

Growing Professionally the Smart way

Use this guide to understand and apply your personal CareerChoiceGPS™ assessment results to your career decision process.



“Where do I go from here?”

You’ve often heard it said that success is a journey, not a destination. And as with any journey, at times you find yourself standing at a crossroads, wondering which way to turn.

Perhaps you are close to completing your formal education or concluding your military service, and are wondering what options await you. Perhaps you have realized that your current job is no longer fulfilling, and you are looking for new adventures. Or perhaps the twists and turns of a nervous economy have left you unexpectedly in need of new opportunities.

Whatever the reason, right now, you’re facing big decisions about where to go from here.

So how do you go about choosing the right path? If you are like most people, you’ve got a *lot* of questions swirling around in your head. What would I enjoy doing? Where could I excel? Should I try something completely different, or stick to more familiar terrain?

Your career decisions are important and very personal. No test results can tell you exactly what to do. But your CareerChoiceGPS™ assessment results—**your personal profile**—*can* give you useful insights about yourself. And that self-knowledge equips you to make better choices as you move into the next phase of your life. In fact, it’s like a GPS device that helps you navigate this new territory.

This interpretation guide helps you understand and apply your personal CareerChoiceGPS™ Profile by answering the following questions:

- ❁ What can I learn from CareerChoiceGPS™?
- ❁ How do I know my assessment results are reliable?
- ❁ How do I use this information to choose among my options?
- ❁ How can I maximize my chances for success?

Keep your personal profile report close by for ready reference as you read.

What can I learn from CareerChoiceGPS™?

Who am I?

Imagine that you're exchanging messages with someone you haven't met yet, and you want to describe yourself. You might talk about how you look—your hair color and length, your height and weight. You might talk about your personality—quiet or rambunctious, funny or serious. You might talk about your situation—where you live, what your hobbies are.



All of this information tells something important about who you are right now. But, if you think about it, you can change some aspects of your image pretty easily. For example, you might change your hairstyle, your glasses, your clothing style. Men might grow a beard. Women might change their hair color.

On the other hand, some things don't seem to be within your control. For example, some people are just naturally talented when it comes to presentations or technology. It's easy for those individuals to perform well in front of the company or when troubleshooting a computer glitch. And with effort and the right interest, they can become highly paid motivational speakers or own their own GeekSquad™ franchise. Some talents are natural, and some talents are acquired.

Of course, people who lack natural talent in certain areas can still be successful—they just have to work harder, which takes a great deal of motivation and sustained effort.

This idea of achieving success by **applying effort to maximize talents** extends far beyond the lecture circuit or the computer lab. It's actually the key to high performance in virtually every type of profession.

Not surprisingly, high performance is also tied to the **opportunities** you seek, find, and pursue in your life. You might think that finding great opportunities is pure luck—being in the right place at the right time. But successful people seek out and even create opportunities for themselves that match their talents and interests.

The deeper your understanding of your natural talents, your capacity for effort, and your attitudes, the better equipped you are to achieve high levels of performance.

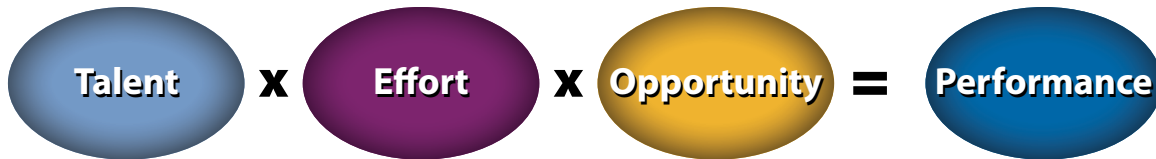


Your CareerChoiceGPS™ report provides you with information about the way you naturally apply your talents, effort, and attitudes to your opportunities based on your responses.

The relationship among talent, effort, and opportunity is summarized in what we refer to as the *Performance Equation*.

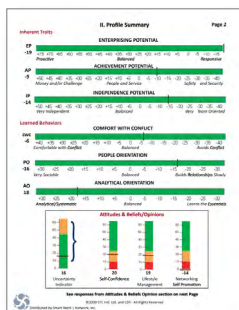
What is the Performance Equation?

Dr. John Marshall, founder of Self Management Group in Toronto, Canada, has devoted his life to studying high performers and understanding what it is that sets them apart from less successful individuals. Based on more than 30 years of predictive analytics research, he has identified **three factors** that combine to create **performance**:



You'll learn more about each of these three factors as you explore your CareerChoiceGPS™ Profile. But for now, here's a working definition of these crucial elements:

- ❖ **Talent** can be thought of as a combination of who you are (e.g., your inherent traits and learned behaviors) and what you know (knowledge and skills). Talent reflects **what you can do**.
- ❖ Similarly, **effort** is a combination of what you think (your attitudes and beliefs) and what you actually do (actions). Effort reflects **what you will do**.
- ❖ **Opportunity** refers to the potential for success available to you in any given career choice. Every company presents its own mission, structure, and culture for your consideration. Every job has a specific content focus, with specialized skill and knowledge requirements. The more closely your talent and effort levels match the attributes of a given career, the more likely you are to thrive and flourish there. Also, the more closely a career or specific job matches your interests, preferences, and life situation, the more likely you are to be happy in that position. The value of any particular opportunity, then, is affected by **how well you fit** with that particular job's performance requirements.



Your CareerChoiceGPS™ Profile provides you with valuable **objective data related to talent and effort**. Dr. Marshall's research team has analyzed hundreds of jobs and industries to identify exactly which talent and effort profiles are the best fit for specific industries and cultures. That means that by comparing your personal results to the profiles of top performers in those industries, **you can identify those areas in your own profile that most closely align with and predict success**. On the other hand, if there is a significant mismatch between your profile results and those of high-performers in that field, you may want to rethink your opportunity.

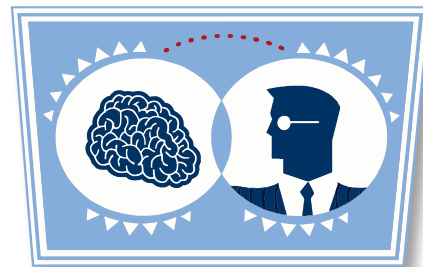
How does CareerChoiceGPS™ describe my talent?

In casual conversation, when we talk about *talent*, we typically mean natural, in-born gifts, such as a quick wit or outgoing personality, or special aptitudes, such as being good with numbers or foreign languages. In the specific scientific language of the CareerChoiceGPS™ assessment, the word *talent* refers to:

- ⊗ Inherent traits
 - ⊗ Learned behaviors
 - ⊗ Knowledge and skills
- } **What you *can* do**

Inherent traits are characteristics that really don't change, once they are established. These traits are permanent, "hard-wired" parts of your character. Inherent traits include things like personality, initiative, sensitivity, and common sense. In most people, those traits are fully formed by about age 15. Your profile gives you information about some of the most important inherent traits that drive performance found in every person, as determined by decades of advanced statistical research.

Your profile also provides information about some essential **learned behaviors**. Because these talents have been learned, you can choose to replace these behaviors and learn new ones, or continue to behave as you have. Of course, the longer you've been behaving in a particular way or doing some things unconsciously, the harder it is to change them.



