

CAREER VECTORS™

*Career Motivation Assessment
and Interpretive Guide*

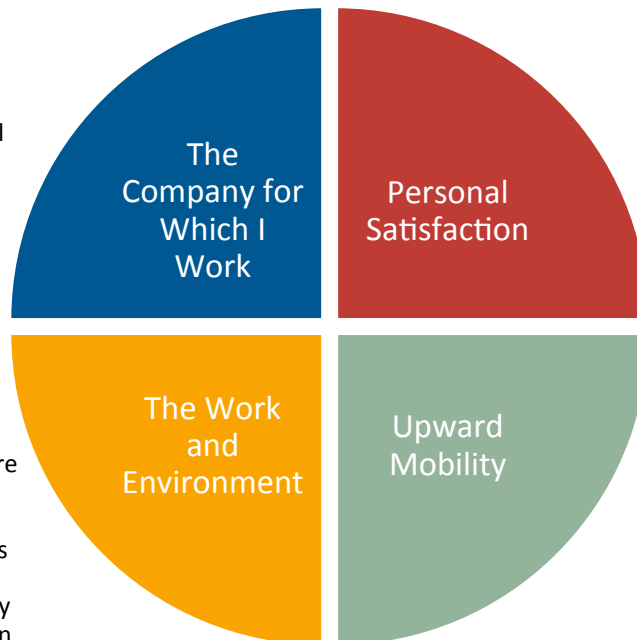
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What's Important to You about Your Career?

Each of us has a unique definition of career success. Our work and career motivations are different. Understanding what motivates us can help guide our career choices. Although our individual list of motivators may vary, we've outlined below four primary motivational areas.

Career Motivations

- Definition: Has a strong identification with the organization's mission, values and goals. Values stability and strong, competent organizational leadership.



- Definition: Takes a holistic view to life, seeks fulfillment both inside and outside of work. Values work and career as one of many ways to describe self.

- Definition: Sees the nature of the work and how it is accomplished as the primary motivator. Values highly competent team members and opportunity to do exciting work in own way.

- Definition: Shows strong interest in continual career advancement, including increased responsibility, status and influence. Values recognition, rewards and promotional opportunities.

Assessment

The assessment on the following pages will help you compare the four primary different motivations to each other to help you determine what is most important to you about your career currently.

Instructions

The following survey of 24 paired (“forced choice”) items is designed to help you identify and understand your own career motivations, which will strongly influence your career direction and path.

Each item contains two statements. Choose the one statement you feel most accurately describes you or is the best fit. You must choose one of the statements, even though you may not like either statement or you may like both of them. Do not skip any pair of statements or circle both alternatives in one set. Circle the letter corresponding to the one sentence you select as most reflective of you.

Suggestion: Go with your first reaction rather than second-guessing or spending a long time debating your responses.

I prefer:		
1	Working for an organization that is stable and financially secure	Q
	Having personal growth or learning opportunities	R
2	A strong, cohesive team	S
	A company that is highly regarded by its customers	Q
3	Being in alignment with my personal values and goals	R
	Being in alignment with the company’s mission and values	Q
4	Having highly visible assignments	T
	Feeling secure in my role and the organization	Q
5	Taking a risk	S
	Competent leadership	Q
6	Being recognized for my achievements	T
	Working in a company/industry I know a lot about	Q

I can be described as:		
7	Seeking self-fulfillment	R
	Loyal to my company (or a “company person”)	Q
8	Thriving on ambiguity and challenge	S
	Someone who wants to move up in the organization	T
I’d rather:		
9	Have a well-rounded or balanced life	R
	Be part of a company with a strong market or competitive position	Q
10	Pursue personal interests	R
	Achieve the next career step/move	T
11	Do something I consider really exciting or fascinating	S
	Sacrifice personal goals or interests for the sake of career mobility	T
I’m more interested in:		
12	Working with the latest technology or tools	S
	Accomplishing company objectives to help the business grow	Q
13	Having freedom and flexibility in how my work gets done	S
	Working for a highly respected/market leading organization	Q
It’s important for me to:		
14	Feel proud to work for my company	Q
	Have a lot of influence in the organization	T
15	Feeling like I’m making a contribution	R
	Coming up with new or different ideas or solutions	S
16	Do something that feels worthwhile	R
	Have a strong track record of career success	T
17	To do something meaningful to me	R
	To work with people from whom I can learn	S

