

Material 4.1.7m

INTERSECTIONS – TABLE WITH EXAMPLES

Intersections between HRD and CGC - Examples from practice in companies (Status 4/19/2021)

The sources for these examples are interviews conducted as part of research projects with companies, the majority in Germany¹. The examples are not exhaustive. They do not represent the whole space of possible intersections between HRD and CGC. In the course they are meant to concretize the connection between CGC and HRD, to make the intersections more transparent and to stimulate further discussion.

How could you analysis of the examples?

1. Life Cycle = all stages of competence development. Where do you see relevant links between the examples and the HRD / Career Life Cycle?
2. Target groups: e.g. skilled workers. Which target groups are in focus, which not?
3. Missing aspects: what is not covered by the examples? Do you have additional examples from your experience?

No.	Description of Intersections between HRD and CGC	Analytical categorization
1	<p>Practice example: cooperation CGC (coach/trainer) and HRM in an integrated approach.</p> <p>In this enterprise, like in many others, guidance on career development is, for the most time, delegated line managers. To equip them with the necessary skills, competences and attitudes, all managers have to undergo specific training. The company has hired a trusted coach and trainer to provide courses, which are oriented by a coherent theoretical approach. The course program is relatively extensive, with several modules to be taken in a set sequence. To ensure that a coherent approach is followed throughout, the HR</p>	<p>Line Manager as primary contact person and advisor</p> <p>Supervision and Coaching for Managers to ensure professionalism in their career support for employees</p>

¹ The main corpus are the interviews conducted by Matthais Zick-Varul within the CONNECT! project. Other examples are derived from earlier interviews by Peter Weber.

	<p>manager relies on that coach’s network to contract trainers for an integrated course program.</p> <p>One of the main tasks of the coach in this context is to brief and debrief line managers before and after their annual review meetings with staff, which follow a set structure. So, while the routine career counselling within the framework of the company’s human resource development strategy is left to team leaders, they ensure a degree of professionalism through supervision meetings with the coach. Only in cases where the employee’s situation or the decision to be made is too complex and requires professional career counselling. The coach then provides confidential sessions in which personal career trajectories within and outside the organisation can be discussed in confidence.</p>	<p>Coaching with external coaches as an offer to specific target groups</p>
<p>2</p>	<p>Practice example – Supporting experiential learning and career development through inter-organisational internships / work experience.</p> <p>Some of the HRM respondents have talked about inter-departmental internships as a means of exploring and developing potential. They emphasised that in such internships it is important that they involve a real task with responsibility. One of the consultants we interviewed supported experiential learning not only within one organisation but between organisations. This approach combines fostering careers, strengthening networks and sharing knowledge. From a CGC perspective, this is an opportunity to integrate the tool of work experience commonly applied for career starters into counselling and guidance for mid-career employees, as it also serves other organisational objectives, exploring and enhancing potential for cooperation between companies and institutions.</p> <p>There are organisations using professional exchange programmes routinely to combine professional development and knowledge sharing. The Conference of European Directors of Roads, for example, has produced a toolkit to facilitate such exchanges (https://www.cedr.eu/strategic-plan-tasks/769-2/) and public sector organisations routinely use secondments in their personnel development. Some private sector companies have formed international networks to facilitate development and learning across borders. The US-American accounting firm Wegner CPAs, for</p>	<p>Internships, Networking and Job-Rotation to support learning and career development (intra- and interorganizational)</p>

