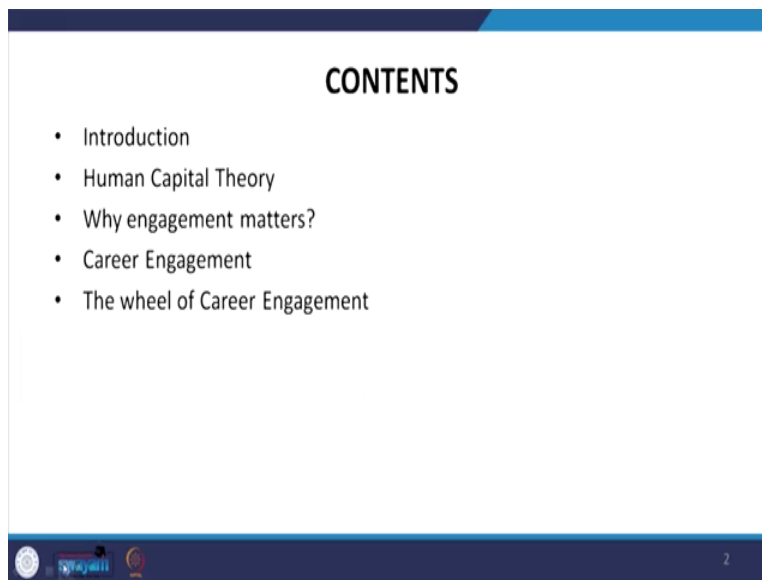


Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture 26
Career Management - 1

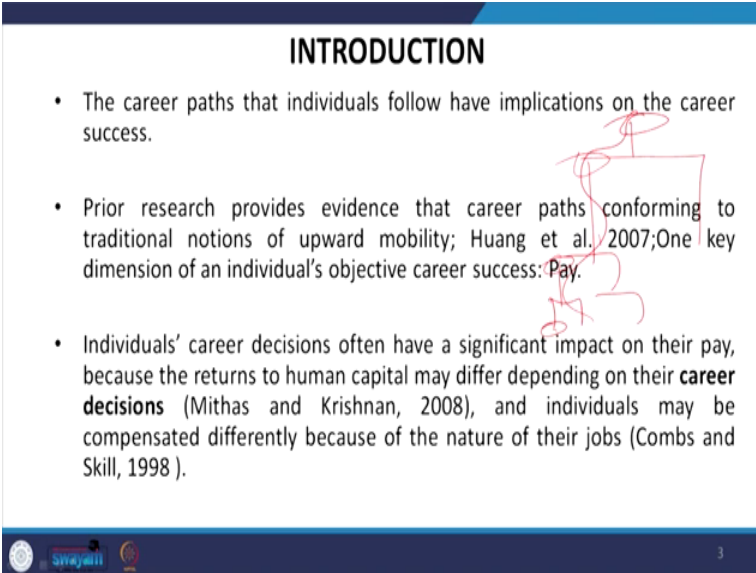
In this session I will like to discuss about the Career Management. And then there are the different aspects of the career management. How we are going for this career management?

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The introduction and then what are the human capital theory about the career management. Why engagement matters? Career engagement and the wheel of the carrier engagement.

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INTRODUCTION

- The career paths that individuals follow have implications on the career success.
- Prior research provides evidence that career paths conforming to traditional notions of upward mobility; Huang et al., 2007; One key dimension of an individual's objective career success: Pay.
- Individuals' career decisions often have a significant impact on their pay, because the returns to human capital may differ depending on their **career decisions** (Mithas and Krishnan, 2008), and individuals may be compensated differently because of the nature of their jobs (Combs and Skill, 1998).

Now, it is becoming very-very important that is the whenever, we are talking about the career management, there we have to consider the path that path which we want to use and that individuals follows on the implication of their success. And therefore, this topic becomes very-very important to the MSID because when you are talking about the career management, MSID it is the not only mediating but it is a moderating.

It is the moderating phenomena because they are, they will be taking you the towards the successful career. So, therefore, if you are having the good interpersonal relationship and that is a part of your career management and you cannot ignore it. Prior research provides evidence that carrier paths confirming to the traditional notions of upward mobility and therefore whenever, we talk about the career management, so naturally it will go to the.

In the hierarchy when we are talking about the hierarchy. So, in this hierarchy whenever we want to go up in the ladder, right, so then it becomes very much important that is the, we are going through this particular hierarchy and in this hierarchy when talk about the career management, so naturally the objective will be to reach here.

