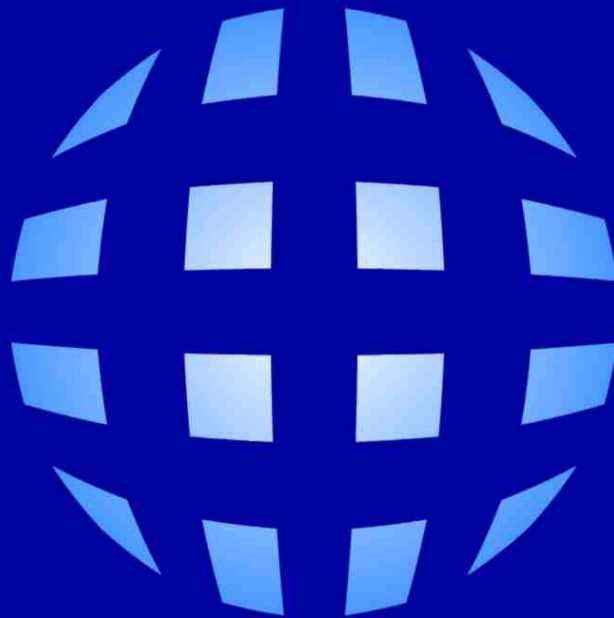
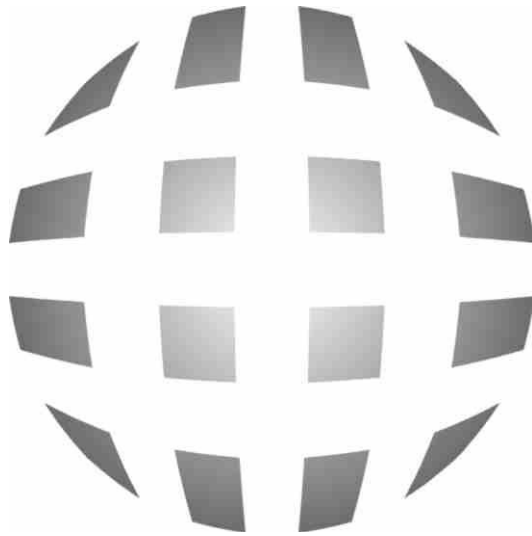

Career Fulfilment Guide



Integrating your Personal and Professional World

 *James Hunt and Graham Boston*

Career Fulfilment Guide



Personality Pattern:

ENTJ

Integrating Your Personal & Professional World

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Published by Integra, PO Box 156, Cheltenham GL52 3YQ, UK
www.careerfulfillment.com / sales@careerfulfillment.com

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Read This First!

Your Career fulfilment Guide addresses a crucial need in today's ever-changing employment marketplace. Unlike conventional career guidance, which simplistically matches skills and interests to occupations, your Career Fulfilment Guide starts with building up a clear picture of who you are, helps you discover where you want to go in your work, and then gives practical advice on how to get there.

Uniquely, the Guide employs a system of Personality Profiling, based closely on the widely used Myers-Briggs Type Indicator® (MBTI) to give you the right advice for *you* during each stage of your journey towards career fulfilment. In addition it builds confidence by demonstrating how valuable you are *personally* to prospective employers.

Its strength lies in its clear and common sense approach. In it you will find simple exercises that uncover your strengths and work preferences; practical advice on searching for and getting the job you want; as well as the latest techniques from applied psychology to motivate and empower you. The more you engage with your Guide, the greater the changes it will bring about in both your personal and your professional life.

Rather than showing you in detail all aspects of the job hunting and career development process, which are explained more fully in other publications (see *Appendix*), we aim to give you its essential elements, so that you can understand the process as a whole, and which element you would benefit most from working on. You will find its advice both useable and easy to implement.

Your Career Fulfilment Guide represents a distillation of over fifteen years' experience of running self marketing workshops in a variety of organisations and industries, from shop floor workers to senior executives. We are sure that you will benefit greatly from it in your journey to Career Fulfilment.

Contents

SECTION 1 INTRODUCTION	5
Career Fulfilment	6
<i>Outline of the Career Fulfilment Guide</i>	<i>7</i>
The Aim of the Guide	8
How to Use the Guide.....	8
How Organisations Have Changed	9
<i>Taking Advantage of the New Situation.....</i>	<i>9</i>
The Personality Pattern System.....	11
Your Personality Pattern	12
 SECTION 2 YOUR CAREER PROFILE	 13
Your Career Profile	14
<i>Overview</i>	<i>14</i>
<i>Key Strengths in the Workplace.....</i>	<i>15</i>
<i>Work Preferences.....</i>	<i>15</i>
<i>Capabilities & Qualities</i>	<i>15</i>
<i>Preferred Work Roles.....</i>	<i>16</i>
<i>Typical Career Choices for Your Personality Pattern.....</i>	<i>18</i>
<i>Work Relationships.....</i>	<i>19</i>
<i>Building a Complete Career Profile.....</i>	<i>20</i>
 SECTION 3 WHERE DO YOU WANT TO GO?	 21
Having a Long-term Aim	22
<i>Long-term Goals</i>	<i>26</i>
<i>The Well Formed Outcome</i>	<i>30</i>
 SECTION 4 HOW TO GET THERE	 35
Practical Steps to Getting the Job You Want.....	36
<i>Choosing the Right Job.....</i>	<i>36</i>
<i>Goal Setting</i>	<i>36</i>
<i>Decision Making.....</i>	<i>36</i>
<i>Action Planning.....</i>	<i>37</i>
Self Marketing	38
<i>Researching the Job Market.....</i>	<i>38</i>
<i>Researching Specific Job Opportunities.....</i>	<i>39</i>

<i>Networking</i>	41
<i>Curriculum Vitæ</i>	44
<i>The Interview</i>	44
SECTION 5 CONTINUAL DEVELOPMENT	46
Developing your Skills and Capabilities.....	47
<i>Workplace Skills Overview</i>	48
<i>Workplace Skills</i>	49
<i>Sub-Skills</i>	50
<i>The Continual Development Cycle</i>	51
<i>Your Individual Development Style</i>	52
<i>Quality of Life</i>	54
<i>Being Who You Are</i>	54
<i>Adding Flexibility</i>	55
The Next Step	56
<i>Exploring the Career Fulfilment Process Further</i>	56
<i>Further Reading</i>	57
SECTION 6 APPENDIX	58
My Personal Career Profile.....	59
The Well Formed Outcome Quickguide	66
Authors.....	68
Evaluation	70
Summary of the Sixteen Personality Patterns	71

SECTION 1

Introduction

Career Fulfilment

It is human nature to want fulfilment.

What is fulfilment? It is not merely about getting what one wants, or about being happy. It is about living life fully, so that everything you do – work, relationships, your lifestyle, the way you communicate – becomes a reflection of who you are.

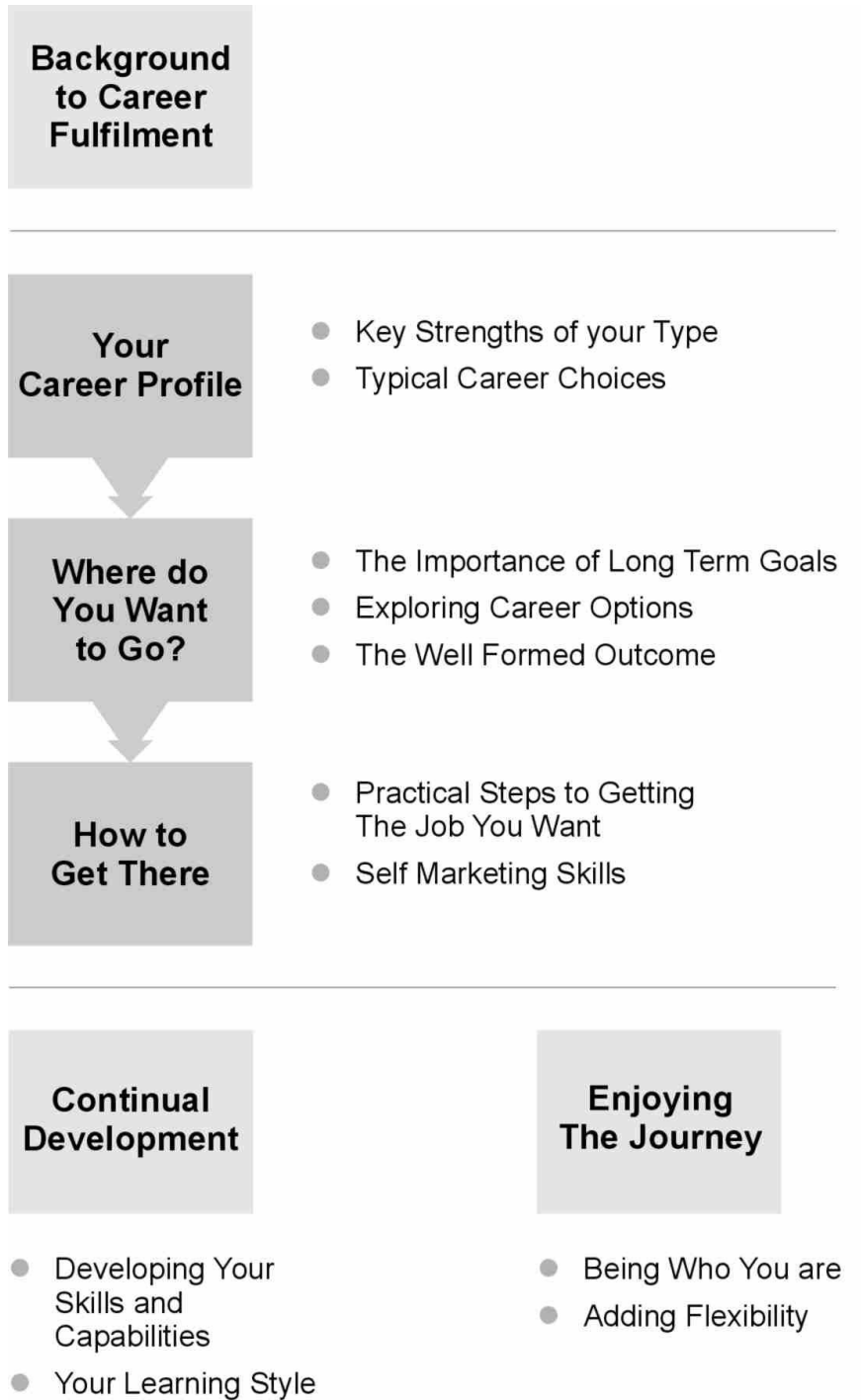
Career Fulfilment is the process of aligning what you do in the world with your true identity, your core values, your vision and your preferences, rather than merely the process of progressing upwards in your chosen occupation, field, or within an organisation.

