

HelenElizabeth

seminars and coaching

Career Success Map Questionnaire

The basic talents, values, and motives all affect your decision about your career. The following survey is designed to help you understand your career orientation. You cannot fail this test; there are no right or wrong answers.

Each item contains two statements. Choose the one that you feel more accurately reflects you or is more true of you. You must choose one of the statements, even though you may not like either, or may like both. Do not skip any pair of statements or circle both alternatives in one set. Circle the letter corresponding to the one sentence you select as the most reflective of you. Do not spend a lot of time weighing your answers.

Career Success Map Questionnaire

1. I see work as a team sport and like to organise my self and others to win. V
I like to do my own thing in an organisation. X

2. Work must be balanced by time for leisure and the development of significant relationships. Y
Personal needs must be subordinated for me to get ahead. V

3. I would like to work in an organisation that rewards hard work, loyalty and competence. W
I like setting my own goals and accomplishing them at my own pace, in my own way. X

4. I am aggressive and have good analytical skills. V
I am able to keep my perspective between the needs of my work and the needs of my family. Y

5. I would like to work independently. X
I like to be a part of a stable organisation and to have my place in it. W

6. I enjoy working as an expert or “troubleshooter” and being able to demonstrate my expertise in a particular area. Z
I enjoy working in a situation where I am a leader and am responsible for achieving certain objectives. V

7. My spouse/partner is as important to me as my career. Y
My spouse/partner takes back seat to my work when I am in a very exciting project. Z

8. The most important thing to me is freedom. X
The most important thing to me is maintaining perspective. Y

9. I am competent, loyal, trustworthy, and hard working. W
I am politically skilful, a good leader, and a good administrator. V

10. I can be described as self reliant. X
I can be described as flexible. Y

11. I can be described as one who gets “turned on” by exciting work. Z
I can be described as one who likes to be his or her own boss. X

12. I can be described as in equilibrium but divided. Y
I can be described as adventurous and competitive. Z

13. I can be described as self-reliant, self-sufficient. X
I can be described as imaginative, enthused. Z

14. I can be described as stable and tenacious. W
I can be described as independent and self-directed. X

15. I can be described as one who plans and organises extremely well. V
I can be described as one who analyses situations and develops creative new solutions. Z

16. I can be described as an expert in my field. Z
I can be described as a solid citizen W

17. I can be described as able to modify my own goals to accommodate to organisation’s goals and leaders. W
I can be described as intent on finding a way to make the organisation’s goals and my goals converge. Y

Career Success Map Questionnaire

18. A personal goal is to control my work circumstances. X
A personal goal is to not let work interfere with the needs of my family. Y
19. It is important to have a job where there is security and a sense of belonging. W
It is important to be able to devote time to family and other activities. Y
20. I prefer a career with potential for promotions. V
I prefer the opportunity to tackle challenging problems or tasks. Z
21. I like being in the centre of power. V
I value long-term employment, acceptance and being valued by the organisation. W
22. I view knowing the right people and making the right friends as important as career advancement. V
I view being able to develop my career along with my own areas of interest as the critical factor. X
23. The bottom line for me is gaining a sense of balance between work and private life. Y
The bottom line for me is stability, benefits and having a secure place. W
24. I would like a position with maximum self-control and autonomy. X
I would like to get work that is crucial and central to the organisation. V
25. The bottom line for me is stability, benefits and a secure place. W
The bottom line for me is advancing up the organisation. V
26. I view financial success and increased power and prestige as important measures of career success. V
I view success in my career as having equal time for work, family, and self development. Y
27. I would rather excel in my field. Z
I would rather be considered dependable and loyal. W
28. I prefer managing people on a long-term basis. W
I prefer managing people on a task force or project basis. Z
29. Professional development and continued training are important for their own sake. Z
Professional development is important as a means of becoming an expert and gaining more flexibility and independence. X
30. The bottom line for me is to seek an equilibrium between performance and professional life. Y
The bottom line for me is excitement and stimulation. Z

Scoring

The scoring is quite simple. Follow these instructions and then plot your CSM profile on the grid below. Once you have completed the test, go back through it and add up the number of times you circled the letter V. Then do the same with each of the other letters, writing the number in the space provided. If you have completed the test accurately up to this point, the total will be thirty ($V + W + X + Y + Z = 30$).

