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1 FEBRUARY 2016

Explore the application of the talent management toolkit through six career stories and personas.



# CAREER STORIES AND PERSONAS



## CAREER STORIES AND PERSONAS

These 'personas' are fictional characters created to broadly represent different career stories within the State Services, linked to the talent management tools.

Personas are a common tool used in developing a 'user' perspective. They are not intended to provide a statistically representative sample; rather they give examples of the kinds of people who exist in a population. Users should be able to see aspects of themselves in one or more of the personas.

They are **realistic**, but **not real**; **defensible** but **not definitive**.

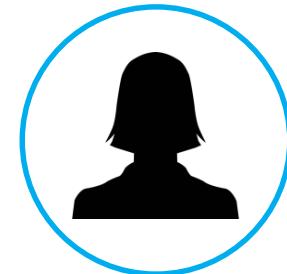
*Each career persona is supported by an illustrative story about where they are at in their career 'right now', as well as their potential movement through the 9-box grid over time.*



The square peg



Early promise



The balanced team player



Potential realised



The specialist



The determined achiever



Early promise

Rangi represents a population who:

- Demonstrate strong aspiration, with a track record of rising to new challenges more quickly than their peers
- Are ready for an accelerated learning curve (e.g. fast-track to progress)
- Are gaining significant new experiences/learning to build capability; might be ‘proving themselves’ in a new environment

## ABOUT RANGI

“I want to fast track my career...”

Kia ora, I’m Rangi. I’m 18 months into my work in the State Services. I’ve recently been identified for an emerging leaders fast stream programme.

Over the next two years, I’ll have the opportunity to experience three different roles and organisations, as part of the programme.

I can see that the State Services have a huge range of opportunities on offer across sectors and organisations. This programme will give me the opportunity to network among my peers and this is something I hope to continue throughout my career.

## GOAL

Rangi wants to progress his career and prove himself as a leader.

## SUPPORT

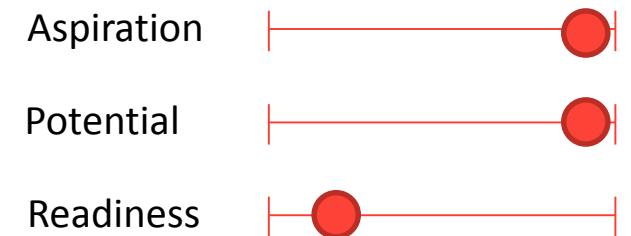
Rangi values his manager’s support and coaching, as well as the opportunity to develop significant further experience, through a targeted programme.

## MOTIVATIONS

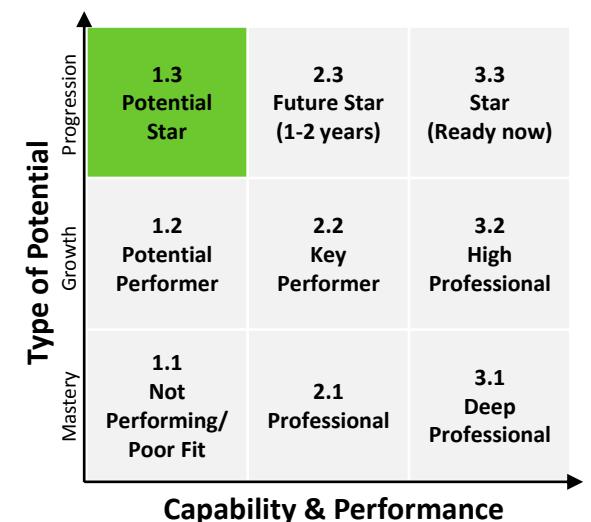
Rangi is motivated by:

- Being in a high performing team
- Stretch and ambitious new challenges
- New and changing environments

