



# Strategy Matrix<sup>®</sup> - Strengths-Based Careers Scouting Report

## Executive Summary

An experiment using Joel Barker's Strategy Matrix<sup>\*</sup> – Career Edition and Marcus Buckingham's "GO Put Your Strengths to Work" was conducted using twenty students from Marquette University's College of Business Administration. They completed an assignment based on the Strategy Matrix<sup>\*</sup> and:

1. Used "Strengths" and "Weaknesses" as Key Characteristics
2. Evaluated two initiatives from the Strengths Movement, "Becoming one of the 2 out of 10," and "Using a Strong Week Plan.," as Row Items

The experiment revealed that these two initiatives have the strongest impact in terms of:

1. Achieving their career strategic objectives in both the short and long term.
2. Maintaining their strengths.
3. Eliminating their weaknesses.

This report contains the Strategy Matrix<sup>\*</sup> report for each of the twenty case studies and a statistical analysis of the results.

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# Strengths-Based Careers

## Scouting Report

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A special acknowledgement must be included in this report to the twenty students, enrolled in LEAD 2, Critical Leadership Skills for Business, at Marquette University's College of Business Administration, for volunteering to take on this project. Most students had already completed the Strategy Matrix \* – Career Edition assignment. These students agreed to modify their assignment to make the changes created for this project. A special thank you to: Brian Finnie, Anna Toshuch, Jill Schmus, Nicole Wachholz, Megan Ward, Craig O'Connor, Phil Benedict, Michelle Ordoqui, Ryan Sellitto, Stanley Nunoo, Chris Byrne, Brian Hawley, Moira Preston, Connor Chapin, Yiannis Glavas, James Garhart, Ashley McCormick, Chengying Sayaovang, Katie Wycklendt, William Swenson

## Section I Introduction

# STRENGTHS-BASED CAREERS

Joel Barker's Strategy Matrix<sup>®</sup> is a Strategic Exploration Tool that measures the extent to which a trend, innovation, policy change, initiative, event, or a new strategic objective make it easier or harder 1) to achieve the Strategic Objectives of an organization and 2) to maintain the Key Characteristics of the organization. Several universities have implemented a special "Career" version of the Strategy Matrix\* to give students the opportunity to evaluate a selection of trends, innovations, initiatives, etc. on their career goals and key characteristics.

At Marquette University each semester, approximately 200 sophomores in the College of Business Administration, prepare a Strategy Matrix\* – Career Edition. At a time when some have clearly identified a major, others are undecided, and others are beginning to look at critical college issues like internships and international study, the Strategy Matrix\* is designed to introduce them to a new leadership skill that will help them make better decisions.

A "Key Characteristics" in the Strategy Matrix\* is "an attribute (positive or negative) of an organization (or individual) that is essential to defining its personality or character. Something is a key characteristic if the organization (or individual) would change substantially if the attribute were removed."

In studying Marcus Buckingham's "Go Put Your Strengths to Work," it becomes clear that his definitions of strengths and weaknesses fit very well within the broader concept of a key characteristic. He demonstrates clearly the power of strengths and weaknesses to contribute to a person becoming "one of the 2 out of 10," who does what they do best each day. He concludes: "You are a unique being – there never has been or never will be another person exactly like you. Your thoughts, feelings, and behaviors combine together to give you perspectives, talents and strengths that are uniquely yours."

In April, 2007, twenty students enrolled in the Critical Skills for Business Leadership program at Marquette University volunteered to modify their Strategy Matrix\* Career assignment by:

1. Changing their Key Characteristics to two Strengths statements and one Weakness statement<sup>1</sup>.
2. Add two initiatives to their Strategy Matrix as row items to be evaluated against their career goals.
  - a. Becoming “one of the 2 out of ten.”
  - b. Using a “Strong Week Plan.” (A “Strong Week Plan” focuses an individual’s attention on building strengths and stopping weaknesses.)

<sup>1</sup> The Strategy Matrix\* – Career Edition limits the entry of Key Characteristics to a total of three items.

## Section II Scoring

# Scoring

The Strategy Matrix\* uses a scoring scale that measures the extent to which a “row item,” i.e., “Becoming one of the 2 out of 10.” makes it easier or harder to:

1. Achieve a strategic objective.
2. Maintain a positive key characteristic (or strength).
3. Eliminate a negative key characteristic (or weakness).

The scoring scale is simple:

- +5 Makes it much easier...**
- +3 Makes it easier...**
- +1 Makes it a little easier...**
- 0 No Impact**
- 1 Makes it a little harder...**
- 3 Makes it harder...**
- 5 Makes is much harder...**

The work of a Strategy Matrix\* is not complete when the scores are entered in every intersection. The value of the Strategy Matrix\* comes from the discussion and the analysis of the column and row totals.

**High Positive Row Score Totals** indicate that you have a row item that is very supportive of where you want to go and the fundamentals of your organization.

**High Negative Row Score Totals** indicate that a row item is a great hindrance to the achievement of your strategic objectives and the maintenance of your organization’s fundamentals.

**High Positive Column Score Totals** indicate that the column item is receiving lots of support from the various forces of change you have identified.

**High Negative Column Score Totals** indicate that a column item is receiving lots of constraints from those forces.

Note: It is possible that a row item could have many positive impacts on the Strategic Objectives but also have high negatives on the Key Characteristics. Comparing those differences can be instructive on what price you are going to pay to the Strategic Objective benefits.

### Section III

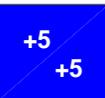
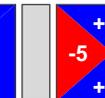
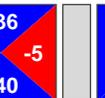
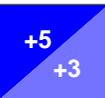
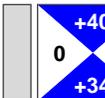
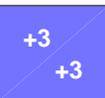
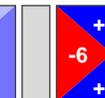
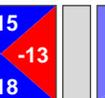
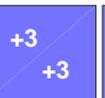
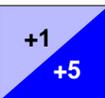
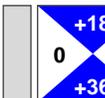
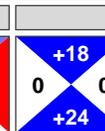
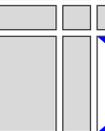
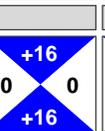
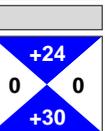
## Strategy Matrix<sup>®</sup> – Career Edition Case Studies

There are twenty Strategy Matrix<sup>\*</sup> – Career Edition case studies in this section. The first three include both the Strategy Matrix<sup>\*</sup> and the Cell Details which include the “reasons” for the scores. The remaining cases studies include only Strategy Matrix<sup>\*</sup>. Students have individually selected other “row items,” trends, innovations, possible new strategic objectives, from a variety of different sources and their own experiences. The first three “detailed” case studies have been edited to include only the two “row items” selected for this project. The remaining cases studies include all of the “row items.”

These case studies provide preliminary information, on an objective basis, of the power that “Becoming one of the 2 out of 10” and “Using a Strong Week Plan” have on an individual’s career goals. They also show the power of these initiatives to maintain a person’s strength and help eliminate a person’s weakness.

A careful perusal of the cases studies shows that these two initiatives are, overall, **the most powerful** contributors supporting the achievement of the individual’s career goals and strengths.

Team Members: James Garhart

Joel Barker's   ST: 1 LT: 5  Significance Factor:	A - To graduate with a degree in Operations and Supply Chain Management in chain management after graduation. +3	B - To be hired for a supply Milwaukee area. +2	C - To remain living in the self-directed investor within the stock market. +1	D - Become a more Strategic Objective Subtotals +3	E - I feel strong when I am persistence to a task finally is Off when the task finally is Strategic Objective Subtotals +2	F - I feel strong when I can be a Devil's Advocate to a situation, and help provide a overwheeled with uncertainty on decisions that I +3	G - I feel weak when I am overwhelmed with uncertainty on decisions that I -3	Key Characteristic Subtotals	Row Totals	
1 - [Initiative] Becoming one of the 2 out of 10 that actually enjoy the tasks that I accomplish.										
2 - [Initiative] Using a 'Strong Week Plan' each week to focus on strengths and stop weaknesses										
Column Totals										

## Details



### Strategic Objectives

A - [+3] To graduate with a degree in Operations and Supply Chain Management in May 2008

B - [+2] To be hired for a supply chain management job after graduation.

C - [+1] To remain living in the Milwaukee area.

Details: After graduation I would like to gain employment in the Milwaukee area.

D - [+3] Become a more self-directed investor within the stock market.

Details: Currently I have opened an account with brokerage firm, however I still rely upon advice from friends practice paper trading. I want to be able to manage my own account without outside intervention.

### Key Characteristics

E - [+2] I feel strong when my persistence to a task is payed off when the task finally is accomplished. There is satisfaction that my efforts did not go to a task left uncompleted.

Details: When with dealing with a group project I ensure that my knowledge on the subject is conveyed to group members. With persistence that knowledge is in some manner integrated into the project. For example in an economics project I expressed that the North American Free Trade Agreement has an impact on the pricing of new cars. With persistence that information was integrated into the final project.

F - [+3] I feel strong when I can be a Devil's Advocate to a situation, and help provide a better solution, or avoid making a larger mishap for situation that I am confronted with.

Details: The way that I interact with people in a project or social setting is often as a devil's advocate. I have found creating an argument for any subject or situation has created adversity between myself and others. However, the benefits of being in the role of a devil's advocate has always been the best method for ensuring all details of any subject are covered thoroughly. For example the stock market has many factors that affect the direction that stocks travel. If one report in the market is neglected and misinterpreted can result in an investment going in the wrong direction

G - [-3] I feel weak when I am overwhelmed with uncertainty on decisions that I make individually or within a group.

Details: I feel weak after a decision is made, and question whether or not that choice was correct. For

example, in operations management deals a lot with finding the lowest possible cost in a product. After a decision has been made for purchasing a product, I often question whether or not that cost is the lowest possible.

