### michelle navarro 10-13-2016



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#### **MORE THAN A SCORE**

We believe that you were born with a unique set of strengths. Standardized test scores and GPA measure only a fraction of your abilities. Indigo measures a much wider range of attributes, helping you to discover areas in which you will thrive.

#### THERE ARE 3 SECTIONS TO THIS PROFILE:

- 1. **Style** "How you do things." This section describes your behavioral style.
  - Knowing your style helps you choose an environment in which you will thrive.
- 2. **Motivators** "Why you do things." This section describes what motivates you.
  - Knowing your motivators helps you choose a college program and career that is personally meaningful.
- 3. **Next Steps** This section provides possible education and career paths.

#### STYLE: YOUR STYLE

This describes your basic, natural behavioral style. Everyone is different and there is no right or wrong way to be.

michelle likes to work behind the scene and be seen as someone who is organized and has her life in order. She prefers that things be orderly and she will approach work in a systematic manner. She tends to be precise about her use of time and can become frustrated when others interrupt her when in the middle of a task. She has a need to achieve in an environment in which the quality is controlled. She can become frustrated when put in a situation that is nothing more than a rambling discussion. While she may not be a perfectionist with all things, she has certain activities that will always be done with the same high standards in mind. She can be characterized by her creativity and attention to quality and detail. Because of high expectations of her own job performance, michelle may sometimes feel that other workers cannot perform up to her standards. She resists change if she feels the change will lower the quality of her work. If change is inevitable, she may need reassurances that her standards will continue to be met. When michelle sees something that is wrong she wants to fix it. She is oriented toward achieving practical results. To some people, michelle may appear to be analytical.

michelle is a critical and systematic thinker, and this strength may not be easily recognized by others. She likes to assemble facts and data before making decisions. This allows her time to review the facts and think about the decision to be made. She usually judges others by the quality of their work. She may find it difficult to recognize others' strengths, if their work does not meet her high standards. She is the type of person who will accept challenges, and accept them seriously. michelle has an acute awareness of social, economic and political implications of her decisions. She tends to postpone the decision-making process until she has all the facts. She gets frustrated when well-established rules are not observed by others. She prefers to have everyone adhere to the same rules and regulations. She feels tension when forced to make major decisions quickly.

## **STYLE: YOUR STYLE**

Communication is accomplished best by well-defined avenues.



#### STYLE: WHAT OTHERS MAY VALUE IN YOU

- Patient and empathetic.
- Consistent and steady.
- Conscientious and steady.
- Good at reconciling factions--is calming and adds stability.
- Maintains standards.
- Works for a leader and a cause.
- Good listener.
- Service-oriented.

#### STYLE: POTENTIAL WEAKNESSES WITH YOUR STYLE

Every behavioral style has inherent positives and negatives. This section lists some possible behaviors that may hold you back in life. Knowing what they are will help you get along with others and reduce stress.

- Prefer things to people--things don't show emotion or need restraint.
- Get bogged down in details and use details to protect her position.
- Lean on technical achievement.
- Tell ideas as opposed to sell ideas.
- Want full explanation before changes are made to ensure her understanding.
- Be self-deprecating--doesn't project self-confidence.
- Have difficulty making decisions because she's mostly concerned about the "right" decision. If precedent does not give direction, her tendency is to wait for directions.
- Lean on supervisors if information and direction is not clear.



#### STYLE: HOW OTHER PEOPLE SHOULD COMMUNICATE WITH YOU...

This page provides other people a list of things to DO when communicating with you. This is how you like to be communicated with. Everyone has different communication styles. Knowing your style and acknowledging other's styles is critical to success in any job or relationship.

- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Show sincere interest in her as a person. Find areas of common involvement and be candid and open.
- Provide solid, tangible, practical evidence.
- Define clearly (preferably in writing) individual contributions.
- Give her time to verify reliability of your actions; be accurate, realistic.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Prepare your "case" in advance.
- Patiently draw out personal goals and work with her to help her achieve those goals; listen and be responsive.
- Give her time to be thorough, when appropriate.
- Provide guarantees that her decision will minimize risks; give assurance that provides her with benefits.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there won't be surprises.

