"Not Just a Job: Career Planning for Women" is an overview of the career exploration process. We investigated many different career counseling workshops and selected a nine week course, open to any interested woman, that is designed and conducted by Radcliffe Career Services. We condensed their course into a 35 minute program. This is not intended to substitute for career counseling, rather its purpose is to introduce you to new ideas, new ways of thinking and to suggest avenues to pursue in the process of career exploration.

In order to facilitate your understanding of the Radcliffe Career Services workshop, we have included those materials used by the workshop leaders in the presentation. The career exploration process will make the most sense if you do the exercises suggested in the video. These materials can be used by a class, by an individual, or in conjunction with a career counseling session.

Included are:

1. a diagram of an overview of the career exploration process.
2. some common work values and their definitions. We are sure that you will discover many values that are not listed here and we expect that you will add new values to this list.
3. small cards listing 36 different values to be used in the "solitaire" exercise.
4. a questionnaire for determining your interests.
5. a questionnaire for determining your skills.
6. a list of functional skills and their definitions
7. an example of the brainstorming process.
8. a “name this job” exercise.
9. a chart about the decision making process.
10. a bibliography prepared by Radcliffe Career Services to further your work in career planning.

Good luck! We are a non profit organization and one of our most important goals is to provide material that helps break down barriers to women's progress. We want to hear your ideas and suggestions, so please write us at:

Cambridge Documentary Films, Inc.
P.O. Box 390385, Cambridge, MA 02139
617 484 3993
Career Development Overview

WORLD OF WORK

VALUES + SKILLS

INTERESTS

BOOKS AND OTHER MEDIA

PEOPLE

Short-term Long-term GOALS

Courtesy of Radcliffe Career Services
These are some definitions to help you play "solitaire" with the value cards. The object of this exercise is to pick out your top five values.

VALUES

HELP SOCIETY: Do something to contribute to the betterment of the world in which I live.

HELP OTHERS: Be involved in helping other people in a direct way, either individually or in small groups.

PUBLIC CONTACT: Have a lot of day-to-day contact with people

WORK WITH OTHERS: Have close working relationships with a group; work as a team toward common goals.

AFFILIATION: Be recognized as a member of a particular organization.

FRIENDSHIPS: Develop close, personal relationships with people as a result of my work activities.

COMPETITION: Engage in activities which pit my abilities against others where there are clear win and lose outcomes.

MAKE DECISIONS: Have the power to decide courses of action, policies etc.

WORK UNDER PRESSURE: Work in situations where time pressure is prevalent and/or the quality of my work is judged critically by supervisors, customers, or others.

POWER and AUTHORITY: Control the work activities or (partially) the destinies of other people.

INFLUENCE PEOPLE: Be in a position to change attitudes or opinions of other people.

Courtesy of Radcliffe Career Services
WORK ALONE: Do projects by myself, without any significant amount of contact with others.

KNOWLEDGE: Engage myself in the pursuit of knowledge, truth, and understanding.

INTELLECTUAL STATUS: Be regarded as a person of high intellectual powers, or as one who is an acknowledged expert in a given field.

ARTISTIC CREATIVITY: Engage in creative work in any of several art forms.

CREATIVITY (GENERAL): Create new ideas, programs, organizational structures, or anything else not following a format previously developed by others.

AESTHETICS: Be involved in studying or appreciating the beauty of things, ideas, etc.

SUPERVISION: Have a job in which I am directly responsible for the work done by others.

CHANGE and VARIETY: Have work responsibilities which frequently change in their content and setting.

PRECISION WORK: Work in situations where there is very little tolerance for error.

STABILITY: Have a work routine and job duties that are largely predictable and not likely to change over a long period of time.

SECURITY: Be assured of keeping my job and receiving a reasonable financial reward.

FAST PACE: Work in circumstances where there is a high pace of activity; work must be done rapidly.

RECOGNITION: Be recognized for the quality of my work in some visible or public way.

Courtesy of Radcliffe Career Services
EXCITEMENT: Experience a high degree of (or frequent) excitement in the course of my work.

ADVENTURE: Have work duties which involve frequent risk-taking.

PROFIT, GAIN: Have a strong likelihood of accumulating large amounts of money or other material gain.

