

**pi**Company

 **Career** *SCAN*

*Personal report*

PEOPLE IMPROVE PERFORMANCE

# Personal data

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**Career area:** Technical specialization

**Title:** Programmer

**Highest education level completed:** Higher Vocational Education

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# Table of contents

## Introduction

### RESULTS

|   |          |
|---|----------|
| <b>1. Personal report</b>                 | <b>1</b> |
| <i>Who am I?</i> Personality              | <b>2</b> |
| <i>What do I want?</i> Values             | <b>3</b> |
| <i>What am I capable of?</i> Competencies | <b>3</b> |
| <b>Summary of recommendations</b>         | <b>6</b> |
| <b>Chapter 2 – 4 reading guide</b>        | <b>7</b> |

### ADVICE

|   |              |
|---|--------------|
| <b>2. Current career area</b>                               | <b>9</b>     |
| 'Technical specialization' current career area              | <b>9-11</b>  |
| <b>3. Most suitable other career areas</b>                  | <b>12</b>    |
| Most suitable career area 1 'Market research/development'   | <b>12-14</b> |
| Most suitable career area 2 'Internal adviser'              | <b>15-17</b> |
| <b>4. Least suitable career areas</b>                       | <b>18</b>    |
| Least suitable career area 1 'Purchasing'                   | <b>18-20</b> |
| Least suitable career area 2 'Independent entrepreneurship' | <b>21-23</b> |
| <b>5. Growth opportunities</b>                              | <b>24</b>    |

### WHAT'S NEXT?

|                           |           |
|---------------------------|-----------|
| <b>6. Follow-up steps</b> | <b>29</b> |
|---------------------------|-----------|

# Introduction

You hold the report from the PiCompany Career Scan. This report was made based on the questions you and maybe other people answered about yourself and your work.

This report gives your information about the way your current career area matches who you are, what you want and what you are capable of. In addition, you will see the other two career areas that suit you. You will also see the other two career areas that do not suit you so well. The results of these reports may help you to make choices about your career. In which areas will you invest your time and energy? Which strong points do you want to take full advantage of, and which of your less-than-strong points would you like to develop further. You might consider if it is attractive to you to transfer to another career area.

This Career Scan is based on what you are capable of, want and might be able to develop now. It does not so much involve the specialized knowledge and specialized skills you have in specific career areas, but mainly the way you usually behave and what you think is important. The background to these statements is based on a personality questionnaire, a value questionnaire, and a questionnaire related to competencies.

1. Your **Personal report** contains the following parts:

- *Who am I?* gives an idea of your personality.
- *What do I want?* shows the values that are important to you to be able to enjoy your work.
- *What am I capable of?* indicates the competencies you are able to display well and the competencies you might develop further.

**Summary of recommendations** offers a short overview of the major recommendations of the Career Scan.

**Chapter 2-4 Reading guide** gives you insight into the structure of these chapters.

## 2. Current career area

This shows you the values and competencies that are important to be able to work with pleasure and success in your current career area, that are suitable to who you are, what you want and what you are capable of. The explanation may help you to determine your strengths and the development aspects of your current work.

## 3. Most suitable other career areas

This section indicates the two career areas within the Career Scan that best suit who you are, what you want and what you are capable of, apart from your current career area. These career areas suit you because in these career areas:

- many of the values you find important are important
- the competencies you are skilled in or may develop easily are the same as those you need to be able to work successfully in these career areas.

That is why these are the career areas that might be attractive to you, if you would want to change to another career area.

#### **4. Least suitable career areas**

This chapter indicates the two career areas within the Career Scan that are least suitable to who you are, what you want and what you are capable of. These career areas are less suitable to you because in these career areas:

- other values are important than the values that you find important
- the competencies important to be able to work successfully in these career areas are less suitable to who you are and what you are capable of.

This means that you will probably working in these career areas less and that it will probably take you a lot of time and energy to work in these areas successfully. That is why these are the career areas that might be less attractive to you, if you would want to change to another career area.

**5. Growth opportunities** describes your strengths and weaknesses in relation to functioning within or growing toward a higher level inside a career area.

**6. In Follow-up steps**, you will read about additional actions you can take and you will receive to a number of questions you might after meeting this report. You will also find an action plan to decide on your personal career goals and corresponding activities.

You can use the report to undertake further steps on your own. Schedule an appointment with the person in your organization who applied for your Career Scan to discuss the results and subsequent steps, if any. Naturally, you can also discuss the results with your manager and colleagues who know you well, and with your partner, friends or family members.

# 1. Personal report

## Who am I?

For the step *Who am I?* of this Career Scan, you completed a questionnaire about preferences that suit you personally: your personality. Are you, for instance, someone who likes to have contact with others or do you prefer to work independently? Do you like to work in a place with many changes or do you like to work in a quiet environment? Your personality determines the career areas you feel comfortable with. That is why it is important that you work in a career area that fits your personality. Your personality also determines how easy it is for you to learn new behavior. Someone with an extroverted personality, for example, likes to be in contact with other people and will, therefore, learn to cooperate more easily and feel more comfortable than an introverted person who prefers working alone. Your personality largely remains the same your entire life. In other words, these preferences do not depend on this moment in time or your current function. The next page offers you a description of the five major personality features and how you fit within these. The dark boxes apply to you.

## Who am I?

| <b>Instability</b>  |   |   |
|---|---|---|
| Instability indicates the way you react to stress, how much you are affected by things happening around you and feel about them.  |   |   |
| Usually you remain calm and self-assured, even when you have to work long hours or things are not going your way. You do not show your feelings easily. That is why you give the impression of being relaxed but you may also seem somewhat cold. | Usually, you are calm. You may feel bothered when things are not going your way or when people criticize you. You need time to deal with that, but afterwards, you usually know how to continue doing your job. | You possess a strong sense of responsibility and feel committed to your work. That is why you often react quickly to situations, but possibly you also feel affected by criticism and things that go wrong. You do not feel comfortable when this happens and it takes time for you to recover. |

| <b>Extroversion</b>   |  |   |
|---|--|---|
| Being extroverted indicates how much you like to have contact with other people and to be the center of attraction. Being extroverted also indicates your ease of expressing what you feel.   |  |   |
| You prefer working alone, rather than working closely with other people. You prefer to remain in the background, and usually you are rather quiet and serious. In general, you are able to concentrate fully on a task for some time. | You like working together with other people sometimes, but you like to alternate this with periods working alone. You usually feel at ease in a group. Sometimes you may lead the discussion but do not always draw attention to yourself. | You enjoy being in contact with other people. You easily say what you think. In a group, you often speak up and quickly draw attention to yourself. |

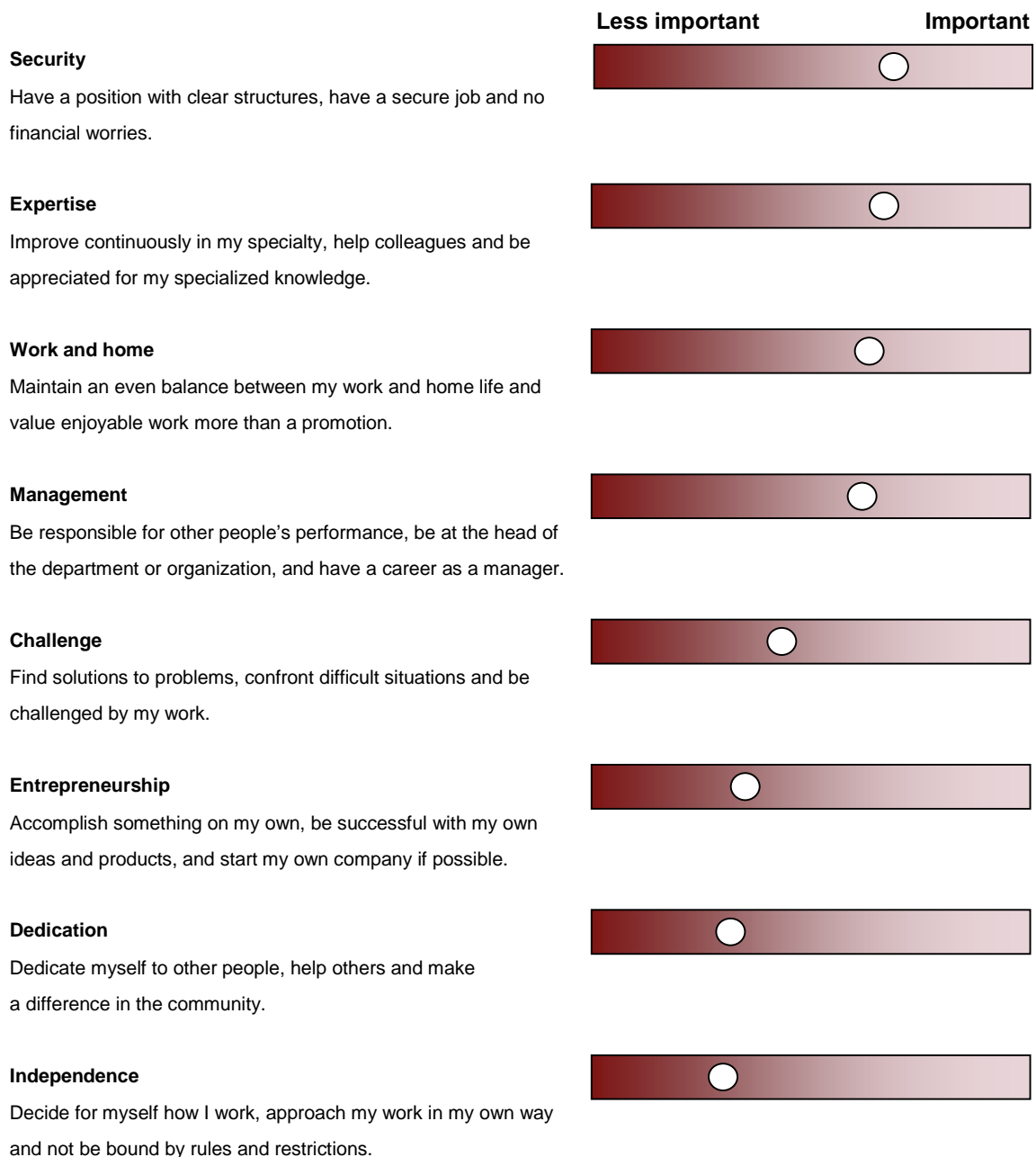
| <b>Openness</b>   |   |   |
|---|---|---|
| Openness says something about your need for change and new experiences.   |   |   |
| You like security and prefer not to take risks. You are a practical person. You usually find it more pleasant to be working on activities you know than on something completely new. That is why you make a rather conservative instead of innovative impression. | You are a fairly practical person and think it is fine to be working on activities you know. However, sometimes you would like to try something new. You are not someone who is constantly thinking up new ideas, but when you encounter a good idea, you usually do something with it. | You like change. If you have to perform the same work for a long time, you quickly get bored. You like to think about the future and often come up with new ideas. You are usually quick to grab new opportunities. Others often find you enterprising but also less practical sometimes. |

