



Performance Programs, Inc.
Discover Your Opportunities

Interpretive Guide for the Career Compass Report

Based on the *Motives, Values, Preferences Inventory*
From Hogan Assessments

IMPORTANT INSTRUCTIONS:

1. **Please save a copy of this guide and/or print it.** This guide supplements your **Career Compass** report and will help you find jobs to explore. This guide was developed by Performance Programs, Inc. in cooperation with Hogan Assessments.
2. **Check your inbox.** Please follow the instructions sent in an e-mail titled “How to Get Your Career Compass Report.” You will also find an order confirmation.
3. **Refer to the Graphic Report on Page 8 of Career Compass.** Here, you’ll find your scores summarized in one easy-to-use presentation. Use the “high,” “medium,” and “low” position of the bars to help you find the best sections to read in this interpretive guide.

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About Performance Programs, Inc.
*Surveys, Tests and Assessments
for Organizations and Individuals since 1987*

PPI has helped hundreds of organizations and individuals achieve reliable, valid, actionable survey results for more than 20 years. Our clients range from the world's largest multinationals to small consulting firms, schools, hospitals, construction firms and many other organizations. We work with many career counselors and executive coaches, supporting them and their individual clients with validated personality tests and 360 feedback.

This online offering of the Career Compass Report is based on the Motives, Values, Preferences Inventory published by Hogan Assessments of Tulsa, OK. The Hogan organization pioneered the use of personality testing for job fit.

Performance Programs is a leading distributor and certification training provider for Hogan Assessment Systems. We chose Hogan instruments over the many others available in the market because they meet all the criteria of excellence in workplace assessment, including rigorous scientific standards and no adverse impact. PPI has worked with Hogan instruments for nearly 10 years, helping clients implement them for both candidate selection, career counseling and employee development. We provide prompt, personalized assistance with administration and interpretation, and also provide support for coaches and counselors with their clients.

Other Performance Programs' services include:

- [Employee Satisfaction Surveys](#)
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- [Blind Spots Snap Shot™ and other assessments](#)
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Using the Career Compass Report

What do these statements have in common?

“I’d like to be famous.”

“I need to work by myself.”

“Show me the money.”

“I love to run things.”

“I can’t stand working in the same place every day.”

All these statements reflect motives and values of the speakers, and each of them has major implications for the speaker’s choice of work. **Career Compass** is designed to help people make the leap from statements such as these to concrete career choices. It is based on a scientifically validated instrument called the *Motives, Values, Preferences Inventory*, published by Hogan Assessments, one of the few surveys that studies core values in a work context. Values concern what people WANT rather than what they may do or should do in certain situations.

Motives can be hard to articulate, even to ourselves. Many people are confused by messages about what they “should do.” Sometimes, significant others “see” us in careers for which we have little motivation, yet we can’t articulate why the choice feels wrong. Some people spend years in less-than-optimal situations because of that confusion. Think, for instance, of young people who, due to family pressures or ambitions, join their family businesses or qualify for a traditional family occupation (minister, physician or farmer, for instance). Later, they find they are not brilliant contributors—even though other family members may be! Think, too, of people who choose work that pays well but does not interest them.

Don’t let it happen to you! It pays to be clear about your deepest values. Those values fuel motivation, which is a key predictor of top performance and career success.

How Interests Differ from Motives and Values

Motives and values are more fundamental than interests. Your interests are likely to change over time, but they are always an expression of what you value. For example, you might have once enjoyed an extreme sport such as mountain biking (an interest). Over time you may have become bored with this activity, and turned your attention to rock climbing (another interest). The core values that tie both of these interests together, and which have not shifted, are love of physical activity, the freedom of the outdoors, and more than a hint of physical risk. Your interests have shifted; your motives have not.

Having a clear picture of your motives helps you screen opportunities; it helps you identify which job, career, or activity will lead you to life as you would like it to be.

There is a hierarchy by which you can view occupational interests, motives, and values.

At the lowest level are the identities of particular occupations: “Elementary Education” and “Library Science” are examples of occupational interests.

At the next level, there are descriptions of work activities that transcend particular situations or occupations. These include broad factors like “working with children,” “working with data,” “mechanical activities,” “mathematics,” or “outdoor activities.”

Finally, at the highest level, we have values or intentions that describe how we would like life to be—fact-paced, quiet, friendly, helpful to others, full of visible accomplishment, well paid, and so on.

Research has shown that good choices at each level of this hierarchy are important to career satisfaction and success.

