



Compass Workbook

My competences, learning goals
and change readiness

KEVA

Introduction

Compass shows a new direction to develop competences and face change.

You have begun to use the Compass Workbook and with it taken a step towards future success in your career. The Workbook was compiled by earnings-related pension provider Keva's experts. We hope Compass will prove useful and bring you great enjoyment!

The Workbook will help you to contemplate and make visible your own strengths and interests as well as your goals in working life – where you want to improve your own competences and the direction you want your career to take. The Workbook will also help you to outline your skills to live in changing times. Working life is constantly changing and identifying your own strengths, competences and change readiness will help to make the changes meaningful.

Identifying and developing competence are supportive of change.

This Workbook is divided into three parts:

- 1) my competences and strengths,**
- 2) my goals in working life and**
- 3) change readiness**

Most of the Workbook is for your own use. You can answer the questions concisely or at length, depending on what you find most useful as the Workbook user. In all sections, you will write a summary, which you can make visible to your manager, colleagues or the entire work community. This allows the work community to make better use of all the competences available, learn from each other and support internal learning paths and change readiness. Each user of the Compass Workbook chooses the extent to which they want to tell about their own competences and learning goals. Before getting to the crux of the matter, let's briefly discuss two key concepts: **competence** and **career**.

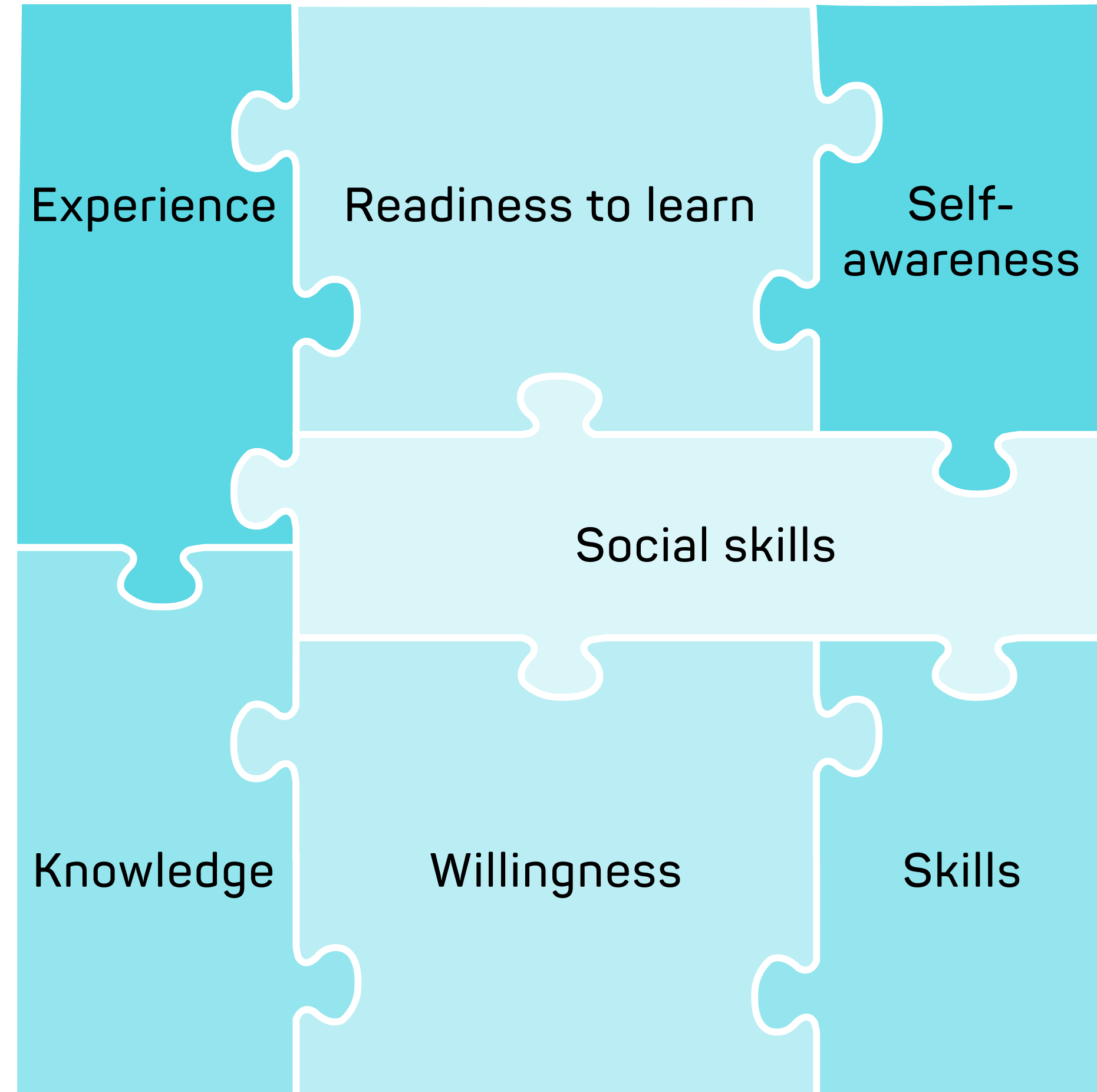


What is competence?

