On your computer, smartphone or tablet, go NOW to http://www.dougsguides.com/personality and fill out the questionnaire.

The Enjoyment of Employment

Doug Kalish, PhD
Times have changed

When I was a grad student, leaving academia was an admission of failure for many.

Today, most of the opportunities are in industry.
Making the Transition from College to the Real World

Congratulations on leaving or getting ready to leave college, grad school, or your post-doc. You’ve learned a lot, had fun and made friends. Now you’re looking for a job and the reality is sinking in... College hasn’t fully prepared you for the Real World. Relax, and welcome to dougsguides: a set of ebooks, workshops, and links to help you find a great job with great
Late realization…

The jobs where I was happiest weren’t necessarily the ones where I was being paid the most.
Components of workplace happiness

• **Meaning** – Does your work have a purpose?
• **Engagement** – Does the job make good use of your talent and skills?
• **Accomplishment** – Do you achieve goals that are fulfilling and recognized?
• **Relationships** – Do you have good relationships with your supervisors and colleagues?
• **Positive Emotions** – Are you optimistic about your job?

Ronald Riggio, Cutting-Edge Leadership
Business cultures

• The business culture and the people you work with have more impact on your job satisfaction than your salary
  – If you are a cooperative, conflict-adverse person at a competitive, confrontational company (or vice versa), you will be miserable

• Most people don’t find out about the culture until it is too late
Today’s talk

• Different business cultures and how to recognize them
• Matching your work personality to the culture
• Developing a plan to enter the job market
What defines the culture?

• **Management attitude**: an aggressive, hard-driving, abusive boss communicates to the rest of the organization that this behavior is not just acceptable, but encouraged
• **Markets served**: banks have different cultures from breweries
• **Stage of life**: startups will not have the roles, policies and procedures as compared to established companies
• **Regulations**: the government keeps a close eye on businesses like financial institutions or hospitals so that deviations from the rules can't be tolerated
• **Finances**: cash-starved startups vs. any of the high-flying social networking companies
• **Etc.**
Cultural stereotypes

(From Charles Handy, **Understanding Organizations**, 1976)

- Power Culture
- Role Culture
- Task Culture
- Person Culture

+ Academic Culture
Power culture

• Power is concentrated among a few people
• Relationships matter more than titles
• Few rules and not much bureaucracy
• Common in fashion, film, and publishing and early stage startups with charismatic leaders

Do you make relationships easily, like less-structured environments and don’t mind politics?
Role culture

• Power comes from your title or role
• Highly-structured organizations
• Policies and procedures are formalized (ritualized interactions)
• Innovation and independence discouraged

Do you like well-defined jobs with explicit expectations?
Task (or team) culture

- Teams are formed to take advantage of individuals’ expertise
- Skills are highly valued; incompetence is not well tolerated
- Independence, innovation, critical thinking and team skills are essential
- Demanding timeframes and challenges

Do you like to solve problems in unstructured environments with changing objectives?
Person culture

- The expertise of individuals is more valuable than the organization
- Power derives from how much business you generate
- Can be a loose collection of practices with shared and/or dedicated resources

Do you want to be (or work with) a lawyer, accountant or VC in a small practice?
Academic culture

- Power derives from your ability to argue, your credentials, and your results, probably in that order.
- Your reputation outside the organization may count for more than your reputation inside the organization.
- Frequently oriented toward technologies, not products or markets.
- Transition to a product-based company may be difficult.

Which is more important to you: interesting research or a stable job?
Shamrock Organization

- **A core of qualified professionals** working in a Task Culture
- **Contracted specialists** in non-core areas like advertising, human resources, information technology, etc., operating in a Person or Role Culture
- **Part-time, seasonal and temporary workers** to fill the gaps working in Role Culture
Culture questions

– What’s the relationship of the company to its customers and employees?
– Is innovation an opportunity or a threat?
– How are decisions made? Who makes them?
– Do the company leaders provide strong, consistent and unified leadership?
– Does the company tolerate, or even encourage, political infighting?
– Does the company encourage questions about its mission, strategy and tactics?
– How are disputes between employees and departments resolved?
– Is the company investing in its employees with training and promotion programs?
What’s the right organization for me?
Quiz: Who should I work for?

You have already submitted this form. View your previous submissions.

People look for different things in a job: one person might want to change the world, while another just wants a paycheck. What type are you? By answering the questions below you can determine your work personality and get suggestions about what kinds of organizations are compatible with your work style.

This questionnaire is based on Tamara Erickson's "archetypes of work-related passions" from her book *Plugged In* (Harvard Business Press: 2008). I have changed some of the questions and renamed her personality categories.

The quiz should only take you about five minutes. Answer each of the questions below and when you click the 'Submit' button, you'll see your score and links to the kinds of organizations where you'll fit in. You can only choose one answer for each question - pick the answer which best matches your goals. With experience or age, your working goals may change, so answer the questions on how you feel now.

