

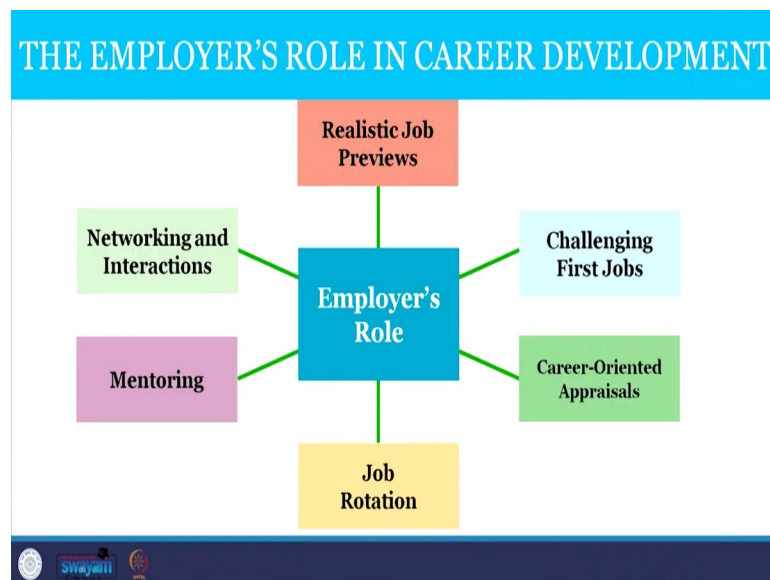
**Principles of Management**  
**Prof. Usha Lenka**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 44**  
**Career Development Strategy - III**

Today I will discuss about Career Development and who is responsible for career development of an employee. So, now, the question comes to all of us whether it is the employee who is responsible or the organization or it's a partnership between employee organisation and the manager?

So, we will explore about the individual, manager and employee, we have discussed earlier that each one of them is responsible for development of an employee the individual, the employer and the manager in our previous discussion. So, further moving towards the employee's role, employer's role further moving towards the employer's role in career development, let us understand how the employer plays an important role in career development.

(Refer Slide Time: 01:20)



So, in our previous discussion of various intervention, we have discussed that realistic job preview, challenging first job, career oriented appraisals, job rotation mentoring and networking and interaction is very important for developing an individual or for career

development of an individual. So, who is responsible for all these initiatives and the interventions?

So, generally it is the employer who takes initiative or employer the organisation should give the realistic job preview to an individual so, that he does not feel dissatisfied when he sees the situation on the job or when he has first interaction with the with the various facilities on the job with the real life situation on the job. So, therefore, an individual need to be given a realistic job preview at the time of giving him an offer.

So, challenging nature of the job, challenges on the job this should be also explained to the an individual when an offer is being given. Career oriented appraisals, the performance appraisal should be also very clear to the individual like what are the whether it is the behaviour, the trait or the results which is important for appraisal of an individual.

Job rotation is also another intervention which helps in career development of an individual, giving different assignments to individuals or giving different challenges or different responsibilities to an individual while on the job. So, an individual experiences learns on the job with his first-hand experience, he learns and develops learning from the peers through sharing of information, exchange of information sharing of knowledge, the individual develops.

So, consciously or unconsciously an individual learns while practising or while interacting with various aspects of the job. Then we also discussed about mentoring.

As an individual in the job experiences problems of various types can be personal or professional issues which he comes across which may a times demotivate or may dissatisfy an individual may reduce his motivational level or so, the responsibility of employer is to keep the employee always motivated.

So, there in that case the mentors or the professionals or the counsellors, they can help an individual overcome the challenges or they can help the individual who is facing the problems or the challenges, they can sell through various issues or the problems very well. So, mentoring is also one of the interventions.

Networking and interactions and individual remains cut off from other individuals and does not get an avenue to professional growth. So, the job of the employer is or the responsibility of the employer is to provide avenues so, that the individual can interact, can established networks with different individuals with peers from other departments and also the supervisors. So, networking and interaction should also be made available.

