



**Decision Dynamics**  
**Assessment System**

# **CareerView Report**

## **Prepared for Jill Sample**

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## Contents of Your Report

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In the following sections of your report you will find:

- An overview of four very different patterns of career experience. People differ greatly in how desirable they believe each career pattern to be.
- A description of your career concepts profile showing how you believe your career should be structured.
- A description of your career motivations profile, as the best indicator of the kind of career that would best suit you in terms of personal satisfaction and fulfillment.
- A brief comparison of your career concepts profile and your career motivations profile. Basically, this shows what your career would look like if you followed your head versus your heart in your career. You can use this comparison to avoid mistakes that might lead you in the wrong direction in your career.

## Four Pattern of Career Experience

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The CareerView model describes four fundamentally different patterns of career experience. Most careers can be described by a combination or more of these patterns.

People differ markedly in their concepts about the desirability of each pattern. A career that you might believe to perfect for you might be seen as very undesirable by someone else.

These four career patterns form the basis of our assessment of your career concepts and your career motivations.

### Expert



Specialization  
Key Motives: Expertise,  
Security

### Spiral



Lateral Movement; Broadening  
of Skills  
Key Motives: Personal Growth,  
Creativity

### Linear



Up the Ladder  
Key Motives: Influence and  
Achievement

### Transitory



Fast, many different jobs  
Key Motives: Variety and  
Independence

## How to Use Your Report

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First, look at your Career Concepts profile below to see how much you view each of the four patterns as descriptive of the sort of career you believe you should pursue. The key themes in your profile are identified and described.

Second, look at your Career Motivations profile below to see how your career motivations align with the four career patterns. This provides the best insight into the kind of career that actually would best suit you, motivationally. The key themes are identified and described.

Third, look at our analysis of the congruence between your career concepts and your career motives. For many people, there are differences between the career path they believe they should follow and their career motives. That is, a different career path would be more likely to satisfy their career motives. If such conflicts exist for you, they will show up here, and we will offer advice about how to re-orient your career to fit a path or pattern likely to bring you most satisfaction.

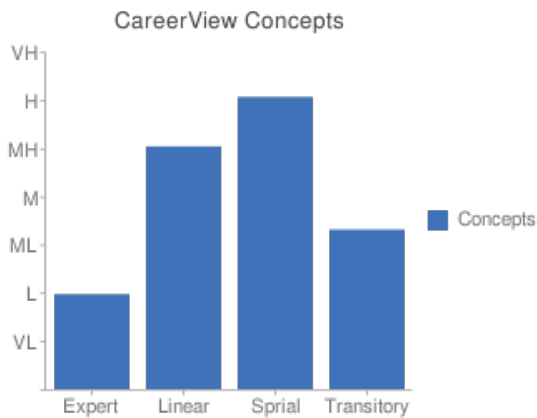


# Decision Dynamics Assessment System

## Your Personal Career Concepts Profile

Your career concepts scores indicate what you believe you should be doing with your career.

The height of each bar in the graph indicates how much you believe your career ideally should contain the career pattern described by that particular career concept (see descriptions above).



### Your two highest career concepts scores are:



**Primary Concept:** Spiral periodic movement into new types of work, with emphasis on broadening of skills and knowledge, and creativity



**Secondary Concept:** Linear rapid upward advancement, with emphasis on achievement and gaining influence

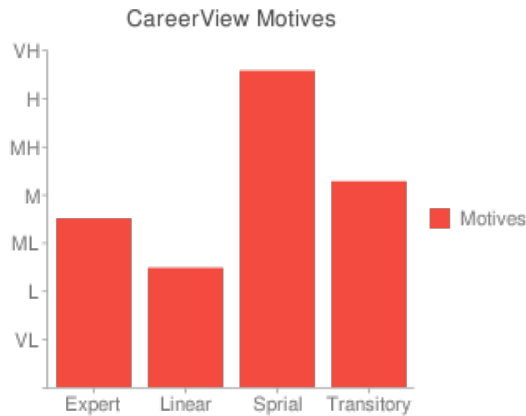
### Your career concepts analysis is:

Your two highest career concept scores are Linear and Sprial. This combination of career concepts emphasizes both upward and lateral movement. The ideal Linear-Sprial or Sprial-Linear career pattern would be one in which you periodically (every 5 -7 years) move into new types of work (e.g., fields different from, but related to, those you have worked in previously), but where each career move takes you to a position of increased authority and responsibility. The pattern would look like an upward moving spiral. Movement is a critical part of the Linear-Sprial career. Staying for long periods (i.e., more than 8 years) in any one field or position would be undesirable. For you to feel that your career is working out well, getting ahead (moving up) and broadening your experience are essential. For people pursuing careers in management, we refer to the Sprial-Linear pattern as the "management generalist" career. The central idea is that as this career unfolds, a person gradually develops broad knowledge and the capacity to work effectively as a leader, without being a technical expert, in most any kind of organizational or technical setting. Increasingly, organizations set up Sprial-Linear career tracks to develop breadth of knowledge, plus management and leadership skills in high potential managers.



