



human

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tenth edition

resource management

Chapter 10 Appendix

Part 3 Training and Development

Managing Careers

*After studying this chapter,
you should be able to:*



- 1. Compare employers' traditional and career planning-oriented HR focuses*
- 2. Explain the employee's manager's and employer's career development roles*
- 3. Describe the issues to consider when making promotion decisions*
- 4. Describe the methods for enhancing diversity through career management*
- 5. Answer the question: How can career development foster employee commitment?*

The Basics of Career Management

➤ *Career*

- The occupational positions a person has had over many years.

➤ *Career management*

- The process for enabling employees to better understand and develop their career skills and interests, and to use these skills and interests more effectively.

➤ *Career development*

- The lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment.

The Basics of Career Management

➤ *Career planning*

- The deliberate process through which someone becomes aware of personal skills, interests, knowledge, motivations, and other characteristics; and establishes action plans to attain specific goals.

➤ *Careers today*

- Careers are no simple progressions of employment in one or two firms with a single profession.
- Employees now want to exchange performance for training, learning, and development that keep them marketable.

Traditional Versus Career Development Focus

HR Activity	Traditional Focus	Career Development Focus
Human resource planning	Analyzes jobs, skills, tasks—present and future. Projects needs. Uses statistical data.	Adds information about individual interests, preferences, and the like to data.
Training and development	Provides opportunities for learning skills, information, and attitudes related to job.	Provides career path information. Adds individual growth orientation.
Performance appraisal	Rating and/or rewards.	Adds development plans and individual goal setting.
Recruiting and placement	Matching organization's needs with qualified individuals.	Matches individual and jobs based on a number of variables including employees' career interests.
Compensation and benefits	Rewards for time, productivity, talent, and so on.	Adds non-job-related activities to be rewarded, such as United Way leadership positions.

Source: Adapted from Fred L. Otte and Peggy G. Hutcheson, *Helping Employees Manage Careers* (Upper Saddle River, NJ: Prentice Hall, 1992), p. 10.

Employee Career Development Plan

Employee Career Development Plan

Employee: _____ **Position:** _____

Manager: _____ **Department:** _____

Date of Appraisal: _____

1. What is the next logical step up for this employee, and when do you think he/she will be ready for it?

Probable Next Job:	When Ready:			
	Now	6 Months	1 Year	2 Years
1. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. What is the highest probable promotion within five years?

3. What does this employee need to prepare for promotion?

- Knowledge: _____

 Action Plan: _____

- Skill Training: _____

 Action Plan: _____

- Management Training: _____

 Action Plan: _____

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Figure 10–1

The Individual

- Accept responsibility for your own career.
- Assess your interests, skills, and values.
- Seek out career information and resources.
- Establish goals and career plans.
- Utilize development opportunities.
- Talk with your manager about your career.
- Follow through on realistic career plans.

The Manager

- Provide timely performance feedback.
- Provide developmental assignments and support.
- Participate in career development discussions.
- Support employee development plans.

The Organization

- Communicate mission, policies, and procedures.
- Provide training and development opportunities.
- Provide career information and career programs.
- Offer a variety of career options.

Roles in Career Development

Source: Fred L. Otte and Peggy G. Hutcheson, Helping Employees Manage Careers (Upper Saddle River, NJ: Prentice Hall, 1992), p. 56.

Table 10–2

Choosing a Mentor

- *Choose an appropriate potential mentor.*
- *Don't be surprised if you're turned down.*
- *Be sure that the mentor understands what you expect in terms of time and advice.*
- *Have an agenda.*
- *Respect the mentor's time.*

The Employer's Role in Career Development

- *Realistic job previews*
- *Challenging first jobs*
- *Career-oriented appraisals*
- *Job rotation*
- *Mentoring*
- *Networking and interactions*

Innovative Corporate Career Development Initiatives

- *Provide each employee with an individual budget.*
- *Offer on-site or online career centers.*
- *Encourage role reversal.*
- *Establish a “corporate campus.”*
- *Help organize “career success teams.”*
- *Provide career coaches.*
- *Provide career planning workshops*
- *Utilize computerized on- and offline career development programs*
- *Establish a dedicated facility for career development*

Before the program—Two weeks prior to the workshop participants receive a letter confirming their participation in the program and package of work to be completed before coming to the workshop. The exercises in this package include skills inventory, values identification, life accomplishments inventory, and a reading describing career direction options.

