CAREER LEADER

RESULTS REPORT

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Testing Dates
INTERESTS: 2/26/2020
MOTIVATORS: 2/26/2020
SKILLS: 2/26/2020

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 Watch-Outs. 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

Your unique interest pattern is the most important factor in determining the right choice for your career. Interests are highly stable over the course of your lifetime.

This table shows how interested you are in each of the eight core elements of work in business and other organizations, 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.

INTERESTS FACTOR		SCORE
Enterprise Control **Personal High**	Interested in setting business strategy and having the power to ensure that the stategy is carried out. Ultimately want general management role.	62
Coaching and Mentoring **Personal High**	Enjoy helping develop employees and others to reach their fullest potential. Often prefer work with high social values, and organizations with a collaborative culture.	45
Creative Production **Personal High**	Enjoy brainstorming novel ideas for products and services. Prefer early, creative stages of businesses and projects to later "maintenance" phase.	41
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.	23
Influencing Others	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.	20
Theory Development and Research	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.	18
Quantitative Analysis	Prefer solving business issues by "running the numbers." Enjoy building computer models, doing financial and market research analysis.	5
Managing People and 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.	1

MY MOTIVATORS

Knowing what motivates you—and what your priorities are—is essential to choosing the right career.

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

MOTIVATORS FACTOR		SCORE
Managing People	The position offers the opportunity to manage and direct other people.	12
Power and Influence	The position offers the opportunity to exercise power and influence (to be an influential decision-maker).	11
Intellectual Challenge	The position offers consistent intellectual challenge.	10
Autonomy	The position offers considerable autonomy and independence.	9
Positioning	The position offers experience and access to people and opportunities that will position me well for my next career move.	7
Variety	The position provides a great deal of variety in the nature of the work performed.	6
Financial Gain	The position provides excellent opportunity for exceptional financial reward.	5
Prestige	The position is with an organization that commands a great deal of prestige in its field.	5
Altruism	The position offers the satisfaction of regularly helping others with their individual or business concerns.	5
Lifestyle	The position allows ample time to pursue other important aspects of my lifestyle (family, leisure activities, etc.)	4
Security	The position offers a great deal of security in terms of predictable salary, benefits, and future employment.	2
Recognition	The position is in an environment where individual accomplishments are recognized with praise from peers and superiors.	2
Affiliation	The position offers a setting with enjoyable colleagues with whom I feel a sense of belonging.	0

MY SKILLS

This table reflects your level of confidence in each of four core basic leadership skills factors. While self-confidence and self-awareness are powerful predictors of actual performance, you should also ask for feedback from other people who are able to assess your skills.

Note the skills in which you have rated yourself as having the most confidence. But don't make the very common mistake of pursuing a career that you're not really excited about, simply because you have good skills in that area. Just like choosing a career just because it pays well, this is a recipe for an unsatisfying, and ultimately unsuccessful, career.

Think first, "What am I really interested in?" and then, "What careers for which I have the needed skills, will let me express those interests?" Keep in mind that to succeed, you need enough skill to do the work. If you feel you need to build skills in order to be successful in what truly interests you, ask for feedback from others who are able to assess your skill level. You can also learn more about how to build the skills measured in the CareerLeader assessment in the RESOURCES section of CareerLeader.com.

Also, remember that there are both personal and cultural differences in how people tend to assess their skills. If you think you tend to undervalue your abilities, you should take that into account when considering your results.

SKILLS FACTOR				OVERALL SCORE
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.			95

SKILL	YOUR SCORE	360 SCORE	DESCRIPTION
Quick Thinking	80	0	Picks up new ideas and processes new information quickly and easily
Merit Orientation	100	0	Judges ideas and people without bias or favoritism
Written Communication	90	0	Clearly expresses ideas and positions in writing.
Creative Thinking	100	0	Generates new ideas and approaches to situations; effectively participates in brainstorming and design thinking exercises
Recognition of Opportunity	100	0	Identifies promising new events or environmental changes, and acts to take advantage of them
Strategic Thinking	100	0	Grasps the big picture and can think long-term
Quantitative Analysis	70	0	Skillful using math and statistics to understand business issues
Decisiveness	100	0	Draws conclusions and acts accordingly, even in ambiguous situations and without full information
Critical Thinking	100	0	Able to define a problem and determine the information needed to solve it; understands unspoken assumptions; forms and tests hypotheses; judges the validity of conclusions
Comfort with Risk	100	0	Able to innovate and experiment, while tolerating the possibility of failure
Flexibility	100	0	Adapts easily to changing situations and adopts new approaches when necessary

