

LGO2222 Human Resource Management in LGO.

Collect and Rearrange By
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Development and Career Planning

Chapter 10.

Career Development

- **The importance of careers**
- **Career anchors**
- **Career planning**
- **Career stages**

The Importance of Careers

- **For organizations: Helps align staffing with strategy**
- **For employees: A source of identification and a factor in quality of life**

Career Anchors

- **Technical anchor**
- **Managerial anchor**
- **Security & stability anchor**
- **Autonomy anchor**
- **Entrepreneurial anchor**

Career Planning

- **Employee responsibility:**
 - **Self-assessment,**
 - **Identify and analyze career options;**
 - **Decide and develop career objectives and needs;**
 - **Communicate career preferences to your manager;**
 - **Map out a plan with your manager.**

Career Planning

- **Management responsibilities:**
 - **Encourage career planning process,**
 - **Assess realism of employee's plans,**
 - **Provide information to employee about career planning resources, and career development opportunities such as job openings, training programs, and rotation assignments.**

Changing Nature of Careers

- **The employment contract:**
 - **Employees as free agents**
 - **Career competencies**
 - **Self-management**
- **New career paths: More webbed than straight**
- **Early & delayed retirement**

Importance of Career Planning to Organizations

- **Effective utilization of human resources**
 - Align staffing requirements to strategy
 - Develop promotable employees
- **Affirmative action and EEO**
 - Assists in meeting goals
 - Assists in diversity management

Career Stages

- **Exploration stage**
- **Establishment stage**
- **Maintenance stage**
- **Late career stage**

Exploration Stage

- **Task Needs:**
 - Experiencing varied job tasks
 - Self assessment
 - Job choice
- **Social-emotional needs**
 - Occupational self-image
 - Settling down

Establishment Stage

- **Task needs**
 - Learn the ropes
 - Get challenging jobs
 - Increase competence
 - Be innovative
- **Emotional needs**
 - Deal with competition, failure, conflicts
 - Develop autonomy

Maintenance Stage

- **Task needs**
 - Technical updating
 - Coaching skills
 - Continue to rotate into new areas
 - Develop broad view of career
- **Social-emotional needs**
 - Express midlife feelings
 - Rethink work, family

Late Career Stage

- **Task needs**
 - Remain productive
 - Plan for retirement
 - Shift role from power to guidance
 - Identify successors
 - Develop outside interests
- **Social emotional needs**
 - Re-envision work
 - Develop outside identity

Backwards & Forwards

- **Summing up**
 - Career anchors
 - Changing nature of careers
 - Strategic importance of career planning
 - Stages or career progression
- **Looking ahead**
 - Strategies for employees to self-manage careers
 - Variations in career planning for men and women
 - Career planning and human resource planning