

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

**Course**  
**On**

**Human Resource Development**

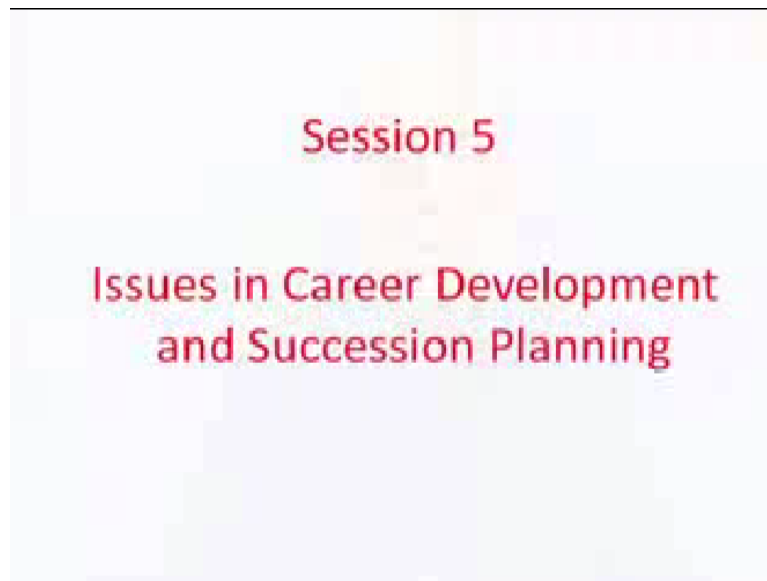
**by**  
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**Lecture 45: Career Planning and Development**  
**(Contd.)**

Okay, so welcome back and you would remember we talked about lot of issues related to career planning and development.

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And then we try to ensure that individual and organizational career plan matches it in such a way, so that career development activity happens for the benefit of the both for individual as well as the organization. And then each one of them is responsible and they have to initiate their actions with the support of stock management and resources and commitment that is available to them, to see to it that everybody grows and develops in the organization.

Now with this objective we move further and finally what we are going to discuss in this chapter is related to see that how we can look at some of the issues that may crop in when it comes to going for career development activities. And then how career development activities can also be linked with successive plan in the organization right. So with this we are going to start the last session on this week that is we will discuss some of the issues in career development and also successive plan.

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### Current Issues in Career Development

- Developing career motivation (M. London):
  - *Career resilience* – the ability to resist career barriers or disruptions
  - *Career insight* – realistic perceptions about one's career goals
  - *Career identity* – the extent to which people define themselves by their work
- Career plateaus:
  - The likelihood of future advancement or promotion is very low
  - Important to look at the individual's perceptions of being plateaued – i.e., how they feel about their situation (G. Chao)
  - Can one be "successfully plateaued?"<sup>21</sup>
- Enrichment – Career development without advancement:
  - Build additional expertise into an employee's current area of work – e.g.,
    - Retraining
    - Certification programs
    - Mastery paths
    - Job transfer or rotation (without a promotion)

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Now what are the current issues in career development, if you look at some of the issues which are very, very important and that need to build up them into okay. First is developing career motors, motivation okay, what does it mean? Career motivation means that you need to constantly encourage inspire and motivate people to ensure that they try to take those activities which help them to grow and develop right.

In the process we are going to discuss certain terms which are very, very important for the individual as well as the organization. So they must understand these are some of the issues which may hamper their career development activities right. So the first term that we are going to discuss is career resilience. Now if you look at this term resilience is what? Resilience is defined as inability to bounce back right.

Sometimes we try to make first initiate those activities, try to take certain interventions for training and development, but still we do not get promoted in our career. And if we do not get promoted we get depressed, we give up and feel helpless and thing down, there is no point going at and I do not think that I am going to be promoted in my career right. So this becomes the hindrance for the people, if you think that there is no scope of possibility for you to grow and develop right.

But if you resilient enough and if you add this with career it means that you are able to resist all such barriers which may come or disrupt you in between when you are going to plan your career or going to develop certain strategy or going to implement it so at any stages of growth and development it might be possible that there could be certain barriers which are going to effective right and these barriers may be created from back organization side this could be formed the management side could be create by your own also because you might have mindset as you think that you feel satisfied.