Motives and Interest Inventories vs. Personality Tests

Measures of motives, values, and interests are somewhat different from personality measures. Personality tests tell us what a person **may** do in certain situations and how their behavior is likely to appear to others. Personality tests describe such characteristics as sociability, inquisitiveness, confidence, ambition, interpersonal sensitivity, cautiousness, and curiosity.

Values and interest inventories tell us what a person **wants** to do, shining a light on their inner conversation about their wishes. To quote the technical manual for the ***Motives, Values, Preferences Inventory***, published by Hogan Assessments, “Personality measures ask about a person’s typical response in various situations, but interest measures ask about a person’s **preferred** activities, roles, and associates. Interest measures allow people to describe themselves as they would like to be.”

O*NETTM OnLine:

One resource we mention throughout this document is the O*NET database (Occupational Information Network), a Department of Labor offering with hundreds of standardized and occupation-specific descriptors. (Web site: <http://online.onetcenter.org/>) The database, which is available to the public at no cost, is continually updated by surveying a broad range of workers from more than more than 800 occupations across all educational types and levels.. The O*NET program is a comprehensive source of occupational information sponsored by the US Department of Labor/Employment and Training Administration (USDOL/ETA).

If you are using the Career Compass, you are probably interested in finding a sample of job titles related to your values and interests. For each of your scores, we provide links later in this document to **the work values area of O*NET:**

http://online.onetcenter.org/find/descriptor/browse/Work_Values/. Values-specific links are provided in the coming sections.

The job lists provided by O*NET or any resource of its type should be considered examples of jobs related to your values and interests; they are not exhaustive lists. In the case of O*NET, they are organized from the lowest education and experience requirements to the highest (Zones 1-5). Each title is linked to an extensive job description. Notice that some job titles have the “In Demand” symbol. Titles with no stars (*) are the most closely aligned with the value heading the list. The “star” key at the bottom of each O*NET page will help you better understand the list.

The O*NET is a wonderful resource but please read the next section so you can use it correctly!

Sorting Job Titles

Lists of job titles, such as those generated by O*NET, sometimes seem very far-fetched. We’ve seen dramatic surprise on test-takers’ faces when they find “funeral director” or “bus driver” among the suggestions. The titles may also seem inappropriate to your level of experience or education. People sometimes scratch their heads and wonder how ‘this crazy test’ led to that recommendation. Sometimes, they reject the test in its entirety.

What gives? Here are a few strategies for getting what you need from the lists of job titles:

1. If the list is generated by O*NET, click on the titles to get more details. Sometimes the connection becomes more clear when the job functions are explained.
2. Think more figuratively than literally when interpreting the list of job titles. It may help to revisit the second tier of the hierarchy presented in the earlier section, ***How Interests Differ from Motives and Values***. Remember that descriptions of interests and values transcend particular situations or occupations. If titles appear on the same list, it’s because research showed a connection.
3. A key feature of O*NET is the Job Zone, which refers to the education and experience required to fill a particular job. If you are looking for a job that requires little or no education or experience, choose Zone 1 to create your lists of job titles. If you are looking for a position that uses your significant education and experience, use Zones 4 or 5 to filter the titles.

Job Zone Descriptions

Job Zone 1: Little or No Preparation Needed

Job Zone 2: Some Preparation Needed

Job Zone 3: Medium Preparation Needed

Job Zone 4: Considerable Preparation Needed

Job Zone 5: Extensive Preparation Needed

Bus Driver Example

Look at various descriptions for the bus driver, as reported by O*NET. These jobs are classified in Zone 2, requiring some education and experience.

Bus Driver Job Interests:

1. Bus Driver is in the “Realistic” interests group, which emphasizes practical, hands-on problems and solutions. Jobs that rely on Realistic interests often call on the worker to handle “things,” such as plants, animals, and real-world materials like wood, tools, and machinery. Many of these occupations require working outside, and do not involve a lot of paperwork or working closely with others.
2. Bus Driver also calls on the group of interests called “Social,” which, not surprisingly, involve interactions with people. These occupations often involve helping or providing service to others.

Bus Driver Work Styles:

The job performance of Bus Drivers benefits from these work styles:

1. Self Control
2. Cooperation
3. Dependability
4. Concern for Others
5. Attention to Detail
6. Integrity
7. Stress Tolerance
8. Initiative
9. Independence
10. Social Orientation

Bus Driver Work Values:

1. Relationships — People who succeed as bus drivers value the opportunity to provide service and while coexisting with co-workers in a non-competitive environment.
2. Support — Bus drivers express a preference for supportive management that stands behind employees.
3. Independence — Occupations that satisfy this work value allow employs to work on their own and make decisions. Corresponding needs are Creativity, Responsibility and Autonomy.

