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.
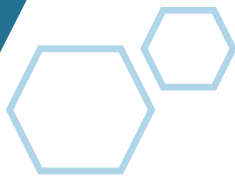- Lived and worked in 3 countries including the US, Australia, & Qatar.

Agenda

Defining Hope

ƶkuder®

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

7

(Niles, Amundson, Neault, Yoon, 2021).

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).
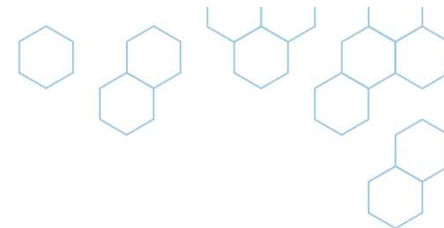
Discussion

- 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.
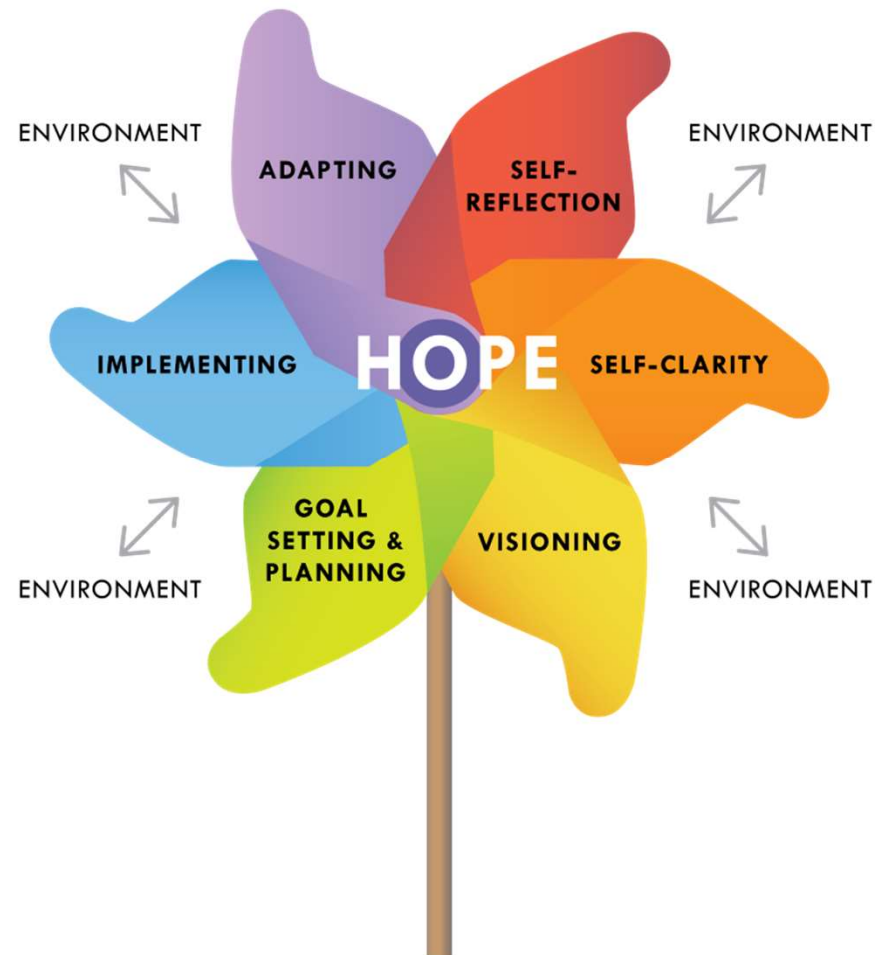
Bridging Hope & Action

