



# **Career Planning for Foundation Doctors Workbook**

## **Stage 1: Self-Awareness**

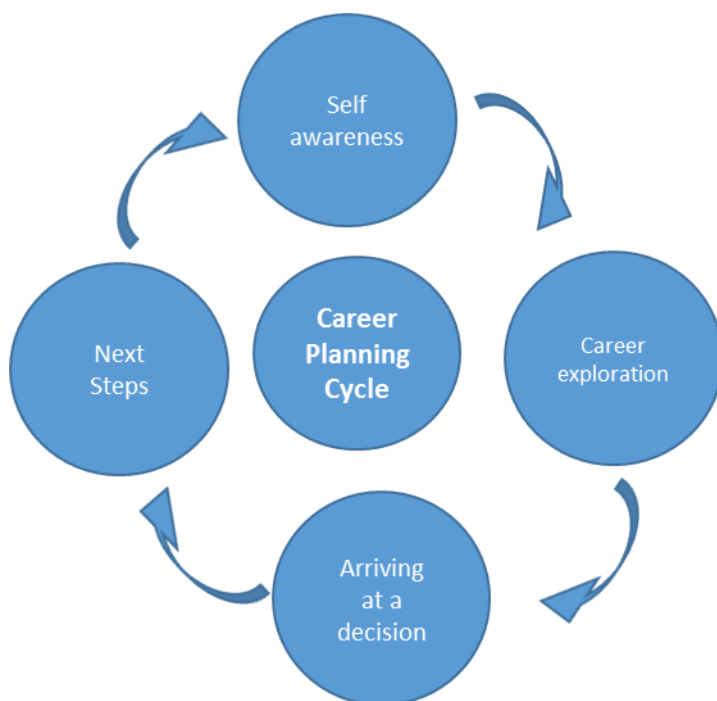
**July 2019**

## Introduction

This workbook has been designed specifically with the career planning needs of this particular group and is one of a series of learning materials being produced for a range of healthcare professions, produced by the Careers Team for Health Education England - London and South East (LaSE).

## Career Planning Model

The Career Planning e-module introduces the trainee to the tried and tested **SCAN** model enabling them to follow a systematic process for making and actioning their career decision. This model follows four consecutive stages which form a cycle of career planning.



### SCAN Model for Career Planning

There is a section of the workbook to represent each of the following stages of the SCAN model and each section of the workbook should be used in tandem with the relevant section of the e-module.

**Self-Awareness- What type of clinician do I want to be?** This includes a thorough examination of your individual values, priorities, interests, personal qualities, skills, preferred style, potential stressors, and how they relate to your work as a clinician.

**Career Exploration – What options are available to me?** This includes an introduction to approaches to gaining insights into the variety and number of options open to you at different stages of your clinical career.

**Arriving at a Decision – Which is the best choice for me?** This includes an introduction to a range of decision making strategies and a reflection on your experiences of making decisions in the past. You can choose from a range of exercises to help you consider your options in the light of what you learned through self-assessment and career exploration.

**Next Steps – When and What do I have to do to achieve my career goal?**

Once you have completed the three previous stages you may be ready to take the next steps towards achieving your goal. You will be introduced to a method of developing a SMART action plan as well as advice and links to a range of resources – to help optimise your success at achieving the next step in your career.

This is a cyclical process which it is recommended to follow every time you reach a career transition. At each stage you may find that your priorities change and your skills have changed or advanced so it is always advisable to work through all four stages every time you have a career decision to be made. The assumption is made in this workbook that you will have worked through the previous stages first and for this reason links between the sections will be referred to.

## Stage 1: Self-awareness

The information and exercises in this section will help you build a picture of what is important to consider when making decisions about your career. You may gain greater clarity around what is a top priority and what factors you would feel happy to compromise on in relation to these choices.

