

Principles of Management
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Lecture - 43
Career Development Strategy - II

In this lecture, career planning methods and practices. I will be discussing about the various career planning methods used by organizations. To name a few assessment programs self development materials, counseling, communication, career planning workshops. These interventions help an individual to develop their potential, and we have already discussed about this in the previous section.

Like how in each career stage that is establishment stage, then establishment maintenance advancement stage, these interventions help an individual overcome their performance flaw.

They help them adjust to the environment. So, that they are highly productive and they add value to the organizations, they perform effectively in their job roles and which will reduce the turnover, reduce training cost increase percent job rate, reduce turnover and increase the problem solving capacity and so on.

So, with moving further what are the career planning mechanism, we will be discussing about career development, career planning mechanism, and matching individual and organizational needs. So, first we will discuss about the career planning mechanism. There are some career planning mechanisms like the communication, workshops, counseling, self development materials, and assessment programs.

What is communication? Regarding how does communication play an important role in developing the career opportunities and resources? Communication regarding the career opportunities and resources with which are available in the organizations is very important for to retain interest of an individual, workshops to assess members interest, abilities and job situations and to formulate career paths.

Many a time an individual is not able to access his or her own strength. And, he is given a task which he has least interest in so; in that case the person would out sustain interest

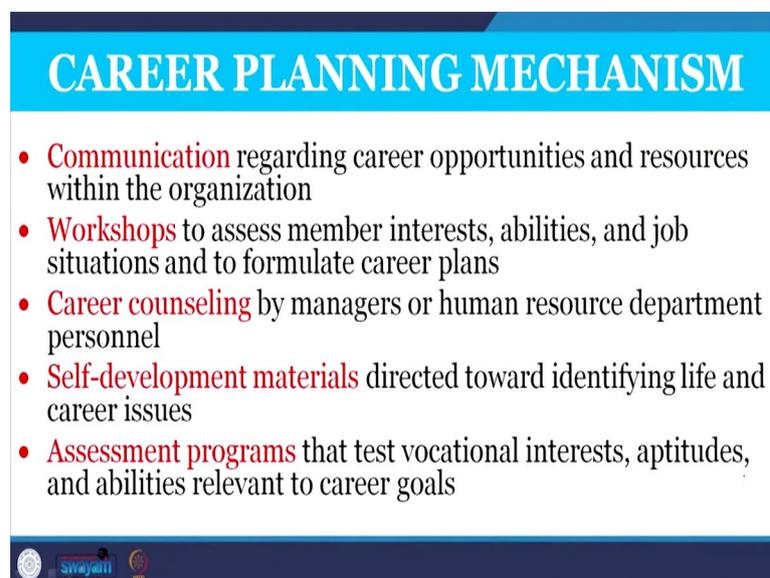
in performing the task. To know the ability of an individual to understand the job situation and formulate career plans, it is important to have some workshops organized.

Career counseling similarly is very important, where managers or human resource development department can help an individual in understanding the problems which he encounters on the job. So, counseling the individual on his personal and professional front is important to keep the individual performing very high.

Similarly, self development materials directed towards identifying the life and career issues, an individual may be very intelligent and may be very competent to perform. But, sometimes because of his personal problems, because of certain family problems or some personal problems, which encounters in the workplace. Or maybe certain issues of in the workplace he is not able to perform as he is expected to perform.

So, self development materials are required to develop an individual, which is directed towards identifying the life and career issues that is personal issues, as well as the career issues. Then, assessment programs that test vocational interest of an individual aptitude, ability to perform, which is relevant to the career goals.

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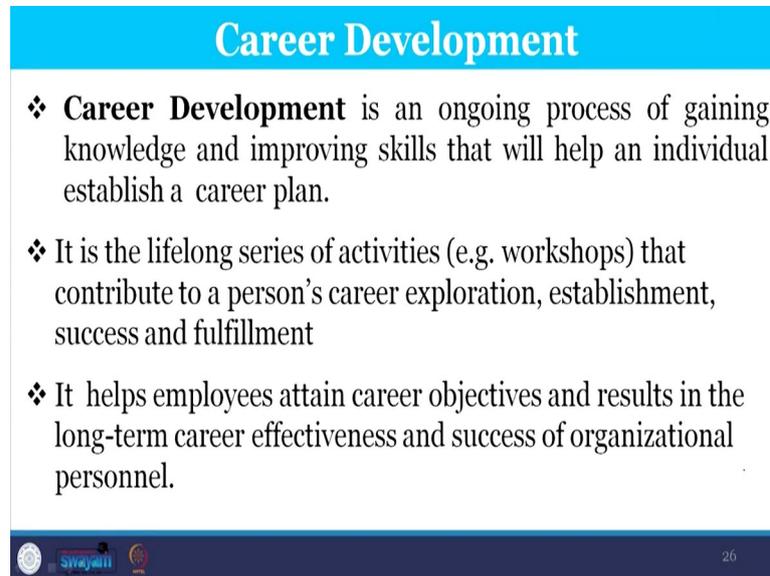
CAREER PLANNING MECHANISM

- **Communication** regarding career opportunities and resources within the organization
- **Workshops** to assess member interests, abilities, and job situations and to formulate career plans
- **Career counseling** by managers or human resource department personnel
- **Self-development materials** directed toward identifying life and career issues
- **Assessment programs** that test vocational interests, aptitudes, and abilities relevant to career goals

So, what we will discuss here is then the carrier planning mechanism or intervention mechanism that we have already discussed, and take moving further we will discuss

about career development. What is career development? Career development is an ongoing process of gaining knowledge.

