Chapter 8

Chapter 8 – Career Development

Topic Outline
Introduction
Basics of Career Management
HR and Careers Today
Benefits of Career Development to the Organization
 Availability of Needed Talent
 Increased Ability to Attract and Retain Good Employees
 Reduced Employee Frustration
 Organizational Goodwill
Benefits of Career Development to the Individual
Roles in Career Management
 The Individual Employee's Role
 The Manager's Role
 The Employer's Role
 Innovative Corporate Career Development Initiatives
Factors Affecting Career Choice
 Identify Your Career Stage
 Identify Your Occupational Orientation
 Identify Your Skills
 Identify Your Career Anchors
 Assess Career Anchors
Making Promotion Decisions
Handling Transfer
Career Management and Employee Commitment
 The New Psychological Contract
 Commitment-Oriented Career Development Efforts
Retirement

Course Objectives

After learning this chapter, students are able to:
a. Compare employers traditional and career planning oriented HR activities
b. Explain the employees, manager's and employer's career development roles
c. Describe the issues to consider when making promotion decisions
d. Analyze on making individual career choice

8.0 Introduction

Sharon joined ABC Corporation as a Junior Executive in 2005 and was promoted to Senior Executive the following year. Her strengths in handling clients and getting the work done in a timely manner have been noted by the management of ABC Corporation. Her manager has identified her as a potential candidate for the fast track management program. Therefore, she has been sent for some external training programs to develop her soft skills in leadership and managing people. Apart from that, she also receives mentoring from one of the senior managers in Singapore. She usually meets her mentor every fortnight where the senior manager will share his experiences and also provide guidance on how to make it in ABC Corporation. They also discuss about her weaknesses, work problems and how to resolve the issues and finally, her development needs.

Figure 8.1 Sharon climbing the corporate ladder at ABC Corporation

After a year of mentoring, her senior manager introduced her to the Customer Service Manager in their branch office in Beijing and recommended her highly to participate in their Beijing project. Sharon is grateful to the organization for showing that it is interested in her well-being and has been a committed and loyal employee. She has no intention of leaving the organization and feels that she is able to continue growing and play a significant part in contributing to the organization's growth.

8.1 Basics of Career Management

Before we begin the chapter, it would be good if we looked at the basic concepts and definitions in a career management. The basic concepts are as follows:

a. **Career** is a sequence of job positions that a person has held over his or her life.

b. **Career management** is a process for enabling employees to better understand and develop their career skills and interests and to use them more effectively.

c. **Career development** is an ongoing and formal effort by the organization that focuses on developing its employees to achieve and meet both the organization's and individual's needs.

For example, the HR department of an organization would arrange a series of training for a management trainee to attend, beginning from the simplest topic to the difficult ones on a periodic basis.

d. **Career planning** is a process where individuals establish their career goals and develop a plan for reaching those goals.

COSMOPOINT

For example, Indra, an engineer wants to be a manager in five years time. In order to achieve it, he took up a MBA program to equip himself with business and management skills.
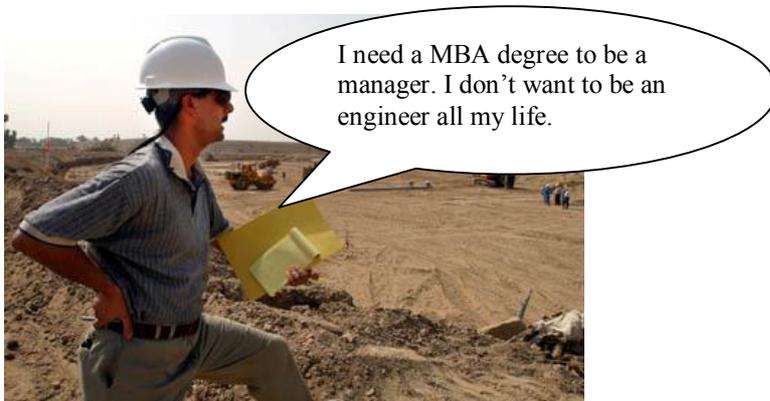

Figure 8.2 An engineer thinking about his career development

8.2 HR and Careers Today

The way a person progresses in his career has evolved over the years. In the past, careers were an upward progression in one or two firms or stable employment within a profession. For instance, an advertising executive will remain in the industry throughout his career. How about today? Well, careers today are determined by the individuals and one can change his profession throughout his career. For instance, Steve who works as an accountant suddenly changed her profession to the marketing line.
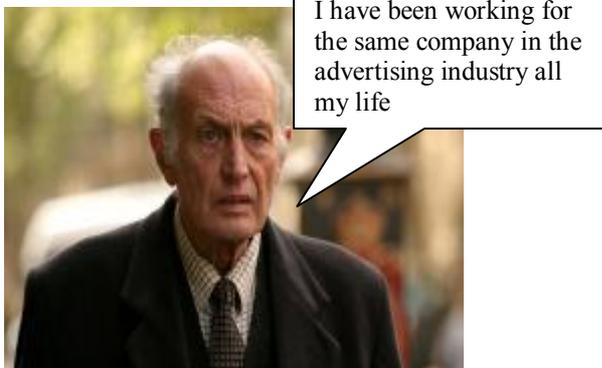
PAST   **PRESENT**
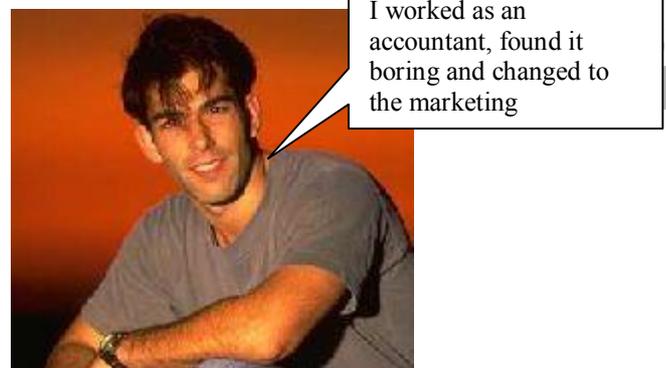

