

Principles of Management
Prof. Usha Lenka
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 42
Career Development Strategy - I

Today, we will be discussing about Career planning management and Development and before that I will give you a background of what is relevance of career planning and development. And when an employee joins an organization, the organization has to provide a conducive environment for growth and development of employee.

As we know that in a contemporary business environment, the challenges are many and the business environment is highly dynamic and competitive, and an organization can sustain and survive, if it comes with so productive performance. If the organization is able to satisfy the customers with innovative products and services.

And if it takes cares of the needs and interest of the various stakeholders. So, taking care of the interest of various stakeholders in the ecosystem, organization can earn a sustainable competitive advantage; if it can retain and develop its employees, if it can engage its workforce in a meaningful and productive way.

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CONTENTS
<ul style="list-style-type: none">• Meaning of career, career planning, and career development• Meaning of career management• Career planning mechanisms• Career development interventions• Role of mentoring in career development• Career stages• Career choices and preferences• Career anchors• Managing your career (resume, finding job and facing interview)• Contemporary perspectives of career management

So, with this background, today I will discuss about the contents like a managing career, career planning, career development. What is the meaning of career management, career planning mechanisms, career development interventions, role of mentors in career development, what are the various career stages, then we will also focus on career choice and preferences.

Then, I will throw light on career anchors, managing career you developing the resume, finding job and facing interview and what are the contemporary perspectives of career management.

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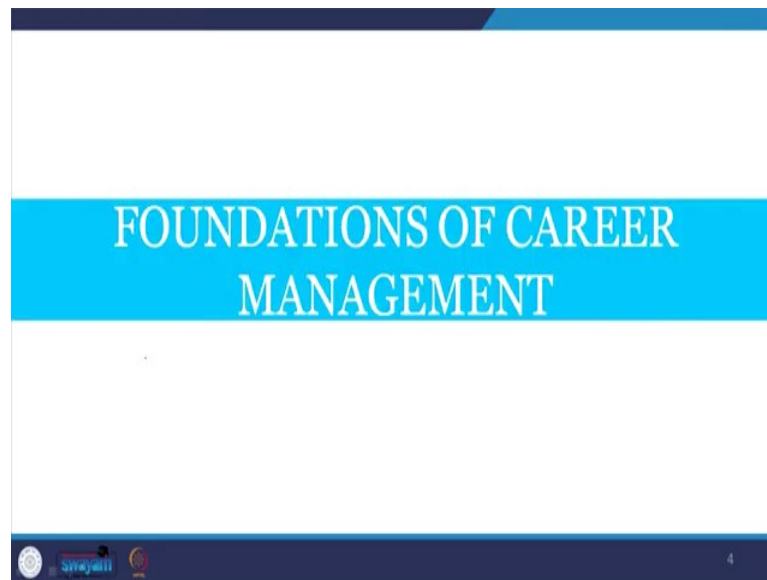
LEARNING OUTCOMES

- To gain an in-depth understanding of career, career planning and career development.
- To understand what is the role of individuals and organizations in managing career.
- Offer suggestions to manage one's career effectively.

The learning outcomes would be to gain an in depth understanding of career, career planning and career development.

The learners will also understand; what is the role of individual and organizations in managing career, different suggestion to manage one's career strategy or how an organization can offer suggestions to manage one's career effectively.

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A presentation slide with a blue header and footer. The main content area is white. A blue horizontal band across the top contains the title 'INTRODUCTION' in white, bold, sans-serif capital letters. Below the title, there are two bullet points:

- Organizations are increasingly aware of employees' different needs and aspirations.
- To have competent and motivated people to fill the organization's future needs, *HRM representatives should be concerned with matching employee career needs with the organization's requirements.*

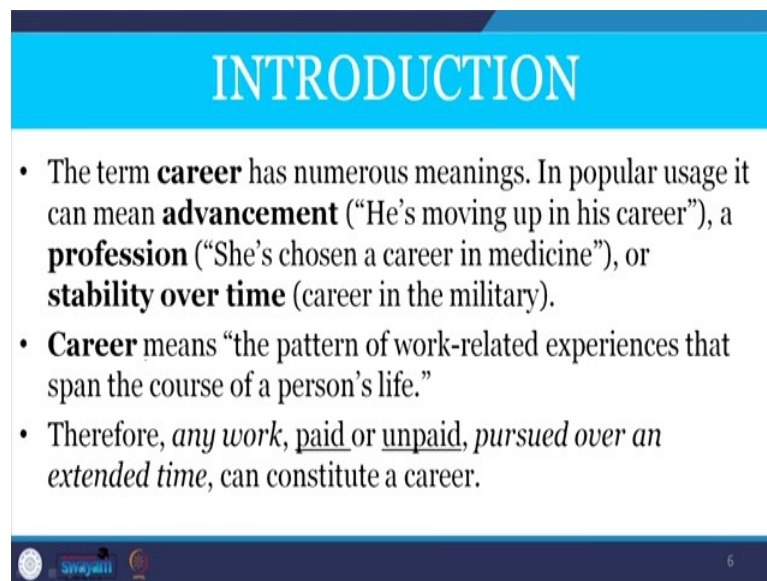
To the right of the text is an image of a book cover titled 'HBR Guide to Changing Your Career'. The cover is blue and white with red accents. It includes the text 'SMARTER THAN THE AVERAGE GUIDE', 'FEATURING: Prominent HBR Experts on Career Development, Career Planning, and Career Change', 'Stop settling. Explore possibilities. Make the switch.', and the Harvard Business Press logo. Below the book image, it says 'Source: Harvard Business Press'. The footer contains several small logos on the left and the number '5' on the right.

With this background, I will move ahead with the lecture of foundations of career management.

So, the basic problem is an employee joins an organization, if he does not find a career growth, so there is; obviously, there are some challenges on employee faces in terms of say not able to concentrate on the work or lack of engagement which will decline his performance or he will either in long run; if the career stagnation occurs, then the person would leave the organization.

But, the organization has to develop a career strategy, career planning and the various methods or intervention through which they can engage the workforce for a long run. Organizations are increasingly aware of employees' different needs and aspirations. To have a competent and motivated workforce to fill the organizations future needs, human resource management should be concerned with matching employees career needs with the organizational requirement.

