Principles of Human Resource Management
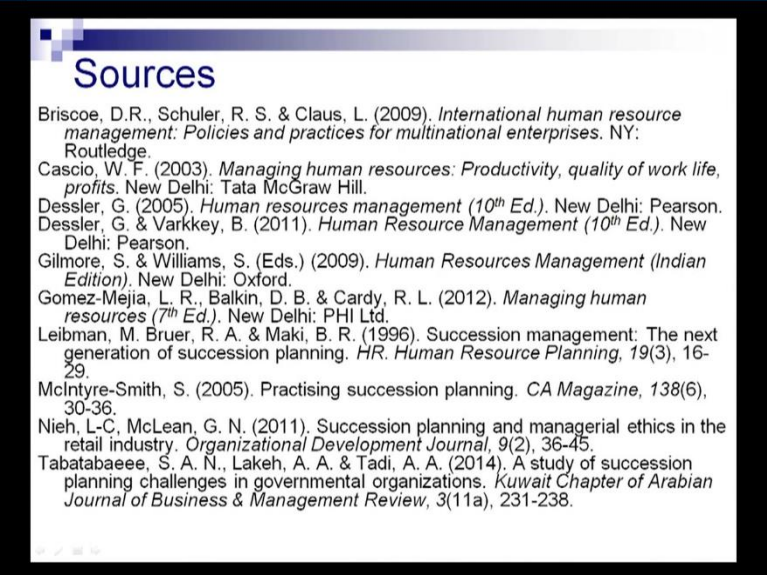**Prof. Aradhna Malik**
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Module No. #03
Lecture No. #09
Career Development

Welcome back, to the 9th session on Human Resources Management, HR One. We have discussed in the past.

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That some sources as always. Some papers, that I got the information from, some books that I referred to. So, you can actually go through this list, and may be accessed the full texts of the articles, or go through the books, that I have been consulting.

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We talked about in the last session. We talked about self-development. And, we talked about, how you as a professional, can develop your own career, in the organization. And, you may wonder, why I am constantly insisting, on your development, as a professional, in a course on human resources management. You will say, we need to manage others, why are you telling us about ourselves.

My answer to that is, that unless , how to manage your own career, you cannot direct others on, how to manage their careers. You cannot help your employees, or the employees in your organization, to develop their careers, unless you are able to develop, your own career, yourself. Unless, you are able to manage, your own career, yourself. Which is why, this whole emphasis on self-management of your own career, to start with.

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Domains of self development
(Smith, 2010, Hopke, 2010, & North, 2008, in Gomez-Mejia, Balkin & cardy, 2012)

- Money:
  - How much do you want to make?
  - How important is money to you?
  - What are you willing to sacrifice to make money?
- Work:
  - What kind of work do you want to do?
  - What kind of work fits your strengths & values?
  - What kind of work do you not like to do?
  - What level of responsibility do you want?
- Life:
  - What do you want outside of work?
  - How important is family to you?

Self-development. We talked about domains. People are concerned about, regarding their careers. People work, because they want money. People work, because of the quality of work. People also work, because they want a better life, at the end of it all. And, one needs to know, where one stands, in each of these domains. So, we have already discussed this.

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Development suggestions
(Gomez-Mejia, Balkin & Cardy, 2012)

- Identify your mission: Business you would like to be in & the role you would like to play
- Keep learning: Identify what you can learn to improve your potential, and the skills that can add to what you currently know and help you in your larger goal in life
- Develop competencies: Look ahead and do what you need to do to take care of the larger goal in life.
- Find a mentor

We also talked about, development suggestions. And, I will just go through it, once again, just briefly. The first thing, that you need to do, in order to develop your own life, and advise others

on, how to develop their own careers and lives, is identifying one's mission. You need to do, what you want, at the end of your life. Not at the end of your life, but at the peak of your life, at the peak of your careers, you should know, what you are heading towards? What kind of a role, would you like to play? What you like to do?

Do you like to sit and punching numbers? Do you like to talk to people? Do you like networking. Do you like to meet lots of people? Do you like telling people, what to do? Which is why, I am in this profession. I enjoy telling my students, what to do. So, I love this profession, I help them build their careers, which is the satisfaction. On the more humorous side, I am constantly telling them, what to do. And, fewer people are telling me, what to do. So, it works well, both ways. But, anyway, that is a joke.

So jokes apart, one has to understand, what kind of work, one can live with. And, I told you, the last time, the acid test is. At least, that is my personal acid test, and that is, what would you like to do, if somebody woke you up, from a deep sleep at 2 am with, when you had 104-degree temperature, and somebody just woke you up, and asked you to do something. What is it, that would still motivate you, despite your own personal discomfort and illness? What is it, that you would really like to do? Identify that, and find a career. That, has a lot more of, whatever you like to do, and go for it.

Keep learning, as long as, we are learning, we are engaged. I have a student, who is working on ageing. When, we have been talking about things and we were discussing about, how people keep learning, throughout their lives. And, education is one profession, in which, we have this inherent need, in the profession, to keep learning. Every day, we are expected to learn new things. Because, our students are always, 10 steps ahead of us. And, we try and stay, 10 steps ahead of them. And, that is a big motivator. We stay forever young we at least, do not want to believe that we are ageing.

Why because, we are constantly learning, new things. Constantly, trying to update ourselves. Constantly trying to exercise, our mind. And, it has been scientifically proven that, if you keep exercising your mind, if you keep engaged intellectually, the risk of diseases like, Alzheimer's or

dementia, is reduced considerably. So, if you keep your mind active, it is very helpful. So, that is why, I love my profession. I know, I will hopefully not lose my mind ever, if I keep learning. But, that is a big motivator, in your career. You should have a career, that motivates you, to learn, as you go along.

The other thing is, developing competencies. Look ahead and do, what you need to do, to take care of the larger goal in life. Absolutely necessary, to have a focus. And, finding a mentor. Somebody, who has been in your chosen profession, for a while, knows the insides of it, knows, what to expect, knows, the limitations, knows and understands, what is coming. And, can help you, go through these problems. Can help you, find your way, through the vagaries of the profession, that you choose, for yourself. So, it is very essential to have a senior person, whose advice, you can depend on, when you choose a career. And, that is a big step, in managing your career, well.