SKILLS FACTOR		OVERALL SCORE
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.	89

SKILL	YOUR SCORE	360 SCORE	DESCRIPTION
Multiple Focus	90	0	Able to manage many projects and responsibilities at once
Organizational Priority	100	0	Acts in the best interest of the organization, even at the expense of individuals
Persistence	100	0	Sticks to tasks despite challenges; doesn't get discouraged and give up on things easily
Work Ethic	100	0	Willing to make sacrifices to achieve important goals
Resilience	100	0	Handles pressure and stress well
Time Management	80	0	Uses own time effectively and productively
Delegating	70	0	Effectively and appropriately authorizes and entrusts others with tasks
Day to Day Responsibility	60	0	Takes good care of the routine aspects of work
Action Orientation	100	0	Develops plans and makes certain that decisions are implemented

SKILLS FACTOR				OVERALL SCORE
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.			76

SKILL	YOUR SCORE	360 SCORE	DESCRIPTION
Ability to Compromise	100	0	Able to come to agreement by making appropriate concessions
Self Control	100	0	Maintains composure; does not speak or act impulsively
Respect for others	40	0	Respectful of others' points of view, time and priorities
Openness to Criticism	100	0	Accepts feedback without defensiveness
Sensitivity and Tact	60	0	Promotes an atmosphere of good feeling and mutual consideration
Teamwork	60	0	Collaborative; works well as part of a group
Gaining Trust	80	0	Inspires others' confidence and faith
Listening Skills	100	0	Hears and responds to other people in a way that they feel understood
Comfort with Differences	30	0	Effectively relates to people with diverse backgrounds, cultures and abilities
Ability to Teach	70	0	Effectively explains concepts and tasks; clear and patient
Empathy Skills	100	0	Can see things from others' points of view

SKILLS FACTOR		OVERALL SCORE
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.	76

SKILL	YOUR SCORE	360 SCORE	DESCRIPTION
Oral Communication	50	0	Skillful speaker; able to persuasively present ideas and plans
Motivational Ability	30	0	Able to inspire others to do their best work
Sociability	100	0	Forms relationships easily and works to maintain them
Influence	50	0	Able to persuade others, even without direct authority
Power Orientation	100	0	Comfortable asserting authority and using power
Political Skill	30	0	Knows how to leverage relationships and get things done in an organization
Leadership	100	0	Takes initiative in assuming leadership roles
Assertiveness	100	0	Defends a point of view, even if unpopular, and confronts others appropriately when necessary
Conflict Tolerance	100	0	Effective in an environment where strong and opposing views are being expressed
Projection of Confidence	100	0	Communicates faith in own skills and abilities, even in uncertain and difficult situations

MY CAREER MATCH

Your career matches are a good direction in which to lead your career—not necessarily the destination you should reach tomorrow. If you know this is your ultimate destination, you can chart a course that will land you there (or a place nearby) in the future.

CareerLeader's algorithms have compared your results to those of satisfied, successful business professionals in 35 different careers. Your score represents how closely you align with people in each 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, and a score of 10 means that you are more similar than only 10% of other business professionals.