| <b>Adaptability</b>  |  |   |
|--|--|---|
| Adaptability says something about the extent you take other people's opinions and wishes into account and the extent to which you put your own needs aside.  |  |   |
| You often have a clear opinion and express it easily. You usually hold on to your own ideas and objectives and do not quickly adjust them to those of others. You do not avoid criticism and conflict. | You defend your opinion and objectives, but usually also consider other people's ideas. Depending on the situation, you put your own interest or the group's interest first. | You are very interested in other people's opinions and ideas, and often take them into account. You like to help others and meet them half way. You do not always say what you think halfway and are quick to place the group's interests above your own interests. |

| <b>Conscientiousness</b>  |  |   |
|---|--|---|
| Conscientiousness says something about whether you work purposefully and in a structured way.   |  |   |
| You work mostly spontaneously. You often work on many things simultaneously and easily switch between different activities. You are flexible but often less purposeful and organized in your way of working. You are easily distracted. | Often you work with purpose; often you are rather more spontaneous in your work methods. You give yourself specific goals but sometimes you may also deviate from the plans you made in order to start other activities. | You work with purpose and determination toward the goals you have set. You often prepare yourself well before starting something and want to do what you like as well as possible. In general, you like to finish one task before starting another. |

## What do I want?

Everybody has his/her preferences regarding work. For instance, one of your colleagues may think it is important to be able to learn new things. Another colleague might think it is important to decide himself how he performs his job. In the section *What do I want?* you answered questions about what you think is important in your job. What you think is important (also called 'your values') after all often influences the choices you make in your career. Generally, it is the case that you perform your job with more enjoyment when one or two of your most important values are present in your job. This Career Scan distinguishes eight different values. The graph below shows your scores on all eight values. Your major values are at the top. The values you find less important are at the bottom.