It is easy to see that these interests, values and activities **could** have a great deal of overlap with other professions. As mentioned earlier, Bus Driver is a Zone 2 job. But there are jobs in Zone 4

where the same values are shared. Examples include Compensation and Benefits Managers, Credit Analysts, Recreation Workers, and Heavy Equipment Mechanics.

Job Appeal Exercise

One way to create your own list of interests, values and motives is to do this simple exercise in the table below.

In column A, list a few of the more intriguing job titles suggested to you by the assessment. Include those you have a positive reaction to – jobs that would be great - as well as those that you would never consider. Try to pick about 7 to 10 job titles.

In column B, write 1 or 2 bullets for each job title representing what would be the best or most attractive aspects of this job.

In column C, write 1 or 2 bullets for each job title representing what would be the worst or least attractive aspects of this job.

When complete, block from view all of Column A. What remains is a distilled list of the key things you want, and the key things you don't want. It is a very useful screen for evaluating your opportunities.

**Exhibit A
Job Appeal and Values Exercise**

Column A Interesting Job Titles	Column B Appealing Characteristics	Column C Unappealing Characteristics
Job Title 1	1. 2.	1. 2.
Job Title 2		
Etc ...		

Applying the Career Compass to Your Search

You can use information about your motives, values, and preferences in two ways. First, the information can help evaluate the fit between your motivations and the psychological requirements of jobs.

Second, the inventory can be used to evaluate the fit between your values and the culture and climate of a particular organization. It can be used to help you think strategically about your current job and career.

Career Compass is based on ten universal values identified through extensive psychological research. The designers of the MVPI¹ used these concepts to describe motivations in a workplace setting. These ten motivations fit in four “clusters,” listed below, and form the basis of your report:

1. Cluster I: Status Interests
 - a. *Recognition* – Wanting to be known, recognized, appreciated, and famous
 - b. *Power* – Wanting to be in control, to succeed, and create a legacy
 - c. *Hedonism/Fun* – Wanting fun, variety, excitement, and pleasure
2. Cluster II: Social Interests
 - a. *Altruism/Service* – Wanting to help, serve, and encourage others
 - b. *Affiliation/Team* – Wanting frequent and varied social contact
 - c. *Tradition* – Believing in family, duty, hard work, and respect for authority
3. Cluster III: Financial Interests
 - a. *Security/Risk Tolerance* – Wanting predictability, structure, and order
 - b. *Commerce/Finance* – Wanting money, profits, and investment and business opportunities
4. Cluster IV: Decision-Making Style
 - a. *Aesthetics/Quality* – Wanting to infuse quality into the look, feel, and design of work products
 - b. *Science/Problem Solving* – Enjoying research and preferring data-based decisions

The next section defines the scales on the MVPI and provides three levels of interpretation. The report defines high scores as those above 65 and low scores as those below 35. They are measures of how much you value each of the ten core values. Please remember:

Your score is neither good nor bad! It is simply your score.

Exploring Your Results

Cluster I: Status Interests

Recognition

Recognition motives are associated with a desire to be known, recognized, visible, even famous, and with a lifestyle filled with opportunities for self-display and dreams of achievement.

High scores on the Recognition scale: You are perceived as demonstrative, outgoing, socially self-confident and impulsive. You tend to be interesting, imaginative, and dramatic, but also independent and unpredictable. You prefer to work in teams, communicate well with others, contribute many ideas, and when at your best, can handle criticism well.

You value a work environment where you can be the center of attention and have your accomplishments acknowledged in public. These environments are sometimes called “star cultures.” You will seek opportunities where you and your work will be noticed and look to be involved in teams that work on high visibility projects. You will expect to be recognized and may become annoyed if you are not. You may find compatible opportunities, for instance, in sales, teaching, entertainment or broadcasting.

If you are considering management positions, you are likely to be seen as a good communicator who has lots of ideas. Subordinates, however, sometimes describe high Recognition managers as people who don’t share credit or take responsibility for mistakes. They are sometimes described as not trustworthy.

Peers often describe high Recognition peers as sharing developmental opportunities, doing a good job in meetings, and being good at meeting their objectives.

Bosses sometimes describe high Recognition subordinates as attracting the attention of others (“Engages in horseplay”), encouraging conflict, and not being a good follower.

