



The Protean Career

Association of Career Professionals International

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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.**

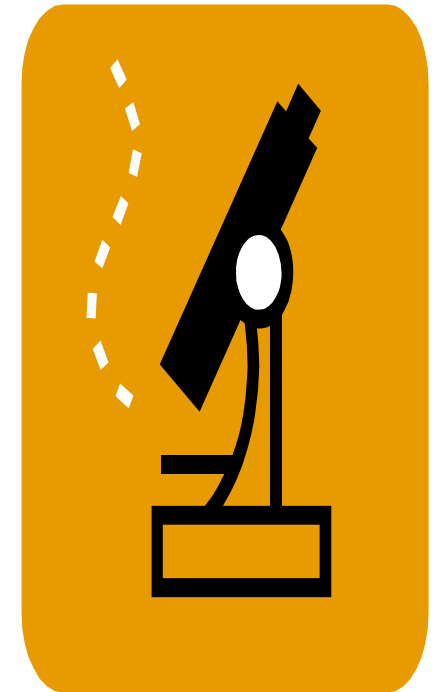


CWF Members include ...

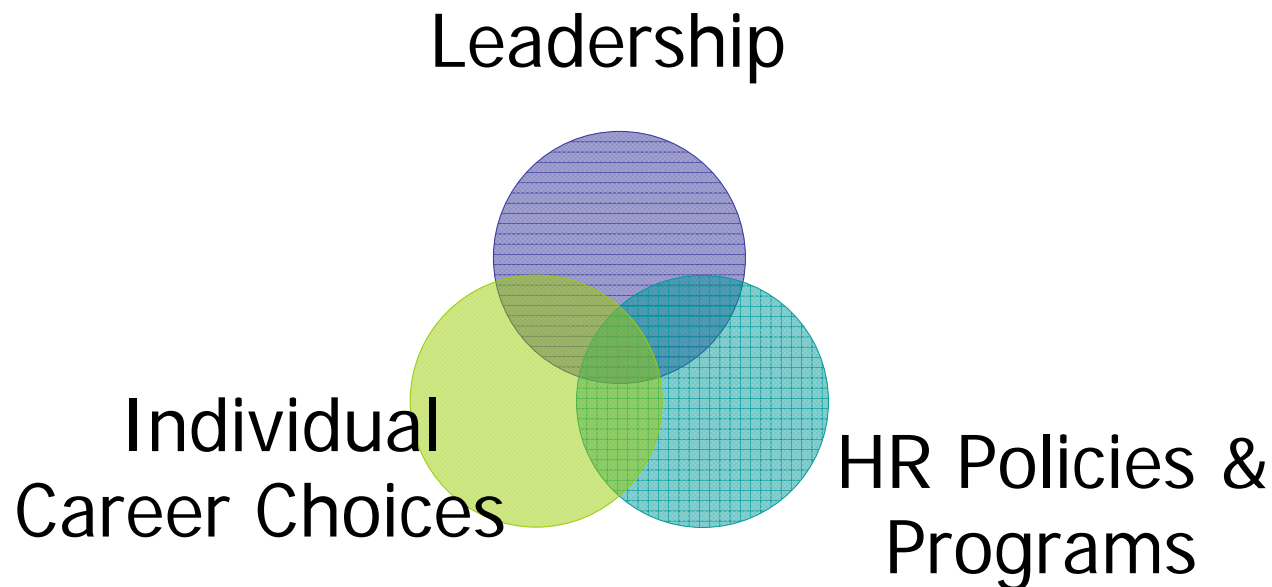
- IBM
- Merck
- Intel
- Price Waterhouse
- KPMG
- Eli Lilly
- Kraft
- Booz-Allen Hamilton
- Dow
- Marriott
- BP
- Prudential Securities
- Hewlett-Packard
- Abbott Laboratories
- American Airlines
- Bristol-Myers Squibb

