

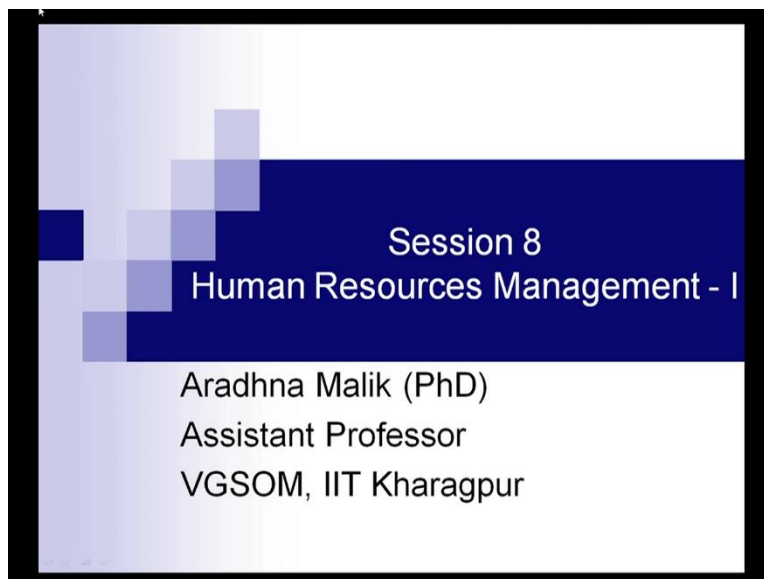
**Transcriber's Name Angela**  
**Principles of Human Resource Management**  
**Prof. Aradhna Malik**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology - Kharagpur**

**Module No. #03**  
**Lecture No. #08**  
**Career Management and Planning**

Welcome back, to the eighth session in, Human Resources Management. Today, we will be talking about, Career Planning. We have talked about different human resources practices. And, we talked about, what human resources is. We talked about hiring, recruiting, planning. So, today, we are going to discuss, Career Planning and Management. And, various aspects to it, will be discussed in the session, today and tomorrow, or in the next session, whenever it is aired.

I will help you, plan your own careers. And, i will also inform you about, what organizations do, in order to, help their employees, plan their careers, and still stay committed to the organization. so, let us get into it.

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As always, these are some of the resources.  
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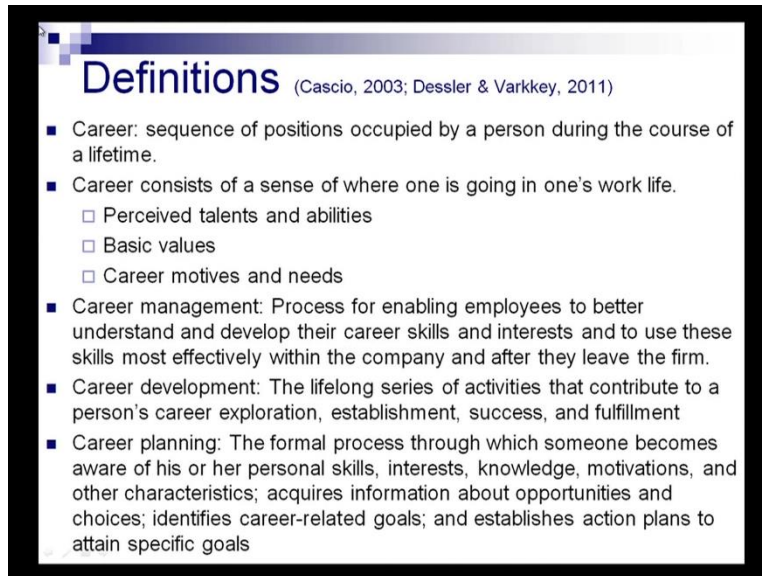
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# Career planning and management

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## Definitions (Cascio, 2003; Dessler & Varkkey, 2011)

- Career: sequence of positions occupied by a person during the course of a lifetime.
- Career consists of a sense of where one is going in one's work life.
  - Perceived talents and abilities
  - Basic values
  - Career motives and needs
- Career management: Process for enabling employees to better understand and develop their career skills and interests and to use these skills most effectively within the company and after they leave the firm.
- Career development: The lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment
- Career planning: The formal process through which someone becomes aware of his or her personal skills, interests, knowledge, motivations, and other characteristics; acquires information about opportunities and choices; identifies career-related goals; and establishes action plans to attain specific goals

Some definitions, Career. This is something, that is very close to everybody's heart. What is a career? Career is a sequence, of positions, occupied by a position during the course of a lifetime. It is, what you do. And, what you are, how what you do, adds up to, what you ultimately become, at the peak of your work life.

Career consists of, a series of, where one is going, in one's work life, in terms of, perceived talents and abilities. What you learn along the way? What you are able to demonstrate? What you are able to express? What you are able to achieve? Basic values. Basic core values, core principles that one lives by. What one considers as right and wrong, and the most appropriate ways of dealing, with one's work.

Then, we have career motives and needs. Which is, what one really aims towards. So, that is, career motives and needs. And, what one really wants from, what one does, for a living. You know, what we do for a living is, what pays the bills. But, we do not just do it, like a machine. We are also interested in, what we are doing. And, we also want to feel, good about it. And, we are getting something more than, just money, out of whatever, we are doing. So, all of this, put together, constitutes our career. What we learn, what we are able to get out of, whatever we do, in addition to money. And, what we consider, as appropriate, and not so appropriate.

Then, we come to Career Management. Career Management is a process, for enabling employees, to better understand and develop their skills and interests, and to use these skills, most effectively within the company, and after they leave the firm. So, how? We learn a lot of things along the way. We practice a lot of things, that we may not have planned, for earlier. So, Career Management is taking, whatever we learn, incidentally and intentionally, and taking all of it, and making a combined whole, out of it.

And then, taking whatever, we become, as a result of, what we learn, what we practice, what we do, and using it for our work lives, either within the same organization, or outside the organization. So, in a different organization, career development is the lifelong series of activities, that contribute to a person's career exploration, establishment, success and fulfilment. Management is organizing, making sense of whatever, one is doing. Development is adding to, whatever one has. We come across, so many opportunities in our daily lives.

And, when we talk about, career development, we are essentially talking about, learning more about, what we are doing, in terms of, where it can take us. So, adding on to, what we already have, in a logical, systematic, planned manner. And then, we come to Career Planning. Career Planning is the formal process, through which, someone becomes aware of, his or her personal skills, interests, knowledge, motivations, and other characteristics, and acquires information about, opportunities and choices, and identifies career goals, and establishes action plans, to attain specific goals.

So, career development is, adding on, to whatever you have. And, career planning is, deciding on a direction in light of, what one has, and what one can get. And, all of this constitutes, are career. I hope, I have got you interested enough. In, whatever I am going to talk about today, to listen to me, for the next 50, 55 minutes.

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## Challenges to career management

(Cascio, 2003)

- Should employees be responsible for their own career development?
- Is the new approach to corporate career management likely to be a passing fad, or is it here to stay?
- What kinds of support mechanisms are necessary to make career self management work?

Some challenges to Career Management. Some of the challenges, that any discussion on Career Management faces is, should employees be responsible, for their own career development, or should the organization, that they are a part of, be responsible for their career development. The other challenges, is the new approach to Corporate Career Management, likely to be a passing fad, or is it, here to stay. So, organizations are investing, in career planning and management, of their employees.

So, is that really something new, or something that is, just a passing phase, or, will organizations, continue to do that. What kinds of support mechanisms, are necessary to make, career self-management work? So, if employees are going to be responsible for their own careers, then, what kind of support systems, will the organization need, to provide to them, in order for them, to make something out of their careers.

We all join a job. We all take up a job. We all take up careers, with of course, one main intention of earning money, that can pay our bills. The other reason, why we take up jobs, is to fulfil other needs, like we discussed, last time. And, this is something that, we struggle with, on a regular basis. We try and find out, or, we struggle with this, all the time. Because, we are trying to figure out, what we need to do, what the organization needs to do, to keep its employees, motivated.

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## Challenges to planning careers

(Cascio, 2003)

- Rising concerns for quality of work life and for personal life planning
- Pressures to expand workforce diversity throughout all levels of an organization
- Rising educational levels and occupational aspirations coupled with
- Slow economic growth and reduced opportunities for advancement

Challenges to Planning Careers. Rising concerns for, quality of work life, and for personal life planning. People want to plan their personal lives, and their work lives. And, where does one draw the line. And, how does, one balance work and career, is another challenge. Pressures to expand, workforce diversity, through all levels of an organization, is another challenge, that we face. Rising educational levels and occupational aspirations, coupled with slow economic growth, and reduced opportunities, for advancement. So, various challenges to planning our careers.

