



The Protean Career

2007 Know Leader Conference

Prof. Brad Harrington, Executive Director
Boston College Center for Work & Family

Career-Life Planning

- Introduction
- Boston College Center for Work & Family
- Changing Career Patterns
- Protean Career Model
- The Importance & Nature of Self-Assessment
- Discussion



CWF Mission

The Center for Work & Family is committed to enhancing the success of organizations and the quality of life of today's workforce by providing leadership for the integration of work and life, an essential for individual, organizational and community success.

Key differentiator:
**Bridging the worlds of
research and practice.**

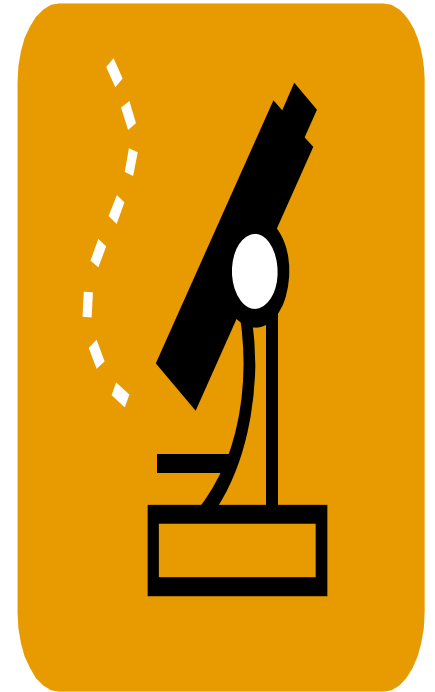


A Sample of CWF Members include ...

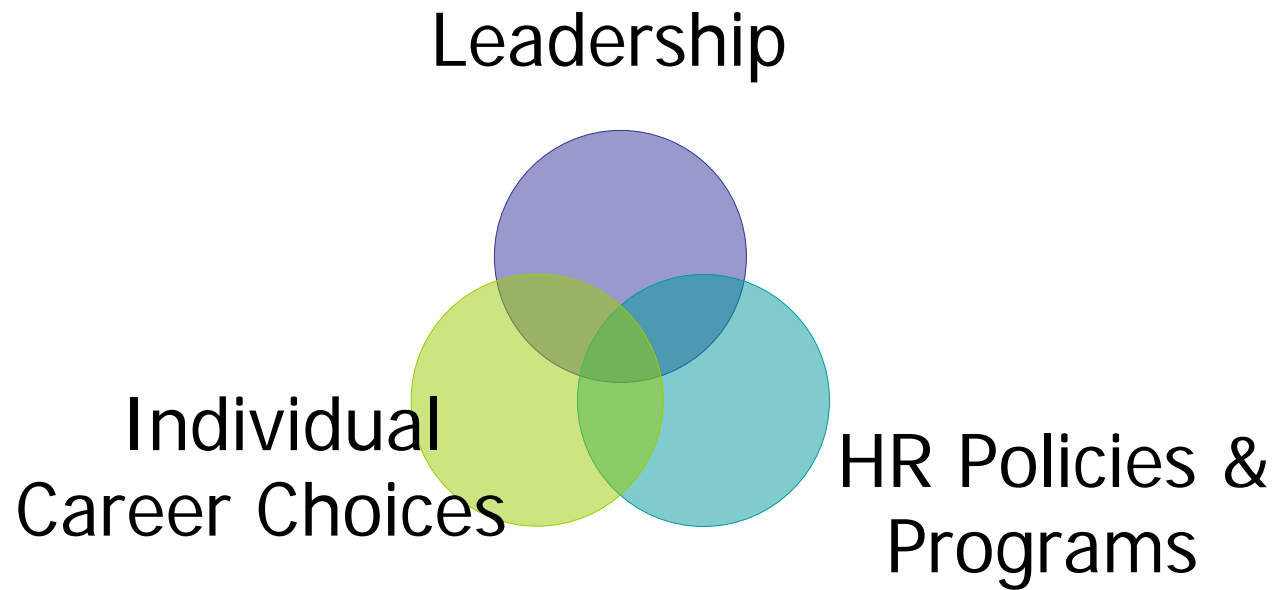
- IBM
- Merck
- Intel
- Royal Dutch Shell
- Price Waterhouse
- KPMG
- Eli Lilly
- Kraft
- Booz-Allen Hamilton
- Dow
- Marriott
- BP
- Goldman-Sachs
- Prudential Securities
- Hewlett-Packard
- Abbott Laboratories
- American Airlines
- Bristol-Myers Squibb

