

DEVELOP A CAREER ROADMAP

SPECIAL REPORT



REPORT FIVE:
GAIN THE COMPETENCIES REQUIRED
FOR SUCCESS.

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DEVELOP A CAREER ROADMAP

Gain the Competencies Required for Success

- Determine competencies needed to pursue your career choice.
- Create a Career Roadmap that includes dates and methods for gaining competencies.

OVERVIEW

Now that you have articulated your career goals and have chosen a path, you need to perform an evaluation of general and specific competencies, as well as assign appropriate “proficiency” ratings. A competency evaluation is the most critical input you will provide to the development of your roadmap. A competency assessment identifies your current level of ability in a number of areas and suggests opportunities for development for a specific job. You can then use this information to select appropriate development opportunities when formalizing your **Career Roadmap**. In this section, we move from talking about occupations and functions to speaking in terms of jobs.

COMPETENCY EVALUATION

The **Competency Evaluation** enables you to assess your skills in a current job and compare them to the requirements for a more advanced job. You can also use this tool to assess the skills that are transferable to a new job or a new industry.

The **Competency Evaluation** can be completed by you (self-assessment); by someone else such as a supervisor, manager, or peer (independent assessment); or jointly with someone you choose (collaborative assessment). It is important to try to complete the assessment yourself so that you can identify your own gaps. When other people assist in the process, you can use it as a gauge to compare your gaps, and also seek input on each of the points.

The **Competency Assessment** requires the following steps:

- **Step One: Visit <http://online.onetcenter.org/> and do a search on the occupation that you have selected.** Using **Quick Search**, you will enter a title such as marketing manager, for example. A list will appear and you will select the occupational description to meet your career goal. When you click on this occupation, a comprehensive list will appear that includes information on tasks, abilities, work environment, and more. Add this information to the Career Roadmap worksheet.
- **Step Two: Complete the Recommended Proficiency section (Column II)** by assigning whether a task or skill is required at a Basic, Foundational, Intermediate, Advanced, or Expert level. This information is not yet provided on O*Net. Many companies have not advanced beyond basic job descriptions to include competencies.
- **Step Three: Complete the Current Level of Ability section (Column III)** by determining your level of qualification for each of the competencies. A scale has been developed for you that will help you assess the level of your ability. This section will help you determine what strengths you bring to a given job and the areas that you will need to improve through training or other activities.
- **Step Four: Obtain an Independent Assessment, if necessary.** It is always good to ask someone to assess your qualifications to ensure appropriate planning. This third-party assessment will ensure that you have not over-rated or under-rated yourself in any given area. If you would like to have an independent assessment, send your contact only Columns I and III. When you receive your contact's assessment, add another column to your spreadsheet (Column IV) so that you can compare scores.

- **Step Five: Conduct the gap analysis** with someone else to determine the areas of strengths and weaknesses.
- **Step Six: Prioritize Competencies.** Develop priorities for each of the competencies. The priorities are based on acquired learning and the importance to the future career.
- **If Needed: Add informational interviewing information.** Add the information on skills, abilities, knowledge and education that you gleaned from your informational interview, if needed.

We have included an example of a **Competency Evaluation** for a sales engineer who wants to transition to marketing. In the example, the sales engineer compares the recommended proficiency (data gathered from O*Net) of someone entering the marketing field with their current level of ability. The instructions on how to scale the competencies can be found on the next page.

COMPETENCY SCALES

RECOMMENDED JOB COMPETENCIES

Description	Performance Level
Basic knowledge required for the job.	Basic
Minimal knowledge and experience required for the job.	Foundational
Moderate knowledge and experience required for the job.	Intermediate
High skilled professional with extensive knowledge and experience	Advanced
Recognized as an expert by peers with extensive experience and skills.	Expert

CURRENT LEVEL OF CLIENT COMPETENCIES

Description	Performance Level
Totally unskilled/unknowledgeable and inexperienced.	No Presence
Only partially skilled/knowledgeable and experienced	Partial Presence
Moderately skilled/ knowledgeable and experienced	Moderate Presence
Sufficiently skilled/ knowledgeable and experienced	Sufficient Presence
Highly skilled/ knowledgeable and experienced	High Presence

In some instances, the competencies listed refer to more than one skill, knowledge, or attribute. When this occurs, the rating you record should be the *average* rating for the separate skills, knowledge, or attribute.

