



## **LATINO CAREER ASSESSMENT™**

### **PROFILE REPORT & DEVELOPMENT GUIDE**

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Validated Self-Insights for Career Success



## PROFILE REPORT

*"Life is too short to be litte, keep learning, be self aware, act and take control of your journey!"*

*- Maryanne Piña Frodsham*

Congratulations on taking a meaningful first step in developing your career muscle — the behaviors and habits of career success.

The Latino Career Assessment™ (LCA™) is an empirical tool developed with a single purpose - to provide each Latino professional with the insight, and development actions, that you can immediately apply to build a successful career.

In completing the LCA™, you assessed yourself of 14 career predictors. Each of these 14 career predictors represent a set of behaviors that set the foundation for a successful career — a career in which you generate options and gain support in whatever organization you chose to be in or build. The 14 career predictors for Latino Professionals are:

- |   |                                     |
|---|-------------------------------------|
| → Being Optimistic                          | → Learning Continuously             |
| → Networking & Advocacy                     | → Leveraging Diversity              |
| → Career Alignment with Purpose and Values  | → Practicing Determination and Grit |
| → Dealing with Prejudice and Discrimination | → Speaking Up                       |
| → Extending Influence                       | → Taking Calculated Risk            |
| → Increasing Self-Awareness and Impact      | → Taking Initiative                 |
| → Investing in Relationships                | → Thinking Outside the Box          |

## YOUR LCA™ REPORT HAS THREE SECTIONS

### Section 1 - LCA™ Profile Report

Summarizes your ratings on each of the 14 Career Predictors as Gap, Developing, and Strength.

### Section 2 - LCA™ Development Guide

Provides custom development modules on your 3 lowest rated Career Predictors. Each of these modules has the followind i3LCA™ process for sustainable behavioral development:

- **Awareness:** Overview of the career predictor.
- **Action:** Specific action to develop the targeted Career Predictor.
- **Adelante:** Application to move forward and taking action.

### Section 3 - LCA™ Targeted Development Plan

Offers guidance and template to document your commitments to develop your career habits, behaviors and success.





## LATINO CAREER ASSESSMENT™


### SECTION 1 - LCA™ PROFILE REPORT FOR: SONIA CARRANZA










Your Profile Report is a summary of your Latino Career Assessment™ (LCA™) responses. The 14 Career Predictors listed in your LCA™ Profile Report below provide a clear path for your career development and success as a Latino Professional. Take the time to review and understand the results.

### RATINGS LEGEND

**GAP**   
Concentrate on this Career Predictor to achieve greater career impact and success.

**DEVELOPING**   
You have solid behaviors in this Career Predictor but there is room for improvement.

**STRENGTH**   
You are strong in this Career Predictor and can mentor others in this area.

Career Predictor	Description	Insight Ratings			Description
		Gap	Developing	Strength	
Networking & Advocacy	Less active in networking and developing partnerships.				Seeks out opportunities to network and partner.
Career Alignment with Purpose and Values	Career purpose and values are unknown or misaligned.				Career direction is aligned with their purpose and values.
Learning Continuously	Less inclined to explore new educational opportunities.				Explores and pursues new educational opportunities.
Dealing with Prejudice and Discrimination	Feels limited by prejudice and discrimination.				Does not feel limited—has strategies for navigating prejudice and discrimination.
Practicing Determination and Grit	Gives up when confronted with a challenge or obstacle.				Perseveres through challenges and obstacles.
Extending Influence	Hesitant to communicate and connect with key stakeholders.				Proactively communicates to engage and connect with key stakeholders.
Taking Initiative	Is passive—lets others take action and make decisions.				Is proactive—takes initiative and engages in decision-making.
Investing in Relationships	Places little value on building business relationships.				Creates bonds and places high value on building business relationships.
Leveraging Diversity	Gravitates towards working with people of their same background and beliefs.				Actively values the perspectives of people with different backgrounds and beliefs.