- Search for sample job titles that relate to high Recognition motivation at the following site: <http://online.onetcenter.org/explore/workvalues/Recognition/>. This list is based on long-term workplace research about jobs suited to people with motives related to Recognition. See the previous section titled “O*NET OnLine” for more details. Use the O*NET Job Zone drop-down list to select the level of education and experience you wish to target.
- If you have taken the **Self-Directed Search or Strong Interest Inventory**, this scale relates to the occupations that place an emphasis on “Enterprising” interests. See the following link for examples: <http://online.onetcenter.org/explore/interests/Enterprising/>.

Average and Low Scores:

If you have an Average score on the Recognition scale: This suggests that, although you want to be recognized for achievements, you are also willing to share credit with others. Although public recognition is not the primary motivator in your life, you are not likely to remain silent when you are due some credit for important accomplishments.

If you have a Low score on the Recognition scale: This suggests you tend to be modest, reserved, conforming, and generous. You avoid calling attention to yourself. As a manager, you tend to be quiet, perhaps somewhat uncommunicative, but willing to share credit with others, including subordinates.

Power

Power motives are associated with a desire for challenge, competition, and achievement. High scores on the Power motive tend to be associated with success in any occupation.

High score on the Power scale: You are competitive, assertive, confident, achievement-oriented, ambitious, and strategic about your career. You will be motivated by opportunities to make a mark on an organization. People with high scores tend to be described as having leadership skills. You may be the one in a team who challenges limits. You are seen as socially competent.

You most value organizations where there are opportunities for upward mobility, and you will tend to leave when such opportunities don't exist. You care deeply about being successful, getting ahead and getting things done. You will value environments that focus on competition, ambitious goals, and minimal "wasted motion," such as pointless discussion.

If you have management jobs, you may be seen as energetic, visionary, leader-like, controlling, and willing to disagree with superiors.

Peers, however, may describe you as bossy and pushy ("Won't allow us to make our own decisions"), arrogant ("Won't share credit with us"), and indifferent ("Doesn't show genuine interest in me").

Your high Power motivations are especially important for success in management, politics, and sales careers.

- Search for sample job titles that relate to high Power motivation at the following site: <http://online.onetcenter.org/explore/workvalues/Recognition/>. This list is based on long-term workplace research about jobs suited to people with motives related to Power, Recognition, and Hedonism/Fun. See the previous section titled "O*NET OnLine" for more details. Use the O*NET Job Zone drop-down list to select the level of education and experience you wish to target.

- ▶ If you have taken the **Self-Directed Search or Strong Interest Inventory**, this scale relates to the occupations that place an emphasis on “Enterprising” interests. See the following link for additional examples:
<http://online.onetcenter.org/explore/interests/Enterprising/>.

Average and Low Scores:

If you have an Average score on the Power scale: Although you take pride in achievements, there is also more to life than your job. You are also willing to listen and to let others describe their accomplishments. Although normally cooperative, you take a stand if you feel strongly about an issue.

If you have a Low score on the Power scale: You are uninterested in competition, achievement, and personal advancement. You may be somewhat modest, unassertive, and not very strategic about career. People with low scores tend to be seen as cooperative and sometimes as socially inhibited. As a manager, you tend to be quiet, careful about following procedures, and you won’t often disagree with superiors.

Hedonism/Fun

Hedonistic motives are associated with a desire for pleasure, excitement, variety, and a lifestyle organized around good food, good drinks, entertaining friends, and fun times.

High score on the Hedonistic scale: You are expressive, playful, and changeable, and you prefer to work in a dynamic and fluid environment. You like change for its own sake.

You value results over methods. You may be the one on a team to “push limits.” You may spend a lot of time thinking about your next vacation. People who score high on Hedonism invented the phrase, “Work hard, play hard.” Ideal occupations include restaurant critic, travel reviewer, convention site selector, wine taster, or race car driver—i.e., any occupation that involves entertainment, travel, and recreation.

As a manager, you may be colorful and entertaining, but unconcerned with details and you may be slow to learn from mistakes.

As a subordinate, you may be seen as flirtatious, the life of the office, dramatic, and prone to engaging in horseplay. You don’t see much value in careful planning, and may be seen as impulsive.

- ▶ Search for sample job titles that relate to Hedonism/Fun motivation at the following site: <http://online.onetcenter.org/explore/workvalues/Recognition/>. This list is based on long-term workplace research about jobs suited to people with motives related to Power, Recognition, and Hedonism/Fun. See the previous section titled “O*NET OnLine” for

more details. Use the O*NET Job Zone drop-down list to select the level of education and experience you wish to target.