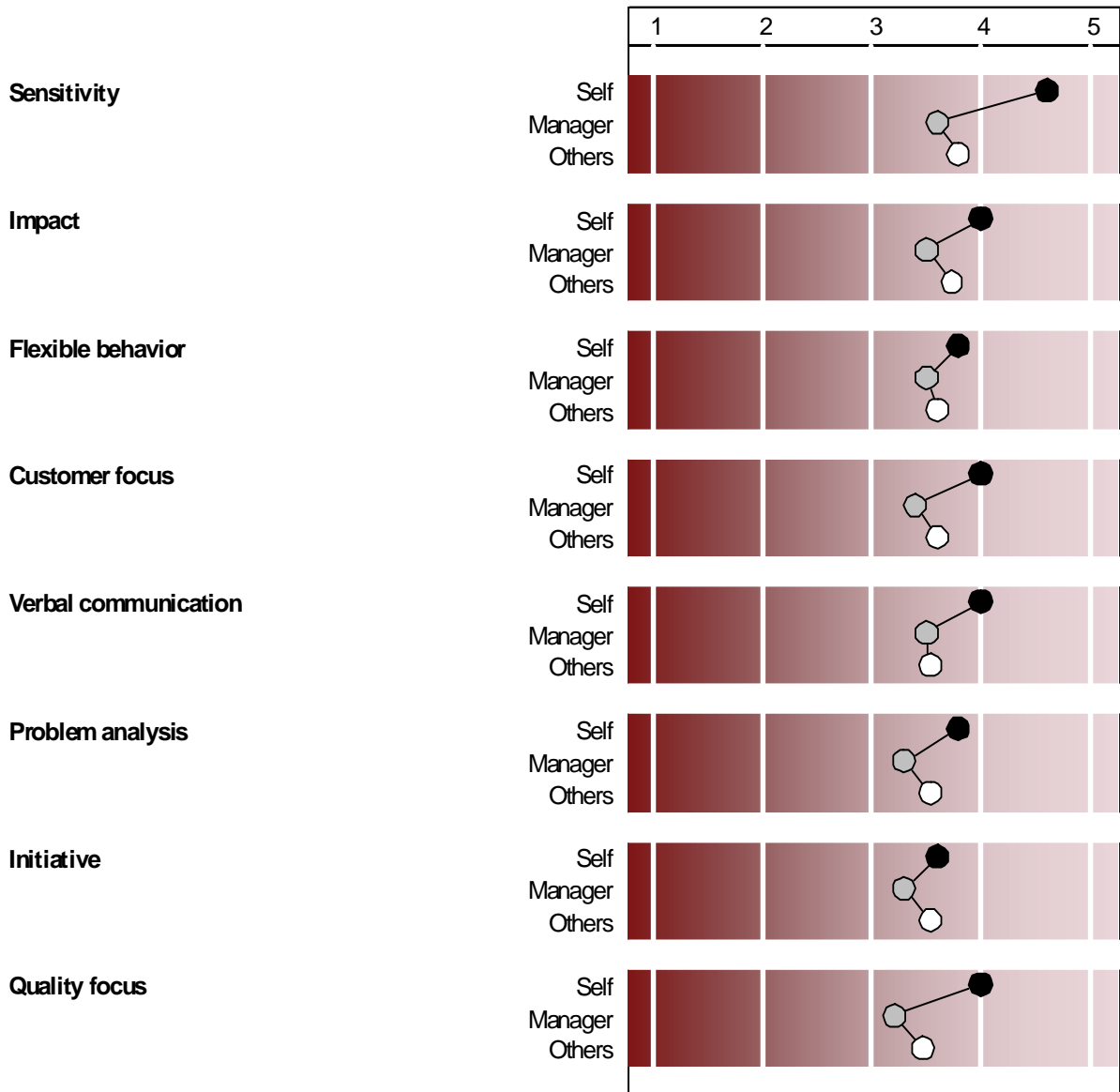


## What am I capable of?

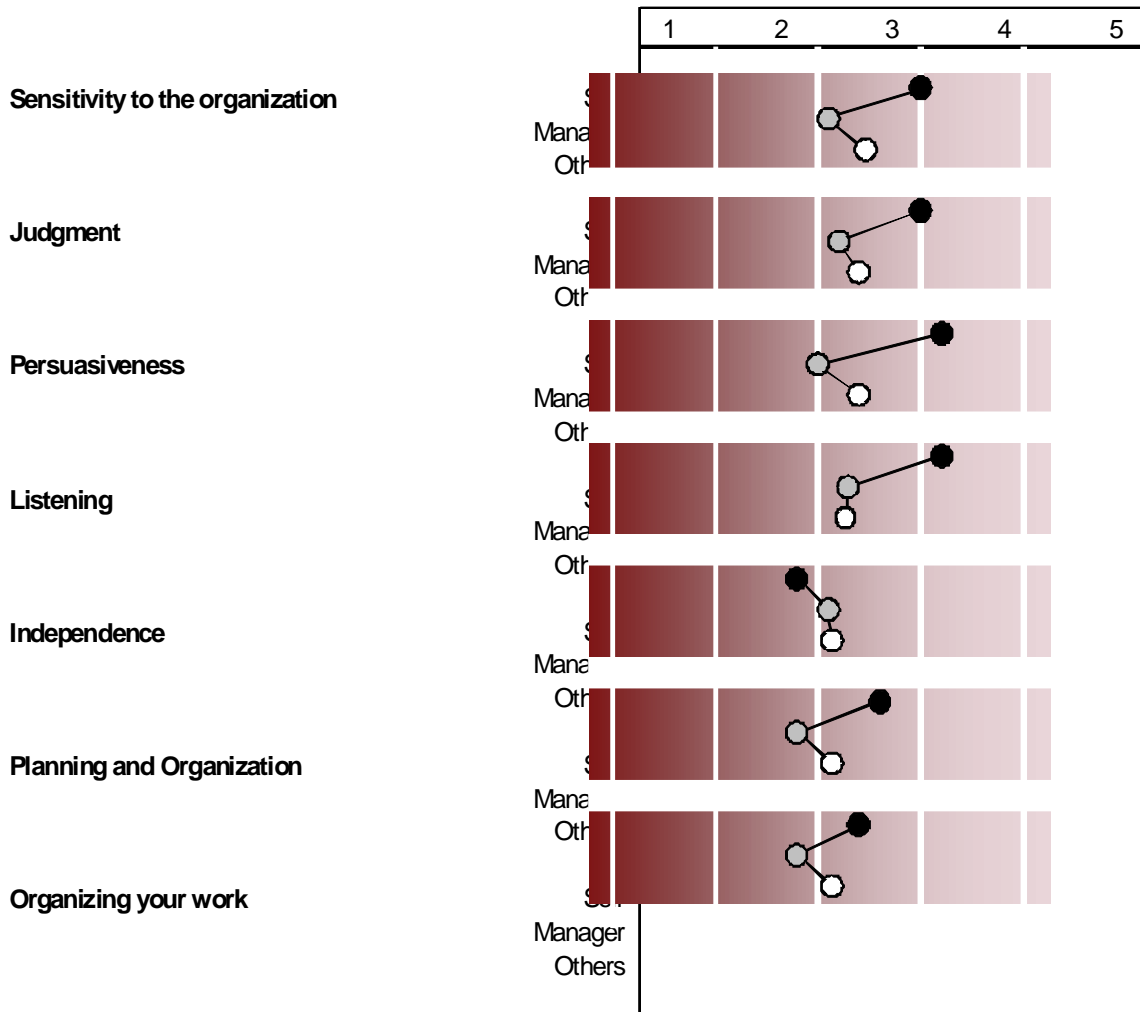
*What am I capable of?* is about your competences. A competency describes behaviors that are important to successfully achieve results in a specific area. In the 'What am I capable of?' questionnaire, you gave your opinion about the behavior you display at your job. You also had the opportunity to ask your manager and others in your environment (customers, colleagues, employees) their opinion about your behavior.

The graph below shows your scores in all these competencies. The best competency you showed in your work is at the top. The competency you displayed least is at the bottom. The definitions of competencies are listed in the Career Scan under 'Development tips'.

## Competencies



## Competencies (continued)



## Summary of recommendations

The information about who you are, what you want and what you are capable of (or, in other words, your personality, values and competencies) are the basis for this report's content below. Based on this, you will be given a number of recommendations in the following chapters. These recommendations relate to your current career area, other suitable career areas and career areas that would be less suitable for you. Below you will find a summary of the major Career Scan recommendations.

### Current career area

Below you see how your current career area suits who you are, what you want and what you are capable of. In Chapter 2, you will read more about the interpretation of this suitability. Suitability:



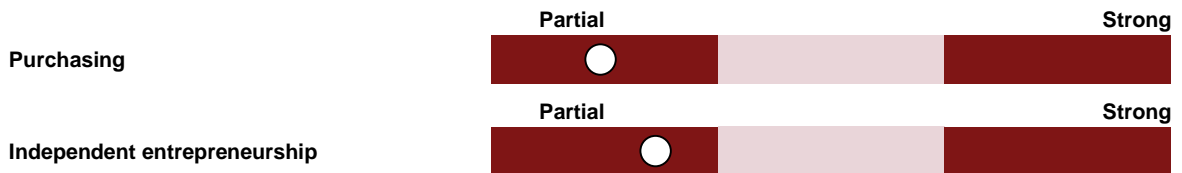
### Most suitable other career areas

This section indicates the two career areas within the Career Scan that best suit who you are, what you want and what you are capable of, apart from your current career area. Chapter 3 explains this suitability in detail. Suitability:



### Least suitable career areas

The two career areas below are the least suitable for who you are, what you want and what you are capable of. The suitability of these career areas is explained in detail in chapter 4. Suitability:



## Chapter 2 – 4 reading guide

Chapters 2, 3 and 4 will show you respectively:

- How your current career area suits who you are, what you want and what you are capable of.
- the other two career areas that suit you
- the other two career areas that least suit you.

Each of these chapters is structured in the same way, as follows:

### **Suitability**

'Suitability' first provides information about the extent a career area fits who you are, what you want and what you are capable of. This suitability may vary from 'somewhat' to 'sufficient' to 'good'. This suitability is based on the degree to which the combination of values and competencies important to be able to work with enjoyment and successful in the corresponding career area match your personal wishes and qualities.

### **Your values**

'Your values' shows to what extent the characteristic values of a career area match the values you find important. For each career area, a limited number of characteristic values that are important to be able to enjoy working in this career area can be listed. The more important you think the values are that are part of a career area, the more you will usually enjoy working there.

### **Your competencies**

The section 'Your competencies' indicates how the characteristic competencies of a career area suit what you are capable of and who you are. Competencies determine the degree of *success* you work with or will work with in a specific career area. The next page gives a detailed explanation of how you can interpret the suitability of the competencies.

### **Knowledge and work experience**

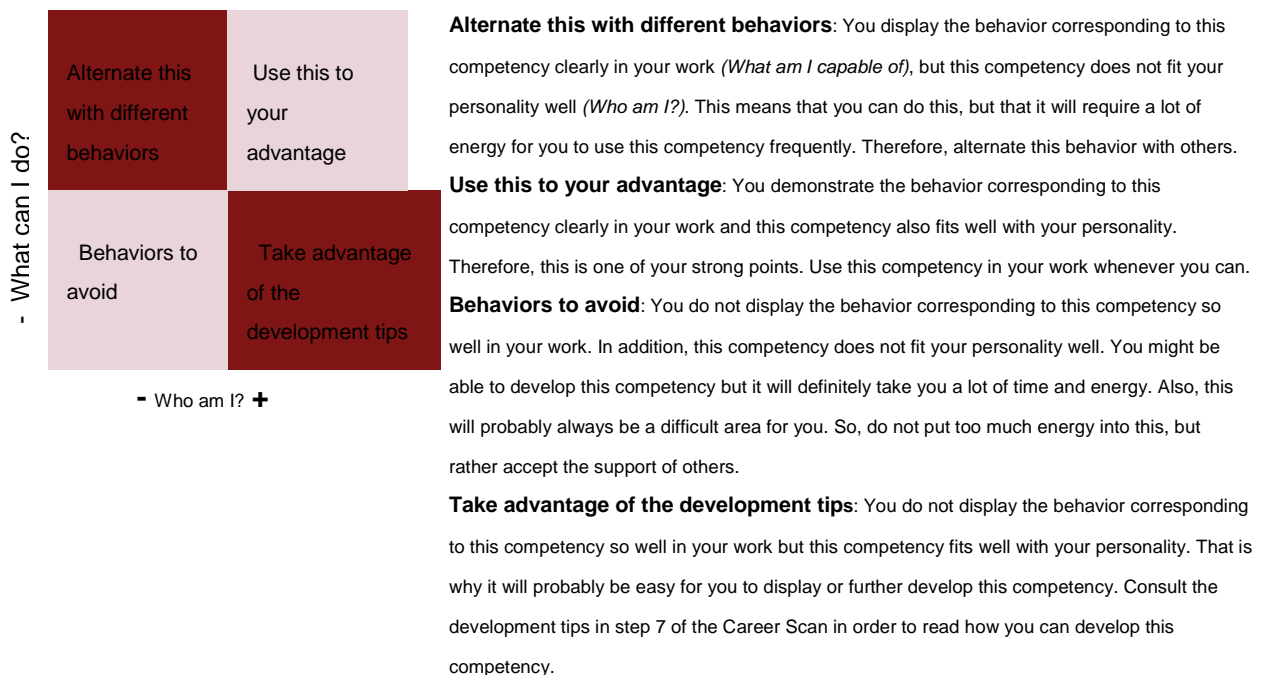
'Knowledge and work experience' contains information about the specialized areas, knowledge and work experience required for working in a specific career area.

