



Nicola Billeh

Senior VP – Human Energy

Nuqul Group

The Career Development Challenge

How to Adopt Successful Career Mapping Strategies - April 2016

Agenda

- Career Mapping Defined
- Career Path Defined
- Career Mapping Steps
- Benefits
- Career Path Interventions
- Traditional vs Non-Traditional Career Paths
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- The Business Case for Creating Career Paths
- Best Practices at Corporations
- Discussion





Which Careers Match these Skills?

- **Skills:**
 - Helping people solve problems
 - Helping people feel better
 - Teaching people how to do things

- **Possible Careers:**
 - Coach/Counselor
 - Nurse
 - Nutritionist
 - Trainer

- **Skills:**
 - Leading projects and people
 - Selling things or ideas
 - Being in charge of people

- **Possible Careers:**
 - Insurance agent
 - Lawyer
 - Politician
 - Salesperson

- **Skills:**
 - Working with numbers
 - Being organized
 - Following a set plan

- **Possible Careers:**
 - Accountant
 - Administrative assistant
 - Bank teller
 - Data entry specialist



Career Mapping Defined

- A tool that managers and HR professionals can use during career planning discussions with employees.
- It helps employees think strategically about their career paths and how to meet their career goals within the organization.

*Like a car GPS,
Career Maps display
alternative routes to
build mastery in the
core professions.*





Career Path Defined

- A process of outlining an individual career plan ,usually within an organization.
- Employees follow pre-determined steps along the career path to develop expertise in managing different types of organizational situations and to reach their career goal.





Career Mapping Steps

- Career mapping involves three steps:
 - **Self-assessment.** A manager engages with the employee to explore his or her knowledge, skills and abilities, as well as past experiences, accomplishments and interests.
 - **Individualized career map.** It involves identifying other positions within the organization that meet the employee's interests.
 - **Exploring other opportunities.** The final step in career mapping is to explore other job opportunities within the organization as they become available.





Benefits

- Benefits to the employees
 - Explore the range of career options
 - Gain experience and skills that make them more employable
 - Select the option that best aligns to their goals
 - Increase their accessibility
- Benefits to the organization
 - Gain a competitive advantage by building workforce capabilities
 - Align employee development efforts with organizational needs
 - Support human capital goals and strategies
 - Enhance retention





Career Path Interventions

- Career pathing often uses several career development interventions as part of the process, these include:
 - Cross-training
 - Job rotation
 - Temporary assignments
 - Job enrichment or enlargement



Career Path Interventions Cont'd



Cross-Training

- Cross-trained workers are taught skills outside their current job assignment so they can be called upon to perform a variety of tasks as the need arises.



Job Rotation

- A systematic movement of employees from job to job within an organization, where they are expected to perform a variety of duties, and have a variety of skills and competencies.

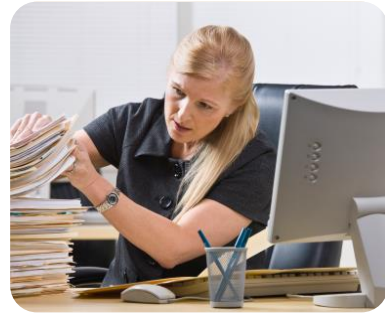


Temporary Assignments

- An employment situation where an employee is expected to remain in a position only for a certain period of time.



Career Path Interventions Cont'd



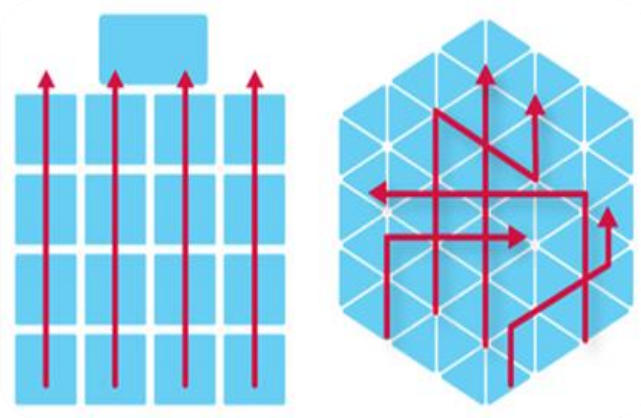
Job Enrichment

- Involves increasing a worker's responsibility and control over his or her work, and is also called "vertical job loading".

