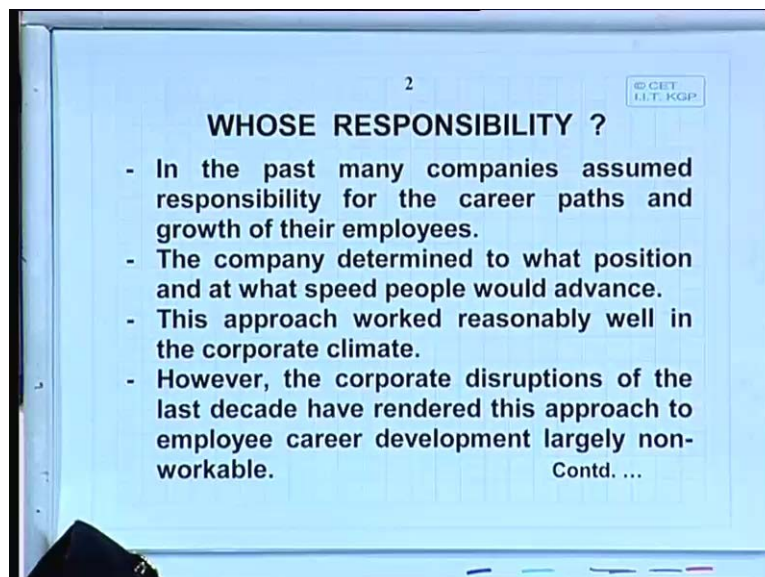


Human Resource Management - 1
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Lecture No. # 18
Career Planning Part-1

Good morning, **morning** So, today our topic is career planning. Interesting topic is it not? Because during our work lives may be 30 years, 35 years, 40 years. May be we all aspire when we start our career to progress in our career, and today's topic will tell you that to progress in your career, alright you cannot just leave it to fate and destiny. There has to be some amount of planning which has to get into the process to see that your career at the end of it. You consider as having been fulfilled. So, to that extent to the individual that is each one of us, you and me. Career planning is indeed a very important topic for the human resource management, and therein we have a responsibility as managers within companies to not only manage our own careers, but also to try and plan the careers of people within the organization in general, and in particular people within our own departments people who report to us directly.

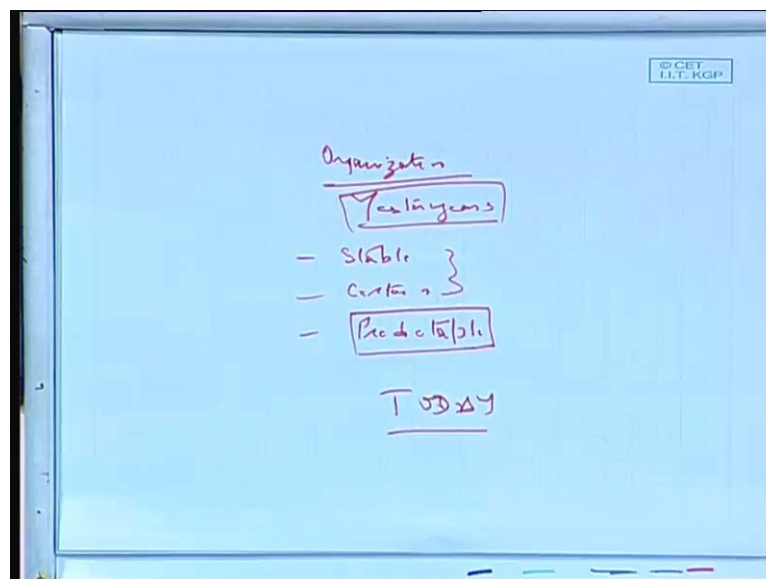
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So, we start with the question, it is a provocative question, and that is WHOSE RESPONSIBILITY is career planning? Alright, is it really the responsibility of the organization? Yes. What do you think? WHOSE RESPONSIBILITY is it to plan your career? Is it organization's responsibility or yours? Well in the past, many companies assumed this responsibility. Assume the responsibility for developing and planning career paths and growth opportunities for their employees. The company determined to what position and at what speed people within their organization would advance. So, you see it was very much accepted by the employer and the organizations that career planning for their own employees would be part and parcel of their own responsibility.

However this approach cannot work nowadays. This worked reasonably well in the corporate climate that we had at that time. Now what do we mean by corporate climate? Well, yes, environment alright. So, the corporate environment which prevail then and what was that environment? We have heard of lifetime employment. Have you heard of that? Many organizations including many good companies, there the organization more or less guaranteed that once you join the organization and perform reasonably well, you would be in a position to stay there, grow there, and retire at the end of your career in the same organization. That was a kind of climate and why was this climate there? Yes because the rate and pace of growth in industry and business, the type of organizations and the type of business environment that we saw was what, was relatively **relatively** stable.

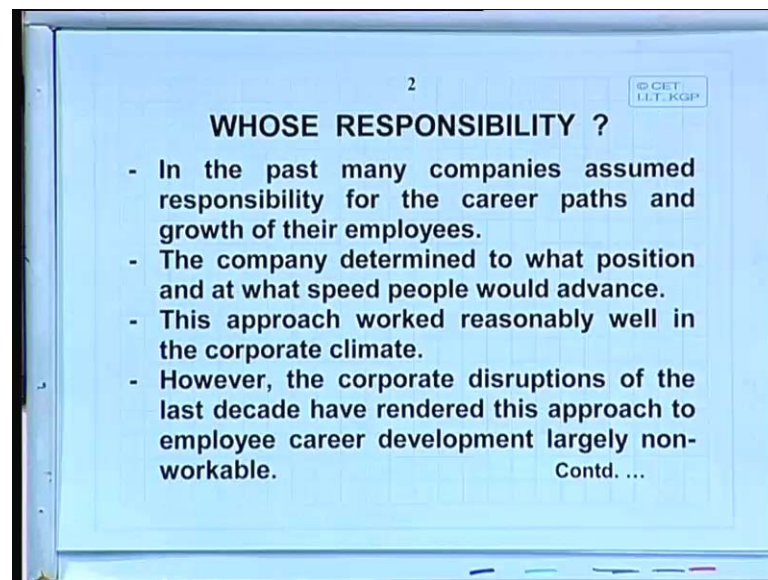
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So, organization climate, when, let us say, yester years was relatively stable and relatively certain. What do I mean by that, relatively certain? That means predictable, predictable. You see organizations and managers within organizations code with a reasonable level of certainty plan. Plan, make strategic plans, make annual plans, budget for their business budget for their cost, and all within reasonably predictable. Alright, situational scenario for what has happened today, so this is yester year and what has happened today, yes, yes, **yeah**.

