



# CHA Tenancy Management Capability Framework

Career  
Development Guide

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# What is career development?

Career development is a proactive approach you take to create the work and life you desire. It is a lifelong process of learning and growing because work-related needs and preferences evolve and change continuously throughout life. At the same time, the world of work is continuously evolving and adapting to economic, political and social changes.

Career development focuses on enabling you to understand and develop your capabilities (knowledge, skills and behaviours) and preferences to manage these challenges, make good decisions about your working life, and maximise your contribution to your role, organisation and wider community.

Careers are not always linear prescribed pathways, because everyone's career is unique to them. There is no one right way to progress your career to create fulfilment and make you successful.

It is important to remember that career development doesn't necessarily mean changing your career or job or automatically looking at your next move being upwards. It can also mean growing and increasing your satisfaction within your current role or choosing to specialise versus taking on a leadership role.

Where your individual career leads to at Your organisation, or elsewhere, will largely depend on your own personal values, drivers, skills and aspirations.

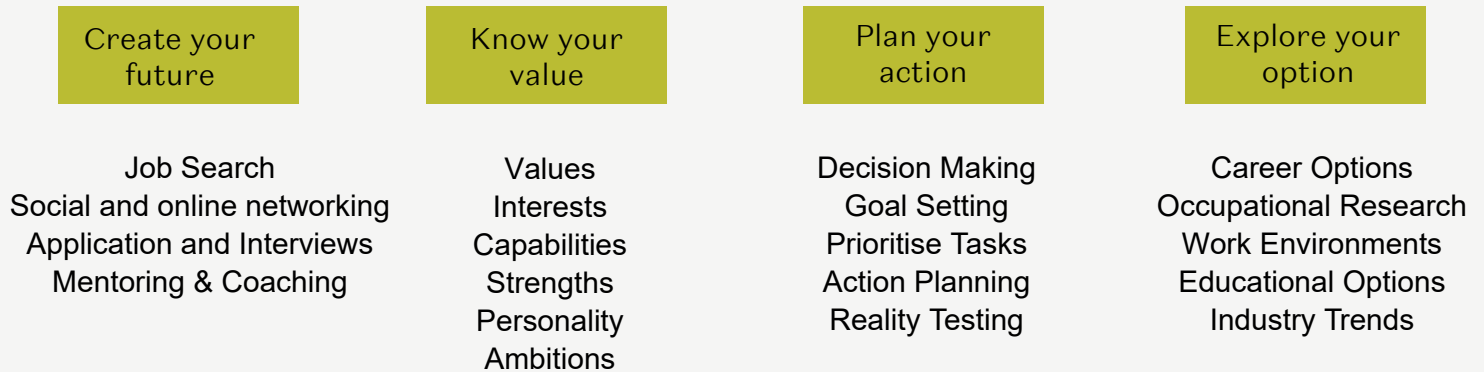
People tend to think about their careers in two ways:

**A destination** – this is typically the case where you have a specific and measurable career aspiration in mind i.e. a specific role, job level, or a particular company or organisation. A destination approach allows you to gather information about the capabilities of a specific role(s), job level etc.

**A journey** – this is typically the case where you are focused on gaining a broad set of capabilities and experiences across a range of areas i.e. a range of different roles, companies or organisations, job types, geographies etc. A journey approach allows you to think more broadly about the different capabilities and experiences you want to focus on without being limited to a specific role or profession.

# Career development approach

The following is an approach to support you to plan and manage your career:



- When you know your value, you gain confidence.
- When you explore your options, you can make informed choices.
- When you plan your actions, you can set reachable goals.
- When you create your future, you are in control of your life and work.

This approach encourages a proactive process of self-assessment, research and discovery, goal setting and performing, to create a satisfying and meaningful work experiences. It can be applied throughout your career, whether you're in your first job or you're an experienced manager.

The fundamental principle is that you, with support from your manager and the organisation, are responsible for taking control of and managing your own career.

The remainder of this guide details each section (know your value, explore your options, plan your actions, create your future) and the relevant tools, resources and exercises designed to support you.

# Know your value

This section provides information and activities on understanding your values, career drivers, core capabilities, strengths and development areas, ambitions and the realities of life that are unique to you. It also assists you to reflect on your career choices to date.