And happy at the particular level so you do not want to grow so this is kind of mental block you have a object on your own right so that is also going to occur barrier organization is going to create certain barrier by changing the set of skills and qualifications because there have been certain changes in the organization and its environment changing about the technology going for restructuring which might descript your career goals right so when we are taking about career resolution the idea is that you should be able to aware about those barrier in description which you are going to face or you likely to face in your career growth.

And development right it could be related to individuals itself like you have a mental block or it could be impose by the organize or other size right and then issues career in sight it is very important that you have a very realistic assessment of your career goal And this is possible only when you have done a right job of assessing yourself you remember you talked about self assessment tools so you use those self assessment tools to identify your strength and weaknesses

and the kind of that is available to so that you make a good sense right and it is possible only when you have a realistic perception about your career and its objectives right.

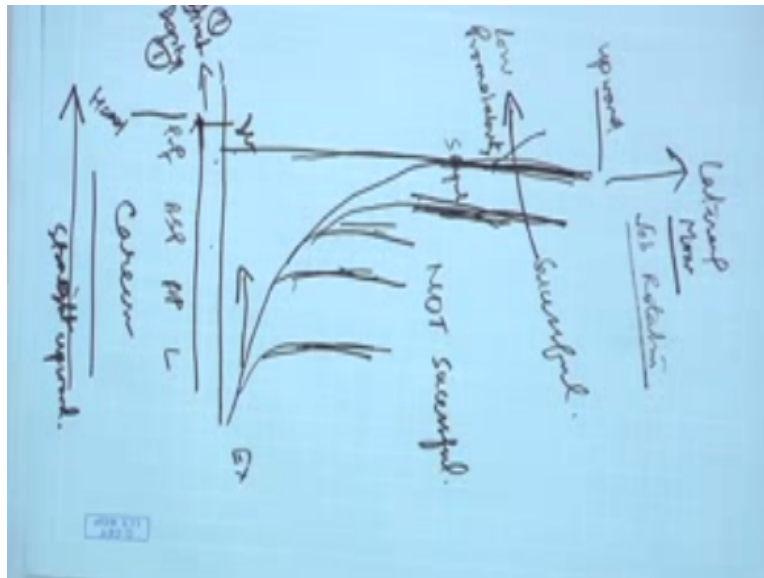
So similarly you remember we talked about setting goals and objectives in a smart way that is that will give you a career site if you are very specific you know that this is our to measure it you are going to set your career goals which is very realistic okay you know that it could be achieved with within a given time frame right so you have gone through this exercise effectively and properly probably you get a better career in site and took a this is how I going to achieve this in my life right.

Otherwise it is going to create a problem if you do not have a realistic perception about goals and objectives you can never achieve it so be realistic about your strength assessment go for self assessment okay you will and also see that weather what are your interest attitude and values okay you remember we talked about a career anchors use that tool to identify what are the areas which are of interest to you okay and accordingly you try to set your goals and decided there job which is going to better suit you right.

And then 3<sup>rd</sup> term is career identity so when you are talking about that career identity it is nothing else but how do you perceive your work right how do you defined sometimes you know that people have very poor identity about their work and career no I am doing something that is not significant so how you management can increase it this by telling that yes whatever your career is very good okay it contributes the goals and development of the organization okay.

It is something that is required by the organization and that is how you develop identity about that career right now another important issue if you look at the growth stages is plateaus career plateaus are created when you get stagnated at a particular position for a longer period and you do not find any scope or development apart is that is available to it right, now the thing is that if you have plateau over a particular place in your career how do you perceive it.

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Say this is the exploration stage this is your career growth you have moved up to this level and now at this level your career is stagnated it means that this is what we call as stagnation now this is stagnation creates a plateau this is what we call a plateau so this is plateau is created by you okay so you have to see that at which level the plateau is created here or here or here if it is plateau created an appropriate level so here then there is no problem because you know that the probability promo ability beyond this is next to impossible because the number of positions in the hierarchy is very less here right.

So if you plateau here, here, here and here then it means you are not successful platitude plateau you can say and if you are here then you are successful right this is what I mean by successfully plateau it means that you have reached to your ultimate goals and objectives from the career and when beyond that there is less possibility because the number of positions that where it is so it all depends up on that how you perceive at a particular level where you are going to plateau okay.

Most of us in our career get plateau at certain level right for example if you are lecture then you move assistant professor the associate professor then you become professor right suppose I say for so weather you are stagnated at this level at this level yeah this level it means you do not have career growth and development opportunities right.