So, these are the employers' role in career development. Then moving further organizations role in career development, how does an organization play an important role in career development?

(Refer Slide Time: 05:06)



Organizations role in career development, let us move take each one of them into one let us discuss each one of them one by one. Career development initiatives what are career development initiatives? Provide work book and workshops. Some workshops can be carried out taken up so, that an individual knows various the responsibilities he has to take up, he knows how to carry out the task on the work and the work books are various methods through which an individual can be given; can be given some suggestions of career development.

Career counselling by mentors. There are different the senior executives or those who are on the retirement stage or those who have already reached a very senior position, they can mentor the junior employees who are exploring or who are in the establishment stage

or who are in the exploration stage, they can be mentored by or they can be counselled by the career counsellors or the senior employees career self-management training.

Some training measures can be taken up where an individual can introspect the weaknesses as well as the strengths of self. So, career self-management training individual can be told, how he can manage is how he can manage self on the job like controlling his anxiety, fear, apprehensions and also be more confident and he can how to control anger, how to communicate effectively and how to negotiate.

So, these are some self-management tricks which an employee can be which an employee can be developed on and some special trainings can be conducted give developmental feedback. Also while an individual is performing he need to be corrected time and again. So, there can be some developmental feedback to be given to an individual by the supervisors through some kind of a say some counselling measures, through interaction one to one interaction or an interview method.

So, where the developmental feedback or the performance feedback can be given to the employee providing mentoring. So, these factors these measures the work book, workshop, career counselling, self-management training and developmental feedback and mentoring help an individual to develop the develop his himself and to it will help him to reach the career goals of the individual.

Then next responsibilities to match the individuals goal with organizational needs. Organization has different responsibilities, different goals, larger goals and the organization can be successful if those goals can be broken down into sub goals and they can be matched with the individual's goals.

So, the responsibility of the organization is to identify each individual's personal goals and match it with organizational goals which means that, individuals strengths weaknesses can be identified his motivational needs can be identified and he can be assigned a task which he can find more value adding or can be of interest. So, identifying the interest of an individual and giving him a profile, which matches to his goals personal goals would be fruitful to the organization.

The goal matching concept means, encouraging employee ownership of career. So, when there is alignment of self-goal to the organizational goal or individuals goal, personal

goals to organizational goals, then the individual would be more engaged in the workplace would give his 100 percent contribution to the job which is been assigned and create a supportive context.

So, organization also need to take care that a supporting work environment is provided conducive climate is provided to be him so, that they can extract maximum out of an individual or we can otherwise simply we can say individual would be more productive. Communicate directions of the company. So, a person gets lost if he is not given a guided chart or given a direction a proper direction of how to perform.

So, if an individual is given guidelines or you can say an individual is given certain sub goals; sub goals of how to perform, what to perform. So, he would be in a he would perform accordingly or he would try to he would reach those sub goals on time. So, mutual goal setting and planning is very important both by the individual as well as the organization.

Then career development initiatives, gauge employee's potential. Another thing is that we would discuss here is gauging employees potential measure competencies. Each individual would have his own his or her own strengths, not every individual is alike there would be strengths like some would have a personality trait like some individuals have certain traits which can prove him to be very successful on the job.

Certain individuals lack some skills certain competencies, attitudinal problems, behavioural issues. So, this must be identified. So, what I wanted to say is gauging employee's potentials measure their competencies. So, competencies are basically the skills attitude, you can say the competencies are skills, attitude, then abilities of an individual; of an individual which can help him perform on the job.

So, these are certain skill sets this need to be appraised by the manager establish talent inventories. What is talent inventory? So, an individual like say suppose for performing on the job a person needs skills like leadership, say certain job knowledge or some experience.

So, apart from that, a winning competency could be his communication, his conduct, his say sincerity or could be like how he interacts, trust with the subordinates or how to

influence subordinates, how he exercises his power or his positive attitude in the work place.

