



Up is not the only way Rethinking Career Mobility

About the Book

For media inquiries:

Lindsay Watkins

Lindsay.Watkins@CareerSystemsIntl.com

+1 (818) 995-6454

Up is Not the Only Way: Rethinking Career Mobility

Move up or move out. When those two options appear to be the only ones, dissatisfaction grows and engagement suffers. In decades of studying careers around the globe, Beverly Kaye, Lindy Williams, and Lynn Cowart have found that, in fact, there are more options. And rethinking career mobility can lead you to them!

Career mobility isn't just about moving to a new city or country. It's about stretching, learning, and transforming. Whether you're working on your own career or you're a manager, a mentor, or a coach helping others, *Up Is Not the Only Way* offers you six ways to build successful mobile careers.

Keep the same job but discover multiple ways to learn and grow while staying in the same place. If a new job in the same company is in the cards, experiment and test possibilities. Make a lateral move as a powerful way to develop new skills. If stepping back is the right answer, discover how it can be done without derailing a career. Pursue a promotion when it's the right time and role. And if it's time to step out the door, the authors suggest how to make an elegant exit that maybe leaves open the possibility of a return one day.

The book includes important questions to consider—about interests, skills, values, and timing—when choosing to enrich or make a change. For each option, *Up Is Not the Only Way* explores how managers, coaches, and employees can have rich career conversations and partner to determine the best courses of action. Rather than narrowing aspirations to one dream job or role, Kaye, Williams, and Cowart encourage readers to take a “kaleidoscope” view—to be open to ever-shifting patterns of options, opportunities, and possibilities—to build a rewarding career.

Up is not
the only way



Rethinking
Career Mobility

Beverly Kaye | Lindy Williams | Lynn Cowart
CAREER SYSTEMS INTERNATIONAL

BOOK SITE

BevKayeBooks.com/Up

RELEASE DATES

Paperback: Sept. 12, 2017

Kindle: Sept. 12, 2017

BOOK DETAILS

Up is Not the Only Way: Rethinking Career Mobility

By Beverly Kaye, Lindy Williams, and Lynn Cowart

144 pages; Paperback: \$17.95

Kindle: \$17.05

ISBN-10: 1523083484

ISBN-13: 978-1523083480

Berrett-Koehler Publishers, Inc.
www.bkconnection.com

AVAILABILITY

Available at Amazon, Hudson Booksellers, Barnes and Noble, Books-A-Million, and 800CEORead



Up is not the only way Rethinking Career Mobility

About the Authors

For media inquiries:

Lindsay Watkins

Lindsay.Watkins@CareerSystemsIntl.com

+1 (818) 995-6454

Beverly Kaye

If anyone had told me that I would probably go down in history for just the six words that headline this book, I would never, ever have smiled. Now, I'm smiling. For those of you for whom the title sounds familiar (I know how old you are!), that book (1982, 1997) was based on my doctoral dissertation (UCLA) and presented a systems approach to career development. There was only one chapter that actually talked about this subject.

This is a totally different book. I've learned that my real skill is not in the academics of career development (though all of our work is research based) but in making the complex simple for managers and individuals. In this fast-moving world, the easier we can make our teaching, the more effective we can be.

If luck is where planning meets opportunity, then I've had some great luck. I realized, early on, that I do my best work in collaboration with others—and I found some wonderful and amazing “others” to work with me. I love learning and love finding ways to make that learning easy to remember. I've had the good fortune to build a nourishing network as founder of Career Systems International. Together we turn ideas into practical and engaging learning solutions that have stood the test of time.

I was honored to be awarded the 2010 Distinguished Contribution for Workplace Learning and Performance Award by the Association for Talent Development. (And I was glad to be alive to receive it!) The designation is given to pioneers and prophets who have had enduring impact and influence, originality of ideas, a substantive body of published work, and a contribution that raises the visibility, credibility, and stature of the field.

I do my best writing on airplanes. (My husband offered to buy me a seat belt for my office chair, but that wouldn't be the same!) *Love 'Em or Lose 'Em; Love It, Don't Leave It; Help Them Grow or Watch Them Go;* and *Hello Stay Interviews, Goodbye Talent Loss* were all done with brilliant and creative coauthors who partnered in every step. I gain my inspiration thanks to decades of work in organizations. In the beginning, I taught workshops in our specialty areas of engagement, development, and retention. Lately, my main work is delivering keynote speeches to client organizations and large conferences around the globe. Every presentation makes me nervous, but every experience provides opportunities for new creative outlets.