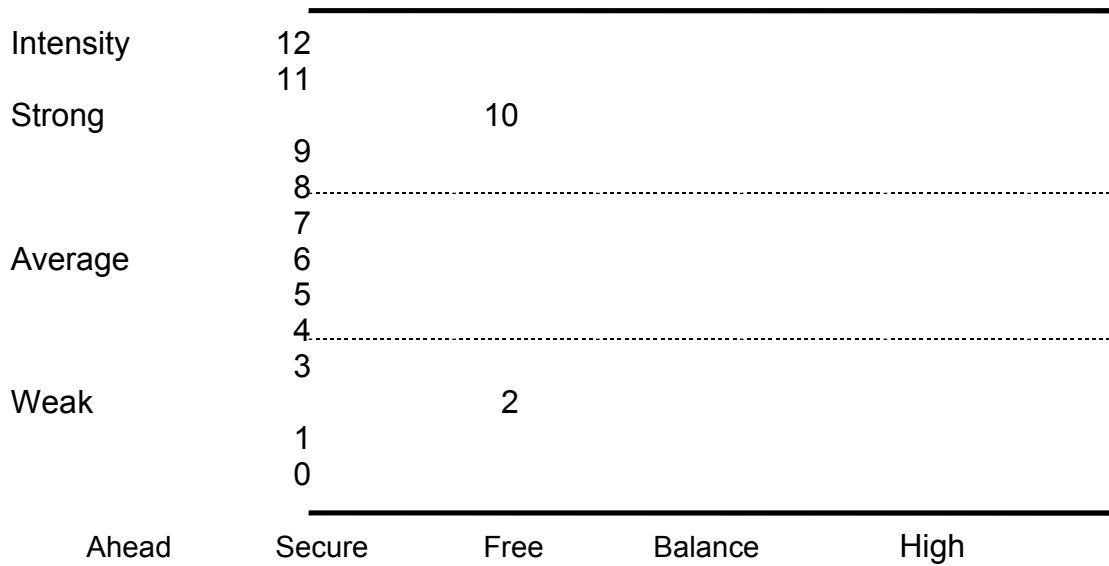
Career Success Map Questionnaire

Ahead Secure Free Balanced High
 Score: V = _____ W = _____ X = _____ Y = _____ Z = _____

Once you have totalled the letters and checked to make sure the totals equal, plot the answers on the graph below. The highest peaks indicate your career orientation.

Career Success Map Questionnaire

CSM Profile



CAREER SUCCESS MAP QUESTIONNAIRE

SUMMARY SHEET

CAREER ORIENTATION	CHARACTERISTICS	POTENTIAL PROBLEMS	POSSIBLE STRATEGIES
<p>“Getting Ahead”</p>	<ul style="list-style-type: none"> • Interest in promotion status, personal achievement above all else - visibly successful. • Prepared to sacrifice other aspects of life to career • Work long hours • Independent • Strong achiever • Good skills levels • Career goals matched with visible company • High job satisfaction performance goals • Strong sense of timing • Intuitively knows the organisation’s culture, unwritten rules • Self-confident, self-directed • Innovative, risk taking • Reliable, responsive, responsible 	<ul style="list-style-type: none"> • Playing company politics • Divisiveness in aggressive competition • Relationships, home life can suffer • Finding the balance especially as career matures and ability peaks • Peer jealousies 	<ul style="list-style-type: none"> • Learn the organisation’s culture • Develop strategic relationships, visibility • Research companies/ jobs thoroughly to find most compatible matches • Put the job first always • Have a flexible but defined career plan • Move quickly through jobs • Get a sponsor, not necessarily a mentor • “Punch the right tickets” - pay dues, the <u>right</u> dues • Seek and respond to challenge

CAREER SUCCESS MAP QUESTIONNAIRE

SUMMARY SHEET

CAREER ORIENTATION	CHARACTERISTICS	POTENTIAL PROBLEMS	POSSIBLE STRATEGIES
"Getting Secure"	<ul style="list-style-type: none">• Personal loyalty to company• Attention to rules, regulations• Dedication• Expects lifelong employment• Sees work as a mutual contract• Seeks to "belong"• Satisfaction is provided by solid contribution, stability, predicability, recognition, a sense of place and role in company.• Seeks to achieve for company, rather than self.• Strong identification with authority figures of company.• Seen as competent, likeable and attune to company.	<ul style="list-style-type: none">• Strong clashes with "getting high" and "getting free" careerists.• Conflict with an achievement/ performance culture sense of failure• Inability to cope with change, aggressive leadership, situations requiring quick decision-making.• Tendency to cluster in middle-management positions• Suspicious of new ideas, people.	<ul style="list-style-type: none">• Can be a valuable assistant to "getting ahead" type.

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CAREER ORIENTATION	CHARACTERISTICS	POTENTIAL PROBLEMS	POSSIBLE STRATEGIES
<p>“Getting Free”</p>	<ul style="list-style-type: none"> • Seeks autonomy, personal control • Work is important as a career. • Usually highly competent, intuitive. • Willing to work hard to become experts in a valued specialty. • Skilled at bartering their expertise for freedom. • Often relate to entrepreneurial companies <u>or</u> • Like to run their own businesses • Allegiance to profession. • Uncomfortable in close, intense relationships. • Insists on challenging, interesting work but not at the expense of personal liberty. • Need space and solitude. • Balance and harmony around work. 	<ul style="list-style-type: none"> • Hard to work for, hard to work with. • Difficult to supervise • highly values independence above all else. • Strong dislike of rules, structure and confinement. • Polar opposite to “Getting Secure” • This orientation may be in conflict with management (and management roles?) • Avoids being managed • Allegiance to profession, expertise supersedes allegiance to company. • Tendency to workaholicism. • Potential for burnout. • If desire for autonomy is frustrated it can lead to rebellion. • Not really a team player - tolerates only a certain amount of collaboration, finds intimacy claustrophobic. • Often a loner, a company maverick. 	<ul style="list-style-type: none"> • Choose your own work setting, one with autonomy (perhaps your own business). • Seek out companies which are loosely structured, with few rules and constraints. • “Pay your dues” to buy yourself negotiating leverage. • Seek out the right training and job experience early. • “Keep ahead of the game” - use extra knowledge and expertise to buy freedom from the company. • Go for companies which are “tough on results, but loose on process”. • Seek and use “inside information”. • When the company needs you, pitch in. • Need to walk a fine line to maintain management tolerance while accepting that you wont have management approval. • Resist over-commitment to other’s interests/causes. • Learn to cooperate and try to develop “Getting Balanced” as a back-up.