Eventually, learned behaviors become so ingrained that they are virtually as hard-wired as your inherent traits. Typically, people change their learned behaviors only when they have a very powerful reason to do so, and it usually takes a significant effort over a sustained period. Even then, they often slide back into old habits.

The third component of talent, **knowledge and skills**, is certainly important, but it is *not* measured by the CareerChoiceGPS™ assessment. You already know what you've learned in life and studied in your education and training experiences, and you have numerous other sources of information about your knowledge and skill base.

Perhaps more importantly for your purposes, **your knowledge and skills are constantly growing and changing** throughout your life. You learn new things all the time, sometimes without even trying. (Think about all the brand slogans you know ... how hard did you have to study to learn *those*?) So if you *really* want to learn something badly enough, you can almost always do it. As with changing learned behaviors, though, it can sometimes take a great deal of sustained effort and a strong will to succeed.

How does CareerChoiceGPS™ describe effort?

As with talent, the word *effort* has an informal meaning; i.e., making a sincere attempt to do something by investing energy and hard work in achieving a result. In the language of your CareerChoiceGPS™ assessment, effort goes hand-in-hand with *attitude*.

The difference between having great potential vs. delivering great performance is strongly determined by a combination of a person's attitude and effort:

- ⊗ Attitude = habits of thought
 - ⊗ Effort = habits of behavior
- } **What you will do**

The CareerChoiceGPS™ assessment measures several key aspects of your **attitudes** and **beliefs** that exert a powerful influence on your willingness to expend effort and energy toward achieving your goals. Attitude affects behavior, and negative attitude eventually leads to less effort, negative behaviors and lower performance.

The attitudes and beliefs indicators in your CareerChoiceGPS™ Profile are different from the other measurements in the profile. They focus on how you were thinking and feeling **around the time when you took the assessment**, and may not reflect your *long-term* attitudes and beliefs. For example, if you've been dealing with unusually high levels of personal stress for some time, your measure of attitudes and beliefs will be influenced by that.

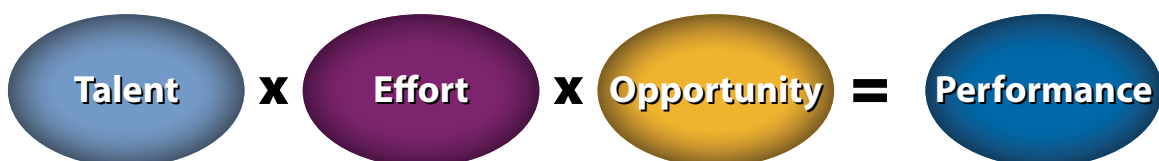


In summary, think of your profile like a medical report. The traits and behaviors scores are like your height, eye color, length of stride and hat size—things that rarely change after a certain age, but make up much of your image.

The attitude/beliefs sections are like your vital signs—temperature, blood pressure, and heart rate. These are highly variable from day to day and season to season, but offer important clues about where you are at any particular point in time.

The more you understand about your natural talent and effort, the better equipped you are to evaluate the opportunities that lie ahead of you.

For most people, **high levels of performance and job satisfaction** can be achieved most easily in work assignments with requirements and conditions that align well with their natural talents and the level of effort they are willing to invest.



By providing an objective and statistically reliable perspective and calibration of your inherent talent and natural effort, your CareerChoiceGPS™ profile can be *extremely* valuable in helping you assess your career path opportunities, both now and throughout your working life.

This objective perspective of who you are and what image you project to others can have powerful benefits to those who dig deeply into its meaning and make the effort required to maximize their potential and become high performers.

Can I trust my CareerChoiceGPS™ results?

How does this assessment differ from others?

You may be familiar with or have even taken some of the other assessments that are commonly used to help people learn more about themselves; for example:

- ❖ Myers-Briggs—The Myers-Briggs Type Indicator® (MBTI®) is a personality inventory that describes 16 personality types based on a person's personality traits, including introversion, extroversion, sensing, intuiting, feeling, thinking, perceiving and judging.
- ❖ DISC®—The DISC® profile describes four categories of behavior that are linked to an individual's perceptions of self in relationship to his or her environment. Familiar spin-offs of DISC® are known by names such as SocialStyleSM, Predictive Index®, and Interaction Styles.
- ❖ Five Factors®—The Five Factors® assessment is a variation of the DISC® that adds the Extroversion/Introversion trait from the work of Karl Jung and Meyers-Briggs.
- ❖ Caliper—the Caliper personality test describes over twenty-five personality traits that relate to job performance. A trained psychologist is required to interpret results and recommend actions.

All of these are well-regarded tools that can be valuable in certain circumstances; however, they all focus primarily on *description*, and are classified as **ipsative** assessments (using forced-choice, yes/no constructs). These tools describe the preferred behavioral styles of an individual, but are not designed for comparing one individual with another. In contrast, statistically **normative** instruments (using comparatives and the Likert scale) can be used *predictively* when one individual's results are compared to another's.

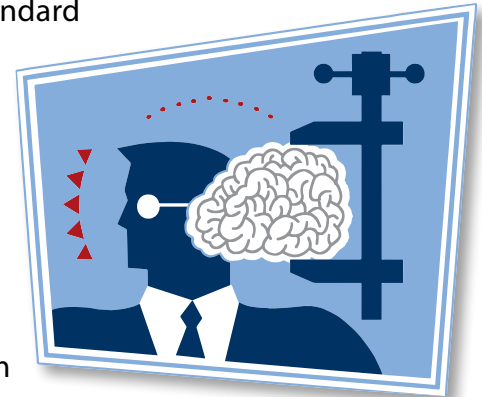


Your CareerChoiceGPS™ profile can help you **Grow Professionally the Smart way**. One of the reasons it's **smart** is that it is based on powerful predictive analytics research. Your profile doesn't just describe you—it actually **predicts**, with up to 99.5% statistical probability, how well you would fit a particular career family.

Why can I rely on my CareerChoiceGPS™ results?

The CareerChoiceGPS™ assessment, like the other assessments listed above, is a **psychometric** test. The word *psychometric* is formed from the Greek words for *mental* and *measurement*. The goal of a psychometric test, then, is to provide an objective way to measure your mind.

As noted above, CareerChoiceGPS™ is *normative*, unlike the other assessments mentioned. Its data is also statistically *normalized*. One reliable method for getting an objective mind measurement is to compare an individual's answers to a standard *norm*. To determine what the norm is, researchers gather and statistically analyze large amounts of data. The patterns that emerge from that statistical analysis become the norm for that population. A validation study is a statistical analysis against a series of norms.



Generally speaking, the more data included in the analysis, the more accurate the resulting norm. The developers of the CareerChoiceGPS™ assessment have gathered data from almost **20 million assessments** taken by people around the world with the goal of determining norms related to **high performance** in certain jobs—that is, the traits, behaviors, attitudes, and beliefs that are held by people who are extremely successful in their work and life.



After more than 35 years of studying the psychometrics of high performance, the CareerChoiceGPS™ developers and researchers understand the traits and behaviors that have the greatest impact on an individual's potential for successful performance. And they've analyzed hundreds of job roles in hundreds of industries to identify which profile is the best fit for each role.