This example I given I am giving related to the teaching profession right and higher education so if you look at this if your promoted here up to professional level then it is good because beyond that you only have only one position that the directors are directors right and it is only one

position okay lateral moves could be you could become a head of the departments you could be a Deane okay.

But these are the lateral moves okay your designation might change but your position more less remains same you are not going to change it here so if you are moving at this level then that is not a problem so you might have a plateau in career so what actually happens in a case of plateau career there is certain things that instead of moving upward you go for lateral move okay take different side of responsibilities this is upward move this is a later move okay.

If you think that you are stagnated or plateau then it is good that you move laterally take different kind of job different responsibilities which is going to create interest because once you apply to you know that is gradually you start moving losing our interest in the job because you know that may further a scope for growth and development the promote ability beyond this level is going to very, very less right.

Beyond this level low promo ability okay so this is and the re part at issue then investment how do we talk about in seeing your job okay if you are play it out say for example okay then you take a different kind of assignments move laterally and for that even some training is required go for it right, go for similar certifications programs so that you can go for acquired in suppose you want to read this then you find out what kind of skills that should be required for you so they can move further.

Right or even at this level lateral move could be rotation job rotation basically where you going to take different activities this is a part of lateral hope okay, so these are the different activities which is are issues you can say are related to the career now moving further what we are going to discuss is.

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## Career Paths

- Traditional career path
- Factors leading to decline of traditional career path
  - Network career path
    - Lateral skill path
    - Dual career path
- Adding value to your career

Various career paths denomination okay so we have different kinds of career path traditional career path we will talk about that the we see that how these are traditional career paths are declining because changes that is happening in the environment then we will talk about network career paths okay lateral skill paths which is related to what I have just discussed about right, and then dual career paths and then how you are going to add value to the career so we are going to discuss each one of them.

Separately one by one now look at the first point that is traditional career traditional career path so when I am talking about traditional career path.

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## Traditional Career Path

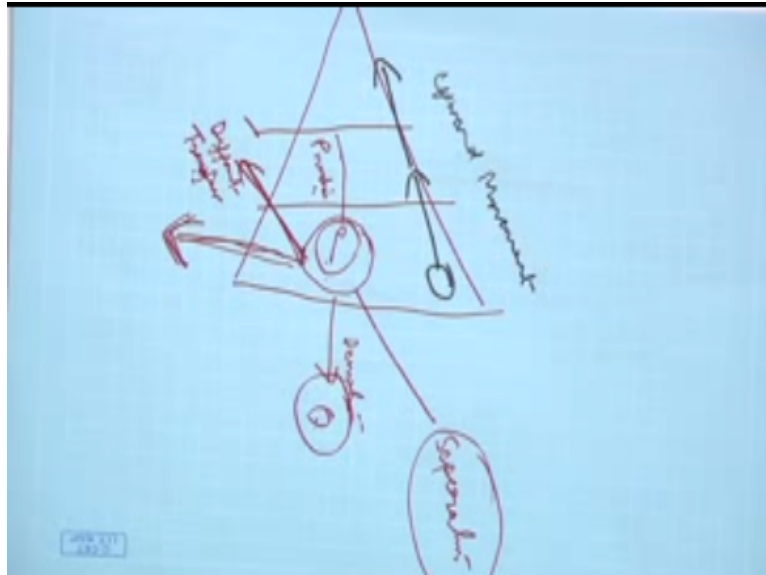


- Employee progresses vertically upward in organization
- Straightforward
- Becoming somewhat rare

So when I am talking about traditional career path okay what does it mean it means that you are in a career okay now if you look at this?

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You are in a career so you are in this position so you move up to this level from here you are going to move at this, so this is a traditional career path and you are going to move from one place to another place then to different plans it means there is a upward movement in the career okay a straight forward movement okay right, so this is a traditional career path for example if I am lecturer today tomorrow after sometime I become assistant professor then after sometime I become associate professor then I become professor.

So if you are moving like this is a straight upward movement this is what is call okay which is a part of audio call traditional career path right now see what happens to either kind of things that is.