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## Signs indicating the need for a career management system

(Gomez-Mejia, Balkin & Cardy, 2012)

- Is the employee more interested in capitalizing on opportunities for advancement than in maintaining adequate performance?
- Does the employee devote more attention to managing the impressions s/he makes on others than to reality?
- Does the employee emphasize networking, flattery, and being seen at social functions over job performance?

Some signs in an organization, that indicates, the need for the development, or establishment of a Career Management System, within an organization are, number one, is the employee more interested in, capitalizing on opportunities for advancement, than in maintaining adequate performance. So, is the employee, more focused on achieving her or his goals, than contributing to the organization's goals. Or, is the employee, really trying to contribute, to the organization's goals, which is the first priority for any employee.

The second sign. So, when, we see this happening. When, we see employees, furthering their own careers. When, we see employees, working more on their own personal goals, than contributing to the organization's goals. Then, we realize that, maybe, there is a need for the organization, to start focusing on, what the employee might need. And, give it to them. So, that, they can re-focus themselves, re-orient themselves, to what the organization, wants them to do.

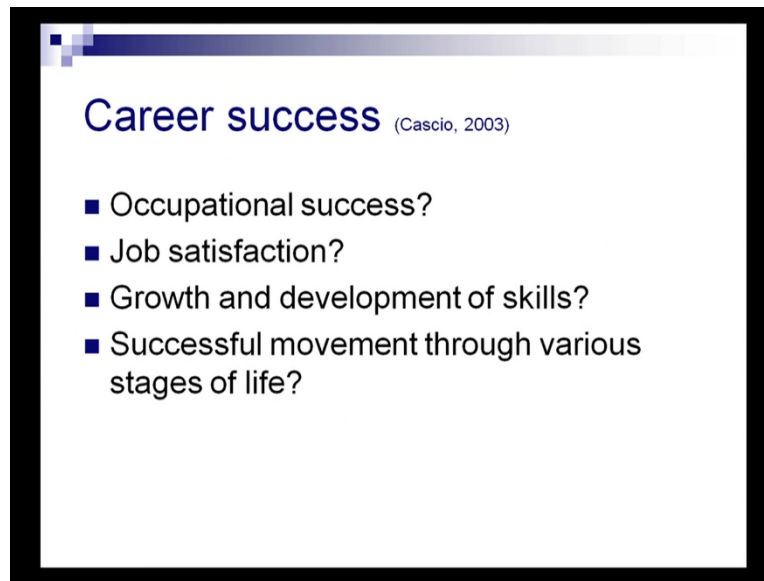
The second sign here is, does the employee devote more attention to managing the impressions, she or he makes on others, than to reality. Now, this is a very profound statement. What this means is, that instead of doing the work, they are supposed to do. Are they, so busy networking, that they are not able to perform, to their full capacity. If, that is the case, then there is something seriously wrong, with what the organization is giving them. Because, one big reason, why we want to network with people is, so that, we can get, what we would not have, otherwise got. So, impression management, may be access to opportunities, may be access to senior's, maybe.

So, all of all of these things combined, indicate a need for, managing impressions and public relations, as opposed to, doing the work, that is on our desks. And, if employees are seen trying to make networks, and make connections, and contact the higher ups more, than putting in the work, they are supposed to be putting in. Then, the organization should be alerted, to their need, for self-advancement, which is clearly not happening, through the current policies and procedures, laid down by the organization itself.

In which case, it becomes the responsibility of the organization, to take care of the current policies and procedures, and help the employees, stay motivated and on track. Does the employee, emphasize networking, flattery, and being seen at social functions, over job

performance. So, what is more important, like I just told you, is it to establish connections, or is it to, do the work that has been assigned. And, if it is, if anything is gaining a higher priority over the work, that is on the employees desk. Then definitely, the organization needs to start putting, a Career Management, career progression plan, in place.

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Career success. Some determinants of career success. Again, is it occupational success. Is it progression, within the organization, or within that occasion, or within that system. Is it job satisfaction. How do employees, define success. Do they define it, in terms of job satisfaction? Are they feeling comfortable with, whatever they have been assigned, with the type of work, they do? With the stimulation their work provides. With the challenges, the work provides. Or, is it moving, from one position to the next. Or, is it moving from, or is it adding, on to their skills, growth and development of skills. Or, is it successful movement, through various stages of life.

Some people say that, as long as, I, buy a house, buy a car, at this, by this, age. And, have a house, by this age. And, have a family, by this age. And, , have this much bank balance, by this age. And, I am able to retire by this age, I have led a successful life. And, as long as, I am able to progress, from one position to the next, I have led a successful life. We have colleagues here, who are very clear on, and very focused on, when they would like to move, from one level of the job, to another level.

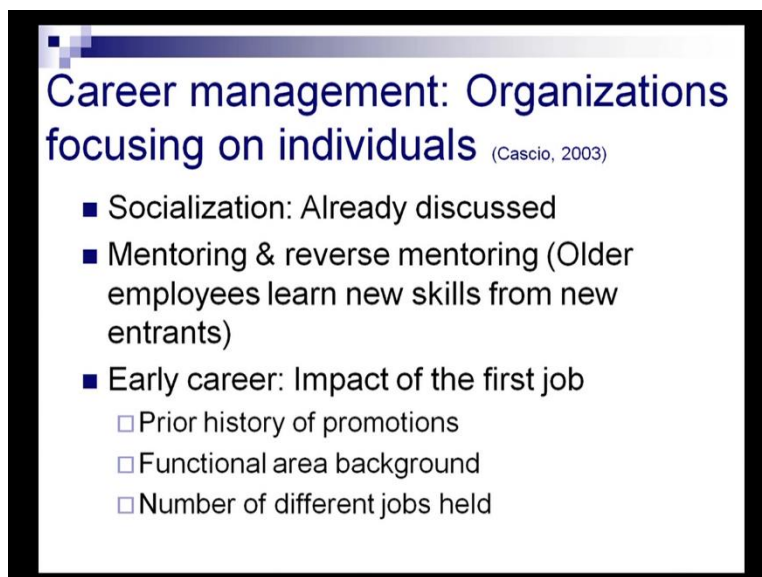


And that, I think is commendable. Because of this focus, their performance is impeccable. So, they know, how much time, it will take, and they build a buffer in. And then, they single-mindedly, in a very focused manner, move from, say, the position of an assistant professor to associate professor, associate professor to full professor. They know, when to apply. And, they work extra hard. And, they do not waste any time, on any activities, that are not directly contributing to this progression, which is really commendable.

There are people like that, in the organization than, they in different organizations. And, they define their career progression, in terms of, or, success in terms of, being able to move from, one stage of their professional or personal lives, to the next, as success. There are yet others, who think, that building, adding to their skills, adding to their training, learning something new, being creative, is a sign of success. There are still others, who say, the number of friends, I have, or, the love, I get from my family, is a bigger sign of success, than is progression, from say, one position to the next.

So, everybody define success, differently. And, it is very important for an HR manager, to get a pulse of the organization, and to see, what most employees are looking for, from that organization. And then, slowly build the Career Management systems, according to that. Obviously, everybody's needs, cannot be catered to. But, getting a sense of, what most people want, will be very helpful, in designing anything, that the organization is trying to design, in order to keep them motivated.

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**Career management: Organizations focusing on individuals** (Cascio, 2003)

- Socialization: Already discussed
- Mentoring & reverse mentoring (Older employees learn new skills from new entrants)
- Early career: Impact of the first job
  - Prior history of promotions
  - Functional area background
  - Number of different jobs held

Career Management. There are organizations, that focus on individuals. Now, for organizations, that focus on individual, socialization is important. We have already discussed this, in a previous lecture. Mentoring and reverse mentoring, is something that, they can do. Older employees, learn new skills, from new entrants. That is called reverse mentoring. Or, they teach and coach, new entrants. So, that is mentoring. Early career, impact of the first job. Again, organizations are alert to, they are aware of the impact of the first job, on a, an employee's mind, on an employee's way of working.

And, also on the employee's expectations, from this job, that they take up. So, prior history of promotions, will contribute to this. Functional area background will contribute to this. Number of different jobs held, and the diversity of situation, the person has worked in, will also contribute, to an employee's working style and expectations, from the current job. And, organizations, that focus on individuals, that focus on employees, that focus on the needs and satisfaction of their employees, will be aware of, and alert to each of these points.