After completion of any of these self-awareness exercises you may find it useful to talk through your findings with your educational supervisor and/or careers adviser before moving onto the career exploration stage. The exercises include:

- Identifying your core values
- Identifying your work preferences
- Identifying your skills and interests
- Reflecting upon your personality in relation to work
- Reflecting upon the things which may cause stress in the workplace

You may find it useful at the outset to quickly review all the exercises as you may find a degree of overlap between some of them and you may not feel that you need to do every one. To get the most from the exercises it is important to keep an open mind about your options and **not** to link your thinking to a particular specialty or pathway. Doing so may limit the potential benefits of undertaking the exercises.

### Identifying your core values

This exercise uses a list of values to help you consider what your 'core values' are. These are fundamental to your sense of happiness and fulfilment in both work and non-work life. Your core values do not change much throughout your life, however the prioritisation you give them may change with new experiences and changing family commitments.

Now take a few minutes to complete Table A which allows you to reflect on experiences from both your career and personal life that made you happy, proud and fulfilled – highlight any key words that resonate with you here.

Then Take a look at Table B reading carefully from the left hand side of the page to the right. Mark those values which are important to you, or words which you find resonate with your way of thinking – especially when reflecting on the experiences noted in Table A. If you find two words of similar meaning, choose the one which resonates most with you.

If any of these values were not being honoured in your life – what impact might that have on your level of happiness and fulfilment in both your work and non-work life? Reflect upon what made you select a particular word. If

you felt you **should** choose a particular word disregard it as this indicates that this value is being imposed upon you rather than being something you truly value.

<b>TABLE A</b>	<b>Career Example</b>	<b>Personal Example</b>	<b>Any words that resonate</b>
<p><b>Step 1: Identify the times when you were most happiest</b></p> <ul style="list-style-type: none"> <li>• What were you doing?</li> <li>• Were you with other people? Who?</li> <li>• What other factors contributed to your happiness?</li> </ul>			
<p><b>Step 2: Identify when you were most proud</b></p> <ul style="list-style-type: none"> <li>• Why were you proud?</li> <li>• Did other people share your pride? Who?</li> <li>• What other factors contributed to your pride?</li> </ul>			
<p><b>Step 3: Identify the times when you were most fulfilled and satisfied</b></p> <ul style="list-style-type: none"> <li>• What need or desire was fulfilled?</li> <li>• How and why did the experience give your life meaning?</li> <li>• What other factors contributed to your feelings of fulfilment?</li> </ul>			

**TABLE B:** Included with permission from: ©Lindsay West Coaching 2018 [www.careercoachlondon.com](http://www.careercoachlondon.com)

stability	security	inner strength	joy	balance	moderation
happiness	fun/sense of humour	pleasure	relaxation	sense of belonging	inner peace
achievement	success	recognition	appreciation	ambition	being valued
passion	contentment	harmony	beauty	comfort	simplicity
honesty	truth	trust	openness	empathy	expression
equality	fairness	justice	courtesy	dignity	integrity
love	friendship	connection	kindness	companionship	camaraderie
freedom	choice	variety	abundance	adventure	excitement
faith	forgiveness	spirituality	tolerance	humility	grace
respect	consideration	loyalty	faithfulness	politeness	serenity
wisdom	intelligence	knowledge	insight	acceptance	honour
learning	development	growth	challenge	competition	excellence
sense of duty	tradition	order	sense of control	obedience	realism
authenticity	rationality	sense of authority	protection	compassion	patience
wellbeing	vitality	positivity	contribution	calmness	co-operation
community	cleanliness	decency	professionalism	competence	virtue/goodness
support	helpfulness	caring	service	generosity	nurturing
gratitude	determination	diligence/hardworking	sense of purpose	making a difference	capability
innovation	creativity	resourcefulness	commitment	accountability	solitude
independence	responsibility	reliability	dependability	courage	quality

Now chose your **Top 10 values** from those that you have marked on the list and put them in the table below in order of priority – starting with the most important. Indicate why this value is important to you and the impact this may have on you if it were not present in your life.

