



CAREER COUNSELLING **MODULE 6** CAREER DEVELOPMENT AND GROWTH

YOUTH EMPLOYMENT AND ENTREPRENEURSHIP SKILLS (YEES) PROJECT

UNDP Timor-Leste

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Learning objectives

Definitions of training and development

Performance management and performance goals

Organization goals and development goals

Different Career development and training approaches



Learning Objectives



Discuss the steps in the development planning process



Explain the employees' and company's responsibilities in planning development



Discuss current trends in using formal education for development



Relate how assessment of personality type, work behavior, and job performance can be used for employee development



Learning Objectives



Explain how job experiences can be used for development and suggest a job experience to match an employee's development goal or need



Identify the characteristics of an effective mentoring program



Describe the succession planning process and how the nine-box grid is used



Design an effective on-boarding process

Career Development is Key



Helps managers understand their strengths, weaknesses, and interests

Helps managers **expand responsibilities** to meet their growth needs

Increases retention of valuable managers

Ensures employees have needed competencies

Helps increase employee engagement

Development & Training



Development refers to learning experiences that help employees grow and prepare for the future



Development often involves voluntary learning not tied directly to the current job



Training is related to the current job and typically required



Training Needs Analysis - TNA

- Also known as a training needs assessment
- It is a process that organizations use to determine the gap between the current and desired knowledge, skills, and abilities of employees.
- The process in which the company identifies the training and development needs of its employees so that they can do their job effectively.
- A process of understanding the training needs of employees by identifying performance gaps and determining where the gaps can be closed by building skills and knowledge.



Performance management

- ▶ Looks at the present and future of the employee, and what can be done to help future performance and meet future goals
- ▶ Focused on the development and training of an employee, and how that can benefit both the employee and the company.
- ▶ It involves planning, monitoring, developing, rating, and rewarding



Organization goals

- They are strategic objectives that a company's management establishes to outline expected outcomes and guide employees' efforts towards achieving them.
- While strategic goals are the long-term objectives of your organization, operational goals are the daily milestones that need to be reached to achieve them.



Organizational goals...continue

- When setting strategic goals, think of your company's values and long-term vision, and ensure you're not confusing strategic and operational goals
- Organizational values are a set of core beliefs held by an organisation. They act as guiding principles that provide an organisation with purpose and direction and set the tone for its interactions with its customers, employees and other stakeholders.



Performance goals



Achieving individual goals of employees along with organizational objectives.



Also, enhance the skills and personal development of employees through the managers' help.



Additionally, encourage work that helps in fulfilling business goals.



Development goals

- ▶ Targeting acquiring new abilities, skills, and knowledge to facilitate an employee's personal and professional development.
- ▶ Development goals are long-term goals that focus on achieving a desired outcome.
- ▶ Focus on the individual level, helping employees achieve their aspirations. However, these often align with the organization's ultimate goals.



Careers

Traditionally, careers have been described in a variety of ways:

- ▶ as a sequence of positions held within an occupation
- ▶ in the context of mobility within an organization
- ▶ as a characteristic of the employee—one's career





The Protean (Self Driven) Career

A protean career is based on self-direction, whereby one's career is driven by the person vs. the organization

A key goal in protean careers is to achieve psychological success

Employees need to develop new skills rather than rely on static knowledge

Boundaryless Careers

Today's careers are
"boundaryless"

Boundaryless means
that individuals identify
more with a job and
profession than an
employer

Most employees are
unlikely to stay at one
company for their
entire career or even
for a significant portion