Numerous studies across vastly different industries have shown conclusively that individuals whose personal profiles closely match a job's preferred performance profile are likely to be **highly successful** in those roles.

What does my CareerChoiceGPS™ contain?

Your CareerChoiceGPS™ assessment results are summarized on the Profile Summary (page 3 of your CareerChoiceGPS™ Profile). The page contains horizontal and vertical graphs. Each graph is a scale that represents an inherent trait, a learned behavior, or an attitude or belief. Your responses relating to each of these constructs have been statistically analyzed, and the result is presented in the form of a number that places you somewhere between two extremes on the scale.

Before you go any further, here's something that's extremely important for you to understand:



There's no such thing as a "good" number or a "bad" number!!

The scales used for measuring these inherent traits and learned behaviors aren't like course grades or performance appraisals. **You cannot pass or fail. None of these items has "right" or "wrong" answers.** Only what's right for you.

Instead, your position on any given scale compares you to the normal distribution (sometimes referred to as a Bell Curve) for that item. And that comparison helps predict what opportunities are a good fit for you—situations that don't require a great stretch beyond your natural approach, as defined by your natural traits, behaviors, styles and attitudes.

What traits are measured in my profile?

Your CareerChoiceGPS™ Profile measures the inherent traits that are known to have the greatest impact on your performance success, based on more than 35 years of advanced statistical science. The inherent traits are:

- ✦ **Enterprising Potential**—a measure of your potential for planning and directing yourself effectively; an indication of your ability to establish, focus on, and achieve your goals
- ✦ **Achievement Potential**—an assessment of the factors that motivate you to achieve and spur you to do your best, the *internal* motivators for you
- ✦ **Independence Potential**—a measure of your need for structure, your need for feedback or affirmation, and your team orientation; that is, do you prefer going your own way or working with others, especially when it comes to decision-making?

Why are these particular traits so important?

These three traits, taken together, provide an assessment of **self-management**. Self-management refers to an individual's *ability* and *willingness* to see what needs to be done, take action to do it, assess how well it worked, and adjust as necessary—*without* external direction or pressure. They are internally motivated, not externally driven.

To highlight the roles that these three inherent traits play in self-management, consider this definition:



Self-Management is the level of initiative (measured by Enterprising Potential) that individuals can and *will* invest in pursuit of results that are important to them (Achievement Potential) in an environment that adequately balances freedom and structure (Independence Potential).

You'll learn more about self-management, why it's important, and how you can make the most of your self-management potential later, when we discuss strategies for success (starting on page 7 of your CareerChoiceGPS™ Profile).

Which learned behaviors are measured?

Your CareerChoiceGPS™ Profile provides measurements for three learned behaviors:

- ❁ **Comfort with Conflict**—reflects your comfort with situations where conflict exists or where there is the potential for conflict
- ❁ **People Orientation**—reflects your approach to building relationships and meeting new people
- ❁ **Analytical Orientation**—reflects your interest in learning for its own sake, and your preference for dealing with technical, detailed information



Why are these particular behaviors so important?

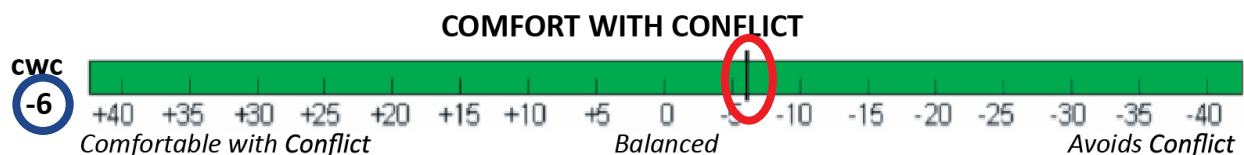
These three behavioral constructs reflect your preferred approach to working with **people** and with **information**. Because they are learned, they *could* be changed; however, at some point early in one's career, these behaviors become deeply ingrained. Given that they are critical to success, understanding your natural preferences in these behaviors is a key element to finding the areas of greatest challenge and potential for you, and determining which careers are naturally a good fit for you.

How do I read the scales in my Profile Summary?

Your **Profile Summary** contains a graph for each trait, behavior, attitude, and belief measured by the assessment.

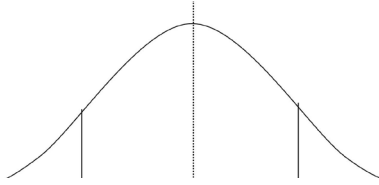
Each graph displays a black bar (*circled in red below*) at the point on the scale that corresponds to the numerical value that was statistically determined, based on your responses. The exact numerical value is also displayed to the left of the green bar (*circled in blue below*).

For example, here's the scale for the Comfort with Conflict construct, displaying a sample result:



Remember, your responses relating to each of these constructs have been statistically analyzed, and the result is presented in the form of a number that places you somewhere between two extremes on the scale.

Note: The numbers on the scales vary from construct to construct. The numbers on each scale range from +144 to -144; however, the scale graphics in your report show only a portion of that range.



To determine what portion is displayed in each graphic, the statisticians at Self Management Group have plotted millions of data points on each scale and identified where the peak of the Bell Curve lies for that construct. The number associated with the peak of the Bell Curve becomes the center of the displayed scale.

Unless you're a statistician, you don't really need to be too concerned about the absolute numbers on the scale. The two primary considerations are:

- ❁ To understand your own number, focus on your *relative position* on the scale.
- ❁ When comparing your number with a manager or team member's number, it's helpful to realize that an absolute variance of 25 points (above or below the other's) can often be a compatibility factor—you truly *see things differently*.



In the sample Comfort with Conflict scale, the extremes are “Comfortable with Conflict” on the left, and “Avoids Conflict” on the right. The middle section is labeled “Balanced.” The individual receiving this profile has a pretty balanced conflict comfort-level, neither seeking it out nor running from it.

Just knowing that you have a “balanced” Comfort with Conflict doesn't really tell you much. But later, when you start considering how traits and behaviors align with the requirements for success, understanding where you stand on this—or any other trait—becomes *very* important.

For example, if your Comfort with Conflict number were far to the right, toward “Avoids Conflict,” would you most likely work well in a management position that deals constantly with employee corrective actions and terminations? Probably not.



It's all about the fit—how well does your natural hard-wired potential match the requirements of a particular assignment and team? We'll explore that in detail later in this guide.

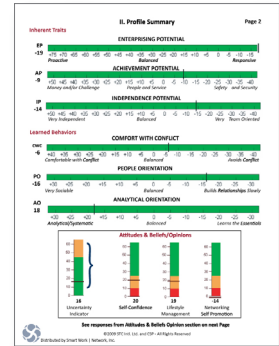
What does my profile show?

Now, finally, it's time to dig into your personal CareerChoiceGPS™ results report—your personal profile—and see what you can learn about your inherent traits and learned behaviors.

Note: This trowel icon indicates activities and questions to help you “dig deeper” into your profile.