It is often easier to make informed decisions about your future when you are clear about what you want and need. It is helpful to understand which types of teams, operating styles and situations bring out the best in you, and build satisfaction. These are important aspects to consider when planning your career.

Sometimes we go through the motions or we follow a path that is expected of us. We may progress in roles or organisations without tapping into our key drivers and what's important to us. We may feel unfulfilled in our current role or not know what our next step might be, so taking time to reflect on these things will help you in your career planning.

To kick start your thinking, ask yourself the following questions. There are a number of activities listed through this section that may help you with your answers:

**What does success look like for me?**

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**What types of work do I like to do?**

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**Which activities give me the most satisfaction/enjoyment?**

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What kinds of environments do I prefer to work in?

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How do others see me?

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What sorts of people do I like to work with?

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What abilities do I possess and what do I need to develop?

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When have I felt the most passionate, enthused and satisfied in my work?

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What are my lifestyle realities?

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How am I performing in my current role?

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Am I looking to deepen my experience in a particular area, broaden my experience or progress to a new opportunity?

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# Understanding your values

Understanding what you value can help you to make smarter career choices. For example, if having time to pursue your hobbies, or fulfil family commitments, is equally or more important to you than the role you do in the workplace, then you can weigh up opportunities based on this information.

Being clear about what you value will increase the likelihood that you will choose satisfying work. It may be difficult to find one position that satisfies all of your values. Keep in mind that if the work you are doing doesn't provide enough of the things that you consider most important, then you probably won't remain happy in it for very long.

This online [value-sort activity](#) allows you to sort 30 value cards according to their relative importance to you. Alternatively, you can complete the value sort exercise in Appendix 1.

Once you have completed the activity use the insights you have gained to answer reflective questions such as:

**Think of times when you've passionately debated something with another person: What issues did the debates centre on? Which side did you take? Why?**

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**Is there anything for which you'd be willing to give up everything you own? If so, what is it?**

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**If you could share the one most important thing you've learned in your life with someone else, what would it be?**

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The answers to these questions give you clues to your deepest values.

Consult close friends and colleagues: You can consult people who know you well. Ask them what values they think are most important to you. For example, what do they see you getting most excited about in your work?

## Understanding your career drivers

A career driver is an inner force which determines what you want and need from your working life. It is more than just a tendency; it's more of an inner imperative which strongly influences you as an individual. Those people who do not fulfil their career drivers are likely to find it difficult to be motivated at work and have a sense of loss and frustration. The most successful individuals will ensure that their primary career drivers are satisfied.

There are nine distinct drivers, each is a blend of wants and needs and although there is a slight overlap between some drivers they can be considered to be quite distinct.

To help you assess your own career drivers complete the Career Drivers Assessment in Appendix 2. It will help you clarify what you're looking for from your working life. There are no right or wrong answers – it all depends on your personal preferences.



Photo by Claudio Schwarz on Unsplash

# Reflecting on your career choices to date

By looking back over your career you may discover some key themes that will help you to identify what you find intrinsically motivating as well as what you are good at and enjoy.

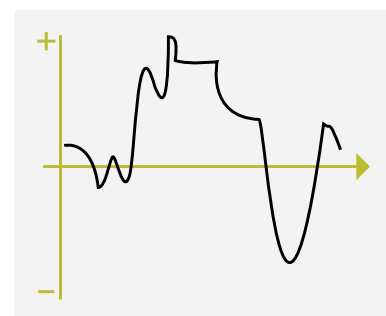
The activity Mapping Your Career Journey asks you to plot the highs and lows of your career and then to look back at the common themes.

## Mapping Your Career Journey

Start at your first job and go through to the present day. The top axis is positives and the bottom negatives. Draw your line, thinking about when you were at your best and worst, the type of work or environment that you enjoy the most and least. Then annotate it with the reasons for the peaks and troughs. Focus on the key events which have shaped the person you are today.

Some things to reflect on might be:

- When were you at your best? And why
- When were you at your worst? And why?
- When did you feel most energised, passionate and engaged
- What was the environment like?



## Positive experience

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## Negative experience

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## Notes

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# Identifying your core capabilities

Before you embark on your next career step you will need to identify your core capabilities (skills and knowledge) required to successfully perform in your current role.