Development Planning



Self-assessment—identifying opportunities and areas for improvement



Reality check—identifying what needs are most realistic to develop



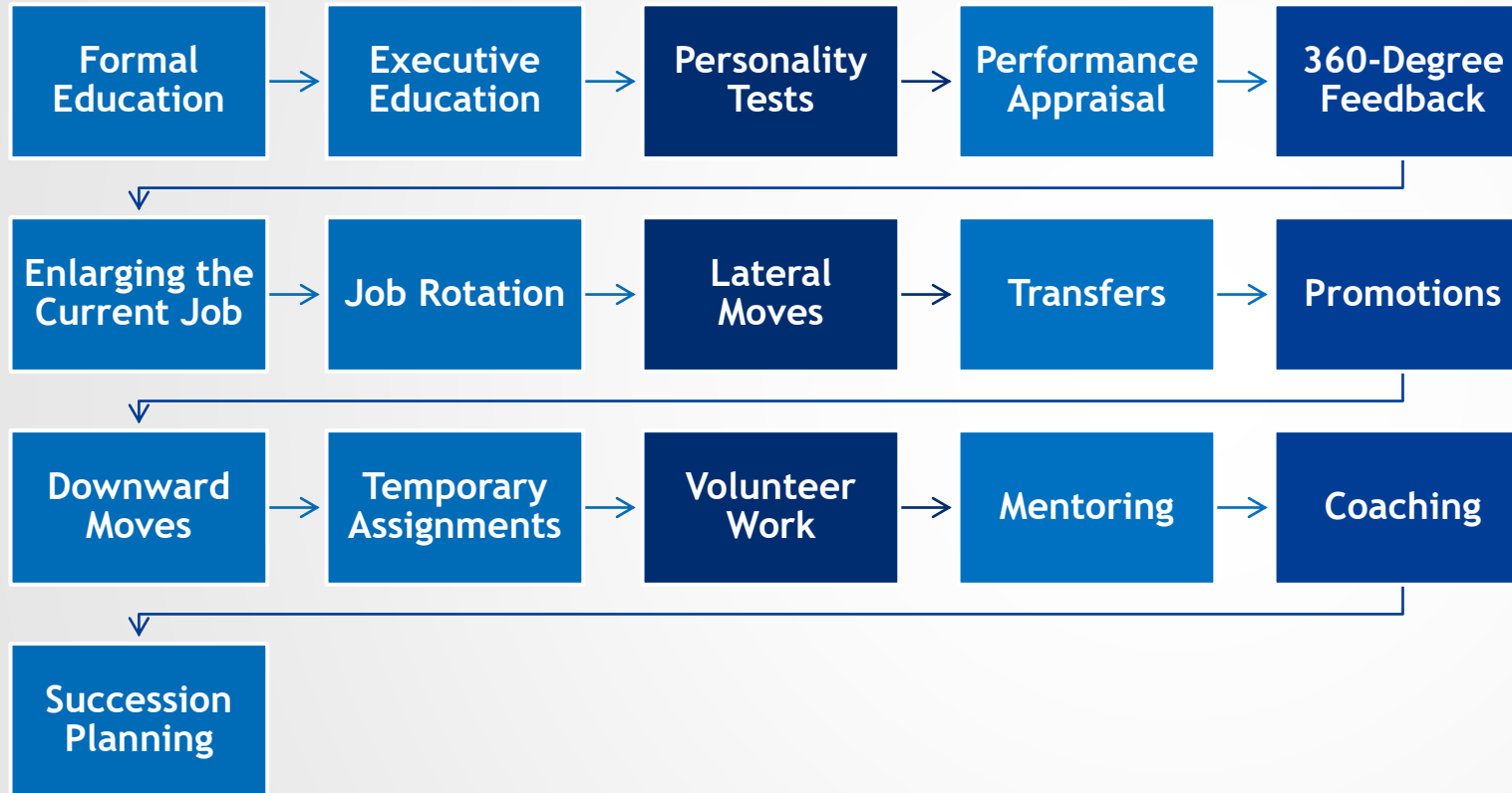
Goal setting—establishing goals to focus development efforts



Action planning—creating a plan to determine how goals will be achieved



Approaches to Development



Formal Education



Formal education may take many forms

- on-site or off-site programs tailored specifically for a company's employees
- short courses offered by consultants or academic institutions
- on-campus university programs

Many companies provide tuition reimbursement



Executive Education



Includes executive MBA programs and specialized curricula on topics such as leadership, entrepreneurship, and global business



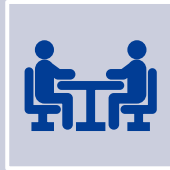
Blended learning is common



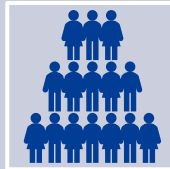
Educational institutions have begun offering in-house, customized programs



Assessment



Involves collecting information and providing feedback about behavior, communication style, and skills



Assessment may help:

- identify managerial potential
- identify strengths and weaknesses of members in teams
- self-awareness



NEO Personality Inventory

- ▶ The Big Five personality dimensions:
 - ▶ emotional stability (relaxed, non-worrier)
 - ▶ extraversion (sociable, outgoing)
 - ▶ openness (willing to try new things)
 - ▶ agreeableness (friendly, polite)
 - ▶ conscientiousness (hardworking, detail oriented)



