



Industry Sectors as defined by
Barbara Moses, Ph.D.

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10 Industry Sectors

- Marketing and sales: packaged name-brand goods including food, cosmetics, and personal care; entertainment (theme parks, mass-market toys, gaming (video), marketing of movies); credit-card company loyalty groups; global, diversified conglomerates (luxury, spirits, clothing)
Can be exciting and rewarding to talented career builders, also a good fit for personal developers, novelty seekers or creative authenticity seekers.
- Scientific/Research and Development: pharmaceutical; petrochemical; aerospace; agribusiness; biotechnology; aquaculture
Great for personal developers at high levels and top-performing career builders in global organizations. Autonomy seekers could be happy in an independent lab, not a place for sociability seekers.
- Engineering/Manufacturing: oil; automotive; electrical and utilities; engine/turbine manufacturers; steel; construction; nuclear-power plants; mining; the operations and manufacturing end of transportation (railroads, airlines); defense
Great for novelty-seeking project managers, challenge seeking personal developers and career builders. Not a place for authenticity seeker or sociability seekers.
- Agents/Brokers/Deal-makers: investment and corporate bankers; venture capitalists; leveraged buyout specialists; commercial real estate; consolidators
Time-urgent, driven Type A's call this home. Quick-thinking, resourceful, clever, confident people do well.
- Advisory/Professional services: public-accounting and legal firms; benefits consultants; strategic planners; large management and human-resources consulting firms; client-services organizations
Personal developers, lifestylers, career builders, autonomy seekers, and stability seekers. Novelty-seeking professional may disdain the repetitive nature of the work.
- Government/Health/General welfare: hospitals; government services; NGOs (environmental agencies, foundations, community organizations, charities, service organizations)
Surprisingly many autonomy seekers call this "home", major source of frustration for stability seekers and personal developers.
- Educators/Helpers: organizational and management development firms; edutainment (video and web-based learning, e-learning); psychiatric, psychological, and social services; human-resources departments; personal trainers; educational institutions; coaches; massage therapists; nutritionists
Many personal developers and autonomy seekers fed up with organizational politics and cutbacks.
- Service/Custodial: credit agencies; retirement residences; nursing homes; schools for children with disabilities; security agencies; baggage handlers; nurses aides; fast-food chains; telemarketing agencies; some forms of tourism; non-technical support; inbound call centers (reservations, customer fulfillment); facilities management; housekeeping and maintenance departments; supermarkets
Many students. Lifestylers looking for flexible work. Older and returning workers.
- Customer Service/Administration: stores; retail banks; hospitality and tourism (travel agencies, hotels, flight attendants, and restaurant personnel); call centers that provide technical support; back-room administration involving problem-solving and technical knowledge (payroll departments, insurance claims, and bank loan approval)
People-pleasing sociability seekers and expressive authenticity seekers.
- Media and cultural: mass media; publishing; music; film; new media; art departments; museums and galleries; ad agencies; fashion; creative end of entertainment
Many personal developers, autonomy seekers, authenticity seekers, and novelty seekers.

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Identifying the Match

Think about each industry sector. Ask yourself, "Can I imagine myself working in this sector or in this role?"

In what sector(s) have you identified the most appealing features, and the fewest negative features?

What roles/functions might be a good match for you?
Which industry sectors?

Which sectors, at first glance at least should you be wary of?

If you are currently employed, to what extent is your work a good match (regardless of its organizational sector). List the descriptors you have identified as appealing and unappealing. Evaluate your work against them.

Characteristics that appeal to me

Characteristics that do not appeal to me

Get feedback: Who can you speak to who would have insider knowledge of the sectors that appeal to you?

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Motivational Types as defined by
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Motivational Types

- **Sociability seekers**
- Career builders
- Authenticity seekers
- Personal developers
- Autonomy seekers/entrepreneurs
- Novelty seekers
- Stability seekers
- Lifestylers

Sociability seekers:

- Love working closely in group environments where there is a lot of banter and social interaction.
- Want to get to know your colleagues, teammates, or clients personally.
- Your career is important; but working with people you enjoy means even more.
- Like belonging to something bigger than yourself and feel a strong sense of loyalty to your co-workers. Usually attracted to working for larger organizations, but may choose to work in smaller firms as long as there are enough people to form significant bonds with. May even have your own business.
- One thing you may find unpleasant is how difficult it is (these days) to establish a meaningful connection with colleagues. Restructurings are common, and although you may work on teams, they are constantly shifting as people move from project to project.
- At your best when working with others, getting energy from their ideas, brainstorming. You find it difficult to discipline yourself when you have to work alone. People may describe you as more of a “doer” than a “thinker”.
- At school you probably found your social life competing with your academic life. Involved in many student activities. More likely to have pursued studies in social sciences, liberal arts, hospitality and tourism, business, or engineering.

