

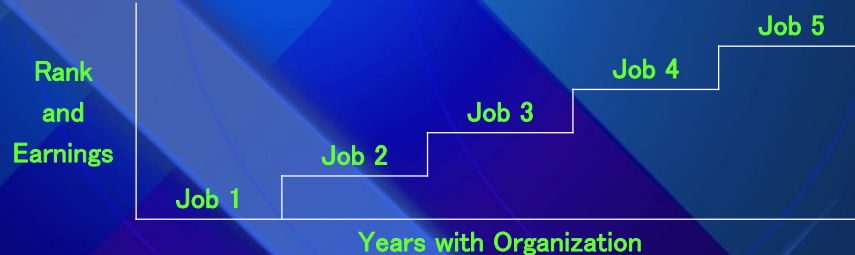
# Career Development

## Career Development Learning Objectives

- Explain Integration of Individual and Organizational Needs
- Describe Conditions leading to success
- Discuss Matching Jobs with Individual's Desires
- Describe Methods used in C.D.

## Career Development for Professional Staff

- Sequence of Jobs for Management and Professionals
- Benefits to: Individual — Management
- Goals: Make Best Use of Skills and Talents for all



## Career Paths

- Lines of advancement in an occupational field within an organization.



## Career Plateau

- Situation in which for either organizational or personal reasons the probability of moving up the career ladder is low.



## Promotion

- Change of assignment to a job at a higher level in the organization.



## Transfer

- Placement of an individual in another job for which the duties, responsibilities, status, and remuneration are approximately equal to those of the previous job.



## Career Development Policies

Transfers — Promotions — Demotions/Termination

Relocation Services — Outplacement Services

Development Opportunity Announcements

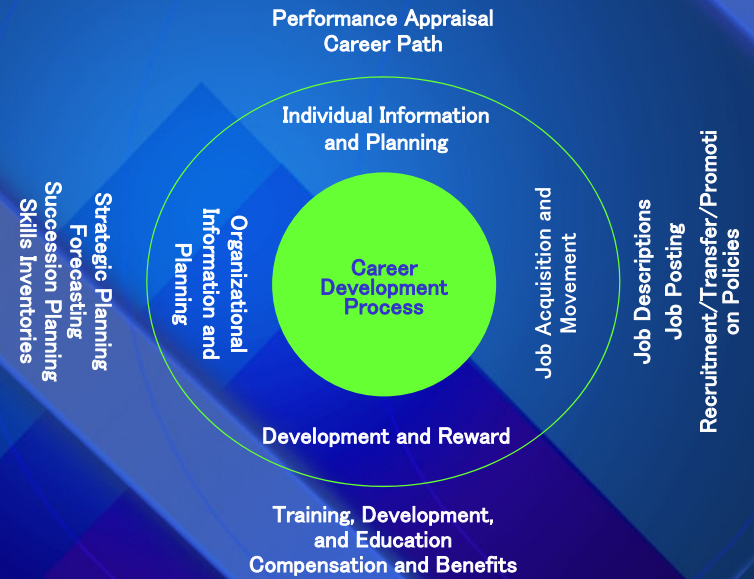
“Promotion of CD Opportunities”

## Impacts from Economic Situation

- Equal Employment
- Right-sizing
- Restructuring
- Promotion Competition
- Technology and Innovation
- Layoffs/Firings



## Two-Way Support: Career Development/HR



## The Career Development Program Who is Responsible?

Organization

Employee



Partnership



## The Career Development Program

### ***MATCHING INDIVIDUAL AND ORGANIZATIONAL NEEDS***

#### ORGANIZATIONAL NEEDS

- Staffing
- Development
- Leveling off
- Restaffing

#### INDIVIDUAL NEEDS

- Making career/job choice
- Making contributions
- Fitting into organization
- Using experience

## Creating Favorable Conditions for Career Development

- **Management Participation**
  - Provide top management support
  - Provide collaboration between line managers and HR managers
  - Train managerial personnel
- **Setting Goals**
  - Plan human resources strategy
- **Changing HR Policies**
  - Provide for job rotation
  - Provide outplacement service
- **Announcing Program**
  - Explain its philosophy

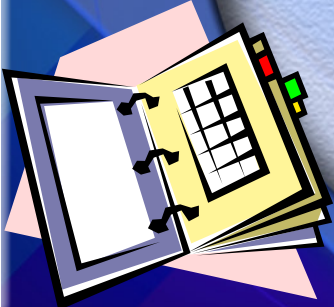


## INVENTORY JOB OPPORTUNITIES

- **Job Competencies**
  - Base on job analysis and evaluation
  - Identify knowledge and skills required
- **Job Progressions**
  - Design career paths for individuals
- **Training Needs**
  - Identify needs beyond one-the-job training

## DETERMINE EMPLOYEE POTENTIAL

- **Career Planning Workbooks**
  - Stimulate thinking about careers, strengths/limitations, development needs
- **Career Planning Workshops**
  - Discuss and compare attitudes, concerns, plans
- **Career Counseling**
  - Discuss job, career interests, goals
- **Web-based Career Development**
  - Products, services, and confidentiality



