

CareerView Report

Prepared for:

Anna Sample

January 12, 2018



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CareerView™ Basics

A guide to understanding
your CareerView Profile

People define career success in many ways. In an ideal world we would all arrive at our definitions of success based on a clear understanding of ourselves as individuals and what it is that we want to get out of the many years that we will spend in the world of work. However, many of us find it very difficult to disentangle our own personal needs and values from the messages that we receive from others. By identifying your unique career concepts and motivations, CareerView provides insight into the factors that will provide you with the most satisfaction in your career.

Aligning Hearts and Minds

Your CareerView profile actually consists of two profiles: your Career Concepts Profile and your Career Motives Profile. It is helpful in understanding the difference between the two by thinking of Career Concepts residing in your mind, while Career Motives reside in your heart. Ideally the two would be in close agreement, but often that is not the case. Seeing your CareerView results can help you to see areas that are lacking in your attention, but critical to your feeling of satisfaction.

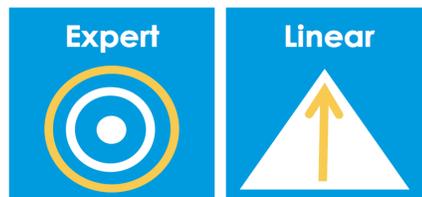
The CareerView model consists of four basic Career Concepts or types of careers: **Expert**, **Linear**, **Transitory**, and **Spiral**, pictured in the graphic below. These Career Concepts are based on three factors.

1. The stability of a person's choice of career field -- should it change, or should it remain the same once the choice is made?
2. The direction of movement in a career -- should a person move vertically (up a "ladder") or instead should a person move horizontally or laterally into new positions?
3. The duration of a person's stay in a particular career field -- how many years should separate any major moves?

Career Concepts and Motives

Long-term commitment to a particular kind of work in which one progressively develops deep, specialized knowledge and skills.

Motivated by expertise and security.

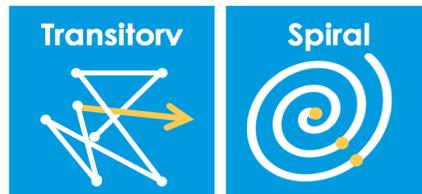


Steady progress up a ladder toward higher degrees of personal authority and status.

Motivated by opportunities to exercise influence and achieve important goals.

Frequent moves (every 3-4 years) into new types of work and activities that, ideally, are different from anything previously experienced.

Motivated by variety, novelty and independence.



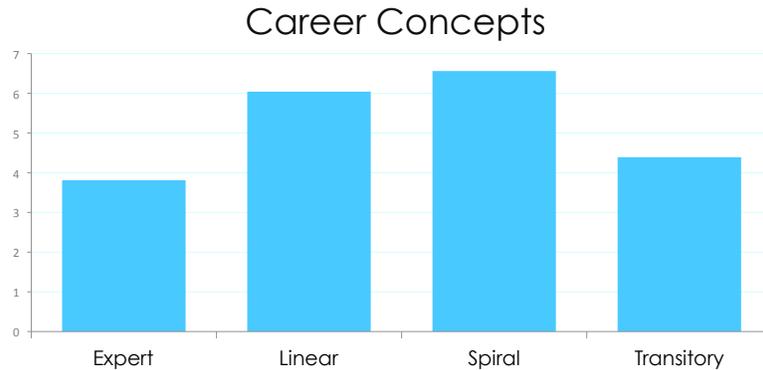
Periodic lateral movement into new functions that build on and expand previously developed knowledge and skills.

Motivated by learning and opportunities for creativity.

Career Concepts: Ideas about patterns of movement and focus that individuals visualize as an ideal career track. Different people have very different ideas about what an ideal career track would look like.

Career Motives: Factors that reflect the kinds of rewards that individuals hope to gain during their careers and that determine feelings of satisfaction and fulfillment that people obtain from their working experiences.

Career Concepts are ideas about patterns of movement and focus that individuals visualize as an ideal career track. Different people have very different ideas about what an ideal career track would look like.



Your Primary Career Concept is Spiral

You likely view your ideal career as involving periodic movement (e.g., about every 5 years), or gradual movement outward from a specific function into new types of work that will allow you to broaden your knowledge and skills.

Your Secondary Career Concept is Linear

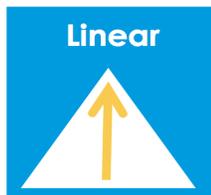
You also appear to view your ideal career as involving upward movement, toward higher degrees of personal authority and status.

Your Least Prominent Career Concept is Expert

It appears that your view of an ideal career is least likely to involve long-term commitment to a particular kind of work, particularly that which involves specialized knowledge and skills.

Career Concepts

Long-term commitment to a particular kind of work in which one progressively develops deep, specialized knowledge and skills.



Steady progress up a ladder toward higher degrees of personal authority and status.

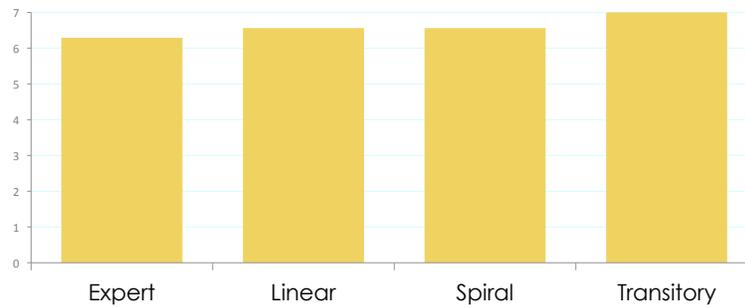
Frequent moves (every 3-4 years) into new types of work and activities that, ideally, are different from anything previously experienced.



Periodic lateral movement into new functions that build on and expand previously developed knowledge and skills.

Career Motives are factors that reflect the kinds of rewards that individuals hope to gain during their careers and that determine feelings of satisfaction and fulfillment that people obtain from their working experiences.

Career Motives



Your Primary Career Motive is Transitory

You appear to be most highly motivated by opportunities to stimulate change and to get involved in many new and exciting projects or ventures.

Your Secondary Career Motive is Linear

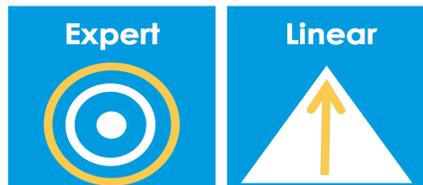
Secondarily, your profile indicates that you put a good deal of value on opportunities to achieve significant goals, and to influence and have impact on important events and circumstances.

Your Least Prominent Career Motive is Expert

Comparatively, you appear to be least attracted to or motivated by working on tasks or projects that rarely change, using highly specialized knowledge where you are seen mainly as a specialist with expert skills and knowledge.

