

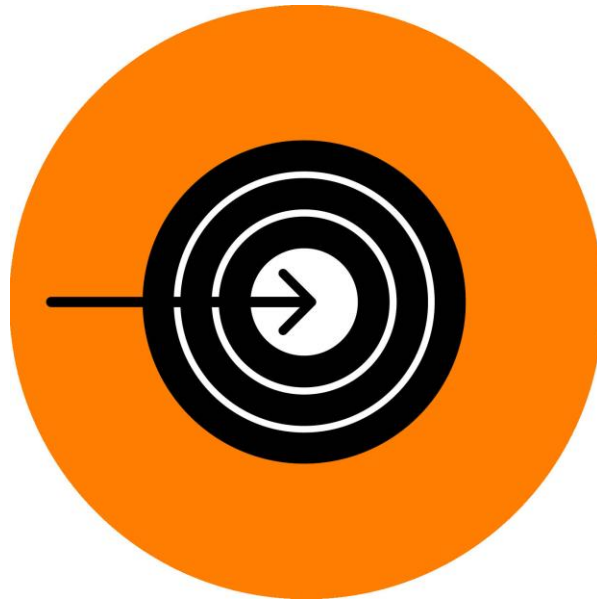


Strategic Career Model **- interface between individuals and organization**

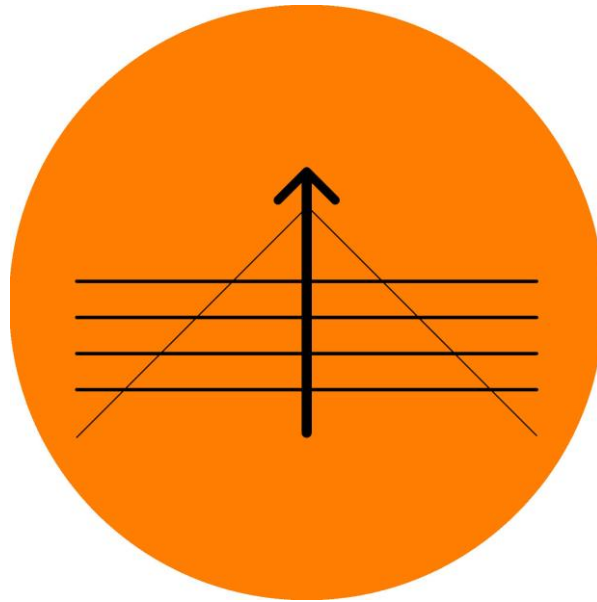
- > Career Concept
- > Career Motives
- > Competence Profile
- > Career Culture
- > Strategy