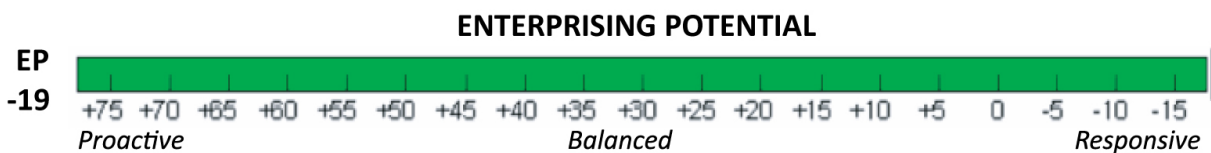
- Open your CareerChoiceGPS™ Profile and find the summary page (page 3). It looks like the example on the right.



To understand your profile results, take time to look at each graph in detail. Remember, results are neither “good” nor “bad”—they simply indicate where you stand between two extremes relative to millions of other people.

The Enterprising Potential scale is a measure of your potential for planning and directing yourself effectively; an indication of whether you enjoy initiating activities or prefer being more responsive to outside direction. The extremes on this scale are “Proactive” on the left, and “Responsive” on the right.

Enterprising Potential (EP) is an inherent trait. It includes the ability to see a need, visualize a plan, set goals, determine the necessary behaviors, assess your performance, stick to the plan, and execute accordingly. It is sometimes referred to as the Initiative scale.



- **On your own profile, find your number on the Enterprising Potential scale** by locating the vertical black bar. Is it located near the left, the right or the middle?

In the sample EP graph, the number is far to the right, reflecting an individual who strongly prefers to respond to requests rather than to actively take the initiative.

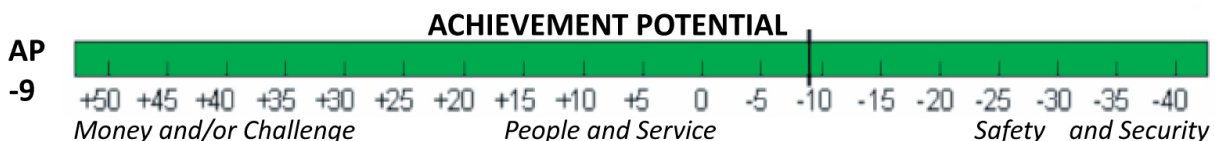
Note: The eyeglasses icon indicates examples provided to illustrate how people with different assessment results might respond to or interpret specific situations differently. These examples draw from circumstances you might have encountered as you were growing in your career.



Enterprising Potential Example: having been selected to participate in a corporate group project:

- **Left** – An individual (Lois) with a number on the left (proactive) was probably the first to speak, and said something like, “Well, I’ve got it all figured out and the answer is right under our noses. ...”
- **Right** – An individual (Sam) with a number on the right (responsive) might have said, “Okay—that sounds very possible, but what are we supposed to do about it? I’m not sure we have the go-ahead to implement a solution.”
- **Middle** – A person with a number in the middle might have said “I like your approach, Lois, but I’m with Sam. Let’s make sure we have an understanding of what the outcome from this project needs to look like and make sure we hit every one of the requirements.”

The Achievement Potential scale is a measure of the factors that motivate you to achieve and spur you to do your best. This scale is an indicator of what the internal motivators are that drive you to actually take initiative. The extremes on this scale are “Money and/or Challenge” (left) and “Safety and Security” (right). In the middle, you find people motivated to serve other people.



The Achievement Potential (AP) scale reflects your inherent trait related to motivation. People whose number is on the left are excited and work harder when there are new challenges to overcome, money on the table, or “spoils” for the victorious. People whose number is on the right are more interested in work that is predictable and secure—low on risk, steady and even-keeled. And a number in the middle indicates people who are motivated by helping people or providing a useful service.



- **On your own profile, find your number on the Achievement Potential scale** by locating the vertical black bar. Is it located near the left, the right or the middle?

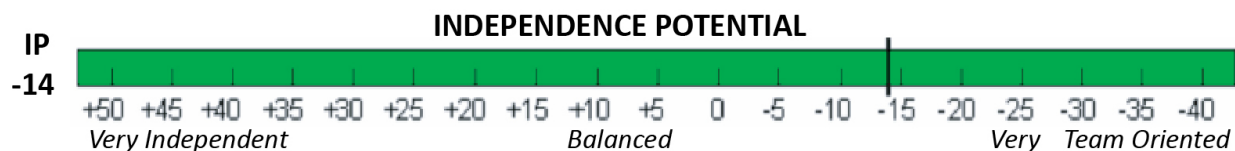
In the sample AP graph, the number is near the middle, reflecting an individual who is motivated largely by helping people or serving a greater cause.



Achievement Potential Example: When given a schedule opening and forced to make a choice about how to invest this free time:

- **Left** – People on the left side of this scale are moved to participate in some challenging event, like beating their own best time in a 5k race, or taking on a new intellectual pursuit that seems a bit daunting, such as earning a Black Belt in Quality Management or reading *War and Peace*. Or they may choose to take on a side job that offers extra income and new venues for financial gain.
- **Right** – People on the right often enjoy stay-at-home pursuits like reading a favorite author or watching a familiar movie. Or they may spend time with a close-knit group of friends who all like picnics in the neighborhood park, ball games, or restaurants where the waitress knows to bring them “the usual.”
- **Middle** – People near the midpoint of this scale are likely to do volunteer work in their community, go on mission trips, or promote charitable concerns that they believe will make the world a better place.

The Independence Potential scale is a measure of your need for structure, your desire for feedback and coaching, and your desire to build team consensus on decisions. The extremes for this scale are “Very Independent” (left) and “Very Team Oriented” (right).



The Independence potential (IP) scale reflects an inherent trait. It measures your preference for working with others, your need for reinforcement, and your appetite for structure; that is, do you prefer to go your own way, or do you flourish working with others using a shared process and structure? Do you want and appreciate feedback from others you work with, or do you keep your own score (and assume others do as well)? People whose number is on the far left of this scale may be considered “lone wolves.” They typically prefer to work alone. They don’t appreciate much structure, typically creating their own as needed. They also like defining their own rules and score-keeping system. At the far right are people who strongly prefer teamwork, need firm guidelines and checklists, and like to get lots of feedback from their managers and team members, especially when making decisions.



- **On your own report, find your number on the Independence scale** by locating the vertical black bar. Is it located near the left, the right or the middle?

In the sample IP graph, the number is somewhat toward the right, indicating an individual who is team oriented, preferring to work in a group rather than working alone.



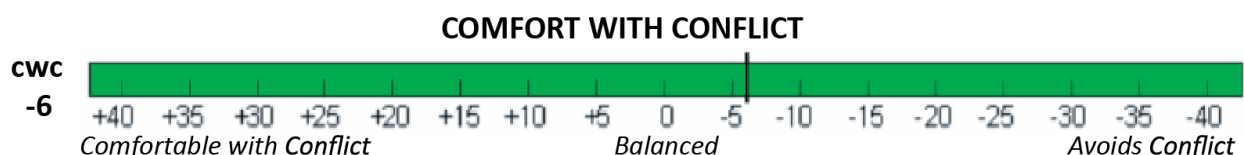
Independence Potential Example: Upon being asked to start a new department in the company:

- **Left** – Someone with a number on the left would be inclined to develop his or her own innovative approach to establishing the new business unit. After getting the ideas fleshed out with some research and a preliminary plan drafted, this person presents the plan with an assumption that it will be approved on the spot.
- **Right** – Someone with a number on the right probably tackles a start-up project by getting lots of input from coworkers and pulling together a project team to share the idea-generation and the workload. This individual is likely to look for existing areas to serve as models for the new department to replicate.
- **Middle** – People with a number in the middle more than likely start out with a rough idea and a plan in mind for finding suitable ideas and research data. They have a group of colleagues that they typically brainstorm with, just to get different perspectives. Then they flesh out that original idea for a preliminary presentation, with the expectation that more data will be provided by the boss after the first round.



