Career Development

Chapter 10

Chapter Overview

- Why is Career Development Necessary?
- Who is Responsible for Career Development?
- Implementing Career Development
- Reviewing Career Progress
- Career-Related Myths
- Dealing with Career Plateaus
- The Impact of Dual-Employed Couples
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- Summary of Learning Objectives

Career Development

- An ongoing, formalized effort by an organization that focuses on developing and enriching the organization’s human resources in light of both the employees’ and the organization’s needs
  - Factors contributing to increasing importance of career development
    - Increased employee mobility
    - Related environmental factors
  - Corporate restructuring and downsizing have caused many employees to change their careers even when they did not desire a change

Why is Career Development Necessary?

- From organization’s viewpoint, it can reduce costs due to employee turnover
- Career plans that a company assists an employee with will likely be closely tied to organization; therefore, employees are less likely to quit
- Taking an interest in employees’ careers can also improve morale, boost productivity, and help an organization become more efficient
- An organization showing interest in an employee’s career development has a positive effect on that employee
- Employees believe company regards them as part of an overall plan and not just as numbers
- Emphasis on career development can also have a positive effect on the ways employees view their jobs and their employers

Why is Career Development Necessary?

- From organization’s viewpoint, career development has three major objectives:
  - To meet immediate and future human resource needs of the organization on a timely basis
  - To better inform organization and individual about potential career paths within organization
  - To utilize existing human resource programs to the fullest by integrating activities that select, assign, develop, and manage individual careers with organization’s plans
Career Planning

- Process by which an individual formulates career goals and develops a plan for reaching those goals
- Career development and career planning must reinforce each other
- Career planning looks at careers through eyes of individual employees
- Career development looks at individual careers from viewpoint of organization
- Realistic career planning forces individuals to look at available opportunities in relation to their abilities
- With a career plan, a person is much more likely to experience satisfaction while making progress along the career path

Who is Responsible for Career Development?

- Successful career development requires actions from three sources:
  - Organization
  - Employee
  - Employee’s immediate manager

Organization’s Responsibilities

- Entity having primary responsibility for instigating and ensuring that career development takes place
  - Specifically, its responsibilities are to develop and communicate career options within the organization to the employee
  - It should carefully advise an employee concerning possible career paths to achieve that employee’s career goals
  - Human resource personnel are generally responsible for ensuring that this information is kept current
  - Should see that accurate information is conveyed
  - Should see that interrelationships among different career paths are understood
  - Should promote conditions and create environments that facilitate development of individual career plans by the employees

Employee’s Responsibilities

- Primary responsibility for preparing individual career plans rests with individual employees
  - Only individual knows what she or he really wants out of a career, and certainly these desires vary appreciably from person to person
  - Career planning requires a conscious effort on the part of the employee; it is hard work, and it does not happen automatically
  - Finding time to develop such a plan may be difficult
  - Organizations can help by providing trained specialists to encourage and guide employee
  - Can be accomplished by allotting a few hours of company time each quarter
  - Although individual is ultimately responsible, experience has shown that without some encouragement and direction, they make little progress

Manager’s Responsibilities

- Although not expected to be a professional counselor, the manager can and should play a key role in facilitating the development of a subordinate’s career
  - It has been said “the critical battleground in career development is inside the mind of the person charged with supervisory responsibility”
  - First and foremost, the manager should serve as a catalyst and sounding board
  - Manager should show an employee how to go about the process and then help employee evaluate conclusions
Manager’s Responsibilities

- Unfortunately, many managers do not perceive career counseling as part of their managerial duties.
- They are not necessarily opposed to this role; rather, they have never considered it as part of their job.
- Many organizations have designed training programs to help their managers develop the necessary skills in this area.
- Successful career development results from a joint effort by the organization, the individual, and the immediate manager.
- The organization provides resources and structure; the individual does the planning, immediate manager provides guidance and encouragement.

Potential Career Development Roles of Managers

Career Planning Roles at Corning, Inc.

Implementing Career Development

- Successful implementation of a career development program involves four basic steps at the individual level:
  - Individual's assessment of his or her abilities, interests, and career goals.
  - Organization’s assessment of the individual’s abilities and potentials.
  - Communication of career options and opportunities within the organization.
  - Career counseling to set realistic goals and plans for their accomplishment.