The Capability Assessment Tool in Appendix 3 asks you to identify your capabilities, including those that are a strength or those that you want to develop. Complete the assessment based on your current role.

Once you complete the skills assessment ask yourself the following questions:

**How does your assessment match up to your current job?**

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**Are there skill gaps you should be focussing on in your current role before considering a move?**

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**Which capabilities are a real strength for you?**

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**What other roles would let you tap into or enhance your strengths?**

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Do your capability strengths feature in your CV?

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## Understanding strengths and development areas

There are a number of mechanisms to raise your self-awareness around your strengths and development areas. You can gather information from a number of sources, for example:

- Subjective information from self-reflection, 360 assessments, discussions and feedback from your managers, peers, stakeholders and direct reports.
- Assessments such as psychometric and proficiency tests, (for example, Myers-Briggs, Cerno, OPQ, OPRA, TMI, Hogan). Try this free online version of Myers-Briggs: [www.16personalities.com/free-personality-test](http://www.16personalities.com/free-personality-test)
- Obtaining feedback from those you interact with often. The Feedback Loop activity in Appendix 4 provides a way of asking for feedback from peers, stakeholders, friends and family so that you can understand the impact you have on others and how they see you.

The Feedback Loop gives you a small set of questions to choose from to make it easy for people to give you feedback. This may help you gather information about your strengths or may help you to identify a development area.

To start identifying some of your strengths and development areas, consider the following:

What tasks or projects do you enjoy in your current role?

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What do others see as your strengths?

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What do you excel at in the role you are doing now?

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What skills have allowed you to shine in previous roles?

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What do you avoid doing?

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What do other people see as areas for your development?

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Do you have any personality traits that hold you back?

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Now that you have some further insight, you are ready to develop a list of your key strengths and development areas:

## STRENGTHS

## DEVELOPMENT AREAS

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# Realities of my life

While we all have dreams of ideal careers or lifestyles, we also live within certain parameters that influence or govern the choices we make.

The activity Realities of My Life prompts you to list the things that influence your career options.

## Realities of my life

Note down those things that influence your career options (use the list below to help you):

- Financial e.g. you are the main earner in the family
- Geographic e.g. career options only available in a certain area
- Family e.g. children have just started school and don't want to shift them around, caregiver for other family members, new partner
- Outside interests/commitments that are important and meaningful for you.

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# Check-in

At this stage of the workbook you will have:

- Reflected on your career to date
- Discovered more about yourself and your values.
- Identified your core skills.
- Noted your strengths and development areas.
- Thought about your lifestyle realities.

Take some time to reflect on what you've discovered, including: what you want out of a role and your outside-of-work interests; your core and transferable skills; strengths and development areas; any constraints or timings you need to be aware of.

What patterns or themes emerge and what does this tell you about the type of role, organisation, location, flexibility and timeframe you want to work to on your career plan?

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# Explore your options

This section is about using the information you have gathered about yourself, so that you can start to look at options and opportunities.

This is where you identify possible options, e.g. I could move into a management role, or I could move up to the next level within my area of expertise, or I could pursue a career change.

Brainstorm and list all the potential options you can come up with, involve someone else if this helps. Try not to assess options as you go - just get them out and assess/find out more information later.

Make an appointment with your manager to help you think about options.

Have a look at different roles that exist across a broad range of categories. Have a more detailed look at the roles or organisations that interest you and make a note of the capabilities required.

Some useful resources to use at this stage of the process include:

- [www.careers.govt.nz](http://www.careers.govt.nz)
- LinkedIn [nz.linkedin.com](http://nz.linkedin.com)
- Seek [seek.co.nz](http://seek.co.nz)
- Attend a Careers Expo
- The websites of the organisations that interest you most

Consider your answers to the following questions:

**What type of organisations align to your values?**

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What type of work environment(s) appeal to you?

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What type of roles are you most interested in?

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What are the common capabilities of the roles that interest you?

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# Plan your actions

This section is about making decisions and asking ‘Do I really want to pursue any of the options I’ve come up with?’

You may find it helpful to talk with family and friends, speak to others who do similar roles, review the various recruitment process documents, look at vacancies online and revisit your realities of life.

