



Balancing Act: Nurturing your career success and self-care

Kate Mansfield, Director, CCS
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www.career-counselling-services.co.uk



ABOUT CCS

- CCS established 1978
- Accredited training in Career Coaching (Association for Coaching)
- Specialise in creating and delivering Career Tools training
- Examples of organisations we have partnered with: BSI, On the Beach, Saint-Gobain, Schrodgers, UN/ European agencies
- 5000+ individual clients
- Creating in-house career management programmes
- Shortlisted for CDI UK Career Development Awards 2022/2023

MEET THE FACILITATOR

Kate Mansfield

- Programme Director and Career Coach
- Background in HR & Recruitment
- MSc in Organisational Psychology
- Diploma in Career & Talent Management
- Coach Supervisor
- Fellow of NICEC





TODAY'S SESSION

OBJECTIVES OF TODAY'S SESSION

- To reflect of the impact of the post Covid era on career and life needs of those we support
- Appreciate the importance of paying attention to the whole life needs of individuals
- Know about one Career Theory and its link to a practical tool
- Know about the background to the CCS Balance Coaching Toolkit
- Practice one coaching exercise from the Balance toolkit
- Reflection on application with those we support



COVID: A CATALYST FOR CHANGE

- Dramatic increase in remote and hybrid working particularly in computer-based office work
- Faster automation of AI and automation increasing need for job transition
- Greater global competition for roles which offer more flexibility
- Impact of 'Great Resignation' (2021) and 'Quiet Quitting' (2022)
- An increase in temporary jobs (flexible, cost-effective workforce)
- Virtual recruitment practices now more usual
- Career planning has become increasingly challenging for organisations and individuals
- Increased burden on Managers within organisations
- Change in employee attitudes to emotional, social and physical connection to the workplace. Shift in power balance.



POSITIVE AND NEGATIVE IMPACTS ON CAREER



Increased opportunities for remote/hybrid working = reduced levels of burnout and greater productivity

Men and women both see flexibility as a top 3 benefit critical to their organisation's success

Those in earlier career (under 35) tend to value physical and mental health as a priority in career

For some, they are better able to integrate work and caring responsibilities

Enhanced organizational policies and awareness of **mental health and well-being** at work

1 in 5 claim flexibility post-Covid has supported their career development

Limited work experience and placements during COVID years

Increased global competition for roles

Lack of predictability in role/skills planning due to constant organisational change and tech

Financial concerns for students in HE
Concerns regarding debt and cost of living crisis – seeking sectors with higher salaries (extrinsic motivators)

Parental pressure on students to find a role

Blurred boundaries between home and work

Gaps between policies and lived experiences



WHAT IS SELF-CARE IN THE CONTEXT OF CAREER?

Going well beyond wellness and well-being at work initiatives, **true self-care** in career pays attention to a broad range of holistic factors.

Career Well-Being: You like what you do every day (*Gallup*).

***Career Well-Being was found to be the most important of Gallup's 5 universal elements of well-being (career, social, financial, community and physical)**

**Interdependent and universal across nationalities and cultures (continuous diverse survey looking at 160 countries)*

WHAT IS SELF-CARE IN THE CONTEXT OF CAREER?

“At a fundamental level, we all need something to do, and ideally something to look forward to, when we wake up every day. What you spend your time doing each day shapes your identity, whether you are a student, parent, volunteer, retiree, or have a more conventional job . . .” (Tom Rath)

“...might be paid or unpaid work; pursuing a career or college major; volunteering for a social cause; or pursuing a particular vocation, sport or hobby

ELEMENTS OF CAREER WELL-BEING

Career Transitions

Interpersonal Relationships

Relationship with the Organisation

Work Performance

Sense of Purpose

Learning and Development

Work-Life Issues

****More than Job Satisfaction, it acknowledges attitudes and emotions at work****

Source: Dr Jennifer M Kidd

LINKS BETWEEN ENGAGEMENT AND WELL-BEING

Gallup also found a striking relationship between engagement and well-being with implications for employee Performance

'Well-being-Engagement Paradox'. Reciprocal but also additive – together a super-charger

- High well-being enhances the benefits of engagement
- Workers with high engagement and low well-being have 61% more chance of burnout
- Identifying the **strengths of employees** is a vital component of both engagement and well-being.
Workplace burnout is reduced to near zero among engaged, thriving employees who use their strengths.