#### Row Items

1 - [Initiative] Becoming one of the 2 out of 10 that actually enjoy the tasks that I accomplish.

Details: People become overwhelmed with the demands of life, and are placed into a position where they are unsatisfied with the tasks they accomplish.

2 - [Initiative] Using a 'Strong Week Plan' each week to focus on strengths and stop weaknesses

Details: The only method to enhance strengths or eliminate a weaknesses is through devoting time each week to the characteristics that are considered a strength or a weakness.

#### Scored Cells

A, 1

ST: 5 I enjoy the concepts and ideas presented in Operations. It involves creativity, listening, questioning, and innovation to be good in this field.

LT: 5 Uncovering what operations management involves, only provides more questions of how can I bring my abilities to help develop this field of study.

B, 1

ST: 3 Operations can be difficult for others to grasp and understand. Those not interested in operations will often remove themselves from being employed by companies who need operations management.

LT: 5 Employers may recognize that when I complete task is based upon my enjoyment of the project, and not solely that this is a job. Rather, this will allow others to see my abilities to manage.

C, 1

ST: -5 I may encounter an opening that truly fits my personality and desire. However, that position may be located somewhere outside of Milwaukee.

LT: -5 Companies often move to different locations, and if I wish to remain employed at one company for a long period of time may require that I move where they go to keep the job that I enjoy.

D, 1

ST: 5 When allowed to, I check the stock market nearly every single hour, and even weekends. I find it strange that people do not have the same amount of excitement when dealing with the stock market.

LT: 5 Rather than relying upon others for insight, learning from the stock market has made me a better consumer for most investment products. This allows me to be able to choose what to invest in with the knowledge that what I choose was based upon my personal knowledge, and enjoyment.

E, 1

ST: 5 My persistence in completing a task makes me feel that no one else would have been able to accomplish the same things that I have done. Such as majority of my mothers and fathers family have never completed a bachelors degree. However, I have persisted to accomplish a bachelors degree no matter how many difficulties I have encountered.

LT: 5 Demonstrating that I am persistent with any task that I start, will demonstrate to any future employer that I am an important asset to the company. This will allow me to take on new tasks and continually work on a task until it is completed.

F, 1

ST: 5 When dealing with class I should attempt to ask the teacher one question about a subject each time there is class. This practice will allow me to question without much effort.

LT: 5 Arguments often require people to maintain their ground. Recognizing that there are only a certain number of people who consider being a devil's advocate a strength will help develop strength to maintain my stand.

G, 1

ST: 5 Employers may consider that I do not enjoy the work that I accomplish because I portray a certain level of uncertainty in my own decisions.

LT: 3 By being one of the people who actually enjoys the work that I do will allow me to focus on being uncertain on a decision is a weakness, and is not because my decisions are wrong. In turn this will allow me to demonstrate I am decisive to the solutions for the problems that I encounter.

A, 2

ST: 3 Companies are looking for people who demonstrate the ability to manage supply chains. High management levels only come with demonstrating my strengths, and improving on my weakness.

LT: 3 Detail is important to supply chain management, and utilizing my strength to recognize needed details will make management an easier task. However, improving my decisiveness on a decision will provide a higher level of self confidence.

B, 2

ST: -3 Companies have expanded their operations outside of many previous cities and states, and often need people to fill these new locations. This means I must recognize and demonstrate my strengths to separate myself from other applicants. Then when compared to other applicants I can demonstrate that my weaknesses are being addressed and worked upon.

LT: -5 Improvements come with dealing and resolving problems. If companies find that I have not improved upon my strengths or weaknesses I am placed at a higher liability of being removed from the company. By using the 'strong week plan' will help me increase my strengths and reduce my weakness.

C, 2

ST: 3 There are many well established companies that are looking for new hires in operations in the Milwaukee area. Companies are looking for people who can not only recognize a strength or weakness, but have a plan of action to make improvements with themselves or the company.

LT: -3 Because of the continual growth in populations the need for other facilities at different locations makes it difficult to have every company in the Milwaukee area. However, by continually identifying my strengths and weaknesses will help me keep learning about myself.

D, 2

ST: 1 Using a 'strong week plan' will provide a measurable source in determining if my goal of becoming a more self-directed investor is on course to being accomplished.

LT: 3 The 'strong week plan' will allow me in the future to compare with the in how much I have improved in becoming a self-directed investor.

E, 2

ST: 3 The 'strong week plan' will help begin to measure how persistent I am with any subject or topic that I may encounter. For example, I may find that during a project I did not devote the amount of time I assigned myself to ensure that with persistence my knowledge is incorporated into the project.

LT: 3 Persistence will allow me to keep utilizing the 'strong week plan' to help improve future strengths or weakness that I may encounter.

F, 2

ST: 3 With the 'strong week plan' I can practice asking at least one question about a concept learned in class, and ask could there be another alternative.

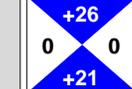
LT: 5 In 5 years I need to automatically incorporate the 'strong week plan' and contribute at least one extra solution or an extra problem to every situation that I may confront.

G, 2

ST: 1 Managing often requires people to make a decision, and not being able to make a decision will reduce my overall effectiveness in the company. But to recognize this as a weakness will allow me to practice, to not question a decision that I make.

LT: 5 If the 'strong week plan' is practiced now, I can compare how often I questioned myself on decisions in the future. This will allow me to determine if I have actually improved in my certainty in decisions.

Team Members: Brian Finnie

Joel Barker's   ST: 2 years LT: 5 years  Significance Factor:	A - To graduate with a bachelors degree in economics and finance +3	B - To graduate with a economics +3	C - To maintain with PhD in status +3	D - To earn an internship with Wells Fargo the summer and senior between my junior and senior +2	E - To work for a finance or banking corporation in North Carolina or Georgia +2	F - I feel Strong when I analyze data to make decisions Strategic Objective Subtotals +3	G - I feel Strong when I contribute to the success of my team's mission +2	H - I feel Weak when I am forced to separate my multiple things at attention to multiple things at Key Characteristic Subtotals -2	Row Totals		
1 - [Initiative] Becoming one of the 2 out of 10 (meaning that you would be spending most of your time											
2 - [Initiative] "Using a 'Strong Week Plan' each week" to focus on your strengths and stop on your											
Column Totals											

## Details



### Strategic Objectives

A - [+3] To graduate with a bachelors degree in economics and finance

B - [+3] To graduate with PhD in economics

C - [+2] To maintain my dean's list status

D - [+2] To earn an internship with Wells Fargo the summer between my junior and senior years

E - [+2] To work for a finance or banking corporation in North Carolina or Georgia

### Key Characteristics

F - [+3] I feel Strong when I analyze data to make decisions

G - [+2] I feel Strong when I contribute to the success of my team's mission

H - [-2] I feel Weak when I am forced to seperate my attention to multiple things at one time

### Row Items

1 - [Initiative] Becoming one of the 2 out of 10 (meaning that you would be spending most of your time "doing what you do best")

2 - [Initiative] "Using a 'Strong Week Plan' each week" to focus on your strengths and stop on your weaknesses.

### Scored Cells

A, 1  
ST: 3 Economics and finance are majors I am passionate about and allow me to do what I do best. Although there will be a couple courses I have to take that will not work with my strengths.  
LT: 0 No effect after graduation in 2009.

B, 1

ST: 3 In order to be able to get my PhD in economics I will have to graduate with a bachelors degree. The majority of courses I have to take I enjoy although there will be exceptions.

LT: 5 Economics is something I do best and enjoying it makes it easier to graduate with a Phd.

C, 1

ST: 5 Striving to do my best is should result in maintaining my dean's list status. I know I am capable of it.

LT: 5 Same reason as short term

D, 1

ST: 3 Doing what I do best, succeeding in economics, will set me up well for the internship.

LT: 0 Already will have had internship

E, 1

ST: 5 Spending time doing econ and contributing to a team is exactly what will be needed in a finance corporation.

LT: 5 Same as short term.

F, 1

ST: 5 If I focus spending time on what I do strongly it will make it easier to accomplish my strength.

LT: 5 same as short term

G, 1

ST: 5 Focusing on doing what I do strongly as much as possible will allow me to spend more time contributing to the success of my team's mission.

LT: 5 Same as short term.

H, 1

ST: 5 Doing more of what I do best will allow me to do less of what I am weak at.

LT: 5 Same as short term

A, 2

ST: 3 It will make it easier to graduate if I plan out my week to make the most of my strengths.

LT: 0 I will have already graduated.

B, 2

ST: 1 If I focus on my making my week a strong week it will set me up to do well and be admitted to a good graduate business school.

LT: 3 By setting up my week to do most of my strengths I can make the most of my graduate school experience.

C, 2

ST: 3 By making each week a strong week I will be set up to do well in school.

LT: 3 By making each week a strong week I will be set up to succeed in grad school.

D, 2

ST: 3 By making each week a strong week I will be a good candidate for the job.

LT: 0 I will have already had the internship opportunity.

E, 2

ST: 1 The starting the strong week plan in undergrad will carry over to the future and make it easier to work.

LT: 3 Maintaining the strong week plan will give myself good habits for the working world.

F, 2

ST: 5 Planning out when I can make the most of my strengths will allow me to do more analyzing and decision making.

LT: 5 same as short term

G, 2

ST: 5 Planning out my week so that I can make the most of my strengths will allow me to contribute more to the success of my team's mission.

LT: 5 Same as short term

H, 2

ST: 5 Planning out how to make the most of my strengths will allow me to do less of my weaknesses.

