



CAREER SUCCESS BUILDER™
PROFILE REPORT AND DEVELOPMENT GUIDE

Validated Self-Insights for Career Success

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"Life is too short to be little, keep learning, be self aware, act and take control of your journey!"

- Maryanne Piña Frodsham

Congratulations for taking your first step toward creating a rewarding and purposeful career!

The Career Success Builder™ (CSB™) is an empirical tool developed with a single purpose: to provide each working professional with the insights and development actions needed to build a successful career.

While taking the CSB™, your **Strengths** and **Gaps** in 14 Career Predictors were assessed. Each of these Career Predictors represents behaviors that set the foundation for a successful career—a career in which you generate possibilities and gain support in whichever organization you choose to be in or build. The 14 Career Predictors are:

1. Communicate with Confidence
2. Lean In
3. Widen Your Tent
4. Get Out of the Box
5. Take Calculated Risk
6. Invest in Relationships
7. Extend Influence
8. Minimize Blind Spots
9. Create Connection and Advocacy
10. Focused Development
11. Create a Compelling Destination
12. Practice Determination and Grit
13. Build Resilience
14. Align Career with Purpose and Values

YOUR CSB™ REPORT HAS THREE SECTIONS

Section 1 - CSB™ Profile Report

Summarizes your ratings on each of the 14 Career Predictors as **Gap**, **Developing**, and **Strength**.

Section 2 - CSB™ Development Guide

Provides custom development modules on your three lowest rated Career Predictors. The order of your development is based on the PIO Progression Model (described in more detail on page 5). Each of these modules has the following i3CSB™ process for sustainable behavioral development:

- ◆ **Awareness:** Overview of the career predictor.
- ◆ **Action:** Specific action to develop the targeted Career Predictor.
- ◆ **Accountability:** Application of your newfound knowledge of the Career Predictor and how to move forward.

Section 3 - CSB™ Targeted Development Plan

Offers guidance and a template to document your commitments to developing your career habits, behaviors and success.



SECTION 1: CSB™ PROFILE REPORT FOR: CRISTY REYNA

Your Profile Report summarizes your Career Success Builder™ (CSB™) responses. The 14 Career Predictors listed in your CSB™ Profile Report below provide a clear path for your career development and success as a working professional. Take some time to review and understand the results.

RATINGS LEGEND

GAP Focus on strengthening this Career Predictor to achieve greater career impact and success.

DEVELOPING You have solid behaviors in this Career Predictor, but there is room for improvement.

STRENGTH You are strong in this Career Predictor and can mentor others in this area.

Career Predictor	Description	Insight Ratings			Description
		Gap	Developing	Strength	
Communicate with Confidence	You keep quiet and avoid sharing your opinions.		●		You speak up and actively share your opinions.
Lean In	You're passive and let others make decisions.		●		You're proactive and engage in decision-making.
Widen Your Tent	You gravitate toward working with people of the same background and beliefs as you.		●		You actively value the perspectives of people with different backgrounds and beliefs than you.
Get Out of the Box	You stick with how things are done—you don't seek for improvements or new approaches.			●	You seek new ideas and surface new and novel approaches.
Take Calculated Risk	You avoid risk and uncertainty in career decision-making.			●	You're willing to take calculated risks and seize opportunities.
Invest in Relationships	You place little value on building business relationships.		●		You create bonds and place a high value on building business relationships.
Extend Influence	You're hesitant to communicate and connect with key stakeholders.			●	You proactively communicate and connect with key stakeholders.
Minimize Blind Spots	You don't seek feedback or adjust to new information.		●		You're introspective, seeking and adjusting to feedback.
Create Connection and Advocacy	You're less active in networking and developing partnerships.	●			You seek out opportunities to network and partner.

Career Predictor	Description	Insight Ratings			Description
		Gap	Developing	Strength	
Focused Development	You're less inclined to explore new educational opportunities.	●			You explore and pursue new educational opportunities.
Create a Compelling Destination	You're pessimistic and don't expect good things to happen in your career.		●		You're optimistic and work hard to make good things happen in your career.
Practice Determination and Grit	You give up when confronted with a challenge or obstacle.			●	You persevere through challenges and obstacles.
Build Resilience	You feel vulnerable and/or uncomfortable under pressure or stress.	●			You manage stress well and handle pressure with composure.
Align Career with Purpose and Values	Your career purpose and values are unknown or misaligned.			●	Your career direction is aligned with your purpose and values.

"Desire is the key to motivation, but it's determination and commitment to an unrelenting pursuit of your goal—a commitment to excellence—that will enable you to attain the success you seek."

Mario Andretti



"Learning is not attained by chance, it must be sought for with ardor and attended to with diligence."