CAREER	SCORE	
Research and Development Management	99	VERY HIGH
Strategic Planning	99	VERY HIGH
Management of New Product Development	99	VERY HIGH
Project Management	99	VERY HIGH
Management in Science and Engineering	99	VERY HIGH
Entrepreneurship	95	VERY HIGH
Marketing and Marketing Management	91	VERY HIGH
Production and Operations Management	90	VERY HIGH
Law	89	VERY HIGH
Management Consulting	87	VERY HIGH
Private Equity Investment (Including Leveraged Buy-Out)	86	VERY HIGH
Banking, Investment	86	VERY HIGH
Information Systems Management	82	HIGH
Accounting	77	HIGH
Public Relations and Communications	63	MID-RANGE

Non-Profit Management (Higher Education, Government and Human Services)	62	MID-RANGE
Institutional Securities Sales	55	MID-RANGE
Business Development and Sales	55	MID-RANGE
Banking, Commercial	45	MID-RANGE
Venture Capital	42	MID-RANGE
Investment Management (Portfolio Management and Securities Analysis)	40	MID-RANGE
Real Estate, Development	39	MID-RANGE
Finance in Corporate Settings	39	MID-RANGE
General Management	38	MID-RANGE
Training and Organizational Development	35	MID-RANGE
Retail Management	33	MID-RANGE
Sales Management	30	LOW
Human Resource Management	13	VERY LOW
Advertising Account Management	11	VERY LOW
Real Estate, Finance	7	VERY LOW
Securities Trading	7	VERY LOW
Financial Planning and Stock Brokerage	6	VERY LOW
Supply Chain Management	5	VERY LOW

MY CULTUREMATCH™

Finding employers that are potentially a good fit with your personality is as important as any other selection factor; in fact, for some people it is the most important factor.

In identifying your matches, CareerLeader uses a method derived from the leading model developed over several decades of research on human personality. The method considers four dimensions, each with a direct analog in organizational culture. Based on your assessment answers, you are placed on a continuum from Very Low to Very High along each of the dimensions. Each of the scales is independent of the other three; none are positively nor negatively associated. That is, a high or low score is not good or bad; it just suggests a particular kind of affinity.

As you look at your results, you should pay the most attention to your very high, high, low, and very low scores. If one or more of your scores falls in the middle range, you could probably be successful in cultures that are moderate, high, or low on that dimension (although not necessarily extremely high or extremely low). If all of your scores fall in the middle range, you could probably do well in almost any kind of organization culture.

Collaboration and Consideration

Very Low

A high score in Collaboration and Consideration means that you will be most successful in an organizational culture that emphasizes building and preserving a warm, nurturing environment. In this type of organization, or team within the organization, people pay attention to the relationships between team members as well as to the work itself.

This preference suggests that you would not be comfortable in an environment where people don't make an effort to relate and to make others feel valued. In turn, your co-workers in this type of environment might view you as soft, a person whose feelings are easily hurt--and perhaps even as someone who has difficulty making tough decisions.

Could you work in an organization where you had to put the needs of the organization first, even at the expense of individuals? Certainly. But, you're likely to feel distressed yourself. Can you work in a group for which "collaboration" is not the highest priority? Yes. But not having some sense that other members of the team care about you as a person, and that your caring in return is welcome, would take away much of the satisfaction you could derive from your work.

A low score in Collaboration and Consideration suggests that while you may care very much about people, your emphasis in the workplace is on the work product. You will probably prefer an environment where your colleagues aren't as concerned with the "feeling" side of business. You, and they, are likely to be comfortable dispensing with a certain degree of decorum or diplomacy.

This does not mean that you, or colleagues who are like you, are difficult to work with or even outright mean. It doesn't imply that you are inconsiderate, don't care about people, or are unwilling to work collaboratively with others. Or that you are cutthroat. On the contrary, you may be as friendly and warm as your high Collaboration and Consideration friends--you just view the workplace differently. You may clearly see the value of people taking care of the emotional health of the group, and the individuals that comprise it. You don't want that to be the dominant feature of the organization's culture. You want to get on with the job, and may become impatient when progress is slowed by (what you consider to be) paying undue attention to people's feelings. And if you were to be surrounded by people who seem to care more about the interpersonal process than the work product itself, you would not likely be happy or successful.

Organizations that de-emphasize collaboration and consideration can generally tolerate employees who value that kind of culture, because they pose no threat. 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 career success.

