

## ENRICHING YOUR CAREER REPORT

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**Assessment Completed: December, 4 2004**

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## I. INTRODUCTION: Achieving Career Satisfaction

The Enriching Your Career report is designed to help you determine which kinds of jobs, careers and work situations you will find most meaningful and enjoyable. When people enjoy their jobs and are happy with their careers, they also report that they...

- ▶ **Feel more motivated and energized.**
- ▶ **Perform better and feel valued.**
- ▶ **Feel more confident about themselves.**
- ▶ **Feel loyal and committed to their organizations.**
- ▶ **Experience greater life balance.**
- ▶ **Feel optimistic about future promotion opportunities.**

In other words, when people feel happy and satisfied with their jobs and careers, many positive things happen.

Career satisfaction, however, is very personal; what one person finds satisfying and meaningful, another person does not. This is the goal of the Enriching Your Career report - to help you better understand what you will find meaningful, satisfying and rewarding in the career you build for yourself.

Whether you are choosing a new career or re-evaluating a current one, transitioning to a new job situation, or looking for ways to enhance a career path already taken, the Enriching Your Career report can give you added focus by helping you better understand...

- ▶ **Your natural work style strengths.**
- ▶ **Tasks which are a "good fit", as well as "poor fit" for you.**
- ▶ **The type of work environment you are most likely to enjoy.**
- ▶ **Which rewards motivate you the most.**

The information presented in this report is based upon your completion of the PsyMax Solutions Work Style Assessment<sup>SM</sup> inventory. Turn to the next section for your personal results.



## II. YOUR PsyMax Solutions RESULTS: Gaining Insight Through Feedback

### The PsyMax Solutions Work Style Assessment<sup>SM</sup> Inventory

The results presented in this report are based upon your completion of the PsyMax Solutions Work Style Assessment<sup>SM</sup> inventory. As shown in the graphic below, the Work Style Assessment<sup>SM</sup> inventory measures 15 elements of an individual's "work style" - those actions, behaviors and orientations that people demonstrate in performing their work role.



**Your work style profile describes the way you most typically act or behave when performing your job. Your work style, therefore, represents the unique and natural way you approach job situations or work roles.** Different jobs require different work behaviors - the job of a Salesperson requires different behaviors from that of a Computer Programmer. People perform better and experience greater career satisfaction when their natural work style behaviors match what is required in their jobs. This career report will help you identify the types of jobs and careers for which you are most naturally matched.



## Understanding Your Scores

As you review your profile, please note the following:

### ▶ Your Personal Results

The profile consists of 15 work style behaviors. Your scores are represented by the



### ▶ Interpreting Your Percentile Scores

Scores are presented as percentiles which allow you to understand how your scores compare to a large number of other individuals who have also completed the Work Style Assessment<sup>SM</sup> inventory. For example, if you receive a score at the 90th percentile, this should be considered “very high” because 90% of other individuals taking the questionnaire scored lower than you on this particular characteristic. Similarly, if you received a score at the 30th percentile, this indicates that 70% of other individuals taking the questionnaire scored higher than you.

### ▶ Higher Scores

Scores of 60% and above should be considered higher. These higher scores indicate behaviors which...

- You emphasize consistently and to a high degree.
- Feel comfortable, natural and enjoyable to you.
- Contribute to your effectiveness and potential.

