

Framing Preparation

1A – Explore your *decision* situation

The first step in framing your next career *decision* is to spend a few minutes characterizing the decision situation. Use the questions in Worksheet 1A below to help guide your thoughts. **There is a full-size version of Worksheet 1A in the Worksheets section at the back of the book.**

Worksheet 1A - Capturing your current situation [Instructions]		
Questions	Your answers	Example answers
What is motivating my desire to change my career?		Not making best use of your talents, bad boss, not feeling fulfilled, ...
Is there anything that requires that this decision be made quickly or urgently?		Yes – due to job loss or investment loss that has disrupted needed current or future income; No – Timing is not urgent.
Who will be impacted by my decision and how might it impact them?		My spouse and children who will be affected by a likely need to move.
What am I feeling with regard to this decision?		I am afraid, anxious, excited, ...
What would prevent me from making this decision? How might I overcome this resistance?		Lack of opportunities – could overcome by broadening my search efforts.
Are there people that I trust that I can consult and get advice from? Will these advisors be looking after my best interests?		Yes – my spouse and my career counselor. Yes – I believe so.
Are there other questions that come to mind that you should think about now? List them below:		

Again, take some time to reflect on these questions. They will help you feel confident or identify concerns that you need to address as you work on your next career *decision*.

YOU CAN HELP OTHERS!

If you thought of additional question(s) that were helpful to you during Step 1A, please share them with us via our special email address below.

DecideGuide-NextCareer@decisioninnovation.com

Use the email subject “My decision situation questions.”

Thanks for participating! We may choose to add your question(s) to a future edition of this book!

See more about decision making at <http://www.decision-making-solutions.com>

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 <i>Money</i> to allocate [Instructions]		
Suggested minimum guidepost (\$): 0.005 x Value_{NC} =	\$	Using our example = \$2125
Suggested maximum guidepost (\$): 0.02 x 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*.

DECIDE GUIDE: Choose Your Next Career

1C – Identify / confirm the *stakeholders* for your next career *decision*

Stakeholders for your next career *decision* are those people in your life (currently and possibly in the future) that have a “stake” in your success. This means they have a role in helping you make this *decision* (e.g., your spouse), or they are dependent on you for a good outcome (e.g., your current or future children). While you need to be clear about who your *stakeholders* are, they typically include one or more of the following. Use Worksheet 1C to capture the *stakeholders* that are specific to you. **There is a full-size version of Worksheet 1C in the Worksheets section at the back of the book.**

Worksheet 1C - Record your stakeholder selection [Instructions]		
Select stakeholders relevant to you	Description	Capture specific names and why they are important
<input type="checkbox"/>	Yourself	
<input type="checkbox"/>	Your spouse or significant other	
<input type="checkbox"/>	Your children (both current and future)	
<input type="checkbox"/>	Your extended family (Parents, brothers, sisters, aunts, uncles, ...)	
<input type="checkbox"/>	Close friend(s)	
<input type="checkbox"/>	Coach	
<input type="checkbox"/>	Business partner(s)	
<input type="checkbox"/>	Anyone else that has a stake in your success	

TIP: Use your *stakeholders* as trusted advisors throughout the process of completing this *decision*. Do not wait till you have made your selection to involve them, since they may not feel respected and might make implementing your *decision* more difficult.

DECIDE GUIDE: Choose Your Next Career

personal aspirations. Be careful to not shortchange the process by using your own opinion too quickly to assess these subjective criteria. Take advantage of some of the following resources to get a broader set of opinions or feedback that help make the criteria data a little less subjective.

Identify the sources you are likely to use to subjectively evaluate your career options (the criteria you selected in Worksheet 1H), and capture the sources in the space provided in Worksheet 1H, Column H. Again, focus on your most highly weighted criteria first.


TIP: If you haven't made some of the focusing decisions in the personal *decision* network (shown in Step 1D and captured in Worksheet 1E), this may be a good time to consider returning to Steps 1E & 1F and making some of these decisions along with capturing the resulting *guiding requirements*. They can help you develop a better understanding of yourself, and they will provide information that can help make evaluation of your next career *decision* easier.