COMPETENCY EVALUATION (SELF-ASSESSMENT)

SALES ENGINEER TO MARKETING MANAGER (PAGE 1 OF 3)

Column I: Competencies (O*Net)	Column II	Column III (Self)
Tasks, Skills, Knowledge, Abilities	Recommended Proficiency	Current Level of Ability
Develop pricing strategies, balancing firm objectives, and customer satisfaction.	Intermediate	No Presence
Identify, develop, and evaluate marketing strategy, based on knowledge of establishment objectives, market characteristics, and cost and markup.	Expert	Minimal Presence
Evaluate the financial aspects of product development, such as budgets, expenditures, research and development appropriations, and return-on-investment and profit-loss projections.	Intermediate	Minimal Presence
Formulate, direct and coordinate marketing activities and policies to promote products and services, working with advertising and promotion managers.	Intermediate	Minimal Presence
Direct the hiring, training, and performance evaluations of marketing, and sales staff and oversee their daily activities.	Advanced	Partial Presence
Negotiate contracts with vendors and distributors to manage product distribution, establishing distribution networks, and distribution strategies.	Expert	Moderate Presence
Consult with product development personnel on product specifications such as design, color, and packaging.	Advanced	Moderate Presence
Compile lists describing product or service offerings.	Foundational	Moderate Presence
Use sales forecasting and strategic planning to ensure the sale and profitability of products, lines, or services, analyzing business developments, and monitoring market trends.	Advanced	Minimal Presence
Select products and accessories to be displayed at tradeshow.	Foundational	Moderate Presence

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Column I: Competencies Tasks, Skills, Knowledge, Abilities	Column II Recommended Proficiency	Column III Current Level of Ability
Sales and Marketing — Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.	Advanced	Partial Presence
Customer and Personal Service — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.	Intermediate	Moderate Presence
English Language — Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.	Advanced	Sufficient Presence
Administration and Management — Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.	Intermediate	High Presence
Communications and Media — Knowledge of media production, communication, and dissemination techniques and methods. This includes alternative ways to inform and entertain via written, oral, and visual media.	Advanced	Sufficient Presence
Psychology — Knowledge of human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological research methods; and the assessment and treatment of behavioral and affective disorders.	Foundational	No Presence
Computers and Electronics — Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.	Intermediate	Sufficient Presence
Education and Training — Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.	Advanced	Moderate Presence

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Column I: Competencies Tasks, Skills, Knowledge, Abilities	Column II Recommended Proficiency	Column III Current Level of Ability
Critical Thinking — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	Advanced	Sufficient Presence
Coordination — Adjusting actions in relation to others' actions.	Advanced	Sufficient Presence
Active Learning — Understanding the implications of new information for both current and future problem-solving and decision-making.	Advanced	Sufficient Presence
Reading Comprehension — Understanding written sentences and paragraphs in work related documents.	Advanced	Sufficient Presence
Speaking — Talking to others to convey information effectively.	Advanced	Moderate Presence
Writing — Communicating effectively in writing as appropriate for the needs of the audience.	Advanced	Moderate Presence
Judgment and Decision Making — Considering the relative costs and benefits of potential actions to choose the most appropriate one.	Intermediate	Partial Presence
Time Management — Managing one's own time and the time of others.	Intermediate	Partial Presence
Negotiation — Bringing others together and trying to reconcile differences.	Expert	Partial Presence
Persuasion — Persuading others to change their minds or behavior.	Advanced	Minimal Presence

COMPETENCY EVALUATION (INDEPENDENT ASSESSMENT)

The competency table below is an example of what you would send to someone assessing your competencies. The information that you receive back would contain numbers in Column III as in the example below.