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Career Development

- ❖ **Career Development** is an ongoing process of gaining knowledge and improving skills that will help an individual establish a career plan.
- ❖ It is the lifelong series of activities (e.g. workshops) that contribute to a person's career exploration, establishment, success and fulfillment
- ❖ It helps employees attain career objectives and results in the long-term career effectiveness and success of organizational personnel.

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And improving the competency of an individual skills of an individual that will help, then to establish the career path. And, it is a lifelong exercise its a lifelong series of activities of organizing workshops that contribute to the persons, career exploration stage establishment success and fulfillment. It helps individual employee to attain career objectives, career goals and results in long term career effectiveness and success of the individual.

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CAREER DEVELOPMENT

MATCHING INDIVIDUAL AND ORGANIZATIONAL NEEDS

<u>INDIVIDUAL NEEDS</u>	<u>ORGANIZATIONAL NEEDS</u>
<ul style="list-style-type: none">• Making career/job choice• Making contributions• Fitting into organization• Using experience	<ul style="list-style-type: none">• Staffing• Development• Leveling off• Restaffing

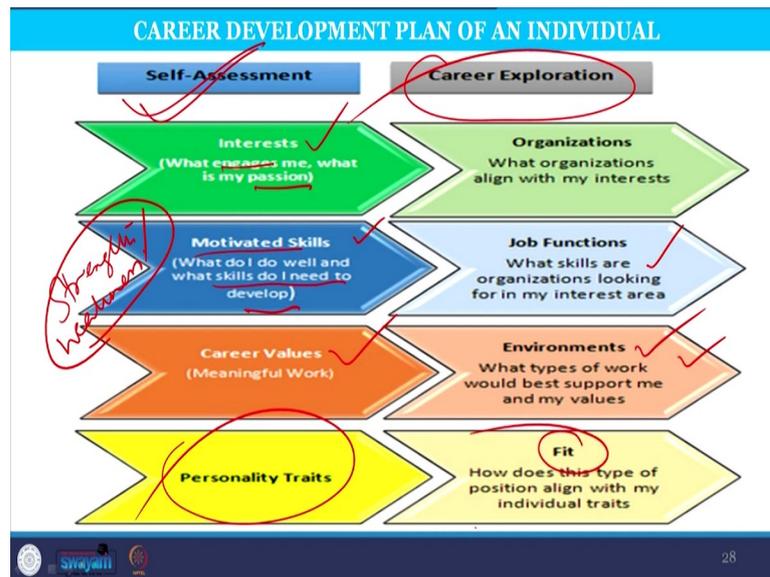
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Matching individual with the organizational needs, matching people's interest with organizational requirement is very important, if an individual does not find a job which is of interest to him. So, then there would be the dissatisfaction, there would be stress, and decline in performance to larger extent it would lead to turn over.

So, therefore, to assess or to match the people's interest with organizational job profile is very important task. Making career or job choice, making contributions fitting into organizations, using experience of an individual, individual need identification is first to identify what is the job choice or career choice of individual.

What contribution he can make fit into organizations use experience of the individual, organizational needs are staffing needs, developmental needs, leveling off and restaffing.

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So, career development plans of an individual is first initiated with a self assessment and exploration of career objectives. Self assessment is identification of interest what engages me. So, an individual has to first introspect what engages him, what is his passion, engagement and passion can help an individual know the interest. Motivated skills. What motivates an individual, what to I do well and what skills do I need to develop?

So, an individual will internalize what he is good at and what he can contribute to, what he needs to develop, what he is not having so, strengths. Strengths and weaknesses need to be identified. Then, what are the career values, what appears to be useful to an individual or meaningful to an individual in the workplace.

What are the personality traits, what are the personality traits of an individual? So, self assessment is an important point in the career plan or carrier developmental plan of an individual, where he understands the interest or what can continue his engagement. And, what are his passion, what motivates him, what is the what values does he associate in the workplace?

