

## Career Exploration Coaching Process – Training Guide

- A. Ensure the client wants Career Exploration Coaching and not Job Search Coaching or Career Coaching.
- B. Ask questions to help the client explore whether their Career dissatisfaction is due to their boss, the company environment, their industry or whether it is the work itself that is not creating satisfaction for them (see Attachment A).
- C. Interview the client using the Career Exploration Questions (Attach. A) and record Career Criteria and Career Possibilities.

Career Possibilities	Career Criteria
Teacher	Make at Least \$50,00, Desired \$100,000
Business Consultant	Flexibility for Family
Non-Profit Program Director	Able to Move Around
Audiologist	Help People Directly
Engineer	Able to Learn New Things

- D. Have the client take the Career Inventories/Assessments (Nos. 1-4, they may have taken 4. Learning Styles in their Welcome Document but you will still need to have them review the suggestions for careers that match their learning style):

### Career Exploration Assessments & Inventories

1. [VIA Survey of Character Strengths](#) - (Attachment B)

2. [Keirsey Temperament Sorter or Myers-Briggs Inventory \(MBTI\)](#) - (Attachment C)

- a. Use the [Keirsey Validation Tool](#) to validate your Keirsey Score. Read the square that represents your four letter score. Mark any words that do not apply. If your score is close on one or two letters, review the two boxes that represent your two possible Keirsey Scores and pick the one that matches more closely.
- b. Once you have validated your scores, forward your 4 letter score to me at [Donna@DonnaSchilder.com](mailto:Donna@DonnaSchilder.com).
- c. Print the document below that matches your for letter Keirsey Score. We will review the document during your next Coaching session.
  - [ENFJ](#)
  - [INFJ](#)
  - [ENFP](#)
  - [INFP](#)
  - [ENTJ](#)
  - [INTJ](#)
  - [ENTP](#)
  - [INTP](#)
  - [ESTJ](#)
  - [ISTJ](#)
  - [ESFJ](#)
  - [ISFJ](#)
  - [ESTP](#)
  - [ISTP](#)
  - [ESFP](#)
  - [ISFP](#)

3. [Desired Career/Business Characteristics](#)
4. [Learning Style Inventory – Careers Correlated With Your Learning Style \(you may have already completed this in the Welcome Document\)](#)
  - d. [Click here for a breakdown in percentages of The Keirsey Sixteen Types in the population.](#)
  - e. [MBTI Type & Careers Table](#)

**E. Help the client glean possibilities and criteria from each inventory (see Attachment B - VIA Survey of Character Strengths and Attachment C - Keirsey Temperament Sorter). NOTE: Ask the client if they have taken MBTI before in their job (in which case they can just provide you with their letter code).**

**NOTE: For pay criteria, remember that pay is different in different states and countries.**

**F. Offer the client the other activities to identify Career Possibilities:**

**Other Career Exploration Resources & Activities:**

5. [Pre-Entrepreneurial Quiz](#)
6. [Barnes & Noble Career Exploration Activity](#)
7. [Ask Your Friends Career Exploration Exercise](#)
8. [Career Exploration Questions](#)
9. [Holland Code \(RIASEC\) Test](#) (Areas of Interest: Realistic, Investigative, Artistic, Social, Enterprising, Conventional) – Career Test Developed in 1959 by John L. Holland
  - [Holland Code Career List \(Correlated to Your Holland Codes\)](#)
  - [Career Chemistry: Best Jobs for Your Personality Type](#)
10. [“Reinvent Your Career” Podcast Interview](#)

**G. Help the client glean possibilities and criteria from each activity they choose to complete.**

**H. Review the Career Lists page with the client and have the client review the Career Lists linked from it to identify additional Career possibilities.**

**I. Review the Career Research Websites to support the client in identifying possibilities. They will use these same websites to do more in depth research as well.**


## **Career Lists & Career Research Resources**

11. [Career List Websites](#)
12. [Career Research Websites – For Job Lists](#)

**J. Review the U.S. News World Report website resources with the client.**

**Best Job Rankings**

U.S. News evaluated 174 of the most in-demand careers to help you find the job that's right for you.



**Lists of Jobs**

[See all job rankings »](#)

**Find a Job**

**More Job Rankings**

- [The 100 Best Jobs](#)
- [Best Business Jobs](#)
- [Best Construction Jobs](#)
- [Best Education Jobs](#)
- [Best Engineering Jobs](#)
- [Best Healthcare Jobs](#)
- [Best Health Care Support Jobs](#)
- [Best Maintenance & Repair Jobs](#)
- [Best Creative & Media Jobs](#)
- [Best Sales & Marketing Jobs](#)
- [Best Science Jobs](#)
- [Best Social Services Jobs](#)
- [Best Technology Jobs](#)

**BEST JOBS**



**The 25 Best Jobs That Don't Require a College Degree**

Susannah Snider | April 6, 2016

These jobs include dental assistant, medical secretary and Web developer.

**INTERVIEWING**



**5 Job Interview Tips to Steal From Presidential Candidates**

Susannah Snider | Feb. 17, 2016

Job seekers can improve interview skills by mimicking the campaign techniques of presidential hopefuls.

**SALARIES & BENEFITS**



**Here's Why You Didn't Get a Raise – and What to Do About It**

Susannah Snider | Jan. 27, 2016

Not earning a salary boost may indicate that your boss was unhappy with your performance last year.

**K. Finalize the List of Possibilities**

- Ask the client if they want to delete any of the Possibilities that you have brainstormed together.

## CAREER MATRIX

**L. (L1) If the Career Matrix is not of interest to the client, work with the client to examine each Career Possibility against the Criteria and rate each possibility.**

**OR**

**L. (L2) Add, or have the client add, the List of Career Criteria to the first page of the Career Matrix.**

- Ensure there are no duplicate criteria or closely related criteria, (e.g., Goal Oriented and Able to Attain Goals, Social Intelligence and People Oriented. Duplicates will skew the results of the matrix.)
- Ensure there are no double negatives or ensure you are supporting the client in scoring appropriately (which will skew the evaluation, e.g., No Education Required would be rated high if it did not require education and low if it did require education.)
- Support the client in narrowing down the criteria if there are many more than 21.

