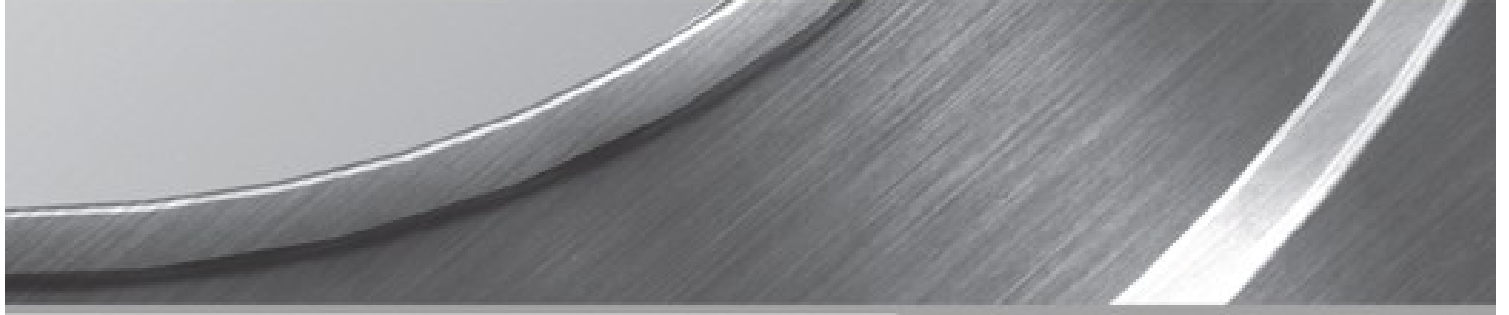# CAREER LEADER

RESULTS REPORT
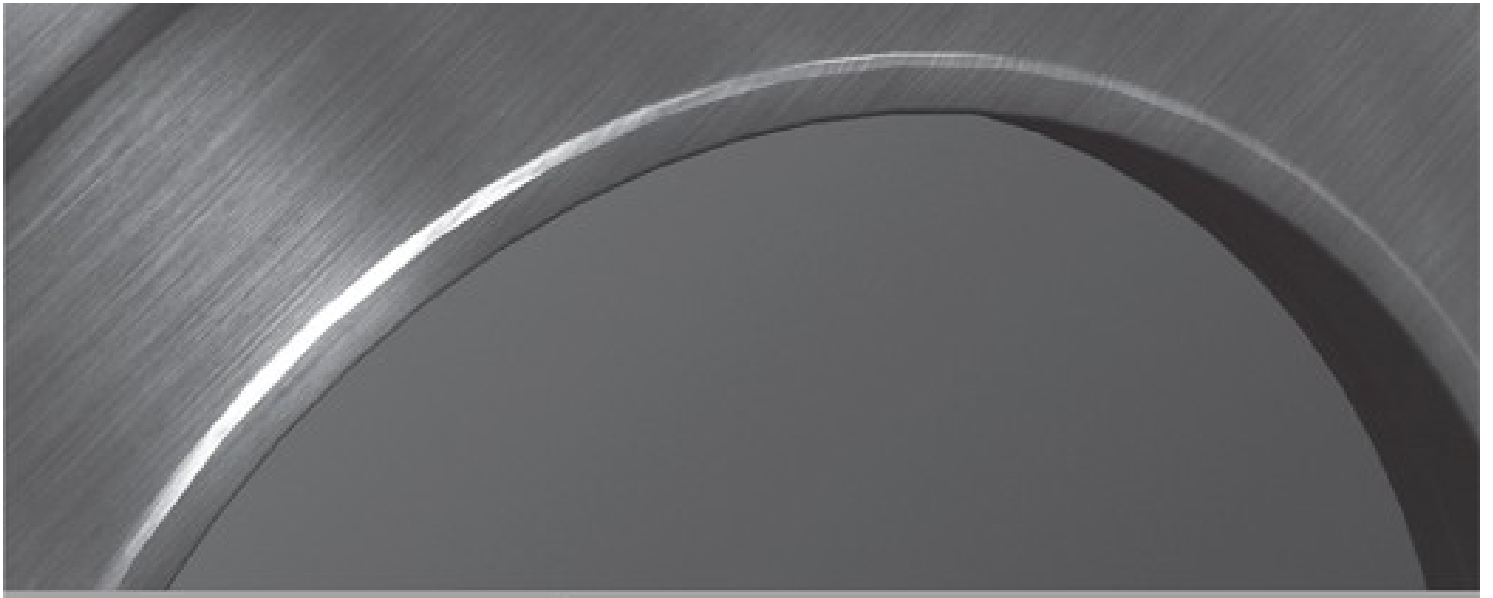
SAMPLE REPORT COLLEGE

PREPARED: MARCH 15, 2017

Testing Dates

INTERESTS: FEBRUARY 16, 2017

MOTIVATORS: FEBRUARY 22, 2017

SKILLS: FEBRUARY 22, 2017

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
Application of Technology Personal High	97	Interested in learning about and using new technologies. Enjoy analyzing and designing (or redesigning) business processes such as production and operations systems.
Theory Development and Research Personal High	91	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.
Influencing Others	81	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.
Quantitative Analysis	77	Prefer solving business issues by "running the numbers." Enjoy building computer models, doing financial and market research analysis.
Managing People and Teams	53	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.
Coaching and Mentoring	46	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	41	Enjoy brainstorming novel ideas for products and services. Prefer early, creative stages of businesses and projects to later "maintenance" phase.
Enterprise Control	33	Interested in setting business strategy and having the power to ensure that the strategy is carried out. Ultimately want general management role.

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:

APPLICATION OF TECHNOLOGY

You enjoy taking a systematic, engineering-like approach to solving problems and understanding systems and processes -- regardless of whether you've ever studied engineering. You feel comfortable with technology and like to know how things work. And, you probably enjoy using technology both in your work and outside of it. You may want to express this interest by working in businesses that involve technology, either as a product or as an integral part of the services they provide.

However, an interest in Application of Technology cannot be equated to an interest in engineering. While most professional engineers do have an interest in Application of Technology, many people who have never studied engineering also share this interest.
In the workplace, you will likely enjoy activities such as:

- understanding the information technology aspect of things (even if you don't work in IT)
- seeking ways to increase profitability by re-engineering processes
