

Revised and Enhanced Edition

CAREER MOVES

Be Strategic About Your Future



Caitlin Williams and Annabelle Reitman

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Chapter 5

Progressing Through a T&D Career

Your work is to discover your work and then with all your heart to give yourself to it.

The Buddha

Where are you in your T&D career? Just starting out, advancing within the field, or not far from retirement? No matter what your status is, you need to be able to transition from one professional niche to another. This is part of the process of remaining engaged and challenged in your work. Throughout your career, life circumstances can affect your work performance, necessitate changes in your work life, and modify your professional goals.

You'll need to retain control of constructing your career pathway and understand how to adapt quickly in order to go successfully from point A to point B. As with other career fields, over your working lifetime, expect to experience at least two major career movements or professional shifts, and several minor ones. Some of the modifications are typical adult experiences (advancement); others result from your professional planning (career mobility), personal experiences (parenthood, divorce), or from external actions by others (reorganization). No matter where you are on the pathway from launching your career to approaching the end, the transition process is an important step in a new beginning.

Lakshmi was the first person you met in chapter 4 who is just beginning her T&D career. She is a big “techie” with an instructional design concentration, passion for creating online programs, and interest and ability in foreign language skills. Since she lacks self-confidence, hasn't targeted specific job categories, and is unsure of how

to conduct a job search, Lakshmi will need to do preparations such as: work with a coach, develop a plan of action, and become familiar with the tools and resources of marketing herself.

Change often results in uneasy feelings, even when you initiate the changes or believe they're positive. Movements and shifts alter established professional roles, routines, locations, and responsibilities. Home and personal life can be affected as well. The immediate future is a blank space to be filled in and a need to reset your direction. Appropriate and prompt reaction is called for to produce the change outcomes. Taking responsibility for managing your responses and actions to modifications in your work life, you've taken the first step toward success in your new situation.

Transitions

Change is a fact of life, while transition is a process to undergo and complete a change efficiently and effectively. Just as with other career fields, T&D is affected by several emerging career and workplace trends, as discussed by Hecklinger and Black (2010), including

- You and your “job” are being defined differently—organizations are increasingly seeking individuals who perform specific kinds of work for a specific period of time. Begin thinking of yourself as an entrepreneur who markets specialized talents and expertise for HR projects.
- Develop more adaptive or transferable skills for the workplace—advanced technologies, just-in-time deliverables, leaner profit margins, and the doing-more-with-less reality results in the need for skills such as: teamwork, effective communication, problem solving, and critical thinking to remain a valuable and contributing member of an organization.
- Continuing education and professional development is a lifelong activity—Committing yourself to lifelong learning is essential to remain competitive and marketable. This investment isn't an option, as T&D changes and grows, requiring new and updated knowledge and skills.
- Write your story and define your brand. As you continue down your career pathway and its modifications toward your ultimate T&D goal, your identity will also require updates and additions. Professional shifts and career moves, certifications and degrees, professional volunteering, participation in a mentoring program—all are experiences that affect your professional story and alter your brand.

- Review your options of alternative work patterns. Today, you have more flexibility and choices regarding how and when you work, for example; telecommuting, flex time, and social media resources, allowing you to sustain a better work-life balance status. On one hand, with the collapsing of the organizational chart, fewer opportunities exist for mobility and promotions. However, with the introduction of a career-lattice approach to work progression, you now have another set of options.

Whether the change is big or small, the transition process helps you react in a productive way. This process assists in bringing closure to the old situation, giving you some time and space to reflect, re-energize, and settle into the new situation. It allows you to take control of your feelings, whether positive or negative, and be able to acknowledge the challenges you will be facing. A transition interval enables you to gain a clearer picture of your status, make required decisions, and form a forward-looking mindset and professional image.

Kevin Sheridan, in *Building a Magnetic Culture* (2012), discusses the top 10 engagement drivers affecting your attitudes and feelings about your employer and your work. As you review this listing, think about your priorities and needs:

- recognition: feedback, praise, and awards
- career development: opportunities for advancement, lateral/lattice movements, professional development, continuing education
- supervisory/management leadership abilities: have possibilities to utilize these strengths
- freedom and autonomy: able to connect to organization's strategy and mission, contribute to its success
- job content: flexibility, challenges, utilize skills and knowledge, independence
- management's relationship with employees: understand my strengths and challenges, exchange information, make suggestions
- open and effective communication: direct and regular communication with supervisor
- co-worker satisfaction/cooperation: these people are the "unheralded glue" that make you feel good about working where you are, provide support and chances to relax
- availability of resources to perform job: have the necessary tools, equipment, supplies, training, and space to be as productive as possible
- organizational culture and core/shared values: keeps you grounded with your team, and aligned with the organization's mission.

