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**Columnist**

## Professional Development

### Your job – fit or frazzled?

The more fit we are, the better we feel. The same goes for our jobs and careers. The better the job fits our natural behavioral styles and values, the happier we are with our work. Employers agree that hiring the right person for the job and retaining the best people is one of their top priorities.

Last year, The Estes Group conducted a Hiring Study of upstate companies that had 25 or more employees. We assessed the behavioral styles and attitudes of CEOs, Managers, and Human Resources Directors. Last time I showed you the results of salespeople. Now I'd like to share with you the predominant styles and values of the others in the study.

International research shows that people with any behavioral style can do a job, some will just fit it better than others. The primary focus of our study was on values, because they determine what motivates a person to succeed in a particular career and are a strong factor in job satisfaction.

**CEOs.** The top company officials in our study rank highest in the Utilitarian value. These are people who are motivated by making money, but primarily by getting a return on investment of their time, talents, and resources. The CEOs we assessed had a score of 66% in this attitude, followed by Individualistic (Power and control) and Social (Humanitarian) with 15% each. When we looked at CEOs who have the Utilitarian value in the top three, the number increases to 93%. Those who have the Utilitarian as their top value have the following as second: Individualistic (40%), Social (30%), and Theoretical, a passion for knowledge and learning (17%).

So, we conclude Power is the most common attitude combined with the Utilitarian drive for our CEOs, which is similar to national data. Upstate CEOs are focused on the bottom line; they want money and power for themselves and their companies. They also desire to serve others.

**Managers.** The top three values of the managers in our study are Utilitarian (36%), Theoretical (22%) and Social (19%). Managers, like CEOs, are also highly influenced by the Utilitarian attitude; when we look at those who have Utilitarian as one of their top three values, the number increases to 85%. Managers with the Utilitarian as their highest value have the following as second: Individualistic (39%), Social (26%),

and Theoretical (22%). So our study concludes that upstate SC managers will favor people in their decisions (high Social) and they will put learning to work for their companies (Theoretical).

**Human Resources Directors.** The HRDs in our study don't have one strong drive that differentiates them as the others do. As a group, they rank highest in the Traditional value (Religious, spiritual) at 30%. The Social, Theoretical, and Individualistic drives tied at 20% each as their top attitude. So we looked at how they scored having each value as one of their top three drives. Here's how they look: Utilitarian (100%), Traditional (70%), Theoretical and Individualistic (50%), Social (40%) and Aesthetic (Balance, harmony) 10%. So our study concludes that Upstate Human Resources Directors are most influenced by the Traditional value, which indicates they are people who care about serving others and meeting their needs. The fact that four of the six values assessed are high indicates they are adept as a group at dealing with different kinds of people, which is a major requirement of their job.

Included in our Hiring Study are the results of international studies done by Behavioral-Values Research Associated, Ltd. in 1998. This research concludes, *"If your career is an extension of who you are, you will not have to be motivated. You will get up in the morning and desire to go to work, because your environment will be providing the 'valuing' you need in order to achieve your maximum potential."*

Conversely, if it isn't, you will struggle to find job satisfaction.

Whenever I autograph one of my books for someone, I write, "Follow your passions." This is my wish for you.

Annette Estes is a Certified Professional Behavioral and Values Analyst, Coach, and Consultant. The Estes Group specializes in helping companies, hire, develop, and retain the best people. She is a professional speaker and author of the book, *Why Can't You See it My Way? Resolving Values Conflicts at Work and Home*. Annette won a 2004 Matrix Award from Women in Communications for her columns in *The Easley Progress*. Visit her website at [www.CoachAnnette.com](http://www.CoachAnnette.com). Contact her at [Annette@CoachAnnette.com](mailto:Annette@CoachAnnette.com) or call The Estes Group at 864-244-1156.

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