CAREER LEADER

RESULTS REPORT

YOUR NAME
PREPARED: June 12, 2011
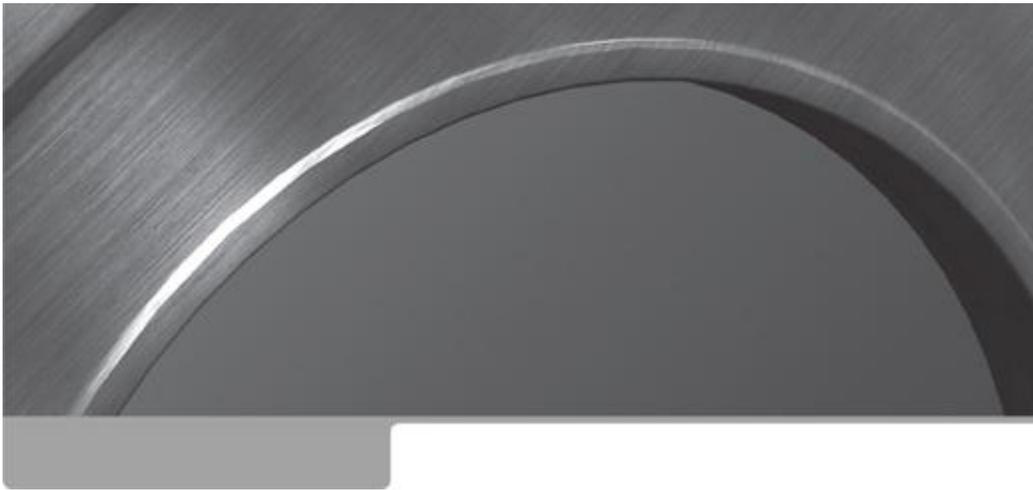
OVERVIEW

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 Things to Be Alert For. 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.
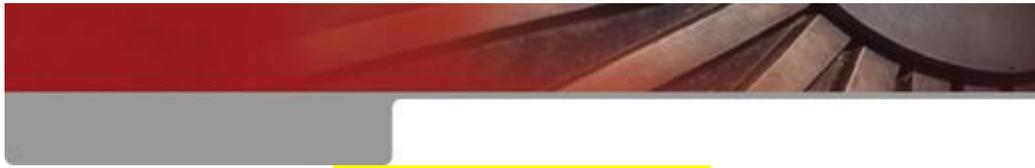
INTERESTS

This table shows how interested you are in each of the eight core elements of work in business and other organizations (when 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.
- A score of 25 means that your interest is stronger than 25% of other business professionals (therefore 75% of them are more interested than you are).

CORE ACTIVITY		*SCORE DETAILS*
Theory Development and Research Personal High	93	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.
Coaching and Mentoring Personal High	93	Enjoy helping develop employees and others to reach their fullest potential. Often prefer work with high social values, and organizations with a collaborative culture.
Application of Technology	61	Interested in learning about and using new technologies. Enjoy analyzing and designing (or redesigning) business processes such as production and operations systems.

Influencing Others	55	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.
Creative Production	30	Enjoy brainstorming novel ideas for products and services. Prefer early, creative stages of businesses and projects to later "maintenance" phase.
Enterprise Control	18	Interested in setting business strategy and having the power to ensure that the strategy is carried out. Ultimately want general management role.
Managing People and Teams	12	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.
Quantitative Analysis	8	Prefer solving business issues by "running the numbers." Enjoy building computer models, doing financial and market research analysis.

Personal High: This interest is significantly stronger than your other interests, regardless of its numeric value.

Key Interests

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:

► THEORY DEVELOPMENT AND RESEARCH

You enjoy solving business problems by taking a conceptual "big picture" approach. You explore abstract ideas and the "what ifs" of a business or industry, and take into consideration broad economic and social trends.