As stated previously, you initiate many changes due to dissatisfaction, disillusion, or disappointment. One clue to this predicament is your disengagement from work. You'll ask yourself such questions as: Am I really involved with what I am doing? Do I feel fulfilled? Is this job meeting my needs? Am I a clock-watcher and can't wait until I finish for the day?

What drivers do you identify that are important to you but that you don't have? Can you think of other drivers lacking in your work that would increase your engagement? Complete Exercise 5-1 Engagement Survey at the end of this chapter. If you're feeling more and more disengaged from your organization and work, what can you do or initiate to become re-engaged or continue to feel productive? Consider making a change in your T&D work or workplace.

Work Modifications: Career Movements

Career movements are general and common job activities, documenting the expansion, retraction, retreat, and direction of a person's work history. Being aware of and understanding these types of work modifications is key to being in control of:

- managing your professional life
- determining its steps and pathway
- developing a new or revised T&D niche
- selecting specific options and resources for your next move.

Most people go through several work modifications in a lifetime, some of which can be experienced simultaneously, such as a promotion and a transfer, or more than once, such as a new job or reorganization. A record of your work history such as an up-to-date résumé is important for documentation and to review your professional story.

Knowing your possibilities is important when examining career objectives and direction, determining your next steps, and developing an action plan.

Some common career movements in the T&D field include

- working for a new employer
- moving within your present organization
- transferring to a new geographical location
- making professional shifts
- retiring.

Working for a New Employer

The most common work modification is accepting a position with a new employer. Most people will change employers, keeping the same role or with new tasks, five or six times within their work lives. Typical questions asked during this transition interval can include: Do I really know what I am jumping into? Will I lose contact with my former work friends? How quickly and easily will I adjust and become engaged with my new responsibilities and work environment? Will I like and get along with my new manager, team members, and colleagues? More important, how will they react to me? Am I really ready for this change?

In chapter 4, Ric was one of the people you were introduced to, who as a Generation X member feels he needs to still expand his horizon. His employer does not have the same perspective. Ric wants to be challenged, engaged, advancing, and learning new skills. Due to ties to his community and desire to find new employment, decisions need to be made about how to best market himself: this may mean considering other T&D arenas, further professional development or certification, rebundling skill sets, or updating job search tools and resources.

Moving Within Your Present Organization

You need to change your mindset and perspective about how you advance along your T&D path. Most likely, it'll no longer be straight up. One of the most recent trends in organization development, as described in chapter 4, is the reduction of the linear career ladder to the emerging career-lattice movement—a lateral approach to career progression. A career lattice focuses on flexibility, continuous learning and development, and qualifying for a range of positions.

Typical questions asked during this transition interval can include: How will this new position affect my home life? Will I live up to the expectations of my new supervisor? Am I really prepared for this move? How quickly will I adjust and be up and running? When will I feel truly comfortable in my new identity? How will my former colleagues react when they see me?

Two major traditional movements still operate as lateral promotions:

- From a staff member to an administrator or supervisor position: This move prompts major modifications in how you see yourself professionally and how you maintain relationships with colleagues. For example, you can now be supervising team members who are friends, and feel uncomfortable about the altered status; or you may be administrating a project whereby some people don't accept you as their peer. This can be a time of excitement and pride in your achievements being acknowledged—you have crossed over to management. You will need

time to become comfortable with your new professional image and role as well as to successfully meet the new challenges. Some specific questions to ask during this type of transition interval can include: What management or supervisory training do I need? What should I do to gain staff acknowledgement, trust, and acceptance of me in this leadership role? How can I quickly and easily adapt to my new responsibilities and place within the operations?

