Decision Dynamics

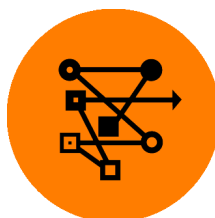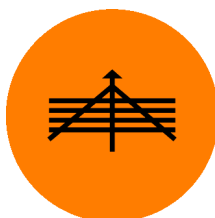Decision Dynamics **Career Model™**

CareerView™ **Culture View Report**	06 May 2014
Jan Sample	

Decision Dynamics is a leader in methods and tools for strategic human resources development that illuminate and enhance the interplay between people and organizations. Our scientifically based approach is built on more than 40 years of continuous research and practical use in organizations. Our clients have already used our solutions to profile and develop more than one million employees around the world.

Contents of Your Report

This report shows how you experience your organization's strategy, structure, rewards, as well as the behavior and competencies the organization evaluates and encourages. Together, these elements define your organization's career culture.

In the report you will find your culture view profile, showing your perception of your organization's career culture, indicating the organization's way of handling careers. It is based up on your responses to the *CareerView*™ assessment. A better understanding of how you experience the career culture of your organization can help you identify and take advantage of important developmental opportunities.

Career Culture Basics

Just as individual people differ in their career preferences, so also do organizations differ in the ways that they support and manage careers, both formally and simply as an outcome of the way the organization is set up. Research has shown that different organizational cultures attract, retain and motivate different people because people differ in their expectations and values concerning their careers.

Our research indicates that four major culture themes or concepts can distinguish most organizations' career cultures. These concepts depict cultures as differing in terms of strategy, organizational structure, behaviors evaluated and rewarded and in the actual rewards that they offer. For example, if a person wishes to become an expert or specialist, it helps to be in an organization with strong, specialized, functional departments. However, if a person would rather move up a ladder and gain a lot of influence and authority, it helps to be in an organization with a lot of levels and a clear path to the top. By the same token, for those who want to become experts, it is very motivating to be rewarded with specialized training and work resources as well as pay based upon one's level of expertise.

In essence, we can describe organizational career cultures that directly correspond to each of the four career concepts, Expert, Linear, Spiral, and Transitory that we use to describe your own career preferences and career motives. These four culture concepts each are described in the end of your report. By increasing your understanding of how you experience your organization in terms of these culture concepts you can more easily plan and direct your career and take constructive action for developing your career in ways that will make it more motivating and satisfying for you.
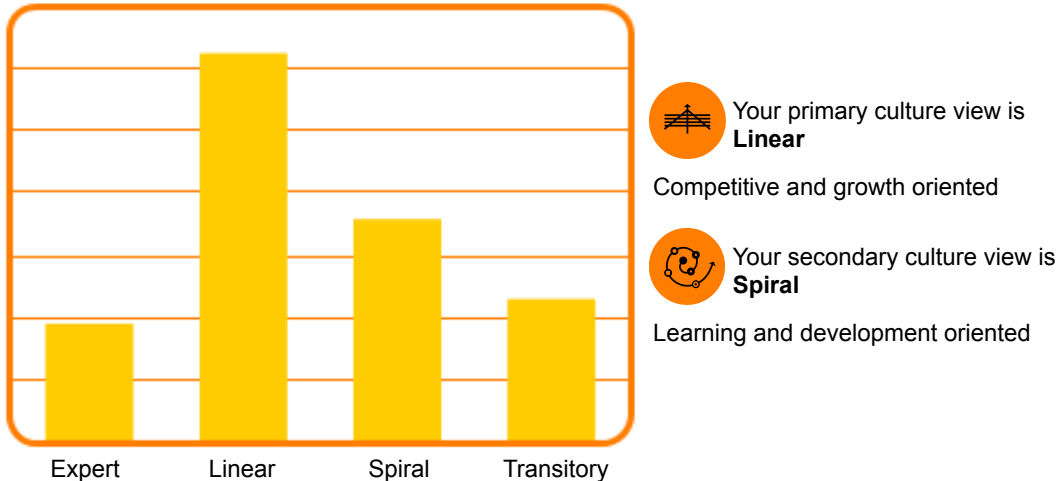
Your Culture View

Your culture view shows how you experience the career culture and what behaviors and attitudes you perceive to be valued and supported in your organization. The height of each bar in the graph indicates how much you perceive the organization's culture to contain each of the four culture concepts.

Your primary culture view is
Linear

Competitive and growth oriented

Your secondary culture view is
Spiral

Learning and development oriented

The highest bar in your view of the organization's culture is the Linear culture, which suggests that you view your organization's career culture primarily as emphasizing operational growth that emphasizes a pyramid-like hierarchy. Cost reductions, efficiency, and management skills are highly valued and rewarded with promotion to higher organizational levels, salary based on position, and management training increasing the possibilities of promotion.

Your second highest bar is the Spiral culture, meaning that you view your organization's career culture secondly as emphasizing diversification into closely related areas based on core technology or techniques. It is likely that the organization has a matrix-like structure with multiple lines of responsibility and authority demanding high involvement across functions. Breadth of knowledge, creativity, skill diversity and team work are highly valued. Existing rewards and career developmental paths probably include job rotation, lateral assignments, and diversified training.

