# Mirza Faizan Baig

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Exposure as Visiting Faculty			
Subjects	Uni / Campus	From	То
Strategic Performance Management, Training & Development, Industrial Relations, Organization Behavior, Human Resource Management	Iqra Gulshan	Jun 2017	Todate
Compensation Management, HRM, Principles of Management	Iqra Uni North	Oct 2017	Todate
Role of Managers	Iqra Air port	Jan 2018	Todate
HR Policy Development	Sindh Madr. Uni	Sep 2018	Todate

HR Policy Developme	Madr. Uni	Se	p 2018	To	date	
<b>Exposure High</b>	hlights (14 Years +)					
Exposure	Details	CC HR	TN	DY A	BH C	WN
Human Capi	tal Management / Human Resource Management					
Consulting & OD Assignments	HR Audit: Karachi Stock Exchange, Zulfiqar Industries Staff Rationalization: USAID   Contract Advisory Contracts & Offers' Consulting: Multiple Internal Clients	<b>√</b>	✓	<b>√</b>	✓	<b>√</b>
Training & Development	Conducting Training Need Analysis, Delivering Training and Capacity Building sessions, Competency based staff development; developing Management Trainee program (for Battoyor family members and Saudi Women)			<b>√</b>	<b>√</b>	
Strategic HR	Restructuring of Business Unit, Authority Matrix Multiyear HR Plan	✓ ✓			✓	
Policies / procedures	Developed \ Amended Policies and procedures Given consultancy on Policy development to clients		✓	✓		<b>√</b>
Compensation	HR Budget, New Hiring Budget, Comp-5 T based offers		✓	✓	✓	✓
Recruitment & Staffing	Overall more than 8500+ interviews conducted up till now Includes C Level Executives, Middle managers, Staff & Labor, from Engineering, Finance & Accounts, HR & Admin, Marketing, Auditing, and information Technology backgrounds		<b>√</b>	<b>✓</b>	<b>√</b>	<b>✓</b>
Diversity	Dealt with 9 + Nationalities, made excellent relations Organization's champion for Diversity (male / female / ethnicity)		✓	<b>√</b>	✓	<b>√</b>
Emp. Relations	Grievance management and catering to HR related reques	sts	✓	<b>✓</b>		✓
Ethics	Ethics Coordinator, Assisting Director of Ethics		✓	✓		
Global HR	Secondment Manager: Eastern Europe & Middle East	✓	✓	✓		
Labor Relations	Handling grievances, dealing with strikes, negotiating				✓	✓
Performance Management	Manager: Performance Management Cycle (Hamdard Univeristy)		✓	✓		✓
	E/ Security / Administration Management					
Facility Management	Work place/ Space allocations, Attendance system, Telephone Services, Pantry Management / Kitchen suppor Pool car facility / Rental car service, Reception System, Gate Pass system, Mail / Courier System, Office building services, Office Stationary issuance & control.	t,	<b>√</b>			<b>✓</b>
Contracts & Coordination	Contract administration for service providers, House Keeping / Cleaning of common areas, Contract employment for rider / peon, Office/Building Maintenance, Travel agencies, Coordination with Local BC IV Authorities, managing vehicles Insurance & claims process,		<b>√</b>			
Real Estate	Estate  Disposal of surplus items / material, Office Equipment, Offices/Buildings, Security Arrangements, Repair & maintenance of furniture / fixture,		✓			
Protocol /	Access Controls System, Document security, Lock & key		✓			
Security Management	controls, work place security, Local Crises Management, Local Evacuation Plan, Incident investigations					

# **Profile**

Academic \ Professional Qualification	Institution	Year
MPhil	University of Karachi	2021 (Expected)
MBA - Human Resource	SZABIST, Karachi	2008

BBA Hons Marketing	Bahria Institute, Karachi	2001		
Current				
Organization	Position	Period		
Conductivity Careers & HR Solutions (CCHR)	Chief Consultant / Founder	Dec 2018 – Todate		

