SUCCESSFUL CAREERS THROUGH EFFECTIVE EVALUATION OF INDIVIDUAL CAREER MOTIVES

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ABSTRACT

As the global market develops, the needs and wants of the human also keep developing. The increasing wants has started to create an urge for better standard of living, and this can be attained through selecting a perfect career. There may be chances of question about does an individual career is related with his standard of life. It's very simple, well defined career path will help the individuals to select their dream career and develop the goals through their basic motives, this will result in identifying the right job, this will definitely take the best corporate who offers an excellent pay check. Human without a goal about their career will face more difficulties in their career cycle than the people with established career goals. This paper is developed based on a model developed by Michael Driver, Ph.D., Professor of Organizational Behavior and Director of the Management Assessment Program at the Marshall School of Business at the University of Southern California at Los Angeles. He created a principle that everyone has a conceptualized their career success which was programmed into his psyche from as early as childhood or at the beginning of their professional career. Each person's career concept is derived through different factors namely parents, family, national culture, corporate culture, a mentor or even their birth order. The authors of the paper have tried to relate the Psyche programmed motives developed and driven by the individual's for a successful career.

Key Words

Career, Career Management, Individual motives, & Career model.

INTRODUCTION

A Career is a sequence of positions held by a person during the course of his life time. It comprises of series work related activities that provide continuity, order, and meaning in a person's life. This is a neutral view of a person's career. There is also a subjective element for the concept of career. Career is subject to changes taking place in one's own values, attitudes and an inner urge that drives a person as he grows older.

The vital focus of career is on the individuals with an underlying assumption, a person can shape his/her own destiny through a series of well-planned and well-timed positive moves even if it's undetermined in the early phase of career. However, it must be in a state of caution, mere planning does not ensure career success. A person's career is shaped by many complex factors e.g. performance, education, experience, influential parents, caste links and a certain amount of luck. When people rely largely on luck, they rarely prepare for the career opportunities that arise. Successful people identify their career goals, plan and then take action, for them luck & opportunity meets proportionally.

SOME IMPORTANT FEATURES OF THE TERM CAREER

- A career develops over time, it covers

- Objective conditions (such as jobs, duties, responsibilities) and
- Subjective reactions (such as enthusiasm, boredom)

- It is the individual who ultimately judge the success of his/her career. They set's their own criteria for success (e.g. compensation, adventure, working with new people in new environment, helping others etc).

- The important element in one's career is experiencing psychological success of personal accomplishment and fulfillment.

- The typical career of a person includes different positions, transitions and organizations.

DEVELOPMENT OF CAREER CONCEPTS

Becoming an effective performer of our own career is a way of differentiating ourselves as a leader among others; it revives our professional sense of purpose. Research on "Effective career balancing" will definitely make everyone a good planner who consistently be self-motivated and manage themselves as required. This is because everyone is different from others, and its simple job suits for one person may not be a suitable work for the other one.

The "Career Concept" is a way to help us in a better way to understand our employees and therefore get to know more about them. This approach is based on the work of Michael Driver, Ph.D., Professor of Organizational Behavior and Director of the Management Assessment Program at the Marshall School of Business at the University of Southern California at Los Angeles. The principle is that everyone has a concept of career success that was programmed into his psyche as early as childhood or at the beginning of his professional life. Each person's career concept is derived from such things as parents, family, national culture, corporate culture, a mentor or even birth order.

EFFECTIVE CONCEPT ON INDIVIDUAL CAREER

The framework suggests that there are four distinct career thoughts. Each is unique, and no single career concept is right for everyone. Of the four, the first two have been intuitively known for some time; the final two more recently have been recognized and apply to many people in the workplace.