### ▶ Lower Scores

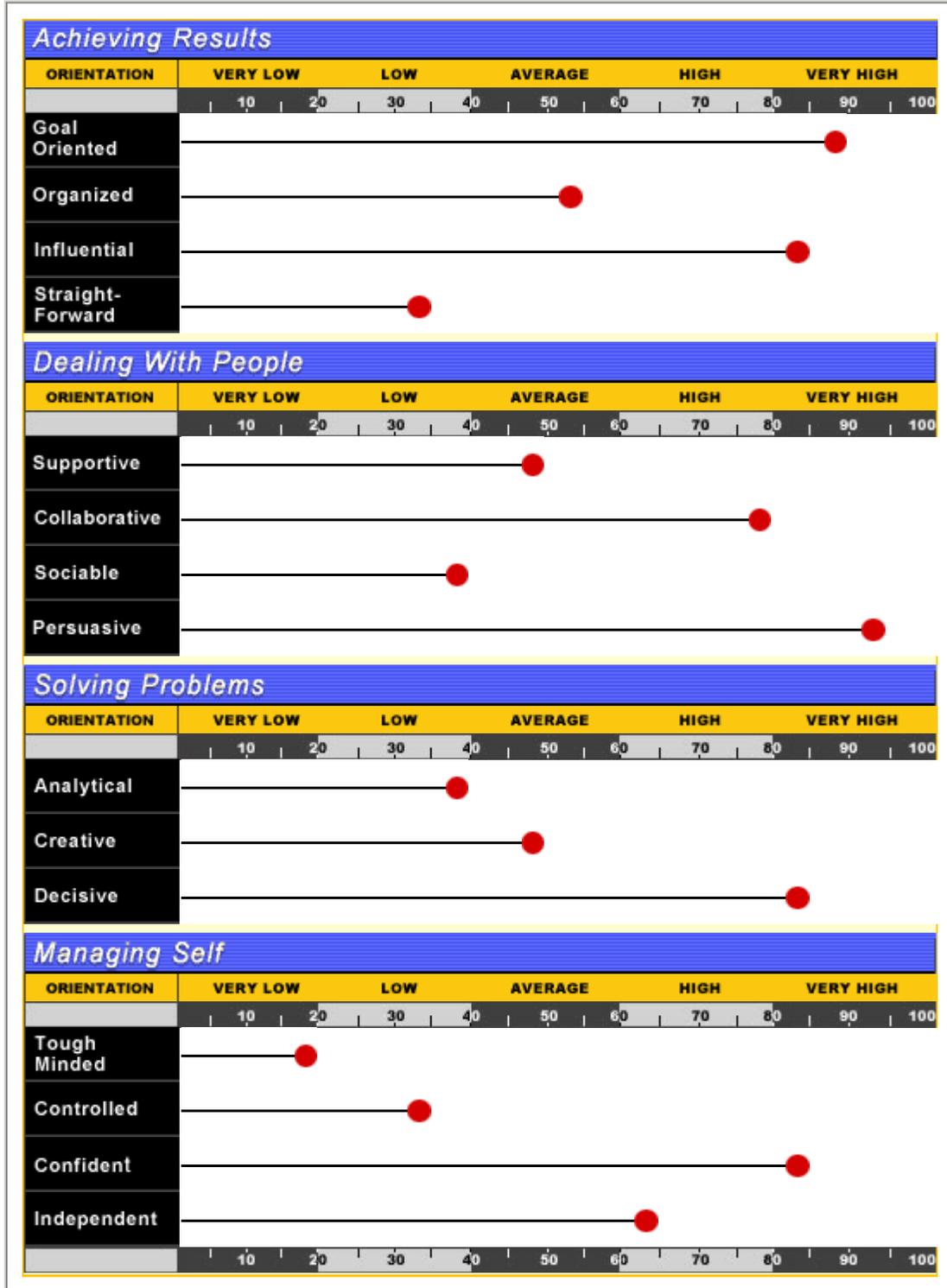
Scores at the 40% and below should be considered lower. These lower scores indicate behaviors which...

- You do not consistently emphasize.
- Feel less natural, comfortable or enjoyable to you.
- May actually reduce your effectiveness.

The Enriching Your Career report is based on the premise that you will enjoy a job and perform it better when the requirements of a job match your natural work style behaviors.



## PsyMax Solutions RESULTS PROFILE FOR: Kathy Jones.





## Your Higher Scores

Based on your scores, the work style behaviors listed below have been selected as natural work style strengths for you.

