



Career Development: Future Focus



1984—Minus 1. To some of us in career development, it feels like the future is already here. The Career Development Division of ASTD has come a long way from its beginnings as a task force in 1976 to full

division status with more than 2,000 members. Parallel to the division's growth has been a tremendous interest in career development among practitioners and organizations. We've moved from career planning workshops to full blown career development systems. The future will probably require us to blend and balance individual and organizational approaches.

What's next? The articles in this special career development feature urge us not to rest on our laurels, but to keep one foot planted in the present and one in the future. Changes in technology coupled with changing work values, fluctuating economies and an aging work force will have a strong influence on what we do in career development in the future. It is predicted that organizations will no longer look the same. We may not even define careers in the way we have in the past. Certainly the world of work and its possibilities will be changing; 20 percent of the occupations that today's kindergarteners will enter have not even been identified.

The articles in this feature will help us meet this future challenge. Zandy Leibowitz, Caela Farren and Beverly Kaye, in "Will Your Organization Be Doing Career Development in the Year 2000?" describe a systems model for establishing a career development effort in organizations. They emphasize the importance of sound diagnosis and assessment as a first step.

Tom Gutteridge and Fred Otte look at the present in "Organizational Career Development: What's Going On Out There." In this "state-of-the-practice" article, they report the results of interviews with 40 organizations.

Three articles describe innovative practices and interventions. The future will tax our creativity to move more into areas such as these. Ellen Wallach,

in "Individuals and Organizations: The Cultural Match," describes the importance and effect of corporate cultures in career development. As organizations become more complex, there will be an increasing need to help employees negotiate the corporate maze.

Linda Phillips-Jones, in "Establishing a Formalized Mentoring Program," describes an approach to increase the probability of people having "significant others" to help them with their careers. This may be one approach to maintaining the high-tech, high-touch balance that futurists say we will need.

John Crystal and Richard S. Deems, in "Redesigning Jobs," hit upon a critical area. Upward opportunities are diminishing quickly in many organizations and will continue to do so. Redesigning jobs may be one counter to the moving-up approaches that have been the cornerstone of career development.

The press to demonstrate the effectiveness of what we do will continue in the future. Linda Kapurch describes one such evaluation in "Following Up on the Effects of a Goals Workshop."

Also in this issue, Les Cross speaks practically about balancing an organization's future requirements—through succession planning—with the needs of individuals—through individual development plans.

Finally, in a series of conversations with the *Training and Development Journal* editor, professors Ed Schein and Tim Hall and ASTD Career Development Division director, Marlys Hanson, do some crystal ball gazing. Schein and Hall predict a swing toward "self-directed career development" and the response of the organization, while Hanson speculates on the changing competencies of future career development practitioners.

In looking to the future, career development practitioners can use an adage from the past, "Nothing is permanent except change..."

Zandy B. Leibowitz and Tom Gutteridge,
Contributing Editors