Competence in working life is much more than your professional qualifications. Your own knowledge, skills, personality and interest in things affect your competences.

Figure: Competence is the sum of many parts.

Competence



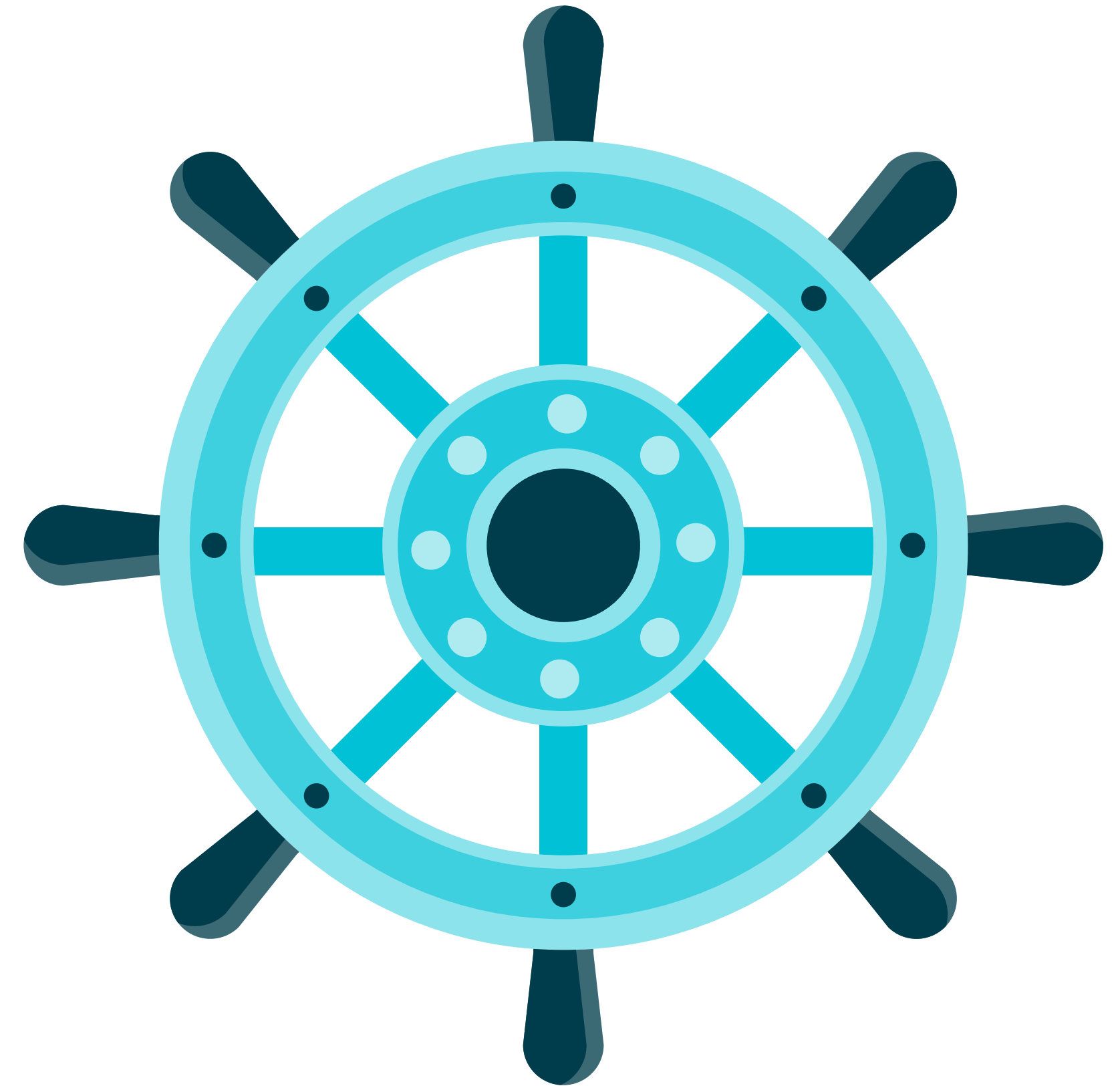
Career seen in a new way

Career has traditionally been described as a hierarchically upward unbroken career path, a career progression. At Keva, we want to consider career more broadly and we borrow a concept from Carlsson & Järvinen's book *Mielekäs työ – uuden ajan uraopas* (2012):

”

In this book, we use the word career to describe your opportunities to plan and to create your own path towards the desired goal – meaningful work. We want the word career to describe particularly that you make independent choices about the direction of your life and that you progress consistently towards your own goals.

