

Finding Potential

How to Make Better Career Choices



© greatwithtalent Ltd 2013
great{with}talent is a trademark of greatwithtalent Ltd which is registered in the
United Kingdom and other countries.

www.greatwithtalent.com ▫ info@greatwithtalent.com ▫ +44 (0) 870 760 6598

Connect

Purpose of the Workbook

The Connect Questionnaire has been designed to help individuals make more informed career choices, based on better insight into the factors that are most important for them to feel engaged in their job and committed to an organisation. This workbook has been created to help you reflect on your responses to the questionnaire.

Before using this workbook, you should read through your Connect report.

Who is Connect Designed for?

Connect may be valuable in helping you explore your next career steps if you are:

- Unsure what you are looking for next
- Considering an internal move, e.g. a promotion, a complete change in role or function, or moving to a new location
- Thinking about moving to a new role at a different organisation.

Unsure What Next?

Connect can help those who are somewhat unclear about what they want to do next, are not sure what they are looking for in a job or what kind of organisation they might want to work for, and as a result are feeling a little lost and uncertain as to how get some clarity about their career options. Whilst this workbook is designed to help your thinking, it has been primarily designed to support those who have a clearer idea about what they want but need some additional insight to help them make better choices.

Before exploring your Connect engagement profile in detail, you may find it beneficial to complete the “*What’s the right career for me?*” workbook (you can download it from www.findingpotential.com/workbooks). You may even want to meet with a coach or career counsellor to explore your career options in relation to your Connect responses.

Considering an Internal Move

Connect is likely to be of value if you are considering an internal move to a new function or location. For example, helping you to consider how similar the working culture and environment is in that function/location or what colleagues/peers think about that function/location (e.g. what stories have they heard, what is their experience of working with people from there)?

Thinking About Moving to a New Organisation

Your Connect profile will be useful in helping you to make better, more informed career choices where you are considering taking a similar or more senior role at a new organisation. It will be particularly useful if you are in the early stages of exploring options or even talking to head hunters or recruiters about specific opportunities.

Additional Support

To provide yourself with a wider perspective, you may find it useful to complete our Personality Questionnaire. This will provide you with some insight into your personal preferences and how these preferences might inform your career choices going forward. In addition, you may want to complete some of the workbooks associated with the Personality Questionnaire, which can be downloaded from www.findingpotential.com/workbooks.

Profile Overview

Research has identified 14 core areas that drive our engagement in a job and commitment to an organisation – which in turn are key factors in driving our ability to perform to our potential and how long we stay at an organisation.

Your responses to the Connect questionnaire are captured against these 14 core areas in your engagement profile. The 14 areas have been grouped into five overall aspects of engagement:

Job

You feel engaged if the work is interesting and important to you, when you feel you are being stretched and developed, and have freedom in deciding how to do your job

People

You feel engaged if you have good working relationships with colleagues who support and respect you, and when you have an inspiring manager to work for

Transaction

You feel committed if you are rewarded fairly for your contributions, have opportunities to progress within the organisation and feel your career progression is taken seriously, and that the organisation acts in the interest of its employees

Organisation

You feel engaged when the organisation is successful and has a strong future, it has clearly defined ethical principles that it lives, you feel personally connected to the organisation's vision and values, and when you are kept informed of key organisational decisions

Environment

You feel engaged if your working environment is comfortable, when you have the necessary equipment to get your job done, and where you have a manageable workload that does not constrict your work-life balance.

General Observations

Which overall aspect is most important to you?

Tip: In your Engagement Profile which of the five main aspects looks like it is most towards the right hand side? If two aspects are very close, use your wider experiences of what is important to you help you decide.

What makes this aspect so important to you?

Which is the least important aspect to you?

What makes this relatively unimportant to you?

Specific Engagement Factors

This section has been designed to ensure you understand your Connect profile in more detail. The factors that you have rated as most important have been captured on page 4 of your report, under two headings Very Important and Important.

Tip: If you have rated a lot of the areas as Very Important and/or Important, you should rank these in order of relative priority to you.