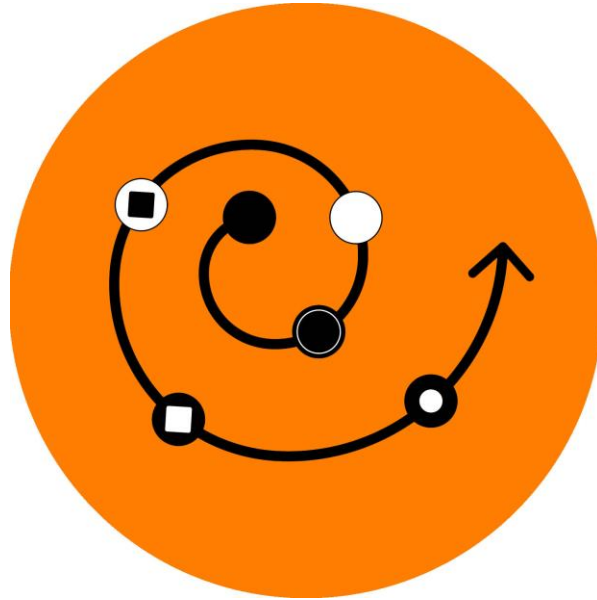
Expert



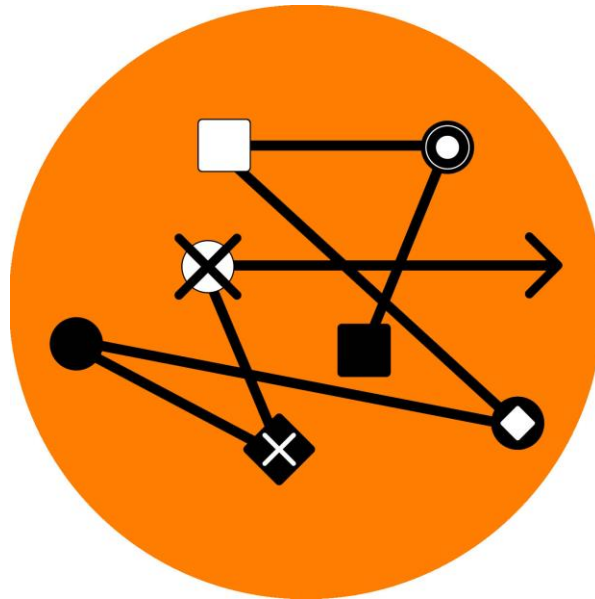
Linear




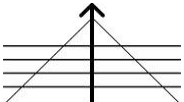

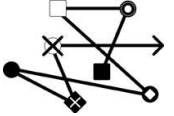
Spiral







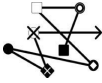
Transitory



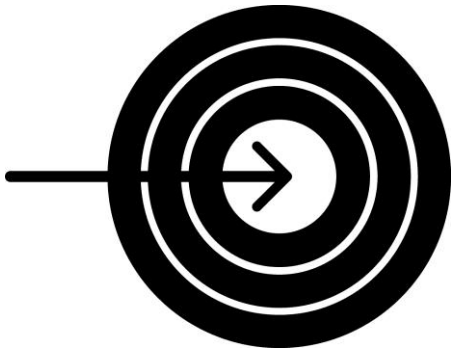
Overview of Four Career Concepts

Career Concepts	Direction of movement	Duration of stay in one field
 <p>Expert</p>	<p>Little movement</p>	<p>Life</p>
 <p>Linear</p>	<p>Upward</p>	<p>Indeterminate</p>
 <p>Spiral</p>	<p>Lateral</p>	<p>5 – 10 years</p>
 <p>Transitory</p>	<p>Lateral</p>	<p>2 – 4 years</p>

Spectacles

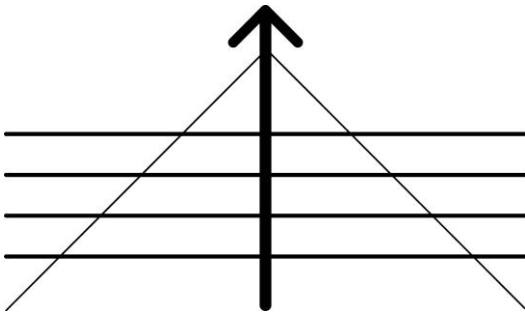
 >	 Expert	 Linear	 Spiral	 Transitory
Expert	Serious (but wrong)	Decides more than he knows	Lacks focus	"Jack of all trades"
Linear	Management problem	Goal-oriented competitor	Faulty compass	Hopeless vitae
Spiral	Overly specialized	Sacrifices self for career	Exciting person	Flexible but wasteful
Transitory	Rigid and narrow-minded	Conventional careerist	Flexible but careful	Free-spirited

Expert Motives



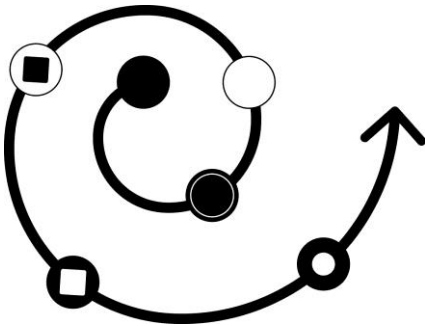
- > Expertise
- > Security

Linear Motives



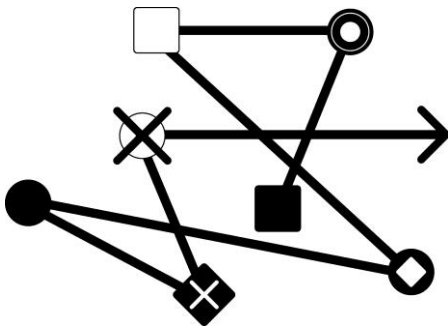
- > Power
- > Achievement

Spiral Motives



- > Personal Growth
- > Creativity


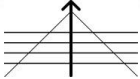

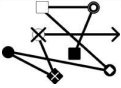
Transitory Motives



- > Variety
- > Independence

Mid-Career Scientists Study

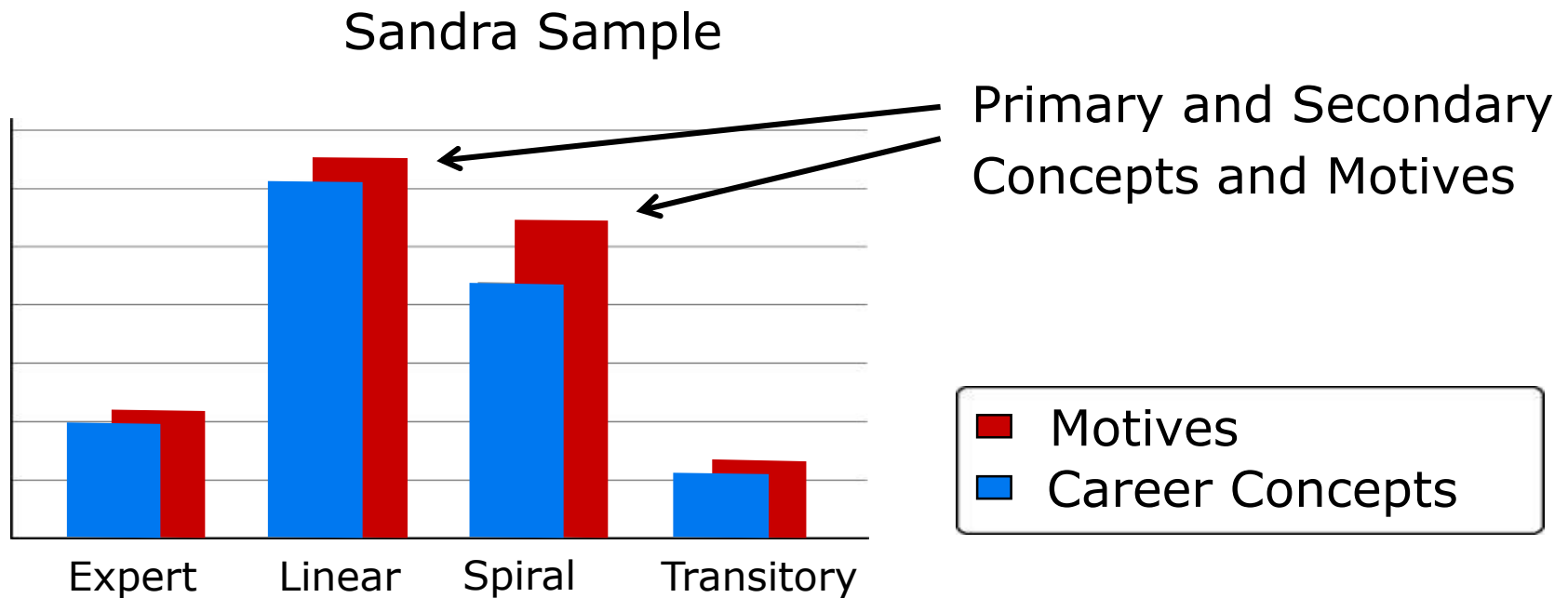
Career Concept and Career Values Correlations

