

# Your Career **PATH**



AN INTRODUCTION  
TO DEVELOPING  
YOUR BUSINESS  
PORTFOLIO

**ABBAS AL HUMAID**

[WWW.ALHUMAID.ORG](http://WWW.ALHUMAID.ORG)

# Your Career Path

An Introduction to Developing  
Your Business Portfolio

Abbas Al Humaid

## **Your Career Path – An Introduction to Developing Your Business Portfolio**

**All rights reserved by the author,  
Abbas Ali Mahmood**

**Fourth Edition–April, 2017**

### **OTHER PUBLICATIONS BY THIS AUTHOR:**

- 1. The Tranquil Soul –Practical Steps for Achieving Happiness and Success**
- 2. The Journey of a Toiler (Novel)**
- 3. Introduction to Shi’a Islam - The Islamic Vision of Life**
- 4. Islamic Strategy – How to Contribute to the Advancement of the Islamic Nation**

**Contact with the author, send feedback or comments:**

**[www.alhumaid.org](http://www.alhumaid.org)**

## About the Author

The author of this book is a seasoned C- Level executive, business visionary, with successful history of delivering unprecedented growth and 25+years of career in renowned organizations such as Arthur Anderson, E&Y and KPMG distinguished by sustained accomplishments. Recognized as a thought leader, innovator, trustworthy business advisor and an expert in defining, evolving and executing business strategies. Renowned for broad strengths in strategic management, risk management, change management and optimizing business processes. Aiding government-owned companies to realize their economic goals.

He is one of a few thousand people globally who is authorized by the International Council of Management Consulting Institutes (ICMCI), a UN-sanctioned non-governmental organization, to practice as a management consultant.

He has also been awarded the status of "Fellow" in the management consultancy field. This is the highest level of professional accreditation and is awarded to those who can demonstrate evidence of significant contribution to the management consultancy

profession. As of 2009, this status had been awarded to less than a thousand management consultants around the world.

Accredited in Sep 2010 by the Chartered Management Institute (CMI, UK) to assess candidates for prestigious accreditation - Chartered Manager (CMgr) status, the ultimate accolade for any practicing professional manager. Me being one of two outside of the UK.

He is the holder of a range of fellowships, academic qualifications and international professional qualifications including "Certified Public Accountant" (CPA) accreditation from the USA, "Certified Management Consultant" (CMC) and "Chartered Manager" (CMgr) accreditation from the UK and "Certified Fraud Examiner" (CFE) accreditation from the USA. He holds two B.A. degrees, one in accounting and the other in economy, and a postgraduate diploma in business administration from Heriot-Watt University, UK.

# Table of Contents

<b>Introduction .....</b>	<b>7</b>
<b>Part One/ Career Planning .....</b>	<b>11</b>
The Importance Of Career Planning .....	12
The Career Development Model.....	21
Determining Your Career Goal .....	34
Career Planning Methodology .....	59
Developing Your Business Portfolio .....	77
<b>Part Two/ Models Of Career Planning And How To Use Them .....</b>	<b>101</b>
Preface .....	102
The Standard Path.....	104
Deviation From University Specialism .....	116
Inability To Attend University .....	122
Career Planning Later In Life .....	132
Summary .....	141



# INTRODUCTION

The part of our life that is devoted to our career is generally considered the most significant part of all, since it accounts - both directly and indirectly - for a major part of our time; it consumes more than half of our conscious day while also weaving its threads to form the features and details of the rest of our lives and the lives of our family members: socially, culturally, educationally, materially, and so on.

Whether you are an employee with an income that is insufficient to cover the basic needs of daily life, the Chief Executive of a distinguished multinational company or conglomerate, the owner of a private business or an individual at any position on the career ladder: in this age of knowledge and globalization, your professional status is no longer inherited, nor is it restricted to luck. It is you who determines your path in this life!

You can decide how and where you want to be; at which career level or position. You can decide to have your own business; you can achieve what you want! In today's world, you do not have to wait for gold to rain from the sky, or to find a magic lamp to rub for your dreams to come true. All you need is an ambitious,

effective and realistic strategy for life, and the determination to execute your plans!

Thus, it is essential for you to be cautious in planning your professional career, as this planning will directly affect all other aspects of your life and the lives of your family members!

Ambitious, realistic and professional career planning will help you obtain success, happiness and stability in your career, your social life, your family life and your life in general. As we say - what is life but a single chain of interlinking rings!

This book aims to provide you with the methods and practical approaches you need to plan your career path in a professional and realistic way.

In the first part of this book, we will discuss the meaning and importance of career planning. We will then explain the career development model that showcases the ideal path for career development, starting from an individual's entrance into the business world and finishing with their arrival at the top of the career pyramid. Furthermore, we will discuss the importance of identifying our career goal. When should we identify it? How do we identify it and what are the factors and considerations that affect it? Finally, we will move to a simplified, practical explanation of

the six steps that make up career planning methodology. You can use these steps to shape the path and details of your life such that you achieve your desired career goal.

In the second part, we will look at some general examples of situations that could apply to you. We'll discuss how to apply our career planning methodology to these situations, hopefully giving you some practical training for planning your own career path.

*With your planning and strength of will, you are the one who decides your position in life!*



# **Part One/**

## **Career Planning**

- The Importance of Career Planning
- The Career Development Model
- Determining Your Career Goal
- Career Planning Methodology
- Developing Your Business Portfolio



## **THE IMPORTANCE OF CAREER PLANNING**

### **1. What is meant by career planning?**

The purpose of career planning is to develop an individual's ability to achieve and perform in terms of their knowledge, experience, skill and wisdom. This is done according to the practical inputs and facilities available to them for and for the purpose of achieving the career success they seek in their life.

A person's success in performing any job essentially requires that they possess the knowledge, experience and skills required for the job role. Additional factors include the availability of accurate information at the right time and in the right form, a good organizational structure and work environment, the prevalence of effective teamwork and the necessary amount of general motivation.

Therefore, in general, when large organizations begin to recruit, they seek sophisticated human resources with the ability to achieve, especially given that we are in an age where the competitive edge of many organizations stems from their employees' capabilities and from management and human power in general.

We are not talking here about the procedures we must follow to find a suitable job. Rather, we are

talking about the path we must take to improve our capabilities and competencies, thus enabling us to reach our desired career goal.

This career goal does not necessarily mean we must be employed in an organization owned by others; rather, it refers to the achievement of whatever we desire to do in life. To succeed in this thing, we must possess the relevant capabilities and competencies. For example, a person might wish to run their own business, but in order to do that successfully, they must possess the knowledge, skills and expertise necessary to establish their desired business and run it effectively. They also depend on the availability of the other factors mentioned above.

The purpose of career planning is to improve our ability to achieve and perform in terms of our knowledge, experience, skill and wisdom, for the ultimate goal of achieving whatever we desire to do in life

## 2. Why plan your career?

“Those who walk without vision resemble a person walking off-course. Walking faster only keeps them further away from the goal”: this old quote says it all. In other words, a person walking down a path without

foresight, clarity and knowledge of this path - without knowing where it is leading them, and without knowing where they want to go - is like a person walking along someone else's path! Imagine that a person wishes to go from Europe to Canada, but decides to take a route through Australia: the more determined they are to get there, the more effort they make to arrive, the further they are from Canada, their original destination!

The matter is akin to a maze puzzle. The net represents the goals we are trying to achieve in life, and the ball's location represents where we are now in terms of our quest to meet these goals. The choices at each twist and turn of the maze are like the choices we face in life and the different decisions we must make in order to reach your goals. The events of the game often reflect what happens in reality: we make a choice and pursue it, only to find ourselves in a situation with more choices to make, and so on, until ultimately we hit a dead end, very far removed from our original goals.

In a maze, it's easy to start over. In real life, though, many years might go by before we discover that we've reached a dead end. At this point we might be so exhausted and frustrated that we are unable to start over, especially if we are not confident that our new

path and choice will truly lead towards the achievement of our goals.

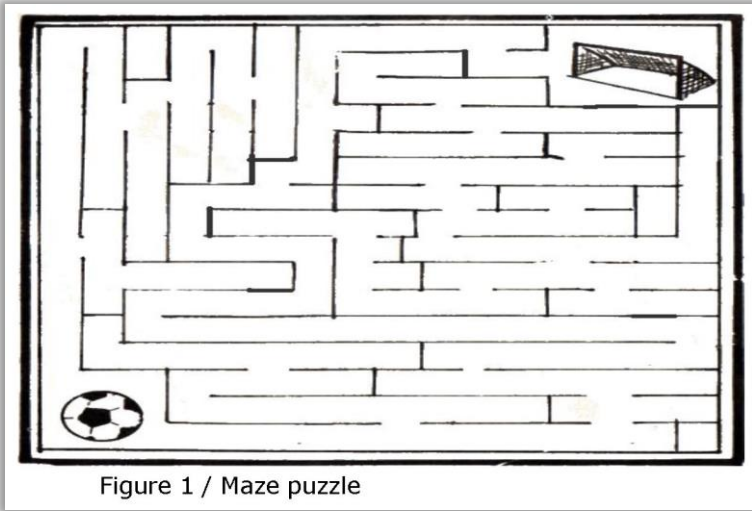


Figure 1 / Maze puzzle

Despite the similarities between the maze and real life, real life is much harder and more complicated. In real life, unfortunately, most of us do not have clear goals to strive for. Furthermore, most of us aren't aware of where we are at present, what we've accomplished so far and what we are yet to accomplish in the future. Most of us simply don't realise what choices lie before us! Even worse, most of us don't actively make choices, but rather allow the circumstances of life take us in directions we have not chosen willingly. We are merely driven along, often far from the hopes and dreams that inspire us.

There are a number of scenarios that might give rise

to this tough reality. Let's look at three of them:

- **Professional deadlock**

To illustrate a situation of professional deadlock, let's imagine you are starting a new job. After several years, you realize that there is no room for career development; however, this realization comes at a time when you don't know how to switch to a new career or role. You realize that you are at a dead end and that you must spend the rest of your life in the same role, in the same company, with roughly the same salary!

- **Limited demand**

This problem is also very widespread. You start a job in a company, let's say in a distinguished position. As the years go by, unlike professional deadlock, you climb the hierarchy of positions. After a few years you find yourself, for whatever reason, having problems with the company and seriously consider offering your resignation. You then realize, however, that there are few companies in need of your skills, and the positions that match your profile are already filled. At this point, you find that all the doors before you are closed and that you are stuck in the same job in the same company, with all the compromises that may entail.

- **End of the career life cycle**

Perhaps this example is less common than the previous two. You start off in a job that's in high demand and work your way up the hierarchical ladder. A few years later, however, due to economic, social, political or technological developments and changes, there is no more demand for your line of work. You find yourself without a job and don't know how to go about changing careers.

In their study "A Fork in the Road", Barbara Grahn and Susan Maltz estimate that "70% of today's jobs [in the year 2003] will disappear by 2050"! This number seems quite realistic if we consider the rapid growth and breakthroughs we are witnessing in today's global economies, and when we consider the rapid pace of change and transition from the industrial age to the age of knowledge and globalization.

### **3. But wait - it's not too late**

Even in the worst-case scenario, there is still time. There is still hope - great hope indeed, as long as you have the willingness to change.

It is true that the road will not be easy if you are trying to make up for the past, but it is doable and can

be very rewarding; all that is required of you is the desire to change and a clear path.

Refrain from focusing on specific mistakes from the past, as tears and regret won't rectify them now. Don't look back and mourn what has already happened; the road ahead is still open. Your job is simply to identify and take it.

Instead, look ahead and see what remains of your life. This is the part in which it's worth investing your effort, time and money, so you can orientate your life towards happiness - especially as it will usually take no more than two years to reap and enjoy the fruits of your efforts.

Remember, it's not only your destiny you are deciding; rather, it is the destiny of all generations who follow you. Remember that the opportunities of your children, and their children after them, will be significantly greater if you are successful, and vice versa!

Furthermore, remember that you are striving not only for your destiny in this world alone, but for your destiny in the hereafter, too, and that the latter is closely tied to the efforts you demonstrate in this world to exalt yourself. Isn't this what we are told in the Abrahamic religions?

There are many possible scenarios in which, in a pivotal moment of determination, people stuck in humbling situations in the later part of their lives decide to change the destiny and course of their lives and succeed.

Miguel de Cervantes Saavedra, author of *Don Quixote*, a book which enchanted the world over 350 years ago, spent most of his life in a losing battle with debt and misfortune. He suffered a grave injury at war, hampering his ability to use his left hand. Later in life, he occupied a number of governmental posts, and was unsuccessful in all of them. He was imprisoned repeatedly - until something happened to inspire him to write *Don Quixote* at the age of 53.

#### **4. On the other hand...**

You may graduate from high school with modest grades that do not qualify you to go to university, or force you to study a degree you are not interested in, one with no future. You may think your future is lost and that your life is doomed to failure, leaving you feeling frustrated.

But go easy on yourself! With a little effort, some focus, and sound planning, you can change the course of your life in ways you never thought possible.

One day, I met a young man who had recently

earned a certain set of high school qualifications, and he was feeling very down. “My life has slipped away before my eyes,” he told me. When I asked him why, I learned that, because of family circumstances, he had finished high school with grades too low to qualify for a university place. Furthermore, he didn’t have sufficient financial resources to pay his own way.