CWF: Recent Research Areas

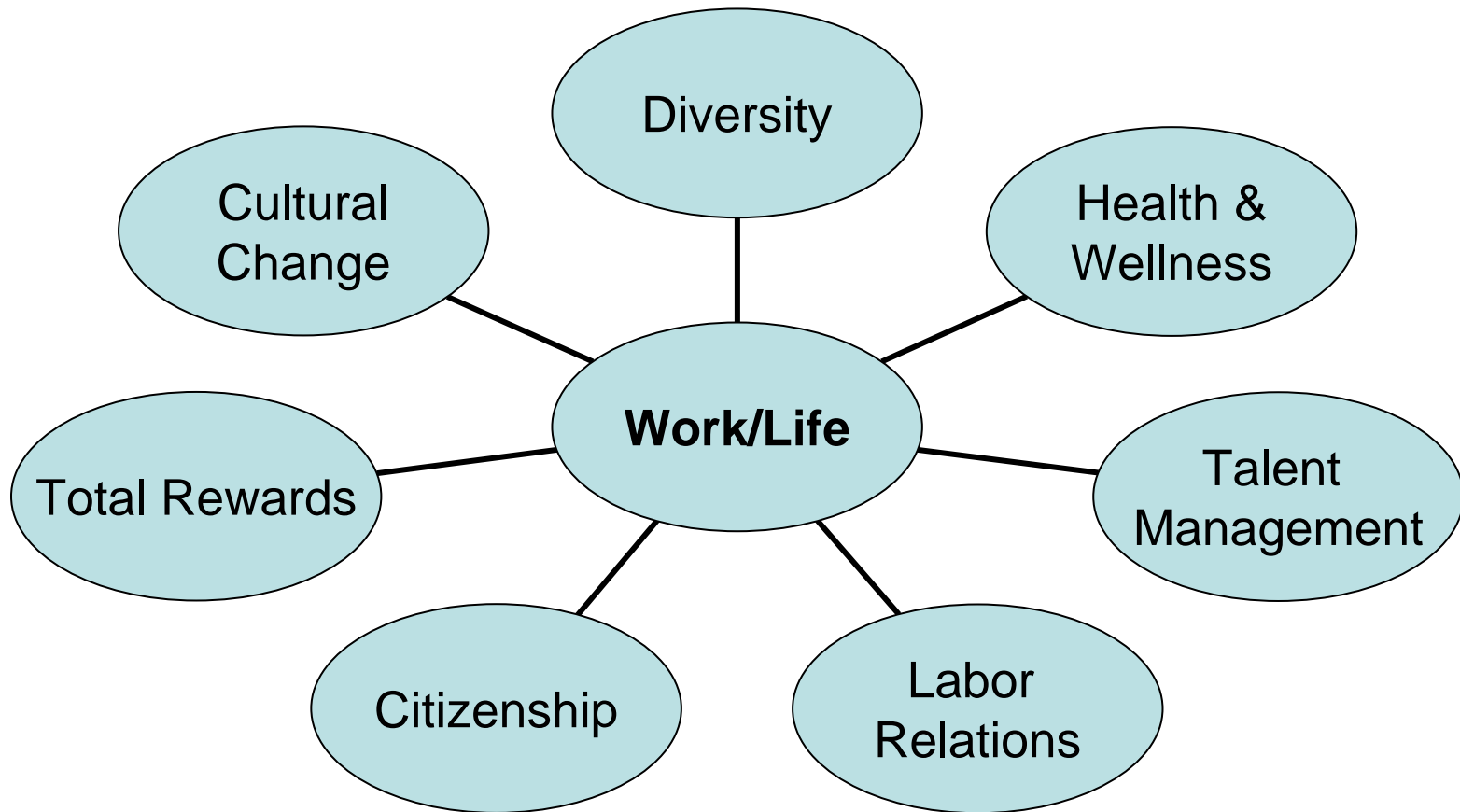
- Measuring the impact of flexibility
- Telecommuting
- The aging workforce
- Global leader's study
- Needs of low-wage workers
- Evolution of work-life & workforce management
- The Protean Career



