

Decision Dynamics **Career Model™**

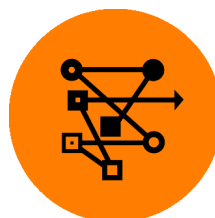
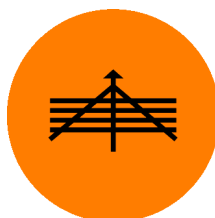
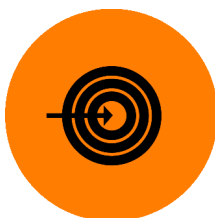
**CareerView™ Career Culture Survey**

06 May 2014

12 Persons

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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 40 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.



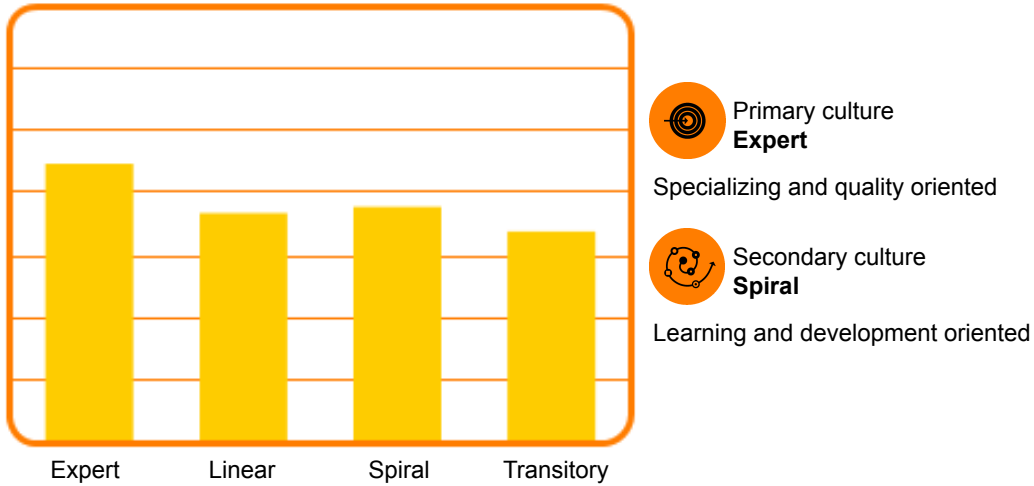
# CareerView™ Career Culture Survey

12 Persons  
06 May 2014



## Career Culture - Average

Expert	Linear	Spiral	Transitory	Goodness	Certainty	Similarity
4.5	3.7	3.8	3.4	2.8	3.9	3.3



### Expert

- Strategy: Maintain market share and improve quality
- Structure: Flat functional
- Appraisal: Accuracy, loyalty and technical expertise
- Rewards: Long-term benefits, technical education and special awards



### Linear

- Strategy: Growth and increase market share
- Structure: Tall pyramid
- Appraisal: Cost reductions, management skills and logistics management
- Rewards: Promotion, executive bonuses and management training



### Spiral

- Strategy: Diversification based on core technology
- Structure: Matrix structure, open system and high involvement teams
- Appraisal: Creativity, breadth of skills and team skills
- Rewards: Lateral assignments, job rotation, education and creative latitude



### Transitory

- Strategy: Immediate opportunities
- Structure: "Adhocracy" and temporary teams
- Appraisal: Speed, adaptability and identification of opportunities
- Rewards: Cash bonuses, short assignments, job rotation and independence



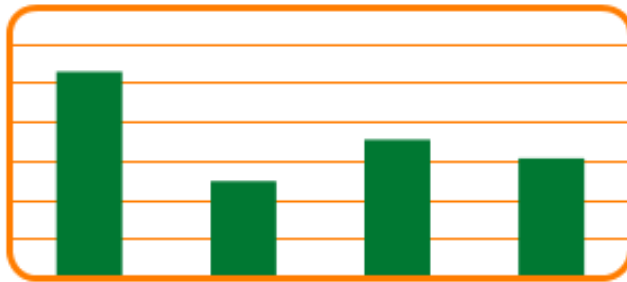
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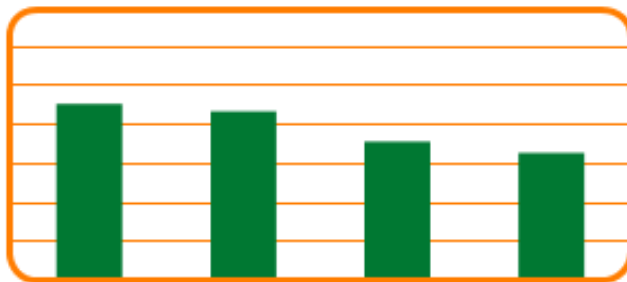
## Detailed Career Culture - Average