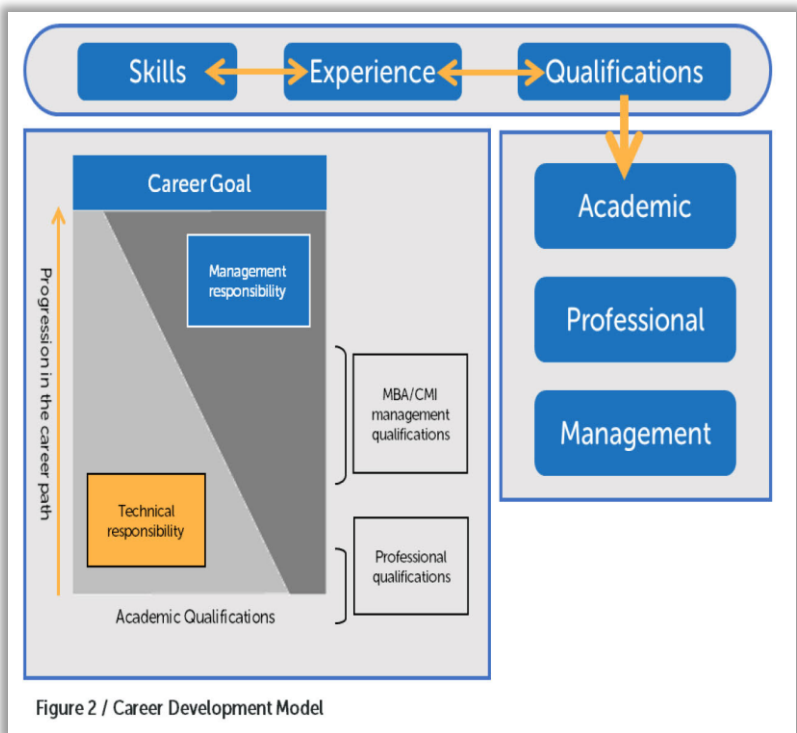
I was able to comfort him, for his life hadn’t slipped away at all. All he needed to do was determine the right way to get out of his difficult situation - and this is what I helped him to do, in a long session of planning his career path.

Don't be put off or give up; whatever your situation is, you can still change your life for the better. All you need to do is plan your career path, and then pursue it!

## THE CAREER DEVELOPMENT MODEL

Before discussing how to plan our career, we need to understand the career development process and its various components. We can do this by looking at the career development model.

This model demonstrates the ideal path for career development, starting from an individual entrance into the business world and finishing with their arrival at the top of the career pyramid.



## **1. Academic qualifications**

An individual usually starts out on their career path based on the academic qualifications they hold.

Generally speaking, we can consider that a Bachelor's degree is the minimum requirement for beginning a career path. Although the career development paths for many professions do not require the knowledge gained during a Bachelor's degree per se, the fact remains that many establishments still stipulate a Bachelor's degree as an essential requirement, particularly from a managerial perspective. This is partly due to what this qualification represents in terms of cultural status on the one hand and partly to the enormous and positive effects it has in broadening the mind and opening up scientific horizons on the other.

For most non-academic or research-related careers and professions, Masters degrees and PhDs do not add much value. Moreover, they may be valued less highly if not supported by solid practical experience, since there is a concern that such advanced qualifications can affect the practical side of an individual's personality, rendering them purely theoretical and academic in their approach to the different issues they are expected to confront!

In principle, we can consider that a bachelor's degree is the minimum requirement for beginning a career path

## 2. Career goal

When we say career goal, we mean the highest position within the job hierarchy that an individual might seek to achieve in their lifetime. This is achieved by advancing from one position to a higher one within a particular profession.

Practically speaking, of course, not everyone is well suited to reaching these higher positions; some people might rather strive to attain and succeed in a modest administrative or white-collar role.

## 3. Progression along the career path

In order to reach the top of the job hierarchy (or whatever career goal you are seeking), you must usually progress from one job to another and from one position to another, since this progression will provide you with the knowledge, expertise and skills necessary to perform well in your desired position.

In practice, there is no defined time span for the career path that will take you to your career goal, as this is affected by many external and internal factors.

One of these is the nature and characteristics of the achievement you are seeking; another is your own capabilities and skills. Other factors include the effort you put into improving yourself to reach your goals, your relationships, the business environment around you and, sometimes, your luck.

Typically, you should change jobs (professional establishments) at least 3 times in your career goal progression in order to acquire the adaptability that is seen a necessary talent in this age of knowledge and globalization

What I can assure you of, however, is that your ability to achieve and perform is the major influencing factor in reaching and retaining your ultimate career goal.

#### **4. Technical and managerial responsibilities**

Typically, every job at every level of the job hierarchy entails technical and managerial responsibilities. Furthermore, optimal performance in all types of jobs necessitates time management and management of available resources coupled with the requisite technical work.

The closer you progress towards executive roles, the more managerial responsibilities you will have. You

will also have more complicated, sensitive and important technical responsibilities; however, the time you spend on technical responsibilities will become less. For example, an accountant's managerial responsibilities include managing their own time, while their technical responsibilities include performing certain accountancy tasks. However, when promoted to the role of accounts supervisor, their managerial responsibilities are broadened to managing their own time and the time of the accountants who report to them, while their technical responsibilities still involve issuing financial and management reports.

This means that to get promoted to the position above your current role, you must be able to perform and deliver at the level of the target position. This, in turn, means you must be capable of both the managerial and technical aspects of the job. However, the most important consideration for reaching a first-line management position will often be your ability to demonstrate your professional distinction and your ability to demonstrate your management competencies. This brings us to our next two points.

During the initial years in a job, you should strive to gain broad, in-depth professional experience. This will form the cornerstone of your entire career path. It is costly and difficult to make repairs later on if you go through your first year/s on the job without gaining the appropriate professional experience and knowledge

## **5. Professional qualifications**

By professional qualifications, we mean the international awards and qualifications - available in different specialist fields - that are recognized by internationally accredited professional boards, associations or institutes and that provide evidence of an individual's ability to practice the profession. These qualifications are typically granted after the individual passes extremely difficult and complicated exams and attains the necessary experience and skills.

Not only does earning a professional qualification at the start of your career ensure that you have the required professional competence to practice your profession, it also proves that you excel at it, giving you a competitive advantage over your colleagues and other applicants who do not possess professional qualifications for management positions, particularly in the early stages.

These professional qualifications differ from academic qualifications in that they are developed by internationally known, chartered professional bodies. Depending on the particular competences of each body, these are authorized to govern different professions, to develop and maintain their professional and ethical standards and to develop the practical, competency-based skills, knowledge and understanding that are required in today's workplaces. Academic qualifications, in contrast, are based on theoretical learning.

There are professional qualifications in most professions, including medicine, engineering, training, marketing, accounting, insurance, human resources. Many of these do not require a Bachelor's degree as a prerequisite.

In most cases, demand for professional qualifications, along with the salaries paid for them, is much higher than purely academic qualifications. What's more, the demand for professional qualifications is constantly increasing in this age of knowledge and globalization.

If possible, try to work towards passing professional qualification exams (that correspond to your career goal) starting in the second year of university; otherwise, during the initial years in your job

## **6. MBA/CMI management qualifications**

Being professionally accomplished is by no means sufficient for success in senior management positions; one must also possess the necessary management knowledge and skills. In light of this, obtaining an MBA or a CMI professional diploma in management is of utmost importance if you are aiming to work in management positions, especially the most senior ones - not only because it affords you the necessary management competencies, but also because it proves, to a sizeable extent, that you possess these competencies.

The following gives a brief overview of these qualifications:

- **MBA (Masters of Business Administration)**

The MBA is an academic degree in business administration that attracts a wide range of students from all academic disciplines. The MBA originated in the United States in the late nineteenth century, when the country began teaching a curriculum specializing in business administration and promoting its use in factories and companies. Since then, the MBA has gained worldwide success and recognition.

- **CMI professional qualifications in management**

This is an integrated set of management qualifications that are offered by the Chartered Management Institute (CMI) of the United Kingdom and enable a person to achieve the title of “Chartered Manager”. These professional qualifications are distinguished by their focus on developing the practical, competency-based skills, knowledge and understanding that are required in today’s workplaces, as opposed to academic qualifications based solely on theoretical knowledge.

- **The “Chartered Manager” status**

The Chartered Manager Award is the ultimate accolade for practicing professional managers and is granted by the Chartered Management Institute (CMI) of the United Kingdom. It requires that you demonstrate how you have developed as a manager and how you have applied your leadership and change management skills to achieve significant business impact.

- **Chartered Management Institute (CMI), United Kingdom:**

The CMI is the leading organization for professional management in the UK. It was

established over 50 years ago and consists of 89,000 individual members, 400 corporate members and 500 approved training centers.

The CMI is responsible for promoting standards in management and acknowledges excellence through the awarding of recognized, professional qualifications leading towards “Chartered Manager” status.

After completing professional qualifications and obtaining at least three years' work experience, it is advisable to enroll in an MBA program at a distinguished university or to work on a CMI diploma in management to obtain “Chartered Manager” status

## **7. The ability to perform**

Based on the above, we see clearly that the ability to achieve and perform is derived from having the right mix of three elements: qualifications (knowledge), experience and skills.

- **Qualifications**

Qualifications represent the knowledge an individual requires to be able to achieve their career goal, provided it is backed up by the necessary experience and skills.

Qualifications can be divided into three interrelated types, each of which offers a different type of knowledge, way of thinking and approach:

- **Academic qualifications**, including school education, Bachelor's degrees, Masters and doctorate education.
- **Professional qualifications**, as mentioned earlier.
- **Management qualifications**, which either take the form of academic qualifications (such as an MBA) or professional qualifications (such as CMI qualifications in management), as described earlier.

Obtaining professional and academic qualifications is an important issue, but more important is acquiring the knowledge and skills these qualifications offer

- **Experience**

This refers simply to the practical experience that a person acquires as they progress along their career path and which relates to their career goal. In reality, keeping a balance between the depth of experience and the comprehensive range of the fields related to a particular career goal is a complicated process that requires in-depth

professional knowledge of the career goal in question and its prerequisites. It is also linked to the circumstances of the job market (supply and demand), which might dictate that an individual embarks upon a certain career path.

- **Skills and aptitudes**

These are highly crucial in regard to an individual's performance and achievement. There are two types: specialized skills, which are determined based on the career goal to which a person aspires, and general skills (aptitudes), which are often not directly related to the career goal. There are many types of skills, including entrepreneurship, leadership, independence, effective communication skills (written and oral), languages, innovation, creative thinking, analysis, teamwork, research and follow-up.

In fact, one of the main reasons why many of those who possess the required experience and qualifications fail is that they lack the appropriate skills.

Generally, acquiring the relevant skills and aptitudes is much harder than acquiring the required experience and qualifications. However, these skills and aptitudes can be acquired through

personal effort either within the job or outside the workplace. They can also be acquired in short professional and management training sessions and programs; for instance, those offered by specialized institutes.

In our previous discussions regarding the career development model, we learned that the two fundamental steps of the career planning process are identifying a career goal and then determining the career path that will lead to this goal. In the following sections, we will discuss this further and consider some hypothetical scenarios.

Applying the career development model correctly requires gathering relevant information and taking the advice of specialists in the field

## **DETERMINING YOUR CAREER GOAL**

### **1. The importance of having a career goal**

Setting yourself a career goal is very important, as this is considered a fundamental factor in achieving success. The following explains why:

- Setting your career goal is pivotal to the career planning process. This is because it will direct and lead you to a job and role that allows you to make the most of your potential and achieve your material and career ambitions, in addition to mapping out many other details and aspects of your life.
- Setting your career goal means adding purpose to your life and giving measurable meaning to your movement and activity, rendering the process of self-development clear and enjoyable whilst also bringing you stability and happiness.

*Setting your career goal is pivotal to your success in life*

### **2. When should we start outlining our career goal?**

The process of identifying your career goal is essentially an ongoing one: it begins with early

perception and realization (for example at the age of 10) and lasts far into your lifetime, for as long as you have the will to think and change!

- **But why is it an ongoing process?**

Life, especially in the modern age, is full of changes, whether at the level of the human being themselves, their perspectives, habits, desires and abilities, or their external environment (local, global, social, political, economic, technical, cultural or other). These rapid internal and external changes make it totally unrealistic for an individual to set a career goal and stick to it forever.

For this reason, it is essential to review your career goal periodically to make sure that it really is what you are seeking to achieve; that it is the goal that fulfils your desires, ambitions and perspectives in life and focuses you on reaching it. Should you discover otherwise, you should amend your career goal accordingly, or even rewrite it completely such that it becomes more appropriate to you and to the current and prospective job market, as will be discussed later.

This notwithstanding, try to stick to one career goal for as long as you can. Try to avoid making changes to your career goal that don't conform to

your knowledge, expertise and skill capabilities. Frequent and unwarranted changes to your career goal may add unnecessary burdens to your life and distract you from your real potential.

*Review your career goal on an ongoing basis to ensure that it is really what you seek and that it is realistic and appropriate. However, try to minimize career goal changes as much as possible*

- **Isn't childhood too soon to begin determining your career goal?**

Humans move along their career paths as a result of decisions they make and steps they take in their life. This begins, essentially, in high school, when they select some of the subjects they want to study. As time passes, and they select their university, their major, and their first job after graduation, their options and opportunities begin to decrease. This decrease continues as they progress further along their career paths.

In reality, however, an individual can begin their path towards their career goal early in their childhood, in the early stages of perception and realization! To explain this, let's recall the paradigm we discussed in the career development model: a

person's ability to reach to their career goal is determined by their ability to perform well in their job, which in turn relies on them possessing the right combination of qualifications (knowledge), expertise and skills. We also mentioned that acquiring skills is generally harder than acquiring expertise and qualifications.

The message here is that we can start acquiring the skills required for our career goal during childhood! In fact, the skills we acquire during childhood can actually be more solid and effective than those we acquire at an older age!

Consequently, beginning to think about a career goal during childhood, with our parents' help, will inevitably provide us with the momentum to work on acquiring the relevant skills throughout our younger years.

It is not only adults that need an objective for their lives, but also younger people. A goal gives distinct meaning to their life and fills their free time with useful things, as it is derived from their own motivations. It also limits the feeling of the emptiness and aimlessness in their lives, which can have a devastating impact if left unchecked.

