



CAREER DECISIONS

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This Career Decisions book is to guide you through the job search, interviewing and on-boarding process, and beyond. Our role as professional career consultants is to work with you to understand your needs and to present the right opportunities for you to consider.

We will guide you through the complexity of changing jobs and ensure that you receive the best outcome.

It's a partnership and it's a long term one.

All the best



DR GLENN CARTER
Healthcare Professionals Group

ADMINISTRATION
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FINANCE
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MEDICAL AFFAIRS
MEDICAL IMAGING
MEDICAL SPECIALTIES
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PSYCHOLOGY, COUNSELLING & SOCIAL WORK
REGULATORY & QUALITY
SALES & MARKETING
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WHEN IS IT THE RIGHT TIME TO LOOK FOR ANOTHER JOB?

A FEW QUESTIONS TO ASK YOURSELF

Where do you want to be going?

What do you want to be doing?

And importantly, how is this going to happen?

Will it happen in your current organisation?

Have you had the conversation with your manager?

What was the response?

To stay or go....

What are the benefits of staying in your current job vs starting a new one?

Here's a few points to consider...

In your current job **you know what you need to do** and you are likely to be doing it successfully. You've mastered the hard parts of the role and you've relaxed into **what's needed to get the job done**. **You're respected for your contributions** and are the go-to person for solving problems and coming up with solutions. **You're working with a great group of colleagues** and have developed a solid network of work friends that you see socially. Being around them is fun. Overall life is good. **So why think about leaving?**

Think about the new skills you need to develop.

Those skills that will position you as top talent for the future.

Will you be upskilling with your current employer or is it time to look?

The grass can be greener with a new organisation. Equally it may not be.

The first step is to decide what you want - is it the role, the team, the manager, the location, the prospects, the rewards, the recognition? Before starting to consider other opportunities think about what's important to you. Be very clear about this because you don't want to waste your time going for the wrong interviews and meeting the wrong people.

Interviewing takes time.

You need to research the organisation, prepare for the questions and focus your energy. So you want to make sure it's the right role, with the right organisation, and it needs to be the right time for you both professionally and personally to make the move.

That's where we, as professional career consultants, can help. We'll work with you to understand your needs and to present the right opportunities for you to consider.

It's a partnership and it's a long term one.

JOB SEARCHING TIME MANAGEMENT TIPS

Looking for a new job takes time and energy. You are already very busy in your current role. There are lots of meetings, lots of deadlines and you want to deliver. You're working for a great organisation. You're loyal and committed, but it's time to start looking for a new position. How can you manage your current workload and still have enough time to go for the interviews. **Here's a few tips:**

- 1. Clearly decide what you want in your new role.** Think about what you can realistically do. What responsibilities do you want? Think about salary, rewards, benefits, location, travel time, team culture and career progression opportunities. Be clear about your expectations before you go for interviews. It will save you time.
- 2. Reflect on your current skills and experience.** Do you have what the new employer wants for the jobs you are applying for? Are you ready for the next position, or is it more time-effective to complete an additional work project or attend an extra course if it increases the likelihood of you being considered as 'top talent'?
- 3. Look at your CV.** Does it accurately reflect your experience and achievements? Does it highlight the value that you will bring to a new organisation? Employers read CVs and decide who to interview on the basis of the new 'value' they will be employing. Save time upfront by reviewing your CV.
- 4. Check out your Social Media profile.** Is your Personal Branding optimised? Does your on-line identity clearly highlight your strengths? Is there anything that may prevent a future employer from hiring you? It's better to get it sorted out sooner rather than having to explain later. It will save you time.

5. Talk with your referees. What will they say when asked? Is there anything that needs checking, clarifying, explaining? If so, bring it up with your Consultant. Openly discuss any issues. Don't wait until it's too late. You'll spend a few hours being interviewed by prospective employers and don't want to hear "no-thanks" because of a reference check.