This combination of the Linear-Spiral career culture suggests that you experience your organization as rather dynamic developing growth strategies within both existing and new, but related work areas. Career advancement is likely seen as an 'upward-spiral' combining lateral assignments and job rotation with increasing authority and responsibility. Managing somewhat frequent re-structuring of work areas and projects, usually in a matrix structure requires continual development of team skills and a focus on the development of others, especially leaders. The higher the Linear bar is compared to the Spiral, the more growth, results and performance are emphasized and valued.

Relative to the Linear and Spiral aspects of your organization's career culture you experience Transitory career cultural aspects to a lesser degree. Pursuing new, immediate targets of opportunity informal or temporary work groups, speed and independence are less emphasized than the Linear and Spiral aspects of career development. According to your answers, the least emphasized career cultural aspect of your organization is Expert. This suggests that you feel that your organization does not focus on long-term quality, a stable functional structure or fringe benefits. The lower the Expert bar, the fewer parts of the organizational culture seem to support the development of the Expert career, striving for stable, in-depth knowledge, work identity and technical expertise.

Career Culture

The Culture View Profile shows a person's experience of the organization's career culture. The profile is based up on the Decision Dynamics Career Model™. In our definition of career culture we include the organization's strategy, structure, performance evaluation policies and the rewards that employees potentially can receive. Collectively, we categorize these elements of an organization's career culture in terms of four culture concepts. These are described below.

Expert The strategy in Expert career cultures is to maintain a market share within a certain market niche, or to uphold the organization's reputation for a certain distinctive competence, striving towards increasing the quality of its products or services. Usually, the structure is flat with few management levels. Most of the influence in the organization is concentrated in few very powerful departments. Organizations with an Expert career culture are most often rather large with abundant formal policies and procedures. Technical knowledge and skills are highly valued, just as is the quality of work produced. Accuracy and reliability are prized. The reward system often includes special awards for professional expertise as well as elaborate or extensive retirement benefits.

Linear The strategy in a Linear career culture emphasizes growth in just about every way, including in size of the organization, its market share, its revenues and, of course, its profits. Not surprisingly, Linear organizations are often rather large or are on their way to becoming very large. The structure consists of the traditional hierarchical pyramid with quite a few levels. Career patterns go upward. Cost management and cost reduction are valued; so are leadership skills. The appraisal system focuses very much on leadership competencies and accomplishments. In the pure Linear career culture, the foremost reward is promotion. When one climbs the hierarchy, one receives increased salary, power and responsibility.

Spiral The strategy in Spiral career cultures tends to emphasize diversification of products and/or services, often based on a core technology. Those who work in Spiral organizations usually have quite a few opportunities to become involved in new projects. These organizations frequently have a matrix structure. Movements laterally that provide the opportunity to expand one's repertoire of skills, abilities and knowledge are commonplace. Full authority to make important decisions is seldom vested in one person, or even in one department. More commonly, cross-functional teams make decisions. Likewise, tasks and projects are shared and frequently performed by teams. Valued performance factors include creativity, diverse knowledge, teamwork, flexibility and personal development. Financial rewards are designed so as to encourage innovation and invention amongst the employees, and also for encourage expansion of skills and knowledge.

Transitory The most important strategy in Transitory career cultures is to identify and quickly exploit immediate targets of opportunity. Hence, formal business plans have little value and little influence, if they even exist, on the work of the organization. These organizations are often small and very agile. Transitory organizations often are young enterprises. Organizational arrangements can be reconfigured quickly to accommodate the immediate requirements of an important opportunity or project. Informal work groups perform most of the work in the organization. Valued behaviors and performance factors are adaptability and speed. People who are fast thinkers and those who are able to change directions swiftly are highly appreciated. Furthermore, the reward system is also informal. There may be a proliferation of individual deals, reward packages and special bonuses that can be used as quick rewards.

For more information about the Decision Dynamics Career Model and assessments including the more than 40 years of research and practice that goes into its development, please visit: www.decisiondynamics.eu.

40 Years of Research and One Million Satisfied Users

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Decision Dynamics was founded by two industrial and organizational psychologists from Princeton and Yale Universities. The company was soon taken on by demanding and development-intensive clients such as NASA, the Aerospace Corporation, and Rockwell.

Our research and development efforts continues in Decision Dynamics Research and are aimed at advancing the state of art in assessment methods and technologies. Meanwhile you benefit from having immediate access to the very latest, fully developed tools and methods in our portfolio adapted for providing practical usage, measurable results and rapid impact of today's demanding workplace.

The Decision Dynamics approach functions as a catalyst to support organizations' efforts to increase engagement and performance. Together with our global network of partners and resellers we provide profiling tools, training, and consultative services.

Decision Dynamics tools and business solutions are used for:

- Strengthening engagement
- Selection and recruitment
- Leadership development
- Talent management and succession planning
- Career development and coaching
- Team development