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INTRODUCTION

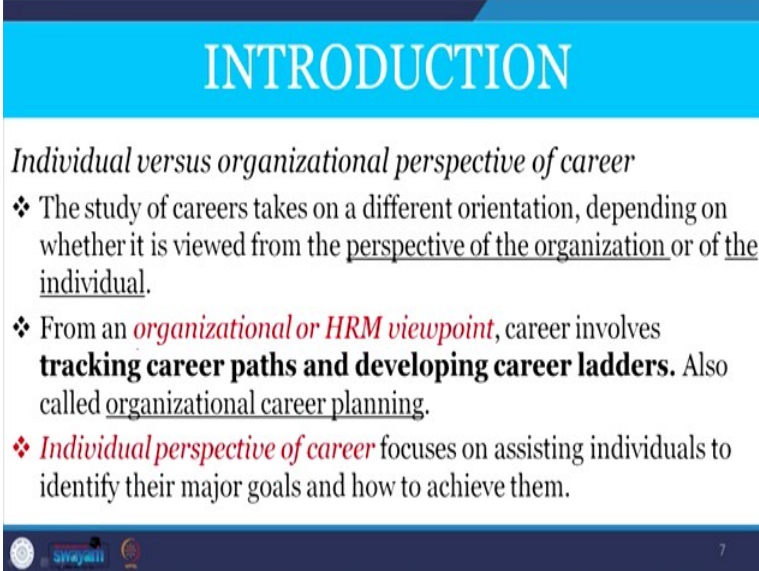
- The term **career** has numerous meanings. In popular usage it can mean **advancement** (“He’s moving up in his career”), a **profession** (“She’s chosen a career in medicine”), or **stability over time** (career in the military).
- **Career** means “the pattern of work-related experiences that span the course of a person’s life.”
- Therefore, *any work, paid or unpaid, pursued over an extended time*, can constitute a career.

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So, the term career has numerous meaning. In popular usage it can mean advancement or growth in a particular job. How he is moving in the career, a profession which will provide him stability over time. Career means “the pattern of work-related experience, the job related experience within a span of the person’s work life.”

And therefore, any work, paid or unpaid, which is pursued over an extended time period, can constitute a career.

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INTRODUCTION

Individual versus organizational perspective of career

- ❖ The study of careers takes on a different orientation, depending on whether it is viewed from the perspective of the organization or of the individual.
- ❖ From an *organizational or HRM viewpoint*, career involves **tracking career paths and developing career ladders**. Also called organizational career planning.
- ❖ *Individual perspective of career* focuses on assisting individuals to identify their major goals and how to achieve them.

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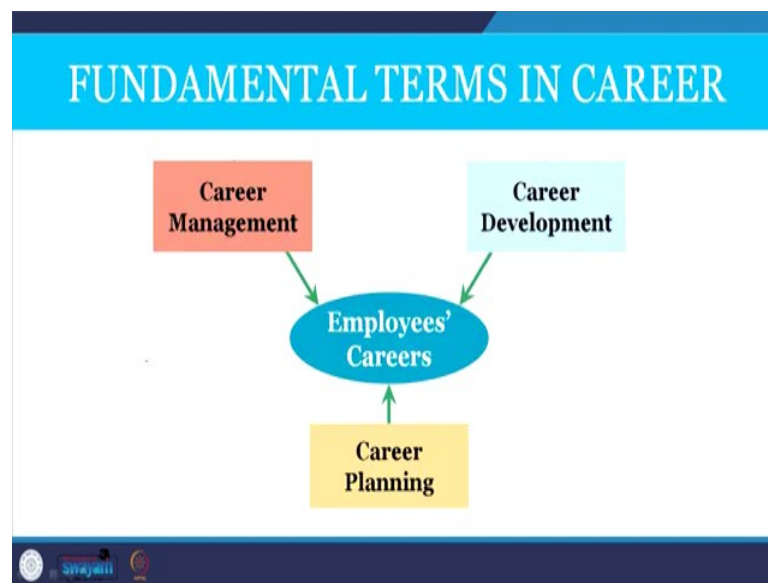
And individual versus organizational perspective of career; the study of career takes on different orientation, different say you can different meaning depending on whether it is viewed from the perspective of organization or from the individual's viewpoint.

From an organizational or HRM perspective, career involves tracking career path and developing career ladder, also called career planning. Individual perspective of career focuses on assisting individual to identify the major goals and how to achieve them.

Each individual has different career goals. Some individuals are development oriented, they want to earn more knowledge amass or acquire information, knowledge, develop skills, competencies; whereas, some people are power oriented, they want to acquire power, position, recognition.

So, each individual is driven by inner motivation or intrinsic motivational needs.

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Fundamental terms in career; we will discuss is an employees' career will be influenced by the several factors and broadly we will be discussing about career management, career development and career planning.

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FUNDAMENTAL TERMS IN CAREER

- **Career:** choice of a profession
- **Career Planning:** establishment of individual career objectives based on an assessment of career goals, aspirations, performance, and potential. A personalized process, it involves choosing occupations, organizations, and jobs by individuals
- **Career Development:** activities and processes undertaken by the organization to help individuals attain their career objectives
- **Career Management:** a continuous process that involves setting personal career goals, developing strategies for achieving these goals, and revising the goals based on work and personal experiences

What is career? Career is a choice of a profession; what type of profession a person wishes to take up. If a person is a construction is in construction industry, he will have a different career progression. Whereas, a person in a medical professional or a person in

say, in a consultancy firm, will have a different progression in career or a different path in the in his career.

What is career panning? Establishment of individual career objective; the career objectives based on an assessment of career goals, his aspiration, performance and potential. So, career planning results from the career goals or it is an assessment of career goals, aspiration of an individual, performance -his performance on the job and his competency or potential.

A personalized process: it is an individualized process or depends on an individual; it involves choosing occupation, organization and jobs by individual. So, this career planning solely depends on how an individual chooses his occupation, the organization and job, the nature of job.

Career planning will like say suppose, an individual is able to identify, what are his internal needs, what drives in what makes him happy or which job will be most suitable for the person. So, he can plan accordingly and choose an occupation which would be most which he would; he or she would be more comfortable with based on his personal inclination and the organization, this also is very important.

If a person wants to perform effectively; so choice of occupation, choice of organization and the nature of job should be very specific for an individual. Then moving further, what is career development? Activities and processes which are under taken by organization to help individual to attain their career objectives; so, career development basically are the activities and processes which are which have not personalized or not a not specific to an individual, but these are specific to an organization.

