

2022

NEXT STEPS HEAD of UNIT

Day 2

Mapping Exercise

Think of a position you would like to apply for (or have applied unsuccessfully for in the past) - PREWORK

Fill in as many of the boxes as you can

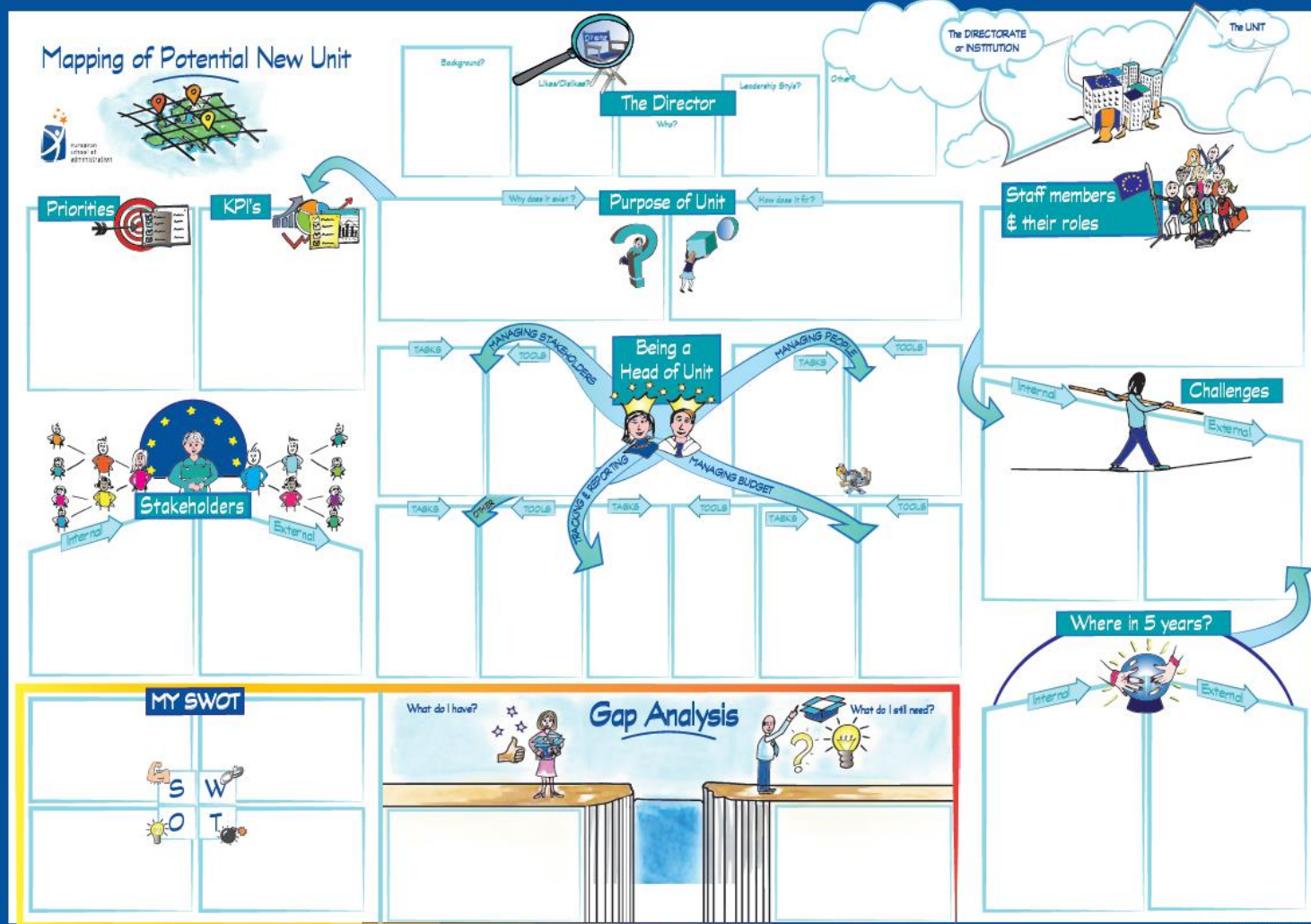
Being a HoU refers to generic processes/tasks e.g. task – performance appraisal, tool + CDR or equivalent

Use internet/intranet to support and fill in the gaps

DO NOT fill in MY SWOT or the GAP Analysis – that's for later

Where in 5 years refers to the Unit, not you!