Career Predictor	Description	Insight Ratings			Description
		Gap	Developing	Strength	
Being Optimistic	Is pessimistic—does not expect good things to happen.	■			Is optimistic—works hard to make good things happen.
Taking Calculated Risk	Avoids risk and uncertainty in career decision-making—play "not to lose."	■			Willing to take calculated risks and seize opportunities—"plays to win."
Increasing Self-Awareness and Impact	Does not seek feedback or adjust to new information.	■			Is introspective, seeking and adjusting to feedback.
Speaking Up	Stays quiet—avoids sharing opinions or alternative viewpoints.		■		Speaks up—actively shares opinions and alternative viewpoints.
Thinking Outside the Box	Stays in the box—does not brainstorm ideas for improvement.	■			Brainstorms ideas for improving the work and workplace.

*"Sometimes the biggest accomplishment in life is to find yourself."*

*- Fernanda Cicero*





## LATINO CAREER ASSESSMENT™

### SECTION 2 - LCA™ DEVELOPMENT GUIDE FOR: SONIA CARRANZA

*"The opposite of success is not failure ...it's being stuck. You have a unique strength that's meant to be shared"*

*- Jennifer Villareal*

After reviewing your LCA™ profile report in detail, it is time to take the next step to more fully understand areas in which you need to improve to develop your career. The LCA™ Development Guide provides you with targeted and actionable feedback to facilitate your development, growth, and career success.

The i3LCA™ process guides participants through identifying key strengths and gaps to maximize your career and business impact. The i3LCA™ process provides a systematic approach to ensure the optimal levels of career success.

This section provides custom development modules on your 3 lowest rated Career Predictors. Each of these modules provides insights in the following i3LCA™ format:



**Awareness:** Overview of the Career Predictor, including a detailed description and why it is critical for your career.

**Action:** Specific actions to develop the targeted Career Predictor, including key behaviors to assess yourself and build your capability.

**Adelante:** Specific actions to develop the targeted Career Predictor, including key behaviors to assess yourself and build your capability.

You will find a lot of information in each of these 3 modules. Take the time to review each module for full understanding. You will not be able to complete all the development actions listed immediately. Instead, for each module, identify the critical action(s) that you believe are both achievable and will support your development most directly. Feel free to get input from people you trust. Your 3 Development Modules are:

- Increasing Self-Awareness and Impact
- Practicing Determination and Grit
- Thinking Outside The Box

Once you have fully reviewed your 3 Targeted Development modules, complete the Targeted Development Plan at the end of Section 3 of this LCA™ report.

## INCREASING SELF-AWARENESS AND IMPACT

Awareness—i3LCA™

*“What is necessary to change a person is to change their awareness of themselves.”*

**Abraham Maslow**

### WHAT IS SELF-AWARENESS?

Self-awareness is how much you know yourself. Since each of us is a rich and complex human being, there are endless angles of analysis to know oneself—it is a lifelong process. However, within the context of your career and work success, it is important to build self-awareness in some specific areas.

Tasha Eurich, a researcher and organizational psychologist, and her team of researchers came up with two categories of self-awareness directly relevant to your job and career success: internal self-awareness and external self-awareness.

- **Internal self-awareness** is how clearly you see your values, passions, and aspirations, and how well those standards fit your environment and your reactions (which include thoughts, feelings, behaviors, strengths, and weaknesses).

Essentially, internal self-awareness is recognizing your current job doesn't match your true passion for marketing; or feeling dissatisfied with a heated conversation you had with your colleague, which conflicts with your belief that kindness is important.

- **External self-awareness** is the ability to clearly see how other people view you. People who know how others see them are typically more empathetic. Leaders who can see how their employees view them are usually more effective and have stronger relationships with their employees.

External self-awareness is recognizing your employee took your feedback personally because of your tone, or realizing your employees are disheartened by the data provided in your last email.

Self-awareness is needed to align internal needs, motives, and desires to your external world of work, and adjust to the needs and motives of others to navigate your career successfully.