**NOTE: The Criteria and the ratings will be automatically carried over to the second sheet of the spreadsheet, the Career Matrix.**

	A	B	C	D	E
1		<b>Career/Business Evaluation Criteria</b>			
2					
3				<b>Criteria Weight</b>	
4	<b>Values</b>	1	Humor & Playfulness	7	
5		2	Judgement & Critical Thinking	7	
6		3	Love or Learning	5	
7		4	Perseverance	5	
8		5	Honesty	7	
9	<b>Desired Characteristics</b>	6	Flexibility	9	
10		7	No Education Required	5	
11		8	Challenge	7	
12		9	FT: \$80-120 / PT: \$50-60 Per Hr.	9	
13		10	Variety	7	
14		11	Goal Oriented	7	
15		12	Tangible	7	
16		13	Location South Bay	9	
17		14	Stability	5	
18	<b>Learning Type</b>	15	Visual	9	
19	<b>Kiersey Personality Type</b>	16	People Oriented	9	
20		17	Able to Problem Solve	7	
21		18	Task Oriented	5	
22		19	Focuses on Efficiency	5	
23		20			
24		21			
25					
26					

**M. Support the client in giving Numerical weights to the criteria 1, 3, 5, 7, 9 (1 is not very important and 9 is very important) and record the scores or have the client record the scores on the Criteria Spreadsheet.**



- N. Have the Client Review the Possibilities List and delete any Possibilities that are not feasible or desirable (be careful to support them in not eliminating possibilities due to fear or unhealthy thinking).
- O. Add, or have the client add, the Possibilities to the Career Matrix to the left hand column, skipping every other line to allow for the two rows of scoring in the matrix. Optional: Share the Google doc with your client so that you can both input data into it.
- a. Add their current position as the first possibility as a baseline.
- P. Support the client in rating the Possibilities against the Criteria for at least the first 3 positions on the Career Matrix (1, 3, 5, 7, 9), so you ensure they understand how to do the ratings. If they want to do the rest on their own, that's ok.
- a. If they do it on their own, let them know they can skip items if they do not know how to rate them and you can work together to rate them, or they may become the basis of career research or informational interview questions.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
1		<b>CAREER MATRIX</b>																					
2		<b>EVALUATION CRITERIA</b>																					
3		<b>Humor &amp; Playfulness</b>	<b>Judgement &amp; Critical Thinking</b>	<b>Love or Learning</b>	<b>Perseverance</b>	<b>Honesty</b>	<b>Flexibility</b>	<b>No Education Required</b>	<b>Challenge</b>	<b>FT: \$80-120 / PT: \$50-60 Per Hr.</b>	<b>Variety</b>	<b>Goal Oriented</b>	<b>Tangible</b>	<b>Location South Bay</b>	<b>Stability</b>	<b>Visual</b>	<b>People Oriented</b>	<b>Able to Problem Solve</b>	<b>Task Oriented</b>	<b>Focuses on Efficiency</b>	<b>0</b>	<b>0</b>	<b>TOTAL</b>
4	<b>CRITERIA WEIGHT</b>	7	7	5	5	7	9	5	7	9	7	7	7	9	5	9	9	7	5	5	0	0	
5	<i>Strategic Finance &amp; Operations Manager</i>	3	3	5	3	1	3	9	1	9	5	1	3	5	5	5	5	5	9	9			
6		21	21	25	15	7	27	45	7	81	35	7	21	45	25	45	45	35	45	45			597
7	Sonographer/Radiology	5	3	5	3	7	7	1	3	5	3	3	5	9	9	3	9	3	9	9			
8		35	21	25	15	49	63	5	21	45	21	21	35	81	45	27	81	21	45	45			701
9	Professor	9	9	9	9	9	5	1	9	5	9	9	7	9	3	9	9	7	5	5			
10		63	63	45	45	63	45	5	63	45	63	63	49	81	15	81	81	49	25	25			969
11	Online Professor	3	9	9	9	5	9	1	9	5	7	9	7	9	3	9	5	7	5	9			
12		21	63	45	45	35	81	5	63	45	49	63	49	81	15	81	45	49	25	45			905
13	Guidance Counselor	9	9	9	7	7	3	1	7	5	7	5	5	5	5	7	9	9	3	5			
14		63	63	45	35	49	27	5	49	45	49	35	35	45	25	63	81	63	15	25			817
15	Human Resources Generalist	5	7	7	7	5	5	5	5	5	5	5	5	7	5	7	7	7	9	5			
16		35	49	35	35	35	45	25	35	45	35	35	35	63	25	63	63	49	45	25			777

- Q. Help the client sort the spreadsheet from highest scoring Possibility to lowest scoring Possibility or highlight the highest scoring Possibilities.**
- R. Support the client in identifying the top 3-5 best career matches.**
- S. Support the client in researching the top 3-5 careers using Career Research websites, informational interviews, and job search websites.**

## Career Research

13. [Career Research Resources – For In Depth Research](#)
14. [Informational Interviewing for Career Research](#)
15. [Researching Careers on Job Search Websites](#)
16. [Salary Range Websites](#)
17. [Career Exploration Recommended Reading](#)
18. [Learning About Careers Through Internships](#)

## Donna Schilder

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### Career Research Resources

The following websites give detailed information about what Careers are like.

#### U.S. Department of Labor Occupational Outlook Handbook

This website is a great place to read about Occupations and covers a variety of topics about each type of work, including: The Nature of the Work, Working Conditions, Training and Qualifications Needed, and the Employment Outlook.

<http://www.bls.gov/ooh/>

#### O\*NET OnLine Help

O\*NET OnLine has detailed descriptions of the world of work for use by job seekers, workforce development and HR professionals, students, researchers, and more!

