



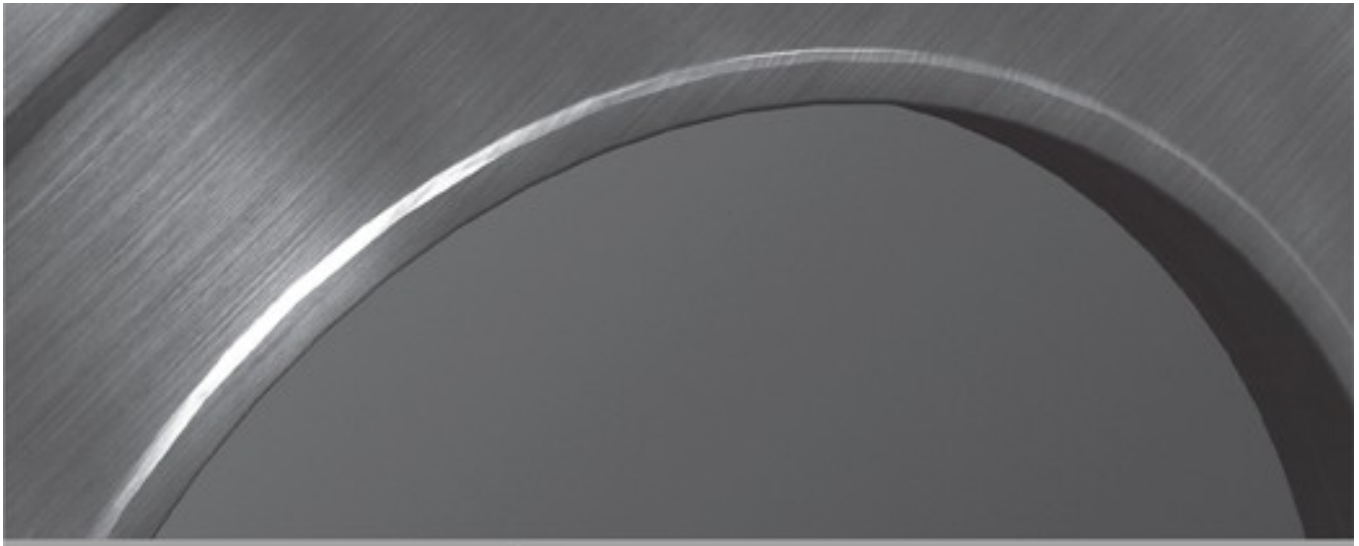
## RESULTS REPORT



PREPARED: JUNE 7, 2012

Test Dates

INTERESTS:	MAY 22, 2012
MOTIVATORS:	MAY 22, 2012
SKILLS:	MAY 22, 2012



## **OVERVIEW**

CareerLeader® is a fully integrated approach to business career self-assessment built on the premise that one's interests, motivators and skills will drive their future career success and satisfaction.

This report contains your personalized results from the CareerLeader program: Interests, Motivators, Skills, Career Match, CultureMatch™, and Things to Be Alert For. When reviewing these six sections, we encourage you to pay special attention to your highest (and lowest) scores, as well as to any results that surprise you.



# MY INTERESTS

This table shows how interested you are in each of the eight core elements of work in business and other organizations (when compared to several hundred thousand other business professionals). For example:

- A score of 88 means that your interest in this area is stronger than 88% of other business professionals.
- A score of 25 means that your interest is stronger than 25% of other business professionals (therefore 75% of them are more interested than you are).

CORE ACTIVITY	SCORE	DETAILS
Enterprise Control <i>Personal High</i>	89	Interested in setting business strategy and having the power to ensure that the strategy is carried out. Ultimately want general management role.
Influencing Others <i>Personal High</i>	77	Enjoy persuading others, whether to buy a product or service or to support a proposal. Often enjoy making presentations, but may prefer writing or one-to-one negotiations.
Theory Development and Research <i>Personal High</i>	77	Interested in high-level abstract thinking about business issues, and the theory (as well as the practice) of business strategy. Enjoy doing in-depth research.
Quantitative Analysis	66	Prefer solving business issues by "running the numbers." Enjoy building computer models, doing financial and market research analysis.
Coaching and Mentoring	49	Enjoy helping develop employees and others to reach their fullest potential. Often prefer work with high social values, and organizations with a collaborative culture.
Creative Production	26	Enjoy brainstorming novel ideas for products and services. Prefer early, creative stages of businesses and projects to later "maintenance" phase.
Managing People and Teams	11	Interested working with and through others on a day-to-day basis to accomplish concrete business goals. Enjoy leading teams, and prefer line management to staff roles.
Application of Technology	5	Interested in learning about and using new technologies. Enjoy analyzing and designing (or redesigning) business processes such as production and operations systems.

*Personal High*: This interest is significantly stronger than your other interests, regardless of its numeric value.



## My Key Interests

How well your career aligns with your key interests is the best predictor of how successful and satisfied you'll be in your work.

**You have a notably high interest in the following core elements of work in business and other organizations:**

### ENTERPRISE CONTROL

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You enjoy setting the strategy and seeing it executed. You want to have ultimate decision-making authority for complete operations; to make the decisions that will determine the direction taken by a work team, a business unit, or an entire company; and to control the resources that will enable you to actualize a business vision.