- If you have taken the **Self-Directed Search or Strong Interest Inventory**, this scale relates to the occupations that place an emphasis on “Enterprising” interests. See the following link for additional examples:
<http://online.onetcenter.org/explore/interests/Enterprising/>.

Average and Low Scores:

If you have an Average score on the Hedonistic scale: Although you like to have a good time, you usually put business before pleasure. You have a normal appetite for socializing and rarely engage in excess. You won’t spend much time daydreaming about your next vacation.

If you have a Low score on the Hedonistic scale: You tend to be self-disciplined, formal, reserved, and careful about what you say or do. As a manager you are alert and concerned about details; you may also seem reluctant to relax and have a good time, especially when there is work to be done. Persons with low scores tend to be seen as quiet, unassertive, and predictable.

Cluster II: Social Interests

Altruistic

Altruistic motives are associated with a desire to serve others, to improve society, to help the less fortunate, and a lifestyle organized around making the world a better place to live.

High score on the Altruistic scale: You are likable, responsible, idealistic, and good-natured. Such people tend to be described as sympathetic, considerate, and unassertive.

You value social justice, the plight of have-nots, and the fate of the environment. People with high Altruism tend to be sensitive, sympathetic, unassertive, and kindly, and they tend to choose careers in teaching, social work, counseling, and human resources. You are likely to thrive in environments that value dedication and selflessness. You may be uncomfortable working in environments that emphasize revenues, profits, and production over staff morale and consideration for people.

If you become a manager, you are likely to listen well and be sensitive to staff and client needs. However, others may not think you very forceful. However, you enjoy helping others enhance their careers and this is appreciated by subordinates.

- ▶ You can find sample job titles that relate to high Altruism motivation at the following site: <http://online.onetcenter.org/explore/workvalues/Relationships/>. This list is based on long-term workplace research about jobs suited to people with motives related to Altruism, Affiliation, and Tradition. See the previous section titled “O*NET OnLine” for more details. Use the O*NET Job Zone drop-down list to select the level of education and experience you wish to target.
- ▶ If you have taken the **Self-Directed Search or Strong Interest Inventory**, this scale relates to the occupations that place an emphasis on “Social” interests. See the following link for additional information: <http://online.onetcenter.org/explore/interests/Social/>.

Average and Low Scores:

If you have an Average score on the Altruistic scale: You enjoy helping others, but probably won’t devote your life to public service, and probably won’t spend time doing volunteer work for charitable organizations. You are more likely to contribute money than time to help others.

If you have a Low score on the Altruistic scale: You don’t endorse altruistic values. You tend not to be interested in helping the less fortunate citizens of society. You may be assertive, forceful, forthright, and willing to confront people problems. As a manager, you tend to be direct, and perhaps more interested in productivity than staff morale and development.

Affiliation

Affiliation motives are associated with a need for frequent social contact and a lifestyle organized around social interaction.

High score on the Affiliation scale: You are adaptable, friendly, spontaneous, outgoing, enjoy working with the public, and dislike working by yourself. You are likely to enjoy being a team member and like to accomplish your work through teams.

You value environments with a lot of social contact, including scheduled and unscheduled meetings, frequent communication, and an office designed to encourage interaction. Compatible careers include sales, supervision, health technician, public safety (life guard, ski patrol), flight attendant or bartender.

If you become a manager, you will probably be seen as trusting, approachable, and a good corporate citizen, but perhaps somewhat dependent on the approval of upper management. People with high scores on this scale are often described as willing to follow company policy, adaptable, and open to criticism. You may be seen as disorganized.

- You can find sample job titles that relate to high Affiliation motivation at the following site: <http://online.onetcenter.org/explore/workvalues/Relationships/>. This list is based on long-term workplace research about jobs suited to people with motives related to Altruism, Affiliation, and Tradition. See the previous section titled “O*NET OnLine” for more details. Use the O*NET Job Zone drop-down list to select the level of education and experience you wish to target.
- If you have taken the **Self-Directed Search or Strong Interest Inventory**, this scale relates to the occupations that place an emphasis on “Social” interests. See the following link for additional information: <http://online.onetcenter.org/explore/interests/Social/>.

Average and Low Scores:

If you have an Average score on the Affiliation scale: You have no strong preferences about working alone or with others. Unlike some people, you don’t need to be with others; socializing with friends and colleagues is not your primary motivator.