## ASSESSMENT INDICATORS



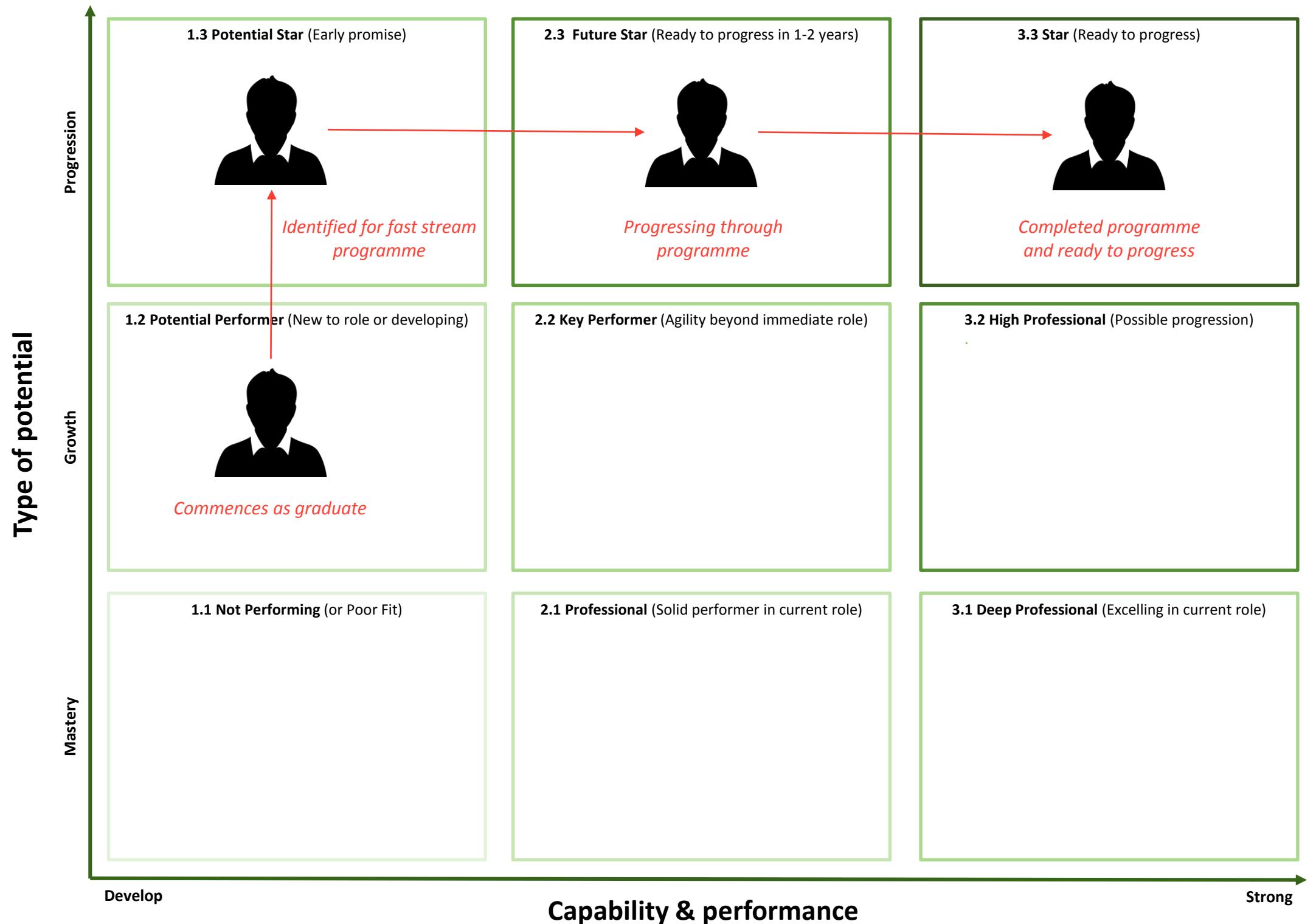
## CURRENT DEVELOPMENT FOCUS





Early promise

### RANGI'S CAREER MOVEMENT IN DYNAMIC TALENT MAP





The balanced team player

Lucy represents a population who:

- Demonstrate agility beyond immediate job requirements
- Are open to possibilities at similar level of responsibility, but not looking to progress right now
- Are trying to keep their life in balance

## ABOUT LUCY

“I need my work to be interesting, but not exhausting...”

Hi there! I’m Lucy. I’ve had the same role for a while now. I’m happy in my work as I feel I add real value. I live and work in a beautiful region, supporting a great community, and have a great work-life balance.

Career progression isn’t top of mind for me as I get real satisfaction from doing my job well. When I want a new challenge, I’d much rather move sideways than into a more senior role. That said, I’m open to possibilities once my children are a bit older – that might free up my energy for pursuing the next big thing.

## GOAL

Lucy wants her work to make a contribution to New Zealand.

## SUPPORT

Lucy highly values the support she gets from her team relationships at work. She also values the opportunity to tackle new projects and initiatives, within her current role.