## Your competencies: general explanation

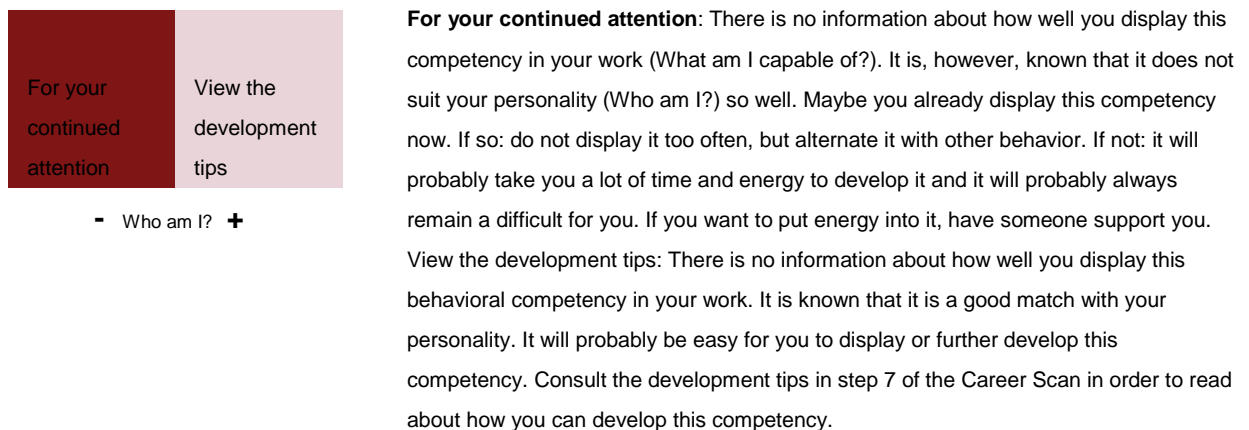
Your competency scores (see pages 4 and 5) answer the question *What am I capable of?*. This involves behavior you display at this moment. Your personality trait scores (see page 2) answer the question *Who am I?*. Your personality determines how easy it is for you to learn new behavior.

By combining *What am I capable of?* and *Who am I?* you will get a good idea about the strong and not so strong points of your behavior and the ease with which you will be able to learn new behavior.

If there is competency information about *Who am I?* and about *What am I capable of?*, you will see the following figure with four boxes:



If a specific competency only has information about *Who am I?* and not about *What am I capable of?*, you will see this figure with two boxes:



## 2. Current career area

### Current career area ‘Technical specialization’

Below you see how your current career area suits who you are, what you want and what you are capable of.



People who work in this job area, manufacture products or structures based on a technological specialty. Sample functions are: programmer, technical draftsman, architect, sound technician, engineer, repairman and cost accountant.

#### ‘Technical specialization’: your values

For each career area, a limited number of characteristic values is important to be able to enjoy working in this career area. The more important you think the values are that are part of a career area, the more you will usually enjoy working there.

Below, you see the importance of the two characteristic values of your current career area.



The importance you attach to these values sufficiently matches the importance of these values for your current career area. This means that you probably sufficiently enjoy working in your current career area.

Current career area

**‘Technical specialization’: your competencies**

Below, you see how the basic competencies that are important to successfully work in your current career area match what you are capable of and who you are. Your strongest competency is mentioned first; your weakest competency is mentioned last.

**Problem analysis**

|                  |   |                            |  |
|------------------|---|----------------------------|--|
| - What can I do? | Alternate this with different behaviors | Use this to your advantage | This competency is one of your strong points. In the first place, you display this competency well in your work. In addition, one can easily apply or develop this competency if one likes to examine new ideas and plans, and enjoys working on complex problems. Most of the aspects are also a good match to your personality. Apply this competency in your career whenever you can. |
|                  | Behaviors to avoid                      | View the development tips  |  |
| - Who am I? +    |   |                            |  |

**Flexible behavior**

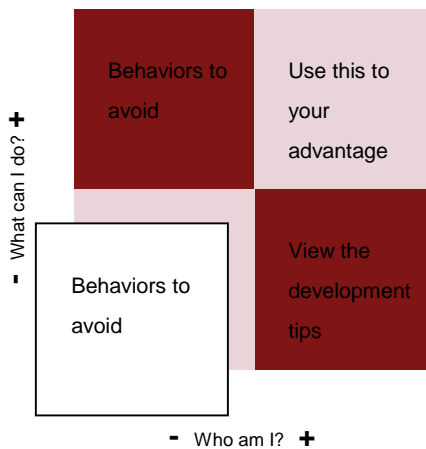
|                  |                    |                            |  |
|------------------|--------------------|----------------------------|--|
| - What can I do? | Behaviors to avoid | Use this to your advantage | This competency is one of your strong points. In the first place, you display this competency well in your work. In addition, one can easily apply or develop this competency if one has an eye for other people’s reactions, likes to invent new approaches and effortlessly changes a selected approach. Most of the aspects are also a good match to your personality. Apply this competency in your career whenever you can. |
|                  | Behaviors to avoid | View the development tips  |  |
| - Who am I? +    |                    |                            |  |

**Oral communication**

|                  |                    |                            |  |
|------------------|--------------------|----------------------------|--|
| - What can I do? | Behaviors to avoid | Use this to your advantage | Given your personality, it will take a lot of energy if you have to display this competency often, even though you already display this competency well in your work. Fact is that one can only apply or develop this competency easily if one is curious about other people’s work and ideas and shares what one thinks and feels with them. Most of the aspects, however, are not such a good match to your personality. Therefore, do not try to rely on this competency the entire day, but alternate it with other behaviors. |
|                  | Behaviors to avoid | View the development tips  |  |
| - Who am I? +    |                    |                            |  |

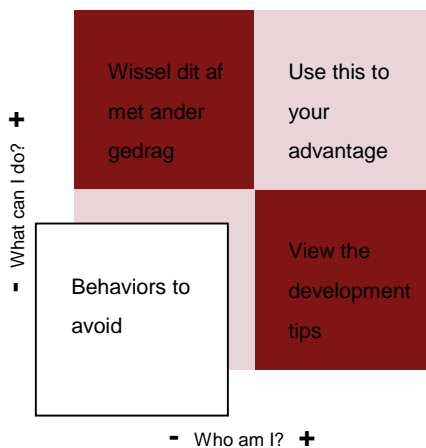
## Current career area

### Quality focus



If you would like to develop this competency, it will probably take you a lot of time and energy. In the first place, you do not display this competency so well in your work. Moreover, one can only apply or develop this competency easily if one works purposefully, shows this to others and knows how to recover quickly after a setback. Most of the aspects, however, are not such a good match to your personality. That is why this competency will probably always remain difficult for you. So, do not put too much energy into this, but rather accept the support of others.

### Judgment



If you would like to develop this competency, it will probably take you a lot of time and energy. In the first place, you do not display this competency so well in your work. Moreover, one can only apply or develop this competency if one weighs different ideas and plans carefully and clearly tells others what one thinks. Most of the aspects, however, are not such a good match to your personality. That is why this competency will probably always remain difficult for you. So, do not put too much energy into this, but rather accept the support of others.

## 'Technical specialization': knowledge and work experience

In addition to having a command of competencies, it is also important to have sufficient knowledge and experience regarding the specialized areas important to a career area. In your current career area, knowledge and experience in the following specialized areas may be desired:

- Design and construction engineering
- ICT

In chapter 5 you will read more about your growth opportunities in your current career area. Your growth opportunities relate to successfully functioning in or growing to a higher level within a career area.



### 3. Most suitable other career areas

#### Most suitable career area 1 'Market research/development'

Of all career areas in the Career Scan, the career area below is one of the two career areas that best suit who you are, what you want, and what you are capable of apart from your current career area. Below, you will see how this career area suits you.



People working in this area research, develop, and realize product/market combinations. Sample functions: are marketer, marketing manager, and marketing associate, brand manager, product manager, pollster, trend watcher, and data researcher.

#### 'Market research/development': your values

Below, you see the importance of the two characteristic values of this career area to you.



The importance you attach to these values sufficiently matches the importance of these values for the career area of 'Market research/development'. This means that you will probably sufficiently enjoy working in this career area.

Most suitable career area 1

**'Market research/development': your competencies**

Below, you see your results in this Career Scan for the five basic competencies of this career area. Your strongest competency is mentioned first; your weakest competency is mentioned last.

**Problem analysis**

|                     |   |                            |
|---------------------|---|----------------------------|
| +<br>What can I do? | Alternate this with different behaviors | Use this to your advantage |
|                     | Behaviors to avoid                      |                            |

- Who am I? +

This competency is one of your strong points. In the first place, you display this competency well in your work. In addition, one can easily apply or develop this competency if one likes to examine new ideas and plans, and enjoys working on complex problems. Most of the aspects are also a good match to your personality. Apply this competency in your career whenever you can.

**Initiative**

|                     |   |                            |
|---------------------|---|----------------------------|
| +<br>What can I do? | Alternate this with different behaviors | Use this to your advantage |
|                     | Behaviors to avoid                      |                            |

- Who am I? +

This competency is one of your strong points. In the first place, you display this competency well in your work. In addition, one may easily apply or develop this competency if one likes to work with other people, does not wait and informs them straight out about one's new ideas. Most of the aspects are also a good match to your personality. Apply this competency in your career whenever you can.

**Creativity**

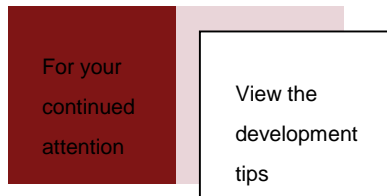
|                     |                              |                           |
|---------------------|------------------------------|---------------------------|
| +<br>What can I do? | For your continued attention | View the development tips |
|                     |                              |                           |

- Who am I? +

It will probably be easy for you to display or further develop this competency. One can easily apply or develop this competency if one is curious, enjoys multi-tasking and likes to invent new ideas. Most of the aspects are also a good match to your personality. It is, however, not known how well you display this competency in your work. Check, therefore, if you already display this competency now. If not: consult the development tips in step 7 of the Career Scan in order to read about how you might develop this competency.

