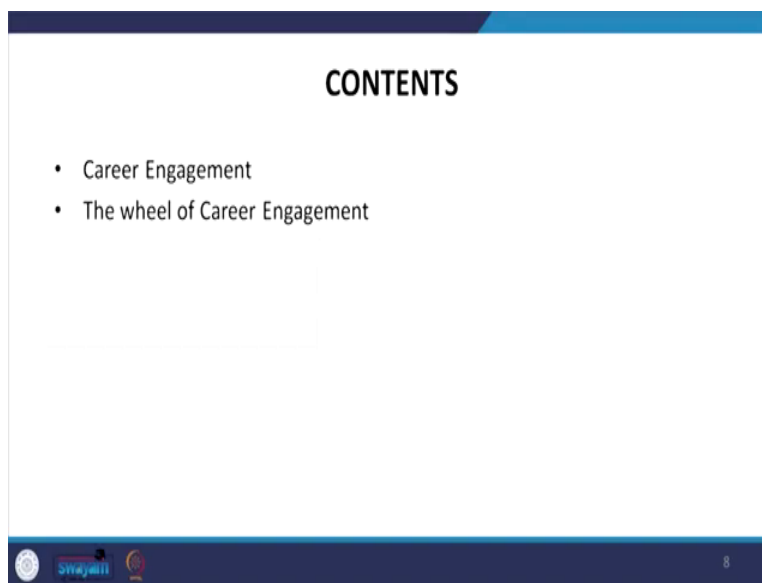


**Managerial Skills for Interpersonal Dynamics**  
**Professor Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**  
**Lecture 27**  
**Career Management - 2**

In my previous session I have talked about the Career Engagement part 1 and more focus on the understanding that is the how the career management is defined. And in those definitions, the one very important aspect was that is the relationships and the conflict management.

That is when you are having a very good relationship at the workplace or if there are the challenges, challenges of this type of the interpersonal dynamics, so naturally there will be conflicts. And then in that case for the career management, the, you are conflict management practices that should match and if it is matching properly then definitely in that case you will be becoming the very-very successful.

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Now, in this part 2 of this career engagement I will talk about the career engagement, the wheel of the career engagement.

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**CAREER ENGAGEMENT**

- Career engagement is also distinct from measures assessing specific career behaviors such as career planning (Gould, 1979), career exploration (Stumpf, Colarelli, & Hartman, 1983), or networking (Wolff, et al., 2011) or from related measures of career management such as “career self-management”.
- In sum, the notion of **career engagement** addresses the **current interest in proactive career behaviors** to describe contemporary career development.

So, here I would like to make the more clarification about the career engagement and the career engagement is also distinct from measures assessing specific career behaviours such as career planning, career exploration and given by the Stumpf, Colarelli, and Hartman, in 1983 or networking by the Wolff et al., 2011 or from the related measures of the career management such as the career self-management.

So, therefore, we, now we will have focus more understanding between the career management, career engagement by self. How the oneself has to more focus on this? So, now you please understood that is the what will be the measures in assessing the specific career behaviours? So, the specific career behaviours such as the career planning is very-very important.

And what is a planning? Planning is the goal, so when we are talking about in the career planning, so we will start with the goal, so that goal. Now, how to decide that goal? What should be the career and how it is to be decided? Now, you see the very minimum understanding is that is the, whatever is your area of knowledge, but area of knowledge again having the knowledge level 1, knowledge level 2, knowledge level 3, knowledge level 4 and knowledge level 5.

So, therefore in that case this 1, 2, 3, 4, 5 knowledge level, there will be different areas. For example, in technology management, in technology management you may have on a particular technology, you may have the knowledge level 5. In some areas in the technology management

you may have the knowledge level 1. So, if you want to build the career then and decide the goal for the career, then definitely you have to focus more on the knowledge level 5.

Here do not make haste, we will go step by step, because just only basis of the knowledge level 5 you cannot decide your career, because it is not only the knowledge in deciding the goal, it is about the practical implications through the skills. So, you may have a very high knowledge, but you have never practiced, so your skill level is either 0 or 1, that is becoming very important.

Suppose your knowledge level is 5 in the X area and your skill level is 0, how will you decide your goal? Because it is not that easy, your knowledge level is 5 and skill level is 1, then there is no career management and engagement is there. So, when we talk about the career self-management, here will be in the question. And the question will be when I am having the knowledge level 5, but I am having the skill level 0 what self-management for career I should do?

