

Career Profile Inventory

PROFILE FOR:

Sally Sample

Envisia Learning

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CONFIDENTIAL



About the Career Profile Inventory

This professional report contains the results of your **Career Profile Inventory (CPI)**. Before reviewing your summary results, you should take a few minutes to acquaint yourself with the concepts on which your **Career Profile Inventory** is based.

The **Career Profile Inventory** was developed to help you better understand your career preferences, motives, drivers and interests and to help you match those interests with work, avocational and/or leisure activities. The **Career Profile Inventory** report summarizes three important factors:

Career Stage

- Entry
- Development
- Balance
- Exploration

Career Path Preference

- Managerial
- Specialist
- Entrepreneurial
- Generalist

Political Style Orientation

- Promoter
- Strategist
- Team Player
- Independent Player

Each of these factors is important for effectively planning and managing your career. The following sections will provide an overview of these **Career Profile Inventory** factors and reflective questions for using the results for your career planning efforts.

Understanding the Changing Nature of Careers

In today's world of work, the impact of globalization, technology and economic inter-dependencies of countries tremendously shapes our career opportunities and professional development.

As we move through specific career stages and seek satisfaction, fulfilment and meaning we must understand the changing paradigms shaping our careers. Navigation of one's career today relies on successfully managing the "new normal" of change and clearly understanding your own interests, drivers, motives and values.

Old Paradigms	New Paradigms
Traditional Families	Non-Traditional Families
Job Security	Employability Security
Longitudinal Career Paths	Alternate Career Paths
Job/Person Fit	Person/Organization Fit
Work is Where you Go	Work is What you Do
Hierarchical Structure	Flat/Matrix Structure
Organizational Loyalty	Job/Task Loyalty
Career Success	Work/Life Balance
Academic Degree	Continuous Relearning
Position/Title	Competencies/Development
Full-Time Employment	Contract Employment
Retirement	Encore Careers
Single Jobs/Careers	Multiple Jobs/Careers
Change in jobs based on fear	Change in jobs based on growth
Promotion tenure based	Promotion performance based
Many Workers are Smarter	Many Workers are Different

As you read this professional feedback report, keep in mind that the **Career Profile Inventory** is a measure of your interests and preferences; it is not a test of your abilities or future potential. Interests, however, are highly associated with job satisfaction and contribute to success by affecting your motivation.

Career planning, a lifelong activity, includes careful self-assessment not only of your interests but also of your values, skills, abilities and personality characteristics.

If you have additional questions about your **Career Profile Inventory** Professional Feedback Report, please feel free to contact us at support@envisialearning.com

Understanding the Career Stages

Overview

The **Career Profile Inventory** measures the current and preferred *Career Stages* of individuals based on adult development theory and research. These four stages include 1) Entry, 2) Development, 3) Balance, and 4) Exploration. It is possible to describe an individual's work and life as a series of overlapping and sequential stages. These stages are characterized by patterns of development, career interests, activities, values, needs and behaviors that change over time.

Some individuals will experience these overlapping stages many times throughout their life and professional career. Each career stage is associated with a set of unique and critical work and family challenges that an individual may be experiencing and facing. Differences in *current versus preferred* stages on the **Career Profile Inventory** are meaningful and suggest that individuals might be struggling with one or more important career issues that require further exploration.

Understanding the Four Career Stages



Entry - This stage is characterized as the beginning of one's job, career or professional entry into a field (e.g., new job position within an organization). It also describes the early process of "learning the ropes", figuring out what is expected from others in the organization and developing basic knowledge, skills and abilities. It is this period in which the individual forms a picture of their future with the organization and formulates a career development plan.

It is also during this stage that the individual works to become recognized and valued by others within the organization. The major **developmental theme** associated with the entry career stage might be conceptualized as "*self-validation*" of an individual's skills, abilities, and potential.



Development - This stage is characterized by being accepted into the organization, being promoted and receiving increasingly more challenging assignments and responsibilities.

It is in this stage that the individual clearly establishes their career plans, develops professional expertise, establishes personal and professional contacts, becomes visible and recognized by others, demonstrates organizational worth and competence and achieves major work and life goals.

The major **developmental theme** associated with the development career stage might be conceptualized as "*self-improvement*" of an individual's skills, abilities, and potential.

Understanding the Career Stages continued



Balance - This stage is characterized by self-satisfaction with previous organizational efforts and accomplishments and a re-assessment of career and life goals.

Individuals in this stage may begin to limit their acceptance of additional organizational assignments and responsibilities that might be stressful in nature. Individuals also develop a greater balance between work, family, children, recreation, leisure and hobbies at this point in their lives. Explorations and plans for traditional retirement may also occur during this stage.