## Most suitable career areas 1

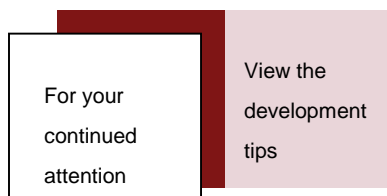
### Oral presentation



- Who am I? +

It will probably be easy for you to display or further develop this competency. The fact is that one can easily apply or develop this competency if one feels at ease being the focus of attention and speaks without reserve to others about what moves them. Most of the aspects are also a good match to your personality. It is, however, not known how well you display this competency in your work. Check, therefore, if you already display this competency now. If not: consult the development tips in step 7 of the Career Scan in order to read about how you might develop this competency.

### Market focus



- Who am I? +

One can only apply or develop this competency easily if one purposely looks for new possibilities and chances and informs others of this. However, most of the aspects do not match your personality so well. Furthermore, it is not known how well you display this competency in your work. Check, therefore, if you already display this competency in your work now. If so: do not do it too often, but alternate it with other behavior. If not: it will probably take you a lot of time and energy to develop this competency and it will probably always remain difficult for you. If you want to put energy into it, have someone support you.

## 'Market research/development': knowledge and work experience

In the career area of 'Market research/development', knowledge and experience regarding the following specialized areas may be desired:

- Marketing & Sales
- Communications and media
- ICT
- Design and styling

You may read more about your knowledge and work experience in connection with your growth opportunities in chapter 5.

## Most suitable career area 2 ‘Internal adviser’

The career area below is the second other career area that suits who you are, what you want, and what you are capable of. Below, you will see how this career area suits you.



People who work in this area give advice, based on a specialized discipline serving an organization. Sample functions are: policy associate, HR consultant, staff associate, corporate lawyer, security official, quality coordinator, works council member and controller.

### ‘Internal adviser’: your values

Below, you see the importance of the two characteristic values of this current career area.



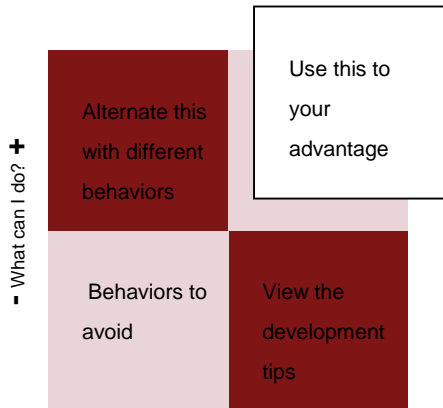
The importance you attach to these values sufficiently matches the importance of these values for the career area of ‘Internal adviser’. This means that you will probably sufficiently enjoy working in this career area.

Most suitable career area 2

**‘Internal adviser’: your competencies**

Below, you see your results in this Career Scan for the five basic competencies of this career area. Your strongest competency is mentioned first; your weakest competency is mentioned last.

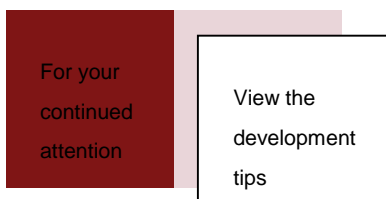
**Problem analysis**



This competency is one of your strong points. In the first place, you display this competency well in your work. In addition, one can easily apply or develop this competency if one likes to examine new ideas and plans, and enjoys working on complex problems. Most of the aspects are also a good match to your personality. Apply this competency in your career whenever you can.

- Who am I? +

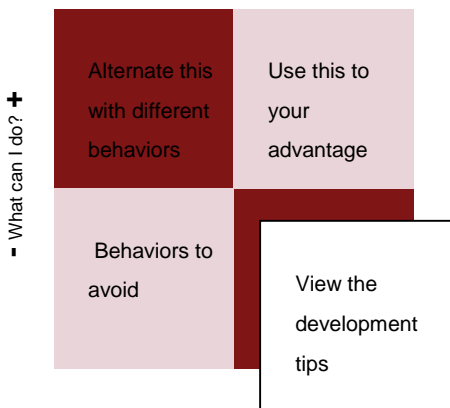
**Cooperation**



It will probably be easy for you to display or further develop this competency. Fact is that one can easily apply or develop this competency if one likes to have contact with others and easily and naturally looks for the connection between one's own results and those of others. Most of the aspects are also a good match to your personality. It is, however, not known how well you display this competency in your work. Check, therefore, if you already display this competency now. If not: consult the development tips in step 7 of the Career Scan in order to read about how you might develop this competency.

- Who am I? +

**Persuasiveness**



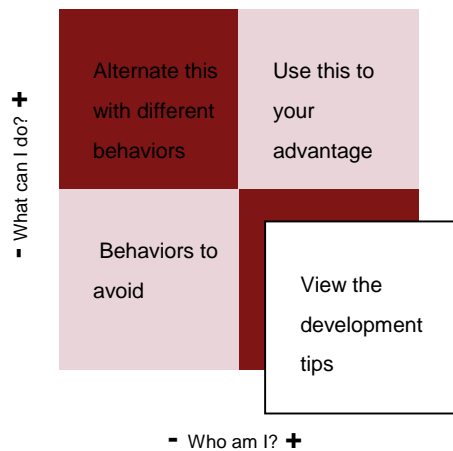
You will probably be able to easily develop this competency, although you do not display it so well in your work. Fact is that one can easily apply or develop this competency if one easily tends to share with others the advantages one sees in proposals and plans and what this means to oneself and to others. Most of the aspects are a good match to your personality. That is why you should do something with the development tips: see step 7 Career Scan. Development Tips:

- Name the advantages your proposals have for others or indicate, if possible, the joint interest.
- Present your arguments enthusiastically in order to be more emphatic apart from the contents.

- Who am I? +

## Most suitable career area 2

### Organization sensitivity

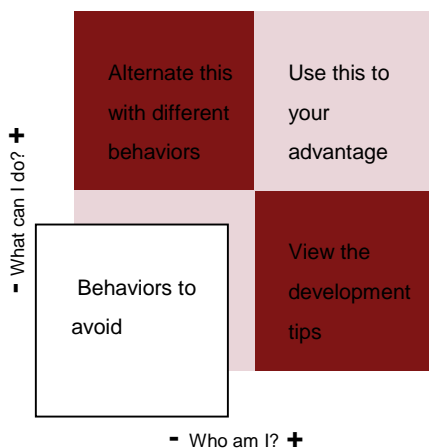


You will probably be able to easily develop this competency, although you do not display it so well in your work. Fact is that one can easily apply or develop this competency if one acts in a nuanced way and when making decisions always maintains the proper balance between monitoring one's own interests and those of others. Most of the aspects are a good match to your personality. That is why you should do something with the development tips: see step 7 Career Scan.

#### Development Tips:

- Stay informed about what is happening inside your organization and the matters that are sensitive to certain organization departments.
- Make sure that you properly communicate decisions and take into account their possible effect on other organization departments.

### Judgment



If you would like to develop this competency, it will probably take you a lot of time and energy. In the first place, you do not display this competency so well in your work. Moreover, one can only apply or develop this competency if one weighs different ideas and plans carefully and clearly tells others what one thinks. Most of the aspects, however, are not such a good match to your personality. That is why this competency will probably always remain difficult for you. So, do not put too much energy into this, but rather accept the support of others.

### 'Internal adviser': knowledge and work experience

In the career area of 'Internal adviser', knowledge and experience regarding the following specialized areas may be desired:

- Management & organization
- Economics, accountancy and finance
- Personnel and organization
- Training and education
- Communications and media
- ICT

You may read more about your knowledge and work experience in connection with your growth opportunities in chapter 5.

## 4. Least suitable career areas

### Least suitable career area 1: 'Purchasing'

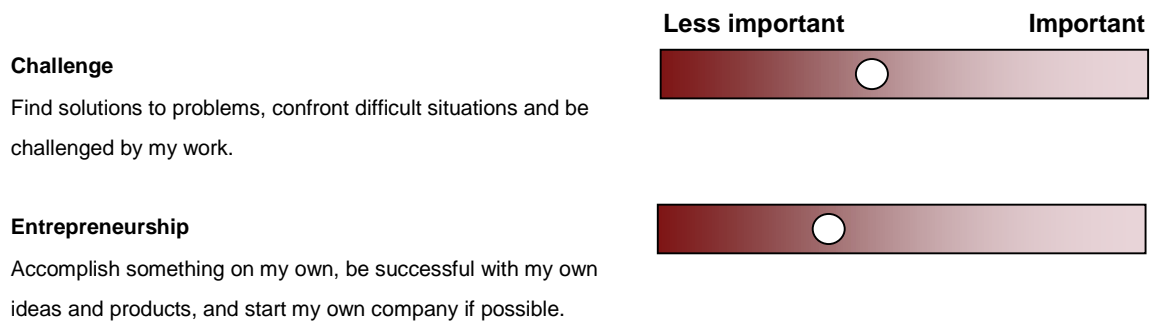
Of all career areas in the Career Scan, the career area below is one of the career areas that are the least suitable with who you are, what you want, and what you are capable of. Below, you will see how this career area suits you.



