Make Your Own Map

Make Your Own Map

Career Success Strategy for Women

Kathryn Bishop

Kogan Page
INSPIRE

Publisher's note
Every possible effort has been made to ensure that the information contained in this book is accurate at the time of going to press, and the publishers and author cannot accept responsibility for any errors or omissions, however caused. No responsibility for loss or damage occasioned to any person acting, or refraining from action, as a result of the material in this publication can be accepted by the editor, the publisher or the author.

First published in Great Britain and the United States in 2021 by Kogan Page Limited

Apart from any fair dealing for the purposes of research or private study, or criticism or review, as permitted under the Copyright, Designs and Patents Act 1988, this publication may only be reproduced, stored or transmitted, in any form or by any means, with the prior permission in writing of the publishers, or in the case of reprographic reproduction in accordance with the terms and licences issued by the CLA. Enquiries concerning reproduction outside these terms should be sent to the publishers at the undermentioned addresses:

2nd Floor, 45 Gee Street
London
EC1V 3RS
United Kingdom

122 W 27th St, 10th Floor
New York, NY 10001
USA

4737/23 Ansari Road
Daryaganj
New Delhi 110002
India

www.koganpage.com

Kogan Page books are printed on paper from sustainable forests.

© Kathryn Bishop, 2021

The right of Kathryn Bishop to be identified as the author of this work has been asserted by her in accordance with the Copyright, Designs and Patents Act 1988.

ISBNs

Hardback	978 1 78966 838 4
Paperback	978 1 78966 836 0
Ebook	978 1 78966 837 7

British Library Cataloguing-in-Publication Data

A CIP record for this book is available from the British Library.

Library of Congress Cataloging-in-Publication Data
[to follow]

Typeset by Integra Software Services, Pondicherry
Print production managed by Jellyfish
Printed and bound by CPI Group (UK) Ltd, Croydon CR0 4YY

For all the women I have worked with in organizations, in lecture theatres and in coaching sessions, with the hope that this book will be useful to them.
And for my mother, a woman who worked throughout her life and supported me through mine.

Contents

List of figures xi
About the author xiii
Foreword xv
Preface: Why this book is for you xvii
Acknowledgements xxiii

Introduction: what this book covers, why it will help, and how to use it 1

01 Devising a strategy for you: the Strategy Triangle 13

Why this matters to you 13
The idea 14
Parallels with corporate strategy 19
The underlying research 21
The strategy models 21
What's next? 25
References 26

STAGE ONE
Examining the past and present to plan for the future 27

2 How you got to where you are now: your Journey Map 29

Why this matters to you 29
The idea 32
Parallels with corporate strategy 32
The underlying research 33
The exercise: guidance 35
What's next? 51
References 51

03 What is working well right now: your Personal Dashboard 53

Why this matters to you 53
The idea 55
Parallels with corporate strategy 56
The underlying research 57
The exercise: guidance 60
Worksheet 73
Reference 74

STAGE TWO
Envisaging your future: four different approaches 75

04 The work that matters most to you: the Ikigai model 77

Why this matters to you 77
The idea 78
Parallels with corporate strategy 90
The underlying research 91
The exercise: guidance 92
What's next? 99
References 101

05 The purpose you serve: the story of you 103

Why this matters to you 103
The idea 104
Parallels with corporate strategy 106
The underlying research 109
The exercise: guidance 111
What's next? 115
References 117

06 Organizing your working life: your life architecture 119

Why this matters to you 119
The idea 120

Parallels with corporate strategy 127
The underlying research 130
The exercise: guidance 133
What's next? 139
References 141

07 What's worth developing: the Strengths model 143

Why this matters to you 143
The idea 144
Parallels with corporate strategy 150
The underlying research 151
The exercise: guidance 152
What's next? 158
Reference 159

STAGE THREE
Making strategy real 161

08 Making a career transition: the Product/Market matrix 163

Why this matters to you 163
The idea 165
Parallels with corporate strategy 173
The underlying research 174
The exercise: guidance 178
What's next? 183
Reference 184

09 Turning your new strategy into action: planning and experimenting 185

Why this matters to you 185
The idea 186
Parallels with corporate strategy 198
The underlying research 200

The exercise: guidance **201**
What's next? **205**
References **207**

10 Getting under way: tactics for taking action **209**

Using tactics to generate strategy **211**
Four tactics for strategy implementation **212**
Getting under way **217**
References **218**

