

Assignment (OB)

SRUTHI · PS

RollNo : 59

Topic : Career Management & Talent management.

Career management

The terms career, career planning, career development and career management need classification. Career is progress on general course of action of a person in some profession or in an organisation elaborating further, career includes the specific jobs that a person performs, the kinds of responsibilities and activities that comprise those jobs, movements &

transitions between jobs, and an individual's overall assessment of and feelings of satisfaction.

A typical career progresses through five stages;

- i) entry to the organisation when the individual can begin the process of self-directed career planning.
- ii) Progress within particular areas of work.
- iii) ^{later} ~~mid~~-career when people have settled in respective areas and are planning post retirement life;
- iv) Later career ~~is~~ when people have settled in respective areas and are
- v) mid-career when people still hope to secure higher positions, while

others have already got;

v) end of careers in organisations; retired, if physically fit and well or lead a retired life dedicated to social and religious life.

The meaning of a career given above refers to its conventional approach. The traditional approach focuses on paid work. It also embodies the notion of a 'job for life' or the idea that careers are longitudinal phenomena that take place within single or limited no. of organisations.

Career Planning

it is a process whereby an individual sets career goals and identifies the means to achieve them. When the organisation intervenes in planning it becomes organisational career planning

In other words, organisational career planning is the planned succession of jobs worked out by a firm to develop its employees.

Roles in career management

There are four stakeholders in career management:

organisation

organisation play a critical role in employees career development. It is constantly required to recruit and is forced to manipulate priorities that change regularly. To remain competitive in business and attract top talent, an organisation must provide the systems & structures that support the career development needs at all levels.

Manager

If the organisation provides the suitable tools, does career development, the development-minded manager provides the support and guidance. Manager must understand the building talent for tomorrow now requires commitment to career development today and at every level.

OB Specialist

Role of OB manager is felt more in career advancements programmes than in other activities. OB specialist must align with the vision of the organisation by serving as strategic partners who can integrate business-driven solutions and a robust career development process to integrate new thinking, ignite new

strategies and behaviours and infuse into the culture of organisation. The specialist must examine key questions about policies, structures that are designed to support career development in the organisations. The list of questions are;

- * aligned with development choices?
- * Focused on future directions?
- * Driving new positive behaviour?
- * ensuring respect and inclusivity across the workplace? etc.

