

Staying Employable in an Era of Disruption

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1. What is the relationship of these three stakeholder groups among private corporations: (1) Community, (2) Employees, (3) Shareholders.

- a. The three are equally weighted
- b. Employees and shareholders outrank the community
- c. Shareholders outrank the community and employees

(Type your response in the Chat.)





2. When making a career change, lateral moves are:

- a. A type of demotion
- b. Like “treading water:” neither gaining ground nor losing ground
- c. A possible means of repositioning a career

(Type your response in the Chat.)





Question 3. What do you hope to learn in today's session?

(Type your response in the Chat.)





What you should learn

- Describe the shift from career ladders to career frameworks for conceptualizing long-term employability
- Explain how both formal learning and developmental work within the context of jobs each play critical roles in employability
- Describe a five-part model for ongoing learning and development, which includes learning, development, networking, side hustles, and personal investments of finances and time



When preparing for this presentation, I conduct some background research that took a trip down memory lane to find out what happened to the people with whom I started my career.

Teresa	Cody	Alana	Len	Matthew	Gabriel
Technical writer: Major manufacturer, Rochester, Minnesota	Technical writer; Major manufacturer, Rochester, Minnesota	Technical writer; Major manufacturer, Rochester, Minnesota	Technical write; Major manufacturer, Rochester, Minnesota	Technical writer; Major manufacturer, Rochester, Minnesota	Technical writer; Major manufacturer, Rochester, Minnesota

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Starting point

How our careers progressed

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Manager	Second BA / Technical writer	Education leave / MA	Technical support	Education leave—PhD	Instructional designer / MA studies
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Project manager / Executive MBA	Technical support	Full-time mom	Eyewear specialist	Education leave: MPA	Consultant
Project manager	Technical writer	Failed attempt to return to work	DEC in print graphics	Budget specialist	Professor
Retired <i>Still in Rochester</i>	Retired <i>Still in Rochester</i>	Not working <i>Lives in the Pacific Northwest</i>	Not working <i>Still in Rochester</i>	Retired <i>After a decade in the South, lives in Minneasota</i>	Professor <i>Lived in Atlanta, Twin Cities, Boston, Hong Kong, and now Montreal</i>

Consider the “reskilling” and “upskilling” patterns of the people with whom I started my career.

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We're "generation market economy," affected by globalization, shift from lifetime employment, and defined contribution pensions.

Absent major intervention in the economy, my co-authors and I see these patterns persisting.

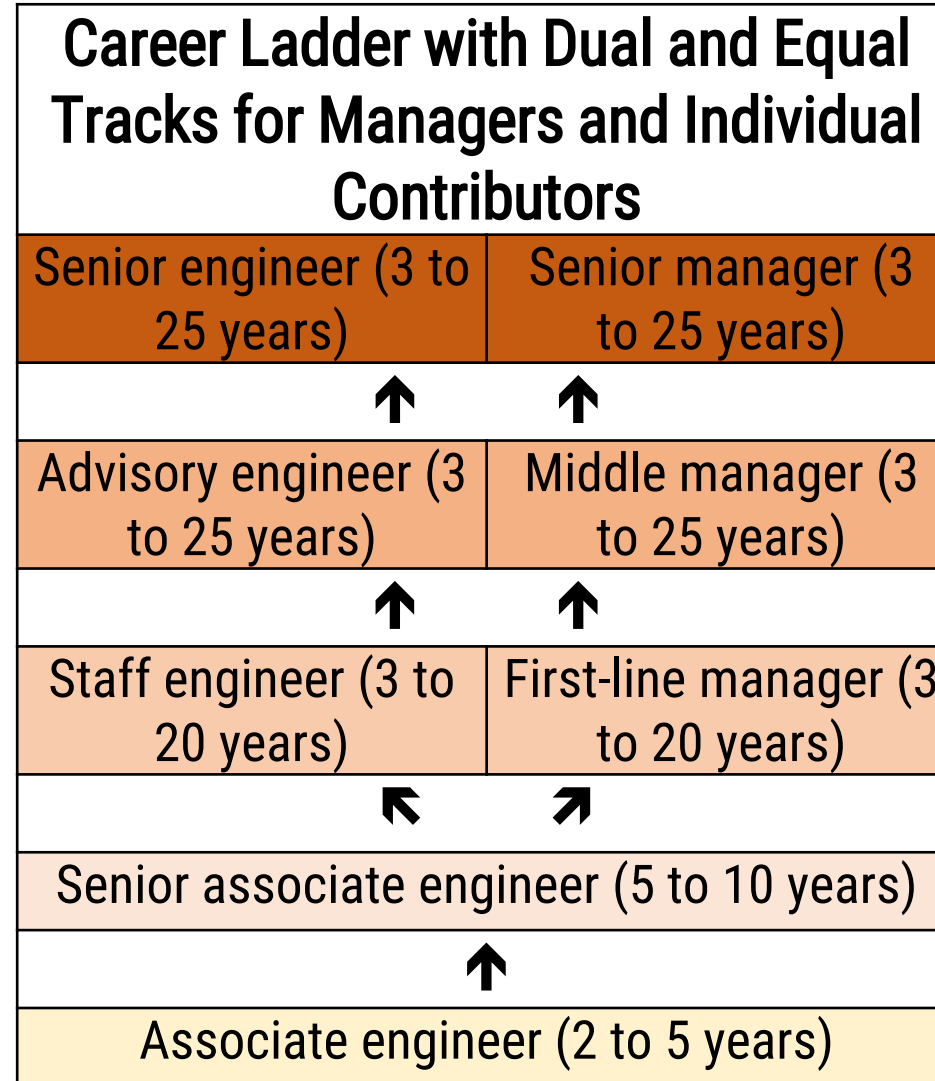
As a result, we can formulate guidance.



