



## CHAPTER

## 4

# WORKING IN THE PRIVATE ENTERPRISE:

Organizations – Functions – Responsibility Levels

Where can I go to work?

The private enterprise system provides more jobs for more people than all other employment sectors. The number of career opportunities in private business *far* exceeds those in government, education, social services, non-profit organizations, the professions, and all other employment possibilities.

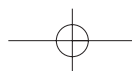
The magnitude of private enterprise career possibilities is so overwhelming that it is extremely ill-advised for you to fail to seriously investigate them. This is your most important work setting regardless of your occupational career interests. Most jobs are here, even for professionals in the legal, health-care, and environmental consulting arenas.

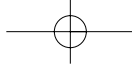
## Private Enterprise System

Many people view private enterprise as consisting of only the giant American corporations, but private enterprise also includes thousands of small, privately owned businesses ranging from the one person consulting business to the local bank. Most private enterprises are small to medium-size organizations, and they are usually owned by the person or persons operating them. These businesses may have only two or possibly two thousand employees.

The free enterprise system permits doctors, lawyers, investors, writers, store managers, distributors, manufacturers, farmers—anyone—to establish an organization for the purpose of earning a living plus a reasonable profit by investing, and thus risking, their time and financial resources.

Most of America's giant corporations started as small, independently owned and operated organizations and grew over the years by the exercise of sound management practices.





**Corporations are people, not monolithic entities.**

## Profit Corporations

A corporation is nothing more than a group of people working together toward the common goals of earning a good living for themselves and their colleagues in the enterprise, and of returning a reasonable rate of return to the individuals who have invested financial resources in the corporation.

Through mutual funds, the stock market, and insurance firms, private individuals own corporate America. This includes members of labor unions, employees, families, and millions of other private citizens. Most people in America own shares of major corporations either directly or indirectly in mutual funds and retirement programs.

Many people are indirectly stockholders in corporations and do not even realize it. If you have an asset base of any size, you probably have some funds invested in insurance policies, financial institutions, or retirement pension funds.

In all probability, your financial success and retirement are greatly dependent upon the success of corporate enterprises because the businesses with which you deposit your capital invest in these organizations.

Not all countries of the world share in this concept nor in the principle of individual choice of employment. The U.S. free enterprise system generates more career opportunities for people than all other forms of employment combined.

A major goal of many people is to eventually own and operate an entity they can claim as their own. The business might be a one-person private consulting firm, a ten-employee retail operation, or a multi-employee manufacturing firm.

Few people just starting out have the experience or financial resources to go into business for themselves. Most people must look to the larger organizations for the foothold they need in order to get started in their careers. The larger firms offer training and the chance to build a financial base.

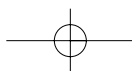
Every business has a cadre (some large and some small) of professional, technical, and managerial personnel who guide the organization. Many of these people—not all—have college educations. With the passage of time, that noncollege cadre is being replaced and supplemented by a new generation of college-trained managerial professionals.

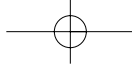
As new industries and firms create new products and/or services, greater opportunities for employment are generated. Today's entrants into private enterprise represent the leadership of tomorrow for these organizations.

## Employer Websites

Nearly every employer has their own website. Just look at the "CAREERS" section of most firms' websites. Most collect applications on-line. Before interviews, and whenever you are just exploring, you should visit these sites.

Most sites have job descriptions of available jobs. This is a great opportunity for you to explore career fields and actual openings available within various firms.





*Entrepreneurship is part of the American dream.*

## Individual Proprietorships

What is the difference between an individual and a corporation? Legally, there is a body of laws that separate individuals and corporate entities, but from a working standpoint, there is no difference. The reasons individual owners of businesses form corporations are to facilitate the raising of capital to expand the organization and to limit personal and financial liability.

The reason investors are willing to provide financing is to obtain a rate of return greater than what is possible through investing in other things. Because the risk of loss is greater than that with a savings account, insurance, and other forms of insured savings, the anticipated rate of return is better.

One major goal of many individuals is to someday own a business of their own. In surveys of recent college graduates, large percentages indicate that their goal is to start working for a large private enterprise, gain work experience, earn and save capital, develop knowledge in a specific field, and to eventually leave the corporation to start a new business.

An understanding of the corporate work environment is a key element in career planning.

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## Nonprofit Corporations

Not-for-profit institutions like labor unions, associations, cooperatives, museums, hospitals, etc., incorporate to provide a management vehicle for perpetual existence and to limit the liability of the board of directors and individual members and users. The nonprofit organization also incorporates to avoid paying some types of taxes.

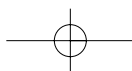
There is a thin line between what nonprofit corporations call "surpluses" and profit. One difference is that profit corporations pay dividends to stockholders. Nonprofit corporations plow earnings, if any, back into the organization for the benefit of their members and/or the publics they serve in the long run.

The free enterprise work environment impacts your strategic career planning. For practical purposes, the free enterprise system defines work settings and provides an overview for the world of work. This concept permits you to see how the activities you want to do in order to earn a livelihood fit into the context of work.

*The free enterprise system is a fundamental concept in employment.*

## Industry Groups

To help understand the composition of the U.S. workforce and how you might fit into the overall design, private enterprise institutions may be viewed as



**Employment growth trends continue to be faster in service-producing industries.**

either goods-producing or service-producing organizations. The U.S. Department of Labor further classifies these two groups into several major divisions according to the product or service.

Most of the nation's workers are in industries that produce services, which include education, health care, trade, repair, government, transportation, banking, and insurance. The production of goods, such as food, buildings, and minerals, requires less than one-quarter of the country's workforce.

*Salary surveys often divide salary statistics by "types of employer." A representative breakdown of types of employers or industry groupings is shown in Figure 4.1.*

Many investment services, such as Value Line, Moody's, Standard and Poor, and the like, classify employers into different groupings. There is no universally accepted classification due to mergers, new industries, and the potential use of a given classification.

In order to collect more career information, a helpful activity is to carefully review various industry groups and observe the relative size of employment in that group. Keep in mind that some industries are more "labor

### Illustrative Industry Groups

#### Business and Services

Public Accounting	Insurance
Advertising	Market Research
Banking	Publishing
Computer	Retailing
Consulting	Transportation
Financial	Utilities
Hospitality	Web Design

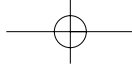
#### Manufacturing and Industrial

Aerospace	Metals
Agricultural	Petroleum
Automotive	Pharmaceuticals
Building	Purchasing
Business Machines	Scientific Instruments
Chemicals	Textiles
Electrical Equipment	Tires
Food	

#### Government and Quasi-Government

Agencies	Health Care
Conservation	Local
Education	Nonprofit Groups
Federal	State

Figure 4.1



intensive" than others. Clearly, some industries employ more people in professional, technical, and managerial capacities than others.

Figure 4.1 is also useful for reviewing the number of different industries available for you to investigate for potential employment. With the growth of technology, some of these industries may even be subdivided into new industries, while others may have disappeared, and yet others may have consolidated with related fields due to technological advances.

Thousands of employing organizations dot the landscape of the nation. The potential for employment in private enterprise is enormous. Within each industry there are hundreds of large and small employers, and within each employing organization many different types of job opportunities exist.

Certain occupations are characterized by employment in a particular industry. For example, individuals who desire teaching jobs usually must seek employment in education. Urban planners work for governments. Advertising workers work in a small industry group. Nurses most often work for hospitals.

Your choice of an occupation and career field may dictate the industry in which you will work. Some people are comfortable with that specification, but others prefer to keep their options broader.

Your occupational decision must factor in your feelings about the type(s) of industry in which you wish to work.

## Occupational Classifications

As industries grow in the next decade, changes will take place in the occupational structure. Some jobs will become obsolete and technology will grow others. Many jobs will become more complex and specialized. An even

greater number of occupational choices will be available. Studying broad occupational groups first helps you get a handle on how to approach a complex job market.

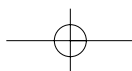
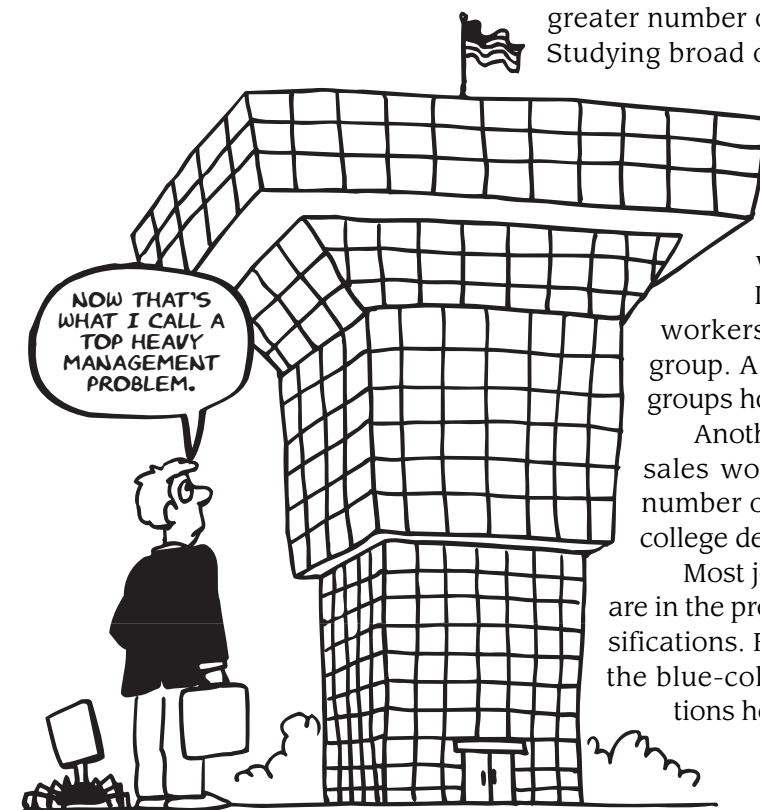
The government classifies workers into four large groups: white-collar workers, blue-collar workers, service workers, and farm workers.

