

# Training Module 1

## Career Guidance in SMEs

Session 1 - Ice breaking and goal setting

Session 2 - Introduction to the topic Career Guidance and planning the implementation



# Lifelong Learning

Growing

# Career Guidance in SMEs

## Lecture 2

### Lifelong Learning

Growing

## What is Lifelong Learning?

“

All purposeful learning activities, whether formal or informal, undertaken on an ongoing basis with the aim of improving knowledge, skills and competences.

”

# Key checklist for lifelong learning:

- ✓ Voluntary
- ✓ Self-motivated or self-initiated
- ✓ Doesn't always require a cost
- ✓ Often informal
- ✓ Self-taught or instruction that is sought
- ✓ Motivation is out of personal interest or personal development

# Examples of lifelong learning:

- ✓ Developing a new skill (e.g. cooking, programming, public speaking, etc)
- ✓ Self-taught study (e.g. learning a new language, researching a topic of interest, subscribing to a podcast, etc)
- ✓ Learning a new sport or activity (e.g. Joining martial arts, learning to ski, learning to exercise, etc)
- ✓ Learning to use a new technology (smart devices, new software applications, etc)



# Benefits of lifelong learning

- Renewed self-motivation
- Recognition of personal interests and goals
- Improvement in other personal and professional skills
- Improved self-confidence





# Lifelong learning in organisations

Employers are recognising that formal education credentials are not the only way to recognise and develop talent and that lifelong learning may be the desired trait

Thanks to the fast pace of today's knowledge economy, organisations are seeing lifelong learning as a core component in employee development.