Further reading **219**
Index **221**

List of figures

FIGURES

Figure 1.1 The Strategy Triangle 15
Figure 2.1 Your definition of success – the vertical axis 36
Figure 2.2 Key moments 37
Figure 2.3 Ann's Journey Map 38
Figure 2.4 Linking key moments 39
Figure 2.5 Clare's Journey Map 40
Figure 2.6 Olivia's Journey Map 43
Figure 2.7 Identify the phases 44
Figure 2.8 Identify the phases 45
Figure 2.9 Worksheet: Your Journey Map 50
Figure 3.1 An example time allocation chart 62
Figure 3.2 Progress on priorities 65
Figure 3.3 A hypothetical set of key success factors 67
Figure 3.4 An example well-being review 68
Figure 3.5 An example Personal Dashboard 69
Figure 3.6 Worksheet: Your Dashboard 73
Figure 4.1 The Ikigai model 80
Figure 4.2 A lack of skill 82
Figure 4.3 A lack of remuneration 83
Figure 4.4 A lack of a sense of contribution 84
Figure 4.5 A lack of interest 90
Figure 4.6 Ikigai analysis 93
Figure 4.7 Zoe's Ikigai analysis 96
Figure 4.8 Worksheet 100
Figure 5.1 Worksheet 116
Figure 6.1 The Purpose Alignment model 122
Figure 6.2 Maddy's worksheet 126
Figure 6.3 The Purpose Alignment model for organizations 127

Figure 6.4 Rhiannon's worksheet **132**
Figure 6.5 Example enablers **135**
Figure 6.6 Norah's worksheet **137**
Figure 6.7 Worksheet **140**
Figure 7.1 The Strengths model **145**
Figure 7.2 Work around strategy: collaboration **148**
Figure 7.3 Sample capabilities **154**
Figure 7.4 Part of Sara's Strengths model **156**
Figure 7.5 Worksheet **159**
Figure 8.1 The Product/Market matrix **165**
Figure 8.2 Starting from your current position in the Product/Market matrix **168**
Figure 8.3 Millie's transition strategy **170**
Figure 8.4 Adele's transition strategy **172**
Figure 8.5 Worksheet **184**
Figure 9.1 The Strategy Triangle **187**
Figure 9.2 Worksheet **206**

About the author

Kathryn Bishop is an Associate Fellow at the Saïd Business School, University of Oxford, where she has taught strategy development to organizations and individuals for over 20 years. She is the Programme Director for Women Transforming Leadership – Oxford University's first leadership programme for women – and has worked with women from all over the world as they make their career and development plans. In her teaching and in this book, Kathryn draws on 35 years of experience in working with organizations undergoing major change, in both the public and the private sector – and with individuals leading those changes. Her background includes IT and HR and she has worked as a line director and manager, a project manager, a consultant and a non-executive director in both the private and public sectors.

Foreword

We know from our research in Oxford that considers the factors that shape women's leadership journeys and transitions that women's working lives take many different directions. They are often propelled by organizational and cultural changes and constrained by them. This gives women a particular navigation challenge as they seek to carve out meaningful roles in increasingly uncertain contexts. The ideas and exercises offered in this book will really help in dealing with this.

Over the last eight years, Kathryn has developed the ideas in this book and taught them on our programmes at Oxford, both residential and online, working with male and female leaders from all over the world. She has built up a remarkable evidence base of what helps leaders have impact and deal with transitions in their roles. I have had the privilege to work with her and I have seen that women who use these ideas and do the exercises find them transformational, helping them to think differently about their working life so far and their future plans.

You have the same opportunity – reflecting and rethinking using a set of well-researched and tailored frameworks. The book will help you whether you want to make a change in the direction of your working life, or simply some smaller changes in how you manage your current role. What is remarkable about the book is the range of different models and frameworks offered for you to reflect on what you would like to do or to change. There will definitely be one that helps you to see your route ahead more clearly.

This book will guide you through the process with explanations and examples, as well as Kathryn's friendly advice.

Professor Sue Dopson
Rhodes Trust Professor of Organisational Behaviour,
Fellow of Green Templeton College, and Deputy Dean of
Saïd Business School at the University of Oxford

Preface: why this book is for you

Do you remember when you were a child what you wanted to be when you grew up? Maybe an astronaut or a ballerina, a chef or a doctor? Although you might have imagined what it would be like to *be* that person, you probably didn't know what it would be like to *do* that particular job, because you were too young. And as for how to get such a job, you may have thought that simply having the ambition was more than half the battle. But as you grew up, reality may have changed your plans, as it does for most of us. You may have had to change direction more than once. And maybe now you find yourself in a very different kind of role, but still with some unrealized ambitions, some unfulfilled longings. There's still somewhere you want to get to – whether or not you know exactly where that is.

