



Career Tactics

Personal Report for

Name Example

Date December 2004

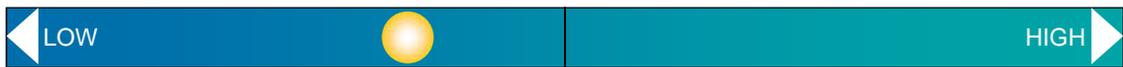
Career Tactics: Detailed Analysis

A detailed assessment of twelve different tactics grouped within six overall themes, highlighting the specific tactics which you have deployed most and least often.

The Structure of Career Tactics

Building a Reputation	Managing Complex Relationships	Optimising Personal Energy	Recognising Organisational Realities	Strategic Self Management	Maximising Learning Potential
<ul style="list-style-type: none">■ Projecting a Confident Image■ Gravitating Towards Success	<ul style="list-style-type: none">■ Balancing Stake-holder Groups■ Building Broad Based Commitment	<ul style="list-style-type: none">■ Focus on Priorities■ Controlled Delegation	<ul style="list-style-type: none">■ Managing Corporate Politics■ Mastering the Art of Timing	<ul style="list-style-type: none">■ Playing to Strengths■ Managing Ego Emotions	<ul style="list-style-type: none">■ Flexible Curiosity■ Using New Challenges to Develop Quickly

Projecting a Confident Image



LOW

- ⓘ a perceived lack of confidence makes others feel uncomfortable and doubtful of your competence
- ⓘ colleagues take your hesitation at face value and are reluctant to trust you with additional responsibilities
- ⓘ failing to make an impact, be noticed and gain the attention of senior management

AT BEST

- ⓘ engendering confidence from others that you have the capability to take on more demanding responsibilities
- ⓘ conveying an aura of self belief which gains the interest of others and a desire to get involved in your activities
- ⓘ conveying conviction which others find difficult to challenge and question

“The world more often rewards the appearances of merit than merit itself.”

Duc de la Rochefoucauld

RISK OF OVER-DEPLOYMENT

- ⓘ tackling assignments and responsibilities in line with your confidence but beyond your expertise and competence leaves you exposed
- ⓘ gaining a reputation for arrogance which creates hostility and future career enemies



Projecting a Confident Image

WHY THIS TACTIC MATTERS

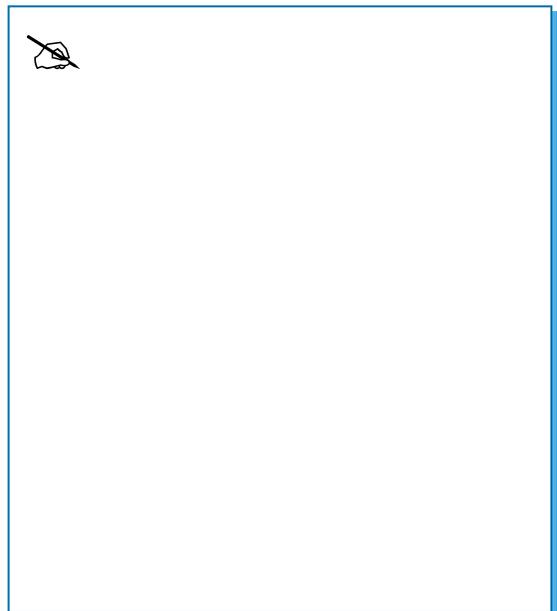
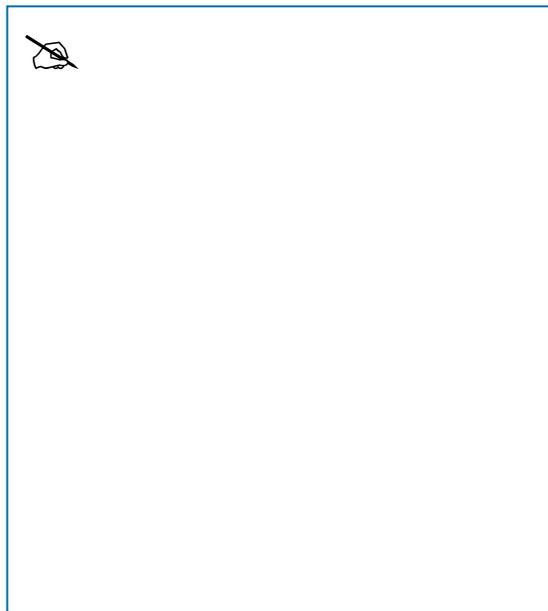
Confidence inspires greater confidence. Others take you at face value. If you display self belief, you must be capable and credible. If you fail to project confidence - no matter your underlying talents and skills - others will question your effectiveness and contribution.

