

BUSS2000

Topic List:

- I. Individual Differences
- II. Motivation and Goal-Setting
- III. Career Goals, Values and Ethics
- IV. Job Search; Theme 2: Understanding Others
- V. Diversity and Culture
- VI. Introduction to Team and Group Processes
- VII. Managing Perceptions and Conflict
- VIII. Leading and Influencing Others
- IX. Leadership, Power and Influence
- X. Communication and Feedback
- XI. Managing Relationships and Stress
- XII. Overview and Key Theories

Lecture Three

CAREER GOALS, VALUES AND ETHICS

OBJECTIVES:

- Understand career theories and differentiate between different types of career paths
- Learn how to set career goals and how to translate these into action
- Understand your own values and how they might help shape your career choices
- Develop an understanding of ethical frameworks that can help guide you during your career

THEORIES OF CAREERS

DeFilipi & Arthur (1994) Boundaryless Career

- ➔ The sequence of job opportunities that go beyond the boundaries of single employment settings. Benefits include: skills and knowledge, personal growth and reputation and networks (Arthur, 2003)

Disruption of traditional managerial job paths owes to factors:

- Globalisation
- downsizing and consolidation through mergers and acquisitions as a result of the rise in interconnectedness
- Flatter organisational structures leaving fewer layers for managers to progress through
- Technological change
- Move from permanent to contract workers, reduction of professional workers and an expanding 'contractual fringe' of services provided to the core business.

Brosseau et al (1996) Four career paths

- **Linear:** progress upwards to positions of increasing responsibility
- **Expert:** increase in proficiency in area of specialisation
- **Spiral:** Shift between occupational areas and disciplines, usually after you have been in the field for a while enabling you to leverage an entirely new set of skills e.g. research → product development.
- **Transitory:** Changes occur every 3 – 5 years in a completely different field

Marc Freedman (2007) Encore Career

- ➔ People are increasingly choosing to make a significant career change very late in their careers

Features:

- Public service or social impact
- Entrepreneurship or social innovation

Douglas Hall (1996) Protean Career

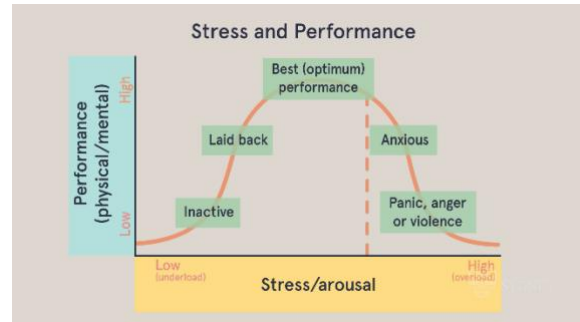
- ➔ A more flexible, adaptive, self-directed approach to career management. This includes:
- Multiple employers and work arrangements
- Individuals proactive and autonomous in own career.
- Goals of psychological success



- Behavioural e.g. more aggressive, reduce work performance, change of appetite

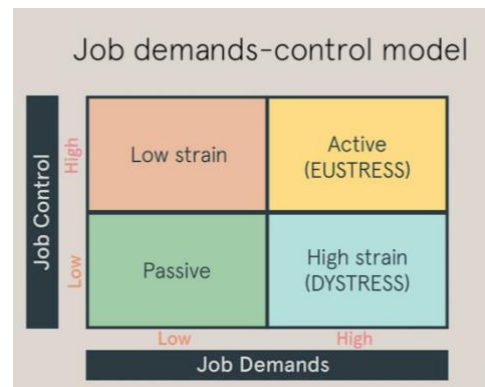
Stress and performance

A moderate amount of arousal promotes the highest level of performance. This is sometimes called the *Goldilocks effect* of stress.



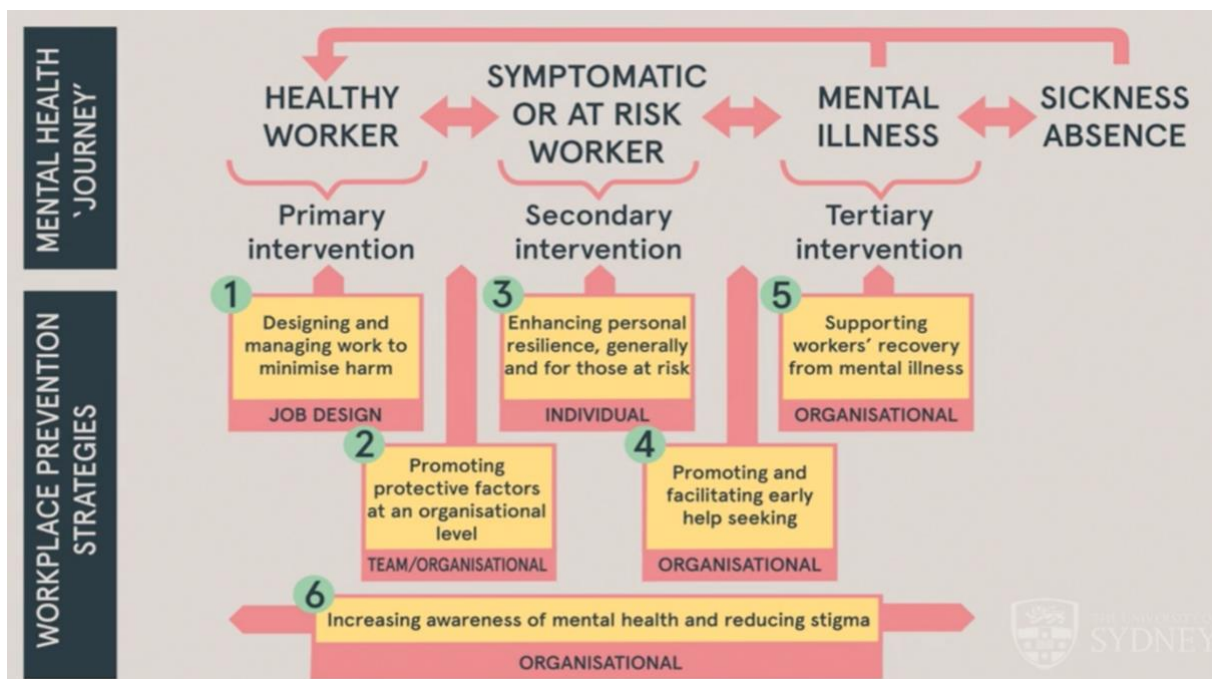
Karasek's (1979) job demands control model

Stress is a function of the interaction between job demands and job control. It is highest when the job demands are high and individuals have low control over the situation = dysfunctional stress



Managing stress and emotions

(Carlopio, Andrewartha & Armstrong, 2001)



- Change or eliminate stressor e.g. prioritising what is important, managing time, organised
- Build personal resources like resilience e.g. developing a learning mindset, maintain a strong purpose, re-establishing meaning, be flexible, organised, proactive and awareness of strengths
- Change your response to stress
 - o Steps to self-compassion
 - Notice suffering in yourself
 - Be kind to yourself in the presence of suffering
 - Know what suffering is part of the shared human experience