Special Challenges in Career Management

Overview
- Socialization
- Dual career paths
- Helping plateaued employees
- Work-life conflict
- Dealing with older workers

Socialization
- *Organizational socialization* is the process by which new employees are transformed into effective members of the company.
- *Orientation* plays an important role for socialization:
  - Prepare employees to perform their jobs effectively
  - Learn about the organization
  - Establish work relationships

Why Socialization?
- Leads to increased commitment and loyalty
  - This reduces turnover.
- Motivates employees by aligning their goals with company goals
- Strengthens organizational culture

Organizational Culture
- The set of values, guiding beliefs, understandings, ways of thinking, and norms shared by members of an organization
- A cognitive framework consisting of assumptions and values shared by organization members.
- A common perception held by the organization’s members; a system of shared meaning.
The Strength of Culture

- **Depth**: The degree of agreement among members about the importance of specific cultural values, beliefs, norms (i.e., how many people agree & how strongly)
- **Breadth**: The number of cultural elements (values, beliefs, norms) on which there is agreement

Cultural Elements

- **Hidden elements**:
  - Values about what is important
  - Assumptions & beliefs about what is true
  - Attitudes toward others and issues
  - Norms about appropriate & inappropriate behavior

- **Visible elements**
  - Symbols
  - Rituals and ceremonies
  - Language and slogans
  - Heroes
  - Stories

Dual-Career Paths

- A *career path* is a sequence of job positions involving similar types of work and skills that employees move through in the company.
- Value professional employees.
- The *traditional career path model* has limited advancement opportunities for those in the technical career path.

Traditional Career Paths

What is a Dual Career Path?

- Technical vs. management path
  - Compensation
  - Performance based
  - Managerial potential
Plateauing

- Plateauing means that the likelihood of the employee receiving future job assignments with increased responsibility is low.
- How does plateauing influence motivation, satisfaction, commitment, etc.?
- Who is more likely to plateau?
- Why does plateauing occur?

Helping Plateaued Employees

- Understand reasons for plateau
- Training and development
- Career counseling

Skills Obsolescence

- What is obsolescence?
- What occupations is it more relevant to?
- In which career stage is it more likely to occur
- How can it be avoided?

Factors Related to Updating Skills

- Manager
  - Provide Challenging Work Assignments
  - Encourage Employees to Acquire New Skills
  - Emphasis on Continuous Learning
- Peers
  - Discuss Ideas
  - Share Information
- Reward System
  - Pay for New Ideas
  - Pay for Employee Development
- Sabbaticals
- Company Climate
- Pay for Employee Development

Balancing Work and Life

- Increasing number of two-career couples and single heads of households
- Managing employees who are simultaneously meeting the needs of both work and family.
- Training managers administering and overseeing the use of work-life policies

Types of Work-Life Conflict

- Types of conflict
  - Time-based
  - Strain-based
  - Behavior-based
  - Work-family vs. family-work conflict
- Helping employees minimize conflict
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