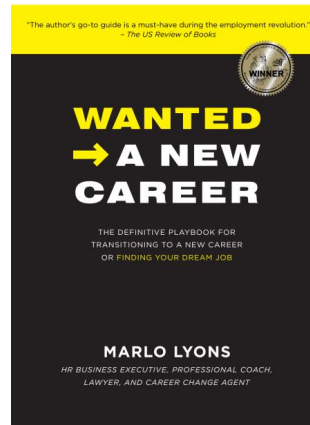


**Marlo Lyons Coaching**

Because Life Isn't Linear

# Career Clarity: From Values to Fulfillment Workbook



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# Preface

You did it! You took the first step to finding a rewarding and fulfilling career. Whether you want to change careers, find a new or better job, or move up to the next level, this program is for you!

This workbook is for you to use as you work through the program.\* It also has additional information on some worksheets to help you understand how to get the most out of the program. The following is the roadmap for this program.

Introduction

Session 1: Be curious: Identifying and defining your values

Session 2: Translating values into skills and capabilities

Session 3: Time to dream! (through research)

Session 4: Aligning skills and experience to bring value

Session 5: Viewing accomplishments through lens of the new job/career

Session 6: Drafting your resume/LinkedIn profile for the new job/career

Session 7: Interviewing preparation Part I

Session 8: Interviewing preparation Part II

Session 9: Applying for jobs

Session 10: Closing the job and exiting with class

\*Not every session has a corresponding page in this workbook

Introduction: Don't skip the intro

## Introduction: Don't skip the intro

What do I want and what do I deserve?

## Introduction: Homework

What do I enjoy? / What gives me energy?	What do I dislike? / What depletes my energy?

## Introduction: Homework #2

Three biggest career accomplishments  
How did they make you feel?

1.

2.

3.

## SESSION 1

Be curious: Identifying and Defining Your Values



# VALUES EXERCISE:

Step 1: Ask yourself three questions:

1. What kind of work do I like doing?
2. What kind of work environment is important to me?
3. What kind of interactions do I want to have at work?

<u>RANK</u>	<u>VALUES</u>

## VALUES EXERCISE CONTINUED:

Step 1: Ask yourself three questions:

1. What kind of work do I like doing?
2. What kind of work environment is important to me?
3. What kind of interactions do I want to have at work?

<u>RANK</u>	<u>VALUES</u>

## VALUES EXERCISE CONTINUED:

**Step 1:** Ask yourself three questions:

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<u>RANK</u>	<u>VALUES</u>

## VALUES EXERCISE CONTINUED:

**Step 1:** Ask yourself three questions:

1. What kind of work do I like doing?
2. What kind of work environment is important to me?
3. What kind of interactions do I want to have at work?

<u>RANK</u>	<u>VALUES</u>

# VALUES EXERCISE:

**Step 2:** On page 10-13, define your values through a stream of thoughts.

Consider these questions:

- Why is this value important to me?
- When this value is fulfilled, how do I feel?
- How do I feel when this value isn't fulfilled?
- What energy do I get from this value?

**Step 3:** On page 10-13, rank your values from 5 to 1 on the importance of each value. Of course, they are values so they are all important, but some values will be more important than others.

Rank #5: You can't live without that value being fulfilled.

Rank #4: It is important most of the time.

Rank #3: It is important some of the time but okay if it's not present all the time.

Rank #2: It is slightly important that it be fulfilled.

Rank #1: It is not that important if this value is not fulfilled.

Understanding which values are above three (3) is important so you can focus on finding a career or job which fulfills those values.

**Bonus:** If you are working and wondering why you are unhappy in your job, give each value another ranking based on this scale of whether your values are honored at your current job:

Rank #5 - The value is honored or fulfilled every day in my job.

Rank #4 - The value is honored or fulfilled most of the time.

Rank #3 - The value is honored or fulfilled, but inconsistently.

Rank #2 - The value is often not honored or fulfilled.

Rank #1 - The value is never honored or fulfilled.

All the values you ranked under 3 tell you why you are not happy or fulfilled. Can you make it better in your current job? Do you need to move jobs or companies?

Write a list of what you can do to fulfill your values. After all, you can only control your actions and reactions!

