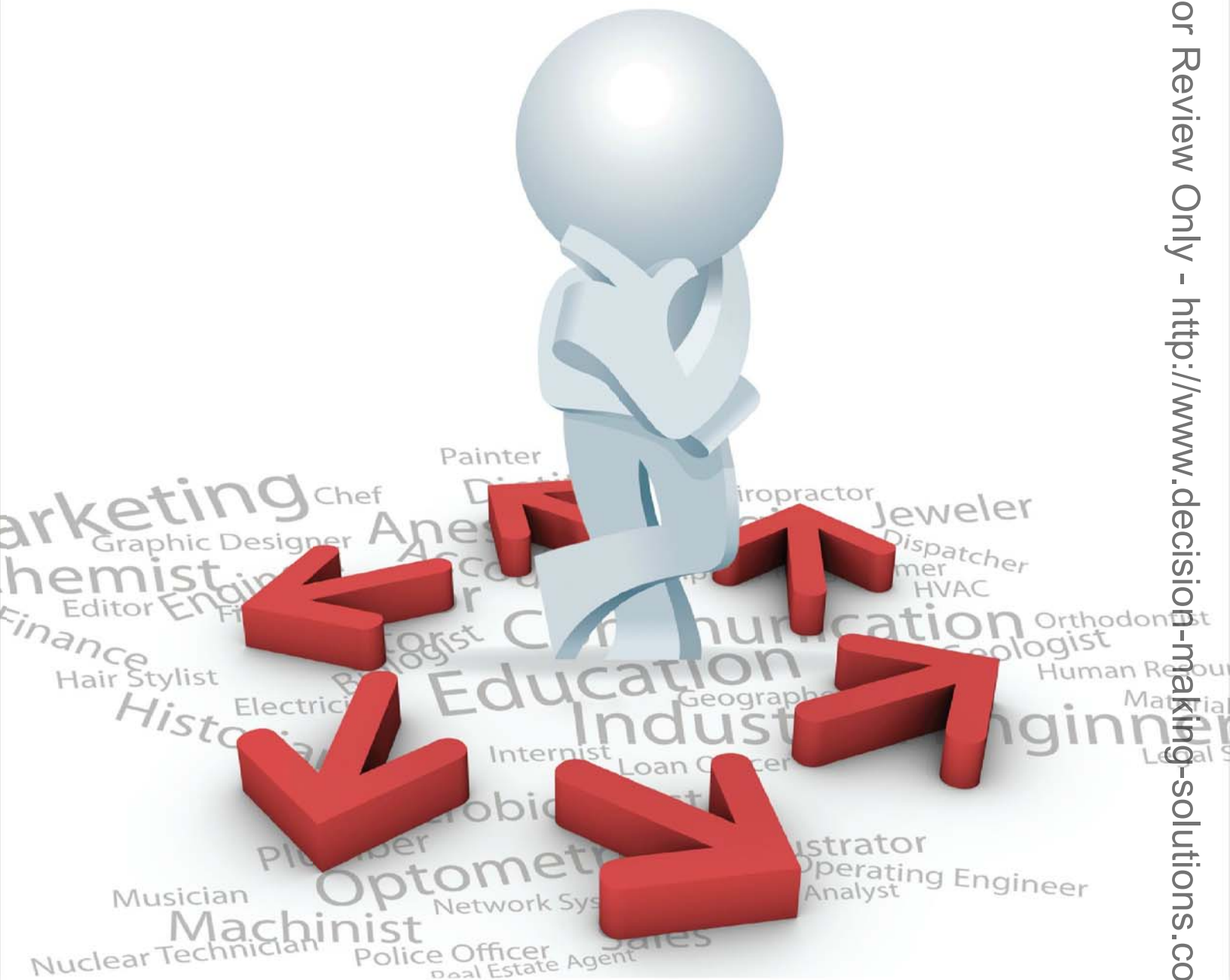


DECIDE GUIDE™

Choose Your Next Career



Preview - For Review Only - <http://www.decision-making-solutions.com>

How to change careers with confidence!