Employee

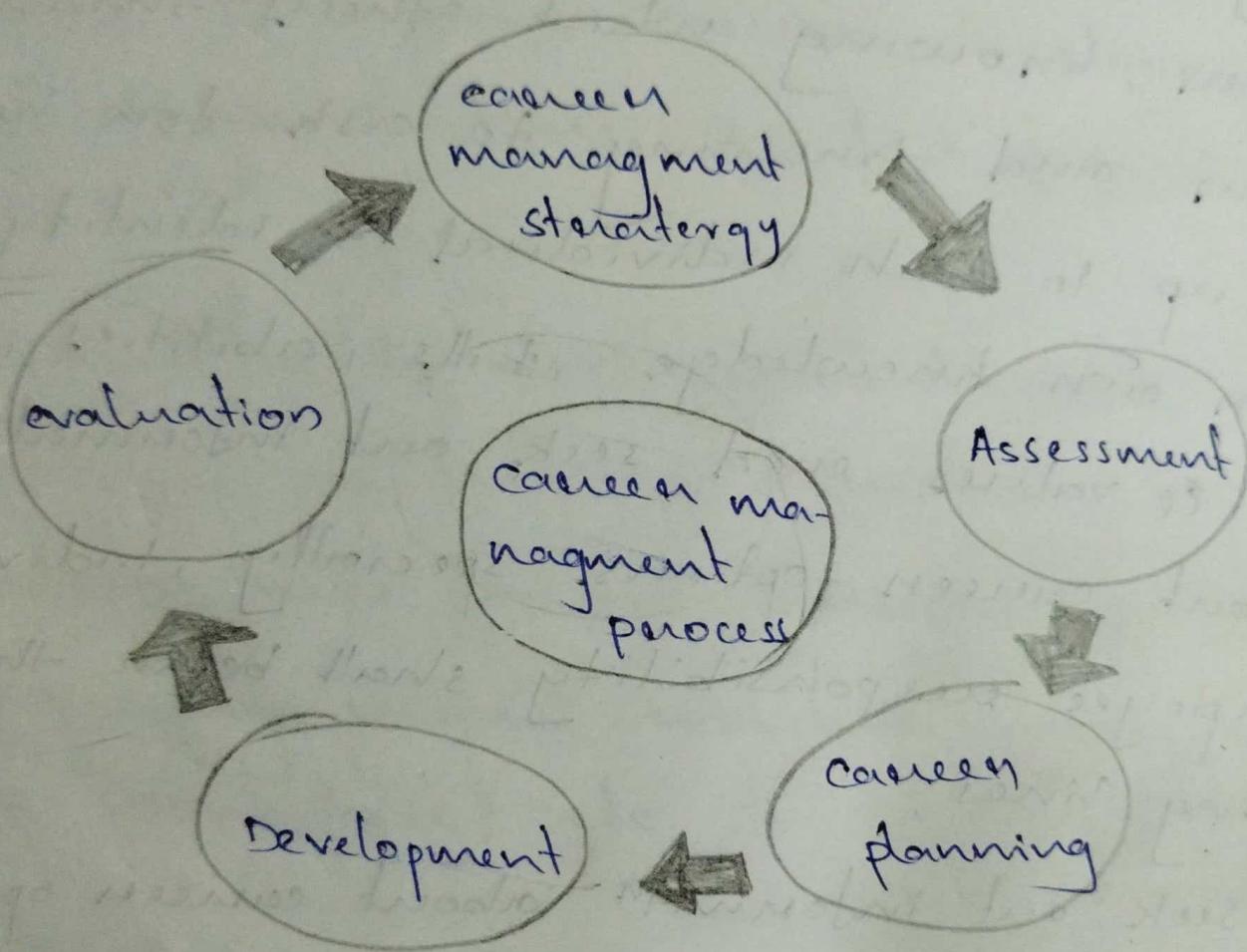
Employee cannot remain passive spectators in their own development. All the exercise that takes place in the name of career development in job employee

and they should naturally take active interest. To effective, employees must begin to manage their careers by knowing themselves, knowing what is out there, knowing what others think of them and knowing to ask for help. It is up to each individual to identify his/her own knowledge, skills, abilities, interests & values and seek out information about career options. Specially, individuals employee responsibility shall be on the following lines;

- * Seek out information about career options
- * make use of development opportunities
- * establish goals and career plans
- * Accept that career planning & development are one's own responsibility etc.

Career management Process

Career management process can be sequenced in life stages:



Career management strategy

first step in the career management process is the career strategy. A well crafted strategy should cover the followings:

- choice about the model of career development, supported self-development, corporate or career management or career partnership.
- policy of promoting from within or lateral entry from outside.
- clear paths enabling talented people to climb up the ladder.
- Have slim and processes to achieve sharing and development of knowledge
- choice b/w one-size fits all career development initiatives or flexible approaches

Assessment

Assessment is the second stage in the career management process. This stage includes activities ranging from self assessment & one made by the organisation. The purpose of this stage is to identify employees strength & weakness. Assessment also called

talent audit, helps an individual choose a career that fits her on his skills & capabilities.

planning

This phase involves determining the type of careers the employees want, identify career paths they need to choose & steps they should take to realize their career goals. It uses all the information provided by the organisations assessment of requirements, the assessment of performance & potential & succession plans & translates it into the form of individual career development programs.

Development

Development phase in the career management involves taking actions to create and increase skills to prepare for fut-

are job assignment. The most common development programmes include career counselling, mentoring, coaching, job rotation & educational assistance.

Evaluation

The evaluation of career management interventions is difficult because of problems in isolating the impact of specific activities on both the individual progression & on the achievement of organisational objectives.

Career Development Initiatives

organisation devices. and implement several initiatives in order to develop their employees careers. more significant of them are career planning workshops, career counselling, mentoring, sabbaticals, personal development plans & career workbooks.