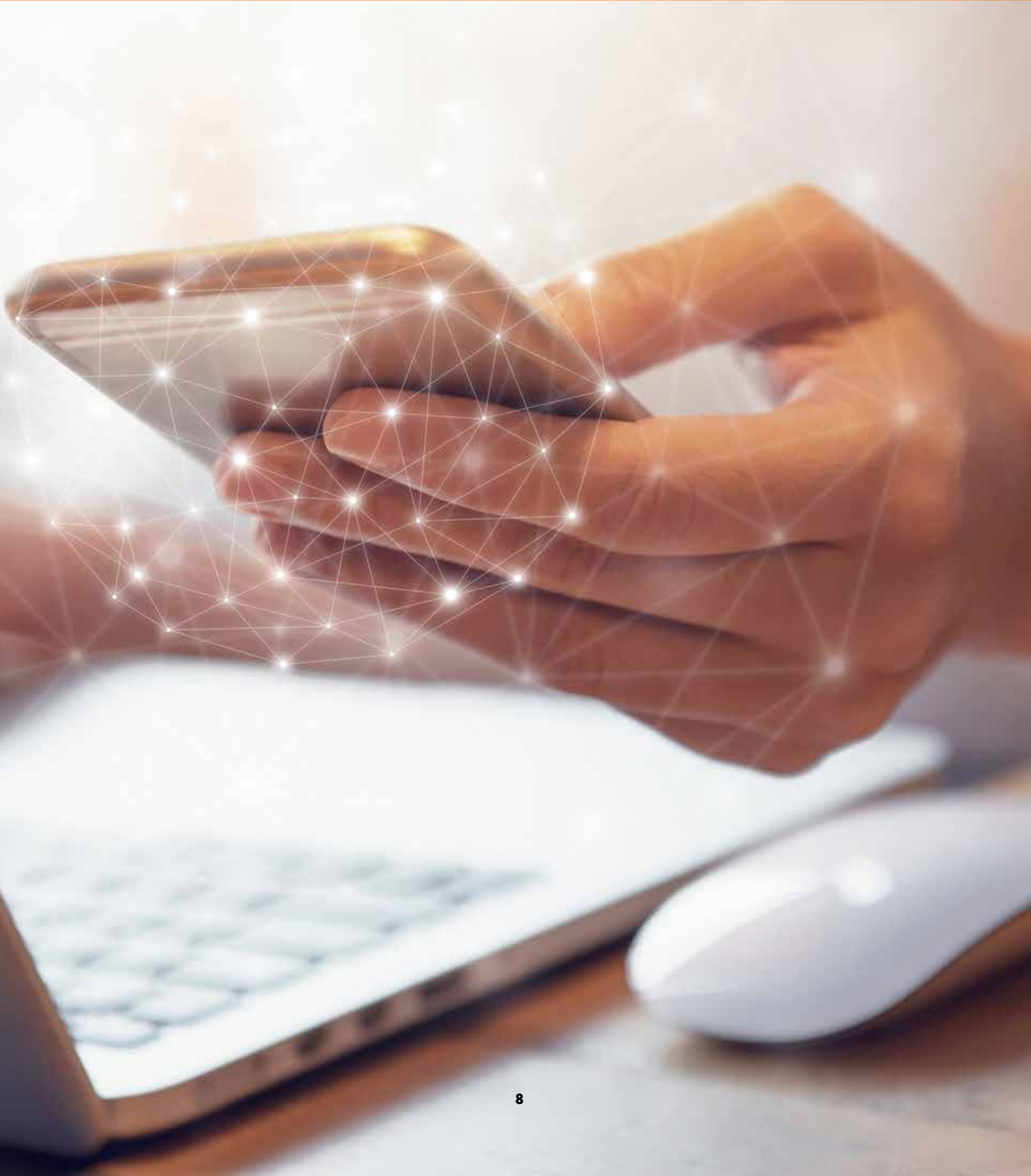
6. Look at your current work responsibilities. When can you realistically go for interviews? Early in the morning, after work, only for 45 minutes during lunch. Plan your workload to give you the time to attend interviews.

7. Research your new employer. Look at their website, read online reviews and press releases. Is this the organisation for you? It's more time-effective for you to make this decision earlier rather than later.

As professional career consultants our job is to save you time. We will work with you to understand your needs. We will provide advice on your CV and we will provide insight into prospective employers so that you'll be seeing the right people. And on your behalf we will manage your interview process smoothly so that you don't waste time attending inappropriate interviews.



HOW TO APPLY TO AN ONLINE JOB AD



You've decided that it's time to consider new opportunities.

You've gone to a Job Board or a friend may have shared a job ad.

What next?

Firstly, is this the right role for you? How much information has been included in the ad? Are you clear about what skills and experience are needed? What's the salary? Benefits? Location? Organisational culture?