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            INDIVIDUAL CAREER MOTIVES

   LINEAR      EXPERT        SPIRAL      ROAMER
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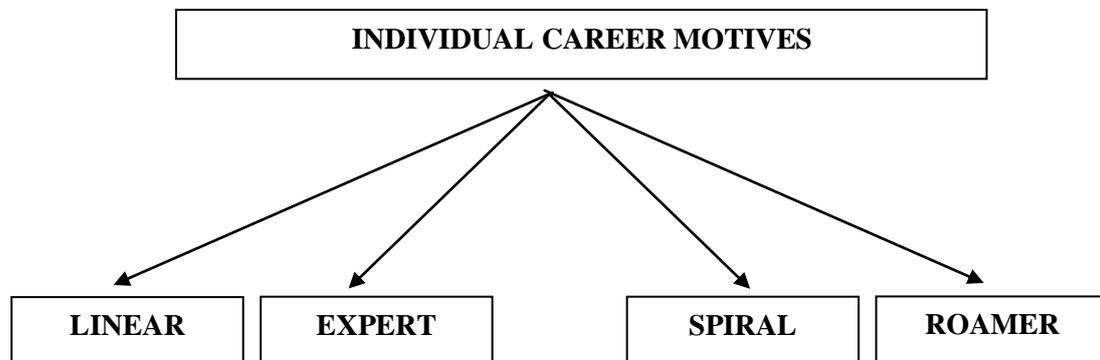
LINEAR

This thought speaks on success. Success comes only from moving up the corporate ladder. Movement towards the organizational pyramid provides rarer positions for further advancement. Many people who work on the linear concept are unsatisfied. People leave their positions of influence when they "topped out." The "de-layering" of organizational levels during 1990s left linear as disillusioned.

EXPERT

Success of a person is motivated by expert concept, its being known as the best among his or her peers. It is also the trial lawyer gathering community recognition for a high-profile case, the surgeon with national recognition for an innovative procedure or the accountant with the most knowledge in the department of accounting rules. Those who carry the expert concept may have been told in their youth to "grow up to be good at something."

SPIRAL

Success is moving from one position to a related but often broader position, usually every 5 to 10 years. A spiral's people may learn to be "all-rounder." New positions are a natural extension of the prior work. Engineers who migrates into project management and then to capital budgeting and eventually to corporate budgeting are the known examples. Spirals accumulate a vast amount of knowledge and experience.

Many spirals in their mid-career feel a strong desire to share massive knowledge with others. This tends the spirals to leave large companies to become consultants or teachers.

ROAMER

Success of the roamer is changing jobs often. Movement is more frequent than spirals, perhaps every two to three years, and the succeeding jobs are often unrelated to past professional experiences. These are often people from the extremes of economic backgrounds who don't value security. They either were raised in an upper-economic stratum and presume money will always be there or were in a poorer economic environment and know they can survive on very little.

Roamers play key roles in companies that are expanding the new markets. They make good startup and tend to value work with high people involvement.

Each career concept has a set of underlying motives. These are the things that make people happy at work and energize them.

- Linears are motivated by power and achievement.
- Experts seek expertise and security.
- Spirals value growth and creativity.
- Roamers are passionate about variety and independence.

Unfortunately, many people have a particular concept of career success wired into their belief system, but they have strong underlying motives that tie to these concept. Such a misalignment between concept and motives could lead to chronic dysfunctions, such as discord, despair, lack of motivation, cynicism and frustration.

If a worker has a set of motives that do not fit to his concept of career success, he can more easily change his concept of success than the underlying motives to achieve alignment and end these dysfunctional feelings and behaviors. Such recognition of misalignments and subsequent actions to achieve alignment can reenergize and refocus employees in a dramatic fashion.

IMPLICATION OF THE FRAMEWORK

Before applying the concept directly we need to assess the career concepts and motives, and then we need to act accordingly. During formal performance assessments, the need for each one will provide personal development kunt plan that helps both short-term and long-term planning. The

author has discussed few clues of each person's career concept.

An informal discussion is also usually more valuable than formal reviews. The former discussion provides an open dialogue than the formal performance management reports about the development and particularly on the career perceptions. Good career developers schedule in such a way as it meets both the reviews regularly. Each one can ask a revealing questions like "How do we become successful in the company?". The response should tell much about their career concept, not necessarily the underlying motives. More probing open-ended questions may be necessary to understand the individuals intentions "What type of work makes you feel proud?" "What has brought you the most satisfaction at work recently?" or "What gets your motor accelerated up each morning?"

