

MGC1010: Introduction to Management

Week 10: The Changing Concept of Careers

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OVERVIEW OF TODAY'S LECTURE

- Explore the concept of careers through looking at Holland's six types, Handy's organisations, and the career stages model.
- Understanding the paradigm shift in our concept of careers.
- Identifying the importance of reinventing one's professional brand and understanding the five career anchors

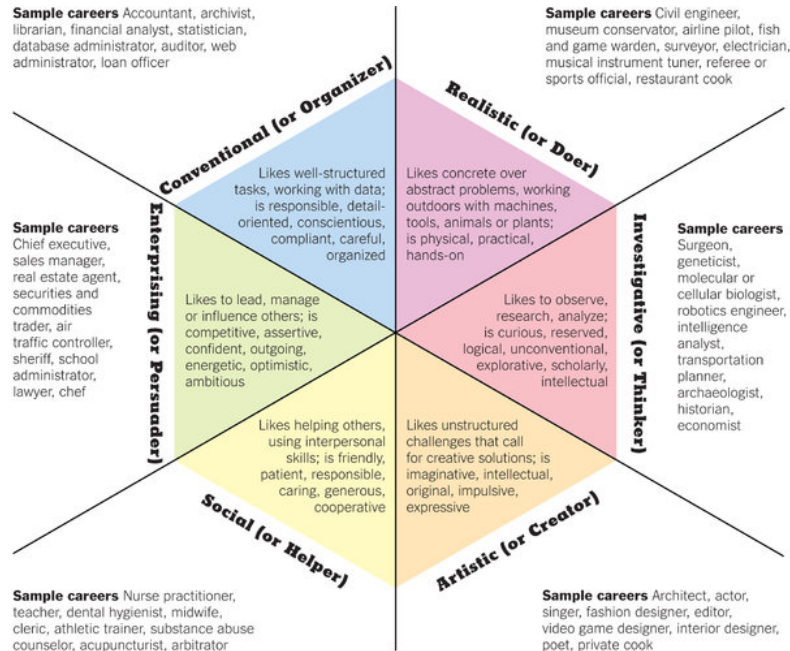


WHY THE NEED TO UNDERSTAND CAREERS?



- Proactive planning for changing environment
- Understanding the lived experiences of employees and colleagues
- Financial benefits for the organisation