The book you hold in your hands builds on thirty-five years of the work of hundreds who have stood before classrooms, and now computer screens. We look forward to adding your insights to this ongoing work.



Up is not the only way Rethinking Career Mobility

About the Authors

For media inquiries:

Lindsay Watkins

Lindsay.Watkins@CareerSystemsIntl.com

+1 (818) 995-6454

Lindy Williams

“Never stop learning,” a mentor told me, quite a few years ago. I listened. And I am still learning every single day. My career pattern has included all six of the experiences we write about in *Up*. I stepped up and back and over and, at times, chose to grow right where I was. Some experiences surprised me with how amazing they turned out to be. Others that I expected to learn little from—*What on earth could I learn from being a management intern for a finance company, anyway?*—became turning points that led me to twist that kaleidoscope again and again.

I believe that careers don’t stop and start. For me, a career is a lifelong journey that may include wildly different types of roles but, in the end, becomes a unique and individual mark on the organizations and people you work with along the way. My journey has taken me inside corporate walls as manager, trainer, human resources professional, and director. From operations roles, I added financial forecasting and budgeting to my skills list, along with change leadership and performance management. When my teaching credentials and deep interest in the learning process led me to the world of employee development, I dived eagerly into instructional design and training delivery. My time as Director of Worldwide Career Development for the American Express Company confirmed my passion for the topic of careers. That role also led me to Bev Kaye—an introduction that evolved into a decades-long friendship and amazing professional adventures. When Bev asked me one of her favorite questions—“What’s the one thing you can’t not do?”—I discovered that my answer was “Career development.”

As a Senior Consultant for Career Systems International, I’ve worked with government agencies committed to their missions and nonprofits devoted to their purposes. I’ve partnered with leaders to design and implement award-winning programs and initiatives focused on career development and employee engagement. My work has taken me to boardrooms filled with senior teams committed to designing powerful engagement strategies, hospital kitchens to meet with employees whose development and engagement is essential to patients as well as the organizations they work for, and to roundtables with military officers focused on coaching and professional growth. I’ve learned that people around the globe, whether on the manufacturing floor, in an IT think tank, on an aircraft carrier, or at a desk in a corner office, share the desire to have rewarding and meaningful careers. Each experience presented perspectives I may not have considered before and resulted in insights that I could carry to my next assignment.

The opportunity to write this book with colleagues I respect and enjoy was one of those pattern pieces that sparkled when it appeared. Yes, it was work. Yes, it stretched my thinking and sometimes made me wish for more hours in the day. But it has been a labor of love. In the introduction to his book *Your Signature Path*, Geoff Bellman wrote, “Thousands of people have walked this same ground before us, but we each walk it in our own way.” My hope is that readers of *Up* will discover ways to make their walks as rewarding and meaningful as possible.



Up is not the only way Rethinking Career Mobility

About the Authors

For media inquiries:

Lindsay Watkins

Lindsay.Watkins@CareerSystemsIntl.com

+1 (818) 995-6454

Lynn Cowart

Little did I realize that I would find myself at this place. After many years in the corporate world (GE Capital, GE Aerospace, Martin Marietta, and Lockheed Martin), I have lived the very same career mobility experiences that we talk about in *Up*, without the benefit of the titles or the descriptors that we expand upon here. Although my career began at Capital as a financial analyst for planes, trains, and ships, my passion was always around the human capital side of the equation. My interests, values, and maybe even skills seemed to shine a little brighter around those experiences. At the time, I did not know what to attribute it to; the moves just happened, and they “felt right.” Random, or so I thought. Later in my career, my work with Career Systems International as a Senior Consultant took me across the globe, consulting on those similar career development and engagement strategies. Maybe that career pattern was not so random after all. Fast forward nine years: I loved this work so much that I was honored when asked to come on full time as the Vice President of Quality Delivery, coaching our thirty-plus consultants across the globe, working with their own passions in our space. (The truth is that I learn more from these talented, gifted, inspiring individuals every day than I can ever give back. Thank you!)

Now, as a result of my experiences, I am living that authentic calling: helping others to realize their full potential through our work in coaching and consulting around career development and employee engagement. To write a book on these same subjects, with colleagues whom I admire and respect more than they will ever know, was beyond my wildest dreams. Thank you!