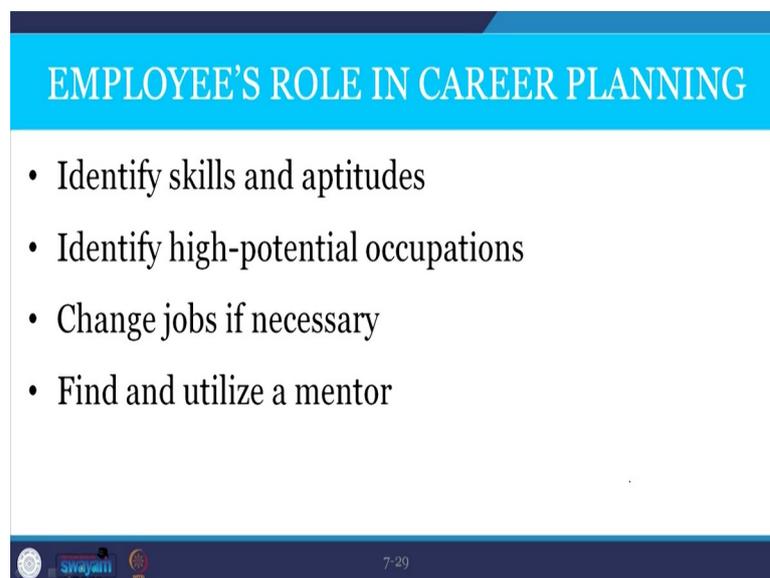
What is meaningful to the individual and what are his personality traits? Which will give a clear cut assessment of the strengths and weaknesses of individual or a measure for self assessment. Further is the career exploration. So, he has to explore which career would be most suitable for him. What organizations aligned with the interest of the individual?

Which organizations can keep his interest alive or what can be closely associated with his personal interest. Job functions which job functions can give an intrinsic motivation, to develop his skills or to fine tune his skills. So, what skills are organizations looking for is that in alignment with the interest area of the individual, which environment what type of work would best support the individual?

Because, people generally look for a supportive environment supportive workplace, which can shape their existing skills which can develop the potential for future roles. So, supporting work environment is very important.

So, this a career exploration stage people try to explore, whether they can have a workplace which can be most conducive to then to keep their interest alive to keep the motivated to perform. Then, last is the fit how does the type of position be assign to the individual fits, with his personality traits fits with his interest or which can keep on motivating him.

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EMPLOYEE'S ROLE IN CAREER PLANNING

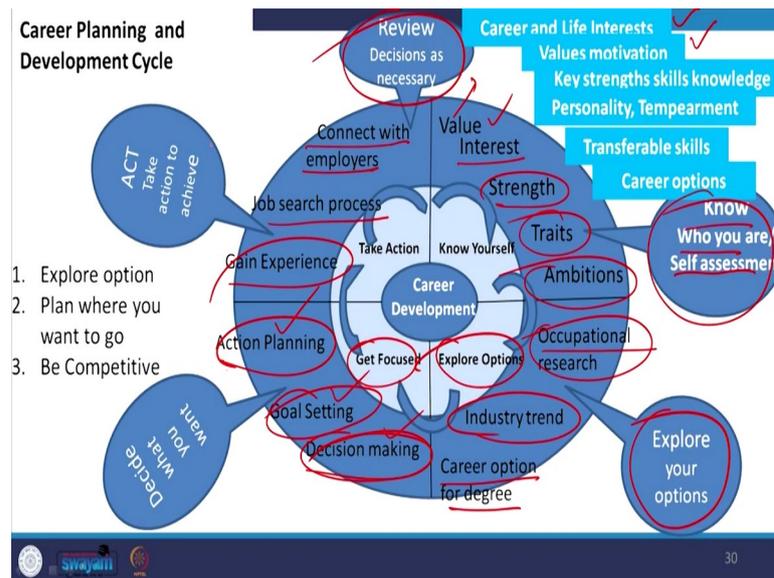
- Identify skills and aptitudes
- Identify high-potential occupations
- Change jobs if necessary
- Find and utilize a mentor

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Employees role in career planning what is the employee's individual role, identify the skills and aptitude or self assessment as we have discussed. His interest motivational level, his personality traits and career values, what gives him or her or happiness to or enjoyable in the work place.

What type of skills and aptitudes are required? Identify high potential occupations. Identify the occupation that can keep their interest alive that can be motivating intrinsically motivating which can maybe it where they can find the job nature of job to be more, interesting and meaningful. And, changes change jobs if necessary find a neutralizer mentor.

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So, these are generally the part of the employee role in career planning. Then moving further, we will discuss about career planning and development cycle. So, we have complete career and life interest that we already discussed what values motivation. So, individual will first identify the interest of what interest in what are the motivational skills, or how he values motivation, what are the key strength skills, knowledge, personality, temperament of the individual transferable skills.

So, let us start with how the career planning and development cycle begins. In this discussion know who you are is the first step, an individual need to know who he or she is or the self assessment, self exploration, explore your opinion, in the self assessment section. An individual identifies the values what will like what is meaningful to the individual.

What values he has, what would be more interesting for an individual to work, what interest in what is a what are his strength and weaknesses the traits and what are his ambitions? So, know yourself is the first point in career planning and development. After

this the person explores, in exploration stage as we discussed in the second section we discussed about exploration stage.

