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Professional Feedback Report

Chris Sample

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ABOUT THE CAREER PROFILE ONLINE

This professional report contains the results of your Career Profile Online assessment. Before reviewing your summary results, you should take a few minutes to acquaint yourself with the concepts on which your Career Profile Online assessment is based.

Your Career Profile Online was developed to help you better understand your career interests and to help you match those interests with work, avocational or leisure activities. The Career Profile Online report summarizes three important areas: 1) Career Stage (Entry, Development, Balance, Exploration), 2) Career Path Preference (Managerial, Specialist, Generalist, Entrepreneurial); and 3) Political Style Orientation (Promoter, Strategist, Team Player, Independent Player). Each of these areas is important for effectively planning and managing your career.

As you read this professional feedback report, keep in mind that the Career Profile Online is a measure of your interests and preferences; it is not a test of your abilities or future potential. Interests, however, are highly associated with job satisfaction and contribute to success by affecting your motivation. Career planning, a lifelong activity, includes careful self-assessment not only of your interests but also of your values, skills, abilities and personality characteristics.

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SECTION I--CAREER STAGE

OVERVIEW

The Career Profile Online measures the current ("Is") and preferred ("Prefer") Career Stages of individuals based on adult development theory and research. These four stages include 1) Entry, 2) Development, 3) Balance, and 4) Exploration. It is possible to describe an individual's work and life as a series of overlapping and sequential stages. These stages are characterized by patterns of development, career interests, activities, values, needs and behaviors that change over time.

Some individuals will experience these overlapping stages many times throughout their life and professional career. Each career stage is associated with a set of unique and critical work and family challenges that an individual may be experiencing and facing. Stage differences in "Is" versus "Prefer" on the Career Profile Online assessment are meaningful and suggest that individuals might be struggling with one or more important career issues that require further exploration.

UNDERSTANDING THE CAREER STAGES

 ENTRY -- This stage is characterized as the beginning of one's career (or new career), initial placement, the early process of "learning the ropes," figuring out what is expected from others in the organization and developing basic knowledge, skills and abilities. It is this period in which the individual forms a picture of their future with the organization and formulates a career development plan. It is also during this stage that the individual works to become recognized and valued by others within the organization. The major developmental theme associated with the entry career stage might be conceptualized as "self-validation" of an individual's skills, abilities, and potential.

 DEVELOPMENT -- This stage is characterized by being accepted into the organization, being promoted and receiving increasingly more challenging assignments and responsibilities. It is in this stage that the individual clearly establishes their career plans, develops professional expertise, establishes personal and professional contacts, becomes visible and recognized by others, demonstrates organizational worth and competence and achieves major work and life goals. The major developmental theme associated with the development career stage might be conceptualized as "self-improvement" of an individual's skills, abilities, and potential.

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UNDERSTANDING THE CAREER STAGES CONTINUED

BALANCE -- This stage is characterized by self-satisfaction with previous organizational efforts and accomplishments and a re-assessment of career and life goals. Individuals in this stage may begin to limit their acceptance of additional organizational assignments and responsibilities that might be stressful in nature. Individuals also develop a greater balance between work, family, children, recreation, leisure and hobbies at this point in their lives. Explorations and plans for traditional retirement may also occur during this stage. The major developmental theme associated with the balance career stage might be conceptualized as "self-fulfillment" with an individual's work/family activities, experiences and accomplishments.

EXPLORATION -- This stage is characterized by feelings of lack of mobility, options, choices or "fit" regarding one's position, or career advancement (upward, laterally, or downward). The exploration stage may be temporary or long-term and occur at any time in one's career. Often during this stage, individuals will demonstrate less initiative on the job, produce no more than what is minimally expected of them and become authoritative and territorial. During this stage, individuals often experience a wide range of emotions and behaviors including, but not limited to: job burnout, emotional exhaustion, frustration, anger, cynicism, negativity, defensiveness, helplessness, low self-esteem, detachment, depressed aspirations, insensitivity, irritability, lack of motivation, non-responsibility and low organizational commitment. The major developmental theme associated with the exploration career stage might be conceptualized as active "self-exploration" and redefining of career options and opportunities where an individual can be successfully challenged, stimulated and continue to develop personally and professionally.

