

Career Development - Analysis of the Next Steps for you

This exercise is about:

- Examining you future expectations and needs
- Managing effectively your skills portfolio
- Working on a continuous development plan

THE SEVEN-YEAR ITCH EXERCISE

Break your work role down into activities and into sub activities. For example, as an architect, you would have to do:

- Conceptual work
- Technical research
- Presentations
- Negotiations with bureaucracy
- Meetings with clients and colleagues
- Administration
- Writing/checking contracts
- Liaising/Coordinating different disciplines
- Meetings with contractors and sub contractors
- Site Inspections
- Paperwork etc;
- Making models

Now add up the totals for the three columns, *vertically*. Then divide the answer by the number of entries in that column. For example if the total in your Overall Fulfilment column is 102 and you have 17 entries in it, the result will be 6. This represents an average.

- An average of 8 or more is brilliant.
- 7 is pretty good
- 6 is OK but could be better
- 5 is not good, you need to have a serious chat with yourself
- 4 and below is awful. Time to dust off your rethinking cap.

Career Anchors model

An alternative analysis is provided by Edgar Schein. He suggests that careers are driven by one or more of the following:

1. Managerial Competence

People who anchor their careers in this area look for roles, which provide them with the opportunity to take major decisions affecting the business or their part of it. If they are currently in a technical or administrative role it is purely because that is a stepping stone to a role based on managerial competence.

2. Technical, or Functional Competence

Here, people are driven by the enjoyment of the 'technical' aspects of their work. They enjoy working their way through technical or administrative problems and will actively resist being promoted out of such a role.

3. Security

Here, jobholders would prefer that everything remains unchanged. They are happy with the status quo, seeing how things have been and how things are as how things ought to be in the future. "If it isn't broken, don't fix it!" is their philosophy. They want to be paid for doing their job, but are not really prepared to risk their work-life balance and what they have achieved for a risk-based job and for the sake of a major salary increase.

4. Creativity

The person driven by this factor is likely to get great satisfaction from producing unusual, innovative solutions to complex problems. When they move on to another role, they want to be remembered as the one who produced solutions no one else could.

5. Autonomy and Independence

This career anchor is about being in control of your own destiny. In more extreme cases, the person who features this career anchor will be able to tolerate working on their own for long periods with no difficulty whatsoever. More usually, people driven by this factor will simply want to feel that they are not having to check with or answer to someone else all the time.

Career Anchors Analysis

Look back at the last year or two in your career. Ask yourself:

1. What have been the major activities I have been involved in and what have been my major responsibilities?
2. Which of these have seen my biggest "successes" and which have I been least successful with?
3. Which of these have provided me with the greatest level of satisfaction - sources of energy and a sense of fulfilment.
4. Do I have strong evidence that these assessments are correct?

Review the above and then complete the Career Anchor Analysis using the following guidelines:

Read the descriptions of each career anchor again and then score yourself 1 - 10 by considering the degree to which your review of evidence about successes and sources of satisfaction suggests that what drives you in your career fits into each of the five categories.

10 = this driver completely describes what make sense of my career

7 = this driver features as a significant element of my career rational

5 = this driver plays a noticeable role, along with others, in driving my career

3 = this driver is fairly insignificant in it's role in providing career satisfaction for me

1 = this driver in no way reflects what drives me in my career

Competence	1	2	3	4	5	6	7	8	9	10
Managerial										
Technical/Functional										
Security										
Creativity										
Autonomy/Independence										
Total:										

Interpretation

a) Look at the scores for each driver and consider the following:

7-10 for any one driver, then it is highly likely that your career really ought to provide you with significant opportunities for satisfaction in this area

5-6 and it is likely that a career providing opportunities in this area will be a source of some satisfaction for you

3-4 your career satisfaction is unlikely to come significantly from this driver area

1 - 2 you will get no sense of fulfilment from this area and it may even be necessary for you to avoid roles in which this driver's characteristics are noticeable features

b) Look at the overall total and consider the following:

Over 40 and you may need to review the evidence! It is highly unlikely that you will get such significant satisfaction from every single area. If, after reviewing the evidence, you still feel that each score is a fair reflection of the evidence, then you may be described as someone with a very broad range of career drivers. You will probably be unhappy staying for too long in a work role which demands from you.

Under 20 with one score over 7 and you are likely to be someone who is driven by a small but fairly focused set of job characteristics. This suggests that you either need to explore with your coach ways in which you can broaden the range of satisfiers in your career roles, or you must strongly focus your choice of career path.

Scores between 20 - 40; it isn't really possible to produce general comments here as the profile of scores is the important thing. For example, you may have five scores of 6, or two scores of 10 and the others around 3.