

**NPTEL**  
**NPTEL ONLINE CERTIFICATION COURSE**

**Course**  
**On**

**Human Resource Development**

**by**  
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**Lecture 42: Career Planning and Development**  
**(Contd.)**

Okay, so welcome to the next session of this career planning and development session. And you remember we discussed some of the basic concepts related to career planning and development like what is career , how do we understand what is career planning and development, how these activities are carried out okay, and what is the role of the chapter professionals in the process. Now what we are going to discuss some concepts related to this both, that is career stages, uncareer anchors.

These are the two important developments that have happened in the area of career planning and development. When I am talking about career stages the idea here is to discuss about that how do we move to different stages in our career right. And then career anchors basically tell you that depending upon your skill, ability, interest, motivation whether you are in the right kind of career or not right.

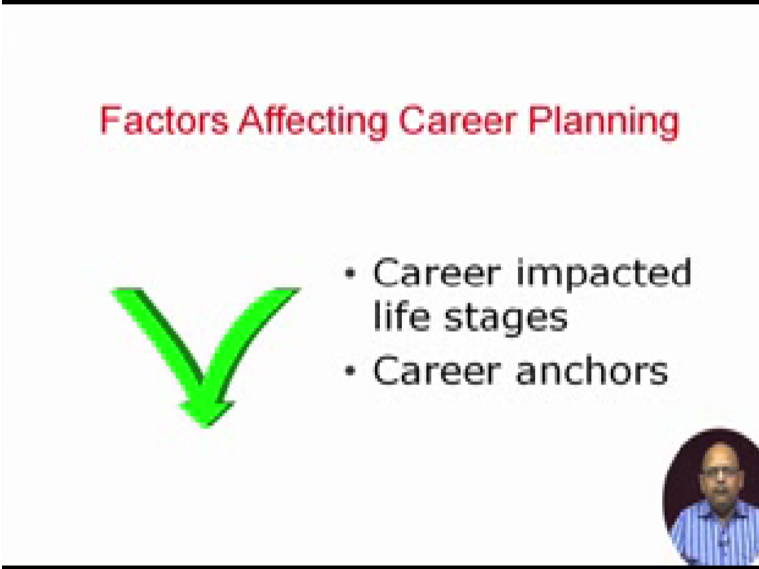
So these are the two things that we are going to discuss here, first the growth or the progression across the stages in your career starting with your first job till your retirement okay. And then moving to identifying your interest, your ability, your knowledge and skill and according see to it whether you are in the right kind of job or not right. Many of us regret in our life later on, because we have not been able to get into the right kind of love, we wanted to do something else, but compulsions actually do not allow.

And then we take up certain job by the certain compulsions and then you are in a different kind of job, and then later on we regret our life. So if you are going to plan your career okay, you need to understand that what are the activities that first which you are going to take across career stages, major career stages, and then you also need to assess yourself in terms of career anchors which is going to guide you and help in the process to decide what kind of career is going to be suitable for you okay.

And this is what we are going to discuss here now. So in this process first of all we will talk about career stages.


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**Factors Affecting Career Planning**

- Career impacted life stages
- Career anchors



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Now if you look at career stages, as I told you that career anchors and career stages are going to affect your career both okay. Because career impacted life it means at which stage of life you are at, and what are the different activities that you need to perform in order to remain viable, competitive and successful in that particular stage okay. And career is because as I told you is related to identifying the right kind of careers for you okay. So we will discuss it one by one.

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## Career-Impacted Life Stages



- Growth
- Exploration
- Establishment
- Maintenance
- Decline



Now if you look at career impacted life stages, it means you have a lifecycle, the individual life cycle right, it starts with your inception and it goes up to your retirement, I am sorry death right. So that is the lifecycle of the individual, out of this lifecycle you start working somewhere close to 18, 20 right, and you continue to work up to 70, 75 okay. So that is the career life stage right, it means we are here considering not the individual life stages, but we are considering the work life stages okay, which has the reign say from 18 to 20 starting, usually people start working.

