



HR HANDBOOK

Essentials for Starters

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Let's get **started**

As an organization your aim is to reach your yearly goals and to achieve successes. In order to be successful you need to start with... well your starters!

Start with the foundation. The starters in your organization need some solid basics, that prove useful for years to come. Skills that they can comfortably face the challenges in the working

world with. Because even though subject-specific knowledge can be googled quickly, YouTube does not teach young professionals how to structure arguments clearly. That's why we developed this overview of topics, so you can share them internally.

Use this to give yourself, and the starters in your organization, the best kick off.



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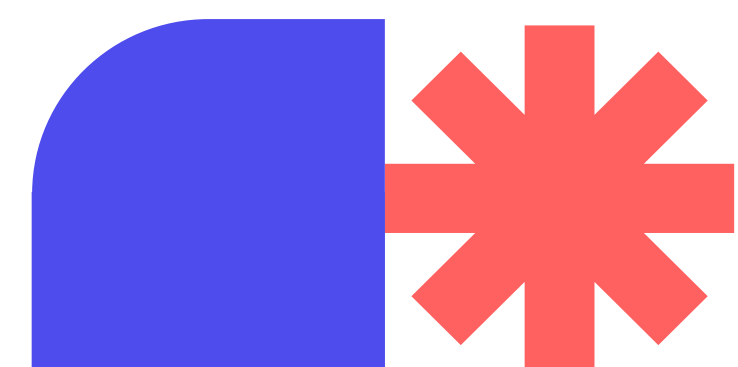
Growth mindset

A growth mindset is the number one tool to help develop yourself

With a Growth Mindset you believe that you have the power to increase your abilities. With a Fixed Mindset you believe that your ability is a given and a prerequisite for success. A Growth Mindset helps you see that challenges and failure are part of learning, that they are even essential on the road to success.

Cultivating a Growth Mindset will help you learn new things and raise your chances of reaching your goals in your career and personal life.

It's ok to have a Fixed Mindset for things that do not seem important to you: you don't have to be good at everything. Just remember that your mindset is a choice: you can actively trigger your Growth Mindset if you want the sky to be the limit.



Fixed Mindset

Intelligence is static

This leads to a desire to look smart and therefore a tendency to...

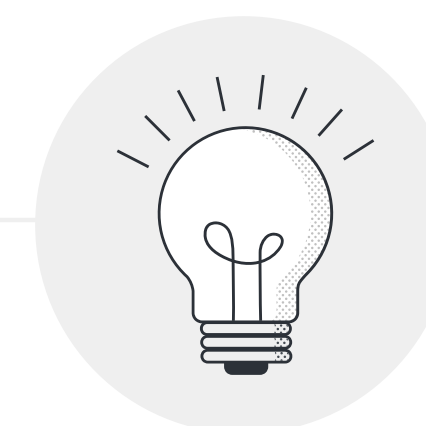
Avoid challenges

Give up easily

See effort as fruitless or worse

Ignore useful negative feedback

Feel threatened by the succes of others



Growth mindset

Intelligence can be developed

This leads to a desire to learn and therefore a tendency to...

Embrace challenges

Persist in the face of setbacks

See effort as the path to mastery

Learn from criticism

Find lessons and inspiration in the succes of others

Communication as foundation

Framing your message in a short & concise way and knowing what exactly to put in your message, is a skill that you develop practicing. It is all about setting the context, explaining the challenge in a simple manner, providing a proposal, and lastly have a call to action that leaves no room for confusion and leads to follow up actions and ownership being defined with clear deadlines. All this we would like to capture in less than 60 seconds (if possible) and tailor to the audience that we are interacting with...

In structuring your message it is key to distinguish the different parts of your message and their purpose. If you start by giving general context and immediately mix facts with your personal views, you may not even get to your actual recommendation.

The SC(Q)A model, developed by Barbara Minto - (one of) the first female consultants at McKinsey - supports in clearly defining the components of your message and how to apply those.

