

The background features a large, light red circular shape at the top. Below it, a horizontal black line separates the header from the main content. The main content area has a white background with a large, light red circular shape on the left and a stylized red person icon on the right. The person icon consists of a solid red circle for the head and a red shape for the body that resembles a downward-pointing arrow or a stylized torso. The bottom of the page is also white.

Clear **Direction**

Career Effectiveness Report

John Sample

ZERORISK HR, Inc.
Dallas, Tx.
972-996-0800

Before You Get Started

Everyone has many important considerations that apply uniquely to them as they consider choosing a career. These range from where you want to live, how much income you want to make, how skilled you are in different abilities, what experiences you have had, to who you know. There are too many different considerations for one report or test to be able to cover.

This report is generated from your answers to the Hartman-Kinsel Profile. Other reports are also available from the profile that are helpful resources in self-understanding, personal growth, and professional growth. This career report differs in that it specifically applies your unique thinking orientations and patterns to different characteristics of the work context. While it will not answer questions about what you love to do, what principles drive you, or how much money you need to make, it will address three key areas: the kinds of interaction with people that are best for you, the characteristics of the work that is best for you to do on a regular basis, and the kinds of working environments where you will be able to maximize your effectiveness.

John, this Career Effectiveness Report is the combination of your Hartman-Kinsel Profile results and our research about people in business roles. We have included those things that are very important for your career success and have provided information on how you can learn about other important considerations that this report does not cover.

Your interests may change throughout your adult life, and your jobs and positions will most likely change. But the types of interaction you have with others, the requirements of your work, and the kinds of work environments that are best for you are likely to remain the same. This will hold true no matter what type of work you are doing.

Before going into the specific information about your career characteristics, it is important to talk about who you are, at this point in time. This is valuable because you may need a "heads up" about your present thinking so you can make good use of the information in sections III, IV and V. In other words, this section has been designed to help you prepare the soil before you plant the seeds, or prepare yourself to be able to better use the information in this report.

Working With Other People

How much interaction with other people do you need to be effective at work? Some people get exhausted dealing with individuals on a regular basis while others are energized when they work with people. Some have no trouble telling individuals what to do, while others freeze when they have to speak directly to people. Some work best in groups and others work best alone. The following paragraphs describe your energizers, John, in relation to other people.

Let's Get it Done

You like to work and accomplish things with other people. You prefer not to sit around and have to listen to others' opinions or have to take the initiative to keep them informed or feeling like they are part of the group. You will like to work and get results with others who also like to get results and be better than the competition.

This means that you may be better off working in companies or groups that emphasize being the best and remaining at the top because their focus is on their employees getting work done and not spending a lot of time socializing or having meetings.

Examples of jobs that fit this category:

Restaurant cook - where you make meals with others

Advertising agency writer or designer - where you make tangible things happen with others

Store manager - where you do many things that lead to increased sales

Jobs that do not fit this category:

Professor or teacher - have to spend too much time doing things that get results a long time in the future - being a teacher of a trade would fit because the results of your teaching are immediately visible

Manager in most large corporations - too much time in meetings and your work often does not lead to visible results

Security guard - where the job is making sure things don't happen

Accountant - where the focus is on rules and order and you are doing the same things repeatedly - public accounting would fit because they do many different things and the results of your work are immediate

✓ **We're in this Together**

You will like to be part of a team of people who are committed to the same goals, purpose, and mission. You will prefer not to have to cater to others' feelings or personal opinions, but will be a dutiful and loyal teammate to those on your team.

This means that you will do best in an environment that has clear goals and requirements. You will be more energized by situations where the goals and purpose of the team are clear, and where you are regularly directing the decisions of management.