SALES ENGINEER TO MARKETING MANAGER

Column I Tasks, Skills, Knowledge, Abilities	Column III Current Level of Ability
Develop pricing strategies, balancing firm objectives and customer satisfaction.	No Presence
Identify, develop, and evaluate marketing strategy, based on knowledge of establishment objectives, market characteristics, and cost and markup.	No Presence
Evaluate the financial aspects of product development, such as budgets, expenditures, research and development appropriations, and return-on-investment and profit-loss projections.	Minimal Presence
Formulate, direct and coordinate marketing activities and policies to promote products and services, working with advertising and promotion managers.	No Presence
Direct the hiring, training, and performance evaluations of marketing and sales staff and oversee their daily activities.	Partial Presence
Negotiate contracts with vendors and distributors to manage product distribution, establishing distribution networks and distribution strategies.	Moderate Presence
Consult with product development personnel on product specifications such as design, color, and packaging.	Partial Presence
Compile lists describing product or service offerings.	Partial Presence
Use sales forecasting and strategic planning to ensure the sale and profitability of products, lines, or services, analyzing business developments and monitoring market trends.	No Presence
Select products and accessories to be displayed at tradeshow.	Partial Presence

COMPETENCY ASSESSMENT DASHBOARD

The combined assessment incorporates all of the columns including the competency description, recommended proficiency, your self-assessment and the independent assessment. Below is a subset of the evaluation.

Column I	Column II	Column III (Self)	Column III (Independent)
Tasks, Skills, Knowledge, Abilities	Recommended Proficiency	Current Level of Ability	Current Level of Ability
Develop pricing strategies, balancing firm objectives and customer satisfaction.	Partial Presence	No Presence	No Presence
Identify, develop, and evaluate marketing strategy, based on knowledge of establishment objectives, market characteristics, and cost and markup.	Sufficient Presence	Minimal Presence	No Presence
Evaluate the financial aspects of product development, such as budgets, expenditures, research and development appropriations, and return-on-investment and profit-loss.	Partial Presence	Minimal Presence	Minimal Presence
Formulate, direct and coordinate marketing activities and policies to promote products and services, working with advertising and promotion managers.	Partial Presence	Minimal Presence	No Presence
Direct the hiring, training, and performance evaluations of marketing and sales staff and oversee their daily activities.	Moderate Presence	Partial Presence	Partial Presence
Negotiate contracts with vendors and distributors to manage product distribution, establishing distribution networks and distribution strategies.	Sufficient Presence	Moderate Presence	Moderate Presence
Consult with product development personnel on product specifications such as design, color, and packaging.	Moderate Presence	Moderate Presence	Partial Presence
Compile lists describing product or service offerings.	Foundational	Moderate Presence	Partial Presence
Use sales forecasting and strategic planning to ensure the sale and profitability of products, lines, or services, analyzing business developments and monitoring market trends.	Moderate Presence	Minimal Presence	No Presence
Select products and accessories to be displayed at trade-shows.	Foundational	Moderate Presence	Partial Presence

ANALYZING COMPETENCY GAPS

You have selected the type of career you want to pursue, assessed your competencies, and now you need to analyze the gaps. One way to identify gaps is to compare your assessment with the Recommended Proficiency section. Another way to assess gaps is to compare your assessment with the independent assessment. This is an important step in the process, because the outputs will be the identification of opportunities to further your growth. As you can see in the previous example, the gaps are clearly visible. On numerous occasions, the self-assessment and the independent assessment provide different ratings. Gaps also exist between the levels of **“Recommended Proficiency”** and **“Ability”**. For example, the first competency in the list pertaining to developing pricing strategies was deemed “Intermediate” on Proficiency. However, the self-assessment and the independent ratings were low on ability. This would be identified as a gap and an area for development.

