CAREERCHOICEGPS

predicting *your* success

Part of the SMART WORK | ASSESSMENTS Family of Predictive Products

CareerChoiceGPS™ Profile Report for Coaches

Growing Professionally the Smart Way!

Coach's Report

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I. Introduction

Welcome to CareerChoiceGPS™ - Growing Professionally the Smart Way!

Dear Coach:

Thank you for choosing to use the power of statistical science to help you deliver objective feedback and highly targeted career **"fit"** information to your clients who are seeking your assistance in their career selection or transition process.

Your client's **CareerChoiceGPS™** profile provides you with information about the way he/she naturally applies his/her **talents, effort, and attitudes to the opportunities in his/her life**, based on his/her responses when he/she took the online assessment. His/Her responses were statistically analyzed using techniques developed over more than 35 years of scientific research, encompassing assessment responses from almost 20 million people around the world. You can be confident that his/her profile is reliable and has statistically significant power to predict the career options in which he/she can be most comfortable and successful.

The profile results on the following pages contain a wealth of useful information about your client. To help you get maximum value from that information, you are strongly encouraged to begin by visiting our resources page ***at CareerChoiceGPS.com/Videos*** or by printing and reading the interpretation guide:

- **Click here to download the *CareerChoiceGPS™ Interpretation Guide***

The interpretation videos and guide step you through the entire profile report to help you deeply understand and apply the insights available through your client's CareerChoiceGPS™ assessment results. Additionally, at appropriate points, you will see that your client is invited to print and complete the accompanying workbook:

- **Click here to download the *CareerChoiceGPS™ Workbook: The Road Ahead***

As a career coach, you may want to give particular attention to page 11, Career Families. Note those career families on which your client received a Fit Score of 3.0 or higher. These are the career families with which your client is most closely aligned for natural success. You can download a PDF file containing detailed career family descriptions from a link provided at the bottom of page 11.

Good luck with your coaching! And thank you for allowing us to be your partner in helping your clients have a great head-start toward reaching their desired career destination and enjoying a long, successful, and satisfying career.

Sincerely,
Your friends at Smart Work / Assessments

For more information about other statistically predictive psychometric assessments, please contact
Smart Work | Assessments *(a Distributor of Self Management Group Assessments)*

www.smartworkassessments.com

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we get people
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II. CareerChoiceGPS™ Profile Summary

Inherent Traits

EP — **ENTERPRISING POTENTIAL**

39

+75 +70 +65 +60 +55 +50 +45 +40 +35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15

Proactive — Balanced — Responsive

AP — **ACHIEVEMENT PROFILE**

10

+50 +45 +40 +35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30 -35 -40

Money and/or Challenge — People and Service — Safety and Security

IP — **INDEPENDENCE POTENTIAL**

13

+50 +45 +40 +35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30 -35 -40

Very Independent — Balanced — Very Team Oriented

Learned Behaviors

CWC — **COMFORT WITH CONFLICT**

15

+40 +35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30 -35 -40

Comfortable with Conflict — Balanced — Avoids Conflict

PO — **PEOPLE ORIENTATION**

26

+30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30

Very Sociable — Builds Relationships Slowly

AO — **ANALYTICAL ORIENTATION**

-4

+30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30

Analytical/Systematic — Learns the Essentials

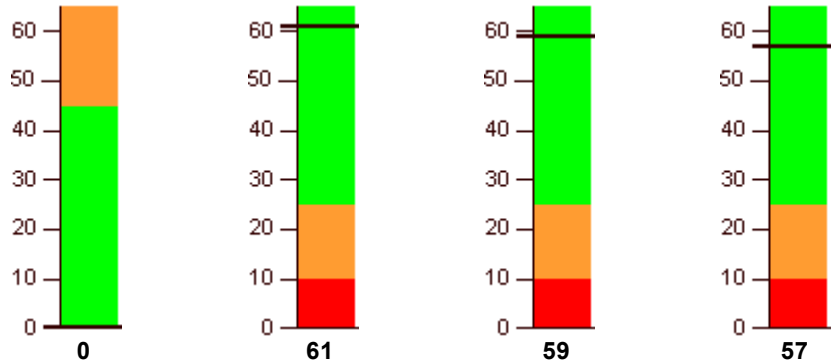
EQ — **EMOTIONAL QUOTIENT**

82

+90 +85 +80 +75 +70 +65 +60 +55 +50 +45 +40

High Emotional Awareness — Reliance on Non-Emotional Information

Attitudes & Beliefs/Opinions



0 UI Uncertainty Indicator

61 SC Self-Confidence

59 LM Lifestyle Management

57 NSP Networking/Self-Promotion

See responses from Attitudes & Beliefs/Opinions section on next page.

