

## TOOLS from **ANSWERING THE THREE CAREER QUESTIONS: *Your Lifetime Career Management System***

### **The Job You'd Like to Steal**

Be curious, and start to do some casual research and field observations about the job you'd like to *steal*. I'm not talking about the job you think you can interview for or get promoted to. I'm not necessarily talking about the job you deserve or are qualified for. I'm talking about the work you've seen or read about someone else doing and been so attracted to that you think you'd love it—and if you don't really deserve it (yet) you might have to steal it to get access to it.

If something came to mind right as you were reading that paragraph, write it down in the margins of this page. Now.

#### **"WRITE NOW" EXERCISE: Thought Experiment**

So let's just say you could get some intriguing job by taking it from the person who has it now; and, once you did, you'd suddenly be endowed with everything necessary to successfully do that job. How does it feel just to consider that?

\* Start jotting down a brief list of the Head, Heart, and Hands aspects of the work that are so appealing to you (skills you love to use; people contact [or lack of it] that is attractive; money; fame; power; physical, intellectual or emotional aspects of the job; social impact; travel; etc.)

**#1 STOLEN JOB/WORK** \_\_\_\_\_

**Head:**

**Heart:**

**Hands:**

## FOCUS OF INQUIRY

The elements below build your Focus of Inquiry. These are what you need others to help you learn about in your market

**YOUR MARKET** \_\_\_\_\_

\_\_\_\_\_ **HAS:**

Describe at least one within each box

## & HOW TO USE IT

With what you learn you can create and offer these ideas to your market.

**YOU CAN OFFER:**

Describe at least one within each box

|                  |                           |
|------------------|---------------------------|
| <b>P</b> ROBLEMS | <b>S</b> OLUTIONS         |
| <b>I</b> SSUES   | <b>I</b> NSIGHTS          |
| <b>N</b> EEDS    | <b>R</b> ESOURCES         |
| <b>T</b> RENDS   | <b>P</b> OSITIONING IDEAS |

## THREE QUESTIONS CONSULTING

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#### Assessing which question is most compelling for you at this time

This tool will help you establish a baseline for where you are today, and will provide clues into which of the Three Questions you are most drawn to at this time. Check a total of any twelve (12) questions below that are similar to the questions you've been asking yourself about your job or work situation. See which column has the highest number of checkmarks. Then, see the bottom of the table to determine which of the Three Career Questions seems to capture the personal career challenge that's on your mind. Don't look at the bottom first.

| ?  | Check<br>box | ?  | Check<br>box | ?  | Check<br>box |
|--|--------------|--|--------------|--|--------------|
| Why can't this person understand my point of view?                     |              | Why did my boss move to another city?  |              | Will I be able to utilize my skill set here?         |              |
| Have I tried all ways of communicating I can think of? Are there more? |              | Why did the senior member of our group switch to another team?                                   |              | Why isn't this fun anymore?                          |              |
| Have I asked others for perspective/ideas?                             |              | Why was the structure of this team changed with practically no discussion or input from us?      |              | Why did this challenge me in the past, but not now?  |              |
| How can I succeed wearing all these hats?                              |              | Why is our product sales and marketing team not going after new customers?                       |              | What's next?   |              |
| What is "success" to me?   |              | Where can I go if the next logical step is a position that is filled for the foreseeable future? |              | Where is the "horizon"...the challenge?              |              |
| Will collective teamwork ever work with my style?                      |              | If we operate better when supervision is gone, why would I want to "advance" to that role?       |              | Am I losing ground in this role?                     |              |
| How can I Move Up if I don't know more about _____?                    |              | Will this organization continue to survive?  |              | I want to be a great manager. Is now the right time? |              |

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|  |  |   |  |   |  |
|--|--|---|--|---|--|
| Why don't the new people ask me for help or advice?  |  | How do I get more control of this situation?    |  | Am I capable of management responsibility here, or should I move to another organization? |  |
| How can I seem older to gain the credibility with the older peer-group?  |  | Am I doing work that virtually anyone could do? |  | What is there to learn now?   |  |
| Am I being too critical of others because I'm feeling critical of myself?  |  | Why does this not feel like my tribe?           |  | Have I learned everything I can from this position?                                       |  |
| How can I use what I know about other people's personalities (from these personality assessments we did together) to change the way I communicate with them? |  | Would I even want a promotion if I got one?     |  | Why are we discussing this again? I thought we resolved this issue.                       |  |
| TOTAL # CHECKED  |  | TOTAL # CHECKED                                 |  | TOTAL # CHECKED   |  |
| Adapt  |  | Move Out  |  | Move Up   |  |

Once you've added up your score and considered what question is most prevalent in your thinking don't forget to check and see what your intuition says about this matter. This questionnaire is just a tool to get you thinking about what matters to you. It's not THE ANSWER.

