



## The Manager

### Summary of the profile:

Managers often begin working in technical or specialist areas, but are eager to move into general management. Their long term goal is to be promoted to management positions of higher and higher responsibility, including those with budgetary, key decision making and / or staff management responsibility. Managers want their pay and bonuses to reflect their current level in the company. In fact, salary, bonuses and benefits are extremely important to Managers, and they will quickly become restless if they feel they are not being rewarded for their contributions to an organisation. Managers tend to get a feel for how long they will remain in a specific role before promotion is likely, and become very uncomfortable if they are not promoted, seeing this as an indication that they are not succeeding in their role.

<b>Strengths:</b>	<b>Considerations:</b>
<ul style="list-style-type: none"><li>▪ Able to make sense of complex situations; recognizing which facts are important, and what they mean.</li><li>▪ Highly ambitious and determined</li><li>▪ Organize work, structure information and frame problems in clearly understandable ways.</li><li>▪ Capable of understanding other people and using this understanding to motivate, inspire, organise and lead.</li><li>▪ Manage stressful situations well.</li><li>▪ Often find emotional challenges motivating rather than too demanding.</li><li>▪ Actively seek roles with high levels of responsibility or personal accountability.</li></ul>	<ul style="list-style-type: none"><li>▪ Generally prefer work that requires a wide range of general competencies, such as interpersonal skills, problem-solving and planning.</li><li>▪ Ambition and desire to be promoted means may look for “fast-track” opportunities when starting out. Managers need to be careful that they have developed the skills to be successful and that they’re not looking for “short cuts”.</li><li>▪ Feel strongly that promotions should be based on performance, and will quickly become restless if they feel they are not being rewarded for their contributions to an organisation.</li><li>▪ Like to feel that they have a real input into whether their organisation is successful.</li></ul>

### Needs within a role:

#### *Organisation:*

Managers are usually quite concerned about how an organisation will reward their work, and look for things such as...

- ...Competitive salary.
- ...Benefits and/or bonuses
- ...Clear career paths and opportunities to develop career. May look for “fast-track” opportunities when starting out.

- ...A sense of 'connectedness' with their company.

#### *Content of work:*

Managers avoid specialisation, and instead look for roles that...

- ...Involve a high level of responsibility.
- ...Involve managing a budget.
- ...Require them to make important decisions.
- ...Have a high level of personal accountability.
- ...Involve leading and/or supervising other people.

#### *Work environment/ Life style:*

Managers are not concerned about work environment or life style per se, but may want their work environment and lifestyle to reflect their status and success within an organisation.

#### **Job opportunity checklist:**

As a Manager you may find the following 'checklist' helpful. It contains questions to think about either when making career decisions, or perhaps just to see how well your current job 'fits' – you don't necessarily have to make major, life-changing decisions to make your job more consistent with your career focus.

- Do you feel the level of pay is appropriate for the level of responsibility you will have?
- Does the organisation offer bonuses and/or benefits? What are they?
- Is the level of responsibility higher than your current position?
- Will the position challenge you?
- Does the organisation have clear career paths?
- Are promotions based on performance?
- Will you be organising, motivating and leading other people?
- Does the job require good general skills and a firm understanding of the organisation as opposed to specialist technical skills?
- Are you keen to pursue a particular type of management (e.g. helping new companies or departments get started)? If so, does the position allow you to do this?

#### **About Career Focus:**

The eight career focuses (as graphed above) are based on the eight 'career anchors' identified in research by Edgar H. Schein. Each focus consists of a unique pattern of competencies, motives and values which combine to capture "the one element in a person's self-concept that he or she will not give up, even in the face of difficult choices"<sup>1</sup>.

Every individual possesses a career focus type. The Zookel career focus questionnaire helps people uncover their career focus and use this to make better career choices. This is critically important, as research shows that people have higher job satisfaction when their job is consistent with their career focus<sup>2</sup>.

#### *Career Focus vs. Standard personality measures*

Career focus differs from standard personality measures such as the Myers-Briggs Type Indicator (MBTI) as it is designed to give you specific insights into your career, as opposed to provide general information about your personality. For example, knowing your MBTI type would not necessarily help you decide whether to take a promotion, or whether you should apply for a new opportunity. Career focus provides you with specific, straightforward and practical information that is much easier to apply and understand in a career context than general personality scores.

### *Usability*

The eight career anchors have been found repeatedly across cultures and types of work. For example, they were found in Israelis of both genders from varied work backgrounds<sup>2</sup>; research, development & engineering professionals in New Mexico<sup>3</sup>; Information Systems personnel in the United States<sup>4</sup> and an unnamed service organisation in the UK<sup>5</sup>.

<sup>1</sup> Schein, 1990, p. 18 | <sup>2</sup> Danziger & Valency, 2006 | <sup>3</sup> Igbaria, Kassicieh, & Silver, 1999 | <sup>4</sup> Jiang, Klein, & Balloun, 2001 | <sup>5</sup> Yarnall, 1998