

Decision Dynamics **Career Model™**

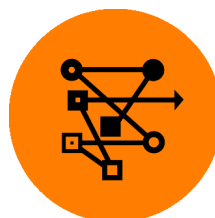
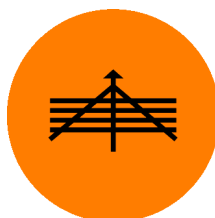
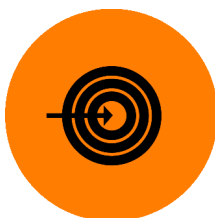
CareerView™ Culture Fit Report

06 May 2014

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 gives you feedback about how well your personal career motivations fit with your organization's career culture. It is based upon your responses to the *CareerView*™ assessments. We show you how your personal motives fit with the organization's strategy, structure, rewards, and the behavior and competencies the organization evaluates and encourages. Together, these elements define your organization's career culture.

In the following sections of your report you will find:

- > Your career motives profile, showing the kind of career that would best suit you in terms of personal satisfaction and fulfillment.
- > Your culture view profile, showing your perception of your organization's career culture, indicating the organization's way of handling careers.
- > A comparison of your career motives and your organization's career culture.

Your fit between your motives and the career culture of your organization can help you identify and take advantage of important developmental opportunities.

Career Culture Fit Basics

Just as individual people differ in their career preferences, so also do organizations differ in the ways that they support and manage careers, both formally and simply as an outcome of the way the organization is set up. Research has shown that different organizational cultures attract, retain and motivate different people because people differ in their expectations and values concerning their careers.

Our research indicates that four major culture themes or concepts can distinguish most organizations' career cultures. These concepts depict cultures as differing in terms of strategy, organizational structure, behaviors evaluated and rewarded and in the actual rewards that they offer. For example, if a person wishes to become an expert or specialist, it helps to be in an organization with strong, specialized, functional departments. However, if a person would rather move up a ladder and gain a lot of influence and authority, it helps to be in an organization with a lot of levels and a clear path to the top. By the same token, for those who want to become experts, it is very motivating to be rewarded with specialized training and work resources as well as pay based upon one's level of expertise.

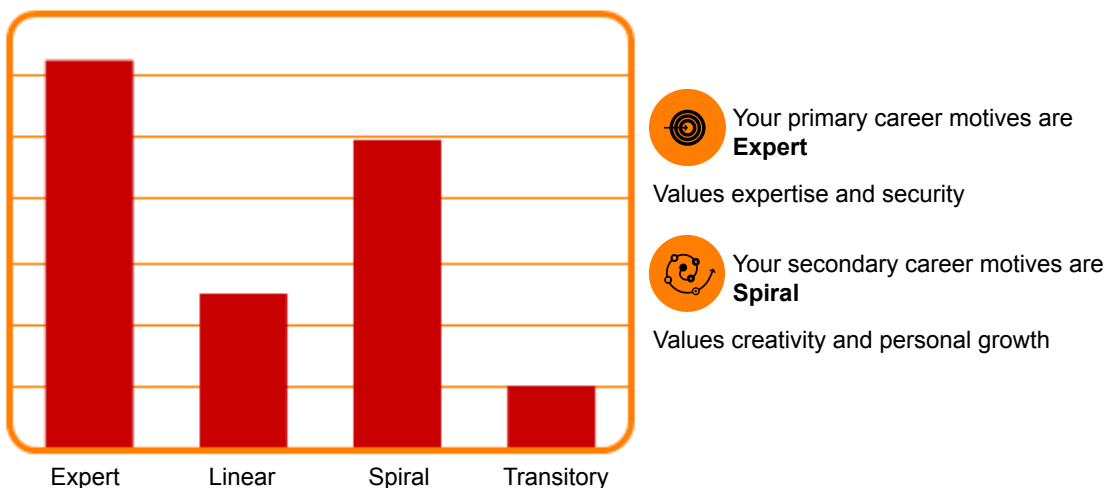
In essence, we can describe organizational career cultures that directly correspond to each of the four career concepts, Expert, Linear, Spiral, and Transitory that we use to describe your own career preferences and career motives. The four culture concepts each are described in the end of your report. By increasing your understanding of how you experience your organization in terms of these culture concepts you can more easily plan and direct your career and take constructive action for developing your career in ways that will make it more motivating and satisfying for you.

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.



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.



