

# The *Connect!* Curriculum

# Curriculum - Structure

The Connect! Curriculum is organised in five units, which are interconnected.

- Unit 1: A changing world of work
- Unit 2: Innovative concepts in Human Resource Management (HRM)
- Unit 3: Innovative theoretical and methodological approaches to career guidance and counselling (CGC) – Focus on the individual, focus on their context
- Unit 4: Integrating CGC into HRM-based career work – focus on specific groups of employees and on small and medium sized enterprises (SME)
- Modul 5: Organisational change / change management – focus on the organisational process as a whole

# Innovation and future trends in CGC

World of work  
Transformation  
M1

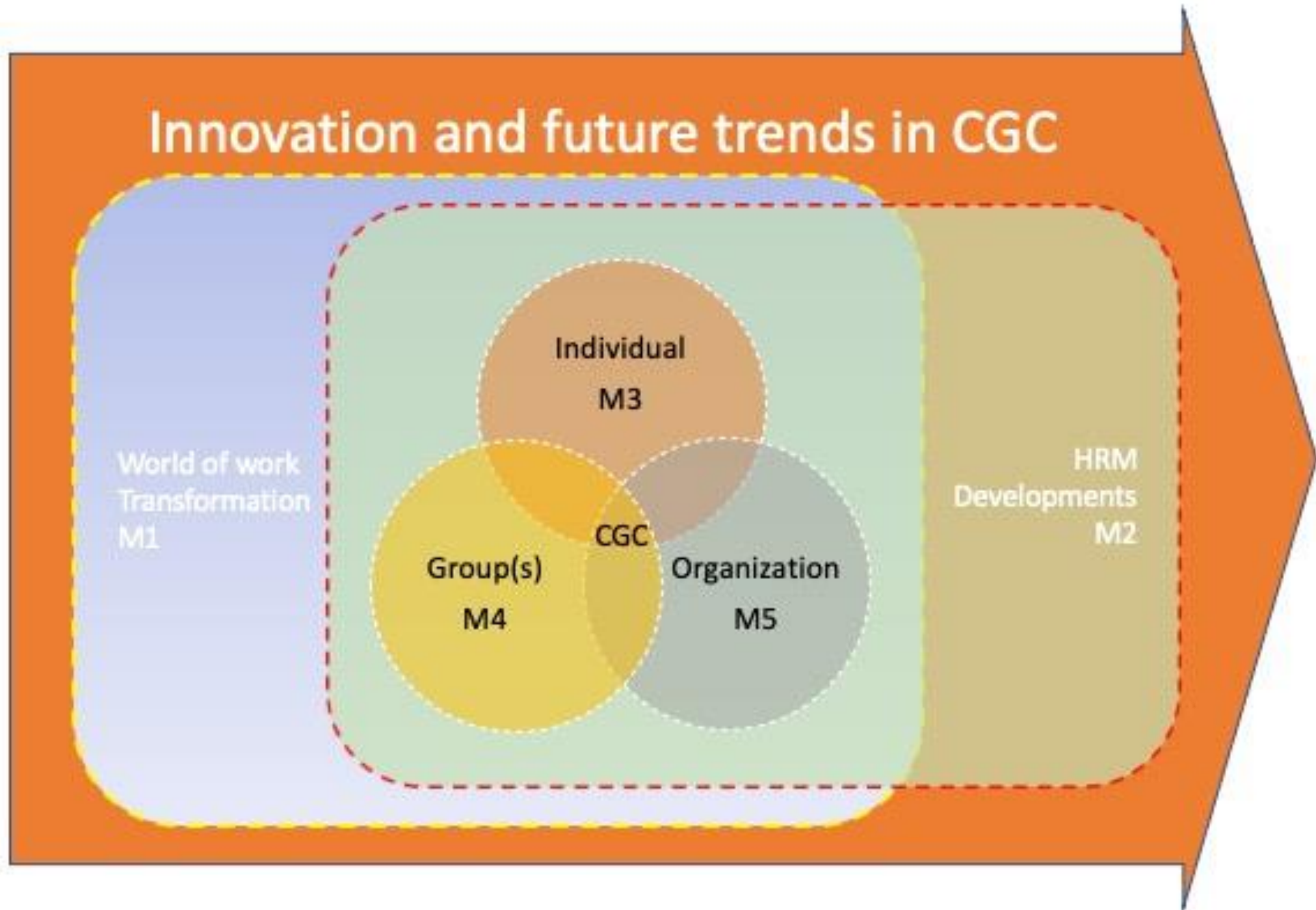
Individual  
M3

Group(s)  
M4

CGC

Organization  
M5

HRM  
Developments  
M2



# Didactic concept, teaching & learning materials

Each unit comes with the following material:

- Methodological-didactic concept
- Teaching material: Powerpoint presentations, course texts, academic papers, videos
- Task sheets for individual and group work
- Case studies
- Knowledge evaluation forms and reflection sheets
- Homework
- Texts for further reading
- Reading list

# Unit 1: A changing world of work

## Learning goals:

To acquire an understanding of how broader changes impact on the world of work

## Parts:

- Workplace change and its impact
- Forecasting methods
- Implications for career guidance and counselling



# Impressions

Workplace change

Forecasting methods

Application to CGC

# Changes in the world of work

01

Accelerated  
technological  
change

02

Demographic  
change

03

Globalisation

04

Climate  
change

05

COVID19  
Pandemic

# Some of the methods and approaches that are being used to predict trends in the world of work...

QUANTITATIVE METHODS	QUALITATIVE METHODS
<ul style="list-style-type: none"><li>• Mechanistic/extrapolative techniques</li><li>• More complex time series models</li><li>• Behavioural/econometric models</li><li>• Surveys</li></ul>	<ul style="list-style-type: none"><li>• Delphi techniques (expert opinion/consultation)</li><li>• Case studies</li><li>• Focus groups</li><li>• Scenario planning</li></ul>



# Roles of career guidance

## Adaptive career guidance

- Help people to deal with change.
- Encourage the development of the skills to deal with these changes

## Expanded career guidance

- Encourage people to think beyond paid work.
- Discuss volunteering, leisure and community work alongside paid work.
- Challenge the idea that paid work is 'real', 'authentic' and 'useful' in comparison to other forms of work.

## Emancipatory career guidance

- Recognise the limitations of what people can achieve within the current (and future) systems.

Source: <https://adventuresincareerdevelopment.wordpress.com/2019/11/22/are-the-robots-taking-over/>

# Modul 2: Innovative Concepts in Human Resource Management

## Learning goals:

Raising awareness of the implications of megatrends in the world or work for career guidance in companies.

## Parts:

- Learning organisations
- Corporate Social Responsibility
- Networking and cooperation



# Impressions

Engagement for Corporate Social Responsibility (CSR)

# HRM's Role in Corporate Social Responsibility

- **Strategic HRM–Partnership Model** (Jamali et al. 2015, p. 130)