In the workplace, you will likely enjoy activities such as:

- taking the lead on implementing important strategic decisions
- "owning" deals and negotiations, including securing new clients and customers
- leading project teams, departments, and even entire businesses
- having full responsibility for the profit-and-loss performance of an enterprise
- being involved in all aspects of a business enterprise (marketing, finance, sales, operations, etc.)

The "enterprise" you control can be big or small, short or long-term. You might want to control an enterprise that you believe will exist for your lifetime, or even beyond. On the other hand, you might prefer being in charge of much shorter-term "enterprises". But, regardless of the size or life span, you'll want to be in charge and setting the strategy.

With a strong interest in Enterprise Control, you may find it difficult to be patient during the early stages of your career, when you're learning and proving that you're qualified to be captain of the ship. If you feel frustrated, resist the temptation to switch to another company too early. Impatience can get in the way of your success if you let it force you off your career path too soon.

Of course, having a strong interest in Enterprise Control doesn't necessarily mean you have the skills you need to succeed in a career in which that activity is the dominant part of the work. But, people often develop skills where their interests lie. So, don't let a lack of training or prior experience with leadership activities keep you from pursuing opportunities to express this interest.

### INFLUENCING OTHERS

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You enjoy writing and/or talking to people -- with the specific goal of gaining their agreement on a particular topic. You enjoy work that gives you opportunities to persuade someone to buy something, to support an initiative, or to contribute resources to a project.

In the workplace, you will likely enjoy activities such as:

- persuading people through written communication rather than in person
- speaking to people individually
- making presentations to large groups
- engaging in short-term, quick interactions
- building long-term relationships

But, regardless of these preferences, you enjoy bringing people around to your particular point of view. Clearly, a natural fit for someone with this interest would be business development and sales, or relationship management. But, it is possible to express it through virtually any business career path.



## THEORY DEVELOPMENT AND RESEARCH

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You enjoy solving business problems by taking a conceptual "big picture" approach. You explore abstract ideas and the "what ifs" of a business or industry, and take into consideration broad economic and social trends.

In the workplace, you will likely enjoy activities such as:

- analyzing a company's competitive position in a particular market
- considering the value proposition of a merger or acquisition
- designing a new process for product development or distribution
- developing economic theory

A singular interest in Theory Development and Research is relatively unusual among business professionals, and is usually associated with working in an individual contributor role. Many strategy consultants (those involved more in "knowledge development" than business development), investment analysts, marketing analysts, and academics have a strong interest in Theory Development and Research.

If you eventually move into a management role, you are likely to be attracted to industries in which Theory Development and Research plays a dominant role (e.g. managing investment and marketing analysts).



# MY MOTIVATORS

This table shows how motivated you are by each of the 13 motivators typically found in work in business and other organizations. The higher the number, the more important it is to you.

MOTIVATOR	SCORE	DETAILS
Power and Influence	12	The position offers the opportunity to exercise power and influence (to be an influential decision-maker).
Positioning	10	The position offers experience and access to people and opportunities that will position me well for my next career move.
Lifestyle	9	The position allows ample time to pursue other important aspects of my lifestyle (family, leisure activities, etc.)
Prestige	9	The position is with an organization that commands a great deal of prestige in its field.
Financial Gain	8	The position provides excellent opportunity for exceptional financial reward.
Altruism	7	The position offers the satisfaction of regularly helping others with their individual or business concerns.
Intellectual Challenge	5	The position offers consistent intellectual challenge.
Managing People	5	The position offers the opportunity to manage and direct other people.
Autonomy	4	The position offers considerable autonomy and independence.
Variety	4	The position provides a great deal of variety in the nature of the work performed.
Affiliation	2	The position offers a setting with enjoyable colleagues with whom I feel a sense of belonging.
Security	2	The position offers a great deal of security in terms of predictable salary, benefits, and future employment.
Recognition	1	The position is in an environment where individual accomplishments are recognized with praise from peers and superiors.





## My Key Motivators

Your motivations today are likely to stay true for several years, and are important to take into account as you think about your career. That being said, pursuing a job or career that you don't really enjoy simply because you want the reward is a strategy likely to lead to dissatisfaction (and to you not being very successful as a result). It is also important to keep in mind: some motivations are unlikely to change over time, some are likely to change as you get older, and others may change with changes in life circumstances.

**You are most highly motivated by the rewards you see below. A job that comes with very little of these rewards is unlikely to be satisfying for long. You may be able to suffer through it for a while, and it may be worth it to suffer a bit if it is clear that after that initial period there will be a definite change. But, if this path will continue to offer very little of these rewards for a substantial period of time, this should be a clear warning to you.**

### POWER AND INFLUENCE

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Being highly motivated to acquire and use power and influence begs the question, "How do you define power? Influence? Being an "influential decision-maker?" For example, some people see being a top partner in a corporate law practice as providing a great deal of power and influence. Others will see it as the person you bring in to execute the decisions you've already made -- a role with little influence, and virtually no real power. Some see working as an institutional investor, managing a mutual fund, as affording a high level of power and influence. Others do not. So, the question is, what does power and influence mean to you?

