# **Career Development: Chapter 4**

Main objective of this chapter:

To acquaint the students with the importance of career development

Instructional Objectives After completing this module, you should be able to:

Describe professional career development

Outline the stages of career development

List professional talents

(Just a read)

Force yourself to set aside time. When things get busy, time for strategic thinking is almost always the first to go. “Planning sessions” seem amorphous, and the ROI is uncertain. But going for months or years without regular introspection can lead you down a professional path that you didn’t intend to be on. Instead, force yourself to make time for strategic reflection. Just as you’re more likely to go to the gym if you have plans to meet a workout buddy, you can use the same technique to enforce discipline around strategic thinking. Identify several trusted colleagues and start a mastermind group to meet regularly, discuss big picture goals, and hold each other accountable for meeting them. Having others whom you trust challenge your thinking can open up new ideas and possibilities you hadn’t previously considered.

Get clear on your next steps. Getting clarity around your professional goals — such as being promoted to SVP, starting your own business, or running the Asia/Pacific region — is only the first step. The place where many professionals fall down is identifying the pathway to get from here to there. As I described in “A Campaign Strategy for Your Career,” one technique you can use is “pre-writing your resume.” In this exercise, you put yourself five years into the future and write your resume as you envision it, including your new title and exact job responsibilities. The trick is that you also have to fill in the intervening five years, which prompts you to reflect on what specific skills you’ll need to develop in the interim, what degrees or accreditations you may need to earn, and what promotional path you’ll need to pursue in order to get there. Understanding that helps force your thinking and ensure that you’re taking the right steps (if a masters degree is required for a position you want in three years, you better start applying now).

You and Your Team Series

Thinking Strategically

John Sullivan

Invest in deep work. It can be tempting to invest your time the same way everyone else does — putting in face time at the office, or racing to respond to emails the fastest. At lower levels, that might mark employees as “go-getters.” But as you ascend in the organization, the ability to jump higher and faster becomes less important. Instead, what marks you as successful over time is creating in-depth, valuable projects — whether that’s writing a book or a brilliant new piece of code, spearheading the launch of a promising product, or undertaking a meaningful initiative, like reorganizing the company’s performance review system. That involves a shift from staccato, reactive work into more self-directed, long-term projects (“Deep Work,” as author and professor Cal Newport puts it). Many professionals don’t seek this work out, as there’s no immediate ROI — but the long-term benefits and recognition are substantial.

Build your external reputation. A study by Wharton professor Matthew Bidwell showed that external hires into a company get paid 18-20% more than internal workers who are promoted into similar jobs. (Gratingly, they also perform worse for the first two years.) That’s patently unjust, but it points to an important truth: professionals are often taken for granted inside their own organizations. That doesn’t mean you should jump ship every few years. But it does point to the fact that, even if you’d like to stay at the same company, it’s important to cultivate a strong external reputation so that you have opportunities if you want them, and to remind your boss and colleagues that your abilities are sought after and appreciated by others. Blogging for industry journals, applying to speak at conferences, and taking on a leadership role in your professional association are all great ways to stay visible in your field — both to outsiders and those inside your company who need to be reminded of your talents.

Taking time to think about your career development is obviously important, but it’s almost never urgent, so many professionals fail to take action, year after year. By focusing on these four steps, you can begin to carve out time to be more deliberate, and lay the groundwork for the job you want — five years from now, and beyond.)

(i) Introduction to Career Development

It is the life-long pursuit of managing learning, work, leisure, and transitions in order to move forward to a personally determined and preferred future.

It refers to a set of programs designed to match an individual's needs, abilities, and career goals with current and future opportunities in the organization. Since career development focuses on future opportunities, it has essentially a long-term orientation.

(ii) What is a career?

• A career is often composed of the jobs held, titles earned, and work accomplished over a long period of time

•Some employees stay with one job during their career

•Others change jobs more frequently

• Synonyms: occupation, trade, profession or vocation

It is the progress and actions taken by a person throughout a lifetime, especially those related to that person's occupations. A career is often composed of the jobs held, titles earned and work accomplished over a long period of time, rather than just referring to one position.