Career could be tuning your existing job, partly new tasks, partly deepening competence in one area or completely new roles. What's your direction?





Part 1

My competences and strengths

This section will help you to identify your own competences and strengths. It might be difficult to put them into words yourself – the assignments in this section will help you.

Me myself

Let's start by thinking about the things at work that you particularly enjoy. You can answer one or more questions. You are the only one to read the answers. There are no right or wrong answers – you're now allowed to dream, let your thoughts fly!

- What motivates you at work?
- What do you like doing, what do you enjoy at work?
- What energises you?
- What are you asked for help with?
- What would you do if you knew you couldn't fail?
- If a failure in your working life was a gift, what good has come of it?

Write here >

Me in the eyes of others

If you find it hard to think about your own strengths and competences yourself, help could be at hand by asking others. Sometimes other people can tell you things you don't notice yourself.

Ask a few colleagues who know you well this question:
What would you tell about me if you were one of my referees in a job application?

Write here >

Identifying competence through success

You can also set off on the journey to identifying competences by contemplating successes.

- List 2–4 of your greatest achievements involving work or free-time activities. What competences or strengths have you needed to be successful?

+ Extra assignments

How do things look? Have you identified your own competences and strengths through these exercises? If you still need more ideas, you can also try the process writing approach or the VIA (Virtues in Action) Character Strengths Survey to help you.

- [VIA Character Strengths Survey](#)
- [Process writing assignment](#)

Write here >

Summary



My strengths and competences

- Review your thoughts above. What are your main strengths and core competences in key words?

Write here >

A large, light gray rectangular area intended for writing a summary, with the text 'Write here >' at the top left corner.

+ Extra assignment 1

Character strengths

We often know our weaknesses and bad points better than our strengths. And even if we did know our strengths, can we find the right words for them and are we brave enough to talk aloud about them?

■ Say what your character strengths are:

A. By doing the VIA Character Strengths Survey (when you register you can choose English as the language)

➤ [VIA Character Strengths Survey](#)

or

B. From the table enclosed, choose three different virtues that you think describe your character

➤ [VIA strengths as a table](#)

VIA Character Strengths Survey is based on the theory of positive psychology on character strengths. It is a structure based on scientific research into universal virtues and character strengths. The list of virtues was compiled by more than 50 leading scholars who reviewed world religions, philosophy, ethics and psychology and found six universal virtues: **wisdom, courage (character strength), humanity, justice, temperance and transcendence**. These six virtues are used to classify the 24 character strengths that implement and express these virtues in practice.

Character strengths are expressed in what people do, think and feel. Everyone potentially has all 24 strengths at their disposal but a lack of strengths is also encountered. Everyone has a unique strength profile and everyone also expresses and implements strengths individually. Strengths are expressed differently in different situations. A good example of this is for instance the strength of love in family circles compared to in the workplace. Using strengths can be good for yourself and others.



If you decide to do the survey, choose three different descriptions from the first ten that best describe your character strengths. If you haven't done the survey, choose any three strengths from the enclosed table that you think best describe you.

For example

Creativity

I often think about doing things in a new way.

Curiosity

I show curiosity about everything.

Love of learning

Love of learning I love learning new things both in the classroom and on my own.

Think about how these strengths are reflected in your work, too.

Write here >



Extra assignment 2

Process writing about strengths

If you don't immediately know how to put your strengths into words, try the three-stage process writing approach to find the right words.

■ Start with step one:

Write down between two and four successes at work, in your hobbies or in your private life. Add which strengths, capabilities or values you needed to succeed in these.