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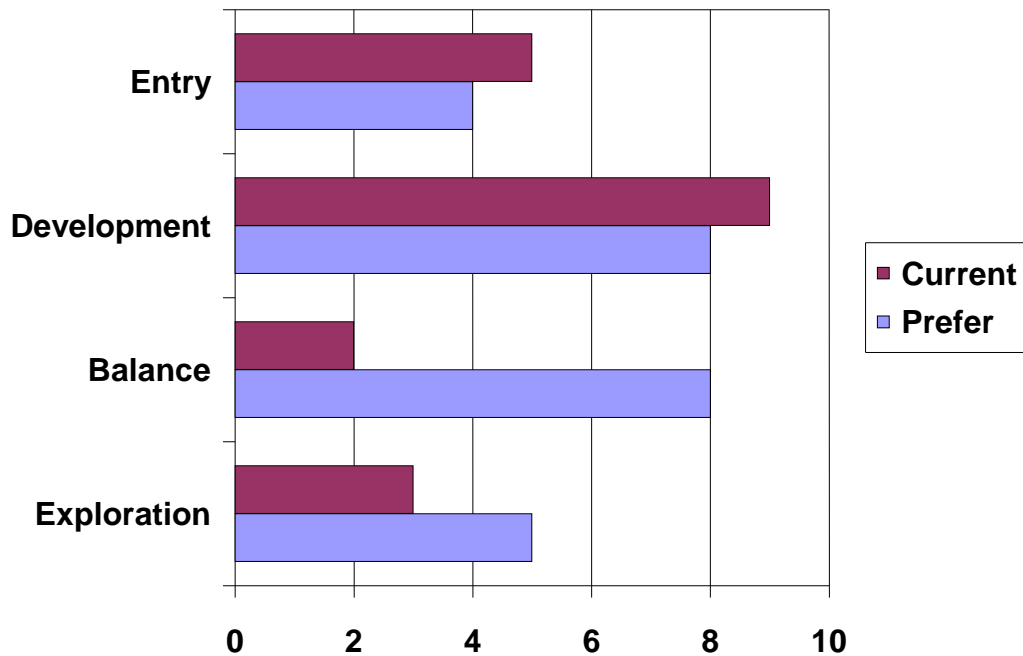
Your Career Stage results are summarized by the bar graph above ("Current" versus "Preferred"). Your scores are based on a range from 0 to 10 for this section. Higher scores represent the Career Stage(s) you most identify being in currently or prefer being in for the future.

You report currently being in a Development career stage but prefer to be in multiple career stages. Differences between your "current" and "preferred" career stage might indicate the need for additional career exploration, planning or development (e.g., if you prefer to be figuring out how to successfully juggle work, family and home responsibilities characterized by being in both a Development and Balance stage).

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SECTION II--CAREER PATH PREFERENCE

OVERVIEW

The Career Profile Online measures four major path preferences that distinguish most careers in any field or profession based on research. These four path preferences depict careers as differing patterns of movement within and between fields of work over time. Specific and unique interests, values and motives uniquely anchor each career path preference.

Some individuals are most stimulated and challenged by staying specialized and remaining in one occupational or job area for most of his/her professional life; other individuals prefer variety, risk and challenge, or starting/owning one's own business that typically shape frequent entrepreneurial opportunities. Some individuals want to move up the corporate ladder with greater opportunities to lead individuals, teams and organizations; other individuals prefer to manage and lead increasingly more complex projects, rather than, people (e.g., program or project management).

UNDERSTANDING THE CAREER PATH PREFERENCES

 MANAGERIAL -- This career path preference is best characterized by those interested in continually moving vertically up the organizational ladder into traditional supervisory and managerial positions with increasing spans of control, responsibility, power, and authority. Typical career anchors and motives of these individuals include power, influence, leadership, control, task accomplishment, status, managerial competence, and directing others. Appropriate organizational rewards for these individuals might include: upward mobility, promotion, special perks, titles, and organizational symbols of success (e.g., profit sharing incentive plans, company car, stock options, financial planning, expense account, club memberships, etc.).