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Advancement suggestions. I told you, you need to market yourself. You need to make, yourself known. I know, this is a repetition. But, I am emphasizing on this. I am insisting on this. Because, this is absolutely essential for you. You need to be able to share with the world, what you are, who you are, what you can do. When you need to be, able to let people know, what you

are capable of doing. Only then will, you get the opportunities, that you deserve. You also need to understand, how your industry is moving along.

You need to understand, business trends. Which is, how is the industry that you want to work in, moving on. What is the industry doing next? How is it evolving? What is your contribution going to be? Where do you fit in in the larger picture of things? It is very essential to know, what one wants to do, and what one likes to do. It is also, just as essential to understand, where one fits in. And, how one can contribute to the industry, that one wants to be, or is a part of.

Okay. And, of course, resolving problems and improving your communication skills. Again, my basic training is in communication. And, I keep emphasizing that, you may be an expert in anything. But, as long as, you are able to convey that expertise, to people, who can use that expertise, your expertise is of, no value. You need to be, able to communicate, what you know, to the people, who can use what you know.

Either through the way, you communicate it to them. Or either, in the same raw form, that you communicated to them. Or, find applications for the new knowledge, you create, or, whatever you understand. But, then they should be able to; you can work in isolation. We all work in teams. Whatever we do, has a background, and contributes to something, in future. And, unless, we can convey, or "communicate", whatever, we know to people, who can use it, our knowledge is really of, no real value.

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When, I told you the exercise, this is something, that will help you. So, if you have not done it, till now. I suggest you do it.

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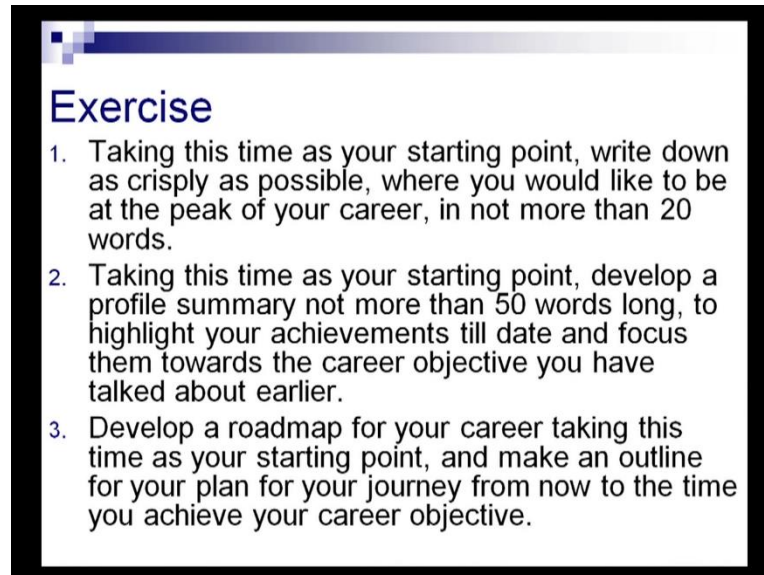

I told you about, career objective and profile summary.
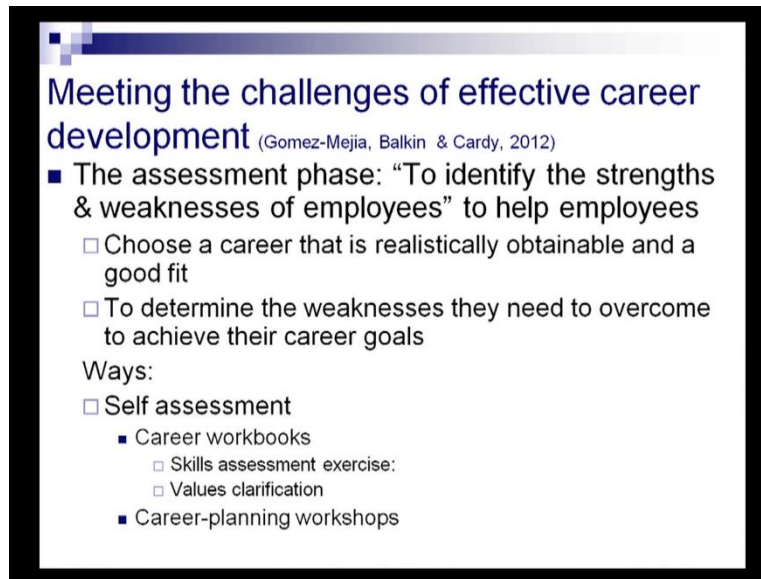
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Exercise

1. Taking this time as your starting point, write down as crisply as possible, where you would like to be at the peak of your career, in not more than 20 words.
2. Taking this time as your starting point, develop a profile summary not more than 50 words long, to highlight your achievements till date and focus them towards the career objective you have talked about earlier.
3. Develop a roadmap for your career taking this time as your starting point, and make an outline for your plan for your journey from now to the time you achieve your career objective.

And, I give you an exercise, last time. I hope, you have done it. If not, please do it. And, please get it evaluated, by anyone, you trust. You do not have to come to a teacher in human resources, or communication or career planning or talent management, or a psychologist to help you interpret what you write. This is something that, you, yourself can interpret. And, something that, anyone in your chosen profession, can help you interpret, and work towards. It is absolutely essential to know, where you are going, how you can reach.

Wherever, you are going, what steps you will need to take. And, where how much time, you will need to stop, at every step. What will you need at every stage? So, what will you be? How will you change? I mean, we may not be able to see the future. But, we can plan, as far ahead of time as possible, knowing whatever we know. And then, the chances of modification, intelligent known modifications, increases, as we go along. We understand the path. So, that is very essential.

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We talked about, effective career development. We talked about, the assessment phase.

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We did not get a chance, to talk about, career anchors, that much. I told you that, career anchors are the core values of a worker. And, the identification, takes place through, a career anchors orientation inventory, by Schien. And career anchors are what help you stay connected with your career. And, we briefly went through the implications for each career anchors so identified. So, it is very important to identify, what is it that holds us to our careers. What is it that we find worthy

in our careers? What is it that, we identify our careers with? And, that is what, we call as a career anchor.

And, this career anchor helps us, stay connected with, feel like a part of, develop our identities, in relation to the career, that we are a part of. Or the career, that we choose, for ourselves. I am saying, they are a part of. Because, i feel that we spend, 8 to 10 to 14 to 16 hours, a day, sometimes, at our jobs. We do not get to spend, as much time with our families, as we are required to spend at work. So, it is very essential that, we choose something, that we like. Because, whatever we do, eventually makes us, who we are.