Where the person would look at the career option after the degree, what are the industry trends, what is occupational research. If you see in that occupation how the people's career would move. So, the individual moves toward exploring various option in the market. The industry and the option he can the career option available to him. The third one is how he can be more focused he can know decide, what you want what you can.

So, we first moved on from knowing self to exploring option to decide what you exactly want, action planning goal setting and decision making exploring. In this stage what exactly you want? When we know when we want to know what exactly we want. So, we will have a proper planning we will set goals and that take decisions.

Then, after that act that is connect with employers, job search process and gain experience and then review the decisions as necessary. So, what we discussed here? Career planning and development cycle is a cycle which starts with assessment, or self assessment, exploration, decide, or deciding what you want by being focused. And, then further taking action act or take action to achieve.

Like once you have search for option, and you have decided what you want then you connect with the employer search through the job search process and then gain experience. And finally, review decision as necessary, review your decision if that job is of interest to you or not.

So, the career planning and development cycle has three important points to be noted one is career option, plan where you want to go and be competitive. Today, the workplace is more challenging it is unlike the traditional work place, where the employees needed not have to move from one job to another.

Now, the jobs the nature of job is highly competitive as the industries has various option an individual has several option outside the organizations. So, the an individual can contribute to the work place, by exploring the option first moving with assessment of self exploring your options, knowing about the option available in the industry, about the career path in the industry, and occupational search.

And, after that they can decide where they want to go where there is a career path available, where they can find an interest and which can keep them motivated intrinsically and so, that they can contribute effectively. And, then take a proper action where they through the job search process connecting with the employers, and further gaining experience and they can review decisions as necessary.

So, it is not that than an individual we will finalize or freeze the decision, but they can review the decision if they find an alternative available. So, career and live stages this discussion I will conclude with career and life interest, values motivation, key strength, skills, knowledge, personality, temperament, transferable skills and career options which are available can be included in the career planning and development cycle.

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EMPLOYEE CAREER DEVELOPMENT PLAN

Employee Career Development Plan

Employee: _____ Position: _____
 Manager: _____ Department: _____
 Date of Appraisal: _____

1. What is the next logical step up for this employee, and when do you think he or she will be ready for it?

Probable Next Job:	When Ready:			
	Now	6 Months	1 Year	2 Years
1. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. What is the highest probable promotion within five years?

3. What does this employee need to prepare for promotion?

- Knowledge: _____
 Action Plan: _____
- Skill Training: _____
 Action Plan: _____
- Management Training: _____
 Action Plan: _____

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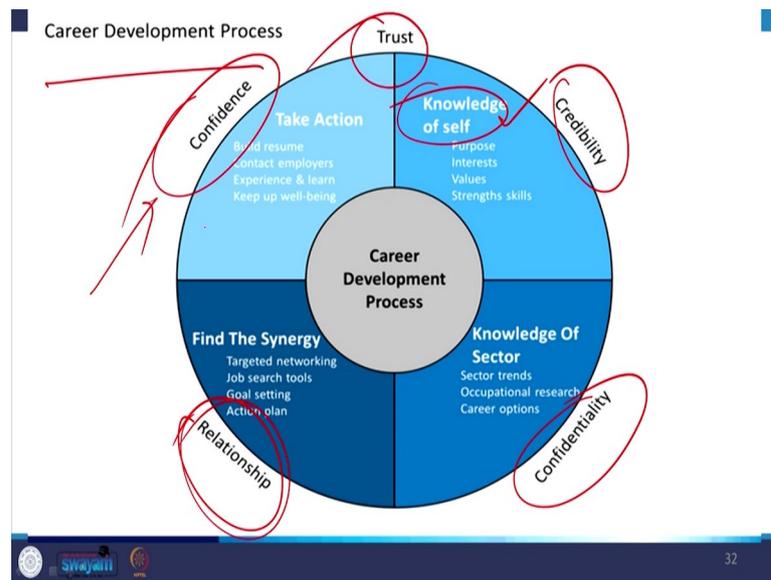
Employee career development plan, there can be a questionnaire which can be filled up, where the employee career development plan can be jotted down with the name of the employee the position the department and the appraisal like. What is a logical step the employee would like to take and when you think that, you she will be ready for the next position?

So, whether the employee is ready within the next 3 months or 6 months or 1 year or 2 years. And, this will give an assessment to the employer about the current position his performance, and how he would be moving on in the job in next 6 months or to 1 years

or 2 years what is the what is the probable promotional plan in the organizations within the next 5 years.

What does this employee need to prepare for promotion if such kind of questionnaire is given to the employee? So, he gets to know what is the knowledge required, what is action plan he can take up and whether any kind of training is required or say management development programs are to be taken up or not.

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In the career planning or in the career development process, there are five points which need to be taken care of the knowledge of self career development process as we discussed earlier. It the career development process respond four important points, that is knowledge of self knowledge of sector find the synergy and take appropriate action.