<mark>In the workplace, you will likely enjoy activities such as:</mark>

- analyzing a company's competitive position in a particular market
- considering the value proposition of a merger or acquisition
- designing a new process for product development or distribution
- developing economic theory

A singular interest in Theory Development and Research is relatively unusual among business professionals, and is usually associated with working in an individual contributor role. Many strategy consultants (those involved more in "knowledge development" than business development), investment analysts, marketing analysts, and academics have a strong interest in Theory Development and Research.

If you eventually move into a management role, you are likely to be attracted to industries in which Theory Development and Research plays a dominant role (e.g. managing investment and marketing analysts).

► COACHING AND MENTORING

You enjoy developing relationships -- and people -- and view this as an integral part of business work. The emphasis is more on the relationships than achieving concrete goals, and on relationships with individuals rather than with groups. That being said, a strong interest in Coaching and Mentoring does not imply that you want to be a psychotherapist or a counselor. This interest is clearly to be expressed in a work setting by helping people reach their full potential in the workplace.

With this core interest, you're likely to be highly attuned to your company's mission and culture. <mark>You will also appreciate working in organizations that:</mark>

- place a high value on developing employees
- reward managers who focus their energy on developing and retaining people who report to them
- "do good" through their products, services, and mission

You'll also prefer work environments in which you feel you're adding value to the business endeavor, specifically through teaching, mentoring, and coaching others.
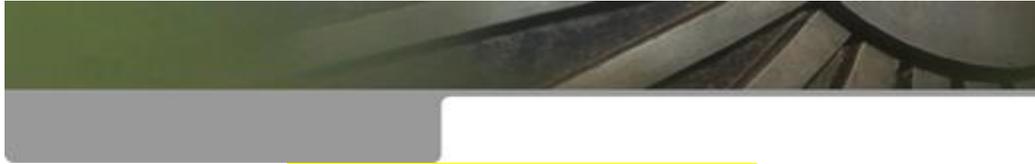
MOTIVATORS

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

MOTIVATOR	SCORE	DETAILS
Autonomy	10	The position offers considerable autonomy and independence.
Variety	10	The position provides a great deal of variety in the nature of the work performed.
Affiliation	8	The position offers a setting with enjoyable colleagues with whom I feel a sense of belonging.
Altruism	8	The position offers the satisfaction of regularly helping others with their individual or business concerns.
Intellectual Challenge	8	The position offers consistent intellectual challenge.
Lifestyle	8	The position allows ample time to pursue other important aspects of my lifestyle (family, leisure activities, etc.)
Positioning	8	The position offers experience and access to people and opportunities that will position me well for my next career move.
Power and Influence	8	The position offers the opportunity to exercise power and influence (to be an influential decision-maker).
Financial Gain	5	The position provides excellent opportunity for exceptional financial reward.

Managing People	5	The position offers the opportunity to manage and direct other people.
Prestige	5	The position is with an organization that commands a great deal of prestige in its field.
Recognition	5	The position is in an environment where individual accomplishments are recognized with praise from peers and superiors.
Security	4	The position offers a great deal of security in terms of predictable salary, benefits, and future employment.

Key Motivators

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 rewards you see below. A job that comes with very little of these rewards 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 these rewards for a substantial period of time, this should be a clear warning to you.

▶ AUTONOMY

People sometimes equate a high desire for autonomy with wanting to work alone. These are two entirely different elements. For example: People working in trading functions (equities, fixed-income securities, commodities, etc.) place a very high value on working with autonomy. But typically, they really enjoy working with other traders on the floor, and spending time after closing with those people.

If this is one of your key motivators, what it does mean is that you will find close supervision very, very difficult to live with. Of course, there are many career paths where you are going to be watched pretty carefully until you prove yourself - which is totally understandable. You may be able to tolerate this arrangement for a while, but you should make sure it's not going to be so long that it begins to feel oppressive. Needless to say, this also holds for taking a position working for a manager who you sense might "micro-manage" his or her employees.