Signs of a high Collaboration and Consideration culture:
- Extensive interview process with people at all levels of the organization
- Open or flexible seating plan

Extraversion and Decisiveness

Middle

Sometimes people confuse, or conflate, Extraversion and Decisiveness with Collaboration and Consideration. They expect that an Extraversion and Decisiveness culture is going to be low on the Collaboration and Consideration dimension--and vice versa. This is not necessarily the case for the group or for the individual.

A high score in Extraversion and Decisiveness means that you will be most comfortable, or successful, in a culture that embraces assertiveness and a certain level of internal competition. You believe this will result in healthy conflict that produces the best solutions. But, you'll want that competition to be fair and meritocratic--especially if you also have a medium to high score in Collaboration and Consideration.

This high score also means that you will thrive in a group that values, and whose members are characterized by, a somewhat competitive environment and a culture that is outgoing and assertive in nature. 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 essence of the work-- and they enjoy it. Similarly, while some people view social and business networking as an unavoidable chore, in this culture it is a fundamental aspect of the work.

If you prefer a high Extraversion and Decisiveness culture and you land in an organization where colleagues don't share their opinions, or where the decision-making process continues until there is 100% agreement, you might come to see your colleagues as untrustworthy, unable to make decisions, and afraid to take risks. And, they might come to view you as impulsive, not a team player, and a bit too pushy. Or worse, they may see you as someone who is only out for themselves: a would-be star looking for a supporting cast.

A low score in Extraversion and Decisiveness does not make you a loner, or weak, or afraid of stepping up. A low score doesn't mean that you are indecisive; it doesn't mean that you are not determined to get ahead in your career. People who thrive in this type of culture may be highly competitive, but refrain from showing it in an overt manner. In fact, you may clearly see the value of having people around who want to take the lead, and who push. You just don't want to have to be that person in order to be successful in your career.

In a culture where Extraversion and Decisiveness are dominant, you could be surrounded by highly competitive people who (consciously or not) dominate discussions and the decision-making process. You may find yourself drowned out by the rest of the group, and unable to contribute your ideas, which can be very frustrating. And, you may find others' overt competitiveness and drive to dominate unsettling. You may well come to see your colleagues as people who are too full of themselves. And, they might come to view you as someone who is afraid to make your ideas known or defend your point of view--or worse, as someone who lacks ideas or a point of view.

The person who is quiet, reserved, and low in Extraversion and Decisiveness may be ineffective in a high Extraversion and Decisiveness culture, but the cultural mismatch won't be jarring. On the other hand, the high Extraversion and Decisiveness individual operating in a low Extraversion and Decisiveness culture will be highly visible to everyone around, and potentially a political target for others.

Signs of a high Extraversion and Decisiveness culture:
- Challenging interview questions (likely case method)
- Up or out career progression

Innovation and Change

Middle

A high score in Innovation and Change means you will be most effective in a group that values, and whose members are characterized by, creativity in all of its forms. This doesn't necessarily mean that you are, or feel the need to be, the creative genius of the organization. Nor does it mean that you don't appreciate the need for people who make sure that things get done, and who are more comfortable with established and predictable processes and procedures. You clearly see the value of people who keep things running--you just don't want to be one of those people. You will want a culture that appreciates your innate drive to seek new ways of doing things, whether they're improvements on what already exists, or wholly original ideas.

You won't necessarily need everyone around you to be high on Innovation and Change, but you do need some kindred spirits. Organizations and teams whose products or services are based on innovation, idea generation, and the creation of intellectual capital would be a particularly good match (e.g., consulting, new product development, marketing, advertising, etc.).

A low score in Innovative and Change means you will be most comfortable in a group that values, and whose members are characterized by, taking a pragmatic approach to work. These cultures frequently are characterized by a sense of tradition and of routine. But a low score doesn't mean that you are not creative, don't have ideas for innovation, or that you dislike change. Innovation can come from critical thinking, as well as from a purely original idea. Your propensity for applying logic and analysis may be part of the reason for your score in this dimension. You may clearly see the value of working with others who spend most of their time coming up with new ideas; you just don't want this to be the emphasis of your work, or the primary criterion for advancement in the organization.