Examples:

- Returning to work after a serious illness was also an achievement. It required patience, putting up with discomfort and recognising the limits of my own ability to cope.
- In my first workplace, I drew up a systematic plan of action. With just a few months of experience, I got a fairly good result and positive feedback from colleagues. In that project I acted pretty much on my own initiative and boldly, I was also enthusiastic about the challenge and about how open-mindedly people listened to me. I started to use new tools that I had never used earlier and read new studies, so at least I didn't just stick to my own patch. I still like to try and get results.
- Success at work requires mastering the details (not forgetting the big picture), courage (independent decisions), the ability to question and be critical, teamwork skills, empathy...
- I've always been interested in art and I used to paint and draw when I was young. Four years ago, I decided that it was time to focus more on my fascinating hobby and went to the Open University for six months to paint. At home, I turned the fireplace room into a studio and continued to practice quite intensively during my free time. I've now been chosen on many occasions to represent Finland at international exhibitions. Many paintings have also been sold and I've more commissions than I'm prepared to paint. Besides an artist's eye, persistence is an absolute must – water painting is technically very difficult and inevitably there are many failings. Determination and a desire and ability to continuously learn are also key here, and my curiosity makes me constantly try new approaches – and it is largely due to these qualities I feel I have evolved so quickly.

■ Step two:

List (bold, circle) all these strengths, competences and skills found in your successes. Add to the list those strengths and competences that come to mind when you re-read what you have written.

Examples:

- Returning to work after a serious illness was also an achievement. It required **patience, putting up with discomfort** and **recognising the limits of my own ability to cope**.
- In my first workplace, I drew up a systematic plan of action. With just a few months of experience, I got a fairly good result and positive feedback from colleagues. In that project I acted pretty much on my **own initiative** and **boldly**, I was also **enthusiastic about the challenge** and about how open-mindedly people listened to me. I started to use new tools that I had never used earlier and read new studies, so at least I didn't just stick to my own patch. I still **like to try** and **get results**.
- Success at work requires **mastering the details (not forgetting the big picture)**, courage (independent decisions), **the ability to question** and be **critical, teamwork skills, empathy...**
- I've always been **interested in art** and I used to paint and draw when I was young. Four years ago, **I decided** that it was time to focus more on my fascinating hobby and went to the Open University for six months to paint. At home, I turned the fireplace room into a studio and continued to **practice** quite intensively during my free time. I've now been chosen on many occasions to represent Finland at international exhibitions. Many paintings have also been sold and I've more commissions than I'm prepared to paint. Besides an **artist's eye, persistence** is an absolute must – water painting is **technically** very difficult and inevitably there are many **failings. Determination** and a **desire and ability** to continuously **learn** are also key here, and my curiosity makes me constantly try new approaches – and it is largely due to these qualities I feel I have evolved so quickly.

In addition: Perseverance, a desire to help, an ability to learn, results driven, zest, speed, courage, own initiative, analytical skills, efficiency, determination, persistence, curiosity, desire and ability to learn, artist's eye, imagination, manual skills, analytical skills, mathematical skills, ability to produce good text, emotional intelligence/empathy, interaction skills, "diplomacy," high morals, strong need for fairness, generosity, good but not over-emphasised self-esteem and confidence

■ **Last step:**

Now choose 3 or more of these qualities that you could call your own core competences or strengths. Feel free to choose character strengths, abilities or values. The skills learnt will be raised elsewhere.

Write here >



Part 2

My goal in working life

This section will help you to set goals that are meaningful both for you and your employer and that will take your career in the direction you want.

Present job

Let's begin by exploring your present situation.
You can answer one or more questions.

- What are your present tasks?
- How are you able to use your strengths in your present job?
- Do you have other types of strengths that you would like to use in your job?
- How do you think your employer and customers benefit from your competence?

Write here >

My future goals

Next, let's cast our eyes to the future. You can answer one or more questions.

- What would you like to learn?
- Are you happy in your present job or would you like to develop it in some way?
- What is important to you in your job?
- In which direction would you like to take your career?
- What competence needs arise for you from a change in your industry or working life?
- How will your learning goals help your employer to reach their goals in the future?

+ Extra assignment

Do you find it difficult to think about what is important to you in your work or career? Career anchors might help your thoughts.