Myers-Briggs Type Indicator



Identifies 16
personality types based
on preferences for:

introversion (I) or
extraversion (E)
sensing (S) or intuition
(N)
thinking (T) or feeling (F)
judging (J) or perceiving
(P)



Each personality type has implications
for work habits and interpersonal
relationships



360-Degree Feedback



Feedback is obtained from subordinates, peers, customers, managers, and employees themselves

Individual's complete questionnaires rating the employee on several different dimensions

Benefits of 360

- ▶ There are many benefits of 360:
 1. Feedback is obtained from multiple perspectives
 2. Employees gain a better perspective of their strengths and areas for improvement
 3. These systems help to formalize the feedback process



Job Experiences

Most development occurs through job experiences

Development most likely occurs when employees are given “stretch” assignments

Job experiences perceived as positive stressors challenge employees and stimulate learning



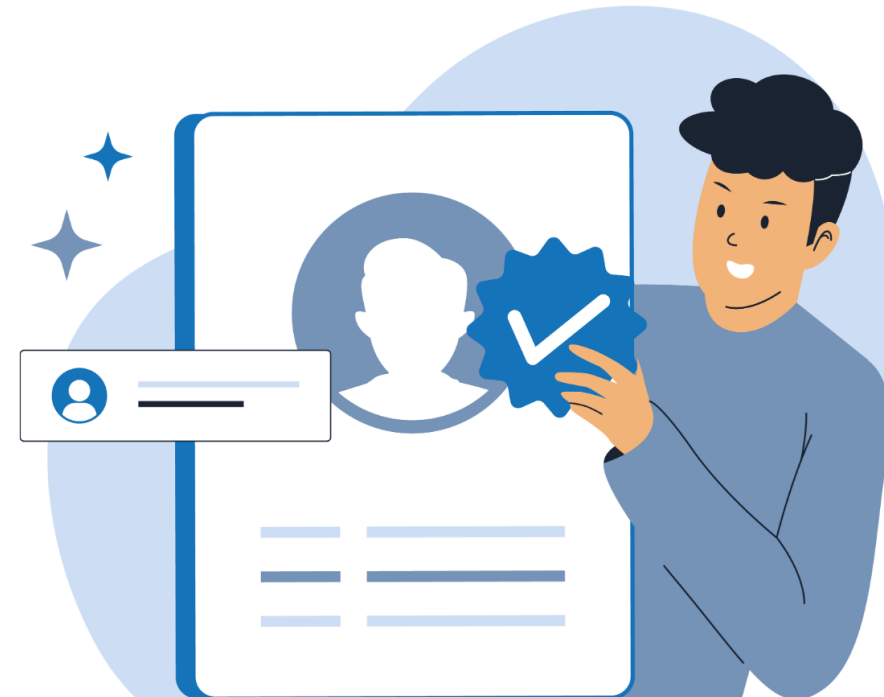
Enlarging the Current Job

Job enlargement involves adding challenges and new responsibilities to the current job



“Two-in-a-box”

Enlarging jobs by giving two managers the same title and responsibilities and allowing them to divide work as they see fit



Job Rotation & Lateral Moves



A series of assignments in different functional areas of the company or within a single functional area



Job rotation helps employees gain an overall appreciation of the company and develop a network



Lateral moves help retain employees who want new experiences



Temporary Assignments and Volunteering

Temporary assignments involve exchanging employees so companies can better understand each other

Community volunteer assignments may provide opportunities to learn new skills



Transfers, Promotions & Downward Moves



A transfer involves reassigning an employee to a different area of the company



A promotion involves advancement to a position of greater responsibility and authority



A downward move involves a position with less responsibility

Mentoring

Involves an experienced, senior employee helping to develop a less experienced one

Helps socialize new employees, develop managers, and provide opportunities without regard to race and gender

Most relationships develop informally, but some companies have formal programs



Protégé (Mentee) Benefits

Benefits for protégés include:

- ▶ career support
- ▶ psychosocial support
- ▶ skill development
- ▶ higher rates of promotion
- ▶ higher salaries
- ▶ greater organizational influence





