

Introduction: What is this Report and how can I use it?

Whether you're just starting out, or planning your next move... choosing the direction for your career can be difficult. There are so many options that it can be hard to tell in advance which choices may be good ones (and which should likely be avoided).

What we do know from considerable research is that an individual's success in a role is the result of the alignment of knowledge, interests and fit:

- **Your knowledge and experience** – gained through training, education or professional certification, as well as previous jobs, internships, volunteering and other activities;
- **Your interests** – which develop, grow and evolve over the course of your lifetime as you are exposed to different opportunities, ideas and situations; and
- **Your fit in the role** – as with any kind of relationship in life, 'who you are' makes you more compatible in certain roles, than in others.

Knowledge and *experience* are building blocks you can build up over time, through study and activity. *Interests* emerge and are cultivated over time. The part that's proven harder to measure, define and predict reliably is *fit with the job*.

That's where we come in.

Your results as they are presented here, are as unique as a fingerprint. They describe your attitudes, tendencies and preferences - *who you are*, at a very deep level.

Research bears out that the most successful people are those who are self-aware, who understand their unique 'fit', strengths and interests, and actively seek to place themselves in situations where they are playing to more of their strengths, more often.

This Career Planning Report has been prepared specifically for you. We've taken the results of the TalentSorter questionnaire you completed and compared your unique characteristics to the characteristics of people who have been successful in a wide range of roles.

We can't evaluate whether you have the right *knowledge* or *experience* for any given role, but this report will tell you which roles are likely to be better choices to consider based on your natural tendencies, attitudes and preferences, and which ones are likely not.

Finding the **right fit** benefits both you and your employer. Research tells us that when someone's a good fit for their job, they tend to be more successful and happy with their career – not to mention that they tend to be more productive and stay longer. The weaker the fit, the more you will have to act differently than who you really are in order to be successful... and that can be exhausting over time.

This isn't a crystal ball - you still need to factor in what you know of your knowledge, experience and interests as you go through this report and explore the information it contains - but we hope this information gives you some objective insight into why some roles will be better choices for you than others.

Core Behavioral Traits

This section is all about ‘who you are’ – how you typically behave, what lights you up and what shuts you down, and how you likely respond in different situations. We have captured your personality traits on each of the 25 behavioral scales that are reliably measured by TalentSorter.

First, your Signature Traits – these are the characteristics that are usually more pronounced and that make you stand out in the eyes of others. Your signature traits are those where you measure differently than the average drawn from the 40 million individuals who have completed our assessment.

As it relates to your Signature Traits, we help you understand the trait better by making reference to how you are likely to display that trait compared to ‘most people’ in the general population; in some cases, you will tend to exhibit more of a given trait than most people, while in other cases you will display it in a more subtle way than most people.

Your traits are laid out for you in declining order, beginning with your most pronounced traits. It is important to stress that how you display a particular trait is neither good nor bad – having more or less of a given characteristic is what makes you, ‘you’.

1. Your “Signature Traits”

Agreeableness

Tendency to be friendly, approachable, and easy to get along with.

You display less of this trait than most people

- You are generally individualistic and self-oriented.
- You prefer not to put aside your individual objectives in order to support others in achieving theirs.
- You do not allow others to easily take you off task and are less likely to "go along to get along."
- You tend to be more driven by achieving your own objectives than you are by team goals.

Conscientiousness

Tendency to strive for perfection, sometimes at all costs.

You display your Conscientiousness differently than most people

- You are more spontaneous and less structured in your approach to work than most of your co-workers.
- You often prefer to go with the flow and tend not to plan your actions too far in advance.
- Your work style may seem unstructured and disorganized to others.
- You often jump into a task even without an established plan.

Openness

Willingness to try new ways of doing things.

You display more of this trait than most people

- You are uncomfortable following work practices that you feel are inefficient or outdated.
- You usually embrace the opportunity to try new ways of doing things.
- You are generally interested in experimenting with new ways to accomplish tasks.
- You usually appreciate work which gives you the opportunity to be innovative.