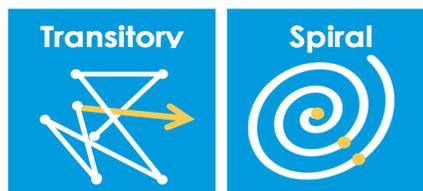
Career Motives

Internal sense of mastery and expertise, expert recognition, stable and secure work environment.



Personal influence and impact; significant visible achievements.

Variety and novelty; adventure; change; personal freedom and people involvement.



Learning; developing broad skills and knowledge; creativity; helping others to develop.

StyleView Report

Prepared for:

Anna Sample

January 12, 2018



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StyleView™ Basics

A guide to understanding your Decision Styles Profile

Decision Styles are habits of thinking, problem solving and decision-making that people develop over time from interactions with other people and from dealing with the ebb and flow of complexities and pressures in every day life. They are formed through experience. Consequently, people whose experiences differ develop very different styles of decision-making.

The following guide defines concepts and terms used in your StyleView Report for describing Decision Styles and the various factors that differentiate styles.

Each Decision Style is composed of two factors: **information use** and **solution focus**.

Information Use refers to the amount of information a style uses to reach a decision.

Satisficer styles engage a low to moderate amount of information. They use essential facts and are quickly *satisfied* that they have gathered sufficient information to proceed.

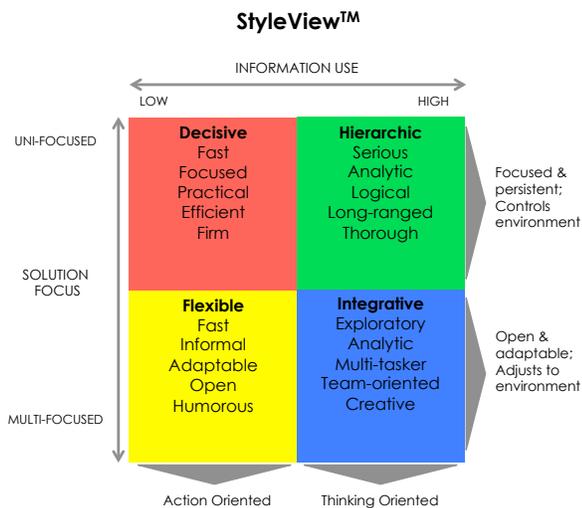
Maximizer styles take in a lot of information and think extensively about that information before deciding. They *maximize* information.

Solution Focus describes what is ultimately done with the information each style has gathered.

Uni-Focused styles zero-in on a single goal or objective and then find a path for achieving that goal. Once the strategy is identified, they stay the course.

Multi-Focused styles look for solutions that achieve multiple goals. No one strategy is likely to suffice and they will adapt and modify their strategies as situations evolve.

When combined, information use and solution focus create the four Decision Styles pictured in the StyleView model matrix below.



There are four Decision Styles that express themselves in individuals' behavior and thinking patterns. There are no right or wrong styles, however different styles are appropriate for different situations.

The **Decisive** style is uni-focused and satisfying. It quickly grabs a few key facts and decides on one course of action.

The **Flexible** style is multi-focused and satisfying. It quickly generates many ideas to adapt to changing circumstances.

The **Hierarchic** style is uni-focused and maximizing. It carefully gathers a lot of information before reaching the right long-term goal.

The **Integrative** style is multi-focused and maximizing. It engages with large amounts of information to generate unique and multifaceted strategies and aims.

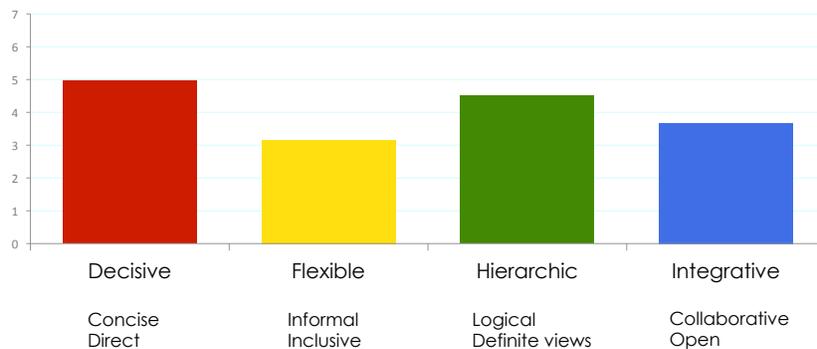
Two Sides to Your Style

Interpersonal Role Style: Your Interpersonal Role Style Profile describes your likely behaviors when working with people with whom you are not very familiar.

Operating Style: Your Operating Style Profile describes your likely behaviors when working alone or with a few close colleagues.

When people are aware of the need to present an appropriate image, they usually behave in a manner that reflects what we call *interpersonal role style*. People tend to be in role style when interacting with others with whom they are not very familiar or when in relatively formal circumstances, such as attending a large meeting or making a presentation. This is when people will behave in whatever way they believe that they *should* behave.

Interpersonal Role Style



Your Primary Role Style is Decisive

Decisive appears to be your most frequently used style when interacting with others. This indicates that you tend to keep communications clear, direct, to-the-point, and practical. You likely avoid detailed explanation, complexity, or ambiguity. This style is most effective in situations where tasks or decisions are relatively simple, routine, or familiar and, where it is important to keep things running smoothly and on schedule.

Your Secondary Role Style is Hierarchic

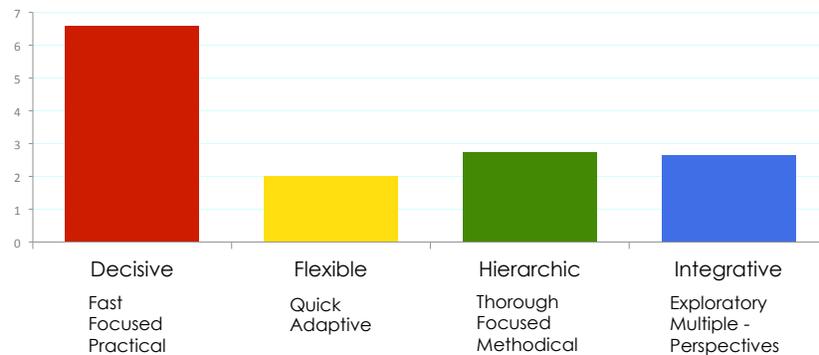
Hierarchic appears to be your second most frequently used role style. This indicates that, at other times, you tend to be clear, detailed, and logical in your communications and explanations. You are likely to be prepared to articulate ideas and strategies clearly, with supportive explanation, logic, and reasoning. The Hierarchic style is likely to be most effective in situations where the issues at hand are fairly complex and decisions have important, long-term consequences. In these situations, the Hierarchic style is useful for developing and maintaining focus on a particular goal or strategy, and making sure that things are running smoothly.

Your Least-Used Role Style is Flexible

The Role style that you appear to be least likely to use is Flexible. This style involves the tendency to keep communications casual and to solicit input from many people, showing an active interest in others' ideas, points of view and preferences.