	<p>example, offers as one benefit to employees the participation in such exchanges a scheme with their partner firms in the GGI Global Alliance (https://www.wegnercpas.com/careers/global-employee-exchange-program/). As the experience of our participant shows, human resource consultants and career coaches can successfully facilitate such exchanges on a regional level. In most cases employees return with new skills and capabilities, ready for a next step in their careers. Sometimes they continue their journey in the receiving organisation – which our participant assured us can also be seen as a gain to the sending organisation as it enhances interorganisational ties for a smoother and more productive cooperation.</p>	
<p>3</p>	<p>Interview with an external consultant/ coach</p> <p>This consultant works mainly with employees in leadership positions or aspiring to such positions who feel they are not getting ahead in their careers or are not able to use their full potentials. About half of her clients for career counselling are sent by their employers, mostly smaller and medium size enterprises from the private sector. In order to gain and maintain access to this market it is not sufficient to simply advertise services and have a good website. Most contacts are established through personal and online networks in which satisfied clients recommend her services. It is also helpful to have a recognizable profile, e.g. good information on the website, participation in dialogues about good practice and new challenges on social media and by maintaining an interesting blog. The key benefit and, if you like, unique selling point, of career counselling for employees is for the company not to lose high-potential employees. Finding a career path outside the company is always an option, but not a target. For companies this is not necessarily a deterrent, since in the overwhelming majority of cases, career paths within the company are identified in which the employee can develop their potential. There also is an understanding that if the employee cannot find a satisfactory continuation to their current career within the organisation, going separate ways is better for both sides. The interests and aims of the employer enter as a frame of reference into the counselling, either communicated separately or in a first</p>	<p>(Career) Coaching for employees by external Coaches</p> <p>Retention of employees as important driver in companies to invest in career activities.</p>

	<p>conversation involving both employer and client. Once the employer’s intentions are made clear, coaching is exclusively a matter between the employee and the coach and the content of the session is strictly confidential and with the best interest of the client in mind. This also means that the setting is given consideration: If there is no possibility to meet for coaching in the client’s office out of view of others, the sessions are held at the coach’s own premises. The latter is also a preferred option if the client does not want to have colleagues know that they are receiving coaching.</p> <p>Key issues in the process are to find a clear understanding about targets for each session and invest the time necessary to achieve them. It is crucial to activate clients’ imagination and facilitate going beyond the narrow confines of set career paths, while matching ideas with opportunities available within and beyond the organisation. This is important because, in contrast to career starters, the challenge is reverse – not do decide which of the endless career paths to choose but to realise that there are choices at all. This approach, using a variety of counselling and coaching techniques, can open up a horizon surprising possibilities inside the organisation, also with the potential to transform organisational structure and culture. Tools like competence inventories or aptitude tests can be used to support the process, but the dialogue between counsellor and client remains central. As getting ahead in an organisation, developing one’s career not only by choosing a target but also by realising it under organisational conditions, one focus is also clients’ conduct and communication in their current position. To work on this, coaching also includes an element of behavioural change, which is tested out in practice, and reflected and adjusted in coaching sessions.</p>	<p>Specific contract in the triangle between employer, employee and career coach.</p>
<p>4</p>	<p>Examples from an external counselor/coach</p> <p>I see examples where the HR director has been working with an external coach since 2017, who also opens up access to other coaches as a network navigator. Through this track, she has managers who are primarily responsible for HR development meetings receive further training for this task (embedded in a standard training program for managers), prepare and follow up on development meetings via case discussions, and conduct</p>	<p>Line Manager as primar contact person and advisor</p>