Think about what hasn't been included in the ad. What additional details do you need? From this prepare questions to ask, before you formally apply. You don't want to be wasting your time applying for the wrong jobs.

Does the ad ask for Essential and Desired criteria? Review them and decide whether this is the right role for you. Then look at your CV. Is the information in your CV aligned to the application criteria?

Write a good cover letter. Highlight your suitability, relevant to the job description, and address the letter to the person who advertised the role. A generic "Dear Hiring Manager" won't position you as top, in-demand talent. Highlight the value you will bring to a new employer.

Follow up. Check whether the ad has a closing date. Send an email. Phone up and express your interest. Highlight why you believe you should be interviewed. Ask about other candidates who are being interviewed and how you compare.

As career consultants we understand the importance of first impressions.

Many candidates apply for online jobs and it's important to stand out and be noticed. Apply for the right roles and highlight your skills and experience. We can often represent you to roles that are being advertised on the internet so phone your Consultant when you see a role that may be of interest and we'll assist you.

HOW TO STAND OUT WHEN APPLYING FOR NEW ROLES

IT'S ALL ABOUT PERSONAL BRANDING.

Good personal branding will make you stand out from the crowd as top, in-demand talent. It gets you noticed and being noticed makes you top-of-mind when vacancies need filling.

Personal branding is about differentiating yourself through your credibility, knowledge and networks.

Here's some tips to enhance your personal brand:

- 1. Join committees and contribute to conference organisation, policy development and stakeholder engagement.** Work collaboratively with others. Be authentic, ethical, trustworthy, credible.
- 2. Attend conferences.** Network with new people. Be interested in their professional lives. Highlight your expertise. Add value.
- 3. Select a specialised topic.** Contribute to newsletters. Get quoted in the press.
- 4. Contribute to relevant blogs through the publication of original ideas.** Comment on other people's posts. Be insightful.
- 5. Conduct a self-review of your online information** and remove material which is inconsistent with a professional image.
- 6. Have a comprehensive LinkedIn profile** highlighting your expertise and achievements. Consistently build your online connections.
- 7. Communicate with your online connections regularly with updates.** Share relevant information. Engage with your connections.
- 8. Review your corporate wardrobe** and ensure that it's consistent with the professional image you would like to portray.
- 9. Be interesting.** Have topics to discuss outside of work. Start a hobby, take a long weekend, read a book, stay current with the news. Business relationships are multi- dimensional and building rapport is central to managing your personal brand.

As career advisers we will work with you to understand your career aspirations and to provide insight into how you can position yourself as top, in demand talent.

WHAT'S BEST PRACTICE FOR YOUR CV?

1. **Start with your contact details – name, phone number and email.** Select an appropriate and professional email address. Nicknames as email addresses just don't look good. Other details eg date of birth, marital status, religion, dependents, photographs are not needed.
2. **Keep it simple using a standard font and easy-to-read layout.** For certain roles, if you want to show case your creative side or provide additional information such as a list of publications, use links to portfolios, blogs and websites.
3. **Use a professional tone, don't use abbreviations and double check the spelling.** Many CVs have mistakes and hiring managers move to the next candidate.
4. **Highlight your strengths and be specific** eg "Excellent networking skills with oncology key opinion leaders" provides more detail than simply "Excellent communication skills".
5. **Quantify your achievements** eg market share increased by 18%, sales by 22%, patient recruitment by 64%. Then say what you did to achieve the result eg "Sales grew by 22% following the introduction of an on-line GP practice educational program".
6. **Incorporate specific keywords:** Rather than "a range of therapeutic areas", state them "oncology, cardiovascular, diabetes, respiratory".
7. **List all your positions from the most recent** - job titles, employer, responsibilities, achievements, and exact dates by the month. Don't leave any roles out. Check that the information in your CV matches your LinkedIn profile.
8. **External verification agencies are often used** to confirm employment dates and the completion of academic studies so prevent any issues upfront by ensuring all information provided stands up to scrutiny.
9. **Under Education include all your qualifications** and additional workshops and training courses you have attended. It will demonstrate your approach to ongoing professional development.
10. **Ensure that all sentences contain factual information.** Don't use statements that have no meaning eg "I'm seeking a new, challenging role, where I can work in a team, and make a contribution". The statement: "my new role will involve early phase clinical trial project management within oncology" provides more information regarding your motivation and suitability.

