

Employability Change Check

QUALINTRA

promoveTM
THE EMPLOYABILITY COMPANY

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Report for
NOM042
Prénom042

Education:
Doctorate/MBA

Function:
Senior management

Age:
Below 30

Role:
Head of division or company

Function seniority:
Less than 2 years

Firm seniority:
Less than 2 years

Introduction

Careers cannot be mapped out

Business is becoming increasingly global. As a result, markets are becoming increasingly volatile, fast-moving and unpredictable, which is also reflected in careers. Increasingly fewer companies are able to offer job security, which means that careers cannot be mapped out. **Individuals are increasingly responsible for their own careers.** However, studying for higher qualifications and adopting a flexible approach only go so far. Those who want to be sure that they will still be able to apply their skills to the labor market of tomorrow need a different **attitude**. It is no longer enough to learn about change - you need to experience it. Those who can adopt this outlook will remain attractive in the future labor market.

This report shows you how you personally fair in terms of your current employability. In this case, employability refers to the ability to take responsibility for your own career.

What you can do

Employability is not one-size-fits-all. Factors such as market environment, culture, life situation, expectations or attitudes, affect how capable people feel about taking their careers into their own hands. It's clear that **you have the choice of whether you want to be in charge of your own career path, or whether you want it to be under someone else's control.** Responsibility for your own employability lies with you.

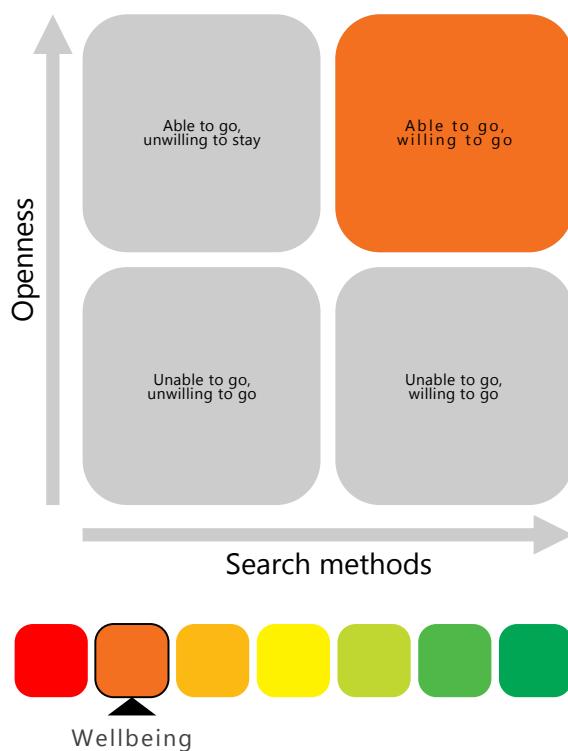
This report shows you the extent to which you are already utilizing this responsibility. Every individual has great potential to learn skills that they can use both in their personal and professional life. The following scores will show you where you have potential, as well as where you currently fail to optimize this potential. The differences here are crucial: The higher the variance between your scores, the less you are tapping into the existing potential at your disposal. Higher scores show where you are doing well, while lower scores highlight current problem areas. There is evidence of high employability if the variance among and between the individual character traits is as low as possible. It is therefore worthwhile to focus on optimizing your existing potential, as well as pinpointing the obstacles that are currently stopping you from using this potential. At the end of the report, you will find some recommendations for how best to succeed.

It's about the journey, not just the destination

This report is not the finished product, but rather **the first** step on your career path. It is intended to help you identify your real strengths that can advance your career. It is also intended to show you areas of development, in which it is worth investing in order to remain competitive in the labor market in the long-term. The recommendations at the end of this report will help you to make progress in this direction. If you would like personal feedback and additional support in planning the next steps, you can arrange an in-depth meeting with a **certified career coach** in your area. We would be happy to help you find a suitable contact. We wish you every success in your future career.

Your employability

Experience shows that people generally fit into one of four categories when they think about their own employability.



You have already taken some steps towards planning your future career . Your job search is taking shape.

In order to be more effective, it may help to analyze the situation by asking yourself some key questions:

- What lessons can you learn from your previous job search?
- What could you do differently?
- How can you better present the added value that you contribute in your application documents?
- How can you steer the direction of your job interviews even more effectively?
- How would this affect your energy and wellbeing scores?

