

TRUE NORTH

In today's workplace climate, career advisory has gone beyond the simple act of placing clients into job roles. It has become an intricate art of helping clients navigate workplace complexities and interweaving that closely with an individual's beliefs, values and principles. As a career practitioner, you are tasked with the all-important role of helping one find meaning and fulfilment in their career. You are instrumental in their search for a purpose-driven life; for their **TRUE NORTH**.

WHAT'S INSIDE



MAIN ARTICLE

Engaging Quiet Quitters and Reigniting their Motivation



NEW PROGRAMME

Polaris by Volunteer Career Advisors (VCA) – A Career-Planning Resource for Young Workforce Entrants



Career Conversations Guidebooks for Employers!

Curious about creating a safe environment for career conversations, fostering a work culture that encourages them, and understanding employees' needs, as discussed in our previous issues?

As a career or HR practitioner, elevate your services with our comprehensive career conversations guidebook. They are designed to support you in facilitating meaningful career conversations. The employer guidebook offers HR professionals and practitioners with the tools and know-how to structure effective career planning processes. At the same time, the employee guidebook empowers individuals to navigate career conversations with confidence, providing a structured approach to articulate goals and align them with organisational opportunities.

Check it out here:
[go.gov.sg/
careerconversation
gb-employer](https://go.gov.sg/careerconversationgb-employer)



SCAN HERE

IN THE PIPELINE

Career Advisory Programme (CAP)

Sep Intake: 2 Sep 2025

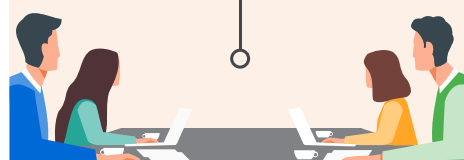
(Application closes: 28 Jul 2025)

Career Facilitation Programme (CFP)

Sep Intake: 3 Sep 2025

(Application closes: 29 Jul 2025)

For full details, please refer to
[www.wsg.gov.sg/home/career-
practitioners/foundational-
programmes](https://www.wsg.gov.sg/home/career-practitioners/foundational-programmes)



Passionate about uplifting Singapore's Career Practitioners?

Apply for WSG's Sponsorship Programme today!

WSG invites partners interested in delivering masterclasses. As a sponsor, WSG provides support and resources for successful collaborations. If you're eager to collaborate and share your expertise, contact us at PCD@wsg.gov.sg for further information.





FROM THE CASE CHEST

A ROAD OF SELF-DISCOVERY



Zul (not his real name), in his 30s, is currently working as Centre Manager cum Senior Radiographer in a clinic. Doubting his ability to perform certain tasks after 2 years into this role, he asked himself “Am I a suitable fit for this role?” and this question prompted him to sign up for Polaris by WSG to discover the necessary factors for him to make an informed career decision. He looks forward to being more aware of his personality and the environment that he could excel in.

Self-awareness process

The coach had created a safe environment for Zul to narrate his professional experience and stories. Through the process of sharing, he realised that replacing rational thinking with gut feeling had hindered his ability to manage staff; and his concern about how other people viewed him made it difficult for him to decide and delegate tasks. These reasons made him feel that he is not an effective manager. The “Motivated Skills Card Sort” activity revealed that leadership and performing supervisory tasks are skills that motivates him, and that realisation helped to elevate his self-confidence.

Insight Explorer

The coaching conversation brought Zul back to his childhood memories to understand how his values and beliefs were shaped, which in turn influenced his career and well-being. At an early age, he learned to be a giver and someone who is dependable enough to shoulder responsibility. He holds dear to these beliefs and therefore often feels guilty about needing to delegate tasks. That caused him to form a reluctance to delegate and consequently, workload overwhelms him and there was a constant need to “firefight”.

Outcome

As a result of the Polaris Programme, Zul is more aware of how his self-consciousness of how people viewed him led him to have self-doubt and less confidence to explore new things. It also helped to validate that at times, he should trust his ‘gut feel’ to resolve issues and to delegate so that he does not shoulder all responsibilities. With this discovery, Zul has the assurance to have open discussion with staff to clarify and resolve conflict. He is able to delegate tasks to his nurse manager without feeling guilty. Zul is more confident now and feels calmer, and less stressful. With his newfound motto of ‘To take things as they come’, he performs better as a Centre Manager. He has more clarity about his career direction and will take small actionable steps to achieve his career goals.

