

## Job change notes

For people with a very recent job change. This should be done before considering the other material



- New job is likely to require something different from the behavior that led to the new job
- See ... by Peter Drucker.
  - ▲ chapter 9 of *The Essential Drucker* (the material starting at decision step five)
    - ⇒ chapter 13 of *The Frontiers of Management* (the material starting at decision step five)
  - ▲ chapter 1 of Part Four of *Managing the Non-Profit Organization*.

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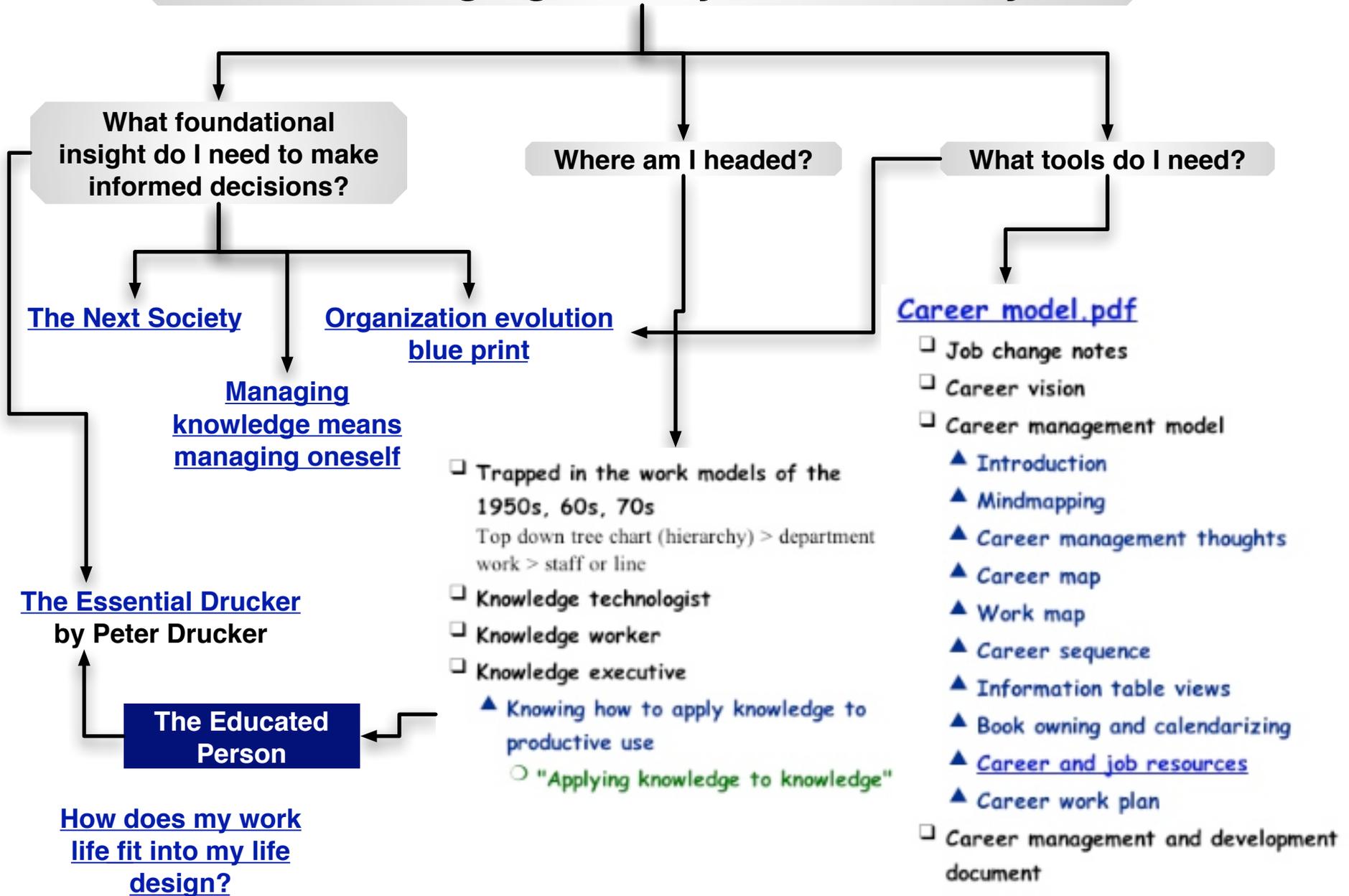
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# Career evolution (maybe revolution)

- The next two diagrams:
  - Blue print for working on career evolution in a changing society and economy
  - Career evolution tool kit
- These diagrams offer an alternative view to the prevalent existing model, and provides a model for the emerging world of work.
- There are three areas of particular emphasis
  - A career work map that presents a hierarchy of career and job work modules.
  - Managing oneself refers to chapter 6 of *Management Challenges for the 21st Century*.
    - "More and more people in the workforce—and most knowledge workers—will have to **MANAGE THEMSELVES**. They will have to place themselves where they can make the greatest contribution; they will have to learn to develop themselves. They will have to learn to stay young and mentally alive during a fifty-year working life. They will have to learn how and when to change what they do, how they do it and when they do it." *Managing Oneself* is a **REVOLUTION** in human affairs. It requires new and unprecedented things from the individual, and especially from the knowledge worker.
  - The idea of having a conscious career work plan based on social and economic reality plus developmental desires.