Abigail Adams

After reviewing your CSB™ Profile Report in detail, it is time to more fully understand the areas you need to improve to develop your career. The CSB™ Development Guide provides targeted and actionable feedback to facilitate your development, growth, and career success.

The i3CSB™ process guides participants through identifying key **Strengths** and **Gaps** to maximize their career and business impact. On the next page, you will find the PIO Progression Model. This divides each of the 14 Career Predictors into three sections: **Personal Victory**, **Interpersonal Investment**, and **Organizational Navigation**. Focusing on the Career Predictors related to Personal Victory first, then moving on to Interpersonal Investment and so on will ensure an optimal level of career success.

This section provides custom development modules on your three lowest-rated Career Predictors. Each of these modules provides insights in the following i3CSB™ format:



Awareness: Overview of the Career Predictor, including a detailed description and why it is critical for your career.

Action: Specific actions to develop the targeted Career Predictor, including key behaviors to assess yourself and build your capability.

Accountability: Application of your newfound knowledge of the Career Predictor, including development questions to help you move forward.

You will find a lot of information in each of these 3 modules. Take some time to review each module for full understanding. You will not be able to complete all the development actions listed immediately. Instead, for each module, identify the critical action(s) you believe are achievable and will directly support your development. Feel free to get input from people you trust. Your 3 Development Modules are:

- ◆ Focused Development
- ◆ Create Connection and Advocacy
- ◆ Create a Compelling Destination

Once you have thoroughly reviewed your three Targeted Development Modules, complete the Targeted Development Plan at the end of Section 3 of this CSB™ report.

PIO PROGRESSION MODEL



To achieve sustained career engagement and impact, the order of your development matters. Development moves from the inside-out, starting with your **Personal Victory**, and the foundational Career Predictors. If your enabling Personal Victory beliefs and behaviors are not established first, you will have less sustained success.

As Personal Victory is established, you move to the **Interpersonal Investment** and then finally **Organizational Navigation** Career Predictors. You are likely already doing some things well. Focus on the Career Predictors that are current **Gaps** as assessed in your feedback report.

"Feeling successful is essential.
Set mini-goals to get to your larger goal."

Yaneth Medina

It's time to commit! Your career success is in your hands. In this section, you will commit to turning your CSB™ insights into tangible development actions.

STEP 1: REVIEW ASSESSMENT RESULTS

Objective: Absorb and synthesize your CSB™ feedback within your career context.

Carefully review the results of your CSB™ Assessment and Targeted Development Guide.

Spend time considering:

1. Your three lowest competencies.
2. Any gaps in your **Personal Victory** Career Predictors.
3. Your strongest competencies.
4. The areas you are most motivated to develop.
5. The competencies most critical for you develop given your company and career aspirations.

STEP 2: REFINE AREAS OF FOCUS

Objective: Isolate and test your areas of development focus.

Decide on your most immediate areas of development focus.

Seek feedback—share your development areas with your mentors and possibly a few trusted friends.

STEP 3: OPERATIONALIZE YOUR DEVELOPMENT PATH

Objective: Apply best practices in creating a personalized development plan.

Write down SMART Goals (described below) for each of your development areas. Remember to only work on one area at a time; otherwise, you will quickly lose steam and fail to grow in any Career Predictor.

- ◆ **Specific:** What do you want to accomplish? What will you do to achieve it?
- ◆ **Measurable:** How will you determine if you've been successful?
- ◆ **Achievable:** Is this goal doable? Will you be able to reach it?
- ◆ **Relevant:** How does this goal align with your development areas? How does it fit into your overall career goals?
- ◆ **Time-Bound:** What is the time period for accomplishing your goal?



Focused Development Awareness—i3CSB™

*“Develop a passion for learning.
If you do, you will never cease to grow.”*
Anthony J. D'Angelo

WHAT DOES “FOCUSED DEVELOPMENT” MEAN?_____

Focused Development is the level and extent of time you spend on your professional and leadership development. This includes what you do to stay updated on any new information regarding your career field and other related topics of importance and interest (e.g., formal courses, degrees, certifications, and less formal engagement with experts, books, and online resources). Development can also include experimentation and reflecting on successes and failures. Self-reflection enables **Focused Development**, as it helps you apply your knowledge and experience and will position you for impactful and individual growth.

Focused Development is often driven by an inner curiosity—the desire to know something on a broader or more profound level simply because you love to learn. What do you enjoy learning about? Science, politics, current events, new languages, arts, culture? Seeking new knowledge and applying it through practice and self-reflection is key to finding success as a professional, as you need it to stay contemporary and achieve maximum impact in your chosen career(s). Spending dedicated time focusing on your development, whether you're happy with your current career or considering a career change, is a strategic move. It can give you a competitive advantage.