People working in this field are accountable for the responsible purchasing of services and products for an organization. Sample functions are: (strategic) buyer, procurement associate, purchasing manager, purchasing associate and contract manager.

### 'Purchasing': your values

Below, you see the importance of the two characteristic values of this career area to you.



The importance you attach to these values only slightly matches the importance of these values for the career area of 'Purchasing'. This means that you will probably not enjoy working in this career area much.

*Least suitable career area 1***‘Purchasing’: your competencies**

Below, you see your results in this Career Scan for the five basic competencies of this career area. Your strongest competency is mentioned first; your weakest competency is mentioned last.

**Negotiation**

For your continued attention

View the development tips

- Who am I? +

One can only apply or develop this competency easily if one expresses an opinion easily, actively looks for common interests and does not easily become upset in the face of setbacks. However, most of the aspects do not match your personality so well. Furthermore, it is not known how well you display this competency in your work. Check, therefore, if you already display this competency in your work now. If so: do not do it too often, but alternate it with other behavior. If not: it will probably take you a lot of time and energy to develop this competency and it will probably always remain difficult for you. If you want to put energy into it, have someone support you.

**Focus on results**

For your continued attention

View the development tips

- Who am I? +

One can only apply or develop this competency easily if one works purposefully, wants to do what one likes doing as well as possible and interferes on a timely basis if results are at risk. However, most of the aspects do not match your personality so well. Furthermore, it is not known how well you display this competency in your work. Check, therefore, if you already display this competency in your work now. If so: do not do it too often, but alternate it with other behavior. If not: it will probably take you a lot of time and energy to develop this competency and it will probably always remain difficult for you. If you want to put energy into it, have someone support you.

**Market focus**

For your continued attention

View the development tips

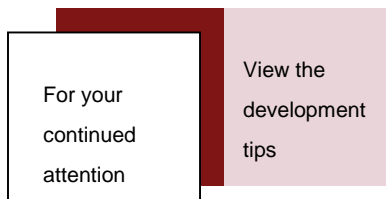
- Who am I? +

One can only apply or develop this competency easily if one purposely looks for new possibilities and chances and informs others of this. However, most of the aspects do not match your personality so well. Furthermore, it is not known how well you display this competency in your work. Check, therefore, if you already display this competency in your work now. If so: do not do it too often, but alternate it with other behavior. If not: it will probably take you a lot of time and energy to develop this competency and it will probably always remain difficult for you. If you want to put energy into it, have someone support you.



## Least suitable career area 1

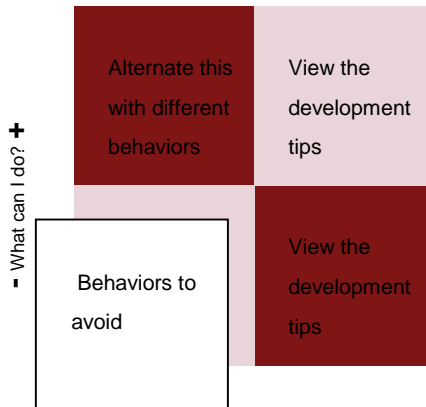
### Persistence



- Who am I? +

One can only apply or develop this competency easily if one works purposefully and according to a clear plan, and continues to concentrate on these goals even if things are not going one's way. However, most of the aspects do not match your personality so well. Furthermore, it is not known how well you display this competency in your work. Check, therefore, if you already display this competency in your work now. If so: do not do it too often, but alternate it with other behavior. If not: it will probably take you a lot of time and energy to develop this competency and it will probably always remain difficult for you. If you want to put energy into it, have someone support you.

### Judgment



- What can I do? +

- Who am I? +

If you would like to develop this competency, it will probably take you a lot of time and energy. In the first place, you do not display this competency so well in your work. Moreover, one can only apply or develop this competency if one weighs different ideas and plans carefully and clearly tells others what one thinks. Most of the aspects, however, are not such a good match to your personality. That is why this competency will probably always remain difficult for you. So, do not put too much energy into this, but rather accept the support of others.

## 'Purchasing': knowledge and work experience

In the career area of 'Purchasing', knowledge and experience regarding the following specialized areas may be desired:

- Economics, accountancy and finance
- Marketing & Sales
- Distribution and logistics
- Law and regulations

You may read more about your knowledge and work experience in connection with your growth opportunities in chapter 5.

## Least suitable career area 2: ‘Independent entrepreneurship’

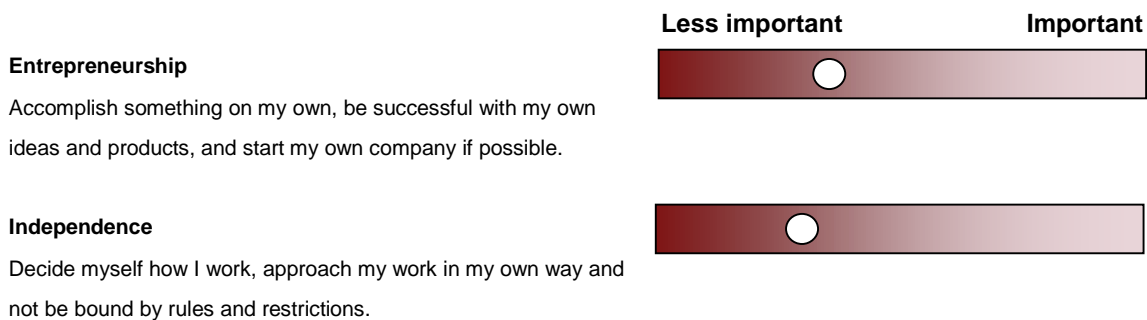
Of all career areas, the following career area is the second other career area that least suits who you are, what you want, and what you are capable of. Below, you will see how this career area suits you.



People who work in this field own and manage a small to medium-sized independent enterprise. Sample functions are: president owner, restaurant owner, driving school owner, contractor, farmer, pharmacist, franchise holder, and shopkeeper.

### ‘Independent entrepreneurship’: your values

Below, you see the importance of the two characteristic values of this current career area.



The importance you attach to these values only slightly matches the importance of these values for the career area of ‘Independent entrepreneurship’. This means that you will probably not enjoy working in this career area much.

*Least suitable career area 2***'Independent entrepreneurship': your competencies**

Below, you see your results in this Career Scan for the five basic competencies of this career area. Your strongest competency is mentioned first; your weakest competency is mentioned last.

**Networking**

- Who am I? +

It will probably be easy for you to display or further develop this competency. Fact is that one can easily apply or develop this competency if one enjoys working together with other people and meet new contacts. Most of the aspects are also a good match to your personality. It is, however, not known how well you display this competency in your work. Check, therefore, if you already display this competency now. If not: consult the development tips in step 7 of the Career Scan in order to read about how you might develop this competency.

**Entrepreneurship**

- Who am I? +

One can only apply or develop this competency easily if one continuously and actively looks for new opportunities, takes advantage of them and is not afraid to take risks. However, most of the aspects do not match your personality so well. Furthermore, it is not known how well you display this competency in your work. Check, therefore, if you already display this competency in your work now. If so: do not do it too often, but alternate it with other behavior. If not: it will probably take you a lot of time and energy to develop this competency and it will probably always remain difficult for you. If you want to put energy into it, have someone support you.

**Focus on results**

- Who am I? +

One can only apply or develop this competency easily if one works purposefully, wants to do what one likes doing as well as possible and interferes on a timely basis if results are at risk. However, most of the aspects do not match your personality so well. Furthermore, it is not known how well you display this competency in your work. Check, therefore, if you already display this competency in your work now. If so: do not do it too often, but alternate it with other behavior. If not: it will probably take you a lot of time and energy to develop this competency and it will probably always remain difficult for you. If you want to put energy into it, have someone support you.

*Least suitable career area 2***Commitment**

For your continued attention

View the development tips

- Who am I? +

One can only apply or develop this competency easily if one likes to work energetically and purposefully on ways to improve things and one is not easily daunted. However, most of the aspects do not match your personality so well. Furthermore, it is not known how well you display this competency in your work. Check, therefore, if you already display this competency in your work now. If so: do not do it too often, but alternate it with other behavior. If not: it will probably take you a lot of time and energy to develop this competency and it will probably always remain difficult for you. If you want to put energy into it, have someone support you.

**Leadership**

For your continued attention

View the development tips

- Who am I? +

One can only apply or develop this competency easily if one easily expresses an opinion, works in a planned way and likes to achieve results by being guided by other people's results. However, most of the aspects do not match your personality so well. Furthermore, it is not known how well you display this competency in your work. Check, therefore, if you already display this competency in your work now. If so: do not do it too often, but alternate it with other behavior. If not: it will probably take you a lot of time and energy to develop this competency and it will probably always remain difficult for you. If you want to put energy into it, have someone support you.