## SESSION 2

### Translating values into skills

## TRANSLATING VALUES INTO SKILLS

Value	Definition	Hard and Soft Skills
		<u>Hard:</u>  <u>Soft:</u>
		<u>Hard:</u>  <u>Soft:</u>
		<u>Hard:</u>  <u>Soft:</u>
		<u>Hard:</u>  <u>Soft:</u>

## TRANSLATING VALUES INTO SKILLS CONTINUED

Value	Definition	Hard and Soft Skills
		<u>Hard:</u>  <u>Soft:</u>
		<u>Hard:</u>  <u>Soft:</u>
		<u>Hard:</u>  <u>Soft:</u>
		<u>Hard:</u>  <u>Soft:</u>



# TRANSLATING VALUES INTO SKILLS CONTINUED

Value	Definition	Hard and Soft Skills
		<u>Hard:</u>  <u>Soft:</u>
		<u>Hard:</u>  <u>Soft:</u>
		<u>Hard:</u>  <u>Soft:</u>
		<u>Hard:</u>  <u>Soft:</u>

## TRANSLATING VALUES INTO SKILLS CONTINUED

Value	Definition	Hard and Soft Skills
		<u>Hard:</u>  <u>Soft:</u>
		<u>Hard:</u>  <u>Soft:</u>
		<u>Hard:</u>  <u>Soft:</u>
		<u>Hard:</u>  <u>Soft:</u>

SESSION 3  
Time to Dream! (through research)

## DREAMING GROUNDRULES

1. No qualifiers, disqualifiers, limiting beliefs, restrictions, or negative thoughts.
2. Only thought while dreaming: "Huh, that's interesting and I want to learn more about this career."
3. Do not apply for jobs while working on this exercise.
4. Recognize dreaming is hard! If you are stuck:
  - Take a break.
  - Do something you enjoy.
  - Take a deep breath and tackle it again.

## DREAMING! (STEPS 1-3)

Potential Careers	Job Title	Links to websites	Job description (copy/paste)	Why is this interesting / Anything not interesting?	What values correspond to this career?	Additional Notes

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## DREAMING HOMEWORK – Step 1

Start by clicking on the Bureau of Labor Statistics website and learn about fastest growing occupations or highest paid occupations. Then click on the a-z index and review every job in the list:

US Bureau of Labor Statistics:

[www.bls.gov](http://www.bls.gov)

<https://www.bls.gov/ooh/a-z-index.htm>

Consider reviewing other countries' government websites or the following websites for additional information about jobs and connections in Europe or around the world:

European Commission:

[https://eures.ec.europa.eu/index\\_en](https://eures.ec.europa.eu/index_en)

InterNations Expat info:

<https://www.internations.org/>

To find articles on growing job sectors, AI impacts, and the future of jobs.

World Economic Forum

[www.weforum.org](http://www.weforum.org)

## DREAMING STEP 4

Job Title	What skills are required/preferred?	Information on how the career evolves in levels (at what level do you see more strategy than tactics?)	Distinguishing factors that make certain job descriptions for this career more interesting (e.g., <i>job descriptions that use certain language</i> )	Interesting industries	What success looks like in this career

# DREAMING STEP 5

## MEET & GREET ROADMAP

Reach out to specific individuals either via email (if you have their email address) or LinkedIn messenger.

**Goal:** Learn about the reality and the nuances of the prospective career to determine if it is still interesting and something I want to pursue.

**Objective:** Talk to at least one person in each career to learn more about the day-to-day and career trajectory of the career.

**Strategy:**

- Pick people to talk to in the function and industry you are interested in (e.g., program manager in the marketing function in the insurance industry.)
- Add additional strategies!

**Tactics:**

- Start with people I know to see if they will talk to me.
- Ask my network if they know someone I can talk to.
- Write to random people on LinkedIn to see if they will talk to me (some will, some won't - keep going!)
- Use the meet and greet roadmap to prepare for the meeting.
- Add additional tactics!

**Example message to someone you are interested in talking to:**

Hi [Name of person]

My name is [your name] and I am interested in transferring my skills and capabilities into [Name of Field]. I noticed you have an extensive career in [Name of Field], and I am hoping you would be willing to spend 20 minutes with me discussing your career trajectory and what it takes to be successful in [Name of Field].

Please let me know if there is a time you may be available to speak. My contact information is below if you would rather move to email.

Thank you!