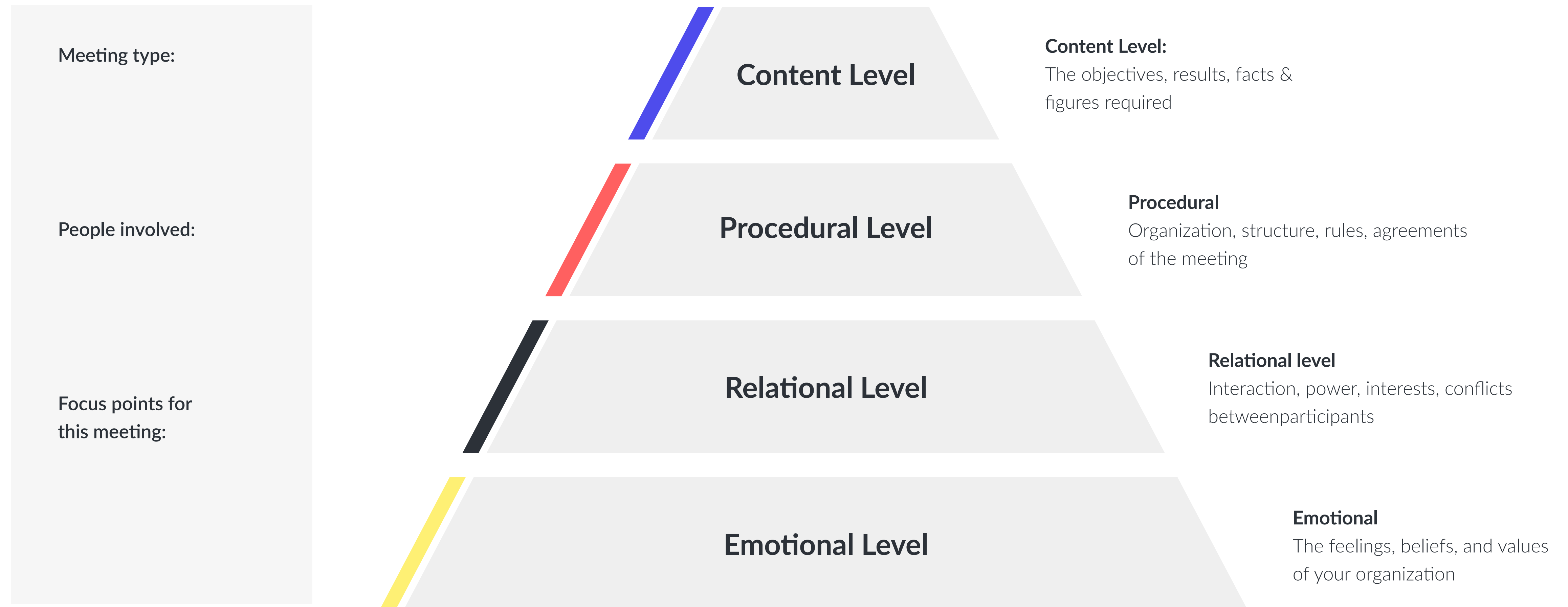
“Good ideas ought not to be dressed up in bad prose.”