Individual Assessment

- Many people never stop to analyze their abilities, interests, and career goals.
- They simply never take time, even if they want to.
- While this is not something an organization can do for the individual, the organization can provide the impetus and structure.
- Self-assessment materials are available over the Internet and other commercial outlets.
- Some organizations have developed tailor-made forms and training programs for the use of their employees.
- Another option is the use of some form of psychological testing.

Individual Assessment

- An individual’s self-assessment should not necessarily be limited by current resources and abilities; career plans normally require that the individual acquire additional training and skills.
- Assessment should be based on reality.
- For the individual, this involves identifying personal strengths—not only the individual’s developed abilities, but also the financial resources available.
- Once an individual has a grasp of his or her interests and abilities, it is very helpful to develop a personal vision statement.
- It can help an individual stay on track and avoid events that don’t positively relate to his or her career.
Individual Assessment

- Effective vision statements are concise (not more than one or two sentences) and they are stated in measurable terms
  - Example: “I want to develop a career in quality by gaining the knowledge, skills, abilities, and credentials needed to become a quality manager in a mid-sized manufacturing company in the western United States, earning an annual salary of $85,000 by the year 2010.”
  - Once drafted, it is a good idea to share it with key stakeholders such as current and potential employees and family members
  - Depending on feedback received, the vision statement may need to be revised
  - A vision statement might also be revised as one progresses throughout his or her career

Assessment by the Organization

- Organizations have several potential sources of information that can be used for assessing employees
  - Traditionally, most frequently used source has been the performance appraisal process
  - Assessment centers can also be an excellent source of information
  - Other potential sources include personnel records reflecting information such as education and previous work experience
  - Organization should not to depend on any one source of information but to use as many as are readily available
  - This provides a natural system of checks and balances
  - Organization’s assessment should normally be conducted jointly by human resource personnel and individual’s immediate manager, who serves as a mentor

Communicating Career Options

- To set realistic career goals, an individual must know options and opportunities that are available
  - Organization can do several things to facilitate such awareness
  - Posting and advertising job vacancies is one activity that helps employees get a feel for their options
  - Clearly identifying possible paths of advancement within the organization is also helpful
  - This can be done as part of the performance appraisal process
  - Another good idea is to share human resource planning forecasts with employees

Career Pathing

- Technique that addresses the specifics of progressing from one job to another in an organization
  - Can be defined as a sequence of developmental activities that help make an individual capable of holding more advanced jobs
  - It involves
    - Informal and formal education
    - Training
    - Job experiences
  - Career paths exist on an informal basis in almost all organizations
  - Career paths are much more useful when formally defined and documented
  - Results in specific descriptions of sequential work experiences, as well as how the different sequences relate to one another
  - Career pathing is most useful when used as part of the overall career development process

Basic Steps of Career Pathing

1. Determine or narrow the activities and tasks involved in the targeted job. Because jobs tend to change over time, it is important to determine or confirm requirements and evolve them periodically
2. Secure employee background data and assess them for accuracy and completeness. Focus on people’s interests and career objectives to guide them. Also, it is important to update on individual records concerning skills, experience, etc.
3. Understand the needed analyses or comparisons that justify the individual for the targeted job
4. Determine if the individual and the targeted job match. Even if the individual and the targeted job match, it may be a good idea to consider other options
5. Evaluate individual training and educational needs using a self-assessment inventory. Identify the individual’s actions, interests, and training experiences necessary for the individual to progress to the targeted job
6. Blueprint career path activities. Create a time-oriented blueprint or chart to guide the individual

Major Variables Affecting Career Planning

- Organization
- Job analysis
- Job description
- Job vacany
- Organizational objectives
- Occupational standards
- Occupational information
- Relevant work experience
- Retention
- Training
- Promotion
- Salary
- Wage
- Work experience
- Work祟
Career Self-Management

- Ability to keep up with changes that occur within the organization and the industry and to prepare for the future
- Closely related to concept of career pathing
- Relatively new concept
- Emphasizes need of individual employees to keep learning
- Jobs that are held today may evolve into something different or may simply disappear entirely
- Involves identifying and obtaining new skills and competencies that allow the employee to move to a new position
- Payoff is more highly skilled and flexible employees
- Retention of these employees
- Requires commitment to idea of employee self-development on the part of management and provision of self-development programs and experiences for employees

Career Counseling

- Career counseling is the activity that integrates the different steps in the career-development process
- May be performed by an employee’s immediate manager, a human resource specialist, or a combination of the two
- Preferable to have immediate manager conduct counseling with appropriate input from human resource personnel
- Immediate manager generally
  - Has advantage of practical experience
  - Knows the company
  - Is capable of making realistic appraisal of organizational opportunities

