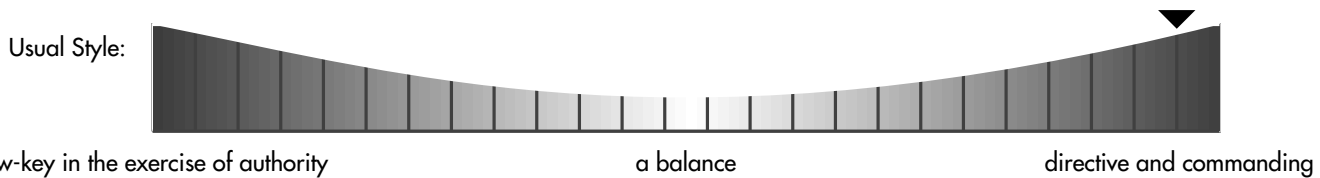
over-insistence on following procedures

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . over-generalizing
- . neglect of order and system
- . weakened follow-through



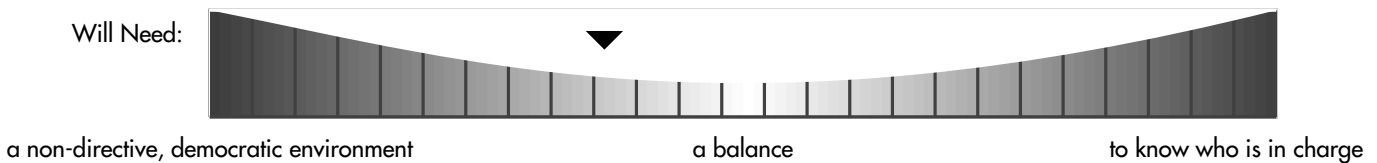
YOUR PERSONAL STRENGTHS AND NEEDS AUTHORITY RELATIONSHIPS (NEED FOR AUTHORITY)



You place a high value on spoken direction, and derive a genuine sense of satisfaction in personally directing the activities of others. It is easier for you than most people to express openly differences of opinion, and you seek to influence and excel.

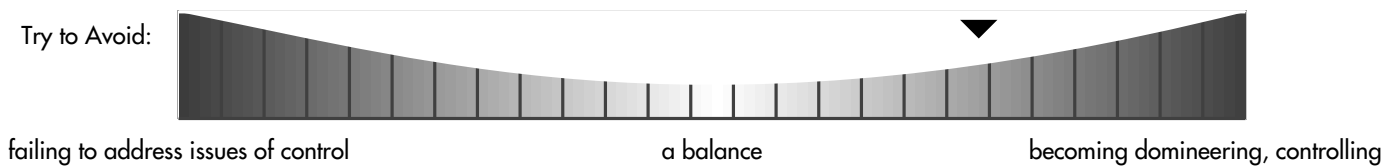
STRENGTHS

- . aggressively competitive
- . self-assertive
- . firm and forceful



NEED: Despite your strengths, you are most comfortable in situations where authority is generally handled in a pleasant and low-key manner. It is best for you when others refrain from emphatic or provocative airing of their opinions.

CAUSES OF STRESS: Your natural ability in handling authority and your expectation that others will be low-key in dealing with it indicate that you will get very tense when others become overly aggressive or domineering.



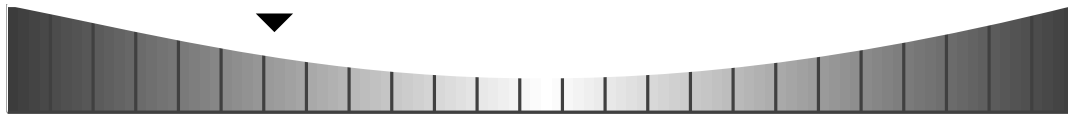
POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . open disagreement
- . undue assertiveness
- . becoming bossy or domineering



YOUR PERSONAL STRENGTHS AND NEEDS IDEALISM AND REALISM (NEED FOR ADVANTAGE)

Usual Style:



oriented towards general benefit

a balance

oriented toward individual advantage

As a predominantly idealistic person, you value cooperative effort and the concepts of trust, loyalty and team spirit. You can think and reason in terms of intangible benefits, and prefer to minimize face-to-face, competitive rivalry.