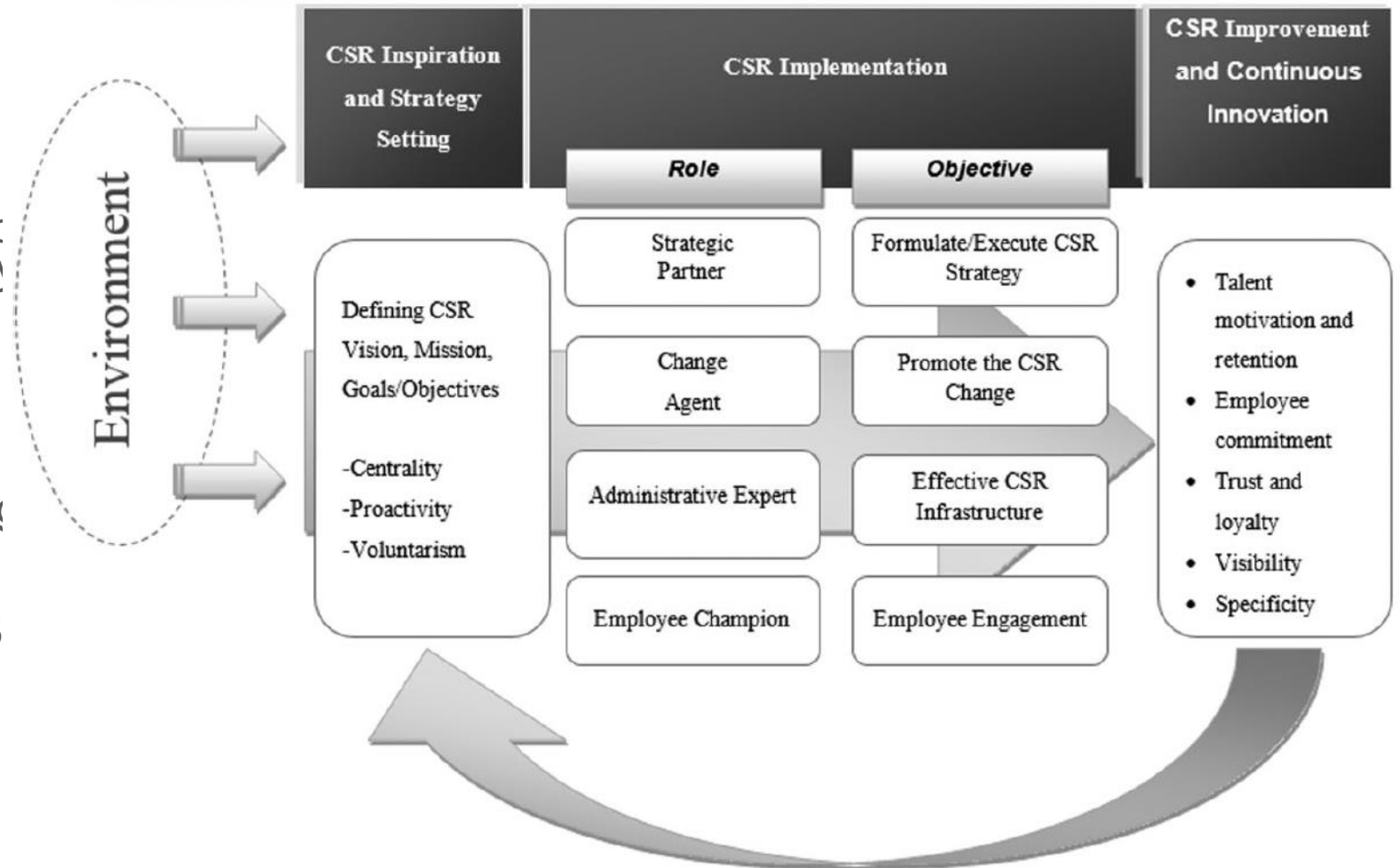
# Areas of impact

Areas of HRM and its contribution to CSR	Roles
Helpful to define and implement CSR	Strategic partner
Helpful to initiate the change to CSR	Change Agent
Helpful to increase the inclusion of employees	Employee Champion
Helpful to implement CSR efficiently	Administrative expert

Resource: Jamali et al., 2015, p. 135

# Areas of Cooperation

- **The co-creation model of CSR and HRM**
- The model demonstrates the roles of personal management in three important basic point to show a typical life-circle namely:
  - (1) CSR inspiration and strategy setting;
  - (2) start of CSR implementation;
  - (3) Engagement in learning and improvement with ongoing evaluation of results (Jamali et al., 2015 p. 133)



# Unit 3: Innovative theoretical and methodological approaches to career guidance and counselling (CGC)

## – Focus on the individual

### **Learning goals:**

Ability to discuss CGC approaches and assessment tools in respect to their application in practice.

### **Parts:**

- Postmodern approaches to CGC
- Assessment tools linked to these approaches
- Potentials for and examples of applications in SME



# Impressions

Career Construction Theory

Systems Theory Framework



# Career Construction Theory: Career as Story



## Actor (Job Story)

The actor tells **what** happened in a job resume (objective career)



## Agent (Occupational Plot)

The agent explains **why** it happened through connections that transform the objective career into a subjective career



## Author (Career Theme)

The author **interprets what it means**  
=  
individuals build their careers by imposing meaning on vocational behaviour