Work Style	Description
▶ <b>Persuasive</b>	You make strong use of persuasiveness to influence others to your point of view. You sell your ideas and attempt to win people over. You can advocate for a position and use convincing arguments to gain recognition, influence and impact. You may recognize that even great ideas do not sell themselves without persuasive advocacy.
▶ <b>Goal-Oriented</b>	You exhibit a strong orientation toward achieving results and goals. You are diligent in pursuing goals and can push yourself and others to high levels of accomplishment. You remain focused on results, persevere even in the face of obstacles and challenges, and may inspire others to be equally tenacious. Since your expectations are set at a high level, your achievements can be significant.
▶ <b>Influential</b>	You are comfortable directing the activities of others. You can step into the leadership role when things need to be moved forward. You are comfortable exercising influence and being placed in situations requiring influence, authority and leadership.
▶ <b>Decisive</b>	You are decisive, responsive and quick to conclude issues in a direct and authoritative fashion. You are actively involved in the achievement of specific, pragmatic, and pressing short-term objectives. You bring issues to closure by taking the initiative and making decisions quickly and independently. You are more focused on making a decision and moving things forward than slowing things down by requiring full involvement and consensus.
▶ <b>Confident</b>	You project confidence and belief in yourself. You trust your judgments. You are self-directed, project a positive self-regard and may show the courage of your conviction. You take a positive, upbeat and optimistic view of situations, people and possibilities and are recognized as a positive thinker. Your self-confident work style enables you to resist pressure for early compromise and your optimism can have an encouraging and uplifting impact on others, providing them with a positive view of future possibilities.
▶ <b>Collaborative</b>	You place a high priority on cooperative working relationships and team playing. You work well in group settings and easily take on the role of collegial team player. You work harmoniously for the betterment of the team and are particularly loyal to its objectives. This selfless orientation indicates a willingness to accommodate for the common good.
▶ <b>Independent</b>	You are independent and self-sufficient and prefer situations providing high autonomy. This self-directed nature contributes to your willingness to take responsibility and accountability for your behavior. You reject dependent relationships, operate well without direction, and can be

guided by your own thinking.



## Your Lower Scores

Work Style	Description
▶ <b>Tough Minded</b>	You are likely to be concerned about being well regarded and making a positive impression upon others. Because of an interest to receive approval from others, you may be perceptive about the impact you have on others. Additionally, you can effectively read and react to cues that others provide. Your perceptiveness can lead to a high degree of versatility in adjusting to different people and situations.
▶ <b>Straightforward</b>	You demonstrate tact and diplomacy when dealing with sensitive issues. You are less likely to directly confront conflict and disagreement preferring instead to focus on the common ground that both sides can accept and maintain a positive atmosphere. You keep interactions positive and constructive by seeking areas of agreement rather than offering criticism or being blunt.
▶ <b>Controlled</b>	You are emotionally demonstrative and openly react to people, situations, or events. You are not likely to hold much back. Your spontaneity can heighten the impact you make upon others allowing you to gain recognition and influence. Your expressiveness can also be an energizing force boosting the motivations of associates.
▶ <b>Sociable</b>	You project a reserved and understated work style that minimizes over-dramatization or emotional expressiveness. You avoid emotional displays in favor of a more steady, low key, and consistent style. You remain composed in times of stress and may be a steadying influence on others.
▶ <b>Analytical</b>	You are highly focused on immediate and short-term concerns. You do not waste time planning for distant possibilities, or attempt to anticipate all the consequences of your action. You do not over-analyze issues or get mired in excessive technical detail. This style can result in realistic and functional solutions that address immediate and pragmatic needs. You respond quickly to requests, emergencies or last minute problems. You emphasize action rather than planning.

The next few pages provide definitions for each of the behaviors measured by the Work Style Assessment<sup>SM</sup> inventory and some questions to help you reflect on your work style strengths.