What happens when you ask yourself these questions? What else do you most need to succeed? There is a chance that coaching could be of some benefit to you. If you would like a more in-depth discussion about your situation, we would be happy to help at www.promovetm.com.

Career Check

Your career check shows your current employability. The more well-rounded and developed your assets in this area, the better attuned you are to the current needs of the labor market - and the more influence you will be able to have on your own future career path. Your Career Check shows:

- how you are positioned overall in the labor market (Labor Market),
- how you are currently positioned in your working environment (Working Environment),
- how you fundamentally handle change (Openness),
- how you use your energy (Resilience) and
- how you are currently positioned in terms of your resources (Wellbeing).

The scale ranges from 0 to 100 and gives a **percentage of all the Change Check participants who achieved a score the same as or lower than yours.**

A number of 40 means that 40% of test participants achieved a result that was the same as or a lower than yours.



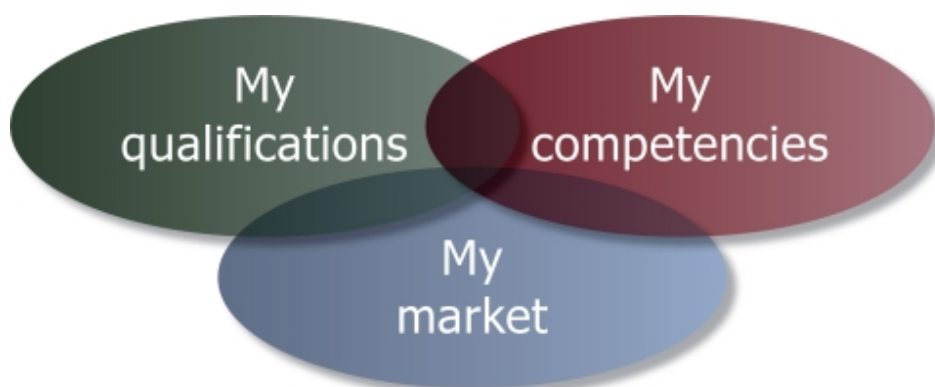
Employability Check

This score shows your current employability. This result is a weighted average of carefully selected indicators that are important for development. It means little on its own. Problem areas that have contributed to this score are much more important. You will become familiar with these under each of the individual indicators. In general, however, the better you optimize your current potential, the higher this score.

Overall you have many of the right qualities for the market. However, you aren't yet reaching your full potential. It is worth recognizing that: You alone are responsible for your career. Rather than passively waiting for opportunities to come your way, you can actively create your own. You can explore the market further to tap into your own potential. This will enable you to experience new things and question your old habits. As a result you will become stronger, more self-assured, and the permanent shift you experience will give you a positive outlook.

Labor market

Many people believe that companies hire people based on their qualifications and skills. This is only partly true. A one-sided focus on what you can do and what you would like is not enough. In order to understand the labor market, we have to consider the **employer's perspective**. The combination of people both being good at and enjoying what they do has to be added value for employers and clients alike. To put it differently: If you cost more than you bring in, there will be no permanent market for you.



In principle there are two ways in which you can build added value for the market.

- **Your qualifications**
As an expert, you are proficient in your field. A diploma or certificate demonstrates that you have proven subject knowledge. Your qualifications form the theoretical tools required for many positions.
- **Your skills**
You love what you do, and you do what you love. You implement theory in practical situations with a lot of commitment and experience. This is about the passion and energy that you bring to a role, and adds an individual dimension to your work.

Qualifications have a shorter lifespan than skills. Therefore, if you want to expand your market in the long-term, it makes sense to focus more on your actual skills and to do what you love. You will then become good at it automatically.

Labor market

Your labor market shows:

- how you keep your professional skills up-to-date (Professional Skills),
- how you maintain your network (Network),
- how you deal with developments in the market (Market Development),
- how you handle digitalization (Attitude towards Digitalization).

