

Decision Dynamics **Career Model™**

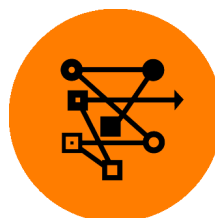
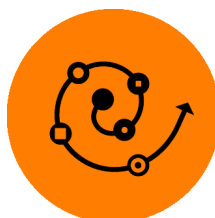
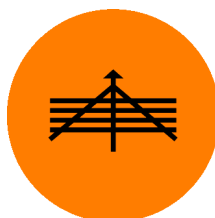
CareerView™ Career Report

07 May 2013

Jan Sample

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Decision Dynamics is a leader in methods and tools for strategic human resources development that illuminate and enhance the interplay between people and organizations. Our scientifically based approach is built on more than 40 years of continuous research and practical use in organizations. Our clients have already used our solutions to profile and develop more than one million employees around the world.



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Contents of Your Report

This report is based on the *CareerView™* assessment of your expectations and motivation in your career and working life.

In the following sections of your report you will find:

- > Your career concepts profile, showing how you believe and expect your ideal career should be structured.
- > Your career motives profile, showing the kind of career that would best suit you in terms of personal satisfaction and fulfillment.
- > A comparison of your career concepts and motives. Basically, this shows what your career would look like if you followed your head versus your heart in your career. You can use this comparison to avoid mistakes that might lead you in the wrong direction in your career.

Of the two profiles, your career motives profile should best indicate the type of career you would find most gratifying personally. Your career concepts profile is important, too, inasmuch as it tends to indicate what you believe you should be doing with your career. But, these beliefs are highly influenced by other people in our lives and may not represent what would be best for us as unique individuals. Your motives profile is usually a better window into your own unique motives and desires, relatively free of the influence of other people.

Career Basics

Decision Dynamics Career Model™ is based upon the fundamental fact that people differ greatly one from another in how they perceive careers and in the kinds of career experiences they desire. The type of career that you see as ideal might strike another person as highly undesirable. But, by the same token, the very same kind of career that another person might experience as extremely gratifying and rewarding might strike you as a career nightmare. When it comes to careers, one person's heaven can easily be another person's hell.

Research shows that four major themes distinguish most careers. These four themes or "career concepts" depict careers as differing patterns of:

- > Direction; movement within and between fields of work over time
- > Timing; how frequently these movements are expected to take place.

This reflects the fact that some people want to move up a ladder; others prefer to move in more of a lateral direction to expand their capabilities, or simply to experience different kinds of work. Some people like to move around a lot during their careers, while others prefer to stay put and specialize in a particular kind of work.

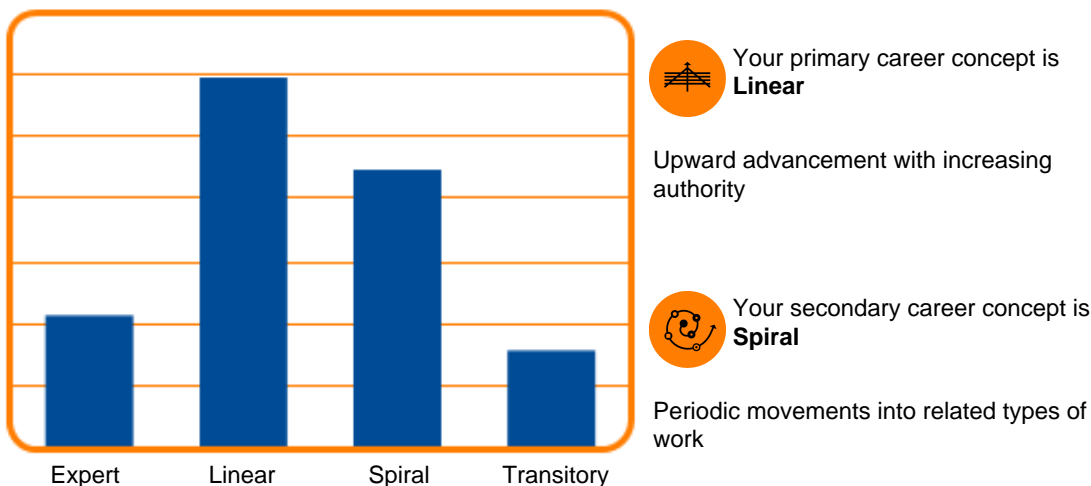
Although careers come in many shapes and varieties, the four career concepts capture most of the differences that distinguish different varieties of careers. And, the four concepts can be combined in various ways to reflect most any kind of career. The four concepts, Expert, Linear, Spiral, and Transitory, are described in the end of your report.