You will be asked to share these in small groups after the break



NEXT STEPS HEAD OF UNIT

Facilitator:
Jill Adams



Programme Timings & Content

DAY 1 (9 – 16:30)

Is there a Fit?

Introductions & Knowing Myself

Knowing My Future Unit

LUNCH (12:30 – 14:00)

Baking my P.I.E: Image

Assessing my Fit with the New Unit

Non-Verbal Comms & On-line presence

Interim Work: SWOT, Gap Analysis

DAY 2 (9 – 16:30)

Getting There ...

STAR Stories

Interviewing Practice

LUNCH (12:30 – 14:00)

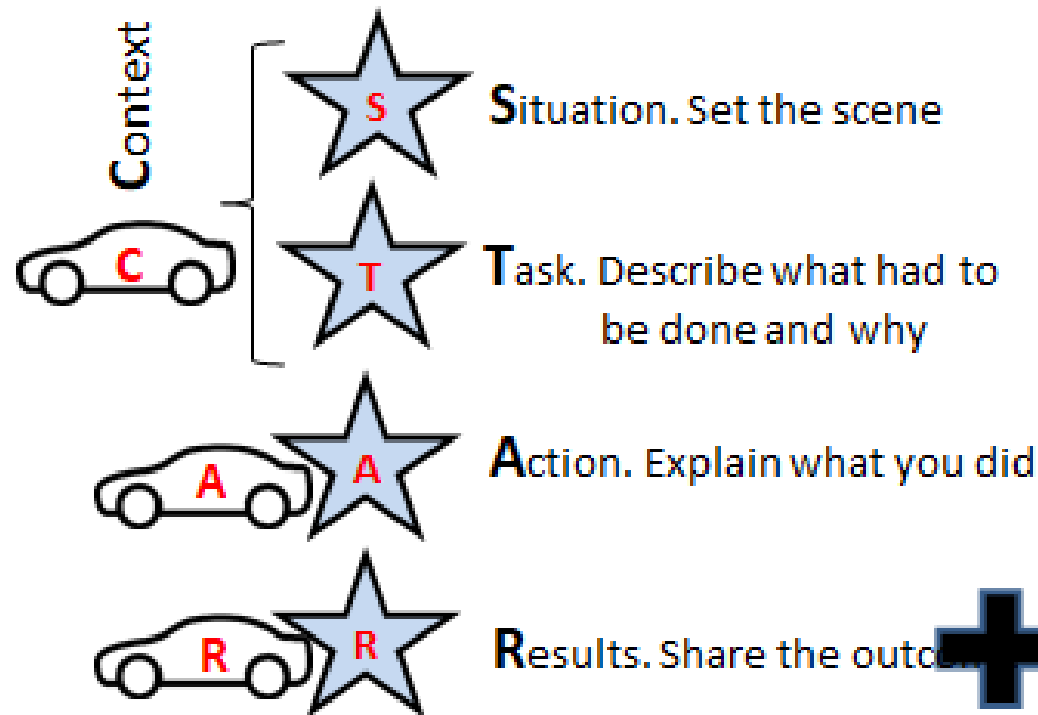
Interviewing Practice (cont...)

Baking my P.I.E: Exposure & Networking

Action Planning

STAR/CARL Technique

For behavioural based competency interviewing based on assumption past behaviour is a good indicator of future performance



Learnings. Share your insights



GreenHouse Consortium
eu management training

Becoming a STAR !



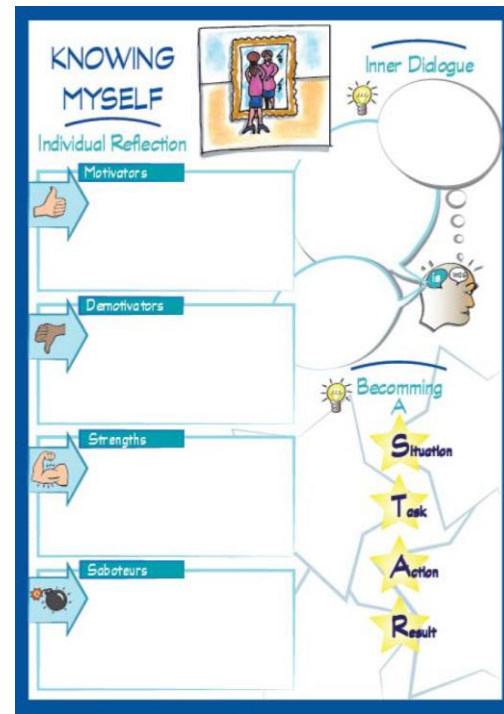
Individual Reflection (5'):

Using Page 2 in handout, create a STAR(L) story which

1. Illustrates one of your strengths from your prework
2. Matches one of the competences needed for the post you are applying for

OR: Responds to a question you anticipate (from your research) in the interview.

