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Using the Kaleidoscope Career Model to Understand the Changing Patterns of Women's Careers: Implementing Human Resource Development Programs to Attract and Retain Women

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Abstract (n=103)

This article explores how a new model of careers can be used to suggest human resource development (HRD) programs that better match the unique career patterns of women. Traditional career stage models, which form the basis of many modern HRD practices, were created by studying men's careers and do not fit the complexities of women's careers. The purpose of this article is to discuss the Kaleidoscope Career Model as a means of understanding the needs of women workers and how organizations can systematically fulfill those needs to gain a competitive advantage. In addition to HRD implications, we also discuss directions for future research.

Keywords: Kaleidoscope Careers, human resource development, women's careers, boundaryless careers, protean careers

Recent media headlines have focused attention on the supposedly large number of professional women opting-out of corporate America in order to devote more time to their children. The New York Times article which coined the term the "opt-out revolution" (Belkin, 2003), spurred not only a firestorm of response on the newspaper's webpage but started a national debate about the work motivations of women. This article also raised concerns among human resource development (HRD) professionals about how they should manage the talent pools of their firms to retain rising executive female talent.

Women are motivated to opt-out of corporations for complex career reasons. In addition to childcare and eldercare demands, women's career decisions are also influenced by discrimination, sexual harassment and poor gender-related policies including inequities in salaries and training opportunities (Powell, 1999; Powell & Graves, 2003). Many women turnover because their jobs are boring, their chances for advancement are low, and the company requires unreasonable working hours (Mainiero & Sullivan, 2005). Some women have left corporations to become entrepreneurs (Buttner & Moore, 1997; Moore, 2002), creating firms that reflect their values while providing themselves and other women with challenging work and the flexibility to balance work and family.

Unfortunately, the media hype has focused attention away from the complexities of women's decision making and the real issue of how to attract and retain qualified talent in today's changing work environment. The purpose of this article is to use the lens of the women's career literature to provide meaningful recommendations for enhancing HRD programs to retain talented women. The article begins by examining how HRD programs have been designed around traditional, manufacturing age career models that are based on men's career experiences and don't adequately explain the working lives of women in the 21st century. Next, a new model

of career development, the Kaleidoscope Career Model (KCM), which more accurately captures the complexities of women's careers, is discussed. Then, the practical application of how the KCM can be used to update and revise HRD programs in order to attract and retain high quality women workers is presented. Finally, directions for future research are detailed.

<div align="center">Gender and Career Development Models</div>

Several reviews have noted that traditional career development models that serve as the foundation for many HRD practices were developed based on the study of men and the premise that men focused on upward movement within one or two companies over their life spans (e.g., Sullivan & Crocitto, 2007). Traditional career development programs focus on the career tournament model (see Ng, Eby, Sorensen & Feldman, 2005 for a review; Nicholson & De Waal-Andrews, 2005; Rosenbaum, 1979) that suggests the importance of winning rounds in the competitive climb up the ladder and that a cadre of helpful allies, especially a mentor, are needed to navigate organizational politics and gain salary increases and rapid promotion rates (Allen, Eby, Poteet, Lentz & Lima, 2004; Forret & de Janasz, 2005; Kram, 1985; Levinson, 1978). In this traditional male-defined system, a man usually was also aided by his "special woman," usually a homemaker, who nurtured their children, supported her husband's career ambitions, and took care of the day to day household responsibilities so that the male breadwinner could be 100% focused on his work (Crocitto, 2006; Levinson, 1978). Although these programs were initially successful in assisting men climbing the corporate ladder, they did not address the unique issues of the growing number of women entering the workforce in the 1960s and 1970s. Because traditional HRD systems were based on the "male" tournament model of career development, many organizational programs neglect the different needs of women workers.