# Career Construction Counselling: Steps

**Articulate**

**Destabilize**

**Elaborate**

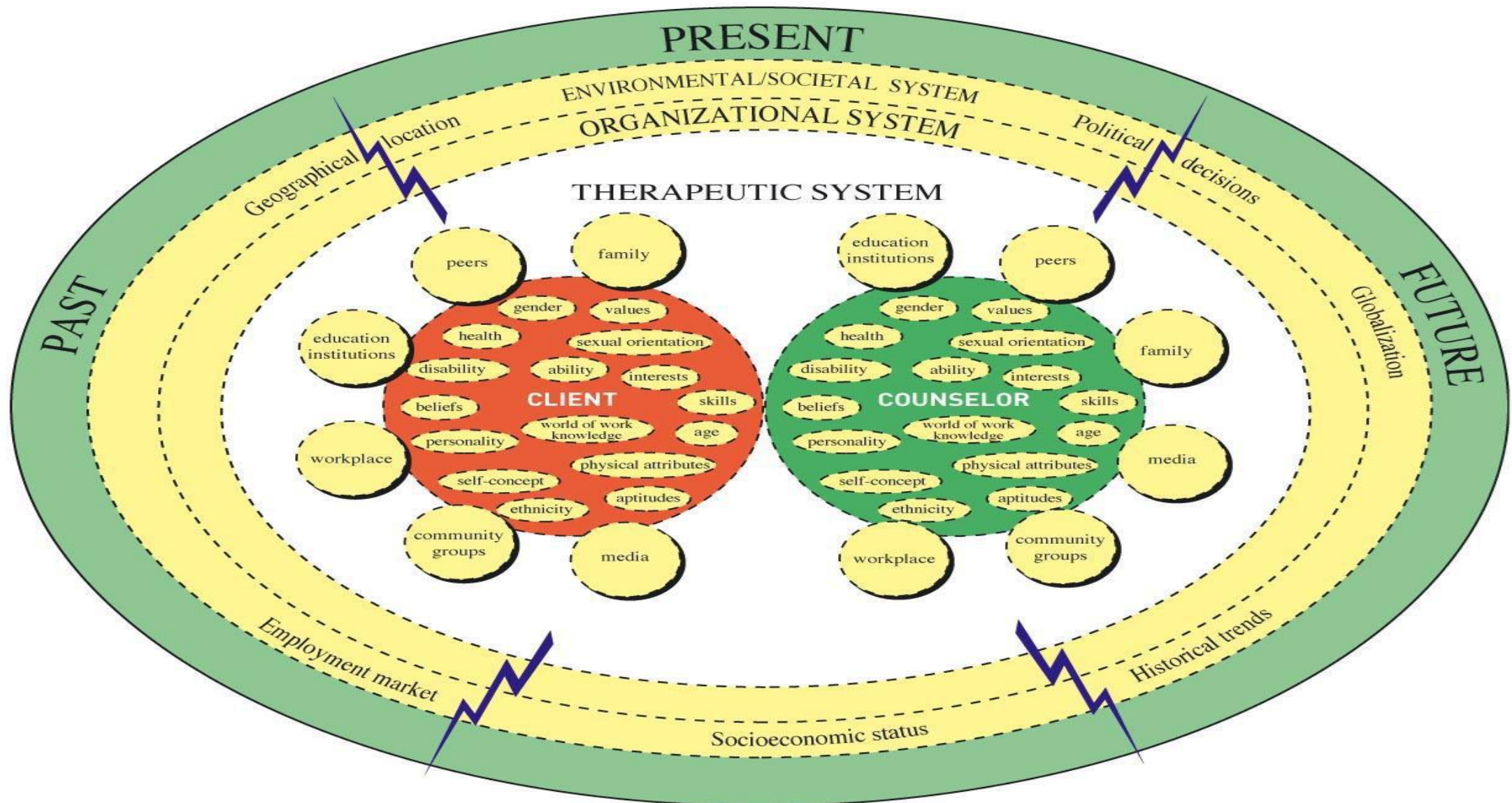
**Transform**

**Act**



# Systems Theory Framework of Career Development:

## Representation of career influences



# Unit 4: Integrating CGC into HRM-based career work – focus on specific groups of employees and on small and medium sized enterprises (SME)

## Learning goals:

- Knowledge of interfaces/intersections between CGC and HRM in companies.
- Ability to explain and reflect approaches and methods of human resource development in SMEs.