==This is one of the motivators least likely to change in people==. Your desire for security may wax and wane with personal circumstances (or the economy). You may be highly motivated by financial gain, then win the lottery and find yourself much less oriented toward making money. But, if you're very highly motivated by autonomy today, it's very unlikely that in a few years-or in many years, for that matter-you're going to become someone who wants to be told what to do at every turn.

▶ VARIETY

==If this is one of your key motivators, you have to ask yourself two questions: "What kind?" and "How much?"== Some people find the process of business development and sales endlessly fascinating, with every new customer presenting new challenges and more variety. Other people would find no variety in that at all: you're just selling the same product, over and over again. The work of a general manager involves shifting your attention from one issue to another non-stop throughout the day, which some people find provides a great deal of variety. Others would not. One person's passion is another's poison. And, one person's variety is another's ticket to boredom.

The question "How much?" is really about "How fast?" An entrepreneur might start and sell a new venture every four or five years. Is that kind of variety for you, or would it have to be every four or five months? Or, do you need to be doing a lot of very different things in any given day to be satisfied? A parallel here is the sales cycle. Some sales go from introduction to an order in days or weeks. On the other hand, selling commercial jets to an airline may take years.
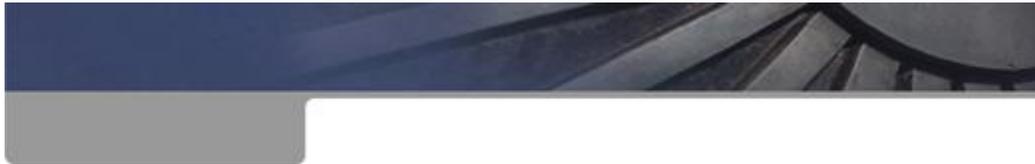
SKILLS

This table reflects your level of confidence (when compared to several hundred thousand other business professionals) in each of four core basic leadership skills factors. 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.

- YOUR SCORE:

A 90 means that your self-confidence is higher than 90% of those business professionals. A 10 means that 90% of the business professionals are more confident than you are.

INTERPERSONAL EFFECTIVENESS	Your Score: 19	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.

Although all 41 skills from the Leadership Skills Profile are used to compute your score on each factor, these are the most important individual skills for this factor. This is a measure of *your* perception of *your* skill versus the perception that *other* people have of *their own* skill. 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.

- YOUR SCORE: your assessment of your skill level
- COMPARISON SCORE: your assessment compared to several hundred thousand other business professionals' assessments of *their own* skill levels

SKILL	YOUR SCORE	COMPARISON SCORE	DESCRIPTION
Self-control	7	95th percentile	Does not act or speak impulsively; does not easily lose composure.
Respect for Others	7	93rd percentile	Respectful of other people's points of view, as well as their time and priorities.
Gaining Trust	7	92nd percentile	Inspires other people's trust.
Sensitivity and Tact	5	31st percentile	Sensitive and tactful: promotes an atmosphere of good feeling and mutual consideration.
Ability to Compromise	5	39th percentile	Able to compromise when the situation calls for it.
Listening Skills	5	38th percentile	Listens to other people in a way that they feel understood.
Empathy Skills	4	13th percentile	Can see things from other people's points of view.
Time Management	3	12th percentile	Manages own time well.
Openness to Criticism	2	3rd percentile	Accepts critical feedback without getting defensive.
Ability to Teach	2	3rd percentile	Clear and patient when explaining things; a good teacher.
Comfort with Differences	2	1st percentile	Comfortable and effective in relating to people from many different backgrounds and cultures.

POWER AND INFLUENCE	**Your Score: 8**	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.

Although all 41 skills from the Leadership Skills Profile are used to compute your score on each factor, these are the most important individual skills for this factor. This is a measure of *your* perception of *your* skill versus the perception that *other* people have of *their own* skill. 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.