	 Expert	 Linear	 Spiral	 Transitory
Want	Refine Skills Stable Employment	Management Skill Influence Prestige High Income Recognition Develop Others Improve the Org. People Involvement	Job Mobility Novelty People Involvement Develop Others Influence People Management Skills Improve Org. Self-Development	Novelty Job Mobility People Involvement
Don't Want	Novelty Job Mobility People Involvement Improve Org.		Stable Employment	Stable Employment

Career Concept Combinations and Career Paths

Career Combinations	Career Path Example
Expert and Linear	> Functional Manager
Expert and Spiral	> General Consultant
Expert and Transitory	> Freelancing
Linear and Spiral	> General Manager
Linear and Transitory	> Indep. Business Owner/Manager
Spiral and Transitory	> Entrepreneur/Intrapreneur

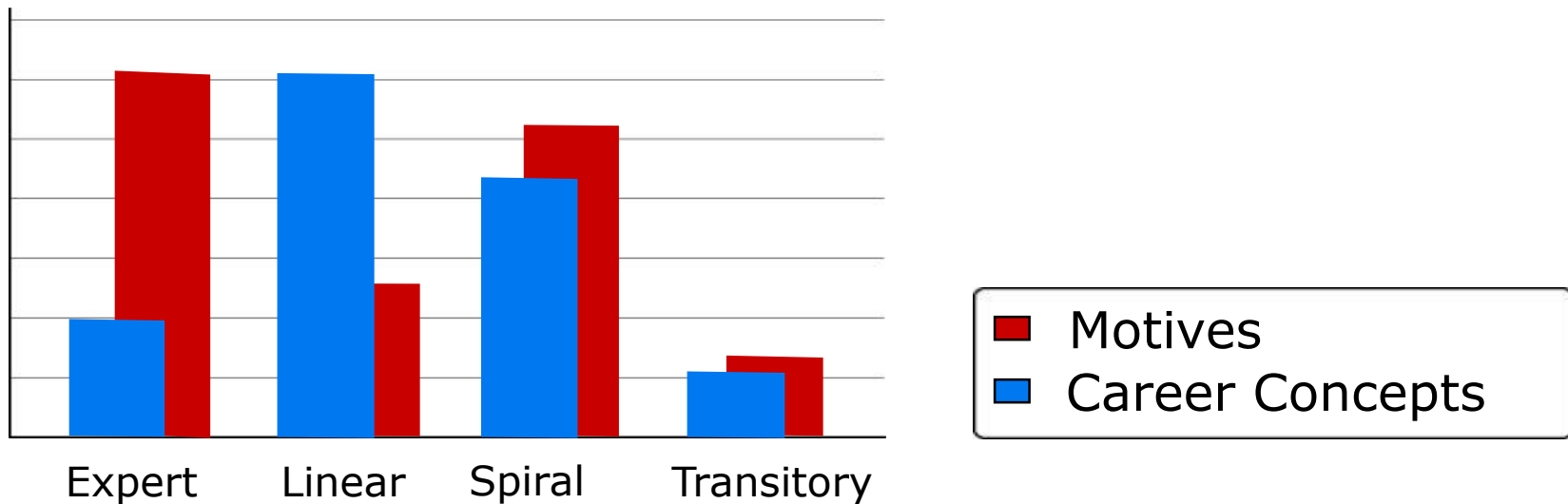
Career Concepts Assessment Example



A Highly Congruent Pattern

Career Concepts Assessment Example

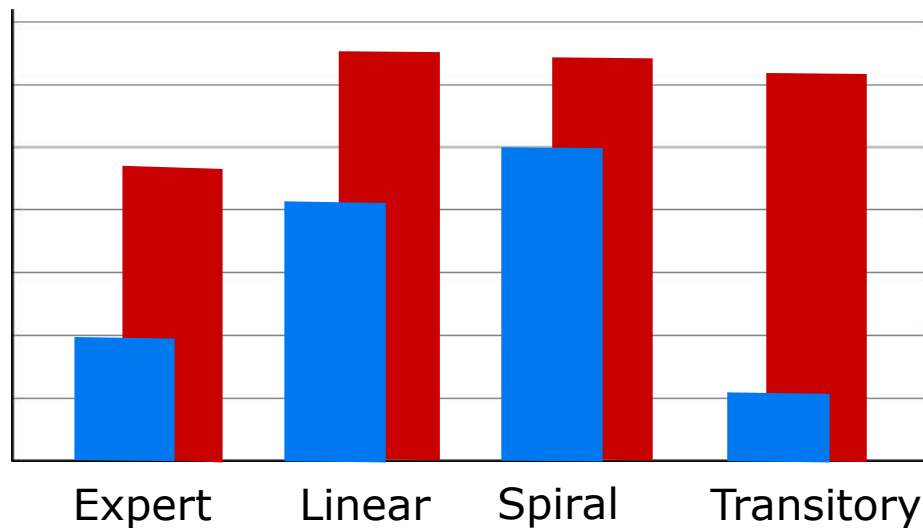
Joe Sample



A "False" Linear Pattern

Career Concepts Assessment Example

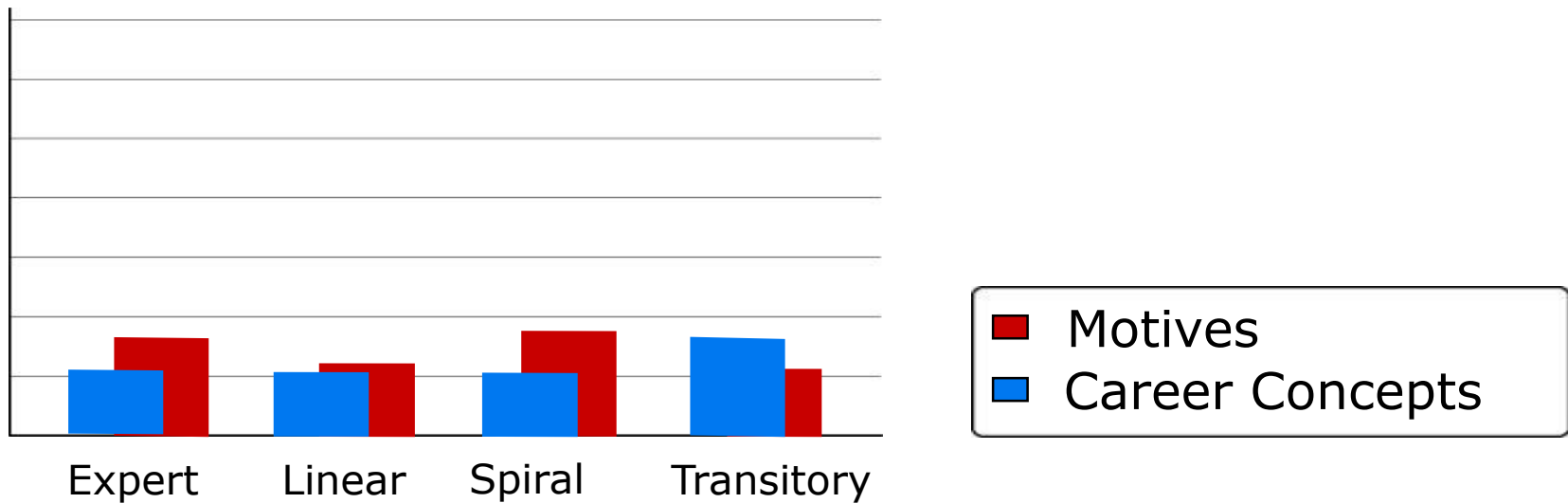
Sarah



A "Good News/Bad News" Pattern





Career Concepts Assessment Example

Maxwell Sample




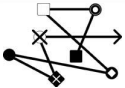


An "Undecided" Pattern