Today, we have entered an area of, all right, shall we say business and we have entered a time in the business continuum, where everywhere we see uncertainty, and why do we see the uncertainty, because change hasn't there been a change, enormous change, and much of it technological driven. Is it not? The IT industry is fast changing. In fact it has changed already considerably the nature of business, the opportunities which are there, the types of businesses that are with us now, and the type of businesses that will come in **in** the future bringing with them opportunities as well as the threats. These are unknown, we have entered into a dark uncharted sea, no maps.

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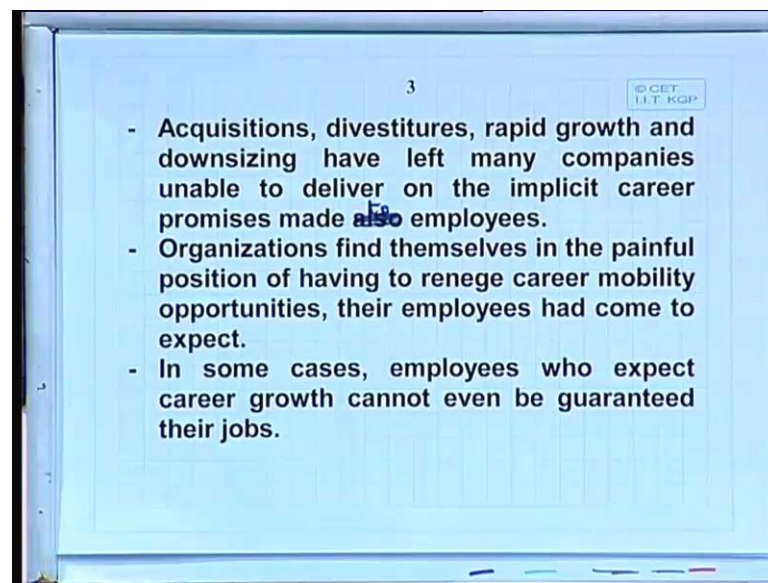


So therefore, predictability is now not there, and therefore what is happening? Corporate disruptions of the last decade, disruptions plans are not working out. People are continued to do business in the same way, or trying to do that in the absence of better, making the same types of plans but the paradigm has changed, so the plans do not work.

There are disruptions and this approach of employee career development is therefore now rendered largely workable or largely non workable, **non workable**, any questions?

Ok, so remember the key words. Yesterday if I say, sir you had got relative stability, relative certainty in the business scenario, and therefore you could reasonably plan into what would happen in at least, let us say the 5 years, today that is gone. So, the very underpinnings of your planning process has been swept away, therefore as in many other areas of business even in the area of planning the careers of your employees,

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you have to try certain new approaches. So, acquisitions, divestitures, rapid growth and downsizing have left many companies unable to deliver on the implicit career promises made to employees.

Now what are these implicit promises? When we take employees, even when we took them you know in the yester years, did we make a promise that we will plan your career. ? No, we did not. So that explicit promise it will not part of the employment contract, but at the same time did not an employee joining a good company, highly reputed company, as we call it, did they not have expectations and the expectations were implicit. It was unstated may be, but it was very much there it was a powerful force and that expectation was now that I've got entry into a good company, if I work hard, I do not have to worry about changing this job, and I do not have to worry about my career growth. Everything

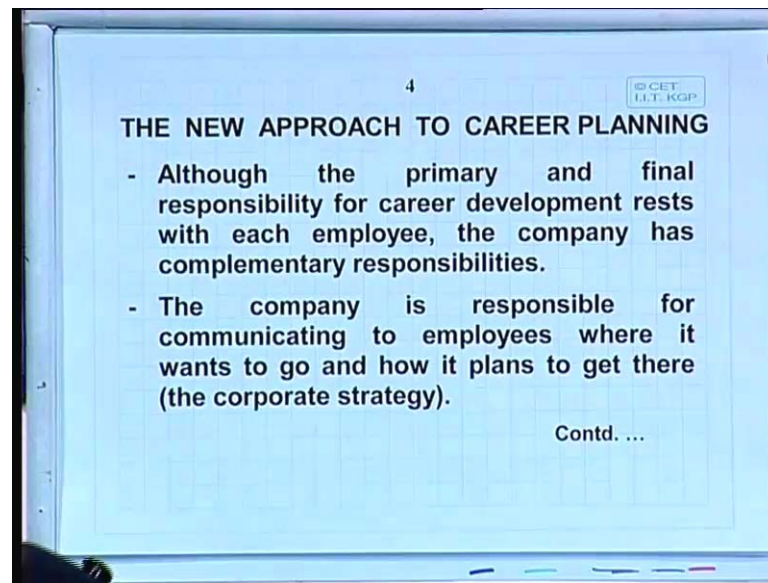
is secure, now I can concentrate my efforts on my work and not worry about my own career planning.

Ok, that is implicit, and that implicit, alright, promise was there. Whether we stated it explicitly or not, and so what has happened you as managers, and we as managers sitting in organizations of today and those which would be there in the future. We are embarrassed. Are we not in a sense, what is it downsizing we talked about. Downsizing. It is a euphemism. It is a nice word to say that you are asking people to go away, people who had joined you with the implicit expectation of spending their lifetime working, lifetime within your company. You are asking them to go away. That is downsizing. It is embarrassing in fact, it is downright painful. So, painful position of having to renege career mobility opportunities.

Reneged means, what renege is to go back on your word that implicit promise. We as managers to the employee, the company is who, what is a face of the company. The manager, the management of the company, the people who form the management, and they are in the painful position of renege on career mobility opportunities, that means where the career would have lead the employees. But, today we cannot really guarantee that our employees had come to expect it.

In some cases employees who expect career growth cannot even be guaranteed. The very jobs that is what downsizing and rightsizing is all about cannot guarantee the job. I mean where's the question of trying to make career plans for that stay in the company, that implicitly implies that they are there for a long innings and you cannot guarantee that.