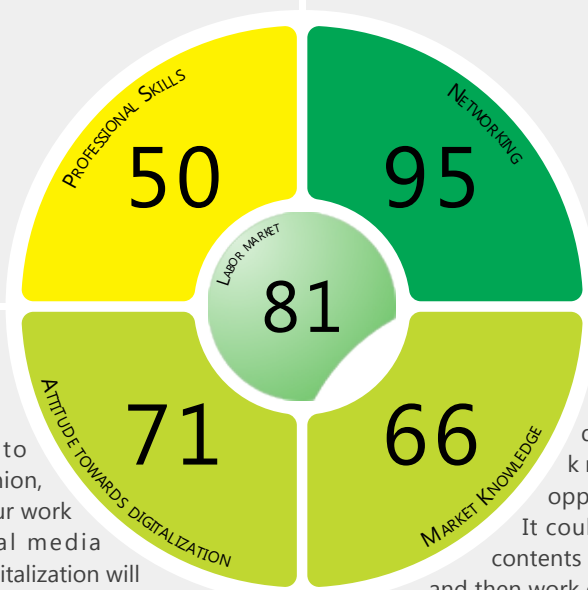
You appear to be well-positioned in the labor market. You have a solid network of colleagues at your disposal, who you can rely on if needed. You keep your professional skills up-to-date and are well-informed about developments in your market. Your personal traits facilitate your career development and guide you through possible changes in your organization or in the external labor market.

Professional Skills

You appear to be generally happy with your professional skills. The demands placed on you are in line with your skills. However, you also recognize that you have the potential to improve in certain areas. We would like you to observe the labor market more attentively. Staying in your current position for too long without refreshing your professional skills can prove to be a handicap over time.

Networking

You believe that your networking skills are strong. You maintain contact with former colleagues and clients. You attend events and congresses. For you, social media is a place where you can actively draw attention to your presence. This significantly helps your career advancement.



Attitude towards digitalization

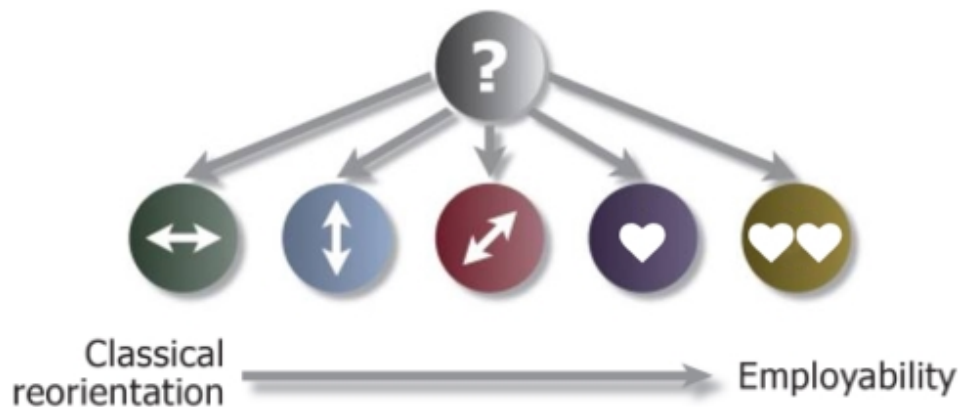
You don't know how you want to approach digitalization. In your opinion, the influence of digitalization on your work remains unclear. You use social media sporadically and rather passively. Digitalization will permanently change our working environment. In accordance with this, we would like you to reflect on potential opportunities that this development could bring for you.

Market Knowledge

You appear to be vaguely aware of developments in the market, but you know nothing about where opportunities and risks could come from. It could be worthwhile to define the main contents of a role or position of future interest, and then work out a suitable search methodology for staying informed about possible opportunities in the market.

Openness

There are five possibilities for career development:



- The first possibility is **horizontal development**. You would like to carry on in a similar position and perform similar tasks to those you already do. A possible change could be an internal transfer, or an external move where you stay in the same sector with a similar level of responsibility as today. Your employability would remain largely unaffected by this kind of change.
- The second option involves a **change in hierarchy**, either upwards - with more responsibility - or downwards - with less responsibility, often in conjunction with a part-time role. In the formal labor market, the first path is the most common. A conscious step backwards can also be valid, however, if required by your current life situation. Both possibilities, including positions with either more or less responsibility, are favorable for career development, if they take place consciously and in accordance with your respective life stage.
- A third option - a **lateral change** - combines both a change of function and change of sector. This kind of change is very favorable for your employability, despite being rather uncommon in the formal labor market. Taking paths that unlock the hidden labor market is recommended here.