STRENGTHS

- . trustful
- . loyal
- . service-oriented

Will Need:



an environment based on trust

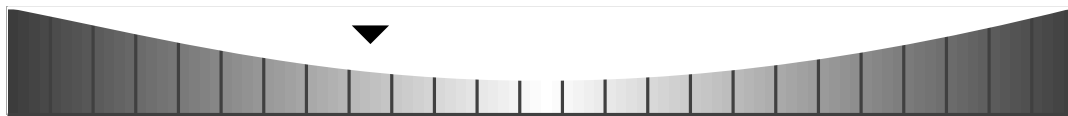
a balance

a means of measuring personal performance

NEED: Underneath, you expect a certain amount of competition, and need some reassurance concerning your personal advancement. While you value team effort, it is good for you to receive recognition for individual effort.

CAUSES OF STRESS: Your respectful attitudes can complicate matters when you are involved in face-to-face conflicts, since your feelings and opinions are stronger than they appear to be. Also, you can find others who are opportunistic or unrealistic a source of discomfort.

Try to Avoid:



becoming too idealistic

a balance

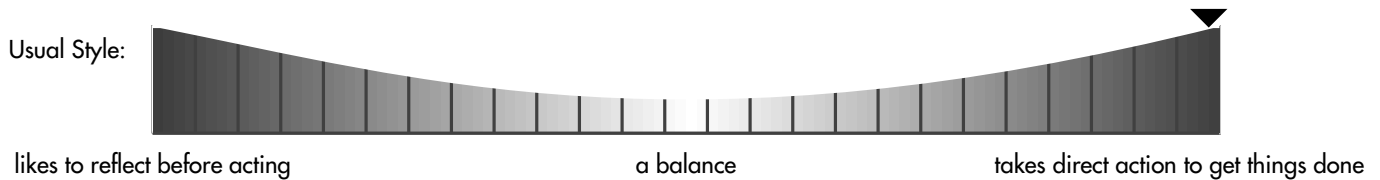
focusing too much on personal payoff

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . becoming distrustful
- . becoming impractical



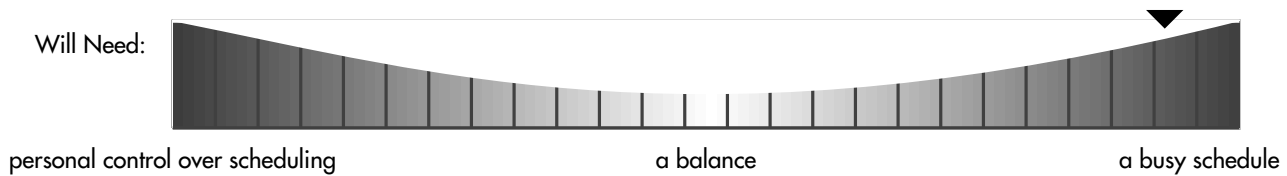
YOUR PERSONAL STRENGTHS AND NEEDS REFLECTION AND ACTION (NEED FOR ACTIVITY)



You have a valuable asset in your naturally high energy level. You enjoy being active, possibly even for long periods of time. This gives you the added benefit of being able to summon reserves of energy when your schedule demands it.

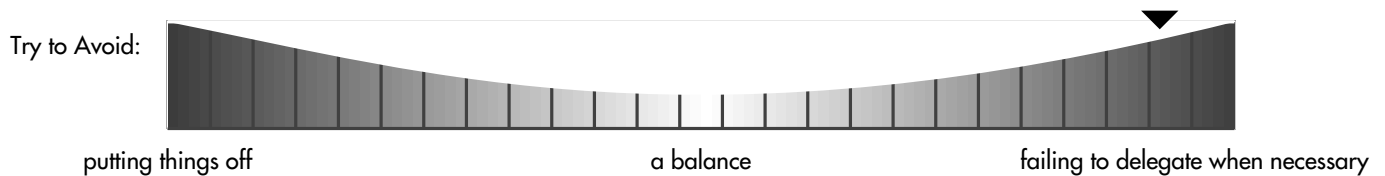
STRENGTHS

- . vigorous and persuasive
- . enthusiastic
- . energetic



NEED: The stimulus of having many definite things to do and opportunities to be physically active provide the best arena in which to exercise your energetic enthusiasm. You respond well to situations that require immediate and direct action.

SOURCES OF STRESS: Extended periods of inactivity are likely to bother you, possibly generating restless tension as a result of your pent-up energy.