Career Counseling - Specific Suggestions for Managers

- Some managers are reluctant to attempt counseling because they haven’t been trained in the area
  - Not necessary to be a trained psychologist to be a successful career counselor
  - Behavioral research and actual experience suggest that characteristics that make people likable and effective are basically the same qualities that contribute to successful counseling
  - The right type of training can be very beneficial to accomplished career counselors
- Generally, managers skilled in basic human relations are successful as career counselors
- Developing a caring attitude toward employees and their careers is of prime importance
- Being receptive to employee concerns and problems is another requirement

Career Counseling - Specific Suggestions for Managers

- Consider alternatives
  - Help subordinates realize that a number of choices are usually available
  - Help subordinates expand their thinking and avoid being limited by past experience
- Seek and share information
  - Be sure employee and organization have completed their respective assessments of the employee’s abilities, interests, and desires
  - Make sure organization’s assessment has been clearly communicated to employee
  - Make sure that employee is aware of potential job openings within the organization
  - Assist with goal definition and planning
  - Remember that employee must make the final decisions
  - Managers should serve as “sounding boards” and help ensure that individual’s plans are valid

Reviewing Career Progress

- Individual careers rarely go exactly according to plan
  - Environment changes, personal desires change, and other things happen
  - If individuals periodically reviews both the career plan and the situation, they can make adjustments so that career development is not impaired
  - A career plan that is not kept current rapidly becomes useless
  - Complacency is the greatest danger once a career plan has been developed
  - Plan must be updated as circumstances and individual change
Career-Related Myths - Held by Employees

• Myth 1: There is always room for one more person at the top
  • Contradicts the fact that structures of the overwhelming majority of today's organizations have fewer positions available as one progresses up the organization
  • Fosters unrealistic aspirations and generates self-perpetuating frustrations
  • An individual must also be aware that odds of attaining such a position are slim
  • Myths 2: The key to success is being in the right place at the right time
  • People adhering to this myth are rejecting the basic philosophy of planning
  • A person, through careful design, can affect rather than merely accept the future
  • It can lead to complacency and a defeatist attitude

• Myth 2: Based on belief that those employees who are the best performers in their current jobs should be the ones who are promoted
  • Opposite of the myth that good subordinates make good superiors
  • Good subordinates do not make good superiors
  • This is not to imply that good performance should not be rewarded
  • However, when an individual is being promoted, those making the decision should look carefully at the requirements of the new job in addition to the individual's present job performance

• Myth 3: Career development and planning are functions of human resource personnel
  • Ultimate responsibility for career development and planning belongs to the individual
  • Human resource specialists can assist individual and answer certain questions, but they cannot develop a career plan for him or her
  • Only the individual can make career-related decisions

• Myth 4: The way to get ahead is to determine your weaknesses and then work hard to correct them
  • Individuals who achieve their career objectives do so by stressing those things they do uncommonly well
  • The secret is to first capitalize on one's strengths and then try to improve deficiencies in other areas

• Myth 5: Always do your best, regardless of the task
  • Stems from the puritan work ethic
  • Different tasks have different priorities
  • Those tasks and jobs that rank high in importance in achieving one's career goals should receive the individual's best effort
  • Those tasks that do not rank high should be done, but not necessarily with one's best effort

• Myth 6: The grass is always greener on the other side of the fence
  • Regardless of career path the individual follows, another one always seems a little more attractive
  • As individual assumes more and more personal responsibilities, the price of taking that "attractive" job becomes higher in terms of
    • Possibly having to relocate
    • Develop a new social life
    • Learn new duties
  • This is not to say that job and related changes should not be made; however, one should avoid making such changes hastily
Career-Related Myths - Held by Managers

• Myth 1: Career development will raise expectations
  • Many managers fear that an emphasis on career development will raise employee expectations to unrealistically high levels
  • It should do just the opposite: It should bring employees' aspirations into the open and match their skills, interests, and goals with opportunities that are realistically available.

• Myth 2: We will be overwhelmed with requests
  • Based on the fear that employees will deluge their managers for information about jobs in other parts of the organization
  • Employees will expect organization to provide them with a multitude of career opportunities
  • While this fear is very realistic in the minds of many managers, it is basically unfounded.