INDEPENDENCE: Be able to determine the nature of my work without significant direction from others; not have to do what others tell me to do.

MORAL FULFILLMENT: Feel that my work is contributing significantly to a set of moral standards which I feel are very important.

LOCATION: Find a place to live (town, geographical area) which is conducive to my lifestyle and affords me the opportunity to do the things I enjoy most.

PHYSICAL CHALLENGE: Have a job that makes physical demands which would find rewarding.

TIME FREEDOM: Have work responsibilities according to my own time schedule; no specific working hours required.

FAMILY: Importance of being able to spend quality time and develop relationships with family members, current and future.

LEISURE: Time spent in the pursuit of hobbies, sports, activities, and interests that are not career related.

ACHIEVEMENT: Sense that something has been accomplished successfully, especially by means of exertion, skill, practice, or perseverance.

ADVANCEMENT: Importance of moving forward in your career through promotion.

Courtesy of Radcliffe Career Services
Finding Out What You’re Interested In

What books do you browse through in the bookstore?

What articles always interest you first in the newspaper/magazines?

If you won the lottery, what organizations/causes/ issues would you give your money to?

Who are the most interesting people you know—what do they do?

What sorts of information do you find most fascinating?

What would you most like to study or learn about if money were no object?

Courtesy of Radcliffe Career Services
SKILLS IDENTIFICATION

DIRECTIONS:

1. Circle all the skills listed below which you have used. Think of classes, activities, past/present jobs or hobbies. (Proficiency not necessary to claim a skill.)

2. Select your top five skills from those circled. These should be skills you particularly enjoy using.

3. List below. These five represent your top five work skills.

1. 

2. 

3. 

4. 

5. 

Courtesy Radcliffe Career Services
Functional Skills

Processing
  the orderly flow of electronic data
  introducing an individual to the procedures of an organization
  identifying the human interactions taking place in a group
  channeling information through a system

Investigating
  seeking information which individuals may attempt to keep secret
  seeking the underlying causes for a problem

Corresponding
  answering inquiries by mail
  initiating letters with others
  soliciting business by direct mail

Appraising
  evaluating programs or services
  judging the value of property
  evaluating performance of individuals

Treating
  treating physical ailments of humans, animals

Timing
  organizing time efficiently so that many tasks are completed in finite time period
  arranging an event so that it occurs at precisely the right moment

Coordinating
  numerous events involving different people
  great quantities of information
  activities in different physical locations
  events in time sequence

Observing
  physical phenomena with great accuracy
  behavior of human beings
  social/historical changes

Collecting
  money or services from people who owe items from widely scattered sources
  many items in a single class (e.g. stamps)

Interpreting
  other languages
  obscure phrases or passages in English
  meaning associated with statistical data

Examining
  administering written tests
  making a financial assessment
  looking for physical /medical symptoms

Questioning
  obtaining evidence in legal situations
  asking creative questions in fluid situations

Exhibiting
  showing publicly, or demonstrating

Distribution
  products to people personally - marketing products effectively, making them available to possible customers

Writing
  copy writing for sales
  creative writing, prose, poetry
  expository writing, essays
  report, memo writing
  writing for a popular audience (journalism)

Representing
  representing an employer to the public

Making Layouts
  for printed media, newspapers, etc
  for public displays, as in posters

Sketching
  pictures of things, people
  diagrams, charts, other symbols

Editing
  newspaper, magazine pieces
  book manuscripts, other manuscripts

Administering
  a department of people, programs
  a specific activity, such as a test

Deciding
  making decisions about the use of money
  making decisions involving the physical safety of others
  making decisions about alternative courses of action

Classifying
  sorting information into categories
  deciding about placement of people into programs

Researching
  extracting information from library
  obtaining information directly from people
  obtaining information from physical data

Analyzing
  quantitative data, statistical data
  physical or scientific data
  human/social situations

Rewriting
  technical language into popular form
  revising articles or manuscripts

Assembling
  technical apparatus or equipment
  items of information into a coherent whole

Using Instruments
  of a scientific nature
  of a medical nature
  related to motion, transportation

Inspecting
  physical object, to meet standards
  people, to determine criteria or detect information