Career planning workshops

Structured workshops are available to guide employees individually through systematic self assessment of values, interests, abilities, goals & personal development plans. During workshops, employee are made to define & match their need of Specific career objectives with the needs of the company. Generally, these workshops are designed to guide individuals to figure out their strengths & weaknesses, job & career opportunity & necessary steps for reaching their goals.

Career Counselling

Career Counselling helps employee discuss their career goals in one-to-one counselling sessions. Along with goals, other

variables identified are capabilities, interests & current job activities & performance. While some firms make counselling a part of the periodic performance appraisal, career counselling is usually voluntary. It may be provided by managers, supervisors or consultants.

Mentoring

Mentoring occurs when a more experienced person guides a less experienced person (the mentee) in acquiring competencies for professional development. Mentorship is interactive & collaborative.

Mentoring can be organised formally or can take place informally. Formal mentoring can be purpose-specific - it programs exist in many organisations. Informal mentoring springs from personal touch & lasts even after the mentor & the mentee exist.

Sabbaticals

There are temporary leaves of absence, usually at a reduced amount of pay. Periodic leaves or sabbaticals help employees in terms of refreshing their learning and rejuvinating their energies.

Secondments

A secondment involves an employee usually or manager to spend a period of time working in a different organisations - the period needs to be at least one year, or shorter. Time duration does not help the secondee learn much about higher job in a different organisations.

Personal Development plans (PDPs)

In these, employees write their own personal development plans - such develop-

ment plans. Such development plans include development needs and action plans to achieve them. A PDP could be the nucleus of a wider career plan such as setting out alternative long-term strategies, identifying one's long-term needs & setting out a plan of self-development.

Career Workbooks

These consists of questions & exercises designed to guide individual to figure out their strengths & weakness, job & career opportunity & necessary step for reaching their goals.

Talent management

The topic talent management came to prominence in the late 1990's when group of mckinsey consultants coined the term the war for talent. There are 3 interpretation for this.

First interpretation of talent management relates to all activities that helps build competitiveness of an organisations from this perspective, talent management is understood to refer to the process of attracting, selecting, training, developing and promoting employees in an organisations.

The second interpretation runs thus, talent management is the process of attracting, developing and retaining the best people.

The third interpretation is a broader approach and includes efforts to create 'pipeline' or pool of talented people and ensuring that work force development is inclusive, accessible and focussed on developing organisational capabilities.

Talent management initiatives

* Talent management strategy

As part of business strategy talent management strategy is a pre-requisite it involves estimation of the numbers and type of talent required for a coming period.

* Talent Audit

These serves 3 purposes, identify talent potential which can be leveraged for career planning & development.

Second, talent audit also helps identify those likely to quit. Third, talent audit points out leagounds who can either be trained and if it fails may be fired.

* Learning & Development

Learning and development, also called training & development, is probably the most effective way of talent building.

* Role Design

Role design should ensure that a role carries enough challenges, autonomy and responsibilities required to create role engagement and commitment.

Talent Relationship management

This refers to creating a great place to work where people are encouraged to perform and are recognised and rewarded.

Attraction & Retention policies

Attraction policies refer to external sourcing of talent. Company image, its growth potential, compensation & advancement opportunity attract people and tempt them to apply for jobs in the application.

Career management

This is an important tool for talent management, so important that career management is treated as another name for talent management.

succession planning

Succession planning refers to formulating contingency plans for the loss of employees holding key positions in the company. Typically characteristics of large organisations, succession replacement planning focuses on providing long-term development plans for individuals identified as possible successors for senior managerial positions.

Coaching

Coaching provides three benefits to an organisation:

- * provides the opportunity for line managers to share wisdom & knowledge & to create a culture that values the contributions of each & every employee

- * managers who coach have the opportunity to inspire, motivate & develop employees.
- * individuals who are coached & who coach have the opportunity to embark on a voyage of self-discovery & fulfillment.

Self - Driven

probably the most effective. Talent initiatives is the individual himself or herself. it was sheer grit and determination that ekslavyas became the greatest anchors.