Here, we must emphasize that the role of

parents (or guardians) is merely to help a child identify their career goal by initiating a conversation with them and outlining the choices before them in accordance with the related inputs and factors that are discussed later in this book. It is not a parent's (or guardian's) place to determine a career goal on a child's behalf. Similarly, it is not their right to exert authoritative pressure on a child in relation to choosing a certain career goal, even if they believe that goal is right for them.

This does not mean that parents should not practice authority towards their child to prevent them from taking a potentially destructive course! What I am saying is that if the child chooses any one of the generally accepted, reasonable career goals, such as teaching, medicine, engineering, computer science, etc., we should not stand in their way or exert authoritative pressure for them to change their mind!

Let's not forget that a child is still a child; they will not face any decisions with lasting impact at this stage of their life, so no real damage will result from them choosing a particular goal for the time being! On the other hand, by determining a goal, the child can instill meaning and motivation in their life; this then allows them to sharpen their interests,

improve themselves to acquire the skills they need and be protected from the excessive free time and chaos that unfortunately takes hold of many of our children, eventually leading them to delinquency in all its different forms.

The first pivotal decision the child will have to make is selecting their major. This won't be before they turn eighteen, which provides them with enough time to mature and make a decision of this nature, especially if they have been trained - from an early age, and with the help of their parents - to think about their career goal, their path and the potential "goal inputs" available to them.

Once, a member of the audience during one of my career planning lectures was a fifth-grade child (he was eleven). He came with his father, and the child came to me a few days after the lecture and said to me, "You help many people determine their career goals, and I also want you to help me determine mine". At the time, I was really amazed at the child's request. I thought it was just a temporary flash of enthusiasm, and for an hour I tried to talk him out of it, as he had many years to go before being able to make decisions relating to his career goal. However, in the end, I gave in to his persistence. We had a lengthy discussion over two

days and considered a range of choices available to him and the goal inputs linked to these choices. He ended up tentatively choosing computer networking, taking into account that this could change dramatically in the future due to the changes that might occur within him or around him.

My time with him was up, but I found out later that he had persuaded his parents to appoint a professional computer networking tutor to teach him. I also discovered that he had bought a collection of used computers with his savings and his father's help, for practice!

When I met his tutor around seven months after my meeting with the child, I discovered that the child was doing well: he had finished studying the software programs A+ and N+. His next target was the international certificate CCNA, or "Cisco Certified Network Associate"!

When I met the child again, I found him very enthusiastic: he had decided to finish the CCNA during that school year and to spend his spare time prior to high school graduation obtaining a series of higher professional qualifications. After that, he aimed to enroll in a commerce major and to practice computer networking profession as a freelancer in

conjunction with his university study!

We cannot say this child is unique. However, he had a chance that, in general, not too many children have! Let's try the same approach with our own children, and I'm sure we will have similar results.

The process of determining a career goal at an early age provides the individual with the motivation and resourcefulness needed for acquiring relevant skills.

It also provides an individual with insight and perspective

- **Is career planning a lifelong process?**

The process goes on until late in a person's lifespan, for as long as they possess the will and the power to change and as long as they are able to think about such things. There is no time limit for this process, even well into old age.

A distinguished writer in a local American newspaper began to write when she was over ninety and continued her weekly columns until well after she reached one hundred years of age.

Another career success story revolves around an African American who grew up in a family of eight boys, where he was the eldest. At the age of seventeen, he had to leave school and go to work to

provide for his family.

He worked in construction and in a railway station and then served in the army. For the next twenty years, he continued to work in truck manufacturing, painting, welding and on assembly lines in factories in Philadelphia, Pennsylvania.

In 1979, he was laid off from his welding job aged forty-eight, at a time when he was father of twelve children and grandfather to seven grandsons! Despite the fact he was unable to tackle even simple mathematical problems, he made up his mind to obtain a PhD in Information Technology!

He succeeded in tests that were the equivalent of high school exams and subsequently enrolled at Philadelphia College. There, he studied the entire mathematics curriculum. In 1981, after he had obtained a degree from the college, he submitted an application to enroll at Pennsylvania University.

At fifty-six, he was awarded a Bachelor's degree in Information Technology, after which he went on to obtain a Master's degree and ultimately a PhD!

Unfortunately, it seems that in some cultures, people harbor a belief that one has to succeed academically and professionally in the early years

of one's life to achieve one's career goals before a certain age. Once that age is passed, people with this attitude tend to relax and give up.

Even if you feel you have achieved the career goals you formed at the beginning of your working life, you can and should determine more prestigious and ambitious goals, then seek to improve yourself and your capabilities with a view to reaching these goals. Should you achieve them, continue to develop more goals, and maintain this as an ongoing process.

If you succeed in becoming a financial controller in a multinational company when you are sixty years old, for instance, do not see this as an end to your upwards motion and improvement in life! Think about the profession and positions higher than your current one, then plan how to get there through improving yourself and your capabilities.

If you are a millionaire and own everything that makes you happy in this life - health, family, material wealth! - do not allow these blessings to signify the end of your life by quelling your motivation and desire to search! If mankind's motion towards improvement and self-achievement ceases, its soul will die!

It is not necessary for your goals to be personal, nor is your search purely for selfish gains; it is wonderful to have goals that can contribute to making the people around us happy.

*Career goal determination is an ongoing, never-ending process. It begins at the early years of perception and distinction and lasts until the final stages of life, as long as one possesses the ability to think and change!*

### **3. How do we determine our career goal?**

Identifying your career goal is the cornerstone of the career path planning process and of formulating the details and general course of your life. You must therefore be cautious in determining your career goal and be reasonably certain that it concurs with your ambitions and is within your reach.

Accordingly, once you have determined your career goal, you must also be mindful of the following:

- Your personal constraints (internal factors).
- The characteristics of the current and future job market (external factors).
- The need to observe changes and review your goal and path accordingly on an ongoing basis.

- The flexibility of your career goal, particularly in the early years.

**Next, we'll attempt to shed some light on these four elements:**



- **Your personal constraints**

These represent all of the constraints that are intrinsic to us as humans. They depend on our outlook on life, our character, moods, desires and abilities. These constraints directly affect, and are affected by, human behavior, movement in life and feelings and sensitivities.

**To be more specific, we can break them down into four influencing factors:**

- **Your values**

These stem mainly from your convictions and from your religious, social and political affiliations, and reflect your outlook on life as a whole: people, society and animals. For example, someone who is a member of the Humane Society for Animal Protection would find it difficult working in a meat factory, on a fish farm or something similar. Similarly, a person who is interested in preserving the environment would have a hard time working in factories and companies that emit high levels of pollution.

On the other hand, a person who believes they have certain messages for mankind or for future generations may be eager to turn to teaching or the media.

There are many factors that fall into the values category. These include propensity for risk, flexibility and level of independence, all of which influence an individual's beliefs and help to shape their career goal and the roles they assume in their progression along the career path.

- **Your preferences and desires**

These are relevant not only for the nature of the roles in your proposed career path, such as team or individual, office or field, etc., but also for the other factors you consider important. For example, you may consider medicine an enjoyable profession, but dislike the system of working shifts, or you may hate working in offices and enclosed spaces.

Therefore, it is very important that all aspects of your career goal (and the jobs you may encounter along your career path) afford you the utmost enjoyment and comfort and, at a minimum, do not irritate you or make you feel uncomfortable.

Don't forget that you spend over half of your daytime hours at work, so choosing a career that corresponds to your preferences will increase your productivity and happiness in life overall.

- **Your capabilities (communication, leadership, speaking, analysis, etc.)**

The capabilities and skills you possess are one of the most important factors to be taken into consideration when choosing your career goal.

As we mentioned earlier, the ability to perform well relies on an individual possessing the right combination of qualifications (knowledge), experience and skills, out of which the skills are the

hardest to acquire. Therefore, we must be mindful that when choosing a career goal, it should, to a reasonable extent, match the skills we have already.

We may wish to teach, for example, and this fits our values. However, if we do not possess teaching skills and capabilities, perhaps we should choose a different profession and role.

However, what happens if teaching is truly the only thing we want to do? Maybe it fulfills our ambitions and coincides perfectly with our outlook on life. In this case, we should choose teaching, even if acquiring the skills required for teaching presents a serious challenge.

### ○ **Your life goal**

By life goal, we do not mean the desire to achieve material wealth, social standing, high-ranking positions, etc., as these are the general hopes and goals everyone strives for, in most cases.

What we mean specifically are those special goals that some people set for themselves and want badly to achieve, perhaps at the expense of those general goals of comfort, status, wealth, etc. They may even make sacrifices to achieve these goals.

These goals may stem from a person's outlook on life and their beliefs, convictions and views. It might be that some bitter experiences a person lives

through etches these goals in their mind. They might be a result of other factors. A child whose father passes away before his eyes due to cancer, for example, might never be appeased until they find a cure for cancer and, as such, they may choose to make this a central part of their life goal.

In fact, the vast majority of people don't have particular goals for their life. However, if you happen to be one of those who do, you should be realistic and honest with yourself when setting them. You should also make sure your career goal is compatible with these special goals in a manner and on a level that is satisfying to you.

*You spend over half of your waking day at work, so your career goal and its path must match your values, desires, abilities and other goals in life to ensure optimal satisfaction and happiness*

- **The characteristics of the current and future job market**

The characteristics of the current job market, and the expected characteristics of the future, do not overshadow the importance of our internal influencing factors when it comes to setting our career goals. These job market characteristics are external factors and influences that interact with

our internal determinants influencing factors as we choose our career path and career goal.

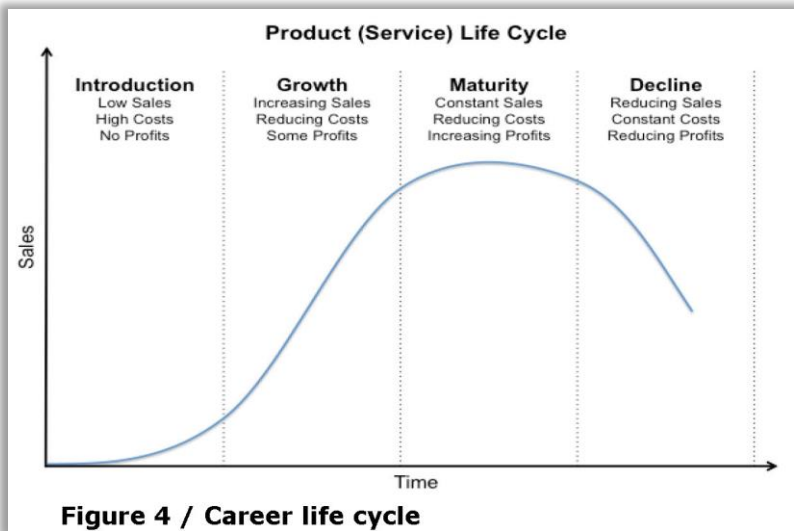
It is therefore take these external factors and influences into account. These characteristics are:

- **Career life cycle**

A career is but a product on the market: it has a limited life cycle. The curve of the life cycle differs from one job or career to the next, depending on the social, cultural, economic, technological, financial and other circumstances and characteristics present in the local and international environment. However, we can say that generally, all jobs go through the following four stages, from the time they appear in the job market to the time they no longer exist:

1. **Introduction Period:** This is the period in which the need for the job becomes apparent due to changes in the surrounding environment, be they social, cultural, economic, technological or other (for the purposes of this book, we shall call them “environmental changes”). Demand for the job or career is usually low at this point. It is also risky, because the position has a high chance of disappearing from the job market and dying in its infancy.

2. **Growth Period:** The job enters this period once it has passed the introduction period. Over time, demand begins to rise. A number of professions can currently be placed in this category, including management consulting, audit management, business analysis, information systems management, etc.



3. **Maturity Period:** This is the period during which the rise in demand for the job begins to level off.
4. **Decline Period:** This phase begins when demand for the job begins to subside. This is a common fate for many jobs due to an ever-changing environment. However, when the

job reaches this phase, it can be catastrophic for the employees in that job. Therefore, when any cultural, economic, or other signs or indicators emerge that seem to point to the approach of this phase, those in that profession must think about changing it; perhaps to a similar one, but certainly to a more stable one.

The characteristics of the life cycle curve of each job is different in terms of the expected duration of each of the four periods, the size of the anticipated job market during each period and the degree of the curve at each period.

Financial accounting and external auditing has been in the maturity period for several decades, with a great level of demand, and this may last an additional number of years. On the other hand, industrial engineering, especially with regard to specific technological products, may pass through all four periods in only a few years, with ultimately very limited demand.

Furthermore, changes in the surrounding environment (social, cultural, economic, technological, etc.) may fundamentally change the characteristics of a job's life cycle curve, perhaps even shifting it from one period to another in

reverse order (from the maturity to the growth stage, for example).

A good example of this is seen in the high demand for HR professionals that existed during the maturity stage of the profession several years ago, in the pre-technological age. However, due to advancement towards the age of knowledge and globalization, with all the variables and challenges it has generated and continues to generate, the importance of human capital has increased tremendously. Accordingly, it could be argued that the HR profession has shifted back from the maturity period to the growth period, and demand for it will continue to increase for a number of years before it reaches the maturity period again.

It is therefore very important, both for the identification of a career goal and the mapping of a career path, that we keep an eye on the current status of the life cycle curve of the jobs we are aiming for.

To identify these characteristics accurately, I recommend that you speak with specialists in the field and seek their advice. You can also consult with accredited professional associations (such as those mentioned earlier) and read reports published on this topic.

It is very important that we keep an eye on the current status of the life cycle curve of the jobs we are aiming for

- **Analyzing supply and demand**

A job is like any other product; its price is determined at the point where supply and demand are equal. Based on this premise, increasing demand for a certain profession or job alone is not enough for us to be sure that it has a promising future! We must also understand the current and expected scale of supply in the job market.

