



# ENLIGHTEN EXERCISE #39

## Understanding My Career Path Preferences

Think about each question with respect to your own career interests, skills, values, expectations, aspirations, behaviors and goals. Although the questions may be challenging to answer, you must rate each question according to how strongly you agree or disagree using a 1 to 5 scale below.

1. **Given an opportunity to be moved from a highly technical or specialized position (specialist) to a less technical or specialized position (generalist), I would:**

Most likely take it as this would support my desire to continue moving up in the organization and expanding my leadership, supervisory and management roles and responsibilities.

| <i>Current Decision</i>  |   |   |                       |   | <i>Ideal Decision</i>    |   |   |                       |   |
|--------------------------|---|---|-----------------------|---|--------------------------|---|---|-----------------------|---|
| <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   | <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   |
| 1                        | 2 | 3 | 4                     | 5 | 1                        | 2 | 3 | 4                     | 5 |

2. **Given an opportunity to be moved from a highly technical or specialized position (specialist) to a less technical or specialized position (generalist), I would:**

Definitely take it as this would support my desire to continue expanding my general knowledge, skills, abilities, and organizational experiences.

| <i>Current Decision</i>  |   |   |                       |   | <i>Ideal Decision</i>    |   |   |                       |   |
|--------------------------|---|---|-----------------------|---|--------------------------|---|---|-----------------------|---|
| <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   | <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   |
| 1                        | 2 | 3 | 4                     | 5 | 1                        | 2 | 3 | 4                     | 5 |

3. **Given an opportunity to be moved from a highly technical or specialized position (specialist) to a less technical or specialized position (generalist), I would:**

Most likely turn it down as this would support my desire to continue seeking and developing entrepreneurial opportunities that allow me to manage my own time and be my own boss.

| <i>Current Decision</i>  |   |   |                       |   | <i>Ideal Decision</i>    |   |   |                       |   |
|--------------------------|---|---|-----------------------|---|--------------------------|---|---|-----------------------|---|
| <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   | <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   |
| 1                        | 2 | 3 | 4                     | 5 | 1                        | 2 | 3 | 4                     | 5 |

4. **Given an opportunity to be moved from a highly technical or specialized position (specialist) to a less technical or specialized position (generalist), I would:**

Definitely turn it down as this would support my desire to continue developing my specialized, technical and professional knowledge, skills, abilities, and experience.

| <i>Current Decision</i>  |   |   |                       |   | <i>Ideal Decision</i>    |   |   |                       |   |
|--------------------------|---|---|-----------------------|---|--------------------------|---|---|-----------------------|---|
| <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   | <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   |
| 1                        | 2 | 3 | 4                     | 5 | 1                        | 2 | 3 | 4                     | 5 |

**5. The kind of career experiences I am looking for in organizations is:**

Those that allow for greater leadership opportunities, visibility with senior management, cross functional opportunities and a chance to manage larger groups and teams.

| <i>Current Belief</i>    |   |   |                       |   | <i>Ideal Belief</i>      |   |   |                       |   |
|--------------------------|---|---|-----------------------|---|--------------------------|---|---|-----------------------|---|
| <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   | <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   |
| 1                        | 2 | 3 | 4                     | 5 | 1                        | 2 | 3 | 4                     | 5 |

**6. The kind of career experiences I am looking for in organizations is:**

Those that allow me to lead and direct more complicated, larger and challenging projects as a project or program manager.

| <i>The way it is now</i> |   |   |                       |   | <i>The way I would like it to be</i> |   |   |                       |   |
|--------------------------|---|---|-----------------------|---|--------------------------------------|---|---|-----------------------|---|
| <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   | <b>Strongly Disagree</b>             |   |   | <b>Strongly Agree</b> |   |
| 1                        | 2 | 3 | 4                     | 5 | 1                                    | 2 | 3 | 4                     | 5 |

**7. The kind of career experiences I am looking for in organizations is:**

Those that free me from organizational constraints, policies, procedures, and structures and provide for risk taking and entrepreneurial challenges to start, build or manage things that are a result of my own creative ideas and efforts.