The major **developmental theme** associated with the balance career stage might be conceptualized as "*self-fulfillment*" with an individual's work/family activities, experiences and accomplishments.



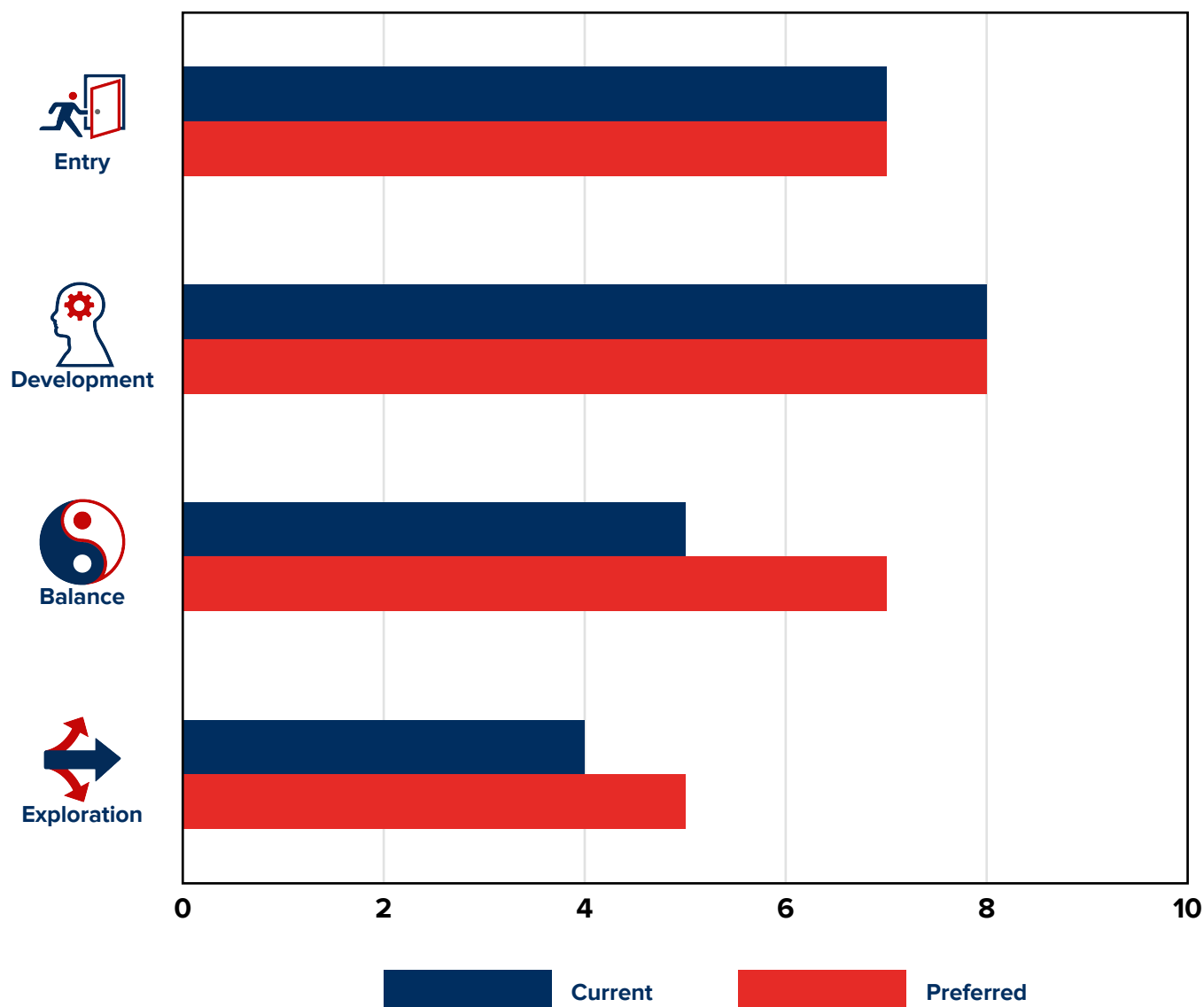
Exploration - This stage is characterized by feelings of lack of mobility or career advancement (upward, laterally, or downward). It is also a stage characterized by exploring future options, choices and/or assessing the "fit" regarding one's role, position or relationships with others within the organization (e.g., toxic relationships with one's boss or colleagues or not able to utilize one's signature strengths and experiences on the job).

The exploration stage may be temporary or long-term and occur at any time in one's career. Often during this stage, individuals will demonstrate less initiative on the job, produce no more than what is minimally expected of them and become authoritative and territorial. Employees in this stage may not provide discretionary effort and might be described as mildly to strongly disengaged.

