

UNICA PhD MASTER CLASS - Managing career shifts. By Stavros A. Zenios (UNICA President/University of Cyprus)

1. Successful career curve
2. Downturn takes energy and effort:
 1. Chinese characters for study/learning: (i) acquire knowledge and information, (ii) practice like birds learning to fly
3. Acquire knowledge:
 1. Howard Gardner: the Five Minds for the Future
 1. The **disciplined mind** has mastered at least one way of thinking—a distinctive mode of cognition that characterizes a specific scholarly discipline, a craft, or a profession. Much research confirms that it takes up to ten years to master a discipline. The disciplined mind also knows how to work steadily over time to improve skill and understanding—in the vernacular, it is highly disciplined. Without at least one discipline under his belt, the individual is destined to march to someone else’s tune.
 2. The **synthesizing mind** takes information from disparate sources, understands and evaluates that information objectively, and puts it together in ways that make sense to the synthesizer and also to other persons. Valuable in the past, the capacity to synthesize becomes ever more crucial as information continues to mount at dizzying rates. Building on discipline and synthesis,
 3. The **creating mind** breaks new ground. It puts forth new ideas, poses unfamiliar questions, conjures up fresh ways of thinking, arrives at unexpected answers. Ultimately, these creations must find acceptance among knowledgeable consumers. By virtue of its anchoring in territory that is not yet rule- governed, the creating mind seeks to remain at least one step ahead of even the most sophisticated computers and robots.
 4. Recognizing that nowadays one can no longer remain within one’s shell or on one’s home territory, the **respectful mind** notes and welcomes differences among human individuals and groups, tries to understand these “others”, and seeks to work effectively with them. In a world where we are all interlinked, intolerance or disrespect is no longer a viable option.
 5. Proceeding on a level more abstract, the **ethical mind** ponders the nature of one’s work and the needs and desires of the society in which one lives. This mind conceptualizes how work can serve purposes beyond self-interest and how members of society can work unselfishly to improve the lot of all. The ethical mind then acts on the basis of these analyses.
4. Practice, like birds learning to fly
 1. Do not try it if you are a fish
 2. **Know thyself**
 3. Do take tests: EQ, MBTI,

Myers-Briggs		
	Subjective	Objective
Deductive	iNtuition/Sensing	Perception/Judging
Inductive	Feeling/Thinking	Introversion/Extraversion

5. Some experiences:
 1. Tenure and academic career case
 2. Experience as University Rector:
 1. Seek diverse advise
 2. Control your weaknesses (two VRs)
 3. Get to know your blind spots (cultivate critical friends - Jack Welsh)
 3. Anastasia Nikolopoulou case
 4. UNICA President: listen and try to understand
 5. Always had friends, mentors. I never forget them.
 6. I am sure I had enemies but I do not remember them
6. Still: all my life in University!