BARBERA MINTO



Your context: Create a Switch Box Model

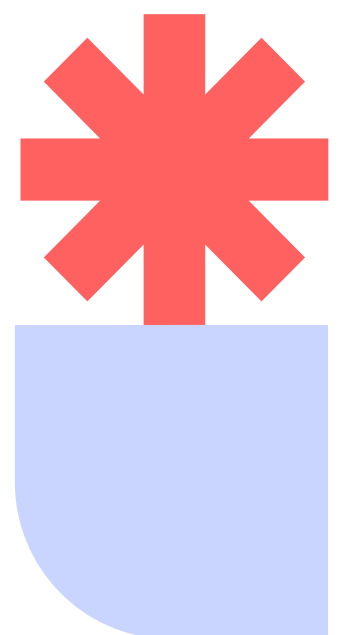
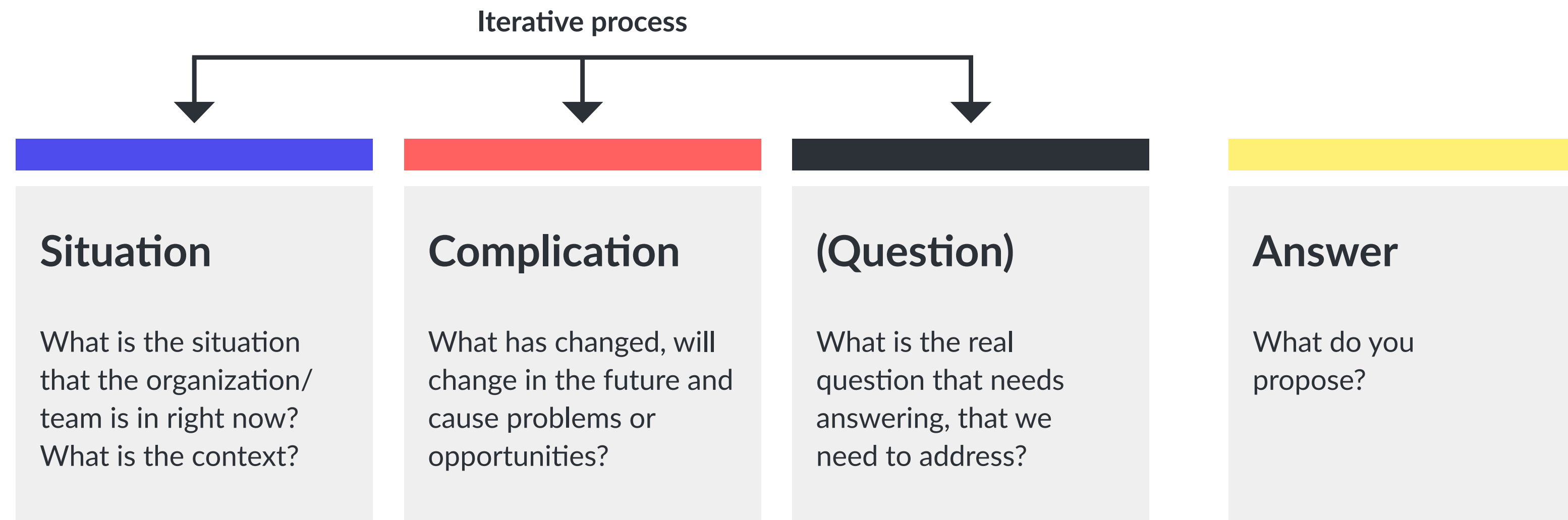
Although we try to be very efficient and effective it is essential to provide context in