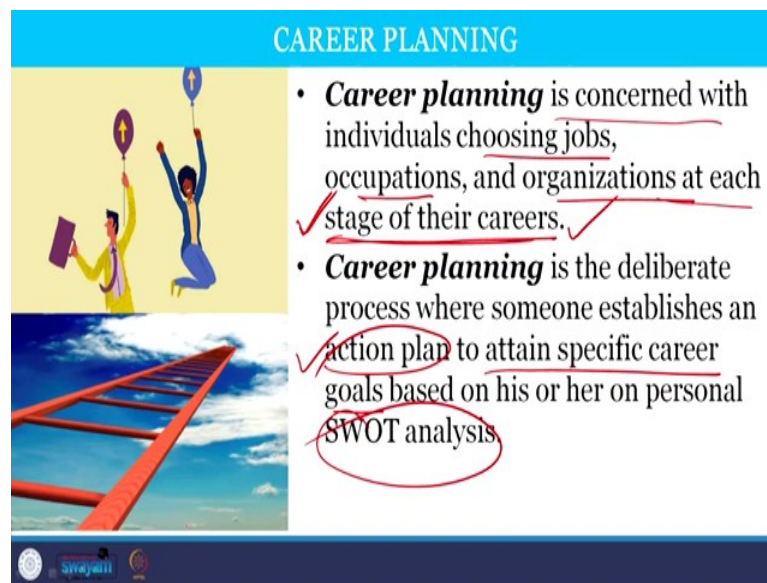
How an organization can help an individual to attain his career objective? What are the various activities and processes? An organization can take, can facilitate can provide as a support mechanism for an individual to attain his career goals is called career development. It is in contrast to career planning where the individual chooses his occupation, organization and jobs.

What is career management? Career management is a continuous process and it involves setting personal career goals, developing certain strategies or steps or action plan for achieving these goals and revising the goals based on the work and personal experience.

So, it is a continuous and ongoing process and not a static process.

Because during the course of the career life; an individual works on different assignments, different projects and gains or gains and develops competencies and experiences, expertise. So, career management is an is a continuous process, which involves changing career goals and developing strategies. So, as to achieve the goals, and keep on revising the goals; based on the new needs.

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CAREER PLANNING

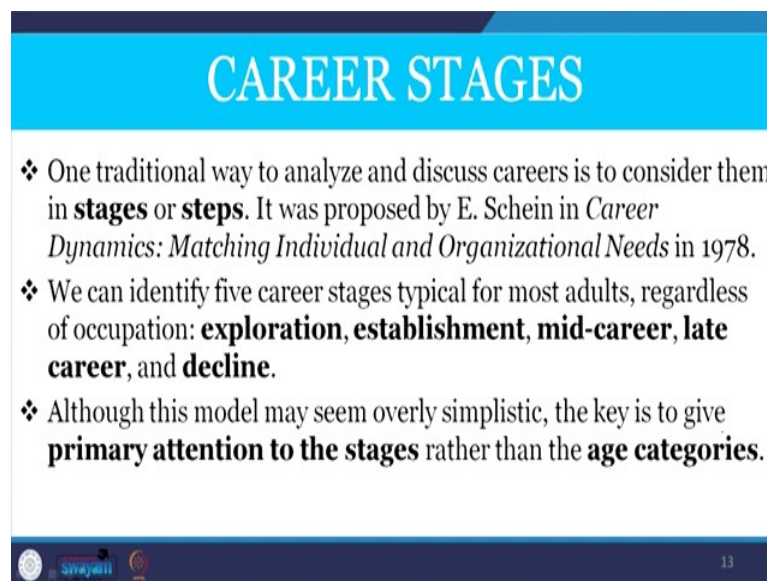
- **Career planning** is concerned with individuals choosing jobs, occupations, and organizations at each stage of their careers.
- **Career planning** is the deliberate process where someone establishes an action plan to attain specific career goals based on his or her personal SWOT analysis.

What is career planning? To discuss in details, career planning is concerned with individual choosing jobs, occupation and organization at each stage of the career. So, here we will discuss about the later a discussion, we will select or we will pick up the discussion on the career stages. So, a career planning is basically concerned with individuals choosing the job occupation and organization at each stage of their career life or at each stage of their career.

Career planning is a deliberate process; it is a conscious process where someone establishes an action plan. So, what we know need to know is an action plan to attain specific career goals based on his or her personal SWOT analysis. We must also analyse why some individuals are very successful in their career and some individuals cannot attain even their goals.



So, the reason is if we do not have a proper planning; if we are not having an action plan to achieve those career goals, we will land up in confusion. So, therefore, what is important is SWOT analysis; as we do in an organization, strength, weakness, opportunity, threat analysis is important. Similarly, for an individual to be effective in performance to succeed in his career; it is very important for an individual to also undertake a personal SWOT analysis to know about the strength, weakness, opportunities and threat.

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CAREER STAGES

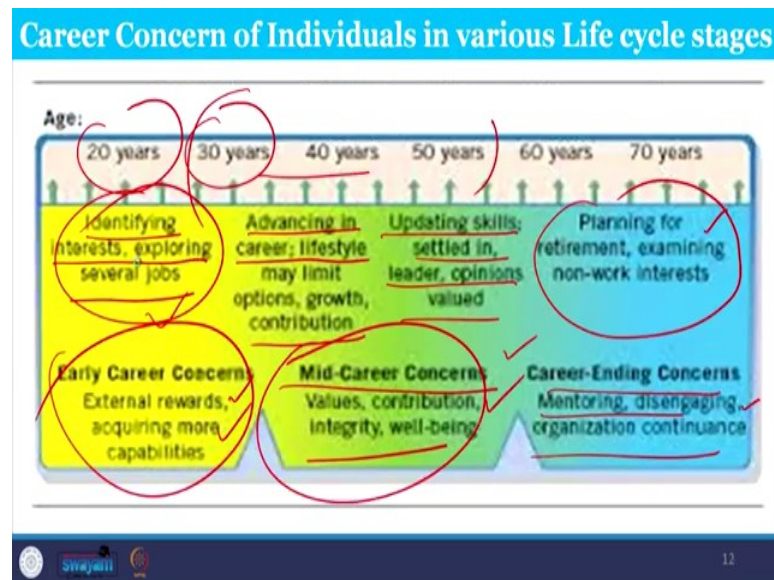
- ❖ One traditional way to analyze and discuss careers is to consider them in **stages** or **steps**. It was proposed by E. Schein in *Career Dynamics: Matching Individual and Organizational Needs* in 1978.
- ❖ We can identify five career stages typical for most adults, regardless of occupation: **exploration, establishment, mid-career, late career, and decline**.
- ❖ Although this model may seem overly simplistic, the key is to give **primary attention to the stages** rather than the **age categories**.