Auditing
  assessing the financial status of an organization
  attempting to acquire the services of people for an organization

Interviewing
  evaluating applicants to an organization

**Functional Skills, continued**

**Controlling**
- exercising financial control
- crowd behavior, behavior of children
- environmental control operations

**Protecting**
- protecting people from physical harm
- protecting property from people
- building protective devices or equipment
- preventing destructive natural phenomena

**Advising**
- giving financial counsel, advice
- advice in an educational system

**Measuring**
- obtaining accurate scientific measurements

**Mapping**
- mapping geographical, physical boundaries and space
- putting sequences of events into graphic form

**Predicting**
- forecasting physical phenomena
- forecasting psychological/social events
- forecasting the outcomes of contests
- forecasting economic data

**Coaching**
- guiding the activities of an athletic team
- tutoring, in academic subjects, or other pursuits, on a one-on-one basis

**Creating**
- artistically (visual arts, performing arts)
- new ideas for an organization
- new ways of solving mechanical problems
- inventing new apparatus, equipment

**Repairing**
- mechanical devices, equipment
- furniture, doors, walls, etc.

**Negotiating**
- financial contracts
- between individuals or groups in conflict

**Record Keeping**
- orderly keeping of numerical data records
- keeping log of sequential information
- creating and maintaining files
- clear and accurate financial records
- orderly record of services rendered

**Speaking**
- speaking publicly to an audience
- speaking individually to many people
- speaking on electronic media (radio, TV)
- speaking with clear diction

**Serving**
- providing a service to an individual
- serving a product (e.g. food) to individuals

**Printing**
- using mechanical printing equipment
- printing letters carefully by hand

**Selling**
- selling ideas to others personally
- selling ideas with words
- selling products to individual households
- selling govt. policies to the public

**Counseling**
- helping people with personal/emotional concerns
- helping people with life development concerns; career, finances, etc.
- helping people with educational plans
- helping people with family matters

**Confronting**
- obtaining decisions from reluctant dragons
- giving bad news to others
- obtaining information from others who are unwilling to disclose it
- resolving personal conflicts with others

**Politicking**
- generating support for one's ideas within an organization
- generating financial support from another agency or organization
- attempting to influence policy within an organization or company

**Committee Working**
- attaining objectives through committee processes creating and implementing committee structures

**Designing**
- physical interiors of rooms
- exteriors of buildings
- plans involving processing of information

**Constructing**
- mechanical apparatus
- physical objects, furniture, etc.
- involving house construction or similar

**Compiling**
- gathering numerical, statistical data
- accumulating facts in a given topic area

**Setting Up**
- arranging for a demonstration of some physical apparatus
- getting people and things ready for a show, an exhibit, or such

**Reviewing**
- re-assessing the effects of a program
- re-assessing the performance of an individual evaluating a play, movie, etc.

**Evaluating**
- assessing a program to determine its success in meeting its objectives
- judging the performance of an individual

**Calculating**
- performing mathematical computations
- assessing the risks of an activity that is contemplated

**Translating**
- expressing the words of one language in the words of another
- reducing sophisticated language to simpler terms
- Estimating the likely costs of an operation
- projecting possibilities of future income
- judging physical space accurately

**Explaining**
- justifying one's actions to others
- making obscure ideas clear to others
Planning
anticipating future needs of a company or organization
scheduling a sequence of events
arranging an itinerary, for a trip

Obtaining Information
from written sources, documents
from unwilling individuals

Preparing
scientific equipment or specimens
written materials for a presentation

Promoting
through written media
on a personal basis, one-to-one
arranging financial backing

Locating
finding people who are missing
detecting missing information
identifying sources of help for others

Arranging
social functions, events
meetings between specific people

Group Facilitating
facilitating the positive interaction of members of a group
specific facilitation involving therapy

Recording
numerical, quantitative data
scientific data, using instruments
using audio or video recorders

Operating
scientific equipment
mechanical devices, vehicles, etc.
electronic data equipment, computers, etc.

Handling Complaints
from customers of retail stores
from stockholders of corporations
from citizens to government agencies
from parents of school or college students

Dispensing
information to the public
materials, equipment, medicines, etc.

