



CAREER DEVELOPMENT AND TRANSITION MANAGEMENT

Successful, but not really satisfied? Something missing? But whatChallenge? Focus? Recognition? Balance? Prospects?

A startling paradox has been identified in Executive and Managerial careers from the early years onwards - over 50% of successful people:

- Make less than 10% of the decisions that determine their future
- Do not experience satisfaction commensurate with their success
- Have not defined their career direction or strategies for the future
- Suffer increasing levels of concern regarding their long term prospects
- Cannot manage employer or market perceptions of their abilities and goals
- Are just “going with the flow” *imprinted* by earlier and critical workplace experiences

Carnegie Management Group therefore develops knowledge and skill sets to clarify those ‘career critical’ decisions – and then works with people to keep them on track to achieve their goals and their targeted outcomes. We are a broad-based management consultancy built on a strong foundation of highly experienced professionals, offering individual attention and targeted solutions to clients just starting out through to established Senior Executives.

We are recognised and respected as leaders with a focus on the following key areas: -

***Career Planning and Transition Management
Effective Marketing Communications
Specific Targeting Strategies
Ongoing Coaching and Mentoring – we call it Goalkeeping***

What the Programs Offer

If you are serious about progressing in your career you deserve the advantages of the Career Development and Management Programs offered by the Carnegie Management Group.

The process of career progression is more exacting today than ever before. You must have an edge over the competition when seeking a new position or seeking a change of your present position.

With the first step in this program you begin to strengthen your focus. You acquire a clearer view of where you want to head into the future – which puts you in the position you deserve.

But this is only the start. You also discover how to market yourself successfully with a competitive edge that will: -

- Maximise your interview strike rate – internally and externally
- Enable you to perform in the interview process and
- Effectively access the hidden market of professional positions
- Ongoing support is provided until targeted outcomes are achieved - with coaching and mentoring available post successful transition – indefinitely if required.

We believe programs exist that really meet your career needs.

The Carnegie Career Management Programs

- Are user-friendly. The supporting documentation is based on the maximum of commercial reality and the minimum of theory.
- Implementation takes into account each individual's pace, adaptability and functional background. We assist in developing a proactive plan with you to devise the best way to achieve career continuation to suit your individual needs and wants
- Once the plan is agreed upon your approach is based on the premise

“Your job is to get THAT job”

- Carnegie Management Group understands employers' and employees' needs and translates these to individualised programs that optimise outcomes.

We develop a joint plan of affirmative action to obtain successful career opportunities for each of our clients.

Our commitment is to provide programs that are:-

- *Logical,*
- *user friendly*
- *and achieve the desired outcomes.*

Our objective is to provide you with:-

- *A focussed personal motivation and discipline to succeed,*
- *a clear appreciation of your skills, abilities and accomplishments,*
- *superior communication and presentation skills,*
- *and a unique competitive edge in the market place.*

Effectiveness of Services

Carnegie Management Group has extensive experience in partnering Professional, Executive and Managerial people, with whom we work until a successful outcome is achieved. We bring to our clients considerable Senior Management experience in the commercial world.

Guarantee

Carnegie Management Group guarantees to provide 100% commitment, dedication and professionalism, to work with you to achieve your ongoing career aspirations and goals.

The Career Management Programs - Specifics

Our Programs are specifically designed for clients from a diverse industry background, acknowledging that each person has their own uniqueness in needs and wants. Carnegie Management assumes participants are willing to embrace new ideas and concepts.

The Programs are conducted on a one-to-one basis and cover wide-ranging issues requiring a high level of commitment, dedication and professionalism and have been particularly successful for participants seeking career transition, career continuation and those seeking to enhance future opportunities.

Programs are tailored to suit the needs of the individual and are holistic, enlightening and enjoyable.

The Programs are open-ended and continue until a successful outcome is achieved.

The Situation Audit

- Identification of Key Transferable Skills.

To identify transferable skills which can be provided to employers in various industries and organisations perhaps different to current and past employment positions, thereby opening other options for potential employment.

- Role Profiling Assessment.

A computer-based profiling system which provides advice on management style, offers counsel on ideal management relationships and those to possibly avoid.

- Character Profiling Assessment.

The computer-based profiling system also offers advice on the individual's operating style and their personality characteristics that need to be satisfied for enjoyable and satisfying work.

- Identification of Preferred Organization Style and Culture.

A systems-based audit which identifies the preferred organizational style and culture that the individual is best suited to and those that should be avoided.