 SPECIALIST -- This career path preference is best characterized by those interested in remaining in one career field or profession for much of their working life. Along the way, these specialists are able to highly refine their technical knowledge, skills and abilities. These individuals are less interested in moving up as they are in becoming the expert and having autonomy to do things their way. Typical career anchors and motives of these individuals include technical/functional competence, expertise, skill mastery, service to others, independence, affiliation and security. Appropriate organizational rewards for these individuals might include: job enrichment, continuing education, membership in professional associations, recognition, motivational programs, organizational benefits, sabbaticals, tenure and job security.

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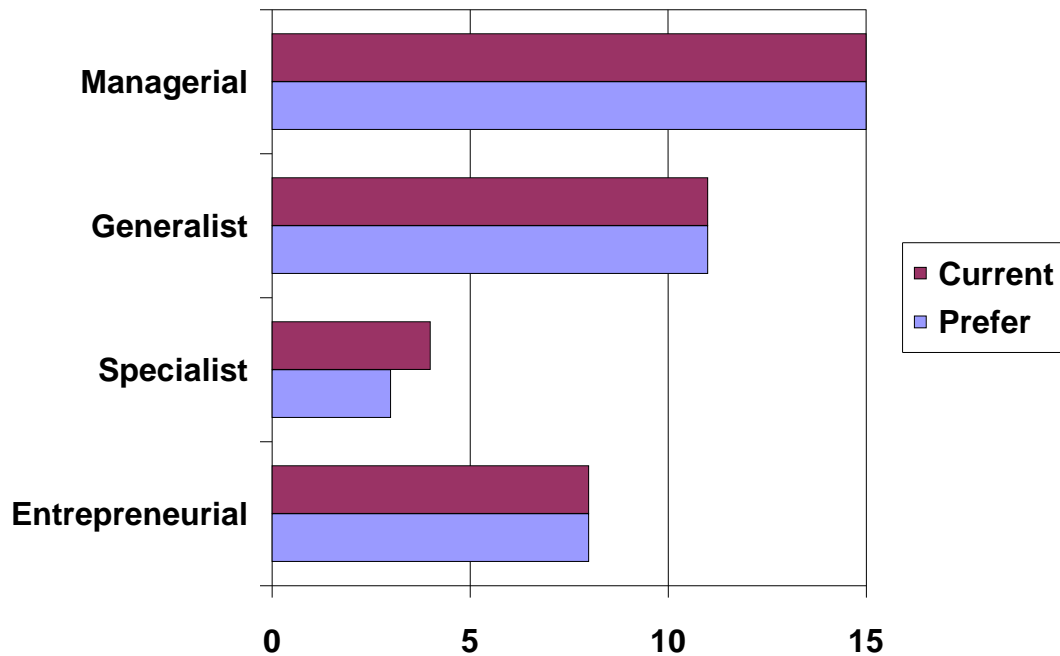# CAREER PATH PREFERENCES CONTINUED

ENTREPRENEURIAL -- This career path preference is best characterized by those interested in rapid job, career, and occupational changes over short periods of time. These individuals enjoy working on diverse projects, tasks, assignments, and business ventures with measurable and visible outcomes. Typical career anchors and motives of these individuals include: entrepreneurship, achievement, autonomy, variety, risk, challenge, change, freedom from organizational constraints, flexibility, creativity and diversity. Appropriate organizational rewards for these individuals might include flexible schedules, short-term projects, independent contracts, consulting assignments, start-up operations, job sharing, and bonuses.