LT: 5 same as short term

# Strengths-Based Career Strategy Matrix

 ST: LT: Significance Factor:	A - To graduate with a degree in Human Resources Management and Marketing +3	B - To maintain standards of academic excellence for the rest of my academic career. +3	C - To use resources available to me as much as possible in order to gain as graduate school at Marquette or an institution of equal or +3	D - To apply to and get into Strategic Objective Subtotals +2	E - I feel strong when I am open to new ideas Strategic Objective Subtotals +3	F - I feel strong when I am complemented on my moral structure +3	G - I feel weak when I am stubborn +3	Key Characteristic Subtotals -1	Row Totals	
1 - Becoming one of the 2 out of 10										
2 - Using a Strong Week Plan each week to focus on my strengths and stop my weaknesses										
3 - [Innovation] Introduction of programs such as "Trombone Player Wanted"										
Column Totals										

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# Details of Strengths-Based Career Strategy Matrix



## Strategic Objectives

A - [+3] To graduate with a degree in Human Resources Management and Marketing with a minor in Psychology in spring of 2009

Details: A college education is the most significant investment anyone can ever make for themselves, therefore it is very important.

B - [+3] To maintain standards of academic excellence for the rest of my academic career.

Details: Academics is very important and without it you get no where. High academic standards show that you care about life and its direction and that you are being the best you can be. I admit that I have not been as focused achieving sub-par standards that must be raised.

C - [+3] To use resources available to me as much as possible in order to gain as much information and experience possible through seminars, career fairs, internships, people and anything/anyone else that/who is available.

Details: I feel that the only way to really learn something well is to get your hands dirty and try it. Why is homework assigned in class? So that we can learn through experience. Experience is fundamental to success.

D - [+2] To apply to and get into graduate school at Marquette or an institution of equal or better quality either the following academic year after graduation in 2009 or within 2 years of graduation.

Details: I know I want to go to graduate school to make myself as knowledgeable as possible in my respective fields. I am however not sure if I should pursue graduate school right after I graduate undergrad or work for 1 or 2 years before applying.

## Key Characteristics

E - [+3] I feel strong when I am open to new ideas

Details: We cannot be afraid of change or we may miss some of the biggest opportunities of our life.

F - [+3] I feel strong when I am complemented on my good moral structure

Details: Morality seems to be an issue that more people are struggling with these days, especially in the upper echelons of corporate America.

G - [-1] I feel weak when I am stubborn

Details: I can be extremely stubborn in many instances when I do not feel it is the best course of action.

#### Row Items

1 - Becoming one of the 2 out of 10

Details: By becoming one of the 2 out of 10, I would be able to get so much more done with my life. I would also be able to accomplish more and inspire more people to play to their strengths which could change the lives of so many people

2 - Using a Strong Week Plan each week to focus on my strengths and stop my weaknesses

Details: Living each day in my strengths and forming a plan to help me live to my strengths each day is really a good idea because I will be able to do things that I love to do. I will be performing better work and getting better results. I will also be noticed and come to be identified as someone who will always do great work. Again this will inspire people to look at their own lives and make them want to perform better and discover their strengths to improve their work and their lives as well.

3 - [Innovation] Introduction of programs such as "Trombone Player Wanted"

Details: I would like to introduce programs such as "TRW" because I have found it extremely helpful to me and i want to tell/show every business person I know about it.

#### Scored Cells

A, 1

ST: 5 By playing to my strengths, I will be able to mold my work to highlight those strengths which will make me more successful and get better results in all that I do.

LT: 5 Once out of school, I will have a good track record with my academics which may give me better standing in the beginning. With what I have learned about myself I will be able to apply it to whatever job I do and be a success.

B, 1

ST: 5 If I know how to go about things in a way that utilizes my strengths to their full potential then there will be no problem achieving and maintaining academic excellence.

LT: 5 Later on in graduate school I will be able to perform the same way, using my strengths to retain information that will help me in the years beyond graduate school. Also, since we are continually learning I will be better off for the rest of my life.

C, 1

ST: 5 Knowing what I do best will be a big part in guiding me to those resources that I will be able to utilize the best to fit my needs.

LT: 5 By knowing what works best for me in terms of resources, I will be able to pick them out quicker and use them in more effective ways, thus giving me better results.

D, 1

ST: 5 If I go to graduate school right after finishing up at Marquette, I will have had success from knowing and using my strengths every day thus making me more desirable for the school.

LT: 5 If I work for a year or two after graduation, I will be able to play to my strengths and make my mark in the business world. With good success from work experience I will be a strong candidate for a great graduate business program at more than one prestigious institution.

E, 1

ST: 5 By knowing my strengths I will also know my weaknesses and thus be open to new ideas on how to improve the weaknesses while also looking for ideas to improve my strengths

LT: 5 Pretty much the same as the short term section, I will be able to keep my eyes open for new ideas to improve both strengths and weaknesses.

F, 1

ST: 5 In business you will not get ahead by being immoral even if that is your strength. There is always some way to get caught. Whether it be cheating on a homework assignment or plagiarizing a paper. It does not work.

LT: 5 Morality in the business world is so important especially today when there seems to be none left. Morality is one of my strengths so using it to its fullest will not be hard.

G, 1

ST: 5 Being stubborn is something I do well but I would not call it a strength. It is something to overcome and by becoming one of the 2 out of 10 I will hopefully be able to lessen it significantly or eradicate it altogether.

LT: 5 Being stubborn will not get me anywhere and by using my other strengths I will be able to get rid of it.

A, 2

ST: 5 By making a Strong Week Plan every week I will be able to attach strengths to academic tasks I have during the week and focus on those strengths and have success.

LT: 5 By making a Strong Week Plan every week I will be able to attach strengths to work tasks I have during the week and focus on those strengths and have success.

B, 2

ST: 5 I will be able to focus on my strengths and use them to have academic success

LT: 5 Playing to my strengths will make it easier to get the work done and yield better results too

C, 2

ST: 5 Again, by knowing my strengths I will be able to pick out the resources that work best for me and by planning out weekly tasks I will be able to be more efficient by not sifting through material and talking with three different people when only one was necessary

LT: 5 Again, by knowing my strengths I will be able to pick out the resources that work best for me and by planning out weekly tasks I will be able to be more efficient by not sifting through material and talking with three different people when only one was necessary

D, 2

ST: 5 I can plan out what I need to get done each week in terms of applications, essays, recommendations and other things to make most use of my time and strengths

LT: 5 If I defer graduate school a few years but still use the Strong Week Plan I will have it down to a

science and be able to apply it to my new tasks in the classroom making it easier for myself.

E, 2

ST: 5 Since this is one of my strengths, I will be able to incorporate it into my weekly routine which will give me a broader view of many things

LT: 5 Since this is one of my strengths, I will be able to incorporate it into my weekly routine which will give me a broader view of many things

F, 2

ST: 5 Since this is one of my strengths, I will be able to incorporate it into my weekly routine which will give me a broader view of many things which will keep me and people I work with out of trouble.

LT: 5 Since this is one of my strengths, I will be able to incorporate it into my weekly routine which will give me a broader view of many things which will keep me and my co-workers out of trouble and out of jail.

G, 2

ST: 3 I can build "not being stubborn" into my weekly plan to eradicate it and become a less better person to work with.

LT: 3 I can build "not being stubborn" into my weekly plan to eradicate it and become a less better person to work with which will in turn lead to better success in the workplace.

A, 3

ST: None

LT: 1 I will be able to bring something extra to the table that others may not have been exposed to and offer a different point of view.

B, 3

ST: 3 These programs are meant to help you discover your inner strengths therefore I will be more successful in academics.

LT: 3 Better academics looks better on a resume.

C, 3

ST: 3 These resources are available and I am utilizing them.

LT: 3 Through my resources, I have a unique view that no one else has which will make me stand out.

D, 3

ST: 1 Again, I will have a unique perspective that many others will not which will be valuable for me.

LT: 1 I will have a more rounded view to the world that others will not have.

E, 3

ST: 3 I will be exposed to new perspectives and learn things about myself that may alter my current perspective.

LT: 5 Again, broader perspective makes it easier to be open to and accept new ideas.

F, 3

ST: 1 It may offer different morals that I did not know about or did not see as important.

LT: 3 Better morals will look good to a lot of companies these days.

G, 3

ST: 3 I will see things and then realize my stubbornness is petty and irrelevant.

LT: 3 I will not be as stubborn as I will have realized that it gets me no where.

Team Members: Anna Christine Toshach

 ST: 6 months LT: 3 years Significance Factor:	A - To graduate from Marquette University with an undergraduate degree in +3	B - To graduate with masters in Business Economics in 2010. +2	C - To be promoted to some sort of management position at my current job while still in +1	Strategic Objective Subtotals +1	D - I feel strong when there is a lot of pressure at work. I am depended on to preform at a +3	E - I feel strong when there is teaching others; either something that they are +3	F - I feel weak when I am planning for a big presentation, I get cold feet +1	Key Characteristic Subtotals -3	Row Totals
1 - [Initiative] Becoming one of the 2 out of 10	-3 +1	0 +5	+1 +3	+1 -9 0 +16	+5 +5	+3 +3	-3 -5	+18 -9 -15 +18	+19 -18 -15 +34
2 - [Initiative] Using a 'Strong Week Plan' each week.	+1 +3	+1 +3	+3 0	+8 0 0 +15	+3 +5	+3 +5	+1 +3	+15 0 0 +29	+23 0 0 +44
3 - Trend: Increased outsourcing of customer relation positions overseas.	0 0	0 -1	0 +1	0 0 -2 +1	0 -3	0 -3	0 +3	0 0 -12 +9	0 0 -14 +10
4 - Trend: Babyboomer generation is aging and beginning to retire.	+1 +5	+3 +5	+1 +5	+10 0 0 +30	0 +3	+1 +3	+1 +5	+4 0 0 +27	+14 0 0 +57
5 - Innovation: Cost of solar energy is decreasing, this market is expected to grow.	0 +3	+1 +1	0 0	+2 0 0 +11	0 +1	+1 +3	-1 0	+1 -3 0 +6	+3 -3 0 +17
6 - Policy Change: Internet confrences allow greated freedom for corporations to stay in touch with	+1 0	+1 +3	+1 +1	+6 0 0 +7	0 +3	0 +1	0 +1	0 0 0 +13	+6 0 0 +20
7 - Initiative: New online scheduling tools for hourly employees make scheduling faster, more efficient,	+1 +3	+1 0	+3 +1	+8 0 0 +10	0 0	+1 0	0 0	+1 0 0 0	+9 0 0 +10
Column Totals	+12 -9 0 +45	+14 0 -2 +34	+9 0 0 +11		+24 0 -9 +51	+9 0 -3 +15	+6 -12 -15 +36		+ST -ST -LT +LT