Career Competencies

 Expert	 Linear	 Spiral	 Transitory
Quality	Leadership	Creativity	Speed
Commitment	Competitiveness	Teamwork	Networking
Reliability	Cost-efficiency	Project	Adaptability
Specialization	Management	Skill diversity	Fast learning
Stability-orientation	Profit-orientation	Development-orientation	Change orientation

Organizational Career Culture



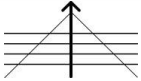

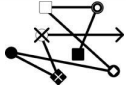
Career Culture:	 Expert	 Linear	 Spiral	 Transitory
Strategy	Maintain Share Increase Quality	Growth Market Share	Diversification based on core technology	Immediate Targets of Opportunity
Structure	Flat Functional Broad Span of Control	Tall Pyramid Narrow Span of Control	Matrix Structure Open System High Involvement	"Ad Hococracy" Temporary Teams
Valued Performance Factors	Accuracy Reliability Technical Expertise	Cost Reduction Leadership Skills Logistics Mgmt Skills	Creativity Skill Diversity Team Skills	Speed Adaptability Opportunity Recognition
Rewards	Fringe Benefits Tech. Training Recognition Awards Budget Authority	Promotion Mgmt Incentives Mgmt Training	Lateral Assignments Job Rotation Education Creative Latitude	Cash Bonuses Special Assignments Job Rotation Independence

Modern Management Inc.

