

**Up is not
the only way**



***Rethinking
Career Mobility***

Beverly Kaye | Lindy Williams | Lynn Cowart

CAREER SYSTEMS INTERNATIONAL

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Praise for *Up Is Not the Only Way*

“This book is a refreshing take on a topic of interest to nearly everyone. Like a multifaceted diamond, it gives light in many directions.”

—**Jack Zenger, CEO, Zenger Folkman, and bestselling coauthor of *The Extraordinary Leader and Speed***

“One responsibility of all leaders is to grow the talent on their team. This book suggests an array of mobility conversations and will help any leader feel more comfortable with that conversation.”

—**Rosabeth Moss Kanter, Professor, Harvard Business School, and Chair and Director, Harvard University Advanced Leadership Initiative**

“Helping people grow should be in the job description of every leader at every level. This book makes it easier for both managers and direct reports to talk about career development.”

—**Ken Blanchard, coauthor of *The New One Minute Manager®* and *One Minute Mentoring***

“Filled with one ‘aha!’ moment after another, this book inspires and educates. It teaches us that career success is not one-size-fits-all. You’ll never think of your career in the same way again.”

—**Marshall Goldsmith, international bestselling author of *What Got You Here Won’t Get You There and Triggers***

“A lively, compelling read that voices work/life considerations. It hits the mark with powerful examples of career mobility options that can drive tremendous personal as well as professional satisfaction.”

—**Ed Tetrault, Senior Vice President and Chief Human Resources Officer, Apex Tool Group**

“The authors provide valuable insights and practical approaches for meaningful career discussions.”

—**Tamar Elkeles, PhD, Chief Talent Executive, Atlantic Bridge Capital, LLC**

“We have leveraged the concepts from this book to create a strategic talent development approach for our organization that works!”

—**Joel Tobin, Vice President, Talent Acquisition and Development, Catalent Pharma Solutions**

“This book will open your eyes to the landscape of possibilities beyond what lies ahead—for yourself, your employees, and your organization.”

—**Sue Padernacht, Chief Learning Officer and Vice President, Talent and Organization Development, Tribune Online Content**

“No talent strategy can be complete without the proper attention on how employees can grow within their current organizations. Written in a practical manner, this book offers great ideas.”

—**Jayne Johnson, Vice President, Global Organization and Leadership Development, Vertex Pharmaceuticals**

“This book speaks to both the employee and the manager, recognizing that a career conversation is a two-way dialogue.”

—**Meribeth Germino, Principal Executive Development Consultant, Genentech**

“Today, lateral moves, stretch assignments, and career resets are all part of the lifelong journey toward professional success and personal fulfillment. This book is an invaluable tool in helping people navigate this complex new landscape.”

—**Sekhar Ramaswamy, Chief Talent Officer, Prudential**

“I’ve found that individuals join organizations that they believe will grow their careers. This book will help everyone prepare for the development conversation and understand what it takes to own your own learning.”

—**Kimo Kippen, Vice President, Global Workforce Initiatives, Hilton**

“This book helps readers understand the many ways they can grow their careers, how to evaluate their options, and what steps to take to achieve their goals.”

—**Lauren Starkand, Senior Vice President, Talent and Diversity, Global Consumer Banking, Citi**

“This book provides those contemplating ‘what’s next?’ and ‘what’s best for me?’ with a contemporary game plan firmly grounded in the wisdom of experience.”

—**Kevin D. Wilde, Executive Leadership Fellow, Carlson School of Management, and former Chief Learning Officer, General Mills**

“By enlisting individuals, their leaders, and organizations in a mindful ‘think about, talk about’ approach, the authors inspire positive accountability for managing careers in an uncertain world.”

—**Tim Richmond, Senior Vice President, Human Resources, AbbVie**

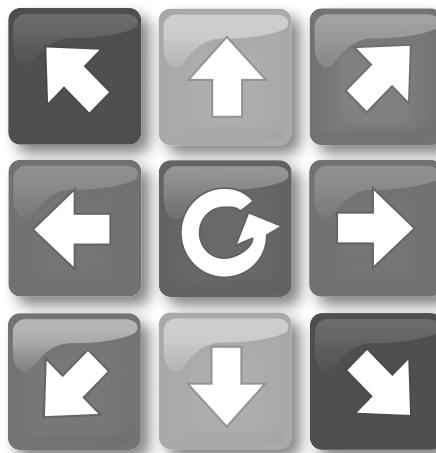
“This is a classic ‘teach them to fish’ tool for thinking broadly about professional growth and building personally fulfilling, custom careers.”

