

**Traditionally, career development programs helped employees advance within the organization**

**Today, each individual must take responsibility for managing their career**

**Organizations now focus on matching the career needs of employees with the requirements of the organization**

**While many organizations still invest in their employees, they don't offer career security and they can't meet the needs of everyone in a diverse workforce**

## **What Is a Career?**

We define career as “the pattern of work-related experiences that span the course of a person's life.”

therefore, any work, paid or unpaid, pursued over an extended time, can constitute a career. In addition, career success is defined not only objectively, in terms of promotion, but also subjectively, in terms of satisfaction.

## **Individual versus Organizational Perspective**

A key question in career development, then, is, “With whose interests are we concerned?”

From an organizational or HRM viewpoint, career development involves tracking career paths and developing career ladders and provides opportunities for development. Career development from the organization's perspective is also called **organizational career planning**.

In contrast, **individual career development**, or career planning, focuses on assisting individuals to identify their major goals and how to achieve them. Note that this focuses entirely on the individual and includes his or her life outside the organization, as well as inside. Therefore, while organizational career development looks at individuals filling the needs of the organization, individual career development addresses each individual's personal work career and other lifestyle issues.

**Both individual and organizational career approaches have value.**

# Career Development versus Employee Development

**Career development** looks at the long-term career effectiveness and success of organizational personnel.

**Employee training and development** should be compatible with an individual's career development in the organization. But a successful career program, should develop people for the long-term needs of the organization and address the dynamic changes that will take place over time.

## Career Development: Value for the Organization

several positive results can accrue from a well-designed career development program:

**Needed Talent Will Be Available** Career development efforts are consistent with, and a natural extension of, strategic and employment planning. Changing staff requirements over the intermediate and long term should be identified when the company sets long-term goals and objectives.

**The Organization's Ability to Attract and Retain Talented Employees Improves**

Importantly, career development appears to be a natural response to the rising concern by employees for the quality of work life and personal life planning.

**Minorities and Women Have Comparable Opportunities for Growth and Development** equal employment opportunity legislation and affirmative action programs have demanded that minority groups and women receive opportunities for growth and development that will prepare them for greater responsibilities within the organization.

**Reduced Employee Frustration** Although the workforce educational level has risen, so, too, have occupational aspirations. However, as periods of economic stagnation increase organizations' efforts to reduce costs, they also reduce opportunities.

**Enhanced Cultural Diversity** the workforce in the next decade will continue to reflect a more varied combination of race, nationality, gender, and values in the organization.

**Organizational Goodwill** If employees think their employing organizations care about their long-term well-being, they tend to respond in kind by projecting positive images of the organization into other areas of their lives.

## Career Development: Value for the Individual

Effective career development is also important for the individual. Career success may no longer be measured merely by an employee's income or hierarchical level in an organization. It may now include using one's skills and abilities to face expanded

challenges or having greater responsibilities and increased autonomy in one's chosen profession.

Careers are both external and internal. The **external career** success is measured by criteria such as:

- Progression up the hierarchy
- Type of occupation
- Long-term commitment
- Income

The **internal career** success is measured by the meaningfulness of one's work and achievement of personal life goals.

**The external/internal distinction important to the manager who wants to motivate employees.**

## Mentoring and Coaching

When a senior employee takes an active role in guiding another individual, we refer to this activity as **mentoring** or **coaching**.

The effective **coach** gives guidance through direction, advice, criticism, and suggestions in an attempt to aid the employee's growth.

These **mentors** provide a support system for junior employees by offering insight into how the organization operates, helping expand the junior employee's professional network, assisting in setting career development goals, and providing feedback when necessary.

