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The number of years for which a tarantula can survive without food.



Proper preparation

Employees need more than just credentials to thrive in a new workplace, according to new book

Your book starts with you recounting a vivid memory from your first post-university job, which you hated so much that you hoped you'd get into a car accident to give you a valid reason not to go to work. What happened?

Carice Anderson I had no idea what job I was signing up for until I started working, so I was surprised by the actual role. I had also never worked a full-time job for that length of time and wasn't used to the daily grind of work. I remember the feeling of frustration; the disappointment – thinking that this can't be what all the hype of a university degree was about – and not doing what I felt I was born to do.

At what point did you decide to make a switch?

Mentally, I probably made a switch three months in, but I stayed for 22 months until I could find another job at a reputable company. I didn't enjoy what I was doing, and I felt like there had to be something better.

How did your family and friends feel about this decision?

I think they were glad to see me leave because I was miserable. They were fine with the decision as long as I was happy about it and could continue to support myself.

Since then, you've had remarkable success working with and for companies including Deloitte, Google, the Allan Gray Orbis foundation and Bain & Company. How did all that lead to your current role?

I worked in consulting for eight years and then in public education. I then moved to South Africa and worked for McKinsey for almost four and a half years. I left to work for a 'start-down' [the opposite of a start-up] and, when it failed, I ran two small businesses for two years before



Carice Anderson is a professional development manager, coach and consultant. Her book, Intelligence Isn't Enough, is available now.

joining Korn Ferry [a global organisational strategy consulting firm] in 2019. I love the company and what I'm doing, which is mostly facilitation of training programmes and individual coaching.

What career development lessons have you learnt in your new role?

That people, no matter how successful they are, all have development needs, unhealed traumas, unresolved conflicts and moments of self-doubt. I love having the opportunity to create awareness, mindset shifts and behaviour change through facilitation and coaching.

But it's hard to challenge the narratives that people have in their heads about themselves and other people.

In your book, you make the point that most universities and colleges don't adequately prepare young people to navigate corporate workspaces. What's the biggest mistake a new graduate makes when they start working?

They behave in a way that speaks to the belief that their degrees, certifications and qualifications will guarantee their success. They also take advice from people who have never worked in the kinds of environments in which they are working.

Your work at McKinsey involved coaching people on professional and interpersonal challenges in the workplace, and helping them get the right feedback to turn things around, if needed. What's one of the biggest misconceptions about success in the workplace?

Many people behave in a way that speaks to a belief that they think they can be successful without the help of anyone else. But you have to understand that anything of significance will be accomplished in collaboration with others.

What about finding the elusive thing called work/life balance?

When you start out, work can be challenging, because there is a lot to juggle, much of which you have not been prepared for. While you are figuring out yourself and others, you are also still expected to deliver high-quality

Maximising your impact

To be effective in any role, Carice Anderson suggests finding the intersection of three key areas:

- **Knowing yourself:** understand your mindset, strengths, triggers and brand.

- **Knowing others:** understand other people's responsibilities, working styles, strengths and areas for development.

- **Knowing your environment:** understanding organisational culture, customer and brand.



29

The number of muscles and chemicals stimulated by a kiss.

15

The number of times the average person passes gas per day.



work. This explains why you need to be thoughtful, strategic and deliberate about how you spend your time and energy. For example, I put in long hours, late nights and sometimes weekends. However, when I relax, I truly relax. But I still struggle with balance because I am ambitious, and I want to accomplish so many things.

Your book makes a distinction between working in your career and working on your career. Could you expand on that? Working *in* your career is about working hard and doing your job well every day, which is critical. Working *on* your career, however, is about thinking through the enablers – relationships, opportunities, feedback, coaching and

personal branding – that are critical to your success and advancement at work. It's about examining whether you're spending your time on the most critical activities that will set you up to make an impact in your field.

What single piece of advice would you offer to someone about to start a new job?

You have a lot more power than you think to shape and influence your career. Figure out what that power is and take ownership of your career, your work and your development.

Text | Eugene Yiga Photography | MicroOne

Focusing on individual employee's needs will yield rewards.