## PsyMax Solutions Work Style Assessment Inventory Definitions

### Achieving Results: How an individual gets things done and accomplishes results.

- Goal-Oriented** - Pushes self and others to achieve high-level results through determination and tenacity
- Organized** - Gets things done in an orderly, systematic, and procedural fashion
- Influential** - Leads others, takes charge, and exercises authority
- Straightforward** - Confronts difficult situations in a candid manner and communicates directly

### Dealing With People: How an individual interacts with and relates to others.

- Supportive** - Acts in a friendly and comfortable manner, demonstrates concern, and assists others
- Collaborative** - Emphasizes cooperative partnering and team-oriented interactions
- Sociable** - Relates to others using an engaging, expressive, and lively style
- Persuasive** - Promotes and advocates ideas in a convincing fashion

### Solving Problems: How an individual approaches problem solving and decision-making.

- Analytical** - Uses logic to solve problems and anticipate long-term consequences
- Creative** - Addresses issues in an innovative, resourceful, and imaginative manner
- Decisive** - Demonstrates a sense of urgency and responds quickly to issues

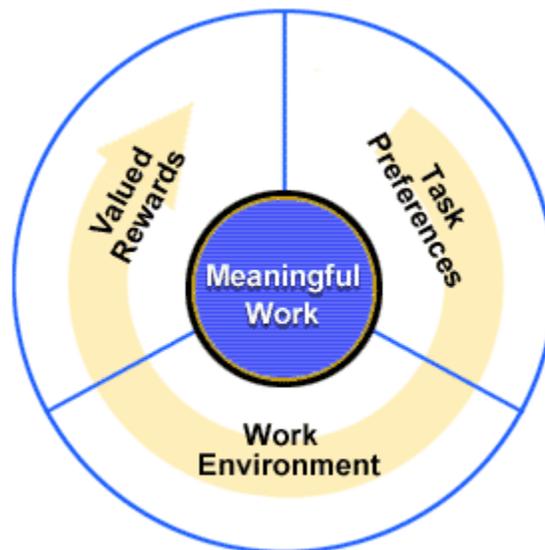
### Managing Self: How an individual manages feelings and emotions.

- Tough Minded** - Demonstrates resilience in the face of criticism and does not take negative feedback personally
- Controlled** - Displays an even temperament and maintains control over emotional reactions
- Confident** - Projects self-confidence and optimism for the future
- Independent** - Operates in a self-sufficient manner with a high degree of freedom and autonomy



### III. DEFINING MEANINGFUL WORK: Discovering Preferences

We all seek to find work where we perform the tasks we naturally prefer in the environment where we are most comfortable and receiving the rewards that mean the most to us. That, for each of us, is 'meaningful work', as shown below.



This section of the Enriching Your Career report builds on what you've learned from your work style assessment by helping you describe aspects of the types of job you will enjoy and perform effectively.

#### ▶ Task Preferences

All jobs are made up of several tasks. Your task preferences represent the specific elements of a job that you most naturally enjoy doing and feel competent in performing. Carrying out tasks which you enjoy and are competent at performing is the core of meaningful work.

#### ▶ Work Environment

All jobs exist within a work environment or culture. For example, some cultures have a close knit team environment, while others have an individualistic, entrepreneurial and competitive environment. Knowing which kind of work environment best supports your personal preferences is very important to your job satisfaction.

#### ▶ Rewards

Each of us wants different things from work and is motivated by different rewards. For example, some people value money, while others value status and power. Being clear about the rewards that you value will help you make good career decisions on your own behalf.



## Your Task Preferences - Good Fit

### Tasks that are a "Good Fit"

The list below is based upon your personal PsyMax Solutions results and presents a number of task characteristics which you may perform well and enjoy. As you read over the list remember that they have been selected specifically for you based upon your unique PsyMax Solutions Work Style profile.

If the task characteristic describes a work activity which you enjoy and perform effectively, place a check mark in the box.

If you prefer to use your own words to describe your preferences, we have provided that opportunity at the end of this list. Just add your own words and place a check mark in the box.

