



Using Hope to Measure the Impact of Career Guidance Services

Paige McDonough
Senior Director of Career Development
Kuder, Inc.



Paige McDonough

Senior Director of Career Development

M.Ed., CCC, GCDF, FCD-i, GCDF-i

Introduction

- Senior Director of Career Development at Kuder, Inc.
- 16 years of experience in education/career development.
- Experience in high schools, higher education, and not-for-profits.
- Lived and worked in 3 countries including the US, Australia, & Qatar.

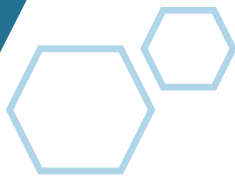
Agenda

- I. Defining Hope
- II. Hope-Action Theory
- III. Measuring Hope
- IV. Application of Hope & Case Study
- V. Q&A



Defining Hope

 **kuder®**



A close-up, low-angle shot of a human hand reaching upwards, palm facing up. The hand is positioned in the lower foreground, with fingers slightly spread. The background is a soft-focus landscape under a bright, low sun, creating a warm, golden glow. A faint rainbow is visible in the sky, arching over the horizon. The overall mood is one of hope and aspiration.

What is hope?

Defining Hope

- Hope is the belief in the possibility of achieving career goals.
- The psychologist Rick Snyder identified two components of hope: **pathways thinking** and **agency thinking**.
- Hope is a catalyst to drive action.



(Schornick et al., 2023).

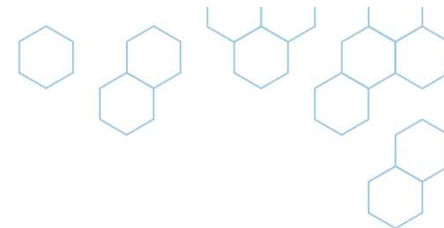


Benefits of Hope

- Enhanced clarity of career goals
- Increased career readiness
- Improved job search success
- Increased motivation & perseverance

Examples

- A study conducted by Arizona State University showed that **“first-year students with high hopes in their first semester of college were more likely to enroll in a second year than students with low hope.”** (Shrikant, 2021, June 15).
- According to a summary of research by Shane Lopez, **“hope accounts for 14% of productivity in the workplace-more than intelligence or self-efficacy”** (Journal of Positive Psychology, 2013, as cited in APA, 2013).
- Another study shows that **“career development interventions provided at the organizational level affect employees’ level of a hopeful career state, which in turn, affects work engagement.”** (Yoon, Chang, Sadique, & Al Balushi, 2021).



Discussion

- Reflect on a moment in your career when hope played a key role.
 - **How did hope, or a lack thereof, impact the outcome?**
- Share your experience with a partner.