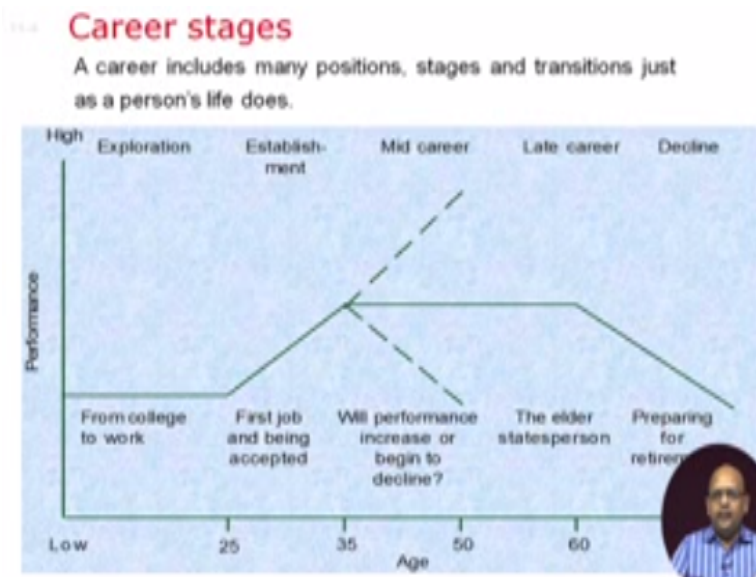
And that it could be up to 65, 70 depending upon your health and this kind of things right. So when we move from one stage of career to another stage, and you know that it is also linked with your age okay. Maybe sometimes we start very late okay, that is possible, but in general when we enter into a career and when we retire from one job, and when if you are going to a different job, we have to see what are the different stages.

So these stages have been identified as growth, exploration, establishment, maintenance and finally you have declined stage when you go for retiring from a job or a career okay. So that is where we need to make a difference that job does not mean a career, because after retirement you may start a new career, a different kind of career right. Suppose, I am teach, I retire from the job, then I can go for a social service.

I can open a school, where I would go and teach right, I maybe associated with the NGO, so that is the different kind of career right. So what I wanted to tell you here is that we have to see that

what are the different activities, what is the age group, and what are the things that need to be done at these stages in order to remain competitive and viable right.

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So we start the first stage and then we will move to the final stage. Now if you look at this in order to understand okay so where it starts with at the age of 20 and it moves up to you can see up to age of 70 right that is the working life right this is the range of working life okay in roughly concluded it up to 50 s okay so far you are able to perform effectively right and beyond that you are going to retire and you might be doing something but that is not an activate carrier stages right.

So during these stages you may be say having many various positions transitions okay just like a person's jobs like you are working here you might go for different kind as a you might be into a different kind of carrier as well right so and then it is expected that at each stage of this carrier you are going to perform well okay so that is why you will find at one, one access we have performance which is expected from you and the other stage you have age.

What actually happens or it can expected that with a growing is there is a possibility of decline your performance and that is why you need to maintain your performance level in order to remain viable for the organization right so it we except that when you enter into an organization okay your performance is not going to very good because it is a new yet to understand things so gradually what you do you start working okay.

So in where somewhere in between 20 to 25 you take up your first job some time later also right so that is a first stage where you try to explore various options and then you take up a job the move to the next stage establishment once you take up your first job and we expect it you start doing it and this is stage we are try to establish your work okay that is you have been the right choose you are doing well.

And then you try to do everything that helps you establish and secure you in the job that is more important and then once you move from this stage to another stage then you are in the mid carrier test oaky that is known as middle age right which move up to 50 that is what actually is from 30 to for 50 is the most productive age of a individuals life right so now you can see two arrows okay so I see this is what this is a line that shows that your performance gets established after 35 on words.

And that continue up to 50, so usually it is it does not have a problem right you continue to remain with the organizations because your performance is more or less standard there is no change moving further you will find that you need a progression to higher level right it means your performance move to higher level but if your performance decline there is also a possibility so there could be 3 possibilities once establish yourself you continue to work effectively to perform well in a mid carrier or you maintain at least standard performance level as a performance co start right.