- researching how your firm's supply chain system works
- maximizing the new technologies you use personally (PDAs, laptops, software, etc.)

If you have both a strong interest in Application of Technology and strong engineering skills, companies that value prior engineering training may be a good fit. Some manufacturing and technology-oriented firms view an engineering degree as a "membership card" necessary for promotion into high-level management positions. If you don't have engineering credentials, you should avoid companies that have this kind of professional-engineer bias.

THEORY DEVELOPMENT AND RESEARCH

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
Recognition	11	The position is in an environment where individual accomplishments are recognized with praise from peers and superiors.
Security	9	The position offers a great deal of security in terms of predictable salary, benefits, and future employment.
Autonomy	7	The position offers considerable autonomy and independence.
Financial Gain	7	The position provides excellent opportunity for exceptional financial reward.
Power and Influence	7	The position will lead to the opportunity to exercise power and influence (to be an influential decision maker).
Altruism	6	The position offers the satisfaction of regularly helping people or contributing to the betterment of society.
Affiliation	5	The position is with an organization where it is easy to meet people and make friends.
Intellectual Challenge	5	The position offers consistent intellectual challenge.
Positioning	5	The position offers training and experience, and access to people (mentors) and opportunities that will help develop my career.
Prestige	5	The position is with an organization that commands a great deal of prestige in its field.
Lifestyle	4	The position allows ample time to pursue other important aspects of my lifestyle (friends, family, leisure activities, etc.).
Managing People	4	The position leads to the opportunity to manage and direct other people.
Variety	3	The position provides a great deal of variety in the nature of the work performed.

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 reward you see below. A job that comes with very little of this reward 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 this reward for a substantial period of time, this should be a clear warning to you.