Our identity is defined, to a large extent, in any society, by what we do, especially in community oriented societies. But, even otherwise, whatever we do, for a living, defines ourselves, our being. So, it is very essential, to understand our careers. And, treat our careers as something that, we are a part of. And something, that governs, the rest of our life. And, that is why, managing our careers, is very essential. Knowing, what core values, hold us to our careers, is very, very, essential, at this point.

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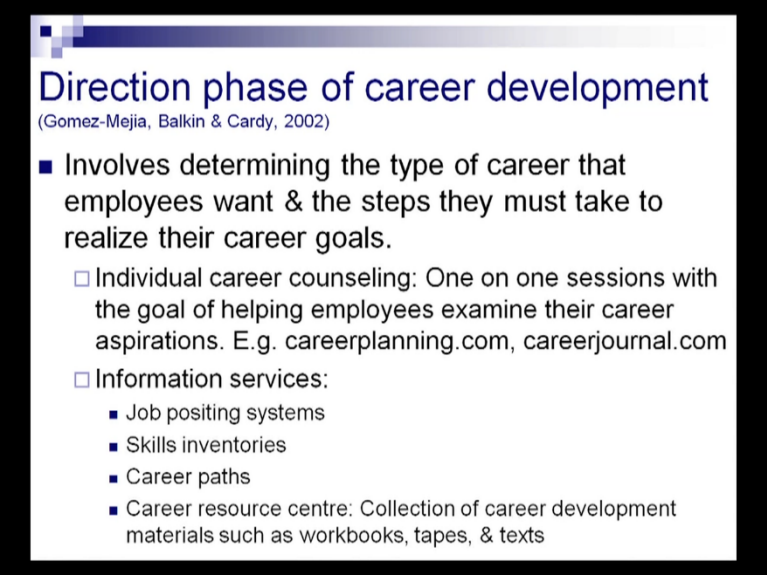
We talked about, organizational assessment. How organizations assess their employees?

We also talked about, the direction phase. So, we talked about, assessing careers. We were slowly moving into, the direction phase of career development. And now, I will focus more on this. Direction means, we determine the type of career, the employees in the organization want, and the steps, they must take, to realize their career goals. The exercise, that I gave you, is more about finding your direction. The sole purpose, actually of that exercise, is to help you find, your direction in life.

You are welcome, to use that exercise, with your employees. That will be nice, if you can give credit, to the originator of the exercise. But, even otherwise, you are free to use the exercise, any way, you want. As long as, it helps the people, you use it with. And, please do it with your own self also. Individual career counselling is, one way of finding your direction, one-on-one sessions, with the goal of helping employees, examine their career aspiration.

This can be done, through various websites, also. Some examples are given here. Career planning.com is one. Career journal.com is another. Then, we have information services, that help you develop, your careers. We have skills inventories. We have career paths. We have career resource centers, in organizations. We have job posting systems, where you can move on, to the next phase of your career. You can find, what you like. And, you can move towards it.

We talked about taking actions, to create an increase skills, to prepare for future job requirements. We talked about mentoring. Somebody advising you. Somebody, who knows about the profession, advising you, about the ins and outs of the profession, is called mentoring. It is very essential, to find a mentor. It is very essential, to find somebody, who knows, what you are headed towards. And, mentoring is an essential part of career development. Coaching is another one. Ongoing, sometimes, spontaneous meetings between managers and their employees, to discuss the employees, career goals and development.

Coaching is more formal. Mentoring is more informal. Mentoring is more, over-arching than coaching. Coaching is, only directing the employee towards, the next step in career development, in the chosen career. Mentoring is more about, managing ourselves. Managing, our frustrations and anxieties and aspirations, from the career, we decide to enter in to. Tuition assistance programs are, another way in which, the organization can contribute, to the development of, the careers of its employees.

So, many organizations, these days, sponsor your higher education. They will send you abroad, for a PhD. They will send you, to different business schools, for an MBA.or Masters in Engineering Program, or an M Tech Program. So, organizations help you improving they help you, to get these additional degrees. And, I told you about, the training paradox a couple of sessions ago, which is developing your careers.

And, at the same time wondering, whether you are going to leave the profession, or leave that particular organization. It is a well-known fact, that a lot of people use reputed organizations, as springboards, to either go abroad, or going to their chosen professions, or get into better jobs. So they may join, say, a place like IIT, as a teaching assistant, as a research assistant. Learn from here. Maybe, get a PhD here.

And then, eventually, become a faculty member, at another IIT, or IIM, or IICE, or some institute of, reputed institute of higher education, on the basis of the work, they have done at an institute like an IIT. Nobody expects to be a research associate, all of his or her life. But, whatever they learn, in their roles as, research assistants or research associates or project staff, is very helpful for their development. And also, motivates them, to take on better professions, later on in life.

And, maybe it gives them a flavor of, what academics is like. And, if they like it, they go ahead, and enroll for the PhD program, at a good institute. Such a lot of hard work. But, it is also an opening. So, the same thing happens with, these tuition assistance programs. I mean, we encourage our employees. The other thing is job rotation. We talked about, assigning employees to, various job. So, that they acquire a wider base of skills.

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Some ways to rotate jobs. Project rotation, rotation across special project. So, you move one employee from, an employee from, one project to another, and give them training, in the requirements, of both of these projects. Partial rotation is, rotation to other departments, for specific time periods. For example, once a week, or one week in a month, etcetera. Lets say you are an academic, you are working you are helping as a project staff in this particular project. But then, maybe occasionally, you can go and help in another project, whenever they need this kind of specialized help.

Maybe you are good with, say, a software like SPSS. And, you are officially associated with one project. But, another faculty member, in again, I am talking only about academics. Because, that is something, I know best. And, so you go. And, another faculty member, comes and says, can you spare this research assistant for some work, I have with SPSS. So, you go and deal with another set of data. And, learn something more about, say, another project in related, or maybe even an unrelated department.

And, so, it is partial rotation. Or, maybe, you good with statistical tools. One day, you analyze, , you keep doing things in one department. And the, you borrowed by another department, for a day, or a week in a month, to help them, solve their problems. And, that way, you get a flavor for another department. And, your avenues open up, quite a bit. Cross functional rotation movement of employees, between business units or functions. Which means that, you may be doing, one thing on one day, and something totally different, on another day. And this helps the organization.