Accordingly, if we find that the supply is greater than demand, then there are more candidates than positions, and our chances of succeeding will be reduced, slowing our progression towards our career goal.

Once again, it can be very complicated for people to find accurate statistical reports to determine the scale of their desired job's supply and demand. I therefore recommend that you speak with specialists in the field and seek advice from them. You can also consult with accredited professional associations (such as those mentioned earlier) and read reports published on this topic.

Increasing demand for a certain profession or job alone is not enough for us to be sure it has a promising future! We must also understand the current and the expected scale of supply in the job market

- **The path towards our career goal, and how realistic it is**

This is the third external factor influencing how feasible it is for us to achieve our career goals.

To reach our goals, we will likely have to pass through a series of other positions and to gain certain knowledge, experience and skills related to our goal. We refer to this as “progression along the career path”.

However, what if our goal or path is not realistically within reach, either because of our personal circumstances and problems or those of the environment around us? Imagine, for example, that you want to become a pilot, but have vision problems. Alternatively, imagine that you want to become a practicing surgeon, but that there are no surgical hospitals in the region, town or country where you live.

- **The need to observe changes and review your goal and path accordingly**

As we mentioned earlier, life is full of changes, both within an individual and in their surroundings. These rapidly evolving changes have a powerful, direct effect on our career goals and paths. Therefore, our goals and dreams today may not be the same as tomorrow, at which point there will be no use in chasing them.

Furthermore, things don't always go as we would like, both in terms of our personal circumstances and the mechanisms and elements comprising our career path.

This is why we need to review our goals on an ongoing basis to assess how they have changed in relation to the factors we discussed earlier: our personal constraints and the characteristics of the job market.

For example, you may always have wanted to be a teacher, but after a few years in the teaching field, you realize you have changed and no longer feel like working with students. Or perhaps you feel a strong desire to start your own business, or you find that the supply of teachers in the job market exceeds demand, exposing you to the risk of losing your job or not being able to meet your financial goals. Any of these cases might represent the

perfect time for a career change, even if only to make you happier.

- **The flexibility of your career goal, particularly in the early years**

This is the final element, and it is related to the previous consideration: the need to observe changes and review your goal and path accordingly. The ability to change your current career goal and path to another one depends greatly on your possessing the competencies, skills, and knowledge that will enable you to make the transition in a realistic manner.

If you have been a surgeon, for example, and find yourself forced to change your job, you might only have the option of staying in the medical field, rendering the opportunities before you few and limited. By contrast, if you have worked in the auditing field, the option to switch is relatively easier, as you have more alternatives to choose from.

What we mean here by “career goal flexibility” is the extent to which your career goal shares common characteristics with other career goals in terms of the components and details of their paths; in another words, the level of similarity between them. The more flexible our career goal, the more

easily we will be able to switch from our current career to another.

With this in mind, it is prudent, when choosing our career goal, to make sure it is as flexible as possible - particularly in the early years of our career, when there is a relatively high possibility that our career goal will change, unless we are one hundred per cent certain about our choice.

## CAREER PLANNING METHODOLOGY

Career planning methodology is essentially based on the career development model and the other theoretical concepts that we discussed earlier. We will explain the methodology before moving on to second part of the book, where its application will be discussed in the context of a number of examples.

**According to this methodology, a career path is determined using the following six steps:**



### 1. Determine your career goal

As discussed in the previous section.

**2. Determine the required technical/vocational and managerial competencies you need to achieve your career goal**

The second step is to determine the technical/vocational and managerial abilities you need to achieve your goal. In other words, you need to become familiar with the qualifications/knowledge, experience and skills required for outstanding achievement and superior performance in your desired career.

In this step, you will be required to determine the professional and academic qualifications you need in order to perform your role well. You also need to ascertain the importance of obtaining (for example) an MBA, or becoming a Chartered Manager. In terms of experience, you must determine what experience you need, in which fields, and how in-depth it should be. You must also be aware of and understand the skills and aptitudes you need to achieve and succeed in your career goal.

We can think about the three elements (qualifications/knowledge, experience and skills) on the basis of what would be considered “ideal”. In practice, however, things are typically simpler and more lenient than that; you’ll often find that less is required to achieve your career goal than you thought,

especially if you take into consideration the scarcity of well-qualified human resources.

If you possess the three elements described above, this will make you an attractive target for headhunters, and your competitive advantage will be increased, making your career goal easier to attain. This also affords you added negotiating power for obtaining a better salary package.

For further details about the three elements (that is, qualifications/knowledge, experience and skills), please refer to our previous discussion on the career development model.

Think about the three elements -  
qualifications/knowledge, experience and skills - that  
are required for outstanding achievement and  
superior performance in your desired career

3. **Analyze your existing competencies:** Identify to what extent you already possess these three elements in the context of your career goal

Acquiring these three things does not happen overnight and is not something you can come by through training programs, no matter how many you may attend! The things we often hear in the training market about quick and easy solutions is incorrect – if

they were true, there would not be such a scarcity of qualified and talented human resources staff!

At the same time, you don't have to be a superhero or have been born gifted in order to acquire the knowledge experience and skills you need!

Even if you are average in terms of your capabilities, you merely need to be committed to improving yourself and seeking out the three elements of achievement through years of progression along a specific career path. This essentially sets a target for you that will lead you to acquiring the necessary capabilities - and this, in turn, will determine the structure of the path leading towards your career goal.

But how can we plot this path? This is what we are now going to discuss. After having defined what we need to reach our career goal, the next step is to outline the first section of our path, more specifically our position on that path. In other words, we need to determine the qualifications, experience and skills we already have that are relevant to our career goal.

- 4. Determine what's needed to bridge the gaps**  
between the competencies you currently have and those you need to develop in order to achieve your career goal

Determining the relevant competencies we currently

possess and those we need to achieve our career goal enables us to identify gaps in our knowledge, experience and skills.

Once we have identified the gaps to be filled through our career path, we can then specify exactly what's needed to bridge these gaps and acquire our target competencies.

For example, it is not enough to say that you need a professional qualification in accounting - you need to decide which one specifically. From which country will you obtain it, and what are its entry requirements? Do you meet the requirements to enroll on the course? Do you have the resources to take this qualification? Are there alternatives to this qualification? To what extent do you prefer each of these alternatives?

**5. Determine your career path** that allows you to bridge the gaps and arrive at your career goal

Bridging the gaps and meeting the requirements you identified in Step Four often takes several years. Fulfilling them successfully will depend on your current competencies and skills, your career goal, the amount of effort, time and focus you invest and a number of other factors.

It is equally true that you will not be able to fulfil all these requirements at once. You must aim to achieve

them at various stages along your career path in accordance with your financial, social and other circumstances, provided they ensure that you reap greater returns and satisfaction in the short and long term.

To illustrate my point, let us suppose a high school student in a relatively difficult financial situation is aiming to run their own financial investment business at an international level, as this would bring them a sense of enjoyment, an elevated financial position and independence.

To plan their career path, they takes all of the aforementioned steps. Now, at the fifth step, in which they identify their career development path and seek to fulfil the necessary requirements over the course of this path, they proceed as follows:

Year	Age	Planned action
2009 – 2013	18-22 years	<ul style="list-style-type: none"> <li>• Bachelor's degree in accounting from a local, recognized, university, acquired through evening classes.</li> <li>• Work in accountancy field during the day to finance university tuition fees and CPA exam after graduation.</li> </ul>
2013 – 2014	22-23 years	<ul style="list-style-type: none"> <li>• Time set aside for preparing for CPA exam.</li> </ul>
2014 – 2017	23-26 years	<ul style="list-style-type: none"> <li>• With CPA certificate, work in a new, well-paid position in financial investment for a distinguished international investment firm with a view to gaining in-depth, pertinent experience in the field.</li> <li>• Study for American Certified Financial Analyst (CFA) qualification.</li> <li>• Save enough money to set aside time for an MBA program.</li> </ul>
2017 – 2018	26-27 years	<ul style="list-style-type: none"> <li>• Time set aside for studying for an MBA in investment at one of the world's best-recognized universities in that field.</li> </ul>
2018 – 2021	27-30 years	<ul style="list-style-type: none"> <li>• Work in a key position (Assistant Manager, for example) in financial investment for an international investment firm in a prominent foreign country to gain international experience in investment.</li> <li>• Progress up the hierarchy until the</li> </ul>

		position of Investment Manager is reached in the same firm or in a similar organization.
2021 – 2023	30 - 32 years	<ul style="list-style-type: none"> <li>• Work as Head of Investment or General Manager of Investment in a prominent local firm to refresh local investment experience and to become familiar with customer network and local investment laws, for the purpose of research and groundwork in regard to starting own business.</li> </ul>
2023 - ?	32-?? years	<ul style="list-style-type: none"> <li>• Start own business at an international level in the financial investment field.</li> </ul>

## 6. Monitor the variables, periodically reassess and re-plan

“Easier said than done;” “Unrealistic...”; “Life doesn’t always go to plan...”... Comments like these are what I expect to hear from those who read what I say about the five steps – and they are quite true!

Every day, life proves that it isn’t predictable or stable in the slightest! You make your plans diligently and organize yourself in what you believe is a realistic and practical manner, only to find that something unexpected comes along and puts you back to square one! This can happen over and over again. Maybe it’s your mistake, because your planning is unrealistic, or because you neglected a few important factors. Or

maybe it's because of other factors which have nothing to do with you and which are beyond your will or control.

Such is life. This is part of the reality of life, and we must take this into account when planning. We must be prepared for these surprises on both a mental and practical level.

Add to this the aforementioned continuous, significant and rapid changes that affect our surroundings, whether they are economic, political, social, technological or whatever else in nature, and it becomes clear that numerous factors can have a direct impact on our plans and goals.

Therefore, in order to achieve our career goals, we must constantly review and observe the variables and changes affecting our surroundings and us personally. This requires periodic re-assessment of our career path, of how closely we are able to follow it, and of how realistic it is. This, in turn, allows us to adjust and develop our goals and career path so as to make them more realistic and compatible with the wider circumstances of life and with our own situation.

Let's suppose, for example, that the student we mentioned earlier had planned to get married at the age of 26, just before traveling with his wife to start his MBA abroad.

In reality, though, he gets married right straight after graduation and moves into his own home. Perhaps he does so in response to pressures from his family, or as a response to his own urgent needs, or for other unforeseen reasons.

Now, this marriage changes matters significantly in terms of his career, and he must readjust to be able to reach his career goal in an effective manner. Let's say he accepts that he cannot study for the CPA for an entire year as planned, since he cannot set aside the necessary time and attention in light of his new family responsibilities and the responsibilities of his current job.

This directly and adversely affects his ability to get the job in financial investment he had originally targeted, because he won't possess the competitive advantage he had planned for (CPA).

In this situation, he could decide not to study for the CPA and instead begin studying for the CFA in conjunction with his current job, thus freeing up time. Passing modules in the CFA program affords him a competitive advantage that will help him considerably in achieving his ideal job in a prominent international investment firm, thereby allowing him to continue pursuing his initial plan.

## **7. Things to remember when applying the methodology**

- **Plan your career yourself**

There is no single, correct path to your career goal, and alternative (less obvious or non-direct) paths are not necessarily wrong. Each of our situations varies in terms of our competencies, interests, level of dedication, relationships, networks, luck, goals, opinions, circumstances, the actual and expected characteristics of the job market we wish to enter and the laws and situation of the country we live in, in addition to many other factors. This is why, when it comes to applying the methodology in practice, the views of different specialists may differ significantly regarding the details of a particular career path.

After consulting with specialists, you must therefore make your decision and map out your plan according to your own convictions.

Let's presume that in Step Six from the previous example, the student was lucky and found a job he wanted in financial investment with a prominent international investment company, despite the fact he had no clear competitive advantage other than his characteristics and opportune circumstances. At

this point, he might see that it is more viable for him not to do the CFA and instead to immediately start studying his MBA in investment from a distinguished international business school through e-learning, rather than traveling abroad. He might be right, and this could lead him to attaining his career goal in a shorter time and via a much simpler and easier approach.

You are in the best position to understand yourself and identify your competencies and needs, surroundings and tendencies. You are the one who will reap the consequences of your actions and you are the only one accountable and responsible for them. Therefore, make your own decisions and don't let anyone, even your parents, decide for you or put pressure on you to proceed in a direction you don't believe in or desire.

- **Be realistic**

You are not the only one seeking to impose your will on this life! The entire world around you - with all of its components and fundamental aspects - moves, prescribes and shapes life as we see it. Others can influence your actions and movements in this life, as can the components of life that surround you; their movements affect you and your

actions in both positive and negative ways. We must have a firm grasp of this notion as we map out our career path and trajectory in life in general.

There are many social, economic, political, technological and even natural factors that influence our actual journey through life, what we do and what we strive to do. These factors are constantly and rapidly changing, particularly in the age of knowledge and globalization in which we live. This means that any steps we take to move toward our goals and through our life in general are not guaranteed to have definite results. There are only possibilities and trade-offs!

For example, there is nothing to guarantee that the student from our previous example will attain the job he is looking for in financial investment, even after obtaining the CFA qualification and gaining the required experience. Even if we assume that there are vacant positions and that he is the most highly qualified individual for the job, he might not be selected because the Director is unconvinced as to his ability, or perhaps the Executive Director wishes to appoint one of his relatives, or indeed a multitude of other reasons!

On the other hand, the student might be selected

for the job without the possession of relevant qualification or experience, and even though there are more qualified applicants! This could happen for reasons that might not be immediately apparent, perhaps because the Executive Director saw potential in him that he didn't see in himself.

As we mentioned earlier, this is a very realistic way to approach life; we must always keep our eyes open and be mentally ready to deal with such situations and frustrations in a positive way.

