



WOMEN in RESEARCH

Managing Your Career

Your unique identifier: <insert unique identifier>



CENTRE FOR
**TRANSFORMATIVE
WORK DESIGN**



Curtin University

FUTURE OF WORK INSTITUTE

About this report

Your Career

The *Managing Your Career* report provides feedback on your human capital resources, proactive career behaviors, career motivation, and career resources. Research shows these aspects predict *subjective career success* (how you feel about your job and career) and *objective career success* (e.g., number of promotions received).

Predictors of Success

Human Capital Resources

- Expertise
- Job market knowledge
- Soft skills

Proactive Career Behaviours

- Job-Role Negotiation
- Career Initiative
- Active Networking
- Social Media Use

Career Motivation

- Career involvement
- Career confidence
- Career clarity & future career identity

Career Resources

- Organisational career support
- Social support & mentoring

Career Success

Subjective Career Success

- Job Satisfaction
- Career Satisfaction
- (Low) Turnover intentions

Objective Career Success (*not included in this report*)

- Promotions
- Salary

Interpreting your scores

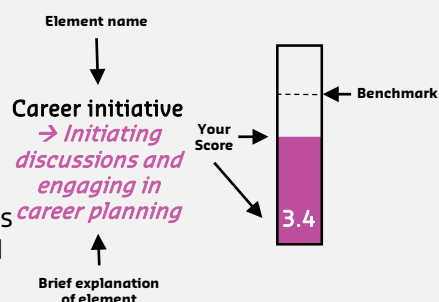
In this feedback report, we show (1) Your overall score for each key aspect in the survey, averaged across multiple items; and (2) A benchmark where available. Information about benchmarks is on the [website](#).

You can use the benchmarks to compare your views against others, and this can be useful. It is also important to compare your own scores on each aspect with other aspects to work out what you are doing well on versus your challenges.

Making the most of this report

We encourage you to spend some time reflecting on your feedback report, looking for patterns and thinking about the origin of your scores. We suggest you also discuss your report with your mentor/s, your manager and/or your peers. Refer to the [website](#) as well to maximise your learning.

Remember that the score that you obtain on an aspect at any given time can be influenced by other factors (e.g., anxiety, mood, concentration levels, and situational factors). For example, you might have just had some bad news before filling out the survey, which would lead you to respond more negatively to all items.



Integrating your reports

Besides this present *Managing Your Career* survey, three other surveys are available to you: (1) *Managing You*; (2) *Managing Your Work Well-being*; (3) *Managing, Influencing and Leading Others*. We encourage you to synthesise the feedback across all reports to generate a comprehensive understanding about yourself.

Overview of results

An overview of your scores on the elements of your career is shown below. The detailed breakdown of each of these elements is presented in the following pages.

Human Capital Resources

Human capital resources refers to your perception that you have the expertise, technical knowledge, and soft-skills needed for career success. See page 5 for a drill-down of your results.

Human capital resources
Levels of technical & non-technical
knowledge and expertise

4.5



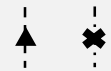
Proactive career behaviours

There are several ways you can proactively try to develop or advance your career to move towards your vision of who you want to be in your future career. See pages 5-6 for a drill-down of your results.

Job-Role Negotiation

Proactively negotiating aspects of your work to bring about desirable changes

3.2



Career initiative

Initiating career discussions and engaging in career planning

4.8



Active networking

Building and making use of connections within and outside of your immediate work area

4.1



Social media use

Actively using social media to build relationships and communicate work content

3.0



Your career motivation

Career motivation refers to elements relating to your desire to exert effort in order to enhance your career goals. See page 7 for a drill-down of your results.

Involvement, clarity, confidence

Feelings of attachment, clarity and confidence with regards to your work

4.2





Future career identity

Having a clear idea of your future work self

4.4



Legend:  General benchmark. This benchmark includes general managers of both genders (provided where available)

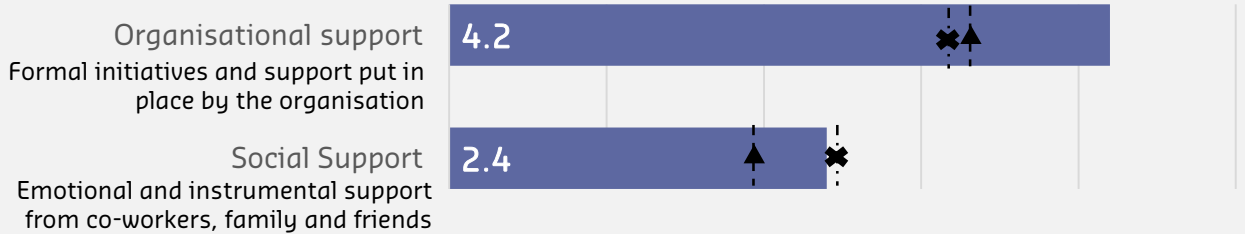
 Women in Research benchmark. This benchmark includes only other female academics who have also completed this survey