I value:		
18	Collaboration and team work	S
	Achievement of my personal/life goals	R
19	Working on something exciting, regardless of the hours	S
	Having time to myself	R
I enjoy:		
20	Mobilizing others to get things done	T
	Contributing to a greater good/larger cause	R
21	Making decisions	T
	Helping others grow/succeed	R
I believe:		
22	The work itself is a major reward	S
	It's important to be recognized through promotions and/or pay increases	T
I want:		
23	Significant influence over business decisions	T
	A fast-paced, ever-changing work environment	S
I get energized by:		
24	Helping mentor others	Q
	Moving up the corporate ladder (or hierarchy)	T

Scoring

Add the number of times you selected each letter (Q, R, T, S) and record the totals below. Then plot your scores on the appropriate axis. The maximum possible score on any one axis is 12. The higher the score along a given axis, the more of an important motivator that area is at this point in your career. (NOTE: Your total for Q, R, T, S will be 24.)

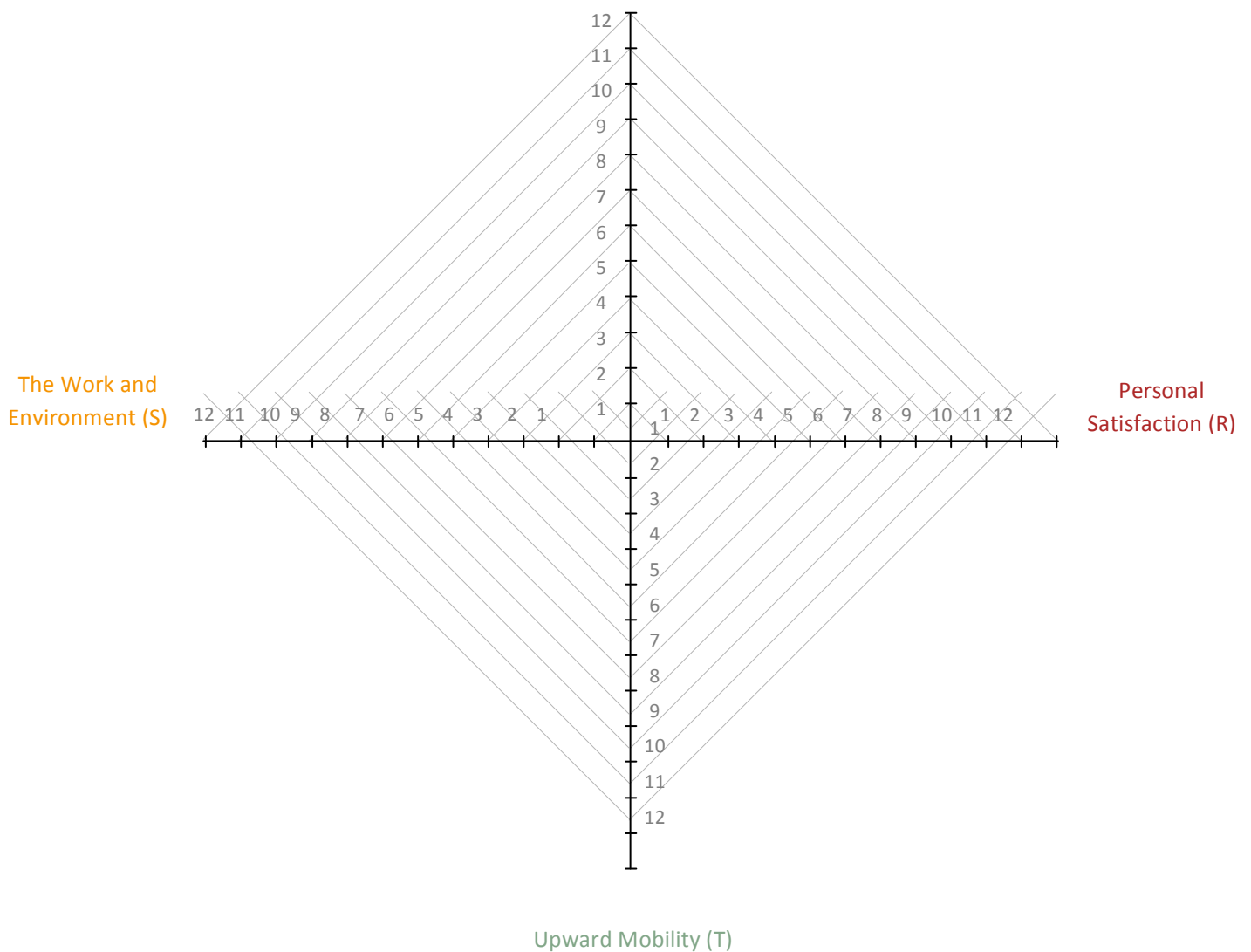
Q= _____

R= _____

T= _____

S= _____

The Company for Which I Work (Q)



Interpretive Guide

As with any instrument of this nature, the results are intended to provide a sense of direction as to what's important to you about your career, not a definitive pronouncement of your personality or how you define career success.

The Company For Which I Work

What a High Score May Indicate About Your Career Interests:

You have a strong affinity for and identification with your organization. You may have a personal connection to or high level of interest in the organization's mission, values, products and services. You may also have a high interest in the market/industry in which your organization participates, and want your company to be a recognized or prominent leader in its industry segment or market.

You value and respect leaders that have a clear plan and vision. You like being part of the 'inner circle' and having a voice or say in decisions, but you don't necessarily have to make the final decision. You focus on being a 'good citizen' and in being reliable and dependable. You are seen as loyal and dedicated. You may be willing to sacrifice some personal goals in order to meet a business/organizational need.

What to Watch Out For:

A significant change in direction or a merger or acquisition that alters the culture of the organization or a change in strategy and leadership personnel. These changes may affect your role stability and how you view the organization and your place in it. Staying close to the "pulse" of the organization is critical.

Suggestions for Greater Career Alignment and Success:

- Gain clarity on the market, industry, or business focus and why it is of interest to you
- Find ways to increase your competence in areas that are considered important for the future of the business
- Continue to grow your knowledge of the business and industry; establish relationships with industry experts, including those outside your organization