While some options will present themselves, for example, a job is advertised in a team that appeals to you and fits with your career aspirations in reality, the world doesn’t come to you. You will need to be proactive and have conversations with your manager or others. You may need to identify people in roles that you are interested in and ask them about the skills and experiences they’ve had that positioned them for success in the role. This will help you understand what’s needed to help position you as a strong candidate.

Once you have decided on your preferred career option you will need to identify the development you may need to undertake before you can seek/apply for a different role, secondment or other opportunity. Investing time in your own development will help you to gain skills, knowledge and experience that will help you perform better and perhaps move to your next career step. The activity Assess Your Career Options in Appendix 5 is an evaluation exercise to look at the pros and cons of the career options you have come up with. It is not an exhaustive list of all your possible career options, it is a place to contemplate the pros and cons of your possible choices.

# Create your future

The last piece of the puzzle is to act. Consider what actions you need to take to get to where you want to be.

Do you need to:

- Seek help in the interviewing or CV preparation space?
- Start to network internally or externally?
- Update your professional development plan and have a discussion with your manager?
- Research what your development gaps are?
- Sign up to receive an email alert when vacancies are added to your organisation's careers page or Seek account?
- Update your LinkedIn Profile?
- Talk to people internally who work in an area that you're interested in to find out more about it?

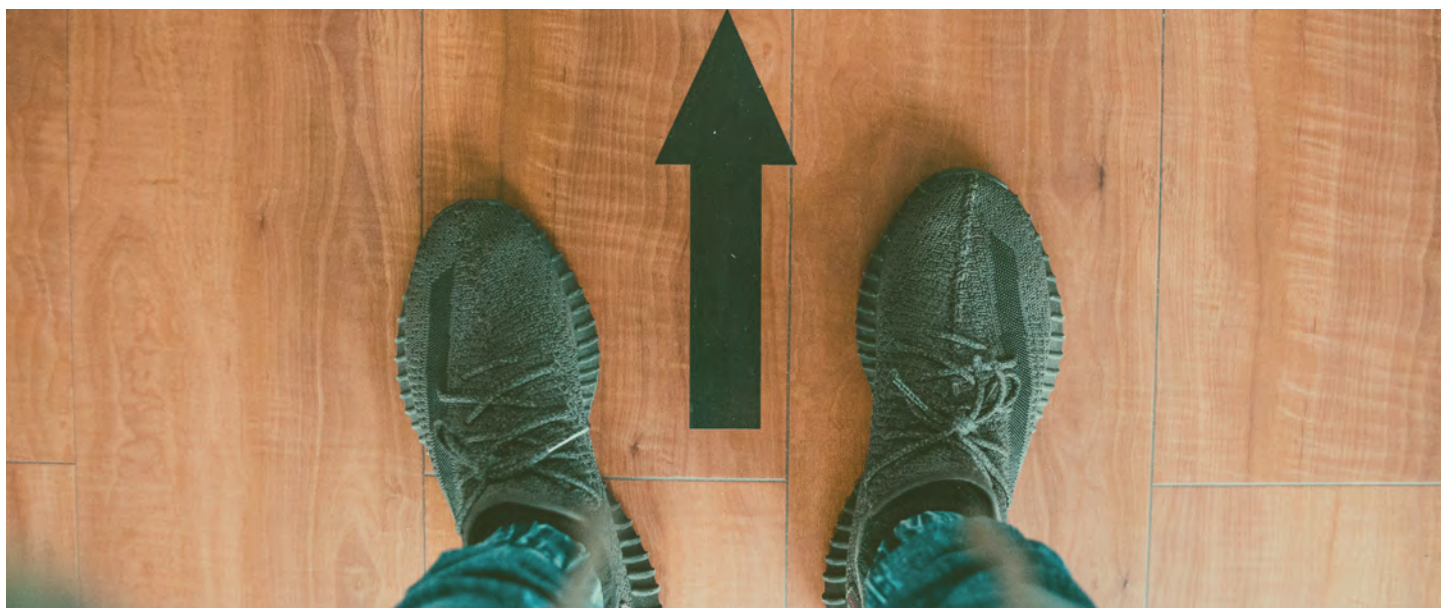


Photo by Erik Mclean on Unsplash

# Action plan

Actions to take

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By when

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Who can help/what resources do I need?