# Blue print for working on career evolution in a changing society and economy



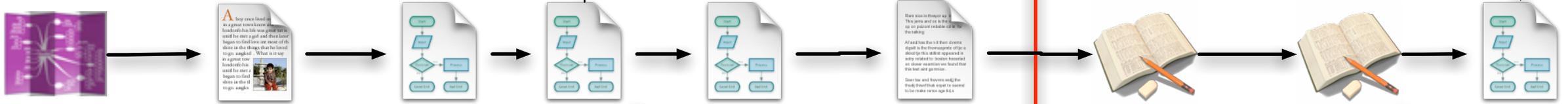
# Career evolution tool kit

Do this first

See **Managing Oneself and the Introduction in Management Challenges for the 21st Century**

- Mind mapping
- Career management
- Career map
- Work map
- Career sequence
- Information table
- Book analysis & calendarizing
- Career & job resources
- Career work plan

Work map is sequenced in work plan. **Are they adequate?**



(the end purposes & work that create a need for jobs & careers)

(the work related to managing one's career & job)

see "PD's view of developmenta l directions"

**Jobs should fit a career. A career based on who we are as people and our strengths. Careers should fit a life —a life worth living. A life design that may need to take a family into consideration.**

See Interview: **Managing in a Post-Capitalist Society**

See Interview: **The Post-Capitalist Executive**

**What do you want to be remembered for?**

**Managing in a Time of Great Change** by Peter Drucker

See "Polishing Gifts" and "Amateurs" in **Leadership Jazz** by Max DePree

See Part Five, Chapter 5 of **Managing the Nonprofit Organization** by Peter Drucker

See "Obituaries in the news." Try searching Google

## Introduction to career management model

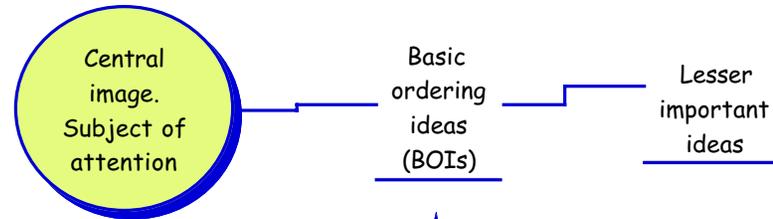
- ❑ This is intended to be **a rough prototype** that you can modify to fit your informed developmental desires
- ❑ Key ideas
  - ▲ A job should fit a career and a life. Expanded thinking on what a career can be
  - ▲ An approach to developing the capacity to manage one's career ("Right focus, path, actions ...")
  - ▲ Awareness of Post-Capitalist Society (knowledge is now the central resource)
  - ▲ Recognition of the interdependence between organization development and career/personal development and its importance
  - ▲ Idea of a career work plan (open ended, flexible, limited, enhances development)
    - ⇒ Identifying work areas
    - ⇒ Critical importance of work sequence and timing
  - ▲ Using best available resources (concepts and tools)
  - ▲ Tools and resources to decide what to do about career management and development
  - ▲ An attention directing tool
  - ▲ Life, career and personal development is the desired result
- ❑ The following illustrations are all just examples. They are not yours. Just to give you an idea.

## Mind mapping

- ❑ This topic is introduced first because mind mapping and concept mapping is needed for visualizing complex matters
- ❑ “A map is a symbolic depiction of something incapable of direct verbal or pictorial representation”
- ❑ A way to visualize a great deal of information and to see the interrelationships
- ❑ A workable and “healthy” view of the relevant terrain is the objective
  - ▲ See Career and Job Resources
  - ▲ Managing Oneself from *Management Challenges for the 21st Century*
  - ▲ Managing Knowledge Means Managing Oneself
  - ▲ See life design concept map in oebp.pdf
- ❑ Amazon.com
  - ▲ Joyce Wycoff also has a mind mapping book and a book called *Transformation Thinking*.
  - ▲ Tony Buzan and *The Mind Map Book*
  - ▲ Thinking Visually
  - ▲ Mapping Inner Space
  - ▲ Rapid problem solving with Post-it Notes
- ❑ Examples on the next two pages
  - ▲ A mind map is an expression of radiant thinking
  - ▲ A mind map of golf

# A Mind Map is an expression of Radiant Thinking

**Clearer  
thinking**



## Four essential characteristics of mind maps:

1. Subject of attention crystallised in a central image
2. Main themes of the subject radiate from the central image as braches
3. Branches comprise a key image of key word printed on an associated line. Topic of lesser importance are also represented as branches attached to higher level branches
4. The branches form a connected nodal structure

Basic  
Ordering  
Ideas

Are the key concepts within which a host of other concepts can be organized

These power words or Basic Ordering Ideas are the key to shaping and steering the creative power of association