 ST: 2 years LT: 5 years Significance Factor:	A - To raise my GPA to a 3.0 by the time I graduate in 2009 with a major in +1	B - To secure an internship with a marketing firm within the next semester. +2	C - To volunteer where Spanish is an integral part of their organization where Spanish which I can combine Spanish +2	D - To obtain a job with a corporation after school, in which I can combine Spanish +2	Strategic Objective Subtotals	E - I feel strong when I am speaking about a topic I am comfortable with in front of a +3	F - I feel weak when I am very short time to complete a large task. -1	G - I feel strong leading others when I am competent in the subject we are focused +2	Key Characteristic Subtotals	Row Totals
1 - [Strength] Becoming one of the 2 out of 10.										
2 - [Strength] Using a "Strong Week Plan" each week to focus on my strengths and stop my weaknesses.										
3 - [Trend] Ability to easily buy and download media offline from the convience of your own home.										
4 - [Innovation] Introduction of the iPhone by Apple.										
5 - [New Strategic Objective] Become a more goal oriented, organized person.										
6 - [Event] Announcement of Marquette's Business School into the top 50 business schools in the										
Column Totals										

Team Members: Brian Hawley

 ST: 2 years LT: 7 years Significance Factor:	A - Be an Armor Commander. +2	B - Graduate from Marquette with a degree in business administration with a minor in mba and teacher licence. +1	C - Have credits towards my on in 30 years +1	D - Own real estate to retire +1	Strategic Objective Subtotals	E - Ambitious when it directly improves me or people I care about. +1	F - When I have to mingle with and start conversation about and have a passion for. -1	G - when I am teaching others stuff I feel strong about and have a passion for. +1	Key Characteristic Subtotals	Row Totals
1 - [Initiative] Becoming one of the 2 out of 10	+1 +3	+3 0	+1 +3	0 +1	+6 0 +10	+3 +5	+1 +1	+3 +3	+7 0 +9	+13 0 +19
2 - [Initiative] Using a Strong Week Plan each week to focus on my strengths and STOP my	+1 +3	+3 0	+3 +1	-1 +1	+5 -1 +10	+5 +3	+1 +1	+5 +3	+11 0 +7	+16 -1 +17
3 - [Trend] The war on terror and rise of military action around the world.	+1 +3	+1 0	-1 -3	-3 -3	+3 -4 -6 +6	+1 +1	-1 -3	0 +3	+1 -1 -3 +4	+4 -5 -9 +10
4 - [Trend] Rise in the cost of land and supply due to farms being sold.	0 0	0 0	0 0	+1 +3	+1 0 +3	+1 +3	+1 +1	0 +3	+2 0 0 +7	+3 0 0 +10
5 - [Trend] Rise in the importance in personal management and business courses in high schools.	0 +3	+1 0	+1 +3	-1 -1	+2 -1 -1 +9	+3 +3	0 -1	+1 +5	+4 0 -1 +8	+6 -1 -2 +17
6 - [Innovation] The rise of computers and robots in the military	+1 +1	0 0	-1 -3	0 +1	+2 -1 -3 +3	0 +3	-1 -1	-1 +3	0 -2 -1 +6	+2 -3 -4 +9
Column Totals	+8 0 0 +26	+8 0 0	+2 -2 -6 +9	+1 -5 -4 +6		+13 0 0 +18	+3 -2 -5 +3	+9 -1 0 +20		+ST -ST -LT +LT

Team Members: Chengying Sayaovang

 ST: 2 Years LT: 5 Years Significance Factor:	A - To pass the CPA exam in 2010. +3	B - To graduate with a major in Accounting and International Business in during the summer of 2008. +3	C - To graduate with a master's degree in Accounting. +3	D - To graduate with a beginner's level in Chinese +3	E - To know how to speak, listen, read and write at a beginner's level in Chinese +1	Strategic Objective Subtotals	F - Plan schedules, exploring the best options or choices +3	G - Focusing and guiding others to stay on the topic or right path +3	H - Making quick decisions on unfamiliar things -3	Key Characteristic Subtotals	Row Totals	
1 - [Initiative] Becoming one of the 2 out of 10	0 +1	+5 0	+5 0	0 +1	+5 0	+35 0	0 +6	+5 0	+5 0	+5 0	+45 0	0 +80
2 - [Initiative] Using a "Strong Week Plan" each week to focus on your strengths and STOP your	0 +3	+3 0	+1 0	0 0	+5 0	+17 0	0 +9	+3 0	0 0	+1 0	+12 0	0 +29
3 - [Trend] Increasing need of accountants	0 +3	+3 0	0 0	0 +1	0 0	+9 0	0 +12	0 0	0 0	0 0	0 0	0 +9
4 - [New Strategic Objective] Becoming a missionary	0 -5	-1 0	-1 0	0 -5	-1 0	0 -7	-30 0	0 0	0 +5	0 +3	0 +24	0 -7
5 - [Innovation] Live interactive Chinese classroom through the internet.	0 0	0 0	+5 0	0 0	+5 +3	+20 0	0 +3	0 0	0 0	-1 -1	0 -3	0 -3
6 - [New Strategic Objective] Working after obtaining a bachelor's degree in Accounting and	0 -5	-3 0	+1 0	0 -5	0 -1	+3 -9	-31 0	0 +1	0 0	0 +1	0 +6	0 -9
Column Totals	0 0 +21	+33 -12 0	+36 -3 0	0 0 +6	+15 -1 -1			+24 0 +3	+15 0 +15	+18 -3 -3		+ST -ST -LT +LT

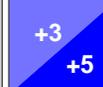
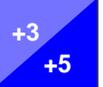
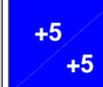
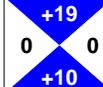
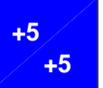
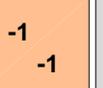
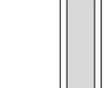
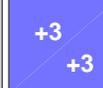
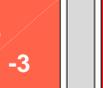
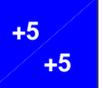
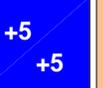
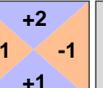
# Chris Byrne's Strategy Matrix

 ST: 1 year LT: 4 years Significance Factor:	A - Study abroad in Rome, Italy for one semester junior	B - Get a business internship in the Summer of 2008	C - Graduate with two majors and a 3.5 GPA from the Marquette University School	D - Get a job at a large international company with significant opportunities for advancement	E - Get a job at a large international company with significant opportunities for foreign job	Strategic Objective Subtotals	F - I feel strong when I am allowed to let my opinions and feelings run wild in	G - I feel strong when I am made aware of all the variables to a situation and all	H - I feel weak when I am continually perform the same tedious, by-the-book task	Key Characteristic Subtotals	Row Totals
	+1	+2	+2	+3	+1		+2	+2	-2		
1 - [New Strategic Objective] Becoming one of the 2 out of 10	+1 0	+3 0	+3 +3	0 +5	0 +5	+13 0	+3 +5	+3 +5	+3 +5	+18 0	+31 0
2 - [Initiative] Using a "Strong Week Plan" each week	+1 0	+1 0	+3 +3	0 +3	0 +3	+9 0	+5 +3	+1 +1	+3 +3	+18 0	+27 0
3 - [Event] Changing my major from Supply Chain to Marketing	0 0	-3 0	-1 -1	0 -3	0 -3	0 -8	+1 +1	0 -1	+3 +3	+8 0	+8 -8
4 - [Trend] Large companies becoming increasingly focused on globalization	+1 0	0 0	0 0	0 0	0 +5	+1 0	0 0	0 0	0 +1	0 +2	+1 0
5 - [Trend] Baby boomers retiring and leaving room for a younger generation to step into vacant job	0 0	+1 0	0 0	0 +5	0 +1	+2 0	0 0	0 +1	0 +1	0 +4	+2 0
Column Totals	+3 0	+10 -6	+12 -2	0 -9	0 -3		+18 0	+8 -2	+18 0		+ST -ST

# Career Matrix - Connor Chapin

 ST: 2 Years LT: 5 Years Significance Factor:	A - To graduate with a degree in Accounting with a cumulative GPA of at least 3.0	B - To obtain an Accounting internship with an Accounting Marquette	C - To obtain an internship while authority in the Go-Getters organization.	D - To graduate with a degree in Finance while graduating in 2009.	E - I feel strong when I help others accomplish something.	F - I feel strong when I help that are close to me, succeed at something they have	G - I feel weak when those through things just to "check them off the list."	Key Characteristic Subtotals	Row Totals	
	+2	+3	+1	+2	+2	+3	-2			
1 - Spending most of my time doing what I do best.	+3 +3	+1 +1	+3 +3	+1 +1	+14 0	+3 +3	+5 +5	+3 +3	+27 0	+41 0
2 - Focus on my strengths and STOP my weaknesses.	+3 +3	+3 +3	+1 +1	-1 -1	+16 -2	+5 +5	+5 +5	+5 +5	+35 0	+51 -2
3 - [Innovation] Develop an efficient way of being productive with my schoolwork.	+5 +3	+3 +3	+1 +3	+5 +3	+30 0	+3 +3	+3 +3	-3 -3	+15 -6	+45 -6
4 - [Trend] The increase in the amount of students at the library.	+1 0	+1 0	+1 +1	+3 +1	+12 0	+1 +1	+1 +1	+5 -1	+15 0	+27 -2
5 - [Event] Sense of dedication around final exams time.	+1 +1	+3 +5	+3 +5	+5 +5	+24 0	+1 +1	+1 +1	-5 -5	+5 -10	+29 -10
6 - [Initiative] Apply for at least two internships per week before summer vacation.	+1 +3	+5 +5	+1 +1	+3 +3	+24 0	+1 +3	+1 +1	-3 -3	+5 -6	+29 -6
Column Totals	+28 0	+48 0	+10 0	+34 -2	+28 0	+48 0	+26 -22	+26 -24	+ST -ST	+LT -LT