- Establish relationships with those who have a strong internal track record and make sure they are aware and understand the value you offer
- Be viewed as someone who knows the inner workings of the company, and how things get done
- Find opportunities to share with others your grasp of the culture and organizational processes and systems, perhaps by helping new hires or establishing a mentor relationship

Personal Satisfaction

What a High Score May Indicate About Your Career Interests:

It's important for you to feel the congruence of your personal and work life. You likely have clear goals or a mission in life. You view work as one of several means to achieve your personal goals. You want to feel you are making a difference in the lives of others; therefore, feedback and acknowledgement of the value of your contribution are important, as well as opportunities to teach or coach others. You thrive on continual learning and feeling intellectually challenged.

With every career choice, you will likely need to consider whether a potential move is in line with your values and interests. Having time to explore and develop your interests, whether on the job, in the community or with personal friends or family is important.

What to Watch Out For:

Accepting assignments or positions that meet a business need but may overlook your own needs for growth or learning. Sustained 'over commitment' or a single-minded focus on a project or role that leads to a lack of available time and energy investment for your other interests may be frustrating.

Suggestions for Greater Career Alignment and Success:

- If unsure, gain clarity on your personal or life mission or goals
- Establish measures or milestones to assess your progress on your personal fulfillment and contribution
- Make a list of what you want to learn or areas in which you want to gain proficiency, and determine where and how you can make progress
- Seek alignment and integration between your work and personal goals in all aspects (e.g. the allocation of your time, the type of work, and the people you work with)
- With each work assignment, ask yourself how it fits (or can fit) with your overall interests and goals (i.e. how will you feel at the end of a successful outcome? What will this assignment do to further accomplishment of your goals?)
- Develop a relationship as mentor or coach to someone else; clarify what they can learn from you and how you can benefit from the relationship

The Work and Environment

What a High Score May Indicate About Your Career Interests:

It's all about the nature of the work and environment in which the work is done. You enjoy change, doing new things, taking some risk and keeping up with the latest trends or initiatives in your field of expertise. You're ok with putting in whatever time the job requires, because that's what you love to do. The work and excitement that comes from successfully fulfilling your assignments is reward enough and you find the results to be very satisfying.

