



ENSHRINE

Placements

RE-ENGINEERING YOUR LIFE'S JOURNEY

Value Proposition Tips and Guidelines: *extracting and illuminating your true potential*

Get your VP to the top of the pile

Recruitment is a high volume and highly pressurised environment. Decisions often have to be made quickly without compromising quality. If you have read Enshrine's [CV Tips To Make You Shine](#), you will know that HR managers and Recruitment Consultants often spend no more than 60 seconds glancing at a CV before making a decision as to whether a candidate fulfils the requirements for a specific position or not. The more clearly your value offer is presented, the greater the possibility that you will be shortlisted. Our online Application Form is designed to output a 60 second scan proof overview, a Value Proposition, of your true merit. The questions are aimed at targeting your innate power and accumulated experience and bringing them to the forefront so that clients and partner recruiters can easily see your worth. We do our utmost to market your skills in such a way that readers can quickly and easily browse your information and make an informed decision as to whether your value offer addresses their needs or not.

Frame your Value Offer as clearly and articulately as possible

Enshrine's Value Proposition Marketing Questionnaire is designed to draw for the most pertinent and salient points regarding your career trajectory possible. Although our publishing division will assist this process to a certain degree, the more systematically and purposefully you answer the questions, the more clearly we can present you to industry in a light that you can feel confident draws your unique offering to the fore.

Below follow some tips and guidelines to assist you in the process of completing our online Questionnaire. While the Questionnaire does provide you with some navigational tips – there is never any harm in preparing before getting started.

Every question in the Questionnaire is there for a reason and serves a purpose, so please don't cut corners anywhere, especially when it comes to providing detailed personal information, contact details and your qualifications and professional registrations.

Your Value Proposition should clearly indicate the following:

Capabilities and Experience

As a point of departure, put your employer hat on and consider what someone hiring your particular skill set would like to see. This should guide you when it comes to answering the more technical questions in particular. What capabilities should someone seeking the kind of job you would like to achieve have to his or her name?

As per your CV – it is important to identify your unique selling points (USP's) that might give you a competitive edge over other applicants. What can you do, based on your career trajectory and experience, that might set you apart and make you especially attractive when it comes to solving the client's problem or addressing a need? Highlight these points clearly in relation to the requirements and expectations of the position you desire. It is here that your technical competencies play an important role. Defining and listing your technical competencies is critical, especially when the role has a highly technical bias.

The question: **What are the key responsibilities and accountabilities of your current/most recent position?** is an opportunity for you to highlight, based on your current job, what you have experience in, and are competent at doing, on a day to day basis. Think about it like this: "What is the Purpose of your role and what are the key tasks/activities that you need to execute well in order to achieve this purpose?" OR "What is the overall outcome of the function you serve in the business?"

The question: **Working experience: What are the manufacturing processes/ technologies that you have experience in relevant to your ideal position/ next career steps?** should allow you to build on your capabilities and opens up the opportunity for you to share what you would like to achieve and where you would like to apply yourself with the tools and skills you have at your disposal. This is ultimately where you should exhibit your technical expertise and niche skills

and abilities for clients seeking specific and specialised technology experience. This is an opportunity expand on more than just your industry/commodity experience and to dig deep into the processes and technologies you are proficient in.

Here is an example for an Electrical Engineer:

What are the manufacturing processes/technologies that you have experience in relevant to your ideal position/ next career steps?

- Management and Supervision;
- Safety consciousness;
- Electrical Machinery Installations, Maintenance and Fault Finding;
- Motor Starters wiring and fault findings;
- VSD's and Soft Starters installations and programming (WEG, Siemens and Vacon);
- PLC programming and fault finding (Siemens S7-200);
- Knowledge of DCS (DeltaV) system and the Electrical Modification from PROVOX to DeltaV;
- Medium Voltage Switching (6.6kV and 22kV);
- OCB, SOV and SF6 HT breakers Operation;
- Electromagnetic and Electronic Relays operation and setting (CDG and Micom);
- Centrifugals operation and fault finding (Western States and BMA batch machines).

Turbo-Alternator operation:

- Multilin Protection and Control Relays.
- Digital Excitation Control System (DECS200).
- Manual Synchronisation of TA's.
- Brush and Brushless Exciters.

Project Management:

- Boiler #2 MCC DeltaV upgrade (generating drawings and wiring buckets to suit the DeltaV system).
- Front-End MCC DeltaV upgrade (generating new electrical drawings via AutoCAD).
- Juice Preparation MCC DeltaV upgrade (generating new electrical drawings).
- Power Factor Correction (initiated and implemented the system for two MCC's).
- Merlin Gerin NT breakers retrofit and Micom P121 electronic relays installation (managing).
- Micom P122 installation: replacing CDG relays (managing).