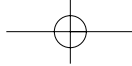
Professional, technical, and managerial workers make up over half of the white-collar group. A very high percentage of workers in these groups hold college degrees.

Another component of the white-collar group is sales workers, and we are seeing an increasing number of workers in this category also who hold college degrees.

Most jobs in which you are interested, no doubt, are in the professional, technical, and managerial classifications. Fewer than 10 percent of all employees in the blue-collar, service, and farm worker classifications hold college degrees.

For many years, employers have classified employees as either salaried or hourly





paid employees. Salaried employees are the smaller group and constitute mostly the white-collar workers.

Federal wage laws reinforce this distinction by defining which employees are to be covered under labor agreements, minimum wage laws, and other compensation and employment laws. Employees not covered by these laws are widely referred to as “exempt” employees and include most professional, technical, managerial, and sales personnel. This means that their working conditions are “exempt” (not covered by) from the Fair Labor and Standards Act legislation.

## Management Concepts

To survive, organizations must be managed in a manner that will ensure their continued existence. As a result, private enterprise organizations set strategic corporate goals just as individuals establish strategic career goals. The goals can be motivated by profit, social, service, survival interests, or combinations of these interests.

Many types of people from many occupations must work together in a harmonious work setting if the goals of the enterprise are to be met. Management is the vehicle for this cooperation. Management brings together people, financial resources, technology, and other resources in such a way as to ensure attainment of the strategic goals of the organization.

### Management Structure

The management process demands that work be organized in a manner that efficiently allows the organization to meet its specified objectives. This organizational structure is important to you because it specifies how and where your particular skills and interests can be utilized. Organizational goals and individual goals are not in conflict. What is best for you usually turns out to be best for the organization as well.

Every organization (including government agencies, hospitals, educational institutions, law firms, associations, small firms, and large businesses) operates within some type of management structure. A management structure avoids chaos. It defines relationships between functions and people carrying out these functions.

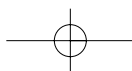
When two or more people come together, *formal* and *informal* relationships develop, and after a time, the relationships usually evolve into a *hierarchy* or other organizational structure. Leadership roles emerge.

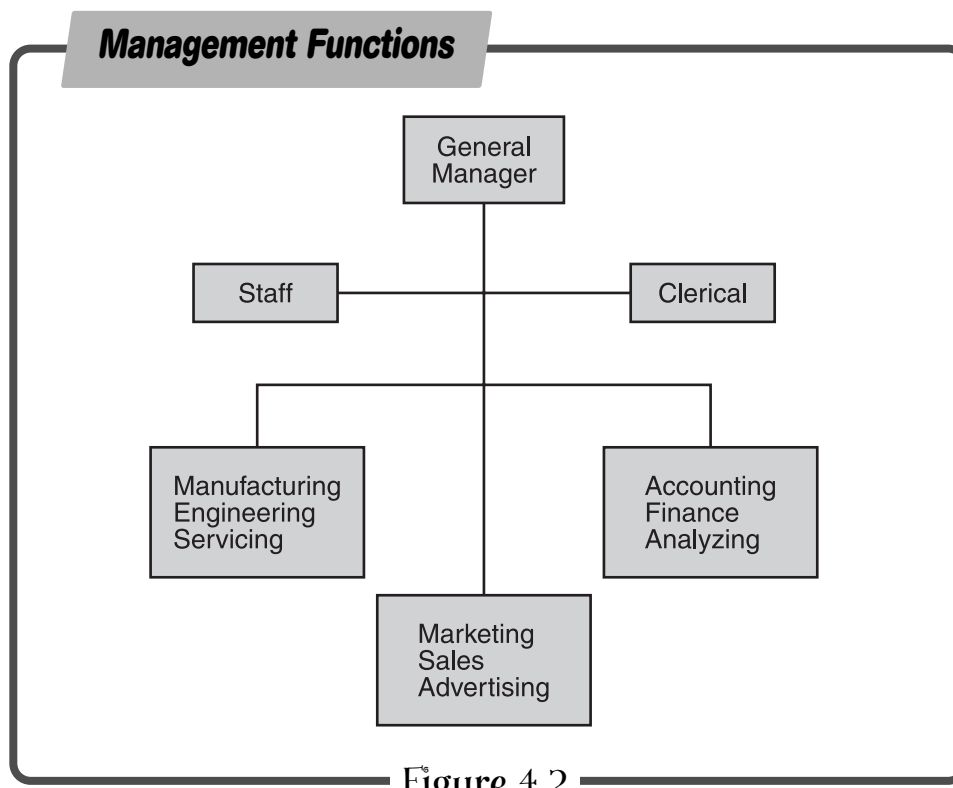
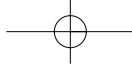
**Functions.** Organizations are organized around the tasks to be accomplished. Work tasks can be classified by their function. Any particular task is directed at carrying out one of the three major functions:

1. **Creating** a product or service
2. **Distributing** a product or service
3. **Financing** a product or service

In most private enterprises that manufacture a product, these three functions represent *manufacturing*, *marketing*, and *accounting*. In a service organization, the manufacturing function is replaced by the service being provided.

Your goals may be synonymous with the organization's goals.





**Figure 4.2**

It may be called the *distribution* or *purchasing* function in retail and wholesale trade firms. Hundreds of people, or one single person, may be employed in these various functions, depending upon the size of the organization.

Where in the organization could your qualifications make the most significant contribution to both the organization and you?

What you decide to do is important. Equally important is how that activity fits into the *structure* of the organization that will eventually be the source of employment for you. If you know what contribution you can make and how it meshes with the goals of the organization, you are well on your way toward satisfaction in your career.

The complexity of management increases as the size of the enterprise grows. In a very small manufacturing concern, one person, such as the owner, might function as the chief manufacturing supervisor, the sales manager, and the chief accountant.

If the enterprise were to grow, however, other people would need to be hired to handle these functions. The owner could hire a certified public accountant to do the bookkeeping and use an independent sales representative to sell the product while personally supervising the manufacturing.

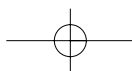
The owner usually discovers that it is more profitable to hire other people to handle these functions. The owner's role is then to supervise, or manage, all of the functions of the growing business.

As thousands of units come to be manufactured and sold, the need may arise for a national distribution network and new plants to handle the activity. The owner may elect to duplicate units in a distant city. New financing may be necessary. Engineers may be needed.

*Career exploration is determining where in an organization your particular interests and skills best fit.*

**Structures**

- Marketing
- Financing
- Operating





A research staff might be useful to improve the product. Advertising experts could help to increase sales as well, as could a network of sales representatives to call on potential customers.

Credit may become necessary to help distributors carry inventories of the product. The organization may thus become a complex organizational structure of several hundred people, and bankers may begin to offer help with the new equipment, plant, and distribution financing.

This description of the growth potential of a small business illustrates the American free enterprise concept and explains the genesis of our economic foundations. The enterprise described could be a hospital serving a small town, a labor union, a public accounting firm, a school corporation, a retail store, or any of a thousand business entities.

The U.S. economy is a mature economy, but the growth of private enterprise still happens every day. Most people, particularly young professionals, usually first work for a mature or maturing organization as they progress in their careers. As experience is gained, many elect to go out on their own. Perhaps that is your long-term ambition. Others prefer to always work for an organization and not to assume the risk and time commitment inherent in working for themselves.

**Organizational Charts.** Many private enterprises in the United States have attained gigantic proportions and extremely complex organizational structures. Nonetheless, the three basic functions are the same.

Few organizations could survive without effective organizational structures because a single individual's span of control reaches a point of diminishing returns.

To handle this problem, *authority* is delegated to others even though the *responsibility* continues to rest with the delegator of the authority. This is accomplished by breaking the unit into smaller subunits with established reporting relationships.

This reorganization may be implemented by assigning managers to various subunits that may be classified by a given line of products, groups of products, a geographical part of the world, or any other logical grouping. Within each subunit, you will find the three basic functions.

You can quickly see a pyramid structure developing that is integral to most organizations whether in government, education, or business. Most of these structures follow a hierarchical arrangement with managers and other professional people being in charge at the top levels.

A management structure organized around work functions is essential in any enterprise.



