Career Resilience: How are you Thinking?

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National Academy of Civil Service

Career Resilience: Thank you, Taiwan

• A brief introduction of how Taiwan changed my life

• #1 career decision in your life?

• #1 career regret in your life?
Overview of the afternoon

- Career Resilience: overview
- Career Motivation (London)
- Happenstance Learning Theory (Krumboltz)
- Thinking model (de Bono)
- Application

- Opening exercise

Career Resilience

- 1994 article in *Harvard Business Review*: Employer and employee have a new relationship

- “...employer and employee share responsibility for maintaining—even enhancing—the individual’s employability inside and outside the company” (from Griffith, 1998)

- Collard: “the ability to actively manage one’s work life in a rapidly changing environment” (From Griffith, 1998)
Career Resilience

• Win-win situation

• Employees:  
  Receive assessment  
  Know skills  
  Update skills

• Employers:  
  Get renewed loyalty  
  Increase productivity  
  Build overall skill base to become more flexible

Career Resilience

• Examples:  
  workshops on career self-reliance  
  lunchtime programs  
  career/educational counseling assessments  
  coursework  
  informational interviewing  
  career reliance “tool kits”  
  “Career Fitness Services” (IBM)
Career Resilience

• **Sun Microsystems**: “We also hope that employees will adapt more quickly to change—change happens all the time here, with projects ending and beginning quickly”

• **Monsanto**: needs employees who aren’t afraid to look “outside the box” for solutions

Career Resilience

• Fiske (2009): *Nature*

• “The era of ‘career resilience’ has begun.”

• “Career resilience means investing in a range of activities...”

• “It means thinking of yourself as an adaptable and clever problem-solver...”
Career Resilience: Is it needed?

- *Taiwan's employment outlook reaches new high: survey* (China Times, 6 June 2011)
  - All-time high in employment
  - Net rise by over 101, 000 by July 2011
  - Highest forecast since 2007
  - Strongest demands in manufacturing and support services

Career Resilience: Is it needed?

New graduates: Length of stay in first job is brief
60% of businesses: New hired graduates stayed less than 12 months

75% of workers: Indicated that they were "clueless" about their post-graduate career path
78% of workers: Wasted their career time due to selecting the wrong job.
Career Resilience: Is it needed?

• 41 months

“Gray skills:” Career Resilience?

*Drinking and gossip keys to career success in Taiwan* (China Times, May 19, 2011)

• Over 80%: helpful in getting promotions

• 79%: I have these abilities

• 78%: Try to take up more of these skills
Career Balance?

• Hi-tech, bye-tech: Taiwan's tech workers changing career (China Times, May 16, 2011)

• "It is difficult to choose between job titles and money, and family and health. I chose family and health, although everyone was against it; even my own family could not understand my decision to give up a highly-paid tech job and sell chicken instead."

Career Resilience

• Most wanted skills:
  - High academic record
  - Strong communication/negotiation skills
  - Strong interpersonal/social skills
  - In-depth knowledge
  - Respect for seniority
  - Modest attitude

Expertise in Labour Mobility (2009)
Career Resilience

• Can people *really* be taught to be self-directed, adaptable, lifelong learners?

• Who are your RRM’s?

London’s Career Motivation Theory

• Career motivation is multidimensional
  – A) career resilience
  – B) career insight
  – C) career identity

*Definition*: “ability to adapt to changing circumstances, even when the circumstances are discouraging or disruptive” (London & Noe, 1997, p. 62)
London’s Career Motivation Theory

- Career Resilience:

- Related to hardiness
  - achievement motivation
  - flexibility
  - career maturity

London’s Career Motivation Theory

**Characteristics that influence career resilience:**

- Positive reinforcement
- Constructive performance feedback
- Encouragement of autonomy
- Organizational change
- Support for creativity
- Support for learning and skill development
Career Resilience

• **Happenstance Learning Theory** (Krumboltz, 2009)
  
• **Four propositions:**
  
  – A) Goal of career counseling: Achieve more satisfying career/personal lives
  – B) Assessments: spark learning
  – C) Exploratory actions and positive unplanned events
  – D) Counseling success: Happens in real world

Five skills for career opportunities

• Curiosity: exploring new learning opportunities
• Persistence: exerting effort despite setbacks
• Flexibility: adapting to changing attitudes and circumstances
• Optimism: viewing new opportunities as possible and attainable
• Risk Taking: taking action in the face of uncertain outcomes

http://hrweb.berkeley.edu/learning/career-development/career-management/change-resilience
Happenstance Exercise
(Same UC Berkeley Human Resources website)

1) How have unplanned events influenced your career?

