

Guidelines for the Career Management of Young Leaders: The Case Study of the Metalworking Industry in the Southeastern of Brazil

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Citation: Cristiana Ferreira de Farias, Osvaldo Luiz Gonçalves Quelhas, Sergio Luiz Braga França and Marcelo Jasmin Meiriño (2016) Guidelines for the Career Management of Young Leaders: The Case Study of the Metalworking Industry in the Southeastern of Brazil. J Bus Hum Resour Manag 2: 008.

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Abstract

This paper explores a study of the career management in organizations of productive chain of the metalworking industry focused on young leaders. The study analyzes the organizational scenario and the tendencies of the contemporary companies in providing career acceleration, resulting in the occupation of strategic management functions by young leaders. The objective of this research is to propose guidelines to be considered in the structuring of career management programs for young leaders by the companies. The research method is characterized as qualitative, applied and it uses empirical data. The reached conclusions comprise a set of guidelines that may guide business actions in the process of organization of the career management programs. They include the results collected through consultation with experts from other countries about the adherence of the guidelines identified in the survey in the Southeastern of Brazil, to the international market. Lastly, critical factors of success, pointed in the research, are proposed: improvement in the life quality, training and development of leadership competency and structured and communicated career plans.

Keywords: Career development; People management; Young leaders; Metal working industry.

Introduction

The Career Management process is related to the main subsystems of human resources management, mainly the Training & Development, Personnel Selection, Performance Evaluation, Talent Management and Compensation Programs, all of them being very important for the studies of Strategic Management of People.

The scenario of great changes in the private organizations makes the study of career management a challenge, with a possibility of being implemented by several companies. According to Lima, Neto and Tanure [1], it is worth highlighting that this process does not affect only the lives of the organizations and of the professional. There is an extension of the impacts to the relatives, including the theme on the agenda of social and individual discussions.

One of the phenomes identified in this scenario is the growing tendency of young leaders to take management functions, once the time in the company and the growth in the organizational hierarchy in a systematic and linear way, are no longer synonyms of a successful career.

The most important challenge for global leaders today is to find the best fit between organizational practices and employee beliefs, values, assumptions and behaviors.

It has been identified, in the researched data, a limited number of publications about the central theme of the

research. It has also noticed a recent interest in the study of generations, but still with a descriptive character of the age group and the historical and cultural facts that touch each generation. However, with no approach of the guidelines for adequacy of processes and practices to this context.

This study allows the contribution to the Human Resources area, for the career management of the young leaders.

The work's structure that followed the development of the study is showed in (Table 1).

| Contextualizers Elements | Problem | General Objective | Specific Objectives | Research Questions | Key Concepts |
|--------------------------|---|--|---|---|-------------------|
| Organizations | The research project aims to deepen what guidelines to consider in structuring the programs of career management of the young leaders by the companies, since the contemporary companies have led a career acceleration, resulting in the occupation of executive leadership roles by professionals increasingly younger. | Study the process of Career Management in the supply chain industry organizations, with focus in young leaders | Identify, based on literature, the relevant factors for the study of the theme Career Management of Young Leaders , applicable to industries. | -What are the guidelines for the Career Management of Young Leaders, to be considered in the organization of the corporate programs in the companies? | Career Management |
| Human Resources | | | Diagnosing the main requirements and business actions to be considered in structuring the career management programs for young leaders by companies pointed out by managers and specialists in the areas of Human Resources | | People Management |
| Career | | | Find out the state of business practices in the metalworking industry. | | |
| Career Development | | | | | |
| People Management | | | | | |

Table 1. Research Structure

Literature Review

Several different typologies of Brazilian Multinational Enterprises (MNEs) have been proposed [2, 3] and we can derive from them that the makeup of Brazilian MNEs is highly heterogeneous. In terms of industrial background, Brazilian MNEs encompass several sectors, ranging from

automotive, food and beverage, and engineering to cosmetics. In terms of internationalization motives, they are resource seeking, market seeking, and efficiency seeking and strategic-asset seeking [4]. Figure 1 presents the four main topics covered in the literature review using the research bases Scopus, Scielo and Spell.

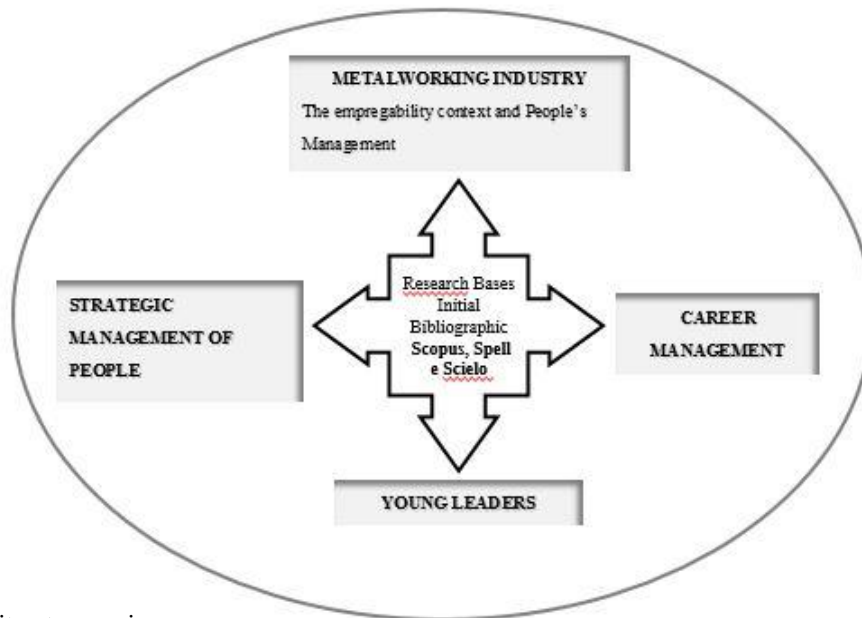


Figure 1. Literature review

Metalwork Industry

To Macedo and Campos [5], a metalwork complex is characterized by covering the companies that are intended for production and transformation of metal, including the intermediate goods and services ones.