During this stage, individuals often experience a wide range of emotions and behaviors including, but not limited to: job burnout, emotional exhaustion, frustration, anger, cynicism, negativity, defensiveness, helplessness, low self-esteem, detachment, depressed aspirations, insensitivity, irritability, lack of motivation, non-responsibility and low organizational commitment.

The major **developmental theme** associated with the exploration career stage might be conceptualized as active "*self-exploration*" and redefining of career options and opportunities where an individual can be successfully challenged, stimulated and continue to develop personally and professionally.

Your Career Stage Results



Your **Career Stage** results are summarized by the bar graph above ("Current" versus "Preferred"). Your scores are based on a range from 0 to 10 for this section. Higher scores represent the Career Stage(s) you most identify being in currently or prefer being in for the future.

Interpreting Your Career Stage Results

You report currently being in a Development career stage and also prefer being in a Development stage. As a result, you most prefer to create career opportunities where you can continue to grow personally and professionally.

Your work and life activities will be primarily focused on developing and enhancing your knowledge, skills and competence. Your major career development theme might be characterized as "self-improvement" as you define critical job related knowledge, skills and abilities to enhance and develop further.

Career Stage Reflective Questions:

I would describe my current career stage(s) as:

I would describe my ideal or preferred career stage(s) as:

What does the gap, if any, between my current and preferred career stage mean?

What actions, if any, will I take to effectively manage my career as a result of identifying my current and preferred career stage?

Understanding the Career Path Preferences

Overview

The **Career Profile Inventory** measures four major path preferences that distinguish most careers in any field or profession based on research. These four path preferences depict careers as differing patterns of movement within and between fields of work over time. Specific and unique interests, values and motives uniquely anchor each career path preference.

Some individuals are most stimulated and challenged by staying specialized and remaining in one occupational or job area for most of his/her professional life; other individuals prefer variety, risk and challenge, or starting/owning one's own business that typically shape frequent entrepreneurial opportunities.

Some individuals want to move up the corporate ladder with greater opportunities to lead individuals, teams and organizations; other individuals prefer to manage and lead increasingly more complex projects, rather than, people (e.g., program or project management).

Understanding the Career Path Preferences



Managerial - This career path preference is best characterized by those interested in continually moving vertically up the organizational ladder into traditional supervisory and managerial positions with increasing spans of control, responsibility, power, and authority.

Typical career drivers and motives as well as rewards are summarized below:

Career Drivers	Preferred Rewards
Power/Influence	Upward Mobility
Goal Oriented	Promotion
Leadership Competence	Perks
Control	Titles
Task Accomplishment/Results Oriented	Benefits
Status	Increased Spans of Control
Managerial Competence	Authority
Influencing/Directing Others	Decisional Latitude
Improving Profitability/Increasing Growth	Incentive/Bonus Program

Understanding the Career Path Preferences continued



Specialist - This career path preference is best characterized by those interested in remaining in one career field or profession for much of their working life. Along the way, these specialists are able to highly refine their technical knowledge, skills and abilities. These individuals are less interested in moving up as they are in becoming the expert and having autonomy to do things their way.

Typical career drivers and motives as well as rewards are summarized below:

Career Drivers	Preferred Rewards
Technical/Functional Competence	Job Enrichment
Expertise/Skill Mastery	Continuing Education
Being Persistent	Professional Associations
Service to Others	Recognition (Peers)
Affiliation	Tenure
Establishing Routine/Security	Sabbaticals
Independence	Job Security
Achievement	Benefits
Curiosity	Latest Equipment/Supplies
Acting Long-term	Increasing Professionalism
Accuracy/Reliability	Technical Training
Refining Quality	Budget Authority

Understanding the Career Path Preferences continued



Entrepreneurial - This career path preference is best characterized by those interested in rapid job, career, and occupational changes over short periods of time. These individuals enjoy working on diverse projects, tasks, assignments, and business ventures with measurable and visible outcomes.

Typical career drivers and motives as well as rewards are summarized below:

Career Drivers	Preferred Rewards
Entrepreneurship	Flexible Schedules
Risk Taking/Trying New Things	Independent Contracts
Challenge	Bonuses
Autonomy	Job Sharing
Change Oriented	Consulting Opportunities
Being Mobile	Working Remotely
Freedom from Politics	Profit Sharing
Drive	Pay for Results
Creativity	Managing Oneself
Learning Quickly	Ability to Network
Speed	Special Assignments

Understanding the Career Path Preferences continued



Generalist - This career path preference is best characterized by those who gradually change jobs and career over time but utilize the foundation of previously acquired skills, knowledge and abilities.

