

Your Multidimensional Career

Darnell Personalized Report

Thank you for completing the Multidimensional Career Assessment. This report will offer personal insights into your current career development interests and priorities.

As you know, careers and career development have traditionally been defined in terms of promotions, moves, and/or title changes. Positions have historically been the currency of growth and advancement. And today that's a problem because:

- ▶ The typical hierarchical pyramid narrows, dramatically limiting opportunities to move up.
- ▶ There has been a thinning among the ranks of mid-level managers, leaving fewer levels to which to ascend.
- ▶ Fundamental changes have altered the workplace and how work gets done.
- ▶ People are living, working longer, and occupying boxes on the org chart for longer.

In most organizations, there are simply not enough new positions to accommodate everyone who might be interested in traditional growth. And this leaves many employees, perhaps like you, feeling they simply don't have the opportunities for growth that they crave.

That's why it's finally time to stop measuring careers against the artificial yardstick of new positions or titles. Beyond, between, and besides the upward climb toward promotions and mobility, there are many other ways to grow.

Get ready to discover a new definition of career development – one that's packed with possibilities, unbounded by the limitations of the org chart, and completely within your and your manager's control. While the climb up the corporate ladder may be outside of your sphere of influence, the Multidimensional Career Framework offers 7 other dimensions that you can develop anytime, anywhere.

The pages that follow will offer insights into these alternate development dimensions as well as your level of interest in each. Use this information to reflect upon your current growth goals – and prepare to have a thoughtful conversation with your manager about your career and the ways in which you'd like to develop it.

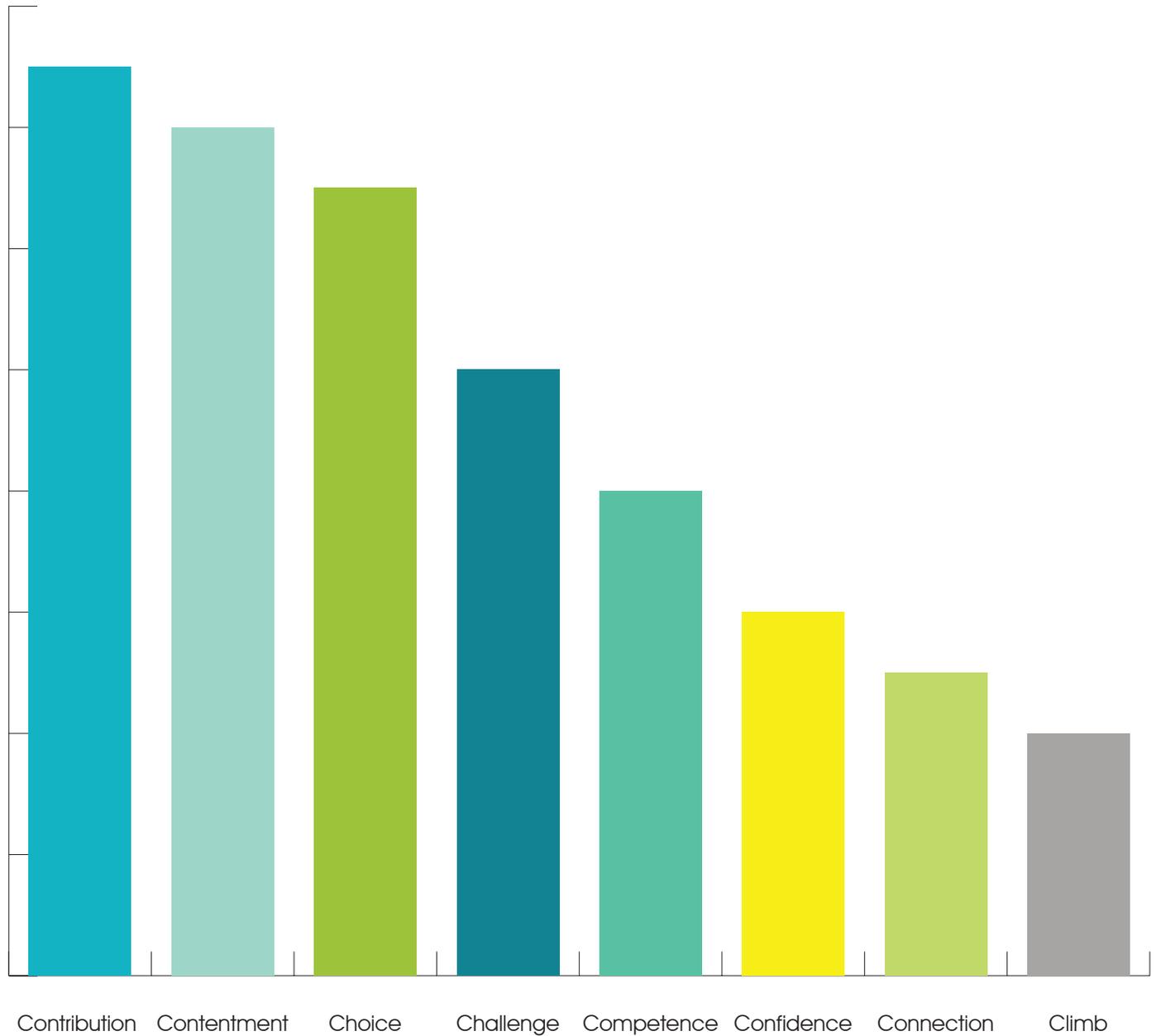


Your Results

The Multidimensional Career Framework is based upon over ten years of field research and an international research study of nearly 800 individuals. It offers a more expansive definition of career development and exponentially more opportunities for you to grow.