*“It takes courage . . . to endure the sharp pains of self-discovery rather than choose to take the dull pain of unconsciousness that would last the rest of our lives.”*

**Marianne Williamson**

## WHY DOES IT MATTER?

“Self-awareness has become a significant area of professional and leadership focus,” Eurich states, “and for good reason”. Research suggests that when we see ourselves clearly, we are **more confident** and **more creative**. We make **sounder decisions**, **build stronger relationships**, and **communicate more effectively**. We’re **less likely to lie, cheat, and steal**. We are **better workers** who get **more promotions**. And we’re **more-effective leaders** with **more-satisfied employees** and **more-profitable companies**.” (Eurich, *What Self-Awareness Really Is and How to Cultivate It*, January 4, 2018).

How can practicing self-awareness lead to so many benefits? In his book *Know Thyself*, author Stephen Fleming explains this phenomenon, writing that “self-awareness is what shapes our intelligence, memory, and conscious experience. It’s integral to how we teach and learn. We use it every time we weigh difficult questions, such as assessing how we’d respond in a crisis. But once we understand what our self-awareness is, and how we work it, we can improve our performance and make better decisions.”

So, what is the most essential characteristic of a leader? Self-awareness.

When you address your self-awareness abilities, you become more empathetic and adaptable. If you know how you will react, you might avoid a tough situation by taking a step back or simply taking a few deep breaths. Self-awareness can also improve your confidence. By being open about your flaws, needs, and strengths, you will strengthen your ability to be vulnerable, which will allow for stronger relationships in the workplace.

The reasons for and benefits of self-awareness are clear, but it takes work.

*“To know yourself, you must sacrifice the illusion that you already do.”*

**Vironika Tugaleva**

## INCREASING SELF-AWARENESS AND IMPACT

Awareness—i3LCA™

### BEHAVIORAL INSIGHTS

Below are the behaviors of people who are effective at self-awareness (**Strengths**) and the behaviors of people who are not effective at self-awareness (**Gaps**).

In reviewing the lists, which behaviors are true of you?

#### **Behavioral Strengths:**

- Reflective
- Open to being wrong and learning something new
- Asks for feedback frequently
- Seeks to identify their blind spots
- Practices self-discipline
- Curious about their own emotions, triggers, and decisions
- Aware of their triggers, strengths, and weaknesses
- Takes time to reflect on their purpose and values
- Know what they need and want
- Exhibits empathy
- Reads and adjusts their communication based on whom they are talking to
- Understands what emotions they are feeling and why
- Understands how their feelings, desires, and behaviors impact their actions and performance

#### **Behavioral Gaps:**

- Spends no time learning from experience
- Believes their opinion is always the right one
- Does not embrace critical feedback
- Masks their emotions rather than understanding them
- Has a desire to always be right
- Is challenged with some relationships and does not know their role in creating the problem
- Demonstrates a lack of empathy
- Demonstrates difficulty reading people and tailoring their message to each person
- Is surprised by how people view them
- Is not clear on their values, needs, and desires

## INREASING SELF-AWARENESS AND IMPACT

Action—i3LCA™

*“Self-awareness is the ability to take an honest look at your life without any attachment to it being right or wrong, good or bad.”*

**Debbie Ford**

### DEVELOPMENT ACTIONS

To increase your internal and external self-awareness, apply these five best practice tips:

- **Spend time with yourself.**

It's not easy to reflect when you've got the TV blaring, you're out to dinner with friends, or you're glued to your phone.

Give yourself the time and space necessary to self-reflect by avoiding distractions. Try spending time reading, writing, meditating, or practicing other solo activities to connect with yourself.

Try to give yourself 30 quiet, distraction-free minutes a day.

- **Actively listen to others.**

When you learn how to listen to your friends, colleagues, and leaders without evaluating or judging them, you'll become more empathetic and understanding. Listening, by the way, isn't the same as hearing—the practice of listening takes purpose and control. Listening to the important people in your life should give you a true sense of how they perceive you.

