



Professional Report

Congratulations! You've joined the more than 125,000 people in over 250 top business schools and leading corporations worldwide who have used CareerLeader®.

This report contains everything CareerLeader® has learned about you from your unique profile of interests, abilities, and motivations. Inside, you'll find information about:

- ▶ your **core interests**, and what they mean for your career success and happiness
- ▶ the kind of **organizational culture** you'll most likely enjoy and succeed in
- ▶ the rewards that tend to **motivate** you most
- ▶ your **strengths and weaknesses** (as you see them *and* as others see them)
- ▶ characteristics that may **limit your success**

Most important, you'll find the **careers** that are most likely to bring you success and satisfaction, along with suggested **actions to take** to work toward your career goals.

Of course each of us is a unique, complex individual, and CareerLeader doesn't pretend to provide the one "right" answer to how you should lead your life. No one can do that. But CareerLeader *is* a **powerful tool** that you can use now and in the future to guide and inform your career choices. Thanks for letting us help you with your career planning.

Prepared for
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CareerLeader Professional Report | Section I
YOUR KEY CAREER CHARACTERISTICS

This section contains the *most important issues* for you to consider as you explore different careers. These issues are likely to determine how happy and successful you are in your career.

Interests

You have a notable interest in three core elements of business work:

- ▶ **Counseling and Mentoring**
- ▶ **Creative Production**
- ▶ **Theory Development and Conceptual Thinking**

You are strongly interested in **Counseling and Mentoring**, one of the elemental activities in business work. You enjoy developing relationships - and people -- and view this activity as an integral part of business work. A strong interest in Counseling and Mentoring is often expressed through a desire to manage groups and lead teams. The emphasis is more on the "people management" side of things than on managing processes, projects, or strategy.

With this core interest, you're likely to be highly attuned to your company's mission and culture. You may also gravitate toward organizations that:

- ▶ place a high value on worker development
- ▶ reward managers who focus their energy and the company's resources on personnel development
- ▶ "do good" through their products, services, and mission

You'll probably also prefer work environments in which you feel you're adding value to the business endeavor specifically through teaching, mentoring, and coaching fellow workers and others. In addition, you may feel pulled toward working for not-for-profit organizations at some point in your career.

You also have a high interest in **Creative Production**, one of the core activities in business work. You enjoy bringing something entirely original into existence -- whether it's a product, marketing plan, way of delivering a service, or entrepreneurial venture. Whether you work as a manager, executive, or individual contributor, acting creatively is an important part of your work satisfaction.

You'll likely find the initial stages of new projects much more stimulating than later phases, so a job that may have been a good match at first may feel less and less satisfying over time. In fact, many people with this interest change jobs more frequently than other people for this very reason -- not because of an inability to persevere or make a commitment.

In the workplace, you will probably enjoy activities such as:

- ▶ designing new products
- ▶ developing marketing concepts
- ▶ creating visual and verbal advertising ideas
- ▶ planning events
- ▶ creating innovative approaches to business-service delivery
- ▶ managing public relations

Such highly creative work can be found in almost any industry and, of course, is a major part of entrepreneurial work. Still, you may prefer to work in an industry in which the product or service is highly creative by definition, such as entertainment or advertising.



Your interests are the single most important factor in your happiness and success.

Lastly, you also have a notable level of interest in **Theory Development and Conceptual Thinking**, one of the fundamental activities in business work. Whether as a business professional or aspiring businessperson, you enjoy solving business problems through conceptual approaches, exploring abstract ideas and the "what ifs" of a business or industry, and considering broad economic and social trends.

You're likely to enjoy work activities such as:

- ▶ developing economic theory
- ▶ creating a model that explains competition in an industry
- ▶ analyzing a company's competitive position in a particular market
- ▶ designing a new process for product development or distribution
- ▶ considering the value proposition of a merger or acquisition

You will probably be attracted to careers that provide opportunities to work closely with ideas. These may include positions in strategy and knowledge-management consulting or academia, and work in a "think tank." This is especially true if this is your only very strong interest.

Of course, having strong interests in Counseling and Mentoring and Creative Production and Theory Development and Conceptual Thinking doesn't necessarily mean you have the skills you need to succeed in a career in which those activities are a predominant part of the work. But people often develop abilities where their interests lie. So don't let a lack of training or prior experience as a coach, counselor, or mentor or with creative work or with theoretical work keep you from gaining the knowledge or strengthening the skills you'll need to express these interests.