Possible Factors if Low

- a reserved interpersonal manner which lacks assertiveness
- low levels of verbal fluency and conversational skill
- limited experience of public speaking and presentation
- excessive concern for others and their responses to you

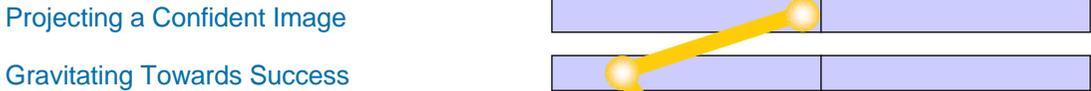
Prompts for Development

- slow down your speech and movements. Successful people with self belief don't run around or panic. Taking your time suggests you are in control
- even if painful, have yourself videotaped. Have a trusted colleague point out how your body language and vocal expression is helping or hindering you in making an impact
- in conversation, don't rush to fill in the pauses. Use questions to assert your agenda and establish control
- in meetings, ensure you make at least one contribution. Build on others' suggestions. Summarise the discussion
- prepare mentally for public events and social interactions. Visualise the situation in advance. If necessary, prepare a 'script'. Who will be there; what questions might you ask? What topics might you introduce into conversation?
- check your wardrobe. How does your physical appearance and dress sense enhance or diminish your self presentation?

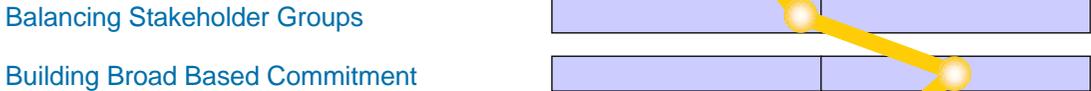


Career Tactics: Overall Profile

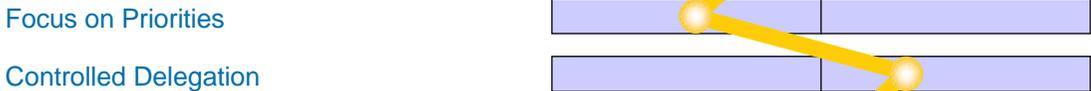
Building a Reputation



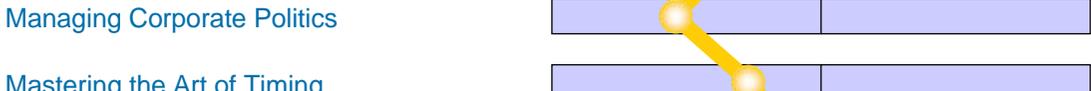
Managing Complex Relationships



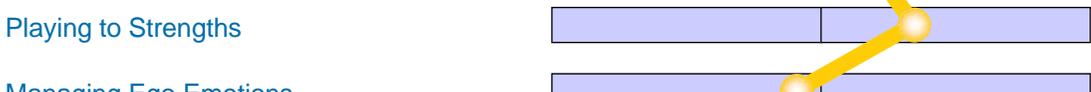
Optimising Personal Energy



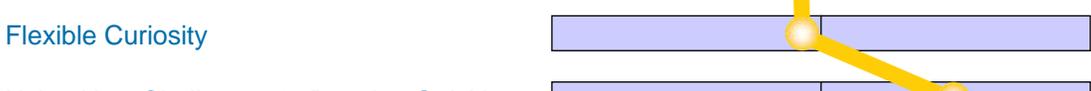
Recognising Organisational Realities



Strategic Self Management



Maximising Learning Potential



Pressure Points

What does your profile suggest about the specific risks and opportunities you might face at different moments in your career development? Eight different “pressure points” are outlined. For each, relevant observations and guidelines are displayed to reflect those tactics which are high and low.

Note that this section does not represent a series of prescriptive recommendations. They are prompts to stimulate your thinking. Use your common sense and wisdom to determine which may be especially relevant to you.

Pressure Points

- 1 Choosing the right job in the right organisation
- 2 Managing your first team
- 3 Managing your boss
- 4 Attending meetings
- 5 Dealing with conflict
- 6 Countering “Dirty Tricks”
- 7 Introducing and implementing change
- 8 Being sidelined or missing out on promotion

Choosing the right job in the right organisation

Making the right move to the right organisation at the right time boosts careers. And careers stall by taking on an impossible role within an organisation in decline. Evaluating your career options to identify that role in that organisation which will advance your long-term goals is therefore critical.

*“Choose a **job** you love and you will never have to work a day in your life.”*

Confucius

Managing Low Tactics

Review and update your network of contacts and their current and past employers. Work through the list to identify those successful individuals who can point you in the right direction and provide useful insights to guide your career decisions.

Don't move into a role without evaluating the prospects of success. Is this a role which can only fail and drag down your career? Or are you joining an organisation experiencing rapid growth with prospects for career progression?

Take time to work out the key players with most influence on your appointment. How do they perceive your suitability? What steps can you take now to improve your standing with them?

Are you about to move into a highly political environment which might expose your shortcomings? Plan out your tactics to prepare for the opposition you will encounter.

Managing High Tactics

Exploit your willingness to go out and meet colleagues and build effective working relationships. Meet as many different people as possible and ask lots of questions about the role. Get a sense of what is really going on and how this may affect you – positively and negatively.

If the organisation has a structured induction process, make the most of the opportunities it provides to build a new network of contacts. If it doesn't then plan and organise your own schedule of activity.

Emphasise your skills in change management. Be prepared to talk about the business impact of your change initiatives, not simply describe the process. Be alert to suggestions that you are better at starting initiatives than the follow through. Reinforce your effectiveness in execution.

Watch out that you don't "go from the career frying pan into the fire" in your motivation to do new things. Look at each career option objectively and analyse the pros and cons for you personally.