



Your Career @ IBM

Certified Professions and  
Beyond...

*Bill.Hahn@us.ibm.com*

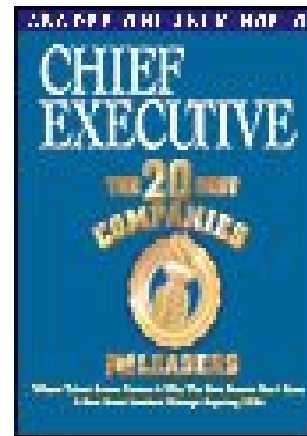


# IBM is a Leader in Developing Our Greatest Asset...YOU!!!



IBM ranked #1 in *Training Magazine's* 2004 Training Top 100

CEO Magazine rated IBM Top Company for Developing Leaders



## IBM

Microsoft  
 GE  
 Home Depot  
 Dell  
 FedEx  
 Pfizer  
 Colgate-Palmolive  
 Philip Morris US  
 Johnson Controls  
 BP Amoco  
 Honeywell  
 SYSCO  
 Centex  
 Intel  
 Citigroup  
 Target  
 Southwest Airlines  
 Verizon  
 Sun

## IBM

Johnson & Johnson  
 GE  
 Colgate-Palmolive  
 Dell  
 United Parcel Service  
 Medtronic  
 Proctor & Gamble  
 PepsiCo  
 Southwest Airlines  
 Whirlpool  
 Microsoft  
 Cisco  
 Wells Fargo  
 FedEx  
 Pitney Bowes  
 State Farm Insurance  
 General Mills  
 Intel  
 Merck

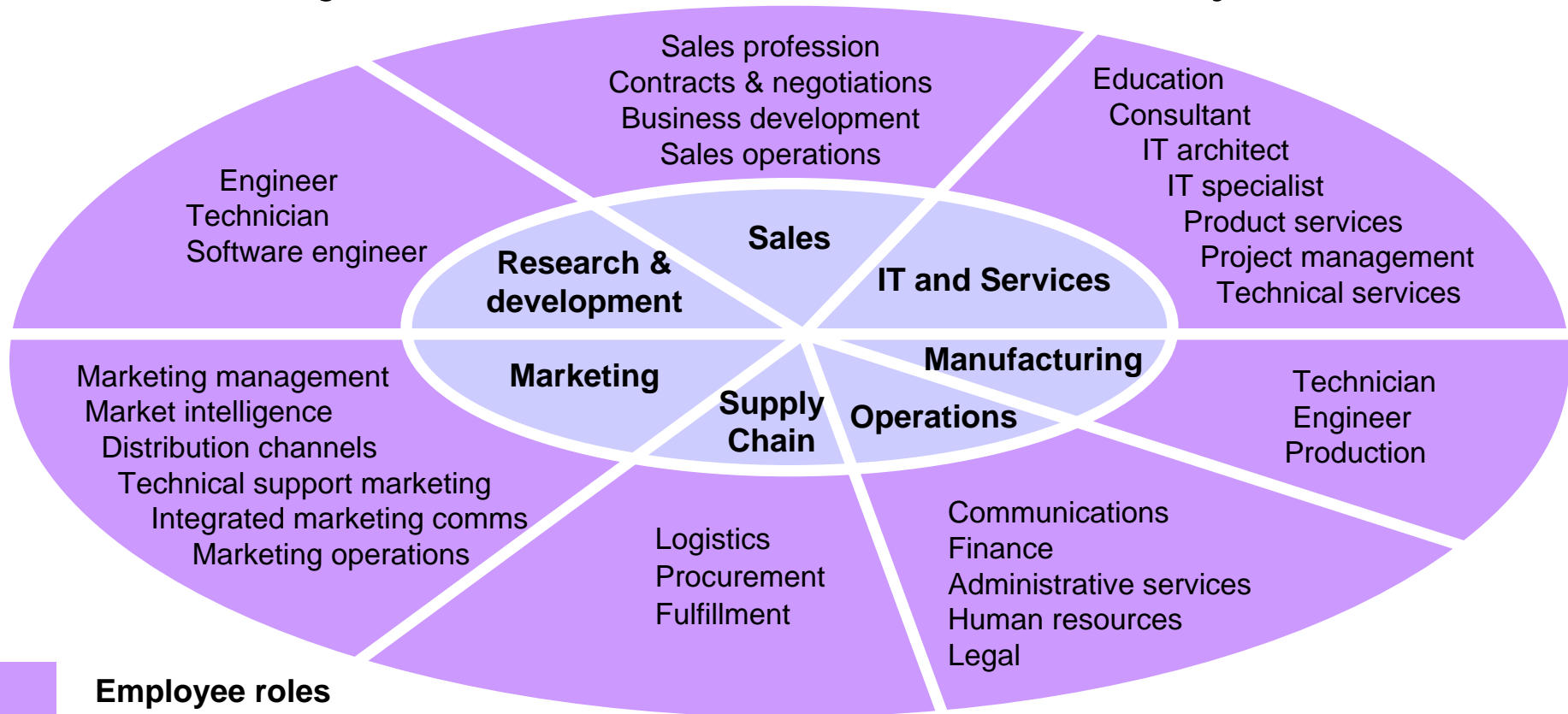



IBM recognized with 2003 American Society of Training and Development' BEST award



# IBM Means Opportunity

- Numerous job options within professions and in various work locations to competitively pursue based on business need and your contribution and skills
- Ability to view all jobs available via online tools
- Opportunity to take advantage of IBM Learning offerings, and in some instances external offerings, as well as Tuition Reimbursement for University coursework



