
PERSONALITY AND
CAREER DECISIONS



*Find or create the job you were
made to do and start thriving*

By Greg Skloot, President of **Crystal** 

TABLE OF CONTENTS

TIME IS MONEY	3
UNDERSTANDING PERSONALITY	6
UNDERSTANDING YOURSELF	10
<i>Find your motivation</i>	
<i>Identify energy behaviors</i>	
THE RIGHT FIT	14
<i>The right position</i>	
<i>The right workplace</i>	
JOB FIT TOOL	18



Intro

Time is money

TIME IS MONEY

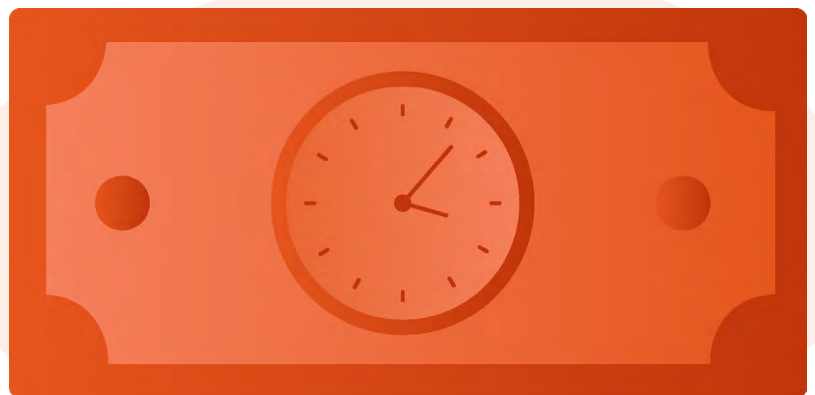
Time is money; the old adage is used so often that it has turned into a truism for business book authors, or a blunt hammer for impatient managers. It's true in some senses, but if you look at your life in any timeline beyond 24 hours, you'll realize that the two are not equal. Your time is finite, which makes it your most valuable resource.

The time we spend working accounts for over 30 percent of our waking lives—and most of us don't start full-time jobs until we're between the ages of 18 and 22. If we're going to invest so much of our lives into our work, we need to make sure we aren't wasting our efforts in jobs that stress and exhaust us, regardless of the paycheck.

A study done by the nonprofit Mental Health America (MHA) and The Faas Foundation found nearly 81% of people believe stress from their jobs negatively affects the relationships they have with their family and friends. **About 63% of respondents reported that their workplace stress significantly impacted their mental health, leading to unhealthy behaviors like drinking or crying regularly.** Nearly 71% said they were actively thinking about or looking for another job.

In the EU, the ESENER survey found that work-related stress is a concern in almost 80% of workplaces, but only 30% of those spaces have a system in place to help workers cope with the stress.

Now, we cannot place judgment on any of the people reporting this high level of stress at work. People have important reasons for getting up in the morning, driving to the work, and putting in their hours. They have families to feed, kids to send to college, dreams to save up for, futures to plan, and countless other responsibilities that do not go away. It's not easy to make a career change, specifically one that involves a lot of risk. However, as we have explored this world of personality models and data, we have found that most people underestimate how much they can improve their joy and effectiveness at work, often without even changing jobs.



Here at Crystal, to figure out how to make these positive changes, we use a measurement concept called Job Fit. It's all about understanding the true motivations and behavioral tendencies of your personality, and thoughtfully analyzing and planning your job responsibilities in a way that energizes you, rather than drains you.