#### O\*Net by Occupation

#### O\*Net by Interests (linked to Holland Scores):

#### O\*Net Main Page

- [Navigating the O\\*Net Main Page](#)

#### U.S. News & World Reports Website

This website has lists of:

- The Best 25 Jobs of the Current Year With Their Salaries
- The Best Jobs Ranked By Industry

<http://www.usnews.com/sections/business/careers/index.html>

#### Need a Leadership Coach?



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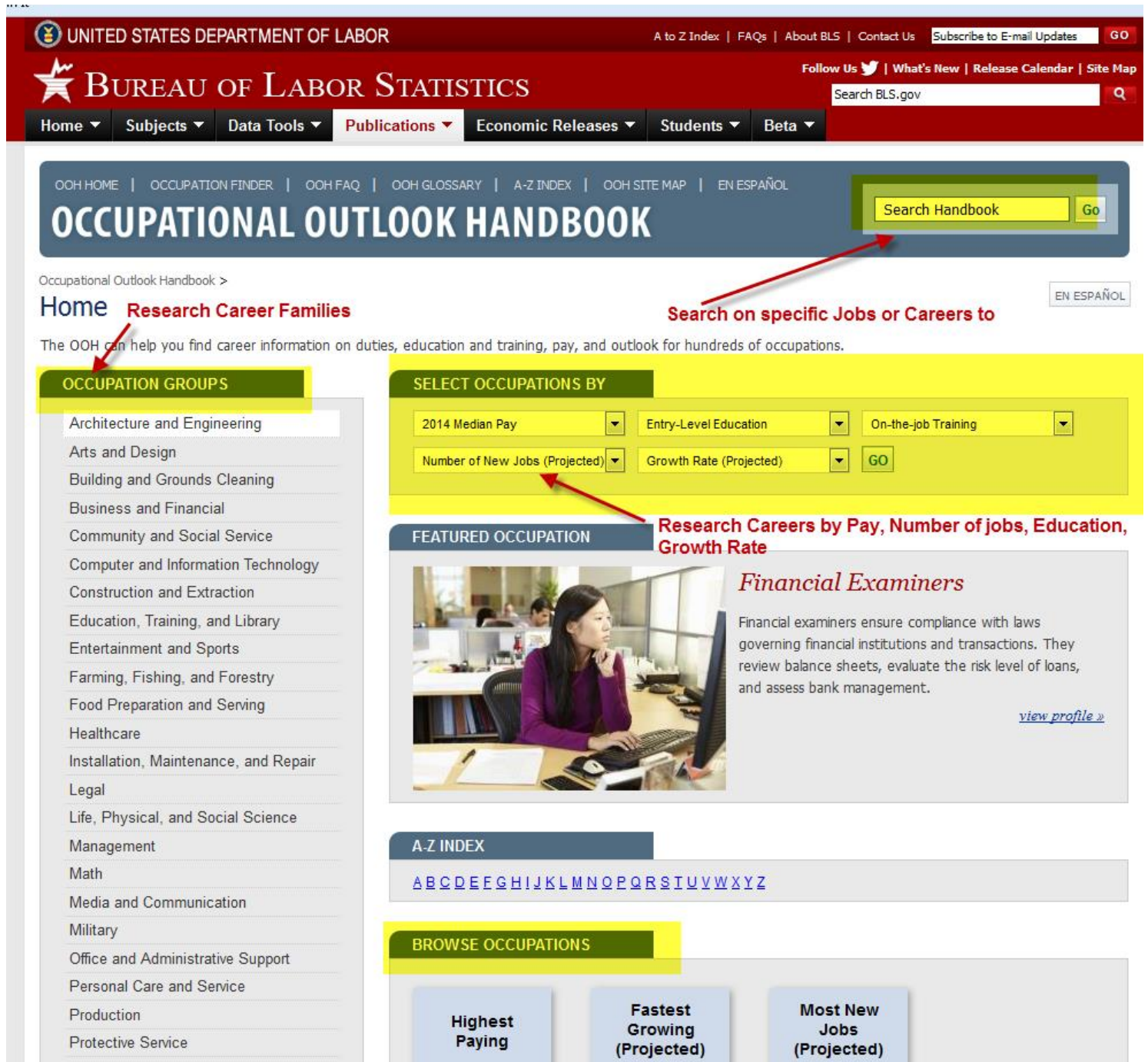


Follow @donnaschilder 42 followers

#### What Leaders are Saying About Donna

Clarity is what I needed and you helped me find it, which in turn allowed me to

T. Review how to use the U.S. Department of Labor Occupational Outlook Handbook (<http://www.bls.gov/ooh/>). Encourage the client to drill down into the Career Families to explore all options. Encourage them to print out jobs of interest and highlight what they like and don't like about the career(s) or job(s).




The screenshot shows the homepage of the Occupational Outlook Handbook. Key features and annotations include:

- Header:** UNITED STATES DEPARTMENT OF LABOR, BUREAU OF LABOR STATISTICS. Navigation links include Home, Subjects, Data Tools, Publications, Economic Releases, Students, and Beta.
- Search:** A search bar labeled "Search Handbook" with a "Go" button is highlighted with a red arrow. A red arrow points to the search bar with the text "Search on specific Jobs or Careers to".
- Home:** The "Home" link is highlighted with a red arrow. Below it, the text "The OOH can help you find career information on duties, education and training, pay, and outlook for hundreds of occupations." is displayed.
- OCCUPATION GROUPS:** A list of career families is shown on the left, including Architecture and Engineering, Arts and Design, Building and Grounds Cleaning, Business and Financial, Community and Social Service, Computer and Information Technology, Construction and Extraction, Education, Training, and Library, Entertainment and Sports, Farming, Fishing, and Forestry, Food Preparation and Serving, Healthcare, Installation, Maintenance, and Repair, Legal, Life, Physical, and Social Science, Management, Math, Media and Communication, Military, Office and Administrative Support, Personal Care and Service, Production, and Protective Service.
- SELECT OCCUPATIONS BY:** A section with filters for 2014 Median Pay, Entry-Level Education, On-the-job Training, Number of New Jobs (Projected), and Growth Rate (Projected). A red arrow points to the "Number of New Jobs (Projected)" filter with the text "Research Careers by Pay, Number of jobs, Education, Growth Rate".
- FEATURED OCCUPATION:** A section titled "Financial Examiners" with a photo of a woman working at a computer. The description states: "Financial examiners ensure compliance with laws governing financial institutions and transactions. They review balance sheets, evaluate the risk level of loans, and assess bank management." A link "view profile »" is provided.
- A-Z INDEX:** A section with a list of letters from A to Z for browsing occupations.
- BROWSE OCCUPATIONS:** A section with three buttons: "Highest Paying", "Fastest Growing (Projected)", and "Most New Jobs (Projected)".