## MOTIVATIONS

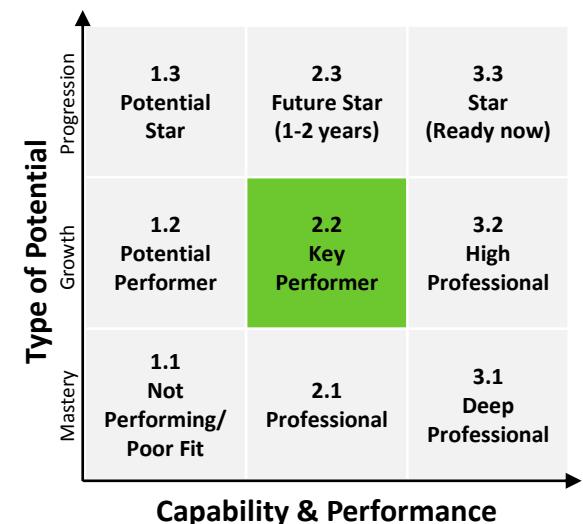
Lucy is motivated by:

- Interesting work that makes a difference
- Strong relationships with her boss and the rest of her team
- Work-life balance

## ASSESSMENT INDICATORS



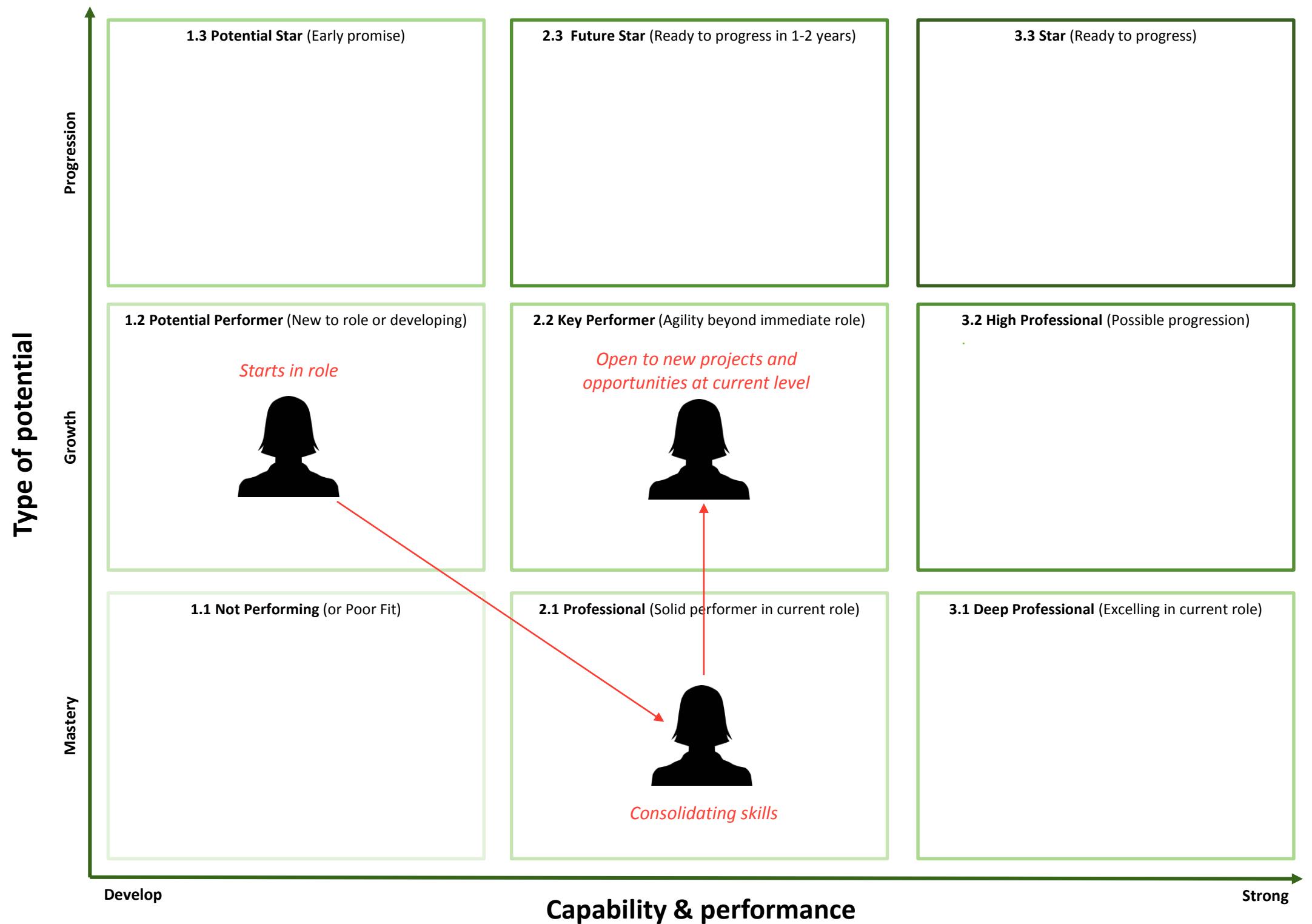
## CURRENT DEVELOPMENT FOCUS





The balanced team player

### LUCY'S CAREER MOVEMENT IN DYNAMIC TALENT MAP





The specialist

Sian represents a population who:

- Demonstrate strong capability and performance
- Are professionally motivated in a specialised area
- Feels well placed, with aspiration to remain 'leading edge' in current role, at least for now

## ABOUT SIAN

“I’m happy with where I am now, but I need to feel challenged...”

I’m Sian, and I work as a Finance Business Partner. I know the work I do makes a positive difference to the business. And I love being at the leading edge of my field.

