



Executive Achiever® Assessment Report

Report prepared on **Mary Sample**
Social Worker
The Behavior Institute
mary@behaviorinstitute.com
555-123-4567

Report Type: Social Worker



For more information contact:
Rich Beebe
972-701-8603
rich@personalitytesting.com





Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 1

This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.

Section	Aptitudes and Personality Assessment
Section II	Management competencies associated with leadership, planning and implementation
Section III	Personal knowledge of leadership techniques
Section IV	Suggested behavioral interview questions
Section V	Personal Development Plan



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 2

Mental Aptitudes

Mental Acuity



Ms. Sample is high in Mental Acuity, indicating she is a very fast thinker with a high degree of critical thinking ability. She has excellent problem solving capabilities and can reason through and make good decisions based on knowledge, intuition and reasoning skills. She will not only enjoy, but will require, mentally challenging work for job satisfaction.

Business Terms



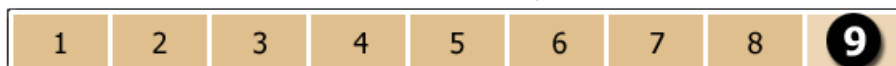
Mary has a strong understanding of the specialized language of business. She has had considerable experience in business, or a strong business education.

Memory Recall



Ms. Sample has a superior knowledge of events happening in the world around her and should be strongly aware of competitive trends, as well as the economy's effect on business.

Vocabulary



Ms. Sample's superior general English vocabulary skills should allow her to communicate effectively with others on all levels. Even the most complex data should be something she is capable of relaying to others.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 3

Numerical Perception



Mary's above-average Numerical Perception score indicates she can process data quickly and carefully.

Mechanical Interest



Mary shows little interest in machines and may prefer not to work with mechanical equipment. Please note that this mental aptitude measures interest, not mechanical ability.

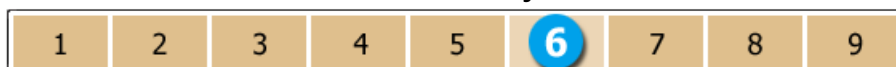
Personality Dimensions

Energy



Ms. Sample has a low energy and drive level. She handles work-related pressure well and tension usually does not cause a problem, but she may not approach projects or assignments as energetically as is needed to complete the job within the prescribed timeframe. This score should be checked against the distortion score, as individuals who distort often depict themselves as being more calm than they actually are.

Flexibility



Mary has a good sense of integrity and is an ethical individual who is focused on what she wants to accomplish. She will also be flexible and adaptable to change, as well as able to handle multiple job demands and assignments. She is also interested in obtaining customer satisfaction by providing good service. She can be creative or stick with the "tried and true," depending on the circumstances. Even though she will try to generate new solutions to problems, and new ways to use existing applications of products or services, she will be concerned about quality prior to implementing a change. She can be inventive, but will test her new ideas and concepts to be certain any risks involved are minimal.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 4

Organization



Ms. Sample understands the importance of organizing her time and activities, and is usually aware of her priorities. Without being overly rigid in planning, she makes the best use possible of the time and resources available to her to reach organizational goals and priorities.

Communication



Mary has a more closed than open communication style, but can articulate her thoughts and share her knowledge with others to reach common goals. If given the choice, she would prefer to work alone without the constant demand for interpersonal communication. She tends to be a good listener when obtaining feedback from others.

Emotional Development



Even though Ms. Sample has a strong sense of urgency concerning what she desires to accomplish and usually sees that tasks are completed in a timely manner, she can be a very impatient individual who expects a great deal from herself and others. When she does not reach the goals she has set for herself, even though they may have been unrealistic to begin with, she can begin to lose confidence in herself. When others do not fulfill her sometimes unrealistic expectations of their performance on the job, she can also exhibit a high level of impatience and intolerance. It should be noted that these traits will normally diminish as individuals advance in age.

Assertiveness



Mary is an assertive, authoritative person. She enjoys control and responsibility, and will attempt to influence others and direct their activities to achieve results. She does, at times, consider the ideas of others, but will not hesitate to express her own ideas and concerns.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 5

Competitiveness



Ms. Sample has a strong competitive drive and desire to compete, and takes pride in winning. Although she will participate in a team competitive effort, she particularly enjoys situations which allow her to compete on her own. She will be a strong competitor, always prepared to meet or exceed her goals and win.

Mental Toughness



Mary has a good level of mental toughness, but is also able to interact with customers, team members and others with an appropriate degree of empathy. She can handle working long hours in order to meet critical deadlines and other organizational objectives, and is not easily bothered by criticism, rejection or other negative aspects of her job.