Although you may enjoy and be effective at several of these tasks, this program is designed to help you focus on important career preferences. Please choose no more than 3 to represent your most preferred tasks. **Save these choices for your Career Summary.**

### "I prefer a job that requires the ability or provides the opportunity to..."

- Perform practical and tangible tasks involving accuracy in handling specific detail.
- Be well organized, orderly, structured and systematic.
- Perform a role according to established standards, rules and guidelines.
- Make decisions by carefully inspecting details for accuracy according to clear and concrete standards.
- Use experience and acquired technical knowledge to maintain existing systems.
- Make sure that things run in a predictable, orderly and stable way.
- Use numerical detail to support my conclusions and make objective decisions.
- Work alone and independently, concentrating on concrete tasks.
- Make objective, realistic and hard-nosed decisions based upon a consistent application of rules and policies.
- Take sufficient quiet time to thoroughly plan, analyze and prepare before taking action.
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- \_\_\_\_\_
- \_\_\_\_\_



## Your Task Preferences - Poor Fit

### Tasks that are a "Poor Fit"

Your PsyMax Solutions Work Style profile can also help you identify work activities which are not likely to be an ideal fit. The listing below presents several potential "poor fit" job characteristics. These characteristics are not likely to bring out your best either because you do not enjoy the task or are ineffective performing it.

Check off those characteristics with which you agree.

This program is designed to help you focus on important career preferences. Please choose no more than 3 to represent your least preferred tasks. **Save these choices for your Career Summary.**

#### "I am unlikely to enjoy a job that requires or involves..."

- Being dramatic, impactful, highly sociable or persuasive.
- Frequent and constant interaction with people.
- Frequent change or having to constantly adapt to ambiguous situations.
- A high element of creative thinking or intuitive analysis.
- Working at a fast pace that does not allow enough time for working alone and concentrating on detail.
- Compromising my personal standards of what is right, fair and just.
- Abstract and conceptual analysis more than practical and pragmatic thinking.
- Selling myself in a highly visible and dramatic way in order to gain recognition and credibility.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



## Work Environment

### WORK ENVIRONMENT - Working Where My Values are Supported

Career satisfaction not only relates to performing tasks you enjoy and are competent at performing, but also within an environment consistent with your needs and values. Work environment is made up of several factors such as size of the organization, its culture, how it rewards and values people, and its overall structure. In the same way that people have natural task preferences, they are also more compatible with certain types of work environments than others.

Your personal PsyMax Solutions results indicate that you are most likely to prefer a work environment with the following characteristics. Read through the listing and check any which describe your personal preference.

This program is designed to help you focus on important career preferences. Please choose no more than 3 to represent your most preferred work environment characteristics. **Save these choices for your Career Summary.**

#### "I prefer a work environment where..."

- People abide by the established rules, policies and expectations as set down by authority figures.
- My performance is evaluated on its own merits, and I don't have to sell myself or engage in political maneuvering.
- Tradition and past practice are valued more than what is trendy, flashy and extravagant.
- People's needs are recognized and addressed, and there is a strong sense of community.
- Things are structured, systematic and well organized, and there is a well-defined hierarchy.
- Guidelines and rules create predictability.
- Where I must interact with people who are significantly different from myself.

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## Valued Rewards

### VALUED REWARDS - Getting What I Need

Meaningful work provides rewards which we personally desire or value. Some people value such things as money, independence and status, while others look for a job which provides rewards of personal growth, supportive relationships and living a balanced life. We all have our unique set of preferences and values.

In order for work to be meaningful to you, a key component is that it provide you with the rewards you most value.

While you may be motivated by many things, this program will help you determine what it is that you most value and need from your work and career. The list below provides several work-related rewards. Please choose no more than 5 you most personally want and value from work. **Save these choices for your Career Summary.**

If you prefer to use your own words to describe your preferences, we have provided that opportunity at the end of this list. Just add your own words and place a check mark in the box.

#### "I most value a job which provides me with..."

- ACHIEVEMENT:** Challenge, achievement and a sense of accomplishment
- ADVENTURE:** A sense of adventure, stimulation, and fun
- AUTHORITY:** Influence, authority, power and control
- BEING VALUED:** Positive feedback that I am valued and appreciated
- FRIENDSHIPS:** The opportunity to make solid and fulfilling friendships
- HELPING OTHERS:** The opportunity to help, support and serve others
- INDEPENDENCE:** Independence, autonomy and freedom
- LIFE BALANCE:** Life balance between work and non-work priorities
- LOCATION:** The opportunity to live in a geographic area of my preference
- MONEY:** The opportunity to make a lot of money
- PERSONAL GROWTH:** Personal learning, growth and development
- RECOGNITION:** Visibility, recognition and impact
- SECURITY:** Economic security, safety and predictability
- SENSE OF PURPOSE:** A strong sense of purpose and meaningful work
- SOCIAL CONTRIBUTION:** The opportunity to make a broader contribution to society
- STATUS:** Status, prestige and high social rank
- TEAMWORK:** The opportunity to participate with others and be part of a team