It involves understanding the following:

- Who You Are (Your Career Profile)
- Where You Want to Go
- How to Get There

As well as being about achieving your ambitions, it is also about continually learning and improving, whilst enjoying what you do.

Outline of the Career Fulfilment Guide



The Aim of the Guide

To help you become more successful and fulfilled in your work life, by:

- helping you identify your unique strengths, motivations and the areas you may need to develop
- helping you understand the importance of having a long-term aim
- giving you practical advice on how to get the job you want through Goal Setting, Decision Making and Action Planning, Researching, Networking and the Interview
- enabling your professional life to become a reflection of your personal aims and core values

How to Use the Guide

As you read each section of the Guide, think about what aspects of your personal and work performance you can work on and improve. Interact with the Guide, highlighting or underlining those areas that you strongly agree with or that show where you need to make changes. In the *Appendix*, under *Actions!*, write down the action/s you can take *now* that will bring about these improvements. Use your Guide to build up an invaluable body of information about yourself that you can use on the way to career fulfilment.



Where you see this symbol, you will find a simple exercise to help you relate what you have just read to your own personal experience and work history.

How Organisations Have Changed

Over the last 20 years, organisations and companies have gone through radical changes. They have moved from being predominantly hierarchical management structures to becoming flatter, decentralised and much more team-orientated. There is now greater communication within organisations and a greater individual awareness of the organisation's aims, objectives and mission. Employees are increasingly expected to assume personal leadership with regard both to the work they perform, and to the way they manage their career within an organisation.

In this new landscape there is greater opportunity for employees to define their own objectives, and greater control over the way they fulfil them. With this comes a greater sense of 'owning' their results.

Because of these changes, organisations look for and encourage:

- flexibility
- commercial awareness
- initiative
- technological awareness
- the ability to do several jobs and perform several roles at once

Taking Advantage of the New Situation

It is now very much up to you how you define your role within an organisation, and how you manage your own long-term interests. This process means that *you* are the person in charge of getting to where you want to go within an organisation. The idea of a fixed, linear path up the corporate ladder has become increasingly less relevant.

Due to the impact of the 'global marketplace', businesses today also operate in a highly competitive environment, and no longer hire people for life or manage their long-term interests. In effect, the idea of permanent job security is a thing of the past. As a result, people are likely to have many different jobs in the course of their working lives.

There is therefore a need to maintain a clear sense of direction in spite of frequently changing circumstances. Doing this well entails defining your direction, knowing your strengths and marketing yourself successfully as you move from one job or position to another.

The Personality Pattern System

The Personality Pattern System is a tool for broadening people's understanding of both themselves and others. It shows how we interact with and view the world, and paints a broad picture of a person's orientation to life, strengths and characteristics. It looks at four different sets of opposing preferences, each representing a different aspect of your personality. From these preferences, the Personality Pattern System maps out sixteen basic personality types, each having a four letter acronym, each letter representing a different preference. Within this basic framework it recognises uniqueness, diversity and individuality.

It is based closely on the psychological type theories of the psychologist Carl Jung, which were later developed by Isabel Briggs and Katherine Myers into the Myers-Briggs Type Indicator® (MBTI®).

Since the late 1970s MBTI® has been used in organisations and governments for improving such areas as team building, relationship counselling, management and leadership skills, communication, training and career development. It has been validated by extensive research. It has proved highly reliable, and is used by a growing number of national and multinational companies. On average around 3.5 million people per year use MBTI worldwide.

Knowing your Personality Pattern will help you understand yourself more clearly, and with this knowledge you will be better able to define your direction, know your strengths and capabilities, and market yourself more successfully to prospective employers.

It does this by offering a description of how you function best, which you are then able to explore, think about and refine for yourself. This will enable you to build a clearer picture of who you are, which you may use to benefit both your personal and professional life.

For an overview of the sixteen Personality Patterns, see *Appendix*.

Your Personality Pattern

Focus of Attention



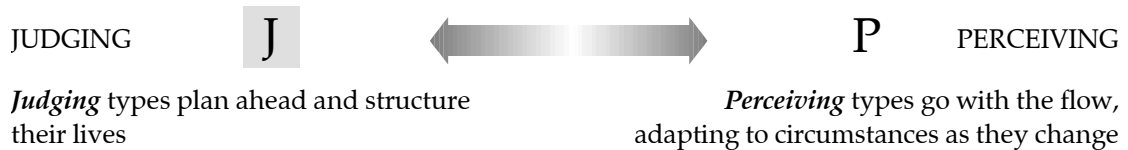
Perceptual Orientation



Making Decisions



The Way You Live Your Life



SECTION 2

Your Career Profile

Your Career Profile

According to the Personality Pattern questionnaire, you are an:

ENTJ

E	Extroverted	<i>Outward looking, breadth, sociable</i>
N	Intuitive	<i>Vision, possibilities, overview</i>
T	Thinking	<i>Analytical, detached, objective</i>
J	Judging	<i>Organised, structured, methodical</i>

Overview

ENTJs approach life with confidence and energy. They are high achievers whose work and career are likely to assume top priority in their life alongside their close relationships, which they see as supporting their work life. In work they value efficiency and effectiveness, and are highly results orientated. They excel at organising themselves and other people, marshalling all the necessary resources to achieve a goal. Because of this they often gravitate towards positions of leadership and authority.

ENTJs are assertive, outgoing and decisive, with a clear awareness of what they want, both in their work and their personal life. Mentally they are both logical and creative. They are excited by future possibilities and have the drive and determination to make them real. They can spot the flaws in a plan and foresee the results of present actions more clearly than most, and this gives them a flair for long-term planning and strategic thinking. They thrive on rising to challenges and are stimulated by finding effective solutions to complex problems.

Key Strengths in the Workplace

- Their skill in harnessing human and material resources to the achieving of long-term goals
- Their ability to think ahead, anticipate problems and think strategically
- Their ability to make decisions and see that they are carried out.

Work Preferences

ENTJs enjoy making decisions and are tireless in the pursuit of their goals, and for this reason they almost inevitably rise to positions of responsibility. They prefer working with others to working alone or behind the scenes, and if possible, they seek to influence the direction of the organisation or company that they work for. They are especially suited to work that is managerial or that involves directing others.

If hampered by having to follow too many procedures they rapidly become frustrated. They dislike routine, work that involves a high level of detail and work that has no clear end result.

In their attitude to work, they are organised, aware of their goals and committed to achieving them. They often complete tasks ahead of schedule, since they manage their time well and are always on the lookout for ways of working more efficiently. They will often 'go the extra mile' in their desire to get ahead.

Capabilities & Qualities

The **capabilities** (strengths) associated with your Personality Pattern are the following:

- Directs or leads others towards a common objective
- Outstanding at face to face communication
- Skilled at planning ahead and devising strategies to achieve goals
- Translates the direction and aims of the organisation into effective action
- 'Makes things happen'

- Good at analysing complex problems and coming up with effective solutions
- Will abandon inefficient working methods and pioneer new ones

The **qualities** associated with your Personality Pattern are the following:

- Decisive
- Assertive
- Energetic
- Results orientated
- Innovative
- Leading
- Directive
- Analytical
- Sceptical
- Outspoken
- Influential

These strengths make ENTJs highly valued members of an organisation, who are capable of influencing its long-term aims and direction.

Be aware that the Personality Pattern System does not measure actual skills, abilities or intelligence, rather, it gives you a picture of your underlying potential. The degree to which you manifest the capabilities and qualities listed above depends on whether your upbringing and circumstances have supported the development of your innate qualities or hindered them.

Preferred Work Roles

ENTJs prefer roles that allow them the freedom to make decisions that affect the organisation they work for. For this reason, they are often to be found in senior executive, managerial or administrative roles. Consultancy roles such as management development consultant or strategic development consultant allow them to do this too, but from a position of independence.

They throw their energies into new projects enthusiastically since they enjoy the creative process necessary to turn possibilities into realities and long-term aims into achievements. They are less interested in the day-to-day maintenance of an organisation or project. Though they dislike routine tasks and administrative detail, they will carry them out without hesitation if they are necessary to achieve a goal.

When performing at a high level or in a leadership role their clarity of vision and their directness get results. They are convincing and persuasive communicators whose drive energises and inspires those around them to set their sights higher than they would otherwise.

Typical Career Choices for Your Personality Pattern

Below is a list of typical careers and activities chosen by your Personality Pattern. However, it is extremely unlikely that they will all appeal to you, as although you match a particular personality type, within that type people have a diverse range of interests and aptitudes. Which of these match your interests, and why?

Aerospace Engineer	Analyst Programmer	Auditor	Bank Manager
Barrister	Biological Scientist	Broadcast Systems	Building Engineer
Business Analyst	Chartered Surveyor	Chemical Engineer	Commercial Engineer
Computer Specialist	Conference Organiser	Consultant in Education	Consultant in Management
Corporate Analyst	Credit Investigator	Economist	Electrical Engineering
Electronics Engineering	Employment Development Specialist	Engineer	Export Sales Manager
Family Physician	Geologist	Implementation Engineer	Key Account Manager
Lawyer	Logistics Manager	Management Consultant	Marketing Personnel
Mechanical Engineering	Mobile Communications	Mortgage Broker	Network Engineer
Network Equipment	Patent Agent	Personnel and Labour Relations	Police
Probation Officer	Project Leader	Psychologist	Public Relations Administrator
Quality Manger	Research Analyst	Research Assistant	Sales Executive
Sales Manager	Scientist	Self-Employment	Social Scientist
Software Design Engineer	Stockbroker	Strategic Management	Strategic Planning
Technical Designer	Technologist		

Work Relationships

ENTJs enjoy working with people who are decisive, quick-thinking and open to new ideas like themselves. They tend to organise people around them, motivating them to contribute actively towards achieving their goals, and are more effective team leaders than followers. They are outspoken and will voice any problems or flaws in a plan when others won't.