I think of myself as a people person and deeply enjoy helping my customers and business groups improve their financial savvy.

At this point, I’m not that driven to climb the ladder, but if becoming a CFO will help me to contribute better business outcomes, I’m open to progression down the track. But for now, I feel well-placed to continue making a real difference.

## GOAL

Sian wants to be ‘leading edge’ in her field.

## SUPPORT

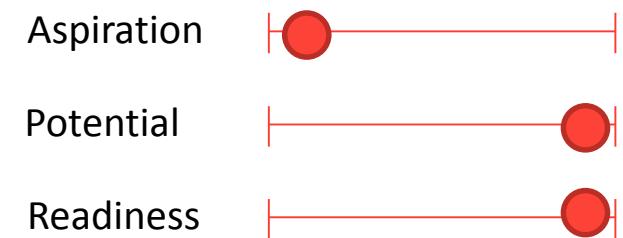
Sian highly values her manager’s support to represent her profession at industry events and conferences.

## MOTIVATIONS

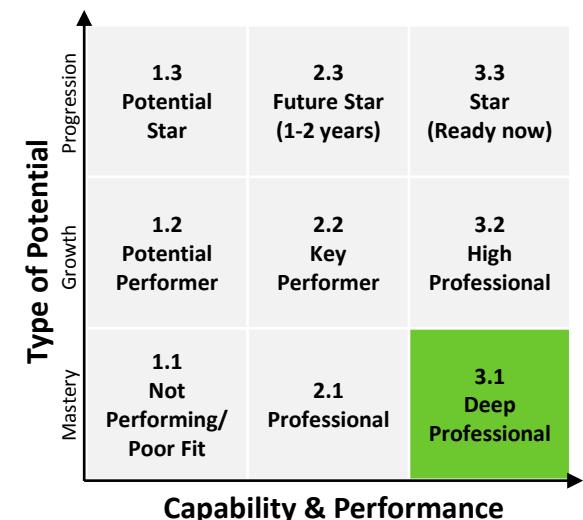
Sian is motivated by:

- Challenging and interesting work that makes a real difference
- Being at the leading edge of her field
- Excelling in her current job