The following are a few words of advice to help you confront situations like these in a more positive manner:

- **Strive and plan for the best, but be ready for the worst**

Though it may be true that the chances of things going wrong are slim if you have planned well, the worst-case scenario might still happen, so you must be ready.

Evaluate the worst-case scenario fully, either before or after it happens, and you will find - most of the time - that it's not so bad in itself. It might even be a good thing: negatives can invariably be turned into positives, but not if constantly compared to what you expected and planned for!

- **Exhibit perseverance and be ready for challenges**

You may fail once, or you may fail many times. Regardless, you must exhibit perseverance and be ready for challenges. The difficulty of achieving success is what makes the success so enjoyable.

If distinction and success were easy, there would be many successful people, and their competitive advantage over others would cease to exist.

In fact, you don't need to be superhuman to be successful and to stand out from the crowd. All you need is a clear path and a fighting, persevering spirit.

It is true that failure, especially early in life, can mean losing some essential things - such as security - and can make life more difficult until such as time as you can get yourself out of the situation. However, the only way to eradicate those problems is to succeed - so hang in there and give it your all until you are able to rescue yourself and those who you depend on you. Then, don't stay idle, but continue striving to succeed until you have exceeded what you were aiming for.

- **Be flexible enough to change your path or goal in line with changes in associated factors**

Life experience, contemplation and the advice of educated people is what you need to learn to adapt your actions to the world around you and to your circumstances. You have to know when to hold fast and when to change, when to persevere, when to be silent and observe, and when to attack hard with everything you have! Call it a war and struggle with life, or call it a dance with life; it's all the same. However, make sure that you do it with enthusiasm!

Consider a plant growing in the river: if it were not flexible and did not sway with the motion of the water, it would buckle in the face of the current!

Let's say the unforeseen happens, and your plans fail. Do not stop at this point and lament it, but think beyond: get your papers back in order, re-examine your talent, get advice from those you trust, and modify your path or goal in accordance with your convictions.

Suppose, in our previous example, you are in the position of the student. You have been awarded the CPA qualification and found an excellent job in financial investment with a prestigious investment firm. After months of hard work and good performance, and the satisfaction of your direct

manager, a personal problem arises between you and the Executive Director of the firm. Accordingly, the firm puts great pressure on you, making your life in the organization miserable, and ultimately forcing you to resign! You try to solve the problem with the firm and the Executive Director, but you are not successful.

This situation is, of course, bad, but this is reality and you have to deal with it! Think of the options available to you: staying with the firm means suffering psychological pressure, in addition to the possibility of not passing the CFA exam. The initial choices available to you are:

- Stay with the firm and gain as much professional experience as possible, bringing forward your plans to travel to study for the MBA and leaving the CFA for another time.
- Search for another job in the same field but with another firm, perhaps even outside the country, and then proceed with the path you had mapped out earlier.

Whilst looking for another job, you are offered an excellent job in the field of financial and management consulting with a distinguished international firm, allowing you, in the long run, to start your own management and financial

consulting business.

You have to stop here and re-assess the situation. Is your long-term goal to run your own business in financial investment, or run your own business regardless of whether it is in financial investment, management consulting or any other professional field?

You need the flexibility to be able to deal with your new situation and make the right decision for you.

*By exhibiting a willingness to re-shuffle your cards, plans and priorities according to changes in related elements and factors, you gain the ability to deal positively with reality and all it might throw at you!*

## **DEVELOPING YOUR BUSINESS PORTFOLIO**

### **1. Introduction**

To understand the concept of a “business portfolio” and its importance in the modern era, we need first to understand the current global economic situation, the status of the labor market and the direction in which these two things are heading.

### **2. The Current Global Economic Situation**

The September 2012 study *Growing Beyond*, which was commissioned by Ernst & Young, one of the world's largest accounting and consulting firms, states the following: “It is now over five years since the start of the global financial crisis. The shocks of 2007 and 2008 heralded what is already one of the longest periods of Economic retrenchment in history. While Governments, markets and people long for a period of stability and recovery, all must face up to a stark possibility; we may not have seen the worst.

“That is the main conclusion from our latest study of how high performers are surviving – and indeed thriving in the new economy.

“What is clear, however, is that recovery in the global economy is neither imminent nor inevitable and should it come, will reveal a radically different

competitive landscape. Survival, let alone success, is not guaranteed, but the chances are improved for those businesses that recognize the scale of the change required and mobilize the: shared intent to jump the growth gap”.

The world faces a range of global risks and unprecedented negative developments. Recent reports indicate that the low-growth economic environment that can currently be observed around the world will persist for a number of years to come.

As geopolitical risks spread and increase in severity, concerns continue to mount. There is a real danger that the percentage of the world's population living in fragile states will reach 80% in the coming decades.

The uncertainty and fear of the global economic environment, the intensification of competition, the trend for globalization and the proliferation of tools, resources and means of communication are all driving the steady growth of the so-called ‘gig economy’.

The gig economy is an economic environment based on temporary or fixed-term jobs and assignments. It’s formed of enterprises and individuals hiring the services of freelance workers on a short-term contractual basis.

Put simply, this means that freelance workers are able to choose between jobs and projects from around the world. Employers can choose the best freelancers for specific projects from across the globe, at the best prices and with minimal risk.

The trend towards the gig economy began several years ago and is expanding rapidly. One Intuit study predicts that 40% of the US workforce will be participating in the gig economy by 2020.

The magic formula for competing successfully and commanding high fees in such an economy is one's ability to market oneself and one's professional competencies and skills, as discussed in detail in the previous sections of this book.

### **3. Globalization and the Flexibility of Work**

As Irish author, philosopher and organizational behavior specialist Charles Handy pointed out in his book *Finding Sense in Uncertainty* (1998): "We have to remember that the very definition of work is changing. Work used to mean having a job with an employer. But today, it increasingly means working for yourself and even by yourself. In the near future, half of all the workforce of the developed world will be working 'outside' the organization. Traditional organizations now employ only 55% of the workforce on a full-time

basis. The rest are temporary, part-time or contractual workers. Our portfolios will increasingly be collections of different work for different clients.”

One of the most important drivers of this rapid growth of the gig economy are global online freelancing platforms such as [www.upwork.com](http://www.upwork.com) and [www.freelancer.com](http://www.freelancer.com). These platforms connect business owners, individuals or institutions with seekers of work - individuals or institutions - from different disciplines, at different levels, in different specialties and in different parts of the world in an astonishing organizational and administrative framework that transcends political, geographic, temporal and spatial barriers and offers impressive mechanisms for oversight.

#### **4. The Labor Market**

- **Issues within the Labor Market**

As Robert Half, one of the world’s largest recruitment companies, pointed out in its 2014 report *The Demand for Skilled Talent*: “The current employment market is characterized as “the great skills divide.” Those with specialized skill sets are in high demand and short supply, while the opposite rings true for the general workforce.”

The global and regional labor market suffers

from two major issues. On the one hand, there is a very high – and increasing – rate of unemployment (that is, the number of people who are unemployed in the conventional sense or else are in fragile employment). On the other hand, there is a growing shortage of talent.

PWC stated in a 2013 report that, “The ‘war for talent’ is still waging – both globally and in the Middle East.” In the Manpower Group’s tenth annual Talent Shortage Survey, 38% of global employers reported a shortage of skilled talent shortage in 2015 – marking a seven-year high – while the deficit in skilled talent in the business service and financial service fields in the Middle East will grow by 30% and 32% respectively over the next 5-10 years (Oxford Economics, 2012).

At the same time as this global shortage of skilled talent, there is a very high rate of unemployment, with the number of job seekers globally (that is, those who are unemployed in a conventional sense and those in fragile employment) reaching approximately 1.7 billion people (ILO, 2016). More specifically, in the Arab world, “The Arab world faces the critical challenge of creating 80 million jobs by 2020. Today, around one in four Arab youth are unemployed – the

highest rate in the world” (FIKR 12 DUBAI 2013).

From simple reflection on these facts, it is clear that solving the problems of the global and regional labor market lies in the training and development of people: the current, under-qualified and unemployed bank of human resources must be transformed into a capable, high-value one. And this is backed up by the experts: a 2012 Oxford Economics report stated that: “When HR Executives asked which HR strategies and tools will deliver the highest payoff, 47% cite training and career development.”

## **5. Business Portfolio**

From the above, it is abundantly clear that to escape these economic predicaments at an individual level, we must strive to expand our “portfolio”.

This is a catalogue of jobs we do and services we offer to clients, whether individuals or corporations, in return for income.

When we look at the reality of the job market today, we can note that in general, regardless of the sector in which an individual works and regardless of their profession - whether they are a doctor, a security officer, an HR Manager or an engineer - there are four types of work they can do to increase their income.

These are as follows:

- **Regular Job**

This could be a full-time, part-time, temporary or permanent job. This is the most common type of employment undertaken by people.

- **Training Services**

When you excel in a certain field, such as accounting, insurance, human resources or management, and provided that you have good training skills, you can offer training services in your field of expertise on a freelance basis. To become a professional and then a trainer in any field, you will need the following:

- **Professional knowledge:** The best way to acquire the necessary professional knowledge is to be certified by a well-known professional international authority in that field. Taking accounting as an example, the CPA, CMA, CIMA or CA certificates are good choices for those seeking to become accredited professionals.
- **Professional experience:** in general, four to five years' worth of work in any profession should be sufficient to be considered good experience in that field.

- **Training skills:** being professional in a field does not necessarily mean that you can train others in that field. You need to have good training skills, including the ability to give presentations, moderate discussions, listen and so on. You can acquire these skills by being trained on a Training of Trainers (ToT) course, which usually lasts for a few days.

Generally speaking, training courses in one of the above-mentioned fields last from one to five days and from two to six hours per day. You can arrange to hold training sessions in your free times, and these depend totally on you and on the other types of work you undertake.

To market your services, you can approach training institutes that provide training programs in your field or profession and offer your services through their outlets. Furthermore, you can become a member of a non-profit professional authority that promotes their members' training services throughout their network.

- **Consulting Services**

The third type of work you can add to your portfolio is freelance consulting services. This consulting could be in the technical/vocational or

the management field. However management consultancy is the only branch of consulting that has been regulated and standardized and monitors the standards of its practitioners globally. The management consultancy profession is governed by the International Council of Management Consulting Institutes (ICMCI), which is recognized as an NGO by the United Nations Economic & Social Council (ECOSOC) and has been awarded a Special Consultative Status. ICMCI acts through its member institutes, which are distributed throughout 46 countries.

Management consultants are usually highly paid. However, to become a management consultant, you need to be an expert in your profession at managerial level. You also need to have management consultancy skills. More specifically, you should acquire the following:

- **Technical/vocational and managerial knowledge:** The best way to prove that you have the required specialist knowledge in any field is to become certified by a well-recognized international professional authority in that field.

For management knowledge, I would recommend you to either gain an MBA from globally well-recognized university or a relevant

diploma in management and leadership from the Chartered Management Institute (CMI, UK). There is no doubt that having Chartered Manager Status (CMgr) will give you a long way to demonstrating your management competencies.

- **Professional experience:** To be a management consultant, you need to have adequate technical and managerial experience in your field, which is:
  - No less than four years working a role in the field. However, the diversity and the depth of your experience will count as well.
  - No less than three years at the management level. Again, the diversity and the depth of your managerial experience will also count.
- **Management consulting competencies:** These are well defined, reviewed and monitored regularly by the ICMCI and its member institutes around the world.

The CMC award is the only internationally usable consultancy qualification. It is recognized in the the 46 member countries of the ICMCI and is useful in all 192 member nations of the

UN (which recognizes the ICMCI as an NGO).

By achieving the CMC award, you indicate to clients and peers that you have been independently verified against universally accepted standards for experienced business consultants.

When you awarded the CMC designation, it means that you:

- Have met world-class standards of competence, ethics and independence.
- Are eligible to be included in the ICMCI global consultants directory, via which your services will be promoted globally.
- Are recognized by ICMCI member institutes distributed across 46 countries, including USA, Canada, Australia, UK, France, etc.

You can develop the knowledge and skills you need to work as a management consultant by achieving the Certified Management Consultant (CMC) award. This is done by enrolling in the Diploma in Management Consultancy program (DMC) awarded by the Chartered Management Institute, UK (CMI) in conjunction with the Institute of Consulting, UK (IC).

The DMC takes you up to 80% closer to become a CMC. The completion of a DMC requires about 240 guided learning hours distributed over a period of 6 months, with an average of 3 days monthly. The only center that currently provides this program is the IMC Middle East ([www.imc-middleeast.com](http://www.imc-middleeast.com)).

The time required to complete a management consultancy assignment varies based on the nature of the assignment, its requirements, your role and level of involvement, as well as on many other variables. However, it is usually not a full-time undertaking.

The key to promoting your services as a management consultant is to be a CMC. Once you are a CMC, you should ensure that you are enrolled in the global directory of certified consultants maintained by ICMCI. Having done that, you should register yourself with ICMCI institutes in the countries where you wish to practice as consultant. For instance, if you want to practice consulting in the Arab countries, you should be registered with IMC Jordan; and if you want to practice in UK, you should be registered with the Institute of Consulting. You can also promote your consulting services by contacting management

consulting firms, either directly or via websites that specialize in management consultants recruitment.

- **Establishing Your Own Business**

According to John Naisbitt, “It's the small companies who are creating the global economy, not the Fortune 500. And these days a small company can be as small as one person”. To understand the secret of the shift from an economy where success is concentrated in the hands of corporate giants to the opposite, where success is shared amongst smaller yet highly competent businesses, we can refer to the comparison highlighted by the website [www.1000ventures.com](http://www.1000ventures.com) between the old industrial economy and the new, knowledge-based economy. This comparison focuses on three areas: markets, enterprise and workforce.