U. Review how to use the O\*Net website to research careers and jobs (<http://www.onetonline.org/find/>). Ensure you review all the different types of searches available.



**O\*NET OnLine**  
A proud partner of the [americanjobcenter](#)® network

Occupation Quick Search:

[Help](#) [Find Occupations](#) [Advanced Search](#) [Crosswalks](#) [Share](#) [O\\*NET Sites](#)

## Find Occupations

**Keyword or O\*NET-SOC Code**

Examples: 25-1011.00, dental assistant

Enter a word, phrase, or title to search for an O\*NET-SOC occupation.  
Enter a full or partial O\*NET-SOC code to look up occupations by code.

**Research for selecting a college major or for re-careering:**

**Career Cluster**

Career Clusters contain occupations in the same field of work that require similar skills. Students, parents, and educators can use Career Clusters to help focus education plans towards obtaining the necessary knowledge, competencies, and training for success in a particular career pathway.

**Research by an industry of interest:**

**Industry**

Industries are broad groups of businesses or organizations with similar activities, products, or services. Occupations are considered part of an industry based on their employment.

**Research jobs by level of education & experience needed**

**Job Zone**

Job Zones group occupations into one of five categories based on levels of education, experience, and training necessary to perform the occupation.

**Research occupations with many job openings:**

**Bright Outlook**

Bright Outlook occupations are expected to grow rapidly in the next several years, will have large numbers of job openings, or are new and emerging occupations.

**Green Economy Sector**

The green economy will cause a change in occupations' employment demand or work and worker requirements such as tasks, skills, knowledge, and credentials. Green occupations are linked to Green Economy Sectors.

**Research related jobs to certain types of work:**

**Job Family**

Job Families are groups of occupations based upon work performed, skills, education, training, and credentials.

**STEM Discipline**

Find occupations that require education in science, technology, engineering, and mathematics (STEM) disciplines.

[Help](#) [Find Occupations](#) [Advanced Search](#) [Crosswalks](#) [O\\*NET Sites](#)

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U. Support the client in reading job descriptions on Job Search Websites. Indeed.com would be a good option for this since it aggregates many job search websites.

V. Support the client in analyzing what they learn through their research and narrowing down their options to 1 to 3 options.



**X. Support the Client in Creating a Plan to obtain or create the position(s) they want. This plan is often multi-step, with the client seeking a new job, then working toward a new career or a promotion.**

**V. If the client has decided to look for a New Job, support them with the Job Search Process or notify Donna Schilder that they need to be matched with a Job Search Coach.**

- a. Upsell the client into Executive, Leadership, The First 90 Days, or Career Coaching to support them in their new position.**

**OR**

**W. If the client has decided to start a Business, support them with the Business Planning Process or notify Donna Schilder that they need to be matched with a Small Business Coach for support in launching their small businesses.**

- b. Business Plan creation**
- c. Marketing Plan creation**
- d. Business process development**
- e. Hiring, firing, training Employees**

## **Attachment A**

### **Career Exploration Questions**

#### **Exploration of Current Position Dis-satisfiers**

1. What parts of what your job do you like?
2. What parts of your job do you dislike?
  - Could you do more of what you like and less of what you don't like in your current job?
3. What about your job does not match you?
  - How do you feel when you think about this?
  - Where has your thinking taken you thus far?
4. What if you did the same job in a different industry?
  - Would that improve how you felt about your work?
  - How do you feel when you think about this?
  - Where has your thinking taken you thus far?
5. Did you ever like this job?
  - What changed?
  - How do you feel when you think about this?
6. Is it your job or your boss that is impacting how you feel about your job?
  - Would it be possible to get a new boss?
7. How critical is it to get a job now vs. getting the right job?
  - Could it be a multi-step plan, get a job, work on getting the right job?
8. What size company would you like to work for or could see yourself working for?

#### **Questions Through Out the Process**

9. It feels like you may be feeling afraid or stuck. What is keeping you afraid?
10. What possibility does this make you think of?
11. Is there a Career Criteria in what you're saying here?
12. How could we make that Career Criteria a bit more succinct?

#### **Career Criteria & Possibility Questions**

13. Tell me about what you've done in the past.
  - Which jobs did you like?
  - Which parts of your jobs did you like?
14. What gives you joy?
15. What interests you?
16. What does meaningful work mean to you?
17. What areas of the work you did in jobs in the past have matched who you are?
18. What don't you want to do?
19. What business would you like to own business?
20. What is your vision for your life?

#### **Career Criteria Questions**

21. What are your goals for your life that impact your career path?
22. Are benefits important to you?
23. What type of structure would you look for in your work environment?

24. What size company would you like to work for or could see yourself working for?
25. Is the possibility of promotion important to you?
26. What is most important to you about how your work fits into your life?
27. Are you open to retraining, taking classes, or pursuing an additional degree?
  - *Criteria can be: No Education Required, Limited Education Required (ensure you watch for reversing in the rating on the Matrix, No Education Required would be rated: 9.*
28. What do you want your work day to look like?
  - Possible Criteria: Not Desk-Bound, Active, Flexible Schedule, Working with People, Not Working With People, Structured
29. What is the least amount of money that you could survive on if you were transitioning into a new career or industry?
30. How much money would you like to make?
  - Criteria Could Be: \$60,000 to 175,000 (range represents the least they can make long or short term and the top is their goal for the long term)
31. What type of company culture would you want to work in?
32. What type of company would you want to work for?

## **Career Possibility Questions**

### Past Experience

33. What did you dream of doing when you were a child?
34. What was your major in college?
  - What are other careers people have pursued with that major?
35. What have you been successful at?
36. What have you done as a past job that you enjoyed? Would it make sense to explore going back to that job or career?
37. What hobbies have you pursued over the years?
  - Do any of your hobbies relate to a career?
38. What kind of volunteer work have you done?
  - Is there a related career to any of your past volunteer work?

### Creating Personal Awareness

39. What needs do you feel moved to meet in the world?
  - What is your calling?
40. What do you have an aptitude for?
41. What do you do better than anything else?
42. What would you never give up doing because you love it so much?
43. Tell me about a success you've had in the past?
44. What are you most proud of having done?
45. What are you curious about?
46. What are you naturally good at?
47. Considering what you've been doing up to this point, what would be an evolution to your career?
48. What feedback have you been provided in the past about what you've been good at and where your strengths lie? (From past managers, colleagues, community groups, friends, etc.)