Case 1 **Consider Mark.**



Mark's career is an example of the traditional career ladder




Career ladders are increasingly rare as a result of these four factors.

Automation, artificial intelligence, political and economic conditions, and emerging business and process models have upended certainty.


Organizations seek greater flexibility, including the flexibility to change their employment mix

The workforce is more diverse and composed of workers are living longer, with some also working longer.

The values of organizations have shifted from balancing the needs of shareholders, employees, and the community to maximizing shareholder value as the primary value, above the other two stakeholders.



1. What is the relationship of these three stakeholder groups among private corporations: (1) Community, (2) Employees, (3) Shareholders.

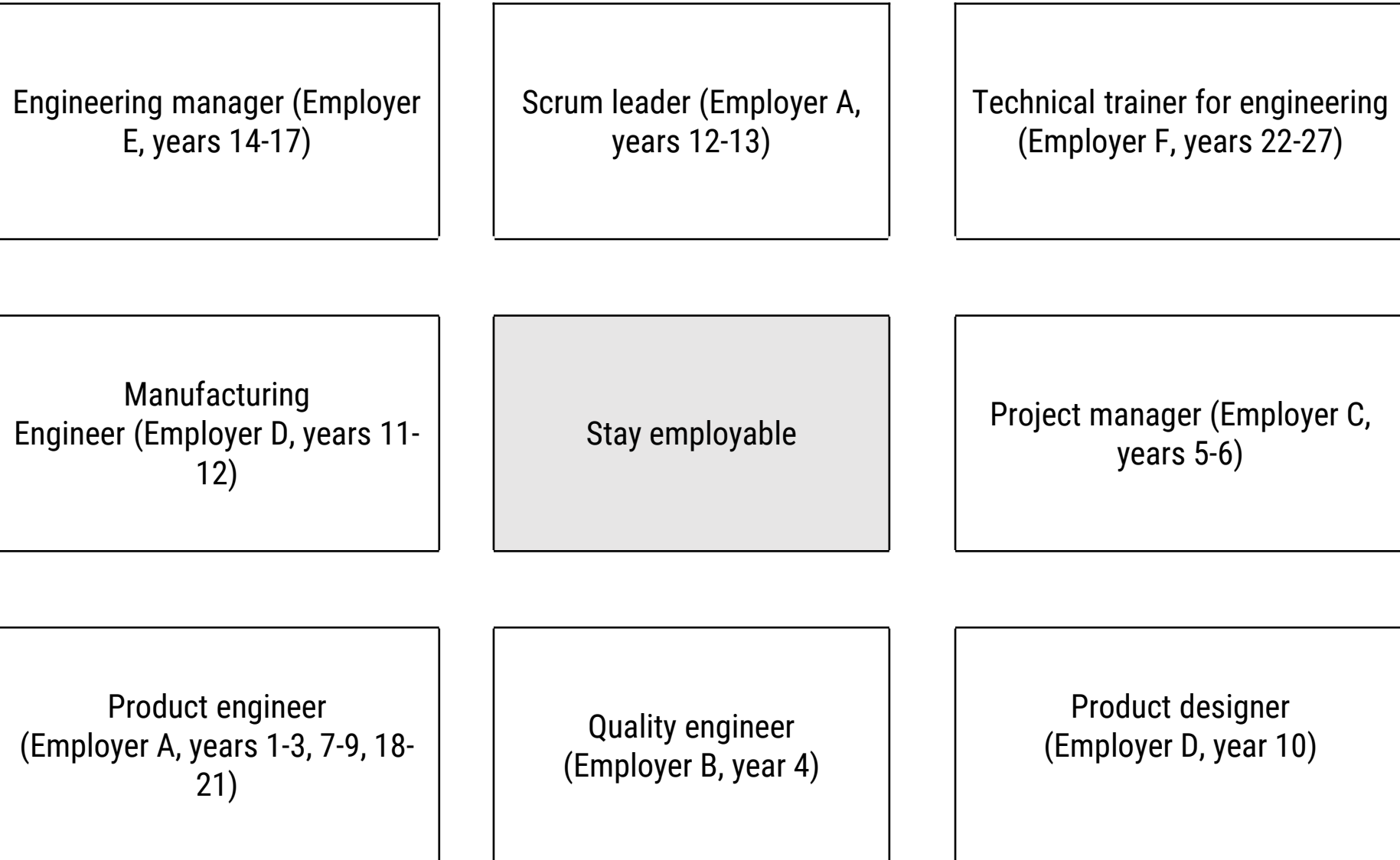
- a. The three are equally weighted
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- 