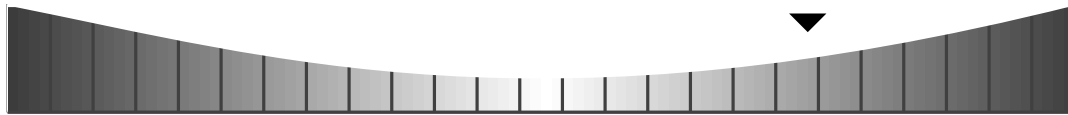
POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . restless tension
- . over-emphasis on action
- . spending energies ineffectually



YOUR PERSONAL STRENGTHS AND NEEDS YOUR VIEW OF YOURSELF (NEED FOR CHALLENGE)

Usual Style:



self-confident, focused on success

a balance

has high expectations of self, others

As a person who is generally aware of personal shortcomings, your tendency is to expect a great deal from yourself and from others. These expectations give you an added drive, and result in an ability to handle difficult tasks and goals comfortably.

STRENGTHS

- . introspective
- . strong-willed
- . pride in accomplishment

Will Need:



a success-oriented environment

a balance

personal challenges

NEED: Since you are stimulated by a sense of challenge, it is good for you to have personally challenging life and work situations. Special causes with which you can identify help to give meaning and direction to your efforts.

CAUSES OF STRESS: It may sometimes be difficult for you to understand the motivations of others who seem to be overly concerned about their self-image. You can become too critical of such people.

Try to Avoid:



denying responsibility for errors

a balance

expecting too much of self and others

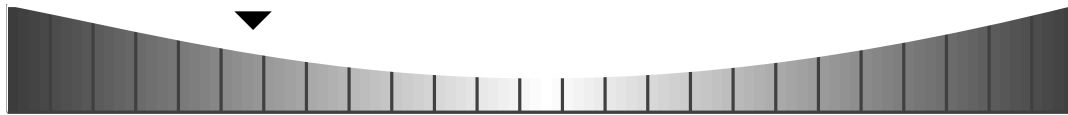
POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . loss of confidence
- . strong emotional tension
- . overly critical attitudes



YOUR PERSONAL STRENGTHS AND NEEDS DEALING WITH EMOTIONS (NEED FOR EMPATHY)

Usual Style:



objective and detached

a balance

sympathetic and warm

You are primarily objective and practical in your outlook. Your empathy toward others diminishes rapidly when you perceive they are taking no steps to help themselves. You prefer to keep your emotions in check.

STRENGTHS

- . objective
- . practical
- . logical

Will Need:



an unemotional environment

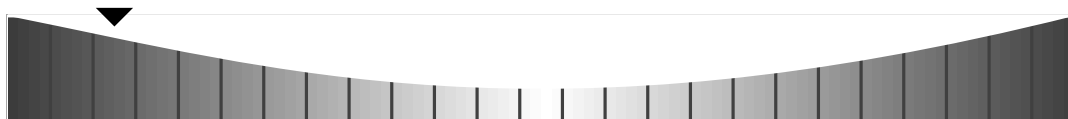
a balance

an outlet for subjective issues

NEED: You feel most at ease in surroundings that emphasize the practical side of things and have an appeal to logic. You need to be treated by others in a low-key, unemotional manner.

CAUSES OF STRESS: It is difficult for you to understand the motivations of people who get carried away with emotion. When feelings and emotions seem to be clouding the issue, you are likely to respond by trying to minimize those feelings.

Try to Avoid:



discounting people's feelings

a balance

worrying unnecessarily

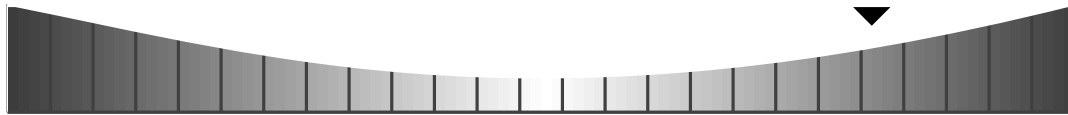
POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . insensitivity to feelings
- . overly definite opinions
- . over-concern for the practical



YOUR PERSONAL STRENGTHS AND NEEDS DEALING WITH CHANGE (NEED FOR CHANGE)

Usual Style:



concentrates attentions well

a balance

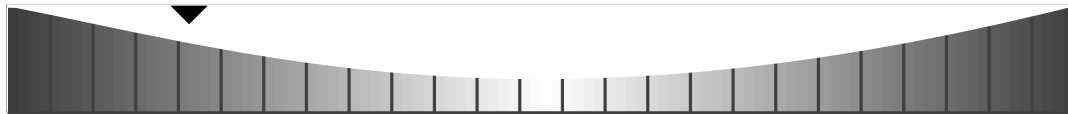
likes a variety of simultaneous tasks

Novelty and adventure stimulate you, as you are always alert to start new things. You find it easy to adapt to changes, and will even effect change from time to time to alleviate boredom.