GENERALIST -- This career path preference is best characterized by those who gradually change jobs and career over time but utilize the foundation of previously acquired skills, knowledge and abilities. These generalists generally move either laterally or upwards increasing their breadth of knowledge and experience along the way. Individuals who follow this career path tend to prefer new challenges and assignments that will enable them to grow and develop professionally. This career path preference is particularly well suited for project and program management assignments within organizations. Typical career anchors and motives of these individuals include professional growth and personal development, learning, coaching, developing others, and innovation. Appropriate organizational rewards for these individuals might include cross training, job rotation, project management, tuition and educational reimbursement and coaching and mentorship assignments.

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Your Career Path Preference results are summarized by the bar graph above ("Current" versus "Preferred"). Your scores are based on a range from 0 to 15 for this section. Higher scores represent the Career Path(s) you most identify being in currently or prefer for the future.

You report currently being primarily in a Managerial career path and also prefer being in a Managerial path. Your career path profile suggests that you will maximize your level of satisfaction by being in organizational roles that allow you to lead and influence others. You will continue to be challenged by continuously moving up in an organization with increasing spans of control and responsibility. You will continue to be motivated most by opportunities to direct others where influence, power and control are maximized.

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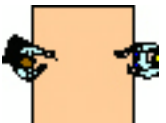# SECTION III--POLITICAL STYLE ORIENTATION

OVERVIEW

Individuals view organizational politics and pursue self-interests very differently. The Career Profile Online defines politics as consisting of two related behaviors: 1) Impression Management (the tendency of an individual to take credit and market one's accomplishments versus the tendency to share credit and market the accomplishments of others) and 2) Conflict Management (the tendency of an individual to pursue one's own self-interests versus the tendency of an individual to allow others to have his/her own way).

The Career Profile Online defines four different Political Style Orientations based on approaches to impression management and conflict management within organizations. These political style orientations should serve as a useful framework to better understand and discuss political behavior within organizations.

UNDERSTANDING THE POLITICAL STYLE ORIENTATIONS

PROMOTER -- With respect to impression management, this political style orientation can be described as taking credit for and marketing one's accomplishments more frequently than giving credit for and marketing the accomplishments of other team members within the organization. With respect to conflict management, these individuals demonstrate a greater tendency to seek one's own way, rather than, allowing others to have their way. Individuals with this political style typically seek a more competitive "win-lose" approach to effectively manage conflict and differences with others. These individuals tend to be tenacious and competitive in pursuit of individual, professional, career and organizational goals and objectives.

STRATEGIST -- With respect to impression management, this political style orientation can be described as taking credit for and marketing one's accomplishments and giving credit to other team members within the organization both to an equally high extent. With respect to conflict management, these individuals demonstrate an equally strong tendency to want their own way and allow others to have their own way. Individuals with this political style typically seek a collaborative "win-win" approach to effectively manage conflict and differences with others. These individuals strategically plan and orchestrate their career through initiating important organizational, professional and social relationships and developing critical skills, knowledge and abilities that are highly valued by the organization.

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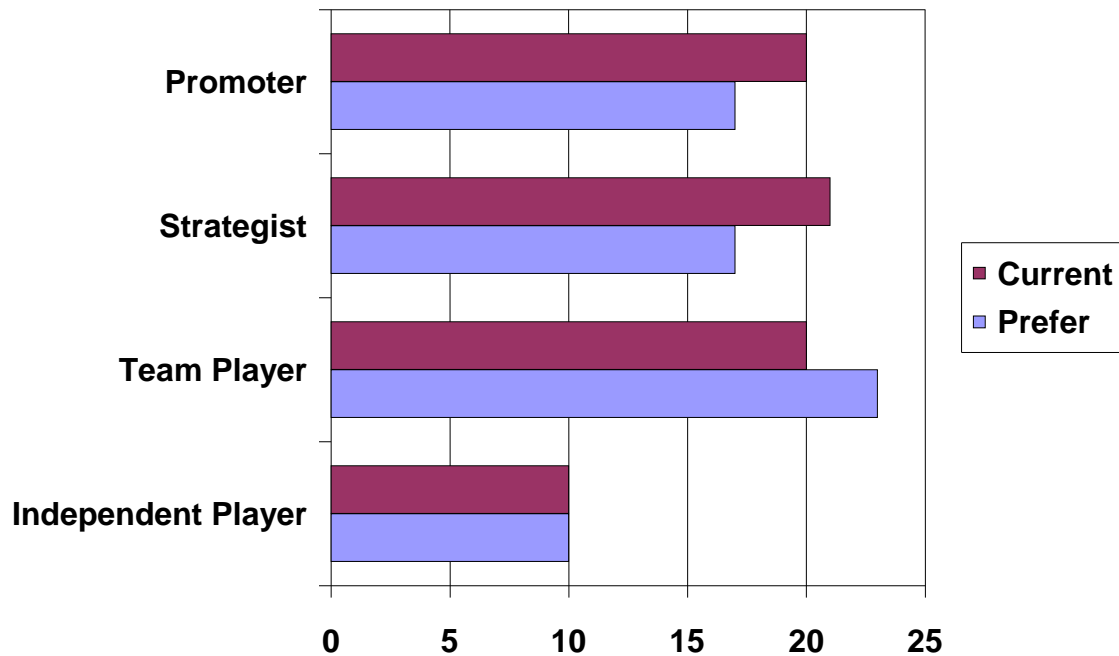
POLITICAL STYLE ORIENTATIONS CONTINUED