Intensity

Level of drive and/or restlessness one exhibits.

You display more of this trait than most people

- You often enjoy the challenge of working on multiple tasks at once.
- You generally have a strong desire to devote the majority of your energy to the task at hand.
- You are typically able to meet deadlines in a timely manner, and at a faster pace than others.
- Your tendency to jump on fresh challenges can sometimes result in old tasks not being fully completed.

Control

Tendency to take charge of people and situations. Leads more than follows. It is often associated with expressing confidence.

You display more of this trait than most people

- You are typically confident steering the direction of a project.
- You have a natural tendency to take charge and be the leader of a group.
- You prefer to influence others to follow your lead.
- You are very comfortable asserting yourself and making unpopular decisions when necessary.

Creativity

Degree to which an individual uses imagination and intellect to produce novel and original products, ideas, or task solutions.

You display more of this trait than most people

- While you appreciate traditional practices, you prefer using new and unique methods to complete tasks.
- You often opt for non-traditional ways of solving problems.
- You thrive in environments that allow you to use your imagination in your work.
- You often have an original and unique way of completing tasks.

Compliance

The degree to which an individual is willing to follow policies, external controls and supervision, and to work within the rules.

You display less of this trait than most people

- You tend to challenge traditional ways of doing things.
- You often dislike following policies and procedures that you believe are inefficient or redundant.
- You are generally not very receptive of frequent supervision and direction from others.
- Although you may be more likely to question procedures and directives, you may also be more comfortable operating in the absence of those things.

Decisiveness

Reflects how confident someone is in accepting the risk of making a decision in a timely fashion using what information is available at the time.

You display more of this trait than most people

- You generally make decisions quickly, even if you lack information that some others require.
- You are confident in your decisions, and will not hesitate to implement them once made.
- After you have implemented a decision, you are comfortable modifying your plans as new information becomes available.
- Because of your confidence in your decision-making skills, you generally enjoy circumstances that require a quick response.

Adventurousness

Tendency to have a need for exciting or unusual experiences which may be bold and risky undertakings with uncertain outcomes.

You display more of this trait than most people

- You are typically not interested in tasks that have predictable outcomes.
- You enjoy activities that challenge you.
- You are generally comfortable taking on tasks that require you to accept substantial risk.
- You prefer working on projects that require new and potentially risky methods of doing things.

Acumen

Tendency to use logic and objective information in decision-making process.

You display your Acumen differently than most people

- You often make decisions and take action based on your feelings, especially when little information exists.
- You are generally most influenced by your intuition when making decisions.
- Even in high-stake situations, you tend to make decisions based on what feels right to you, rather than objective information.
- You typically consider your gut reaction to be a reliable source of information when making decisions.

Autonomy

Tendency to be self-reliant, self-directed, and to take independent action, making own decisions.

You display more of this trait than most people

- You are capable of relying on your own resources to make decisions and get tasks done.
- You are able to perform tasks at ease with little to no supervision.
- You value being given the latitude to coordinate your own work and work independently.
- You appreciate the opportunity for independence in an organization.

2. The traits you display 'like most people'

Extraversion

Degree to which one requires social interaction and authority.

- You often feel out of place in situations which require interpersonal interaction.
- When required to work in a group, you will likely follow group consensus.
- You are sometimes apprehensive in social settings.
- You prefer to work alone, however will work in a group when necessary.

Stability

Degree to which one reacts positively to negative or stressful situations.

- Although your approach to problem solving is usually objective, you are able to make decisions based on instinct when necessary.
- Your preference to make careful decisions is sometimes compromised when the situation is out of your control.
- Although you are usually good at keeping your composure, you sometimes find it challenging to contain your emotions during stressful situations.
- You tend to be organized and calculated in your decision-making, but you are capable of acting on impulse when pressured.

Optimism

Tendency to have a positive attitude regarding people and outcomes.

- You are positive about the intentions of most people until they give you a reason not to trust them.
- You express optimism toward new methods for completing tasks.
- You are generally open and accepting of new people.
- You are usually optimistic in most situations.