There are two major differences in the workplace experiences of men and women that affect their careers. First, a great amount of research has detailed the special obstacles women workers experience because of gender differences (e.g., Konrad, Ritchie, Lieb & Corrigall, 2000; Mainiero, 1994 a & b; Powell & Graves, 2003). For example, women are more likely than men to be subject to sexual harassment and sexual discrimination (e.g., Bowes-Sperry & Tata, 1999). The glass ceiling, the glass wall, and the sticky floor still prevent a large percentage of women from advancing to the top of organizations and being paid equitably (e.g., Powell, 1999; Ragins, Townsend & Mattis, 1998). Despite women's gains in educational achievements, women represent only 1.6% of Fortune 500 CEOs, fewer than 10% of line managers, 14% of the U.S. Senate, and 15% of the U.S. House of Representatives, and on average, earn seventy-six cents for every dollar earned by a man (Spence, 2006).

Second, women are usually the primary caregivers for both children and elderly relatives, and thus women are more likely than men to have additional nonwork responsibilities. For example, women still carry most of the domestic burden, spending 37 hours a week on household chores and childcare compared to the 20 hours a week contributed by men, a gender gap of 17 hours (Winkler 2002). Because the structure of time and responsibilities in a typical organization was designed around the traditional man, who often had a wife at home handling family and household responsibilities (Burud & Tumolo, 2004), most firms lack an understanding of the culture and HRD programs necessary for working women to effectively balance work, family and personal demands. Even companies touted as being "family friendly" provide little more than flexible hours; such firms may have HR programs in place, but these programs are usually so limited that they are of little value to working women. Worse, many employees feel discouraged from using such programs.

Career development systems based on the assumption of the traditional organizational structure and linear, male models of careers are no longer adequate to meet the needs of today's professional workers. Based on the idea that individuals generally progress through these career stages in a linear and uniform fashion, HR professionals have designed organizational programs to assist employees in successfully completing the tasks associated with each stage of development. For example, firms provide organizational orientation and socialization programs to help newcomers in the early career stages become more quickly acclimated to the workplace by increasing their understanding of the firm's culture and norms (Reichers, 1987; Wanous, 1992). Similarly, programs are offered to help individuals in midcareer to refresh skills and to help individuals in the last stage prepare for retirement (Power, 2006; Power & Rothausen, 2003; Sullivan, Martin, Carden & Mainiero, 2004). Although many of these programs have been successful in the past, the changing landscape of the western workplace, especially the increasing numbers of women in the workforce, has caused many firms to re-evaluate the effectiveness of these HRD programs.

Individual mobility has increased and individuals are no longer bounded by a single organization, industry, profession or even country (Sullivan & Arthur, 2006). Career success is no longer solely defined by upward advancement (Baruch, 2004; Cappelli, 2000) or extrinsic rewards (Hall, 1996 & 2004; Heslin, 2005). For example, Heslin (2005) has noted that given the shift to careers outside the borders of traditional organizations, objective measures of success such as titles and promotions may be less meaningful. Concerns also have been raised about the validity of traditional linear models with many scholars questioning whether uninterrupted career paths depict reality (Hall, 1996; Hudson, 1999), and whether these models that were developed to describe the careers of men are truly applicable to the careers of women (e.g., Gallos, 1989;

Sullivan, 1999). Although dissatisfaction with traditional models have encouraged the development of nontraditional, nonlinear career models (see Hite & McDonald, this issue), many of these newer models are based on limited empirical examination (Sullivan & Arthur, 2006) and fail to fully account for the unique work experiences of women (see Powell & Mainiero, 1992 & 1993). In the next section, we discuss the Kaleidoscope Career Model and how it can be used as the foundation for developing comprehensive HRD systems to meet the needs of women workers.

<p style="text-align:center">The Kaleidoscope Career Model</p>

Based on a sample of over 3000 individuals and a multi-method research design (see Appendix A for details), we developed a new model of careers, the Kaleidoscope Career Model (KCM). We suggest that: "Like a kaleidoscope that produces changing patterns when the tube is rotated and its glass chips fall into new arrangements, women shift the pattern of their careers by rotating different aspects of their lives to arrange roles and relationships in new ways" (Mainiero & Sullivan, 2005, p 111). Each of the three parameters (i.e., authenticity, balance, and challenge) of the KCM shift over the course of an individual's life span to create different career patterns. All three parameters are always present and always interacting but take on different levels of importance based on what is occurring in a woman's life at that point in time and the fit between the woman's life and her career. These three parameters are:

1. *Authenticity*-defined as the being true to oneself in the midst of the constant interplay between personal development and work and nonwork issues;

2. *Balance*-defined as making decisions so that the different aspects of one's life, both work and nonwork, form a coherent whole; and

3. *Challenge*-defined as engaging in activities that permit the individual to demonstrate responsibility, control, and autonomy while learning and growing.