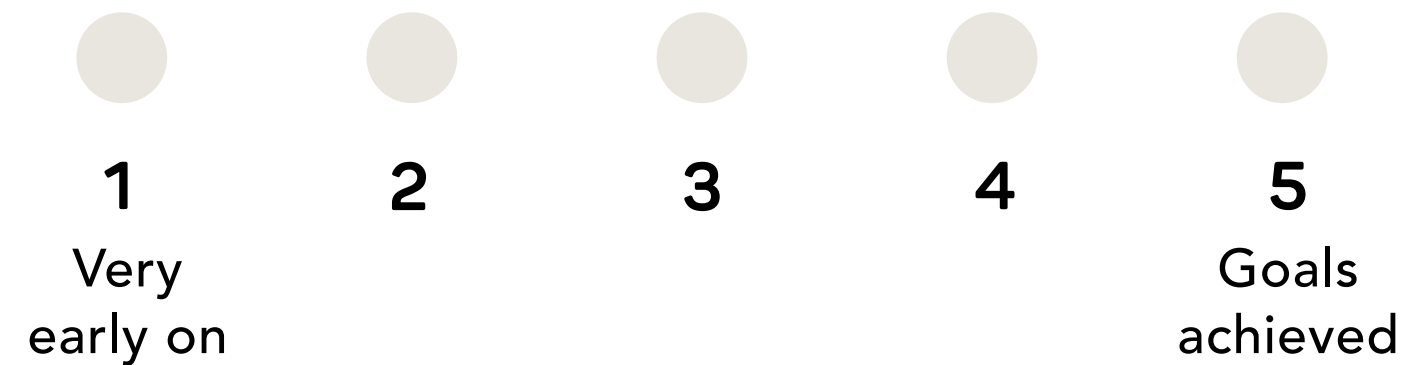
➤ [Here you can access the assignment on career anchors](#)

Write here >

Action plan

Setting goals is just a starting shot. Next, it's time to act. Examine your present job with open eyes, is there anything you would like to change or develop going forward? What would you like to focus more on, what would you like to let go?

- Where are you now when you think about your goals?



- Who can you ask about things that interest you?
- What should be done for you to be a step nearer your goals?
- What can you do already now in your present tasks and everyday life?
- Where do you see yourself in the longer term, after five years for example?

Write here >

Summary



My learning goals and professional interests

- Review your thoughts above and write as key words. What would you like to learn? What are your main professional interests? What would you like to learn more about? Which of your present strengths would you like to use more?

Write here >



Extra assignment 3

My career anchors



Career anchors are concrete motivators that guide career choices and motivate at work.

– Edgar Schein

What are your most important career anchors? You can identify with more than one but 1–2 usually become the most important. You can also assess how important each career anchor is to you on a scale of 1–5, for example.

Career anchors are:

- **Technical and Functional Competence**

An expert is particularly motivated to do a job that requires a certain type of expertise. An expert is satisfied with being able to use his or her special talents. Career development is not necessarily hierarchical promotion but expanding the responsibility included in your current job.

- **Autonomy and Independence**

A strong need to do things in your own way and to be self-determining. The job may involve clearly set goals but there must be great freedom of action to reach them.

- **Security and Stability**

If security is a person's main motive, it is most likely a dominant factor throughout working life and limits career choices. People choose to work for financially sound companies where there is employment security and other benefits.

- **Entrepreneurial Creativity**

An entrepreneurship-oriented person seeks his or her own path and wants to create and build. He or she can also be successful working for others in an organisation where there are sufficient creative challenges and real power to act like an intrapreneur.

- **Service and Dedication to a Cause**

Wants to implement values that are important to him or her in his or her work and to "make the world a better place". Hopes that his or her work will be appreciated, its importance is seen and that he or she receives recognition for his or her work.

- **Pure Challenge**

Challenge is the main driver. A challenge-oriented person moves from one challenge to the next and constantly pursues increasingly more difficult obstacles to overcome. It is important that work provides a continuous opportunity to develop and test oneself.

- **Lifestyle**

When lifestyle is the main motive, career is not the most important thing in life. Wants to organise his or her work and career so that they are in harmony with the person's private life. Wants work to be flexible and is also ready to be flexible.

- **General Managerial Competence**

A managerial type is interested in leading other people. He or she wants to climb to a high enough level in the organisation to be able to influence and make decisions. Appreciates competence and experience of different functions and areas that give general managerial competence.

When you have identified your most important career anchors you can, if you want to, reflect these in your own strengths and competences. Do they have anything in common?