If you have a Low score on the Affiliation scale: You may be somewhat shy, perhaps even suspicious about others’ motives, not overly concerned with social approval. You enjoy working by yourself and may not want to work in a team. You don’t need constant or rapidly changing social contact. As a manager, you tend to be quiet and self-restrained, but independent and possibly not deeply concerned with pleasing senior management. People with low scores on this scale tend to be described as shy, wary, and reluctant to confide in others.

Tradition

Traditional motives are associated with a concern for morality, high standards, family values, appropriate social behavior, and a lifestyle guided by established principles of conduct.

High score on the Tradition scale: You are stable, conscientious, and good-natured, but somewhat cautious. People with high scores also tend to be described as commonsensical, stable, and conservative. You tend to be trusting, considerate, responsive to advice, and comfortable in conservative organizations, but also may be set in your ways.

You value tradition, custom, and socially acceptable behavior. You are probably comfortable in environments where there are lots of rules (official or unofficial) about dress, and reporting structures. Careers in government, social service, food service, and safety/security operations are examples compatible with these values.

If you become a manager, you tend to be principled and even handed, but you may be somewhat resistant to change. You have respect for hierarchy, discipline, and authority

and place high value on loyalty. You may have a tendency towards micromanagement. If you choose this as a path, you should try to avoid lowering morale by over-managing details.

As a subordinate, your manager might describe you as responsive to advice from superiors, having good common sense, and as trusting.

- You can search for sample job titles that relate to high Tradition motivation at the following site: <http://online.onetcenter.org/explore/workvalues/Relationships/>. This list is based on long-term workplace research about jobs suited to people with motives related to Altruism, Affiliation, and Tradition. See the previous section titled “O*NET OnLine” for more details. Use the O*NET Job Zone drop-down list to select the level of education and experience you wish to target.
- If you have taken the **Self-Directed Search or Strong Interest Inventory**, this scale relates to the occupations that place an emphasis on “Social” interests. See the following link for additional information: <http://online.onetcenter.org/explore/interests/Social/>.

Average and Low Scores:

If you have an Average score on the Tradition scale: Although you enjoy doing things in new ways, you also appreciate the role of tradition and history as guides to behavior. You tend to appreciate both sides of political issues.

If you have a Low score on the Tradition scale: You enjoy novelty, experimentation, and innovation, and that you are somewhat liberal in your views. As a manager, you tend to be flexible, impulsive, independent, unconventional, and willing to take risks. Persons with low scores tend to be described as unpredictable.

Cluster III: Financial Interests

Security

Security motives are associated with a need for structure, order, predictability, and a lifestyle organized around planning for the future and minimizing financial risk, employment uncertainty, and criticism.

High score on the Security scale: You may be cautious, polite, attentive to details, and somewhat slow to open up with new people. Finding it difficult to take risks with your career, you may find it challenging to increase your income.

You value factual accuracy, safety, job and financial security, and avoidance of mistakes. You see wisdom in creating processes to prevent undesired outcomes. Administrative

jobs, accounting, auditing, compliance, billing, and repair work are examples of careers with compatible values. People with strong Security needs would be uncomfortable working in a company like a securities trading firm where taking risks is part of the business.

As a manager, you tend to avoid risks, may be seen as unassertive, and may be reluctant to solicit feedback from staff. You are likely to be rational and data oriented and do not approve of using data in “imaginative” ways. If you become a manager, you may wish you had remained an individual contributor. People with high scores tend to be more suited to individual contributor status or team work than to leadership.

As a subordinate, managers find you easy to manage. You like to have clear guidelines about performance expectations.

- ▶ You can search for sample job titles that relate to high Security motivation at the following site: http://online.onetcenter.org/explore/workvalues/Working_Conditions/, as well <http://online.onetcenter.org/explore/workvalues/Support/>. See the previous section titled “O*NET OnLine” for more details. Use the O*NET Job Zone drop-down list to select the level of education and experience you wish to target.
- ▶ If you have taken the **Self-Directed Search or Strong Interest Inventory**, this scale relates to the occupations that place an emphasis on “Realistic” and “Conventional” interests. See these links for examples of job titles: <http://online.onetcenter.org/explore/interests/Realistic/> and <http://online.onetcenter.org/explore/interests/Conventional/>.

Average and Low Scores:

If you have an Average score on the Security scale: You enjoy taking risks when appropriate but you would also rather be safe than sorry. You are not likely to perform well in situations where the chances of success are uncertain or where the future of the organization is in doubt.