# Career guidance





# What is Career guidance?

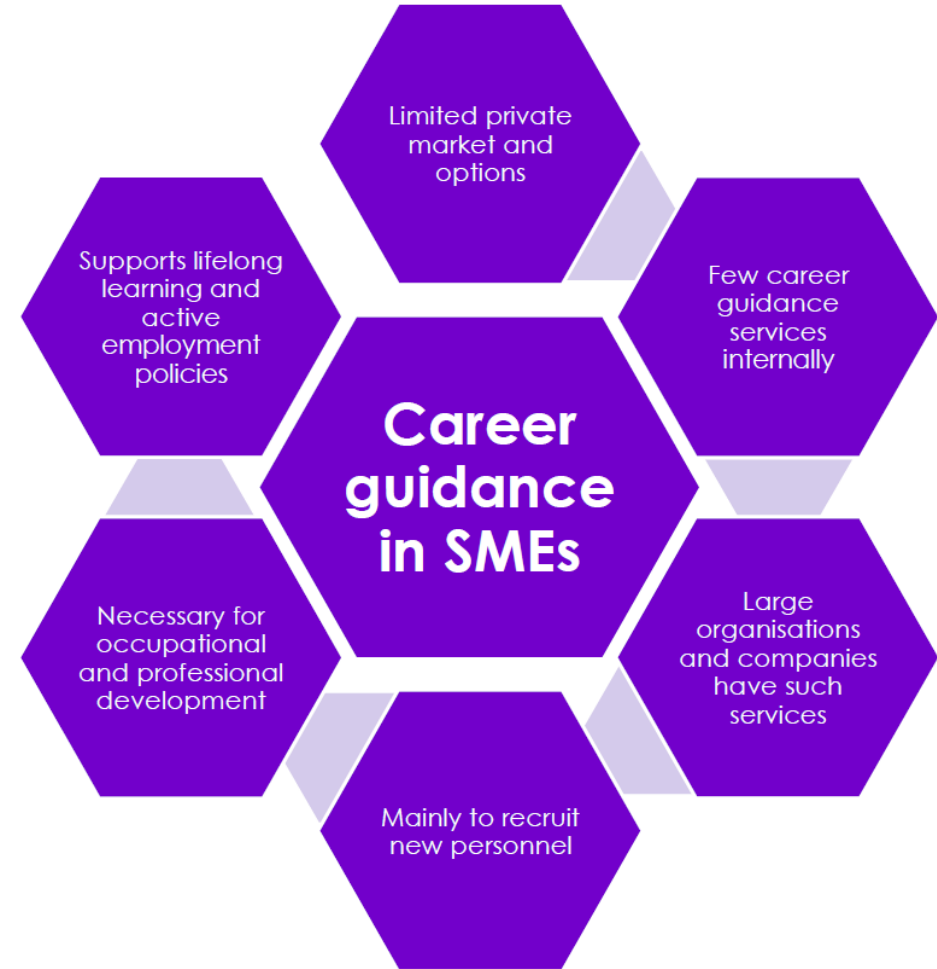
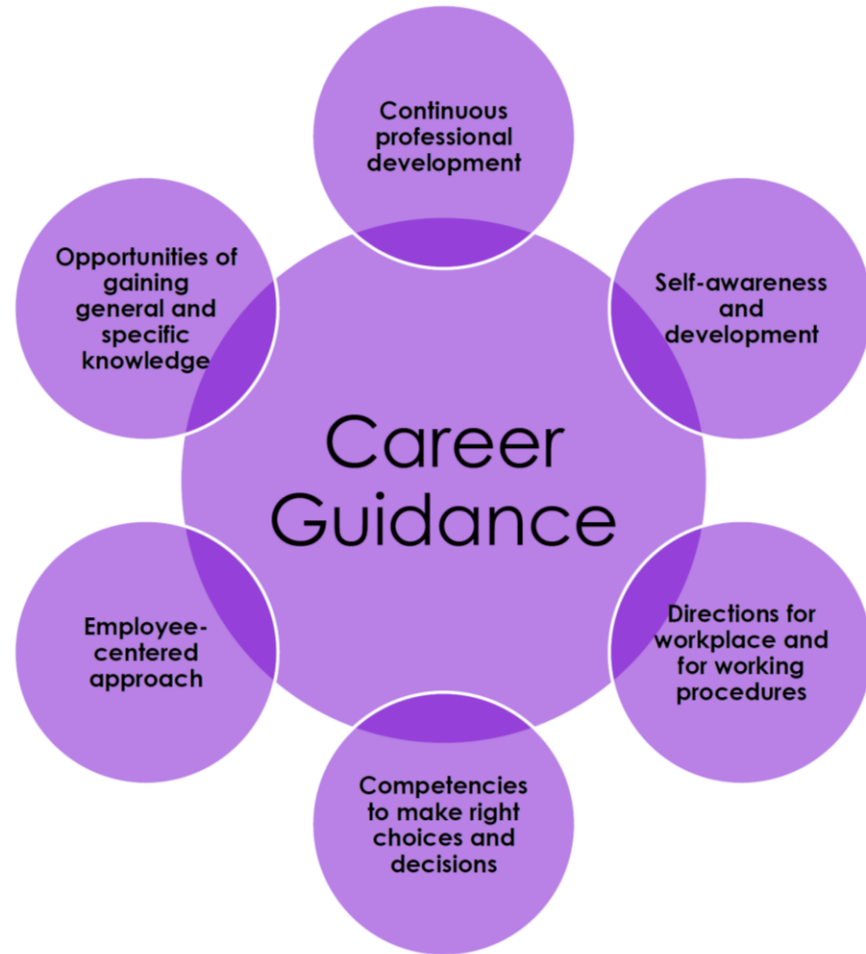
- directing, and helping people choose their occupation
- directions provided at a workplace and for the working procedures of a field