Examples of jobs that fit this category:

Athlete - where the prize is clearly defined and everyone is focused on it

Project manager - where everyone is on board to make the project successful

Small business employee - where everyone has to contribute for the business to succeed

House construction worker - where there are clearly defined plans for everyone involved

Jobs that do not fit this category:

One person business owner - no team to share the vision

Security guard - where in most work assignments you would be working alone

Real estate agent - where responding to peoples' feelings is a key to success

A Summary of What You Should Avoid

- ✗ A job or role where you have to deal with personal matters and others' feelings regularly.
- ✗ A job or role where you have to be soft or sensitive to people all of the time.
- ✗ A job or role where it is critical that you accurately and intuitively read people because you will tend to give others too much benefit of the doubt.

What You Need in a Job

Do you need to get visible results in order to enjoy your work? Some people need a lot of things going on at once, while others grow exhausted and distracted unless they are only working on one thing at a time. Some need to get rewards for their work, while others prefer to have their work blended in with the team's efforts. John, the following paragraphs describe the energizers that your profile indicates are important for you to maximize your effectiveness.

✔ What Did I Accomplish?

You are energized when you do work that leads to specific and visible outcomes from your efforts. This means that you need to be able to see how your efforts contribute to success, and you need to know that your contributions are valuable to the company or department.

Is the role or company you're considering one where each individual's work is distinguished from others' work or is it more of a group where everything gets thrown into the same pot and no one's individual contribution is recognized?

✔ My Work is Valuable

You need your work to lead to rewards or recognition. Many people do not value what they do, but you are aware that your efforts and accomplishments have value. Because they have value, you realize that they deserve to be recognized. If you work in a role where there is not a direct connection between what you do and getting recognition for those outcomes, you will be frustrated. Keep in mind that a lot of companies or organizations do not favor individual recognition of any kind.

Does the company you are interested in reward extra effort or significant accomplishments? Are individual contributions recognized and favored?

✔ You Can Count on Me

You like to have chances to demonstrate your loyalty and trustworthiness. While this does not mean that you necessarily need special attention, it does mean that you have a strong passion to be responsible, trustworthy or dependable. While

A Summary of What You Should Avoid

- ✘ A job where you have to do what you are told without being told why.
- ✘ A job or role where you have to deal with a lot of regulations or endless meetings.
- ✘ A job or role where your efforts do not lead to specific, identifiable results.
- ✘ A job or role where you can't make a lot of money or get a lot of things accomplished.
- ✘ A job or role that is inconsistent with your own values and principles.

Work Environments That are Best for You

What kind of environment maximizes your strengths and abilities? The difference between certain work environments can make all of the difference as to whether a particular job is right for you. Some companies are very cooperative and supportive, while others are very competitive. Some environments honor certain positions (like many large accounting firms that value their accountants) while other companies pay little regard to people in the same position (some large companies put their accountants in a lower quality office away from headquarters because they do not want to hear from or interact with their accountants). This section is designed to give you specific help identifying your energizers and some of the environmental conditions that are best for you.

✓ **I Need to be on a Winning Team**

You prefer to be part of a successful company that is making money, growing, and giving you an opportunity to make good money.

Knowing whether a particular company is an industry leader is usually a fairly easy thing to find out, but be careful that you do not take for granted how different jobs compensate their employees. Many people do not realize that certain jobs pay very poorly. An example is that the average pay for a veterinarian is lower than the average pay for a plumber. Another example is that the average income of attorneys in a particular state in the United States is lower than the average pay of a high school teacher in the neighboring state. With a little bit of research, you will be able to get factual information concerning these aspects and it will do you well to learn these things before you choose a career or job.

✓ **Team and Individual Honors**

You do your best when you are both part of a team and able to get individual recognition for successes that result from your individual efforts.

Each working environment differs concerning what it means to be part of the team and whether it grants individual awards, recognition or bonuses. Some team leaders do not believe that individual contributions should be recognized, while others believe whole heartedly in giving individual team members recognition for

A Summary of Your Energizers

Your personal energizers are critical factors in your career success. If you ignore these and choose a career, job, or working environment that does not match your energizers, you will be frustrated and limited in your effectiveness.

