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Solutions for Success:

Entrepreneurs Edge Package

Based on the Entrepreneur Report using the
Strong Interest Inventory® and MBTI®
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Strong and MBTI®

ENTREPRENEUR REPORT

SKILLS CONFIDENCE EDITION

by Allen L. Hammer, Ph.D.

prepared for

Jane Sample

February 25, 2003

If you are considering a career change, you may wonder what it would be like to be your own boss—to start and run your own business. Small businesses represent a large, fast-growing sector of the economy. There are many kinds of small businesses: entrepreneurial start-ups, professional services, skilled trades, retail firms, and franchises. Often people who start a business continue in the same general field in which they worked previously or choose a field related to a favorite hobby or interest.

Although the idea of running a business may be very appealing, the decision to start a business should be made only after careful consideration. To make a well-informed decision, you need two kinds of information:

- Facts about what is involved in running a business like the one you are considering. These facts are available from such sources as your local library and online computer services.
- Knowledge of your personal characteristics that might help you succeed in owning and running a business or might act as potential barriers to your success. This report is designed to increase your knowledge of your personal characteristics.

HOW YOUR INVENTORY RESULTS CAN HELP YOU

To help you determine whether running your own business is a good fit with your interests, confidence in your skills, and personality, the information that follows is based on your results on the *Strong Interest Inventory*™ (*Strong*), *Skills Confidence Inventory*, and *Myers-Briggs Type Indicator*® (MBTI®) inventory. There are three ways in which your *Strong*, *Skills Confidence*, and MBTI results can help you explore starting a small business:

1. Your results on the inventories will be compared with the results of people who run their own businesses already.
2. A job description detailing the tasks required to run a business will be provided and how your interests and personality preferences fit with those tasks will be evaluated.
3. Your personal styles related to work, learning, leadership, and risk taking will be compared with the styles of small business owners.

This report ends with a summary and ideas for further exploring small business ownership.

YOUR MBTI PERSONALITY TYPE

The MBTI identifies 16 personality types. The letters that make up your type are derived from the four scales of the MBTI. You have verified your type as INTP.

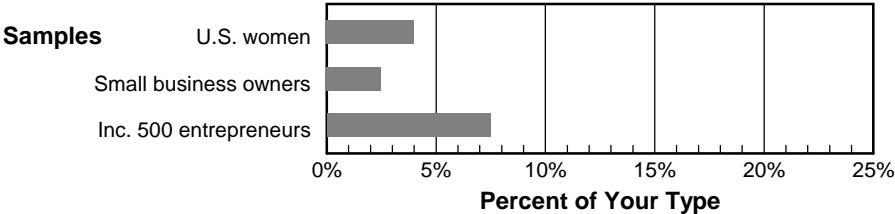
Focus of Energy	Mode of Perception	Mode of Judgment	Attitude Toward the Outer World
I INTROVERSION Focus inwardly on thoughts, feelings, and impressions	N INTUITION See possibilities and the big picture	T THINKING Use logic and analysis to make decisions	P PERCEIVING Be spontaneous, adaptable, and open to experience

INTPs are interested in theories, abstract ideas, and conceptual models. They like to work alone on complex projects that require in-depth analysis, conceptual design, and intense concentration. Adaptable and flexible, INTPs are open to new ideas. They enjoy solving complex problems and often do so by questioning basic assumptions. INTPs are typically found in scientific or technical fields or in occupations in which expert knowledge or technical skill is an asset. They sometimes have difficulty making themselves understood.

Your Type and Entrepreneurship

The graph below illustrates how frequently women who share your MBTI personality type go into business for themselves. It is based on the MBTI results of a sample of female small business owners and a small sample of female entrepreneurs whose businesses made the Inc. 500 list of the fastest growing small companies.

As you can see, INTP women become small business owners less often than would be expected given the percentage of INTPs among U.S. women. But note that they are more likely than would be expected to found one of the fastest growing small companies.



An information- or knowledge-intensive business that enables you to do strategic planning and conceptual design may be a good fit. You may want to delegate daily tasks so that you can focus on the big picture and new opportunities for growth. And although you would probably rather generate ideas than actually implement them, you must do both when starting your own company. For this reason, you may prefer to work for a larger, fast-growing company with sufficient resources to enable you to focus on the big picture and not have to worry about daily operations, which you may find distracting.

YOUR STRONG INTERESTS

The *Strong Interest Inventory* measures your interests by comparing your results on the inventory with the results of diverse samples of employed people who are experienced in and satisfied with their careers. This Entrepreneur Report will specifically compare your interests with the interests of small business owners who are satisfied or very satisfied in their careers.

A Snapshot of Small Business Owners (SBOs)

A national sample of 206 women who own and run small businesses responded to the items on the *Strong*. Throughout this report, you are being compared with these women—small business owners of the same gender as yourself—because research has shown that women’s and men’s interests differ, even within the same occupation. Research has also suggested that female and male small business owners differ in their motives for owning a business, in the kind of business they choose, and in their managerial style.