Question/Probing



Mary is trusting, but also cautious. She will ask reasonable, but direct, questions to determine the motives behind a decision or action, and will probe to better analyze a situation.

Motivation



Mary is motivated by challenge and recognition for her achievements, and will take personal action to accomplish more when the right rewards are offered. She will accept a risk when the potential for profit and recognition exists. She is willing to work long hours and put in extra effort, even if it means sacrificing her family life to achieve success.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 6

Validity Scales

Distortion



Ms. Sample is a secure person who is not afraid to admit her weaknesses. She is also good at assessing her strengths. She tends to be open and frank.

Equivocation



She has scored within our acceptable equivocation range.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

ScoreSheet
Social Worker

Date: 7/27/2009
Page: 7

Mental Aptitudes

		1	2	3	4	5	6	7	8	9	
Mental Acuity	Slow to Learn				[● — ● — ● — ●]				8		Fast to Learn
Business Terms	Uninformed				[● — ● — ●]				8		Knowledgeable
Memory Recall	Unaware					[● — ● — ● — ●]				9	Aware
Vocabulary	Limited				[● — ● — ●]					9	Strong
Numerical Perception	Imprecise							[● — ● — ●]			Accurate
Mechanical Interest	Indifferent			3							Interested

Personality Dimensions

		1	2	3	4	5	6	7	8	9		
Energy	Restless				[● — ● — ●]				8		Calm	
Flexibility	Flexible					[● — ● — ● — ●]					Rigid	
Organization	Disorganized				[● — ● — ● — ●]						Planful	
Communication	Reserved				[● — ● — ● — ●]						Interactive	
Emotional Develop.	Impatient		2			[● — ● — ●]					Tolerant	
Assertiveness	Cooperative					[● — ● — ● — ●]					Authoritative	
Competitiveness	Team Player				[● — ● — ● — ●]					7	Individualist	
Mental Toughness	Sensitive					[● — ● — ● — ●]					Tough	
Questioning/Probing	Trusting					[● — ● — ●]					Skeptical	
Motivation	Security	[● — ● — ● — ●]									9	Recognition

Validity Scales

		1	2	3	4	5	6	7	8	9		
Distortion	Frank Answer	[● — ● — ● — ●]										Exaggerates
Equivocation	Chose Alternate	[● — ● — ● — ●]										Chose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions:
Energy, Flexibility, Emotional Development OR Mental Toughness are areas of concern.

NOTE: Areas with dots and brackets [● — ● — ●] are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual. Scores within this range are shown with a number inside a blue circle. Those outside the desired range, or with no range identified, will have a number inside a black circle.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 8

Management Competencies

Accountability/Ownership



Ms. Sample has some desire to be accountable for her own actions. She probably takes the initiative and assumes personal accountability for goals, outcomes and deadlines, but it may be helpful if she develops the ability to plan farther in advance as she strives to reach goals and meet deadlines. She probably enters into self-appraisal, and unless she is highly competitive and wants to do everything herself, she is probably willing to share information and responsibility with others.

Challenge the Status Quo



Mary has an excellent ability to challenge the status quo. She is willing to challenge traditional ways of thinking and work, especially when she is convinced she is right. She is probably able to develop alternative paradigms or solutions to problems and willing to implement unconventional approaches.

Collaboration/Integration



Mary is probably motivated to succeed, but also willing to celebrate the success of others when that success occurs independent of her own work. She may need to remember to share the glory for accomplishments she had a part in achieving, but becoming even more willing to think collaboratively and striving to integrate her own work with that of others in the organization will further enhance her performance in this competency.

Creativity/Innovation



Ms. Sample has the ability to "think outside the box" and is willing to experiment with new ideas and approaches. She will want to keep the company leading-edge and will translate new ideas into business opportunities whenever she sees the chance to do so. In her desire to see the organization advance in the marketplace, she will also be willing to share ideas with others when it will benefit the organization, and will offer honest feedback and ways to build on others' ideas.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 9

Customer/Market Oriented



She has some understanding of the business climate, customers, competitors and factors that drive the company forward, but may benefit from developing an even greater strategic understanding of the customer/market. She probably understands the importance of providing courteous and attentive service to customers or clients, but may not always utilize her resources well. Enhancement in this competency can be realized by developing good planning skills and better understanding the more complex needs of her customers.

Energy/Enthusiasm



Mary will exhibit some enthusiasm toward her job, but would benefit from becoming even more positive and enthusiastic. Developing a positive attitude will strengthen her ability to become an inspiration to others through her own diligence and hard work, and will increase her desire to help others through difficult times.