We call these three parameters the *ABCs of Kaleidoscope Careers*. Just as a kaleidoscope uses three mirrors to create infinite patterns, our KCM has three "mirrors" or parameters (authenticity, balance, and challenge), which combine in different ways throughout a woman's life, reflecting the unique patterns of her career. To use an artistic metaphor, the colors of a woman's kaleidoscope are reflected in these three parameters, shaping her decisions as one aspect of the kaleidoscope, or color, takes on greater intensity as a decision parameter at different points of the life span. Over the course of the life span, as a woman searches for the best fit that matches the character and context of her life, the colors of the kaleidoscope shift in response, with one color (parameter) moving to the foreground and intensifying in color as that parameter takes priority at that time in her life. The other two colors (parameters) lessen in intensity and recede to the background, but are still present and active as all aspects are necessary to create the current pattern of her life/career.

The KCM suggests that each of these parameters- authenticity, balance, and challenge – are active as signposts throughout a woman's career. Because certain issues predominate at different points in the life span, usually one parameter takes center stage, with the remaining parameters remain active but take on a secondary role at that point in time. In our research, most women discussed their needs for finding career challenges early in their lives. Issues of balance and authenticity were of secondary concern, but nonetheless important. For instance, a woman may make a career decision to take a position offering more responsibility at the expense of flexibility, because challenge is the key pivot at that time, while the remaining issues (i.e., balance, authenticity) become secondary.

In mid career, the women we studied were predominately concerned about the issue of balance. It did not matter whether the woman had a husband or children or whether she was single. She was concerned about balancing her family needs as a priority, or, as in the case of single women, soliciting eldercare for aging parents, aiding the concerns and interests of various nephews, nieces and friends, or searching for a companion with whom she could balance her life. A woman realizes that each of the individuals around her has his/her own needs, wants, and desires that must be evaluated as she makes decisions. Women's relationalism forces choices that require an assessment of the needs of their children, spouses, aging parents, friends, and even coworkers and clients - as part of the total gestalt of their careers. At this point in her life, a woman may make adjustments to her career ambitions in order to obtain a more flexible schedule. Or, she may put aside personal needs for authentic work or meaningful experiences in favor of the needs of those around her.

In late career, we found that the women in our research were asking the question, "Is that all there is?" Desire for authenticity, being true to themselves, and making decisions that suited them above others predominated their career and life decisions. At this point, we found most women were still interested in challenges, but these challenges were of their own making or were being addressed on their own terms. They were making decisions in an authentic, meaningful way and the issue of balance, while still active, had receded to the background.

Consider again the working of a kaleidoscope; as one part moves, so do the other parts change. There is a large and growing literature that discusses how women operate relationally - that is, women focus on connections, networks, and others in their decision-making (e.g., Fletcher, 1999; Gallos, 1989; Gilligan, 1978). Women, perhaps more so than most men, understand that any decision they make for themselves creates changes in others' lives. Women

evaluate the choices and options available through the lens of the kaleidoscope to determine the best fit among their many relationships, work constraints, and opportunities. The lens of their kaleidoscope also is used to evaluate decisions in terms of the potential cost of the decision outcomes to both her and those around her.

Our research supports the concept of relationalism; we found that women do not make decisions in isolation from those around them. Thus, the KCM reflects the inherent relationalism of women as they make decisions about their careers. Each action taken by a woman in her career is viewed as having profound and long lasting effects on others around her. Each career action, therefore, is evaluated in light of the impact such decisions may have on her relationships with others, rather than based upon insulated actions as an independent actor on her own.