CWF: Recent Research Areas

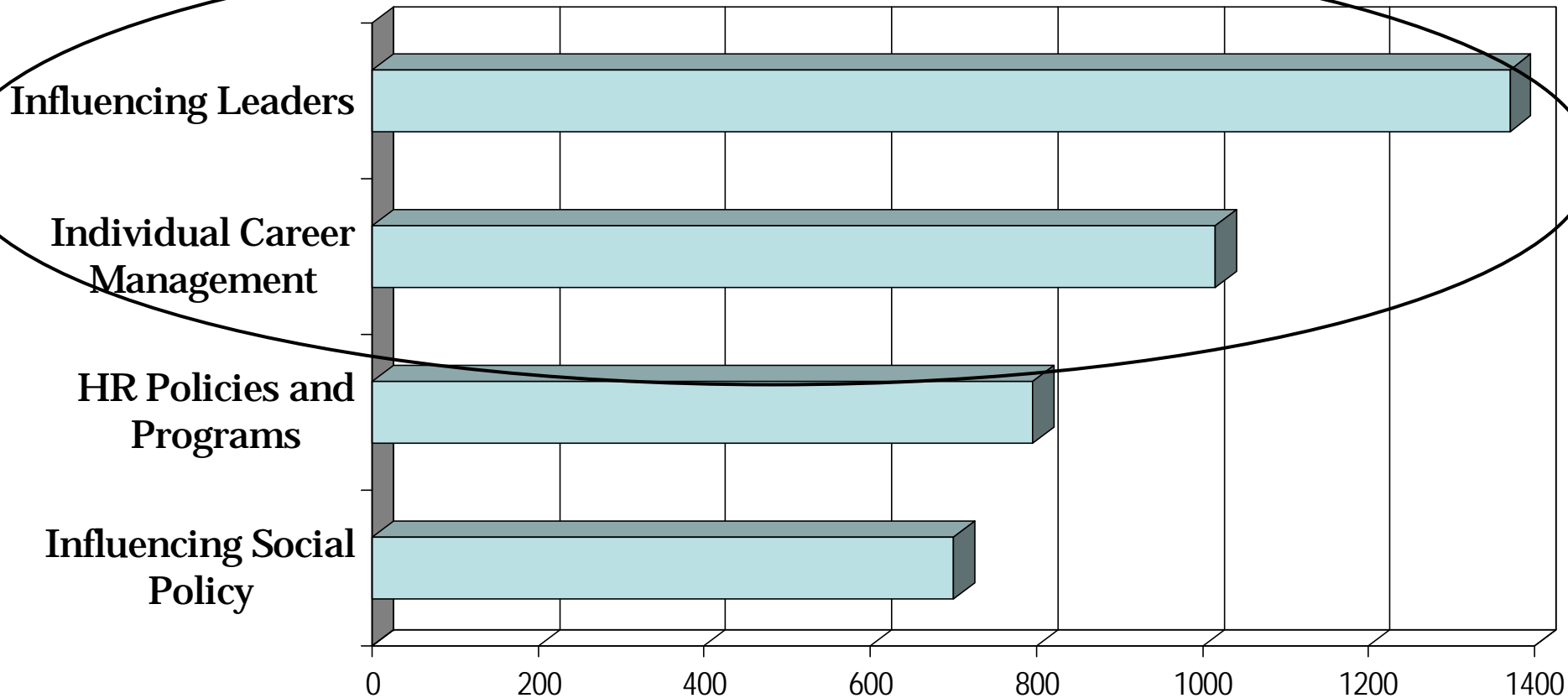
- Measuring the impact of flexibility
- Telecommuting
- The aging workforce
- Global leader's study
- Needs of low-wage workers
- Evolution of work-life & workforce management
- The Protean Career