RECOGNITION

When recognition is a strong motivator for you, there are usually two meanings. The first one is more obvious. You want to work in an organizational culture that encourages hard work, and where you will feel personally appreciated for your efforts. The key words here are "feel" and "personally." Just getting a raise, or a good year-end bonus is not going to satisfy this desire for you.

The other possibility (not inconsistent with the first) is that you are going to be more motivated by working in a "star culture" than in a "team culture." For you, the key word is "individual." Some organizations reward cooperation and collaboration, and frown on someone trying to stand out. The manager is more likely to praise the entire team than any one individual. If this is what accounts for your high score on recognition, you're unlikely to be as happy in a "team culture".

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. Please note that there are both personal and cultural differences in how people tend to assess their abilities. If you think you tend to "undervalue" your own skill level, for whatever reason, you should take that into account when considering your results.

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
Empathy Skills	100	84th percentile	-	Can see things from other people's points of view.
Sensitivity and Tact	99	82nd percentile	-	Sensitive and tactful: promotes an atmosphere of good feeling and mutual consideration.
Respect for Others	99	82nd percentile	-	Respectful of other people's points of view, as well as their time and priorities.
Ability to Compromise	94	78th percentile	-	Able to compromise when the situation calls for it.
Comfort with Differences	94	74th percentile	-	Comfortable and effective in relating to people from many different backgrounds and cultures.
Self-control	85	72nd percentile	-	Does not act or speak impulsively; does not easily lose composure.
Gaining Trust	90	67th percentile	-	Inspires other people's trust.
Teamwork	86	52nd percentile	-	A team player: cooperative, works well as part of a group.
Listening Skills	80	40th percentile	-	Listens to other people in a way that they feel understood.
Openness to Criticism	63	39th percentile	-	Accepts critical feedback without getting defensive.
Ability to Teach	62	33rd percentile	-	Clear and patient when explaining things; a good teacher.

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
Influence	99	91st percentile	-	Can influence and persuade other people, even without direct authority.
Power-orientation	100	88th percentile	-	Comfortable asserting authority and using power.
Motivational Ability	95	86th percentile	-	Understands how to motivate different kinds of people to do their best work.
Political Skill	91	82nd percentile	-	Knows how to get things done within the political framework of an organization.
Assertiveness	93	82nd percentile	-	Able to defend a point of view and to confront others appropriately when necessary.
Oral Communication	84	78th percentile	-	A skillful public speaker, good at presenting ideas and plans in a persuasive manner.
Conflict Tolerance	78	66th percentile	-	Able to be effective in an environment where strong and opposing views are being expressed.
Leadership Confidence	87	65th percentile	-	Comfortable taking a leadership role.
Sociability	81	61st percentile	-	Socially venturesome and self-assured; forms new relationships easily and works to maintain them.
Projection of Confidence	64	39th percentile	-	Projects self-confidence, even in uncertain and difficult situations.

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.

- 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
Decisiveness	96	91st percentile	-	Able to make decisions even in ambiguous situations and without full information.
Written Communication	100	89th percentile	-	A good writer, expresses ideas and positions clearly.
Quantitative Analysis	95	87th percentile	-	Skillful using quantitative analysis to understand business issues.
Critical Thinking	97	87th 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).
Merit-orientation	94	87th percentile	-	Judges ideas and people on merit alone, without bias or favoritism.
Comfort with Risk	93	86th percentile	-	Takes risks when appropriate, isn't afraid to innovate and experiment.
Quick Thinking	94	81st percentile	-	Picks up new ideas and processes new information quickly and easily.
Strategic Thinking	87	72nd percentile	-	A strategic thinker: able to grasp the big picture and think long-term.
Flexibility	85	67th percentile	-	Adapts easily to changing situations and is able to adopt new approaches when necessary.
Creative Thinking	81	62nd percentile	-	Able to think creatively, generating new ideas and approaches to situations.
Recognition of Opportunity	80	59th percentile	-	Recognizes new opportunities and acts to take advantage of 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.

