MODELS OF CAREER TRAINING

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Although the notion of "career" is widely used in current language, the concept of career has numerous meanings. An official definition that can be universally accepted by specialist still hasn't been formulated.

Generally, the common meaning of "career" is associated with the idea of upward or promotion of a person in a certain field of activity, with the purpose of obtaining more money, more responsibility or gaining more prestige and power.

A career refers to different situations for different people.

It's possible that an individual thinks his career as a series of different jobs in different companies, while another individual sees his career with a similar occupation. Traditionally, the term career has been associated only with those who hold managerial roles or occupy well-paid jobs. Gradually, however, the concept of career has become a much broader understanding and a more global scope.[1]

Thereby, the concept of career is considering the entire personnel of the company, as well as the job progress or even the progress within other occupations (householders, workers, etc.) because the capability of a person to face new jobs or higher responsibilities grows as time passes and gains experience. For e.g., an employee can remain on the same job, gathering and developing the necessary skills, being more independent and having the authority to decide, enjoying a higher salary and better working conditions without an upward movement in business or organizational hierarchy.

Finally, although the concept of career is clearly related to work, this has to be wide in order to include not only the experience of work but lifestyle and living conditions as well, because the private life of a person plays a very important role in career.

In other words, the career represents an important aspect and part of the life of an individual and it also represents a constant battle for achieving objectives or personal goals. Therefore, the individuals are, usually, willing to develop careers that take into account both personal and family needs as well as the careers of their partners or the quality of life.

Therefore, career development is not a problem in its own right, but must be seen in the context of life and overall development of the family of a person and not just as the employee.

Given this understanding much larger and very modern of the concept of career, prompted Lloyd L. Byars and Leslie W. Rue, known specialists in human resources, to say: "Too often, however, career objectives fall in conflict rather than to support or promote the objectives of life". Finally, issues of career spread outside professional activities, and the demands facing dual career families (when both spouses keep their jobs) are aspects to be addressed with extreme care and kept carefully under control. The more so as the result of surveys confirm that "the impact on family life has become a critical factor in job choice, more important than the salary ..."

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[1] J. M. Ivancevich, W. F. Glueck, *Foundations of Personnel/Human Resource Management*, Business Publications, 1986, p. 521.

According to literature, the concept of career has several meanings: [1]:

- **Career=promotion**. This vision of career implies mobility, usually an upward move in a professional hierarchy or in an organization
- **Career=profession**. According to this point of view, certain occupations establish a career (managers, professionals, militaries), while other occupations are considered as "jobs" (waiters, unqualified workers or salesmen).
- **Career=succession of jobs in a life-time**. Here career represents the history of individual jobs. Other authors consider career as a sequence of jobs, in ascending order of the prestige that the employee experience constantly.
- **Career=a series of roles regarding experience in a life-time**. This is a subjective approach which concentrates on the history of a working experience, that can contain own conceptions, goals, successes, failures etc. In the same sense, other specialists define career as a sequence of roles in a work line of an individual or as a succession of separate experiences, in relation with each other, something that everyone goes throughout life.
- **Career=the individual perception of the sequence of attitudes and behaviors**, associated with work experiences and activities. This definition takes into account both subjective aspects (experiences, roles), as well as those goals (attitudes and behavior on the job) that may occur over the working life of a person, without any reference to what the promotion of the person means.
- **Career=the dynamic in which a person perceives life as a whole and interprets the significance of various personal attributes, actions and things which have happened**. Therefore, many specialists in the field attempt to make a distinction between objective perception of career, which is based on staff development and therefore its chances of promotion and career that takes into account the subjective perception of itself and its work role in the life of each individual.

Also, a career can be long or short, and an individual can have more than one career, one after the other or simultaneous.

The following models can identify career training:

Vertical upward

In the same company, a person rises, step by step to the highest level of competence. This type of career involves responsibility, patience and a series of company specific skills that can be used to achieve the purpose. There are many advantages: you become known, you benefit of the gained experience and of the company's history, the skills are focused developed, the degree of specialization increases.

The disadvantage is that challenges are reduced because spending more time in a company leads to lack of things that can still surprise you.

Oblique upward

With growing experience, with gathering of knowledge and skills, a person has a constantly rise, even if the change of company / industry occur.

This way, the person gains abilities and special professional skills, being able to apply without special effort to adapt. One example consists of transferring from a department to another, on a superior position, for personal or organizational reasons. Whether it has been a cap or the achievement of organizational goals requires the skills of a person in a new direction, this change adds dynamism and commitment, driven by new challenges.

Zigzag upward

Successive changes of industries for the jobs offered.

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[1] L. A. Klatt, R. G. Murdick, Human Resource Management, Charles E. Merrill Publishing, A Bell Howell

Objective: hierarchical advancement with responsibilities. This type of career shows a great desire for power generated by the subjective need for social recognition, given by the status associated with a hierarchical position; however, these people have a great potential for leadership.

If this desire of advancement is supported by a knowledge base and skills that can confirm promotion, such a person is a win for any organization. Moreover, the long-term degree stability is reduced. Also, there are few ways to manage such a personality as team management traditional instruments have proved to be limited in efficiency.