(iii) Individual Career Development

Career development can be defined as the proactive planning and implementation of action steps towards achieving career goals.

Individual Career Development. Career development reflects an individual's vision, goals, motivation, and approaches to learning. It addresses the possibility of an overall career path as opposed to focusing only on the current job.

(v) Steps in Individual Career Development

* Performance :  A formal approach taken by an organization to help its people acquire the skills and experiences needed to perform current and future jobs is termed as career development. Company’s policies especially policies regarding promotion, counseling the employees, opportunities to excel in future help employees to develop their career. Career development consists of skills, education and experiences as well as behavioral modification and refinement techniques that allow individuals to work better and add value.
* Exposure:

Use these strategies to boost your visibility:

* Speak up in meetings.
* Strengthen your relationship with your boss.
* Ask for high-visibility projects.
* Volunteer to represent your team.
* Participate in learning opportunities.
* Demonstrate your expertise.
* Form a Mastermind Group.
* Grow your network.
* Networking : From senior colleagues to mentors from past educational or professional opportunities, chances are you already know people who can help you learn more about the field you’re hoping to enter or advance in. Ask questions, take people out for coffee, reconnect online, and attend local career fairs in search of advice and behind-the-scenes insights. Your friends and co-workers can’t help you find it if they don’t know what you’re looking for!
* Leveraging: Once you’re aware of these personal strengths, think outside the box to match them with your company’s needs. Instead of sorting people into specific roles or territories, consider moving them around by project or client, according to their strengths. This allows you to decentralize the decision-making process, allowing people to make important decisions in their areas of strength.
* Career Loyalty : People naturally want to surround themselves with people they trust. Developing trust takes time and consistent effort. Trust goes two ways: you need to behave in such a way that people will trust you will do what you say. And equally important, you need to trust others.
* Mentors and Sponsors : Develop mentoring relationships, either inside or outside of your company. Recent studies have shown that four out of five promotions are influenced by a mentor higher up in the company. Mentors are also great sources of information and career guidance. The perfect mentor is someone who works well with you and who has the experience and success you seek.

“A mentor will talk with you, but a sponsor will talk about you.”Mentors help you “skill up,” whereas sponsors help you move up. Having the support of a sponsor is like having a safety net, allowing you to confidently take risks like asking for a stretch assignment or a promotion. They provide a protective bubble and can shield you from organizational change like reorganizations or layoffs. And they bring your name up in those high-level talent development discussions that take place behind closed doors. If your career is moving forward, chances are there’s a sponsor behind the scenes, pulling strings on your behalf.

* Key subordinates :   Seek more direction in your professional career from subordinates, setting goals may be a good first step to improve focus and work performance.
* Expand ability:  A proven way to advance in your career is to be continually acquiring new knowledge. Stay on top of trends or developments in your field and make sure that your current rêsumê reflects those needed skills. Take specific actions to improve your skills. Look for opportunities for training. Read books. Read blogs. Make an effort to learn new skills and practice them as much as you can in your current job. Always remember these words "If you are not moving forward, you are moving backward."

(vi) Career Mistakes to Avoid

Lack of planning: So, the absence of a career plan is going to make a big difference to both the employees and the organization. Employees do not get right breaks at a right time; their morale will be low and they are always on their toes trying to find escape routes. mean additional selection and training costs. Set goals and keep learning.

Lack of expectations: First of all understand what an employee must expect:

What are employee expectations?

* Display a positive and respectful attitude.
* Work with honesty and integrity.
* Represent the organization in a responsible manner.
* Perform their jobs to a reasonable, acceptable standard.
* Maintain good attendance.
* Conduct themselves in a professional manner, even when off duty.

Working in a silo: A silo mentality is a reluctance to share information with employees of different divisions in the same company. This attitude is seen as reducing the organization's efficiency and, at worst, contributing to a damaged corporate culture.

Here are six strategies that can help break down silos and foster greater cross-functional collaboration across the entire organization:

1. Communicate a Unified Vision. ...
2. Create Shared Accountabilities. ...
3. Bring Teams Together. ...
4. Get Leaders On Board. ...
5. Incorporate Collaboration Tools. ...
6. Shift Mindsets and Behavior with Training.