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
Time Management	100	87th percentile	-	Manages own time well.
Action-orientation	94	81st percentile	-	Action-oriented: makes sure that decisions are implemented.
Organizational Priority	90	81st percentile	-	Able to make decisions that are in the best interest of the organization, even though they cause individual people distress.
Multiple Focus	93	80th percentile	-	Able to juggle many projects and responsibilities at once.
Delegating	87	73rd percentile	-	Delegates appropriately and effectively.
Resilience	75	57th percentile	-	Handles pressure and stress well.
Persistence	78	55th percentile	-	Doesn't get discouraged and give up on things easily.
Day-to-Day Responsibility	83	55th percentile	-	Takes good care of the day-to-day aspect of running things.
Work Ethic	68	15th percentile	-	Has a strong work ethic, willing to make sacrifices to achieve important goals.

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.

DECISIVENESS	Able to make decisions even in ambiguous situations and without full information.
INFLUENCE	Can influence and persuade other people, even without direct authority.

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 on a 0 to 100 scale. The higher the score, the better the match.
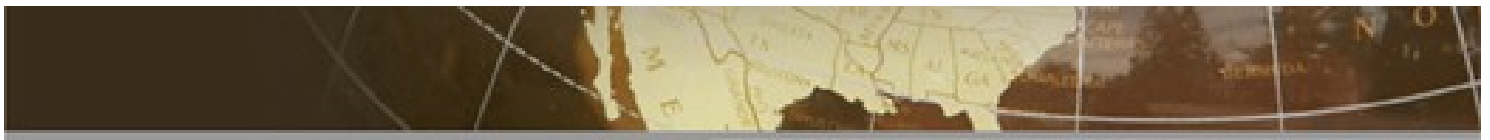
- A score of 90 means that you are more similar to people in that career than 90% of several hundred thousand other business professionals.
- A score of 10 means that you are more similar than only 10% of other business professionals.

What defines a "good" match? Scores in the 90s? Where's the cut-off? Unfortunately, there's no definitive answer to that question.
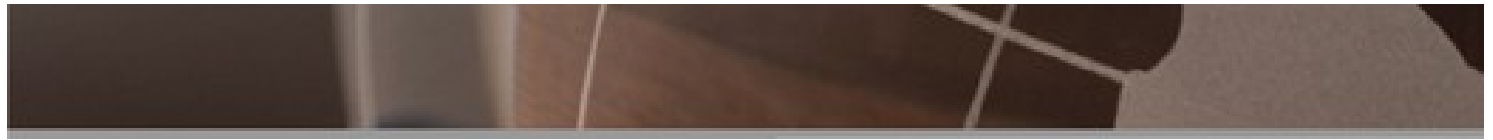
- If you have seven scores of 92 and above, and your next score is 88, you should consider those seven as your good matches, and then ignore the 88 and any scores below it.
- But, if your highest score is 92, followed by an 88, then you should consider them both good matches.
- And, if your highest score 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.

Career	Score	Rating
SECURITIES TRADING	96	VERY HIGH
INSTITUTIONAL SECURITIES SALES	96	VERY HIGH
MANAGEMENT OF NEW PRODUCT DEVELOPMENT	96	VERY HIGH
BUSINESS DEVELOPMENT AND SALES	96	VERY HIGH
INVESTMENT MANAGEMENT (PORTFOLIO MANAGEMENT AND SECURITIES ANALYSIS)	93	VERY HIGH
COMMERCIAL BANKING	91	VERY HIGH
GENERAL MANAGEMENT	90	VERY HIGH
MANAGEMENT IN SCIENCE AND ENGINEERING	88	VERY HIGH
LAW	86	VERY HIGH
VENTURE CAPITAL	84	VERY HIGH
SALES MANAGEMENT	83	HIGH
PRODUCTION AND OPERATIONS MANAGEMENT	79	HIGH
RETAIL MANAGEMENT	74	HIGH
PUBLIC RELATIONS AND COMMUNICATIONS	70	HIGH
REAL ESTATE FINANCE	67	MID-RANGE
PRIVATE EQUITY INVESTMENT (INCLUDING LEVERAGED BUY-OUT)	62	MID-RANGE
RESEARCH AND DEVELOPMENT MANAGEMENT	52	MID-RANGE

