

# Career Enrichment Report

by Allen L. Hammer, Ph.D. and David Donnay, Ph.D.

Report prepared for

**CLAUDIA MASON**

March 25, 2001



In today's organization, every person must assume responsibility for managing his or her own career. The purpose of this report is to help you enrich your current job or career by identifying the kinds of tasks that you would be most interested in performing. This information, combined with information about opportunities in your organization, may enable you to find a project, team, task force, committee, or position that will provide a good fit for your interests.

You may be interested in enriching your current job or career because:

- You have mastered your current job and seek additional challenges
- You want to stay current with new technologies or business applications
- Your organization is becoming flatter, less hierarchical
- You have a desire to continually learn new things

Unlike other reports, this one is not based on occupational titles. Jobs are changing so fast that some such titles are out of date almost before you learn about them. This report instead is based on actual day-to-day tasks that you might find interesting. These tasks are organized into functions that are found in most organizations today. It is much easier to try out a new task that you might find interesting than to change jobs or careers. You can stretch yourself little by little (or all at once if that's your style) into a more fulfilling and enriching job.

As a result of enriching your job, you may feel more satisfied at work, more motivated and less stressed, and more balanced. You may also be able to identify areas in which you might want to continue learning.



## ORGANIZATIONAL FUNCTIONS

This report is organized around ten functions that are typically found in organizations today. These functions are:

- Administration
- Customer Service
- Finance & Accounting
- General Management
- Human Resources
- Information Systems
- Manufacturing & Production
- Marketing
- Research & Development
- Sales

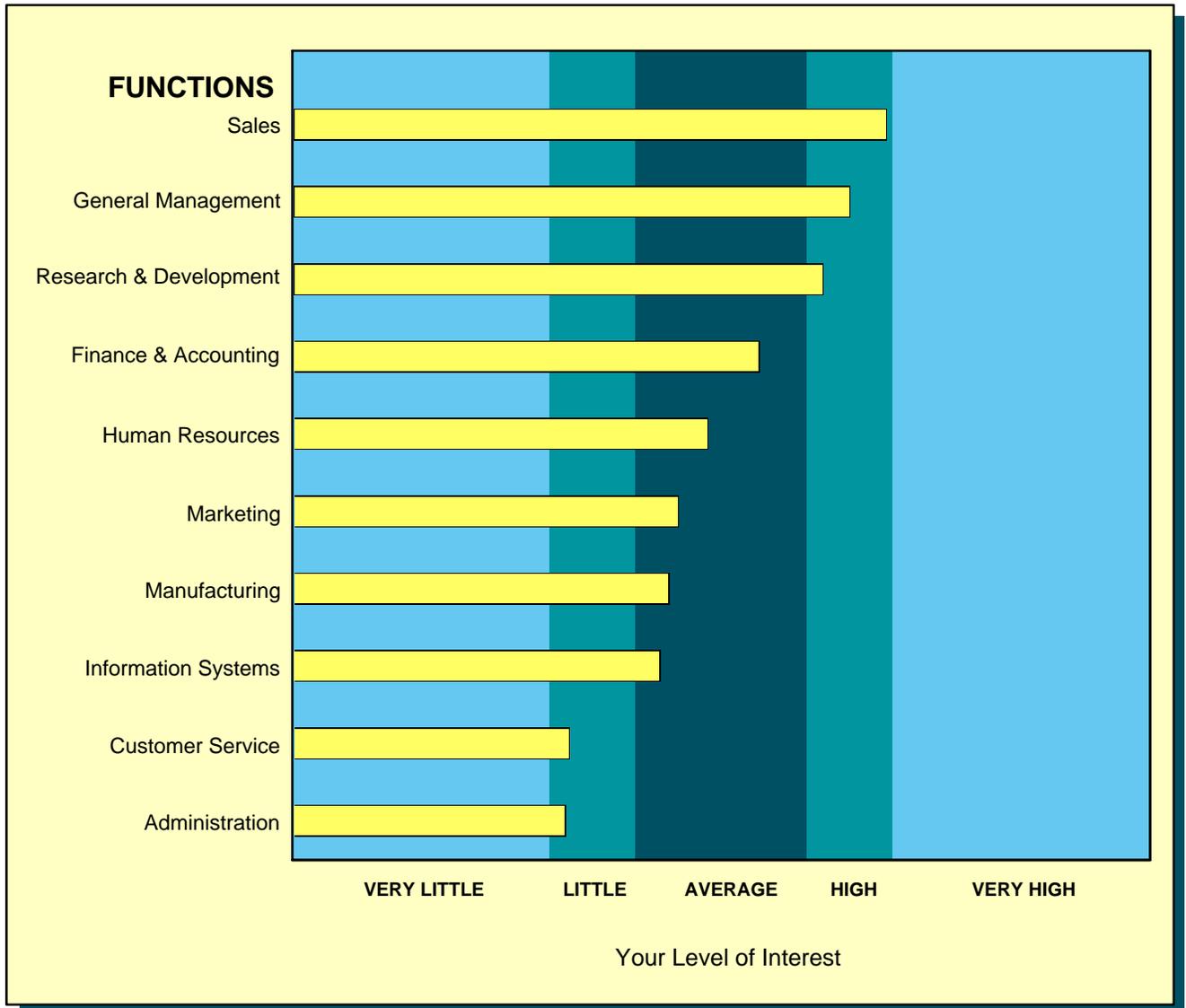
This list of functions is based on a survey of human resources professionals in a variety of organizations. No such list, however, can contain all of the functions found in all organizations. In some companies certain functions are combined (e.g., sales and marketing). In other organizations, certain functions may not exist at all (e.g., a service company may have no manufacturing function). If you show high interest in a function that is not found in your organization, look carefully at the tasks listed for that function and see if there is another place in the organization where those tasks can be performed. Alternatively, try to find the function in your company that is the closest match.