Career History				
Career	Position	Period		
ThalNova Power Thar (Pvt.) Ltd ( <b>TN</b> ) (JV between HoH & GatroNova)	Manager Human Resource & Administration	Oct 2016 – Dec 2018		
Deloitte Yousuf Adil *** DYA	Manager Human Capital	Jan 2015 – Oct 2016		
Battoyor Holding Company <b>BHC*</b> (Group of 5 companies) – KSA	Recruitment Officer / OD specialist	Aug 2013 – Jan 2015		
White Nile Company Ltd. WN - KSA	Human Resource Specialist	Apr 2013 – Jul 2013		
Deloitte Pakistan – M. Yousuf Adil Saleem	Assistant Manager Human Resources	Mar 2008 – Apr 2013		
& Company - DYA	Human Resources Assistant	Sep 2004 – Feb 2008		

## **Major Achievements & Honors**

- Led the Staff Rationalization assignment for SCDP, USAID
- Developed HR Manual including <u>policies and SOPs</u> as well as <u>HR Handbook</u> for Deloitte Pakistan
- Led the Planning and execution of the <u>restructuring</u> activity for BHC Operations & Maintenance division
- Developed HR Handbook for Dehlawi Optics, Jeddah KSA
- Developed Excel based recruitment system
  Yousuf Adil

  Yousuf Adil

  The system of the system of
- Resolved conflicts and handled <u>labor grievances</u>; I have <u>resolved 3 strikes in KSA</u> by the workers within 15 days at the time of great atrocity.
- Led the Human Capital Function twice in the absence of the Director Human Capital
- Conducted the HR Audit of WNCL within 3 day's time
- Conducted HR Audit of Karachi Stock exchange
- Lead Coordinator: Performance Management Approach Deloitte & HRCI Examination for Karachi office.
- Corresponded with regulatory bodies, international clients, embassies independently.

- Managing countrywide Global Mobility activities for more than 8 years; sent more than 700 people to different destinations in ME and Europe.
- Coordinator for <u>Ethics & Independence</u> compliance for Deloitte Pakistan during years 2007 to 2012.
- Developed SOPs and systems to bring about process maturity in leave management, mobility, Headcounts, international reporting etc., for which due acknowledgement was given by the management
- <u>Dispensed trainings</u> to Saudi and Pakistani staff members
- Regular participant in Campus Recruitment and Job Fair activities arranged by various bodies associated with the audit firms, such as IBA CAMS, ACCA and ICAP.

# **Experience Details**

#### ThalNova Power Thar Private Ltd

Manager HR & Administration October 2016 – Todate

#### **Human Resource Management** Administration **Key Activities Key Activities Facility Management HR Planning** Working on Comp-5 sheets (Total Remuneration) Office Space re-arrangement and reallocations IT Infrastructure Plan and implementation (with Benefits Benchmarking Based on Mercer / Abacus Reports AM IT reporting to me) Recruitment Telephone Services, Pantry Management / Kitchen support, Descriptions and Job Specifications Pool car facility / Rental car service, Performance Management Reception / Gate Pass / Mail / Courier Systems Development of HR Policy & Manuals Office building services, Salary Administration on e-TimeTrax Employees Empowerment, engagement, Retention Office Stationary issuance & control. **Contracts** Policy Development **Training Need Analysis** Procurement Contract administration for service providers, Survey development based on identified competencies and House Keeping / Cleaning of common areas, Contract employment for rider / peon,

compilation	on	MicroSoft	Forms
(online)			

- Interviews with staff and their reporting managers to ascertain training needs
- Travel agencies & Traveling,
- Coordination with Local BC IV Authorities,
- Disposal of surplus items / material,
- Office Furniture & equipment,

### Safety & Security

- Offices/Buildings Security Arrangements,
- Repair & maintenance of furniture / fixture,
- Access Controls System,
- Document security,
- Lock & key controls,
- work place security,
- Local Crises Management,
- Local Evacuation Plan,
- Incident investigations