And then you move to the next level that after 50 in somewhere beaten 60, 50 and 60 you your performance level is either or at least as to be maintained at a particular level in order to survive in the organization right unless your job is secure any where government organization in that is changing also so you need to maintain a standard performance level so you need to continue doing those activities.

Now only thing happens that physically even at mentally you may not be that active compare to this particular stage 35 to 50 right so even if you are not able to move ahead in a performance level at least you need to maintain this level of performance okay after this you have different activities to perform so you prepare yourself to retire after 60 it depending up on the age of retirement in 60, 65, 70 okay.

So here you will find that your performance will gradually and sometimes it become very difficult for you maintain the same performance level it means that is a decline so it is not a u shaped curve so actually it was start with some standard performance level then you try to establish move up in the performance level maintain that and then they will say gradually decline your performance right so if you look at age and performance so this is the kind of relationship that could be expected from individual in the career.

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### Exploration Stage

- Task Needs:
  - Experiencing varied job tasks
  - Self assessment
  - Job choice
- Social-emotional needs
  - Occupational self-image
  - Settling down



Now when we are talking about different kind of stages the first stage look at the first stage we are talking about the exploration stages now at this stage what are the things that you need to we are going to experience in different kind of jobs so you may be involved in case in identifying different kind of activities performing them right that is first thing so in the first job whatever is

given to you, you will do it because there is a question of survival okay so you are going to experience different kind of task may be.

Rotate it to different jobs on order to identify which job is going to more suitable to you then you also try to assess yourself whether this job is put for your okay and whether the choice the job choice was correct order okay and that is why at this stage we will find that lot of stages happens it will changes their jobs, in the first stage especially starting with this to up to this up to certify even up to here you know that this is the as when people frequently change this as their jobs this is the first stage okay.

Because this is the exploration stage because you have not been able to settle in a particular job so you keep on changing your job you try to as is your sale if you go for more learning and development interventions you see that what it should be done in order to have a more establish job so that you can establish your sales right, and that is where you try to see that your other needs are criticized it means that you try to see that what is the occupation which you are going what kind of image you will have.

A problem to do it okay and in the process you try to settle down okay what is the exploration stage is over then you move to the.

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### Establishment Stage

- Task needs

- Learn the ropes
- Get challenging jobs
- Increase competence
- Be innovative

- Emotional needs

- Deal with competition, failure, conflicts
- Develop autonomy



Next stage that is what we call the establishment stage now if you look at this establishment stage that is the most important stage now more or less settled in a particular job and then you are going to do those activities which will help you to establish your credibility your worth for the organization and that is where you are going to contribute to the growth and development of your personal provision and also to the organization establishment it means that you have to establish yourself.

So this is you can say after settlement from 25 to 30 if you look at this stage okay so you try to learn the ropes the tricks in the organization you try to secure and challenging jobs you try to increase your competence knowledge and skill you try to work it innovative right, so that you are able to prove your work for the organization right and at the same time we also deal with competition failures, conflicts because it is a part of the job and then you try to develop and become more empowered.

And then since then you try to get more and more freedom so you decide you try to think that they okay now I should decide how to do what to do and how I am going to do certain things so you are going to develop this kind of feeling to get independence and freedom in this adding what to do and how to do things right, so these are the process other needs that you need to look at the second stage and then from second stage basically you move to the third stage okay that is the mid career stag and this is what we know as maintenance stage.

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## Maintenance Stage

### •Task needs

- Technical updating
- Coaching skills
- Continue to rotate into new areas
- Develop broad view of career

### •Social-emotional needs

- Express midlife feelings
- Rethink work, family





Right that is where you need to maintain your performance level so in order to maintain your performance level whether the activities that you need to do is you need to continuously upgrade your knowledge and skill base because if the set of knowledge skill which you have entered to organization may not be relevant today, so but you, you go for more trending and development you try to educate yourself in order to survive and remain competitive okay, so you try to coach and get course to continue to rotate into different areas take up telling as sign means okay and then try to develop to a broad way of careers okay.

