

Narrative career management framework for coaching & education increases Psychological Capital



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CareerCycles: One Life Tools "lab" is a career management social enterprise



Intentions



1. Engaging and worthwhile session
2. Overview of narrative system, evidence-based practice, link to positive psychology, mini experience
3. Applying it to University & College courses
4. Organizational application
5. Discussion / Application to your research or practice

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Why Narrative? Why Now?



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- Matching person to job – F.Parson's *Choosing a Vocation*
- Traditional career counselling, (tired) assessments

Now, to navigate a **lifetime of transitions**, we have **Narrative Methods** alongside...

Life Design (Savickas). Constructivism (e.g. Peavy). Chaos Theory of Careers (e.g. Bright). Working identity (Ibarra). Positive uncertainty (Gelatt). Happenstance approach (Mitchell, Levin, Krumboltz). And more!

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Theory-to-practice clues...



Life Design: A Paradigm for Career Intervention in the 21st Century

Mark L. Savickas

The paradigm for life design interventions constructs career through small stories...

Savickas, 2012

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Theory-to-practice clues...



narrative-based career counseling perspectives in times of change: an analysis of strengths and limitations

Michael J. Stebleton

STRENGTHS: "...more empowering for the client because narrative perspectives tend to assume a collaborative, co-creative process."

Stebleton, 2010

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Narrative methods help navigate today's career reality...



V = Volatile
U = Uncertain
C = Complex!
A = Ambiguous

Bennett, N., Lemoine, G.J. (2014). What VUCA Really Means for You. *Harvard Business Review*. Jan-Feb 2014. <https://hbr.org/2014/01/what-vuca-really-means-for-you>

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We evolved a narrative framework and method for career professionals to help their clients: led to practice-informed theory.

- 4000+ clients
- 80+ countries of origin
- 500+ Helping Professionals trained
- 40+ interventions
- 3 journal articles
- 3 book chapters
- 1 outcome study supports **evidence-based practice**



Video part 2
To 4.06

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Your "career" is...

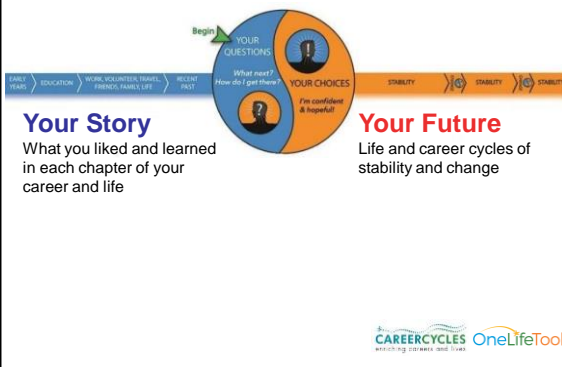
The full expression
of **who you are...**
and how you **want to be**
in the world...
And, it keeps on **expanding...**
...as it naturally goes through
cycles of **stability & change**

Franklin, M. (2014). CareerCycles: A Holistic and Narrative Method of Practice. In B.C. Shepard, P.S. Mani (Eds.), *Career Development Practice in Canada: Perspectives, Principles, and Professionalism* (pp. 441-463). Toronto: CERIC

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Moving from
Questions to Choices
is a 2-part process of
1. Clarification
2. Intentional Exploration



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1. Clarification: corral elements from your stories to get what matters from what happened