<b>Value</b>	<b>Why is this value important?</b>
<b>1.</b>	
<b>2.</b>	
<b>3.</b>	
<b>4.</b>	
<b>5.</b>	
<b>6.</b>	
<b>7.</b>	
<b>8.</b>	
<b>9.</b>	
<b>10.</b>	



## Identifying your work preferences

These are factors which represent what is important for you in the workplace. Like values the degree to which your preferences are present in your current job will influence your level of job satisfaction

From the following list of work preferences decide how important each one is to you in terms of its contribution to your job satisfaction. (NB 'Not important' means that you don't really mind about this factor. 'Avoid' means that you would rather not have this in your career choice.)	very important	quite important	not important	Avoid/ Not enjoyable	Priority of very important Preferences (1-10)
<b>Organisation</b> -working in a well-known hospital or service					
<b>Community</b> - Working in a place where you can get involved in the local community					
<b>Physical challenge</b> - work that is physically demanding					
<b>Flexible working</b> - a role in which there is the possibility of working part-time					
<b>Being expert</b> - being known as someone with special knowledge or skills					
<b>Research</b> - Having the opportunity to carry our research					
<b>Supervision</b> - having responsibility for supervising others					
<b>Learning</b> - A rapidly changing role in which you will continually be learning new things					
<b>Types of patients</b> - working with a particular patient group					
<b>Helping people</b> - a role in which you help individuals, groups or society in some way					
<b>Predictability</b> - having a routine which is fairly predictable					
<b>Working with others</b> - working in a team alongside others					
<b>Teaching</b> - being able to teach others					
<b>Challenge</b> - being 'stretched' and given new problems to work on					
<b>Competitive</b> - working in a specialty to which entry is highly competitive					
<b>Pace of work</b> -a rapid pace of work					
<b>Respect</b> - a high-status job					
<b>Excitement</b> - working in a context where you take clinical decisions under pressure					
<b>Community setting</b> - working in a community based setting					
<b>Contact with patients</b> - working in a context where you have lots of contact with patients					
<b>Promotion</b> - work in which there is a good chance of promotion					
<b>Continuity of care</b> - being able to provide continuity of care for your patients					
<b>Money</b> - the possibility of earning a high salary					
<b>Friends</b> - forming friendships with colleagues at work					
<b>Managing your time</b> -some flexibility in when you carry out your different responsibilities					
<b>Creativity</b> - thinking up new ideas and ways of doing things					
<b>Techniques</b> - being able to perform particular surgical and/or diagnostic procedures					
<b>Recognition</b> - receiving appreciation for the work you do					
<b>Precision</b> - working at tasks which involve great care and precision					
<b>Place of work</b> - working in a specific part of the country					
<b>Variety</b> - having a variety of different responsibilities					
<b>Independence</b> - beng able to work on your own					
<b>Managing others</b> - the opportunity to manage a clinical service					
<b>Hospital based</b> - working in a hospital based specialty					
<b>Controllable lifestyle</b> - being able to achieve a satisfactory work/life balance					

**Now rank the factors within each category in order of importance to you. (Obviously, things that are 'Not important' don't need ranking!)**

	<b>Very important</b>	<b>Quite important</b>	<b>Avoid</b>
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

**Reflections on your work preferences:** *(write your comments in the spaces below the questions)*

- Were you surprised by any of the work preferences in your list? Why might this be?
  
- Is there mismatch between your rational (head) self and your emotional, intuitive (heart) self? How might you achieve a balance? *(e.g. How will you reconcile your choice of a competitive specialty with your need for a controllable lifestyle)*

## **Reflecting upon your core values and your work preferences:**

*(write your comments in the spaces below the questions)*

- Are there any patterns or themes emerging from your core values and your work preferences? (e.g. lifestyle, pace of work and excitement). What does this tell you about the choices you will be making?
  
- Do your core values and work preferences complement one another? (e.g.g sense of belonging and working with others) What does this tell you about the validity of your choices?
  