These generalists generally move either laterally or upwards increasing their breadth of knowledge and experience along the way. Individuals who follow this career path tend to prefer new challenges and assignments that will enable them to grow and develop professionally. This career path preference is particularly well suited for project and program management assignments within organizations.

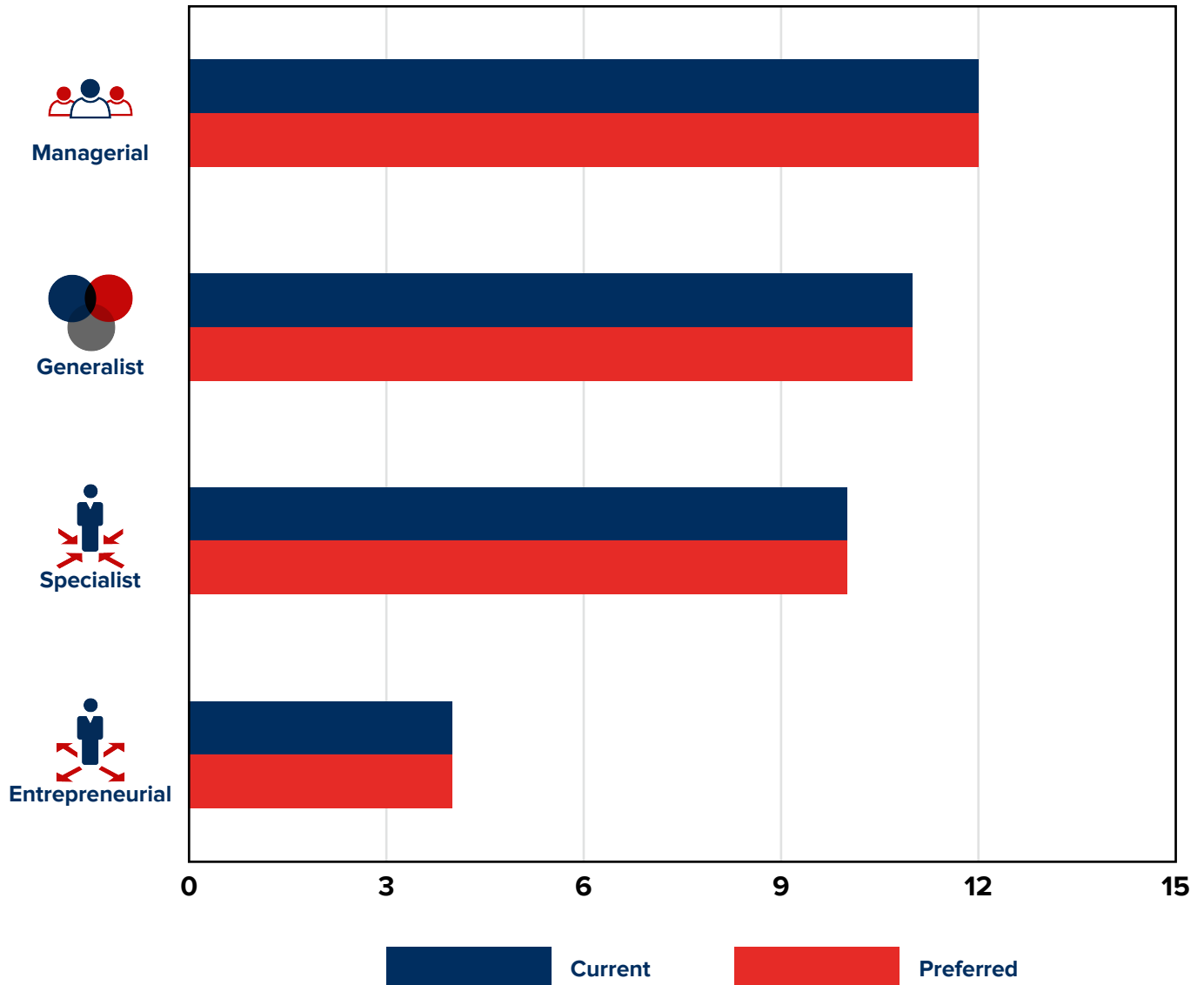
Typical career drivers and motives as well as rewards are summarized below:

Career Drivers	Preferred Rewards
Professional Growth	Job Rotation
Innovation	Developing/Mentoring Assignments
Variety	Coaching Assignments
Project/Program Management	Lateral Assignments
Change	Leading Problem Solving Teams
Adaptability/Flexibility	Creative Latitude
Tolerance for Ambiguity	Training & Development/Education
Coaching/Mentoring Others	Tuition Reimbursement
Broadening Competencies/Knowledge	Developing Teamwork

It is not unusual to find "blends" of interests, values and motives that shape our preferred career path preferences. The table below summarizes the most common combinations seen with the **Career Profile Inventory** as well as the roles that might optimize your level of engagement, satisfaction and fulfilment.

