



Recalibrating career development

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Creator of **Career Navigator** cards and resources

Website: <https://creativecareercoaching.org/>

1. Think of a something you'd like to achieve but there's something stopping you

- Phrase it starting with the positive: "I would like to/I want to"
- Followed by the negative: "but is stopping me"

2. Then reverse the clauses

- Start with the negative: "I haven't got (time/energy/money/motivation)"
- Followed by the positive desire: "but I want to ..." "I'm going to"

Re-calibrate

To re-examine and correct in accord with a new understanding or purpose

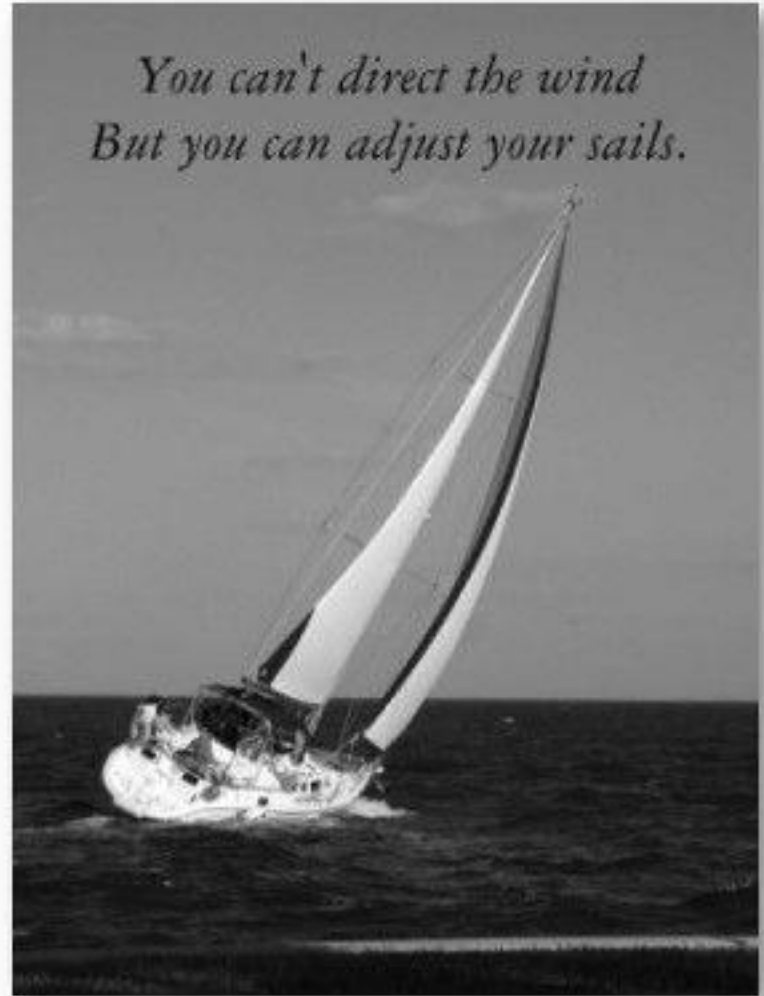
Personal re-calibration

Life transitions – career adaptability

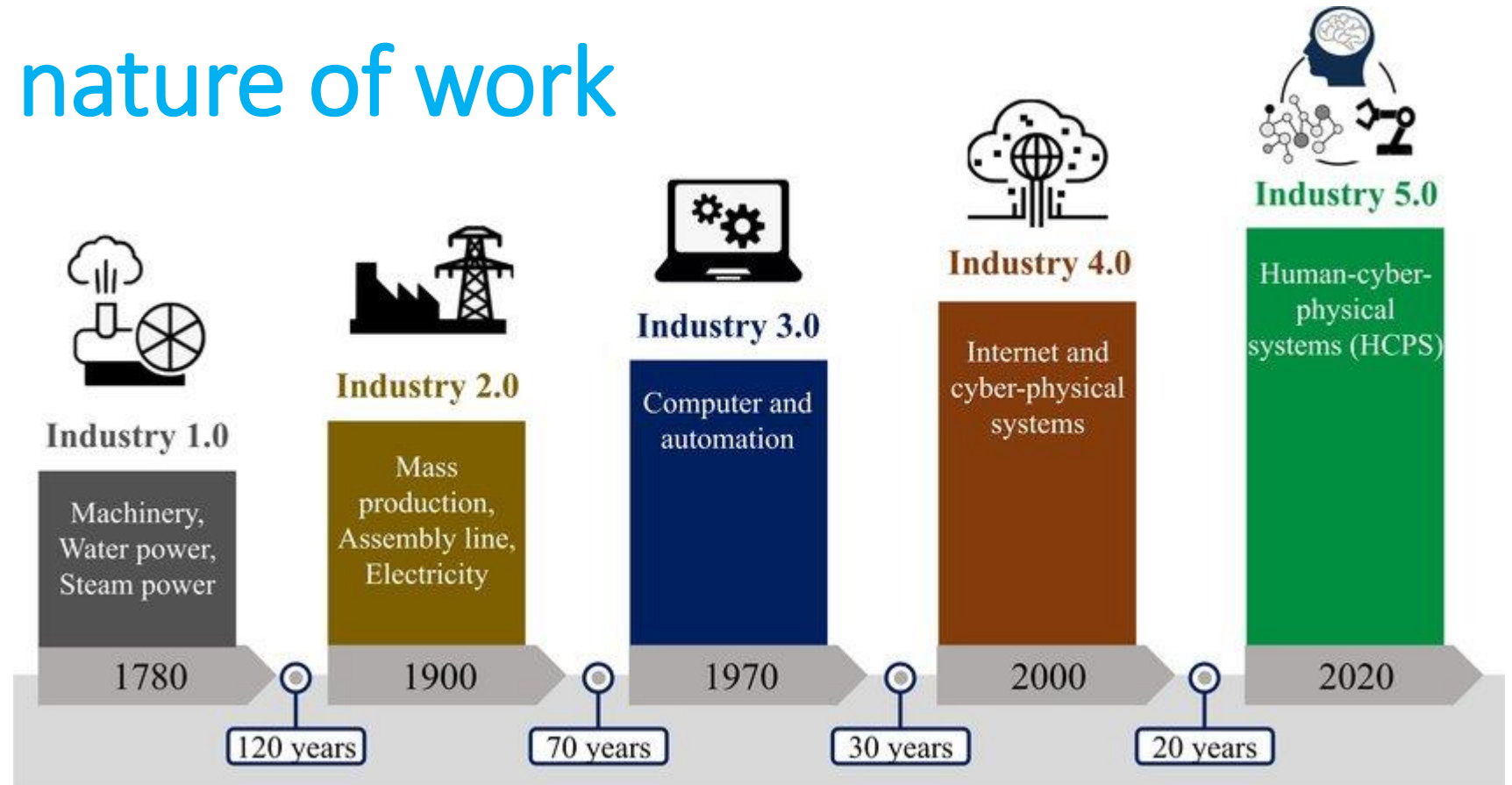
Career Development re-calibration

4th and 5th industrial revolution. Lack of decent work. Permacrisis and well-being

*You can't direct the wind
But you can adjust your sails.*



The changing nature of work



Occupation

Applying energy and effort to solve a problem or achieve a result

Parsons 1908

Personal Career

Vocational choice



Arulmani
(2023:2)

Rehumanising Work to Herald a 5th Industrial Revolution



<https://jivacareer.org/wp-content/uploads/2023/01/1-Editorial-Arulmani-1.pdf>

Careerist orientation to work – Parsons 1909

“practicing an occupation called for fitting into predefined institutional structures and following prescribed rules, while competing constantly to excel against others.

The careerist places him/herself between the traces of a career and willingly meets its demands because it is believed that this investment of effort yields substantial personal gain”

“...the possibility that the pandemic has unmasked not just an immediate, but **a chronic unhappiness with careerist orientations to work**”

Workforce Institute survey Autumn 2022

2,200 employees

high-ranking C-level executives
and HR professionals

United States, Australia/New
Zealand, Canada, France,
Germany, India, Mexico,

Netherlands, UK



46% of employees within this sample said they would not recommend their company or profession to any young person.

38% wouldn't wish their job on their worst enemy!

