

# Chapter 9

## Career Development



### Introduction

- traditionally, **career development programs** helped employees **advance** within the organization
- today, each individual must take responsibility for his or her career



Chapter 9, slide 2

### Introduction

- **organizations** now focus on **matching the career needs of employees** with the **requirements of the organization**
- **while** many organizations still invest in their employees, **they don't offer career security** and they can't meet the needs of everyone in a diverse workforce



Chapter 9, slide 3

### What is a Career?

#### A career

- is a **pattern of work-related experiences** that span the course of a person's life
- The term career has **numerous meanings**. In popular usage it can mean **advancement** ("He's moving up in his career"), a **profession** ("She's chosen a career in medicine"), or **stability over time** (career in the military).



Chapter 9, slide 4

### What is a Career?



- **organizational career planning** develops career ladders, tracks careers, and provides opportunities for development
- **individual career development** helps employees identify their goals and the steps to achieve them

Chapter 9, slide 5

### What is a Career?

- **career development** looks at the **long-term career effectiveness** and success of employees
- **employee training and development** focuses on performance in **the immediate** or intermediate time frames



Chapter 9, slide 6

## What is a Career?

Career development **adds value to the company**. It

1. ensures **needed talent** will be available
2. improves the **organization's ability** to attract and retain talented employees
3. ensures that **minorities and women** get opportunities for growth and development.
4. reduces **employee frustration**
5. enhances **cultural diversity**
6. promotes **organizational goodwill**

Chapter 9, slide 7

## What is a Career?

- Attributes related to an **occupation's properties** or qualities.

- individuals' **external career** success is measured by criteria such as:

Progression/sequence up the hierarchy  
type of occupation  
long-term commitment  
income

- **internal career** success is measured by the meaningfulness of one's work and **achievement of personal life goals**

*the external/internal distinction important to the manager who wants to motivate employees*

Chapter 9, slide 8

## What is a Career?

- **effective coaches** give guidance through direction, advice, criticism, and suggestion in an attempt to aid the **employee's growth**

- **mentors** are typically senior-level employees who:

- support younger employees by promising for them
- answer for them in the "highest circles"
- introduce them to others
- advise and guide them through the corporate system

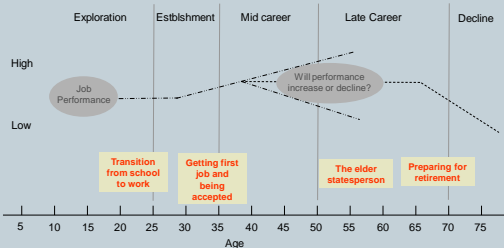
Chapter 9, slide 9

## What is a Career?

- disadvantages of coaching/mentoring include:
  - a tendency to continue current styles and practices
  - reliance on the coach's ability to be a good teacher

Chapter 9, slide 10

## Traditional Career Stages



Chapter 9, slide 11

## Traditional Career Stages

exploration

- includes school and early work experiences, such as internships.

- involves:

- trying out different fields
- discovering likes and dislikes
- forming attitudes toward work and social relationship patterns

*this stage is least relevant to HRM because it occurs prior to employment*

Chapter 9, slide 12

## Traditional Career Stages

### establishment

- includes:
  - searching for work
  - getting first job
  - getting evidence of “success” or “failure”
- takes time and energy to find a “niche” and to “make your mark”

Chapter 9, slide 13

## Traditional Career Stages

### mid-career

- challenged to remain productive at work
- employee may:
  - continue to grow
  - plateau (stay competent but not ambitious)
  - deteriorate

Chapter 9, slide 14

## Traditional Career Stages

### late career

- successful “elder states persons” can enjoy being respected for their judgment. Good resource for teaching others
- those who have declined may experience job insecurity
- *plateauing* is expected; life off the job increases in importance

Chapter 9, slide 15

## Traditional Career Stages

### decline

- may be most difficult for those who were most successful at earlier stages
- today’s longer life spans and legal protections for older workers open the possibility for continued work contributions, either paid or volunteer

Chapter 9, slide 16

## Career Choices and Preferences

Good career choice outcomes provide a **positive self-concept and the opportunity** to do work that we value.