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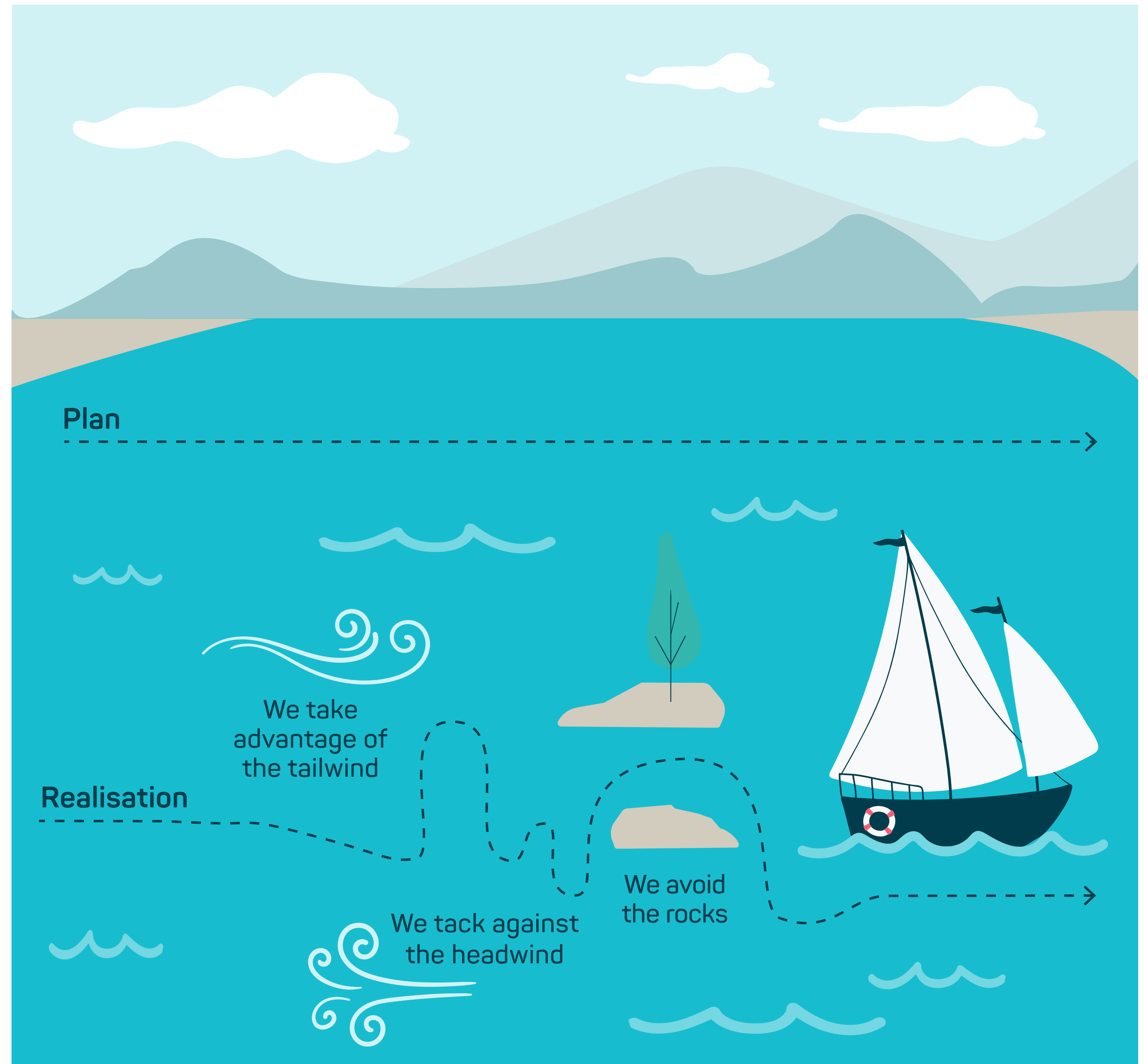
Part 3

My change readiness

This section will help you to identify and develop your own change readiness.

My change readiness

Change is an opportunity for positive development but is at times a rather demanding process. The importance of learning and competence is highlighted in change, so identifying your own strengths and competences also helps in coping with change. Facing change and particularly viewing it as an opportunity requires self-awareness that helps to have confidence in oneself and competence also in change situations. Working life is constantly changing, and identifying and developing your own change readiness is an important working life skill.



Change can often be divided into factors that you can influence yourself and those that are beyond your control. In change, it's advisable to focus on those things that you can influence.



Things that you can influence in change can be found at work and in leisure time alike. For example

- **Use of time, prioritisation**
- **Your own competence and learning**
- **Acquiring information, your own activity**
- **Your own behaviour**
- **Recovery**

Where can you influence in a change situation?