Keith TenBrook & Gary DeGregorio

Dear Reader,

Welcome to the preview of our new book, **Decide Guide™:**

Choose Your Next Career! By exploring this book, you have taken an important step toward creating a new future for you (and your family). As you'll see, this is a book that will help you in making one of life's most valuable and challenging decisions. We have strived to make it straightforward and easy to follow. Depending on your life situation, you may be able to walk through the decision process in a few focused days or a few hours a day over a number of weeks. As part of Step 1, we will actually help you figure out how much time you should take, based on the value of this decision to you. No matter how long you take to decide, this decision is going to change your life and totally motivate you to create a new future for yourself and your loved ones.



The economic recovery is underway and you cannot afford to sit on the sidelines! This book will help you be proactive in making your next career decision and committing to a plan of action. We'll show you how to:

- Determine the value of this decision and establish in advance how much money & effort to apply
- Explore this decision and related decisions
- Consider the most significant career options
- Decide which alternative solution to pursue
- Manage the consequences from your choice
- Communicate to all who will be affected
- Manage any risks
- Commit to action
- And much more

Whatever situation you are currently in – life is too precious for you to sit by and just let it happen to you. You need to be proactive about creating your new future. While we strongly support the concept of “Let go – Let God,” God did not intend for you to bury your talents, but instead, to invest in discovering, nurturing, growing, and maturing them. So please look over this preview and strongly consider purchasing this book!

If you want to know more about decision making, you can stay connected in the following ways:

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Now let's get started by taking a look at the rest of this preview and then take your first steps to selecting your next career by downloading the book!

All the Best,

Keith TenBrook / Gary DeGregorio

Keith

Gary

November 16, 2010

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Are you ready for a change?

Whether it is today's economy, or simply a new stage in your life, something drew you to pick up this book. Might it be the time for you to change direction? Could this be your opportunity to lead a more fulfilling, successful life? What is pulling you to make a change? Do you see yourself in circumstances like the following?

A career at risk

A manager sits in his office considering what his day will be like. He has become accustomed to the routine set of meetings and phone calls of the typical day. An open two hour block of time starts him down a path of reflection. He has heard the rumor that a strong competitor may be in the process of acquiring his company.

What would an acquisition mean for him, his family, and those that work for him and with him? Job losses would be almost certain, and business overlaps would likely lead to a management reorganization. He considers the possibility of having to inform some long term employees that they no longer have a position with the company. His job could also be at risk.

Thoughts of his family come to mind as he considers the potential financial implications if he loses his job. He also recognizes that he hasn't had the same sense of satisfaction at work for some time. As he reflects, a question starts to emerge, "Is it time to consider a career change?"

An industry in turmoil

Another long day on the job has left a carpenter ready for a good dinner and some downtime with friends. He meets with his friends at the local grill, and as happens on many occasions they talk about some of the problems they are dealing with on the job.

One of his friends complains about the ever increasing pressure from the general contractors to increase the number of units completed in a month. Quality has become less of a concern with the constant pressure to be more productive.

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A married friend brings up the lack of benefits as his wife is pregnant and he just received the medical bill for an ultrasound. He reinforces his concerns by mentioning that the job he is on may end early due to the continued downturn in new home sales.

Our carpenter loves working with his hands, and the freedom of being an independent contractor, but he doesn't see how his current situation would work well if he had a family. He wonders if there might be an alternative way to make a living that would bring more stability.

Struggling to stay relevant

An Information Technology (IT) software developer gets back to her office after another quarterly staff meeting. She thinks that it really should be called the quarterly layoff meeting. As has become typical, budgets for the IT department had once again been decreased, and with 85% for the department's cost going to payroll, the only way to reduce costs is in a staff reduction.

The fact that this has become routine has started to create some real frustration. After all, she pursued a career in IT because of expected growth in the industry along with the challenges that were typical of the rapidly changing technologies. This job was supposed to be fun!

She has looked around at other companies for a similar role, but the pattern seems to be the same. The IT departments are run as cost centers, and with the current downturn in the economy, reducing costs of IT is one of the first places management looks.

The Master of Science degree that she has been pursuing to increase her computer skills is looking less and less valuable. What's the point in getting more skills in an area where companies are eliminating jobs? She thinks, "Maybe it is time to consider an alternative career? Maybe I can point my next degree toward an industry that will support the longer term needs of my family with a real opportunity for growth."