General Observations

What does this reinforce for you in terms of what is really important to you?

Does anything surprise you about these two lists, e.g. is an area reported more/less important than you would have thought, is something missing?

If yes, what is it that surprised you?

Very Important

If you have more than **two** core areas under Very Important, rank them in order of priority to you:

Are there any areas that are in this list that you **really** don't see as very important?

Why do you feel this?

Important

On reflection, would you see any of the areas in this list as fitting in the Very Important category?

1)

2)

If yes, why?

If you have no areas under Important, which of the other areas would you see as being next most important to you?

1)

2)

No area is listed under either heading

In the unlikely event that you have no areas under Very Important or Important, this means you rated all the areas as being at best moderately important. Looking at the 14 areas, which three would you rank as relatively the most important to making you feel engaged?

1)

2)

3)

What factors that are **not covered** within Engaged are important drivers to make your feel committed and engaged?

1)

2)

3)

Now check back to your profile (see page 3 of your report), do any of these sit within the 14 areas but are worded differently?

How Can I Make Better Career Decisions?

This section of the workbook is focused on helping you relate your Connect profile to current/future career decisions.

The Ideal Job

Thinking about your current job or education:

- Describe a great day at work/university for you?

- Which aspects of your Connect profile feature particularly strongly in this scenario?

- What does this tell you/reinforce for you about what you need to feel really engaged?

Exploring My Career Choices

This section sets out a range of questions in relation to each of the 14 areas of Connect. They have been created to help you reflect in more detail on the career choices you are currently exploring. We would recommend that you focus on your *Very Important* and *Important areas*, and reflection upon the most relevant questions in these areas.

We have provided a number of questions under each of the 14 areas that relate either to your engagement in the actual job, or your commitment to an organisation. We have provided a broad range of questions under each area, not all of which will be helpful to you.

Job

You feel engaged if the work is interesting and important to you, when you feel you are being stretched and developed, and have freedom in deciding how to do your job

Personal Growth

A job that identifies and supports my development needs and stretches my capabilities.

Questions relating to the job

- What kind of job will stretch your current capability?
- What new skills will you have to learn to do the new role?
- On a scale of 1 to 10 (where 1 is not at all and 10 is completely), to what extent will you need to change your skills and approach to do the new job? The lower the number, the less you are likely to enjoy the role if personal growth is very important to you

Questions relating to Organisation

- How much time and resource does the organisation invest in each individual's development? (**Tip:** Ask what is their training and development budget per employee)
- What support will you be offered early in your new role, e.g. mentoring, a buddy, line manager coaching, specific training programmes?

Job Satisfaction

An interesting and enjoyable job, which I consider to be important.

Questions relating to the job

- What aspects of the job will you find particularly interesting/will not interest you?
 - Does your first answer outweigh your second answer? If no, you are unlikely to find the role particularly fulfilling
- On a scale of 1 to 10 (where 1 is 'not all' and 10 is 'hugely'), how important does the role feel to you? The lower the number, the less you are likely to enjoy the role

Questions relating to the organisation

- How does the role contribute to organisational performance?
- How visible is the link between performance in the role and organisational performance?
- How highly is the role valued within the organisation?

Independence

Freedom to organise my work and set my own targets. Scope to try new ways of doing things.

Questions relating to job

- What types of jobs offer the degree of independence you are looking for?
- How much scope will you have in the new role for setting your own goals?
- How clearly defined is the job role, i.e. very defined or needs scoping and defining by the new person?

Questions relating to the organisation

- How would you describe the culture of the new function/organisation, e.g. more entrepreneurial (i.e. just do it) or more 'command and control' (i.e. strong top down decision making)?

People

You feel engaged if you have good working relationships with colleagues who support and respect you, and when you have an inspiring manager to work for

Cooperation

Supportive relationships, a team atmosphere, respect between colleagues.

Questions relating to the job

- How much of your time will the role require you to work on your own?
- How dependent on others will you be to achieve success in the role?
- What proportion of performance is measured at an individual level and what percentage is based on collective performance?