Share in Pairs



Example STAR *How do you manage stress in your team?*

While I find I do some of my best work under pressure, I know not everybody works that way which is why I like to keep a closely connected to how everyone on my team is doing. If I start to notice stress or negativity within the team, I try to tackle it quickly and proactively. I'll talk with the individuals and assess the situation and see exactly how I can help alleviate it. For example

OR:

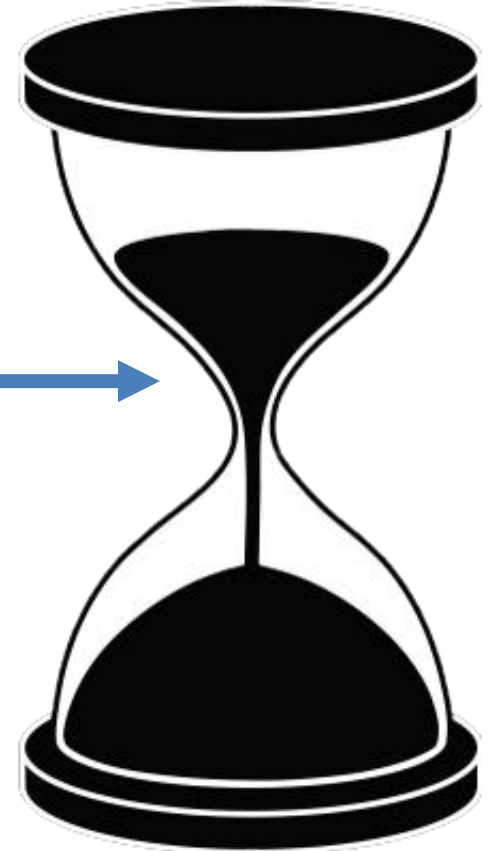
COVID 19 is something that is causing a lot of stress for a lot of people in xx Institution. What I have done. To manage this in a sustainable way what we/I have done is

STAR STORY

More and more we are seeing that the distinctions between work and private life are becoming blurred, and we do not see the normative behaviours which working in an office used to create. I've learnt that whilst it's important to address each situation individually, not to assume or judge, and be open to finding new, creative ways of approaching the issue.

OR

What I've learnt during this pandemic is that in order to manage the stress in my team, I also need to be able to manage my own stress! By keeping my stress under control, and being calm, I can create the space to listen, be empathic, find creative solutions to problems and serve my staff/peers/colleagues better.



Interview Practice in Plenary

- 3 members of the interview panel, 1 interviewee
- Rest observers with video off and mute on



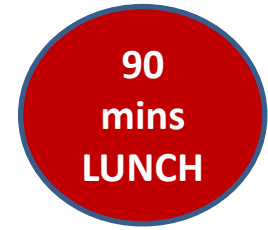
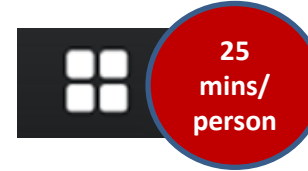
PROCESS

- 2'** Interviewee describes the post they are applying for & panel decides which 3 questions they will ask (interviewee should not listen to this part!)
- 10-12'** Interview:
1 question per panel member. 1 question in FR
1st question = motivation question/why are you the best candidate for the post.
- 10'** Feedback
1st interviewee – what did you do well, what would you do differently next time.
Then observers/panel members. What the interviewee did well, what could be improved for next time.

Remember the Feedback “rules”: Based on observable behaviour. Share the impact on you. Offer suggestions for improvements in the future.

Interview Practice in Small Groups

3 members of the interview panel, 1 interviewee



PROCESS

- 2'** Interviewee describes the post they are applying for & panel decides which 3 questions they will ask (interviewee should not listen to this part!)
- 10-12'** Interview:
1-2 questions per panel member. 1 question in FR
1st question = motivation question/why are you the best candidate for the post.
- 10'** Feedback
1st interviewee – what did you do well, what would you do differently next time.
Then panel members. What the interviewee did well, what could be improved for next time.

Then switch So that everyone that wants has the opportunity to be interviewed

Remember the Feedback “rules”: Based on observable behaviour. Share the impact on you. Offer suggestions for improvements in the future.