WHY DOES IT MATTER?

Our environment is in constant change. To adapt, survive, and thrive, we must continuously learn and develop by practicing curiosity and applying that knowledge to our improvement.

As a firm, CMP has conducted thousands of executive assessments and researched the predictive attributes of success. The characteristics of **Focused Development** (sometimes called “Curiosity and Continuous Learning” or “Learning Agility”) are highly correlated with professional and leadership success.

We are all born with innate curiosity, but our desire to question and learn can be extinguished. We see this natural desire to learn in children—they question everything, asking “Why?” at every turn. But as they age, that natural curiosity fades. They stop asking. They stop being curious. Why is that? Whatever the reason, it’s essential for your current career that you bring back your childlike curiosity and desire for continuous learning.

Being curious about how things work, how specific processes are achieved, and how concepts and ideas interact and become something else drives businesses into innovation and achievement. Education allows you to bring structure to your curiosity, turning it into knowledge you can then bring into your day-to-day reality.

Curiosity is vital in navigating disputes. The vast majority of people are conflict-averse; they tend to avoid difficult discussions. Imagine for a moment you are involved in a contentious conversation:

What are you feeling?

What do you want to do?

Where do you see this ending?

What if you or the other party could assume a stance of curiosity? Research tells us that those who do so feel empowered by their ability to make the other person feel heard. Both parties become more informed about the counter-perspective and experience greater empathy for the other person, leading to an amicable resolution. Understanding this, consider what effect being curious during a conflict would have on your ability to resolve it!

In summary, there are at least five clear reasons why you should **Focus on Your Development** (adapted from the article “7 Reasons Why Continuous Learning is Important,” Amit Nagpal, *LinkedIn*, 30 June 2017):

- 1. To remain relevant.** With the rapid advancement of about every discipline and the emergence and availability of new insights and practices, continuous learning is essential to staying current within your job, function, and industry.
- 2. To prepare for the unexpected.** The only constant is change; we live in a world of increasing ambiguity and opportunity. By expanding your knowledge and skills, you will be more ready to step out of (and into) roles and take full advantage of the opportunities that present themselves.
- 3. To spark new ideas.** Curious learners who ask “Why?” are the engines of innovation. You will see connections and opportunities, creating “aha” moments for yourself and others.
- 4. To broaden your perspective.** As you are curious and continue to learn, you will be better able to see multiple sides of the same issue and the larger impact of your (and others’) actions and decisions.
- 5. To boost your profile.** The more you learn, the more you’ll be a reference point for others. People will come to you with problems, advice, and insight. You’ll be an invaluable resource to the team and company, which will expand your opportunities.

“Leadership and learning are indispensable to each other.”

John F. Kennedy

BEHAVIORAL INSIGHTS

Below are the behaviors of people who are effective at **Focused Development (Strengths)** and the behaviors of people who are not effective at **Focused Development (Gaps)**.

In reviewing the lists, which behaviors are true of you?

BEHAVIORAL STRENGTHS	BEHAVIORAL GAPS
<ul style="list-style-type: none"><input type="checkbox"/> You're a good listener.<input type="checkbox"/> You take time to reflect.<input type="checkbox"/> You're interested in learning.<input type="checkbox"/> You regularly spend time learning and expanding your knowledge.<input type="checkbox"/> You like to explore and discover.<input type="checkbox"/> You're open to different solutions.<input type="checkbox"/> You have a strong desire to increase your personal knowledge.<input type="checkbox"/> You're interested in exploring new ideas, activities, and experiences.<input type="checkbox"/> You stay up-to-date on advances within your industry or profession.	<ul style="list-style-type: none"><input type="checkbox"/> You don't listen or change opinions.<input type="checkbox"/> You take things at face value.<input type="checkbox"/> You don't ask questions.<input type="checkbox"/> You're easily bored and lose interest quickly.<input type="checkbox"/> You're unobservant.<input type="checkbox"/> You avoid problem-solving.<input type="checkbox"/> You'll seek out someone else to recommend or direct a solution.<input type="checkbox"/> You're a reactive—not a proactive—team member.<input type="checkbox"/> You don't gather new insights.<input type="checkbox"/> You revert to the same answers.<input type="checkbox"/> You don't stay up-to-date on advances within your industry or profession.

“The shift to lifelong learning is absolutely essential. As the pace of technological change quickens, we need to be sure employees are keeping up with the right skills to thrive in the Fourth Industrial Revolution. That applies to technical and soft skills.”