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III. Responses from Attitudes & Beliefs/Opinions

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree

1. Effort gets results (5)
2. I thrive under pressure (4)
3. I have a great future in my chosen career (5)
4. I often discuss my career goals with friends (5)
5. I am often influenced by others (3)
6. I would have difficulty integrating a demanding career into my lifestyle (1)
7. I have never told a lie (1)
8. Good products usually sell themselves (4)
9. Most mistakes can be avoided (4)
10. I am comfortable with changes in technology (4)
11. Most people appreciate my expertise (5)
12. I avoid actions that might make people dislike me (2)
13. People's good qualities are seldom recognized (2)
14. I sometimes lack the energy to perform important tasks (1)
15. My present career is not interesting (1)
16. It is important that people approve of me (2)
17. I am good at most things that I try to do (5)
18. I stay focused on my priorities (4)
19. There are very few good managers (2)
20. Sales people have a positive public image (5)
21. Success is mostly luck (2)
22. I often allow my attitude to affect my performance negatively (1)
23. All my habits are good and desirable ones (1)
24. My family and friends support my career choices (5)
25. People get the respect that they deserve (5)
26. I generally have a positive attitude towards work (5)
27. I never envy others their good luck (1)
28. I am persistent in getting others to agree with my point of view (3)
29. It is impossible to change company procedures (1)
30. I find it difficult to manage my professional demands (3)
31. Demanding people bring out the best in others (4)
32. I find it easy to make new acquaintances (5)
33. Hard work brings success (4)
34. I excel in a dynamic environment (4)
35. My colleagues respect me (5)
36. I am comfortable promoting my ideas to friends and associates (5)
37. Plans never work out (1)
38. I often avoid difficult tasks (2)
39. I have never been late for work or for an appointment (1)
40. In a group, I feel uncomfortable if a person does not like me (4)
41. I create opportunities (5)
42. I take care of myself with good daily habits (5)
43. Sales people do not appreciate technology people (1)
44. I have been successful in developing a large network of people (3)
45. Compliments make me uncomfortable (2)
46. I have difficulty coping with daily job challenges (1)
47. I have never boasted or bragged (1)
48. I adapt to what others expect of me (2)
49. A good plan can avoid mistakes (5)
50. Stress improves my performance (4)
51. People who do what I do are essential in business today (5)
52. I often refer people to my family and friends (5)
53. Hard work does not always get results (2)
54. To be effective on the job, I need more energy (2)
55. I enjoy working with demanding clients (4)
56. Informal social events are a good source of business contacts (5)
57. I find it easy to talk about myself (4)
58. Regular habits are an important part of my success (5)
59. I have never said anything unkind about anyone else (1)
60. I have met very few people whom I did not like (3)
61. I am distracted easily (3)
62. Professional demands often interfere with my lifestyle (2)
63. My current job is merely a bridge to other careers (1)
64. I get upset when sales people call me at home (2)
65. I am a confident person (4)
66. I can concentrate on my work for long periods of time (4)
67. Deadlines are imposed rather than negotiated (1)
68. To be successful in my career, I must change my image (1)
69. My performance depends on the situation (2)
70. To be effective, I need to make several lifestyle changes (1)
71. No one is ever rude to me (1)
72. I would rather talk to a client on the telephone than in person (3)
73. I am successful in most aspects of my life (4)
74. Work does not get me down (4)
75. My skills will always be in demand (5)
76. Most people would prefer not to deal with salespeople any more than necessary (1)
77. I am reluctant to make decisions (1)
78. Lifestyle demands have interfered with my career success (1)
79. My opinion is always the correct one (1)
80. To perform up to my potential, I must have total belief in my job (4)
81. I take time to reflect on my accomplishments (4)
82. I enjoy pressure on the job (4)
83. I am a good role model (5)
84. I have bought a product or service mainly because of the salesperson (5)
85. I let the organization define my training needs (1)
86. People do not understand the pressures of my job (2)
87. My career has limited potential (1)
88. Aggressive salespeople usually make a good income but have less repeat business (1)
89. Effort is entirely my responsibility (5)
90. I manage stress effectively (4)
91. It is difficult to educate others about what I do (2)
92. To be a successful salesperson, it is necessary to get potential buyers to like me (3)
93. Others have interfered with my success (1)
94. It is difficult to establish job priorities (1)
95. People seldom ask for my advice (1)
96. I feel comfortable promoting myself and my company at social gatherings (5)