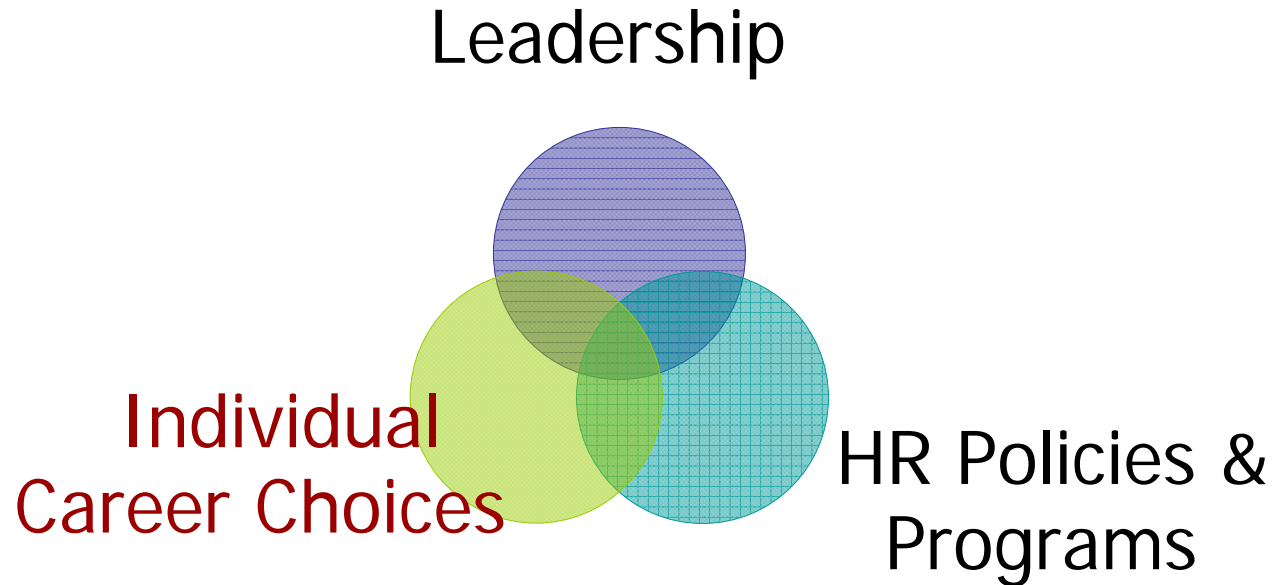
Creating an effective work/life culture



Critical Focus Areas



Changing corporate culture



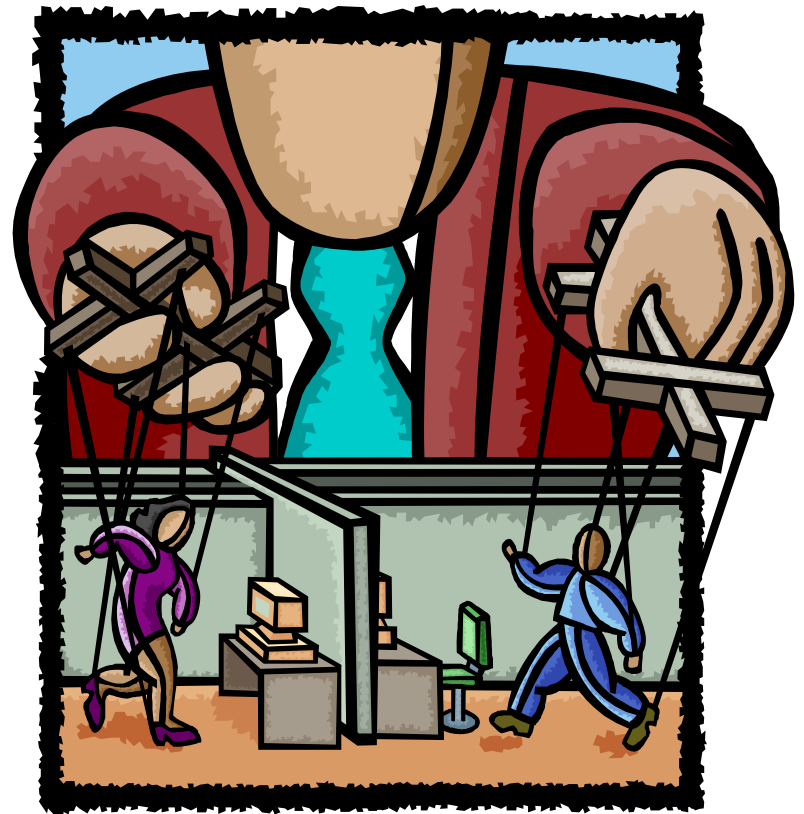
Work-Life and the individual

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 organizations
- Long distance travel
- Mega-acquisitions: Digital, Fleet, Hancock, Gillette, Reebok
- Record downsizing
- Growing disparity between upper and lower income



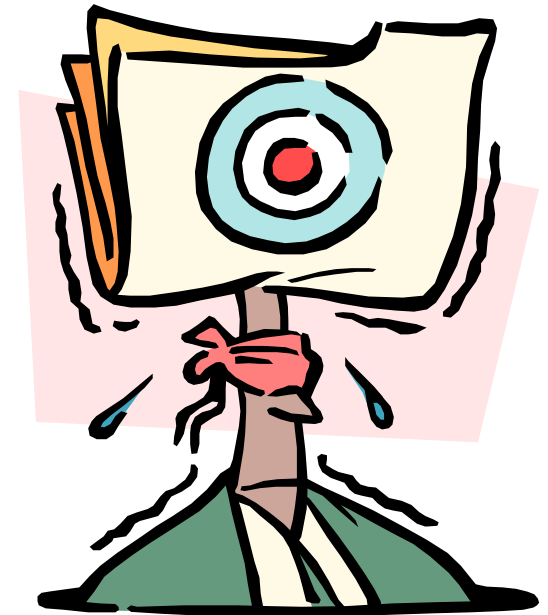
Major trends workers

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



What has us worried?

