Individualizing Career Assessment Results: Creating Meaningful Summaries and Decision-Making Rubrics

Greta A. Davis, Ph.D., LPC-S, NCC
Texas College Counseling Association
2012
1 in 4 workers has been with employer for less than 1 year

1 in 2 workers has been with employer for less than 2 years
3 to 4 career transitions (and rising) in a lifetime

10-14 jobs by age 40
Career path no longer exists
Career questions are changing
What do I want to do?

Click on each Cluster title to access additional information.
Who am I?
Self Excavation

Comprehensive Career Counseling Intake
Career Story Interview (Savickas, 2011)
Self Excavation

Essential for construction of career story (Liptak, 2001)

Identify career themes
Micro-narrative
Macro-narrative

Listen for a story not to a story
- Mark Savickas (2011)
Gain perspective
Frame the story
Peter Jones – Case Example

28-year-old male currently unemployed for 10 months

College coursework – No degree – Considering going back to college

Restaurant management business experience

Multi-potentialled

Discouraged
Peter Jones – Case Example

Comprehensive career intake

Review of every position in terms of likes / dislikes

Traditional assessments
### Assessment Grid – Peter Jones

<table>
<thead>
<tr>
<th>Interests</th>
<th>Personality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realistic</td>
<td>Introverted</td>
</tr>
<tr>
<td>Enterprising</td>
<td>Intuition</td>
</tr>
<tr>
<td>Conventional</td>
<td>Thinking</td>
</tr>
<tr>
<td></td>
<td>Judging</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skills</th>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analytical</td>
<td>Integrity</td>
</tr>
<tr>
<td>Relationship</td>
<td>Respect</td>
</tr>
<tr>
<td>Creative</td>
<td>Security</td>
</tr>
<tr>
<td></td>
<td>Balance</td>
</tr>
<tr>
<td></td>
<td>Trust</td>
</tr>
<tr>
<td></td>
<td>Open Communication</td>
</tr>
<tr>
<td></td>
<td>Decision-Making</td>
</tr>
<tr>
<td></td>
<td>Comfortable Income</td>
</tr>
<tr>
<td></td>
<td>Personal Safety</td>
</tr>
<tr>
<td></td>
<td>Time</td>
</tr>
<tr>
<td></td>
<td>Freedom</td>
</tr>
</tbody>
</table>
Peter Jones – Case Example

Symptom – Interpersonally rejected by peers. Difficulty establishing and maintaining relationships. Job hopper with no direction. A problem that can’t be solved.

Solution & Social Construction – I’m a turn-key problem solver. I can uncover and discover sources to business problems, identify solutions, and transform companies. I’m motivated to fix problems but once a solution is identified I’m ready to turn it over and find another problem to solve.
Translate self-knowledge and story into close-ended bottom line questions that can be applied to career decisions.
John Smith – Case Example

60 year old male in 4 year term position

Executive level financial industry experience

Needs to continue working for 8-10 years

Wants more meaningful non-executive work
John Smith – Case Example

Comprehensive career intake

Review of every position in terms of likes / dislikes

Traditional assessments
## Assessment Grid

**John Smith**

<table>
<thead>
<tr>
<th>Interests</th>
<th>Personality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conventional Social</td>
<td>Extraverted</td>
</tr>
<tr>
<td>Social Investigative</td>
<td>Sensing Thinking</td>
</tr>
<tr>
<td></td>
<td>Judging</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skills</th>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analytical</td>
<td>Influence</td>
</tr>
<tr>
<td>Relationship</td>
<td>Teamwork</td>
</tr>
<tr>
<td>Creative</td>
<td>Fun</td>
</tr>
</tbody>
</table>

Integrity  
Achievement  
Respect  
Security  
Conceptualizing  
Creative  
Community
John Smith – Case Example

Symptom – Disenfranchised from family. Middle child with no place. Not respected by a father who always turned to client’s older brother.

Solution & Social Construction – I’m a trusted advisor to senior management, colleagues, and customers. Others view me as an integral part of the team who offers expert guidance. I’m able to help, guide, facilitate and train.
Career Compromise

Many possible future selves

Knowledge of what is to be gained / lost

(Gati, Houminer, & Fassa, 1997; Savickas, M. L., 2011)
References


Free Resource: Mark Savickas has an online career collaboratory with a multimedia library of free career development resources. on career counseling: [www.voccpher.com](http://www.voccpher.com)
Dr. Greta Davis is a career counselor, executive coach, and educator with 11 years experience in career development, leadership development and assessment providing services to individuals, organizations and the federal government. Dr. Davis assists clients with career related issues such as planned and unplanned career transitions, work/life balance, stress management, and employability skills including navigating the federal government application process. She is an expert administrator of assessments such as the Strong Interest Inventory®, Myers-Briggs Type Indicator®, SkillScan, and Values Driven Work. Dr. Davis has extensive experience designing and delivering educational workshops and programs on a variety of career and professional development related topics. As an executive coach she assists executives and mid-level managers with setting specific and measurable leadership development goals tied to organizational objectives and personal values, facilitates movement toward goals by tapping into existing leadership strengths, and helps clients translate skills and competencies into actionable plans to benefit organizations as well as advance their careers. Dr. Davis is the 2009 recipient of the Texas Career Development Association Outstanding Career Practitioner Award.