So, knowledge of self as we discussed earlier, there are important points to be noted that is purpose interest value strengths and skills. That is that will give an introspection of the strength and weaknesses of the individual, to know about the interest, to know about the motivational level the values, which the individual employee associate like what keeps in values of individual employees. Like meaningful work what attract him to perform on the job.

And, after that knowledge of the sector that is the sector. What are the trends in the sector, the occupational research the career options available and finding the synergy or

targeted networking job search tools, goal setting action plan, how he can decide to what he exactly wants through goal setting decision making?

And, then further there is an action that the individual has to take, whether to build resume a contact employers experience and learn and keep the keep up the well being.

So, here we can see that when the employee knows about self this will build credibility, and when he knows about the sector that would develop his confidence.

And, when he is finding synergy or connecting with the; connecting with the with the industry, or he is searching through various tools he is building relationship. And finally, when he takes action he is confident that he would this this is the most important job, or this is the job which is closely aligning with his interest. And this helps in developing trust.

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FOCUS OF CAREER DEVELOPMENT ON HR ACTIVITIES Traditional Vs Contemporary Jobs		
HR Activity	Traditional Jobs	Contemporary Jobs
Human resource planning	Analyzes jobs, skills, tasks—present and future. Projects needs. Uses statistical data.	Adds information about individual interests, preferences, and the like to replacement plans.
Recruiting and placement	Matching organization's needs with qualified individuals.	Matches individual and jobs based on variables including employees' career interests and aptitudes.
Training and development	Provides opportunities for learning skills, information, and attitudes related to job.	Provides career path information. Adds individual development plans.
Performance appraisal	Rating and/or rewards.	Adds development plans and individual goal setting.
Compensation and benefits	Rewards for time, productivity, talent, and so on.	Adds tuition reimbursement plans, compensation for non-job related activities such as United Way.

Source: Adapted from Fred L. Otte and Peggy G. Hatcheson, *Helping Employees Manage Careers* (Upper Saddle River, NJ: Prentice Hall, 1992), p. 10

So, basically the job career planning process career development process helps in identifying or help individual to associate his interest with the job which is most nearly, or which is mostly associated with his interest with which can keep him motivated and, the focus of the career development on HR activities.

When, we compare the traditional and contemporary job; what is a focus of career development on each of the HR activity. HR activities as explained is a human resource

planning recruitment and selection training and development performance appraisal, compensation and benefit.

So, let us move with the first point that is human resource planning. The focus of career development was just to analyze, skills, jobs, task, present and future project needs and use statistical data. Then, the focus of recruitment and planning was matching organizational needs with the qualified individuals, need of the individual with qualified individuals.

Training and development need was providing opportunities for learning, skills information and attitude, performance appraisal was rating the individual, and rewarding the individuals based on the rating. Compensation and benefit the objective was reward for time productivity talent and so on. But, when we see that the nature of the job in the contemporary organizations have changed, and the focus of the career development intervention career development has also changed.

So, how does it change with each of the HR activity? For human resource planning the it is not just analyzing jobs or skills or task and the present and the future job. But, it adds information about individual's interest, individual's preferences and the like to replacement and the like to replacement plans.

So, here the contemporary job just not analyze the job skills and task, but they try to identify what is the interest of the individual, aligning interest of individual with the organizational, portfolios, organizational requirement. So, there is a shift from the traditional to contemporary job. For human resource planning earlier it was in the traditional jobs, matching analyzing job skills and task for the present and the future requirement.

But, interest of the individual was not concerned, recruitment and placement. Recruiting again in the contemporary organizations matches individuals, individual and job based on variables including employee's career interest and aptitude, based on employee's career interest and aptitude.

Matching individual and jobs based on variables like including employees career interest and aptitude, training and development the focus is providing career path information

adds individual's development plan. So, career path is given to the individual and individual is also given the developmental plan.

Whereas, in the contemporary organizations the training the focus of training and development was to provide opportunity for learning skills information and attitudinal training. But, there was no discussion our about the career path available, and how an individual can move further in the career in the career path.

Performance appraisal the focus was on rating and rewarding, but now it adds developmental plans and individual goal setting. An individual will be given different goals, and how an individual can match or adds developmental plans on individual goal setting.

So, performance appraisal starts with goal setting and how an individual attends that goal. And, then his performance is reviewed and a feedback is given and followed by a training being proposed for the development of an individual. Compensation and benefit earlier it was based on the performance review.

But, here the compensation and compensation and rewards and benefit, focuses on adds tuition reimbursement plan compensation for non job related activities. Such as sabbatical and say continuous development of an individual.