- Are there any core values and work preferences which you believe may change over time? (e.g.g capability, flexible working, location, security) What is this telling you about the decisions you need to be making now?
  
- Are there any core values and work preferences which you feel are not listed that are important to you? If so make a note of them and explain why these are important to you

Now return to the e-module to find out about how you can explore the other aspects of self -awareness.

## Skills and Interests

### Skills and attributes inventory

An important part of self-awareness is to understand about your level of competence in relevant areas of work and to assess how closely these relate to your values and job preferences. For example: if you feel that the opportunity to use a range of techniques and work at a high level of precision is important to you, is this matched by being highly skilled in manual dexterity?

The following questions and exercises will help you define the skills you feel very competent in, are motivated by and enjoy using as well as those that you would like to develop as your career progresses.

### Part A: Skills Reflection

Begin to list your key skills by reflecting on the following questions : (remember to differentiate skills e.g. *organising, planning* from aspects of personality e.g. *enthusiastic, reliable* etc.)

- *Go back to the Values exercise you completed and note down any skills used in the examples in which you identified yourself as happiest, most proud, fulfilled, satisfied etc.*
- *Think about a time when you surprised yourself by doing something you did not know you were capable of? What were the skills you used?*
- *Think about times when you have received praise for your work performance – what skills/strengths were mentioned?*
- *What are the things that make your feel strong? What do others turn to you for?*

Task or challenge	Skills / Strengths Identified

## **Part B: Skills Assessment and Categorisation**

Now you have identified some of your core skills, the table below will help you identify more and think about your current skill level as well as skills you would be interested in using or developing further.

- Look at the list of skills in the first column (and add any skills from Part A not included in the list sat the bottom)
- In the second column Write a score between 1 and 5 against each one, to indicate how competent you feel you are at this skill, where: 1 = undeveloped, 2 = needs development, 3 = adequate, 4 = good, 5 = highly skilled. [Note – You should aim to be generous to yourself here aiming for at least 15 skills at Level 4/5]
- In the third column tick to indicate those skills which you are currently using in the workplace.
- In the fourth column tick the boxes for those skills you are currently using and wish to develop further and those that you don't currently use but would like to learn.
- Use the next two columns to identify whether you enjoy using this skill or not
- The seventh column relates to skills categories. Some people may show skills levels in related areas such as - a greater tendency towards working with people or being more analytical. It makes sense to use some method of grouping your competencies such as the suggested groupings below.

***O: Organisation (management, getting things done, action)***

***P: People (communication, caring, getting on with, persuading, leading)***

***A: Analytical (numbers, figures, data etc)***

***PP: Practical/physical (precision, fixing things, manual dexterity etc)***

***I: Intuition/innovation/creativity (ideas, possibilities, big picture etc)***

Skill	Score (1-5)	Currently Using (✓)	Wish to use <u>or</u> develop (✓)	Love using ☐	Don't enjoy Using ☹	Categorisation (A/P/O/PP/I)
Translating complex ideas into straightforward language						I
Improving Quality or reliability						PP
Conveying warmth and empathy						P
Making new contacts through networking						O
Planning effectively, anticipating problems						O
Constructing, building, shaping						PP
Actively listening, assessing needs						P
Project management						O
Generating new ideas, challenging assumptions						I
Assessing situations or people quickly and accurately						P
Initiating projects						O
Problem solving, trouble shooting						O
Adapting or improving processes or performance						PP
Negotiation						
Developing Rapport						P
Persuading and gaining commitment						P
Making Presentations						P
Teaching						P
Supervision						P
Creating, innovating, seeing alternatives						I
Delegating effectively						O