- Cost of housing escalated dramatically - \$499,000 Boston area
- Private university education approaching \$200K
- Healthcare costs increased 50% in last five years, wages flat
- Cost of retirement, long-term care exorbitant but fewer defined pension plans
- Downsizing ('90-06) at record levels



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)



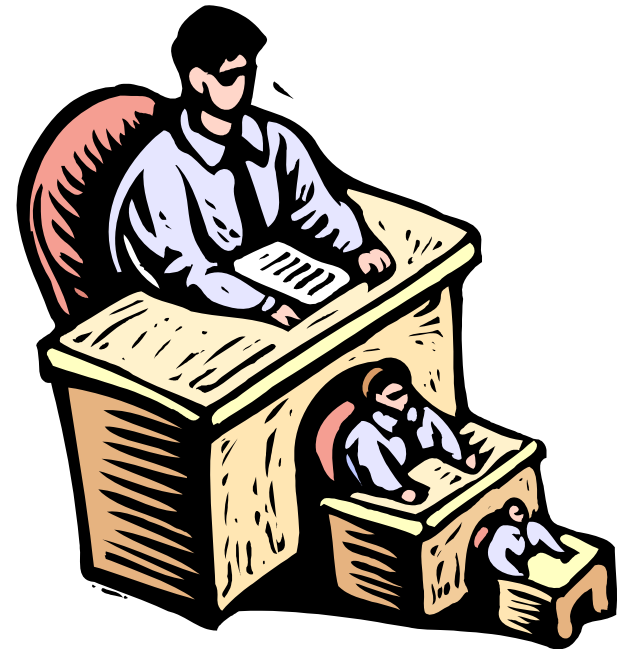
Traditional vs. Protean Career

<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

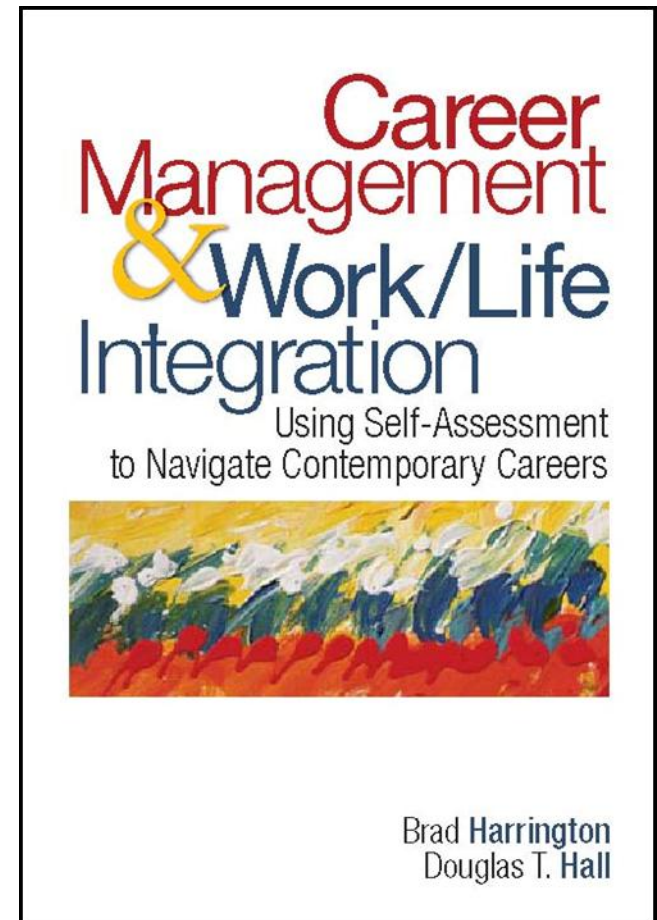


Salzman's Alternative Paths

- Backtrackers: choosing self demotion
- Plateauers: purposely staying at one level to stay in control of your life
- Career shifters: transfer skills to less pressured field (not career changer)
- Self employers: going solo to gain more control over work
- Urban escapees: people who opt to live in less stressful geographic areas