Common Career Path Blends	Typical Roles
Specialist + Entrepreneurial	External or Independent Consultant
Specialist + Generalist	Internal Consultant or General Consultant
Specialist + Manager	Technology Leader or Functional Manager
Entrepreneurial + Manager	Program Manager, "Start-Up" or "Fix-it Leader", Intrapreneur
Entrepreneurial + Generalist	Entrepreneur or Independent Business Owner
Generalist + Manager	Project Manager or General Manager

Your Career Path Preferences Results



Your **Career Path Preference** results are summarized by the bar graph above ("Current" versus "Preferred"). Your scores are based on a range from 0 to 15 for this section. Higher scores represent the Career Path(s) you most identify being in currently or prefer for the future.

Interpreting Your Career Path Preference Results

You report currently being primarily in a Managerial career path but prefer being in a Managerial path. Your career path profile suggests that you will maximize your level of satisfaction by being in organizational roles that allow you to lead and influence others.

You will continue to be engaged and challenged by continuously moving up in an organization with increasing spans of control and responsibility. You will continue to be motivated most by opportunities to direct others where influence, authority and control are available.

Career Path Preference Reflective Questions:

I would describe my current career path preference(s) as:

I would describe my ideal or preferred career path preference(s) as:

What does the gap, if any, between my current and preferred career path preferences mean?

What actions, if any, will I take to effectively manage my career as a result of identifying my current and preferred career path preferences?

Understanding the Political Style Orientation

Overview

Individuals view organizational politics and pursue self-interests very differently. The **Career Profile Inventory** defines politics as consisting of two related behaviors: 1) Impression Management (the tendency of an individual to take credit and market one's accomplishments versus the tendency to share credit and market the accomplishments of others) and 2) Conflict Management (the tendency of an individual to pursue one's own self-interests versus the tendency of an individual to allow others to have his/her own way).

The **Career Profile Inventory** defines four different *Political Style Orientations* based on approaches to impression management and conflict management within organizations. These political style orientations should serve as a useful framework to better understand and discuss political behavior within organizations.

Political style orientation is conceptualized to include two related constructs, impression management (Leary & Kowalski, 1990) and conflict management (Thomas, 1976; 1977; Kilman, & Thomas 1978). Impression management includes the extent to which employees broker, champion and sell themselves and other team members they work with. Conflict management includes the extent to which employees attempt to influence, persuade and fight for themselves and for other team members they work with.

