

Decision Dynamics **Career Model™**

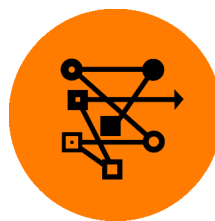
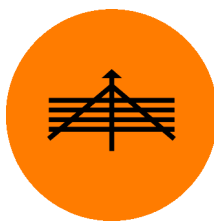
CareerView™ Culture Fit Report

25 September 2009

Jan Sample

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Decision Dynamics is a leader in methods and tools for strategic human resources development that illuminate and enhance the interplay between people and organizations. Our scientifically based approach is built on more than 35 years of continuous research and practical use in organizations. Our clients have already used our solutions to profile and develop more than one million employees around the world.



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Contents of Your Report

This report gives you feedback about how well your personal career motivations fit with your organization's career culture. It is based upon your responses to the *CareerView™* assessments. We show you how your personal motives fit with the organization's strategy, structure, rewards, and the behavior and competencies the organization evaluates and encourages. Together, these elements define your organization's career culture.

In the following sections of your report you will find:

- > Your career motives profile, showing the kind of career that would best suit you in terms of personal satisfaction and fulfillment.
- > Your culture view profile, showing your perception of your organization's career culture, indicating the organization's way of handling careers.
- > A comparison of your career motives and your organization's career culture.

Your fit between your motives and the career culture of your organization can help you identify and take advantage of important developmental opportunities.

Career Culture Fit Basics

Just as individual people differ in their career preferences, so also do organizations differ in the ways that they support and manage careers, both formally and simply as an outcome of the way the organization is set up. Research has shown that different organizational cultures attract, retain and motivate different people because people differ in their expectations and values concerning their careers.

Our research indicates that four major culture themes or concepts can distinguish most organizations' career cultures. These concepts depict cultures as differing in terms of strategy, organizational structure, behaviors evaluated and rewarded and in the actual rewards that they offer. For example, if a person wishes to become an expert or specialist, it helps to be in an organization with strong, specialized, functional departments. However, if a person would rather move up a ladder and gain a lot of influence and authority, it helps to be in an organization with a lot of levels and a clear path to the top. By the same token, for those who want to become experts, it is very motivating to be rewarded with specialized training and work resources as well as pay based upon one's level of expertise.

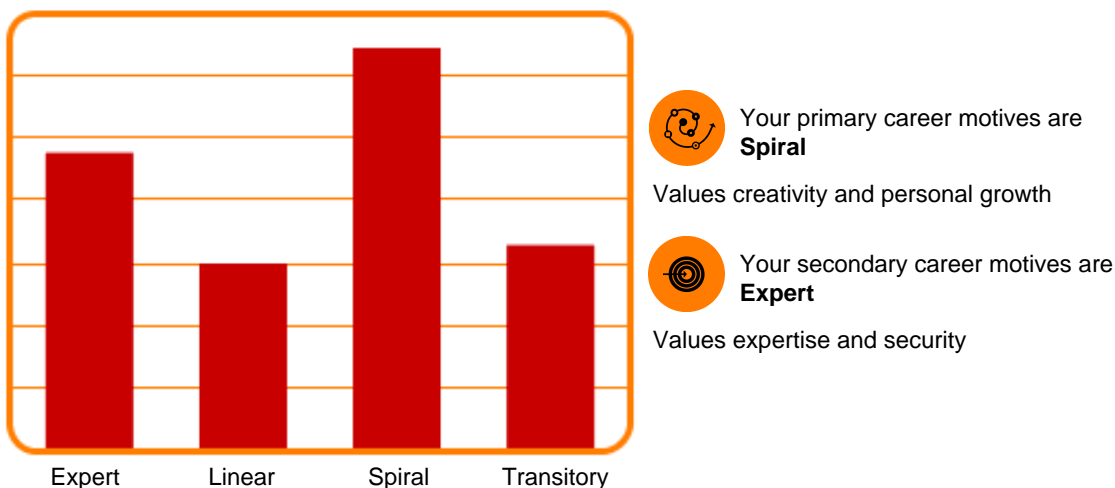
In essence, we can describe organizational career cultures that directly correspond to each of the four career concepts, Expert, Linear, Spiral, and Transitory that we use to describe your own career preferences and career motives. The four culture concepts each are described in the end of your report. By increasing your understanding of how you experience your organization in terms of these culture concepts you can more easily plan and direct your career and take constructive action for developing your career in ways that will make it more motivating and satisfying for you.

For more information about the Decision Dynamics Career Model and assessments including the more than 35 years of research and practice that goes into its development, please visit: www.decisiondynamics.eu.



Your Career Motives

Your career motives scores indicate the kind of career pattern that would best fit you motivationally. The height of each bar in the graph indicates how much you would value a specific career pattern.