Your interests strongly resemble the interests of **entrepreneurs** that distinguish them from other business professionals. This doesn't necessarily mean that an entrepreneurial venture you're involved with will succeed. Nor does it mean that you should run right out and start a new business. However, it does suggest that you would be **happiest in an organization** (or in part of a larger organization) **that has a decidedly entrepreneurial culture** -- even if you aren't the founder. (Many CEOs of entrepreneurial companies didn't set up those companies, but they are most definitely entrepreneurs.) Remember: There is no such thing as one "entrepreneurial type;" different entrepreneurs exhibit different styles in leading their organizations.

Organizational Culture

You would feel most comfortable in a culture in which people take a **structured approach** to their work and where they value **disciplined attention to detail**. Such companies, departments, and teams are marked by predictability in processes, systems, and scheduling. People in these work environments **value the efforts of a perfectionist** -- not someone who lives by the "80-20" rule. Such cultures exist in many industries, but you can find particularly good examples in science and engineering work. You can also easily find this kind of culture in certain areas of operations and production management (for example, "just in time" inventory management, the scheduling of freight deliveries and airline flight patterns, or the back-room operations side of financial services). Your tendency in this direction is **very** strong, so you'll want to pay close attention to this aspect of any organization you consider working for. For tips on how to examine an organizational culture in this regard, [click here](#).

You would be happiest in a work culture marked by a spirit of **cooperation, interpersonal sensitivity**, a tendency to assume the best of people, and perhaps a degree of **altruism** in the organization's mission. In such organizations, departments, and teams, people tend to make decisions by consensus (when possible) and to **minimize conflict and internal competition**. Your tendency in this direction is relatively strong, so pay close attention to this aspect of any organization you consider working for. For tips on how to examine an organizational culture in this regard, [click here](#).



Finding the right organizational culture is about more than being happy. It can determine whether you succeed or fail.

Abilities

You have a number of strengths, including:

- ▶ **Flexibility** (the ability to adapt easily to changing situations and adopt new approaches)
- ▶ **Persistence** (having the tenacity to stay with a project until it is fully completed)
- ▶ **Quick Thinking** (the capacity to pick up new information and ideas easily and "think on your feet")

You don't have any obvious weaknesses that you know about. However, feedback from others may help you to uncover an ability where you could improve. [Learn how to get feedback from other people about your strengths and weaknesses.](#) It takes very little of your time and just a few minutes from the people you ask for feedback.

Motivators (i.e. Work Reward Values)

You place a very high value on these rewards:

- ▶ **Intellectual Challenge** (the position offers consistent intellectual challenge)
- ▶ **Lifestyle** (the position allows ample time to pursue other important aspects of my lifestyle -- family, leisure activities, etc.)
- ▶ **Positioning** (the position offers experience and access to people and opportunities that will position me well for my next career move)
- ▶ **Variety** (the position offers a great deal of variety in the nature of the work performed)

These are your most powerful motivators in work situations. You won't be happy for long if you find yourself employed in a position where you can't earn these rewards. Likewise, you'll want to avoid reporting to a manager who won't provide you with opportunities to earn these rewards.

You're also highly motivated by:

- ▶ **Autonomy** (the position offers considerable autonomy and independence)

These are significant motivators for you. However, you may be willing to trade one or more of them for something else that a particular work opportunity offers (such as a desirable geographic location).

Things To Be Alert For -- On the Job and In a Job Search

Your assessment indicates that you tend to be **agreeable, trusting, generous, sincere, open to other people, and sympathetic**. You're not someone people would describe as overly aggressive. These are wonderful qualities, but some work (and educational) situations call for less sympathy and more toughness, shrewdness, and assertiveness. In these circumstances, being overly trusting and open could tempt others to take advantage of you, or could hurt your career success in other ways.

For these reasons, you should steer clear of organizations in which a high level of toughness and political savvy are essential for success. Regardless of an organization's overall culture, though, take time to understand the motivations of the people who don't "play" quite as nicely as you do. You don't have to become another Machiavelli, but you do need to know the rules by which politically skilled people play the game. **With that knowledge, you'll be better able to recognize and, if necessary, defend against others' "power plays."**

If these characteristics are pronounced in you, making points and defending your opinions and ideas in classes and business meetings may also present a challenge. You may need to master negotiation, public-speaking, and conflict-resolution skills to participate more effectively in these situations.

