



Cycles of Success

A Guide to Career Development
and Assessment Insights



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About the Author



Catherine Rains, MS, Counselling

In her role as a CPP Professional Services Solutions Consultant, Catherine Rains works with Fortune 500 companies, universities and nonprofit organisations to develop and facilitate organisational development initiatives and team-building interventions. With over 25 years' experience as an assessment and organisational trainer, she has expertise in instructional design, stand-up training, program development, train-the-trainer sessions and team-building strategies.

Catherine is an MBTI® Master Practitioner and a qualified facilitator of CPP's MBTI® and FIRO® Certification programs. She is also an expert on interpreting the *Strong Interest Inventory*® assessment and using it in combination with the MBTI® tool. During her 17-year tenure at CPP, she has been a regular speaker at numerous conferences, including those of the National Association of Colleges and Employers, National Career Development Association, First Year Experience and Middle Atlantic Career Counseling Association.

Prior to joining CPP, Catherine was director of career services at Winthrop University in South Carolina and associate director of co-op and career development at Long Island University, where she developed expertise in using the MBTI® and Strong assessments with students and adult clients. She served as president of the South Carolina Association of Colleges and Employers and was

professional development chair for the Southern Association of Colleges and Employers. She also worked as a market research coordinator for Business Products Consulting Group and held several other organisational marketing positions prior to discovering her life's calling as an organisational trainer and career development coach.

Catherine has a master's degree in counselling from C. W. Post, Long Island University, specialising in career development.

Certifications and Qualifications

MBTI® Certification Program Facilitator

MBTI® Master Practitioner

FIRO-B® Certification Program Facilitator

CPI 260® Certified Practitioner

A common misconception people have is that career development stops when they finish school and set out on their career path. But as you and I both know, this just isn't true. In order to get ahead and continue to thrive, we must constantly find ways to grow and further develop ourselves. Some of us are fortunate enough to work in our dream job, while others feel "stuck" in their job but need to pay the bills to support themselves or their family. Still others are ready to make a move but just aren't sure how to take that first step.

You may be lucky enough to have the support of your manager and/or an HR department that sees the value in talent management. Companies know that helping their employees grow increases the likelihood that they will become more loyal and motivated to stay at the company while performing at their best and, in turn, save the company thousands of dollars in hiring costs.

However, many companies, especially start-ups, simply don't have the funds to allocate for employee development. It may not be a matter of caring about keeping employees but simply a budgetary constraint. If you love what you do but don't feel like your company is providing you with the resources to grow, it may be time to take matters into your own hands.

The Career Development Journey: A Lifetime Endeavor

Over the course of this ebook, I will be delving into *how you can support your employees through the process of enhancing, expanding and/or changing careers*, which will carry over to improve your talent management initiatives.

This will include *how to support yourself when your company doesn't offer the resources you need to further develop your skills and expertise in your role* (or to move beyond it). My expertise lies in showing you how to use your results from the Myers-Briggs® (MBTI®) and Strong Interest Inventory® assessments to do just that.

In addition, Priscilla Gardea, Senior Admissions Counsellor at Adams State University, will be our real-life example of how this process of career development looks from a personal perspective. You'll see her name appear throughout this ebook as we use her MBTI® and Strong results to guide her through the career development process and she'll be sharing her reactions and discoveries with us along the way!



Meet Priscilla

Let's start by introducing Priscilla. At 30 years old, Priscilla has been happily employed as a college admissions counsellor for the past five years. Although she absolutely loves what she does for a living and the positive impact she makes working with students, she says it's very unusual to be in this type of job for longer than five years and she is beginning the process of planning her next career move.

Priscilla would like to advance within her current university, there are no positions in her area of expertise; so to move up within the admissions field would most likely mean a move to another university and a new city. Priscilla is considering all her options, including the possibility of getting her PhD, which would make her eligible for a wider range of college careers. However, this could result in her having to leave her current residence, which she would prefer not to do, as she is part of an established community.

So here is where we begin our journey guiding Priscilla through the career development process. **The first step in working with Priscilla was to administer both the Myers-Briggs® and Strong Interest Inventory® assessments so that we had a comprehensive picture of both her personality and interests in terms of how they relate to potential career choices.**

Priscilla verified clear preferences for ENFP, and her Strong assessment results revealed interests in the Artistic, Social and Enterprising Themes (in that order).

ENFPs and ASEs have a lot of overlap in terms of the types of careers they are interested in, which helped her begin to focus on the types of fields that most intrigued her.