At this stage is thing is that okay you try to efficiency where you have raised and whether you have been able to achieve your life goal in the medium range or not right, and that is actually this is the stage where you also think not only about your job but what you work other than your work was also think about your family and other issues because by the time you are move to this stage your children keep okay so you worried about their education you also try to maintain the family and work life balance you know.

That at this stage is what is actually happens you have to maintain yourself physically and mentally okay, so there could be lot of issues relate to not only at the personal level and but also the question level and that is where you need to maintain yourself so that you continue to perform if you are not going to perform at higher level at least you continue to perform at the same level and that is why if you look at this figure it says that you need to maintain your performance level that is very, very important, right.

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## Maintenance Stage

- Task needs

- Technical updating
- Coaching skills
- Continue to rotate into new areas
- Develop broad view of career

- Social-emotional needs

- Express midlife feelings
- Rethink work, family



So that happens at the maintenance stage and after that if when what happens the last stage late career stage that is very declined happens after 60 and onwards you prepare to retire it means you are going to relook at work okay, and then you try to assess those situation okay, what I have done in my life whether I have been able to achieve am I go or not, and what kind of identity I have created for myself.

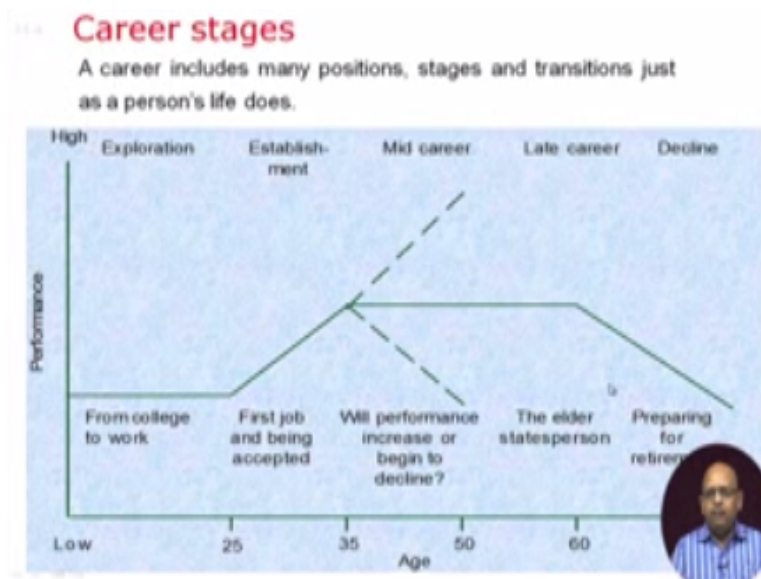
But again at this stage with declining physical and mental strength you still try to be as much productive as possible, so you have to remain productive in order to survey and grow okay, and at this is a stage that is where you are going to plan for retirement okay. So you role, you also shift your role from power to guidance you remember we talked about till date you have been working for yourself.

So now you take responsibility to become a coach or a mentor okay, and guide others and help them to grow and develop right, so your role also changes and this is stage, because you are a very senior experience professions and it is your responsibility to ensure the growth and development of other people and at this stage since you are about to retire you also need to find yours successor and ensure that the successor has all the right kind of knowledge and skill and abilities to take up the positions.

And you also see that an explore possibility the second career after to the retirement okay, what you are going to do after retirement because you cannot say I late to home right, so these are