### COLLECTING CLUES ABOUT (mis)FIT WITH YOUR CURRENT WORK

|  | <b>COGNITIVE</b>  | <b>EMOTIONAL</b>  | <b>VALUES</b>   | <b>BEHAVIORAL</b>  |
|--|---|---|---|--|
| <b>AT THE LEVEL OF MY</b><br> | What do I think/know about this? Am I getting smarter here? | What are the emotions and physical feelings I'm having? | What's at stake? What matters to me at each level at this time? | How am I, or other people acting, and do I like these behaviors? |
| <b>JOB</b>   |   |   |   |  |
| <b>MANAGER</b>   |   |   |   |  |
| <b>TEAM</b>  |   |   |   |  |
| <b>ORGANIZATION</b>  |   |   |   |  |

### Three-Level Assessment of Fit With Your Work

**INSTRUCTIONS:**

Put a + or—next to each question based on whether that aspect of your work situation is currently positive or a GOOD FIT (+) for you in this area, or uncomfortable and a POOR FIT (-). Not sure? Not a good or bad fit? Not relevant to your work situation? In those cases, put a 0 in both.

|          |          | QUESTIONS OF FIT   |
|----------|----------|--|
| <b>+</b> | <b>-</b> | <b>With Your: JOB</b>  |
|          |          | <b>HEAD</b>  |
|          |          | Do I know what it takes to accomplish my work at a quality level?                          |
|          |          | Do I have enough education to comprehend the complexities of the job?                      |
|          |          | Do I have the cognitive speed to process information, thoughts, and analyses with others?  |
|          |          | Do my problem solving and analysis methods get the results needed in the time allotted?    |
|          |          |  |
|          |          | <b>HEART</b>   |
|          |          | Do I want to come to work most days and do this work?                                      |
|          |          | Do I feel engaged with the work in a way that causes me to “go the extra mile” in a pinch? |
|          |          | Do I share most of the values of the people I work with?                                   |
|          |          | Do I share most of the values of my customers or clients?                                  |
|          |          | Do I think this product or service is important?   |
|          |          |  |
|          |          | <b>HANDS (Behavior)</b>  |

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|  |   |
|--|---|
|  | Is my physical workspace comfortable and safe, and does it enable my best work?   |
|  | Do I use physical capacities that are comfortable for me?   |
|  | Do I get to interact with people in a way and with a frequency that I like?   |
|  | Do I handle people or materials in ways that are comfortable for me?  |
|  | Am I expected to behave in a way that makes me embarrassed or angry? (Uncomfortable may be “okay,” since that’s how we all feel if we haven’t yet mastered a behavior. Embarrassed or angry? Not good.) |
|  |   |
|  |   |
|  | <b>With Your: MANAGER</b>   |
|  |   |
|  | <b>HEAD</b>   |
|  | Does my boss understand my intellectual strengths (and weaknesses)?   |
|  | Do I respect my boss’s intelligence and knowledge   |
|  | Does my knowledge base work with that of my boss?   |
|  | Is my education (amount or level) threatening to my boss?   |
|  | Can I articulate and think at a level that functions well with my boss?   |
|  | Does my boss have a helpful network and willingness to let me tap into it?  |
|  |   |
|  | <b>HEART</b>  |
|  | Do I like being around my boss as a person?   |
|  | Does my boss like being with me as a person?  |
|  | Do my boss and I share some significant values and interests?   |
|  | Does my boss have enough emotional intelligence and perceive it in others?  |
|  | Do my boss and I handle emotions in the workplace in a productive way? With each other?   |

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|  |  |  |
|--|--|--|
|  |  | With others?   |
|  |  | Do I trust my boss to do the right/ethical thing?  |
|  |  |  |
|  |  | <b>HANDS (Behavior)</b>  |
|  |  | Does my energy level and speed match those of my boss—including his/her expectations in these two areas? |
|  |  | Does my manager model the key competencies of the organization's leadership model?                       |
|  |  | Does my manager model the organization's espoused values?  |
|  |  | Does she/he walk his own talk?   |
|  |  | Can I get help completing work from my boss?   |
|  |  | Does my boss micro-manage and hover over my work?  |
|  |  | Do my physical work abilities duplicate or complement my boss's?   |
|  |  | Can my manager demonstrate skills or behaviors that are crucial for success?                             |
|  |  | Can I get the level of training, coaching, or mentoring I need from this manager?                        |
|  |  | Do either I or my boss experience physical intimidation from the other (intentional or unintentional)?   |
|  |  | Does my boss openly give constructive feedback and handle performance issues astutely?                   |
|  |  | Does my boss show up in the workplace and make him/herself available for discussions and questions?      |
|  |  | Does my boss create activities that build relationships beyond just doing work together?                 |
|  |  |  |
|  |  |  |
|  |  | <b>With Your: TEAM</b>   |
|  |  | <b>(You could be a member or manager of this team)</b>   |
|  |  |  |

