# CAREER DIRECTION PROFILER©

*"A man who loves what he does will never work a day in his life" - Confucius*

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(November 12th, 2011)

*BROUGHT TO YOU*

**By**

**TMTR IN COLLABORATION WITH
ITAP INDIA**

This instrument is a holistic approach to career profiling. The cornerstone of this tool is do have an exhaustive analysis of the respondent's interests, needs (motivators), skills and culture fitment leading to a career profile indicative of potential career choices which could be catalytic in shaping a person's professional success.

This report contains Vikram Suryavanshi's detailed career profile analysis. You are requested to focus on peak scores (either very low or very high) as well as any qualitative analysis that may surprise you compelling you to delve deeper and think again like never before.

This report contains 5 sections.

SECTION I

## Discovering your *INTERESTS-*

The table below shows eight core interest areas of work in business and other organizations:

| INTEREST AREAS | DESCRIPTION |
|---|---|
| Enterprise control | Interested in setting business strategy and having the power to ensure that the strategy is carried out. Ultimately want general management role. |
| Influencing others | Enjoy persuading others, whether to buy a product/service, or to support a proposal. Often enjoy making presentations, but may prefer writing or one-to-one negotiations. |
| Creative engagement | Enjoy brainstorming novel ideas for products and services. Prefer early, creative stages of businesses and projects to later "maintenance" phase. |
| Managing teams | 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 | Interested in learning about and using new technologies. Enjoy analyzing and designing (or redesigning) business processes such as production and operations systems. |
| Coaching & mentoring | Enjoy helping develop employees and others to reach their fullest potential. Often prefer work with high social values, and organizations with a collaborative culture. |
| Quantitative analysis | Prefer solving business issues by "running the numbers." Enjoy building computer models, doing financial and market research analysis. |
| Research & development | 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. |

**Graphical analysis of your scores on the 8 interest areas**:
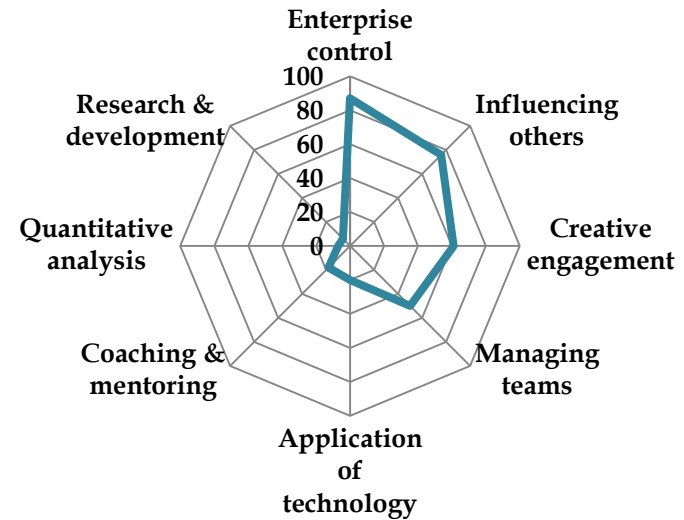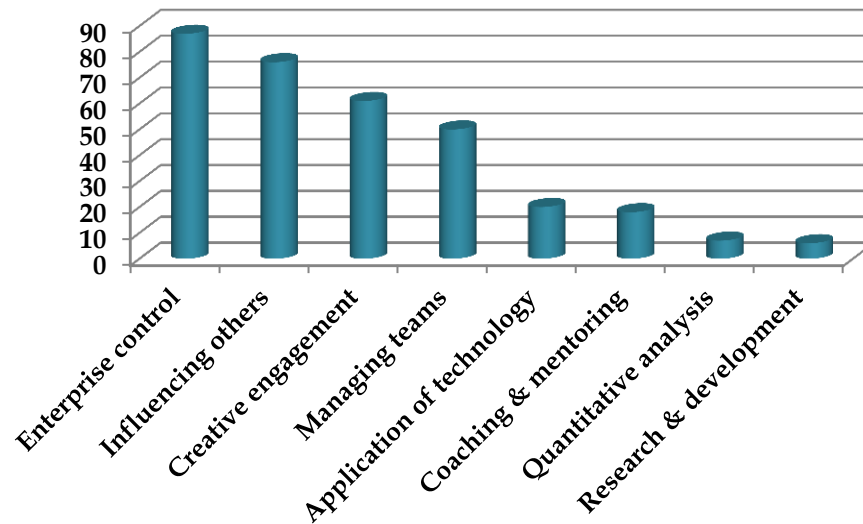




How well your career aligns with your key interests is the best predictor of how successful and satisfied you'll be in your work. **You have a notably high interest in the following core elements of work in business and other organizations:** You enjoy setting the strategy and seeing it executed. You 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 are most likely to 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.