We recommend starting such a discussion with a trusted friend or relative by sharing ideas on the importance of development before ability. It is crucial that you focus on one row at a time, and that you not rush through the process. You should review all of the items, and focus on disparities of perception. This is also a good process to undertake with your current manager at work, as they might be able to contribute a different perspective. The end goal is to seek agreement on each of the rankings. If agreement is reached, differences should be noted. The next step is to address ability. Again, focus on one topic at a time to facilitate and open discussion.

Focus on Two Areas:

1. When your ratings vary significantly (2 points or more) from your trusted source, try to understand why.
2. When importance implies that a high degree of knowledge or skill is needed, but ability indicates that improvement is needed, circle the rating.

After completion, you and your trusted source should reach agreement on those skills, knowledge, and attributes that are critical to your future success and professional development. Rank these needs on the next page, in order of importance. This will then become a priority listing for implementing the **Roadmap**.

PRIORITIZING COMPETENCY DEVELOPMENT

On the lines below, list (from previous pages) the most important skill areas to be developed. If a pattern emerges, a broader category of needs may be entered. The list should then be ranked in order. Based on both sample assessments, a list of areas to develop has been included below, along with a preliminary order of importance. The order of importance is critical because it should guide you in developing your career roadmap based on your most important development needs.

Development Needs: Skill, Knowledge, Ability	Order
Pricing Strategies	2
Developing Marketing Strategies	6
Sales Forecasting	5
Administration and Management	1
Negotiating Deals	4
Persuading Audiences	7
Generating New Ideas	3
Being Sensitive to Customer Problems	8

CREATE A ROADMAP

Creating the plan to gain new competencies

OVERVIEW

Everyone learns in their own way. Some of us learn better by seeing, while others may learn better by listening or touching. Different learning styles will need to be considered in establishing the most appropriate development techniques and methods. This section covers the development of competencies needed to grow professionally. We cover a range of proven techniques and methods that can be used to gain new skills, knowledge, and abilities. These methods are used in conjunction with a **Career Roadmap** to provide a suggested sequence of training events to help you perform better in your current job function or in a new job role.

A **Career Roadmap** is a strategic plan that lays out the specific steps you need to take to make a successful transition. Preparation of a written **Roadmap** is a key step in ensuring the effective execution of a career transition, because it spells out what actions are to be taken, when, and by whom. This section discusses the process of creating a **Roadmap** and **Action Plan**, and some basic guidelines to follow. It outlines what the **Roadmap** should include, and how its content should be organized and presented to best ensure that you effectively carry out a successful career change. You can use the worksheets and the resources outlined here to create your own individual **Roadmap**.

IMPORTANT CONSIDERATIONS

Creating a **Roadmap** can be an overwhelming task if you do not break it down into manageable pieces. Your **Roadmap** assists you in making shorter-term decisions, such as what steps you need to take to change careers, what projects to accept or not, whether that promotion makes sense, the possibility of changing industries, moving from public practice to industry, or improving specific skills for personal development. The **Roadmap** will help keep you focused on what is important, and make you happier in your career and your life. The planning process is not discrete. Rather, it is a continuous process that occurs throughout the life of your career.

As you might expect, **Roadmaps** vary a great deal in content and organization depending on the goal, person, career, or industry. Many people have very different learning styles and prefer different learning tools and techniques to foster change. Before we begin to outline the **Roadmap**, we want to provide you with information that will be relevant to the development of actions. First, we will evaluate different **Learning Styles** followed by an exploration of development techniques and tools.

LEARNING STYLES

Different learning styles will need to be considered in establishing the most appropriate development activity, educational requirements, and/or reading to meet that style. Generally, three different learning styles exist: visual, auditory and tactile/kinesthetic. Visual learners learn through seeing. Auditory learners learn through hearing. Tactile learners learn through touching, moving, and doing. Experts agree that we have all three styles within us, but that one is dominant. An overview of learning traits has been provided below to help you assess your own personal learning style or styles.

