

## Material 2.1.4m

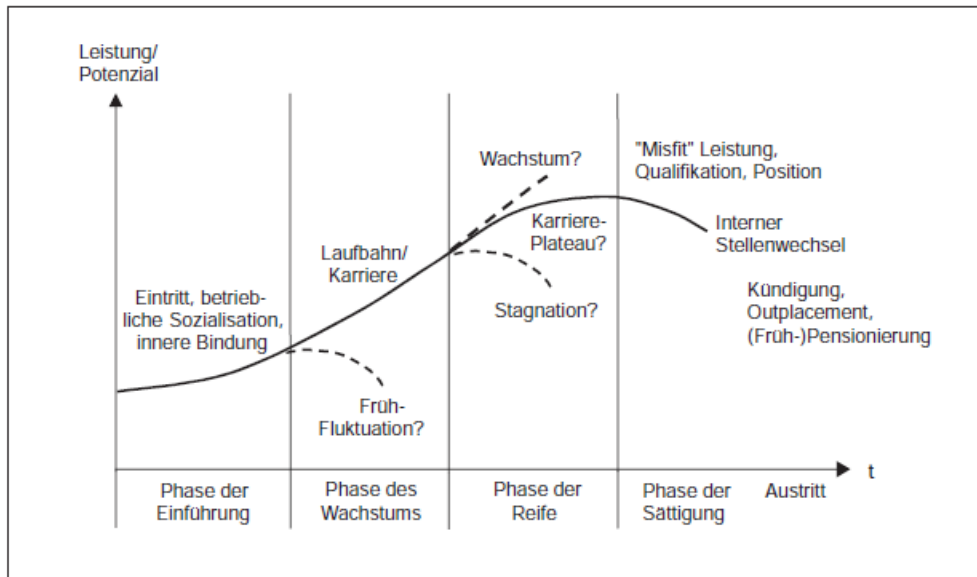
### PROFESSIONAL LIFE CYCLE ORIENTED PERSONNEL DEVELOPMENT

Another concept suggesting an individualized approach to personnel development is the

#### **Professional Life Cycle oriented personnel development**

This approach has been discussed in the German HRM literature since 1970. Sattelberger has introduced the term “Lebenszyklusorientierte Personalentwicklung” in 1995. The discussion of this concept has been revived by Anita Graf in her book in the year 2002 (Lebenszyklusorientierte Personalentwicklung, Haupt Verlag AG). It underlines the necessity of orienting the personnel development and career counselling in accordance with the professional life cycle of an employee. This induced the continuous development of all employees in an organization throughout their affiliation to the company, thus being understood as well as employee oriented as company oriented (Graf 2002, p 34). Needs, task capacity and potential of a person are changing during the life cycle.

The following diagram illustrates it:



Phases of the professional work life cycle (after Graf, 2002, p. 99)

Each phase requires specific measures of counselling and development. As the diagram uses German terms, they are translated:

**Phase 1** is the introduction of an employee into the enterprise; it requires measures of organizational socialization and binding.

**Phase 2** is called the phase of growth, being decisive for the further career of the employee. In this phase also an early fluctuation may happen

**Phase 3** is called the phase of maturity. The career curve of an employee may turn to further growth or having reached the career plateau or is stagnating.

**Phase 4** is characterised by satiation or even decline. It may come to a misfit of performance, qualification and position; consequences may be an internal fluctuation, dismissal, outplacement or early retirement

**The last phase** is the leave.

The vertical line shows the performance/potential of an employee.

### **Consequences from the Concept of Professional Life Cycle oriented personnel development for company-based career work**

The concept induces individualized development and counselling measures in each phase of the professional life cycle of an employee. It is liable to a systemic approach with view both on the employees and on the company. It may put into practice the learning organization, including team learning as well as autonomous learning aiming at personal mastery, but also influencing mental models and developing shared visions. It is a worthwhile challenge merging counselling and learning opportunities which accompany the employees in their career development throughout their affiliation to a company.