STRENGTHS

- . takes changes in stride
- . responsive and attentive
- . adaptive

Will Need:



adequate notice of any change

a balance

plenty of different calls on attention

NEED: However, your environment must allow you the freedom of choice in order for you to get maximum benefit from your strengths. You are at your best in surroundings that encourage individual initiative so that you can determine your own routine.

CAUSES OF STRESS: Changes which are unexpectedly forced upon you may cause you to respond adversely. The flexibility which characterizes your strength may become a handicap under these conditions.

Try to Avoid:



failing to accept necessary change

a balance

getting distracted too easily

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . difficulty controlling restlessness
- . concentration problems
- . resisting abrupt change



YOUR PERSONAL STRENGTHS AND NEEDS INDEPENDENCE (NEED FOR FREEDOM)

Usual Style:



understands how most people think

a balance

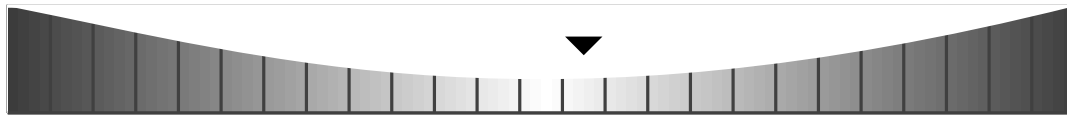
individualistic in outlook

Generally, you prefer to operate in a happy medium between the conventional and the unorthodox. Being ready and willing to make an individual, personal contribution complements your realistic, value-driven attitudes.

STRENGTHS

- . restrained, yet individualistic
- . responsive, but consistent
- . balances conformity and independence

Will Need:



a predictable environment

a balance

opportunities for individuality

NEED: This balance which you display in your behavior is also descriptive of the surroundings in which you will be most comfortable. Reasonable predictability coupled with encouragement to express your individuality provides a good background for your strengths.

CAUSES OF STRESS: Your need for balance means that extremes can cause you the most discomfort. You may become overly inhibited in the presence of others who are too individualistic; yet may tend toward non-conformist attitudes when things become dull and boring.

Try to Avoid:



discomfort with unusual ideas

a balance

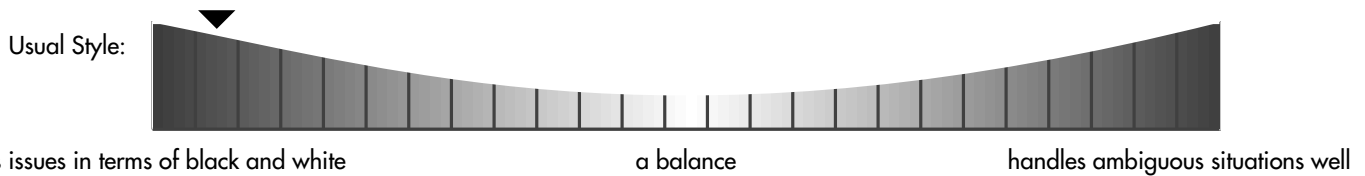
being different for its own sake

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . inhibiting restraint
- . becoming overly independent



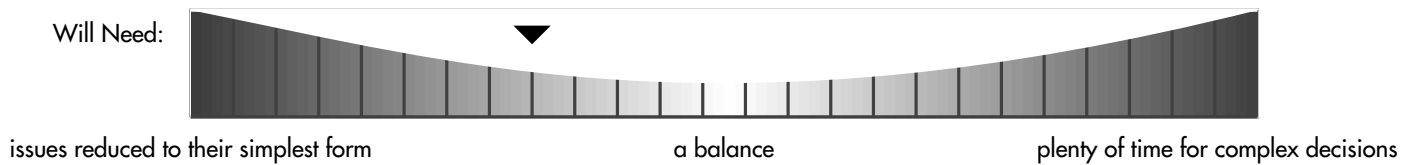
YOUR PERSONAL STRENGTHS AND NEEDS MAKING DECISIONS (NEED FOR THOUGHT)



You are generally decisive, able to quickly formulate your answers and make decisions without undue delay. Your ability to grasp relevant issues and form quick judgments allows you to be direct and to the point.