- Growth strategy
- Matrix structure
- Quality performance appraisal
- Bonus reward system

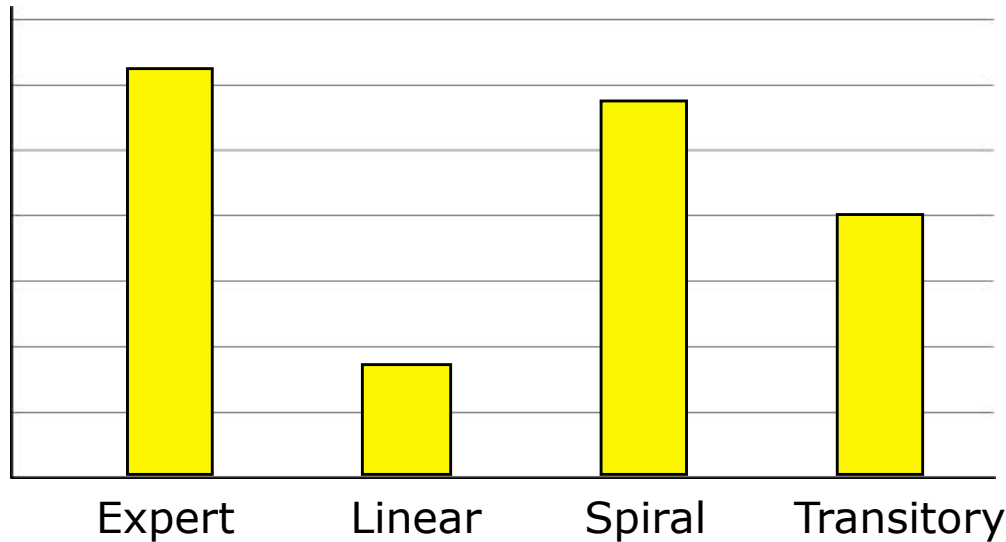


Spectacles on Career Culture

	 Expert	 Linear	 Spiral	 Transitory
Expert	Serious and stable	Incompetent people are in charge	Messy and risky	Chaos
Linear	Dead end	Competitive and efficient	"Schizophrenic" = Who is in charge?	Unclear = How can I make career?
Spiral	Very limiting	Boring Hierarchic	Creative and exciting	Wasty and "jerky"
Transitory	Slow and formal	Conventional Single-tracked	Complex = Hard to understand	Fast and flexible

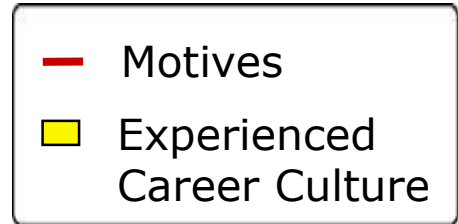
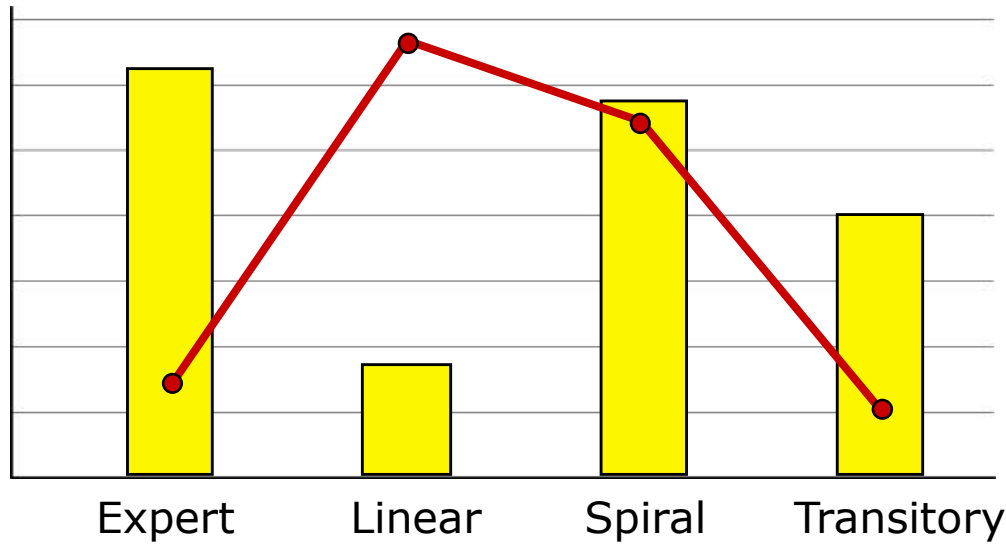
Experienced Career Culture

Average on strategy, structure, appraisal and reward



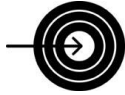
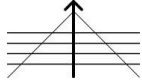

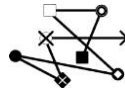
■ Experienced Career Culture

Culture Fit



Career Concept and Career Culture Fit in an Aerospace Company with Expert Culture