Overview of results

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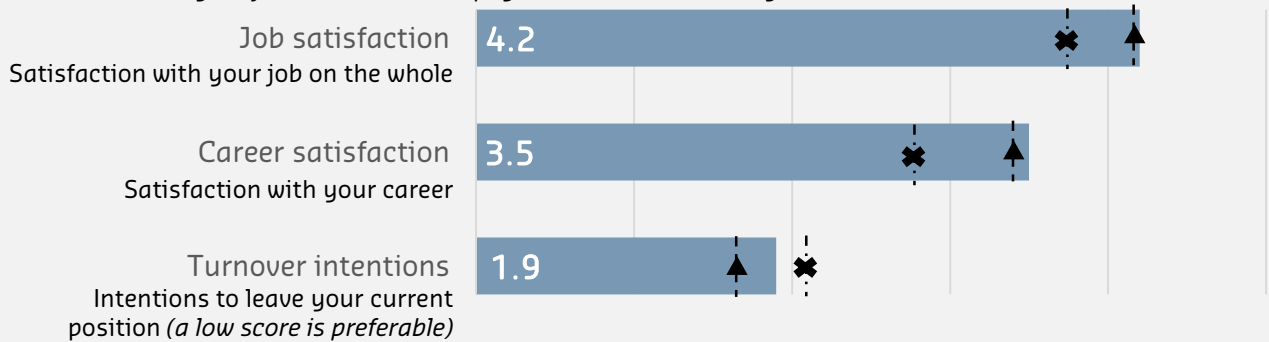
Your career resources

Having both formal and informal support from your organisation, as well as emotional and instrumental support from your family and friends while you are pursuing your career goals. See page 8 for a drill-down of your results.



Subjective career success

Satisfaction with your job and career. See page 9 for a drill-down of your results.



Legend: ▲ General benchmark. This benchmark includes general managers of both genders (provided where available)

✘ Women in Research benchmark. This benchmark includes only other female academics who have also completed this survey

Human Capital Resources

Human capital resources
Proactive Behaviours
Career Motivation
Career Resources

Human Capital Resources

Human capital resources refer to you having the expertise, experiences, and skills you need to enhance your career.

Expertise
→ *Having, and being recognised for, knowledge in your field*



Job market knowledge
→ *Knowledge about trends in the current job market*



Soft skills
→ *Non-technical knowledge and abilities that can be applied to situations outside of your current field*



Find out more

Human capital resources are frequently examined as a predictor of career success. From the contest-mobility perspective, people achieve career success in an open and fair “contest”. No individual has a pre-existing advantage over the other, therefore the most successful individuals (i.e., with most favourable career outcomes) tend to be those who are the most skilled and/or most willing to put forth effort. Research suggests that one’s human capital is positively linked to career success as human capital is favoured and highly rewarded in the labour market. If your scores on these dimensions are low, this suggests aspects you might need to work on for career success in the future.

Proactive Career Behaviours

Human capital resources
Proactive Behaviours
Career Motivation
Career Resources

Job-role negotiation and career initiative

A high score on job-role negotiation and initiative indicates that you are likely to “take charge” of your career by initiating discussions to change aspects of your job (e.g., the work hours, your opportunities for projects), and by initiating conversations with relevant others about your career.

Job-role negotiation
→ *Negotiating on certain aspects of your work to bring about desirable changes*



Career initiative
→ *Initiating discussions and engaging in career planning*



Find out more

High scores in these dimensions indicate that you play a proactive role in creating the work situation you want, and in planning your career. Research suggests that such proactive behaviours are related to increased motivation, satisfaction and well-being. Importantly, proactivity also fosters objective and subjective career success.

Visit the [Crafting Your Job](#) section of the website to find out more about the different ways you can shape your job and career.

Proactive Career Behaviours

Human capital resources

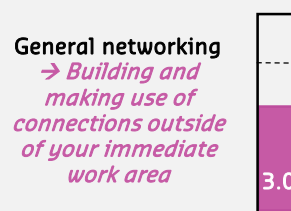
Proactive Behaviours

Career Motivation

Career Resources

Active Networking

Actively establishing broader networks can contribute towards developing or advancing your career to move towards your envisioned future work self



Social Media Use

Social media can be a powerful tool to help you to network with others within and outside of your immediate work setting. Research suggests that social and cognitive use of social media at work has a positive effect on creative and innovative job performance.



