



# EMERGE

2018

## *Career Sculpting*

*Karen S. Hill, DNP, RN, NEA-BC, FACHE, FAAN  
Chief Operating Officer/Chief Nursing Officer  
Baptist Health Lexington  
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# Career Sculpting

## Objectives:

- Define career sculpting
- Identify key attributes of a good fit for a career
- Discuss tactics to use and not to use when career sculpting

# Career Sculpting



# Career Sculpting

- Do you love your job?
- Do you look forward to going when you wake up?
- Do you find your work interesting and challenging?
- Do you feel that your work makes a difference?

## What does the data say?

- 51 % of workers are looking to leave their jobs ([Gallup](#))
- 40 % of employees are considering employment outside of their current firm within the next year (SHRM)
- 74 % of all workers are satisfied with their jobs; 66 percent of those are still open to new employment ([Jobvite](#))
- 47 % of Americans would leave for their ideal job even if it meant less pay ([Adobe](#))

# Career Sculpting

## Impact on Business

- Cost of replacing midlevel employees: 150 % of their annual salary ([ERE Media](#))
- Cost of replacing high-level or highly specialized employees: 400 % of their annual salary ([ERE Media](#))
- The cost of [employee turnover](#) is exorbitant, with some recent estimates putting the price at \$45,000 to \$150,000 to replace an employee

(source: <https://www.inc.com/why-do-employees-really-quit-their-jobs-research-says-it-comes-down-to-these-top-8-reasons.html>)

# Career Sculpting

**Career Sculpting** - Matching people to careers/jobs that allow their deeply embedded life interests to be expressed and talents to be maximized

## **Characteristics/ Benefits:**

- Forges a career path to increase the chance of retaining talented people
- Requires an active role of the manager for coaching and development
- Requires self-reflection and honest appraisal on part of employee
- Necessitates a plan (strategy) and effort



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Myth: Managers assumes an employee is happy because they are good at their job. In reality, the best employees could succeed in many jobs.

Truth: A good fit with a job matches life interests.

## **Life Interest Example:**

Creative child → love for invention → mechanical gadgets or electronics → engineering

*A good critical appraisal will differentiate technical skill potential from people skill potential.*



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What makes people happy in their jobs?

**Truth:** It is *not* the employers job to make you happy!

**What does make you happy?**

Congruence with ability, values and life interests

- Ability - Skills, Experience, Knowledge
- Values - The rewards people seek (money; intellectual challenge; prestige; self-identity)
- Life Interest -

Rewards and Recognition

The people they work with

Learning environment

Altruism; A calling

Location



# Career Sculpting

Why do people get promoted?

- Perceived as able to “get the job done” or achieve objectives
- Relationship skills are recognized
- Right place; right time
- Voiced or made known a desire to advance
- Desire by management to keep challenging an employee and add responsibility
- Reorganization or work redesign
- Personal desire for new work or new learning

# Career Sculpting

## Steps to Career Sculpting

- Make an honest assessment of your professional SWOT (Strengths, Weaknesses, Opportunities and Threats)
- Consider a 360-degree assessment or other leadership profile
- Identify a career goal for 5 years and needed competencies and skills for that goal
- Identify if your manager or leader is generous
- Consult resources and/or mentor
- Develop a professional action plan with milestones and timeline
- Identify a professional network
- Learn about the entity or organization you want to become a part of
- Be patient

# Career Sculpting

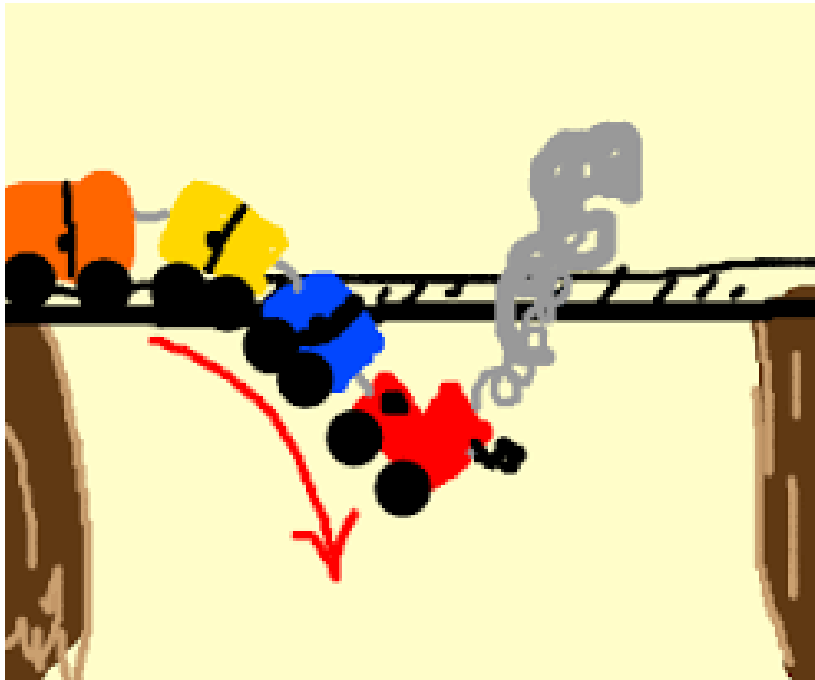
## The Managers Role in Career Sculpting

- Be open to exploratory career questions with employees
- Identify the competencies, traits and skills the employee needs to advance and the level that is present
- Help offer opportunities for the employee to be exposed to educational options/resources
- Suggest networking opportunities and open doors
- Recognize talent and re-recruit your best employees
- Role model professional behaviors; Behaviors can be measured and emulated
- Assess your own insecurities and be self-aware



## Career Sculpting

### Career Derailers:



- Relationship skills – emotional intelligence
- Attitude
- Apolitical
- Saying one thing – doing another; not instilling trust
- Overly controlling style - micromanaging
- Lack of courage and conviction
- Excessive self-interest versus the team or greater good
- Unable or unwilling to adapt and grow

# Career Sculpting

## **Derailers:**

Unable or unwilling to adapt and grow

- Must be seen as a life long learner; Open to new possibilities
- Navigator; survivor; victim

Excessive self-interest versus the team or greater good

- Focused on individual recognition (vs. generous leadership)
- Do not be perceived as a low performer

Lack of courage and conviction

- Unable to articulate a counter position when there are opposing views
- Poor personal presentation skills or presence

# Career Sculpting

## Derailers:

Overly controlling style

- Micromanaging

Saying one thing – doing another; Not instilling trust

- Role modeling by acting

Apolitical

- Not interested or involved in politics

Attitude

- Negative outlook

Relationship skills- Emotional Intelligence

- It is all about the people; relationships; networks; reputation

# Career Sculpting

## Next steps:

- Conduct an honest assessment of your situation, talents, skills, interests and opportunities
- Identify a goal for at least next 5 years if not longer but don't "start the clock the minute you roll into a position"
- Develop a course to achieve the goal
- Job shadow; Interview role models; be a careful observer
- Identify a network and be an active participant
- Look for personal/professional development opportunities
- Recognize that at times, changes are out of your control



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## Career Sculpting

Questions/Discussion

[Khill@bhsi.com](mailto:Khill@bhsi.com)