Figure 8.3 Evolution of careers

In view of the above, HR activities are broader today. The HR personnel need to ensure that its activities are designed to meet employees' long term interest in order to retain good employees. The table below shows the evolution of HR activities to adapt to these changes.

HR Activity	Traditional Focus	Career Development Focus
Human Resource Planning	Analyzes jobs, skills and tasks – present and future. Projects needs. Uses statistical data	Adds information about individual interests, preferences and the like to data
Training and development	Provides opportunities for learning skills, information,	Provides career path information. Adds

	and attitudes related to job	individual growth orientation
Performance appraisal	Rating and/ or rewards	Adds development plans and individual goal setting
Recruiting and placement	Matching organization's needs with qualified individuals	Matches individual and jobs based on a number of variables including employees' career interests
Compensation and benefits	Rewards for time, productivity, talent and so on	Adds non-job-related activities to be rewarded

Table 8.1 Evolution of HR activities

8.2 Benefits of Career Development to the Organization

An organization can reap many benefits if it has a good career development program. The benefits are as follows:

8.2.1 Availability of Needed Talent

All career development efforts are in line with the organization's strategic objectives and goals. As the organization work with employees to align their goals and interests with the organization, it will ensure that people with the proper qualifications and experiences are available when needed.

8.2.2 Increased Ability to Attract and Retain Good Employees

Career development is a necessity in organizations today as individuals seek for jobs that offer challenge, responsibility and opportunities for advancement. If there are any career development efforts in an organization, it is a signal to all employees, particularly talented employees that the organization cares for their future. This increases their loyalty and commitment towards the organization, thus, assisting the organization in attracting and retaining talented employees.

My company cares about me and sends me for leadership courses in order to develop me to be a manager. I am lucky to have such an excellent employer and do not want to leave the company

Figure 8.4 Career development can retain good employees

8.2.3 Reduced Employee Frustration

As downsizing and voluntary separation scheme is getting more common in Malaysia, employees' career paths and career tracks often collapse overnight, increasing their frustrations. Therefore, career counseling is important as it can provide realistic employee expectations.

8.2.4 Organizational Goodwill

Employees who are satisfied with their organizations' concern about their future are most likely to project positive images about their organizations everywhere they go.

Figure 8.5 Employee praising the company

For example, the employee may talk about the career development efforts of her organization to her family, relatives, friends and whomever he comes in contact with. This builds the goodwill of the organization in the eyes of the public.

8.3 Benefits of Career Development to the Individual

Career development is important to individuals as it prepares and equips them with the necessary skills, education, experiences and refinement techniques that allow them to work better and add value to the organization. As people develop themselves, it also instills a culture of lifelong learning and assists them in developing their careers.

8.4 Roles in Career Management

Individual employees, managers and the organization have a role to play in planning, guiding and developing the employees' career. However, individual employees are ultimately responsible for preparing his or her individual career plan.

8.4.1 The Individual Employee's Role

Employees are fully responsible for their own career development. This means matching one's interests, skills and values, strengths and weaknesses with occupational opportunities. They should seek for career information and resources via networking with other professionals, interviews with people whose jobs interest them, discussing career goals with role models and working in cross-functional teams. Then, employees should establish goals and career plans and discuss them with their manager and utilize development opportunities available in the organization. Finally, they must follow through on realistic career plans.
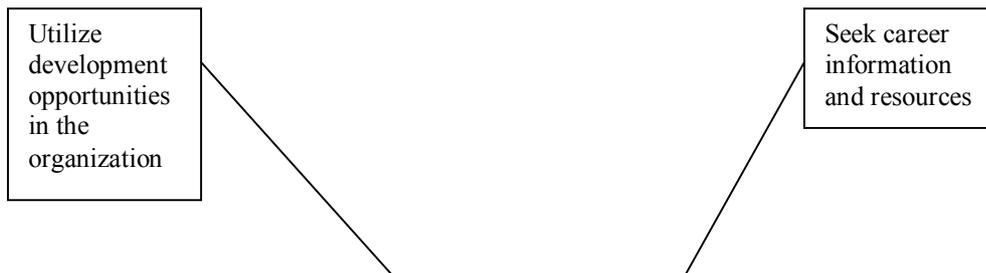
Utilize development opportunities in the organization		Seek career information and resources

Figure 8.6 Roles of an employee

8.4.2 The Manager's Role

Managers can help employees to achieve their career goals by playing the following roles:

Roles	Actions taken in Career Development
Communicator	• Holds formal and informal discussion with employees • Listens and understands an employee's real concerns • Clearly and effectively interacts with an employee • Establishes an environment for open interaction • Structures uninterrupted time to meet with employees
Counselor	• Helps employee identify career-related skills, interests and values • Helps employee identify a variety of career options • Helps employee evaluate appropriateness of various options • Helps employee design/plan strategy to achieve an agreed-on career goal
Appraiser	• Communicates performance evaluation and assessment to employee • Designs a development plan around future job goals and objectives • Reinforces effective job performance • Reviews an established development plan on an ongoing basis
Coach	• Teaches specific job-related or technical skills • Reinforces effective performance • Suggests specific behaviors for improvement • Clarifies and communicates goals and objectives of work group and organization
Mentor	• Arranges for employees to participate in a high-visibility activity either inside or outside the organization • Serves as a role model in employee's career development by demonstrating successful career behaviors • Supports employee by communicating employee's effectiveness to others in and out of organization
Advisor	• Communicates the informal and formal realities of progression in the organization • Suggests appropriate training activities that could benefit employee • Suggests appropriate strategies for career advancement
Broker	• Assists in bringing employees together who might mutually help each other in their careers • Assists in linking employees with appropriate educational or

	employment opportunities
	• Helps employee identify obstacles to changing present situation
	• Helps employee identify resources enabling a career development change
Referral Agent	• Identifies employees with problems
	• Identify resources appropriate to an employee experiencing a problem
	• Bridges and supports employee with referral agents
	• Follows up on effectiveness of suggested referrals

Table 8.2 Potential Career Development Roles of Managers
Source: Byars & Rue 2003, p.230

8.4.3 The Employer's Role
The employer's responsibilities would depend on the number of years the employee has been with the organization. During the selection process, organizations can assist prospective employees to decide by providing realistic job previews.

Job rotations can assist employees in identifying the area that is suitable for him or her and develop career moves in that area. Besides that, career-oriented appraisals where the manager matches the person's strengths and weaknesses with a feasible career path and the required development work. A sample of an employee career development plan can be seen below.
Dessler & Tan, p.248
Figure 8.7 Employee Career Development Plan

For instance, Citicorp Trade Services (M) Sdn Bhd practices career-oriented appraisals where there is a column in the appraisal form on the development work required.

Mentoring is another way for organizations to give employees career advice. For instance, there is a mentoring program in Standard Chartered Bank where senior managers provide guidance through direction, advice, criticism and suggestions to high potential employees in order to aid their growth.

8

Mentoring

Realistic Job Preview

Figure 8.8 Employer's role in career development

8.4.4 Innovative Corporate Career Development Initiatives
Employers' corporate career development initiatives may include innovative programs such as:
a. Provide each employee with an individual budget for learning about career options and personal development

b. Offer an on-site or online career centers including a library of career development materials, career workshops and provide individual career coaches for guidance.

c. Encourage role reversal where employees work in different positions temporarily in order to identify and determine their strengths and weaknesses

d. Establish corporate campus such as Universiti Tenaga Malaysia

e. Organize "career success teams" where small group employees meet periodically and support one another in achieving career goals

f. Provide career coaches who assist employees in developing career plans and identify the skills needed to achieve the career plans.

g. Provide career planning workshops

Career planning workshop   Career success teams   Microsoft's corporate campus
Figure 8.9 Corporate career development initiatives

8.5 Factors Affecting Career Choice

When a person wants to plan his career, he must understand and learn about his interests, aptitudes and skills. Knowing his interests, aptitudes and skills will enable him to make his career choice effectively and efficiently.
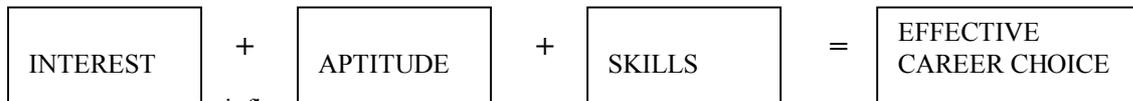
| INTEREST | + | APTITUDE | + | SKILLS | = | EFFECTIVE CAREER CHOICE |

Figure 8.10 Factors influencing career choice

8.5.1 Identify Your Career Stage

Every person will go through various stages in their career. These stages may influence one's preference for various occupations. However, it is important to note that the age ranges for each stage are intended only to show general guidelines and may differ according to situations. The main stages of this career cycle are:

DeCenzo & Robbins, p.230

Figure 8.11 Career stages

a. Growth Stage (0 to 14)

During this period, people develop their identities through interaction with friends, family and teachers. Role playing is important as children experiment with different ways of acting and see how other people react to their different behaviors. At the end of this stage, adolescents begin to think realistically about alternative occupations.

b. Exploration Stage (15 to 24)

At this stage, we try to match our interests and abilities to our occupational alternatives. College internships are tools to gauge your interest in the job. We also form our attitudes towards work (doing homework, meeting deadlines, taking or avoiding shortcuts, attendance)

and our dominant social relationship (easygoing, domineering, indifferent, likeable, and obnoxious). This stage ends when we make the transition from formal education programs to work.