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CAREER ORIENTATION	CHARACTERISTICS	POTENTIAL PROBLEMS	POSSIBLE STRATEGIES
<p>“Getting High”</p>	<ul style="list-style-type: none"> • Absorbed by the demands of work. • Insatiable for learning new ideas and skills. • Thrives on interesting and exciting work. • Personal identity is a function of personal expertise. • Find work an adventure, delight in risk. • Innovative, intuitive, competitive. • Often in small business or companies starting up. • May be artistic or strongly ideological. • Strong role models, often very articulate. • May be more appropriate in consultant role. 	<ul style="list-style-type: none"> • Will be emotionally starved by routine, repetitive work. • Impatience with less talented, slower thinking peers. • May be seen as a career-hopper. • Prefer to be loners. • Resist interdependence • Relationships suffer • Not naturally comfortable in managerial jobs. • Perhaps overdo quality control, perfectionism. • Need astute management direction to harness contribution to the company. • More often a profile of men than women. 	<ul style="list-style-type: none"> • Can work within large organisations because of challenge and diversity of work available. • “Pay your dues” and trade-off your quality of work and ability to deliver. • Seek out stimulating tasks. • Read the organisation closely to find the appropriate areas of challenge, opportunity. • Learn persuasion skills. • Develop patience and political skills to cope with organisational life. • Be ready to seize opportunities. • Choose the right organisation - that encourages expertise and professionalism. One that works in state-of-the-art areas.

CAREER ORIENTATION	CHARACTERISTICS	POTENTIAL PROBLEMS	POSSIBLE STRATEGIES
Getting Balanced	<ul style="list-style-type: none"> • Seeks to balance career, self development and relationships with others. • Work is important but does not take precedence over people. • Have developed sensitivity to others. • Usually an orientation which emerges over time e.g. in mid to mature career phases. • Trade-offs are part of daily life. • An increasingly popular career orientation. 	<ul style="list-style-type: none"> • Often more important to women than to men, which can be reflected in traditional organisational cultures. • May be seen as undisciplined and self-indulgent to “getting ahead” people. • Balancing is hard work. • Work relationships may suffer in comparison to home relationships. • Self-development is often sacrificed when things get tough. • Not responsive to traditional rewards. • Behaviour may be seen as deviant, “alternative”. 	<ul style="list-style-type: none"> • Look for the right job or company - stimulating work without too many demands; one that tolerates your values and time constraints. • Explore the company culture - conditions, average hours of work etc. • “Pay your dues” - make temporary sacrifices to gain longer term benefits. • Stick to the rules - don’t exploit. • Keep your career strategy to yourself since it may be misinterpreted in an organisation. • Get a sponsor. • Resist tempting offers which will tip the balance. • Be careful about timing.

Source: C. Brooklyn Derr. Managing the new careerists. San Fransisco, Jossey-Bass Publishers, 1986.

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Clarifying your Values

The most important thing in life is to decide what's most important

What are your personal values? How do they influence your decisions and actions?

Look over the list of values below. Circle any that "jump out" because they are important to you. Then write your top three values below in order of importance. Feel free to add values that are important to you if not on the list.

truth	obedience	flexibility	adventure
efficiency	financial growth	perspective	cooperation
initiative	environmentalism	humour	quality
integrity	recognition	collaboration	commitment
hard work	purposefulness	peace	learning
resources	responsiveness	control	loyalty
honesty	dependability	fulfillment	courage
clarity	originality	trust	power
competition	security	candour	excellence
strength	excitement	love	prosperity
teamwork	self-control	creativity	sincerity
respect	service	cleverness	happiness
fun	justice	fairness	profitability
success	honour	relationships	order
freedom	stewardship	innovation	wisdom
spirituality	friendship	support	influence

My top 3 values are

1.

2.

3.

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What do you *really* want?

Dare to dream! Write down your “wants” in relation to planning your life and your career

I want

This or something better for all concerned!

I want

This or something better for all concerned!

I want

This or something better for all concerned!

I want

This or something better for all concerned!

I want

This or something better for all concerned!

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