Skill	Score (1-5)	Currently Using (v)	Wish to use <u>or</u> develop (v)	Love using <input type="checkbox"/>	Don't enjoy Using ☹	Categorisation (A/P/O/PP/I)
Building community, breaking down barriers between people						P
Seeing the wood for the trees – seeing the big picture						I
Having Insight and Intuition						I
Improvising under pressure						I
Readily absorbing ideas and concepts						I
Inventing new solutions to problems						I
Taking things apart to see how they work						PP
Leading a team						O
Taking responsibility						P
Taking on difficult challenges						O
Motivating People						P
Juggling several tasks at one time with conflicting demands						A
Seeing patterns or trends in data						A
Attention to detail						A
Interpreting information quickly and making judgements under pressure						A
Exploiting the advantages of IT						A
Organising and retrieving data effectively						A
Communicating a vision						P
Fundraising						O

Skill	Score (1-5)	Currently Using (v)	Wish to use <u>or</u> develop (v)	Love using <input type="checkbox"/>	Don't enjoy Using ☹	Categorisation (A/P/O/PP/I)
Seeking efficiency in design						PP
Designing systems						PP
Developing and complimenting the ideas of others						P
Research and intellectual rigour						A
Saving time or money – cutting waste						O
Rapidly adapting to IT						PP
Exploiting the advantages of IT						PP
Inclusion in decision making						P
Inspiring people						P
Counselling and mentoring						P
Hand to eye co-ordination/Spatial awareness						PP
Manual dexterity						PP
Clinical diagnostics						PP
Making decisions under pressure						O
Self-motivation/Self-reliance						O
Resilience under pressure						O
Toleration & flexibility to risk/uncertainty						O
Keeping calm under pressure						O
Anticipating and Managing change						O
Entrepreneurial and business skills						O
Physical stamina						O
Political awareness, tact and diplomacy						P



Skill	Score (1-5)	Currently Using (v)	Wish to use <u>or</u> develop (v)	Love using <input type="checkbox"/>	Don't enjoy Using ☹️	Categorisation (A/P/O/PP/I)
<b>Other (including skills from Part A if applicable)</b>						

Now take a look at the table you have filled in and:

- **Highlight those skills where you have scored 5 (Highly skilled), 4 (Good) or 3 (Competent)**
- **Those where you have scored a 2 or 1 in may be because you are not naturally talented in them, or because you have no or very little experience in them**
- **Of the skills you have highlighted also note whether you enjoy using them or need to develop them**

### **Part C: Motivated Skills**

Having completed the skills inventory, can you identify five strengths and five areas you would like to develop (your Motivated skills) to fill in the table below?

<b>Strengths</b>	<b>Skills Group (O/P/A/PP/I)</b>	<b>Areas of Development</b>	<b>Skills Group (O/P/A/PP/I)</b>

- **Which categories cover the skills you have highlighted - do any have prevalence? How much would these skills be required/utilized in the specialties you are considering?**
- **How much do the specialties you are considering also require/utilise skills you either do not enjoy or not feel competent in?**

## Interests

There is a very close association between the skills which you have developed to a high level and your interests.

You may find Sci59, a psychometric test designed for Foundation Doctors to help you narrow down your options. This can be accessed via the Cenmedic website for a small fee: (<http://cenmedic.co.uk/sci/>)

In particular Sci59 highlight themes of interest or suggest specialties which you had not previously thought about. However, if you did not find that using Sci59 gave you additional information or you were unable to access it you may find the following table helpful in thinking through the areas in which you have the greatest interest.

<b>• From your experience so far do you prefer direct patient experience or the more diagnostic/research side of your clinical area?</b>
<b>• What areas have you found most stimulating in your clinical studies or career?</b>
<b>• Do you have any preferences in the types of patients or client groups that you wish to work with?</b>
<b>• Which subjects have you enjoyed (or might enjoy in the future) teaching or researching?</b>
<b>• What are your interests outside of work, and how could you use the skills you gained from these interests within your career?</b>

## Personality

### Understanding your personality and preferred style of working

In the e-module we suggested that you access one of the free online personality questionnaires. However you may prefer to follow through the questionnaire below which has been adapted by Anita Houghton in her book '**Know Yourself – an Individual's Guide to Career Development in Healthcare**'

#### PART A: Using preferences to clarify a type

Look at the two statements and place an X where your preferences lie between the two.