#### STYLE: ... AND HOW OTHERS SHOULD NOT COMMUNICATE WITH YOU

This page provides other people a list of things NOT to do when communicating with you. Everyone has different communication styles. Knowing your style and acknowledging other's styles is critical to success in any job or relationship.

- Threaten, cajole, wheedle, coax or whimper.
- Use gimmicks or clever, quick manipulations.
- Rush the decision-making process.
- Patronize or demean her by using subtlety or incentive.
- Manipulate or push her into agreeing because she probably won't fight back.
- Force her to respond quickly to your objectives. Don't say "Here's how I see it."
- Be vague; don't offer opinions and probabilities.
- Use testimonies of unreliable sources: don't be haphazard.
- Push too hard, or be unrealistic with deadlines.
- Make statements about the quality of her work unless you can prove it.
- Be domineering or demanding; don't threaten with position power.
- Debate about facts and figures.



#### STYLE: YOUR STRENGTHS

These are areas where you really shine! Use these strengths to talk about yourself on college applications, job/internship interviews, and with teammates for school projects and extracurricular activities. Practice using your strengths every opportunity you can.

- Sees the details and resources needed to achieve desired return.
- Expectations are clear, tangible and have a bottom-line focus.
- Detailed and compliant about the research process.
- Asks many questions to find the correct answers.
- Takes a methodical approach to implementing changes that will increase return on investment.
- Loyal and consistent in using the resources she has been allocated.
- Good listener when being presented with accurate facts and figures.
- Desire for continuous learning is one of her greatest strengths.

#### STYLE: SOME POTENTIAL CHALLENGES

The areas below are things to be careful of because they may create roadblocks to your success. Identify any areas that may be affecting your success now and develop an action plan to overcome these challenges.

- Desires to be seen as resourceful, yet is fearful of making mistakes.
- May over focus on the negative side of investments and, therefore, may miss the
  opportunity.
- Needs data for comfort and curiosity but may experience paralysis by analysis when finishing goals.
- Can be defensive when hard facts are questioned.
- Puts all her "eggs in one basket".
- May never get a good plan off the ground if she feels rushed.
- May withhold sharing of knowledge to meet her security needs.
- May have difficulty sharing subjective information.



#### STYLE: YOUR IDEAL WORK ENVIRONMENT

An ideal working environment for you should include elements from this list.

- Familiar work environment with a predictable pattern.
- Close relationship with a small group of associates.
- Time necessary to gather enough information in order to move forward.
- An environment where being prepared for meetings is rewarded.
- Clearly defined rules, procedures and pathway to meet performance objectives.
- The need for consistent, reliable and stable contributions to the bottom-line.

#### STYLE: THINGS YOU MAY WANT FROM OTHERS

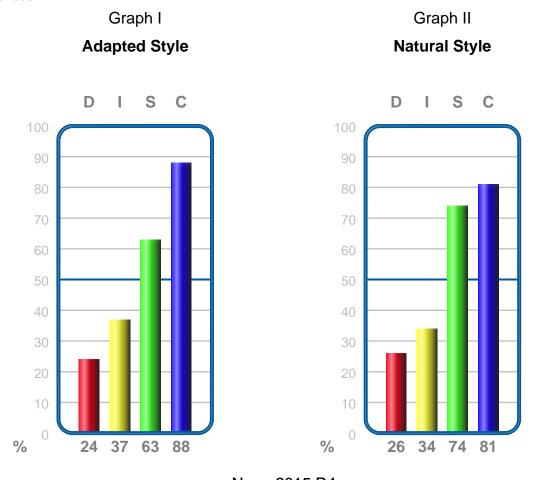
People are more motivated when they choose careers and college programs that satisfy their unique set of "wants".

- High quality work standards.
- Better planning and fewer changes in the organization.
- The time to research and layout information in a methodical way.
- Information on how to do things right, for fear of making a mistake.
- Fears eliminated by making the data and information available for decision making and problem solving.
- Logical, predictable ways to achieve goals and the time needed to achieve them.