Horizontal upward:
Is encountered mainly in two cases:
- In the first case, we consider a local market where achieving higher threshold in terms of local chain structure causes changes on similar position in other companies or different industries.
- The second case aims at top management. After reaching threshold of National Director or…General Director, in case a person lacks of opportunities or will to promote internationally, that person is forced to move horizontally into other companies or industries, on similar positions. Thus accumulated rich experience in management, applied in various companies.

But the danger is the excessive application of best practices from one area to another, without adjustments or specific concerns, the person basing on previous results.

Chaotic upward
And in this case we can speak of two situations: a first case is given by conscious career changes or sudden changes due to conjuncture or indecision. The personality that dominates such a career is characterized by flexibility, with great power of adaptation and learning. Advantages: wide horizon of options consistent contribution of ideas, new spirit in the company, adaptability to different management styles.

Disadvantages: non-specializing , lack of long term planning and general social perception on such experiences, characterized as unstable. The second case is usually encountered in fortuitous circumstances: local or national recession, characterized by a high intellectual unemployment rate, personal crises, unexpected events (takeovers, mergers).

Thus, the person is forced to adopt detrimental decisions regarding career.

Factors influencing career choice
Career dynamics and choice are influenced, in the end, a number of factors of success in life, in general and professional success, in particular. According to the theory and practice in human resources management the main factors that can influence career choice are:
- self-identity;
- interests;
- personality;
- social environment.

Self-identity
Career reflects therefore the way we understand ourselves and our self image.

Interests
Generally, people tend to choose those careers that they perceive or understand as best suited to their interests or their own system of values. Edgard Schein said that if we know more about us, it appears that we have an interest or value to determine us not to give up.

Also remember in this context the importance of individual choices about family and life values, since the vast majority of human conception is that family is a "natural" unit or that institutional model, enshrined in the history of social organization, whose function of family solidarity achieves the most affordable or most appropriate mean of support and protection.

Personality

Our personal orientation, as well as our needs for affiliation, success or achievement, for authority or power, influence our choice of career.

This all the more because, as emphasized by Gary Johns, a compatible level with our orientation increases the chance of professional satisfaction, of feelings of competence and remaining on the job.

In the opinion of John Holland, an expert in career counseling, an individual's personality is another factor in career choice. That's because Holland's theory on career choice and professional environments identify types of people who are attracted specifically to it. From this point of view, there are many fundamental personality types or guidelines[1]:

• **realistic orientation**: according to it, people are attracted to careers and occupations involving physical activity;

• **the orientation focused on knowledge**: people are attracted more by activities involving thinking, organizing, understanding, than activities involving emotional feelings, impressions, emotions, etc..;

• **Social orientation**: people are attracted to careers involving interpersonal relations and information activities, helping and developing others;

• **Conventional orientation**: people are attracted to activities involving a particular structure, laws and regulations and that employees are expected to subordinate personal needs to the organizational needs, people are usually conformists, orderly, effective and practical;

• **guidance to entrepreneurs**: people are drawn to careers that involve activities aimed at influencing others (managers, lawyers, etc..) to achieve organizational goals;

• **Art direction**: people are drawn to careers that involve self-expression through artistic creation or individual activities, this orientation is very different from the conventional one, and those people are imaginative, intuitive and independent but erratic, emotional and impractical.

Therefore, the main problem is to determine the type of targeting an individual falls, so that the individual could develop a career strategy and prepare for positions compatible with his orientation. Thereby increase the chances of developing a career choice and to give as full satisfaction due to the use of individual strengths of that individual.

Social environment

This factor influencing career is also considering issues such as: engineering and technology, education or training, the occupational level, social and economic situation of parents, etc.

For example, the location of technical and technological change, increased mobility of professions or the situation of endangered specialization led to layoffs and unemployment and determined individuals and organizations to recognize the need for career planning and developing of multiple skills.

Meanwhile, workers of all ages, especially young people, posing an increasingly greater autonomy in choosing a career, a greater margin of individual choice in the sense that what is being done is largely in their interest and is less focused on the needs of the organization.

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[1] G. Dessler, *Personnel/Human Resource Management*, Prentice-Hall, 1991, p. 538

Furthermore, although organizations lose a relatively high percentage of young employees in the first two years of employment is evident, however, an increasing tendency to change jobs mid-career, a trend driven by the desire to gain a higher social status, greater career satisfaction and a higher quality of life.

Career choice is influenced also by the degree to which, among the values, aspirations and our prospects, we accept or not our support through counseling. All the more so as human resources research has shown that, generally, people are passive and react to the environment, especially when career problems arise. From this perspective, some authors considered suggestive the words or title of a book: "If you do not know where you go, you will probably come in quite another place".

According to career and practice management in the process of career planning, the individual is committed, in fact, to a very important self-evaluation of which benefits may be:

• identify the strengths and weaknesses that allow individuals to set realistic goals as career;

• develop a list of compatible and incompatible positions;

• creation of the necessary information to ensure preparedness for a possible promotion.