McKinsey, 2020 and Deloitte, 2021 noted key elements of work engagement included Trusting Relationships, Social Cohesion and Inclusion, Individual Purpose and Contribution, Stable & Secure Work Experience (which includes job security and physical and mental health).

BUZZ GROUP DISCUSSION

LIVED EXPERIENCES:

What have you noticed in your colleagues/clients/employees in terms of the issues they face in managing their career success and self-care?

Discuss in pairs/trios

FACILITATORS AND THREATS TO CAREER WELLBEING

CONDITIONS FACILITATING WELL-BEING	THREATS TO WELL-BEING
Opportunities for voluntary mobility, successful adjustment to new role	Involuntary mobility, lack of opportunities for mobility, problems adjusting to a new role
Support, feedback and recognition	Interpersonal difficulties, lack of support, feedback or recognition
Autonomy, power	Adapting to organizational change, alienation, inequitable treatment
Using skills, performing well	Dissatisfaction with performance, overload
Purposeful, optimistic orientation	Pessimism, uncertainty about the future
Developing skills	Lack of challenge, lack of opportunities to develop
Work/Life Balance	Difficulties with personal life spilling over into work

INTERVIEW FOCUS: WHAT HAS CONTRIBUTED MOST TO CAREER SUCCESS?

“A manager who encourages you out of your comfort zone, with support”

“Getting constructive feedback”

“My ability to build relationships”

“Putting yourself in learning situations”

“Actively managing career development”

“Understanding that I need to spend my energy on the things I can control”

“Being seen as a can-do person”

“Work smart and force myself to switch off after hours”

“Being known for something – standing out because of your commitment to the organisation’s values”

OUR RESPONSE: BALANCE COACHING TOOLKIT

- Self focus - Employer focus**
- Building relationships
- Career development strategy
- Learning and development
- Use of personal energy
- Adapting to change
- Work-life balance

- ❖ Aims to support individuals to be more effective at holistic career management.
- ❖ Tools for reflection and action.
- ❖ To encourage and cultivate more sustainable career management behaviour
- ❖ Preparation for coaching discussion.



EXAMPLES OF BALANCE COACHING TOOLS

- Improving a relationship; creating a stakeholder map
- How to ask for feedback; addressing blocks to learning
- Developing my personal brand/reputation
- Writing the next chapter of career story
- My five-minute energy boost; energy raisers
- My work-life balance 'commandments'
- **Planned happenstance**: skills for adapting to change; scenario planning

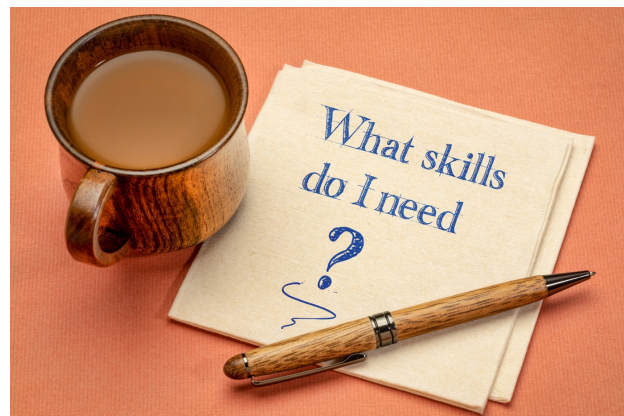


PLANNED HAPPENSTANCE CAREER THEORY

PLANNED HAPPENSTANCE

(Mitchell, Levin & Krumboltz, 1999)

- Careers are significantly affected by chance events
- Importance of constructing unexpected opportunities
- Encourages the skills of curiosity, persistence, flexibility, optimism and risk-taking



OPENNESS TO CHANGE: PLANNED HAPPENSTANCE TOOL

Objectives:

- To know about the value of a 'planned happenstance' approach as a more sustainable approach to managing our careers and dealing with change
- To know about the key skills of planned happenstance
- To identify ways to develop your openness to new opportunities

Planned Happenstance is an approach to managing your career which can actively assist you in responding to a changing work and careers environment. Just because we cannot predict the future, it does not mean we should abandon having plans. It does mean however, that we should allow our plans to be flexible and adopt an open mind.

