Beyond the Glass Ceiling, Glass Wall and the Labyrinth: Planning Your Way Up or Out!
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Please set the channel on the “clicker” to 62
Please feel free to ask questions at any point during our time together
Learning Objectives & Outcomes

Session Objectives
This session will address barriers to career mobility such as glass ceilings and walls and the notorious “labyrinth.” We will also address how to know when you are “stuck” in your job but also how to strategically “jump start” career advancement.

Learning Outcomes
At the end of the session participants will be able to:
1) define the terms “glass ceiling,” “glass wall,” and “labyrinth”;
2) list and discuss 3-4 ways to know when “stuck” or “pigeon-holed” in a job; and
3) identify and discuss 3-4 ways to spur career advancement within or outside of the current organization.

ORGANIZATIONAL STRATEGY AND HR

Vision Alignment
Is everyone targeting the same vision?

Dream & Explore
Your Vision  Your Mission  Your Values  Your Team  Your People
Discover their potential
Career Mobility

• Most practitioners enter the parks and recreation profession with a desire to grow through career development and advancement.
• The anecdotal evidence suggests that most succeed in this goal. But, the practical truth is that in some cases a barrier (personal or organizational) impedes career advancement for some.

PQ1: In the last five years have you considered seeking a new job within or outside of your agency?

A. True
B. False
In the beginning ....

Talent Management
Talent Management and Development

### Rationale for Talent Management

1. To protect the intellectual capital and labor investment of the organization.
2. To facilitate strategic succession planning.
3. To incentivize and motivate “talented” employees

### Common Methods of Employee Development

- **Formal Education** – courses and degree programs.
- **Experience** – job-related experiences, e.g., job rotation.
- **Employee assessments** – reveal how employees think, interact with others, and manage their own actions and emotions.
- **Psychological assessments** – reveal the employee’s style of thinking, interacting with others, management and leadership.
- **Emotional intelligence assessments** – reveal how employees identify, understand and use their emotions and others’ to promote working relationships.

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Succession Planning

### Rationale for Use

- Type of forecasting done to:
  - Have people ready to move into vacated positions.
  - Make predictions for leadership requirements.
  - Prepare new leaders to take on higher positions or recruit people.

### Assumptions

- Early talent identification
- Management of talent
- Retention
Are you promotable?

The “Clock”
- Everyone begins their career in our field with the hope and aspiration of being promoted within three to five years of organizational entry.
- There is a big difference between being promotable (valued but likely to stay right where you are) and actually getting promoted.

Signs of Promotability
1. Included in meetings where other peers are not included
2. Given access to information that others are not being given
3. Assigned to important task forces
4. Asked for input on major decisions
5. Given more responsibility, including tasks your manager is responsible for.

One important caveat to consider— timing and your value to the organization where you are right now!

PQ2: In the last five years has anyone talked with you personally about how you fit into the plans of your agency?

A. True
B. False
PQ3: How important is it to you to understand how you fit into the plans of your agency?

1. Not important
2. Slightly important
3. Moderately important
4. Important
5. Very important

BARRIERS TO CAREER MOBILITY
Barriers to Career Advancement

<table>
<thead>
<tr>
<th>Women</th>
<th>Men</th>
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</thead>
<tbody>
<tr>
<td>• Belief that their first priority is family, and work comes second</td>
<td>• Poorly developed networks</td>
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<tr>
<td>• Life events: maternity leave; caring for a disabled child or elderly parent</td>
<td>• Poor reputation as a “team player”</td>
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<td>• Underestimation of their own leadership potential</td>
<td>• Leadership ability</td>
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<tr>
<td>• Stereotypes</td>
<td>• Skill set required to move up</td>
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<tr>
<td>• The “ism’s”</td>
<td>• Commitment to family</td>
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<tr>
<td>• “Pigeon-holing” (Waller, 1989, 2015)</td>
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<td>• Other factors: current position, affiliation with professional associations, gender, mentored, educational attainment, organizational politics, willingness to relocate, and family factors (Anderson &amp; Shinew, 2001; Frisby, 1992; Henderson &amp; Bialeschki, 1995)</td>
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The Glass Wall ...

• Describes the difficulty some groups of employees have moving laterally within the agency.
• Focus is typically on women and their mobility patterns
The Glass Ceiling ...

Describes the difficulty women, minorities, persons with disabilities and now more mature (age) employees have faced moving upward in parks and recreation organizations

The “Black/Brown Ceiling” ...

Describes the difficulty women of color, namely Black and Hispanic women, experience because of race, gender, and stereotypes. (Sepand, 2015)
The Labyrinth ... 