 TEAM PLAYER -- With respect to impression management, this political style orientation can be described as taking credit for and marketing the accomplishments of other team members more frequently than a tendency to take credit for and marketing of one's own accomplishments within the organization. With respect to conflict management, these individuals demonstrate a greater tendency to allow others to have their own way, rather than, having their own way. Individuals with this style typically seek to compromise, or even accommodate, to effectively manage conflict and differences with others. This political orientation is common among individuals who are strongly motivated by their dedication and commitment to the overall goals and objectives of their team, group or organization.

 INDEPENDENT PLAYER -- With respect to impression management, this political style orientation can be described as infrequently selling or marketing one's accomplishments or those of others within the organization. With respect to conflict management, these individuals are not inclined to strongly seek their own way or necessarily allow others to have their own way. Individuals with this style typically seek to avoid interpersonal confrontation, minimize escalation of interpersonal tensions and postpone dealing with threatening situations to effectively manage conflict and differences with others. These individuals typically rely on their demonstrated expertise, competence and proven accomplishments as their political base of power and influence within the organization. Their political philosophy might be characterized on focusing on doing high quality work, allowing expertise to "sell itself" and minimizing playing organizational politics and "games" with others.

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Your Political Style Orientation results are summarized by the bar graph above ("Current" versus "Preferred"). Your scores are based on a range from 0 to 25 for this section. Higher scores represent the Political Style Orientation(s) you most utilizing currently or prefer utilizing in for the future.

You report currently using primarily a Strategist Political Style Orientation within your organization but prefer using a Team Player political style as an approach to manage interpersonal conflict and effectively market/promote yourself. Your career profile suggests that you prefer trying to find solutions to resolving interpersonal conflict to meet the needs and desires of others (e.g., compromising and/or accommodating). Although you want to be recognized for your individual efforts and accomplishments, you realize that it takes a team effort in most organizations for producing quality work and outcomes. As such, you prefer to freely recognize and give credit to others whom support your efforts and assist you on the job. The strengths of this political style orientation include being seen as a real team player, responsive to internal and external clients needs and desires, sensitive, willing to compromise and accommodate for the good of the team or organization, and very willing to share the credit for ideas and successes. Overuse of this political style may result in others seeing you critically as a "pushover" who is weak and unwilling to fight hard for his/her ideas in the face of opposition from others, poor in self-promotion, lacking in confidence, not highly competitive, overly sensitive to the needs and desires of others, lacking in assertiveness and slow to make decisions.

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Career Profile Online
Career Action Plan Reflective Questions

The Career Profile Online Career Development Action Plan is best completed when it is based on a systematic data gathering process resulting in a commitment to concrete actions and behaviors. By reflecting on the following questions, you are on your way to more effectively managing your own career. These reflective questions will help stimulate your thinking as you begin to complete your action plan.