## Career management

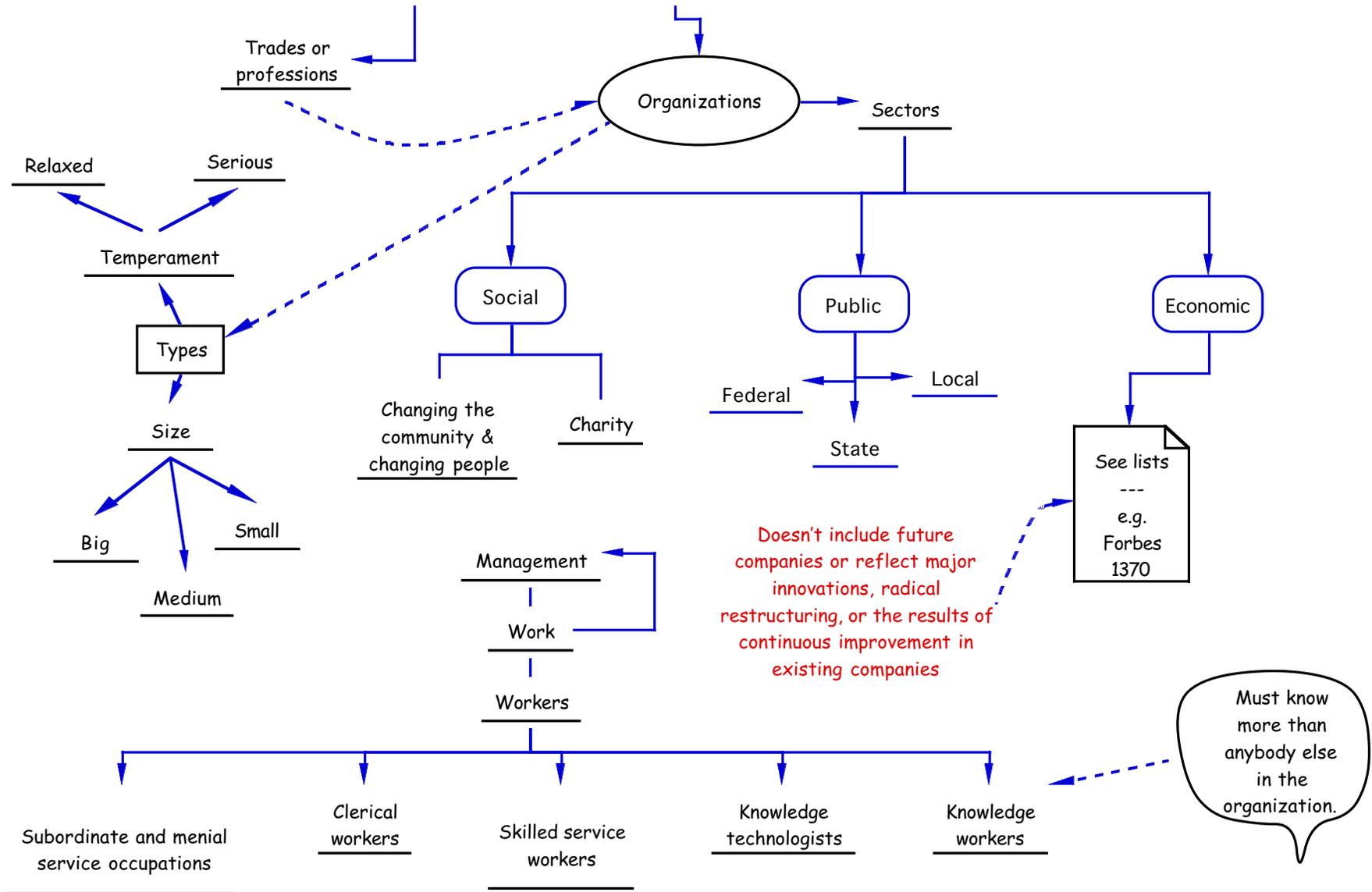
- ❑ Three elements: The concept of a career(s), objectives, actions to implement
- ❑ In a way, occupations such as doctor, lawyer, accountant, or engineer are to careers and career management what the generic product is to the total product concept (See the “Differentiation—of Anything” in Ted Levitt’s *The Marketing Imagination*). “The chance to play the game of market participation”
- ❑ Some Peter Drucker ideas
  - ▲ Know thyself
    - ⇒ Identify competencies & strengths (This is your lifetime foundation)
      - ★ Develop them
      - ★ Apply them to the opportunities and needs on the outside of your organization (might want to become a sub-contractor to your organization and others)
      - ★ Add skills & knowledges as needed
    - ⇒ Ask “Where do I belong as a person?”
  - ▲ Think in terms of taking on one assignment after another
  - ▲ Manage knowledge
    - ⇒ Make knowledge productive and effective
    - ⇒ Acquire new knowledge every four or five years
  - ▲ “Development has to be for a career and for a life. The specific job must fit into this longer-term goal”
  - ▲ “Long-term results cannot be achieved by piling short-term results on short-term results” (page 80 of *Post-capitalist Society*)
- ❑ See “Career & job resource” section for more ideas
- ❑ Career objectives (some examples)
  - ▲ Don’t live for an organization
  - ▲ Remain employable
  - ▲ Have a BATNA (best alternative to a negotiated agreement)
  - ▲ See “Personal Return from Investment” on page 175 of Joyce Wycoff’s *Transformation Thinking*

## Career map

- Depicts
  - ▲ The end purposes that create a need for jobs & careers
  - ▲ Where jobs fit
  - ▲ Dynamics
- See example of a macro career map
- Can do your own in your “area”
  - ▲ Can use the resources in the Career and Job resource list
  - ▲ The definition of your “area” can be the subject of a mind map. Should look at “all” the alternatives (market, industry, and knowledge specialty plus existing and future) not just the ones you are aware of now
- See bookmarks beginning with “5.1 organization evolution setting” in oebp.pdf
- This is a work map element