If you login or register first, you'll be able to save your results.

I like tasks that:

- require me to develop new approaches
- are not well defined and require me to set the scope and find the solution
- are well-defined with straightforward solutions
- have a defined methodology for completion that I can refer to
- require me to work with a team that has skills which I can complement
- are easy to complete

I like work schedules that:

- are totally up to me
- can be adapted to my personal schedule, changing daily if needed
- are traditional (like 8am to 5pm)
- demand the least amount of my time
Individual Contributor

- You are creative and entrepreneurial
- You are self-motivated, but achievement, recognition and success are your most powerful rewards
- You want an environment that provides the resources you need to achieve your vision, without interference from other people
- You want to make an impact - on technology, society, finance, etc.
- Vacation, benefits and retirement packages are for other people

Corporate cultures that are attractive to you are:
- **Power cultures**
- **Academic cultures**
- **Person cultures**

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Motivated Apprentice

You are looking for a path - not to stardom, but to a stable and secure job with good benefits. In general, Apprentices:

• are willing to work hard as long as the task is well-defined
• realize that there is a lot to learn to become a valued employee
• are looking for the traditional rewards: benefits, vacation, healthcare, and retirement
• don't count on stock options and bonuses as much as straight salary
• want fair compensation relative to the people with more or fewer skills

A corporate **Role Culture** is most consistent with your personality.
For the Team Player, working with a smart, fun group is the best part of the job. You want to team up with others who have different skills to solve problems. Team Players:

- are looking for a cooperative, not competitive, environment
- take pride in their work
- don't need as much individual recognition as long as everyone on the team is pulling their weight
- feel that work should be an enjoyable, social activity, not something you do alone in your cubicle all day
- value some stability and structure, but a good team can rise to any challenge

You'll probably be attracted to companies that have a **Task Culture**, but **Role Cultures** might also work if the projects are interesting and the people are fun.
If you are looking for challenge at work, you probably seek challenge in other parts of your life as well. Change and adventure are what motivate you and you tend to:

- look for exciting, and even anxiety-producing situations
- be confident in your abilities to tackle the problems
- enjoy the success (and relief) of a challenge well-handled
- get bored with routine
- want to be rewarded and recognized individually for your contributions to the project
- manage your own career by seeking out challenging projects and acquiring new skills
- want to understand the problem and any constraints and then want to be left to invent a solution

Look for companies with a Task Culture or Academic Culture, but you might fit in with a Person Culture, too.
Looking for Balance

Frankly, work is not the most important thing for you. It's one of many priorities which might include family, personal or spiritual development, or athletics. You need:

• an understanding employer who appreciates that you'll do a good job, but the job isn't your life
• flexibility in how and when you work (like from home, or four 10-hour days a week)
• a place where the people are nice and not going to put a lot of pressure on you as long as you do your job
• a boss who understands that you may be comfortable doing the same job for a long time without needing to get promoted

You'll probably be comfortable in an organization with a **Role Culture**, or in a **Person Culture** with an understanding and flexible boss.
Minimally Committed

You are working because you have to, not because you want to. Work is just a pain, but you need the money. You are looking for:

• a job that makes minimal demands on you - your time, your emotion, and your intellect
• the most money you can get for the least you can do
• a boss who isn't going to hassle you all the time
• a job where you'll be left alone to do what you have to do

You probably won't be happy anywhere except in a Role Culture, where the job is well-defined and expectations are explicit.
How others scored...

- Individual Contributor: 25%
- Motivated Apprentice: 20%
- Team Player: 15%
- Challenge Seeker: 10%
- Looking for Balance: 5%
- Minimally Committed: 0%
Remember

The best job for you may not be in Research. Law, Management, Grant writing, Policy, Communications, Sales Support, Product Marketing, Research Administration, Education, Public Relations, Project management, Brand management, Recruiting, Training, Fund Raising, Grant administration, Health and Safety Operations, Laboratory design, Compliance, IP management, Journalism, Regulatory Affairs, ...

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The transition to industry: You need a plan

When should you start looking for a job?

TODAY!
What you need to get a job

• The right skills
• A professional presence
• The right contacts
• A strong recommendation
• Evidence that you can make the cultural transition from academia to industry
Quiz: Are you ready to look for a job?

Submitted by doug on Tue, 12/04/2012 - 14:36

Do you have what it takes to get a job? Here's a quick assessment which will help you determine whether you are ready to starting scheduling interviews - and, if you aren't ready, how to fill any gaps in your preparation. Some things - like building a network - take time, so it's best to get started as soon as possible. Whether you are a senior, undergraduate, graduate student or post-doc, this quiz will give you a reality check on your job hunting readiness.

Start quiz

If you login or register first, you'll be able to save your results.

doug's blog  Add new comment  3731 reads
There are good jobs out there...

...and someone is getting them.

It might as well be you!