They are frank and assertive, and to some may appear overly forceful or aggressive. They enjoy exchanging ideas and opinions but may need to learn to listen to other people's points of view more carefully. They are good at communicating about work related matters, but may be less comfortable engaged in everyday small talk.

When working with others, ENTJs:

- adopt a leading role
- are quick to voice their ideas or opinions
- are able to organise themselves and others
- behave confidently and assertively
- promote acceptance of the organisation's aims, vision or policies
- use their own initiative, so don't need much support
- stimulate efficiency and co-ordination
- are positive and enthusiastic, bringing dynamism and excitement to their work environment
- are reliable, punctual and encourage completion or fulfilment of projects.
- may need to develop appreciation for others' merits

An ENTJ's dynamism and drive exercise an energising influence on a team, providing a powerful role model and helping to ensure that goals are achieved in the most efficient way possible.

 ***Illustrating Your Strengths***

For all the points listed in this section (your Career Profile), think of times when you have demonstrated these particular strengths in your life.

Write down as many actual examples as you can, turning each into a story that you could use to promote yourself to other people, such as a prospective employer or client. Think of the benefits that resulted for others, yourself, your community, your department, your client, customer, or organisation. In this way you can turn a list of strengths into a tangible and impressive set of achievements.

Building a Complete Career Profile

The Career Profile has given you an insight into your strengths and qualities. A full Career Profile is a complete resource that can be used to market yourself, and is essentially a database of information about your working life. It contains all of the following: your skills; knowledge; qualities; achievements; qualifications; long-term goals; job positions and responsibilities; projects; professional memberships; personal details and interests (see *Appendix, My Personal Career Profile*).

SECTION 3

Where Do You Want To Go?

Having a Long-term Aim

A long-term aim is not a specific goal, it is a direction. It comprises your dreams, wishes and values, and it can be used as a point of reference against which you can measure your progress towards fulfilment. Having a long-term aim is powerfully motivating, and gives your life purpose, shape and meaning. It allows you to think of your life as a journey, and to navigate a particular course - though you may not necessarily have a specific destination in mind.

When Christopher Columbus set sail across the Atlantic he had an aim, which was to discover a New World, though he had no idea exactly where it was or what it would look like. He only had a belief that it was there to be found.

A long-term aim naturally reflects your vision of life and your values. A value is simply what is important to you. They are largely unconscious, and at the deepest level, they drive all human behaviour. They are like magnets that either pull us towards or push us away from them. The more aware of our values we are, the more we are able to shape our own lives in the way that we want.

The further you explore your dreams, wishes and values, the closer you will get to your deepest values and motivations. You may also discover that there are quicker ways of getting to your long-term aim.

Therefore, to find your long-term aim in life, the first thing you have to do is to uncover your dreams, wishes and values.

The following exercises will help you uncover these.

 **Step into the Future**

Imagine that you are at a stage of your life when you have realised your dreams and you have achieved everything you ever wanted to achieve. Life has been good to you. What have you achieved? What sort of person have you become? What is your lifestyle like? What are your relationships like?

 **Core Values**

Think of any goal you have (it can be a minor one such as wanting a new car). Now think of the benefit to yourself and others of achieving or having it. Then, take that benefit and explore it more deeply by asking yourself how it would further benefit you, and so on, as far as you can. The deeper you explore, the closer you get to your core values.

Example:

Goal	<i>'I want a new car'</i>
<i>What's the benefit of that?</i>	<i>'It will improve my image when working as a freelance salesman'</i>
<i>What's the benefit of that?</i>	<i>'My clients will have a good first impression of me, and are more likely to want to do business with me'</i>
<i>What's the benefit of that?</i>	<i>'I will have more clients'</i>
<i>What's the benefit of that?</i>	<i>'My business will grow'</i>
<i>What's the benefit of that?</i>	<i>'I will earn more money'</i>
<i>What's the benefit of that?</i>	<i>'I will have more status'</i>
<i>What's the benefit of that?</i>	<i>'People will respect me, and I will have a greater sense of self-esteem'</i>

Doing this exercise is a good way of quickly discovering what is *really* important to you, i.e. what you *value*.

What If?

You can find out more about dreams and wishes by asking the following 'what if' questions:

- I. *What if you won the national lottery, had the holiday of a lifetime, bought your dream home and everything you ever fantasised about possessing, how would you then spend your time?*
- II. *What if there was one thing you could do, either in your personal or professional life, that you knew would have a 100% chance of success?*
- III. *What if you could be anybody you wanted to be, living or dead, famous or not, fictional or real, who would you be and why?*

Career Values

Listed below are typical values that motivate people in their work lives. Place them in order of importance to you personally by numbering them 1 to 12 in the boxes on the left, with 1 being your highest value, 12 the least important.

- Material Rewards:** *seeking wealth or a high standard of living*

- Power:** *seeking to be in control of people and resources*

- Influence:** *seeking to change society or influence opinion*

- Healing:** *seeking to make the world a better place*

- Enjoyment:** *seeking to do things that are pleasurable in themselves*

- Expertise:** *seeking a high level of accomplishment in a specialised field*

- Creativity:** *seeking to innovate and be identified with original output*

- Affiliation:** *seeking enjoyable and nourishing relationships with others*

- Autonomy:** *seeking to be independent and able to make decisions for oneself*

- Security:** *seeking to ensure a safe and comfortable future*

- Recognition:** *seeking to be recognised, admired and respected by other people or the community at large*

- Status:** *seeking a higher social position or rank*

If for example *autonomy* was your most important value, followed by *material rewards*, with *security* being the least important, then choosing a well-paid but

routine office administration job would probably only bring stress and frustration, even though you might be very good at it. This exercise can help clarify what is personally important to you, why you have found particular jobs satisfying in the past, and what questions to bear in mind whilst job-hunting.

Long-term Goals

Long-term goals are different from your long-term aim or direction. They are major landmarks on the journey that take you in the direction of your long-term aim. They are realistic and tangible goals that are within your power to achieve, but not necessarily in the short term. For instance someone may have the long-term goal of running their own company, or of owning their own home.

A long-term goal is a starting point that prompts you to move in a particular direction. As you move towards it, it will inevitably change or develop. This often happens when the goal is really a metaphor. For instance, you might have always wanted to be a senior manager of a company, but when you were enrolled onto the board of governors at your daughter's school, it didn't seem so important any longer. This is because what you actually wanted was a greater sense of status, and being a school governor fulfilled that desire.



Job Ideas

To come up with fresh ideas for jobs that you may not have thought of before, try the following exercise:

1. Cross out all interests and hobbies that do not interest you on the table overleaf.
2. Add your own interests to the list. It's fine if they are similar to some of the ones already listed.
3. From the list, select four that you particularly enjoy. Do not worry if you have no work experience in that area.
4. Now get four sheets of blank paper, and on each, write the interest you have chosen in the centre.
5. Now, for each one in turn, free-associate around the topic, like the example below, based on cars. As well as jobs, write down associated activities and organisations.

To help further, widen the scope by including related areas, functions, activities, etc. The important thing at this stage is to write everything that comes into your own mind - even if it seems crazy or unrealistic.

- an industry *e.g. TV, plastics, alternative health, rail, electronics*
- a service *e.g. sales, insurance, transport, travel, legal*
- a creative activity *e.g. painting, promoting, graphics design, writing*
- a public service *e.g. counselling, social work, crime detection*
- a location or work
 environment *e.g. forestry, sailing, fishing, jobs in Amsterdam*

4. Repeat steps 1 to 5 in order to expand your ideas even further, and this time refer to the recruitment section of the quality newspapers, magazines, periodicals, yearbooks and directories (the Writers' Yearbook will be of particular value). Think of at least 20 further work ideas that relate to the 4 subjects chosen.
5. You should now have a plethora of ideas and possible jobs! Now, pick out no more than three jobs or work areas that particularly excite you. With each in turn, visualise the work environment associated with your choices, noticing what the people there are doing in the workplace, what you can hear and how you feel within that environment.
6. Finally, to pursue one of these jobs further, we recommend that you contact people who do those jobs or are in similar positions, to find out more. See the section on 'Networking' below.

