Career System

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Why Is Career Development Necessary?

Proses yang terus menerus dilakukan organisasi untuk mengembangkan dan memperkaya SDM sesuai kebutuhan organisasi dan karyawan

Career stages:

Apprenticeship/establishment

Advancement (30 – 45)

Maintenance (midcareer crisis)

Strategic Thinking/retirement phase

Important needs:
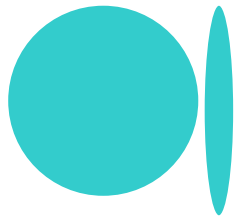
Safety, security, physiological

Achievement, esteem, autonomy

Esteem, self-actualization

Self-actualization

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Steps in the Career Management Process

- Self-assessment ──┐
                     ├── Career Exploration
- Reality check ─────┘

- Goal Setting ──── Development of Career Goals

- Action planning ──── Career Strategy Implementation

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Career Exploration

- Where and what: elicit information about environment (opportunities), self (values, orientation, strengths, weaknesses), focus (power, reward, benefits, security, etc)
- How (does information being gathered): systematic, random
- How much: frequently, seldom
- Positively related to willingness to participate in development activities and frequency of developmental behavior

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Development of Career Goals

- Preference for a specific occupation, job, or type of organization in which to work
- Positively related to willingness to participate in development activities and frequency of developmental behavior, and job performance

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Career Strategy Implementation

- How to achieve a career goal: participating in a mentoring relationship, self nomination, building networks, participating in expertise development

- Frequency of use of career strategies will be positively related to managers' ratings of employees' performance

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Who Is Responsible for Career Development?

Organization

Employee

Manager

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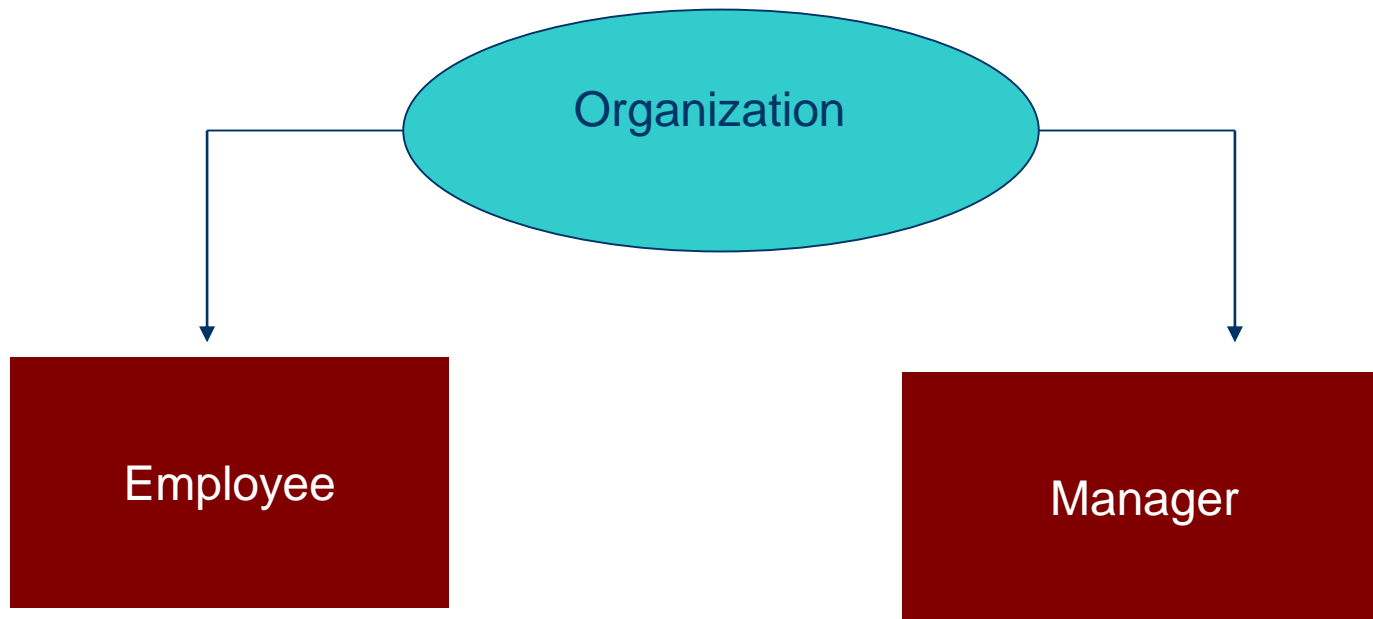
Example of a Self-Assessment

- Step 1: where am I?
- Step 2: who am I?
- Step 3: where would I like to be and what would I like to happen?
- Step 4: an ideal year in the future
- Step 5: an ideal job
- Step 6: career by objective inventory

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Design Factors of Effective Career Management Systems

- System is positioned as a response to a business need
- Employees and managers participate in development of the system
- Employees are encouraged to take an active role
- Evaluation is ongoing and used to improve the system
- Business units can customize the system for their own purposes

- Employees need access to career information sources
- Senior management supports the career system
- Career management is linked to other HR practices such as performance management, training, and recruiting systems

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Career-Related Myths Held by Employees

- There is always room for one more person at the top
- The key to success is being in the right place at the right time
- Good subordinates make good superiors
- Career development and planning are functions of HR personnel
- All good things come to those who work long, hard hours

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- Rapid advancement along a career path is largely a function of the kind of manager one has
- The way to get ahead is to determine your weaknesses and then work hard to correct them
- Always do your best, regardless of the task
- It is wise to keep home life and work life separated
- The grass is always greener on the other side of the fence

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Career-Related Myths Held by Managers