Sociability

Tendency to be outgoing and people-oriented.

- You generally limit your social interactions to a close circle of acquaintances.
- You typically prefer to work by yourself on projects.
- You usually do not enjoy being in large groups of people you do not know well.
- You are generally comfortable being left alone for long periods of time to work on your own assignments.

Cooperativeness

Tendency to be friendly, agreeable, and to be a team player.

- You consider the opinions of others to be just as valuable as your own.
- You are generally not the type of person to speak out against others.
- Although you prefer to listen to others' opinions, you are capable of expressing your own ideas when the topic is important to you.
- You prefer to keep your opinions to yourself in order to maintain group harmony, but will speak up when necessary.

Tact

Tendency to consider the feelings of others when communicating.

- You sometimes find it challenging to take into account the feelings of others while trying to get your point across.
- You tend to be comfortable expressing your opinion, however it is sometimes at the expense of the feelings of others.
- Although you think it is important to express how you are feeling, you are capable of using discretion in order to avoid hurting the feelings of others.
- You sometimes miss taking the impact of your thoughts into account when you share your point of view with others.

Influence

Tendency to focus activities on persuading others to follow or work with them in attaining objectives.

- You do not enjoy having to ask for approval for your ideas.
- You are confident in your own ideas, and do not worry about trying to convince others you are right.
- You typically do not feel the need to gain the support or approval of others for your ideas or actions.
- You are typically more concerned with completing tasks to your own satisfaction than you are about satisfying others.

Assurance

Tendency to rely on and be confident in the integrity and ability of others.

- You are generally trusting of people, once you have evidence that their intentions are good.
- Although you are generally trusting of others, you will closely monitor their actions.
- You find it somewhat difficult to delegate tasks to other people and usually follow closely behind them, checking their work.
- While you can place your trust in others, you prefer to rely on your own experience and instincts.

Compassion

Willingness and ability to identify with, or vicariously experience, the feelings and emotions of others.

- You are generally known for your ability to identify with others and are often moved by the emotions of others.
- You tend to have an understanding nature and are able to empathize with the feelings and experiences of others.
- Your concern for others sometimes prevents you from moving forward on initiatives.
- You often tend to put the feelings of others before your decisions and actions.

Resolve

Willingness to work for the intrinsic benefit of work and its ability to enhance character.

- Although you do get some satisfaction out of work, you tend to get more satisfaction from being publicly recognized for what you have done.
- The expectations people have of you usually help you work towards your goals.
- You sometimes require outside encouragement to complete a work task.
- Although you are somewhat motivated by personal goals, your greatest motivation comes from external rewards.

Reliability

Tendency to behave in an uncompromising and consistently honest, moral, and ethical manner.

- Although you pride yourself in telling the truth, you sometimes withhold information if it won't harm anyone.
- You find it difficult to ignore when someone flagrantly breaks the rules.
- You are generally capable of keeping sensitive information secure, but at times you may find it difficult.
- You generally prefer to be genuine and truthful, but you feel there may be situations in which full disclosure could be counter-productive.

Teamwork

Willingness to work as a group member toward the attainment of a common objective.

- You are generally able to listen to others' opinions, but you would ultimately prefer to do things your way in the end.
- Although you usually think you are more successful working towards a goal on your own, you are capable of working with a team to achieve a goal when the need arises.
- Although you generally prefer not to work in a group setting, you find it easier when the group's objectives support yours.
- Although you usually prefer to take full credit for completing a task, you realize you need to give credit to the group when they contributed.

Happiness

Tendency to maintain a mental or emotional state of well-being characterized by positive or pleasant emotions ranging from contentment to intense joy.

- When you become overwhelmed, a little encouragement from others usually helps you work through it.
- Even when negative things happen you are usually able to persevere and maintain a positive attitude.
- Although stressful situations can take a toll on you, you are typically able to see the positive side of things.
- Although it can be difficult to maintain a positive mood all the time, you typically don't allow minor unfortunate circumstances to get you down.

Ambition

Willingness to do whatever it takes to attain a personal goal, often even at the expense of others.