As career advisers our role is to review your CV and suggest improvements. We understand the importance of including the right information to highlight your strengths and achievements, specific to the types of roles you are applying for.

WHAT'S BEST PRACTICE FOR YOUR LINKEDIN PROFILE?

1. **Firstly, have one.** Surprisingly a number of jobseekers don't. Employers will check out your LinkedIn profile before they decide whether or not to meet you.
2. **Select an appropriate profile picture.** The one that will represent you to prospective employers. Look friendly and approachable.
3. **Choose a suitable background photo.** One that's professionally appropriate. No holiday snaps. Nothing too personal. Stand out and be memorable for the right reasons.
4. **Tell your story.** It's more than skills and job titles. It's what makes you special. It's what differentiates you in a crowded candidate market? Highlight your accomplishments. Highlight the value you will bring to new employers. What problems can you solve? What value do you add? Draft, draft and draft the words to get them right.
5. **Make sure that your LinkedIn profile (job titles, responsibilities, organisations, dates) matches your CV.** Consistency is checked by employers.
6. **Grow your network and connect with people.** Current and previous colleagues. People you meet at conferences and events. For many roles prospective employers are looking for collaborative and networked employees. Demonstrate this with the number of your LinkedIn connections.
7. **Be an active participant.** Write and share articles. Like other people's posts. Endorse others. Provide recommendations. It will be reciprocated. Provide commentary. Join groups and contribute.

As professional career advisers we will work with you to optimally represent you to employers. This means that we will provide advice on a range of topics including how best to maximise your LinkedIn presence.



HOW TO CHOOSE A RECRUITMENT CONSULTANT



There are many Recruitment Consultants advertising vacant jobs and sending out LinkedIn invitations. How do you choose who to work with? Who can best represent you to prospective employers? How do you know that they are truly looking after your best interests?

Here's a few points to consider:

- 1. Qualify their experience.** Ask "How many positions have you filled in this specialised sector?"; "How many clients do you have?"; Ask about their personal background, sector experience, recruitment experience.
- 2. Qualify their knowledge.** Ask in-depth questions about specific roles and organisations. Do they impress you with their answers? Do they know enough to best represent you to employers?
- 3. Qualify their market presence.** Ask about the conferences and networking events they attend. Determine how many key people they know. Will they hear about those 'quiet vacancies' that are never advertised?
- 4. Check out their online presence.** Websites, blogs, LinkedIn posts. Are they thought leaders or followers? Ask yourself "Will I be optimally represented?".
- 5. Ask your colleagues,** hiring managers and Association representatives for advice as to who to use.
- 6. Ask them about their processes.** How often will they be in contact? What can I expect? How many positions will they be discussing with me? Will they be assisting with interview preparation, salary negotiations, and more?

Choosing the right Recruitment Consultant to guide you through the complexities of changing jobs is an important decision. Much is at stake and you want the best outcome. As experienced career advisers we welcome building a long term partnership with you so that we can offer on-going advice and assistance.

WHAT CAN YOU EXPECT FROM YOUR RECRUITMENT CONSULTANT?

You've applied for a job which interests you and you believe that you have the skills and experience for. The Recruitment Consultant has been in contact to arrange an initial conversation. What should you be expecting from them now?

1. **You will want them to be knowledgeable** - about the position, the organisation and the sector in general. They need to be able to answer your questions and to provide guidance. And to do this effectively they will need in-depth and specialised knowledge.
2. **The Recruitment Consultant will ask questions to understand the depth and breadth of your experience.** This may be over the phone, via Skype or face-to-face. During this you should feel comfortable that the Consultant has put in the time to fully understand your skills and achievements. It's your career and it's important. It's important that you are being optimally represented to new employers.
3. **Advice will then be offered regarding your CV** and the suitability of the information it contains. The Recruitment Consultant will want to ensure that all your accomplishments are included and that a new employer can easily understand the value you will be bringing.
4. **There will be questions** such as salary expectations, holidays booked, and other opportunities that you are considering. This is important information that the prospective new employer will be asking the Consultant about you. Having the information readily available will make sure that the recruitment process proceeds smoothly.