Team Members: Jillian Schmus

	A - To obtain an internship for the summer (2007)	B - To start saving so I can begin my own business.	C - To spend the summer after my senior year in Italy	Strategic Objective Subtotals	D - I enjoy talking to people to figure out what drives	E - I excel at researching and compiling reports.	F - I am uncomfortable when put into large groups to socialize.	Key Characteristic Subtotals	Row Totals
ST: 6 months to 1 one year LT: 2 years to 5 years  Significance Factor:	+3	+3	+1		+3	+2	-2		
1 - Becoming one of the 2 out of 10									
2 - Using a "Strong Week Plan" each week									
3 - Becoming involved in some extracurricular groups									
4 - Begin saving 20% of each paycheck									
5 - Introduce myself to my IT professors									
6 - Start writing a business plan									
Column Totals									

Team Members: Megan Ward

	A - To graduate with a degree in International Business in 2009.	B - To study abroad during the 2007-2008 term.	C - To qualify for an internship during my senior year at Marquette.	D - To work for an international company that will allow me to travel the	Strategic Objective Subtotals	E - I feel strong when I make a successful and informative presentation in which I am	F - I feel strong when I am able to give good advice to someone.	G - I feel strong when I am made to feel weak when I am made to feel vulnerable in a group setting because I	Key Characteristic Subtotals	Row Totals
ST: 2 Years LT: 5 Years	+3	+3	+2	+3		+2	+2	-2		
Significance Factor:										
1 - [Trend] Becoming one of the 2 out of 10, spending most of my time "doing what I do best."										
2 - [Trend] Using a "Strong Week Plan" each week to focus on my strengths and STOP my										
3 - [New Strategic Objective] Declaring my major as Operations and Supply Chain Management.										
4 - [Initiative] Participating in the Internship Express in April in order to better prepare myself for an										
5 - [Innovation] Taking a mock interview at the Career Services Center in order to better and renew										
Column Totals										

Team Members: Michelle Ordoqui

 ST: 2 years LT: 5 years Significance Factor:	A - To graduate with a degree in Information Technology in December +3	B - To get the number of people attending the Crusade for Christ weekly +2	C - To obtain a paid internship in IT this summer (the summer of 2007) +2	D - To start my career in a business position in full time ministry in 2008. +3	Strategic Objective Subtotals	E - I feel strong when talk in front of a medium sized group of people but only +2	F - I feel strong when talk in see all of the different parts of an organization, figure out +3	G - I feel weak when I can difficult questions on the spot that is about something -1	Key Characteristic Subtotals	Row Totals
1 - [Trend] Becoming one of the 2 out of 10	+1 0	+5 0	+1 0	+5 +5	+30 +15	+5 +5	+5 +5	+3 +5	+28 +30	+58 +45
2 - [Innovation] Using a "Strong Week Plan" each week to focus on my strengths and stop my	0 0	+1 0	+3 0	+3 +5	+17 +15	+3 +5	+5 +5	+1 +1	+22 +26	+39 +41
3 - [Initiative] Opportunity to do mission work in China for a summer	-1 0	0 0	-3 0	+1 +3	+3 -9 +9	-1 0	+1 0	+1 0	+4 -2 0	+7 -11 +9
4 - [New Strategic Objective] Downsizing some of my responsibilities so that I can focus	0 0	-1 0	+1 0	-1 0	+2 -5 0	0 0	-1 -1	0 0	0 -3 -3 0	+2 -8 -3 0
5 - [Event] Enter the Internship Express Program	+3 0	+1 0	+5 0	+1 +1	+24 +3	+1 +1	+1 +1	+1 -1	+6 -1 +5	+30 -1 +8
6 - [Initiative] Opportunity to go to seminary or Bible school after college	0 0	0 0	0 0	0 -1	0 -3 0	0 +1	0 +1	0 +1	0 +6 0	0 -3 +6
Column Totals	+12 -3 0	+14 -2 0	+20 -6 0	+30 -3 -3 +42		+18 -2 +24	+36 -3 +36	+6 0 -1 +7		+ST -ST -LT +LT

Team Members: Moira Preston

	A - To receive a cumulative GPA of 3.0 or higher +3	B - To study abroad in Spain over the summer of 2008 +2	C - To secure an internship position in a field I am interested in before I +2	Strategic Objective Subtotals +3	D - I feel strong when talking to a large group as long as I know at least one helping others accomplish their goals +1	E - I feel strong when I am helping others accomplish their goals +2	F - I feel weak when I am speaking Spanish in front of other students. -2	Key Characteristic Subtotals -2	Row Totals
ST: 6 months LT: 5 years  Significance Factor:									
1 - [Strength] Becoming one of the 2 out of 10									
2 - [Strength] Using a "strong week" plan									
3 - [New Strategic Objective] Create a website that helps to advertise business objectives and goals.									
4 - [Trend] Increasing number of students become marketing majors across the U.S.									
5 - [Policy] Cigarette ban in Milwaukee prohibiting smoking in all public places.									
6 - [Event] the war in Iraq ends and all troops pulled out to come home.									
7 - [Innovation] Introduction of ethenol as a substitute for gasoline.									
8 - [Initiative] Creating a plan for seniors who don't wish to retire, but stay on as part - time staff									
Column Totals									

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Team Members: Philip Benedict

	A - To graduate with a degree in Finance through the AIM program in Spring +2	B - To be an investment manager during the summer of 2008. +3	C - To become a full-time intern at a major financial institution +3	D - Generate a regular reading list consisting of a broad range of topics and +3	E - Work for and eventually open a private asset management fund in the next +2	F - To get married and begin raising a family by 27. +3	Strategic Objective Subtotals +3	G - I am strong when I communicate with others through writing. +2	H - I am strong when I present to a small to medium sized group of individuals. +3	I - I am weak when I am in new, unfamiliar social settings; meeting new +3	Key Characteristic Subtotals -3	Row Totals
ST: 2 Years LT: 5+ Years Significance Factor:												
1 - [Initiative] Becoming one of the 2 out of 10	+3	+5	+5	+1	0	0	+38	+3	+3	+1	+18	+56
2 - [Initiative] Using a 'Strong Week Plan' every week to focus on my strengths and STOP my	+3	+3	+3	0	0	0	+24	+3	+1	+1	+12	+36
3 - [Trend] Increased globalization and subsequent necessity to travel/work abroad.	-1	-1	-1	-1	0	0	0	-1	0	0	0	0
4 - [Innovation] The revolution of Voice Over Internet Technology.	0	0	0	-1	+1	0	-2	0	0	0	-5	-2
5 - [Event] Continued corporate corruption and increased public disgust with large companies with	0	-1	-3	0	0	0	-12	0	0	0	-3	-12
6 - [Trend] Changing workforce demographics and the baby-boom generation's impact on the	+3	+3	+3	-1	0	-1	+24	0	0	0	0	+24
Column Totals	+18	+33	+33	+2	0	0		+12	+12	+6		+ST
	-2	-6	-12	-6	0	0		-2	0	0		-ST
	0	0	0	+2	+54	+12		+16	+18	+15		+LT

Team Members: Nicole Wachholz

	A - To graduate with a bachelors degree in Accounting and Real Estate.	B - To earn my CPA.	C - To maintain a 3.0 + GPA.	D - To earn an accounting firm my Junior year.	E - To get a job for a large accounting job in Atlanta.	Strategic Objective Subtotals	F - I feel strong when I am given assignments that involve analyzing and	G - I feel strong when I am given the opportunity to use my skills in writing to	H - I feel weak when I am present my thoughts among large audiences.	Key Characteristic Subtotals	Row Totals
ST: 2 years LT: 5 years  Significance Factor:	+3	+3	+3	+3	+3	+2		+2	+3	-3	
1 - [Initiative] Becoming one of the 2 out of 10 (meaning that you would be spending most of your time doing											
2 - [Initiative] Using a strong week plan each week to focus on your strengths and stop on your											
3 - [Trend] Accounting bookkeeping jobs are moving out of the United States.											
4 - [Trend] The baby boomer generation is retiring which is creating more career opportunities.											
5 - [New Strategic Objective] Reduce job turnover by helping job seekers to find jobs that truly fit their											
6 - [Innovation] Better software to make bookkeeping an easier task.											
Column Totals											