Case 2

Consider Olivia.



Olivia's career is an example of the emerging approach: Career frameworks



Consider this second example of career frameworks

Assistant store manager,
employer 1 (years 1 through 3)

Store manager, employer 2
(years 4 and 5)

eCommerce Customer Manager,
employer 2 (years 6 and 7)

Customer Fulfillment Manager,
employer 3 (years 7 through 11)

Stay employable

Independent contractor (years 12
through 14)

Director-to-Consumer Sales
Manager, employer 4 (years 15
through 19)

Retail Strategy Specialist,
employer 5 (years 20 through
26)

Consultant and contractor
(starting year 27)



2. When making a career change, lateral moves are:

- a. A type of demotion
 - b. Like “treading water:” neither gaining ground nor losing ground
 - c. **A possible means of repositioning a career**
- 

Olivia's career is an example of the emerging approach: Career frameworks

Engineering manager (Employer E, years 14-17)

Scrum leader (Employer A, years 12-13)

Technical trainer for engineering (Employer F, years 22-27)

Manufacturing Engineer (Employer D, years 11-12)

Stay employable

Project manager (Employer C, years 5-6)

Product engineer (Employer A, years 1-3, 7-9, 18-21)

Quality engineer (Employer B, year 4)

Product designer (Employer D, year 10)

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Career frameworks address the realities of careers in the 21st century

Why?

- Longer careers
- Job obsolescence
- Shorter-term jobs
 - Permanent
 - Contingent

Strategies

- Goal: Acquire skills and experiences
 - Stretch assignments
 - Develop complementary skills
 - Maintain current skills with technologies and processes
 - Constantly assess “general” skills
- 

Consider the contrast between career ladders and frameworks.

Senior engineer (3 to 25 years)	Senior manager (3 to 25 years)
↑ ↑ Keep advancing	
Advisory engineer (3 to 25 years)	Middle manager (3 to 25 years)
↑ ↑	
Staff engineer (3 to 20 years)	First-line manager (3 to 20 years)
↖ ↗	
Senior associate engineer (5 to 10 years)	
↑	
Associate engineer (2 to 5 years)	

Engineering manager (Employer E, years 14-17)	Scrum leader (Employer A, years 12-13)	Technical trainer for engineering (Employer F, years 22-27)
Manufacturing Engineer (Employer D, years 11-12)	Stay employable	Project manager (Employer C, years 5-6)
Product engineer (Employer A, years 1-3, 7-9, 18-21)	Quality engineer (Employer B, year 4)	Product designer (Employer D, year 10)



How could the shift from career ladders affect the way mid-career workers plan the rest of their careers?

(Type your response in the Chat.)



Employers value experience as much as credentials, perhaps more.