Who the Small Business Owners Are	What They Like About Owning a Business	Why They Entered the Business
<ul style="list-style-type: none"> • 46-year-olds, on average • women with 16 years of experience owning a business • owners of diverse businesses, including professional services, consulting, retail sales, real estate and insurance, and skilled trades 	<ul style="list-style-type: none"> • 90% are satisfied with their responsibilities • 88% like the opportunities to use their skills and abilities • 73% like their working hours (74% work more than 40 hours per week) 	<ul style="list-style-type: none"> • 75% liked the specific activities of running a business • 67% wanted to use their best talents • 53% wanted to earn a good income (note that 51% are satisfied with current salary) • 35% entered because of some chance event

Your Results on the Small Business Owner Occupational Scale

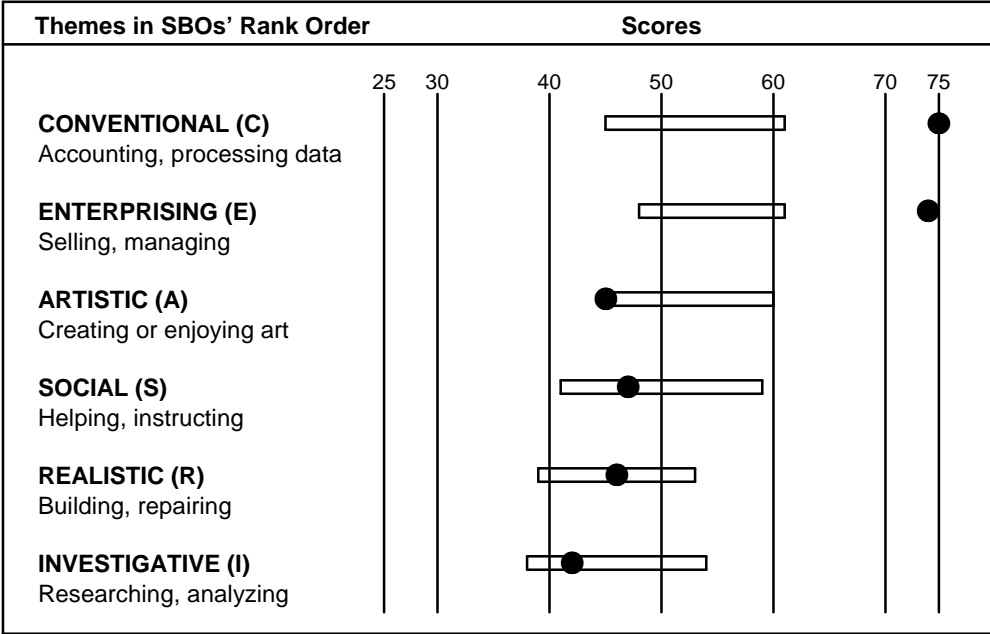
The *Strong’s* Occupational Scales show how similar your interests are to the interests of people working in over 100 specific occupations. Your score on the female Small Business Owner scale is shown below. The text to the right of your score explains whether you share the likes *and* dislikes of the women described above who own their businesses.

Your score	77	Your interests are similar to those of small business owners; you share both their likes <i>and</i> dislikes. You will probably enjoy the day-to-day work of running a business.
Female SBOs’ score	50	

Your General Occupational Theme Results

The *Strong's* General Occupational Themes represent six types of people and work environments. Your results on these Themes indicate your broad, general interests.

The graph compares your interest in these broad Themes with female small business owners' interest. The Themes are listed in the small business owners' rank order. Each bar shows the scores of 50% of the women and each dot shows your reported score on the Theme. A general sample of people from all occupations scores about 50 on each Theme.



Female SBOs' top two Themes: CE

Women who own small businesses show more interest in the Conventional and Enterprising Themes than do women in the general population. People with Conventional and Enterprising interests like to work in business settings in which they can organize and structure tasks or data in support of well-defined projects. They are results oriented and enjoy taking charge of the practical details necessary to solve a problem quickly and efficiently.

Your top two Themes: CE

Like women who own small businesses, your interests are primarily in the Conventional and Enterprising Themes. As noted on the previous page, the businesses these women own are diverse. Nonetheless, a business that allows you to work in finance, operations, or administration at least part of the time may be a good match for your interests.

YOUR SKILLS CONFIDENCE LEVELS

The *Skills Confidence Inventory* assesses how confident you are in skills related to the six broad General Occupational Themes: Realistic, Investigative, Artistic, Social, Enterprising, and Conventional. Because both your interests and your confidence affect how you approach tasks, the figure below will identify your confidence–interest pattern in relation to the two Themes that characterize the interests of women who are small business owners. Review the Skills page of your Profile for your confidence–interest pattern on the other four Themes, and note that your confidence in some other Theme might serve you well in your particular business.

Confident and Interested	Interested but Lacking Confidence
<p>Conventional (C) Because you are both confident and interested in this Theme, you will probably be motivated to perform and learn about tasks that involve processing data, managing information, and organizing. How much will these skills be needed in the business you are considering? If your Skills Profile shows that your confidence level is moderate, consider whether you need to increase your confidence in this area.</p> <p>Enterprising (E) Because you are both confident and interested in this Theme, you will probably be motivated to perform and learn about tasks that involve persuading, selling, and managing. These skills are usually important in a small business. If your Skills Profile shows that your confidence level is moderate, consider whether you need to increase your confidence in this area.</p>	
Confident but Lacking Interest	Neither Interested nor Confident

JOB DESCRIPTION OF AN ENTREPRENEUR

Many people who dream about running their own business have only a vague notion of what that really means. Seeing themselves in the role of owner, they imagine themselves performing only one or two tasks, usually those that they have accomplished successfully already. For example, salespeople tend to see themselves making sales calls; accountants see themselves working on financial reports. Most people ignore those aspects of running a business about which they know little or in which they are not interested. To make an informed decision about running your own business, however, you need to think about what is actually involved in the daily operations of a business. This knowledge is especially important if—as some say who have tried it—*running your own business is a life-style decision, not just a career decision.*

Although there are many ways of categorizing the tasks involved in running a small business, this report uses a job description based on the following five tasks:

- Marketing and sales
- Financial management
- Operations and administration
- Human resources
- General management

If you have been employed in a large organization, you may have taken some of these tasks for granted because they were always someone else's responsibility. When running your own business, however, *everything is your responsibility*, at least at first. Note that the importance of these roles may vary depending on the kind and size of business you choose.

