ASPIRE™
TALENT MANAGEMENT

Outplacement and Career Transition Service

AspireTM
Good Business, Good People, Good Culture

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AspireTM OPC: Executive program

The OPC executive program consists of up to 10 hours of consulting time and is conducted by experienced OPC Specialists with support from and OPC Relationship Director. The executive program shares some of the elements of the more junior level programs, including the achievement of resume/CV/LinkedIn, networking and personal branding (see Appendix 1 for 4 hour coaching outline), however the specific needs of executives (the "Client") are recognized by their employer (the "Customer") as they differ from those of Technical Specialists and Managers. This is because executives are generally *Individual Contributors* who are no longer in the *Development* stage of their careers.

***Individual Contributors are established professionals who are able to generate income from a range of sources (e.g., full-time, part-time, contract, self-employment, portfolio) because there is demand for their services. They are no longer dependent on others to generate work for them, are autonomous and are employed/engaged by customers (including internal customers) who rely upon them to achieve outcomes (possibly including the leadership or direction of others).

Program components:

- On the day Customer support
- Notifying Manager Customer support
- Client Phase 1: immediate actions
- Client Phase 2: activity phase
- Client Phase 3: alumni development

Engagement process – On-the-day (OTD) support

The engagement process for executives is more in-depth and nuanced than for Technical Specialist or Manager Programs. Organisations are more likely to engage AspireTM for "On-the-Day" (OTD) support by an AspireTM Relationship Director or an OPC Specialist for executives because the issues and risks are exponentially more complex than for most lower level roles. Executives almost certainly have had more contact with the organisation's leaders who are making the redundancy or exit decision causing significant stress and potential damage to personal relationships. OTD support is a cost-effective and highly valued service in these circumstances, and OPC Specialists must be ready to provide support to the broader organisation, leadership team, or individuals from the organisation who may be experiencing grief, shock or other similarly distressing emotions.

Engagement process – The "Notifying Manager"

An AspireTM Relationship Director or OPC Specialist may be called on to provide Notifying Manager training. This training may be in the form of formal training (e.g., individual or workshop), or can be "just-in-time coaching" (e.g., on the day, or day before) as the project team forms in preparation for an announcement.

***Qualified AspireTM OPC Specialists must be able to deliver the AspireTM "Notifying Manager" training as 1:1 coaching or in group workshops.

Notifying a person of involuntary redundancy is daunting for almost all people, and is *always* conducted by a member of the organisation, usually the person's direct line manager. Notifications are never conducted by an AspireTM Relationship Director or OPC. In exceptional circumstances (e.g., remote locations), it may be appropriate for an AspireTM member to be present when a Notifying Manager conducts the advice meeting by phone.

Engagement and immediate actions (Client Phase 1)

Time guide/allocation – 4 hours

Outcomes:

Receipt of sample resume and networking booklet
Completion of first meeting and intent to continue in program
Market-ready resume
Identification of strategy (Job Continuation/"JC", Career Change "CC", Self-Employment "SE")
Communication/media strategy (e.g., LinkedIn)
PAR model understood
Resume completed
Bio/LinkedIn reflects strategy
Interview skills training completed
Account management activities and customer briefed
Job search diary created and in use
OPC Specialist leading program

Activity phase (Client Phase 2)

Time guide/allocation – 2-4 hours

Completion of Phase 1 activities demonstrates value to the client and manages the critical time period as the client exits the company and starts to develop an external market focus. Some feedback will have made its way back to the sponsoring organisation and this next phase is about maintaining effective job search, Career Change and/or Self-Employment *behaviours.*

The OPC Specialist is then responsible for monitoring and encouraging appropriate activity levels that are directly related to the JC/CC/SE strategy of the client.
Crucially, the job search diary facilitates commitment to action, provides a measure of actual activity and is a key communication tool. This technique develops a sense of "agency" in the client and avoids undue emotional effort, maintaining an effective and supportive role for the OPC Specialist.

During this stage, clients may secure a role that is ideal and exit the service, secure partial or short-duration role (e.g., contract) or change direction. Another key issue to consider is the client's family and financial decision-making, particularly if the client has not secured paid employment during their financial support period (e.g., redundancy payments), or has elected to pursue Self-Employment.