Day 1

8:30–10:00 Introduction and Overview of Career Planning
 Welcome and Introduction to Program
 Welcome by general manager
 Overview of agenda and outcomes
 Participant introductions (statements of expectations for the program)
 Overview of Career Development
 Company's philosophy
 Why career planning is needed
 What career planning is and is not
 Career planning model

10:00–Noon Self-Assessment: Part 1

Individual Self-Assessment: Values
 Values card sort exercise
 Reconciling with values pre-work
 Introduce career planning summary work sheet
 Individual Self-Assessment: Skills
 Motivated skills exercise
 Examining life accomplishments (synthesize with pre-work)
 Identifying accomplishment themes
 Preferred work skills (from pre-work inventory)
 Fill in career planning summary work sheet

1:00–3:00 Self-Assessment: Part 2

Individual Self-Assessment: Career Anchors
 Career anchoring pattern exercise
 Small group discussions
 Fill in career planning summary work sheet
 Individual Self-Assessment: Preferences
 What success means to me
 Skills, knowledge, personal qualities
 Fill in career planning summary work sheet
 Individual Self-Assessment: Career Path Pattern
 Synthesize with direction options from pre-work
 Fill in career planning summary work sheet

3:30–4:30 Environmental Assessment

Information About the Company
 Goals, growth areas, expectations, turnover, competition for jobs, skills for the future
 Fill in career planning summary work sheet
 Personal career profile
 Reality test, how you see self at this point by sharing

Day 2

8:30–10:00 Goal Setting

Warm-Up Exercise
 Review of where we've been and where we're going
 Setting goals—where do I want to be?
 Creating an ideal future
 Future skills and accomplishments
 Desired lifestyle
 Life and career goals

10:15–1:30 Environmental Assessment: Part 2

Career resources in the company
 Introduce support services and hand out information
 Marketing yourself—what it takes to achieve your goals here
 Describe resource people who will be with the group for lunch and brainstorm questions/issues to be discussed
 Lunch with resource people
 Review lunch discussions

1:30–4:30 Developing Career Action Plans

Making career decisions
 Identifying long-range alternatives
 Identifying short-range alternatives
 Improving career decisions
 Decision styles and ways to enhance them
 Creating your career plan
 Reconciling your goals with options
 Next career steps
 Development action plan
 Contingency planning
 Making It Happen—Making Commitments to Next Steps
 Summary and Adjourn

Sample Agenda— Two-Day Career Planning Workshop

Source: Fred L. Otte and Peggy Hutcheson, *Helping Employees Manage Careers* (Upper Saddle River, NJ: Prentice Hall, 1992), pp. 22–23. In addition to career development training and follow-up support, First USA Bank has also outfitted special career development facilities at its work sites that employees can use on company time. These contain materials such as career assessment and planning tools.

Figure 10–2

Managing Promotions

➤ *Making promotion 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?

Managing Transfers

- *Employees' reasons for desiring transfers*
 - Personal enrichment and growth
 - More interesting jobs
 - Greater convenience (better hours, location)
 - Greater advancement possibilities
- *Employers' reasons for transferring employees*
 - To vacate a position where an employee is no longer needed.
 - To fill a position where an employee is needed.
 - To find a better fit for an employee within the firm.
 - To boost productivity by consolidating positions.

Enhancing Diversity through Career Management

➤ *Sources of bias and discrimination in promotion decisions*

- Having few people of color employed in the hiring department
- The “old-boy network” of informal friendships
- A lack of women mentors
- A lack of high-visibility assignments and developmental experiences (glass ceiling)
- A lack of company role models for members of the same racial or ethnic group
- Inflexible organizations and career tracks

Enhancing Women's and Minorities' Prospects

- *Eliminate institutional barriers*
- *Improve networking and mentoring*
- *Eliminate the glass ceiling*
- *Institute flexible schedules and career tracks*

Career Management and Employee Commitment

➤ *The “New Psychological Contract”*

- **Old contract:** “Do your best and be loyal to us, and we’ll take care of your career.”
- **New contract:** “Do your best for us and be loyal to us for as long as you’re here, and we’ll provide you with the developmental opportunities you’ll need to move on and have a successful career.”