These are things that can lead to success at one time (or place) and failure at another. Read carefully!

Also take care that your modesty and genuineness don't get in the way of "selling" yourself during job interviews. It's probably difficult for you to be your own advocate in seeking jobs, promotions, and so forth -- but doing so is necessary. To get comfortable with being a little bit immodest, go over your key "selling points" before every interview.

Your assessment indicates that you tend to be **conscientious, hard-working, self-disciplined, and deliberate in your actions**. You're not someone people would describe as lazy, absent-minded, or lacking in the will to achieve.

These qualities are great assets. However, at times you may get lost in details. Perhaps you have difficulty making a decision without having all the data in hand -- even when you must make a choice quickly, with incomplete information. You may want to steer away from work characterized by the frequent need for such responses. (Trading commodities on a busy exchange is one extreme example.)

No matter what your career choice, though, at times you'll need to make a decision quickly -- even if you'd strongly prefer to go over the data one last time. To succeed in the workplace, you may need to train yourself to act sooner than you'd like and on less information than you feel comfortable with.

To that end, you might want to sharpen your "case interview" skills. Why is this good practice? In case interviews, you're asked to form hypotheses about a business problem based on a small amount of information, then reformulate your theories when you're given a little more data. But at no point during the interview will you have enough information to know the right answer with any certainty.

CareerLeader Professional Report | Section II
YOUR BEST CAREER PATH MATCHES

After assessing your business-relevant interests, reward values, and abilities, CareerLeader® compared your unique pattern of all three factors to algorithms representing the "perfect match" for each of 27 different business careers. Below you'll see those career paths that are at the top of the list of career paths that could make good matches for you. These are careers whose demands match your abilities, that offer rewards you value, and -- most important -- where you'll find the work interesting and engaging.

All of these careers match your interests and abilities and will give you the rewards you want -- so choosing one or two may be difficult.

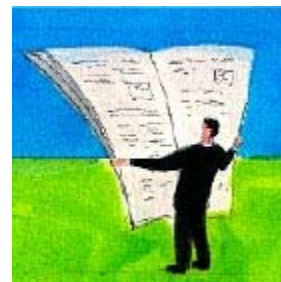
Learning More

As you consider the career matches below, some may seem obvious to you, while others may strike you as surprising. Likewise, you may feel that a career that doesn't appear on the list should be included, because you've often thought about it in the past. We encourage you to learn more about careers that fit into any of these groupings. Use links below to profiles of the careers listed, and **any others you're interested in**. As you learn more, you may find that a career you hadn't considered earlier is more appealing than you expected. Likewise, a career you thought would be wonderful may not hold as much appeal on closer examination.

Career "Beacons"

It's best to think of the careers listed below as beacons. They signal a good direction in which to "sail" your career -- rather than as the destination you should reach tomorrow. It takes most of us many years to reach our ultimate career destination -- regardless of where we're starting out. But knowing that this is your ultimate destination, you can chart a course that will land you there (or someplace close by) in five or ten years. Remember: A career is a path, not a point!

| YOUR MOST PROMISING CAREER PATHS | |
|--|-------------------|
| Investment Management (Portfolio Management and Securities Analysis) | ▶ HIGH MATCH |
| Managers in Science/Engineering | ▶ VERY HIGH MATCH |
| Research and Development Management | ▶ VERY HIGH MATCH |
| Training and Organizational Development | ▶ VERY HIGH MATCH |



These are careers whose demands match your abilities, that offer rewards you value, and -- most important -- where you'll find the work interesting and engaging.

Think of these as beacons or career "destinations"—not as the very next job you should get.

Remember: A career is a path, not a point.

To learn *why* these careers came up as good matches, click on the "Very High/High Match" button.

CareerLeader Professional Report | Section III

NEXT STEPS

You've learned a lot about yourself and the kind of work you'll find most satisfying. So how might you begin working toward your career goals? Think about career exploration as comprising four steps:

- ▶ Knowing yourself
- ▶ Knowing the career marketplace
- ▶ Planning your strategy
- ▶ Putting your strategy into action

Knowing Yourself

With the help of CareerLeader, you've already taken this step -- learning more about your interests, key strengths and weaknesses, motivators, and the organizational culture you'll fit best in.