A person's *operating style* profile represents the styles that a person is most likely to fall into naturally when going about a task or when making a decision without being aware of how he or she is thinking or behaving. Operating styles are the styles that a person uses when that individual's attention is focused on a decision that must be made or on a task immediately at hand.

Operating Style



Your Primary Operating Style is Decisive

Decisive appears to be your most frequently used style when working alone or with close associates, and just going about things in whatever way comes most naturally. This suggests that you tend to focus on a few key factors in making a decision, and then stay the course once a decision is reached. You likely concentrate on getting things done and moving things forward. You are likely to be comfortable in situations where time is of the essence, especially when the issues to be decided are clear and uncomplicated.

Your Secondary Operating Style is Hierarchic

Hierarchic appears to be your second most frequently used operating style. While in this style, you will tend to step back and look at the big picture in a lot of detail, and then carefully select a course of action that stands out clearly as superior for achieving a very specific goal or outcome. You are also probably comfortable in situations where the issue to be handled is complex and requires a high quality solution that can stand the test of time and that is not likely to be modified or changed.

Your Least-Used Operating Style is Flexible

The operating style that you appear to use least frequently is Flexible. This style involves the tendency to see a lot of objectives as desirable and, correspondingly, a lot of possible courses of action. When in this Flexible mode, you would move quickly from one course of action to another as things change or as you see new possibilities.

Executive Insight Overview Report

Prepared for
Ricardo Muestra
2018-04-05



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Executive Insight Report

Prepared for:
Ricardo Muestra
2018-04-05

The Executive Insight Overview Report is a personal feedback report meant to provide insight across a wide array of information gathered from your completed Executive Insight assessments. Each section includes a reference guide of the basic concepts involved to assist in interpretation. Our aim is to ensure that you will feel confident in the insights gained.

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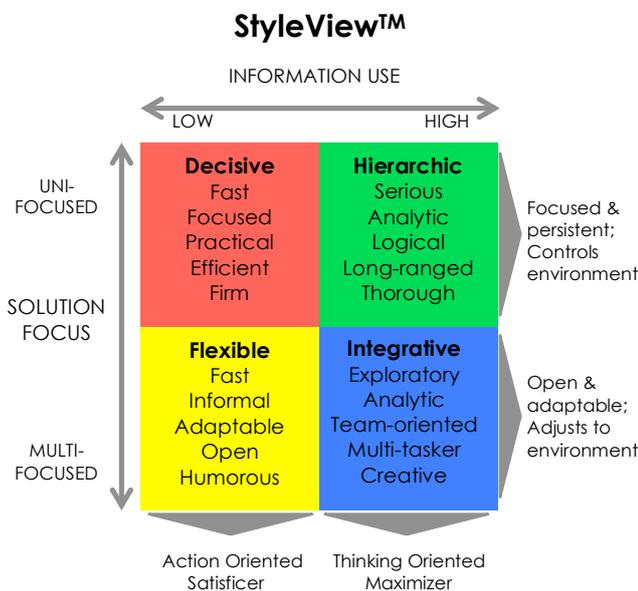
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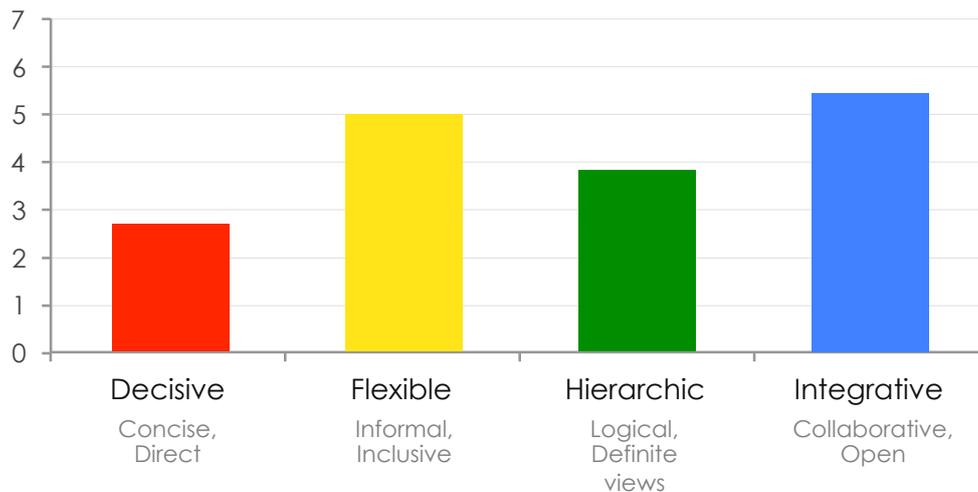
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Interpersonal Role Style



Your Primary Role Style is Integrative

Integrative appears to be your most frequently used style when interacting with others. This indicates that you tend to actively encourage others to share ideas and information, and that you may facilitate highly collaborative discussions that produce widely accepted decisions. This style is most effective in situations where the issues at hand are ambiguous, unusual, and likely to affect many people, and where no clear strategies or goals have been established.

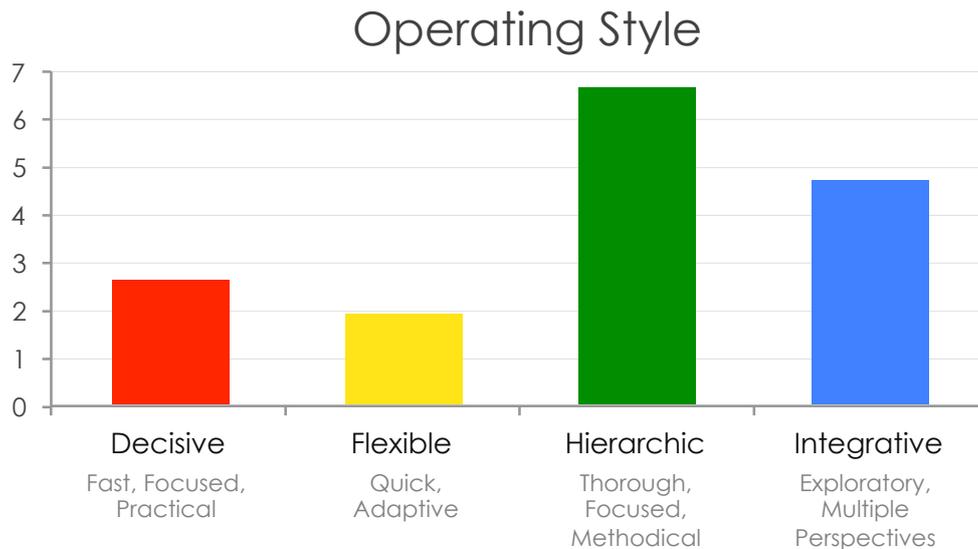
Your Secondary Role Style is Flexible

Flexible appears to be your second most frequently used role style. This indicates that, at other times, you tend to keep communications casual, soliciting input from many people, and showing an active interest in others' ideas, points of view, and preferences. This style is most effective in situations that involve many different kinds of people and problems, and where it is important to keep conflict at a minimum. In these situations, the Flexible style is useful for keeping people with different views satisfied, and keeping ideas and information flowing.