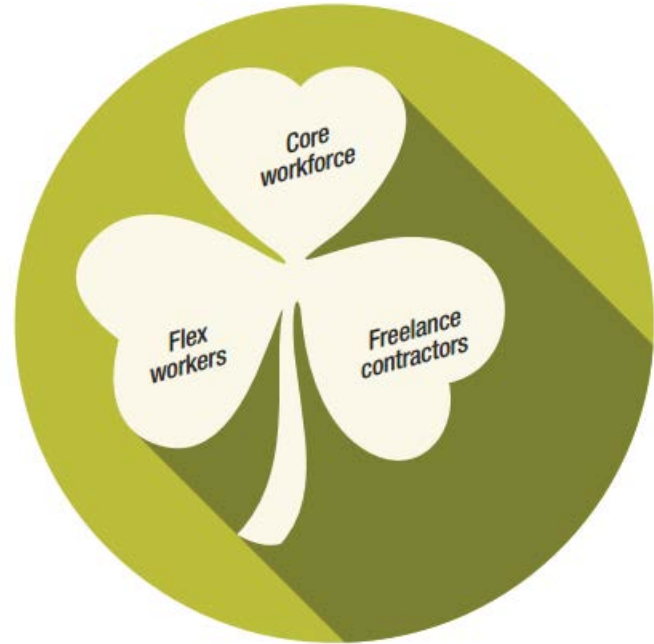
OCCUPATIONAL CHOICES – HOLLAND'S SIX TYPES



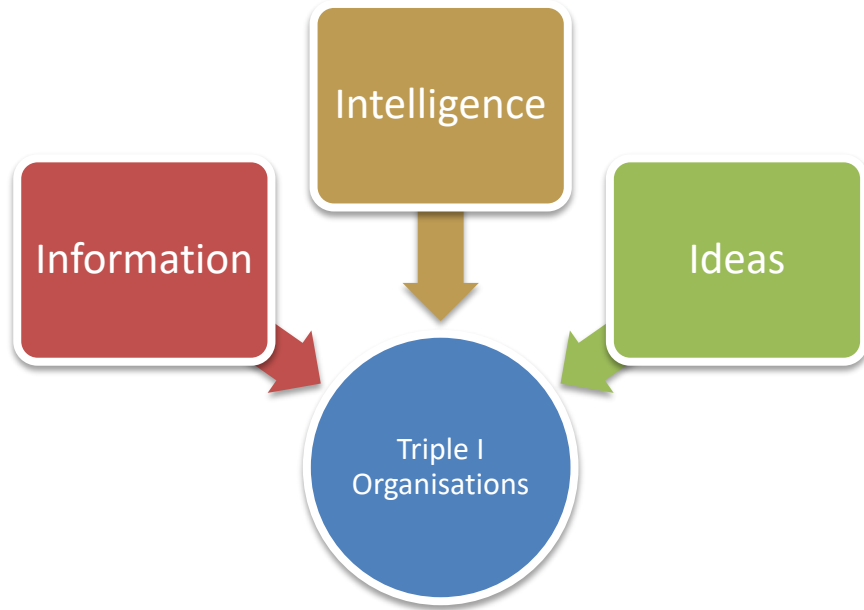
- Holland contended that there are six types of personalities, and that each personality is characterised by a set of interests and values
- Assumptions:
 - People choose occupations that match own personalities
 - Influences such as social class, parents' occupations, economic conditions and geography not considered

HANDY'S SHAMROCK

- A form of organisation based around a core of essential executives and workers supported by outside contractors and part-time help

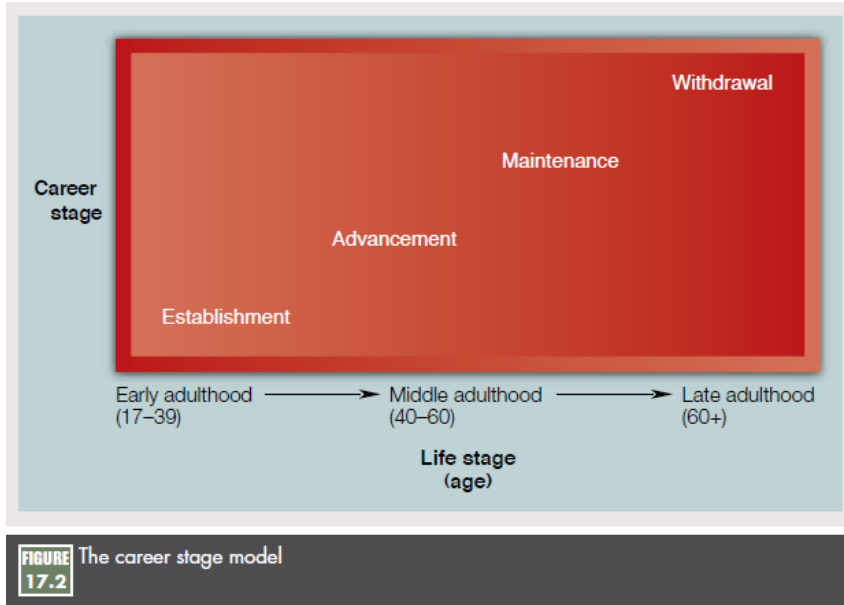


HANDY'S TRIPLE "I"



- Not defining employees as workers and managers, but rather as specialists, professionals, executives, and leaders.
- Need to pursue learning

THE CAREER STAGE MODEL



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- **Establishment** – the person learns the job and begins to fit into the organisation and occupation
- **Advancement** – person focuses on increasing own competence
- **Maintenance** – individual tries to maintain productivity while evaluating progress towards career goals
- **Withdrawal** – individual contemplates retirement or possible career changes

ESTABLISHMENT STAGE

- Establishment:
 - Negotiate an effective psychological contract (implicit agreement between an individual and organisation concerning the expectations)
 - Manage the stress of socialisation
 - Make the transition from organisational outsider to organisational insider



ADVANCEMENT STAGE



- A period when many strive for achievement.
 - Greater responsibility and authority, and strive for upward mobility
- Exploring career paths, finding a mentor, working out dual-career partnerships, work-personal life conflict.

