

Leadership in Action



Stories of Ninja
Career
Development



The Truth About Ninjas

“Ninjas use their art to ensure survival in a time of violent political turmoil”

How would you rephrase this to apply to career development services overall?

**“CDPs need to use their art to ensure _____
in a time of _____.”**



Ninjas Are Often Misunderstood...



- They were most often:
 - “Hidden Warriors”
 - Infiltrators
 - Experts in non-detection
 - Excellent at fitting in and then they surprise!



We Honour Previous Ninja Career Development Warriors (CDWs)

- A most notable Ninja: Stu Conger
- Lessons Learned:
 - See the big picture
 - Hire people who want to replace you
 - Make things happen
 - Ask forgiveness, not permission
 - Don't ignore the elephant in the room
 - Leave a legacy—make sure something you create will continue without you!





Dierdre Pickerell



J.P. Michel



Sareena Hopkins



Tony Botelho





Infiltrating Corporate Settings

Dr. Deirdre Pickerell, Yorkville University/Toronto Film School

A graphic of a stage spotlight with multiple bright beams of light emanating from it, positioned in the top left corner of the slide.

Shining a Spotlight

- 50% of employers indicate a desire to invest in career management
- 83% of employers believe career management plays a critical role in the achievement of business objectives
- 80% of employers believe a lack of career development opportunities was the primary reason for voluntary employee departures
- 7 in 10 managers agree that it is the *employer's responsibility* to provide career management programs/services; but only 1 in 3 provide supports



Understanding the Problem ...

We work and learn in *SILOS*

CDPs Focus On The individual (employed or unemployed)

- The “whole” person
- Résumés, interviews
- Job placement

HRPs Focus On The strategic needs of the business

- **Talent strategy: Build, Buy, Borrow, Bind, Bounce**
- Future skills, succession

Our **language** is different
Our **client** is different



Sneaking in the Side Door



Understand career development, from the corporate perspective

- Assists in attracting and retaining employees in a competitive environment, resulting in decreased HR costs
- Increases employee engagement, leading to improved productivity
- Improves leadership bench strength, identifying/developing future leaders
- Encourages learning, growth, innovation, and motivation, enhancing performance

Career development within organizations helps individuals to define their own careers, within the context of the organization, and creates an environment that allows them to grow.



Talking So Leaders Will Listen

- Know your message
- Present your data
- Understand that metrics matter
- Show them the money
- Ensure they know that you know

A path is not a promise





Infiltrating Career/Employment Services

Sareena Hopkins, Executive Director
Canadian Career Development Foundation



5 Wicked Problems



Inadequate evidence base...fragile funding



Data goes into the ether; doesn't feed clients, agencies or local ecosystems



Inadequate access to training & resources



Complex presenting issues and meaningful progress...BUT only training/employment "count"



Universal hatred of data reporting systems



Going Ninja



- Publicly funded career/employment services represent huge # of deliverers
- Funded agencies mandated to use a data reporting system
- Resources earmarked for data systems & related training
- Research projects sometimes get you in the door



PRIME

- Elegantly simple employability assessment tool
- Captures data on complex and evolving client strengths and needs (intake, progress and exit)
- Completed with clients to build self-awareness and seamlessly integrate into service delivery
- Supports quality service through embedded coaching and tailored resources/tools
- Informs the whole ecosystem – clients, practitioners, managers, local networks and funders



Began as a research project



Built with the frontlines



Built right into data reporting system





ccdf | fcdd

- Despite no marketing, 10 agency networks trained and licensed users of PRIME as part of regular practice
- Data reporting that identifies service gaps & feeds quality service
- Ongoing research project with 6 agencies in Newfoundland
 - Preliminary data analysis showing significant benefits of using PRIME
 - Practitioners don't despise it!

“PRIME leads to clients expressing excitement and being motivated to develop and progress through an Action Plan in a way I have never seen in my 11.5 years doing this work.”

Infiltrating the Education System

JP Michel
Founder, SparkPath



Career Advice for the New Economy



"Don't ask kids what they want to be when they grow up. Ask them what problems they want to solve and what they need to learn to be able to do that."

Jaime Casap @jcasap

Google Global Education Evangelist

Ninja Tactics

- Espionage
- Deception
- Surprise attacks!



Ninja Tactics

Espionage
Deception
Surprise
attacks!