In the following pages, your results on the *Strong* and MBTI are presented in relation to each of the five tasks. Your scores on the *Strong* are compared with the scores of the female small business owners and with the scores of women in other occupations who may be considered specialists in one of the five tasks. Your preferences on the MBTI are also examined in relation to the preferences of female small business owners and entrepreneurs.

Points to keep in mind as you review your results:

- **The *Strong* scales chosen for this comparison were those considered to be most relevant** to running a small business. In most cases, these are also the scales on which small business owners tend to show interest patterns that distinguish them from people in the general population.
- **Try not to be distracted by a scale's title**, which may not seem relevant to your experience or to the business you are considering. Think instead about what people with high scores on these scales might like to do. For example, a high score on an Occupational Scale like Optician does not mean that you should open such a business. Instead it may indicate an interest in a business that requires a technical background and involves constant customer contact in a retail setting.
- **Only select scales are shown.** Examine your *Strong & Skills* Profile for your complete results. Pay special attention to any scales that seem relevant *for the particular business* that interests you.

■ Marketing and Sales

You are Vice-President of Marketing and Sales for your company. Marketing and sales can be different tasks, and some businesses may not require one or the other. For example, if you buy into a franchise, the franchisor may handle marketing. Or if you start a retail business, you generally will not need to make sales calls. But in a consulting business, marketing and sales can be important and time-consuming. Your responsibilities in this area are to identify markets, competitors, and potential customers; develop marketing plans; prepare advertising copy and promotions; set prices; make sales calls; and sell.

STRONG BASIC INTEREST SCALES

Table with 2 columns: Scale Name and Description. Rows include Sales (score 81, range 47-63) and Merchandising (score 68, range 48-63).

STRONG OCCUPATIONAL SCALES

Table with 2 columns: Scale Name and Description. Rows include Life Insurance Agent (score 62, range 29-45), Advertising Executive (score 29, range 25-40), and Marketing Executive (score 38, range 23-41).

MBTI PREFERENCES

Table with 2 columns: Preference Name and Description. Row includes Extraversion-Introversion (score I, range E or I).

■ **Financial Management**

You are also Chief Financial Officer. It is your responsibility to plan and account for cash flow, develop accounts-payable and accounts-receivable procedures, produce profit-and-loss statements and balance sheets, pay taxes, and invest profits. Because accountants and other financial service professionals are available on a contract basis, financial management tasks are often the first to be outsourced by small business owners who can afford to do so.

STRONG BASIC INTEREST SCALES

Data Management You have more interest in managing data than small business owners
Your score 68 have. You may enjoy collecting and processing data, determining their
Female SBOs' score 45–58 meaning, and making decisions based on what you learn. This interest
may motivate you to set up databases or track your business activities.
But might your keen interest in data lead you to neglect other aspects
of the business?

STRONG OCCUPATIONAL SCALES

Accountant You have more in common with accountants than do small business
Your score 63 owners. This interest may be useful if you keep accounting functions
Female SBOs' score 26–44 in-house, when you need to discuss accounting with potential sources
of financing, and in complying with tax codes.

Investments Manager Like women who own small businesses, you do not have much in
Your score 35 common with investments managers, who work primarily in large
Female SBOs' score 19–36 firms. You probably will not enjoy activities related to financial
analysis, money management, and investing. Will these tasks be
important in your business?

Banker The interests of small business owners are similar to bankers'. You
Your score 68 have even more in common with bankers. Owning a business in the
Female SBOs' score 34–50 financial industry may appeal to you. Or you may enjoy developing
business plans or arranging financing for your business. Will you be
as interested in mundane but necessary financial tasks?

MBTI PREFERENCES

Sensing–Intuition About 72% of small business owners and 50% of founders of the
Your score N fastest growing businesses prefer Sensing. Your preference for
Female SBOs' score S Intuition suggests that you may not enjoy the critical tasks of
managing daily cash flow and financial details that can keep your
business viable. But Intuition may help you see the larger financial
picture and anticipate financial trends that may affect your business.

Thinking–Feeling About 67% of small business owners prefer Thinking. Like most
Your score T professionals in the area of financial management, you also have a
Female SBOs' score T preference for Thinking. You may be interested in the analytical work
that financial management requires. You may find it difficult, however,
to include the needs and values of others in your analysis, which could
strain your business relations with vendors and customers.

■ Operations and Administration

You are also Chief Operating Officer. If you are the sole employee, you will handle all day-to-day operations and administration: maintain records, buy supplies, purchase and maintain equipment, answer phones, and manage inventory. The scales below reflect primarily administrative tasks. In some companies, however, operations may involve the actual production or delivery of the product or service, such as food preparation, manufacturing, or consulting. Examine your *Strong & Skills* Profile for scales related to the operations required in your business.

STRONG BASIC INTEREST SCALES

Table with 2 columns: Scale Name and Description. Rows include Office Services (score 80, range 46-65) and Computer Activities (score 71, range 45-63).

STRONG OCCUPATIONAL SCALES

Table with 2 columns: Scale Name and Description. Rows include Bookkeeper (score 64, range 27-48) and Purchasing Agent (score 65, range 27-45).

MBTI PREFERENCES

Table with 2 columns: Scale Name and Description. Rows include Sensing-Intuition (scores N, S) and Judging-Perceiving (scores P, J).

■ Human Resources

You are Vice-President of Human Resources (HR) for your company. If you are just starting out and are your own sole employee, this function may not require immediate attention. If you succeed in growing your company, however, you may need to perform HR functions. Your responsibilities in this area would then be to identify staffing needs, locate potential candidates, and interview and select the best candidates. You would also be responsible for establishing a benefits plan, training employees, and setting up employment practices that are in accord with state and federal laws.