5. **Advice will be offered on how best to prepare for interviews**, the research to be undertaken and the types of questions to be expected.
6. **You will be asked about your availability to attend interviews.** The Consultant will discuss dates and times on your behalf and will try to arrange the most suitable.
7. **After your interview the Consultant will speak with the employer** and get feedback on how you did. The Consultant will then provide you with this feedback and offer suggestions and advice.
8. **The Consultant will want to speak with your referees** to further understand your skills and achievements. Having referees easily available will ensure that no delays are encountered.
9. **Negotiating an attractive salary package** on your behalf is the next stage. The Consultant will understand the value that you will be bringing to the new job, relative to other candidates. They will also be knowledgeable regarding market relativities, so can negotiate an attractive deal.
10. **You will also be offered advice on how to resign** and what to do if your current employer wants you to stay. These can be difficult subjects and your Consultant will be available to assist and make it easier for you.
11. **After you've started your new job** your Consultant will be in regular contact to make sure that all is well. They will continue to provide advice and assistance to ensure that your transition to your new employer is smooth and easy.

Changing jobs can be complex. An experienced and knowledgeable Consultant will guide you through the complexity and ensure that you receive the best outcome.

HOW TO APPLY FOR AN INTERNAL ROLE WITH YOUR CURRENT ORGANISATION

You like your manager. You like your team. The last thing that you want is to appear disloyal. It's a great organisation and you don't want to cause any disruption by expressing an interest in a role that's just been advertised on the intranet. What do you do?

Here's a few ideas:

- 1. Understand that it's OK to think about other opportunities.** People do this all the time. It doesn't mean that you're unhappy or don't like your manager or team. It means that you have an open mind to new opportunities.
- 2. Obtain more information about the advertised role.** Talk with trusted colleagues. What does the role involve? What skills are required? Who does it report to? What are they like? What's the team like? Why is the role vacant?
- 3. Determine if you have the skills needed for the new role.** How would your application stand versus other applicants? Do you know of stronger candidates? If so, why do you think they may be stronger? What can you offer to make you stand out and be a stronger candidate?
- 4. Find out if other employees have moved into new internal roles.** What has the process been? Assess the organisational culture for transparency - should you be open about your intentions?
- 5. Consider a discussion with your manager.** Seek their opinion regarding career development in the organisation. What is their advice to you? Outline your goals and the skills you would like to develop. The other role may be an ideal move for you. Equally, your current manager may be able to provide comparable opportunities.
- 6. Seek the advice of a specialised Recruitment Consultant.** They will know the market and will be able to offer advice, depending on what you are trying to achieve.

Career development is a journey. A journey that involves developing new skills and exploring new opportunities. These opportunities may be within your current organisation or they may be in others. As career advisers we work with candidates and provide advice and assistance on both internal and external moves.

APPLYING FOR A NEW ROLE - IS IT WITH THE RIGHT COMPANY?

Choosing a company that has a culture that best suits you is important. The right culture will make you happier and more connected with your colleagues. You will want to go to work and you will want to stay with the organisation. So how can you assess the culture?

Here's a few areas to ask questions about:

- 1. Communication.** How organisations communicate reflects their culture. Is it formal or informal? Is email preferred or face-to-face? Are there lots of lengthy group meetings or quick desk catch-ups? Find out how the organisation communicates. Does it suit your style?
- 2. Work Environment.** What's your preference? Open plan. Activity-based working. Loud. Quiet. Conservative. Outgoing. Different environments suit different people. Ask the questions and make sure it will be the right place for you.
- 3. Technology.** Is the technology that is being used Best Practice or just old? Will you be able to do your job with what's being provided? Will workflows be smooth and integrated, or will there be repetition and waste? Best to find out early in the interview process.
- 4. Team culture.** What will your colleagues be like? Will you get on? Will you have shared motivators, values and beliefs? What are the team energy levels like? Find this out before you accept the new position.
- 5. Decision making.** Different organisations make decisions in different ways. Some use facts, others feelings. Some are top-down, others are by consensus. What's your preference? Rational or emotional? What's the process? How many stakeholders are involved? How are disagreements resolved? To be productive you will be involved in the decision making process. Find out if your style is aligned with the new organisation.
- 6. Rewards & Recognition.** What's important to you? Team based rewards or personal rewards? What motivates you to achieve? How do you want to be recognised? These are important components of an organisation's culture. Find out the details before you accept the offer.
- 7. Policies & Procedures.** Is conformance with formal policies expected? Is non-conformance tolerated? And by how much? Can top performers take short-cuts? Is the organisation's working style aligned to your personal preferences? Cultural fit is about alignment of commonly held beliefs and behaviours. For you to be happy and successful the fit needs to be right.
- 8. Societal Values.** Find out what's important to the organisation. Look on their websites. Check out their social media presence. Are they making a difference? Advancing society through innovation? Saving the environment? Looking after others? Are your values aligned with the new organisation?