Because, any time, an employee is not able to come, or there is a flux.The organization is able to bring, employees from another department, to cover for the employees, who have not come. So, you learn different functional skills. You learn different things. And, you move from, one functional area to another. You could be teaching, one day. You could be helping with the research, another day. You could be correcting assignments, on the third day. You could be writing up a research proposal, on a fourth day.

You could be helping, somebody with photocopying, on a fifth day, or you could be mentoring students, on a sixth day. So, you sort of, you are trained in, all of these different aspects of a job. Lets say in the service industry, I know about hotel management. You could be manning the front desk, one day, helping out in the kitchen, the next day. You could be doing food and beverage service and mixing cocktails, on the third day. You could be looking after housekeeping, on a fourth day.

So, you could be put in these different departments. So, that, when anytime, anyone does not show up, you can be called. And, when you become a manager what each of these areas, in theirs. So, that is very helpful for the organization. That is called cross functional rotation. The next is cross region rotation. Rotation between regions or countries. This is what happens, in the civil services and the armed forces. Where, you are sent to various regions. Where, you are sent to work in different countries. Where, you are sent to look after, the work in different geographical regions.

And, that is very helpful. Because, it helps you, get a sense of the business, of the organization, of the industry. And, it also helps you become, very diverse in your approach. It helps you learn, to deal with different situations, in different geographical locations. The other thing is, temporary rotations. Rotations to fill, short-term needs, created by vacations, sick leave, turnover, etcetera. Anytime somebody is out, you are put in, as a substitute. So, that is the temporary rotation. It is not a permanent move. But you just step in, when somebody is not there.

Inter-departmental mentoring which is coaching new employees, in different departments. So, you are now, senior. You know a lot about different departments. You become a manager. Because of the extent of experience you have, you are asked to go and coach, and help mentor the employees, in another departments. So that is another way of job rotation. It helps break the monotony. And it also helps you, learn new things. So these are some ways of rotating jobs. And one it helps keep people interested in their work.

Since it is monotonous , doing the same thing, day after day, year after year, becomes too much, sometimes. The other thing, it helps you do is, it helps you learn a lot more. So and it helps the

organization, whenever the organization is in a fix. Whenever, somebody is not there. If they have, facilitated rotation of jobs among their employees. They will find somebody, who can step in, and help out, with this lean phase of employees, not been there, for a while. So, that is very helpful.

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Methods of career management
(Dessler & Varkkey, 2011)

- Role of employer:
  - Tailored in house career management methods e.g. HP Career Self management program
  - Career planning workshops
  - Lifelong learning budgets
  - Role reversal
  - Career success teams
  - Career coaches through organization
  - Online programs
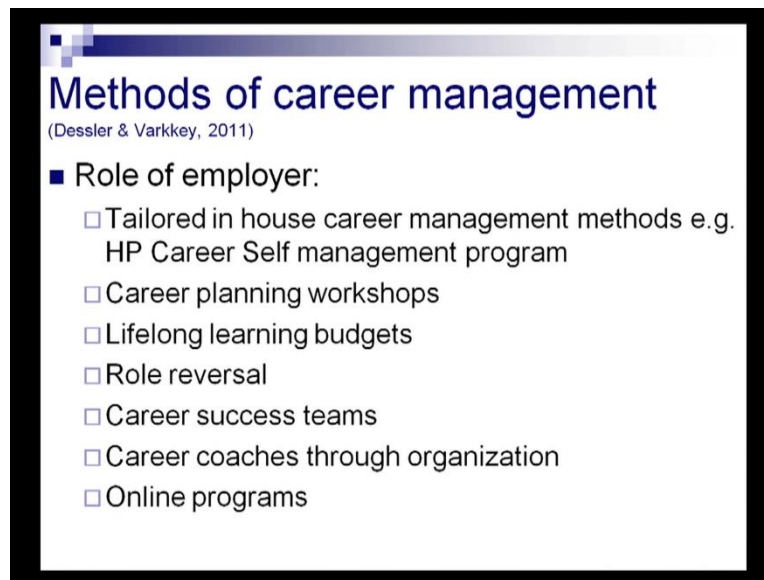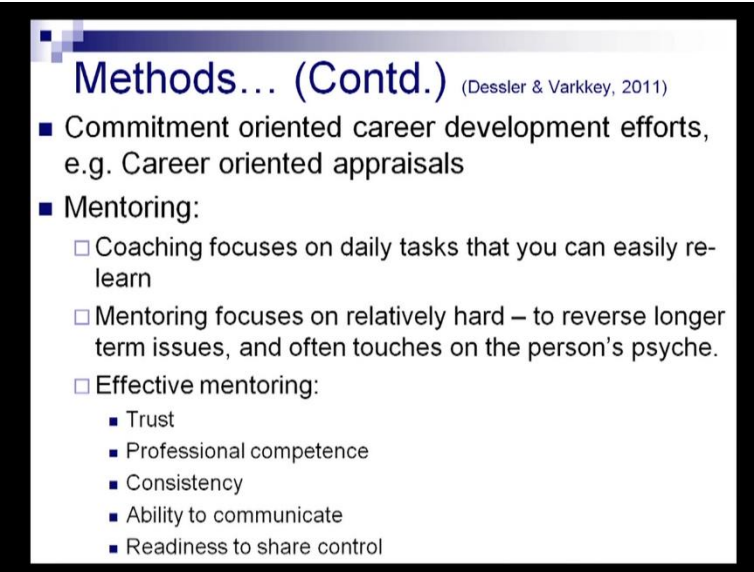
Now, we were talking about, methods of career management. Role of employer in career management is tailored in-house. How does the employer help? We were talking about self-development. Now, we come to the role of the employer. Employers can provide, tailored in-house career management methods. For example, there is a Hewlett-Packard career self-management program. I will see, if i have the time, i will cover it. Otherwise, you can google this, and you can find this online.

Then, you have career planning workshop, organized by different industries, different organizations. We have lifelong learning budgets. For example, some organizations allocate a yearly budget, to training, to the purchase of books, to training programs. In academics like institute of higher education like ours, we have a specific budget, allocated to our development. So, we can go and learn a new skill. We can get a new certification. We can go for a conference. We can,so it is called, the faculty development fund. And, we have this opportunity.