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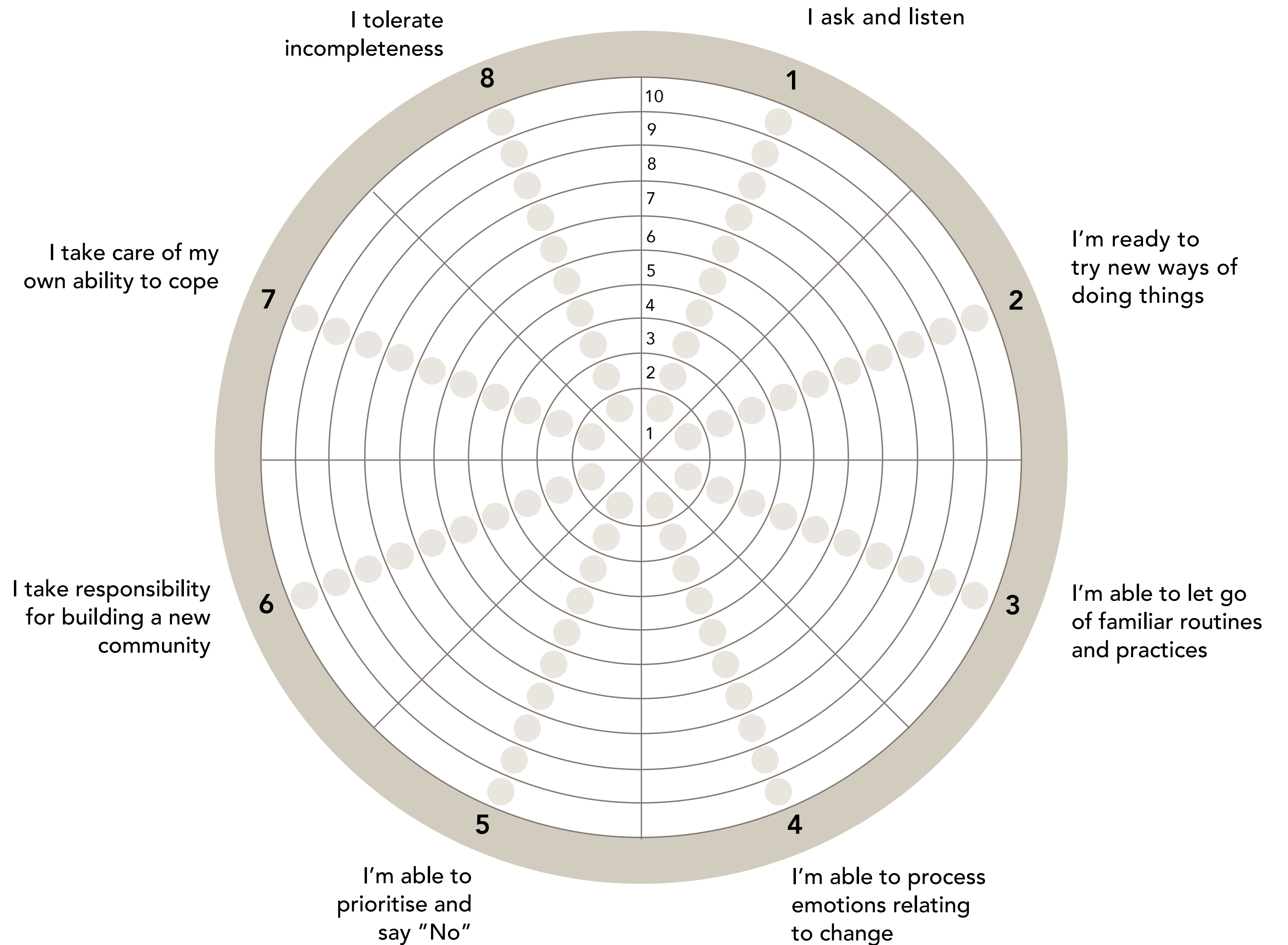
A change situation requires a wide range of skills. It's a good idea to identify what kind of skills you have to face change and which skills it would be useful to develop. Use the self-assessment on the opposite page to check your own resilience. It's also a good idea to discuss change skills with your own manager and work community and to think about how the means can be strengthened also in the work community. If an area clearly needs improvement, remember to discuss this with your manager and ask for support to develop change skills.

Life skills in change

Assessing resilience

The umbrella model to assess your own resilience: The grading scale is 1–10 (1 = my resilience needs much improvement, 10 = my resilience is brilliant)

Source: Humap Oy, Vesa Purokuru



Summary



My change readiness

- Examine your thoughts above. What are the main things you strive to focus on in change? What do you want to further develop in your change readiness?