—**Fran Lawler, Vice President of Human Resources, Engineered Fastening, Stanley Black & Decker**

“Knowing yourself is the key to personal success, and this book has many practical ways to accomplish that.”

—**Amy Meeuwenberg, Lead Performance and Engagement Specialist, Enterprise Talent Development, Amway**

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Love It, Don't Leave It (with Sharon Jordan-Evans)

Hello Stay Interviews, Goodbye Talent Loss
(with Sharon Jordan-Evans)

Help Them Grow or Watch Them Go
(with Julie Winkle Giulioni)

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Note from the Authors

What does career advancement mean to you? What does it mean to support the career of someone who works with you? Did the image of a ladder just appear in your mind? If so, we'd like to offer some other images to reflect the workplace we all have now.

Up is not the only way. Promotions still happen. Up is still an option. But careers consist of a range of experiences—large and small—that ultimately come together to shape a career journey. Continuing to move up the ladder was never the only way or the best way or even the most satisfying way to navigate a career. For many years, though, continuous upward progression was the accepted image of a career. We offer a different image. In place of a ladder of promotions, think of career as a rich, flexible mix of experiences.

Our subtitle reads *Rethinking Career Mobility*. So what are we asking you to rethink? Careers today are mobile. That's not new. Sometimes the mobility is the traditional kind. Individuals move from function to function or take an assignment in another location. Other times, career mobility takes the form of identifying skills that are transferable from one role or profession to another.

Here's what's new. We have learned, in decades of studying careers around the globe, that career mobility can also mean growing, stretching, learning, and transforming, without ever changing the job title or even the chair you are sitting in! Career mobility is up to each individual to examine and define. I own just how mobile I will be in terms of how much, when, and how I will grow. I can create my own career patterns.

We
challenge
you to watch
for your
*"I never
thought of it
that way before!"*
moments.

We will offer six experiences, six ways to grow, develop, and learn, that can be pieces of unique career patterns. How those experiences fit together over time is up to each one of us to decide.

One more thing, *Up Is Not the Only Way* is also about building a dialogue. It's about creating ongoing, two-way, formal and informal communication between individuals and their managers, coaches, mentors, and others to ensure that career experiences reach maximum potential and possibilities. We will offer ways to initiate, enrich, and engage in that dialogue. Whether the conversations are about your career, a direct report's career, or the career of a colleague or friend, you can use the questions you find in each chapter to drive your conversations deeper.

So, there you have it. The book is about building career patterns from all types of experiences, understanding what mobility means at the individual level, and engaging in dialogue that brings it all to life.

Up Is Not the Only Way is for anyone who knows, in your heart of hearts, that there are multiple ways to grow. The book is for individuals who want to learn more about how to plan and manage a career in a world of work that is in a constant state of change. The book is for managers, coaches, and mentors who are looking for ways to make career conversations more productive and focused on options. In other words, this book is for anyone who has an interest in influencing career growth—their own or that of someone else.

How you read the book is up to you. You could:

- read it and be ready for conversations with people you lead, manage, coach, counsel, or mentor.
- read it and be ready for conversations with your manager, coach, counselor, or mentor about *your* career.
- ask someone who is helping you with your career to read it so the two of you can talk about which chapters grabbed your attention and made you think.
- read it straight through, or scan the table of contents and jump in where a chapter title catches your eye.
- bring together a group of your peers to talk about the experiences the chapters describe.
- read the mobility moments scattered throughout the book then share *your* career story with others.
- pick it up whenever you have a few minutes to read a page or a chapter.
- drill down deeper at www.UplIsNot.com [password: upisnot] to access Kickstart Mobility.

Whatever approach you take, we challenge you to watch for your *I never thought of it that way before!* moments. Jot them down. Mark the page. Mind-sets change when thinking shifts.

Some estimates say we spend more than 100,000 hours working during a lifetime. We believe those hours will be more satisfying and meaningful if we feel like we are progressing in whatever way we each define progress. So, whether you are focused on your own career; helping someone else, or both, you are building a future! We welcome the opportunity to help you do it!

Bev, Lindy, and Lynn

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