Career Management and Employee Commitment

➤ *Commitment-oriented career development efforts*

– Career development programs

- Career workshops that use vocational guidance tools (including a computerized skills assessment program and other career gap analysis tools) to help employees identify career-related skills and the development needs they possess.

– Career-oriented appraisals

- Provide the ideal occasion to link the employee's performance, career interests, and developmental needs into a coherent career plan.

Retirement

➤ *Retirement*

- The point at which one gives up one's work, usually between the ages of 60 and 65.

➤ *Preretirement practices*

- Explanation of Social Security benefits
- Leisure time counseling
- Financial and investment counseling
- Health counseling
- Psychological counseling
- Counseling for second careers
- Counseling for second careers inside the company

Sample Performance Review Development Plan

A. Employee's Major Strengths	
1.	_____
2.	_____
3.	_____
B. Areas for Improvement/Development	
1.	_____
2.	_____
3.	_____
C. Development Plans: Areas for Development	
1.	_____
2.	_____
3.	_____
4.	_____
Development Strategy:	

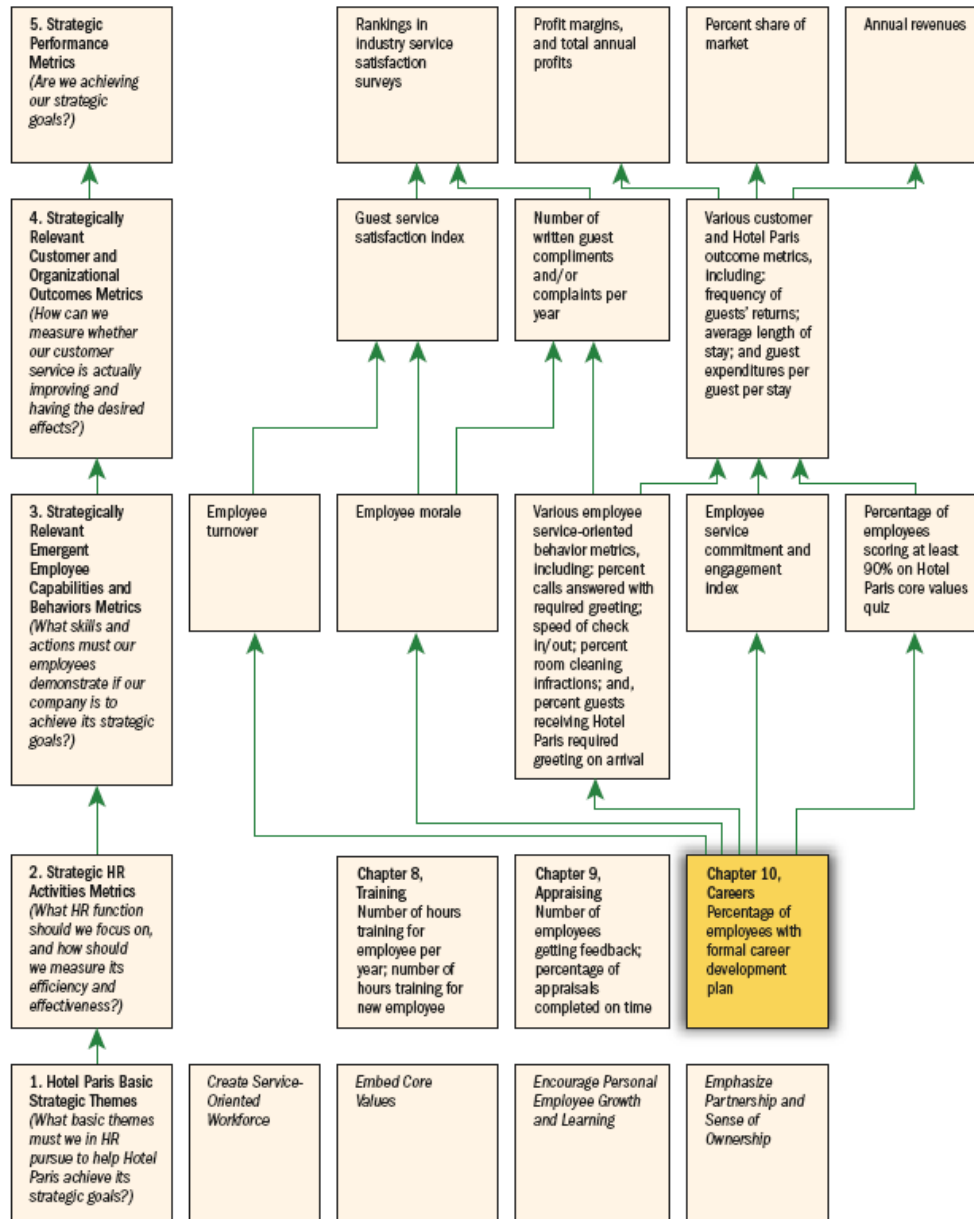
D. Employee's Comments on This Review: _____	

