



This 'Getting On' workbook has been designed to be used in conjunction with the Getting On webinar. The webinar and the workbook focus on the skills and personal competencies you will need to develop as you progress in your new job and throughout your career.

Seven key skills

Congratulations on your new job!

And now you've got it, we're sure you'll want to do well in it! Although many roles require specific skills, we think there are seven that will help you wherever you are:

- **Commerciality** – take an active interest in international, national and local business topics and issues, understand the commercial realities of the organisation.
- **Time management** – manage your time effectively, prioritising important or urgent tasks and be able to work to time deadlines.
- **Communication skills** – to be able to express your ideas clearly and effectively in writing and in speech.
- **Teamwork skills** – be able to work confidently and pro-actively within a group.
- **IT skills** – gain greater levels of efficiency in word-processing, using databases, interpreting and creating spreadsheets, the internet, email, designing web pages.
- **Professionalism and ethical behaviour** – pay sufficient care and attention to the quality of your work, maintain confidentiality and act responsibly at all times, adhere to standards and procedures, behave with honesty and integrity.
- **Self-development** – take responsibility for personal development and be aware of your own abilities, values and weaknesses taking measures to continually improve your skills.

We explain all of these further in the accompanying webinar, and set out below a few more details about four of them.

Commerciality

A SWOT analysis is a great way to start thinking strategically about an organisation or a project. It is simply a grid that serves to prompt and capture relevant ideas under the headings – Strengths, Weaknesses, Opportunities and Threats.

There is an example of a SWOT analysis on the next page:

SWOT analysis

Strengths <ul style="list-style-type: none"> • <i>Profitable products</i> • <i>Significant market share</i> • • 	Weaknesses <ul style="list-style-type: none"> • <i>High staff turnover</i> • <i>Ageing production software</i> • •
Opportunities <ul style="list-style-type: none"> • <i>Export growth</i> • <i>Franchising in the UK</i> • • 	Threats <ul style="list-style-type: none"> • <i>Unreliable supply chain</i> • <i>European competitors</i> • •

Strengths and weaknesses are usually internal to an organisation and the ‘5Ms’ is a useful checklist here – Money, Manpower, Methods, Machines and Markets. Opportunities and threats are usually external; you might find PEST is useful to prompt ideas here – Political, Economic, Social, Technological. Both of these are explained in more detail in the webinar.

If you are thinking more strategically about an organisation then the ‘growth matrix’ is good to prompt ideas. This model suggests there are four generic strategies to grow based on combinations of products and clients.

Growth matrix	Existing markets	New markets
Existing products	<i>Market penetration</i>	<i>Market development</i>
New products	<i>Product development</i>	<i>Diversification</i>

Why not try applying this matrix now to your chosen organisation – either your employer or a client? You can use the grid below. What strategies does it suggest they might pursue?