## Your Personal Career Motivations Profile

Your career motivation scores indicate the kind of career pattern that would best fit you motivationally. Note: This may differ from the career pattern that your career concepts scores (see above) indicate you believe you should be following. The height of each bar in the graph indicates how much the career pattern described by that particular career concept would be present in your career to satisfy your personal career motives.



### Your two highest career motivation scores are:



**Primary Motivation:** Spiral periodic movement into new types of work, with emphasis on broadening of skills and knowledge, and creativity



**Secondary Motivation:** Transitory many different kinds of work, with emphasis on variety and independence

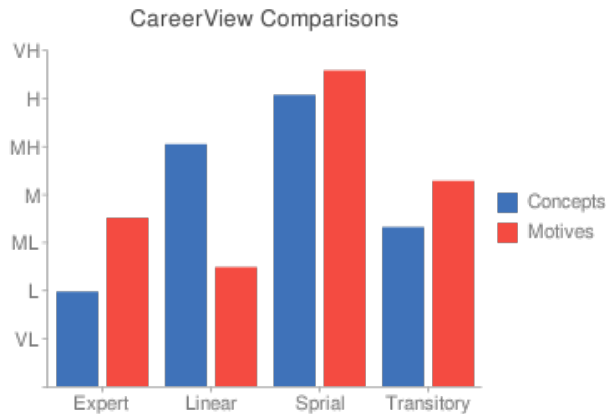
### Your career motives analysis is:

According to your career motives assessment, your highest career motives fall into the Spiral and Transitory categories. The themes of these two sets of motives are personal growth, creativity, novelty, and independence. Bearing in mind that your career motives are most likely to reflect what you truly want as an individual, your best strategy would be to look for very dynamic career opportunities, ones that involve many different kinds of assignments and tasks, and that enable you to exercise your own judgment and ingenuity without being constrained by lots of rules, policies, and protocol. You should think twice about getting into career situations where you would do fundamentally the same kind of work for periods greater than 3 or 4 years. Likewise, you should be wary of becoming specialized in a field, unless in one that is very dynamic and changing. By the same reasoning, keep in mind that a career focussed on climbing an organizational ladder is unlikely to fit you well, either. Any of these career directions are likely to leave you feeling stale, restless, and under-utilized in terms of creativity. A career as a professional entrepreneur would be a good fit with your career motive profile. In an organizational setting, your motive profile indicates that you could thrive on being an "intrapreneur" - someone who gets new projects and ventures started within the organization. As you can see, the heavy emphasis here is on being a "spark-plug," and on initiating new ideas and activities. In today's fast-changing world, many organizations seek out people who are highly adaptive and inventive. Either on your own, or within an organization, you should find many career opportunities that fit your motive profile. Just beware of situations that involve lots of structure or organizational constraints. Check out opportunities in smaller and newer organizations where there is likely to be greater mobility and room for independent thought and action.



## Comparing Your Career Concepts Profile with Your Career Motivations Profile

This comparison highlights differences and similarities between the kind of career pattern that you appear to believe you should follow vs. the kind of career pattern that would best fit you personally in terms of career motivation and satisfaction.



### Career Concepts

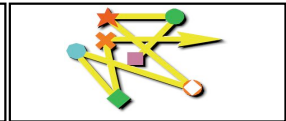
### Career Motivations

#### Primary

#### Secondary

#### Primary

#### Secondary



**Spiral** - periodic movement into new types of work, with emphasis on broadening of skills and knowledge, and creativity

**Linear** - rapid upward advancement, with emphasis on achievement and gaining influence

**Spiral** - periodic movement into new types of work, with emphasis on broadening of skills and knowledge, and creativity

**Transitory** - many different kinds of work, with emphasis on variety and independence

### Comparative Analysis

The key theme in your Career Beliefs profile, Spiral, is the same as the key theme in your Career Motivations profile. But, the secondary themes are different.

When Career Beliefs differ from Career Motives, we recommend that you follow your Career Motivations in navigating your career. (We find that a person's motivations are less likely to have been influenced by other people and are more likely to reflect the person's true preferences). So, in your case, we recommend that you look for career opportunities that will adequately support the Transitory career experience, as opposed to the Linear career pattern.