#### STYLE: YOUR STYLE INSIGHTS® GRAPHS

The graphs below represent your adapted and natural behavioral styles based on the DISC model. D stands for dominance. I stands for influencing. S stands for steadiness. C stands for compliance. The graph on the right represents your natural style and the graph on the left represents your adapted style based on current circumstances.



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**D**, the red bar on the graphs, stands for Dominance. High D's tend to be direct, forceful, challenge oriented, and bold. Low D's tend to be non-confrontational, low key, cooperative, and agreeable. The emotion associated with high D's is anger.

Famous high D's are Hillary Clinton and Donald Trump.

**I, the yellow bar on the graphs, stands for Influencing.** High I's tend to be enthusiastic, persuasive, talkative, and trusting. Low I's tend to be reflective, skeptical, factual, and matter of fact. The emotion associated with high I's is optimism.

Famous high I's are Will Ferrell and Oprah Winfrey.

**S, the green bar on the graphs, stands for Steadiness.** High S's tend to be steady, patient, predictable, and calm. Low S's tend to be change oriented, flexible, restless, and impatient. The emotion associated with high S's is non-emotional – they do not readily display their emotions.

Famous high S's are Michelle Obama and Gandhi.

**C, the blue bar on the graphs, stands for Compliance.** High C's tend to be analytical, cautious, accurate, and detail oriented. Low C's tend to be independent, unsystematic, stubborn, and unconcerned with details. The emotion associated with high C's is fear.

Famous high C's are Al Gore and Hermione from Harry Potter.

#### **MOTIVATORS: INTRODUCTION TO WHAT MOTIVATES YOU**

This section describes why you do things. Motivators are like an engine beneath the hood of a car. Motivators aren't easily seen from the outside but they are what power you. This is important to your college and career choice because motivators correlate directly to fulfillment and meaning. Most people are happiest selecting a major and career based on their top two motivators.

When interpreting your motivator scores, think of your motivators as related to a fire hose. Your top motivators are a widespread stream that covers all aspects of your life. Your bottom motivators are like a concentrated stream and only appear in specific areas where that motivator matters to you.

The Indigo Assessment measures six motivators:

- 1. **Aesthetic** Desire for form, harmony and beauty.
- 2. **Individualistic** Desire for control, rank and power.
- 3. **Social** Desire to help others and solve social problems.
- 4. **Theoretical** Desire to learn for the sake of knowledge.
- 5. **Traditional** Desire to live by a set of rules, standards or beliefs.
- 6. **Utilitarian** Desire for a return on investment of time, energy or money.

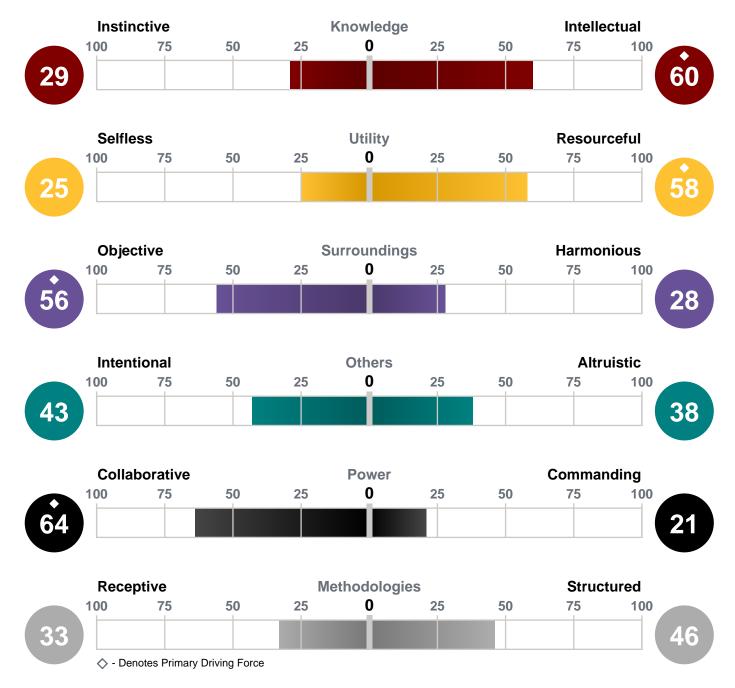
The next page ranks your relative passion for each of the six motivators. The pages following your ranking list your motivators in order of importance to you and how each motivator may affect your life decisions at this time.

