

Your Multidimensional Career

Nicole 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.

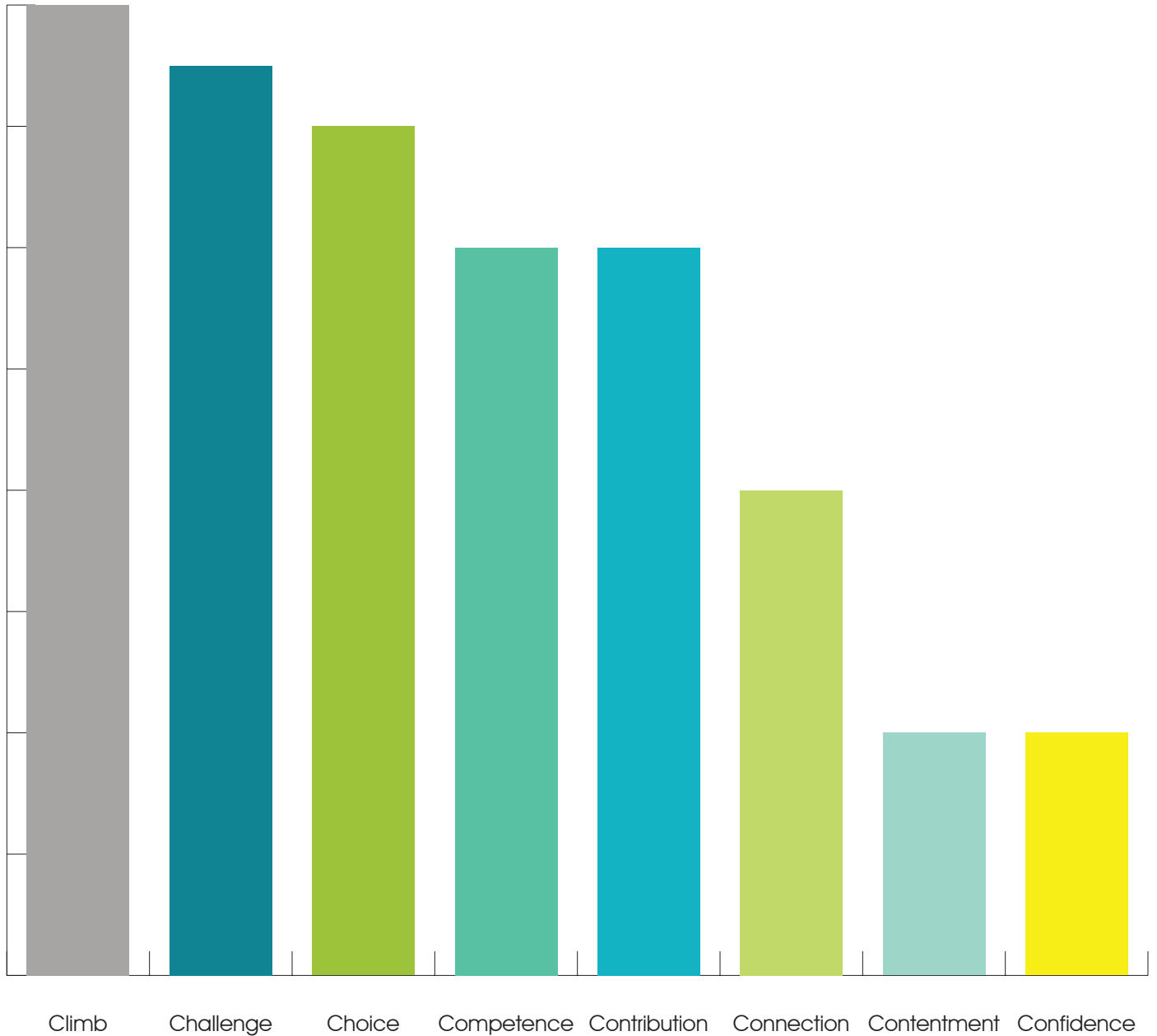


Your Results

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

Climb: You are ready to make a move, assume another position, be promoted, or advance to the next level in your career. This may be a development priority for you.

Challenge: Your assessment responses indicate that you are ready to step up, step out, and step into situations that allow you to stretch beyond what's known and explore new, different, and difficult experiences with a focus on growth. 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.

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.

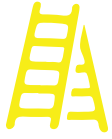
Contribution: You're moderately interested in pursuing development by consciously making a difference – maybe by doing more, adding value, taking greater ownership, being of service, or aligning with your purpose.

Connection: You have some interest in pursuing development by taking the steps necessary to expand and deepen your social networks, build productive relationships, cultivate a sense of community, or maybe enjoy greater visibility.

Contentment: Finding within your current role a heightened sense of satisfaction, pleasure balance, and ease is a less interesting development option for you right now.

Confidence: Consistently experiencing a sense of 'I've got this' at work by cultivating a realistic understanding of and authentic appreciation for where your abilities and limitations lie is a less interesting development option for you right now.

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.



Climb is Your #1 Interest



Advancing through promotions, positions, and moves is an approach to career development that's been practiced for the past several decades. And, while the Multidimensional Career Framework offers seven alternatives, the 'climb' up the corporate ladder remains a viable – although frequently limited – option for growth.

You are interested in developing your career in this way. You may have a specific role in mind. Or, you may have a more general sense that you want to assume more responsibility, have greater influence, and make a more significant impact. Whatever your unique motivation, the key is to determine what steps you can take today – within the context of your current role – that will prepare and position you for the future opportunities you envision. The other dimensions – contribution, competence, connection, confidence, challenge, contentment, and choice – offer rich opportunities to enable this kind of in-role development.

Consider the questions on the next page and, when you're ready, schedule a time to discuss your interests with your manager. Work together to plan how to leverage the alternate dimensions to reach your 'climb' goals.

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—Connection Questions to Consider

1. What specific role do you aspire to?

I'm ready to build out my capability to prepare to take on the marketing communication function at a more organizational level. BEST's corporate communications manager role is already filled, but that's where I see myself next.

2. What exactly is it about that role that interests you most? What part of the role do you look forward to doing most?

It's a role that has a broader field of vision that would allow me to have a voice in strategic decisions. I'm ready to put my MBA training to use and move beyond just messaging initiatives related to sales.

3. Which responsibilities might be most challenging?

I've made inroads with building credibility with the engineering folks, but maybe I still have a way to go in that regard?

4. What will you need to be able to do to be highly effective in the role?

Engage as equal partners, work through perceptions that engineering team may have of me.

5. Where might there be gaps between where you are today and what would be expected of you in that role?

Build up expertise in tech terminology to build credibility with different audiences. It would be great to have more exposure to the executive team; the few times they've called on me to help out with slide decks for key presentations have gone really well; maybe there's a way to build on that?

6. Which of the other development dimensions might help to prepare you for success in the role? And how?

- Contribution
- Competence
- Connection
- Confidence
- Challenge
- Contentment
- Choice