So, these factors could also prove to be a could also help an individual to be successful on the job. So, establish talent inventories. Inventories in or battery of skills can be defined or as list of skills can be skills, ability, attitude each job which can be useful for each job position. So, such talent inventories need to be developed. Establish successful succession plans. What is succession plan? If an individual joins as a junior manager today what is the career or succession plan?

So, junior manager can become a senior manager, senior manager can become a general manager and so, on or group general manager and so, on. So, these are successive positions in an organization. For each job there would be some successive say positions or the progression of his career in the in a particular job. So, establish succession plans, use assessment centres.

As I told you in the previous lecture that assessment centre is a career development is an intervention, when some jobs it is not possible for an employee to exactly work on the job, but he we need to develop his skills, we need to develop his managerial skills his decision making ability, the person need to be promoted to the next level for that we need to ensure that he has negotiation skills.

His leadership ability for that we need to create a situation or simulated environment which can help an individual to develop on these skills to develop his say managerial skills, his negotiation ability, communication skills, decision making ability, strategic thinking.

So, certain simulated environment or say like the one which he is he or she is going to experience on the work can be developed through the assessment centres. So, the career development initiatives could be gauging employee's potential by measuring competencies, by establishing a talent inventory, establishing succession plans, use assessment centre as an intervention so, that an employee can be developed as a talent.

Opportunities and requirement. Identify career opportunities and requirement how you can identify certain career opportunities for an individual so, that we can get an avenue for development. Identify future competency needs as we have just discussed that an

individual each two individuals may not be like each one has some strengths and weaknesses.

So, to make everybody a talent to develop the competency of an individual, organization need to have some assessments of each individual or they can identify what is skills are matching, what future competencies are required so, that the person can be promoted to the next level. If there they are missing some skills, so they need to be trained and developed through various measures and establish job progression or career path.

Career path need to be defined, balance promotion transfers and exits, the then promotions can be given, transfers can be given to the individual and if somebody is doing if not able to if somebody is not able to perform as per the requirements of the job or as per the goals of the organization, then the person can be the person can exit.

So, these measures need to be well exercised defined by the organization. Established dual career path as we discussed our various career stages and in some stage we discussed that person has established on his job and he has issues of adjusting with his or he just settling down in his personal life, where the issues could be the problem which he faces in the job is the work life balance issue.

Or the dual career path where the spouse and he is also working or is in different location in his working in another city. So, such issues need to be also taken care of because if you want to develop your employee as a talent. It is not that we have to take care of his or her performance only on the job within the organizational set up, but we also need to see what are the challenges and individual faces at different points of time at different career stages.

So, this is very important and organization has to take care of. So, of all these issues in order to develop the individual or in order for to take care of the career development of a manager. Now, moving further to determining employee potential. As we already discussed in the previous discussion that provide work book and workshops.

(Refer Slide Time: 18:17)

**DETERMINING EMPLOYEE POTENTIAL**

- Career Planning Workbooks**
  - ◆ Stimulate thinking about careers, strengths/limitations, development needs
- Career Planning Workshops**
  - ◆ Discuss and compare attitudes, concerns, plans
- Career Counseling**
  - ◆ Discuss job, career interests, goals

7-46

So, career planning work books can be given to the individual. What is career planning workbook? It helps individual to stimulate thinking about career their strengths, limitations and developmental needs. Career planning work books if not given an individual would not know what he has to do.

So, it is like a guide chart which will help an individual to know about what is the expectation of the organization and how he can if he fulfils those expectations, what is the reward he will be getting in written. So, these workbooks are very important for development of employee potential. Then career planning workshops, then organization also sometimes arranges certain workshops and discuss and compare, attitude, concerns plans.

So, these workshops are measure to help individual understand and also exhibit their own concerns their plans in career growth. So, they can understand they can explore opportunities. Career counselling is also required discuss the job career interest and the goal. So, career counselling is also is a measure to explore their own interest and their self-goals as well as discuss the job related challenges.

Employers career planning and development practices. What are the career planning and development practices which have been carried out by the organizations? In different organizations there are different measures.