## ASSESSMENT INDICATORS

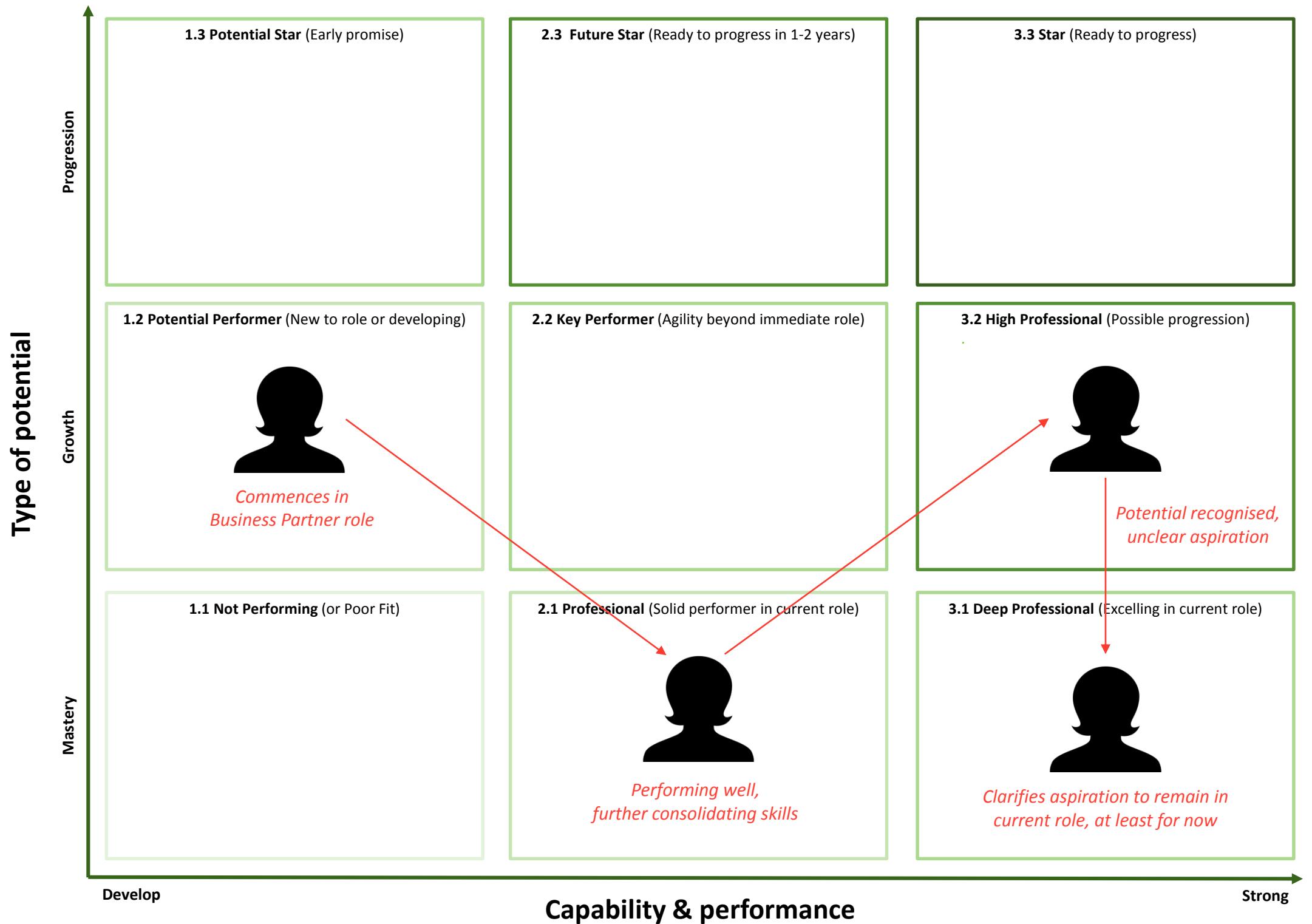


## CURRENT DEVELOPMENT FOCUS





### SIAN'S CAREER MOVEMENT IN DYNAMIC TALENT MAP





The determined achiever

Josh represents a population who:

- Are hard workers, and show perseverance
- Have been on a steady development curve (e.g. making more gradual progress over 5+ years)
- Are ready to progress due to having developed a range of experiences

## ABOUT JOSH

“I’ve worked hard and can now see the result...”

Hi, I’m Josh. I started my career in a call centre and have recently had the opportunity to be the acting manager of my team.

Through working hard and steadily over the years, I’ve proven myself to be a competent worker. Through this experience I have realised that I enjoy helping others to succeed, even more than I enjoyed doing the role itself.

With 6 months solid leadership experience as an acting team leader, I feel I could now apply for a permanent role in my area, or even team leadership roles in other customer service organisations.

## GOAL

Josh wants to work hard and steadily progress his career over time.

## SUPPORT

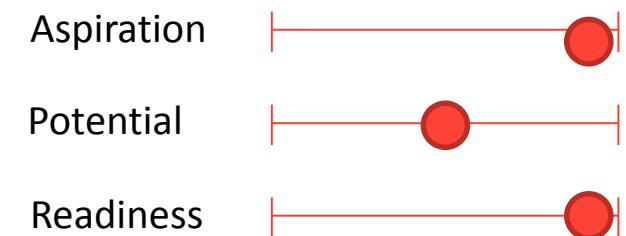
Josh highly values the opportunity to ‘act’ in leadership roles, to get some solid leadership experience under his belt. He also places value on mentoring programmes that help him build broader perspectives, skills and confidence.