And if you want to reach here and you are either at this position or you are other at this position or you are either at this position, then in that case definitely from these positions to these

positions you have to select a path, a path has to be there. And naturally you are, everybody would like to make this particular path very smooth.

So, therefore, it is the already when we talk about the career manage, career then definitely the traditional notions of the upward mobility. So, from this path to the this path is there. If we are going by this, there is upward mobility then definitely it will be becoming a career management. And the key dimensions of an individual's objective career success and then that is the pay.

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Now, here we have to also understand the promotion. Whenever we are talking about the promotion, from suppose this level to this level, example, so what it increase? The first and foremost is that is the roles and responsibilities. We have to be very sure that we are enhancing and the level of the roles and responsibility that is increasing.

For example, if a is here and then when he is promoted to the position of X, then the role and responsibility of the a is definitely or limited as compared to the roles and responsibilities of the x and therefore this is to be there. Second essential is the designation. In the case of the designation this particular, naturally it is an upward mobility. So, if upward mobility will be there so designation will change.

For example, it is the assistant manager so here you will find the deputy manager, deputy manager to manager, manager to maybe the DGM, DGM to GM, GM to vice president. So, it

will be upward mobility will be there and in this upward mobility you will find that is roles and responsibilities and designation both are changing. The third factor which is also very important and that is the pay.

So, when we are talking about that increase, increasing the upward mobility then definitely there will be increase in the pay also is expected, and therefore when these all parameters are there then definitely we will say that is the individual's objective is career success. But what do you think that is the career management is necessary for every individual. Or there may be some employees, they may not look for the career management.

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And here I would like to match the career management with the personality. Because in the personality you will find, I have talked about earlier PJF - Personality Job Fit. So, somebody may shift from the industry to academia, so that personality maybe there or vice-versa or then otherwise there will be the upward mobility will be like that particular individual in career management.

In many organizations I have seen that is the people are not interested in upward mobility that is in the career management because as soon as they go for the upward mobility, and then their personal responsibilities; like for example, children's education and that is getting affected. If

that is getting affected by taking the promotion then the person will refuse, refuse to upward mobility.

He will neglect upward mobility. He will not be interested in the upward mobility and then definitely he will never regret for that because that is a personality. So, career management with the personality and one more dimension I would like to connect with the career management and that is the motivation. Some personalities will be highly motivated for the career management and some personalities may be totally demotivated for the career management.

So, it will become very-very difficult to generalize it because I feel that is the and the literature support is also there, that is the career management that depends on so many variables, I will keep on talking further and therefore, in that case that is a, whether it is a personality which will give importance to the career management.

Upward mobility, there may be the certain personalities which may not be motivated and they may not go for the upward mobility by choice. Chance is a different constraint but I am talking about the even by choice of the individual employee they may not go into this career management practices. Now, what will be the challenges and all? That I will discuss later on in further slides.

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Individual's career decisions often have a significant impact on their pay, because the returns to human capital may differ depending on their career decisions is there, and individuals may be compensated differently because of the their nature of jobs are there. So, therefore, always not necessarily that we talk about in the terms of the quantity produced by the individual.

There may be the service output also and therefore, then that will be the qualitative parameters for the upward mobility. And it in individual's career decision and then this type of the returns on human capital. What is human capital? Human capital is the knowledge, attitude, scales, and habit, KASH. So, if there is a return to human capital that KASH may differ depending on their career decisions.

What level of knowledge they are having? What type of attitude they are having? What type of skills they are developing? And what type of the habits are there? So, if this type of the issues are there then definitely in that case may be compensated differently because of the nature of their jobs. So, if it is a manufacturing then definitely in that case that will be affecting, if it is service industry, accordingly it will be affecting.

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HUMAN CAPITAL THEORY *Value addition*

- Human Capital means the skills, knowledge and experience possessed by individual or population, viewed in terms of their value to an organisation.
- Human capital theory suggests that obtaining a **fit between one's human capital** investment (all labor are not same and that quality of employees can be improved if we invest in them) and the **job requirements** generates rewards in terms of higher pay (Ang et al., 2002; Slaughter et al., 2007) which leads to engagement. *unskilled, semi-skilled & skilled.*

NATURE OF JOB AND COMPENSATION

- The nature of the job held may also **influence one's level of pay** due to the roles performed, responsibilities held, or power wielded and the engagement of an individual in an organisation (Combs and Skill, 2003).

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I would like to relate here this human capital theory. As I mentioned that is human capital means the skills, knowledge and experience possessed by the individual or the population viewed in terms of their value to an organization. So, naturally every employee is creating the value

addition. So, that value addition will be done on the basis of possessed by the individual or the population.