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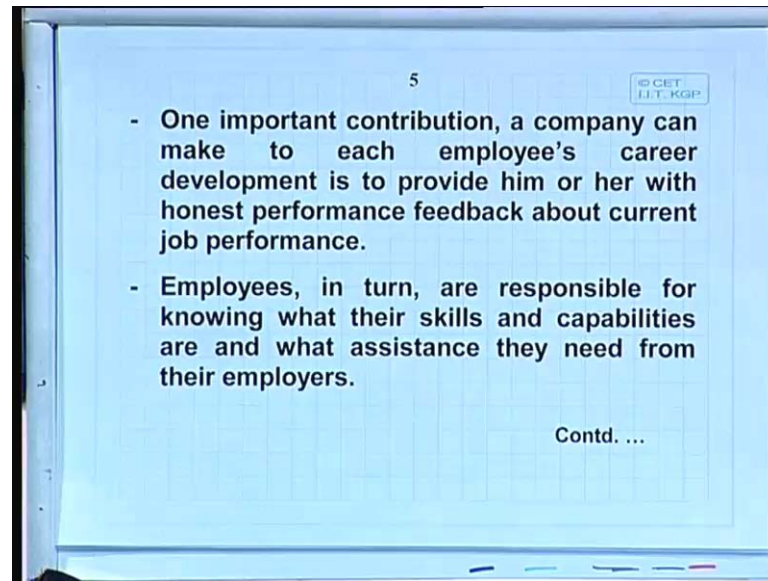
So, if that approach is not going to work, we as HR managers, what are the approaches can we explore, and THE NEW APPROACH TO CAREER PLANNING, alright may have to do with that. Although the primary and final responsibility of career development rests with each employee of the company, alright, we have to somehow tune their minds, and their expectations to this principle. Because in the past, there was kind of a dependency. There was a kind of expectation that the career planning, the career paths would be looked after by the employer.

So, although the primary and final responsibility of career development rest with each employee the company has complimentary responsibilities. So, two things we have to do. A. Let it be known. In whatever, we feel is a best way in our organizations to each employee that look here. You are in our company, this is a good company, but remember the primary responsibility of your growth and development and fulfillment of your career aspirations depends on you primarily. But, we do have a complementary role alright and we will fulfill that, but the lead the initiative has to be taken by you this approach is a new approach, and this has to be taken the company is responsible for what then, for communicating to the employees, where it wants to go and how it plans to get which means what it means the corporate strategy.

So, the employee must understand that the responsibility primarily for his or her career growth is his or hers, but at the same time, the company says that we will help you by

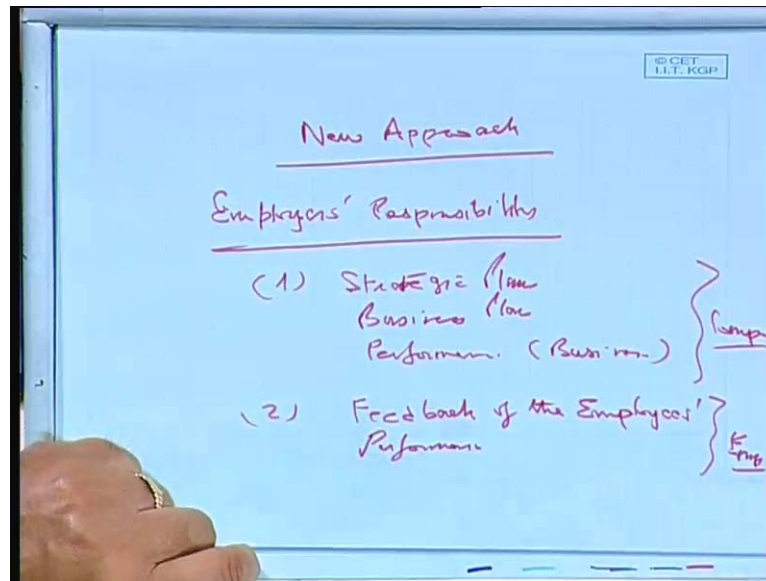
telling you about the company. Because we as management, we know what are the company's plans, how the company is performing, to what extent the market is changing, and our plans would succeed or not succeed. All such matters, we will tell you, because they will have a great bearing on what you plan for your own career, right, so that is the new approach to career plan.

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One important contribution a company can make to each employees career development is to provide him or her with honest performance feedback, so we said a little while ago, that responsibility for the new approach.

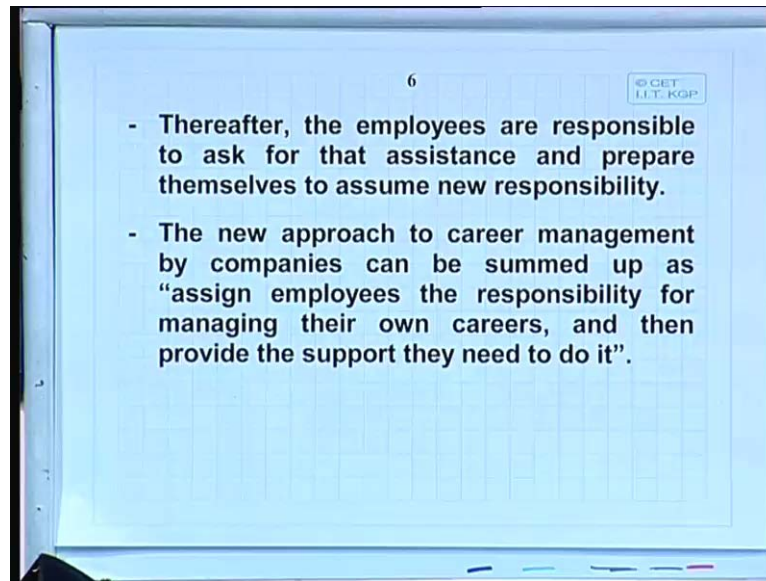
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New Approach: So, Employers responsibility. Employers responsibility we said, first strategic plans, business plans, business performance. So, this is focusing on the company, and second is feedback of the employees performance. So, this is employee focus.

So, honest performance feedback about current job performance, and having received that from the employer, the employees in turn are responsible for knowing what their skills and capabilities are, and what assistance they would need from their employers to improve that to develop on that.

