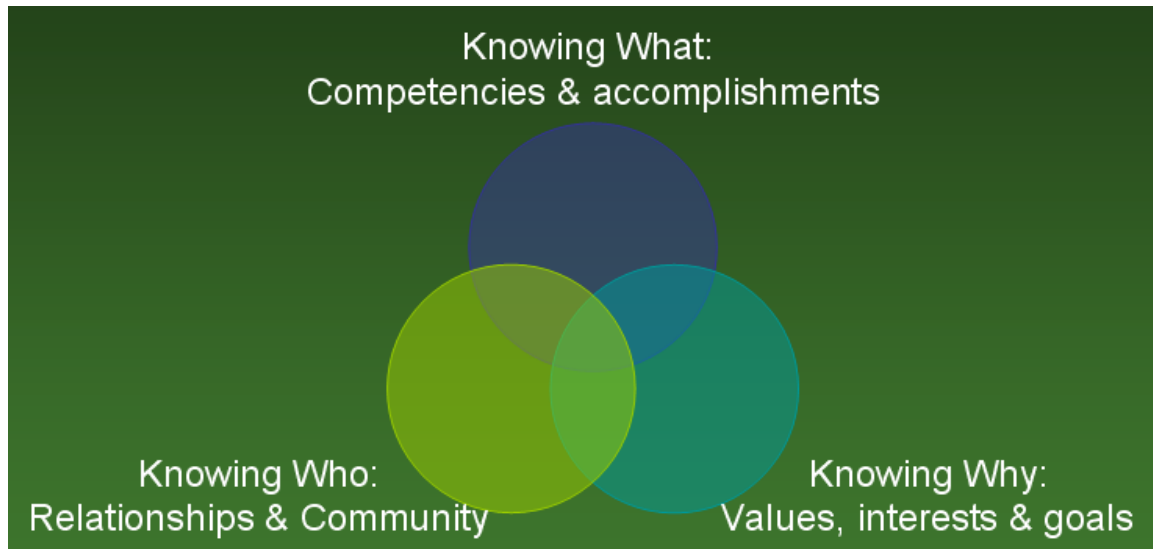


"It is the best of times; it is the scariest of times!"

**Presented to PMI-CTT by Rob Straby
LifeWorks-By-Design.com**

Understanding Your Career Self-Management Elements



Knowing What: Your Competencies

Reviewing Your Accomplishments

- One of the ways you can understand your competencies is by reviewing a story about a past accomplishment
- Find a partner, preferably someone you don't know
- Tell you partner about something you did in the past few years at work that you felt was an example of an accomplishment
- Your partner is to listen and tell you what they heard you say about what you did and which core or leadership competency they heard demonstrated in the story

Notes:

A Short List of Skills and Strengths

Accountability	Adaptability	Assertiveness	Boldness
Bravery	Calmness	Caring nature	Caution
Cheerfulness	Cleverness	Commitment	Confidence
Continuous learning	Courage	Creativity	Critical thinking
Curiosity	Dependability	Detachment	Dignity
Diligence	Discretion	Efficiency	Emotional intelligence
Energy	Enthusiasm	Equity	Extroversion
Fairness	Flexibility	Friendliness	Future-mindedness
Generosity	Gratitude	Helpfulness	Honesty
Hope	Humility	Humour	Idealism
Impartiality	Improvisation	Inclusiveness	Independence
Industry	Ingenuity	Integrity	Intelligence
Interpersonal intelligence	Introversion	Intuition	Kindness
Knowledge	Leadership	Listening skills	Logical thinking
Long-term focus	Loyalty	Maturity	Modesty
Neutrality	Objectivity	Open mindedness	Optimism
Organization	Originality	Patience	Perseverance
Perspective	Playfulness	Proactivity	Prudence
Quantitative skills	Realism	Reflective nature	Relaxed nature
Resiliency	Respect	Responsiveness	Self-assertiveness
Self-awareness	Self-control	Self-esteem	Sense of humour
Sense of priorities	Sense of purpose	Sensible nature	Service mentality
Simplicity	Sincerity	Social intelligence	Spirit of adventure
Spirituality	Spontaneity	Street smarts	Sympathy
Teamwork	Technical expertise	Tolerance for ambiguity	Trust
Truthfulness	Versatility	Warmth	Wisdom

Knowing Why: Your Values

Exercise: Clarifying Work Values

The following is a list of personal values that many people have identified as being important to them in their careers. To begin exploring your own personal work values, rate each value listed with the following scale and add other values you consider essential to your list.