Find out more

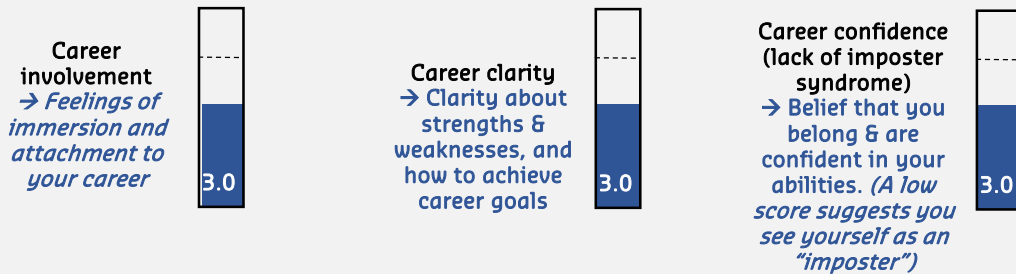
High scores in networking means that you are likely to actively build and make use of connections within and outside of your immediate work area. Networking refers to building long-term relationships and a good reputation over time. It involves meeting and getting to know people who you can collaborate with. Visit the [Building Networks](#) and [Effective Collaborations](#) sections of the website to find out more how to build and leverage on your network to develop your career as well as how to improve your networking skills.

The rise of social media has helped people to connect with others with similar interests. It can be viewed as a less traditional method of networking and sharing your work with others. When utilised well at work, it can be a powerful tool to help you to connect with others to further your career and establish potential collaborations with individuals outside of your organisation. For tips on how to use social media to support your work., visit the [Academic Impact](#) section of the website.

Your Career Motivation

Career involvement, clarity and confidence

A high score on career involvement, clarity and confidence indicates that your career is likely to form part of your identity, and that you are confident in your ability to achieve the goals that you and others have set for yourself in your career.



Find out more

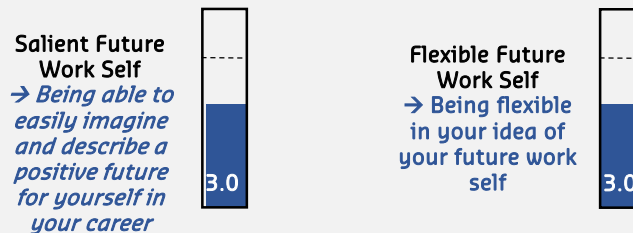
Career involvement is the extent to which people define themselves by their careers. People who are high in career identity tend to be more involved in their jobs, organisations, and/or professions. They are driven to achieve advancement and recognition in their roles. Career involvement is positively associated with higher levels of job/organisational commitment and organisational citizenship.

People who are high in *career clarity* tend to have an accurate understanding of their strengths and weaknesses, and use this knowledge to set clear, yet achievable career goals.

Career confidence refers to the absence of a psychological experience of intellectual and professional fraudulence, and belief in your work abilities. A low score on this dimension may indicate that you believe others have inflated perceptions of your abilities, even despite ongoing success, that is, you may experience "imposter syndrome".

Future Career Identity

A salient "future work self" is a motivational resource which helps to motivate you to engage in proactive career behaviours that might otherwise be challenging. If you have a clear yet flexible view of who you want to be in your future work, then you are more likely to start taking steps to get to this hoped-for future self.



Find out more

Your Future Work Self narrative tells you about what you hope for in the future. Research shows that if you have a salient Future Work Self (i.e., it's easy for you to imagine a positive career future for yourself), you will tend to be more proactive in your career. In essence, having this positive image of who you would like to become in the future motivates you to do the hard things you need to do to get to this future.

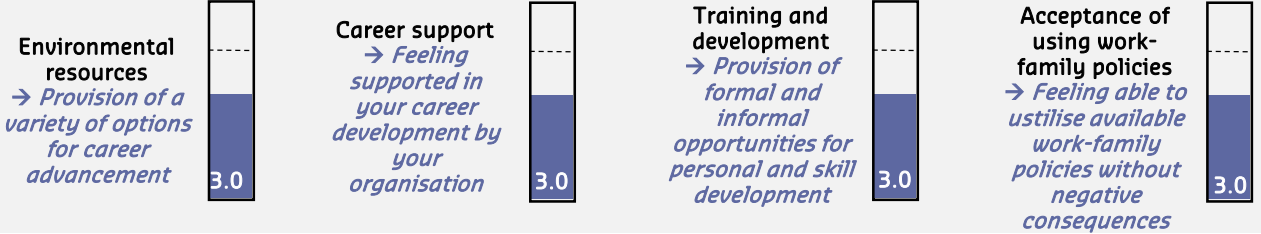
Research also shows that your image of yourself needs to have some flexibility for it to be helpful. If your view of your future self is too fixed (e.g., "I must become a vice chancellor") you risk your career being de-railed if this specific future vision doesn't look like its going to happen.