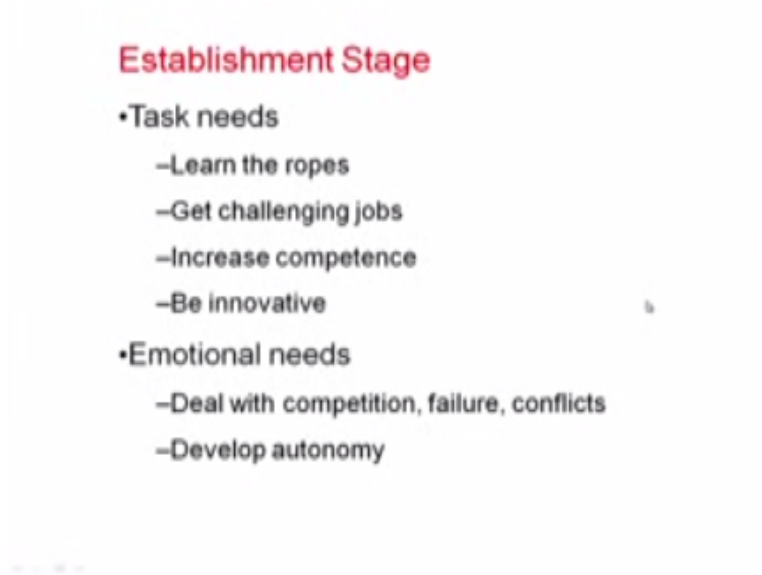
some of the issues that is related to what you call the late career stage, okay remember we talked about this one.

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So they could be issues related to your retirement and you try to look at a house, then you are try to see at okay, your children are grown up so look for the marriage and other things.

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So how kind of settlement issues may come into the picture right, so that is where the late career stage.

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## Late Career Stage

- Task needs

- Remain productive
- Plan for retirement
- Shift role from power to guidance
- Identify successors
- Develop outside interests

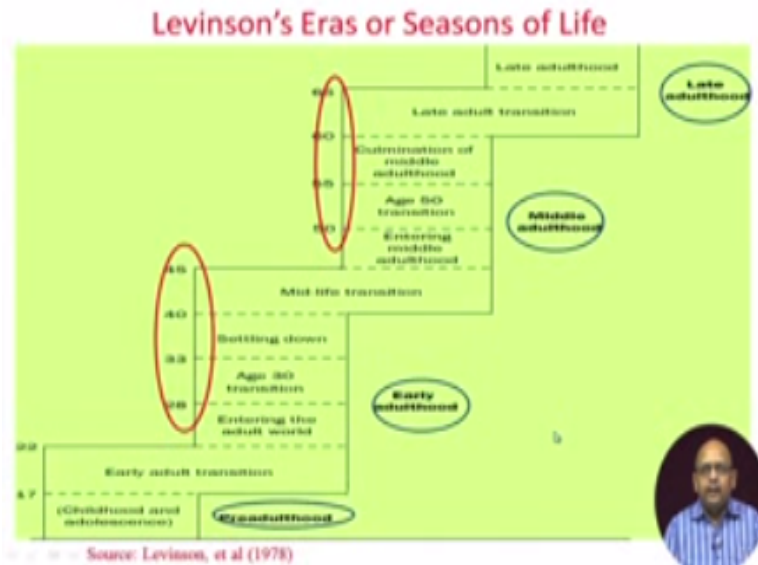
- Social emotional needs

- Re-envision work
- Develop outside identity



And then see that what you are going to do after the retirement because you have been active in a job for a long period and suddenly if he says title which is not good for you, your health, physical as well as mental health. So you continue to do certain things may not be in monetary terms may be some kind of social service another activities which you have not been able to peruse so far, okay and that is where you are going to start of second career okay.

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So these are the different kind of stages, now Levinson's I have also proposed more or less similar kind of things where we talked about four different stages okay, the first stage actually this earlier adulthood and late adulthood and defined into two things okay, so it identified as pre-adult, early adult, middle adulthood and also late adulthood. Now if you look at this seek says what are the things that you need to do, okay.

Early adulthood what happens there is a transition from college life to work life okay, and you are going to entering into the adult world this is somewhere I mean the range could be from 20 to 25 that is the derivate the first stage where you try to enter there is a transition and then try to settle down, then there is a middle life transition about right, thank you okay, they are you are going to perform certain activities which is required for you to remain productive at least maintaining the same performance level and the late adult what happens the third part of your life that you plan for retirement it would do those kind of activities which of interest to you.

Now if you look at this and the career stage is which I have been discussed earlier more or less those two goes close to each other except that a number of stages that he talked about is less right, otherwise it is more or less same. So now you have understood the various stages are applied, right.