There is one career caveat that goes with having this as a very strong motivator (and even more so if Enterprise Control is a very strong interest factor for you). You may be so highly motivated by power and influence that you are impatient for advancement to the level you desire. This kind of ambition and drive are admirable. But, if they are too transparent, they can cause other people to mistrust you, or see you as unrealistic and arrogant: "He's only been in the job for six months, and he's already angling for the CEO's job."

Likewise, if you let it drive all of your career decisions (particularly those you make early in your career), it can lead to serious career missteps. An example is the new MBA whose desire to be in charge leads to a decision to start a new business. Virtually all successful business leaders -- especially successful entrepreneurs -- will advise you to make learning your first order of business. One entrepreneurial finance professor at a top-ranked business school says, "When students tell me they're going to start a business when they graduate, I ask myself not 'Will they fail?' but 'How soon will they fail?'"

### POSITIONING

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Having positioning as a key motivator means that you have a plan, which is generally a very good thing when it comes to managing your career. You are thinking long-term, and recognize that a career is a path, and that a "position" is a point. The only issue here is: What's your next career move? And the one after that? And after that? And...?

So, as best you can, you need to decide on your end point and then move backwards. To start, you need to answer where you want to go. Then, you need to answer are you sure that's where you really want to go? If so, what do you need to learn to get there, and to be successful once you're there? What are the possible paths you can take to get there? Then, think strategically. If taking a certain path closes a number of doors, while another path leaves some "exits" if you change your mind, the smart move might be to take path #2.

For example: You want to be an entrepreneur, and have no financial expertise or experience. How about a job in investment banking as a first step? You're sure to learn a lot about finance there! True, but is it the kind of finance you need to know about if your plan is to be an entrepreneur (assuming you're not going to be launching your business with an immediate IPO and market capitalization in the billion-dollar range). Something to think about ...

# MY SKILLS

This table reflects your level of confidence (when compared to several hundred thousand other business professionals) in each of four core basic leadership skills factors. While self-confidence is a powerful predictor of actual performance, we recommend that you also ask for feedback from other people who are able to assess your skills.

COMPARISON SCORE: A 90 means that your self-confidence is higher than 90% of those business professionals. A 10 means that 90% of the business professionals are more confident than you are.

## INTERPERSONAL EFFECTIVENESS

Good at working with, and through, other people. Understand people and how to motivate them. A good team member, as well as team leader. Engender others' trust. A skillful negotiator.

Although all 41 skills from the Leadership Skills Profile are used to compute your score on each factor, these are the most important individual skills for this factor. This is a measure of *your* perception of *your* skill versus the perception that *other* people have of *their own* skill. While self-confidence is a powerful predictor of actual performance, we recommend that you also ask for feedback from other people who are able to assess your skills.

- YOUR SCORE: your assessment of your skill level
- COMPARISON SCORE: your assessment compared to several hundred thousand other business professionals' assessments of *their own* skill levels
- 360 SCORE: your raters' assessment of your skill level

SKILL	YOUR SCORE	COMPARISON SCORE	360 SCORE	DESCRIPTION
Comfort with Differences	89	79 <sup>th</sup> percentile	-	Comfortable and effective in relating to people from many different backgrounds and cultures.
Openness to Criticism	75	75 <sup>th</sup> percentile	-	Accepts critical feedback without getting defensive.
Gaining Trust	86	74 <sup>th</sup> percentile	-	Inspires other people's trust.
Ability to Compromise	83	72 <sup>nd</sup> percentile	-	Able to compromise when the situation calls for it.
Sensitivity and Tact	87	71 <sup>st</sup> percentile	-	Sensitive and tactful: promotes an atmosphere of good feeling and mutual consideration.
Listening Skills	79	64 <sup>th</sup> percentile	-	Listens to other people in a way that they feel understood.
Teamwork	83	62 <sup>nd</sup> percentile	-	A team player: cooperative, works well as part of a group.
Ability to Teach	55	37 <sup>th</sup> percentile	-	Clear and patient when explaining things; a good teacher.
Self-control	53	32 <sup>nd</sup> percentile	-	Does not act or speak impulsively; does not easily lose composure.
Respect for Others	64	19 <sup>th</sup> percentile	-	Respectful of other people's points of view, as well as their time and priorities.
Empathy Skills	55	14 <sup>th</sup> percentile	-	Can see things from other people's points of view.



COMPARISON SCORE: A 90 means that your self-confidence is higher than 90% of those business professionals. A 10 means that 90% of the business professionals are more confident than you are.

**POWER AND INFLUENCE**

A persuasive communicator, able to "tailor" arguments to different audiences. Skilled at building relationships, networking and motivating others. Not easily embarrassed, and willing to risk failure if necessary. Able to make difficult leadership decisions.

Although all 41 skills from the Leadership Skills Profile are used to compute your score on each factor, these are the most important individual skills for this factor. This is a measure of *your* perception of *your* skill versus the perception that *other* people have of *their own* skill. While self-confidence is a powerful predictor of actual performance, we recommend that you also ask for feedback from other people who are able to assess your skills.