### Breakout Thinking

49. What is your BIG career dream?
50. If you inherited so much money that you would never have to work again, what would you do with your time?
51. If there were no limitations of any kind, what would you want to do?
52. What are you afraid to do, that deep down you want to do?
53. Tell me about a success you've had. How could you build on that experience in your career?

### What Others See

54. What do people say you are good at? (Barnes Noble Exercise will give data on this too)
55. What careers or jobs have people told you that you should pursue?
56. When others consult you for advice, what do they ask you about?

### Inspiration from the World Around You

57. What departments interest you in your current company?
58. Which of your friends are happy in their work? Would you want to do what they do?
59. Who inspires you? Would you want to do what they do or something related?

### Brainstorming Possibilities

60. When I offer this possibility, what other possibilities does it make you think of?
61. When you think of this personal value, what jobs do you think align with it (the first 5 criteria)?
62. When you look at the criteria you have selected as important for the Career Matrix, does it make you think of any jobs or careers?

## **Career Matrix Questions**

63. ***When rating the Criteria:***
  - Which of the criteria are most important to you?
64. ***Weed out some possibilities before doing the ratings in the Career Matrix on possibilities:***
  - What careers or jobs should we eliminate from your brainstormed list?

## **Career Questions to Evaluate Possible Careers/Jobs**

65. Is it more important to you that the career match your values or match your desired or required lifestyle?
66. Which of the top 5 positions pulls at you the most?
67. Which of the top 5 positions do you want to take off the list?
68. Are you afraid to do this or is it just not a match? If you're afraid, how could you overcome your fears?
69. What is your heart telling you? What is your head telling you? What is your gut telling you?

## **Career Research**

70. What do you need to know about this career to help you know if you want to pursue it?
71. How could you find out more about these positions?



### **Career Questions to Motivate Career Exploration Actions (if the Client is Stuck or Resistant)**

- 72. What about this makes you feel uneasy?
- 73. What are you afraid of?
- 74. How could you be ok with this Career Exploration process being messy?
- 75. How can you embrace feeling uncertain right now?
- 76. How could being clear about what path to take help you?
- 77. What has happened in the past when you've asked for help?
- 78. Who could support you in exploring what you want to do as the next step in your career?
  - What is the worst thing that could happen if you ask for help?
  - When in the past have you done something you're afraid of and it has paid off?
- 79. Who do you know that does any of the positions on your list?
- 80. Who do you know that is a connector and knows lots of people who could connect you with people who do these jobs?
- 81. What are two steps you could take today that would move you forward in determining which career path to seek?

### **Questions to Support Motivation for Seeking a New Position**

- 82. What goal could making a career change help you attain?
- 83. What would your life be like if you had your ideal job?
- 84. What would your work days look like if you had your ideal job?
- 85. What has happened in the past when you've taken a risk to get what you want?
- 86. If you stay in your current line of work, what will happen?
- 87. Can you tolerate staying in your current job? If not, what does it cost you to stay in this job/career?
- 88. What holds you back from seeking your ideal job/career?

## **Attachment B -** **Teasing Out Career Possibilities**

To support the client in the Career Exploration Process, we as the Coach need to offer possibilities that the client may not have thought of or have been exposed to before. When we offer ideas, we need to make sure that we keep the brainstorming and exploration open. We need to preface our thoughts with:

May I offer you some ideas?

And follow up with:

Does this help you think of any other possibilities? Or: What else can you think of?

Here are some examples of how one idea may lead to other areas of exploration:

<b>Initial Idea</b>						
Teacher (Job)	Professor	Corporate Trainer	Training Trainers	Managing Trainers	Motivational Speaker	Sales Trainer
	Independent Trainer	Own a Music Studio	Conductor	Manager		
Consultant (Job)	Quality Assurance Consultant	Small Business Consultant	Marketing Consultant	Sales Consultant	Strategic Planning Consultant	Corporate Board Member
	Business Valuation Consultant	Internal Consultant	Process Improvement Facilitator	Organizational Development Consultant	Organizational Development – Internal	
	Manager	Actor	Screenwriter	Film Business Internal Business Incubator		
Psychotherapist (Career)	Independent Therapy Practice	Mental Hospital Therapist	Medical Group Practice Therapist	Therapist Supervisor	Veterans Administration Therapist	School Psychologist
	Life Coach	Executive Coach	Industrial Psychologist	Social Worker	Mental Health Utilization Management - Insurance	Mental Health Quality Assurance – Insurance
Chemist (Career)	Oil Business Chemist	Pharmaceutical Chemist	Pharmaceutical Sales	Agricultural Chemical Sales	Winemaker	
Chemical Engineer	Customer Service for Chemical Co.	Field Engineer for a Chemical Company				
Sales	VP of Sales	Sales Professional	Account Manager	Fundraiser	B2B Sales (Business to Business)	Consumer Products Sales
Entertainment	Television	TV or Film	Director	Set Designer	Film	Agent

## Executive Coaching, Career Coaching, & Training

(562)434-7822 ~ [Donna@GlacierPointSolutions.com](mailto:Donna@GlacierPointSolutions.com) ~ [www.GlacierPointSolutions.com](http://www.GlacierPointSolutions.com)

(Industry)	or Film Producer	Editor			Executive	
Leadership (Criteria)	Supervisor	Manager	Director	Executive	Non-Profit Director	Politician
	Cross-functional Team Leader	Project Manager	Mayor	Corporate Board Chair		
Healing (Area of Interest)	Masseuse	Reiki Master	Acupuncturist	Doctor	Nurse	Nutritionist
	Spa Owner	Supplement Sales	Physical Therapist	Meditation Teacher		
Self-Control / Self-Regulation (Value)	Personal Trainer	Physical Therapist	Nutritionist	Athletic Coach	Motivational Speaker	Sales
	Sales Coach	Athlete	Musician			
Beading (Avocation)	Own a Bead Store	Sell Beads Wholesale	Design Beads	Design Jewelry	Design Bead Store Displays	Manage the Bead Department at Michael's

## Attachment C

### VIA Survey of Character Strengths

Instructions for Taking the Inventory:

#### VIA Survey of Character Strengths

*“As coaches, the authors have found the Strengths Survey to be quietly radical. Many clients have never had their strengths assessed and find that just reading the survey results helps them label or understand themselves in new ways.” Carol Kaufman, Ph.D. Harvard Medical School Department of Psychiatry.*

The **VIA Survey of Character Strengths** (created by Martin Seligman) will help you identify your values. Martin Seligman, in his book [Authentic Happiness](#), states that he has found in his research that if a person uses their Signature Strengths in their work they will find it more meaningful and will, therefore, be happier.

