



Career Tactics **Report**

Name:

Example

Date:

December 2004

Produced by:

Andrews Munro Ltd.
The Glass House
9 Fosseway Business Park
Stratford Road
Moreton in Marsh
Glos GL56 9NQ

Tel: (+44) 01608 654007
Fax: (+44) 01608 654077
E-mail: andrew@amltd.demon.co.uk
Website: www.andrewsmunro.com

INTRODUCTION

Career Tactics is a questionnaire designed to help you think more systematically about the specific strategies you have utilised in your career.

Although your management capabilities and professional and technical expertise are clearly major factors underpinning your role effectiveness and future progression; in themselves they may not be sufficient. Career success and failure is not simply an outcome of talent. Critical to success and failure is the deployment of your personal time and effort in responding to the realities of human nature and organisational life.

Career Tactics highlights this dimension: which tactics have you made most and least use of in the personal advancement of your career? What are the gains for deploying these tactics in future; what are the potential risks?

In reviewing the findings in this report:

- remember that the results are based on your own self assessment. The accuracy of the data depends therefore on your own self-insight in recognising which factors have helped or hindered you in your career to date. You may want to review and discuss this report with individuals who know you well and whose opinions you value.
- focus on the key themes and the relative highs and lows profiled in the report. Don't over-interpret the results by dwelling on specific scores. It will be the overall balance of your career tactics which will be more informative; not individual scores.
- use your judgement to determine what seems significant and likely to have a real impact on your current and future roles. Identify those areas you think will have most bearing on your career fortunes.

MAKING SENSE OF THIS REPORT

Projecting a Confident Image

4

How

- 1. You must make a confident impression. You must communicate with confidence and authority at all times.
- 2. You must make your message clear and concise. You must be able to explain your ideas and objectives in a clear and concise manner.
- 3. You must make a positive impression. You must be able to project confidence and authority at all times.

Why

- 1. You must make a confident impression. You must communicate with confidence and authority at all times.
- 2. You must make your message clear and concise. You must be able to explain your ideas and objectives in a clear and concise manner.
- 3. You must make a positive impression. You must be able to project confidence and authority at all times.

What to do

- 1. You must make a confident impression. You must communicate with confidence and authority at all times.
- 2. You must make your message clear and concise. You must be able to explain your ideas and objectives in a clear and concise manner.
- 3. You must make a positive impression. You must be able to project confidence and authority at all times.

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.

Practical Points to Note

- 1. You must make a confident impression. You must communicate with confidence and authority at all times.
- 2. You must make your message clear and concise. You must be able to explain your ideas and objectives in a clear and concise manner.
- 3. You must make a positive impression. You must be able to project confidence and authority at all times.

Practical Points for Development

- 1. You must make a confident impression. You must communicate with confidence and authority at all times.
- 2. You must make your message clear and concise. You must be able to explain your ideas and objectives in a clear and concise manner.
- 3. You must make a positive impression. You must be able to project confidence and authority at all times.

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



Overview Profile

A review of the twelve themes, indicating the balance of your tactical approach

Choosing the right job in the right organisation

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.

This is the greatest reward and the greatest risk of all. The bar needs adjusting so it fits the way you see it.

Risks

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.

Opportunities

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.

Career Pressure Points

The specific opportunities and risks you may face at different points in your career development

123

Detailed Analysis

Your results are analysed in detail across the twelve tactical themes.

1. DETAILED ANALYSIS

Projecting a Confident Image

4 **100**

How

- 1. I am confident that all of my statements are true and accurate and are based on my own experience.
- 2. I am confident that my professional advice is sound and that I will be able to provide the best possible advice to my clients.
- 3. I am confident that I will be able to provide the best possible advice to my clients.
- 4. I am confident that I will be able to provide the best possible advice to my clients.

Why

- 1. I am confident that I will be able to provide the best possible advice to my clients.
- 2. I am confident that I will be able to provide the best possible advice to my clients.
- 3. I am confident that I will be able to provide the best possible advice to my clients.
- 4. I am confident that I will be able to provide the best possible advice to my clients.

How

- 1. I am confident that I will be able to provide the best possible advice to my clients.
- 2. I am confident that I will be able to provide the best possible advice to my clients.
- 3. I am confident that I will be able to provide the best possible advice to my clients.
- 4. I am confident that I will be able to provide the best possible advice to my clients.

Why

- 1. I am confident that I will be able to provide the best possible advice to my clients.
- 2. I am confident that I will be able to provide the best possible advice to my clients.
- 3. I am confident that I will be able to provide the best possible advice to my clients.
- 4. I am confident that I will be able to provide the best possible advice to my clients.