So, what to do? And you are right that is you have to shift from the skill level 0 to skill level 1 and for this your positive thinking is becoming very-very important, because if you will not be able to believe yourself, optimism, faith in yourself and there is no hope that is “Yes, I can convert from 0 to 1,” if you can transfer yourself from 0 to 1 and that will be through learning.

If there is a learning then through this learning you will be able to achieve this goal, because you through learning you are going to 0 to 1 and then there is a 1, so equation becomes  $K_5 + S_1 = SK_1$  and therefore, in that case goal achievement. Now, you can make the different permutation and combinations here.

You can make like this that is the  $K_3$  and 1,  $K_3$  and 0, knowledge level is 3, skill level is 0, but the same thing will be applicable here. If you want to make your career in that self-management is there or when the  $K_3$  and 1. Now, it will be question before you that is the  $K_5$  and  $S_k$  0 and  $K_3$  and  $SK_1$ . Now, I give you this exercise, what will you choose?

Your knowledge level is 5 and your skill level is 0, your knowledge level is 3 and your skill level is 1, what will you choose? And then how will you solve this particular exercise. Therefore, dear friends it becomes this self-management, that is the how, do you manage yourself. And another point that becomes very interesting, in the, in some knowledge and skills and all.

Then in the scale of career engagement and career management that notion of career engagement addresses the current interest in proactive career behaviours to describe the contemporary career development. Do not get scared of these terminologies. So, therefore, in that case what is important is they, that is the whatever you are having the current interest in the proactive behaviour. Because now you see and now this particular person K3, so this K3 will have to go to the this particular level of K5, so therefore, he will go into the K5.

If he goes into the K5 level and therefore, SK is 1, skills 1 is level is there, so naturally in that case a good permutation combinations will be there, so what is required proactive, proactive career behaviour and proactive career behaviour will lead from the K3 to K5. So, if you search that is the what knowledge level in your area will require in the 2025 and you start developing that then definitely you are reflecting a proactive career behaviour.

And you note down the hundred questions, that all probable questions in 2025 will be these will be the questions and then you are prepared for the, preparedness I will take one session on this preparedness. Preparedness and then on that is how to prepare for the future in career engagement, after career engagement, I will take a session also on the preparedness, that is a preparedness.

And then in that case of the preparedness, how you are making yourself prepared in the career engagement and career self-management all aspects what is a proactive behaviour. Dear friends this is the mantra, mantra of success, proactive behaviour. However, when we are talking about the goal, planning, all these functions, I know that is these are very uncertain.

Because in the next semester if I have to take the same session on the goal and then that time I may suggest you the different goal, because the technology will be developed, so fast that whatever I see the strength today may not be the tomorrow. But it does not mean that we do not plan today. Because it is not necessarily it will change, it may not change also, so then what to do? Nothing to do?

No, we have to be proactive and we have to do and therefore in that case we will go from this particular skills level to the this particular goal level. Goal is very-very becoming important. The example which I had given K5, K3, K2, then SK1 SK2, skill level 1, skill level 0, and all these

examples and therefore, in that case in this particular planning, that is the goal and achievement of goal.

It becomes very-very important how many alternatives you develop. So, this permutation combination of K1 to K5 and this skill 0 to 1, you have to create the all permutation and combination for yourself and then the selective one is there, so that is called, that is identifying the alternatives available to me. To achieve this goal there will be the different paths K3, K1, K2, K4, like these different paths are there.

And then question arises evaluation of these paths, so when I will evaluate this path, how do I evaluate this path and if evolution of this path that will give me, that will the best, that will give me the best part. So, therefore, in that case if I want to get this goal to be achieved, I have to first find out all these combinations and relationship and with these all combination relationship.

And finally, I will come out that is the I have to reach to the K5 and then the skill level 1 and to achieve my goal. And I will evaluate these alternatives, I will select the best alternative and then that will be the my path for the as I say for the career self-management and I will be showing the proactive behaviour and becoming the successful in this particular, in this particular my career planning.

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**THE WHEEL OF CAREER ENGAGEMENT**

**THE WHEEL OF CAREER ENGAGEMENT**

Follow these 3 steps to benchmark your level of career engagement.

**Step 1 - Assess**  
Seeing the center of the wheel as 0 (low) and the outer edges as 5 (high), write a number on each line that reflects your level of satisfaction with that career engagement characteristic.

**Step 2 - Analyze**  
Connect your rankings with a straight or curved line to create a new outer edge. The new perimeter represents your overall level of career satisfaction.

- If this illustration represented a wheel, how bumpy would your ride be?
- Which characteristics of career engagement are suffering the most in your current role?

**Step 3 - Envision**

- What would your career look like - feel like - if you could increase those low satisfaction factors to a 4 or a 5?
- How important is it to you to increase your level of engagement in those factors?
- What action are you willing to take to improve your career engagement? Email me at [jeff@questcoaching.com](mailto:jeff@questcoaching.com) to have a complimentary chat.

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## CAREER ENGAGEMENT

- Career engagement is also distinct from measures assessing specific career behaviors such as career planning (Gould, 1979), career exploration (Stumpf, Colarelli, & Hartman, 1983), or networking (Wolff, et al., 2011) or from related measures of career management such as “career self-management”.
- In sum, the notion of **career engagement addresses the current interest in proactive career behaviors** to describe contemporary career development.

Now, I will also like to talk the wheel of career engagement that is the how these wheel of career engagement that works. The step 1, so the wheel of career engagement is given by the Jeff Ikler, Quetico Career Coaching and then they talk about, there are the three steps to benchmark your level of career engagement and these three steps of the career engagement is the first is the assess.

Seeing the centre of the wheel is the low, 0 and the outer edge is 5, the high, so therefore, in that case you will find like 0 to, 0, 1, 2, 3, 4, and 5, and this will go to all and therefore, in the assessment that is the how do you assess, you will go that is the outer in the range that is level of satisfaction with that career engagement characteristics.

So, now like in this case 0 to 1, sorry, 0 to 5, your alignment. What is your alignment is there? And if you go that is the your alignment is going to be the 3, then you talk about, that is the, suppose I write here 3, then I write here 2, motivated impact. On each line that is the I reflect and the worth is 4, the feedback, feedback is 5 and the informed, informed is 3.

The growth potential that is 5 take, device 4, culture 4, supported maybe the 3, because then I have to generate the resources, and autonomy, and autonomy is 2. Connect your rankings with a straight or curved line to create a new outer edge. Now, you see that is the, with this particular this thing, so it will come like this, so it was 3. So, 3, 2, 4, 5, 3, 5, 4, 4, 3, 2, 50.

So, therefore, if I connective my rankings in a straight or curved line to create a new outer edge the new perimeter represents your overall level of career satisfaction and the career satisfaction is coming the 35, so that is the 70 percent, which is very low. If this illustration represents, represented a wheel, how bumpy would your ride be, so therefore it will come like this, so it will be 3, 2, 4, 5 will be the bigger one.

So, therefore, in that case like this is 3, then it is 2, it is 4, it is 5, it is 3, then it is 5, it is 4, it is 4, same, it is 3, it is 2, so 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, in the wheel. So, if I create this wheel then it will be go like this. So, it will very bumpy 70 percent. If this illustration represented a wheel how bumpy would you ride be, very high bumpy. Which characteristics of career engagement are suffering the most in your current role and that is the motivated or the impact, these two an autonomy.

And therefore in that case you will find that is the these 10 parameters, you have to understand and reply very-very judiciously, otherwise your ride will be very bumpy. So, step 3 will be, what would you career look like, feel like, if you could increase those low satisfaction factors to a 4 or a 5, please do not forget. In the previous slide here I have talked about that is the whenever we are talking about the current engagement from the 3, knowledge level 1, 2, 3, 4, 5, through the skill level 0 and 1.

And then we have talked about that the different dimensions and combinations and what was required to goal to achieve the goal require was K5N SK1 and then you will be achieving the goal. So, similarly, here also you will find that is the when we are talking about, that is the how what would your career will look like, feel like, then in that case, we have to reach to the 4 to 5.

Now, in this case I will like to take only two, because rest is a 3, 4, 5, so that is fine, but I would like to take the two. Now, where you want to go from 2 to 5, because we should try the maximum. However, it may be the step wise, do not worry, from 2, so from 2 I will go to like 3, then from 3 4, and from 4 then 5, so therefore in that case it will be 2, 3, 4, and 5. This will be my ladder, now in the case of the motivated or impact, on what factors and dimensions my motivation will depend.

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### NEW MODEL (Neault and Pickerell, 2011)

**Career Engagement**

As the model illustrates, if **capacity** (both individual and organizational) is appropriately matched to the level of **challenge** at work, career engagement is more likely to occur. **Career engagement** is an optimal work experience, similar to Csikszentmihalyi's construct of "Flow."