This guide will help you understand how to look at your own job (or those on your team) through the lens of Job Fit, *so you can feel more energized, less stressed and ultimately spend more time excelling in your work.*



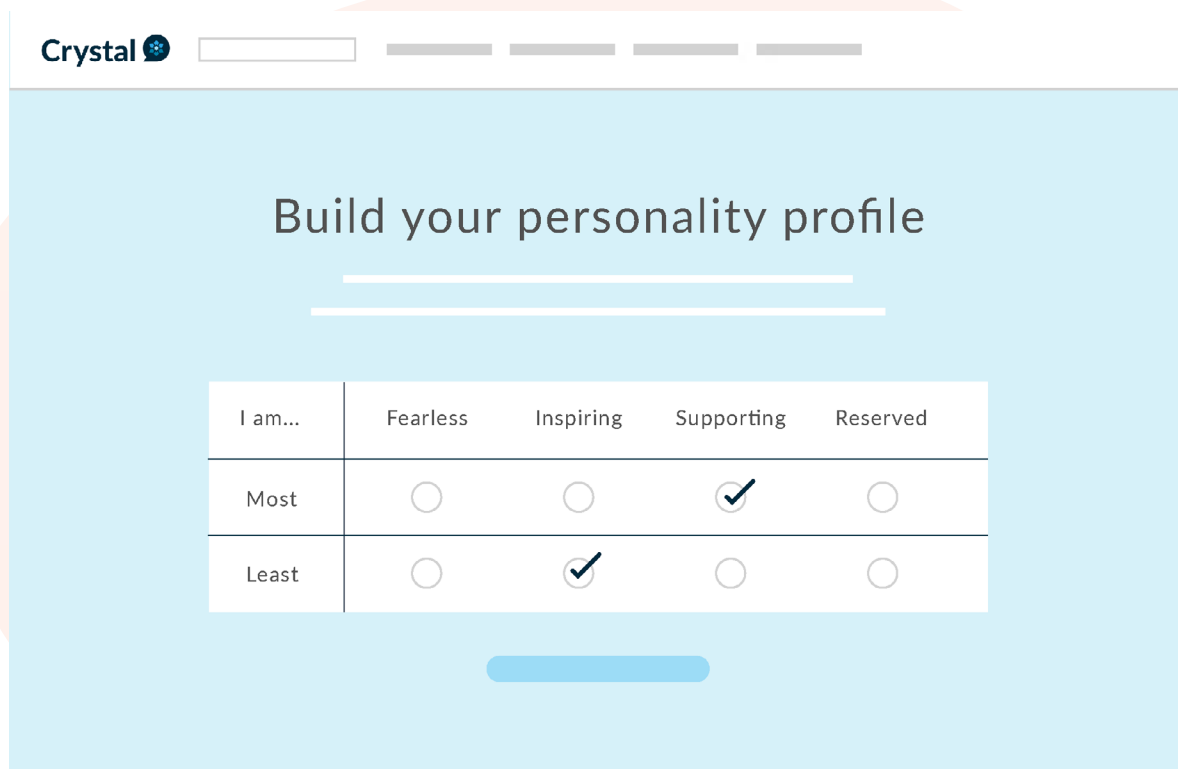
Section 1 _____

Understanding Personality

UNDERSTANDING PERSONALITY

We built our product, Crystal, to help people improve their communication and build stronger relationships with others. We do this by inviting anyone to take a free personality test and view the results for themselves and any friends or coworkers they choose to share it with. By learning to understand people better, you can communicate with them in an empathetic way that accounts for the uniqueness of their personality.

When you can see personality insights, provided by tools like Crystal, you'll better understand how someone else thinks, acts, and prefers to communicate. This understanding is critical for identifying someone's Personality/Job Fit.