For the Industrial Learning National Service – SENAI [6], the current growth setting of Brazil gives the metalworking sector a strategic position in the trajectory of Brazilian development, considering the influence in the generation and diffusion of new technologies for the several sectors of the industry. SENAC also highlights the relevance of the sector for the Brazilian economy, which is the base of other strategic economic activities for the country, as the automotive industry, construction and service goods. In 2010, it had a share of 23, 2% of the trade balance, 8.2% of the industrial GNP (gross national product) and 2.2% of the national GNP (gross national product), according to the 2011 Statistical Yearbook of the Metallurgical Industry.

The Context of Employability and People Management

Companies that are part of global production chains, when settle in new locations and regions, affect the functioning of these, producing dynamics that generate situations which tend to impact the conditions of the economic development and the institutional and political activity patterns, according to Ramalho [7]. The author reveals, on his study, that the case of the south of Rio de Janeiro state is part of the consequence of the dynamic of the Brazilian automotive industry, which, during the 90's, it was impacted by a process of restructuration, generating new investments and building new factories and affecting ancient and newer areas in what concerns to the industrialization.

The migration from a crop culture to a metalworking industrial culture presents a great impact in the work

relationships, in the need to empower and develop the local work, as well as attract the specialized work from other regions. The strategic management of people, in this organizational context, gains relevance, as well as the practices of the management of people.

The automotive segment is one of the most representative in the metalworking Local Productive Arrangement (APL) from south of Rio de Janeiro. In April 2013, it was created the Automotive Cluster of the region, bringing together 17 companies in the industry, including suppliers of materials for the industry.

In the industrial economy, a cluster is characterized by the concentration of the companies that communicate by having similar aspects and for being in the same region. Among the recent forms of the enterprise networks, that benefit from the advantages of geographical proximity, stand out the regional clusters, which, among the most relevant features, there is the collective efficient gain, translated as competitive advantage of local external economies and the collective action [8].

Strategic Management of People

The study of strategic Management of people is related to the evolution of the People Management in the organizations. Silveira and Maestro Filho [9] highlight the relevance to comprehend the specific role of people management in the contemporary organizational dynamics, as well as the representation of this theme for the development and efficiency of the organizations.

According to Albuquerque [10], for the organization of strategic management of people, it is important to deepen the aspects related to human dimensions, in other words, the culture and the people and how their interaction with the structure and with the system may interfere in the strategic objectives of the organizations.

It is considered that such evolutions raised the importance of organizational management and the success of the practices of people management through more effective management mechanisms and integrated into the organization's business strategy, in order to contribute to competitiveness.

Operationally, the employees and the people management function itself are considered as sources of competitive advantage of long term. It stands out a strategic approach that values the investment in human capital, involvement of employees and that favors the alignment of work management practices with reward systems, based on mutual gain [11].

Career Management

The considerations about the Career Management as an organizational process have as a target the chain of evolution of this concept with the changes occurred with the public of leaders in the work market, as well as the relevance of the process of Career Management for the main practices of people management in the organizations.

According to Dutra and Veloso [12], a significant evolution of this field was configured, providing the theme recognition and the evolution of the studies in the organizational area. The practical interventions show that the career management is very challenging, since it has an impact in several practices of people's management, such as, Remuneration, Recruitment and Selection and Development.

Young Leaders

The Y generation, according Lombardia [13] refers to people who were born between 1980 and 2000. It is about a generation that values the results, considering the birth happened in the time of technologies, Internet and the value of safety. Oliveira [14] highlights that this generation did not experience the great social disruption; (this generation) was developed in the democracy, in a context of political freedom and economic prosperity.

The understanding of the concepts and reflections about the process of the Career Management have being analyzed by Lima et al. [1], who devoted himself to study the perception of the young and senior executives, as the way of the different profiles of dealing with the recent changes in the organizational scenario, showing the amplitude of the process Career Management, when relate perceptions of each audience about employability; variable remuneration; career perspective; balance between the personal and professional life.

According to Cavazotte, Lemos and Viana [15], the investigation about the expectations of young professionals in training as the tangible and intangible rewards that they desire to get at work, proves to be a major factor for the guidelines' studies that should guide the processes of career management and people management in the organizations.

Research Method

The research method may be characterized as qualitative and applied. It uses empirical data from the research developed between February 03rd and April 23rd, 2014.

In this study, it was considered the empirical knowledge of the professionals from automotive industries from the South of Rio de Janeiro, all of them of international origin and large, based in different continents and with industrial and commercial units in different countries of the world, bringing in their political scope for people management, principles, valid either for the head office as for all its plants.

Interviews were performed with open questions for the HR managers of the metalworking industries from the South of Rio de Janeiro State, about the age group, which should be considered to classify the young leaders, as well as the senior ones, during the research, aiming the applicability to the context of this industry's segment.

The study classified as young leader, professionals in management functions, with age ranging from 21 to 40 years old, and as Senior Leader, the ones in management functions, with ages from 41 to 60. As the level of the management functions, the focuses were the executive functions of Coordination, Management and Direction.

The method adopted for the research, using the focus group to perform the data collection, allowed an enriching assessment as the applicability of the method to the theme young leaders career management and the transfer potential of this model to be applied in other researches, where the study is viable through the participants' experience to build the guidelines and the concepts. Figure 2 shows the research methods by stages.