ISSUE	OLD INDUSTRIAL ECONOMY	NEW KNOWLEDGE ECONOMY
Markets		
Economic Development	Steady and linear, quite predictable	Volatile - extremely fast change, with explosive upsurges and sudden downturns, and Chaotic - the direction of the economy's changes is not perfectly clear
Market changes	Slow and linear	Fast and unpredictable
Economy	Supplier-driven	<u>Customer-driven</u>
Life Cycle of Products and Technologies	Long	Short
Key Economy Drivers	Large industrial firms	Innovative entrepreneurial <u>knowledge-based firms</u>
Scope of Competition	Local	Global <u>hyper competition</u>
Competition: Name of the Game	Size: The big eats the small	<u>Speed</u> : The fast eats the slow
Marketing: Name of the Game	Mass marketing	<u>Differentiation</u>

ISSUE	OLD INDUSTRIAL ECONOMY	NEW KNOWLEDGE ECONOMY
Enterprise		
Pace of Business	Slow	Appreciably faster with ever-rising customer expectations
Emphasis on	Stability	<u>Change Management</u>
Business Development Approach	<u>Strategy pyramid</u> : vision, mission, goals, action plans	<u>Opportunity-driven, dynamic strategy</u>
Success Measure	Profit	Market capitalization (the market price of an entire company)
Organization of Production	Mass production	Flexible and <u>lean production</u>
Key Drivers to Growth	Capital	<u>People, knowledge, capabilities</u>
Key Sources of Innovation	Research	Research, <u>systemic innovation</u> , <u>knowledge management</u> , integration, new business creation, <u>venture strategies</u> , <u>new business models</u>
Key Technology Drivers	Automation and mechanization	Information and communication technology, <u>e-business</u> , computerized design and manufacturing

Main Sources of <u>Competitive Advantage</u>	Access to raw materials, cheap labor, and capital for conversion; cost reduction through economies of scale	<u>Distinctive capabilities</u> ; <u>institutional excellence</u> , <u>moving with speed</u> ; <u>human resources</u> , <u>customer partnership</u> ; <u>differentiation strategies</u> ; <u>competitive strategies</u>
Scarce Resource	Financial capital	<u>Human capital</u>
Decision Making	Vertical	Distributed
Innovation Processes	Periodic, linear	Continuous, <u>systemic innovation</u>
Production Focus	Internal processes	<u>Enterprise-wide business process management</u> and entire <u>value chain</u>
Strategic Alliances with Other Firms	Rare; "go alone" mindset	<u>Teaming up</u> to add complementary resources
Organizational Structures	Hierarchical, bureaucratic, functional, pyramid structure	<u>Interconnected subsystems</u> , flexible, devolved, <u>employee empowerment</u> , <u>flat</u> or networked structure
Business Model	Traditional: command-and-control	<u>New business model</u> : refocused on <u>people</u> , <u>knowledge</u> , and <u>coherence</u>

ISSUE	OLD INDUSTRIAL ECONOMY	NEW KNOWLEDGE ECONOMY
Workforce		
Leadership	Vertical	Shared: <u>employee empowerment &amp; self-leadership</u>
Work force characteristics	Mainly male, high proportion of semi-skilled or unskilled	No gender bias; high proportion of graduates
Skills	Mono-skilled, standardized	Multi-skilled, flexible
Education Requirements	A skill or a degree	<u>Continuous learning</u> ; it's not what you know, it's how fast you can learn
Management-Employee Relations	Confrontation	Cooperation, <u>teamwork</u>
Employment	Stable	Affected by market opportunity / risk factors
Employees Seen as	Expense	Investment

The key success factor in this age is not financial capital, but your knowledge and human-based capabilities in the field in which you wish to establish your business, as well as your managerial and leadership skills.

The globally advanced business environment and infrastructure, including rules and regulations, business cultures and communication, banks and monetary systems facilitates the easy establishment of small entrepreneurial at negligible cost.

One day, in a Middle Eastern country, an expatriate websites developer told me about his desire to establish his own website development firm. He asked me to recommend him a trustworthy local partner. The reason he was looking for a local partner was because he didn't have enough cash to start the business, and because of the local rules and requirements.

Let's look at the main obstacles that our entrepreneur may face and come up with some good recommendations and advice:

- He needs to find a trustworthy local partner to contribute to the business capital and subsequently share in the profit, although the local partner is not vital to the success of the business, as it is totally based on the

entrepreneur, his professional skills in web development and his business mentality.

- This traditional approach will incur large overheads (rent, wages, bills, etc.) at an early stage, despite them not really being needed. The entrepreneur might need months or more to begin selling his service, and this might cause him to face serious cash flow problems.
- Regardless of how brilliant and professional our entrepreneur is, he remains “local” in the eyes of the local market in the Middle East. Hence, he will be undervalued and unappreciated no matter how he performs and no matter the quality of his work. Consequently, he has a low chance of success.

In light of these issues, I advised him to change the way he was looking at things and to shift the paradigm of his intended business to deal with these obstacles. In particular, I advised him to do the following:

- To register the firm solely under his name in a Western country where no financial capital or local partner was required, registration costs were relatively inexpensive, and registration procedures were simple and fast. There are several Western countries that offer such benefits, and the UK is one of them.

This step not only facilitate quicker registration, but is also advantageous in terms of marketing the business as an international business firm for Middle Eastern clients.

- To avoid unnecessary overheads at the beginning of the business, he also has no need to hire an office, buy furniture and appoint a secretary right from the outset, nor does he need to focus on the new business full time.

He might take advantage of “virtual secretarial services”, so long as they suffice for his purposes. Nowadays, these services are highly cost effective.

- To break down the boundaries of local culture and constraints and go global! When we talk about any business, we’re talking essentially about two core activities: gaining and serving customers!

In regard to gaining customers, I advised him to go beyond the local market and beyond the traditional marketing approach, which can require face-to-face contact with potential clients. This direct sale approach typically necessitates working full time in a business, which he cannot afford to do, and it might not be cost-effective.

Instead, he should focus on developing a website for his own firm to promote his services via the web and to give potential clients a taste of his proficiency in designing websites. For this reason, he must be very meticulous in designing his website, all the way down to the tiniest details, including fonts, colors, images, logo and contact details.

Moreover, being an expert in websites, he is expected to be knowledgeable about web marketing and about the best ways of utilizing social media sites and forums to promote his services. There are many other smart ways of marketing and advertising that we haven't mentioned here, but the remarkable thing about them all is that they don't require full-time effort. Therefore, he can work on them in his leisure time and keep his permanent job until the right time to switch.

In regard to serving customers, he needs to use freelance professionals around the world to achieve this task! He himself has limited time to spend on marketing and managing the business, and the little time he has left over he needs to spend wisely on quality control and managing his freelancer resources. Otherwise, he will fail

in no time due to his limited time and resources.

He should not employ full- or even part-time professionals, since this not only adds financial burdens to the business, but also makes it less lean and less able to adapt to the rapid changes in the market and surrounding business environment.

Instead, he can hire professionals over the Internet and social websites such as “LinkedIn” to do project-based jobs. This means paying them per task. There are many experienced and well-qualified professionals from lower-income countries who are either full time employees or unemployed and looking for freelance jobs (task-based jobs) to fill their leisure time, enhance their experience and make some extra income.

This fourth type of employment, establishing your own business, is different from the other types in two main aspects:

- Firstly, in the other three types, you are limited by the quantity of services you can sell, whereas in the fourth type you are selling the services of other professionals. This removes most of the limitations on the quantity of services you can sell. The rate-limiting factor for selling services

is your ability to comply with the two core activities, namely, gaining and serving customers.

- Secondly, in the other three types of business, your gain is limited to your revenues from selling services, whereas in the fourth type, your gain also includes the rise in your firm's value. Usually, your firm's value is equal to its Net Present Value (NPV), which is generally almost 6-10 times the average of net profits from the last three years, depending on the profession or industry of your firm, associated business risks, and the strength and stability of your business. This type of gain comes into its own when you are selling part of your business to an external investor.

## **6. The Relationship Between Professional Development and Your Business Portfolio**

Previously, people had to choose one type of employment, but nowadays and in the future, more people will have "business portfolios" in place of one steady job, and more types of businesses will be open and available to people due to ongoing economic changes.

These four types of employment are not mutually

exclusive. On the contrary, they are inter-related and success in one affords better chance for success in the others. The two factors that limit your ability to engage in more than one type of employment are time and productive capacity, since both of these resources are consumed by any type of employment.

The common factors to succeeding in any one of the four types of employment are your level of professional development and your skills and competencies. Conversely, practicing any of the four types enhances your capacity to practice the other three by developing your professional capabilities.

If you want to speed up your chances of becoming a CEO in any business or industry, then working as a trainer or management consultant in that field will not only bring you extra income, but also enhance your technical and managerial abilities. This improves your chances of attaining your career goals more quickly and helps you perform better when you attain those goals.

## **Part Two/**

# **Models of Career Planning and How to Use Them**

- The Importance of Career Planning
- The Career Development Model
- Determining Your Career Goal
- Career Planning Methodology
- Developing Your Business Portfolio



## **PREFACE**

For further clarification on how to apply the career planning methodology we learned in the first part of this book, we will now look at a series of different examples and attempt to apply the method to each. The following is a list of different scenarios:

- **The standard path**, in which we shall take the example of an average individual who graduates with a university degree in the specialization in which they intend to work.
- **Deviation from university specialism**, in which a person has specialized in a certain subject but chooses to aim for a job in another field.
- **Inability to attend university**, in which an individual is unable to gain admission to university because they have graduated high school with a low average grade that does not qualify them for research or a grant. In our example, we'll imagine that the individual cannot finance their university studies themselves.
- **Career planning later in life**, in which a person decides to plan their career path at a relatively late stage in life.

However, before beginning discussions and planning the hypothetical career paths in these situations, I will repeat what I have already said earlier: There is no one correct path. These matters are highly relative, just as every individual differs from others and their circumstances.

## **THE STANDARD PATH**

Let's assume that you wish to specialize professionally in the same field as your university degree and that you are now planning your career path. Now, let's we will discuss the methodology and its application in this particular scenario:

### **Step One: Determine your career goal**

Let's assume, after identifying and becoming familiar with your personal constraints and studying the job market, that you decide your career goal is to become Head of Internal Audit for a major multinational organization.

### **Step Two: Determine the required competencies for your career goal**

To be able to achieve your career goal, you must possess a set of professional and management skills that can be summarized as follows:

- **Educational and professional qualifications**

- **From an academic perspective**

- You need to possess a Bachelor's degree, preferably in accounting.

- **From a professional perspective**

- Although the American Certified Internal

Auditor (CIA) qualification is arguably the most relevant specialist certificate, most employers also accept the American Certified Public Accountant (CPA) and British Chartered Accountant (CA or ACCA) certificates.

Moreover, as an internal auditor's work is closely linked to internal consultancy tasks, it is preferable that the auditor possesses the British Diploma in Management Consultancy (DMC) or even the international Certified Management Consultant (CMC) certificate.

- **From a management perspective**

To be qualified to lead internal auditing, you must possess management abilities and skills at a certain level. This is because you will be expected to lead teams of auditors.

To acquire these management skills, or to prove to the employer that you have them, you must earn either the academic MBA or a CMI qualification in management.

However, it should be noted that nowadays, perhaps due to a shortage of professionally qualified executives, and perhaps because of limited public awareness of the job market, these management qualifications are not considered essential, even if you take into account their added

value in terms of attaining the position Head of Internal Audit.

- **The necessary professional and management experience**

It is difficult to give a definitive answer regarding the number of years' experience required, as this is a relative matter. It depends greatly on a person's abilities and their degree of focus, dedication and motivation.

Nevertheless, generally speaking, we can say that the experience required to achieve this career goal is around ten years of in-depth, varied practice, of which roughly seven years should have been spent in the field of internal and external auditing, and no less than two years as internal audit manager. It is also preferable that at least three of these years have been spent working in one of the reputable auditing firms.

- **Skills and aptitudes**

There are numerous skills and aptitudes required for the achievement of any career goal, which is why it is desirable to focus on the most important ones, particularly those needing the most improvement. Let's suppose in our case that the most important skills required are written and oral

language skills, problem solving, numeric skills, listening skills, analytical skills and social skills.

We need to be able to work with this information more effectively, so I suggest that we start by listing them in a table as follows:

Step Two: Determine required competencies	
Qualifications	<p>Academic: Bachelor's, preferably in accounting.</p> <p>Professional: CIA, CPA, or CA, preferably coupled with "Diploma in Management Consultancy" (DMC).</p> <p>Management: MBA or CMI Executive Diploma in Strategic Management and Leadership (EDSML) is desirable, but not essential.</p>
Experience	<p>Around 10 years, roughly 7 of which have been spent in internal and external auditing, 2 as an internal audit manager, and preferably at least 3 of which have been spent in a reputable international auditing firm.</p>
Skills	<p>Written and oral language skills, problem solving, numerical skills, listening skills, analytical skills and social skills.</p>

### Step Three: Analyze your existing competencies

Now, after determining the professional and management abilities required for your career goal, you must determine to what extent you possess these abilities in terms of your qualifications, experience and skills. Let's assume you are in the second year of your Bachelor's degree in accounting. When trying to identify which of the necessary skills you possess, you find that you possess those listed below:

Step Three: Analyze your existing competencies	
Qualifications	Academic: Second year of Bachelor's accounting program Professional: none Management: none
Experience	None
Skills	Strengths: Communication and listening, math and numbers, analysis. Weakness: Writing skills

**Step Four: Determine what's needed to bridge the gaps** between the competencies you currently possess and those you need for your career goal

When doing this, you must take into account your

abilities and circumstances. For example, you can't decide to study for the CPA exam if you are from a country whose citizens are unable to obtain entry visas to the United States, as the centers that administer these exams are only located there.

- **Educational and professional qualifications**

- **From an academic perspective**

- You need to complete your Bachelor's degree in accounting.