For more information about motivators visit www.IndigotheAssessment.com .



#### **DRIVING FORCES GRAPH**

Eduard Spranger first defined six primary types or categories to define human motivation and drive. These six types are Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional. The 12 Driving Forces are derived by looking at each motivator on a continuum and describing both ends. All of the twelve descriptors are based on six keywords, one for each continuum. The six keywords are Knowledge, Utility, Surroundings, Others, Power and Methodologies. Focus on activities and work that relate to your highest driving forces scores.





## MOTIVATORS: HOW THE UTILITARIAN MOTIVATOR MAY AFFECT YOUR LIFE DECISIONS

High utilitarian scores indicate a desire to get a return on investment. Investments may be financial, time or energy. Typically "utilitarians" focus on results and may be money motivated. This value often includes the practical affairs of the business world- the production, marketing and consumption of goods, and the accumulation of tangible wealth. If utilitarian is one of your top two motivators, you will not feel satisfied unless you feel like you are receiving a return on your investment of time or energy.

- Goals for the future are easily accomplished with her ability to integrate the past and the present.
- She evaluates things for their utility and economic return.
- michelle tends to give freely of time and resources, but will want and expect a return on her investment.
- She will work long and hard to satisfy her needs.
- michelle is good at achieving goals.
- She may use wealth as a yardstick to measure her work effort.
- The accumulation of material possessions results from her ability to follow through and accomplish goals.

## MOTIVATORS: HOW THE THEORETICAL MOTIVATOR MAY AFFECT YOUR LIFE DECISIONS

High theoretical scores indicate a desire to discover truths by learning for the sake of knowing. Typically, high "theoreticals" like to study, read, seek knowledge, and research. If theoretical is one of your top two motivators, you will not feel satisfied unless you are continually challenged with new information and given opportunities to learn new things.

- michelle is comfortable around people who share her interest for knowledge and especially those people with similar convictions.
- michelle has the potential to become an expert in her chosen field.
- A comfortable job for michelle is one that challenges her knowledge.
- michelle is very good at integrating past knowledge to solve present problems.
- She will usually have the data to support her convictions.
- She may have difficulty putting down a good book.



## MOTIVATORS: HOW THE TRADITIONAL MOTIVATOR MAY AFFECT YOUR LIFE DECISIONS

High traditional scores indicate a desire to live by a certain set of standards or beliefs that provide a basis for making life decisions. Typically, high "traditionals" have a very strong "faith" or strong cultural values. If this is a primary motivator, it's important to identify where your traditional values stem from. You can have a high traditional score and not embrace a religion, for example. You may base your traditions on family, a strong internal moral compass, or culture. If traditional is one of your top two motivators, you will not feel satisfied unless your beliefs are respected and you are allowed to live and work in a way that aligns with those beliefs.

- michelle lets her conscience be her guide.
- She will have strong beliefs within a system that she feels most comfortable with, and she will not be as strong in her beliefs or approach if she lacks that interest level.
- michelle needs to be able to pick and choose the traditions and set of beliefs to which she will adhere.
- michelle at times will evaluate others based on her rules for living.

# MOTIVATORS: HOW THE SOCIAL MOTIVATOR MAY AFFECT YOUR LIFE DECISIONS

High social scores indicate the desire to help others and an inherent love of people. Typically "socials" are altruistic and are motivated to give back to society in some way. They might volunteer, spend time on community projects and charities, or solve global, social, and environmental problems. If social is one of your top two motivators, you will not feel satisfied if you are not doing something that helps others.

- michelle's desire to help others (even to her own detriment) or decision not to help others, is reviewed on an individual basis.
- michelle will definitely attempt to help an individual or group overcome a predicament, but only if they have "touched the right chords" within her.