| <i>The way it is now</i> |   |   |                       |   | <i>The way I would like it to be</i> |   |   |                       |   |
|--------------------------|---|---|-----------------------|---|--------------------------------------|---|---|-----------------------|---|
| <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   | <b>Strongly Disagree</b>             |   |   | <b>Strongly Agree</b> |   |
| 1                        | 2 | 3 | 4                     | 5 | 1                                    | 2 | 3 | 4                     | 5 |

**8. The kind of career experiences I am looking for in organizations is:**

Those that allow me to apply, utilize and continuously develop my professional and technical skills, expertise, experiences and knowledge.

| <i>The way it is now</i> |   |   |                       |   | <i>The way I would like it to be</i> |   |   |                       |   |
|--------------------------|---|---|-----------------------|---|--------------------------------------|---|---|-----------------------|---|
| <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   | <b>Strongly Disagree</b>             |   |   | <b>Strongly Agree</b> |   |
| 1                        | 2 | 3 | 4                     | 5 | 1                                    | 2 | 3 | 4                     | 5 |

**9. The kind of motives, interests, values and rewards that best describe what I am seeking at work include:**

Power; Influence; Authority; Control; Leadership; Task accomplishment; Directing others; Status; promotion; Upward mobility; Advancement in a managerial track; Organizational perks and rewards (example: titles, financial bonuses, stock options).

| <i>Current Belief</i>    |   |   |                       |   | <i>Ideal Belief</i>      |   |   |                       |   |
|--------------------------|---|---|-----------------------|---|--------------------------|---|---|-----------------------|---|
| <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   | <b>Strongly Disagree</b> |   |   | <b>Strongly Agree</b> |   |
| 1                        | 2 | 3 | 4                     | 5 | 1                        | 2 | 3 | 4                     | 5 |

**10. The kind of motives, interests, values and rewards that best describe what I am seeking at work include:**

Project, rather than, line management opportunities; Ongoing educational and professional development; Innovation and doing a variety of tasks and projects; Mentoring, coaching and developing others; Cross-training experiences; Broadening of knowledge, experiences and skills.

| <i>Current Belief</i> |   |   |                |   | <i>Ideal Belief</i> |   |   |                |   |
|-----------------------|---|---|----------------|---|---------------------|---|---|----------------|---|
| Strongly Disagree     |   |   | Strongly Agree |   | Strongly Disagree   |   |   | Strongly Agree |   |
| 1                     | 2 | 3 | 4              | 5 | 1                   | 2 | 3 | 4              | 5 |

**11. The kind of motives, interests, values and rewards that best describe what I am seeking at work include:**

Achievement; Autonomy; Variety; Initiative; Freedom from organizational policies, procedures and constraints; Flexibility in schedule; Seeing immediate results and outcomes; Entrepreneurial opportunities; Being my own boss and owning my own type of business.

| <i>Current Belief</i> |   |   |                |   | <i>Ideal Belief</i> |   |   |                |   |
|-----------------------|---|---|----------------|---|---------------------|---|---|----------------|---|
| Strongly Disagree     |   |   | Strongly Agree |   | Strongly Disagree   |   |   | Strongly Agree |   |
| 1                     | 2 | 3 | 4              | 5 | 1                   | 2 | 3 | 4              | 5 |

**12. The kind of motives, interests, values and rewards that best describe what I am seeking at work include:**

Exercising expertise and competence; Freedom to do a job my own way; Refining my knowledge and skills; Increasing technical and professional expertise; Seeking continuing education in my profession or field, Job enrichment; Independence; Recognition and respect by my professional peers; Stability and security.

| <i>Current Belief</i> |   |   |                |   | <i>Ideal Belief</i> |   |   |                |   |
|-----------------------|---|---|----------------|---|---------------------|---|---|----------------|---|
| Strongly Disagree     |   |   | Strongly Agree |   | Strongly Disagree   |   |   | Strongly Agree |   |
| 1                     | 2 | 3 | 4              | 5 | 1                   | 2 | 3 | 4              | 5 |

**SCORING**

Calculate total scores based on your answers to the questions above for each of the four **Career Stages**.