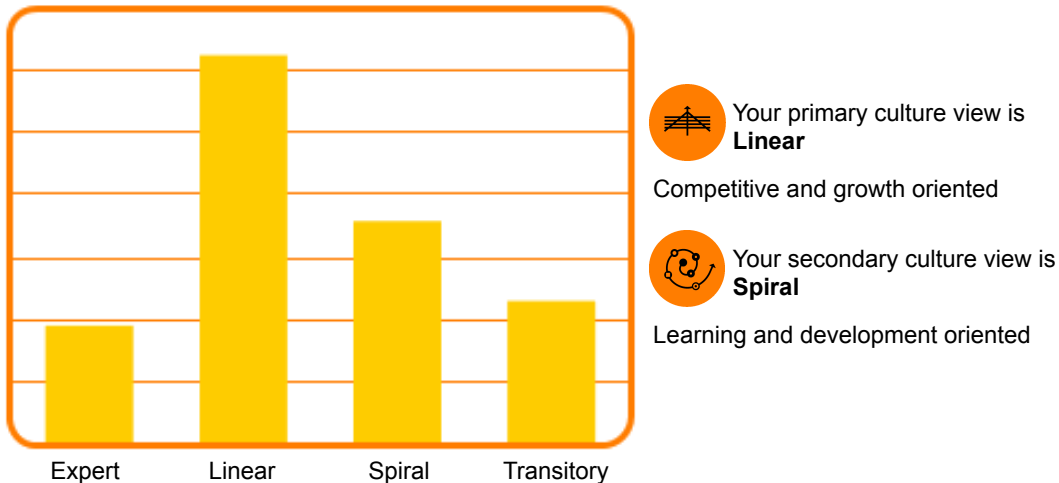
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Your Culture View

Your culture view shows how you experience the career culture and what behaviors and attitudes you perceive to be valued and supported in your organization. The height of each bar in the graph indicates how much you perceive the organization's culture to contain each of the four culture concepts.



The highest bar in your view of the organization's culture is the Linear culture, which suggests that you view your organization's career culture primarily as emphasizing operational growth that emphasizes a pyramid-like hierarchy. Cost reductions, efficiency, and management skills are highly valued and rewarded with promotion to higher organizational levels, salary based on position, and management training increasing the possibilities of promotion.

Your second highest bar is the Spiral culture, meaning that you view your organization's career culture secondly as emphasizing diversification into closely related areas based on core technology or techniques. It is likely that the organization has a matrix-like structure with multiple lines of responsibility and authority demanding high involvement across functions. Breadth of knowledge, creativity, skill diversity and team work are highly valued. Existing rewards and career developmental paths probably include job rotation, lateral assignments, and diversified training.

This combination of the Linear-Spiral career culture suggests that you experience your organization as rather dynamic developing growth strategies within both existing and new, but related work areas. Career advancement is likely seen as an 'upward-spiral' combining lateral assignments and job rotation with increasing authority and responsibility. Managing somewhat frequent re-structuring of work areas and projects, usually in a matrix structure requires continual development of team skills and a focus on the development of others, especially leaders. The higher the Linear bar is compared to the Spiral, the more growth, results and performance are emphasized and valued.

Relative to the Linear and Spiral aspects of your organization's career culture you experience Transitory career cultural aspects to a lesser degree. Pursuing new, immediate targets of opportunity informal or temporary work groups, speed and independence are less emphasized than the Linear and Spiral aspects of career development. According to your answers, the least emphasized career cultural aspect of your organization is Expert. This suggests that you feel that your organization does not focus on long-term quality, a stable functional structure or fringe benefits. The lower the Expert bar, the fewer parts of the organizational culture seem to support the development of the Expert career, striving for stable, in-depth knowledge, work identity and technical expertise.

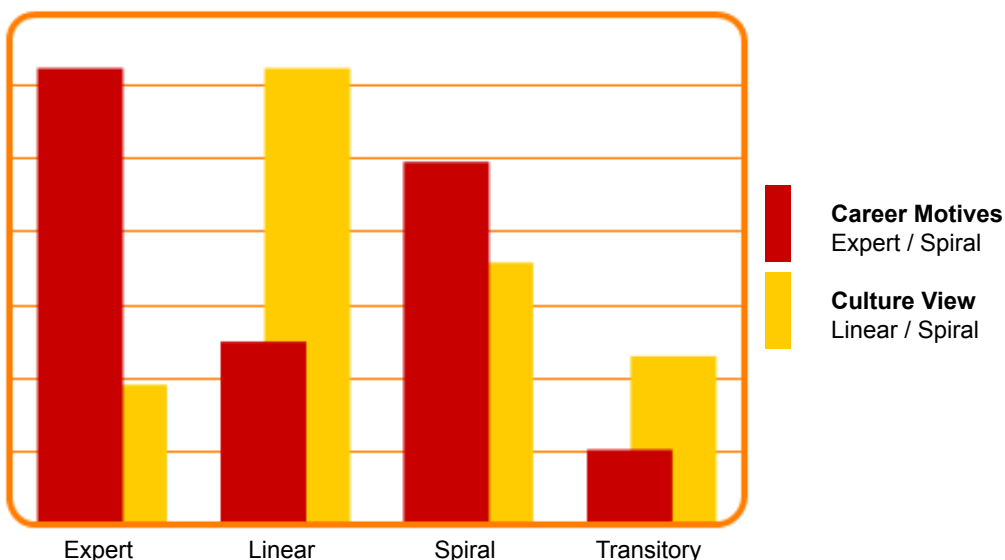


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Your Culture Fit



There is little support in your organization's career culture for your high Expert career motives (focusing on security, quality and expertise). Thus, you may feel dissatisfaction and lack of organizational support for your strong Expert motivation. You would likely increase your satisfaction at work by building support for your focus on quality and getting opportunities to expand your knowledge in your speciality areas.