c. Establishment Stage (24 to 44)
During this period, our goal is to find a suitable occupation as we continuously test our capabilities and ambitions against our initial occupational choice. The establishment stage has three sub-stages:

i. The trial sub-stage (25 to 30)
At this stage, we decide whether our chosen field is suitable and make the necessary changes if it is not suitable. For example, Phobe graduated with an Accounting degree and worked as an Auditor for six months. As she did not like the job, she decided to become a trainer.

ii. Stabilization sub-stage (30 to 40)
At this stage, we concentrate on career planning to determine the sequence of promotions, job changes and any educational activities to achieve our occupational goals.

iii. Mid-career crisis sub stage (mid-30s to mid-40s)
We reassess our progress towards our original ambitions and goals. During this period, we are faced with difficult choice about what we really want, what can really be achieved and how much must we sacrifice to achieve it. For instance, career women may need to decide whether they want to continue to climb up the corporate ladder or take care of their families.

d. Maintenance Stage (45 to 65)
A career stage in which individuals are no longer learning about their jobs nor expected to outdo levels of performance from previous years. The organization would value their judgments and varied experiences.

e. Decline Stage
The decline stage occurs as one approach the retirement age. At this stage, people learn and accept new roles such as mentoring. Some people also faced the prospect of accepting reduced levels of power and responsibility.

8.5.2 Identify Your Occupational Orientation
John Holland says that a person's values, motives and needs will determine one's career choice. His theory consists of three major components i.e.:
a. People have different occupational preferences
b. If one thinks that he is doing an important job, he will be more productive
c. One will have more in common with people with similar interests

The Holland vocational preferences model identifies six personality types of orientations i.e.
a. Realistic Orientation
Realistic oriented people are attracted to careers that involve physical activities requiring skill, strength and coordination. Examples are forestry, farming and agriculture.

b. Investigative Orientation
People who prefer thinking, organizing and understanding or in short, cognitive activities are investigative oriented. Examples include biologist, chemist and professor.

8

c. Social Orientation
People who prefer interpersonal activities. Examples include social workers.

d. Conventional Orientation
These people prefer structured, rule-regulated activities and also careers where employees will sacrifice their personal needs to the organization's needs. Examples include accountants and bankers.

e. Enterprising Orientation
These people are attracted to verbal activities aimed at influencing others such as managers, lawyers and public relations executives.

f. Artistic Orientation
These people are attracted to careers involving self-expression, artistic creations, expression of emotions and individualistic activities. Examples include: artists, advertising executives and musician.

Dessler & Tan 2006, p.253
Figure 8.12 Holland Vocational Preference Model

Most people have more than one orientation. This theory says that the more similar the orientation, it would be easier for a person to make a career choice compared to opposite orientations.

8.5.3 Identify Your Skills
Knowing your occupational orientation is not enough if you do not have the skills or ability to perform in the job. One way to identify your skills is to write the heading "Most Enjoyable Occupational Tasks I Have Had." Write a short essay that describes these tasks in detail. Review your essay and underline the skills mentioned most often.

Besides that, a person's aptitudes can be measured by a test battery such as the General Aptitude Test Battery. This instrument measures various aptitudes such as mathematical ability and intelligence.

8.5.4 Identify Your Career Anchors
According to Edgar Schein, career planning is a continuing process of self-discovery in terms of one's talents, abilities, motives, needs, attitudes and values. As we learn more about ourselves, we will realize that we have a dominant career anchor. A career anchor is a value that we will not give up if a career choice is made (Dessler 2005, p.375). The five career anchors are as follows:

a. Technical Competence
People who have a technical competence tend to remain and grow in their chosen technical fields.

Engineers   Technicians   Computer programmers
Figure 8.13 Careers requiring technical competence

b. Managerial Competence

The final goal with people with a managerial competence is a management position of high responsibility. They usually see their competencies as a combination of analytical, interpersonal and emotional competences.

Figure 8.14 Managers

c. Creativity

The people have a desire to create their own product or service bearing their name. Entrepreneurs fall under this category.

YBhg Dato Tony Fernandes   YBhg Dato Idrus Mohd Satha   YBhg Tan Sri Lim Goh Tong
Air Asia Berhad   Cosmopoint Sdn Bhd   Genting Group
Figure 8.15 Successful entrepreneurs in Malaysia

d. Autonomy and Independence

These are people who do not want to be dependent on organizations and their rules and procedures. They value their freedom and usually pursue a career as a consultants either alone or as a part of a small firm, professors, freelance writers and small business owners.
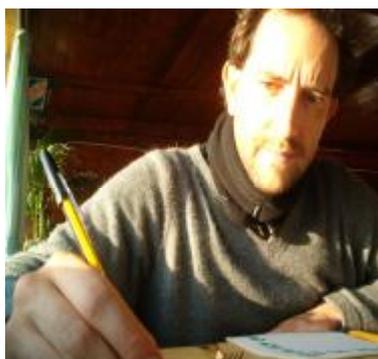
Consultant   Writer   Small Business Owner
Figure 8.16 Careers requiring autonomy and independence

e. Security
Some people value job security whereby they are willing to work for a stable income and future in the form of retirement programs and benefits. For example, people who work for the civil service.