**MANAGERIAL PATH**

| <i>The way it is now</i>            | <i>The way I would like it to be</i> |
|-------------------------------------|--------------------------------------|
| Question 1 + Question 5 + Question9 | Question 1 + Question 5 + Question9  |
| <b>Total</b>                        | <b>Total</b>                         |

**GENERALIST/PROJECT MANAGEMENT PATH**

| <i>The way it is now</i>             | <i>The way I would like it to be</i> |
|--------------------------------------|--------------------------------------|
| Question 2 + Question 6 + Question10 | Question 2 + Question 6 + Question10 |
| <b>Total</b>                         | <b>Total</b>                         |

## ENTREPRENEURIAL PATH

| <i>The way it is now</i>             | <i>The way I would like it to be</i> |
|--------------------------------------|--------------------------------------|
| Question 3 + Question 7 + Question11 | Question 3 + Question 7 + Question11 |
| <b>Total</b>                         | <b>Total</b>                         |

## SPECIALIST/INDEPENDENT CONTRIBUTOR PATH

| <i>The way it is now</i>             | <i>The way I would like it to be</i> |
|--------------------------------------|--------------------------------------|
| Question 4 + Question 8 + Question12 | Question 4 + Question 8 + Question12 |
| <b>Total</b>                         | <b>Total</b>                         |

## UNDERSTANDING CAREER PATH PREFERENCES

**MANAGERIAL** -- This career path preference is best characterized by those interested in continually moving vertically up the organizational ladder into traditional supervisory and managerial positions with increasing spans of control, responsibility, power, and authority. Typical career anchors and motives of these individuals include power, influence, leadership, control, task accomplishment, status, managerial competence, and directing others. Appropriate organizational rewards for these individuals might include: upward mobility, promotion, special perks, titles, and organizational symbols of success (e.g., profit sharing incentive plans, company car, stock options, financial planning, expense account, club memberships, etc.).

**SPECIALIST** -- This career path preference is best characterized by those interested in remaining in one career field or profession for much of their working life. Along the way, these specialists are able to highly refine their technical knowledge, skills and abilities. These individuals are less interested in moving up as they are in becoming the expert and having autonomy to do things their way. Typical career anchors and motives of these individuals include technical/functional competence, expertise, skill mastery, service to others, independence, affiliation and security. Appropriate organizational rewards for these individuals might include: job enrichment, continuing education, membership in professional associations, recognition, motivational programs, organizational benefits, sabbaticals, tenure and job security.

**ENTREPRENEURIAL** -- This career path preference is best characterized by those interested in rapid job, career, and occupational changes over short periods of time. These individuals enjoy working on diverse projects, tasks, assignments, and business ventures with measurable and visible outcomes. Typical career anchors and motives of these individuals include: entrepreneurship, achievement, autonomy, variety, risk, challenge, change, freedom from organizational constraints, flexibility, creativity and diversity. Appropriate organizational rewards for these individuals might include flexible schedules, short-term projects, independent contracts, consulting assignments, start-up operations, job sharing, and bonuses.

**GENERALIST** -- This career path preference is best characterized by those who gradually change jobs and career over time but utilize the foundation of previously acquired skills, knowledge and abilities. These generalists generally move either laterally or upwards increasing their breadth of knowledge and experience along the way. Individuals who follow this career path tend to prefer new challenges and assignments that will enable them to grow and develop professionally. This career path preference is particularly well suited for project and program management assignments within organizations. Typical career anchors and motives of these individuals include professional growth and personal development, learning, coaching, developing others, and innovation. Appropriate organizational rewards for these individuals might include cross training, job rotation, project management, tuition and educational reimbursement and coaching and mentorship assignments.

## INTERPRETATION OF CAREER PATH PREFERENCES

Which career path (or paths) has the highest score for *The Way it Is Now*?

Which career path (or paths) has the highest score for *The Way I Would Like it To Be*?