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Getting There ...

STAR Stories

Interviewing Practice

LUNCH (12:30 – 14:00)

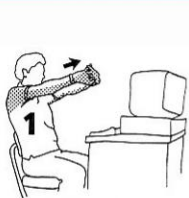
Interviewing Practice (cont...)

Baking my P.I.E: Exposure & Networking

Action Planning



COMPUTER DESK STRETCHES



10–20 seconds
2 times



2



3



4

15–20 seconds



5

3–5 seconds
3 times



6

10–12 seconds



10 seconds



10 seconds



8–10 seconds
each side



8–10 seconds
each side



10–15 seconds
2 times



Shake out hands
8–10 seconds

DESKFIT

Research shows that working professionals who exercise during the day feel healthier and experience positive associations with job performance, including improvement in time management skills and mental performance. Employees are more likely to demonstrate better moods, increased motivation, greater stamina to complete work, less stress, and better interactions with coworkers.

Ten Tips To Stay Healthy at Work or While Working from Home:

- 1 Ensure that your workspaces in the office and at home are ergonomically set up to prevent injuries.
- 2 Take a break from sitting every 30 minutes. A brief 5–10-minute break can help rejuvenate your mind and prevent chronic pain.
- 3 Walk and use the stairs whenever possible.
- 4 Alternate sitting and standing throughout the day.
- 5 Offer walking meetings as alternatives to sitting in conference rooms.
- 6 Schedule time to exercise daily as a priority—as you would plan other important work responsibilities.
- 7 Break up physical activity into smaller durations of time—such as 10 minutes before work, 10 minutes at lunch, and 10 minutes after work—if longer durations of exercise do not fit within your schedule.
- 8 Incorporate microbreaks of 1–2 minutes every 30–60 minutes to stand up and stretch your entire body.
- 9 Use a hands-free headset for your phone so you can move around easily.
- 10 Eat nutritious meals and keep healthy snacks available.

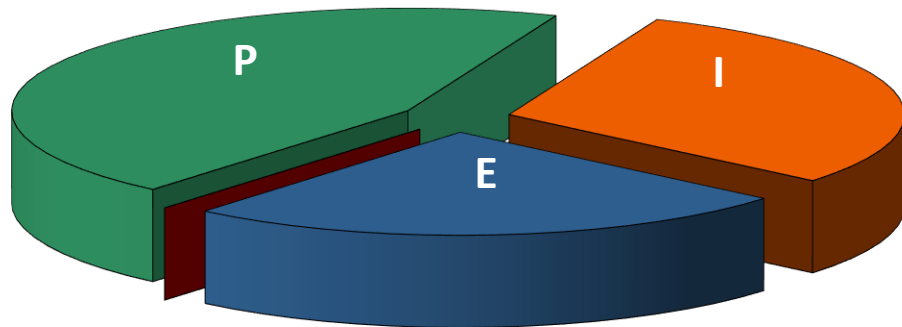
For further information or assistance with staying healthy, please contact the NASA Headquarters Fitness Center.

Baking My P.I.E: *Exposure & Networking*

The P.I.E Model examines the relationships between 3 key dimensions that impact an individual's career performance:

PERFORMANCE

Perform
exceptionally
well (Results)



IMAGE

Cultivate the proper
Image (Personal Brand)

EXPOSURE

Manage your Exposure so that the right
people know you for the right things
(Network)

Strategic Networking:

Is your Net Working?

Is it sufficient/fit for purpose?

- 1 Identify Purpose
- 2 Check Sufficiency
- 3 Close Gaps

Who?

Role: Coach, mentor, gate opener, shoulder to cry on, supporters, advocates, sounding boards, decision makers, enemies?

Function: HR, content expert, organisational expert, level e.g. director, director general ..