Questions relating to the organisation

- If you are considering moving to a new location, what is that office's culture like? How populated is the office, e.g. if largely sales or consultants, they may spend most of their time out of the office?
- What is the profile of the people the organisation typically recruits, e.g. interest/values/backgrounds?
- What kind of people do you enjoy working with?
 - How likely is this to be met in the new function/organisation?
- What opportunities are there to talk to other members of the team before joining?
- How siloed is the organisational culture?

Vertical Relationship

An approachable, motivational manager who provides regular feedback and acts as a role model.

Questions relating to the job

- What opportunity is there to meet and get to know your potential line manager before accepting the job?
- How much time and support are you likely to get from your new line manager?
 - How many other people report to him/her? The higher the number the more likely it is that you will receive less of his/her time
- Where will your line manager be based, e.g. the same or a different location, the same or different time zone?

Questions relating to the organisation

- How seriously does the organisation take management development? This is likely to be a reasonable indicator of the quality of line managers in the organisation

What does the organisation expect from its line manager population in terms of frequency of formal 1 to 1 catch ups, performance reviews, development conversations, etc?

Transaction

You feel committed if you are rewarded fairly for your contributions, have opportunities to progress within the organisation and feel your career progression is taken seriously, and that the organisation acts in the interest of its employees

Reward and Recognition

I am rewarded fairly for my effort. The reward and recognition culture is based on performance and is competitive in the wider market place.

Questions relating to the job

- How will your performance be assessed?
- How is performance linked to pay increases and bonuses?
 - To what extent do pay increases and bonuses differ for different performance levels, i.e. is high performance reward considerably better than average performance?
- What are the pay scales for the job level you will be joining at (i.e. how much potential is there for a pay increase)?

Questions relating to the organisation

- How does the pay/package you are being offered compare with that offered by other organisations?
- When is the bonus actually paid?
 - Will you be eligible for bonus whilst serving your probation period?
 - If you start part way through a bonus period, what is your entitlement?

Career Progression

Clearly defined opportunities to advance quickly through the organisation. A sense my career progression is taken seriously.

Questions relating to the job

- What are the next possible steps for the job you are taking, e.g. to what extent is it a 'dead end' job?
- What are the criteria for promotion from the current role?

- How long do you need to have been in post to have opportunities to be promoted/move into a new role?

Questions relating to the organisation

- If you have a particular career goal within the organisation, how long does it typically take to reach that level from the position you currently hold/are considering taking
- What is the organisation's policy/attitude regarding promoting from within vs. recruiting in new talent, i.e. the more they look externally the more frustrated you may become
- What does the organisation do to encourage and support career progression (e.g. career paths, development support, formal training aimed at future capability)?
- How easy is it to move across functions within the organisation?

Loyalty & Trust

The organisation acts in the interest of its employees and delivers on promises that are made.

Questions relating to the job

- How would you define loyalty and trust between an employee and an organisation, i.e. what are your expectations of the organisation?
- What are other people's experiences of the organisation in relation to keeping promises?

Questions relating to the organisation

- What is your expectation of the organisation with regards promises being kept to employees and the extent to which relationships between management and employees is based on trust
- How do those already in the new function/organisation describe the relationship between management and staff?
- What is the organisation's wider reputation?
- Why is it important for you to feel loyalty to an organisation?
 - What helps you feel loyal towards an organisation/function?

Organisation

You feel engaged when the organisation is successful and has a strong future, it has clearly defined ethical principles that it lives, you feel personally connected to the organisation's vision and values, and when you are kept informed of key organisational decisions

Organisational Confidence

Working for a successful organisation that is well led, has good people and a strong future.

Questions relating to the job

- What is the calibre/reputation of the people you will be working with or who will be in your team?
- What level of interaction are you likely to have with senior management?
 - How important is this to you?

Questions relating to the organisation

- Where does the organisation typically look to recruit people from, i.e. what calibre of person do they typically look to recruit?
- What are analysts saying about the future of the organisation?
 - What are the predictions for the market sector which the organisation works in?
 - What is the senior team's reputation?