You can translate those listening skills to yourself and better understand your thoughts and emotions. Listening to others and yourself is critical to becoming self-aware.

- **Keep a journal.**

It's simple to get caught up in baseless judgments and beliefs and live out internal dramas, which can affect how we view ourselves. Journaling provides time to reflect and gain self-insights that come in no other way.

## INCREASING SELF-AWARENESS AND IMPACT

Adelante—i3LCA™

*You've reached the Adelante phase, where you will process what you have learned and manifest it into a behavioral change. You will now go from motion to action. Adelante!*

*To support you in employing the developmental actions suggested above, read the story below. Put yourself in the situation and consider which behavioral strengths you may or may not be practicing.*

### SCENARIO: KEIKO TAKEDA

A new project has been assigned to Keiko Takeda's team that requires a fast turnaround. It will be a challenging and stressful project that will require a time commitment of nine weeks, supply chain knowledge, and talent development skills.

There are five members on Keiko's team. One of them, Takeshi, is always eager to help, so Keiko will ask for his assistance and then communicate the next steps to the rest of the team. Takeshi has always responded well when Keiko has worked with him in the past, and she knows he keeps to himself, is honest, and is fast paced, just like her.

The other team members are:

- Gautham, who has been with the company forever and is good at coding, but not much else that will help with the project.
- Lydia, who is loud and does not know much about supply chain procedures or processes.
- Xochitl and Manny, who are new and not yet familiar with the company's supply chain and logistics policies and procedures.

Keiko calls in the team for a kickoff meeting. Immediately, Xochitl voices concern over the project timeline only being nine weeks. Keiko interrupts her, saying there is nothing wrong with the timeline, and if she has a problem, she can switch teams.

**Take sufficient time in answering the questions below. This is for your eyes only.**

**Based on the LCA Behavioral Strengths/Gaps regarding self-awareness and your observations of Keiko:**

- *What are some of Keiko's behavioral strengths/gaps?*
- *If you were providing coaching to Keiko, what would you tell her to do?*



## LATINO CAREER ASSESSMENT™

## SECTION 3 - LCA™ TARGETED DEVELOPMENT PLAN FOR: SONIA CARRANZA

*"Feeling successful is essential. Set mini-goals to get to your larger goal."*

*- Yaneth Medina*

It's time to commit! Your career success is in your hands. In this section you will commit to turn your LCA™ insights into tangible development actions.

You may be tempted to try to focus on a number of capabilities right away — perhaps the behaviors in all 3 development areas. However, once the initial excitement is gone you are likely to be overwhelmed, and lack the time and energy needed to develop across all areas.

You will be much more successful by applying the simple truth - you can only successfully develop one Career Predictor at a time. But, with sustained focus you can develop new behaviors in 3-4 weeks, and over the course of six months you can develop a number of new skills and behaviors, but it will be one at a time.

On the following page is an LCA™ Development Plan Template that will lead you through the process of prioritizing your development — identifying the Career Predictor actions you will focus on initially. In completing your Development Plan:

- Identify the focus Career Predictor and behavior(s) — this will be your core career focus until you develop a level of comfort and competency.
- Document the following for your area of focus:
  - Identify key actions and dates.
  - When you are comfortable with the new behaviors, target the next behavior.

Follow this focused approach, to build each of your career capabilities over time. To continue your career development, we recommend taking the LCA™ annually to gather new insights on your areas of career strength and development. Targeted Development Plan sample below:

Career Predictor	Action	Date
Networking & Advocacy	Join local association of procurement professionals attend meetings, circulate and join one Committee.	By May 31
	Join 2 LinkedIn strategic groups. Connect with groups 3-times a week.	By May 31
	Set-up a time to meet with VP of Procurement and ask her if she can have periodic mentoring meetings.	By May 31



## LATINO CAREER ASSESSMENT™ TARGETED DEVELOPMENT PLAN



**LCA<sup>TM</sup>**