STRONG BASIC INTEREST SCALES

Social Service		Small business owners have some interest in helping and working with others, either directly through their business or through volunteer activities in the community. You have about the same interest in this area as small business owners have. This interest may be helpful if you need to perform HR tasks. You might also satisfy this interest by starting a service business.
<i>Your score</i>	51	
<i>Female SBOs' score</i>	42–60	

STRONG OCCUPATIONAL SCALES

Human Resources Director		You have more in common with HR directors than small business owners have. You may enjoy tasks related to recruitment, selection, and training of employees. You might also be interested in setting up and implementing compensation and benefits policies. Are you considering a business directly related to providing such services? If not, how will you satisfy this interest if your business remains small? Would you be more satisfied working in the HR department of a large organization?
<i>Your score</i>	49	
<i>Female SBOs' score</i>	27–46	

Corporate Trainer		Like some small business owners, your interests are slightly similar to the interests of corporate trainers. You may enjoy a few of the tasks involved with training employees and informing or educating customers about some topic, product, or service. But your motivation to do these tasks will probably not be high. Will your business require you to be highly involved in educating employees or customers?
<i>Your score</i>	27	
<i>Female SBOs' score</i>	23–44	

MBTI PREFERENCES

Thinking–Feeling		About 67% of female small business owners and 89% of founders of the fastest growing small firms have a preference for Thinking. Among HR professionals, the percentage of Feeling types is higher, however. Feeling can be useful for many HR tasks and has been shown to be related to using interpersonal skills to solve employee-related problems. Your preference for Thinking suggests that you may have to remind yourself to consider others' values and the impact of your decisions on them. But you may find your preference for Thinking helps you make difficult employee decisions when your company's bottom line is in jeopardy.
<i>Your score</i>	T	
<i>Female SBOs' score</i>	T	

■ General Management

In addition to the previous responsibilities, you are President and CEO of your company. In this role, it is your responsibility to establish short- and long-term business goals; organize and schedule the people, tasks, and processes required to deliver your product or service; and integrate all elements of your business.

STRONG BASIC INTEREST SCALES

Organizational Management		You have more interest in managing and supervising others than small business owners have. A large organization may offer more opportunities to manage others. How will you satisfy this interest in management if your business remains very small?
<i>Your score</i>	64	
<i>Female SBOs' score</i>	47–58	

STRONG OCCUPATIONAL SCALES

Store Manager		You have more in common with store managers than do small business owners. You may enjoy directing and coordinating the variety of activities involved in running a small- to medium-sized retail business. Will your business involve retail management?
<i>Your score</i>	66	
<i>Female SBOs' score</i>	27–45	

Optician		You have more in common with opticians than do small business owners. The opticians in this sample either were employed in or owned a retail optical store and spent at least 75% of their time in direct patient contact. You may enjoy a business that involves providing a technically based retail service to customers.
<i>Your score</i>	55	
<i>Female SBOs' score</i>	31–46	

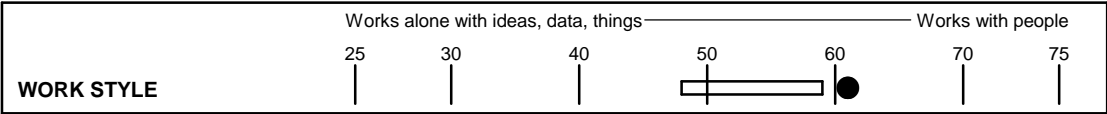
MBTI PREFERENCES

Thinking–Feeling		The percentage of Thinking types is 67% among female small business owners and 89% among founders of the fastest growing small companies. Your preference for Thinking may be useful when analyzing data, preparing a business plan, and making tough decisions that affect the bottom line.
<i>Your score</i>	T	
<i>Female SBOs' score</i>	T	

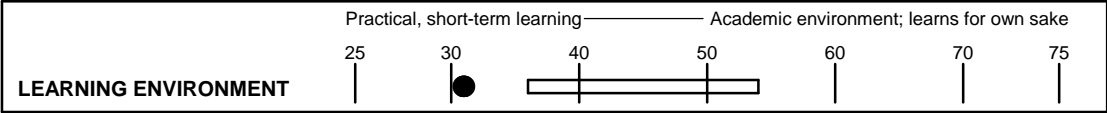
Judging–Perceiving		About 73% of female small business owners and 50% of founders of fast-growing small companies prefer Judging. Your preference for Perceiving suggests that you may have a difficult time making final decisions in a timely manner, providing structure, and following through on tasks. However, Perceiving can help you deal with the ambiguity of starting a new business, adapt to changes in the market, and take advantage of new opportunities.
<i>Your score</i>	P	
<i>Female SBOs' score</i>	J	

PERSONAL STYLES AND ENTREPRENEURSHIP

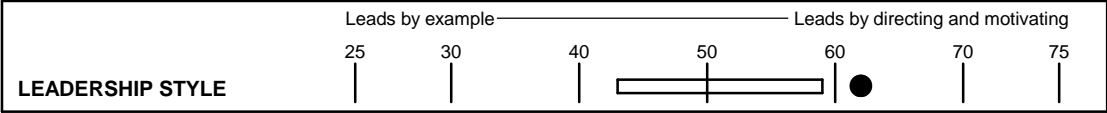
The *Strong* Personal Style Scales identify styles that may affect how you would run a business. Each bar shows the scores of 50% of female small business owners and each dot shows your score.



