TypeFocus™

Success Through Self Awareness

Manage Your Career Program
Workbook

Bringing Focus to Career Plans

Above All Know Thyself

2500 year old Greek wisdom

Contents

Introduction

The TypeFocus *Manage Your Career Program* provides a set of tools to manage your own career development. In order to manage your career effectively, you must first of all be able to answer the age-old question: "Who am I … really?"

Only by knowing yourself will you be able to make the right decisions about your career - decisions that reflect your most important personal values and concerns, rather than being driven by external measure of success such as status or income. Barbara Moses, author of Career Intelligence

When you first understand your personality preferences, you will experience a surprised "ah-ha" feeling of enlightenment. Choices and events that used to be puzzling now make sense.

Based on your unique personality type, this program provides an in-depth analysis of your strengths related to your career future. It will help you to:

- gain insights into your own behaviors
- understand how to make the best of individual differences
- value differences in a positive way that promotes synergy and teamwork

Set a baseline

Before getting into the program answer these five questions. This will give you a starting point for judging your progress at the end of the program.

Rate these statements on a scale of 1-5

(1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

1. I am confident that I can manage my career development   _____

2. I have a clear plan of action to become more effective at work   _____

3. I can clearly identify my leadership strengths and weaknesses   _____

4. I can make use of the personality differences within my team   _____

5. I have clear goals to be healthier this year than last year   _____

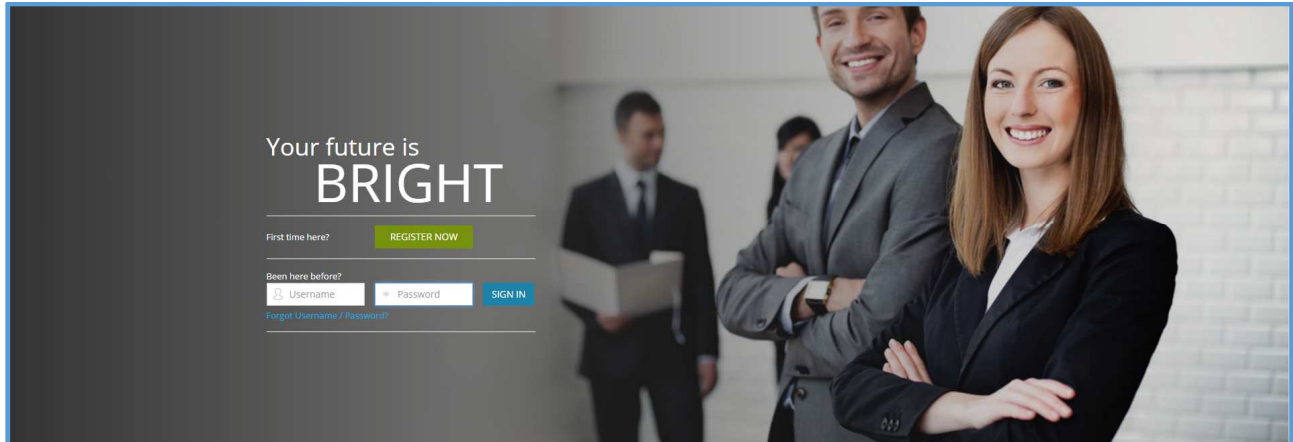Total: _____

⭐ Indicates a "thought question" to promote your insights.

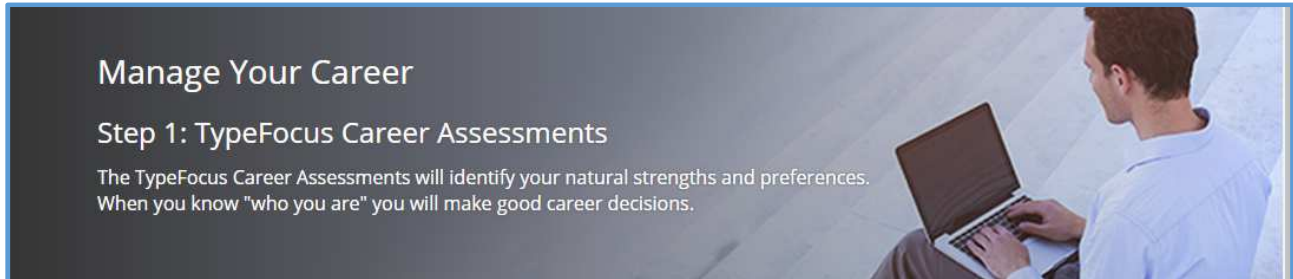# How to Get Started

Go to https://manageyourcareer.typefocus.com and REGISTER as a new user – you only do this once.

After that you will SIGN IN as a returning user with just your email and password.

Once in the program you will navigate across the topics using the tabs.

Assess Tab

⭐ What was one of your "ah-ha" moments* when you reviewed your assessment results?