Waffling Nitpicking Covering up

Waffling means to talk or write a lot without giving any useful information or any clear answers: If you don't know the answer, it's no good just waffling (on) for pages and pages. Ways of talking. beg the question idiom.

nitpicking. (nɪtpɪkɪŋ ) also nit-picking. uncountable noun. If you refer to someone's opinion as nitpicking, you disapprove of the fact that it concentrates on small and unimportant details, especially to try and find fault with something. [disapproval]

How do you deal with nitpickers?

1. Make them feel like they're know it all coworkers (even if they aren't)
2. Keep your own work-life balance.
3. Respect them for persistence, detail-orientation but leave the place for time off.
4. Don't feel guilty about taking care of yourself.
5. Show collaboration rather than individual approach.

What does it mean to cover for someone at work?

(cover for someone) to do someone's work while they are away or ill.

(vii) Symptoms of Being in the Wrong Job

Frequent job hopping

You are still hunting for the right job

Unhappy with what you are doing

You are stressed at the thought of going to work

Getting attracted to various other jobs

You find that other companies pay better for the same role

Some more Signs That You're Probably Bad In Your Job

1. You Keep Getting Left Out. ...
2. Your Boss Avoids You. ...
3. Your Workload Gets Lighter. ...
4. You Receive Less Important Assignments. ...
5. You Feel Overwhelmed Despite a Light Workload. ...
6. You Remain at Your Job Level for a Long Time. ...
7. You Start to See Other Employees Taking Over Your Work. ...
8. You See More IT or HR Restrictions.

# Self Assessment - Identifying Your Professional Talents

Introduction:

Values

Interest

Personality

Skill

(ii) Self Assessment Tools:

1)Myers-Briggs: yers-Briggs Type Indicator® is a psychological assessment; it is restricted for use by certified professionals.

The Myers–Briggs Type Indicator (MBTI) is an introspective self-report questionnaire indicating differing psychological preferences in how people perceive the world and make decisions. The original versions of the MBTI were constructed by two Americans, Katharine Cook Briggs and her daughter Isabel Briggs Myers.

Big Five: <https://www.truity.com/test/big-five-personality-test>

Five Factor model test

## Featured snippet from the web

This test uses the Big-Five Factor Markers from the International Personality Item Pool, developed by Goldberg (1992). Procedure. The test consists of fifty items that you must rate on how true they are about you on a five point scale where 1=Disagree, 3=Neutral and 5=Agree. It takes most people 3-8 minutes to complete

Holland Code: Holland Codes and the abbreviation RIASEC refer to John Holland's six personality types: Realistic, Investigative, Artistic, Social, Enterprising and Conventional. Career Key organizes and scientifically classifies careers, college majors, career clusters, and career pathways by these personality types.

<https://www.onlinepersonalitytests.org/riasec/>

Keirsey Temperament Sorter: The Keirsey Temperament Sorter is a self-assessed personality questionnaire designed to help people better understand themselves and others.

<https://www.keirsey.com/>

MyPlan.com :MyPlan.com is an online career information resource designed to assist students and alumni with exploring their academic and career options

<https://www.myplan.com/>

iSeek “Clusters”: ISEEK is Minnesota's comprehensive career, education, and job resource website. The career cluster test will asses your activities, personal qualities and school subjects to recommend career clusters that may fit your interests.

16personalities:

[Free Personality Test | 16Personalities](http://Free Personality Test | 16Personalitieswww.16personalities.com › free-personality-test)

[www.16personalities.com › free-personality-test](http://Free Personality Test | 16Personalitieswww.16personalities.com › free-personality-test)

Extensive, research-backed profiles of 16 personality types: l

PI Behavioural Assessment: The PI Behavioral Assessment is a short personality test by Predictive Index that aims to assess the way you interact and influence people, how you deal with rules and structure, and how you prefer to take in information. ... Test Time – While the test is officially untimed, it should take you 5-10 minutes to complete

[www.12minprep.com › pi cognitive assessment](http://www.12minprep.com › pi cognitive assessment)

# (iii) Career Development Plan

A career development plan is essential for the following reasons:

It works positively for your growth

It will increase your income

It removes distractions

It increases your self confidence

Accelerates career growth

he purpose of a career development plan is to help you reach your goals. Everyone has aspirations in life and specific levels they would like to reach. Part of the planning process actually entails you, developing specific career goals and mapping out a course on how to best reach them.