 **Employee roles**

 **Areas of expertise**



# Career Path, Roles, Certification and Beyond...

## IBM Technical Positions and Career Path

### Product Development

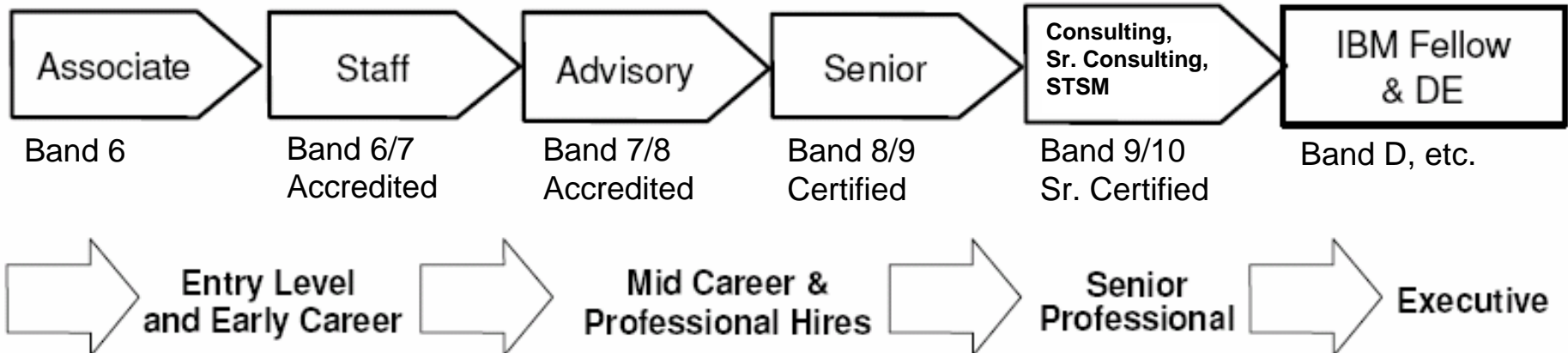
- Application Programmer
- Distribution/Logistics
- Hardware Engineer
- Manufacturing Engineer
- Project Management
- Software Engineer
- Senior Technical Staff Member

### Global Services / Sales & Distribution

- IT Architect
- IT Consultant
- IT Specialist
- IT Support and Services
- Technical Support Marketing
- Certified/Senior Certified IT Professional

### Research

- Research Staff Member



# IBM Technical and Professional Career Growth

**Example IBM Employee** (Jobs across Sales/Marketing, Services and Development Labs!!!)

1987-91	Systems Engineer (B 6/7) Mainframes, Midrange, RISC	Chicago
1992-3	Systems Engineer (B 7) PCs, Lans, WANs, Networking	Chicago
1994	Lab Staff – Client/Server (B 8) SW Product Development Labs	Raleigh, NC
1995	I/T Specialist – Client/Server (B 8) SW Services and Training	International (EU, Asia, NA)
1996	ITS – (B 8) Software Sales	North America
1998-00	ITS – WebSphere SW Sales (B 9)	Midwest
2001	ITS – WebSphere SW Sales (B 10)	Midwest
2002	Sales Rep - WebSphere	Midwest
2003-5	ITS – Cross-Brand SW Dev Tools	Midwest
2006	ITA – Cross-Brand All Software	Chicago/Wisconsin only

- IBM provides numerous job options within and across professions.
- Opportunities can span many different business units and geographies.



# Example Employees #2 and #3

Job #1	Hardware Engineer - Technology Group	Vermont
Job #2	Associate Tech Support Marketing Specialist - Systems Group	New York
Job #3	Technical Support Marketing Specialist - Server Group <ul style="list-style-type: none"> <li>• Assignment 1</li> <li>• Assignment 2</li> </ul>	New York
Job #4	Consulting Sales Specialist - S&D	California
Job #5	Sales Specialist Manager - S&D	Connecticut

Job #1	SW Engineer - Software Group	United Kingdom
Job #2	Staff SW Engineer - Software Group	United Kingdom
Job #3	Advisory IT Arch/Spec-Global Services <ul style="list-style-type: none"> <li>• Assignment 1</li> <li>• Assignment 2</li> </ul>	United Kingdom
Job #4	Senior SW Engineer - Software Group <ul style="list-style-type: none"> <li>• Assignment 1</li> <li>• Assignment 2</li> </ul>	United Kingdom
Job #5	Senior Technical Staff Member Software Group	United Kingdom



# Dual Career Ladder and Your Career Growth



# Career Progression & Development



## Opportunities at IBM allow individuals to grow in different areas (How Jobs are Defined)

- **Skills:** focuses on experience, management, analytical and creative problem solving skills, and specific professional, technical, functional skills needed to meet the requirements of the position
- **Contribution/Leadership:** focuses on the nature and level of vision, leadership and influence associated with a position
- **Impact/Scope:** focuses on relevant business measurements and accountability in terms of value add, quality and the use of resources by impacting client satisfaction, executing business strategy and driving revenue growth





# Technical Leadership

- Discuss with your manager how you can take on leadership and/or technical opportunities
  - Discuss the IBM Foundational & Leadership Competencies with your manager
  - Identify your strengths
  - Identify the areas you need to develop
  - Discuss potential key projects or assignments that will allow you to make a contribution to IBM while building technical and/or leadership expertise
  - Document and review your progress with your manager



