

Career Transition Report

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

Report prepared for

CLAUDIA MASON

August 9, 2001



The purpose of this report is to help you make an informed decision about your career transition by identifying the kinds of tasks that you would be most interested in performing in a new job or career field. This information, combined with information about opportunities in the job market, may enable you to find a position, project, or organization that will provide a good fit with your interests.

People undergoing a forced career change are likely to experience high levels of frustration and anxiety. Economic pressures often lead people to look for the quickest path to a job that is similar to the one they are leaving. However, a career transition can also be a very real opportunity to find work that is more congruent with your values and interests. There are three general kinds of career transitions or paths you can choose to take at this point. You can seek:

- A similar job in another organization
- Self-employment
- A new career field

Unlike other reports, this one is not based on occupational titles. Jobs are changing so fast that some such titles are out-of-date almost before you learn about them. This report, instead, is based on actual day-to-day tasks that you might find interesting. These tasks are organized into functions that are found in most organizations today.

As a result of using this report to help you make your career transition, you will gain a better sense of your interests and how those interests may lead you to work that is more fulfilling and satisfying.



ORGANIZATIONAL FUNCTIONS

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

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

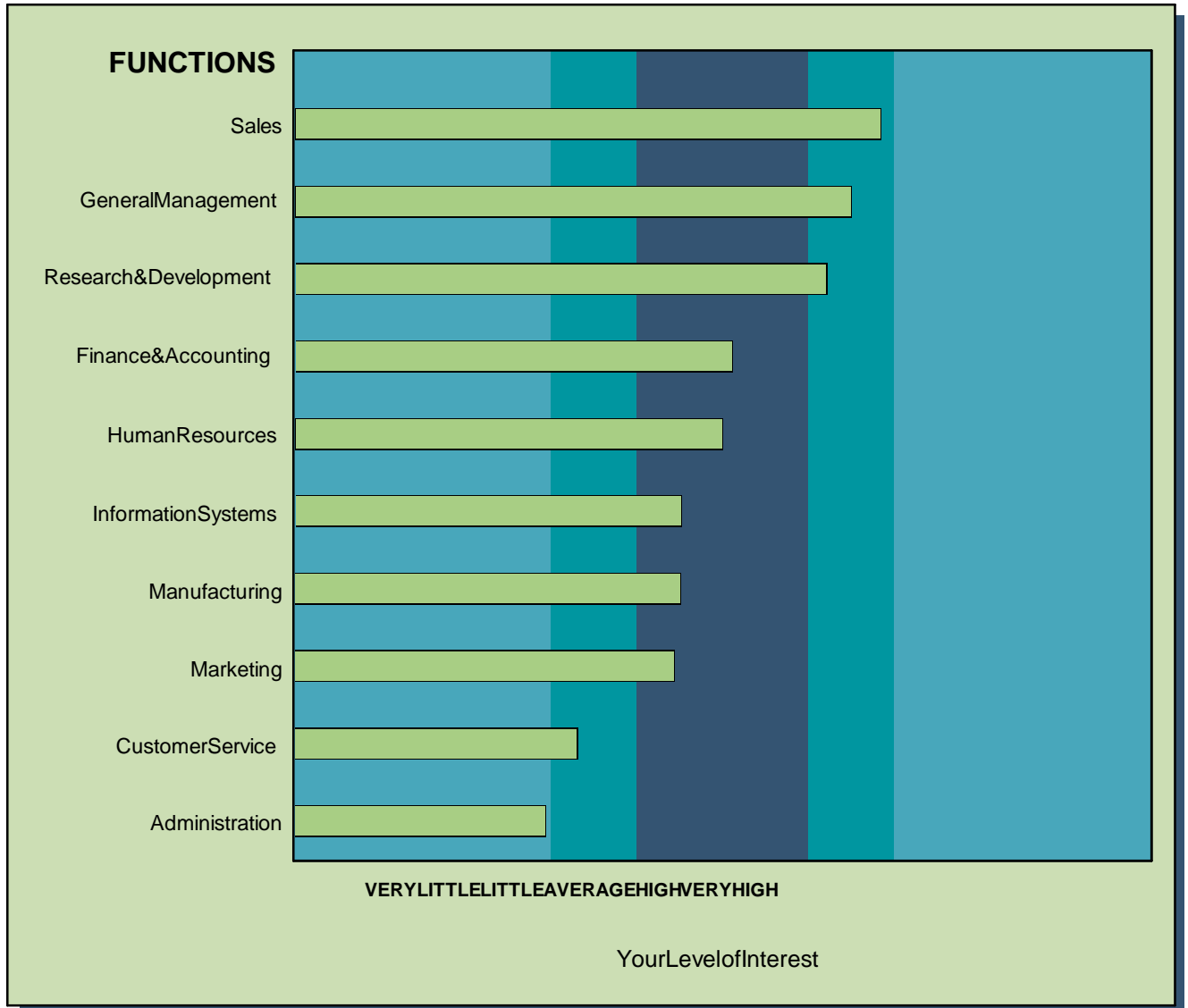
This list of functions is based on a survey of human resource professionals in a variety of organizations. No such list, however, can contain all of the functions found in all organizations. In some companies, certain functions are combined (e.g., sales and marketing). In other organizations, certain functions may not exist at all (e.g., a service company may have no manufacturing function). The goal of this report is to help you identify the functions that are most likely to fit your interests so that you can begin to focus your job search on organizations with opportunities in these same areas.

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

- In some cases, there will be a list of tasks that you would probably dislike.
- In some cases, the list of tasks that you like in a given function may be short or, at least, shorter than the list of tasks that you dislike. This is not unusual and just means that your interests in that function are very focused.
- Some of the tasks listed for a function may be activities that you would choose to do outside of your job, such as community service or leisure activities. If so, you should still explore ways to get involved in these activities since they may help to relieve the stress of your transition and may also help you to expand your network.