Once we are ready with the determined career concept fitting i.e., tailor made for each individual, it becomes simpler to develop the models accordingly. For instance, for those with Linear motives can be provided with leadership training; delegate leadership skills-building opportunities, such as budget preparation; and provide projects in which an individual can evaluate and refine their leadership skills.

For an individual with Expert motives, they can be provided training which deepens their expertise. Experts can be encouraged to write for journals and attend related technical conferences which have help in updating their

knowledge domain. Experts should be warned that the market may eventually not value their expertise and flexibility in many events. These types of people will find new areas of expertise for self-development.

Now let us look about the individuals with Spiral motives, these personalities look for alternations requiring broader skills. Special creative projects in new areas of the company, particularly those on cross-functional teams, also are good assignments. And finally, for those with roamer motives, they plan to move on, agreed-upon times after they have had a chance to contribute to the self & as well as for the organization where he works for. They should be aware of company strategic moves and communicate them to roamers who like to be involved in something new.

For the linears, spirals and roamers, the organization should strike a deal to "advertise" for these people after they have had sufficient experience and performance in their respective job. In the real case the people developers lose good people. This helps in having a long line of good people demanding to transmit innovation.

BUSINESS LEADERS AND THEIR CAREER SUCCESS
Nitin Paranjpe, MD & CEO, Hindustan Unilever Ltd.

Individuals with linear motives can be offered with more leadership training, to establish them in higher rank job profile. This will enhance their performance and efficiency in all scope.

There are people who have gone through this motive and successes in their field. We all knew about Nitin Paranjpe, MD & CEO, Hindustan Unilever Ltd, Paranjpe was inducted into the HUL system as Area Sales Manager for Detergents, and now he is the CEO. Paranpje wasn't even expecting to be elevated to the CEO's position as he did not think it was time yet for that, apart from the fact that his very own performance at the senior positions wasn't great either. But, Paul Polman, the Unilever CEO, who had had a chance to see Paranjpe from up-close during his work with Unilever London, had already spotted the spark in this relatively young man and, as a result, when the time came, he lost no time in put that potential to use by strongly advising the board for Paranjpe's to be made the CEO of the company. This is a proof of the inner psyche which urges the career motive to outperform in various position he have taken

Chanda Kochhar, Managing Director and Chief Executive Officer (May 2009), ICICI Bank Ltd.

The whole world knows about her career success, she is own who always explore more and more for an unrevealing success. She is people who always search different ways to excel in her domain. She believes less on fate and work more towards the development of self and as well as the organization with which she is been connected for more than two decades. This shows her consistency, openness to learn ability to achieve any task;

however difficult and tough it may be. She proved herself as a leader by heading all the groups successfully. Her exposure in banking, hard work and sheer experience gained her the edge as compared to other contenders in the Bank. This made her journey from trainee to CEO. Having run all the businesses, now Kocchar is responsible for oversee a number of functions which include; finance, risk, audit, compliance, industrial relations, all those kind of things. The Expertise she possesses helped her to have a successful career.

Vikram Pandit, CEO (December, 2007-October, 2012), Citigroup.

Reaching the top position of the world largest and pioneering financial organizations, that too in a country that would not accept anything less than the best, is what one is considering as his career success, we will see a right person with spiral motive. Vikram Pandit's career-graph may not have ever imagined that he would one day take over the reins of Citigroup when he left for the USA to pursue higher studies; the modest aim would have been to complete his education and then take up a career that would suit his skills and knowledge. But he was destined for greater and more significant things than settling down in an engineering job. So what he did after completing his engineering (B.S. & M.S.) was, to explore the world of business and finance (M.B.A. and Ph.D. in Finance). This step enabled him in the future to join Morgan Stanley and get acquainted with the world of financial services

from close quarters, gain enough expertise and confidence to float a hedge-fund company Old Lane LLC with a couple of colleagues from Morgan Stanley, creating value and then selling it to Citigroup, as well joining it in a leadership position.

Carol Bartz, President, Director and Chief Executive Officer (January 13, 2009- September 6, 2011), Yahoo, Inc.