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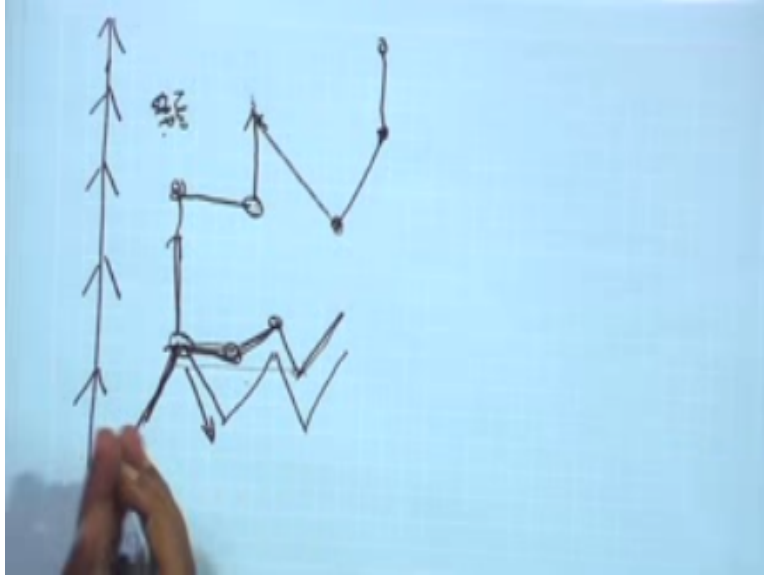
## Network Career Path



- Both vertical job sequence and horizontal opportunities
- Recognize experience interchangeable at certain levels and broad experience at one level needed before promotion to next level

Tradition a network career path okay it mans your career path is not a straight forward it dependents upon the kind of a skills that you have the kind of opportunities that is available okay so your career is not going to be straight, so if this is a straight career path.

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Traditional career path you are moving up the same direction okay this is something like this you move up this again come down to different level then move up then this something like this so there could be vertical opportunities and they are could be oriented opportunities okay, it could be like this also if you move up this then you this then something where you go down something like this so there is another possibility what I mean to says that your jobs sequence change is now in a straight where fashion.

But sometimes it goes up sometimes it is lateral sometimes again it go up and may go down also at times then you moving back to your own level right, so this is going to provide you a set of experiences which is going to help you there and then you can move here right because this less opportunities moving up so you are going to move here from here again you are going to move here from here again you are move here and then again you come back to this level only and then again you can move up.

Right so this is what is we call the network career path and do you have to see there you develop those set as set of skills and experiences that is required for you to move from one place to another place right so this is what we called network career path, so from network career path. (Refer Slide Time: 14:41)

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## Network Career Path (Continued)

- Vertical and horizontal options lessen probability of blockage in one job

We are going to another kind of things okay so it could be either vertical or horizontal with the less in possibility of what you called block is after job because see suppose you have move up to this level and now you have to move to this level right but you find that there is no opportunity level here no opportunity for growth and development and your traditional career path so you go for a lateral move, now there is a possibility that at this level there is a growth opportunity that is available you move up to base level now if you think that it is not possible to move further then you come back to this level again but in a different role right.

Then here again you can move up and here you point find a possibility and then you can move, so this is you move vertically and horizontally and you are not stick to one career say one particular job skill set and experiences and then it gives some moving and then you have to see that you have those competencies which is required for your moment, right.

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## Network Career Path (Continued)

- Vertical and horizontal options lessen probability of blockage in one job
- More difficult to explain to employees

And that basically helps individual to not to be stagnated and it does not create any kind of plan to in your career because if you keep on moving okay, or vertically may be horizontally okay, but sometimes it is very difficult because most of the organization people in the organization think career only in terms of when upward movement or upward progression right. The direct relining that there is a possibility that there is no scope for up movement in that particular place right.

And that is why many organizations today have adopted this practice where they find that a person has been stagnated and there is no scope for upward movement they go for lateral movements okay, and there he can find a possibility for improvement his performance and then moving up in the career. Or if it is not possible then coming back to that the same level also, so all these kinds of things are happening okay.