- YOUR SCORE: your assessment of your skill level
- COMPARISON SCORE: your assessment compared to several hundred thousand other business professionals' assessments of *their own* skill levels

SKILL	*YOUR SCORE*	*COMPARISON SCORE*	*DESCRIPTION*
Motivational Ability	6	86th percentile	Understands how to motivate different kinds of people to do their best work.
Influence	6	82nd percentile	Can influence and persuade other people, even without direct authority.
Sociability	5	54th percentile	Socially venturesome and self-assured; forms new relationships easily and works to maintain them.
Assertiveness	5	41st percentile	Able to defend a point of view and to confront others appropriately when necessary.
Political Skill	3	9th percentile	Knows how to get things done within the political framework of an organization.
Conflict Tolerance	3	6th percentile	Able to be effective in an environment where strong

			and opposing views are being expressed.
Oral Communication	1	1st percentile	A skillful public speaker, good at presenting ideas and plans in a persuasive manner.
Projection of Confidence	2	2nd percentile	Projects self-confidence, even in uncertain and difficult situations.
Power-orientation	2	2nd percentile	Comfortable asserting authority and using power.
Leadership	2	1st percentile	Comfortable taking a leadership role.
==ANALYSIS AND STRATEGIC DECISION MAKING== **Your Score: 44**			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.

Although all 41 skills from the Leadership Skills Profile are used to compute your score on each factor, these are the most important individual skills for this factor. This is a measure of *your* perception of *your* skill versus the perception that *other* people have of *their own* skill. 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.

- YOUR SCORE: your assessment of your skill level
- COMPARISON SCORE: your assessment compared to several hundred thousand other business professionals' assessments of *their own* skill levels

SKILL	YOUR SCORE	COMPARISON SCORE	DESCRIPTION
Decisiveness	7	97th percentile	Able to make decisions even in ambiguous situations and without full information.
Quantitative Analysis	7	94th percentile	Skillful using quantitative analysis to understand

			business issues.
Comfort with Risk	7	94th percentile	Takes risks when appropriate, isn't afraid to innovate and experiment.
Critical Thinking	7	91st percentile	Able to think critically (define a problem and determine the information needed to solve it; understand unspoken assumptions; form and test hypotheses; and judge the validity of conclusions).
Creative Thinking	7	93rd percentile	Able to think creatively, generating new ideas and approaches to situations.
Quick Thinking	7	92nd percentile	Picks up new ideas and processes new information quickly and easily.
Strategic Thinking	7	91st percentile	A strategic thinker: able to grasp the big picture and think long-term.
Flexibility	6	73rd percentile	Adapts easily to changing situations and is able to adopt new approaches when necessary.
Recognition of Opportunity	5	47th percentile	Recognizes new opportunities and acts to take advantage of them.
Merit-orientation	4	22nd percentile	Judges ideas and people on merit alone, without bias or favoritism.
Written Communication	3	10th percentile	A good writer, expresses ideas and positions clearly.
<mark>BRINGING MANAGEMENT STRUCTURE</mark>	**Your Score: 10**		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.

Although all 41 skills from the Leadership Skills Profile are used to compute your score on each factor, these are the most important individual skills for this factor. This is a measure of *your* perception of *your* skill versus the perception that *other* people have of *their own* skill. 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.

- YOUR SCORE: your assessment of your skill level
- COMPARISON SCORE: your assessment compared to several hundred thousand other business professionals' assessments of *their own* skill levels

SKILL	*YOUR SCORE*	*COMPARISON SCORE*	*DESCRIPTION*
Organizational Priority	7	95th percentile	Able to make decisions that are in the best interest of the organization, even though they cause individual people distress.
Work Ethic	7	91st percentile	Has a strong work ethic, willing to make sacrifices to achieve important goals.
Teamwork	6	71st percentile	A team player: cooperative, works well as part of a group.
Action-orientation	5	38th percentile	Action-oriented: makes sure that decisions are implemented.
Resilience	4	16th percentile	Handles pressure and stress well.
Delegating	4	22nd percentile	Delegates appropriately and effectively.
Multiple Focus	3	6th percentile	Able to juggle many projects and responsibilities at once.
Day-to-Day Responsibility	3	6th percentile	Takes good care of the day-to-day aspect of running things.
Persistence	3	4th percentile	Doesn't get discouraged and give up on things easily.