Team Members: Craig OConnor

	A - To graduate with a degree in Information Technology and Supply	B - To obtain a internship with a company for my Sophomore	C - To acquire a valuable large corporation with in the Information Technology field	D - To purchase a position at a rent an apartment upon graduation.	E - To return to school upon graduation to obtain a Master's degree in Business	Strategic Objective Subtotals	F - I am strengthened when talking to someone who I have never met before in a	G - I am strengthened when nervousness I experience during key verbal	H - I am weakened by the interest in technology. In an ever-changing environment.	Key Characteristic Subtotals	Row Totals
ST: Two Years LT: Five Years  Significance Factor:	+3	+2	+3	+2	+1		+3	-3	+1		
1 - [Initiative] Becoming one of the 2 out of 10	+1 0	+5 0	+5 +5	+1 +5	0 0	+30 0 +25	+5 +5	+1 +3	+5 +5	+23 0 +29	+53 0 +54
2 - [Initiative] Using a 'Strong Week Plan' each week.	+3 0	+5 0	0 +5	0 +1	0 +1	+19 0 +18	+3 +3	+3 +5	+5 +5	+23 0 +29	+42 0 +47
3 - [Initiative] Opportunity to study abroad in Antwerp Belgium for one month.	-1 -1	-3 0	-1 0	0 0	0 0	0 -12 -3	-3 0	0 0	0 0	0 -9 0	0 -21 -3
4 - [Innovation] Decreasing cost of development of product in workplace.	0 0	+3 0	+3 +1	0 +3	0 -3	+15 0 -3 +9	+1 +3	-3 -5	+1 +5	+4 -9 -15 +14	+19 -9 -18 +23
5 - [New Strategic Objective] Introducing the benefits the product my company produces to other	0 0	+3 +5	+5 +5	+1 +1	-1 -3	+23 -1 -3 +27	+3 +5	-1 0	+1 +3	+10 -3 0 +18	+33 -4 -3 +45
6 - [Trend] Establishing high speed Internet into every local hotel within the area.	+1 0	+1 0	0 +3	0 +1	0 -3	+5 0 -3 +11	+1 +3	-3 -1	+1 +3	+4 -9 -3 +12	+9 -9 -6 +23
7 - [Initiative] Expanding outreach of company by incorporating new markets into our companies outlook.	0 0	+3 0	0 +3	+1 +3	-1 -3	+8 -1 -3 +15	+1 +1	-3 -5	+3 +5	+6 -9 -15 +8	+14 -10 -18 +23
Column Totals	+15 -3 -3 0	+40 -6 0 +10	+39 -3 0 +66	+6 0 0 +28	0 -2 -12 +1		+42 -9 0 +60	+12 -30 -33 +24	+16 0 0 +26		+ST -ST -LT +LT

Team Members: Ryan Sellitto

Joel Barker's   ST: 2 years LT: 5 years  Significance Factor:	A - Graduate Marquette in May 2009 with a double major in IT and OSCM.	B - Get an internship my Junior year.	C - Maintain a 3.5 GPA.	D - Get a job at either GE or Assurant Health.	E - Move out of my house into an apartment with my best friend.	Strategic Objective Subtotals	F - I feel strong when helping people with issues they may have.	G - I feel strong when I am able to communicate and listen to my co-workers and	H - I feel strong when I am stress get the best of me and am not able to control it.	Key Characteristic Subtotals	Row Totals
	+3	+2	+2	+1	+1			+3	+2	-2	
1 - [Initiative] Becoming one of the 2 out of 10.											
2 - [Trend] Using a "Strong Week Plan" each week											
3 - [Event] Best friend goes to UW instead of Medical College of WI.											
4 - [Opportunity] Receiving another scholarship.											
5 - [New Strategic Objective] Not graduating in four years.											
6 - [New Strategic Objective] Move out of my house to live by Marquette before graduation.											
Column Totals											

Team Members: Stanley Nunoo

 ST: 2 years LT: 5 years Significance Factor:	A - To graduate with a degree in Finance and Business Economics in 2009. +3	B - To get accepted into the Management Investment Program at Bank +3	C - To get an entry-level position at an Investment Bank +1	D - To take and complete all three levels of the CFA exam +1	Strategic Objective Subtotals	E - I feel strong when I'm confident about something I'm talking about +3	F - I feel strong when I'm prepared +3	G - I feel weak when I know to speak in front of a large crowd. +3	Key Characteristic Subtotals -2	Row Totals
1 - [Initiative] Becoming one of the 2 out of 10										
2 - [Initiative] Using a Strong Week Plan each week to focus on your strengths and STOP your										
3 - [Initiative] Start to read the WSJ and other business articles to gain a better knowledge of the finance										
4 - [Event] Attend as many resume workshops and speakers as I can to aide in increasing my overall										
5 - [Innovation] Becoming familiar with Bloomberg and other Analytical software to stay on top of the game.										
Column Totals										

Team Members: Katie Wycklendt

 ST: 2 Years LT: 5 Years Significance Factor:	A - To be admitted into the Applied Investment Program at Marquette in Accounting.	B - To graduate from in New York City with a investment banking company graduation in May 2009.	C - To get a job with an top-tier law school upon graduation in May 2009.	D - To become a head varsity basketball coach at a high school by winter of 2017.	E - To get admitted into a Strategic Objective Subtotals	F - I feel strong when I lift weights, run, and play sports.	G - I feel strong when I lift about, practice, and play sports. Catholic faith.	H - I feel weak when I talk work with a group of people to accomplish a goal that	I - I feel weak when I have to Key Characteristic Subtotals	Row Totals	
	+1	+2	+1	+1	+1		+1	+3	-1		
1 - Becoming one of the "two out of ten."	0 0	+5 +5	+1 0	+5 0	0 0	+16 +10	+1 +1	+5 +5	+5 +5	+21 +21	+37 +31
2 - Using a 'Strong Week Plan' each week to focus on my strengths and stop my weaknesses.	+5 0	+5 0	+5 0	+5 0	+5 0	+30 0	+5 +5	+5 +5	0 +3	+20 +23	+50 +23
3 - [Trend] Increase in number of students seeking admission to law school	+1 0	0 0	+1 0	-5 0	+1 +1	+3 -5	-1 0	0 0	0 -3	0 -1	+3 -6
4 - [Policy] Pulling of funding for high school sports programs because of increasing costs	0 0	0 0	0 0	0 0	-3 -5	0 -3	+1 +1	0 0	0 -1	+1 -1	+1 -6
5 - [Event] Death of one of my parents	-5 0	-5 0	-5 -5	-1 0	-1 0	0 -22	+1 +1	-1 +5	0 0	+1 -3	+1 -25
6 - [Trend] Increasing strenuous requirements for obtaining a teaching licensing	0 0	0 0	0 0	0 0	-1 0	0 -1	-1 0	0 0	0 0	0 -1	0 -2
7 - [Innovation] Development of a new program specialty program for finance majors at Marquette	+3 0	+1 0	+1 0	+1 0	0 0	+7 0	-1 0	0 0	-3 +1	0 -4	+7 -4
8 - [New Strategic Objective] Personal desire to become a teacher at a parochial school	0 0	-1 0	-1 0	-1 0	+3 +5	+3 -4	+3 +3	+3 +5	-3 -3	+12 -3	+15 -7
Column Totals	+9 -5	+22 -12	+8 -6	+11 -5	+9 -5		+11 -3	+39 -3	+5 -6		+ST -ST

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Team Members: Yiannis Glavas

 ST: 2 Years LT: 5 Years Significance Factor:	A - To graduate with a degree in Finance and Supply Chain Management +3	B - To create a business plan that will be approved by some banks in order to restaurant to become a goals with the hotel and make financial contributions +3	C - To expand my business people that will be able to network well with people so that they will prefer that will be well liked by many +3	D - To create a new theme Strategic Objective Subtotals +3	E - To create a new theme Strategic Objective Subtotals +3	F - Accepting new ways/procedures of doing things +2	G - Intimidate people in a way that they get an incorrect impression of me. -2	H - Staying close with my family even if i need to seperated by a great distance +3	Key Characteristic Subtotals	Row Totals	
1 - [Initiative] Becoming one of the 2 out of 10	+3 +5	+3 +5	0 +5	0 +5	0 +3	+18 0	0 +1	+3 +3	+1 +3	+9 0	+27 0
2 - [Initiative] "Using a 'strong week plan' each week"	+1 +3	+1 +3	+1 +3	0 +3	0 +3	+9 0	0 +1	+3 +3	+3 +3	+15 0	+24 0
3 - [Trend] Making technology apparent in design of building as well as in applications. Such as	0 +5	0 0	+3 +5	+3 +5	+1 +3	+21 0	0 +3	0 -3	0 0	0 +6	+21 -6
4 - [New Strategic Objective] Attract new clients/customers by adding areas to check email, update	0 +3	+3 +5	0 +5	+3 +5	+1 +1	+21 0	+1 +3	-1 -5		+2 -2	+23 -10
5 - [Initiative] Create an atmosphere that is customer oriented and makes them feel they are priority.	0 0	+3 +5	+3 +3	+1 +3	0 +3	+21 0	+1 +1	+1 -1	0 -3	+4 -11	+25 -11
6 - [Innovation] New Car technology or New Airplane. Something making traveling cheaper	0 0	-1 +3	-1 +3	+1 +3	0 0	+3 -6	-1 -3	0 0		0 -2	+3 -8
Column Totals	+12 0	+30 -3	+21 -3	+24 0	+6 0		+4 -2	+14 -6	+12 -9		+ST -ST
	0 +48	0 +63	0 +72	0 +72	0 +39		-6 +18	-2 +12	0 +18		-LT +LT

## Section IV

### Strengths-Based Data Summary - Analysis

An analysis of the Strategy Matrix\* – Career Edition cases studies reveals some additional insights and support for the Strengths-Based Career model. Charts and a data summary are included. The Strategy Matrix\* allows users to assign weights to both Strategic Objectives and Key Characteristics. As result, the data presented include both weighted and un-weighted scores. An initial analysis of results does not appear that factor weightings had any significant effect on the conclusions drawn in this experiment.