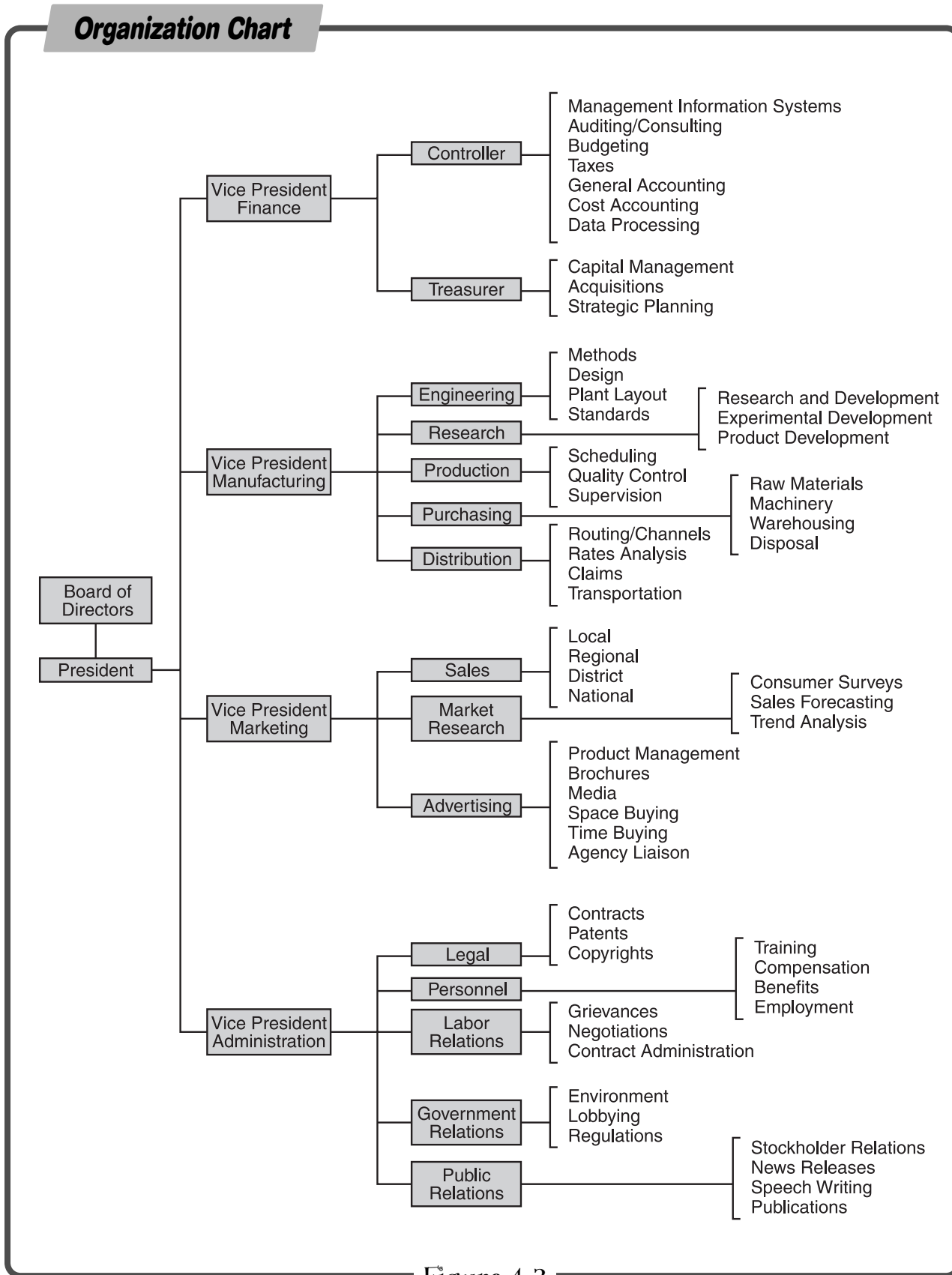
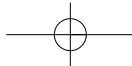
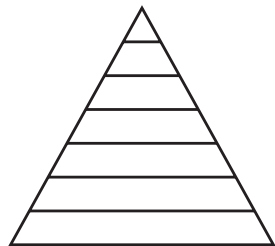


Figure 4.3



### Seven Level Pyramid



Why is this managerial organizational structure important to you? What do you want your role to be? Are you manager potential? Are you a technical expert with no intention of climbing an organizational structure? Have you ever thought about this concept? These questions form the essence of career exploration.

This pyramiding concept is brought to reality when you look at an organization chart. Have you seen the organization chart of an employer for whom you worked? If you have, you have seen a diagram of a logical pattern of working relationships.

Figure 4.3 illustrates a typical organizational chart. See if you can identify where you might fit, and trace the path both up and down the chart.

**Informal Relationships.** Organization charts show only the formal structure. There are “dotted-line” relationships between many departments. These are social relationships that are never shown. People from all parts of the organization meet and talk to one another. In most organizations, it is impossible to function only in one little niche.

Relationships rapidly expand in geometric proportions in all directions. A sound career decision demands that you understand informal organizational structures.

The entry-level electrical engineer meets with the vice president of marketing to discuss customer product concerns. The junior accountant meets with the sales representative to explain paper processing. A secretary screens telephone calls to protect the boss’s valuable time.

A computer programmer discusses a production schedule problem with the manufacturing head. The public relations copywriter writes a speech for top management to deliver to a congressional subcommittee. The interrelationships are varied.

Can you afford to put on occupational blinders? Career exploration involves coming to understand both formal and informal relationships within organizations. It does not imply the use of “company politics” to get ahead; it means career survival.

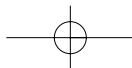
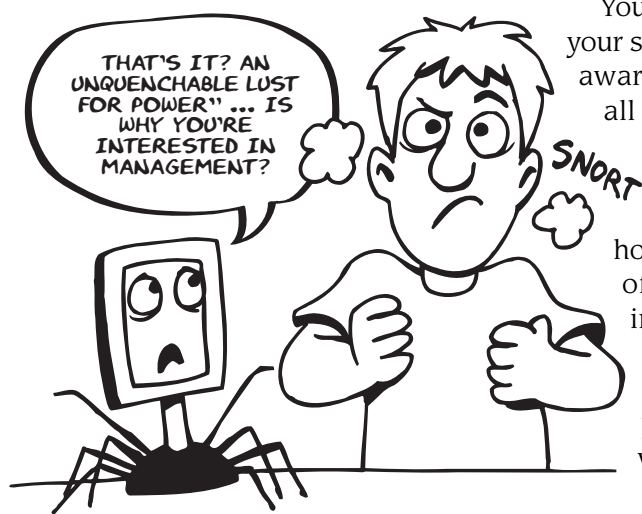
Your goal is to understand how management influences your strategic career choices. To do this, you need a basic awareness of how the management process integrates all functions and facets of the employment process.

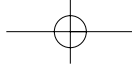
This requires you to learn how industries and occupations interrelate.

It behooves you to mentally create a picture of how the concepts of functional organization and level of responsibility within functions and occupations impact upon various career alternatives that you might wish to consider.

The career field that you eventually select in all probability will require you to manage your career within the framework of a private enterprise. In

The corporate organization defines the relationship between the functions that employees perform.





order to maintain control over your career destiny, you need to know how to direct an organization and how to plot a realistic career plan within the work environment you select.

The informal relationships can be as important in career advancement as the formal relationships.

## Management Process

Regardless of whether you work in government, education, or private enterprise, your sphere of influence is limited by your ability to touch only a few people. Your actions can influence people above your level, your peers, your customers, vendors, and your subordinates.

You must manage your career within the confines of an *identifiable unit*. If you own a business, you have a target customer population that you can potentially influence. If you are an engineer working for a government agency, you have a population that describes your sphere of influence.

Only world leaders can impact upon large populations and resources, and even then only for a certain segment of the earth. Even decisions by the president of the United States rarely impact all people of the world.

What is your *sphere of influence*? What do you want it to be? What organizational units can you identify in which you could develop a “niche” to do the things that are of value to you? You need to identify the environment in which you want to work now, a few months hence, and in years ahead.

Once your world is identified, you must manage your career within the constraints offered by your world. Some worlds demand more self-discipline than others.

The word manage means to conduct, control, plan, and organize. **Management is an action-oriented process of planning, organizing, and controlling an operation, system, or group of people.** Management is a process, because it is an activity that occurs and recurs over and over, time after time.

## Your Career Management

*Career management* is an on-going activity based upon your strategic career planning model. Career management is taking charge of your life by employing career planning techniques and processes in order to attain your personal objectives.

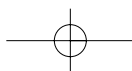
**Management by Objectives.** An objective is a goal, an aim, or a purpose. Missions are inherent in all types of organizations. Regardless of the statement of purpose, organizations must establish goals simply for survival purposes. Undirected organizations usually die after painfully paying a price in resource destruction.

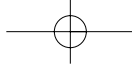
Your personal career management should be no less goal-oriented. Otherwise, you may flounder aimlessly in your life as well as your career, and may not enjoy life to the fullest extent possible.

Strategic career management is a process of career decision making that changes or modifies goals as new information becomes available. The information is “real-world” input, and it includes understandings about the concepts of management and organizations.

Take charge of managing your own career.

Career management is setting realistic, achievable goals within the context you want to operate.