Although the idea of relationalism is not new (e.g., Gilligan, 1978), applying the concept of relationalism to the empirical study of careers *is* new. Furthermore, we expand this concept by breaking with the typical narrow definition of family as a husband and children. We instead suggest that "family" be more broadly defined as non-work and relational issues. Nonwork issues include not only what has been typically defined as family (e.g., husband, children, parents, siblings) but also encompass a woman's own physical and psychological well being, her friends--especially if she is single or has no children-- volunteer activities, hobbies, and spirituality.

The KCM provides a new framework for examining women's careers and women's decision making processes. In our research, we found that for women, the concept of "career" can not be summarily divorced from a larger understanding of "context." In our Kaleidoscope Career Model, "family" and "context" are more broadly defined as the set of connections, representing individuals who are considered important by a woman. Although a relatively new

model, the KCM has already been supported by empirical research completed by Cabrera (2007) and has been used to examine career management programs (Baruch & Sullivan, 2007) and other aspects of career decision-making (Sullivan, Mainiero & Forret, 2006). We suggest that the KCM be further considered as a framework for designing HRD policies and systems. In the next section, we describe how the KCM can be employed to better meet the needs of women workers and, by doing so, enhance organizational outcomes.

<div align="center">Redesigning HRD Systems Using the KCM</div>

Given the predicted labor shortage of skilled workers (BLS, 2004 a & b) as well as the increased recognition of human capital as a vital source of competitive advantage in the information age (Luthans & Youssef, 2004), it is increasingly important for organizations to effectively utilize the talents of all employees, including women. Women, however, typically have much different work needs than provided by traditional HR systems based on traditional, linear career models. We suggest the use of the Kaleidoscope Career Model (KCM) not only as a better framework for understanding women's careers, but also as a means for developing HR systems and programs that foster the increased productivity. In the following sections, we will discuss how HRD programs can be implemented to attract and retain qualified women workers by fulfilling their needs for each of the parameters of the KCM.

Authenticity

One of the cornerstones of the KCM is that individuals are searching for meaning in their work and in their lives. Many individuals long for authenticity, defined as an individual's need to be true to oneself, to be genuine. To aid the quest for authenticity as a retention strategy for women, firms should focus on corporate social responsibility as well as company efforts to promote total wellness – in mind, body, and spirit.   Programs that help employees develop a

broader definition of success – not just simply defined as linear career progression but as success in life's multiple roles – will enhance their feelings of authenticity as well.

Companies that wish to support authenticity might consider the following elements as part of any HR sponsored career development program:

- Provide paid short-term corporate sabbaticals (2 months) to pursue community service activities

- Sponsor corporate wellness programs, focusing on health and the whole person

- Establish a time bank of free hours that employees can use to pursue interests

- Form employee clubs for interests such as golf, tennis, chess, crafts, or other leisure pursuits

- Offer workshops on spirituality and finding a higher purpose at work

Organizations often have difficulty in recognizing and providing for working women's need for authenticity, Women want to work for firms that have organizational missions that align with their own values. Some women have reported leaving organizations because of values mismatches. Others leave after witnessing or experiencing unethical behaviors including workplace discrimination, sexual harassment, questionable business practices, and poor environmental policies. Firms must have an integrated system in place that promotes ethical behavior and provides the means by which employees can report wrongdoings without fear of retribution.

Balance

One of the leftover remnants of the traditional linear career pattern in today's organizations is the use of "face time," the time spent at the office, as a proxy measure of employee performance and commitment (Landers, Rebitzer & Taylor, 1996). Because working

longer hours has been linked to greater managerial advancement (Konrad & Cannings, 1997; Metz & Tharenou, 2001), women, who tend spend fewer hours at the workplace than men due to their greater caregiving and household responsibilities, are at a disadvantage, paying a penalty in terms of reduced pay, fewer opportunities for advancement, and lower retirement income (Crittenden, 2001; Taniguchi, 1999). Instead of focusing on face time, progressive companies are already measuring and rewarding actual performance, regardless of where or when the work is done. Changing focus from face time to performance encourages the use of such programs as flexible work schedules and telecommuting. Such changes, as well as the effective use of technology so that work can be accomplished almost any time and any where, encourages employees to work more efficiently. When face time decreases in importance, unnecessary meetings can be eliminated as well as other activities than do not contribute to performance.