Displaying
ideas in artistic form
pictures for public display
products in store windows
equipment, mechanical devices

Updating
keeping a file of information up-to-date
completing historical record of a person
acquiring new information on an old topic

Proposal Writing
for government funding
for revising in-house operations

Budgeting
outlining the costs of a project
assuring that money will not be spent that exceeds available funds
using money efficiently, economically

Developing Mathematical Models
for scientific phenomena
for behavioral phenomena
for economic phenomena

Dramatizing
business/commercial ideas (e.g. advertising presentation)
social concerns, problems
working behind the scenes for dramatic events
Programming
electronic computers
developing and arranging sequence of events
Entertaining
on an in-person basis, to audiences
via electronic media
giving parties, social events

Fund Raising
on person-to-person basis, such as door-to-door
collecting for charity
from large foundations, organizations
for political candidates, in-person basis
through sale of products
through advertising methods

Teaching
in the school or college classroom
individuals to perform certain tasks (training)
tutoring individuals in certain subjects

Rehabilitating
helping people to resume use of physical limbs
working with patients through non-physical media, such as art, music, etc.

Laboratory Working
setting up scientific equipment
obtaining results from controlled experiments
Supervising
directly overseeing the work of others in a white-collar setting

Managing
being responsible for the work of others
having responsibility for the processing of information or data
guiding the activities of a team
having responsibility for meeting the objectives of an organization, or department (i.e. executive)

Meeting the Public
having position of a receptionist, greeter
giving tours
being a public representative of an agency
selling products in a public place
dealing with the public in a service capacity (i.e. policeman, barber)
acquiring information (survey-taker)
Organizing
- bringing people together for certain tasks
- gathering information and arranging it in clear, interpretable form
- arranging political activity, rousing the public to action

Outdoor Working
- involvement with the land and its resources
- involvement with animal life (conservation)
- testing oneself against physical challenges
- involvement with animals of nature (procuring)
- collecting scientific data
- recasting the land for commercial use

Persuading
- influencing others to see your point of view
- using influence with others where money is involved
- persuading others to help you

Reading
- reading large amounts of material quickly
- reading written materials with great care
- reading numbers or symbols at a great distance
- reading illegible or very small writing

Imagining
- new ways of dealing with old problems
- theoretical relationships
- artistic ideas or perspectives

Repeating
- the same procedure many times
- many attempts to obtain a difficult result

Anticipating
- staying one step ahead of moods of the public
- being able to sense what will be fashionable in consumer goods
- expecting a problem before it develops, seeing the first signs

Toleration
- misbehavior, lack of follow-through, or the mistakes of people for whom you are responsible
- lack of support for the work you are doing
- misunderstanding of the work you are doing
- anonymity, no public rewards or recognition for your work

Hurrying
- working at a fast pace
- moving quickly from place to place

Abstracting/Conceptualizing
- parts of a system into a whole
- non--observable physical phenomena
- ideas from surface events
- new spatial relationships

Expressing Feelings
- on a personal basis, to an individual
- emoting powerfully to groups, audiences

Mediating
- being a peacemaker between conflicting parties
- acting as liaison between competing interests, or differing constituencies

Dealing with Pressure
- risks toward self, physical and otherwise
- risks toward others
- time pressure, deadlines for getting work done complaints, abuse, etc. from others

Handling Detail Work
- doing numerous small tasks within a short period of time
- making sure that small details are not left unattended

Enduring
- long hours of work
- physical danger
- people who are "difficult"
- periods of being alone
- physical hardship

Initiating
- personal contracts with strangers
- new ideas, ways of doing things, new approaches
- listening to extended conversations between others
- to extended conversations from one person in order to help him/her
- to recording devices, or other monotonous listening situations

Moving with Dexterity
- being able to move athletically, with speed and grace

Working with Precision
- on physical materials
- with numerical data
- in time and space situations calling for little error

Dealing with Unknowns
- making decisions bases upon severely limited information
- making hypotheses about phenomena virtually unknown

Delegating
- distributing tasks to others
- giving responsibility to others on a work team

Trouble-Shooting
- finding sources of difficulty in human relations
- detecting sources of difficulty in a physical apparatus

Remembering
- large quantities of information, for immediate recall names, faces, places, etc.
- long sequences of events or instructions

Talking
- for long periods of time, uninterrupted
- able to sustain social chatter

Observing
- small details in physical objects
- small details in written materials

Finding
- information from obscure, remote, or varied sources
- finding people who can be helpful to you or others

Motivating
- others for peak physical performances
- others for psychological efforts, helping them to overcome their inertia
This is an example of one person's brainstorming exercise. You need to pick out your top five interests, skills, and values and then intersect each set with each other.