**UPWARD MOBILITY:** Promotional opportunities and quick upward mobility

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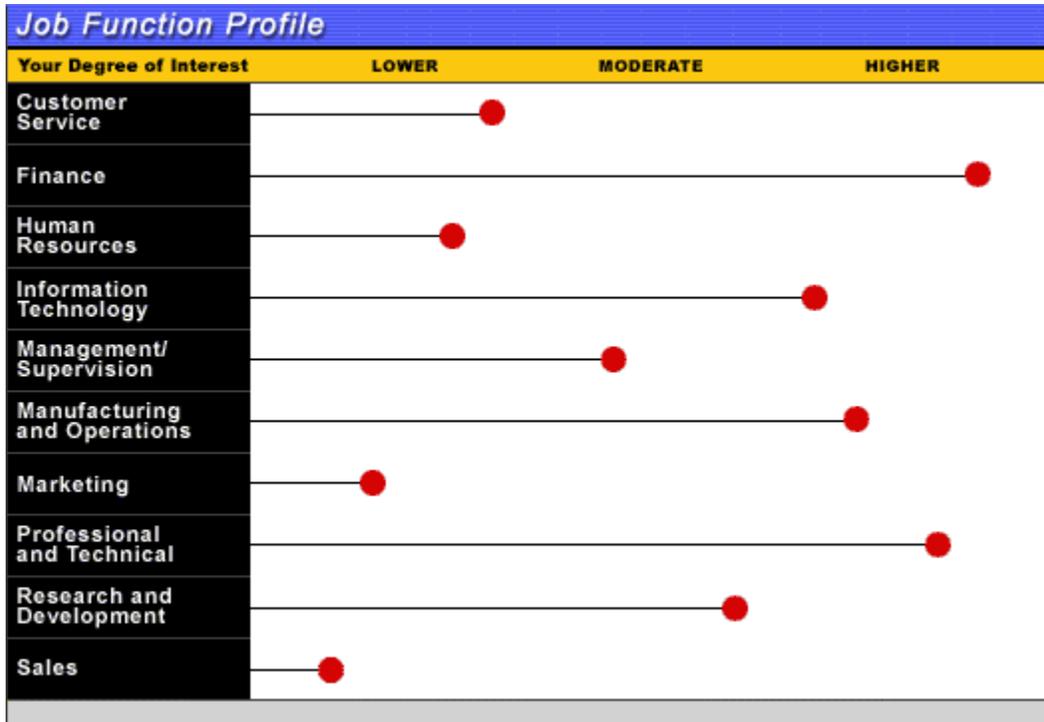
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## Job Function Profile

Your assessment results suggest a number of tasks and jobs that you are likely to perform effectively and enjoy. The chart below shows your overall level of interest in the 10 major job functions within organizations. Your level of interest is shown by the red circle. You may want to explore functions where your level of interest is higher.





## Occupational Examples

### OCCUPATIONAL EXAMPLES

People who demonstrate a PsyMax Solutions Work Style profile similar to yours are successfully and happily employed in a wide variety of occupations.

Listed below are a few occupations that match your personal preferences. These occupations are not being specifically recommended for you, but are simply being presented to give you some examples of how certain jobs match with work style profiles similar to your own. If these jobs do not exist within your organization, think broadly through the jobs and functions which are part of your organization and determine which ones would be a match for you in terms of tasks, work environment and rewards

#### **Accountant**

Accountants handle specific detail with great accuracy and according to clear and well-established standards. They often have to work with clients whose focus differs from their own.

#### **Clerical Administrator**

Clerical administrators are well organized and implement structured systems that make things run smoothly and efficiently on a day-by-day basis. Their work follows established guidelines and procedures.