Subjective input from experts

Who knows you well? For your next career *decision*, the people that know you well are likely to be the experts that know something about you. This would include family, friends and coworkers that you trust. Consult these experts that know you to get information or confirmation on criteria such as your personality, your talents and strengths, relationship needs, and perceived skills.

Subjective input from surveys

There are a number of tools that are available that can facilitate learning about yourself. These tools will make some of the subjective criteria more quantifiable in terms that are relevant to your next career *decision*. Here are some tools that we have found useful (*the authors of this book do not profit from your purchase of any of these resources*):

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- For **personality** criteria
 - **Myers-Briggs Type Indicator® (MBTI®)** from multiple providers
 - Knowing your personality type can assist you with career selection, advancing your career or making a career change.
 - PersonalityDesk.com – Click or enter Shortened URL:
<http://dld.bz/pdmbti>

STEP 1: Frame your next career decision

- YourLifeSpan.com – Click or enter Shortened URL:
<http://dld.bz/ylpmbti>
- **Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B®)** assessment from multiple providers
 - Helps you understand how your need for inclusion, control and affection can shape your interactions with others at work or in their personal life.
 - PersonalityDesk.com – Click or enter Shortened URL:
<http://dld.bz/pdfirob>
 - YourLifeSpan.com – Click or enter Shortened URL:
<http://dld.bz/ylpfirob>
- **DISC® Assessment**
 - Helps you get insight into your attitudes, behaviors and potential in the workplace.
 - YourLifeSpan.com – Click or enter Shortened URL:
<http://dld.bz/ylpdisc>
- For **talents and strengths** criteria
 - **StrengthsFinder 2.0**
 - StrengthsFinder.com – Click or enter Shortened URL:
<http://dld.bz/sfinder>
 - **Self-Directed Search(SDS)** by Dr. John Holland
 - Self-Directed-Search.com – Click or enter Shortened URL:
<http://dld.bz/sdsearch>
- For **skills and interests** criteria
 - **Strong Interest Inventory®** from multiple providers
 - Strong measures interests, not skills or abilities, and the results can help guide you toward rewarding careers based on your interests.
 - PersonalityDesk.com – Click or enter Shortened URL:
<http://dld.bz/pdstrong>
 - YourLifeSpan.com – Click or enter Shortened URL:
<http://dld.bz/ylpstrong>

DECIDE GUIDE: Choose Your Next Career

- A **comprehensive package of tests** (combining MBTI®, Strong Interest Inventory®, & the FIRO-B®)
 - This career transition package will help you save money if planning to take more than one of the tests described above.
 - PersonalityDesk.com – Click or enter Shortened URL:
<http://dld.bz/pdpkgs>

Subjective input from a career coach

Getting a career coach can also be helpful in providing feedback on subjective criteria. It will be important to find or hire someone that will have or can build enough of a relationship with you to know and be accurate in assessing your subjective criteria. Above all else, a career coach must have your best interests in mind and be willing to provide honest and direct feedback.

Because people will have different views, it can be helpful to have a group of people to get input from for various criteria. Consider this group as your personal advisory board and use your coach to help you consolidate and validate the feedback from the group.

1M – Identify outstanding issues or concerns and map to relevant *decision* elements

In the course of making a significant *decision* it is not unusual for someone to bring up what they will label as an “issue” or “concern”. The problem with “issues” or “concerns” in the context of decision making is that they are ambiguous and confusing. Issues can derail the *decision* process with a long list of items that convey a sense of urgency, implying that they need to be addressed immediately. At Decision Innovation our decision making model eliminates this confusion by forcing a distinction to be made so that issues and concerns are mapped to the appropriate *decision* element. This includes criteria in the Frame step (here), alternatives/options in the Innovate step, *risks*, *opportunities* and guiding requirements in the Decide step, and tasks during each step.

NOTE: If you did not create or have an issues list, then skip to Step 1N, the final part of the Frame step.