In addition to reasonable work hours and the elimination of face time for promotion, salary and other reward decisions, organizations support programs must be put in place that enable employees to better manage work and nonwork demands. Despite the increase in dual career couples and changing social norms, women still have greater responsibilities for childcare, eldercare, and housework than do men (e.g., Hochschild, 1989 & 1997; Crittenden, 2001). A great amount of research continues to examine the effect of work/family conflict on worker well-being and stress as working women try to negotiate the ambiguity and strain often linked to conflicting work and life roles (e.g., Eby, Casper, Lockwood, Bordeaux & Brinley, 2005; Friedman & Greenhaus, 2000). Although many firms claim to have "family friendly programs," often these programs just skim the surface and do not adequately meet the needs of most of their women employees. For example, traditional childcare centers do not meet the needs of most working mothers because of their limited hours of operation and policies regarding ill children.

Ideas for HRD professionals to build greater balance into career development programs might include:

- Structured policies that allow opt-out career interruptions of one or two years as well as allowing opportunities for employees to take on part-time project work if available

- Structured policies that allow stop-out career interruptions of two to ten years, allowing former employees to return as members of an alumni network at some later point

- "Tech for flex" programs that allow workers to work remotely from home or other locations

- Health benefits restructuring to provide part-time employee prorated health care benefits at cost

- HR policies that offer each employee a time bank of paid parenting and caretaking leave

- A culture of change that rewards and promotes individuals who actively use flexible schedules and are role models for others who use them

Firms that wish to meet working women's need for balance must have a culture that recognizes the important contributions of all employees, provides ample support for women throughout their work lives, and promotes a climate whereby women realize that the use of these programs will not reduce their advancement and other opportunities. Proactive firms go beyond what is legally required and offer extended paid maternity leave and benefits, paid and extended family leave beyond that of the Family Medical Leave Act, and excellent health care. Proactive organizations often offer a variety of work schedule options including flexible schedules, part-

time work, and job sharing programs. These firms also have generous absenteeism policies, vacation days, and work benefits as well as offering time saving services such as on-site drying cleaning, prepared family meals, and concierge services. Firms must continue to develop innovative ways in which to help their women employees achieve equilibrium between work and nonwork demands.

Challenge

Despite the media claiming women leave the workplace for family reasons, our research has shown that women leave organizations for many of the same reasons as men---boring jobs and lack of advancement opportunities. To retain high quality women employees, firms must insure that women---regardless of whether they are married or single, have children or no children, care for elderly relatives or have other responsibilities or interests---have equitable access to challenging, meaningful job assignments as well as training opportunities, including expatriate assignments.

One major way in which HRD professionals can help women fulfill their need for challenge is to continually monitor promotion and reward systems so that talented women are not prevented from breaking through the glass ceiling and obtaining stimulating, upper level management positions. Because often what gets measured is what gets done, firms should measure the number of women in key profit-and-loss positions, as these jobs are often the ones that lead to top management positions, and also measure the number of women in "the pipeline" gaining the necessary work experiences, network connections, and visibility needed for advancement.

For women who choose to leave the workplace for a period of time, communication channels should remain open and training provided so that when the time is right and the

employee is ready to return to the office, they will be up-to-date and ready to resume work full-time, or ease back into work on a phased, reduced hour schedule. If a firm truly values family, then on and off ramps should be created so that qualified women employees can care for their families while smoothly exiting and re-entering the organization as needed. By effectively using technology, women can remain hooked into the work networks and maintain workplace relationships while completing challenging work assignments from their homes. Most importantly, by building accountability into evaluation and reward systems, senior level executives will be held responsible for the monitoring and enforcement of fair working conditions, equal opportunities for stimulating, developmental work assignments, and the advancement of women at all levels in the firm.

To support challenge as a parameter to retain highly qualified talent, HRD professionals can design career development programs that include opportunities for:

- Early field experiences on the part of women so they gain important career-building experiences early in their careers prior to taking a career interruption during their child-rearing years

- International experiences for women in early career

- Job rotation to increase skill development across functions and departments

- Systems that reward those employees who work on challenging assignments outside of the norm of their departments

- Systems to hold top level managers accountable for the turnover and advancement rates of women.