Figure 8.17 Civil servants

8.5.5 Assess Career Anchors
The following questions will assist you in identifying your career anchors:

a. What was your major area of study (if any) in high school? Why did you choose that area? How did you feel about it?

b. What is (or was) your major area of study in the university? Why did you choose that area? How did you feel about it?

c. What was your first job after graduation? What were you looking for in your first job?

d. What were your ambitions or long-term goals when you started your career? Have they changed? When? Why?

e. What was your first major change of job or company? What were you looking for in your next job?

f. What was your next major change of job, company or career? Why did you initiate or accept it? What were you looking for? (Do this for each of your major changes of job, company or career)

g. As you look back over your career, identify the times you have especially enjoyed. What was it about those times that you enjoyed?

h. As you look back, identify some times you have not especially enjoyed. What was it about those times that you did not enjoy?

i. Have you ever refused a job move or promotion? Why?

j. Now review all your answers carefully, as well as the descriptions for the five career anchors. Based on your answers to the questions, rate for yourself each of the anchors from 1 to 5; 1 means low importance and 5 means high importance.

8.6 Making Promotion Decisions

Figure 8.18 Promotion

Promotion refers to advancement to positions of increased responsibility. Employers use promotions to reward employees for excellent performance. However, the promotion process has to be conducted in a fair manner in order for it to be a positive experience for employees and employer. The decisions that an organization needs to make in the promotion process are as follows:

a. Is Seniority or Competence the Rule?

All organizations need to decide whether promotion is based on seniority or competence. Most organizations today favor competence as they want to promote competent and talented employees who are ready to take up the challenges offered by the new jobs. However, an organization's ability to use competence as the criterion will also depend on whether the organization is subjected to union agreements or civil service requirements.

For example, union agreements may contain clauses that emphasize seniority.

b. How Should We Measure Competence?

If the organization adopts promotion by competence, how should competence be measured? Although most employers use past performance as a guide, it is not sufficient as one also needs to predict the candidate's potential for future performance. Assessment centres can be used to evaluate promotable employees with managerial potential.

c. Is the Process Formal or Informal?

If the promotion process is informal, employees may conclude that factors like "who you know" are more important than performance. Therefore, most organizations develop formal promotion policies and procedures. Employees either receive or can retrieve formal promotion policy from the organization's intranet system detailing the criteria for promotion. Job postings are posted and circulated to employees so that employees can see that promotion depends on performance.

d. Vertical, Horizontal or Other?

Promotion can also be either vertical (within the same functional area) or horizontal (in different functional areas). In a horizontal promotion, the organization can move a production employee to Finance department to develop new skills.
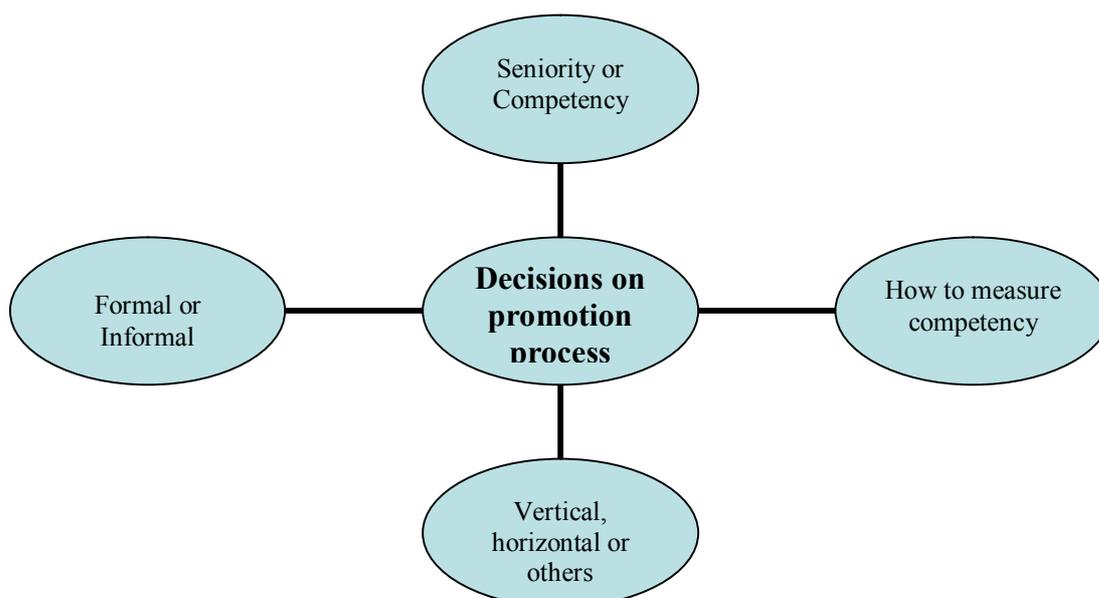
Figure 8.19 Issues that an organization needs to consider when making decisions on the promotion process

8.7 Handling Transfer

A transfer is move from a job to another with no change in salary or grade (Dessler 2005, p.360). It can be initiated by the organization or employee. Management should have clear policies regarding transfers such as the duration for a transfer request to be approved and what its ramifications will be.