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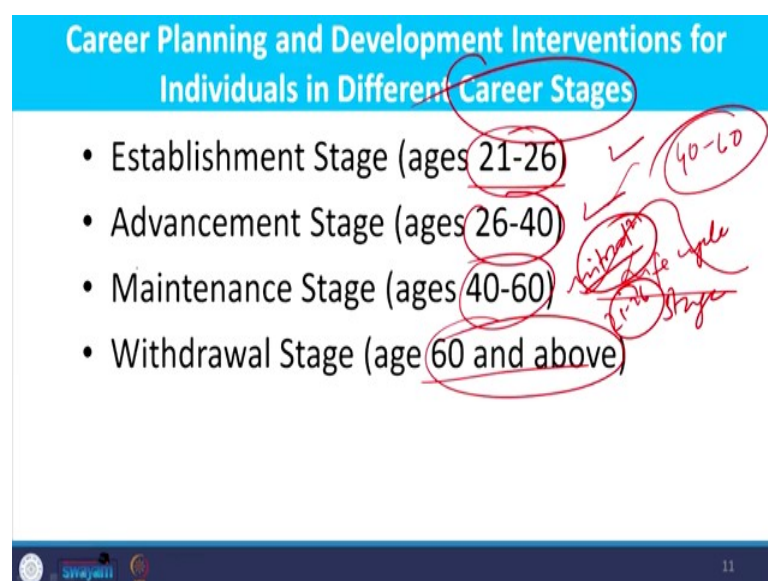
As we discussed the various stages of career, what are career stages or one traditional way to analyze and discuss career is to consider them in stages or steps. It is always good to understand the career stages of an individual and collated with the life cycle stages or to understand each career stage in details. It was proposed by Edgar Schein in his book *Career Dynamics: Matching Individuals and Organizational Needs* in 1978.

So, we can identify the five career stages typical of most adults, regardless of occupation: that is exploration, establishment, mid-career, late career and decline. Which we otherwise, also called establishment, advancement, maintenance and withdrawal stage.

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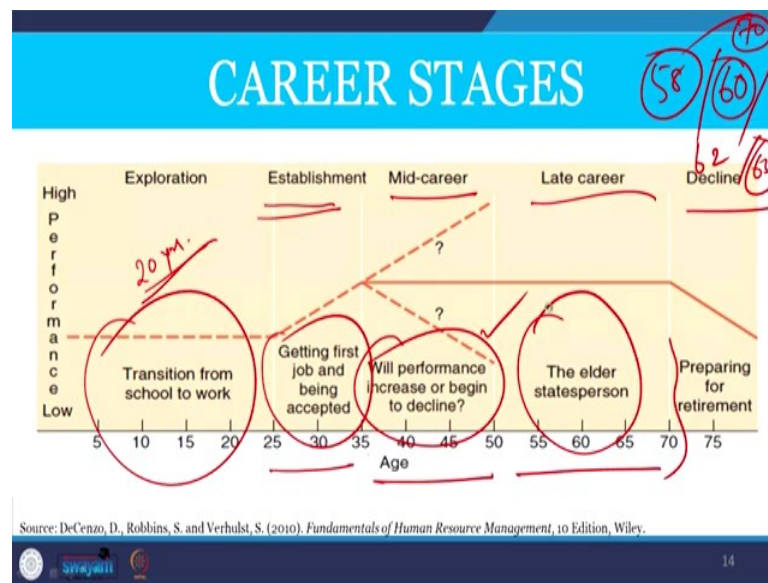
So, exploration stage where the early 20's, the individual tries to explore what are the career option. Then establishment stage when he has taken, he has chosen the career and he is trying to learn new tricks of the trade.

In the mid carrier, the person has developed sense of satisfaction with the job, has acquired competencies, has learned, developed in the organization and has earned recognition among the peer group. And mid career stages the challenges are many, like mid career will have different has in the life cycle stages. They have grown up kids and

they have options, they have this, their personal interests are different, where they have to take decisions; they cannot there is a career limitation, where they keep on changing or hopping jobs.

Let career there are some other challenges and further is the decline stage. So, although this model may seem very simplistic; the key is to give primary attention to each career stage in more detail than the age categories.

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So, let us come to understand the various career stages, the transition from school to work is the first that is exploration stage.

What we discussed earlier is exploration, establishment, mid-career, late career and decline stage. In this case, we are discussing exploration where the individuals are in their early 20's or establishment stage. Like, establishment stage is where individual would be in the 20 to 30 years or 20 to; 25 to 30 years.

If we plotted, so, early stage 20 years. 25 to 35 will be establishment stage, then 35 to 50 will be mid-career stage and late career stage will be 50 to 70 years and then decline. So, it changes with time like earlier there used to be retirement was 58, then it has been in some organizations it is 60, some 62, in some it is 65 and so on. And some people even keep on working till 70 years.

So, there is a kind of a broader definition which in terms of career stages: transition from school to work is the first exploration stage, where the individual is just out of the out of the educational institutions and they are just learning to join or they have just joined the organization.

Establishment is getting first job and being accepted, they have joined and they are getting experience and they are just getting established in the organization; learning tricks of the trade, learning different skills, competency to for each specific position.

Then, after that is a mid-career professional, will performance increase or begin to decline, their main concerns is, they want to do improve their performance and then the later career the elder state person. These are the individuals who have acquired a lot of experience and they are just in the retirement stage 65.

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CAREER STAGES AND PLANNING ISSUES	
Establishment	What are alternative occupations, firms, and jobs? What are my interests and capabilities? How do I get the work accomplished? Am I performing as expected?
Mid-Career	Am I advancing as expected? What long-term options are available? How do I become more effective and efficient?
Late-career	How do I help others? Should I reassess and redirect my career?
Decline	What are my interests outside of work? Will I be financially secure? What retirement options are available to me?

So, career establishment, career stages and planning issues. I will focus on career stages and planning issues. What is the specific feature of an establishment stage? What are the alternative occupation, firms and jobs available? Broadly if we see the alternative occupation; an individual when he joins, he has say some dilemma or doubt about where he would fit it in.

What options career options are available: occupations, firms and jobs? What is my interest and capability? Individual sometimes are confused about their own personal

interest and capabilities. How do I get the work accomplished? How will I finish my task, how to carry on the task?

Am I performing as expected? There is always a kind of a concern an individual has; what is the alternative available, what are the jobs available, whether he will be fit in that job or whether he will be able to accomplish the task, which has been given by the organization with which has been assigned by the organization or whether he will be able to perform as expected. So, these are concerns in establishment stage.

Next is mid-career, am I advancing as expected? So, advancement, concern for advancement, concern for advancement growth, these are growth, these are the prime concerns of individual in the mid career stage. What long term options are available? Is there any long term option available in the organization or not?