If you have a Low score on the Security scale: You are outgoing, leader-like, and enjoy testing the limits. As a manager, you are probably unafraid of taking risks, assertive, open to feedback from staff, and unconcerned about job security. People with low scores tend to be described as independent.

Commercial

Commercial motives are associated with an interest in earning money, realizing profits, finding business opportunities, and a lifestyle organized around investments and financial planning.

High score on the Commercial scale: You are motivated by the prospects of financial gain. You are serious about work, attentive to details, and comfortable working within specified guidelines.

You care deeply about monetary matters, material success, and see income as an indicator of your success and progress. You tend to be hard working, planful, organized, practical, and mature. You will thrive in organizations that value “rainmakers,” people who are good at raising money and developing new business. Good career choices include financial or market analyst, banker, accountant, real estate trader and developer, and stock broker.

If you become a manager, you tend to be businesslike, direct, and focused on the bottom line. People with high scores on this scale tend to be described as task-oriented, socially adroit, and serious.

- You can search for sample job titles that relate to high Commercial motivation at the following site: http://online.onetcenter.org/explore/workvalues/Working_Conditions/, as well <http://online.onetcenter.org/explore/workvalues/Support/>. See the previous section titled “O*NET OnLine” for more details. Use the O*NET Job Zone drop-down list to select the level of education and experience you wish to target.

- If you have taken the **Self-Directed Search or Strong Interest Inventory**, this scale relates to the occupations that place an emphasis on “Realistic” and “Conventional” interests. See these links for examples of job titles: <http://online.onetcenter.org/explore/interests/Realistic/> and <http://online.onetcenter.org/explore/interests/Conventional/>.

Average and Low Scores:

If you have an Average score on the Commercial scale: You are not indifferent to financial considerations but neither is you preoccupied with them. Money will not be a major motivator in your life. At work, other priorities will interest you more than compensation.

If you have a Low score on the Commercial scale: You are indifferent to Commercial values and that you tend to be easy-going, impractical, and unconcerned about material success. You won’t spend spare time reading about or working on finance-related issues. As a manager, you tend to be sympathetic, relaxed, and loyal to subordinates. People with low scores on this scale tend to be described as pleasant, empathic, and laid back. You are probably not motivated by money.

Cluster IV: Decision-Making Style

Aesthetic

Aesthetic motives are associated with being interested in art, literature, and music, and a lifestyle guided by issues of imagination, culture, and good taste.

High score on the Aesthetic scale: You are interested in artistic and cultural subjects; you are imaginative and potentially creative. People with high scores on this scale are often described by others as unpredictable, easily bored, and testing the limits. They tend to be independent, bright, original, and artistic, but also colorful, nonconforming, and impatient.

You care about the look, feel, and quality of your work products. You prefer to solve problems on your own. You do your best work in environments that allow experimentation, exploration, and creativity. You will thrive in organizations that emphasize style, appearance, and good taste. Persons with high scores care about aesthetic values and creative self-expression, and they tend to choose careers in art, music, advertising, journalism, or the entertainment industry.

If you become a manager, you will probably enjoy creativity and innovation in your organization. However, you may be seen as unpredictable or disorganized.

- You can search for sample job titles that relate to the independence aspects of Aesthetic motivation at: <http://online.onetcenter.org/explore/workvalues/Independence/>. You may also wish to look at job titles that emphasize self-expression and achievement values: <http://online.onetcenter.org/explore/workvalues/Achievement/>. See the previous section titled “O*NET OnLine” for more details. Use the O*NET Job Zone drop-down list to select the level of education and experience you wish to target.
- If you have taken the **Self-Directed Search or Strong Interest Inventory**, this scale relates to the occupations that place an emphasis on “Artistic” interests. For additional job titles, visit this link: <http://online.onetcenter.org/explore/interests/Artistic/>.

Average and Low Scores:

If you have an Average score on the Aesthetic scale: You have some artistic interests and values, but they are not dominant factors in your life. You are more likely to be concerned about the content than the appearance of work products.

If you have a Low score on the Aesthetic scale: You are unconcerned with aesthetic values or artistic self-expression. You have practical interests and a businesslike style. As a manager, you tend to be stable, predictable, and willing to follow company policy; you are also unconcerned with issues of personal autonomy or the appearance of work

products. You tend not to be interested in innovation, possibly even resisting it. People with low scores tend to be described as slow to anger, practical, and orderly.