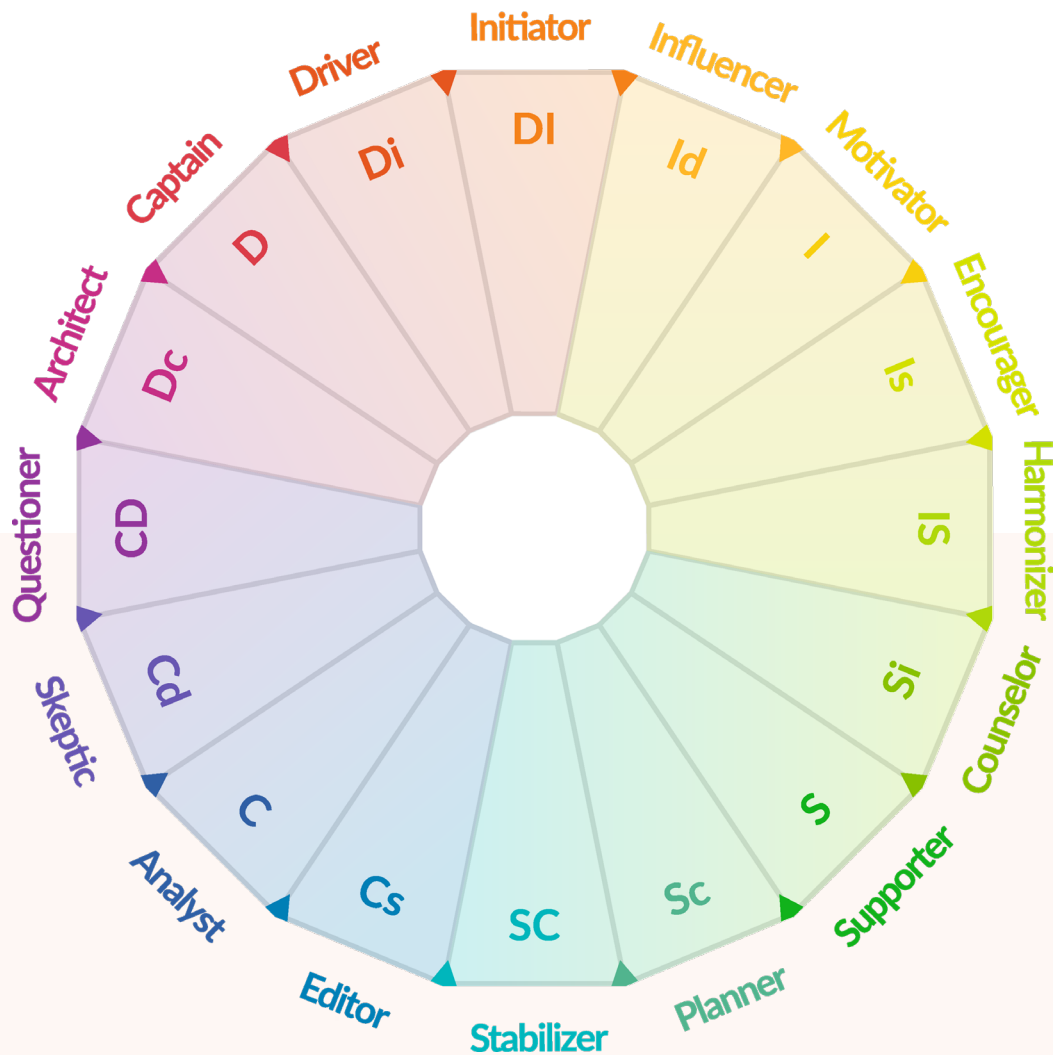
The screenshot shows the Crystal personality test interface. At the top, the Crystal logo is visible. Below it, the main heading reads "Build your personality profile". Underneath the heading is a table with four columns representing personality traits: Fearless, Inspiring, Supporting, and Reserved. The rows represent the frequency of each trait: "Most" and "Least". The "Supporting" trait is selected as the "Most" trait, and the "Inspiring" trait is selected as the "Least" trait. A blue button is located at the bottom of the form.

I am...	Fearless	Inspiring	Supporting	Reserved
Most	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Least	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>



Without getting too technical, when Crystal determines someone's personality, it uses a framework called DISC to classify their personality into a few categories which we refer to as D (dominance), I (influence), S (steadiness), and C (conscientiousness). Each of us has a primary DISC type in one of these categories and sometimes a secondary DISC type in another. To keep things simple, we separate these into easy-to-remember labels called Archetypes.