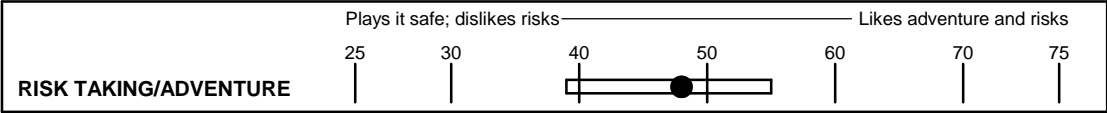
Small business owners, like women in the general population, are more interested in working with people than with ideas, data, or things. You are even more interested in working with people. You may enjoy making contacts that can help your business. If you have few or no employees, how will you satisfy your interest in working with others?



Small business owners have more interest in practical, on-the-job learning than do women in general. You have even more interest in learning on the job. You may identify a specific skill that you need to succeed and then find a concrete way to master it in a given time. You may not be interested in learning from books or courses.



Like women in general, female small business owners score in the middle of this scale. You, however, score toward the right, indicating a style of leading others by directing and motivating. You may be an entrepreneur who wants to create a fast-growing company and eventually a large organization. If your firm grows slowly and you have few employees for a long time, how will your interest in leadership be satisfied? Will you become bored or frustrated working alone?



Women who run small businesses, like women in general, score in the middle of this scale. You have about the same interest in risk taking as do small business owners. You are willing to take some risks to achieve your goals, but only after doing the necessary research. This style may help you take necessary chances without putting yourself too much at risk.

SUMMARY OF YOUR RESULTS

To summarize, your results are compared to small business owners’ in three areas: personality type, general and specific interests, and similarity to small business owners in relation to the five tasks required to run a business.

Personality Profile Summary

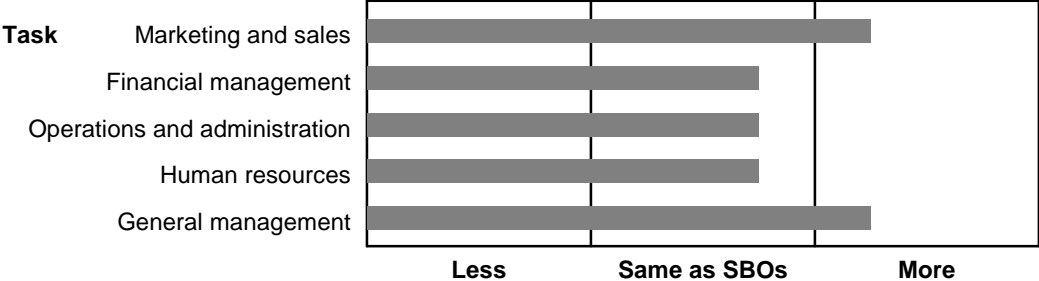
Starting a fast-growing small firm appeals to INTP women. INTP women are less likely than would be expected, however, to found other kinds of small businesses.

Interest Profile Summary

Like women who own small businesses, your general interests are in the Conventional and Enterprising Themes. You also share the specific likes and dislikes of small business owners. You may enjoy talking with others about your business or about business topics in general. You will probably also enjoy performing many daily business tasks. This career option might be a good fit for you.

Task Profile Summary

The graph shows how similar you are to small business owners in relation to the five tasks.



- If you score “Same as SBOs,” you either share the likes, dislikes, and personality preferences of these women or have more interest in some of the scales that make up the task and less interest in others.
- If you score “Less” on a task, ask yourself these questions: Is this task important in the kind of company I am considering? Will I try to avoid the task? Will I be able to hire or contract with someone else to perform the task?
- If you score “More” on a task, ask yourself these questions: Will I spend so much time on this task that I neglect other necessary tasks? If so, will I be able to hire someone to do the other tasks? Can my interest in this task be a strategic advantage?

TEN SUGGESTIONS FOR FURTHER EXPLORATION

Here are more ways to explore whether you would like to pursue owning and operating your own business. The exploration process will also help you gather information that will ultimately become part of your business plan, your blueprint for a successful venture.

1. If you haven't done so already, consider working first as an employee in the field in which you want to start your business. Choose roles in organizations that can help you develop the specific skills you need to run a small business.
2. If your results reveal inconsistencies, try to resolve them by writing a job description for all the tasks required for the particular business you are considering. What do your *Strong* and MBTI results suggest about your interest in these particular tasks?
3. Talk to other small business owners in the field in which you are interested to find out how the business was started, what challenges the owner faced, and how challenges were met.
4. Contact the Chamber of Commerce for information about small businesses in your area.
5. Contact the Small Business Administration to find out about loans and obtain data about small businesses.
6. Contact the Service Corps of Retired Executives (SCORE). These volunteers offer free consulting services to people who are thinking of starting their own businesses.
7. Take courses in relevant areas such as marketing, finance, and management. Many universities offer courses on entrepreneurship.
8. Participate in Internet forums on small businesses or visit Web sites that offer information for entrepreneurs.
9. Read magazines that address starting your own business such as *Inc.*, *Entrepreneur*, *Success*, and *Nation's Business*.
10. Read relevant books such as the following:
Joining the Entrepreneurial Elite (1996) by Olaf Isachsen. Palo Alto, CA: Davies-Black Publishing.
Starting Out, Starting Over (1995) by Linda Peterson. Palo Alto, CA: Davies-Black Publishing.
Where Do I Go Next? Using Your Strong Results to Manage Your Career (1995) by Fred Borgen and Judith Grutter. Palo Alto, CA: Consulting Psychologists Press.

SNAPSHOT: A SUMMARY OF RESULTS FOR JANE SAMPLE

VH = very high interest
 H = high interest
 A = average interest
 L = little interest
 VL = very little interest

VS = very similar
 S = similar
 M-R = mid-range
 D = dissimilar
 VD = very dissimilar

GENERAL OCCUPATIONAL THEMES

The General Occupational Themes describe interests in six very broad areas, including interest in work and leisure activities, kinds of people, and work settings. Your interests in each area are shown at the right in rank order. Note that each Theme has a code, represented by the first letter of the Theme name.