Zvika Krieger

DEVELOPMENT ACTIONS

To increase your ability to have more **Focused Development**, apply these best practice tips:

1

Suspend judgment and listen for understanding.

Thinking and fully engaging with an issue can be hard work. If you come to a conclusion without fully exploring all sides, ask yourself, “Why am I pre-judging this issue?” Take the time to listen for full understanding. Probe and suspend judgment, even if you disagree. The simple task of leaning into an issue or discussion and asking questions before forming an opinion will connect you with people at a deeper level and provide you with “aha” insights you can’t get any other way.

2

Learn to ask better open-ended questions.

Ask open-ended questions. These are questions that generate deeper insights and substance—those that start with “What,” “Why,” or “How.” Closed-ended questions are those answered with “yes” or “no.”

3

Allow yourself to be in the “unknown.”

Be an explorer. Be that child once again who continually asked, “Why?” Go where no one has gone before. Challenge the status quo.

4

Fall in love with learning.

Read diverse kinds of books. Curious minds are energetic minds, and energetic minds become clever minds. Curiosity is linked with intelligence, creativity, and problem-solving.

5

Dedicate time to learning.

Find time to learn and commit yourself to the process of continuous learning. Pick at least two of the following focused development activities every week:

- ◆ **Read blogs, magazines, or articles.**
- ◆ **Attend industry talks and seminars.**
- ◆ **Enroll in online courses and degree programs.**
- ◆ **Find a thought partner to have lunch with.**
- ◆ **Watch videos and listen to podcasts.**
- ◆ **Ask someone to be a mentor in a key area of development.**
- ◆ **Undertake challenging assignments and roles.**
- ◆ **Ask for help whenever something is unclear to you.**
- ◆ **Observe others who are more experienced than you in a particular area.**
- ◆ **Take action, then learn by trial and error.**
- ◆ **Practice and apply new skills on the job.**
- ◆ **Track your progress over time through self-analysis.**
- ◆ **Ask for feedback from others and work toward improvement.**

SAMPLE REPORT

Focused Development

Accountability—i3CSB™

7

This is the **Accountability Phase**, where you will process what you have learned and manifest it into a behavioral change.

Let's get going!

To support you in employing the developmental actions suggested prior, read the story below. **Put yourself in the situation and consider which Behavioral Strengths you may or may not be practicing.**

SCENARIO: AMANDA BRONSON

Amanda is a talented IT engineer at Petagono Manufacturing LTD, a Fortune 500 company. She is a team player and is genuinely liked by all the employees in her area. At a recent meeting, Amanda listened as her colleague Brent presented an evaluation of their processes and technologies. Looking to get additional input from those attending, Brent asked Amanda to get things started.

Amanda began with several engaging questions to get people talking and get a deeper understanding of the problem. Why did it take so long to deliver products? What is the value of the current design? What are the manufacturing efficiencies (or lack thereof)? What are the technologies currently being used to support operations? The team began to speak up, offering valuable contributions and brainstorming ideas. After the meeting, the team left optimistic, knowing they could find innovative solutions supporting Petagono.

Take sufficient time answering the questions on the next two pages.

This is for your eyes only.

Based on the CSB Behavioral **Strengths** and **Gaps** regarding **Focused Development** and your observations of Amanda:

What skills is Amanda displaying?

Write your responses here



What are some of Amanda's Strengths and Gaps?

If you were providing coaching to Amanda, what would you tell her to do?



Think of a previous or current boss, coworker, or friend who models exceptionally high **Behavioral Strengths** in **Focused Development**.

How has their behavior influenced you or others?

What would it mean for your career if you focused on strengthening those traits?

What consequences might you experience if you did nothing?

"Be a lifelong student. The more you learn, the more you earn and the more self-confidence you will have."

Bran Tracy



Create Connection and Advocacy Awareness—i3CSB™

*"It is literally true that you can succeed best and quickest
by helping others to succeed."*

Napoleon Hill

WHAT DOES "CREATE CONNECTION AND ADVOCACY" MEAN?

Creating Connection and Advocacy is about networking and establishing beneficial alliances, partnerships, and relationships between people. No one can survive and thrive on their own. As the saying goes, "No person is an island," meaning no one is truly self-sufficient. Everyone must rely on the company and comfort of others to survive and be successful. Many opportunities and insights can only be discovered through a network. This is especially true in shaping a career.

Creating Connections and relationships through intentional and expansive networking must be a priority to optimize your career. From a strong network comes advocacy. **Advocacy** is the act of others speaking out on your behalf, finding opportunities, and influencing key decisions and decision-makers.

Creating Connections and Advocacy by flexing your networking muscle is critical to growing a strong personal network and building long-term relationships.