You can see them all on this graphic called the Personality Map:



Below is a breakdown of common personality traits within each of the categories in DISC.

D Personality Types: *Captains, Drivers, Initiators, Architects*



- Motivated by control over the future and personal authority
- Tend to prefer instant, concrete results and having an advantage over competition
- Communicate clearly and succinctly

I Personality Types: *Influencer, Motivator, Encourager, Harmonizer*



- Motivated by innovative, unique, creative ideas and excited by the future
- Tend to prefer building new relationships and experiences
- Communicate in a casual, expressive way

S Personality Types: *Counselor, Supporter, Planner, Stabilizer*



- Motivated by peace, safety, and others' wellbeing
- Tend to prefer security, reliability and trust
- Communicate in a friendly and genuine way

C Personality Types: *Editor, Analyst, Skeptic, Questioner*



- Motivated by logic, information, and problem solving
- Tend to prefer accurate information and quality solutions (quality over quantity)
- Communicate in a business-like, fact-based way

These differences are extremely important for your approach in every conversation. For example, someone who is a warm, people-oriented Supporter (S) is less likely to engage in a discussion about facts and data. They'd usually prefer to engage in more personal, get-to-know-you conversation. An Analyst (C), on the other hand, tends to enjoy learning more about specific, concrete information.

By identifying someone's personality type, we can learn how to best communicate with them.



Section 2 —————

Understanding yourself

FIND YOUR MOTIVATION

Once you've figured out your personality type, you can learn to identify what most motivates you. Your primary motivations are important to keeping you actively engaged in and excited by your work. Primary motivations are what drive people; understanding different personality type's motivations offers insights into why people seek certain environments, behaviors, and positions. For example, a Planner (Sc) will likely thrive in a position which involves building relationships with people over time, taking time to help others with projects, and following a consistent daily routine, since this position includes three of their primary motivations.

Here are a few insights into common motivations for DISC personality types:

DISC TYPE	PRIMARY MOTIVATION
D Personality Types <i>Types: Captain, Driver, Initiator, Architect</i>	<ul style="list-style-type: none">• Exceeding performance expectations and overcoming challenges• Competition and winning• Producing results and making tangible progress• Efficiency and timeliness
I Personality Types <i>Types: Influencer, Motivator, Encourager, Harmonizer</i>	<ul style="list-style-type: none">• Exploration and discovery• Fun, novelty, and excitement• Feeling accepted and welcomed by others• Learning through open discussion and brainstorming
S Personality Types <i>Types: Counselor, Supporter, Planner, Stabilizer</i>	<ul style="list-style-type: none">• Long-term trust and loyalty.• Harmony and predictability.• Environmental and relational predictability• Being able to help others
C Personality Types <i>Types: Editor, Analyst, Skeptic, Questioner</i>	<ul style="list-style-type: none">• Accuracy and precision• Building an effective process• Building more skill, competence, and expertise• Environments where thought and analysis are valued

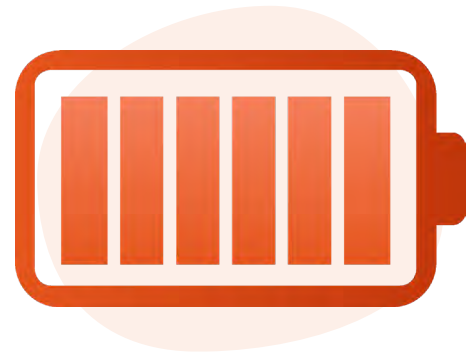
By considering positions which allow you to engage in motivating tasks or making an effort to adjust your current responsibilities, you're more likely to feel engaged and excited by work.



IDENTIFY ENERGY BEHAVIORS

Personality profiles can also help you understand which actions tend to inspire you to work effectively. Just as each personality type has unique motivations, they are also energized by different behaviors.

