The Pursuit of Career Success & Happiness
Virginia D. Hardy, PhD
“One of the biggest things in business is to open yourself up for change.”

Jay Z
The Changing Nature of the Work Environment & Leadership

- Generational shifts
- Advances in technological
- Use of social media
- Political landscape
- Economic challenges
Definition of Career

• **Objective career** - ordered movement of individuals among a patterned sequence of positions

• **Subjective career** - sense that individuals make of their careers, their personal histories, and skills, attitudes and beliefs that they have acquired

• **Definition career – TODAY:** “the sequence of employment-related positions, roles, activities and experiences encountered by a person” (Arnold, 1997)
The New “Employment” Relationship

OLD WAY of DOING

• If competent & reliable, job is for life.

• “Entitlement” mentality.

• Paternalistic companies

• Loyalty expected (up/down)

NEW WAY of DOING

• No promise of
  o Sustainability
  o Non-acquisition
  o Room for promotion
  o Job until retirement
  o $ for your pension
  o Undying loyalty (up/down)
Changing Employee Needs

- Earnings are adequate
- Want more autonomy and independence
- More entrepreneurial attitudes
- Paid in future by options
- Incentive compensation/bonus if…
- Less loyalty to job
- Loyalty to profession; not employer
New Relationship Outcomes

• Individuals responsible for own development.
• Must demonstrate value-added.
• Must understand the nature and nuances of the “business.”
• Employers should provide opportunities for development.
• Employers allow employee’s participation in
  • Decision making
  • Career management
  • Performance based compensation
Traditional Models of Career Development

• Stage 1: preparation for work (age 1-25)
• Stage 2: organizational entry (age 18-25)
• Stage 3: early career (age 25-40) – fit, proficiency
• Stage 4: mid career (age 40-55) – reappraisal
• Stage 5: late career (age 55-retirement)
Contemporary Views of Career Development

• Protean career – reinvent, flexible, idiosyncratic, moves from one line of work to another

• Multiple career concept
  • Linear – through hierarchy
  • Expert – occupation based
  • Spiral – moves across related occupations
  • Transitory – moves across different fields
Individual-Oriented Process of Career Management

- Career exploration
- Awareness of self and environment
- Goal setting
- Strategy development – action plan
- Progress toward the goal
- Feedback from work and non work
- Career appraisal
Roles in Career Management

• Individual’s role is knowing what, why, where, whom, when, and how

• Manager’s responsibility is as coach, appraiser, advisor, referral agent

• HR’s responsibility is to support development, expert on information, promote planning and learning, intervene to remove roadblocks, promote mobility
Leadership Needs

• Leaders (including those in government sector) must possess the skills to survive and thrive in the changing, uncertain world.

• Must be able to perform jobs and responsibilities while under constant observation and scrutiny.

• Must demonstrate a new way of thinking about “leadership.”

• Leadership means not only having a dream but claiming that dream and the role you want to play in it. - Bennis & Goldsmith
## Self-Assessment

<table>
<thead>
<tr>
<th>LEADERSHIP QUALITY</th>
<th>AGREE</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
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</thead>
<tbody>
<tr>
<td>1. I learn from experience and then apply that learning to new situations.</td>
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<td>2. I always demonstrate ethical behavior and straightforward communication.</td>
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<td>3. I am willing to take a stand on controversial and risky matters.</td>
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<td>4. I have confidence to challenge decisions made by other leaders in the organization.</td>
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<td>5. I have a reputation for asking difficult questions.</td>
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<td>6. I am knowledgeable of technology to safeguard the integrity of data.</td>
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<td>7. I can identify technological systems to improve efficiency and achieve cost savings.</td>
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<tr>
<td>8. I can balance multiple demands.</td>
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<td>9. I can balance multiple organizational roles</td>
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<td>10. I bring the best out of others around me.</td>
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<td>11. I am good at providing resources to achieve results</td>
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<td>12. I am a mentor.</td>
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<td>13. I recognize that change is a constant.</td>
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<td>15. I encourage others to be creative.</td>
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<td>16. I take note of industry trends.</td>
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<td>17. I am proactive instead of reactive.</td>
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<td>18. I effectively communicate complex information.</td>
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<td>19. I field challenging questions with ease.</td>
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<td>20. I communicate clearly, concisely, and persuasively verbally and in writing.</td>
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<td>21. I am able to effectively work with a wide range of people from diverse backgrounds and with diverse priorities.</td>
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<td>22. I am approachable.</td>
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VUCA – What is it?

- **VOLATILITY** - The nature and dynamics of change, and the nature and speed of change forces and change catalysts.

- **UNCERTAINTY** – The lack of predictability, the sense of awareness and understanding of issues and events and the prospects for surprise.

- **COMPLEXITY** - The multiplex of forces, the confounding of issues, no cause-and-effect chain and confusion that surround an organization.

- **AMBIGUITY** - The haziness of reality, the potential for misreads, and the mixed meanings of conditions; cause-and-effect confusion.