(Refer Slide Time: 20:06)

EMPLOYER CAREER PLANNING AND DEVELOPMENT PRACTICES	
Job postings	Career booklets/pamphlets
Formal education/tuition reimbursement	Written individual career plans ✓
Performance appraisal for career planning	Career workshops
Counseling by manager	Assessment Center
Lateral moves/job rotations	Upward appraisal
Counseling by HR	Appraisal committees
Pre-retirement programs	Training programs for managers ✓
Succession planning	Orientation/induction programs
Formal mentoring	Special needs (highfliers)
Common career paths ✓	Special needs (dual-career couples)
Dual ladder career paths ✓	Diversity management

*Handwritten notes:*  
- A circle around "Appraisal committees" with "360" written next to it.  
- A circle around "Special needs (highfliers)" with "talents" written next to it.  
- A circle around "Special needs (dual-career couples)" with "sp. garden culture, network" written next to it.  
- A circle around "Assessment Center" with "overall performance development" written next to it.

So, overall I would like to discuss that job posting, formal education, tuition fee, reimbursement performance appraisal for career planning, counselling given by managers or say senior managers or peers is very important, lateral moves or job rotations giving different assignments to individuals or the employees will help them to know various job rules responsibilities to understand the challenges.

And so, the employee becomes multi tasker, he understands it is not that he becomes he remains in silos but he also interacts he also encounters with the challenges of different jobs.

Counselling given by the human resource management professionals. Apart from the counselling by managers counselling given by HR, the human resource professionals is also helpful for individuals in their career development, then pre-retirement programs some individuals those who are almost on the verge of retirement, they have different apprehensions of how to quit what would be the challenges and some counselling like regarding the because the individuals are have spent a large amount of their time in the organization.

So, it becomes very difficult for them to realise that the day has come when they have to quit job. So, such individuals remain in doubt about the second innings in the career. So, the formal training or say formal the pre-retirement programs counselling is also taken up by some organizations. Succession planning helps managers to decide how they can

take their how they can reach or climb the career in the organization, formal mentoring, then common career paths dual ladder career paths.

The dual ladder career path is for those employees whose spouse is also working and if the spouse is working in a different organization in the in a different city. So, there could be some different challenges. So, the organization also takes care of some these issues. Career booklets or pamphlets which will just give a kind of a short information about the prospective positions in the next level and what is expectation of the organization written individuals career plan then career workshops as we have already discussed.

That this will help an individual know about the challenges, attitude, concern and plans of the individual and assessment centre is the is a simulated environment where the individual helps in learning where an individual develops its managerial skills and competencies upward appraisal by the manager the senior manager.

Sometimes the there is not only the appraisal by one manager, but there is a committee which appraises the individual's performance, which is also good as it would help in 360-degree appraisal of an individual.

The overall this will help in overall personality development overall personality development, development of the individual, this would also help in the growth of the individual because he may not accept one person's comments or one person's comments on the or flaws identified by an individual, when various people or a group of people give advice the person is able to accept those feedbacks.

So, training programs for managers are also certain initiatives for development of an individual, orientation and induction programs, then special needs for high flyers. High flyers are those individuals who are exceptionally bright who have exhibited their exhibited performance beyond the expectation of organizations. So, there has to be some kind of special training given to high flyers or employee talents.

