

GSA Career Pathways

Get Skilled Access are committed to the growth and development of our people. This guide provides information on roles and their expectations, allowing the opportunity to participate in learning and development tailored to the next step in your career.

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Get Skilled Access Career Pathway & Capability Framework

Capability / GSA Career Pathway	Grow the Business Drives revenue and new business to achieve organisational goals	Client Relationships Regarded as a valued partner and advisor to clients	Passion for Excellence Delivers the highest quality of work for our clients	Team Relationships Fosters a professional, positive work environment. Collaborates and treats people with respect	GSA Contribution Makes talent, practice and thought leadership contributions to benefit GSA
Senior Executive: *Overseeing execution & building business*	• Demonstrates strong business development skills; actively generates revenue; negotiates effectively for win-win outcomes • Understands the market; demonstrates effective cross-selling of GSA services; regarded as a brand-builder in the marketplace	• Role models a "client first" philosophy; creates, cultivates and shares deep client relationships for the organisation • Manages client expectations well and can effectively deal with difficult/ complex client situations and with C-suite clients and candidates	• Delivers superior results through effective client and team management • Provides clarity, momentum and motivation to others on the team even in times of organisational change • Is an advocate and a role model for adhering to GSA quality standards	• Balances revenue generation and team building responsibilities to achieve goals • Models and promotes an environment of collaboration, inclusion and teamwork; manages conflict effectively to ensure positive teams and work environment • Builds teams to secure, execute work and/or appropriately leverage work to drive best results	• Consistently builds a strong talent pipeline; has a reputation for growing and developing others • Actively serves in ways to "give back" and strengthen GSA (e.g., management roles, Quality Council, learning) • Promotes GSA expertise through publication, speaking events and media
Principal: *Generating business & managing client relationships*	• Drives high level of new business and self-sufficiency through relationship building, demonstrating expertise; makes business decisions that optimise GSA profitability • Develops targeted, strategic plans for developing new business; expands business with existing clients	• Demonstrates a "client first" philosophy by putting the needs of the client first at every stage • Skillfully delivers difficult messages and concerns, and influences decisions in a way that preserves quality of long term relationships; resolves challenges and obstacles to achieving results in a timely and effective way • Provides counsel to colleagues on building and nurturing client relationships	• Effectively oversees the execution of many assignments from beginning to end; ensures all work is completed in a quality and timely manner • Sets clear goals; provides regular feedback to ensure team produces results • Maintains high quality standards in all aspects of assignments, even under pressure or stress	• Motivates and encourages colleagues to work together and collaborate on projects/ assignments; resolves conflict in professional, respectful manner; gives others the benefit of the doubt • Delegates work appropriately to others to build skill and competence; gives credit where credit is due • Shares knowledge, best practices and information generously to others	• Coaches others on the job to improve their effectiveness; looks for opportunities to give others development and experience on projects and with clients; contributes to developing the new generation of talent, beyond one's own team • Contributes to thought leadership, marketing collateral, and brand-building efforts; contributes to GSA initiatives, and to strengthening the talent pool
Senior Consultant: *Managing End to End execution & beginning to build business*	• Generates business on own, winning repeat business from clients through excellent execution of work and bringing in new business leads; is developing a reputation for an expertise in the marketplace • Actively engages in business development opportunities including making pitches, contributing to new market analysis, networking with business communities, colleagues, and other relevant sources • Has reputation as acknowledged master within GSA in at least one aspect of the business; used as an expert by many in the organisation	• Acts as an advisor to the client; manages interactions with clients in a consultative way, adding value in the process of analysing client issues and identifying needs • Develops trusting client relationships by listening, being responsive and communicating effectively with the client throughout the assignment, even with difficult messages • Demonstrates ability to manage senior level client relationships with minimum supervision • Presents project results to clients in an articulate manner with limited consultant involvement; delivers difficult messages and concerns to client in a timely and professional manner	• Demonstrates project leadership from beginning to end; manages heavy workloads and changing priorities in calm, steady manner • Provides excellent service delivery despite resources constraints or changes in circumstances (e.g., market conditions, lead consultants, etc.) • Negotiates offers with skill and sensitivity • Is a role model for using the database Workflowmax and a go-to person on questions related to quality standards and best practices •	• Creates a positive work environment by respecting others, sharing pertinent information/ knowledge readily and be accessible to team members; handles difficult or stressful situations with composure • Views issues in terms of cost, profit, markets and added value • Reflects GSA values in all aspects of their behavior both within and outside GSA	• Gets involved in GSA initiatives or makes contributions to company business development initiatives; contributes to thought leadership or marketing collateral • Coaches or mentors others; provides constructive, timely feedback to others to improve their effectiveness; actively participates with training and mentoring where needed • Establishes long lasting relationships with a variety of clients and major industry players that result in continuing useful contacts and adding to knowledge database
Consultant: *Mastering the execution fundamentals & building client relationship skills*	• Extracts most critical and valuable information for consultant to prepare for business development • Identifies opportunities to deliver more value to existing clients; spots opportunities to match market needs with GSA capabilities; contributes to developing new markets	• Interacts with clients with confidence and assertiveness; uses a consultative approach in analysing client needs, setting and managing expectations and influencing decisions • Demonstrates sense of urgency and responsiveness to client needs and requests • Proactively identifies potential issues and takes initiative to resolve them	• Manages demanding project workloads using effective organisational skills; conducts workload with a high level of autonomy • Consistently produces high quality client and project reports that provide articulate and reliable analysis of assessments. • Makes meaningful contributions internal as well as client meetings; confidently interacts with others; raises relevant questions; exhibits sound judgment	• Collaborates and shares knowledge, expertise and best practices with colleagues; contributes to a positive work environment by maintaining a positive, calm approach • Takes initiative to proactively manage and problem solve • Works effectively with a wide variety of people; solicits ideas and opinions from others	• Leads or participates in key GSA-building initiatives • Demonstrates willingness to assist others in the the GSA team • Initiates and recommends creative actions or communications to nurture GSA's culture • Provides regular feedback and development insights to improve the business
Internal Services roles: *Functional roles to ensure GSA can successfully deliver products and services to clients.* .	• Uses all available resources and tools to collect and prepare information and deliverables needed for project delivery	• Responds quickly to client needs; demonstrates adaptability with changing priorities and takes appropriate action to meet them • Proactively communicates; provides clear, concise feedback on progress of projects; raises issues in a timely manner; demonstrates good interpersonal skills • Takes an active role and makes valuable contributions in the presentation of GSA projects and outcomes	• Maintains professional internal and external integrity, security and confidentiality when representing GSA • Manages multiple tasks and handles a broad range of work simultaneously • Manages candidate relationships with professionalism and responsiveness • Complies with GSA policies, quality standards and legal requirements in all internal and external interactions and written work; does not cut corners	• Demonstrates a collaborative communication and working style • Builds and leverages relationships to achieve results	• Participates in key GSA initiatives • Willingly picks up additional projects when needed and individual capacity allows