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2. Intentional Exploration



On your own



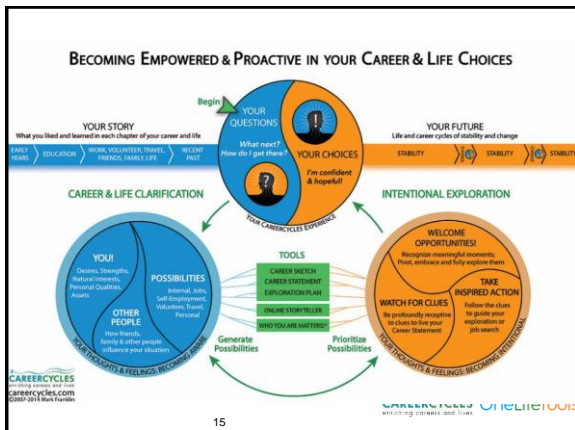
Field research



In the community

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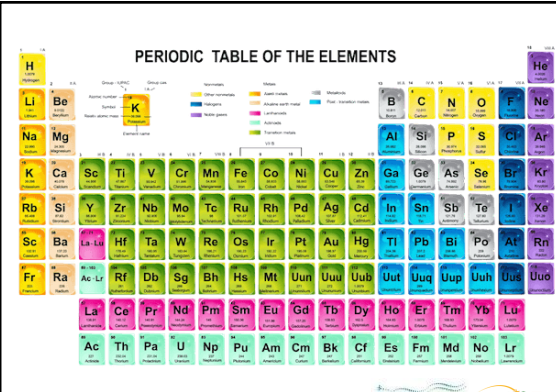



Like corraling wild horses, storytelling and story-listening help organize chaotic thoughts into 8 elements

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PERIODIC TABLE OF THE ELEMENTS



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Career Sketch: 8 Elements

1. Desires What you want and what's important to you	2. Strengths Skills and knowledge you want to use	3. Personal Qualities Personality and how others describe you	4. Natural Interests Emerging passion, existing identity	5. Possibilities Possibilities You're Curious About
				Internal External Jobs Self-Employment Volunteer / Service Learning / Education Travel / Live Away Personal
6. Other People Other People's influence and your life roles				
7. Assets Education, credentials, experiences, additional skills and knowledge				
8. Thoughts & Feelings, Gems & Insights				

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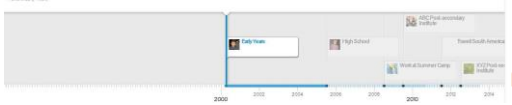
Career & Life Story of Marco



Early Years

April 6, 2000 — June 30, 2005
Life was good except for my brother

Marco's Early Years



Career & Life Story of Marco



High School

June 30, 2005 — June 30, 2009
Lots of ups and downs during high school. Ended well though.



Career & Life Story of Marco



Work at Summer Camp

June 30, 2009 — September 1, 2010
I was happy. Full



STORY: Work at Summer Camp

Desires What you want and what's important to you	Strengths Skills and knowledge you want to use	Personal Qualities Personality and how others describe you	Natural Interests Emerging passion, evolving identity	Possibilities Possibilities You're Curious About
				Travel / Live-Away
				Internal
				Jobs
				Self-Employment
				Volunteer / Service
				Learning / Education
				Travel / Live-Away
				Personal

Thoughts & Feelings, Gems & Insights

Refine into a brief, positive, empowering **Career Statement**



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Career Statement


Desires >> The sparks to ignite me are my DESIRES to... <i>Help people more, Be active and outdoors more, Have more fun</i>	Strengths >> The Tools I have handy are my STRENGTHS to ... <i>Provide guidance, Generate ideas, Teach and share ideas</i>	Personal Qualities >> The Fuel to empower me are my PERSONAL QUALITIES of being... <i>Creative, Curious, Logical</i>
Possibilities >> The POSSIBILITIES I want to explore... <i>Senior leadership role such as Managing Director Volunteering such as Big Brothers Big sisters mentor trainer More time with family such as Sunday dinners with the kids</i>		

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Traditional Resume


Focus is on past. Can limit change.






Career Statement

Focus is on present and future. Opens you to change.



- Strengthens your **VOICE**
- Acts as compass for **Intentional Exploration**



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Meet Aubie



“Reading my Career Statement aloud to you was an emotional and empowering experience.”


Career Buzz guest, May 21, 2014
careercycles.com/radio



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Holistic method draws on, grounded in...

