

Decision Dynamics **Career Model™**

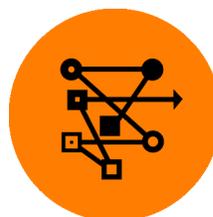
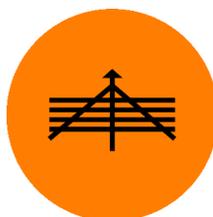
CareerView™ Motivation Survey

06 May 2014

12 Persons

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Decision Dynamics is a leader in methods and tools for strategic human resources development that illuminate and enhance the interplay between people and organizations. Our scientifically based approach is built on more than 40 years of continuous research and practical use in organizations. Our clients have already used our solutions to profile and develop more than one million employees around the world.



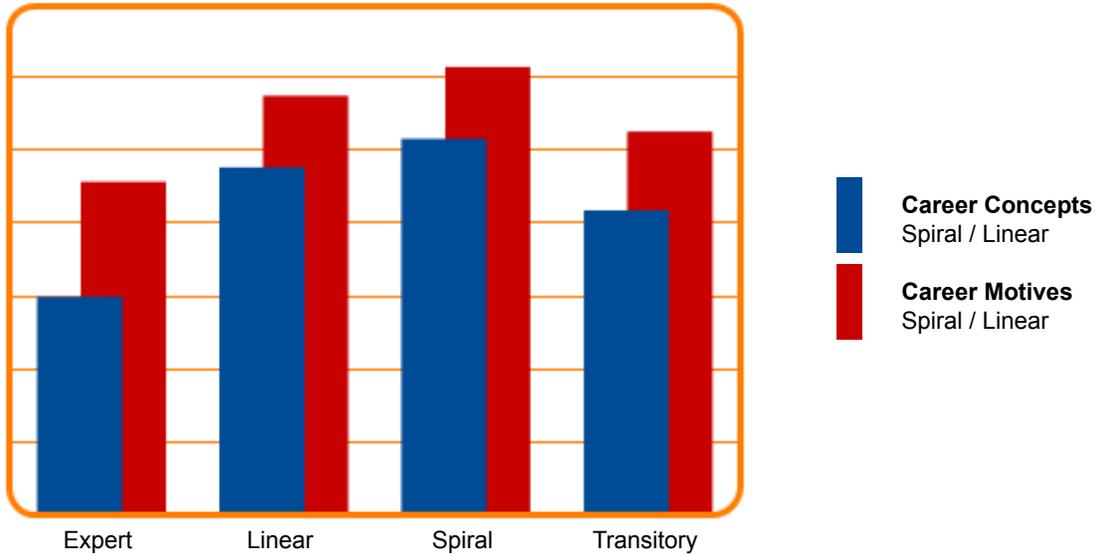
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Career Concepts and Career Motives - Average

	Expert	Linear	Spiral	Transitory
Career Concepts	3.0	4.8	5.2	4.2
Career Motives	4.6	5.8	6.2	5.3



Career Concepts



- Expert** - specializing
- Long-term specialization
 - Staying within one work area
 - Quality oriented



- Linear** - competitive
- Upward advancement
 - Increasing authority
 - Results oriented



- Spiral** - learning
- Periodic movement every 5-10 years
 - Related types of work
 - Development oriented



- Transitory** - entrepreneurial
- Frequent movements every 2-4 years
 - Many different kinds of work
 - Change oriented

Career Motives

- Expert** - specializing
- Demonstrating expertise
 - Stability and security
 - Reliability and accuracy

- Linear** - competitive
- Influencing events
 - Achieving goals and results
 - Competing and winning

- Spiral** - learning
- Personal and professional growth
 - Creativity and teamwork
 - Developing others

- Transitory** - entrepreneurial
- Novelty and variety
 - Independence and autonomy
 - Interpersonal networking



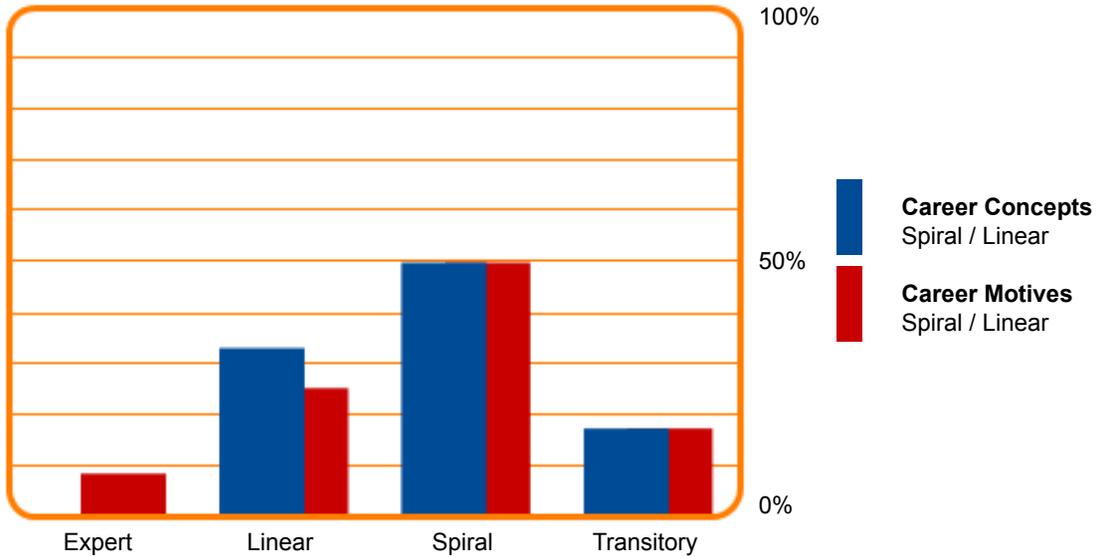
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Career Concepts and Career Motives - Frequencies