- A labyrinth conveys the complexity and variety of challenges that can appear along the way.
- Passage through a labyrinth requires persistence, awareness of one’s progress, and a careful analysis of the puzzles that lie ahead.
- Routes to the center exist but are full of twists and turns, both expected and unexpected.
- Most importantly, acquiring the organizational knowledge to negotiate it becomes crucial to career planning and development.

The Glass Escalator ... 

- While women climb the ladder in female-dominated professions, their male peers glide past them on an invisible escalator, shooting straight to the top.
- Men that enter female-dominated professions tend to be promoted at faster rates than women in those professions. (Goudreau, 2012)
PQ4: Which one of the following barriers to career mobility have you experienced:

A. Lack of opportunities
B. Opportunities to acquire new skills
C. Lack of leadership/managerial opportunities
D. Leaving and then returning to the workforce
E. Age
F. Gender
G. Race/ethnicity

MOVING BEYOND THE BARRIERS
Types of Organizational Capital

- Social
- Living
- Intellectual
- Experiential
- Spiritual
- Cultural

Increasing Your Value at Work

**Aim**
1. Not to do the **bare minimum**
2. Stand out among the talented people in the organization
3. Make it extremely difficult for your employer **not to notice** that you are a valuable asset to the organization.

**Strategies for Driving Your Value Up**
1. Recognize the **power of relationships**; proper management of relationships; organizational “fit”
2. Go beyond doing the minimum and **over deliver**.
3. Gradually **expand your responsibilities** when possible
4. **Build expertise** (expert capital) that is valuable to the organization
5. Build a reputation for being an “innovator”
... Asset Development

PLANNING YOUR EXIT STRATEGY ... WHEN IT’S REALLY TIME TO GET OUT!
Moving Up or Out is a Strategic Choice

- Step back and **look at the practical realities** of your choice
- **Be intentional** about the next step
- Make sure your résumé is **relevant and reads well**
- Use social media tactfully to **market yourself internally and externally**
- Be mindful to **tend to your network**

How do you know when it’s time to go?

1. **You’re Living the Status Quo**
   - No advancement or promotion for the past 3-5 years—and you want to continue moving your career forward—it’s time to look elsewhere. Even in a large organization where promotions are tough to come by, you should be able to make some sort of upward movement within this time frame.

2. **You Don’t Get Feedback**
   - No feedback on your performance—or the feedback is generic.

3. **You’re Not Learning**
   - Learning curve has flattened out or you’re really not feeling challenged.

4. **There’s a Constant Exodus**
   - Does everyone around you seem to be constantly updating their resumes and LinkedIn profiles?
   - A pattern of good employees seeking exits and frequent departures

5. **There’s Regular Re-structuring**
   - Regularly reorganizing or shuffling management around, this may indicate leadership issues or a shaky strategic direction.

6. **Other Organizations Begin Seeking You**
   - When colleagues start calling you with information about opening or “head hunting” firms contact you regularly.

7. **It Feels Like Time to Go**
   - Beyond these warning signs, don’t ignore what your gut is telling you.
Evaluating Your Standing

- Be brutally honest about your strengths, limitations, and overall value to your agency.
- Pay attention to the informal and formal feedback you receive from peers and supervisors.
- Monitor feedback you receive from work teams and your performance appraisals.
- Pay attention to negative comments and few rewards.

PQ5: In the last three years have you considered seeking a new job outside of your agency?

A. Yes, I have
B. No, I have not
PQ6: While considering whether to exit your agency which of the following have you done in the last year:

A. Considered the type of job I will apply for
B. Update my resume
C. Create or update social media profiles
D. Sought references that will be helpful
E. Considered the implication of relocation
F. Consulted family or close friends
G. Obtained feedback from a mentor

Gracefully Exiting ...

1. **Know your reasons.** Be clear with yourself about the reasons why you’re leaving.

2. **Provide appropriate notice.** While two-weeks notice seems to be the norm, consider your position before settling on an appropriate timeline.

3. **Offer to train your replacement.** If there is time, consider staying on long enough to make sure your replacement is trained properly to do your job.

4. **Don’t just walk out.** The last thing you want is having that kind of reputation following you around. The bitterness created by this act will definitely come through when a prospective employer calls to verify your employment.
Gracefully Exiting (cont’d) ...

5. **Refresh your resume.** In the event that you don’t have an opportunity waiting, make certain to have your career portfolio current.

6. **Secure solid references.** Approach two or three people for references while your business relationships are fresh.

7. **Check your finance and health benefits.** Make sure you can afford to transition out.

8. **Plan your next reputation move.** While taking the proper steps to leave a job is essential, also consider the next steps of your career and how you will aspire to propel your reputation forward.

• Thank you for your time today!
Select References