You also 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 are most likely to 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

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.

SECTION II

**Discovering your** *MOTIVATORS-*

The table below shows thirteen core motivators at work in business and other organizations:

| NEEDS(DRIVERS) | DESCRIPTION |
| --- | --- |
| Security | The position offers a great deal of security in terms of predictable salary, benefits, and future employment. |
| Lifestyle | The position allows ample time to pursue other important aspects of my lifestyle (family, leisure activities, etc.). |
| Variety | The position offers a great deal of variety in the nature of the work performed. |
| Affiliation | The position offers a setting with enjoyable colleagues with whom I feel a sense of belonging. |
| Intellectual challenge | The position offers consistent intellectual challenge |
| Managing people | The position offers the opportunity to manage and direct other people. |
| Prestige | The position is with an organization that is prestigious in its field. |
| Autonomy | The position offers considerable autonomy and independence. |
| Positioning | The position offers access to people & opportunities that will position me for my next career move. |
| Recognition | The position is in an environment where individual accomplishments are recognized with praise. |
| Altruism | The position offers the satisfaction of helping others with their individual/business concerns. |
| Power & influence | The position offers the opportunity to be an influential decision-maker |
| Financial gain | The position provides excellent opportunity for exceptional financial reward. |

**Graphical analysis of your scores on the 13 motivators at work**:
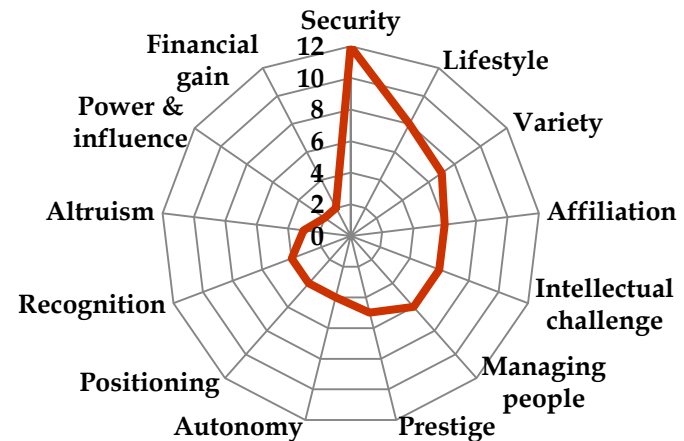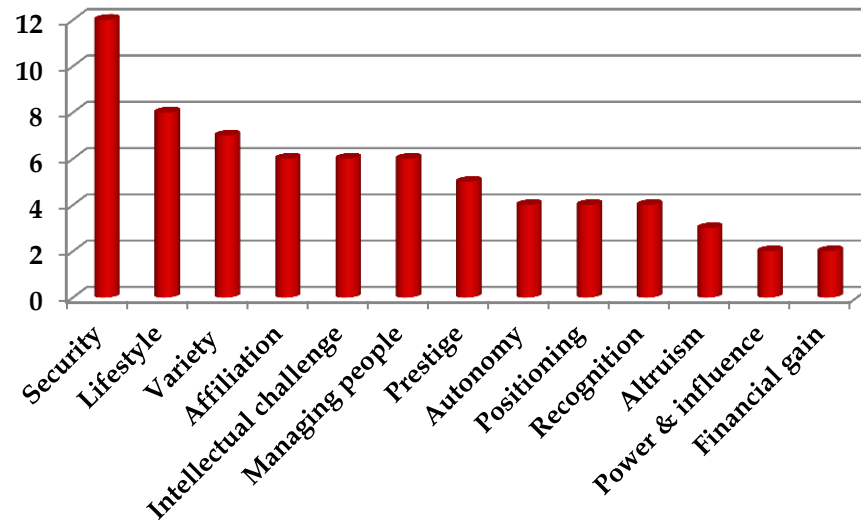




Your motivations today are likely to stay true for several years, and are important to take into account as you think about your career. That being said, pursuing a job or career that you don't really enjoy simply because you want the reward is a strategy likely to lead to dissatisfaction (and to you 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.**

*SECURITY*

If security is a strong motivator for you, you can expect it to remain very stable (unless you were to win the lottery, or unexpectedly inherit a vast sum of money). However, the questions you have to answer for yourself are: "How secure do I need to be?" and "How can I best achieve that security?"