Bridging Hope & Action

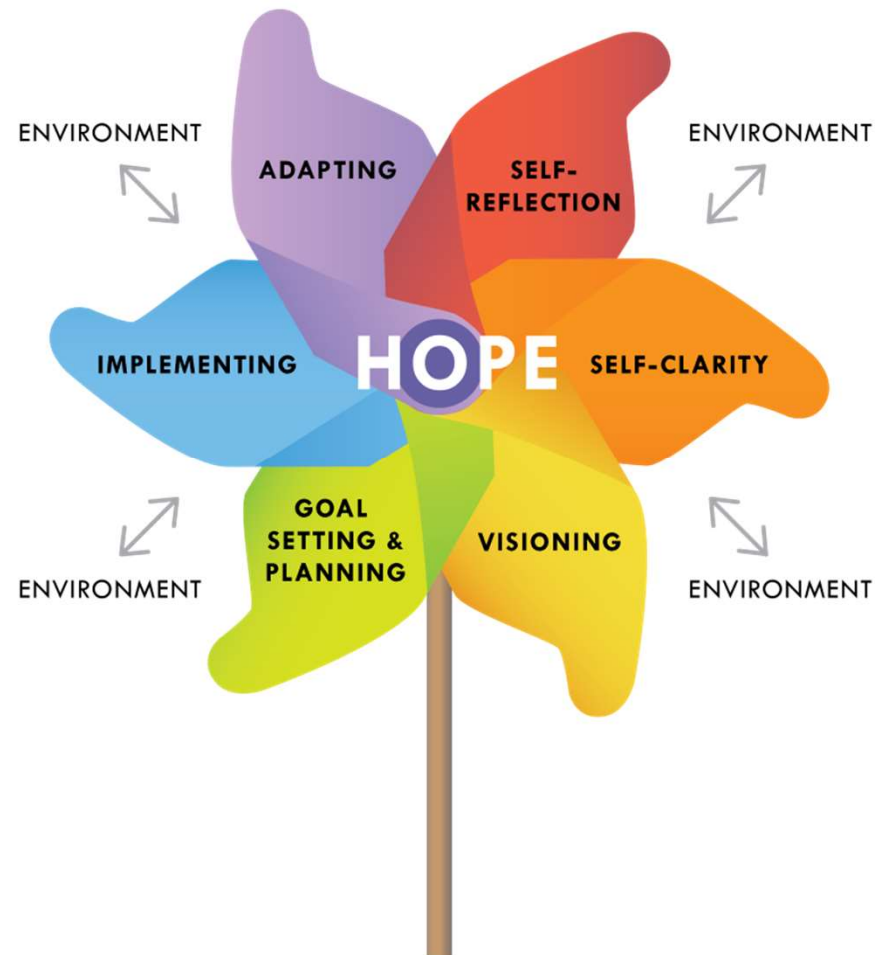
 **kuder®**



A Framework of Hope

- **Hope-Action Theory**, authored by Spencer Niles, Norm Amundson, and Hyung Joon Yoon, establishes a framework and systematic approach to hope in career development.
- The Hope-Action Theory's takes a non-linear approach of addressing career development that is especially **adaptable to today's rapid-evolving landscape** (Niles, Amundson, & Neault, 2011).

Hope-Action Theory





Hope-Action Theory

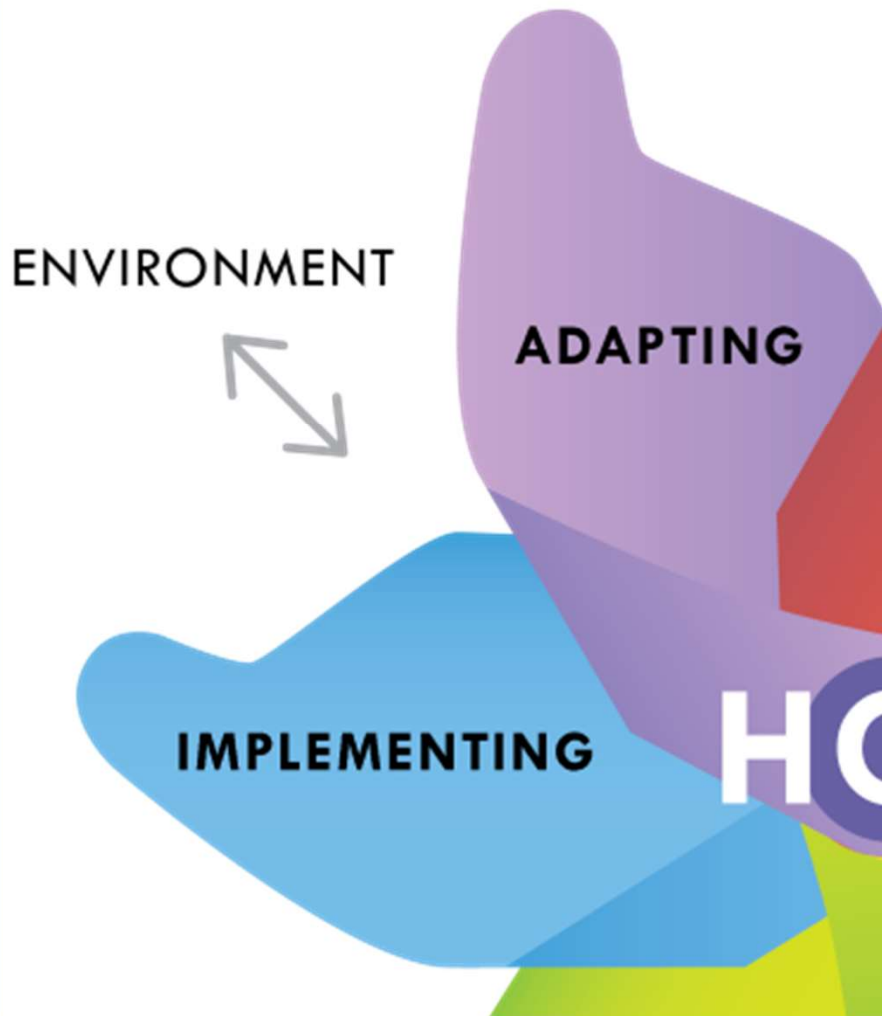
- **Self-reflection:** assess oneself.
 - Reflection prompt: *Identify activities that bring you joy.*
- **Self-clarity:** understanding of oneself.
 - Reflection prompt: *Name 3 skills you enjoy using.*