Achievements and Track Record

Your Value Proposition, like your CV, must answer the question “So what”? Qualification and capability is not the same thing, so the ‘what’ in this case is *proof*. If the proof is in the pudding

then the pudding itself is the achievements and measurable results. Your Value Proposition should be all the justification you need to function within a specific industry and designation, and at a certain level, based on evidence that you have successfully done so before. It should succinctly and efficiently qualify you to do a particular job for certain market related remuneration.

What do consultants and clients want to hear?

- Dollars saved.
- Dollars earned.
- Time saved.
- Increased efficiency and thus productivity.
- Experience at managing large projects and teams successfully.
- Customer satisfaction.

And all of the above should be presented in whenever possible in percentages and figures related to bottom line.

For example: *Implemented a system for managing data that improved overall division efficiency by 20% within an 18 month timeframe.*

Having said this, please also include pertinent information regarding leadership abilities and results as well as awards and acknowledgements from industry.

The question: **Working experience: What are some of your greatest achievements (When and how have you saved your employers time, money and resources)?** should grant you the opportunity to qualify your value offer experientially and with measurable results.

If you are a recent graduate or have just started your career and have limited experience, please add your tertiary and academic achievements in this section.

Building a target profile

A target profile is usually a succinct paragraph at the top of the CV that, in a few short lines, sums up your character and value offer. Your target profile should clearly and concisely articulate what you want to be doing and why you can do it.

For example:

A multi-lingual Sales Director with diverse global sales experience and a proven ability to generate profitable sales in the industrial automation sector. An impressive 15 year track record of designing and implementing sales strategies, building, leading and motivating teams to meet targets within 'blue chip' companies. Highly creative and self-motivated with the natural ability to identify and cultivate key people. Performance driven and committed to service

excellence. Currently seeking a new opportunity to make a significant difference within an organisation that requires a dynamic and objective driven individual.

Your target profile should make you stand out from the crowd. Real success arises when you have properly identified an employer's needs or a specific job you would like to have, and can precisely focus your profile to match this.

While Enshrine's publishing division assists with creating a target profile for you (see examples on our [Candidates](#) webpage), the way in which you answer the question: *If you were to illuminate your skills and abilities along with your greater purpose and passions in life, how would you describe yourself?* goes a long way toward assisting with the kind of information that might create appeal around your talents and your drives, as does the question: *What do you absolutely love doing?*

Evidence your passion and career progression:

The business title of your ideal position and the information you provide in answer to the question: *What are the key responsibilities and accountabilities of your ideal position?* should provide the reader with a clear insight into your passions and drives with regard to your career trajectory; where you see yourself moving into the future and your justification as to what might qualify you (skills and experience) to aspire towards this.

The position you stipulate here should ideally be the projected next step to get you to be where you would like to see yourself in the next 5 to 10 years, based on your personal flow, natural talents and what you love doing. This is potentially where you are the most competent and productive; and thus where we believe you will add most value to future employers and yourself. When you in your natural flow, doing what you love doing, you perform at your optimum and this is where you begin moving into vocation, where hopefully your life becomes more quality than quantity.

The Value Propositions we distribute to industry on our Excel Spreadsheet Portfolio and the way in which we post Value Propositions on our social media platforms highlight your ideal position to give prospective employers insight into what kind of career transition you would be ready to make, if not immediately, in the near future. Describing your ideal position and ideal function is also a way for you to be clear about your goals, bringing them that much closer to achieving.

One of the drivers behind our Value Proposition Marketing Strategy is so that we can attract a position around your skill set and strengths, rather than fitting you into the box of a generic job description. Ideally we like to think of presenting your VP as a solution to a clients need or problem; an answer to their challenges. First prize is when a position is designed according to your value add - rather than the other way round.

This same principle applies to the KPA's or the bottom line deliverables of your ideal position. Think about it like this: "If we could wave a magic wand, what would you like to be responsible and accountable for on a daily basis?"

Share your Values:

While the question: **Describe the kind of company you would like to work for including the culture and values it should possess:** appears to be more about what you are looking for in an employer, it also reveals a lot about who you are as a person and what your employer might be looking for in you. Going into some detail here allows prospective employers to see if you will fit in with their culture, value system and working environment, and whether you are likely to gel with existing team members.

Additional Comments:

If there is anything else you feel you should share to build your case, feel free to include it in this section.