# **Deloitte Yousuf Adil**

# Manager Human Capital January 15, 2015 – October 2016

HR / Business Strategic	Global mobility	Talent Acquisition
Partnership		
Policy translation / adoption     Deloitte Policy Manual (DPM)     Level I & II policies into     policies and procedures for     Deloitte Yousuf Adil Policy     (Level III)     Competency framework	Managing countrywide operations     I have managed the international mobility, or staff secondment, for 8 years independently, reporting to the management directly on the execution of secondment.	Planning     Multi-year talent strategy     development including     recruitment, training, job     evaluation, compensation &         benefits. Also strengthened     the HR planning process on     yearly basis
adoption Workflow / JD development activity Deloitte Competency Framework study and adoption  Structure design Functional & hierarchal structure design  Organizational Development  - Human Resource Transformation (HRT) Process design and implementation - HR Engagement Initiatives - Organizational Development & Learning and Development Initiatives - Understanding organizations to build up the context - Researching on desired workflow vs actual - Planning, Executing and managing change and initiatives	Dealing with international clientele     The role requires to remain in regular coordination with Partners, Coordinators and staff of Deloitte Offices in:      UK     UAE     KSA     Doha     Oman      Coordination      Reporting:     Partners     Directors & EDs     Human Capital Head      Liaison:     Saudi Consulate officials     Regional Office Leads     Accounts Department     Mobility Candidates      Manage     Pk Coordinator     Group/Office HR     Coordinators     Vendors	Monitoring and Control     Developed system for Deloitte     Yousuf Adil, based on excel in     the absence of an automated     recruitment system. The system     includes CVs Database, hiring     requisitions, Interview     Evaluation, Hiring Approval     Forms and interview schedules     database      Closure     Introduced the probation     confirmation process to ascertain     positions are closed.

#### Sind Capacity Development Project, funded by USAID

Managing Deliverables:

I am managing following deliverables at the moment on behalf of Deloitte Yousuf Adil HR team

- Conducting staff rationalization analysis, developing JDs of staff and temporary staff support provided to PMIU.
- Developing and disseminating customized manuals on HR, in English, Urdu and Sindhi, and ensuring the implementation of the same
- Orientation training of respective staff members of PMIU, and officials of the GoS regarding the effective use of the manuals
- Help improvement of efficiency and effectiveness of the PMIU, to manage and implement SBEP in an effective and transparent manner.

- HR Back Office Support
   I am providing operational support to the SCDP on the following fronts:
  - Recruitment & staff onboarding
  - Employee Relations
  - Disciplinary Action
  - Performance Evaluation
  - Staff separation & Final settlement

#### **Human Capital Consulting**

- Advisory
  - Workforce contract Analysis
  - Contractual obligations / Legal requirements regarding local employment law, and compliance needs therein
  - Employee, Workman and Labor contract drafting
  - Human Capital Management polices compliance
- Human Capital Consulting Assignment
  - HR Audit
  - Compensation & Benefits Survey
  - Rightsizing and realignment of existing policies

# <u>Lead Recruiter - Executive</u> <u>Search Assignments</u>

- Battoyor Holding Company KSA – Chief Financial Officer
- Ismail Industries Limited Various Positions
- Nissei ASB Singapore –
   Marketing Manager

# Battoyor Holding Company (\*BHC) – KSA

### Recruitment / Organization Development Specialist August 13, 2013 – January 13, 2015

I decided to join Battoyor Holding Company in the wake of shut down of White Nile Company Limited, since I was left with no other options. I accepted the offer as a Project (Strategy) Management Officer to work on company strategy, but keeping in view my expertise in recruitment, I was given the task of handling recruitment for the group independently, which consisted of 5 companies including manufacturing, trading and engineering concerns. Later on I was given a company restructuring assignment and was praised by the management on its completion, and was made the focal point for OD activities.

Keeping in view my capabilities, the company has given me following responsibilities:

#### **Manpower Management**

#### Manpower planning:

Coordinated and developed the plan and budget for manpower of all 5 companies. This included collecting requirements, coordinating, and presenting to the CEO

#### Recruitment and Selection

International

Recruitment for over 150 positions, from Philippines, India, Jordan, Egypt and Pakistan. Coordinating with recruiting agencies (such as Eastern Manpower and AlMawarid) and organizing visits for the Senior Management for selection. Saudi Domestic

Interviewing, short-listing and facilitation for selection of suitable candidates, Saudi and Non Saudi.

Sales and Marketing, Engineering and other candidates. Used Bayt.com and Monster.com for local recruitment talent identification

#### Offer Letters' Issuance

Coordinating the issuance of all offer letters for the

#### **Organization Development**

#### **Organizational Restructuring**

I was assigned the task to restructure Operations and Maintenance Division of Heba Fire. Received praised and recognition on completing the assignment within 8 working days, and completely deviating and overhauling the established OS developed by KPMG.