	Expert	Linear	Spiral	Transitory	Goodness
Strategy:	5.4	2.5	3.6	3.1	2.8
Structure:	4.6	4.4	3.6	3.3	2.8
Appraisal:	4.9	4.8	4.2	4.4	2.2
Rewards:	3.3	3.1	3.7	2.9	3.3



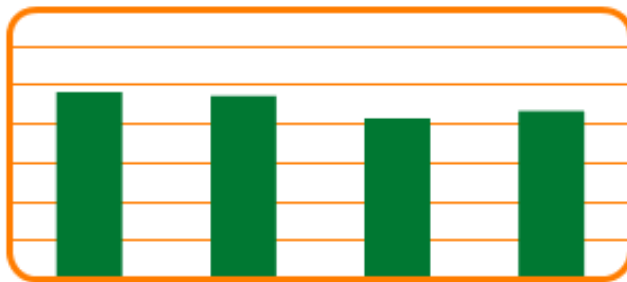
**Strategy**  
Specialize / Diversify

☹ Experienced Goodness



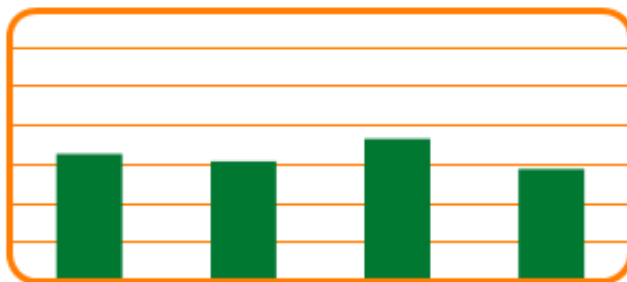
**Structure**  
Functional / Pyramid

☹ Experienced Goodness



**Appraisal**  
Quality / Results

☹ Experienced Goodness



**Rewards**  
Rotation / Recognition

☹ Experienced Goodness



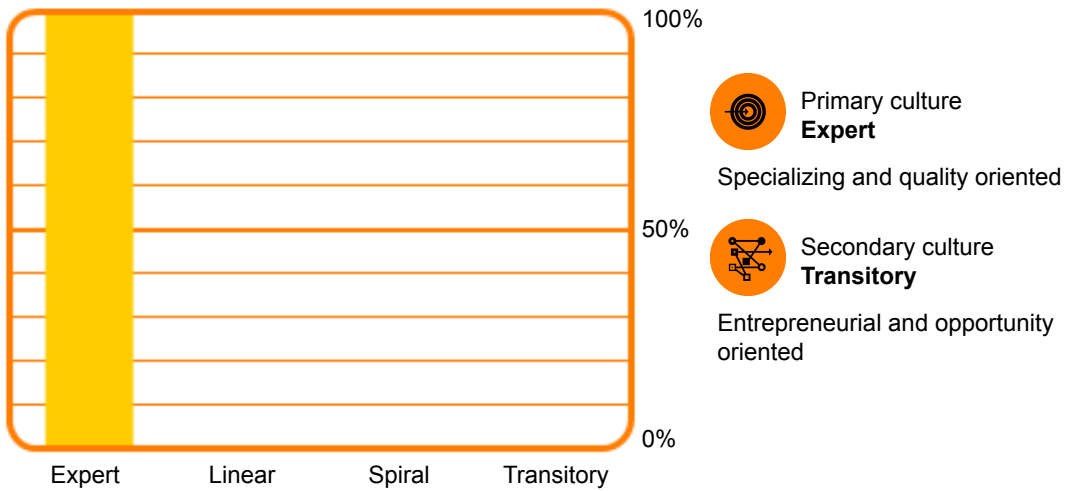
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## Career Culture - Frequencies

