

Career planning and management - *Business Model You, social media and lawyers*

Career planning and management is not new. The Roman poet Horace, writing more than 2,000 years ago, in the first of his *Odes* addresses some significant issues in his own career planning and management. He catalogues various career possibilities – agriculture, trade, the military, even a career as an athlete all get mentioned - that may be open to him, with a comparison of their various strengths and weaknesses, before leading the reader to the conclusion that he prefers the life of a poet. Nowadays pupils at school and students at college and university are provided with a wealth of information about courses that are available to them and options for their further careers.

The purpose of this article is to encourage you to give some structured thoughts to the process of personal career planning and management, drawing attention to several trends in a few recent publications in this subject area. You should then be able to make use of several simple but effective tools and techniques that can help you to devise a fresh perspective on options for yourself in the months and years that follow. This process is of course iterative, so that the opportunity exists to monitor progress and measure success in achieving any targets you set for yourself, and then to amend your plan to in the light of future changes in the environment where you find yourself working.

In an appendix you have the opportunity to explore some of the resources and issues discussed in the main body of the article.

The need for career planning and management

We live in a world that is changing quickly in a variety of ways. Regardless of where we are in the world, social changes, the impact of new technology and social media, changes in the local, national and international economy and attitudes to green and other environmental issues – all of these have an impact on the careers that any one individual can expect to have during their working life. Each person has a responsibility for monitoring such changes, assessing where they may present opportunities and challenges to assumptions made about career progression, and then, where necessary, taking appropriate action to ensure that they are able to move forward as they had hoped in the career.

Personal and professional development

A simple but robust process that can help with this involves:

- An honest but sympathetic personal SWOT analysis that can help to identify strengths and weaknesses in an individual's career to date and any opportunities and threats to career progression.
- The identification of realistic options to build on existing strengths, address weaknesses, explore opportunities and cope with any career challenging threats that have been identified. This may involve:
 - The development of new *skills*
 - The acquisition of additional *qualifications*
 - Gaining new or wider *experience*
 - Getting opportunities to *network* and develop contacts in new areas and with different people.
- The use of a simple personal development plan, however formal or informal, that provides a structure to personal and professional development over a defined period of time.

Like the ancient Roman, different people have different options:

- For some people this can involve developing the knowledge, skills and experience for promotion and career development within the classroom; Duncan Foord's *The Developing Manager* (2008) is an excellent starting point.
- Others may aspire to a career in academic management; in this case, *From Teacher to Manager* by Ron White, etc. (2008) will be a more appropriate starting point.
- And others may want to look beyond teaching and education, where they can draw on the transferable skills, experience and knowledge they have acquired in the ELT classroom and related areas to build their career in a totally different sector.

Regardless of the chosen path, everyone needs to look at the development of a structured plan that will assist them in the achievement of their career goals. *Business Model You* (2012) may be useful.

Business Model You

Tim Clark, in collaboration with Osterwalder and Pigneur and 328 'work life wizards' from 43 countries, has created a one page tool to help individuals to review, reassess and reinvent their careers. Following on from *Business Model Generation*, which described a visual way to approach the steps in devising ideas and options for a new business or product, *Business Model You* uses the same 'canvas' technique to help readers to create personal business models. These can uncover new ways that an individual's knowledge, skills, experience and qualifications can adapt to the changing needs of the work environment; and these may lead individuals to more satisfying careers.

The *Business Model You* canvas contains nine areas that need to be considered and integrated into a coherent plan for career reassessment and, where appropriate, reinvention:

- *Key partners* - Who helps you
- *Key activities* - What you do
- *Key resources* - Who you are and what you have
- *Value provided* - How you help
- *Customer relationships* - How you interact
- *Customers* - Who you help
- *Channels* - How they know you and how you deliver
- *Costs* - What you give
- *Revenue and benefits* - What you get.

(Visit www.businessmodelyou.com to download a free PDF of the personal business model canvas.)

In my recent experience of using this personal business model canvas, even those who work in organisations – public, private or not for profit – where they have the benefit of well established procedures for staff appraisal, career planning and management development have commented favourably on the value of this fresh perspective on a human resource management activity that can sometimes get jaded and tired. They also like the anecdotes, exercises and activities that add value to the overall approach.