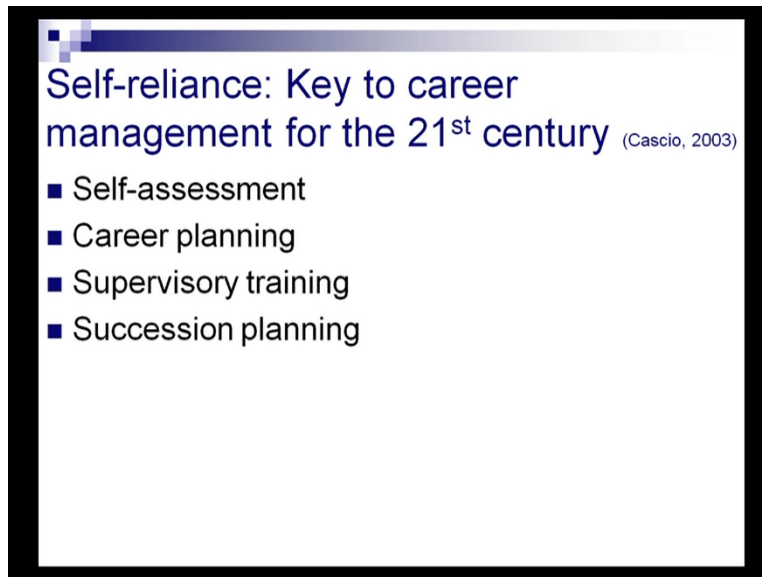
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**Career management:  
Individuals focusing  
on themselves**

Individuals focusing on themselves. Organizations could focus on individuals. But, individuals could also be focusing on their own selves.

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So, in this case, the key to Career Management, for the 21<sup>st</sup> century, where individuals focus on themselves. Is through various methods. The first one is, self-assessment. Knowing, where you stand. Where do I stand? What am I here to do? Where am I going? What do I need in order to, move to the next level? A very clear, very honest, assessment of one's own self is, absolutely essential to, managing one's career.

So, first knowing, where one stands. You do not have to declare it. You do not have to announce it. You just have to know it. And, be aware of everything, that you are. That you have currently, your limitations, your strength, your weaknesses, your opportunities, your threats. The typical SWOT analysis, will be very helpful, at this stage. The second aspect of self-reliance, in the modern-day work environment is, career planning. One is knowing, where you stand. Two is planning. Knowing, where you are going, and how you can get there.

Making a list of, whatever you need, in order to, get to point B. From point A, to point B. What do you need? We were talking about, needs assessment, yesterday. The same thing will apply here. Where am I today? What do I know today? What do I need to know, in order to reach, where I want to be, at the peak of my career? So, that is called career planning.

Opportunities, these days are endless. When I was growing up, when people in my age group were growing up, when people senior to me were growing up. We did not have access to, so much information. And, the opportunities were also limited. But, these days, as long as, one is committed, and willing to work hard, one can succeed in any field, one chooses. I will just give you a random example. If somebody were to study, the impact of classical music, on growth of plants, and on the life cycles of pet animals. I am sure, they could make a career, out of it.

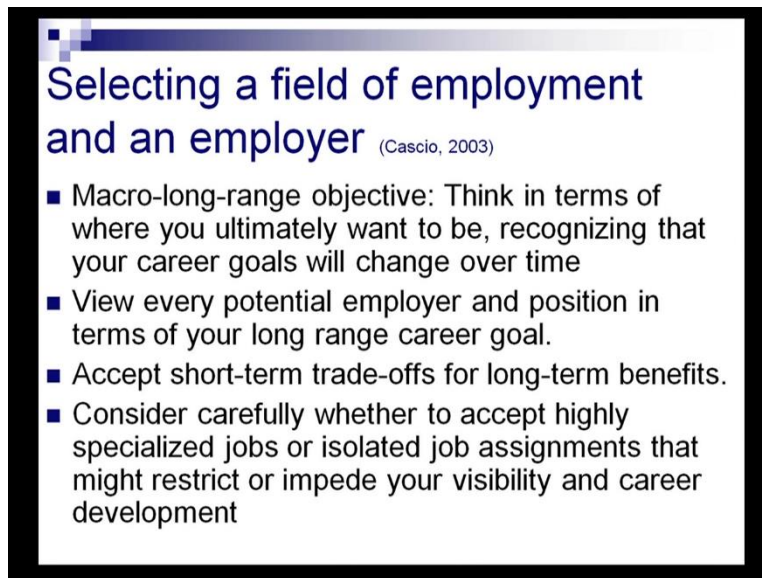
So, musician could tie up, with a zoologist or a botanist, who are with the zoo, and help them improve the zoo conditions. I am sure, this kind of research, is already going on. So, something like that, would also find a niche, in today's work environments. As long as, a person is committed. Knowing, which of the available opportunities to take, which of the available opportunities to make use of, is what helps, one achieve, one's goals, in today's day and age. So, that is there.

Then, supervisory training. It is important for everybody to know, how to follow orders. It is also important to know, how to direct people, who one supervises. So, that is another very essential aspect of learning, to be self-reliant. I know, what I am supposed to do. I know, who I am. You know, how I am supposed to respond, to my superiors. I know, how to adapt to new situations. But, I should also know, how to supervise people, who are subordinates to me, people, who are junior to me, people, who have been entrusted to my care, and my supervision. So, supervisory training is, another very essential aspect of, being self-reliant, in today's day and age.

The last portion here is, succession planning. Let us admit it. There is nobody, who, work will stop for. Time waits for nobody. Work waits for nobody. You leave a job. Somebody else comes and takes over. So, none of us are indispensable. And, if we become indispensable, we end up doing a massive disservice to the organization, that we are a part of. So, being indispensable is no longer a strength. Which means, that we have to plan judiciously, for handing over our responsibilities, to the other person, who is going to be in our position, when we leave that position, for various reasons.

We all fall sick. We all have exigencies in our families. We all have opportunities, that we want to make use of. So, we want to leave, what we are doing currently. And, go and train, learn something new, take a break from work. We all go on vacation. We cannot, constantly. We may be at our jobs, say 24/7, for several weeks, months, maybe a couple of years. But, at some point, we have to just say, okay, that is it. I have had enough. I need to get away, from here. The work cannot stop there. So, succession planning is absolutely essential.

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**Selecting a field of employment and an employer** (Cascio, 2003)

- Macro-long-range objective: Think in terms of where you ultimately want to be, recognizing that your career goals will change over time
- View every potential employer and position in terms of your long range career goal.
- Accept short-term trade-offs for long-term benefits.
- Consider carefully whether to accept highly specialized jobs or isolated job assignments that might restrict or impede your visibility and career development

How does, one select a field of employment, and an employer. Now, I am coming to personnel planning. The first thing, we think of is, how does one select, which field, one wants to go in. Which field, one wants to be a part of, and who one wants to work for. So, the first thing here is, a macro long-range objective. Think in terms of, where you ultimately want to be, recognizing that, your career goals will change over time.

Now, I am talking to you, as an employee of an organization. It is very essential to know, where one is headed. And, it is also essential to accept, that our goals are going to change, with the time. They are going to be influenced by external forces. They could be influenced by a family situation. They could be influenced by a large number of things. But, at the same time, it does not take away, the need for planning. View every potential employer, and position in terms of, your long-range career goal.

Wherever you take up a job, please know, very clearly, how it is going to help you achieve, the ultimate objective, that you are moving forward for. That is absolutely essential. You should know, what your long-term goal is. And, you should know, how to get there. And anytime, you come across an opportunity, please understand, please be aware, please go through it, in as much detail as possible, and identify, how this is going to help you achieve, your career objective. Accept, short-term trade-offs, for long-term benefits. Another, very essential point.

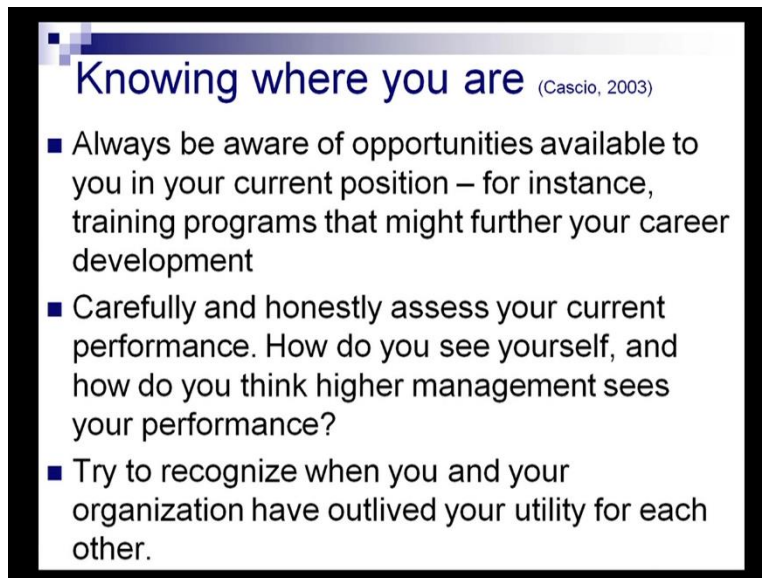
So anytime, you are faced with a choice. Assess that choice, or, evaluate that choice, or, weigh that choice, in terms of, what it will bring to you in the long term. And then decide, whether you want to go, one way or another. Consider carefully, whether to accept, highly specialized jobs or isolated job assignments. That might restrict or impede, your visibility and career development. Many times, we take up positions, we agreed to doing certain things, in the interest of the brand, that they may be associated with.

