

Growing Professionally the *Smart way!*

Use this workbook to better understand and apply your personal CareerChoiceGPS™ assessment results as you build your future.



This **CareerChoiceGPS™ Workbook: The Road Ahead** helps you apply personal insights from your profile to achieving success in all aspects of your life as you move forward.

Finding a career opportunity that's **a good fit** to your talent and effort profile is a great start to a successful career. **Regardless of which specific career path you choose**, though, you can also benefit from using insights from your personal profile in a more general way **throughout your life**.

This workbook provides information and activities to help you:

- ✿ Know your strengths
- ✿ Envision your success
- ✿ Believe in yourself

The more clearly you understand your true strengths, create a personal vision of success, and press forward toward your goals, the greater overall success and joy you can expect to achieve.

These activities occasionally suggest that you work **with family, friends, colleagues, or trusted counselors** who have known you a long time and have had a chance to observe you in a variety of situations. They may have valuable insights to share about your approach to your work and your life.

Instructions

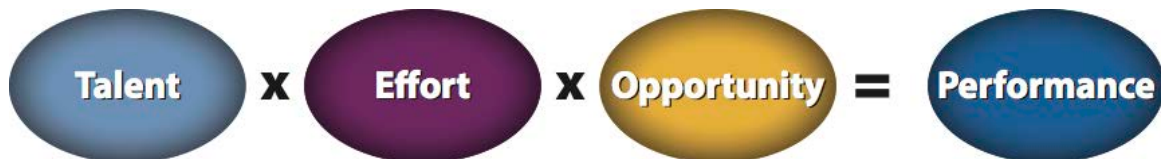
In each of the three sections, read the background materials provided. Then follow the directions for the accompanying activities.



CareerChoiceGPS™ Workbook: The Road Ahead

1. Know Your Strengths

As the Performance Potential Equation states, achieving success in a given **opportunity** comes from applying **effort** to maximize your **talents**.



With help from your CareerChoiceGPS™ Profile, you now have a better understanding of your **natural talent** (your inherent traits and learned behaviors) and your **current effort** (your attitudes and beliefs).

These points of natural “fit” indicate some of your **strengths**.

Now, most of us have learned to expect that any discussion of *strengths* must also include discussion of *weaknesses*. And often, a lot of time, energy, and effort gets spent on “fixing” the weaknesses.

According to Dr. Peter F. Drucker, one of the world’s foremost futurists and business experts, ***that’s completely the wrong approach!***

“...most of us underestimate our own strengths. We take them for granted. What we are good at comes easy, and ***we believe that unless it comes hard, it can’t be very good.*** As a result, we don’t know our strengths, and we don’t know how we can build on them.”



The most effective way to create a successful future is to **know your strengths** and build on them.

Focusing your energy on making your strengths even stronger is a much more positive and effective approach than worrying about weaknesses.

Here’s some more helpful advice from Dr. Drucker:

“Use feedback analysis to identify your strengths. Then go to work on improving your strengths. Identify and eliminate bad habits that hinder the full development of your strengths. Figure out what you should do and do it. Finally, decide what you should not do.”

Activity 1a.



Think back to times when a boss or a colleague has given you feedback about your strengths. You might review past performance evaluations, or even ask family members and trusted friends for input. In the space provided, note the source of the feedback and list the top three strengths identified.

Source: _____

Source: _____

Strength #1:

Strength #1:

Strength #2:

Strength #2:

Strength #3:

Strength #3:

Source: _____

Source: _____

Strength #1:

Strength #1:

Strength #2:

Strength #2:

Strength #3:

Strength #3:

Activity 1b.

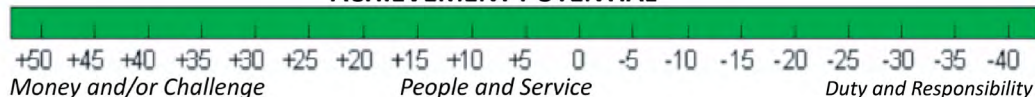


Review your results on the inherent traits measured by the Enterprising Potential, Achievement Potential, and Independence Potential. Note your results on the scales below (from page 3 of your CareerChoiceGPS™ Profile).