E. Reviewer's Comments: _____	

Growth potential in present position and future growth potential for increased responsibilities: _____	

Employer's Signature: _____	Date: _____
Reviewer's Signature: _____	Date: _____
Reviewer's Manager's Signature: _____	Date: _____

HR Scorecard for Hotel Paris International Corporation*



Note: *(An abbreviated example showing selected HR practices and outcomes aimed at implementing the competitive strategy, "To use superior guest services to differentiate the Hotel Paris properties and thus increase the length of stays and the return rate of guests and thus boost revenues and profitability")

Figure 10–4

Key Terms

career

career management

career development

career planning

**career planning and
development**

reality shock

job rotation

mentoring

promotions

transfers

retirement

preretirement counseling

career cycle

growth stage

exploration stage

establishment stage

trial substage

stabilization substage

midcareer crisis substage

maintenance stage

decline stage

career anchors



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Chapter 10 Appendix

Part 3 Training and Development

Managing Your Career

Identify Your Career Stage

- *Growth stage*
- *Exploration stage*
- *Establishment stage*
 - Trial substage
 - Stabilization substage
 - Midcareer crisis substage
- *Maintenance Stage*
- *Decline Stage*

Identify Your Occupational Orientation

- *Realistic orientation*
- *Investigative orientation*
- *Social orientation*
- *Conventional orientation*
- *Enterprising orientation*
- *Artistic orientation*