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SKILL	YOUR SCORE	COMPARISON SCORE	360 SCORE	DESCRIPTION
Oral Communication	93	96 <sup>th</sup> percentile	-	A skillful public speaker, good at presenting ideas and plans in a persuasive manner.
Conflict Tolerance	96	96 <sup>th</sup> percentile	-	Able to be effective in an environment where strong and opposing views are being expressed.
Projection of Confidence	94	94 <sup>th</sup> percentile	-	Projects self-confidence, even in uncertain and difficult situations.
Power-orientation	85	94 <sup>th</sup> percentile	-	Comfortable asserting authority and using power.
Political Skill	93	94 <sup>th</sup> percentile	-	Knows how to get things done within the political framework of an organization.
Influence	89	91 <sup>st</sup> percentile	-	Can influence and persuade other people, even without direct authority.
Leadership Confidence	94	91 <sup>st</sup> percentile	-	Comfortable taking a leadership role.
Assertiveness	90	91 <sup>st</sup> percentile	-	Able to defend a point of view and to confront others appropriately when necessary.
Motivational Ability	70	73 <sup>rd</sup> percentile	-	Understands how to motivate different kinds of people to do their best work.
Sociability	58	39 <sup>th</sup> percentile	-	Socially venturesome and self-assured; forms new relationships easily and works to maintain them.



COMPARISON SCORE: A 90 means that your self-confidence is higher than 90% of those business professionals. A 10 means that 90% of the business professionals are more confident than you are.

**ANALYSIS AND STRATEGIC DECISION MAKING** Skilled at identifying the essential elements involved in a business situation, as well as analyzing them (both logically and quantitatively) to arrive at a decision. Able to be both objective and flexible in generating and evaluating ideas.

Although all 41 skills from the Leadership Skills Profile are used to compute your score on each factor, these are the most important individual skills for this factor. This is a measure of *your* perception of *your* skill versus the perception that *other* people have of *their own* skill. While self-confidence is a powerful predictor of actual performance, we recommend that you also ask for feedback from other people who are able to assess your skills.

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SKILL	YOUR SCORE	COMPARISON SCORE	360 SCORE	DESCRIPTION
Strategic Thinking	90	92 <sup>nd</sup> percentile	-	A strategic thinker: able to grasp the big picture and think long-term.
Decisiveness	90	91 <sup>st</sup> percentile	-	Able to make decisions even in ambiguous situations and without full information.
Flexibility	91	87 <sup>th</sup> percentile	-	Adapts easily to changing situations and is able to adopt new approaches when necessary.
Comfort with Risk	87	86 <sup>th</sup> percentile	-	Takes risks when appropriate, isn't afraid to innovate and experiment.
Quantitative Analysis	84	81 <sup>st</sup> percentile	-	Skillful using quantitative analysis to understand business issues.
Critical Thinking	86	78 <sup>th</sup> percentile	-	Able to think critically (define a problem and determine the information needed to solve it; understand unspoken assumptions; form and test hypotheses; and judge the validity of conclusions).
Creative Thinking	82	74 <sup>th</sup> percentile	-	Able to think creatively, generating new ideas and approaches to situations.
Recognition of Opportunity	79	69 <sup>th</sup> percentile	-	Recognizes new opportunities and acts to take advantage of them.
Quick Thinking	83	62 <sup>nd</sup> percentile	-	Picks up new ideas and processes new information quickly and easily.
Merit-orientation	71	57 <sup>th</sup> percentile	-	Judges ideas and people on merit alone, without bias or favoritism.
Written Communication	63	32 <sup>nd</sup> percentile	-	A good writer, expresses ideas and positions clearly.





COMPARISON SCORE: A 90 means that your self-confidence is higher than 90% of those business professionals. A 10 means that 90% of the business professionals are more confident than you are.

**BRINGING MANAGEMENT STRUCTURE**

Skilled at accomplishing concrete goals at work (either independently or by delegating to others). Pragmatic and practical. Able to juggle many tasks and reliably produce results.

Although all 41 skills from the Leadership Skills Profile are used to compute your score on each factor, these are the most important individual skills for this factor. This is a measure of *your* perception of *your* skill versus the perception that *other* people have of *their own* skill. While self-confidence is a powerful predictor of actual performance, we recommend that you also ask for feedback from other people who are able to assess your skills.

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SKILL	YOUR SCORE	COMPARISON SCORE	360 SCORE	DESCRIPTION
Delegating	88	90 <sup>th</sup> percentile	-	Delegates appropriately and effectively.
Organizational Priority	92	88 <sup>th</sup> percentile	-	Able to make decisions that are in the best interest of the organization, even though they cause individual people distress.
Action-orientation	96	87 <sup>th</sup> percentile	-	Action-oriented: makes sure that decisions are implemented.
Resilience	89	87 <sup>th</sup> percentile	-	Handles pressure and stress well.
Time Management	86	74 <sup>th</sup> percentile	-	Manages own time well.
Persistence	84	71 <sup>st</sup> percentile	-	Doesn't get discouraged and give up on things easily.
Work Ethic	91	70 <sup>th</sup> percentile	-	Has a strong work ethic, willing to make sacrifices to achieve important goals.
Multiple Focus	77	56 <sup>th</sup> percentile	-	Able to juggle many projects and responsibilities at once.
Day-to-Day Responsibility	59	10 <sup>th</sup> percentile	-	Takes good care of the day-to-day aspect of running things.