Formal Mentoring Programs

Select	Carefully select mentors
Make	Make participation voluntary
Ensure	Ensure the process does not hinder informal relationships
Match	Match based on how the mentor's skills can meet a protégé's needs
Clarify	Clarify roles and expectations
Specify	Specify a minimum amount of contact time
Encourage	Encourage continued relationships

Coaching

A peer or manager who works with an employee to develop skills, motivate, and provide feedback

A coach can play three roles:

developing high potential managers

helping employees learn for themselves

providing valuable resources



Succession Planning

Identifying, developing, and tracking employees who can move into different positions



Key benefits

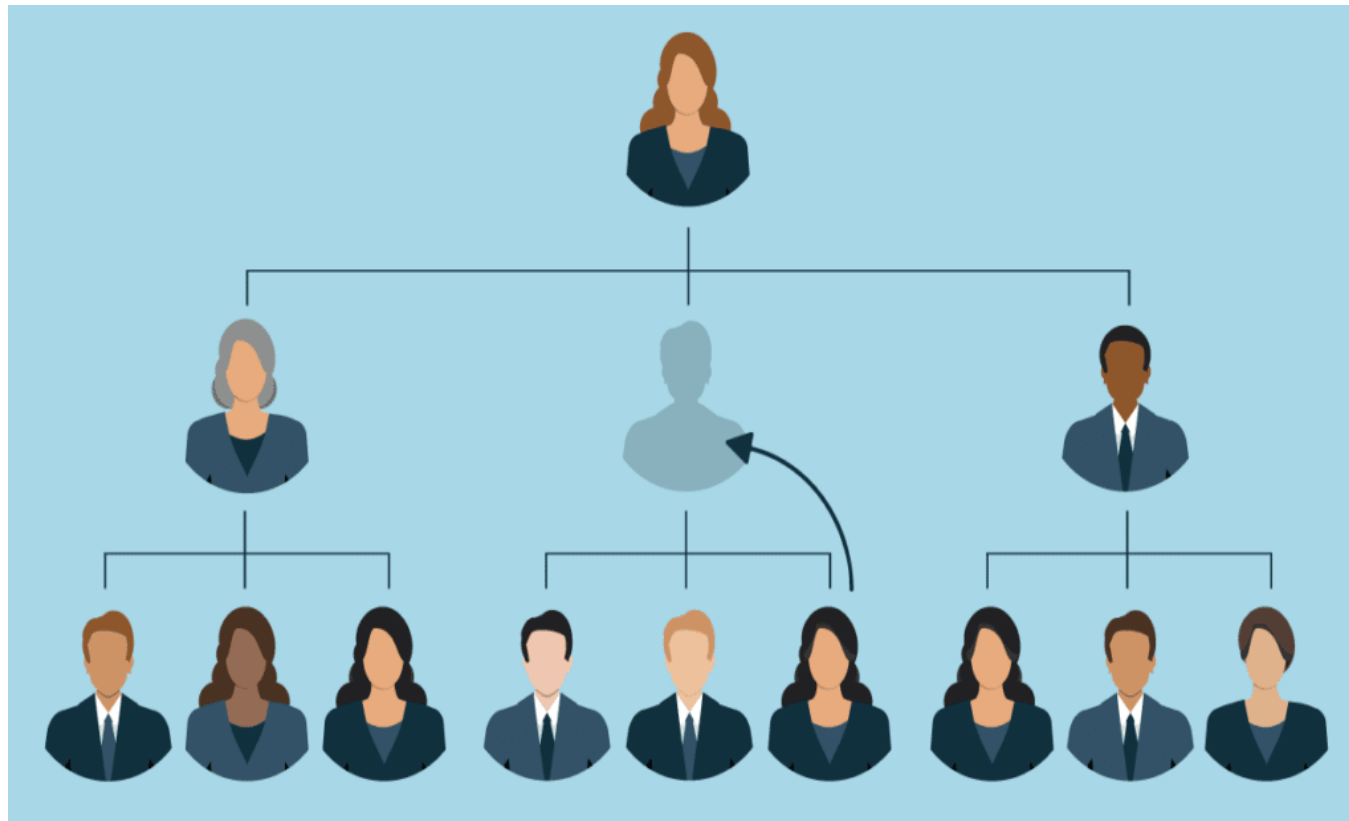
prepares future
leaders and builds
“bench strength”