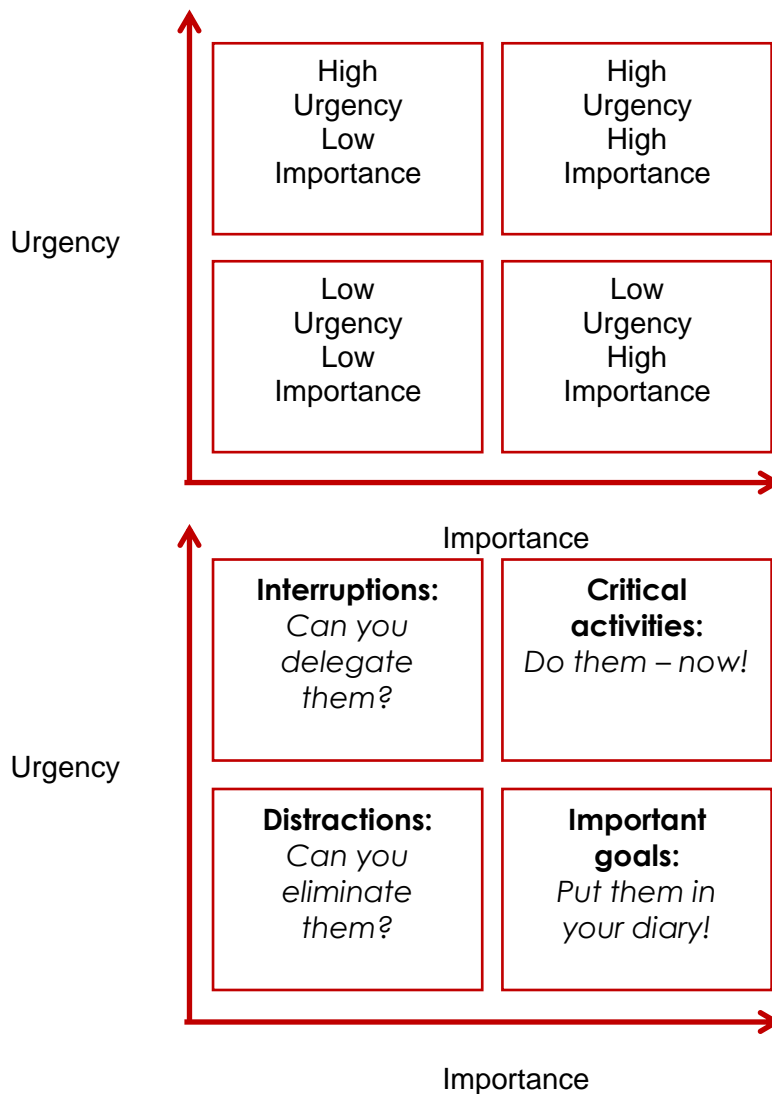
Growth matrix	Existing markets	New markets
Existing products	• •	• •
New products	• •	• •

Time management

This is all about making the best use of the time available. And it really pays to get in to some good habits early on.

The best place to start from when thinking about time management is the simple relationship between importance and urgency.

If you can plot your to-do list of tasks on a grid like this, it will help you decide how to tackle them.



Why not draw up a blank grid yourself on the next page and plot your current list of tasks on to it?

Does this help give them some structure and priority?

Use this space to draw a grid and plot your current list of tasks on it. Does it help give them some structure and priority?

Communication skills

In the webinar, we talk about structure, style and spoilers as being the three important aspects of written communications to get right.

Those aspects of style that are to be encouraged are:

- **House style** – make sure you find and use your employer's house style guide. This will probably cover things like which font to use in documents, how to present dates and whether to capitalise words like or 'Partner' or 'Firm'.
- **Readability** – tend towards short punchy sentences and paragraphs; try to avoid unnecessarily long words. Try not to have sentences that are longer than 20 words. It takes quite a lot of effort, but it can make your work much easier for others to read.
- **Favour simple language** – eg, use 'to' instead of 'in order to'.
- **Consider the 'active' rather than 'passive' voice** – 'the cat sat on the mat' rather than 'the mat was sat on by the cat'. The active voice is more direct and uses fewer words.

Those aspects of style you should try and avoid are:

- **Jargon** – technical terminology your reader may not understand.
- **Gobbledegook** – words that simply don't make sense.
- **Ambiguity** – words like 'soon' may mean different things to different people – try to be specific.
- **Negatives** – failing to remove too many 'negative' words may make it less easy to understand what's being said!
- **Weak words** – 'I will reply by Wednesday' is more confident and reassuring than 'I will try to reply by Wednesday.'

Professional and ethical behaviour

The ICAEW's Code of Ethics applies to all members, students and employees in all of their professional and business activities.

At its heart are the following five principles:

- **Integrity** – to be straightforward and honest in all professional and business relationships.
- **Objectivity** – to not allow bias, conflict of interest or undue influence of others to override professional or business judgments.
- **Professional Competence and Due Care** – to maintain professional knowledge and skill and act diligently and in accordance with applicable technical and professional standards.
- **Confidentiality** – to respect the confidentiality of information acquired as a result of professional and business relationships.
- **Professional Behaviour** – to comply with relevant laws and regulations and avoid any action that discredits the profession.

Do these correspond with your expectations of your role?

Does your organisation have a code of conduct that varies from this in any way?

As a result of this workbook and the accompanying webinar, what three things will you do differently?

1)

2)

3)