



AMBITIOUS CAREER PEOPLE

Self-reliant employees who are strongly intrinsically motivated to develop and set clear goals in this regard.



▶ EXPLANATION PERSONA

▶ APPROPRIATE INTERVENTIONS

▶ APPROPRIATE FORMS OF LEARNING



THE AMBITIOUS CAREER PERSON



Often practically educated (MBO 2-4), but also increasingly theoretically educated (HBO - WO)



Usually a permanent contract (80%)
Sometimes a fixed-term contract (10%)
Temporary, payroll or self-employed (10%)



Distributed across all ages



Managerial work is more frequent (smaller teams)
>50%



Often employed in these industries:

- Nature & Environment
- Food
- Horticulture & Starting Materials

"I really enjoy my freedom. At work, but also outside of it. In my free time, I like to head out, alone or with friends. I really enjoy exploring the world. New cultures, unusual experiences and good conversations inspire me. I have a clear opinion, but am certainly open to other people's opinions as well. I see endless opportunities to continue my development, including at work. The green sector has so much to offer. I love being a part of that!"



"I AM ENTREPRENEURIAL AND I THINK IT IS IMPORTANT TO KEEP GROWING IN TERMS OF SUBSTANCE, TO CLIMB THE CAREER LADDER."



THIS IS IMPORTANT TO ME:

- ▶ Freedom
- ▶ Variety
- ▶ Substantive development
- ▶ Autonomy
- ▶ Status
- ▶ Flexibility
- ▶ Creativity

ME & MY WORK

"I am entrepreneurial and i think it is important to keep growing in terms of substance, to climb the career ladder. Working for a very innovative and international company is really cool. Taking responsibility is in my nature. Bring it on! I see opportunities everywhere to learn and develop.

I think it is important to bring out the best in myself and others, so that we can achieve our goals together. Although my bookcase is filled with books, I learn mostly while talking to others. During networking events, intervision, or study or work trips. Because alone you may go faster, but together you can go further."

▶ THIS IS HOW TO HELP AMBITIOUS CAREER PEOPLE





MY PERSPECTIVE ON LEARNING AND DEVELOPMENT

**"LOGIC GETS YOU FROM A TO B, BUT
IMAGINATION GETS YOU EVERYWHERE!"**

- Ambitious career person

I LEARN EVERY DAY

"I keep a close eye on developments in the green sector. These are fast developments, but that is what makes the work so fascinating. By learning many new things and continuing my development, I can do my job better and get more done. I work hard. A 9-to-5 mentality is not my thing"

INSPIRING ENVIRONMENT

"My work environment, motivated colleagues, a professional and strong network and challenging tasks all contribute to my personal and professional development. Regular sounding board sessions with inspiring people inside and outside the green domain also help me do my job even better."

FLEXIBLE GOALS

"I like to be well-informed before I start anything, and I think it's important to have lots of options, and positive references. Flexibility and control in what I do and when I do it is something I really value."





Steef - 45 YEARS

Account manager

@ Family business greenhouse horticulture

"The agri-food world is changing at a fast pace. I want to stay up-to-date. That's why I think it's important to continue learning. I attend at least one training course or program every year. I recently started a training course in data security. It's a very current topic. I am doing this course online on my part-time days. In a few months, I will have obtained my certificate and I will be able to put theory into practice and show colleagues everything I have learned. It's really nice that I can make this contribution to our team. "



Soufian - 28 YEARS

Online marketer

@ Independent

"I decided to work as a freelancer for different clients, so I can decide when to work. This is great because I am working on another master's degree so that I can offer my clients even more expertise. Up-to-date knowledge is crucial in this regard. During the training program, I also meet other professionals. In this way, I can build a network to spar with."



Iris - 61 YEARS

HR manager

@ Nature Conservancy

"I like working in an organisation that sets the bar high, and where we value each other for our talents. During my career, I have done several in-depth courses. I can inspire my colleagues with this knowledge and experience. I am currently doing a course in coaching leadership. I am really happy to tackle this challenge."



CLEAR FRAMEWORKS

Offer employees clear frameworks with sufficient freedom (and trust) to make their own choices about what and how they learn and develop. The ambitious career person is highly intrinsically motivated.