#### **Time and Motion Study**

Conducted time and motion study for the Fire Fighting Equipment Manufacturing company. Developed process drawings, noted manpower and timing, and suggested necessary changes in the workflow and remuneration strategy to improve productivity.

### **Operational Feasibility**

Developed operational feasibility for the maintenance business for Operations & Maintenance Division.

#### **Training**

Ongoing training for Excel and Spoken English for

5 companies as well as all new companies under Heba Umbrella.

#### **Local Ajeer Contract Management**

Contacting Manpower suppliers, issuing and get approval of purchase order and follow up on mobilization.

Saudi Women in BHC. Planned training for male Arab colleagues already in pipeline

#### ISO 9001 conformity

Assisted the process for ISO 9001 conformity and helped the team in developing standardized formats.

# White Nile Company Limited – KSA (Company was closed down)

Human Resource Specialist April 21, 2013 – July 21, 2013

Under the Saudi Law, a Non-Saudi Cannot be given the designation of HR Manager, therefore, I was assigned the designation of HR Specialist, however, all my responsibilities were that of the HR Manager. I was taking care of the following areas at White Nile:

#### **Managing HR Operations**

#### **People Management and Industrial Relations**

I have handled a diversified workforce which includes nationals from Kingdome of Saudi Arabia, Jordan, China, Korea, Philippines, India, Bangladesh, Nepal and Pakistan, which are working at various levels such as laborer, middle and top management. I handled grievances and proved my worth in tough times to the company.

#### **Payroll & Compensations Management**

A payroll consists of the monthly HR transactions of the whole company, and ascertaining its accuracy is of utmost importance. Furthermore, managing the confidentiality of compensation related matters, at the time of increments, promotions and appointments is critically important as well. In the role of Manager of HR operations, my responsibility was to ensure the confidentiality, accuracy and in-time data delivery, with regard to payroll and compensation. Making and updating the salary scales and presenting for the approval to the officials was also one of my responsibilities.

#### **Recruitment/Selection Process**

This included creating a pool of resources, selecting suitable candidates and coordinating for interviews with Managers. I was taking interviews on regular basis for various vacancies independently, while acting as a penal member at many. Mechanical concerns usually recruit throughout during the year. Selection of final candidates was done in consultation with the Directors and General Managers.

#### Implementation of HRIS 'Focus'

We were in the process of implementation of the HRIS Focus, selected by the Management.

#### Transactions - the Day to Day HR activities

As a Manager of the operations of HR department, I was responsible for overseeing the day to day HR related activities, which included staff requests, implementation of policies, handling staff grievances and directives from the Executives' Board.

As an HR Services Delivery Coordinator representing WNCL, it was my responsibility to assemble and provide information pertaining to Human Resources of the company, as and when required.

#### **Developing the HR Function**

#### **HR Audit**

One of the very first things that I did after joining White Nile Company Limited was to conduct an HR audit. The scope of this audit was mapping the current HR practices of the organization with the best practices prevailing in the region and to provide an action plan for the development of HR Function successful implementation of HR policies and procedures

#### **Staff Rationalization**

The Analysis of business as well as the key positions business should have, is a must for any organization. We did the same at White Nile. After developing the required structure, we were working to streamline the actual hiring with our requirement.

#### **Policy Development**

The company policy development was another key issue. The policy should incorporate the legal requirements and the requirements of ISO, as well as business need, and should define the roles and responsibilities of key departments. I was last working on the development of the policy with the help of the QC department, and developing the manual as well as employee handbooks for the awareness of the staff.

# Initiating Performance and Talent Management procedures

Performance management is the tool with which an organization can assess the worth of its Human Capital. Understanding the gravity of this area, I have been closely studying performance management models used across the world, and thus I am acquainted with the major performance management theories and performance evaluation tools generally used.

I was working to develop a multi-level KPI system for WNCL which can link the rewards with the performance for the repetitive/laborious tasks, while incentivizing the performance factors such as business initiative, creativity, loyalty, integrity and trust. For this, I was slowly and gradually working with each department to understand their functionality, and develop a tailored KPI for the department and the positions, driven from the targets given by the top management.