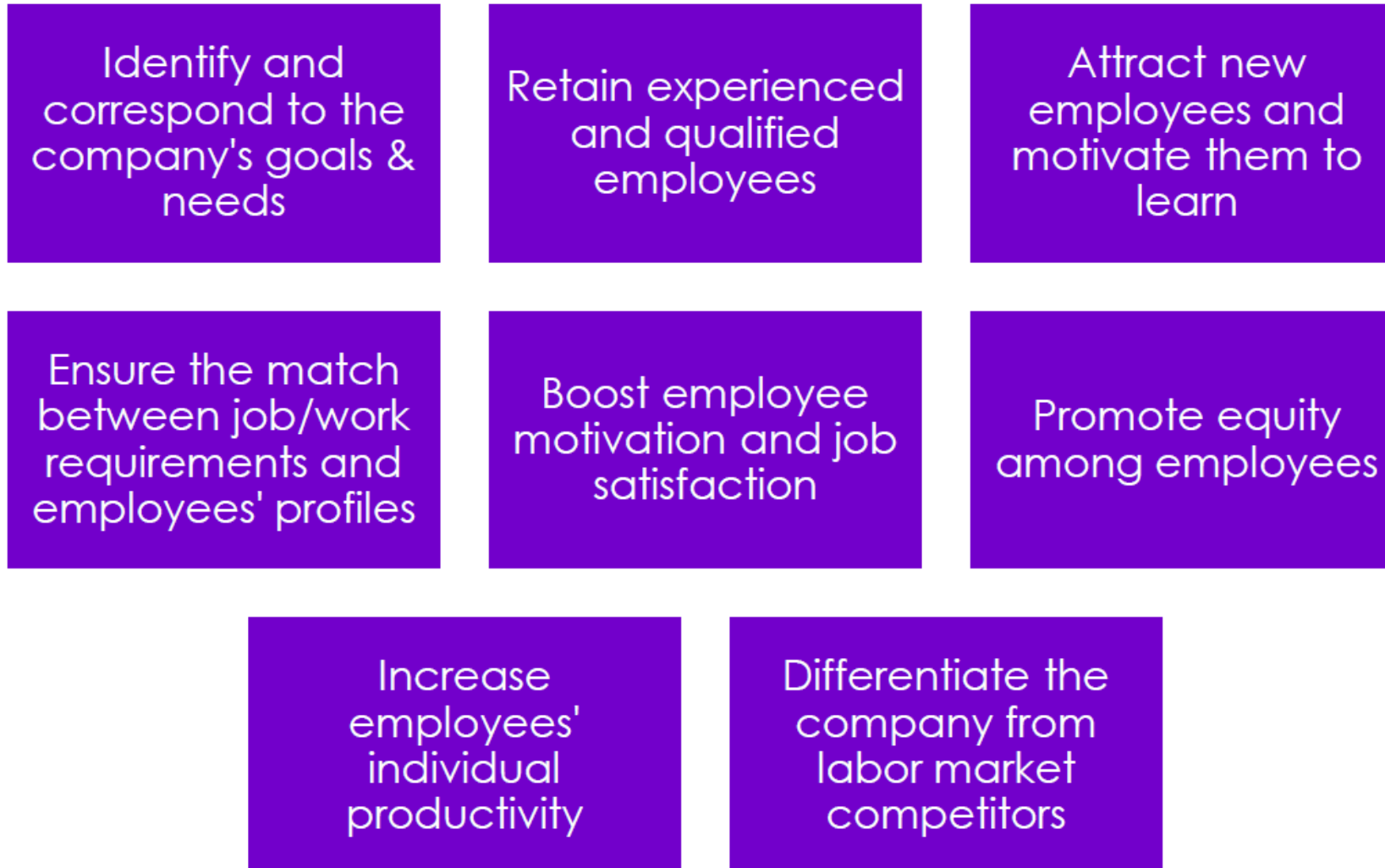
Services intended to assist people at any age and at any point throughout their lives, to make educational, training and occupational decisions and manage their careers"