For you, the answer to achieving security may be to work in a highly stable industry that rarely, if ever, reduces its workforce. Another way to achieve security is to make yourself indispensable to your manager and to the organization itself. What does that mean? It means do a great job and don't "cost" your manager by being difficult to deal with.

Should you ever be in a situation where you need to look for another position, it would help your marketability to have developed some domain expertise. And finally, it is important to consider that some functional experience is highly transferable, and some is not. If you work in real estate development, you work in real estate development. If you are successful in sales, though, you can take that experience to other industries fairly easily.

For people who are not highly motivated by security, it is important to recognize this can be a highly unstable position. Going from being single, debt-free, and having a great job to being married, the parent of triplets, making mortgage payments, and unemployed, is likely to push your desire for security up the list pretty quickly.

SECTION III

**Discovering your *SKILLS*-**

The table below shows four core skill areas at work in business and other organizations:

| Core skills | Description |
|---|---|
| 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. |
| Power & 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. |
| 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. |
| 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. |

**Graphical analysis of your scores on the 4 core skill areas at work**:
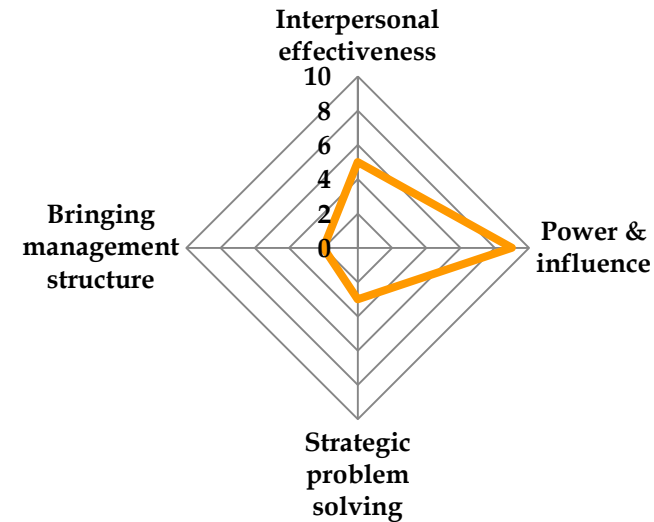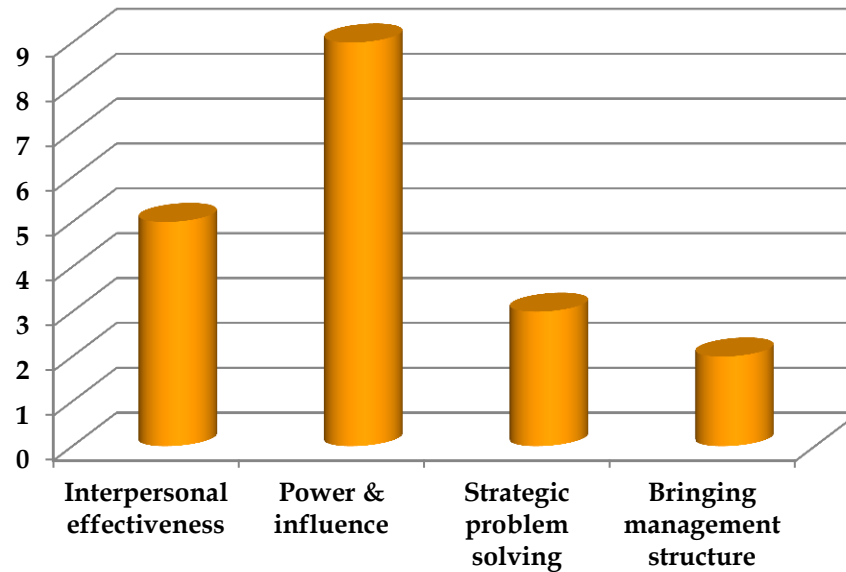


Don't let yourself make the very common mistake of pursuing a career that you're not really excited about simply because you're good at it. Like choosing a career that doesn't interest you just because it pays well, this is a recipe for you to lead an unsatisfying, and ultimately unsuccessful, career. 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 others.**