	Expert	Linear	Spiral	Transitory
Career Concepts	0	4	6	2
Career Motives	1	3	6	2



Career Concepts



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Concepts and Motives

The CareerView™ Career Survey shows a group's or an organization's expectations and motivation in their career and working lives. The survey is based upon the Decision Dynamics Career Model™. The model describes four fundamental career concepts. These four concepts depict careers as differing patterns of movement within and between fields of work over time. People differ from one another in terms of how much each concept describes their perceptions of the ideal career, and in how much their personal career motives fit with each career concept. The four concepts and the motives most closely associated with each concept are described below.



Expert From the perspective of the Expert concept, success results from finding a type of work that represents one's "calling" and then progressively becoming more and more skilled and competent in performing this work. From this point of view, advancement means advancing one's expertise in one's chosen discipline or field of work. One's success is strictly a function of the level of technical expertise one has achieved, not how many people one supervises, the size of one's office, or the number of executive perks one enjoys, or even the size of one's pay check. Being very good at performing a particular kind of work is the bottom line. Key motives underlying the Expert career concept are expertise, technical competence and security.



Linear The Linear view of career success revolves entirely around making upward progress. Under this definition of success, one is successful according to how high one rises in a hierarchy, where successively higher positions involve increasing levels of responsibility and authority. This up-the-ladder career concept is part and parcel of "rags to riches" and "pulling oneself up by one's bootstraps stories." To be a success one must make upward progress steadily and preferably swiftly. Key motives underlying the Linear career concept are power or influence, and achievement.



Spiral Compared to the Expert and Linear definitions of success, the Spiral career concept is a much less traditional way of defining a successful career, although it probably has been unofficially with us for centuries. From the Spiral perspective, a successful career means a progressive broadening of one's knowledge, skills and talents over time. As a pattern of movement, the Spiral career usually begins with an individual making a choice to start his or her career in a particular field, but then making periodic moves into new fields and new types of work. On the average, we find that these field moves occur every 5 to 10 years. Key motives underlying the Spiral career concept are personal growth (expanding one's capabilities), creativity, and an interest in developing other people.



Transitory The fourth career concept, Transitory, is an even less conventional way of defining career success than the Spiral concept. Yet, it too has almost certainly been the organizing principal for the careers of many people throughout history. The Transitory career involves a lot of movement. However, if there is a pattern to the Transitory career, it is a "consistent pattern of inconsistency." From the Transitory perspective, the ideal career consists of a fascinating smorgasbord of experiences. People who pursue Transitory careers change jobs or type of work frequently, on the average of every 2 to 4 years, in order to partake of the widest and most diverse array of experiences. Key motives underlying the Transitory career concept are novelty or variety, independence, and interpersonal contacts.

Although careers come in many shapes and varieties, the four career concepts capture most of the differences that distinguish different varieties of careers. And, the four concepts can be combined in various ways to describe most any kind of career.

For more information about the Decision Dynamics Career Model and assessments including the more than 40 years of research and practice that goes into its development, please visit: www.decisiondynamics.eu.



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40 Years of Research and One Million Satisfied Users

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Decision Dynamics was founded by two industrial and organizational psychologists from Princeton and Yale Universities. The company was soon taken on by demanding and development-intensive clients such as NASA, the Aerospace Corporation, and Rockwell.

Our research and development efforts continues in Decision Dynamics Research and are aimed at advancing the state of art in assessment methods and technologies. Meanwhile you benefit from having immediate access to the very latest, fully developed tools and methods in our portfolio adapted for providing practical usage, measurable results and rapid impact of today's demanding workplace.

The Decision Dynamics approach functions as a catalyst to support organizations' efforts to increase engagement and performance. Together with our global network of partners and resellers we provide profiling tools, training, and consultative services.

Decision Dynamics tools and business solutions are used for:

- > Strengthening engagement
- > Selection and recruitment
- > Leadership development
- > Talent management and succession planning
- > Career development and coaching
- > Team development