Creating an effective work/life culture



Work/Life Perspectives



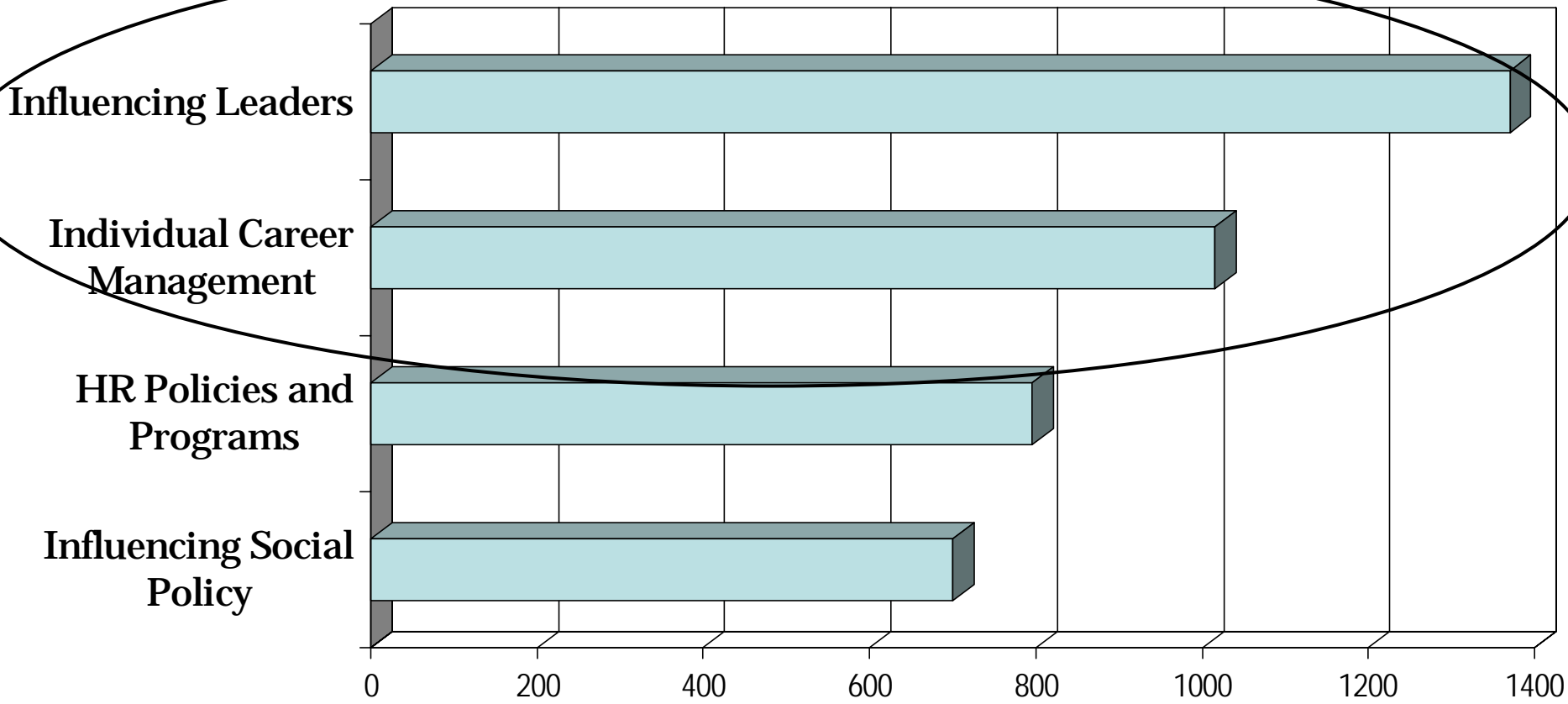
HR Policies

Once we got to the notion of flexibility, a lot of things kind of fell into place in terms of HR policies. But you also need to change the organizational culture in order to make this stuff work. Big companies are really trying to do the right thing by having great policies in place that people aren't using even today.

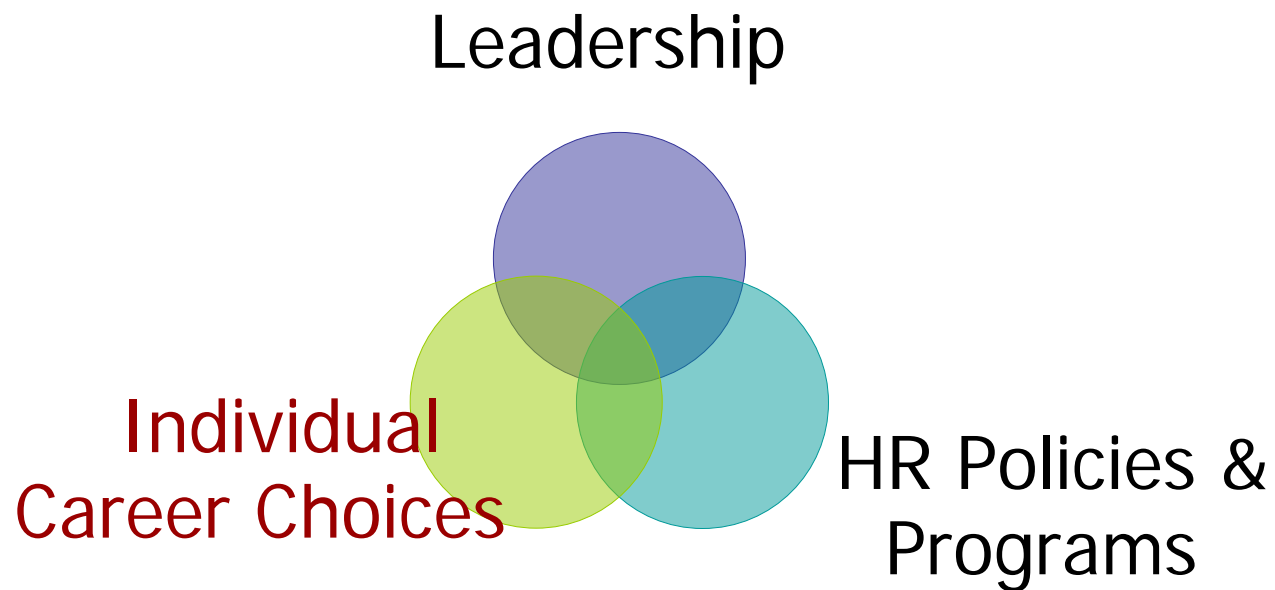
If anything, I think we're in an environment where it's almost harder to get people to use policies because of concerns about job security. And people worry, if I use this, am I going to lose my job?