Impression Management

Promotes Self to a
Low Extent

Independent

Team Player

Promotes Self to a
High Extent

Promoter

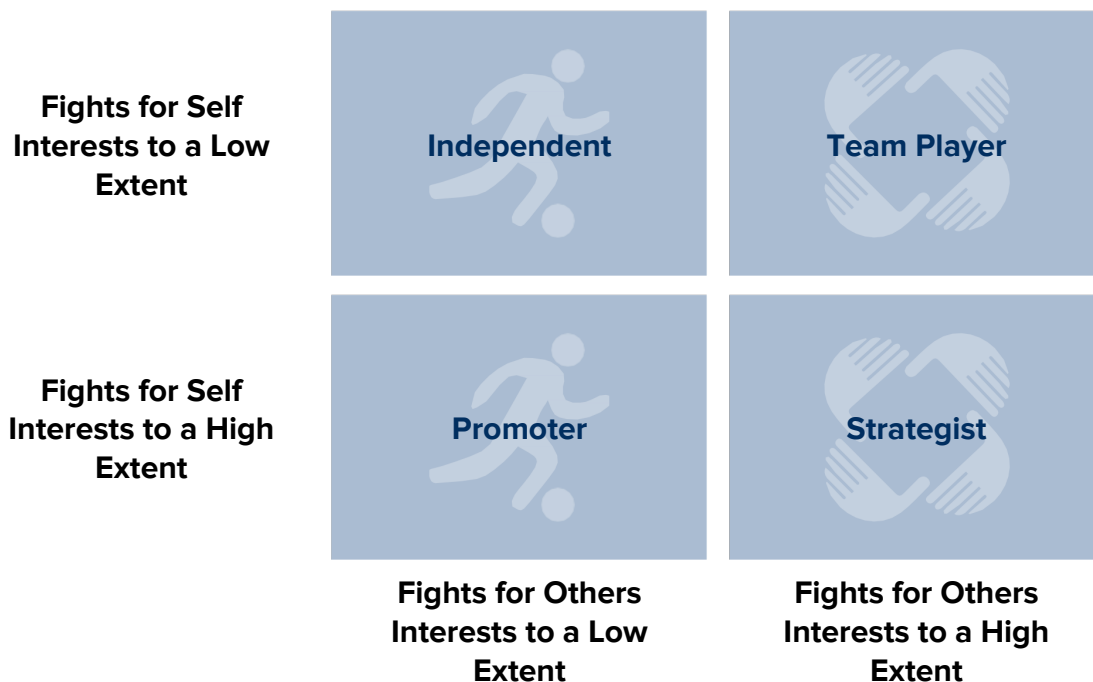
Strategist

Promotes Others to
a Low Extent

Promotes Others to
a High Extent

Understanding the Political Style Orientation continued

Conflict Management



The overlay of these two constructs forms the theoretical base for the *Political Style Orientation* in the **Career Profile Inventory**. Four unique political style orientations are described based on elements related to both conflict management and impression management:

- **Promoter:** High Self Impression Management/Competitive Conflict Style
- **Strategist:** High Self & High Team Impression Management/Collaborative Conflict Style
- **Team Player:** High Team Impression Management/Compromising Conflict Style
- **Independent Player:** Low Self & Low Team Impression Management/Avoiding Conflict Style

Understanding the Political Style Orientation continued



Promoter - With respect to impression management, this political style orientation can be described as taking credit for and marketing one's accomplishments more frequently than giving credit for and marketing the accomplishments of other team members within the organization. With respect to conflict management, these individuals demonstrate a greater tendency to seek one's own way, rather than, allowing others to have their way.

Individuals with this political style typically seek a more competitive "win-lose" approach to effectively manage conflict and differences with others. These individuals tend to be tenacious and competitive in pursuit of individual, professional, career and organizational goals and objectives.



Strategist - With respect to impression management, this political style orientation can be described as taking credit for and marketing one's accomplishments and giving credit to other team members within the organization both to an equally high extent. With respect to conflict management, these individuals demonstrate an equally strong tendency to want their own way and allow others to have their own way.

Individuals with this political style typically seek a collaborative "win-win" approach to effectively manage conflict and differences with others. These individuals strategically plan and orchestrate their career through initiating important organizational, professional and social relationships and developing critical skills, knowledge and abilities that are highly valued by the organization.



Team Player - With respect to impression management, this political style orientation can be described as taking credit for and marketing the accomplishments of other team members more frequently than a tendency to take credit for and marketing of one's own accomplishments within the organization.

With respect to conflict management, these individuals demonstrate a greater tendency to allow others to have their own way, rather than, having their own way. Individuals with this style typically seek to compromise, or even accommodate, to effectively manage conflict and differences with others. This political orientation is common among individuals who are strongly motivated by their dedication and commitment to the overall goals and objectives of their team, group or organization.

Opportunities where an individual can be successfully challenged, stimulated and continue to develop personally and professionally.