Choosing the right organisation to move to is an important decision. Making sure that the organisation is the right fit for you is critical to your happiness and success. As experienced career advisers our role is to check for alignment so that you are being interviewed by organisations where you will flourish.

PREPARING FOR THE INTERVIEW

Job
Interview
9:00

How best to prepare for an interview. Here's a few tips...

1. **Firstly review the job details.** Re-read the job ad and the job description. What do they want? What do you need to say? Make a list of the required skills, the prerequisite knowledge, the personal qualities and the professional qualifications. Prepare examples.
2. **Research the organisation.** Look at the website, press releases, blogs. Talk to others. What's important to the organisation? What are they saying? What are they doing about it? Talk about it during the interview. Discuss solutions.
3. **Prepare questions.** Demonstrate depth of understanding, of the role, the responsibilities, the sector, the issues. Make your questions stand out. Be insightful. Demonstrate thought leadership.
4. **Research the attendees.** Look at their LinkedIn profiles. Google their names. What are they talking about? What are their interests? What conferences do they go to? What groups do they belong to? More knowledge will make building rapport easier.
5. **Quantify your achievements.** Have examples of what you have achieved and strong numbers to back them up. Talk numbers. % to target. Growth metrics. KPIs. Increase in margin. Increase in numbers. Demonstrate how you deliver quantifiable results.

6. **Understand how behavioural type interviews are conducted** using the STAR technique, and practice.
7. **Understand the business.** Show that you understand how business works and how your role contributes to both the top line and bottom line. Discuss business challenges and solutions. Demonstrate commercial acumen.
8. **Demonstrate emotional intelligence.** Successful people are emotionally intelligent. Prepare examples within the areas of self-awareness, self-regulation, motivation, empathy and social skill. Be prepared to discuss examples.
9. **Highlight your agility.** The world moves quickly. Roles and responsibilities change. Successful people are adaptable and embrace complexity and ambiguity. They have the tools to map the future and make decisions. Prepare examples of what's worked. What hasn't. Demonstrate insight.
10. **Check social media.** Does your CV match your LinkedIn profile? Dates. Responsibilities. Check accuracy. Are you comfortable with your public Facebook information? Google your name. What comes up. Prepare to answer the questions.
11. **Prepare for the small talk.** Be prepared to talk about the books you are reading, your interests, current events, travel. Be articulate. Confident. Friendly. Relaxed. It's about building rapport and getting to know each other, and it's important.

Our role as professional career advisers is to guide you through the interview process so that you are thoroughly prepared and achieve the best result.

NEGOTIATING WHAT YOU ARE WORTH



There are many reasons for thinking about changing jobs. Earning more money is often towards the top of the list. How do you decide how much to ask for? And how much to accept?

Here's a few ideas:

- 1. You'll have a general idea of how your current salary meets the market.** Is it about right? Lower? Or higher? Your prospective new employer will ask you about your current remuneration and providing a comprehensive response referencing market relativities will improve your negotiating position.
- 2. What are the additional responsibilities of the new role?** What are comparable positions paying? Check out online ads, look at salary survey data, ask specialist recruitment agencies. Gather the information and negotiate from a position of knowledge.
- 3. Look at your skill set.** Do you have highly specialised, in-demand skills that will bring value to the new organisation? Discuss these and negotiate accordingly.
- 4. Think about what's important to you.** A salary package has many components - base, super, bonuses, extra bonuses, days in lieu, employee benefits, flexible working arrangements. It's often not just the base salary but the whole salary package to consider when negotiating what 'you're worth'.
- 5. Think about what you may need to be giving up to take a new role** - end of year bonuses, accrued long service leave, share options. These can be negotiated as sign-on bonuses with your new organisation.
- 6. Think about the new opportunity,** the new skills you will develop, the new networks and the new experiences. How much is this worth to your career development? Your new employer will likely pay you a fair amount, and the additional opportunities presented will be worth multiples with respect to life time career enhancement.