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IV. General Observations

Test's overall profile shows that he/she would be well-suited to a career that balances clear work objectives with his/her personal goals. He/She would be comfortable with a reasonably well-defined career path that provides him/her with the opportunity to manage and monitor his/her own progress toward his/her goals. Test's best fit would be in a modestly structured organization that provides suitable feedback and a path to more senior roles. Working toward shared project goals as an individual within a team, or working independently within a support or service-based organization could be good career fits for him/her.

V. Career Path Characteristics

Career Path Characteristics to Seek

- Test should look for projects and career paths that provide him/her with the opportunity to use his/her own initiative. Situations that allow him/her to plan and execute his/her own activity and manage his/her own career are best for him/her. A management system that facilitates and provides coaching would suit him/her well.
- He/She would be comfortable in a career with minimal focus on new technologies or highly technical issues. He/She would prefer a career that provides him/her with technical support when dealing with technical issues outside his/her area of expertise.
- He/She should look for a career that allows him/her considerable independence and the choice of creating his/her own personal systems and structure as needed.
- He/She should look for an environment where there is regular contact with clients, users and his/her peer group as well as the opportunity to work independently.
- He/She should look for a career path that lets him/her achieve his/her own goals on a regular basis while providing the products and services needed by his/her clients and customers. He/She should seek a career that provides a mixture of meaningful work with short-term performance goals leading to longer-term organizational and his/her career targets.

Career Path Characteristics to Avoid

- He/She should avoid career situations with very "hands-on" management or those that are overly structured. He/She should avoid situations where he/she cannot plan his/her own activities.
- Test should avoid careers where his/her role focuses primarily on highly technical issues or the development of very complex products and systems.
- He/She should avoid environments that emphasize being a team player and require his/her strict adherence to procedures and existing systems.
- He/She should avoid situations that do not provide opportunities to interact with others on a regular basis. He/She should avoid career paths that are strictly public relations or image building.
- Test should avoid careers that do not provide him/her regular challenge and reward him/her commensurate with his/her performance. He/She should avoid careers that are strictly "bottom line"-oriented and without social value.

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VI. Strategies for Success

Inherent Trait

Enterprising Potential

Test can be described as generally competitive, enterprising, assertive and goal-oriented. He/She is self-directed and comfortable initiating activity on his/her own. He/She has the potential to become a good self-manager with some coaching on motivating, direction, and evaluating him/herself more effectively. He/She will likely work well with managers who provide clear guidance and coach without being overly directive. Encourage him/her to use his/her initiative when he/she has caught up on all his/her planned tasks.

Developmental Strategies

- Test responds well to a balance of coaching and being left alone to work toward project goals.
- Coach him/her to be more effective when working on his/her own by asking him/her to commit to weekly goals and reviewing his/her commitments with him/her on a weekly basis.
- When he/she is not doing as well as you think he/she should, praise effort rather than coaxing.

Inherent Trait

Achievement Profile

Test is motivated by a balance between meeting regular challenges and providing a meaningful service to people. His/Her motivational profile is similar to many Information Technology specialists. He/She likes to achieve his/her short-term goals regularly while working toward long-term objectives. Test normally demonstrates a sense of urgency and works most effectively in an environment that includes a mixture of new challenges with more established functions.

Developmental Strategies

- People with Test's motivational profile tend to balance their own goals with of the needs of others, and are usually comfortable in a service-oriented culture.
- Coach him/her to set regular goals for him/herself and to focus on achieving them, as this will help him/her build commitment and perform better in any career path.
- Help Test understand that he/she is well-suited to a service-oriented culture, and that there are many types of service cultures within any organization, as most individuals deal with internal customers as well as external customers.
- Help him/her focus on careers that offer a sense of providing a service or product of real value to society while providing sufficient personal challenge.