Working With Other People

- ✓ Let's Get it Done
- ✓ We're in this Together

The Work I Like To Do

- ✓ What Did I Accomplish?
- ✓ My Work is Valuable
- ✓ You Can Count on Me
- ✓ Tell Me Why
- ✓ Specific Projects are My Specialty

My Best Working Conditions

- ✓ I Need to be on a Winning Team
- ✓ Team and Individual Honors
- ✓ Clear Job Expectations and Feedback
- ✓ Clear Plans and Mission
- ✓ A Safe and Fair Environment

Going Forward Worksheet

The purpose of your Career Effectiveness Report is to help you develop a clearer understanding of what you need in a job in order to maximize your effectiveness. This exercise will provide you with a plan for going forward in the career selection process. Take a few minutes to fill this worksheet out, it will be well worth your time!

Things that this report says about me that I see as true:

Things that this report says about me that I do not think are accurate:

After you fill in the above two sections, have some people who know you really well provide you with feedback about your observations – they may be able to give you helpful insights.

Responses from friends and family to what this report says about me:

Now write down your 'going forward' plan.

What I am going to do in order to use this information for my benefit:

Job Evaluation Worksheet

You are now better able to evaluate whether a particular job or career is the best option for you. Clearly, what has been covered in this report is only part of what you need to consider when contemplating a potential job opportunity. The level of pay, the working hours, how much travel is involved, how much schooling is needed, and other factors are also very important when considering different careers. But this Career Effectiveness Report has given you an outline of what is important for you in terms of your interaction with people, the work you do and the best working environments for you.

The page that follows is a sample of a "Job Evaluation Sheet" for a hypothetical person. Use it as a sample for you to fill in your own "Job Evaluation Sheet" (that is printed with your own energizers and follows the sample in this report). Feel free to make additional copies of your own "Job Evaluation Sheet" so you can use it when you evaluate different jobs or positions.

When you look at the sample, you will notice four large numbers— these correspond to the numbers on the instructions below. Again, this sample is to help you make the best use of your own "Job Evaluation Sheet."

- ① Fill in the name of the job and the company.
- ② Review your energizers that are listed on your sheet and write down any additional things about yourself on the blank lines. Cross out any energizers that you don't believe are true for you.
- ③ In the column on the right, determine whether this job satisfies your energizers. Think about the job and the particular company and evaluate them according to the energizers that are listed in section #2. You may need to interview different people in order to get answers to these questions. Some of this information may be hard to get, yet any work along these lines can be very worthwhile. You can put a check mark or write "YES" when the statement is true about the job or company and an "X" or "NO" when it is not true.

Most common question: How many different aspects should match for the job to be a good choice for me?

Answer: Sorry, there is no absolute formula. We suggest that you make sure that everything that is absolutely crucial for you match the job or role, while those things that are important (but are not crucial) might not be in the job or role you accept.

- ④ Write your overall conclusion about how that job and company fit or do not fit your energizers. Again, these are not the only things you need to consider, but it is very important for you to consider these things during the career selection process.

Job Evaluation (Sample Job for Sample User)

① Accountant in large accounting department

Job Title

XYZ Corporation

Company Name

② **Your Energizers**

Working With Other People

Personal Issues not brought to work
My interaction with others is to get the job done
Team orientation - we're in this together
Not a lot of having to talk with people all day
Can work alone regularly

Yes
Yes
Yes
Yes
Yes

The Work I Like to Do

I want to get things done
I can accomplish tangible things
My contributions are recognized
I get to be in charge
Can work alone regularly

Yes
Not always
No
No
No

My Best Working Conditions

A winning team
Team focus and individual honors
Clear job expectations
I need to continue to grow
Are these people disrespected by other depts

No
No
Yes
Yes
No

④ **Overall Conclusion**

The people interaction is good but there are some potentially high levels of frustration with the work itself - it's not practical enough - too many rules and not enough making things happen - and being in an accounting department would frustrate me because they are usually not respected by the rest of the company.