### Your Work Has Impact

Organizations invest billions of dollars in financial assets. These assets are tracked, analyzed, nurtured, and prepared to ensure that they produce the highest possible financial return back to the organization. Yet, if you look at most organizations, you will not see one dime on their financial statement regarding an investment in human capital.

People run organizations. People employ other people. People manage financial assets to achieve a stated objective of the organization.

Aren't you dumbfounded at the lack of attention that most organizations pay to their most significant asset—their employees? Most organizations place a value on people called annual compensation and account for it in the category of operating expenses like pencils, computers, and other depletable expenses.

History records that organizations fail largely because of the ineptness of the people managing it. People, their employees, are organizations' most important asset.

The record shows that employee compensation runs from low to high, but in recent years the spread between the top groups and the entry groups has narrowed significantly. The concept of a team working together to get a top-quality job completed in a profitable way is emerging in our society.

Unless you elect to become a one-person organization (a dying phenomena) you will become part of the team of some type of organization. Hopefully, someday you will be among the select few at the top, but most people start somewhere along the way and make incremental contributions along the way.

In your chosen organization, you are not likely to change the accounting concepts and introduce long-term human capital as an asset on the financial statement. The evidence is overwhelming that even supposedly stable organizations merge, reorganize, disband, or respond to new and different markets. Change is inevitable.

Along your career (or careers), expect to change employers several times. In fact, your skills will probably be completely outdated within three to five years if you do not renew them continuously. Some of the skill renewing will surely be on the job while other facets will result from employer-sponsored training or formal programs in educational institutions.

Although human capital is an organization's most important asset, the merger mania of the past decade proves that organizations cannot exist to perpetuate themselves or their employees. The choice of where to spend your working life relates as much to personal life goals as it does to organizational objectives.

Organizations experience success (or lack of it) just as individuals experience success. The definition of organization success differs from your definition of success, especially when time parameters are introduced into the equation. In the ideal situation, the goals are completely compatible, but a common level of equilibrium is not likely to endure forever.

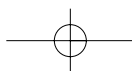
You may prefer to ride out periods of incompatibility for the sake of external reasons, such as security, stability, health, family, etc. The organization may cooperate during the difficult periods, but a wise approach is to be ready to sever ties if the mutual goals wander afar.

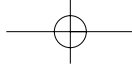
You have more invested in human capital than the organization. Your goal should be to maximize your own investment. If and when that demands a reassessment, you should be prepared to conduct the proper analysis. One purpose of this book is to teach you how to have a **strategic** and **tactical** career planning model handy in order to plug in the appropriate variables.

This is not to suggest that the concept of employee loyalty is now thrown out the window. It does imply that loyalty is a scale, not a blind dogma. Many factors go into career assessment, and loyalty will continue to be an important dimension.

Loyalty is a two-way street. Employing organizations in both public and private sectors have been stretching the concept of loyalty.

The future will continue to bring wide swings depending on both organizational and individual needs. Your goal should be to have a back-up position ready in the event it is needed. A sound career planning model with its attendant tools provides the necessary peace of mind.





The management process begins with the setting of career objectives that are realistic, attainable, and consistent with self-understanding and career field realities.

**Planning.** A plan is a schedule of future activities designed in a systematic order so as to facilitate achievement of some stated objective. A career plan maps out an approach to be implemented in the future that will ensure successful achievement of a pre-stated career goal.

Planning solves the “chicken and egg dilemma.” Career planning sets up a dynamic process that continually searches for information. As information is received and evaluated, it is fed back into the cycle. This permits a readjustment of career goals based on reality.

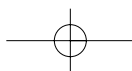
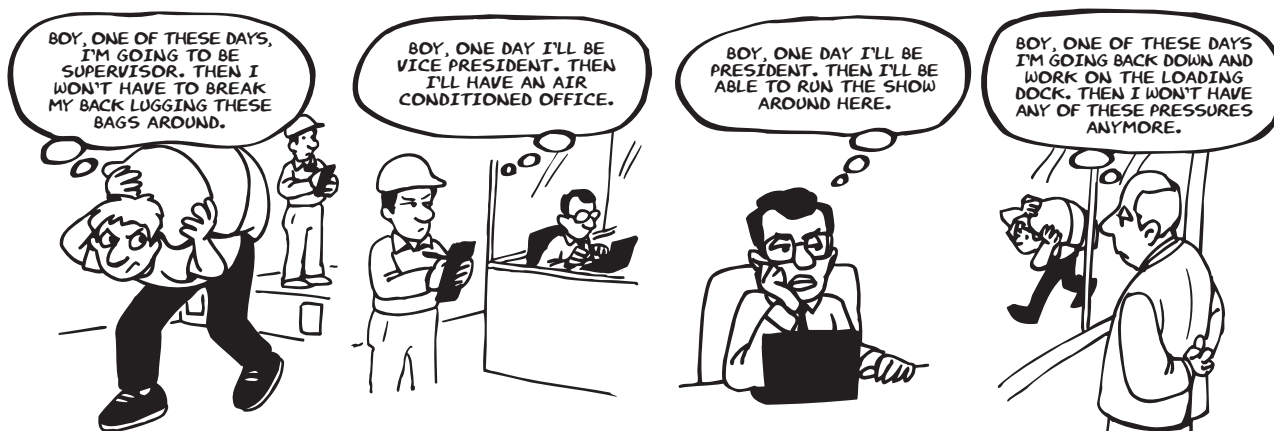
**Organizing.** Organizing is creating a structure within which a planning and control system can operate. The organizational structure allows you to operate without concern for losing control of a given situation.

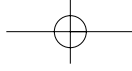
The organization sets limits of acceptable behavior and actions. Organizational settings are widely diverse. Although no two organizations may be identical, generalities and *standard operating procedures* (SOP) define the framework and style in which actions are taken.

Strategic career management involves knowing and understanding the organizational structure in which you must complete duties specified by your occupation. The same career field in two different organizations may have completely different operating structures. Some employers refer to this concept as “organization culture.”

**Motivating.** The central factor controlling the management process is motivation. Above all else, *people* manage organizations. Some people work very hard, and others goof off. What makes you work hard? Different forces move different people.

Understanding your motivations gives you the ability to select the most compatible organization in which to work. Some management styles are very *disciplinary* in approach, and you may be the type of person who responds to that type of stimulation. Other management styles are participative and indeed, others are *laissez-faire*. Which organization culture best suits your work interests?





You may perform best under the do-your-own-thing approach, or somewhere in between the two extremes. In any event, sound career management means selecting the right motivational climate.

**Controlling.** Control keeps the activity moving according to the plan and within the defined organizational setting. Controlling is taking charge of the situation in order to make it conform to predefined routines.

Effective controlling builds in a monitoring device that feeds information back into the planning, organizing, and motivating process to improve and fine tune the total system.

Strategic career management uses career planning approaches to regulate and modify the feedback of career information. Just like the management process, the career control system provides for regulation of the process.

What is your strategic plan going to achieve for you?

Select the right motivational climate for yourself.

## The Management System

The management process is a complex set of interrelated activities that moves the organization toward its stated goals. Many organizations have the management process so ingrained in their basic characters that, regardless of top leadership, the “systems” run themselves.

A system is a coordinated set of events that serve in concert to achieve a mission. This concept is found in education, big corporations, labor unions, and nearly every organization in private enterprise regardless of the size.

**The management process is an action-oriented process of planning, organizing, motivating, and controlling the operating system, or group of people.** It is found in every phase of an organization including accounting, marketing, manufacturing, engineering, research, and even among professionals such as doctors, dentists, and nurses.

Management occurs at “low” levels as well as “high” levels in the organizational structure. It involves policy determination, decision making, responsibility assumption, and supervision of people and systems.

Your strategic career management and planning builds upon this management concept. Do organizations run careers or do people run careers? Decide which way it is going to be for you.

Whatever you decide, you must decide with a full understanding of the implications. That means knowing more about how work is organized in our society.

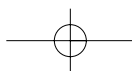
A system is a structured set of events designed to optimally achieve a pre-determined goal.

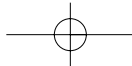
## Levels of Responsibility

The majority of us list *advancement* as one of the most important reasons why we select a given job over another job.

Greater financial rewards come as we progress higher in the organization structure of our employer. If one of your goals is to advance, then you must understand the concept of “levels of responsibility.”

Your level of responsibility grows to the extent that you make increasingly greater and greater productivity gains to the organization. Your worth





improves as the organization's financial goals (or other goals) improve. Your contribution has a certain value to the entity.

## Productivity

In all organizations, people are paid for what they contribute to organizational objectives. Assuming no inflationary price increases or productivity increases, in theory individual earnings would never increase or decrease.

If there is no productivity improvement, the only reason for an increase in earnings is to maintain a constant standard of living. In a world of inflation, for real earnings to rise, productivity must be increased.

Productivity does improve. As you perform a given task, you get better at it and your contribution to organizational goals increases. In fairness, the wise employer recognizes your contribution and increases your earnings consistently with your increased contribution.

Conversely, if your productivity declines, so should your earnings. In practice, salaries seldom decline absolutely, but they do decline relatively as inflation advances at a pace faster than their increase. If your earnings are stagnating, it is a signal to leave or do something to enhance your productivity.

Your earnings are directly tied to your performance and value. The greater your contribution, the higher you rise in the organization.