The first three options all result in a new position as well as a new range of tasks, and are based on an employment contract. There are still two further options, both of which are more project-based:

- In addition to your current role, you commit wholeheartedly to a **project**. This increases your employability. The view of your existing work is put into perspective.
- You work on several projects that fascinate you simultaneously. As a result, you build your own **project portfolio**. Whether you retain your traditional position or not, you are gaining new, fresh insights into working life and your employability will increase exponentially.

The further you move to the right on the graph above, the higher your employability will be.

Openness

Your indicator here describes:

- how well you generally handle change in your work situation (Embracing Change) and
- the changes you would like to make to your current working environment (Flexibility).

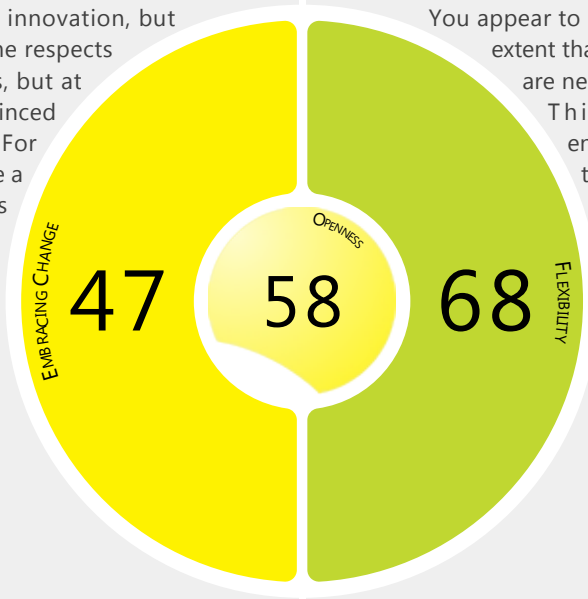
You are quite neutral about change. You can certainly imagine changing certain aspects of your current role or position and/or experiencing new things. However, you need to understand that change can also have its drawbacks. You do not like taking risks and you prefer tried and tested methods over the unknown. As long as your current position can be regarded as safe, this is not a problem. However, there is very little long-term stability in the workplace nowadays. We would like you to consider where opening your perspectives could be worthwhile for you.

Embracing Change

Sometimes you see opportunity in innovation, but sometimes you also see risk. In some respects you are prepared to try new things, but at the same time you aren't fully convinced of their use for your future career. For this reason we would like you to have a look at change in a new light. This does not mean mindlessly going along with every trend, but looking at things responsibly and proactively recognizing opportunities.

Flexibility

You appear to have organized your work to such an extent that no significant structural adjustments are necessary to maintain your state of flow. This approach works when your environment remains relatively stable. If this is not the case, then we would like you to reflect on how you could better bolster this without putting additional strain on yourself.



Resilience

Your resilience demonstrates how you handle and influence the current situation in your environment.



The triangle above was developed by Aaron Antonovsky. It became well-known based on the principle of **salutogenesis**. As long as people understand what they are doing and why they are doing it (comprehensibility), see that it has a purpose (meaningfulness) and believe that they have the ability to positively influence their career (manageability), they feel that they are in control of their own destiny at work. These people are active players in their own career - they deliberately do things that will help them achieve their goals and be successful.

On the other hand, if people are outside this triangle, they have the impression that their work is controlled by other people. They are unable to influence their own career development and they have rather low resilience. It is important to center your own situation in such a way that you find **your balance within the triangle**.

Resilience

This score is based on:

- how optimistic you are about the future and how confident you are in your own opinions (Confidence),
- how you assess the viability and limitations of solutions (Relation to Reality),
- how target-oriented your approach to career planning is (Goals) and
- how you handle conflict and get into decision-making mode (Proactivity).

Your focus on your future career does not currently appear to be very clear. You still fail to recognize what works for you and what doesn't. As a result, your goals aren't yet fully developed enough. At such times, there is a risk of losing control of your career direction and failing to reach your potential. This means that you are unable to use your energy proactively where it makes the most sense for you and your environment. You can give yourself a break. If you listen to yourself and make decisions that are in line with your core values and expectations, you aren't taking any risks: What is good for you? What do you enjoy doing? What would you like to lend your support to? What would you like to do more of? What would you like to let go of? When you answer these kinds of questions, supposed problems are put into perspective, and you can take a big step toward forging your own career.