minimizes
disruptions when key
employees leave

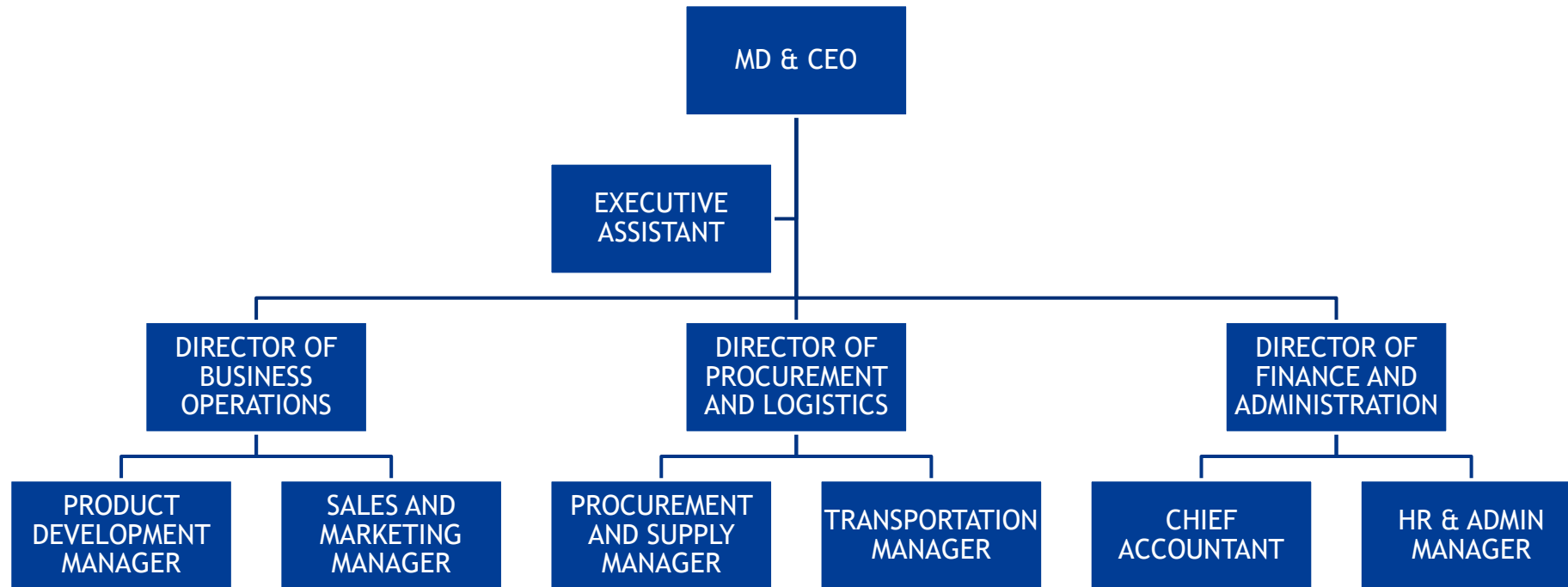
helps plan
development
experiences

attracts and retains
employees

Succession plan chart



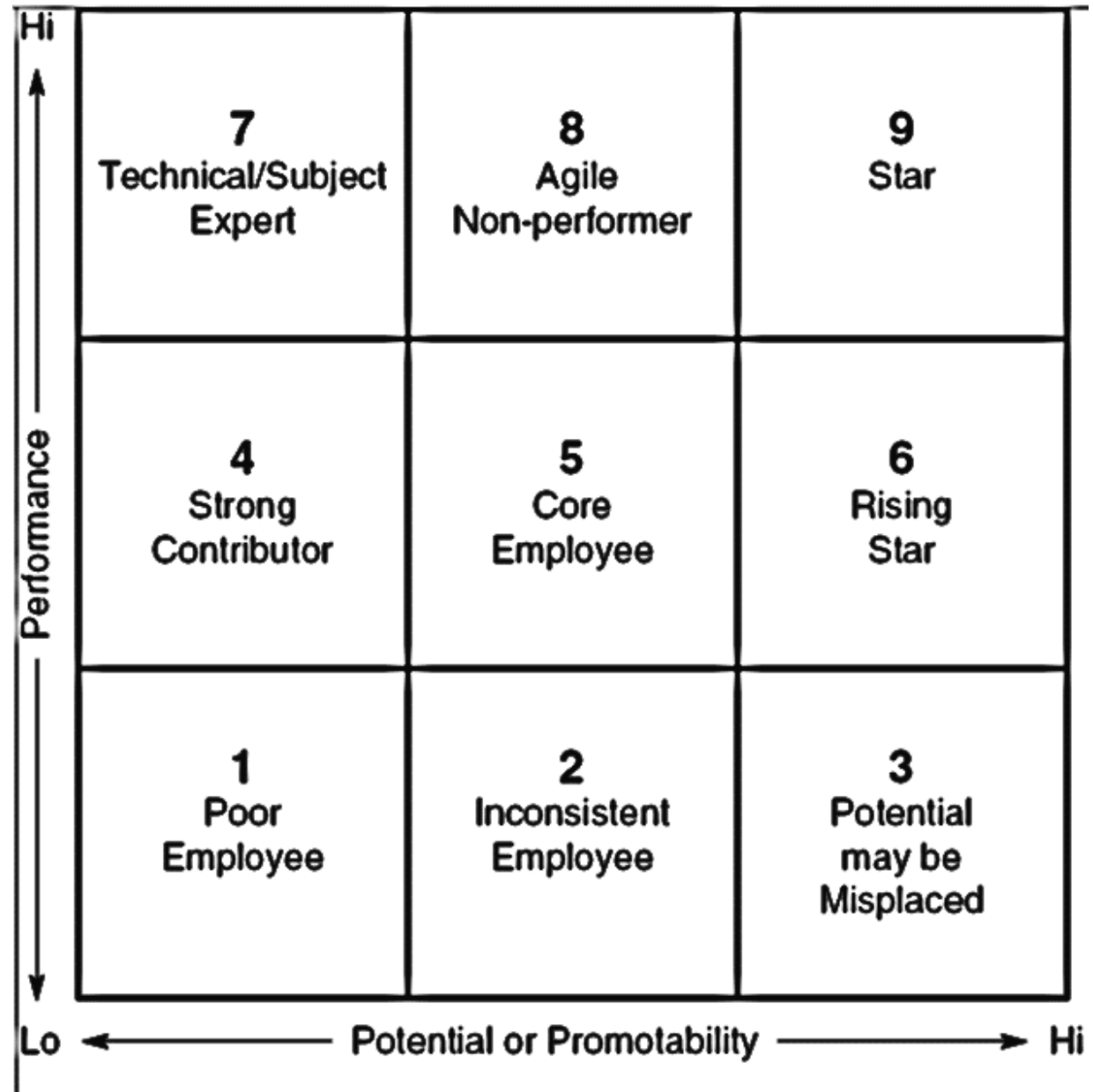
Succession plan chart 2



THE 9 BOXES GRID

- The 9-box model, also known as the 9-box grid, is a tool used to analyze, display, and compare employee work performance and potential.
- This user-friendly performance map is a talent management tool that helps HR and managers effectively identify leaders and strategically prepare employees for future roles.

Nine Box Grid



Using the 9-Box Grid for Succession Planning

- Once critical roles have been identified, leaders must begin thinking about current members of their organization who can be prepared to step into these roles.
- Leaders should consider multiple individuals at varying stages in their development towards a role.
- It is also important to identify and develop employees who can fill successors' roles once they move up in the organization.
- Leaders should focus on developing top talent to prepare them for their future roles.





Should
performance
and potential
results be
public?

Advantages

- employees may stay because they understand promotion prospects
- employees who are not interested may communicate their intentions

Disadvantages

- employees not targeted may become discouraged and/or leave

Onboarding and Induction process



Compliance—legal and policy-related rules and regulations



Clarification—job and performance expectations



Culture—company history, traditions, values, and norms



Connection—developing formal and informal relationships



Effective Onboarding

Focus on technical and social aspects of work and organizational culture

There is active involvement and employees are encouraged to ask questions

This is interaction between new hires and seasoned employees

Managers are involved

There is follow up at different points during the first year



Probation period

- A trial period for checking job fit of the new hire
- Observing and assessing the suitability of the newly recruited employee to the job
- Depending on the longevity of the employment contract, the probation period can be from 3 months to one (1) year.
- The employee is expected to demonstrate desirable behavior, abiding to work ethics and organisation values, working relationships and outstanding performance of their duties and responsibilities
- It is a period of learning and adaptation for the new employee



Class Activity

Reflection questions on career development and management

- Mentoring
- Coaching
- Succession planning
- Performance feedback
- Protean career
- Executive learning
- Personality assessment



THE END

KOICA