I have been fortunate to work with many great leaders throughout my journey—some who called me a zealot at times (meant as a compliment, I am sure) but, all in all, leaders who were not afraid to tell me the straight truth in the interest of consistently raising my own standard bar. “For that which does not destroy us, makes us stronger” (even if it stings a little). Okay. If they said so, I believed them, and I am grateful—now that I look back.

While traveling through the experiences and patterns we write about in the book, I thought it was just plain luck. However, now that we reflect, it was much more than that. It was willingness to take risks and be flexible, coupled with the safety net of those around me who saw a much bigger picture than I ever could have imagined at the time. The encouragement of one leader to “get that MBA and I will see to it that you get your coveted human resources role” was all that I needed to follow my heart. That one conversation led to a twenty-year “experience” in the HR field, allowing me to partner with some of the best leaders in the business world, seeing them through mergers, acquisitions, business closings, and many human capital transitions that literally changed lives. Now that is the beauty of support, mentorship, and true career advocacy: lifting others up as a result of our own experiences, and paying it forward for the benefit of someone, or something, else. Now I realize that it was a combination of things—diverse opportunities, supportive leaders, well-placed conversations (and feedback), and the willingness to “step out of the box” in order to grow. Now that the descriptors exist in this book, I hope many readers will realize their own potential and passion and give themselves permission to live their wildest dreams.



Up is not the only way Rethinking Career Mobility

Q & A

For media inquiries:

Lindsay Watkins

Lindsay.Watkins@CareerSystemsIntl.com

+1 (818) 995-6454

How do you define career mobility?

Career mobility means being open to a variety of experiences, roles, assignments, challenges and options. It's not just about physical mobility - moving from one place to another - and it's not even about changing roles. Truly mobile careers are full of all kinds of experiences - good and bad - small and enormous. We learn from every one.

Why is learning and development such a key part of employee experience and how can career mobility in particular enhance employee experience?

Learning must never stop. The workplace is changing too quickly to allow us to rest on our abilities and assume we've learned all we need to know. Most people - I would say almost all people - want to do their best. In order to do that we need to be on top of our game and ready to handle what's next. Learning and growing gives makes us ready to do that.

How have changes in the world of work led to career mobility?

Mobility first entered the workplace mostly in the form of being open to moving across the country or maybe even to another country. We all saw that question on the standard profiles asking 'Is the employee willing to relocate?' - In other words, is he or she 'mobile' by the definition at the time. But the workplace has changed. Jobs can be done miles away from the office. Technology transformed how organizations function and how they are structured. Today career mobility encompasses much more than just moving around. It includes examining how open we are to multiple ways to grow and progress. When moving up is not available or maybe not desired, there are many other ways to continue to build and manage a meaningful career journey.

What are the benefits of leaving the 'ladder' behind?

First, let me say, there are still some ladders out there. And if climbing one is the best plan for an individual then they should pursue it, however, it's critical to have additional options in play at the same time. Ladders change - and sometimes they disappear entirely when a reorganization happens or they lead to something that just isn't the right thing anymore. Having a flexible approach, where, for example, you are growing in place and at the same time exploring options and maybe even preparing for a sideways move makes you resilient and ready instead of disappointed and discouraged as the workplace continues to evolve.

How can career mobility improve retention?

When a wide variety of experiences is acknowledged, supported and celebrated an organization is creating an inclusive career development space. People want to work in places, with organizations that are flexible and appreciate what they have to offer regardless of what their career patterns may look like.



Up is not the only way Rethinking Career Mobility

Q & A

For media inquiries:

Lindsay Watkins

Lindsay.Watkins@CareerSystemsIntl.com

+1 (818) 995-6454

How should employees approach career mobility and decide what's next in their career journey?

Every single career is unique. Every one of us will have a career journey that is all ours. So it's important to do some reflection - and not just once - periodically check in - to make sure we are self aware. To be certain we are clear about what we are calling in the book our three mirrors - our skills of course - what we're good at and learning - our interests - those activities that keep us jazzed and energized - and our values - those core motivators that make us know we are making a difference and operating in sync with what's important to us. When we keep those mirrors up to date, we have a template to use to identify and evaluate our options and make informed choices about what experiences we want to include in our journeys.

How can the HR function prepare their organizations with career mobility in mind?