- From a middle management to an executive position: This promotion is probably the culmination of all your hard work, sacrifices, and efforts. If you are becoming an executive at a rather young age (before 40), reflect on this major change and its impact on your image, role, status, and expectations by you and others. In this position, you now have direct input into the organization's talent strategies and policies. How do you feel about this? Whatever your age, this is a critical move which calls for thinking about the promotion's impact on you and how to sustain satisfaction in your future endeavors. Some specific questions to ask yourself during this transition interval can include: What exciting projects are on the horizon for me? In what ways will I leave a legacy to the organization? How can I forge stronger outside bonds for the organization and a closer community within it? What do I have to look forward to in the future? Joanne's professional story focuses on her ambition and passion. Although she feels that she's ready to move up to an executive position as CLO, she isn't sure how to best prepare and apply for this promotion. She wants to remain with her present employer, as it is a growing organization and she is in sync with its culture and values. Joanne needs to give herself permission to be on the other side of the fence—to seek help rather than to give it. Some viable options include: establish a mentoring relationship, look into hiring a career/résumé coach, seek advice from other CLOs in her network, or talk to a company HR specialist. Joanne will need to decide what type of help will work best for her.

Transferring to a New Geographical Location

In this move, you actually experience several modifications: a new physical living environment, a new work environment, new work responsibilities, and possibly a new organization. During this time, you and your family will make some larger-than-normal adjustments. Facing several unknowns and risks, you and your family may experience much stress, anxiety, and apprehension.

Relocating and settling into new surroundings entails much preparation and many activities. Due to the schedules set by the employer, you may not have a

sufficient period of time to accomplish your personal and work to-do lists. If you have a family, they may need to remain temporarily to complete a school term, complete job assignments, or until new housing arrangements are made. If single, you may be thinking of adjusting to a new life by yourself, and missing your old friends, extended family left behind, and familiar haunts. Typical questions asked during this transition interval can include: How quickly will I adapt to my new work community? What can I do to meet people with similar interests? When will this new location feel like home? Will my family easily settle into new routines and schedules?

Work Modifications: Professional Shifts

At some point, as people pass from early adulthood (their 20s) to middle adulthood (their 30s and 40s) and have accumulated personal and professional experiences, they'll review their lives and work history. Everyone—to some extent—will assess where they began and where they are now, and will re-evaluate where they want to be in the next 10 to 20 years. As a result, career goals and ideal work situations can change. Due to planned experiences and unplanned life events, people grow and develop beyond their original base of interests and capabilities that existed at the start of their careers, and therefore, may experience professional shifts.

Professional shifts are more specific and narrow in scope than career moves. Such shifts refocus how, when, and where workers apply specialized knowledge and expertise. These are often turning points in their career paths.

Five common professional shifts that many T&D specialists consider are

- becoming an entrepreneur
- joining a consulting firm
- crossing over from one specialization to another
- teaching in a T&D or HRD graduate or certification program
- transferring to an outside independent contractor.

Essentially, you have become disengaged from your work and organization; a feeling of “been there, done that” has developed. You're impatient, dissatisfied, and unhappy with the lack of progress with your present employer. This is the time to take control of your career by developing a strategy to regain a sense of fulfillment, satisfaction, and excitement by assessing past and present work situations and envisioning your desired future. At the same time, you need to consider personal and family obligations and responsibilities, present and future ones. What professional shift will fit best with your circumstances today and beyond?

A key element for success in this work modification is to carefully develop a plan of action for this shift. As you carry out the steps and move closer to making the actual shift, review your present professional story and image. You'll need to revise your basic marketing tools to reflect the new and growing professional interests, work arena, and direction.

Typical questions asked during this transition interval can include: Why do I want to make a professional shift and how clear am I about this change? How much am I willing to risk? What support do I need from family, friends, and colleagues? What and how much preparation do I need to do, such as professional development, business plans, marketing strategy, and networking activities? How has my ideal job and work environment changed? What happens if I fail?

Any one of these professional shifts can be a major change in your life, leading you to once again be passionate, challenged, and engaged in your T&D work. Which one will you choose for your next step?

Becoming an Entrepreneur

Some people believe that they have enough experience and expertise to start a business or a consulting service. They may have established a reputation by having their own blog, creating a LinkedIn profile, being active in local professional chapters, publishing, and doing speaking engagements. The idea of being your own boss is very appealing and stimulating. A basic decision is to start it part-time while continuing to work full-time, or to resign and devote full-time to initiating your entrepreneurship planning and activities.

Joining a Consulting Firm

For people who are not ready or willing to assume all of the risk, or if you need the guarantee of a steady income level, this is a viable option. If you have a specialized knowledge or in-depth expertise, such as IT experience, healthcare, instructional design, coaching, multigenerational concerns, or e-learning technology, then you may find yourself in high demand.