Your Least-Used Role Style is Decisive

The role style that you appear to be least likely to use is Decisive. This style involves the tendency to keep communications short, practical, and to-the-point.

A person's *operating* style profile represents the styles that a person is most likely to fall into naturally when going about a task or when making a decision without being aware of how he or she is thinking or behaving. Operating styles are the styles that a person uses when that individual's attention is focused on a decision that must be made or on a task immediately at hand.



Your Primary Operating Style is Hierarchic

Hierarchic appears to be your most frequently used style when working alone or with close associates, and just going about things in whatever way comes most naturally. This suggests that you tend to step back and look at the big picture in a lot of detail, and then carefully select a course of action that stands out as superior. You are likely to be comfortable in situations where the issue to be handled is complex and requires a high quality solution that is not likely to be modified or changed.

Your Secondary Operating Style is Integrative

Integrative appears to be your second most frequently used operating style. While in this style, you will tend to take a variety of considerations into account, and look at issues from different angles. Most likely you will have in mind a number of different goals or objectives. Since no one path of action could achieve them all, you are likely to formulate a unique solution that combines several different courses of action. You are likely to be comfortable in situations where the issues to be decided are ambiguous, unusual, or evolving, and have many diverse implications that must be considered.

Your Least-Used Operating Style is Flexible

The operating style that you appear to use least frequently is Flexible. This style involves the tendency to see a lot objectives as desirable, and correspondingly, a lot of possible courses of action. When in this Flexible mode, you would move quickly from one course of action to another as things change or as you see new possibilities.

StyleView™ Dimensions

*A guide to understanding
your Complexity Motivation
Profile*

Complexity Motivation

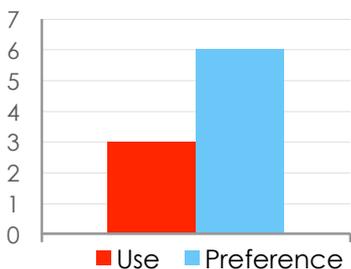
Complexity Motivation deals with the extent to which you enjoy doing things in complex vs. uncomplicated ways. Most of us want some complexity in our activities. When things lack any complexity, we tend to feel bored and under-stimulated. As the tasks and situations we face move from being very simple to somewhat complex, we tend to feel more stimulated and interested. However, as tasks and situations become more and more complex, at some point we move from feeling alive and stimulated to harried and overwhelmed. We all have our “just right” points for handling complexity.

Not only do Complexity Motives differ between people, they often differ within the same person. An individual's Complexity Motivations often differ widely from one sphere of activity to another. For example, some people are highly motivated by the technical complexity of their work, but dislike the social complexity of their jobs.

Your Complexity Motivation Profile measures two different spheres of complexity: social and non-social. Each sphere is further broken down two other areas, perception and action, giving a total of four categories of complexity. Each is described in the table below.

	Perception	Action
Interpersonal (social)	People Perception measures your desire for complexity when 'sizing up' or reading people.	Influence measures how much energy you prefer to put into affecting the ideas, attitudes, and behavior of others.
Information & Logistics (non-social)	Conceptual Analysis measures the amount of complexity you prefer when using data and concepts to understand a situation.	Systems Management measures how much energy you prefer to put into organizing and orchestrating events, developing plans, and controlling processes.

Complexity Comfort Zones: Growth and Strain



In each of the four categories of complexity measured in your profile, there are two different bars shown. The red bar represents **Use**, or the amount of energy you feel you are putting into the given category of complexity. The blue bar represents **Preference**, or how much energy you would prefer to put into that particular category. Discrepancies between the complexity used and the complexity preferred usually creates discomfort, since this means that you are either encountering too much or not enough complexity.

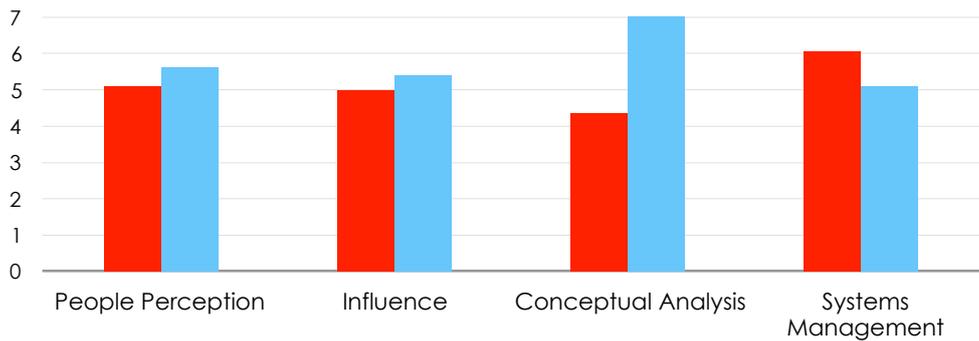
Interpreting Use and Preference

When the blue bar is higher than the red bar, you are showing the capacity for **growth** in that area of complexity. It means that you feel that you could devote more energy there.

When the red bar is higher than the blue bar, your profile is indicating a potential point of **strain** in that area of complexity. It means that you could be feeling overwhelmed in that particular area.

Your Complexity Motivation profile compares the mental energy that you feel you use at present ("Use") to deal with the complexities of four different categories of activity with your preference for complexity ("Preference") in each of those same categories.

Complexity Motivation



People Perception:

Your profile indicates that you have a strong preference for reading people and figuring out what makes them tick. You seem quite curious about people and their individual differences. You are likely to look beyond surface behaviors and use a variety of concepts for sizing up others.

Your profile indicates that your interest in reading and understanding people isn't being fully met at present. The indications are that you could take on assignments that require understanding people in greater depth and complexity, and still be within your comfort zone in this area.

Conceptual Analysis:

You appear to have a strong preference for in-depth analysis of situations or information. You probably enjoy playing with ideas and looking for relationships between things.

Your higher preference score compared to your use score suggests that you may be interested in spending more time in activities that involve more in-depth analyses of situations or ideas.

Influence:

Dealing with the complexities of influencing the behavior, ideas and attitudes of others is an activity for which you appear to have a good deal of energy and interest. You seem to prefer varied and persuasive methods rather than simple and directive techniques for influencing others.

The energy that you see yourself investing in the process of influencing other people closely matches your preference. This seems to be an activity in which your efforts and preferences are basically in balance.

Systems Management:

You appear to have a strong preference for organizing and managing logistics for events, projects, or systems. You probably enjoy formulating complex plans to organize processes or events.