ιkuder®

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.*

GOAL SETTING & PLANNING

VISIONING

Hope-Action Theory

ENVIRONMENT

ADAPTING
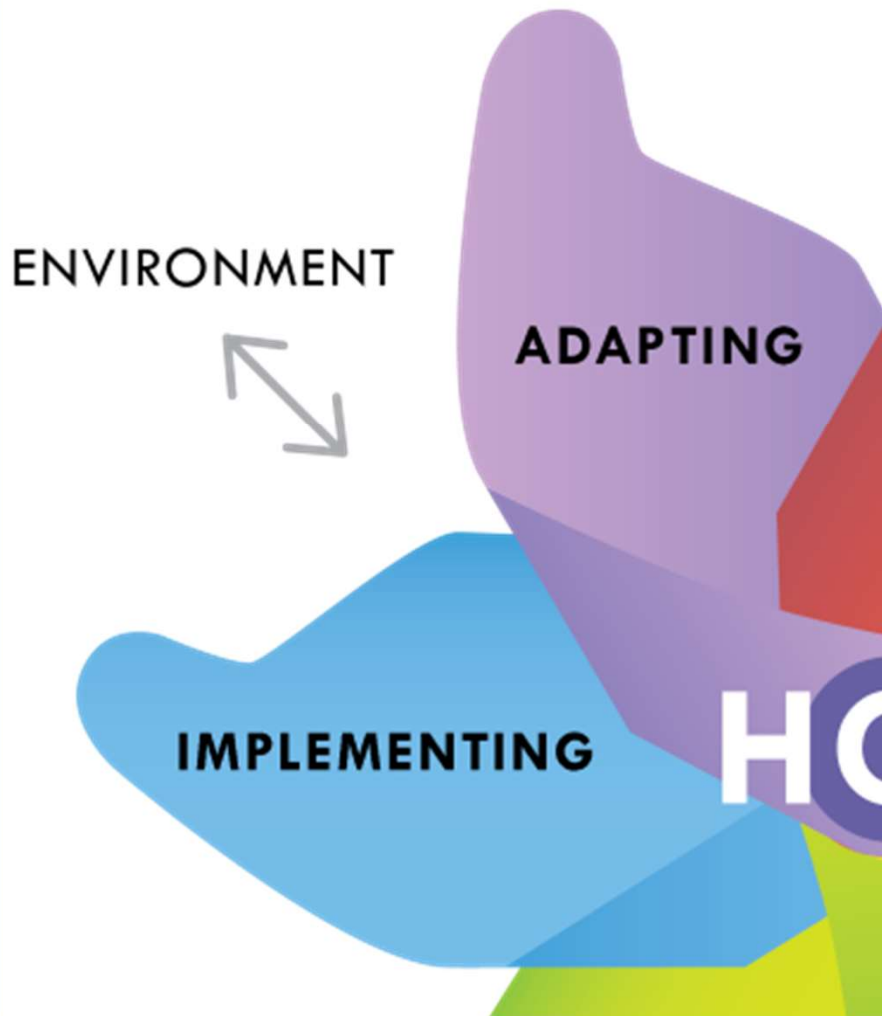
IMPLEMENTING

- **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.
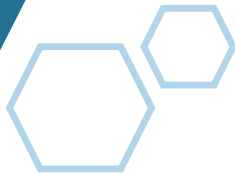 - Reflection prompt: *How might you change a barrier into an opportunity?*

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)