- You almost always pursue ways to better yourself and advance your career.
- You tend to constantly strive to attain a higher status position.
- You often tend to seek out personal development opportunities that will assist you in furthering your career and developing your skill set.
- Your career goals and objectives often tend to drive your decisions and actions.

Planning Ahead – Top Job Picks, based on ‘who you are’

1. Roles that generally require postsecondary education

Based on the traits and characteristics described in the first part of this report, it appears you are most compatible with the following types of jobs, starting from the strongest matches and working down.

Bear in mind this is based on your likely fit and compatibility with the essence of the job itself; this report does not take into account your prior experience or your interests.

We suggest that if you start with fit, then layer on top of that your educational choices and your interests, you will guide yourself to much better career choices.

<u>Occupation</u>	<u>Career Cluster</u>
Franchisee	Sales and Related
Independent Business Owner	Management
Business Owner	Management
B2B Sales (Consultative Selling)	Sales and Related
Professor -Health Sciences	Education, Training and Library
Medical Records and Health Information Technicians	Healthcare Practitioners and Technical
Associate Optometrist/Doctor of Optometry	Healthcare Practitioners
Contact Lens Fitter	Healthcare Practitioners
Orthoptist	Healthcare Practitioners
Researcher	Life, Physical and Social Science

2. Vocational, Trade and other roles that generally do not require post-secondary education

Pursuing a college degree is not the right choice for everyone. In the event you find yourself more drawn to pursuing a trade or vocation, here are the vocational roles that appear to be the strongest fit for you:

Occupation	Career Cluster
Ophthalmic Medical Technicians	Healthcare Practitioners
Ophthalmic Medical Technologists	Healthcare Practitioners
Optical Store Manager	Healthcare Practitioners
Office Manager/Practice Administrator	Management
Retail Salespersons	Sales and Related
Ophthalmic Scribe	Healthcare Practitioners
Medical Receptionist	Office and Administrative Support
Optician	Healthcare Practitioners
Optical Frame Stylist	Healthcare Practitioners
Optometric Assistant	Healthcare Practitioners

If you are interested in learning more about specific jobs or industries, one of the very best resources we have seen is available online at www.OnetOnline.org. There, you can search all sorts of detailed descriptions about jobs, the skills and knowledge required, any educational and other prerequisites, median wages, career options, and more. It's a great complement to this workbook!

So What, Now What... finding the Right Next Thing for Susan Sample

Remember what we said way back on the first page of this report... your happiness and success in any job is going to be based on a number of factors – your **knowledge**, your **experience**, your **interests** and your **fit with the job**.

They all need to line up. This report may tell you that you could be a great fit as an ER nurse or a CFO or a lathe operator... but without the right education and training, it's just not going to happen.

The difference is, you can add to your knowledge and experience over time, if you are determined to go up a certain path. But fit with the job, on the other hand, isn't likely to change much over time... with few exceptions, we are pretty much who we are by the time we hit our early twenties, and our personality traits don't change that much after then. So if a job you are considering falls in the 'Weaker Fit' category, think twice. What we want for you is to find a job that is such a great fit that it is a source of energy, pride and satisfaction for you.

Let's break down this 'Job Fit' thing a little. The TalentSorter questionnaire you completed is designed to report out how much your traits are like those of people who have been successful in the jobs listed on the previous pages. It's been built on leading edge psychometric science, which has been shown over time to be highly predictive of success.

Even so, psychometric probability is only part of the 'fit' equation. Over the years, we have developed a model that actually incorporates **four critical aspects of fit**. They are:

- Fit with the **Manager** or the person you report to.
- Fit with the **Job** (includes more than your psychometric fit).
- Fit with the **People** you spend your day with at work.
- Fit with the **Organization** – its mission, culture and values.

Unlike our core behavioral traits, our needs in these areas DO change over time, which is why we make this 'workbook' section of this Career Planning Report all about giving you tools to get really clear on what the RIGHT next thing is (and is not) for you, in these four critical aspects of fit.