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# Tips to help you to take action

## Networking

Networking is an important career self-management skill. Networking is a process of establishing contacts and obtaining useful information from people. People that manage their careers effectively are often skilled in networking.

Networking is useful to find out about other roles or organisations and to share and refine what your goals are.

Tips for networking:

- Think of networking as expanding your web of relationships and developing mutually supportive relationships. Every time you talk with someone new about work make the effort not only to learn something new about the other person but also to share something about yourself.
- Make the effort to get to know people beyond the circle of individuals with whom you usually interact.
- Identify people who do work that interests you and get to know them. Tell them you're clarifying your professional development goals and ask to have a conversation with them about their work.
- Get to know people in your organisation who you think can help you learn about the kinds of work their team does and how it operates.
- Seize opportunities to meet people from all different parts of your organisation. For example, attend staff-wide meetings and any training opportunities that arise. And make sure to extend your network beyond your organisation.
- If you learn that someone's holding a meeting that interests you, ask him or her if it's okay for you attend.
- Consider using LinkedIn and/or updating your profile or attending professional development seminars or joining external groups of interest.

Some of your sources of contacts for networking are:

- Team members
- Your manager

- Colleagues working in other areas of your organisation
- Colleagues you previously worked with at other organisations
- Friends and family members
- People who are members of the same clubs and professional associations
- People you have met at training courses or who you study with
- Your professional network in LinkedIn

Once you have identified who you want to contact, it's time to prepare for your meeting by thinking about the things you'd like to ask.

Questions you might ask include:

- How did you progress to this role?
- What do you/don't you like most about your work?
- What's an average day like for you?
- What are you expected to deliver in this role?
- What do you see as the business/team's biggest challenge?
- What skills and abilities are necessary to perform this role well?
- What types of experience prepares people well for this job?

Make your own list using questions that are important to you. Try to overcome any shyness when contacting someone you don't know. Many people are happy to talk about their work if you respect their time (ask for no more than 20 minutes) and make use of their insights.

## Mentoring

Talking to a mentor about their experiences is another way of seeking help to take action. Mentoring is a mutually agreed partnership where an experienced individual assists the professional and personal development of a less experienced individual. A mentoring partnership is based on mutual respect and trust, encouragement, constructive comments, openness, clear expectations and a willingness to learn and share.

## CV Preparation

In general, it is always good to ensure your CV is brief, up to date, grammatically correct and free of errors and spelling mistakes. It pays to have someone like a friend or family member proofread it. Make sure you have thought about the person who will be reading it and ensure you give them the information that they need, e.g., what are your skills and examples of their demonstration. Resist the urge to tell them everything you've ever done.



## Interviews

Preparing for interviews means just that - the more prepared you are the better you will come across. This means taking the time to find out about the role and reflecting on the skills you could bring to the position. Describe where you have personally made a difference and use facts to substantiate any examples given. Consider having a mock interview with someone to prepare yourself and try out your answers beforehand.

## Appendix 1: Values sort list

**Step 1:** From the following list choose and write down values that resonate and are important to you. There is no need to overthink it, but try to be selective so you don't end up with all of the values on the list. You will likely find that most of the values have some importance to you, so make sure you ask yourself 'Why this one?' to choose only essential values. If you have a value that is important to you but does not appear on the list, write that one down too.

Abundance	Cleverness	Enthusiasm
Acceptance	Community	Ethics
Accountability	Communication	Excellence
Achievement	Commitment	Expressiveness
Adventure	Compassion	Fairness
Advocacy	Cooperation	Family
Ambition	Collaboration	Friendships
Appreciation	Consistency	Flexibility
Attractiveness	Contribution	Freedom
Autonomy	Creativity	Fun
Balance	Credibility	Generosity
Being the best	Curiosity	Grace
Benevolence	Daring	Growth
Boldness	Decisiveness	Flexibility
Brilliance	Dedication	Happiness
Calmness	Dependability	Health
Caring	Diversity	Honesty
Challenge	Empathy	Humility
Charity	Encouragement	Humour
Cheerfulness	Engagement	Inclusiveness

Independence	Making a difference	Safety
Individuality	Mindfulness	Security
Innovation	Motivation	Service
Inspiration	Optimism	Spirituality
Intelligence	Open-mindedness	Stability
Intuition	Originality	Peace
Joy	Passion	Perfection
Kindness	Performance	Playfulness
Knowledge	Personal development	Popularity
Leadership	Proactive	Power
Learning	Professionalism	Preparedness
Life-long learning	Quality	
Love	Recognition	
Loyalty	Risk taking	

**Step 2:** Group the values into at most five categories/groupings in a way that make sense to you. For example, if you selected the values flexibility and open-mindedness, these might be grouped together as they both have something to do with change. However, it is only important that the groupings make sense for you.