You can use your Theme code, printed below your results, to identify school subjects, part-time jobs, college majors, leisure activities, or careers that you might find interesting.

THEME CODE	THEME	VL	L	A	H	VH	TYPICAL INTERESTS
C	CONVENTIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Accounting, processing data
E	ENTERPRISING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Selling, managing
S	SOCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Helping, instructing
R	REALISTIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Building, repairing
I	INVESTIGATIVE	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Researching, analyzing
A	ARTISTIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Creating or enjoying art

Your Theme code is **CES**—(see explanation at left).

You might explore occupations with codes that contain any combination of these letters.

BASIC INTEREST SCALES

The Basic Interest Scales measure your interests in 25 specific areas or activities. Only those 5 areas in which you show the *most* interest are listed at the right in rank order. Your results on all 25 Basic Interest Scales are found on page 2.

To the left of each scale is a letter that shows which of the six General Occupational Themes this activity is most closely related to. These codes can help you to identify other activities that you may enjoy.

THEME CODE	BASIC INTERESTS	VL	L	A	H	VH	TYPICAL ACTIVITIES
E	SALES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Selling to potential customers
C	OFFICE SERVICES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Performing clerical and office tasks
C	COMPUTER ACTIVITIES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Working with computers
C	DATA MANAGEMENT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Analyzing data for decision making
E	MERCHANDISING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Selling retail or wholesale products

OCCUPATIONAL SCALES

The Occupational Scales measure how similar your interests are to the interests of people who are satisfied working in those occupations. Only the 10 scales on which your interests are *most* similar to those of these people are listed at the right in rank order. Your results on all 211 of the Occupational Scales are found on pages 3, 4, and 5.

The letters to the left of each scale identify the Theme or Themes that most closely describe the interests of people working in that occupation. You can use these letters to find additional, related occupations that you might find interesting.