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## Lateral Skill Path

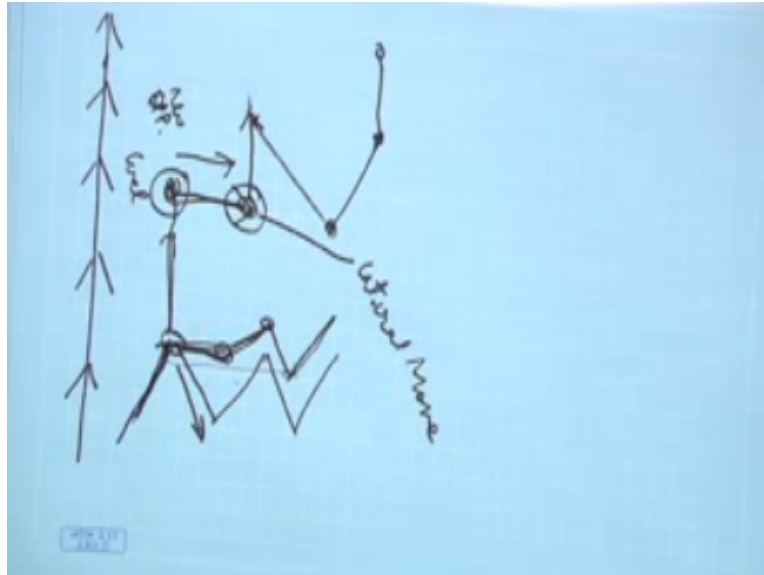


- Lateral moves within company
- Employee becomes revitalized and finds new challenges
- No pay or promotion involved
- Opportunity to develop new skills
- Employee rewarded by increased job challenge

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Then and that is what we call lateral skill path it means you have move to this level.

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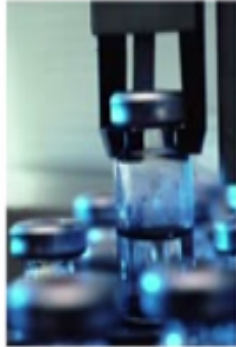


So if you are moving here so this is a lateral move right, a lateral move what happens that it gives you some kind of new experience, new challenge and may be with the same set of a skill and experience you are going to take up challenge at this particular job not at this level, you are moving from here to here at this your level in the position on the hierarchy remains same but you are going to take up a different position and where you can find a new challenge it is going to be more interesting, more satisfying for the individual because he at this position is already stagnated, so he has lost his interest in motivation probably.

This would create better motivation there is no change in his position, pay or promotion but it provides you new experiences, new challenges and that is why sometimes organization helps you to move to lateral positions so that you continue to have interest and challenge in your career right. And the reward is that you are going to have a more challenging and satisfying work experience, right. So this is actually what is related to this lateral skill path.

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## Dual Career Path

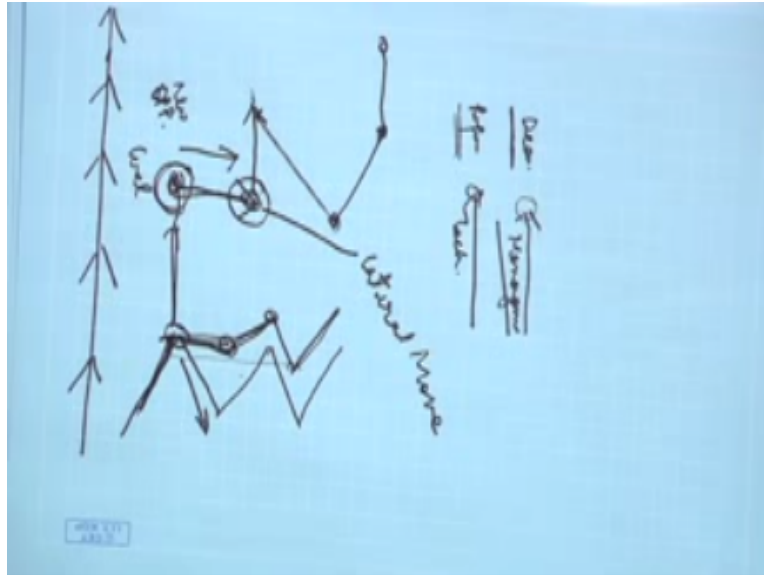


- Technical specialists contribute expertise without becoming managers
- Increasingly popular
- Used in higher education

From lateral skill path we will discuss some other issues like dual career right, so dual career means that you are performing one job at the same time you are also performing other job, right.