Social and online media

More and more people are realising the benefits of social media as a simple effective way in which they can think about issues in their personal development and career management. Some examples include:

- 'Following' a small number of highly regarded individuals on Twitter
- Using LinkedIn as a means of developing relationships and networking with professional colleagues, almost regardless of geographical location
- Making use of the growing amount of good quality content and material that is available from established providers of management and other education; for example, TED (www.ted.com) and the Open University's OpenLearn resources (www.open.edu/openlearn)

Some issues for young lawyers

Richard Susskind in *Tomorrow's Lawyers* (2013) has investigated some of the likely changes that will have a significant impact on lawyers, legal practices and the careers of anyone who intends to work in law in the decades that follow:

So too those working in ELT and elsewhere in education need to think about the likely changes that are going to have an impact on the environment in which they work and the qualifications, skills, experience and contacts that are likely to be necessary for the career that each individual has to plan and manage.

	Time	Title	URL	Annotations	Activity
01	-	The main website	www.businessmodelyou.com	This provides valuable support resources, including a substantial PDF file containing a preview sample of the book, a blank business model you canvas for your own use and a number of recent reviews.	Download the sample pages from the book and explore the approach, so that you can make are better informed decision about its suitability for your own use.
02	02.00	Overview	http://youtu.be/kxBVJtoFYrU	Tim Clark's brief introduction to the book.	Look and listen!
03	-	Book summary	http://www.actionablebooks.com/summaries/business-model-you	A synopsis (1,100 words) by Bryann Alexandros	Read and think!
04	01.00	Nancy Duarte's review	http://youtu.be/3aQ3bjCbTb8	An enthusiastic and positive endorsement of the book and the approach it has adopted.	Look and listen!
05	12.00	Sir Ken Robinson	http://youtu.be/zDZFcdGpl4U	This animation was adapted from a talk given at the RSA.	What impact might the changing educational paradigms have on your career?
06	04.00	Finding career direction	http://youtu.be/gSBPRYT0cxQ	Just one of several relevant videos from MindTools.	Use this as a short introduction to the key word quests in this section that below this table.
07	-	Learning styles	http://rapidbi.com/learningstyles http://www.open.edu/openlearn/education/educational-technology-and-practice/educational-practice/whats-your-learning-style	Just two of several good resources to help you identify how you can acquire new knowledge, skills and qualifications in way that best suits yourself.	Explore these resources to find out more about your own learning styles and preferences.
08	-	<i>The Few that Do</i>	http://thefewthatdo.com	Another innovative approach to career planning and management.	Download the sample chapters from the book and explore the approach adopted here.
09	-	Be my interviewer	http://www.jobsite.co.uk/bemyinterviewer	Interactive videos to prepare you for interviews.	Interactive videos to help you practise and perfect your interview technique.

Key word quests

Use your online searching skills to find out more about the terms in the boxes below and to evaluate critically how you may be able to use them.

	<i>How I can use this in my own career</i>
Job sculpting	
Myers Briggs personality test	
Personal development plan how to	
Schein's career anchors	
Strengths finder evaluation	

Over to you

Think about the following points; if possible, discuss them with a trusted colleague, mentor or friend.

- Describe your development as a manager. Include assessments used, training received, development undertaken, etc. Explain how your development has changed your own behaviour and attitudes.
- Give a brief history of your career to date, your current organisation and your role / responsibilities in it, with evidence of qualifications achieved, training received, membership professional bodies, etc.
- Provide evidence of what you currently do to think about your career planning and management, personal development planning, etc.
- Your CV - identify ways in which it could be improved.

Further reading

Clark, T., Osterwalder, A. and Pigneur, Y. (2012) *Business Model You*, John Wiley & Sons, New Jersey

Downes, C. (2008) *Cambridge English for Job-hunting*, Cambridge University Press, Cambridge

Foord, D. (2009) *The Developing Teacher – Practical Activities for Professional Development*, Delta Publishing, Peaslake

McKeown, A. (2012) "Business Model Generation", *Leadership and Management – The newsletter of the leadership and management special interest group*, IATEFL, Canterbury, issue 43

McShane, B. (2011) *The Few that Do*, Rossa Publishing

Osterwalder, A. and Pigneur, Y. (2010) *Business Model Generation*, John Wiley & Sons, New Jersey

Susskind, R. (2013) *Tomorrow's Lawyers – An introduction to Your Future*, Oxford University Press, Oxford

White, R., Hockley, A., Laughner, M. and van der Horst Jansen, J. (2008) *From Teacher to Manager: Managing Language Teaching Organizations*, Cambridge University Press, Cambridge

Profile

Arthur McKeown worked (mainly in Sweden, Kuwait and Libya) as an English language teacher, teacher trainer and centre manager. Since 1994 he has taught on certificate, diploma, bachelors and masters programmes in the Ulster Business School at the University of Ulster.