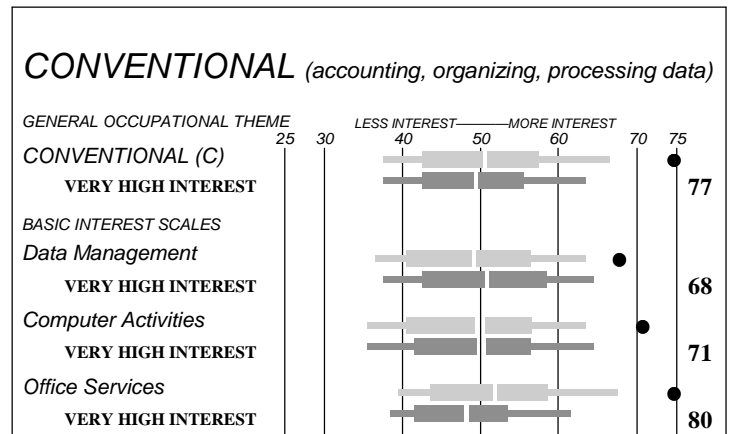
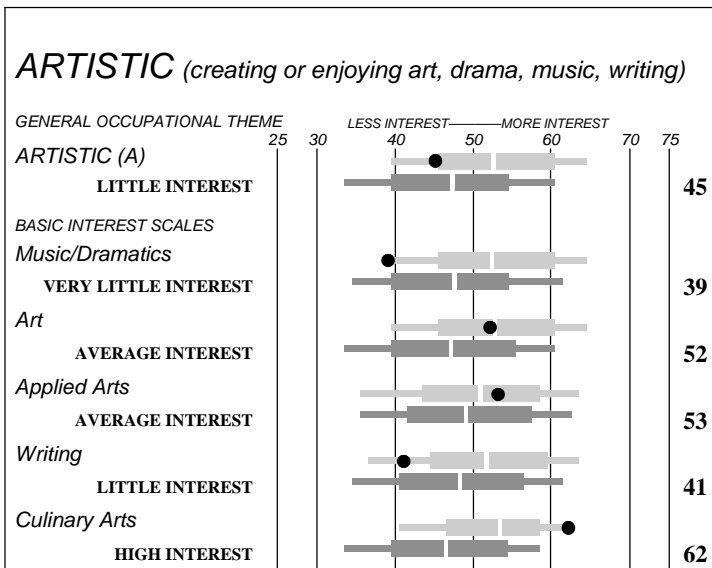
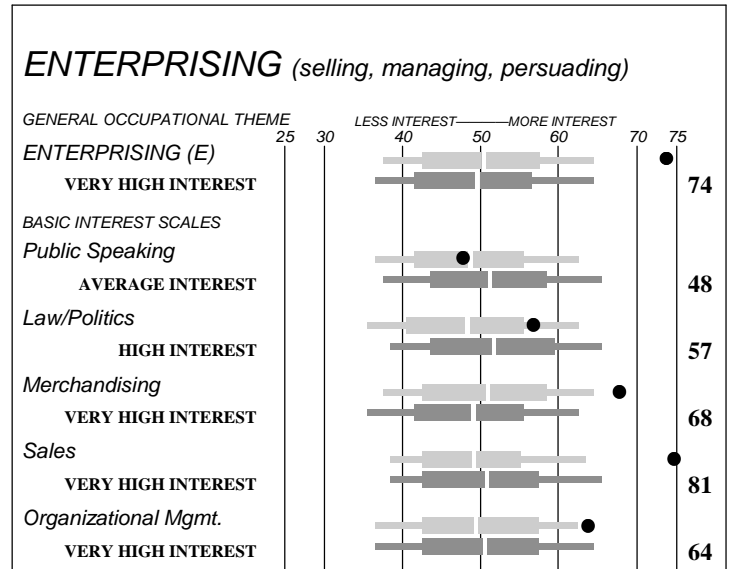
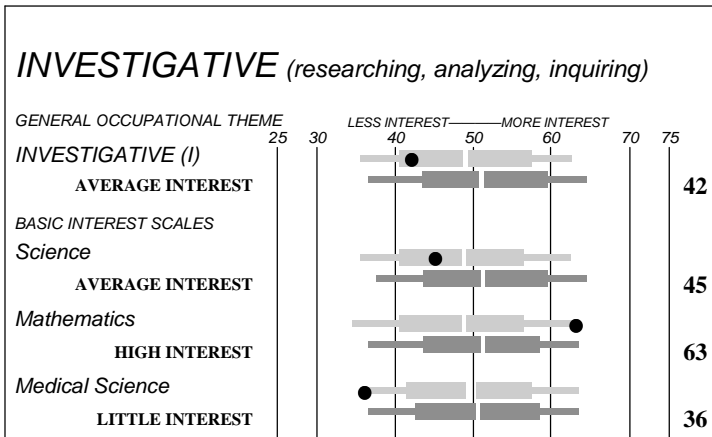
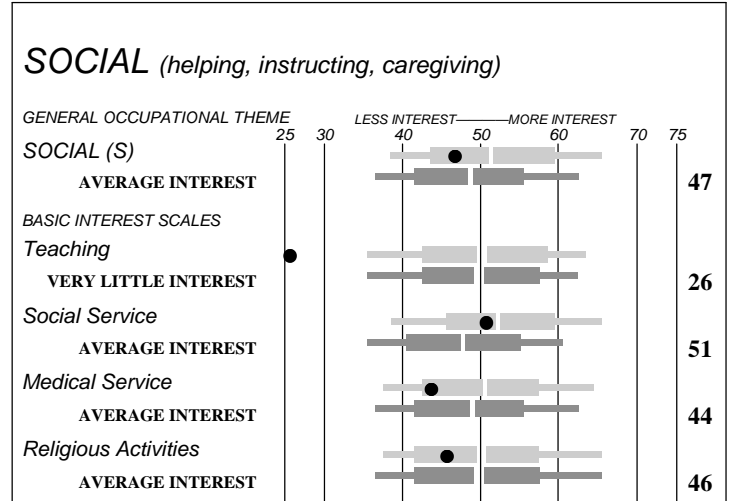
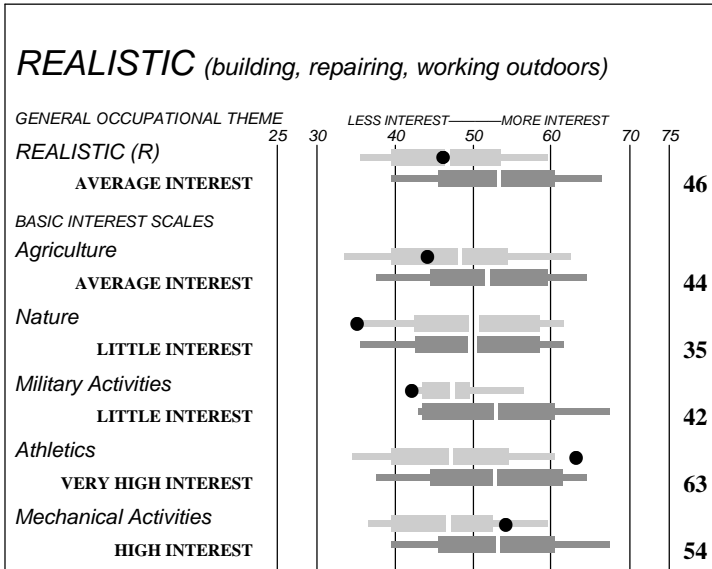
THEME CODE	OCCUPATION	VD	D	M-R	S	VS
CE	SMALL BUSINESS OWNER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CE	BANKER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CE	CREDIT MANAGER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CES	SECRETARY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
ECA	STORE MANAGER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
ECR	PURCHASING AGENT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
ECR	RESTAURANT MANAGER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
C	BOOKKEEPER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
EC	BUYER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CE	ACCOUNTANT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

PERSONAL STYLE SCALES measure your levels of comfort regarding Work Style, Learning Environment, Leadership Style, and Risk Taking/Adventure. This information may help you make decisions about particular work environments, educational settings, and types of activities you would find satisfying. Your results on these four scales are on page 6.