- Skills and Strengths Assessment.

A zero-base process whereby the key strengths and skills that are taken for granted are identified with relevant examples. This leads into vital information for preparation of the resume and for a successful subsequent interview.

- Achievements and Work Solution Summary.

A progression of the work on skills to provide a base of the outcomes and change management skills which can be offered to a potential employer.

These steps form the building blocks of the resume and provide the job seeker with a comprehensive understanding and appreciation of themselves and their true value in the job market.

- Review and Counselling at each Step.

All of the steps identify information and detail that can be fed back into other steps. Review with us at each stage ensures each assessment is objective and focus on the big picture is maintained.

- Compilation of Summary Statement of Future Career Objectives.

Assembling the results of the activities to this point into:-

- *I know what I want to do.*
- *These are the tools with which I can achieve it.*
- *These are the markets and companies and or organisations that will best serve my needs.*

The Marketing Strategy

- Completion of a Solutions-based Resume – your marketing brochure.

Your Marketing Brochure is constructed in a manner which highlights skills, experience and achievements, what can be offered and the value-added which can be brought to a company or organisation, yet remains personal and individual.

- Balancing the Skills and Personal Components in Career Progression.

Intelligence is no longer the sole component of professionalism. Balancing skills with key personal attributes is essential for any position today – as indeed is the consideration for a balanced life.

- Presentation Skills Audit and Training.

In the same way we present commercial ideas to a group or an individual, sessions on presentation skills ensure that as a candidate we present ourselves, our skills, experience and potential value in the most effective manner. The interview is the medium by which we demonstrate we are the most suitable person for the position under discussion and is the most important part of the job search process.

- Targeting the Career Objective using the SMART Formula.

These are the key components of strategy once the career objective has been established.

S	The target must be Specific.
M	The process must be Measurable.
A	The objective must be Achievable.
R	The objective must be Relevant.
T	The Time-frames must be realistic

These components are developed and agreed with you to maximise commitment.

- Accessing the Hidden Market – or Proactive Self Marketing

Based on the summary statement and one-on-one review with us. This is a detailed analysis of where the opportunities are, establishing a targeting strategy and how to open the doors. Preparation of letters and documentation to be utilised and telephone techniques as and if necessary. Methods of expanding your existing network and creating a network from zero base.

- Feedback and Refinement at each step.

Experience shows it **may** take up to 100 communications and 4 to 6 interviews to achieve a successful career transition. Fine-tuning is essential at each stage to ensure success. Ongoing coaching and mentoring is highly valuable, particularly with the potential of significant career change.

Two critical features of our Programs are

- Open ended support until a successful outcome is achieved.
- Programs are tailored to meet the individual needs, time frames and future focus in career direction.

Senior Executive/CEO Programs

The Senior Executive Programs are designed for clients with comprehensive and in-depth managerial experience at senior levels who have maintained their business network and contacts.

The program specifically addresses the issues related to the fact that the majority of future opportunities will never be advertised in the open market. For those seeking career transition, issues surrounding confidentiality, third party placements and the non-advertised market are fully explored.

THEREFORE WHO WE ARE – AND WHAT WE DO

OUR GROUP

Founded in 1999, our Group is comprised of Business Leaders, collectively with decades of experience in senior executive roles in the private and government sectors, encompassing all aspects of organisational, professional and commercial responsibilities and accountabilities.

OUR VISION

To be respected and recognised for our integrity, skills and experience as a leading outcomes-driven provider of executive development and facilitators in the creation of supportive environments that achieve organizational outcomes and personal career goals.

OUR MISSION

To add and create value for enterprises by assisting present and future leaders to grow and develop in supportive environments, to achieve personal goals and organizational outcomes.

OUR STRATEGIC FOCUS

Our focus is on the following key areas:

- Career Development and Management
- Organizational and Personal Development / Support including:
 - Self/Team Assessment, Awareness & Communication Styles
- Developing Workplace Culture and Managing Diversity
- Leadership Development – Coaching, Mentoring & Goalkeeping

OUR STRATEGIC APPROACH

We work in partnership with our clients to achieve goals and outcomes by:

- **Identifying** your needs and wants
- **Involving** you and your organisation as appropriate
- **Innovating** – creative solutions by another way of looking at it
- **Implementing** the agreed course of actions and monitoring progress to a successful outcome

OUR VALUE PROPOSITION - OUR INTENT

“We believe firmly working together we have the Minds and the Means to get you to where you want to be. That It’s all about People – Strategy Development and Execution. Managing transition, we work with Business Owners, Executives and Managers to get them to where they really want to be.