**What does the concept of
Creating Connections and
Advocacy mean to you?**

Write your responses here

**Think about a time you advocated
on behalf of someone. Why did
you do it? What made you feel
compelled to speak out
on their behalf?**

“Your network is your net worth.”

Porter Gale

*Your Network Is Your Net Worth: Unlock the Hidden Power of Connections
for Wealth, Success, and Happiness in the Digital Age*

WHY DOES IT MATTER?

Even with the speed, ease, and global reach of information, people still make decisions based on personal experience and relationships. It’s in our DNA; we want to feel good about the people we support, endorse, work for, or partner with.

How people make us feel is an important aspect of any relationship. We want to know someone is genuinely interested in us. After all, which would you prefer: to have someone tell you their life story or ask you about yours? When someone is curious about you and your life, you feel more connected to them. Likewise, the more you’re curious about another person and their life, the more they’ll feel connected to you. The more you cultivate those bonds, the greater impact you’ll see in your career. Why? Because people rely on their own experiences with a person more than objective data or outstanding resumes.

When you have an opportunity to expand your network, ask yourself the following: Who do I need to connect with and why? How can I help?

Your circle of connections, influence, and advocacy will be a regular flow of intelligence and opportunity, but it takes steady focus.

BEHAVIORAL INSIGHTS

Below are the behaviors of people who are effective at **Creating Connection and Advocacy (Strengths)** and the behaviors of people who are not effective at **Creating Connection and Advocacy (Gaps)**.

In reviewing the lists, which behaviors are true of you?

BEHAVIORAL STRENGTHS	BEHAVIORAL GAPS
<ul style="list-style-type: none"><input type="checkbox"/> You make connecting with key people a priority.<input type="checkbox"/> You actively listen.<input type="checkbox"/> You connect with others to expand your network.<input type="checkbox"/> You proactively build relationships with people in your organization.<input type="checkbox"/> You participate in select industry and community networks and associations.<input type="checkbox"/> You identify and engage with key decision-makers and stakeholders.<input type="checkbox"/> You show confidence and take initiative.<input type="checkbox"/> You actively partner with new connections.<input type="checkbox"/> You actively support the success of others in your network.	<ul style="list-style-type: none"><input type="checkbox"/> You don't make developing relationships a priority.<input type="checkbox"/> You show little interest in learning more about others.<input type="checkbox"/> You don't maintain or expand your network.<input type="checkbox"/> You fail to engage with key decision-makers and stakeholders.<input type="checkbox"/> You don't participate in industry or community networks and associations.<input type="checkbox"/> You're unsupportive of others' needs and successes.<input type="checkbox"/> You're risk-averse.<input type="checkbox"/> You're unresponsive to new connections.<input type="checkbox"/> You build relationships only when it's in your immediate self-interest.

*“Social capital is the new gold.
Add value to others, value others and you will be valued.”*

Lynn Ujiagbe

DEVELOPMENT ACTIONS

Actions you can take to **Create Connection and Advocacy** include:

1

Make authentic connections.

When you attend a networking event or meet someone for the first time, make it all about them. Don't “fake it till you make it.” Instead, be genuine. Have questions prepared if you have trouble coming up with them on the spot. Make sure they're open-ended and always ask follow-up questions. This will let the other person know you're listening.

2

Build your network.

When you meet people at work or the outside world—at the airport, on a bus, at a party—ask for their contact information. Even if a person's work and background seem unrelated to yours, you never know when you may be able to connect them to someone. Similarly, give your contact information freely and follow up promptly.

3

Find the decision-makers and know who the gatekeepers are.

Within any network, there are a handful of people who influence the big decisions (including the disbursement of rewards). Think about any tight-knit family—usually the head matriarch or patriarch makes the big decisions. The same can be said for companies and networks. A few people greatly influence what is supported and completed in broader, more informal networks. These people may or may not have a formal title, but people within the network always know who they are.

4

Get involved in groups and associations.

There are formal networks of people in all conceivable professions and industries. Your country, state, province, and online communities (such as LinkedIn) have associations for everything from accountants to Zamboni drivers. Investigate and join a few associations that align with your career interests. Your active involvement within these formal networks can connect you to people and information, opening you up a wider array of opportunities.

5

Keep in touch.

It seems like we all get so caught up in our daily challenges that we rarely take the time to reach out and contact anyone other than immediate associates and family. If you ask or accept someone's social media request to be connected, ask yourself why you are requesting or accepting it. Once you do, you must hold yourself accountable for leveraging that connection. Those who make it a priority to regularly reach out to an individual or a larger group of people will enjoy the benefits of a robust network. Is it an additional responsibility? Yes. But think of the value you gain from it.