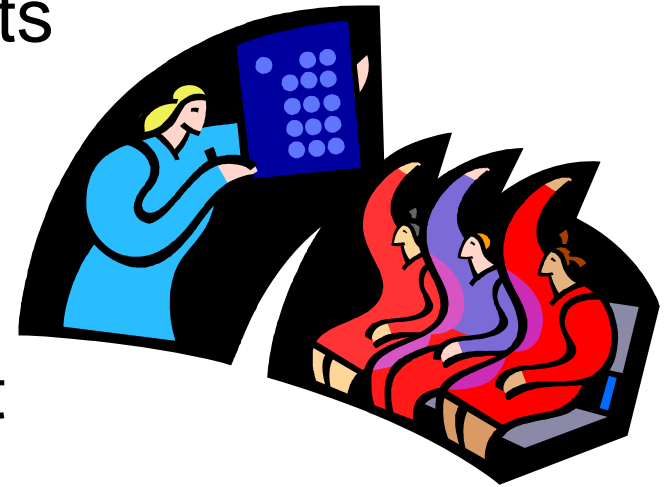


Career Management & Work-Life Integration Course Evaluations and Follow-up Study



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”)



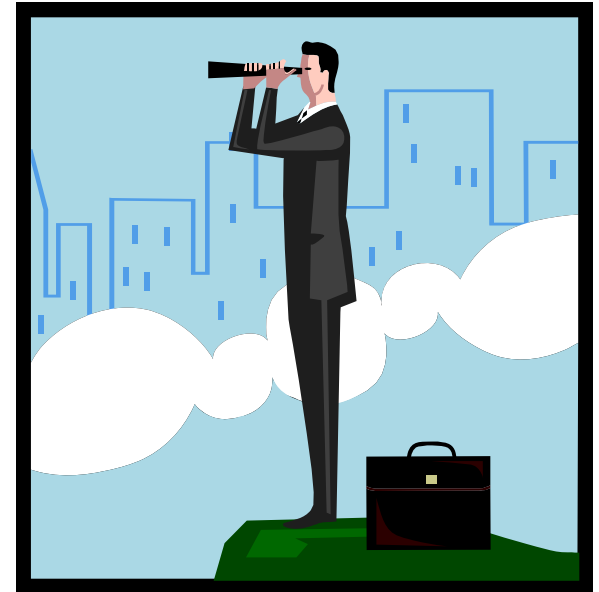
Career Values Card Sort

- Determine relative strength of possible values
- Create five column headers: Always, Often, Sometimes, Seldom and Never Valued
- Sort value cards into appropriate category
- For always valued column, prioritize
- In small groups, share:
 - Highest values
 - Surprises in sorting values



Directions for 10 Years Out

- Your personal vision
- Provides clarity of what's important & why
- Find quiet, comfortable place
- Allow yourself sufficient time to describe future in detail
- Read and reflect on questions
- Create a mental image of your life 10 (or 5) years from today