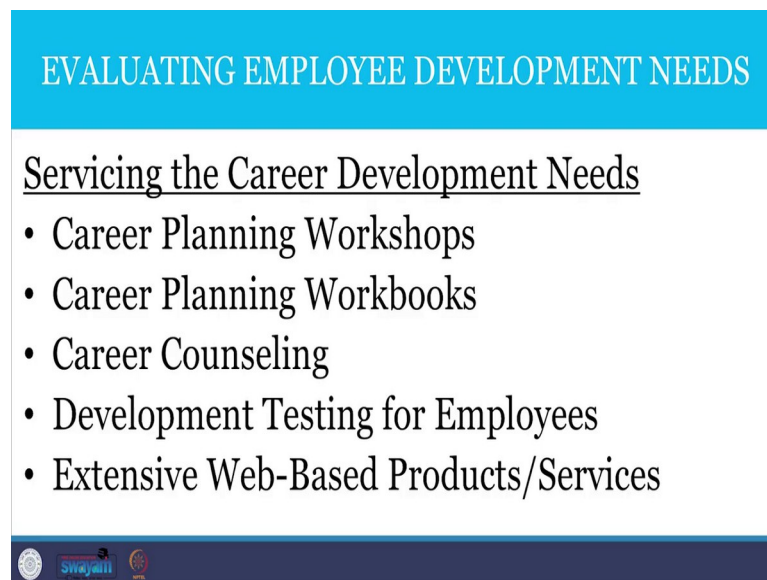
Because they are the people who have who add value to the organization and the organization need to return them and there should be some special measures for that. Because these individuals if they do not get a supportive environment if they do not get challenging nature of task, if they are not given due attention there are chances of leaving the organization.

Special needs for dual career couples. There are many organizations face this challenge when their spouse is in a different organization or is in a different location. So, there is always a chance of relocation. So, organization need to keep need to develop some measures to retain such challenges or such employees, then diversity management. Another issue that comes up in career planning and development is retaining the people with diversity.

As we know that there are diverse nowadays the (Refer Time: 25:25) word is having diverse people in the organization because there is a there is an assumption that if you have people with differences, the organization would be more innovative and creative. So, there are challenge in the contemporary organizations after globalization, there are issues of organizations have been recruiting people with diversity basically we talk about people with differences in age, gender, age, gender, culture, nationality.

So, people how to keep these people in the organization and also make them adjust to the organization and its challenges.

(Refer Slide Time: 26:16)



The slide features a blue header with the text 'EVALUATING EMPLOYEE DEVELOPMENT NEEDS'. Below the header, the title 'Servicing the Career Development Needs' is displayed. A bulleted list follows, containing five items: 'Career Planning Workshops', 'Career Planning Workbooks', 'Career Counseling', 'Development Testing for Employees', and 'Extensive Web-Based Products/Services'. At the bottom of the slide, there are three small logos: a circular logo on the left, a logo with the text 'Swajathi' in the center, and a circular logo on the right.

So, these are various developmental measures which the organization is also taking care of. Further discussing how to evaluate employee's developmental needs. Servicing the career development needs, career planning workshops, career planning work books, career counselling developmental testing for employees and extensive web based products and services.

(Refer Slide Time: 26:44)

## SPECIFIC CAREER DEVELOPMENT ACTIVITIES

- Career Counseling
- Career Pathing
- Inventory Skills
- Transfers
- Training
- Job Posting
- Promoting
- Lateral Development




The slide features a blue header with the title 'SPECIFIC CAREER DEVELOPMENT ACTIVITIES'. Below the title, there are two columns of bullet points listing various career development activities. At the bottom right, there is an illustration of two men in business attire shaking hands, with one man holding a briefcase. The slide also includes a logo for 'Swajati' in the bottom left corner.

(Refer Slide Time: 26:50)

## CAREER COUNSELING

- Process of discussing with employees their current job activities and performance, their personal job and career goals, their personal skills, and suitable career development objectives.



The slide features a blue header with the title 'CAREER COUNSELING'. Below the title, there is a single bullet point describing the process of career counseling. The text in the bullet point is underlined and circled in red. To the left of the text is an illustration of a man and a woman in business attire talking. The slide also includes a logo for 'Swajati' in the bottom left corner.