## Mentors

- **Executives who coach, advise, and encourage individuals of lesser rank.**



## Mentoring

### WHO

- Senior Managers
- Peer Groups
- Role Models

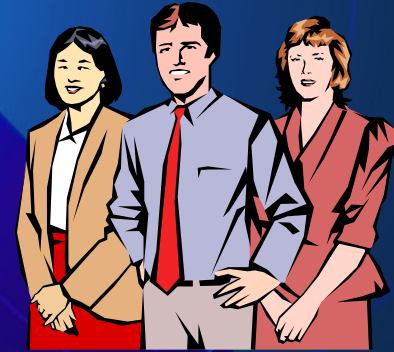
### HOW

- Advise
- Coach
- Encourage



## Why Develop a Mentoring Program?

- Generate Management Visibility
- Build Bridges Between Management and Employees
- Create Culture Awareness
- Increase Networking
- Foster People-Developers



## Mentoring Functions

### Inside an Organization

- Sponsorship
- Exposure and visibility
- Coaching
- Protection
- Challenging assignments
- Advocate Internally

### Outside Environment

- Role modeling
- Acceptance
- Counseling/Advising
- Friendship



## Mentoring Functions

- Functions concerned with the career advancement and psychological aspects the person being mentored.



## Fast-Track Program

- Program that encourages young managers with high potential to remain with an organization by enabling them to advance more rapidly than those with less potential.



## Mentors

- Proteges
- Communicators
- Learn the Ropes
- Old Boys' Network
- Internal Politics
- Career Ladders
- Partnering-Teams
- Avoid Discrimination



## Special Interest Groups Needs Assistance

- Women
- Families/Child Care
- Nepotism Deficient
- Interns
- Minorities
- Dual Careers
- Handicapped/Challenged
- Intrapreneurs



## Entrepreneur and Intrapreneurs

- One who starts, organizes, manages, and assumes responsibility for a business or other enterprise.



## Assessment Center

- Process by which individuals are evaluated as they participate in a series of situations that resemble what they might be called upon to handle on the job.



## Evaluating Employee Development Needs

### Servicing the Career Development Needs

- Career Planning Workshops
- Career Planning Workbooks
- Career Counseling
- Development Testing for Employees
- Extensive Web-Based Products/Services

## Career Development Aids for Self-Assessment

- Values Assessments
- Interest Inventories
- Personal Characteristics Instruments
- Skill Development and Ability Tests



## Career Development

BPO Self-Assessments

Career Resources

## Career Counseling

- Process of discussing with employees their current job activities and performance, their personal job and career goals, their personal skills, and suitable career development objectives.



## Stages of Career Development

### STAGE 1: Preparation for Work

Typical Age Range: 0–25

Major Tasks: Develop occupational self-image, assess alternative occupations, develop initial occupational choice, pursue necessary education.

### STAGE 2: Organizational Entry

Typical Age Range: 18–25

Major Tasks: Obtain job offer(s) from desired organization(s), select appropriate job based on accurate info.

### STAGE 3: Early Career

Typical Age Range: 25–40

Major Tasks: Learn job, learn organizational rules and norms, fit into chosen occupation and organization, increase competence, pursue goals.

## Stages of Career Development

### STAGE 4: Mid-career

Typical Age Range: 40–55

Major Tasks: Reappraise early career and early adulthood, reaffirm or modify goals, make choices appropriate to middle adult years, remain productive in work.

### STAGE 5: Late Career

Typical Age Range: 55–retirement

Major Tasks: Remain productive in work, maintain self-esteem, prepare for effective retirement.

## Specific Career Development Activities

- Career Counseling
- Career Pathing
- Inventory Skills
- Transfers
- Training
- Job Posting
- Promoting
- Lateral Development



## Holland's Self-Directed Search Types

- Realistic
- Investigative
- Artistic
- Social
- Enterprising
- Conventional



## Matching to Career

- Individual Personality Types
- Relationship to Working Environments



## SELF-ASSESSMENTS

**MBTI Personality types**  
**CareerLeader**

## Basic Skills of successful Career Management

1. Develop a positive attitude
2. Take responsibility for your own career.
3. Establish goals.
4. Be aware of success factors.
5. Present yourself in a positive manner.
6. Be in the right place at the right time.
7. Establish a relationship with a mentor or guide.
8. Adopt the mind-set of your superiors.

## Career Development Terms to Identify

- Transfer
- Relocation Services
- Outplacement Services
- Job Progressions
- Career Paths
- Career Counseling
- Assessment Center
- Fast-track program
- Mentors
- Mentoring functions
- Dual-career couples
- Self-Assessment Instruments



## Organizational Purposes

Advantages

Disadvantages



WHY?

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AcademyOnline is a free, subscription-based journal for professionals in management education. Sponsored by Quisic, an online business education company, the quarterly publication focuses on online MBA and management training programs. Along with book reviews, commentary, news, and editorials, the journal features stories about the challenges facing programs as they venture into distance learning. Visitors should note that many of the features highlight Quisic's own product. The Web site does offer useful news and case studies on issues including video conference, content development, and software. The news section links readers to stories on e-commerce and education. Decision makers at schools in the midst of designing a distance learning program will find the Think Tank page valuable: It lists dozens of online management programs around the world and links to their sites.

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