



Clear Direction

Career Effectiveness Report

Mr. Sample Customer
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v1.2.3

Dear Sample,

Welcome! We trust this Career Effectiveness Report will be a valuable resource for you whether you are beginning a career search or considering changing jobs or careers. Because it is generated from your responses to the Hartman-Kinsel Profile, this report provides objective and personalized practical information that you are not able to get from any other single source.

From our work with professionals in business and young adults over the past thirty-two years, we have learned that one of the hardest things people have to do is make career and job choices. We have designed this report so that it will provide you with details about your thinking and what you can expect, some important information about key differences between different jobs or careers, and specific things that help you maximize your effectiveness.

The table of contents, which follows this letter, provides you with a list of what is included in this report. Each section has parts that were included because of your Hartman-Kinsel Profile results. In other words, your report will be different from everyone else's – so when you read it, know that it was assembled specifically for you.

✓ *You will notice that throughout this report we have included two different symbols: a check mark and an X. The check mark indicates specific things that are appropriate to you, things you will want in a job, or things that are good for you.*

✗ *The X highlights things your profile indicates would be best for you to avoid, or those things that can be energy drains for you.*

We suggest that you read the entire report and complete the worksheets found in the last section. While this report is not the definitive answer to all your questions, it does provide you with principles that are likely to be true about you and that can be very helpful to you. Because most people will change the fields in which they work more than three times in their lives and many of the jobs that will be available to you in ten years do not exist today, telling you exactly what jobs are good for you would be impossible. But these principles will always be useful to you - no matter what careers you are considering. Don't treat this as if it is the whole truth and nothing but the truth – treat it as an aide that can help you know yourself better and know how to make better career and job choices.



*Dr. Robert Kinsel Smith
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SECTION I

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.

Sample, 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.

SECTION II

More Important Than Telling You What To Do

Things that are most critical for career effectiveness are often the hardest to define. Our research indicates that the Hartman-Kinsel Profile is the best tool to measure those things that are most important for you to know about yourself for career success. This Career Effectiveness Report presents these factors. We call these energizers and we divide them into three categories:

1. Interaction you have with people on the job
2. The characteristics of the work you do on a daily basis
3. The characteristics of the work environments that are best for you

Personal Energizers

Personal energizers are those things that "fit" each of us individually. When we are doing things within our own "energizers" then we feel good, get energized by what we are doing, and like to come back for more. When we are doing things that lie outside our own energizers, we get exhausted, irritable and do not want to continue to return to do those things. We are all created differently, so different kinds of tasks suit different people, different kinds of environments are better for different people, and different kinds of interactions with people suit different people. Sample, 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.

We have worked with hundreds of people who were miserable while working in their fields of interest. These have included professionals in real estate, transportation, telecommunications, law, automobiles, hospitality, restaurants, politics, medicine, and manufacturing. While these people were working in their areas of interest, they were frustrated or depressed because their job responsibilities did not match their personal energizers.

An example of one such person was an attorney who was so miserable that she questioned whether she should continue to practice law. She was working in a very good law firm with partners who were expecting her to keep regular office hours just like the rest of the firm, but she was an unconventional thinker and

worked best when she started work in the afternoon and continued late into the night. Even though she liked practicing law, she questioned everything she was doing because the requirement of coming into work at 8:30 A.M. was an energy drain. Before she left the practice of law, she learned about her personal energizers. By understanding what she needed in a job, she was able to find a position with a new law firm that allowed her to have flexible office hours.

This report will not tell you specifically what career you should pursue, but it will help you be better prepared for the career selection process. It will help you define your energizers; those characteristics and contexts where you will be most effective and happiest.

Let's say two different people, Bill and David, who like the real estate business are both considering job offers in real estate. Both are team players but Bill is also a person who needs to have recognition and awards for his contributions. David prefers to work with people on a constant basis, while Bill is better having some time with people and some time alone, away from people. Bill likes to persuade people, while David prefers solving problems and working with numbers. Even though they both like the same industry, Bill would probably like to be in sales or leasing and would hate the jobs that energize David. David would be more inclined toward management or the finance side of the real estate business and would be demoralized doing what Bill loves to do. Personal energizers are some of the most critical factors for your career success.

A Reminder

Your areas of interest and your own innate abilities are very important considerations when choosing a college major or career. If you have always loved art, then your interest in art is a very important factor in your career choice. If you have a significant aptitude in word memory, then it is valuable for you to do things that require that you use this ability.

But most important is your being in the right place within the fields you choose. If you are an analytical problem solver, then it is important for you to be able to do that in whatever roles you choose. If you need to work alongside people and not be competitive or combative, then it is very important that you choose environments and roles where the people are supportive.

Sample, the next three sections give you summaries of the energizers that the Hartman-Kinsel Profile identified to be true for you. Do not read these lists as the absolute truth about you, but rather read these lists thinking that it is likely that they are true about you and that this is a good beginning of a thorough investigation.

SECTION V

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.

✓ **Freedom of Individual Expression**

You work best when you are not subjected to strict agendas and organizational requirements. You prefer to know what you need to get accomplished and then be able to do that without being told how you should do it and without being saddled with a lot of rules, requirements, or meetings.

Organizations are often put into one of two groups: those where people are told what to do and those where people are expected to determine what to do. An

example of how the same job can have different environments is the job of being a chef at a restaurant. Chefs at national chains have to cook the food exactly as the parent company tells them to. They are not allowed to stray from the company recipes. Where chefs cooking for independent restaurants often are allowed to cook their own recipes and put their own individuality into the meals they prepare.

✓ **I Need to Grow**

You need to have opportunities to achieve and advance to positions of greater responsibility. You also need opportunities to grow, be recognized, and be promoted.

This will probably have more to do with the size of the organization than the nature of the industry or work that is done. One of the benefits of large organizations is that a lot of different positions open up for people to advance into. A common problem for small companies is that few positions open for people to grow into. So if you are considering a small company, be sure that it is a growing company that promotes people who are excelling and growing in their capabilities.

A Summary of What You Should Avoid

- ✗ An environment where everything is done by the book.
- ✗ An environment where everyone is part of a system with no individuality allowed.
- ✗ An environment where people don't care about winning or being the best.
- ✗ An environment where you don't have someone protecting you politically.

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 for Sample Customer

Job Title

Company Name

Your Energizers

This Job?

Working With Other People

Keep the Personal Stuff at Home
Let's Get it Done

The Work I Like to Do

Let's Make a Difference
Don't Let Me Get Bored
You Can Count on Me

My Best Working Conditions

I Need to be on a Winning Team
Freedom of Individual Expression
I Need to Grow

Overall Conclusion

Notice: This is a sample report, only selected pages have been included. This report is normally more than 20 pages in length.