Bob Drago
Penn State University

Critical Focus Areas



Changing corporate culture



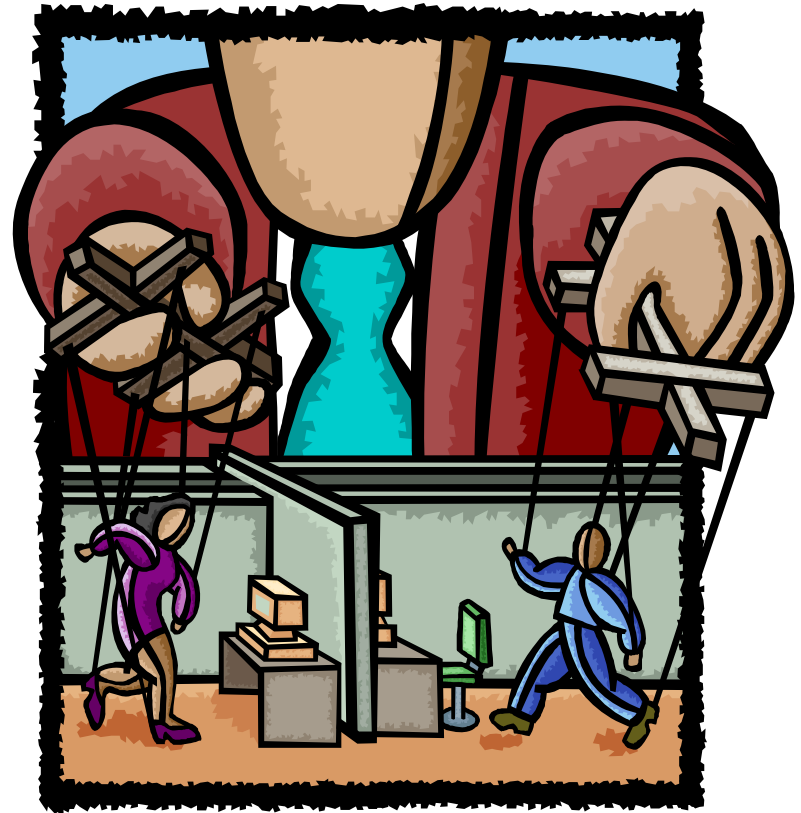
Work-Life and the individual

Individual career choice is a really important area that the work/life industry needs to focus on more. Helping people find the right solution. Helping people do what I call 'straight talk' with their manager. Helping the individual to represent themselves within the company. This is where I see the pain. Even in good companies, when I speak with individuals, there is a disconnect to their own life somehow.

Carol Evans, CEO
Working Mother

Major trends: work

- Globalization of jobs and 24/7 organizations
- Long distance travel
- Work can be done anywhere, anytime
- Mega-acquisitions: Digital, Fleet, Hancock, Gillette, Reebok
- Record downsizing



Major trends workers

- End of old employment contract
- Tendency toward greater self-reliance (jobs, healthcare, retirement, advancement)
- Need for continuous learning
- Blurring distinction between home and work
- Pervasive use of technology



What does this mean for careers?