Not realizing that, they would take up, so much of our time, that the time, we could have spent on achieving our long-term goals, is being taken away. And, our goals could become foggy. So, that should not happen. You should know, where you are headed. And, even if an opportunity seems, very lucrative or very appealing, one should wait, in terms of the long-term goal, that one wants to achieve. And then, see whether, one wants to take up, that opportunity or not.

Please know that, there is no dearth of opportunity, in today's day and age. If you miss out on one job, you will find another one. That is what, I keep telling my students. They get, so disheartened, when they do not make it to a particular organization. When companies come for placements, and I can tell you for a fact, if you have the capacity to listen to this lecture, at any point in the future, which means, you have a constant, a ready internet connection, you will always have a job in hand, provided, you willing to work for it.

So, there is no dearth of opportunity, of specialized opportunities, of general opportunities. I mean, the world is open. People, need people, who can really work. So, you should know, where you are headed, and which opportunity to take, and which to let go of. I am not saying, let go of, all the opportunities. But, be careful in selecting, which ones, you want to spend time on.

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**Knowing where you are** (Cascio, 2003)

- Always be aware of opportunities available to you in your current position – for instance, training programs that might further your career development
- Carefully and honestly assess your current performance. How do you see yourself, and how do you think higher management sees your performance?
- Try to recognize when you and your organization have outlived your utility for each other.

Knowing, where you are. Be aware of the opportunities, available to you, in your current position. Please be honest, while evaluating yourself. Be honest to yourself. Be realistic. Know exactly, where you stand. You do not have to declare it to anyone. You do not have to share the information with anyone. But, you should know, what you need to learn. Confidence is good. Overconfidence is not good.

And, you will say, why are we having a session on Career Management. Why is she training us, on Career Management, in a class on Human Resources? In order to be, able to help others, or, helps different employees in the organization, identify their career goals. You should, first know, where you stand as an employee, as a person, as a working professional, yourself, before being able to direct others. So, you have to be able to identify, your own position.

So, be aware of the opportunities, available to you. And know, how to make it, which ones to make use of. Carefully and honestly, assess your current performance. Know exactly, where you stand. What you can do. What you cannot do. How do you see yourself? And, how do you think, higher management sees your performance. One has to be realistic. One has to be, absolutely honest about, where one stands. And, one has to be realistic, in terms of, what others see, in us.

Why should they spend any time, training us, or employing us, or what can we give to the organization. Try to recognize, when, you and your organization, have outlived your utility, for each other.

Our life cycles. Our, we are associations with the organizations, that we are a part of, have a life cycle. Sometimes, we stay, with the organization, for our entire lives. Sometimes, we realize that, maybe, this is not, what we really wanted. So, in such a situation, it is very essential to know, where one stands, and how much, and when one should move out. So, try and recognize, when your organization and you have, had enough of each other. And, when it is time to move on, and keep developing your skills, for being able to move out, when you really need to move out.

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Self-development. This section, I would really urge you to, focus on. Please listen to everything, I say, in this section. There is an exercise, that I will not be evaluating. That, I would really urge you to do. As you are going through this section, or, after the lecture ends. Because, i found this exercise, to be very helpful, for my current students. I have every batch, that i teach to this exercise.

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## Domains of self development

(Smith, 2010, Hopke, 2010, & North, 2008, in Gomez-Mejia, Balkin & Cardy, 2012)

### ■ Money:

- How much do you want to make?
- How important is money to you?
- What are you willing to sacrifice to make money?

### ■ Work:

- What kind of work do you want to do?
- What kind of work fits your strengths & values?
- What kind of work do you not like to do?
- What level of responsibility do you want?

### ■ Life:

- What do you want outside of work?
- How important is family to you?

Domains of self-development. It is important to identify, where one's preference lies, in terms of. There are three main domains, that have been identified by researchers. One is money. Let us be honest. We work, in order to, get the money, from the organization. In order to, earn from the organization, that we work for.

So, it is very important to know, how much money, one wants to make. I would like to make crores of dollars. I do not know, if that will, ever materialize. But, then again, we need to be, at least realistically informed about, how much money. Where will we feel satisfied? How much money, do we want to have in our kitty, at the end of every month, at the end of every year, so we feel satisfied.

How important is money to you? Another very important aspect. Is it more important for you, than your family relationships? Is it more important for you than, building your skill levels? Is it more important for you than, your values? Some amount of money is important for everybody. But then, where, where would you focus on things, other than money, if you were given a choice. What are you willing to sacrifice, to make money? Very important to know this.

Again, in your own mind, again I am repeating, you do not need to declare this to anyone. You do not need to announce this to anyone. But, you do need to know, about these things, in your mind. Work. What kind of work, do you want to do? What do you want to do, day in and day

out? When my students ask me, I tell them to identify, what they like to do, and what they do not like to do.

And, the acid test, that I asked them to use is, what would you like to do, at 4 o'clock in the morning, when you have 104-degree temperature. If, somebody were to wake you up, and ask you, what you want to do. What kind of work is it, that will still motivate you? Despite being so sick, you know, despite having a clogged nose, and a 104-degree temperature, if given an opportunity, what kind of work, would you feel, most interested in doing.

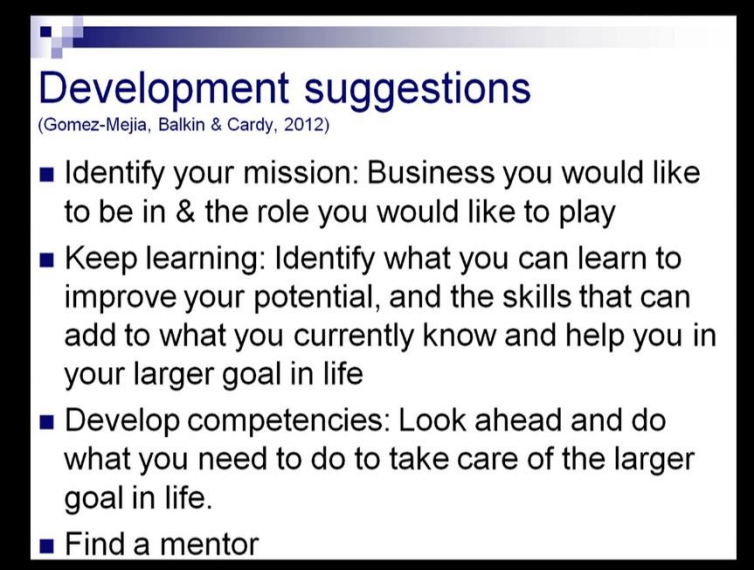
Is it sitting at a desk, and punching numbers? Is it calling up people? Is it talking to people? Is it travelling. What will you feel motivated for. So, you must identify, the nuts and bolts of, what you liked to do, and what you do not like to do. The second level of this is, what kind of work fits your strengths and values.

What are you good at. It is not only, what you want to do, but what are you really good at. And what is it, that is, very much in line, with your ethical standards, with your value systems. What is in line with what you believe, to be right and appropriate. And, Another aspect of this domain is, what level of responsibility, do you want. If you want to take on the responsibility of the entire organization. Then, maybe, you should go and own a business. But, some of us, are not very comfortable, taking on that kind of responsibility.

So, we say, yeah, it is okay, to take on the responsibility, up to this point. Beyond which, you know, if given a chance to take a vacation. I would like to give it all up, give it handed over to somebody, and go. And, at least take a break, from work. So, where does one draw the line, in terms of, responsibility. It is very important to identify this.

Then, life. What do you want outside of work? How important is family to you? Work is not, and should not be, the be all, and end all, of our existence. Work is important, but work is not everything. You need to have; we all have our own priorities, outside of work. It is families, sometimes, its personal development, its friends, it is, it could be anything. So, knowing what these, other priorities are, is very important. Once you know, what is important for you, and how much, and what you are willing to the amount of time and effort, you are willing to spend, on each of these domains.