Measuring Hope: HAI Results
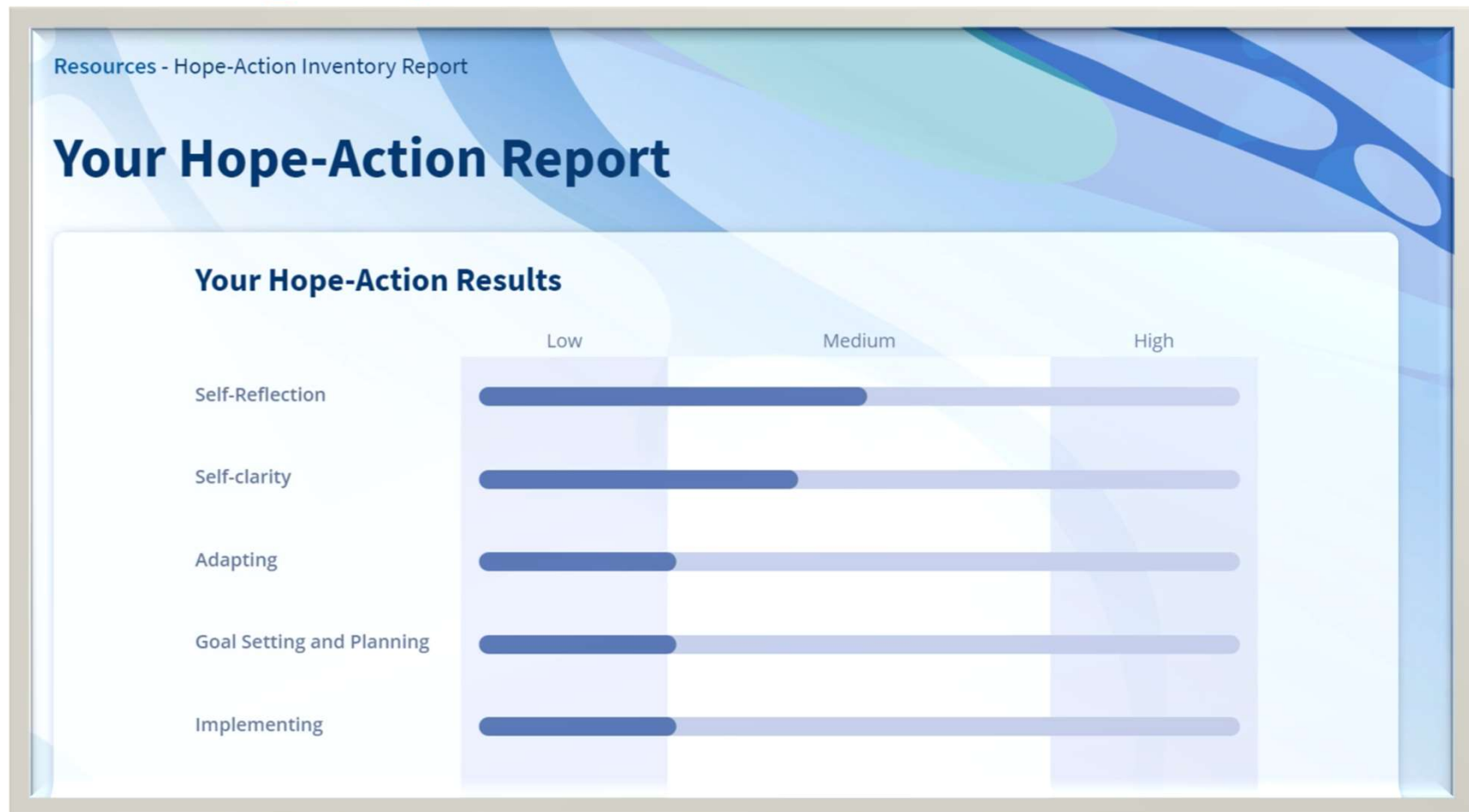
HAI-Your Turn

- 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.

Administer HAI → Implement career interventions → Re-administer HAI

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
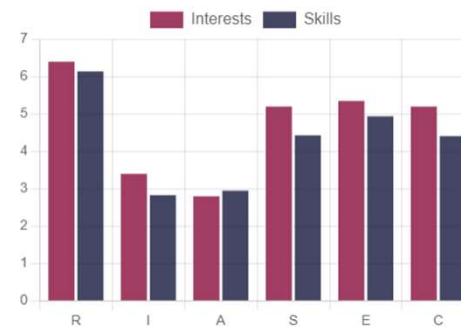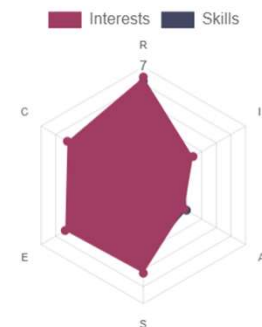
Self-Reflection & Self-Clarity

Case Study: Intervention

Visioning

Goal Setting & Planning

Case Study: Intervention

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.