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VI. Strategies for Success, *continued*

Inherent Trait

Independence Potential

Test would be described as independent and often stubborn. He/She follows existing systems and procedures only if they are helping him/her to do his/her job effectively. Often, he/she creates his/her own structure as needed. He/She accepts supervision very reluctantly. If an issue arises that is not covered satisfactorily by existing procedures, he/she is likely to create a new procedure to resolve the issue. This area of Test's character is a strength in areas where individual initiative is an important aspect of dealing with client/user needs and unusual contingencies. Be prepared to evaluate and discuss his/her feedback on the existing systems and structure.

Developmental Strategies

- Test is quite independent, which can be an impediment to integrating with very structured business cultures. Encourage him/her to examine this aspect of him/herself to determine if he/she wants to try to cope with structure, or whether he/she should focus on developing a career path where creating his/her own systems and procedures is an integral part of growth.
- If he/she is performing well in his/her current career path, but fighting the structure, he/she may be an excellent candidate for roles where he/she can work from his/her home office or develop his/her own structure.
- If he/she wants to change the culture, ask him/her to develop prototypes for change and coach him/her on how to present them.
- Coach him/her on how to integrate with very structured environments rather than to clash with them.
- Help him/her focus on careers that accommodate and reward independent action.

Learned Behavior

Comfort with Conflict

Test is relatively comfortable in situations where there is some conflict, but would be most at ease in an environment where conflict was neither the normal state of affairs, nor too intense. He/She is suited to roles dealing with some conflict where the organization is prepared to invest in training and strategies that will help resolve conflict.

Developmental Strategies

- Test would be more comfortable in careers where conflict is not an integral part.
- Communication and conflict resolution skills training will help him/her deal with conflict situations more effectively.
- Assertiveness training may help Test feel more comfortable with conflict.
- Coach him/her to understand that most management roles include a degree of conflict, and those who aspire to management must learn to deal with it effectively.

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VI. Strategies for Success, *continued*

Learned Behavior

People Orientation

Test is sociable, friendly and outgoing in a variety of roles and situations. He/She is at ease building relationships and is quite comfortable meeting new people. He/She is considered effective at an interpersonal level and would work well in an environment where there is regular contact with a variety of people.

Developmental Strategies

- Build conscious competence by helping him/her understand that the ability to work well with others is a strength in any career path, and that this can be one of his/her strengths.
- Test's enthusiasm for dealing with others is an asset in many career paths if he/she develops his/her social and communication skills.
- Coach him/her to develop his/her knowledge of business applications so that he/she can interact with user and client groups, and demonstrate that their needs are understood.
- Suggest that he/she give presentations at meetings with users, clients and peers.
- Test's comfort dealing with others may help him/her be an effective coach or mentor in areas where he/she has demonstrable expertise.

Learned Behavior

Analytical Orientation

Test learns what is necessary to do the job effectively, but prefers to avoid highly technical issues. He/She is unlikely to be motivated by solving technical problems or seeking out intellectual and conceptual challenges unless they have a practical application. He/She is more likely to reach his/her full potential in a less technical environment, such as consulting with clients on their general needs, as he/she prefers working on macro-level issues rather than details.

Developmental Strategies

- Coach Test to seek career paths and projects where there is more emphasis on interacting effectively with other people and than using his/her analytical skills.
- Test may be attracted to some careers that include developing new concepts, problem-solving and continuous learning. He/She is likely to be effective in those that closely match his/her own interests.
- Coach him/her on his/her training needs.
- Look for careers that provide him/her with technical back-up when there are lots of detailed technical issues to resolve.

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VI. Strategies for Success, *continued*

Current Attitudes & Beliefs

Uncertainty Indicator

The Uncertainty Indicator scale is a measure of how accurate his/her attitudes and beliefs measurements are. This indicator helps you verify that he/she was answering the Attitudes & Beliefs/Opinions questions (see responses on page 4) as honestly as possible. If his/her number is in the green, his/her scores on Self-Confidence, Lifestyle Management, and Approach to Networking and Self-Promotion are highly reliable. If his/her number is in the yellow or red, he/she may have been over-analyzing or trying to give "correct" answers. In that case, his/her other attitudes and beliefs scores may not accurately reflect his/her feelings.