## Parts:

- Career guidance as an element of HRD strategies
- Working with specific target groups
- Methods of CGC in SME personnel development



# Impressions

Integration of CGC into the context of HR-based career work

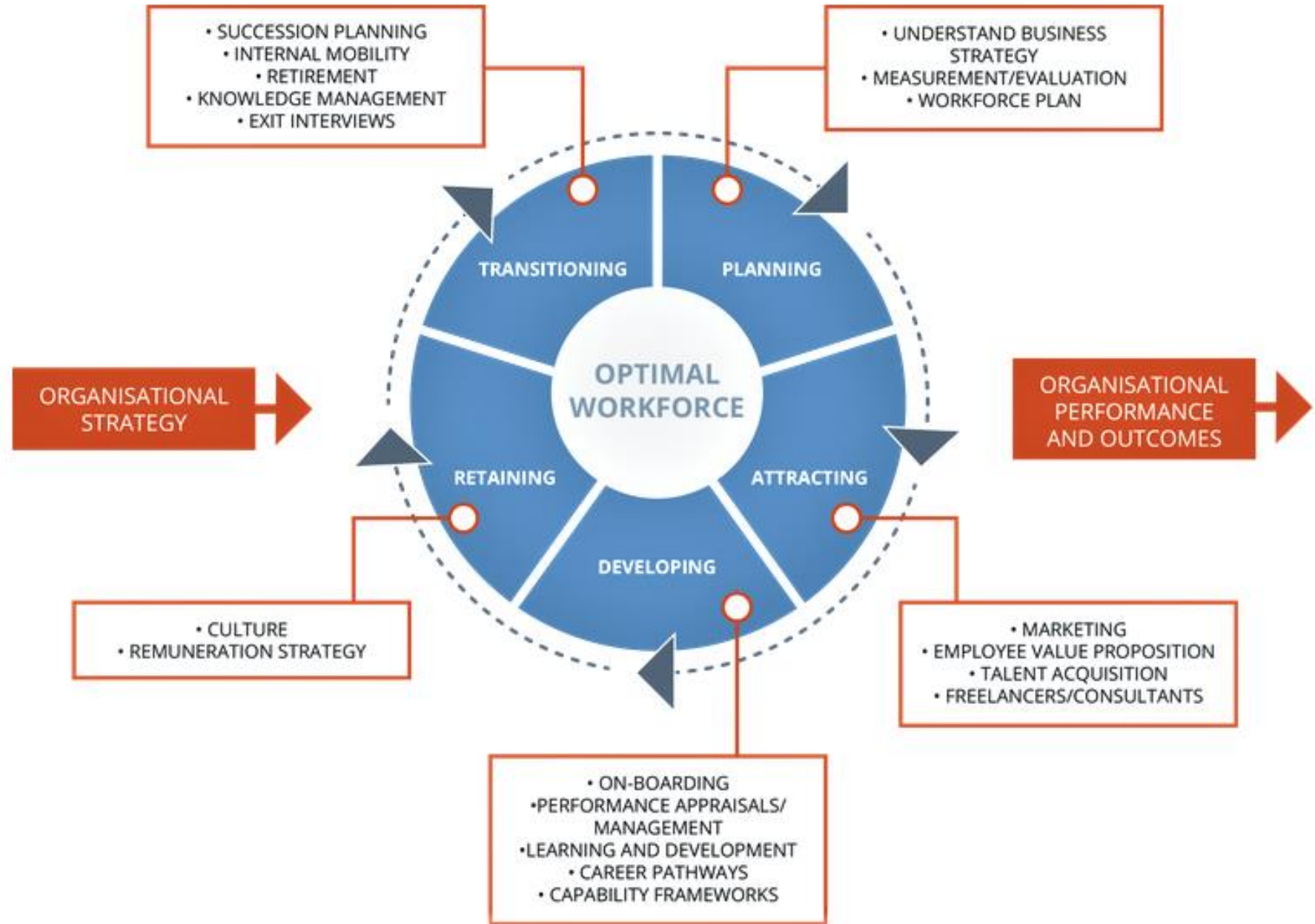
Considering specific target groups

Considering the challenges for SME



## The HRD cycle

The diagram represents the HRD or personnel cycle, and how it relates to the most important HRD activities. We identify intersections between this cycle and career guidance.