VISUAL LEARNERS:

- use visual materials such as pictures, charts, maps, and graphs
- have a clear view of instructors when they are speaking, so the learner can see the instructor's body language and facial expression
- use color to highlight important points in text
- take notes or ask the teacher to provide handouts
- illustrate ideas as pictures or brainstorming bubbles before writing them down
- write a story and illustrate it
- use multi-media, such as computers, videos, and filmstrips
- study in a quiet place away from verbal disturbances

- read illustrated books
- visualize information as a picture to aid memorization

AUDITORY LEARNERS:

- participate in class discussions/debates
- make speeches and presentations
- use a tape recorder during lectures instead of taking notes
- read text out aloud
- create musical jingles to aid memorization
- create mnemonics to aid memorization
- discuss ideas verbally
- dictate to someone who writes down their thoughts
- use verbal analogies, and story telling to demonstrate points

TACTILE/KINESTHETIC LEARNERS

- take frequent study breaks
- move around to learn new things (i.e. read while on an exercise bike, or mold a piece of clay to learn a new concept)
- work in a standing position
- chew gum while studying
- use bright colors to highlight reading material
- dress up your work space with art
- listen to music while studying
- skim through reading material to get a rough idea what it is about before settling down to read it in detail.

DEVELOPMENT TECHNIQUES AND METHODS

You can build skills using a variety of techniques and methods. Review the list below to determine the best approach for you. Some of the activities that can be helpful include:

1. **On-the-job-mentoring:** One of the most widely used and most effective means of developing employees is mentoring. It is the day-to-day responsibility of the manager or mentor to impart skills and knowledge, to answer questions, to review work, to discuss progress or lack of progress, and to provide general direction. Working through an actual problem as it develops will increase insight into how to handle similar problems next time.
2. **Guided experience:** Similar to mentoring, it has emphasis on the individual's special development needs. You need to provide specific information on the developmental need and someone, usually a manager, observes your interaction in the role while providing very specific feedback as you go.
3. **Understudy training:** Preparation of a person to assume the responsibilities of another person, either as a substitute or replacement.
4. **Job rotation:** Job rotation offers a good opportunity to broaden knowledge and experience, as well as to gain appreciation of viewpoints and interrelationships of various organizational groups.
5. **Project, Committee, or Task Force Assignment:** Giving an individual a problem to resolve is an excellent developmental technique. Committee or task force assignments help to determine how well an individual can work with others, and identifies leadership and organizational skills.
6. **Special Assignments:** Take the place of a manager on vacation, or on leave for an illness. You might also know someone who is taking leave and ask to "fill the role" on a volunteer basis to gain experience.
7. **Management Development Programs:** Formal development programs can augment by providing both useful information and practice in a classroom setting.
8. **Technical Education Programs:** Formal technical programs may be available to you that are tailored to your specific function.
9. **Job Expansion:** Expansion of the scope of your current job to include greater responsibility and a wider variety of tasks will help you to acquire valuable skills and knowledge.

10. **Attendance in Staff Meetings:** For effective development to take place, attendance at such meetings must occur. Such exposure will give you greater knowledge and perspective of the role.
11. **Serving as an Instructor, Conference Leader, or Trainer:** One of the most valuable ways to obtain knowledge, broaden one's scope, and clarify one's thinking is to teach others. Such training responsibility puts you in touch with many new operations, processes, and problems.
12. **Help from Specialists in the Organization:** Find opportunities to speak with knowledge experts when additional information is needed.
13. **Studying materials, books, and other materials:** Seek out information to learn more about a subject.
14. **Formal Education:** Pursuing formal education is also an excellent method if time and resources are not constraints.

THE CAREER ROADMAP

A **Career Roadmap** covers a wide range of important professional development activities, which are required for a specific job role. The **Career Roadmap** provides a suggested sequence of training events identified to help you perform your current job function or new job role. The **Roadmap** provides a way for you to determine which skills need to be mastered in order to improve performance or simply get prepared.

Each **Roadmap** is unique, based on your experience to date, and by what is needed in order to fulfill the minimum requirements of your specific job role. Not all professionals have the right experience to transition to a new job, receive a promotion, or change industries. This is why a thorough **Roadmap** is based on the level of proficiency established for the job role and the outcome of the competencies assessment.