Job Enlargement

- Involves increasing the number of tasks a worker performs, with all of the tasks at the same level of responsibility, and is also sometimes referred to as "horizontal job loading".





Traditional vs Non-Traditional Career Paths

- Career paths encompass varied forms of career progression, including the traditional vertical career ladders, and horizontal career lattices.

- **Career Ladder (vertical)**

- Traditional hierarchy
- Employees occupy steps on the ladder that move up in a pyramid.
- Upward advancement are based on the level of responsibility and pay.
- Assumes workers' needs remain consistent over time
- Moves are limited

- **Career Lattice (Horizontal)**

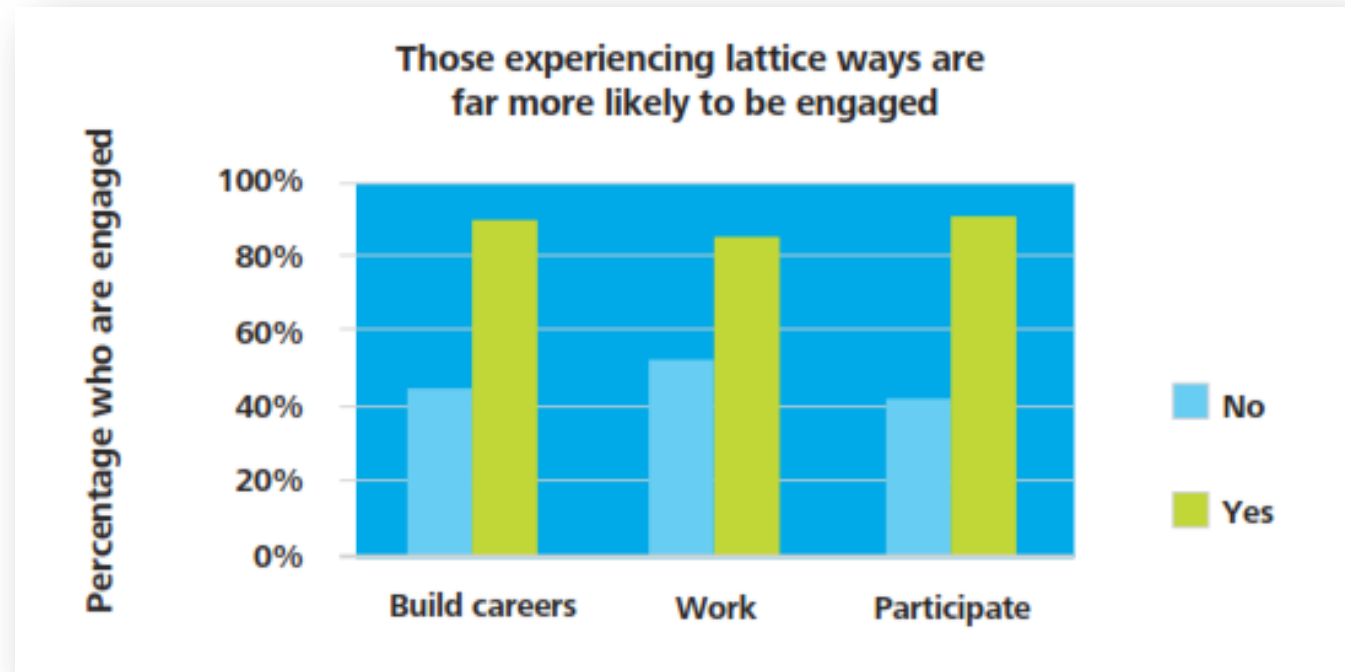
- Employees can move in any direction
- Adjusts as workers' needs change over time
- Leads to mobility and career development
- Career variety offers the greatest opportunity for professional development and motivation



Non-Traditional Career Paths

Career Lattice Impact

- A study by Deloitte® (The Corporate Lattice) showed that those experiencing lattice pathways are twice as likely to be engaged as those who are not, as shown in the below figure :



Career Path in Public Organizations



- **Career pathing** in the public sector is traditionally based on seniority and length of service which are still crucial selection criteria for career advancement in many countries.