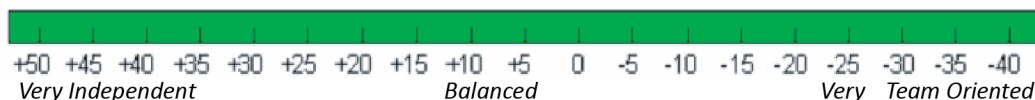
ENTERPRISING POTENTIAL



ACHIEVEMENT POTENTIAL



INDEPENDENCE POTENTIAL



Remember: taken together, these three inherent traits provide an assessment of **your self-management potential**—the level of initiative that you *can* and *will* invest in pursuit of results that are important to you in an environment that adequately balances freedom and structure.



Activity 1c.



Review all of the feedback provided by others and by your profile results. Consider also what **you** have usually identified as your personal strengths. Answer the following questions:

- Note any reactions you have to the feedback you've received from others. What patterns do you see? Which ones do you agree with? Disagree with? Any surprises?
- Note any reactions you have to your profile results. Any surprises?
- Taking into consideration all of the above, list what **you** currently believe to be your top five strengths.
 - 1.
 - 2.
 - 3.
 - 4.
 - 5.



Looking to the future. As you pursue your life goals, constantly look for opportunities where you can build on your strengths. Be aware, too, that new strengths may emerge as you grow and develop. You may want to periodically redo these activities to identify any new strengths.

Additional Resources

- The Strategies for Success section of your CareerChoiceGPS™ Profile (pages 7-9) contains helpful developmental strategies to help you build on the strengths in your inherent traits and learned behaviors.
- *Principles of Self-Management: The Key to Personal and Professional Success*, by John C. Marshall, Ph.D. and Bob McHardy, CLU, contains an in-depth discussion of self-management and how to maximize your potential for achieving it.



2. Envision Your Success

Baseball Hall-of-Famer Yogi Berra is famous for mangling the English language. For example, in giving directions to his house, he's quoted as saying, "When you come to a fork in the road, take it."

If you don't care where you're going, Yogi's advice is great. But when you're making career decisions, chances are you'd rather take the most direct path to your ultimate destination—success.



But do you know what your destination looks like?

Your likelihood of achieving true success is significantly improved when you have a **very clear definition and vision** of what success means for you **personally**. As the old saying goes, "If you can see it, you can be it."

Activity 2



In their insightful book, *Down Range*, authors James D. Murphy and William M. Duke provide a powerful model to help you clearly visualize your long-range objective—your **High-Definition Destination** or HDD. The goal is not to describe a specific job that you want, but rather to generate a detailed vision of your professional life as you imagine it to be in 5, 10, or even 20 years.

While Murphy and Duke's book specifically addresses military veterans in transition, their in-depth process for developing an HDD is an excellent one for anyone wrestling with career direction. This activity helps you explore the **seven key areas** that Murphy and Duke recommend using as you build your High-Definition Destination career plan. For each key area, consider your answers to the thought-provoking starter questions that are provided. Write down your initial responses in the space provided without analyzing or over-thinking, and then refer back to them and refine them as your thinking evolves.

Murphy and Duke recommend that you consider each key area independently. After you've done that, consider your responses as a whole to elaborate on the vision and fine-tune the specifics. Look for insights from your CareerChoiceGPS™ profile results. Engage family members, friends, and trusted advisors as you consider the possibilities. The greater the level of detail that you can include in defining your HDD, the more real and meaningful it will be for you.

Interest/Industry

🌀 Starter Questions:

- What are your interests?

- What industries have you worked in before?

- What hobbies or volunteer work give you special pleasure?

- What do you find fulfilling and energizing to work on? What bores you?

- Thinking of your career experiences thus far, what things would you like to do more of—or less of—in the future?