**'Independent entrepreneurship': knowledge and work experience**

In the career area of 'Independent entrepreneurship', knowledge and experience regarding the following specialized areas may be desired:

- Management & organization
- Administration & secretarial
- Economics, accountancy and finance
- Marketing & Sales
- Personnel and organization
- ICT
- Public order and safety
- Law and regulations

You may read more about your knowledge and work experience in connection with your growth opportunities in chapter 5.

## 5. Growth opportunities

In the previous sections you have seen your results on the basic competencies in a number of career areas in this Career Scan. In addition to any basic competencies, competencies were pointed out that are important to be able to successfully function in, or grow to, a higher level in a career area. On a higher level you are, or will be, dealing with situations where you are expected to actively think, be involved in decision making, help others to perform their activities, sway others to your point of view, or lead. That's why it is important that you also have a good command of the competencies important for these tasks. These competencies, however, are only one major aspect to be able to function in, or grow to, a higher level. Of course, not only these competencies, but also the appropriate education and required broadening of knowledge and experience are instrumental to your growth opportunities. In addition to the basic level, we make a distinction between senior level, expert level and managerial level.

### Growth levels

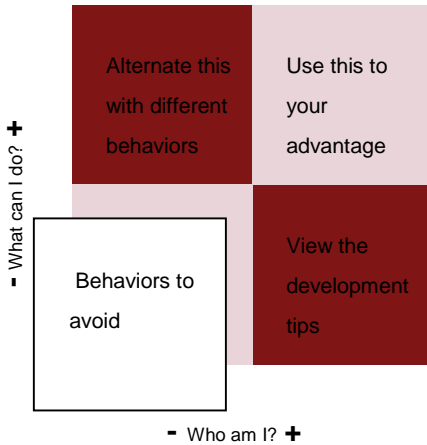
|            |  |                |
|------------|--|----------------|
| <b>III</b> | <p><b>Expert</b></p> <p>Stimulates others in their work environment to perform their work professionally and develop further in order to achieve maximum results, also by demonstrating professional exemplary behavior.</p> <p><i>The most important competencies are the senior level competencies and:</i></p> <ul style="list-style-type: none"> <li>• Initiative</li> <li>• Persuasiveness</li> <li>• Impact</li> </ul> | <b>Manager</b> |
| <b>II</b>  | <p><b>Senior</b></p> <p>Schedules and organizes his/her activities independently and effectively and independently monitors their timely performance and completion; supports colleagues, both on request and on his/her initiative, if required. <i>Important competencies are those of the basic level, and:</i></p> <ul style="list-style-type: none"> <li>• Independence</li> <li>• Organizing your work</li> </ul>      |                |
| <b>I</b>   | <p><b>Basic</b></p> <p>Schedules and organizes his/her own activities in conjunction with, or on assignment by, others and ensures the timely performance and completion thereof; supports colleagues upon request.</p> <ul style="list-style-type: none"> <li>• <i>The important competencies are dependent on the career area.</i></li> </ul>  |                |

The information about growth opportunities on this page and the following pages applies to all career areas, with the exception of general management.

## Senior

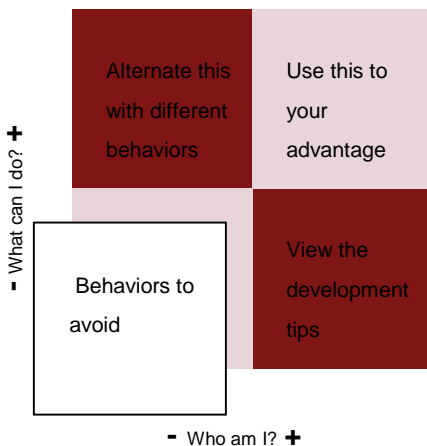
This level's most important competencies suit you somewhat or you might be able to develop them somewhat.

### Independence



If you would like to develop this competency, it will probably take you a lot of time and energy. In the first place, you do not display this competency so well in your work. Moreover, one can only apply or develop this competency if one continuously looks for improvements, frequently evaluates this positively and does not easily become upset when there are setbacks. Most of the aspects, however, are not such a good match to your personality. That is why this competency will probably always remain difficult for you. So, do not put too much energy into this, but rather accept the support of others.

### Organizing your work

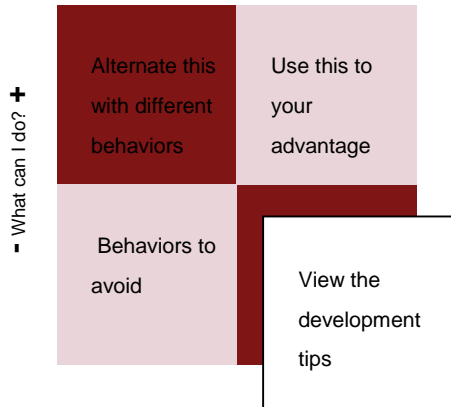


If you would like to develop this competency, it will probably take you a lot of time and energy. In the first place, you do not display this competency so well in your work. Moreover, one can only apply or develop this competency if one works in a structured way, places high demands on oneself and does not get easily distracted from the envisioned goals. Most of the aspects, however, are not such a good match to your personality. That is why this competency will probably always remain difficult for you. So, do not put too much energy into this, but rather accept the support of others.

## Expert

This level's most important competencies sufficiently suit you or you might be able to sufficiently develop them.

### Persuasiveness

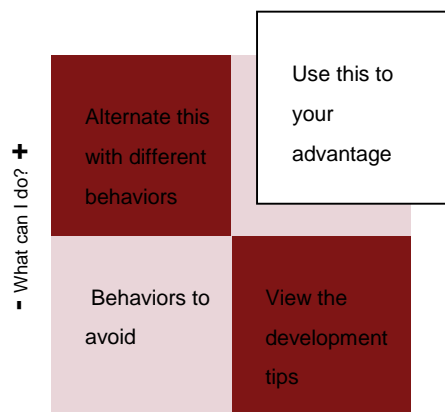


You will probably be able to easily develop this competency, although you do not display it so well in your work. Fact is that one can easily apply or develop this competency if one easily tends to share with others the advantages one sees in proposals and plans and what this means to oneself and to others. Most of the aspects are a good match to your personality. That is why you should do something with the development tips: see step 7 Career Scan. Development Tips:

- Name the advantages your proposals have for others or indicate, if possible, the joint interest.
- Present your arguments enthusiastically in order to be more emphatic apart from the contents.

- Who am I? +

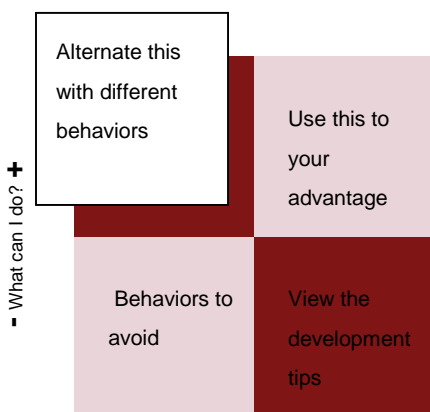
### Initiative



This competency is one of your strong points. In the first place, you display this competency well in your work. In addition, one may easily apply or develop this competency if one likes to work with other people, does not wait and informs them straight out about one's new ideas. Most of the aspects are also a good match to your personality. Apply this competency in your career whenever you can.

- Who am I? +

### Impact



Given your personality, it will take a lot of energy if you have to display this competency often, even though you already display this competency well in your work. Fact is that one can only apply or develop this competency if one can strongly and precisely clarify one's opinion to others and is capable of surprising them with a new or original view on things. Most of the aspects, however, are not such a good match to your personality. Therefore, do not try to rely on this competency the entire day, but alternate it with other behaviors.

- Who am I? +

## Manager

This level's most important competencies sufficiently suit you or you might be able to sufficiently develop them.

### Coaching

For your  
continued  
attention

View the  
development  
tips

- Who am I? +

It will probably be easy for you to display or further develop this competency. Fact is that one can only apply or develop this competency if one is attentive to others, likes to think along with them and easily expresses one's opinion. Most of the aspects are also a good match to your personality. It is, however, not known how well you display this competency in your work. Check, therefore, if you already display this competency now. If not: consult the development tips in step 7 of the Career Scan in order to read about how you might develop this competency.

### Leadership

For your  
continued  
attention

View the  
development  
tips

- Who am I? +

One can only apply or develop this competency easily if one easily expresses an opinion, works in a planned way and likes to achieve results by being guided by other people's results. However, most of the aspects do not match your personality so well. Furthermore, it is not known how well you display this competency in your work. Check, therefore, if you already display this competency in your work now. If so: do not do it too often, but alternate it with other behavior. If not: it will probably take you a lot of time and energy to develop this competency and it will probably always remain difficult for you. If you want to put energy into it, have someone support you.

### Focus on results

For your  
continued  
attention

View the  
development  
tips

- Who am I? +

One can only apply or develop this competency easily if one works purposefully, wants to do what one likes doing as well as possible and interferes on a timely basis if results are at risk. However, most of the aspects do not match your personality so well. Furthermore, it is not known how well you display this competency in your work. Check, therefore, if you already display this competency in your work now. If so: do not do it too often, but alternate it with other behavior. If not: it will probably take you a lot of time and energy to develop this competency and it will probably always remain difficult for you. If you want to put energy into it, have someone support you.



