**Special Challenges in Career Management**

**Overview**

❍ Socialization
❍ Dual career paths
❍ Helping plateaued employees
❍ Work-life conflict
❍ Dealing with older workers

**Socialization**

❍ *Organizational socialization* is the process by which new employees are transformed into effective members of the company.

❍ *Orientation* plays an important role for socialization:
  ❑ Prepare employees to perform their jobs effectively
  ❑ Learn about the organization
  ❑ Establish work relationships

**Socialization**

❍ History
❍ Language
❍ Politics
❍ People
❍ Mission and goals

**Why Socialization?**

❍ Leads to increased commitment and loyalty
  ❑ This reduces turnover.
❍ Motivates employees by aligning their goals with company goals
❍ Strengthens organizational culture

**Organizational Culture**

❍ The set of values, guiding beliefs, understandings, ways of thinking, and norms shared by members of an organization
❍ A cognitive framework consisting of assumptions and values shared by organization members.
❍ A common perception held by the organization's members; a system of shared meaning.

## The Strength of Culture

❍ Depth:  The degree of agreement among members about the importance of specific cultural values, beliefs, norms (i.e., how many people agree & how strongly)

❍ Breadth:  The number of cultural elements (values, beliefs, norms) on which there is agreement

## Cultural Elements

❍ Hidden elements:
   ❑ Values about what is important
   ❑ Assumptions & beliefs about what is true
   ❑ Attitudes toward others and issues
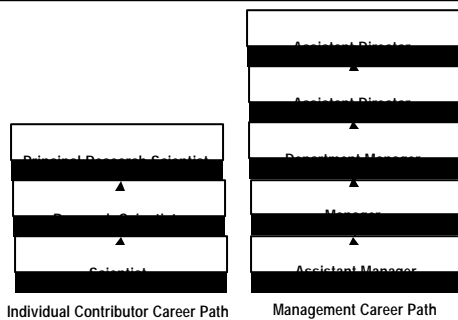   ❑ Norms about appropriate & inappropriate behavior

## Cultural Elements

❍ Visible elements
   ❑ Symbols
   ❑ Rituals and ceremonies
   ❑ Language and slogans
   ❑ Heroes
   ❑ Stories

## Dual-Career Paths

❍ A *career path* is a sequence of job positions involving similar types of work and skills that employees move through in the company.

❍ Value professional employees.

❍ The *traditional career path model* has limited advancement opportunities for those in the technical career path.

## Traditional Career Paths

Assistant Director

Assistant Director

Principal Research Scientist

Department Manager

Research Scientist

Manager

Scientist

Assistant Manager

Individual Contributor Career Path       Management Career Path

## What is a Dual Career Path?

❍ Technical vs. management path
   ❑ Compensation
   ❑ Performance based
   ❑ Managerial potential

## Plateauing

❍ *Plateauing* means that the likelihood of the employee receiving future job assignments with increased responsibility is low.

❍ How does plateauing influence motivation, satisfaction, commitment, etc.?

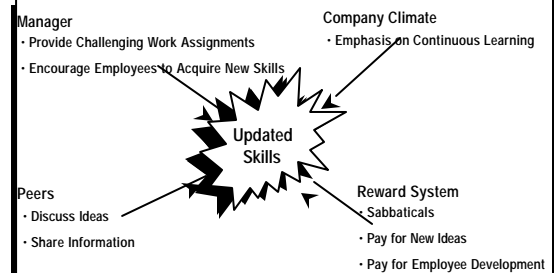❍ Who is more likely to plateau?

❍ Why does plateauing occur?

## Helping Plateaued Employees

❍ Understand reasons for plateau

❍ Training and development

❍ Career counseling

## Skills Obsolescence

❍ What is obsolescence?

❍ What occupations is it more relevant to?

❍ In which career stage is it more likely to occur

❍ How can it be avoided?

## Factors Related to Updating Skills



**Manager**
· Provide Challenging Work Assignments
· Encourage Employees to Acquire New Skills

**Company Climate**
· Emphasis on Continuous Learning

**Updated Skills**

**Peers**
· Discuss Ideas
· Share Information

**Reward System**
· Sabbaticals
· Pay for New Ideas
· Pay for Employee Development

## Balancing Work and Life

❍ Increasing number of two-career couples and single heads of households

❍ Managing employees who are simultaneously meeting the needs of both work and family.

❍ Training managers administering and overseeing the use of work-life policies

## Types of Work-Life Conflict

❍ Types of conflict
  ❍ Time based
  ❍ Strain-based
  ❍ Behavior-based

❍ Work-family vs. family-work conflict

❍ Helping employees minimize conflict

## Dealing With Older Workers

❍ Demographic trends

❍ Working with older workers

❍ Meeting the needs of older workers.

❍ Pre-retirement socialization.

❍ Retirement.

❍ Early retirement programs.

## Next Time

❍ Your turn!