57% of those in the high wage bracket (100 to 200 thousand dollars per annum) are saying: "I wish someone had warned me not to take my current job", "I don't want to work anymore", "I regret choosing my line of work."

28% felt they are in a career in which they wish to grow

11% feel that their job is their calling,

61% admit they go to work to collect a pay check, 'clock out,' and go home.

The great rethink



Permacrisis – permanent crisis

**The great resignation/
turnover tsunami – numbers
quitting**

**Quiet Quitting – decrease
effort, self-preservation**

Working Lives, Scotland 2022 (CIPD) ... positives

- **Fair work** - We continue to see remarkable **stability** across the fair work dimensions, underlining that many job quality barriers (and good practice) are resilient to change.
- We see consistent rates of job moves and a return to pre-pandemic levels of intention to quit – (**no real evidence of a 'great resignation'**)
- A tight labour market is reflected in **higher job security and confidence among employees**, especially those on lower salaries.
- **Prospects:** over a third (34%) of employees feel their job offers good prospects for career advancement, while 55% believe their job offers good opportunities to develop their skills.
- **Meaning:** Key workers are significantly more likely to feel their jobs are meaningful.

Working Lives, Scotland 2022 - concerns

- **Mental and physical health** - 29% of employees feel their work impacts negatively on their mental health, while 24% report negative impacts on their physical health.
- **Cost of living crisis** - only 35% of those on the lowest salaries say they can keep up with their bills and credit commitments without any difficulties.
- **Over-work**: 61% of employees are reporting some levels of overwork, with 14% of employees saying they work 15+ more hours a week than they would like to.

<https://www.cipd.co.uk/knowledge/work/trends/goodwork/working-lives-scotland>

Mental health and well- being

52% of Scots are concerned about the impact rising prices are having on their mental health. (Royal College of Psychiatrists in Scotland poll)



Young people in socio-economically disadvantaged communities are most vulnerable (Robertson 2019)



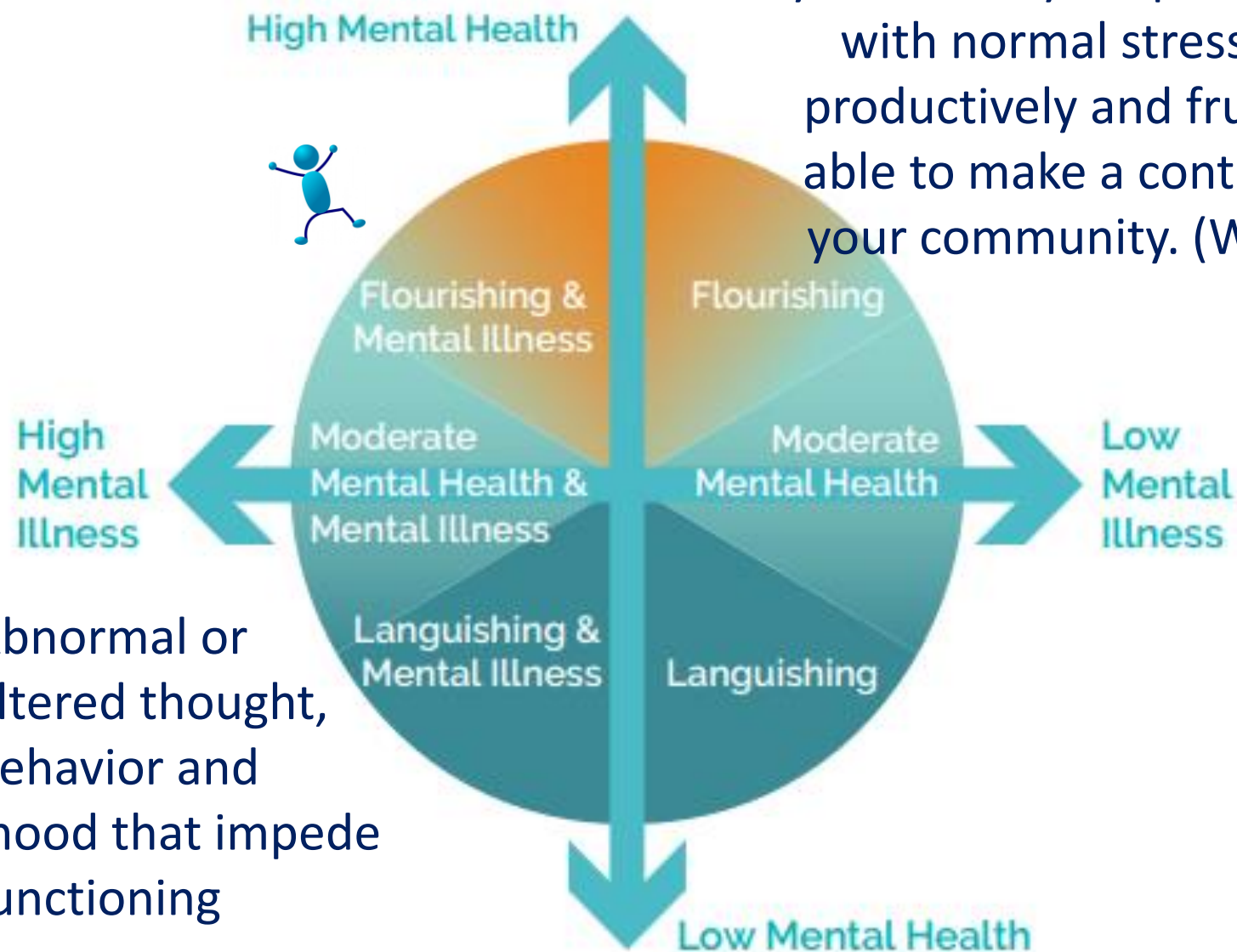
74% of university students surveyed reported having low wellbeing. (Thriving Learner report, Mental Health Foundation, Scotland (2021))