To take the **VIA Survey of Character Strengths**:

1. You will need to register and create a User ID to take the inventory. There is no cost to take the Inventory.
2. Once you register, click on show questionnaire under **VIA Survey of Character Strengths**.
3. The **VIA Survey of Character Strengths** will be the first item on the list. Contact your Career Coach if you have any problems getting in.
4. Once you fill out the survey, it will return your top 5 Strengths (known as your Signature Strengths).
  - Click on the **Show All 24 Strengths** button at the bottom of the page, to show how you rated all of the strengths in order of preference.
5. Copy the page by highlighting it and clicking on Copy, then paste your results into a Word document, save the file, and e-mail it to your Career Coach.
6. It should take about 30-40 minutes to complete the survey.

Click here to start taking the [VIA Survey of Character Strengths](#).

**NOTE:** If you need to get out of the inventory and get back into it, your answers to that point will be saved and you can return to the survey by [clicking here](#).

The **VIA Survey of Character Strengths** was created by Martin Seligman, one of the foremost Positive Psychologists. His research shows that utilizing your Values in your work makes it more meaningful and when we have a sense of meaning, we are happier and more fulfilled. These concepts are covered in:

#### [Authentic Happiness by Martin Seligman by Martin Seligman](#)

The client does not need to use all of their values in their work to feel fulfilled, but they may need to use 2-3 of their values to feel fulfilled. The client can also try using some of their values in their hobbies or avocations, which will often increase their sense of meaning in their lives and sometimes may even increase their happiness at work.



**Create your own story. My Example:** Signature Strengths: Creativity, Love of Learning, Social Intelligence, Capacity to Love & Be Loved, Caution

- Technical Editor – I use a bit of Caution
- Trainer – Creativity, Love of Learning, **Social Intelligence**, Caution
- Trainer & Curriculum Designer – **More Creativity**, **More Love of Learning**, Social Intelligence, **More Caution**
- Total Quality Consultant – Creativity, Love of Learning, Social Intelligence & Caution
- Coach – I use all 5 strengths and I feel very fulfilled

The client's report comes back with their Values in Action (Signature Strengths) in order of preference. We use the top 5 (after validation) as criteria in their Career Matrix. Validation:

- Do these strengths feel authentic to you?
- Do you feel a sense of flow when you are using these strengths?

If one strength does not feel authentic to the client or is not a good criteria for evaluating careers (depending on the client, I sometimes throw out gratitude and forgiveness & mercy), we move to the 6<sup>th</sup> or 7<sup>th</sup> value and use that.

**Per your request, here are the results of the VIA survey**

**VIA Survey of Character Strengths**

Here are your scores on the VIA Survey of Character Strengths. For how to interpret and use your scores, see the book *Authentic Happiness*. The ranking of the strengths reflects your overall ratings of yourself on the 24 strengths in the survey, how much of each strength you possess. Your top five, especially those marked as Signature Strengths, are the ones to pay attention to and find ways to use more often.

**Your Top Strength**

**Industry, diligence, and perseverance**

You work hard to finish what you start. No matter the project, you "get it out the door" in timely fashion. You do not get distracted when you work, and you take satisfaction in completing tasks.

**Your Second Strength**

**Honesty, authenticity, and genuineness**

You are an honest person, not only by speaking the truth but by living your life in a genuine and authentic way. You are down to earth and without pretense; you are a "real" person.

**Your Third Strength**

**Bravery and valor**

You are a courageous person who does not shrink from threat, challenge, difficulty, or pain. You speak up for what is right even if there is opposition. You act on your convictions.

**Your Fourth Strength**

**Creativity, ingenuity, and originality**

Thinking of new ways to do things is a crucial part of who you are. You are never content with doing something the conventional way if a better way is possible.

**Your Fifth Strength**

**Love of learning**

You love learning new things, whether in a class or on your own. You have always loved school, reading, and museums-anywhere and everywhere there is an opportunity to learn.

**Strength#6**

**Capacity to love and be loved**

You value close relations with others, in particular those in which sharing and caring are reciprocated. The people to whom you feel most close are the same people who feel most close to you.

**Strength#7**

**Judgment, critical thinking, and open-mindedness**

Thinking things through and examining them from all sides are important aspects of who you are. You do not jump to conclusions, and you rely only on solid evidence to make your decisions. You are able to change your mind.

## Character Strengths

In **Authentic Happiness**, Martin Seligman identifies twenty-four character strengths that fall into six categories. He calls these strengths Values in Action (VIA). They are:

### Wisdom and Knowledge:

- Curiosity & Interest in the World
- Love of learning
- Judgment, Critical Thinking & Open-mindedness
- Creativity, Ingenuity & Originality
- Social intelligence
- Perspective Wisdom

### Courage:

- Bravery & Valor
- Perseverance (Industry, Diligence & Perseverance)
- Honesty, Authenticity & Genuineness (Integrity)

### Humanity and Love:

- Kindness & Generosity
- Capacity to Love & Be Loved

### Justice:

- Citizenship, Teamwork & Loyalty
- Fairness
- Leadership

### Temperance:

- Self-control & Self-regulation
- Caution, Prudence & Discretion
- Modesty & Humility

### Transcendence:

- Appreciation of beauty
- Gratitude\*\*\*
- Hope, Optimism & Future-Mindedness
- Spirituality, Sense of Purpose & Faith
- Forgiveness & Mercy
- Humor & Playfulness
- Zest, Enthusiasm & Energy

## **Finding Work that is Meaningful - Using Your Signature Strengths**

Your top 5 strengths on your VIA Survey of Character Strengths are your Signature Strengths. It is important to validate the results of the survey. Ask yourself:

- Do the top 5 strengths listed in your results seem like they are your authentically you?
- When you utilize these strengths do you experience a sense of flow (time passing without awareness that it has passed, being completely engrossed in an activity)?
  - If the strengths listed in your top 5 does not seem like it induces a sense of flow or does not seem to represent you, take a look at number 6 and 7 to see if one of them aligns more closely with you.