Current Attitudes & Beliefs

Self-Confidence

Test shows a very high level of self-confidence at this time. He/She believes that most situations can be managed by his/her own efforts, and feels competent to deal effectively with them. He/She would be seen as an individual who feels responsible for his/her own performance.

Developmental Strategies

- Build on his/her self-confidence and sustain it by supporting his/her good feelings about him/herself.
- If Test seems arrogant, remember that awareness of his/her strengths will help him/her maintain his/her best performance levels. Deal with perceived arrogance by asking him/her to evaluate his/her own relationship to his/her peer group and others. If he/she cares about the impact he/she is having, he/she will work to correct it without hurting his/her confidence.
- Encourage him/her to continue to feel responsible for his/her performance.
- Coach Test to commit to mutually agreed-upon goals.

Current Attitudes & Beliefs

Lifestyle Management

Test handles most stressful situations quite well. Urgent projects, deadlines and criticisms should be dealt with effectively. His/Her ability to cope with a stressful work environment may even enhance his/her performance in challenging situations.

* The ability to adapt and cope effectively with stressful situations is an asset in any business environment, particularly one filled with demanding users and clients. Test may become a resource to help other team members develop better stress coping strategies.

Developmental Strategies

- Test seems able to deal with stress well and may need continual challenge from his/her work environment to avoid boredom.
- He/She may be effective as a mentor for those who could benefit from learning how he/she copes with stress.
- Test may be able to assume additional responsibilities when there are additional challenges.

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VI. Strategies for Success, *continued*

Current Attitudes & Beliefs

Approach to Networking/Self-promotion

Test would enjoy and be quite comfortable in promoting the company and him/herself, providing he/she has a belief in the product. Networking in new markets would provide a positive challenge that he/she can address with appropriate training and joint field work with a mentor or manager.

Developmental Strategies

- He/She may be interested in considering a sales or marketing career. His/Her overall approach to networking and self-promotion is consistent with the attitudes of successful sales people and those who are comfortable networking and promoting products and themselves.
- Help him/her understand that comfort with networking and self-promotion is a strength that, combined with strong self-management skills, motivation to succeed financially and good communication skills, can help him/her in sales, as well as other career paths.

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VII. Career Families

The goal for this interactive career management page is to open up your client's thinking about the many career options that might naturally be a great fit for him/her, given the strengths revealed in his/her profile. Encourage him/her to incorporate this predictive, statistical information into his/her career decision-making process, along with his/her tastes, interests, skills, and unique personal requirements.

In the list below, you'll see that each job-role grouping has a Fit score, ranging from 1.0 to 5.0. A score of 5.0 predicts that your client is extremely likely to be a high performer in those roles. A 1.0 indicates that an area is not a natural fit for him/her, and that he/she would have to invest a great deal of sustained, concentrated effort to be successful there.

As you'll see, your client may be a good fit in an area that doesn't interest him/her. That's not surprising - many careers that are quite different actually have similar performance profiles. For example, careers in customer service, software development, agriculture, and auto repair have similar profiles because they all require individuals with a fairly strong analytical orientation who are motivated more by helping people than by just making money. Only your client can decide which opportunities truly spur him/her to give his/her best effort. Help him/her follow his/her interests and passions to explore the many career paths and jobs highlighted below.

ADMINISTRATION
- Business and Office (Fit = 3.5)
- Corporate Logistics (Fit = 4.0)
- Customer Service (Fit = 5.0)
- Human Resources (Fit = 5.0)
- Internal Communications/Public Relations (Fit = 4.5)

APPLIED TECHNOLOGY
- Distribution/Logistics (Fit = 2.5)
- Engineering and Technicians (Fit = 3.0)
- Fulfillment/Production (Fit = 2.5)
- Procurement (Fit = 3.5)
- Research and Development (Fit = 1.0)

ARTS AND ENTERTAINMENT
- Art and Design (Fit = 3.0)
- Media (Fit = 4.0)
- Performing Arts and Entertainment (Fit = 4.5)
- Production (Fit = 3.5)
- Professions/Professional Support (Fit = 5.0)
- Writing and Communications (Fit = 3.5)

COMMUNITY AND GOVERNMENT SERVICES
- Civil Service (Fit = 4.0)
- Education and Instruction (Fit = 4.0)
- Fitness and Recreation (Fit = 5.0)
- General Services (Fit = 4.0)
- Health Services (Fit = 4.0)
- Law and Order (Fit = 4.0)
- National Security (Fit = 4.0)
- Social and Family Services (Fit = 4.0)