Your profile indicates that the energy you are presently putting into the complexities of organizing and managing logistics for events, projects, or systems exceeds your preference. At times, you may wish that you could accomplish your goals by concentrating on fewer, and less logistically complex, tasks or projects.

Emotional Competencies are personal characteristics that influence how comfortable and motivated people feel in dealing with the complexities that arise from interacting with people. Your Emotional Competencies Profile measures six different competencies, described below.

While your score is measured on a numbered scale, it is important to note that high scores are not considered “good” nor are low scores considered “bad.” Instead, each situation you face requires its own levels of Emotional Competencies. A low score could be perfect in one situation and less than ideal in another.

Interpretation of the Six Emotional Competencies

Ambiguity Tolerance

Ability to handle uncertainty, lack of structure, and change comfortably, particularly in dealing with people. When Ambiguity Tolerance is **too high**, the person may become bored, create disorder or a bit of controversy to keep things stimulating, or disregard established procedures and policies. When Ambiguity Tolerance is **too low**, the person may become anxious, and try to add too much structure to things that are bound to change.

Composure

Emotional stability in the face of adversity, risks, and stress. When Composure is **too high**, the person may be seen as uninvolved, indifferent and remote. The person may be difficult for others to read. When Composure is **too low**, the person may run the risk of over-reacting emotionally to problems, losing his or her capacity to think clearly and make sound judgments. This also can cause stress for others.

Empathy

Sensitivity to the needs, preferences and capacities of others. The likelihood of accurately perceiving self and others, including strengths and potential shortcomings. When Empathy is **too high**, the person may identify too readily with other's concerns and may be too easily swayed by their preferences and wishes. When Empathy is **too low**, the person may misjudge others' capabilities and needs, and fail to anticipate people's reactions.

Mental Energy

Available mental energy for handling complex and demanding mental tasks over a lengthy period without losing motivation and stamina. When Mental Energy is **too high**, the person may feel under-utilized and under-challenged. He or she may become distracted from key tasks, lose efficiency or over-complicate tasks. When Mental Energy is **too low**, the person may become overwhelmed or stressed by task demands and lose energy needed to sustain analytic thinking.

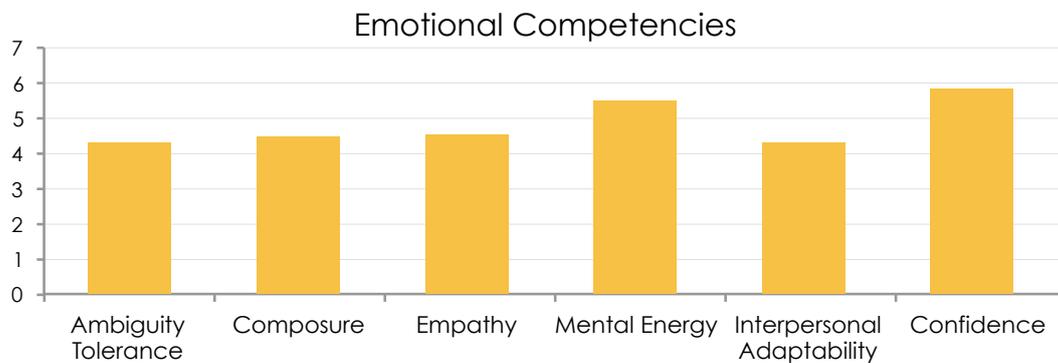
Interpersonal Adaptability

An individual's inclination to adapt to different circumstances and to modify his or her own behavior to accommodate other ways of doing things or of relating to people. When Interpersonal Adaptability is **too high**, the person may be perceived as lacking conviction or as lacking commitment to certain procedures. When Interpersonal Adaptability is **too low**, the person may be seen as lacking the adaptability and range of behavior to deal with different kinds of people and interpersonal situations.

Confidence

Self-assurance and ambition, especially as expressed in willingness to take on difficult assignments that may entail significant challenges and risks, particularly involving other people. When Confidence is **too high**, the person may appear arrogant or overly self-reliant, and may overestimate his or her own capabilities. When Confidence is **too low**, the person may seem overly cautious and disinclined to take action to deal with conflicts and performance problems. He or she may avoid difficult and interpersonally challenging assignments.

Your Emotional Competencies Profile describes your behavioral intensity and complexity, especially when interacting with others.



Ambiguity Tolerance:

You appear to prefer a balance between order and predictability versus change and variety. A bit of unpredictability can be stimulating as long as things do not seem to be out of control and chaotic. You like to plan ahead, but not to the point where every last detail is planned in advance. In your dealings with people, you generally prefer people who are reasonably organized, but beyond that you are comfortable interacting with people with a fairly wide range of capabilities and ways of doing things.

Composure:

For the most part, your reactions will seem normal and as expected. Nonetheless, there could be circumstances when you seem quite cool and collected, even though others clearly are feeling stressed or excited. On the positive side, you might seem cool under pressure. However, in some cases others may remain unsure about what you actually are feeling.

Empathy:

In your dealings with people, you make it a point to give some consideration to others' feelings and likely reactions to circumstances, especially when those qualities seem relevant to maintaining your relationships and to accomplishing important goals. By and large, you focus on those qualities that are fairly easy to observe or judge. You try to stay objective without delving too far into personal issues.

Mental Energy:

Compared to many people, you appear to have a fairly strong appetite for complexity, and you feel at your best when you are working on a number of tasks or projects that cannot be handled by simply applying standard procedures and methods. You probably can sustain a good amount of mental effort without becoming worn down or fatigued.

Interpersonal Adaptability:

Your profile suggests that you may have a generally preferred way of working with other people. However, your profile also indicates that there can be situations when you will shift your behavior, perhaps to accommodate others' styles, or in response to circumstances. Noticing when to modify your way of doing things in response to different people and circumstances could increase your effectiveness.

Confidence:

Confidence, in this context, refers to your willingness to take on particularly difficult assignments - especially those that could involve conflict and tensions. Your profile suggests that you would be a good deal more willing than many people to take on assignments that could involve significant challenges, even those involving interpersonal conflicts. As long as your chances to be successful in your role are good, if not guaranteed, you could find the risks quite stimulating.

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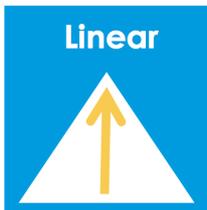
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3. The *duration* of a person's stay in a particular career field -- how many years should separate any major moves?

Career Concepts and Motives

Long-term commitment to a particular kind of work in which one progressively develops deep, specialized knowledge and skills.
Motivated by expertise and security.



Steady progress up a ladder toward higher degrees of personal authority and status.
Motivated by the ability to influence.

Frequent moves (every 3-4 years) into new types of work and activities that, ideally, are different from anything previously experienced.
Motivated by variety, adventure and independence.