Contact Information: davis_greta@yahoo.com or 972-841-7447
# Assessment Grid

**John Smith**

<table>
<thead>
<tr>
<th>Interests</th>
<th>Personality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conventional</td>
<td>Extraverted</td>
</tr>
<tr>
<td>Social</td>
<td>Sensing</td>
</tr>
<tr>
<td>Investigative</td>
<td>Thinking</td>
</tr>
<tr>
<td></td>
<td>Judging</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skills</th>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analytical</td>
<td>Integrity</td>
</tr>
<tr>
<td>Relationship</td>
<td>Influence</td>
</tr>
<tr>
<td>Creative</td>
<td>Teamwork</td>
</tr>
<tr>
<td></td>
<td>Respect</td>
</tr>
<tr>
<td></td>
<td>Fun</td>
</tr>
<tr>
<td></td>
<td>Security</td>
</tr>
<tr>
<td></td>
<td>Creative</td>
</tr>
<tr>
<td></td>
<td>Conceptualizing</td>
</tr>
<tr>
<td></td>
<td>Community</td>
</tr>
<tr>
<td>Interests</td>
<td>Personality</td>
</tr>
<tr>
<td>--------------------</td>
<td>------------------------------</td>
</tr>
<tr>
<td>Realistic</td>
<td>Introverted</td>
</tr>
<tr>
<td>Enterprising</td>
<td>Intuition</td>
</tr>
<tr>
<td>Conventional</td>
<td>Thinking</td>
</tr>
<tr>
<td></td>
<td>Judging</td>
</tr>
<tr>
<td>Skills</td>
<td>Values</td>
</tr>
<tr>
<td>Analytical</td>
<td>Integrity</td>
</tr>
<tr>
<td>Relationship</td>
<td>Respect</td>
</tr>
<tr>
<td>Creative</td>
<td>Security</td>
</tr>
<tr>
<td></td>
<td>Balance</td>
</tr>
<tr>
<td></td>
<td>Trust</td>
</tr>
<tr>
<td></td>
<td>Decision-Making</td>
</tr>
<tr>
<td></td>
<td>Open Communication</td>
</tr>
<tr>
<td></td>
<td>Comfortable Income</td>
</tr>
<tr>
<td></td>
<td>Personal Safety</td>
</tr>
<tr>
<td></td>
<td>Time</td>
</tr>
<tr>
<td></td>
<td>Freedom</td>
</tr>
</tbody>
</table>
Career Counseling Intake

Identifying Information:

Name: ____________________________________________________________

Address: _______________________________________________________

Phone: _________________________________________________________

Email: _________________________________________________________

Referred by: ___________________________________________________

Date of Birth: _________________________________________________

Please describe your racial/ethnic/cultural background:

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

Please describe your spousal/partner relationship status:

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

Children:

Name   Age   Occupation

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

Father’s Occupation: ___________________________ Level of Education: _______

Adapted from:
Mother’s Occupation: _____________________________  Level of Education: _____

**Education:**

High School: _____________________________ Year of Graduation: _____

College or vocational training:  

  Degree/Year: _____________________________ Major: _________________  
  Degree/Year: _____________________________ Major: _________________  
  Degree/Year: _____________________________ Major: _________________  
  Degree/Year: _____________________________ Major: _________________  

Additional Education (Courses, Seminars, Certifications, etc.):  

______________________________________________________________________________  
______________________________________________________________________________  
______________________________________________________________________________  
______________________________________________________________________________  

Are you currently in school at this time? Yes  No  
Are you interested in returning to school? Yes  No  
What are your educational aspirations?  

______________________________________________________________________________  
______________________________________________________________________________  

**Employment History:**

Work Experience: (List the most recent job first)  

Position  Employer  Time Employed  

______________________________________________________________________________  
______________________________________________________________________________  
______________________________________________________________________________

Adapted from:  
Special hobbies, leisure interests, volunteer work, civic involvement:

Career Development Information:

What are your present career aspirations? Assume no barriers to achieving them.