We have been given, this brilliant opportunity of developing, something new. If I wanted to go, and learn German, the institute would sponsor that. Because, I am going to add to my skill set. They have a lifelong learning budgets. They realize that, for us, learning something new, whether it is in our line or not, is going to only motivate us, and enhance our commitment, to our professions, and to our organization. Role reversal is another one where occasionally, you let people see things, from the other person's perspective.

You at least occasionally you have a dress down day, you let people see things from the inside. Career success teams are there where teams are put together. Where people, who are performing well, are put in teams, and encouraged to share their experiences, and motivate other members of the team. We have career coaches through the organization. We have people, who go around from department to department, and coach, and mentor the employees, who are struggling with, or who are seen, or feel stuck in their roles. And, we have online programs.

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We also have, commitment oriented career development efforts. For example, we have career oriented appraisals. Appraisals of course, for the purpose of finding out, what the employee has done in the past year. But also for the purpose of finding out, how the employees career, can shape up in future. Mentoring, there the coaching focuses on daily tasks, that you can easily re-

learn. Mentoring focuses on, relatively hard to reverse, long-term issues, and often touches on the person's psyche. So there are daily tasks, that one feels uncomfortable about, or not so skilled, and they need help.

Mentoring could also focus on things, that one feels trouble dealing with. Maybe, dealing with office politics, dealing with aggressive co-workers, dealing with manipulation, dealing with lazy co-workers. People who one is dependent on, who do not give you the work that you need, in order to complete your work. Dealing with different cultures, within the organization, dealing with different genders. So, all of this can be dealt with. Effective mentoring requires trust, it requires professional competence, it requires consistency. You have to be consistent, with the same employee from at different time periods.

You also need to be consistent, in the manner in which, you deal with different employees. So, ability to communicate, ability to assure the employees, and reassure them about, how well or about the commitment of the organization, to their welfare. And readiness to share control. Mentoring is not only about teaching people how to deal with their careers. It is also about sharing control. It is also about helping employees understand that, they are in charge of their own lives. And, you are only going to help them. You are only going to be by their side, to pick them up when they fall down. So, that is an essential aspect of mentoring. Only then, is it successful.

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Succession planning
- "Succession planning is about developing potential employees for success" (Harrison, McKinnon & Terry, 2006, in Nieh & McLean, 2011)
- "A strategic process to assist organizations in identifying, selecting, training, & developing potential employees." (McConnell, 1996, in Nieh & McLean, 2011)
- "Structured approach to create consistent & continuous leadership in the organization" (Wilcox, 2002, in Tabatabaee, Lakeh & Tadi, 2014)

Let us come to something different. Now, succession planning is another topic. We help the employees develop their careers. Now we need to help employees move on. One of the ways in which employees move on, from their jobs is by going to a different department, by going to a higher position. So at that point we need to plan for their succession.

And Harrison, McKinnon & Terry 2006, and In Nieh & McLean, 2011, say that, succession planning is about developing potential employees for success. Succession planning is about helping a person, who is going to take on your responsibility, after you move, understand the responsibility. McConnell, 1996, says that, it is a strategic process, to assist organizations, in identifying, selecting, training and developing, potential employees.

Wilcox says that, it is a structured approach to create consistent and continuous leadership, in the organization. So succession planning in a sense is all about, helping the new person, who is coming in, take on your responsibility, in this chosen, or in the role, that you are currently in. And helping you, hand over the responsibilities, that you are so efficiently executing to another person, who is going to take them on, after you move to a different role, or higher position, or move out of the organization

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Significance of succession planning
(Leibman, Bruer & Maki, 1996)

- Assuring the continuity of prepared leaders for key executive positions
- Engagement of senior management team in a disciplined process of reviewing the corporation's leadership talent
- Putting the diversity issue on the corporate agenda
- Guiding the development activities of key executives
- Re-examining corporate & business unit structure, processes & systems
- Alignment with other HR that support the leadership renewal process (e.g. selection systems, rewards
- Contributing to the shareholder value

Significance. It assures, why is succession planning is important. Succession planning is important, because, it assures the continuity of prepared leaders, for key executive positions. So succession planning in a higher position, or for a higher position, ensures that, whoever comes, takes on the responsibility, or is able to deal with, or lead the organization, in as efficient a manner, as the previous person, or even a more efficient manner, than the previous person, in that role. And, the organization has a continuous supply of leaders, who are prepared to help it, move forward.

The other benefit, of having a succession plan in place, is the engagement of senior management teams, in a disciplined process of reviewing the corporation's leadership talent. So when you plan for another person, there is somebody, who is overseeing the whole process. So people senior to you are able to see, what you have been doing. They are able to monitor and review, and assist you. Or, the next person in doing, what needs to be done, in order to take the organization forward. In order to assign the leadership position to a deserving candidate, in order to find talent in the existing employees. And help them, lead the organization, towards its vision and mission.

Putting diversity issue on the corporate agenda. Again, succession planning means that, you again from time to time, assess, who is capable of filling the shoes of the person, who is leaving. And, at that time, one can take active steps, to ensure that, diversity is catered to. You do not let

anyone, get left behind because, they belong to different castes, because they belong to different sector, community, or religion, or region. Guiding the development activities of key executives. Again, when somebody is overseeing your work, they will pitch in, if they feel there is a need to pitch in. And, they will help you move forward in your work.

Re-examining corporate and business unit structure, processes and systems. When you review a process, when you review the demands of opposition from, at a set time, you also examine the position, the role in its entirety. And, succession planning gives you a chance, to review the demands of this role, from time to time. And add to it or, add the resources required for you, to perform in that role. Or resources required by anyone, who is handling the responsibility of that role.

Alignment with other human resources, that support the leadership renewal process. For example, selection systems, rewards, etcetera. So it helps you to align, with other processes, within the human resources system. You sort of, readjust yourself you adapt to whatever you are doing, to fit in with the requirements, of the rest of the HR system. And find out, where people need to be rewarded, how people need to be selected, etcetera.

Contributing to the shareholder value. When the whole purpose of having this succession plan in place, is to ensure that the work goes on, even if the people doing that work, change. When, that happens, the work does not suffer. And, if the work does not suffer, the output does not suffer. If the output does not suffer, the stakeholders in that organization, keep getting what they have always been getting out of that organization's output. And so, if a plan is put in place, while there is still time, the stakeholders keep getting what they want.