Interests and Hobbies

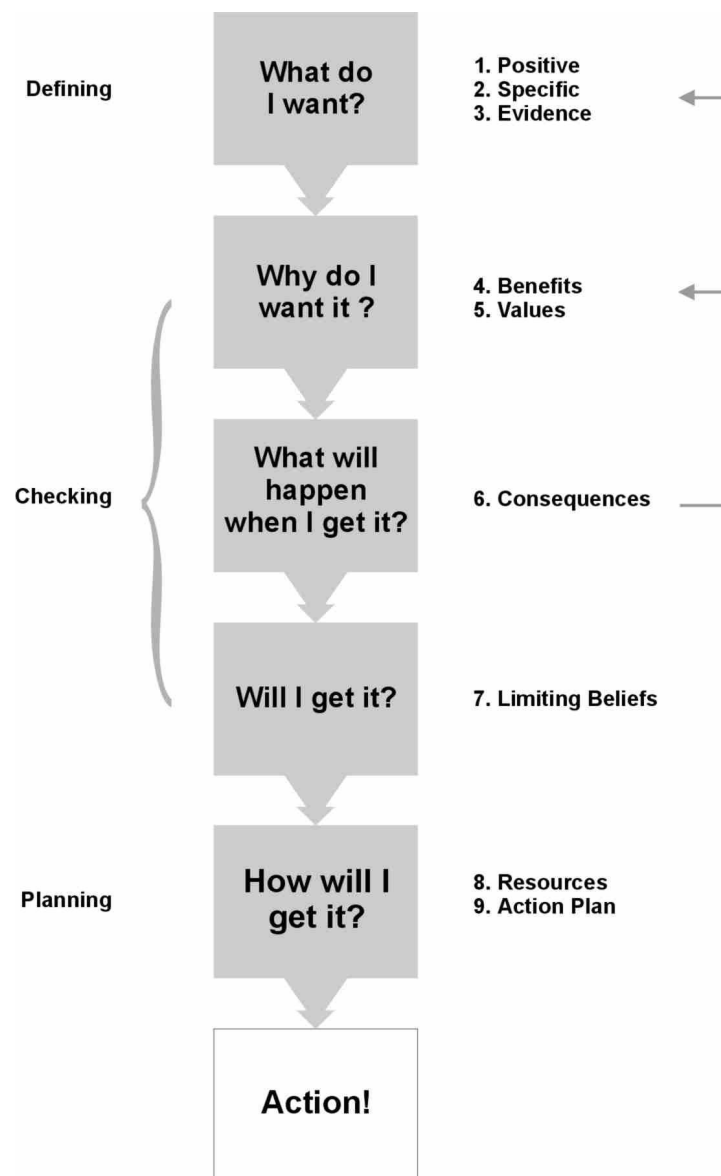
Accounting	Advertising	Advisory Services	Aeronautics
Agriculture	Animals	Architecture	Automotive
Banking	Bicycles	Biology	Boating
Bookkeeping	Botany	Building Services	Camping
Cars	Children's Services	Clerical	Commercial art
Communications	Computers	Construction	Cook
Cosmetics	Counselling	Craftsperson	Crime detection
Customer Service	Ecology	Economics	Education
Educational Counsellor	Educational Support	Electronics	Emergency Services
Engineering	Engines	Entertainment	Family Services
Fashion	Finance	Fine arts	Fishing
Food Industry	Gardening	Government services	Health
Health Service	Health Technician	History	Industrial Design
Insurance	Interior Design	Investments	Journalism
Labourer	Law	Lifeguard	Machinery
Magic	Management services	Marketing	Mathematics
Medicine	Mental health	Metalwork	Miner
Minister/Priest	Movies	Museum work	Music
Nurse	Nutrition	Occupational Therapist	Oceanography
Office Services	Paper	Performing arts	Personal services
Personnel	Photography	Physical conditioning	Physics
Physiotherapist	Politics	Pre-school Teacher	Probation Service
Public speaking	Publishing	Real Estate	Recreation
Rehabilitation	Religion	Repair services	Retail Trade
Retailing	Secretarial services	Secretary	Selling
Sociology	Sports	Stamp collecting	Surveyor
Synthetics	Technician	Television	Textiles
Therapist	Toys	Transportation	Travel
Typist	Vocational Advisor	Weather	Woodworking

Example based on Cars as one of the four subjects chosen



The Well Formed Outcome

An important technique frequently employed by successful people and organisations, is known as the **Well Formed Outcome**. This is a series of steps that can help you clarify any long or short term goal (or 'outcome') you set, as well as make it more powerfully motivating. Some people find it hard to think of goals they want to move towards; if this is the case, think of a problem instead, it works just as well.



To turn a goal (or a problem) into a Well Formed Outcome, ask yourself the questions on the following pages. You can do this exercise with someone else, each questioning the other. The person asking the questions must keep the other person to the point and not let them skip any of the stages!

Defining Your Goal

1. Be positive

If you find that your goal is in reality a problem to be solved rather than a goal you seek to move towards, turn it into a positive statement by asking yourself the questions below. Knowing what you want rather than what you don't want, is far more motivating and compelling.

Questions:

What do I really want?

What would I rather do?

What would I prefer?

2. Be specific

There are two good ways of making your goal clearer.

- a) Imagine what it will be like to have achieved your goal. Step into the scene fully, using your imagination to bring the future into the present. Be aware of how it feels, what it looks like, and how it sounds. Doing this has the benefit of engaging yourself fully. You may also find that you discover new goals in the process.

Questions:

What can I see?

What am I feeling?

Are there sounds? If so, what are they: music, laughter, words?

- b) Describe exactly what you want in writing, making your description as full as possible. Ask who else is involved, where, when and how the goal will be realised. Be as thorough and as specific as you can. Doing this makes not only your goal clearer, but also clarifies the steps needed to achieve it. Research suggests that those who write down their goals are more likely to achieve them.

Questions:

*What exactly is my goal?
Who does it involve?
Precisely, where and when will it be?*

If the goal is too big to be achieved in one go, break it down into smaller, more manageable goals and do a Well Formed Outcome on each.

3. What will provide the evidence that I have achieved it?

If we are not clear about what constitutes achieving our goal, we may never realise we have achieved it. Achieving a goal makes us more confident about achieving future goals. Explore the sensory evidence that tells you that you have got what you want.

Questions:

*How will I know when I have achieved my goal?
What will I see, hear and feel when I have it?*

Checking Your Goal

4. What are the benefits?

The more you are aware of the benefits of achieving your outcome, the more motivated you are to achieve it.

Questions:

*What are the benefits to myself and other people of achieving my outcome?
What, in turn, are the benefits to myself and other people of these benefits? (This process can be repeated until you end up with a very clear sense of your core values)
Ask yourself “So what?” of every benefit you discover.
“Does it move me forward far enough?” (i.e. are there enough benefits?)*

5. Is it aligned with my values?

For a goal to be truly motivating it needs to be in harmony with your core values and long-term aims.

Questions:

*Why do I want this goal?
Is it consistent with my deeper values and long-term aims?
Whose goal is it?
Is this truly my goal?*

6. What are the consequences?

Pay attention to the consequences of an outcome for your life and your relationships before you act, so that you can be clearer about both the long-term costs and the long-term benefits of your outcome.

Questions:

What will happen if I achieve my outcome?

What will happen if I don't?

What won't happen if I get it?

What won't happen if I don't get it?

Who else will this affect, and how?

If I got it straight away, would I take it?

7. Will any limiting beliefs or fears hold me back?

Often we have unconscious attitudes and behaviour patterns that conflict with our conscious aims, thus sabotaging our efforts or preventing us from realising our goals quickly and easily. If we can uncover these potential stumbling-blocks, we are able to avoid them.

Additionally, it is a good idea to talk through your outcome with another party (see section on Networking)

Questions:

What might stop me from achieving my outcome?

What has stopped me in the past?

How might I sabotage my own plans?

Planning the Steps

8. What resources do I need?

To achieve an outcome requires that you have the right skills, knowledge and personal qualities. However, usually other resources are needed, such as time, money or energy, as well as less tangible ones such as confidence and the support and understanding of those around you.

Questions:

What skills, knowledge and qualities do I need?

What resources - time, money, help from other people, materials, state of mind (e.g. confidence, alertness) - do I need?

9. Making an action plan

To achieve an outcome you have to know exactly how you are going to get it. This involves exploring all the different ways of achieving it, choosing the best route, then breaking it down into manageable steps. Once you have done this, set times and dates for carrying out each step, and write them down in your diary or organiser.

Questions:

What are the first practical steps I can take right now to achieve my outcome?

Who can I meet to help me achieve my goal?

Can I see the process through to completion?

10. Action!

Now take action, remembering the old Chinese adage:

A journey of a thousand miles begins with but a single step!

SECTION 4

How to Get There

Practical Steps to Getting the Job You Want

Choosing the Right Job

Choosing a job or changing your career is an important step in life that requires careful thought, planning and action. This section can help you use the strengths and unique gifts associated with your Personality Pattern to get from where you are now to where you want to be.

This process can be divided into three parts: **Goal Setting**, **Decision Making** and **Action Planning**.

Goal Setting

Now you know the general direction in which you want to go, you need to decide or define the steps that will take you there. These could be interim jobs, activities, positions, training courses, projects, etc. that will act as stepping stones to achieving your long-term aim. This process is called Goal Setting.

ENTJs are future orientated and tend to have a multiplicity of long-range goals and aspirations. This gives them a strong, if unfocused, sense of direction, and for this reason they particularly benefit from making their goals specific enough to enable clear choices to be made between them (see following Section, The Well Formed Outcome). They proceed towards their goals in a logical and planned way, and let no obstacles or setbacks deter them. They benefit from learning to balance their ambitions with their personal and emotional needs, which they are apt to neglect.

Decision Making

At any given moment in time, we are presented with many choices and paths. Decision-making involves selecting the best path to take, and different Personality Patterns do this in different ways. This can sometimes involve giving up cherished dreams, but is a vital step in reaching your goals.

ENTJs are decisive and objective when it comes to making decisions that concern their future. Because they have a clear sense of their long-term aims,

decisions can be reached quickly in the light of those aims. However, this may mean that they reach decisions too hastily, without fully appreciating the consequences to aspects of their personal life, such as health, family and close relationships.

ENTJs particularly benefit from thoroughly researching job opportunities, and giving themselves time to explore and investigate these in depth rather than making snap decisions. They should also be careful to scrutinise the 'small print' concerning the practical benefits and responsibilities that the job entails.

Action Planning

An action plan involves brainstorming all the possibilities, sorting and prioritising them, making decisions, turning them into clear objectives that are Specific, Measurable, Achievable, Realistic and Timed (SMART), then writing them down and entering the relevant actions along with their dates and any associated notes into a diary or organiser.

Self Marketing

Self Marketing is the process of researching the current job market and the needs of the employer, linking up with people who can help you achieve your goal (networking), and presenting yourself effectively (your CV and your interview technique).

Researching the Job Market

Researching is a continuous activity that complements the knowledge you have gained about yourself and your potential. Without it, even the most skilled person will not find a career that matches their talents.

Researching the job market involves keeping abreast of developments in the careers marketplace, so that you can get a feel for the kinds of careers (and the skills needed for them) that are currently popular and those that are on the way out. For instance, the last fifteen years have seen the creation of many completely new jobs in complementary healthcare, interactive entertainment, genetic engineering, waste management and environmental consultancy.

It is predicted that during the next 10 years there will be an increase in demand, by a factor of at least 50%, in the following jobs: psychologists, social workers, economists, mathematicians, statisticians, actuaries, computing professionals, accountants, pharmacists and occupational therapists.