	<p>professional coaching for individual employees as needed (which can then lead to further development or redevelopment, but also to a change to another employer). I also find counselling services that work on getting more women into STEM careers quite interesting. Here, counselling takes place mainly in advance (during studies), but with strong connections to companies that have developed an interest in increasing the proportion of women due to a lack of young talent.</p> <p>Another example from a company (automotive industry) could be interesting in this regard. The HRD director here reported that they have now extended the personnel development interview down to the semi-skilled workers in production. The whole thing is part of a push to dissolve the separation between blue and white collar workers in HRD. She reports on a job shadowing in Aachen, where the interview took place at three o'clock in the morning on the production floor.</p> <p>In general, it is interesting how little is done on the part of the company with regard to specific groups of people (except for "talents" and "executives"). In terms of gender, little more than being present on Girls Day and generally little below the surface of half-hearted diversity statements. A few lighthouses exist.</p>	<p>Individual Coaching as result from the dialog of Line Manager and Employee</p> <p>Coaching to change jobs and employer</p> <p>CGC with the focus on women and technology</p> <p>Offering Career Development dialog throughout all levels (and down to low qualified staff)</p> <p>Supporting Women (diversity issues) in career related topics</p>
5	<p>Insight from an external expert.</p> <p>Enterprises mostly build their special networks with organizations and persons, if they need their support. These networks differ from phase to phase. In the recruiting phase they work together with schools, universities, PES, institutes of the chamber of commerce, social services, the local press etc. For assessing career skills and competences, smaller firms cooperate in Austria with the service institutes of the chamber of commerce, or with adult education institutes which offer counselling or execute tests or offer material for tests. In the phases of the Development of professional knowledge and skills and of personal and social competences they cooperate with adult education institutes or with trainer organizations, or with (specialized) freelance trainers and consultants (sometimes even in networks with other enterprises). In the phases of management of change they often contact specialized consultants. What concerns fruitful cooperation, personnel</p>	<p>Networking between employers and educational institutes to establish contact to future employees.</p> <p>Cooperation between companies and Chambers to support employees in their career development.</p>

	managers often contact their colleagues for a good advice. I think they are very open for exchange of experience and cases of good practice.	
6	<p>Embedding CGC in organizational consulting.</p> <p>In these interviews there are interesting hints about embedding career counselling in a broader organizational consulting. I found the perspective of the expert particularly interesting, because it points out that career counselling (framed as coaching) in smaller companies has to be aligned with many parameters and at the same time, especially when it comes to less privileged employees, has to take the individual life circumstances strongly into account. In small companies, for example, the consequence of upgrading qualifications is that the loss of work cannot be absorbed as easily as in a larger company, and so on. If the person being counseled comes from a "less educated" background, a lot of work has to be put into empowerment, etc.</p>	<p>Integration of Career Guidance / Counselling into approaches of organizational development.</p> <p>Career Coaching for under-privileged employees, empowerment for this target group</p> <p>Specific restrictions / problems for smaller companies to allocate resources for career activities</p>
7	<p>This example comes from working with the employer's HR.</p> <p>It is about Career counselling / coaching at a large (international) public employer / administration.</p> <p>The Employer has installed a unit for this "career counselling" (approx. 5 permanent employees). Decentralized HR staff are further trained for the counselling/coaching service. The permanent employees who work for the unit develop the program further.</p> <p>There is a common conceptual framework for the implementation of career counselling.</p> <p>In this case the counselling / coaching is not initiated in the HR Cycle, but by employees, who select and contact a counsellor. The concerns of those seeking advice often arise from change in projects and departments. Work-life balance aspects and mobility aspects are also mentioned.</p> <p>The counselling is accessible to all employees, the initiation is done by the employees. Employees are free to formulate their own concerns/interests. The service is fully confidentially and is not reported to line managers or other HR departments. Concerns / interests employees brought to the counselling often refer to changes within the organization. But also changes from within the</p>	<p>An open service for all employees to reflect or get guidance/counselling/coaching on individual career concerns.</p>

	<p>organization or the better design of the current work situation are discussed.</p>	
<p>8</p>	<p>The example represents the further training and career counselling in an industrial company.</p> <p>The company has a long tradition of offering continuing education to all employees. For example, there were already plant libraries many decades ago. The offer is provided alongside and in addition to the normal HR streams (HR cycle). A training centre that is openly accessible forms the local centre (library, self-learning places). Here, further education and career counselling is offered openly and at a low threshold.</p> <p>The offer is accessible to all employees, is initiated by the employees. Concerns are usually close to education/qualification topics as well as in the search for career changes within the company. The consultants are not in a decision-making position for these changes but remain in an advisory role. The consultants are trained in this field and receive appropriate further training.</p>	<p>An opportunity for employees from all levels (workers and officers) to get a CGC offer with focus on further training and/or career mobility within the company.</p>