Remember: Taken together, the inherent traits measured by the Enterprising Potential, Achievement Potential, and Independence Potential provide an assessment of your **Self-Management Potential**—the level of initiative that individuals *can* and *will* invest in pursuit of results that are important to them in an environment that adequately balances their need for freedom and structure.

The Comfort with Conflict scale is a reflection of your comfort with situations where there's conflict, or the potential for it. The extremes on this scale are "Comfortable with Conflict" (left) and "Avoids Conflict" (right).



Comfort with Conflict is a learned behavior. People whose number is to the left on this scale are not only comfortable with conflict—they may actively initiate it to reach a conclusion, solve a problem, get their way, or make a point. These people are effective debaters and are not bothered by stressful interpersonal situations. People in the middle simply handle conflicts as they arise. People on the far right *really* don't like conflict, and will try to avoid it whenever they can, or even acquiesce when they feel necessary.



- **On your own profile, find your number on the Comfort with Conflict scale** by locating the vertical black bar. Is it located near the left, the right or the middle?

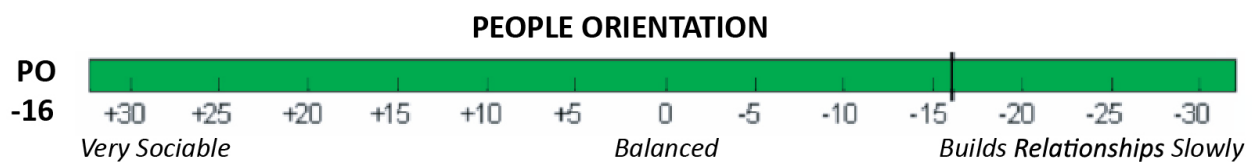
In the sample Comfort with Conflict graph, the number is near the middle. This indicates that the individual has a balanced approach to conflict, neither seeking nor avoiding it.



Comfort with Conflict Example: During a business meeting, your vice president (the boss) makes a controversial and disagreeable recommendation

- **Left** – People on the left of the scale might ask questions during the meeting to probe into the reasoning behind the recommendation. They will probably consider a variety of angles and examples, perhaps both positive and negative, to illustrate other perspectives or simply to make sure these alternatives were considered. They may even challenge the recommendation or at least the assumptions used.
- **Right** – People on the right side of the scale typically choose to defer to the vice president in the moment or, if deeply concerned, may raise questions in the hallway after the meeting, one-on-one with an assistant, or practice their retort in a mirror.
- **Middle** – People in the middle may question the assumptions during the meeting, but go along with the boss's recommendation until other options become apparent.

The People Orientation scale reports on your approach to building relationships with other people and the degree to which you enjoy meeting new people. The extremes on this scale are "Very Sociable" (left) and "Builds Relationships Slowly" (right).



People Orientation is a learned behavior. Individuals whose number is on the left side



of this scale make contacts quickly and comfortably. They make new friends very easily. Individuals with a number on the right take more time to develop friendships. They prefer to be cautious about new relationships, and tend to restrict the number of relationships they have to manage.



- **On your own profile, find your number on the People Orientation scale** by locating the vertical black bar. Is it near the left, the right or the middle?

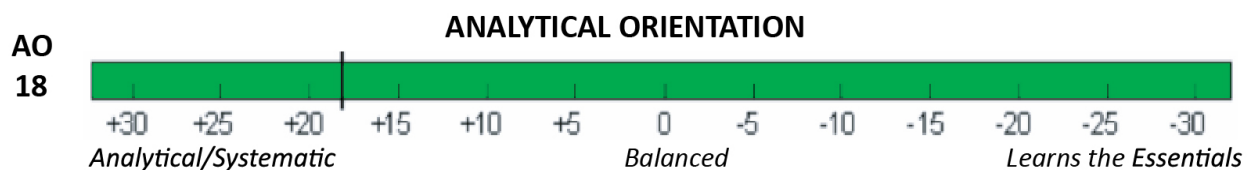
In the sample People Orientation scale, the number is toward the right, indicating someone who prefers to take time in building new relationships.



People Orientation Example: At a Chamber of Commerce networking event:

- **Left** – People with a number on the left of this scale are fearless about striding up to a stranger, extending a hand, and saying, “Hi, I’m Frieda. I don’t believe we’ve met. This is my first visit to the Sales Networking series. Where did you find those delicious-looking hors d’oeuvres?”
- **Right** – Someone whose number is on the right will enter the room and quickly scan the crowd, looking for familiar faces or, preferably, old friends. He or she is likely to spend the entire evening chatting with only the members of this inner circle.
- **Middle** – People in the middle are likely to start out by connecting with friends and colleagues, but will also make an effort to draw first-timers into the conversation and seek out new contacts.

The Analytical Orientation scale evaluates your interest in learning for its own sake, and your preference for dealing with technical, detailed information. The extremes on this scale are “Analytical/Systematic” (left) and “Learns the Essentials” (right).



The Analytical Orientation scale is also called Investigative Orientation, and it’s a learned behavior. Analytical Orientation is all about the amount of data individuals feel they need for their job to complete the assignment successfully.

People whose number is on the far left depend on having lots of data to make decisions. Indeed, at the *very* far left, they may feel that they always need just a little *more* data before

they can act. People whose number is on the right side feel they need only the minimum information necessary to get the job done. At the very far right are people who do not feel compelled to seek information to inform their decisions—they believe they already know everything they need to know. Individuals near the middle of the scale tend to trust a balance of data and their own intuition.



- **On your own profile, find your number on the Analytical Orientation scale** by locating the vertical black bar. Are you located near the left, the right or the middle?

In the sample Analytical Orientation scale, the number is toward the left, indicating someone who is somewhat systematic and enjoys learning technical information.



Analytical Orientation Example: When the Vice President of Sales assigns someone to evaluate a new Customer Relationship Management software product:

- **Left** – An individual with a number on the left will probably study the user manual, explore the navigation options, and execute detailed use-cases to try out all the software’s functions, even those not on the sales manager’s requirements list. This person will probably visit user forums and read reviews about the product—and also some of its competitors, just to be thorough.
- **Right** – A person with a number on the right will most likely scan the user manual chapters about the desired functions, and will try them out just enough to get a general comfort level that the product can meet the sales manager’s requirements. This individual isn’t likely to pursue all the product’s bells and whistles just because they’re there.
- **Middle** – An individual in the middle will be reasonably thorough in identifying a robust set of test cases and making sure that the software fully meets the sales manager’s requirements. If this person sees that the software also has potential to save time or provide additional functionality that would have practical use, he or she will dig a little deeper—but only because it adds value, not just for the fun of it.