- Employment “contract” less valid
- Careers are less organizational
- People will work longer
- Career changes are more frequent
- Career paths are much less linear
- Self-directed career strategy
- Self-directed careers begin with a clear sense of *identity* (who you are, what matters most)



Traditional vs. Protean Career

<i>Issue</i>	<i>Traditional Career</i>	<i>Protean Career</i>
Who's in charge?	Organization	Person
Core values	Advancement	Freedom, growth
Degree of mobility	Lower	High
Key attitudes	Organizational commitment	Work satisfaction Professional commitment
Success criteria	Position level, salary	Psychological success Purposeful work

Protean Careers & Organizations

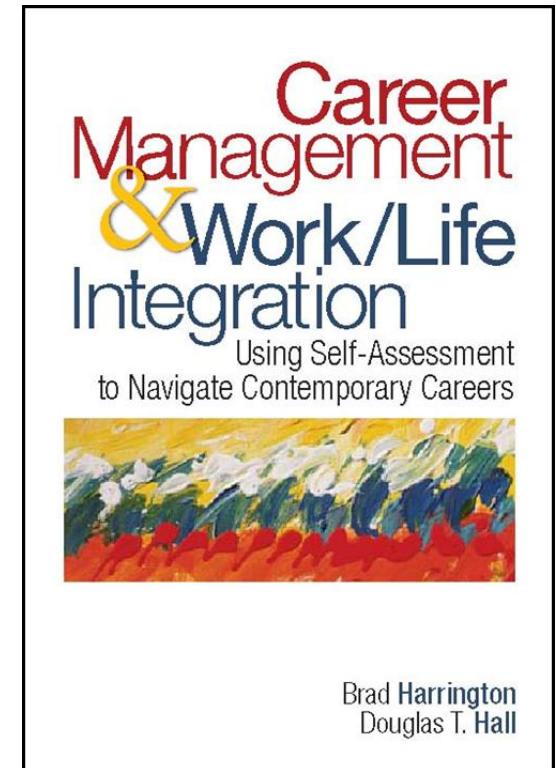
Organization supports development through:

- Challenging assignments
- Career information
- Mentors and developmental relationships
- Not pre-defined paths or “one size fits all” progression
- Encouraging and respecting individual choice



Career Management Course

- Offered to 2nd Year MBA Students
- Protean Career Concepts
- Career best managed, success best assessed by individual
- Sees career in work / life context
- Focus on critical competencies:
 - **Identity**: clear self concept & self-awareness
 - **Adaptability**: ability to adapt to changing professional and personal circumstances



Identity: Who am I, what am I good at?

- Autobiography (experience)
- Identities Exercise (sub-identities)
- Strong Interest Inventory (interests)
- Career Values Card Sort (values)
- Lifestyle Representation (lifestyle)
- Interview with Others (skills)
- 10 Years Out (personal vision)
- Life Themes (Summarize key “truths”)