Challenges in Public Organizations

- **Slow advancement**, where seniority has more importance than merit.
- **There is a fixed order of promotion**, independent of performance.
- There is a **weak recognition** of the individual merits of employees.
- **Unclear career paths** and insufficient career planning.



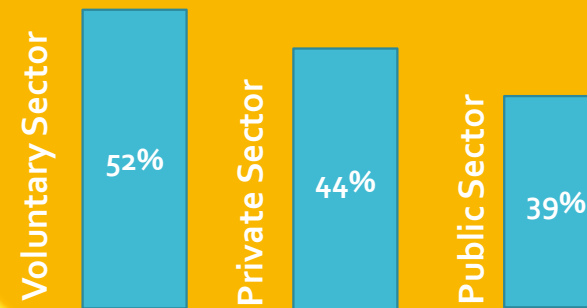


Only 20% provide any formal planning, with most career development considered 'haphazard' and career paths are 'ill-defined' ¹.

70% of employees are neutral or disengaged in their jobs ².

Insights from Public Organizations

Job Satisfaction ³



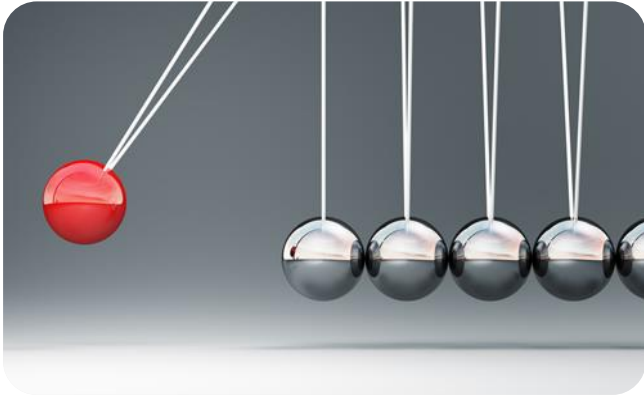
Sources: 1. Talent Management in the public sector, The Ashbridge Journal, 2008; 2. Productivity in the public sector what makes a good job? PWC, July 2014, 3. Employee Outlook: Autumn 2014 Career Trends Infographic



The Business Case for Creating Career Paths

- Many factors influence the need for an organization to embrace formal career paths, including:
 - Inability to find, recruit and place the right people in the right jobs.
 - Employee disengagement.
 - Employee demands for greater workplace flexibility.
 - Lack of diversity at the top.
 - A multigenerational workforce.
 - Limited opportunity for advancement in flatter or smaller organizations.
 - Organizational culture change.





Contemporary Career Development Issues

- Career development strategies are largely affected by multiple factors including:
 - **Economical Factors:**
 - The economy greatly influence career development efforts. Employees may not have much chance to consider career choices when they are operating at the lower levels of Maslow's hierarchy of needs.
 - This will also affect investments in and use of career development programs.
 - **Political Factors:**
 - Political instability also impact career development efforts where there is a little chance for providing career developing opportunities and discouraging investment in related programs.





Best Practices at Corporations

- **PepsiCo** – senior management program, 6 month business school training with international immersion assignments
- **Cisco** - workers may take leave of up to 12 months and keep their benefits and jobs
- **Intel** - developed an interactive career pathing tool that allowed students and recent graduates to match their college degree with the types of positions that would be appropriate for that degree within Intel.





Discussion

- What is your organization currently doing to support career growth?
- List activities, efforts, initiatives :
 - What needs do these efforts address?
 - What activities have been most successful?
 - What challenges did you face?
 - How is the information communicated to the workforce?



Thank you!