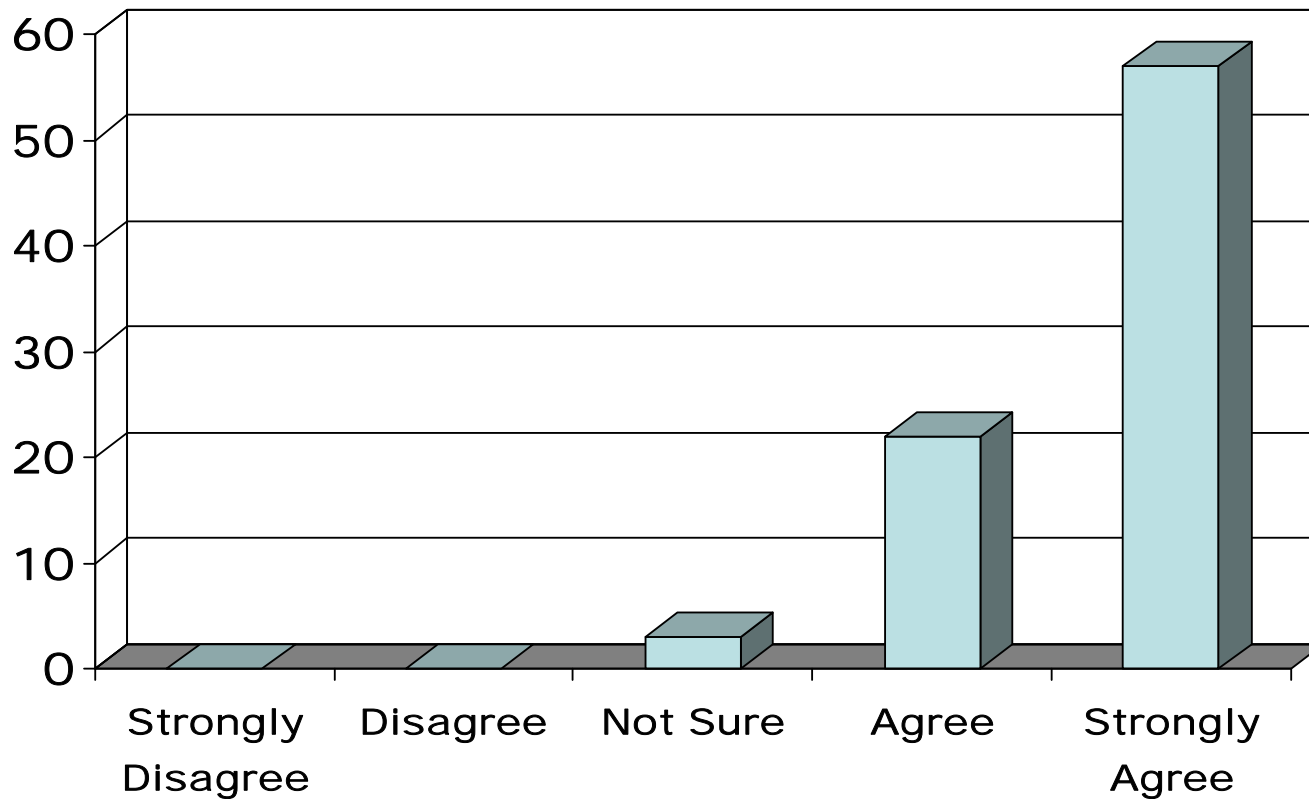


Adaptability: How do I manage my career / life over time?

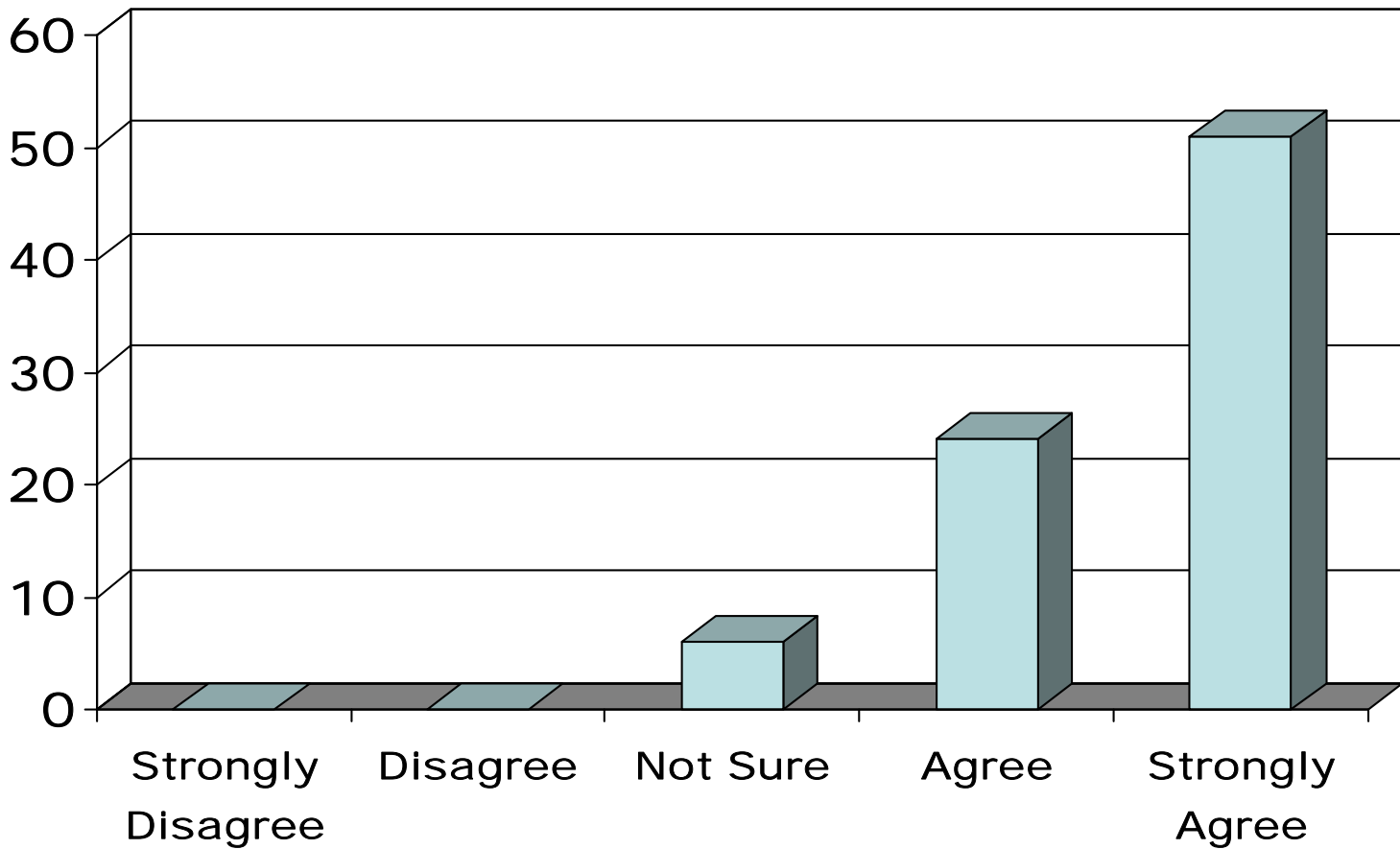
- Finding & pursuing the right opportunities
- Making good career decisions
- Advancement vs. Alternative Career Paths
- Couples & Family Issues
- Flexible Work Arrangements
- Careers over the lifespan
- **Developing a career plan**