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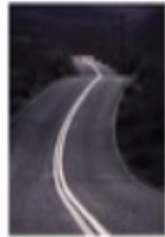


So it means that you have two different kind of responsibility associated with different set of skill and experiences and you are going to perform them okay, at the same not at the same time and may be in different time periods but the individual is same, right. For example, this job requires some kind of technical expertise we do and this job requires some kind of managerial expertise for example you are working as a professor, you are also working as a dean okay, both are possible as a professor you are going to teach here you are going to administer so this requires students different set of responsibilities, right it has become very popular especially in a case of higher education this kind of things are happening.

So you are giving responsibilities depending up on your interest, attitude and then it is seen that whether you can perform those kind of responsibilities effectively or not. Apart from moving to dual career path.

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## Developing Generation X Employees



- Label for workers born between 1965-1976
- Widely misunderstood phenomena facing HR professionals today
- Xers careers not founded on relationship with any one employer

We will discuss some of the issues which HR fashions are facing today right, for example you know that we have been talking about employees who have been associated the organizations at different time periods okay, and they have been classified as generation x and generation y employees and we call them generation x and generation y employees depending up on their characteristics when they are born what kind of context was there and how they use to look at the organization, right.

So when I am talking about generation x employees if you look at them you can see that yes those who have born between 65 and 70's okay and so the probably they are close to 40 and higher okay so if you look at this generation okay this is the most misunderstood generation by the HRD profession regard the needs and expectation of this and entire living different compare to the previous generation those who have born before 65 okay who are close to 50 and ever right.

So their needs and expectation are different they are more committed in the organization they wanted a secure job they do not want the moments are transform one place to another place okay, so the mobility was less but if you look at this generation employees okay so they are looking for more for career security or compare to job security okay they want to develop those sets of scale say knowledge and experience is which is going to them to satisfy okay.

And since the lot of changes happening the technology environment society so they are caulicle kind of bought it okay and that is why when you are going to plan career for the generation x

employees you also need to keep these things in mind okay. Apart from generation x you also have if you look at some of the characteristic of this okay they think that they are face in mobile was force their same more mobile compare to the previous generations they are looking for more career security not job security.

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### **Developing Generation X Employees (Continued)**

- Think of themselves as free agents in mobile workforce
- Expect to build career security, not job security
- Organization must provide opportunities for them to learn new skills, processes and technologies

Similarly if you look at that yes the role of the organization is to ensure that they are getting those a percentage to learn new skills and processes and technologies which is going to help them to grow and develop right. So generation x had to be tackled differently compare to the previous generation when it comes to their growth and development otherwise you are not be able to manage them okay forget about their growth and development okay.

Then you have the new factory workers okay, it is we says that okay since most of the jobs are going to be automates so you do not need manual workers okay but you also need people with different set of knowledge skill the base that is what you call you need brain then rand okay what does it mean? It means that you are going to use your mind and knowledge to perform your activities because most of the jobs are going to whether automatic or even to manuals you have guide lines and how to do it right.


So most of the factory workers are going to have to develop their knowledge and skill base it is very, very important.

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### Developing the New Factory Worker

- Life on factory line requires more brains than brawn
- Workers are going back to school
- Company loyalty + strong back + showing up on time → no longer guarantees decent paycheck or job security
- More companies recognize they must develop employees



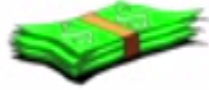
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And that is why you know that you have factory schools or most of the big organizations have developed or implemented plans to retrain their work force so that they could be effectively utilize in the new environment. So if you look at this factory works which have company loyalty a strong back ground they are very punctual okay, so this kind of think cannot be you know you need to tell them that this does not guaranty a decent paycheck or job security right.

Because the change that is happening okay so you need to retrained re develop redeploy them so that at least the career is secured that is very important and that is where they need to plan intervenes and that is how the HRD comes in to the existence or they are going to play a role here okay.

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## Generation Y -- As Future Employees



- Children of baby boomers; born between 1979-1994
- Leading edge of generation that will be richest, smartest and with the most savvy
- Largest group since the 72 million baby boomers

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Then you apart from that we have generation y employees and generation y employees are the future employees not right now because most of them are about to enter in to the work force born between say 1979 and 1994 so this is the generation which is much more informed religious smartest okay which you can say that they are using a technology in a big way because by changes that has happened in communication technology right.

So you will find that if you look at the work force is the largest group okay which has enter or entering in to the work forces 72 million this is the US data if you look at the Indian data you will find much in the large picture and what I wanted to tell you that this is the generation which is forming the largest chunk of work force to train any country.