## My Key Skills

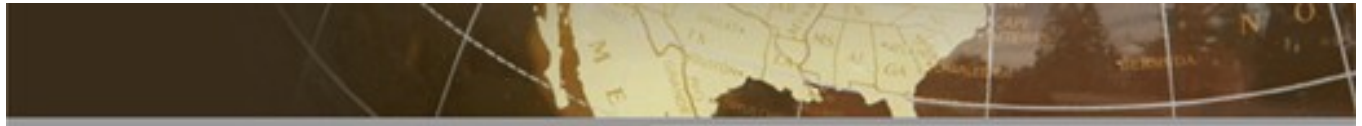
Don't let yourself make the very common mistake of pursuing a career that you're not really excited about simply because you're good at it. Like choosing a career that doesn't interest you just because it pays well, this is a recipe for you to lead an unsatisfying, and ultimately unsuccessful, career. Think first, "What am I really interested in?" and then, "What careers will let me express those interests, and for which I have the skills I'll need to succeed?" Keep in mind that to succeed, you need enough skill to do the work. But, once you've cleared that threshold, you're fine. Is more skill better? Maybe. But, if you and a colleague have the same skill level, and that person is far more interested in the work, chances are they will be more successful.

And, while self-confidence is a powerful predictor of actual performance, we recommend that you also ask for feedback from other people who are able to assess your skills.

### **These are skills in which you are significantly more confident than other business professionals.**

ORAL COMMUNICATION	A skillful public speaker, good at presenting ideas and plans in a persuasive manner.
CONFLICT TOLERANCE	Able to be effective in an environment where strong and opposing views are being expressed.
PROJECTION OF CONFIDENCE	Projects self-confidence, even in uncertain and difficult situations.
POWER-ORIENTATION	Comfortable asserting authority and using power.
POLITICAL SKILL	Knows how to get things done within the political framework of an organization.
STRATEGIC THINKING	A strategic thinker: able to grasp the big picture and think long-term.
DECISIVENESS	Able to make decisions even in ambiguous situations and without full information.
INFLUENCE	Can influence and persuade other people, even without direct authority.
LEADERSHIP CONFIDENCE	Comfortable taking a leadership role.
ASSERTIVENESS	Able to defend a point of view and to confront others appropriately when necessary.
DELEGATING	Delegates appropriately and effectively.





## MY CAREER MATCH

Utilizing sophisticated and complex algorithms, you have been compared to satisfied, successful business professionals in 33 different careers. Your score represents how closely you align with the career. The higher the score, the better the match.

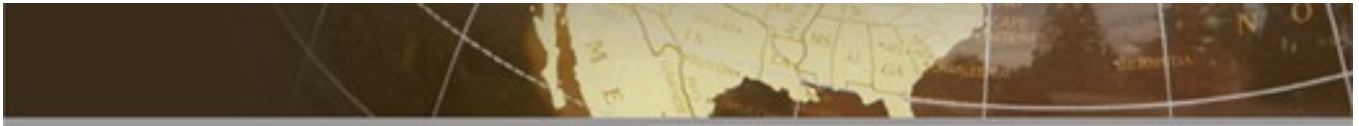
- A score of 90 means that you are more similar to people in that career than 90% of several hundred thousand other business professionals.
- A score of 10 means that you are more similar than only 10% of other business professionals.

What defines a "good" match? Scores in the 90s? Where's the cut-off? Unfortunately, there's no definitive answer to that question.

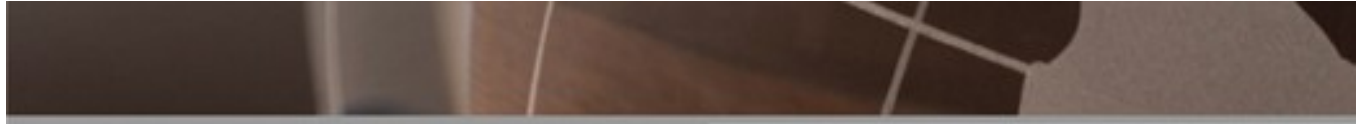
- If you have seven scores of 92 and above, and your next score is 88, you should consider those seven as your good matches, and then ignore the 88 and any scores below it.
- But, if your highest score is 92, followed by an 88, then you should consider them both good matches.
- And, if your highest score is 82, then you should consider that a good match.
- Of course, this rule breaks down the lower the numbers go. For example, a score of 7 is not a good match, even if it is your highest.

As you look at your results, you probably need to think long-term, not "my very next job." If you're about to graduate with a business degree, you're very unlikely to be hired as an investment fund manager. So, if that's your goal, think of it as a career "beacon," and chart your course towards it. Remember, a career is a path, not a point.

