

Material 4.1.0m

LINKING UNIT 4 TO UNIT 3

Unit 3 aimed to address recent debates in career counselling literature. Different paradigms have been presented and analysed in depth, as life-design approach and system theory framework, others have been mentioned as coaching approaches, social justice approach or guidance at the workplace. We state that all these theories are relevant for CGC within the company context, however the approach of “guidance at the workplace” will be highlighted in Unit 4.

Typically, CGC theories focus on the individual. Thus, the life-design approach has its roots in the insight, that in post-modern era, individuals have more degrees of freedom and higher risk and duty to shape own career path by themselves. This insight is mirroring the change in companies and labour markets since the 1990s. System theory approach is widening the view and includes contextual and cultural variables that influence the individual career development. This is very important and helps to understand and reflect labour market and company environment as influencing factors (and resources) for individuals.

While CGC theories focus the individual, they have a blind spot in integrating the need of the organization in terms of enabling organizational development and strengthening “the business” by using Human Resources. Thus, HRD perspectives are widening the understanding of the needs and rationalities of “the organization” or companies. In a traditional view, HR is one function of the organization to provide human resources (among others like financial resources, means of production) as a mean to realize the goals of the organization. Today in the light of demographic change, a need for talented employees and a change in the “work order”, the individual in the company probably is gaining more attention. The Unit 4 is arguing that this is a chance to offer more CGC services for employees. Career theories as presented in Unit 3 are than relevant. To implement CGC services it is at the same time important to understand the possible benefit of CGC for the organization and the individual. Thus, a discussion of the strategical role of CGC in the company context is needed.