Your highest bar is the Spiral motives, which indicates that you are most motivated by creativity and personal growth in your working life. Working with many other people, preferably in larger projects, is another prominent motive for most Spirals. The higher the Spiral bar is, the more you are likely to be motivated by creativity and personal growth.

Your second highest bar is the Expert motives. This means that you are also motivated by expertise and security in your working life. You are quite comfortable specializing within a specific area of work and being recognized for your expertise. Opportunities for this come from stable employment and a secure working environment, instead of frequent organizational changes, work rotations and short-term projects. The closer the Expert bar is to the highest (Spiral) the more important expertise and security are to your motivation.

The third highest bar is the Transitory career motives; the basis of which is finding variety and independence in your work. The motives that you least identified with are the Linear motives. The lower this bar is, the less motivated you are by authority and responsibility. You'd likely find it frustrating only to climb upwards towards increasingly powerful management positions throughout your working life.

Your strongest career motives, Expert and Spiral, is a combination of career motives where the key themes are personal growth, creativity, expertise and stability. Bearing in mind that your career motives most likely reflect what you truly want, your best strategy is to focus on a career that enables you to develop in-depth expertise in several different fields and that also enables you to apply your skills in creative ways. A career in which you've specialized in just one field likely would leave you feeling unfulfilled. Likewise, a career in which you moved all over the place, never doing the same thing twice, or in which you concentrated on climbing an organizational hierarchy also would leave you feeling dissatisfied. Your profile suggests that you will thrive best in a career where you can continually increase your expertise and gradually add new knowledge and skill sets to your capabilities. Further, your profile indicates that you will feel most stimulated when you have the opportunity to use your knowledge to create something new. This could be new products, services, or work methods. You should think twice about getting yourself into situations where you will be required to follow fixed rules and established methods without being able to innovate. Also, beware of getting into situations where you might be moved around so fast that you are unable to develop any real expertise in a field. And, be careful not to get yourself into career situations where the primary emphasis is on climbing an organizational ladder and accumulating more and more influence and authority. You will fare best and feel most rewarded in situations where you can build your skills by occasionally moving into positions that are related to others you previously have held, but which offer you the opportunity to add breadth and depth to your knowledge and skills.



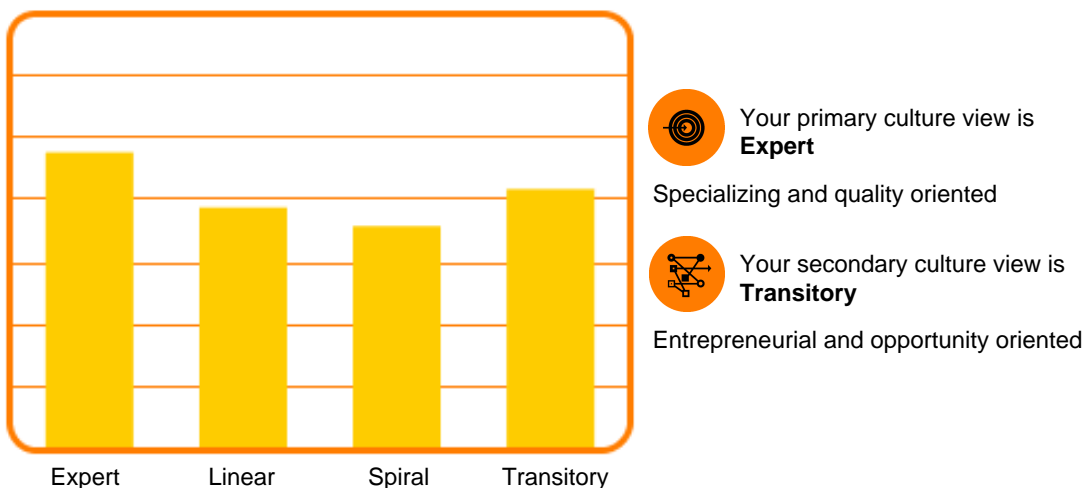
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Your Culture View

Your culture view shows how you experience the career culture and what behaviors and attitudes you perceive to be valued and supported in your organization. The height of each bar in the graph indicates how much you perceive the organization's culture to contain each of the four culture concepts.



The highest bar in your view of the organization's culture is the Expert career culture, which suggests that you primarily view your organization's career culture as quality focused, stable, and with a more-or-less flatter organizational structure. Responsibilities and authority are assigned according more to traditional functions than processes. Loyalty, quality, seniority and depth of knowledge are important guiding factors for development. People are rewarded with long-term benefits, recognition for contributions to quality and knowledge, opportunities for advanced training and control of your own budget.

Your second highest bar is the Transitory culture, meaning that you view your organization's career culture secondly as emphasizing the pursuit of immediate targets of opportunity. The organization is likely to be structured informally, in temporary, flexible groups. The most valued behaviors in the organization probably are speed, adaptability and the ability to recognize and pursue opportunities. These are rewarded with bonuses and career developmental assignments that offer job rotation, independence, and possibilities of varying work tasks.