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## Career anchors (Schein)

- Career Anchor is something that develops over time and evolves into a self-concept, shaping an individual's personal identity or self-image and includes:
  - **Talents, skills and abilities** - the things that we believe we are good at, and not so good at.
  - **Motives and needs** - what is important to us and take the form of goals, e.g. money, status, challenge, autonomy.
  - **Attitudes and values** - the kind of organization that we feel comfortable with, one that matches our own values and beliefs.



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Now we are going to talk about another important issues that is career anchors, so it is proposed by Edger Schein and he says that it is something that develops period of time and it is related to your own self concepts which helps you to identity that okay, whether this career is good, whether it is meant for you or not, and then there are three things that actually helps to identify you whether you are in the right kind of career, whether it is matching your requirement in terms of your interest, values likes and these kind of things or not, okay.

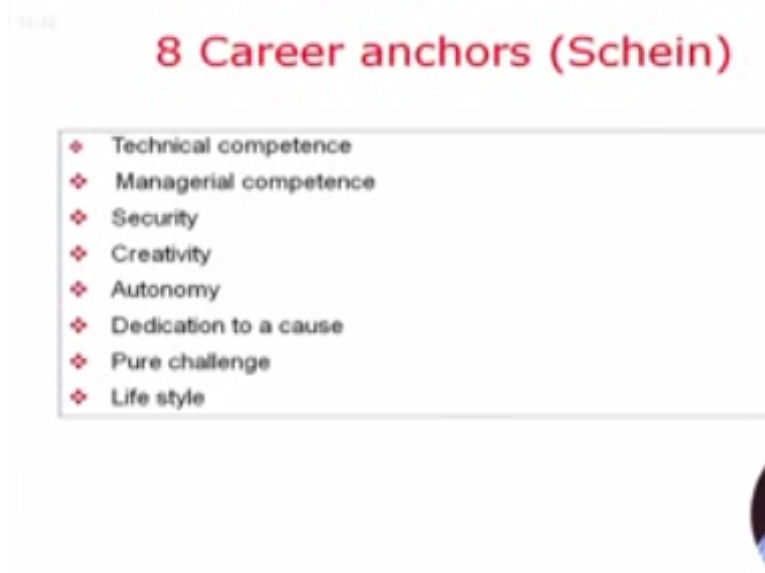
First thing you make sure that you are going to select the career for which you have the talent, skills and abilities okay, and if you think that for this kind of job you have the request knowledge, skill and abilities then you go for it, if you think that you do not have then do not go for it. Second thing he says that what are your motivations and needs, whether you are going for a particular job, whether your motivation, motives and needs should be satisfy in terms of money, status, challenge and autonomic.

So what motivates you whether it is money that is motivates you whether it is status that is motivates you whether it is challenge in the job that motivates you or you are looking for more freedom at terminal job okay because that is going to guide you the kind of job that should get okay.

And finally what kind of attitude values you have whether going to feel comfortable with the particular job okay whether your value system is matching with the organization values or not okay so these ate the three things which is going to create or identify the image for yourself and

then you are going to put that image in that particular job and see whether you allow in to fit in to that particular job or not right. And that is why it is career anchor have been identified.

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Now if you look at this career anchor there are 8 career anchors starting with technical competence, managerial competence, security, creativity, autonomy, dedication to a cause a service, challenge and life style. Now what I will do I will take examples of each of this to explain what these competencies been and remember when we talking about this I told you know that this the basis of identifying a career so what you are looking forward to what is your knowledge skill basis and whether your what is your attitude and violence.

Based on this you should decide in what kind of career you should go far right, so based on this he identify it career anchors okay so there is scale which can be use to measure it this competencies and see that what are the competency which is dominating in it you go for a combination of two three measure competencies and accordingly this side upon which is going to be suitable for it right.

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## Technical and Functional Competence

- Competence in some technical or functional areas
- Seeks chance to apply specialist expertise
- Happy when permitted or challenged in these areas
- Continue developing those skills
- Not interested in general management jobs as they will have to leave their areas
- Eg:- Computer programmers, specialist engineers, technical specialists



So if you look at this competencies the first is technical and functional competencies now if you look at this the picture shows that yes it is a technical aspect right where you have a humored you are trying to do it. It means you are doing something that is technical imager okay, so technical functional competencies means that you have the competency is some technical in functional areas and you want to go for a that kind of job seeking a chances to apply your expressly expertise in that particular area okay.