your message. When for example you are going to make a recommendation it is probably wise to first explain what your message will be about.



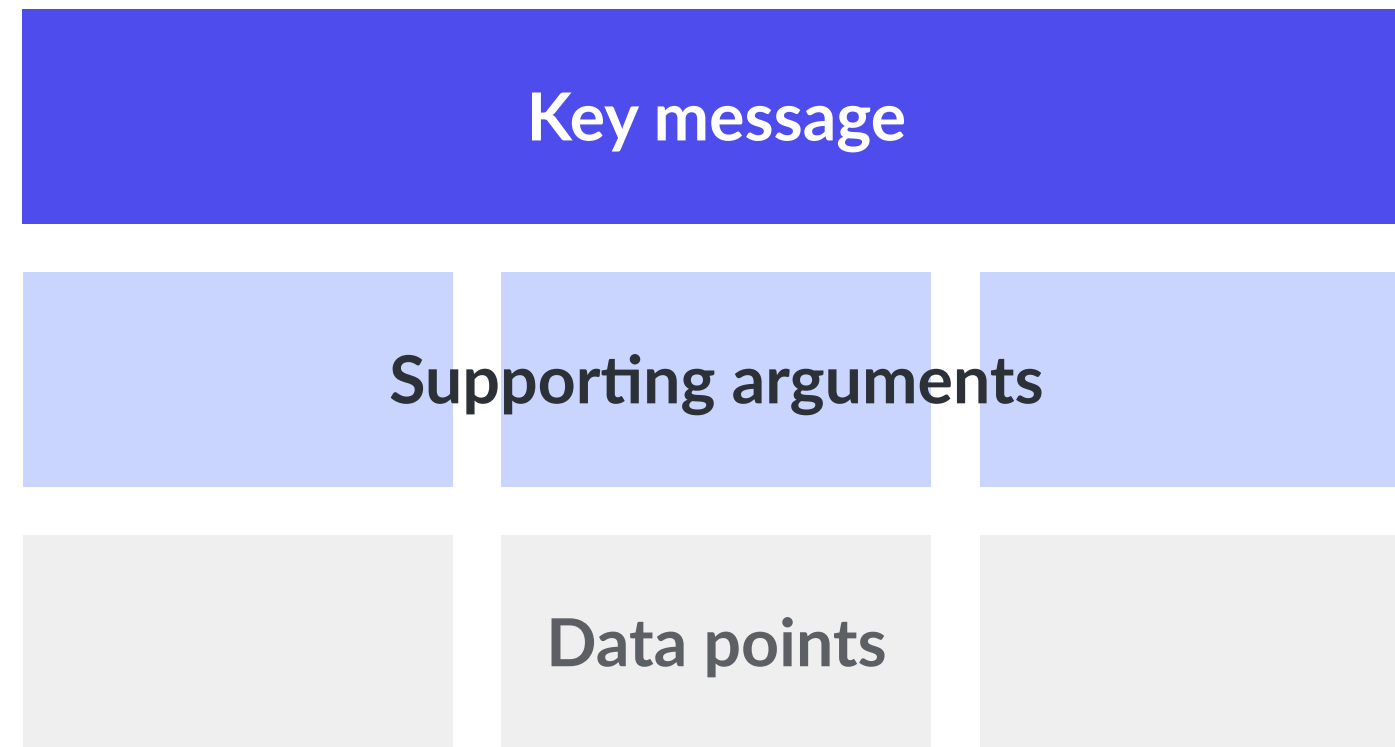
Your message: Create your own SC(Q)A Model