* One manager reported: "I didn't like my job for the longest time and then discovered I was a counselor at heart (NF) in an administrative position (ST). It wasn't me or the job but the lack of fit between my personality preferences and what the job legitimately demanded. Understanding that made it easier to accept and led me to find constructive ways to deal with it."

Manage Tab

Manage Your Career

Step 2: Strategically Manage your Future

Make plans to take charge of your career.
Discover your engagement points.

There are five key components to effectively managing your career. Each of these components looks at a different facet of your career development.

⭐ Which of these components was most significant for you?

- Creating a Transition Flowchart   _____

    o What was your conclusion?

- Identifying your Success Factors   _____

    o Which factor adds most value to your employer?

- Completing an Activity Analysis   _____

    o What do you want to do more of … or less of?

- Understanding Networking Skills   _____

    o Who do you want to network with?

- Updating your Personal Branding   _____

    o What attributes do you want to highlight?

What made it significant?

Success Tab

Manage Your Career

Step 3: Success at Work

Excel by meeting the needs of your employer.
Organizations are looking for good communicators and team player

Getting along with your colleagues is a critical skill for any manager. Briefly describe a conflict you had at work: who, what, why, where and when.

Description:

Most conflicts result from unmet expectations. What were you expecting that you did not get?

Managers rely on their ability to give direction and engender trust and buy-in from their teams. In order to create this trust it helps to be an excellent communicator, and communication becomes easier when you understand the other person. Now you begin to be aware of how their perceptions are different from yours – an extravert walks into a noisy party and feels energized while an introvert feels overloaded. It is not a matter of being right or wrong; they just each experience the same thing in different ways.

When people's perceptions differ conflicts arise. When you experience conflict you might do what most people do – you interpret the other person's actions as being unreasonable or aggressive. Now you see them in a negative light so it is hard to engage them in win-win solutions … because frankly you do not care at this point if they do lose. You just want to make sure you win. These are personality clashes and in this section you will learn one important concept and two important skills.

Concept of Complementary Opposites

This concept states that personality differences are not just different, like blondes from brunettes, but the differences are complementary. Think about these examples:

- Verbally expressive people need quieter people to provide a deeper viewpoint
- Practical people need creative people to advance new ideas
- Logical people need compassionate people to humanize the workplace
- Organized people need spontaneous people to deal with unexpected changes

What this means in practice is that every personality clash is an opportunity for you to display advanced communication skills by TRANSLATING the clash in a way that promotes synergy.

Synergy is the highest activity of life; it creates new untapped alternatives; it values and exploits the mental, emotional, and psychological differences between people.   **Stephen Covey**

Conflict is inevitable in a team ... in fact, to achieve synergistic solutions, a variety of ideas and approaches are needed. These are the ingredients for conflict.   **Susan Gerke**

Two Valuable Skills

The first skill is called REFRAMING – it means seeing someone in a new light. For example, you could label the same behavior as either being organized or controlling. Because of the conflict, you will probably choose the negative label and now you will struggle to create synergy. On the other hand, if you start by realizing the other person is bringing a different, but still valid and perhaps helpful approach to the problem, you can more easily adopt the more complementary view.

The second skill is called TYPEFLEXING – it means bending your natural preference for doing things a certain way to their preferred way in order to consciously communicate better. If you are an extravert and your colleague is an introvert, you can TypeFlex to them by asking for their ideas and waiting for an answer without interrupting.

The program knows what your personality type is and so it offers you insights into the way your opposite personality type would think and act. As you click across your four letters, the recommended ways of dealing with your opposite type will be displayed.

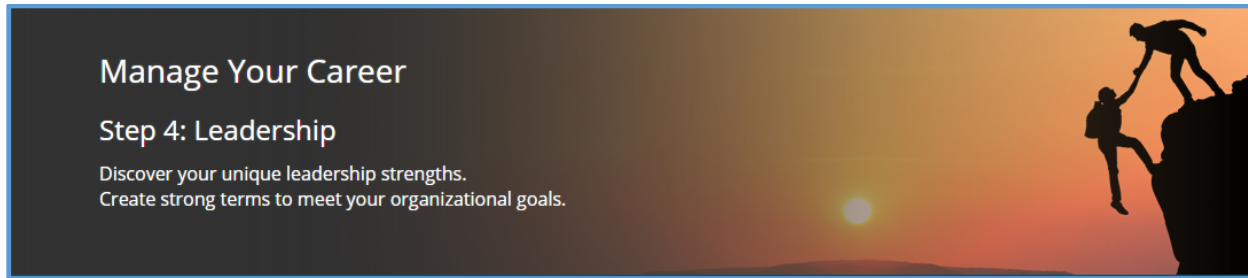In this example, you are an extravert and so the program gives you hints on dealing with an introvert.