From the literature selection and the reading of the organizational scenario, there were selected the four principal dimensions to be analyzed in the research submitted to the specialists group, including:

- Dimension 1: Flexibility in the organization of working time and Programs for balancing work and life.
- Dimension 2. Talent management.
- Dimension 3. Succession process.
- Dimension 4. Process of orientation and development of the executives

To Demo [16], the qualitative methodologies are usually classified as participant research, action research, data collection done through open questionnaires or directly recorded, oral history, group analyses.

According to Johnson [17], the choice of this technique is based on the assumption that the energy generated by the group results in a greater diversity and depth of answers, in other words, the resulting effort of the group's combination produces more information and with detail than just the sum of individual responses of the selected participants.

In this study, the group analysis was possible by structuring a focus group. The qualitative research was selected by the interest in the production of information that might be gathered through the synergy among the participants, resulting in a greater diversity and depth of answers and allowing the researcher to interact directly with the interviewed people, aligning everybody understands with all selected questions.

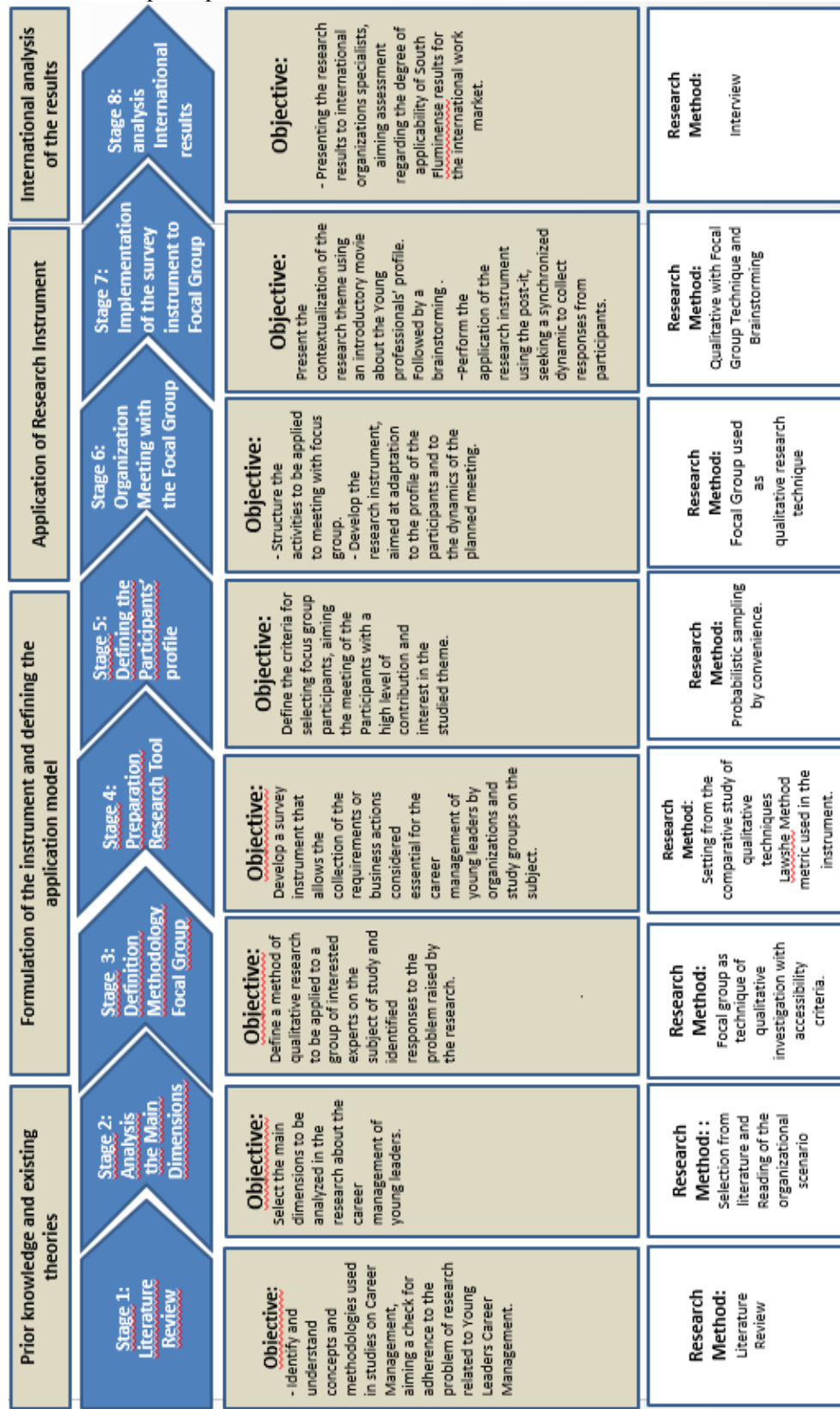


Figure 2. Research Method by Stages

On the other hand, this result suggests the continuous improvement may be evaluated among guidelines of the management of the young leaders' career, considering the context of organizational changing and the technological evolution, which is characteristic from the industrial area and demands constant updating of the professionals, either young as seniors.

It is noticed that the second outline level of the words, Leaders and Career Plan, allows an assurance that the focal group has valued the analysis of the issues related to the research key words, showing the guideline that the structure of Career Plans, for the young leaders, must be contemplated in the people management processes in the companies. It appears that, despite of the young leaders' public be characterized as a part of a generation who adapts

easily to the constant changes, on the other hand, it demands the necessity of having a clear vision of a planning of their career track.

After processing the 90 answers registered in the post-its, the data was grouped in 25 themes pointed by the participants.

Considering the way that research was handled, one may say that the first stage had a qualitative and a quantitative character, since it was performed a statistical procedure from the analysis of the written communications.