Reasons for employee transfer are as follows:

a. Personal enrichment in terms of more interesting jobs

b. Greater convenience in terms of better hours, location of work and a better lifestyle

c. Greater advancement opportunities

d. To deal with personality clashes when valued employees are unable to get along with other employees in the department

Reasons for organizations to transfer employees are as follows:

a. To vacate a position

b. To fill open positions with trained employees

c. To find a better fit for the employee with the organization
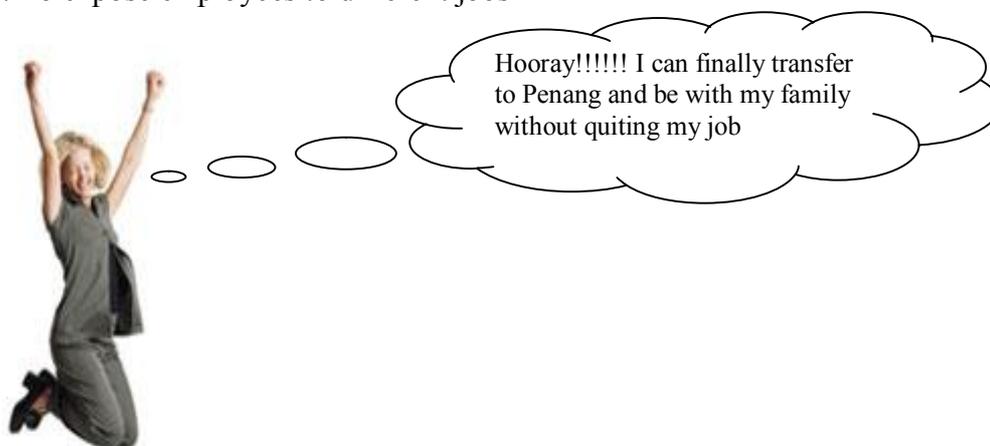
d. To expose employees to different jobs

Hooray!!!!!! I can finally transfer to Penang and be with my family without quiting my job

Figure 8.20 A lady jumping for joy upon receiving news on her job transger

For example, organizations such Unilever has a policy of transferring employees from country to country as part of their career development plan. This is to expose employees to diverse working experiences, cultures and skills required for higher positions when they return to their home countries. However, researches have revealed that frequent transfers may have a damaging effect on transferees' family life and also increase organizational cost due to high relocation costs.

8.8 Career Management and Employee Commitment

Globalization and intense competition in the 21st century have increased the pressure to increase productivity at a reduced cost for many organizations. This has driven many organizations to downsize or relocate their business operations to developing countries. As such, many employees were terminated. This has changed employees' perceptions about their employers and also the degree of loyalty towards their employers.

8.8.1 The New Psychological Contract

In the past, employees are loyal to their organizations. However, many organizations started to downsize in the 1990s', retrenching many employees. As a result, employees tend to think of themselves as a free agent. They learn as much as they can from an organization, perform well and then move on to another organization. In short, the new psychological contract is "do your best for us and be loyal to us for as long as you're here, and we'll provide you with the developmental opportunities you'll need to move on and have a successful career."

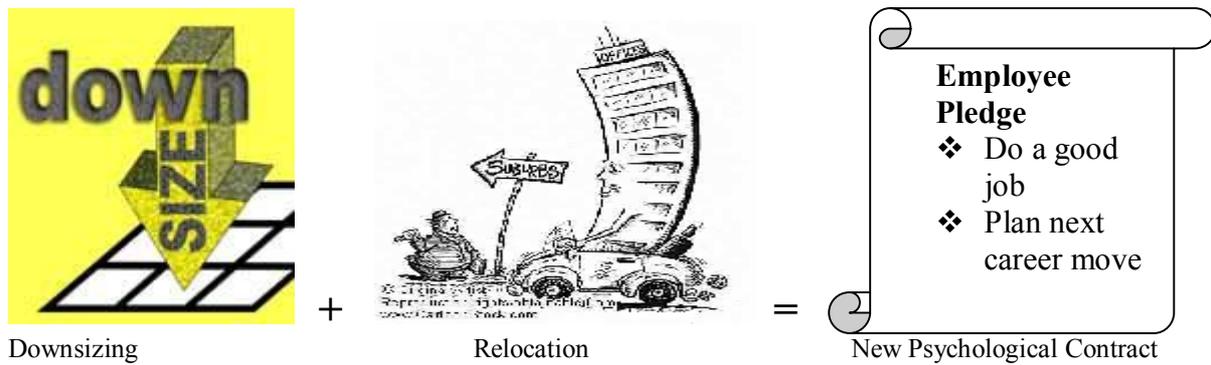Downsizing   Relocation   New Psychological Contract

Figure 8.22 Events Causing new psychological contract

What does this mean for the employers? They need to find ways to maintain employee commitment to minimize voluntary departures and maximize employee effort.

8.8.2 Commitment-Oriented Career Development Efforts

If an employer develops a good career planning and development process for employees, this would show employees that they care about employees' success, thus, increasing employees' commitment. Two ways of doing this are via career development programs and career-oriented appraisals.

Figure 8.23 Career workshop

For example, an organization can conduct a career workshop that uses a computerized skills assessment program to help employees identify career-related skills and the development needs they possess. Employees can develop their career potential as it identifies their strengths and weaknesses based on self-assessments and team assessments. Employees are also able to reimburse tuition fees to develop the skills they need to get ahead. The HRDF allows employers to reimburse training fees from the fund when they send their employees for training.