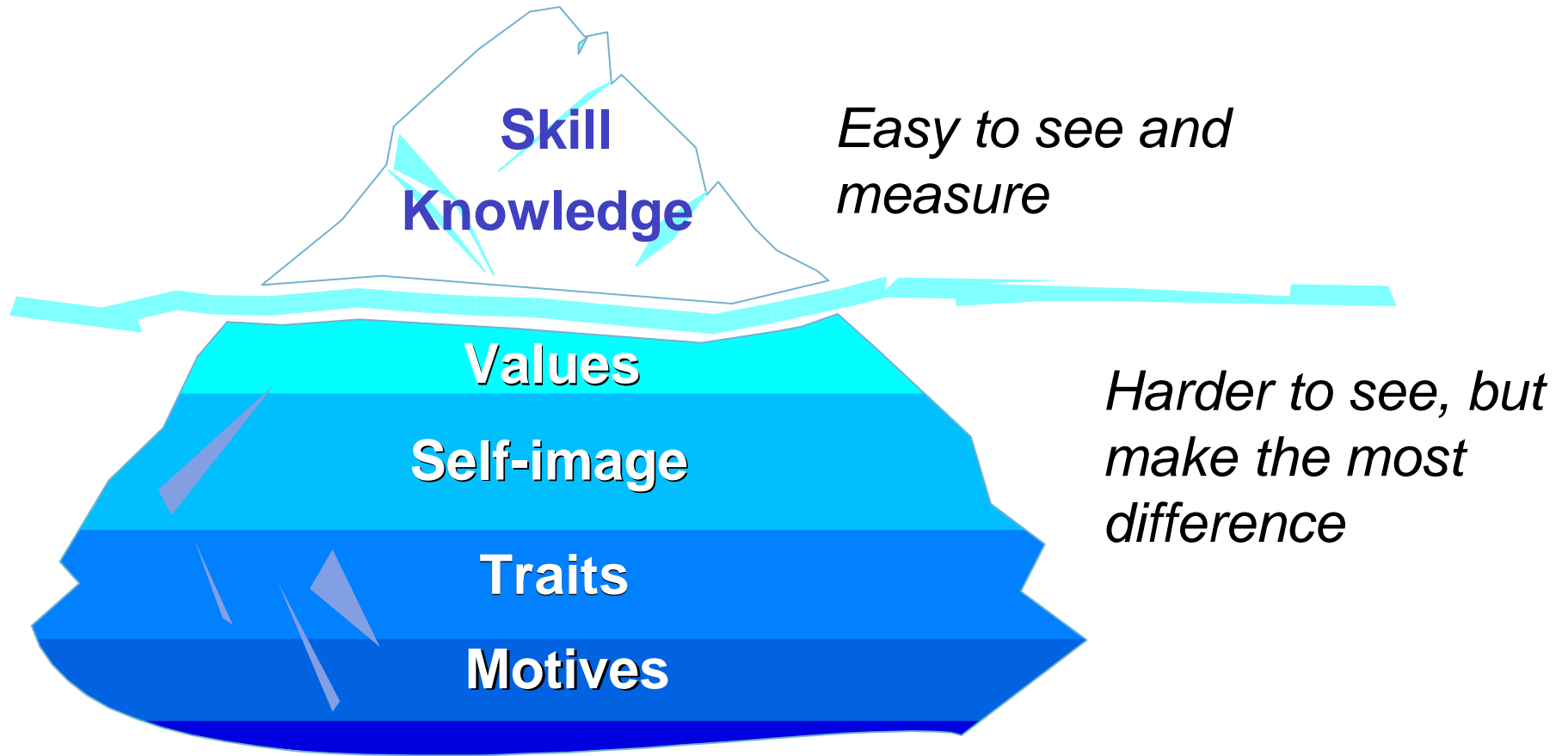


# COMPETENCIES

From foundation to leadership



# What Do We Mean by "Competency"?



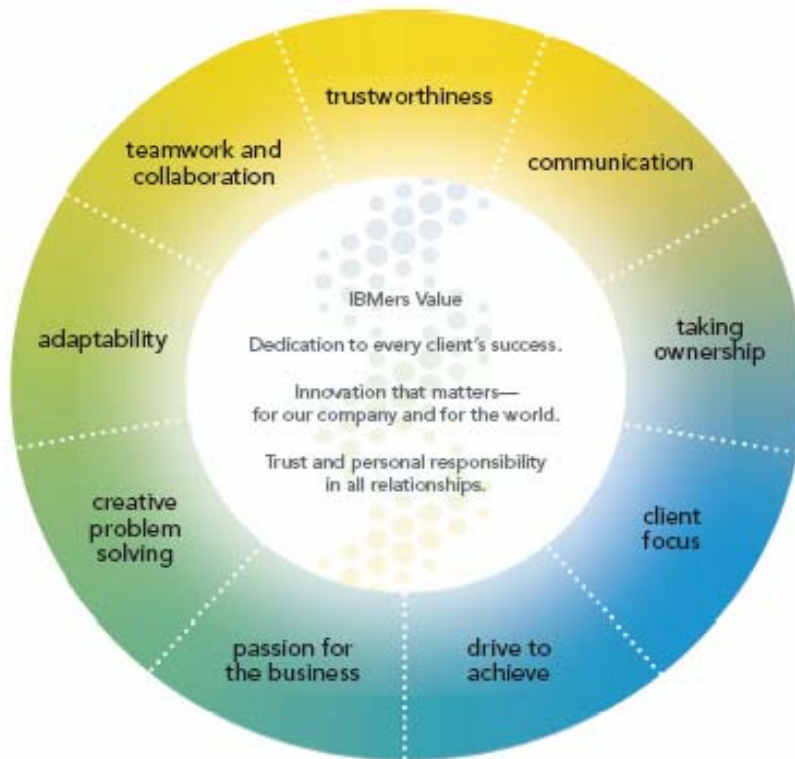
Any demonstrated characteristic or behavior of a person that differentiates outstanding from more typical performance in a given job, role, organization or culture. Outstanding performers demonstrate competencies more often, in more situations and with better results



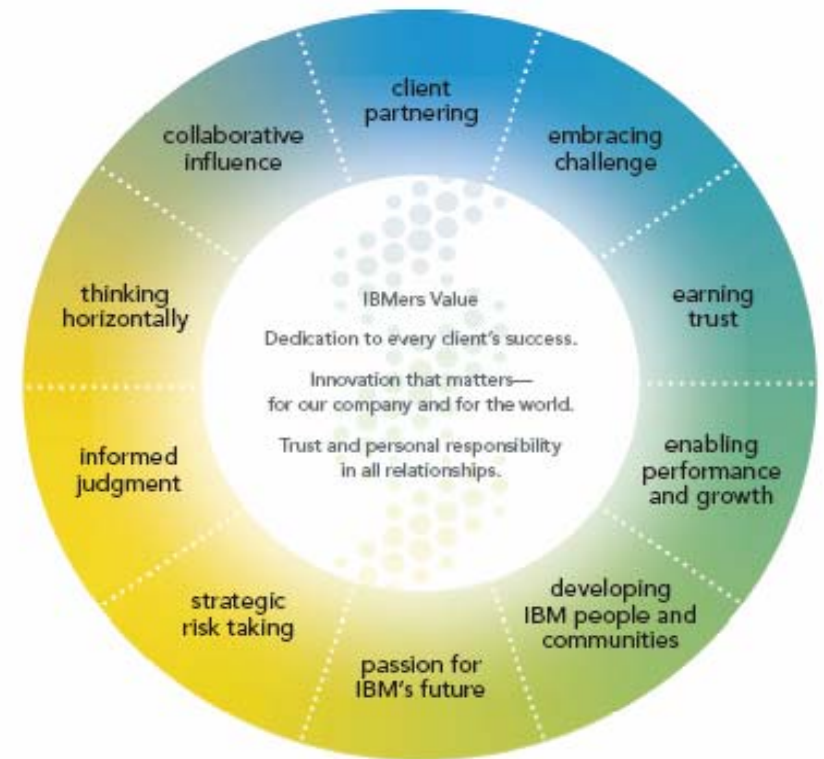
# The IBM Competencies provide a framework for your development to help you in achieving success for you and IBM..