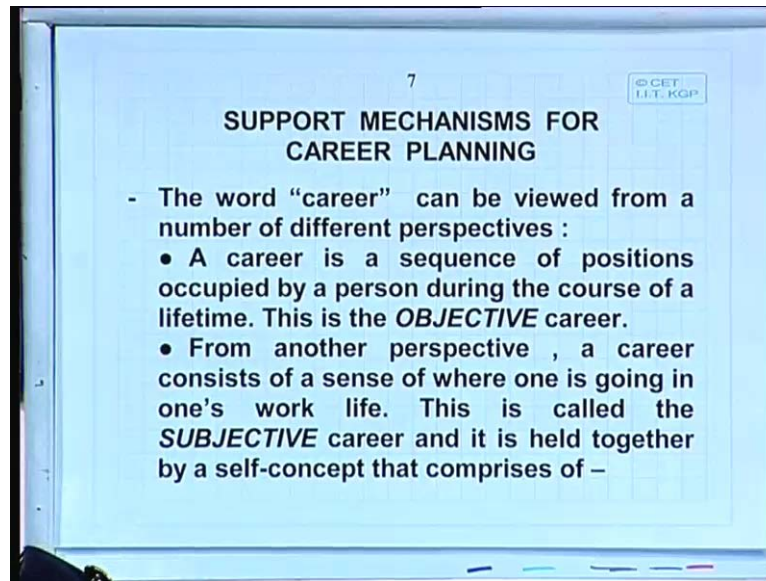
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So that they can perform better and come up to the expectations and grow, and thereafter the employee therefore are responsible to ask for that assistance and prepare themselves to assume new responsibility.

So, the new approach to career management by companies can be summed up as assigned employees, the responsibility explained to them of managing their own careers, and then provide the support they need to do it. Any questions at this stage? So, I can see that many of you are thinking that one more responsibility is added to us, to manage our own careers. Even if you join a very good company at the start of our careers you're very happy if on a campus interview, we just get our MBA degree and we get a very good job, but our worry for our career does not end there, may be it starts there, ok.

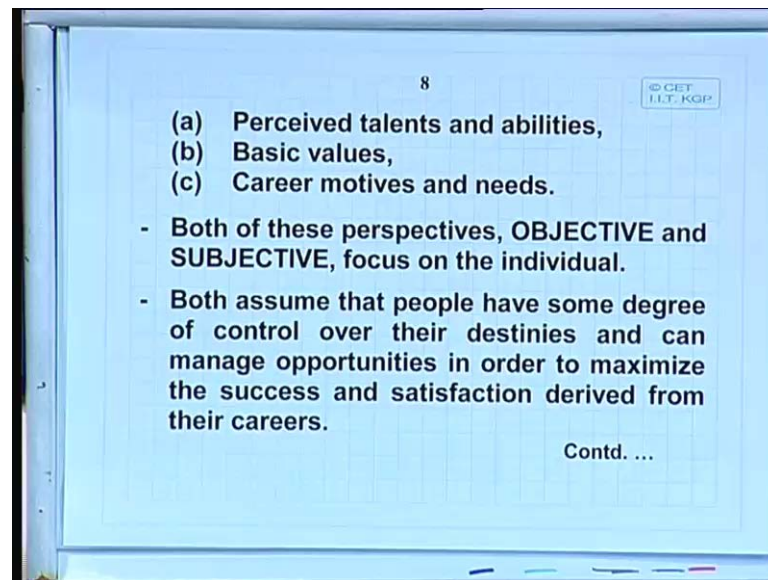
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So as HR managers you have to give support to the employee, feedback and assistance for them to improve, and plan their careers. So, SUPPORT MECHANISMS FOR CAREER PLANNING. The word career remember can be viewed from a number of different perspectives. A career is a sequence of positions occupied by a person during the course of a work lifetime, fine. Now the perspective which is being talked about here , if there is a *OBJECTIVE* career, this is the objective career.

From another perspective a career consist of a sense of where one is going in one's work life. This is called the subjective career. So there are two, objective career and subjective career. These are two perspectives and this is held together by the self concept of

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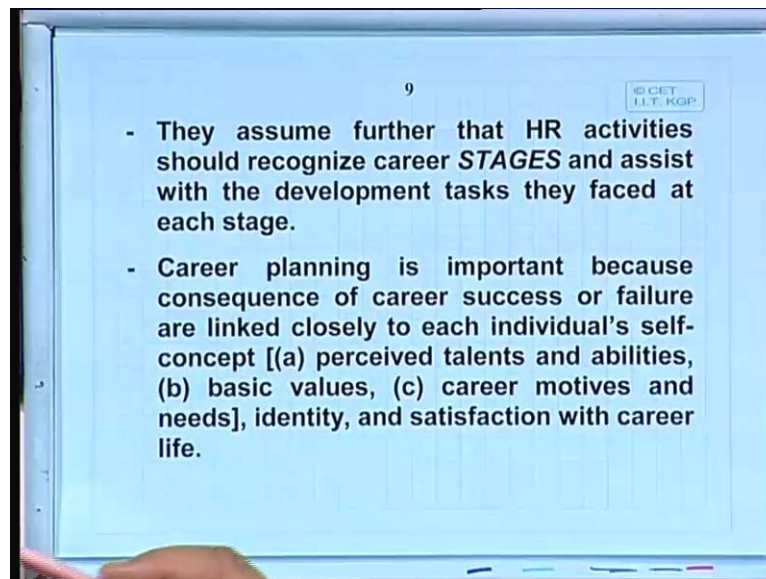


what comprises of perceived talents and abilities. Your own self conception, basic values, what are each individual, basic values, career motives and career needs. You see, this is where the second perspective is very important, for you and her the values may be different. The self concept of what makes you happy in a career may be different. So, motives may be different and your basic values will dictate what would be your motives, and what would be your, shall we say coefficient of satisfaction, or the satisfaction index. When at the end of the career, you take stock and say when and had this 30 years, 35 years career, was I successful? Each one of you will measure that success in different terms with different yardsticks, so, this is what is known as the subjective perspective.

So, both these perspectives **OBJECTIVE** and **SUBJECTIVE** focus on the individual. So, you come back to the individual being responsible for career planning, and the framework in which we plan is the yardstick that we set up. The reference point, the check point - that we set up alright for ourselves, and they are different from those of other people. So, both these perspective objective and subjective focus on the individual. Both assume that people have some degree of control over their destinies. Think about that. This is an implicit assumption that each one has some degree of control over their destinies, and can manage opportunities in order to maximize success and satisfaction which they derived from their careers.