Crossing Over From One Specialization to Another

This shift has three options: changing to or adding a new AOE, changing your work setting within an industry, or changing the industry in which you work. To reposition yourself, it will be necessary to target your résumé in a functional rather than a

chronological format. It should focus on your professional story and image for the future by highlighting achievements and successes that illustrate your qualifications for the new direction of your T&D career.

Teaching in a T&D or HRD Graduate or Certification Program

Teaching full- or part-time is an option if you have a doctorate degree, an in-depth specialization, and an interest in research. If you think you would enjoy a professorial lifestyle, then look to join a higher education institution. However, you could also conduct certification courses such as the ones sponsored by ASTD and other professional associations. This is a growing arena for T&D specialists who want to contribute to their colleagues' professional development, give back to the HRD community, and aren't interested in academia. Teaching is one way of using curriculum design and delivery skills in a different work setting.

Becoming an Independent Contractor

Independent contract work is a good option when someone wants to take some time off before making a decision about what to do next, such as return to graduate school or gain some specific experience or skills. Signing on with a temp services agency specializing in short-term T&D assignments is a way to create some breathing space, try out various work environments and practice areas, and build up a résumé while keeping an income flow.

Retirement

Almost everyone brings closure to a work life. However, today, due to economic and financial situations, more people are postponing retiring. Nevertheless, the desire still exists to be productive, engaged, and to contribute to the organization. These workers may reduce their work hours or responsibilities, but they still want to make a difference.

If you are a Boomer (born between 1946 and 1964), but are not ready to leave the workplace yet, think about what you still would like to accomplish as a T&D specialist. Do you want to document your organizational knowledge and experience for those who come after you? Mentor some of the new T&D talent? Give back to the community through an organization-sponsored service program?

Still, an official retirement day will come. It's quite common for people not to give much serious advanced thought to what they will do when they no longer need to report to work five days a week. Typical questions asked during this transition interval can include: What do I do now with the extra time in my life? What's my

identity at this stage of my life? What have I always wanted to do or learn? Do I (and spouse) want to move to a retirement community, live closer to family, or live in a warmer location?

Semi-Retirement

One option that is becoming more popular is “semi-retirement” careers. In *Second-Act Careers*, Nancy Collamer states, “We (Boomers) intend to work—but this time around, we want to be able to do so on our own terms, on our own timetable, and in our own way. This time we plan to call the shots” (2013). Whether due to need, desire, or a combination of both, many Boomers are or will be searching for ways to rebundle their skills, knowledge, and interests, designing a new and more relevant work mode and format.

For T&D professionals, this could mean considering one or more of the above listed professional shifts that can fit a part-time schedule, such as independent contract work or teaching. Other shifts can provide flexibility and independence, such as consulting and entrepreneurship. Another possibility is using your T&D background as a volunteer for a nonprofit organization. This is the time to follow your passion.

Kevin, our case study who is nearing retirement but wants to continue work, is a good candidate for semi-retirement. He’s presently burned-out, disengaged from his work, dissatisfied with his employer, and yet he needs to continue earning an income. He’d like to continue in the T&D field with training, which is a good option for Kevin as a “second-act” career. Looking for a position either in a consulting firm or temp service agency are good choices. Kevin can also consider returning to teaching in a graduate or certificate program. Whatever his decision, he will need to enroll in some continuing education or professional development courses or workshops to update his skill sets and technology knowledge.

Relationship Between Transition Intervals and Career Paths

A career line illustrates your work history. The path it takes traces the overall direction of your work experiences—the unique steps, pace, and the extent of your work story. Transitions mark the specific and individualized ways and changes that have shaped your T&D career. Careers can follow different paths:

- **Vertical:** The most traditional path moves straight upward, representing advancement, increased responsibility, and authority. However, this advancement pathway is being replaced by a career-lattice option.

- **Career Lattice:** Introduced previously, this path is more dynamic and stable than a linear one. Crisscrossing an organization provides opportunities to move to emerging jobs, try out a new area, or depart from stagnant departments.
- **Horizontal:** A lateral move occurs with a desire for more variety in tasks, increased breadth of experience, or new challenges without a promotion.
- **Cyclical:** This path comprises a succession of spirals made to learn new skills or competencies to eventually move to new employment or make a professional shift. Spirals can go in any direction at one organization or can consist of several assignments received from a professional temp agency. You usually return to home base—either your permanent position or the temp agency—before taking on another assignment.
- **Leveled:** A leveled career line is no longer in movement, has stabilized, or reached a plateau. If job engagement is lacking, you are considered to be in a rut or burned-out, such as Kevin.