ENTREPRENEURIAL/SELF EMPLOYMENT
- Agent/Distributor (Fit = 5.0)
- Franchise (Fit = 4.5)
- Independent Contractor/Consultant (Fit = 4.5)
- Small Business (Fit = 3.5)

HOSPITALITY AND TOURISM
- Culinary/Food Services (Fit = 5.0)
- Hotel (Fit = 3.0)
- Relocation Services (Fit = 5.0)
- Resort/Leisure and Recreation (Fit = 5.0)
- Travel (Fit = 5.0)

INFORMATION TECHNOLOGY
- Database Management (Fit = 2.0)
- Hardware (Fit = 5.0)
- IT Architecture and Design (Fit = 3.5)
- IT Services/Support (Fit = 5.0)
- Internet and Web (Fit = 2.5)
- Project Management (Fit = 4.5)
- Software (Fit = 3.0)

MARKETING AND SALES
- Advertising/Marketing/Promotions (Fit = 5.0)
- Competitive Sales (Fit = 4.5)
- Marketing/Merchandising (Fit = 3.0)
- Point of Purchase Sales (Fit = 4.0)
- Relationship Sales (Fit = 4.5)
- Sales/Marketing Assistant (Fit = 2.0)

PROFESSIONS AND PROFESSIONAL SERVICES
- Agricultural and Environmental (Fit = 3.0)
- Architecture and Fine Arts (Fit = 2.0)
- Business (Fit = 4.0)
- Engineer (Fit = 3.0)
- Finance (Fit = 3.5)
- Legal (Fit = 4.0)
- Medical and Health Care (Fit = 3.0)
- Social Services (Fit = 4.0)

SKILLED TRADES
- Air Conditioning, Heating and Plumbing (Fit = 3.5)
- Automotive/Transportation (Fit = 3.5)
- Aviation (Fit = 3.5)
- Building and Construction (Fit = 3.5)
- Carpentry and Woodworking (Fit = 3.5)
- Cosmetology and Therapy (Fit = 5.0)
- General Industrial (Fit = 3.0)
- Marine (Fit = 3.5)
- Mining and Energy (Fit = 5.0)
- Miscellaneous Professions (Fit = 5.0)
- Telecommunications (Fit = 4.0)

Click Here for a PDF of Detailed Career Family Descriptions

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VIII. CareerChoiceGPS™ Supporting Materials

To help you get maximum benefit from Test's CareerChoiceGPS; report, download, print, and use the following supporting materials:

- CareerChoiceGPS™ Interpretation Guide
- CareerChoiceGPS™ Interpretation Guide: Video
- CareerChoiceGPS™ Workbook: The Road Ahead
- CareerChoiceGPS™ Detailed Career Family Descriptions

Thank you for selecting CareerChoiceGPS™ to help you move your client's career forward. Good luck!

For more information about other statistically predictive psychometric assessments, please contact Smart Work | Assessments *(a Distributor of Self Management Group Assessments)*

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CAREERCHOICEGPS
predicting *your* success

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SMART WORK | ASSESSMENTS
we *get* people
Powered by Self-Management Science

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VIII. Emotional Quotient

The ability to understand and apply emotional information about ourselves and others effectively.

SELF AWARENESS I: MOOD LABELING				
Labels feelings and emotions as they are happening				Does not label feelings and emotions as they are happening

A measure of a person's ability to accurately label personal feelings and emotions.

SELF AWARENESS II: MOOD MONITORING				
High monitoring		Optimal monitoring		Low monitoring

A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.

SELF CONTROL				
Demonstrates good self control				Low control over impulses and negative emotions

A measure of a person's restraint as it relates to one's control over his/her impulses, emotions, and/or desires.

MANAGING EMOTIONAL INFLUENCES				
Perseveres				Focus can change

A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.

EMPATHY				
Recognizes emotions in others				Low awareness of emotions of others

A measure of a person's ability to understand the feelings and emotions of others.

SOCIAL JUDGMENT				
Uses knowledge of the emotions of others in decision-making				Does not factor in the emotions of others in decision-making

A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.

OVERALL				
Understands & uses emotional information				Relies on non-emotional information

An overall measure of how well a person understands emotional information and uses it effectively.

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