You can keep abreast of developments in the jobs marketplace by reading the latest magazines and journals in your area of personal interest, talking to local business and career advisory agencies and looking at careers directories such as *Occupations*, which give a detailed breakdown of the skills, qualities and experience required for most careers. It is worth visiting your nearest public or university/college library, which are gold mines of careers information. The librarians, who are information experts, can be used as a resource to help you find the right information.

Researching Specific Job Opportunities

Researching also involves gathering information that relates to a specific job or career that you are interested in. This means looking beyond job advertisements and finding out more about the company, its culture and the job itself.

When researching a particular job, career or position, ask yourself the following questions:

- what qualities, skills and experience are necessary for the job/position?
- what are the responsibilities involved
- who will I be reporting to and what is their position?
- what are the job's long-term prospects?
- what are the opportunities for development and learning?
- what is the financial status of the company (might they go into liquidation?)?
- what status will you acquire?
- what degree of stress will be involved?
- what degree of security does it offer?
- what impact might the job have on your family or home life?
- what are its equal opportunities policies?
- what practical benefits does the job come with, such as:
social facilities, health and leisure facilities, pension, company car, medical or life insurance, salary, holiday entitlements, childcare provision, maternity/paternity leave, jobshare
- what is the culture of the organisation, i.e.
whether it is hierarchical or team based, strongly procedural or flexible, customer or product led, formal or friendly in its employee relations, centralised or decentralised, its underlying values, its management style

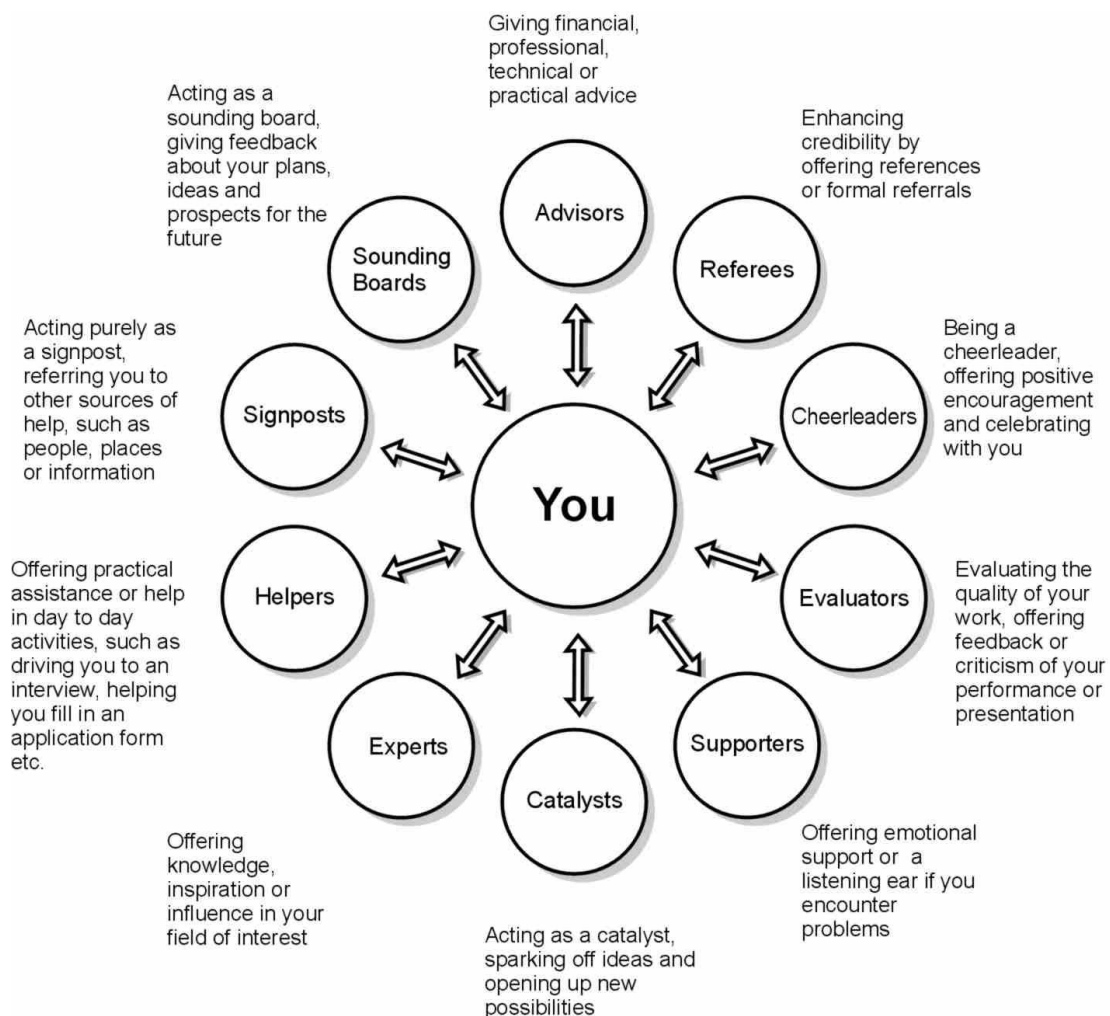
 It is important to realise which areas you tend to neglect when researching job opportunities.

ENTJs actively search for opportunities for advancement in their own field, putting more emphasis on networking rather than doing desk research. ENTJs gain particularly from taking the time to explore job opportunities fully and in detail, for instance by using information sources such as libraries, magazines, databases or the Internet. They may need to pay special attention to whether they will be able to fit into the culture of the company.

Networking

Networking is a vital part of the Career Fulfilment process. It is *not* about asking people for a job, rather it is a means of building up a ‘supporting cast’ of people who can help you to achieve your aims. It is about building relationships with a large number of people, all of whom can help you in a variety of ways, from gathering information to gaining insight into the way they succeed.

Your ‘Supporting Cast’



You may not realise it, but you have a network already! Think about the people you know, and see where they fit into the Supporting Cast diagram. Even those who don't really fit into it will know other people who can help you, so creating an enormous web of potential contacts that you can contact.

People are always glad to give help when asked. Think about the times when someone has asked you for some advice on something you are personally involved with – did you give it to them? If you didn't, was it more because of their approach than because of what they were asking for?

Look at the diagram again. What help do you offer most to others? It could be support or professional advice, for instance. You can capitalise on this by realising that these are exchangeable commodities, which you can give people. In return, they will offer the kind of help you most need, either in the short term or the long term. Cultivating this attitude is useful if you are shy about asking people for help!

ENTJs have an extensive network of colleagues, clients, contacts and associates who can benefit their career, enabling them to hear of opportunities before they become common knowledge. They use their time productively with people, since they keep their goals in mind and enjoy discussing work.

To strengthen and expand their network further, they would profit from cultivating their relationships with others on a more personal level, so making people more likely to enjoy helping them reach their goals.

On the next page is an exercise to help you identify those people you know who could benefit you on your journey to career fulfilment, and in what way they can help.



Networking Exercise

Who do you know who can help you by doing the following?	Name (or names) of friend, acquaintance, colleague or other person in your network
Enhancing credibility by offering references or formal referrals	
Giving financial, professional, technical or practical advice	
Acting as a sounding board, giving feedback about your plans, ideas and prospects for the future	
Evaluating the quality of your work, offering feedback or criticism of your performance or presentation	
Acting purely as a signpost, referring you to other sources of help, such as people, places or information	
Being a cheerleader, offering positive encouragement and celebrating with you	
Offering emotional support or a listening ear if you encounter problems	
Acting as a catalyst, sparking off ideas and opening up new possibilities	
Offering practical assistance or help in day-to-day activities, such as driving you to an interview, helping you fill in an application form etc.	
Offering knowledge, inspiration or influence in your field of interest	



Which categories listed above do you fall into when you give help to others?

Curriculum Vitæ

There are many good reference materials on writing effective CVs (see *Enjoying the Journey, Further Reading* and the *Bibliography*, in the Appendix). A good CV is always tailored specifically to the job or position, as well as to the culture of the organisation that you are applying to, and is presented in a way that is pleasing to the reader and persuasive in its impact. To be effective, your CV must as far as possible match the needs of the employer, which is why it is imperative to obtain as much clear information as possible as to the type of person they are seeking, the skills, qualities and experience needed. Then it is simply a matter of demonstrating the ways in which you match their criteria, point for point.

Your CV needs to be created individually to suit each job or position. To do this effectively you need to draw on the information in your *Career Profile*.

The Interview

All interviews can be used to gather information to further one's own career development, even a Selection Interview. A Selection Interview is essentially a meeting to ascertain whether the applicant's skills, knowledge, personal characteristics, values and goals match the needs of the organisation, and whether the job specification, the organisational values and its culture, match the applicant's needs.

For the **interviewer** it is an opportunity to establish whether the applicant:

- can do the job *i.e. do they have the skills and/or knowledge?*
- will do the job *i.e. how motivated are they?*
- will fit in *i.e. will they get on with others and with the organisation's culture?*

For the **interviewee** it is another opportunity to:

- promote him/herself
- gather more information
- refine his/her interview skills.

Seen in this way, *all* interviews are opportunities to develop rather than success/failure situations. Whether you get the job or not, you will have come

away with more information, greater insight into the needs of the employer, and will be better able to handle interviews with confidence. As a result you are more marketable and are further up the ladder towards reaching your goals.

Preparation

It is important to prepare thoroughly for an interview by being clear about the message you want to convey, preparing your responses to obvious questions, and being aware of the questions *you* need to ask. It is also a good idea to role play an interview with a friend beforehand, as this can bring to light issues you may need to work on.

Performance

During the interview, remember why you are there and make sure everything you say is relevant and to the point. When asked a question, back up what you say about your skills or capabilities with actual ‘case histories’, as these carry far more weight than personal opinions or future intentions.

In interviews ENTJs are good at conveying their drive and ambition, and are forceful and positive about their achievements. They are good at demonstrating their potential and how they can develop the job, department or organisation in the future, but may need to show how they will deal with existing tasks or procedures, or fit into the organisation’s culture.