Ethical Standards

Belief in the purpose and ethical principles of the organisation. Working for an organisation that promotes diversity and equal opportunities.

Questions relating to the job

- Do you have any concerns about the ethical nature of the:
 - Work you will have to undertake
 - Customers/clients you will have to work with?

Questions relating to the organisation

- What is the organisation's purpose, i.e. why does it exist?
 - To what extent do you relate to the organisation's purpose?
 - How important is this to you?
- What is the organisation's commitment to corporate social responsibility?
 - How will you be able to contribute at a personal level?
- What is the organisation's reputation/status as an equal opportunities employer?

Belonging

Belief in the organisation's mission, vision and values. A sense of belonging and pride in working for the organisation.

Questions relating to the job

- How does the job relate to the overall vision and mission?
- To what extent will assessment of your performance include a review of how you have lived the organisation's values?

Questions relating to the organisation

- What is the organisation's vision for its future?
 - How connected do you feel to this?
 - How does your personal vision align with the organisation's vision?
- What are the organisation's/function's values?
 - What evidence is there that they do/don't live these?
 - How do these align with your own?
- What needs to exist to make you feel proud to work for an organisation?
 - Specifically, what would make you feel proud about working for this function/organisation?

Communications

Having a clear sense of the direction in which the organisation is heading, and understanding the rationale of the key decisions being made.

Questions relating to the job

- Who will you be reporting in to, i.e. what access to information are you likely to have?

Questions relating to the organisation

- How does the organisation provide updates on strategy, current performance and key decisions?
 - What meeting structure exists to support this?
 - How dependent is corporate communication on email and the intranet? The more it relies on this, the more frustrated you are likely to become
- What are the different organisational communication channels (downwards, upwards and across departments)?

Environment

You feel engaged if your working environment is comfortable, when you have the necessary equipment to get your job done, and where you have a manageable workload that does not constrict your work-life balance

Well-Being

Maintaining a work-life balance, having manageable workloads which do not cause me to feel stressed or overloaded.

Questions relating to the job

- What hours are you *really* expected to work, as opposed to what hours are advertised?
 - What time do people typically start and finish work?
 - What level of working weekends and evenings is expected?
- What flexibility is there around your work, e.g. in terms of where and when you work?
- Are there any anomalies around working hours/holiday, e.g. having to work over Christmas or very long hours every month/quarter end?
- How would others in the role describe workloads?
 - Are there any particular peak periods that will create pressure for you?

Questions relating to the organisation

- To what extent does a presenteeism culture exist in the function/organisation, i.e. how important is being seen around the office to subsequent pay increases/bonuses/promotions?
- What support does the organisation offer, e.g. well-being schemes, employee assistance programme?
- What are attrition levels like for this role?
 - What are the main reasons people decide to leave?
- What are the levels of sick leave within the organisation?
 - To what extent are these linked to feeling burnt out?

Working Conditions

Comfortable working environment with good facilities, and reliable and effective equipment.

Questions relating to the job

- What are the offices like where you will be based?
 - Have you actually walked round and got a feel for the office?
- What equipment will you be provided with?

Questions relating to the organisation

- What is the organisation's infrastructure like?
- What reputation does the organisation have in terms of its physical working environment?
- What facilities are provided by the organisation?
- Where is the office located, e.g. remote business park vs. central of town?

Taking Action

Using your reflections on some of the questions in the previous section, and your earlier insights into your Connect profile, this final section has been designed to help you take some action.

Summarising My Thinking

What am I really looking for in a job?

What am I really looking for from an organisation?

Matching my options to this

If I currently have options under consideration, which of these options best matches the above?

Additional Information

What additional information do I need to finalise my choices in relation to the:
Jobs on offer?

Organisations I am considering?

Talking to People

Who do I need to talk to finalise my choices? For example a coach, career counsellor, recruiters or headhunters, HR, colleagues, friend already in the organisation/function, etc.

Next Steps

As a result of all of the above, what am I going to do next and by when?