Dealing With Career Plateaus

• Point in an individual’s career where likelihood of an additional promotion is very low
• Takes place when an employee reaches a position from which she or he is not likely to be promoted further
• Virtually all people reach a plateau in their careers
• Some reach their plateaus earlier than others
• Plateaued employees are those who “reach their promotional ceiling before they retire”
• Certain factors in today’s work environment help explain why plateauing may become more prevalent
  • Employees now depending more on older employees may well cause plateauing problems
  • Today’s employees are generally educated and thus enter organizations at higher positions
• Plateauing does not necessarily indicate failure

Dealing With Career Plateaus

• The four principal career categories are:
  • Learners – Individuals with high potential for advancement who are performing below standard (e.g., a new trainee)
  • Stars – Individuals presently doing outstanding work and having a full potential for continued advancement; these people are on fast-track career paths
  • Solid citizens – Individuals whose present performance is satisfactory but whose chance for future advancement is small; make up the bulk of the employees in most organizations
  • Deadwood – Individuals whose present performance has fallen to an unsatisfactory level; they have little potential for advancement

Dealing With Career Plateaus

• Naturally, organizations would like to have all stars and solid citizens
• The challenge is to transform learners into stars or solid citizens
• Keep current stars and solid citizens from slipping into the deadwood category
• Furthermore, there is a tendency to overlook solid citizens
• Learners, stars, and deadwood usually get most attention in terms of development programs and stimulating assignments
• Neglect of solid citizens may result in their slipping into the deadwood category

Dealing With Career Plateaus

• Three actions can aid in managing the plateauing process:
  • Prevent plateauees from becoming ineffective (prevent a problem from occurring)
    • Involves helping plateauees adjust to solid-citizen category and realize they have not necessarily failed
    • Available avenues for personal development and growth should be pointed out
  • Integrate relevant career-related information systems (improve monitoring so that merging problems can be detected and treated early)
    • Can largely be implemented through a thorough performance appraisal system
    • Should encourage open communication between manager and appraisee
  • Manage ineffective plateauees and frustrated employees more effectively (cure the problem once it has arisen)
Classifying Managerial Careers

Rehabilitating Ineffective Plateauees

- Deadwood can have a negative impact, but there are also several good reasons to salvage these employees:
  - Job knowledge – Plateaued employees have usually been in the job for quite some time and have amassed considerable job knowledge
  - Organizational knowledge – Plateaued employees not only know their jobs but also know the organization
  - Loyalty – Plateaued employees are usually not job-hoppers but often have demonstrated above-average loyalty to the organization
  - Concern for the well-being of plateauees – If the organization were to terminate all plateaued employees, this could have a disastrous impact on other employees
  - Also, the number of plateaued employees may be large

Possibilities of Rehabilitating Ineffective Plateauees

- Provide alternate means of recognition
  - If chances for employee to receive recognition through a future promotion are slim, look for alternative methods of recognition
    - Working on a task force or other special assignments
    - Participating in brainstorming sessions
    - Representing the organization to others
    - Training new employees
- Develop new ways to make their current jobs more satisfying
  - More the employees can be turned on by their current jobs, lower the likelihood that they will remain ineffective
    - Relating employees' performance to total organizational goals
    - Creating competition in the job

Possibilities of Rehabilitating Ineffective Plateauees

- Effect revitalization through reassignment
  - Implement systematic job switching to positions at same level that require many similar, though not exactly the same, skills and experiences as present job
  - Utilize reality-based self-development programs
    - Instead of assigning plateaued employees to developmental programs designed to help them move into future jobs, assign them to development programs that can help them perform better in their present jobs
  - Change managerial attitudes toward plateaued employees
    - It is not unusual for managers and supervisors to give up on and neglect plateaued employees
    - Affected employees quickly pick up on such actions, which only compound the problem

The Impact Of Dual-Employed Couples

- 72 percent of mothers with children under 18 are in the workforce
  - In 1947, only 47 percent of women with children under 18 were in the labor force
  - Bureau of Labor Statistics data for 2005 showed that 67 percent of married women were employed
  - Similar data for 2005 indicated that 66.8 percent of mothers with children under 18 were employed
  - Both economic and social pressures have encouraged this trend
  - Dual-employed couples can usually be classified as either dual-career couples or dual-earner couples
The Impact Of Dual-Employed Couples

- Some of the biggest challenges for dual-employed couples are:
  - Lack of time followed by difficulties in balancing personal and professional life
- The biggest advantages for dual-employed couples are:
  - Increased income
  - Psychological benefits as a distant second
- Dual-employed couple situations can complicate career development process for both individuals:
  - A geographical move for one member creates an obvious problem for the couple and their respective organizations
  - Other potential problems of dual-employed couples include:
    - Need for child care
    - Balancing time schedules
    - Emotional stresses