Strategic Thinking



Ms. Sample is a bright individual who can analyze the organization's strengths, weaknesses and competitive position in the marketplace in order to develop objectives and strategies based on long-term future perspective. She stays abreast of changes in the marketplace and this allows her to visualize future opportunities and threats the organization is likely to face. This, in turn, allows her to identify companies which could benefit from the organization's products and services.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 10

Leadership Knowledge

Attitude/ Leadership Personality



Ms. Sample has an excellent understanding of the necessity for a positive attitude and good self-confidence in a leadership role, and continually works to develop and maintain both. She understands the importance of being able to bounce back quickly from problems and other obstacles she may face as a leader, and is able to deal with difficult situations with ease. She has certain ethical standards she keeps and has clearly defined, for herself, what being a leader means.

Time Management



Mary has a healthy understanding of the importance of planning. She utilizes planning tools to keep herself organized, and generally has her priorities in line. Good time management is important to her, but she leaves enough leeway to deal with interruptions or changes, when necessary. She spends a good amount of time planning, but not to the extreme.

Planning



She has a strong understanding of the planning process and the purpose and meaning of planning, as well as where goals, standards or objectives come into play in the planning process. She has a well-developed understanding of the responsibility planning bears with it, as well as its significance in the overall success of the organization.

Organizing



Ms. Sample has a strong understanding of organization as it relates to leadership. She understands that organizing involves people, processes and tools, and perceives the difference between organizing and planning. Since she understands what encompasses organizing, she is capable of organizing projects and activities in an effective manner.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 11

Staffing



Mary has a very strong understanding of the staffing process in leadership, as well as the principal focus of staffing. She thoroughly understands the difference between aptitudes and behaviors, as well as the difference between skills and competencies. This knowledge and understanding of the staffing process enables her to better understand the problems involved in employee selection, as well as the role training and development of employees plays in this leadership process.

Leading



Ms. Sample has a strong understanding of what comprises good leadership. She understands the importance of a leader empowering her workforce and acting as a coach and mentor of others. She realizes how important motivation is in the leadership process and understands the various steps involved in managing a diverse workforce.

Facilitating



She has a very strong understanding of facilitation and control in the leadership process. She is able to define what problems are and have devised some methods of effective problem-solving. She understands the purpose of policies, rules and regulations in providing a nourishing environment for growth for team members, and can balance the need to impose discipline, guidelines and procedures in the workplace with the need to value employees and encourage creativity.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 12

Management Competencies & Leadership Knowledge

Management Competencies Scoresheet

Management Competencies									
	1	2	3	4	5	6	7	8	9
Accountability / Ownership						6			
Challenge the Status Quo							7		
Collaboration / Integration						6			
Creativity / Innovation							7		
Customer / Market Oriented						6			
Energy / Enthusiasm						6			
Strategic Thinking								8	

Leadership Knowledge Scoresheet

Leadership Knowledge									
	1	2	3	4	5	6	7	8	9
Attitude / Leadership Pers.									9
Time Management							7		
Planning							7		
Organizing								8	
Staffing									9
Leading								8	
Facilitating									9



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 13

Interview Questions Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 14

Interview Questions for Mental Acuity

Mental Acuity - Measurement of how quickly an individual comprehends information and is able to reason through and solve problems.

Very strong
evidence of skill
is not present

Strong
evidence of skill
is not present

Some
evidence of
skill is present

Strong
evidence of
skill is present

Very strong
evidence of
skill is present

Probes

Describe your most challenging job. What made the job so challenging?

Give me an example of a time you were faced with a problem for which there appeared to be no solution. What steps did you take to resolve the issue?

All jobs, over time, can become monotonous and routine. Tell me how you keep yourself challenged, motivated and enthusiastic about a job once you've learned and become proficient at it.

What was the last major skill or course of study you accomplished? Did you learn this skill or gain this knowledge on the job, or on your own?

Interpretive Guides

Did the candidate describe circumstances which are likely to occur in this position? Does the candidate appear to accept responsibility and find ways to keep him/herself motivated?

Does the candidate appear to have good reasoning skills and the ability to resolve problems? Does it appear the candidate takes calculated risks in order to resolve crises? Is the candidate willing to admit limitations and ask for the input of others?

Does the candidate have a way to deal with boredom and keep him or herself challenged? Are there other activities the candidate enters into in order to obtain mental challenge? Is the candidate willing to take the initiative to learn new things without being directed to do so by management?

Is the candidate willing to keep skills and knowledge honed? Does it appear the candidate functions below his or her level of capability? Does it appear the candidate realizes his or her high mental ability and uses it to full advantage?