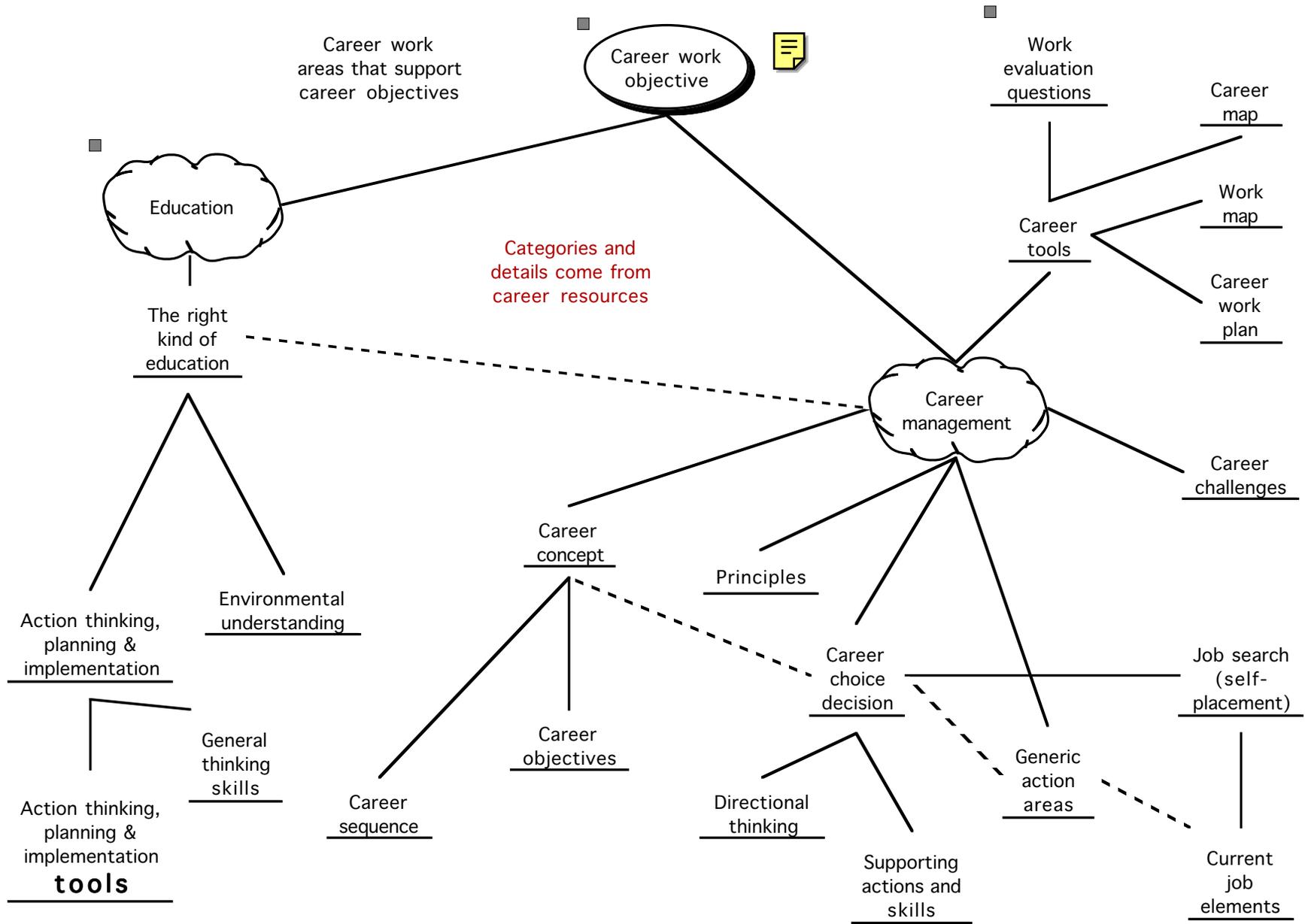


The end purposes and required work that creates a need for jobs & careers



## **Work map**

- Depicts the work categories related to career and job management
- See work map example (Shows some examples of work categories)
- Can use the resources in the Career and Job resource list to create your own
- This is a work map element

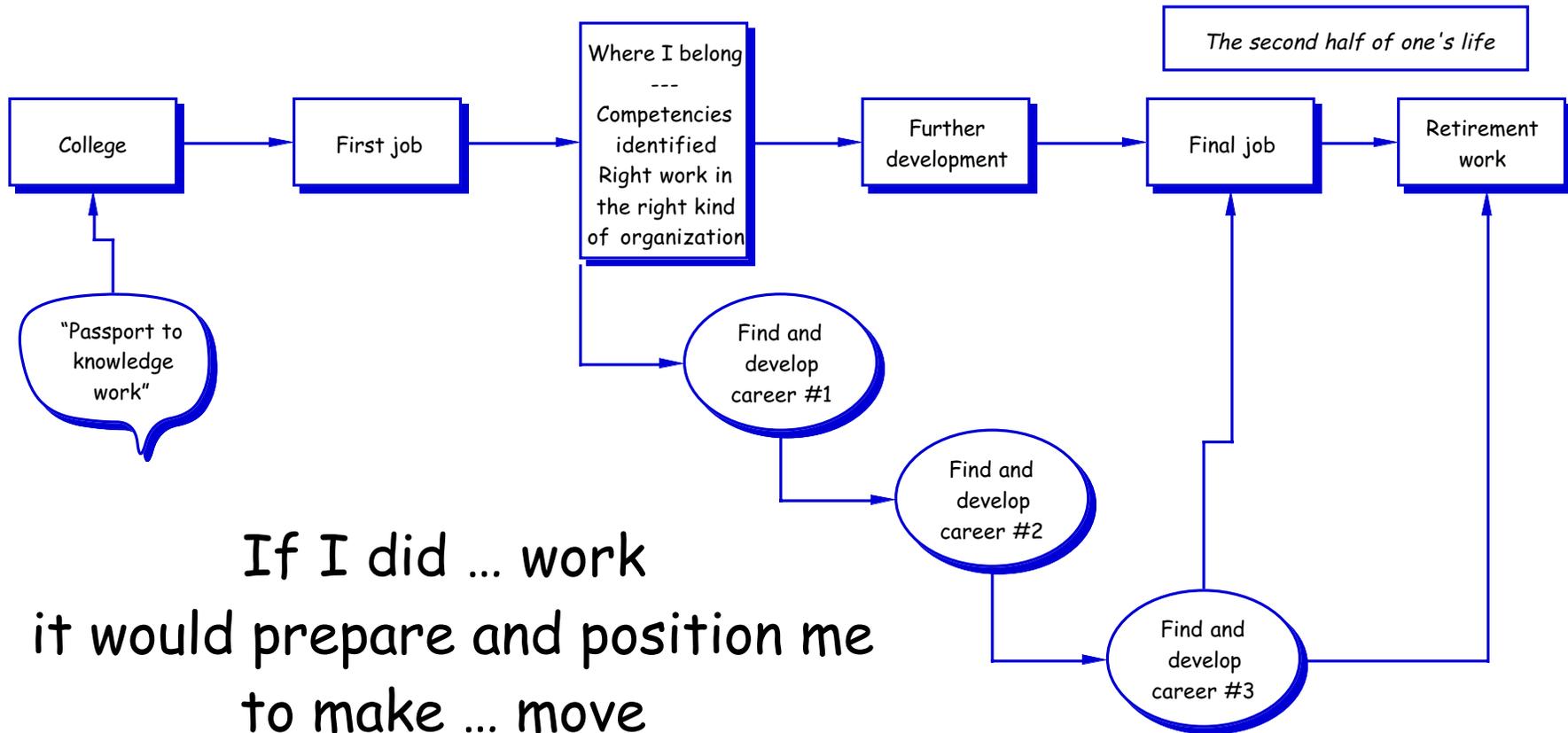


## **Career sequence**

- Ties together work and moves
- See career sequence example
- This is a work map element

# Career sequence

Brings together the other tools and concepts



If I did ... work  
it would prepare and position me  
to make ... move



## Information table

### □ Outline

#### ▲ Record thinking

- ⇒ Smaller ideas subordinate to bigger ideas
- ⇒ Time sequence (limited)