2) How did you enable each event to influence you? How do you feel about unplanned events in your future?

3) How is your curiosity excited? How could you explore the career implications of your curiosity?

Happenstance Exercise

4) What is one chance event that you wish would happen to you? How can you act now to increase the likelihood of that desirable event?

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Happenstance Exercise

6) Not all chance events are positive. How have you tended to react to negative chance events? If you’ve tended to react with discouragement and inaction, how could you instead react by feeling challenged to exert even greater effort?

Happenstance Exercise

7) How have you been blocked from doing what you want to do?

8) How have others overcome blocks like that?

9) How would you begin overcoming that block?
Summary Points

• Career Resilience: What is it? Why important?

• London’s theory: Resilience is vital part

• Happenstance Learning Theory: Exploratory actions

Keeping your energy going: CSBs

• What do we have in common?

• Exercise: What single piece of advice would you give to a new graduate? A new graduate?

• How much do you follow this advice?
Keeping your energy going

• **Career-sustaining behavior** (Lawson, 2007)

• **Career-Sustaining Behaviors Questionnaire**: strategies to help counselor on a 1-7 scale

• N=501 ACA members; 78% women; mean age of 49

• What would your results be?

• What did Lawson find?

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**Guiding Quotes**

“*Luck comes to a prepared mind.*”

Dourado, 2007, p. 27

“*It’s funny how the more I practice, the luckier I get.*” Gary Player

“*One good head is better than a hundred strong hands.*” Thomas Fuller, MD
Time to discover

“Discovery consists of looking at the same thing as everyone else and thinking something _______. ” Albert Szent-Gyorgyi

Importance of thinking/creativity

Why use creative techniques?

- To make concepts more concrete
- To increase awareness
- To emphasize a point
- To provide visual and experiential ways to learn
- To accelerate the process
Enthusiasm: Key ingredient

“Enthusiasm, like measles, mumps, and the common cold, is highly contagious.” E. Ward

• “How are you?” What is your response?

Hats and de Bono

A creative, cognitive technique
(Six Thinking Hats, 1986)
How well do you think?

1-10 scale

1 = I can relate to the Scarecrow in the “Wizard of Oz”

5 = I am an “ok” thinker

10 = Many people call me “Einstein”

...so what’s the point?

• Current thinking: no “map” & no creativity

• Adversarial thinking

• Parallel thinking
Do we need to be good thinkers?

• Are we “problem-solvers?”

• Are we helping students to “think?”

• Cognitive therapy: As we think, so we do and feel

Six Hats: Why “Hats?”

• Gives a structure
• Focus is on parallel thinking
• Can switch modes quite easily
• Gets the “I” out of the problem
• Gives space for more exploration
• Easy to think in “hats” mode
And guess what...?

You’re already wearing “hats” in life!

- Employee
- Parent
- Community member
- Hobby
- Friend
- Volunteer

White Hat

- What are the facts in this situation?
- Most difficult Hat to wear
- Offer the facts in a neutral manner
- Is objective—beliefs are not allowed
Red Hat

• Hunches, intuition, impressions
• No need to justify
• Emotions and feelings encouraged
• Any good decision is emotional

Black Hat

• Why an idea will not work (objective)
• Risks, dangers, potential problems
• Offers a critical judgment
• Most powerful of the Hats
• Rejects unworkable ideas
Yellow Hat

- Focus on benefits/potential value
- Offers reason for the optimism
- Encourages generative thinking
- Is required for creativity

Green Hat

- New ideas/alternatives/change
- New approaches to problems
- Provides further movement to ideas
- Provocative operation (po)/random word
Blue Hat

• Meta-thinking

• Organizes and controls the thinking

• Provides a plan (overview) for thinking

• Makes the final conclusion/decision

Summary of Hats

White: information
Red: feelings
Black: caution
Yellow: benefits
Green: creativity
Blue: managing the thinking
Advantages of the Six Hats method

• Easy to learn

• Can be utilized by clients of all ages and all cultures

• Could be applied to various situations (ex. problem-solving)

• Excellent in meetings and individual, couples, and group settings

More Creative Tools
(Jacobs, 1992)

• Props

• Chairs

• Writing

• Analogies
My gratefulness to you

The Appreciation Workshop

Concluding Points

• Career resilience
• Career Motivation Theory (London)
• Happenstance Learning Theory (Krumboltz)
• Career-sustaining behaviors (Lawson)
• Thinking skills (de Bono)
  – Directed thinking
  – Different modes of thinking
  – Who knows how it could change your life?