## MOTIVATIONS

Josh is motivated by:

- Helping others better themselves
- Strong leadership from his manager
- Seeing better business results through his efforts, and those of others

## ASSESSMENT INDICATORS



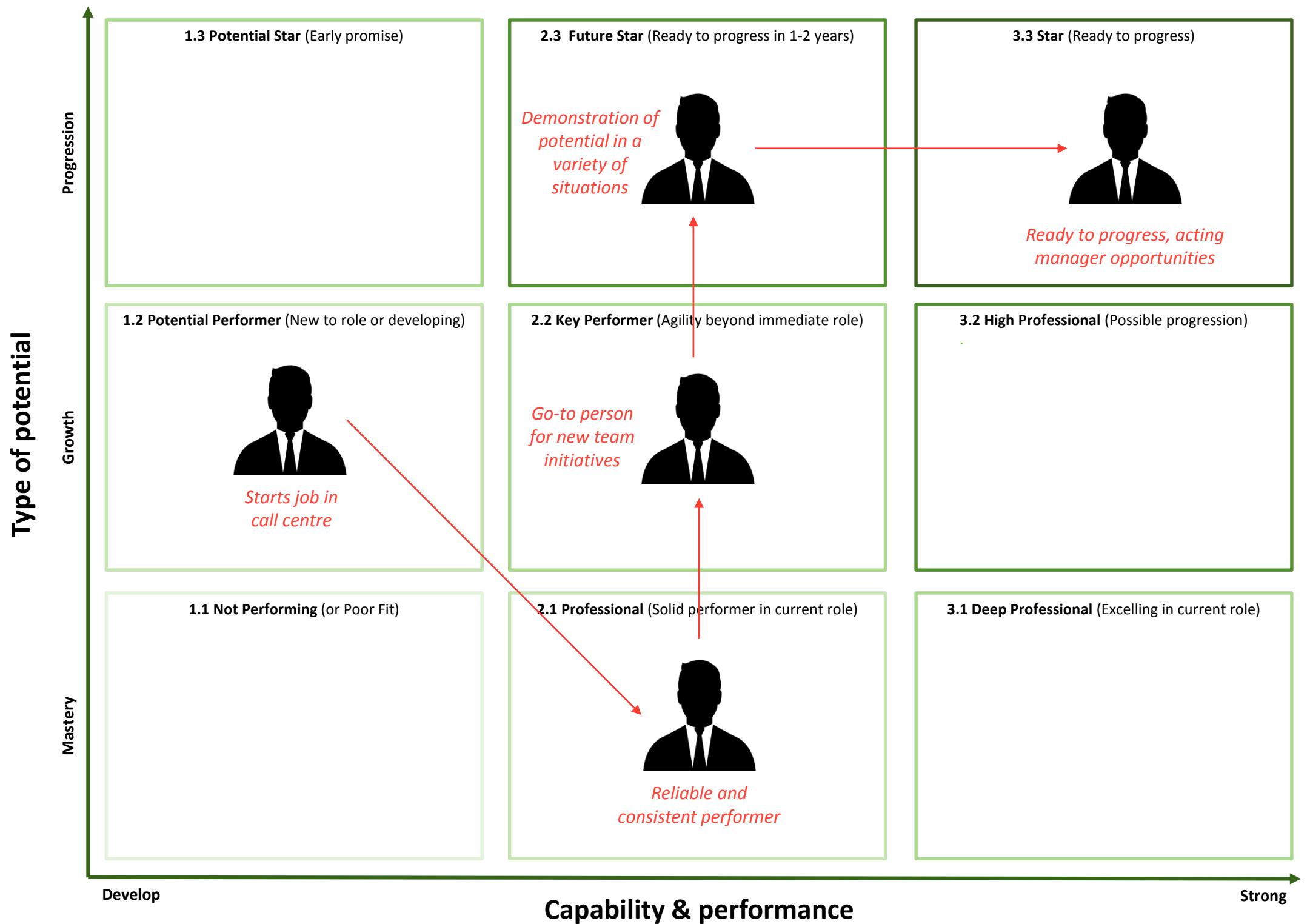
## CURRENT DEVELOPMENT FOCUS

	1.3 Potential Star	2.3 Future Star (1-2 years)	3.3 Star (Ready now)
Type of Potential	1.2 Potential Performer	2.2 Key Performer	3.2 High Professional
	1.1 Not Performing/ Poor Fit	2.1 Professional	3.1 Deep Professional
	Capability & Performance		



The determined achiever

### JOSH'S CAREER MOVEMENT IN DYNAMIC TALENT MAP





Potential realised

Manutai represents a population who:

- Are strong performers
- Demonstrate strong potential and agility
- Needs to clarify aspiration – may need some help to recognise the potential that others see in them for bigger roles

## ABOUT MANUTAI

“I want to leave a legacy, to make a difference...”