6

Work outside your circle.

It's easy to focus on getting your job done and adopt an "it's not my job" perspective on anything not in your job description. However, this approach will limit your network and stifle your influence. Take time to understand how you can support the success of people on your team. This will create goodwill, and others will advocate for you to get noticed and provide references and opportunities.

Your investment in building networks will pay long-term dividends. Schedule it. If you consistently spend two to three hours a week on these activities, you will build career opportunities for yourself and others.

"Networking is a lot like nutrition and fitness: we know what to do, the hard part is making it a top priority."

Herminia Ibarra

This is the **Accountability Phase**, where you will process what you have learned and manifest it into a behavioral change.

Let's get going!

To support you in employing the developmental actions suggested prior, read the story below. **Put yourself in the situation and consider which Behavioral Strengths you may or may not be practicing.**

SCENARIO: GUSTAVO AND MONICA

Gustavo and Monica both graduated from Texas A&M with bachelor's degrees in chemical engineering in 2005. Frito-Lay immediately recruited Gustavo for a packaging material position. He got an excellent compensation package, a great place to work, and the chance to enroll in an MBA program two years after graduating.

Monica spent eight months job searching and finally landed a position with a small packaging material manufacturer. Those eight months were challenging for Monica. The daily stress and uncertainty of finding a new job motivated her to reach out to people outside her circle, build relationships, and become actively involved in various organizations. Monica's peers find her engaging, authentic, and someone they can count on to advocate for them.

Over a decade after graduation, Monica is a certified Six Sigma Specialist, has traveled to Asia and Latin America for different speaking engagements, and is currently leading a Product Development Division for a new company. Gustavo has only received one promotion at Frito-Lay. He still works hard and enjoys his workplace and colleagues, but he feels he is not challenged enough and has become disillusioned with his career.

Take sufficient time answering the questions on the next three pages.

This is for your eyes only.

Based on the CSB Behavioral **Strengths** and **Gaps** regarding **Creating Connection and Advocacy** and your observations of Gustavo and Monica:

What is Gustavo experiencing and why?

What is Monica experiencing and why?

What are some of Gustavo's Strengths and Gaps?



**What are some of Monica's
Strengths and Gaps?**

**If you were providing coaching to
Monica, what would you tell her to do?**

**If you were providing coaching to
Gustavo, what would you tell him to do?**



Think of a previous or current boss, coworker, or friend who models exceptionally high **Behavioral Strengths** in **Creating Connection and Advocacy**.

How has their behavior influenced you or others?

What would it mean for your career if you focused on strengthening those traits?

What consequences might you experience if you did nothing?

"You can have everything in life you want if you will just help enough other people get what they want."

Zig Ziglar



Create a Compelling Destination Awareness—i3CSB™

"Life is 10% what happens to you and 90% how you react."

Charles R. Swindoll

Life Is 10% What Happens to You and 90% How You React

WHAT DOES "CREATE A COMPELLING DESTINATION" MEAN?

Challenges in careers and life are inevitable. Careers are full of problems—from having a bad manager, to being laid-off, to being assigned work you don't enjoy. The number of issues we can and do experience is endless. Yet, perhaps the difficulties inherent in our careers are what drives us and why optimism is such a strong predictor of career success.

Being optimistic helps you create and fashion a **Compelling Career Destination**. It can be defined as having hope for better things to come, seeing the world in a positive light, and rebounding quickly from difficult situations. As the old adage goes, optimism is looking at life like your glass is half-full, not half-empty.

Optimistic people get to where they are going with a positive, can-do spirit and "expect that they're going to experience favorable outcomes," as Mark Murphy writes in his article "Optimistic Employees Are 103% More Inspired To Give Their Best Effort At Work, New Data Reveals." He continues, "However, optimism is not a passive state; optimists typically expect good things to happen if they make them happen, and success includes their active participation. Thus, optimists will actively work to generate well-being for themselves (and often for others) in order to find what they are seeking."

“There are many studies on optimism [as a driver of **Creating a Compelling Destination**] that prove its positive benefits. In one study, doctors evaluated middle-aged patients scheduled to undergo coronary artery bypass surgery. Six months after surgery, researchers found that optimists were only half as likely as pessimists to require rehospitalization. In a similar study of angioplasty patients, pessimists were three times more likely than optimists to have heart attacks or require repeat angioplasties or bypass operations.” (*Forbes*, 26 February 2020)

In a work setting, a study by Leadership IQ found that optimistic employees are 103% more likely and inspired to give their best effort at work (“Employee Engagement Is Less Dependent On Managers Than You Think”)

Do you expect more good things or bad things will happen to you?