Are you ready for a change?

Choosing to change

Can you relate to one of these stories? So what is your story? If you are reading this, it is very likely that you or someone close to you is considering a career change.

Yes, you are in the right place. This DECIDE GUIDE is here to help you with this significant life choice with a process that will enable you to make this career change with confidence!

You may be considering your next career *decision* as the natural next step for fulfilling your life vision, lack of fulfillment and meaning in a current job, or you may have reached this point due to an unexpected job loss. Whichever it is, this guide will help you make this *decision* in a thoughtful and objective manner that will increase your confidence and propel you toward the life you envision.

Before beginning to work through this book, if you have just lost your job, immediately starting to work on your next career *decision* may not be the best place to start. When choosing a new career, it is critical that you spend time to address the most important new career risk; surviving a loss or reduction in income during the transition period. This requires that you first address decisions concerning how you will meet the near term physical needs (food, shelter, clothing, medical) for you and your family. You (and your other family members) may have to take temporary position(s) to help you provide for these basic needs before you proceed with your next career *decision* once your situation has stabilized.

"Life is a sum of all your choices."

- Albert Camus (1913 - 1960),
French Author

While it's not required, if you have internet access while you are working through this *decision*, we will point you to resources along the way that will help support your decision making effort.

So let's start!

Why have a process?

As you will discover when working through this book, your next career decision is a high value decision. So, why is having a process important? Think about another high value decision that you, your parents, or a friend may have completed at some point in their life. One that comes to mind is the decision to build a new home. Would you want to work with a builder who did not have a process? Probably not! Having a process provides you and the builder with a structure and sequence for how you will work together and jointly define what your new home will look like and how it will best meet your needs.



A proven process allows for fewer mistakes, and it allows the builder to ask you the right questions at each step in building your house. A process allows your builder to coordinate all the workers and suppliers. A bad process would have the concrete for the foundation arrive before the forms are in place. That would lead to wasted effort and costs that would have to be absorbed by the builder as well as the homeowner in the long run.



Just as with building a home, making your next career decision needs a proven process so that you can be guided through the steps in an efficient and thoughtful manner. Having no process or a bad process would lead to you doing unnecessary work and possibly repeating some work multiple times. The 4-Step Decision Innovation process and model was developed based on over 15 years of applied research. In this book we have tuned this process and applied it specifically for your next career decision. Each bit of work you do always moves you forward and allows you to take advantage of any previous work. Whether you are a beginner at decision making or an expert, this book will help you be more effective in achieving a successful result from your next career decision efforts.



Step 1: Frame your next career decision

“Framing the *decision*” means to define its purpose and scope. This involves being clear about how success is defined. If framing is done poorly, you may end up making the wrong *decision*. To give you a preview, here is what will be covered as part of the framing step. Do not be discouraged by the number of items. The framing step is critical to ensure a high quality outcome and will take thought and effort. We will take you through each of these items in a way that minimizes the effort needed to get the best result.

Framing Preparation

- A. Explore your *decision* situation
- B. Establish the value of your next career *decision*
- C. Identify / confirm the *stakeholders* for your next career *decision*
- D. Consider decisions connected to your next career *decision* (Mini Decision Network)
- E. Explore the important *connected decisions* for your next career *decision*

The Core of Framing

- F. Identify *guiding requirements* from *connected decisions*
- G. Introduction to *decision* criteria and criteria categories
- H. Choose / define your success criteria
- I. Fine tune your success criteria
- J. Confirm initial balance of criteria across the categories
- K. Prioritize the criteria (set weights for each desire)

Finishing up Framing

- L. Working through the data gathering step
- M. Identify outstanding issues or concerns and map to relevant decisions
- N. Manage framing

STEP 1: Frame your next career decision

1B – Establish the value of your next career *decision*

The tangible value of your next career *decision* is relatively easy to calculate. You need to estimate the annual income that you expect or would like to achieve, and the time you expect to spend in your new career. If you have a wide range of career options with varying potential incomes, we suggest using the average gross income for this exercise. The point is to understand the potential value of your next career *decision*!