Who or what has had the greatest influence on your career choice(s)?
What was your childhood occupational interest or fantasy?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

What leisure activities or hobbies do you enjoy now and/or have you enjoyed in the past?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

Do you have any physical limitations? (List conditions and their effect on your career development).

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

What aspects of your work situations have been most satisfying? (i.e. salary, autonomy, coworkers, tasks, responsibility, variety, etc.)

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

Adapted from:
What aspects of your work situations have been most dissatisfying?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

**Career Counseling Concerns**

Please indicate your reason(s) for participating in career counseling:

- [ ] Desire to improve self.
- [ ] Need assistance in career decision-making.
- [ ] Uncertain about career options.
- [ ] Leaving the area. Desire to explore relocation and job search strategies.
- [ ] Need to plan for the future.
- [ ] Need to alter career goals.
- [ ] Need assistance in choosing a college major.
- [ ] Need to set long-range career goals.
- [ ] Need for occupational information.
- [ ] Need for labor market information.
- [ ] Desire to prepare for a position change (i.e., promotion, demotion, transfer, etc.).
- [ ] Experiencing career-related discrimination.
- [ ] Job terminating. Desire to explore job search strategies.
- [ ] Job search assistance.
- [ ] Career stress.
- [ ] Job dissatisfaction due to job duty requirements.
- [ ] Job dissatisfaction due to interpersonal relations with peers or supervisor.
- [ ] General life dissatisfaction.
- [ ] Relationship pressures (spouse/partner, parents, children, significant others, peers, etc.)
- [ ] Other:

______________________________________________________________________________
______________________________________________________________________________

What else would you like to share regarding your career development?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

Adapted from:
## Additional Career Information Interview Questions

### Educational questions:
- What are your educational strengths and weaknesses?
- What courses did you like best in school?
- What are your thoughts about pursuing additional education?
- Which teachers influenced you the most?
- What kind of student have you been?
- What types of certifications have you received, if any?

### Occupational questions:
- Tell me about your work history.
- What types of work do you like?
- What types of work do you not like?
- What aspects of work have been most satisfying for you?
- What aspects of work have been most dissatisfying for you?
- Have you ever been unemployed? For how long? How did you handle it?

### Career development questions:
- Who was your childhood hero? Why?
- What is the first memory you have of elementary school?
- What were your childhood occupational fantasies?
- What volunteer experiences have you had?
- What are your hobbies?
- How do you spend your leisure time?
- Who has had the greatest influence on your career choices?
- Do you have any physical limitations? If so, how have they impacted your career development?

### Career counseling concerns questions:
- What experiences have led you to decide to seek career counseling at this time?
- When did you first start to think about seeking career counseling?
- What sort of help would you like to receive?
- What do you think the career counseling process will be like?
- Have you ever received career counseling in the past? If so, when and for what reason? What did you like/not like about your experience?

Adapted from:
Career Story Interview

Scene 1. How can I be useful to you as you construct your career?

Character 2. Who did you admire when you were growing up? Tell me about her or him.

Stage 3. Do you read any magazines or watch any television shows regularly? Which ones? What do you like about these magazines or television shows?

Script 4. What is your favorite book or movie? Tell me the story.

Rehearsal 5. Tell me your favorite saying or motto.

Character arc 6. What are your earliest recollections?

Symptom – Early recollections reveal interpersonally rejected by peers and family. Difficulty establishing and maintaining relationships. Job-hopper with no direction. Described by client as a problem that can't be solved.

Solution & Social Construction – I’m a turn-key problem solver. I can uncover and discover sources to business problems, identify solutions, and transform companies. I'm motivated to fix problems but once a solution is identified I'm ready to turn it over and find another problem to solve.