#### **Deloitte Pakistan**

M. Yousuf Adil Saleem & Co. Chartered Accountants

Assistant Manager Human Resources

March 1, 2008 – April 19, 2013

Human Resources Assistant
September 1, 2004 – February 29, 2008

During the 7+ years of my association with Deloitte Pakistan in the initial phase, I grew from the grass-root to the Level of an Assistant Manager, which provided a thorough overview of all the traditional HR activities as well as some change management assignments; details of my experience in this regard are as under:

#### Internal Client Service - HR Operations

#### **Payroll & Compensations Management**

A payroll consists of the monthly HR transactions of the whole Firm, and ascertaining its accuracy is of utmost importance. Furthermore, managing the confidentiality of compensation related matters, at the time of increments, promotions and appointments is critically important as well. In the role of Manager of HR operations, my responsibility was to ensure the confidentiality, accuracy and in time data delivery, with regard to payroll and compensation. Making and updating the salary scales, for the approval from Board of Executives of the Firm was also one of my responsibilities.

#### Managing HR Records

In an audit Firm, maintaining the HR records remains a better challenge especially when you do not have the luxury of automation; staff keeps improving qualification, gets promoted on a regular basis and keeps getting posted on different clients. Furthermore, time and billing data collection becomes a big challenge. In the role of Manager of HR operations, my responsibility was to ensure data updates and in-time data delivery in both logical (software) and physical (data in personal files) terms.

#### **Recruitment/Selection Process**

I was involved in both external and internal recruitment i.e. selecting suitable candidates and coordinating for interviews with Managers and clients. As a recruiter, I took interviews regularly for various vacancies independently, while acting as a penal member at many. Audit Firms usually recruit twice a year during their busy seasons. I was responsible for the recruitment part of the activity. Selection of final candidates was done in consultation with the Director / Partner Human Capital and the concerned Managers.

#### Transactions - the Day to Day HR activities

As a Manager of the operation of HR department, I oversaw the day to day HR related activities, which includes staff requests, implementation of policies, handling staff grievances and translation directives from the Executives' Board into SOPs.

As HR Services Delivery Coordinator representing Deloitte Pakistan, it was my responsibility to assemble and provide information pertaining to Human Resources of the Firm, as and when required. I coordinated for the data pertaining to Headcounts, Independence, Ethics, Global Independence Monitoring System, Global Mobility and People Data Integrity of our Human Capital, Recruitment & Selection and Mobility. I acted as the custodian of the Firms Headcount data; Pakistan-wide

#### **External Client Service - Assignments**

# Compliance with Global Policies & Local Policy Development

Globalization requires a great deal of compliance and DTTL is a Global entity. Therefore, making policies and ensuring the compliance of those policies is of utmost importance. Deloitte is an expert at setting internal controls, and as a change catalyst, my responsibility was to ensure the compliance of the policies set forth by the Board of Executive Directors, under the direct supervision of the Executive Director – 'Human Capital and Executive Search'. As a team we developed some of the local policies compliant with the DPM (Deloitte Policy Manual) and local Laws, and ensured that these policies were implemented across the board.

#### **Performance and Talent Management**

<u>Deloitte's performance Management Approach & Global Excellence Model</u>

Performance management is the tool with which an organization can assess the worth of its Human Capital. Understanding the gravity of this area, I closely studied performance management models used across the world, and thus Being acquainted with the major performance management theories and performance evaluation tools generally used, I proved to be an active agent for the induction of first the Global Excellence Model (gEm) & afterwards the Performance Management approach introduced by Deloitte, the initial Global tool for performance assessment. In this regard, I was able to successfully modify ICAP's appraisal format to match gEm's and PMA; Deloitte Pakistan has a statutory obligation to report to ICAP under CA Bye-laws.

#### **Human Capital Consulting**

I was involved in Human Capital Consulting i.e. HR Advisory to international clients, and was expected to provide advises on salary structures and HR practices prevalent in Pakistan. Furthermore, Executive Search and Selection (ESS) is another revenue-generating activity in which I was involved. As a team member for this assignment, I have helped the clients recruit and select best available resource. The activity mainly includes making and assessing job descriptions and recruiting suitable candidates. I also assisted various Deloitte offices of Middle East in the recruitment of qualified professionals from Pakistan.

#### **Global Mobility Management- Deloitte Pakistan**

I independently managed Global Mobility, (commonly known as secondment) representing Deloitte Pakistan for 7 years+, which became a distinguished business line for our Firm and an opportunity of grooming for our

#### Internal Client Service – HR Operations

data consolidation of this report was a part of my responsibility.