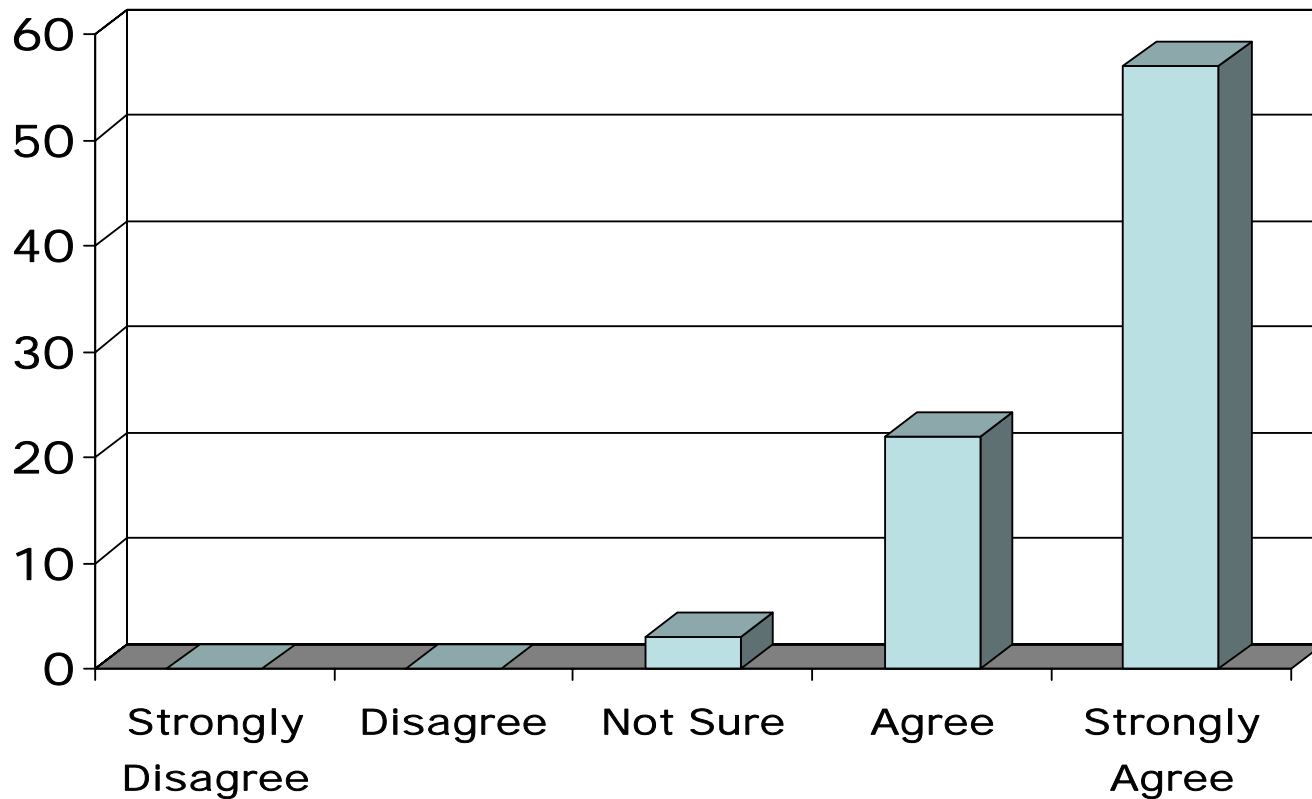


Adaptability: How do I manage my career / life over time?

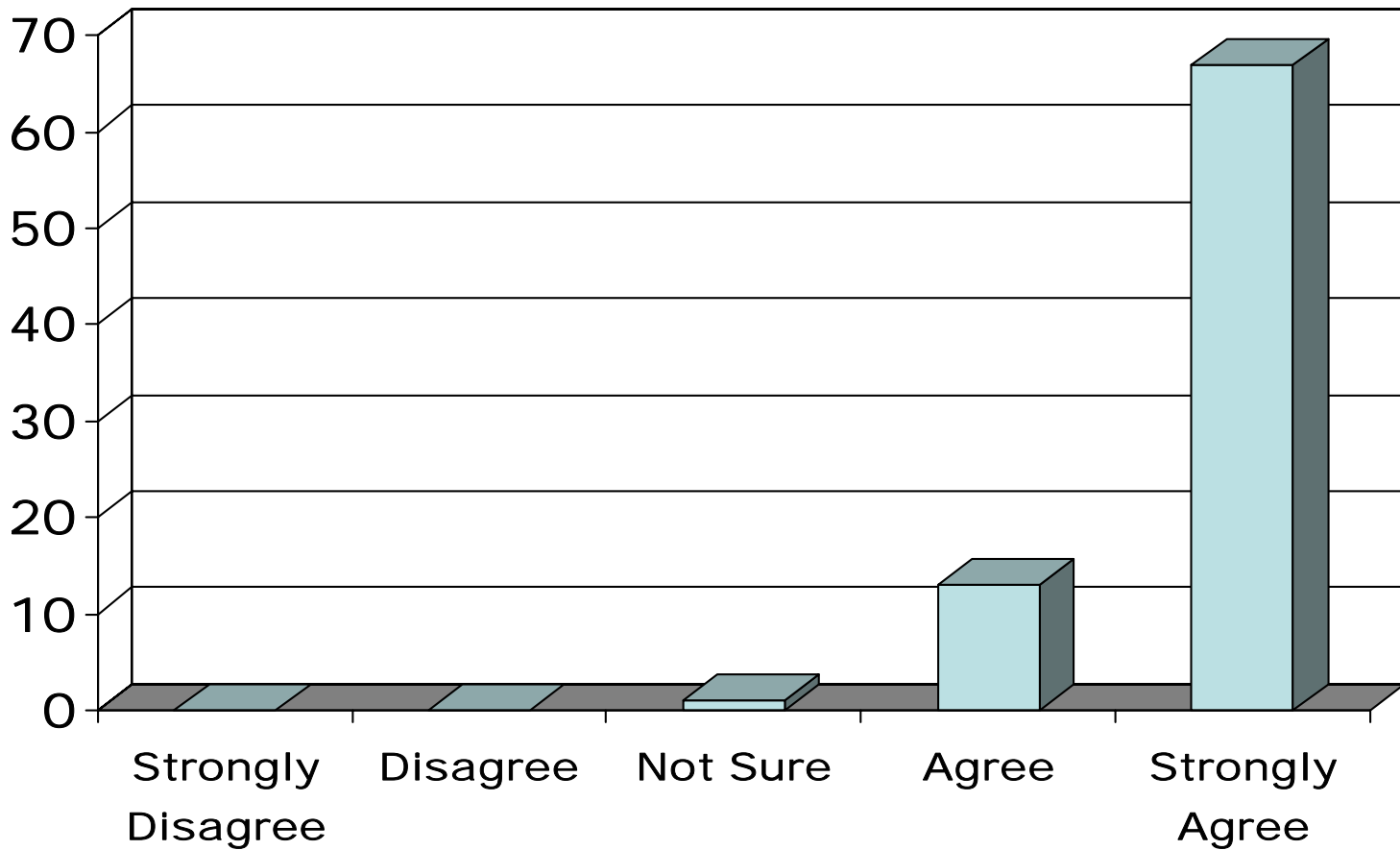
- Finding & pursuing the right opportunities
- Making good career decisions
- Advancement vs. Alternative Career Paths
- Couples & Family Issues
- Flexible Work Arrangements
- Careers over the lifespan
- **Developing a career plan**