Hope-Action Theory

- **Visioning:** picturing possibilities.
 - Reflection prompt: *What life roles are most important to you and what would you like to accomplish in each role?*
- **Goal setting & planning:** identifying steps to take.
 - Reflection prompt: *Make a list of steps to reach your goal.*



Hope-Action Theory



- **Implementing:** putting steps into action.
 - Reflection prompt: *Choosing one action to complete from your outlined steps to move towards your goal.*
- **Adapting:** adjusting as needed.
 - Reflection prompt: *How might you change a barrier into an opportunity?*

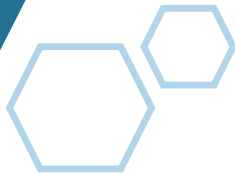
Discussion

- Reflect on a career goal you recently pursued.
 - Did you achieve that goal?
 - What components of the pinwheel did you feel confident in or struggle with?
- Share a key element with a partner.



Measuring Hope

 **kuder®**




Discussion

What key metrics do you utilize to measure success of a career program?





Benefits of Measuring Hope

- ✓ **Complements traditional metrics** beyond quantitative data.
 - ✓ **Captures internal motivation** and future potential.
 - ✓ **Detects readiness & resilience**, not just immediate results.
 - ✓ **Provides ongoing, actionable data points** to adjust programming immediately.
- 

Hope-Action Inventory (HAI)

Hope-Action Inventory

7/28

I am willing to try new experiences that might help me to achieve my goals.