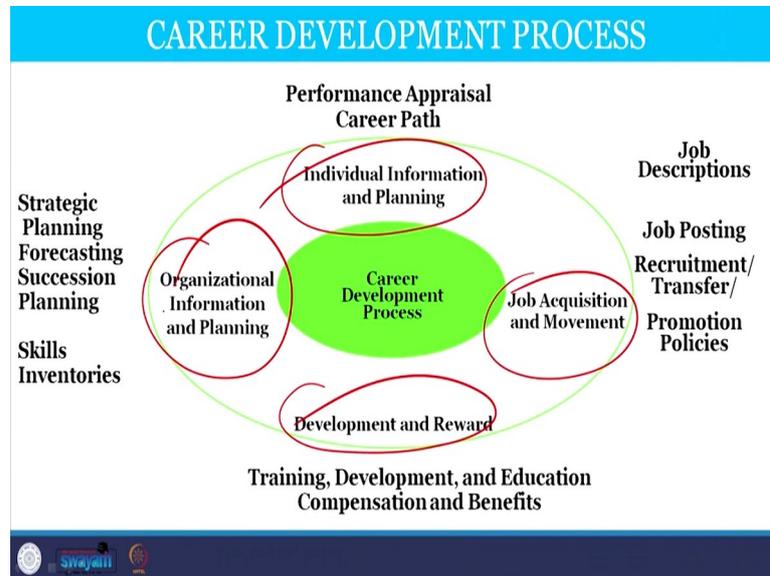
So, it is not just the traditional and the contemporary jobs, when we compare the focus of career development has completely changed.

The focus of the career development with respect to compensation and benefit in the traditional job was just rewarding employees, based on the time spend or the productivity, or the talent exhibited. But, the present employment or the present or contemporary organizations, they take a keen interest on the development or on the development of an individual. And, there are several options available which can add to the continuous learning and development of the individual.

Like reimbursement of the tuition fees, sending them to various educational institute to attend live programs to have an exposure through sabbatical or giving them opportunities for continuous learning. So, this way the employee keeps on performing effectively. So, career development process as we discussed. So, far career development process, starts

begins with individual information and planning job acquisition, and movement development, and reward organizational information and planning.

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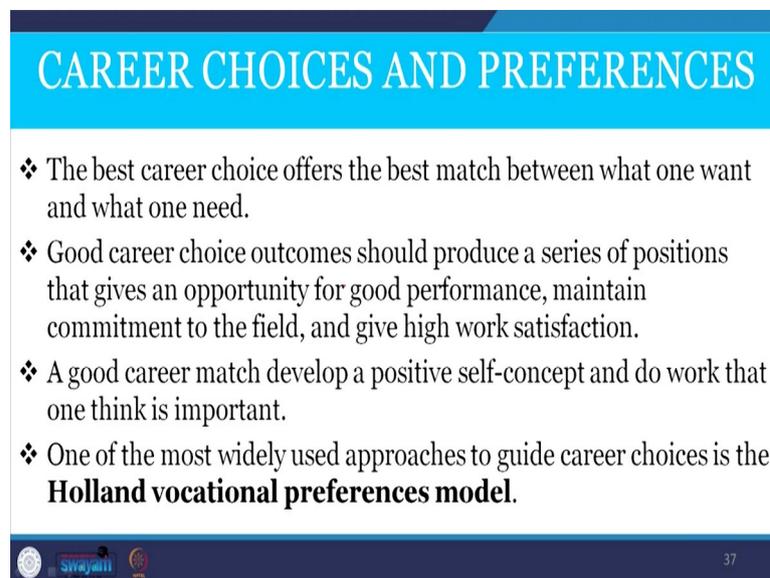
And job description. So, this is mostly the career development process that we have discussed, career and human resource planning individual career planning and human resource planning. So, career development begins with individual objectives and life plans, occupational and organizational choice, job assignment choice, development planning and review and retirement.

Human resource planning the focus is on business objectives, ways to attract and orient talent, method for matching individuals and job, ways to help individual people perform and develop way to prepare for satisfying retirement. So, the career and human resource planning helps in aligning individual's personal objectives and plans with the business objectives and plans.

And, the an individual can be more successful if there is there his interest is aligned with the business plans and business objectives. Occupational because you cannot keep a person motivated for a long run, if the he is he does not possess or if his interest is aligned somewhere else. Occupational and organizational choice is very important which type of organizations an individual would like to work.

Because, nowadays people are aware that if an organization is supportive, then they can continue to perform effectively. Ways to attract and orient the focus of the human resource planning is to identify various methods through which they can attract an orient new talent. So, this is about the career and human resource planning.