OPENNESS TO CHANGE: PLANNED HAPPENSTANCE TOOL

There are 5 skills that have been identified as part of a planned happenstance approach:-

- **Curiosity:** exploring new possibilities
- **Persistence:** exerting effort despite setbacks
- **Flexibility:** changing attitude according to circumstances
- **Optimism:** viewing new opportunities as possible
- **Risk-Taking:** taking action in face of uncertain outcomes

Preparation for Coaching Practice (5 mins)

1. Note down an example, of when you have used each of the skills above.
2. Rank yourself on each skill on a 1:10 scale (*1 = I never demonstrate this skill: 10 = I demonstrate this skill whenever it is needed*)
3. Asterisk the skills you would like to develop further
4. Note down a few ideas on how you could further develop the highlighted skills

COACHING PRACTICE

Guideline questions (15 minutes: Divide time equally)

- Contract and agree the purpose of the conversation
- Use the core coaching skills of actively listening and if appropriate, any of these questions:

”How did you find completing the exercise?”

“Which skills strike you as most important?”

“Which skills did you rank most highly?” “Examples?”

“Which skills did you highlight as wishing to improve?”

“What implications does this have in terms of any actions you might want to take?”

IMPLICATIONS FOR OUR WORK

How can the Balance Toolkit help pay attention to whole life needs of employees?

- Encourages individuals to think about what 'sustains' them and is important in structuring work and life
- Directs career decision making and influences choices
- Provides a career management checklist for employees
- Highlights what is going well and gaps in career knowledge and career management skills
- Provides a framework for career success – (from leaders to those in early career)
- Helps individuals to think more widely about career development and 'progression'
- Helps individuals think about specific aspects of career; eg managing change, strengths, brand etc
- Helps to prepare for a career conversation with a Manager or an Interview with a Recruiter
- Helps to provide a focus for those considering a new role/new employer

A MODEL TO HELP THOSE WE SUPPORT



RESOURCES

Deloitte

<https://www2.deloitte.com/mt/en/pages/human-capital/articles/mt-employee-engagement-and-covid-19.html>

McKinsey

<https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19>

HBR

<https://hbr.org/2020/03/that-discomfort-youre-feeling-is-grief>

The Impact of Covid 19 on Career: Hooley, T

<https://nicejournal.co.uk/index.php/nc/article/view/389/388>

Career Shocks

<https://www.sciencedirect.com/science/article/pii/S0001879120300592>

Career Inaction

https://www.researchgate.net/publication/331270840_When_People_Don't_Realize_Their_Career_Desires_Toward_a_Theory_of_Career_Inaction

RESOURCES

Exploring Career Well-Being in Two Cultures:

<https://www.nicecjournal.co.uk/index.php/nc/article/view/115/114> Kidd

<https://www.futureofbusinessandtech.com/employee-wellbeing/the-link-between-employee-engagement-and-well-being/>

<https://www.gallup.com/workplace/336941/wellbeing-engagement-paradox-2020.aspx>

Steiner, R. S, & Spurk, D. (in press). Career well-being from a whole-life perspective: Implications from work-nonwork spillover and crossover research. In I. L. Potgieter, N. Ferreira, & M. Coetzee (Eds.), *Theory, Research and Dynamics of Career Wellbeing*. Basel: Springer Nature Switzerland.

Seligman, M.E.P. (2011). "Flourish: A Visionary New Understanding of Happiness and Well-being." New York: Simon and Schuster.

Kahneman, D. (2011). "Thinking, Fast and Slow." New York: Farrar, Straus and Giroux.

A top-down view of a desk with a keyboard, mouse, pen, paper, and plant. The desk is white and features a silver keyboard, a white mouse, a pen, a piece of paper, and a small potted plant. A hand is visible at the bottom center of the frame, resting on the desk. A large orange rectangle is overlaid in the center of the image, containing the text "Thank you!".

Thank you!