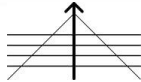

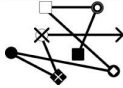
Satisfaction, Attitudes and Perceived Effectiveness for Individuals with each Career Concept

	 Expert	 Linear	 Spiral	 Transitory
Attitudes towards Company	Highest Commitment Highest Loyalty	Low Commitment Low Loyalty More likely to leave	Low Commitment Low Loyalty More likely to leave	Mod commitment
Reactions to Job and Work	Highest Job Satisfaction High Focus on Work Most satisfied with Company's Customer Service Perceived Performance as: > Creative and Productive > Developmental of others	Lowest Job Satisfaction Low Focus on Work Perceived Performance as: > Low in Creativity and Productivity > Little developm. of others	Mod - Mod Low job satisfaction Mod - High focus on work and willingness to work long hours Perceived performance as: > Mod - Mod Low productivity	Mod High job satisfaction Perceived performance as: > Mod Low productivity > Low innovation
Reactions to Non-Work Life	High Overall Non-Work Satisfaction Highest Marital Satisfaction	Lowest overall non-work satisfaction Low marital satisfaction Low avocational satisfaction	Mod - Mod High overall non-work satisfaction	High non-work satisfaction Highest avocational satisfaction

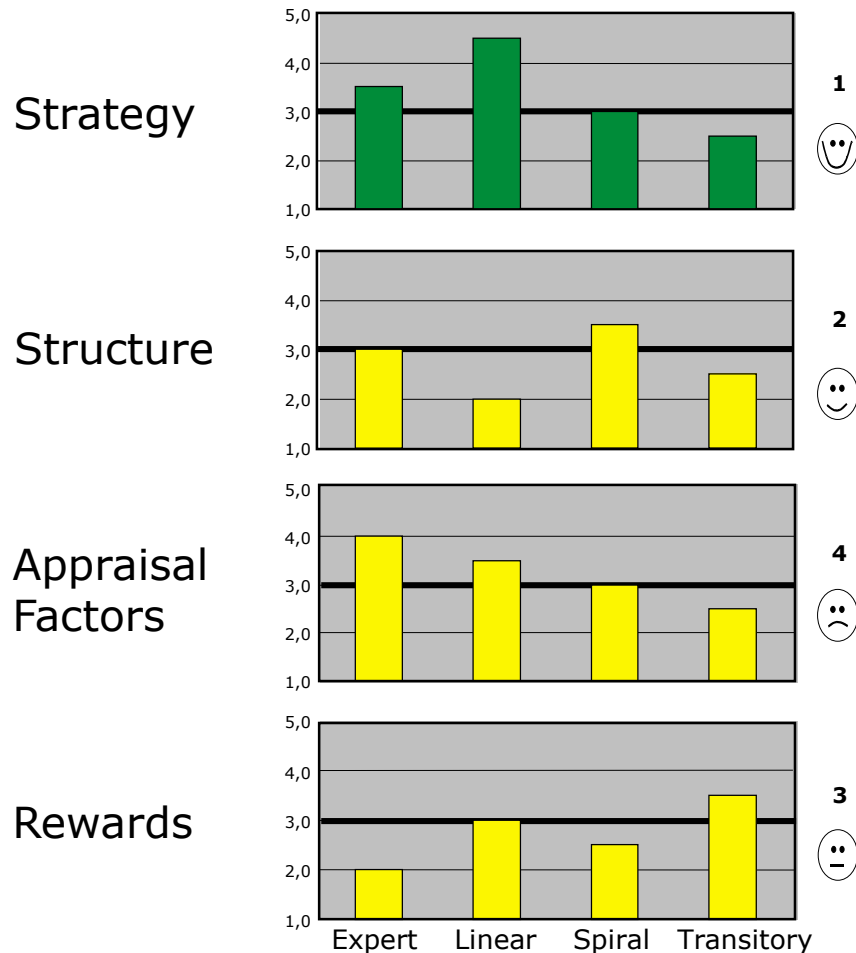
Fit




Example on an inconsistent culture?

Career Culture:	 Expert	 Linear	 Spiral	 Transitory
Strategy	Consolidation	Growth	Renewal	Opportunities
Structure	Flat Functional	Tall pyramid	Matrix	Temporary teams
Appraisal Factors	Quality	Profit	Creativity	Fast
Rewards	Recognition	Promotion	Job-rotation	Cash-bonuses