**BRAINSTORMING**

Skills
writing/researching
designing
teaching
sketching/photography

**MAIN FOCUS**

My skills are:

- Writing/researching
- designing
- teaching
- sketching/photography

**INTEREST:**

- I love old houses

- My skills are:
  - Writing/researching
  - designing
  - teaching
  - sketching/photography

- Maybe I could:
  - write for local paper on historic homes
  - work for a national sites organization
  - consult to owners who want to restore authentically
  - make museum exhibits
  - sketch or photograph homes for note paper of Christmas cards

- Values
  - working independently
  - moving around on the job
  - using hands

**MAIN FOCUS**

**SKILL:**

- Writing/Researching
- furniture
- energy policy

- My interests are:
  - Old homes
  - furniture
  - energy policy

- Maybe I could:
  - research period furniture for a museum
  - write for an antiques publication
  - investigate alternative energy sources
  - write material for public on energy conservation or using solar energy

- Values
  - Using Hands
  - old homes
  - furniture
  - energy policy

- Maybe I could:
  - make doll’s house models
  - make miniature furniture models for doll’s house
  - work with solar energy devices

- Courtesy of Radcliffe Career Services
"NAME THIS JOB!"

I am looking for a job that…

uses these skills of mine:

meets these values of mine:

and matches these interests of mine:

What kind of job does this sound like to you?

Do you know anyone who has a job like this?
Decision—One role ending or not satisfying current needs. Begin process over again? Stay put?

V. Reassessment and Evaluation

IV. Taking Action—If objectives require more training: Apply to graduate school, etc. If employment is wanted: Develop a finished resume, go to job interviews, etc.

III. Setting Goals—Short-term and long-term.

II. Career Exploration—Becoming aware of employment options by reading and talking to people.

I. Sell-Assessment—Examining past activities and achievements to determine skills, abilities, values, etc. relevant to job environment.

Decision—Establishing a base-fine, a list of the priorities you’ve set for satisfaction in work.

Decision—Reality testing enables focusing on one or two specific job areas and settings.

Adapted from original courtesy of Charlotte Shea
Mt. Holyoke College Career Services
Career exploring and job hunting are primarily information searches. In order to find work which is meaningful to you, you need to spend considerable time gathering data about yourself and about the world of work. This bibliography is intended as one tool to aid you in gathering this information. These books are all available at Radcliffe Career Services; many come in paperback and/or can be found in your public library.

We urge you also to use your local resources: Alumnae clubs, public libraries, government employment offices, continuing education programs, women's centers, YWCA'S, and other agencies and groups working with women and careers. In addition, we encourage you to build a support network for yourself since the career exploring/job hunting process can be an isolating one. This support network might be a group of other job hunters, or a friend with whom you meet regularly to give a progress report.

I. Identifying Your Skills, Interests, and Values

In order to focus on a career or a job hunt you need to know what skills, interests, and values you want to be reflected in your work. Looking at where the jobs are is not very helpful until you know something about what you want in terms of what skills you enjoy using, what work environments appeal to you, and what content most interests you.


II. Learning about the World of Work- Selecting a Field

B. SPECIFIC INFORMATION: If you have identified a field you want to explore further, then you may want to consult materials which describe this field in depth. Such books and materials are available on almost every field. Here are some selected examples and sources:


Catalyst, Career Opportunities Series. Information on careers such as accounting communications, engineering, fund raising, industrial management, psychology, publishing, real estate, travel, urban planning. 1985 Volumes I & 2. Section A

Norback, Craig, Ed. VGM's Career Encyclopedia. Lincolnwood, IL: VGM, 1988 Section A.


