

Managing Careers
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The Basics of Career Management

> Career

 The occupational positions a person has had over many years.

Career management

 The process for enabling employees to better understand and develop their career skills and interests, and to use these skills and interests more effectively.

Career development

 The lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment.

Nine Block Matrix



Exceeds performance expectations Exceeds performance expectations Exceeds performance expectations Sangat sesuai di posisi saat ini, mungkin tidak Mampu dan mau berkembang ke posisi yang Mampu, mau dan berpotensi untuk memiliki aspirasi untuk pengembangan karir lebih kompleks di level yang sama dan dapat berkembang dalam tanggung jawab yang lebih Exceeds dipromosikan 1 level dalam waktu 3-5 tahun · Mampu bertanggung jawab di posisi baru besar dan kompleks, potensi untuk dengan level kompleksitas yang serupa · Memungkinkan untuk maju ke level yang dipromosikan 2 level dalam waktu 3-5 tahun. Expectations lebih tinggi Sangat kompeten di posisi saat ini Sangat kompeten di posisi saat ini Menjadi role model di posisi saat ini. Sangat kompeten di posisi saat ini Menjadi role model di posisi saat ini · Menjadi role model di posisi saat ini SME and Mentor to others Stretch Upward. Stretch Upward. 8 9 Develop as Successor Develop Successor to Role Develop as Successor Performance (2 Jahun terakhir) Meets performance expectations Meets performance expectations Meets performance expectations · Mampu, mau dan berpotensi untuk Sangat sesuai di posisi saat ini, mungkin tidak Mampu dan mau berkembang ke posisi yang lebih kompleks di level yang sama dan dapat memiliki aspirasi untuk pengembangan karir. berkembang dalam tanggung jawab yang lebih · Mampu bertanggung jawab di posisi baru dipromosikan 1 level dalam waktu 3-5 tahun besar dan kompleks, potensi untuk Meets dengan level kompleksitas vang serupa Kompeten di posisi saat ini dipromosikan 2 level dalam waktu 3-5 tahun Expectations Kompeten di posisi saat ini Memegang peran penting dengan hasil kerja Kompeten di posisi saat ini Memiliki performa stabil dalam area kerjanya yang konsisten Memegang peran penting dengan hasil kerja atau kompleksitas yang dihadapi saat ini vang konsisten. Stretch Laterally. Stretch Upward. Keep in Place. 4 6 Develop Successor to role Develop as Successor Develop Successor to role Too early to assess performance Below performance expectations Below performance expectations Kurang kompeten di posisi saat ini Kinerja tidak konsisten atau mengecewakan and/or competence Apabila tidak ada perbaikan/peninekatan Kurane kompeten di posisi saat ini Kemungkinan karyawan yang sedang setelah dilakukan pengembangan, Karyawan ini mungkin masih baru dalam beradaptasi dengan posisi baru Does Not organisasi sebaiknya mengambil tindakan posisi ini namun sepertinya tidak dapat Memungkinkan untuk diberikan tanggung Meet beradaptasi dengan baik jawab lebih dengan kinerjanya saat ini Expectations Peningkatan kineria sangat dibutuhkan Hasil kerja yang sangat baik di masa depan setelah proses adaptasi di posisi saat ini Execute Short-Medium term Short term Improvement Plan -Execute Short-Medium term 3 KPI specific Improvement Plan Improvement Plan

Low Medium High

Value for the Organization

- Ensures needed talent will be available.
- Improves the organization's ability to attract and retain talented employees.
- Ensures that minorities and women get opportunities for growth and development.
- Reduces employee frustration.
- Enhances cultural diversity.
- Promotes organizational goodwill.

Definition

- Pattern of work-related experiences that span the course of a person's life.
- Reflects any work, paid or unpaid.
- Broad definition helpful in today's work environment where employees and organizations have diverse needs.



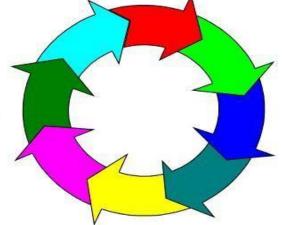
Value for the Individual

- Individuals' external career success is measured by criteria such as:
 - progression up the hierarchy, type of occupation, long-term commitment, and income.
- Internal career success is measured by the meaningfulness of one's work and achievement of personal life goals.



Value for the Organization

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- 4. Reduces employee frustration.
- Enhances cultural diversity.
- 6. Promotes organizational goodwill.



- Career Development versus Employee
 Development
 - Career development looks at the long-term career effectiveness and success of organizational personnel.
 - Employee training and development focuses on performance in the immediate or intermediate time frames.

Individual versus Organizational Perspective

- Organizational career planning –
 Developing career ladders, tracking careers, providing opportunities for development.
- Individual career development –
 Helping employees identify their goals and steps to achieve them.