- **From a professional perspective**

- Once you have compared the different professional qualifications required (as mentioned earlier, CPA, CIA, or ACCA), let's say you decide to prepare for the CPA certificate with a view to being able to work in a recognized international auditing firm.

- Furthermore, you feel that you possess the required knowledge to pass the four CPA exams at the first attempt and then obtain the certificate within 6 months of starting the studies.

- To gain a competitive advantage over others who have professional qualifications in internal auditing, you decide to try to obtain the British DMC diploma.

- **From a management perspective**

Since both qualifications, the MBA and the CMI Executive Diploma in Strategic Management and Leadership (EDSLM), are relatively easy to obtain, you decide to leave studying one of the two to a later date.

- **The necessary professional and management experience**

In order to acquire in-depth, hands-on and varied experience in auditing, you also decide to start working with one of the prominent international auditing firms for a period of three years and then work your way up the hierarchy until you reach your desired position.

- **Skills and aptitudes**

You need to hone your writing skills. There will also be other professional and general skills you need to improve, which will become clear later as you are working.

**We can place the results from Step Four in a table to make them even clearer:**

Step four: Determine what's needed to bridge the gaps	
Qualifications	Academic: Bachelor's in accounting Professional: CPA and DMC. Management: MBA or EDSML
Experience	As identified in Step Two, but begin by working with a prominent international auditing firm for about 3 years.
Skills	You need primarily to hone your writing skills, along with other professional and general skills that you'll identify later as you are working. You will develop these skills as you progress along your career path.

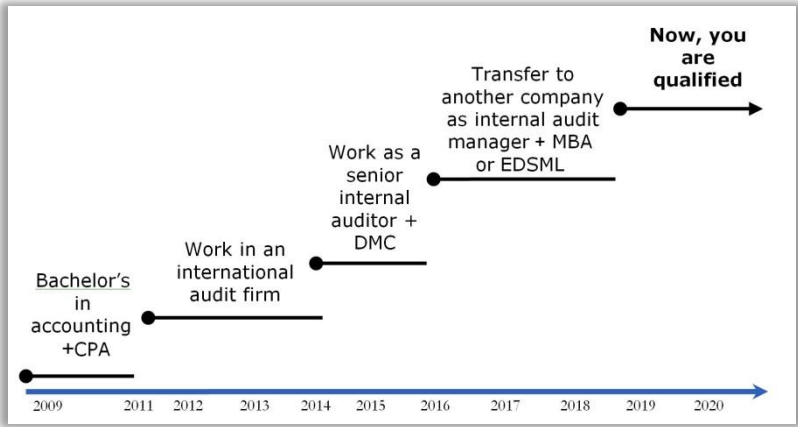
**Step Five: Determine the career path** that allows you to bridge the gaps and arrive at your career goal

In this step, you will identify your career development path and strive to do what you need to to fill the gaps, as identified in step four, as you progress along your career path as follows:

### Step Five: Determine your career path

Year	Age	Planned action
2009 - 2011	20-22 years	<ul style="list-style-type: none"> <li>▪ Finish Bachelor's degree in accounting,</li> <li>▪ Study for the American CPA exam.</li> </ul>
2011 - 2014	22-25 year	<ul style="list-style-type: none"> <li>▪ Work in a prominent international audit firm (capitalizing on the competitive advantage you have - the CPA).</li> </ul>
2014 - 2016	25-27 years	<ul style="list-style-type: none"> <li>▪ Work as a senior Internal Auditor in any distinguished organization.</li> <li>▪ Study for DMC diploma</li> </ul>
2016 - 2019	27-30 years	<ul style="list-style-type: none"> <li>▪ Transfer to another company as Internal Audit Manager</li> <li>▪ Study for an MBA or for the CMI Executive Diploma in Strategic Management and Leadership (EDSMLM).</li> </ul>
2019 - ?	30-?? years	<ul style="list-style-type: none"> <li>▪ You are now qualified to achieve your career goal of working as Head of Internal Audit for a major multinational organization</li> </ul>

**We can also present the results in chart form, as follows:**



### **Step Six: Monitor the variables, reassess and re-plan periodically**

Let us assume, for example, that during your work as a Chief Internal Auditor (years 2014-2016), you decide for some reason to change your career goal to becoming Group Executive Vice-President of Financial Affairs or Partner in a management consulting firm. The question raised here is: how do you go about changing your career path, and what must you do to transfer to the new one?

- **Changing your goal to becoming Group Executive Vice-President of Financial Affairs**

As a general rule, to be able to switch careers,

you must possess the capabilities (qualifications, experience and skills) to sell yourself in the job market in your new field.

Applying this rule to our present case, we can say that, despite your excellent experience in accounting, auditing and related fields, your natural readiness for excelling in financial matters and your prior experience and qualifications, your actual experience in high-level financial affairs is limited. This could hinder you in trying to land a position related to executive financial affairs.

To alleviate this predicament, you must try to proceed with the transition towards higher-level financial affairs, either in your current firm or another one. At the same time, you must begin studying for an MBA in financial affairs. This will position you better to make that transition and to achieve promotion to the level of Director of Financial Affairs in a relatively short amount of time.

By making this transition and gaining the necessary promotion, you are now on the right track; one that will lead you, if you plan well, to your goal of becoming Group Executive Vice-President of Financial Affairs.

- **Changing your goal to becoming Partner in a management consultancy firm**

Although external auditing experience is far removed from the experience required for management consultancy, other tasks typically performed by auditors, particularly in internal auditing, are closely related to management consultancy.

Therefore, remaining in your position as Senior Internal Auditor does not detract from your efforts to switch to a management consultancy role, given that the experience is by no means irrelevant.

However, owing to the limited number of positions in management consultancy, you must have a competitive advantage that helps you break into the field. This competitive advantage can be gained by achieving a DMC diploma (or CMC qualification).

By making the switch to internal or external management consultancy, obtaining the DMC qualification and obtaining the international CMC qualification, you are now on the right track for attaining your goal of becoming Partner in a management consultancy firm, so long as your planning is done properly.

## **DEVIATION FROM UNIVERSITY SPECIALISM**

In the previous example (the standard path), we imagined that you want to specialize in the same field as your university major. But what happens if you to specialize in a different field?

Let's consider the same example goal as in the previous model. This time, we'll imagine that you are studying at the Engineering Faculty, but that after you become a sophomore, you decide to change your career goal to becoming Head of Internal Audit for a major company or group of companies. At this point, it is too late to change your university specialism.

### **The first three steps**

We will not repeat the discussion regarding the first three steps, as there is almost no change from the standard path. Instead, we will move directly to the fourth step.

**Step Four: Determine what's needed to bridge the gaps** between the competencies you currently possess and those required for your career goal

- **Educational and professional qualifications**
  - **From an academic perspective**

You need to complete your Bachelor's degree,

even if it is not in accounting. However, you will be required to study accounting at some point, either as a minor specialization or a professional training program.

- **From a professional perspective**

You cannot study the certified public accountant (CPA) qualification at present due to time constraints. Moreover, you might not believe the CA to be a practical choice due to the long duration of the program.

As a result, it may be that the only option open to you is to study the Certified internal Auditor (CIA) qualification. In general, the CIA qualification tends to be easier, faster and less expensive than the CPA or CA qualifications.

To give you a competitive edge against other professionals qualified in internal auditing, you can also seek to obtain the British Diploma in Management Consultancy (DMC).

- **From a management perspective**

As both qualifications, the MBA and CMI Executive Diploma in Strategic Management and Leadership (EDSML), are relatively easy to obtain, you decide to leave studying one of the two to a later date.

- **The necessary professional and management experience**

To obtain in-depth, professional and diverse expertise in auditing - as specified in the second step for the standard path - you decide to work for one of the internationally renowned auditing firms for three years and then progress towards your career goal by working in various different roles.

Although the CIA qualification carries a certain prestige in the labor market, it tends not to give the same competitive edge as the CA or CPA when it comes to obtaining a job as an auditor in an internationally renowned auditing firm. For this reason, you may have to compromise on salary for at least one year in order to obtain the job you want and acquire the necessary experience.

After obtaining one year's experience in addition to your knowledge and qualifications, you will be perfectly positioned to access the best available job opportunities in renowned international auditing firms at the appropriate salary level.

- **Skills and talents**

You must improve your writing skills. In addition, there will be other professional and general skills you need to improve; these will be defined

later as you progress along your career path.

**We can now represent the results we gathered in the fourth step in table form as follows:**

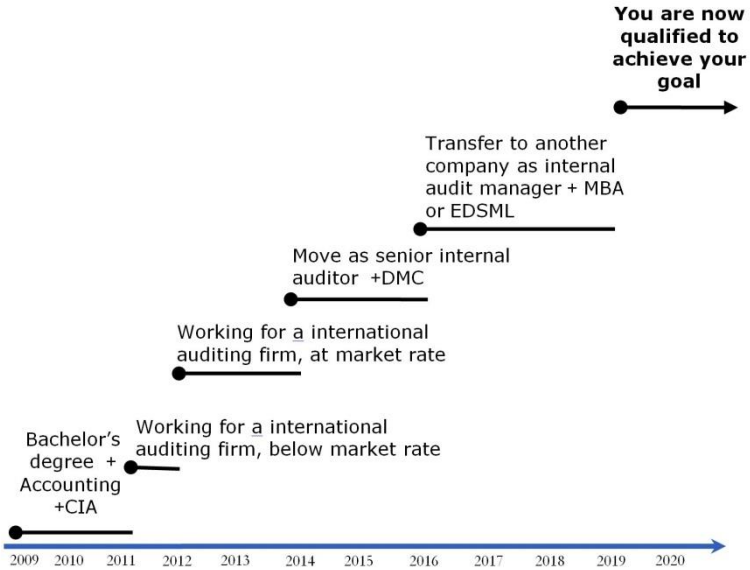
Step Four: Determine what's needed to bridge the gaps	
Qualifications	Academic: Complete your Bachelor's degree in engineering + accounting (with accounting either as a minor or as a professional training program). Professional: CIA and the British Diploma in Management Consultancy (DMC). Management: MBA or the CMI Executive Diploma in Strategic Management and Leadership (EDSML).
Expertise	As specified in the second step of the standard path, start to work for one of the internationally renowned auditing firms for a year at a reduced salary level, then two years for one of the internationally renowned auditing firms on a normal salary.
Skills	You must improve your writing skills in addition to other professional and general skills that will be defined later as you continue to gain experience. These skills will be improved throughout your professional career.

**Step Five: Determine the career path** that allows you to bridge the gaps and arrive at your career goal

In this step, we will outline your career path progression and define the necessary steps for “bridging the gaps” as determined in Step Four:

Step Five: Determine your career path		
Year	Age	Action to be taken
2009 – 2011	20 – 22 years	<ul style="list-style-type: none"> <li>▪ Complete your Bachelor’s degree in engineering.</li> <li>▪ Study accounting</li> <li>▪ Study CIA qualification</li> </ul>
2011 – 2012	22 – 23 years	<ul style="list-style-type: none"> <li>▪ Work for a renowned international auditing firm at entry level with reduced salary.</li> </ul>
2012 – 2014	23 – 25 years	<ul style="list-style-type: none"> <li>▪ Work for a renowned international auditing firm at a higher level with a higher salary.</li> </ul>
2014 – 2016	25 – 27 years	<ul style="list-style-type: none"> <li>▪ Work as a Senior Internal Auditor at any renowned organization.</li> <li>▪ Study the Diploma in Management Consultancy (DMC).</li> </ul>
2016 – 2019	27 – 30 years	<ul style="list-style-type: none"> <li>▪ Transfer to another company as Internal Audit Manager.</li> <li>▪ Study MBA or CMI Executive Diploma in Strategic Management and Leadership (EDSML).</li> </ul>
2019 – ????	30 – ?? years	<ul style="list-style-type: none"> <li>▪ You are now qualified to achieve your career goal as Chief Internal Auditor for a major company or a conglomerate, either in the firm you work for or another one.</li> </ul>

We can represent these results in a diagram as follows:



## **INABILITY TO ATTEND UNIVERSITY**

Graduating from high school with low grades may not qualify you for obtaining a university grant, and you may not be able to finance your university studies yourself due to financial hardship. Overcome with frustration, you may think that your future is lost and that your life is doomed to fail.

But go easy on yourself! With a little effort, some focus, and sound planning, you can still change the course of your life in ways you would never have thought possible.

Let's explore how the methodology we've learned can be applied to this example to facilitate this change.

### **Step One: Determine your career goal**

Suppose that, after identifying and becoming familiar with your personal constraints and studying the job market, you decide that your career goal is to become IT Manager in a large company.

### **Step Two: Determine the required competencies for achieving your career goal**

To be able to achieve your career goal, you must possess a set of technical and management skills that can be summarized as follows:

- **Educational and professional qualifications**

- **From an academic perspective**

You need to have a Bachelor's degree, preferably in computing/information systems.

- **From a professional perspective**

For IT manager positions, it is assumed that there is a strong demand in the job market for those who possess professional qualifications in project management (such as the American PMP degree).

- **From a management perspective**

You may plan to study for an MBA in IT or Management Information Systems.

- **The necessary professional and management experience**

As mentioned earlier, it is difficult to specify the exact number of years of experience required, as this is a highly relative matter. It depends greatly on a person's abilities and their degree of focus, dedication and motivation.

Nevertheless, generally speaking, we can say that the experience required to achieve this career goal is around five to seven years of in-depth,

varied experience in the field of IT management and information systems management.

- **Skills and aptitudes**

Let's suppose, in our case, that the most important skills required are communication, problem solving and analytical skills.