Negotiating a salary package is a critical part of the job search process. As experienced career consultants our role is to guide and advise you. This means that we will negotiate on your behalf so that you will receive an attractive remuneration package that takes into account your skills and experience.

HOW TO RESIGN

You're about to start a new job...but first you need to resign from your current one.

Here's a few tips...

- 1. Provide fair notice.** Firstly, check your employment contract. How much notice is required? Next, what's fair? What projects need completing? What needs to be handed over to someone else? Who needs to be trained? Employers appreciate time to realign resources and find replacements.
- 2. Tell your boss first.** Demonstrate maturity and respect. Your boss shouldn't be hearing about your anticipated resignation via the office chatter. Meet with your manager. Explain the reasons. Answer any questions truthfully. Be insightful. Be polite.
- 3. Maintain relationships.** Commit to staying in contact. It's a small world and it's very connected. You'll need a reference one day and you are likely to work with your colleagues again, somewhere.
- 4. Deliver results.** Post-resignation continue to work hard and fully participate. Don't 'check-out' prematurely. Be collaborative, helpful and engaged. Actively participate in the handover. Leave on the best terms. It will be remembered.
- 5. Deliver your letter after the meeting.** Give your boss the opportunity to answer your questions, to provide explanations, to offer solutions, before seeing your signed letter of resignation. An already signed letter signifies that you are not open to any discussion, and that's unprofessional.

- 6. Respect your organisation.** There are always positive aspects to discuss. Highlight them in your conversations. No-one likes a complainer or a whinger. It's disrespectful and shows lack of self-control. Exit with grace. Your work colleagues will appreciate it.
- 7. Prepare for counter offers.** You may be offered more money, a different job, future opportunities. Have the conversation. Be honest about your reasons for wanting to leave. An interesting fact – 60% of people who accept a counter offer leave their current role within 6 months because what they've been promised hasn't happened. So, clarify what's being offered and ask for it in writing. If you accept, be committed.
- 8. Respect your colleagues.** Announce your resignation and then be modest and discreet. Your colleagues remain committed to the organisation and it looks unprofessional if you disrespect their career choices by bragging about your new job and your desire to quickly exit your current job.
- 9. Show your appreciation.** Your current organisation has provided you with a salary, benefits, and opportunities to learn. Effort has been invested in you, and regardless of the reasons for leaving, state your appreciation for the experience, the skills you've developed and the colleagues you've met.
- 10. Positive goodbye messages.** Write a positive goodbye email. Prepare positive goodbye words. Thank your boss, your team members, support staff. Be professional. Be courteous. You will be remembered by what you say and how you say it.

Our role is to assist you through the resignation process. We will provide advice as to what to say, what to write and how to handle any counter-offers.

STARTING A NEW JOB – YOUR FIRST 30 DAYS

You've been through the interviews, accepted the offer and now you're starting your new job.

Here's a few tips for the first 30 days:

- 1. Turn up on time.** It may seem like a minor point, but make sure you get the starting time right. If everyone is starting at 8.30 don't be the one rushing in 10 minutes later. Plan your trip, arrive in the area early and walk in...relaxed.
- 2. Don't finish on time.** Everyone is watching you. If finishing time is 5.30 then linger a bit longer. Don't rush out the door. Talk with a couple of more people. Equally, don't finish too late. Observe and go with the flow.
- 3. Quickly find your helpful co-workers.** The ones who can help with the technology, the office politics, the culture, the norms, what to do and what not to do. Listen, take their advice and don't criticise anything or anyone.
- 4. Get organised.** Make sure your office phone has your personalised greeting and that your email signature is correct. It doesn't create a great impression when someone is trying to contact the new person and can't connect.
- 5. Walk around.** Get to know where the meeting rooms are and their names/numbers. This will be very helpful when you need to be somewhere on time and ready.