## Education, knowledge and work experience

In addition to the question of whether you have a command of the competencies important to be able to grow to a higher level in a career area, your education, knowledge and work experience level are determining factors for your growth opportunities.

### Education

The higher your education, the faster you will generally be able to grow. Your highest completed education is Higher Vocational Education. Check the functions you are striving for and the corresponding education level required.

### Knowledge and work experience

You indicated that you have the following knowledge and work experience related to the following specialized areas:

| Specialized area                    | Knowledge          | Years of work experience |
|-------------------------------------|--------------------|--------------------------|
| ICT                                 | Advanced knowledge | 1 - 5 years              |
| Communications and media            | Advanced knowledge | 1 - 5 years              |
| Production and process technology   | Basic knowledge    | n/a                      |
| Design and construction engineering | Basic knowledge    | n/a                      |
| Design and styling                  | Advanced knowledge | 1 - 5 years              |

In addition, you indicated you have the following specific knowledge and work experience:

| Specialized area | Knowledge | Years of work experience |
|------------------|-----------|--------------------------|
|------------------|-----------|--------------------------|

At the end of each career area in chapter 2, 3, and 4, you will read for which specific specialist areas knowledge and work experience may be required in this career area. Using this, verify the career area that best matches the knowledge and experience you already have. Don't forget that for subsequent career steps, it makes sense to build on the knowledge and experience that you already have. Experience teaches us that this is a more efficient way to grow than to master an entirely new specialized area.

Consult the section 'Frequently asked questions' for more information about the interpretation of your growth opportunities and the actions you might be able to take as a result. To do this, you will have to log into the Career Scan again and choose the option 'Frequently asked questions'.

## 6. Follow-up steps

This Career Scan shows that your current career area adequately suits you. In addition, the career areas of 'Market research/development' and 'Internal adviser' came up as the most suitable other career areas. The career areas 'Purchasing' and 'Independent Entrepreneurship' suit you the least of all career areas in the Career Scan.

The results of the Career Scan can be used to formulate your personal career goal. You might want to discuss these results with someone, or you might still have questions about the Career Scan results. This chapter offers information about answers to frequently asked questions, the person you can discuss the results with, and how you can write your own action plan.

### Frequently asked questions

'How well does this advice match who I really am and what I am really capable of' shows an example of a question you may have while or after reading this report. There are more questions and answers to these questions in the Career Scan under the option 'Frequently asked questions'. Read these questions carefully. You will have to log in to the Career Scan again. You may also ask for supplementary information in the Career Scan, such as additional development tips (see step 7), competency definitions, and overviews of all career areas and specialized areas.

### How well does this advice match who I really am and what I'm really capable of?

- The results of this Career Scan are largely or entirely based on the answers you gave. In *What am I capable of?* you had the opportunity to also include the opinion of other people. If you completed this section by yourself then the results are completely based on the way you look at yourself. It is important to realize that everyone has his own angle. One person, for example, may be very critical about himself, whereas another person may have a very positive image of himself. Generally, people 'overestimate' their own behavior: The scores they give themselves on competencies are often higher than the scores people in their environment give them.

*You are recommended to check for yourself how you look at yourself and how this may have been expressed in the Career Scan. Maybe you were too tough on yourself or maybe you gave answers that were too positive? If you gave yourself low scores the result may be less positive for some competencies in this Career Scan than is really the case. If you answered too positively, maybe you come out very strong on many points whereas in reality you might have to develop a number of aspects. In both cases, you should ask people in your environment how they view you and your behavior. In which aspects do they think you are strong or weak? What could you do to develop these aspects? With this in mind, you might want to reread the report and compose your action plan only afterwards.*

**Who should I contact?**

Make an appointment with the person in your organization to whom you applied for the Career Scan, usually an HR manager. Discuss any questions related to additional steps and actions you might take. Also discuss 'what you are capable of and what you are' with your manager and/or coach, and possibly a trusted colleague, and how this is expressed in your work. Ask them for suggestions about how you might make the best possible use of this in your current work and any other career areas. You can use all this information to write your personal action plan for your development.

If you have specific questions about the interpretation of the report, first go through the 'Frequently asked questions' again. If the answer is not there, contact the person in your organization who is responsible for the Career Scan.

## Action plan

The results of the Career Scan and the discussions with others may help you formulate your own career goal. You may contemplate the following goals: functioning better in your current career area, start working in another career area, or growing within a career area. Below are suggestions and activities to examine and further elaborate the career goal you want.

### Functioning better in my current career area

- Make a list indicating what you can do to improve the competencies that currently do not show up as strong. First, think about the aspect you want and are able to work on. For this, use, among others, the information about the competencies in your current career area as a basis, on pages 10 and 11 of the report. This information may help you determine which competencies you might be able to develop well. Next, check how you could work on these and what is required.
- In addition, check how you might organize your work so that you would be less bothered by the values present in this career field that you do not find important. Also, ask yourself how you can ensure that the values you do find important occur here as much as possible. Read the information on pages 3 and 9.
- Check which other aspects you want to tackle action in order to work more enjoyably and/or successfully in your current career area (for example, expanding your knowledge about a specific specialized area by following training or taking a course).

### Start working in another career area

- Focus on the possible functions you might be able to fulfill in the career areas that appeal to you.
- Make a priority list of the requirements your preferred career area must meet to be able to feel good about working there. Reading the information on pages 3, 12, and 15 might be helpful. The information about the least suitable career areas may also be helpful, see pages 18 and 21.
- Check which career areas best meet your requirements in connection with the values you find important and the competencies for the career area that best matches what you are capable of and who you are. Next ask your manager or a trusted colleague whether they know someone who works in your preferred career area. Maybe you yourself know someone. Make an appointment with this person and discuss how you might be able to use 'what you are capable of and who you are' in this career area best extents possible. Next, discuss this information and your plans again with your manager.
- Also check the other aspects that are important to be able to work in your preferred career area enjoyably and successfully (for example, expanding your knowledge about specific specialized areas by following training or taking a course).
- Make a list showing the competencies in this career area you would still need to develop to be able to work well in this career area. First, think about the aspect you want and are able to work on. Use the information on pages 13, 14, 16, and 17 as your point of departure (and any information on pages 19, 20, 22, and 23). This information may help you to determine which competencies you might be able to develop well. Next, check how you could work on these and what is required.

## Growing within a career area

- Maybe you currently already work in one of the levels involved (senior, expert or manager). In this case, you might want to check what your strengths are and which aspects you could develop further. If not: check whether it is feasible and attractive to you to grow toward one of these levels, within your current career area or another area.
- In both cases, read the information about your growth opportunities carefully on pages 24 through 28 of this report. If you do not yet work at one of these levels, determine which level is most attractive to you: senior, expert or manager. At which of these levels will you be able to function most enjoyably and successfully? Discuss this with your manager: talk about how he views your growth opportunities.
- Next, it is important to determine which actions you should undertake in which areas to be able to function well at the level of your choice. Ask one or more people in your organization who fulfill a function at the level involved, which actions are desired or needed for this level (courses, training, concrete practical experience, etc.).
- Make a list indicating which competencies you should develop further to be able to work successfully at this level. First, think about the aspect of what you want and are able to work on. Again, use the information on pages 24 through 28 of this report as your point of departure.

## Your personal action plan

The diagram on the last page of this report can be used to write your personal action plan. Competencies that suit your personality based on the Career Scan but that you do not display well in your work at this time are preprinted in the first section of the action plan. In that case, two development tips for each competency are also shown. You can then translate that information into concrete actions you want to undertake as a result. You can also indicate the following in the action plan:

- your career goal
- what you will work on (competencies, knowledge, etc.)
- the actions you will undertake
- when you will undertake these actions (this quarter, this year)
- whom you want to involve (your manager, a senior colleague)

Next, discuss these plans with your manager and with your coach, if needed.

## Career Scan Personal action plan

### My goal(s):

### My actions:

| Competency and development tips   | Actions to be taken | When | With whom |
|---|---------------------|------|-----------|
| <b>Current career area</b>  |                     |      |           |
| <b>Other career area</b>  |                     |      |           |
| Organization sensitivity<br>- Stay informed of what is happening inside your organization and the matters that are sensitive to certain organization departments.<br>- Make sure that you properly communicate decisions and take into account their possible effect on other organization departments. |                     |      |           |
| Persuasiveness<br>- Name the advantages your proposals have for others or mention, if possible, the joint interest.<br>- Present your arguments enthusiastically in order to be more emphatic apart from the contents.  |                     |      |           |
| <b>Growth opportunities</b>   |                     |      |           |
| Persuasiveness<br>- Name the advantages your proposals have for others or indicate, if possible, the joint interest.<br>- Present your arguments enthusiastically in order to be more emphatic apart from the contents.   |                     |      |           |

| Other (development) points | Actions to be taken | When | With whom |
|----------------------------|---------------------|------|-----------|
|                            |                     |      |           |
|                            |                     |      |           |
|                            |                     |      |           |