Credentials include:

- Degrees
- Certifications
- Badges

Informal learning includes skills learned:

- On the job
- Through *side hustles*
- Through reading and other experiences



Informal learning and interpersonal experiences are ideal for:

- Developing judgement skills
- Building communication skills
 - Interpersonal
 - Written
 - Oral
- Handling complex real-world challenges
- Building skills that, for whatever reason, you can't on the job





What skills have you developed informally? Has anyone formally recognized you for developing those skills?

(Type your response in the Chat.)



Case 3

Consider the cruise guest.





**One particular concern for remaining
employable: getting too comfortable in a job.**





**One particular concern for remaining
employable: getting too comfortable in a job.**

That is, becoming obsolete.

Not just technologies but also processes.





Consider this distinction.

Upskilling

Expanding your capabilities within a current job family

Examples:


- Learning a new version of software.
- Working on a variation of the same project or a slightly different client group.

vs

Reskilling

Preparing to work in a completely different family of jobs

Examples:

- Earning a degree for an entirely different line of work.
 - Taking a temporary assignment in another group to handle a completely different type of work.
- 

Also consider this distinction.

Training

To develop skills that will be used on the job within the next six months

(An admittedly old definition.)

Examples:

- Learning a new version of Excel.
- After working only with graduating Commerce students, starting to advise graduating Humanities and Social Science students.

vs Education

To develop skills that will be used on the job after six months (and in the long-term)

Examples:

- Learning to analyze web analytics (not yet assigned)
- Pursuing project management training in preparation for a promotion to Project Manager or Project Lead
- Changing careers to becoming an intellectual property attorney after working for years as a technical writer

Consider this framework for addressing obsolescence.

Phase	1-Remain Informed	2-Refine	3- Update	4-Upskill	5-Reskill
Meaning	Maintain an <i>ongoing</i> awareness of the current state of: <ul style="list-style-type: none">▪ The industry in which you work▪ The organization in which you work or service▪ Your line of work	<ul style="list-style-type: none">▪ Apply skills and knowledge learned conceptually within a job context (typically used to develop technical and job-related skills).▪ Strengthen a weak instinct or interpersonal skill (typically used to strengthen weak interpersonal skills).	<ul style="list-style-type: none">• Perform technology-related and job-related tasks more efficiently and effectively• Slightly change the way existing technology- and job-related skills are performed to accommodate updates to the technology and job-related processes.• Consciously adjust approach to interpersonal skills usually in response to feedback from others.	<ul style="list-style-type: none">• Add a major new job responsibility (through a promotion or lateral transfer).• Replace the use of one technology with another.• Replace one job process with an entirely new one (which might also incorporate an additional process).	Move from one line (or occupation) of work to another
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Cost	\$	\$-\$\$	\$-\$\$	\$\$-\$\$\$	\$\$-\$\$\$\$




















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Reskilling is no guaranteed choice, however.

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Also note that “soft” skills might need a refresh during a career.





**One of the challenges facing workers is that
“you are not the best judge of you.”**

(And most people don't like to hear that their own skills aren't top-notch.)



Recognizing soft skills deficits poses challenges.

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How can workers maintain an ongoing awareness of the “currency” of their skills?

(Type your response in the Chat.)



Also prepare to invest in your skills.



\$250 to several thousand,
depending on whether you are up-
or re-skilling



Between . 5 and 10 hours a week,
depending on whether you are up-
or re-skilling

Also related to this case is the issue of whether to stay or whether to leave a job. These issues factor into the decision.

What is the state of the technology *and* processes used by your current employer (bleeding edge; state-of-the art; middle of the pack; pushing archaic)?

What is your ability to broaden your experience (Management and leadership? Project complexity? Market leader? Similar?)

What is your opportunity to transition into another role within the same organization? Will they accept you?

How competitive is your salary and benefits package? If yours is exceptionally good, can you live with the reductions?

Consider these suggestions

Your Age Now	Strategies and Suggestions for Autonomous Career Management
In your 40s	<ul style="list-style-type: none">■ Maintain your commitment to ongoing career development (or, if you haven't committed yet, do so).<ul style="list-style-type: none">— Adjust the funds and time set aside for development activities.— Make prudent investments in skills development. Make sure that the investments will pay off by the time you retire.— Review the sources used to keep up with the field and adjust as necessary to strengthen the sources.— Review your network and leverage relationships with colleagues.— Review the role of your side hustle (if any) in your future development.■ You will likely need a medium and major skill reboot during this period.■ Assess the likelihood that you will be able to remain in this job, industry, or organization over the medium and long term (three to eight years) and, if not, consider what you would need to get a replacement job.■ Check the current tax regulations regarding deductions for professional development expenses so you familiarize yourself with the latest guidelines and can take full advantage of tax breaks.
In your 50s and 60s	<ul style="list-style-type: none">■ Assess the likelihood that you will be able to remain in this job, industry, or organization over the medium and long term (three to eight years) and, if not, consider what you would need to get a replacement job. But this time, also take note of the track record of other people in your age range.■ You will likely need a medium and major skill reboot during this period.■ Make sure that skill investments will pay off by the time you retire. Be wary of starting costly degrees solely for a career payoff.■ Depending on the answer to the first question, it may be time for a new job family.