Need a MBTI® or Strong Refresher?

If you read the previous page and can't remember what ENFP stands for, or if you are not familiar with the Strong instrument, it would probably help to review both of these instruments to get the most out of this ebook. You can find more information at www.cppasiapacific.com or alternatively, please contact our Account Management Team:

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[Browse the MBTI®
Instrument Page](#)



[Browse the Strong
Instrument Page](#)

Priscilla's Strong Profile

During our initial session, in which I interpreted Priscilla's Strong Profile, we reviewed potential patterns emerging from her highest Basic Interest Scales (BISs) and Occupational Scales (OSs).

On the BISs, her highest scores were on the following scales (also known as career fields or functional tasks): Culinary Arts, Counseling & Helping and Human Resources & Training, followed by Performing Arts and Office Management. **(Here's a link to a sample Strong report.)** *Since BISs reflect both vocational and avocational interests, the first step was to sort out which of these fell into each category.*

Beginning with Culinary Arts, I first asked her to tell me about that score and where she thought it might have come from. Since people's interests are learned from their environment, most people can identify the origin of a high-scoring BIS. Priscilla was quick to explain how she is into "food culture" and loves to learn about food and cooking. When clients don't know how to readily respond to



this enquiry, I usually ask how this interest is currently expressed in their life. If it's not something they engage in on a regular basis, how could they incorporate more of it into their life? As stated, Priscilla is very enthusiastic when talking about food/cooking, but when I asked her a third question—Is this a vocational or a personal interest?—she was very clear that this was a hobby and that she had no interest in pursuing Culinary Arts professionally.

Then I started the process over again on her other top BISs, using the same line of enquiry. She revealed that Counseling & Helping reflects what she currently does for a living, and she still loves this component of her work. Human Resources & Training was also intriguing to her, but since she had never had a job in this field, she did not yet have the confidence to pursue this area. Performing Arts certainly plays a part in her current job, and again is something she really enjoys.

Applying Basic Interest Scale Results from the Strong Assessment

What are your (or your client's) three highest ranking BIS scales?

For each of the highest-ranking BISs, ask:

- 1 Why do you think you scored so high on this scale?
- 2 Where do you think this interest came from?
- 3 Is this a vocational interest (a possible career) or a personal interest (not a possible career)?

Priscilla's Strong Profile

Next we reviewed Priscilla's highest-scoring Occupational Scales, which show how she responded to the items in comparison with people of her gender who actually work in each occupation.

The job titles that initially piqued her interest include Career Counselor, University Administrator, Human Resources Specialist and Community Service Director.

Rather than focus solely on the very highest-scoring occupations, however, I asked Priscilla to look at all occupations on which she scored above 40. Since she answered in a similar way to people who had already chosen these occupations, in both positive and negative responses, she could have a lot in common with them and therefore might also like those kinds of work environments.

Applying Occupational Scale Results from the Strong Assessment

OS scores indicate that a person answered in a similar way to people who have already chosen certain occupations, in both positive and negative responses. The person could have a lot in common with people who've already chosen those occupations and therefore might also like those kinds of work environments.

Homework for you/your client:

Look at the pattern of the highest BISs and what this could be saying about the types of career fields and tasks you most enjoy.

Examine the OSs on which you scored above 40 and describe the kinds of patterns you notice, what types of work environments they suggest you might prefer.

Explore what your highest BISs and OSs together could be indicating about the types of career fields and work environments you're most interested in.

Priscilla's Perspective



“As I neared college graduation, a mentor brought up the option of going into the field of higher education.

I was actively involved as a student leader, so it instantly clicked and felt like a perfect fit. Since then, it's been the career choice that punctuated my undergraduate education, led me through my graduate degree and has given me five years of job satisfaction.

“With the Strong being such a prominent tool for career planning, and my being in a job that I already loved so much, I wasn't quite sure what to expect. When I first saw my Strong results, most of them were not a surprise, but a few of them seemed to come out of left field. Here are my top four of five interest areas as indicated by my results on the Strong Basic Interest Scales:

Culinary Arts

Counseling & Helping

Human Resources & Training

Performing Arts

“Counseling & Helping and Human Resources & Training came as no surprise at all, since these areas basically comprise my current role. For a split second Culinary Arts shocked me, but then it made complete sense. Over the past two years, I've learned a lot about

food culture, which has led to all sorts of discoveries. Through that journey, I've adopted a largely local, organic and plant-based diet; learned how to cook; learned more about our food systems; joined a CSA (community shared agriculture) chapter, and integrated those ideas into other parts of my life. While it is a very exciting and joyful part of my life, it's not one that I want to turn into a career. I can definitely get my food culture fix through my personal life, rather than my professional life.