And you will be happy for going to work in that particular area for example if you are electrical engineer so then and you are got the job with the say electricity company there will be most happy person to do this job because you have the expertise and knowledge to perform your job effectively right and then you try to specialize in those areas okay and you are not interested in managerial jobs right like being a computer programmer specialist engineers technical specialist right so this is one competency.

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## Managerial competence

- Manage across functions at a high level
- Seek prestige, power, high remuneration
- Want to be responsible and accountable for total results
- Technical/functional – necessary learning experience
- Ambition – generalist jobs
- No interested in a high managerial level in a function
- Eg: - Administration, Division heads, Zonal heads etc



Moving to the next one that is managerial competency whether you want to supervise the people whether you are looking for prestige power and better remuneration okay then you should apply for a this kind of job okay. so you want to be manager okay because of the prestige power high remuneration that is associated with this kind of jobs so if you are exclaim to develop this competencies then you like to do a job which would be related to this kind of things okay where you are going to be responsible in accountable for the entire results so you are going to manage the entire appears.

But you need certain technical and functional competency is to perform this more effectively but this is not going to dominate because if you are electrical engineers you are going to use your technical expertise in performing on a job but suppose you are a general manager in a electrical company then your job is different you are not going to have those require those technical functional competencies to perform your job at that level but you are going to manage and supervise people and that is where you have power authority in these kind of things and you think that you are responsible for running the shore okay.

So you move from a more pure technical job to more generalize jobs right and for example you want to go to administration suppose you want to become say higher officer right or heads of the departments or something like that or head of the zone.

So these kind of things actually require certain competencies and if you have those competencies and if you are inclined towards power high need for power achievement and these kind of things then you should go for these kinds of because that is going to satisfy even more.

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**Security/Stability**

- Most important – employment security/ tenure of job
- Financial security (pension and retirement plans)
- Sometimes willing to trade personal loyalty
- not concerned with content of work
- Build entire self image around management of security and stability
- Eg:- Government jobs

The image is a composite graphic. At the top right is a blue scale of justice icon on a green background. Below it are several Indian 100 rupee banknotes. In the bottom right corner is a circular portrait of a man with glasses and a blue shirt.

Moving to the third part that is security and stability right now if you look at this what kind of things you are looking forward to a job if you see there is an tendency in an Indian paper today to go for government jobs you know why this tendency is because you want have a safe and secure job okay because the tenure jobs well you are going to more secure in the job.

So what motivates you is final security like you get pension and retirement these kinds of things so that your life is going to be securing okay and for that you even if you had aptitude for the different kind of job but this kind of anchor are dominating then would prefer to go for a government job right.

You are not interested what kind of work are going to do you are say electrical engineer but you are working in a bank for a different kind of jobs because you know banking are could be the government job have going to be secure job right so in entire self image around management poof security and stability right so this is what we called security and stability.

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## Creativity/Entrepreneurship

- Dreams of running and owning business
- Organisation/ enterprise built on their own abilities
- Willing to take risks / overcome obstacles
- Prove to the world
- May work for others initially
- Want their enterprise to be financially successful
- All successful businessmen who started out on their own



Moving to the next one that is being creative person and entrepreneurship it means instead of working with others you want to have your own business because you want to see that you develop your own interest and having own enterprise on based on your own abilities so if you are ready to take a risks what you are barriers come to you when you are going to start the business.

Then you have to see that how willing you are overcome this okay and then actually you want to prove yourself that is you can do something okay and that filling is going to motivate you so if you have very high need for achievement if you are really creative and innovative then you can think of becoming an entrepreneur okay.

So you develop your own enterprises you want to be successful in financial successful life for example based on match for successful winners or those who have start ups you know that nowadays there is a provision of having lot of startups okay so you have your own carrier you are do develop your own carrier but you are not associated organization so you are the person who have your own organization and want to see that how this organization having in business succeeds in the long run right.