**Creative Thinking:** Able to think creatively, generating new ideas and approaches to situations.

**Motivational Ability:** Understands how to motivate different kinds of people to do their best work.

**Political Skill:** Knows how to get things done within the political framework of an organization.

**Recognition of Opportunity:** Recognizes new opportunities and acts to take advantage of them.

**Sensitivity and Tact:** Sensitive and tactful: promotes an atmosphere of good feeling and mutual consideration.

**Detailed graphical analysis of your scores on the 4 core skills:**
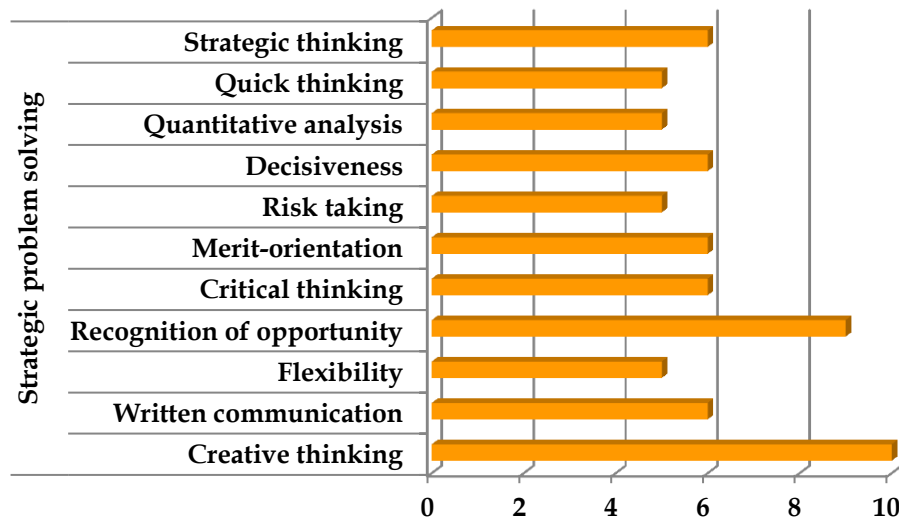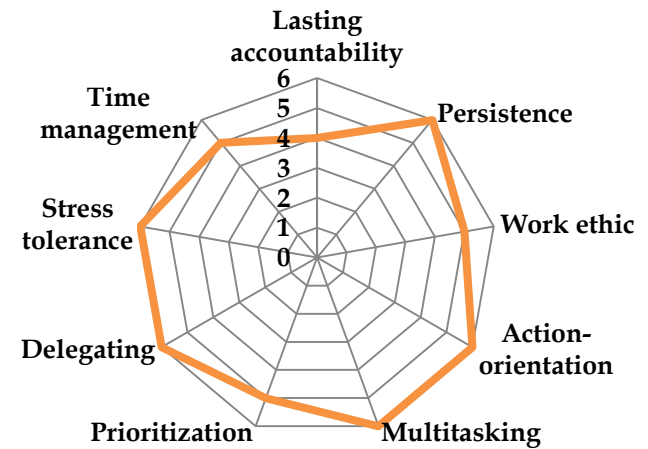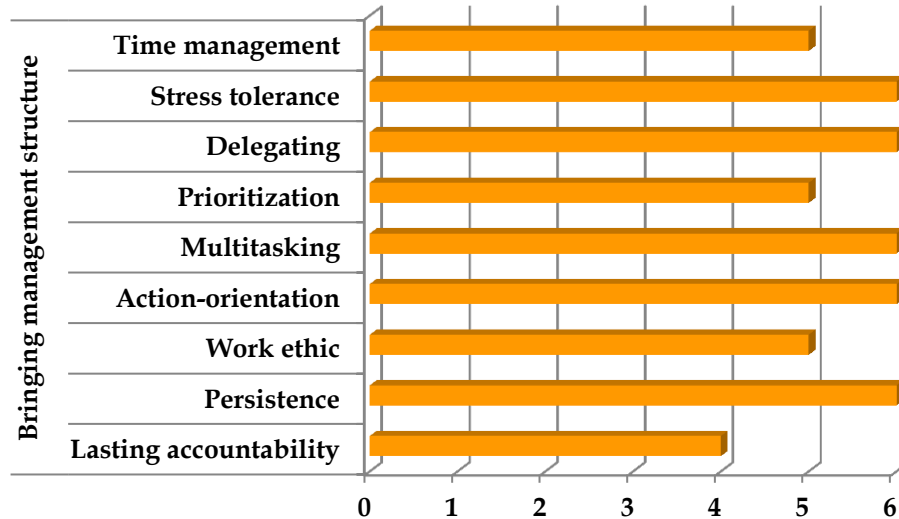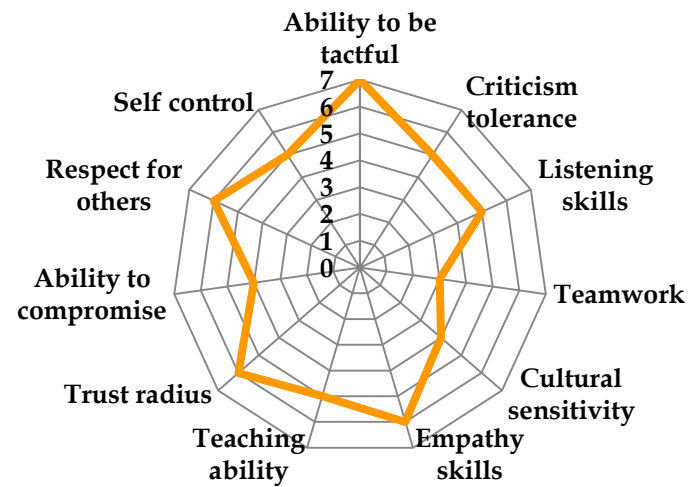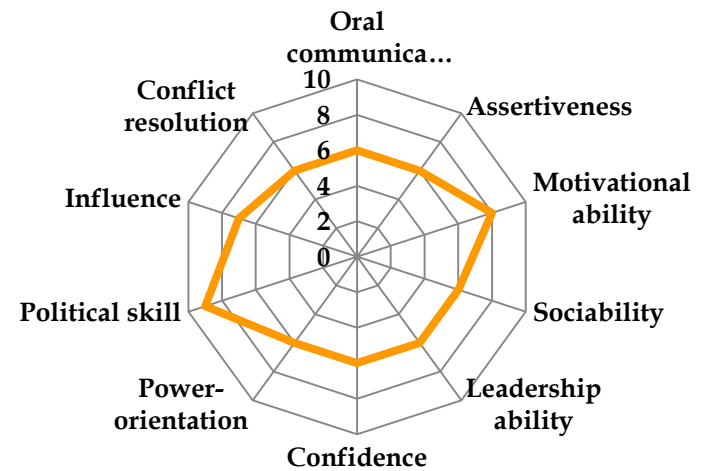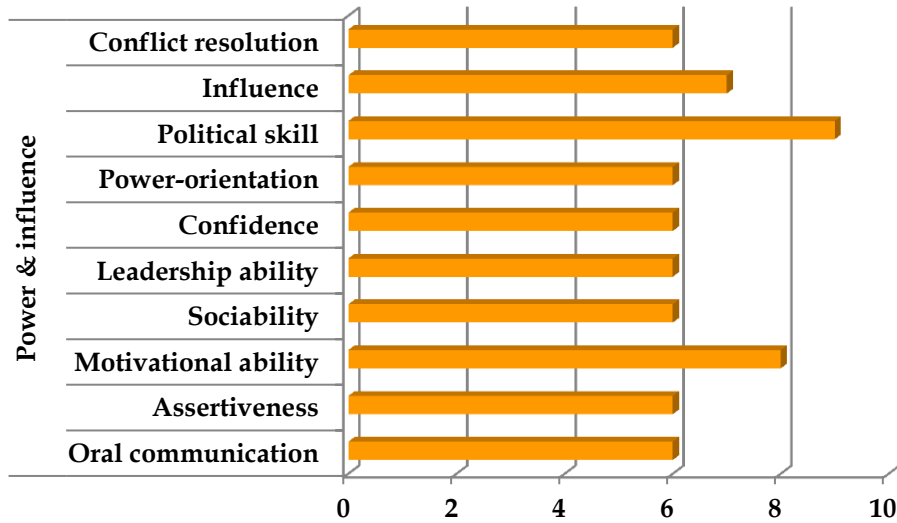
SECTION IV