You also want a high degree of collaboration and involvement with people that you admire and respect, because you can learn from them and advance your own expertise. Being around people who are passionate about the work and your technical field energizes you.

What to Watch Out For:

Getting so wrapped up or focused on your work that you may lose perspective. Your work needs to align with the business interests and needs and checking in periodically to ensure you have that alignment is critical. You may also be tempted to accept too much risk, which may reduce the chances for success on a given project/assignment.

Suggestions for Greater Career Alignment and Success:

- Gain clarity on the type(s) of assignments or projects that really excite or interest you and why they specifically interest you (i.e. is it the risk, stretch, doing something new)
- Seek projects or assignments that require some risk and opportunities to apply innovation or creativity
- Clarify the boundaries (budget, other resources, timing) of the opportunity to understand the feasibility and likelihood of success
- Find opportunities to develop relationships and collaborate with those you highly admire/respect
- Look for challenging and non-routine assignments that will push the development of your capabilities
- Stay current with the latest technical tools and advancements in your area(s) of expertise

Upward Mobility

What a High Score May Indicate About Your Career Interests:

You like being 'in charge', directing the work of others and influencing major decisions. You want to develop a demonstrated track record of success and be rewarded for your hard work, typically through promotional opportunities that provide greater span of influence and responsibility. You have an interest in developing relationships with those who can further your career interests and who can advocate for the quality of your work and results.

You have clear career goals and you are willing to do what's necessary to gain the experience or exposure required to move into areas of greater responsibility or breadth, even if that means putting personal interests aside for a period of time. At the start of an assignment, you have strong desire to know what's next and "what's in it for you" if you achieve success in the current assignment/role.

What to Watch Out For:

Being so focused on your own career goals that you may lose sight of the needs and interests of those around you. Keep in mind it's not just about you, but also the team that helps you succeed. Additionally, not every successful assignment and project completion may have an immediate tangible reward; you need to be patient while still ensuring your success is recognized as part of your overall track record.

Suggestions for Greater Career Alignment and Success:

- Seek assignments that offer high visibility and business impact, allow you to have significant authority to make decisions and build your influence by establishing senior-level relationships
- Select your teams/direct reports/support group carefully; these individuals can make or break your success
- Clarify expected outcomes for a given assignment and "what's in it for you" once you succeed or complete the assignment
- Be willing to take on assignments that others may not want to do, and make sure others are aware of your willingness and success
- Make your mark as someone who gets things done and tackles difficult or challenging assignments
- Seek opportunities that provide breadth of experience (cross-functional, global, etc.)

What if my scores are relatively equal between each Motivator?

If your scores came out as even across the four dimensions (or nearly even), you may have many career motivational interests and a lot of potentially appealing aspects about your work and career. When you are faced with a career choice and decision, you may feel some conflict about whether to accept the given assignment or career opportunity, because it will mean there are equally attractive or unattractive tradeoffs in how you focus and spend your time. Each career decision will require a careful evaluation about your priorities at that point and what specifically about that opportunity appeals to you in light of your long-term career goals.

Thought Questions

1. What does your pattern of responses mean to you? (For example, is there one motivator that really stands out from the others as especially important to you?)
2. How well are your motivators being satisfied in your current role? (Is your current role congruent with your motivator(s)? For example, if you value Upward Mobility, are you receiving highly visible assignments?)
3. What could you do to create even greater alignment between your motivators and your role? (Is there something you could change in the way you go about your work that could help increase alignment - for example, if you value Personal Satisfaction, find ways to help others grow by sharing your knowledge and expertise.)
4. What will you need to keep in mind as you consider future career opportunities? (Your career motivations will affect how you go about determining your career path choices. For example, a people leader path may mean less focus in the future on doing “hands on” innovative technical work you may currently enjoy. However, leading others who are doing that technical work may be something that could hold great interest for you.)