Summary

This chart displays your current level of interest in each of the development dimensions.



Dimension Analysis

Contribution: You're energized and ready to express your desire to make a difference – maybe by doing more, adding value, taking greater ownership, being of service, or aligning with your purpose. This may be a development priority for you.

Contentment: You're interested in finding within your current role the heightened sense of satisfaction, pleasure and ease you need so you can enjoy the journey of work rather than striving for a particular destination. This may be a development priority for you.

Choice: Exercising greater control over yourself, making meaningful choices and decisions related to your work, and enjoying levels of autonomy, independence, and flexibility is very interesting to you. This may be a development priority for you.

Challenge: Your assessment responses indicated that you are only moderately interested in pursuing development by stepping into situations that allow you to stretch beyond what's known and explore new, different, and difficult experiences with a focus on growth and development.

Competence: Pursuing development by intentionally enhancing the skills, knowledge, and capabilities you need to enjoy greater effectiveness, influence, and satisfaction is only moderately interesting to you.

Confidence: Developing by cultivating a realistic understanding of and authentic appreciation for where your abilities and limitations lie – so you have a consistent experience of 'I've got this' at work is only moderately interesting to you.

Connection: Taking the steps necessary to expand and deepen your social networks, build productive relationships, cultivate a sense of community, or maybe enjoy greater visibility is a less interesting development option for you right now.

Climb: You have little interest in developing your career by making a move, assuming another position, being promoted, or advancing to the next level.

The following page offers additional details about the development dimension that interests you most right now. Remember though that our interests change over time. So, return to this assessment and the Multidimensional Career framework regularly to check in with yourself and update your understanding of how you'd like to grow.



Contribution is Your #1 Interest

Nearly everyone wants to make a difference. We share a natural human drive to be of service. To help and support others. To offer our skills, knowledge, and experience. The desire to step out of oneself, to be part of something bigger, to create meaning. These are fundamental intrinsic motivators that inspire people.

That's why at certain points in everyone's career, strategically tapping what more is possible through greater contribution can be the ideal vehicle for generating greater job satisfaction, renewed energy, and engagement. And it's the ultimate win-win for you and the organization because, when approached thoughtfully and with intention, enhanced contribution simultaneously benefits both personal growth and business results.

Promotions, positions, and mobility – the traditional and outdated currency of development – are generally dictated by organizational policies and they're severely limited. But contribution, on the other hand, tends to be a broadly available option for focused and targeted growth. Tapping contribution is completely within your control as an employee and within the control of your manager. It's not dependent on budgets, training schedules, or other frequently rationed resources.

For most of us, being mindful or planful about how we choose to contribute isn't even on our radar screens. Consider the questions on the next page and, when you're ready, schedule a time to discuss your interest in this dimension with your manager. Work together to plan how to develop this dimension – and your career.

Want to learn more about the Multidimensional Career Framework and how to help yourself and your team grow beyond promotions, positions, and moves? Additional resources are available.

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Reflection—Contribution Questions to Consider

1. In what ways would you like to step up more or step up differently?

It seems that I could take on a more strategic consultative role with clients, especially as it relates to sharing my expertise on sustainability.

2. What more could you offer in your current role? Which responsibilities might be most challenging?

Given my tenure at BEST I could be a good mentor to some of the younger engineers. But my plate is already pretty full, especially with the XYZ Commercial Properties installation coming up.

3. What's getting in the way of you bringing everything you've got to your work?

Lately, my work has been much more focused on the project management side of the implementations. As the role was originally conceived, it was a 50/50 split between project management and consulting. Now it's more like 80% project management.

4. How might you find greater purpose and meaning in your work?

If I can get back to more consulting on sustainability that would really help. When I educate clients about the benefits of filtration systems and their power to create more breathable air, that's a win for me, the client, and the environment.

5. How might your work become more closely aligned with your personal purpose in life?

Whenever I'm talking about a better, greener tomorrow, that's a good day. My kids are all the reminder I need for why we focus so hard on sustainability.

6. What value do you want to create for others – and how may creating the value change you?

I've reached a point in my career where my biggest value is my expertise and life experience. Have logged a lot of miles on the sustainability "road" and would like to share that knowledge where it will have the most impact.