We need to be able to work with this information more effectively, so I suggest that we start by listing it in a table as follows:

### Step two: Determine required competencies for achieving your career goal

Qualifications	<p>Academic: Bachelor's degree, preferably in IT/information systems.</p> <p>Professional: Professional qualification in project management.</p> <p>Management: MBA in IT or Management Information Systems.</p>
Experience	5-7 years of varied experience in the fields of information systems and IT.
Skills	Written and oral skills, problem solving, analytical skills.

### Step Three: Analyze your existing competencies

Let's suppose that, when trying to identify which of the competencies you possess, you find that you have those listed below:

Step three: Analyze your existing competencies	
Qualifications	Academic: High school
	Professional: None
	Management: None
Experience	None
Skills	Good: Analysis.

**Step Four: Determine what's needed to bridge the gaps** between the competencies you actually possess and those that are required for your career goal

- **Competitive advantage is the key**

We determined in Step Two that you ideally need a Bachelor's degree in IT or management information systems, but the problem is that you can't afford university studies.

To solve this problem, you might think of enrolling on evening courses while working during the day to finance your studies. However, it has

become a fact of life in many countries that the salary of an employee with only a high school degree is comparatively low and is not enough to pay university tuition.

Added to this is the fact that you are aiming to work in the field in which you wish to specialize and which is the focus of your academic career, which typically lasts four to five years, in order to gain the experience required to achieve your career goal.

Perhaps in the past there was no solution to this predicament, but today matters have changed. The solution might be as simple as determining what competitive advantage you have that can open the door to your desired job in your area of specialization with a salary that exceeds that of a high school graduate several times over - perhaps even the salary of a university graduate!

This advantage can be acquired by gaining the right professional qualification in your specialist area and thereby unlocking the door to the job market. What we mean by the "right professional qualification" is a qualification for which you fulfill the prerequisites, i.e. one that does not require, for example, that you obtain a Bachelor's degree first. Moreover, you should be able to acquire it in approximately a year's time for relatively little

money, with the resulting qualification being in demand and broadly accepted in the job market.

The key lies in acquiring the right professional qualification in your specialist area and thereby unlocking the door to the job market -at the right salary!

But do such qualifications actually exist? The answer is yes; you just have to be sure that they exist in your desired specialization. Otherwise, you should switch your specialization to the next-closest field to ensure that you are able to complete your studies. After that, you can review your career path in regard to reaching your eventual career goal.

Let's say an individual in this predicament wants to obtain a role such as Group Executive Vice-President of Financial Affairs. In this case, they would need to study and obtain the American Certified Management Accountant certificate (CMA), since this does not require a Bachelor's degree and is widely accepted in the job market. At the same time, it can be obtained in less than a year time and at a reasonable cost.

In the context of our current example, I would recommend the CCNA (Cisco Certified Network Associate) certification. This certification is widely

accepted across the job market and, as we mentioned above, can be completed in less than a year at a reasonable cost. Holding CCNA certification will permit an individual to find a reasonable IT job with a good salary, enough to cover their university studies.

Accordingly, we can now identify the requirements for bridging the gaps between the skills and abilities you have and those needed for your career goal:

- **Educational and professional qualifications**

- **From an academic perspective**

- Bachelor's degree in IT/information systems.

- **From a professional perspective**

- Professional qualification in project management (such as the American PMP) and the CCNA.

- **From a management perspective**

- MBA in IT or information systems.

- **The necessary professional and management experience**

- 5-7 years of varied experience in the fields of information systems and IT.

- **Skills and aptitudes**

Written and oral language skills, problem solving, numerical skills, listening skills, analytical skills, and other professional and general skills to be determined later while you are working.

**Let's now place the results from Step Four in a table to make them completely clear:**

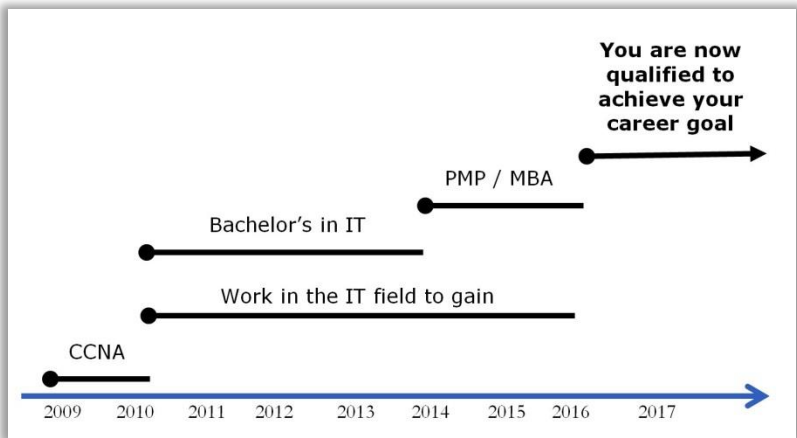
Step Four: Determine what's needed to bridge the gaps	
Qualifications	Academic: Bachelor's degree in IT. Professional: PMP + CCNA Management: MBA in IT or information systems.
Experience	5-7 years of varied experience in the fields of information systems and IT.
Skills	Communication skills, problem solving, numerical skills, listening skills, analytical skills and other professional and general skills to be determined later while you are working.

**Step Five: Determine the career path** that allows you to bridge the gaps and arrive at your career goal.

In this step, we will outline your career path progression and define the necessary steps for “bridging the gaps” as determined in Step Four:

Step Five: Determine your career path		
Year	Age	Planned action
2009 - 2010	18 - 19 years	<ul style="list-style-type: none"> <li>▪ CCNA (Cisco Certified Network Associate).</li> </ul>
2010 - 2016	19 - 25 years	<ul style="list-style-type: none"> <li>▪ Work in the IT field to gain varied experience.</li> </ul>
2010 - 2014	19-23 years	<ul style="list-style-type: none"> <li>▪ Study for a Bachelor’s degree in IT.</li> </ul>
2014 - 2016	23 - 25 years	<ul style="list-style-type: none"> <li>▪ Work in an IT-related position (preferably in another company), but at managerial level.</li> <li>▪ Study to acquire a professional qualification in project management (such as the American PMP) or an MBA in IT.</li> </ul>
2016 - ?	25-? years	<ul style="list-style-type: none"> <li>▪ You are now qualified to achieve your career goal of working as IT Manager in a large company, either in your current firm or another one</li> </ul>

**Let's now put these results into chart form:**



## **CAREER PLANNING LATER IN LIFE**

We'll assume, in this example, that you are one of the the people who did not plan their career path at the beginning of their lives and that, as a result of bad luck, you have ended up in one of the scenarios we mentioned at the beginning of this book: professional deadlock, limited demand or end of the career life cycle. What's more, you reached your late forties before realizing this!

Now, you perceive that time is very short for you to catch up and that your working life is doomed to fail or stagnate. As a result, you develop a heightened degree of frustration!

But wait: with a little effort, and with a little bit of focus and proper planning, you can still change the flow of your life in a way you would never have dreamed of!

To demonstrate this, let's look at how we can apply the methodology we learned earlier to help you out of your dilemma.

### **Step One: Determine your career goal**

After identifying and becoming familiar with your personal constraints and studying the job market, let's suppose you decide that your career goal is to become

Head of Human Resources for a major company.

### **Step Two: Determine the required competencies for achieving your career goal**

To be able to achieve your career goal, you must possess a set of professional and management skills. These can be summarized as follows:

- **Educational and professional qualifications**

- **From an academic perspective**

You need to have a Bachelor's degree, preferably in human resources specifically or management in general.

- **From a professional perspective**

In the job market, there is a high demand for people holding the Certified in Personnel Development (CIPD) qualification.

- **From a management perspective**

Either an MBA qualification or a CMI Executive Diploma in Strategic Management and Leadership (EDSML).

- **The necessary professional and managerial experience**

As we mentioned earlier, it is hard to give

specific advice regarding the years and types of experience necessary, as this issue is largely relative and relies heavily on an individual's abilities, how focused they are, their interests and their motivation.

In general, we can say the number of years of expertise required to achieve this career goal is twelve years, including five years in the human resources field. Approximately three of these years should be spent as a manager in a human resources department.

- **Skills and talents**

Let's assume that in our case, the most important skills are the ability to lead, the ability to make decisions, verbal and written communication skills, positive thinking, emotional intelligence, the art of listening, analysis skills and other skills that will be defined later based on the nature of the work you carry out.

To be able to understand this information more effectively, I suggest we present in table form as follows:

**Step two: Determine the required competencies for achieving your career goal**

Qualifications	Academic: Bachelor's degree, preferably in Human Resources  Professional: Certified in Personnel Development (CIPD)  Management: MBA or CMI Executive Diploma in Strategic Management and Leadership (EDSML).
Expertise	12 years, with 5 years in the field of human resources. About 3 of these should be spent as a manager of Human Resources.
Skills	Ability to lead/ ability to make decisions / verbal and written communication/ positive thinking / emotional intelligence / the art of listening/ analysis skills and other skills to be defined later.

### Step Three: Analyze your existing competencies

Let's suppose that, when trying to identify which of the competencies you possess, you find you have those listed below:

Step Three: Analyze your existing competencies	
Qualifications	<p>Academic: Bachelor's degree in Science – Physics</p> <p>Professional: Not applicable</p> <p>Management: Not applicable</p>
Expertise	Varied, 18 years in the public sector
Skills	<p>Strengths: Talking and listening, emotional intelligence, problem solving and writing.</p> <p>Weakness: The way you assess and look at things in general and in human resources in particular based on expertise in the public sector, which is different than the private sector.</p>

**Step Four: Determine what's needed to bridge the gaps** between the competencies you currently possess and those that are required for your career goal

When comparing the two tables from Step Two and Step Three, we can summarize them as follows:

<b>Qualifications</b>	<p><b>Academic:</b> None</p> <p><b>Professional:</b> Certified in Personnel Development (CIPD)</p> <p><b>Management:</b> MBA or CMI Executive Diploma in Strategic Management and Leadership (EDSML)</p>
<b>Expertise</b>	5 years in the field of human resources, three years of which have been spent as a manager of human resources
<b>Skills</b>	<p>You must develop your understanding of the private sector. You must also develop other skills, such as understanding and empathizing with others, ability to make decisions, leadership and others factors that will be defined later based on the nature of your work.</p> <p>For now you have to care about improving your skills; you must strive to pass the evaluation interviews so that you can move from the public sector into the private sector, which you are targeting.</p>

- **Competitive advantage is the key**

In this table, we laid out the qualities and skills you need to possess in order to become Head of Human Resources for a major company, but now the question is: where and how to begin?

You want to move into the human resources field, and it is highly recommended that you do so in the private sector. However, you need to ask yourself: what advantages do you need to offer to persuade a firm in the private sector hire you in human resources, with a salary that's equal to or more than your current salary?

The answer to this question is in your possessing the "key" that will open the door to the human resources job market. This key, in our example, is the widely accepted CIPD (Certified in Personnel Development) qualification.

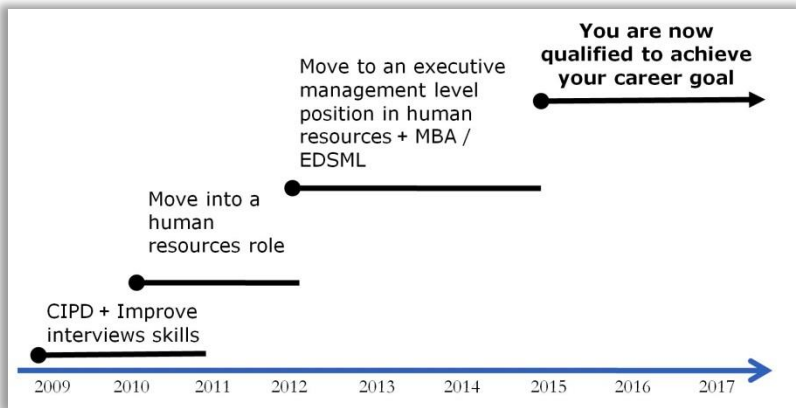
So, in answer to the question of how to begin, you must first of all aim to pass the CIPD qualification; some of its units, at least, should enable you to make the move to the private sector human resources field.

**Step Five: Determine the career path** that allows you to bridge the gaps and arrive at your career goal.

In this step, we will outline your career path progression and define the necessary steps for “bridging the gaps” as determined in Step Four:

Year	Age	Action to be taken
2009 – 2011	45 – 47 years	<ul style="list-style-type: none"> <li>▪ Study the CIPD (Certified in Personnel Development) qualification.</li> <li>▪ Improve your skills in order to pass the evaluation interviews.</li> </ul>
2010 – 2012	46 – 48 years	<ul style="list-style-type: none"> <li>▪ Move into a human resources role, maybe at first line management level, in the same organization you work for or in another organization.</li> </ul>
2012 – 2015	48 – 51 years	<ul style="list-style-type: none"> <li>▪ Move to an executive management level position in human resources, perhaps in another organization.</li> <li>▪ Study an MBA or CMI Executive Diploma in Strategic Management and Leadership (EDSML)</li> </ul>
2015 – ????	51 – ??? years	<ul style="list-style-type: none"> <li>▪ You are now qualified to achieve your career goal, Head of Human Resources in a major company, either in the organization you work for or in another organization.</li> </ul>

Let's now put these results into chart form:



## **SUMMARY**

In this book, we engaged in a discussion about all of the tools and concepts required to plan your career path. This was followed by a discussion of four potential scenarios and the corresponding models of career planning. Now, it is up to you to begin planning your own career path.

Based on my experience, every individual represents a unique model, with unique talents and ambitions. You must first determine your career goal before you can map out your career path and plan the general framework and finer details of your life.

I know it isn't easy, but it is even harder to see your life slip through your fingers. To make it easier, seek the help of those with specialized experience and gather the necessary information and data from the Internet, from professional chartered bodies and from other similar sources.

For those of you who would like to contact me, share your experience or knowledge with me, or comment on the book, please contact me by email at: [abbas.imcme@gmail.com](mailto:abbas.imcme@gmail.com)