- Career development will raise expectation
- We will be overwhelmed with requests
- Managers will not be able to cope
- We do not have the necessary systems in place

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Classifying Managerial Careers

Current Performance

Likelihood of Future Promotion

	High	Low
High	Solid citizens (effective plateauees)	Stars
Low	Deadwood (ineffective plateauees)	Learners (comers)

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Boundaryless Career Concept

- Different meanings: physical mobility (objective concept), psychological mobility (protean/subjective concept)

	Low	High
High	Quadrant 3	Quadrant 4
Low	Quadrant 1	Quadrant 2

Psychological mobility (vertical axis)

Physical mobility (horizontal axis)

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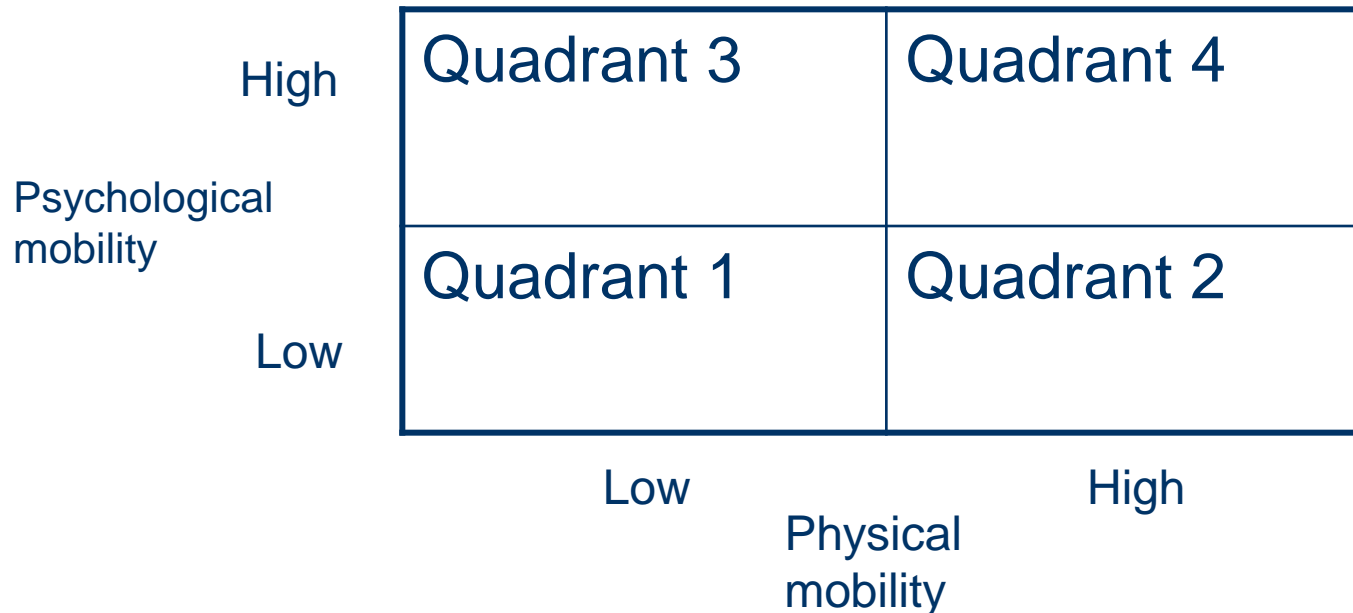
Boundaryless and Career Competencies

- Career competencies: three different ways of knowing; knowing-why (motivation and identity), knowing-how (skills and expertise), knowing-whom (relationships and reputation)

- Career competencies: positively related to mobility

- Gender: men and women differ in priority

- Cultural: individualistic differs from collectivist

- Individual: individual orientations differs from collectivist orientations

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Protean Career

- Protean: values driven, and self-directed in personal career management
- Protean: being driven by the person, not the organization
- Protean: based upon individually defined goals, encompassing the whole life space
- Protean: being driven by psychological success rather than objective success
- Protean: it is mindset about the career, an attitude toward the career that reflects freedom, self-direction, and making choices based on one's personal values

Protean Career "Typology"

	No	Yes
Yes	Rigid	Protean (Transformational)
No	Dependent	Reactive

Values driven

Self-directed career management

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Protean and Boundaryless Combinations: Career Profile

Self-directed	Value driven	Psychological mobility	Physical mobility	Archetypes
Low	Low	Low	Low	Lost/trapped
Low	High	Low	Low	Fortressed
Low	Low	Low	High	Wanderer
Low	High	High	Low	Idealist
High	Low	High	Low	Organization person
High	High	High	Low	Solid citizen
High	Low	High	High	Hired gun
High	High	High	High	Protean

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Perbandingan Karir Tradisional dan Karir Protean

Dimensi	Tradisional	Protean
Tujuan	Promosi, kenaikan gaji	Sukses psikologis
Kontrak Psikologis	Keamanan karir	Kemampuan dipekerjakan
Tanggungjawab Karir	Perusahaan	Individu
Pola	Linear dan menuntut spesialisasi	Spiral dan transitori
Keahlian	Know-how	Learn-how
Pengembangan	Pelatihan formal	Pengalaman kerja

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Perbandingan Sistem Karir Tradisional dan Sistem Karir Baru

Dimensi	Tradisional	Baru
Organisasi	Birokrasi	Jaringan kerja
Peran	Generalis	Spesialis, multi skills
Kompetensi	Operational related	Teamwork, development
Penilaian	Input	Output
Kompensasi	Pekerjaan	Keahlian
Mobilitas	Vertikal	Lateral
Manajemen Karir	Paternalistik	Self-managed

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