Once you have validated your Signature Strengths (top 5 strengths), they will become part of your Career Criteria that will support you in selecting your career or job.

You and your Coach can also use your Signature Strengths to brainstorm Career Possibilities. Look at each of your Signature Strengths and brainstorm a list of careers you believe would utilize that strength. Then determine if you want to add it to your Career Possibilities List.

Below is a link to a list of Career, Jobs & Activities that use each of the character strengths. Look for each of your Signature Strengths in the list and see if there are any jobs or careers you would like to add to your Career Possibilities List or if they help you think of other possibilities. You can also note hobbies to explore that will utilize your Signature Strengths.

### **[Examples of Career, Jobs & Activities that Utilize Signature Strengths](#)**

#### **Questions**

- How do you currently utilize your Signatures Strengths?
- How can you use your Signature Strengths more in your current work?
- What careers or jobs can you think of that would utilize your Signature Strengths?
- Which business could you own that would utilize your Signature Strengths?

Here's what on the linked page:



## **Examples of Careers, Jobs, or Hobbies that Utilize Signature Strengths**

### **Creativity, Ingenuity, and Originality**

Composer

Musician

Decorator, House Stager for Real Estate, Industrial/Commercial Office Space Designer, Furniture Buyer

Fine Art Painter

Process Improvement Consultant

Private Investigator

Writer

### **Judgment, Critical Thinking, & Open-mindedness**

Attorney or Judge

Actuary

Engineer

Business Consultant

Arbitrator

### **Curiosity & Interest in the World**

Research Analyst

Business Analyst

Archeologist

Social Scientist

Market Research Analyst

Economist

Crime Investigator

### **Love of Learning**

Professor

Executive Coach or Academic Coach

Historian

Learning & Development Manager

Science or Health Researcher

### **Wisdom Perspective**

Strategic Analyst or Consultant

Business Consultant

Executive

Writer

Executive Coach

Venture Capitalist

### **Bravery & Valor**

Fire Fighter

Policeman

Military

FBI Agent or CIA Agent

Coast Guard

Homeland Security

Public speaker

**Industry, Diligence, and Perseverance**

Private Investigator  
Genealogist  
Marathoner  
Construction Worker  
Physical Therapist

**Honesty, Authenticity, & Genuineness**

Teacher or Professor  
Ethics Teacher  
Public Speaker

**Zest, Enthusiasm, Energy**

Personal Trainer  
Health Club Owner  
Activity Director for a Cruise Ship, Senior Center  
Camp Counselor

**Capacity to Love & Be Loved**

NICU Nurse  
Elementary School, Junior High, Preschool Teacher  
Professor  
Priest, Pastor  
Volunteer helping battered wives  
Volunteer at a children's summer camp  
Volunteer to read books to children at the library

**Kindness & Generosity**

Nurse  
Hospice Nurse  
Gerontologist or Gerontology Case Worker  
Customer Service Representative  
Kindergarten Teacher  
Teacher  
Volunteer at a Hospital  
City Greeter  
Concierge

**Social Intelligence**

Sales Professional  
Conflict Mediator  
Arbitrator  
Leader  
Meeting Facilitator  
Customer Service Representative  
Psychotherapist  
Psychiatrist  
Life Coach  
Concierge  
Sports Coach

**Forgiveness & Mercy**

Pastor or Priest  
Write a book on forgiveness  
Anger Management Trainer

**Modesty & Humility**

Nun  
Teacher, Professor

**Caution, Prudence, & Discretion**

Safety Inspector  
Counselor  
Quality Assurance Analyst  
Actuary

**Self-Control & Self-Regulation**

Karate Instructor  
Elementary School Teacher  
Personal Trainer  
Physical Therapist

**Appreciation of Beauty & Excellence**

Art Historian  
Museum Curator  
Art Restoration  
Museum Docent  
Gardener  
Landscape Architect  
Architect  
Musician

**Gratitude**

Pastor or Priest  
Teach People how to be Grateful  
Life Coach  
Motivational Speaker

**Hope, Optimism, and Future-mindedness**

Grief Support or Cancer Support Group Leader  
Social Worker  
Psychotherapist  
Life Coach  
Strategic Planner  
Executive

**Humor & Playfulness**

Comedian  
Standup Comedy Writer  
Screenwriter  
Advertising Copywriter  
Blogger

**Spirituality, Sense of Purpose, Faith**

Pastor/Priest/Rabbi/Nun  
Holistic Healer  
Meditation Teacher  
Yoga Instructor  
Motivational Speaker  
Teacher, Professor  
Bible Study Teacher  
Volunteer

**Citizenship, Teamwork, and Loyalty**

Patient Advocate  
School Board Member  
Politician  
Project Manager  
Volunteer

**Fairness, Equity, & Justice**

Judge  
Ombudsman  
Conflict Mediator  
Patient Advocate  
Activist  
Referee  
Employee Relations or Labor Relations  
Union Steward  
Lobbyist

**Leadership**

Supervisor, Manager, Director, Executive  
Technical Lead  
Elected Official  
Sports Coach  
Cross-Functional Team Leader  
Project Manager  
Business Owner

**Questions**

- What do these occupations or avocations make you think of as possibilities for careers that would utilize your Signature Strengths?
- How else might you look for careers or jobs that utilize these strengths?
- How can knowing your strengths inform you on how to shape your job(s) in the future?



## Increasing Your Happiness

The results of the VIA Survey of Character Strengths can help you increase your happiness by helping you find new ways to use your Signature Strengths (your top five strengths) in your current work or hobbies. Using your Signature Strengths in your work and personal life will increase your sense of meaning and purpose.

Increasing happiness is not just an end in itself; it also correlates with, and may even help create greater:

- Competence
- Resilience
- Access to personal as well as social resources
- Physical health
- Deeper connection to society
- A sense of personal mission

In addition to helping you increase your happiness through increased use of your Signature Strengths, the VIA Survey of Character Strengths can help you increase your happiness because it can help you increase your use of certain strengths that are more closely associated with happiness.