This combination of the Expert-Transitory career culture is the most unusual mixture of career cultures, characterized by a stable strategy of growth while also targeting immediate opportunities. Advancement is within a more-or-less flat organization that emphasizes independence and one's ability to work in informal, temporary teams for quicker action. Long-term focus on quality as well as quick responses to customer needs is highly valued and is rewarded with benefits and independence. The higher the Expert bar is compared to the Transitory, the more long-term stability, quality and expertise are emphasized and valued.

Relative to the Expert and Transitory aspects of your organization's career culture, you experience Linear career cultural aspects to a lesser degree. It is likely that there is not a strong focus on growth; the organizational hierarchy is not reminiscent of a pyramid and bottom-line efficiency and results less emphasized than the Expert and Spiral aspects of career development. According to your answers, the least emphasized career cultural aspect of your organization is Spiral. That is, compared to the Expert, Transitory and Linear aspects of career development in your organization, diversification into closely related areas based on core technology is emphasized least. Lines of authority, work assignments, and career development are likely to be more traditionally focused. Job rotation, lateral assignments, and diversified training are probably the exception rather than the rule. The lower the Spiral bar, the fewer parts of the organizational culture seem to support the development of the Spiral career, striving for personal development by discovering broader work experiences.

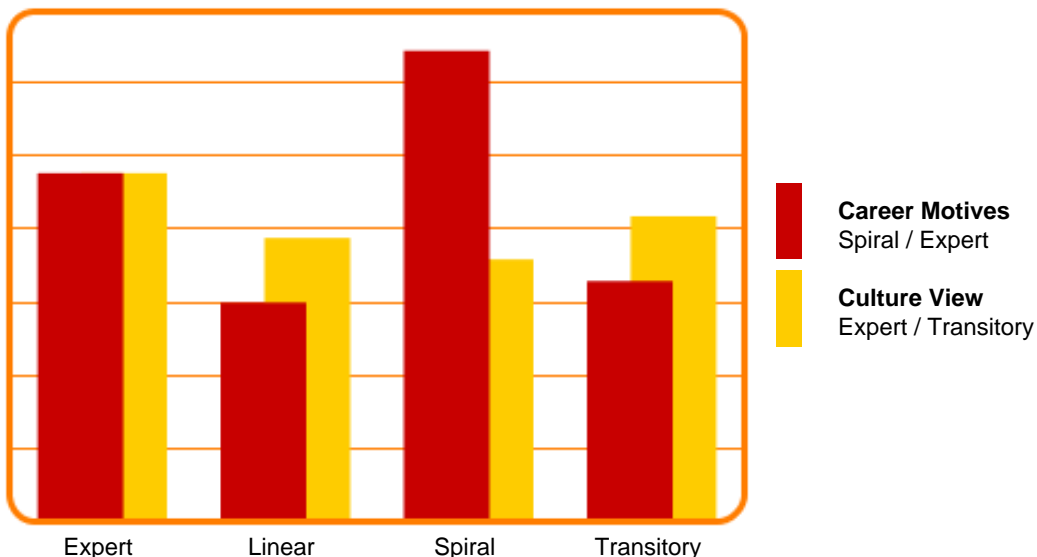


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Your Culture Fit



The medium strong Expert career culture (one focusing on security, quality and expertise) feels about right for your medium strength Expert career motives. There is a strong possibility that you feel motivated and satisfied with the organizational support for you to expand your knowledge in a stable and secure environment.

The medium strong Linear career culture (one focused on growth and results) feels somewhat unsettling to your lower Linear career motives (seeking power and achievement). You may feel somewhat frustrated by the organization being too hierarchical and perhaps overly focused on achieving growth and results. Such possible frustration would be decreased if the organization were to value and reward you more according to those other motives that are higher than your Linear bar.

Your high Spiral career motives (seeking creativity and personal growth) are only partly supported by the fairly strong Spiral career culture (one with lateral movements, team focus, matrix-like structure, and broad competence development). You are probably lacking sufficient organizational support for your strong Spiral motives. You would likely find greater satisfaction by seeking assignments that will broaden your knowledge and experience, while working in diverse teams that offer personal development programs.

Your organization's medium strong Transitory career culture (targeting immediate opportunities with informal and temporary teams) probably feels just right for your medium Transitory career motives (variety and independence). You likely feel very motivated and satisfied in the support you receive for pursuing a variety of assignments with the right amount of independence in doing so.