[Your name]

# DREAMING STEP 5 CONTINUED

## MEET & GREET ROADMAP

### The Conversation:

Once you have set a time to speak, below is a road map for the conversation. Try to be as organic as possible (though of course it may be uncomfortable at first if you don't know the person!) Remember, someone is taking time out of their day to talk to you - the more they talk, the better the conversation.

- **Say hello!** Ask casually how his/her day is going and thank the interviewee for taking time to talk to you.
- **Briefly introduce yourself, why you reached out and how you found them:**
  - Are you interested in knowing more about the industry/the interviewee's career path?
  - Was it random?
  - Did you have something in common such as graduating from the same college or working at a former workplace you interned or volunteered at?
- **If the conversation starts flowing organically, stay in the moment without a specific agenda.** Reminder: You are trying to make a "connection" and build a relationship. Some discussions will be a "one and done" and some will lead to long-term mentorship or advice.
- **Consider asking the interviewee if he/she has any questions *for you* before starting with your own questions.** This step isn't necessary but may be useful if there is any "suspicion" as to why you have so many questions. Just be honest - you are researching the skills needed to be successful in the field and seeking advice for your own trajectory by learning from their success.

## DREAMING STEP 5 CONTINUED

### MEET & GREET ROADMAP

- **Ask questions.** Have a list of potential questions but don't ask them all because it is best to keep the conversation organic and flowing. Examples include:
  - I would love to hear how you got into X (the field they are in today)?
  - How did you decide to work at X company?
  - What makes your job in your field unique compared to other people in your field (e.g., sales in medical device versus sales in another field)
  - What was your journey like from graduating college to where you are now?
  - What hard and soft skills do managers look for to be successful in your field?
  - Do you need higher education such as a Masters or PhD or MBA to enter/be successful in your field?
  - Is there one specific skill that is a "must have" in your field?
  - What kinds of decisions do you make on a daily, weekly, or monthly basis?
  - Is the job more tactical or strategic?
  - Do you think AI will impact your job in the future? If yes, how?
  - Where do people start in this career and how does their career progress?
  - Who is this career NOT for? (Or what type of person is not successful in this field?)
  - What is it about (insert profession) that excites you the most?
  - What is the most challenging part of your job?
  - What is one thing about this career that people from the outside don't know?
  - What skills do you think were necessary to move up in your career?
  - If you talking to a people manager: What do you look for when hiring someone on your team?
  - How have you seen your field change in the time you've been in it?
  - Does economic uncertainty change the work in this field?
  - I'm trying to wrap my head around "workplace culture." Have you noticed different cultures in the various jobs you've had, and can you describe them?
  - In your entire career, is there a company culture you liked the best and why?
  - What advice do you have for someone like me trying to break into this field?
  - What is the best piece of advice you received from a former mentor?
  - Is there something you know now that you wish your younger self knew then?

## DREAMING STEP 5 CONTINUED

### MEET & GREET ROADMAP

**After your conversation, don't forget to send a thank-you note via email.** Someone just took precious time out of their day to give you advice. Thank them for their time and expertise. Write that you will stay connected as you progress in transferring to a new career, and then do just that. Stay connected even if you decide from the conversation this career is not for you.

Example of thank you note:

Hi [name of contact],

Thank you so much for taking the time to speak with me regarding [name of field]. You definitely helped crystallize the skills and capabilities needed to be successful in [name of field]. I also appreciated you being so open and transparent about your work and career trajectory.

I hope to stay connected as I continue to pursue a career in [name of field].

Thank you again,  
[Your name]

**PRO TIP:** Your interviewee should be doing 90% of the talking. You should be doing most of the question asking. Keep in mind every meet/greet is an "interview" of you too though, so be prepared to explain in one sentence where you are in your career and why you are looking for a new role.

*Example: I have been thinking about my career and working to move into a role where I can bring the most value and where I will feel most fulfilled. In exploring various fields, I came across various [Name of Field] jobs and they really piqued my interest - so thank you for taking the time to talk with me today about this field.*

**PRO TIP 2:** TAKE NOTES!

Good luck! You've got this!

SESSION 7  
Interviewing preparation Part I

## INTERVIEWING PREPARATION PART I

Answer the six most common questions:

1. Can you tell me a little about yourself?
2. Can you walk me through your resume?
3. What are your strengths and development areas?
4. Why are you looking for a new job?
5. Why do you want to work at this company?
6. What are your compensation expectations?