Your *CareerView™* Career Profile shows how you tend to think about and visualize an ideal career. In addition, your profile shows how your career motives, that is, your feelings and desires about work experiences, fit with your vision of an ideal career. Your profile will provide important insights into how your career ideally should be structured in order to maximize your personal career satisfaction and thereby, also where you are likely to contribute most in an organization.



Your Career Concepts

Your career concepts indicate what your career expectations are. The height of each bar in the graph indicates how much you believe your career ideally should contain the career pattern described by that particular career concept.



The highest bar on the graph shows the Linear career concept, the career concept with which you most closely identified. This indicates that your view of the ideal career is to climb the hierarchy of an organization, increasing your level of responsibility and authority as you move up. The higher the position and the greater responsibility, the more successful the career is to you. The higher the Linear bar, the more likely it is that this career concept fits your definition of the ideal career.

Your second highest bar is the Spiral career concept. This highlights a subtle difference in your career interests. It suggests that you are also interested in changing to a closely related area of work, every 5-10 years. This gives you the opportunity to realize your career by gradually broadening your work history and finding new ways of utilizing and building upon your previous experiences. The closer the Spiral bar is to the highest one (Linear), the more important it is in your career aspirations.

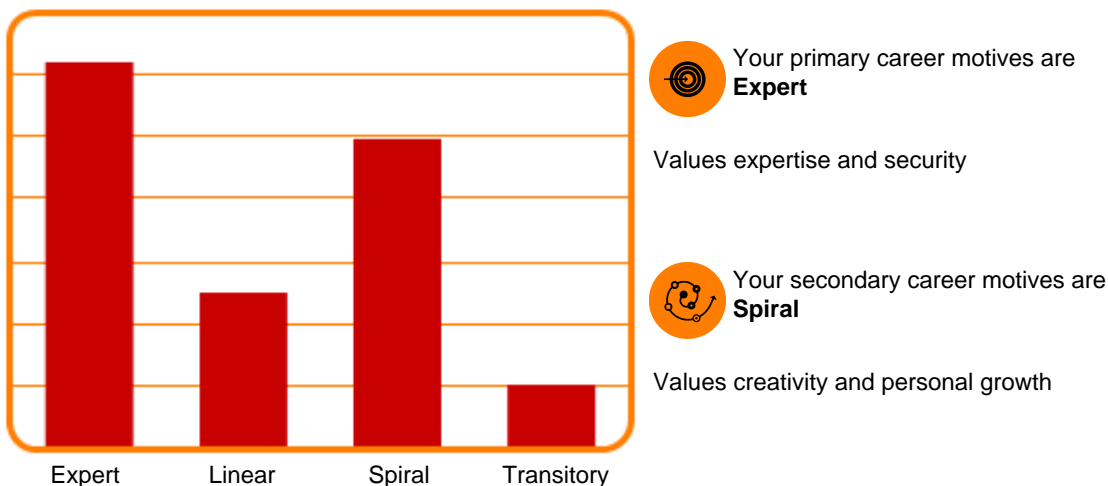
The Expert career is the third highest bar on your chart. The lowest bar (Transitory) reflects your least favorable career. If you were forced to live your career in a Transitory manner you'd likely consider it a "living nightmare." Jumping, apparently aimlessly, from one job to another would represent career failure. The idea of becoming a "Jack of all trades, master of none" without appropriate advancement within the organization or without broadening your experiences is very likely to turn you off.

Your two highest career concept scores, Linear and Spiral, is a combination of career concepts that emphasizes both upward and lateral movement. The ideal Linear-Spiral or Spiral-Linear career pattern would be one in which you periodically (every 5 -7 years) move into new types of work (e.g., fields different from, but related to, those you have worked in previously), but where each career move takes you to a position of increased authority and responsibility. The pattern would look like an upward moving spiral. Movement is a critical part of the Linear-Spiral career. Staying for long periods (i.e., more than 8 years) in any one field or position would be undesirable. For you to feel that your career is working out well, getting ahead (moving up) and broadening your knowledge base is important. For people pursuing careers in management, we refer to the Linear-Spiral pattern as the "management generalist" career. The central idea is that as this career unfolds, a person gradually develops broad knowledge and the capacity to work effectively as a leader, without being a technical expert, in most any kind of organizational or technical setting.



Your Career Motives

Your career motives scores indicate the kind of career pattern that would best fit you motivationally. The height of each bar in the graph indicates how much you would value a specific career pattern.