She is an aggressive, outspoken, bold, self-made and self -confident visionary woman entrepreneur with straightforward approach for problem solving and high experience of reshaping sinking companies and getting them on track using a combination of different strategies. Carol Bartz took up the reins as CEO of Yahoo Inc replacing Jerry Yang, a co-founder of the company, on January 13, 2009 and continued her tough fight to reshape the company until September 11, 2011; for nearly two and half years till she was fired by the board. After finishing her Bachelors in computer science, Bartz joined in 3M as the only women employee in a division of 300 men. Bartz held a number of key positions at Sun Microsystems, Inc., including as Vice President of Worldwide Field Operations and as an executive officer. At the age of 43, Bartz took the position of CEO for Autodesk, Inc., a moderate-sized computer-aided software design company with average earnings. Bartz purchased Autodesk from founder Carl Bass. Carol Bartz was executive chairperson of the board of Autodesk, Inc and she served various positions as

Chairman, President, and CEO of Autodesk for a long impressive tenure of 14 years and latter stepped down. During her tenure, the company diversified its product line and grew revenues now, sixty percent of Autodesk's business comes from products other than AutoCAD.

APPLICATION OF THE THEORY

To avoid the individual's dysfunction, companies have set up re-engineered departments. Reengineering is often synonymous with de-layering, increased spans of control and multi-tasking of frontline positions.

The linears are frustrated with the reduction of levels to climb. The experts feel a major loss from being forced to multiskilling, essentially out of their field of expertise. The spirals, on the other hand, are happy with the opportunity to grow in a new multi-skilled position, and the roamers are happy for the redesigned jobs, in general. Hence the company must look for the individuals in such a way to be well served by knowing the motives and career concepts of them before assigning positions.

During the selection process the Human resource department can assess the candidates with their career motives. It will help them select the right candidate as needed by the organization. It also gives a clear picture, which one fits in to which type of job, based on the job profile. The people from Human Resource department need to be aware of the underlying career motives and

general career concepts developed by experts to overcome the interview barrier.

If the selection/job interview is for the top position say for Managing Director, General Manager, Chief Operation officer or Chief Finance officer etc., that job profile clearly states what are the expected qualities, qualification, experience, domain expertise etc. Keeping these criteria's the human resource department can simply their job and also can end up selecting a right person for the job.

Understanding the career concepts and individual motives on right sense not only helps the management in getting right employees. It also helps the employee to select or evaluate the corporate where he needs to work and establish his/her further career. Evaluating the career prospects of a corporate is not an easier task as evaluating individuals. One should have complete knowledge about the corporate to which he/she is willing to work for, where they wish to explore their skill along with the organization growth to the career ladder. Once the organization evaluation for the successful career is over, lot of questions will pop up within us.

Many organizations have started investing a huge part profit for the development of their people resource. They need to be more cautious in that particular investment. We have lot of real success stories where the prompt individuals are identified, through mentoring, evaluating their interest and

analyzing their career interest for successful operation of the organization and also they offered successful career.

SUGGESTIONS AND RECOMMENDATION

- ✚ Individuals need to be aware of their career motives; it will help them select a right career.
- ✚ Identifying the inner career motives can be carried on a regular basis where the motives will be changed as the need for self-sustaining arises.
- ✚ The corporates can also adopt the method in their selection process.
- ✚ The paper has given an input on career success that totally relayed on their inner motives.
- ✚ Analyzing an inner career motive and relating those with the existing job will definitely help to decide on the future growth.
- ✚ The motives are not permanent based upon their self-motivation and interest it get varies.
- ✚ The career model developed by the Professor has more significance towards the working group, it's recommended to the organizations to evaluate and manage the people.
- ✚ Each individual can identify his/her career interest.

CONCLUSION

It is clear that Michael Driver, Ph.D., Professor of Organizational Behavior and Director of the Management Assessment Program at the Marshall School of Business at the University of Southern California at Los Angeles

model have more implications on individuals. The model is highly focused on evaluating the career success of each individual. The core knot to be noted by the professionals is to identify and evaluate self-Motives to plan a career or organizations they wishes to work for a successful career. It's not that each individual will have only one motive in their life time, as time goes the knowledge level & experience is also improves. This transformation will give end up in modifying their motives for better career raise. It's always advisable to adopt the model in identifying and evaluating ones career interest. The authors suggest here the role of both the individual and organization is more in adopting the model.

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