Confidence

You are open-minded about your future and don't have particularly high expectations for your career. You are happy when you aren't required to make too many decisions, and prefer to avoid presenting to large audiences. Those without a clear viewpoint, and who fail to voice this to others, will be invisible and hardly make any impact. That can make sense for a certain amount of time. However, it is not the way to drive forward your career. We would like you to reflect on the qualities and resources you would like to build your career on and how you can further incorporate these into your daily working life.

Goals

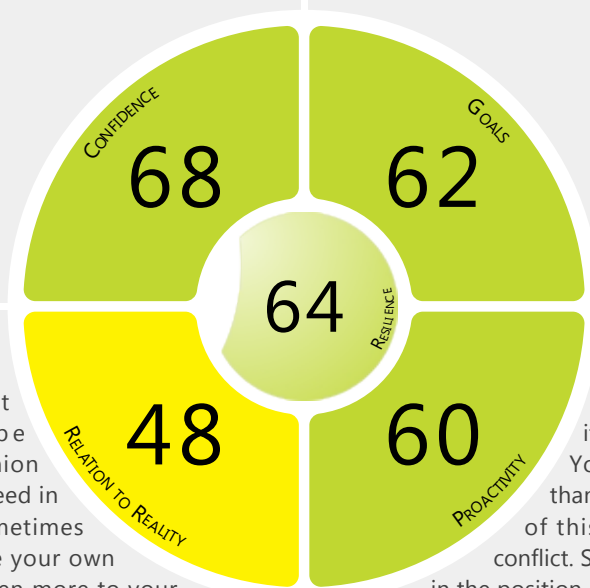
You appear to know what general direction your development is going in. As long as this is enough for you to move in the desired direction, it is positive. Should this not be the case, we would like you to reflect on how you can influence this positively yourself, and thus move in this direction.

Relation to Reality

You can form your own opinion, but you can also occasionally be influenced by the prevailing opinion around you. You don't always succeed in setting your own boundaries. Sometimes you have to be careful not to lose your own balance. We would like you to listen more to your own needs and look for ways to address this in a suitable place.

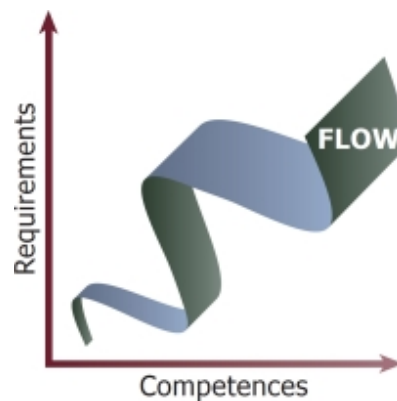
Proactivity

You only occasionally appear to find it easy to turn conflicts into solutions. You view conflicts as a burden, rather than a source of development. As a result of this, you don't proactively engage in conflict. Sometimes you are able to put yourself in the position of others. But at times you struggle to let go of your own point of view. In these situations, sometimes you feel like the winner, and sometimes like the victim. As long as this does not put a strain on your overall situation, there is no need for action. However, if you find yourself in a situation at work where you feel powerless rather than powerful, we would like you to reflect on what you could do. Sometimes just changing perspectives and looking at the world through a different pair of eyes can help. Speak to people you trust so that they can support you in this.



Wellbeing

Change requires wellbeing. Staying fit, both physically and mentally, makes perfect sense in order to be prepared for change.



When we feel healthy, we can access our resources. There is a balance between what the market demands on the one hand and our skills on the other. Psychologist Mihaly Csikszentmihalyi calls this condition **"flow."**

When we aren't in a state of flow, we don't feel like ourselves: When the demands placed on us are higher than what we are capable of, we feel stressed. If this situation persists, it can lead to burnout. On the other hand, if the demands placed on us are lower than what we are capable of, we do not feel sufficiently challenged - this is also far from ideal. It can lead to "boreout." **So if you have lost your flow, it's a good idea to look for ways to find it again.**

Wellbeing

In this section you will discover:

- how physically fit you currently feel (Physical Wellbeing) and
- how high your current tension levels are (Mental Wellbeing).