<b>I like working in a team (E)</b>	<b>e.g.</b> _____ <b>X</b> _____	<b>I like working largely alone (I)</b>
I like days full of action (E)	_____	I like days when I have a chance to reflect, write or study (I)
I like practical work using precision and using hard data (S)	_____	I like using data to draw out meanings and develop theories and possibilities (N)
I like to see short term results from my work (S)	_____	I am happy with delayed results if I can see a longer term vision (N)
I am best at making decisions using logical, objective analysis (T)	_____	I am best at making decisions based on what is important to individuals (F)
I like to be complimented on my competence (T)	_____	I like to be complimented on my personal qualities (F)
I like creating organisation and structure (J)	_____	I like being flexible and spontaneous (P)
I like to know what I am doing and when (J)	_____	I like anything can happen days (P)

**PART B: This career jobs/job involves**

Think about your current job/rotation. Look at the two statements and place an X where you feel your role feels closest to.

<b>Working as a team (E)</b>	<b>e.g.</b> _____	<b>Working largely alone (I)</b>
	<b>X</b>	
Days full of action (E)	_____	Days when I have a chance to reflect, write or study (I)
Practical work, requiring precision and hard data (S)	_____	Using data to draw out meanings and develop theories and possibilities (N)
Work that produces short term benefits or results (S)	_____	Work often complex , that results in long term or broad benefits (N)
Making decisions using logical, objective analysis (T)	_____	Making decisions based on what is important to individuals (F)
Work where competence is of great importance (T)	_____	Work where personal qualities are of great importance (F)
Creating organisation and structure (J)	_____	Being flexible and spontaneous (P)
Largely scheduled days (J)	_____	Anything can happen days (P)

**Work stressors and resilience**

The following questions will allow you to reflect on aspects of your life and the impact they have on your career

The following questions will allow you to reflect on aspects of your life and the impact they have on your career

<ul style="list-style-type: none"><li>• How have family events impacted on your working life? (e.g. health of family members, bereavement)</li></ul>
<ul style="list-style-type: none"><li>• How has your ability to manage both family demands and work impacted on your wellbeing in the past and how might this be affected by your choice of specialty?</li></ul>
<ul style="list-style-type: none"><li>• How easy do you find it to manage deadlines, respond to changing workloads – either too much or too little work, increases in responsibility and possible conflict in the workplace?</li></ul>
<ul style="list-style-type: none"><li>• Do you tend to have perfectionist tendencies and/or limiting beliefs about your strengths or areas for development? How may these impact on your ability to work in certain specialty environments?</li></ul>
<ul style="list-style-type: none"><li>• How may these impact on your ability to work in certain specialty environments?</li></ul>

- How have you dealt with work tasks that you find mundane and demotivating or dealt with tasks that you find difficult to achieve?

**Reflections on the self-awareness exercises**

## Further Support

If you feel that you would like to discuss your results and reflections from the Career Planning stages with a careers adviser please contact your local Postgraduate Medical Education Centre for details of what individual support is available in your region (**NOTE:** Clients within HEE London and South East can follow the link <http://www.lpmde.ac.uk/professional-development/careers-unit/what-we-do/contact-us>)

For Foundation Doctors in London and South East the following additional support services are available through the LaSE professional Support Service

- **Individual Careers Support** – to help you explore the factors impacting on your career choices and career planning
- **Specialist Clinical Communication and Linguistic Services** – helps support effective communication with patients, careers and colleagues
- **Individual Support Team** – confidential educational support service for clinicians with performance concerns
- **Coaching Service** - helps trainees in challenging situations that could prevent them from getting the most from their careers.

All services are confidential, work independently from your employer and are by self-referral only and can be accessed at the following link:

<http://www.lpmde.ac.uk/professional-development/professional-support-unit>