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

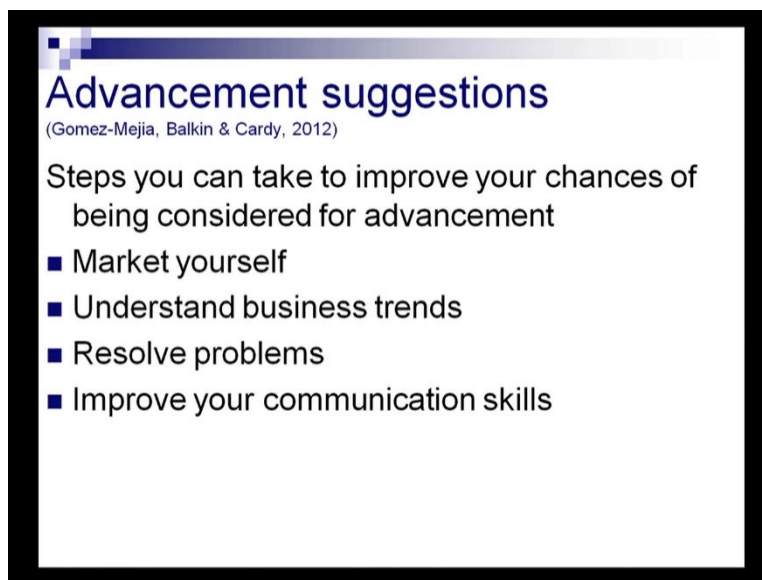
- Identify your mission: Business you would like to be in & the role you would like to play
- Keep learning: Identify what you can learn to improve your potential, and the skills that can add to what you currently know and help you in your larger goal in life
- Develop competencies: Look ahead and do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

Then, one needs to start, developing one's life. Identify your mission. The business, you would like to be in. The kind of work, you would like to be in. The kind of work environment, that you would like to be in. And the role, you would need to, or you would ought to play. Keep learning. If you are interested in the organization, in the type of work, that you are assigned. You will want to keep learning. You will want to keep developing. You will want to keep advancing, in that particular organization, or field.

So, keep learning. Identify, what you can learn, to improve your potential, and the skills, that you can add to, what you currently know, and help you in, your larger goal in life. Develop competencies. Look ahead and do, what you need to do, in order to, take care of the larger goal in life.

So, keep learning. Develop your skills. Develop your competencies. Develop, what you know, and what you can learn. And, find a mentor. I am not talking about, a guru, or a baba, or anyone. I am only talking about, somebody senior to you, who you trust. Somebody, who has adopted a path, similar to the one, you want to travel on. And find, what they have learnt, along the way. What they have been able to do. What they have not been able to do. And, seek their help, in moving along, on the same path. So, it is very important to identify, which direction, you are going to be taking.

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Advancement suggestions. Development is, adding on. Advancement is, actually, physically, making a move from, point A to point B. Development relates to, enriching yourself. Advancement actually relates to, progression in one's career. These are the steps, you can take, to improve your chances, of being considered for advancement. Market yourself. Know the industry. Know the people, in the industry. Let them know, how good you are. If you really want to reach the peak of your career, show them, how good you are.

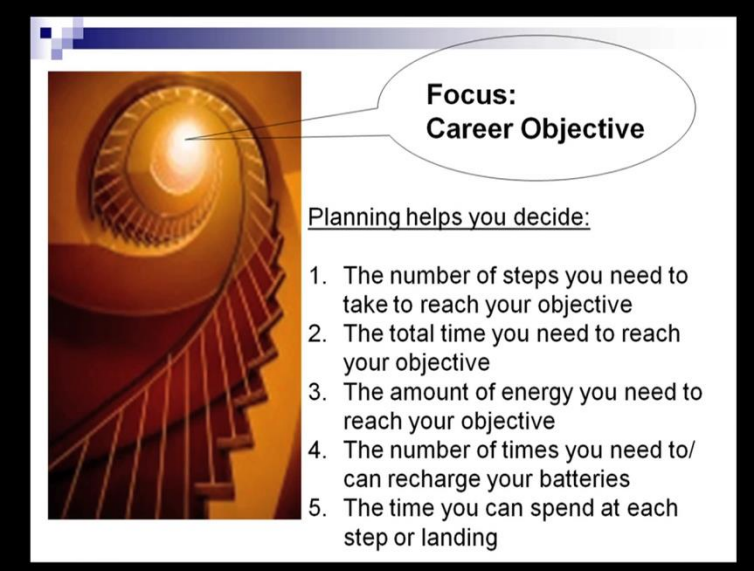
If you are in academics, one way of marketing yourself is, by publishing. Another one is, presenting at conferences, networking, undertaking joint projects with others. So, find somebody, or find an audience, or readership, for your work. And, let people know, how good you are. How

great you are at, what you do, through an acceptable channel of marketing yourself. The second part is, understand the business trends. Understand, what the industry is looking for, from people like you.

Resolve problems. Find solutions to problems. Find out, where you can improve, as far as, your own work goes. And, find ways, to solve these problems. Improve your communication skills. Knowing, what you know best, is great. But, even more important than that is, being able to, let the world know, what you can do, with the knowledge, you have.

So, unless, you have the right, or an appropriate, an optimum level of communication skills, you will not be able to progress, in your career. You should know, how to communicate, what you know and how to communicate, what you can do to people, who will be able to make use of it.

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**Focus:  
Career Objective**

Planning helps you decide:

1. The number of steps you need to take to reach your objective
2. The total time you need to reach your objective
3. The amount of energy you need to reach your objective
4. The number of times you need to/ can recharge your batteries
5. The time you can spend at each step or landing

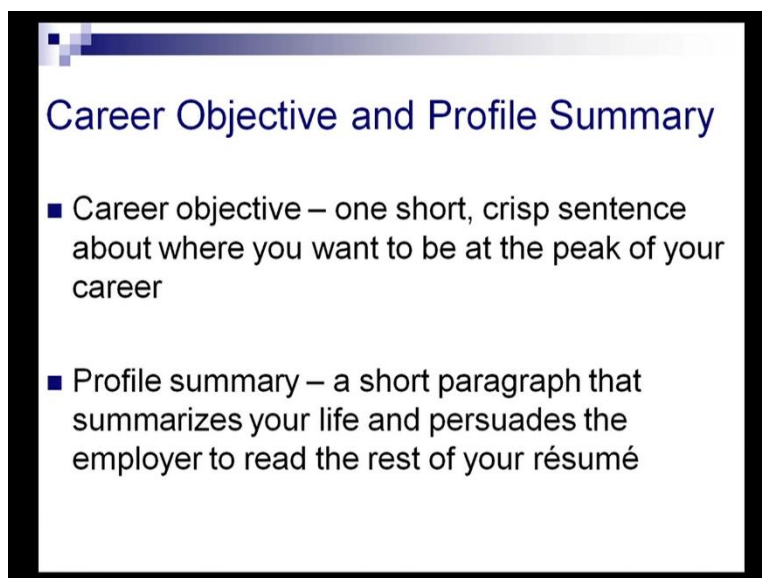
It is very important, to focus on your life. Okay. Please, see the staircase, as a staircase going upwards. I know, you can see it in many ways. This is a staircase going upwards. And, right in the center, right in the vertex of the staircase, is your career objective. The staircase is, as long and tedious, as it seems, for every single person on this planet. It may not seem so. But, every one of us is struggling, with every step on the staircase.

So, you need to plan. Now, planning for your careers, helps you decide, the number of steps, you need to take, to reach your career objective. Career objective is, what you want to be, at the peak of your career. So, when you plan, you decide, the number of steps, you need to take, or the number of steps, you need to climb, in order to reach, your career objective. The total time, you will take to reach, your career objective, is something that, planning will help you, understand.

The amount of energy, you will need to reach, your career objective is, another thing, that planning will help you, figure out. So, you need to be intelligent enough. You need to find a mentor. And then, you need to be realistic, in terms of, how much energy, you will need. How much time, you will spend. And, the number of times, you will need to reach, or can recharge your batteries. At what point, will you be able to, take a break. And, when will you need to keep going, on despite, your exhaustion and everything. And the time, you can spend at, each step or landing.

So, you will also need, to make a judicious informed intelligent assessment, of the amount of time, you will need to wait, after each, or can wait, after each step, has been achieved, or claimed, so that your batteries are recharged. And, you have, accumulated; you had a fresh look, at whatever you have been doing. And then, continue moving on. So, this is metaphorical. But, it can be used in, planning of your career objectives.