Choosing an Occupational Orientation

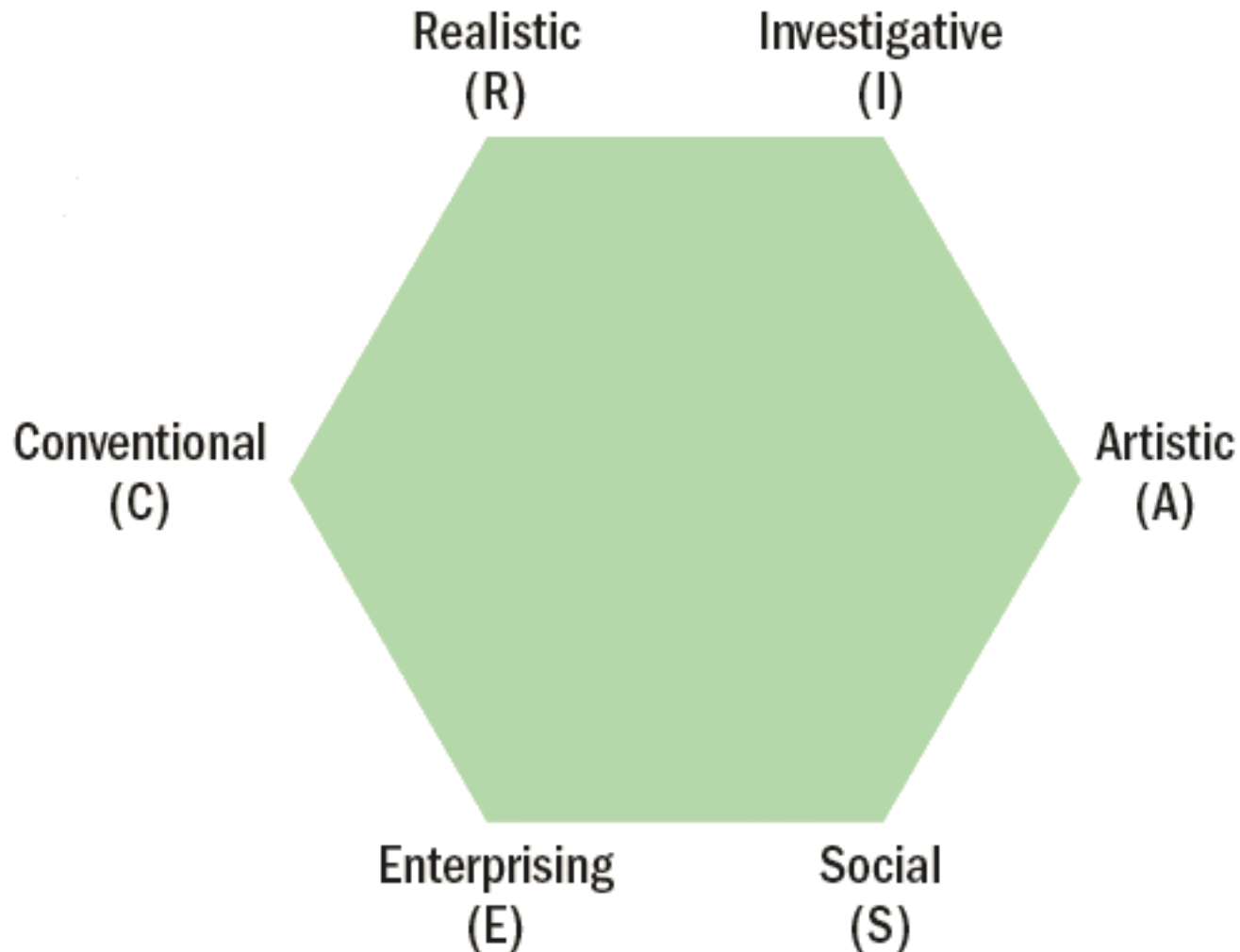


Figure 10–A1

Example of Some Occupations that May Typify Each Occupational Theme

Realistic	Investigative	Artistic	Social	Enterprising	Conventional
A Wide Range of Managerial Occupations, including:					
Military Officers	Physicians	Advertising Executives		Lawyers	Accountants
Engineers	Psychologists	Public Relations Directors	Auto Sales Dealers	Investment Managers	Bankers
	Research and Development Managers		School Administrators	Chamber of Commerce Executives	Credit Managers

Figure 10–A2

Example of Some Occupations that May Typify Each Occupational Theme

Business Career Interest Inventory (BC II)

Part 1: All executive work is based on one or more of the following eight core activities. Read them.

Application of Technology: Taking an engineering-like approach to business problems and using technology to solve them (operations process analysis, process redesign, production planning).



Quantitative Analysis: Problem-solving that relies on mathematical and financial analysis (determining the most advantageous debt/equity structure, analyzing market research).



Theory Development and Conceptual Thinking: Taking a broadly conceptual, quasi-academic approach to business problems (developing a new general economic theory or model of market behavior).



Creative Production: Highly creative activities (the generation of new business ideas such as line extensions or additional markets, the development of new marketing concepts).



Counseling and Mentoring: Developing a variety of personal relationships in the workplace and helping others in their careers (human-resources coaching, training, and mentoring).



Managing People: Accomplishing business goals through working directly with people (particularly as a front-line manager, team leader, director, or direct supervisor).



Enterprise Control: Having ultimate strategy and decision-making approach to business problems and using



Influence Through Language and Ideas: Exercising influence through the skillful use of persuasion (negotiating, deal-making, sales functions, and relationship development).



Identify Your Career Anchors

➤ *Career anchor*

- A concern or value that a person you will not give up if a [career] choice has to be made.

➤ *Typical career anchors*

- Technical/functional competence
- Managerial competence
- Creativity
- Autonomy and independence
- Security

Finding the Right Job

- *Do Your Own Local Research*
- *Personal Contacts*
- *Answering Advertisements*
- *Employment Agencies*
- *Executive Recruiters*
- *Career Counselors*
- *Executive Marketing Consultants*
- *Employers' Web Sites*

Writing Your Résumé

- *Introductory Information*
- *Job Objective*
- *Job Scope*
- *Your Accomplishments*
- *Length*
- *Personal Data*
- *Make Your Résumé Scannable*

Handling the Interview

- *Prepare, Prepare, Prepare*
- *Uncover the Interviewer's Needs*
- *Relate Yourself to the Person's Needs*
- *Think Before Answering*
- *Make a Good Appearance and Show Enthusiasm*