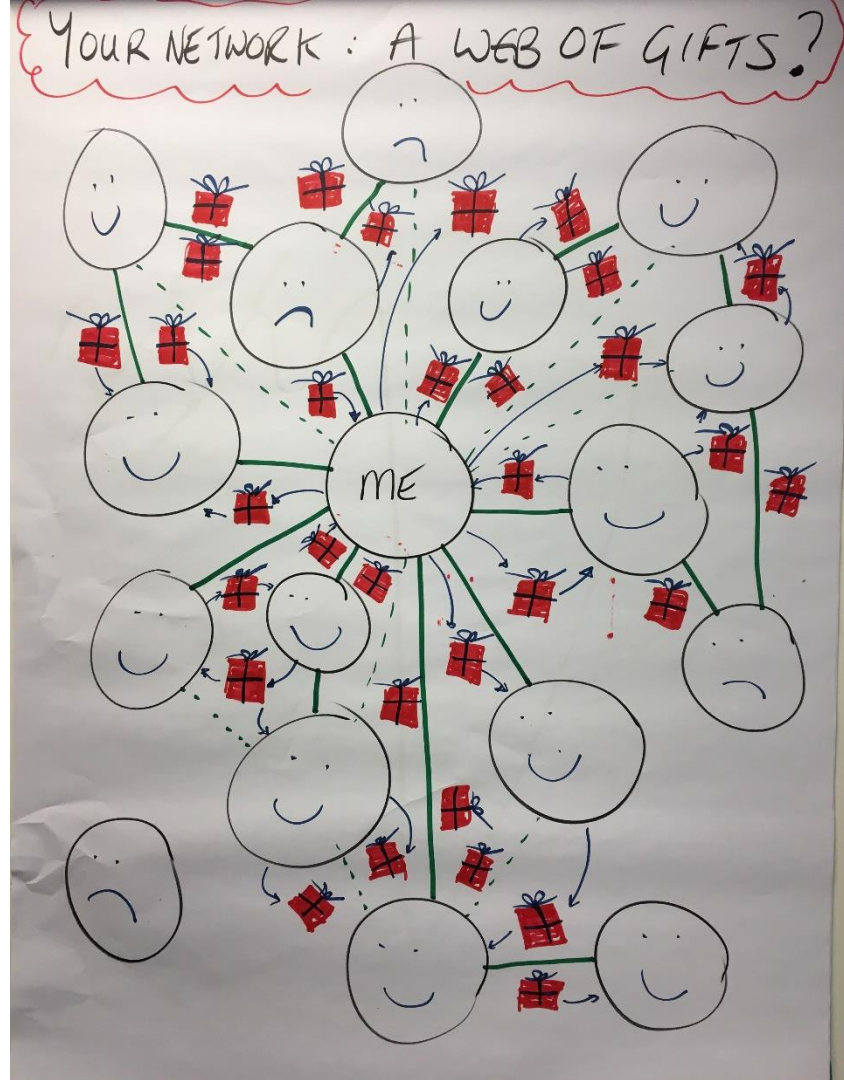


2 Important Principles

- Power of the weak links
- Reciprocity



Ref: Adam Grant Professor Wharton Management School, Author Give and Take
<https://bigthink.com/videos/share-your-time-like-a-micro-loan>



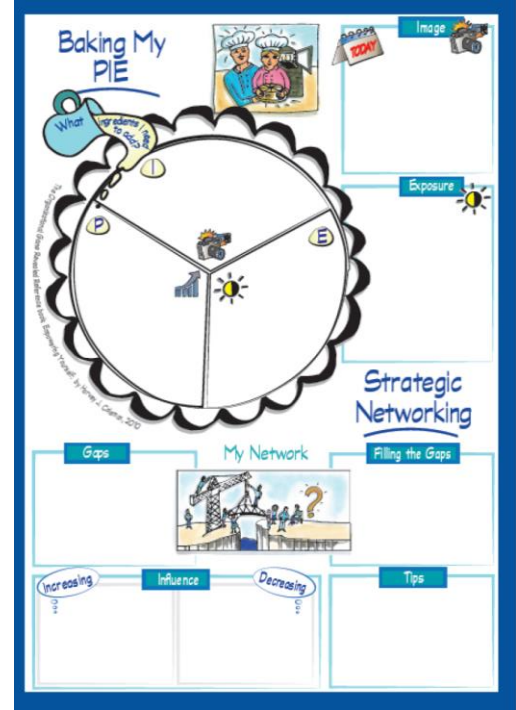
Strategic Networking: *Identifying & Closing the Gaps*

Individual Reflection: Sufficiency & Gaps vs my Purpose

5 mins

Pair/Trio Discussion: How to close the gaps: Each person share 1 gap which they do not know how to close. Other(s) offer advice.

10 mins




Action Plan

Individual Reflection: Summarise on Page 4 of your Handout

Drop a chat message to someone (several someone's) from the group who you would like to keep in touch with on your journey to becoming a HoU. A sounding board, someone to practice interviewing with ...

ACTION PLANNING

My Action Plan



START

STOP

CONTINUE