🌀 From your profile:

- Looking at your Fit scores on the Career Families page, what areas catch your eye, especially if you've never considered them before? To learn more about unfamiliar career families, resources such as O*Net (<http://www.onetonline.org/>) or the US Bureau of Labor Statistics (<http://www.bls.gov/>) provide detailed descriptions of thousands of jobs and job families.

- Consider your Achievement Potential number. Don't limit your thinking to for-profit companies, especially if your number is near the center. Explore employment opportunities with non-profit organizations and governmental entities where you can be of service and help people.

Advancement

🌀 Starter Questions:

- For how many years do you plan to continue working?
- How do you personally define “career growth and development” during that time?
- Do you want to learn new skills, or deepen existing ones? Gain increasing management responsibility, or enjoy being an independent contributor?
- Do you dream of ascending the corporate ladder at a large company, steadily increasing your span of control and your paycheck?
- Would you enjoy exploring a variety of roles and responsibilities within one organization?
- Are you interested in a career path that allows you to hone your skills and experience across a series of different industries and roles?
- Are you cut out to be an entrepreneur, growing your own independent business?

🌀 From your profile:

- If you are considering self-employment, study your Fit scores in the ENTREPRENEURIAL/ SELF EMPLOYMENT section of the Career Families page to see which form of self-employment is predicted to be the best fit for you.



Money and Total Compensation

🌀 Starter Questions:

- How much money do you need to earn to meet your and your family's financial requirements?
- What benefits are important to you, such as insurance, paid time off, 401(k) or other retirement plans?
- Do you want a package with bonus potential? Stock options?
- Are you excited about performance-based compensation, such as commissions?
- Is it important for your new job to provide opportunities for training and personal/professional development?
- Are you looking for a position that allows you to build your professional reputation and network with others?
- Would it be significant for your company to pay your membership dues in professional or service organizations?
- How would you stack-rank these compensation elements—which are most valuable to you?

🌀 From your profile:

- If you are considering positions that are compensated largely by commission, check the **MARKETING AND SALES** section of your Career Families page to see if you have a high Fit score for Competitive Sales and Relationship Sales. Also check your Self Confidence and Networking/Self-Promotion results in the Attitudes/Beliefs/Opinions Section. High scores there are usually helpful if you are considering commission-based roles.



Security/Risk

🌀 Starter Questions:

- What is your appetite for risk?
- Are you willing and able to invest time and money in making a significant change in your career path, or are you hoping to stick with something familiar?
- How important is it for your employer to have a long history and positive track record in a stable industry?
- Are you excited by the idea of working for a start-up venture, or perhaps starting a new business yourself?
- Do your skills and experience equip you to move easily across roles and industries, if you want or need to do so?

🌀 From your profile:

- Consider your Achievement Profile number. If your number is toward the far right, you will probably be most comfortable in environments that are reasonably secure and positions that tend to be stable.
- If you are considering self-employment, study your Fit scores in the ENTREPRENEURIAL/SELF EMPLOYMENT section of the Career Families page to see which form of self-employment is predicted to be the best fit for you.



People and Philosophy

🌀 Starter Questions:

- Do you enjoy working with people?
- What kind of group do you enjoy working in—one where people are similar to you or one that favors diversity on many levels?
- What type of organizational culture feels right for you?
- As you consider career opportunities, what values are most important you (e.g., integrity, trust, openness, collaboration)?
- Is it important to work for a company whose products and services have social value and whose larger objectives align with your own?



🌀 From your profile:

- Check your Achievement Potential number. If your number is near the center, you will probably be more fulfilled when working for an organization whose mission aligns with your own values and makes a positive difference for its clients.
- Consider your Independence Potential number. If your number is toward the right, you will probably be most comfortable in environments that offer lots of opportunities for team work.
- Look at your People Orientation number. If your number is far toward the left, you genuinely like being around people and make relationships pretty quickly.

Challenge

🌀 Starter Questions:

- Do you crave challenge, or do you envision enjoying a slow-paced, leisurely lifestyle?
- Are you hoping to pursue positions with increasing responsibility?
- Is autonomy important to you?
- Is it important to you to make a difference in the world? In the lives of your clients and coworkers?