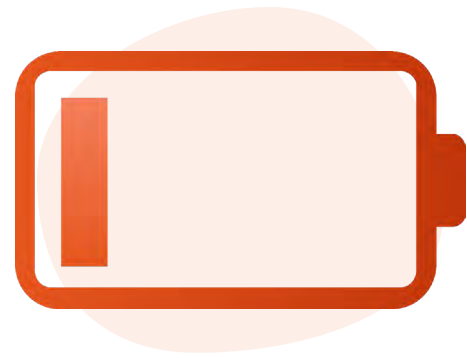
D- and C-type personalities tend to enjoy more logical, autonomous tasks, while I- and S-types usually prefer more engaging, social-related actions. Those near the top of the Personality map, D-types and I-types, also tend to be naturally high-energy and thrive in fast-paced environments, while personalities near the bottom, S-types and C-types, are generally calmer and prefer a more methodically-paced environment. For example, if someone with an Encourager (Is) personality type is able to regularly engage with others, they're more likely to feel energized by their position.



DISC TYPE	ENERGY DRIVING BEHAVIORS
D Personality Types <i>Types: Captains, Drivers, Initiators, Architects</i>	<ul style="list-style-type: none">• Completing ambitious projects on a tight deadline.• Communicating with quick conversations and messages, only when necessary.• Taking primary responsibility and ownership over large projects.
I Personality Types <i>Types: Influencer, Motivator, Encourager, Harmonizer</i>	<ul style="list-style-type: none">• Regularly interacting with a large, diverse group of people.• Providing verbal encouragement and telling stories.• Explaining things with emotional, expressive language.
S Personality Types <i>Types: Counselor, Supporter, Planner, Stabilizer</i>	<ul style="list-style-type: none">• Paying attention to the needs and concerns of other people.• Playing a supporting role on the team and staying out of the spotlight.• Responding to difficult situations with empathy and compassion.
C Personality Types <i>Types: Editor, Analyst, Skeptic, Questioner</i>	<ul style="list-style-type: none">• Solving problems with thorough analysis of the existing data.• Taking time to meditate on a problem before making a final decision.• Working on projects independently and bringing results back to a group.



Though many tasks can excite and energize each of us, there's no denying certain responsibilities can really drain and exhaust us. Actions that deplete our energy tend to require us to step well out of our natural comfort zone. In personality terms, if a Skeptic (Cd) has to entertain and engage with people as regularly as an Encourager (Is), they'll tend to feel overwhelmed. This stress can weigh heavily on someone's life and even affect their mental health or relationships with their friends and family.



DISC TYPE	ENERGY DRAINING BEHAVIORS
D Personality Types <i>Types: Captains, Drivers, Initiators, Architects</i>	<ul style="list-style-type: none"> • Listening to questions from other people and responding thoughtfully. • Building long-term trust and loyalty with consistent, predictable behavior. • Responding to difficult situations with compassion and empathy.
I Personality Types <i>Types: Influencer, Motivator, Encourager, Harmonizer</i>	<ul style="list-style-type: none"> • Solving problems with thorough analysis of the existing data. • Spending a lot of time researching the root causes of a problem. • Creating procedures, rules, and guidelines for other people to follow.
S Personality Types <i>Types: Counselor, Supporter, Planner, Stabilizer</i>	<ul style="list-style-type: none"> • Making decisions on behalf of other people without much group input. • Communicating with quick conversations and messages. • Critically questioning existing practices and procedures.
C Personality Types <i>Types: Editor, Analyst, Skeptic, Questioner</i>	<ul style="list-style-type: none"> • Discussing abstract ideas instead of concrete ones. • Taking the time to understand how someone else thinks. • Bouncing between multiple ideas at once.

By understanding your energizers and stressors, you can more easily identify what daily responsibilities will excite and energize you. If you find you're unhappy in your current position, try starting a conversation with your boss about the issue. Communicate tasks you think would better suit you, while sharing how your improved efforts may benefit your coworkers and the organization.

