

## Human Resources Training and Individual Development

### Careers and Career Management

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## Overview

- Trends in career management and development
- Career management defined
- Types of careers
- Career development
- Career resiliency
- Why should you care
- SDL help session

## Introduction to Career Management

- Reconsidering the concepts of career and career management
  - Restructuring of organizations
  - Changing nature of work
- Shifting responsibility for career management
  - Resources
- Balancing advancing current employees' careers with simultaneously attracting and acquiring employees with new skills

## What Is Career Management?

- **Career management** is the process through which employees:
  - Become aware of their own interests, values, strengths, and weaknesses.
  - Obtain information about job opportunities within the company.
  - Identify career goals.
  - Establish action plans to achieve career goals.

## Why Career Management?

- **Company's perspective:** why motivate employees to plan their careers?
- **Employees' perspective:** implications of lack of career management

## Career Motivation

- **Career motivation** refers to:
  - Employees' energy to invest in their careers
  - Their awareness of the direction they want their careers to take
  - The ability to maintain energy and direction despite barriers they may encounter
- Three aspects of career motivation:
  - Career resilience
  - Career insight
  - Career identity

### Career Resilience

- Griffith's (1998) article

### What Is A Career?

- Traditional Career
  - Sequence of positions held within an occupation
  - Context of mobility is within an organization
  - Characteristic of the employee
- Protean Career
  - Frequently changing based on changes in the person and changes in the work environment
  - Employees take major responsibility for managing their careers

### Traditional vs. Protean Career

<i>Dimension</i>	<i>Traditional Career</i>	<i>Protean Career</i>
Goal	Promotions Salary increase	Psychological success
Psychological contract	Security for commitment	Employability for flexibility
Mobility	Vertical	Lateral
Responsibility for Management	Company	Employee
Pattern	Linear and expert	Spiral and transitory
Expertise	Know how	Learn how
Development	Heavy reliance on formal training	Greater reliance on relationships and job experiences

### A Model of Career Development

- What is career development?
- Career stages:
  - Exploration
  - Establishment
  - Maintenance
  - Disengagement

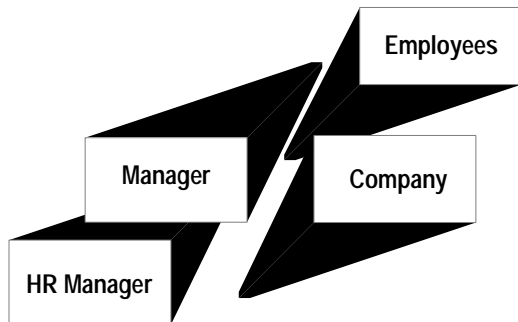
### The Career Management Process

- Self-assessment
- Reality check
- Goal setting
- Action planning

### Career Management Websites

- **Scope**
  - Help employees manage their careers
  - Help the company fill vacancies with qualified and interested employees
- **Features**
  - Assessment
  - Training
  - Available jobs
  - Employee database
  - Matching engine
- [www.thomsoncareers.com](http://www.thomsoncareers.com)

### Roles in Career Management



### Evaluating Career Management Systems

- Why evaluate?
- Two types of outcomes
  - Reactions of the customers (employees and managers) Results of the career management system
- Evaluation of a career management system should be based on its objectives.

### Why Should You Care?

### Monday

- Career anchors
  - Your anchors (feedback)
  - Read Schein (1996)
- Help for individual reports