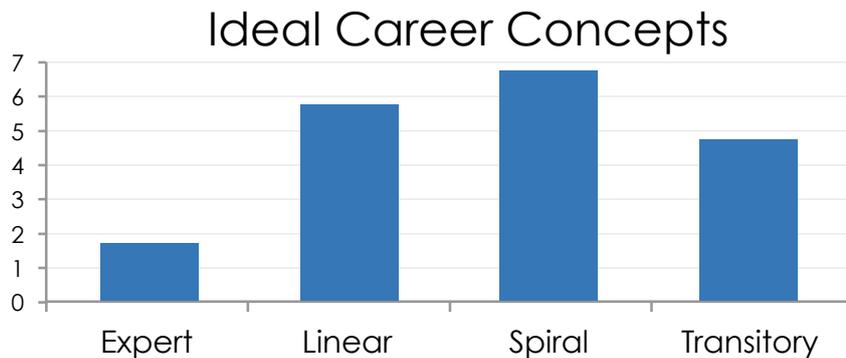


Periodic lateral movement into new functions that build on and expand previously developed knowledge and skills.
Motivated by learning and mentoring.

Ideal Career Concepts: Ideas about patterns of movement and focus that individuals visualize as an ideal career track. Different people have very different ideas about what an ideal career track would look like.

Career Motives: Factors that reflect the kinds of rewards that individuals hope to gain during their careers and that determine feelings of satisfaction and fulfillment that people obtain from their work experiences.

Career concepts are ideas about patterns of movement and focus that individuals visualize as an ideal career track. Different people have very different ideas about what an ideal career track would look like.



Your Primary Career Concept is Spiral

You appear to most highly value opportunities to expand and broaden your knowledge and skills and to get directly involved in creative assignments and projects.

Your Secondary Career Concept is Linear

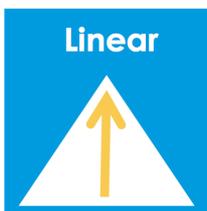
Secondarily, your profile indicates that you put a good deal of value on opportunities to achieve significant goals and to have influence and impact on important events and circumstances.

Your Least Prominent Career Concept is Expert

Comparatively, you appear to place little value in working on tasks or projects that rarely change, using highly specialized knowledge where you are seen mainly as a specialist with expert skills and knowledge.

Ideal Career Concepts

Long-term commitment to a particular kind of work in which one progressively develops deep, specialized knowledge and skills.



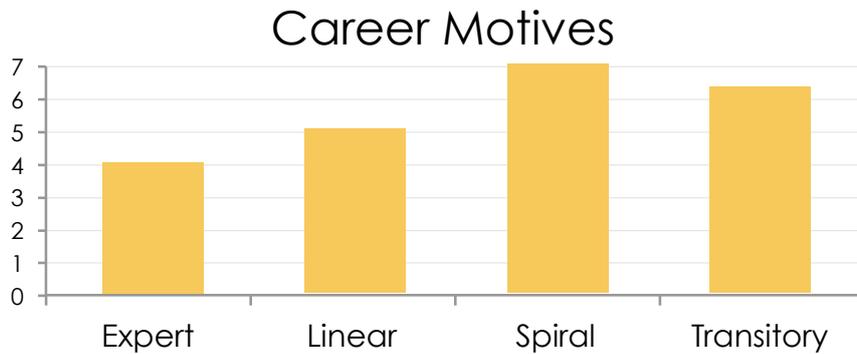
Steady progress up a ladder toward higher degrees of personal authority and status.

Frequent moves (every 3-4 years) into new types of work and activities that, ideally, are different from anything previously experienced.



Periodic lateral movement into new functions that build on and expand previously developed knowledge and skills.

Career Motives are factors that reflect the kinds of rewards that individuals hope to gain during their careers and that determine feelings of satisfaction and fulfillment that people obtain from their working experiences.



Your Primary Career Motive is Spiral

You appear to be most highly motivated by opportunities to expand and broaden your knowledge and skills, get directly involved in creative assignments and projects, and possibly, to help others to grow and develop.

Your Secondary Career Motive is Transitory

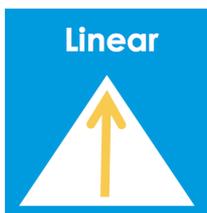
Secondarily, your profile indicates that you are motivated by, and attracted to, opportunities to stimulate change and to get involved in many new and exciting projects or ventures.

Your Least Prominent Career Motive is Expert

Comparatively, you appear to be least attracted to or motivated by working on tasks or projects that rarely change, using highly specialized knowledge where you are seen mainly as a specialist with expert skills and knowledge.

Career Motives

Internal sense of mastery and expertise; expert recognition; stability, and secure work environment



Personal influence and impact; significant visible achievements

Variety and novelty; adventure; change; personal freedom; people involvement



Learning; developing broad skills and knowledge; creativity; helping others to develop

Section II
Executive Insight
Benchmark Analysis Report

Prepared for
Ricardo Muestra
2018-04-05



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Executive Insight Report

Prepared for:
Ricardo Muestra
2018-04-05

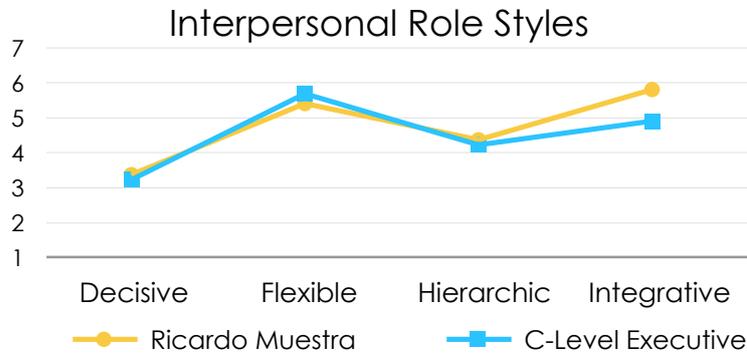
Your Executive Insight Benchmark Report matches your interpersonal role styles profile, operating styles profile, emotional competencies profile and career motives profile with a series of corresponding benchmark profiles that represent an ideal profile for success in the selected position. In each case, up to two gaps between your profile and the benchmark profile are identified and suggestions are given for ways that you can reduce or close the gaps.

Lastly, a situational adaptability analysis is provided with estimates of the ease with which you can adapt to different kinds of situations that could arise in the benchmarked position.