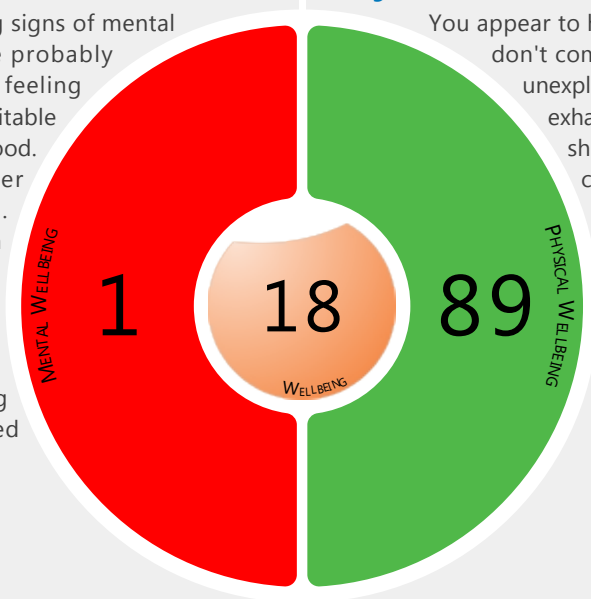
You currently appear to be physically and/or mentally out of balance. You manage to increasingly absorb surrounding tension less, so that it regularly triggers stress or worry. You are probably often tired or exhausted for no good reason. Your body has more control over you than you do. It's giving out signals that it needs more rest at the moment. We would ask you to take these seriously and to take both physical and mental time out in order to regain your strength.

Mental Wellbeing

You currently appear to be showing signs of mental strain on a regular basis. You are probably sleeping badly at the moment, or feeling tense and stressed. You are more irritable than usual and are often in a bad mood. Overall you have less control over things than you are used to having. We urge you to take this situation seriously. It can be seriously harmful for you in the long-term. If you are unable to find a way out of this situation within a reasonable period of time, we recommend seeking professional support from a trained specialist.

Physical Wellbeing

You appear to have no current health concerns. You don't complain about headaches or any other unexplained aches and pains, nor do you feel exhausted for no good reason. Your health should be valued, and is something you can build up. Your body can withstand training as well as your mind. We would like you to keep up your mental and physical fitness.

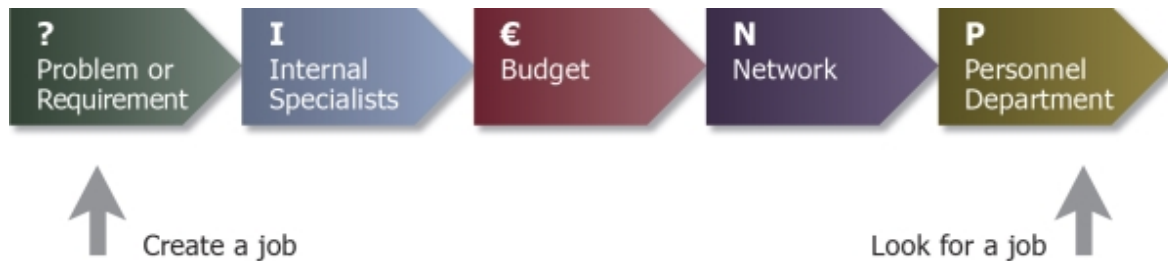


Search methods

Only a small fraction of positions that are filled actually appear on the official labor market. Depending on the situation of the labor market, the attractiveness of the role, and the company, a large number of people apply for these advertised positions as a result. So there can only be one winner: The majority of applicants come away empty-handed. In that case, why would you limit yourself to using traditional search methods when looking for a new job?

In order to empower your search methods, it is important to know how a position comes into being.

The following presentation outlines this process:



At the beginning of a new position, either a **problem or a need** arises in the company. Whether this is due to an upcoming early retirement or vacation replacement, a new branch is opening or a new product is being released in the Asian market: **Internal specialists** then reflect on the situation. If it can be resolved internally, there is no need for a new position.