About Polaris

Polaris is a suite of personalised career guidance programmes by Workforce Singapore (WSG) and its appointed providers, Ingeus Pte Ltd (Ingeus) and AngusKnight Singapore Pte Ltd (AKG). The suite of programmes available under Polaris are designed for employed individuals who are looking to elevate their careers through career planning. These career guidance programmes aim to empower participants to make informed career decisions and guide them in shaping a tailored Career Development Plan to fuel their professional growth, aligning with their strengths, values, and aspirations.

Contributed by:
Belinda Boo

Senior Career Coach
Certified Career Practitioner
Workforce Singapore



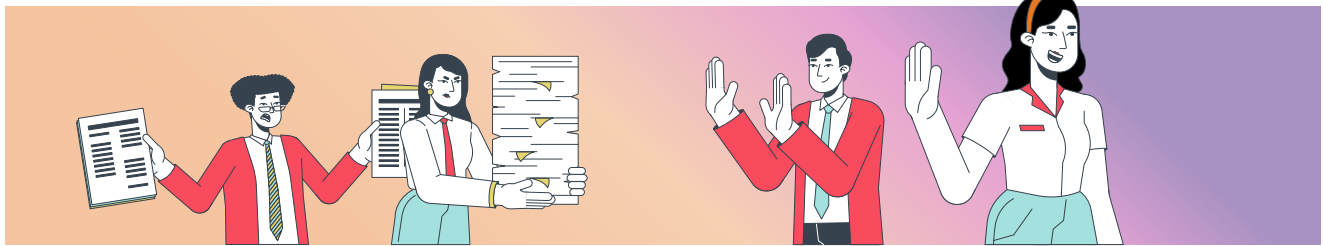


MAIN ARTICLE

This article is the third instalment in a four-part series, exploring the topic of career conversations. This series aims to provide guidance on initiating and effectively managing these important conversations.

Issue 23	Issue 24	Issue 25	Issue 26
Creating a safe environment to have career conversations	Fostering a work culture of career conversation and understanding employers' needs	Engaging in quiet quitters and reigniting their motivation	Self Care – Caring for yourself before caring for others

ENGAGING QUIET QUITTERS AND REIGNITING THEIR MOTIVATION



Introduction

The [Gallup's State of the Global Workplace: 2024 Report](#) found that approximately 62% of employees worldwide are disengaged, performing only the minimum required and remaining detached from their jobs. Similarly, a survey by Randstad, reported in *The Straits Times* on 20 July 2023, found that 35% of respondents in Singapore—4% higher than the global average—engaged in quiet quitting. The reasons cited for disengagement included a desire for better work-life balance (41%), inadequate pay amidst rising living costs (38%), and limited career advancement opportunities (33%).

This widespread disengagement not only hampers individual career growth but also poses substantial challenges to Organisational productivity and morale. Addressing the issue of quiet quitting is essential for fostering a motivated and dynamic workforce.

Understanding Quiet Quitting and its Impact on Workplaces

Quiet quitting refers to employees performing only the minimum requirements of their roles while disengaging from additional responsibilities. While subtle, this behaviour can impact team morale and overall productivity. For instance, an employee quietly withdrew from extra tasks after

feeling undervalued due to inequities in workload and pay. This situation highlights a broader issue of disengagement stemming from a lack of recognition and fairness.

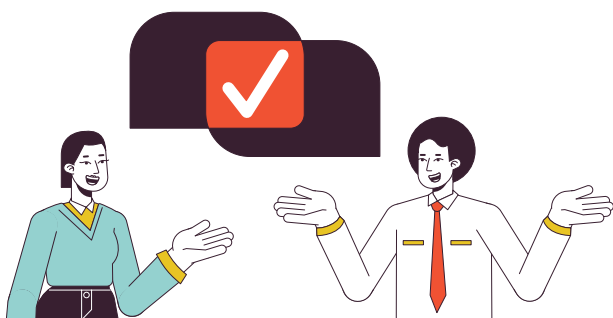
Several factors contribute to quiet quitting. A culture of burnout and overwork, fuelled by long hours and blurred boundaries between work and personal life, leaves employees drained. At the same time, a lack of recognition—whether through verbal acknowledgment, opportunities for growth, or fostering a sense of belonging—diminishes morale and motivation. Limited career growth frustrates employees, particularly in rigid organisational structures, while rising living costs and stagnant wages exacerbate feelings of dissatisfaction and disengagement.



