



Manage your Career
Phase Three: Refine Positioning Strategy



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PHASE THREE: REFINE POSITIONING STRATEGY

Overview

Conduct a rigorous gap analysis against the competencies, relationships and influence required to make the move a reality within your current company. Identify which specific critical competencies demand development. Determine the advocacy you need to support your plan.

In Phase One, you considered to what extent you are engaging your talent in the workplace today and projected goals for more fully engaging your talent in the future. You asked: “What do I want to do next?” In Phase Two, you inventoried the range of resources (competencies, relationships, influence) available to you as you consider pursuing these *Incremental* or *Quantum* career goals. You put your goals in context by asking: “What unique value do I bring to my company?”

Now, we want to look at where the gaps or opportunities for development exist between what you now offer and what you need to make available to the opportunity, in order to make the leap. We’ll call this a gap analysis: identifying the actions you need to take to prepare to launch your next step. The analysis requires rigorous honesty on your part, willingness to see things as they are. Here, again, your Coach can be an invaluable ally. Also, frankly, it is hard work. So approach it in steps and then put it all together in a Gap Analysis Chart. If you are considering both an initial Incremental and a subsequent Quantum next step, address these separately using two distinct charts.

Step One: Brainstorm Competency Requirements for New Role

In preparation for this step, review “Positioning Scripts” (Phase One) to focus your thoughts on what you want to accomplish. Visit the “Competency Worksheet” and “Relationship Map” (Phase Two) to remind yourself of your unique competencies and the relationships you have developed, which support the value of those competencies. Now you are ready to brainstorm the growth your new role will require.

First consider Competencies. As you review the Competency Worksheet, which of these key abilities will propel you toward your *Incremental* next role advance? Your *Quantum* role advance? Take each category one at a time and evaluate how important that capability will be to making the leap to the next level(s). What skills subsets might you add that will be critical?

Step Two: Brainstorm Relationship/Influence Requirements for New Role

Next consider Relationships/Influence. As you review your “Relationship Map,” determine who of these contacts will best serve you in accomplishing your goals. Who will be included in your internal network of champions? Who wants you to succeed? What is the state of these relationships now?

Step Three: Identify Gaps and Development Options

For both capabilities and relationships, identify gaps between where you are now and where you need to go.

Questions to Ask Yourself...

Capabilities:

What developmental activities will ratchet up your credentials? Brainstorm possibilities for strengthening competencies that you know your company values.

Which gaps could your B-school studies fill?

Where do you need further training? Research courses (B-School) and other training that might punch the appropriate tickets for you. Consider joining professional associations dedicated to developing competency within its membership.

What do you need to be reading? Writing? Presenting?

Where might you gain further exposure to the ideas/issues/solutions you need to be addressing?

Relationships:

Which momentum-linked relationships need attention?

With whom do you need to reconnect?

Of those people identified in your Network Map as potential supporters, who is currently aware of your work interests?

Who would be willing to advocate for you in either an *Incremental* or *Quantum* next step?

Of the detractors you have listed, who is in a position to hold you back?

What could you do to win the support of potential detractors or at least lessen their negative impact?

Action: *Complete the Gap Analysis Charts*

Gap Analysis Chart Competencies Required for Launch

[This form may be downloaded in Microsoft Word from the Meridian Career Navigator.](#)

Competency Required in New Role	Degree of Strength	Development Options
Strategic Thinking (overall)	_____	_____
Expertise	_____	_____
Vision	_____	_____
Execution	_____	_____
_____	_____	_____
_____	_____	_____
Communications (overall)	_____	_____
Clarity, conciseness, correctness	_____	_____
SQ/EQ	_____	_____
Listening	_____	_____
Presenting	_____	_____
_____	_____	_____
_____	_____	_____
Team Leadership (overall)	_____	_____
Expertise	_____	_____
Vision	_____	_____
EQ/SQ	_____	_____
Decisiveness	_____	_____
Focus	_____	_____
Persuasiveness	_____	_____
_____	_____	_____
_____	_____	_____
Accountability (overall)	_____	_____
Work	_____	_____
Actions	_____	_____
Self	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
Execution (overall)	_____	_____
Results	_____	_____
_____	_____	_____
Overall Total		

Gap Analysis Chart
Relationships Required for Launch

[This form may be downloaded in Microsoft Word from the Meridian Career Navigator.](#)

Relationships

**Development
Options**

Key Influencers:

Colleagues:

Former Colleagues, Bosses, Vendors:

Professional Contacts:

Social Networks:

Advocates:

Potential Detractors:
