

**Principles of Management**  
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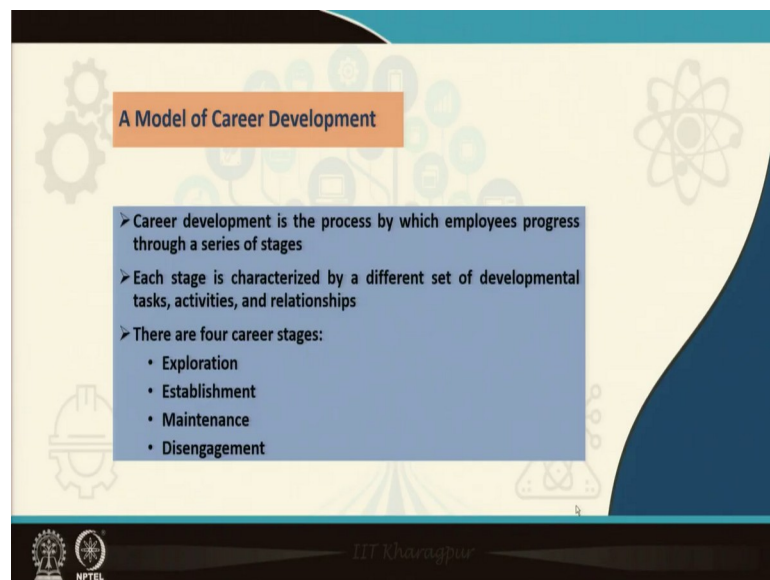
**Module - 08**

**Lecture – 37**

**Concept, Types, Importance, Techniques of Career Strategy (Continued)**

Welcome back. In the last session, we have understood about the career, different types of career and career planning. Once you have developed an idea about it, now we are going to learn about the career development in this lecture session.

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**A Model of Career Development**

- Career development is the process by which employees progress through a series of stages
- Each stage is characterized by a different set of developmental tasks, activities, and relationships
- There are four career stages:
  - Exploration
  - Establishment
  - Maintenance
  - Disengagement

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Now, what is career development? It is a process, where employees progress through a series of stages and it is also a responsibility of the organization and the employees both. So, let us see what are the different stages of career development and discuss on a model of career development in this section.

We will also understand the challenges in career development and how it can be overcome in this lecture session. Let us proceed. Career development is the process by which employees progress through a series of stages. Each stage is characterized by a different set of development tasks, activities and relationships.

There are four career stages; exploration, establishment, maintenance and disengagement. When we have discussed about the changing job, nature across different generations, we have discussed it across various groups of people. But also, as a person progresses in his life, so from the start of his career when he is a very young person to the when he grows up matures, his social relationship changes, he starts his own family, then the family expands and all.

As he moves through his own life stages, there are there is also a transition and the in the career stages that and what you seek for as motivators and different life stages of yourself from your career, it also changes.

When you are talking of these four career stages of exploration, establishment, maintenance and disengagement, this is we are discussing across the lifespan of the particular individual, when the person grows and matures with age; like from the start of his career to the end of his career.

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	Exploration	Establishment	Maintenance	Disengagement
Developmental tasks	Identify interests, skills, fit between self and work	Advancement, growth, security, develop life style	Hold on to accomplishments, update skills	Retirement planning, change balance between work and non-work
Activities	Helping Learning Following directions	Making independent contributions	Training Sponsoring Policy making	Phasing out of work
Relationships to other employees	Apprentice	Colleague	Mentor	Sponsor
Typical age	Less than 30	30 – 45	45 – 60	61+
Years on job	Less than 2 years	2 – 10 years	More than 10 years	More than 10 years

So, in this model you can see like the developmental tasks at the exploration stage is identify interests, skills and fit between the self and work. You are trying to explore which is that career which is going to suit you this starts at the early stage of your life.

You can see the activities at this stage are helping, learning and following directions. Relationships to other employees are your apprenticeship because you are learning from

others; you have just newly joined organization. Your typical age is less than 30 and years on job is less than 2 years.

So, you are still on the stage of learning exploring things and going to know about what all there is in the organization, what are your career roles and how you learn from the organization. Next step is establishment. The developmental tasks are here advancement, growth, security, develop lifestyle. Activities are making independent contributions. Relationship to other employees of that of colleague. Typical age is 30 to 45 and years on job is 2 to 10 years.

Maintenance, developmental tasks are hold on to accomplishments, update skills. Activities are training, sponsoring and policy making. Relationship to other mentor, other employees are that of mentors. Typical age is 45 to 60. When you talk years on the job is more than 10 years. In between what may happen is a career stagnation or career plateau that may happen, when people reach these more than 10 years, crosses 10 years of life which we also talk of career menopause in case of like employees.

So, what happens at this stage? Two things may happen, either the person may become stagnated or there is a tendency to do a career shift, so that they can start off with a second career and get something new.

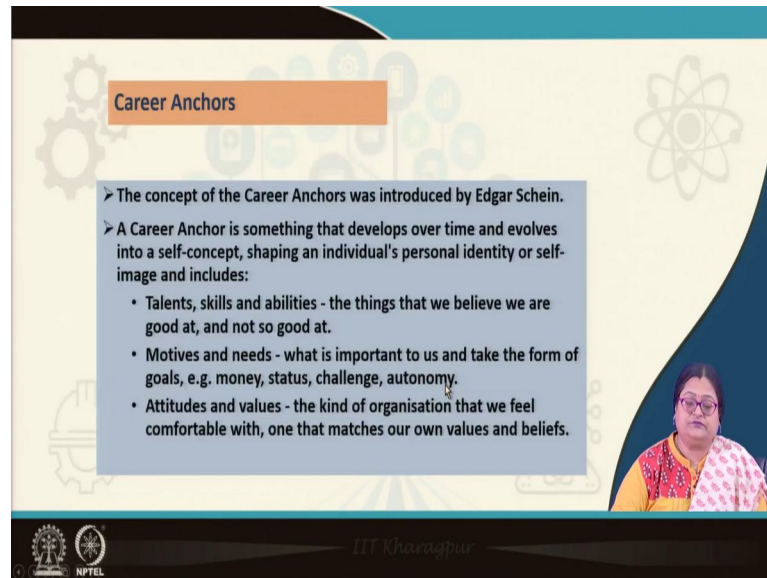
Because what it may feel like if their jobs do not support their or encourage their role to become mentors, sometimes they feel stagnated and feel like they do not have anything more to the contribute to the cause of the organization or they do not see any opportunities of their own career growth remaining in a particular organization.

When we talk of disengagement, the developmental tasks are that of retirement planning, change balance between work and non-work. It is the phasing out of work relationship to other employees and that of sponsor.

Your typical age is 61 plus and you are more than 10 years in the job, where you are slowly moving on to your phases of retirement and you want to strike of again a balance between your work and life and then, you want to like become sponsors to others and you are trying to help your juniors to grow and flourish.

So, these are the different stages of career development; exploration, establishment, maintenance and disengagement which is connected with the different life stages of the person and years of you being on a particular job.

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The slide is titled "Career Anchors" in an orange box. The background is light yellow with faint gear and atom symbols. A blue box contains the following text:

- The concept of the Career Anchors was introduced by Edgar Schein.
- A Career Anchor is something that develops over time and evolves into a self-concept, shaping an individual's personal identity or self-image and includes:
  - Talents, skills and abilities - the things that we believe we are good at, and not so good at.
  - Motives and needs - what is important to us and take the form of goals, e.g. money, status, challenge, autonomy.
  - Attitudes and values - the kind of organisation that we feel comfortable with, one that matches our own values and beliefs.

In the bottom right corner, there is a small video inset showing a woman with glasses and a patterned shawl. At the bottom of the slide, there are logos for IIT Kharagpur and NPTEL.

Next, we are going to discuss on career anchors. Career anchors, the concept was introduced by Edgar Schein. So, it is career anchor is something which develops over time and evolves into a self-concept shaping one's personal identity or self-image.

So, it includes the talent skills and abilities the things that we believe we are good at. And not so good at and motivations and needs like what is important to us and take the form of goals like why we will be embarking into a particular career; is it for money, status, challenge or autonomy. What are our attitudes and values? The kind of organization that we feel, we will be comfortable with once which matches our own values and beliefs.

So, career anchors depend on three things, like what we are good at; what we want from the job and how we would like to enter into relationship with our organization; how do we want reward do we want recognition, all these things.

What is more important to us; what we are looking for, when we are taking up a particular job; what we want the job to give back to us. So, these are the questions that determines one's career anchors and career anchors vary across people.

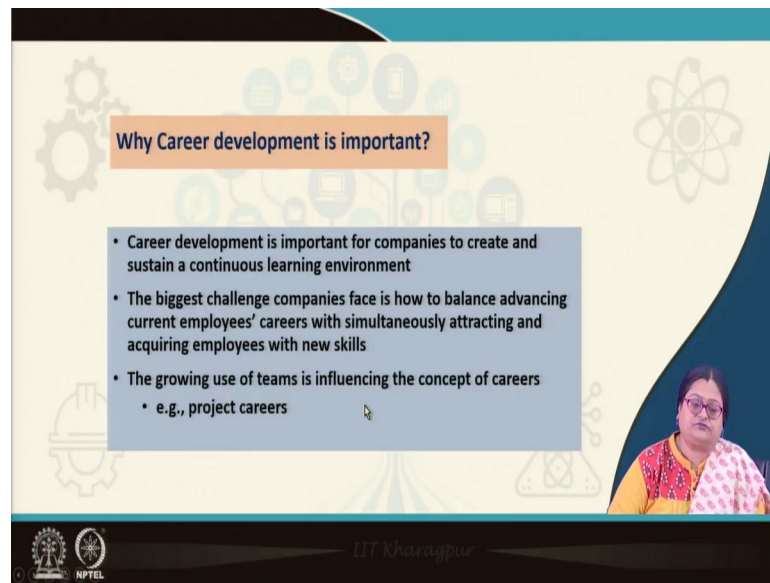
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Career Anchor Descriptions	
TF	Technical and Functional
GM	General Management
AU	Autonomy and Independence
SE	Security and Stability
EC	Entrepreneurial Creativity
SV	Service and Dedication to a Cause
CH	Pure Challenge
LS	Life Style

So, the different career anchors are like technical and functional, like I like technical kind of work. General management, I want to take up generalized responsibilities from the job I may work for autonomy and independence. I may look at the job for security and stability.

I may look at the job for opportunities for entrepreneurial creativity. I may seek like service; I may look at it as a service and dedication to a cause. Then, I may take it up as a pure challenge and I also may take up a job as a like means for enhancing my lifestyle. So, I am looking at job for what purpose that determines whether if I can get that from the job is going to motivate me or not.

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The slide features a light yellow background with faint icons of gears, a laptop, and a person. A dark blue curved shape is on the right side. A video inset in the bottom right shows a woman with glasses and a colorful patterned top. The slide content is as follows:

### Why Career development is important?

- Career development is important for companies to create and sustain a continuous learning environment
- The biggest challenge companies face is how to balance advancing current employees' careers with simultaneously attracting and acquiring employees with new skills
- The growing use of teams is influencing the concept of careers
  - e.g., project careers

At the bottom left are the logos for IIT Kharagpur and NPTEL. The text 'IIT Kharagpur' is centered at the bottom.

Now, why career development is important? Because it helps the companies to create and sustain a continuous learning environment. The biggest challenge is how for the companies now is how to balance advancing employees' careers with simultaneously attracting and acquiring employees with new skills.

So, how to like go for a succession planning, then how to move the career path of the current employees who are there in the organization, so that they also have a sense of personal growth and fulfillment and how to attract employees with new skills. These are some of the challenges that the organizations are facing.

The growing use of teams is influencing the like concept of careers, like what are project careers and how to do like career like management in projects. So, when how like when to enter, when to leave, how to coordinate, we will be discussing more about project teams in when we are discussing on coordination.

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The slide features a light yellow background with faint icons of gears, a hard hat, and a network diagram. A blue box contains the following text:

Why Career development is important? (continued...)

➤ Changes in the concept of career affect:

- employees' motivation to attend training programs
- the outcomes they expect to gain from attendance
- their choice of programs
- how and what they need to know

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Also, why it is important career development? So, because now as we have already discussed the concept of career itself as people in earlier generation used to see and the people in the younger generations are seeing it, it has undergone a sea change. So, if we do not know the concept of career, changing nature of the concept of career we will not be able to motivate employees properly.

So, I will not be able to motivate them into like undergo any training program properly because it may not match with their needs and expectations and also, what program they are going to choose and what and how they need to know, these are varied across generations and across the live stages of the individual.

So, we have to know this background and then only we can do a career development properly to map the talent, skill, motivation and attitude of the person with what is their expected learning from the training program.



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**Factors influencing career and career development**

We can find a lot of factors which influence directly and indirectly for the career and career development. We can enumerate most important factors affecting job career:

- Personality of employee
- Education, completed training and courses
- Behavior and self - presentation
- Job performance and evaluation of superior
- Performed job position
- Company situation
- Willingness to change performed job or employer

Brief discussion on all the above points may be made in the following ways.

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The factors which are influencing career and career development are personality of the employee, education and completed training courses, behavior and self-presentation, job performance and evaluation of the supervisor, performed job position and company situations, willingness to change like the either the perform job or the employer.

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**Factors influencing career and career development**

Continued...

- **Personality of the employee:** Employee's personality and motivation is necessary prerequisite for working on certain job positions. Personality of employee and superior ideas about personality profile for concrete job is one of key factor with the direct affect to career development.
- **Education, completed training and courses:** Adequate education, completed courses and training programs are one of basic factor with direct influence for career and for promotion in organizational structure..
- **Behaviour and self-presentation:** The behavior and the superior view of employee is sometimes more important than job performance. Employees consider the career goals and for these goals they need to modify self-presentation and behavior in an organisation.
- **Job performance and evaluation of superior:** Job performance and result attained at word should be one of the key factors with influence for career and for advancement in within organizational structure.

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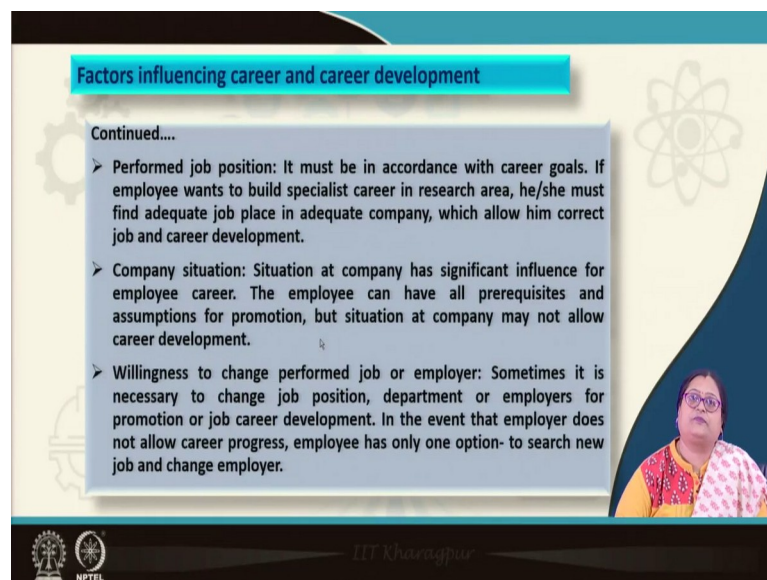
So, personality helps in the, it's very prerequisite for working in certain job positions. A personality of the employee and superiors' ideas about the personality profile, we have important role in proper job matching and it is definitely going to affect the career



development. So, career education that you had previous education, adequate education; completed courses are also the one of the basic factors which influence career and for promotion in organizational structure.

Behavior and self presentation; so, how your superiors view you performing in a particular job is very important in your career goals and aspirations within the organization. So, how the supervisor evaluates your job performance is also very important and it has an effect in your career advancement within the organizational structure.

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The slide is titled "Factors influencing career and career development" in a blue header. Below the title, it says "Continued...". There are three bullet points, each starting with a right-pointing arrow. The first bullet point discusses "Performed job position" and mentions career goals and specialist careers in research. The second bullet point discusses "Company situation" and its influence on promotion and career development. The third bullet point discusses "Willingness to change performed job or employer" and the need to search for new jobs if progress is blocked. In the bottom right corner of the slide, there is a small video inset showing a woman with glasses and a patterned top. At the bottom of the slide, there are logos for IIT Kharsgaur and NPTEL.

**Factors influencing career and career development**

Continued...

- Performed job position: It must be in accordance with career goals. If employee wants to build specialist career in research area, he/she must find adequate job place in adequate company, which allow him correct job and career development.
- Company situation: Situation at company has significant influence for employee career. The employee can have all prerequisites and assumptions for promotion, but situation at company may not allow career development.
- Willingness to change performed job or employer: Sometimes it is necessary to change job position, department or employers for promotion or job career development. In the event that employer does not allow career progress, employee has only one option- to search new job and change employer.

The performed job position should be in accordance with the career goals. So, if the person wants to build up a generalist career, he should be having varied exposures; but if he wants to specialize in certain careers, then he needs to go to the depth of a particular domain itself. So, it depends on how the job positions that you have perform will affect your career, like the career definition portfolio that you make up.

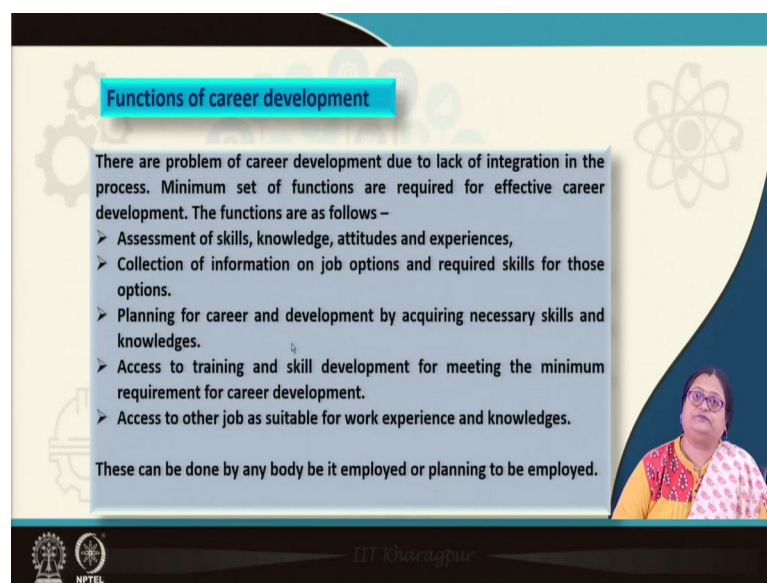
Company situations are also having a significant influence for the employee career. So, whether the company is able to give you promotions or not, whether they can allow your career development or not depends on many cases on the like the values of the company or its financial strengths also. Willingness to change perform job or employer, sometimes it is necessary to change job position department or employers for promotion or job career development.

If sometimes people are feeling facing stagnation and they are finding blocks in their career progress, then even repeated telling or requesting is not yielding any result, like nobody is giving heed to whatever the request you are making, then in its better like to search for new job and change the employer.

But for that, you need to develop yourself as a very competent employee so that you do not have to develop a continuance commitment with the organization and have to stay back in the organization, even if there is no career opportunity and all just for the staying back because you do not have any opportunities outside.

So, if you need to change your job and career and look for a fresh organization maybe you need to be very competent, you have to develop your competencies first, diversify your skills first, make yourself knowledgeable enough so that you become self confident of your capability and self reliant to find a new job and establish yourself there.

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**Functions of career development**

There are problem of career development due to lack of integration in the process. Minimum set of functions are required for effective career development. The functions are as follows –

- Assessment of skills, knowledge, attitudes and experiences,
- Collection of information on job options and required skills for those options.
- Planning for career and development by acquiring necessary skills and knowledges.
- Access to training and skill development for meeting the minimum requirement for career development.
- Access to other job as suitable for work experience and knowledges.

These can be done by any body be it employed or planning to be employed.

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So, the problems of career development are due to lack of integration in the process. So, functions which are required are assessment of skills, knowledge and attitudes and experiences; collection of information on job options and required skills for those options. Planning for career development by acquiring necessary skills and knowledges.

Planning for accessing to training and skill development for meeting the minimum requirement for career development. Access to other jobs as suitable for work experience

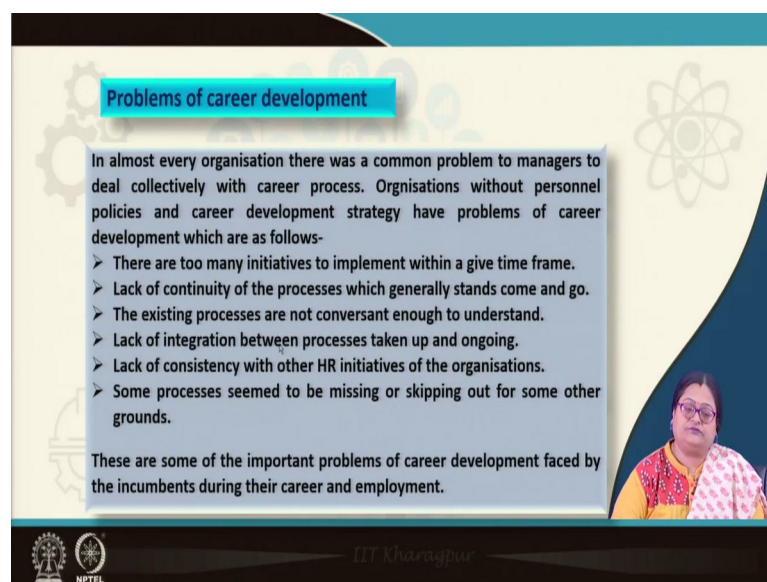
and knowledge. So, that can be done by anybody who to be employed or planning to be employed.

So, this needs to be explored and this requires some proactiveness on the part of the employees also. So, whenever we are talking of career development or career management, so this exercise should start on the part of the employee rather on the part of the to be employee, much before the person joins the organization.

So, it is what we see are both way responsibility, we just going to tell like the organization is responsible for your career development, the employee himself or herself is also very much responsible for the career development.

To understand what my priorities are, what my what I am good at, what motivates me, what are the trainings that I should require and we prepared for to prepare yourself for your future work, to know like what are your areas of interest and all is a responsibility of the employee or the to be employee so that the employee when he or she joins the organization can have a proper career growth and development within the organization.

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**Problems of career development**

In almost every organisation there was a common problem to managers to deal collectively with career process. Organisations without personnel policies and career development strategy have problems of career development which are as follows-

- There are too many initiatives to implement within a give time frame.
- Lack of continuity of the processes which generally stands come and go.
- The existing processes are not conversant enough to understand.
- Lack of integration between processes taken up and ongoing.
- Lack of consistency with other HR initiatives of the organisations.
- Some processes seemed to be missing or skipping out for some other grounds.

These are some of the important problems of career development faced by the incumbents during their career and employment.

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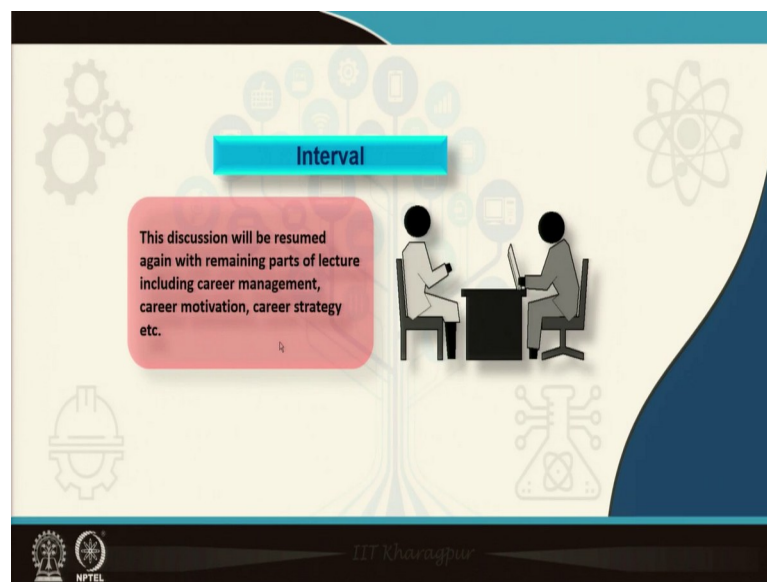
So, what some problems occur is like there may be too many initiatives to be implemented, then lack of continuity in the processes. So, the existing processes are maybe not very well defined.

It may be there is lack of consistency with other HR activities, lack of integration between the processes, so these are some of the common problems of career development faced by the incumbents during their career and employment. So, what we understand from a for this reason only we discuss the concept of strategic HRM, when we started discussing on these objectives first.

When you see career development it has to be well aligned with the goals and objectives of the organization, the staffing processes of the organization, the recruitment selection, succession, planning which is also very important part of career development like how I will move a particular employee through the different job positions so that it is a very important part of human resource planning like when there is a vacant job position, I do have people ready to fill up that position.

So, that is also very important and also its linked with performance appraisal and management. So, what we see all the functions are linked with each other and it needs to be a very well-coordinated activity so that we can go for a proper career development of the employee.

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Where the employee also feels like a sense of personal growth, organization also feels like there is no vacuum created due to lack of a suitable like competent employee at a particular job position to fit into a particular job role and demands. And it is a win-win situation for both of them; the employer employing organization and the employee.

We will take a short break over here. We will continue with this discussion in the next session on career motivation, career management, career strategy. Till then, stay tuned with us.

Thank you.