In this research stage, the answers from the participants were analyzed as the frequency that they appear in each one of the four dimensions selected for the study as it is shown in the Figure 4.

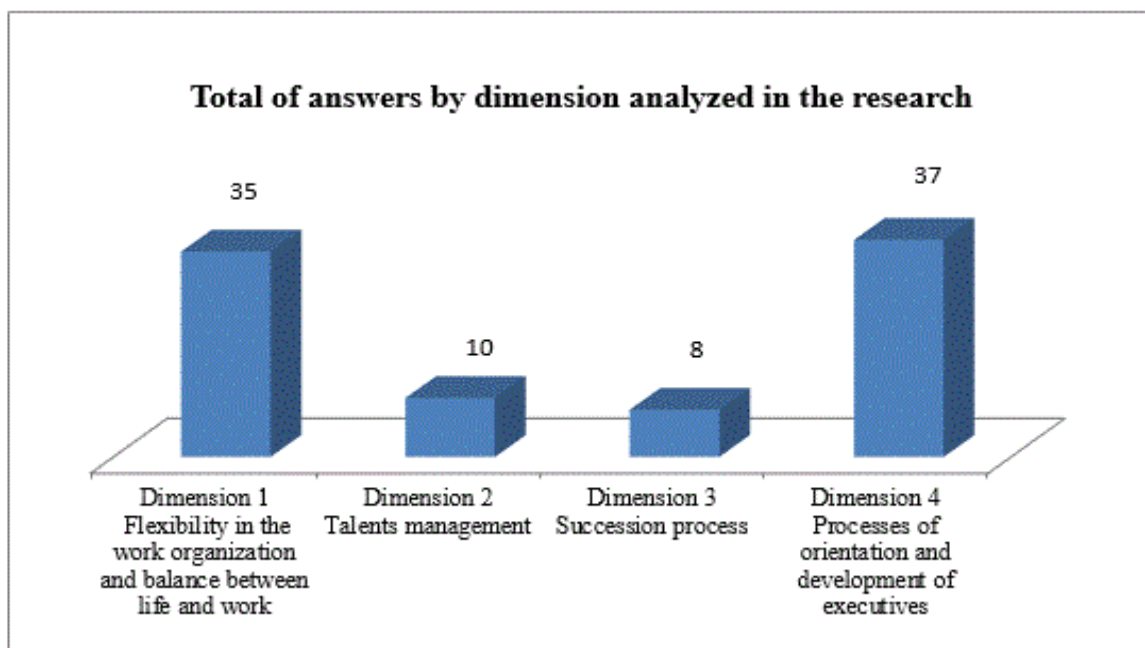


Figure 4. Total of answers by the kind of dimension analyzed in the research

According to Figure 4, it's verified, with this analysis, that the volume of contributions of the specialists' group for the four studied dimensions, pointed predominant motivation to the Process Dimension of orientation and development of the executives, which represented 41% of the filled post-its, as well as for the Dimension of Flexibility in the organization of working time and Programs for balancing work and life that represented 39%.

The dimension Process of orientation and development of executives is correlated with the theme Formations, shown more often in the cloud of words, corroborating the concerns of the specialist group with the guidelines of training and development.

The Dimension of Flexibility in the organization of working time and Programs for balancing work and life which represented 39% demonstrates a considerable

motivation of the specialist group in approaching the theme related to the quality of life at work.

The result allows the analysis of the growing volume of activities at work, coupled with tight deadlines and the downsizing of hierarchical structures, as well as the interference of these values in the perception of the lack of time and conditions for the balance between life and work.

It is also noticed in figure 4 that the Dimension talent management appeared in 11% of the answers, followed by the Dimension Succession process, with 9%. However, one cannot say that the answers are not relevant, based on the comparison of the two dimensions of the higher representative in this kind of performed analysis. It is worth highlighting that the results of the four dimensions will be analyzed in what concerns to the specific themes pointed by the participants.

Through the figures 5, 6, 7 and 8 and using the Pareto's diagram, it was decided to present the themes of each dimension in vertical bars and it was allowed this way, to identify the considered themes most mentioned by the specialist group during the Focal Group's meeting. The data is also presented as the relative and accumulated frequency,

aiming to present the guidelines for the process of career management of young leaders of the organizations and to determine which themes deserve priority in the different subsystems of Human Resources and People Management [19].