“Performing Arts is another one that initially threw me for a loop. I've never considered myself to be a performer. I have always had a strong appreciation for the arts but didn't think I was inclined to perform them myself. But Catherine, my subject matter expert, asked just the right questions to bring this interest into a different and clearer light for me. I thought about a few instances in college that allowed me to grow my confidence and skills through various class presentations. Then, as an admissions counsellor, talking to groups of students, families and counsellors. Sometimes, I am scheduled for a high school presentation and I don't know if it will be to a group of five students or a hundred.”

WRITING A CAREER MISSION STATEMENT

Writing a Career Mission Statement

A career mission statement can be an extremely helpful tool for determining the best and most fulfilling direction for your career. There are many methods of writing a career mission statement. The one outlined below specifically incorporates the MBTI® and Strong results.

Step 1: The middle two letters of your four-letter MBTI® type describe what you most value, and represent the core of who you are. Check the two-letter combination below that matches your MBTI preferences and circle the description beside it:

ST Getting it right, accuracy, precision, efficiency, pragmatic use of details

SF Providing practical service to others, making people's lives better in concrete ways

NF Making a meaningful difference in people's lives, helping people to fulfill their potential

NT Developing global systems, mastering knowledge, high standards of competence

Step 2: Each of the six Strong General Occupational Themes (GOTs) also describes a primary motivator or a value that is important to you. Check the Theme or Themes below as indicated by your Strong Profile and circle the statement beside each one:

Realistic (R): Using hands-on skills to produce tangible results

Investigative (I): Analysing information to probe questions of intellectual curiosity

Artistic (A): Expressing oneself in the creation of art or appreciation of beauty

Social (S): Helping others know, grow, change, and get along for the betterment of humanity

Enterprising (E): Persuading others of the merits of an idea or product; dedication to organisational goals

Conventional (C): Organising information and bringing order to data/things in order to make decisions



Step 3: Combine the statements you've circled (one from your MBTI® preferences and one, two or three from your Strong Theme code) into one sentence that answers these questions:

What is most important to you about work?

What do you value most about what you do?

What do you want to accomplish through your work?

Writing a Career Mission Statement: A Note to Practitioners

The key to this exercise is giving your clients or students only a short amount of time to write this statement, about 5 minutes. You're looking for the first thing that comes to them.

I've seen this exercise incorporated into many parts of the career counselling process, from beginning to end. For instance, *it can be used as a starting point for bringing together clients' or students' MBTI® and Strong results to reveal how their interests and personality fit together to describe where they want to focus their search and/or professional development.*

Clients or students can also use the statement they create as a three-minute elevator speech when describing what they offer to potential employers, or as a jumping-off point for writing their summary statement for their resume or professional networking sites such as LinkedIn. It can also be used as a tool to support freshmen and sophomores during the process of choosing a major.

So many possibilities!

How can you see using it?

Personality & Interests

Pairing the MBTI® & *Strong Interest Inventory*® Assessments



<http://bit.ly/personalityandinterests>

Catherine Rains, Professional Services Solutions Consultant for CPP, discusses the value of the MBTI® assessment and the *Strong Interest Inventory*® assessment and how to use the assessments together to give employees and students better self-awareness and help them discover their interests.



<http://bit.ly/MBTIineducation>

Catherine Rains discusses how the MBTI® assessment can be used in educational settings to increase student retention.



<http://bit.ly/MBTIandStrongforCareer>

This webinar introduces how to use the MBTI® and *Strong* assessment results in career counselling.

Priscilla's Career Mission Statement



"I started out by jotting down words that resonated and then—BOOM. The statement formed, and it was perfect. It makes me very happy. Here it is: I want to inspire and motivate people to grow, in an authentic and meaningful way, in order to build community and make the world a better place."

When Priscilla and I met the following week, we talked about how this statement reflects her current occupation, as well as where she sees herself five years from now. Not surprisingly, Priscilla's statement is an accurate description of what she does now in her current position as a college admissions counsellor. We talked about how to use this statement moving forward as the guiding force to make sure that any new opportunities she considers also fulfill this primary motivation.