In summary, because of your primary Spiral career motives, the Expert career culture at your organization may feel restrictive with somewhat rigid divisions between the different functions. Its likely that you feel a lack of openness to new ways of doing things and innovative approaches that cross traditional boundaries. Because of this, the possibilities of developing your career by discovering new, creative ways to use and broaden your work experiences likely feels blocked. The gaps between your career motives and the career culture are quite small. Overall, you seem to be positive about the organizational climate and the general functioning of the organization. Hence, your career motives fit fairly well with the career culture which indicates you are likely motivated and relatively satisfied with the general pace and direction of opportunities for career advancement. Longer-term motivation and satisfaction could be improved by career planning for future job assignments that offer opportunity for and reward a focus on developing team-work, creativity, a broad knowledge base, with job rotation and personal development programs.



Career Motives and Career Culture

The CareerView™ Culture Fit Profile shows how well a person's motivation in his/her career and working life fits with how this person experiences the organization's career culture. In our definition of career culture we include the organization's strategy, structure, performance evaluation policies and the rewards that employees potentially can receive. Collectively, we categorize these elements of an organization's career culture in terms of four concepts that each fit certain career motives.



Expert Key Expert motives such as expertise, technical competence and security are most satisfied in Expert career cultures. The strategy in Expert career cultures is to maintain a market share within a certain market niche, or to uphold the organization's reputation for a certain distinctive competence, striving towards increasing the quality of its products or services. Usually, the structure is flat with few management levels. Most of the influence in the organization is concentrated in few very powerful departments. Organizations with an Expert career culture are most often rather large with abundant formal policies and procedures. Technical knowledge and skills are highly valued, just as is the quality of work produced. Accuracy and reliability are prized. The reward system often includes special awards for professional expertise as well as elaborate or extensive retirement benefits.



Linear Key Linear motives such as power or influence, and achievement will be most fulfilled in Linear career cultures. The strategy in a Linear career culture emphasizes growth in just about every way, including in size of the organization, its market share, its revenues and, of course, its profits. Not surprisingly, Linear organizations are often rather large or are on their way to becoming very large. The structure consists of the traditional hierarchical pyramid with quite a few levels. Career patterns go upward. Cost management and cost reduction are valued; so are leadership skills. The appraisal system focuses very much on leadership competencies and accomplishments. In the pure Linear career culture, the foremost reward is promotion. When one climbs the hierarchy, one receives increased salary, power and responsibility.



Spiral Key Spiral motives such as personal growth, creativity, and an interest in developing other people thrive in Spiral career cultures. The strategy in Spiral career cultures tends to emphasize diversification of products and/or services, often based on a core technology. Those who work in Spiral organizations usually have quite a few opportunities to become involved in new projects. These organizations frequently have a matrix structure. Movements laterally that provide the opportunity to expand one's repertoire of skills, abilities and knowledge are commonplace. Full authority to make important decisions is seldom vested in one person, or even in one department. More commonly, cross-functional teams make decisions. Likewise, tasks and projects are shared and frequently performed by teams. Valued performance factors include creativity, diverse knowledge, teamwork, flexibility and personal development. Financial rewards are designed so as to encourage innovation and invention amongst the employees, and also for encourage expansion of skills and knowledge.



Transitory Key Transitory motives such as novelty or variety, independence, and interpersonal contacts are fulfilled in Transitory career cultures. The most important strategy in Transitory career cultures is to identify and quickly exploit immediate targets of opportunity. Hence, formal business plans have little value and little influence, if they even exist, on the work of the organization. These organizations are often small and very agile. Transitory organizations often are young enterprises. Organizational arrangements can be reconfigured quickly to accommodate the immediate requirements of an important opportunity or project. Informal work groups perform most of the work in the organization. Valued behaviors and performance factors are adaptability and speed. People who are fast thinkers and those who are able to change directions swiftly are highly appreciated. Furthermore, the reward system is also informal. There may be a proliferation of individual deals, reward packages and special bonuses that can be used as quick rewards.



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35 Years of Research and One Million Satisfied Users

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Decision Dynamics was founded by two industrial and organizational psychologists from Princeton and Yale Universities. The company was soon taken on by demanding and development-intensive clients such as NASA, the Aerospace Corporation, and Rockwell.

Our research and development efforts continues in Decision Dynamics Research and are aimed at advancing the state of art in assessment methods and technologies. Meanwhile you benefit from having immediate access to the very latest, fully developed tools and methods in our portfolio adapted for providing practical usage, measurable results and rapid impact of today's demanding workplace.

We work as a catalyst to support your developmental efforts to increase performance in your organization. We provide profiling tools, training, and consultative services.

Our services are used for:

- > Selection and recruitment
- > Talent management
- > Leadership development
- > Career development and coaching

Our global alliance with Korn/Ferry International including Lominger, provides worldwide access to talent management and leadership development solutions based on Decision Dynamics methodology. Our partnership with WM-data - a Logica CMG Company - provides a means for our clients to easily integrate Decision Dynamics' family of tools on their IT-platfoms for various HR core processes.