This trend imposes dual challenges on Organisations and employees. Disengaged employees contribute less, reducing productivity, increased inefficiencies, and eroding team morale. For Organisations, fostering open communication through career conversations—as highlighted in [A Practical Guide for HR Professionals and People Managers \(The Guide\) to WSG Career Conversations](#)—can help managers address root causes and realign employee roles with Organisational goals. For employees, disengagement results in lost opportunities for skill development and professional advancement. Tools like the RIASEC Profiling Tool and Career Development Plans **found in WSG Career Conversations Guidebooks** can empower individuals to identify their strengths and aspirations, providing a structured pathway to re-engagement and growth. Organisations can create a workplace that fosters motivation, loyalty, and shared success.

Strategies to Reignite Employees' Motivation

A Practical Guide for HR Professional and People Managers (WSG Career Conversations Guidebooks) offers practical insights and actionable tools to address quiet quitting and re-engage employees. They emphasise fostering open communication, aligning employee aspirations with Organisational goals, and creating growth opportunities. Drawing from the guide's frameworks, the following strategies can help Organisations cultivate a motivated and engaged workforce:



- **Cultivating a Supportive Environment**

A supportive workplace is vital to addressing quiet quitting and re-engaging employees. Open communication is the foundation of this environment. Transparent dialogue helps build trust, allowing employees to voice concerns and managers to address challenges proactively. Practices such as regular one-on-one check-ins and team feedback sessions foster inclusivity and cohesion.

Recognition is another key pillar. Employees who feel their achievements are acknowledged—whether through verbal praise, awards, or development opportunities—are more likely to stay engaged. Studies highlight that consistent recognition reduces turnover and improves morale, creating a culture where contributions are valued.

- **Understanding and Aligning Employee Aspirations**

Effective employee engagement begins with understanding their aspirations, values, and goals. Conducting one-on-one career conversations help managers uncover individual motivations and identify potential misalignments. Knowing one's values, interests, personality, and skills (VIPS) is the first step in fostering alignment, as outlined through tools like the RIASEC Profiling Tool.

The RIASEC framework allows employees to explore their strengths and preferred career paths. Managers can use these insights to connect individual aspirations with Organisational opportunities. For example, aligning an employee's skillset with Organisational needs benefits both parties with a more engaged and motivated workforce.

Additionally, Career Development Plans (CDPs) offer actionable roadmaps for growth. Employees are encouraged to reflect on their current career stage and identify goals while managers support their development through tailored opportunities. As **WSG Career Conversations Guidebooks** suggest, these plans should align employees' capabilities with evolving business objectives to ensure long-term engagement and satisfaction.

- **Providing Opportunities for Growth**

Creating growth opportunities is essential for maintaining an engaged and motivated workforce. By offering diverse avenues for development, Organisations empower employees to envision a fulfilling future within their roles.

The **WSG Career Conversations Guidebooks** outline six career paths, such as enrichment (expanding responsibilities), realignment (adjusting roles to align with strengths), and lateral or exploratory moves (broadening experiences across departments). These options allow employees to grow without being limited to traditional promotions.

Programmes like mentorships, cross-functional projects, and role rotations enhance skillsets and inspire innovation. Training platforms tailored to career aspirations ensure that employees remain competitive and confident in their evolving roles. Such initiatives also cultivate leadership pipelines, as employees gain exposure to diverse challenges and Organisational perspectives.



- **Providing Structured Growth Pathways**

Clear career pathways, guided by tools like RIASEC profiling and Career Development Plans from **WSG Career Conversations Guidebooks**, help employees map out actionable steps toward their career aspirations.

These tools provide actionable steps for employees to understand their potential and chart growth trajectories. Regular career conversations ensure these pathways remain dynamic and adaptable to evolving employee aspirations and business needs.