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CAREER CHOICES AND PREFERENCES

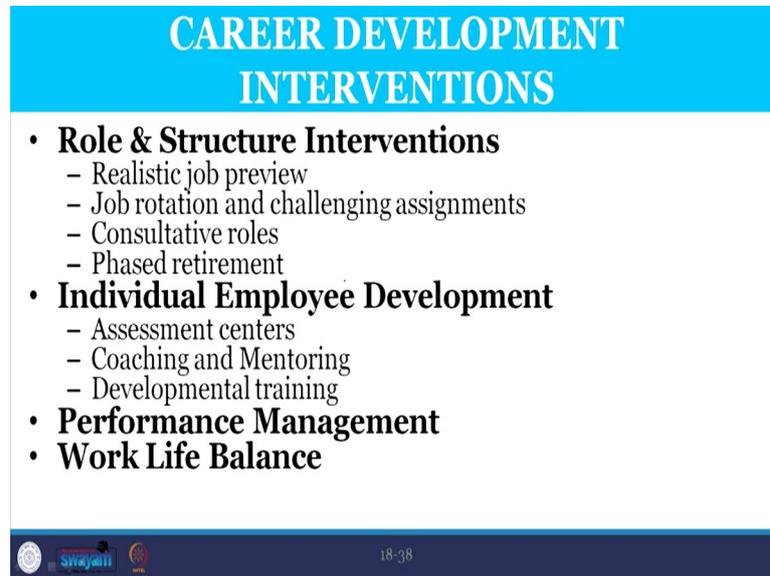
- ❖ The best career choice offers the best match between what one want and what one need.
- ❖ Good career choice outcomes should produce a series of positions that gives an opportunity for good performance, maintain commitment to the field, and give high work satisfaction.
- ❖ A good career match develop a positive self-concept and do work that one think is important.
- ❖ One of the most widely used approaches to guide career choices is the **Holland vocational preferences model**.

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Next, we will discuss about the career choices and preferences of an individual. The best carrier choice offers the best match between what one wants and what one needs. Good career choice outcomes should produce a series of positions that gives an opportunity for good performance, maintain commitment to the field and give high work satisfaction.

A good career match, develops a positive self concept and do work that one thinks is important. One of the most widely used approaches to guide career choice is Holland's vocational preference model.

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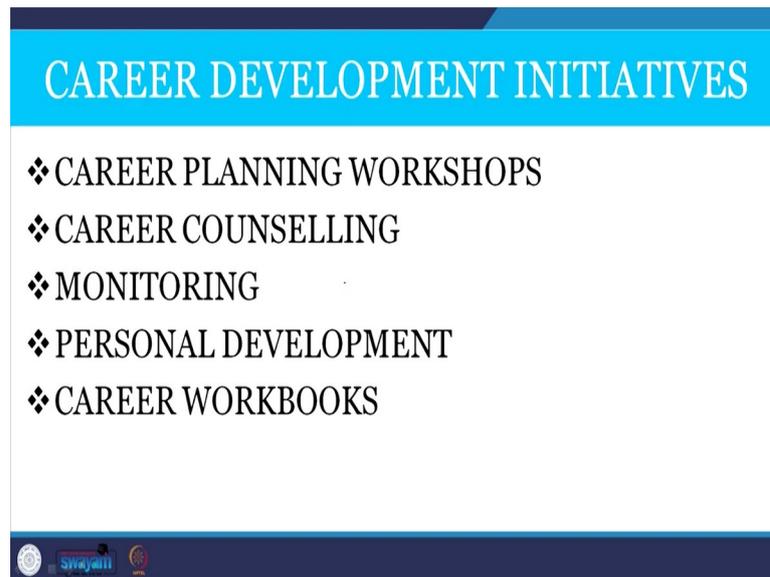
CAREER DEVELOPMENT INTERVENTIONS

- **Role & Structure Interventions**
 - Realistic job preview
 - Job rotation and challenging assignments
 - Consultative roles
 - Phased retirement
- **Individual Employee Development**
 - Assessment centers
 - Coaching and Mentoring
 - Developmental training
- **Performance Management**
- **Work Life Balance**

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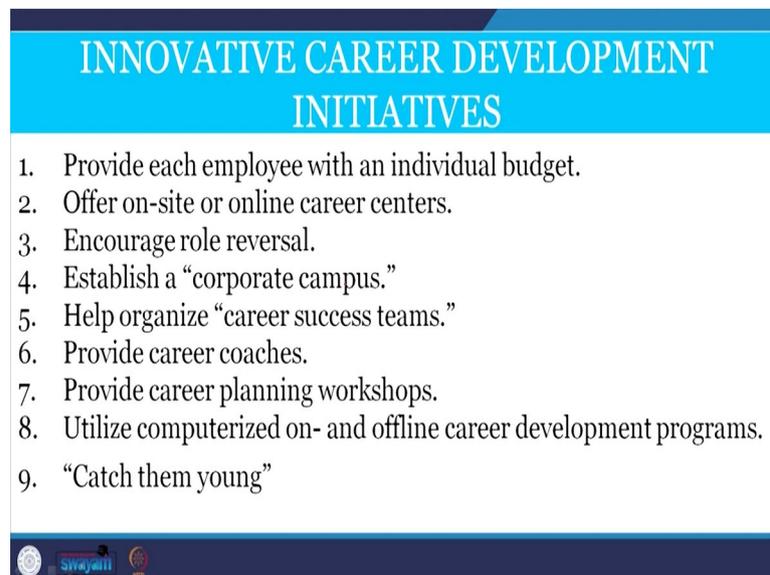
Career development interventions as we already discussed role and structure interventions that is a realistic job preview job rotation and challenging assignments, consultative roles and phased retirement. Individual employed development that is assessment centers, coaching and mentoring, development training performance management and work life balance.

