

Navigating Your Career in H.E.



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Learning and development practitioners – the cobbler's children?



Why career development is crucial

Key factors affecting staff engagement and wellbeing:

- Personal development – career development, promotion, training
- Reasonable workloads
- Autonomy
- Clarity about role and responsibilities
- Management
- Physical environment
- Personal issues

An opportunity to

- Put your career in the spotlight
- Get an insight in to valuable career development tools – e.g. Career Anchors, Skill Cards
- Identify steps to progress your career
- Explore ways to enhance career development in your institution

My career so far



The
University
Of
Sheffield.



**Sheffield
Hallam
University**



3 core career questions

- Where am I now?
- Where do I want to get to?
- How do I get there?

Where are you now?

A Dream job – I can't wait to get into work. I'm challenged and valued. I **know** that I make a difference. I love the part work plays in my life.

B Thumbs up – I enjoy work most of the time, but sometimes there are problems. My work is a good match for my talents, personality and values.

C Mustn't grumble – I accept what I do. At times I feel valued, other times exploited/ignored. I may be in the right line of work, but the wrong organisation.

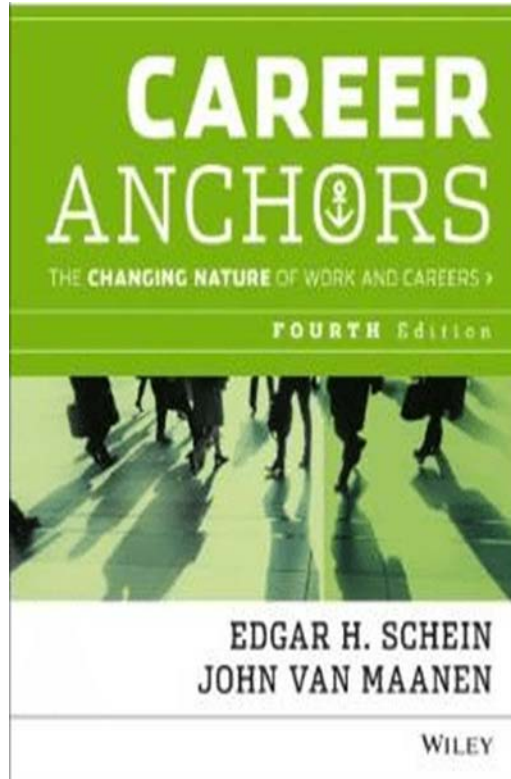
D Someone's got to do it – I work because I need to. I don't owe my employer much. Much of my job is dull/pointless. Real life begins at 5pm.

E Wage slave – I almost have to drag myself into work. Each day is miserable. I feel a big mismatch who I am and the person this job requires me to be.

Ref: How to get a job you'll love, J Lees)

Have a brief chat with a couple of peers about your current job and how you feel about it

Understanding Career Anchors



Developed by Edgar Schein

A combination of areas of skill, motivation and values related to your work

Help you think about what you want (and don't want) from your career, your areas of competence, what most satisfies you

Build understanding of your values to inform your decisions and support your happiness in your work

Career Anchor 1: Being an expert Technical / Functional competence

- You'll get a sense of identity through the content of your work, the technical/functional areas in which you're succeeding.
- You're committed to and excited by a specialisation
- Your work must be challenging. If it doesn't test your abilities and skills, it becomes boring and demeaning.
- Your self-esteem hinges on exercising talent.

Anchor 2: Leading/managing - General Managerial competence

- You're very interested in management. You like to be responsible for major decisions where your own efforts make the difference between success and failure
- You view specialising as a trap.
- You're motivated by higher levels of responsibility, opportunities for leadership, contributing to the success of an organisation.

Anchor 3: Autonomy / Independence

- You have a strong need to do things in your own way, at your own pace, to your own standards
- Dislike conforming to other people's rules, working hours, dress code
- Your need for independence can arise from your childhood or high levels of education / professionalism when you learned to be totally self-reliant.

Anchor 4: Security / Stability

- You have a strong need for security and stability in work / finances / where you live.
- The concern to have security and stability will significantly affect career/life decisions.
- You may seek / have sought work in organisations with good retirement plans and job security.

Anchor 5: Entrepreneurial creativity – setting up a business

- You have a strong need to create your own business/product/service.
- You may have pursued your dreams of creating a business since you were young.
- You're driven by the need to create and may get bored easily.

Anchor 6: Sense of service, Helping, Dedication to a cause

You have a desire to make a difference and improve the world in some way – e.g. by helping others, working with a charity, doing campaign work, improving relationships, making people feel safe.

Anchor 7: Pure challenge

- You define success as overcoming obstacles, solving problems, or winning out over tough opponents.
- If you're not being constantly stretched, you may become bored and irritable.

Anchor 8: Lifestyle

- This isn't simply about balancing your personal and professional life, it's about finding a way of integrating your individual, family and work needs and issues.
- You'll seek work which is flexible and can fit in with family/care/individual needs.

Exploring your Career Anchors

Working in 2s or 3s, discuss:

- *Which is your most important Career Anchor?*
- *How are you paying attention to this Anchor?*
- *What could you do to make more of this Anchor?*

Career insight resources

“Career Anchors: The Changing Nature of Work and Careers”, E Schein and J Maanen

Career Development Toolkit for Higher Education Professionals - www.jobs.ac.uk

Prospects – career path quiz - www.prospects.ac.uk

“What colour is your parachute?”, R Bolles

“Build your own rainbow”, B Hopson and M Scally

Skill cards sort

Options to grow your role

- Work project
- Offer support to a colleague in an area of interest
- Attend training and professional events
- Develop expertise – in an issue of real interest
- Offer to manage staff
- Job swap – Work shadowing
- Take a secondment
- Volunteer outside work

Bolstering career development in your organisation

- Career development workshops – as part of staff conferences, away days
- Offering training in career planning, applying for jobs, interview skills and networking to support change / restructures / voluntary redundancy programmes
- Upskilling managers to address career development as part of appraisals and 1-1s
- Access to individual career coaching – to support change, retirement, promotion, ..

Career development “take aways”

With a colleague, identify one or two actions to:

- Support your own career development
- Enhance career development in your team/department/institution

Career development

To discuss career development for individuals, teams and departments, contact Lucy Owens:

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