And as you know, you studied this in human behavior class that there are different types of personalities. Some people have what we called internal locus of control. Remember and what is that what typifies that for a personality that they are in control of their own lives, and their destiny and the other way around some people and have an external locus of control, and to them they have very little control over their lives, and hence their careers. So these come back to the individual subjective focus on the individual any questions.

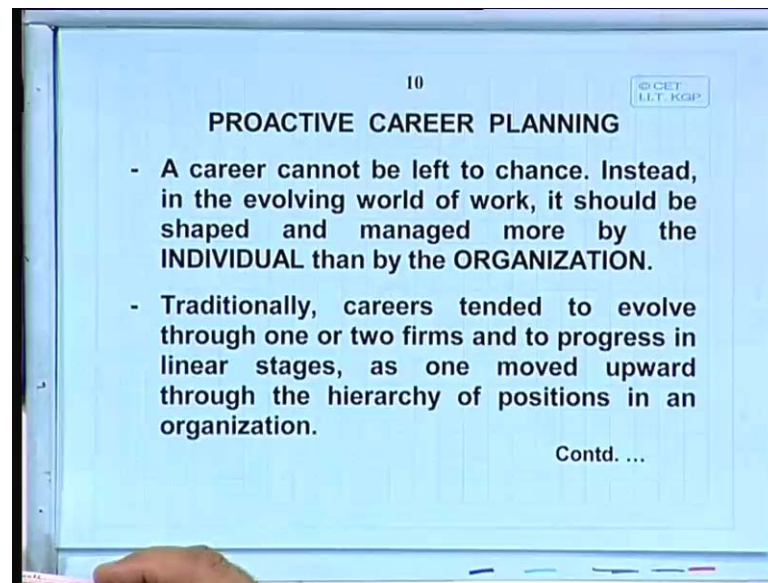
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There's another assumption the assumption is that HR activities should recognize stages . The career has 7 STAGES and the HR activities should not only recognize, but assist the development tasks they face at every stage. They means the employees face at every stage in the career.

Career planning is important because consequence of career success or failure are linked closely to each individual's self concept which we just discussed about that is perceived talents and abilities, basic values career motives and needs, alright and identify and satisfaction with career life. So, career planning is important because of the consequence of career success or failure are linked closely to each individual's, alright, self concept identity and satisfaction with career life. Any questions?

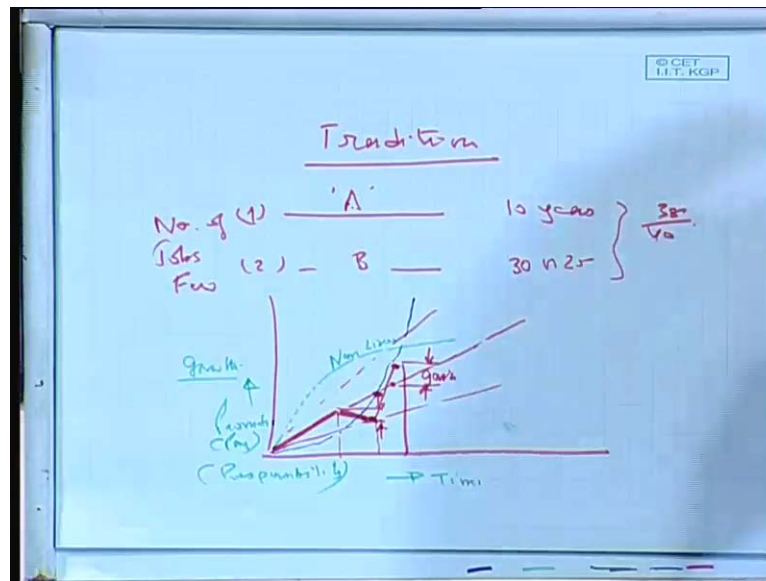
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Ok. So, having said that let us see, do we sit back and wait for some of our careers to be planned as it comes we played by the year. No, we say **PROACTIVE CAREER PLANNING**. So, our career cannot be left to chance, instead in the evolving world of work, it should be shaped and managed more by the **INDIVIDUAL**, than by the **ORGANIZATION**.

So, imagine an analogy. You have a potter sitting at his wheel and there's a clay which is the career and the potter's wheel is turning and the potter with his skilled hands is shaping, alright, and molding, and managing, alright, to make that object or the article which is there on the wheel. Can you visualize that? A potter's wheel making a bowl, or a , alright. So, it is the potter which is you, **you** have to be proactive and manage to shape the career. Traditionally, careers tended to evolve through one or two firms and to progress in linear stages, as one moved upward through the hierarchy of positions in an organization

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Now, what is this saying, that traditional approach, alright, to planning was Traditional approach was one or two firms. Say you spend in firm A the first 10 years, then you go to firm B, because you get a opportunity, better pay, better position, and may be you spend 30 years or 25 years right and at the end of 35 or 40 years, you retire, and what else, so number of jobs few and the growth is linear.

Linear and distinct from Non-Linear. May be a non-linear growth is something which will like this, or may be a growth. So this is time, and this is, let us say promotions and pay. This is what you are saying as growth which means responsibility because these two are tied up to responsibility. So, maybe you could see a career like this, these are non-linear. All these are non-linear.

So, what is the concept that they are trying to say here. They are bringing out the same concept that traditional careers have come to an end. You cannot think of them any more. Why? Because this one or two firms concept has gone. Why has it gone? Down -sizing. Right sizing, mergers, acquisitions, the company that you joined today may not exist there tomorrow. So, where is the question of your not changing jobs?

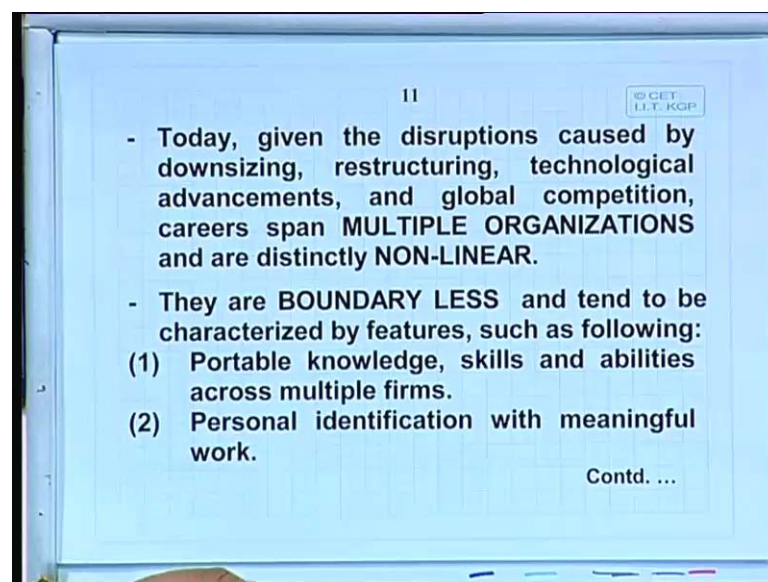
So, there are a host of reasons arising out of the unstable environment that makes this, alright, an anachronism, one or two terms, forget about it. May be in a career of 35 years, there may be 7 or 8 or 10 firms that you have to join nimbly, go from one firm to the other and progress is not linear, therefore it may so happen and you have to be prepared for it, that you have come up to this point, and then suddenly, alright, there is a

downsizing, and you're part of that, and then what happens thereafter, this is where you may get the next job, so be prepared for dips.