⭐ If you had to do it all over again how would you:

TypeFlex to this person?

Reframe this person?

Note: you will find it helpful to review the video in the Relationships Tab on Reframing & TypeFlexing.

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Leadership Tab

Manage Your Career

Step 4: Leadership

Discover your unique leadership strengths.
Create strong terms to meet your organizational goals.

⭐ After reviewing your leadership and culture reports answer these questions:

1. Leadership Report: What are your best "workplace contributions?"

2. How did you define "best?"

3. Leadership Report: What are your most challenging "development opportunities?"

4. How did you define "challenging?"

5. Culture Report:
   a. Which culture best describes your organization?
      i. Hierarchy _____
      ii. Competence _____
      iii. Family _____
      iv. Collaborative _____

   b. What is your culture preference?
      (Your two middle letters. e.g. ESFJ = SF = Family Culture)
      i. Hierarchy _____
      ii. Competence _____
      iii. Family _____
      iv. Collaborative _____

   c. If you are not an exact match* how will you TypeFlex and Reframe your differences at the organizational level?

* It's not bad to be different as long as you do not interpret those differences in a negative light. Being aware of the differences will sensitize you to your organization's blind-spots; knowing the differences are not right or wrong will help you communicate your viewpoint in a positive manner.

Relationships Tab

Manage Your Career

Step 5: Relationships

Good relationships lead to trust in the workplace.
Trust leads to effective leadership and efficient teamwork.

The best way to get started in this important section is to view the first video that describes how healthy relationships need a balance between your needs and your team members' needs. At the end of this short video, you will understand the challenge and payoff to using personality type insights in all your relationships.

What is your strongest and clearest personality factor? This will often be the type factor with the longest bar in the Preference Clarity Graph. E.g. an ESTJ might say my best strength is:

- my outgoing personality (E) or
- my attention to detail (S) or
- my ability to make decisions in a business-like manner (T) or
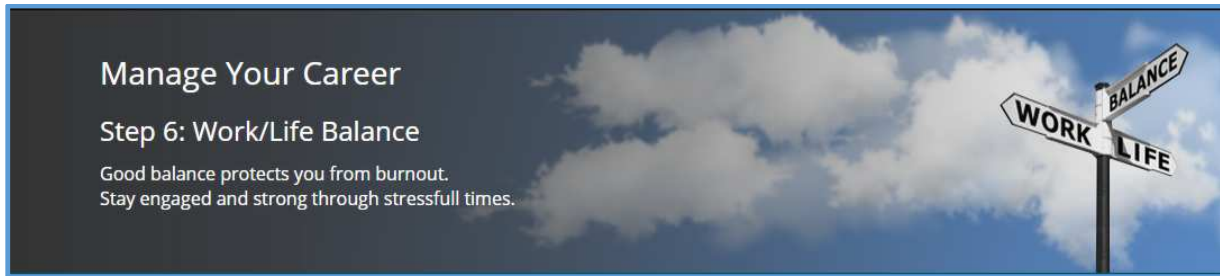- my organizational ability (J).

Your best factor: _____

Describe how this strength could become a blind spot if pushed too far.

Identify a time when you did this.

If appropriate ask a trusted colleague if you ever exhibited this blind spot.

Work/Life Tab

Manage Your Career

Step 6: Work/Life Balance

Good balance protects you from burnout.
Stay engaged and strong through stressfull times.

Some important topics are found in this section, and you may be tempted to gloss over them because it appears a bit overwhelming. Simplify the process by breaking it into small steps:

1. Which of the topics interests you most right now?

- Weight Loss   _____
- Stress   _____
- Leisure   _____
- Life's Priorities _____

2. Within this topic identify one thing you would like to see changed. _____

_____

3. Download the "goal setting exercise sheet" found in the Goal Setting topic.

4. Create a goal addressing your area of interest.

5. Did you create an action plan?

      If yes, how do you feel now?

      If no, what stopped you?

Review you baseline

Answer these five questions again in the "now column" then transfer your original scores on page 2 to the "then column."

Rate these statements on a scale of 1-5

(1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

	Now	Then	Diff
1. I am confident that I can manage my career development	_____	_____	_____
2. I have a clear plan of action to become more effective at work	_____	_____	_____
3. I can clearly identify my leadership strengths and weaknesses	_____	_____	_____
4. I can make use of the personality differences within my team	_____	_____	_____
5. I have clear goals to be healthier this year than last year	_____	_____	_____
Total:	_____	_____	_____

Are you winning or losing? Jot some notes to yourself.

Conclusion

The TypeFocus *Manage Your Career Program* challenges you to do a difficult task. That task is to courageously examine your work life in terms of what you want and where you see yourself going.

The TypeFocus Team hopes that you will benefit from this self-examination.

Sincerely,

TypeFocus Team