#### **Engineer**

Engineers analyze problems deeply and call upon an established body of scientific information to solve practical problems. They focus on concrete tasks and use numerical detail to support objective decisions.

#### **Police Officer**

Law enforcement professionals have a good memory for specific facts, work within a structured environment, and uniformly apply rules and laws to protect individuals and the community.

#### **Research Librarian**

Librarians concentrate on detailed subjects and work independently using analytical skills to research specific topics with accuracy and in-depth analysis. They work in an orderly, structured environment.



## IV. SETTING A PERSONAL CAREER GOAL: Targeting A Destination

### Your Career Preferences Summary

We experience more meaningful work when we perform preferred tasks in work environments consistent with our needs and receive rewards we most value.

Your Enriching Your Career report has provided you with insights about what meaningful work means specifically to you. Use the spaces provided below to record the choices you have made indicating your most and least preferred tasks, ideal work environment and most valued rewards.

#### ▶ Task Preferences - Performing Tasks You Enjoy

##### ▶ Tasks that are a Good Fit

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##### ▶ Tasks that are a Poor Fit

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#### ▶ Work Environment - Working Where My Values are Supported

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#### ▶ Valued Rewards - Getting What I Need

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Review these preferences and respond to the questions on the next page.





## Career Goals

The previous questions have been designed to help you think about your personal career goal. Goals allow us to feel more in control and to link our behavior with a specific outcome which is important to us. When taken seriously and constructed correctly, goals can be an immensely powerful statement of purpose and focus. Taking action without a goal is flying blind; when we have a goal, we pilot our actions to an important and desirable destination.

Based upon what you have learned thus far, your task now is to write a **Personal Career Goal**. Here are some examples of personal career goals.

- ▶ "To find a new career with my company in computer programming, network administration or data architecture. These fields make good use of my natural strengths in analysis and creative problem solving within a satisfying and financially rewarding career."
- ▶ "Transition out of sales into a broader marketing role where I can help launch the sales initiative to open the new West Coast retail operation, manage a team of sales executives and achieve a higher level management role in my company. To achieve this, I will ask Bob or Pam to coach me and will seek a role on the West Coast project team."

**As you build your Personal Career Goal, keep the following criteria in mind. The more of these that you can incorporate into your goal, the more effective it will be:**

- ▶ **Desirable** - is the goal something you really want to accomplish? Are you excited and passionate about the possibility of attaining the goal?
- ▶ **Realistic** - is the goal realistically within your grasp to achieve? Do you really believe the goal is something that you can accomplish?
- ▶ **Measurable** - do you have a way to determine whether or not you have attained the goal? Have you stated the goal so clearly that you can measure progress and achievement?
- ▶ **Focus** - Does the goal suggest specific actions to take which lead to the accomplishment of the goal?
- ▶ **Control** - Can you accomplish the goal primarily by your own efforts without having to depend upon external sources and support?
- ▶ **Challenging** - Does the goal put some pressure on you to stretch beyond your comfort zone? Does the goal create some positive tension within you?
- ▶ **Envisioned Self Image** - Can you translate the goal into a visual image of how you will "be" when the goal is accomplished? What will your work world "look like" when the goal is achieved?



## Your Personal Career Goal

Write your personal career goal here. Modify it as you get a clearer picture of your career goals and use it to help you evaluate ideas and opportunities.

▶ **What actions do I need to take to accomplish this goal?**

▶ **What obstacles prevent me from achieving this goal?**

▶ **What are the benefits that I derive by achieving this goal?**



## V. CAREER RESOURCES: Taking Action

### Choosing A Career Coach

The job-search process can be daunting. Would you benefit from assistance provided by your own career coach?

Choosing someone you know to act as your career coach can be one of the most important decisions you make.

For help in choosing the right career coach, consult with your boss, Human Resources or your organization's Career Center if you have one. Choose wisely, and your coach becomes a supportive partner who will offer you:

- ▶ **Career ideas and information**
- ▶ **Contacts and opportunities**
- ▶ **Perspective and insight on your career goals, your talents and your work style**
- ▶ **Advice and counsel when you seek it**

Your career coach or mentor needs to be able and willing to give you good feedback about yourself, to guide you in developing your communication materials (resume and cover letter) and to help you polish the way you present yourself. A coach with good management skills can open doors for you and help you make valuable connections to people and information.