HAI Results by Tenure
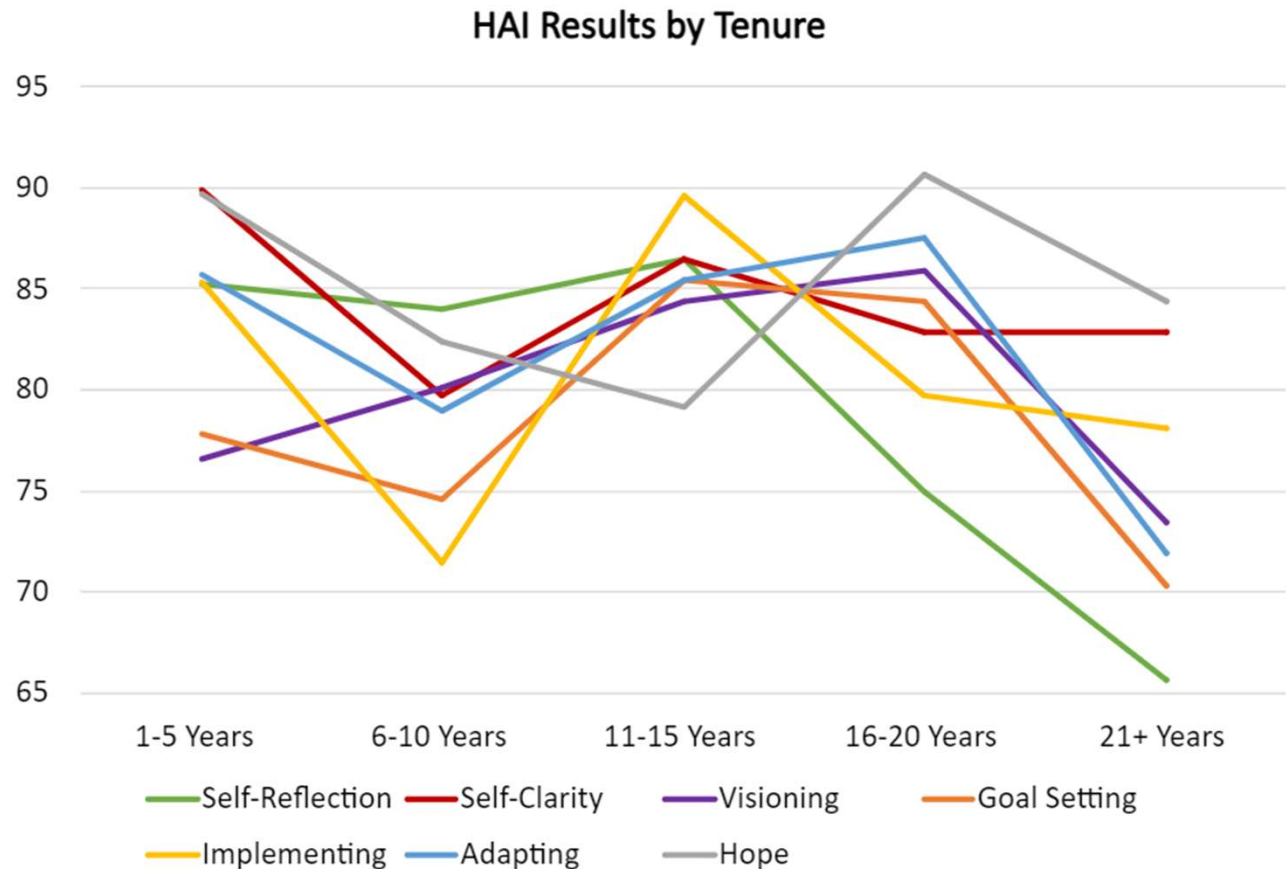
Case Study: Results of HAI by Age

HAI by Age
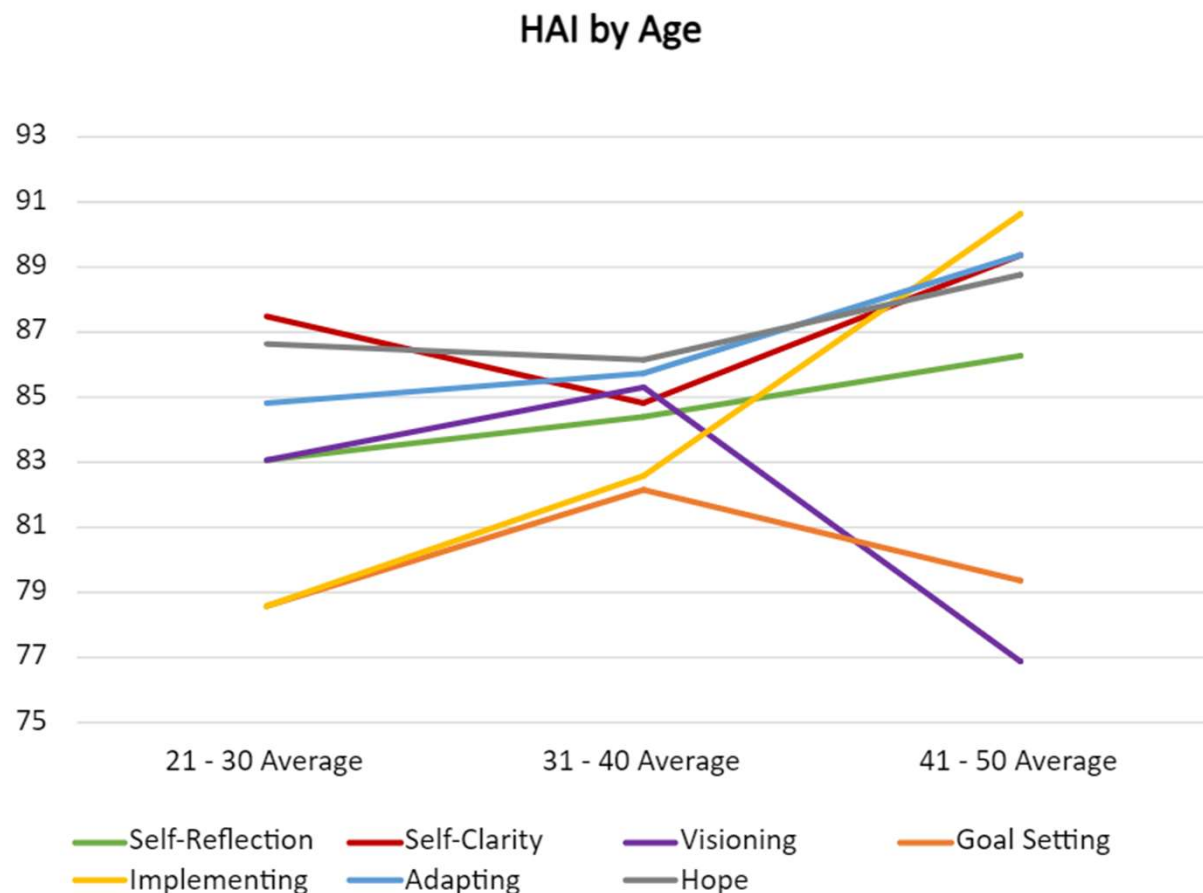
- **Observation**: Visioning and goal setting drop significantly for individuals between 40-50 years old.
- **Opportunity:** Establish ongoing career support for this age group.