Human capital theory suggest that obtaining a fit between one's human capital investment, that is labor are not same and that quality of employees can be improved if we invest in them and therefore, in that case that is the, this particular fit between the humans capital investment and then the quality of employees, it can be improved if we invest in them and that, and job requirements generates rewards in terms of higher pay.

And therefore, in that case there will be the naturally the job requirements which will be the higher pay job requirements that will be developed. For this purpose it leads to the engagement of the employees. Nature of job and compensation. The nature of the job held me also influence one's level of pay and due to the roles performed, responsibilities held, or the power wielded and the engagement of an individual in an organization.

And therefore, it becomes very-very important that is this whatever the you are making the fit between the job and human being and therefore creating these job requirements, and finally, when you are influencing one's level of pay, because you are having the fitness, fitness of the job and person human being. And therefore, in that case you will find this is a fit person job fit.

And when the person job fit, naturally that is making the job requirements, the job requirement and that is influencing one's the level of pay and naturally this will become the nature of job and compensation. Normally we are talking about the three types of the job, unskilled job, semi-skilled and skilled. This type of job requirements are there.

And therefore, that may also influence one's the level of pay, so naturally when we are talking about the unskilled job, so job payment will be less and as compared to the semi-skilled where the only the skills are required, qualification may not be necessary and the skilled jobs where the qualification and the skills, both are required. So, due to the, their roles, performance, responsibilities held here, their power wielded and engagement of individual in an organization, and that will decide about the one's level of pay.

So, if we decide the HR manual on for the compensation to the different positions, so naturally we have to talk about, that it is the whatever is fitness, whatever is job requirement and then what

will be the pay of the individual and on basis of this you will find that is the we are deciding about the pay level of the employees.

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The slide footer includes a logo and the number "4".

Now, whenever we are talking about the engagement of the employees, why there is so much engagement is becoming important? So, first is the boost the productivity and the contributions are there. So, this engagement which is the basis on the, like we see here we are talking about the person job fit, then we are talking about the job requirements and then we are talking about the pay and promotion suppose.

So, this productivity, they boost the productivity because there is a relationship between the personality, there is relationship with the job requirements and there is a relationship between the pay and promotion. So, as a result of which we the contribution, the contribution of the employee of that particular organization that will enhance.

Because of that they are becoming so personal job fit and the job requirements are there. Enhances the work life satisfaction and therefore, in that case, that is also another an index, index is the life satisfaction. So, when we talk about the work life and when we talk about the personal life or individual life, so here we are talking about the satisfaction.

And the satisfaction is created with the help of the work life and the satisfaction is created with the personal life, but naturally here the dimensions will be different, and here the naturally the dimension will be different. So, when you want to increase the productivity and that increase in the productivity and then the work and life enhancement that is a satisfaction that is becoming very-very important.

The third aspect into the engagement matter is that is the strengthening the optimism or hope and this optimism and hope I have already discussed with you in my previous session on the optimism and we have talked about that is the higher is optimism higher is the managerial effectiveness and in that psychological capital, when we have talked about that is the hope, optimism and resilience, then in that case definitely this particular aspect of the optimism and hope that becomes a very-very important.

In this case, now because the personality and job requirements are matching and therefore, what is hope is, hope is that is the yes, there will be the enhancement in the productivity. So, in that case it became that is the, how there will be the positivity? There will be positive emotions and this positive emotions will create the optimism and hope.

Similarly, when we talk about this particular aspect in the terms of these happiness, and or in the terms of the interpersonal relationship and naturally this will be also making the more in case of the optimism highly, high hopes from the work, or very highly positive attitude and therefore as a result of which you will find that is the this returns the skilled workers, retention that will be the maximum.

But one thing more I would like to add into this particular framework that is the, whenever we are talking about this maximum retention of the employees and now a days because as you have seen, this particular, now when we are talking about these studies, these studies for example, 2002, 2007, 2003, so these studies are almost 10 to 15 years old. And therefore, in that case if we connect it the today, then in today you will find, that is the retention. Retention of employee is really a question for some industries it is, but for many industries it is not.

Then what to do? So, I feel personally that there is no need for making the forceful retention, rather than it should be the maximum output in the life period in that organization. So, therefore, maximum output for whatever the years the employee has worked in that organization and then, that particular period, that employee should be able to give maximum output for whatever the number of years he has worked in the organization.

But the another dimension which has been mentioned here, that is, yes, if he is satisfied and happy at the workplace definitely he will be continuing in the organization more. But nowadays we find that is the only not the happiness at the workplace, but the growth and the visualization of oneself in that organization that is becoming also very-very important.

So, therefore, when we talk about the employee engagement, so in employee engagement this becomes an important aspect, that is we are having the boost in the productivity or the contributions and then the enhances work or life satisfaction, strengthening optimism and hope and the restraint, this is return this is a skilled workers at the workplace and then as a result of which you will find that is the we are talking about engaging the workers more and more.

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CAREER ENGAGEMENT

- Career engagement is defined as **the emotional and cognitive connection** to one's career. It is a state where one is focused, energized, and able to derive pleasure from life's activities.
- Career engagement focuses on the dynamic **interaction between challenge** (i.e., level of difficulty; stimulating, fascinating, and invigorating activities) and **capacity** (i.e., skills, resources, relationships, conflicts).
- Career engagement is defined as the degree to which an individual is proactively unveiling different career behaviors in order to augment his or her career, is therefore of great theoretical and practical importance (Hirschi, 2014).
- It is a state in which one is focused, energized, and able to derive pleasure from activities linked to work and other life roles (Neault & Pickerell, 2011).

The slide includes a handwritten diagram with arrows pointing from the text to a central point, and the words 'Challenges' and 'Pickers' written in blue ink.

So, how we will define the career engagement? Career engagement is defined the emotional and cognitive connection. This is becoming very-very important to one's career, so therefore unless and until there is no emotional connect, then definitely there will be no point in this particular aspect of the career engagement. It is a state where one is focused, energized and able to derive pleasure from life's activities.

So, for him job is not a burden, rather than job is a game, job is a joy, job is a place where he wants to contribute more, he wants to spend more time at the workplace, he enjoys his work place basically, so when we talk about there the one very much focused, energized and is able to derive the pleasure form life's activity then definitely he is involved into the career engagement.

Career engagement focuses on the dynamic interaction between the challenges that is the level of difficulty, stimulating, fascinating, and invigorating activities and definitely in that case it is the, there will lot of challenges at the work place. I always keep on talking that is the uncertainty is more than certainty at the work place and there is more uncertainty there will be more challenges, and if there are more challenges, then definitely there will be the level of difficulty will be more.

But it is not the question that is how much force you are having from the other side. It is important that is what capacity, skill, resource, relationship they are creating the restraining

force. So, this force and restraining force, that is becoming very-very important, so therefore, in that case if you go that is this particular force is becoming the more in case of these understanding for the purpose of this driving force.

So, these are the driving force and there, but these are the restraining force. So, naturally in this diagram we find that is the driving force is more than, is less than the restraining force is there, but if in the case, that is the driving force, that is becoming the more dynamic as compared to the restraining force and therefore, in that case you will find that is, these are the driving force and these are the restraining force.

So, restraining force as smaller as compared to the driving force. So, therefore, this capacity that is the of an individual that is the skills, resource, relationship and conflicts, this one is much-much higher as compared to the challenge, this is a challenge is there. So, when challenge is dominated by the capacity, so whatever the big challenge is there, but the capacity is bigger than the challenges.

Dear friend that is about the career management. In the career management if you want to climb upwards, it is becoming very-very important and that is the how do you face and the handle the challenges. Because please understand upward mobility like trekking, it is having the lot of challenges, challenges for men power, challenges from machine, challenge from money, managing the money, challenges of the market.

Challenges of the minutes that is the time management, so lot of challenges are there. But the question arises, how you are able to handle those challenges with the your skills, level of skills, like the modern skills. If you are not updating your skills it will be very much difficult, so you have to update your skills and whenever you are having the updation of your skills, definitely you will be able to dominate the challenges with the help of your skills.

Similarly, the resources, men, machine, material, money, method and minutes, so these resources that that you have to use and that you have to manage with the managerial functions, roles, and skills and then if you are able to manage your resources, your capacity is again strengthen. And next is relationships. What type of relations do you have?

And if you are having the strong relation, interpersonal relationship at workplace you will be able to cope up with that stress, able to accept that challenge and able to show your capacity because your interpersonal relationship at the workplace is very strong. So, you have a team, you have the good advisors, you have the good followers, and therefore, in that case there will be no barrier to stop your growth. So, therefore, in that case that is becoming the relationship.