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 Poses & Low

- 1. I am confident that I will be able to provide the best possible advice to my clients.
- 2. I am confident that I will be able to provide the best possible advice to my clients.
- 3. I am confident that I will be able to provide the best possible advice to my clients.
- 4. I am confident that I will be able to provide the best possible advice to my clients.

Possible for Development

- 1. I am confident that I will be able to provide the best possible advice to my clients.
- 2. I am confident that I will be able to provide the best possible advice to my clients.
- 3. I am confident that I will be able to provide the best possible advice to my clients.
- 4. I am confident that I will be able to provide the best possible advice to my clients.

A detailed assessment of twelve different tactics grouped within six overall themes, highlighting the specific tactics which you have deployed most and least often. For each tactic, narrative text is provided indicating:

LOW

⚠ indicators of potential career problems if the score is low

HIGH: AT BEST

👉 indicators of the gains to be made in your career progression

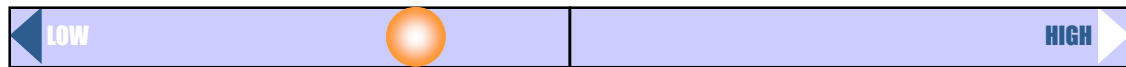
RISK OF OVER-DEPLOYMENT

⚠ potential hazards if this tactic is over-deployed

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

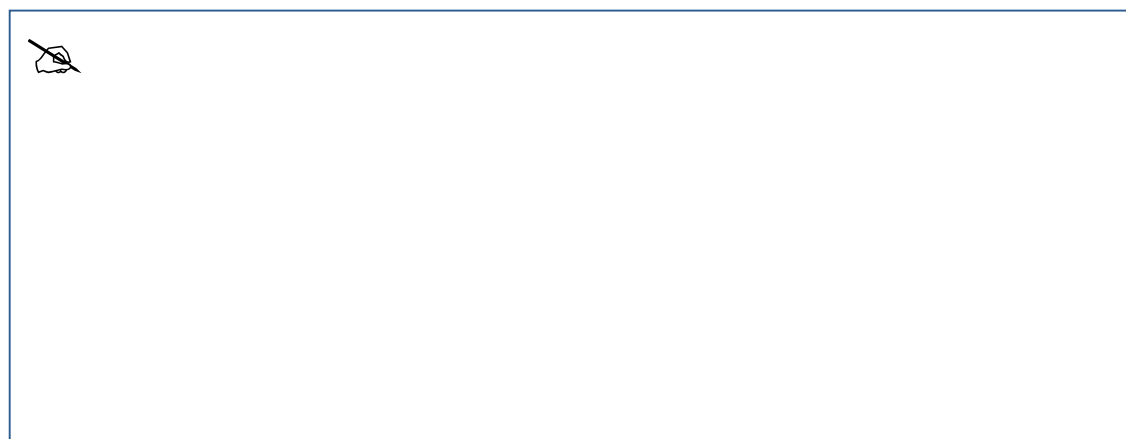
Managing Corporate Politics



- ⓘ committing time to those activities which are becoming sidelined due to a shift in the political dynamic
- ⓘ failing to recognise and manage the realities of corporate power which determine the scope of your authority and decision making
- ⓘ being criticised by your team for lacking influence and failing to win the corporate battles on their behalf
- ⓘ misreading the interpersonal dynamic and failing to recognise the real agenda for discussion

- ⓘ identifying which functional areas are becoming more or less politically important and will have most impact on your future priorities
- ⓘ using the flow of information and allocation of resources to determine how the corporate decision making process can be managed in your interests
- ⓘ gauging the political mood in deciding how best to position and present your proposals
- ⓘ gauging the emotional and interpersonal mood to determine how best to position views and proposals and gain their acceptance
- ⓘ applying insight in identifying what and who really matters within the senior management team
- ⓘ using interpersonal skill and psychological shrewdness to get to know the real concerns and worries of top management

- RISK OF OVER-DEPLOYMENT**
- ⓘ gaining a reputation as a “political animal” who is more interested in personal advancement than business performance
 - ⓘ becoming embroiled in major power-plays which cannot be won and can only result in hostility and resentment
 - ⓘ being viewed as a manipulative and machiavellian operator who relies on psychological negotiation rather than well constructed business arguments
 - ⓘ becoming too closely associated with the personal concerns and needs of senior players rather than working to a business agenda