GSA Leadership Behaviour Development Framework

The GSA leadership development framework is a support structure that can guide and enforce the development of leadership capabilities required to face current and future challenges. The framework comprises principles that are critical for defining, simplifying and encouraging leadership at all levels.

Inspiring through Vision and values	Communication	Resilience	Collaboration	Confidence and Courage	Drive high performance culture
• Provides clarity of direction and identifies / defines nature of change if required • Inspires others to achieve by defining and positioning a compelling picture of what the future could and should be • Translates vision into action and promotes buy-in and commitment at all levels • Effectively masters today's complexity but also defines and responds to tomorrow's (balances requirement for long-term planning without losing sight of shorter-term operational and market performance indicators) • Extracts best practice thinking from others • Leverages the team to proactively gather and test creative and innovative concepts • Dynamically reassesses approach and adapts style to suit the audience and circumstances	• Simplifies the complex into clear, crisp messaging appropriate for different audiences • Deploys the right tone and style to genuinely resonate with different audiences. High situational agility. • Speaks succinctly, convincingly and confidently. Thinks before speaking • Displays preciseness of thought and accuracy of communication to clarify the uncertain and inspire confidence in leadership • Crafts thoughtful but quick, no-spin responses to effectively manage the organisation's reputation • Remains personal, honest and believable even with difficult messages. Commits to authenticity, not to 'play a role' • Actively listens to others to really understand their opinion, asking "what have I heard?" not merely "have they heard me?"	• Copes with adversity. Can 'bounce back' through admitting mistakes and/or course correcting • Uses challenge to grow, remains competent throughout • Manages the internal and external scrutiny associated with being a senior leader • Displays mental toughness to "deal when the chips are down". Pragmatically assesses the seriousness of a situation but can find a 'way through' and focus on what can and will be achieved. Displays strength of character to remain positive • Exhibits high level of self-esteem - someone who values themselves as a person and is able to accept criticism and challenge • Role models strong self-discipline and self-management • Draws on high reserves of energy • Can revise assumptions quickly, and remain constructive in a tough situation	• Displays a true understanding of the complex, connectedness of GSA's strategy, and respects the interdependent nature of the business model • Facilitates cooperative and boundary-less mindsets • Promotes teamwork and collaboration • Constructively challenges others, effectively manages conflict by mature focus on the issue vs. the individual; facilitates input in the form of ideas, views and expertise • Builds trust with others and effectively influences teams. Knows how to break down barriers, remove obstacles, ensure buy-in • Can build leadership coalitions to drive change	• Displays a willingness to be bold • Exhibits deep self-belief and measured confidence that seeks out opportunity to win (vs. operating defensively not to lose) • Highlights a confidence in personal value that can be • delivered to the organisation while retaining sense of humility • Holds nerve around project scope to deliver the best outcome • Displays the courage to "be your own person" – not influenced by what they think others might want them to say	• Displays a highly nuanced leadership style underpinned by a high level of intuition and emotional intelligence. Knows when to push, when to accommodate • Displays exceptional self-awareness - continuous learner who "knows what they don't know". Carves out time for self-reflection on own performance • Displays broad 'bandwidth' to deal with added complexity and capacity required for success • Draws on a combination of stamina (physical / mental) and respect for others that facilitates the ability to always be 'present' in fora of all types • Displays genuine humility. Places enterprise before self • Displays the mental agility to identify and proactively manage difficult and unexpected issues – a 'front-footed' approach • Demonstrates sincere empathy for the unique circumstances of other people, and concern for their response

Talent Development

GSA Professional Development

Informal

- Ask for feedback after projects/ assignments are completed
- Observe others to learn from them
- Consult others to learn how they do something you think they do especially well
- Read articles and discuss how they apply to your job with others
- Learn from your mistakes
- Teach/ coach others

Formal

- Participate in live webinars
- Attend in-person workshops
- Listen to speeches, podcasts
- Explore educational opportunities to enhance professional capability

** discuss your interest or ideas for formal professional development with your manager .*