Career Culture on Modern Management



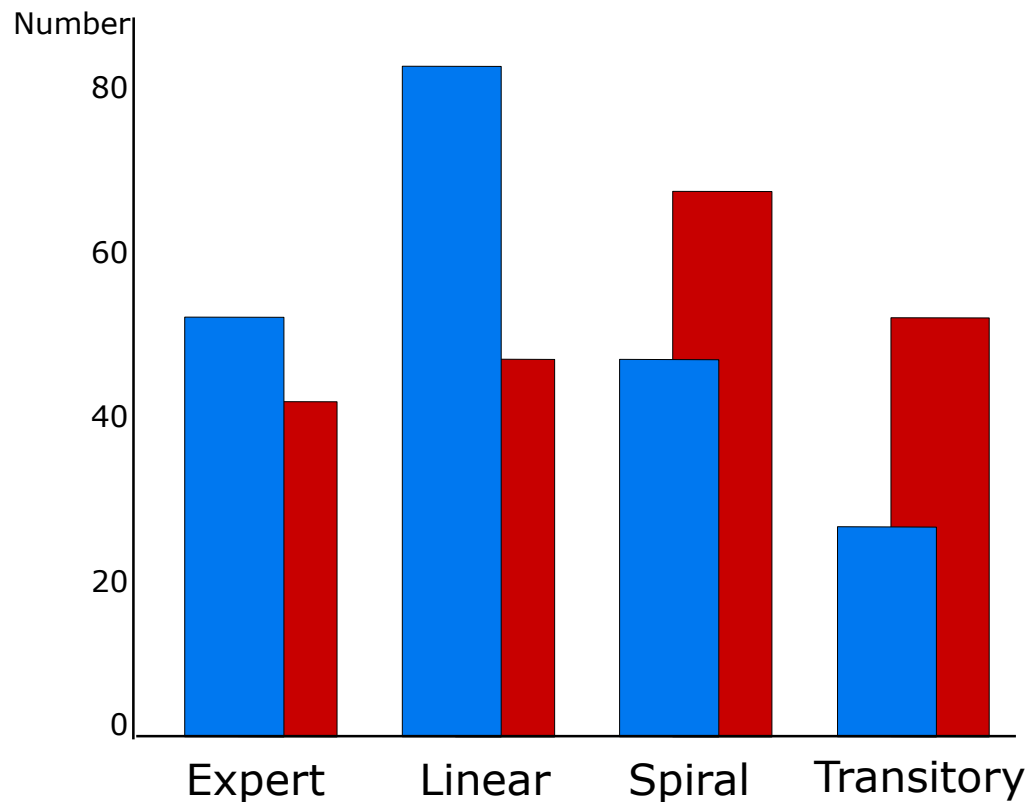
Number of persons:	200
Average age:	35
Average empl. year:	1990
Cultural certainty:	3,5
Cultural similarity:	3,0
Total "goodness":	



Frequencies

MODERN MANAGEMENT

– Number of primary career concepts and motives



Information on group

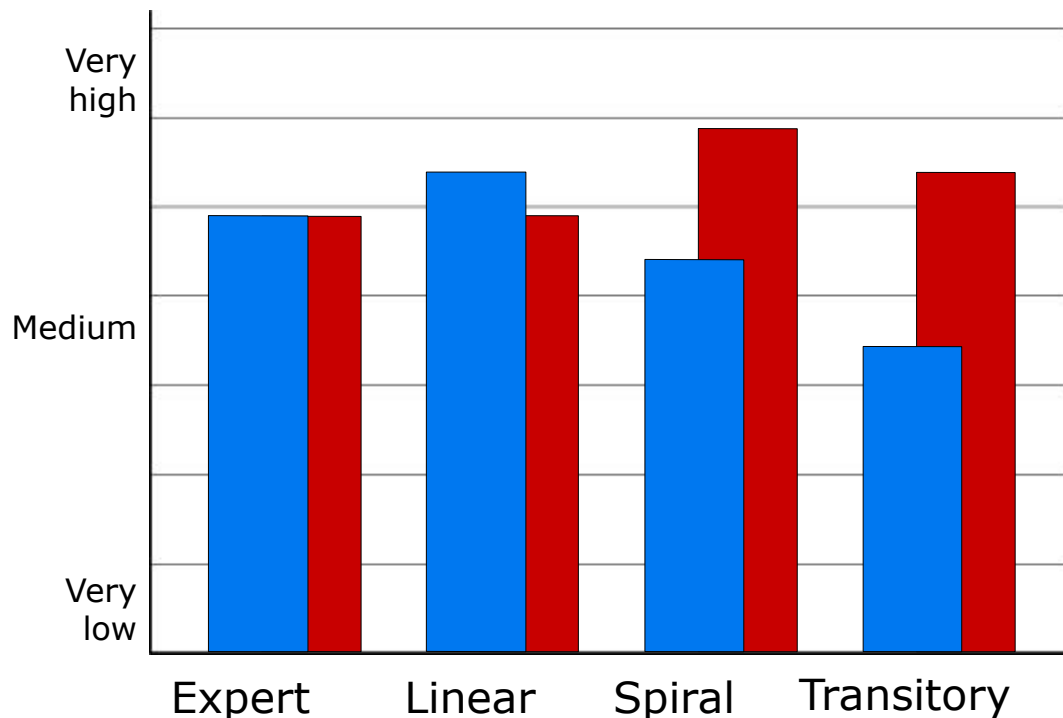
Number of Persons: 200
Average Age: 39
Average Employed Year: 1990