🌀 From your profile:

- Review your Enterprising Potential number. If your number is toward the left, you may prefer leadership and management opportunities.
- Look at your Achievement Potential number. If your number is near the center, you will tend to thrive in roles where you can make a difference. If your number is far toward the left, finding a position that truly offers new challenges will probably be very satisfying.
- Consider your Independence Potential number. If your number is toward the left, you will probably be most comfortable in environments that allow you to work on your own, create your own structure, and make decisions independently.

Location

🌀 Starter Questions:

- Do your responses regarding the other six areas suggest a specific location? For example, if you want to be a professional actor, your chances are best in New York or Hollywood.



- Do family responsibilities have an effect on your location options?
- Are you eager to live somewhere you've never lived before?
- What kind of office setting do you most enjoy—or do you want to be in an office at all?
- Are you willing and able to travel? What percent of your time?
- Do you prefer a long commute or a short one? Would you really like to work from your home?

🌀 From your profile:

- Consider your Achievement Profile number. If your number is toward the far right, you may prefer to live and work in a community where you already have family or friends.

Additional Resources

- ❖ *Down Range: A Transitioning Veteran's Career Guide to Life's Next Phase* by James D. Murphy and William M. Duke. (<http://www.afterburnerdownrangeguide.com>) John Wiley & Sons, Inc.: Hoboken, NJ. 2014.
- ❖ *O*Net* (<http://www.onetonline.org/>)—The O*NET program is the nation's primary source of occupational information. Central to the project is the O*NET database, containing information on hundreds of standardized and occupation-specific descriptors. The database, which is available to the public at no cost, is continually updated by surveying a broad range of workers from each occupation.
- ❖ *US Bureau of Labor Statistics* (<http://www.bls.gov/>)—The Bureau of Labor Statistics of the U.S. Department of Labor is the principal Federal agency responsible for measuring labor market activity, working conditions, and price changes in the economy. Its mission is to collect, analyze, and disseminate essential economic information to support public and private decision-making.



Looking to the future. As you pursue your career, keep this High-Definition Destination firmly in mind. It is the ultimate goal that is worthy of your **talents** and motivates you to invest the **effort** required to make the most of every **opportunity**.

3. Believe in Yourself

Sun Tzu, ancient Chinese warrior, strategist, and author of *The Art of War*, said, "Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win." In other words, victory on the battlefield begins as a clear, non-negotiable mental vision of that victory. Positive thinking leads to positive action, which leads to positive results.



The flip side of Sun Tzu's type of positive thinking is a real psychological phenomenon known as the Self-Fulfilling Prophecy, first documented by American sociologist, Robert K. Merton. By strict definition, a self-fulfilling prophecy is a negative belief that actually comes true because you subconsciously or even consciously act in ways that cause the event to happen.

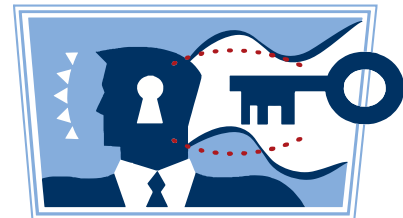
For example, if you think you're not talented enough to do well in football, you might do things that contribute to failure, such as not practicing your passing skills every day, or missing scrimmages. Sure enough, your performance is poor, and the negative prediction has come true.

Clinical psychologist Julian Rotter found a related phenomenon. People behave differently **if they generally believe they have control** over a situation, as opposed to believing that something external is in control. For instance, people who think their success at a test or game depends on their own skill (internal control) are more likely to work harder and improve their abilities. People who believe their success depends on random chance (external control) don't work as hard to improve.

The point of all of this can be summed up in a familiar quotation from automobile magnate Henry Ford:

“Whether you think you can, or you think you can't—you're right!”

The author of *Seeds of Wealth*, Napoleon Hill, observed that “Every voluntary movement of the human body is caused, controlled and directed by thought, through the operation of the **mind**.” Building on that idea, Hill's writings teach that, from the moment you choose a definite purpose for your life and work, this purpose becomes the dominating thought in your consciousness, and you are constantly on the alert for facts, information and knowledge with which to achieve this purpose. Your mind begins, both consciously and unconsciously, to gather and store away the material you need if you are going to accomplish this purpose.



Many writers through the years have emphasized the importance of creating and maintaining a positive outlook on life. One of the most famous of these is Dr. Norman Vincent Peale, who wrote a very well-known book, *The Power of Positive Thinking*.

Dr. Peale states:

“People become really quite remarkable when they start thinking that they **can do** things. When they believe in themselves, they have the first secret of success.”

So what does this mean for you and your journey to success?



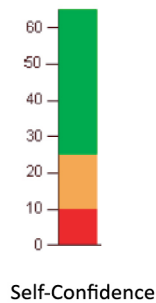
You know your strengths and you have a clear vision of what success means to you. The remaining challenge is to **believe in yourself**—commit to using your talents and expending **whatever effort it takes** to achieve the goals you have set for yourself.

The following activities offer tips related to the three attitudes and beliefs scales from your profile. Remember, the attitudes and beliefs results reflect how you were feeling about yourself *at the time you took the online assessment*. **Attitudes can be changed over time, if you are motivated and make the effort to do so.**

Activity 3a.



Review your results on the Self-Confidence scale. Note your results on the scale below (from page 3 of your CareerChoiceGPS™ Profile).

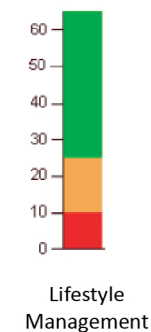


- If your number is in the upper green area:
 - Look for opportunities that allow you to grow and pursue your goals
 - Engage with others around you to promptly address any issues
- If your number is in the lower green, the yellow, or the red area:
 - Learn to accept constructive criticism and apply to future situations
 - Take initiative to seek out support from colleagues, family, friends
 - Take responsibility for your work by focusing on meeting daily requirements. Reward yourself for effort, as well as for results.

Activity 3b.



Review your results on the Lifestyle Management scale. Note your results on the scale below.

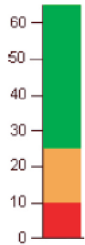


- If your number is in the upper green area:
 - Keep busy and involved to continually challenge yourself
 - Maintain an organized schedule of your commitments, so that you don't miss any deadlines
- If your number is in the lower green, the yellow, or the red area:
 - Develop an outlet for stressful emotions, such as working out regularly or finding a new hobby
 - Don't overload your schedule and create more stress for yourself

Activity 3c.



Review your results on the Networking and Self-Promotion scale. Note your results on the scale below.



Networking
Self Promotion

- If your number is in the upper green area:
 - Look for opportunities where developing relationships is a key element for success
 - Make opportunities to interact with a wide variety of people
 - Have a clear message or short personal introduction prepared for when you connect with potentially helpful people
- If your number is in the lower green, the yellow, or the red area:
 - Make an effort to meet new people and make new friends
 - Participate in discussions and explore social gatherings
 - Keep focusing on your strengths when you meet new people or go on interviews. Remember, no one is good at everything, but everyone is good at something!



Looking to the future. As you pursue your career and life goals, strive to maintain a positive attitude. Celebrate your successes, seek out supportive people, and keep your goals firmly in mind at all times. It is these goals that are worthy of your **talents** and motivate you to invest the **effort** required to make the most of every **opportunity**.

Additional Resources

- The **Strategies for Success** section of your CareerChoiceGPS™ Profile (pages 7-11) contains helpful developmental strategies to help you build on the strengths in your attitudes and beliefs.
- The books of Napoleon Hill, including *Seeds of Wealth*, *Think and Grow Rich*, and *The Law of Success in 16 Lessons*, are well-known sources of ideas and inspiration.
- The books of Norman Vincent Peale, including *The Power of Positive Thinking* and *A Guide to Confident Living*, have provided helpful insights for millions of people through the years.