  - WisdomatWork
Leader Development in Govt Sector

- Top priorities for leader development
  - Leading employees well
  - Leading change
  - Developing participative management skills
  - Understanding boundaries and how to span them

- Center for Creative Leadership (2016)
## Importance for Success Rankings

<table>
<thead>
<tr>
<th>Benchmark Competencies</th>
<th>Rank</th>
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<tbody>
<tr>
<td>Leading Employees</td>
<td>1</td>
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<tr>
<td>Resourcefulness</td>
<td>2</td>
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<tr>
<td>Straightforwardness and Composure</td>
<td>3</td>
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<tr>
<td>Building and Mending Relationships</td>
<td>4</td>
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<tr>
<td>Participative Management</td>
<td>5</td>
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<td>Decisiveness</td>
<td>6</td>
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<td>Change Management</td>
<td>7</td>
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<td>Doing Whatever it Takes</td>
<td>8</td>
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<tr>
<td>Being a Quick Study</td>
<td>9</td>
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<td>Balance between Personal Life and Work</td>
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## Leadership Effectiveness Rankings

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<tr>
<td>Putting People at Ease</td>
<td>1</td>
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<tr>
<td>Differences Matter</td>
<td>2</td>
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<tr>
<td>Being a Quick Study</td>
<td>3</td>
</tr>
<tr>
<td>Resourcefulness</td>
<td>4</td>
</tr>
<tr>
<td>Doing Whatever It Takes</td>
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<td>Compassion and Sensitivity</td>
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Derailment Factor Rankings for the Government Sector

- **Problems with interpersonal Relationships**: Difficulties in developing good working relationships with others
- **Difficulty Building and Leading a Team**: Inability to select, develop, and motivate an effective team
- **Difficulty Changing or Adapting**: Shows resistance to change and resistance to learning and developing in response to mistakes.
- **Failure to Meet Business Objectives**: Difficulties in following up on promises and completing a goal
- **Too Narrow a Functional Orientation**: Lacking the depth needed to manage outside one’s current function.
Leadership Gaps

Most Important for Success
- Leading Employees
- Resourcefulness
- Straightforwardness & Composure
- Building & Mending Relationships
- Participative Management

Least Important for Success
- Confronting Problem Employees
- Compassion & Sensitivity
- Putting People at Ease
- Differences Matter
Leadership Gaps

Most Effective

• Putting People at Ease
• Differences Matter
• Being a Quick Study
• Resourcefulness
• Doing Whatever it Takes

Least Effective

• Balance between Personal Life & Work
• Self-Awareness
• Career Management
• Leading Employees
• Confronting Problem Employees
VUCA: PRIME - Revisited

• VISION – Can manage the changing times if you have clear vision of business and personal plan.

• UNDERSTANDING – The ability to stop, look & listen…beyond your functional area.

• CLARITY – Pay attention to self and sustainable relationships. Seek reasonable solutions while paying attention to the nuances of the situation.

• AGILITY - The ability to communicate across the organization and to move quickly to execute solutions.
Leadership Plan of Action

• Step 1: individual prep/self-assessment
• Step 2: articulate vision
• Step 3: set goals
• Step 4: action plan
• Step 5: communicate your plan
• Step 6: monitor progress
Develop Strong Support System

• Coach: provides guidance for your development; often focused on soft skills (e.g. listening) rather than technical skills (e.g. financial acumen)
  - You and coach are responsible for cultivating the relationship.
  - Provides feedback outside of the performance evaluation process.

• Mentor: helps you navigate your career; provides guidance for your career choices/decisions.
  - You drive the relationship; mentor is reactive and responsive to your needs.
  - Helps to determine possible career path to meet specific career goals.
• Sponsor: senior leader who uses influence to help you obtain high visibility assignments, promotions or jobs.
  - Sponsor drives relationship & advocates for you in different settings, including behind closed doors.
  - Advocates for your advancement & champions your work and potential with other senior leaders

• A coach talks TO you; mentor talks WITH you; sponsor talks ABOUT you.
Professional Development: Things that make you go hmmmmm

• 1. How is the mission of my organization changing? What are other changes involving services, customers, work processes, org structure, reporting relationships, personnel?

• 2. What are the changing needs regarding the workforce and what new expertise and skills will be required or desirable?

• 3. What opportunities are available for developing this new expertise and skill (work experiences, training, rotational assignments, professional conferences, mentoring, etc.)?

• 4. How might my role (job) change in my organization? How can I prepare for or develop new skills for these changes? How can I use my strengths to my advantage as the organization changes?
• 5. New expertise and skills my organization wants me to learn include...

• 6. What new missions or projects appeal to me? What are the organization’s future needs? What kinds of development activities would help position me for participation in another work project?

• 7. In what areas do my interests, strengths, and personal plans overlap with the changing needs of my organization?

• 8. Compared to the development needs suggested by these factors, other interests for development that are important to me include....
The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things.

- Ronald Reagan
Discussion