So if you look at this kind of thing you have to see that what is their needs and expectations what needs to be done by the management and HR to develop them because they are born with the set of a scale much smatters okay they want to move they are using technology at the finger tips so with these quality is you need to plan the intervenes for them in a different way right. So this is what about generation y employees.

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## Generation I -- As Future Employees

Then we have generation I employees so if you look at generation I employees they are the future employees okay why it is generation I employees because they have been born in the interknits right and that is why it is known as generation I employees okay. Actually Bill gates who is the chairman of the Microsoft he referred to the children born after 1994 as a generation high employee's right. So if you are born after 1994 you may be 20 + only okay who are about to enter the work force I just entering into the work force right. There is the 1<sup>st</sup> generation which is gone with the internet right. It is going to change.

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## Generation I -- As Future Employees

- Bill Gates, chairman of Microsoft Corporation, referred to children born after 1994 as Generation I
- First generation to grow up with Internet
- Internet will change Generation I's world as much as television transformed world after World War II



Is world as much as the TV changes the world or transform the world generation right, you know that the way the revolution are there, evolution as happened in the world of communication and media it is going to entirely transform not only the society but also the industry. So industry has to make them ready to face the challenges which is going to be created in this kind of employee who is about to enter.

Because there needs expectation inspiration are different they are no more committed to the organization, so they want you need to make sure that they are employable okay they develop their marketable skills which are required for them, they are very mobile. So you need to keep these thing in mind when you are planning development intervenes, especially for their career growth and development.

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## Career Planning for Men & Women

- Some research findings
- The glass ceiling
- The mommy track
- The dual career couple track



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Now if you look at the gender differences between men and women, there are lots of findings which suggest that there are differences and we discuss about three things that is glass ceiling, mommy track, and dual career couple track. These are issues that actually related to career development right.

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### Some Research Findings

- Men benefit more than woman from training
- Men benefit more than women from being married and having children
- Women benefit more than men from coaching and encouragement
- Women have fewer developmental opportunities than do men



Now if you look at the differences that have been happened with men, it has been found through literature and self support that men benefit more than the women in training, it means that training is more beneficial to the men okay. similarly if men get married they get more benefited than the women, because the responsibilities is less than women, women has to manage their house, children, family and husband also okay.

When it comes to coaching and these kinds of things the women perform in excel much better than the men right but what actually happens the structure and the mechanism that we have in organization, the kind of development opportunity that is available to men is more than compare to the women okay. So these are some of the findings which suggest that we need to go for some kinds of changes to make sure that both are getting equally benefited and opportunity in terms of their growth and development.

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### Glass Ceilings & Mommy Tracks

- Glass ceiling: A barrier ( usually not an obvious one) that prevents women from reaching top management.
- Mommy tracks: Career paths which give more time flexibility to allow women to fulfill family commitments.



The other 2 terms that we need to discuss is glass ceiling and mommy tracks, what do I mean by glass ceiling is that actually it is again the barrier, not an obvious one but it is something that it is created artificially we suggest that it is very difficult for women to reach to the top level positions, because sometimes the kind of that system that we have developed is male dominated right.

And because of that you will find that there are few women who have reached to the top management, now you will find more women to moving to the top management, if you look at the case now we have lot of CEO of other places, with they are managing the entire show and they are at the top positions okay. So we need to break this kind of ceiling to ensure that there is equal opportunity for both men and women and that is the responsible which are to ensure what kind of intervenes need to be planned.

Then mommy tracks, which talks about giving more flexibility allow to full filling the family commitments because they have other responsibilities. So you allow them to work from home, you allow them to work at convenient timings right. You ensure that their career path is not being affected because of this kind of things okay. So you go for some kind of flexibility, so far the women are concerned.

Accordingly you need to see that you are going to plan development intervenes which is going to align with these kind of flexibilities, so that they can manage their home. So what we have

been discussing about how it is going to be different and what kind of issues could be coming up especially.

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### **Dual Career Couples**

#### **•The Family Friendly Workplace**

#### **•flexible work arrangements**

–child care arrangement

–support for transfers and relocations

–managers who understand dual career couples



When you are talking about men and women, similarly if both husband and wife are working dual career couples, you know that now organization have deviled the policy with they try to employ they are working same organization to be placed with the same kind of set up. Much central government organization you will find that they actually try to adjust these kind of thing and try to post both husband and wife at the same place, at the same location okay so that inconvenience can be reduced okay.