INVESTMENT BANKING	99
INVESTMENT MANAGEMENT (PORTFOLIO MANAGEMENT AND SECURITIES ANALYSIS)	99
PRIVATE EQUITY INVESTMENT (INCLUDING LEVERAGED BUY-OUT)	99
SECURITIES TRADING	98
VENTURE CAPITAL	96
FINANCIAL PLANNING AND STOCK BROKERAGE	95
MANAGEMENT OF NEW PRODUCT DEVELOPMENT	87
STRATEGIC PLANNING AND BUSINESS DEVELOPMENT	87
LAW	77
MANAGEMENT CONSULTING	74
SUPPLY CHAIN MANAGEMENT	72
PROJECT MANAGEMENT	68
SALES MANAGEMENT	67
COMMERCIAL BANKING	57
TRAINING AND ORGANIZATIONAL DEVELOPMENT	56
ENTREPRENEURSHIP	53
INSTITUTIONAL SECURITIES SALES	53



HUMAN RESOURCE MANAGEMENT	51
PRODUCTION AND OPERATIONS MANAGEMENT	50
RETAIL MANAGEMENT	45
FINANCE IN CORPORATE SETTINGS	41
INFORMATION SYSTEMS MANAGEMENT	39
NON-PROFIT MANAGEMENT (HIGHER EDUCATION, GOVERNMENT AND HUMAN SERVICES)	36
MARKETING AND MARKETING MANAGEMENT	35
BUSINESS DEVELOPMENT AND SALES	33
MANAGEMENT IN SCIENCE AND ENGINEERING	32
GENERAL MANAGEMENT	31
ACCOUNTING	24
PUBLIC RELATIONS AND COMMUNICATIONS	20
REAL ESTATE DEVELOPMENT	16
REAL ESTATE FINANCE	15
ADVERTISING ACCOUNT MANAGEMENT	5
RESEARCH AND DEVELOPMENT MANAGEMENT	3



# MY CULTUREMATCH™

This analysis was developed for you based on the assessment of the four fundamental dimensions of personality, each of which has a parallel in organizational culture. Each scale is independent of the other three, and are neither positively nor negatively related.

## COLLABORATION AND CONSIDERATION

MIDDLE

In an organizational culture high in Collaboration and Consideration, building and preserving a warm, friendly atmosphere is viewed as important to the success of the group, and is encouraged by top management. This is a group that values, and whose members are characterized by, paying attention to the individuals doing the work and the relationships between team members, as well as the work itself.

A low Collaboration and Consideration is not populated by people who are inconsiderate, don't care about people, or are unwilling to work collaboratively with others. But they do want to get on with the job, and may become impatient when progress is slowed by what they consider to be paying undue attention to whether everyone is "feeling good."

A low Collaboration and Consideration culture is likely to tolerate a high Collaboration and Consideration person much more easily than the inverse, because he/she poses no threat to the organizational culture. On the other hand, it is difficult to build a high Collaboration and Consideration culture, but easy for it to be disrupted. The low Collaboration and Consideration person may be seen as a real and immediate threat to the organizational culture, which in turn can threaten the individual's personal career success.

Sometimes people confuse Extraversion and Decisiveness with Collaboration and Consideration, thinking that a high Extraversion and Decisiveness culture is going to be low on the Collaboration and Consideration dimension -- and vice versa. This is not the case.

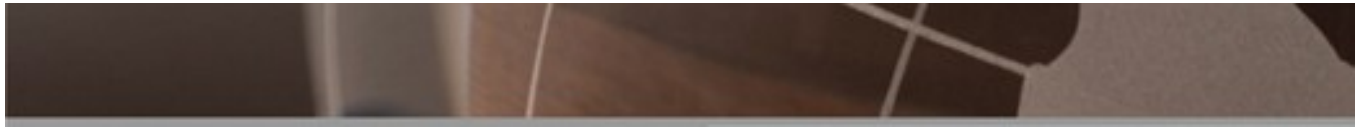
The person with high scores on both dimensions is likely to be most comfortable, or successful, in a culture that embraces assertiveness and a certain level of internal competition. They believe this will result in healthy conflict that produces the best solutions. They'll also be most comfortable where social interaction and networking are major features of the organizational culture, and where people aren't afraid to take the leadership role.

But, they will want that competition to be fair and meritocratic, and for the good of the team. They will want those work relationships to have some level of genuine personal caring. And, they'll want for the person taking the lead, and arguing strongly for his or her point of view, to do so in a way that his or her "opponents" don't take personally, because it wasn't personal -- and they were never opponents.

Fortunately, organizations with a combination of Extraversion and Decisiveness, and Collaboration and Consideration are not difficult to find.

What to look for in an organization

- How "warm" does the place feel overall? As you walk down the hall, are people friendly and eager to greet you? Do they seem genuinely happy to see each other?
- Is this an "up or out" organization where you either advance or leave? If so, how soon does the "cut" come? How severe is it? Do one of every five make it to the next level, or one of fifty? Most importantly, what impact does this have on the relationships among the people trying to be one of those five or fifty?
- How much do people in this culture know about each other on a personal level?
- Do company policies allow for flexibility for taking care of sick children, or other such concerns?
- How much does this culture appear to embrace "social Darwinism" (people who succeed do so for good reason, and winnowing out the weaker players is a good thing)?
- Do people genuinely seem to care about each other (look not at how they treat you, but how they treat each other -- and especially at how they treat staff assistants and others below them in the hierarchy)?