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| <b>HEAD</b>             |   |
|-------------------------|---|
|                         | Is this a smart team, or do they over-rely on my knowledge?   |
|                         | Is there the right balance of education and work-relevant knowledge on the team? (They're not always the same or even related.) |
|                         | Do I respect the knowledge in this team?  |
|                         | Can the team collaborate on knowledge and information with me and each other?   |
|                         | Can the team learn together?  |
|                         |   |
| <b>HEART</b>            |   |
|                         | Do I like being with these team members?  |
|                         | Do I feel accepted by the team?   |
|                         | Do I accept all the members of this team?   |
|                         | Do we share enough values to cooperate and collaborate productively?  |
|                         | Do I trust this team to do the right/ethical thing?   |
|                         | Have I inspired followership if this is my team?  |
|                         | Am I proud to mention that I'm a member of this team?   |
|                         | Do we share the same model of leadership?   |
|                         | Do we share the same model of decision-making and responsibility?   |
|                         |   |
| <b>HANDS (behavior)</b> |   |
|                         | Does this team work at the same energy level and pace that I do?  |
|                         | Are all the right capabilities present to get the work done?  |
|                         | Am I doing a fair and equitable amount of the team's production?  |
|                         | Does the team look out for each other and pitch in to help someone who's struggling?  |
|                         | Do people openly give constructive feedback?  |

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|  |  | Does the team do things together to build relationships other than just work together?   |
|  |  |  |
|  |  | <b>With Your: ORGANIZATION</b>   |
|  |  |  |
|  |  | <b>HEAD</b>  |
|  |  | Is this is a learning organization? Is it getting smarter, and am I getting smarter?   |
|  |  | Is knowledge systematically transferred when someone senior is leaving?  |
|  |  | Is there adequate expertise to successfully accomplish the mission?  |
|  |  | Is there adequate competitive knowledge to be better than the rest?  |
|  |  | Do I aspire to acquire new knowledge at the rate the organization will require of me?  |
|  |  | Is the organization at a level of maturity that I like and in which I can thrive (start-up, ramp-up, stability, diversifying, expanding, contracting)? |
|  |  |  |
|  |  | <b>HEART</b>   |
|  |  | Is the workforce engaged with the work of achieving the key goals?   |
|  |  | Is there a vision for the future that I am attracted to and want to participate in?  |
|  |  | Is there a mission that most people believe in?  |
|  |  | Is there a mission that I believe in?  |
|  |  | Is a management model that I like practiced here?  |
|  |  | Is there a set of organizational values that are practiced as espoused?  |
|  |  | Do I feel proud to say I work here?  |
|  |  | Is the organization concerned about the community in which it does business?   |
|  |  | Am I comfortable with the function that dominates the organization (engineering, finance, IT, etc.)?   |
|  |  | Are resources distributed throughout the organization in a way that I can support?   |

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|  |  |  |
|--|--|--|
|  |  | Are there rewards and incentives for things I believe in?                                    |
|  |  | Does this place feel successful?   |
|  |  |  |
|  |  | <b>HANDS (Behavior)</b>  |
|  |  | Do leaders walk their talk (congruent with values, behaviors, and strategies espoused)?      |
|  |  | Does the leadership team work well with one another?   |
|  |  | Do leaders create relationships through activities other than just production work?          |
|  |  | Is the size of the organization comfortable for me to navigate, influence, and work in?      |
|  |  | Does the environment feel safe?  |
|  |  | Do people work with the right balance of team and individual effort?                         |
|  |  | Is the work environment one that supports my productivity?                                   |
|  |  | Are the necessary productivity tools available to me to meet expectations and be successful? |
|  |  | Are there systems and methods established that allow for productive efficiency?              |
|  |  | Does the organization have a planning style that fits me (structured, improv, nothing)?      |
|  |  | Are decisions made in a way that is comfortable for me?                                      |
|  |  | <b>TOTALS</b>  |
|  |  |  |