If it is not possible they try to have flexible arrangement work arrangement you also go for crush to take care of children okay and you also deploy support for the transfer locations okay so if both of them are working you have to facilitate this that both of them can work you are not going to see that one person are the one of them the man progress in the career.

And the cost of the living okay and you will be surprised to see that in our context it is the women who sacrifices the career at the cause of the men care okay so these kinds of issues may come up and but the management has to device certain terminates such a way so that they fascinate the growth and the development of both not only the men or women.

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## Succession Planning



The basic purpose of succession planning is to identify and develop people to replace current job holders in key positions.

Through succession planning organisations ensure a steady flow of internal talent to fill important vacancies.

Succession planning encourages "hiring from within" and creates a healthy environment where employees have careers and not merely jobs.

It should be noted here that career planning (which covers executives at all levels), by its very nature, includes succession planning (which covers key positions at higher levels)

Now the last level discussion about the succession planning succession planning idea is to identify people who could take up senior position in the organization it is very important right because succession planning is part of kind of promotion and it is also a part of career plan where you going to decide who is going to take who is purchase right so it is very important for you to plan successful edges kind of succession by growing and developing people at the lower level and make sure that they develop all the expertise knowledge and the skill so that they can take this position right.

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### Replacement Chart: Visual representation of who will replace whom

Department : Finance		Date :		
Prepared by :				
<b>Replacement Summary for 'Senior Equity Analyst'</b>				
<b>Senior Equity Analyst</b> Raja Ram (59)		Job holder : Raja Ram Opening : In 3 Years Salary Grade : 25,000-35,000	Age : 59 Reason : Retirement Experience : 12 Years	
Chart for 2 positions	A <sup>1</sup> Rajat Gupta (44) B <sup>1</sup> Shyam Lal (38)		<b>Candidate 1</b> Name : Rajat Designation : Equity Analyst Performance : Outstanding Grade : 18,000-25,000	Age : 44 Years Experience : 8 Years Reason : Star in the dept. Promot- : Ready now for ability : promotion
	<b>Bond Specialist</b> Nirmala (31)		<b>Candidate 2</b> Name : Shyam Lal Designation : Equity Analyst Performance : Outstanding Grade : 13,000-18,000	Age : 38 Years Experience : 3 Years Reason : Needs more Promot- : Can wait for ability : 2 Years
	A <sup>1</sup> Sakin Singh (28) B <sup>1</sup> Neelam (28)			
<b>Explanations:</b>				
A. Ready for promotion B. Needs more experience C. Not suitable for job		1. Outstanding performance 2. Acceptable performance 3. Poor performance		

So now one replacement chart to explain that and show that who is going to replace right now it is ready to one particular department okay say finance and that two position basically that you can find out and then you have two people okay who is going to replace now if you look at this you can see that it is showing ABC something like this it means A means that is ready to have promotion B and C needs more experiences seems that is not stable for them okay so all the information is provided okay.

And then one means that it is outstanding performances so this kind of replacement chart tells you that it is A1 then he is going to do successor right now if you look at then the first case where Raja Ram who is 59 about to retired okay and this person is has lot of experiences so who is going to replace him so they are number of people you could find there okay like Reith Gupta Sharman who has union took them and if you look at that you also look at the knowledge.

And experiences then if you look at the writing one is A both of them are outstanding performs but when it comes to be like it means that he needs more experiences so this sources that it going to be promoted so as a part of those succession plan you also created replacement chart to see that who is going to promoted based upon what is your requirement in terms of performs and experiences from the individuals right.

(Refer Slide Time: 33:00)

**Succession Management**

Succession management focuses attention on creating and stocking pools of candidates with high leadership potential. It assures that key people are not just identified but also nurtured and developed into future leadership roles

**Steps in succession management**

- ◆ Identifying the shortage of leadership skills and defining the requirements
- ◆ Identifying potential successors for critical positions
- ◆ Coaching and grooming the 'star performers'

**The case of BAJAJ AUTO**

- ◆ Arm your successor
- ◆ Begin at the edges
- ◆ Start succession early
- ◆ Prepare the organization.

Then as a part of successive manager from process you have to regularly do this exercise so there is no lack of sort of at the middle level that may happen if you are not going for a good succession plan okay.