- 1 - Things I value VERY MUCH
- 2 - Things I VALUE
- 3 - Things I DON'T VALUE very much

	Help Society	Do something which contributes to improving the world we live in
	Help Others	Be directly included in helping other people, either individually or in small groups
	Public Contact	Have a lot of day-to-day contact with the public
	Work with Others	Work as a team member toward common goals
	Work Alone	Do projects by myself, with limited contact with others
	Competition	Engage in activities which pit my abilities against others
	Make Decisions	Have the power to decide courses of action and policies
	Work Under Pressure	Work in situations where time pressure is prevalent
	Influence People	Be in a position to influence the attitudes or opinions of other people
	Knowledge	Engage in the pursuit of knowledge and understanding
	Work Mastery	Become an expert in whatever work I do
	Artistic Creativity	Engage in creative artistic expression
	General Creativity	Have the opportunity to create new programs, materials, or organizational structures
	Aesthetics	Participate in studying or appreciating the beauty of things, ideas, etc.
	Supervision	Have a job in which I am directly responsible for the work of others
	Change and Variety	Have work activities which frequently change
	Precision Work	Work in situations where attention to detail and accuracy are very important
	Stability	Have a work routine and job duties that are largely predictable

	Security	Be assured of keeping my job and receiving satisfactory compensation
	Recognition	Be publicly recognized for the high quality of my work
	Fast Pace	Work in circumstances where work must be done rapidly
	Excitement	Experience a high degree of (or frequent) excitement in the course of my work
	Adventure	Have work duties which require frequent risk-taking
	Financial Gain	Have a high likelihood of achieving very great monetary rewards for my work
	Physical Challenge	Do activities that use my physical capabilities
	Independence	Be able to determine the nature of my work without significant direction from others
	Moral Fulfilment	Feel that my work contributes to a set of moral standards which I feel are very important
	Community	Live where I can participate in community affairs
	Time Freedom	Be able to work according to my own schedule

Add other values that are important to you here:

Now Prioritize Your 5 Most Essential Values:

1.
2.
3.
4.
5.

Exercise: Building Relationships

Every day you talk with and meet new people. As you get to know other people better, look for ways you can help each other. Get to know the important people in your career by implementing these suggestions:

- Make a list of the 10 most important people in your career. Because those people are so important to you, make it a priority to stay in touch regularly with each of them.
- Write down the qualities and characteristics that you find so attractive about the 10 people on your lists. Write down the ties that connect you together and the common traits that you share with each person. Now your challenge is to find more people who have the same qualities and characteristics as those on your list.
- Get to know the important people within your company. Within every organization, there are people who are movers and shakers. Make a list of five people within your company that you would like to get to know better. Call them up and schedule a date for breakfast, lunch or coffee. Make it a point to keep in regular contact with them. Do everything you can to help them accomplish their goals, and they will help you accomplish yours.
- If you want to learn about new career opportunities, consider conducting a 'career information interview'. These are beneficial because they allow you to:
 - Explore careers and clarify your career goal
 - Expand your professional network
 - Build confidence for job interviews
 - Access the most up-to-date career information
 - Identify your professional strengths and weaknesses
 - See a team, department or organization from the inside

Building Relationships Worksheet

The Most Important People in My Career:

Qualities and Characteristics That I Find Attractive About the People on My List:

Key Players in the Organization I Want to Learn More About:

People I Would Like to Meet for an Information Interview

How to Have a Career Discussion with your Manager

What Creates a Worthwhile Career Dialogue?

