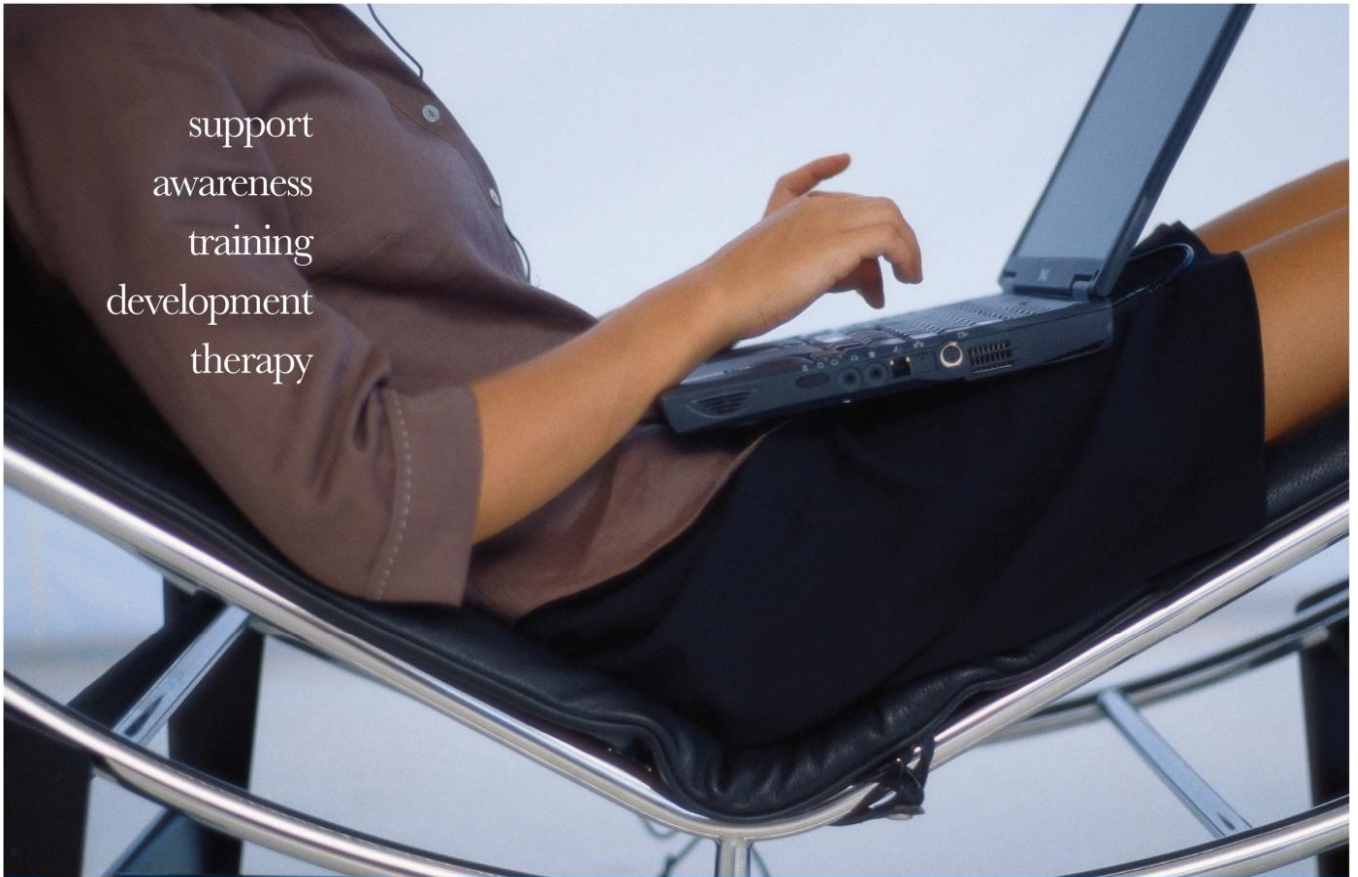


support
awareness
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Embedding Psychological health and wellbeing at work

A brief guide to the Psychology of Career development

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Transform the working world
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Case study

A director of marketing for a major publishing company had an exemplary record for increasing profits year on year and creating and sustaining award winning sales teams. As part of his personal development he had taken short training courses to acquire technical skills that would equip him for top management.

The company was managed in divisions focusing on different segments of the market. A vacancy arose for the role of MD in his division. The process of appointment was not revealed to staff. Top management didn't seek the marketing director's application, and subsequently appointed an outsider with no experience of the industry, but with strong IT skills, which is where the company was heading with on-line publishing. No one from top management discussed anything about the appointment nor the process involved with the marketing director, who was considered an obvious candidate.

The marketing director's performance immediately deteriorated, and he became lazy, less engaged in running his teams, and started looking around for another job. At one stage his frustration exploded with a very public spat with an administrator who he regarded as ruining his chances of achieving his monthly KPIs.

Outcome

HR realised that something had gone seriously wrong in this case, and invited OrganisationHealth to investigate and advise. We alerted top management to their failed career development programme and the consequences of failing to handle appointments correctly if the company wished to retain their star performers. We advised on a suitable career development programme and provided help on appointment processes. We helped the marketing director with his anger management, and restored his interest in the company by brokering a move to another division with an existing MD, who recognised his talents, expressed this in many ways, and provided him with scope to extend the use of his skills. One year later the marketing director is back at the top of his game, contented with working for his new division and feels he will achieve his ambition of 'greater things to come'.

Brief guidance

1. Career development programmes are a key ingredient for gaining commitment and trust between employees and their organisation, and in achieving better business and service performance. They show interest in the individual and demonstrate attentiveness to the needs of staff.
2. Career development is a key factor in psychological health and wellbeing at work; it enables individuals to see their own future in the context of the future of the organisation. This is a strong influence in creating commitment.
3. A lack of attention to career development opportunities may result in creating negativity that produces the 'iceberg effect' – the period of time when individuals have little or no interest in the organisation, suffer psychological distress, and go absent because of sickness, and may leave their job – causing unnecessary expense and disruption to overall performance.
4. Recruitment and appointment processes always need handling with the wider implications in mind. They are essentially 'public' processes conducted 'behind closed doors'. The ways in which the process is handled will be interpreted as being a reflection of the organisation's interest in its employees.

Our role

- We provide advice on career development programmes for managers and staff.
- We provide coaching, mentoring and support (such as CV writing) to individuals on career planning, skills acquisition and action.
- We provide coaching in interview techniques, for interviewers and interviewees.
- We provide assessment and development centre services for recruitment and career development purposes.

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