

**Your Employees'
Careers:
Your Company's Future**



**Presentation to the
Pittsburgh Human Resources Association**

February 23, 2010

Presented by:

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Introductions

- **Adam Alexander, Vice President & Senior Consultant**
- **MasteryWorks**
 - Pioneer with 30 years of experience and capability in building organizationally-unique career development systems
 - Based on research and work of founder and internationally-recognized expert, Dr. Caela Farren
 - A sample of our experience:



The United States Mint



Northern Trust





Discussion Flow

- **Why Career Development?**
- **Career Development Systems**
- **Developing a System**
- **BSHRM Career Development Resource Center**
- **Conclusion**

Why Career Development?



Engagement

Industry Survey Results:

- Only 21% of all employees are engaged in their work-willing to go the extra mile to help the company succeed
- Out of the remaining 79% of all employees, nearly 40% are “totally disengaged”
- Result is an “engagement gap” between the discretionary effort needed by organizations to succeed and the effort employee want to invest

Towers Perrin 2007 Global Workforce Study

- Employee engagement levels for all workers have dropped 9% since last year and close to 25% for top performers

Watson Wyatt 2009/2010 U.S. Strategic Rewards Survey

Engagement

How to Improve Employee Engagement:

...through CAREER DEVELOPMENT

- “(e)mployees want to give more to their companies and their jobs, but also want a clearer picture of *what's in it for them*. Employees need to see a clearer path for their own career development, and know that their managers and the organization will support their efforts.”

Towers Perrin 2007 Global Workforce Study

- “Training and career-development activities are among the most important factors influencing employees' engagement and commitment. In this economy, some organizations may make the mistake of shifting their focus away from such opportunities. Instead, HR leaders should create stronger cultures for development.

HR Executive Online



Engagement

Why is Employee Engagement Important – The Business Case...

- Engaged employees “have higher levels of productivity and profitability, better safety and attendance records, and higher levels of retention.”
- “Disengaged employees have a profound impact...they cost companies \$300 billion per year in lost productivity in the United States alone.”
- The effort of an engaged workforce correlates directly to the engagement of that organization’s customers by building that customer’s emotional connection. Since engaged customers “deliver a 23% premium over the average customer”, the engagement of your employees has a profound impact on your bottom line.

Gallup Human Sigma Project

Retention

Industry Survey Results:

- 54% of employed Americans plan to look for a new job once the economy rebounds
- Nearly 75% of those between ages 18 and 29 reported likely to look for new jobs once the economy turns around.

Adecco Workplace Insights Study

- 65% of executives report they have a “high” or “very high” concern about retaining high-potential talent and leadership in the year after the recession ends

Deloitte's 2009 Managing Talent in a Turbulent Economy Survey

What Employees Want

- Opportunities for Career Enhancement 93%
- Capable/respected management 87%
- Flexible work hours 87%
- Employee participation in decision making 67%
- Challenging job responsibilities 60%