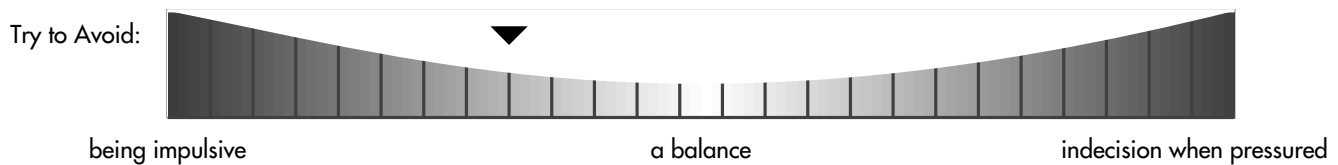
STRENGTHS

- . matter-of-fact
- . decisive
- . direct



NEED: By the same token, you feel that you don't need to be given a lot of time to make decisions, especially those that are usual and routine. However, the time you need to make a decision will increase as the issues become complicated or unusual.

CAUSES OF STRESS: Since you like to make decisions rapidly and dispassionately, ambiguity can frustrate you at times. You may be inclined to be impetuous, overlooking points of detail.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . over-definite thinking
- . becoming impulsive
- . snap decisions



CAREER MANAGEMENT REPORT A UNIQUE FRAMEWORK FOR CAREER DECISIONS

The Career Management Report offers an effective way to align personal style, natural aptitudes and individual needs with your profession or career.

The Career Management Report may include:

- 1) Organizational Focus: Professional Strengths
- 2) Job Families/Job Titles or Job Families Only
- 3) Career Narrative

The Organizational Focus color bars display your fundamental work orientation, offering you an overall reference as to which classic occupational group has the most or least appeal for you.

Example:		Communicating
		Administrating
		Planning
		Expediting

Job Families/Job Titles select, identify and confirm your professional strengths. Occupational effectiveness is determined by how closely your responses match profiles of a large sampling of employees in twenty job families. Special management scores (purple) are added to the four colors. Sample job titles are provided for each job family, with a direct link to the U.S. Department of Labor's on-line Occupational Outlook Handbook for most titles. *International users may wish to choose the Job Families Only option.*

The Career Narrative presents a descriptive summary of the information displayed in the General Groups and Job Families/Job Titles Reports. This summary identifies your career orientation, management style and job strengths.

Although career decisions should also encompass experience, education and interviews, the Career Management Report provides significant information for aiding in career development and succession planning.

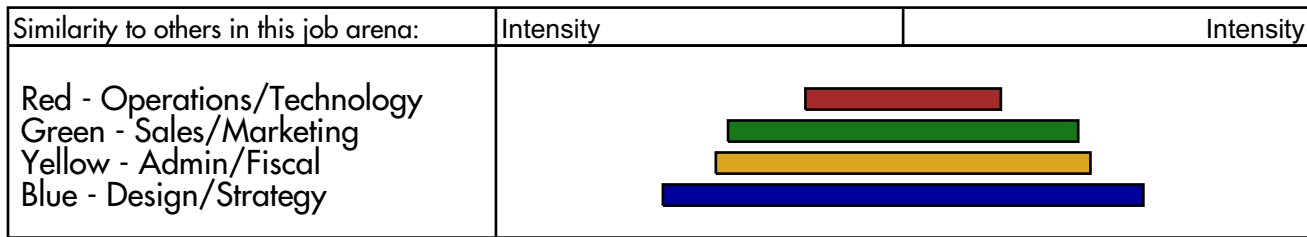


ORGANIZATIONAL FOCUS

ORGANIZATIONAL FOCUS: PROFESSIONAL STRENGTHS

The Birkman Method[®] provides comprehensive formats for organizational development and self-management. The questionnaire you have already completed affords a variety of Birkman Reports (more than 40 formats) that you can access on demand. This portion of your Birkman Advanced Report is designed as an introduction.

ORGANIZATIONAL FOCUS for : PATRICK ROPELLA



COLOR:	CLASSIC OCCUPATIONAL GROUP:	FOCUS:
	Arts , Social Service	Strategy (long-term, innovative)
	Operations, Science	Practicality (short-term, tangible)
	Marketing, Sales	Communication (promotional, "people")
	Finance, Administration	Systems (procedural, "detail")

WHAT IS ORGANIZATIONAL FOCUS?

Organizational Focus refers to your fundamental approach to any work situation. Notice that you show some of all four job capabilities. Each color represents a function needed by every organization. Each of the four styles (occupational groups) has value. Successful organizations have a balance of these colors.