Of the 24 character strengths, the five that are most strongly correlated to happiness are:

- Gratitude
- Curiosity & Interest in the World
- Zest, Enthusiasm & Energy
- Hope, Optimism & Future-Mindedness
- Capacity to Love and be Loved

You can increase your happiness by increasing your use of and alignment with these 5 strengths. (This is an inventory that changes over time, it is not static.)

You can increase these by being aware and setting the intention to use them more and by doing activities and exercises that increase them. Martin Seligman has created many exercises that he has proven increase gratitude and optimism. Here two links to exercises to increase happiness and your use of your Signature Strengths:

- [Exercises to Increase Happiness](#)
- [More Exercises to Increase Happiness](#)

Also, Martin Seligman writes about increasing happiness and increasing your use of your Signature Strengths in his books: [Authentic Happiness](#) and [Learned Optimism](#).

For other articles on the VIA Character Strengths [click here](#).

**VIA Strengths Inventory Questions to Increase Sense of Purpose & Happiness**

- How can you utilize your Signature Strengths more in your work, avocations, and/or volunteer work?
- How can you utilize your Signature Strengths more in your hobbies and home life?
- How do you currently utilize your Signatures Strengths?
- How could you use them even more?
- If you are exploring careers, which jobs and/or business seem to utilize your Signature Strengths?

**Questions**

- Which of your hobbies utilize your Signature Strengths?
- How do you feel when you are involved in these hobbies? Do you feel a sense of flow?
- How can you utilize your Signature Strengths more in your hobbies and home life?
- Which jobs or hobbies have you had in the past used your Signature Strengths?

## Attachment D

### Keirsey Temperament Sorter or Myers-Briggs Inventory (MBTI)

You can use the Keirsey Temperament Sorter (which is free, and the link to it is highlighted in yellow below) with the client to help them identify their Personality Type or the MBTI, which we can administer for a fee (contact me if they want to know the pricing for MBTI. We can build in time for you to analyze the report into the price if you want). The MBTI is more accurate than the Keirsey.

### Keirsey Temperament Sorter

1. Once the client provides their letter combination to you, have them use the 2.a. Keirsey Validation Tool (highlighted in yellow below) to further validate that the type identified by the Keirsey matches their true type.
2. Look at, and have the client look at, their specific letter combination (personality type) under 2.c. (the list is highlighted in yellow), which is an excerpt from the book: "Do What You Are".
- 3.
4. Help the client identify Career Criteria from the Preferred Work Environments section of the document (usually towards the bottom of the left column. There are a few sections that do not identify the Preferred Work Environments section, but do discuss the concept.
5. Help the client identify any of the careers that are preferred by their personality type that are listed throughout the rest of the document that they want to add to the Possibilities section of their Career Matrix. Ask them if any other career possibilities come to mind as they review the possibilities that their personality types sometimes prefers.

#### Career Exploration Assessments & Inventories

##### 1. VIA Survey of Character Strengths

##### 2. Keirsey Temperament Sorter or Myers-Briggs Inventory (MBTI)

a. Use the [Keirsey Validation Tool](#) to validate your Kiersey Score. Read the square that represents your four letter score. Mark any words that do not apply. If your score is close on one or two letters, review the two boxes that represent your two possible Kiersey Scores and pick the one that matches more closely.

b. Once you have validated your scores, forward your 4 letter score to me at [Donna@DonnaSchilder.com](mailto:Donna@DonnaSchilder.com).

c. Print the document below that matches your for letter Kiersey Score. We will review the document during your next Coaching session.

- ENFJ
- INFJ
- ENFP
- INFP
- ENTJ
- INTJ
- ENTP
- INTP
- ESTJ
- ISTJ
- ESFJ
- ISFJ
- ESTP
- ISTP
- ESFP
- ISFP

d. [Click here for a breakdown in percentages of The Keirsey Sixteen Types in the population.](#)

**OR**

**Myers-Briggs Inventory (MBTI)**

1. Help the client come to a best fit type (you may use the MBTI Inventory Guide on the GlacierPointSolutions.com website as a guide).
2. Look at, and have the client look at, their specific letter combination (personality type) under 2.c. (the list is highlighted in yellow), which is an excerpt from the book: "Do What You Are".
3. Help the client identify Career Criteria from the Preferred Work Environments section of the document (usually towards the bottom of the left column. There are a few sections that do not identify the Preferred Work Environments section, but do discuss the concept.
4. Help the client identify any of the careers that are preferred by their personality type that are listed throughout the rest of the document that they want to add to the Possibilities section of their Career Matrix. Ask them if any other career possibilities come to mind as they review the possibilities that their personality types sometimes prefers.
5. Use the applicable page(s) of the MBTI "Careers" book or have the client find their type on the Career Exploration Client page and review the listed jobs for possibilities.
6. Add any newly identified jobs to the Career Matrix possibilities list.

**OPTIONAL**

7. In the Introduction to Myers-Briggs Type Booklet, review page 42-43 Using Differences Constructively (especially Preferences) in Work Settings and identify criteria to add to their Criteria List.
8. In the Introduction to Myers-Briggs Type Booklet, review page 44-46 Using MBTI Preference Combinations.

**MBTI Career Report**

9. If you have run an MBTI Career Report for the client (approx... \$17), review the suggested Job Families and specific occupation and help the client identify which occupations they want to add to the Criteria Matrix Possibilities List.
10. Support the client in using O\*Net to further research career possibilities. The MBTI Career Report Page 8 preferred Job Families maps to the O\*Net (onetonline.org) dropdown menu for Job Family.
11. Support the client in using O\*Net to further research their career possibilities. The MBTI Career Report Page 9 preferred Occupations can be found by entering the Occupation name into the Occupations Search field on O\*Net (onetonline.org).
12. **Leadership Client Optional Step:** Copy or use the client's type from the "Type & Leadership" book, the "Coaching" Book, and the "Development" book.

**Attachment D**  
**Learning Styles Inventory**

1. The client most likely will have taken the Learning Styles Inventory in their Welcome Document. If they have not, ask them to take it.
2. Review with the client the category of the “Learning Styles Inventory And Career List” that matches their preferred Learning Style and add any occupations that they are interested in.
3. Ask the client if they can identify any additional careers or jobs that would utilize their preferred Learning Style.