**Step 3:** Now that you have five groupings, choose one value from each group that functions as an overall label for the group (or make up a label if one value does not stand out). For instance, if you have grouped ‘balance’, ‘health’, ‘personal development’, ‘wellbeing’ and ‘spirituality’ – the label may end up being ‘wellbeing’.

Now you have five core values (or value groups) with a series of important values embedded within these.

**Step 4:** You can stop the exercise there, or you can choose to add a verb to each of the core values to make it actionable. For instance, to make ‘wellbeing’ from the above example an actionable value statement, you might make it the actionable value ‘promote wellbeing’.

**Step 5:** Now challenge yourself to order the core values from most important to least important. Write the prioritised list.

Now you have a list that you can return to for reference when making future decisions.

# Appendix 2: Career drivers

## Instructions

Below are 36 pairs of statements about what you might want from your career. You should evaluate the relative importance to you of each statement in the pair and allocate 3 points, no more, no less. In other words one statement could be given 3 points, the other 0, or one could be allocated 1, the other 2.

Statement		Mark
I will only be satisfied with a high standard of living.	A	
I wish to have a considerable influence over other people.	B	
I only feel satisfied if the output from my job has value in itself.	C	
I want to be an expert in the things that I do.	D	
I want to use my creative abilities at work.	E	
It is especially important to me that I work with people I like.	F	
I would get particular satisfaction by being able to choose freely what I do.	G	
I want to make quite sure that I will be financially secure.	H	
I enjoy feeling that people look up to me.	I	
Not to put a fine point on it, I want to be wealthy.	A	

Statement		Mark
I want a substantial leadership role.	B	
I do that which is meaningful to me, even though it may not bring financial reward.	C	
I want to feel that I have gained a hard-won expertise.	D	
I want to create things that people associate with me alone.	E	
I seek good social relationships with other people in my work.	F	
I get satisfaction from deciding how I spend my time.	G	
I will not be content unless I have lots of material possessions.	A	
I want to demonstrate to my own satisfaction that I really know my role.	D	
I want my work to be part of my search for meaning in life.	C	
I want the things I produce to bear my name.	E	
I want to be able to afford anything I want.	A	
A job with long term security is really important to me.	H	
I seek a role which gives me substantial influence over others.	B	
I seek a role which gives me substantial influence over others.	D	

Statement		Mark
It is important to me that my work makes a positive contribution to the wider community.	C	
Close relationships with other people at work are important to me.	F	
I want my personal creativity to be used extensively in my job.	E	
I would prefer to be my own boss.	G	
I get particular satisfaction from working closely with other people.	F	
I want to look ahead in my life and know I will always be okay.	H	
I want to be able to spend money easily.	A	
I want to be genuinely innovative in my work.	E	
I want to be in a position where I can tell other people what to do.	B	
For me, being close to others at work is really important.	F	
I look upon my career as part of my search for greater meaning in life.	C	
I want to take full responsibility for my own decisions at work.	G	
I would enjoy a reputation as a real specialist.	D	
I would only feel relaxed if I was in a secure career.	H	

Sr#	Statement		Mark
20	I want all the trappings of wealth and success.	A	
	I want to get to know new people through my work.	F	
21	I would like a role which gives me control over how others perform.	B	
	It is important that I choose for myself the tasks that I undertake.	G	
22	I would devote myself to work if I believed that the output was worthwhile.	C	
	I would take great comfort from knowing where I will stand when I retire.	H	
23	Close relationships with people at work would make it hard for me to make a career change.	F	
	Being recognised as part of the “establishment” is important to me	I	
24	I would enjoy being in charge of people and resources.	B	
	I want to create things that no-one else has done before.	E	
25	At the end of the day, I do what I believe is important, not that which simply promotes my career.	C	
	I seek public recognition.	I	
26	I want to do something distinctively different from others.	E	
	I usually take the safe option.	H	