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And therefore, in that case when we talk about this new model, that is the as the model illustrates, if capacity of the individual and the organization is appropriately matched to the level of challenge at work, capacity and in this case you will find for the both individual and organizational.

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Now, come here, now here going from the 2 to 5, what is required, you have to feel highly motivated to develop your capacity. Similarly, in case of the autonomy, actually autonomy will be more related with the culture. Here I have just taken an example therefore there is a difference between the culture is 4 and the autonomy is 2, because there should not be that much difference, it has to be more or less same.

So, therefore, less same or 3 4, 2 3 like this, because when I am giving the higher marks for the culture, so autonomy is the part of it, proactiveness and autonomy. Professor Uday Parikh Sir has given this culture's definition, proactive model. So, therefore, in that case it becomes very-very important. So, octopus model talks about that is the openness, confrontation, trust, and autonomy.

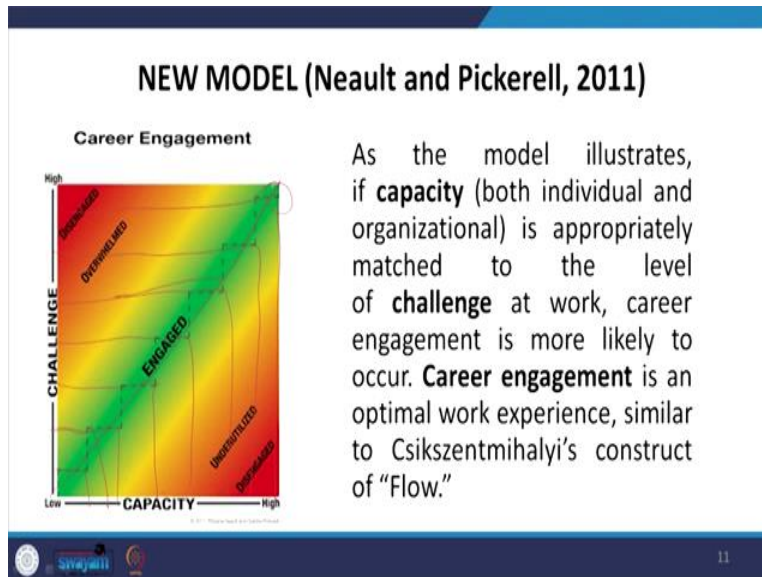
And then in that case this autonomy that will becoming a very-very important aspect here and then this difference is to be mentioned, so therefore in career to 4, to a 4 or 4, wherever is low satisfaction, I have to create for the higher satisfaction and therefore, it will becoming the 5. How important is it to you to increase your level of engagement in those factors?

So, now you see nature of job, nature of job and these factors, how they are important? So, therefore, many times, for example, feedback, in certain jobs the feedback may not be important, how important? In certain job voice may not be important, if it is so then in that case it will be very difficult to manage that particular aspect of this voice as a source and therefore, we have to also see that it is 4 here.

But may not be very important for my job, so therefore in that case I have to be more focused towards this motivated impact and the autonomy. What actions are you willing to take to improve your career engagement? And if you are willing to take to improve your career engagement, then definitely in that case you will find that is the we had to take these particular steps in our engagement.

So, if the motivated or impact is there, we have to increase the motivation or impact, if autonomy is there we have to increase the autonomy needs to be there. So, what actions are you willing to take to improve your career engagement? And therefore, in that case like this the data was collected by this particular author and then when we talk about the new model.

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So, then in this new model, the model illustrates the capacity both individual and organization is appropriately matched to the level of challenge at work, so this is becoming the challenge and this is becoming the capacity, which we have talked about and therefore, here you will find that is the engagement, career engagement and we have earlier talked about the employee engagement and then in that case we will find that is the, this career engagement, the challenge, challenge is high and the capacity is low, the employee will be disengaged.

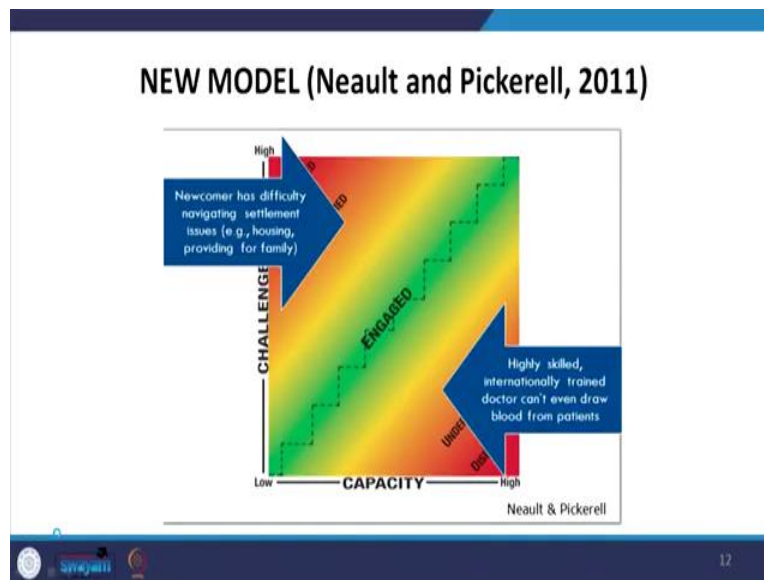
If the challenge is low and the capacity is high, then in that case also disengaged, so therefore what is required that is the equity, equilibrium is required to bring and what is in that case, here will be the equity. So, here will be the, the challenges are very high and the capacity is very high and therefore, in that case you will find there is a maximum career engagement is there.

If the capacity both individual and organization is appropriately matched to the level of challenge as I have drawn here, at the, of challenge at work, career engagement is more likely to occur, career engagement is an optimal work experience similar to Csikszentmihalyi's construct of flow and therefore, in that case you will find that is the, these the Csikszentmihalyi's a construct of flow it is matching.

And therefore, an equilibrium is caused here to here and that is the engaged one, the employees are engaged because they are having the high challenge and that high challenge is matching with

the high capacity and when the both are matching high challenge and high capacity are matching, then definitely in that case you will find that is a new model has been developed.

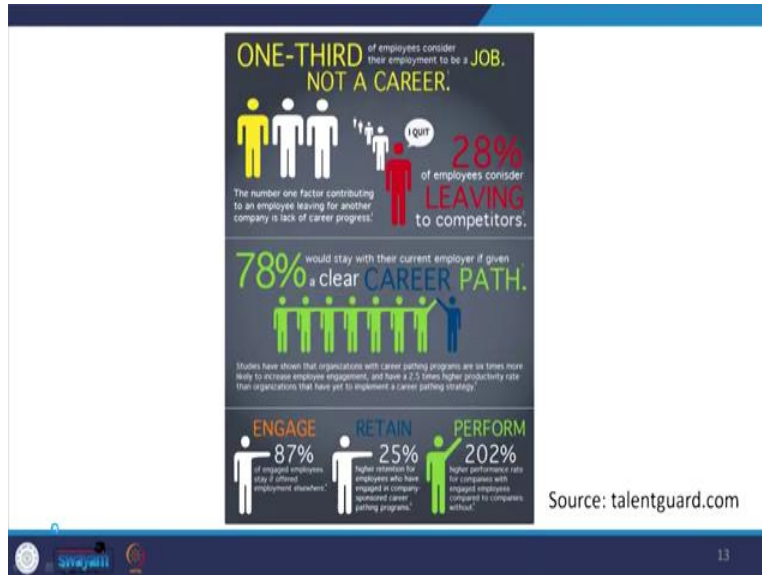
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Now, when we talk about the Neault and Pickerell, 2011 and therefore, you will find newcomer has difficulty navigating settlement issues, for example, housing, they have to find out the houses, then the providing for family and therefore, for example, simple example in India like the education, admission of children into the schools or the cooking gas problem or the electricity connections and this type of the consumer oriented the activities.

And then in that case then you will find that is this will become the challenges there for a newcomer and the here, the highly skilled internationally trained doctors cannot even draw blood from the patients and therefore, in that case that is the capacity is there and if you go by this, then you will find that is the yes, you have to meet with the high challenge with the high capacity.

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Now, this particular talentguard dot com the slide shows about that is a one third job not a career, so therefore one third of the employees consider their employment to be a job and not a career, we have to understand the difference between a job and the career. The number one factor contributing to an employee leaving for another company is lack of career progress is there and therefore, 28 percent of employees consider leaving to competitors and they join the competitors.

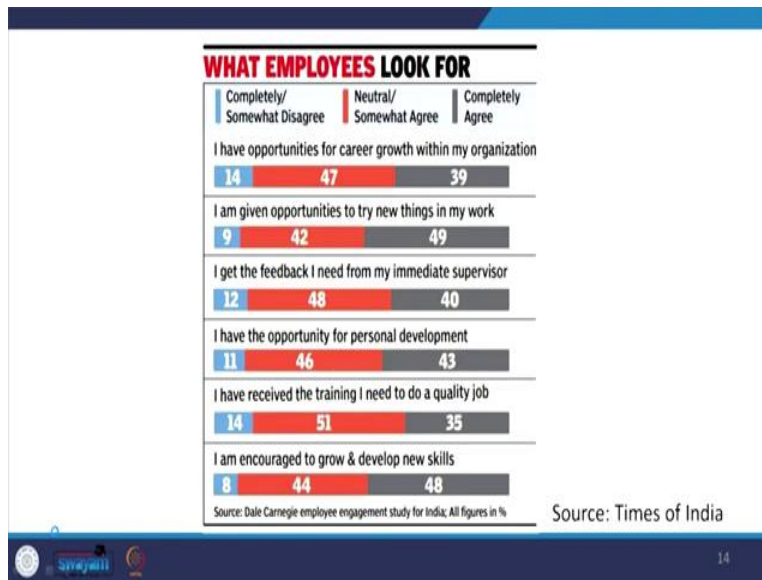
And it is, it is a very alarming situation and therefore the progress in the career path that has to be shown to the employees. But as I mentioned that is the for every organization it will not possible to making fast growing career engagement of the employees and then in that case they will lose the competent employees. 78 percent would stay with their current employer if given a clear career path.

And the studies have shown that organizations with career pathing programs are six times more likely to increase employee engagement and have a 2.5 times higher productivity rate than organizations that have yet to implement a career pathing strategy. So, what is required, 87 percent will be engaged, 25 percent will be retained, and 202 percent will be the perform.

So, therefore, in that case 87 percent of engaged employees stay if offered employment elsewhere and the 25 percent will be retained high attention for employees, who have engaged in company sponsored career pathing programs, and then the performance will be the 202 percent,

high performance rate for companies with engaged employees compared to the companies without and therefore what employers look for.

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The last slide in this career engagement I would like to mention, that it is the whenever we are talking about the completely a somewhat disagree, neutral a somewhat agree and completely agree, so I have opportunity for the career growth within my organization and in this particular source this study you will find it is a 47 have shown opportunities for career growth within their organizations.

And I am given opportunity to try new things in my work, only the 42 has been shown, however the 49 have completely agree, but 42 has a neutral somewhat agree, while in case of this complete opportunity of career growth, there are only 39 and neutral somewhat agree are 47. Now, the question arises that is the practices, organizational culture practices.

If we are going for these increase in these percentage, then definitely this red color, 47 that we have to club with the gray color and that is the about the 39 so therefore, I am given opportunity to try new things in my work and for these trying new things in my work, then definitely this 42 that is a neutral somewhat agree that has to be converted into the agree.

I get the feedback I need from my immediate supervisor and therefore, in that case this is the 40 only, right so therefore in that case you will find that is the, it is becoming very-very important

that is the there is a need for why the supervisors to give their the feedback, I have the opportunity for personal development and that is a 43, and then somewhat agree is the 46.

And therefore, this you will find to, it has required to be enhanced, I have received a training, I need to do a quality job and there is a huge difference is there and therefore, you will find the maximum difference is here only that is the training programs and therefore, organizations in this particular sample, group of the participants, what is required is if you ask me that is the first and foremost requirement that mean that is that we have to make the training need analysis – TNA.

And we have to understand that is the what training is required by the employees themselves and definitely the what training the suggested by their superiors, so therefore from the both the sides, so one side we have to talked about that is the how there is a training need that is for a quality job, the employees are looking for, and what type of the training is to be provided by these trainers at this particular place.

So, the lastly and encourage to grow and develop new skills, and therefore in that case also we will find that is the, this particular development of these an encouragement, so the people feel that is, yes, there is a need for learning new skills. Because they are giving more emphasis on the training, if they are giving more emphasis on the training, the training is to be provided, so they will be more engaged into their career.

And there is a lot of encouragement is required for the employees that is if they are able to make this type of these encouragement definitely they will be more successful. So, therefore, if you want to engage and the trained your employees, please see, that is your knowledge level and the skill level, and with the positive attitude they are able to develop their career engagement, knowledge and skills.

So, this is all about this career management and career engagement and in this career management and engagement, career engagement you have to be very careful that is this is all possible, when you are having the good relationship with your organization and therefore, please be careful that is the by working with others, developing the professional relationships and they have a positive attitude and have a group growth through attitude, that is let all us all of us to develop our self. Thank you very much.