VGM's Career Opportunities Series: Information on Careers in the Various fields. Sections (1-10) & A.

Washington Research Associate, U.S. Employment Opportunities, Arlington, VA, 1989 Section A.

There are good books on careers in almost every field. Consult bibliographies in general career exploration books and professional journals; use public and career libraries. Also, ask women and men working in particular fields for their suggestions.
III. Interviewing for Information and Building a Contact Chain

To supplement your book research, you need to research people in the field(s) you are exploring. Your purpose is to interview selected experts and employers, not for jobs, but for information you need to a) further refine your job objective, b) clarify what the career routes are, what training you might need, and what the job and field are like. c) find other people who can help you further. "Interviewing for information” not only increases your knowledge about a career, but also makes you more visible and helps you establish a network or people you can contact later in your actual job hunt. Since it is estimated that only 15-20% of the jobs available are advertised by traditional methods, you need this access to the "hidden job market”

A. CONTACTS: THE SOURCES

All the people you know (former employers, teachers, co-workers, Professionals in your neighborhoods family, friends) know other people. Ask them for the referrals you need to people in the field you are exploring. Though you may feel that you are imposing on them in fact people are usually glad to talk about what they do, and you are not asking them for a job at this point.

Write to the authors of articles in professional journals or other publications which interest you, asking them for a small amount of their time.

Use course catalogues to identify instructors of courses related to your exploration. Call or write to them, asking for an appointment.

Track down a person or organization you read about in the newspaper or heard about at a conference. Make an appointment to ask him or her more about what he or she is doing.

Radcliffe Referrals. If you live in Boston, you may use a career advisors' file of local alumnae and others who have agreed to share their work experience. This service is available only for counseling clients. If you live outside Massachusetts, contact your local Radcliffe Club for suggestions of names of alumnae to talk with.


Massachusetts Women's Directory of Professional Associations and Networks: Women's Job Counseling Center, Cambridge, MA, 1989. Section C.

B. INTERVIEWING FOR INFORMATION


IV. Identifying Potential Employers

When you have identified and explored a field which interests you, but don't yet know where you might work (though you know what skills you most want to use), you are ready to identify the possible employers/organizations within your area which use people with your skills and serve your goals. At this point you won't necessarily know whether there are specific job openings. First you need to do as much research on the company or organization as you can, including the name of the department head or director with whom you would like to speak. What Color is Your Parachute? Chapter 6, explains in detail this step in the job hunting process. The techniques outlined in the Interviewing for Information readings apply here too, though you are probably now at a more specific stage in your exploring. You are now trying to locate the kinds of organizational settings which suit your work values rather than a career/field in general.

The following resources are a selection of what is available to help you make a list of potential employers:


Consult also:

**Yellow Pages** of your local phone book under Associations - call or write members for member listing or directories (e.g. Mental Health Association usually publishes a directory of area resources).

**Local Chamber of Commerce** - call for information about local directories.

**Public Library** - local and national directories in many fields (e.g. Broadcasting Yearbook, National Health Directory).

**Local newspapers** - look at classified ads for organization names even though the specific jobs may not appeal to you.

V. Cover Letters and Resumes

Many job-hunting books on the market include sections on cover letters and resumes. Here are some excellent sources.


Yate, Martin J. *Resumes that Knock 'Em Dead*. Holbrook, MA. Bob Adams, Inc., 1988. Section JHI.

VI. Job Interviews, Salary Negotiations, Moving Up


VII. Women and Work- Strategies and Issues


Bird, Caroline, Everything a Woman Needs to Know to Get Paid What She's Worth, New York: Bantarn Books, 1975. Section G.


Catalyst, Upward Mobility, New York: Holt, Rinehart & Winston, 198 1. Section B.


Dougherty, David E. From Technical Professional to Corporate Manager. New York: John Wiley & Sons, 1984. Section B.


Harragan, Betty Lehan, Knowing the Score: Play-By-Play Directions for Women on the Job. New York: SL Manin's Press, 1983. Section B.


Kleiman, Women's Networks, Lippincott and Crowell, 1980. Section C.


These are some of the resources available at Radcliffe Career Services Library.

The R.C.S. Library offers a broad range of materials to assist our clients throughout the entire job search process.