

Finding the Right FIT

Steps to Advancing Your Financial Aid Career

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Discussion Points

- Organization Culture/Fit
- Career Progression
- Steps to Advancing
- Change Management

What is Organizational Culture?

ORGANIZATIONAL CULTURE

An organization's culture defines the proper way to behave within the organization. This culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding.

Society for Human Resource Management



WHERE ARE WE TODAY?

- Continuous and dramatic changes.
- Work performed constantly evolves and changes.
- Traditional career paths will become a relic.
- Jobs are broken down into elements
 - What can be outsourced?**
- Employees are working alongside a nonemployee workforce that does not have career paths or logical career progressions and may be harder to motivate.
- **Workers value job enrichment, flexibility and career development more than job security and stability.**
- Work is redesigned to accommodate increased demands for flexibility, such as telecommuting hubs, online technologies for connecting with global colleagues and virtual worlds.

CHANGED SOCIAL CONTRACT

old social contract

✓ **loyalty = security**

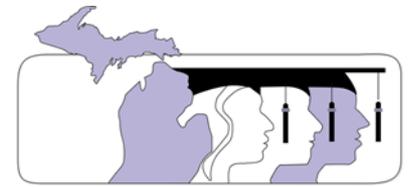
new social contract

✓ **based on opportunities for training
& development**

✓ **loyalty more to the profession**

**What is the difference between job
security to employability security?**





6 WAYS TO KNOW AN ORGANIZATION'S CULTURE

1. *Regular Behaviors*: ways members greet one another, dress, lunch/coffee breaks, treatment of older members
2. *Norms*: how hard one works in the organization, weekend work, work taken home
3. *Dominant values*: “customers are number one,” high quality products, travel style, importance of family
4. *Philosophy*: overall views of employees, community relationships/partnerships, profit motive
5. *Rules*: managing time, getting along with coworkers, supervisor relationships, fringe benefit management, gender relationships
6. *Feeling or climate*: physical layout, level of trust among workers, attitudes towards customers, safety/security, dominant feelings

From Schein (1985). *Organizational culture and leadership



What are some typical problems related to office culture?

CAREER PROGRESSION

Career progression and career planning is personal.

Workplace dynamics are changing constantly.

Multi-Generational workforce is evolving.

Knowledge based economy verses manual based.

Retirement & Turnover is increasing.

Institutional knowledge is decreasing



Agile and lean organizations

Restructuring and layoffs

Technological and automation advancements

Outsourced work elements

Advancement opportunities.

Life changes.

PAST & PRESENT ORGANIZATIONAL STRUCTURES

No More Boxes

- **“Communities of practice”**
- **Flatter organizations**
- **Focus on the end user and team performance (e.g., Total Quality Management)**
- **Multi-skilling**
- **Great need for “Enterprising” and “Social” skills**

THE CAREER LIFE CYCLE

The Stages are the Five E's

Exploration

Establishment

Elevation

Enrichment

Exit

CAREER DEVELOPMENT & WORKFORCE DEVELOPMENT

Workforce planning:

- **what the organization does to insure proper growth, through the management and direction of careers of its workers**

Career management:

- **what individuals in an organization do to ensure their interests, values, skills, and goals are being met in the work organization**

CAREER DEVELOPMENT & WORKFORCE DEVELOPMENT

Executive Processing

The concept of “career” is still alive, but the definition may have changed due to new social contract

Old career schema were based on climbing a predetermined ladder

New career schema are based on personal and professional growth

Positive self-talk will help you better cope with rapid change and complex organizational cultures



ASSIGNMENT

List 10 items you think are important to advancing your career in financial aid.

Write a career mission, vision or values that are important in your career?

A vision statement focuses on TOMORROW and what you want to ultimately become. A mission statement focuses on TODAY and what you do to achieve it. Both are vital in directing goals.

STEVEN'S STEPS TO ADVANCING IN FINANCIAL AID

- **WRITE** your career mission, vision, values, plan & strategy.
- Be intentional, authentic, and positive.
- Be honest with your leader.
- **Performance management: work goals and achieve results.**
- **Become a subject-matter expert.**
- **Work independently, partner, collaborate & engage.**
- **Get involved.**
- **Research & read.**
- **Find a problem. Create the solution.**
- **Advanced degree, certifications, build skills.**
- **Navigate Power like a Prince/Princess.**



STEVEN'S STEPS TO ADVANCING IN FINANCIAL AID

- **Learn how to manage up, down, and across.**
- **Lateral moves are growth opportunities.**
- **Be flexible and adjust to change.**
- **Build your board of directors & network (Mentors).**
- **Working in balance: Work-life balance, health & wellness.**
- **Enhance your leadership & people management skills.**
- **Do not use a one size fits all approach.**
- **Conflict Management & De-escalation techniques.**
- **Assess where you are at today and where you want to go.**

STEVEN'S STEPS TO ADVANCING IN FINANCIAL AID

- **Operate in integrity, ethics, principles.**
- **Think strategically and long term.**
- **Capitalize on your strengths & adjust for your weaknesses.**
- **Never say no in an initial meeting.**
- **Be a sponge; Observe and absorb everything!**
- **Enhance your technology skills.**
- **Verbal and written communications.**
- **Data analysis: Qualitative and Quantitative skills.**
- **Regulation interpretation-Policy & Procedure development.**

STEVEN'S STEPS TO ADVANCING IN FINANCIAL AID

- **Be confident and humble.**
- **Research your ideal job postings.**
- **Apply and interview for practice.**
- **Know how much risk you are willing to take to advance.**
- **Listen, you do not have to provide an immediate response to everything.**

CHANGE MANAGEMENT IS A TWO WAY STREET

LEADERS

Be flexible.

COMMUNICATE

Give staff as much time to process changes and add input where possible.

Listen to the problem and try to implement the solution.

Give staff grace.

STAFF

Be flexible.

COMMUNICATE.

Give feedback and add input when given the opportunity.

Be willing to adjust and pivot.

Offer a problem, offer a solution.

Give leaders grace.