Definition



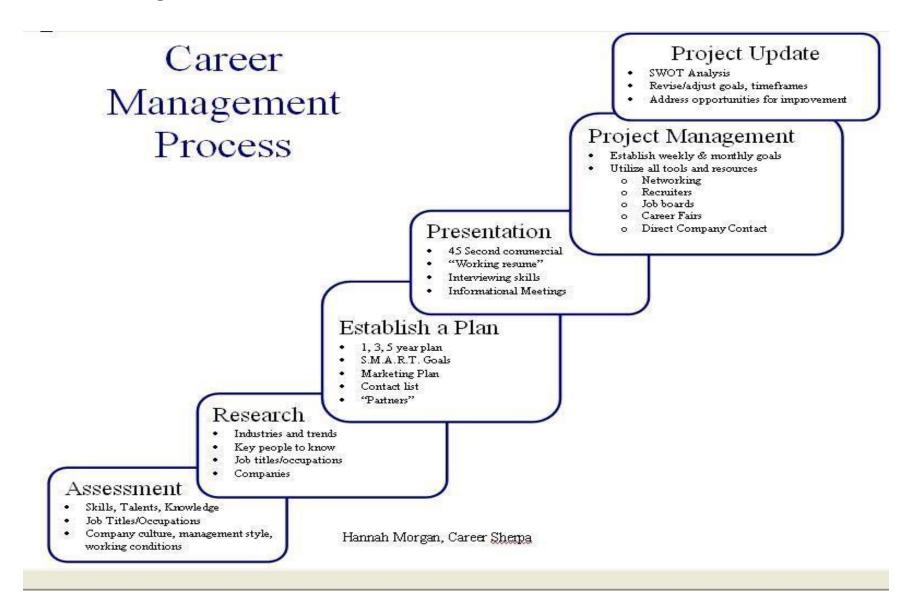
- > The occupational positions a person has had over many years.
- Cara yang mewujudkan pencapaian dan perolehan wewenang/kekuasaan melalui suatu proses waktu (Liu et al., 2015).
- > Hasil kerja dan psikologi positif yang terakumulasi yang dihasilkan pengalaman kerja seseorang (Ganiron, 2013)

Choosing a Mentor



The Basics Of Career Management





Career Management and Employee Commitment

- Commitment-oriented career development efforts
 - Career development programs
 - Career workshops that use vocational guidance tools (including a computerized skills assessment program and other career gap analysis tools) to help employees identify career-related skills and the development needs they possess.
 - Career-oriented appraisals
 - Provide the ideal occasion to link the employee's performance, career interests, and developmental needs into a coherent career plan.

<u>The Basics of Career</u> Management



Career Planning

The deliberate process through which someone becomes aware of personal skills, interests, knowledge, motivations, and other characteristics; and establishes action plans to attain specific goals.

Careers Today

- Careers are no simple progressions of employment in one or two firms with a single profession.
- Employees now want to exchange performance for training, learning, and development that keep them marketable.

Innovative Corporate Career Development Initiatives



- Provide each employee with an individual budget.
- Offer on-site or online career centers.
- Encourage role reversal.
- Establish a "corporate campus."
- Help organize "career success teams."
- Provide career coaches.
- Provide career planning workshops
- Utilize computerized on- and offline career development programs
- > Establish a dedicated facility for career development
- Managing Promotions
- Making promotion decisions

The Employer's Role in Career Development



- Realistic job previews
- Challenging first jobs
- Career-oriented appraisals
- > Job rotation
- > Mentoring
- Networking and interactions

Dimensions



Eby dan Butss (2003):

- internal competitiveness
- perceived external competitiveness of an organization
- career satisfaction

Liu et al. (2015):

- > career satisfaction
- perceived organisational competitiveness
- perceived external organisational

Ganiron (2013):

- ➤ fringe benefit → remunerasi now-pension
- > Promotions
- career satisfaction
- > job satisfaction

Atribut Employability Skills



Kemampuan pemecahan masalah (problem solving)

- Mengidentifikasi permasalahan serta menggali informasi yang relevan dengan permasalahan
- •Mendefinisikan permasalahan yang akan dicarikan solusinya
- •Mengevaluasi berbagai alternatif solusi serta mengurutkannya
- •Mengambil keputusan atau mengambil tindakan berdasarkan kriteria yang sudah ditetapkan
- Melihat konsekuensi atas putusan yang diambil
- •Menerapkan solusi yang telah diputuskan serta memeriksa hasilnya
- •Memecahkan permasalahan secara mandiri

Atribut Employability Skills



Kemampuan mengelola diri sendiri (self-management)

- Bertanggungjawab terhadap tindakan yang diambil
- Membuat rencana kerja secara sistematis
- •Melaksanakan rencana kerja secara konsisten
- •Bersikap tenang dalam menghadapi situasi penuh tekanan
- •Melakukan evaluasi diri dan mengupayakan perbaikan guna peningkatan kinerja
- •Memiliki keyakinan akan kemampuan untuk menyelesaikan pekerjaan
- •Mengelola berbagai sumberdaya yang dimiliki untuk menghasilkan unjuk kerja terbaik

Thank You

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