Keyes's Dual Continua
Model of Mental
Health
(2014)
Cited in Redekopp and
Huston 2020:27

Mental Health is
not the absence of
mental illness.
You can have a mental
illness and have good
mental health

Abnormal or
altered thought,
behavior and
mood that impede
functioning

A state of **well-being** in which
you realise your potential, cope
with normal stresses, work
productively and fruitfully, are
able to make a contribution to
your community. (WHO 2019)



well-being

A word cloud of negative emotions and states. The words are arranged in a roughly circular pattern. The largest word is 'demotivated' in red. Other prominent words include 'stuck' in blue, 'stressed' in yellow, 'depressed' in blue, and 'burnout' in brown. Smaller words include 'frustrated', 'hopeless', 'undervalued', 'unhappy', 'anxious', 'scared', 'bored', 'tired', 'angry', 'confused', 'betrayed', 'ill', and 'lost'.

frustrated
hopeless
undervalued
unhappy
stressed
burnout
demotivated
anxious
scared
bored
tired
stuck
ill
lost
angry
depressed
confused
betrayed

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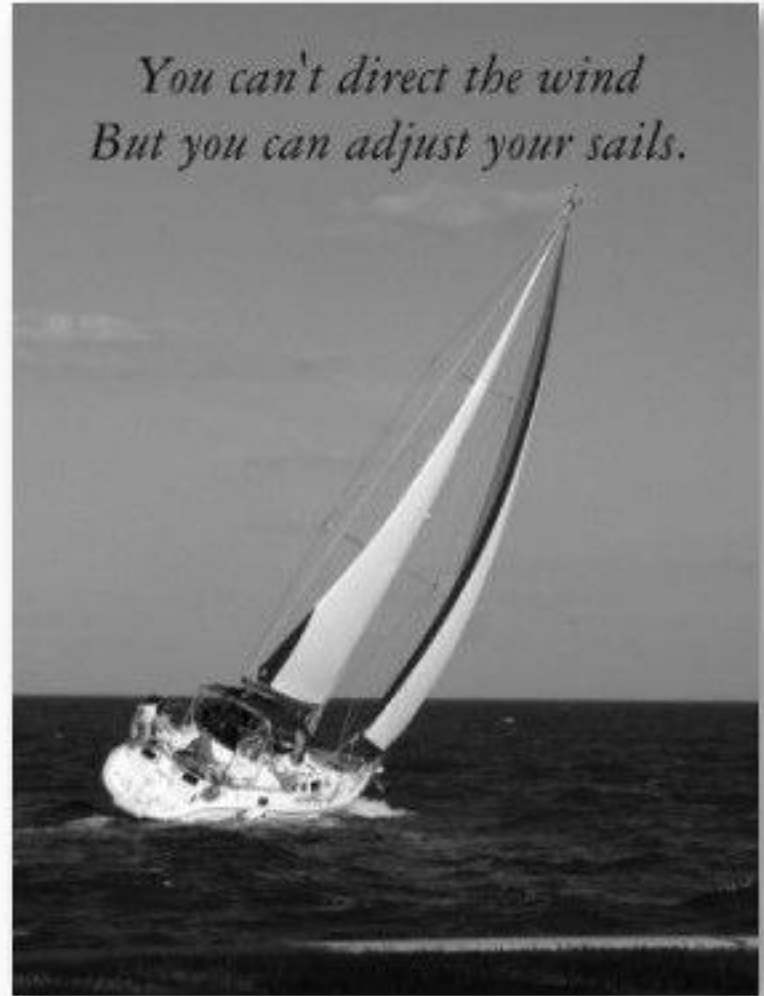
Life transitions – career adaptability