For reference, the National Compensation Survey from the U.S. Bureau of Labor Statistics shows a mean income for full time workers of approximately \$42,500 per year. If you would like to see specific data for your current or target trade/industry, go to the United States - Bureau of Labor Statistics - National Compensation Survey by clicking or entering shortened URL: <http://dld.bz/USCompSurvey>.

"I found every single successful person I've ever spoken to had a turning point. The turning point was when they made a clear, specific unequivocal decision that they were going to achieve success. Some people make that decision at 15 and some people make it at 50, and most people never make it at all."

- Brian Tracy (1944 -), Canadian Self-help Author

Complete Worksheet 1B-1 to determine the tangible value of your next career *decision*. If you do not have a good idea of the likely income for your next career, you can use the provided example for your initial estimate. **There is a full-size version of Worksheet 1B-1 in the Worksheets section at the back of the book.**

Worksheet 1B-1 - Estimating your next career decision value [Instructions]		
Estimate of your potential next career annual gross income:	\$	Example: \$42,500 if you use U.S. Bureau of Labor Statistics average
Estimate of career length:	Years	Example: 10 years (no less than 3 years is recommended)
Value_{NC} = Estimated annual gross income x career length	\$	Example: \$425,000 This is the tangible value.

Note: **Value_{NC}** is a short notation for the potential Value of your next career. This notation will be used throughout this book.

Fulfilling your personal vision and doing something you love everyday certainly makes the financial value of this next career *decision* pale in comparison to the potential intangible value. Given this we would suggest using the tangible value as a minimum value for your next career *decision*.

DECIDE GUIDE: Choose Your Next Career

Define money and time to be spent on this *decision*

At Decision Innovation we suggest that you should expect to spend between 0.5% to 2% of the *decision* value (as defined by **Value_{NC}** in Worksheet 1B-1) in time and/or expense to make a quality *decision*. This is a guideline, and you may go outside these limits, particularly if your estimate of the value of your next career *decision* is very high (> \$2 million) or very low (< \$60,000).

Use these numbers as guideposts. If you are spending significantly lower time/money than the minimum guidepost, you may want to see if there are some steps where more effort, a book, or a paid consultation might improve your success factors or options. If you are heading toward the maximum guidepost, you may want to see if you have too many options, or you are overanalyzing or getting too much help.

Complete Worksheet 1B-2 to estimate how much money could be allocated to make this *decision*. Remember this spending range could include direct new career related expenses (assessment tests, travel, seminars, counseling, consultations, ...) as well as the cost of taking a non-paid day off of work that is related to making this *decision*. **There is a full-size version of Worksheet 1B-2 in the Worksheets section at the back of the book.**

Worksheet 1B-2 - Estimating an appropriate amount of <u>Money</u> to allocate [Instructions]		
Suggested minimum guidepost (\$): $0.005 \times$ Value_{NC} =	\$	Using our example = \$2125
Suggested maximum guidepost (\$): $0.02 \times$ Value_{NC} =	\$	Using our example = \$8500

For many, this may be a large amount of money, so you want to determine how much of this should be spent as your personal effort. Only you know how much your time is worth (**Value_{Time}**), but we can draw on the National Compensation Survey for an average estimate of \$20 per hour for the example we have cited.

STEP 1: Frame your next career decision

Complete Worksheet 1B-3 to estimate how much time could be allocated to make this *decision*. Remember this time range includes direct new career related activities (sitting in a class, researching career options, working through this book, working with a counselor, ...) as well as the travel time to and from those activities which could be substantial if long distances are involved. **There is a full-size version of Worksheet 1B-3 in the Worksheets section at the back of the book.**

Worksheet 1B-3 - Estimating an appropriate amount of <i>Time</i> to allocate [Instructions]		
Suggested minimum guidepost (hours): $0.005 \times \text{Value}_{\text{NC}} / \text{Value}_{\text{Time}} =$	Hours	Using our example = 106 hours
Suggested maximum guidepost (hours): $0.02 \times \text{Value}_{\text{NC}} / \text{Value}_{\text{Time}} =$	Hours	Using our example = 425 hours

Of course, your *decision* effort will likely be spent as a combination of time and expense. Keep track of your time and money investments in this *decision* and you can use the guideposts to see if you are on track to generating a quality *decision*.