Key Skills

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.

This is a skill in which you are significantly more confident than other business professionals.

DECISIVENESS Able to make decisions even in ambiguous situations and without full information.

QUANTITATIVE ANALYSIS Skillful using quantitative analysis to understand business issues.

ORGANIZATIONAL PRIORITY Able to make decisions that are in the best interest of the organization, even though they cause individual people distress.

COMFORT WITH RISK Takes risks when appropriate, isn't afraid to innovate and experiment.

SELF-CONTROL Does not act or speak impulsively; does not easily lose composure.

CRITICAL THINKING Able to think critically (define a problem and determine the information needed to solve it; understand unspoken assumptions; form and test hypotheses; and judge the validity of conclusions).

CREATIVE THINKING Able to think creatively, generating new ideas and approaches to situations.

QUICK THINKING Picks up new ideas and processes new information quickly and easily.

RESPECT FOR OTHERS Respectful of other people's points of view, as well as their time and priorities.

STRATEGIC THINKING A strategic thinker: able to grasp the big picture and think long-term.

GAINING TRUST Inspires other people's trust.

WORK ETHIC Has a strong work ethic, willing to make sacrifices to achieve important goals.

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.

- A score of 90 means that you are more similar to people in that career than 90% of several hundred thousand other business professionals.
- A score of 10 means that you are more similar than only 10% of other business professionals.

What defines a "good" match? Scores in the 90s? Where's the cut-off? Unfortunately, there's no definitive answer to that question.

- If you have seven scores of 92 and above, and your next score is 88, you should consider those seven as your good matches, and then ignore the 88 and any scores below it.
- But, if your highest score is 92, followed by an 88, then you should consider them both good matches.
- And, if your highest score is 82, then you should consider that a good match.
- Of course, this rule breaks down the lower the numbers go. For example, a score of 7 is not a good match, even if it is your highest.

As you look at your results, you probably need to think long-term, not "my very next job." If you're about to graduate with a business degree, you're very unlikely to be hired

as an investment fund manager. So, if that's your goal, think of it as a career "beacon," and chart your course towards it. Remember, a career is a path, not a point.

Human Resources Management	0 — 93	100
Non-Profit Management (Higher Education, Government and Human Services)	0 — 93	100
Production and Operations Management	0 — 93	100
Public Relations and Communications	0 — 93	100
Strategic Planning and Business Development	0 — 93	100
Training and Organizational Development	0 — 93	100
Management Consulting	0 — 92	100
General Management	0 — 90	100
Information Systems Management	0 — 88	100
Research and Development Management	0 — 87	100
Entrepreneurship	0 — 89	100
Accounting	0 — 78	100
Management of New Product Development	0 — 78	100
Law	0 — 74	100
Advertising Account Management	0 — 73	100
Management in Science and Engineering	0 — 68	100
Project Management	0 — 68	100
Finance in Corporate Settings	0 — 64	100
Sales Management	0 — 62	100
Marketing and Marketing Management	0 — 59	100
Commercial Banking	0 — 58	100
Supply Chain Management	0 — 46	100
Investment Management (Portfolio Management and Securities Analysis)	0 — 33	100
Real Estate Finance	0 — 31	100

Field		
Private Equity Investment (Including Leveraged Buy-Out)	0 $\frac{2}{7}$	100
Retail Management	0 $\frac{2}{2}$	100
Financial Planning and Stock Brokerage	0 $\frac{1}{6}$	100
Real Estate Development	0 $\frac{1}{3}$	100
Securities Trading	0 $\frac{1}{1}$	100
==Business Development and Sales==	0 7	100
==Institutional Securities Sales==	0 6	100
==Venture Capital==	0 4	100
==Investment Banking==	0 1	100

CULTUREMATCH™

This analysis was developed for you based on the assessment of the four fundamental dimensions of personality, each of which has a parallel in organizational culture. Each scale is independent of the other three, and are neither positively nor negatively related.