Despite the fact that many organizations have benefited by using programs that enhance workers' needs for authenticity, balance and challenge, many firms are still reluctant to try such

ideas, incorrectly believing that these efforts will undermine the firm's profits. However, such

programs can benefit firms in terms of cost savings, increased profitability, and employee

satisfaction. For example, Sun Microsystems spends $3 million annually to provide 50% of its

34,000 workers with flexible, technologically-enabled work options. In addition to the free

publicity the company receives by showing customers how effectively their technology works

with Sun Microsystems' own employees, the company has reaped savings of about $53 million

in reduced IT expenses and $71 million in reduced real estate expenses.

Although programs, such as those used by Sun Microsystems and others (see Mainiero

& Sullivan, 2006 for more examples), can enhance both a firm's human capital as well as

profitability, these efforts are atypical. Studies of organizational practices in the U.S. (256 large

firms), U.K. (9 high tech firms) and Israel (51 high tech firms) found that most firms still use

traditional career management programs based on the male-model of career development

(Baruch & Budhwar, 2006; Baruch & Peiperl, 2000). For example, only 13% of the U.S. firms

had any sort of programs related to issues such as dual-career couples or women and minorities

in the workplace. A relatively small percentage of the Israeli (14%) and U.S. (24%) firms offered

skills and self-development workshops (Baruch & Budhwar, 2006; Baruch & Peiperl, 2000).

Implications for Research

This article uses the framework of the Kaleidoscope Career Model (KCM) to recommend

how changes in HRD systems can be made to enhance the authenticity, balance and challenge of

working women while also enhancing organizational effectiveness. Although the KCM is based

on an extensive five year, multi-method study and has been supported by Cabrera's research

(2007), additional empirical research is needed to further validate the model. Research on the

relationship between employee productivity, commitment to a firm, career satisfaction, and

turnover and KCM defined programs is also needed. The KCM may be useful to empirically examine a number of other HRD issues such as organizational stress (i.e., if needs for authenticity, balance and challenge are not met, will women experience higher levels of stress?) and the timing of career decisions.

Another avenue for future research is how the KCM could be used to expand the study of nontraditional careers and careers in nonwestern countries. Despite rapid environment changes including increased globalization, an increasing diverse workforce and technological advances as well as the growth in the conceptualization of nontraditional careers (see Hite & McDonald this issue), research still tends to focus on traditional careers (Arthur & Rousseau, 1996). The KCM is one of the few contemporary models which is grounded in the literature and offers a measure, the Kaleidoscope Career Self-Assessment Inventory, to test an individual's level of authenticity, balance and challenge.

The KCM offers a means for studying processes within a nontraditional career framework. For example, traditional career systems suggest that an individual develops a long-term developmental relationship with an older, more experienced mentor who guides and protects the protégé within the boundaries of the employing firm (Kram, 1985; Levinson, 1978). However, given that individuals tend to work across the boundaries of a number of firms, as well as across professions, industries and countries, scholars have suggested that instead of the traditional master-apprentice mentor model, that individuals instead need "multiple mentors" (Baugh & Scandura, 1999). Future research on mentoring could be conducted on how different mentors across the lifespan provide assistance with the protégé's need for authenticity, balance and challenge across the lifespan (Baugh, 2007).

Additionally, the KCM offers a theory-driven framework that, in contrast to most models, recognizes the unique career challenges that women face in a traditional, male-dominated work environment. The KCM may be useful for the continued examination of gender differences in the use of HRD systems and programs as prior research has found the model to be applicable to both men and women (see Mainiero & Sullivan, 2006). The KCM may also be useful in addressing gender differences in under-studied professions. For instance, the KCM may help explain the gender differences in the career paths of entrepreneurs. Previous research has found that women leave corporations to become entrepreneurs because of the glass ceiling and other forms of discrimination (e.g., Moore, 2002) but that some women return to corporations at higher positions and salaries after a period of entrepreneurship (see Mainiero & Sullivan 2006 for a review). The KCM may help explain gender differences in the timing of the decision to become an entrepreneur and how the interplay of the model's three parameters influence choices of whether to opt-back to a corporate position after a period of entrepreneurship.