- **Empowering Employee Autonomy and Choice**

Empowering employees through autonomy fosters a sense of ownership and engagement. Employees feel trusted and valued by delegating meaningful responsibilities aligned with their skills and aspirations. This approach enhances motivation and encourages initiative. In addition, involving employees in decision-making processes—through collaborative forums, team brainstorming, or direct consultations—builds trust and a sense of belonging. Employees who feel heard are more likely to stay engaged and contribute their best efforts. Embedding autonomy and choice into the workplace culture strengthens individual growth and drives organisational innovation and resilience.



Leadership's Role in 1-on-1 Career Conversations

- Effective leadership is critical in addressing quiet quitting by building trust and engagement. In Singapore's diverse workforce, enthusiastic leaders who align with shared goals inspire their teams. Tailoring leadership styles to individual needs is equally important. [The Civil Service College of Singapore](#) highlights that empathetic leaders who actively listen, mentor, and set flexible goals create stronger connections and higher employee satisfaction.
- Measuring success requires regular evaluations and open communication. One-on-one career conversations every 3 to 6 months help track progress

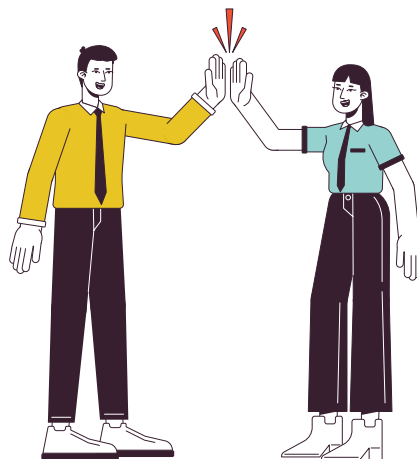
and align employee aspirations with Organisational goals. Celebrating milestones and refining strategies shows employees they are valued, reducing turnover and strengthening loyalty. Over time, these practices foster a motivated and resilient workforce.

Conclusion

Addressing quiet quitting requires fostering resilience and a commitment to employee growth. Organisations can build trust, align aspirations, and drive motivations by creating supportive environments and engaging employees through meaningful career conversations. These strategies enhance talent acquisition, improve retention, and strengthen career resilience. Ultimately, investing in engagement transforms workplaces into spaces of shared progress and lasting success.

To create a workplace environment that encourages open conversations about career development, it is vital to delve into the aspirations, challenges, and expectations of your employees. This understanding forms the foundation for meaningful career conversations. By gaining insights into your employees' professional goals, skills gaps and personal motivations, it allows you to provide relevant guidance, identify appropriate growth opportunities and align individual career paths with organisational objectives. Ultimately, this deeper understanding fosters a culture of continuous learning and professional growth, benefitting both the employees and the organisation.

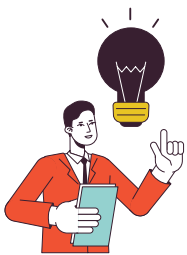
*Contributed by Curriculum Development & Training Team,
Career Guidance Division (Workforce Singapore)*





NEW PROGRAMME

POLARIS BY VOLUNTEER CAREER ADVISORS (VCA) – A CAREER-PLANNING RESOURCE FOR YOUNG WORKFORCE ENTRANTS



Polaris by VCA is a new programme designed to support graduating students as they transition into the workforce. This initiative connects young jobseekers with experienced industry professionals who provide real-world industry insights to help them navigate career decisions.

POLARIS
by Workforce Singapore's Volunteer Career Advisors

During the one-on-one advisory sessions, industry veterans will offer their perspectives on industry trends, workplace practices, and career progression opportunities they wish they had known when starting out. These mentors help students understand the unwritten rules of their chosen industries and provide strategic guidance on building meaningful careers, not just finding jobs.

Through Polaris by VCA, students will also develop a personalised Career Development Plan to gain clarity on their career paths. As a career practitioner, you can share this resource with your students, allowing them to learn from those who have successfully navigated similar career journeys, gaining both the confidence and practical knowledge needed to make informed decisions about their professional futures.

Scan to learn more:

**go.gov.sg/
polarisbyvca-
truenorth25**



SCAN HERE

LOVING OUR NEWSLETTER?



Check it out here:
go.gov.sg/olr



SCAN HERE

You can find all issues of *TRUE NORTH* and other career development resources on our **Online Learning Resource (OLR)** for Career Practitioners.

TELL US YOUR STORY



If you have cases to share and would like them to be featured on this newsletter, feel free to write to **PCD@wsg.gov.sg**