Hi! I’m Manutai. These days I am a senior manager. But I started my career in the front line of the public service, and have moved across many different organisations during my career.

I’ve been very fortunate as the State Services is known for developing talented people from the start of their careers to senior levels. My potential was recognised in me, before I saw it myself.

I now need to make a choice – do I want to widen my experience so I am ready to take on my next big role, or am I just happy doing what I do, at least for now?

## GOAL

Manutai wants to leave a legacy, to make a real difference to New Zealanders’ lives.

## SUPPORT

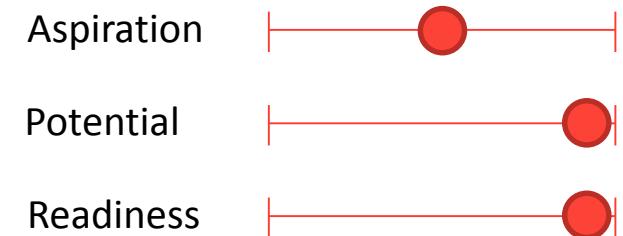
Manutai values that her potential was recognised by management, before she saw it herself. She enjoys being given opportunities to try new things and solve ‘gnarly’ issues.

## MOTIVATIONS

Manutai is motivated by:

- Contributing to a better New Zealand
- Leaving a legacy
- Career options and opportunities