Definitely False Somewhat False Somewhat True Definitely True

☒ ☐ ☐ ☐

Hope-Action Inventory

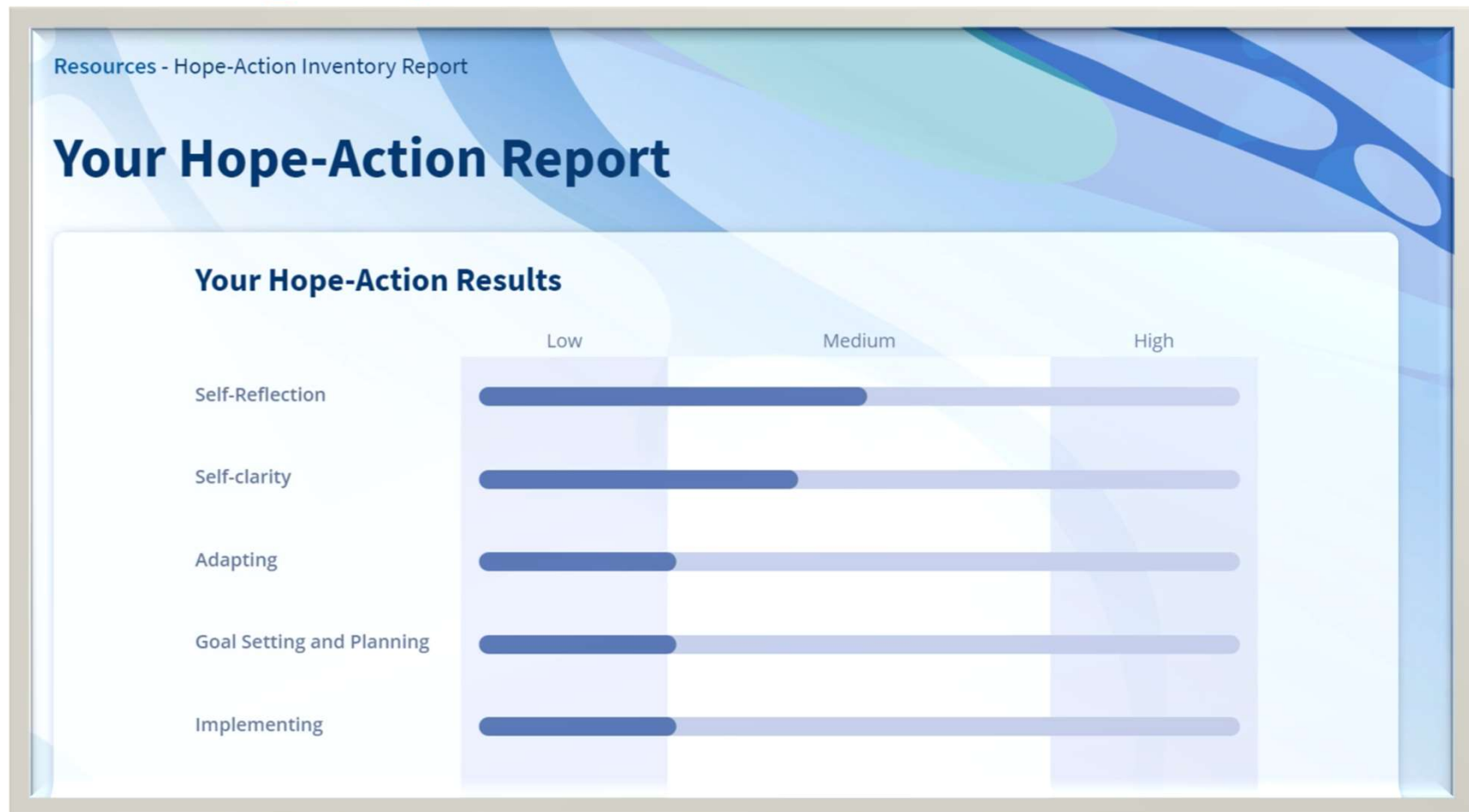
22/28

In general, I stay hopeful even when I face difficulties in my life.

Definitely False Somewhat False Somewhat True Definitely True

☒ ☐ ☐ ☐

Measuring Hope: HAI Results



HAI-Your Turn



- Reflect on your results
- Does this align with what you thought?
- What surprised you?
- How might you utilize this with the population you work with?

Reflection

Discuss with a partner what you found surprising about your results.



How might this be helpful for the population you work with?

Applying Hope

 **kuder®**





Case Study

- **Background:** The organization is a large federal US agency with 30,000+ employees spread across the US.
- **Challenge:** The organization has high levels of employee attrition and low morale.

Case Study: Methodology

Career Pathfinder Program: 5-week program with weekly career development activities including assessments and career planning tools as well as 1-1 guidance from HR staff.

Participants: 30 employees with diverse backgrounds, roles, age, and tenure participated.

Process: A “train-the-trainer” approach was taken with HR staff to implement the program. HAI scores were taken pre- and post-program.



Case Study: Schedule

Week	Career Pathways Program	Hope-Action Theory Construct
Week 1	Complete career assessments including interests, skills confidence, and work values in an online career planning system. Discuss experience and results with HR staff.	Self-Reflection
Week 2	Review assessment results & suggested occupations with HR staff.	Self-Clarity & Visioning
Week 3	Identify a desired occupation within organization and action steps needed to achieve goal.	Goal Setting & Planning
Week 4	Begin to implement action steps to work towards goal.	Implementing
Week 5	Review progress & discuss experience of program.	Adapting & Hope

Case Study: Intervention

Assessment Results

Your assessment results will show what your interests, skill confidence, and work values are and how to apply them to a career plan for your future.