Write your responses here

Do you feel optimistic about your professional future? Or do you expect that things will eventually go wrong?

WHY DOES IT MATTER?

Optimism is one of the traits proven to increase career satisfaction, inspiration, and employee engagement dramatically. It also helps you bounce back from frustrations.

Beyond the endless research on optimism, it also makes sense that “keeping your glass half-full” when thinking about your career choices points you in the right (and most compelling) direction. Think of the teachers, leaders, and people you have admired—those who inspired you and whom you didn’t want to disappoint. Likely, these people were optimistic; they believed in themselves, expected good things to happen, and worked to make good things happen.

Choosing optimism as your compass in seeking new opportunities is rare and career-changing. It is an active choice.

Dr. Nicole Martinez, Psy.D., LCPC, said, “We have to believe that we are capable of anything, no matter what that ends of being. A fundamental belief in ourselves and our ability to accomplish whatever we set our minds too, enables us to succeed at whatever path we chart for our future.”

Optimists look at difficulties during their career journey as learning experiences or temporary setbacks. Even the most miserable day has a silver lining. Having optimism means that you are open to new ideas, new experiences, and new possibilities at all stages of your career. Being optimistic allows you to consider new options and change your attitude and perspective to see the good in every situation. It causes you to look at the future and find your **Compelling Career Destination**.

If you focus on the bright side, you will experience more positive events in your life, find yourself less stressed and more resilient, and will likely enjoy positive health benefits.

“I have never had to face anything that could overwhelm the native optimism and stubborn perseverance I was blessed with.”

Sonia Sotomayor
My Beloved World

BEHAVIORAL INSIGHTS

Below are the behaviors of people who are effective at **Creating a Compelling Destination (Strengths)** and the behaviors of people who are not effective at **Creating a Compelling Destination (Gaps)**.

In reviewing the lists, which behaviors are true of you?

BEHAVIORAL STRENGTHS	BEHAVIORAL GAPS
<ul style="list-style-type: none"><input type="checkbox"/> You believe good things will happen.<input type="checkbox"/> You see the positive in negative circumstances.<input type="checkbox"/> You have good energy.<input type="checkbox"/> You're excited by future possibilities.<input type="checkbox"/> You view challenges and obstacles as opportunities to learn.<input type="checkbox"/> You bounce back from setbacks.<input type="checkbox"/> You're uplifting to be around.<input type="checkbox"/> You stay balanced and realistic.	<ul style="list-style-type: none"><input type="checkbox"/> You believe bad things will happen.<input type="checkbox"/> You focus on the negative when things go wrong.<input type="checkbox"/> You often feel pessimistic and take energy from others.<input type="checkbox"/> You're worried about future problems.<input type="checkbox"/> You repeat the same mistake or give up when challenges occur.<input type="checkbox"/> You lose motivation when experiencing setbacks.<input type="checkbox"/> You complain and bring others down.<input type="checkbox"/> You're overly negative or hyper-positive in your perspective.

*“Optimism is the faith that leads to achievement;
nothing can be done without hope.”*

Helen Keller
Optimism

DEVELOPMENT ACTIONS

To help you strengthen your ability to **Create a More Compelling Destination**, apply these best practice tips:

1

Choose a positive lens.

Challenge yourself to look at your life, with its challenges and struggles, more optimistically. Experts in the field refer to this tactic as “positive reframing.”

For example, if you think the entire day was ruined because it was snowing or raining outside, ask yourself what you did instead. You likely spent hours indoors relaxing, crafting, reading, browsing online, or watching TV. So instead of looking at events in a negative light, look at them in a positive one.

By consciously attempting this effort, you will shift your viewpoint in the short term and train your brain to think more positively. Research tells us that the more we willfully reframe scenarios in a positive light, the more we train our brains to fire up circuits in different regions, eventually altering our response to negative experiences.

2

Surround yourself with positive people.

Like most of us, you must have friends who are complainers or gossipers. You might find yourself jumping on the negative bandwagon after spending time with them. Negativity is contagious, and misery loves company. Fortunately, positive emotions can be contagious, too.

If you struggle to not gossip or complain, surround yourself with people who have a high degree of self-discipline. A study published in *Psychological Science* indicated that when people are running low on self-control, they will seek out self-disciplined people to help boost their willpower.

Self-control is essential to reaching long-term goals, and making friends with people who have willpower will help you achieve success. For example, maybe you are tempted to skip a workout at the gym or are considering wasting this month's budget. A friend with high self-control can motivate you to maintain healthy habits.

Start noticing whom you spend time with daily. If you start connecting with optimistic and goal-oriented people, you will be influenced by their positive energy. The same will go for spending time with pessimistic people. The more you spend time with negativity, the more negative you will feel.