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4th and 5th industrial revolution. Lack of decent work. Permacrisis and well-being

Unhappiness with work. Lack of decent work. Impact on well-being

*You can't direct the wind
But you can adjust your sails.*



Psychology of Working theory – the call for Decent work (Bluestein 2006:2013)



Psychology of working theory

The call for Decent work

- work for all who want to work
- fair and equitable access
- affords empowerment and social protection
- affords basic rights (absence of discrimination, opportunities to exercise voice, and participation in representation)
- Working conditions should be safe, secure, offer adequate free time and rest, respect family and social values,
- helps all workers attain a sense of self-respect and dignity
- as far as possible, affords the opportunity to choose and execute productive, meaningful and fulfilling work



Blustein, D. L., Kenny, M. E., Di Fabio, A., & Guichard, J. (2019).

<https://doi.org/10.1177/1069072718774002>

Pertinent Career Theories

Psychology of Working theory – the call for Decent work (Bluestein 2006:2013)

DRIVE, Pink (2009) . Once money is off the table, people are motivated by Autonomy, Mastery and Purpose rather than pay

<https://www.youtube.com/watch?v=u6XAPnuFjJc>

Kaleidoscope career, Mainiero and Sullivan (2005) – people seek authenticity, balance and challenge. These combine in different ways throughout one's life. Pattern's are different for women than men

Career Inaction Theory – De Vos and Verbruggen (2020). Why people stay in jobs they are unhappy in. Psychology of doing nothing



Kaleidoscope Career model (KCM)

Mainiero, L.A and
Sullivan, S.E. (2005:
2006)

Why women are
opting out of
corporate life

A Kaleidoscope career has **three**
“mirrors” or parameters -
**authenticity, balance and
challenge.**

- **Authenticity** – purposeful work with meaning: “I can be myself”
- **Balance** – work and other life roles and interests
- **Challenge** – stimulating, allowing for growth and advancement

Women are opting out corporations if these can't be met (caring demands, inequities of salary, working hours, glass ceilings)



Career Inaction - Why?



difficulties in making decisions,



anxiety about uncertain outcomes



short-term costs winning over
long term gains



cognitive overload/stress



Job embeddedness

Pay-offs e.g. colleagues, pay, pension.