## Promotion

*Employers recognize your increasing productivity through earnings increases and promotion. A promotion implies greater responsibility and authority in addition to greater productivity. Assuming more responsibility and improving your productivity are the two basic ways for you to progress in an organization. If advancement is your ambition, then you must be prepared to do one or both of them.*

To some degree, your position in the organizational hierarchy denotes your level of responsibility. Power and authority are tied to your ability to decide action independently or to supervise other people or projects.

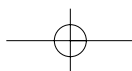
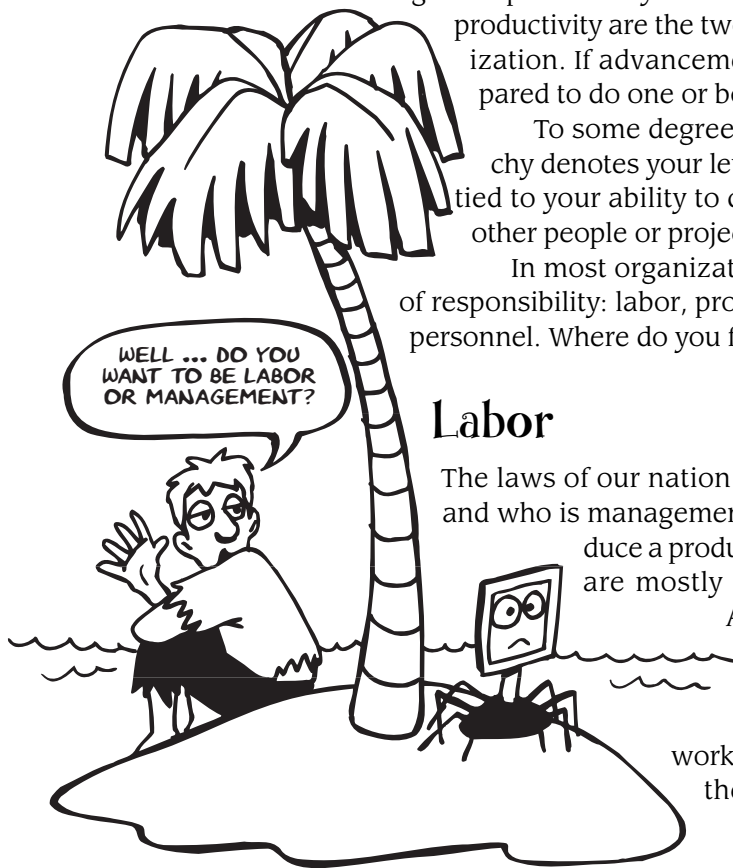
In most organizations, you can readily identify distinct levels of responsibility: labor, professional staff, management, and executive personnel. Where do you fit? Where do you want to fit?

## Labor

The laws of our nation have fairly accurately defined who is labor and who is management. Labor includes workers who directly produce a product or service at the basic interface level. They are mostly blue-collar, service, and clerical workers.

Although there are shades of grey, in most situations, you can usually define where a given group of workers fit.

Some blue-collar workers do succeed in working themselves out of blue-collar status into the management ranks. Other individuals in



the labor classification would not accept management jobs if they were offered to them. Nationally, about half of these workers are unionized and take great pride in the skilled work that they do.

## Professionals

Many large organizations, mostly manufacturing, banking, retailing, and professional service employers, create entry-level assignments for the specific purpose of providing entry routes for inexperienced professional, technical, and managerial aspirants into the organizations.

Many government agencies also identify a certain level of responsibility that they use to accomplish the same purpose.

*Entry-level assignments* are designed for individuals with no or limited work experience in the career field. Most of the people entering these assignments are just getting out of college or are starting over in new careers.

The entry position's function is to attract high-caliber people and to provide them with training for future development. The training relates as much to learning the organization's structure, system, culture, and philosophy as it does to learning specific tasks.

Following the functional organization chart given in Figure 4.3 permits you to obtain a relative view of organizational life and just where you might fit in if you see yourself in this type of entry assignment.

In terms of level of responsibility, entry positions fit into a groove just above labor status. This type of job frequently pays less than skilled blue-collar jobs, but it offers the chance to move higher up the organizational ladder.

This small niche is not a long-term commitment; it is designed with a very short-term job life span, usually less than two years. In essence, these assignments are *junior* professional and managerial positions. The assignments are used for both bachelor- and master-degreed individuals.

### Typical Entry Level Job Titles

- Trainee
- Analyst
- Coordinator
- Associate
- Assistant to . . .
- Representative
- Intern
- Consultant
- Researcher
- Specialist
- Junior

Figure 4.4

These inexperienced professionals include engineers, accountants, computer programmers, systems analysts, financial analysts, personal assistants, sales representatives, buyers, production supervisors, junior scientists, and management trainees. They include assignments in hundreds of different fields. They fit into the functional concept within the management structure.

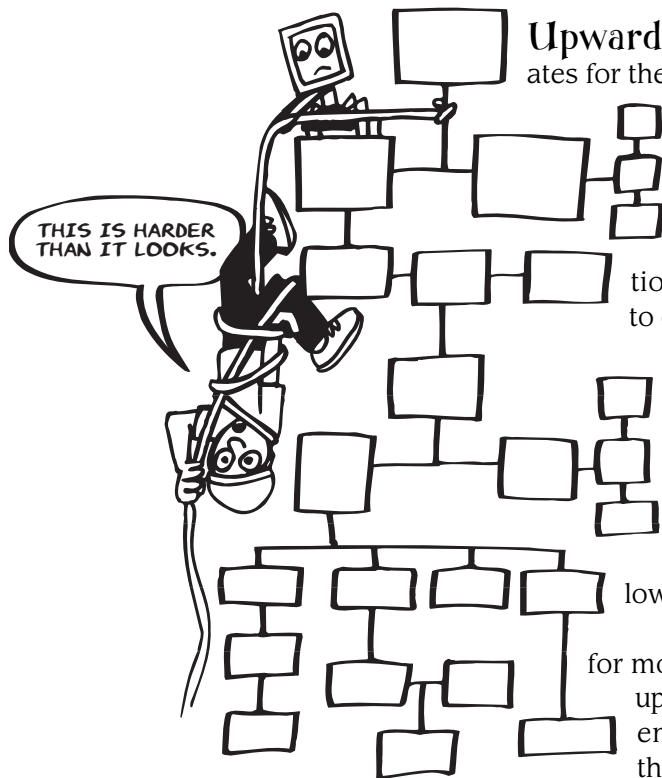
**Purpose.** The employer's purpose in identifying certain positions as entry-level assignments is to provide technical and managerial talent for leading the organization in the future.

Few people start at the top. The age-old tradition is to start at the bottom and work up. Even an advanced graduate college degree does not alter that fundamental concept.

The entry-level assignment is not "rock bottom," but an intermediate step between blue-collar and white-collar; neither labor nor truly management,



## ORGANIZATIONAL CHART



but destined to become management if everything progresses satisfactorily.

**Upward Mobility.** Employers hire new college graduates for their *potential*, not necessarily for immediate productive results. Most want productive results quickly, but the basic thrust is to develop *long-term* managers, professionals, or technical experts to run the organization. Some of these employees stay with the organizations and go on to high positions, but others leave the organizations and go on to other jobs for various reasons.

*No guarantee* for advancement is given. Upward mobility is based on merit. Thus, upward mobility serves as the “motivational carrot.”

Some employers hire more employees than they need because a certain level of failure is expected. Nonperformers do not get promoted and either get terminated, leave, or remain on low-level assignments.

The professional entry-level concept works well for most organizations. Exact job titles vary depending upon the size and type of organization. In fact, some employees never realize they have been routed through entry-level assignments.

Depending upon the type of job, the industry, and the size of organization, some employers design specific management trainee positions that feed into more responsible positions.

Because most new hires lack interest in nonproductive “trainee” roles, some employers have abandoned the management trainee approach in recent years. They prefer instead to place the new professionals immediately in functional fields consistent with their prior training.

The entry-level assignment is used to introduce, smooth, and hasten the transition from an academic or other work environment to the specific employment environment.

The assignments are not lifelong commitments that pigeonhole people in the organization. They provide career direction in an initial job and can open multiple career paths that might be unavailable to other inexperienced and experienced employees.

Whether it is a training program or one of the more common direct placement assignments, an entry-level assignment can achieve several very important purposes for you. It will rapidly introduce you to the many people with whom you must work, both inside and outside the organization. It will also expose you to typical problems encountered by the employer in your area of expertise and to typical problems more germane to the total organization.

An entry-level assignment can provide a unique environment initially so you can become immediately productive and make a positive contribution to the organization’s goals. You will be able to immediately begin applying your skills.

### Career Plateaus

- Only one percent reach the top.
- Ninety-nine percent plateau.

### Limits to Upward Mobility

- Lean and mean programs.
- Competitive promotions.
- Baby boomers.
- Employment contraction.
- Sales plateaus.

### **Career Plateaus Limit Promotion**

Only 1 percent of career strivers ever reach the top in any organization. By definition, 99 percent of careers must plateau. Realistic career goal setting is wonderful, but the key component is the word realistic.