Your highest bar is the Expert motives, which indicates that you are most motivated by attaining expertise and security in your working life. You are quite likely to be comfortable with the notion of specializing within an area of work and being recognized for your expertise in that specialty. The higher your Expert bar is, the more you are motivated by realizing expertise and security in your career.

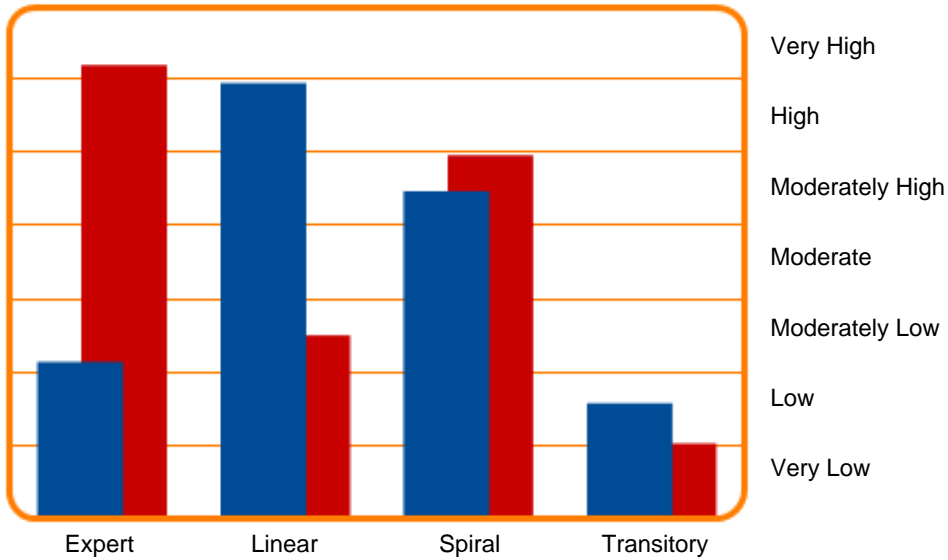
Your second highest bar is Spiral motives. This means that you are also motivated by personal growth and creativity in your working life. By discovering new, imaginative ways of using your previous work experiences, you can achieve personal growth and develop a broader and more fulfilling working life. The closer the Spiral bar is to the highest (Expert), the more important creativity and personal growth are to you.

The third highest bar is the Linear career motives; the basis of which is finding responsibility and authority in your work. The motives that you least identified with are the Transitory motives. The lower this bar is, the less motivated you are by variety and independence in your working career. You'd likely find it frustrating to move, on a frequent basis, from one type of work to something completely new.

Your strongest career motives, Expert and Spiral, is a combination of career motives where the key themes are personal growth, creativity, expertise and stability. Bearing in mind that your career motives most likely reflect what you truly want, your best strategy is to focus on a career that enables you to develop in-depth expertise in several different fields and that also enables you to apply your skills in creative ways. A career in which you've specialized in just one field likely would leave you feeling unfulfilled. Likewise, a career in which you moved all over the place, never doing the same thing twice, or in which you concentrated on climbing an organizational hierarchy also would leave you feeling dissatisfied. Your profile suggests that you will thrive best in a career where you can continually increase your expertise and gradually add new knowledge and skill sets to your capabilities. Further, your profile indicates that you will feel most stimulated when you have the opportunity to use your knowledge to create something new. This could be new products, services, or work methods. You should think twice about getting yourself into situations where you will be required to follow fixed rules and established methods without being able to innovate. Also, beware of getting into situations where you might be moved around so fast that you are unable to develop any real expertise in a field. And, be careful not to get yourself into career situations where the primary emphasis is on climbing an organizational ladder and accumulating more and more influence and authority. You will fare best and feel most rewarded in situations where you can build your skills by occasionally moving into positions that are related to others you previously have held, but which offer you the opportunity to add breadth and depth to your knowledge and skills.



Your Career Concepts and Career Motives Profile



Your career concepts profile indicates how you tend to think about or envision your career ideally as a pattern of movement over time. For most of us, this shows what we think we should be doing with our careers. Also for most of us, this view of our ideal career is influenced a lot by other people in our lives. Your primary and secondary career concepts are:

Career concepts
Linear / Spiral



Upward advancement with increasing authority.



Periodic movements into related types of work.

Your career motives profile indicates how you tend to feel about work and rewards. It shows how the four career concepts fit with your needs and motives. Of the two profiles, your career motives profile is likely to have been influenced less by other people's views, and to better indicate what would fit you well personally in your career. Your primary and secondary motives are:

Career motives
Expert / Spiral



Values expertise and security.



Values creativity and personal growth.