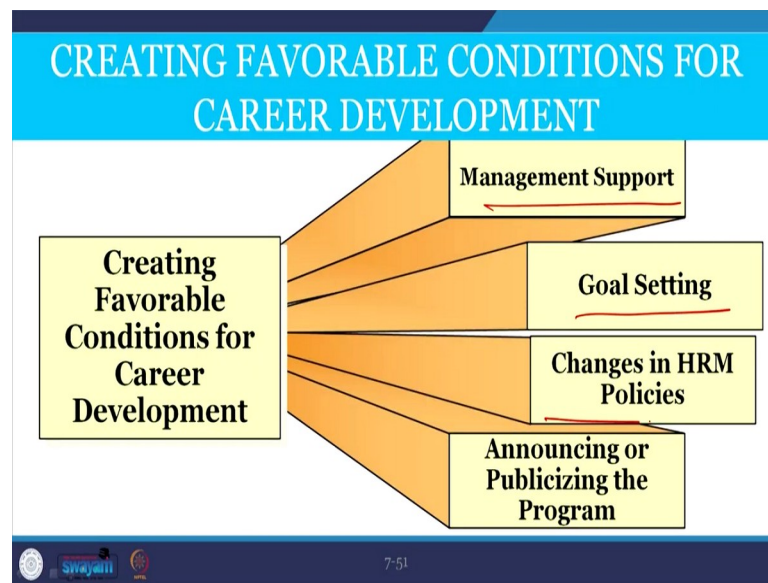
Specific career development initiatives that we will be discussing is the career counselling, career pathing, elementary skills, transfers, training, posting and promoting, lateral developments. Career counselling is a process of discussing with employees their current job activities and performance. Their personal job and career goals their personal skills and suitable career development objectives is called career counselling.

It's a process of discussing with employees discussing with employees their current job profile, job activities and their performance their personal job and career goals their

career goals their present skills and career development objectives. So, in when you interact with somebody about these aspects, their present job conditions, their performance, their own interest or skills and their personal goals.

The person would express and he can be if there is a say over estimation or say some kind of problem or issues which is not able to clearly explain, he can discuss with the career counsellor.

(Refer Slide Time: 28:11)



So, creating favourable conditions for career development. How we can help and or create a favourable condition for carrier development? Through management support, through goal setting, changes in or by taking care of the HRM policies and announcing the announcing programs or announcing or publicizing the program.

(Refer Slide Time: 28:23)

## CREATING FAVORABLE CONDITIONS FOR CAREER DEVELOPMENT

- Management Support**
  - ◆ Provide top management support
  - ◆ Provide collaboration between line managers and HR managers
  - ◆ Train management personnel
- Setting Goals**
  - ◆ Plan human resources strategy
- Changing HR Policies**
  - ◆ Provide for job rotation
  - ◆ Provide outplacement service
- Announcing or publicizing the Program**
  - ◆ Explain its philosophy

7-52

So, what is management support? Provide top management support, provide collaboration between line managers and HR managers and train management personnel. Goal setting is planning human resource management strategy. Changing HR policies that is we discussed about job rotation one individual if he begins a job if he is given a assignment or a job A.

So, he will work for that particular assignment or the job for say 6 months and after 6 months he can be deployed on an another project B, where he can continue for maybe 3 months or 4 months or 6 months depending upon the requirement of the project. So, in and then further he can be given another job say job C or the he can be deployed on project C and he can continue to work for 1 year or 1 year or 6 months based on the requirement. So, in this method the person learns while working on the job learning on the job.

So, experience gained through knowledge sharing knowledge sharing or information sharing or information sharing with peers with peers or other people peers or colleagues. So, the person learns while being on the job.

Provide out placement service or say outsourcing individual's outplacement services in companies like TCS information. In TCS in companies like TCS and Infosys or other software firms they send their employees the regular employees are sent for outstation jobs they are sent to offshore projects.

So, offshore projects they are they learn while being on those offshore projects. So, these are also various ways through which an organization can create favourable conditions for career development. Announcing or publicising the program, explain the philosophy of the career development plans and this is also helping the individual to develop.

So, what we have discussed about who is responsible for career development? We discussed the role of the organization, the role of the manager and the role of the individual and then we also discussed about creating favourable conditions for career development, the managements role, the goal setting, changes in HRM policy and announcing or publicizing the program. So, with this I conclude the session here and the next session I will be discussing or exploring some theories of career development.

Thank you.