## IBM Foundational Competencies

## IBM Leadership Competencies



**IBM FOUNDATIONAL**  
COMPETENCIES



**IBM LEADERSHIP**  
COMPETENCIES



# The IBM Foundational Competencies

- Sets the stage for career development in IBM
- Nine core competencies critical for all Band 1 – 10 non-manager employees, regardless of job type/geography:
  - Support the IBM values
  - Include behaviors necessary for achieving success at IBM
  - Foundation of excellence across IBM

- Adaptability
- Client Focus
- Creative Problem Solving
- Communication
- Drive to Achieve
- Passion for the Business
- Taking Ownership
- Teamwork and Collaboration
- Trustworthiness



# YOUR GOALS

Planning and resources



# Your Vision and Your Goals

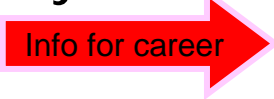

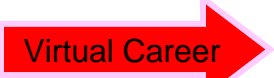
In order to get to where you want to be, you need to understand your own goals and create a plan to get there\*:

- What are your strengths ?
- Where do you need to develop in relation to your goals ?
- How do you perform ?
- What are your values ?
- Where do you fit best ?
- What should you contribute ?
- What is your affinity for jobs requiring strong relationship skills ?
- What are your work / life balance goals ?
- Where do you see yourself 10 and 20 years in the future ?

\*Adapted from: **Managing Oneself** by Peter F. Drucker  
HBR OnPoint © 2002 President and Fellows of Harvard College. All Rights Reserved.



# Your Career @ IBM

- There is a great deal of information available on w3.ibm.com at to assist you in understanding your current and other career paths in IBM 
- The Career Index links you to information regarding the various professions within IBM including 
  - An overview of the profession
  - Characteristics of the profession
  - Skill Development activities
  - Certification information
  - Contacts
- The virtual career coach provides access to tools that help you build self-insight while serving as a great resource for other career planning needs 





# Individual Development Plans (IDP)

- **Process or Dynamic Management? It's both...**
- **Individual Development Plan (IDP) Process**
  - Your IDP is your "blueprint for growth"
    - Document specific development actions for growing your career and executing on your PBC's
    - Layout your short term objectives and long term goals
  - Your IDP is supported by your manager's input and guidance
- **Dynamic Management**
  - Business needs and your career are dynamic, so your career development plans should also be dynamic and fluid
  - You should initiate IDP reviews with your manager on a regular basis
- **You Own The Management & Results of Your IDP**
  - Create and regularly review/update your IDP
    - IDP Web Application (Worldwide Tool):



IDP Web  
App



# The 12/3 Rule, Job Posting, & Internal Movement

- **You have the ability to advance and grow within IBM**
  - *If you have been in your position for at least 12 months, have a satisfactory performance rating, and you want to pursue other openings in IBM, your manager must make you available within 3 months (unless a critical business need exists)*
- **IBM On-Line Job Posting Tools**
  - Help you easily search and apply for opportunities once you and your manager have agreed on availability date
  - Regular band 10 and below, non-executive positions are posted
  - Lateral or hierarchical movements within a department may be excluded
- **IBM's Multi Business Unit Structure along with 12/3 Rule and current on line job posting tools support you in growing professionally with experiences in varied business units, functions, and locations without ever leaving IBM**



# Certification and The Professions

There are four technical professions: Consultant,  
Project Management, IT Architect & IT Specialist.

# Get Your Credentials

- Certification is specific to each profession
  - Consultant
  - Project Manager
  - IT Architect (ITA)
  - IT Specialist (ITS)
- Certification is peer recognition of your accomplishments.
- Certification is a networking opportunity.
- Certification ensures a level of expertise a degree of skill and an expectation of consistency.



*What credential do you have to validate your accomplishments?*



# Professions and Job Roles are different.

- Profession
  - A body of qualified persons in an occupation.
  - Profession is career focused.
- Job Role
  - A regular activity as one's occupation, or profession.
  - A job role is business focused.
- A job role or components of a job role may fall outside the profession.



# There are four technical professions.

- **Consultant**

- Facilitates organizational change and/or provides subject matter expertise on technical, functional and business topics during development or implementation.

- <http://w3-3.ibm.com/hr/careerplanner/cacnst001.html>

- **IT Specialist**

- IT Specialist are involved in the development, installation, connection and implementation of computer systems and applications.

- [http://w3-1.ibm.com/hr/us/your\\_career/en-us/caits001.html](http://w3-1.ibm.com/hr/us/your_career/en-us/caits001.html)

- **IT Architect**

- IT Architects have proven competencies across a variety of disciplines, and the ability to synthesize, and apply their IT expertise to solving complex business problems.

- [http://w3-1.ibm.com/hr/us/your\\_career/en-us/caita001.html](http://w3-1.ibm.com/hr/us/your_career/en-us/caita001.html)

- **Project Management**

- A Project Manager is the person who leads and is accountable for the results and success of the project.