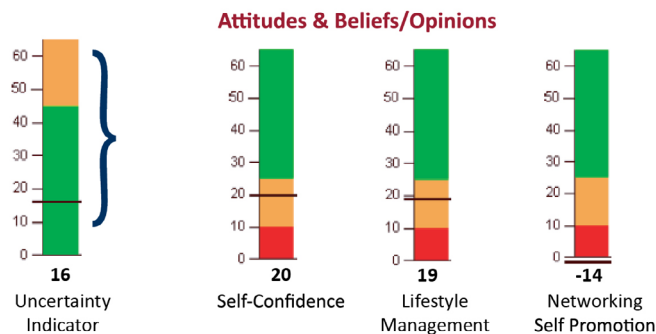


- Now that you’ve learned something about the inherent traits and learned behaviors in your profile, you can deepen your understanding by answering the following questions for **each** of the three trait scales and three behavior scales:
 - Does the description for your position on the scale sound a bit like you? Why or why not?
 - Think about and note any circumstances or experiences in your life that may have influenced your position on each of these scales. Why are you there?

Which attitudes and beliefs are measured?

The attitudes and beliefs indicators in your profile offer you some insights regarding how you were thinking and feeling around the time when you took the assessment. Although they may not reflect your long-term feelings, they still provide valuable information to help you in the short-term.

For example, consider the case of someone who's been struggling with personal problems (e.g., illness, family issues) or recently had a major life change (e.g., relocation, new boss, major relationship change). Experiences like that can certainly shape your self-confidence and your sense of being in control of your life and career. The Attitudes and Beliefs results would most likely be different for an assessment taken under those circumstances as compared to the results from an assessment taken after those issues have been resolved and stabilized.



The Attitudes and Beliefs results can be found at the bottom of your personal CareerChoiceGPS™ Profile Summary (page 3 of your profile). Look for four vertical scales like the example above.

The CareerChoiceGPS™ provides one important indicator, plus results for three attitudes and beliefs:

- ❁ **Uncertainty Indicator**—an indicator of how accurate your Attitudes and Beliefs measurements are
- ❁ **Self Confidence scale**—a measure of how much you feel in control of your life and circumstances
- ❁ **Lifestyle Management scale**—a measure of how well you're coping with the stresses in your life
- ❁ **Approach to Networking and Self-Promotion scale**—a measure of your attitude toward networking, dealing with rejection, and promoting yourself or your organization

Now that you have a general understanding of these constructs, it's time to find your specific numbers in your personal CareerChoiceGPS™ assessment results.

Once again, you must remember:

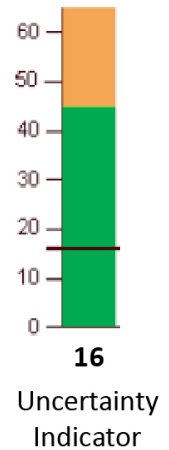


There's no such thing as a "good" number or a "bad" number!!

The Uncertainty Indicator is a measure of how accurate your attitudes and beliefs results are. This indicator helps you verify that you responded to the questions in the Opinions section of the assessment as honestly as possible.



- **On your personal profile summary page, find your number on the Uncertainty Indicator scale** by locating the vertical black bar. Is it in the yellow or in the green?



A number in the green area means that your attitudes and beliefs answers were reliable. The results presented for Self-Confidence, Lifestyle Management and Approach to Networking Self Promotion, should be an accurate reflection of your current attitudes and beliefs.

A number in the yellow suggests you may have tried to take the assessment as if it were a test with right and wrong answers. Or perhaps you were struggling to give "socially acceptable" answers rather than responding as frankly as possible. In that case, the results presented for the four attitudes and beliefs may not be particularly helpful.



The Uncertainty Indicator applies to the attitudes and beliefs results only. It has no bearing on the traits and behaviors results.

The Uncertainty Indicator number is based on several carefully crafted statements in the Opinions section that are really true/false choices, such as "I have never told a lie." Any response other than "Strongly disagree" suggests that someone may be striving to game the system, or find the "correct" or "impressive" response.

To help you understand your Uncertainty Indicator results, page 4 of your CareerChoiceGPS™ Profile contains a list of all the statements from the Opinions section with your answers. The number in parentheses to the right of the question tells you which of the numbered agree/disagree responses you gave (from "1=Don't agree at all" to "5=Definitely agree").



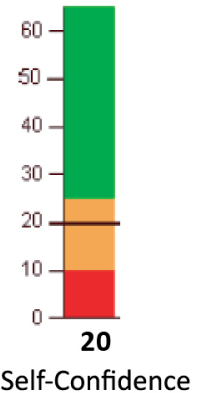
By the way, your Uncertainty Indicator may also be in the yellow if you took the assessment in a language other than your native language, or if you have an extremely high Analytical Orientation number.



- **If your Uncertainty Indicator is in the yellow range**, look at your answers on page 4 of your CareerChoiceGPS™ Profile and ask yourself whether you treated the assessment like a test with right or wrong answers, over-analyzed your responses, or gave answers that you hoped would impress someone.

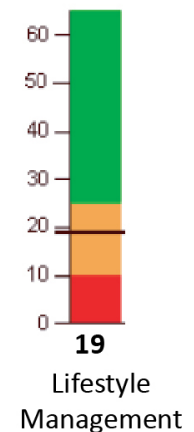
The Self-Confidence scale is a measure of how much you feel in control of your life—your ability to influence the events and situations that you may face on a daily basis.

If your number on the Self-Confidence scale is in the top part of the green area, your assessment answers indicated that your self-confidence at that time was pretty strong. If your number is in the lower part of the green, or in the yellow or red areas, your circumstances were making you feel less than optimistic for the moment. That could be a reflection of stress or problems you've been facing recently. If you feel this measurement reflects a persistent issue, you may want to consult a trusted counselor for assistance.



- **Find your number on the Self-Confidence scale** by locating the black bar. Is it in the green, the yellow, or the red area? (Our example is in the yellow.)

The Lifestyle Management scale is a measure of how well you're coping with the demands of your life and the things that may be creating stress for you. If you were feeling like you had stress under control, your number is in the green area. If you were feeling stressed or worried, your number is in the yellow or red area.

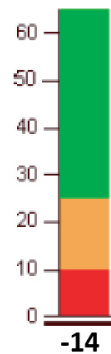


- **Find your number on the Lifestyle Management scale** by locating the black bar. Is it in the green, the yellow, or the red area? (Our example is in the yellow.)

The Approach to Networking/Self-Promotion scale is a measure of your attitude toward networking, dealing with rejection, and promoting yourself or your organization. A number in the green area means you would be very comfortable promoting yourself and building a social network of colleagues, clients, and friends. A number in the yellow or red suggests that you tend to prefer a clear separation between personal and business-related activities.



- **Find your number on the Approach to Networking/Self-Promotion scale** by locating the black bar. Is it in the green, the yellow, or the red area? (Our example is in the extreme red.)



-14
Networking
Self Promotion

How do I use my CareerChoiceGPS™ profile?

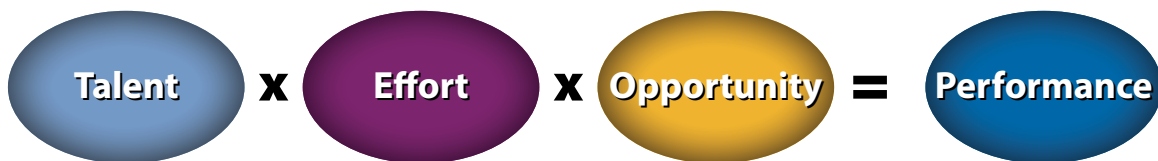
“Please enter your destination...”