Again, there is an opportunity which comes from here, because you have got this as a parking job. Get an opportunity, and you go there, that means had you been in this same path, you would have been here. So, you have made this gain. So, there are down size There are the ups, and there are the downs. Here you went down in your career objective, if you follow this traditional path you would have been here, instead you are here, here you gained from Traditional.

You see you came up here. So, there are ups, and there are downs, and when you when you think about it, now you see is very very apparent, that it takes a lot of planning for your proactive planning, to be first prepared for this ups and downs, and then to equip yourselves with skills, alright, knowledge, ok. But first your attitude, you have to change that attitude, and accept that these conditions have changed, otherwise you will be **be** mourning your fate and getting depressed. So, acceptance that things have changed is a first requirement.

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So, hierarchical position in an organization, but, today as we have just explained given the disruptions caused by the downsizing, restructuring, technological advancements, and global competition, careers span **MULTIPLE ORGANIZATIONS**. So first tenet

number one that we have to accept is don't expect your career to be only in one or two organization. Accept the fact it'll be multi organizations. What does that mean for you?

Every organization that you join, new organization, yes, brings with its own challenges for you. You go into another environment. Don't you? You go into another culture in the new organization. You face new challenges. Do you not? Because in your old organization you had established your credentials, so to say and your credibility as a good performer, a fine manager, but when you join another organization, isn't that an uncertainty, because there's a fresh challenge. With the new set of people, new bosses and then the new job within the new culture, once again, you have to establish your credentials. Is it not?

So, there is a tension for you and when you go for multiple organizations which will happen during your careers, you have this tension compounded, and how you deal with this tension, alright, gives you success or failure in your careers. If you deal with it in such a manner that it becomes a constructive tension, whereby you perform better, then you can convert a so called threat into an opportunity, and progress better unity than you would have.

If you continued in the traditional career path with one company or two companies, all right, where after sometime you have the complacency syndrome setting in, you have a steady career progress. May be you have a halo effect. You are a good performer. No one challenges that now all that has got.

Ok, so multiple organizations are Non-Linear as we have discussed, any questions at this stage? So it says, here they are BOUNDARY LESS, and tend to be characterized by features such as the following. What are we talking about here? Organization business environment of today, and into the future, boundary less, portable knowledge, and skills and abilities, across multiple firms.

What is this portable knowledge? Portable, well portable is something you can easily carry away. Is it not? Pack it up, carry it away like your briefcase. And portable knowledge skills and ability that means you have to have today multiple skills. Alright, which are not connected and rooted to one organization that means there is special machinery which only this organization has others, do not have it. You are an expert in this special machine operation.

That's not good enough. You have to have an expertise in machine operations. So that you can carry away in your briefcase that knowledge if you leave this organization. That if this is a special machine and these are the principle operations. These principles are my portable knowledge. I take these away go to another company, where they have another special purpose machine, use this same principles and work that machine well. So, this is just an analogy conceptual. That is the kind of knowledge which you have to develop today. That is the kind of skill you have to develop. Let us name one skill which you can call a portable skill, name one.

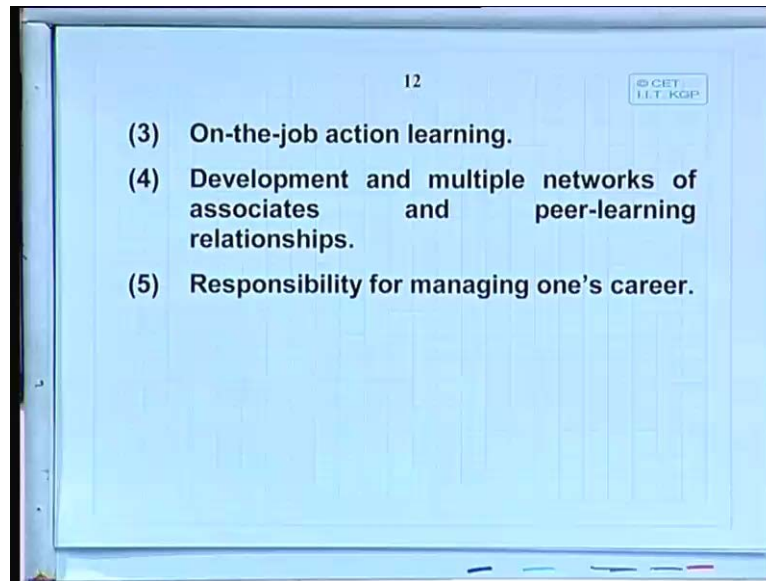
Yes, that is right, computer knowledge. Computer knowledge working with a computer environment, working on a computer platform, knowledge of that. Isn't it portable? Because all firms, all companies, that you go into you'll have computers and if you have the basic knowledge of computer operations, computer software, computer database, you'll be able to use that knowledge across multiple, so that is the kind of BOUNDARY LESS.

You go seamlessly from company to company without the travails and tribulations of trying to learn the job again and again and again. So, personal identification with meaningful work. So, you have to then identify for yourself certain areas may be niche of work which you think you are an expert, and which you can carry away from organization to organization.

Remember when we join organizations, alright, usually say at first level, we join as trainees. What does that means? That means we have a general education. We have a professional degree. Let us say, but we are taken as trainees. Why? Because to induct and train you into the special knowledge, the special skills which that organization has, and if you learn that, and you are complacent, and you forget other portable knowledge and skills, then you are going to pay a heavy price in your career. Because, now you not only have to have those knowledge and skills for which that organization which you have joined trains you, but you also have to develop other skills which are portable ok.