#### Human Resource Administrative issues

I have been charged with the responsibility of providing administrative support to HR and Admin staff from the very start of my career in HR. I have assisted in the maintenance of personnel records, been responsible for preparing the routine/non-routine Head Count Reports and other HR reports for the management as and when required. Overseeing the hospitalization insurance scheme for the Firm and providing procedural support through HR staff is another of my responsibility.

I independently correspond with ICAP and ACCA for issues pertaining to secondment and continuing professional development. Helping the Learning Department in monitoring firm wide Learning is also a task that is often required from me.

#### Systems' Development & Implementation

Due to my interest in the technological tools and my general skills with information technology, I have been involved in plans made for systems development regarding HR and other support functions. I worked as the lead Time and Billing software implementation, and was the custodian of the Human Capital Management System of the Firm. I was also actively involved in the implementation of ICAP's training regulation software.

During my stay with the Firm, I implemented and developed following systems:

- Secondment Billing
- Performance Appraisal
- Employee Time Management System & Leave Records
- HR Operation tools & SOPs

### External Client Service - Assignments

Staff. I was independently managing correspondence with other Deloitte offices in Middle East and Eastern Europe for secondment. Liaising with staff in Karachi and other offices in Pakistan, as well as correspondence with officials from various international offices of Deloitte, travel management, and calculating and billing secondment fee were my prime responsibilities in this area. I also had the privilege of coordinating with various Embassies, Consulates and High Commissions for the visa purposes of our staff. Additionally, for reporting purposes, I also made use of robust pivot table reports for the senior officials of the Firm for their information and decision making.

#### **HR Audit**

The Enterprise Risk Services department of Deloitte Pakistan employed my services a couple of times for HR Audit. I was involved in the Audit of Karachi Stock Exchange and Zulfiqar Industries Limited. During the Audit, my responsibility was to map the current HR practices of the organizations to the best prevailing practices.

#### **HR Systems Development**

I was responsible for the HR Information Systems implementation in the Firm. In this regard, I was the key person handling the Time and Billing software implementation and was a key resource for the Firm regarding HRIS implementation, bought from Sidat Hyder Morshed Associates.

### Teaching Experience & Continuing Professional Development

Organization	Occasion	Presence As	
Iqra University	Gulshan & North Campus	Adjunct Faculty	Jun '17 – Todate
Sindh Madrasatul Islam University	Main Campus	Adjunct Faculty	Sep '18 – Todate
Pakistan Institute of Management	Guest Speaker Sessions	Guest Speaker	Multiple Times
College of Management	Career Fair	Guest Speaker /	Multiple Times
Accountancy		Participant	
ACCA Pakistan	Career / Job Fair	Participant	Multiple Times
Shamim Public School		Instructor	Jul '01 – Sep '01

### Other Experiences

**EuSopht IT and Educational Solutions** 

Project Manager – Educational Solutions

**Spark Communications** 

IT Incharge – Green Concept (KGBC) Project Incharge – Samzu Park

Habib & Habib Sales Executive

#### Jun '03 - Aug '04

Sep '02 - May '03

Mar '02 - Aug '02

#### Skills

Leadership skills

Team builder / player

- · Strategy Development skills
- Analysis and problem solving skills
- Outstanding Negotiation skills
- Excellent interpersonal and communication skills, specially written.
- Proficient linguistic skills in English and Urdu (Spoken and Written) and good understanding of Punjabi and Sindhi Languages. Understand spoken and written Arabic (intermediate Level, conducting interviews in Arabic – to facilitate non English speaking candidates)
- Microsoft Office utilities, Hands-On knowledge and skills

- Designing and web development skills (Intermediate Level)
- Programming skills (Novice Level)
- Flexible and adaptable; I work well with broad range of situations, requirements, personalities and levels of complexity while dealing with our clients, Human Capital, partners, peers and subordinates.
- Strong analytical skills.
- Proven people management skills; maintaining positive employee motivation and morale, and handle their grievances

## **Personal Data**

Father's Name : Dr. Mirza Amjad Ali Baig (Late)

Date of Birth : November 19, 1980

Religion : Islam

Marital Status : Married, 2 kids (1S, 1D)

## **Personal Statement**

Purpose needs to be well defined; Purpose of life defines people, their realities and their priorities; this includes work ambitions, and people we prefer to connect to.