So, in the entire journey of an individual, a person comes across these questions. So, person keeps on introspecting; whether I have a future or not, whether I will be able to reach different positions, whether I will be able to accomplish the goals, whether my personal goals are aligned with organizational goals, how do I become more effective or efficient?

So, an individual has different concerns at different life cycle stages. Each individual is different and the concern of individual would be very very different, how to make yourself more efficient and effective? So, later career stages: how do I help others? When the individual gets a kind of say recognition, when he settles down comes the role changes in the late career.

The late career an individual has earned recognition, has earned respect in the organization in his respective job position, in the eyes of the peers and there the concern is how do I help others? What should I; what should be my contribution to my peer group, to my youngsters, to the people who are junior to me? Should I re-assess and redirect my career?

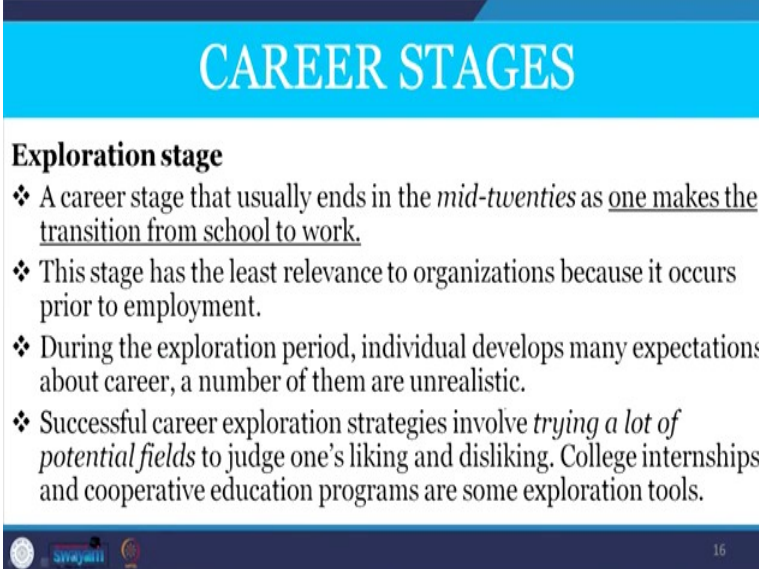
Some people also are carried away by the thought, are they in the right career? Should we drift towards some other career? So, these are also some of the concerns which come up in late career stage. Then, last one is the decline stage; decline as we can plot it as the

in the life cycle stage, an individual's stagnates in life and looks forward for another or retirement stage.

What are my interest outside of work? Will I be financially secure? Then comes in the entire period of the life cycle stage in the career stages, an individual is working and is involved in various positions; keeps on his keeps on a focuses on achievement, doing something good for the organization, for his own personal goals, satisfying his personal goals, achievement personal achievement as well as organizational achievement, but all these changes suddenly when an individual is moving towards a retirement stage.

He is start searching what outside the work, what do happen to me when I leave this organization? Will I be financially secure? What retirement options are available to me? Will I be able to start a second innings of my career?

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CAREER STAGES

Exploration stage

- ❖ A career stage that usually ends in the *mid-twenties* as one makes the transition from school to work.
- ❖ This stage has the least relevance to organizations because it occurs prior to employment.
- ❖ During the exploration period, individual develops many expectations about career, a number of them are unrealistic.
- ❖ Successful career exploration strategies involve *trying a lot of potential fields* to judge one's liking and disliking. College internships and cooperative education programs are some exploration tools.

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So, career stages are we discussed so far: exploration stage, a career stage that usually ends in mid 20's as one makes the transition from school to work. And this stage has the least relevance to organization, because it occurs prior to employment. During the exploration period, individual develops many expectations about career; a number of them are unrealistic and successful career exploration stages involve trying a lot of potential fields to judge one's liking and disliking.

College internship and cooperative education programs are some exploration tools. So, in all educational institutes after in the last year or in the end semester; there is a dissertation or a project work or there is a summer internship or winter internship which is thus end is internship and the last say in the education, educational institute, colleges internship is taken up by the students.

In professional colleges, professional degrees, the college the institute gives an internship to the students, where they take up an assignment in the in an industry; they learn, they condition themselves to the work environment and the learn about the professional tricks. It is just a kind of acclimatization to the industrial to the industry or to the work environment.

So, in the college internship and cooperative educational programs are some exploration tools. The next stage is establishment stage. What happens in the establishment stage? The career stage begins with search for work, where the individual searches for the work and includes accepting first jobs, being accepted by peers, the person accepts the first job. He is accepted by the peers, learning the job and gaining the first tangible evidence of success or failure in the real world.

It begins with uncertainties and anxieties; there are many uncertainties and anxieties in the mind of an individual when he joins the job. Whether I will be, what is the work environment, whether I will be liked by the peer group, what will be, what type of there are some like what would be the challenges in the job.

And dominated by two problems: one is finding a niche or to say that finding the right job takes time and making your mark. That is distinct mark characterized by making like mistakes, learning from those mistakes and assuming increased responsibilities.

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CAREER STAGES

Mid-Career stage

- ❖ A career stage marked by *continuous improvement in performance, leveling off in performance, or beginning deterioration of performance*. Here, individuals may continue their prior improvements in performance, level off, or begin to deteriorate.
- ❖ *Maintenance*, or holding onto what one have, is another possible outcome of the mid-career stage. These employees are plateaued. **Plateaued mid-career employees** experience stagnation in current job. They are *technically competent*—even though some may not be as ambitious and aggressive as the climbers.

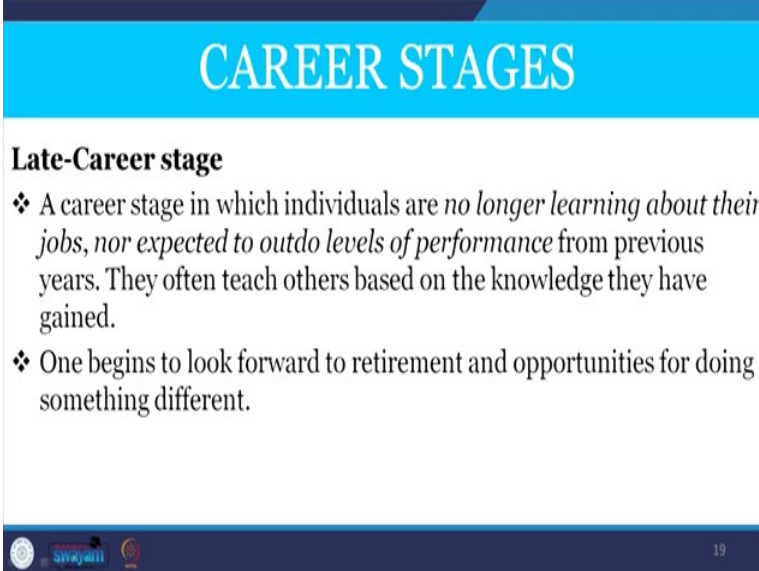
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In the mid-career stage, as we discussed a career stage which is marked by continuous improvement in performance. An individual tries to improve his performance by rectifying the error, leveling off in performance, beginning deterioration of performance. Here, individuals may continue their prior improvement in performance, level off or begin to deteriorate. Maintenance stage or holding onto what one has is a normal possible outcome of mid-career stage.