Contents of Your Report

Section II – Benchmark Report

- 13. Interpersonal Role Styles Analysis
- 14. Operating Styles Analysis
- 15. Emotional Competencies Analysis
- 16. Career Motives Analysis
- 17. Situational Adaptability Analysis



PRIMARY GAP: Potential overuse of the Integrative Role style

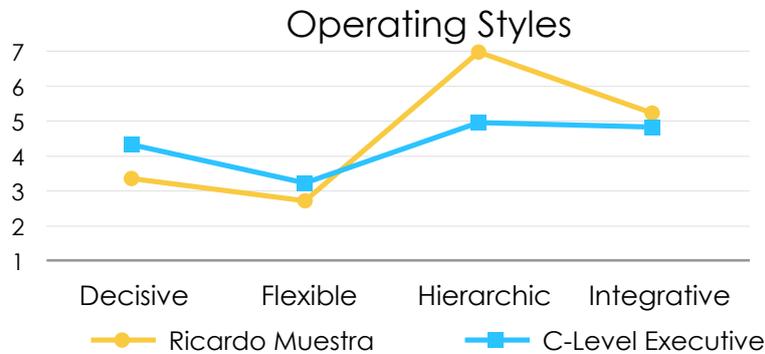
You might overuse the Integrative role style in some situations that you are likely to encounter in this position. More specifically, you may sometimes seem hesitant to make a decision, or too caught up in achieving a consensus. At times, others might see you as over-complicating matters. This could be problematic in situations where you actually have the experience and authority to provide direction and guidance, or the issues at hand are not particularly complex or unusual and there are clearly established precedents or courses of action that could be put into effect.

Recommendations for reducing this gap:

Watch for situations where there are time pressures, or issues are routine, simple, and not controversial. In these situations, make an effort to:

- Avoid getting into unnecessary discussions of alternatives and different points of view.
- Focus on issues and actions that are immediately relevant.
- Be aware of time pressures and existing strategies or plans.
- Be careful not to spend too much time gathering input and perhaps unnecessarily postponing decisions.

There are no other important gaps with the benchmark.



PRIMARY GAP: Potential overuse of the Hierarchic Operating style

You may use the Hierarchic operating style more than recommended for some situations that are likely to arise in this position. That is, at times, you might be overly analytic, methodical, and too focused on one particular goal or objective. This could be the case when time is of the essence and quick action is needed, or alternately, when the issue is multi-faceted, unusual, and evolving, such that no one method or course of action will suffice to deal with the range of issues and complexities involved.

Recommendations for reducing this gap:

Keep an eye out for decisions that are not particularly complex, do not have long-term implications, and that may be modified or adjusted in the future. In these situations, try to:

- Avoid holding out for high quality solutions, or solutions that will stand the test of time.
- Be careful not to get caught up in detailed analysis.
- Consider alternatives that may be relatively simple, easy to implement, or that may serve as future modifications.
- Avoid developing detailed plans, or staying too focused on adhering to detailed plans.

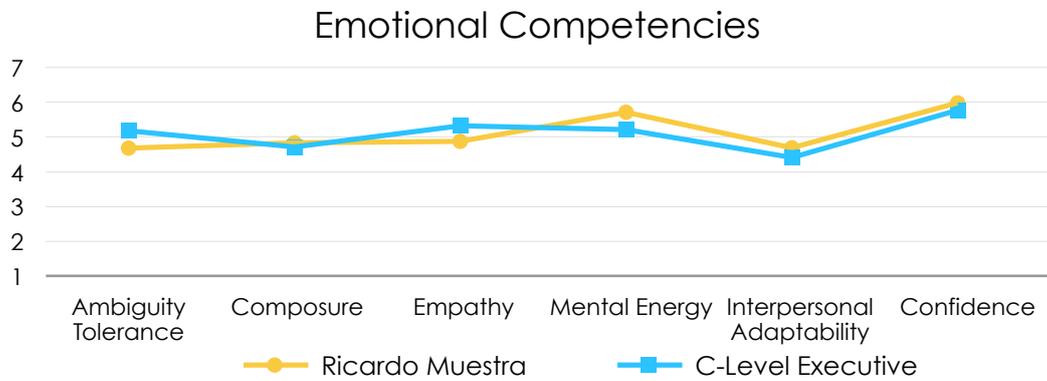
SECONDARY GAP: Potential underuse of the Decisive Operating style

In addition, you might make less use of your Decisive operating style than recommended for some situations that are likely to arise in this position. That is, at times, you might be somewhat slow to reach a clear decision and then to stick with a particular course of action. This could become problematic in situations where immediate action is needed and the issue at hand is familiar and relatively simple, especially if others are dependent on you taking action and then following through on your established course.

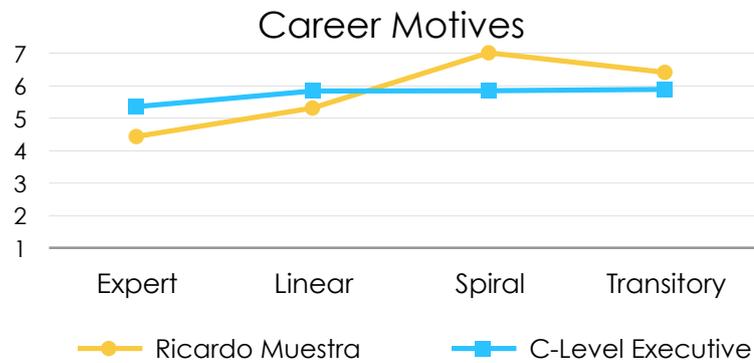
Recommendations for reducing this gap:

We suggest staying alert to issues where time is of the essence, particularly when the issue at hand is relatively simple and routine. In facing these issues, make an effort to:

- Focus on a few key facts and immediate, relevant information; avoid secondary considerations or in-depth analyses.
- Make a decision quickly, then move on; concentrate on getting things done and moving things forward.
- Use practicality as a guide; focus on immediate issues and don't try to guess about the future.
- Follow-through on decisions and plans, stay the course.



There are no important gaps with the benchmark.



PRIMARY GAP: Potential over-emphasis of Spiral Motive

In this position, you could feel that opportunities for creativity, innovation, and for broadening knowledge and talents are too restricted and undervalued.

Recommendations for reducing this gap:

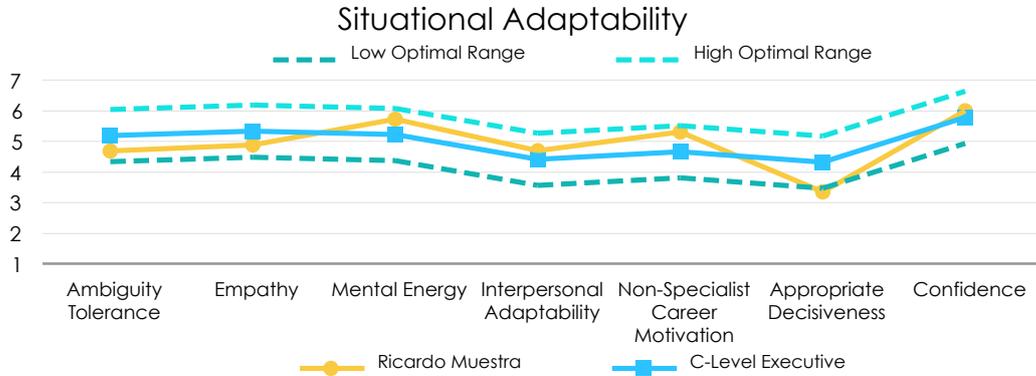
In order to satisfy your Spiral motive, we recommend making a special effort to look for assignments or projects that provide opportunities to develop new knowledge and skills, and to apply knowledge and skills in creative activities. Also consider roles in which you will be able to help others to grow and develop.