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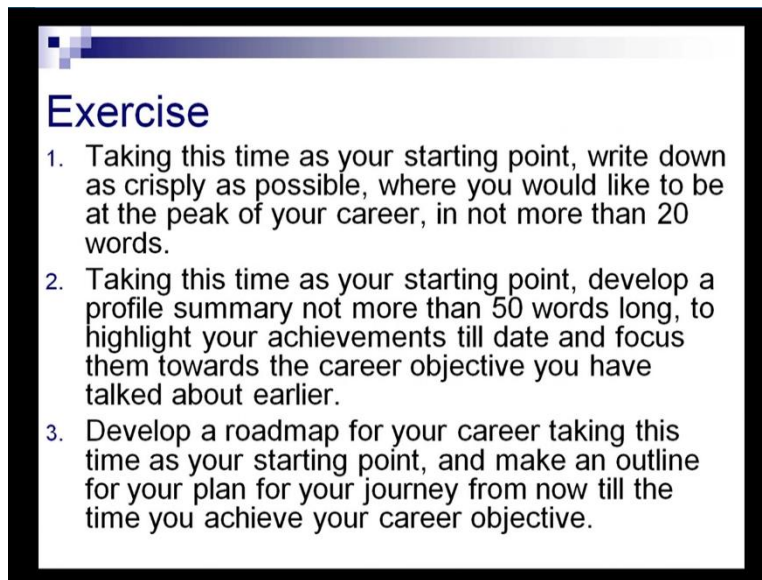


### Career Objective and Profile Summary

- Career objective – one short, crisp sentence about where you want to be at the peak of your career
- Profile summary – a short paragraph that summarizes your life and persuades the employer to read the rest of your résumé

Career objective is, one short crisp sentence about, where you want to be, at the peak of your career. And, a profile summary is, you must have seen this, in some resumes. It is a short paragraph, that summarizes your life, and persuades the employer, to read the rest of your resume.

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**Exercise**

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

Now, this is the exercise, I was talking about. Please, pause the presentation. Please, pause this video, and take out your pens and papers. And, take this time, as your starting point, and write down, as crisply as possible. Where you would like to be, at the peak of your career, preferably in not more than 20 words. The reason, I am suggesting a word limit is that, you will be able to focus more, if you have a fewer number of words, available to you.

So, do not say things like, I would like to be a productive member of society. Everybody wants to be a productive member of society. I would like to be, a world-class researcher and academic, in the area of communication studies. I would like to be an expert, in developing research material, or research tools, for academic institutions.

I would like to be, the best human resources manager. Or, i would like to be, the head of human resources in an FMCG company. I would like to have a, or establish a company, with more than 5000 employees, by the time, I am 40. Something like that, would be your career objective.

Write it down, in not more than 20 words. Nobody is going to look at it. This is your own personal assessment.

The second part of this exercise, you take this time, as your starting point, and develop a profile summary, of not more than 50 words, to highlight your achievements till date, and focus them towards, the career objective, you have talked about, earlier. So, write down. Who you are, today. What are you, today. I have an excellent record of research based training. I have an excellent record of commitment, through the various student activities, I have participated in, or through the various, which is exhibited, through the projects, have taken to fruition, etcetera.

So, write this down. Break it up, into, maybe 4 or 5 short sentences, and write down, what you have achieved, till date. Profile summary is an overview of, what is contained in your resume. Profile summary is, what helps the employer see, who you are, without having to go through your entire resume. So, read this. Write it down.

And, the third part of this exercise is, develop a roadmap for your career, taking this time, as your starting point. Today. Put down, today's date, the date on which, you start making this. And then identify, exact specific dates, and save. The next step, in this journey, will be completed by, so-and-so date. These are the resources, I will need. This is the training, I will need. These are the things, that could limit, or stop, or impede, my progress from point, from step one to step two, and so on. And, make a list of those things, till you have covered, every step.

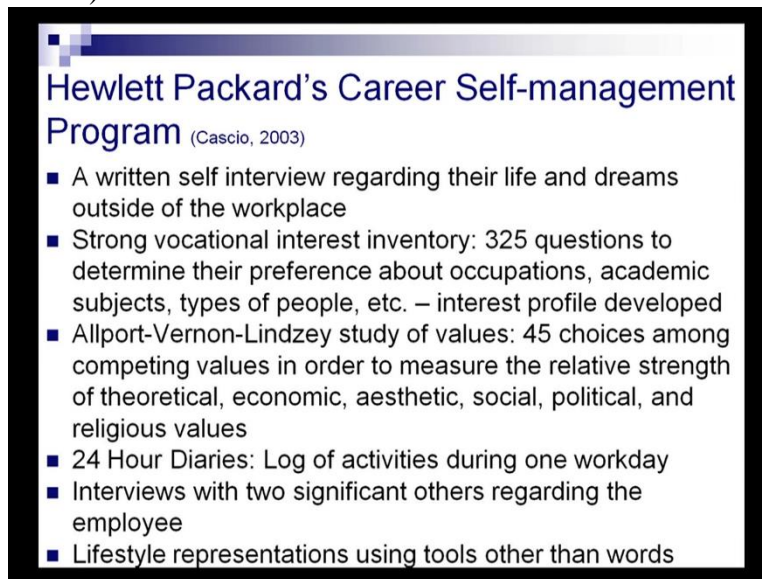
Could be five steps, could be 50 steps, and could be 500 steps, from today, until you reach, the peak of your career. But, make a detailed plan of, how and when, you will be able to, achieve your career objective. The same objective, that you have listed or, you have written down, in the first part of this exercise. And, from time to time, go back, revisit this personal roadmap.

And see, what you were able to do. What you were not able to do. Where you stopped. Where you took a break. Where you took a breather. What helped you move on? And, what impeded your success. This is going to really help you, in planning the rest of your lives, and moving in a



focused manner, towards your career objective. This is the feedback; I have received from my students, about this particular exercise. So, please do it in your own time.

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**Hewlett Packard's Career Self-management Program** (Cascio, 2003)

- A written self interview regarding their life and dreams outside of the workplace
- Strong vocational interest inventory: 325 questions to determine their preference about occupations, academic subjects, types of people, etc. – interest profile developed
- Allport-Vernon-Lindzey study of values: 45 choices among competing values in order to measure the relative strength of theoretical, economic, aesthetic, social, political, and religious values
- 24 Hour Diaries: Log of activities during one workday
- Interviews with two significant others regarding the employee
- Lifestyle representations using tools other than words

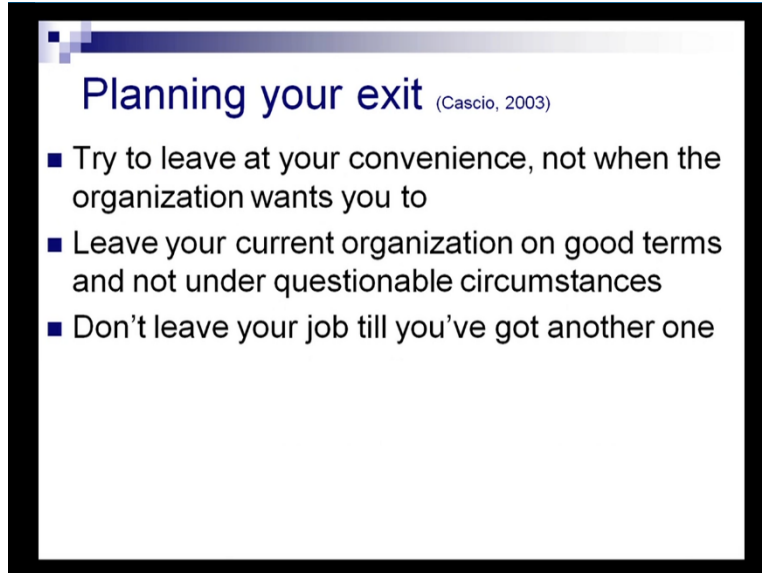
I would like to share with you, Hewlett-Packard's career self-management program, which is a written self-interview, regarding the life and dreams, outside of the workplace. So, people, this is an example, that is a well-respected, well known in the industry. It is a written self-interview, regarding the life and dreams of, the employees of Hewlett-Packard, regarding their life and dreams, outside of the workplace.

It has a strong vocational interest inventory, which has 325 questions, that determine the preference, of these employees, about occupations, academic subjects, types of people, etcetera. It is an interest profile, developed by, Allport-Vernon-Lindsey study of values. There are 45 choices, among competing values, in order to, measure the relative strength of, theoretical, economic, aesthetic, social-political, and religious values. So, this is, one part of the self-management program.

Another thing, that employees of Hewlett-Packard do is, write up a 24-hour diaries, which is a log of activities, during one workday. Then, Hewlett-Packard also conducts interviews, with two significant others, for every employee, regarding the specific employee. And, they also try and map, lifestyle representations, using tools other than words. So, they have a very-very, well set,

well established, very rich, self-management program. And, you know the results of, all of these tools, are then conveyed to the employees. Who then, go through them, and then write down, and manage the rest of their careers.