Basic but important tips:

- **Check your grammar and spelling.**
- **Stick succinctly to the facts (*point form wherever possible*) while simultaneously including all relevant and important details to create a sense of who you are and what you can do.**
- **Ensure your qualifications and professional registrations are listed.**
- **Exclude any information that might jeopardise your current employ; i.e. use "Company", "Organisation" or "Employer" instead of specifically listing your current and past employer company name. You may also wish to exclude reference to specific institutions and omit your registration numbers for Professional Registrations if you feel this might identify you in a manner that jeopardises you in some way.**

VP Example:

Here follows a real example of a Value Proposition submitted by one of our candidates who we feel approached the Questionnaire systematically and with due care and attention to detail. The personal particulars etc. are omitted for confidentiality purposes, as will yours be when we market your VP to industry.

Senior Project Director/Manager - Capital Projects (BSc. Electrical Engineering) – Ref: 152895 – Enshrine Candidate VP Marketing

What is the business title of your ideal position?

- **Project Director/Manager** – of a very large, multi-faceted capital project: Ideally, such a project would include the establishment of a new, pioneering enterprise with a strong engineering/high-tech element, in which case the position title would become
- (founding) **CEO/General Manager**.

Such a position would utilise my talents as a visionary an inspirational **leader** who derives particular satisfaction from the development of individuals to their full potential and also from the development of an effective, synergistic team with a shared purpose and values.

It would also utilise my talents as a creative **integrator**. I have the capacity to integrate across diverse technologies, business functions and external business factors. Such integration is first done conceptually during design (as a systems engineer) and during planning (as a project manager or general manager), followed by the integration of the various actual contributions of specialists during the execution of a project and during the running of an on-going operation/enterprise.

What are the key responsibilities and accountabilities of your ideal position?

Overall responsibility for project planning and execution and, if applicable, the subsequent performance of the created enterprise. My management philosophy is that of dynamic optimisation against a clearly articulated functional value system. Such a value system would reflect the best interests of the employer and form the basis of my balanced scorecard.

While I much prefer an executive appointment with authority (and reward) appropriate to the accountability, I can also function as an internal consultant with regard to projects, operations and business management.

Qualifications and professional registrations:

- **Highest formal qualification:** B.Sc. Electrical Engineering (University of Pretoria)
- **Other formal qualifications:** Advanced Executive's Programme (UNISA); Joint Staff Course (SADF College); and Government Certificate of Competence (Mines and Works): Electrical Engineer

- **Professional Registrations:** Registration as Professional Engineer (not kept current).

Describe your career in years of experience per sector/industry/commodity serviced:

After five years as engineer in mostly maintenance operations roles in the mining and chemical production industries, sixteen years were spent in what was then a vibrant South African defence industry. My experience during this later period is relevant to the aerospace, electronic systems and the information and communication technology industries.

Since 1994 I have been self-employed, mostly as a management/business consultant to clients in various industries. During this time, I was also owner-manager of three business enterprises – one providing management, marketing and advertising services to small businesses, one delivering peace-keeping equipment to Mozambican Armed Forces on behalf of the UK MOD and FCO, and one a start-up that intended to manufacture and supply industrial-size ozone generators, exploiting local technology, to the water-care industry. (The start-up, named Ozopure, could still be viable if sufficient venture capital were to be secured.)

On two occasions since 1994, as acting Marketing Director with AST in 2000/2001 (then a large listed ICT company) and as Capital Projects Office Manager with Kloof Mine (Gold Fields) from September 2008 to September 2010, I was on the employer's payroll. However, I view these as consulting assignments rather than as career milestones.

My role as Project Manager/ founding Test Range Manager at the Overberg Test Range (OTB) in the mid 80's best illustrates my capabilities and preferences. Of course, my subsequent experiences in business have significantly enhanced my breadth of knowledge and depth of insight.

What are the manufacturing processes/technologies that you have experience in relevant to your ideal position/next career steps?

Without being a specialist, I can quickly grasp the fundamentals and significance of new and sophisticated technologies. I have an exceptional talent as a "system engineer", whether the "system" is narrowly technical or more holistic/inclusive/comprehensive. I am effective in obtaining and relating the inputs of diverse experts, quickly grasping the system essentials (the network of cause-effect interdependencies, possibilities and constraints). These I then utilise to conceive and create optimal, multi-discipline systems/solutions.

Similarly, I have a sound understanding of the range of business functions encountered in most business enterprises and operations, including financial management. This is required for the general management role.

I have always had a deep interest in enterprise management philosophy and theory, culminating in a book *Corporate Wisdom*. I am familiar with systems of management (such as Louis Allen), systems of system engineering (such as MilSpecs) and systems of project

management (such as PMBOK and Prince2). However, I have a preference for - and the ability to develop - practices customised to the particular circumstances.

I am accomplished in developing people to their full potential.