They do well to establish some personal rapport with the interviewer and to listen attentively to the questions asked, rather than focusing exclusively on their own aims, or overwhelming the interviewer with too many possibilities and long-range visions

SECTION 5

Continual Development

Developing your Skills and Capabilities

To adapt to the changing demands of the modern working environment, employees need to possess a portfolio of skills and capabilities – to be ‘multi-skilled’. To achieve this, it is necessary to:

- regularly learn new skills
- enhance & refresh the ones you have already
- be aware of those you don’t have
- be able to communicate your skills to other people

Skills Awareness Exercise

The following exercise will help you identify those skills you have and those that you may need to develop for today’s marketplace.

Listed on Page 49 are workplace skills, grouped under six main headings. Reading the list, identify those skills (and the knowledge) that you have and haven’t got. With those skills that you regard as your strengths, think of the ways in which they have benefited yourself, your company or organisation. Such information is invaluable when constructing your CV.

With those skills you lack, ask whether you would benefit from developing them. If the answer is yes, think of ways in which you could do so, perhaps by training or by networking with people whom you regard as proficient in them, and learning informally from them.

Most workplace skills can be grouped under six general headings (see the following page). Using these you maybe able to think of more skills to add to the list on page 49.

Workplace Skills Overview

Procedural Skills	relate to the ability to effectively implement procedures associated with routine and non-routine tasks, e.g. secretarial, administration and project management skills.
Technological and Manual Skills	involve the effective use of computers, communications hardware (fax machines, telephone systems, etc.), to the depth consistent with the needs of the job. Manual skills include such things as typing, illustrating, sewing, etc.
Interpersonal Skills	relate to the ability and attributes necessary for achieving effective interpersonal communication (such as writing skills, verbal skills, personal presence and manner) with colleagues, suppliers, customers and the general public. They also include linguistic, networking and team working skills, as well as cultural awareness.
Knowledge	having grasp of a body of knowledge that is directly related to the needs of the job, e.g. an accountant needs to know, or have access to, a large body of information relating to accountancy law and procedures.
Conceptual Skills	intellectual skills of an abstract and rational kind, that show logical thought, creativity and the ability to solve problems.
Commercial Skills	relate to efficiency in the allocation and use of resources, awareness of the commercial marketplace, the ability and willingness to pursue corporate goals, and proactivity in initiating actions that can be beneficial to the organisation.

Workplace Skills

Procedural Skills	Technological / Manual Skills	Interpersonal Skills	Knowledge	Conceptual Skills	Commercial Skills
Planning	Information management	Writing	Quality Standards	Problem solving	Strategic thinking
Decision making	Troubleshooting	Presenting	Finance	Creativity	Decision making
Project management	Analysis	Negotiating	Foreign Languages	Visualising	Project management
Goal setting	Computing	Customer relations	Accounting	Analysing	Goal setting
Prioritising	Diagnosing	Networking	Retailing	Forecasting	Creativity
Time management	Repairing	Speaking skills	Manufacturing	Exploring ideas	Implementing
Quality control	Fault finding	Selling	Pharmaceutical	Designing	Selling
Information management	Updating	Facilitating	Law	Interpreting information	Budgeting
Implementing	Maintaining information	Teaching	Aeronautics	Innovating	Financial
Budgeting	Assembling	Supervising	Marketing	Researching	Organising
Financial	Manufacturing	Communicating	Fashion trends	Categorising	Predicting
Organising	Configuring	Interviewing	Local Government	Logic	Exploring possibilities
Filing	Designing	Consulting	Medical	Information management	Co-ordinating
Categorising	Servicing	Training	Teaching	Numeracy	Promoting
Assessing	Testing	Performing	Industry	Reporting	Initiating
Measuring Results	Calibrating	Leading	Travel and Leisure Industry	Summarising	Statistics
Reviewing	Illustrating	Influencing	Insurance	Developing	Streamlining
Completing tasks	Typing	Persuading	Environmental	Identifying problems	Simplifying
Co-ordinating	Welding	Coaching	Transport & Distribution	Linguistic Interpreting	Estimating
Supervising	Farming	Mentoring	Telecommunications	Inventing	Presenting
Report writing	Photography	Liaising	Publishing	Justifying	Leading
Administering	Constructing	Rehabilitating	Marketing	Reasoning	Selling
Assessing	Displaying	Resolving conflict	Politics	Designing	Marketing
Checking	Weighing	Empowering	Textiles	Brainstorming	Researching
Compiling	Monitoring	Motivating	Agriculture	Modelling	Positioning
Defining	Proofing	Directing	Government	Strategy	Improving

Sub-Skills

These are commonly known skills, such as ‘secretarial skills’ or ‘manual skills’. We tend to identify with these skills and see ourselves (in work terms) in an unnecessarily limited way - for instance ‘I am a secretary’, or ‘I am a labourer’. In reality, these skills can always be analysed and broken down into a surprising variety of component skills. Once you have identified these, you will realise that they are easily transferable to different kinds of jobs, perhaps in a very different field to the one you have been working in!

Secretarial Skills

Understanding Instructions	Interpreting Information
Making Decisions	Persuading Others
Using Dexterity	Writing Skills
Time Management	Breaking Things Down
Operating Machinery	Organising Resources
Using Visual Awareness	Organising People
People Skills	Assessing
Attention To Detail	Summarising
Working To Deadlines	Encouraging Others
Negotiating	Diplomacy

It is useful to note that companies, because of their differing cultures, often give different titles to similar roles. Thus what one company might call a Client Service Manager, another might describe as a Secretary. Knowing this can expand the range of jobs open to you.

The Continual Development Cycle

Traditionally, learning has been associated with reading books, attending courses and lectures, etc. However, real learning is not just about acquiring information, but about engaging with it and integrating it so that it affects not only your thinking but also your behaviour. It has been shown that there are many different ways to learn, some more suitable to a particular Personality Pattern than others.

Developing new skills and capabilities effectively is not only about formal training but is also about profiting from your everyday work experience. It involves:

- being aware of all the activities you are participating in
- reviewing and summarising what has just taken place
- making links and connections with previous knowledge
- *using* what you have learnt to make improvements, which involves planning, structuring what you do in a new way, and setting targets.

In effect we can learn from all our experiences if we have a greater awareness as to how we learn, how we learn best and what areas we may neglect. This enables us to learn more quickly and effectively.

Your Individual Development Style

ENTJs learn best by reading, exchanging and analysing ideas. They have a thirst for knowledge and enjoy utilising it in the world around them, since for them knowledge is a route towards greater achievement. They prefer to learn in an intellectually stimulating atmosphere in which debate and problem solving are encouraged, and feel more comfortable when the learning is structured and has clear targets than when it is open-ended or involves play and experimentation.

They are good at conceptualising and abstract reasoning, though they may be less interested in acquiring facts and figures. They tend not to accept a teacher's authority without question, and will readily point out any inconsistencies in an argument or method.

As learners, ENTJs:

- are stimulated by ideas and quick to grasp possibilities
- enjoy challenges, problem-solving and achieving goals
- need to know *why* they are learning something
- are energised by competition
- enjoy teamwork and group activities
- are motivated by achievement and the quest for excellence
- may overlook facts and details
- may ignore their own feelings about what they are learning

ENTJs learn best when:

- given positions of leadership or visibility, for example giving presentations, organising team members etc.
- there is a focused and structured learning environment
- given the opportunity to explore or question assumptions, presuppositions and methodologies
- presented with logical, coherent arguments
- being set challenges and allowed to achieve them in their own way
- their teacher is respected for his/her intellectual or leadership abilities

- when set attainment targets
- encouraged to link what they are learning to their personal goals and ambitions
- when initiative, leadership and thoroughness are rewarded

ENTJs learn least well and may be demotivated when:

- bonding with a team or group, or identifying with an institution, organisation or company is valued over independent thinking
- the learning is essentially passive, i.e. reading, observing others, listening to how something 'should' be done, taking notes
- required to work alone, for example reading, writing or reflecting
- the focus is on detail, completing and finishing tasks and perfecting techniques
- creativity, interpersonal relationships and personal growth are rewarded above decisiveness, leadership and determination
- being taught by 'rote' (i.e. repetition), or when given specific instructions or rigid guidelines

Now you know your learning style, you can choose the type of learning that suits you, or adapt learning material or courses you are attending to incorporate some of the ways you learn best.

Quality of Life

Quality of life is as important as achievement or reaching goals, and involves balancing achievement, material comfort, fulfilling relationships and contributing to the world.

Being Who You Are

Now you have explored your Personality Pattern and have a better understanding of your underlying strengths, give yourself permission to be wholly the person you are. The most fulfilled people are those who are comfortable with who they are, and who enjoy playing their role in the world to the full.

Adding Flexibility

One way to greater fulfilment is through personal growth – through adding to the ways in which you interact with the outside world and with yourself. In effect, this means becoming a little more like your opposite Personality Pattern. Doing this broadens your personality, gives you greater flexibility, and enlarges your range of experience.

When seeking to integrate previously undeveloped aspects of your personality, you may wish to focus on some of your ‘opposite functions’ by developing the following attributes:

- Introversion:** cultivating self-sufficiency, reading and reflecting more, focusing and concentrating, thinking before acting.

- Sensing:** practical, technical or manual skills, an eye for detail, being more systematic, precise, thorough and observant, learning from experience.

- Feeling:** developing empathy, sharing your feelings, being aware of their your and others' feelings, cultivating sensitivity, appreciating similarities rather than differences, developing aesthetic sensitivity, discovering your core values.

- Perceiving:** cultivating flexibility and adaptability, keeping their options open, being open to experience, focusing more on their quality of life.

The Next Step

Now that you have read your Career Fulfilment Guide, you are more alive to the benefit of having a clear aim in life, and of the many different ways of reaching your destination. You may also have identified a particular part of yourself that needs to be developed, and would like to know how to go about it. If so, you may wish to explore the process further. The key is to ensure that you focus on the most important things first. For a shortcut way of getting to the essence of what to do next, ask yourself the following question on a regular basis:

What one thing, that I'm not doing now, could I do on a regular basis, that would make a tremendous positive difference in my personal and professional life?

