

Professional development and succession planning in organizations

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Professional development and succession planning should ensure the institution's workers' passion, as well as provide organizations with the opportunity to expand their professional talents, provide them with a work perspective, and increase the attraction of joining the business. The purpose of corporate succession planning is to guarantee that the company has sufficient personnel resources to meet its long-term goals for a few employments. It is increasingly essential to be able to readily alter paths in one's profession. Professionals' workspaces are in jeopardy owing to organizational changes, the company's existence, organization and the workers, insolvency, and so on; therefore, they must take responsibility for their professional growth.

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Why should we consider professional development?

Planning may be defined as people's unique ability to deal with the future. Finding the right place in the industry and addressing essential life questions such as "What or who do I want to be in life?" are two critical components of career planning. Even if we are content with one current job, career planning is a good idea since individuals will be better prepared if they ever must quit, and that we will not succumb to dread or perplexity because they know any better. It is significant to evaluate what they want to do in their leisure time while planning to find a job.

Portray, what we are excellent at, and so forth. Creating an ideal career image is the first step in achieving more professional fulfilment. Changes brought on by life's dynamism and variety has resulted in a shift in power toward the individual, who now bears primary responsibility for career planning and evaluation. In the end, "the career plan is only a product of the self-assessment process, the setting of professional objectives and the conditions for their realisation by the person" ("Kachanakova, 2003").

It is in the employer's best interest to help their workers grow and develop as individuals (company). Several strategic goals may be achieved via career planning on the part of the firm. "Individual career development programmes and general arrangements for management development, consulting, and mentoring of career" are created using all of the information

gathered from the company's requirements, work performance and potential evaluation, and succession plans for managerial positions". ("Armstrong, 2007").

"Career advancement is simply the result of interactions between individuals who choose what best fits their ideas and the company that offers options that meet their goals. Career development, career planning, and career management all have a dual purpose in mind" ("Chvostaova, 2015").

It is important to note that both the individual and the organisation define what constitutes a successful career. Professional planning is defining and implementing the activities and processes needed to attain a person's career objectives. Additionally, "career management involves selecting, evaluating, and developing people who will create a prospective qualified talent to satisfy the company's demands and guarantee its competitiveness. This process is a part of career planning". ("Bielikova").

What is a career, and how does one plan one?

A *career* is defined as the progression of an individual inside a corporation from a lower to a higher work position job throughout their productive careers. In terms of vertical advancement (office development) and horizontal advancement (new information, skills, and experience), we may assess it. According to GR Walz, "Career Development Diamond, a graphic illustration of the four major components undergirding an effective and comprehensive career development program for organizations. Contrasting the characteristics of both ineffective and optimum career development programs, the author describes how use of this model can help management and the employee to achieve the greatest good for both the organization and the individual. Particular attention is given to the functions appropriate at each "base" of the diamond and to the interrelationships among and between all of its parts: The chapter concludes with a statement of five important outcomes that may be expected to occur as a result of using, this approach to human resources management". A person's career is a journey through human existence, particularly a professional one, along which they acquire experience and develop their potential.

Career anchors are work areas that a person's interest in reflects their priorities when selecting a job. Examples of career anchors include:

- ❖ the technical – functional – displays a desire in a highly specialized worker (surgeon, programmer),
- ❖ management – involves interacting with others.
- ❖ long-term stability – an endeavour to find long-term employment
- ❖ self-realization – creativity – discovery
- ❖ a sense of autonomy or independence

- ❖ pay rate,
- ❖ a qualification - for example, in the military
- ❖ the job places a high demand on creativity and mental agility.

Establishing an effective development strategy for each employee is the foundation of career planning as below:



Image source:

<https://hiringpeoples.com/career-planning-and-development-career-prospects-2020-2021/>

Four stages are included in the career planning process:

Self-evaluation of one's talents and interests and the formulation of professional objectives and personal desires for a certain length of time that consider techniques, tasks, and resources necessary to achieve those goals is a necessary first step for everyone. It boils down to answering the following questions: what do we want to accomplish, what do we hope to learn, what do we hope to improve upon, and when? The individual "SWOT" analysis might be used at this point. Johari's Window or 360-grade feedback are two examples of ways that may be used to get a more accurate picture of a person's performance.