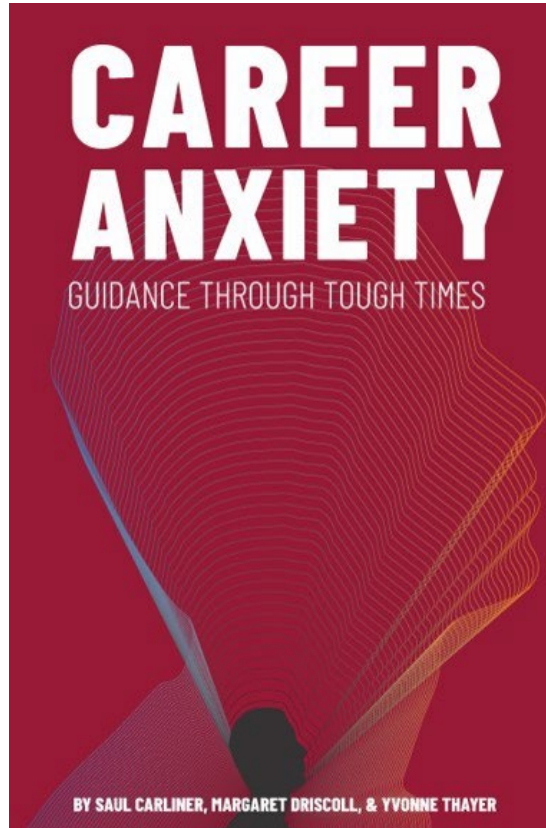


Minute Summary

- What is the most important thing you learned?
- Name one concrete action you can take to ensure your long-term employability?

(Type your response in the Chat.)

Learn more about maintaining your employability.

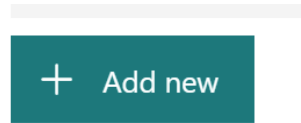


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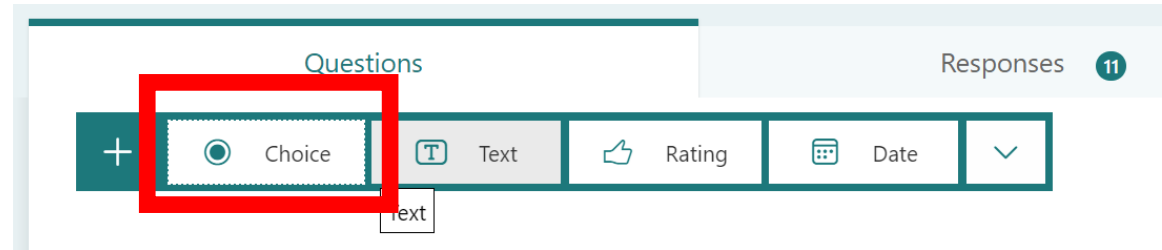


And visit www.career-anxiety.com

1. Click “+Add new” to add a new question.



2. When the Questions window appears, choose Choice (which provides a template for entering a multiple choice question)



3. When the Choice question form appears, enter the “stem” (question) Where prompted, and the choices where prompted.

To add more choices, click +Add option

A screenshot of the 'Choice' question form. It shows a text input field for the question stem, labeled '1. Question'. Below it are two option input fields, 'Option 1' and 'Option 2', each with a radio button to its left. At the bottom, there is a red box around the '+ Add option' button, and a link to 'Add "Other" option'.



1. QUESTION

a.

b.

c.

(Type your response in the Chat.)





2. QUESTION

- a.
- b.
- c.

(Type your response in the Chat.)

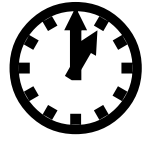




3. OPEN QUESTION

(Type your response in the Chat.)





The Minute Summary

- What is the most important thing that you learned today?
- What one question remains?