- [http://w3-03.ibm.com/transform/project/home\\_0301.html](http://w3-03.ibm.com/transform/project/home_0301.html)



# Each Profession has disciplines and or specialties.



Consultant  
**ADVISE**

DISCIPLINES

- Application Management Services
- Business Process Design
- Business Strategy
- IT Infrastructure Consulting
- Packaged Solution Integration



IT Architect  
**CREATE**

DISCIPLINES

- Enterprise architecture
- Application architecture
- Information architecture
- Infrastructure architecture
- Integration architecture
- Operations architecture



IT Specialist  
**DEVELOP**

DISCIPLINES

- Business Applications\*
- Connectivity\*
- System Infrastructure\*
- System Management\*

\*There are 3-10 specialties for each of the IT Specialist Disciplines.



Project Management  
**MANAGE**

SPECIALITIES

- e-business Solutions
- Hardware Development
- IT Infrastructure
- Learning Solutions
- Managed Operations
- Quality Assurance (IGS)
- Software Development
- Systems Integration
- Government





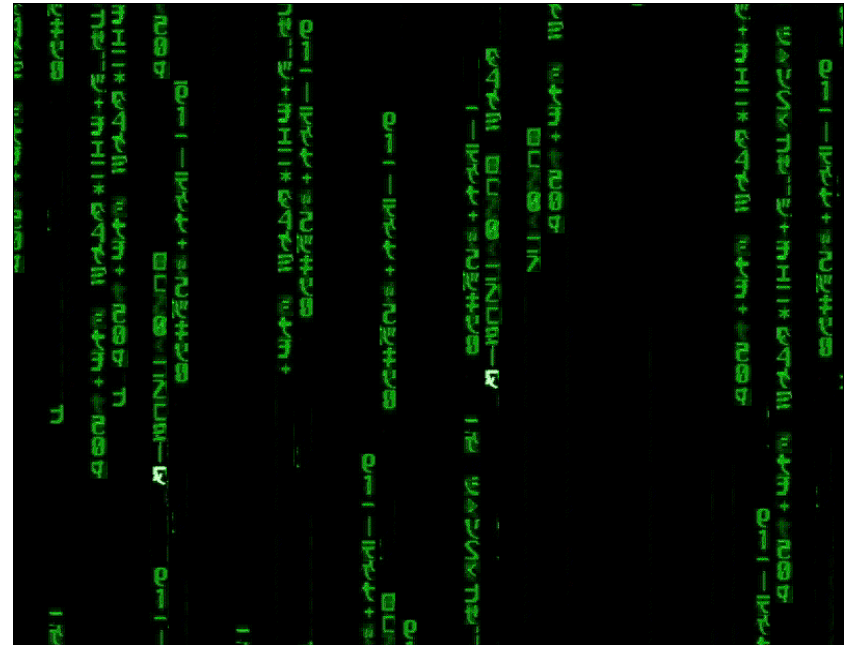
# IT Specialist Highlights





# IT Specialists

- Focus on the detail of getting things done
- Have more depth than breadth
- Develop and implement solutions
- Focus is hands-on and getting it done



# IT Specialist Career Path



- Accreditation – Early Career Check Points
- Certification – Peer Recognition of Professional Capabilities
- Senior Certification – Business Unit Recognition of Leadership
- Distinguished Engineer – Executive Recognition of Technical and Business Leadership



The four IT Specialist disciplines are directly related to the development, installation, connection, and implementation of computer systems and applications.



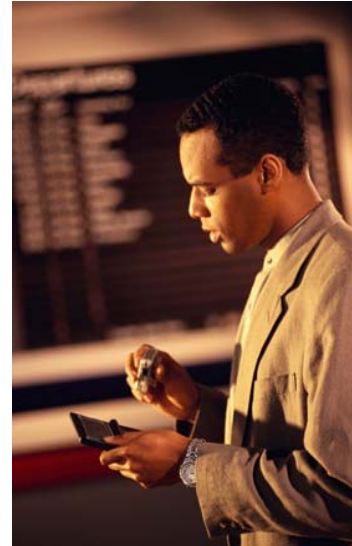
## Build IT

Business Applications



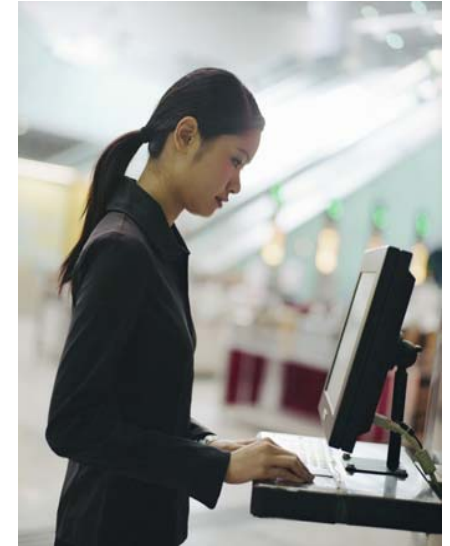
## Install IT

Systems Infrastructure



## Connect IT

Connectivity



## Manage IT

Systems Management



# Contacts



## Who are IT Specialists?

IT Specialist are the core of On Demand. IT Specialists develop proof of concepts, design, develop, build, test and implement systems. IT Specialists are the hands on professionals. Professionals who are IT Specialist have in-depth understanding of products, offering and services within their specialty. Members of this profession perform services for a fee, provide technical support for product sales or support IBM's internal infrastructure.