Conclusion

The purpose of this article was to detail how the KCM can be used to enhance HRD programs and policies in order to increase the recruitment and retention of high performance women employees. The KCM provides a framework for analyzing women's career decisions, for designing HRD programs that provide employees with authenticity, balance and challenge, and for expanding research on nontraditional career patterns as individuals' mobility increases. Although there are many HRD policies that can be implemented to improve family balance issues, the KCM serves as a guidepost to create meaningful policies for employees and address employee intrinsic needs for challenge, balance, and authenticity over the lifespan. Given that the US Bureau of Labor Statistics (2004 a & b) predicts an impending labor shortage of qualified

labor, for firms to remain competitive in today's global environment, it is vital that they develop strategies to create a working environment that fulfills their employees' needs.

Media stories that suggest overly simple reasons (i.e., leave to care for children) or false reasons (i.e., lack of ambition) for women's turnover decisions do all women a disservice by creating a climate in which firms focus on easy or wrong solutions rather than addressing the very real and complex issues of today's professional working woman. Women are opting-out of the workforce for a variety of reasons, not simply family balance ones. Organizational cultures that insist on traditional career values and long hours naturally serve as an impediment to women's advancement, especially during their care-giving years. But more importantly, firms that place women into boring, dead-ended jobs that have no hope for advancement are also doing women a disservice. When firms create HR policies that strengthen a woman's resolve to remain challenged in her work *and* committed to her family and other nonwork relationships, the retention of women in corporations will no longer be an issue. Ideally, when firms follow the parameters of the KCM to create HR policies that allow for workers – both women and men - to achieve their needs for authenticity, balance, and challenge, corporations will discover the true value of long-term, more committed employees who will maximize their productivity to the firm's advantage.

Appendix A: Research Methods for the Development of the KCM

Survey Research that underscores the KCM model. Two of the three surveys that underscore this research were posted on a website of one of the largest established marketing research panels in the U.S. This firm is able to employ a variety of statistics and structural methods to ensure varied sample composition and sufficient response rates, thereby increasing the likelihood of obtaining a representative sample. The firm draws on approximately 10,000 individuals of various ages, races, backgrounds, industries, and job titles. These individuals have agreed to participate in research conducted by the firm for a fee, with respondents required to participate in two surveys per month to maintain an active status. Surveys are listed by title and respondents click on the survey they wish to complete. The primary surveys involve market research; ours was included in the mix of other market research surveys. By participating in surveys, respondents' logins are also entered into a drawing for a chance to win a $100.00 cash prize. Respondents are not required to purchase products for market research purposes.

Typically, surveys are made available on the website until percentages and numbers as requested by the researcher are obtained; we made no requests so as to avoid biasing the sample in any way. Moreover, the posted survey contained only our questions. The firm reported that the response rate for the survey was 20%, which they considered as "very good" given typical response rates.

The response rate for survey one was 1,647 and for survey two was 1,525. The average age of the respondents was 42 years old. Most were married or had a live-in partner (70%), and 62% reported having children. Respondents reported their ethnic status as Caucasian (87%), African-American (4%), Asian (3%), Hispanic or Latin American (2%), Multicultural (2%), and Other (2%). Their educational levels varied: 18% had some high school or were high school

graduates; 32% attended some college; 10% completed an associate's degree; 22% completed a bachelor's degree; and 18% had completed some graduate work or held a postgraduate degree. Respondents worked in a wide variety of industries, ranging from education (11%), healthcare (9%), retail (9%), manufacturing (7%), government (6%), banking/finance (4%), transportation (4%), consulting (4%), and others (44%).

The third study was an online survey of women members of a national organization for female professionals. One hundred and nine women answered the 20-question survey that asked them to describe their careers and the reasons behind their career transitions. Respondents ranged in age from 20 to 68, with an average age of 41.5. Eighty percent of these women were Caucasian, 71% had a spouse or significant other, and 42% had children. Forty percent had a college degree and 36% had an advanced degree such as an MBA or Ph.D. The respondents worked in a variety of industries (e.g., banking, education, health care) and had an average of 14.5 years of work experience.