Knowing the Career Marketplace

In addition to knowing yourself, you need to understand the function (finance, marketing, operations, etc.) you're considering working in -- as well as the industries and companies that interest you. CareerLeader's on-line [industry sketches](#), [tips on how to choose an industry](#), and [career profiles](#) are great places to start. And there are loads of electronic resources that can help you research different industries and companies. The more you can learn from sources like these, the more capable, informed, and efficient you'll be when you conduct informational interviews.

Once you've researched the market, generate a list of informational interview leads. Consider your friends, their friends, acquaintances and friends of your family -- anyone you've ever met who could talk with you about the work world. Don't forget about faculty and alumni of schools you've attended and contacts at organizations where you've worked.

When you approach people to schedule informational interviews, keep the conversation brief. Tell them:

- ▶ how you got their name and contact information (unless they already know you)
- ▶ what you're looking for from them (information about a particular industry, ideas for getting your foot in the door at a specific company)
- ▶ that you need just a few minutes of their time, completely at their convenience

Consider sending an email before phoning a lead, so the person can instruct his or her administrative assistant to schedule time for you on the phone. (If you have an office phone number for a contact but no email address, call the person's office late at night and leave a voice message.)

When conducting interviews, make it clear that you are *not* asking for a job. (If one of your leads knows of a position and is interested in hiring you, he or she will mention it.) Remember, these are *informational* interviews. And try to get at least one new lead from every call you make.

If you feel somewhat unnerved by the thought of calling up strangers, prepare a short script ahead of time. As you gain experience, you'll likely feel more comfortable with the process.

Also, if you're lucky enough to uncover a "star" contact in the right



Knowing yourself and the career marketplace will help you set your goal.

Your strategy lays out the steps you'll take to reach that goal.

department of a company you'd love to work for, *don't* call him or her first! Instead, talk initially to people farther out from your "career bull's eye." That way, you'll gain practice with your lower-risk contacts. And by the time you call your star, you'll be that much more knowledgeable.

Planning Your Strategy

Based on your knowledge of yourself and the career marketplace, define your career goal. Then plan a strategy for getting there.

Think about how to leverage your assets -- not only your industry and company knowledge, personal contacts, and relevant abilities, but also your interests and motivations (as assessed by CareerLeader). Communicating a passion for a particular kind of work isn't enough to get you your dream job, but it can certainly help. Also look for ways to minimize your weaknesses. If your assessment showed any important ability weaknesses, you'll find on-line recommendations for **strengthening your weaker abilities**.

Most people need to make at least one "stopover" on the way to their ultimate career goal. As you consider various routes to your end goal, get advice from several knowledgeable people: Do your strategies make sense? Is one riskier than the others? Which do they recommend most? Why?

Putting Your Strategy into Action

When you're ready to put your strategy into action, CareerLeader's on-line resources will help you assess a company's culture and make your strongest case during a job interview. See CareerLeader's **Interview Tips** (and remember to practice your responses before interviews). You may also want to choose a resume and cover letter guidebook /n from the many good available sources -- then follow the advice in it.

Finally, do something every day to move your strategy forward -- whether it's phoning another contact, researching an additional company, or improving your resume and cover letters. Even if you feel discouraged, don't give up. If your goals are realistic, your strategy sound, and your tactics (letters, resume, interviews) solid, you will get there eventually.

Your 360° Feedback Results

We already have a valid assessment of your business-relevant abilities and have used that information in matching you with different careers. You may want add to your own knowledge by soliciting feedback from other people who are in a position to evaluate your strengths and weaknesses. **Learn how to get feedback from other people about your strengths and weaknesses**. It takes very little of your time and just a few minutes from the people you ask for feedback.

To Learn More

- ▶ Discover how to look for **clues about an organization's culture**. Culture is a critical variable both in how happy you're likely to be in a position and how successful. Make sure to pay close attention to this section.
- ▶ Review **tips on interviewing**. Pay special attention to **tip number 13**, which describes how to use your CareerLeader assessment to your advantage during job interviews and informational interviews.
- ▶ Read brief **descriptions of different industries**.
- ▶ See how you **match up with specific career path profiles**.
- ▶ Learn how you can **strengthen your business skills**.
- ▶ **Match up your interests** with those of satisfied and successful business professionals in different careers.
- ▶ Read about ways in which people unwittingly **limit their career success**.

Getting others' feedback can keep you from undervaluing—or overvaluing—your assets.