To help you focus on the most important results, only the three functions in which you show the most interest are presented in detail. For each of these three functions, a list of tasks is presented that your responses to the *Strong Interest Inventory*® instrument suggest that you will like. In addition to the lists of tasks that you will probably like, other information may also appear in this report:

- In some cases there will be a list of tasks that you would probably dislike.
- In some cases the list of tasks that you like in a given function may be short, or at least shorter than the list of tasks that you dislike. This is not unusual and just means that your interests in that function are very focused.
- Some of the tasks listed for a function may be activities that you would do outside of your job, such as community service activities or leisure activities. You should still explore ways to get involved in these activities, as they may provide you with some balance between work and home and allow you to bring more energy to your work.

# OVERVIEW

This chart provides an overview of your level of interest in each of the ten organizational functions. The functions are ranked according to how similar your interests are to the interests of people who work in these functions.



The following pages describe those functions in which you are most interested. Each function begins with an overview of the tasks associated with that function. Your overall results for that function are then presented. Following are the specific tasks associated with this function that you indicated that you like. In many cases, but not all, there will also be a list of tasks that you dislike.



## SALES

People in sales are primarily involved in calling directly on customers. They may provide product or service information, negotiate and close sales, develop relationships with customers, identify potential customers and call on them, process sales orders, and make product presentations at conventions or trade shows. Their jobs often involve extensive travel to customer sites.

Overall, your responses suggest that you may enjoy at least some of the tasks performed by people who work in sales. Your interests are similar to those of others who are successful sales people.

### Specifically, your results suggest that you may like to:

- sell directly to customers
- determine how products or services fit customer needs
- arrange conditions of sale
- handle details of transactions
- become an expert in whatever product is being sold
- negotiate and close a deal
- identify potential customers and call on them
- have a lot of direct contact with people
- take the initiative to meet potential clients
- sell in wholesale settings
- organize others to reach sales goals
- verbally persuade others to use a product or service
- demonstrate products at conventions, trade shows, or customer sites
- elicit and overcome customer objections
- quote prices to customers
- take orders
- follow through to make sure orders are delivered
- travel to visit customers
- call on customers to sell updates of products or services
- follow up on sales leads
- entertain clients
- motivate others to reach sales goals
- direct attention toward your product or service
- take charge in interpersonal situations
- sell by having customers come to you
- supervise sales support staff
- verbally influence people's buying behavior
- make product announcements



## GENERAL MANAGEMENT

People in general management perform tasks such as managing, supervising, preparing business plans, developing subordinates, preparing project plans, motivating teams, preparing and monitoring budgets, approving expenditures, and coordinating the activities of others.