## ASSESSMENT INDICATORS



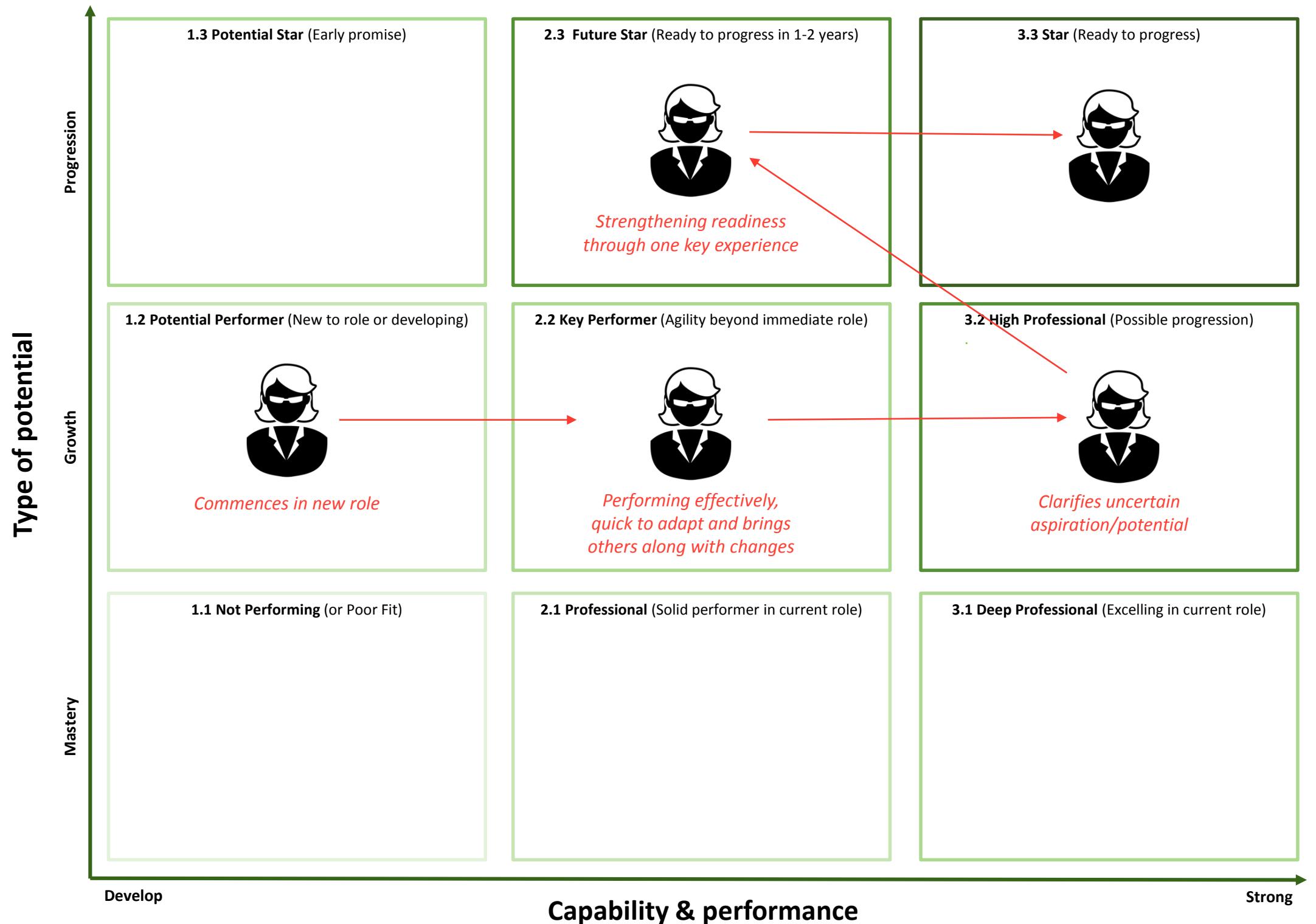
## CURRENT DEVELOPMENT SCENARIO

Type of Potential	Progression	1.3 Potential Star	2.3 Future Star (1-2 years)	3.3 Star (Ready now)
	Growth	1.2 Potential Performer	2.2 Key Performer	3.2 High Professional
	Mastery	1.1 Not Performing/Poor Fit	2.1 Professional	3.1 Deep Professional
		Capability & Performance		



Potential realised

### MANUTAI'S CAREER MOVEMENT IN DYNAMIC TALENT MAP





The square peg

Mike represents a population who:

- Was promoted to management position based on technical ability
- Self-identify a better role “fit” after gaining practical experience

## ABOUT MIKE

“I now know what I’m really looking for...”

Hi! I’m Mike. I’ve recently had a career wake-up call, taking on my first management role.

At first, it felt like I was drinking from a fire hose. Things got a bit easier, but I just didn’t really feel like I ‘fit the mould’ in the new job. I realised that leading people was an entirely different job to the one I had before. And I wasn’t really as motivated by it – I just thought I “should” try it as others have progressed their career that way.

I now know that I get a lot more energy doing what I used to do. So I’m working with my manager to make a plan to transition back to a role where I best fit.

## GOAL

Mike wants to find a ‘best fit’ role where he is energised and motivated to perform.

## SUPPORT

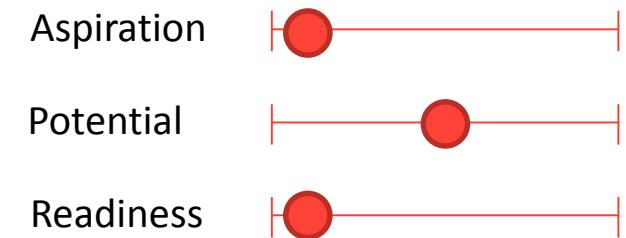
Mike values development that keeps him current and up with the latest thinking in his field.

## MOTIVATIONS

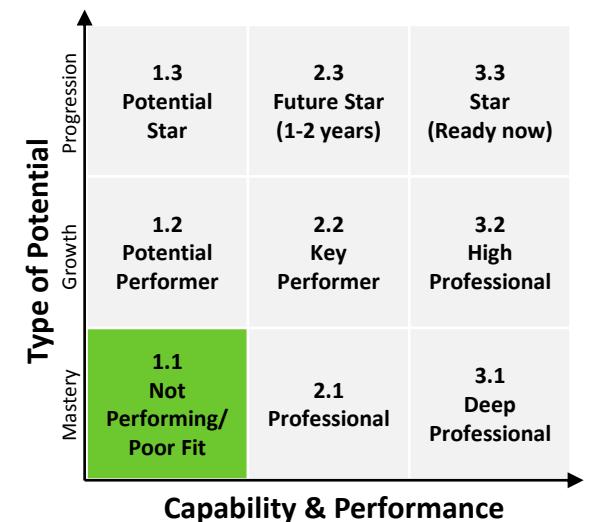
Mike is motivated by:

- Mastery of technical work
- Being a team player
- Going home at a regular time

## ASSESSMENT INDICATORS



## CURRENT DEVELOPMENT FOCUS





The square peg

### MIKE'S CAREER MOVEMENT IN DYNAMIC TALENT MAP