- Narrative approach (M White,)
- Narrative career counselling (L Cochran, M Savickas, P Brott)
- Positive Psychology** (B Fredrickson, S Lyubomirsky, R Vallerand, M Csikszentmihalyi...)
- Cognitive methods (A Beck...)
- Happenstance approach (Mitchell, Levin, Krumboltz...)
- Constructivist perspective (V Peavey...)
- Chaos theory & careers (D Bloch, J Bright...)
- Working identity/provisional self (H Ibarra)
- Adlerian Psychology (A Adler...)
- Client Centered Therapy (c Rogers...)
- Canadian Standards & Guidelines




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CareerCycles Outcome Study

Increases in Personal Attribute Variables	Correlations with Career & Employment Outcomes
1. Hope	•Clarity
2. Efficacy (Confidence)	
3. Resilience	•Overall Satisfaction
4. Optimism	
=Psychological Capital	•Person-job fit
5. Curiosity and Exploration	
6. Personal Growth Initiative	•Employment Status

Source: Franklin, Yanar & Feller (2015). *Cdn J of Career Development*. Retrospective study (N=68)



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Cultivating HEROIC careers & lives

H

E

R

O

I

C

Hope


Efficacy – Confidence

Resilience


Optimism

Intentional Exploration

Clarity & Curiosity



Source: Rich Feller



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'Your Story' questions (abridged)

One person is the 'storyteller,' other person asks questions as the 'storylistener.'

Think of a story or experience you liked. Could be work, learning, leisure. What comes to mind? [headline only]

1. What did you like about this story?
2. What didn't you like about it? What do you want now, because of what you didn't like then?
3. What skills or knowledge did you use? Or develop?
4. Who played a role in this story? How?
5. What possibilities for your future crossed your mind then? Or now?

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"The story helped me articulate an idea for myself... about what I want to find in my life"



<http://youtu.be/5rt32M2qghc?t=3m4s> to 4:05

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Bringing narrative framework & system to clients/students & helping professionals



1. Narrative method & technology-enhanced individual sessions



2. *Who You Are Matters!*® game for groups



3. Scalable, story-based system maximizes technology and human touchpoint "blended delivery"

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Career & Life Clarification in groups via *Who You Are Matters!*

Spark meaningful conversation, connect the dots and gain clarity and confidence



Game benefits groups in education, organizations, practitioners

- Expand clarity
- Gain self-awareness
- Build trust & confidence
- Connect with others
- Leave with substantive Career Sketch & Career Statement

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1. Engaging and worthwhile session
2. Overview of Narrative Framework and Blended Delivery System – as evidence-based practice
3. **Applying it to University and College courses**
4. Organizational application
5. Discussion / Application to your research or practice


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Story of *Engineering Careers*

- The M.Eng. 'problem'
- OSPE connection
- ILead emerges, link to Vice Dean, Grad Studies

[ILEAD Video 0-0:55](#)

 **UNIVERSITY OF TORONTO**
FACULTY OF APPLIED SCIENCE & ENGINEERING
Institute for Leadership Education in Engineering

ILead offers **transformative learning opportunities** so that engineering students and professionals can develop **success skills**. We **empower** the whole engineer to **maximize their potential and contribution**.

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Story of *Engineering Careers*

- Pitching the course & invitation to submit syllabus
- Syllabus development

Oct. 17, 2014: Dear Mark
I am delighted to tell you that your course is approved to start in the new term starting January 5....
Welcome to the ILead Team!
Warm regards,
Doug Reeve PhD Peng
Director, Institute for Leadership Education in Engineering (ILead)

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Story of *Engineering Careers*

21st century career management skills and knowledge are critical success factors for engineers, to develop their own careers for the future, and as leaders and project managers, to help develop others' careers.

Source: Syllabus, APS1030

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Story of *Engineering Careers*

In this course, students will learn about contemporary theories and issues in career development and talent management so they can apply their knowledge and skills, to benefit their own career wellbeing, their teams, organizations, and society.

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Story of *Engineering Careers*

Students will learn an **evidence-based framework for career clarification and exploration**.

Using this framework, students gain talent management strategies, increase hope and confidence, expand their network and use practical tools.

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Story of *Engineering Careers*

- Contracting as sessional lecturer
- APS1030 is born
Engineering Careers: Theories & Strategies to Manage your Career for the Future
- Offered Summer 2015 + Fall 2015. Next: Fall 2016
- Students! China, India, Sri Lanka, Mexico, Indonesia, Canada...



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Story of Career & Life Transitions



CENTRE FOR
PREPARATORY
& LIBERAL STUDIES

School of Immigrant &
Transitional Education

Transitions to Post Secondary Education Program

[Video](#)



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Story of Career & Life Transitions



CENTRE FOR
PREPARATORY
& LIBERAL STUDIES

School of Immigrant &
Transitional Education

- 3 core courses: Career & Life Transitions 1, 2, 3
- Support well-informed choices!
- Wanted: Process-oriented, skills building, respectful, accessible curriculum



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Curriculum development



Integrated elements aligned with
CareerCycles/One Life Tools framework to meet
learning objectives

Theme 1 – Navigating Careers in a VUCA world

Theme 2 – Career & Life Clarification, for Oneself

**Theme 3 – Intentional Exploration and Making
Choices**

Theme 4 – Managing Engineering Talent



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Curriculum development



- CareerCycles/One Life Tools framework
 - Who You Are Matters! game
 - Online Storyteller
 - Create *Career Statement* and *Exploration Plan*
 - Career talks



Curriculum development



CareerCycles/OLT Tools:

- CLT1: *Career Sketchbook, Who You Are Matters! game*
- CLT2: *Career Statement, Possibilities Plan*
- CLT3: *Taking Inspired Action*



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What happened?



Engineering Careers	Summer15	Fall-2015
unscientific pre- post- course self-report	% Change	% Change
Hope	+15%	+23%
Efficacy (confidence)	+17%	+23%
Resilience	+9%	+20%
Optimism	+15%	+14%
Psychological Capital	+14%	+20%
Clarity	+61%	+53%
Organized Thinking	-	+78%
Curiosity/Exploration	+8%	-

PsyCap, See Luthans et al, 2007)



What happened?



MARTY-VIDEO

As long as I focus on my skills and taking the opportunities that came to me IN THE PRESENT MOMENT I would find a career path that suited me. ~Marty, APS1030 student

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Lessons Learned



- How to get it approved in your organization
- Having a framework and program mindset
- Understand your students. Gather evidence
- Learning a process for a lifetime of transitions vs learning a product (career "decision", resume, LinkedIn profile)
- **Does not run perfectly first time! Iterative**

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Intentions



1. Engaging and worthwhile session
2. Overview of Narrative Framework and Blended Delivery System – in "practice"
3. Applying it to University and College courses
4. **Organizational application**
5. Ride your own groundswell & renew your practice

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Career Planning & Adult Development

JOURNAL

Volume 31, Number 3

ISSN 0736-1920

Fall 2015

CAREER DEVELOPMENT in CORPORATIONS

Rich Feller and Ruth Pankratz
Guest Editors

Chapter 4

A CORPORATE CASE STUDY: Adapting a Narrative Career Management Framework for an Organizational "Leadership Engagement" Program

by Heather E. Bennett and Mark Franklin

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"Leadership Engagement" Program integrated Narrative Framework



- Culture change focus, 20 leaders
- Workplace coaching: Six 1:1 sessions
- *Who You Are Matters!* experience
- Feedback / Feedforward workshop
- Prelude creative & collaborative problem solving
- Pre- Post-program measures

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Sparked by what you heard today?



1. Receive *Engineering Careers* Syllabus. Corp case study. **Sign-up form** or **business card**
2. Seeking more **seed projects** for Online Storyteller
3. Tune in to **Career Buzz**, ciut.fm 11-noon ET, or Free Podcasts on careercycles.com/radio

Thank you!

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