3

Focus on what you can control and let go of the rest.

Some people are unable to deal with uncertainty. However, positive people can adapt and thrive. Understand and accept what you can and cannot control in any given situation. For example, if you lose an opportunity for a promotion, accept that you could not control the fact that you were passed up. You can, however, control whether you take steps to make yourself more visible for the next promotion.

Practicing mindfulness will help combat a tendency to reflect on daily stressors, which is a breeding ground for negativity. If you develop the habit of being optimistic in the present, you will find less room for pessimism.

4

Concede the negative.

Remember that being optimistic does not mean you have to wear rose-colored glasses. While it is good for your mental health to see the positive in situations, not acknowledging the negative will hinder you.

Optimism can and will be damaging if you are locked into a fantasy and are in denial about a current reality. For example, you can be optimistic about finding a more lucrative job or a loving relationship. But if you don't address the issues keeping you from achieving your goals, you won't be able to create what you want. A mixture of optimism and realistic thinking will help you navigate more successfully through life.

5

Focus on your strengths.

The key to optimism is to maximize your successes and minimize your failures. It's beneficial to look honestly at your shortcomings so that you can work on them. Focus on your strengths. Remember that the more you practice challenging your thought patterns, the more automatic it will become. Don't expect major changes in your thinking right away, but do expect them to become ingrained over time. Like any habit, it's about execution and patience.

Practice positive affirmations. They really work!

"Face the sunshine, and your shadow will fall behind you."

Unknown

SAMPLE REPORT

Create a Compelling Destination

Accountability—i3CSB™

8

This is the **Accountability Phase**, where you will process what you have learned and manifest it into a behavioral change.

Let's get going!

To support you in employing the developmental actions suggested prior, read the story below. **Put yourself in the situation and consider which Behavioral Strengths you may or may not be practicing.**

SCENARIO: CLARA SIMPSON

Clara Simpson is the supervisor for the Customer Service team at Advanced Products Company. She has been managing the Customer Service Department for the last nine months. Last week, Clara began receiving an usually high number of customer service issues from the ticketing software. This is the first time she has seen this trend.

It's become such an issue that upper management has been made aware of it. Given that Advanced Products is on the verge of an upcoming merger, this is a particularly dicey time to have any noticeable business problems. Therefore, the Customer Service Department's need to perform at stellar standards has never been more important.

Clara's personality is one of seeing the world as a "glass-half-empty" and focusing first on addressing the negatives whenever a problem presents itself. Her natural tendency is to view most situations as "What is wrong" versus "What is right." This is perhaps why she is qualified to run a Customer Service Department. However, given the current circumstances, an attitude of optimism has been requested to solve the situation. Upper management has asked her to figure this out quickly and put a positive spin on it.

Clara was raised to be realistic. Her father fought against the odds and moved the family from Juarez, Mexico, to the United States. He taught her that life is not "all roses." Clara has worked hard to get to where she is and feels that addressing situations from a more critical perspective has given her a competitive edge. She likes to overcome challenges and is now faced with a different type of task: applying the power of positive thinking to fix a big problem quickly.

Take sufficient time answering the questions on the next two pages.
This is for your eyes only.

Based on the CSB Behavioral **Strengths** and **Gaps** regarding
Creating a Compelling Destination and your observations of Clara:

**What skills is Clara
displaying?**

**What are some of Clara's
Strengths and Gaps?**

**If you were providing coaching to Clara,
what would you tell her to do?**



Think of a previous or current boss, coworker, or friend who models exceptionally high **Behavioral Strengths** in **Creating a Compelling Destination**.

How has their behavior influenced you or others?

What would it mean for your career if you focused on strengthening those traits?

What consequences might you experience if you did nothing?

"Believe in yourself. You are braver than you think, more talented than you know, and capable of more than you imagine."

Roy T. Bennett
The Light in the Heart



Follow this focused approach to build each of your career capabilities. To continue your career development, we recommend taking the CSB™ annually to gather new insights into your areas of career strength and development. The targeted Development Plan sample is below.

Career Predictor	Communicate with Confidence
Specific	Increase my participation in team meetings by voicing my opinions at least twice per session.
Measureable	Track the frequency of my contributions during team meetings.
Achievable	To help me build my confidence, I'll attend a public speaking workshop.
Realistic	Working on this will enhance my communication skills and help me collaborate more effectively.
Time-Bound	Achieve my goals within the next three months.



Career Predictor	
Specific	
Measurable	
Achievable	
Realistic	
Time-Bound	



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Career Predictor	
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SAMPLE REPORT



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