Executive Achiever


Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 15

Interview Questions for Energy

Energy - Measurement of the individual's energy and drive as it relates to handling assignments and projects.


Very strong
evidence of skill
is not present


Strong
evidence of skill
is not present


Some
evidence of
skill is present


Strong
evidence of
skill is present


Very strong
evidence of
skill is present

Probes

Tell me about a time, in your former job, when you procrastinated and failed to complete a project on time. What were the circumstances and what was the outcome? What did you learn from this situation?

Describe for me a stressful situation in your last job which you handled better than others. Why do you feel you handled the pressure better? Do you tend to handle most stress and pressure in this manner?

How much of the time, in your former job, did you move around versus the amount of time you spent sitting still, perhaps behind a desk? Which do you prefer?

Tell me how you were best motivated to complete tasks in a timely manner in your previous position. Are you usually able to discipline yourself to reach deadlines, or do you appreciate outside pressure?

Interpretive Guides

Did the candidate admit to ever having a problem due to procrastinating? Was the candidate able to resolve the issue without serious ramifications occurring? Does it appear the candidate learned from his or her mistake?

Did the candidate disclose coping skills he or she possesses in order to deal with pressure? Does the candidate claim to typically handle pressure better than most? Regarding the situation the candidate described, was it a good example of exemplary stress-coping skills? Did the candidate mention that he or she is involved in action-oriented activities such as sports, exercise, etc., which would help control stress?

Will the candidate typically work behind a desk or in a stationary position, or does the position call for an extremely high energy level? Did the candidate mention that he or she can handle either type of job responsibilities?

Does the candidate require pressure from others in order to complete work on time? Is the candidate able to set personal deadlines and reach them. Does the candidate appear to be "laidback?"




Executive Achiever


Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 16

Interview Questions for Emotional Development


Emotional Development - Measurement of the individual's level of patience, self-esteem and confidence.


Very strong
evidence of skill
is not present


Strong
evidence of skill
is not present


Some
evidence of
skill is present


Strong
evidence of
skill is present


Very strong
evidence of
skill is present

Probes

Tell me about a time in a previous job when you expected too much from yourself. Do you believe you tend to be your own worst critic, at times? If so, in what way?

Describe a situation in your previous job when you admittedly lost your patience with someone else for something which really wasn't their fault. How did you rectify the situation?

Tell me about the most frustrating experience you've encountered, thus far, in your career

In your previous position, what were your three most valuable strengths for the job? What were your three greatest weaknesses in relationship to the job?

Interpretive Guides

Does it appear the candidate expects too much from him or herself? Can the candidate handle the frustration of failing to reach goals? Does the candidate set goals which appear to be unattainable, thus setting him or herself up for failure?

Does the candidate admit that he or she tends to be impatient with others? Did the candidate use sound judgment and maturity to resolve the problem caused by his or her impatience? Does it appear the candidate learned anything from the experience?

Does it appear the candidate is easily frustrated? Is the candidate likely to face the same type of situations which have caused him or her to become frustrated in the past?

Did the candidate hesitate or have difficulty thinking of three personal strengths? Did the candidate respond to the question regarding weaknesses quicker than he or she listed strengths? Does the candidate appear confident, positive and upbeat?




Executive Achiever


Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 17


Interview Questions for **Competitiveness**

Competitiveness - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.


Very strong
evidence of skill
is not present


Strong
evidence of skill
is not present


Some
evidence of
skill is present


Strong
evidence of
skill is present


Very strong
evidence of
skill is present

Probes

Tell me about the toughest job situation you've encountered which involved not only you, but other people. What role did you play in resolving the problem?

Describe the highest goal you have ever set for yourself and reached. How did reaching that goal affect you?

Give an example of a time when you felt it was easier to do everything yourself, rather than teach or depend on others to help you. Do you usually feel this way? If so, why?

Tell me about the last time you competed for something and lost. How did that make you feel and what, if anything, would you do differently if you were in that same situation in the future?

Interpretive Guides

Did the part the candidate played in resolving the problem exhibit good team work? Did the candidate exhibit good leadership skills and take appropriate action?

Was the goal an obvious "stretch" for the candidate? Did the candidate exhibit perseverance in reaching the goal?

Does the candidate admit to being someone who believes "no one can do anything as well as he/she?" Does it appear the candidate can also work as part of a team? Look for words indicating team spirit, i.e., "we" and "our team," as opposed to "I" and "me."

Does the candidate appear to be resentful over the loss? Does it appear the candidate can take criticism and failure in stride, or does the candidate become discouraged? Did the candidate appear to learn anything from this experience?



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 18

Interview Questions for **Motivation**

Motivation - Measurement of the individual's achievement orientation and internal motivation to initiate changes and take risks in order to advance.