Your low Linear career motives (seeking power and achievement) differ greatly when compared to the strong Linear career culture (one focused on growth and results). You probably feel frustrated by the culture's focus on growth, and efficiency and its pyramid-like hierarchy. Such frustration could be decreased if the organization would value and reward you according to those other motives that are higher than the Linear bar.

Your high Spiral career motives (seeking creativity and personal growth) are only partly supported by the fairly strong Spiral career culture (one with lateral movements, team focus, matrix-like structure, and broad competence development). You are probably lacking sufficient organizational support for your strong Spiral motives. You would likely find greater satisfaction by seeking assignments that will broaden your knowledge and experience, while working in diverse teams that offer personal development programs.

Your low Transitory career motives (variety and independence) fit well the weak Transitory career culture (immediate opportunities with informal and temporary teams). Its likely that you enjoy the pace of the organization as well as the amount of flexibility offered by taking on assignments that vary from one to another. You are probably motivated by the good fit with other motives you have – there seems to be a good balance between your motives and what the organization offers.

In summary, because of your primary Expert career motives, the Linear career culture at your organization may feel too focused on efficiency, growth and shorter-term results. It's likely that the hierarchical organization is more supportive of 'upward' career movement than developing one's expertise and specialized knowledge. The gaps between your career motives and the career culture appear quite large and you seem not all that positive about the organizational climate and the general functioning of the organization. Hence, you probably feel like a poor fit within your organization and its perceived restricted opportunities for career development. Longer-term motivation and satisfaction could be improved by career planning for future job assignments that offer opportunity for and reward a focus on quality improvement, acquiring deep knowledge and experience and offering longer-term benefits.



Career Motives and Career Culture

The CareerView™ Culture Fit Profile shows how well a person's motivation in his/her career and working life fits with how this person experiences the organization's career culture. In our definition of career culture we include the organization's strategy, structure, performance evaluation policies and the rewards that employees potentially can receive. Collectively, we categorize these elements of an organization's career culture in terms of four concepts that each fit certain career motives.



Expert Key Expert motives such as expertise, technical competence and security are most satisfied in Expert career cultures. The strategy in Expert career cultures is to maintain a market share within a certain market niche, or to uphold the organization's reputation for a certain distinctive competence, striving towards increasing the quality of its products or services. Usually, the structure is flat with few management levels. Most of the influence in the organization is concentrated in few very powerful departments. Organizations with an Expert career culture are most often rather large with abundant formal policies and procedures. Technical knowledge and skills are highly valued, just as is the quality of work produced. Accuracy and reliability are prized. The reward system often includes special awards for professional expertise as well as elaborate or extensive retirement benefits.



Linear Key Linear motives such as power or influence, and achievement will be most fulfilled in Linear career cultures. The strategy in a Linear career culture emphasizes growth in just about every way, including in size of the organization, its market share, its revenues and, of course, its profits. Not surprisingly, Linear organizations are often rather large or are on their way to becoming very large. The structure consists of the traditional hierarchical pyramid with quite a few levels. Career patterns go upward. Cost management and cost reduction are valued; so are leadership skills. The appraisal system focuses very much on leadership competencies and accomplishments. In the pure Linear career culture, the foremost reward is promotion. When one climbs the hierarchy, one receives increased salary, power and responsibility.



Spiral Key Spiral motives such as personal growth, creativity, and an interest in developing other people thrive in Spiral career cultures. The strategy in Spiral career cultures tends to emphasize diversification of products and/or services, often based on a core technology. Those who work in Spiral organizations usually have quite a few opportunities to become involved in new projects. These organizations frequently have a matrix structure. Movements laterally that provide the opportunity to expand one's repertoire of skills, abilities and knowledge are commonplace. Full authority to make important decisions is seldom vested in one person, or even in one department. More commonly, cross-functional teams make decisions. Likewise, tasks and projects are shared and frequently performed by teams. Valued performance factors include creativity, diverse knowledge, teamwork, flexibility and personal development. Financial rewards are designed so as to encourage innovation and invention amongst the employees, and also for encourage expansion of skills and knowledge.



Transitory Key Transitory motives such as novelty or variety, independence, and interpersonal contacts are fulfilled in Transitory career cultures. The most important strategy in Transitory career cultures is to identify and quickly exploit immediate targets of opportunity. Hence, formal business plans have little value and little influence, if they even exist, on the work of the organization. These organizations are often small and very agile. Transitory organizations often are young enterprises. Organizational arrangements can be reconfigured quickly to accommodate the immediate requirements of an important opportunity or project. Informal work groups perform most of the work in the organization. Valued behaviors and performance factors are adaptability and speed. People who are fast thinkers and those who are able to change directions swiftly are highly appreciated. Furthermore, the reward system is also informal. There may be a proliferation of individual deals, reward packages and special bonuses that can be used as quick rewards.



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40 Years of Research and One Million Satisfied Users

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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:

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