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## Autonomy/Independence

- Define work in his/her own way
- Wants freedom to define work
- Jobs that allow flexibility
- Cannot tolerate rules, restrictions
- Turn down opportunity for promotions or advancement to retain autonomy
- Eg:- Consulting, Free lancing, Independent work



So that is if that you really you have then you should go for this kind of activities when startups the business where you can perform well be effective now apart from that another important factor is autonomy independence right when you are talking about autonomy independence that how much autonomy you are looking forward to you know that some people are entirely dependent upon the boss and whatever they said they will do it okay.



Now this autonomy very important means that it helps you to decide how you are going to do your work why you are going to do it earlier then you decide what is to be done and that provides you lot of flexibility right and you do not want to be the rules say restrictions formal rules nod regulations that is at the work place okay.

So even if you are getting promoted but if you are going to work under somebody then you do not like okay so what kind of job is to go for if you have this kind of clients right you work as freelancing because you are going to your own boss you are going to get into consulting and do some independent work while you are going to work under you only so less restrictions are less formalities this is going to go under right then going for autonomy independence.

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**Dedication to cause/Service**

- Contributing to the greater good is fundamental
- Pursue works that achieves something of value.
- Solving environment problems, harmony among people, helping the downtrodden, tribal, underprivileged, working for a social cause
- Fulfill values – do not accept positions that take them away
- Eg: - Social workers, human rights activists, environmental activists etc.

Another important factor is the dedication to the cause and service right where you take up a cause for which you devote your entire life right you know some of the people okay you have been working there free for development and growth of the people or other activists like human right activists environmental activists right they are not bothered about anything else in the cause they are interested to serve the society okay.

And for them the greater good is the most important right so they want to access something which the value in their lives like solving environmental problems helping the down okay and going for work working with the tribal people sign lot of people who have left good jobs and working I met someone called professor in mathematics and he is working with tribal people in Chhattisgarh they left us look at the job and working with tribal and so they are dedicated to college service applied from the other people you are taking human rights protecting the environment to protecting the women and children and doing for something so if you have that kind of inclination then you have to go these kind of jobs okay.

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**Pure challenge**

- Thrive on novelty, variety and difficulty
- Find solutions for unsolvable problems
- Win over tough opponents
- To do the impossible
- People in challenging environments
- Eg: - successful sportspersons



These are services and then if you are looking for pure challenge okay so you are totally focused on one particular things okay for example if you want to make very good successful sports man and if you are thinking that okay our less than an Olympic medalist nothing that is going to be valuable one in that what will you do you will put all your effort all your energy all your resources to solve that or tourist to that and then try to figured to how to reach to that particular because it is something that is attracting you.


So when you find challenge then it is going to attract you pull you and then you are pulled so much by that attraction then you start working practice kind of things okay for example when you not a easily job right because you might be having very tuff opponents and you might falls okay so you try to work in environment which is very challenging you have very tough opponent or competitors.

And then you try to see which is to the account so if you are going to take a been driven by this particular factor then you should go for these kind of jobs way to find very challenging things and assignment okay good competitors and see whether you are going to successes or not.

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**Life style**

- A holistic approach to work/life balance (family, friends, leisure etc.)
- Work towards integrated whole
- Sacrifices career
- Definition of success is not career success



And then look at the lifestyle okay where one to lead a good lifestyle good money okay holistic approach to work life balance you have a good luxury car you have a big very good house okay and then you have good family friends so you are interested in these kind of things so you want to integrate everything right and for that when you are already sacrifice so whatever you do you think you good money okay so money is basically is are those things to facilities and these things to become the criteria for your success not the career.

So when you been able to achieve this things and it is good for you so if you want to maintain good life style then you work for that okay do not think of other things so what we have been discussing here the various kinds of anchor which may guide you now the question is when we are talking about these kind of things you have to see what are three four major anchor which is going to dominate and combination of that is going to help you to decide what kind of careers okay that is all thank you.