**Discovering your *CULTURE FITMENT-***

The table below shows four core culture dimensions at work in business and other organizations:

| *CULTURE DIMENSIONS* | *DESCRIPTION* |
|---|---|
| Collaboration | Building and preserving a warm, friendly atmosphere is seen as important to the success of the group, and is encouraged by top management. |
| Extraversion | Competitive environment where people are outgoing and assertive, and enjoy assuming a leadership role. |
| Innovation | Embracing change and trying out new ideas are key elements of this culture factor. |
| Precision | A culture characterized by thinking ahead and planning to the last detail. |

**Graphical analysis of your scores on the 4 culture dimensions at work**:
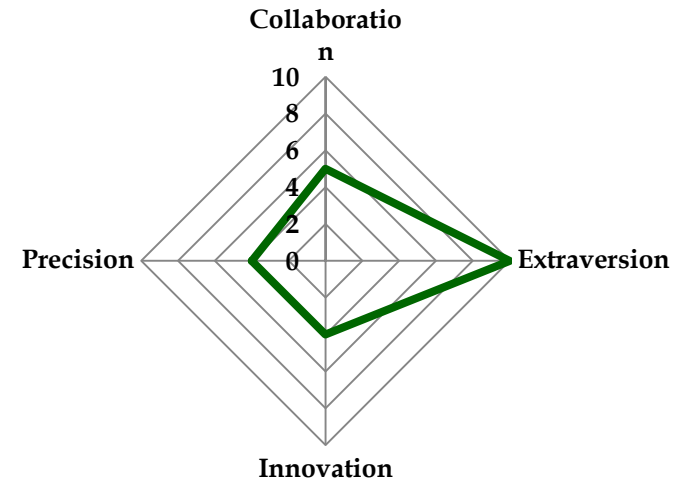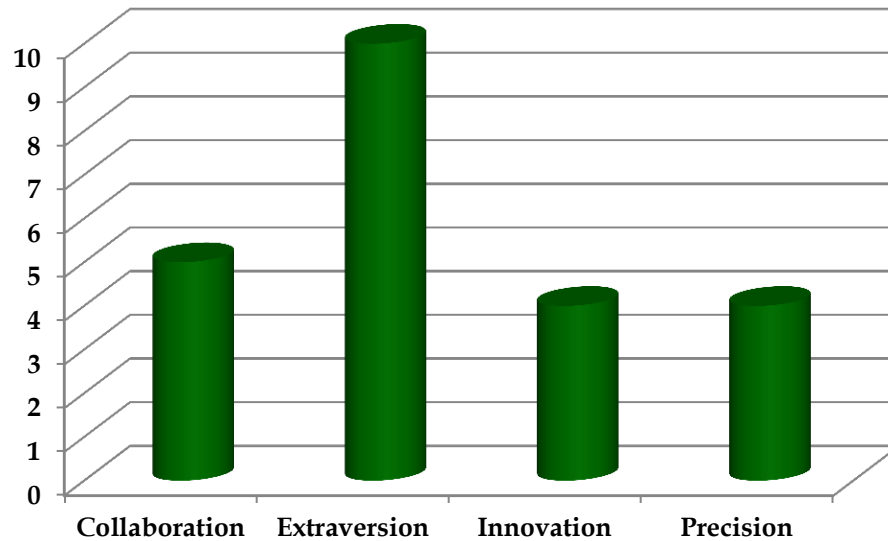


You have a very high score on the Extraversion dimension of organizational culture. This means you will be happiest in a group that values, and whose members are characterized by, an outgoing and assertive nature and also enjoying a leadership role in a somewhat competitive environment. In this culture, 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. 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 on Extraversion, you need to be especially careful in your choice of organizational culture. The person that is quite, reserved, and low in Extraversion may be ineffective in a high Extraversion culture, but the cultural mismatch won't be jarring. On the other hand, the person high in Extraversion operating in a low Extraversion 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 culture. Be sure not to put yourself in a position to attract the hammer.

**What to look for in your 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?

*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.