With each new, deleted, or expanded activity appearing on a career line, a change occurs, thereby causing a transition interval. Your perspective on HRD/business trends, new T&D developments, and satisfaction with your present job situation as well as your ultimate career goals, all influence specific career moves and professional shifts you make and your attitude toward the ensuing transitional experiences.

Work modifications create a temporary blank space in your future that demands time to establish new perceptions of yourself, revising your self-image. Essentially, a transition interval allows you to reconfigure your identity, roles, relationships, and routines. Sometimes this is a major makeover, and sometimes it's minor alterations.

Focus on how these self-defining reference points need to be reshaped:

- **Changing identities:** How would you describe your present professional self? How much or in what ways will this identity change? How do you think others will see you?
- **Changing roles:** What will you be doing that will be new, or if it is the same, how will it be performed in a different way, or with less or more frequency? How will the career move or professional shift affect involvement—at home, or in social and leisure activities? How do others see you functioning, according to comments or remarks said directly to you?
- **Changing relationships:** In what ways will your connections or associations with people at work and with family and friends change?
- **Changing routines:** In what ways will your present home, personal, and work practices and activities be altered, readjusted, or replaced? Are you flexible and do you welcome change, or do you like things to remain the same?

In other words, what will your story be like now? What existing elements will remain relevant? What new elements need to be integrated?

Characteristics of Successful Transitions

To experience a transition interval effectively and efficiently depends on your internal strengths and adaptive responses to change. These are six key success factors:

- Willingness to take a risk or take the plunge: Think positively about the outcomes, which lessens your anxiety about the uncertainty or gamble involved.
- Openness to facing the unknown, entering uncharted territory, dealing with new situations: Prepare by gathering information, setting goals, and making plans.
- Ability to direct, assess, and manage yourself: Self-confidence and self-esteem are solid, and you're able to make decisions and anticipate changes in identities and roles.
- Acknowledgement and sharing of your feelings about these work modifications: Communicate to your network that you are ready to re-establish control over your career, your future, and that you look forward to what life holds for you.
- Development of a support system with people you can rely on for encouragement, resources, and help: Be willing to ask family, friends, and colleagues to be members of this group during your transition interval.
- Competency to deal with stress, frustration, tension, worries: Use appropriate coping methods to stay focused, remain adaptable, have flexibility, and initiate time management.

Think about how these success factors can apply to your identified career move or professional shift. Typical questions to ask regarding how these characteristics can apply to a specific transition interval can include: How relevant is each success factor to my passage through this transition? How can I assess my skills in managing each one? To proceed to the next steps of my career path, can I bundle these factors into an action strategy for the transition interval?

The next chapter presents a key component of good career management strategy: a professional design plan, incorporating your description of satisfying and engaging work, plus your ideal professional image. This is your lodestar, especially as you initiate and experience work modifications, to keep you on track and focused toward the future.

Chapter Highlights

What have you learned? How can this information be applied to your career goals and professional dreams?

- Kevin Sheridan discusses the top 10 engagement drivers; list five of the 10 that are relevant to you. (See his listing on page 91.)
 - Career moves are general and common job activities; list the five most common ones and identify the one or two career moves you are most likely to make within the next three years.
 - Usually progressing through an organization has been linear; however, the most recent trend is diagonally, known as _____. Do you think this type of move is a possibility for you? Yes_____ No_____
 - Professional shifts are more specific and narrow in scope than career moves; list the five professional shifts discussed and identify the one career move you are most likely to make within the next two years. (See career moves discussed on pages 92–94, and professional shifts discussed on pages 95–98.)
 - People aren't fully retiring, but will continue to work in a status called _____. When the time comes for you to "officially" retire, do you think you will continue to work in some fashion? Yes_____ No_____
 - List the six characteristics of successful transitions, and check off those skills you possess and those you would need to improve or obtain.
1. _____
 2. _____
 3. _____
 4. _____
 5. _____
 6. _____

Exercise 5-1: Work Engagement Considerations

Exercise 5-1 is adapted from the *Infoline*, "Talent Engagement Across the Generations." Directions: Review the following list of work engagement considerations to develop a picture of your level of work engagement: Check off those you feel are presently in operation for your organization and job.