Complete Worksheet 1B-4 to record the resources you will commit to make a quality next career *decision*. **There is a full-size version of Worksheet 1B-4 in the Worksheets section at the back of the book.**

Worksheet 1B-4 - Record your target mix of Expense vs. Time [Instructions]		
ACTUAL PLANNED BUDGET to make your next career decision =	\$	We would suggest you consider allocating a minimum of \$500
ACTUAL PLANNED TIME ALLOCATED to make your next career decision =	Hours	We would suggest you consider allocating a minimum of 80 hours
YOUR TARGET COMPLETION DATE		It is important to set a real target date by which you will have made your decision.

TIP: Be prepared to spend some money and time to better understand your interests, skills, strengths, and personality and how these will impact your next career *decision*.



Step 2: *Innovate* your next career options

Now that the your next career *decision* has been framed with a clear set of prioritized success criteria as captured in Worksheet 1H, it is time to identify and/or create possible solutions or alternatives that can meet the needs and desires you have identified. It is important that multiple alternatives be considered. Potential solutions (alternatives) should be adequately characterized to make them understandable to you and those that might provide you feedback.

With framing complete, you can now focus on the fun part – coming up with potential life changing career options.

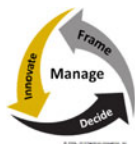
“Innovating your potential career options” enables you to consider new *opportunities* and look at a broad range of alternatives, some of which may be outside of your comfort zone. Here are the key pieces of the Innovate step:

***Innovation* Preparation and Application**

- A. Choose / generate alternatives from several perspectives
- B. Finish brainstorming and combine the best ideas into a single list

Finishing up Innovating

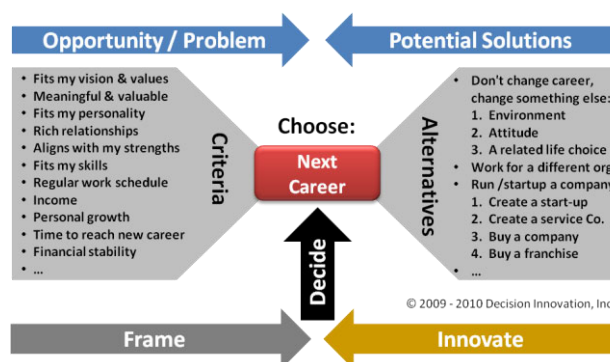
- C. Working through the data gathering step
- D. Identify outstanding issues or concerns and map to relevant *decision* elements
- E. Manage *innovation*



Step 3: *Decide* which career option to pursue

With your prioritized *decision* criteria captured in Worksheet 1H and the single list of your potential next career alternatives captured in Worksheet 2B-2, it is now time to do the work needed to make your *decision*.

Deciding is where it all comes together. Based on the work you have done during the previous steps, you can now gather needed information, evaluate, and reflect on what you have learned to make this important *decision*. Keep all your work, and use what you have learned to create the actions required to complete the implementation of your next career *decision* during the Manage step.



“Deciding which career option to pursue” puts you in control of your future, and we will walk you through this important step. Here are the key pieces of the Decide step:

Decision Evaluation Preparation

- Transfer the criteria and career options to Worksheets 3A-1 & 3A-2
- Map any remaining issues or concerns to relevant *decision* elements
- Gather information to support how each career option performs against each criterion
- Define the *Need Limit* and *Desire Ideal* for each criterion across all options

Perform the analysis

- Complete the *decision* evaluation
- Consider *risks* & *opportunities* associated with each career option
- Select the best career option after considering both *risk* and *opportunity*

Finishing up Deciding

- Capture *rationale*, communicate, and commit to act
- Manage the Decide step



Step 4: ***Manage*** communication, consequences, changes, ***risks***, ...

With your *risk* and *opportunity* adjusted decision *analysis* captured in Worksheets 3A-1/3A-2, it is now time to do the work necessary to put your *decision* into action.