Your Holland Results

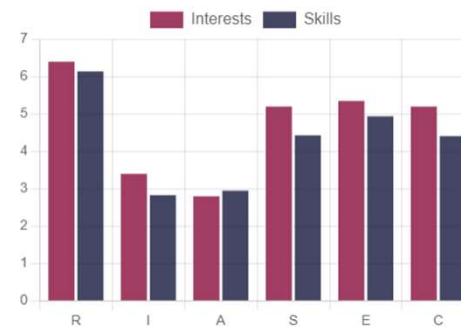
View Results by Assessment Type:

☐ Career Interests ☐ Skills Confidence ☒ Both

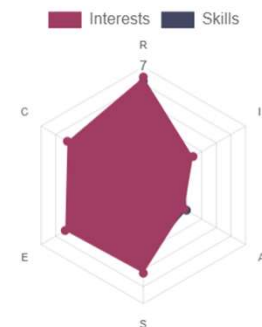
The results below are based on Holland Results as determined by your Assessments. **Select an occupation to compare it to the Assessment results**

Your Holland Codes:

RS/E RES



Holland Results as table ▾



Self-Reflection
& Self-Clarity

Case Study: Intervention

Explore Occupations

The occupations listed below are most similar to your assessment results. As you explore each occupation, save ones that are most appealing to you by clicking on the bookmark. Look at the descriptions of these occupations by clicking on their titles.

[Back to Career Pathways](#)

All Occupations

Saved Occupations

Regions

Locations

Series Category

Clear

Current Occupation
Maintenance Worker Foreman

33%

1/3

Desired Occupation
Automotive Painting Worker Foreman

Occupation Title ▲	Suggested	Pay Scale	Series	Pathway Steps
ADP Systems Administrator	-	GS	2210	1. <input type="checkbox"/> Update Resume
Accountant	-	GS	0510	0. <input type="checkbox"/> Apply for new job
Accountant (Trainee)	-	GS	0510	0. <input checked="" type="checkbox"/> Review my skill sets 11/29/2023
Accounting Technician	-	GS	0525	0

Add Pathway Step +

Visioning

Goal Setting & Planning

Case Study: Intervention

The screenshot displays the 'Pathfinder' web application interface. At the top, a notification banner reads 'Step Completed! Nice Job!' with a 'Close' button. The user is logged in as 'Standard6'. The left sidebar contains navigation links: Dashboard, My Assessments, Assessment Results, Occupations, and Career Pathways (which is highlighted). The main content area is titled 'Automotive Painting Worker Foreman Pathway'. It shows a progress bar at 33% completion, with 'Current Occupation: Maintenance Worker Foreman' and 'Desired Occupation: Automotive Painting Worker Foreman'. Below this, the 'Pathway Steps' section lists three tasks: 'Update Resume', 'Apply for new job', and 'Review my skill sets' (which is checked and dated 11/29/2023). An 'Add Pathway Step' button is also present. The 'Step Details' section for 'Review my skill sets' includes the instruction: 'Review my existing skills and see where I need to develop new skills.'

Implementing & Adapting

Case Study: Results

By analyzing the data collected from the Hope-Action Inventory (HAI) alongside the organization's demographic information, we identified critical areas where targeted interventions are needed.