This is a book about that journey, written for women who want to find a better way of working. Women who are looking for a role and context which suits them and in which they can contribute or make a difference. It's a book about turning some dreams into a workable reality. The book will help you to make your own map for a journey to a more fulfilled working life. It will help you to navigate through the turbulence of the working world and the demands of your private life. This is never simple; the road ahead isn't straight, and there aren't very many short-cuts. And there are often strong winds that might blow you well and truly off the course that you planned.

Why this book is particularly for women

Everyone's working life is affected by their context – what's possible in terms of employment opportunities where they live, for example. Everyone has to find a new route when there is an

economic crisis that bankrupts their employer. But women's working lives seem particularly affected by all sorts of external factors which can distort their plans. Over the last decade, I have worked with women from all over the world in different industries, doing a whole range of different jobs, as they wrestle with the challenge of working effectively at each stage of their life. Some of them were colleagues, some participants on executive education programmes, while others were friends or relatives. They've told me their stories at weddings, in cafes or on holidays. Many talked about the constraints they face from their responsibilities outside work. Some women knew that they wanted to make a change but were not sure when, where or how to make that change. Some were very clear about what they wanted to do, but many were not. Almost all these women knew what didn't work for them, but couldn't always define why. And they found it hard to see what kind of work would be better for them at that stage in their lives. They agreed to have their stories included in this book, in the hope that they might help you.

Here's an introduction to two of them, who each needed to find a new strategy for their working lives when their context changed suddenly.

Reference

Ruderman, M A *et al* (2002) Benefits of multiple roles for managerial women, *Academy of Management Journal*, **45** (2) pp. 369–86

CASE STUDY A merger changes everything

Julie always said she never had a problem getting up in the morning because she loved her job. After eight years in the company, a national distribution business, she had been promoted to the perfect role: senior marketing manager. She knew the business well and particularly liked her colleagues in the sales teams who appreciated her support on large

commercial bids. Her commute was easy and she could work from home at least once a week if she needed to. Finally – the right job!

And then one morning, just before Christmas, her employers announced that they were merging with another larger organization. Her heart sank. As usual, that was followed by some major restructuring. The new merged business only needed one senior marketing manager, so Julie and her equivalent in the larger organization were told they could both apply for the job. But Julie wasn't sure that she wanted to do that. The new post would be in a different location, and she suspected that it would mostly involve a stream of merger-related activities, at least in the short term. And, of course, even if she applied, she might not get the job. What would happen then? Her salary was vital to her family; if she had to look for another role elsewhere, she might not find one quickly. She might have to take a salary cut, or even relocate, which could be a problem for her children at that stage in their education. Should she apply for the job or start looking for a new role elsewhere? Or both? Or was this the trigger for a change of direction? And if so, what? There were so many questions, and she didn't quite know where to find the answers.

CASE STUDY Relocating requires some career choices

Karen is a really good physiotherapist, as I discovered when I injured my shoulder. She has all her UK professional qualifications and a warm style of dealing with people in pain. In her late twenties she got married, and, within a year, her husband was posted to British Columbia in Canada. There, she found that she could neither practise nor apply for physiotherapy posts without a time-consuming registration process because her UK qualifications weren't formally recognized. But she had to find some work, so she took a temporary job as an administrator in a local business. We emailed back and forth and she told me that, although the move to Canada was fun, it had definitely disrupted her career plans. 'I love being a physio, and I thought I could do it for ever – even if I want to take time out to have children, or to help my parents, who aren't getting any younger. So what do I do now? Do I go through the requalification process, even though it might be wasted

effort if my husband is posted somewhere else? Is there something else I can do? Something similar which doesn't require me to requalify every time we have to relocate? What are my choices – and how shall I choose?'

Both Karen and Julie had a plan for their working lives, until their circumstances changed. As a result, they needed to make a new map to navigate through some very different contexts, which brought a range of new options. And that's what this book is for: to help women like them – and like you – to do just that.

