

## CAREER DEVELOPMENT AND MANAGEMENT

COURSE INSTRUCTOR: MARGARET MOUNDE

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### THE NATURE AND CONCEPT OF CAREER DEVELOPMENT AND MANAGEMENT

Owing to the abundance of human resource in today's society, coupled with the unpredictability and uncertainty of the future; organizations are moving away from the traditional hierarchical employment progression to a flatter structure that is less flexible.

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### Definition of Career Development:

► "... the lifelong process of managing progression in learning and working."

Kimari M., (2019); *Legal Practice Management*; Nairobi, Kenya; LawAfrica Publishing (K) Ltd. at page 246

► "..... a life-long process of managing learning, work, and transitions in order to move toward a personally determined and evolving preferred future."

Hiebert, B., Worgen, W. B. Schubert, K.; *Career Development: The Role of Guidance and Counselling in Fostering an Increased Range of Educational and Career Alternatives*; Available at [https://unesco.unesco.org/look/Career\\_Development.pdf](https://unesco.unesco.org/look/Career_Development.pdf)

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### Career Development Objectives:

- Boost communication in the organization.
- Guidance in career decision making.
- Utilizing employee skills competently.
- Setting goals.
- Fostering employee satisfaction.
- Having a proper feedback system in place.

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### THEORIES OF CAREER DEVELOPMENT AND MANAGEMENT

HR management has theoretical underpinnings derived from organizational behavior. HR theories aim to improve efficiency in job performance and increase worker motivation and commitment.

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► Motivation Theory

- Abraham Maslow is one of the first proponents.
- Human beings have the need to be organized into a hierarchy.
- The most basic needs have to be fulfilled first before the wants are fulfilled.
- By an organization investing in their employees, it is also investing in the business itself.

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► Resource-Based View

- An organization achieves competitive advantage when its resources can be classified as being valuable, rare and costly to emulate.

► Social Exchange Theory

- Propounded by George Homans.
- People weigh the risks vis-à-vis benefits in social relationships; if the risks outweigh the benefits, social beings abandon these relationships.

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► Stakeholder Theory

- Organizations cannot function without the input of their stakeholders.
- Organizations cater for the different stakeholders needs by ensuring proper policies, standards and procedures are in place.

Career Theories:

► No single theory is sufficient to describe career development. Career theories include: -

- Theory of Process
- Theory of Content
- Theory of Content and Process
- John Holland's Theory of Career Choice
- Albert Bandura's Social Learning Theory
- Donald Super's Theory of Career Development

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STAGES IN CAREER DEVELOPMENT AND MANAGEMENT

- Stage 1: exploration
- Stage 2: establishment and achievement
- Stage 3: mid-career
- Stage 4: late career
- Stage 5: decline

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CAREER DEVELOPMENT PLANNING PROCESS

Definition of a Career Development Plan

- Written list of an employee's short-term and long-term goals pertaining to current and future employment opportunities.
- Includes the employee's experiences geared fulfilling their goals.

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**Purpose of a Career Development Plan:**

- ▶ Helps the employee in setting realistic goals.
- ▶ Aids employees in actualizing their goals.
- ▶ Increasing the organization's employee retention capacity.
- ▶ Helps the employee to see the realistic job progression.
- ▶ Helps the employee realize and fulfill educational gaps / experience gaps.

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**Process for Supporting an Employee's Career Development Plan:**

- ▶ Meeting individually in order to identify the employee's long-term career interests.
- ▶ Identify resources within the organization that can help the employee achieve goals.
- ▶ Prepare the development plan.
- ▶ Have a second in-person meeting with the employee to review the proposed plan and revise it.
- ▶ Meet mid-year and year-end to review performance.

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**CAREER MANAGEMENT**

**Definition of Career Management:**

*"... a planned process, initiated and carried out by an individual with the assistance of others."*

Mackowiak, J. & Eckel, F.; (1985); Career Management: An Active Process; American Journal of Hospital Pharmacy; vol.42; pages 554 - 560; available at: [https://www.researchgate.net/publication/19176960\\_Career\\_management\\_An\\_active\\_process/citation/download](https://www.researchgate.net/publication/19176960_Career_management_An_active_process/citation/download)

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**Personal SWOT Analysis:**

- ▶ SWOT stands for Strengths, Weaknesses, Opportunities, Threats.
- ▶ An employee to self-analyze by utilizing SWOT analysis.
- ▶ The employee is able to uncover weaknesses and eliminate threats that will harm his / her career.
- ▶ The employee is able to identify strengths and utilize available opportunities for self-advancement.

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**Manager's Responsibility:**

- ▶ Act as a catalyst, sensitizing the employees on development planning.
- ▶ Aid the employee in coming up with a development plan.
- ▶ Evaluate how realistic the employees career development goals are.
- ▶ Ensure that the organization has sufficient resources to enable the employee achieve his / her goals.
- ▶ Develop mutually agreed plans to guide in meeting the employee's objectives.
- ▶ Follow up on the employee's progress in implementing the plan.
- ▶ Update the employee' plan when necessary.

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**Organizational Development:**

This is the structure that is utilized by an institution to actualize its main objective i.e. better performance leading to bigger profits.

Ref: Kimani M.; (2019); Legal Practice Management; Nairobi, Kenya; LawAfrica Publishing (K) Ltd. at page 237

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**Performance management Process:**

► Process of performance management consists of 3 parts i.e.: -

- planning
- acting
- reviewing

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**IMPACT OF CAREER DEVELOPMENT AND MANAGEMENT**

► **Benefits of Career Development and Management:**

- Reduces attrition of employees due to job satisfaction;
- provides equal opportunity employment as it focusses on performance and qualification;
- improves the use of the employees;
- improves the quality of the work-life of employees e.g. by enabling them to learn more efficient modes of fulfilling their functions;
- improves the organization itself;
- increases the skill of the employees.

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► **Importance of Career Development and Management:**

- Shields employee from cost reduction strategies.
- Shields employee from economic downsizing.
- Updates employee on ICT innovations.
- Employee can be easily retained during de-layering.

► **Challenges in Career Development:**

- Limited access to information interaction i.e. Inability to networking.
- Gender discrimination in the workplace.
- Lack of proper education and training.
- Uncertainty after promotion.

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- Large counsel
- Legal Journalist
- Lecturer
- Company \ corporation secretary
- Judicial officer
- Legal officer \ inhouse counsel
- Private practice \ independent

**MANAGEMENT IN LEGAL PRACTICE CAREER DELEGATION AND**

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**LEGAL AND REGULATORY FRAMEWORK  
GOVERNING LEGAL CAREER DEVELOPMENT IN  
KENYA**

**Structure of Legal Education in Kenya:**

- ▶ Degree level  
Ref: *Bishar Adan Mohamed v Kenya School of Law* Petition 67 of 2019; *Republic v Kenya School of Law* [2019] eKLR; *Victor Juma v Kenya School of Law; Council of Legal Education/Interested Party* [2020] eKLR
- ▶ Advocates Training Programme (ATP)
- ▶ Admission to the Roll of Advocates  
Ref: *Steve Isaac Kawai & 2 others v Council of Legal Education & 2 others* [2021] eKLR
- ▶ Continuing Professional development
- ▶ Senior Counsels

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**EMERGING TRENDS IN CAREER  
DEVELOPMENT AND MANAGEMENT**

- ▶ The need to continuously undertake professional development courses.
- ▶ Networking culture.
- ▶ Shifting demographics and increased diversity.
- ▶ Globalization.
- ▶ Impact of economic turmoil and recession.
- ▶ Talent trifactor.
- ▶ Work revolution.

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