Do you have the ability, interest, stamina, and other qualities to reach the top? What is your definition of the “top”? Many people who supposedly reach the top admit the fun was in the rise, not the final achievement. Disappointment often follows people who attain their lifelong dreams.

Our society is facing significant limits on the age-old concept of upward mobility. The top is becoming even more elusive. Organizational cultures that espouse the “lean and mean” philosophy basically clear out the ranks of middle management from which top achievers must be drawn.

Promotions in organizations are becoming increasingly more competitive as baby boomers and their follow-up generation vie for recognition. Coupled with slower growth of traditional high flying organizations, the middle assignments get squeezed even further by economic cycles. Salary compression, caused by unions, and labor shortages at entry levels, is making upward mobility tough.

Most corporate cultures define all “nonpromotional” rewards as immensely secondary. We have an “advancement mentality,” which we keep perpetuating via encouraging people to respond to challenge, change, and new experiences.

This is an unrealistic strategy because by definition, even in the best of times, promotions are going to slow or cease. The law of average states that only 1 percent can reach the top in terms of promotion.

What is a career plateau? It is a flat place, but it could be at high levels as easily as at low levels. It means career stability, which is not all bad. Reaching the end of the promotional ladder means that you are not going to gain significantly more power, responsibility, status, or money.

A career plateau means that you are being recognized as a middle management, competent, career professional. The organization leaves you in the same job where you are highly productive, contribute significantly to the bottom line but does not promote you. Your contentment at that plateau may signal that you feel good about having expertly mastered a needed body of knowledge. You may love your job.

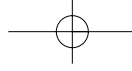
Career plateauing faces nearly everyone. The main difficulty is that the career plateau may deteriorate first into a feeling of endless cycles of repetition. Boredom can result. The next cycle is the attitude of “hating” to go to work. In our era of planned out-placement, rebalancing, and redeployment, the middle management professionals (usually in the 45 to 60 age range) feel the brunt of major changes.

Plateauing in organizations is inevitable. The way out is to leave the organization on your own before being gently forced out. The issue is whether to seek change or wait for it to impact upon you. Either way, sooner or later, everyone must develop a strategy to deal with these issues.

If you realistically accept this assessment—that you are not the top 1 percent—then your task is to make new commitments in other areas of your life. Your rewards must come from other than career-related sources. The only way you lose is by permitting yourself to become psychologically paralyzed.

Most careers stabilize a number of times. You have the opportunity to accept the stability, make peace with yourself, or push yourself forward. It is your choice.

It is highly common for people to plateau, enjoy the stability, relish the feeling of expert productivity, and later re-start a new (or even different) career thrust. It is unrealistic to assume that you can plan for all of the eventualities.



*Make peace with yourself or push forward.*

*The entry-level position is designed to hasten your entry into a management assignment.*

The employer is also going to be testing and challenging you in order to evaluate your potential for additional training and advancement. The entry assignment also helps the employer to determine, with your input, just where in the organizational structure your abilities can optimally be utilized.

**Actual Titles.** The most frequently referenced titles of entry-level management-level jobs appear in Figure 4.5. The list is not all-inclusive but represents about 80 percent of entry-level job titles used by business, government, and education employers. The titles may vary slightly depending upon type of job, industry, or size of the organization, but the assignments differ little in actual job content and purpose.

An entry-level assignment may have no relationship to later assignments, but there is usually a tie between initial duties and upward movement. Most organizations tend to move people through a variety of assignments, even in unrelated fields, yet common threads are often apparent and relevant to the individual's career paths.

In most successful careers there are "detours" that may last many months. Detours provide a broadening of experience that is helpful to the employee and to the employer. Many organization managers will assign you to internal "task forces" to observe your team performance and upward potential.

Some organizations hire career development specialists whose role is to assist in the internal placement and career planning of employees. These individuals are in-house career consultants who assist employees in realistic career pathing within the organization. Their function is to keep your career momentum fluid.

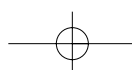
The career consultant, who is usually a high-level executive with several years of personnel and development experience in the organization, assists in these types of career decisions:

- to move you laterally for additional experience, or upward for promotion
- to move you to development programs for training
- to job counsel you for out-placement and employment with another organization

Some organizations use "mentors" to accomplish similar results. You need to identify these internal experienced staff who can help facilitate your upward progression.

Other organizations use the "team work" concept of organizing work functions to help ensure that you get exposure and constant career development attention. These management tools help facilitate your advancement.

Some areas of an organization serve as better entry-level points than others, in spite of the fact that entry-level placement normally does not dictate long-term commitment to that area. Don't put too much emphasis on the job title of your first job with any organization. The titles are often just vehicles used to observe your performance and then facilitate your movement to other areas where your talents can better be used.



### Typical Management-Level Job Titles

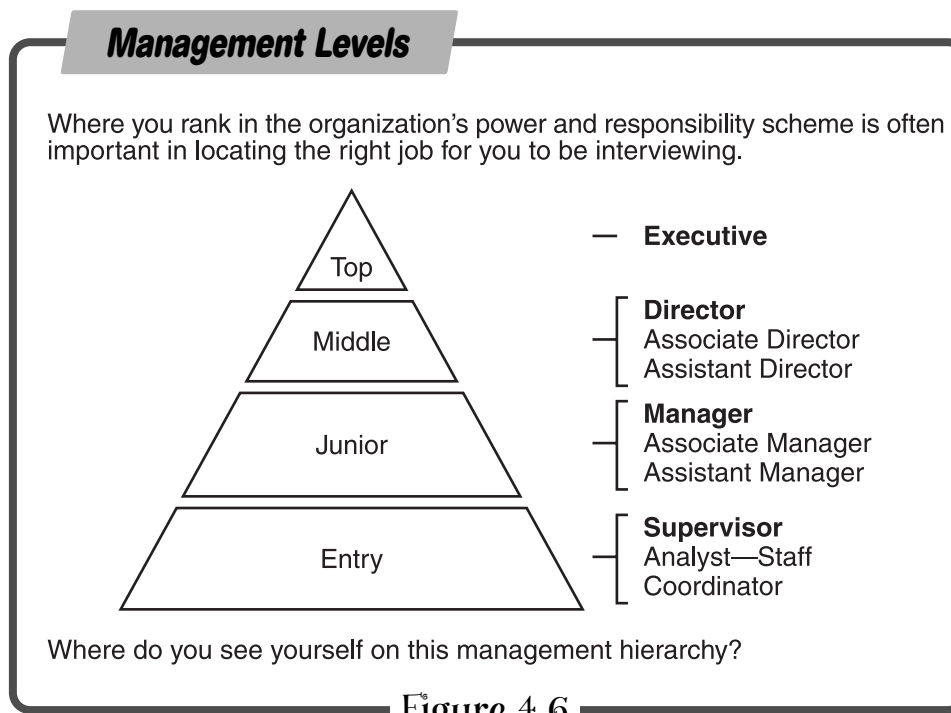
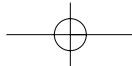
This representative list of job titles gives you some insight into how many employers of recent college graduates place new management aspirants into the organization. You may find your first entry-level job listed here.

Accountant	Intern
Actuarial	Internal Auditor
Adjuster	Investment Analyst
Administrative Assistant	Labor Relations Assistant
Advertising Assistant	Laboratory Assistant
Agent	Lawyer
Analyst	Management Consultant
Appraiser	Management Trainee
Assistant Buyer	Manufacturing Trainee
Assistant Director	Market Researcher
Assistant Manager	Marketing Assistant
Assistant to	Marketing Trainee
Auditor	Officer
Bank Examiner	Personnel Assistant
Budget Analyst	Programmer
Business Manager Assistant	Purchasing Assistant
Claims Representative	Sales Engineer
Consultant	Sales Representative
Copy Writer	Scientist
Cost Accountant	Security Analyst
Counselor	Social Worker
Credit Analyst	Specialist
Distribution Analyst	Staff Assistant
Economist	Statistician
Editor	Supervisor
Engineer	Systems Analyst
Executive Secretary	Tax Accountant
Expeditors	Teacher
Financial Advisor	Therapist
Financial Analyst	Web Designer
Foreman	Writer
Inspector	

Do any of the titles inspire you to read its job description on the web?

Figure 4.5

On the other hand, employers like to hire people who map out career plans because that planning process demands the same type of objective analysis which is useful in making most decisions. *The analogy follows that people who can plan ahead for their own careers have the basic abilities necessary in planning for the organization's success.*



**Cross-functional Training.** History teaches that movement within organizations for highly successful managers often crosses functional lines but that successful career paths are usually functionally centered.

For example, the vice president of finance usually started in finance but may have worked several years in both the marketing/sales and production/engineering functions during his or her rise to top management. Engineers frequently spend some time in marketing and manufacturing assignments before assuming engineering management positions.

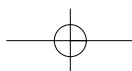
Employers like to hear a candidate express strong interest in a particular functional field. Without that strong initial interest, success in the functional field may not develop. A statement like, "I want to start in engineering but move into finance later," does not show sufficient interest in engineering to permit success in that field, so the person who says that will probably never get beyond low-level assignments.