Worldwide Profession Executive	Phil Stauskas
Worldwide Profession Leader	Sheila Thorne
Americas Profession Leaders	Judy Barkal
Asia Pacific Profession Leader	Masayuki Fujita
IOT NE	Line Marie Sundet
IOT SW	Jean-Pierre Augais



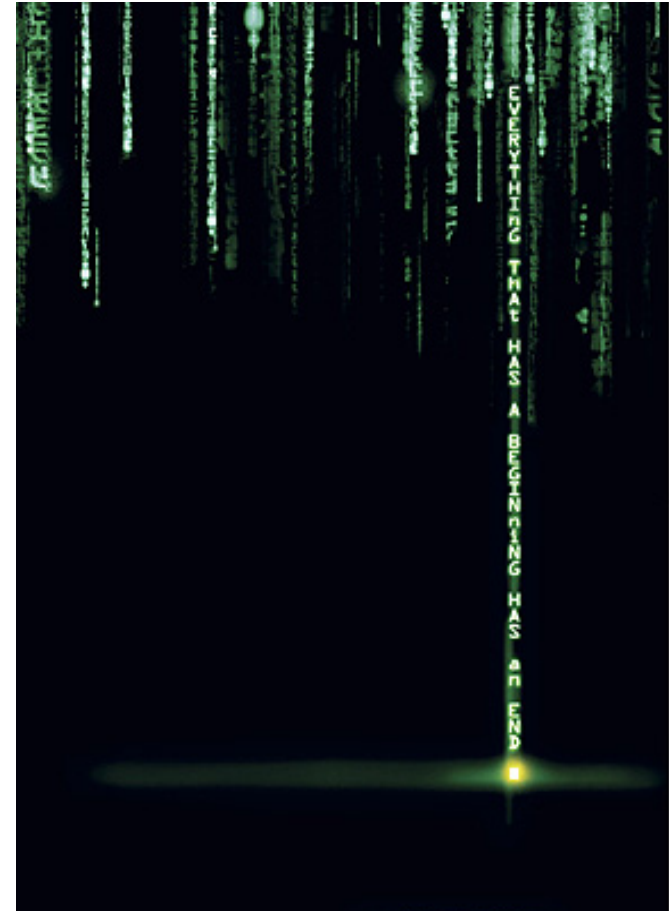


# IT Architect Highlights

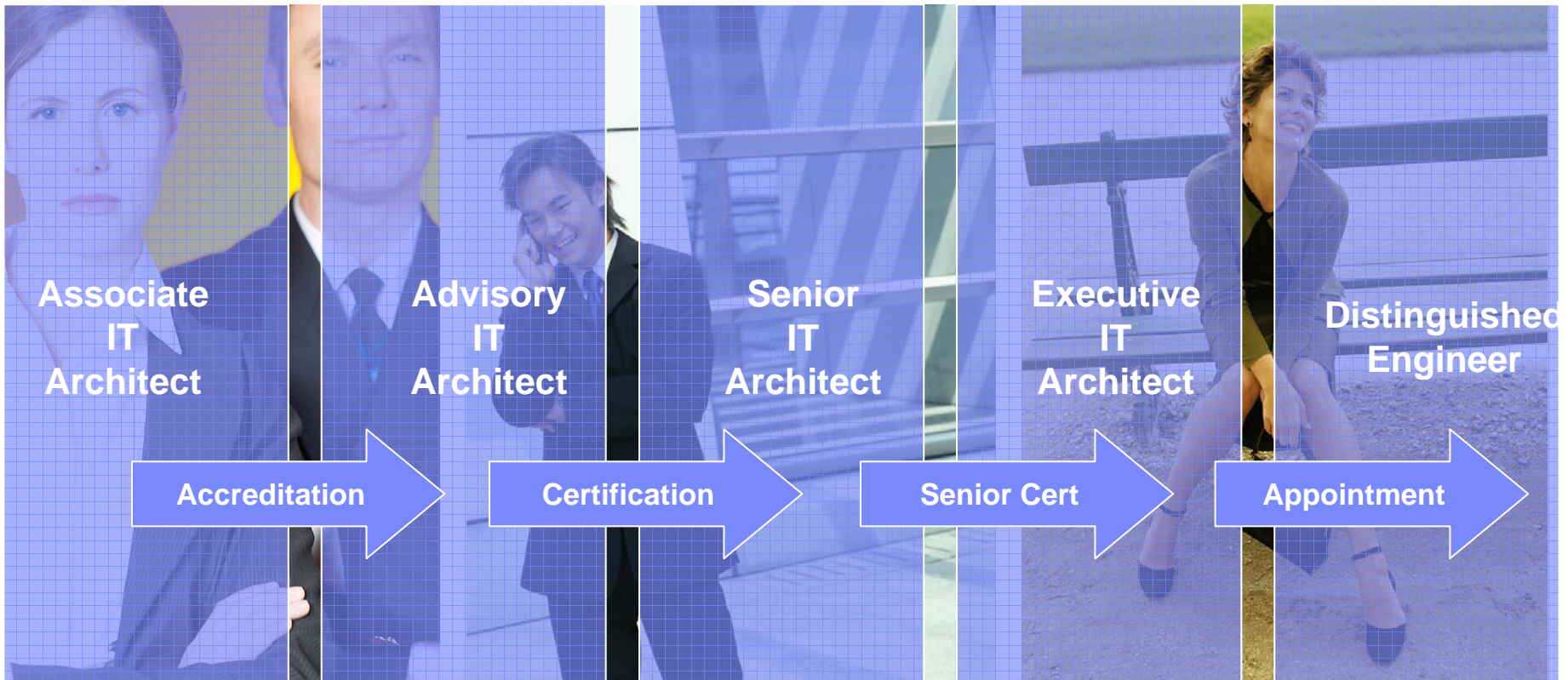


# IT Architects

- Have extensive broad skills and experience in multiple systems, platforms, operations, infrastructure and application aspects and design techniques.
- Are able to identify, evaluate and select the elements of the solution which best meet the client's business needs.
- Use their skills, experience, intellectual capital, and an integrated set of design methodologies to define the appropriate solution.



# IT Architect Career Path



- Accreditation – First Career Check point
- Certification – Peer Recognition of Professional Capabilities
- Senior Certification – Business Unit Recognition of Leadership
- Distinguished Engineer – Executive Recognition of Technical and Business Leadership



# There are six IT Architect disciplines.

- **Application Architecture**

Focus on the functional aspects of solutions and solution components, the elements that address business automation, workflow, processes, tools, control systems, and user interfaces.

- **Enterprise Architecture**

Focus on defining the relationships, flows and implementation of business (processes/activities/functions, information), applications, data and technology in the enterprise and the transitional process necessary for implementing technology in response to changing business needs.

- **Integration Architecture**

Focus on the design of solutions which enable nodes, applications, networks, and systems to work together within an enterprise or among enterprises. These solutions may use different technologies, vendors, platforms, and styles of computing.