(iv) Career Development Process

Discover Your Path

Explore Your Options

Find Internships/ Jobs

Further Education

Launch Your Career

Launch Your Career

Some more pointers:

1. Understanding yourself: This means knowing your skills and competences but it also about realizing your values, your personality, your aptitudes and your interests. The perfect job will be a job where all of these factors are fulfilled, but in reality, we sometimes have to compromise because the different factors collide.
2. Exploring your options: In order for you to make a career move, you need to have an understanding of what your possibilities are. This means learning about different occupations which fit with your self assessment in step 1. You can explore your options by looking at job descriptions, participating in career fairs, research what people with a similar background as yours are doing and look into as many different kinds of jobs, so you know what your options are. You can read more about the most common career paths for young researchers [here](https://phd.au.dk/for-current-phd-students/career/career-paths/career-paths-for-young-researchers/).
3. Make a decision: By now, you will have an understanding of yourself and of the many options out there, so the natural next step is to make a decision about the direction(s) you would like to pursue. Consider thoroughly what these jobs entail and what the requirements are so that you know how you match and where possible shortcomings are.
4. Take action: During this step you will be making an action plan for how to reach a goal(s) you have identified through the other 3 steps. Whether it is on paper or in your head is up to you, but the important part is that you consider how you will reach your goal(s). These goals can be developing a skill, taking a course, building a network or other possible goals that you have realized that you need in order to make the career move you want. But it may also be taking action with regards to actually getting the job you want. In this case your plan should include finding concrete jobs and potential employers, activating your network, writing CVs and cover letters, updating your LinkedIn profile etc. so your reach your goal of getting your next job.  
     
   To help you with the different steps in this process, we recommend using the tools in the left hand side, which can help you identify your skills, interests and values as well as possible knowledge gaps. We also recommend discussing your career ideas with your supervisor/PI and of course to look at the different services, activities and individual counselling offered by the career service.

(v) Six Ways to Make Yourself Indispensable at Work

Demand

Ability

Irreplaceability

Focus

Connection

Authority

4.1.2.4 Tips for Career Development

•Keep your resume up-to-date

•Become a member of professional association

•Find amentor

•Keep a win list

•Mark your areas for improvement

•Learn something new everyday

•Become indispensable, etc

Some more pointers:

1. Set goals and create a plan to achieve them. Could your career development and management use help to gain momentum? People who are the most successful and satisfied in their careers have proactively determined what they want from work.
2. Develop a timeline, including milestones. Bringing your boss and their sponsorship and mentoring into the picture will ensure that you have an internal mentor who will help you manage your career.
3. Utilize company programs. Some companies have formal programs to help employees develop their careers. In others, you will need to informally pursue your career development. Companies with programs generally focus energy on helping employees develop and follow a [career path](https://www.thebalancecareers.com/career-pathing-1918080).
4. Own your career path. A career path can be discussed at several bi-annual meetings with your boss. Some companies demonstrate a deep commitment to their employees by assisting where possible with resources of time and dollars. However, remember that it is your career path.
5. Write it down. Career paths are recommended for the same reason that goals are recommended. They are the written plan that can help each employee take charge of what is most important to his or her fulfillment and success. Without a plan, you can feel rudderless and you have no benchmark against which you can measure your progress.

Summary

Career development consists of one’s personal actions in order to achieve a career plan.

As a professional, you are defined, recognized, and respected by your profession.

Career development is the proactive planning and implementation of action steps towards achieving career goals.

Career progress and development are largely defined by an individual

Self-assessment is the process of assessing one’s value in terms of employability

An employee’s value falls on a continuum of someone the organization cannot function without to someone who can easily be dispensed with.