#### ▲ Project structure

##### 1. Goal

##### 1.1. Phases

##### 1.1.1. End-items

##### 1.1.1.1. Tasks

- Project table (adds detailed information to the goal, phase, end-item, task structure)

Outline	Responsibility	Action / tools	Time frame	Notes
Project elements				
A. Goal & Evaluation Section				
1. Goal: Summary				
2. Evaluation				
3. Importance & urgency				
4. Status				
B. Project Phases, End items, and Tasks				
1. Phase 1				
a) End item a				
(1) Task 1a	John	Researching	4/30/95; 5/4/95	
(2) Task 2a	Mary	Analyzing	5/5/95; 5/11/95	
b) End item b				
(1) Task 1b	Steve	Solving Flowcharting tools Decision making tools	5/13/95; 5/20/95	
(2) Task 2b		Negotiating	5/20/95; 6/2/95	
2. Phase 2				
a) End item s				
(1) Task 1s	Mary	Writing	5/7/95; 5/11/95	
(2) Task 2s	Frank	Meeting	5/12/95; 6/1/95	
b) End item t				
(1) Task 1t	John		5/12/95; 5/16/95	
(2) Task 2t	Jane		5/17/95; 5/22/95	

- Timeline (visualize dates)

Outline	Time frame									Responsibility
	April 23	30	May 7	14	21	28	June 4	11	18	
Project Phases, End items, and Tasks										
1. Phase 1										
a) End item a										
(1) Task 1a										John
(2) Task 2a										Mary
b) End item b										
(1) Task 1b										Steve
(2) Task 2b										
2. Phase 2										
a) End item s										
(1) Task 1s										Mary
(2) Task 2s										Frank
b) End item t										
(1) Task 1t										John
(2) Task 2t										Jane

- Electronic reminders (discipline)

**IN CONTROL Reminder**

	Description	Start	End
	Internet presence. RTE website development (ID2)	1/15/02	1/15/02



Snooze All  
10 min



Snooze  
10 min



Snooze  
1 day



Set...



Go to Item



Check Off



Turn Off

## Book owning process and calendarizing

### ☐ Use books and articles for ...

#### ▲ Focusing on forgotten, unexamined, and new thoughts/ideas

We tend to repeat the same thoughts from one day to the next. It is very difficult to progress while doing this.

#### ▲ Assignment “trapping.” Skeleton of a project

#### ▲ Creating a foundation for a knowledge notebook (Grail diary used by Professor Henry Jones (Sean Connery) in the Indiana Jones and The Last Crusade or Leonardo da Vinci’s notebooks). Add your own ideas year after year. Change the structure with new insights

### ☐ Book selection: get the best

Beware of expertism. In every issue of Harvard Business Review there is a reader’s response section that criticizes previous articles. If the “experts” can’t agree, where does that leave us?

Beware of paraphrasing and ideas out of context. I frequently see quotes attributed to ... that are inconsistent with the things I’ve read by ...

### ☐ Use outlining and an information table

#### ▲ Chapters and headings form major structure

#### ▲ Add columns for action notes, decisions, delegation thinking, and dates

#### ▲ Add connections for support documents and interrelationships

### ☐ See bookmark beginning with “5.3.5.1 Calendarization of information resources” in oebp.pdf

## Career and job resources

### Resources for creating work map and career map

#### ▲ *Post-Capitalist Society*

##### ⇒ Part one: Society

#### ★ From Capitalism to Knowledge Society

- The new meaning of knowledge
- The industrial revolution
- The productivity revolution
- The management revolution
- From knowledge to knowledges

#### ★ The Society of Organizations

- The society of organizations
- The function of organizations
- Organization as a distinct species
- The characteristics of organizations
- Organization as a destabilizer
- The employee society

#### ★ Labor, Capital, and Their Future

- Is labor still an asset?
- How much labor is needed—and what kind?
- Capitalism without capitalists
- The pension fund and its owners
- The governance of corporations
- Making management accountable
- Labor, capital, and their future

#### ★ The Productivity of the New Work Forces

- What kind of team?
- The need to concentrate
- Restructuring organizations
- The case for outsourcing
- Averting a new class conflict
- The productivity of the new work forces

#### ★ The Responsibility-Based Organization

- Where right becomes wrong
- What is social responsibility?
- Power and organizations
- From command to information
- From information to responsibility

- To make everybody a contributor
- The responsibility-based organizations

⇒ Part two: Polity

★ From Nation-State to Megastate

- The paradox of the nation-state
- The dimensions of the Megastate
- The nanny state
- The Megastate as master of the economy
- The fiscal state
- The cold war state
- The Japanese exceptions
- Has the Megastate worked?
- The pork-barrel state
- The cold war state—the failure of success

★ Transnationalism, Regionalism, Tribalism

- Money knows no fatherland...
- ... nor does information
- Transnational needs: the environment
- Stamping out terrorism
- Arms control
- Regionalism: the new reality
- The return of tribalism
- The need for roots

★ The Needed Government Turnaround

- The futility of military aid
- What to abandon in economic theory
- Concentrating on what does work
- The half-successes: beyond the nanny state

★ Citizenship Through the Social Sector

- The need to “outsource”
- Patriotism is not enough
- The need for community
- The vanishing plant community
- The volunteer as citizen
- Citizenship through the social sector