SECONDARY GAP: Potential under-emphasis of Expert Motive

In addition, you might feel that having special knowledge, expertise, and producing very specific and precise work output is over-emphasized.

Recommendations for reducing this gap:

We recommend making a special effort to look for assignments that do not require you to work strictly inside the boundaries of a narrow specialty or function, and where your performance will not primarily depend on in-depth technical expertise and exacting accuracy.



Your overall situational adaptability is within the optimal zone for this position. As the graph shows, with only one exception, all the adaptability factors fall within their respective optimal zones for this position.

Ambiguity Tolerance

Your ambiguity tolerance appears to be just about right for dealing with the uncertainties and amount of change that you will encounter in most situations that will arise in this position.

Empathy

Your level of empathy fits well with the degree of attentiveness to others' concerns and preferences needed for most situations you will encounter in this position.

Mental Energy

Your mental energy is likely to fit the amounts of complexity and the requirements for critical thinking that you are likely to need for most situations in this position.

Interpersonal Adaptability

Your degree of interpersonal adaptability appears to fit well with the demands to adapt to and accommodate other people's behavior and their styles of working needed in most situations in this position.

Non-Specialist Career Motivation

Your propensity to get involved in important, non-technical issues in this position vs. specialized, technical matters appears to be just about right.

Appropriate Decisiveness

You may make less use of your Decisive operating style than recommended for some situations that are likely to arise in this position. That is, at times, you might be somewhat slow to reach a clear decision and then to stick with a particular course of action. This could become problematic in situations where immediate action is needed and there is little opportunity for thought or consideration of alternate strategies or options.

Confidence

Your level of confidence appears to fit well with the likely frequency of situations arising that require dealing with difficult conflicts and tensions between people.

Section III

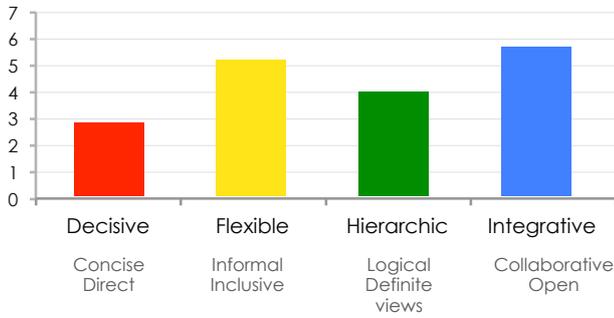
Executive Snapshot Report

Prepared for
Ricardo Muestra
2018-04-05

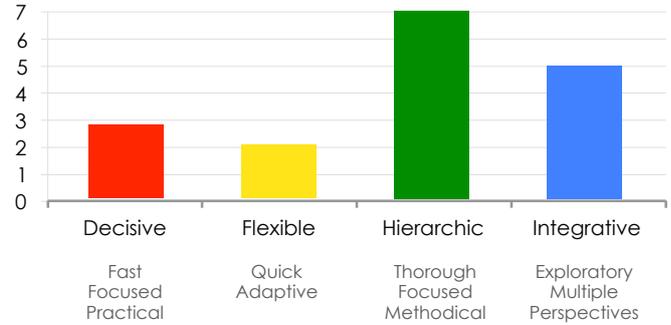


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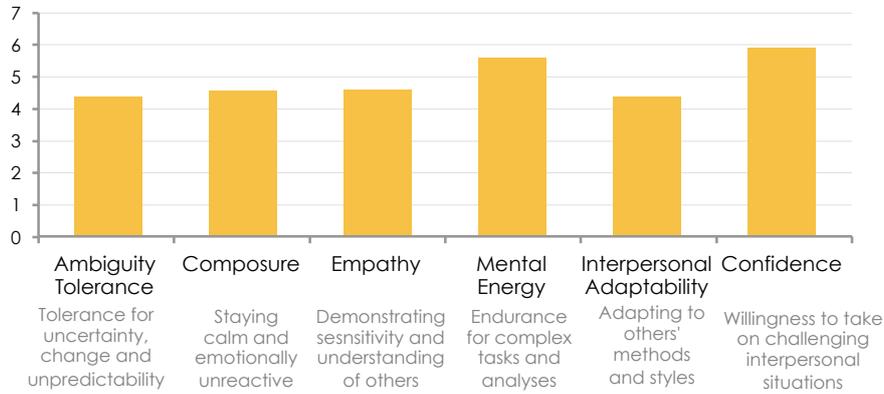
Interpersonal Role Style



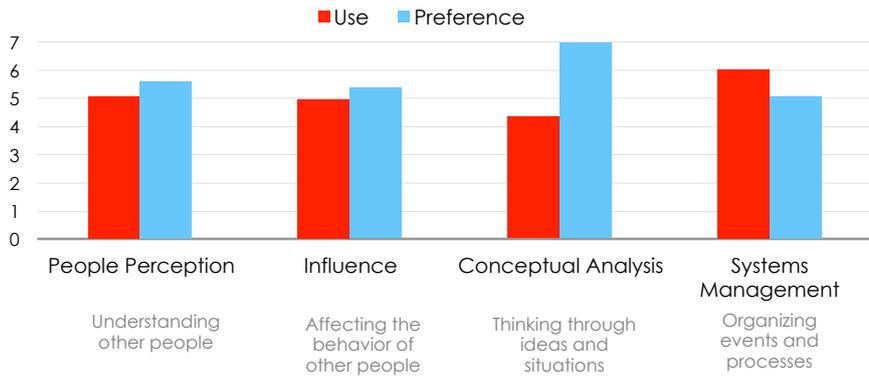
Operating Style



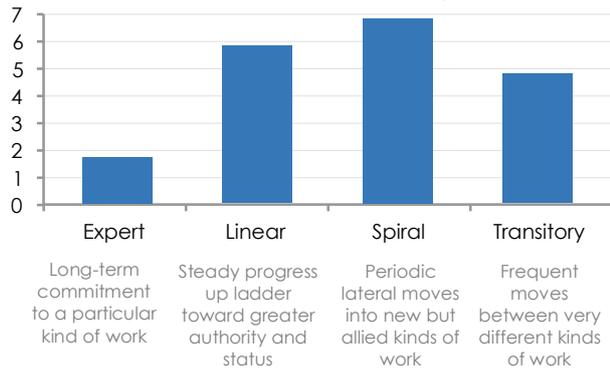
Emotional Competencies



Complexity Motives



Ideal Career Concepts



Career Motives