COMMITMENT

Have them join internal think tanks with other motivated colleagues, where you can discuss future plans and the company's strategy. This type of employee takes a great interest in developments in the industry and the company.

GIVE SPACE

Give the employee room to pursue new paths, such as secondment or volunteering.

DEVELOPMENT OFFER

Provide ample opportunities for development, both formal and informal, that are relevant to the current zeitgeist and preferably with a certificate, diploma or proof of participation afterwards. Also show the added value this brings.

MOTIVATE THE AMBITIOUS CAREER PERSON

TALK REGULARLY

Regularly engage in conversation with the employee. Show them where you see them in a few years. Discuss this in growth conversations and a personal development plan.

GOALS

Have the employee link their personal goals to the company goals and vision.

ADDED VALUE

Show that the employee's development has added value for the organisation and the team.

FACILITATE

Facilitate adequate interaction of the employee with like-minded and ambitious colleagues, both internally and outside the organisation.



SUITABLE FORMS OF LEARNING

FORMAL

Online training sessions/courses
(self-study)

Educational trips

Blended learning

(shorter) coaching programs

Short-term training/courses
(not necessarily task-oriented)

INFORMAL/NON-FORMAL

Intervision groups, learning networks
and business associations

External company visits
a look behind the scenes elsewhere/secondment

Webinars/seminars/lectures

External academies
(e.g. SFYN, Nuffield, FIA)

Internal sessions/master classes

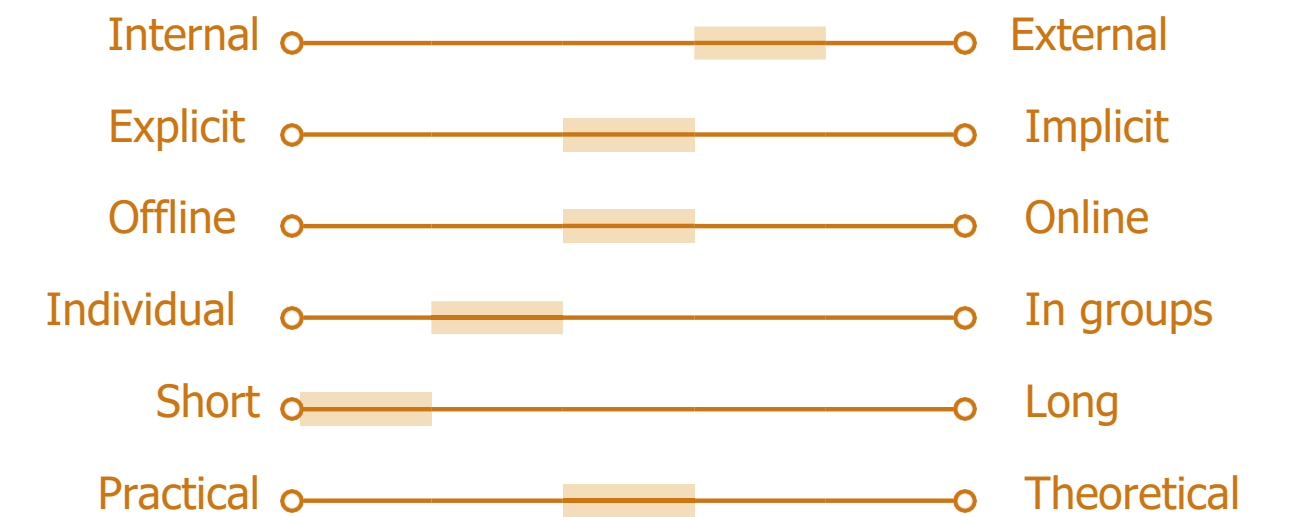
Internal think tanks

LESS APPROPRIATE

Long-term education and
trajectories



LEARNING PREFERENCES



THIS PRODUCT WAS INITIATED BY THE GROENPACT LABOUR MARKET ACCELERATION PROGRAM AND CIV GREEN

- ▶ Research into values and motivations of employees in the green domain by market research firm Sparkey (Motivaction International)
- ▶ Translation of research results into images and copy by Imagro

With special thanks to the GreenPact's network consulting experts for their guidance and sounding board throughout the development process.