- Will this position allow me to generate solutions to day-to-day operational problems? (Value – Decision Making)
- Will this position allow me solve complex problems? (Skills – Analytical)
- Does this career/position provide me with the opportunity to work outdoors? (Interests – Realistic)
- Does this career/position provide me with the opportunity to work with my hands to build or repair? (Interests – Realistic)
- Does this career/position allow me to have a finished product at the end of the day/week? (Interests – Realistic)
- Does this position allow me to work independently and have my income increase in proportion to the work I provide? (Interests – Enterprising)
- Will this position allow me a window into a future entrepreneurial experience? (Interests – Enterprising)
- Is the organization open to change and willing to improve or create efficiencies? (Interests – Conventional)
- Does this position allow me to work autonomously? (Value – Decision Making)
- Does this environment promote transparency from leadership to employees? (Values – Integrity, Communication)
- Is there a culture that demands accountability and follow through? (Value – Integrity)
- Does the supervisor communicate openly and freely provide information? (Value – Communication)
- Does management appropriately recognize accomplishments and contributions? (Value – Respect)
- Do employees feel appreciated and respected in their work? (Value – Respect)
- Does this position provide a comfortable income? (e.g., At least $60,000 and/or enough money to pay bills and save $10,000 per year) (Value – Comfortable Income)
- Is salary high enough if work demands more than 40 hours per week? (Value – Comfortable Income)
- Will this position allow me the freedom to independently prioritize work activities and projects on a day to day basis? (Value – Time Freedom)
• Is this position or opportunity in a secure environment? (e.g., not going to open a store in a bad area of town.) (Values – Security)
• Does the company have a risk management plan and appropriately manage risks on the job? (Value – Personal Safety)
• Does this position allow for a variety of work tasks and the freedom to reorient tasks to break up the monotonous aspects of work? (Values – Balance, Time Freedom)
• Can managers count on their teams to fulfill responsibilities? Is management supported in holding employees accountable? (Values – Trust)
• Can I trust my superiors to help support and provide resources, advice, and opportunities for skill development? (Values – Trust)
• Are there clear expectations? Are people reliable and consistent? (Values – Trust)
• Is the company organized and efficient? (Values – Trust; Interests – Conventional)
Symptom – Early recollections reveal disenfranchisement from family. Middle child of 5 children with no place. Not respected by a father who always turned to client's older brother for guidance, assistance, and help.

Solution & Social Construction – I’m a trusted advisor to senior management, colleagues, and customers. Others view me as an integral part of the team who offers expert guidance. I’m able to help, guide, facilitate and train.

**Will I have the opportunity to provide counsel, advice, and/or serve as sounding board to colleagues and employees? Am I viewed by others as expert?**
Values – Influence, Teamwork, Sense of Community
Skills – Demonstrate Social/Cultural Sensitivity, Resolve Conflict, Collaborate, Provide Care and Support, Serve as Liaison
Interests – Social
Personality – Extraversion

**Will I be able to help foster growth and development with others through advising, training and teaching?**
Values – Influence, Teamwork
Interests – Social

**Does this person/organization follow through on their commitments?**
Values – Integrity

**Will I be challenged with new and complex problems to solve? Is there any opportunity to continually learn and grow?**
Values – Achievement
Skills – Solve Problems, Research, Analyze

**Will I be given the freedom to consider unconventional and/or creative solutions to solve complex problems?**
Values – Achievement, Creative;
Skills – Solve Problems, Research, Analyze, Demonstrate Foresight, Use Intuition

**Will I be encouraged to examine processes and procedures, identify potential problems and generate efficient solutions?**
Values – Achievement, Influence
Skills – Solve Problems, Research, Analyze
Interests – Conventional

**Are all employees treated with respect regardless of position or status?**
Values – Respect
Skills – Collaborate

**Do people listen to new ideas and show genuine interest?**
Values – Respect, Influence
Skills – Collaborate

**Will I be recognized for my accomplishments and achievements?**

Values – Achievement & Recognition

Does this person/organization (or to what extent) value being transparent in their communications regarding the overall business trends and how that impacts people?

Values – Integrity, Security
Skills – Collaborate, Resolve Conflict

Does this position/opportunity have longevity? How do I know? How can I get more information?
Values – Security

Will this opportunity use my higher level conceptualizing and analytical skills?
Values – Conceptualizing
Skills – Solve Problems, Research, Analyze
Personality – Sensing/Intuition

Will I have the opportunity to analyze data and generate work that is meaningful to others?
Skills - Service Clients and Customers, Provide Care and Support
Interests – Social

Is the interpersonal environment “warm?” Do employees have good working relationships built on trust, collaboration and teamwork?
Values – Sense of Community, Teamwork
Skills – Collaborate
Interests – Social
Personality – Extraversion

Are there people interested in getting to know me and capable of helping me grow and develop? Will they allow me to dialogue with them about ideas?
Values – Sense of Community
Skills – Collaborate, Provide Care and Support
Personality – Extraversion

Do I have the opportunity to work collaboratively with highly competent people?
Values – Sense of Community, Teamwork
Personal Goals & Objectives subjective assessment

Does the work allow for collaboration and teamwork where all parties are contributing for the greater good and everyone is acknowledged for their contributions?
Values – Teamwork, Achievement
Interests – Social

Will I be able to work unsupervised and have the flexibility to independently organize my day?
Values – Creative
Personal Goals & Objectives subjective assessment

Does the management of this organization promote a “work hard, play hard” culture?
Values – Fun, Sense of Community