And, their belief, their faith, in the organization, does not suffer. And, even though they realize that the organization is going through a flux. They also realize that, the organization has taken enough steps, to ensure the continuity of processes and outcomes. And that point their belief increases, and the value they assigned to the organization, keeps increasing. So, it is very helpful, to have a succession plan in place.

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Challenges to succession planning
(Tabatabaee, Lakeh & Tadi, 2014)
■ Managerial factors:
  □ Management's fear of succession planning due to the possibility of change
  □ Lack of scientific HR management
  □ Managers being changed regularly, lack of responsibility by the manager
  □ Lack of skills, information, & awareness by the manager
  □ Incompetent manager
■ Cultural factors
  □ Lack of succession planning culture
  □ Ignoring talent in the organization
  □ Inappropriate organizational culture
  □ Fear of succession planning, not believing in successors in the organization

Now, what are the challenges. The first set of challenges has to deal with, the managerial factors. The first one here is, managements fear of succession planning, due to the possibility of change. Everybody is scared of change. Nobody likes change. Why? Because, we have to work extra hard, to adapt ourselves. Why do we dislike change? Because, we have to move from the status quo, we have to move from, what is going on in a routine, and we have to do something different.

So people do not like it. So, the management is scared that, if another person comes they will do things differently. We do not know, how we will be able to deal with this person. So, let the same person continue. And, that becomes difficult. Lack of scientific human resources management. Managers being changed regularly leads to a lack of responsibility, by the manager. When you know, that you are not going to be, in a role for more than two years or three years, the commitment to that role, goes down.

They say especially, towards the end of one's tenure, one feels, why should I bother. Why should I care? Let that things go on the way, they are going on. And, that creates a problem. Then, lack of skills information and awareness by the manager. So, people do not know. One is people are not willing. Two, people do not know how to train their successors. And, that creates a

problem.The other is of course, incompetent managers. Again, not knowing, what to do, not knowing, that one does not know. So, that can be a problem.

The next set of problems,next set of challenges is, the cultural factors, which include lack of succession planning culture. The organization has made up its mind, to not change employees. They are just happy with the way, things are going. So, the organization does not have this culture of training new employees. When they come, they figure their way around. They may fail. If they fail, it is their problem, not the organization's problems. So, that is the attitude. Ignoring talent in the organization, could be a cultural factor.

The organization is so set in its views, that it does not even acknowledge the somebody, with a different set of talents, must have or would have, come to the organization. Inappropriate organizational culture. It is not considered comfortable by the employees. So, that could be a reason, for not wanting to plan for a successor. Fear of succession planning, not believing in successors, in the organization.

We just believe that, whoever is doing the job today, will do it, best. We do not know, as they say, known devil is better than, an unknown devil. So, known devil is the person, who is doing the job, moderately well or may be below average. And, you say, I do not know, who the next person will be and I do not know, how they will perform the same job. They could be worse, than this employee also. And, that brings in a resistance, to the succession planning.
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Challenges to succession planning (Contd.)
(Tabatabaee, Lakeh & Tadi, 2014)

- Legal factors
  - Political figures being overinvolved in position assignments
  - Rules & regulations
  - Lack of formal succession planning in the government
- Legal factors
  - Lack of training opportunities
  - Lack of legal requirements regarding strategic planning
- Educational factors: Lack of time & resources
- Cost factors
  - Lack of a proper system of management
  - Lack of skilled managers

Some more factors that could be, seen as challenges to succession planning, could be legal factors. Too much political interference. Rules and regulations could be a legal factor. You have, so many requirements for a person, to be in a position, that you say, whoever has come here, is fine. Asking this person to leave, or this person moving, and somebody else taking on, would be, so much of a hassle. Because, of all of these requirements, cannot be met.

The second the next point should be, strategic factors. Strategic factors, there could be lack of training opportunities, lack of legal requirements, regarding strategic planning. So, and then, we have educational factors. Lack of time and resources. We have cost factors, where , we could have, lack of a proper system of management. We do not have, enough money. We do not have, enough people, who can take over. And, all of this causes a problem, with succession planning.

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Steps to effective succession planning
(McIntyre-Smith, 2005)

1. Get your house in order
2. Prepare an information package
3. Determine price range/ compensation
4. Determine negotiables
5. Set a date
6. Spread the word
7. Meet & greet
8. Select the winner
9. Come to an agreement
10. Announcements & transitions
11. Honor post-deal commitments

But, despite all of this, what do you do?Some steps to get your house in order. Get your affairs in order. I will share an example, from the management schools, with you. It is not only about succession planning, it is about organizing and getting one's act together. This whole movement of getting, business schools and engineering colleges accredited, has led to organizations, going through each process systematically. And, finding out, and streamlining their processes, in a step-by-step manner.

So, they are getting their affairs in order. A lot of times, we have, what we call as Jugaad in Hindi. Jugaad means fixing things, as we encounter them. Fixing problems, as we encounter them. This whole patchwork system of fixing problems exists. As and when some problem comes, we just find, whatever is available to us and, somehow make connections, and make it work. Now, that is not a very good practice. When you talk about succession planning, we need to know who did what, and who is going to take on the responsibility, next.

Prepare an information package, for the next person to come. So, first, you get your own affairs, in order. Streamline processes. Clarify roles and responsibilities. Clarify the boundaries. Get everything, sort of clear-cut and clearly demarcated. And then, prepare an information package, for the next person to come. Determine the price range or compensation, that you will offer to the next person. If it is a government organization, things will be more or less, the same. But, still it is very helpful. If, one can determine, what is the new employee, going to cost. What is the successor, going to cost the organization, per month?

Will it be higher than the predecessor, or will it be lower, and why? What are the benefits? What is going to be the same? What is going to be different? So, determine negotiables, before one plans for a successor. How does one plan for a successor? You send out an advertisement, or you let people know that a position is coming up, and they come, etcetera. So, one has to know, where one is willing to compromise, in terms of benefits and emoluments. And, where one is going to draw the line, and say this is all, we can do for you.

Set a date. It is always important to have, a deadline in mind. Spread the word, tell people that, we are looking for a successor, for this position. Meet and greet. Get to know the person, before you recruit them. I cannot stress on this, enough. I cannot stress on this, enough. The whole purpose of asking people, to provide references is to, of course, find out, what they are like. Now, when you ask people, about their work. when you ask people about,when you ask referees, about the kind of person, this potential candidate is.