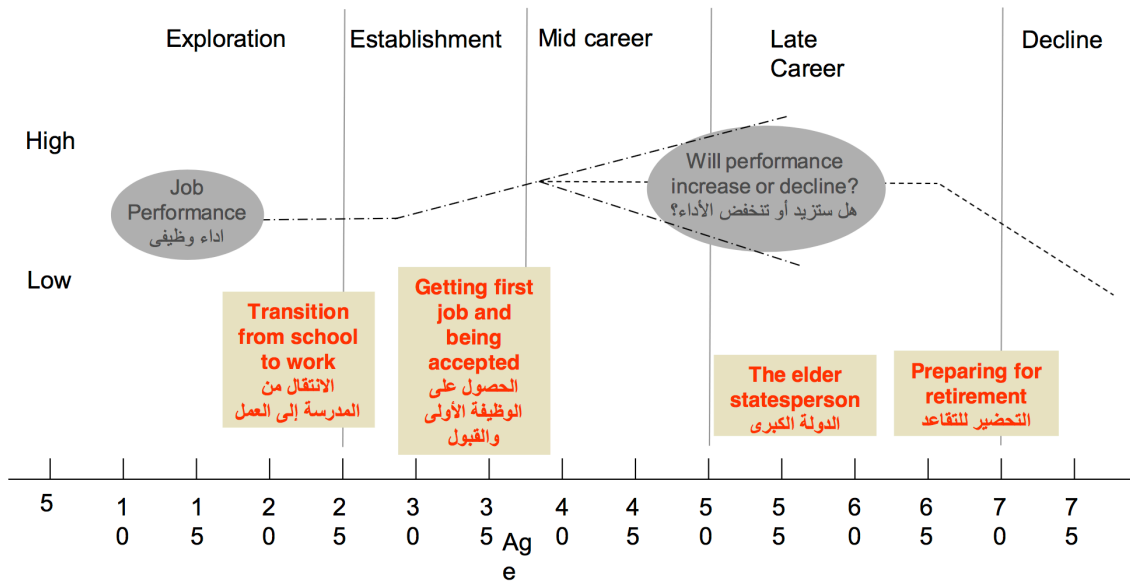
### **Disadvantages of coaching / mentoring:**

The technique of having senior employees coach individuals has the advantages of learning by doing, and provides opportunities for high interaction and rapid feedback on performance. Unfortunately, its two strongest disadvantages are (1) tendencies to perpetuate the current styles and practices in the organization and (2) heavy reliance on the coach's ability to be a good teacher.

### **Considerations for organizations:**

- Coaching between employees who do not have a reporting relationship.
- Ways to effectively implement cross-gender mentoring.

# Traditional Career Stages



## Exploration

Includes school and early work experiences, such as internships. And involves:

- Trying out different fields
- Discovering likes and dislikes
- Forming attitudes toward work and social relationship patterns

This stage is least relevant to HRM because it occurs prior to employment.

## Establishment

Includes the following:

- Searching for work
- Getting first job
- Getting evidence of “success” or “failure”

And it takes time and energy to find a “niche” and to “make your mark”.

## Mid-Career

Challenged to remain productive at work, employee may:

- Continue to grow
- Plateau (stay competent but not ambitious)
- Deteriorate

## Late Career

Successful “elder states persons” can enjoy being respected for their judgment. Good resource for teaching others.

Those who have declined may experience job insecurity

Plateauing is expected; life off the job increases in importance

## Decline (Late Stage)

May be most difficult for those who were most successful at earlier stages.

Today’s longer life spans and legal protections for older workers open the possibility for continued work contributions, either paid or volunteer.

## Career Choices and Preferences

Good career choice outcomes provide a positive self-concept and the opportunity to do work that we value.

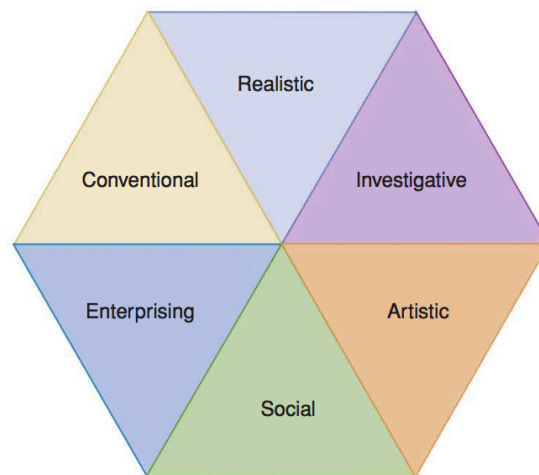
Models to help you match your skills to careers:

## Holland Vocational Preferences

One of the most widely used approaches to guide career choices is the **Holland vocational preferences model**. This theory consists of three major components.