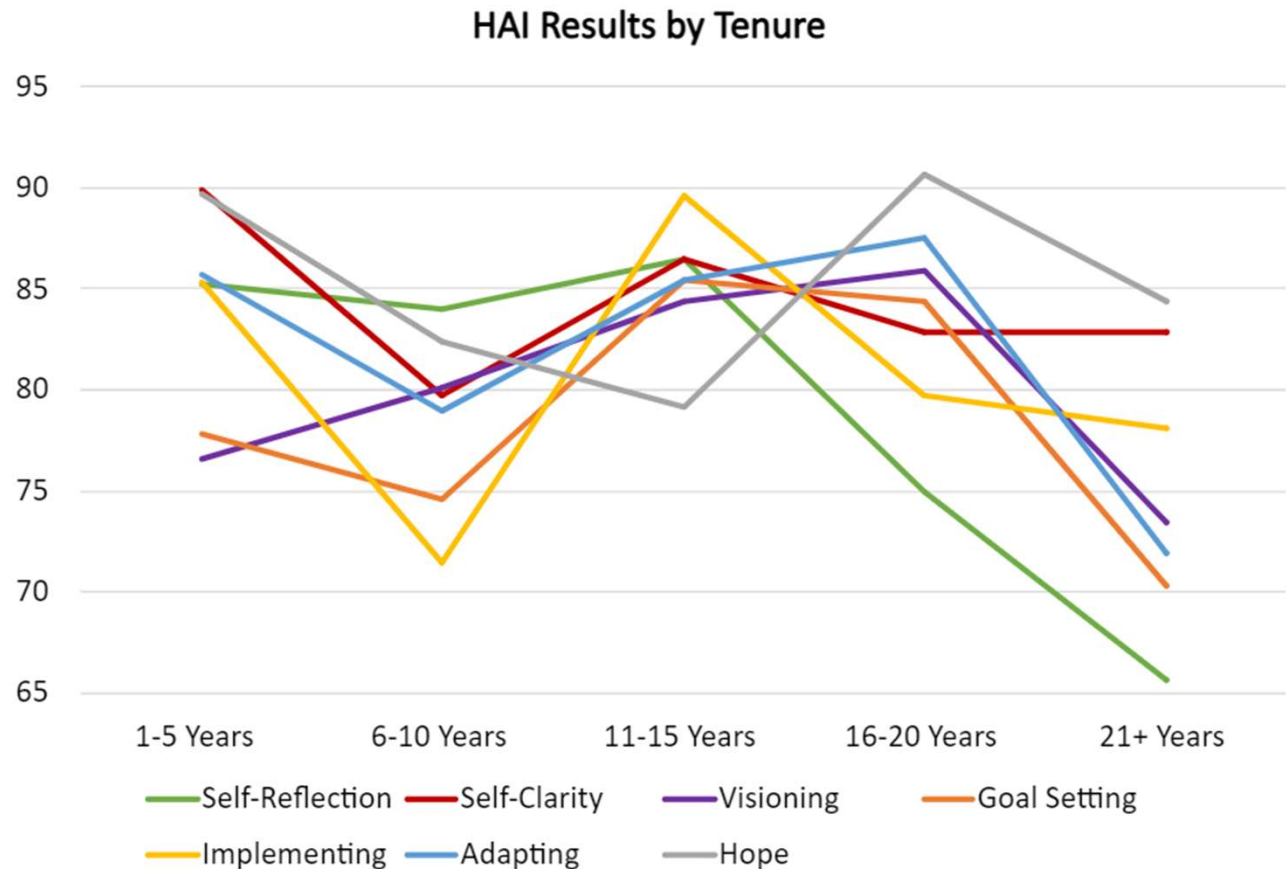
Case Study: Results of HAI by Tenure

- **Observations:**

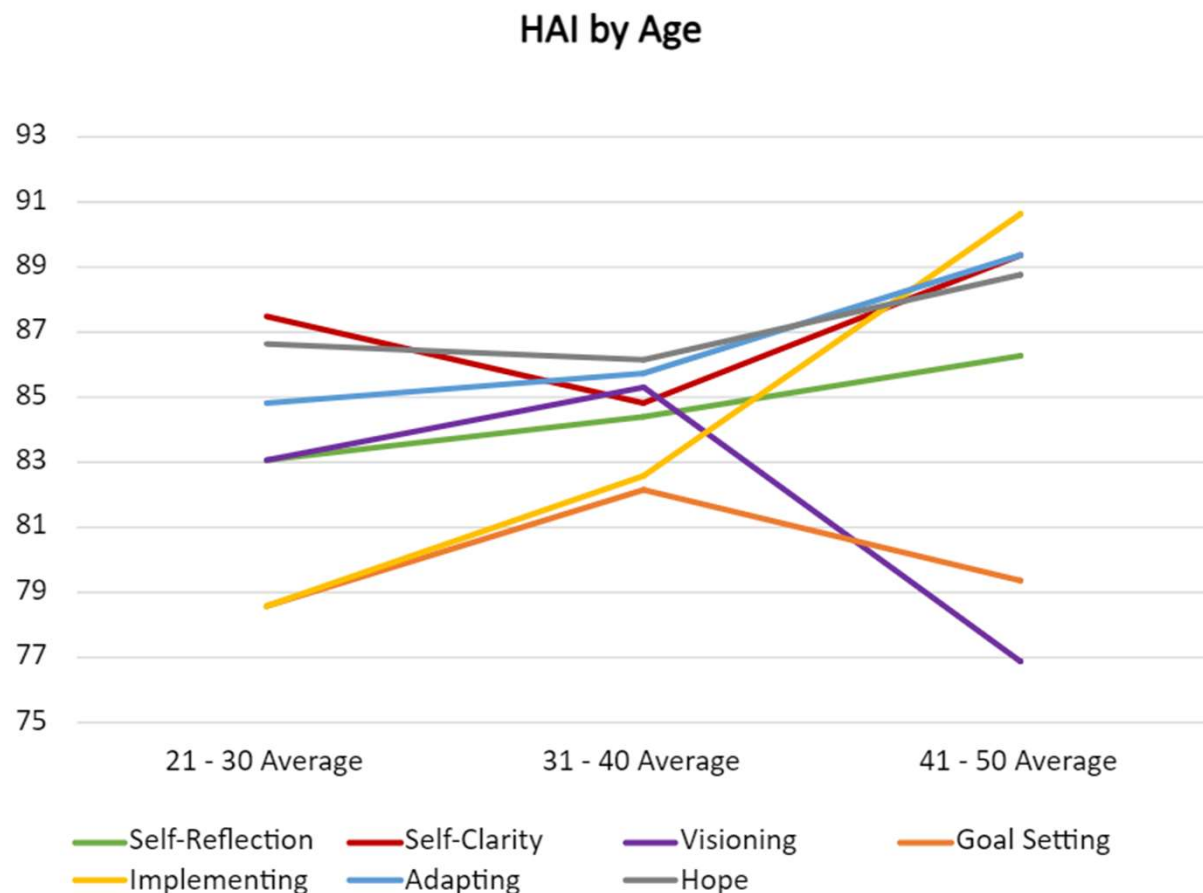
- Hope levels decline after 6 to 10 years with the organization.
- Self-reflection, goal-setting, visioning, and adaptability decline significantly after 15 years.

- **Opportunities:**