Your Career Resources

- Human capital resources
- Proactive Behaviours
- Career Motivation
- Career Resources**

Organisational support

Organisational support refers to formal and informal policies and structures put in place by your organisation to support you in your career. This includes specific environmental supports to balance work and family commitments, providing a variety of options for career development, formal and informal training and skill development opportunities, as well as supporting your intended career.



	On-site childcare	Childcare info & referral	Nursing facilities	Flexible careers	Flexible working hours	Compressed work week	Telecommuting
Your response (% saying Yes in the benchmark sample)	Y (78%)	N (50%)	Y (5%)	Y (76%)	Y (90%)	Y (75%)	Y (90%)
	Compensation for working overtime	Part-time arrangements	Job sharing	Option to take leave without pay	Ability to take unplanned leave	Financial support for childcare while traveling	
	Y (95%)	Y (70%)	N (23%)	Y (20%)	N (75%)	N (6%)	

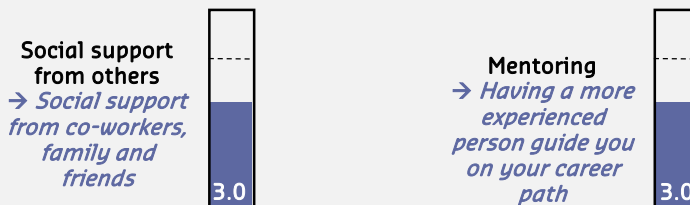
Find out more

Feeling supported by your organisation, both in formal and informal ways, has been found to strongly influence work attitudes as they can provide important cues that employees are valued by the organisation and seen to possess career potential. Additionally, while research indicates that organisational level work-home benefits can reduce the stress associated with balancing multiple work-home roles, there is also evidence that many people do not utilise these benefits due to the belief that doing so would hurt their careers (that is, a lack of acceptance of using work-family policies).

To find out more about how the amount of support you receive affects work outcomes and tips on how to increase this, visit the [Supporting Academic Success](#) section of the website.

Social support

Social support from supervisors, co-workers, as well as your family/partner and friends, is instrumental in helping you to cope with the demands of your job. High scores on this domain indicate that you believe that you have both emotional and instrumental support from your social network while you pursue your career goals. If your scores are low on this element, you might want to consider building more support, such as by seeking out and initiating a relationship with a career mentor, or expanding your personal/professional networks.



Find out more

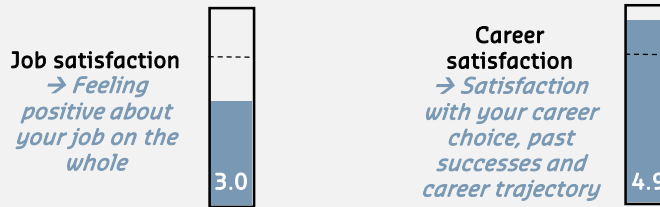
Having support from your social networks is extremely important and has been shown to affect your performance, satisfaction with, and wellbeing at work. If your scores are low on this element, you should try to build more support, such as by seeking a career mentor or expanding your personal and professional networks. To find out more about how the amount of support you receive affects work outcomes and tips on how to increase this aspect, visit the [Supporting Academic Success](#) section of the website.

Your Career Outcomes

Career and Job Satisfaction

While career satisfaction and job satisfaction both relate to happiness with one's work life, they contribute to contentment in separate ways. Career satisfaction may be defined as the level of overall happiness experienced through one's choice of occupations. Job satisfaction relates to one's current work situation and is dependent on many factors. Therefore, it is possible to be highly satisfied in your *career*, yet dissatisfied with your current specific *job*.

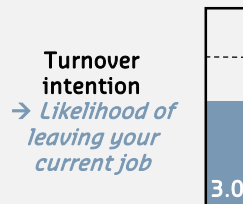
High scores on these dimensions indicate that all things considered, you are satisfied with your job and career on the whole.



Turnover Intentions

Turnover intentions refers to how likely you are to voluntarily leave your current job and/or look for a new organisation or job in the near future. Research across various industries indicates a positive association between high *job* satisfaction and a low intention to leave one's current job.

A high score indicates a greater intent to leave your current job.



Find out more

If your turnover intention is high, consider looking more closely at the aspects of your work that may contribute to such feelings and intentions. Aspects that may influence your intention to leave your current job are diverse, such as your working environment (visit the [Dealing with Harassment](#) section of the website), or stressful aspects of your job itself (visit the [Health and Well-being](#) section of the website).

You may also like to complete the [Managing your Work Well-being survey](#) to understand more about specific aspects of your work design, as well as visit the [Crafting your Job](#) section of the website to learn strategies which can help with shaping your work to better suit your preferences, passions, strengths and interests.