## EXTRAVERSION AND DECISIVENESS

HIGH

You have a high score on the Extraversion and Decisiveness dimension of organizational culture. This means you will be happiest in a group that values, and whose members are characterized by, an outgoing and assertive nature and also enjoying a leadership role in a somewhat competitive environment. In this culture, pushing an agenda (within limits) to get things done is considered a good thing. People view meetings, discussions, debates, and negotiations not as annoying distractions from the "real" work, but rather **as** the work -- and they enjoy it. Similarly, while some people view social and business networking as an unavoidable chore, they see it as a fundamental -- and **fun** -- part of their work.

This **doesn't** mean that you always have to be the one in charge, or dominate a discussion. But, if you were working in an environment where colleagues don't share their opinions, or where the decision-making process continues until there is 100% agreement, you would be at odds with the prevailing organizational culture. You might come to see your colleagues as untrustworthy (what do they really mean?), and afraid to make a decision and proceed. And, they might come to view you as impetuous, not a team player, and a bit of a "bull in a china shop". Or worse, they may see you as someone who is only out for themselves -- who wants to be the star with a "supporting cast," rather than to help the team win.

You may see quite clearly the value of not everyone wanting to be the leader, or pushing to make decisions **now**. The problem comes if that aspect of organizational culture is dominant. As one person put it: "I honestly think if we had a nuclear meltdown, we'd form a committee to decide who should be on the committee that decides what we should do. And then, we still wouldn't be able to make a decision."

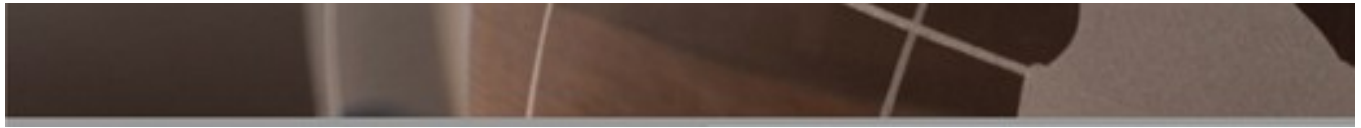
Can you hold back and let someone else take the lead? Yes. Can you wait patiently for consensus to be reached regarding an important decision? Certainly. Do you **like** to hold back, and sit quietly in a meeting when you have something to say? No. In fact, it will be a struggle for you to do so, and one that you are likely to lose frequently.

As a person high in Extraversion and Decisiveness, you need to be especially careful in your choice of organizational culture. The person that is quiet, reserved, and low in Extraversion and Decisiveness may be ineffective in a high Extraversion and Decisiveness culture, but the cultural mismatch won't be jarring. On the other hand, the person high in Extraversion and Decisiveness operating in a low Extraversion and Decisiveness culture will be highly visible to everyone around. The saying -- "The nail that sticks up gets hammered down" -- is a particularly apt description of a low Extraversion and Decisiveness culture. Be sure not to put yourself in a position to attract the hammer.

What to look for in an organization

- Does this organization have a reputation for being unusually aggressive in its dealings with other organizations, and for attracting individuals with an aggressive style?
- How much is success in this culture a function of the size of your "network"?
- What is the ratio of "work done with others" to "work done alone"?
- How much business entertaining does the work involve?
- Regardless of what it is called ("sales," "business development," etc.), how much of the work involves selling?
- If you have the opportunity to interact with several people from the organization at the same time (for example, over dinner), what is the flow of conversation like? Are people careful to wait until someone has finished speaking before talking themselves, or do they interrupt with comments and questions? Do they seem to feel free to disagree with one another -- in a respectful way)?
- How much time is spent analyzing and thinking, versus discussing and persuading?
- How often do you hear words like "star" and "super-achiever" versus "team" and "group effort"?
- How much is success dependent on professional training and domain expertise?





If the Precision and Planning dimension of organizational culture is about "planning vs. action," Innovation and Change is about "creating vs. keeping the ship afloat and getting things *done*."

An organizational culture characterized by a high level of the Innovation and Change factor values taking a creative, "What if...?" approach to work. Embracing change and trying out new ideas are key elements of this culture factor. The "motto" of the culture you want is: "If it isn't broken, see if you can make it better anyway." Organizations and teams whose products or services are based on innovation, idea generation, and the creation of intellectual capital (e.g., consulting, new product development, marketing, advertising) are usually characterized by high Innovation and Change cultures.

The low Innovation and Change culture, by contrast, values taking a pragmatic approach to work, and carefully evaluating new ideas for change. Here the motto would be "If it ain't broke, don't fix it" is more likely to be found in organizations that hold dominant positions in markets that do not require a high degree of innovation. In these cultures, the goal is likely to be polishing and protecting the brand. You don't kill the goose that lays the golden eggs. At most, you try to get an extra egg or two.

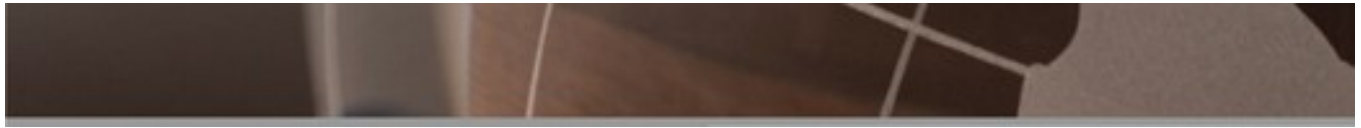
Sometimes people confuse Precision and Planning with Innovation and Change, thinking that a high Precision and Planning culture is going to be low on the Innovation and Change factor -- and vice versa. This is not the case. Someone may have high scores on both the Precision and Planning, and Innovation and Change factors. This means that they may love adventure. But, before they set out on an expedition, they're going to make sure they have enough of everything they will likely need. Then, they'll be ready to enjoy the unexpected. They may be enormously innovative, creative, and comfortable with change. But, when it comes time to proceed to the next step, they're going to "check the math" and make sure the plans are complete before proceeding.