Managing Corporate Politics

WHY THIS TACTIC MATTERS

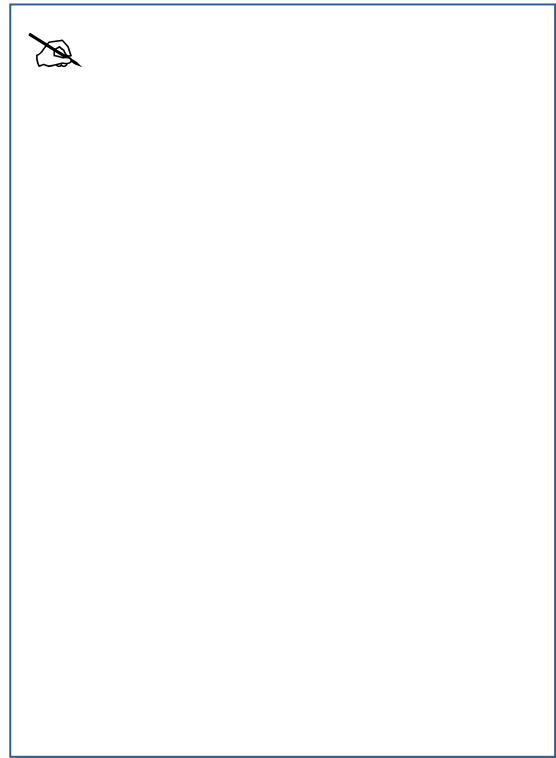
The realities of organisational life are based on the dynamics of power and the battle for corporate resource. Within this perspective, talent, effectiveness and contribution can be less significant in career advancement than one's positioning within the political network. An insight into the political process and the knowledge when to engage and when to disengage opens up options to strengthen your position.

Possible Factors if Low

- seeing the organisational world in “black and white”; a belief that rational analysis is all that matters in organisational decision making; a naïveté in recognising that corporate decisions are based on a mix of compromise and consensus
- difficulty in coming to terms with authority; a desire to “rebel”
- a lack of commitment to the organisation which prefers to stand back and observe from the “sidelines”
- a clumsy interpersonal style which misreads situations and antagonises others

Prompts for Development

- ask yourself: do you want to be “right” or do you want to see your plans executed and implemented?
- assess the extent of political gamesmanship with your organisation. Is it excessive or typical of any organisation? How willing/unwilling are you to respond to the political dynamics?
- map out the different functions within your organisation. Where does the power really lie? Why? what are the implications for you?
- prepare well for meetings; arrange to get together with key players to sound out views and opinions in advance of any major decisions



123

Overview Profile

An overview of the twelve themes, indicating the balance of your tactical approach.

Building a Reputation

Projecting a Confident Image

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

Gravitating Towards Success

involvement in success creates a virtuous circle in which you are assigned to more glamorous projects with more opportunity to learn and develop; finding it easier to argue for the greater allocation of resources for future assignments

Managing Complex Relationships

Balancing Stake Holder Groups

resolving the problems of your boss to gain a reputation for achieving results and getting things done; negotiating objectives to clarify priorities and manage organisational expectations of delivery; managing conflict constructively to break down initial differences of views and establish agreement

Building Broad Based Commitment

building relationships with a broad cross-section of organisational groups who can promote your interests; creating good will from people at all levels and work areas ensures that your proposals are well received and accepted

Optimising Personal Energy

Focus on Priorities

concentrating energies on those activities which have maximum leverage; identifying and tackling those problems which will have most corporate "pay-back" in raising your profile; the application of basic disciplines to manage work-load creates additional time to reflect, think and plan future goals and tactics

Controlled Delegation

ensuring that the organisation recognises your contribution and that others don't receive praise for your efforts; utilising delegation to develop new talent who represent key players for the future

Recognising Organisational Realities

Managing Corporate Politics

identifying which functional areas are becoming more or less politically important and will have most impact on your future priorities; using the flow of information and allocation of resources to determine how the corporate decision making process can be managed in your interests; gauging the political mood in deciding how best to position and present your proposals

Mastering the Art of Timing

identifying the appropriate timing and pace in the introduction and implementation of organisational change; knowing when to be patient and when to move quickly to seize emerging possibilities which will have an impact on career advancement; sensing the organisational mood in judging when to push hard for greater reward and recognition and when to hold back

Strategic Self Management

Playing to Strengths

conducting a frank and honest evaluation of your fundamental personal assets and liabilities to establish career opportunities and risks; prioritising work activity and outcomes based on your specific expertise and skills

Managing Ego Emotions

putting personal feelings to one side to control the agenda in interpersonally charged and pressurised situations; keeping a psychological distance from others which avoids over-familiarity and maintains respect; defusing criticism or hostile reactions through your complete composure and calmness