- 6. Study the culture.** Look around. Ask questions. Listen. Observe. Probe beneath the surface. Identify the networks, the influencers, the coalitions. Understand the heritage.
- 7. Get to know the products/services.** Do extra homework. Read at night. All weekend. Become technically strong. You'll be able to ask better questions during meetings.
- 8. Understand your new customers.** Even in the same sector your new customer base will be different. Different demographics, psychographics, challenges, motivators. Developing a fresh approach will enhance your insight.
- 9. Identify urgent priorities.** Understand how 'urgent' projects fit with strategic goals. Ask questions. Not everything is as urgent as it is first portrayed, but everyone will want your attention and input.
- 10. Find a mentor,** a trusted advisor. Maybe someone from a different department. Someone who is more experienced, who has been with the organisation for a long time and who can be a sounding board. Admit when you need help. Listen to the advice and learn.
- 11. Be positive.** Be happy, upbeat and positive. No one likes people who complain – about the travel, the technology, the office layout, the food, the air-conditioning... just don't complain. Later on, make helpful suggestions for any improvements. Just not too soon.
- 12. Be friendly.** Smile, introduce yourself and have quick chats with everyone you meet. Be interested in others and ask what they do. Find out how they fit into the organisation, but don't ask too many questions...yet.
- 13. Look at the outside world.** Your new organisation will have different customers, stakeholders, Associations, consumer groups, reporters, politicians. Start to build the relationships.

After you have joined your new organisation we will stay in touch to ensure that you settle in quickly and comfortably. We will provide advice and answer any questions you may have.

STARTING A NEW JOB – YOUR FIRST 3 MONTHS



Three months into a new job - What should you be doing?

Here's a few ideas:

1. **Be positive, enthusiastic and committed.** Have a positive impact. Don't criticize. Acknowledge what's working. Avoid comparisons with your previous organisation.
2. **Educate yourself.** Read organisational material, press releases, annual reports. Re-read staff bios. Learn about the organisation, the people, the working practices.
3. **Get to know everyone.** Build relationships with them. Meet senior and head office people. Understand what they do. Understand why your role is important to them.
4. **Manage time effectively.** Set goals. Prioritize. Be prepared. Be reliable. Respond quickly. Respect other people's time...always.
5. **Be organised.** Avoid distractions. Plan your schedules. Are any workflow improvements needed? Provide suggestions. Provide solutions.
6. **Get results.** Focus on being efficient, effective, productive. Deliver consistent output. Check performance metrics.
7. **Understand how teams work.** Observe team dynamics. How do people communicate? How are ideas generated? Issues resolved? Contribute. Collaborate.
8. **Find the go-to people.** The people who can help fix problems, provide resources, offer advice. The ones who can help most, when you need it. Reach out to them.
9. **Help colleagues.** Be approachable. Help others. It builds long-term trust. It builds valuable connections. It provides organisational insight.
10. **Embrace feedback.** What's working? What isn't? Take the feedback. Learn. Improve where needed. Devise your individualised training program – self-learning and facilitated.

As career advisers our approach is long-term. We want you to be successful in your new role and will be in regular contact to provide advice and offer suggestions.

STARTING A NEW JOB – YOUR FIRST 6 MONTHS



Six months into a new job - What should you be doing?

Here's a few ideas:

- 1. Deliver consistent results.** That's what you were hired for. Ask: "How am I adding value, today"? "How have I added value during the last 6 months?" Focus on high pay-off activities. What are you being recognised for?
- 2. Acknowledge what's working.** Deliver compliments. Be appreciative, not critical. Acknowledge great people, great projects, great outcomes.
- 3. Be emotionally intelligent.** Continue to enhance your EQ skills. Focus on self-awareness, self-regulation, motivation, empathy and social skill.
- 4. Understand your colleagues.** Build relationships with everyone. Understand their competencies. Their strengths. How do they need your help? How best can you contribute? Know your cross-functional partners.
- 5. Understand the culture.** Further understand the accepted behaviours and values. Share the vision. Share the stories. Understand the heritage. Help others see and learn the culture. Provide guidance to new-starters.
- 6. Broaden your networks.** Develop formal and informal networks. Internally and externally. Connect. Engage. Add value.
- 7. Work on strategic projects.** Champion innovation. Prioritize resources. Set strategic priorities. Further understand important issues and contribute.
- 8. Lead improvements.** Work cross-functionally to enhance organisational performance. Contribute solutions to important issues. Focus on win-win outcomes.
- 9. Embrace feedback.** Embrace candid feedback from seniors. Learn and improve. Seek guidance.
- 10. Understand organisational complexity.** Observe and understand the political and social environment. Identify and work with influencers. Embrace ambiguity. Be flexible.

During the first 6 months we will be in regular contact, continuing to check for alignment. We're interested in hearing about your new responsibilities, the skills you are developing and the contributions you are making.