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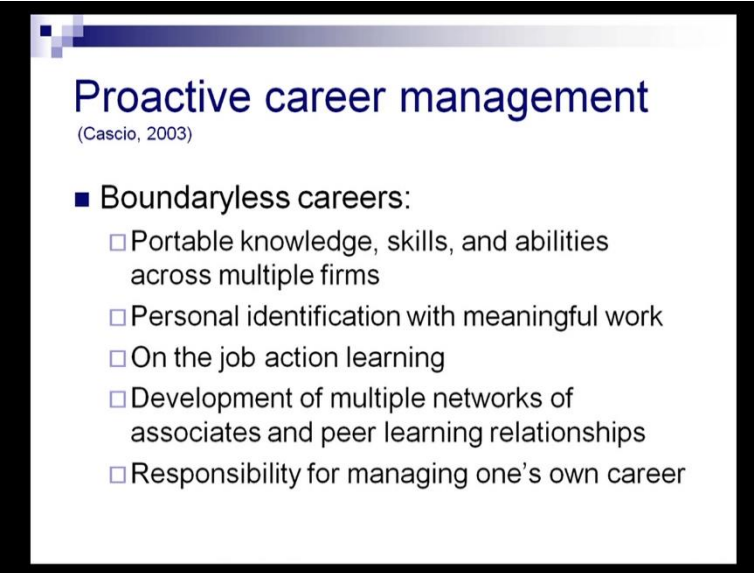


How do you plan your exit? So, you have managed your career. You planned your career. You decided, where you want to go. What you want to do. Now, the time comes, to cut your bonds, with the organization. At that point, if you are really planning to quit the organization, it will help, to try to leave, at your convenience. And not when, the organization wants you to leave. So, this is something that had been suggested to me, by my mentors. And, i will say the same thing to you.

It is always best to leave any organization that you plan to leave, at the peak of your career, at the peak of your performance, in that organization. So, that you always have a place, to come back to, in case, there is any problem. Leave your current organization on good terms, and not under questionable circumstances. So, if you have decided to leave your job, at that point, it will be very helpful to be on good terms, to mend your bridges, and not burn them.

And, to have a strong network and leave the organization with something very positive in mind. Instead of leaving on a bad note, instead of quitting, instead of shouting, instead of breaking off, from them. And, do not leave your job, till you have got, another one.

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**Proactive career management**  
(Cascio, 2003)

- **Boundaryless careers:**
  - Portable knowledge, skills, and abilities across multiple firms
  - Personal identification with meaningful work
  - On the job action learning
  - Development of multiple networks of associates and peer learning relationships
  - Responsibility for managing one's own career

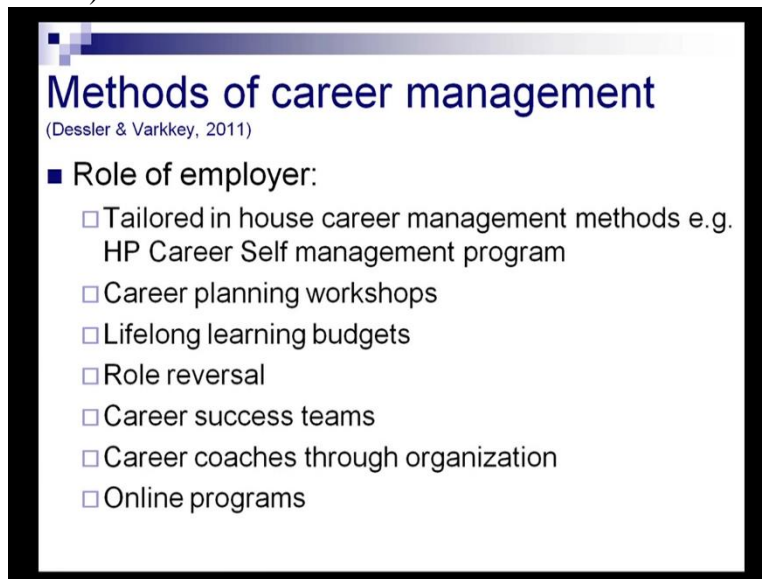
Proactive Career Management is about boundaryless careers. Proactive Career Management is, about planning for careers, that are boundaryless. This is the new thing, that is coming up, these days. And, boundaryless careers are careers that include portable knowledge, skills and abilities across multiple firms. So, you should have a nice kitty. A nice basket of skills, abilities, and attitudes, and knowledge, within your kitty. That, you can take to, any firm, any organization, and have, and make use of it there.

Personal identification with meaningful work. So, in boundaryless careers, you only take up work, that you can personally identify with, that you can personally get involved in, that seems meaningful to you. Boundaryless careers, also involve, on the job action learning. You become a consultant. You know, the general principles of management. But, you apply these general principles, to specific situations, on the job. And, you learn with every experience, that you garner.

Development of multiple networks of associates, and peer learning relationships, is another characteristic of boundaryless careers. So, when you are, you have a career, that is boundaryless, that is not restricted to any particular organization. Then, one develops, multiple networks, multiple many networks, many friendships, many channels of communication, and forms associations with peers, with people at the same level, as this person, who can teach or who one

learns from, as one goes along. And, one takes on the responsibility, for managing one's own career, as opposed to, waiting for the organization, to promote us.

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**Methods of career management**  
(Dessler & Varkkey, 2011)

- **Role of employer:**
  - Tailored in house career management methods e.g. HP Career Self management program
  - Career planning workshops
  - Lifelong learning budgets
  - Role reversal
  - Career success teams
  - Career coaches through organization
  - Online programs

Some methods of Career Management. The first is, role of employer, who can provide, a tailored in-house Career Management method. For example, the HP career self-management program. They could also organize, career planning workshops. They could have, lifelong learning budgets. Which means, a certain sum of money, is allocated, to helping the employee learn, or gets training, throughout one's life. Then, there could also be, role reversal or reverse mentoring, like I mentioned earlier.

There could be, career success teams, acknowledging and applauding a person's career. There, somebody could be assigned, to do this, on a regular basis. There could be career coaches, within the organization. People, who can help, junior employees, progress in their careers. There could also be online programs, that could help employees, learn new skills, and practice the new skills, they learn.

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## Methods... (Contd.) (Dessler & Varkkey, 2011)

- Commitment oriented career development efforts, e.g. Career oriented appraisals
- Mentoring:
  - Coaching focuses on daily tasks that you can easily re-learn
  - Mentoring focuses on relatively hard – to reverse longer term issues, and often touches on the person's psyche.
  - Effective mentoring:
    - Trust
    - Professional competence
    - Consistency
    - Ability to communicate
    - Readiness to share control

The other thing, here is, you could have a commitment oriented, career development efforts. For example, career oriented appraisals. So, employees could be, put through performance appraisals, that are specifically oriented towards, and geared towards, helping them improve their careers, in advance in their careers. There could be mentoring, which is coaching, that focuses on, daily tasks, that you can easily re-learn.

And, there could be effective mentoring. So, which could include, trust, professional competence, consistency, and the ability to communicate, and readiness to share control. So, these are some of the methods in the, that organizations can adopt, to help manage the careers of employees, within the organizations.

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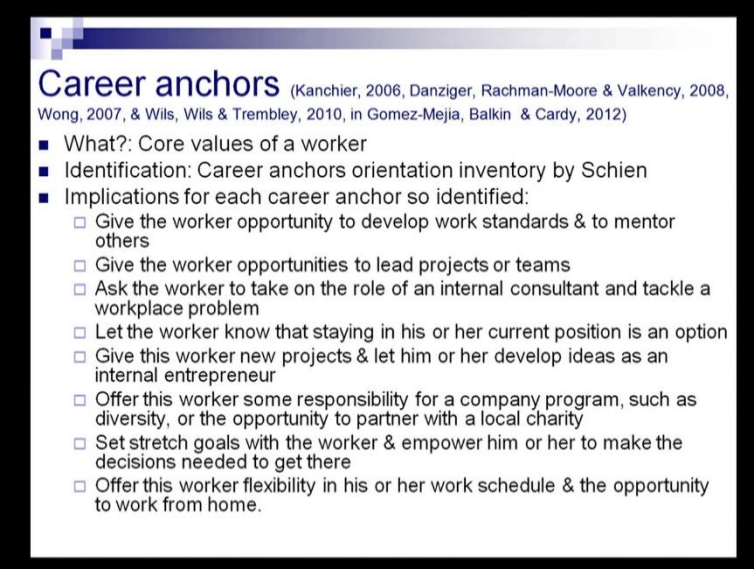
## Meeting the challenges of effective career development (Gomez-Mejia, Balkin & Cardy, 2012)

- The assessment phase: "To identify the strengths & weaknesses of employees" to help employees
  - Choose a career that is realistically obtainable and a good fit
  - To determine the weaknesses they need to overcome to achieve their career goals
- Ways:
  - Self assessment
    - Career workbooks
      - Skills assessment exercise:
      - Values clarification
    - Career-planning workshops

Meeting the challenges of effective career development. How do organizations meet challenges of effective career development? The first part is, the assessment phase, in which, the strengths and weaknesses of employees, to help employees, are identified. And, in this, the employees are advised to choose careers, that are realistically obtainable, and a good fit. So, to achieve the weakness, they need to overcome, to achieve their career goals. So, the assessment phase, essentially is, helps organizations determine weaknesses, they need, or determine the weaknesses, they have not need.