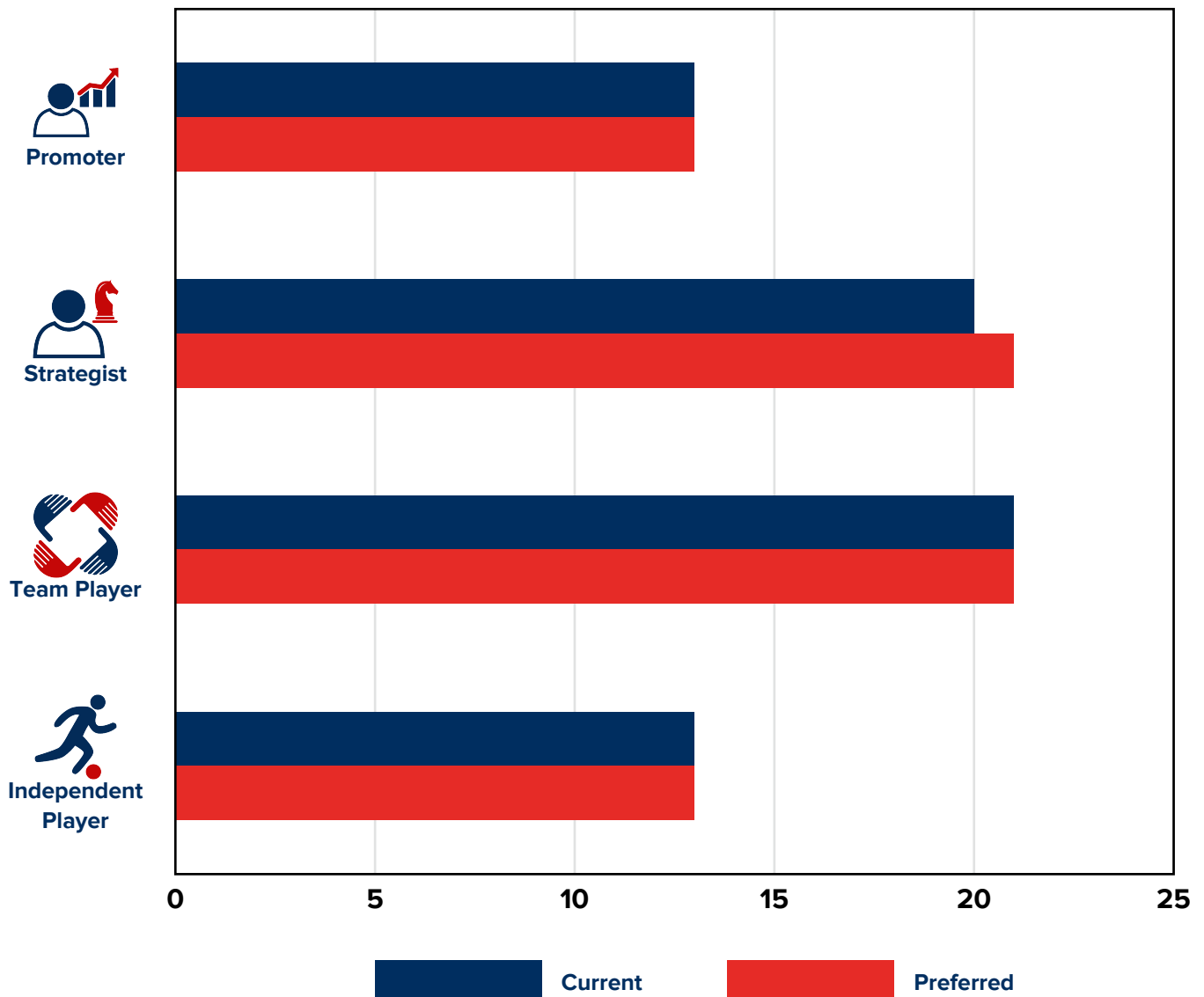
Understanding the Political Style Orientation continued



Independent Player - With respect to impression management, this political style orientation can be described as infrequently selling or marketing one's accomplishments or those of others within the organization. With respect to conflict management, these individuals are not inclined to strongly seek their own way or necessarily allow others to have their own way.

Individuals with this style typically seek to avoid interpersonal confrontation, minimize escalation of interpersonal tensions and postpone dealing with threatening situations to effectively manage conflict and differences with others. These individuals typically rely on their demonstrated expertise, competence and proven accomplishments as their political base of power and influence within the organization. Their political philosophy might be characterized on focusing on doing high quality work, allowing expertise to "sell itself" and minimizing playing organizational politics and "games" with others.

Your Political Style Orientation Results



Your **Political Style Orientation** results are summarized by the bar graph above ("Current" versus "Preferred"). Your scores are based on a range from 0 to 25 for this section. Higher scores represent the Political Style Orientation(s) you are most utilizing currently or prefer utilizing in for the future.

Interpreting Your Political Style Orientation Results

You report currently using a mix of Promoter, Strategist, Team Player, and Independent Player Political Style Orientation as well as truly preferring using a combination of a Strategist and Team Player style as an approach to manage interpersonal conflict and effectively market/promote yourself within your organization.

This political style orientation describes an individual who seeks self-interests and manages differences with others through situational use of both collaborative and/or compromising approaches (i.e., you may initially seek a "win-win" to make sure your needs are met and, as a back-up, then seek to give in some to preserve harmony and maintain a positive relationship with the other individual.

Alternately, you might use the strategy to compromise your position until it is not possible and, if not successful, then become more assertive in expressing what you want). Both of these political style orientations suggest you will carefully try not to become overly assertive and demanding in resolving conflicts and/or negotiating with others and will strive to enhance interpersonal relationships where possible.

Political Style Orientation Reflective Questions:

I would describe my current political style orientation(s) as:

I would describe my ideal or preferred political style orientation(s) as:

What does the gap, if any, between my current and preferred political style orientation mean?

What actions, if any, will I take to effectively manage my career as a result of identifying my current and preferred political style orientation?

Career Planning Worksheet

The **Career Profile Inventory** Career Development Worksheet and Action Plan are best completed when it is based on a systematic data gathering process resulting in a commitment to concrete actions and behaviors. By reflecting on the following questions based on the four-step career management process shown below, you are on your way to more effectively managing your own career.