HR has a unique role - to encourage and support all three players in the career partnership - individuals, managers and the organization. That partnership underpins careers and development in general. HR needs to provide resources at all three levels. For individuals HR can ensure tools and information are up to date and accessible. For managers, HR can provide the skill-building and accountability processes to ensure managers know how to coach and are recognized for their efforts. And at the organization level, HR is key to ensuring the messaging around careers and development is authentic, consistent and thorough.

And how can managers support employees?

As coaches, as guides and as role models for development. Managers do NOT have to have all the answers. But they do need to be prepared to ask great questions - questions that lead to insights. They need to build trusting relationships with employees in order to be sources of feedback. And they clearly need to demonstrate the importance of development through their own willingness to learn and grow.

How can employees decide which experience is best for them?

As mentioned earlier, deciding which experiences to include in a career and how and when they make sense is unique to each person. Making sure whatever experiences are included in the next steps plan match as closely as possible to those three mirrors - skills, interests and values - is the key. Career success is in the eye of the individual. What works for one person may not work for anyone else. As a society we tend to overlook how important reflection is...and as busy as we are it's easy to let time for introspection drop off our list of priorities, but it's essential to making informed decisions and choices.



Up is not the only way Rethinking Career Mobility

Q & A

For media inquiries:

Lindsay Watkins

Lindsay.Watkins@CareerSystemsIntl.com

+1 (818) 995-6454

Six different experiences are discussed in your book. Can you tell me a little about each of them and what they could offer to employees?

The first one - the one that is open to EVERYONE is **Grow Here** - or the more traditional label of Enrichment. Whether or not you want to change jobs is totally up to you, but growing is mandatory. How many jobs are EXACTLY the same today as they were a year or so ago? So, as we say in the book, standing still is falling behind. But Grow Here is also an opportunity to keep your work interesting and challenging.

The next experience is **Try Before You Buy** - experiences can include all kinds of things like those temporary assignments or information interviews or job shadowing. Have you ever found yourself in an assignment saying "If I had only known I never..." Well, Try Before You Buy experiences can help you avoid every having to say that about a job you accept.

The third experience on the list is something I call **Sideways to Highways**. A while ago I asked a large group of people how many had ONLY made promotional moves in their careers. Very few hands were raised. But when I asked how many had made sideways or lateral moves, hands shot up all over the room. Why on earth would they move sideways? LOTS of great reasons. Some to broaden their skills, some to be in an area with more growth and some just to get a new view - some new scenery!

Next is realignment - or to use our new label, **Step Back for a Reason or a Season**. I have met so many professionals who have decided at points in their career patterns that they needed some more breathing room, maybe less stress or fewer hours in the office or on planes and trains, so they stepped back. I have also heard great stories from people who have opted to change disciplines - I know of a physician who tossed aside the medical field and opted to join an HR team in the corporate world. Some of the most interesting stories come from this Step Back experience!

Is That Grass Really Greener - or relocation - is the option of leaving. Stepping out the door. And while we don't want the talent we need to take that option, we know, in our heart or hearts, that sometimes the time is right. There's a better fit in the career pattern to be found elsewhere. So when it's time to go it can be done with clear intentions and professionally.

And of course there are also times when **Up is the Way** - the time honored vertical move. As a part of a well thought out career pattern, moves up are great of course. Again, though, the timing needs to be right in order for an upward move to work.



Up is not the only way Rethinking Career Mobility

Endorsements

For media inquiries:

Lindsay Watkins

Lindsay.Watkins@CareerSystemsIntl.com

+1 (818) 995-6454

“This book is a refreshing take on a topic of interest to nearly everyone. Like a multifaceted diamond, it gives light in many directions.”

—Jack Zenger, CEO, Zenger Folkman, and bestselling coauthor of *The Extraordinary Leader* and *Speed*

“One responsibility of all leaders is to grow the talent on their team. This book suggests an array of mobility conversations and will help any leader feel more comfortable with that conversation.”

—Rosabeth Moss Kanter, Professor, Harvard Business School, and Chair and Director, Harvard University Advanced Leadership Initiative

“Helping people grow should be in the job description of every leader at every level. This book makes it easier for both managers and direct reports to talk about career development.”

—Ken Blanchard, coauthor of *The New One Minute Manager®* and *One Minute Mentoring*

“Filled with one ‘aha!’ moment after another, this book inspires and educates. It teaches us that career success is not one-size-fits-all. You’ll never think of your career in the same way again.”