I enjoyed learning subject matter



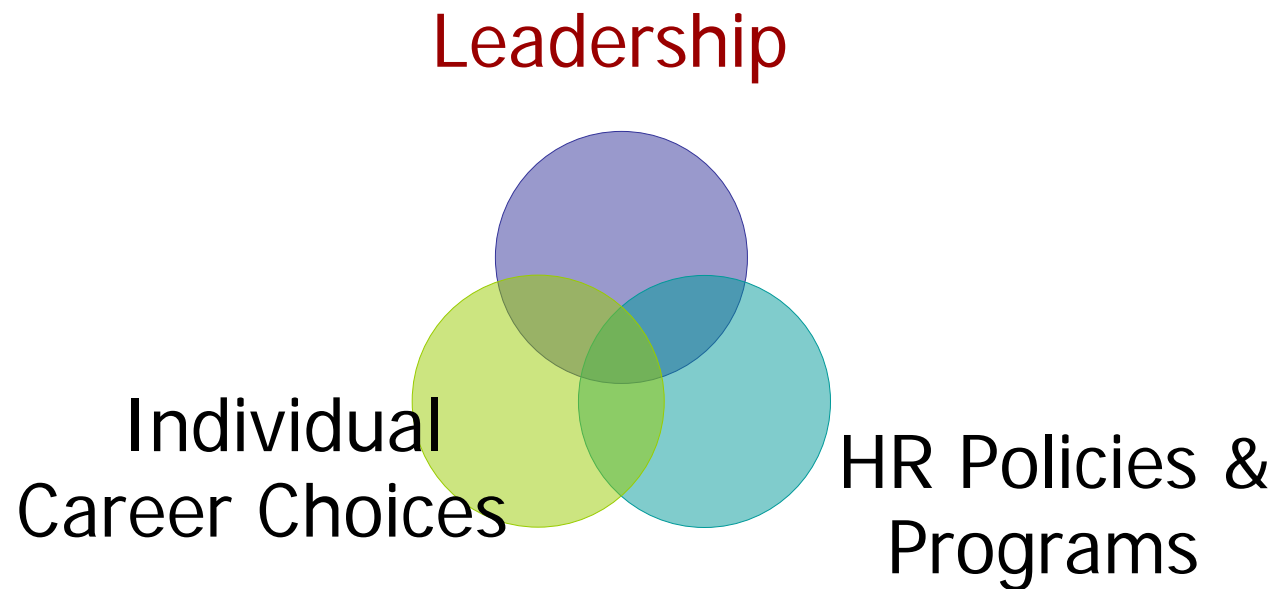
Helped my personal development



Student comments on course

- This course should be part of the MBA core-curriculum
- Most useful & interesting course I've taken in this program
- Amazing course which should be part of the management practices offering
- Great class, probably one of the better electives offered
- Honestly the only course I didn't want to end – we could have used even longer to really develop this topic
- I really loved this course and felt I got so much out of it
- I would highly recommend this class to anyone who is considering marriage and children while pursuing a career
- Very enjoyable, an excellent experience

Changing corporate culture



What is culture?

Culture: A pattern of shared assumptions that a group has learned to solve organizational problems that has worked well enough to be considered valid and taught to new members as the correct way to perceive, think, and feel in relation to organizational problems

Prof. Ed Schein, MIT Sloan School
Organizational Culture and Leadership

Can culture be observed?