⇒ Part Three: Knowledge

★ Knowledge: Its Economics and Its Productivity

- The economics of knowledge
- The productivity of knowledge

- The productivity of money
    - The management requirement
    - Only connect ...
  - ★ The Accountable School
    - How the Japanese did it
    - The new performance demands
    - Learning to learn
    - The school in society
    - The schools as partners
    - The accountable school
  - ★ The Educated Person
- ▲ *The Essential Drucker*
  - ⇒ MANAGEMENT
    - ★ Management as Social Function and Liberal Art
    - ★ The Dimensions of Management
    - ★ The Purpose and Objectives of a Business
    - ★ What the Nonprofits Are Teaching Business
    - ★ Social Impacts and Social Problems
    - ★ Management's New Paradigms
    - ★ The Information Executives Need Today
    - ★ Management by Objectives and Self-Control
    - ★ Picking People-The Basic Rules
    - ★ The Entrepreneurial Business
    - ★ The New Venture
    - ★ Entrepreneurial Strategies
  - ⇒ THE INDIVIDUAL
    - ★ Effectiveness Must Be Learned
    - ★ Focus on Contribution
    - ★ Know Your Strengths and Values
    - ★ Know Your Time
    - ★ Effective Decisions
    - ★ Functioning Communications
    - ★ Leadership as Work
    - ★ Principles of Innovation
    - ★ The Second Half of Your Life
    - ★ The Educated Person
  - ⇒ SOCIETY
    - ★ A Century of Social Transformation—(From farmers and domestic servants to) Emergence of Knowledge Society

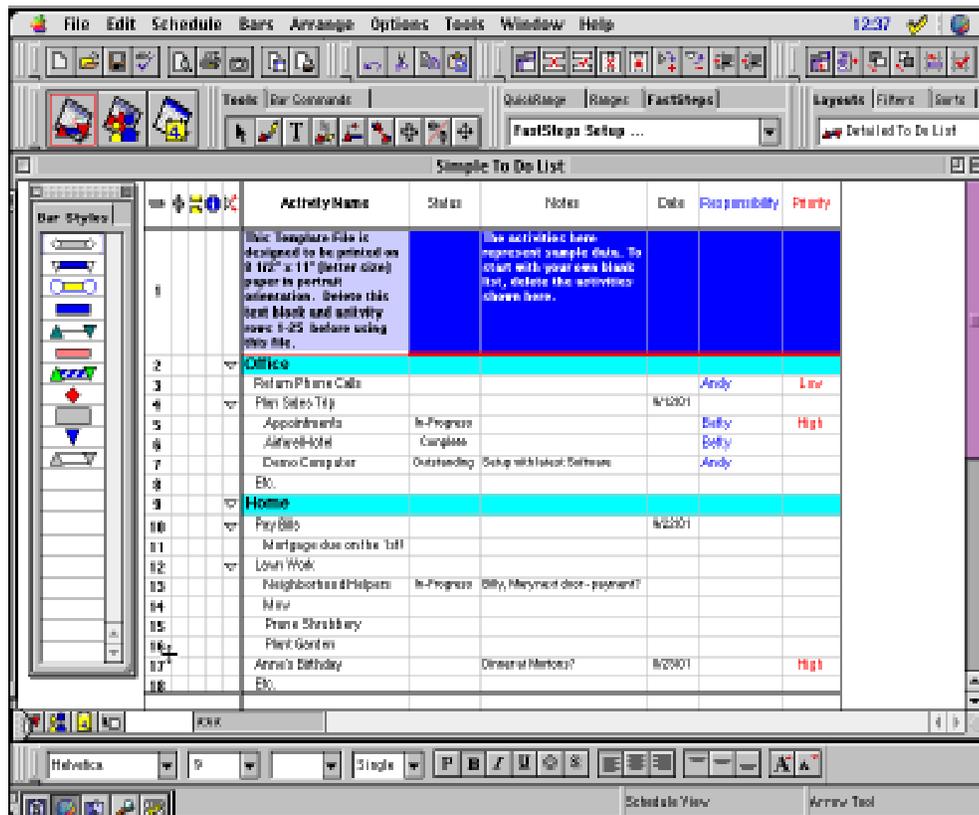
- ★ The Coming of Entrepreneurial Society
- ★ Citizenship through the Social Sector (includes the need for community)
- ★ From Analysis to Perception-The New Worldview
- ⇒ Afterword: The Challenge Ahead
  - ★ the paradox of rapidly expanding economy and growing income inequality--the paradox that bedevils us now
  - ★ growing health care and education, possibly a shrinking market for goods and services
  - ★ center of power shifting to the consumer--free flow of information
  - ★ knowledge workers—expensive resource
  - ★ governments depending on managers and individuals

□ Recommendation

- ▲ Do an analysis of “Post-capitalist Executive.” Extract all information and organize in a mind map
- ▲ Read development section in *Managing the Nonprofit Organization*
  - ⇒ Identify action items and ask “Does this have any meaning for me?”

## Career work plan

- ❑ Adds dates to items from work map



- ❑ Suggestions — Work on ...

- ▲ Read through the career management and development document
- ▲ Suggested references
- ▲ Career concept
- ▲ Career objectives
- ▲ Career map
- ▲ Work map
- ▲ Career sequence

## Career Management and Development

This document introduces an approach to career management and development – a **career work model**.

Career management is becoming vitally important as work realities, the relationship between organizations and the people who work for them, and the relationships between different organizations radically change. We can't rely on an organization to do it for us.

The work I'm suggesting can greatly enhance your life.

This document will discuss career concepts; career challenges and opportunities; and an approach to developing a **career work plan**.

Edward de Bono is one of the world's leading authorities in cognitive studies. He points out that "the mind works to make sense out of confusion and uncertainty. The mind works to recognize familiar patterns in the outside world. As soon as such a pattern is recognized the mind switches into it and follows it along—further thinking is unnecessary...

There is another important characteristic of the patterning system of the mind. Unless there are competing patterns, then anything remotely similar to the established pattern will be treated just as if it were that pattern. It is not unlike the watershed into a valley. Unless there is a competing valley, water which falls quite far away will end up at the center of the valley. This is what we might call 'the centering of patterns.'" <sup>1</sup>

One of the goals of this document is to create a **competing career mental pattern**. One that is as unique as your fingerprints.

### What is a career?

Before I go further, I want to make sure we're not miscommunicating on something that is very basic. When I use the word career, I'm **not** talking about jobs,

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<sup>1</sup> de Bono, Edward. de Bono's Thinking Course. (New York: Facts On File, Inc., 1994) 35-42.

occupations, or professions such as doctor, lawyer, engineer, nurse, accountant, computer programmer, scientist, system's analyst, teacher, salesperson, airline pilot, real estate agent, department supervisor, department manager, or CEO<sup>2</sup>. These words suggest being professional, trying hard, being interchangeable, or being locked in time<sup>3</sup>. None of them explain how we've come to have a modern, developed society or where we are going. None of them suggests what to do next. Most of all, (almost) no customer factors them into their buying decisions and these are the hinges of our economy and society. These words do not define your career.