However, if you've made this effort in the past and still feel very stuck or exhausted in your current position, you can look for more fulfilling positions that include more of your energy driving behaviors.



Section 3 —————

The right fit

THE RIGHT FIT

THE RIGHT POSITION

Once you have a better idea of the responsibilities that encourage you, try considering what jobs might offer you the best chance to make use of your strengths. Try researching different positions in a field you're interested in; look for your energizing tasks or behaviors and at least one of your primary motivations. Many people don't realize just how many unique positions are out there.

If you feel overwhelmed, here are a few ideas to get you started:

D TYPES	I TYPES	S TYPES	C TYPES
President	Marketing Director	Professor	Mechanical Engineer
CEO	Recruiter	Financial Advisor	Chemical Engineer
Entrepreneur	Director of Talent Acquisition	Ministry	Actuary
Lawyer	Entrepreneur	Director of Partnerships	Investment Analyst
Operations Manager	Public Relations Director	Human Resources	Software Developer
Police Officer	Creative Director	Counselor	Data Scientist
Sales Representative	Designer	Executive Assistant	Financial Analyst
Account Executive	Realtor	Physician Assistant	Systems Administrator
Recruiter	Travel agent	Pediatrician	Director of Engineering
Founder	Artist	Nurse	Project Manager
Sales Director	Musician	Nurse Practitioner	Architect
Business Executive	Executive Coach	Dental Hygienist	Sales Operations Manager
Project Manager	Trainer	Researcher	Chief Technology Officer
Architect	Teacher	Pharmacist	Quality Assurance Engineer
Finance Director		Risk Management	

These ideas are just the beginning—they hardly scratch the surface of possibilities. There are thousands of unique positions and roles, so don't be discouraged if none jump out at you immediately. Ultimately, the job title is much less important than the responsibilities involved in the position and the people who work alongside you.



THE RIGHT FIT

THE RIGHT WORKPLACE

Your perfect workplace likely involves the ideal communication style for your personality type, so you can avoid feeling overwhelmed, while still finding the right amount of interaction with others. If you feel like your current workplace isn't working for you, try communicating your needs to your boss, peers, and direct reports. Make an effort to openly share how you're feeling before you resign yourself to disliking your workplace.

If, however, you've tried talking to others about this issue, then it might be worthwhile to look for other options. Choosing the right workplace for you can be tricky. Hundreds of organizations have similar positions, but it's important you choose a team in which you can interact comfortably. If you're someone who is reserved and independent, you probably won't enjoy working for an open-office organization where daily meetings and frequent collaboration are required.

***Crystal's Playbooks* can help offer insight into how you like to communicate in the workplace, based on your specific personality.**

Take the free personality test at crystalknows.com/personality-test.



For example, here is how an Analyst (C) might want to interact with their boss, peers and direct reports:

YOUR BOSS	YOUR PEERS	YOUR DIRECT REPORTS
<ul style="list-style-type: none">• Provides enough time to research and process information independently.• Answers questions thoroughly and specifically.• Provides a logical, accurate, and precise description of performance expectations.• Gives you autonomy to discover new ways to complete an assignment.• Values careful planning and preparation.	<ul style="list-style-type: none">• Explain the reasoning behind their claims and recommendations.• Give you opportunities to demonstrate your skills and expertise.• Work within an established set of systems and standards.• Communicate with formal, business-like language.• Respect your schedule and routine.	<ul style="list-style-type: none">• Consistently deliver high quality results.• Provide compelling logic to back up their ideas.• Avoid taking unnecessary risks.• Ask for feedback frequently, especially in writing.• Work within the rules you have established

When you have a better idea of your communication preferences, you'll know what to look for in a work environment. You may find a seemingly perfect position -- it allows you to do work you enjoy and gives you a chance to avoid stress-causing tasks -- but if the communication within the team doesn't suit you, then you may feel uncomfortable and out-of-place. Communication issues can cause as much frustration and stress as energy-draining responsibilities.