Write here >

Character strengths explained 1/2

Virtue	Strength	Description	Applicability to yourself on a scale of 1–10									
Humanity, social skills needed for taking care of each other and making friends	Love	You value close relations with others, especially when sharing and caring are reciprocal. People who are closest to you also consider you closest to themselves.	1	2	3	4	5	6	7	8	9	10
	Social intelligence	You are aware of other people’s motives and feelings. You know what to do in different social situations and how to make others feel at ease.	1	2	3	4	5	6	7	8	9	10
	Kindness	You are kind and generous to others and never too busy to do a favour for others. You enjoy doing good things also for people that you don’t know well.	1	2	3	4	5	6	7	8	9	10
Temperance, an ability to protect against excesses	Forgiveness	You forgive others who have wronged you. You always give people a second chance. Your guiding principle is mercy, not revenge.	1	2	3	4	5	6	7	8	9	10
	Prudence	You are a cautious person and make informed choices. You avoid saying or doing things that you might later regret.	1	2	3	4	5	6	7	8	9	10
	Self-regulation	You can consciously control what you feel and do. You are disciplined. You control your appetites and emotions and not the other way around.	1	2	3	4	5	6	7	8	9	10
	Humility	You don’t seek to be the centre of attention but let your accomplishments speak for themselves. You don’t consider yourself exceptional. Others notice your modesty and value it.	1	2	3	4	5	6	7	8	9	10
Justice, skills needed in a healthy community	Leadership	You are excellent in tasks requiring leadership. You encourage the group to complete tasks and you maintain harmony in the group by making everyone feel that they have been taken into account. You are good at organising group activities and making sure they happen.	1	2	3	4	5	6	7	8	9	10
	Fairness	Treating all people fairly is your enduring principle. Your own emotions do not influence your decisions affecting other people. You give everyone a chance.	1	2	3	4	5	6	7	8	9	10
	Teamwork	You are an excellent group member. You are a reliable and committed team member, you always do your part and you work hard for the success of your team.	1	2	3	4	5	6	7	8	9	10

Character strengths explained 2/2

Virtue	Strength	Description	Applicability to yourself on a scale of 1–10									
Courage, emotional character strengths needed to accomplish goals despite any opposition (internal or external) faced	Zest	You approach all things with energy and excitement. You never do anything half-heartedly. Life is an adventure to you.	1	2	3	4	5	6	7	8	9	10
	Honesty	You are an honest person. You don't just speak the truth, but live your life honestly and authentically. You have your feet on the ground and are unpretentious. You are a "real" person.	1	2	3	4	5	6	7	8	9	10
	Perseverance	You work hard to finish things you started.	1	2	3	4	5	6	7	8	9	10
	Bravery	You are a brave person who embraces challenges, difficulties or pain and don't shrink away from threats. You defend what is right even though you face resistance. You act based on your conviction.	1	2	3	4	5	6	7	8	9	10
Transcendence, an ability to give phenomena a broader meaning	Spirituality	You have a solid, consistent view of the higher purpose and meaning of the universe.	1	2	3	4	5	6	7	8	9	10
	Humour	You like laughing and teasing. It's important for you to make other people laugh. You try to see the bright side of things in every situation.	1	2	3	4	5	6	7	8	9	10
	Appreciation of beauty and excellence	You notice and appreciate beauty, excellence and skilful activity in every walk of life from nature to the arts, mathematics, science and everyday experiences.	1	2	3	4	5	6	7	8	9	10
	Gratitude	You are aware of the good things around you and don't take them for granted. Your friends and family members know of your gratitude because you take time to express your thanks.	1	2	3	4	5	6	7	8	9	10
	Hope	You expect the best of the future and work to make it happen. You believe that you can control the future.	1	2	3	4	5	6	7	8	9	10
Wisdom, cognitive strengths leading to the acquisition and use of knowledge	Judgment	Thinking things through from all sides is important to you. You don't draw hasty conclusions. You rely only on solid evidence when making a decision. You are able to change your mind.	1	2	3	4	5	6	7	8	9	10
	Creativity	You often think of new ways to do things. You're never content to do things in an ordinary way if a better way exists.	1	2	3	4	5	6	7	8	9	10
	Perspective	Even though you perhaps don't notice it yourself, others consider you wise. Your ability to look at things from different angles is valued and you are asked for advice. You look at the world in a way that seems to make sense to others and yourself.	1	2	3	4	5	6	7	8	9	10
	Love of learning	You love learning new things both in the classroom and by yourself. You have always liked school, learning, museums and anywhere you can learn.	1	2	3	4	5	6	7	8	9	10
	Curiosity	You show curiosity about everything. You always ask a lot and consider all topics fascinating. You like research and discovering new things.	1	2	3	4	5	6	7	8	9	10

Main sources

The Compass Workbook was created as a project by Keva's own experts. The following persons were involved in designing and producing the Workbook content and structure: Leena Parkkinen, Anu Piispala, Marja Reijonen, Outi Ristola, Tiina Setälä, Laura Sundqvist, Marja-Leena Säde and Kaisa Hakkarainen.

In addition to our own expertise, a wide range of sources were used in making this Handbook. You can find the main sources on this page.

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**Thank you for taking time out to look at your own strengths,
learning goals and change readiness.**

**"Success is an attitude. It's openness to new ideas, a willingness to listen,
an eagerness to learn, a desire to grow and the flexibility to change."**

- BJ Gallagher