And personal identification with work that is, what are those knowledge and skills which you as a person would like to develop and take away with you in your briefcase portable.

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Next, on the job action learning. On the job action learning. So, the thought here is as you are working, do not routinize your work. Every time you're working, ask questions. We have done this work or I have done it in this manner. This year is there any better way to do it, so on the job action learning is to do with innovation being brought into the job.

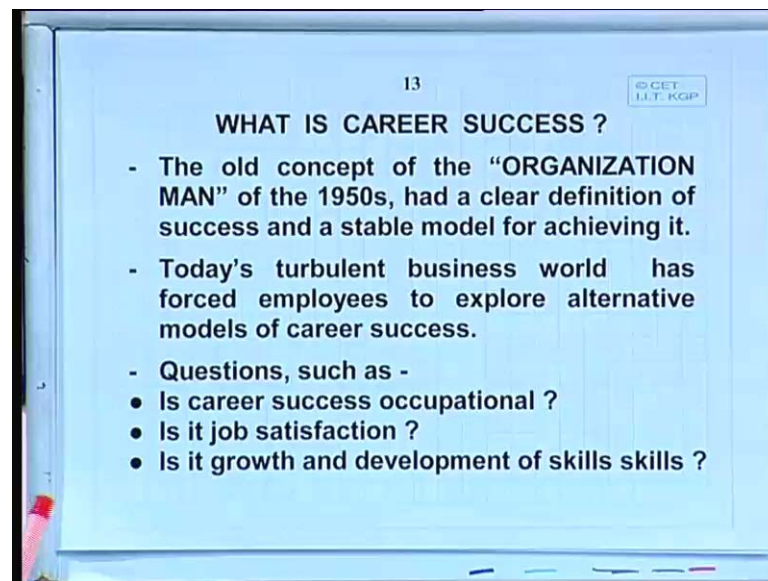
Today it is important issue. Innovation is not the responsibility with someone else, in some department of the company to manage your own career, innovative thinking, innovative processes which are hidden and locked within your own mind. You have to release this processes on your job and the formula is try and do your job differently. So that it yields better results, each year that you're doing the same job if you are in the same job.

Development and multiple networks of associates and peer learning relationships: What does that mean? Yeah, networking. May be if you are a software engineer , you have to network within your special expertise area. That is other software engineers, peer learning relationships, other software engineers are working in different companies, so you network with people doing similar jobs. What are the computer platform they are working with?

Your other colleagues who are also fewer engineers, what are the type of applications they are dealing with? What are the kind of problems they are facing? So development of multiple network of associates and peer learning relationships.

And then responsibility for managing one's own career, we come back to it again. You have to internalize that concept that I am now responsible for managing my own career. Any questions?

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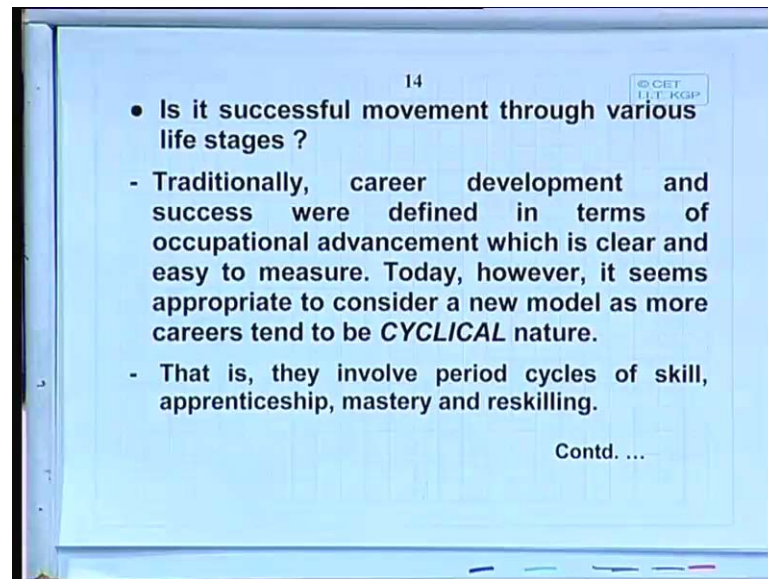


Ok, So, WHAT IS CAREER SUCCESS? We say that a little while ago that each individual has to more or less define what he or she thinks, all right, is considered by he or she as a career success.

Because there isn't just one prototype which fits everyone's idea of a career success. Now you see here the old concept of organization man of the 1950s or 60s, had a clear definition of success and a stable model for achieving it, we've discussed this before.

Today's turbulent business world has forced employees to explore alternative models of career success, clear. Question such as is career success occupational? is it job satisfaction, is it growth and development of skills, yeah these are a kind of questions which we have to ask , what is it, what is that framework which you will define as success.

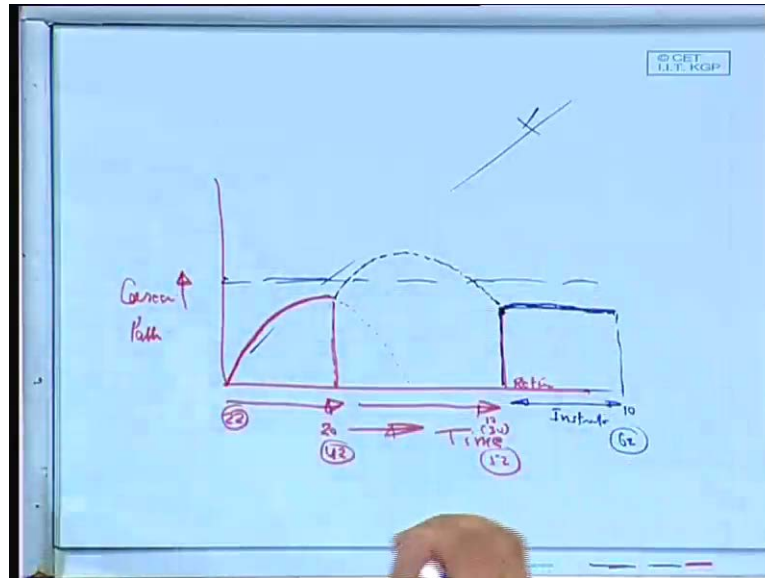
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Is it successful movement through various life stages? Yeah, what is it? So, traditionally career development and success were defined in terms of occupational advancement. You join as a assistant engineer let us say, and then you are promoted after 2 or 3 years into engineer, and then after 3 or 4 years into engineering executive, and then into a manager and so on. So, it is occupational which is clear, and easy to measure.