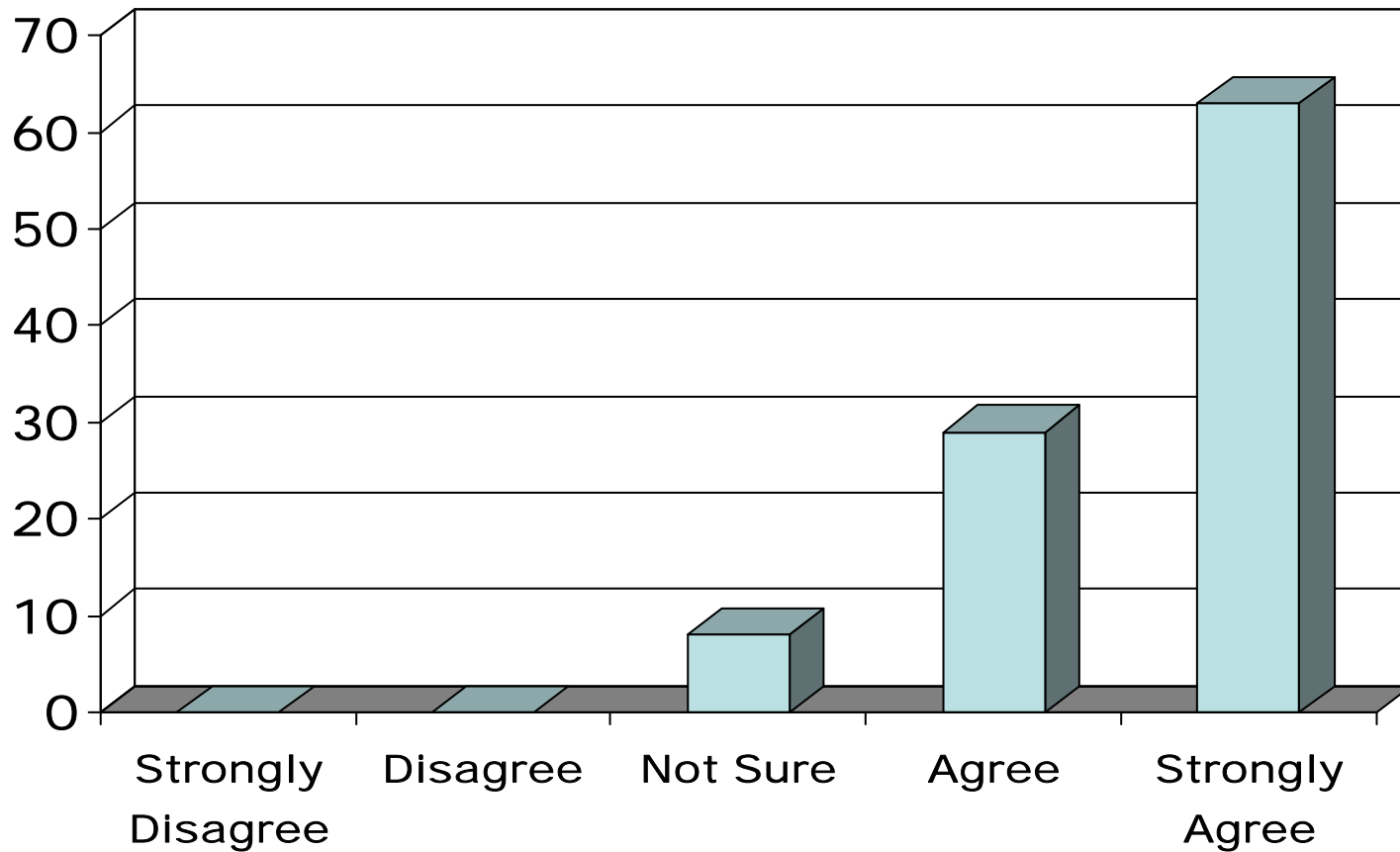
I enjoyed learning subject matter



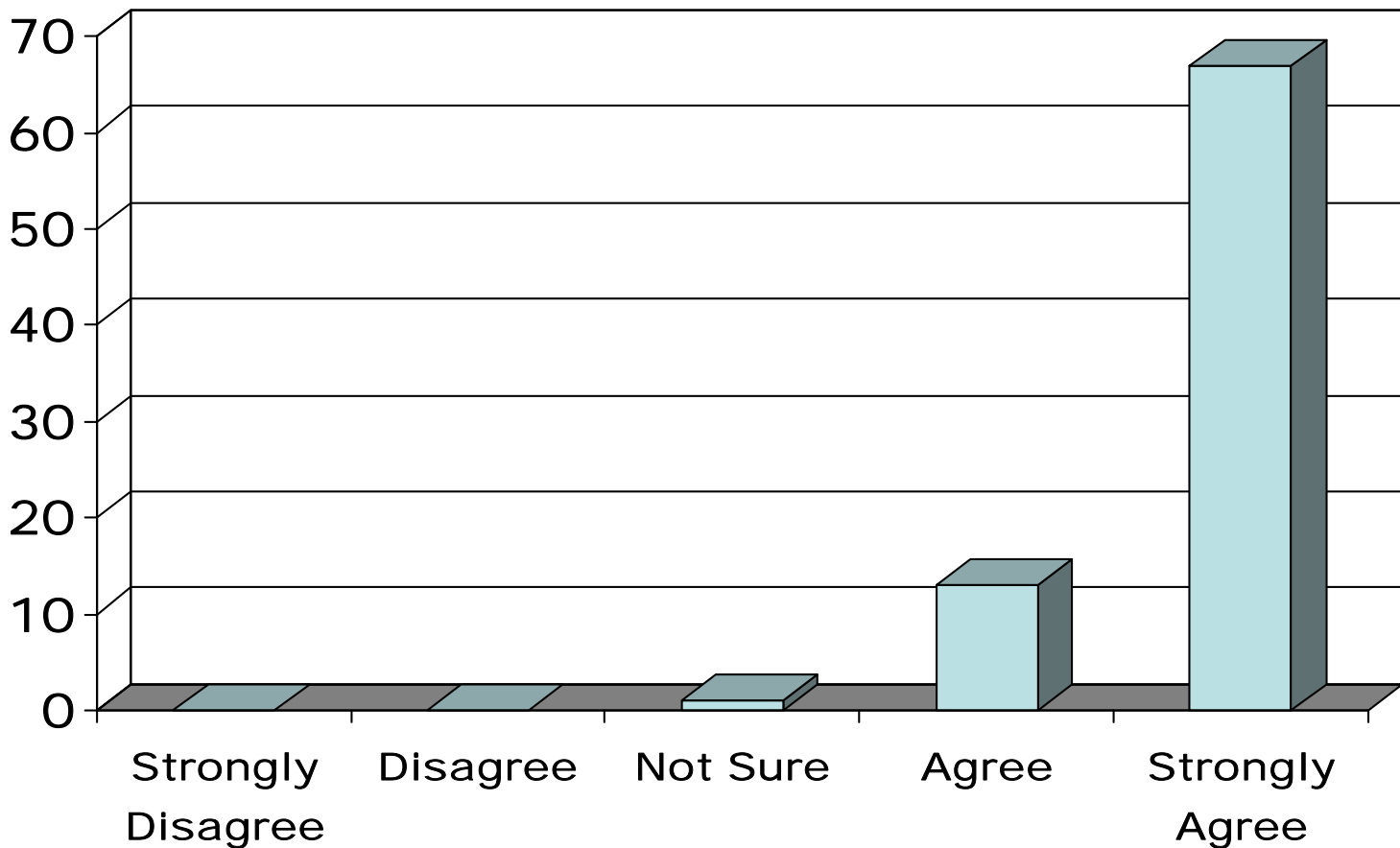
I learned a great deal



Academically valuable course



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

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
- Most people are not trained in how to do this
- Career coaches, educators, line managers all need to help people do this more effectively
- Should be foundational element of all professional training