The main reason for using a GPS navigation device is to help you get to your desired destination—ideally without taking too many wrong turns and detours.



Presumably, your destination right now is to find **your ideal career opportunity**, where you can perform well *and* where you can enjoy what you do.

Do you remember the Performance Equation?



Thanks to your CareerChoiceGPS™ **Profile**, you should now have a much deeper understanding of two of the elements in this equation:

- **Talent**—the combination of who you are (your inherent traits) and what you know (learned behaviors plus knowledge and skills). Talent reflects **what you can do**.
- **Effort**—the combination of what you think (your attitudes and beliefs) and what you actually do (actions). Effort reflects **what you will do**.

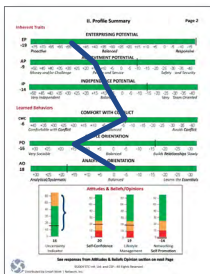
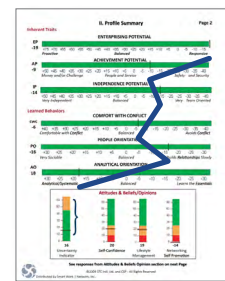
Generally speaking, individuals are happier and more successful in careers where the requirements of the career opportunity align well with their natural talent and effort profiles. So the next step for you is to find out which career opportunities available to you reflect a good fit to your particular talent and effort profile.



By mapping your profile results against a career's known success profile, CareerChoiceGPS™ provides you with *statistically predictive* information about how well you are likely to **fit**—and therefore succeed in—a **specific job opportunity**.

How does a personal profile “fit” career requirements?

If you connected the numbers on your profile summary with a big blue line, you would see a literal profile *shape* emerge. Based on decades of research, we have performance profiles for dozens of jobs and job families; that is, data indicating which combinations of traits, behaviors, attitudes, and beliefs align most closely with high performance in a given job. People whose personal profiles closely match a job's performance profile typically find that they are comfortable and successful in that job—they can think, behave, and work in the ways that are most natural for them, while succeeding.



Conversely, things are **not** so easy for people with profiles vastly different from the job's performance profile. They can still succeed, but it will take much more effort. They will have to constantly work far outside their comfort zone. It's a bit like a fish trying to swim upstream. It's difficult, and requires very strong motivation, but it certainly can be done.

Will my profile fit only one career?

Definitely not! 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 performance profiles (e.g., fairly strong analytical orientation, more team-oriented than independent, and motivated more by helping people than by making money).

Keep in mind also that most adults today have multiple jobs and may even pursue several different careers during their working life.



Years ago, many people could count on taking a decent job with a decent company and then staying with that same company until retirement.

Not so any more!

For one thing, to maximize their productivity, most employers are using fewer people and relying on fewer layers of management than they did just a few years ago. This means that within any one company, you may find **only limited opportunities for promotion** or for taking on new challenges. If moving up the ladder and trying new things are important to you, you'll probably move to a different employer or even a different industry to find the new opportunities you crave.

You may work for a business that is acquired by another company or otherwise gets restructured. Changes like that may lead you to **seek a more secure position** with a different employer or work environment.

Finally, technological advances, social changes, and economic pressures constantly lead to the creation of **whole new industries and opportunities**.

In short, **the value of knowing your profile and understanding how to identify career “fit” is important not just now, but throughout your working life.**

What if my profile results don't match my interests?

It's absolutely possible to perform well at something you don't really like doing. Likewise, you may get pleasure from striving to do something that you never master. **Neither of these options makes a sound career choice.**

To help ensure well-being throughout a long career, you need to find joy and satisfaction in your work. And employers need people who are consistent high performers, always meeting or exceeding the needs of the organization and its customers. It's hard to be a high performer over the long haul if you are working in an area that lacks meaning for you.

As noted earlier, your profile contains valuable information for answering some of the big questions related to education and career decision-making. Psychometric science is able to gather and analyze huge amounts of data from large numbers of people to identify the group norms.

But your individual career path and life-changing decisions can't be “normed”—since your unique tastes, preferences, experiences, abilities, and life circumstances are yours alone, they must play a significant role in the choices you make.

As a professional, you already have a sense of what fields do—and *don't*—interest you, based on your education and life experiences thus far. Your friends, family, and trusted



counselors can offer suggestions about career areas that might align with your tastes and lifestyle requirements. What your CareerChoiceGPS™ profile can do is help you see that there are **numerous career options** that make the most of your natural strengths while allowing you to excel in a field that excites and satisfies you.



Imagine that you really love playing golf, and you think you'd like to have a career on the professional golf tour. But your Independence Potential results suggests that you really aren't suited for the many, many hours of solitary practice needed to constantly hone your skills—you're more of a "people person." And your Achievement Profile result suggests that you are more strongly motivated by helping people than you are by sheer challenge and financial gain.

By looking for job families that *do* fit your profile, you may find other options in the golfing industry that are a great fit for you—perhaps managing a golf shop, or teaching young people how to play. Or you may come across exciting new career opportunities and fields that you've never considered, and decide that you would enjoy golf more as an enriching, life-long interest outside of your work.

How do I find out which jobs match my profile?

Your CareerChoiceGPS™ Profile contains several forms of career recommendations custom-tailored to your personal profile:

- The **General Observations** section on page 5 translates the numerical statistical results into helpful paragraphs that describe what your profile means.
- The **Career Path Characteristics** section on page 6 spells out criteria to help you evaluate career opportunities, based on your profile results.
- The **Career Path Families** section on page 12 shows how your profile aligns with the performance profile of more than 60 job families.

The Career Families page contains an outline of job categories, each followed by a list of job families within that category. To the right of each job family, you'll see a Fit score in parentheses (circled in red below); for example:

ADMINISTRATION

- Business and Office (Fit = 3.0)
- Corporate Logistics (Fit = 4.0)
- Customer Service (Fit = 5.0)
- Human Resources (Fit = 2.5)



Your Fit score indicates **which jobs have performance requirements that align with your natural talent and current effort**, as measured by the CareerChoiceGPS™ assessment and “normed” against millions of data points.

The Fit scores range from “**1.0=not a good fit**” to “**5.0=excellent fit**.” These scores indicate the statistical likelihood that a given opportunity will be in your talent and effort comfort zone. The higher the number, the closer the match between the career requirements and your personal profile.

In the example above, this individual is likely to be a high performer in a Customer Service job (Fit = 5.0). That same individual, on the other hand, would probably struggle a bit to succeed in a Human Resources role (Fit =2.5).

Assuming, of course, that the Customer Service role is in a field that interests that individual. For example, you can find Customer Service jobs in telecom or in healthcare. If you’re not interested in technology, but you care deeply about helping people, you may want to consider healthcare-related Customer Service opportunities.