For some, this combination means that their innovations are likely born from their careful, precise, logical examination of the current situation. They see an inconsistency or anomaly, and go from there. Innovation can come from critical thinking, as well as from a purely original idea.

Fortunately, organizations with this combination of a Precision and Planning culture, and an Innovation and Change culture, are not difficult to find.

### What to look for in an organization

- On balance, does this organization have more to lose by trying something new that fails than it has to gain by trying something that might succeed?
- Does the organization hire people from unusual backgrounds taking a chance that someone without the traditional training and experience will add value?
- Is there a lot of variety in the work you would be doing (and are there lots of new things happening)?
- Is the organization part of a young and rapidly changing industry (versus a mature, slow growth industry)?
- What is the decor of the office? How are people dressed?
- If applicable, how many patents do people in the organization hold?
- How large is the budget for research and development (or new product development)?
- How old is the company?
- How did they respond in interviews to your description of examples when you have done something innovative and creative?
- How much are new ideas and creativity valued and rewarded in this culture generally speaking? Are they critical to the success of the organization, or are they "nice to have" but not something that will make or break the company?
- Is the group you would join expected to keep something running well that is already successful?
- Does the nature of the business mean that the world throws new challenges at them on a frequent basis?
- Is the organization relatively "flat," or does it have a more up-and-down hierarchy?



## PRECISION AND PLANNING

## MIDDLE

A high Precision and Planning culture is one that values, and whose members are characterized by, taking a logical, careful approach to work. Planning for contingencies, checking and rechecking the calculations and facts, and being organized and careful are all aspects of this cultural dimension.

Typically, organizations that have a lot to lose, or where the consequences of errors are extremely costly (the new passenger jet crashes, the new drug causes birth defects, etc.), are going to have high Precision and Planning organizational cultures.

Being a high Precision and Planning person in a low Precision and Planning organization is likely to present a problem: the person may be experienced as a "drag" on progress. But, the organization isn't likely to see this gap as requiring immediate attention.

A high Precision and Planning organization on the other hand, is likely to see a low Precision and Planning person as a real risk to its success, which in turn can put the individual's personal career success at risk.

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What to look for in an organization

- How severe are the consequences of this organization's products or services not working perfectly? Do people risk serious injury, become seriously ill, or possibly death as a result? Does even a brief outage cost the company millions in revenues? Will thousands of consumer hard drives be erased as a result of a programming error?
- Is there detailed documentation of the procedures used in the manufacturing or service delivery process?
- Does the organization provide training for new hires, or are they expected to "sink or swim?"
- How much work is done under tight (and possibly unpredictable) deadline pressure?
- Do people have relatively specialized roles, or is the culture one of everyone pitching in to do everything?
- Are the duties and reporting relationships for the position clearly spelled out?
- Do decisions often have to be made, and actions taken, with little time to process all the relevant information?
- Does the organization have clear long-term goals?
- Does this organization engage in contingency planning by anticipating different scenarios and being ready for them?
- How neat and orderly is the work environment generally speaking?
- Does a lot of the work consist of "one-offs" so there isn't much opportunity for learning from the past and applying those lessons to the future?
- Do the interviews have a planned feel to them, like there is a clear logic underlying them?



# THINGS TO BE ALERT FOR

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## ...ON THE JOB AND IN A JOB SEARCH

CareerLeader's analysis of several personality dynamics did not point to any specific career risks that you ought to be especially aware of. This is good news. But, we do want to alert you to several pitfalls that present a danger to people in general, and that have derailed many careers:

- Walking into a mismatch with an organization's overall culture. A cultural mismatch can lead not just to unhappiness, but to outright failure.
- Choosing a career based on what you're good at, even if you're not very interested in it. Your interests, not your abilities, are your long-term competitive advantage -- and they're the "energy" that powers your career. If you're not really interested in the work, the people who are will ultimately pass you by. This also holds for choosing a career based on what gives you the rewards you want (frequently, compensation) rather than your interest in the work.
- Failing to develop and maintain a professional network within and outside the organization in which you work. An internal network is helpful for understanding the unspoken norms and politics of the organization. Your external network can be especially valuable if you decide to leave your current employer. It can also help you compare compensation and learn how people doing similar work in other companies deal with the challenges you both face.





## **SUMMARY**

We hope the information in this report stimulates your thinking about your career, regardless of how far along in it you are. Pay special attention to how your career matches with your interests, as that is the single strongest determinant of career success and satisfaction. And, always be sure to consider how your work's culture fits your personality.

Whether you are happy in your current role or expressly on a job search, don't forget to take advantage of the resources that CareerLeader offers you on-line.

Best wishes for your future career success and satisfaction!

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