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And some career development initiatives like career planning workshop, career counselling monitoring, personal development and career workbooks. We have already discussed all these you know interventions. And, these interventions help to keep the employee interested to perform.

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Innovative career development initiatives, what are the other developmental initiatives which an organization can initiate or can take? Provide each employee with an individual

budget, offer on site or online career centers, encourage role reversal if an individual changes the role.

So, he can understand, he can also learn certain things by experience establish corporate campus, help organizational career success teams provide career coaches, provide career planning workshop utilized computerized, or offline on and offline current development programs catch them young. So, these are innovative career development initiatives, which an organization can also incorporate to develop the potentials of an individual.

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Career development, who is responsible? Is it the individual or the organizations or collectively collective responsibility of both organizations and employee? Yes, of course, earlier when we started the organizations in the past that is a traditional organization, it was the sole responsibility of the organizations look after the career development of an individual.

But, later on as the jobs have become more competitive and there are various options available. So, the organizations are not solely responsible for an individual's development, but the individuals themselves or the employees themselves are also responsible to identify.

What they want to learn, what is their interest and what can keep them motivated, how they can contribute to the organizations. So, it s a collective or you can say collective

interest of both organizations, or collective initiative exhibited by both organizations and the employee, who can be made responsible for the career development of an individual.

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ROLES IN CAREER DEVELOPMENT

Individual	Manager
<ul style="list-style-type: none">• Accept responsibility for your own career.• Assess your interests, skills, and values.• Seek out career information and resources.• Establish goals and career plans.• Utilize development opportunities.• Talk with your manager about your career.• Follow through on realistic career plans. ✓	<ul style="list-style-type: none">• Provide timely and accurate performance feedback.• Provide developmental assignments and support.• Participate in career development discussions with subordinates.• Support employee development plans.
Employer <ul style="list-style-type: none">• Communicate mission, policies, and procedures.• Provide training and development opportunities, including workshops. ✓• Provide career information and career programs.• Offer a variety of career paths.• Provide career-oriented performance feedback. ✓• Provide mentoring opportunities to support growth and self-direction.• Provide employees with individual development plans. Provide academic learning assistance programs.	

Source: Adapted from Fred L. Otte and Peggy G. Hutcheson, *Helping Employees Manage Careers* (Upper Saddle River, NJ: Prentice Hall, 1992), p. 56.

Roles in career development as we discussed, it is not just the responsibility of an individual or an employer, but is a collective responsibility. So, how is an individual responsible? Accept responsibility for your own career, individual should exhibit or accept responsibility access interest skills and values, seek career information. Information about the career establish his own career path and goal, the utilized developmental opportunities.

Whatever opportunities are available in the organizations in the form of career workshops, in the form of say mentoring, coaching, and say opportunities for lifelong learning or say corporate campus. So, the individual should explore opportunity should encash this opportunity talk with your manager and about your career.

Discuss with your manager about your career, it is not that you alone can be responsible, but since you are working for an employer. So, the management representatives or the manager who is supervising is also discuss the career opportunities. Talk with your manager about your career plans follow with through a realistic career path.

So, it should be always realistic and not very unrealistic because, it will give back in terms of stress and if you take up an assignment which is not very feasible to perform.

So, it will breed incompetency or it will develop a sense of say this satisfaction which will amount to stress. So, some we should always think of something which is realistic or realistic career path.

Employees, responsibilities communicate the mission, policy and procedure. Whatever the mission policies and procedures provide training and development opportunities including workshops, provide the appropriate training to the individual give them say send them to various workshop conferences.

So, that they learn an employee does not remain just confined to the knowledge of the work the environment. But, he should also get an exposure to compare what are the best practices available in other organizations in that industry. So, there should be a scope given to an employee to exhibit to learn, share knowledge with others to learn the best practices from other organizations and the industry.

Provide career information and career programs. Provide them various career specific information and the options for career programs, offer a variety of career path. They should not just be confined to one career path, but option give them the platform for choosing different option career different career option.

Provide a career oriented performance feedback; performance feedback should be given to employees. So, that they know where there is a possibility to develop the potential. Provide mentoring opportunities a continuous support for growth and development, provide employees with individual development plan individual development, plan should be also shared with the employee provide academic learning assessment programs.

So, manager's responsibility is providing timely and accurate performance feedback, developmental assignments and support participate in career discussions. So, it should be a discussion after the performance review. So, that employee knows what is to be done, how he can improve upon his performance support employee development plans.

So, with this I would like to conclude the session.

Thank you.