To what extent does this describe you?

Not at all		Somewhat		A lot
1	2	3	4	5



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Career builders:

- Somewhat resembles the previously known “careerists” who climbed their way up the corporate ladder (rung by rung). Today, however, rather than moving up in a linear fashion in one company or even one industry, you may leapfrog to another company in another industry.
- Long term goal may be to start and run your own company.
- Think strategically about every career move you make. (“How will this advance my career?” “Will this look good on my resume?”)
- Want to be recognized for your work.
- May or may not have a clear goal in mind regarding sense of direction. Guiding principle is that each move will take them higher.
- Can be very unsentimental. Focus on whether work is resume-enhancing rather than personally engaging.
- Can find themselves in an intolerable work situation; “Do I plow on and get the great skills while being miserable or do I walk away?”
- At school more likely to have pursued a degree in career-oriented disciplines such as business, engineering, or law rather than in the arts or social sciences. Probably played a leadership role in high-profile societies and activities.

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Authenticity seekers:

- You refuse to “hang up your personality” at the corporate door. You will not sacrifice your own personal expressiveness to play a corporate role.
- Authenticity seekers fall into two groups: some are motivated by a desire to work for a particular cause (such as the environment); mid-career changers who move to the nonprofit sector because it is in sync with personal values often fall into this category. Others are motivated primarily by a need for self-expression; seeking work that allows them to be themselves, consistent with their personal style, “feels right”, “good fit”.
- Need to identify with the product or service because it is important or meets their aesthetic needs.
- Most have difficulty with office politics and heavily mandated policies or procedures.
- At school may have been involved in arts-related extracurricular activities (film society, performance art) or may have been an activist. Perhaps played a role in student politics, the daily newspaper, or community outreach.
- May have studied anything from fashion to languages to the social or physical sciences. Probably did not study in an applied professional program such as dentistry, engineering, or business.

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Personal developers:

- You evaluate your work in terms of whether you are honing your skills and acquiring new ones. Become restless doing the same thing over and over again. Once you have mastered a challenge, you are eager to move on.
- Not necessarily a risk taker by nature, but are prepared to take risks if the result will enhance your skills portfolio by exposing you to new technology or to people you can learn from.
- Always looking to upgrade your credentials. May be very ambitious to advance in your career and become a player in your profession. Or may be happy to hone your professional skills without accompanying status.
- Your identification is to profession and work rather than employer. It is important that your professional competence is respected.
- In today's bottom-lined organizations, you may experience a dilemma: doing work to personally held standards within constraints imposed by business needs.
- You often feel you do not have enough time to complete work to professional standards, take on activities that will stretch you, and still have time for a life.
- Burnout is common.
- Educationally you may have studied anything from liberal arts to social sciences, law, and accounting. May have taken extra or advanced courses because they were challenging. Were likely active in extracurricular activities.
- You are part of a group that accounts for a large percentage of the managerial and professional population, including 20-something contract workers, frequent job changers, research scientists, educators and enablers, and independent consultants.

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Autonomy seekers/entrepreneurs:

- You want to own or build your work, whether in an organization or your own business. If you are working for someone else, you need to have the psychological experience of “owning” your work as if you were self-employed.
- You are impatient with rules and uncomfortable with authority. You do not derive identity from the organization. Chances are people describe you as “a maverick” or “not a good team player”.
- Hold strong personal values and are unwilling to compromise the integrity of their work. It is not that they want to think outside the box; they do not even see the box.
- While not visionaries, they take initiative, make things happen, and buck the bureaucracy. Are often outsiders who do not quite understand the nuances and unspoken expectations of organizational life.
- If you work in an organization you have little patience with endless meetings and office politicking.
- You do not like being told what you can and cannot do. Managing you is a challenge; you frequently would be described as someone who cannot take direction.
- You want to be accountable for your successes and failures. You prefer a compensation package weighted toward bonuses and commission. You may not like team environments where others can interfere with your work.
- As a student you might have been an activist or played a leadership role in creating clubs.

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Novelty seekers:

- You are constantly on the move, from project to project, industry to industry. In the course of your life you may have several radically different careers.
- Some novelty seekers constantly change not only where they work but also the professional content of their work. Others will stick with the same content but cannot stay in one position or place for long.
- Typical example: "When I was a director of systems, I got bored. Now I go from contract to contract as a project manager. It's stimulating because with each new contract I have the challenge of starting something new."
- May end with a resume that looks like that of a personal developer; but the motivation is different. Novelty seekers need change for its own sake.
- May also be ambitious for recognition and financial rewards, but they are not enough to induce you to stay once you become bored.
- Because novelty seekers are fairly good at everything, they find it difficult to select one field over another.
- May have studied anything in school; in fact you may have studied everything, moving back and forth between different majors.