Your longest color bar (your bottom line) is your strongest natural job aptitude. The second longest color bar (your supporting style) viewed in combination with your bottom-line (strongest) color reveals your first approach to problem solving and tells us a great deal about the way you work toward your goals.







ORGANIZATIONAL FOCUS

ORGANIZATIONAL FOCUS: PROFESSIONAL STRENGTHS

WHY DO THESE COLORS MATTER?

The four colors provide a quick summary as to which kinds of job activities will have the greatest or the least appeal for you. Following your natural professional orientation will powerfully impact your chances for career success, as well as your physical and emotional health. Your colors help to define the distinctive strengths you bring to a team and the ways you might best contribute to an organization.

The four colors symbolize the four classic management functions. In addition to job functions, these colors also have a time orientation:

COLOR:	ORIENTED TO:	EMPHASIS ON:
	Future	Creative Planning / Design
	Present	Expediting / Technical
	Present	Communications / Marketing
	Precedent	Fiscal / Administration

THE "MIXTURE" OF YOUR ORGANIZATIONAL FOCUS COLOR BARS:

When you review your Report (shown on previous page) pay close attention to the

ranking (the order in which the bars are displayed)
 magnitude (proportionate length of the bars)

For example, if you have a dominant Green color followed by a supporting style of Red, you will have a very different organizational orientation from someone who has dominant Green followed by a supporting style of Blue.

Similarly, if you have very strong Blue and relatively little Red, Green or Yellow, you will have a distinctly different organizational focus from someone with color bars that are almost equal in magnitude.

If you have shorter bars that are almost equal in length, you will have a general comfort level with each of the styles and will be less intensely focused on one particular job function.



ORGANIZATIONAL FOCUS

ORGANIZATIONAL FOCUS: PROFESSIONAL STRENGTHS

RELATIONSHIP BETWEEN YOUR ORGANIZATIONAL FOCUS COLORS AND THE JOBS THAT YOU MAY CHOOSE:

There is usually a close link between your Organizational Focus colors and the job that you do, or would like to do. A Birkman-trained consultant can explain how you may be quite effective, in a different way, if your job varies from the expected Organizational Focus color.

If you are a Green manager, you may be neither more effective, nor less effective than a Red manager, you simply have a different organizational focus - a focus on the people who do the job rather than on the job that people do.

Similarly, if you are a computer programmer in a structured programming environment with an Organizational Focus color of Blue, you will likely focus on long-term, more abstract and creative solutions. You may still, however, be a completely effective, structured programmer.

HOW ARE ORGANIZATIONAL FOCUS COLOR BARS GENERATED?

The four color bars are derived from more than fifty validated scales. Although simple to interpret, the origin of your color bar display is complex. The order in which your colors are "stacked" is based on a synthesis of statistical data that has been collected and developed over more than five decades of occupational research. Your responses were compared to people in 23 job families consisting of 167 wide-ranging national occupational norms.

YOU ARE UNIQUE.

It's important to remember that you are a dynamic entity with many dimensions. As The Birkman Method[®] attempts to "measure the immeasurable", we acknowledge and describe the complex and often seemingly contradictory nature of human behavior. Best of all, we want you to know that whatever your color combination, your natural job strengths are needed. Understanding these strengths is the first step toward self-awareness, which leads to better self-management and better teams.

The Organizational Focus colors are intended to provide a useful starting point for The Birkman Method[®] inquiry as to what makes you so memorable and unique.

The Birkman Method[®] is a multi-faceted instrument. Your Organizational Focus is only an introductory step. When you're ready to proceed to a greater degree of the depth and complexity available to you, please contact your Birkman representative or email us at info@birkman.com.



PATRICK ROPELLA

27 December 2009

JOB FAMILIES/JOB TITLES

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

Legal



[Lawyers/Litigation Specialties](#)
[Lawyers/Business Specialties](#)

Legal specialties; include lawyers specializing in litigation and business issues.

Delegative Management



[Property Managers](#)
[Hotel, Club & Restaurant Managers \(1\)](#)
[Hotel, Club & Restaurant Managers \(2\)](#)
 Tangible Sales Managers
[Intangible Sales Managers](#)
[Insurance Sales Managers](#)
[Bank Managers](#)
[Controllers](#)
[Public School Administrators](#)
[Nursing Home Administrators](#)

Managing, leading and accomplishing goals through others by utilizing plans and strategies; arrange resources and assist subordinates and teams in dealing with resource and implementation issues. Include managers and executives in plan-driven organizations.

Artistic Careers



[Visual Arts](#)
[Literary/Editorial Positions](#)
[Performing Artist/Acting](#)
[Architecture](#)
 Art Sales
[Travel Agents](#)

Artistic expression; include visual arts, literary/editorial positions, performing artists, architecture, clothing/jewelry, cosmetic sales, art sales, travel agents.

General Administrative



[Receptionists](#)
[General Office Clerk](#)
 Communications Clerk
[Secretaries](#)
 Administrative Assistants

General administrative duties; include receptionists, general office clerks, communication clerks, secretaries, administrative assistants.

Employee Relations/Training



Career Counselors
 Employee Assistance Positions
 Organizational Development Prof.
[HR Training](#)
[Employee Relations Professionals](#)
 Customer Services
[Entertainment Marketing](#)
[Marketing and Advertising](#)
[Industrial Relations](#)
[Public Relations](#)
[Lobbying](#)
 Legal Administrators
[Legal Assistants](#)
 Consultants to Lawyers
[Personnel Professionals](#)

Advising and assisting with career development and personnel issues, using creativity to identify and solve problems; include career counselors, employee assistance positions, organizational development professionals, HR training, employee relations, personnel operations, customer service, entertainment marketing, marketing and advertising, industrial relations, lobbying, public relations, legal administrators, legal assistants.







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JOB FAMILIES/JOB TITLES

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
<p>Social Service/Counseling</p> <p>Advising and assisting others with personal problems; include ministers, theologians, therapists/counselors, social workers, sociologists, psychologists.</p>		<p>Ministers/Priest/Clergy Theologians Therapists/Counselors Social Workers Sociologists Psychologists</p>	
<p>Educational Careers</p> <p>Teaching at educational levels; include primary and secondary teachers, religious school teachers, college professors, school counselors, university administrators.</p>		<p>Public Primary School Teachers Religious School Teachers Public Secondary School Teachers College Professors Public School Counselors University Administrator (1) University Administrator (2)</p>	
<p>Medical Professions</p> <p>Specializing in the medical field; include nutritionists, pharmacists, nurses, public health administrators, clinical scientists, physicians.</p>		<p>Nutritionists Pharmacists Nurses (1) Nurses (2) Public Health Administrators Clinical Scientists Physicians</p>	
<p>Numerical Administrative</p> <p>Data entry or bookkeeping functions; include data entry clerks, bookkeepers, accounting/billing customer service.</p>		<p>Data Entry Clerks Bookkeepers Accounting/Billing Customer Service</p>	
<p>Knowledge Specialist</p> <p>Utilizing personal expertise and knowledge for problem solving. Lead by example. Include professionals and managers who lead professional, educational, and other specialty functions.</p>		<p>Public School Counselors Psychologists Career Counselors Employee Relations Professionals College Professors Ministers/Priest/Clergy Ministry Managers Physicians Lawyers/Litigation Specialties Nursing Managers</p>	
<p>Administrative Professionals</p> <p>Administering and monitoring administrative systems or procedures; includes benefits administration, internal auditors, credit administration.</p>		<p>Benefits Administration Internal Auditors Credit Administration</p>	

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JOB FAMILIES/JOB TITLES

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
Petrochemical Petroleum industry; include oil field operations, oil field drilling, chemical plant maintenance, chemical plant operators, chemical plant technicians.		Oil Field Operations Oil Field Drilling Work Chemical Plant Maintenance Chemical Plant Operators Chemical Plant Technicians	
Banking & Finance Phases of the banking industry; include banking operations, tellers, financial analysts, loan officers, financial officers.		Banking Operations Bank Tellers Financial Analysts Loan Officers Bank Financial Officers	
Consultative Intangible Sales Marketing and/or sales of intangible products or services; include stocks and bonds sales, medical services sales, bank marketing.		Stocks and Bonds Sales Medical Services Sales Bank Marketing	
Direct Tangible Sales Selling tangible products directly to the consumer; include merchandise sales, retail sales, appliance sales, furniture sales, auto sales, purchasing agents/buyers.		Clothing/Jewelry/Cosmetic Sales Merchandise Sales Retail Sales Appliance Sales Furniture Sales Auto Sales	
Crafts/Technical Skilled and semi-skilled workers in construction/ manufacturing/ engineering industries; include semi-skilled positions, maintenance work, electricians, carpenters, machinists, manufacturing foremen, heavy equipment operators, service work operations, stationary engineers, mechanics, utility field work, electronics technicians, and similar positions.		Semi-Skilled Construction Semi-Skilled Operations Semi-Skilled Manufacturing Maintenance Work, Operations Electricians Carpenters Machinists Manufacturing Foremen Heavy Equipment Operators Service Work Operations Stationary Engineers Mechanics Utility Field Work Electronics Technicians Drafting Printing Quality Assurance Safety Technicians Technical Trainers	