GENERAL OCCUPATIONAL THEMES

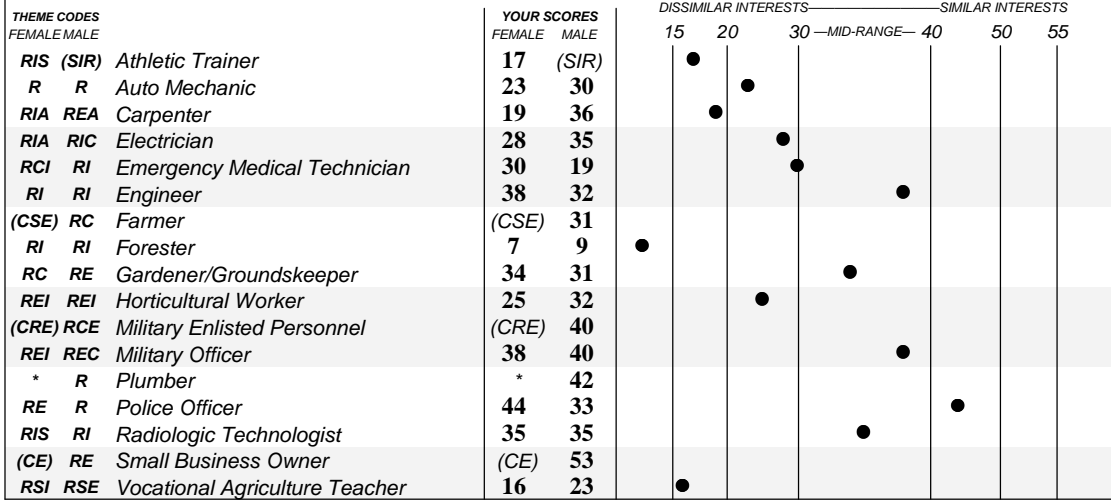


BASIC INTEREST SCALES



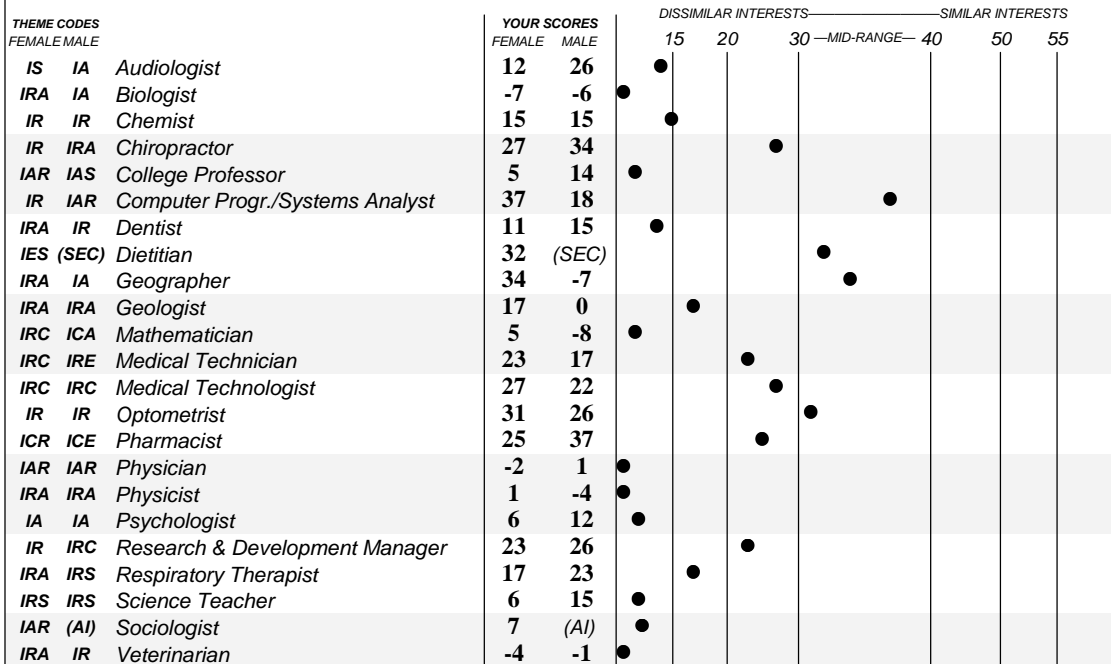
OCCUPATIONAL SCALES

REALISTIC (building, repairing, working outdoors)



NOTES

INVESTIGATIVE (researching, analyzing, inquiring)



OCCUPATIONAL SCALES (continued)

ARTISTIC (creating or enjoying art, drama, music, writing)

THEME CODES FEMALE MALE	YOUR SCORES		DISSIMILAR INTERESTS					SIMILAR INTERESTS				
	FEMALE	MALE	15	20	30	MID-RANGE	40	50	55			
AE AE Advertising Executive	29	29										
ARI ARI Architect	27	30										
ARI A Artist, Commercial	9	15										
AR A Artist, Fine	-4	2										
ASE AS Art Teacher	9	11										
AE AE Broadcaster	30	28										
AES AES Corporate Trainer	27	40										
ASE ASE English Teacher	9	11										
(EA) AE Interior Decorator	(EA)	39										
A A Lawyer	27	33										
A A Librarian	19	22										
AIR AIR Medical Illustrator	-6	6										
A A Musician	12	26										
ARE ARE Photographer	20	35										
AER ASE Public Administrator	32	31										
AE AE Public Relations Director	10	23										
A A Reporter	22	20										
(IAR) AI Sociologist	(IAR)	10										
AIR AI Technical Writer	20	12										
A AI Translator	-4	13										

NOTES

SOCIAL (helping, instructing, caregiving)

THEME CODES FEMALE MALE	YOUR SCORES		DISSIMILAR INTERESTS					SIMILAR INTERESTS				
	FEMALE	MALE	15	20	30	MID-RANGE	40	50	55			
(RIS) SIR Athletic Trainer	(RIS)	23										
S * Child Care Provider	27	*										
SE SE Community Serv. Organization Dir.	52	47										
(IES) SEC Dietitian	(IES)	47										
S S Elementary School Teacher	33	23										
SAE SA Foreign Language Teacher	14	20										
SE SE High School Counselor	27	25										
SE * Home Economics Teacher	41	*										
SAR SA Minister	6	18										
SCE SCE Nurse, LPN	32	38										
SI SAI Nurse, RN	15	14										
SAR SA Occupational Therapist	10	19										
SE SE Parks and Recreation Coordinator	50	52										
SRC SR Physical Education Teacher	20	23										
SIR SIR Physical Therapist	22	21										
SEA SEC School Administrator	43	37										
SEA SEA Social Science Teacher	30	28										
SA SA Social Worker	22	26										
SE SEA Special Education Teacher	22	19										
SA SA Speech Pathologist	19	26										

ONAL

(continued)