Typically, a Roadmap attempts to:

- Provide an analysis-based list of job-relevant training, based on your needs.
- Augment your knowledge, skills, and abilities.
- Organize information into a visual representation that presents a timeline of instruction by development area.

The **Roadmap** is not meant to be a static document. It is a dynamic tool that should continue to evolve to include additional strategies, professional development courses, and experiences. Like learning, the development of the **Roadmap** is a journey that is never done. You will also need to assess whether you still want to remain on the chosen path as you learn more about it.

Implementation of the **Roadmap** is usually the most difficult step in the process. For each activity on the **Roadmap**, you need to determine the best development techniques and methods to achieve the desired learning. What works for one learning activity might not work for another activity. For example, signing up for a formal class on “Presentation Skills” might be the right choice for one learning need, but might not work for “Competitive Analysis.” A better strategy to acquire skills in doing competitive analysis might be to job shadow someone, or to take on a few volunteer projects with the guidance of a mentor.

In a world where people want instant gratification, many people abandon the career transition process because they believe it is too much effort or that they will not have a successful outcome. It is easy to get caught up in the day-to-day requirements of life, put our feelings aside, and shelve reinvention for another day.

Through this process, you may feel a bit of career stagnation: a situation where anxiety rises to the surface and ignites our need for an immediate job change. This feeling sparks a chain of events that usually leads to unhappiness. We give up on our dreams. We update our resume, send it to a few friends and employers, interview for a job, and negotiate a win. After a few months on the job, we ask ourselves, “What have I done, again?” We took another job in which we are not really interested. We end up staying in the job (again), because we fear that short tenure will impact our next job. The cycle never ends. It repeats itself over and over until we are at our wits’ end. Over time, your feelings will emerge stronger than before and they may push you to take drastic measures to protect your sanity. It is not advisable to simply wake up one morning and quit your job. To end the cycle, you must recognize your patterns, break those patterns, and put some thought into your future career path. If you do not, you may end up with a lifetime of misery.

Start by making the choice to reinvent yourself *now*. Do not brush off this communication and say, “This stuff doesn’t work.” It takes relatively little effort to facilitate thinking about your career roadmap. The first step toward becoming **career resilient** is to take stock of your career decisions and risks to date. This is not about the types of decisions that involve signing up for a communications course or changing jobs for more money. It is about the peak experiences that help you to reinvent yourself. It includes invested time and/or money to make consistent or drastic improvements in your career. Some examples include a CIO retraining to become a public speaker, an engineer learning how to become a marketer, or a nurse doing part-time work to become a full-time forensic investigator.

In general, however, most **Roadmaps** follow a format similar to that summarized below. The kinds of information that might be included in each section of an annual Roadmap are discussed in more detail in the following sections. A sample **Career Roadmap** for the sales engineer planning to become a marketing manager is provided on the next page. It outlines the fundamental, intermediate, and advanced skills that our sample client needs to develop in the areas of marketing, interpersonal skills, and management skills. These areas reflect the core areas of development determined in the competency section. Within each major category there exists a list of topics required, and eventually mastered, to be successful as a marketing manager. The **Roadmap** includes a timeline for illustration purposes. This example uses a five year time horizon, but every timeline is unique. You may need to create a timeline based on weeks, months, quarters, or years, depending on the job role you seek, the number of professional development activities needed, the development technique, and your sense of urgency.