Overall, your responses suggest that you may enjoy at least some of the tasks performed by people who work in general management. Your interests are similar to those of others who are successful managers.

### Specifically, your results suggest that you may like to:

- direct and coordinate the activities, programs, or services for a department or organization
- develop and administer budgets
- conduct staff meetings
- represent the organization at meetings
- negotiate or approve contracts with suppliers or customers
- review operating or financial statements
- oversee purchases of merchandise or supplies
- take responsibility for completing goals
- proactively promote the vision of the organization
- persuade potential backers or donors to invest in the organization
- become involved with contract or other legal issues
- set task priorities
- set overall sales strategy and goals
- volunteer to serve on committees
- provide developmental feedback to employees
- supervise volunteers or intern programs
- supervise employees and conduct performance appraisals
- develop and implement policies and procedures
- evaluate programs
- hire employees
- manage distribution of products
- provide leadership and set direction for the organization
- motivate employees
- make speeches to industry or community groups about your organization, product, or service
- argue or debate to win others over to your point of view
- challenge or confront others when necessary
- organize people and tasks to accomplish organizational goals
- manage a sales program
- travel for business
- work with teams to accomplish organizational goals
- help the business make a contribution to society

Although overall you tend to be interested in tasks associated with this function, your results show that there are also some tasks that you may not like.

### You may not like to:

- entertain clients
- arrange or act as a host at business functions or company events



## RESEARCH & DEVELOPMENT

People in research and development may be engaged in analysis of statistical or scientific data or in the conceptualization and design of new products or of product improvements. They may conduct scientific experiments, perform mathematical or statistical calculations, or provide engineering expertise in product development.

Overall, your responses suggest that you may enjoy at least some of the tasks performed by people who work in research and development. Your interests are similar to those of others who are successful in research and development.

### Specifically, your results suggest that you may like to:

- develop new knowledge in an area
- develop new concepts and ideas related to products
- direct and coordinate research and development activities
- develop and review research proposals
- do technical writing
- work on engineering problems
- teach scientific concepts to others
- deal with data or things rather than people
- work in the physical sciences
- operate scientific equipment
- use mathematics to analyze research data
- work in a laboratory
- perform the tasks of a medical technician
- work at tasks related to the natural sciences
- read journals reporting the latest research in your field
- develop new applications of products or knowledge
- devise new equipment, methods, or processes
- collect and analyze data on performance or use of products or services
- assume technical rather than supervisory responsibilities
- prepare scientific illustrations or mechanical drawings
- work with electronics equipment
- work alone to solve scientific problems
- perform scientific experiments
- perform statistical calculations
- work in the biological sciences
- conduct research in medical science or pharmaceuticals
- work in the outdoors or where you can enjoy nature
- balance work with time in nature
- pursue an advanced degree or take classes to keep up with scientific advancements

Although overall you tend to be interested in tasks associated with this function, your results show that there are also some tasks that you may not like.

### You may not like to:

- work with small precision tools in a research setting
- use mechanical ingenuity to improve or develop products
- build prototypes or models of new products

## OTHER ORGANIZATIONAL FUNCTIONS

You did not show as much interest in the remaining functions as you did in the three listed previously. However, the seven remaining functions are listed below in order of your interest, along with a brief description of the associated tasks. If any of these appeal to you, you should explore in more depth the tasks that are related to these functions.

### Finance & Accounting



Average Interest

Prepare balance sheets, cash flow statements, and other financial documents; develop accounts payable and receivable procedures; conduct financial planning; handle investments

### Human Resources



Average Interest

Identify staffing needs; interview potential employees; maintain benefits; oversee training and development; create employment practices in accord with federal laws

### Marketing



Average Interest

Identify markets for products or services; identify customer needs; develop advertising campaigns and promotional materials

### Manufacturing & Production



Average Interest

Develop procedures to manufacture products; analyze production systems to increase efficiency; purchase raw materials or equipment; develop and monitor production schedules

### Information Systems



Average Interest

Develop, manage, and analyze computerized information systems and databases; program computers; use technology to further organizational goals

### Customer Service



Little Interest

Continually interact with customers, usually on the phone; take orders; provide information on products and services; handle customer complaints