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JOB FAMILIES/JOB TITLES

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
Accounting Analyzing, auditing and reporting financial information; include general accounting, general auditing, controllers.			General Accounting Tax Accounting General Auditing Controllers
Direct Intangible Sales Selling intangible products directly to the consumer; include casualty insurance sales, life insurance sales, health insurance sales, real estate sales.			Casualty Insurance Sales Life Insurance Sales Health Insurance Sales Real Estate Sales Telecommunications Sales
Enforcement/Security Public service involving a degree of danger and adventure; include enlisted military, firefighters, paramedics and police.			Enlisted Military Firefighters & Paramedics Police
Consultative Tangible Sales Marketing and/or sales of tangible products or services; include sales engineers, oil and gas sales, pharmaceutical sales, medical equipment sales, software sales.			Sales Engineers Oil and Gas Sales Pharmaceutical Sales Medical Equipment Sales Software Sales Purchasing Agent/Buyer
Information Technology Expertise in traditional computer applications; includes computer operators, computer programmers, systems analysts.			Computer Operators User Assistance Computer Programmers Computer Systems Analysts Computer Systems Engineers Technical Trainers
Science Expertise in various scientific areas; include environmentalists, environmental specialists, biologists, geologists, chemists, physicists, nuclear scientists, mathematicians.			Environmentalists Environmental Specialists Biologists Geologists Chemists Physicists Nuclear Scientists
Directive Management (continued next page) Managing and leading through professional expertise and force of personality.			Operations Managers Manufacturing Managers Construction Managers Petrochemical Plant Managers

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JOB FAMILIES/JOB TITLES

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
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Directive Management

(continued)

Include personal involvement in problem solving, direction and implementation; leads from the front and exercises strong authority. Include managers and executives in action-driven organizations such as construction, engineering, exploration, utilities.



Telecommunications Managers
 Utility Company Managers
[Military Officers](#)
 Police Department Managers
 Grocery Store Managers
 Information Center Managers

Engineering

Expertise in engineering or science applications; includes geophysicists, engineers, agriculture, medical technicians, medical equipment technicians.



[Medical Technicians](#)
 Medical Equipment Technicians
[Geophysicists](#)
[Petroleum Engineers \(1\)](#)
[Petroleum Engineers \(2\)](#)
[Oil & Gas Production Engineers](#)
[Civil Engineers](#)
[Electrical Engineers](#)
[Chemical Engineers](#)
[Mechanical Engineers](#)
[Industrial Engineers](#)
 Research Engineers
[Agriculture \(1\)](#)
 Agriculture (2)

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CAREER NARRATIVE

YOUR CAREER GUIDE

Your career is more than participation. It is an emotional commitment to a particular project or goal. To maintain this commitment it is extremely important to make the right choice, be interested, sufficiently challenged and maximize your strengths and skills.

The Career Narrative Report provides this necessary summary information from the Organizational Focus and Job Families Reports in three areas critical to your future on the job:

- **CAREER ORIENTATION**
 - your innate predisposition
- **MANAGEMENT STYLES**
 - your preferred way to manage
- **JOB STRENGTHS**
 - your strategic potential for the job



CAREER NARRATIVE

YOUR CAREER NARRATIVE

CAREER ORIENTATION

Feelings, concepts and people oriented. Prefers supportive functions. Focuses on strategic planning, innovating and creating.

MANAGEMENT STYLES

Prefers to manage, lead and accomplish goals through others by utilizing plans and strategies; arranging resources and assisting subordinates and teams in dealing with resource and implementation issues. Prefers plan-driven organizations.

JOB STRENGTHS

GREEN

* various protective and advisory functions ranging from corporate to litigational specialties

BLUE

* artistic expressions involving abstract, innovative, intuitive, imaginative thinking
* formal training and self-improvement activities; advising and assisting with skill development and performance issues

YELLOW

* general procedural, record-keeping duties following carefully defined office systems and procedures