1. People have varying occupational preferences.
2. If you think your work is important, you will be a more productive employee.
3. You will have more in common with people who have similar interests.

The Holland vocational preferences model identifies six vocational themes (realistic, investigative, artistic, social, enterprising, and conventional) presented in Exhibit 9-3.



## The Schein Anchors

Edgar Schein has identified anchors, or personal value clusters, that may be satisfied or frustrated by work. When the worker holds a particular combination of these personal value clusters

- 1- technical-functional competence
- 2- managerial competence
- 3- security-stability
- 4- creativity
- 5- autonomy-independence

and the organization characteristically offers them, that person is “anchored” in that job, organization, or industry.

## The Myers-Briggs Typologies

The MBTI uses four dimensions of personality to identify sixteen different personality types based on responses to an approximately one hundred-item questionnaire

1. Extraversion-introversion
2. Sensing-intuitive
3. Thinking-feeling
4. Judging-perceiving

Managers find knowing personality types useful in understanding how workers interact.

Job characteristics can be matched to individual preferences.

## Taking Responsibility for Building Your Career (Enhancing Your Career)

You are ultimately responsible for your own career.



***Know yourself.*** Know your strengths and weaknesses. What talents can you bring to an employer?

***Manage your reputation.*** Let others both inside and outside your current organization know about your achievements. Make yourself and your accomplishments visible.

***Build and maintain network contacts.*** In a world of high mobility, you need contacts. Join national and local professional associations, attend conferences, and network at social gatherings.

***Keep current.*** Develop specific skills and abilities in high demand. Avoid learning only organization-specific skills that don't quickly transfer to other employers.

***Balance your specialist and generalist competencies.*** Stay current within your technical specialty, but also develop general competencies that give you the versatility to react to an ever-changing work environment.

***Document your achievements.*** Employers are increasingly looking to what you've accomplished rather than the titles you've held.

**Keep your options open.** Always have contingency plans prepared that you can call on when needed.

## Summary

- 1. Explain who is responsible for managing careers.** The responsibility for managing a career belongs to the individual. The organization's role is to provide assistance and information to the employee, but it is not responsible for growing an employee's career.
- 2. Describe the term *career*.** A career is a sequence of positions occupied by a person during the course of a lifetime.
- 3. Discuss the focus of careers for both organizations and individuals.** Career development from an organizational standpoint involves tracking career paths and developing career ladders. From an individual perspective, career development focuses on assisting individuals in identifying their major career goals and in determining how to achieve these goals.
- 4. Describe how career development and employee development differ.** The main distinction between career development and employee development lies in their time frames. Career development focuses on the long-range career effectiveness and success of organizational personnel. Employee development focuses more on immediate and intermediate time frames.
- 5. Explain why career development is valuable to organizations.** Career development is valuable to an organization because it (1) ensures needed talent will be available; (2) improves the organization's ability to attract and retain high-talent employees; (3) ensures that minorities and women have opportunities for growth and development; (4) reduces employee frustration; (5) enhances cultural diversity; (6) assists in implementing quality; and (7) promotes organizational goodwill.
- 6. Identify the five traditional stages involved in a career.** The five stages in a career are exploration, establishment, mid-career, late career, and decline.
- 7. List the Holland vocational preferences.** The Holland vocational preferences are realistic, investigative, artistic, social, enterprising, and conventional.
- 8. Describe the implications of personality typologies and jobs.** Typology focuses on personality dimensions including extroversion-introversion; sensing-intuition; thinking-feeling; and judging-perceiving. These four pairs can be combined into sixteen different combination profiles. With this information, job personality traits can be matched to individual personality traits.



**9. Identify several suggestions that can help you manage your career more effectively.** Some suggestions for managing your career include (1) know yourself, (2) manage your reputation, (3) build and maintain network contacts, (4) keep current, (5) balance your specialist and generalist competencies, (6) document your achievements, and (7) keep your options open.