The qualitative research that underscores the KCM Model. Two qualitative studies were completed to enrich the findings of the survey research and to build the concepts that led to the development of the KCM. First, an online focus group was conducted to ask detailed questions about career progressions. Twenty-seven individuals participated in the focus group over a seven week period. Their ages ranged from 25 – 59. All but two members of the sample were Caucasians. The interviews conducted through this method were highly structured as the online conversation format allowed a question to be posted online, and then members of the group would respond with their career information and opinions. As expected with online dialogue, as one member would comment on an aspect of his/ her career history, others would add their opinions and examples, resulting in a stream of discussion ending with a general consensus

around a conclusion. The structured questions posted for members of the online group to consider began with the classic question: "Tell us about the story of your career," and then moved to questions about work-life balance and career progression issues: "Are you in a workplace that allows you to actively balance your family's needs around your job?", "Have you ever had a situation in which your career progress has been 'blocked' – either by a career plateau or by your own choice?", "Have you found meaning in your work?", "Do you see gender issues complicating career progression in the workplace at your firm?" and "What were the career lessons and life lessons you learned along the way?" Participants did not know the next question until each question was fully discussed. Questions were offered on a weekly basis and participants had the opportunity to comment within a week time frame. Transcripts of the online dialogue were then downloaded and read by an outside coder for thematic interpretation of the data per question. Comments from the online dialogue were coded according to qualitative themes. In addition, following the career-history method (Strauss & Corbin, 1990), full resume and biographical information were checked for the full sample.

Next, fifty-three interviews, ranging in length from 30 to 90 minutes, were conducted over a one year period, either face-to-face, via the telephone, by email or by a combination of these approaches. All but one of the fifty-three people interviewed agreed to be included in the study, resulting in a sample size of fifty-two. The sample included twelve men and forty women in professional jobs that included sales, marketing, manufacturing, telecommunications, entertainment, education, legal, telecommunications, medical, and science as well as e-commerce professions. Interviews were conducted until saturation was reached (i.e., the point in which no new themes emerged; Flick, 1998). All but one member of the sample was Caucasian. The interviewees ranged in age from approximately 35 to 70 years.   All of the interviewees were

college educated. Study participants were obtained in a number of ways including through a women's networking association as well as by using the snowball technique whereby we asked interviewees to recommend another person who had a different career story to tell (Babbie, 1986.) Interviews had both structured as well as unstructured elements. All interviews began with the structured question: "Tell me about the history of your career, starting from your first job experience?", and moved to other structured questions such as: "If you could describe your career motivation, what motivated you in your career?", "How did you deal with issues of family balance?" and "What were your reasons for career transitions along the way?" The interview then moved to an unstructured format in which we asked additional questions about details concerning their career histories, the unique aspects of key career transitions, work/nonwork issues, and how nonwork issues impacted career choices. After the initial interview was completed, to ensure accuracy and completeness, the interviewing author typed up the interviewee's answers and emailed or faxed the write-up to the individual. Individuals reviewed their write-ups and were asked to correct any errors concerning their career histories and life stories, make any additions, or clarify statements. In some cases, short follow-up interviews were conducted if an individual wanted to share more information. After each person's interview notes were reviewed by that individual and finalized, participants were asked to sign release forms.

Employing qualitative data analysis techniques, such as those described by Glaser and Strauss (1967) and Straus and Corbin (1990), we looked for identifying themes and new insights while also considering how this information fit within existing theories. Comments from each section of the interview were categorized into themes concerning issues of authenticity, balance, and challenge that affected the career transitions of each individual. The authors established the themes of authenticity, balance, and challenge as part of an earlier research effort (Mainiero &

Sullivan, 2005). Each author served as a coder of this data; in addition, one other coder was employed to categorize and group comments into thematic interpretations. The three coders looked for fit vis a vis the themes and generality concerning unique aspects of career patterns and trajectories as described by Strauss and Corbin (1990).

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