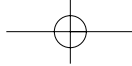
Employers cannot guarantee upward mobility. Promotions for the first few years almost always occur in the starting functional field. Superior performance, measured by several promotions, permits cross-functional exposure later. Until the functional field is mastered, a cross-functional experience is probably not possible.

It is common, however, for you to receive "task force" or "team work" assignments with others. These are often precursors to future lateral movements to other functions which are used to assess your longer term management talents.

It is good advice to lay out a career path for three to five years in a given functional field. Then after about five years you can begin to request reassignment to other functional fields. This strengthens your qualifications and

*Upward mobility is earned, not guaranteed.*





### **Obsolete Career Path Planning**

Understanding career paths, advancement, challenge, and so forth are all important aspects of career planning. Recent evidence, however, shows that very few people will start with an organization and spend the rest of their life working there. Further, with the social and technological changes within society, few people even stay in a chosen occupation for more than a decade or two.

We are a mobile society. Things continue to change. Your career pattern is likely to be much more diverse than that of your parents. No longer should you think about an organization (or even career field) where you will spend the rest of your life.

Many career experts suggest that life will become a series of different work experiences. The experiences are more likely to be bunched in terms of five- to fifteen-year increments.

The terms career and profession imply a longer period of energy directed to a given endeavor, but it may not imply a lifelong commitment. You may well want an instant job now and a different career change in a few years. There is clearly a less than definitive answer as to when you move from one work experience to another.

You may find yourself seeking reeducation several times in your working life. These educational experiences may be in highly diverse arenas.

Nothing about careers is locked into concrete. The doctor of today may be the real estate mogul of tomorrow, and the accountant may turn out to be the architect in his second or third career. Nonetheless, these changes do not throw the need for career planning out the window.

The pace of societal change demands that you greatly compress the time horizons in traditional career planning. It is unrealistic for you to plan for a specific career change after ten years and outline that career. The forecasted career could have been eliminated by the rapid change in society, technology, and organizational needs.

In all likelihood you are going to have to be an instant responder. External events will likely force you into seeking a different job, a different employer, and maybe even a different career because your chosen field becomes obsolete.

Strategic career planning means having a vehicle ready to address these changes when and if they occur. Career planning is a tool in your background that is designed to enable you to pick up and start anew whenever circumstances demand change.

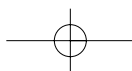
*Plan on several significant career changes, not just job and employer changes, in your working lifetime.*

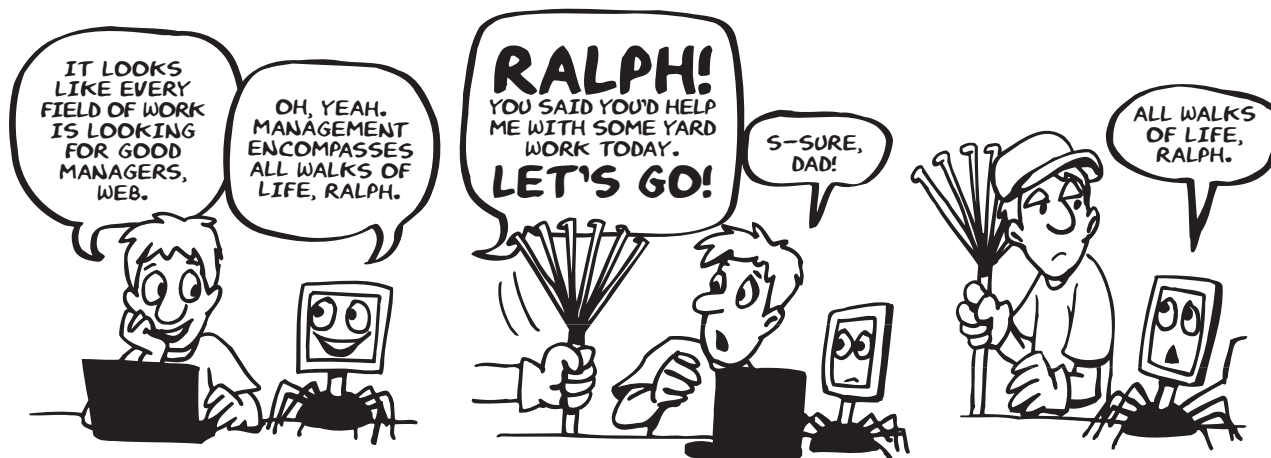
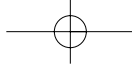
*Gone are the days of forty-year retirements with the gold watch gift.*

indicates sincere interest. Consider enrolling in some evening courses in the other field which you feel would be a logical cross-functional experience.

## **International**

Top management-level aspirants in a multinational organization need exposure to international operations at some point in their career paths. International experience is not always a requirement for top management, but in many firms it is very helpful.





Don't look for an immediate overseas assignment. Most organizations look internally for management talent that has five to fifteen years of domestic expertise in a functional field, such as accounting, finance, sales, marketing, manufacturing, engineering, etc. These high-potential American employees are sent overseas to help solve specific problems, for short stays initially.

Most employers fill overseas positions with nationals. Preference is given to nationals educated in the United States who wish to live in their home countries because employers have experienced fewer political, social, and economic problems with this policy. Overseas affiliates do their own hiring, normally without direction from the American headquarters.

The large multinational firms do send Americans overseas for short durations of six to twenty-four months to assist with particular problems and to develop management and technical expertise.

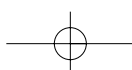
*Americans wishing to gain international business experience should first accept functional employment with a corporation that has large international operations. After exceptional career progress in a domestic functional assignment, a request to be transferred to the international division is more likely to be honored.*

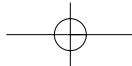
It is not always easy to obtain international or cross-functional training in today's organizations. However, long-term career success may depend on this exposure.

People who later become top-level executives will usually, at some point in their careers, have acquired cross-functional and international experience. Knowing the basics about several functional fields helps people in moving up in organizations.

If you have none or very little work experience, the entry-level professional assignment may be exactly what you need. The terms of your assignment will probably differ from those mentioned here, but they will follow these concepts.

If your employer does not offer you cross-functional training, and you feel that you need it, one way to address your issue is to return to school, preferably full-time to get additional training. You then seek a new job in the other functional field of your choice. This is an assertive way to strategically manage your own career if your employer does not respond to your needs.





## International Websites

Given an opportunity to work abroad is a potentially career-enhancing experience. You should explore this possibility if it is appropriate for your career. Many websites are available to help you explore your options to work and study abroad. Working and studying outside of the United States is not practical or realistic for many individuals.

Working full-time or part-time abroad requires a high level of interest. It is rarely required in most career alternatives and rarely a requirement even for promotion. But this experience can be a discriminating event between two candidates if other factors are relatively equal.

The advice given by many educators is to spend sometime abroad if at all possible. They have seen an overwhelming number of students returning from such an experience with career and life influencing attitudes. The natural tendency is to extrapolate these experiences to everyone but your situation may be unique. The websites listed below contain a wealth of information that will surely aid in your decision making. Review as many of these as you can.

Many non-U.S. citizens study in U.S. universities. Many prefer to work in the United States a few years before returning back to their home country. Several of these websites are designed to aid them in their efforts to work up to six years with a special visa called an H1B temporary work visa. These foreign nationals often see this option as an extension of their education and career enhancing experiences in their career planning strategies.

These websites, with their various external links, may lead you to explore options in the international scene beyond the brief description given here. Browsing these websites can be a very interesting part of your career exploration process.

### **monster.com**

**[www.international.monster.com/](http://www.international.monster.com/)**

Job search resources for working abroad. Monster has affiliates in many countries. This resource links you to specific in country websites. First, you need to specify the country of interest.

### **Transitions Abroad**

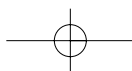
**[www.transitionsabroad.com](http://www.transitionsabroad.com)**

A prime resource for students, volunteers, and travelers of all ages, especially those interested in educational and employment opportunities or extended travel involving personal contact and interaction with people of other nations. Each issue has one major feature story and several special reports, such as a recent one on teaching abroad without certification. There is a variety of departments, including "Worldwide Travel Bargains," "Responsible Travel," "Working Traveler," and "Education Abroad." This is an excellent source for up-to-date information for adventure and special interest travelers and those wanting to study or work abroad.

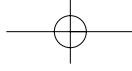
### **Overseas Jobs**

**[www.overseasjobs.com](http://www.overseasjobs.com)**

This website features international job opportunities for professionals, expatriates, and adventure seekers. Several articles for students on how to get started, browse the job listings, view employer profiles, and review other job resources. Employers pay to post jobs. The site sells books on this topic.





**H1 Visa Jobs****[www.h1visajobs.com](http://www.h1visajobs.com)**

Subscribe to the free on-line newsletter or become a member (there is a fee for this service) and receive access to their on-line database. Land a job with sponsorship for H-1B visa. Send your resume ONLY to those American firms that previously offered jobs with sponsorship for H-1B visa, it does not guarantee that companies in the database are currently looking for employees.

**ForeignMBA.com****[www.foreignmba.com](http://www.foreignmba.com)**

This site is designed by foreign MBA students to help all non-U.S. citizens in pursuing their goals through an MBA. The extensive resources and original content was taken from student's experiences and research. With over 100 pages and more than 5,000 carefully selected links, ForeignMBA.com is a complete resource. You will find information specifically targeted to the foreign MBA student like immigration issues, special challenges in the recruiting process, etc. as well as information targeted to the wide MBA community and those interested in Business in general like how to network, or where to find academic information.