Norms around staying – social norms around a stable career, longevity with an

employer,



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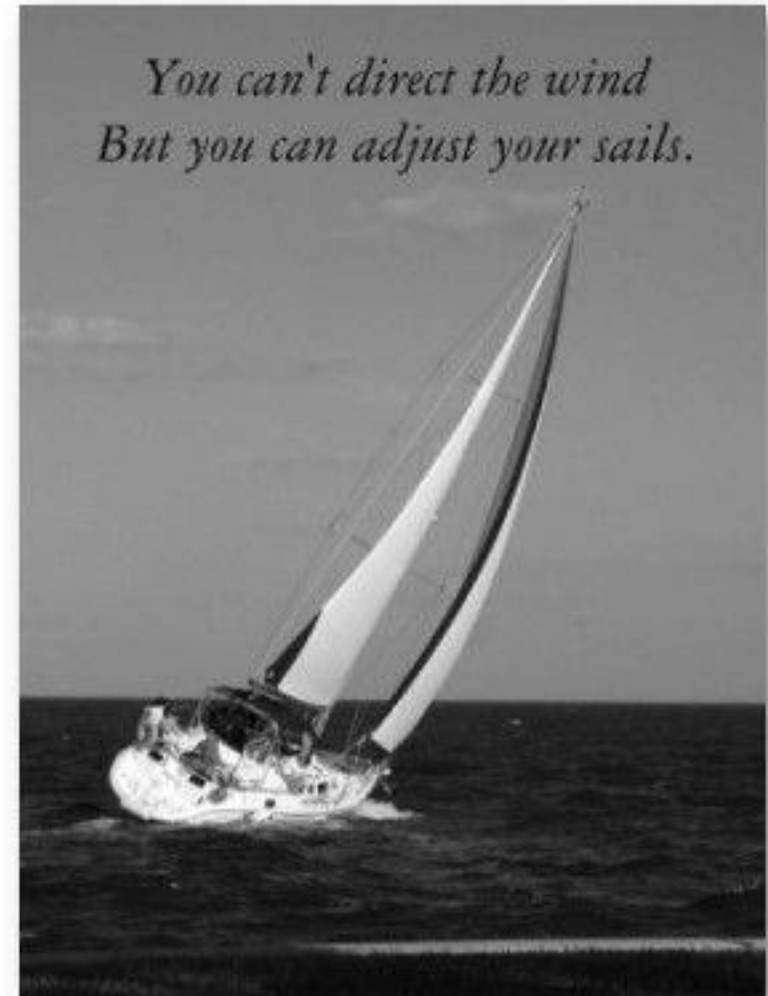
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Implications for our practice



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Psychology of Working theory – the call for Decent work (Bluestein 2006:2013)

Hope Action Theory – Niles et al (2010) Hope is key career management competency – taking action builds hope



- Because the future isn't known, there is always hope. Not to have it is a cognitive distortion
- Hope is grounded in goals, the ability to identify different pathways to achieve the goal, and agency (belief you can do it)
- Requires **courage** to act even when scared and full of doubt
- You can work at it – **choose to pursue it**

Hope Theory

e.g. Snyder
(1994, 2000, 2020)

Positive Uncertainty

Gelatt 1989



Hope Centred Model for Career Development (HCMCD)

Niles
Amundson
Yoon

<https://ceric.ca/2017/10/hope-based-interventions-with-unemployed-clients/>



Resources

Robertson, P. (2019) The impact of career guidance on the mental well-being of young people. Stourbridge, West Midlands: Career Development Institute
<https://www.napier.ac.uk/research-and-innovation/research-search/outputs/the-impact-of-career-guidance-on-the-mental-well-being-of-young-people-1>

Hermans, H. & Meijers, F. (2019), The pursuit of happiness, *British Journal of Guidance & Counselling*, 47:2, 139-142 (special issue on well-being)

Redekopp, D.E. and Huston, M. (2020) Strengthening mental health through effective career development: a practitioner's guide. CERIC <https://ceric.ca/publications/strengthening-mental-health-through-effective-career-development-a-practitioners-guide/>

DMH Associates (2022) Building Brighter Futures. Career Development and well-being – a practical toolkit <https://dmhassociates.org/career-development-and-wellbeing-a-practical-toolkit>

2021 Pilot - 31 Career Practitioners from Scotland, Wales and Canada, 63 adult interviews.

Measured the impact of career conversations on the well-being of customers (adults).