Your answers will give you a really good set of filters to use in evaluating opportunities that come your way – but don't try to do this all in one sitting; in fact, it's best to take it a question or two at a time. Some people have had the best success simply taking a couple of questions with them through the day and letting them percolate, noticing and jotting down the insights and ideas that bubble up from the subconscious, and not worrying about making sense of them until they have been at it for a week or two.

Also - be prepared for your answers to these questions to change over time, as you gain experience and mature... so it's an exercise worth repeating regularly.

So... what's *your* Right Next Thing?

1. Think about your right next manager:

- What are the attributes of the perfect manager/boss, for you?
- Think of the managers you've responded best to, who stretched and developed you the most, and for whom you were most productive. List all the attributes that define them - how they communicated with you, engaged with you, challenged you, inspired you, handled breakdowns... build a detailed list.
- How did they assign work? Hold you accountable? Actually manage you and your output?
- Then create the same list for the managers you've responded least well to.
- Now build a profile of your "right next manager". You have grown, changed and matured and need different things from a manager than you have needed in any previous - what do you most need from the next one?

2. What are the attributes of the right next role for me?

- What activities give you energy?
- What taps your energy?
- What are your natural talents and strengths? How have they been productively applied in the past?
- What are the things that, despite your best efforts, you have only ever been adequate at?
- What are the activities that, when you are engaged in them, you become so absorbed that you lose all track of time?
- In your perfect job – how would you be spending your time? What would you be doing? Where? With whom?
- Find the courage to ask ten people who are close to you (including folks you have worked with and for) what they see as your unique gifts, the things you do so well, and the things that define what is uniquely you.

3. Think about your ideal Customers and Co-workers

- Are you most effective as an individual contributor or as a fully integrated member of a team? What works well and not so well for you in either scenario?
- What do you need to be able to count on coworkers to provide you?
- What have you admired and respected most in people you've worked with in the past? Least?
- Think about your own standards. When have you found yourself surrounded by people with lower standards than you? What was the standard that was compromised? Did that happen elsewhere also? What about the flip side – when have you been inspired to be better by those around you? What aspects of your game improved? What kind of people do you need around you to keep your 'A' game sharp?
- What behaviors in others tend to shut you down? Expand you?

4. What are the attributes of the right next organization, for you?

- What factors make you proud to tell others you work there?
- What's important to you in any organization you'd consider joining?
- What business will they be in? What industries will you choose to avoid?
- What clients will they serve? What issues will they address?
- What relationship do they have with those clients? How do they invest in / preserve it?
- Same question, about relationships with their employees
- What attributes of culture are critical?
- How will people work together?
- What will you be accountable for?

Putting it all together

So far in this report, you've had a chance to

- learn about your **Signature Traits**,
- explore the **kinds of roles** that seem to present a strong fit for you, and
- give some thought to the **Four Critical Aspects of Fit**, and how they play into helping you recognize your 'Right Next Thing' and set you up for future success.

That's a lot of information. Now's your chance to pull it all together and do a little research in preparation for your job search. The more work you do now, the better the odds that you and the employers you meet will recognize the 'right thing' when it appears.

Do a little research to learn more about different employers – visit the corporate website, Google them, read news releases, check them out on Glassdoor, reach out to present and past employees through LinkedIn, etc.

Which employers do you find most intriguing or appealing? Why?

Which positions at those companies interest you the most? Why?

What is it about you/your experience that makes you a great candidate for the job?

Finally, make yourself memorable.

Employers are going to meet hundreds of candidates, most with similar résumés and work experience as you. Who you are as a person, not what you know, is key to distinguishing yourself from the pack.

Interviewers remember people, not facts in a résumé.

You may be wise to draw from your Signature Traits as well as your notes about the Four Critical Aspects of Fit in planning your communication strategy – those are as unique as your fingerprint. Work that information into your cover letter, your résumé and the interview. You will distinguish yourself from everyone else when you can make it clear to an employer why you are right for them AND they are right for you!

So. What is it about you and what you bring to the table, that will make you stand out in the eyes of the employer?