These employees are plateaued; that means, they have almost learnt and they have established themselves, plateaued mid-career employees, experienced stagnation. They are not learning new things, they have already there is a sense of complacency which develops in the individual; experience stagnation in current job. That technically develop competence, even though some may not be as ambitious and aggressive as the climbers.

So, here the only those people who are ambitious will rise, there are other people or 70 to 80 percent people develop a sense of complacency. They are not learning anything; they have just developed there is they have maintained stagnation or there is a kind of complacency or experience stagnation in the current job. So, they are not learning new competency, new tricks, new skills.

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CAREER STAGES

Late-Career stage

- ❖ A career stage in which individuals are *no longer learning about their jobs, nor expected to outdo levels of performance* from previous years. They often teach others based on the knowledge they have gained.
- ❖ One begins to look forward to retirement and opportunities for doing something different.

Late-career stage: a career stage in which individuals are no longer learning about their jobs, not expected to out to do levels of performance from the previous years. They are not at all learning, they have they their concern is suppose to retirement planning; their some insecurity about what will happen to them in the later, after retirement will there be any kind of so the so there is an concern for there is mostly there is a insecurity creeping in the individuals mind.

They often teach others based on knowledge they have gained. Of course, they are in the stage of mentoring they, because in the they have large amount of accumulated knowledge and expertise. So, now, they are in a way on giving back to the juniors, to the other employees, to the peers one begins to look forward to retirement and opportunities for doing something different.

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CAREER STAGES

Decline stage

- ❖ The **decline or late stage** is difficult for everyone, but ironically is probably hardest for those who had continued successes in the earlier stages.
- ❖ After decades of continued achievements and high levels of performance, the time has come for retirement.
- ❖ *Work responsibilities are generally fewer.* It is a challenging stage for anyone to confront.

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And decline stage: the decline or the late stage is difficult for everyone, but ironically is probably hardest for those who have continued successes in the career, in the earlier stage. After decades of continued achievements and high levels of performance, the time has come for retirement.

Work responsibilities are fewer and it is a challenging stage for anyone to confront. Individuals cannot associate this or cannot face or confront the stage; they cannot realize that the time has come they have to leave. So, that is the decline stage.

So, as we have seen exploration, establishment; then exploration, establishment, mid-career stage, then late career stage and decline stage. These are various stages and challenges in each of these stages are many. There are of course, advantages and disadvantages of each of these stages.

So, if an employee encounters some of the problems or issues in each stage; how does an organization help that execute an overcome those challenges? So, here I will be discussing about the career development interventions or in the career stage. What are the career stages and what are the developmental interventions with an organization takes in these stage?

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Career Development Interventions for Each Career Stage		
Table 1 Career Development Interventions for each Career Stage		
Career Stages	Career Development Needs	Career Development Interventions
Establishment Stage <i>(25)</i>	<ul style="list-style-type: none"> Challenging initial job Variety in job activities Opportunities for development of relevant skills Feedback on performance and potential 	<ul style="list-style-type: none"> Realistic job preview Job pathing Performance feedback and coaching
Advancement Stage <i>(30)</i>	<ul style="list-style-type: none"> Opportunity to do challenging work Exposure and visibility in the firm Opportunity to demonstrate potential Balance career with outside interests Dual career concerns 	<ul style="list-style-type: none"> Challenging and visible assignments Mentoring Assessment centres Dual career accommodation

So, career development intervention for establishment stage: there are some a need career development, needs of challenges which an individual face. The challenging initial job- the job nature of job appears to be very challenging or tough to the individual because of his lack of expertise or say lack of competencies.

Variety in job activities- there are different types of the nature of job demands, different activities to be performed. So, variety in job activities, opportunities for development of relevant skills, individual has to learn different skills to perform effectively. Feedback on performance and potential; so what are the career development interventions? The career development interventions being offered by the organization are giving a realistic job preview; as in the establishment stage, an individual comes with lot of expectation about the nature of the job.

And the expectations about the convenience or he would be getting in the job or there are over expectations about the work place, about the supervisor, about the salary and other benefits. So, if the individual does not exactly get the same in return. So the then there is a feeling of dissatisfaction which starts developing.

So, to avoid this situation of dissatisfaction to keep the tempo or keep the motivational level of individual high; the organization should give a realistic job preview, give a real picture of what the offerings of an organization are. So, these this is very important, it is

very important for an organization to understand that an individual should be given or showcased a real picture of the organization.

The benefit services, the offerings, which an individual is supposed to get. Job pathing: job pathing is the career path, when an individual join, everybody wishes to rise or claim the ladder fast. So, the career path gives an intrinsic motivation; gives an intrinsic motivation to, intrinsic motivation to an individual, to an individual. So, if an organization is able to give a right career path or a provide a job path which is understood by the new employee.

So, that would also keep the motivational level high; it would keep individual motivated to perform, motivational level will be high. The third one is performance feedback and coaching. As we discussed individual is new to the work place, his competencies are not adequate for performance. So, he may make some mistakes while on the job and the mistakes can be corrected, if there is a right feedback or performance feedback given by the supervisor.

And based on the feedback, the employee should be given proper coaching to develop his skills wherever there is a performance fall back; luck in the performance. So, individual would slowly develop, would develop on those and learning from the past mistake would try to correct or rectify his performance flaws and develop himself as an as a potential value adding employee.

Further, moving on to the advancement stage which is the next stage after establishment. Advancement stage; the needs of an individual, career development needs of an individual are opportunity to do challenging work. An individual gets new opportunities; an individual gets new task which he has never done earlier, but he can develop and he can learn.

So, taking up challenging assignment is difficult for an employee, because there are always apprehensions whether he would be able to perform or not. Exposure and visibility in the form as new task come up; as new task are being given to an employee, so he gets exposure and visibility in the organization.