Shared best practice

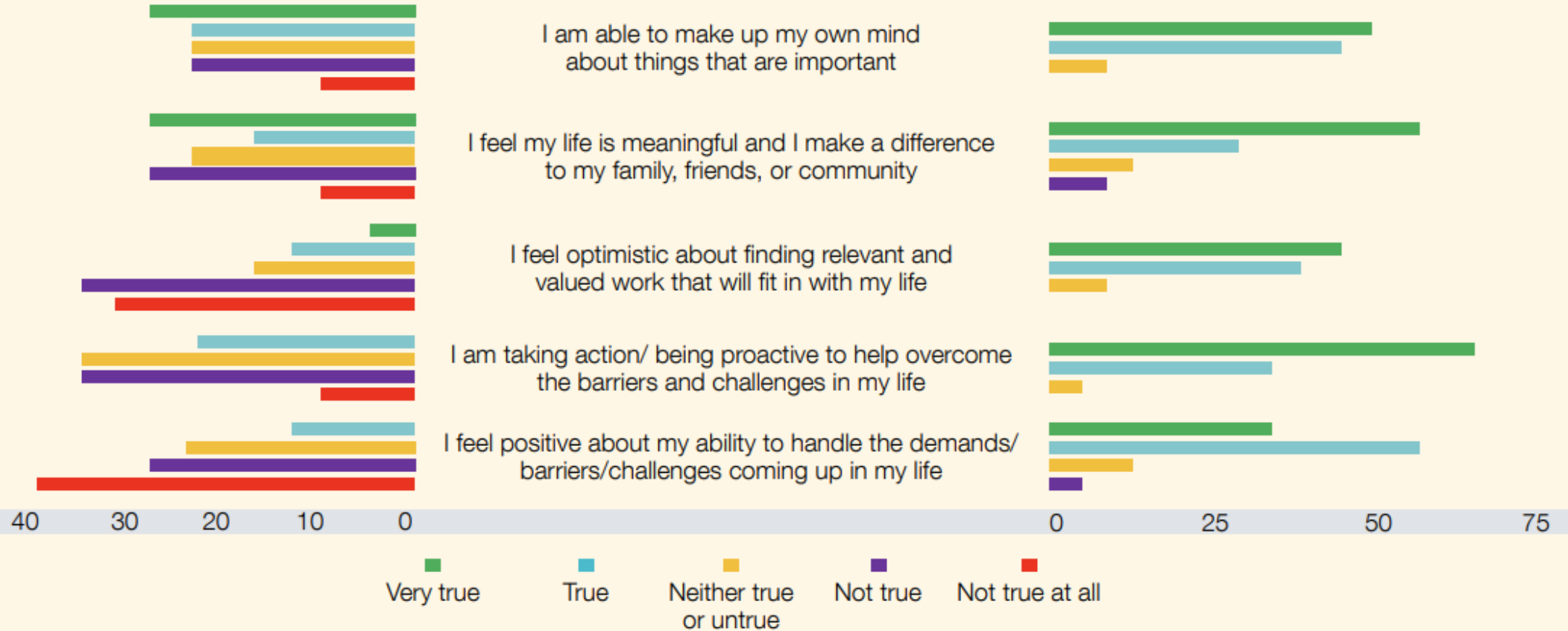
Special thanks to SDS staff involved: Erin Bartley, Sandra Cheyne, Cathy McPhail, Anupama Rao, Gemma Smith, Lorna Stalker, Beth Urquhart



Building Brighter Futures: Career Development and Wellbeing (Scotland)

How true did this statement feel for you **coming into** the session today?

How true did this statement feel for you **leaving** the session today?



Motivational Interviewing	Roll with resistance – explore and empathise with what’s stopping them. Imagining what will happen if they don’t take action, what will happen if they do (developing discrepancy)
Cognitive behavioural Coaching	“What evidence have you got that what you’re saying is true?” “What’s stopping you?”, “What’s the worst that can happen?”, “What advice would you give a friend in the same situation?” Breaking action into bite-size chunks. What’s your first concrete step? Reframing
Solution focused coaching	Scaling around concern and confidence. Miracle question. Exception question – is/has there ever been a time or place when that’s not the case?
Positive psychology	Self-care activities e.g. gratitude diary, exercise, eating well. Being kind to others activity, visioning a positive future
Dialogical method	Identifying “I positions” – parts of ourselves that may be in conflict or holding us back. Creating a dialogue between those parts and strengthening the more helpful parts. Chair work. Journalling
Backwards action planning	Imagining your goal, inhabit it. Looking back how did you get there, what obstacles did you overcome and how? What support and resources did you use?
Hope-Action	Seek positive news/stories; find role-models who made it in spite of barriers/adversity; spend time with hopeful people; vision a positive future; take action – help others, lobby for change



Think of a place, time when you feel/have felt

- **Confident**
- **Calm**
- **Happy**
- **Assertive**
- **Courageous**

.....