- Establish interventions for employees nearing the 6- and 15-year marks.



Case Study: Results of HAI by Age



•**Observation:** Visioning and goal setting drop significantly for individuals between 40-50 years old.

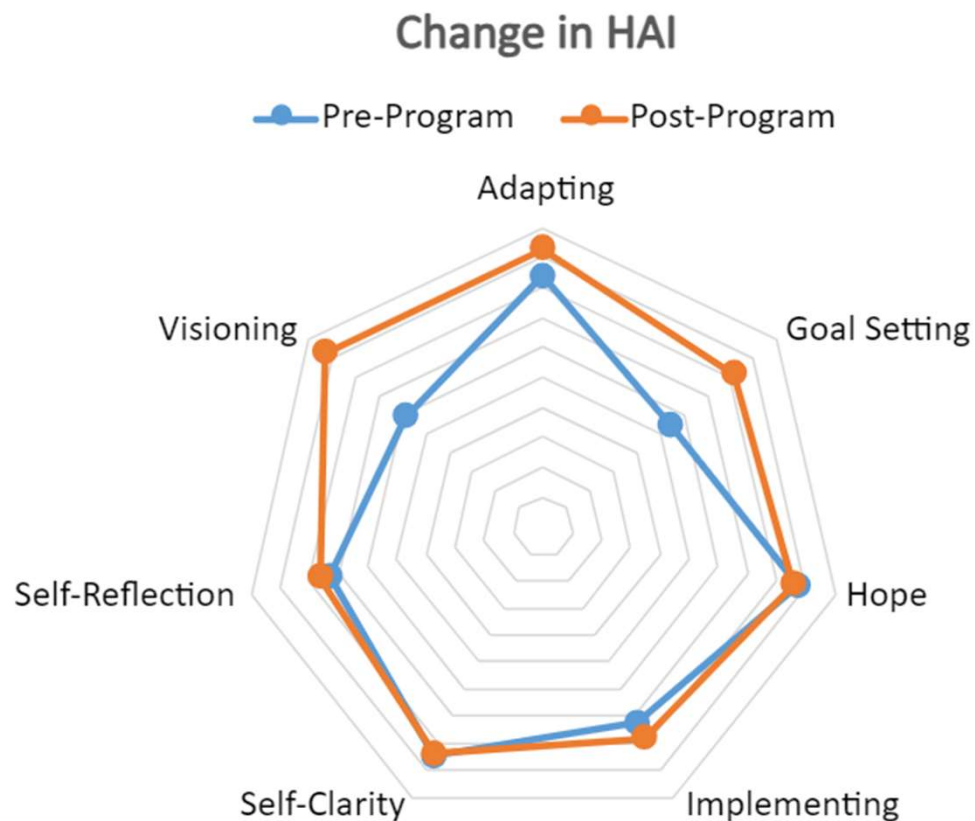
•**Opportunity:** Establish ongoing career support for this age group.