STEP 1: INDIVIDUAL ASSESSMENT

Who are you? (Competencies, Skills, Interests, Values, Motives, Purpose, Calling)

- Who you are and what do you care deeply about?
- What is your complete potential that allows you to be creative in all parts of life?
- How do you describe your gut-level values?
- What motivates and guides you through life?
- What is your calling in life? Have you listened for it?
- What are you meant to be doing in life?
- What activities would give you a driving sense of purpose?
- What are you doing that makes a difference to you?
- What are you doing that makes a difference to others?
- What builds meaning and satisfaction for you?
- When you look back in later years, what impact do you want to have made on the world?
- What are your critical competencies, abilities and skills (i.e., what do you really do well)?

STEP 2: INTERPERSONAL ASSESSMENT

How do others see you? (Self-Insight, Self-Awareness, Image, Impression Management, Personality)

- How does your manager perceive your style, strengths and development areas?
- How do other professional colleagues perceive your style, strengths and development areas?
- How accurate are your perceptions about strengths and development areas with those of others (e.g., your own boss or peers)?
- In what ways are you misunderstood?
- How do you act and behave to contribute to the impressions you create?
- How might your "supporters" view you?
- How might your "critics" view you?
- What strengths of yours when overused could be perceived to be liabilities by others?
- How would you describe your leadership style?
- How would you describe your interpersonal style or personality?
- How would you describe your communication style?
- What areas would you like to learn more about how others perceive you?

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STEP 3: ORGANIZATIONAL ASSESSMENT

What are your options within or outside your present organization? (Knowledge of the Industry/Business, Organizational Culture, Future Trends, Opportunities)

- What type of pace of work do you prefer?
- Who can you turn to for advice, mentoring, coaching, and honest feedback?
- What type of work environment is most satisfying to you?
- How would you describe your current organizational culture (acceptable behaviors and norms)?
- How is your organization doing financially?
- What external threats exist to the future of your organization?
- What are the technological or social trends influencing your organization that may create changes in personnel, policies, and procedures in the future?
- How can your manager help your career? Other co-workers or peers?
- What new business opportunities exist within your organization?
- What community and volunteer opportunities can you get more involved in?
- Who are the major competitors in your industry?
- Is your current organization expanding and growing?
- What training and development opportunities exist within and outside your current organization?
- What opportunities exist for you to be promoted and seek additional responsibilities in the same area?
- What possibilities exist for you to move to others departments or do related work at the same level?
- What opportunities exist for you to enhance specific skills and acquire new knowledge?
- What are the positions that interest you really like within or outside your organization?

STEP 4: ACTION PLANNING

How can you achieve your professional, career and life goals? (Motivation, Self-Confidence, Action Planning)

- Who else can assist you in realizing your career goals?
- What new contacts and strategic alliances can you make to help you in your career?
- What specific actions can you take today?
- What realistic barriers exist that might prevent you from achieving your goals?
- How can you overcome these barriers?
- What is holding you back from taking risks?
- How do your own self-doubt and/or lack of confidence prevent you from taking actions and making decisions?
- What resources do you need to successfully implement your career development plan?
- How can you break down your goal into specific and small steps to ensure success?
- What excuses are you using that prevent you from getting started?
- Do you really want to take some actions?

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Career Profile Online
Career Development Action Plan

Success in managing your career is directly related to the actions you take. The Career Profile Online action plan is designed to assist you in gathering additional information about yourself and your current organization. This information can then be put into action to develop a fulfilling career. The results of your Career Profile Online have given you a summary of your current and preferred Career Stage (Entry, Development, Balance, Exploration), Path Preference (Managerial, Generalist, Specialist, Entrepreneurial) and Political Style Orientation (Promoter, Strategist, Team Player, Independent Player). Based on these results and additional reflective analysis, you will be ready to prepare and implement your career development action plan below:

CAREER GOAL:

_____

_____

CAREER ACTION PLAN:

_____

_____

_____

_____

CAREER RESOURCES:

_____

_____

_____

DATES _____

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