The perfect career results from a position that allows you to engage with motivating work, complete energizing tasks, avoid draining responsibilities, and communicate comfortably. It may seem impossible to find a job like this, but with a healthy level of awareness, both about yourself and your career path, you can find a job where you fit in well.



Section 4 —————

Job fit tool

JOB FIT TOOL

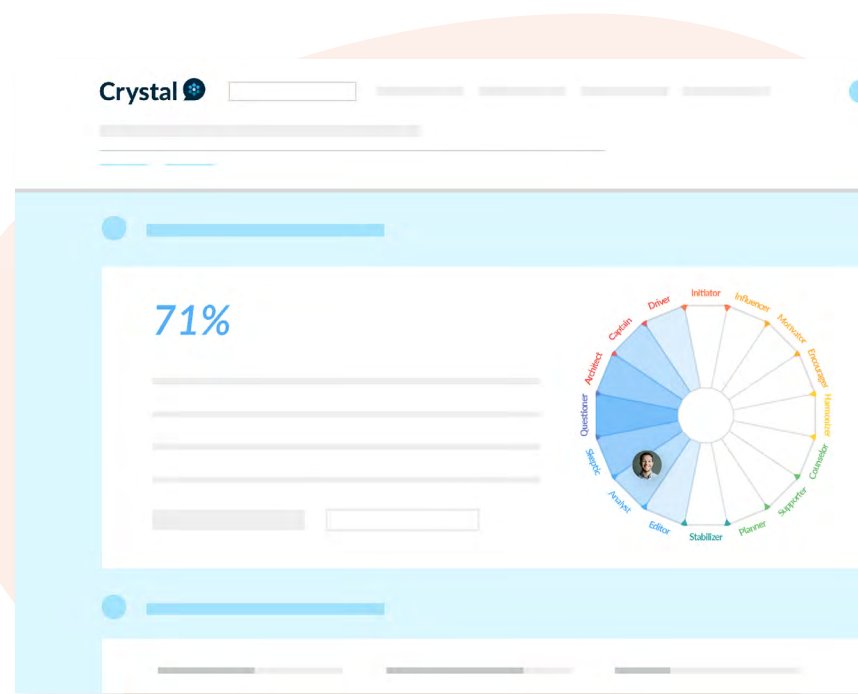
The free Job Fit tool on Crystal shows how well your current job responsibilities align with your natural personality. Take the Job Fit survey regularly to track how your personality aligns with your current position and tasks. After taking the brief survey, you will be given a score based on how often your current job requires you to partake in draining tasks, compared to how often your position energizes you. If you get a low score, you're more likely to feel exhausted by your job than someone with a high Job Fit score.

However, this doesn't necessarily mean your job isn't right for you. It's possible you've learned how to make your role work best for you; maybe you have taken up hobbies to keep yourself energized, you like your coworkers, and you feel like you're fairly compensated. If you're happy, then ultimately, your position works for you.

If you find, though, you're unhappy in your current position and your personality indicates a low Job Fit, you should either make an effort to adapt your current position to better fit with your personality or consider pursuing other opportunities that allow you to take advantage of your strengths, participate in energizing tasks, and distance yourself from draining activities. Whether you're fresh out of school or 30 years into working, you can always make the choice to pursue a new opportunity if you aren't able to adapt your current position.

Much of your adult life is centered around work, so it's important to feel happy with what you do.

When you feel excited by your job, you're likely to enjoy every aspect of your life more. With some personal insight and career re-centering or role adapting, you can find or create the position that works best for you.



Create lasting value *for your clients*

Thousands of coaches and consultants use Crystal to share easy-to-use personality insights with their clients, enhance their workshops, and improve retention.



TAKES TIME TO DECIDE

MAY BE OVERLY IDEALISTIC



TRY IT TODAY

Click to learn more

UPGRADE TO PREMIUM