# MOTIVATORS: HOW THE AESTHETIC MOTIVATOR MAY AFFECT YOUR LIFE DECISIONS

High aesthetic scores indicate a desire to experience form, beauty and harmony in the world. Typically "aesthetics" need an attractive living and working environment. They may enjoy nature, various art forms and can be excellent long-range planners due to their desire to create harmonious outcomes. A high score does not necessarily mean that you have talents in creative artistry. If aesthetic is one of your top two motivators, you will not feel satisfied unless your physical environment is appealing to you and your aesthetic value is utilized in your working environment.

- She is a very practical person who is not sensitive to being in harmony with her surroundings.
- She wants to take a practical approach to events.
- Unpleasant surroundings will not stifle her creativity.
- The utility of "something" is more important than its beauty, form and harmony.
- michelle's passion in life will be found in one or two of the other motivators discussed in this report.
- michelle is not necessarily worried about form and beauty in her environment.
- Intellectually, michelle can see the need for beauty, but has difficulty buying the finer things in life.

## MOTIVATORS: HOW THE INDIVIDUALISTIC MOTIVATOR MAY AFFECT YOUR LIFE DECISIONS

High individualistic scores indicate the desire to gain power, lead others, and advance in position. Typically, high "individualistics" want to appear in the public eye. This motivator is sometimes called the political value. If individualistic is one of your top two motivators, you will not feel satisfied unless you are in control of your own destiny and are publically recognized for your contributions.

- She will not attempt to overpower others' points of view or change their thinking.
- michelle feels that struggles should be the burden of the team, not just the individuals.
- As long as michelle's belief systems are not threatened, she will allow others to set the tone and direction of her work.
- Stability is a primary concern. Patience and fortitude will win in the long run.
- Being in total control of a situation is not a primary motivating factor.
- michelle's passion in life will be found in one or two of the other dimensions discussed in this report.
- michelle will be less concerned about her ego than others may be.

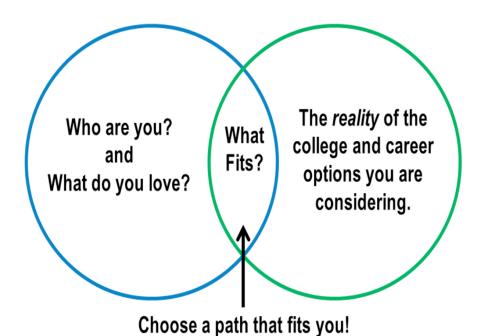


#### **NEXT STEPS: CHOOSE A PATH**

Your Indigo Assessment provides you with information by which you can choose a career and college that is aligned with your natural strengths and preferences.

Sharing your profile with others will provide additional insight about yourself and how to use this information wisely.

Forging the life you want takes time, discipline, hard work, courage, and a lot of trial and error. The fastest way to success is by starting with who you are and finding a college and career option that fits you.



#### **COMING SOON...**

Watershed is building an online matching system and job database that helps you discover careers and college programs that you will love.

Stay tuned to our progress at www.IndigotheAssessment.com .



#### **NEXT STEPS: POSSIBLE DEGREE MATCHES**

These are potential degrees and directions that fit your personal profile. Not all of these will be a perfect fit. However, they provide a good starting point for programs to research and consider.

#### **Arts and Sciences**

Criminology, Forensics Interior Desgin Microbiology Neuroscience

#### **Business**

Accounting

#### **Career and Technical**

Biomedical Equipment Technician Drafting Electrician Vehicle Maintenance and Repair Welding

### **Engineering**

Aerospace Engineering
Bio Engineering
Chemical Engineering
Civil Engineering
Electrical Engineering
Materials Engineering
Mechanical Engineering
Nuclear Engineering

## **Environmental, Agriculture and Food**

Forestry, Natural Resources Natural Sciences

## **Evolving Opportunities**

Ecommerce Medical Ethics Nutrition and Diet Science



## **NEXT STEPS: POSSIBLE DEGREE MATCHES**

#### **Health Sciences**

Pharmaceutical Pre-Medicine



#### **NEXT STEPS: POSSIBLE CAREER IDEAS**

Today's workplace is in constant change and careers are evolving to keep pace. It is not unusual for people to change careers 4-5 times during their lives. Research indicates that over 50% of working people hold jobs that do not utilize their natural talents, so they are neither fully motivated nor satisfied in their work.