The SC(Q)A model is an effective way to structure your message, having clarity on the Situation and Complication that lead to a specific Question that needs Answering. **Note:** the Q is between brackets because you typically don't need to repeat the question in your message, but it is very important that you are very clear on what is the question that you are answering in your message.

And don't forget! Although the action is not officially included in the SC(Q)A model, the Action is perhaps the most important step in your message. What needs to happen next? If you quickly got to an agreement, what's next? If you didn't, what would be a good moment to follow up and perhaps discuss the topic in more depth. Typically you want to have clarity on 'who' is going to do 'what', 'when'! That way you can be sure you keep pace in what you are trying to achieve.



Structure your Answer, so you audience can easily follow you logic

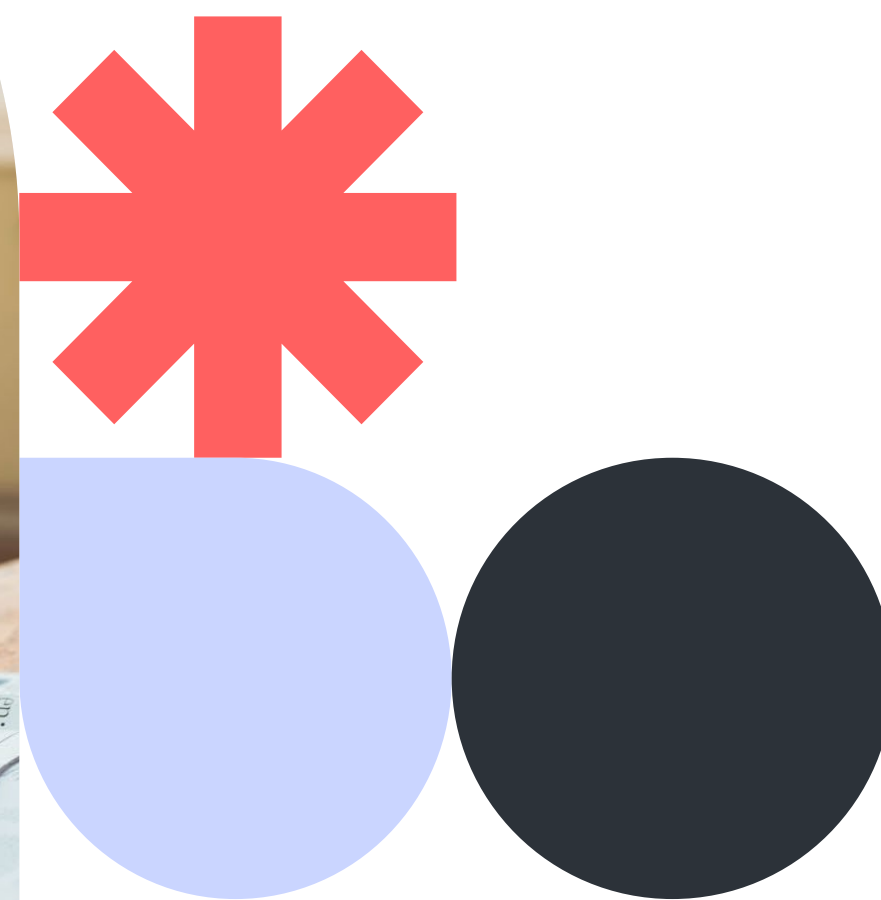


Start with the conclusion:
What should be done

Why do you draw that conclusion
(possibly repeated several times)

Why do you draw that conclusion
(end with 'cold hard facts')

Try it yourself!



Your communication style: Switching between levels

Don't forget to consider communication styles. It's not all about what you say but also about how you say it.

Once you start recognizing the levels of communication within yourself and others, you can start switching between levels by using conscious and targeted interventions. Maybe you want to solve a problem by switching to the procedural level. Or you notice that your conversation partner is speaking from the content level and you want him to move to the relational level with you.

An intervention will help you switch from one level to the other. Moving between the levels can avoid miscommunication, lead to better understanding of each other, speed up meetings and group-activities. Communication will prove way more efficient!

Content

- Objectives
- Results
- Facts & Figures

Interventions

- Ask for details
- Summarize

Procedural

- Organization
- Structure
- Schedules
- Agreements

Interventions

- Set up agreements & rules
- Make structures and schedules

Relational

- Interaction
- Power
- Interests
- Conflicts

Interventions

- Point out a pattern of communication
- Point out the atmosphere

Emotional

- Feelings
- Beliefs
- Values

Interventions

- State how you feel during an interaction
- Ask how the statement was received



Cheat sheet

1 A growth ambition is the very first step for starters to kick off with.

When you start your working life by setting a growth ambition and being conscious of your mindset you are able to see that working life is just a big learning curve. Learning is extremely valuable in the process of experiencing new things and if you want to reach your goals and successes. Sky really is the limit when you can trigger your Growth mindset.

Frame your message in a short & concise way:

2 Be aware of what you are trying to say and start by defining your own context: fill in the switch box model to create more clarity about what your message should be.

3 What exactly is your message? Prioritize and structure; use the model to get to the point.

4 Don't forget to include an action! Always consider next steps in order to achieve your goal.

5 And last but not least think about how you want to get your message across: practice with different communication styles

Consider these tips and tricks in order to give you, and the starters within your organization, the very best skills and foundation! Because communication and growth ambition really never go out of style.

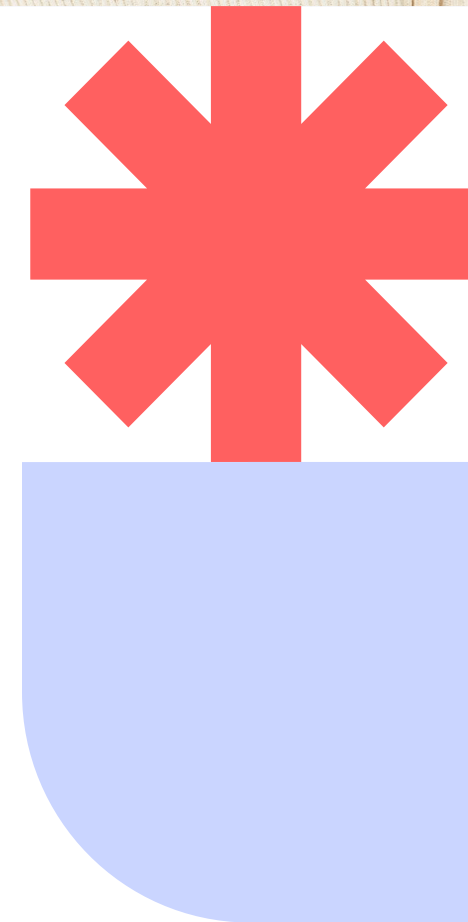




Start investing in your talent today!

A new way of learning makes a difference. We train the right skill, at the right time in the right way. Because we like to make an impact. What will be the best talent strategy for your organization?

We'd like to talk it over!



Build your
workforce with
Power Skills