Levels of culture

- **Artifacts:** visible structures and processes
- **Espoused values:** what leadership says matters
- **Underlying assumptions:** what leadership really believes matters

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Organizational Culture and Leadership



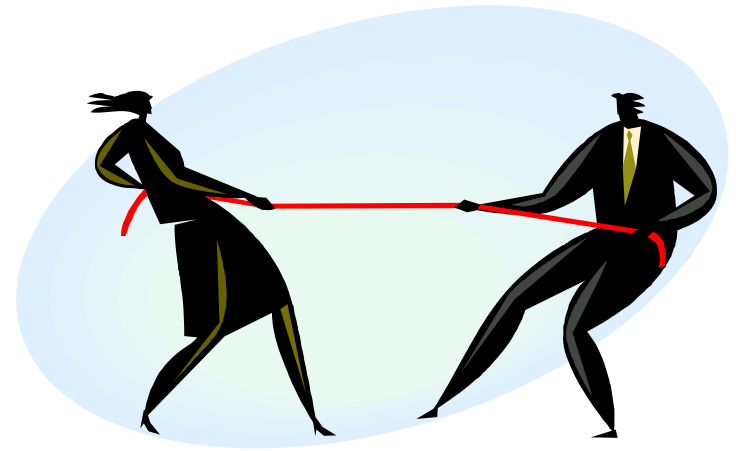
Culture & Leadership: *The Relationship*

- Culture on an organizational level is “created, embedded, developed, ultimately manipulated, managed and changed”
- Leaders create and change cultures
- Managers and administrators live within cultures
- Culture creation and management are really the essence of leadership; therefore, the two can not be seen separately

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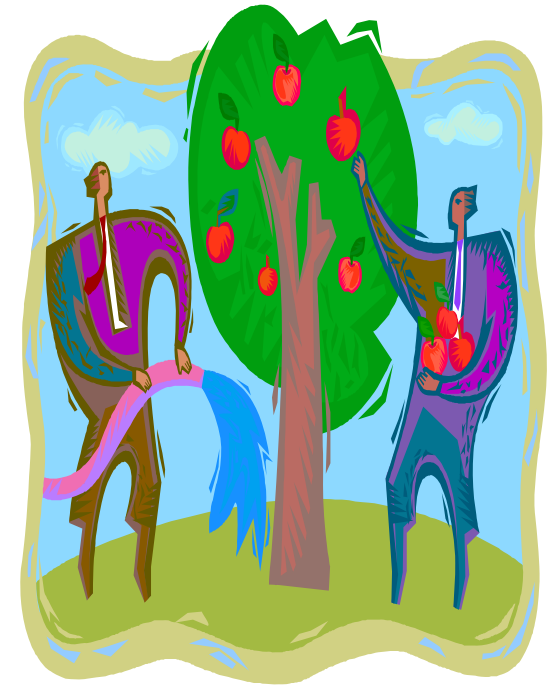
Why is Work-Life a struggle for leaders?

- Lacks “face validity”
- “Manage performance! Don’t take on personal problems”
- An employee-centric perk
- Two rules of change
 - Need top management commitment (maybe)
 - Top management needs to “walk the talk” (no)
- A huge issue personally, small organizationally
- Organizational ambivalence persists



Embedding mechanisms modify culture

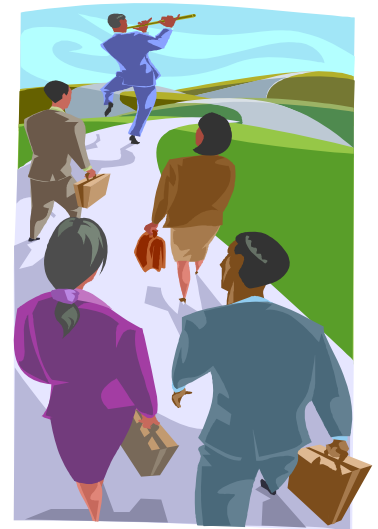
- What leaders pay attention to, measure, and control
- How leaders react to critical incidents and organizational crisis
- What leaders deliberately role model, teach, and coach
- How leaders allocate rewards
- Criteria leaders use for recruitment, selection, promotion, and firing



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Organizational Culture and Leadership

Influencing Leaders

- Make business case for work-life clear (through data, research, & anecdotal evidence)
- Train all managers to use flexible arrangements
- Use surveys, focus groups to demonstrate importance of work-life in retaining talent
- Train all managers in career-life planning (themselves & subordinates)
- Support pioneer leaders and enlist them in making the case for work-life



7 Step Change Model

1. Establishing Case for Change
2. Forming a Powerful Guiding Coalition
3. Creating a Vision for Change
4. Identify Obstacles to Change (Resistance)
5. Plan for Change
6. Implementation
7. Institutionalize New Approaches



Summary

- Career contract has changed
- Careers less organizational, more Protean
- Work-life is (the?) critical component of careers
- Key to navigating careers is self-assessment
- Individuals & managers not trained how to do this
- Should be a cornerstone of all management, employee training