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Stability seekers:

- You enjoy seeing the same people regularly and following established routines.
- Fluid environments that lack direction and discipline can be a challenge.
- Although you may like to explore new things, when it actually comes down to doing something new, you assess all the risks and benefits.
- You identify with organizational life and its values, norms, and standards. You are comfortable taking direction from others and do not second-guess the rights of your manager or organization to out clearly defined standards and expectations.
- You probably prefer to work for an organization as opposed to being self-employed. But, if you are self-employed and are working on contract for a large organization, you probably make the work feel like a more traditional job and identify with your employer as if you were a fulltime employee.
- You have difficulty adapting to a new work world in which you are forced to switch loyalties from your employer to yourself, viewing yourself as a self-managing free agent.
- You are less equipped to deal with uncertainty; a real challenge in a time in which job security is rare. You would like to take advantage of reduced workweeks or sabbaticals but worry about whether your job will be guaranteed.

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Lifestylers:

- There are many varieties of lifestylers. Early career makers, mid-career changers, career shifters, etc.
- Maintaining reasonable control over work demands in order to honor personal commitments is critical to your life satisfaction.
- Office location and length of commute are important. You may be reluctant to accept a geographical transfer even if it means substantial career or financial rewards.
- While you care about your work, in the final analysis you put your personal life before work. If you do not, you suffer terribly.
- You are anxious about not being able to fulfill important personal commitments. You have nagging feeling that you are not doing anything right; either in your work or personally. You are constantly exhausted from all the juggling.
- To be happy, lifestylers need to be prepared to make the tough choices; to leave work at the office, demand flexibility in scheduling, and do whatever else is required to fulfill personal commitments.
- A significant number of people of all ages describe lifestyle as their first or second most important motivator.

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Score

What is the highest score? This is your major motivator.
Major:

What are the next highest scores? These are your minor motivators.
Minor:
Minor (second):

Implications of my major motivator

Roles and environments I am happiest in:

Roles and environments I should avoid:

My strengths are:

Implications of my minor motivator(s)

Roles and environments I am happiest in:

Roles and environments I should avoid:

Applying the information

Does your current work support your motivational types?

How or how not? (If you are currently unemployed, think of your most recent work to get an insight into what you need and what you should avoid)

What would you need to change to make it a better match?



Rinker & Associates

REAL WORLD CAREER STRATEGIES

Concept from "What Next?",
Barbara Moses, PhD.

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Considerations for Setting Goals

- **Goal or vision?**
Most people need to set goals in order to turn their dream into reality. Some people, however, find the idea of a "goal" somehow diminishing when they think about their life's purpose. If the word "goal" does not work for you, replace it with the word "vision".
- **Big or small?**
Remember, your goal does not need to be monumental. You can significantly enrich your life by identifying one small change; and acting on it. Small changes can have a huge impact on life satisfaction.
- **Work or personal?**
Your goal does not need to be related to your work life. For example, it might involve volunteering or taking a night course or learning to garden.
- **Do you have a backup goal?**
Do not put all your eggs in one basket. There is usually more than one way to achieve a career aspiration. Identify and pursue these other paths, in case your initial plan does not work out.

Focusing your goals

State, as precisely as you can, your goal or goals.

Goal(s): To

By When?

I will know I have reached this goal if/when I (can/have, etc.)

Check your goals against the following:

Type of goals Specific?	Achievement For example, if they are learning goals, do they describe what you will learn? If they involve a move, do they describe your desired role?
Measurable?	Framed in terms that will permit you to evaluate whether you have achieved them.
Time-framed?	Do they include target dates?
Realistic and achievable?	Are they in tune with your skills, background, and abilities? Do your skills and qualifications compare favorably with others who are successful in this type of work? Are you likely to get what you want?
Personally meaningful?	Will you feel happy, satisfied, or proud when you achieve your goal? Will you have a sense of completeness?

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Self Assessment—What are your goals and trade-offs?

What are the trade-offs I need to make?

Can I live with these trade-offs?

I am making these trade-offs because: (This is one of the most important statements you will ever write.)

Action Planning—List the steps you will take and timelines. Be specific.

1 _____

2 _____

3 _____

4 _____

5 _____



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Portfolio—I identifying skills for goal achievement

Do you currently have all the skills necessary to achieve your goals? **Review your skills workout on next page.** Complete the summary below.

Skills that are important to achieving my goal(s):

Skills I need to acquire or improve to achieve my goal(s):

Education and training I will need to get these skills:
