

Career Development Tools for the Professional Counselor

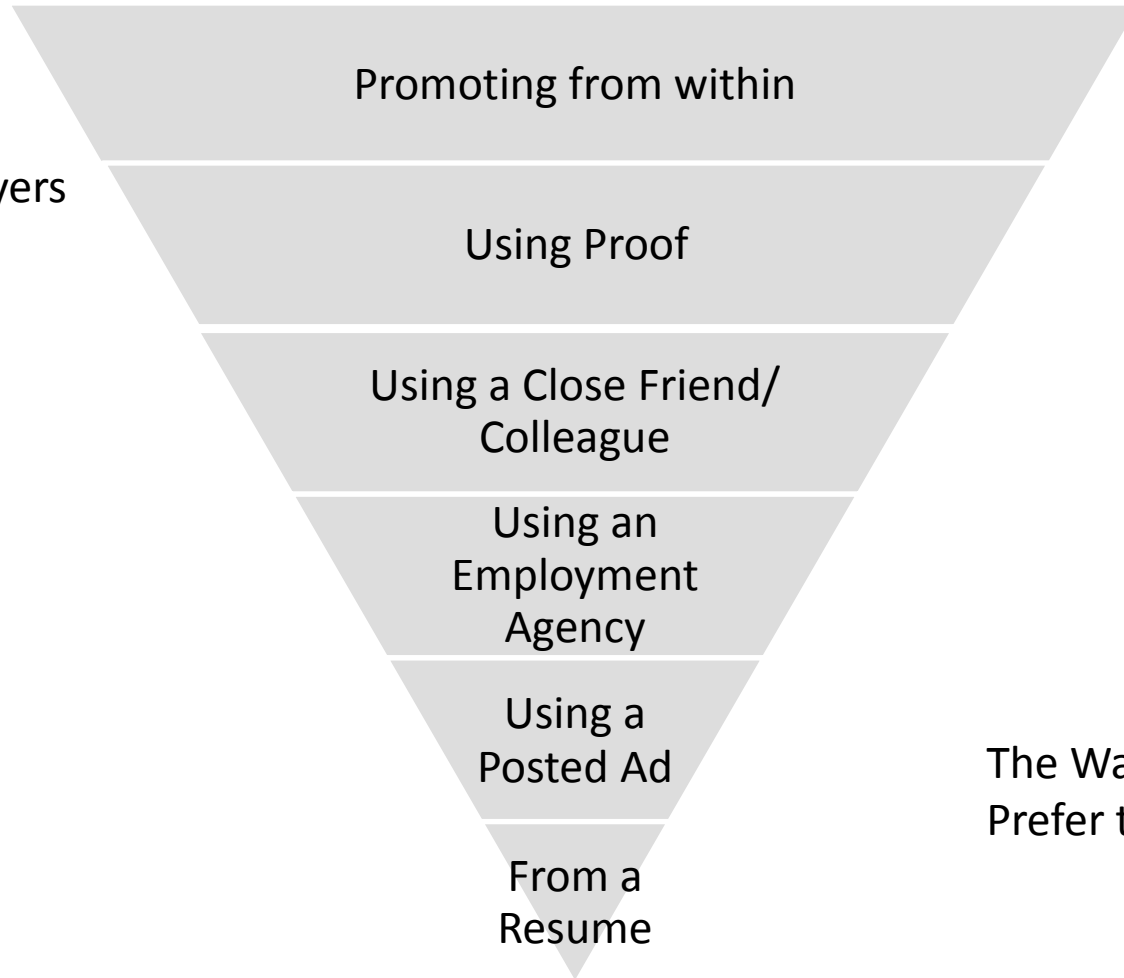
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Why is Career Counseling Relevant?

- Unemployment is a big issue
 - U.S. unemployment is nearly at 8% (approx. 12 million)
 - Unemployment in CA is 10 % (1.9 million)
- Doing a “Life-Change Job Hunt” is the most effective way to job search (86% success rate)
- More popular (and less active) methods are at best one quarter as effective
 - Under 10% success rate:
 - Looking for employer listings on line
 - Mailing resumes to companies/ employers at random (7%)
 - Under 20% success rate:
 - Answering ads in trade and professional journals
 - Answering local newspaper ads
 - Going to private employment agencies
 - Taking a civil service exam

Clients Need Your Help Because They're Going About it Backwards!



The Way Employers
Prefer to Hire



The Way Employees
Prefer to Fill Vacancies



Career Counseling & Therapy

- Closely Linked
 - Finding a match between what’s “Out There” and what’s “In Here”
 - Solving 3 Fundamental Questions:
 - What do you want to do?
 - What is stopping you?
 - What are you doing about it?
- But Different!
 - Distinct Culture
 - Unique Relationship & Power Imbalance
 - Think “couples counseling when only one partner comes in”

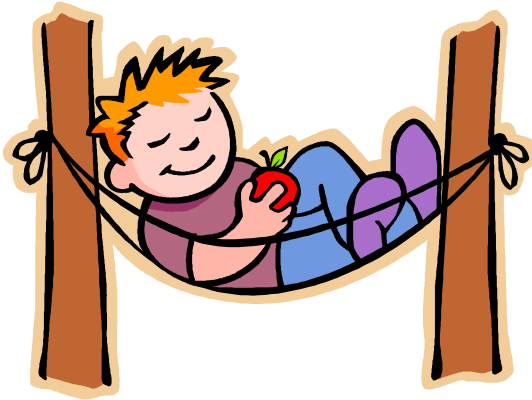
What is a Career?

- The particular occupation that you choose to pursue and train for
- The skills, experience, and knowledge you accumulate while in the occupation
- A satisfying career is one that:
 - Uses your strengths
 - Challenges you
 - Is meaningful
 - Fits into your values and personality
 - Fits into your life now and in the future
- A career search or change is moving towards work that better fits who you are

Typical Career Counseling Clients/ Expectations

- Those feeling a tug to change have usually experienced a life event:
 - Pending or recent graduation
 - A significant life stage transition
 - Retirement
 - An unexpected experience
 - Loss of enthusiasm
 - A desire for more
 - Newer group: Squeezed out of their field
- Your Client may not know that you can:
 - Help them to be “unrealistic” and open to all possibilities
 - Identify favorite skills and build on what client likes to do most
 - Help deal with negative emotions (rejection, self doubt, anxieties & fears, etc)
 - Help create steps to achieving career goals—turn talk into action
- They may also not know what you CAN'T do:
 - Therapists can NOT read minds and Career Counselors can NOT know what job a client is best suited for!
 - Do NOT accept responsibility for your client's decision making

A dream you don't have to fight for is
just a nap.



--Jon Acuff, Author of [Quitter, Closing the Gap Between Your Day Job and Your Dream Job](#)

Determining Commitment—A Place to Start

- How Serious is Your Client?
- Active vs. Passive Career Search—It takes MORE work
- Consider how your client would rate on these questions (1 to 4 Disagree/Agree)*:
 - If it's going to take more than 30 days, it could be a problem
 - I hate doing research and probably won't do it
 - If I have to think, forget it
 - If I have to use my imagination, forget it
 - If I have to think about my feelings, forget it
 - I do not want to go out and talk to people
 - It's hard for me to go against the wishes of others
 - I am not very good at setting and keeping goals
- A low score (8-16) shows a realistic and willing approach to making a meaningful change
- Help your client “own” the process

*Source: [Life's a B***h](#), and then [You Change Careers](#) by Andrea Kay

Career Exploration Using a “Life Change” Model

- “Life Change” model involves decision making based on self-reflection and self-awareness
 - Step 1—What doesn’t “fit” about what they’re doing now
 - Step 2—What is Yearning Inside them
 - Step 3—Identify activities that the client liked (in and out of work) and what s/he would like to do more of—
“The Joyful Skills”
 - Step 4—Define with whom the client would like to do these skills
 - Step 5— Finally, Identify In what environment with what values
- Several “industry standard” versions available
 - What Color is Your Parachute, Richard Bolles
 - Steven Covey Personal Mission Statement (Start with the end in mind), stevencovey.com
 - The Strengths Revolution (strengthfinder.com), Marcus Buckingham
 - Life’s a B****, and then You Change Careers, Andrea Kay
 - Quitter, Jon Acuff, Bob Ramsey Group
- Results:
 - A clear explanation for changing careers
 - First Part of a Well Defined Career Objective:
 - I’d like to (joyful skills) with (person, groups) where I’d be (culture, values)
 - Example: I’d like to design and build with outdoor lovers where I’d have a flexible schedule and be trusted to work independently.

Career Exploration Tools— What Doesn't Fit?

- Good starting point to engage in the process
 - Time to vent and grumble
 - most clients find this easy to do!
- Brainstorm phrases that sum up the following:
 - What is prompting a career change? (e.g. Life event, dissatisfaction, etc)
 - What do you dislike about your present/ previous job? (Describe action)
 - What did you dislike about the environment?
 - Describe the culture of the organization that you don't like
 - What activities do you never want to do again?
 - How has being in this work affected your life?
- Putting it together clarifies why a career change is being made
 - Useful for interviewing
 - Creates “elevator” speech
- Example:
 - After becoming a mother of a special needs son, the career of computer designer felt too empty and meaningless. My company put too much emphasis on profits and speed to market without caring about quality or the end user. The work was not in line with my values of inclusion nor a balance family life.

Career Exploration Tools—Getting at the Yearning

- "I can teach anybody how to get what they want out of life. The problem is that I can't find anybody who can tell me what they want."

~Mark Twain~

- Self Exploration

- Uncover the guarded dream
- What yearns to be expressed?
- What do you know about yourself that no one else knows?
- What have you been wondering about for years?
- What do you know to be true for you?

- Let it Sit

- No Judgment
- No fine tuning
- Give time to percolate

- Sample Tools for Releasing the Inner Voice

- Meditation/ Centering
- Wordle.net
- Discovery Journal
- Automatic Writing Exercise , Mind Programming by Eldon Taylor

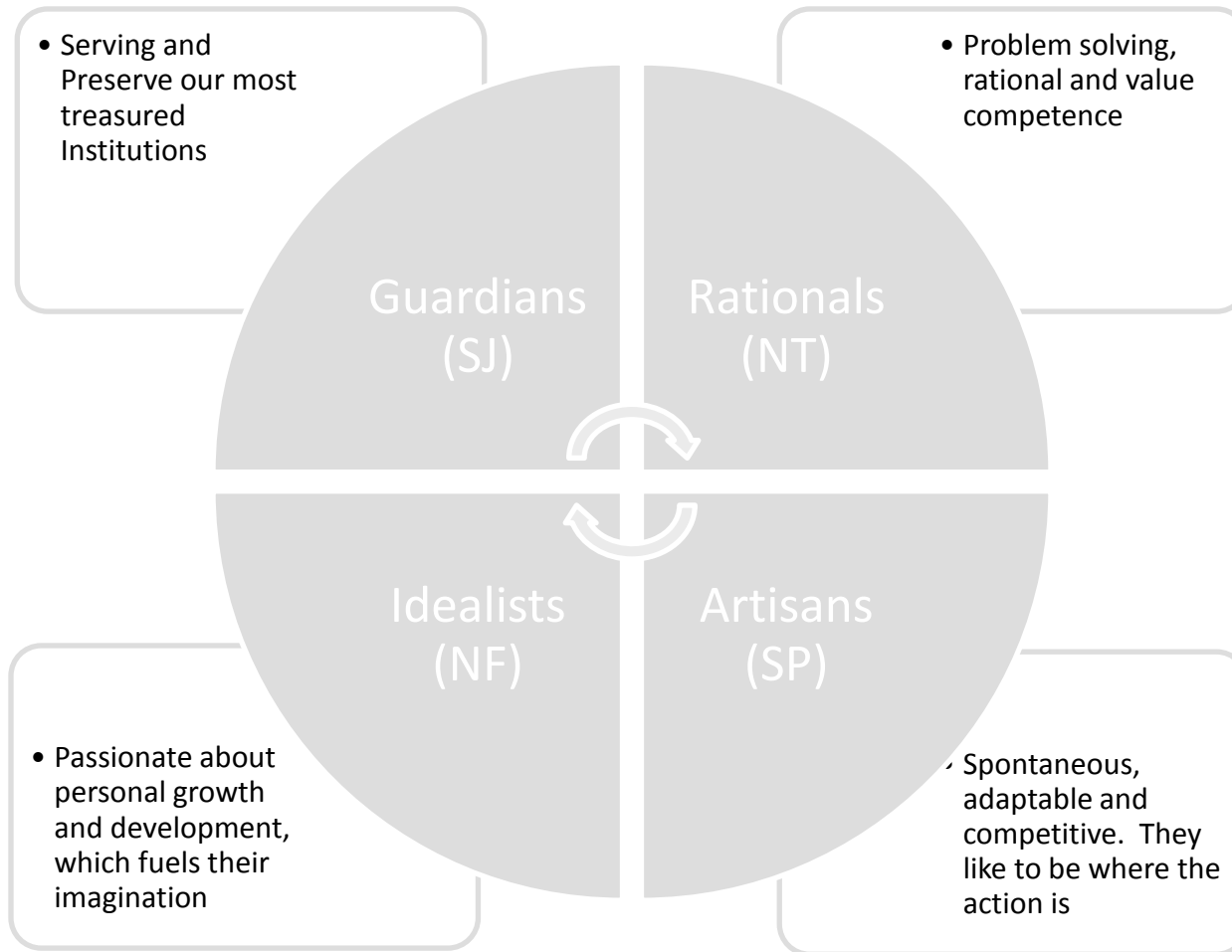
Career Exploration Tools— Finding the “Good”

- Identify specific work functions that client has enjoyed
 - Examples: lead teams, analyze data, write, coach people, solve problems, do presentations, meet clients, advise, etc.
 - Look for action words that sum up an actual activity
- Repeat activity for outside of work activities/hobbies (often more insight is gained here)
- Identify which of these activities would your client like to do more of?
- Prioritize the list and summarize
 - Example (PhD Mech. Engineering): I have enjoyed conceptualizing a project and creating an original computer model for solving an issue from beginning to end and helping others to understand how it works.

Getting at the Joyful Skills-- Myers-Briggs Type Indicator

- Myers-Briggs Type Indicator/ Keirsey Type Indicator
 - Since 1962
 - 1990's over a million people taking it each year
 - Used by 40 million people worldwide (corporations, educational institutions, counselors)
- Based on Jung psychology from 1920's—people are driven by their internal instincts/archetypes
- Works in conjunction with Campbell's Interest and Skills Survey (CISS) for vocational guidance
- 16 Personality types based on 4 dimensions
 - Introvert (I) vs. Extrovert (E)
 - Sensory (S) vs. Intuitive (N)
 - Thinking (T) vs. Feeling (F)
 - Judging (J) vs. Perceiving (P)
- 4 Major Temperament Groups

Myers-Briggs Type Indicator Four Temperament Groups



Getting at the Joyful Skills, cont.— Strengthfinder.com

- Based on The Gallup Organization Study of Excellence over the last 30 years
 - Over 2 Million Interviews
 - Open ended questions to people excelling in their fields (eg. Doctors, teachers, accountants, etc)
 - 34 Key Themes Identified
- Many Top Organizations have become “Strength Based Organizations”
 - Companies: Toyota, Wells Fargo, Best Buy, Intel, Yahoo
 - Non-Profits: US Coast Guard, American Society on Aging, Juvenile Justice, Michigan
 - Universities: Harvard, Azusa Pacific (Center for Strengths-Based Education)
- Basic Premise—Build to your strengths (rather than fix your weaknesses)
 - Maximizes fulfillment and Success
 - Only address weaknesses if they are so great that they impede your strength
- A Strength is “Consistent, near perfect performance in an activity”
- A Strength has 3 components:
 - Talents—Naturally Occurring patterns of thought feeling or behavior (What Strengthfinder Profile measures)
 - Enduring and strengthen as we age
 - Based on Brain Pathway efficiency
 - Have both an “I cant help it” and “it feels good” quality to it
 - Knowledge—Facts and lessons learned (Factual & Experiential), can be acquired
 - Skills—The steps to an activity
- “My mission is to help each person identify her strengths, take them seriously, and offer them to the world.”

The Strengths Revolution, cont.— Tools for Identifying Talents

- **Clue #1--*Spontaneous, Top of Mind* Reactions**
 - Recall the last time your employee told you she couldn't come to work because her child was sick
 - What did you do the last time you had to make a decision without all the facts?
- **Clue #2—Yearnings**
 - Look to childhood passions
 - Reflect physical reality of strong mental connections
 - Avoid misyearnings (Imagined glamorous appeal)
- **Clue #3—Rapid Learning**
 - Does not have to be connected with a yearning
 - Sensation of a whole bank of switches turned on—Eureka moments
 - Look deeper at situations where this has happened to see what talent made it possible
- **Watch out for Pitfalls!**
 - Not just “if it feels good, do it”
 - Avoid antisocial impulses
 - Turn antenna towards positive activities that bring psychological strength and satisfaction

The Strengths Revolution— Tools for Identifying Talents, cont.

- StrengthFinder Profile
 - Questionnaire built on Gallup study of strengths
 - Non-opposite pair choices geared to reflect strengths
 - Time limited (20 seconds) to reflect spontaneous response
 - Receive 5 dominant talents (Signature Themes)—Clues to where strengths lie

- 34 Signature Themes:

Achiever	Activator	Adaptability	Analytical	Arranger
Belief	Command	Communication	Competition	Connectedness
Context	Deliberative	Developer	Discipline	Empathy
Fairness	Focus	Futuristic	Harmony	Ideation
Inclusiveness	Individualization	Input	Intellection	Learner
Maximizer	Positivity	Relator	Responsibility	Restorative
Self-Assurance	Significance	Strategic	WOO	

The Strengths Revolution— StrengthFinder, cont.

- Like Myers-Briggs, no right or wrong strengths—Just a match/mismatch to work you're doing
- Your Talents will influence lens with which test is viewed
 - Activator: Insist on knowing what test is used for
 - Analytical: Want to know how responses translated to themes
 - Strategic & Learner: You will love this template for understanding people's motivations

Putting Your Client's Strengths to Work

- Help client leverage talent in current position or find new position that will
- Turn Talent into Strength by setting it “FREE”*
 - **Focus:** Identify how the strength has helped you
 - **Release:** Find the missing opportunities
 - **Educate:** Learn new skills to build the strength
 - **Expand:** Build your job/career around this strength
- Minimize the weaknesses that hold you back
 - “Unload” the ones you can
 - Improve the ones that obscure your strengths

• *Source: [Go Put Your Strengths to Work](#), Marcus Buckingham

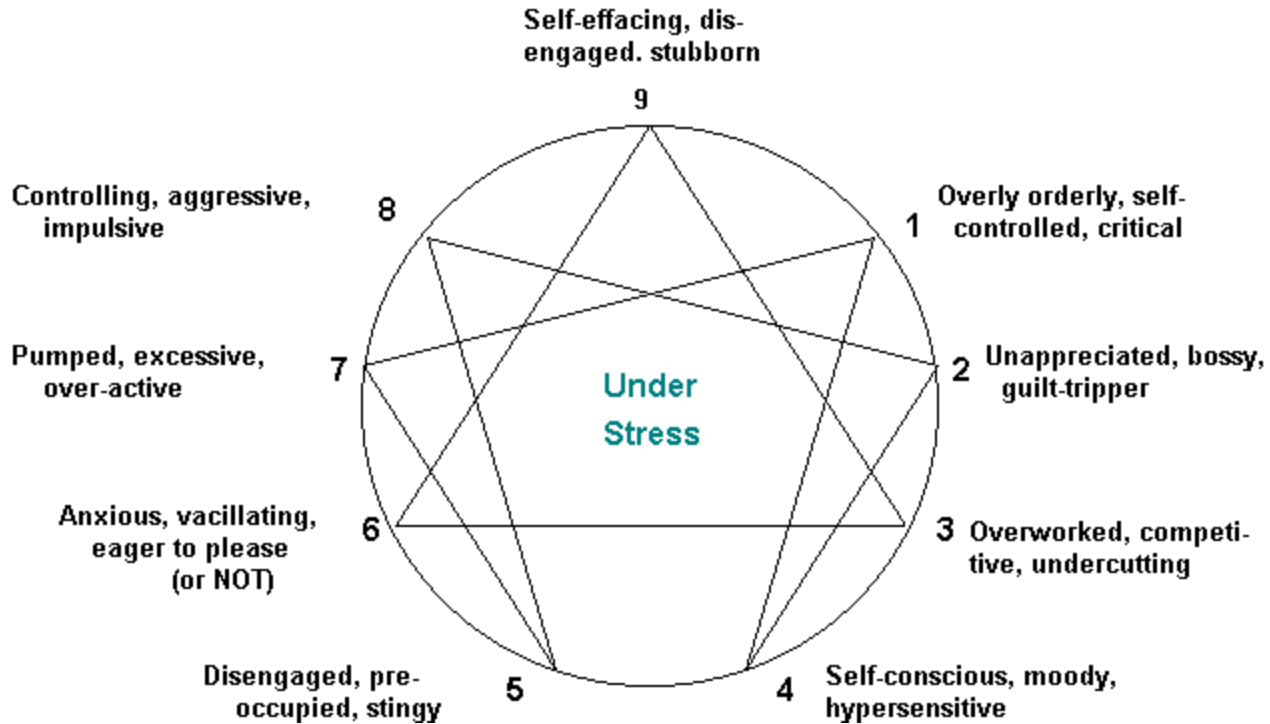
Workplace Bullying



The Enneagram

- Spiritual based system
 - Built on Sufi mystic teachings
 - Oral tradition
 - Rejection of false self, material world
- Dynamic rather than static
 - 9 personality types
 - 2 subtypes for times of stress and security
 - Best identified in early to mid 20's
- Best Applied for Leadership, Team Development, and Coaching to create career success

Enneagram—The 9 Types



Other Issues in Career Development— Workplace Bullying

- WISR Connection—David Yamada, Law Professor at Suffolk Univ. & WISR PhD Candidate
 - Workplace Bullying Institute, Founded by Drs. Gary & Ruth Namies
 - Blog: Minding the Workplace
 - Authoring legislation to illegalize workplace bullying
- Definition of Workplace Bullying
 - A repeated, health-harming mistreatment of a person by one or more workers
 - Takes the form of
 - verbal abuse,
 - threatening, intimidating or humiliating behaviors
 - sabotage that prevents work from getting done
 - a combination of all three
 - Terms: Bully=Perpetrators, Receiving End=Target
- Workplace bullying is a serious issue
 - 49% of workers affected by bullying (37% bullied, 12% witnessed it)
 - Targets are NOT complainers (78% either do nothing or only make an informal complaint)
 - Incivility and rudeness are NOT bullying
- 80% of bullying is legal
 - Harassment, violation of civil rights towards a non-Protected Status Group
 - Frequently same gender, same race resulting in legal protection for Bully

Other Issues in Career Development— Workplace Bullying, cont.

- 62% of the time employers do nothing or make it worse
- Human Resources Departments Have Different Goals Than Your Client
 - Answer to top management, and support companies interests
 - Goal of “Bring issues to us” is to keep a lid on a problem that might boil over
 - Empathetic HR manager is NOT a confidant or counselor
- Workplace bullies use psychological violence
 - Targets are the ones who can become physical violence risks
 - More commonly a suicide risk
- Workplace bullying operates most closely to domestic violence
 - Aspects of life controlled by abuser
 - Isolation of target from support systems
 - The paycheck and perception of no alternatives imprisons the target
 - 40% of targets do nothing
 - Another 38% only make an informal complaint
- Target face similar issues as domestic violence victims
 - Difficulty with boundary setting
 - Self-blame
 - Self destructive coping behaviors
 - Shame
 - Post Traumatic Stress Disorder

Workplace Bullying-- Handling a Destructive Boss is Therapy in Action!

- Detect
 - Destructive Boss Behaviors fall into 5 main Categories
 - Head Game Players (eg. Constant Critic, Rule Changer, Yeller, Underminer)
 - Big Shots (eg. Grandiose, Controlling, Easily Threatened)
 - Line Crossers (eg. Liars, Overly Intimate, Confidant)
 - Ambivalent Leaders (eg. Avoidant, Checked Out, spineless)
 - Delicate Situations (eg. Former Colleague, Persecutor, Unconscious Discriminator)
 - Even the act of categorizing helps target to depersonalize the situation (participant to observer)
 - Understanding these categories and how they are successful in organizations is the most important “new news” for therapists dealing with this issue
- Detach
 - Help Client Accept the Reality of the situation
 - Rebuild Self and Confidence
 - Self Care
 - External feedback
- Depersonalize
 - Help client to know his/her own buttons
 - Identify expectations, needs, and fears that are activated by the situation
 - What is the clients style for dealing with authority? (Pleaser, harmonizer, nurturer, etc.)
- Deal
 - Help Client identify best strategy to meet boss’s needs (based on Behavior Category)
 - Identify pitfalls based on client’s style
 - Assess cost to client of staying in the position

Other Issues in Career Development— The “New Resume”

- The “New Resume” is the patchwork image of us available on line
 - No longer controlled by prospective employee
 - At least half of all hiring managers do a Google search on applicants
- Prevention is easier than cure!
 - On-line images NEVER go away
 - Internet is a tool for creating “Scandals that Aren’t”
 - Discretion and trust are essential when cameras and cell phones are around!
- It is especially important for job seekers to manage their on-line presence
 - Edit
 - Do a self Google Search and see what is out there
 - Identify what aligns with your career goal and what contradicts
 - Attempt to remove any questionable material (unpost, appeal to site host, etc)
 - Fill In
 - At sites where client participates fill in profile to match career goals
 - Find new, appropriate sites to do the same
 - Pay attention to detail!
 - Expand
 - Add new information on area of interest
 - Start related blog, how-to video, own website, etc
 - Make Google find what you want it to find
 - Sources such as yola.com and www..blogger.com/start can help

Additional Issues in Career Development

- Career Search and Management for Clients over 50
 - Enthusiasm as a substitute for energy
 - Removing objections
 - A need to demonstrate an interest in growth and learning
 - The Secret Life of the Grown Up Brain, Barbara Strauch
- Multicultural Issues in Career Counseling
 - Family Expectations and Roles
 - Intergenerational Responsibilities
 - Self vs. Family, culture and how it relates to career exploration
- Family and Career Guidance for Women
 - Sequencing vs. “Having it All”
 - Distinguishing Expectations from desires
 - Career vs. Paycheck, Ernest and Young Working Mother Report
 - Single Parenting—the hard reality

Independent Study Assignments— Options to Consider

- Explore career counseling tools that you might use in your own practice. Use them (on yourself!) to determine how the new aspects of the LPCC license may or may not fit with your own strengths, passions, and career vision
- How have any of these career related issues (eg. unemployment, workplace bullying, ineffective job searches) affected your therapy clients? What career guidance skills would you most like to develop and use in your practice to help them?
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Career Counseling Resources

- Career Guidance
 - What Color is your Parachute—10th Edition, Richard Bolles
 - Life's a B**** and Then You Change Careers, Andrea Kay
 - <https://www.stephencovey.com/>, Great Work, Great Career, Steven Covey
 - <http://www.strengthfinder.com>, Marcus Buckingham
- Self Exploration Tools
 - Mind Programming, Eldon Taylor
 - <http://www.wordle.net/>
 - <http://checkster.com/web/talent.php>
 - Please Understand Me II, David Kiersey
 - <http://keirseey.com/> (Myers Briggs Based Temperament Sorter)
- Workplace Culture/Bullying
 - <http://www.workplacebullying.org/>
 - The Bully at Work, Gary & Ruth Namie, PhD's
 - <http://newworkplace.wordpress.com/> Minding The Workplace Blog, David Yamada
 - Working for You Isn't Working for Me, Katherine Crowley
 - www.businessinsider.com/ search Cartoon a day in the life of an analyst
- Other Career Development Issues
 - The Secret Life of the Grown Up Brain, Barbara Strauch
 - Find Your Strongest Life, What the Happiest and Most Successful Women Do Differently, Marcus Buckingham