•**Observation:** Self-clarity drops for individuals between 30-40.

•**Opportunity:** Introduce interventions focused on interests, skills confidence, and work values.

Case Study: Results of Pre- and Post- HAI


- **Observation:** Visioning and goal setting increased greatly. Self-reflection and self-clarity had little to no increase.
- **Opportunity:** Ensure adequate emphasis is placed on reflecting to help individuals get a sense of self.



Case Study: Results

Using hope as a metric to measure success of the career development program **revealed previously unnoticed opportunities** within the organization and **provided evidence to affirm earlier observations**. In light of the results, senior leadership is eager to implement effective changes to program to align with data results around timing and demographics.





***“This program has given me
more hope.”***

-Participant feedback.

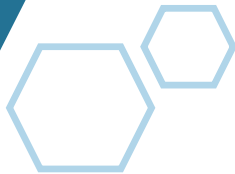


Case Study: Future Considerations

- Increase sample size to have statistically relevant data.
- Arrange additional sessions for those with a decline in hope.
- Send out HAI from impartial third-party to avoid potential confirmation bias.
- Administer HAI before & after career advisor training for HR staff.

Summary & Reflections

 **kuder®**



Summary

- ✓ Hope is a key driver in career success.
- ✓ The Hope Action Inventory (HAI) provides a structured method to measure hope and generates valuable insights into the effectiveness of career programs.
- ✓ Hope-based metrics complement traditional career outcome measures.



Reflection

How would you like to incorporate hope into your work?



Bibliography

- Amundson, N., Niles, S. G., & Yoon, H. J. (2020). Hope-Action Theory and Practice. *Journal of Educational Psychology*, PW 2020; 60 (18): 91-102.
- Johnson, R. W., Amundson, N. E., & Niles, S. G. (2021). Enhancing employee engagement through career interventions. *Career Development Quarterly*, 69(2), 135-149.
- Niles, S. G., Amundson, N. E., & Neault, R. A. (2011). *Career Flow: A Hope-Centered Approach to Career Development*. Pearson Education.
- Niles, S., Amundson, N., Neault, R., & Yoon, H. J. (2021). Introduction to career counseling for the 21st century: A practical approach (sneak preview). Cognella Academic Publishing. https://cognella-titles-sneakpreviews.s3-us-west-2.amazonaws.com/82740-1A-URT/82740-1A_SP.pdf
- Schornick, Z., Ellis, N., Ray, E., Snyder, B.-J., & Thomas, K. (2023). Hope that benefits others: A systematic literature review of hope theory and prosocial outcomes. *International Journal of Applied Positive Psychology*, 8, 37–61. <https://doi.org/10.1007/s41042-022-00084-0>
- Shrikant, M. (2021, June 15). The power of hope and resilience in student success. Arizona State University. Retrieved from <https://asu.edu>
- Yoon, H. J., Chang, Y.-L., Sadique, F., & Al Balushi, I. (2021). Mechanisms for hopeful employee career development in COVID-19: A Hope-Action Theory perspective. *Advances in Developing Human Resources*, 23(3), 203–221. <https://doi.org/10.1177/15234223211017848>
- Weir, K. (2013, October). Mission impossible: Being hopeful is good for you — and psychologists' research is pinpointing ways to foster the feeling. *Monitor on Psychology*, 44(9), 42.

Applying Hope: Audiences



**Employee
Engagement**



**Retention and
Morale**



**Transition
Support**



**Leadership
Development**



**College and
Career
Planning**



**Workforce Re-
entry**



Policymaking