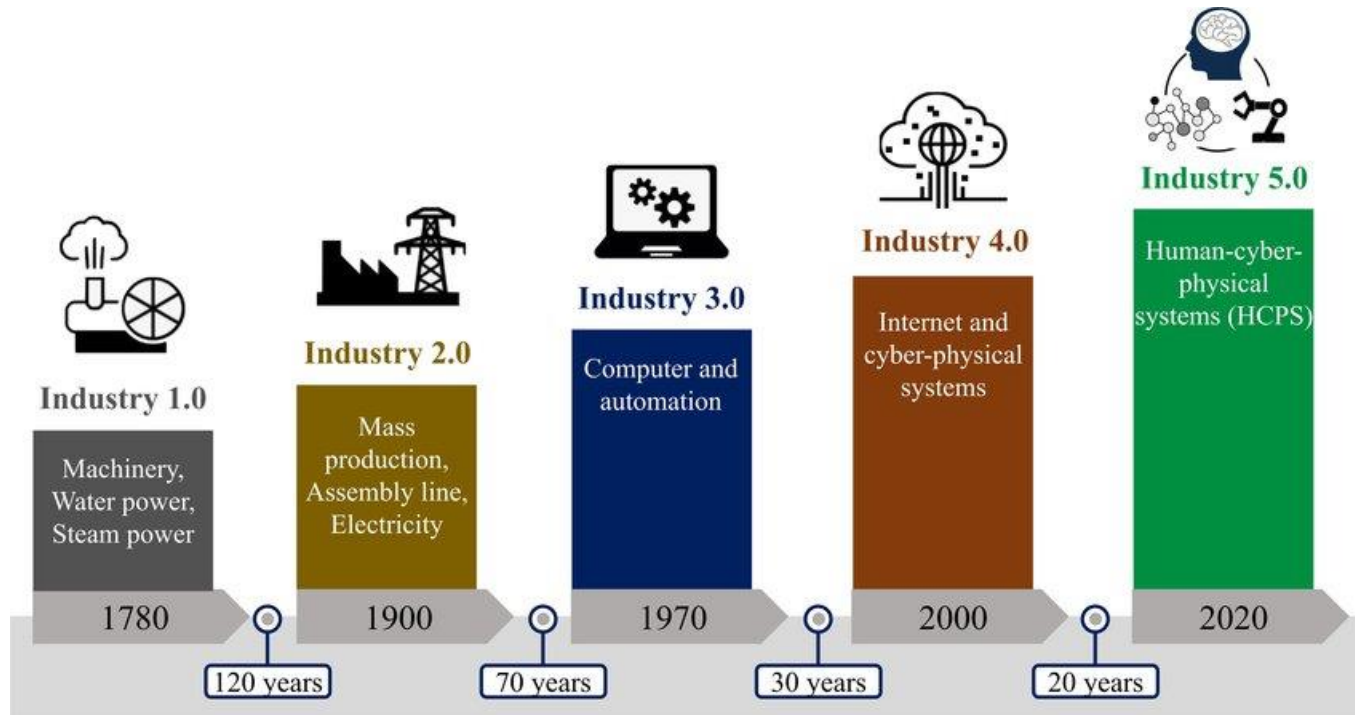
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Recall and describe it ...

- Picture yourself here - inhabit it - be there
- Hear your voice (what your saying, tone)
- Feel your posture
- How you feel

Think of something that reminds you of that place

Recalibrating career and career practice



Career

Decent work (Blustein)

Humanising (Arulmani)

Purposeful (Pink)

Balanced (Maineiro, Sullivan)

Career Practice

- Advocating decent work
- Exploring alternatives
- Motivation/courage building
- Fostering hope, well-being, good mental health
- Building Career management skills to navigate uncertainty

Let's talk Creative Career Coaching

Bronze (individual use)

- 2 videos of real sessions with young people (approx 2 hours total)
- 3 videos explaining the model with clips inserted to illustrate (approx. 3 hours)
- Materials used with customers

<https://creativecareercoaching.org/practitioner-resources/>