- **Information Architecture**

Focus on the elements required to structure the data aspects of solutions and on the design, building, testing, installation, operation and maintenance of the information in the solution proposed.

- **Infrastructure Architecture**

Focus on infrastructures including servers, storage, workstations, middleware, non-application software, networks, and the physical facilities that support the applications and business processes required by the client. Included in the focus areas is the critical evaluation and selection of the software and hardware components of the infrastructure.

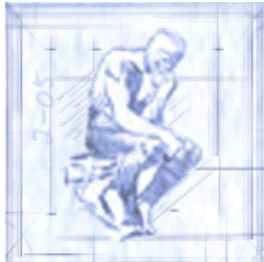
- **Operations Architecture**

Focus on systems to manage the infrastructure and applications used by the client. This discipline focuses on defining plans, strategies and architectures for the installation, operation, migration and management of complex information systems.





# Contacts



## What is an IT Architect?

The IT Architect defines - architects -- solutions to client business problems through the reasoned application of information technology. Those solutions are manifested as architectures and can include systems, applications and process components. They may also involve the application and integration of a broad variety of products, technologies and services, various systems and applications architectures, and diverse hardware and software components.



Worldwide Profession Executive	Michael Sylvia
Worldwide Profession Leader	Cristina Woodbridge

Americas Profession Leader	Richard Couillard
Asia Pacific Profession Leader	Henry Kam Hing Auw
Europe, Middle East, Africa Profession Leader	Karin Duermeyer





# The IT Specialist & IT Architect

## Tips for Starting Certification

# How do I do to start the certification package?

- First, get a Certification Mentor
- Request the Certification Lotus Notes Tool
  - IT Architect: [http://w3-1.ibm.com/hr/us/your\\_career/en-us/caita016.html](http://w3-1.ibm.com/hr/us/your_career/en-us/caita016.html)
  - IT Specialist: [http://w3-1.ibm.com/hr/us/your\\_career/en-us/caits020.html](http://w3-1.ibm.com/hr/us/your_career/en-us/caits020.html)
- Listen/Attend Package Prep Calls
  - IT Architect [http://w3-1.ibm.com/hr/us/your\\_career/en-us/caita007.html](http://w3-1.ibm.com/hr/us/your_career/en-us/caita007.html)
  - IT Specialist: [http://w3-1.ibm.com/hr/us/your\\_career/en-us/caits012.html](http://w3-1.ibm.com/hr/us/your_career/en-us/caits012.html)
- Know Your Board Dates
  - IT Architect: [http://w3-1.ibm.com/hr/us/your\\_career/en-us/caita007.html](http://w3-1.ibm.com/hr/us/your_career/en-us/caita007.html)
  - IT Specialist: [http://w3-1.ibm.com/hr/us/your\\_career/en-us/caits013.html](http://w3-1.ibm.com/hr/us/your_career/en-us/caits013.html)



# What kind of time will package preparation take?

Month One

Week One

Get a Mentor  
 Select Discipline and Specialty  
 Do a Gap Analysis - Validate Certification Criteria can be Met  
 Determine Target Board Date  
 Request Tool

Month Two

Week Two

Attend Package Prep Call (or Listen to Replay)  
 Complete Skills, Experience and Giveback Sections

Month Three

Week Three

Complete Project Profiles  
 Have Package Reviewed; Incorporate Feedback  
 Alert Management Team of Submission (Ensure Timely Sign Off)

After Submission

After Submission

Rework Package if Requested  
 Select Interview Type - In Person or Phone  
 Set Up Mock Interviews  
 Attend Candidate Prep Call



# How do I prepare the package?

- The package should be “Customer Deliverable” quality.
- Run Spellcheck/Grammar checks.
- Limit the quantity of pages – see guidelines in the nomination guide.
- Have people review your package.
- Be aware of deadlines.
- Fill in all required fields.
- Right click for help in all sections.



# What do I include in the Project Profiles?

- The project profiles document your technical expertise, leadership, project management and negotiation all in a smooth narrative format. The profiles should demonstrate some challenge and complexity.
- The profile needs to describe the methodology used, the work products produced and the results.
- The solution should be successfully implemented or
  - It was not implemented because of factors beyond your control
  - It is in the process of being implemented
- Current project experience is required (2 must have been performed within last 5 years).
- Can be work done for IBM or another company
- Each solution should be unique and varied.



# Anything Else?

I cdnuolt blveiee taht I cluod aulacly uesdnatnrd waht I was rdgnieg.

The phaonmneal pweor of the hmuan mnid. Aoccdrnig to a rscheearch at Cmabrigde Uinervtisy, it deosn't mttar inwaht oredr the ltteers in a wrod are, the olny iprmoatnt tihng is taht the frist and lsat ltteer be in the rghit pclae. The rset can be a taotl mses and you can sitll raed it wouthit a porbelm.

Tihs is bcuseae the huamn mnid deos not raed Ervey lteter by istlef, but the wrod as a wlohe.

Amzanig huh? yaeh and I awlyas thought slpeling was ipmorantt!






## Next Step Resources for Certification and Expertise Building





# Certification helps build your expertise and reputation

- **Professional Certification**
  - Sales
  - Project Management
  - Consultants
  - IT Specialists
  - IT Architects
- **SW Product Certification**
  - Information Management
  - WebSphere
  - Lotus
  - Tivoli
  - Rational
  - Etc...

IBM Professional Certification Program website contains information on certification in a variety of product categories  Professional Certification

The Check List website lays out the steps needed to obtain a certification  Checklist



## Blended Learning at IBM

- Learning can be achieved through classroom courses & workshops, but it's not the only way people learn. Studies show that 80% of the way people learn is on-the-job via key experiences. Additionally:

- The Learning@IBM Portlet is a good place to start

Learning@IBM 

- IBM Global Campus is the IBM Learning Management system that houses the majority of learning (classroom and e-learning) that is available to IBM'ers

Global Campus 

E-Learning 



# Learning, IBM Global Campus, & Your Plan

Address [http://w3-3.ibm.com/education/lang\\_en\\_US/index.jsp](http://w3-3.ibm.com/education/lang_en_US/index.jsp)

Links [Search the Web with Lycos](#) [IBM Business Transformation Homepage](#) [IBM Internal Help Homepage](#) [IBM Standard Software Installer](#)

**w3** **IBM Global Campus**


[BluePages](#) [Search](#) [HelpNow](#) [Feedback](#)

4 Aug 2004 [Change User](#)

## IBM Global Campus

You have access to an extensive library of classroom and e-learning courses that help you build your critical competencies and keep your skills up-to-date. You may find courses, view schedules and then enroll for, or download, education that can increase your personal productivity.