# Four examples

1 Low and unskilled workers

3 People of Colour

2 Older workers

4 People with disabilities

*business case &  
social justice case*

*individualised guidance  
& collective conditions*

*critical reflective practice  
& organisational involvement*

# Providers of vocational counselling in the personal work of SME

## Public Employment Service

- Employer-facing services (AGS)
- e. g. „labour market consultancy“ and „qualification consultancy“

## Business associations in and across different industry sectors

- E.g. national initiative of state and non state stakeholders „Initiative New Quality of Work“ (INQA)

## Chambers

- Broad range of offers on regional and industry levels

## Other providers

- Offers by the federal and state-level governments, independent consultants, civil-society initiatives and projects



# Unit 5: Change Management

## Focus on the organisation as a whole

### Learning goals:

- Understanding theoretical approaches to change management and organisational development
- Knowledge of the role of CGC within the cycle of organisational change

### Parts:

- Change management und organisational development
- Organisational cycle of change
- Shaping change in organisations



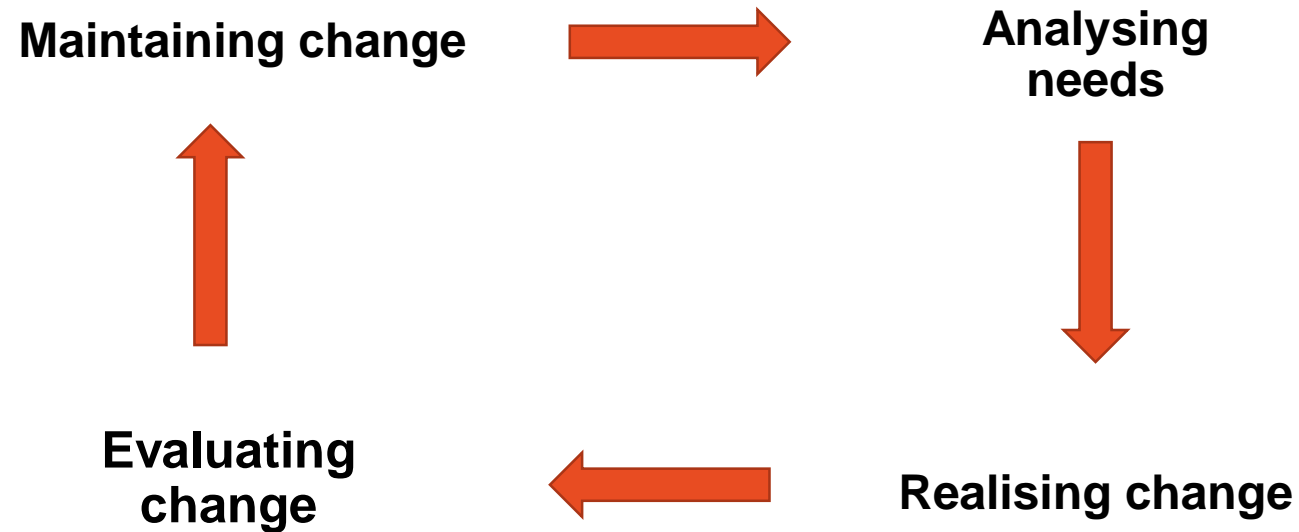
# Impressions

Shaping change in organisations based on prevalent theories of change and the cycle of change

# Theories of Change Management

- **Lewin's (1951) three stage model of change**
- **Kotter's (1995) eight steps model of change**
- **Nudge theory according to Sunstein & Thaler (2008)**
- **A critical perspective with reference to Carr (2000)**

# The cycle of change



# Everything is ***connected***...

Change is the core concern of both HRM and CGC. The ability to adapt to change and diversity is a, if not the, most important skill to be developed in future professionals.

Whether we are looking at organisational goals, individual needs, social developments or cultural diversity – change is all around us and keeps things moving.



Thank you for your attention.  
Any questions?