COLLABORATION AND CONSIDERATION MIDDLE

An organizational culture high in Collaboration and Consideration is characterized by attention being paid to the people doing the work and the relationships among team members, as well as the work itself. Building and preserving a warm, friendly atmosphere is seen as important to the success of the group, and is encouraged by top management.

Someone with a high score needs to seek out organizations whose culture emphasizes Collaboration and Consideration (or, at least steer clear of low Collaboration and Consideration cultures) -- and vice versa for the person with a low score on this factor. Your particular score on this dimension is neither high nor low, which means that this isn't something you need to worry about in considering career positions. There *could* be an organization whose culture is so extreme in one direction or the other that it would pose a problem for you. But, for the most part, you will be able to fit in with both high

and low Collaboration and Consideration organizational cultures.

- How "warm" does the place feel overall? As you walk down the hall, are people friendly and eager to greet you? Do they seem genuinely happy to see each other?
- Is this an "up or out" organization where you either advance or leave? If so, how soon does the "cut" come? How severe is it? Do one of every five make it to the next level, or one of fifty? Most importantly, what impact does this have on the relationships among the people trying to be one of those five or fifty?
- How much do people in this culture know about each other on a personal level?
- Do company policies allow for flexibility for taking care of sick children, or other such concerns?
- How much does this culture appear to embrace "social Darwinism" (people who succeed do so for good reason, and winnowing out the weaker players is a good thing)?
- Do people genuinely seem to care about each other (look not at how they treat you, but how they treat each other -- and especially at how they treat staff assistants and others below them in the hierarchy)?

EXTRAVERSION AND DECISIVENESS MIDDLE

An organizational culture characterized by a high level of the Extraversion and Decisiveness factor is a competitive environment where people are outgoing and assertive, and enjoy assuming a leadership role. In such a culture, pushing an agenda (within limits) to get things done is seen as a good thing.

Someone with a high score needs to seek out organizations whose culture emphasizes Extraversion and Decisiveness (or, at least steer clear of low Extraversion and Decisiveness cultures) -- and vice versa for the person with a low score on this factor. Your particular score on this dimension is neither high nor low, which means that this isn't something you need to worry about in considering career positions. There could be an organization whose culture is so extreme in one direction or the other that it would pose a problem for you. But, for the most part, you will be able to fit in with both high and low Extraversion and Decisiveness organizational cultures.

- 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?

INNOVATION AND CHANGE <mark>MIDDLE</mark>

An organizational culture characterized by a high level of the Innovation and Change factor values taking a creative, "What if...?" approach to work. Embracing change and trying out new ideas are key elements of this culture factor.

Someone with a high score needs to seek out organizations whose culture emphasizes Innovation and Change (or, at least steer clear of *low* Innovation and Change cultures) -- and vice versa for the person with a low score on this factor. Your particular score on this dimension is neither high nor low, which means that this isn't something you need to worry about in considering career positions. There *could* be an organization whose culture is so extreme in one direction or the other that it would pose a problem for you. But, for the most part, you will be able to fit in with both high and low Innovation and Change organizational cultures.

<mark>What to look for in an organization</mark>

- On balance, does this organization have more to lose by trying something new that fails than it has to gain by trying something that might succeed?
- Does the organization hire people from unusual backgrounds taking a chance that someone without the traditional training and experience will add value?
- Is there a lot of variety in the work you would be doing (and are there lots of new things happening)?
- Is the organization part of a young and rapidly changing industry (versus a mature, slow growth industry)?
- What is the decor of the office? How are people dressed?
- If applicable, how many patents do people in the organization hold?
- How large is the budget for research and development (or new product development)?