OVERVIEW

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



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



SALES

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

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

Specifically, your results suggest that you may like to:

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



GENERAL MANAGEMENT

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

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

Specifically, your results suggest that you may like to:

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

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

You may not like to:

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



RESEARCH & DEVELOPMENT

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

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

Specifically, your results suggest that you may like to:

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

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

You may not like to:

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

OTHER ORGANIZATIONAL FUNCTIONS

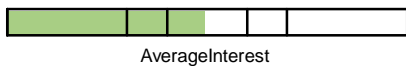
You did not show as much interest in the remaining functions as you did in the three listed previously. However, these even remaining functions are listed below in order of your interest, along with a brief description of the associated tasks. If any of these appeal to you, you should explore in more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

Finance & Accounting



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

Human Resources



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

Information Systems



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

Manufacturing & Production



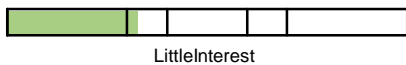
Develop procedures to manufacture products; analyze production systems to increase efficiency; purchase raw materials or equipment; develop and monitor production schedules

Marketing



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

Customer Service



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

Administration



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



NEXT STEPS

Step 1: Learn more about careers and positions in the functional areas that interest you the most. To accomplish this, consider the following suggestions:

- Talk to a career counselor or job coach about the types of job that fit your interests. (Career counselors have a number of standard sources of information like the *Occupational Outlook Handbook* and *Dictionary of Occupational Titles*.)
- Conduct informational interviews with people in different functional areas to determine the day-to-day tasks that they perform.
- Find individuals you can shadow to learn how they do their jobs.

Step 2: Once you have learned more about the different functional areas and the tasks associated with each area, you may want to perform a personal skills analysis. One way to do this is to prepare a functional resume and review it with a career counselor or job coach. The purpose is to help you identify skills that you already have or may need to develop in order to work in your area of interest. If, as a result, you determine that you need to develop additional skills, you may want to consider the following recommendations:

- Sign up for any relevant training workshops or certification programs that focus on the area in which you are interested.
- Take courses at a local college or over the Internet.
- Work with a mentor or coach to develop needed skills.

Step 3: When you are ready to begin your job search, consider these resources:

- **Internet:** There are many Websites that can help you in your job search—far too many to list here. Use a meta search engine to point you to these sites. Through these Websites, you can gather information on your functional areas of interest and on targeted industries or professions. You will also find current job listings. Many sites allow you to post your resume, and some will allow you to sign up for a personal job scout. Most organizations now have their own Websites with job postings.
- **Job Fairs:** Check the Internet or the employment section of your local newspaper for job fairs. Job fairs provide a valuable opportunity to meet company representatives face-to-face and to learn more about current job openings.
- **Print Media:** Respond to job postings targeted to your functional areas of interest in newspapers and trade publications.

MANAGING YOUR TRANSITION

Your responses to the *Strong Interest Inventory*® instruments suggest that you like a variety of activities with lots of involvement with others. You probably enjoy being socially active and are a natural networker. You may readily take initiative and be drawn to personal relationships. Your extensive network of contacts is likely to be a strong asset, but make sure that your networking time is productive and don't forget to reflect on what is personally important to you in making a career decision.



RESOURCES

- Borgen,F.,&Grutter,J.(1995). *WhereDoIGoNext?UsingYourStrongResultstoManageYour Career*.PaloAlto,CA:ConsultingPsychologistsPress,Inc.
- Davis,S.,&Handschin,B.(1998). *ReinventingYourself:LifePlanningAfter50*. PaloAlto,CA: Davies-BlackPublishing,animprintofConsultingPsychologistsPress,Inc.
- Dunning,D.(2001). *What'sYourTypeofCareer?* PaloAlto,CA:Davies-BlackPublishing,animprint ofConsultingPsychologistsPress,Inc.
- Grutter,J.(1998). *MakingItBeyondToday'sOrganizations:CareerTransition*. PaloAlto,CA: ConsultingPsychologistsPress,Inc.
- Harkness,H.(1997). *TheCareerChase:TakingControlinaChaoticAge*. PaloAlto,CA:Davies- BlackPublishing,animprintofConsultingPsychologistsPress,Inc.
- Hayes,K.H.(2000). *ManagingCareerTransitions:YourCareerAsAWorkInProgress*. UpperSaddle River,NJ:PrenticeHall,Inc.
- Montross,D.H.,Leibowitz,Z.B.,&Shinkman,C.J.(1994). *RealPeopleRealJobs:ReflectingYour InterestsInTheWorldOfWork*. PaloAlto,CA:Davies-BlackPublishing,animprintofConsulting PsychologistsPress,Inc.
- Moore,D.P.(2000). *Careerpreneurs*.PaloAlto,CA:Davies-BlackPublishing,animprintofConsulting PsychologistsPress,Inc.
- Peterson,L.(1995). *StartingOut,StartingOver*. PaloAlto,CA:Davies-BlackPublishing,animprint ofConsultingPsychologistsPress,Inc.
- Simonsen,P.(2000). *CareerCompass:NavigatingYourCareerStrategicallyintheNewCentury*. Palo Alto,CA:Davies-BlackPublishing,animprintofConsultingPsychologistsPress,Inc.

ConsultingPsychologistsPress,Inc.
3803E.BayshoreRoad,PaloAlto,CA94303
800-624-1765



www.cpp-db.com

StrongInterestInventory and *StrongVocationalInterestBlanks*® are registered trademarks of Stanford University Press.



is a registered trademark of Consulting Psychologists Press, Inc.