SESSION 8  
Interviewing preparation Part II

## INTERVIEW PREPARATION PART II

Create five stories that you can use when asked behavioral questions that start with "Tell me about a time when..." in the STAR(T) or CARL format:

### STAR(T) Format:

**Situation** - what was the business issue?

**Task** - what needed to happen and how did you determine the course of action.

**Action** - what action you personally took and how did you rally others with influence, communication etc.

**Result** - what was the result of your action.

**(T)akeaways** -what did you learn/what went perfectly and what didn't go well and how you would do it better next time which shows emotional intelligence.

### CARL Format:

**Context** - what was the business issue?

**Action** - what action you personally took and how did you rally others with influence, communication etc.

**Result** - what was the result of your action.

**Learning** -what did you learn/what went perfectly and what didn't go well and how you would do it better next time which shows emotional intelligence.

Consider these topics, but also add topics that are relevant to the job description:

- The time you solved a big problem.
- The time you had to align stakeholders toward one goal.
- The time you had to influence someone to think a different way.
- The time you failed at something or made a big mistake.
- The time you had to meet a tight deadline.
- The time you had to develop a product/business model from scratch or the time you dramatically changed one in a turnaround situation.
- The time you pushed back on a decision that negatively impacted you (or your team).

# INTERVIEW PREPARATION PART II CONTINUED

## Additional Questions:

- What motivates you in the workplace?
- But you don't have any experience in [specific hard skills or people leadership or industry]?

## People Leader Questions:

- What do you do to inspire a team to produce results?
- What are the top strategic issues you have had to face in your current role? What decisions did you end up making?
- How do you ensure your team stays connected to the company vision and the bigger picture?
- What changes have you implemented in your current department to meet the needs of your customers or cross-functional stakeholders or business?
- Give an example of a mission or goal you didn't think was achievable; what was it and how did you help your team achieve it?
- As a leader, how do you stay connected to the details while focusing on the strategic and the bigger picture issues?
- Have you ever seen a leader lose sight of his/her goals? How did you know?
- What is your leadership style? (Name three adjectives to describe your leadership style?)
- Tell me about a time you developed a team member?
- Tell me about your hiring process when you are hiring key positions such as direct reports?
- Give me an example of someone who was promoted specifically from your development efforts.
- Tell me about a time you failed? How did you deal with it, and did you turn it into a success later?

SESSION 9  
Applying for Jobs

# APPLYING FOR JOBS

## Checklist: Before and after applying for a job

### Before applying for a job:

- Update and iterate on resume and LinkedIn profile.
- Draft a foundational cover letter which you will update per application.
- Practice potential interview answers and stories.
- Research the company to:
  - Determine overall interest.
  - Learn what other research you will need to do to be successful in the interview process (e.g., new industry? New skills needed?)
  - Understand if the company and job align with your values?
- Research on LinkedIn or through your network a referral or direct contact who works at the company.

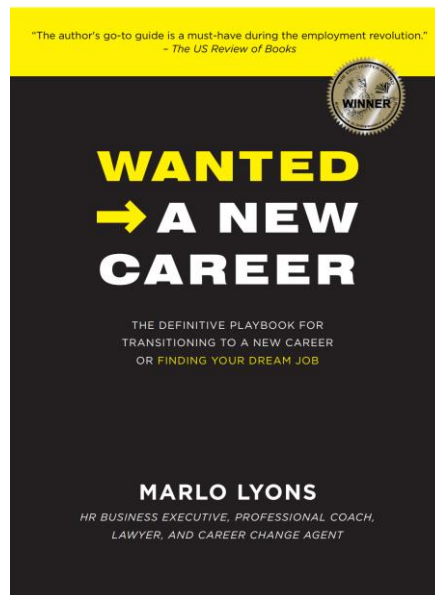
### After applying for a job:

- Find the internal recruiter and/or hiring manager.
- Write the recruiter or hiring manager a short LinkedIn message introducing yourself and flagging your application stating:
  - You applied for the job (provide job title and link)
  - How you can bring value to the position.
- Research:
  - The company
  - The founders and C-Suite
  - The head of the department you will be working for
  - The industry if you aren't already familiar with the nuances.
  - Competitors to the company
  - Financials if applicable
  - Strategic plans/company focus if available.

The journey is yours....

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Find articles and additional resources on the Blog page:

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