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- Career engagement focuses on the dynamic **interaction between challenge** (i.e., level of difficulty; stimulating, fascinating, and invigorating activities) and **capacity** (i.e., skills, resources, relationships, conflicts). *Composure*
- Career engagement is defined as the degree to which an individual is proactively unveiling different career behaviors in order to augment his or her career, is therefore of great theoretical and practical importance (Hirschi, 2014). *Avoidance Accommodate*
- It is a state in which one is focused, energized, and able to derive pleasure from activities linked to work and other life roles (Neault & Pickerell, 2011).

Next is about the conflicts. For conflicts I would like to talk about one model and that model talks about the conflict management strategies. How the conflict management strategies are there? Conflict management strategies are therefore in that case either you having the there, the avoidance strategy. So, when you are having the low concern for yourself, and high concern, low concern for others, concern for self and concern by others and then there will be the avoidance is there.

When you are having the high concern for yourself and the low concern by others, what you would like to do? You will not like to fight with that particular person. So, you would like to accommodate. So, accommodate strategy that will work. But when the other person's concern is high, and my concern is low, what I will do? I will compete.

When other person's concern is high and my concern is also high and then how will I will do, I will collaborate. But if it is not possible to collaborate, it is not possible to compete, what I will

do, I will compromise. Now, dear friends when you want to maintain the relationships here and you want to resolve the conflict and then this will be the conflict resolution strategies.

If a conflict resolution strategies are matching with you are the issue concern and then definitely that and you are master, master of the conflict management, then in that case definitely the whatever the challenges are there because you are a smart negotiator, so you negotiate, you are a very highly skilled person, so you will demonstrate your skills.

When you are having enough resources to fight that challenge so there will be no problem and the relationship with the others at your workplace and that is also very-very strong so then definitely in that case the career engagement that will be the much better as compared to the others. So, what is the message is there, that is the, if you want to build the career management, you should have the strong relationship, you should have the high capacity to meet your challenges.

Because to grow, climb, to go upward, upward mobility is not possible without challenges, so there will be challenges and it will not possible that is the without showing you, having the high capacity to meet those challenges and that one of the capacity is the relationships and conflict management with others.

Naturally while the skills and resources are the management, but when I talk about the relationships and conflicts so I am talking about the interpersonal dynamics. And therefore, I am sure that is those who are having this particular type of the capacity to interact, interaction between the challenges and that will be becoming a strong resources.

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Handwritten notes: 5, 1
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Career engagement is defined as a degree to which an individual is proactively unwilling different career behaviors, so in order to augment his and her career is therefore of the great theoretical and practical importance is there. So, therefore, many times we have to be very protective. For example, when we are talking about the industry 4.0, then definitely in that case that type of the skills, knowledge and attitude and habit is required to work in to the industry 4.0, then it will be proactive.

Because it will take time in India to become the 100 percent industrial revolutions are 4.0. So, therefore, what is important? Important is this that is the you are becoming proactive. Please read about the industry 4.0, please understand, what capacity will be required by industries from an employee. What level and what type basically, not only the level, what type of the knowledge and skills will be required and not only the knowledge and skills in the competency but it is the attitude and the behavior habits what you are practicing.

If you are practicing proactively for developing that particular knowledge and ability then definitely in that case you will be coming the more successful and as a result different carrier behaviors in order to augment his or her career and then you can go further for your career. Is therefore, of the great theoretical and practical importance.

So, when we talk about the theoretical importance you have to list down that knowledge, skills and ability required and for the next 5 years and then you have to develop or cope up with this. So, if this is the challenge, this will be the strategy. If this is a challenge this will be the strategy and like this. So, you will find that it is becoming very-very important that is the, you first able to visualize.

If you are able to visualize the challenges and if you are enough alert with proactive and mature competence and therefore there will be no challenge. When challenge will be there, you will be able to fight with the challenge and you will win over the challenge, because you have already develop your competency. And then when you are developing this, so naturally you are becoming the more successful person.

The last point which I would like to mention in the career engagement in definition and concept. It is a state in which one is focused, energized, and able to derive pleasure from activities linked to work in other life roles. A very-very important point is there. That is the, it is the your energy to attend your goal, so goal is well-defined in the sessions, I am talking about that is the there is energy is there and they have in the focus.

And then definitely the joy, the pleasure, the happiness which from the work which you do, so like you are learning some skills and then when you are able to implement practically those skills what will be your reaction, your reaction will be a great joy, a full of joy, "I did it!" Last session I talked about "I can" optimism, "I can" "I will" and then here I am talking about "I did it."

So, dear friends I am sure that is the by learning and by understanding your challenges and developing your capacity, you will be able to plan your career and manage your career and link to the others life roles also, others will also follow and you yourself will be having a pleasant time in your life at the workplace. Thank you.