**Graphical analysis of your scores on the 33 career choices**:
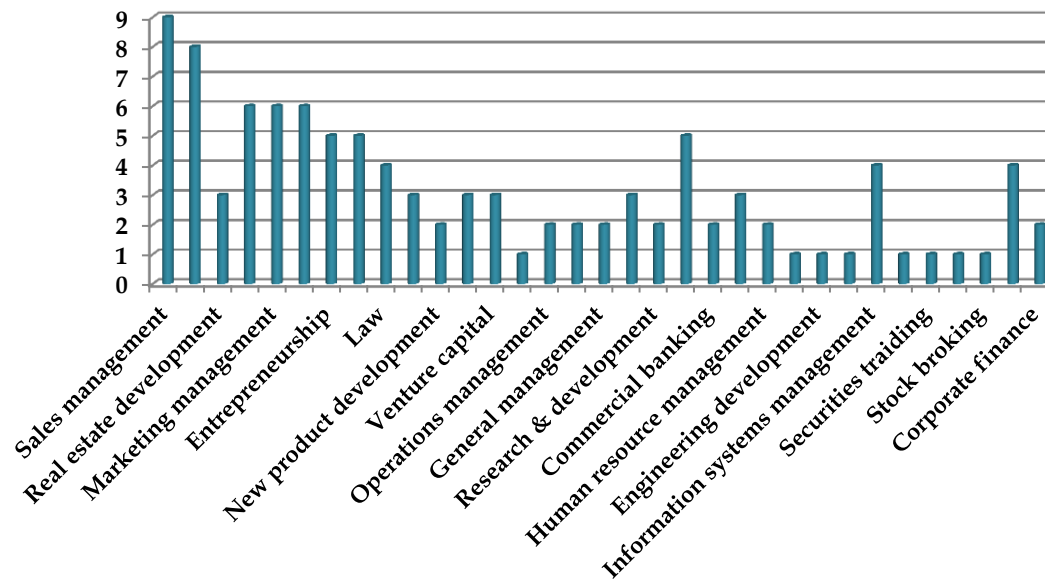
No one pursues a career in sales management without having spent time doing direct sales, and succeeding in that work. This overview focuses on "sales management" specifically, as the sales manager has a very different role from his or her direct sales people. One of the things sales people love is that they get to work on their own -- not alone, but depending on themselves and themselves alone for their success. In sales management, on the other hand, you work through other people and your success is dependent on their success. If they don't make their sales and commissions, you don't get your bonus. Being reliant on others is a significant transition for many sales professionals, and hence why not everyone strives to transition to management.

But, some people who have success selling, ultimately decide they want to try management. This is not necessarily a huge career risk, because successful sales people are always in demand. So, the door to move back into direct sales remains unlocked. They do so for any of several reasons. One is that, in addition to the process of persuading customers and building and maintaining those relationships, they really are interested in leading teams, training and mentoring the people who are now at the start of their careers.

Another is that they want a say in the strategy of sales and marketing efforts. In sales, you sell. In a senior position in sales management, you "have a seat at the table" when key decisions are made about products, marketing strategies, advertising, and other issues. Finally, a move into management usually means less travel and more control over time and lifestyle, which has an appeal that may compensate for the fact that the move from sales into sales management often has a dollar cost (sales commissions are very often higher than management salaries).

Our goal is to help you find your "calling" with as much accuracy as possible -- a clear sense of your personal career beacon. Think of a beacon guiding you to a safe harbor in the middle of the night. One of several things may happen:

- Your beacon remains unchanged for the rest of your career. You sail to it, and ultimately, you successfully achieve your career goal. In other words, you "make it" to your ultimate destination.
- Your beacon remains unchanged for the rest of your career. You sail toward it, but don't quite make it all the way there. However, you were always on the right track and still have a satisfying and successful career. (For example: If your goal is to head up Fidelity's Magellan fund, no matter how good you are, the odds are against you making it all the way there. But, you've been headed in the right direction anyway.)
- You change over time, and so your beacon changes along with you. However, it's unlikely that you will change dramatically. So, the "mid-course correction" you need to make is going to be pretty small.
- The world changes over time, and your beacon either changes, or may even "go out" entirely. For example, you had your heart set on working in an area of technology that has since become obsolete. Even so, at least you know why you were going toward that beacon in the first place, and you can work to find another that will be a match for your interests, motivators and abilities.

Careers are *dynamic*, and they require you to act dynamically. But, your core business interests, deepest motivators and most basic skills will not change. If you stay true to yourself and those core elements over time, they will continue to guide you well no matter what changes "out there."

Now that you have specific career recommendations ("My Career Match") to consider, we'd like to give you a framework for thinking about them, and then translating them into your own career action plan. It's important to follow this process step by step.