Opportunity to demonstrate potential: an individual gets a chance to exhibit his potential, if an individual does not get a chance or a challenging assignment, so his potential

cannot be unraveled. So, therefore, the new opportunities are been offered to individual, balance career with outside interest. So, the there are some say career development needs, dual career concerns at advancement stage. Since, the individual is settling down in his personal life.

Establishment stage is just after the college going stage; that is exploration stage, individual would be in the age group of beyond 25 years. So, he is just adjusting to the work place, but in the advancement stage, an individual will be in the age group of say 30 plus. So, he is settling down in his personal life also.

So, the challenges in advancement stages are different like dual career concern. An individual may have issues like both the career both the spouses are working, so, dual career concern. Balancing career with the personal life balancing or work life balance issues; opportunity to you can say balance career with outside interest or work life, work life balance issues.

Balancing personal and professional life, balancing both is sometimes difficult, dual career couple will have issues. When where both the spouses are working, an opportunity to demonstrate potentials; individual gets a chance to work, but may not be having efficiency or may not be efficient enough or competencies are lacking. So, an individual has to take care of these developmental needs. Exposure and visibility of course, is given.

So, how does an individual, what are the career development interventions and how does an individual tackle these care development needs? So, the concern- the prime concern here is challenging and visible assignments.

How the individual can perform, can take up these challenging assignment and can visibly perform those tasks. Mentoring an individual, so interventions here are giving a kind of per counselling by senior employees or otherwise called professional and personal guidance by the mentors in the organization.

So, that those people can a help an individual adjust and overcome the challenges in the work place as well as in their personal life. So, personal and professional counselling; offered by mentors to help individual overcome the challenges. The next one is assessment centers. Generally, the management professionals, the people who are in the

decision making positions; they come across the challenges in the nature of the job like decision making, leadership, negotiation skills, communication and say conflict resolution.

These skills cannot be learnt over night, an individual and for that you need to have practical exposure. There cannot be a ready solution for developing these competencies like leadership, strategic thinking, strategic planning, taking initiatives and being entrepreneurial.

It requires lot of experience and if an individual experience and you can say, the it requires individuals to take up real life problems. So, which cannot be possible in some times, it is also very difficult because an individual cannot be given a task up front. So, there are some simulated environments being created, a simulation or a similar work conditions are created which is otherwise called an assessment center.

An assessment centre is a platform where an individual encounters the similarities in nature of task, which is which a management professional generally faces in the workplace. Where he can take decisions; he can on a hypothetical situation, on a situation which is not a real life, but something similar to the real life situation.

So, a person can develop his competencies through role plays, through experiential learning and see role plays or a simulated environment. So, assessment centers help and individual develop their future potentials on decision making skills, leadership, communication, negotiation, conflict resolution, entrepreneurial skills and strategic thinking, strategic planning, dual career accommodation.

So, these are dual career, how to an individual who has how spouse working. They may have problems of adjusting to the work life issues. So, how they can adjust to their work place as well as to the family life? So, such counselling measures are also offered or these are some developmental interventions in the advancement stage.

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Career Development Interventions for Each Career Stage		
Table 1 Contd.		
Career Stages	Career Development Needs	Career Development Interventions
Maintenance Stage	<ul style="list-style-type: none">Leveling off and maintaining careersRedefine role in companyOpportunities to develop othersAutonomy	<ul style="list-style-type: none">Developmental trainingAssigning mentoring rolesRotation to jobs requiring new skillsMid-career counselling
Withdrawal Stage	<ul style="list-style-type: none">Adjust to role of retired personContinue to use experience to help othersEstablish a meaningful life outside the organization	<ul style="list-style-type: none">Consultative rolesPhased retirementRetirement counselling

Adapted from: Huse and Cummings 1980

Moving further, we will also discuss about the maintenance stage and withdrawal stage. Let us go with the first that is maintenance stage: career development needs in the maintenance stage, what are the career development needs? Leveling often maintaining career,

So, an individual has to because the person is almost settled in the workplace has acquired lot of experience and now we have to see how his career is moving. How he will be moving further in the career and if there is a stagnation occurs; if stagnation occurs in the career, then it would be demotivating factor.

So, developmental needs are leveling off and maintaining careers. How to maintain, how to smooth sale in the career, then redefined roles in the company. The roles are changing because of changing nature of employment, the changing nature of workplace or some changes; structural changes, strategic changes in the work place.

So, opportunities to develop other; others here it is also like in this stage people also help in, help their fellow workers, fellow colleagues to also develop and there is also a need for autonomy. At this stage people would not like to be directed or there is a need for some autonomy and freedom.

So, in this career stage that is maintenance stage, where person has attained professional experience and there is a need for autonomy and freedom given; the individual does not

like to be guided, but he wants to exhibit his own decision making, he wants to lead the team.

So, these are some developmental needs of an individual. And the interventions which are provided by the organization is developmental training. Here, comes the role of a developmental opportunity, developmental training. Assigning mentoring roles- the organization assigns mentoring roles to these individuals, because they have already established themselves in their career or they have acquired lot of they have acquired or gained experience on their professional front.

So, they can mentor, they can help development of other individuals, other employees in the organization. Rotation to jobs requiring new skills, also nobody would like to remain in the with the same sets of skills. Every day an individual want to acquire new skills once to develop. So, it is just like a rolling stone, gathers no moss.

So, you keep on learning and you develop yourselves; you will develop, you will polish your skills, develop yourself as a better professional. So, job rotation is another measure through which an individual can learn new tricks about the profession. Mid-career counselling- there are also certain a intervention like mid-career counselling individual because some individuals may not be able to successfully establish themselves in the career path.

So, the career plateau issues occur. So, in that case the mid career counselling is also required. Some may no longer continue to have interest on that job; so they may be on the vogue of switching jobs, switching or maybe they have some issues, which need to be corrected by if the organization is really concerned about keeping the employees motivated which will ultimately lead to the success in the career.

Then the last stage is withdrawal stage. So, what is withdrawal stage? Withdrawal stage is something where the individual is almost on the verge of retirement and the career development needs are adjusting to the roles of a retired person. Because, individual does not want to leave the workplace where he has acquired; he has gained name, fame and he has established, he is given back a lot to the work place contributed.

So, the person is not able to realize that the day has come then he has to quit and continuous to use experience of others and continue to use experience to help others. The

next point is continuing to use experience to help others; here another thing is because these people are experienced and they with their experience, they can train or they can share their knowledge with other employees. So, that the organization keeps on moving ahead, organization keeps on performing.