1. Attitudes Toward Employees

- Employees are treated fairly by management.
- Promotion and advancement are always consistent.
- Job promotions and raises are awarded on merit.
- Policies concerning employees are administered objectively.
- The organization's culture promotes employee well-being and happiness.
- People (no matter what level) are treated fairly and respectfully.

2. Communication

- Communication is encouraged and supported by the culture.
- My manager believes in sharing information.
- Senior management communicates often with employees.
- Co-workers are willing to share information.

3. Customer-Service Oriented

- Employees are directly responsible for their quality of work.
- The quality of products and services are very important to this organization.
- Strict criterion for excellence is established and maintained.
- The organization understands its customers' needs.
- The organization is strongly focused on providing customer service.
- The organization considers customer needs as a top priority.

4. Feedback

- Meaningful feedback is given with improvement suggestions.
- Performance reviews are constructive and encouraging.
- Reviews are regularly scheduled and are two-way discussions.
- I participate in the goal-setting process, including timelines.
- Evaluations are fair and appropriate and allow for self-review.
- My manager gives praise and recognition for exceeding goals.
- I am recognized and rewarded for outstanding performances.

5. Income and Benefits

- Earnings are compensative for the position and responsibilities.
- Income is competitive with what I would receive elsewhere.
- Benefits compare to those offered by other organizations.
- I am familiar with the value of my benefits package.
- The benefits package provides sufficiently for family needs and my own.

6. Individual Differences and Diversity

- People who challenge the status quo are valued.
- I can disagree with my supervisor and feel comfortable doing it.
- I feel free sharing my opinions with my colleagues.
- The organization strives to attract, develop, and retain people with diverse backgrounds.
- The organization appreciates employees with different ideas and styles.
- Co-workers and management listen carefully to my ideas and opinions.

7. Growth Opportunities

- A variety of options are available for professional growth and development.
- In-house training and outside learning activities are accessible.
- My manager takes an interest in my professional development and advancement.
- Tuition reimbursements are part of the benefits package.
- Learning from my mistakes is encouraged.
- Work is challenging and interesting.
- Work is fulfilling.
- High performance is acknowledged and rewarded.
- There are opportunities to work with a career or executive coach.
- The organization offers a mentoring program.

8. Mission and Goals

- My priorities and goals are a good match for the mission and the goals of this organization.
- I can see how my efforts directly contribute to the organization's overall growth and success.
- I feel my job supports the accomplishment of the organization's mission.
- My supervisor provides regular information about the organization's mission and goals.
- I understand and agree with the organization's strategic goals.
- Doing my job well provides a sense of personal and professional satisfaction.

9. Respect for Employees

- My manager always treats me with respect.
- My manager sincerely listens to my concerns and problems.
- My organization appreciates my achievements.
- My manager is fair and equitable in granting my requests.
- The organization values my talents and skills.
- My co-workers care about me as a person.

10. Respect for Management

- I respect the senior leaders of this organization.
- I respect my supervisor as a competent professional.
- Talent is viewed as an asset by the organization.
- Senior managers and executives demonstrate strong leadership skills.
- I am very satisfied with my direct manager and her work style.

11. Teamwork

- Teamwork is encouraged and practiced in this organization.
- A strong feeling exists of teamwork and cooperation in this organization.

12. Work-Life Balance: Stress and Work Pace

- The organization fosters retaining a work and personal life balance.
- My manager agrees with a work-life balance belief.
- I am able to meet my job and family responsibilities.
- I have choices in my work schedule such as flex time and working from home.
- Work pace enables me to meet expected and required results.
- The amount of work I am asked to do is realistic and reasonable.
- The organization has reasonable expectations of its employees.
- My job does not create unreasonable amounts of stress in my life.

13. Workplace Resources

- I have the needed resources to complete tasks efficiently and effectively.
- The newest technology available allows me to meet work objectives and timelines.
- The workplace is maintained and has a warm, friendly feel.
- I have a nice, roomy, physically comfortable workspace.
- The workplace includes areas to relax, eat, exercise, and socialize.
- I feel safe in this workplace, even when working overtime.

Other topics and questions may be considered for inclusion.

Reactions to responses:

How do you feel about the results? Were the results what you expected to learn? Did you have any surprising results? If so, describe them. Will you take any actions as a result from what you learned about your work engagement situation? Explain.