CAREER DEVELOPMENT ROADMAP – EXAMPLE 1 (SHORT)

CAREER TRANSITION: CAREER DEVELOPMENT, SERIAL PROCESS

The Career Roadmap below demonstrates how you can visually represent the plan:

	Current Career	New Career
Current Industry	JOB CHANGE	CAREER DEVELOPMENT (Serial)
New Industry	INDUSTRY CHANGE	DIVERSIFICATION

TimeFrame	Year One	Year Two	Year Three
Role	Sales Engineer	Sales Associate	Marketing Manager
Skills or Knowledge Cluster	Fundamental Skills and Knowledge	Intermediate Skills and Concepts	Advanced Knowledge and Strategy
Marketing Profession	Marketing Planning Marketing Research	Marketing Strategy Competitive Analysis	Strategic Planning Global Marketing Value Pricing and Forecasting
Interpersonal	Essentials for Negotiation Effective Writing Skills Understanding the Dynamics of Difference	Positive Power and Influence Presentation Skills Forecasting and Analysis	Leadership Style Executive Communication Risk Mitigation
Management	Interviewing Skills Coaching Skills	Managing Performance Crisis Management	Managing Change and Transition Influence Management

CAREER DEVELOPMENT ROADMAP – EXAMPLE I (LONG)

The Career Roadmap below demonstrates how you can visually represent the plan in greater detail to include specific target dates and development technique:

TimeFrame	Year One		Year Two		Year Three	
Role	Sales Engineer		Sales Associate		Marketing Manager	
Skills/ Knowledge	Fundamental Skills and Knowledge		Intermediate Skills and Concepts		Advanced Knowledge and Strategy	
Marketing Profession	Marketing Planning (January) College Course	Marketing Strategy (March – Year 2) College Course	Strategic Planning Summer Semester College Course	Global Marketing (March) 1 Week Exec. Seminar		
	Marketing Research (February) 2-Day Training Seminar		Competitive Analysis (On-going) Guided Development		Value Pricing and Forecasting (August) 1 Week Exec. Seminar	
Interpersonal	Essentials for Negotiation (March) 2-Day Training Seminar	Understanding the Dynamics of Difference (November) 1-Day Training	Presentation Skills (February) 2-Day Seminar	Leadership Style (April) Leadership Assessment	Executive Communication (May) Workshop	Risk Mitigation (Ongoing) On the Job Training
	Effective Writing Skills (May) Review Writing Book		Positive Power and Influence (September) 2-Day Seminar			
Management	Interviewing Skills (June) Read Interviewing Book & Research Internet Sites Mentoring and On-The-Job Training		Managing Performance Ongoing Read Leading Books and Articles		Managing Change and Transition (November) Reading Books and Articles	
	Serve as Coach/Mentor		Coaching Skills (December) 2-Day Workshop	Crisis Management (TBD)	Influence Management (November) 2-Day Exec. Seminar	

CAREER DEVELOPMENT ROADMAP – EXAMPLE 2 (SHORT)

CAREER TRANSITION: DIVERSIFICATION, PARALLEL PROCESS

The Career Roadmap below demonstrates how you can visually represent the plan:

	Current Career	New Career
Current Industry	JOB CHANGE	CAREER DEVELOPMENT
New Industry	INDUSTRY CHANGE	DIVERSIFICATION (Parallel)

Time Frame	Six Months	Year One	Year Two
Role	Product Manager (90%) Career Counselor (10%)	Product Manager (60%) Career Counselor (40%)	Career Counselor (100%)
Skills or Knowledge Cluster	Fundamental Skills and Knowledge	Intermediate Skills and Concepts	Advanced Knowledge and Strategy
Career Counseling Profession	Career Development Process Work with test clients Enroll in Master’s Program	Complete Graduate Work Charge for Services Apply new skills	Master Counseling Strategies
Coaching	Basic Coaching Competencies (Enroll in Certification)	Complete Certification Join National Career Development Assn.	Enroll in Executive Change Seminar Host Seminar on Transition
Business Management	Research Starting a Business Join Women in Business Group	Build Business Website Build Referral Network	Value Pricing and Forecasting Market Business Services



CAREER ROADMAP



CAREER ROADMAP TEMPLATE

TYPE OF CAREER CHANGE:

Use the following template to plan your career transition.