■ Motives
■ Career Concepts

Average

MODERN MANAGEMENT

– Average on career concept and motives of the group




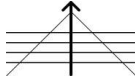

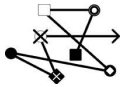


Information on group

Number of Persons: 200
 Average Age: 39
 Average Employed Year: 1990


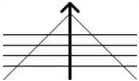

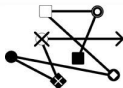
■ Motives
 ■ Career Concept

Individual Career Concept and Organizational Career Culture Fit

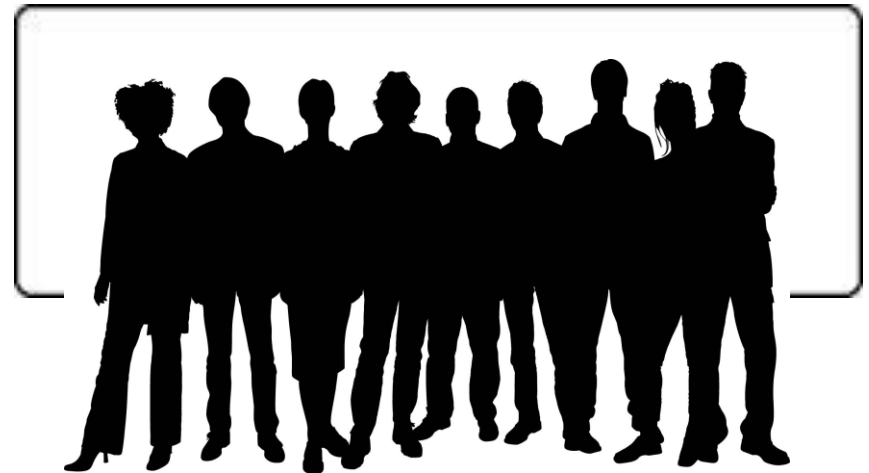
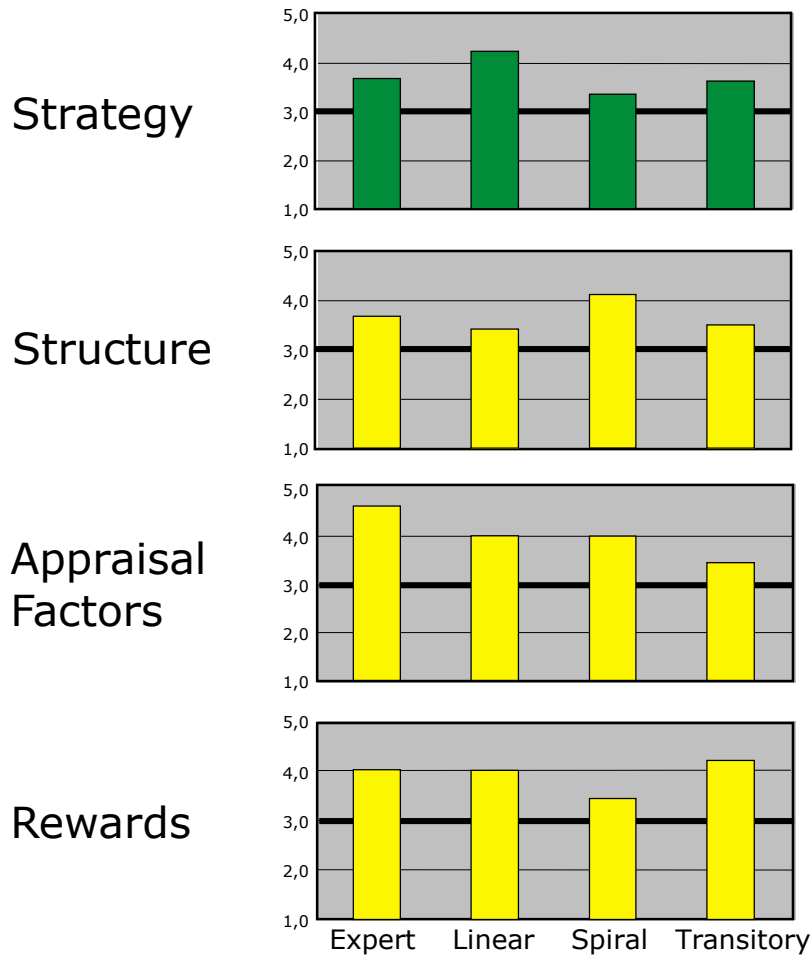
MODERN MANAGEMENT

	 Expert	 Linear	 Spiral	 Transitory
Career-concepts	Lifelong Refinement	Upward 	Lateral Related	Unrelated
Motives	Expertise Security	Achievement Power	Pers. Growth Creativity 	Variety Independence
Strategy ☺	Consolidation	Growth	Renewal	Opportunities
Structure ☺	Flat, Functional	Tall pyramid	Matrix	Temporary teams
Appraisal Factors ☹	Quality	Profit	Creativity	Fast
Rewards ☹	Recognition	Promotion	Job Rotation	Cash Bonuses

Example – Monolithic Career Culture

Career Culture:	 Expert	 Linear	 Spiral	 Transitory
Strategy	Consolidation	Growth	Renewal	Opportunities
Structure	Flat Functional	Tall pyramid	Matrix	Temporary teams
Appraisal Factors	Quality	Profit	Creativity	Fast
Rewards	Recognition	Promotion	Job-rotation	Cash-bonuses

Example – Pluralistic Career Culture



Utveckla karriärkulturen i olika steg