- **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.

Change in HAI

Pre-Program — Post-Program
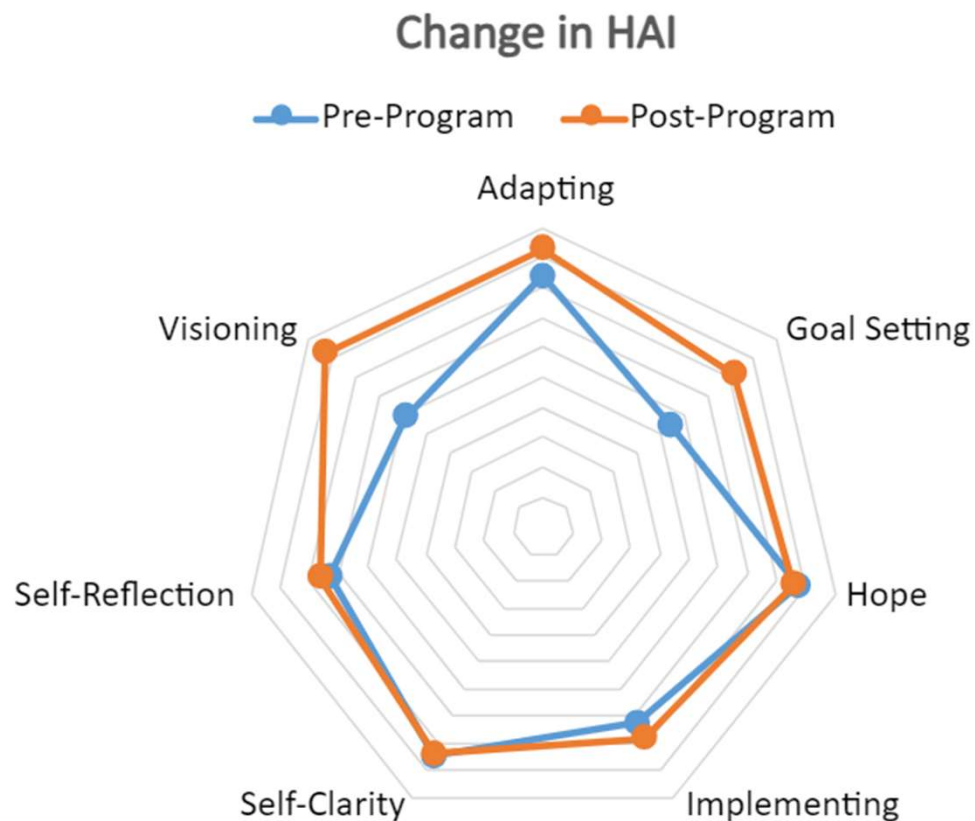
Case Study: Results

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
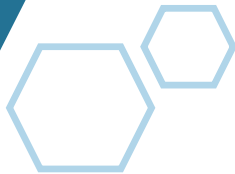
Summary

✓ 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