Overall, Priscilla said that although it was hard to get started writing her statement, it helped her realise that she has more clarity and focus than she originally thought. As you would expect of someone with ENFP preferences, she is considering many options, but they are actually very focused: she wants to help/counsel, motivate and inspire others.

Career Mission Statement Follow-Up Questions

Does your career mission statement accurately reflect what you're doing right now in your career? What about in 5-10 years?

If not, how can you use this statement as guidance for your future career opportunities?

Can you see any connections between your MBTI[®] preferences and your career mission statement? Explain...

Can you see any connections between your Strong Interest Inventory[®] profile and your career mission statement? Explain...

WANTING MORE FROM YOUR CAREER

I Want More from My Career...Is This All There Is?

Ideally, we want to spend a lot of time doing activities that reflect the middle letters of our MBTI® type—ST, SF, NF, or NT.

As stated previously, they define what is most important to us, or, in other words, they represent the core of who we are. In the first half of life, assuming our middle letters are affirmed by the outside world, we pursue careers and avocational interests that reflect them. Then, somewhere along the line, even if we're extremely happy with our career and/or life, many of us start to long for something more—something undefined that seems to be missing.

In very simple terms, there are two basic strategies to pursue during this period of reflection, which can be done at the same time and repeatedly over one's lifetime.

MBTI® Assessment & Self-Awareness



<http://bit.ly/MBTIselfawareness>

In this video, Priscilla talks about her experience learning about her Myers-Briggs® personality type and what effect it's had on her life.



I Want More from My Career...Is This All There Is?

The first strategy is to look at what we need to do to be our best, or what types of activities in our current role make us feel the most fulfilled or enable us to use the skills we deeply enjoy—how much of our day is spent in these types of activities and how we can add more of them. These types of activities are usually reflected in the two middle letters of our type.

The second strategy is to explore the parts of ourselves in which we haven't spent nearly as much time, the opposites of our middle letters. For example, if your middle letters are S and T, you will explore their opposites, N and F. According to Jung, our preferences represent those things that come most easily and naturally to us, but it's not all of who we are. In order to become whole, we need to develop all eight preferences, particularly those in the “middle” preference pairs, Sensing, Intuition, Thinking, and Feeling and to know when it is appropriate to use each.

Therefore, when we start to get the “What else is there?” bug, many times it's a call to look at the parts that need development, usually reflected in the opposites of our two middle letters.

How can you add activities, either in your career or avocational life, that would help you develop the other side of you?

How I Answered the “Is This All There Is?” Call

In my mid-thirties, I was in a career that mostly matched the primary motivators of the middle letters of my type: NF. I had been a career counsellor for the past decade and, at that moment, was managing a university career centre that provided me with the opportunity to do what NF types love to do most—inspire, motivate, create, strategise, brainstorm and envision. But something still felt missing. Not realising my answer was hidden in type, I did a classic career development exercise where I listed everything I loved to do as a child without being told to do it. On the middle of this list was written, “create collages out of magazines.” So one Sunday afternoon, I pulled together a pile of catalogs and magazines, ripped them up and created my first collage in 25 years. I had so much fun doing this that I continued collaging almost every day for the next three years.



Just to clarify, I was considered the “artistic nerd” in my family, not having the ability to draw or paint. So these collages weren’t “good.” In fact, when I showed them to students and colleagues, their first response was to ask whether I had children (I don’t). However, this didn’t deter my passion because each of my childlike creations gave me so much joy to create and reflected my personal inner journey to answer the “Is this all there is?” call.

Somewhere along this three-year journey, I took one art class (my first ever) and learned how to make my collages look more

professional. One day soon after, I photocopied a new collage and sent it to a friend in California, who in turned framed it and displayed it on her office wall. When one of my friend's clients saw my collage, she offered to buy it and I gleefully sold her the original! Jump forward to the present day. I have turned that initial sale into many sales, including showing my work in many galleries and juried fine art shows, winning many awards along the way.

Although art is still a hobby, making collages complements my career as a trainer for CPP and allows me to express both my NF preferences and their opposites, ST. How?



For every collage I create, I pull together somewhere between 100 and 500 little magazine pieces, moving them around a board to form a picture that looks more like a painting than a collage, a process that is like finding the perfect piece to complete a puzzle. Each collage takes up to a year to complete. To say the least, my art form is extremely detailed oriented (ST), and in order to sell my art I have had to learn many detailed business skills (ST), which at times has been a struggle.