8.9 Retirement

Most employees have mixed feelings when it comes to retirement. Although they are free to enjoy their daily lives, they may get depressed for not having a job. That is why some employers conduct formal pre-retirement counseling such as leisure time counseling, health counseling, financial and investment counseling, psychological counseling, counseling for second careers outside or inside the company.
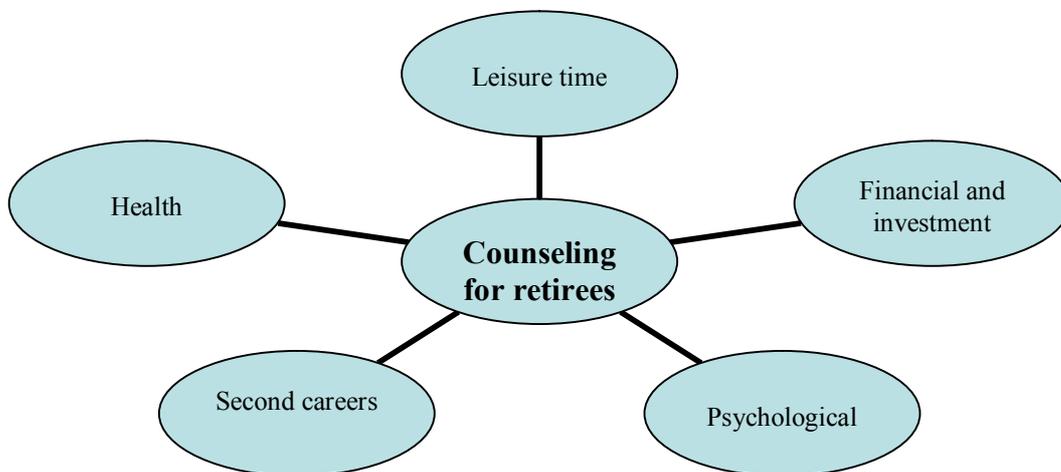

Figure 8.24 Types of counseling for retirees

As the world is facing an aging population, particularly, in the western countries, the retirement age is increasing from 55 to 65. For instance, the Malaysian Government intends to increase the retirement age to 60 for civil servants. It is also becoming a norm for retired employees to continue working for their organizations on a part-time or full-time contract basis upon retirement.

8.10 Chapter Summary

1. Career is a sequence of job positions that a person has held over his or her life.

2. Career planning is the process in which a person becomes aware of his or her personal skills, interests, knowledge, motivation and other characteristics, acquires information about opportunities and choices, identifies career-related goals, and establishes action plans to attain specific goals.

3. Corporate career development programs used to focus on the employee's future with that particular company. Today, the emphasis is more on self-analysis, development and career management to enable the individuals develop career plans and skills they will need to move on to the next step in their career, probably with another employer.

4. Individual employees, managers and the organization have a role to play in planning, guiding and developing employees' career. However, individual employees are ultimately responsible for preparing his individual career plan.

5. When making a career choice, one must identify one's career stage, occupational orientation, skills, career anchors and assess one's career anchors.

6. In making promotion decisions, the employer must decide between seniority and competence, a formal or informal system, vertical or horizontal promotion and ways to measure competence.

7. Downsizing has prompted employees to question whether they should be loyal to employers. As such, employers must develop career development plans to increase employee commitment. Career development plans include career-oriented appraisal and career development programs.

8.11 Case Study – The Mentor Relationship Turns Upside Down

"I wish I could talk this problem over with Walter," Carol Lee thought. Walter Lim had been her mentor for several years at BBD Consulting, yet now he was her problem.

Carol thought back to the beginning of her association with BBD and with Walter. She had joined the organization as a writer and editor; her job during those early years had been to revise and polish the consultants' business reports. The work brought her into frequent contact with Walter, who was a senior vice president at the time. Carol enjoyed discussing the consultants' work with him, and when she decided to try to join the consulting team, she asked for his help. Walter became her mentor as well as her boss and guided her through her successful transition to consultant and eventually partner.

At each promotion to various supervisory jobs along the way to partner, Carol cemented her relationship with her new subordinates by acknowledging the inevitable awkwardness and by meeting with each person individually or forging a new working relationship. Her career prospered, and when Walter moved on to run a start-up software publishing venture for BBD, Carol was promoted to take his place. However, his new venture faltered and the partners decided someone else would have to step in. Despite the fact that Carol was much younger than Walter and once had worked for him, she was given the assignment of rescuing the start-up operation.

Carol's discomfort over the assignment only grew as she began to review the history of the new venture. Her rescue mission was going to entail undoing much of what Walter had done, reversing his decisions about everything from product design to marketing and pricing. Carol was so reluctant to second-guess her old mentor and boss that she found herself all but unable to discuss any of her proposed solutions with him directly. She doubted that any of her past experience had prepared her to assume the role of Walter's boss and in these difficult

circumstances her need to turn the operations around would be, she felt, like "pouring salt on his wounds."