MAINTENANCE STAGE

- Many people still continue to grow their careers at this stage, but often at a lower pace.
- Career crisis may accompany the mid-life transition
- Sustaining performance
 - Lateral move in response to career plateau
- Becoming a mentor
 - Sharing knowledge and experience



WITHDRAWAL STAGE



- Usually occurs later in life.
- Older workers tend to face discrimination and stereotyping

- Stereotypically
 - Undervalued
 - Less productive
 - More resistant to change
 - Less motivated
- In reality
 - Offer continuity in the midst of change
 - Act as role models
 - Provide experience
 - Demonstrate a strong work ethic
 - Exemplify loyalty

PARADIGM SHIFT IN CAREERS



PARADIGM SHIFT



- Employee compliance traded for job security
- Assuming employment and career opportunities are standardised and provided for by the firm

PARADIGM SHIFT



- Explicit exchange of specified rewards in return for task performance
- Job rewards are based on current market value of the work being performed
- Flexibility is exercised as each party's interests and market circumstances change

PARADIGM SHIFT



- Employees often rely on the organisation to specify jobs and careers
- Employees focus on organisation-specific learning
- Employees identify with and focus on what's happening within their organisation

PARADIGM SHIFT



- Employees perform current jobs to develop new occupational expertise
- Employees focus on occupational skill development as opposed to organisation-based learning
- Employers identify with and focus on what is happening within adopted occupation

PARADIGM SHIFT



- Strategic direction is subordinated to top management
- Competitiveness and added value are responsibilities of top management
- Entrepreneurship is discouraged and may be viewed as disloyalty

PARADIGM SHIFT



- Strategic direction is dispersed to separate business units
- Everyone is responsible for adding value and improving competitiveness
- Entrepreneurship is broadly encouraged and viewed as contributions to the organisation

PARADIGM SHIFT



- Project goals are subordinated to corporate policy and organisational constraints
- Financial and reputational rewards stem from being a 'good soldier' regardless of results
- Social relationships within corporate boundaries are actively encouraged

PARADIGM SHIFT



- Shared employer and employee commitments to the overarching goals of the project
- Financial and reputational rewards stem directly from project outcomes
- Organisation and reporting arrangements often broken up upon project completion.

READING: REINVENTING YOUR PERSONAL BRAND

- Changing paradigm of careers and organisations
- An unfulfilling job vs a rewarding career



“We judge ourselves by what we feel capable of doing, while others judge us by what we have already done.”

Longfellow

Idea in Brief

People use career changes to reinvent themselves all the time, but it's important to manage one's brand in such transitions. Doing so can spell the difference between a bungled change and a successful one.

There are five key steps in any personal rebranding:

1. Define your destination and acquire the necessary skills.
2. Craft a unique selling proposition and distinguish yourself by leveraging your points of difference.

3. Develop a narrative that describes your transition in terms of the value it offers others.

4. Reintroduce yourself, using digital media and seizing opportunities to showcase your capabilities.

5. Prove your worth by establishing and promoting your track record.

Traces of your old brand may linger, but a carefully considered strategy and the ability to create unique value in your changed role will help your new brand take hold.

SCHEIN'S FIVE CAREER ANCHORS



- A network of self-perceived talents, motives and values that guide an individual's career decisions

1. Managerial competence
2. Technical/functional competence
3. Security/stability
4. Autonomy and independence
5. Creativity

REFLECTION POINT

- What type of a career are you after?
- Why is it important to reinvent your personal brand?
- What do you think the future will be like for your careers?
- What career anchors do you hold?



SUMMARY

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NEXT WEEK:

SHOULD MANAGERS CARE? EMPLOYEE-WELLBEING