In addition to the Fit score, the Career Families page has another powerful feature. To learn more about a particular job family, you can click on the name of that job family. The system **displays a description of the job family and some sample jobs** in that family; for example:

Customer Service

Your Fit:	5.0	1	2	3	4	5
Description:	IT customer service careers involve direct or indirect contact with customers and provide support services that can include general enquiry, processing requests for service, inventory availability, dispute resolution, software and hardware support, and scheduling training and educational programs.					
Sample Jobs:	Contact Center Representative Corporate Communications Dispute Resolution Help Desk Language Assistance					
Further Information:						
Education:	High School or College					



- Investigate the Job Families page to learn more about the opportunities that are a good fit for you. Remember—the higher the number, the closer the match between the career requirements and your personal profile.

You may want to download the Detailed Career Families document (from page 13 of your profile report) and print pages that are of interest to you for further reference.

For additional in-depth information about jobs and career potentials, you may want to explore these websites:

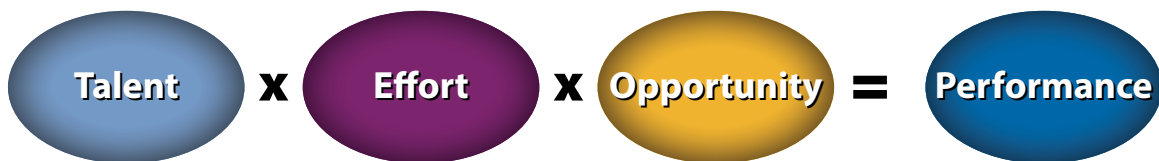
- O*Net Online: <http://www.onetonline.org/>
- US Bureau of Labor Statistics: <http://www.bls.gov/home.htm>

How can I maximize my performance?

Finding a career opportunity that's a good fit to your talent and effort profile is a great start to a successful career. It suggests that you have the potential for a lifetime of high performance in a career you love.

But how do you get from *potential* success to *actual* success?

Early on, you saw that achieving success in a given **opportunity** comes from applying **effort** to maximize your **talents**. That's really just another way of stating the Performance Equation:



With help from your CareerChoiceGPS™ Profile and other resources, you now have a better understanding of your natural **talent** (your inherent traits, learned behaviors, knowledge and skills), your current **effort** (your attitudes and beliefs), and how to determine your fit with a given career **opportunity**.

Notice that, in the specific language of the profile, the word *effort* was defined as a construct of several attitudes and beliefs that are measured and “normed.” It’s important to know that the **informal** definition of effort also has a role in achieving high performance—effort demonstrated by **making a sincere attempt to do something, by investing energy and hard work in moving yourself toward your goals**.

The difference between having great potential vs. delivering great performance ties to a combination of a person’s attitude and effort. Earlier, we said:

- Attitude = habits of thought
 - Effort = habits of behavior
- } **What you will do**

Beyond your habits, there's also the question of your **energy**, which is another expression of what you **will** do:

- ⚙️ Attitude = Quality of energy
 - ⚙️ Effort = Quantity of energy
- } **What you will do**

The CareerChoiceGPS™ assessment does not directly measure your energy, but it *does* provide a highly reliable indicator of your natural ability and willingness to expend energy to move yourself toward your goals: your potential for **self-management**, as indicated by your Enterprising Potential, your Achievement Potential, and your Independence Potential.



Self-Management is the level of **initiative** (measured by Enterprising Potential) that individuals **can and will** invest in pursuit of **results that are important** to them (Achievement Potential) in an environment that adequately **balances freedom and structure** (Independence Potential).

Individuals who are high self-managers have the **internal drive** to work hard to meet goals that really **motivate** them. And high self-managers who land in an environment that doesn't have the right balance of structure and independence will typically find ways to **work through** or **around** any environmental constraints, or even **change them!**

Why is self-management so important?

In the 21st century, the world of work has evolved. Businesses have to be leaner and more productive—getting more work done with fewer people. So more and more companies are looking for people who have initiative, strong motivation to learn and expend effort, and a balance between team orientation and independence. These people don't require close supervision and detailed guidance.

Dr. Peter F. Drucker, one of the world's foremost futurists and business experts, predicted this development in an article that was published more than a decade ago:

"In a few hundred years, when the history of our time is written from a long-term perspective, it is likely that the most important event those historians will see is not technology, not the internet, and not ecommerce. [Instead,] it is an **unprecedented change** in the human condition. For the first time—literally—substantial and rapidly growing numbers of people have to make **choices**. For the first time, they **will have to manage themselves**. And [most workers are] totally unprepared for it."

Building on his thought, then, you can see that you will have to manage yourself and your career. **Ultimately, your career success is your own responsibility**. You have to find what motivates you, and provide the internal drive to succeed. Even the best boss in the world can't give you those things—they come from within.

What if I'm not naturally a high self-manager? Am I doomed?

As we've said over and over, your numbers on any of the scales are neither "good" nor "bad." However, understanding these three scales and how they make up the *self-management* competency reinforces how important it is to seek out career paths that are a good fit to your personal profile. Individuals can be strong performers in any job role that is a good fit for how they are personally hard-wired.

Advanced statistical analysis has repeatedly shown that, of all the components in the CareerChoiceGPS™ profile, these three traits are definitely key **differentiators** relative to career fit and career satisfaction for the long-term.

Putting a person whose number is far to the left into a job role that doesn't *require* high Enterprising, Achievement, and Independence Potential numbers can create a **retention** issue for that person. He or she will often feel "held back" by a boss or a company. In contrast, putting a person whose scores are farther to the right into a role that *does* require high self-management numbers often causes a **performance problem** for the person and the company. Both of these mismatch situations create tremendous stress for the individual.



Your path to success starts with understanding your profile results, determining **what your strengths are**, and then **building** on those strengths by investing your talents and effort into pursuing a career that's a good fit to those strengths.

The final section of your CareerChoiceGPS™ Profile is designed to help you do exactly that!

The **Strategies for Success** section, starting on page 7, provides specific recommendations for making the most of your personal strengths, as indicated by your CareerChoiceGPS™ assessment results. It also contains some tips for addressing or working around challenges suggested by your profile results.



- Investigate the Strategies for Success section to learn how to build on your strengths and improve your potential for success. You may want to print pages that are of interest to you for further reference and research.

This concludes the CareerChoiceGPS™ Interpretation Guide. At this point, you should have a strong sense of which career options are most likely to be comfortable and potentially successful for you.



The **CareerChoiceGPS™ Workbook: The Road Ahead** contains information and activities to help you apply insights from your personal profile to achieving success in *all* aspects of your life.

**Download and Complete
CareerChoiceGPS™ Workbook: The Road Ahead**
Find the download link on page 13 of your profile.

Consider inviting family, friends, or trusted counselors to work with you as you complete the workbook. Because these people have observed you through the years, they may have valuable insights to share about your approach to work and life.

Thanks—I'm on my way!

Good luck on your career journey! If you rigorously apply what you've learned about yourself from CareerChoiceGPS™, you have a great head-start toward reaching your desired career destination and enjoying a long, successful, and satisfying career.



*To learn more about the concept of self-management and its importance in today's world of work, read *Principles of Self-Management: The Key to Personal and Professional Success*, by John C. Marshall, Ph.D., and Bob McHardy, CLU. For information about ordering a copy, email [Smart Work | Assessments at SWNW@SmartWorkNetwork.com](mailto:SmartWork|Assessments@SWNW@SmartWorkNetwork.com).*