—Marshall Goldsmith, international bestselling author of *What Got You Here Won’t Get You There* and *Triggers*

“A lively, compelling read that voices work/life considerations. It hits the mark with powerful examples of career mobility options that can drive tremendous personal as well as professional satisfaction.”

—Ed Tetrault, Senior Vice President and Chief Human Resources Officer, Apex Tool Group

“The authors provide valuable insights and practical approaches for meaningful career discussions.”

—Tamar Elkeles, PhD, Chief Talent Executive, Atlantic Bridge Capital, LLC

“We have leveraged the concepts from this book to create a strategic talent development approach for our organization that works!”

—Joel Tobin, Vice President, Talent Acquisition and Development, Catalent Pharma Solutions

“This book will open your eyes to the landscape of possibilities beyond what lies ahead—for yourself, your employees, and your organization.”

—Sue Padernacht, Chief Learning Officer and Vice President, Talent and Organization Development, Tribune Online Content

“No talent strategy can be complete without the proper attention on how employees can grow within their current organizations. Written in a practical manner, this book offers great ideas.”

—Jayne Johnson, Vice President, Global Organization and Leadership Development, Vertex Pharmaceuticals



Up is not the only way Rethinking Career Mobility

Endorsements

For media inquiries:

Lindsay Watkins

Lindsay.Watkins@CareerSystemsIntl.com

+1 (818) 995-6454

“This book speaks to both the employee and the manager, recognizing that a career conversation is a two-way dialogue.”

—Meribeth Germino, Principal Executive Development Consultant, Genentech

“This book helps readers understand the many ways they can grow their careers, how to evaluate their options, and what steps to take to achieve their goals.”

—Lauren Starkand, Senior Vice President, Talent and Diversity, Global Consumer Banking, Citi

“Today, lateral moves, stretch assignments, and career resets are all part of the lifelong journey toward professional success and personal fulfillment. This book is an invaluable tool in helping people navigate this complex new landscape.”

—Sekhar Ramaswamy, Chief Talent Officer, Prudential

“I’ve found that individuals join organizations that they believe will grow their careers. This book will help everyone prepare for the development conversation and understand what it takes to own your own learning.”

—Kimo Kippen, Vice President, Global Workforce Initiatives, Hilton

“This book provides those contemplating ‘what’s next?’ and ‘what’s best for me?’ with a contemporary game plan firmly grounded in the wisdom of experience.”

—Kevin D. Wilde, Executive Leadership Fellow, Carlson School of Management, and former Chief Learning Officer, General Mills

“By enlisting individuals, their leaders, and organizations in a mindful ‘think about, talk about’ approach, the authors inspire positive accountability for managing careers in an uncertain world.”

—Tim Richmond, Senior Vice President, Human Resources, AbbVie

“This is a classic ‘teach them to fish’ tool for thinking broadly about professional growth and building personally fulfilling, custom careers.”

—Fran Lawler, Vice President of Human Resources, Engineered Fastening, Stanley Black & Decker

“Knowing yourself is the key to personal success, and this book has many practical ways to accomplish that.”

—Amy Meeuwenberg, Lead Performance & Engagement Specialist, Enterprise Talent Development, Amway

“A practical, insightful guide written for employees, leaders, and HR professionals who are committed to career development for individual and organizational success.”

—Marcia J. Avedon, PhD, Senior Vice President, Human Resources, Communications and Corporate Affairs, Ingersoll Rand, plc



Up is not the only way Rethinking Career Mobility

Endorsements

For media inquiries:

Lindsay Watkins

Lindsay.Watkins@CareerSystemsIntl.com

+1 (818) 995-6454

“This book provides a great mind map for how all people should be thinking about their careers, their ambitions, and what success really can look like for today and thirty years from now. I just wish I had it when I was just starting out!”

—Rob Lauber, Senior Vice President and Chief Learning Officer, McDonald’s Corporation

“A thoughtful and practical guide for HR executives, managers, and employees, who all want to make career mobility conversations happen.”

—Peter Capelli, George W. Taylor Professor of Management and Director, Center for Human Resources, The Wharton School

“A bright gem of a book that’s perfect for this new era of work, where mobility is critical to meaning and mastery at work. Whether you’re just starting out or making a midcareer transition, it’s a great way to reassess the path you are on.”

—Jim Kouzes, coauthor of the bestselling *The Leadership Challenge* and Dean’s Executive Fellow of Leadership, Leavey School of Business, Santa Clara University