Managing details can be tedious at times, but if you fail to do it, you will not make the most of all the work you have done in the Frame, Innovate, and Decide steps for your next career decision.

Based on the work you have done during the previous steps, you will now think about the consequences of putting your *decision* into action. This will involve communicating your *decision* to your *stakeholders*, mitigating any *risks* associated with your chosen career option, growing any *opportunities* you identified and, following through on all the tasks you have captured throughout the 4-Step process.

“Managing the implementation of your career option” puts you in the driver's seat, and we will guide you through this final step. Here are the key pieces of the Manage step:

Preparation for Managing

- A. For your chosen next career option, identify and manage the consequences
- B. For each *risk*, identify mitigation tasks
- C. For each *opportunity*, identify growth actions/tasks
- D. For your chosen career option, identify tasks associated with what was decided

On-going Management of Tasks & Communication

- E. Organize and prioritize your next career task list
- F. On-going communication with *stakeholders*

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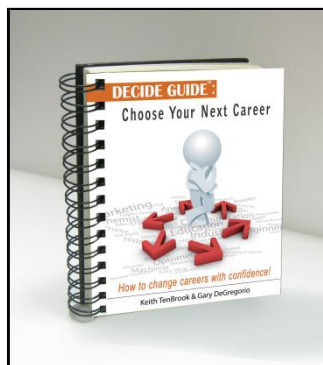
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All the Best,

Keith and Gary

Keith Gary

Or if you need more information, click or enter
<http://dld.bz/DGCYNC> or click on the book:



Worksheets

This section includes all the full size worksheets that you can use to print off and capture your next career *decision* details and results.

The instructions for this worksheet are contained in Step 1B.

Worksheet 1B-1 – Estimating your next career decision value

Estimate of your potential next career annual gross income:	\$	Example: \$42,500 if you use U.S. Bureau of Labor Statistics average
Estimate of career length:	Years	Example: 10 years (no less than 3 years is recommended)
Value_{NC} = Estimated annual gross income x career length	\$	Example: \$425,000 This is the tangible value.

Worksheet 1B-2 – Estimating an appropriate amount of Money to allocate

Suggested minimum guidepost (\$): $0.005 \times \text{Value}_{NC} =$	\$	Using our example = \$2125
Suggested maximum guidepost (\$): $0.02 \times \text{Value}_{NC} =$	\$	Using our example = \$8500

Worksheet 1B-3 – Estimating an appropriate amount of Time to allocate

Suggested minimum guidepost (hours): $0.005 \times \text{Value}_{NC} / \text{Value}_{Time} =$	Hours	Using our example = 106 hours
Suggested maximum guidepost (hours): $0.02 \times \text{Value}_{NC} / \text{Value}_{Time} =$	Hours	Using our example = 425 hours

Worksheet 1B-4 – Record your target mix of Expense vs. Time

ACTUAL PLANNED BUDGET to make your next career decision =	\$	We would suggest you consider allocating a minimum of \$500
ACTUAL PLANNED TIME ALLOCATED to make your next career decision =	Hours	We would suggest you consider allocating a minimum of 80 hours
YOUR TARGET COMPLETION DATE		It is important to set a real target date by which you will have made your decision.

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The **DECIDE GUIDE™**: Choose Your Next Career will arm you with the information and resources you need for every step of the decision making process and provide a worksheet to capture it!

Here are some of the worksheets and templates that are included.

- ✓ **Capturing your current situation** - Summarize what is motivating your decision and its timing.
- ✓ **Estimating your next career decision value** - Determine the tangible value of your next career decision.
- ✓ **Estimating an appropriate amount of Time and Money to allocate** - Establish the resources you need to choose your next career.
- ✓ **Capture your connected personal decisions** - Use these decisions to help guide your career change decision.
- ✓ **Determine and prioritize your success criteria** - Choose and prioritize the factors for making a high quality career change decision.
- ✓ **Capture your expertise** - Sum up the expertise you can bring to your next career. You will be surprised by what you discover!
- ✓ **Brainstorm career options** - Identify new career options that you might not have considered.
- ✓ **Decision Evaluation** - Evaluate how to change careers by scoring each criterion for each of your next career options.
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