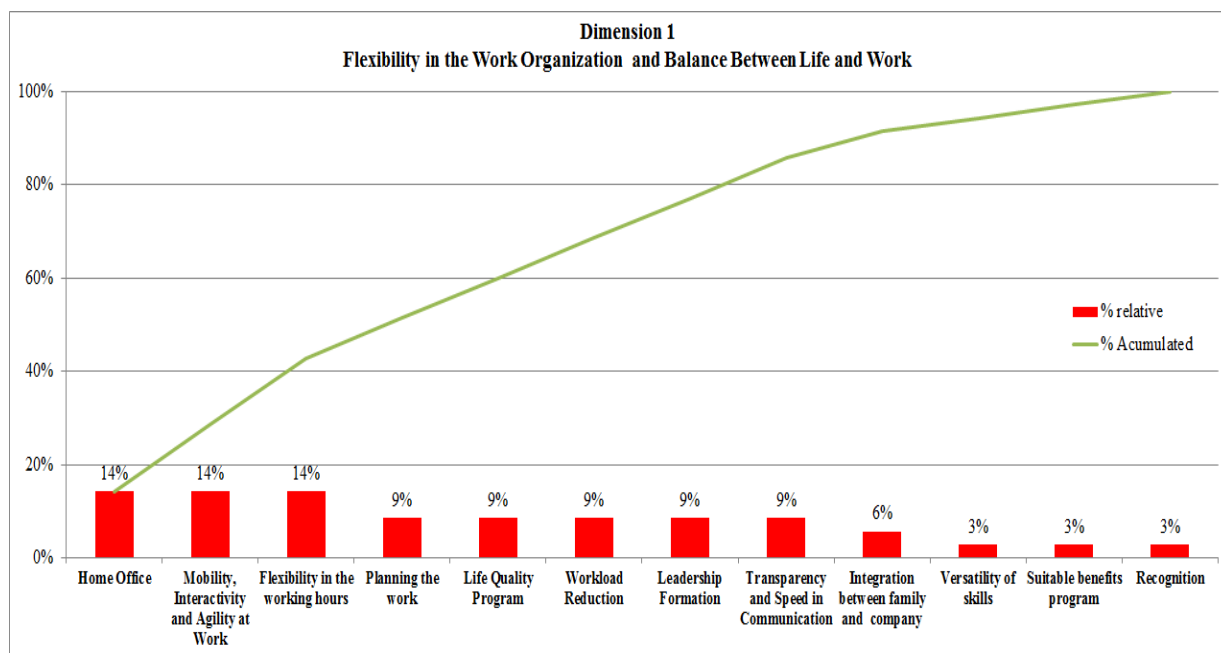


Figure 5. Breakdown of the themes for the Dimension of Flexibility in the organization of working time and Programs for balancing work and life and the frequency table.

Among the 35 contributions registered by the participants in the post-its used to collect data, 43% referred to the home office themes, mobility, interactivity, work agility and flexible working hours; all of them with an uniform frequency of 14%.

The work model, through home-office, is an interesting data for the community that reads this research, since the activity of the metalworking assumes, most part, the physical presence of the employees to perform the tasks, as well as the management of the processes by the leaders.

The same way, the theme flexible working hours presents itself as a guideline related to alternative and

compensated actions to perceive the lack of time for the balance between life and work.

The themes mobility and work agility reinforce the characteristics of the profile demonstrated by the young leader's generation and confirms the necessity of this public to access information faster, to be connected with the company and with its strategic guidelines in order to make decisions. One stands out in this item the importance of the technological tools to be available to speed up the work activities as a source of motivation.

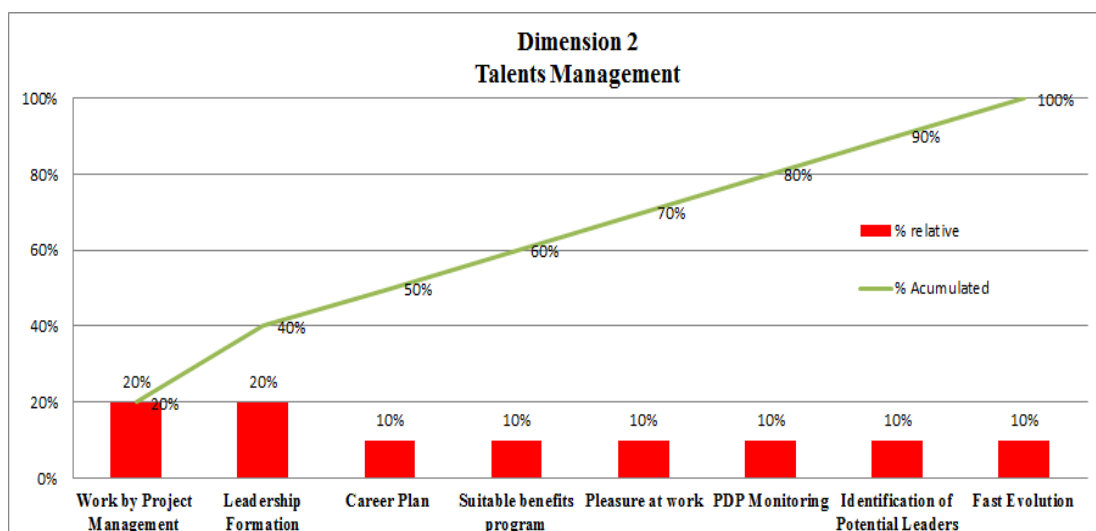


Figure 6. Detailing the themes in order to measure the talents management and the frequencies

The detailing of the themes in the dimension Talent management points the themes: Work by project management and Leadership formation as preponderant and they both represent 20% of the frequency in the Focal Group answers.

The theme Work by project management denotes the interest of the young leaders to be involved in functions with established deadlines and activities clearly defined, besides to contribute presenting new challenges, since this last factor is considered a motivational one for the career vision of this professional profile.

The perception of the Focal group as the relevance of this Work by Project Management, confirms the necessity of the young leader in having possibilities of his work to be recognized, as well as to have the vision of the next function or position to be taken in the organization.

The theme Leadership Formation is presented as preponderant for the Talent Management Dimension, confirming the representation of the word Formation in the

Cloud of Words and reinforcing the perception of the Focal Group as the necessity of building programs of Career Management following the guidelines that the formation plans must be based on the technical training. However, it is necessary that they allow the development of leadership competences of peoples and processes in progressive levels.

In general lines, the young leaders start their careers with a good level of technical training and communication in another language, but due to the short time experience and their age, it's noticed the lack of experience in situations that allow the learning in the people's management processes.

One may notice that for a more efficient Talent Management, the formation plans must be aligned and coherent with the career plan defined for the talents recognized by the organization, since the perception of the organization's engagement with the career plan's monitoring may be noticed by the young leaders as preponderant for their retention in the organization.