I have a fundamental knowledge of computer systems, having been a system engineer/ project manager/programme manager with many highly sophisticated real-time systems in the electronic warfare and aerospace fields. I also understand the offerings (solutions, services and products) of the ICT industry.

I am familiar, as user, with Internet and Microsoft products, including Access and MS Project. I have used Prism Commander (a multi-dimensional spread-sheet) extensively to model business performance. I can readily acquire user-skills on any tool that would be used regularly. I am an accomplished writer.

What are some of your greatest achievements (When and how have you saved your employers time, money and resources)?

My most notable achievement has been as project manager and founding general manager of a sophisticated aerospace test range facility in the 1980's, which had an establishment budget of approximately US\$500M at the time. (This would be equivalent to tens of billions of Rand in 2011). It included programme-management, system-engineering and general management roles. I was nominated for the ARMSCOR Chairman's Award in 1987 for my leading role in establishing the Overberg Test Range.

I developed a computerised enterprise performance model to assist the Chief of the SAAF in strategic management decisions. For this work I received two awards from Armscor in 1989.

I published *Corporate Wisdom* in 2002.

Total number of years working experience:

38 years.

If you were to illuminate your skills and abilities along with your greater purpose and passions in life, how would you describe yourself?

I do believe that I have a number of particular strengths, including a very scarce, almost unique gift as a creative, holistic integrator – a super system engineer of a comprehensive system. For instance, if there were a need to create a new business enterprise, pioneering a new high-tech industry in South Africa, I would be better equipped to do so than almost any other. By my mid-thirties, I was a “founding general manger” of a new enterprise in a high-tech engineering environment. I could see this sophisticated facility in my mind's eye long before most others could, and then had the singular privilege of turning my vision into reality.

I have gained a great deal of knowledge, insight and maturity since then. By writing *Corporate Wisdom*, I now know better what I know and what my strengths are. I can envision things even

better, and have a quiet confidence – rather than egotistical arrogance - that I can make them work in detail.

I have a passion for developing people – recognising their potential and helping them become what they can be. I am loyal to and supportive of subordinates, but I also insist on appropriate performance.

While I am a self-sufficient introvert who does not need a large social network, I tend to be quite gregarious in the work context - getting people who share a common purpose at work to also relate socially. Also playing together reinforces the team's spirit.

What do you absolutely love doing?

Creating better quality order where there is lesser order, whether conceptually or physically. For instance, to summarise a jumble of thoughts and facts in a way that has elegant simplicity, or to create just sufficient structure to turn a dysfunctional organisation into one that is effortlessly efficient, where people get satisfaction rather than frustration in their place of work.

Describe the kind of company you would like to work for including the culture and values it should possess:

Ideally it would be a vibrant, growing enterprise and it would be pioneering new things. Ideally, though not necessarily, it would be in the business of sustainable energy, water care, and/or food production. These three issues represent the major challenges that we face in the new millennium, they are closely related and should best be addressed jointly. There are many opportunities.

The company would want to create value rather than just make profits. It would value a collaborative, win-win approach to doing business. It would subscribe to the values of mutual loyalty, honesty, honour and respect for others.

Additional comments:

I am open to appointments nationally and internationally. I do not mind being away from the bright lights and can enjoy life in remote locations.

Target Profile:

Based on the above information supplied by this engineer, the Enshrine publishing team generated the following target profile for marketing purposes:

Senior Project Director/Manager - Capital Projects (BSC. Electrical Eng.) – Ref: 152895 – Enshrine Candidate VP Marketing

This highly accomplished Senior Capital Projects Director/Manager and author has over 38 years of service to his name. His capabilities include the overall responsibility for project planning, execution and subsequent performance of a given enterprise. While his preference would be an executive appointment with authority and reward appropriate to the accountability, he is equally comfortable functioning as an internal consultant with regard to projects, operations and business

management. His most notable career achievement was as project manager and founding general manager of a sophisticated aerospace test range facility in the 1980's, which had an establishment budget of approximately US\$500M at the time, and resulted in his nomination for a prestigious award (his portfolio included programme-management, system-engineering and general management roles). His management philosophy is that of dynamic optimisation against a clearly articulated functional value system. His strengths include “a very scarce, almost unique gift as a creative, holistic integrator – a super system engineer of a comprehensive system”, the ability to quickly grasp the fundamentals and significance of new and sophisticated technologies, functioning as a “system engineer” (whether the “system” is narrowly technical or more holistic/inclusive/comprehensive), and obtaining and relating the inputs of diverse experts - quickly grasping the system essentials (the network of cause-effect interdependencies, possibilities and constraints). In concert his abilities allow him to conceive and create optimal, multi-discipline systems/solutions.