Situational pressures like these seem to affect women in particular for a variety of reasons. First, there are some obvious factors: persistent social expectations that women will accommodate the demands of childcare and family support. Partly, that's biological: child-rearing may be a shared responsibility but childbearing isn't. Second, some of these pressures arise because women often play a range of different roles outside work – as partner, parent, provider and community or family 'prop' – each of which can affect the range of work choices open to them. These varied roles increase the demands on their time, but recent research suggests that they are also a source of energy and meaning, so women often *want* their working lives to accommodate them (Ruderman *et al*, 2002). Third, women still encounter barriers and obstacles in the workplace, which affect the choices they make about their working lives. Creating a level playing field is not a once-and-done task but a regular challenge that women have to meet head-on, sometimes with significant consequences for their own career plans. Even those pressures which everyone faces may have a disproportionate effect on women: the economic need to work, whether you are a parent or not, to provide for yourself and others, both now and in the future, coping with whatever happens, such as divorce, illness or market downturns. And the lengthening of working lives hasn't always helped women in the workplace. As women age, society's

perceptions of the work women can and should be doing impinges more on their choices than it does on men's choices. It shouldn't be so, and it isn't always so, but there are obvious examples: female actors who find work drying up when they reach 40, female mining engineers who are perceived as being not strong enough to work in inhospitable conditions, marketing specialists who are seen as too old to be able to handle social media marketing because they look like the 'wrong' generation.

In the midst of all these changing situations, most people want work which fits with their interests and skills. We are all driven by the things we want to do, even if we are sometimes constrained by some of the situations we find ourselves in. This book will also be useful for women like Isabel, who is starting out on her working life and has fewer situational constraints but some strong interests which she wants to explore.

CASE STUDY Looking for rewarding work

By the end of most weeks, Isabel is exhausted. She loves her job, working for the director of a small arts foundation. It's her first job and one she was delighted to get, since competition for jobs in the arts world is fierce. It's not well paid, though, since this sector is not known for its generous salary levels: the satisfaction is supposed to compensate for the low pay. And this will become an issue for her: she lives in an expensive city and has to pay off her student loan. She's doing well at work – her employers have recognized her abilities and given her more and more responsibility. But that isn't why she looks so tired.

'I'm out three nights a week working as a volunteer with a local theatre company, designing the sets and lighting rigs for various productions. I love it, crawling about backstage after a day at the office.' Some of her friends are incredulous – why do all that work, for no pay, given that she really does need the money? But Isabel knows exactly why: she yearns to do something more creative and her day job doesn't give her enough opportunity. It's one solution to the problem of doing work that you love, while still paying the rent. But there are mornings

when she wonders whether she can keep up this level of activity. Is there some other way to build a more manageable, enjoyable and remunerated working life? Other than taking on two jobs simultaneously?

These stories of Karen, Julie and Isabel illustrate the particularly complex blend of the situational and the personal which shape women's career choices at different stages of their lives. The constraints may be different, and their interests which drive them varied, but the challenge of finding work that feels successful is the same. And rising to that challenge requires navigational skill. Although everyone needs that skill, it's particularly important for women. We need to use it often and the waters we navigate are sometimes very turbulent. Equipping yourself with a clear strategy, setting out your direction, your purpose and your strengths, will help you. That's why this book is essentially a navigation handbook for women who work: it is not just a set of exercises to do once, but a review-and-explore process that you will probably need to revisit again and again, as the working world changes and you do, too.

Acknowledgements

If there's a book you really want to read, but it hasn't been written yet, then you must write it.

Toni Morrison, in a speech to the Ohio Arts Council, 1981

I wrote this book because there have been times in my working life when it was clear to me that my work just wasn't working. Not for me, not for my employers, not for my family. And I couldn't find quite the right book to help me. But in developing and testing the ideas in this book, I've benefited from support, challenge and insight from many women, and this is my chance to thank them.

I am very grateful to Gillian, Jessica, Jody, Yvonne, Jill, Alison, Sian, Sue, Andromachi, Joana, Robyn, Alison, Marella, Piyali, Sukh, Rosie, Alice, Margaret, Sally, Stephanie, Tracey, Cara, Clare, Melissa, Jhumar, Nazneen, Amy, Eliza, Wanda, June, Jan, Isobel, Clare, Claire, Janice, Phyllida, Sally, Liz, Josie, Kate, Kathryn, Frances, Fiona, Gillian, Jean, Jenny, Ceri, Rebecca, Catrin, Jo, Lucy, Melissa, Emma, Ruth, Mary, Leasil, Elaine, Elan, Sue, Andrea, Carlota, Aniela, Paula, Barbara, Usha, Sue, Virginia, and all the women who have been part of the Women Transforming Leadership programme at the University of Oxford. My thanks to you all: I've learned from you and so enjoyed your company and your conversation.

There are two women whose advice has been vital in writing this book: Alison Jones, at Practical Inspiration Publishing, who helped me shape it and get started, and Rebecca Bush, who helped me to get it over the finish line. Thank you both so much. I'm also grateful to the team at Kogan Page for all their effort and expertise.

Finally, thanks to you, the reader. I hope this book is as helpful to you as the ideas have been to me in my working life. That's what really matters.