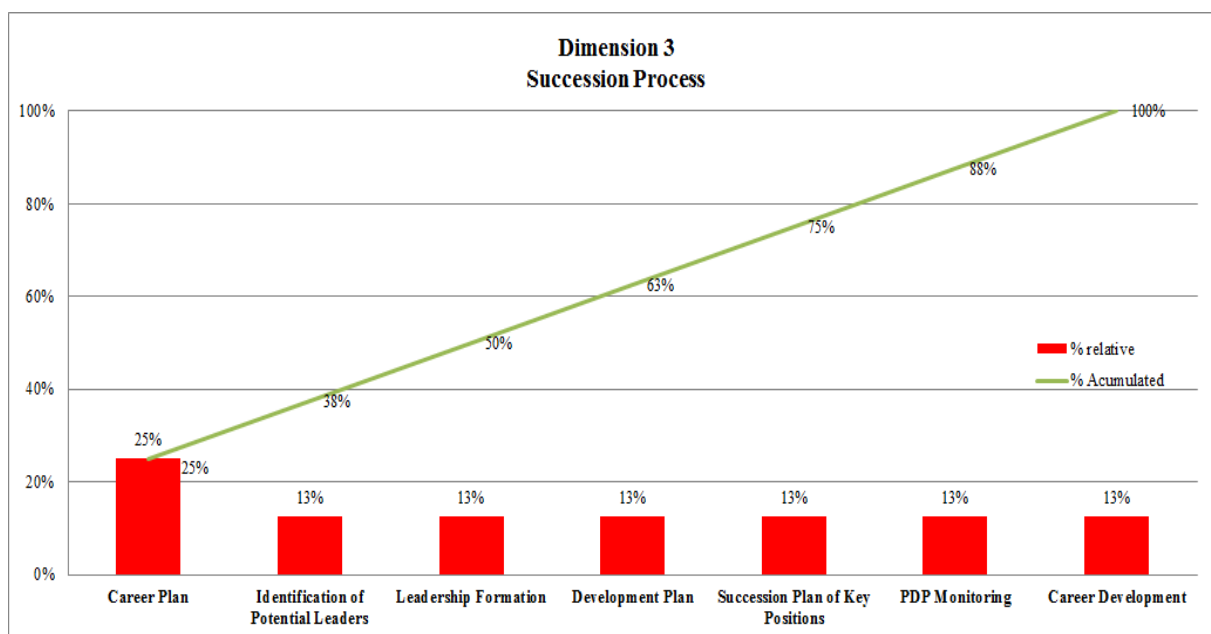


Figure 7. Detailing of the themes for the Succession Process Dimension and frequencies

The detailing of the themes Succession Process Dimension indicated the predominance of the theme Career Plan with an importance degree of 25%, as the other five themes presented uniformity of 13%.

This result reveals the clear perception of the focal group as the importance of the career plan structuring as a way of facilitation for the succession processes to occur in a strategic way in the organizations.

The metalworking industry in the South Fluminense Region is represented by large multinational companies, being the succession process of the great strategic importance for the companies' knowledge management.

It is worth mentioning that the young leader values organizations that have defined succession programs although the confidential content of them. These programs strengthen the perception of the young leader as the existence of opportunities of evolution in the organizational structure and supply the general profile of ambition and to be moved to challenges. Two of the other themes, indicated by the focal group with a lesser degree of importance, deserve featured since they offered additional guidelines to build an efficient succession process and they work as input data for the preparation of the Career Plans. They are Identification of Potential Leaders and Succession Plans of key posts.

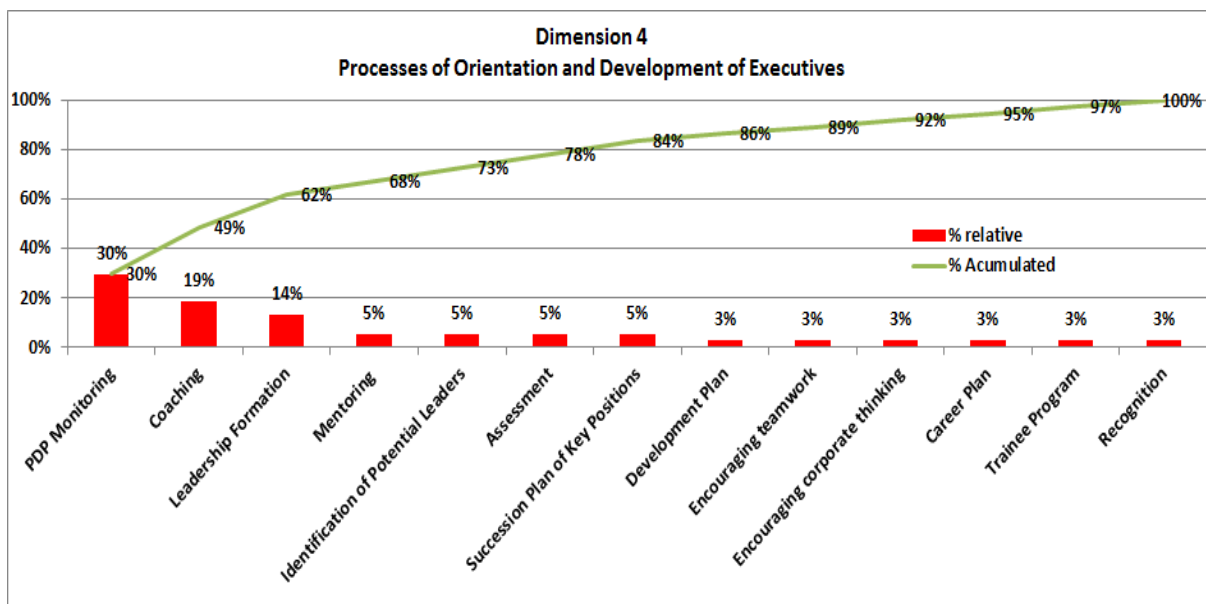


Figure 8. Detailing of the themes for the Dimension of Orientation and Development Processes of Executives

The Dimension of Orientation and Development Processes of Executives stand out by the higher level of contributions of the participants during the meeting with the focal group. Among the 37 contributions registered by the participants in the post-its used to collect data, it stands out the theme monitoring the Professional Development Plan, with 30% of importance degree, followed by the Coaching theme, with 19% and in the third place, the theme Leadership Formation. It's worth highlighting that the three themes represent relevant accumulated result, adding 62% and that this set of guidelines extracted from the research reveals strategic orientations for the organizational programs.