Career Ninja Tactics

➡ Research
➡ Circumvention
➡ Surprise action!





END EXTREME
POVERTY



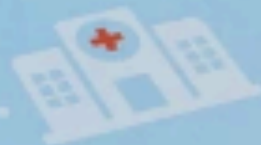
BUILD THE SCHOOL
OF THE FUTURE



MANAGE THE
PLANET'S IMPACT



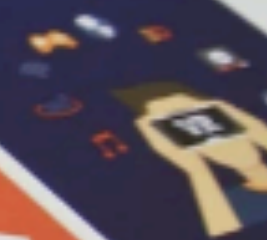
ENGINEER BETTER
MEDICINE



REDESIGN THE
HEALTH CARE SYSTEM



PREPARE
FUTURE LEADERS







Gaining Credibility in an Academic Environment

Tony Botelho
Director, Career & Volunteer Services
Simon Fraser University

Things We Did

Grounded our work in theory and research

Learned what was important to the university

Embraced collaboration

Evaluated the impact of our work

Shared our story in innovative ways



Luck Readiness (Pryor & Bright, 2005)

- > Flexibility
- > Optimism
- > Risk
- > Curiosity
- > Persistence
- > Strategy
- > Efficacy
- > Luckiness





Examples

Back on Track (BOT) Program

Program for students required to
withdraw

Partnership with Advising, Learning
Commons, and Counselling

Career element focused on challenging
myths, normalizing change and
uncertainty, supporting optimism
and agency



Performance Installation Ads+ (PIAs)

“You Can’t Live Here Forever” - 2010

“Who Would You Hire” - 2011

“Scare Prank” video – 2013

“What’s Your Challenge?” - 2019



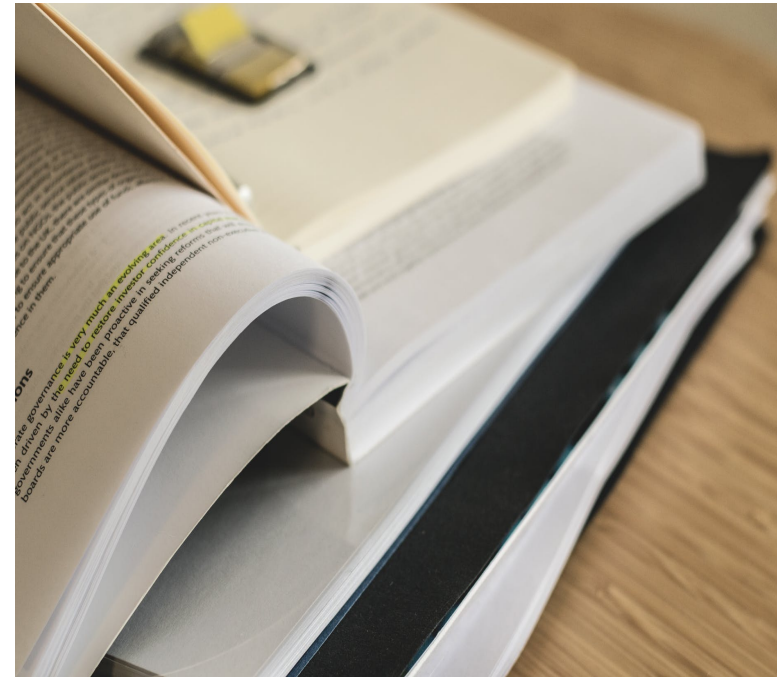
Single Session Research Project

Highlights commitment to culture of evaluation

Ties to university's research agenda and value of practitioner research

Replicating previous study

Hope to encourage colleagues to do something similar



Lessons Learned from Career Development Warrior Experience



Testing your “Hidden Warrior”

What is one thing you would love to help happen to ensure career development excellence for your students/clients?

- Policy
- Service
- Training
- Profile
- Other



Let's “Walk the Problem” ...à la Amundson



New Lessons Learned

- What would you add?
 - See the big picture
 - Hire people who want to replace you
 - Make things happen
 - Ask forgiveness, not permission
 - Don't ignore the elephant in the room
 - Leave a legacy—make sure something you create will continue without you!

WHAT ELSE????



CDPs can be...

- “Hidden Warriors”
- Infiltrators
- Experts in non-detection
- Excellent at fitting in and then surprising!

Let's make everyone nervous!



Thank You!

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