**Models** to help you match your skills to careers:

Holland  
Vocational  
Preferences

Schein  
Anchors

Myers Briggs  
Typologies

Chapter 9, slide 17

## Career Choices and Preferences

### Holland Vocational Preferences

- three major components
  1. people have **varying occupational preferences**
  2. if you think your **work is important**, you will be a more **productive employee**
  3. you will have **more in common** with people who have similar interests

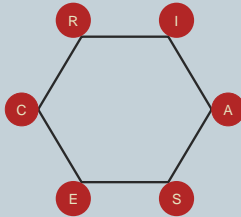
Chapter 9, slide 18

## Career Choices and Preferences

### Holland Vocational Preferences

Model identifies six vocational themes

1. Realistic
2. Investigative
3. Artistic
4. Social
5. Enterprising
6. Conventional



Chapter 9, slide 19

### Exhibit 9-3 Holland's General Occupational Themes

These six types of work environments as explained by Holland help job seekers match their personality to a compatible profession. Many vocational preference tests are based on Holland's typology: Which look appealing to you? Which do you think best fits a career in human resource management?

**Realistic** Rugged, robust, practical, prefer to deal with things rather than people; mechanical interests. Best job matches are Agriculture, Nature, Adventure, Military, Mechanical.

**Investigative** Scientific, task-oriented, prefer abstract problems, prefer to think through problems rather than to act on them, not highly person-oriented, enjoy ambiguity. Corresponding jobs are Science, Mathematics, Medical Science, Medical Service.

**Artistic** Enjoy creative self-expression, dislike highly structured situations, sensitive, emotional, independent, original. Corresponding jobs are Music/Dramatics, Art, Writing.

**Social** Concerned with the welfare of others, enjoy developing and teaching others, good in group settings, extroverted, cheerful, popular. Corresponding jobs are Teaching, Social Service, Athletics, Domestic Arts, Religious Activities.

**Enterprising** Good facility with words, prefer selling or leading, energetic, extroverted, adventurous, enjoy persuasion. Corresponding jobs are Public Speaking, Law/Politics, Merchandising, Sales, Business Management.

**Conventional** Prefer ordered, numerical work, enjoy large organizations, stable, dependable. Corresponding job is Office Practices.

Source: Adapted from Making Vocational Choices, 2nd edition, Psychological Assessment Resources. Copyright 1973, 1985, 1992. All rights reserved.

## Career Choices and Preferences

### Schein Anchors

- personal value clusters determine what is important to individuals
  1. technical-functional competence
  2. managerial competence
  3. security-stability
  4. creativity
  5. autonomy-independence
- success of person-job match determines individual's fit with the job

Chapter 9, slide 21

## Career Choices and Preferences

### Myers Briggs Typologies

- These four personality dimensions –
  1. extraversion-introversion
  2. sensing-intuitive
  3. thinking-feeling
  4. judging-perceiving
 -- identify 16 personality types.
- managers find knowing personality types useful in understanding how workers interact
- job characteristics can be matched to individual preferences

Chapter 9, slide 22

## The Myers-Briggs Type Indicator

### Myers-Briggs Type Indicator (MBTI)

A personality test that taps four characteristics and classifies people into 1 of 16 personality types.

#### Personality Types

- Extroverted vs. Introverted (E or I)
- Sensing vs. Intuitive (S or N)
- Thinking vs. Feeling (T or F)
- Judging vs. Perceiving (P or J)

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4-23

## The Myers-Briggs Type Indicator

### Personality Types

- Extroverted (outgoing) vs. Introverted (shy) (E or I)
- Sensing (Practical, prefer routine & order) vs. Intuitive (rely on unconscious process and look at big picture)(S or N)
- Thinking (Reason and logic to handle problems) vs. Feeling (personal values and emotions) (T or F)
- Judging (want control) vs. Perceiving (perceiving and flexible) (P or J)

4-24

- |                         |     |                    |
|-------------------------|-----|--------------------|
| 1. Reserved             | vs. | Outgoing           |
| 2. Less intelligent     | vs. | More intelligent   |
| 3. Affected by feelings | vs. | Emotionally stable |
| 4. Submissive           | vs. | Dominant           |
| 5. Serious              | vs. | Happy-go-lucky     |
| 6. Expedient            | vs. | Conscientious      |
| 7. Timid                | vs. | Venturesome        |
| 8. Tough-minded         | vs. | Sensitive          |
| 9. Trusting             | vs. | Suspicious         |
| 10. Practical           | vs. | Imaginative        |
| 11. Forthright          | vs. | Shrewd             |
| 12. Self-assured        | vs. | Apprehensive       |
| 13. Conservative        | vs. | Experimenting      |
| 14. Group dependent     | vs. | Self-sufficient    |
| 15. Uncontrolled        | vs. | Controlled         |
| 16. Relaxed             | vs. | Tense              |

### Myers-Briggs Sixteen Primary Traits



4-25

## Enhancing Your Career

You are ultimately responsible for your own career.



Chapter 9, slide 26