Statement		Mark
I want others to look to me for leadership.	B	
Social status is an important motivator for me.	I	
A high standard of living attracts me.	A	
I wish to avoid being tightly controlled by a boss at work.	G	
I want my work to carry my own name.	E	
I seek formal recognition by others of my achievements.	I	
I prefer to be in charge.	B	
I feel concerned when I cannot see a way ahead in my career.	H	
I feel concerned when I cannot see a way ahead in my career.	D	
I would get satisfaction from not having to answer to other people.	G	
I dislike being a cog in a large wheel.	G	
It would give me satisfaction to have a high-status job.	I	
I am prepared to do more things for material reward.	A	
I see work as a means of enriching my personal development.	C	

Statement		Mark
I want to have a prestigious position in any organisation for which I work.	I	
A secure future attracts me every time.	H	

When the people I work with are my friends, nothing else matters.	F	
Being able to make expert contributions gives me great satisfaction.	D	

I would enjoy that status symbols that come with senior positions.	I	
I aspire to achieve a high level of specialist competence.	D	

To score the assessment, transfer the points you have given to each letter to the appropriate boxes in the table on the next page. Add them up and check that the overall total comes to 108.

									TOTAL
A									
B									
C									
D									
E									
F									
G									
H									
I									
									108



Plot your scores for each of the career drivers on the chart below by shading in the appropriate box to give you a profile of your career drivers. The higher the shaded box, the more strongly that career driver motivates you.

24									
23									
22									
21									
20									
19									
18									
17									
16									
15									
14									
13									
12									
11									
10									
9									
8									
7									
6									
5									
4									
3									
2									
1									
0									
	A Material rewards	B Power/ influence	C Meaning	D Expertise	E Creativity	F Affiliation	G Autonomy	H Security	I Status

# Definitions of career drivers

## Material rewards

Seeking possessions, Wealth and a high standard of living

Material rewards are defined as tangible assets, including money, possessions, quality of housing and other material possessions.

People with material rewards as a driver take decisions about their career primarily to enhance their material wellbeing. They seek roles which provide a high income and they take on tasks which may be unfulfilling or uncongenial but which will provide a high income.

## Power/influence

Seeking to be in control of people or resources

Power/influence is defined as wanting to be dominant and to have others behave in subordinate roles. This is also connected with wanting to take decisions about policy and how resources are expended.

People with power/influence as a driver take decisions primarily to increase their personal control over people and situations. They attempt to move towards the centre of organisations and to gain both formal and informal power. They get satisfaction from deciding what should be done and who should do it. They gravitate towards managerial and political roles. They like initiating things, have high self-confidence and clear ideas about what should be done.

## Search for meaning

Seeking to do things which are considered valuable for their own sake

Search for meaning is defined as being motivated to do things considered to be a contribution to something bigger, finer or greater than the individual according to religious, emotional, moral or social criteria.

People with the search for meaning driver will take decisions which are explicable only in terms of their personal beliefs and values. This may take the form of helping others rather than helping themselves. Personal fulfilment is the ultimate payoff and they may make considerable sacrifices in order to follow their inner beliefs.

## Expertise

Seeking a high level of accomplishment in a specialised field

Expertise is defined as specialist knowledge, skills, competence and capacity to perform unusual, difficult or specialist activities.

People with the expertise as a driver work hard to gain a depth of competence in limited but specified fields and will strive to maintain their specialist capability. They dislike going outside their defined area. Their primary source of satisfaction is being considered an expert. They keep up to date with journals, conferences and study programmes.

## Creativity

Seeking to innovate and be identified with original output

Creativity is here defined as devising something new which bears the name of the originator. This may be a work of science, art, research, an entrepreneurial activity or even a form of entertainment.

People with creativity as a driver do things which are distinctly different from those which others do and they want to own results. They derive excitement from breaking new ground. They are stimulated by new challenges, puzzles and problems.

## Affiliation

Seeking nourishing relationships with others

This is defined as striving to be close to others, enjoying friendship and being enriched by human relationships.