**The Immigration Superhighway****[www.theodora.com/is.html](http://www.theodora.com/is.html)**

The Immigration Superhighway: A broad listing of references for foreign nationals studying in the United States who wish to remain here.

**Job Web****[www.jobweb.com/After\\_College/international.html](http://www.jobweb.com/After_College/international.html)**

Resources for international students and U.S. students seeking work overseas. This professional association provides website links to other resources that might help both U.S. citizens seeking work or study abroad and foreign nationals needing help on working in the United States.

**Riley Guide****[www.rileyguide.com/internat.html](http://www.rileyguide.com/internat.html)**

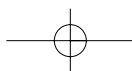
International job search resources. If this does not identify the information that you need, it probably does not exist. This website provides links to other sites but does not usually have its own resources.

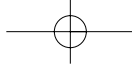
**International Center  
University of Michigan****[www.umich.edu/~icenter/overseas/index.html](http://www.umich.edu/~icenter/overseas/index.html)**

Whether you're looking for a volunteer experience, a short-term job, or an international career, the Overseas Opportunities Office can help you clarify your search and find the information you need faster. They have a large collection of work-abroad related resources in our office with information on short-term, long-term, paid, volunteer, and teaching work abroad. They are building and maintaining one of the most useful and informative work abroad sites anywhere.

**NAFSA****[www.nafsa.org](http://www.nafsa.org)**

This association focuses on advice to provide to the thousands of foreign students who study in the United States. Topics include Visa concerns, recruitment strategy, and research.



**AIPT****[www.aipt.org](http://www.aipt.org)**

Association for International Practical Training (AIPT), a nonprofit organization that promotes international understanding through cross-cultural, on-the job, practical training exchanges for students and professionals. This is a job placement service for international students seeking U.S. employment and U.S. citizens seeking international employment.

**AIIESEC****[www.aiesecus.org](http://www.aiesecus.org)**

The International Association of Students in Economic and Management is the largest student-run exchange organization in the world. It was founded in Europe in 1948 and has grown to over 80 countries with over 50,000 members on 700+ university campuses. AIIESEC's (pronounced "eye-sek") primary activity is facilitation of work abroad exchange programs between its member countries. AIIESEC in the United States sends students from the United States to work abroad and receives students from around the world to work for companies in the United States. Our organization is growing year after year as we continually work to improve our services to meet students' and companies' needs.

**U.S. Department of Justice****[www.ins.usdoj.gov](http://www.ins.usdoj.gov)**

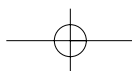
This is a very good site for international students to gain information about the laws that govern study and work in the United States. It contains a listing of all forms and applications necessary for visas and work permits, as well as permits and forms required to be filed by employers of immigrants and the fees associated with filing them. Many of these forms and applications are downloadable, and those that are not can be ordered by mail. You also can do an exhaustive search of the law database on specific criteria. You may want to check out the information on CIPRIS (Coordinated Interagency Partnership Regulating International Students). This site also included links to other government offices, including Congress and the White House.

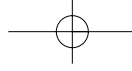
**Peace Corps****[www.peacecorps.gov](http://www.peacecorps.gov)**

Anything you would ever want to know about "The Toughest Job You'll Ever Love." From general agency information to on-line application, it's all here.

**International Chamber of Commerce****[www.iccwbo.org](http://www.iccwbo.org)**

"The International Chamber of Commerce serves world business by promoting trade and investment and the free system. Founded in 1919, the ICC is a non-governmental organization of thousands of companies and business associations in more than 140 countries. ICC national committees in Europe, North and South America, the Mid Asia and the Pacific and Africa present ICC views to their governments and alert Paris headquarters to national concerns." This site provides general information about the ICC, its services, committees, members, and public.



**Quintessential Careers****[www.quintcareers.com](http://www.quintcareers.com)****[Global\\_job\\_resources.html](#)**

Global and worldwide job resources. Excellent articles for U.S. and Foreign nationals on how to approach the international job search.

**CDS International****[www.cdsintl.org](http://www.cdsintl.org)**

CDS International is a nonprofit organization that administers trainee exchanges, internships and work/study programs, and study tours for college students and recent grads in the United States.

**International Web Sites Summary.** Whether you are a U.S. citizen or a foreign national, an important element of your strategic career planning is an investigation of study and work possibilities in locations outside of your home country. Due to political considerations like brain drain issues, protections of home citizen employment, economic problems, etc., this experience is often a life and career altering event. At least, you should explore the possibilities offered in these websites.

## Management

Do you aspire to management-level responsibilities? Engineers, scientists, accountants, marketing managers, plant managers, and a host of other professional, technical, and managerial people often look to this type of advancement. Managers form the backbone of American corporations, financial institutions, hospitals, government agencies, etc.

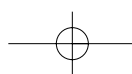
**Levels.** Within management there are various levels of responsibility. Titles in a technical area might be junior, assistant, associate, professional, senior, and executive, in that order. Titles in nontechnical areas frequently include: assistant, associate, assistant to, department head, group head, manager, and director, in that order.

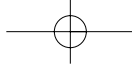
If you have several years of work experience, you will probably bypass the entry-level job.

You must decide where within the levels of responsibility of the new firm you fit at any given point in your career progression. For example, the position of controller in a small firm may not be equivalent to the position of assistant department head in a multinational firm. To best determine a rough fit, try to obtain relative salary information.

*Technical and nontechnical managers constitute the backbone of every organization. Managers design, conduct, teach, coordinate, and implement the managing process.* The term "management" (called "administration" in non-business organizations) gets thrown around with little understanding of its true meaning.

What is a manager? When does one become a manager? Obviously, few (if any) people start their careers as managers because it takes time to gain the experience that is essential to managing and supervising. It takes time to earn the confidence of superiors and colleagues.





There are various levels of management (junior, middle, top) in each specific function at each location. The entry-level assignment, usually related to a functional field, is the first rung of the management ladder.

**Progression.** Progression into various levels of management takes time, which varies sharply among organizations and individuals. Some employers offer fast-track, sink-or-swim approaches, while others prefer slow methodically planned development programs. Analyze what you prefer.

Some employers prefer to rotate personnel frequently among various job functions, geographical locations, product lines, etc., to help them gain a wide exposure to people, organizational philosophy, and cross-functional training. Others prefer a strict upward progression in a given functional field.

Your ability to learn also impacts upon the speed of your upward mobility. Some people learn faster than others. Some fail and their employment is terminated.

Automatic tenure and salary increases are not common. Promotions come only after superior performance. Promotions can come in three months or take three years, depending upon merit considerations. Many careers experience up and downs in management responsibilities. Some think they want management and then back away after trying it.

Because of some demographic changes in the U.S. population, upward mobility is not likely to be as rapid as it was the past two decades. The low birth rate of the depression and war years (1930–45) permitted that generation to practically fly into leadership roles and move into top management rapidly. Even the baby boomers progressed rapidly.

The middle management position voids were subsequently filled by the postwar baby generation. Due to the relative ages of young, middle, and top management today and the lack of major economic growth, one could predict much cross-functional movement within the lower and middle management ranks within the next decade in all types of organizations.

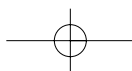
Technology, consensus management styles, team working, and other innovations have lessened the need for “the manager of people.” These innovations and changes in society have lessened the need for people managers and strengthens the need for “project managers.”

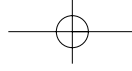
Not all individuals aspire to management responsibilities. Even though a high percentage of new hires want to move into the ranks of management later, it is not for everyone.

Management tends to be the highest paid individuals in business, government, and education, but many organizations build in a comparable reward structure for high technology, engineering, research, and professional personnel. With some employers you can remain a “professional” without the management pressure and earn comparable salaries.

## Executive

The executive level of responsibility is for only a very small number of people, usually less than 1 to 3 percent of total employment. There is only one chief executive officer per organization. It is possible for both technical and non-





### **Executive Titles**

- Owner
- Partner
- Chairman
- President
- Vice President

Figure 4.7

technical people to move into the executive ranks, and every profession points to their members who have “made it.”

Not everyone desires this type of position, even though it offers enormous prestige, status, power and financial rewards. The pressures, stress, social demands, and total commitment to the organization are not for most people.

Executives often earn incomes of well over \$200,000. In most organizations the route to the top is still up through the organization. Very few choose the “job hop” route to the top. Business ownership is quickly becoming an important route to the top job.

This is not a book about executive employment. The group of people most likely to find this publication of use are the entry-level and management-level participants, people earning \$50,000 to \$200,000.

## Conclusions

Your exploring process must encompass all types of employment settings including private enterprise. Where you want to work is a fundamental employment consideration. You should understand basic organizational structures in order to see how you can fit into the total scheme of activities.

Understanding the organizational management process permits you to develop your own career plan within a compatible environment. Career management is reality-based.

You must also incorporate into your plan some idea of the level of responsibility you desire initially and in the long term. You do not need to be so specific as to attach concrete time parameters to each level, but you should know the general direction and the steps that must be taken to reach the level of responsibility.