Questions

1. What is Carol's role in Walter's career development now? Should BBD have any such role? Why or why not?

2. What advice would you offer Carol for approaching Walter?

3. If Carol has to dismiss Walter, how specifically would you suggest she proceed?

4. Assume Carol has heard a rumor that Walter had considered resigning. What should she do about it?

8.12 Exercises

8.12.1 Answer the following questions

1. The lifelong series of activities that contributes to a person's career exploration, establishment, success and fulfillment is called _____.

a. organizational development

b. career management

c. career development

d. career planning

e. training

2. Jackie is working with a coach to identify her personal skills and interests. Then she plans to get information about opportunities that fit her skills and interests and set career goals for what she seeks to accomplish. Jackie is in the midst of _____.

a. organizational development

b. career management

c. career development

d. career planning

e. training

3. The human resource activity that involves providing rewards for seniority, productivity and talent is _____.

a. performance appraisal

b. compensation and benefits management

c. human resource planning

d. recruitment and placement

e. training and development

4. How do compensation and benefits with a career development focus differ from compensation and benefits with a traditional focus?

a. productivity is rewarded

b. non-job-related activities are included in those to be rewarded

c. talent is rewarded

d. time is rewarded

e. there is no difference

5. If an employer offers to add individually-geared development plans and individual goal setting, it is encouraging a career development focus to the human resource activity focused on _____.

a. human resource planning

b. training and development
c. performance appraisal
d. recruiting and placement
e. compensation and benefits

6. If an employer offers to match individuals and jobs based on a number of variables including employee career interests, it is encouraging a career development focus to the human resource activity focused on _____.
a. human resource planning
b. training and development
c. performance appraisal
d. recruiting and placement
e. compensation and benefits

7. Rachel is a nurse and she feels dissatisfied at work. What could be wrong?
a. her job may not be structured to suit her preferences
b. The employer may do things in a way that doesn't fit Rachel's style
c. nursing may not be the right occupation for her
d. her hours may be too long
e. all of the above

8. Jack is dissatisfied with work so he is considering a career change. What should Jack do before he changes his occupation?
a. consider what he wants from a job
b. compare his ideal situation to his current one
c. discuss his career goals with a role model
d. conduct informational interviews with people whose jobs interest him
e. all of the above

9. Alternative work arrangements include all of the following <u>except</u>
a. part-time work
b. flexible hours
c. on-site child care
d. telecommuting
e. job sharing

10. Michelle has asked her current supervisor, Jason, to serve as her mentor. Jason seems like a good choice to Michelle because he was promoted quickly in the company and is well respected by others. However, she feels uncomfortable discussing her weaknesses with him. This is a problem for Michelle because she would like advice on career growth. What went wrong?
a. an appropriate mentor does not have direct supervisory responsibility over the mentee
b. Jason isn't willing to commit the necessary time to Michelle's professional development
c. Michelle didn't make it clear what she expected in terms of advice
d. Michelle didn't use an agenda to guide discussion topics
e. Michelle isn't respecting Jason's time

11. Assessing interests, seeking out career information and utilizing development opportunities are all part of the _____'s role in career development.
a. individual

8

b. manager
c. supervisor
d. company
e. human resource specialist

12. Providing training and development opportunities and career information and programs are all part of the _____'s role in career development.
a. individual
b. manager
c. supervisor
d. company
e. human resource specialist

13. When Amanda interviewed for a job with the employment commission, the interview warned her that the job could be very stressful with long hours and a lot of bureaucracy. The interviewer was trying to provide _____.
a. reality shock
b. a realistic job preview
c. a disincentive
d. a challenge
e. culture shock

14. Tom meets with a group of employees from throughout the company each week. They meet at breakfast time and discuss their career goals. The company provides meeting space and sometimes provides financial support for a speaker. Tom's group is a _____.
a. corporate fraternities
b. career success teams
c. career coaches
d. therapists
e. networking clubs

15. Which of the following methods is used by most employers to predict the future performance of a candidate for promotion?
a. prior performance
b. written knowledge tests
c. assessment centers
d. seniority
e. review of supervisory-related education

16. Miranda wants to make partner at her law firm. She is worried, though, because everyone understands that 70-hour work weeks are the norm for someone striving to make partner. Miranda wants to be fair to her family as well as excel at work. To address this problem, the law firm could help by _____.
a. providing Miranda with a career coach
b. encouraging Miranda to join a career success team
c. eliminating institutional barriers that disproportionately affect women
d. encouraging Miranda to temporarily work in a different job
e. providing a career planning workshop to help Miranda determine a better occupation

COSMOPOINT

17. Women experiencing barriers to career advancement like all of those listed below <u>except</u>
_____.
a. exclusion from informal networks
b. difficulty getting developmental assignments
c. difficulty getting opportunities requiring geographic mobility
d. lack of educational opportunities
e. difficulty balancing work and family life

18. Why is it important for companies to maintain and improve employee commitment?
a. to minimize voluntary departures from the company
b. to maximize employee effort
c. to minimize costs of recruiting
d. to minimize costs of training
e. all of the above

19. _____ is aimed at helping employees ease the transition from working to retirement.
a. Pre-retirement counseling
b. Performance management
c. Retirement Planning
d. Flexitime
e. Downtime

20. Becky plans to retire from her company because she will get a nice package after 30 years of service. However, she thinks she would miss having a job so she may consider other options. What type of pre-retirement education program should she investigate?
a. explanation of social security benefits
b. leisure time counseling
c. health counseling
d. counseling for second careers outside the company
e. psychological counseling

21. Frank has earned a full retirement. However, his company will need some time to train a replacement and Frank doesn't really want to stop working completely. Frank should pursue
_____.
a. a part-time position within his company
b. leisure time counseling
c. health counseling
d. counseling for second careers outside the company
e. psychological counseling

22. What benefits accrue to an organization that works with its employees to develop their careers?

23. How can an employer best prevent reality shock?