### Strengths-Based Support of Strategic Objectives

Both “Becoming one of the 2 out of 10” and “Using a Strong Week Plan” show overall strong positive support for an individual’s career strategic objectives. They show extremely low negative impact. In these case studies, the long term impact was slightly less than the short term impact. This was due to the fact that, for most of these students, the long term perspective meant that several of their strategic objectives were accomplished so there would be no further impact.

In one particular case, there was a very interesting dynamic revealed. One of the case studies included the following strategic objectives (with the Strategy Matrix scores shown):

To be hired for a supply chain management job after graduation (+3/+5).

To remain living in the Milwaukee area (-5/-5).

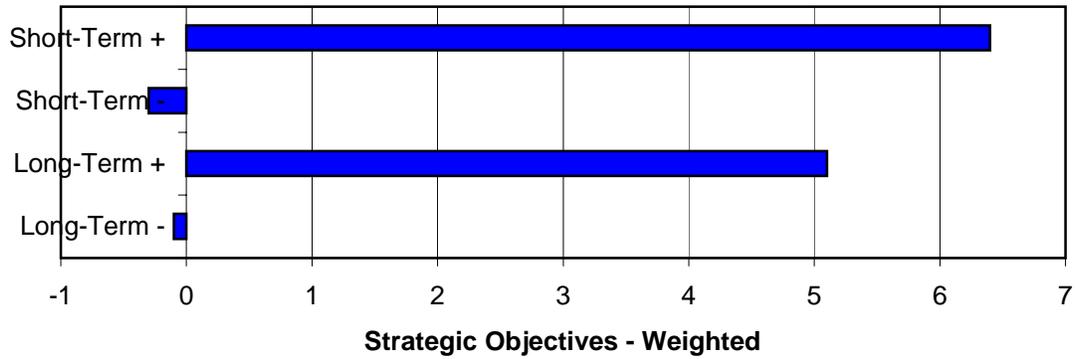
The student wrote that in the short term *“I may encounter an opening that truly fits my personality and desire. However, that position may be located somewhere outside of Milwaukee.”* In the long term, *“Companies often move to different locations, and if I wish to remain employed at one company for a long period of time may require that I move where they go to keep the job that I enjoy.”*

### Strengths-Based Support of Key Characteristics

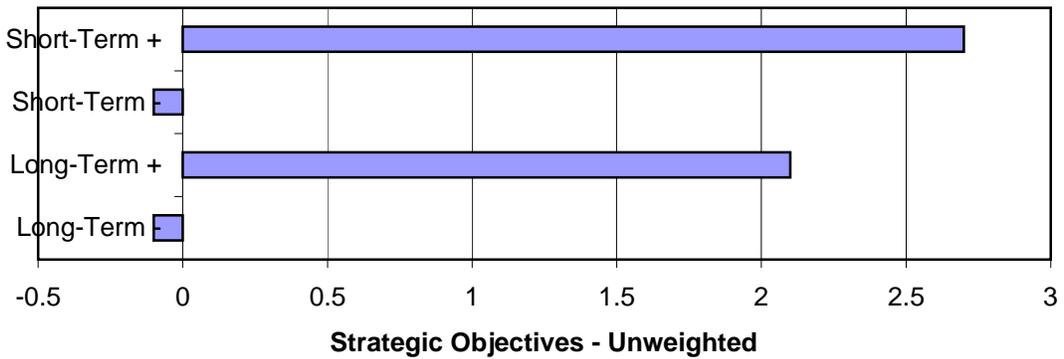
For both the short and long term, the strengths-based initiatives provided strong support for maintaining strengths and eliminating weaknesses. For the “Strong Week Plan,” this support was even stronger in the long term than it was in the short term. My observation on this would be that these cases studies reveal that, in the long term, using a “Strong Week Plan,” may have more value than during the journey of “Becoming one of the 2 out of 10” during the short term.

<b>Strengths-Based Strategy Matrix</b>		
<b>Becoming one of the 2 out of 10</b>		
		Average Score
Weighted	Strategic Objectives - Short Term +	<b>6.4</b>
	Strategic Objectives - Long Term +	<b>5.1</b>
	Strategic Objectives - Short Term -	<b>-0.3</b>
	Strategic Objectives - Long Term -	<b>-0.1</b>
Un-Weighted	Strategic Objectives - Short Term +	<b>2.7</b>
	Strategic Objectives - Long Term +	<b>2.1</b>
	Strategic Objectives - Short Term -	<b>-0.1</b>
	Strategic Objectives - Long Term -	<b>-0.1</b>
Weighted	Key Characteristics - Short Term +	<b>5.0</b>
	Key Characteristics - Long Term +	<b>5.0</b>
	Key Characteristics - Short Term -	<b>-0.2</b>
	Key Characteristics - Long Term -	<b>-0.2</b>
Un-Weighted	Key Characteristics - Short Term +	<b>2.1</b>
	Key Characteristics - Long Term +	<b>2.2</b>
	Key Characteristics - Short Term -	<b>-0.1</b>
	Key Characteristics - Long Term -	<b>-0.1</b>
<b>Using a "Strong Week Plan"</b>		
		Average Score
Weighted	Strategic Objectives - Short Term +	<b>5.5</b>
	Strategic Objectives - Long Term +	<b>4.0</b>
	Strategic Objectives - Short Term -	<b>-0.1</b>
	Strategic Objectives - Long Term -	<b>-0.1</b>
Un-Weighted	Strategic Objectives - Short Term +	<b>2.4</b>
	Strategic Objectives - Long Term +	<b>1.6</b>
	Strategic Objectives - Short Term -	<b>-0.1</b>
	Strategic Objectives - Long Term -	<b>-0.1</b>
Weighted	Key Characteristics - Short Term +	<b>4.3</b>
	Key Characteristics - Long Term +	<b>4.9</b>
	Key Characteristics - Short Term -	<b>-0.1</b>
	Key Characteristics - Long Term -	<b>-0.1</b>
Un-Weighted	Key Characteristics - Short Term +	<b>1.8</b>
	Key Characteristics - Long Term +	<b>2.0</b>
	Key Characteristics - Short Term -	<b>-0.1</b>
	Key Characteristics - Long Term -	<b>-0.1</b>