STEP 1

Individual
Assessment



Who am I?

(Competencies, skills, values,
career path preference)

STEP 2

Interpersonal
Assessment



How do others see me?

(Self-insight, image, political style,
personality)

STEP 3

Organizational
Assessment

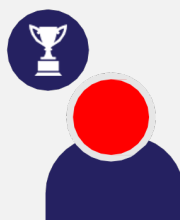


What are my options within the organization?

(Knowledge of the organization,
future trends, options,
opportunities)

STEP 4

Action
Planning



How do I achieve my goals?

(Motivation, confidence, goal
setting, action planning)

Step 1: Individual Assessment

Who are you?

(Competencies, Skills, Interests, Values, Purpose, Calling)

- Who you are and what do you care deeply about?
- How do you describe your values?
- What motivates and guides you through life?
- What is your calling in life? Have you listened for it?
- What are you meant to be doing in life?
- What activities would give you a driving sense of purpose?
- What are you doing that makes a difference to you?
- What are you doing that makes a difference to others?
- What builds meaning and satisfaction for you?
- When you look back in later years, what impact do you want to have made on the world?
- What are your critical competencies, abilities and skills (i.e., what do you really do well)?
- How would I describe my preferred Career Stage?
- How would I describe my preferred Career Path Preference?
- How would I describe my preferred Political Style Orientation?

Step 2: Interpersonal Assessment

How do others see you?

(Self-Insight, Self-Awareness, Image, Impression Management, Personality)

- How does your manager perceive your style, strengths and development areas?
- How do other professional colleagues perceive your style, strengths and development areas?
- How accurate are your perceptions about strengths and development areas with those of others (e.g., your own boss or peers)?
- In what ways are you misunderstood?
- How do you act and behave to contribute to the impressions you create?
- How might your "supporters" view you?
- How might your "critics" view you?
- What strengths of yours when overused could be perceived to be liabilities by others?
- How would you describe your leadership style?
- How would you describe your interpersonal style or personality?
- How would you describe your communication style?
- What areas would you like to learn more about how others perceive you?

Step 3: Organizational Assessment

What are your options within or outside your present organization?

(Knowledge of the Industry/Business, Organizational Structure and Culture, Future Trends, Opportunities and Options)

- What type of pace of work do you prefer?
- Who can you turn to for advice, mentoring, coaching, and honest feedback?
- What type of work environment is most satisfying to you?
- How would you describe your current organizational culture (norms, acceptable behaviors, and norms)?
- How is your organization doing financially?
- What external threats exist to the future of your organization?
- What are the technological or social trends influencing your organization that may create changes in personnel, policies, and procedures in the future?
- How can your manager help your career? Other co-workers or peers?
- What new business opportunities exist within your organization?
- What community and volunteer opportunities can you get more involved in?
- Who are the major competitors in your industry?
- Is your current organization expanding and growing?
- What training and development opportunities exist within and outside your current organization?
- What opportunities exist for you to be promoted and seek additional responsibilities in the same area?
- What possibilities exist for you to move to other departments or do related work at the same level?
- What opportunities exist for you to enhance specific skills and acquire new knowledge?
- What are the positions that interest you really like within or outside your organization?

Step 4: Action Planning

How can you achieve your professional, career and life goals?

(Motivation, Self-Confidence, Action Planning)

- Who else can assist you in realizing your career goals?
- What new contacts and strategic alliances can you make to help you in your career?
- What specific actions can you take today?
- What realistic barriers exist that might prevent you from achieving your goals?
- How can you overcome these barriers?
- What is holding you back from taking risks?
- How do your own self-doubt and/or lack of confidence prevent you from taking actions and making decisions?
- What resources do you need to successfully implement your career development plan?
- How can you break down your goal into specific and small steps to ensure success?
- What excuses are you using that prevent you from getting started?
- Do you really want to take some actions?

Action Plan Instructions

Success in managing your career is directly related to the actions you take. The **Career Profile Inventory** Action Plan is designed to assist you in gathering additional information about yourself and your current organization. This information can then be put into action to develop a fulfilling career. The results of your **Career Profile Inventory** have given you a summary of your current and preferred **Career Stage** (Entry, Development, Balance, Exploration), **Path Preference** (Managerial, Generalist, Specialist, Entrepreneurial) and **Political Style Orientation** (Promoter, Strategist, Team Player, Independent Player). Based on these results and additional reflective analysis, you will be ready to prepare and implement your career development

Career Focus

Career Action Plan:

Career Resources:

Dates