Given these realities, it is more important than ever to make informed career decisions based on a solid understanding of yourself. The list of jobs below has been designed to spark your imagination and provide ideas. The message is: **"Your options are many."** These ideas are not meant to put you in a box or represent a definitive list of options. If your dream job isn't on the list, don't worry, go for it!

For more information on any job, input the listed code at the O\*NET database - http://online.onetcenter.org.

19-2043 4+ Hydrologist 19-2042 4+ Geoscientist 19-2041 4+ Environmental Scientist & Specialist including Health 19-2031 4+ Chemist 19-2021 4+ Atmospheric & Space Scientist 19-2012 4+ Physicist 19-1023 4+ Zoologist & Wildlife Biologist 17-2171 4+ Petroleum Engineer 17-2141 4+ Mechanical Engineer 17-2131 4+ Materials Engineer 17-2121 4+ Marine Engineer & Naval Architect 17-212 4+ Industrial Engineer 17-2071 4+ Electrical Engineer 17-2061 4+ Computer Hardware Engineer 17-2051 4+ Civil Engineer 17-2011 4+ Aerospace Engineer	CODE 29-2056 29-2031 29-1131 29-1071.01 29-1051 29-1021 29-1011 25-4021 25-4012 25-3011 23-1011 21-1091 19-4011	EDUCATION 4+ 4+ 4+ 4+ 4+ 4+ 4+ 4+ 4+ 4+ 4+ 4+ 4+	OCCUPATION Veterinary Technician Cardiovascular Technician Veterinarian Anesthesiologist Assistant Pharmacist Dentist Chiropractor Librarian Curator Adult Educator Lawyer Health Educator Agriculture & Food Science Technician Historian
19-2042 4+ Geoscientist 19-2041 4+ Environmental Scientist & Specialist including Health 19-2031 4+ Chemist 19-2021 4+ Atmospheric & Space Scientist 19-2012 4+ Physicist 19-1023 4+ Zoologist & Wildlife Biologist 17-2171 4+ Petroleum Engineer 17-2141 4+ Mechanical Engineer 17-2131 4+ Materials Engineer 17-2121 4+ Marine Engineer & Naval Architect 17-2112 4+ Industrial Engineer 17-2071 4+ Electrical Engineer 17-2061 4+ Computer Hardware Engineer 17-2051 4+ Civil Engineer			
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### **NEXT STEPS: POSSIBLE CAREER IDEAS**

17-1012	4+	Landscape Architect
17-1011	4+	Architect, Except Landscape & Naval
15-2041	4+	Statistician
15-2031	4+	Operations Research Analyst
13-2031	4+	Budget Analyst
11-9141	4+	Property, Real Estate & Community Association Manager
11-9121	4+	Natural Science Manager
11-3011	4+	Administrative Services Manager
29-2034	4	Radiologic Technician
29-2033	4	Nuclear Medicine Technician
29-2011	4	Medical & Clinical Lab Technician
29-1124	4	Radiation Therapist
27-3043	4	Writer & Author
27-3021	4	News Analyst
25-2031	4	Teacher, Secondary
25-2021	4	Teacher, Elementary
17-3031	4	Surveying & Mapping Technician
17-3013	4	Mechanical Drafter
17-3012	4	Electrical & Electronic Drafter
17-3011	4	Architectural & Civil Drafter
17-2199.10	4	Wind Energy Engineer
17-1022	4	Surveyor
17-1021	4	Cartographer & Photogrammertrist
15-2021	4	Mathematician
15-2011	4	Actuary
15-1071	4	Network & Computer Systems Administrator
15-1041	4	Computer Support Specialist
15-1031	4	Computer Software Engineer, Applications
13-2051	4	Financial Analyst
13-2021	4	Real Estate Appraiser & Assessor of Real Estate
13-2011	4	Accountant & Auditor
47-2031	3-4	Carpenter
15-1099.00	2-4+	Computer Specialist, all other
49-9062	2-4	Medical Equipment Repairer
43-3021	2-4	Billing and Posting Clerk
41-1012	2-4	Manager, Supervisor, non retail
31-1012	2-4	Nurse, Aide, Orderly & Attendant
19-4092	2-4	Forensic Science Technician
17-3024	2-4	Electro-mechanical Technician
17-3023	2-4	Electrical & Electronic Technician
17-3022	2-4	Civil Engineering Technician
17-3021	2-4	Aerospace Engineer & Operations Technician
11-9051	2-4	Food Service Manager
11-9011	2-4	Farm, Ranch & Other Agricultural Manager
27-4014	2+	Sound Engineering Technician

