

Session summary 4.1.9m

UNIT 4 SESSION 1: CONNECTING CGC IN THE CONTEXT OF HR-BASED CAREER WORK

1. Goal of the session

The session 1 is discussing Career Guidance and Counselling (CGC) as part of an HRD strategy. The intended goal of this session is to create a basis for discussion for CGC practitioners and/or HR staff who want to become better acquainted with the connection between career guidance and counselling (CGC) and HRD. Students will be able to define basic terms and concepts of CGC (like guidance, counselling, coaching, supervision etc.) including new concepts of CGC. They can explain basic aspects of HRD (see also Unit 2). For these two different fields of CGC and HRD they can describe intersections of CGC within HRD. Based on this they can describe (and identify) examples of common practice respectively good and innovative practice within enterprises. They will be able to reflect on the use of different concepts and practices of CGC in HRD considering advantages and disadvantages in various perspectives.

2. Preparation

For this session students will have read one reading to get familiar with central debates in the HRD field.

3. Content

The session will start by recapitulating the main points of the Unit 3. The session is starting with a reflection of arguments, why counseling or more specific CGC is relevant today. Students can read a short material with arguments and/or can apply knowledge from Unit 1.

The **first learning activity** is focusing on basic definitions of CGC and other “innovative” concepts. It is argued that widening the understanding of CGC in the company context need to start with a contemporary definition of CGC. In this learning activity we link those to the reflection of an analyses of current issues CGC is dealing with. Students discuss questions like: What is the context in that CGC is embedded today?, What are drivers for change? What are the changes in CGC?, What CGC can offer to employees? The reflection of the current challenges and developments of CGC is helpful to understand the chance of linking CGC to HRD.

The learning **activity 2** is introducing basic understanding of HRD. First participants get familiar with the HRD Cycle. The HRD cycle is summarizing the elementary processes of HRD in the company context. The cycle can be linked to concepts like talent management, training, and other related approaches

commonly applied in HRD. Students share their knowledge about major steps and specific aspects of the cycle. The cycle will be used to identify points, where CGC might be linked to HRD activities. In a second step students get familiar with current developments and changes in companies and HRD. The key idea is that in HRD context, different levels of planning and action can be distinguished, including (1) a strategic level (2) a process level (HR Life Cycle) and (3) a methodological-instrumental level. "CGC" is often assigned to the methodological-instrumental level in this logic. Based on a material students identify lines of development in the HRD field and discuss based on this links form HRD to CGC. They can differentiate between the levels and learn to argue why CGC activities need to be embedded in the strategic and the process level rather than just on a methodological level.

The **learning Activity 3 is about** developing knowledge about intersections between CGC and HRD in enterprises. Students will learn and think in this activity about intersections of CGC and HRD. In a first step students collect and discuss What critical or unclear issues arise at the intersections of professional counseling and HRD.

Examples of intersections between CGC and HRD in practice are presented. All examples are derived from empirical cases, whether collected by the authors of this session or from published literature. The learning activity is to analyse the short examples with respect to CGC and HRD knowledge and to formulate (critical) questions to enlarge the sensitivity and your knowledge about these intersections.

The **Learning Activity 4 is an analysis of** typical cases of intersection between CGC and HRD in enterprises. Students discuss several questions to reflect examples of comprehensive CGC services established in companies.

4. Session conclusion

To close the session, students discuss the state of play in terms of the intersections between HRD and CGC. This can be based on the analysed empirical material or the short case description. They should reflect on their knowledge about such intersections in their context (country, region) and the possible blind spots in offering CGC to employees in more companies.