Today, however it seems appropriate to consider a new model as more careers tend to be *CYCLICAL* in nature. Now here is a new concept being introduced. Careers are not non linear or not linear. They are non linear we have said that before. There can be breaks in the career. There can be gains and there can be losses, ups and downs, but here is another concept that it is cyclical in nature. This is another new model, that is they involve periodic cycles of skill, apprenticeship, mastery and re skilling. What does that mean? It means you're learning process does not end. You are talking here of periodic cycles. So, this is time and this is career path alright.

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So, let us say you start here, and then you have a side rode at this point. Your career changes ((no audio 43:23 to 43:53)). What are we trying to portray here? You have a career here, alright, and you come up to 20 years, you start at age 22, and at age 42, you find that you're more or less got skills and knowledge etc. in an area where the business has disappeared.

Let us say, you started, alright, as a drilling engineer, alright, of oil field etcetera, and let us take a hypothetical example. You find that energy which is alright solar energy has taken over in the next 20 years of your career. No one uses oil anymore because it pollutes the environment and you cannot renew it. You'll deplete that source of energy. Solar energy technology has advanced is cheaper, is cleaner and then what happens you as a drilling oil field engineer. What happens to your career, alright, at half cycle, your career is finished.

So, what have you to do then? You still got fifteen years of your career left or 20 years. May be you have to learn new skills, new knowledge. Can you do it immediately? No May be the way you are drilling, all right, in your last industry, may be certain portable skills that you had acquired could be applied into another industry, and then you begin another cycle. So, what are we saying here? Periodic cycles of skill, apprenticeship, mastery, and re skilling.

You have acquired some skills, but again when you join the new, you have, you are not a master. You have to learn again and then after certain time, you have another situation.

Let us say after another 10 years, now you have 30 years, and now you retire. Does it mean your career has stopped, because you are only 52 years old. Now, may be the portable skills you have acquired, now both in this industry where you operate as well as that next industry 20 years, here 10 years. You have picked up skills, and knowledge alright, which are portable and which can be, let us say imparted into new people who are coming up you know in educational institutions students. So, then you can start another career here as an instructor. So, this career is instructor and may be you go 10 years here, till your 62, and then you decide that you'll manage your own business portfolio, and you are not going to work for anyone else you're going to be self employed.

Now the concept here is instead of having a career which is in one skill, this is a career you've to build on portable skills. Instead of having a career which is linear or which is non linear, we have cyclical nature of career. That means you can migrate from one career to another career. You can migrate from university, let us say into industry from industry back to university which was not there in the past. Why? Because there was no earthly reason for you to do it. Now that you've powerful reasons and the career pattern which is being predicted now will be one for knowledge workers, basically cerebral driven work.

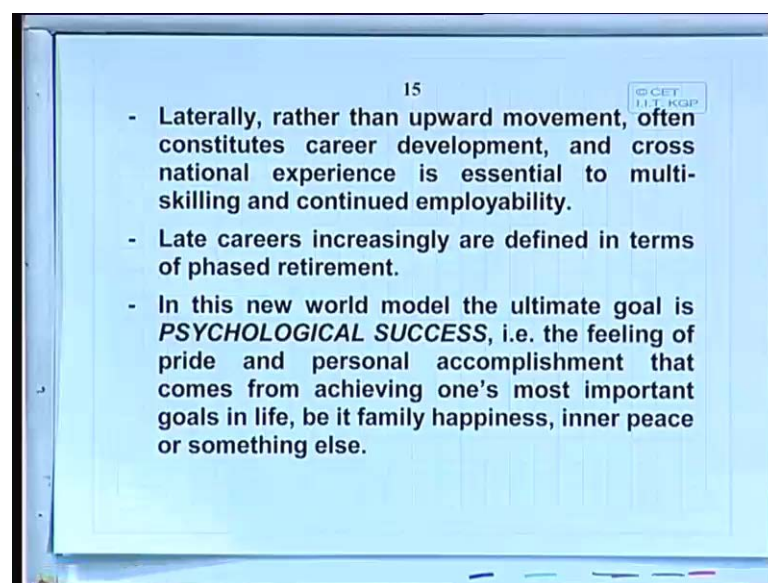
The second will be for people who have portable knowledge and skills with they can carry easily, seamlessly, across organizational boundaries, all right, in a certain domain they have that knowledge organizational boundaries, so that, they can think of having cyclical careers instead of one linear career. Is that concept acceptable to you or one wants, someone wants to debate that. Look at my own case. I had a long career in two companies just two companies, but at the end of it, I went into the academic line where again there is a kind of apprenticeship, there're new skills, which we've to learn alright and whatever we've experienced and carried away, alright, portable knowledge from the previous career in industry, it can be applied in the same domain.

So, if you are in business and business teaching, so to an extent then it is a cyclical career, and then may be from this, another cyclical career would be in consulting, where the same knowledge which you carry, portable knowledge, across industries, boundary less to academia from academia again across multiple industries does not consultant. Instead of one or two industries where you gain this knowledge. So, is that example

clear? This is the kind of cyclical careers that you have to plan. You have to acquire those portable knowledge and skills, alright, and in the process which ever employer that you are working with will help you to do that alright.

Carrying away portable knowledge and skills, all right, seamlessly across organizational boundaries that means boundary less, laterally, rather than upward movement. When I showed you the cycle, you see more or less, more or less it is, lateral it is, not going up, it is not going up, more or less lateral.

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often constitutes career development, lateral and cross national experience is essential to multi skilling and continued employability. Now why cross national? Because the world has become a global village right globalization.

Late careers increasingly are defined in terms of phased retirement, as I gave you the example that in **in** incase from teacher you can become consultant right from consultant you can go and become developers of children. You know that means you no longer teach in a high level institution, you can carry that knowledge which you have gain into simple language alright and teach in schools, so phased retirement.

In this new world model the ultimate goal is **PSYCHOLOGICAL SUCCESS**. Very important. Please internalize this concept that is the feeling of pride and personal accomplishment that comes from achieving one's most important goals in life, be it

family happiness, inner peace, or something else, ok, right. So, we will take a break and continue this topic, alright, after a little while, thank you.