Exploring the Career Fulfilment Process Further

Career Counselling, Career Planning, Business/Personal Coaching: There are many good books that explore the points we have raised in detail and we recommend that Self-Marketing becomes a continuous topic for study.

Rather like playing an instrument, career fulfilment is not easily achieved solely from reading books. We recommend a kick-start into this process by undergoing some personal career coaching with an experienced counsellor/mentor.

Your Career Fulfilment Guide forms an excellent basis to make efficient use of a personal career coaching session with a trained career counsellor. Email james@careerfulfillment.com or graham@careerfulfillment.com.

Further Reading

Goal Setting and Performance Enhancement:

Living Magically - A New Vision of Reality by Gill Edwards (Piatkus 1991); *First Things First* by Steven R. Covey, (Simon and Schuster 1994) and *The Seven Habits of Highly Effective People* (Simon and Schuster 1989); *What Colour Is Your Parachute* by Richard Nelson-Bowles (Ten Speed Press 1995); *Build Your Own Rainbow* by Barry Hopson & Mike Scally, (Mercury Books, 1991).

Planning Your Future:

Springboard: Women's Development Workbook by L. Willis and J. Daisley (Hawthorne Press)

Reference Material for Researching:

Occupations Yearbook (COIC, annually); *The A to Z of Careers and Jobs* (Kogan Page); *The Writers' & Artists' Yearbook 2002*(Black, annually).

Researching:

Marketing Yourself by Dorothy Leeds (Piatkus 1992), *How To Find The Perfect Job* by Tom Jackson(Piatkus 1993);

Networking:

Marketing Yourself by Dorothy Leeds (Piatkus 1992)

Curriculum Vitae:

The Perfect CV by Tom Jackson, (Piatkus 1992).

Interviewing:

The Perfect Interview by Max Eggert (Century Business 1992)

SECTION 6

Appendix

My Personal Career Profile

This section gives you headings under which you can build up a bank of valuable data about yourself. You can keep all the facts about yourself in one place. It will be an especially useful resource for writing your CV and preparing for an interview.

Skills:

Knowledge:

(Knowledge that can be utilised at work i.e. accounting, law, computers and knowledge of business sectors such as the retail, manufacturing or leisure industries).

Personal Qualities:

Strengths:

Skills and qualities I need to develop:

Work situations/relationships/activities I need to avoid for my own good:

Values:

What matters to you? (Use these following four main areas - The World & Society, Work, Relationships, Self). For example, a pollution free environment, recognition, honesty and openness, peace of mind and time to dig the garden!

Achievements:

(actions that have had immediate or long-term benefits for a project, colleague or company. A good way of understanding your achievements is also to look at any problems you have overcome in the course of your working life, and how you did so)

Qualifications:

Long-term goals:

Previous job positions and responsibilities:
(inc. dates and company names)

Projects I have been involved in:

Professional memberships:

(societies, associations, groups etc.)

Personal details:

(inc. date of birth, marital status, driver/non-driver, address and telephone number, sex)

Interests:

Training:

(in-house courses, certificated and non-certificated courses, seminars, workshops etc.)

Education:

Referees:

(your most influential friends, colleagues or past employers)

Actions!

The Well Formed Outcome Quickguide

1. BE POSITIVE
 - What do you really want?*
 - What would you rather do?*
 - What would you prefer?*

2. BE SPECIFIC
 - What can you see, hear and feel when you imagine achieving your outcome?*
 - What exactly is your goal? Who does it involve?*
 - Precisely, where and when will your goal be reached?*

3. WHAT WILL BE THE EVIDENCE THAT YOU HAVE ACHIEVED IT?
 - How will you know when you have achieved your goal?*
 - What will I see, hear and feel when I have it?*

4. WHAT ARE THE BENEFITS?
 - What are the benefits to yourself and other people of achieving your outcome?*
 - What, in turn, are the benefits to yourself and other people of these benefits?*
 - (This process can be repeated until you end up with a very clear sense of your core values)*
 - Ask yourself: "So what?" of every benefit you discover.*
 - "Does it move me forward far enough?" (i.e. are there enough benefits?)*

5. IS IT ALIGNED WITH YOUR VALUES?
 - Why do you want this goal?*
 - Is it consistent with your deeper values and long-term aims?*
 - Whose goal is it?*

6. WHAT ARE THE CONSEQUENCES?
 - What will happen if you achieve your outcome?*
 - What will happen if you don't?*
 - What won't happen if you get it?*
 - What won't happen if you don't get it?*
 - Who else will this affect, and how?*
 - If you got it straight away, would you take it?*

7. WILL ANY LIMITING BELIEFS OR FEARS HOLD YOU BACK?
 - What might stop you from achieving your outcome?*
 - What has stopped you in the past?*
 - How might you sabotage your own plans?*

8. WHAT RESOURCES DO YOU NEED?
 - What skills, knowledge and qualities do you need?*
 - What resources - time, money, help from other people, materials, state of mind (e.g.. confidence, alertness) - do you need?*

9. MAKING AN ACTION PLAN
 - What are the first practical steps you can take right now to achieve your outcome?*
 - Who can you meet to help you achieve your goal?*
 - Can you see the process through to completion?*

Use this checklist to complete the profile on the next page.

1. POSITIVE

2. SPECIFIC

3. EVIDENCE

4. BENEFITS

5. ALIGNED

6. CONSEQUENCES

7. LIMITING BELIEFS

8. RESOURCES

9. ACTION PLAN

Authors

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His background includes delivering software & computer systems training as senior consultant within an independent training partnership; ten years' computer support and consultancy at Hewlett-Packard, a multinational computer manufacturer, and two years as a Radio Officer in the Merchant Navy.

Since 1998 he has been a Core Presenter for Coutts, a major outplacement organisation, and in this capacity has successfully run over 50 Self Marketing Programmes within more than 35 organisations throughout the UK. He has adapted courses to suit a diversity of needs and cultures, from machine operators to senior management.

Companies he has led training courses at include:

Barclaycard, Barclays Bank, British Telecom, Britvic, BUPA, Co-operative Wholesale Company, Cyanamid GB Ltd, Defence Research Agency, IBM, Landis & Gyr Communications, Littlewoods, London Stock Exchange, National Power, Nutting & Sons, Tambrands, Zurich Insurance Company, Excelerator UK Ltd, Touche Ross, British Rail, Galileo.

He is a Professional Member of the International Association of Career Management Professionals, holds a Myers-Briggs Type Indicator Certificate and is a Certified Practitioner of Neuro-Linguistic Programming, an applied psychology used extensively in management development.

Graham Boston

Graham Boston is the author of '*Astrology, A Beginner's Guide*' (published by Hodder Headline), and has a lifetime interest in human behaviour and personality type.

Graham teaches and lectures on astrology both in the UK and Europe, and counsels individual clients seeking insight into their relationships and life-path.

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Evaluation

We hope you have found your Career fulfilment Guide valuable. We would really appreciate your feedback, so that we can make improvements in further editions. We would also love to include reader's stories for future editions. Please think about the questions below, and email your answers to feedback@careerfulfillment.com

All replies will receive the next update of the Guide, free of charge.

1. What aspects of the guide were:
 - a) Most useful?

 - b) Least useful?

2. What changes will you make as a result of reading the Guide?

3. What changes have you made already?

4. Any other thoughts or comments you would like to make (e.g. what improvements or additions would you like to have in the Guide)?

Summary of the Sixteen Personality Patterns

The following tables list the other personality patterns, along with a summary information depicting their characteristics.

	ESTP	ESFP	ENFP	ENTP
Keywords	Energy, Realism, Analysis, Adaptability	Energy, Realism, Harmony, Adaptability	Energy, Vision, Harmony, Adaptability	Energy, Vision, Analysis, Adaptability
Basic Characteristics	<ul style="list-style-type: none"> • Outgoing & humorous • Pragmatic • Forceful • Tough-minded • Task-orientated • Enthusiastic • Enjoy challenges • Broad range of experience 	<ul style="list-style-type: none"> • Easygoing • Talkative • Adaptable • Down to earth • Popular • Persuasive • Ability to motivate others • Ability to build consensus 	<ul style="list-style-type: none"> • Creative • Dynamic • People-orientated • Adaptable • Ability to motivate and inspire others • Supportive • Energy and spontaneity • Imaginative 	<ul style="list-style-type: none"> • Ingenious • Enjoy challenges • Articulate • Energetic • Enterprising • Resourceful • See patterns and possibilities missed by others • Ability to improvise
Work Preferences & Capabilities	<ul style="list-style-type: none"> • Prefer work that is practical and challenging • Good at implementing ideas • Technical skills • Ability to push decisions through 	<ul style="list-style-type: none"> • Prefer work that gives scope for interaction with people • Enjoy variety and change • Practical, attention to detail • Selling skills 	<ul style="list-style-type: none"> • Prefer work that is open-ended and creative • Good at initiating projects • Innovative working methods • Prefer work that involves interaction with others 	<ul style="list-style-type: none"> • Prefer work that is intellectually challenging and varied • Enjoy exploring ideas • Enthusiastic about projects • Try new approaches
Interpersonal Qualities	<ul style="list-style-type: none"> • Persuasive • Good at getting a team to focus on a project • Can dramatise or sell an idea or concept verbally • Sociable 	<ul style="list-style-type: none"> • Enthusiastic participation • Ability to motivate others • Flexible • People skills 	<ul style="list-style-type: none"> • Supportive • Team player • Friendly and co-operative • Enthusiastic participators 	<ul style="list-style-type: none"> • Outgoing • Enjoy discussing ideas and possibilities • Energising & challenging • Communicative
May Need to Develop:	<ul style="list-style-type: none"> • capacity to accept routine • planning & time management skills • sensitivity to others' needs and feelings • awareness of others' values • awareness of procedures and policies • long term goals 	<ul style="list-style-type: none"> • planning & time management skills • focus and concentration • objectivity and detachment • long term goals • abstract or conceptual thinking • follow through 	<ul style="list-style-type: none"> • attention to detail • focus and concentration • ability to complete tasks • ability to work on one's own • ability to stick to standards & procedures • follow through 	<ul style="list-style-type: none"> • attention to detail • focus and concentration • ability to stick to standards & procedures • awareness of practical realities • patience with other people • clear short term goals
Typical Work Choices/Characterisations	Salesperson, Sportsperson, Troubleshooter, Entrepreneur, Promoter, Marketing Professional	Entertainer, Sportsperson, Salesperson, Healthcare worker, Customer Services	Motivator, Counsellor, Facilitator, Actor, Therapist, Teacher	Innovator, Journalist, Media Person, Marketing Professional