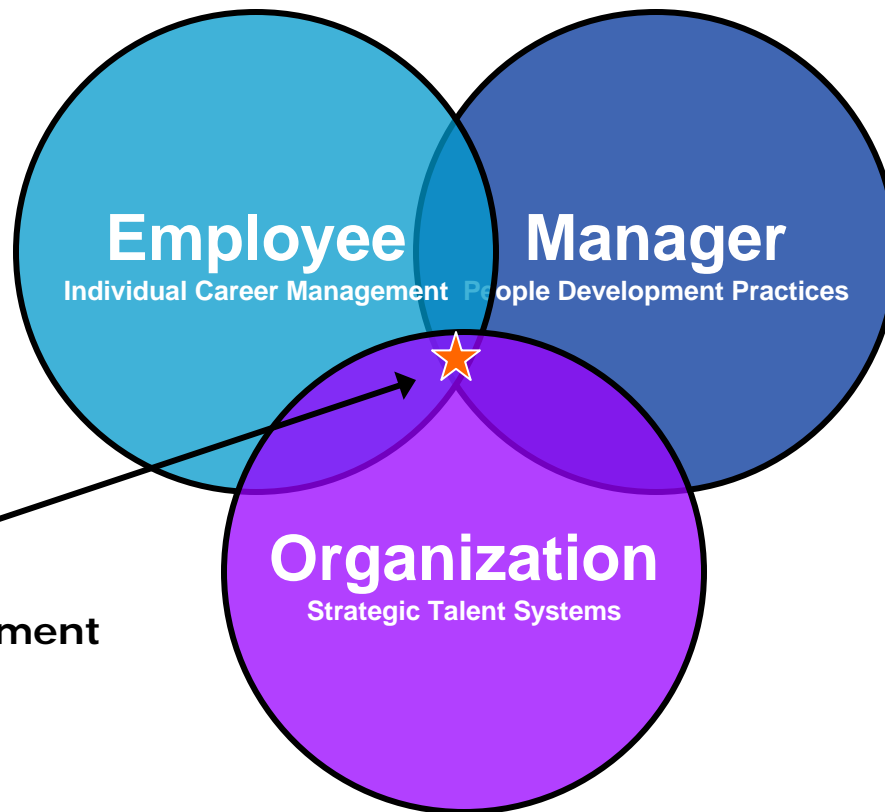
Lee Hecht Harrison – Survey Results



Career Development Systems

Career Management – An Integrated Approach

Shared Participation and Responsibility



Increased:

- Employee Engagement
- Contribution
- Productivity

Career Fit™: The Result-Talent Alignment

ROI / Career Fit Outcomes

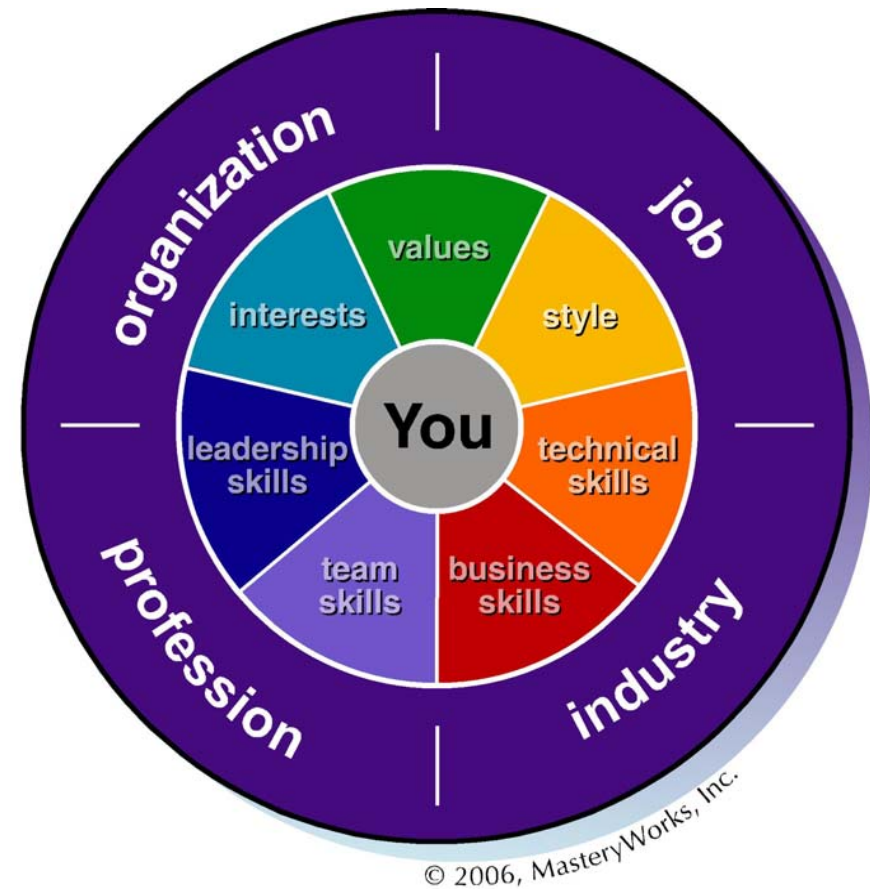
- **Passion and Enjoyment**
- **Commitment and Loyalty**
- **Harmony and Teamwork**
- **Mastery and Excellence**
- **Business Knowledge and Savvy**
- **Teamwork and Communication**
- **Vision and Alignment**