Establish a meaningful life outside the organization, because the individual has to keep himself motivated. So, he has to find out an interest in interest outside the organization life; a meaningful contribution, meaningful life outside the organization. So, these are some requirements at this career stage; at this stage of withdrawal and the career development interventions are consultative roles, phased retirement, retirement counselling.

So, mostly the organizations use the retirement counselling to pacify or to help people at this stage adjust that the day has come when they have to leave and a phased retirement. So, retirement post retirement planning or nowadays organizations are also having say career counselling after retirement. So, such issues are being discussed in this phase.

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INTERVENTION	CAREER STAGE	PURPOSE	INTENDED OUTCOME
Realistic job preview	Establishment Maintenance Advancement	To provide members with an accurate expectation of work requirements	Reduce turnover Reduce training costs Increase commitment
Assessment centers	Establishment Maintenance Advancement Withdrawal	To select and develop members for managerial and technical jobs	Increase person-job fit Identify high-potential candidates
Job rotation and challenging assignments	Establishment Maintenance Advancement	To provide members with interesting work assignments leading to career objective	Reduce turnover Build organizational knowledge Increase job satisfaction Maintain member motivation
Consultative roles	Maintenance Withdrawal	To help members fill productive roles later in their careers and provide less experienced members with exposure to key knowledge and skill	Increase problem-solving capacity Increase job satisfaction Increase member motivation
Developmental training	Establishment Maintenance Advancement Withdrawal	To provide education and training opportunities that help members achieve career goals	Increase organizational capacity
Performance management	Establishment Maintenance Advancement Withdrawal	To provide members with knowledge about their career progress and work effectiveness	Increase productivity Increase job satisfaction Monitor human resources development
Work-life balance	Establishment Maintenance Advancement Withdrawal	To help members balance work and personal goals	Improve quality of life Increase productivity & morale Increase organizational commitment Decrease absenteeism Decrease turnover

So, interventions that we have discussed; career development interventions are what quickly very quickly we will discuss about realistic job preview. This a is mostly given in the career stage of establishment, maintenance and advancement, the purpose is to provide members with an with an accurate expectation of work requirement.

So, realistic job preview is giving the real picture of the facilities or the benefit measures or the exposing the employee with the real work place scenario and the outcome is it will reduce turnover. If an employee gets to know what exactly he is going to encounter in the work place, what benefits he would be getting in the work place. So, he will adjust himself; mentally prepare himself mentally to face the situation as it is in the work place.

There would be no over expectation and the this would reduce turnover, reduce training cost, increase commitment of an employee. Then we discussed about assessment centre as an intervention, what is an assessment centre? It can also be given in the career stages of establishment, maintenance, advancement and withdrawal to select and develop members for managerial and technical jobs.

Mostly, as we discussed an individual always cannot find or cannot be directly given a task, which he supposed to perform on the job. So, he has to precondition to develop his potential; there are some assessment centres or simulated environment is created. The purpose of these is to select and develop members, so that they can efficiently handle the managerial as well as technical jobs.

And this would increase employee, person job, increase person job fit, identify high potential candidates. So, through simulated environment, we can know who can exhibit or who can perform effectively on the work place. So, there would not be any mismatch, there would be person job fit. The third intervention that we discussed in job rotation and challenging assignment. Job rotation is an intervention which can be used in establishment maintenance and advancement stage.

Learning more skills is mostly aspired by individuals to be more proficient, to be known, to be visible in the organization. To provide members with interesting work assignment leading to career objective; to provide members with interesting work, to help them find interest interesting work assignment leading to career objective; so, that they can also reach their career goals objectives.

So, job rotation and gives an individual a first and experience with different assignments, challenges on the job and he learns to develop his skills. It would help in the reducing turnover, built knowledge or organizational knowledge increase, satisfaction on the job, maintain member motivation. Then we discussed about consultative roles as a as an intervention.

Mostly given in the maintenance or withdrawal stage, consultative roles help members fill productive roles later on their career and provide less experienced members with exposure to key knowledge and skills. So, consultative roles will help members fill productive roles, later in their career and provide less experience; experienced members with exposure to key knowledge and skills.

The experienced members help a give back knowledge, share knowledge with the less experienced members. In the maintenance stage, they help the fellow employees, fellow colleagues develop their skills. This sharing of experience will result in increased problem solving capacity, increase satisfaction with the job and member motivation. Development training- developmental training or development training mostly offered as an intervention in the establishment, maintenance, advancement and withdrawal stage.

To provide education and training; the developmental training like education, training, lectures and it provides an opportunity that help members achieve their career goals. These kinds of training developmental training will help members achieve their career goals; they know exactly how they have to develop them.

It helps in improving organizational capacity. The entire organizational capacity increases the employees by enlarge the employees develop their potentials. And the next intervention is performance management; as we have seen that employees if they are not given a feedback, if there if their performance is not recorded and there is a there is no feedback mechanism. So, they will never know where there is a scope for improvement.

So, performance management system is also an as an intervention, it is used in establishment, maintenance advancement and withdrawal stage; to provide members with knowledge about their career progress and work effectiveness. The feedback can help employees know their performance flaws and it would also help them to improve their work performance year after year.

So, it increases productivity, increases job satisfaction, monitors human resource development; it helps in giving true feedback to the employees. And last point of the discussion is work life balance; as we discuss that employees in the maintenance stage, advancement and withdrawal stage, all of them encounter work life balance issues.

Some employees are not able to adjust to the recurrent demand of the nature of the work, the excessive amount of responsibility in the work place. And also their personal life. The personal life has some demands; in different stages employees those who are establishing, those who are in the say mid career; they have different challenges in their personal life too.

If an employee is not able to adjust to the work and the professional life and the personal life. So, the work life challenges emerge and then which if it is not addressed, it would lead to the dissatisfaction, low performance stress and severe health issues. So, therefore, to have a balanced work life; balanced work and personal goals members can be given some kind of intervention that is work life balance interventions.

And if the organization is taking such initiatives; this can help in improving the quality of work life, increase productivity and morale and increased organizational commitment and decrease absenteeism and turnover. So, what we discussed here; we discussed about the career stages, the career stages like the establishment, mid career late career and decline stages. We discussed about exploration, establishment, mid-career, late career stages, decline stages.

And further we discussed about the developmental needs of each of these career stages establishment, advancement, maintenance and withdrawal stage and the developmental interventions in each of these stages. Finally, we discussed about the career development interventions in details; like realistic job preview, assessment centre, job rotation and challenging assignments, consultative roles, developmental training, performance management and work life balance issues.

Thank you.