People usually say, very nice things. But, occasionally, you will find somebody, who will give you some idea, what this person is like. So, references cannot be trusted fully. Because, obviously, if I am applying for a job, I will not give the name of a person, who I know, will not say, very nice things about me. So, it is very essential to meet the potential candidate in person. Get to know them, a little bit. Maybe, spend a day with them. Have a meal with them. And, get a flavor of the kind of people, they may be.

Select the winner. Meet several people and find out, who fits in the organization, best. Come to an agreement. Talk to them about, what you are offering them. What they can expect? What you can expect from them? And then, company agreement. Then and offer them, the job or the position. And then, announce it to the rest of the organization. And, very important to honor, post deal commitments. You tell somebody that for example as soon as you join, within a week, we will give you accommodation.

And, the person is lingering on. One week passes by, two weeks passed by, one month passes by. And then, you say, ok, may be next month. And then, one year passes by. And, you still cannot give them accommodation. That is not good. You say, okay, this person is with me, what can they do. This is very bad and it should not happen. So, if you have made a deal, you promised them, something before they join. Please make sure, you give it to them, after they join, or as soon as they join.

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Making promotion decisions (Dessler & Varkkey, 2011)
- Types of decisions:
  - Decision 1: Is seniority or competence the rule?
  - Decision 2: How should we measure competence?
  - Decision 3: Is the process formal or informal?
  - Decision 4: Vertical, horizontal, or other?
- Sources of bias:
  - Gender
  - Race/ community
  - Horns/ halo effect

Making promotion decisions. How do you promote employees? You have four different types of decisions to make. When you promote people, is seniority or competence the rule? In some organizations, people get promoted, just on the basis of seniority. You been in a position for some time. And unless, you have a very negative record if you have been doing your work moderately well. It does not matter, if a person, junior to you, has been doing their work, better than you are higher. So, you sort of, move on to the next level, in that hierarchy.

Or, is competence, the rule. I mean, are you promoted, on the basis of the number of years, you spent with the organization? Or, the quantum of output, that you have produced? The second decision, you need to know, or you need to ponder over is, how should you measure competence. If competence is the rule, how do you measure it? In kilos, centimeters, meters, inches, how will you measure it?How will you define it? That has to be known, beforehand. And, it has to be made known, to the potential employees, beforehand.

The third thing, that one needs to ponder over is, is the process, formal or informal? Are you going to randomly, just tell people that, they have been appointed to a position? Or, are you going to announce it by going through a process? The fourth decision, you need to make is, should this decision, be vertical or horizontal or another. Sometimes, movement to a better placed team, is more helpful, is more valuable, for the employees, than an upward promotion.

So, you have to decide, or in some cases a vertical improvement or vertical movement is more appreciated. So, which of these, are you going to give, to your employee?

Sources of bias things, that one can, that can influence one's decision, are gender. Occasionally, promotion decisions are influenced by, the gender of the employee. Some organizations are women, are over friendly towards women. Some organizations are not so friendly, towards women. Some organizations are not so friendly towards men. Our personal preferences as supervisors, can have a bearing on, our decisions to promote, or not promote, certain employees. And, that needs to be accepted and recognized.

Another source of bias, could be race or community. All of us feel very proud, about the community, we belong to. And, we all say, whether we admit it or not, let us be honest. We all say that, our community, our religion, our background, is better than, the background, or religion, or community, or race, of another person. So, we see good things in ourselves. And, bad things in others. And, given a chance, we tend to prefer people, from our race, or our community, over people, coming from, another race or community.

At the very core, if somebody were to give us a chance. And, we knew that, we would not be taken to court, we would like to give, the first preference to people, from our own backgrounds or who share, some affiliation with the different organizations, that we bear allegiance to. The other is, the horns and halo effect. When we are making promotion decisions, we tend to have this image of a person, in our minds. Person, may have done, one thing, that is very good. And, we start seeing a halo, around the head of this person. And, we start defending them.

And, that can influence, our perception of this person. The other is the horns effect. A person has made one very big mistake, has not made that mistake again. But, we start, sort of, literally seeing horns, on the person's head and blood dripping from their mouths. That is the horns effect. We think that, this person is a devil, is a demon. And, this person is going to be bad for the organization, based on the one mistake, that the person has made. And, that prevents us, from giving the person his or her due.

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Managing retirements (Dessler & Varkkey, 2011)
- Methods:
  - Create a culture that honors experience
  - Modify selection procedures
  - Offer flexible or part time work
  - Phased retirement
  - Pre-retirement counselling:
    - Retirement benefits
    - Leisure time
    - Financial and investment counseling
    - Health
    - Psychological counseling
    - Counseling for re-employment outside/ within the same company

The other manner of movement is retirement. How do people retire? What happens, when people retire? Retirement is, when the organization thanks you, for your efforts, for your service, to the organization. And, at a particular age, asks you to leave the organization, and go away. So, that is retirement. It is separation from the organization. But, not really firing. It is a known, a predicted separation, a known predicted, leaving the company. How can you ease retirements? Create a culture that honor's experience.

Whenever, you have older employees, in the organization one must create a culture, that honors, that respects the experience. So, senior employees are treated, more respectfully, than the junior employees. I am not saying, one should not give one should not be respectful, towards junior employees. But, it always helps. If the contribution of senior employees, is taken into account. And, is respected, and regarded. Then, you modify the selection procedures.

So, senior employees are retiring. You in the selection procedure itself, tell people, what the retirement age is. Tell people, how and when, they can expect to retire. Take younger employees, if you want them to stay, with the organization, for a longer time, etcetera. I am not saying; the elderly does not need jobs. But, depends on, what your organization is doing. Offer flexible or part-time work. May be, when people retire. Suddenly, one fine day, on one day, you are going

to the office. And, you are working, 10, 12, 14, 16, hours a day. And, the next day, the organization says, thank you very much, we had enough, please go home.

And, you suddenly, feel lost. I have seen, my own father, go through this. Have seen, other elderly in the family, go through this. So, one feels lost completely as to what, one is going to do, from that day onwards. And, so at that time, part-time work or flexible work hours, could be given to the retiring employees, to make their lives easier. Or, when one is planning for retirement, one knows that, one will have a house, to look after. One will have a family, one will want to move.

At that time, one needs to start devoting time, to one's family, and to one's affairs. And, at that time, flexible work hours could be facilitated, by the organization. You could also have, a phased retirement, which means that, you slowly, start cutting down the hours. This is different from flexible or part-time work. You tell people, you allow them, to take longer leave, etcetera. Then, you could have pre-retirement counselling. You could tell people, about their retirement benefits.