- Begin by looking at your interests, as they are the foundation for your career. The importance of this point cannot be overstated. List all possible careers that would allow you to express your key interests. Be as inclusive as possible as you define your "career interest universe." Even if it's only a "might be a match" career, leave it in. Be creative as you think about careers that could be a match for your interest pattern. Who knew ten or fifteen years ago that website design would be a place for people interested in Application of Technology and Creative Production?

- Then, look at your motivators dispassionately and honestly. There are no "shoulds" when it comes to your motivators. If you really want to make a lot of money or have a lot of power, admit it and work with that information. But, when you factor in your motivators, be reluctant to eliminate careers. They should be "innocent until proven guilty." However, once it is clear that a career won't provide you with the rewards you want, eliminate it ruthlessly.

- Now, look at your skills just as dispassionately and honestly. Think about what strengths you actually want to use. (Just because you're good at something doesn't mean you have to keep using it.) Then, think about what weaknesses you want to work to strengthen. (It's fine to leave some weaknesses weak. You don't have to try to improve in every area). Now, go back to your "career interest-and-motivators universe", and eliminate any careers where your weaknesses would mean certain failure. But, do so reluctantly. People often make the mistake of not going into a field because they assume they would need to have certain knowledge or skills that, in fact, they

wouldn't. There are lots of people working in high tech firms who couldn't write a line of computer code. But, inevitably, some people who might be happy and successful working in the field (in marketing, for example) will steer away from the industry because they don't know the bits and bytes. Don't make this mistake.

- Once you have the list in hand of careers that have passed all three "screens" – your interests, motivators and skills – it's time to begin your next stage of research. Read all that you can about the industries, companies and types of work you're considering. Then, talk, talk and talk to people who know about the fields you're thinking about. Only then, can you be really sure of what you'd be getting into.

- Remember that the functional role is the most important to identify, and that there are several industries that will offer a good match. In other words, don't get paralyzed by a search for the "perfect" industry.

- When looking at individual organizations, be sure to consider the all-important dimensions of learning potential, career path, organization's position within the industry, and organizational culture.

All of these factors should contribute to how you set sail towards your career beacon, so that you are sure to maximize your career success and satisfaction.

After your career self-assessment process is complete, you will begin exploring the career paths that were a match for your personal combination of interests, motivators and skills.

This research will take many forms: on the Internet, in the library, and through conversations with people you know in the career paths you're considering. In your conversations, some of the most important questions to ask have to do with the actual work done in that job on a daily basis:

- What's an average day like, hour-by-hour?
- What's an average week like?
- What people succeed and enjoy working in this role? in this industry?
- What people might succeed, but don't seem to enjoy it?
- What people are drawn to this work, thinking they'll succeed and be happy, but seem to have come for the wrong reasons?

Use all of the information you gather, and keep organized notes. Review your notes from time to time, and think about the comparison between different paths you are considering at this point of your career. How do you feel about each path the more you learn about it? Are you learning about different work cultures that might suit you best?

Ultimately, the time does come to make a choice, regardless of which point of career you are in. For some people, that's easy. For most people, it isn't. Some rules of thumb to follow…

**Think** *want to***, not** *should.*

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Very intelligent people sometimes make the dumbest career advancement choices because their friends, family members, etc. tell them they should choose this prospect or that job. Remember:

- They're not going into the office every day for you.
- "Shoulds" matter, but only in service to a genuine want. If you want to be a doctor, you should go to medical school. But, to say that you should be a doctor makes no sense at all.

**Think interests first, skills last.**

Skills can be gained (or lost), but interests are either present or not. You can't fake being interested.

- Remember that your competitive advantage is your interest in the work. You may be good at changing tires, but are you interested in it?
- Remember that skills are "threshold variables" when it comes to success. You have to be able to jump over the bar, but the interested person who can clear it by a couple of inches is likely to be more successful than the uninterested person who clears it by several feet.

**If you're deciding between two or more opportunities within the organization, do the following:**

- Choose one. And, if you've learned all you can but have still been agonizing over the choice for weeks, setting a hard deadline can help.
- Let your manager know about the dilemma and look for support.

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We hope the information in this report stimulates your thinking about your career, regardless of how much time you have spent in it. Pay special attention to how your career matches with your interests, as that is the single strongest determinant of career success and satisfaction. Whether you are happy in your current role or expressly looking for career progression, don't forget to take advantage of the findings of this report. We wish you the very best!