### Administration



Little Interest

Provide support services for all departments; organize and schedule meetings; handle logistics for everyday operations; prepare and file business documents



## NEXT STEPS

The first step is to learn more about tasks or projects available in the different functional areas in your organization that may provide a fit with your interests. To accomplish this, consider the following suggestions:

- Conduct informational interviews with people in different functional areas in your organization, or in other organizations, to determine the day-to-day tasks that they perform.
- Find individuals you can shadow to learn how they do their jobs.
- Talk to your manager about additional projects or teams that you could join.
- Talk to human resources professionals about any projects in other parts of your organization.

Once you have learned more about the different functional areas and the tasks associated with each area, you may want to perform a skills analysis. One way to do this is to prepare a functional resume and review it with someone in human resources or in the functional area in which you are interested. The purpose is to help you identify skills that you already have or may need to develop in order to work in your area of interest. If, as a result, you determine that you need to develop additional skills, you may want to consider the following:

- Sign up for any relevant training workshops offered by your organization or by training companies that specialize in the area in which you are interested.
- Take courses at a local college or over the Internet.
- Work with a mentor or coach to help you develop needed skills.
- Volunteer to work on a project or with a team in your organization where you will have an opportunity to develop the skills.
- Volunteer for community service where you can learn new skills.

## HOW YOU LEARN

If you decide to learn new skills, your responses to the *Strong Interest Inventory*® instrument suggest that you may feel most comfortable in a learning environment where you can understand the broad theories and concepts that underlie your field of interest. You probably enjoy learning by listening to lectures or by reading. You may be interested in knowledge for its own sake, without necessarily having any immediate application. You may feel comfortable in a traditional academic setting and may want to continually pursue new learning opportunities.



## RESOURCES

- Bloch, D.P., & Richmond, L. J., eds. (1997). *Connections Between Spirit & Work in Career Development: New Approaches and Practical Perspectives*. Palo Alto, CA: Davies-Black Publishing. This book provides tools and information to help address the question of meaning in your work.
- Bloch, D.P., & Richmond, L. J. (1998). *SoulWork: Finding the Work You Love, Loving the Work You Have*. Palo Alto, CA: Davies-Black Publishing. This book helps to connect your career to the spiritual values that give your life meaning.
- Borgen, F., & Grutter, J. (1995). *Where Do I Go Next? Using Your Strong Results to Manage Your Career*. Palo Alto, CA: Consulting Psychologists Press, Inc. This guide helps you become focused and motivated during your career search.
- Grutter, J. (1998). *Making It in Today's Organizations: Career Advancement*. Palo Alto, CA: Consulting Psychologists Press, Inc. This guide presents strategies for workforce development.
- Grutter, J. (1998). *Making It in Today's Organizations: Career Enrichment*. Palo Alto, CA: Consulting Psychologists Press, Inc. This guide presents strategies that improve employee retention and help you stay motivated.
- Grutter, J. (1998). *Making It Beyond Today's Organizations: Career Transition*. Palo Alto, CA: Consulting Psychologists Press, Inc. This guide offers strategies for helping you prepare to make a change in your career path.
- Harkness, H. (1997). *The Career Chase: Taking Control in a Chaotic Age*. Palo Alto, CA: Davies-Black Publishing. This book helps you develop strategies and attitudes needed to take creative control over your career.
- Kaye, B.L. (1997). *Up Is Not the Only Way: A Guide to Developing Workforce Talent*. Palo Alto, CA: Davies-Black Publishing. This book helps you forge the link between organizational strategic planning and your own career planning and development.
- Sheerer, R.A. (1999). *No More Blue Mondays: Four Keys to Finding Fulfillment at Work*. Palo Alto, CA: Davies-Black Publishing. This award-winning book shows you how to achieve sustained success and happiness at work.



**Consulting Psychologists Press, Inc.**  
3803 E. Bayshore Road, Palo Alto, CA 94303  
1-800-624-1765

[www.cpp-db.com](http://www.cpp-db.com)

*Strong Interest Inventory* and *Strong Vocational Interest Blanks*® are registered trademarks of Stanford University Press.



is a registered trademark of Consulting Psychologists Press, Inc.