A career dialogue between two people should have a particular purpose. This makes it useful; it also provides the basis for the agenda and the next steps. The following are suggestions for making the dialogue useful:

- Learn to understand organizational realities and to view your roles in terms of how you can best contribute to the achievement of the organization's mission.
- Keep the focus on realistic plans for the “*next step*”. This step may be the development of greater proficiency in a current task, achievement of greater satisfaction or contribution in one's current position, the completion of a learning program, or preparation for another position.
- Obtain *relevant information* that will help you to discern an objective or course of action. This includes information about the plans, needs, and functioning of the organization as well as information.
- Identify on-the-job developmental opportunities. Off-the-job training and educational experiences can supplement these.
- Identify ways in which you can improve your current position as well as positions to which you might move as part of your career development.

A career dialogue should help you to do the following:

- Take a thorough look at your career to date and complete a process of job-related self-evaluation.
- Understand your capabilities, experiences, accomplishments, aspirations, and concerns.
- Understand what the realistic possibilities and options are within the organization.
- Make specific plans for the immediate future and develop an overall plan for the next one-two years.
- Convert the results of your thinking into the planning and implementation of appropriate actions.

A career dialogue is a type of interview. In the business world, a person usually goes to an interview to obtain or fill a position, to give or receive a work assignment, to review progress or results, to discuss salary or benefits, to discuss a possible move or promotion, to discuss a resignation or termination, or to explore career opportunities and discuss personal development. All of these issues could involve the hopes, the values, and the sense of personal worth of one or both individuals. Many of these issues can evoke strong feelings. Although an interview may be called because of differing interests or opinions, the desired outcome usually is a mutual sense of communication and understanding, a type of contract that will facilitate useful action.

Characteristics of an Interview

Each interview takes place in a unique context and has a specific content. Understanding these elements can help you to make your interviews more effective.

- Each career dialogue is part of an *ongoing relationship* between yourself and your manager. Be alert to any assumptions that you may make as a result of that relationship. For example,

if you have a great deal of respect for a particular individual, you may find that you accept their ideas without really evaluating them.

- The ***culture and norms*** of this organization affect the interview. For example, a decision that you make or an agreement that you reach during a career dialogue may need to be approved by another leader. This must be clarified during the discussion.

The content and tone of the dialogue can be affected by your ability to obtain or share information, the attitudes of both individuals, problems in working out plans or solutions, and the nature of the relationship between the other individual and yourself. For example, if one person finds the content of the interview to be threatening or anxiety producing, it should be clarified and kept in mind by the other person.

Guidelines for Conducting a Successful Conversation

Thoughtful preparation and the allocation of adequate time are the two basic essentials in planning a dialogue. Spontaneity may be charming in some situations, but it is not appropriate when a person's needs, values, personal security, and future are being discussed. The integrity of the interview is indicated by how well you prepare for the discussion as well as by how it is conducted. The following guidelines can help you to conduct better career interviews.

1. Know the specific purpose of the discussion
 - Identify the action that you need to take. Write down any points that you need to remember.
 - Identify the desirable outcomes.
 - List key steps for accomplishing your objectives, e.g. obtaining information, promotion acceptance, having instructions understood, developing certain attitudes, generating certain feelings, generating ideas, making decisions.
2. Allocate the amount of time that is needed
 - Plan and outline the interview before allocating the time for it.
 - Schedule the time yourself or ask the other person who will participate in the interview to schedule it. Do not allow someone who does not understand the agenda to determine how much time will be allocated.
 - A quality interview typically requires from one (1) to one and one-half (1.5) hours.
3. Maintain Your Integrity
 - Be prepared, you need to do your personal career research BEFORE having a career interview. This means that you have thoroughly research your "Knowing What" and "Knowing Why" elements.
 - Remember that what you say and do in the interview can have long-lasting effects. Distinguish between your opinions and facts.
 - Respect and maintain the confidences of others.
 - Respect the feedback that you receive from your manager and consider how you can leverage that information and integrate it into your plans.
 - Identify short-term tradeoffs.
 - Identify decisions that must be made on the bases of incomplete information.
 - Identify the follow-up actions that each of you will take.