Maximising Learning Potential

Flexible Curiosity

keeping well informed of broader trends which will have an impact on your career fortunes; an alertness which picks up information quickly and sees the implications for current or future roles; a confidence of approach which interacts in an educated way with people from different walks of life

Using New Challenges to Develop Quickly

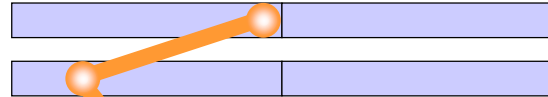
utilising new challenges to force you to take time out to learn the essentials of disciplines outside your current area of expertise; acquiring new knowledge and expertise quickly through taking on unusual and unfamiliar problems which force you to come up with fresh solutions

OVERVIEW PROFILE

Building a Reputation

Projecting a Confident Image

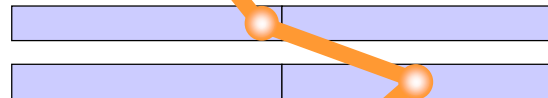
Gravitating Towards Success



Managing Complex Relationships

Balancing Stakeholder Groups

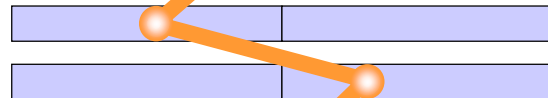
Building Broad Based Commitment



Optimising Personal Energy

Focus on Priorities

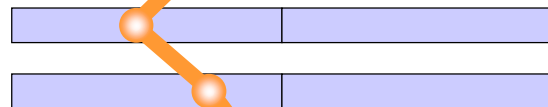
Controlled Delegation



Recognising Organisational Realities

Managing Corporate Politics

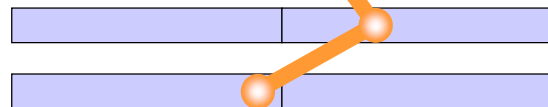
Mastering the Art of Timing



Strategic Self Management

Playing to Strengths

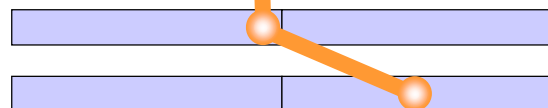
Managing Ego Emotions



Maximising Learning Potential

Flexible Curiosity

Using New Challenges to Develop Quickly



123

Career Pressure Points

The specific opportunities and risks facing you in managing those “moments of truth” in career progression.

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

Countering “dirty tricks”

Competition is an inevitable feature of the career landscape. Your success may be someone else’s failure, and your gain, their loss. Your peers and colleagues may not play fair. Dirty Tricks is that repertoire of stratagems, from the annoying and frustrating to the downright unethical, all with the potential to weaken your position. Many Dirty Tricks you should ignore, refusing to be drawn into petty gamesmanship which can only drag you down. But ignoring other dubious tactics will only create personal stress, diverting your energies from more productive activities. And other tactics will jeopardise your long-term career well being.

*“If you get the **dirty** end of the stick, sharpen it and turn it into a useful tool.”*

Colin Powell

Managing Low Tactics

- ❑ Be careful that you don’t find yourself assigned to the most difficult and demanding of assignments, those which no one else will tackle. Be prepared to say no but have considered reasons for your objection.
- ❑ If you take on an unpopular project, the kind of assignment others are avoiding, negotiate: a higher salary, more staff, a bigger budget and a pay-off if things go wrong. Never give something for nothing. Others will exploit this.
- ❑ Look out for that spoiling tactic which appeals to senior management indifference or opposition as a way of blocking your plans. Refuse to accept this as a barrier until you ask the specifics. Who is against this proposal? Why? Have they said so? Pin the individual down to the detail.
- ❑ If the “new golden rule” is that the person with the gold makes the rules, then prepare well for the budgetary cycle to gain as much gold as possible. When the organisation is under pressure to cut costs, a zero sum game will be played out. Another manager’s gain is your loss and vice versa. Be organised to fight your corner.

Managing High Tactics

- ❑ Personal boasting is off-putting and irritating; others’ praise is powerful. Use your connections to build allies who will represent you positively and defend you against adversaries.
- ❑ Make it clear to others that you have an established reputation throughout the organisation. Indicate just how well informed you are. Make it clear that you are in touch with what is going on to deter those who might gossip about you.
- ❑ Don’t always be the first to agree to take the lead on a new development. Look before you leap. Ask why no one else is volunteering to move the initiative forward.
- ❑ Redefining an intractable problem as an exciting new initiative is one way of getting someone else to take on the impossible. “Curb your enthusiasm”. Weigh up the opportunities and risks for you personally before you commit yourself to taking on extra responsibilities outside your mainstream role.