A second approach is to investigate the options and examine the practicality, appropriateness, the individual's priorities, and the benefits and drawbacks of each option to arrive at a decision that will lead to the achievement of one's objectives.

Choosing an appropriate alternative development led to this phase, leading to the creation of action plans, tools, and timelines.

The fourth and last phase is to move up a level or attain a goal.

There are four phases to creating a career plan, but the method is somewhat different.

- In the first step, the employee assesses his or her skills, interests, and objectives for the workplace.
- The organisation assesses each employee's talents and growth potential.
- Workers are aware of the company's available career options and the sort of career they may build within it.
- The individual, his supervisors, and human resources should work together to create realistic objectives and develop a career plan that moves toward reaching these goals.

Workers who complete this process will have a career plan that details their individual growth goals and the steps they need to take to get there. This plan can help them move from one job to the next, but only if they meet all of the requirements that have been set forth by their employer. ("Hraskova, Bartosova, 2014"). Control is also an element of this procedure that precedes further examination. The employee's position, skills, and willingness to put forth the effort necessary to complete the task will influence how long it will take to complete.

Creating a Plan for Succession.

As far as succession planning models go, there is no one-size-fits-all solution. When considering the size and future expansion of the firm and future demands for people with the needed qualifications and the development of knowledge in a company, any organisation may build its model. The succession planning process should be based on the company's strategic objectives and goals since it is linked to the future. So that present owners may lay forth requirements for their successors, the firm can grow and develop, a strategic plan should be in place. When it comes to ("Sukalova and Ceniga, 2013")

To ensure that the organisation can always find a qualified candidate for a vacancy, a succession plan is necessary. Two types of work are required for succession plans:

- ✓ It is essential to identify and develop essential personnel to streamline the selection process, and prospective employees can be thoroughly vetted.
- ✓ Information on the current manager and his or her successors must be included in a proper successor table.

There should be a dynamic process in place for succession planning. A team of individuals who have a concept of the company's long-term growth and an understanding of the company's strategic objectives are engaged. There are several ways to structure a succession plan. Only one substitute is generally included in this plan, and it has often been used for succession planning in a single division or department of the organisation as follows:

- ❖ Aims and Objectives
- ❖ Identifying the next generation of leaders
- ❖ Training for the next generation of leaders
- ❖ Benefits and compensation

- ❖ Make alterations to your position.

The use of succession plans in the shape of a pyramid or a grid to cover all essential roles in a firm, specify more than one successor (often three) and decide their sequence is standard for corporate succession planning.

Successors' succession plans or orders may change if someone is more qualified for a position. This dynamic nature of succession plans is an important feature. These plans provide options for future occupants of certain positions while highlighting the risks associated with the absence of an immediate successor. However, it is increasingly common to assign individuals into a firm's succession plan based on their competency than their seniority (age, duration of employment, length of service with the company).

When it comes to succession planning, the issue of whether to plan from inside the company's human resources or to concentrate on persons with high potential is an essential one. Because the firm can devote more time and resources to developing its employees' talents, they will be better equipped to meet its present and future demands. We may have missed out on some truly great people who have been "doomed" and have been unable to achieve their goals. The second option is to bring in new members from the outside. A company's existing leadership may not be a good fit for a new path in the future. Thus, this alternative should be considered. A new generation of employees has not been adequately trained to replace them.

Conclusion

Human resource professionals are essential to a company's success in a competitive marketplace. As a result, having these supervisors implies that they can grow and succeed in their roles. Managers must continue to grow and learn throughout their careers since their professional growth is intertwined with their company's overall strategy and the ever-changing social and commercial situations they face. Modern organizations have realized this and regard human potential as a critical component of the company's overall success. For them, it was a matter of creating a high amount of skill, understanding, abilities and drive that allowed them to perform and compete effectively. "Holland's theory is very explicit about how poor career choices may be made. Holland discussed this problem in terms of conflict or indecision in career matters. If the modal personality style leads to an occupational decision that is blocked and there is no strong second modal personal orientation, vocational indecision will be observed. Similarly, if two orientations are nearly equal in strength, conflict in vocational decision will occur. In terms of abilities, a poor choice could be made if the individual did not evaluate his talents accurately and thus his level hierarchy was over- or underinflated. In that case, the individual would either be observed to aspire to a career which might be consistent with his modal orientation but too difficult for him, or choose one that failed to use his talents sufficiently" says Osipow, Samuel H.

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