Very strong
evidence of skill
is not present

Strong
evidence of skill
is not present

Some
evidence of
skill is present

Strong
evidence of
skill is present

Very strong
evidence of
skill is present

Probes

In your prior job, what was the biggest change you were faced with and how did you adapt to that change?

Give me an example of a time you took a risk and won. How did your accomplishment make you feel? How do you believe you would have felt if you had taken that risk and failed?

Other than money, describe what really motivated you in prior jobs to do more than you were expected to do.

What type of compensation plan have you most enjoyed in the past - straight salary, commission only, draw plus, etc. What most attracts you to this type of compensation plan?

Interpretive Guides

Does the candidate seem to thrive on change? Does it appear the candidate has good skills to cope with change?

Is the candidate a big risk taker? Does it appear the risks the candidate has taken are reasonable and calculated, or does the candidate appear to be somewhat impetuous? Does it appear the candidate is able to accept occasional failure?

Does the candidate appear to understand what motivates him or her and if so, are these factors reasonable and available in this position?

In this position, will the candidate be on the same type compensation plan as the one he or she most enjoyed in the past. If not, could the compensation plan be structured to better meet the candidate's needs?



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 19

Development Suggestions

Introduction

The following Personal Development Suggestions may assist in prioritizing, enhancing, OR changing developmental actions. They are directed specifically to the individual. Management should review these suggestions, and together with the participant, consider requirements of current and potential future job opportunities.

These suggestions recommend actions that an individual can take on a daily OR weekly basis to become more productive.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 20

Energy - Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.

You handle work-related pressure well and tension usually does not cause a problem, but being calm, you may not approach projects or assignments with as much of a sense of urgency as is needed to complete the job within the prescribed timeframe.

Your self-affirmation sentence:

"I vigorously undertake each task."

Steps to Effect Change

1. If you desire more achievement-oriented behavior, start making up an itinerary one week in advance and begin activities as early in the day as possible. Then, monitor yourself to see that you are following the plan as closely as possible.
2. If you are in a non-changing, lack-of-activity situation for the majority of your day, you may need to create a pattern to force activity on a consistent basis. This arrangement will create greater momentum toward a more active life.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 21

Emotional Development - Measures ego, self-esteem and emotional maturity compared to chronological age (age from date of birth).

You have a strong sense of urgency concerning what you desire to see accomplished. However, you can be a very impatient individual who expects a great deal from yourself and, at times, others. When you do not reach the goals you have set for yourself, even though they may have been unrealistic to begin with, you can begin to lose confidence in yourself. You like to see immediate results and can become your own worst critic.

Your self-affirmation sentence:

"I am patient and realistic in my goals."

Steps to Effect Change

1. If you feel your self-confidence is not what it should be, write down ten good things about yourself. Focus on these good traits you possess, rather than the negative traits. With the negative traits, ask yourself if there are any you can change. If so, plan how you might change them. Try to learn to accept the negatives you are powerless to change.
2. You may need to work to control your temper and emotions when faced with confrontation, disappointment or failure. Ask yourself if there is anything you could have done to prevent the problem. If not, you must learn to accept occasional setbacks you have no control over.
3. You need to build ego strength and personal ability to achieve. Set goals high enough to have something to strive toward, but not so high as to cause frustration. One way to accomplish this is to set goals in steps, whereby you reach one small goal which then leads to another, until the ultimate goal you want to accomplish is within reach. In this manner, each small step you reach will be an accomplishment which boosts your morale.
4. If you become impatient with yourself or someone else, step away from the situation and ask yourself how important the situation really is. More often than not, you will find that you are getting impatient and stressed because of something which is really quite insignificant.



Executive Achiever

Name: Mary Sample
Company: The Behavior Institute

Date: 7/27/2009
Page: 22

Competitiveness - Reflects measurement of concern about making and keeping friendships as opposed to competing, winning and achieving individually.

You are highly individualistically competitive, always prepared to meet any challenge and win. You are a one-on-one competitor and may find it difficult to cooperate as a team member.

Your self-affirmation sentence:

"I accept defeat."

Steps to Effect Change

1. Even when competing against family and friends in simple activities such as playing cards, the individualistically competitive individual always wants to win. You must be careful that you don't take winning so seriously that it is to the detriment of other people.
2. Highly competitive people sometimes experience voids in their lives due to spending too little time just being friendly and building relationships with people. They also often take on more than they should, believing that if something is going to be done right, they must do it. If you continually take on more than you can handle and fail to rely on others to help you, you can become burned-out. Keep in mind that today, it is possible to be successful, yet also a good team player.