Also, individual career planning involves attending the following steps:

☐ collection of information on qualifications, interests and values of individuals;

☐ identify preferred occupational areas and for this purpose is possible that initially there be more options which gradually restrict as we inform ourselves about those areas.

Also, as they get more information on educational or training requirements, on gaining opportunities or some specific issues, etc., it indicates that, in fact, only some occupations or positions correspond to the qualifications, interests or values of individuals. After choosing a job or occupation is necessary to establish the objective of the career based on this first choice.

☐ testing career choice may based on relationships may show if that was a correct assessment and appropriate choice of a job.

In fact, the implementation of career planning process takes place. There are also many reasons (monotonous tasks, difficult working conditions, hard training, etc..) that may cause revision of career goals.

Establishing career paths

Organizational career planning involves, among others, setting career paths that show logical progression of people between jobs.

The idea of a career path reflects the idea of people moving within and outside their organizations. This explains the fact that some specialists in the field, such as Gary Johns, see career as a movement along a road in time, a movement that has two sides:

• succession of positions in management objective or external career;

• subjective individual interpretation which the individual gives to professional experience and career.

A career path concerns the identification of a series of jobs which individuals want to pass to progress to higher hierarchical levels.

Career paths also reflects the opportunities offered by organizations to achieve a career.

A career path model is the sequence of jobs forming career.

Therefore, the result of organizational career planning is to appoint a person or situation in a certain position, the first of a succession of positions.

To exist, career paths do not require a written presentation. However, for the purposes of career management, career paths can be useful if they are clearly defined and recorded in a formal document.

From the perspective of the organization, career paths represents crucial information needed for planning human resources, because this work has in sight, among other things, the planned transition of employees through a succession of positions.

From an individual's perspective, career paths consist of a series of positions that he wants to hold in order to achieve personal and career goals.

Also, an individual can pass a very well defined career path or, on the other hand, he can have a disorganized career by transition from one organization to another or even by changing various occupations. So an individual can make a career with one organization or many.

While designing career paths may not achieve full harmonization of individual and organizational needs, systematic career planning makes an appropriate match between them.

Traditional career paths emphasizes, especially, upward mobility in a single occupation, in one functional area or training, each being obtained when the individual acquires the necessary ability and experience and proves that it is ready for promotion. In the event of failures, traditional career paths make quite difficult to use lateral or downward movements.

According to literature, within an organization there can be distinguished several directions of movement such as vertical, horizontal, diagonal and centripetal.

Vertical movement means to adjust the hierarchy, raising or lowering on the vertical management system. The main issue here is the development of skills, generally, and the development of managerial skills, in particular. In doing so, the individual remains in his operational or training field, in which has already acquired experience and knowledge.

Horizontal movement involves changing field of activity, transfer to an individual's standing and structural component to another. Horizontal movement in another area of activity requires new specialized needs and, therefore, special qualities and skills.

Diagonal movement is a combination of the two previous ways of changing the status of the individual and involves a change in another functional area and the other hierarchical level which requires specialized knowledge. Diagonal movement is to change the individual functional areas, while changing its level hierarchically. This movement is in the development of managerial and professional competition. Considering different functional areas, it cannot call on an expert level in the field, but the transition occurs at a time of narrow specialization in one activity or another on an systemic, integrative approach.

Such a direction of movement in career plays an important role in staff development policies in many developed countries such as Japan.

Centripetal movement involves changing the organizational subdivisions to some basic business.

Since the movements of individuals along career paths are more or less determined by the organization, individual career success depends, at least in part, the degree to which it is adapted to the requirements of the organization.

Therefore, special attention is given to socialization, the process by which the individual is aware that expectations of the organization. Thus, socialization can be formal, shall be prepared whenever a new employee orientation programs, or informal, whenever managers notify employees new relevant information about the organization's expectations.

Under the functional and preferential aspect, the need for different directions of movement within career and the importance of multiple channels or their alternatives started to be understood more and more recently.

According to the literature and practice in human resources management, developing realistic career pathways involves the following steps:

• determine, as a result of job analysis, skill, knowledge and other qualifications or requirements necessary for various jobs;

• identify similar steps on the content of their positions and the necessary skills and knowledge;

• grouping similar items into families of jobs;

• identify possible directions of logical progression between those families' jobs which are career paths.

In the opinion of French specialists, the professional individual balance, a career management tool and also a diagnosis of its dynamics that allows organizations to anticipate the evolution of an employee's career, plays an important role in professional career.

Also, professional balance is used in part for each employee to focus efforts, according to practical situation in order to achieve a career in the work, qualities, further training etc.

Establishing a professional individual balance is the foundation for all decisions of professional guidance. From the results of professional balance, a succession of professional perspective can be for each employee, which provides the sequence of positions to be filled in order to secure promotion through appropriate training

As mentioned, career development can be established either in the same field of activity or different industries. The overall trend is that from a certain hierarchical level, to provide professional development through a transition from one area to another, using "pass ways" as it provides employees with higher motivation professionally and is also beneficial to the organization, considering

the professional experience of the worker.

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