It's noticed that there is a systematic follow-up demand of this development plan by its managers, as well as by the Human Resources, which highlights the perception that such practices will lead the young leader to career evolution in a faster and sustainable way.

The second preponderant theme is about coaching, noticed by the focal group as a relevant requirement for the Orientation and Development of the young leaders, to be considered in the programs of Career management of young leaders. It's noticed that Coaching may be linked to the theme of greatest importance in this Dimension, Professional Development Plan (PDP). This theme also reveals that the perception of the young leader, besides the conceptual formations, requires monitoring of his/her practical activities.

The appearance of the third theme of greatest importance is the one of Leadership Formation. Once more, this theme confirms the relevance of the Formation guideline for the Career management. However, for the dimension in question, it may be highlighted, in a different way, the importance of the leadership concepts and tools for the process of orientation and development of executives.

The detailing of the dimension 4 presents more than ten other themes with importance degree between 5% and 3%. It's worth highlighting in this analysis, some themes

that were pointed specifically in the studied dimension and that may reinforce the three most preponderant themes already mentioned, providing a robust set of guidelines for the process of career management for young leaders in this research. They are: Mentoring, Assessment, Stimulus to teamwork and Stimulus to corporate thinking.

Analysis of the Results by International Specialists

A research tool was prepared for a synthetic presentation of the research's results, to five specialists of the metalworking and pharmaceutical industry, located in Korea and France and of the services area located in Canada. It was used an interview based on open questions: Please review the consolidated results of focus group applied to the RJ / Brazil research. As per your experiences, give your opinion about the applicability of the research results to professionals in your country?

It was evidenced by the opinions of respondents that there is convergence as the importance degree of the guidelines identified by the focal group of South Fluminense, with the applicability to other countries' industries. However, the specialists who act in other countries, expressed that it is not applicable in their countries the necessity of the Brazilian young leaders frequently wish the structuring of career plans and monitoring of individual development plans. The international specialists had a perception that the Brazilian professionals need to intensify the teamwork as well as to increase the cooperation abilities, since the results presented motivations showed as quite individual order.

Two other themes were highlighted by the interviewed as the importance presented in the results: the first was the improvement in the benefit package and the second was the working model at Home-office. The international perception is that the companies already offer a good benefit package and conditions for the working model at Home-office, not being relevant the guidelines for the career management in the respective country.

On one hand, it was revealed the international importance assigned to the corporate thought standing out that many companies offer activities to be performed as teamwork, aiming to stimulate a joint work. It was also revealed the importance attributed to the performance evaluation and competencies assessment for the international job market.

It is worth noting that the aspects of ambition and self-confidence were perceived as items to be better explored by Brazilian professionals, aiming at enriching the career management process.

It is important to list some business requirements or actions cited as relevant by international respondents and were not mentioned by the Brazilians respondents for the Dimension of orientation and development of Executives. They are: Communication development, reading books about people's management, changing work positions with colleagues for a short time and Benchmarking in other companies

Guidelines for Career Management of Young Leaders

From the use of the research results, one may identify relevant guidelines to be proposed for the career management of young leaders and to be applied to industries. By considering the preponderance of some themes in the research results, it is suggested that the three great guidelines proposed below to be evaluated by the companies as the actions and practices that must compose the programs of career management suitable to the young leader and propose an action plan unfolded of each guideline. However, it was chosen a proposition that allows focus to the structuring of action plans. Follow are the three guidelines:

Guideline: Appreciation of Leadership Training Programs

It is considered very important applying a structured forming path, progressive and continuous for the young leaders, programmed with the objective of developing the leadership competencies and people management. Below it's suggested structural actions to be implemented.

Definition of the organization's leadership levels , classifying them in a way that it's possible to identify the leaders at a junior, senior and full level, as the maturity, complexity and responsibility of the executive function's degree. It is suggested the structure or function descriptions revision with the specification of technical and behavioral competencies required for each level of leadership.

Organization of a program of competencies training and development composed by different training modules in content. It's suggested that the concepts and management tools to be planned by sequential modules, where each one of them is a pre-requirement to perform the next, aiming to assure the solidification of concepts and basic tools by the young leader for the evolution of a sustainable career. Another relevant one to be suggested is the planning

deadlines to perform the modules and the interval between them allowing the practical application of the acquired knowledge to the field and the professional activity of the leader. With regard to the teaching method, it's recommended the study of combined practices, such as: classrooms, e-learning, coaching and mentoring as well as the study of the adequacy of these options to the objectives of each training course module. Finally, it stands out the necessity of the content to be aligned with the strategic objectives of the organization, and for that, one recommends the formation program to be structured or reviewed by the HR to be submitted to the evaluation of senior management of the organization.

According to the discussion about the research's results, a preponderant theme for the action plan suggested in this study is the organization of a module with basic contents about leadership and people management, dedicated to the development of future leaders, performed for a public of young professionals identified by the HR, with high potential for leadership role of occupation in the medium and long term.

As for planning the dissemination of the training pathway to young leaders, one suggests the application in the annual calendar of the organization's training as well as a transparent communication plan as the dates and contents, as well as the responsibilities and the results to be pursued by each participant.