INFORMATION SYSTEMS MANAGEMENT	43	MID-RANGE
FINANCIAL PLANNING AND STOCK BROKERAGE	43	MID-RANGE
MANAGEMENT CONSULTING	40	MID-RANGE
NON-PROFIT MANAGEMENT (HIGHER EDUCATION, GOVERNMENT AND HUMAN SERVICES)	37	MID-RANGE
FINANCE IN CORPORATE SETTINGS	36	MID-RANGE
TRAINING AND ORGANIZATIONAL DEVELOPMENT	36	MID-RANGE
REAL ESTATE DEVELOPMENT	29	LOW
SUPPLY CHAIN MANAGEMENT	22	LOW
STRATEGIC PLANNING	21	LOW
ENTREPRENEURSHIP	17	LOW
HUMAN RESOURCE MANAGEMENT	17	LOW
ADVERTISING ACCOUNT MANAGEMENT	17	LOW
ACCOUNTING	15	VERY LOW
INVESTMENT BANKING	13	VERY LOW
PROJECT MANAGEMENT	10	VERY LOW
MARKETING AND MARKETING MANAGEMENT	6	VERY LOW

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.
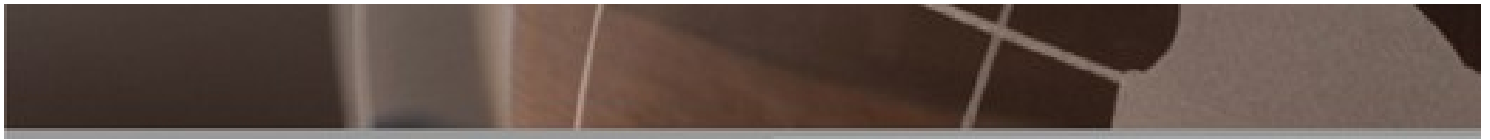
The person with high scores on both dimensions is likely to be most comfortable, or successful, in a culture that embraces assertiveness and a certain level of internal competition. They believe this will result in healthy conflict that produces the best solutions. They'll also be most comfortable where 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)?

An organizational culture characterized by a high level of the Extraversion and Decisiveness factor is a competitive environment where people are outgoing and assertive, and enjoy assuming a leadership role. In such a culture, pushing an agenda (within limits) to get things done is seen as 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.

The low Extraversion and Decisiveness culture is characterized by teamwork (not "stars") and open competition and aggressiveness being uncommon. The person for whom this is a mismatch may be seen as a bit of a "bull in a china shop" or, even worse, 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.

Someone with a high score on Extraversion and Decisiveness needs to be especially careful in his or choice of organizational culture. The person who is low on 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. They might come to be seen as people who "suck up all the air in the room," and don't stop talking long enough for anyone else to voice an opinion.

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.

A low score on this scale **doesn't** mean that someone is indecisive, or an "introvert." (Remember: CultureMatch describes the kind of work environment someone will be most comfortable and successful in. It doesn't pretend to "diagnose" people's personality types.) And, it doesn't mean that people are not determined to get ahead in their careers. They may be highly competitive, but refrain from showing it in an overt manner.

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

- 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.
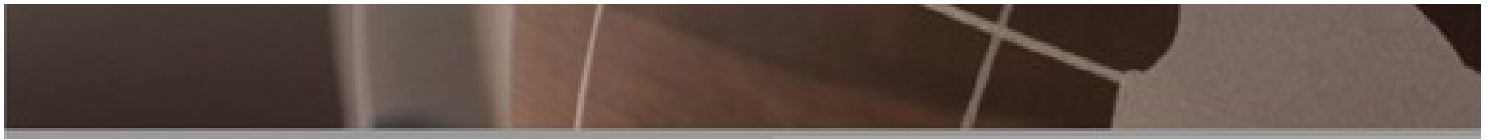
Sometimes people confuse Precision and Planning with Innovation and Change, thinking that a high Precision and Planning culture is going to be low on the Innovation and Change factor -- and vice versa. This is not the case. Someone may have high scores on both the Precision and Planning, and Innovation 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?

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

...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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