OECD definition

# Career guidance vs Career guidance in SMEs

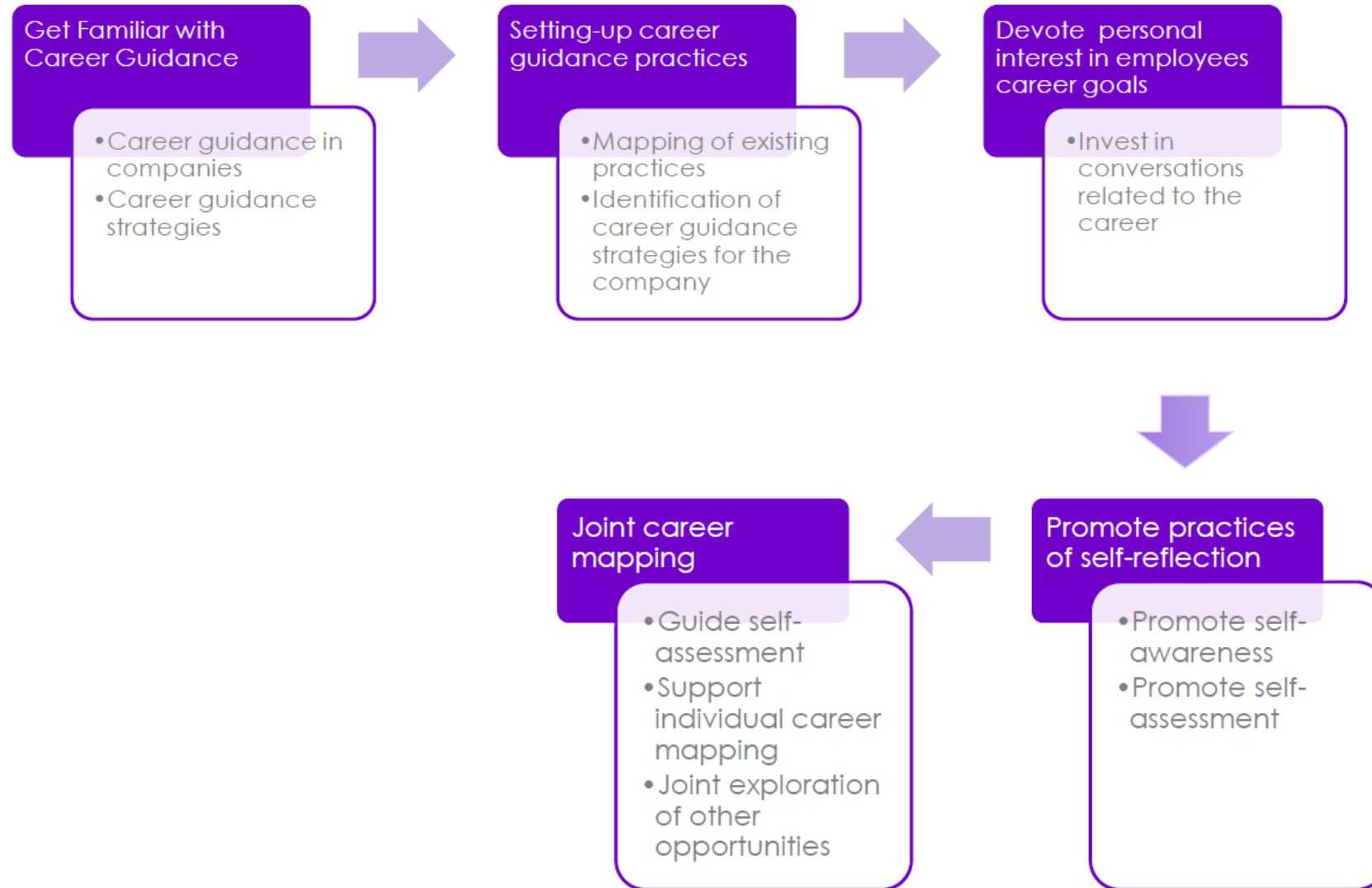


# Relevance of career guidance for companies and employees





# Starting with career guidance



# Career Guidance in SMEs

## Lecture 2

### 1. Get Familiar with career guidance

Career guidance in companies – every company, enterprise, and generally business or organisation ought to schedule activities promoted by the entity to ensure the capacity building, career development and progression of their employees. Both sides (employer – employee) are benefitted when career guidance activities and programmes are conducted within a company.

# Examples of strategies

- **Career conversations with employees** - talk with employees about their professional goals and career vision. It boosts employee engagement and retention, fosters self-awareness at the workplace, develops positive relationships within a team.
- **Career mapping** – it includes self-assessment, by exploring employees' knowledge, skills, and abilities, as well as past experiences, accomplishments, and interests. An individualized career map fosters the identification of internal challenges and opportunities that meet the employee's interests and the exploration of other opportunities.
- **Job redesign/enlargement** – broaden the scope of the job by giving new tasks to employees (according to their skills), increase the responsibility of employees in a certain area/ field (adequate to his/her profile). Keep challenging employees.
- **Job rotation** – rotate employees between two or more job positions/tasks at regular intervals. This approach will assess (new) employees' skills and abilities in order to place them in the right job position; it will also alleviate the monotony of a repetitive activity and provide them with the opportunity to gain more experience.



