CHAPTER 9

Encouraging Individually Directed Career Development

# Chapter objectives (C.O.)

This chapter will help you respond to the following objectives:

C.O.1: Examine the new boundary-less career where employees have no set career path.

C.O.2: Compare organizational and individually directed career development

C.O.3: Apply a career development planning perspective for a boundary-less career

## C.O.1: Examine the boundary-less career where employees have no set career path

As employers contracted out their services and reduced the size of their workforces to reduce costs, a new set of expectations or psychological contract emerged where employees could no longer expect to work in one organization for their whole career. The new contract suggested that individuals had to be responsible for their careers and that involves a less structured sequence of jobs across different occupational, organizational, and geographical boundaries. If a ‘career’ articulates a person’s unique vision and sense of self-worth, career development describes the way people manage and structure their career paths within and outside organizations.

## C.O.2: Compare organizational and individually-directed career development

Career related continuous learning (CRCL) encourages you to be proactive in setting self-development goals and engaging in development activities. Mentor-protégé and peer relationships can assist career development by focusing on sharing and confirmation of values and beliefs; emotional support; learning about leadership style and how they affect others; and balancing work, family and friendship. The design of this relationship hinges on the mutual respect and positive expectations of those involved as well as their commitment to make the process work.

## C.O.3: Apply career development planning for a boundary-less career

Social cognitive career theory (SCCT) suggests that self-regulated learners set challenging goals for themselves, apply appropriate initiatives to achieve these goals, and enlist self-regulative influences to motivate and guide their development. The Leadership Action Plan (LAP) is a career planning template for implementing SCCT in linking a person’s goals in encouraging commitment and self-efficacy. The LAP structure encourages people to review their personal needs, values and beliefs, articulate their vision, goals, and principles, and identify a plan for implementation.