What I'm talking about is longer-term than a job. It deals with personal capabilities and contribution in a number of specific situations. It is consistent with market and knowledge realities. It is consistent with working in a society of organizations in today's and tomorrow's social, economic, technological and political environment. It involves life-long learning. *This idea (what is a career?) connects to the following sections on the new challenges, organizational development, what is development, and the ideas in next to the last two sentences of the previous paragraph.*

We need realistic career forethought. We need a **new** way of thinking about careers. The **career model** addresses both of these issues.

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<sup>2</sup> Eric Clapton is a musician—guitarist, singer, writer. Steven Spielberg is a producer and director. None of these labels adequately define what they do. Furthermore people don't want to just listen to music or go to the movies. They want to be ... (entertained, moved, excited ...)? What do you want from music and movies? Compare your answers with someone else's. Then try your answers on some specific examples that you really enjoy and see how well your answers fit and how consistent they are from one example to the next.

<sup>3</sup> In a recent newspaper supplement devoted to career outlook there were over thirty articles. All of them took this view.

**Exercise: How could you test the “health” of your work life?**

I’m going to discuss career challenges, organizational development, development in general, your role as a career guide, my **career model** and some reasons why it might be relevant right now. The first four topics provide the motivation for considering working with the model.

## Career challenges

I see career challenges falling into two broad categories. There are the normal challenges and then the new challenges. This discussion is not meant to be exhaustive. I just want to direct your attention to some of the many facets.

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<sup>4</sup> These information sources include books, magazines, newspapers, investment services, computer applications, on-line services, the Internet, and my experiences in buying and trying products and services. Over five hundred books and tapes in more than forty categories.

<sup>5</sup> The special significance of the subjects mentioned above is that they have revolutionized our world. They have and continue to change how we work and how we live.

<sup>6</sup> I’m not a career or outplacement counselor. If you’re interested, we can discuss this further.

<sup>7</sup> This document is part of that help. The section on “What is a career?” and the implied question “what is a life?” are meant to be perception changers.

<sup>8</sup> I treat these aspects of development separately because they don’t parallel each other the way they once did.

<sup>9</sup> When I use the term organizational development I mean something much broader than the normal human resource usage. In the last year or so I’ve started calling this organization evolution. Organization evolution is what is needed to move from one state of development to another.

<sup>10</sup> The organization levels were corporate, sector, group, and division/company.

## Normal challenges

Here are some personal situations. You could:

- Get blocked (no open promotion opportunities for the foreseeable future). This can lead to boredom
- Become misplaced through an ill-suited promotion or new job
- Be unhappy with work, job or organization
- Retire on the job

Then there are major events that cause career difficulties:

- As industries (and their counter-parts in the public and social sectors) evolve there is a general tendency for the number of competitors to first increase and then to decrease. This creates job openings and then reductions. Sometimes there can be a simultaneous convergence and disintegration.
- Organizations that become very successful often have dramatic executive changes as the organization evolves from its original composition. The original executives no longer fit the needs of the organization.
- There are organizational traumas such as cost cutting, acquisitions, evolution or change in organizational direction that eliminates the need for a person’s current work.
- There is the phenomenon called discontinuity. This can be illustrated through an abbreviated example. Forty years ago, if you wanted to solve a math problem you used a slide rule. Then came the calculator. Within a few years computers and electronic organizers became available. Who knows what the future holds. Very few producers and distributors made successful transitions from slide-rules to calculators and then to computers.

A light bulb and a candle meet the same basic need. They both supply light, but the light bulb didn't evolve out of the candle.

These challenges create the need for career work that goes beyond the work related to a person's current job or even promotion preparation.

Next are different kinds of challenges that create the need for even different kinds of work.

### **New challenges**

The following are quotations from the jacket of Peter Drucker's *Post-Capitalist Society*. They emphasize the dramatic nature of these new challenges.

- ❑ “*Post-Capitalist Society* is the best treatment yet of how the ‘knowledge society’ is changing every aspect of our world and our lives, from geopolitics to the workplace ...”  
Rosabeth Moss Kanter, Harvard Business School
- ❑ “Peter Drucker’s perception of the trends and forces at work shaping society today and tomorrow not only fascinate and instruct, but may be ignored only at our peril. The traumatic transition from an industrial to a knowledge society affects everything from schools to nation states, from the production of wealth to the organizations that produce it.” Walter B. Wriston, Former Chairman, Citicorp

In an essay by Charles Handy contained in *The Leader of the Future: New Visions, Strategies, and Practices for the Next Era*, he suggests that today's organization is typically a 20/80 place, with only 20 percent of the people involved being employed full-time by the organization.

The evidence of these new challenges is reported in the news almost daily.

From the foregoing it should be apparent that our experiences and surrounding by themselves don't naturally provide us with the guidance and positioning we need to get into the future or to reach our objectives.

Also it seems reasonable to conclude that working on career management and development can help us cope with these challenges (which often occur with **little or no obvious warning**).

### **Organizational evolution (development)**

What is organizational development? First of all I'm not just talking about the human resources activity that goes by the same name. I use the term in a much broader sense. One way of getting a partial feel for it is to explore *Everybody's Business: A field guide to the 400 Leading Companies in America*. Being listed in the book is an indication of development since all of these companies started with just a few people. The book gives company histories and discusses global presence, consumer brands, industry and product rankings, number of employees, profits and losses, workplace conditions, social responsibility or lack of it. All of these are the result of some kind of development. So in a way, development explains how they got where they are. It also deals with where they're going and what that will require.