	ESTJ	ESFJ	ENFJ	ENTJ
Keywords	Energy, Realism, Analysis, Direction	Energy, Realism, Harmony, Direction	Energy, Vision, Harmony, Direction	Energy, Vision, Harmony, Direction
Basic Characteristics	<ul style="list-style-type: none"> • Achievement orientated • Leading • Analytical • Commercial sense • Systematic • Ability to make decisions • Ability to marshal resources • Focused 	<ul style="list-style-type: none"> • Practical • Considerate • Good-tempered • Caring • Outgoing • Friendly • Value security and stability • Ability to provide practical help and support 	<ul style="list-style-type: none"> • Supportive • Expressive • Outgoing • Imaginative • Inspiring • Catalytic • Enthusiasm for goals • Ability to improvise 	<ul style="list-style-type: none"> • Organised • Decisive • Innovative • Challenging • Goal orientated • Articulate • Ability to lead others • Ability to manifest their vision
Work Preferences & Capabilities	<ul style="list-style-type: none"> • Prefer work that is challenging • Self-directed and self-disciplined • Trust tried & tested procedures • Practical 	<ul style="list-style-type: none"> • Comfortable with routine • Completes tasks accurately and on time • Works well in a structured environment • Ability to organise themselves and others 	<ul style="list-style-type: none"> • Prefer work that enables them to develop others' potential • Need variety and change • Organised and energetic • Good at motivating others 	<ul style="list-style-type: none"> • Need work that is challenging or that allows them to take the lead • Good at troubleshooting or problem-solving • Action orientated • Strategic
Interpersonal Qualities	<ul style="list-style-type: none"> • Leading • Ability to organise and influence others • Have high expectations of themselves and others • Persuasive 	<ul style="list-style-type: none"> • Quick to offer appreciation to others • Remind others of their obligations • Care for others in work situation • Enjoys contact and interaction 	<ul style="list-style-type: none"> • People skills • Facilitators • Foster team spirit • Need approval 	<ul style="list-style-type: none"> • Motivating • Challenging • Persuasive • Self-confident
May Need to Develop:	<ul style="list-style-type: none"> • empathy • patience with slow learners • flexibility • sensitivity to others' needs and feelings • delegation skills • adaptability in the face of change 	<ul style="list-style-type: none"> • independence of thought • flexibility in their working methods • assertiveness • logic, objectivity and criticism • tolerance for other opinions or values • creative or lateral thinking 	<ul style="list-style-type: none"> • capacity to explore options & alternatives • attention to detail • objectivity & detachment • analytical skills • awareness of practical realities • flexible or pragmatic working methods 	<ul style="list-style-type: none"> • sensitivity to others' needs and feelings • ability to delegate • attention to detail • ability to facilitate rather than direct • capacity to explore options & alternatives • awareness of practical realities
Typical Work Choices/ Characterisations	Executive, High Achievers, Director, Leader, Commander, Organiser	Salesperson, Healthcare Professional, Committee Member, Sportsperson, Host	Counsellor, Artist, Human Resources Professional, Inspirer, Campaigner	Marketing Professional, Human Resource Consultant, Manager

	ISTJ	ISFJ	INFJ	INTJ
Keywords	Depth, Realism, Analysis, Direction	Depth, Realism, Harmony, Direction	Depth, Vision, Harmony, Direction	Depth, Vision, Analysis, Direction
Basic Characteristics	<ul style="list-style-type: none"> • Task orientated • Systematic • Responsible • Thorough • Will complete a task or project to a high standard • Reliable and consistent • Ability to focus on the task in hand • Professional in their approach 	<ul style="list-style-type: none"> • Responsible • Realistic • Traditional • Considerate • Focus on people's needs and wants • Ability to help others in practical ways • Organised and efficient • Reliable and dependable 	<ul style="list-style-type: none"> • Imaginative • Committed • Intense • Empathetic • Strong sense of vocation • Ability to develop others' resources • Can lead by example • Understanding of other people 	<ul style="list-style-type: none"> • Power of analysis • Drive • Independent • Goal-orientated • Knowledgeable • Ability to plan & organise • Ability to solve problems • Mentally creative
Work Preferences & Capabilities	<ul style="list-style-type: none"> • Prefer to work alone • Hardworking • Planned & orderly • Prefer work that has tangible results 	<ul style="list-style-type: none"> • Prefer practical work • Attend to detail • Dedicated and hard-working • Task orientated 	<ul style="list-style-type: none"> • Prefer work that allows them to develop others' potential • Set own goals • Need to work on projects they believe in 	<ul style="list-style-type: none"> • Prefer work that is challenging or complex • Good at organisation & forward planning • Good at creating & implementing systems • Innovative approach
Interpersonal Qualities	<ul style="list-style-type: none"> • Independent • Feel more comfortable when personal interaction has a clear purpose • Get to the point quickly • May appear thoughtful and reserved in some social situations 	<ul style="list-style-type: none"> • Caring • Sensitive • Put others' needs before own • Knit team together in a practical way 	<ul style="list-style-type: none"> • Warm & understanding • Good listener • Need appreciation • Good at assessing others' strengths and weaknesses 	<ul style="list-style-type: none"> • Can communicate ideas & vision • Good at keeping people focused on goals • Direct • Independent
May Need to Develop:	<ul style="list-style-type: none"> • vision and imagination • patience with innovators • ability to open up & share information • sensitivity to others' needs and feelings • capacity to explore options & alternatives • flexible & creative working methods 	<ul style="list-style-type: none"> • vision and imagination • ability to stand back & not get personally involved • ability to allow others to make their own mistakes • ability to deal with conflict • flexible & creative working methods • capacity to explore options & alternatives 	<ul style="list-style-type: none"> • ability to stand back & not get personally involved • ability to explain reasoning using logic • ability to apply oneself to work that doesn't directly tie in with one's vision • ability to deal with conflict • awareness of practical realities • capacity to focus on task in hand 	<ul style="list-style-type: none"> • sensitivity to others' needs and feelings • capacity to explore options & alternatives • ability to communicate at a practical or social level • attention to detail • awareness of practical realities • capacity to appreciate or praise others
Typical Work Choices/ Characterisations	Project Manager, Barrister, Executive, Professional, Administrator, Perfectionist	Teacher, Administrator, Traditionalist, Custodian, Healthcare Professional	Psychologist, Charity Worker, Teacher, Care Leader, Social Worker, Author	Planners, Consultants, Scientists, Strategist, Builder

	ISTP	ISFP	INFP	INTP
Keywords	Depth, Realism, Analysis, Adaptability	Depth, Realism, Analysis, Adaptability	Depth, Vision, Harmony, Adaptability	Depth, Vision, Analysis, Adaptability
Basic Characteristics	<ul style="list-style-type: none"> • Skilled • Technical • Mastery of facts • Independent • Excellent problem solvers • Good powers of concentration • Meticulous • Investigative 	<ul style="list-style-type: none"> • Adaptable • Loyal • Practical • Resourceful • Supportive • Dedicated • Ability to care for others • Responsive to the needs and feelings of others 	<ul style="list-style-type: none"> • Observant • Supportive • Creative • Bring enthusiasm & loyalty to their work • Trustworthy • Ability to understand others • Original • Good listeners 	<ul style="list-style-type: none"> • Analytical • Insightful • Individualistic • Future-orientated • Objective • Will readily challenge assumptions or commonly held opinions • See details in relationship to the whole • Ingenious
Work Preferences & Capabilities	<ul style="list-style-type: none"> • Enjoy complex technical challenges • Good at troubleshooting • Skilled researchers • Technical, manual or mechanical skills 	<ul style="list-style-type: none"> • Prefer practical work that has tangible value to others • Attention to detail • Learn by doing • Enjoy helping people 	<ul style="list-style-type: none"> • Prefer work that contributes towards their or other people's development • Facilitating skills • Person-centred • Good at exploring possibilities 	<ul style="list-style-type: none"> • Enjoy mentally challenging work • Can clarify complex issues • Will use innovative methods • Prefer to work alone
Interpersonal Qualities	<ul style="list-style-type: none"> • Sets a productive example • Knowledgeable • Skilled questioners • Down to earth 	<ul style="list-style-type: none"> • Supportive • Good at resolving conflicts • Patient and understanding • Sensitive to people's feelings 	<ul style="list-style-type: none"> • Supportive • Responsive to the needs of others • Prefer small groups • Understanding 	<ul style="list-style-type: none"> • Clear and precise communicators • Good listeners • Skilled questioners • Not 'natural' team players
May Need to Develop:	<ul style="list-style-type: none"> • willingness to share information • sensitivity to others' needs and feelings • planning & time management skills • awareness of implications and consequences and actions • awareness of policies and procedures • empathy with non-experts 	<ul style="list-style-type: none"> • vision and imagination • long term goals • planning & time management skills • self-motivation • assertiveness & confidence in abilities • follow through 	<ul style="list-style-type: none"> • planning & time management skills • awareness of practical realities • attention to detail • ability to communicate at a practical or social level • assertiveness & confidence in abilities • follow through 	<ul style="list-style-type: none"> • ability to communicate at a practical or social level • planning & time management skills • awareness of practical realities • attention to detail • ability to turn ideas into realities • sensitivity to others' needs and feelings
Typical Work Choices/ Characterisations	Detective, Technician, Craftsman, Researcher, Investigator, Forensic Scientist	Health Care, Customer Care, Musician, Explorer, Craftsperson, Paramedic	Artist, Therapist, Writer, Visionary, Poet, Healer	Writer, Researcher, Scientist, Thinker, Innovator