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## **NEXT STEPS: POSSIBLE CAREER IDEAS**

27-1014	2+	Artist & Animator, multi-media
53-2011	2	Airline Pilot, Copilot & Flight Engineer
51-5023	2	Printing Machine Operator
49-3023	2	Automotive Service Technician
47-4099.02	2	Solar Thermal Installer & Technician
43-3031	2	Bookkeeping, Accounting & Auditing Clerk
31-9092	2	Medical Assistant
31-2011	2	Occupational Therapist Assistant
29-2061	2	LPN (Licensed Practical Nurse)
29-2055	2	Surgical Technician
29-2052	2	Pharmacy Technician
25-9031	2	Instructional Coordinator
23-2011	2	Paralegal & Legal Assistant
11-3051	2	Industrial Production Manager
25-9041	HS-2	Teacher Assistant
25-4031	HS-2	Library Technician
53-3032	HS	Truck Driver, Heavy & Tractor-Trailer
47-4051	HS	Highway Maintenance Worker
47-2111	HS	Electrician
45-3011	HS	Fisher and Fishing Vessel Operator
43-5061	HS	Production and Planning Clerk
43-4151	HS	Order Clerk
43-4121	HS	Library Assistant, clerical
43-4041	HS	Credit Authorizer
43-3011	HS	Bill and Accounts Collector
31-9095	HS	Pharmacy Aide
31-1011	HS	Home Health Aide
29-2041	HS	Emergency Medical Technician & Paramedic



#### **STUDY TIPS**

- Quiz yourself and others about ideas you are learning.
- Study in groups of two or more.
- Study alone.
- Put words you have trouble spelling on your mirror so you see them daily.
- Participate in class discussions.
- Set challenging goals.
- Meditate and think positive thoughts before taking an exam.
- Set realistic goals.
- Study and review notes just before class starts.
- Force yourself to ask your classmates questions.
- Listen and think positively about the concepts you are studying.
- Plan a block of time for studying take 10-minute breaks every hour.

## michelle navarro



### **Strengths**

Sees the details and resources needed to achieve desired return.

Expectations are clear, tangible and have a bottom-line focus.

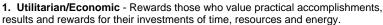
Detailed and compliant about the research process.

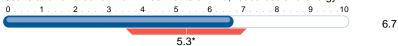
Asks many questions to find the correct answers.

Takes a methodical approach to implementing changes that will increase return on investment.

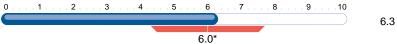
Good listener when being presented with accurate facts and figures.

#### **Motivators**





**2. Theoretical** - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



**3. Traditional/Regulatory** - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



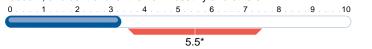
**4. Social** - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

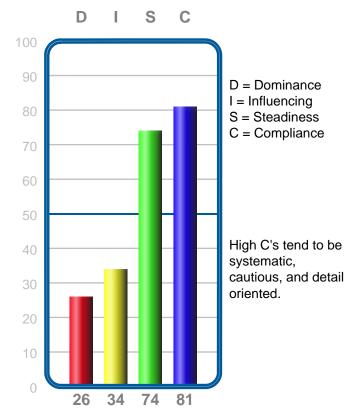


**5. Aesthetic** - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



**6. Individualistic/Political** - Rewards those who value personal recognition, freedom, and control over their own destiny and others.





#### Value to a Team

Always concerned about quality work.

Accurate and intuitive.

Always looking for the logical solutions.

Dependable team player.

3.3

Objective--"The anchor of reality."

Defines, clarifies, gets information, criticizes and tests.