Outcomes:

Confirm strategy
Pressure-test viability of strategy (especially SE)
Referral to additional services (e.g., EAP for psychological support, accountant)
Regular contact maintained (check in regularly)
Confirm activity levels and review data/feedback from interviews, networking contacts
Guide any changes to strategy and activity

Alumni development (Client Phase 3)

Time guide/allocation – 2-4 hours

If engagement and relationship maintenance have been strong, the OPC Specialist should be involved at all stages of the transition, providing advice and practical support during networking, issues resolution, progression to interview, and finally job/opportunity offers and acceptance.

As their job search elements are completed, the client becomes increasingly self-directing, which is the trigger for the OPC Specialist to ask "what will add further value to this client?"

AspireTM OPC Specialists have access to the latest knowledge and research available via the Organisational Psychology literature, selected business management resources and the techniques and know-how of their AspireTM colleagues. Knowledge transfer maintains motivation, confirms relationship and program value and is of inherent value to the client.

Suggested strategies for this phase include:

Conducting a behavioural preference assessment (e.g., Facet 5)
Career development plan
Successful ageing
Health and well-being
Suggested reading list for executives
Negotiation skills
Mediation and conflict management
Personal introduction to senior industry figures
Introduction to search firm

Appendix 1 – The 4 hour (Executive Program)

1. Psychological/ emotional check-in: See how they are going with the announcement and determine if they are in the right 'emotional state' to have a discussion about next steps… In some instances, if they are really struggling, we can suggest they seek professional care from their GP/ therapist. Whilst we are there to support them during their transition, we are not there to be their therapist!
** Get their contact details- mobile/ email (personal, not work).

2. Explain the program: Describe the type of support they will receive & the milestones we can assist with: ie. Support in gaining clarity & developing a short-term career plan, help in creating a 'market ready' CV, tips to utilise social media such as LinkedIn, assistance with the best approach to tap into & build networks & interview coaching.

3. Condition expectations: Ensure they understand that the program won't necessarily win them a job, however it will give them the tools & support required to be "job ready". Also, as our face-to-face support time is very limited, place an emphasis on their need to commit to the program & carry out their actions set in between sessions. Basically, whilst showing up for sessions counts for something, they really need to 'do the work' in between sessions to achieve their desired result in a timely manner.

4. Clarity around next steps- We need to assist them in creating a short- term career goal (Roughly within 3 months depending on their circumstances)… This is best done by asking questions reflecting on what they have liked/ disliked in past roles & identifying their strengths. This is a good way to make sense of their background when going through their CV with them.

** They need to go away & write down at least 10-12 career achievements using STAR (situation, action, task, result). This is crucial to the foundation of their success, as these achievement statements will be used both in writing on their CV/ Linkedin profiles and verbally when networking & whilst answering interview questions.

5. Resume/ documents - Identify their key strengths, value add & help in their creation of a 'career profile'.
** NB. At a high candidate volume, we wont have time to sit & make edits to CV's ourselves, so they will need to do this based on our advice & feedback

6. Personal branding- They need to create an 'elevator pitch' (Both a 30 second version, as well as a longer 2 min version to use in interviews at the "tell me about yourself" part and for networking). This diagram helps in creating it:

WHO	WHAT	WHY	GOAL
Describe who you are	Describe what you do	Describe why you are unique	Define your immediate goals
What are the key points you want to get across about yourself?	What value can you add?	What do you do differently or better than others?	Make it readily apparent to the listener what you are asking for

** You may need to give them time to go away & do this before your next session so they can practice.

7. Job search strategy- Explain that their next job may not come from applying to an ad on SEEK, but that it could come through their active networking (talking to their contacts, getting referrals etc), a recruitment agency, or contacting companies on their 'wish-list' directly, using their pitch.

8. Interview prep/ salary neg- Explain the STAR methodology to answering behavioural questions & give them sample questions. If you have time, run through a mock interview, or a few practice questions. Advise them on best strategies when it comes to salary neg.