As Goalkeepers we don’t kick the goals – we work with them on how to kick. We re-focus, plan and then keep them on track to achieve their goals. We recognise and respect that in life, we can only realise meaning and purpose, when we know, that our dreams are directions, and our minds are our means. Success is indeed a journey, not a destination.

We believe passionately that the Future is all about choice - that if you limit your choices only to what seems possible or reasonable, you disconnect yourself from what you truly want – and all that is left is a compromise.”

EXECUTIVE AND PROFESSIONAL CAREER MANAGEMENT PROGRAM OPTIONS

Outline and Investment

All our Programs have a number of important common elements as detailed below. The flexibility for you, our client, flows from the initial assessment of your needs and wants – for example, the frequency and type of ongoing support required as part of our relationship.

The Key Components are:

Career Assessment and Focus

- Situation audit, Self/Role profile, Organization Culture
- Identification of transferable skills and achievements
- Goal setting/work-life issues
- Career path direction

Written Presentation

- Resume (Marketing Brochure) preparation and review
- Comprehensive marketing support documentation

Verbal Skills and Techniques

- Research and preparation
- Selling yourself
- Interview/Meeting Q&A/telephone techniques and "rehearsals"
- Negotiation Skills

Accessing the Hidden Market and Self Marketing

- Targeting strategies
- Networking
- Techniques and approaches

Coaching and Mentoring – guidance can include

- Work/Life Balance
- Self/Team Assessment/Presentation Skills
- Ongoing Strategy development and review /action plans
- Full Access to all CMG resources and networks

PROGRAM SPECIFICS

The Career Self Direction Program

A 3 hour introduction to Career Development covering Organization Culture, Self/Role Profile & Skill Assessments by telephone guidance on how to derive maximum value from the CMG Manual provided in PDF format.

The Basics Program

6 Month, 9 hour intense *career transition program* of structured 1/1 sessions covering the Key Components, and includes a final 1 hour debrief with ongoing guidance **to achieve a targeted outcome.**

The Basics Plus Program

12 Month, 18 hour *development program* of regular, structured 1/1 sessions covering the Key Components, a final 2 hour debrief meeting with ongoing guidance **to achieve targeted personal & professional outcomes.**

The Advanced Program

2 Year, 36 hour *development, planning and implementation program* of scheduled, structured monthly 1/1 sessions covering all the Key Components and ongoing review. Includes the development in new roles as part of sustainable, long term career progression in this partnership.

The Senior Executive/CEO Goalkeeper Partnership

3 Year, 50 hour partnership of regular and customised session work covering monthly 1/1 sessions across all areas of Career Management and professional development and progression.

- Issues addressed can also include Self/Team Assessment & Development, Organization Leadership Development & Review, Communication Styles and Presentation Skills - amongst many that invariably arise.
- Confidential third party business guidance services are available at all times.
- *Flexibility is the cornerstone in this ongoing relationship.*

Variations to the above are possible with structure to be determined at the Initial Consultation.

EXECUTIVE AND PROFESSIONAL CAREER MANAGEMENT MODULE OPTIONS

Carnegie Management Group recognizes that often clients are proficient in various segments of the critical stages of the career development process.

For this reason a variety of intensive modules designed to enhance skills within specific fields of competency are available. Modules may be taken individually or combined to suit each person's needs.

Module One:- Career Planning, Assessment and Skills Base Identification

Specifically designed for clients wishing to transfer from a career within one industry to potentially, another.

This module concentrates on the identification of the existing transferable skills base and its commercial relevance across a range of occupations, with particular emphasis on preferred skills, strengths, recognition of improvers, and effective targeting of suitable opportunities to maximise results. Preferred Organisation Culture dynamics and Communication Styles are also addressed.

The Personal and Role Profiling Assessment, which accurately portrays key elements of your skills base and natural roles, ensuring goals & objectives are relevant, realistic and achievable - an invaluable aid to an efficient targeting process.

Module Two:- The Resume

The building blocks of your marketing brochure is designed to give you a thorough understanding of the purpose and use of the resume, how to prepare a document that does not raise questions and conforms to the expectations of the potential employer. The resume may also be prepared for you, but with you. Supporting marketing documentation (e.g. Cover letter) is included.

Module Three:- Critical Verbal and Telephone Techniques

Designed to give you the client the depth of understanding and skills to present yourself as an outstanding applicant worthy of serious consideration i.e. with a competitive edge. Background knowledge of the purpose of interviews, interview techniques, difficult questions, body language and perceptions will assist you to present yourself as a serious, objective, focused applicant capable of contributing at a high level.

Module Four:- The Hidden Market

What is it, how do you gain access and achieve results. In today's environment up to eighty percent of career opportunities are never advertised. There are many good reasons for this.

This module takes an in depth look at the non advertised market and how to make it work for you. The ability to operate efficiently in this segment will increase your chances of success enormously.

Ongoing ad hoc coaching and mentoring is implicit in every relationship with clients and is part of our service offering.

Module 5:- The Mentoring Relationship

More and more today Executives want to avail themselves of ongoing third party, impartial support – particularly in issue specific areas. Whether they are personal and professional development issues, balancing work and life needs and wants, that confidential but experienced support & sounding board will assist with clarity and direction. To have that person in your corner at all times can be an invaluable tool.

Structure

Modules 1-4 are based on 1/1 consultation from 6 to 8 hours duration, determined by the jointly undertaken needs assessment. They include a 1 hour debrief.

Module 5 allows for a 12 month (2 hours per month) of regular “sounding board” guidance on your professional & career development - including full access to all CMG materials.

Varied Module formats are available.

So by now you have read all this. Do you agree:

- It really is the thriving of the focused and best prepared?
- Your Package – Knowledge, Skills and Attributes – should be rock solid in your mindset?
- You should know what you really want to do?

If you have answered yes to any of these questions, then give one of our Team a phone call to organise a time for a no cost initial consultation – *and when you ring ask for the handy hints available on each.*

Some would say it is the greatest mistake of all to do nothing – because you can only do little. But first you must know for which harbour you are headed, if you are to catch the right wind to get you there.

So please remember without a plan, you are indeed a tourist.

The Future – it's all about choice. If you limit your choices only to what seems possible or reasonable, you disconnect yourself from what you truly want – and all that is left is a compromise.

OUR LOCATIONS, CONTACT AND PROFILE DETAILS

Carnegie Management Group
"Executive Mentors, Transition Managers & Facilitators"

Melbourne
150 Albert Road
South Melbourne
(03) 9820 9686

Adelaide
31 Hauteville Terrace
Eastwood
(08) 8297 5095

Visit: www.carnegiemg.com.au
www.executivementor.info

"Working together we have the minds and the means to get you where you want to be."

A PROFILE OF PAUL SMITH – CHIEF EXECUTIVE

Paul joined the petroleum industry after graduating from Sydney University as a Bachelor of Economics, progressively undertaking a number of Senior Executive and General Management responsibilities throughout Australia involving significant Marketing, Corporate Planning and profit centre accountabilities.

In the latter part of his thirteen years with Mobil, he directed a number of strategic planning projects and initiatives for the Marketing Division and had the National Marketing and Planning responsibility for the road-surfacing subsidiary, Emoleum.

Subsequently Paul spent five years in General Management roles in the Logistics industry, primarily leading the building of strategic alliances with major corporate clients of the road, rail and air activities of Mayne Nickless and V/Line.

In more recent years Paul has been intensively involved in leading his own Consultancy providing advice to Organizations/Executives/Managers over a broad industry base.

In 1999 he founded the Carnegie Management Group where his and the Team's core focus is **Transition Management through Mentoring and Facilitation** - undertaking significant assignments in the following areas:

- Organization and Leadership Development for Business Owners & Executives
- Family Business & SME Strategy Development & Implementation
- The Human issues of conflict resolution, relationship building and communication skills enhancement - both for the person, family and people in business
- Strategic Business Enterprise Planning, Re-Engineering & Change Management
- Executive Mentoring, Career Planning, Management & Transition

His Professional Affiliations include:

- Fellow - Australian Institute of Management
- Member - Australian Institute of Company Directors (AICD)
- Member - National Executive Mentor Panel - AICD - 2007-2009
- Accredited Family Business Adviser – Family Business Australia
- Member Family Firm Institute (FFI) - USA

Positions held include:

- 4 non-executive Board positions – primary role as Adviser/Mentor to Board
- Executive Committee Member – Family Business Australia Adviser Group
- Non-Family Council Member with 5 significant Family Businesses

Publications and Engagements:

- Published numerous articles in Business Magazines, Generations Magazine (FBA) and national press
- Regularly conducts Seminars/Workshops on Transition Planning & Management throughout Australia
- Regularly approached by national media to comment on topical issues – e.g. Executive Mentoring