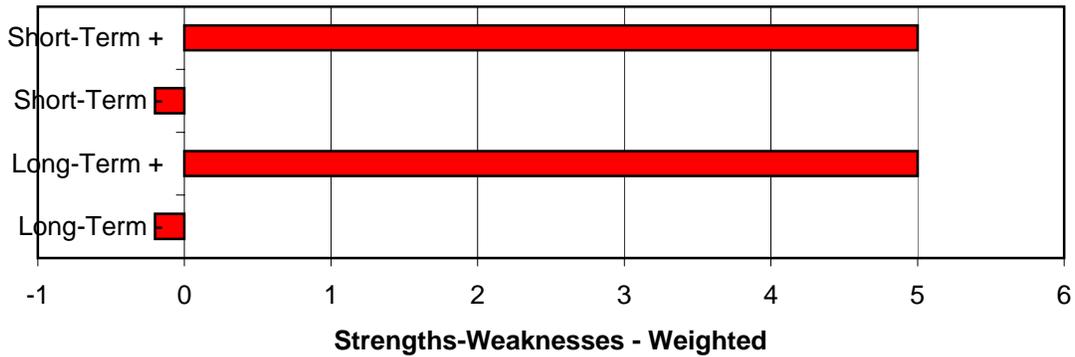
### Becoming One of the 2 Out of 10



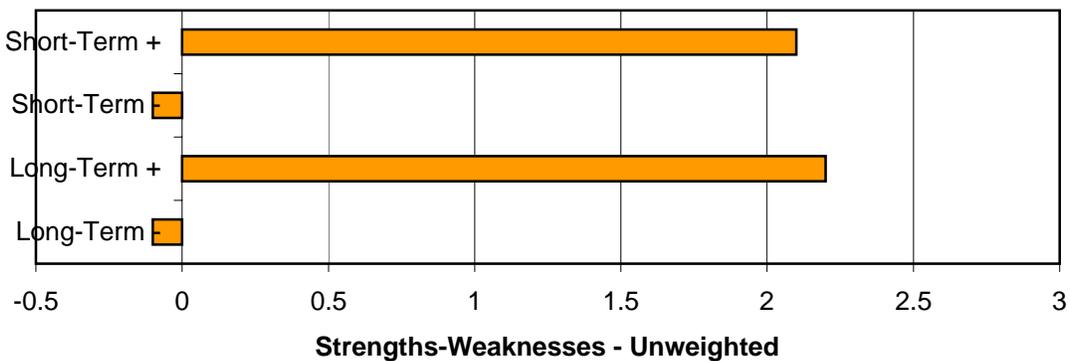
### Becoming One of the 2 Out of 10



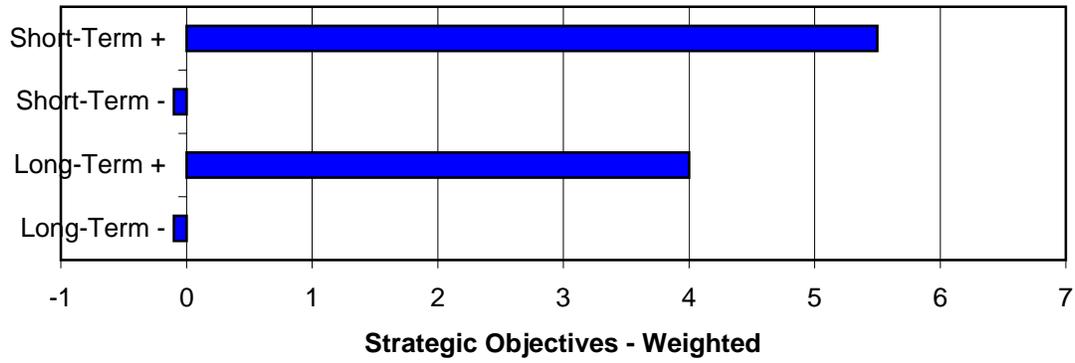
### Becoming One of the 2 out of 10



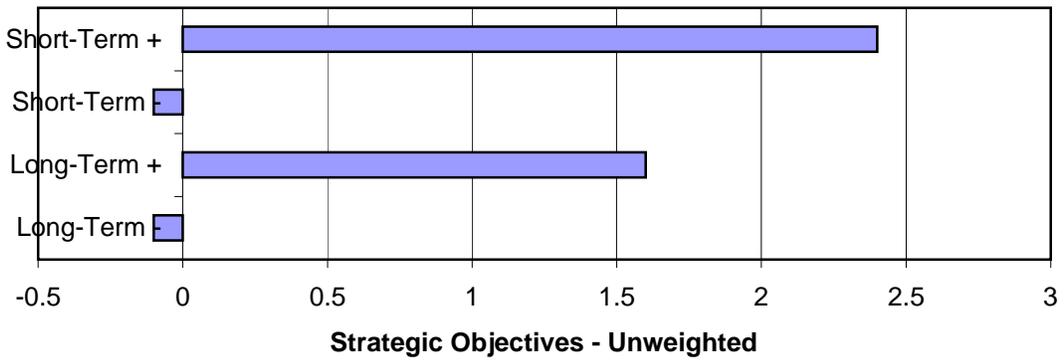
### Becoming One of the 2 Out of 10



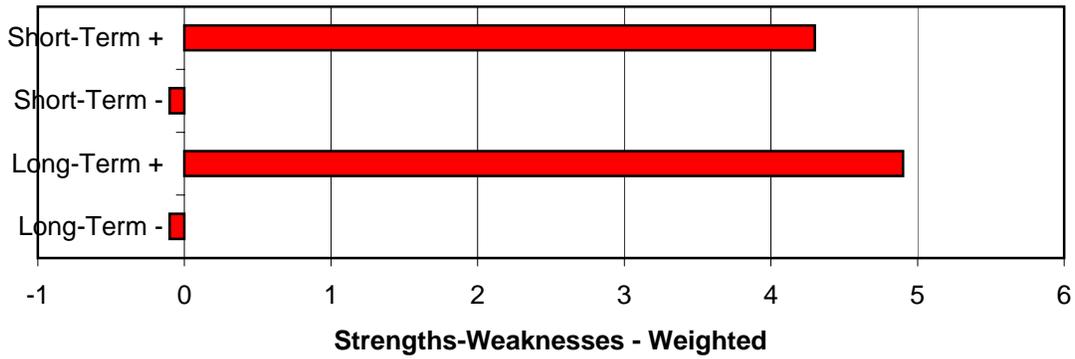
### Using a "Strong Week Plan"



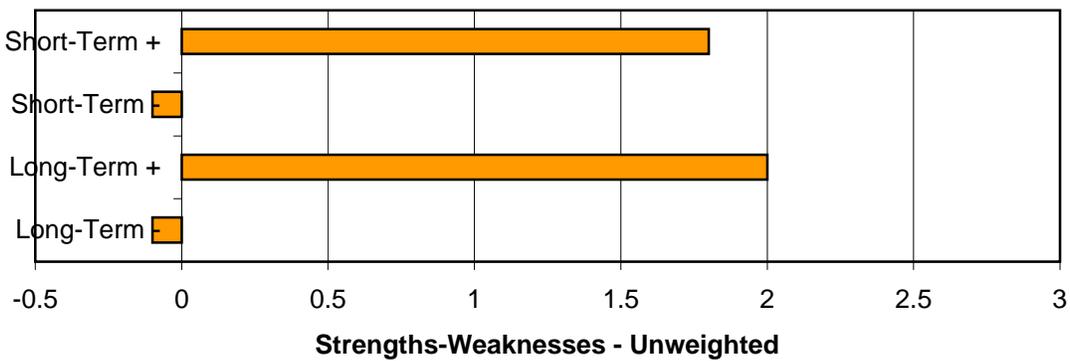
### Using a "Strong Week Plan"



### Using a "Strong Week Plan"



### Using a "Strong Week Plan"



## Section V

### Resources – Background Information

#### Strategy Matrix<sup>®</sup>

Visit [www.strategymatrix.com](http://www.strategymatrix.com) for additional information on the Strategy Matrix<sup>\*</sup>. There is information there on training programs and Strategy Matrix<sup>\*</sup> resources.

#### Strategic Exploration Simulations

We have created a series of simulations using the Implications Wheel<sup>®</sup> and the Strategy Matrix<sup>\*</sup> to explore a number of different issues. These simulations introduce the strategic exploration concepts while addressing specific issues. Visit [www.strategymatrix.com](http://www.strategymatrix.com) or contact Jim Schreier, [jim.schreier@strategicinformation.com](mailto:jim.schreier@strategicinformation.com) for additional information.



# Joel Barker's Strategy Matrix®

*The Strategy Matrix® is a critical tool in the Strategic Exploration process. It provides essential decision-enhancing information on how trends, innovations, policy changes, or competitor actions affect an organization's strategic objectives and key characteristics.*



	A - Export to Europe	B - Develop Sales and Marketing Department	C - Getting Sales and Customers	D - Meet EPA Goals for Efficiency	E - Zero Emissions by ...	Strategic Objective Subtotals	F - High Quality/High Price	G - Job Shop/High Technology	H - Rural Location	I - High % Sales with One Customer	Key Characteristic Subtotals	Row Totals
ST: 1 Year LT: 5 Years												
Significance Factor:	+1	+1	+1	+1	+1	+1	+1	+1	+1	-3	+1	
1 - [Event] Environmental Cleanup Regs Enforced	0 0	0 0	+5 -5	+5 +5	+5 +5	+15 -5	0 0	0 -1	0 0	0 -1	0 -2	+15 -7
2 - [Innovation] Decline in Use of Mechanical Components	-1 +1	+5 +5	+3 -1	0 0	0 0	+5 -1	+3 +1	+3 +3	-5 -5	-5 -5	+21 +19	+29 -5
3 - [Trend] High Expectations of Customers	+5 +5	+5 +5	+5 -5	0 0	0 0	+15 -5	+5 +5	+5 +5	-1 -1	+3 +3	0 +16	+31 -5
4 - [Trend] Market Maturing in the United States	+5 +5	-1 -1	0 0	0 0	0 0	+5 -1	-1 +1	0 0	-5 -5	0 +1	0 +8	+5 -5
5 - [Trend] Information Processing Systems Growing	+5 +5	+5 +5	+3 +5	0 0	0 0	+13 -5	0 +3	+3 +3	0 0	+5 +5	0 +8	+21 0
Column Totals	+15 -1	+15 0	+16 -1	+5 +5	+5 +5	+56 -12	0 +6	+8 +12	-1 -1	+18 +18	+8 +6	+101 -24

## Strategy Matrix® Benefits

The Strategy Matrix® is a Strategic Exploration Tool that identifies the possible impact of Trends, Innovations, Policy Changes, Initiatives, or New Strategic Objectives on an organization's strategic objectives and key characteristics.

The Strategy Matrix® has the following benefits. It helps to:

- Create an ongoing process for exploring the strategic landscape.
- Set priorities for choices in organizational direction, marketing, and product development.
- Determine vulnerability of strategic objectives to competitor's actions.
- Test the efficacy of new strategic objectives on already committed-to objectives.
- Track environmental forces.
- Set priorities for funding requests.
- Guide strategy discussion efficiently and fairly in a way that gives everyone the opportunity to contribute.



## Key Software Features

Rule Enforcing Guided Process, Graphing Tools,  
.pdf Reporting Functions, S.W.O.T. Application

## Strategy Matrix® Training

The Strategy Matrix® is a Strategic Exploration Tool designed to help individuals and organizations “find the future faster.” The Strategy Matrix® identifies the possible impact of Trends, Innovations, Policy Changes, Initiatives, or New Strategic Objectives on an organization’s strategic objectives and key characteristics.

In the Strategy Matrix® training, participants learn how to:

- Set up a Strategy Matrix® by clearly identifying the organization’s strategic objectives and key characteristics.
- Evaluate the impact of Row Items (Trends, Innovations, New Strategic Objectives, Policy Changes, or Initiatives) on these strategic objectives and key characteristics in the user-defined short-term and long-term.
- Interpret the Row and Column Totals generated by the software, including the graph and reporting functions.
- Use the Strategy Matrix® to develop an improved S.W.O.T. analysis with short- and long-term scoring for impact on strategic objectives and key characteristics.
- Use the software features.
- Use the process to improve strategic discussions.

### Online Training

*The Strategy Matrix® training is delivered online. It is conducted in a combination of recorded and live online sessions plus practice and assignments between sessions and following the training.*

### Highly Facilitated Workshop

*The Strategy Matrix® can be presented in an applied, custom program with an option that includes facilitator licensing/training.*

*The Highly Facilitated Workshop is based on creating and applying the Strategy Matrix® based on defined organizational information.*

### Strategy Matrix® Facilitators

As a certified trainer, you are certified to

- Conduct **Highly Facilitated Strategy Matrix®** sessions.
- Implement the **Strategy Matrix®** into organizational strategic planning processes.

## License – Registration

**License** includes Software, License, Materials, Training – **plus** Follow-Up Coaching/Consulting

**Pre-Work, Homework and Post Course Assignment are required for certification.**

Contact Richard Gaynor, [richard@starthrower.com](mailto:richard@starthrower.com)

Jim Schreier, [jim.schreier@strategicexploration.com](mailto:jim.schreier@strategicexploration.com)

[www.strategymatrix.com](http://www.strategymatrix.com)

*For Complete Registration Information., including Non-Profit Discounts and Classroom Training.*