Yet, doing this art form, including the selling of it, almost feels like a compulsion, something I have to do to feel whole, satisfied and complete. Even in the midst of developing the preferences opposite our middle letters—and for me, ST type activities—we never leave our “heart,” or middle letters, behind. Quite the contrary: our middle letters still run the show.

For me, this is reflected in the theme of my art, which is intended to inspire people to pursue their heart's desire, all NF!

From Assessment Insights to Career Action Plans

Since my last session with Priscilla, she has been busy exploring the four options we discussed a couple of months ago:

- ◆ **Moving up within her current profession as an admissions counsellor at her current university**
- ◆ **Becoming better connected professionally in her community by joining the chamber of commerce and other organisations that would give her exposure to professionals in her target careers**
- ◆ **Conducting informational interviews over coffee and/or lunch with people in her target careers**
- ◆ **Pursuing a PhD in higher education administration**

Since that time, Priscilla has gotten involved with her local chamber of commerce, helping with one of its annual festivals. Although this activity hasn't yielded job offers, it is putting her in the position of knowing many types of people who could be in the position of guiding her next steps or introducing her to people who might be hiring down the road. Since staying in her current area is a top priority for her, this is an excellent job search strategy, even though an indirect one.

While still open to career options such as human resources, Priscilla has done some serious soul searching about the types of work she most enjoys, and has realised that working with students is on the top of her list. The turning point in this realisation was a recent experience at the graduation ceremony for one of her

favourite students. Over 50 family members from around the country came to see this student graduate as he was the first from this family to graduate. Priscilla had been very close to the student during his years at the university and the student and many of the family members told her how she had made a profound impact on this young man's life. Priscilla realised that higher education was a deep love for her and she wasn't sure she really wanted to consider leaving it for another career path.

Fast-forward to a couple of weeks later when Priscilla was socialising with a few of her friends. One friend casually mentioned a job opening that would be perfect for Priscilla involving a program that supported at-risk, first-generation college students, increasing their chances of graduating. Priscilla immediately knew this was a job made for her and sprang to action. She sent her resume the next day and got invited for an on-site interview the following week. All looked very promising.

Alas, in the end she didn't get the job, but she did get valuable insight into what was really important to her in terms of her next career move, reaffirming the career path she was already on, with a twist. Priscilla is now even more interested in pursuing opportunities locally that directly affect the development of college students, which could include increasing responsibilities with her current employer.

Discovering the career path that best matches your interests, values and personality doesn't always mean changing course. Sometimes it's about reaffirming and reenergising the path you are already on, as is the case for Priscilla. Although she didn't get the job she interviewed for, she got something even better—clarity around what she wants as the focus of her work. No doubt, one day very soon she will be the one offered the job. Until then, Priscilla is living in “excited expectation,” keeping her arms wide open for the next perfect job opening.

How We Can Help

Maybe you have big-picture questions about how to transform leadership and coaching, team development or conflict management into performance results. Or maybe you'd appreciate bouncing ideas about career exploration, selection or talent retention with someone who understands your needs. Please call us today. After all, our only job is to help you be a better training and development professional—and, in turn, help your employees flourish.

Leadership & Coaching

Team Development

Conflict Management

Change Management

Communication

Career Exploration

Selection

Talent Retention

We're here to make your job a little easier.

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Feel Free to Contact Us

Like what you have read so far? Please contact us to find out more and get more information such as new products, relevant articles, case studies, research and more.

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About CPP, Inc.

While we're best known for the Myers-Briggs Type Indicator® assessment, CPP is much more than just a company that sells products. We're also a group of people committed to improving the performance of individuals and organisations around the world.

We promise to help guide you through whatever organisational opportunities and challenges you face—from team building, leadership and coaching and conflict management to career development, selection and retention.

Our story began more than 50 years ago with the pairing of two psychology professors—one from Stanford and one from U.C. Berkeley—with a common goal: to use research-based psychological assessments to give people the insight and guidance they need to develop in both their personal and professional lives. Their partnership resulted in the creation of CPP, Inc., the company formerly known as Consulting Psychologists Press.

Today, CPP is a world leader in personality, career and organisational development assessments. We are grateful to our loyal customers for making this possible.

CPP Asia Pacific is a wholly owned subsidiary of CPP, Inc. Operating for over 20 years, it now has offices throughout the Asia Pacific region, including Australia, New Zealand, Philippines, Singapore, People's Republic of China, Hong Kong, Taiwan, India and Thailand.





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