Ideally, our career concepts and career motives profile would be very similar. However, in reality, mismatches are quite common. This indicates that many people think they should be doing things with their careers that do not fit well with their personal motives and feelings.

The primary themes in your career concepts profile and your career motives profile are different, although the secondary theme, Spiral, is the same in both of your profiles.

We place much more importance on career motives than on career concepts in career decision-making. Career concepts are too easily influenced by other people in our lives. A person's career motives are more likely to reflect the person's own true preferences. Consequently, in your case, we recommend that you take care to place more importance on Expert themes when searching for and evaluating career opportunities than on Linear themes. The latter could lead you astray.



Concepts and Motives

The *CareerView™* Career Profile shows a person's expectations and motivation in her/his career and working life. The profile is based upon the Decision Dynamics Career Model™. The model describes four fundamental career concepts. These four concepts depict careers as differing patterns of movement within and between fields of work over time. People differ from one another in terms of how much each concept describes their perceptions of the ideal career, and in how much their personal career motives fit with each career concept. The four concepts and the motives most closely associated with each concept are described below.



Expert From the perspective of the Expert concept, success results from finding a type of work that represents one's "calling" and then progressively becoming more and more skilled and competent in performing this work. From this point of view, advancement means advancing one's expertise in one's chosen discipline or field of work. One's success is strictly a function of the level of technical expertise one has achieved, not how many people one supervises, the size of one's office, or the number of executive perks one enjoys, or even the size of one's pay check. Being very good at performing a particular kind of work is the bottom line. Key motives underlying the Expert career concept are expertise, technical competence and security.



Linear The Linear view of career success revolves entirely around making upward progress. Under this definition of success, one is successful according to how high one rises in a hierarchy, where successively higher positions involve increasing levels of responsibility and authority. This up-the-ladder career concept is part and parcel of "rags to riches" and "pulling oneself up by one's bootstraps stories." To be a success one must make upward progress steadily and preferably swiftly. Key motives underlying the Linear career concept are power or influence, and achievement.



Spiral Compared to the Expert and Linear definitions of success, the Spiral career concept is a much less traditional way of defining a successful career, although it probably has been unofficially with us for centuries. From the Spiral perspective, a successful career means a progressive broadening of one's knowledge, skills and talents over time. As a pattern of movement, the Spiral career usually begins with an individual making a choice to start his or her career in a particular field, but then making periodic moves into new fields and new types of work. On the average, we find that these field moves occur every 5 to 10 years. Key motives underlying the Spiral career concept are personal growth (expanding one's capabilities), creativity, and an interest in developing other people.



Transitory The fourth career concept, Transitory, is an even less conventional way of defining career success than the Spiral concept. Yet, it too has almost certainly been the organizing principal for the careers of many people throughout history. The Transitory career involves a lot of movement. However, if there is a pattern to the Transitory career, it is a "consistent pattern of inconsistency." From the Transitory perspective, the ideal career consists of a fascinating smorgasbord of experiences. People who pursue Transitory careers change jobs or type of work frequently, on the average of every 2 to 4 years, in order to partake of the widest and most diverse array of experiences. Key motives underlying the Transitory career concept are novelty or variety, independence, and interpersonal contacts.

Although careers come in many shapes and varieties, the four career concepts capture most of the differences that distinguish different varieties of careers. And, the four concepts can be combined in various ways to describe most any kind of career.

For more information about the Decision Dynamics Career Model and assessments including the more than 40 years of research and practice that goes into its development, please visit: www.decisiondynamics.eu.



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40 Years of Research and One Million Satisfied Users

Decision Dynamics is a leader in methods and tools for strategic human resources development that illuminate and enhance the interplay between people and organizations. Our scientifically based approach is built on more than 40 years of continuous research and practical use in organizations. Our solutions have already been used to profile and develop more than one million employees around the world.

Decision Dynamics was founded by two industrial and organizational psychologists from Princeton and Yale Universities. The company was soon taken on by demanding and development-intensive clients such as NASA, the Aerospace Corporation, and Rockwell.

Our research and development efforts continues in Decision Dynamics Research and are aimed at advancing the state of art in assessment methods and technologies. Meanwhile you benefit from having immediate access to the very latest, fully developed tools and methods in our portfolio adapted for providing practical usage, measurable results and rapid impact of today's demanding workplace.

The Decision Dynamics approach functions as a catalyst to support organizations' efforts to increase engagement and performance. Together with our global network of partners and resellers we provide profiling tools, training, and consultative services.

Decision Dynamics tools and business solutions are used for:

- > Engagement
- > Selection and recruitment
- > Leadership development
- > Talent management and succession planning
- > Career development and coaching
- > Team development