- How old is the company?
- How did they respond in interviews to your description of examples when you have done something innovative and creative?
- How much are new ideas and creativity valued and rewarded in this culture generally speaking? Are they critical to the success of the organization, or are they "nice to have" but not something that will make or break the company?
- Is the group you would join expected to keep something running well that is already successful?
- Does the nature of the business mean that the world throws new challenges at them on a frequent basis?
- Is the organization relatively "flat," or does it have a more up-and-down hierarchy?

PRECISION AND PLANNING VERY LOW

You have a low score on the Precision and Planning dimension of organizational culture. This means you will be happiest in a group that values, and whose members are characterized by, action.

This *doesn't* mean that you are lazy, sloppy, or prone to pursue a course of action without thinking ahead. But, if you were surrounded by people who are all about planning and getting every last detail figured out before taking any action, you would be at odds with the prevailing culture. You might come to see them as something like "the nagging parent always reminding the children to do their homework, and wear a warmer jacket when it's cold out". And, they might come to view you as sloppy and undependable, and "someone they can't trust not to run out of gas".

You may see quite clearly the value of having people around who "measure twice, cut once," and who make sure the slides are in the right order with the right numbers, and make sure the contracts are proofed before they're signed. You just don't want to be one of those people. And, the problem will arise if that aspect of organizational culture is dominant. You're ready to go -- foot on the gas, revving the engine. But, an even bigger foot, that of the prevailing culture, is on the brake. No one is going to be happy in that situation.

Can you plan ahead and pay attention to the details? Certainly. Is this how you like to spend your time? No. Precision and planning are never your "default options."

Typically, organizations that have a lot to lose, or where the consequences of errors are extremely costly (the new passenger jet crashes, the new drug causes birth defects, etc.), are going to have high Precision and Planning organizational cultures. You may be confident that you can make the deal now, and clean up any details later. You may be confident that the organization will come out ahead if you act now, even if things don't

run perfectly. And, you may be right, but you won't even get the chance to find out.

Being a high Precision and Planning person in a low Precision and Planning culture will present a problem: the person will be experienced as a "drag" on progress, and he/she will experience the organization as reckless. But, the organization isn't likely to see this gap as requiring immediate attention. 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, and move much more quickly to end the employment contract.

What to look for in an organization

- How severe are the consequences of this organization's products or services not working perfectly? Do people risk serious injury, become seriously ill, or possibly death as a result? Does even a brief outage cost the company millions in revenues? Will thousands of consumer hard drives be erased as a result of a programming error?
- Is there detailed documentation of the procedures used in the manufacturing or service delivery process?
- Does the organization provide training for new hires, or are they expected to "sink or swim?"
- How much work is done under tight (and possibly unpredictable) deadline pressure?
- Do people have relatively specialized roles, or is the culture one of everyone pitching in to do everything?
- Are the duties and reporting relationships for the position clearly spelled out?
- Do decisions often have to be made, and actions taken, with little time to process all the relevant information?
- Does the organization have clear long-term goals?
- Does this organization engage in contingency planning by anticipating different scenarios and being ready for them?
- How neat and orderly is the work environment generally speaking?
- Does a lot of the work consist of "one-offs" so there isn't much opportunity for learning from the past and applying those lessons to the future?
- Do the interviews have a planned feel to them, like there is a clear logic underlying them?

THINGS TO BE ALERT FOR

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. But, we do want to alert you to several pitfalls that present a danger to people in general, and that have derailed many careers:

- Walking into a mismatch with an organization's overall culture. A cultural mismatch can lead not just to unhappiness, but to outright failure.
- Choosing a career based on what you're good at, even if you're not very interested in it. Your interests, not your abilities, are your long-term competitive advantage -- and they're 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.
- Failing to 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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