- Engaging in career-planning process can certainly help dual-employed couples address potential problems:
  - Many organizations have responded to needs of dual-employed couples by initiating family-friendly policies and programs
  - Proactive corporate programs include:
    - Child and elder care
    - Flexible work scheduling
    - Job sharing
    - Part-time work
    - Telecommuting
    - Parental leave
    - Personal time

Outplacement

- Benefit provided by an employer to help an employee leave the organization and get a job somewhere else:
  - Way of terminating employees that can benefit both the employees and the organization
  - Organization gains by terminating employees before they become deadwood
  - Employees gain by finding new jobs and at the same time preserving their dignity
  - It can have a very positive effect on employee morale
- Outplacement consultants or outplacement firms are often used:
  - Consultant is briefed by manager before employee is terminated
  - Consultant should obtain a clear understanding of reason for termination
  - Consultant provides immediate support to employee after notification of termination
  - Growth of outsourcing has increased need for outplacement services

Breaking the Glass Ceiling

- Glass ceiling – Refers to invisible, yet real or perceived, barriers found in many organizational structures that appear to stymie executive advancement opportunities of women and minorities
- The Glass Ceiling Commission was created as part of the Civil Rights Act of 1991
  - Mandate of the commission was:
    - To focus greater public attention on the importance of eliminating barriers
    - To promote workforce diversity
  - The commission, staffed by the U.S. Department of Labor, was asked to specifically look at:
    - Compensation systems and reward structures currently used in the workplace
    - How business fills management and decision-making positions and trains and develops employees for advancement

- According to the commission’s initial report, the three most common practices that contribute to the creation of a glass ceiling are:
  - Word-of-mouth recruiting (or using executive search firms without stating an interest in a diverse array of candidates)
  - Inadequate access to developmental opportunities for women and minorities
  - Lack of responsibility among senior management for equal employment opportunity efforts
Breaking the Glass Ceiling

Following suggestions were formulated for toppling job-advancement barriers:

- Demonstrate commitment – Top management should communicate its dedication to diversity and enact policies that promote it
- Hold line managers accountable for progress by including diversity in all strategic business plans
- Performance appraisals, compensation incentives, and other evaluation measures should reflect this priority
- Use affirmative action as a tool to ensure that all qualified individuals compete based on ability and merit
- Expand your pool of candidates – Look for prospects from noncustomary sources who may have nontraditional backgrounds and experiences
- Educate all employees about strengths and challenges of gender, racial, ethnic, and cultural differences
- Initiate family-friendly programs that help men and women balance their work and family responsibilities

Glass ceilings will be eliminated only when all employees are evaluated, hired, and promoted on basis of merit.

Many factors contributing to glass ceiling stem from common tendency “to hire in one’s own image”

The suggestions from the Glass Ceiling Commission should go a long way toward creating such a culture

Data from the Bureau of Labor Statistics and the Families and Work Institute indicate that women have made gains over the last several years

Career Development Online

Many companies are developing comprehensive, online career development centers

- These provide access to a wide variety of services to help employees manage their careers
- In some instances, they even find jobs outside their present company
- Online capabilities can provide many types of career-related information on demand
- For example, employees can look up the competencies and skills required for jobs they aspire to have

Some of the online career planning resources being offered include:

- Information about employment trends and job opportunities
- Self-assessment tools that employees can use to determine which types of jobs they might best pursue
  - Personality tests
  - Interest indicators
- Links to online employment resources such as job listings and career development information
- Individual online job counseling, including advice on preparing for interviews

In addition to company-sponsored online services, many resources are available on the Internet to help individuals with career development

These resources include

- Job search guides
- Résumé preparation aids
- Job listings
- Career-related articles
- Other similar services

There is little doubt that career-development resources online will continue to expand in the future

Define career development and summarize its major objectives

Name the three entities required to provide input for a successful career development program and briefly describe their respective responsibilities

Describe the steps involved in implementing a career development program

Define career pathing and career self-management

List several myths employees hold related to career planning and advancement

List several myths management holds related to career development
Summary of Learning Objectives

• Define a career plateau and a plateaued employee
• Describe the four principal career categories
• Distinguish between dual-career couples and dual-earner couples. Describe some possible ways organizations can accommodate dual-employed couples
• Define outplacement
• Explain what the glass ceiling is
• List some of the online career development resources available today