- **Dual career ladders** – it is a professional development strategy that allows employees to advance without having to take on supervisory or management responsibilities and it usually addresses to personnel with extensive technical knowledge and/or education but are not interested in a management or supervisory career path.
- **Horizontal career paths** - a horizontal shift may appear as a transfer rather than a promotion since a horizontal career is one in which employees move between jobs with identical responsibilities in different fields of expertise, without compensation changing significantly.
- **Mentoring** - it is a formal or informal and collaborative relationship between a senior and junior employee aiming at the mentee's growth, learning, and career advancement. Usually, the mentor and mentee are both employees in the same company, and the focus is on corporate goals, company culture, career aspirations, professional development guidance, and work-life balance.
- **Cross-training** - the process of preparing employees to work in several jobs or to perform duties that are outside of their typical responsibilities.
- **In-house training programmes** - internal training, often known as in-house training, can be a sort of career guidance that utilizes a company's own expertise and resources. It is really specialized and aimed towards employees who are relatively new in a company.

- **External training programmes** - experts from outside the organisation perform external training. They could be someone with whom your firm already has a relationship – such as a supplier – to provide more details on a product or feature, or an industry expert who can share the newest trends to keep teams ahead of the competition. External events or online training can also be used for this form of training.
- **Online Courses** – such a course is a set of lessons delivered via a web browser or mobile device that may be viewed at any time and from any location. It is developed as an online learning environment for asynchronous learning.
- **Conference/ Seminar attendance** - they are professionally organized events in which a sequence of information is delivered and exchanged in single, concurrent, or distinct sessions to the interested parts that participate. Employees should register and attend such events for the purposes of gaining new knowledge and getting acquainted with the latest trends in their field.
- **Ensure performance evaluation** - a structured and productive system for measuring an employee's work and results based on their job responsibilities. It should be used to determine how much value is added by each employee to a company in terms of increased revenue, compared to overall employee return on investment.
- **Support work-life balance** - a healthy work environment entails a good work-life balance. Maintaining a healthy work-life balance, a state of equilibrium in which a person prioritizes both his or her professional and personal obligations, reduces stress and prevents workplace burnout.

# Career Guidance in SMEs

## Lecture 2

### 2. Setting-up career guidance practices

- o **Mapping** of existing career guidance practices.
- o **Identify career guidance strategies** suitable to be implemented in the company.
- o **Interaction with employees**, through interviews and/or questionnaires, to identify and record their needs and their strengths and competencies, as well.
- o **Assess the goals and objectives** by both sides (employer – employee), the available tools for career guidance implementation, and the efforts that need to be conducted.
- o **Generate targeted and specialized activities** for stakeholders based on the topics of interest that will emerge from discussions with employees.
- o **Share the results** and estimate the consequences of every decision taken for the career guidance implementation.
- o **Reevaluate, rethink and redesign** if necessary.



# Career Guidance in SMEs

## Lecture 2

### 3. Take a personal interest in employee career goals

**1st meeting:** Storytelling – get to know the employee.

**2nd meeting:** Passions, goals, and dreams – ask for the personal, social and professional goals of the employees and try to identify with them.

**3rd meeting:** Start developing a career development plan of the employee (analysis of the current job, skills gap, future aspirations, training, progression, preferable tasks/position).

# Career Guidance in SMEs

## Lecture 2

### 4. Promote practices of self-reflection

Self-assessment is a significant tool for improving learning. It encourages employees in career guidance, to consider how their own work relates to the learning objectives for concepts and abilities. It helps workers to consider how a certain task or course relates to their overall acquisition of knowledge.

- Promote self-awareness
- Promote self-assessment

1. Guidance during self-assessment
2. Support individual career mapping
3. Joint exploration of other opportunities

## Career Guidance in SMEs

### Lecture 2

5. Joint career mapping



# Joint career mapping includes:





# Implementation and evaluation

# Career Guidance in SMEs

Implementation at  
the workplace

Career Guidance  
Strategy

- 🕒 Select 2 company employees
- 🕒 Define a career guidance strategy for each one, based on the concepts and examples shown at the training
- 🕒 Fill the ***Company Implementation T1*** template for each one of your employees with all the elements of the strategy defined

At the end of implementation, evaluate this training module.

Fill the ***Evaluation Questionnaire M1***

Career  
Guidance in  
SMEs

Evaluation of the  
module

Growing

# Thank you for being part of the project!