Choose a coach who will enthusiastically support your efforts and be an advocate for you. Find someone whose skills you respect and admire, and who is admired by others. Your coach could be in your current field or in one that you aspire to. Most importantly, you should share the same values and work ethic.

## Networking Within Your Organization

For most of us, the best sources of information and ideas are just a phone call or E-mail away. All you have to do is ask.

The steps are simple. Taking them is up to you.

If you hesitate to ask people to share their time and knowledge with you, you are compromising your own future. Think of the worst that could happen when you ask someone to give you a little of their time: they tell you that they don't have time to be of help OR you get advice that you don't want. Either way, you can deal with it.

### ▶ Who can help me the most?

Start by thinking broadly through the people you know AND the people they know.

Work with your boss, career coach, Human Resources and your work associates to come up with the list of people for your networking effort.

Who is working in a job or field that interests you? In a part of the organization that interests you? Has some interesting career experience or career exploration experience that might be helpful? Has some education or training that interests you? Is willing to make some contacts on your behalf? Really wants to see you succeed?

### ▶ What's the best way to do it?

- ▶ Make a list of the people to contact
- ▶ Separate them into two categories of Top Priority and Next Priority
- ▶ Make a note of what you would like to ask them or learn from them
- ▶ Schedule a time for calling or E-mailing them
- ▶ Make the contact
- ▶ Follow up with them to set up a meeting over the phone or in person
- ▶ Help them help you by sharing some or all of what you've learned about your work style and the preferences you've recorded on your Career Preferences Summary
- ▶ Take notes on what you learn
- ▶ Thank them for sharing their time and talent with you
- ▶ In the situations where you feel it is appropriate, remember to let them know of whatever career change you make

**Use the convenient Action Tracker at the end of this report to help you keep track of the actions you commit to take and the follow ups that you schedule.**



## Monitor or Create Internal Opportunities

Although organizations differ in the way they fill jobs, there are some very effective ways to keep abreast of opportunities and even create opportunities within your organization. Be sure to discuss your job interests and intentions with your manager.

### Consider these action steps:

- ▶ **Watch for openings on an internal job posting list:** Many companies make jobs available to internal candidates before they look externally. Find out if your organization has a local or national list of open positions. Monitor the list regularly and watch for openings that are a good fit and appeal to you.
- ▶ **Monitor projects and initiatives in your organization:** These opportunities may or may not be posted within your organization but find out how to keep abreast of projects and new developments. Some may be full-time jobs; others may be a part-time developmental opportunity for you that can give you a chance to work in another department or with a new team of people on a project that moves you toward your Personal Career Goal.

If your organization publishes an employee, customer or distributor newsletter, read it carefully for information on initiatives that you might not otherwise hear about.

- ▶ **Propose a new job or project:** If you are willing to create a written proposal to your organization for a job that supports its goals and your career goals at the same time, you may be able to tailor a job that plays to your strengths. In your proposal, be sure to be as specific as possible about how this job supports your organization's goals and why you are uniquely qualified to take on this role. Generalized proposals usually are hard for an organization to act on, but specific proposals can earn you the organization's respect and appreciation as well as the role that you are seeking.



## Action Tracker

Use this tool to help you stay organized and on track with the career action steps that you take. Always include **Who** you will contact, **What** you will do and **By When** you will do it.

- ▶ **Get Informed** - Locating the information you need.
- ▶ **Market Yourself** - Preparing your resume or other communication materials.
- ▶ **Take Action** - Getting in touch with the right people.
- ▶ **Acquire Skills** - Identifying training that you need.
- ▶ **Coach's Comments** - Recording helpful ideas and comments from your coach.

<b>Get Informed:</b>
<b>Market Yourself:</b>
<b>Take Action:</b>
<b>Acquire Skills:</b>
<b>Coach's Comments:</b>