Expert	Linear	Spiral	Transitory
12	0	0	0



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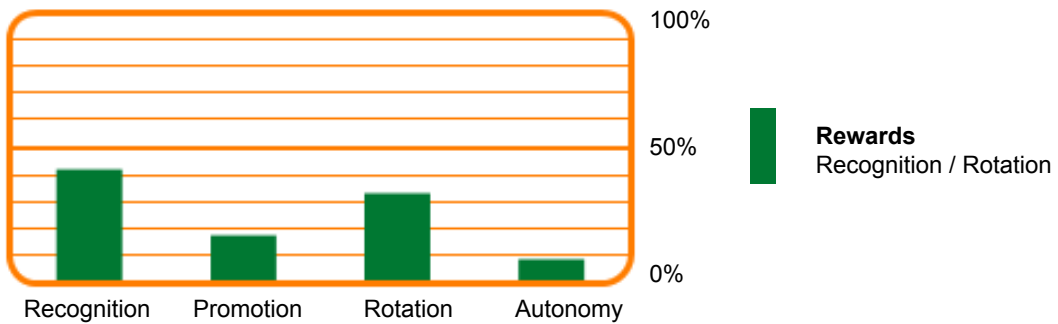
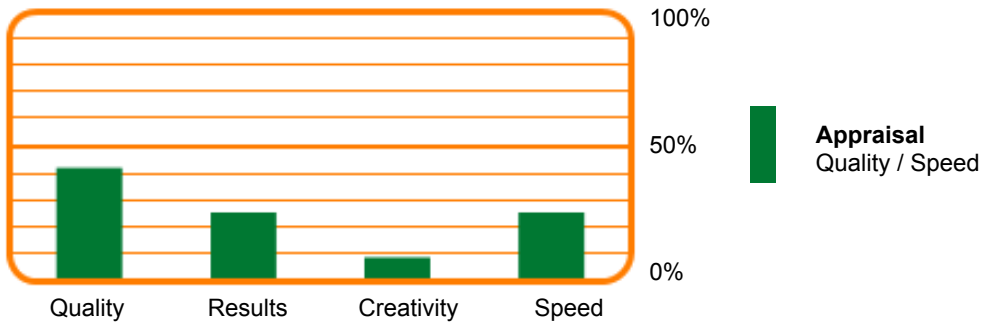
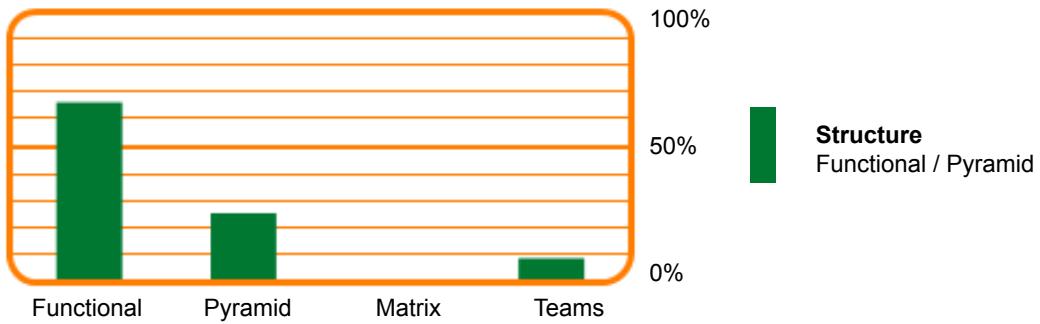
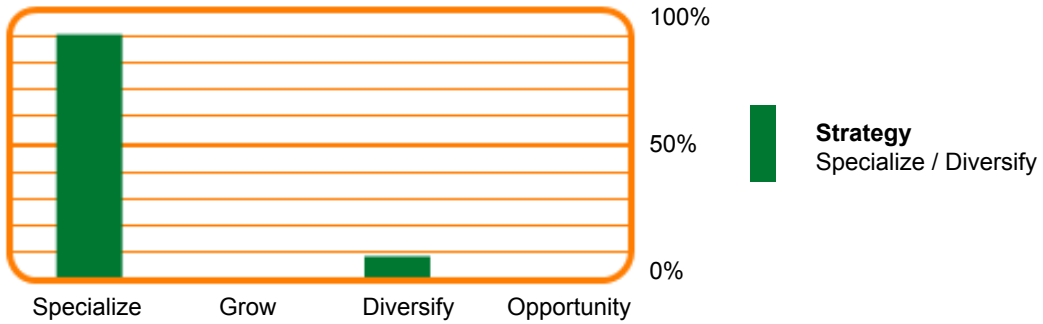
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## Detailed Career Culture - Frequencies

	Expert	Linear	Spiral	Transitory
Strategy:	11	0	1	0
Structure:	8	3	0	1
Appraisal:	5	3	1	3
Rewards:	5	2	4	1



## CareerView™ Career Culture Survey

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### Career Culture

The CareerView™ Career Culture Survey shows a group's or an organization's experience of the career culture. The survey is based upon the Decision Dynamics Career Model™. 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 culture concepts. These are described below.



**Expert** 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** 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** 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** 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.

For more information about the Decision Dynamics Career Model and assessments including the more than 40 years of research and practice that goes into its development, please visit: [www.decisiondynamics.eu](http://www.decisiondynamics.eu).



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### 40 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.

The Decision Dynamics approach functions as a catalyst to support organizations' efforts to increase engagement and performance. Together with our global network of partners and resellers we provide profiling tools, training, and consultative services.

Decision Dynamics tools and business solutions are used for:

- > Strengthening engagement
- > Selection and recruitment
- > Leadership development
- > Talent management and succession planning
- > Career development and coaching
- > Team development