Scientific

Scientific motives are associated with an interest in new ideas, new technology, an analytical approach to problem solving, and a lifestyle organized around learning, exploring, and understanding how things work. People with low scores on this scale tend to be described as responsive, flexible, and willing to admit mistakes.

High score on the Scientific scale: You are intellectually motivated, analytical, curious, inquiring, and like working with new technology. You also tend to be a hard-nosed and objective problem solver. People with high scores may also be seen as impatient, argumentative, and easily annoyed.

You care deeply about truth and about getting below the “surface noise” to solve problems correctly. You admire speedy problem-solvers and tend to be dismissive of “slow learners.” You like to prove your points and opinions with rational arguments. Careers in science, technology, medicine, higher education, and engineering are compatible with these values.

As a manager, you tend to be on top of new technical and business information and to be well organized and stable. You will be seen as accountable and rational, but perhaps slow to react and make decisions.

- You can search for sample job titles that relate to high Scientific motivation at the following site: <http://online.onetcenter.org/explore/workvalues/Achievement/> . This list is based on long-term workplace research about jobs suited to people with Scientific motives. See the previous section titled “O*NET OnLine” for more details. Use the O*NET Job Zone drop-down list to select the level of education and experience you wish to target.
- If you have taken the **Self-Directed Search or Strong Interest Inventory**, this scale relates to the occupations that place an emphasis on “Investigative” interests. For additional job titles, visit: <http://online.onetcenter.org/explore/interests/Investigative/>.

Average and Low Scores:

If you have an Average score on the Scientific scale: Although you can analyze problems in a logical and rigorous way, you are also comfortable with intuitive ways of thinking. You are as likely to engage others in problem-solving as you are to research ideas on your own.

If you have a Low score on the Scientific scale: You are uninterested in science and technology; you are more of an intuitive than an analytical problem solver. As a manager, you are probably sympathetic, open to feedback, responsive to criticism, and more comfortable working with people than with technology.

What's Next?

Perhaps you've determined that you value being the center of attention, like to have lots of fun, and care about the aesthetic qualities of your work. Does that mean you'd thrive as a performer at Disneyworld? Perhaps! But just in case they don't have an opening for you this year, you may want to broaden your search. In addition to the links provided above, here are other resources that may be of use:

Five Top Career Guides

Many books and courses have been devoted to the problem of finding work that suits you. Here are five titles that, according to our research, are among the most respected and bestselling career guides of the past ten years:

[What Color Is Your Parachute? 2009: A Practical Manual for Job-hunters and Career-Changers](#) by Richard Nelson Bolles. This is the all-time classic in its field and is updated every year. The companion Web site is <http://www.jobhuntersbible.com>.

[Do What You are](#) by Paul D. Tieger and Barbara Barron-Tieger, 2007. The authors show you how to use personality type to find the right career. This book is best used with the Myers-Briggs Type Indicator. The associated Web site is <http://www.personalitytype.com/whoweare.html>.

[I Could Do Anything If I Only Knew What It Was](#) by Barbara Sher. This book speaks to those who are motivated but don't have a strong career direction. Her Web site is <http://www.barbarasher.com/>.

[The Pathfinder: How to Choose or Change Your Career for a Lifetime of Satisfaction and Success](#) by Nicholas Lore. The associated Web site is <http://www.rockportinstitute.com/>.

[Career Match: Connecting Who You are with What You'll Love to Do](#) by Shoya Zichy. The associated Web site is <http://www.colorprofiles.com/>.

Occupational Outlook Handbook and Web Site:

[Occupational Outlook Handbook](#) is both a book and has an online tool at <http://www.bls.gov/oco/>. It is a nationally recognized source of career information, designed to provide valuable assistance to individuals making decisions about their future work lives. The *Handbook* is revised every two years. (We assume the Web site is updated more often!)

Some readers may be put off by the book's catalog format and cut-and-dried prose, but the Handbook provides more specific, high-quality information about more individual occupations than any other guide on the market, hands down. Very broad coverage includes jobs ranging from beauticians to funeral directors. For each occupation, you can learn about the day-to-day experience, training and qualifications, job outlook, and earnings potential.

The interactive Web site, <http://www.bls.gov/oco/>, is likewise extremely useful.

RileyGuide.com

<http://www.rileyguide.com/careers.html> : This is a no-frills, comprehensive guide to employment opportunities and job resources on the Internet. It offers free career and employment information and explains the process of online job search. They do not post jobs nor resumes, but point to places that do.

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