People with affiliation as a driver take initiatives to develop relationships with others. These bonds are very important to them. They put their feelings for others above self-aggrandisement. They may continue with otherwise unfulfilling jobs because of the quality of relationships with others. Their commitment is to people, not to the task, position or organisational goals.

## Autonomy

Seeking to be independent and able to make decisions for oneself.

This is defined as taking personal responsibility for the structure, processes and objectives of daily life.

With this driver, people act to increase the amount of control they have over their own working lives. They resist attempts by organisations to put them in boxes. People like this often fail to cope well with bureaucracy and seek to become their own masters. They have strong desire for independence and do not like being directed by others, they are irritated by restrictions and procedures which limit them. Such a person will sacrifice organisational position for self-direction.

## Security

Security is defined as wanting to know the future and to avoid being exposed to unpredictable risk.

With this driver, people take decisions which help them feel relaxed about their future. Their primary goal is high predictability rather than high income. They look for the safest route through life. They choose an employer on the basis of the stability. People like this are often considered conservative.

## Status

Seeking to be recognised, admired and respected by the community at large

This is defined as wanting the esteem of others and to be highly recognised. Status is demonstrated by symbols, formal recognition and acceptance into privileged groups.

People with status as a driver undertakes whatever is required to enhance their prestige. This includes making contacts with influential people, taking responsible assignment and self-publicising. They seek positions of power and authority but their desire is for the prestige rather than to exercise control. They wish to be acknowledged as worthy or special.

## Appendix 3: Core capabilities



# CHA Tenancy Management Capability Framework

Capability  
Assessment Tool

# Supporting your development

## Understanding strengths and development areas

It's valuable to understand where your strengths lie and where to focus on development. To do this, staff and their managers can (individually or together):

1. Read and understand the capability level for the role level that you/the staff member has, or the one they aspire to, by reviewing the capability description and the capability level descriptions.
2. Have a conversation about the capability descriptions in context of the role and organisation: some words can mean different things to different people, or in different contexts.
3. Note capabilities that are of particular importance –indicating which ones are 'Essential', 'Important' or 'Nice to Have' in order to be effective in the role and to support achievement of outputs or outcomes for the year.
4. Review the 'Essential' and 'Important' capabilities again and self-assess to categorise the capabilities as a 'strength', 'competent', or 'development needed'. This will help to understand which capabilities are best to focus on.
5. Note down the agreed capabilities to work on. Aim for three or four.



## Development activities

To develop your selected capabilities:

- Discuss and agree on development opportunities such as training, peer learning or on-the-job activities.
- Capture agreed development in our personal development plan
- Work with your manager to make time to complete development activities and reflect on what you learned from them.

**Note:** Development isn't a 'one size fits all'. What one person may need to develop or grow a capability can be different to someone else developing the same capability depending on the part of the organisation they are in, their experience and background, and preferred way of learning.



Photo by [Erik Matahine](#) on Unsplash

# Capability Assessment Tool

Use this tool to help you identify the capabilities to focus on

Category	Capability	Important to be effective		Strengths and development areas			Chosen capabilities to focus on	
		Essential	Important	Nice to have	Strength	Competent	Development needed	Chosen focus area?
Personal Leadership	Open-mindedness							
	Being your best self							
	Keeping Safe							
Working with Others	Partnering							
	Knowing and empowering your tenant							
	Teamwork							
	Cultural responsiveness							
	Communication							
Performing and Delivering	Planning and prioritising							
	Quality focus							
	Analysing and problem solving							



# Appendix 4: Feedback loop

This exercise provides you with a way of asking for feedback from peers, stakeholders, friends and family so that you can understand the impact you have on others and how they see you. Effectively, it makes it easier for people to give you specific feedback versus asking for general feedback which can be hard for some people to give.

This may help you gather information about your strengths or may help you to identify a development area.

Ask 4-5 people the following questions and look for any common themes:

**What three words best describe me?**

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**What three words definitely don't describe me?**

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**What do you rely on me for?**

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**What three things wouldn't you ask me to do?**

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What could I stop/start/continue?

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## Appendix 5:

# Assess your career options

At any time in your career you will have many career options from which to choose. To assist you in your decision-making process, note down the pros and cons against those options you have chosen. This is not an exhaustive list so please add any other options you have come up with.

[illegible]