Hiring someone generates fixed costs. From an employer's perspective it is always easier to solve a problem internally using existing resources first, as this doesn't require granting any additional **budget**. If this is not possible, a project budget is discussed. A project budget incurs a variable cost. For a new position, it is easier to approve this than a fixed budget. That is also the reason why companies often cover their short-term needs with external support, for example through a consulting firm or temp agency.

If there is a budget for a position, the company uses their **network**. The position is advertised internally in order to notify colleagues in the same area. The following always applies: If someone internal is recommended, they are more likely to get a favorable assessment than someone who applies externally. There is already a level of trust that an external candidate is unable to bring.

The **HR department**, where the applications will be gathered together, marks the end of the process. A lot of preparatory work is done and a long time passes before the position can become active.

You can apply this process to your own situation. The earlier and more proactively you intervene in the process, the higher your chance of actively influencing it in your favor and thus "creating" a job for yourself.

Search methods:

Your search methods highlight:

- how you currently organize your job search (Search Focus),
- how your application forms come across (Written Communication) and
- how you present yourself in job interviews (Verbal Communication).

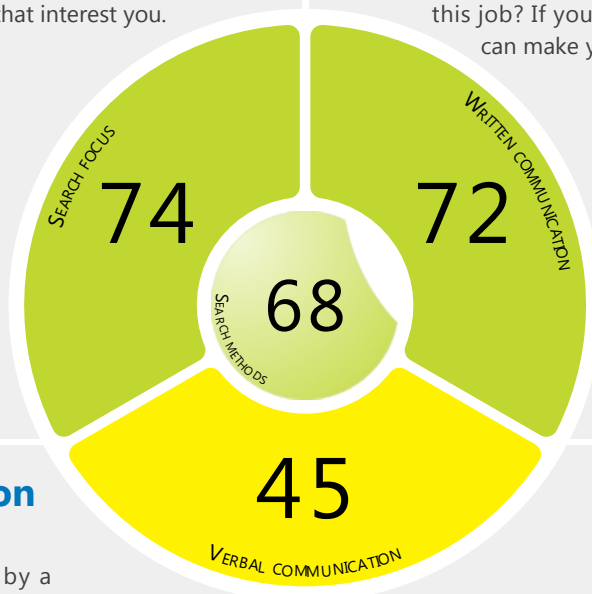
Your job search is effective in some respects, but could still be improved. You probably still focus more on using traditional, reactive search methods. In doing so, you are underestimating the potential that lies in proactively working on opportunities. For this you can work on making your application forms both more future- and target-oriented. In job interviews you can do more to highlight your qualities and added value for potential employers. This will enable you to achieve your goals more quickly.

Search focus

You mostly use traditional search methods at the moment: You reply to adverts, find out about open positions online, subscribe to job alerts, or work with recruitment agencies. You could be even more effective by actively approaching companies - this could give your profile added value. You could find out what the real needs of a company are by talking directly to those in charge of the areas of the company that interest you.

Written communication

It also results in positive reactions to your applications. At the same time, you would like to be invited to interviews more often. It may be that your application documents are insufficiently tailored to the needs of the addressees. Perhaps your personal goals don't feature enough in your cover letters. Put yourself in the position of the company: Why do they want this job? If you look at it from this perspective, you can make your approach much more targeted.



Verbal communication

Job interviews are accompanied by a certain amount of tension for you. You aren't always able to get fully involved. After the interview, you often think of additional ways that you could have done better. In order to feel more confident in future, it could be helpful for you to practice some key communication techniques.

Action plan

This analysis shows you the strengths that you can personally rely on to achieve effective and long-lasting success in the labor market. It also highlights worthwhile areas of development for you. How can you now put the analysis into practice?

The following questions could help you to apply it to your own life. If you would like to find out more, contact us (www.promovetm.com). We will gladly put you in touch with a certified career coach in your area.

IF YOU WERE TO BUILD ON YOUR EXISTING SKILLS, WHAT WOULD BE SOME WORTHWHILE CAREER GOALS FOR YOU OVER THE NEXT THREE YEARS?

WHAT WOULD YOU DO MORE OF AND LESS OF?

WHAT EFFECT WOULD THAT HAVE ON YOU AND YOUR WORKING ENVIRONMENT?

WHAT CONCRETE STEPS CAN YOU INTRODUCE TODAY IN ORDER TO MAKE PROGRESS IN THIS DIRECTION?