Some people see innovation and change as the first priority, always. Others would respond that innovation and change are good, but only if there's someone around to think about whether the proposed innovations and changes are worthwhile--and to keep the ship afloat. Without colleagues who, like you, think about the practical implications of ideas, you might come to view your "innovative" colleagues as frivolous and disconnected from reality. They, in turn, might come to see you as boring and an obstructionist, standing in the way of progress.

As in Extraversion and Decisiveness, the person with a low score may be ineffective in a high Innovation and Change culture, but the cultural mismatch won't be jarring. On the other hand, the individual high in Innovation and Change operating in a low Innovation and Change culture will be highly visible to everyone around, and is likely to find high degrees of resistance at every turn.

Signs of a high Innovation and Change culture:
- Behavioral interview process that emphasize how you think
- Materials, models and other creative products on display

Precision and Planning

Middle

A high score in Precision and Planning means that you will find your best fit in an organization or group that values, and whose members are characterized by, a logical, careful approach to work. As the name suggests, a Precision and Planning culture is one where systems and rigor are important--if not required. Typically, organizations that have a lot to lose if a project fails, work under extremely tight deadlines, or where the consequences of errors are extremely costly, are going to have high Precision and Planning organizational cultures.

What a high score does not mean is that you lack imagination, are not creative, or are so caught up in processing every last detail that you can't get things done--or, on the flip side, that you are so focused on reaching the goal that you neglect to see opportunities that are outside the box in which you are accustomed to working. You may be able to clearly see the value of working with others who are willing to proceed before all the details are ironed out, or whose definition of planning is less (in your opinion) than rigorous. You just don't want to be one of those people. And, you certainly don't want to work in an environment where that particular aspect of the organizational culture is dominant. There you would likely view your colleagues as undisciplined and capricious; they, in turn might come to view you as judgmental and "parental."

A low score in Precision and Planning means you should seek a group or organization that values, and whose members are characterized by, action. But a low score does not mean that you are sloppy, or prone to pursue a course of action without thinking ahead. Organizations with low Precision and Planning cultures tend to be those that must be highly responsive to fast-changing competitive environments. They may have systems in place, but sometimes the people who use those systems must make quick decisions and even override the systems in order to do their jobs well. This is understood and supported by management.

You may quite clearly see the value of working with others who "measure twice, cut once" and in fact you may depend on their expertise. However, if you were to spend your days surrounded by people who are all about getting every detail figured out before taking any action, you would feel stultified. Imagine: you're ready to go--foot on the gas--but an even bigger foot, that of the prevailing culture, is on the brake. No one is happy in that situation; quite the contrary.

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

Signs of a high Precision and Planning culture:
- Structured interview protocol (in a larger organization, likely managed by a recruiter)
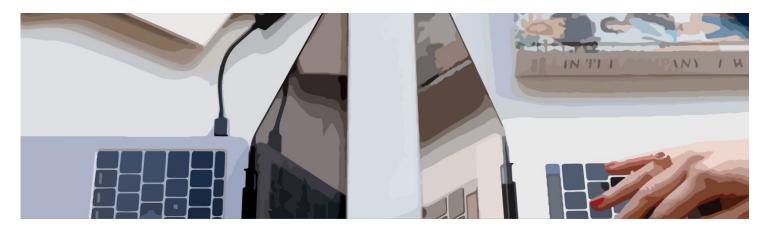- Questions that emphasize process thinking

WATCH-OUTS

Your CareerLeader assessment includes analysis of several personality dynamics and workstyle preferences. Here are the things that can lead to success for you at one time or place—and the possibility of disappointment or failure in another.

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. Just be certain to heed some tendencies that can stonewall almost anyone's career.

Be sensitive to the "feel" of an organization. Even if the data suggests that you can fit into almost any culture, you will have preferences--because you're human. Find a good match for you. (Your network can help you with this; see below.)

Choose a career that you're interested in--not just one that you think you'll be good at. Your interests, not your abilities, are 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.

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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