We want to hear from you! Please take our [survey](#).



**Register for Online Reference, offering you on-demand books and more!**  
[+ READ](#)

### Education News

New e-learning courses added.. updated July 12 [\[read\]](#)

### Search Courses

World wide search of e-Learning and scheduled classroom courses.

**Title Keyword(s)**  
 **Course Code**

[GO](#)

[+ MORE SEARCH OPTIONS](#) which include search by title and description, course type, country, city, language, and start dates.

[+ SEARCH PREFERENCES](#) may be set for course language, country and city.

### Keyword Examples:

**Java iSeries** searches for courses containing the words Java and iSeries.

**Java | iSeries** searches for courses containing either the word Java or iSeries.


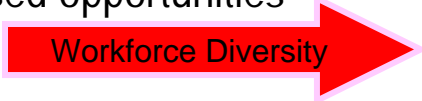
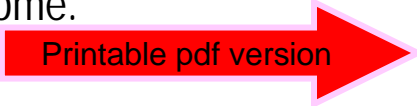
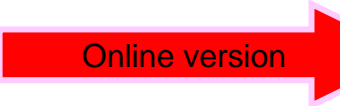
**Java -iSeries** searches for courses that contain the word Java but not the word iSeries.

**w3 Home**  
**Global Campus Home**  
[Search Course Catalog](#)  
[Search Preferences](#)  
[BCS Catalog](#)  
[Current Enrollments](#)  
[Enrollment History](#)  
[e-Learning@IBM](#)  
[Other Education Links](#)  
[Frequently Asked Questions](#)  
[Help Desk](#)  
[+ Select Language](#)

**Related Links**  
[Learning Navigator](#)  
[Foundational Competencies](#)  
[IBM Career Planner](#)  
[IBM Sales](#)



## Blended Learning at IBM (continued)

- Learning can be achieved through classroom courses & workshops, but it's not the only way people learn. Studies show that 80% of the way people learn is on-the-job via key experiences. Additionally:
  - Mentoring relationships leverage experience of others 
  - The Workforce Diversity web pages are your source for constituency-focused opportunities 
  - The Pathfinder's Guide to the IBM Technical Community is an excellent, 'insiders' look into the company to help new technical IBMers feel more at home.  
  - University Programs (Tuition Reimbursement etc.)
  - Customer/User Conferences & briefings, technical papers, workshops and strategy documents provide specific and focused content



# The Unofficial Guide to IBM, Your Career and Certification

<http://w3.btv.ibm.com/~cohn/HHG.pdf>



## The Pathfinder's Guide

### An unofficial introduction to the IBM Technical Community

Welcome to The Pathfinder's Guide to the IBM Technical Community. This unofficial guide was created by volunteers, about 40 IBMers just like you, working in their "spare" time. The result is a broad range of information that we wish someone had given us earlier in our careers. Our goal is to give you the "lay of the land" of IBM's technical community. We've pulled together useful references, tools and lessons learned which we hope will help you chart your own path.

**Please Note:** While we've tried to get all of our facts straight, it's important to keep in mind that this is not an *official* IBM document. As we will point out later in the guide, you can get the official scoop on IBM plans and policies from the [w3.ibm.com/hr2](http://w3.ibm.com/hr2) site. We hope you can bear with us and overlook a few imperfections of this evolving guide so we can start sharing with you what we've learned.

The guide is organized into five chapters as follows:

#### **Chapter 1** "Where Am I...exactly?"

This is the "cliff notes" summary of IBM. Discover some pros and cons of BIG IBM and get a peek at some really cool technology.

#### **Chapter 2** "How do I fit in?"

This chapter helps you get off on the right foot in your organization and gives you some tips and tools for finding people and information.

#### **Chapter 3** Managing Your Technical Career

This is the no-frills discussion about career options, moving to more senior positions, and why you might want to find a mentor.

#### **Chapter 4** Sharpening Your Skills

This chapter focuses on developing valuable technical and communication skills, helps you find education programs internally and externally, and gives you some tips about finding time for learning.

#### **Chapter 5** Making a Name for Yourself

This chapter removes many of the mysteries about patents and publishing, gives you ideas about how to be more visible and highlights some of IBM's award programs.





# MENTORING

Building a career network







# Do I Need a Mentor?

## • Benefits of Mentoring

- Helps you gain an understanding of IBM
- Builds strong networks within the company and our organization
- Facilitates vital integration of new professionals into IBM
- Can be a skills oriented, career oriented, or certification oriented relationship
- Active mentoring is a pre-requisite for future technical leader appointments

## • Don't wait wait for someone to set you up with a mentor

- The mentoring website contains many mentoring resources designed to help you get the most out of your mentoring relationship(s):  Mentoring Website
- Team mentoring, in which one mentor meets regularly with a group, is a new approach you might look for in your area or initiate:  Team Mentoring
- The IBM Mentor Network or other country specific mentoring tool  IBM Mentor Network
- Effective Mentorship web lecture  Effective Mentorship
- Shadowing is another form of mentoring in which, for a brief time, you can observe someone else at work to understand what is involved in their job
- Consider having more than one mentor as multiple perspectives may be helpful to you at times



# Summary - Your Career @ IBM

- Certification is part of career management
  - Determine your career objectives
  - Develop and market yourself (Technically and Professionally)
  - Understand opportunities and the professions
- Get a Mentor
  - Select your credentialing activity
  - Select your profession/discipline/specialty
- The development tools available to assist you in planning your career are numerous and multi-faceted