But, the need to overcome the weaknesses, employees have, and the weaknesses, they need to overcome, in order to, achieve their career goals. Some ways in which, one can assess, one's own self, is through career workbooks, which includes, skill assessment exercises. Which also include, value clarification techniques, in which, one is helped to clarify, the set of values, one brings to the table. So, that is one. Then one, there could be career planning workshops, that one could go in for, and that one could be a part of, and that one could learn from.

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**Career anchors** (Kanchier, 2006, Danziger, Rachman-Moore & Valkency, 2008, Wong, 2007, & Wils, Wils & Trembley, 2010, in Gomez-Mejia, Balkin & Cardy, 2012)

- What?: Core values of a worker
- Identification: Career anchors orientation inventory by Schien
- Implications for each career anchor so identified:
  - Give the worker opportunity to develop work standards & to mentor others
  - Give the worker opportunities to lead projects or teams
  - Ask the worker to take on the role of an internal consultant and tackle a workplace problem
  - Let the worker know that staying in his or her current position is an option
  - Give this worker new projects & let him or her develop ideas as an internal entrepreneur
  - Offer this worker some responsibility for a company program, such as diversity, or the opportunity to partner with a local charity
  - Set stretch goals with the worker & empower him or her to make the decisions needed to get there
  - Offer this worker flexibility in his or her work schedule & the opportunity to work from home.

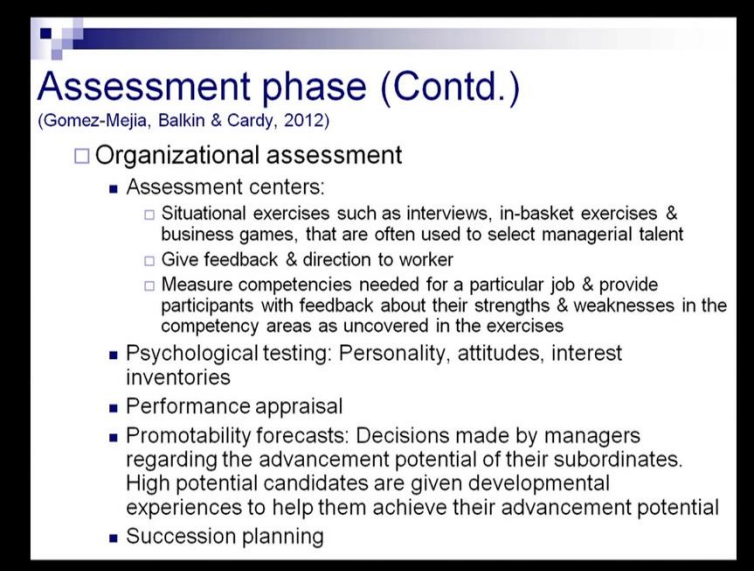
One could also focus on, career anchors. Now, what are career anchors. Career anchors are, core values of workers. The identification of career anchors helps with, it is important to know, where one stands. What is driving, one, in one's career. So, the identification can be done, through the career anchors. Orientation inventory, developed by Schien, the implications for each career

anchors, so identified, are one, it gives the worker, an opportunity to develop work standards, and to mentor others.

It also gives the worker, opportunities to lead, projects or teams. Once, one knows, where one is going, what is driving, one's career. Then, we learn, to lead projects and teams. It also helps, to ask the worker, to take on the role, of an internal consultant, and tackle workplace problems. It helps the worker, know that, staying in his or her current position, is an option, and not a requirement. It gives the worker, new projects. And, lets him or her, develop ideas, as an internal entrepreneur. It also offers the workers, some responsibility for company program.

So, worker can be given, some responsibility, for a company program, based on one's anchors. Anchors can also be used, to set stretch goals, with the worker. And, goals, that can be modified, with the times, and empower, him or her, to make decisions, needed to get there. It can also be used, to offer the worker, flexibility in his or her work schedule. And, the opportunity to work from home, depending on, what is really the driving force.

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**Assessment phase (Contd.)**  
(Gomez-Mejia, Balkin & Cardy, 2012)

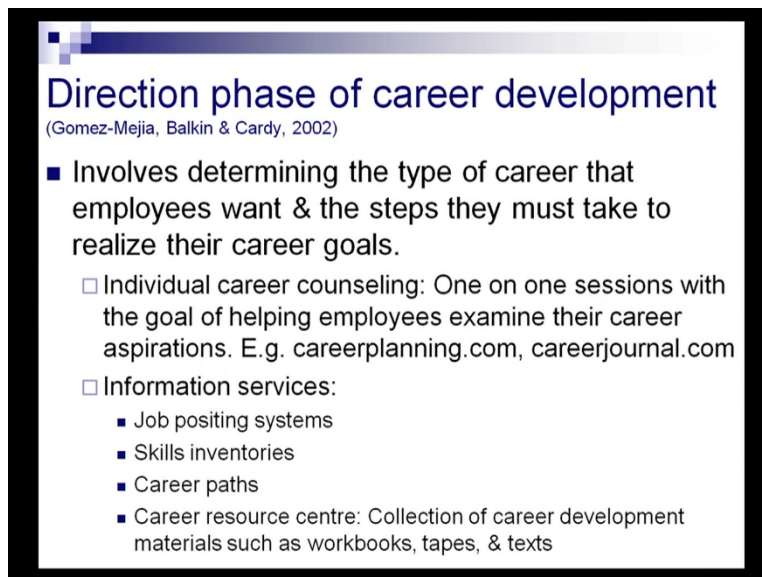
- Organizational assessment
  - Assessment centers:
    - Situational exercises such as interviews, in-basket exercises & business games, that are often used to select managerial talent
    - Give feedback & direction to worker
    - Measure competencies needed for a particular job & provide participants with feedback about their strengths & weaknesses in the competency areas as uncovered in the exercises
  - Psychological testing: Personality, attitudes, interest inventories
  - Performance appraisal
  - Promotability forecasts: Decisions made by managers regarding the advancement potential of their subordinates. High potential candidates are given developmental experiences to help them achieve their advancement potential
  - Succession planning

The assessment phase, includes organizational assessment. Assessment at the organizational level. That includes, assessment centers, which conduct situational exercises, such as interviews, in-basket exercises, and business games, which give feedback and direction to workers, which

measure competencies needed for particular jobs, and provide participants with feedback, about their strengths and weaknesses.

Then, the other aspect of organizational assessment is, psychological testing. For testing of, personality, attitudes, interest, inventories, etcetera. Could be through, performance appraisals. Could be through promotability forecasts, which are decisions, made by managers, regarding the advancement potential of their subordinates. And, could be through, succession planning.

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**Direction phase of career development**  
(Gomez-Mejia, Balkin & Cardy, 2002)

- Involves determining the type of career that employees want & the steps they must take to realize their career goals.
  - Individual career counseling: One on one sessions with the goal of helping employees examine their career aspirations. E.g. [careerplanning.com](http://careerplanning.com), [careerjournal.com](http://careerjournal.com)
  - Information services:
    - Job posting systems
    - Skills inventories
    - Career paths
    - Career resource centre: Collection of career development materials such as workbooks, tapes, & texts

We will deal with, succession planning, in the next session. The other aspect of career development is, the direction phase, in which, a direction is given, to the new employees. It involves, determining the type of career, that employees want. And, the steps, they must take, to realize their career goals. So, this includes, individual career counselling and information services, that can help, direct the career of the employee.

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## Development phase of career development

(Gomez-Mejia, Balkin & Cardy, 2012)

Involves taking actions to create & increase skills to prepare for future job requirements

- Mentoring: Developmentally oriented relationship between senior & junior colleagues or peers that involves advising, role modeling, sharing contacts, & giving general support.
- Coaching: Ongoing, sometimes spontaneous, meetings between managers & their employees to discuss the employee's career goals & development.
- Tuition assistance programs: To support the education & development of employees
- Job rotation: Assigns employees to various jobs so that they acquire a wider base of skills

And then, the third aspect is, development phase of career development, which includes, mentoring, coaching, tuition assistance programs, and job rotation. We will cover more of this, in the session tomorrow.

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## Ways to rotate jobs

(HRFocus, 2008, in Gomez-Mejia, Balkin & Cardy, 2012)

- Project rotation: Rotation across special projects
- Partial rotation: Rotation to other departments for specific time periods, e.g. once a week or one week in a month, etc.
- Cross-functional rotation: : Movement of employees between business units or functions.
- Cross-region rotation: Rotation between regions or countries
- Temporary rotations: Rotations to fill short-term needs created by vacations, sick leave, turnover, etc.
- Inter-departmental mentoring: Coaching new employees in different departments

So, for now, I would just like you to focus on, developing or understanding, what your own career objective is, going through that exercise. And, maybe giving it a thought, as to how, one's own current standing, can be assessed. And, we will take up, development and direction, tomorrow, in greater detail. Thank you very much, for listening.