Back in the previous section I mentioned new challenges. What do they mean for organizational development? Well, some of the things being discussed and implemented include:

- ❑ Elimination of many layers of management
- ❑ Outsourcing of support work and other activities
- ❑ Alliances as a vehicle for growth
- ❑ Building the management of change into the structure of the organization

Here are some observations on organizational development. First, it is dependent upon people developing themselves. It couldn't be otherwise. Second, social development is largely dependent upon organizational development. The way we advance society is largely through advancing the output and results of organizations. Finally, it's a fallacy to copy

the practices of legendary giants whose success occurred in a prior time period under different circumstances. Yesterday's successes almost always become tomorrow's problems.

## What is development?

It's purpose has to do with what we ultimately want to buy or the causes we want to support or be associated with. There are some problems here. First, the we implies that we are all of the same mind and that isn't true. Different people want different things. Second, ultimately implies some final solution to be reached and I don't believe that's true either. It wasn't that long ago that we didn't know that we wanted copying machines, personal computers or to protect the environment. What we'll want in the future is unpredictable and unknowable.

Here are some examples that point to development.

- ❑ Thinking through a person's life-time education needs in a highly competitive and worldwide knowledge economy
- ❑ Developing the capacity to practice systematic innovation. Consider Proctor & Gamble, 3M, Bell Labs (Lucent Technologies), or IBM
- ❑ Thinking through the management needs of an organization
- ❑ The movie *Jurassic Park*. Both the concept of the movie and the movie making techniques
- ❑ Microsoft's *Windows and .Net*. Also a comparison of Microsoft's organization in its infant stages to its present composition would reveal multiple developments, developments in progress, and needed future developments  
  
(The last two examples create new strategic possibilities both for themselves and others)
- ❑ Developing the capacity to manage one's life, time, and career.

This is a very broad area that goes way beyond what I've mentioned here.

## Leading in the right direction

Almost everyone that reads this is in a position of influence. There are probably quite a few people (including children and grandchildren) who look to them for some form of guidance—especially by example. That guidance needs to be consistent with today's realities to avoid being misguidance.

To this point I've been talking about the need for career management and development. I've briefly touched on how it relates to organizations, society and the future. I've tried to show how broad the subject is. I've implied that it provides both interesting and personally rewarding experiences.

Next is an approach to working on career management.

## Career management and development approach

- ❑ After finishing with this introduction document, list of your immediate major projects and questions and your career work plan. This should be done very rapidly with very little homework.
- ❑ Read the web page on [Managing Knowledge Means Managing Oneself](http://www.pfdf.org/leaderbooks/L2L/spring2000/drucker.html)  
<http://www.pfdf.org/leaderbooks/L2L/spring2000/drucker.html>
- ❑ Read the article “[The Next Society](http://economist.com/surveys/displaystory.cfm?story_id=770819)” from The Economist  
([http://economist.com/surveys/displaystory.cfm?story\\_id=770819](http://economist.com/surveys/displaystory.cfm?story_id=770819))
- ❑ Review the remaining pages in this PDF file.
- ❑ Read the suggested references on the “Career management” page (careermodel.pdf)
- ❑ Explore the “Blue print for WORKING on organization evolution” and its linked files

- ❑ Create an interest profile and sequence it in a work plan

*Note: the concepts in the model provide a way of dealing with the radical changes taking place in the world of work.*

Next are some reasons for doing this now.

## Why now?

There are five reasons why you might want to work on this now.

- ❑ First, you might find it advantageous to shape your work so that it fits a career plan that is consistent with the new work realities.
- ❑ Second, it might lead you to completely change your life path or approach.
- ❑ Third, it might help you identify career preparation work (including **retirement**).
- ❑ Fourth, it might be useful as a resource in helping people who look to you for career guidance.
- ❑ Finally, I might be able to save you some time and money on acquiring information and resources or project sequence selection. These “savings” can be substantial.

Here are the highlights of this document.

## Summary

- ❑ Examined career concepts
- ❑ Described my work, contribution, and qualifications
- ❑ Discussed career challenges, organizational evolution (development) and development in general (all of these are opportunities)
- ❑ Discussed the **work-session** that provides a foundation and framework for career management and development
- ❑ Gave several important reasons for working on this now

- ❑ Hinted at the value of successful organizational and career development (and this is not just additional income or protection against the loss of income)

Now you may look at your job level, compensation, organization, and work environment and think to yourself I’m doing just fine without this.<sup>11</sup> Well, that’s great and that’s the best time to start working on this. It can take several years to engineer your next move and it can take ten or more years to carry it out fully. **If you wait until there is a problem, then your options are dramatically reduced.** Just ask anybody who’s been through a restructuring or other career crisis. Regardless of the outcome it is a very unpleasant experience. Yet in a knowledge economy and knowledge society it is bound to happen because knowledge changes fast.<sup>12</sup>

To conclude, the **model** provides a blue print for thinking about career management and development. It provides a starting point. It is flexible and open ended. It is focused on real world purposes and required work. It is designed to help develop the capacity to manage a career. It is based on the work of the most respected thinkers in the fields of management and organization. It is investment oriented. It is very inexpensive.

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<sup>11</sup> Can only judge this ten or fifteen years down the road. Will you be happy (without rationalizing) with how you used your time and life?

<sup>12</sup> In my blue print for working on organization evolution I have an “attention directing tool” called “Learning from IBM.” They were at one time the world’s most profitable company. They were annually spending \$6 billion on R&D and \$1/2 a billion in employee education and training. They were one of the 100 best places in America to work. They had major marketing, strategic planning, and quality efforts. They basically dominated their markets. They had lots of MBAs and Ph.D.s. If they could get in serious trouble (eliminated hundreds of thousands of jobs, took major financial write-offs, and had to go outside the company for a new CEO) who is immune?

## Career Management and Development

Even if this doesn't seem to fit your life right now, it would probably be in your interest to take a look so you'll know when you need to do something and where to find the resources.

Exercise: If you knew that \_\_\_\_\_ (some kind of career challenge/opportunity) was going

to happen in \_\_\_\_\_ (blank) years, what would you do differently (right now, six months from now, and a little further out)?  
What would be the futurity of this action?  
What would happen if you did nothing?