The systematic of the results evaluation is another relevant point to be considered in the structuring plan or revision of the formation path. The defined systematic must allow the HR, the young leader's manager and the participant, ways to follow the results of each performed module, as well as to apply the action plan to improvement.

Guideline: Balance between Personal Life and Work

This guideline mentions the structuring and expansion of business actions enabling to increase the awareness of the young leader as the balance between personal and work life. Based on the main results of the research related to this theme, it's suggested the implementation of some actions by the organizations.

Respecting the business characteristics of each organization and the scope of activities of each leadership role, one recommends the detailed study to implement or flexibility of working hours to be offered to the young leader or to the potential ones. It is noteworthy that the item most often cited for this research was the desire to work in the home office model. It's suggested that this study consider the difference of the time options to be offered in the same organization, since the intention of homogenization times for large groups or to the totality of employees may be a factor of high complexity in order to implement the actions that will lead to the change in perception by the young leader and the motivation and retention of this professional group.

It is recommended to the organizations, conducting a study with the young leaders that allow identifying practices that bind the job done to the feeling of pleasure during the journey. After that, it's suggested to identify the ones that could be implemented without risk for the company's employee. It's also recommended that the organization performs monitoring of this perception through satisfaction, towards the implementation of continuous improvement actions that contribute to the stability of the motivation level of young leaders.

It's indicated the structuring or revision of the organization benefits package, taking into consideration the benefits related to leisure, such as access to theaters, cinemas, concerts and sporting events, besides the implementation of benefits that increase the perception of attention from the company with health and life quality of the employee at work, for example, the provision of health club services.

Finally, it's recommended to include in this benefit package of the young leaders, encouraging self-development skills through the financing of internal and external courses, such as idioms, specializations, postgraduate, masters; the results of the research show that the value of the continuous learning is perceived as a motivational factor for the evolution of this public.

Guideline: Career Plan

For this guideline, it stands out as relevant, the implementation of actions enabling the young leader the perception of the existence of a structured career path, applied to the monitoring of his individual development, assuring his/her career evolution. According to this context, actions related to the organization or revision of review of practices that make up the career plans and the communication model are suggested.

It is recommended to the organization, the structuring of a practice that defines the criteria list to be observed by managers and by the HR in order to identify the potential leaders. This practice will allow the preparation of a talent bank to be appointed annually to the beginning of the training course also allowing the young talents the recognition of his/her potential and the need for his/her engagement with the progress of the tasks defined for the career development plan.

It stands out the importance of mapping all the leadership roles of the organization as well as the identification of successors already recognized as fit and those potential successors, to be submitted to development plans for a future occupation of different functions. This action provides the organization with a bank of successors for a short, medium and long term planning, enabling the desire for continuous evolution, valued by the young leaders public and determining to retain the talents in the organization.

It's highlighted the relevance of the evaluation program of the annual performance be linked to the development plan of

skills of young leaders, generating integrated actions and action plans with clear deadlines to be met by the organization and the young leader.

It's considered necessary the organization of a communication plan that is a conductor of the actions mentioned above and for that, one suggests that the HR area, together with the senior management of the organization defines the information that must be confidential, as well as the ones that need to be presented in a systematic way to the young leader, ensuring the perception of confidence in the career plan. One also recommends that the young leaders' managers to be highly trained to adopt an inspiring communication model that transmit confidence which allows the recognition of obtained changes, which present the competences to be developed and the action plan already defined in order to guide them to the growth. It's understood that this set of practices, adopted in a systematic way and integrated by the different subsystems of HR, will effectively contribute for the strategic management of people in the organizations.

Conclusion and Suggestion for New Researchers

This work allowed the observation of the relevance of the theme Career management for the strategic management of people, as well as the high degree of interconnection of the career process with other subsystems of Human Resources related to professional development.

It was noted the importance of research and its potential to contribute to the definition of guidelines which may be applied to the study of career management associated with career acceleration phenomenon of young leaders in recent decades in Brazil and worldwide.

The study points to the appreciation of the improved quality of life as a relevant guideline for the Young leaders' generation, through more flexibility in working hours as well as the implementation of the home office model work. One may infer that this valorization is important for several sectors of the industry as well as for the service sector.

During the research, it was identified that the guidelines related to the training and development of competencies take a prominent position in the ranking of requirements and business actions considered relevant. The theme Leadership Formations is pointed in the results of all questioned Dimensions, seen as a resource for achieving goals, career evolution and even enabler for balance between life and work.

It was also analyzed, during the research, that large companies have advanced people management processes. However, there is a perception that career plans need to be better structured and evidenced, especially for talent recognized by the organization and the occupants of functions considered key.

Faced with these issues, it was sought an evaluation by international experts as the applicability of the results of the focal group to specialists who act in Industries and in the service area in other countries. According to the question presented to these professionals, it may be inferred that most of the raised guidelines show an importance degree for other countries and that other observed questions lie in the practice of the teamwork be more pronounced abroad, the working model for home-office not be perceived as a necessity and because there is appreciation of the assessment of skills as an important guideline for international career management as well as learning through reading management books, benchmarking actions in other companies besides the occupation of temporary functions through programmed exchange with other organizational leaders.

It's also highlighted the difference in the perception of the need to have professional career monitoring, a very valued

theme in the Brazilian perception, according to the frequency presented in the research.

These information deserve attention facing the fact of the high number of multinational companies in the Brazilian market, as well as by the globalization process which has been integrating more and more professionals from different nationalities, with impact in leadership of multicultural teams, this fact evidenced by the experts of the focus group and by the international specialists who were interviewed.

Regarding the best use of the potential of young leaders across the country, it is suggested that the training models for young people, from the early years of graduation in universities, include a leadership skills development plan, teamwork and focus in the self-development in order to contribute to future leaders in the work market, more and more capable to co-work with the strategic management of people.

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