Time Frame	Six Months	Year One	Year Two
Role			
Skills or Knowledge Cluster			

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1. Identify Career Issues and Goals

Explore Issues and Factors *Influencing Your Career Decisions*

Spend time investigating your current career situation, the challenges you are facing, and your overall goals. Begin to think about your career in a different way – in the broader context of your life as a whole. This report will help organize and clarify your thoughts and better define and communicate your career needs and goals.

2. Understand Career Issues and Possibilities

Learn How Your Talents Fit With Different Careers

Assessments often lead us to learn new things about ourselves and/or understand ourselves in a different way. This report will help you gain new insights on what you are good at, what you want or need to learn more about, what is most important to you in the workplace, and the types of careers that suit you best.

3. Investigate Career Choices

Open Your Mind to the World of Possibilities

Generating a list of occupations of interest and exploring them in more detail allows you to gain a greater understanding of potential careers and positions that match your strengths, interests, and work/life goals. The goal of this report is to identify pros and cons associated with different career options or choices.

4. Select the Perfect Career

Select the Perfect Career Based on Research and Insight

Weighing the many different factors, trade-offs, compromises, and work/life issues that could be impacted as a result of a career transition, your goal is to make a reality-based decision about your career future. By systematically weighing the many different factors, trade-offs, compromises and work/life issues this report will help you narrow your career options.

5. Develop a Career Roadmap

Gain the Competencies Required for Success

By creating a Career Roadmap you will have a strategic plan that lays out the specific steps needed to make a successful transition. This report will help you to determine the competencies needed to pursue your career choice while identifying your current level of ability and suggesting opportunities for development.

6. Expand Your Knowledge & Talents

Acquire New Skills to Become Proficient in Your Career

If you want to transition your career, you need to develop new competencies. The career action plan provides you with a means to manage all of the components of your career transition. This report introduces you to the acquisition of new skills in order to become proficient in your new career as well as tips and questions for checking in with yourself to ensure you are moving in the right direction.

7. Create a Job Search Plan

Define Your Approach to Obtain a New Career

*The central planning device for changing your career is a **Job Search Plan**. It defines and describes your target market, outlines your marketing strategy, and organizes the work to be done. In this report you will learn how to develop a **Job Search Plan** to manage the change process, who to target and how to get your foot in the door.*

8. Craft Your Transition Story

Know What You Want to Communicate and Pitch It Clearly

Create a personalized career transition story; one that showcases your unique talents, skills, and qualities. Your story will represent the totality of your career, and will highlight the top value propositions that you bring to an organization. In this report, you will learn how to craft a compelling story that helps you survive and thrive during the career transition process and merges your past experience with your future roadmap.

9. Develop Proven Communication Tools

Accelerate Career Change with Resumes, Letters and Other Tools

The most important assets for any career transition are the right tools. You need basic career tools to get promoted, change jobs, change careers, shift industries, or improve your performance. In this report, you will learn about the proven communication tools used to accelerate career change.

10. Prepare for Stellar Interviews

Articulate Your Unique Value During The Interview

Due to this increased competition, and to the physical and financial limits of the employer, interviews have become increasingly tougher. In this section, we discuss the different types of interviews, interview preparation, and mock interview testing. We will also introduce the "Interview Scorecard" used to assess your interview skills. This report briefly outlines strategies you can use to become a stellar interviewee. Learn how to talk the walk and walk the talk.

11. Build or Expand Your Network

Build and Activate a Network To Achieve Your Goals

Learn how to leverage your network of contacts to secure opportunities, make connections, and meet people who can help you achieve your goal(s). To have a successful career, you must understand how to use your network in a positive manner so that you build long-lasting relationships and continually develop your career. In this report, we will discuss the art of networking, generating opportunity and starting off on the right foot at work and at home.

12. Manage Your Career

Take Control of Your Career and Keep It On Track

One of the things that many people forget, once they have achieved their career goals, is that the journey is not at an end. Having a new career is not an end in itself. Having a career is the environment in which you can continue to grow, prosper, and advance. In this report, we will explore how you will set goals that are specific to your job, your profession, your industry, and your career.

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