Make them aware of, leisure time activities. You could help them, or you could counsel them, about their finances and the investments, they can make, with the retirement benefits, they will get. You can talk to them, about their health needs, after retirement. You can talk to them about, , psychological counselling, about the pressures, that come with retirement, etcetera. Counselling for re-employment outside, or within the same organizations. So, all of those things, can be taken care of.

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Dual career couples: Problems and opportunities (Cascio, 2003)

- Work schedules
- Working in the office vs. flexi-timings vs. telecommuting
- Balancing and sharing work and family responsibilities
- Travel
- Finances
- Transfers

Now, another special situation here is, dual career couples. Some problems and opportunities are, work schedules. Working in the office versus flexi timings verses telecommuting, balancing and sharing work, and family responsibilities. So, when you have both partners in a marriage working, then that poses a lot of problems. And, does offer some opportunities also. So, there could be problem, with scheduling work. I mean, people have families. It is a reality of life.

And, it is, it sometimes, one needs to help employees, manage their families, also. So, that needs to be looked at. Then, working in the office versus flexi timings versus telecommuting. When both the partners are working. One needs to, maybe one needs to help them, in order to, or in an attempt to help them, manage their families. One needs to sometimes allow, one or both partners, to have flexible timings and telecommute, to help them, look after their families.

Then, balancing and sharing work and family responsibilities. So, giving them an opportunity, to do that. Some problems are related to travel, you cannot have, both partners travelling, at the same time. Who is going to look after kids? Who is going to look after parents? . Finances need to be managed. Transfers, especially, if they are in the same line of work, I mean, it is difficult to transfer, one person. And, if they are transferred to different places, then it becomes a problem.
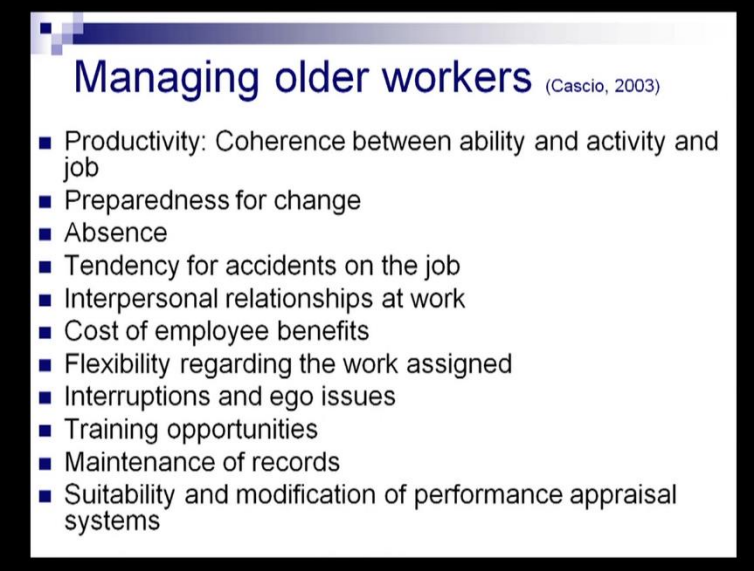(Refer Slide Time: 55:52)

So, managing men and women midcareer. Just before retirement, there are some challenges, to managing people, who are in the middle of their careers. There is an awareness of advancing age, and an awareness of death, awareness of body changes, related to ageing. You are not as physically, able to do things, that you were able to do, earlier. Knowing, how many career goals, have been, or will be, attained. What was, I able to do? What was, I not able to do? So people take stock of the situations and search for new life goals.

What will I do, after retirement? What will happen to me, later on? Marked change in family relationships. Again, as people grow older. Their children grow out. They move out. Their children, get married. They have sons and daughters in law. And, they have daughters and sons in law. They have grandchildren. Sometimes, people divorce family structure changes. And, that will have an impact on, how they work. (Refer Slide Time: 57:01) There is a change in work relationships. Senior versus new bees. As we grow older, we become set in our ways. And, we find it very difficult, to deal with the new people, who are coming in, who are more efficient than us.

Growing sense of obsolescence at work. Plateaued worker. Many times, we learned skills. And, we are so happy, with whatever, we know. And, we are so happy with the stability, of our careers, or, of our jobs, that it becomes very, very, difficult for us to learn new things. And, we

reach a plateau, and we are sort of, , frozen in our ways. And, that gives us a sense of being obsolete. But, we feel very, it is very difficult for us, to change and learn, to adapt with, newer ways of working. Feeling of decreased job mobility and increased concern for job security. So, that is another problem.

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Now, how do you manage older workers. As people grow older, what you can do is, is help them understand or, help them develop some sort of coherence, between their ability and activity and job. And, that will have an impact, on their productivity. You can, enhance their preparedness, for change. Absence becomes an issue, when people grow older. They have health issues. They have increasing family demands. And, that becomes a problem. There is a tendency for accidents on the job, especially, if the job is physical.

There, of course, there could be issues, with interpersonal relationships, at work. One wants to be respected by juniors. Juniors come with their own ideas. They may or may not respect you. So, that can be a problem. Cost of employee benefits, goes up, as people grow older. Their health benefits, need to be looked after, etcetera. And, they need flexibility, regarding the work, that is assigned. Because of advancing age, because they are set in their ways, because of, they are unable to learn new things etcetera.

There could be interruptions and ego issues people feel uncomfortable about, on being answerable to a junior person. A person way junior in age, telling them, what to do, or being directed by juniors. Training opportunities again you want to train them. But, they do not want to be trained. Maintenance of records, becomes a problem, or I mean, more records need to be maintained, as people grow older. Because, a lot of issues, surrounding their work. And, suitability and modification of the performance appraisal systems.

You cannot appraise, the performance of a senior employee, the same way, you would appraise, the performance of the junior employee. So, these are some of the challenges, in managing older workers.

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Career management: Organizations focusing on their own maintenance and growth

We will talk about, career management systems, implemented by organizations, in the last session. And, we will also talk about, other types of employee separations. So, but then, in the next session, we will cover all of this. And, we will talk more about, , and then, we will revise, whatever we have done, so far. And, that will wrap up this whole course, on human resources management, the last session on, human resource management, part one. Thank you very much for listening. I will see you in the next session.