Job: Increased contribution and performance for today and the future

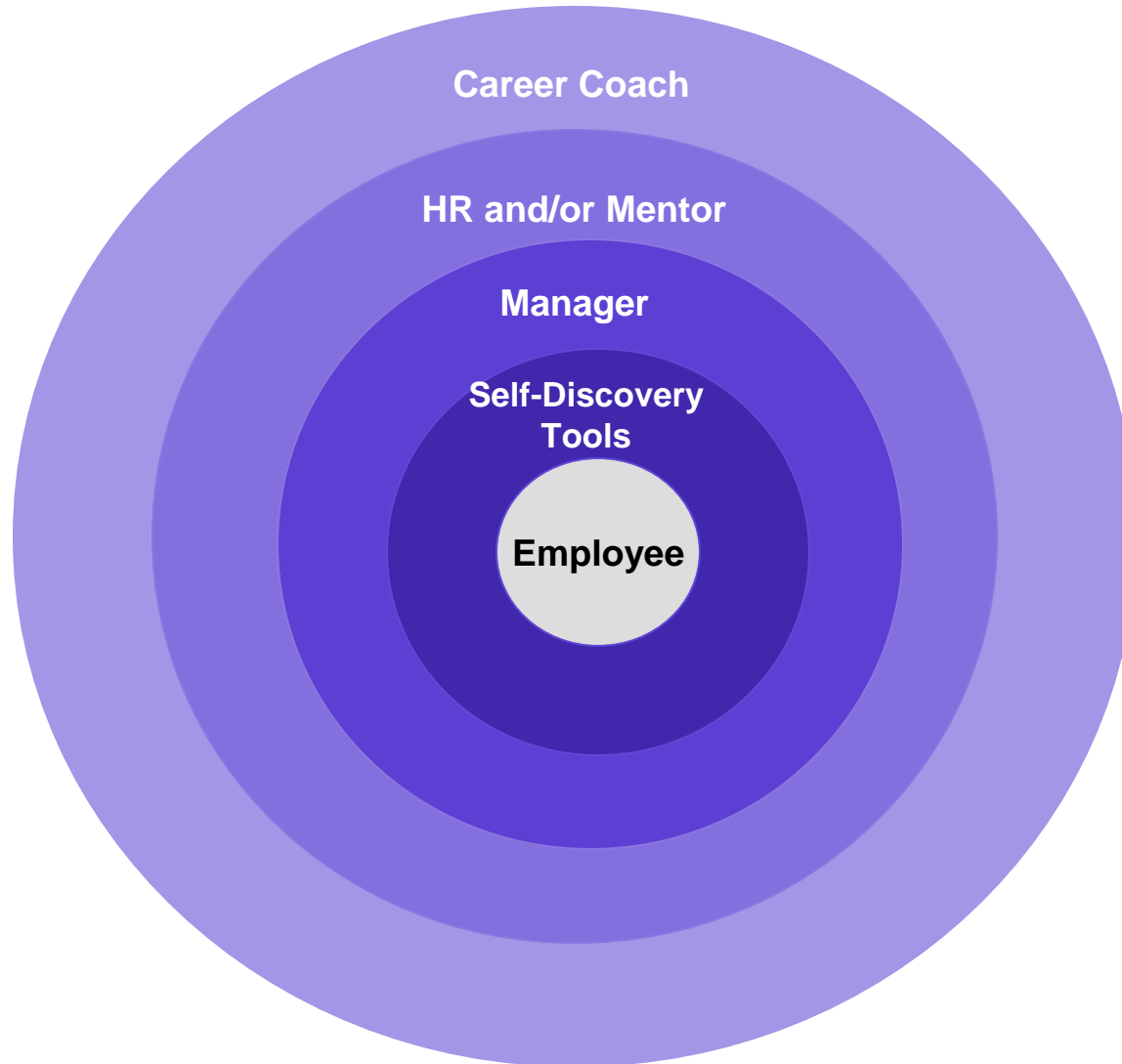
Industry: Increased knowledge of the changes and implications affecting the organization

Profession: Increased bench strength. Enhanced mastery and confidence in technical competencies and skills.

Organization: Increased organization knowledge and alignment. Identification of multiple options for the future.



Career Development Engagement Roles





Developing a System

Developing a System

How to Begin to Develop a Career Development System:

- **Provide a Strategic Roadmap**
- **Communicate Powerfully**
- **Build Career Coaching Skills**
- **Engage Employees**
- **Highlight Existing Resources**
- **Showcase Career Opportunities**

Developing a System - How?

Provide a Strategic Roadmap

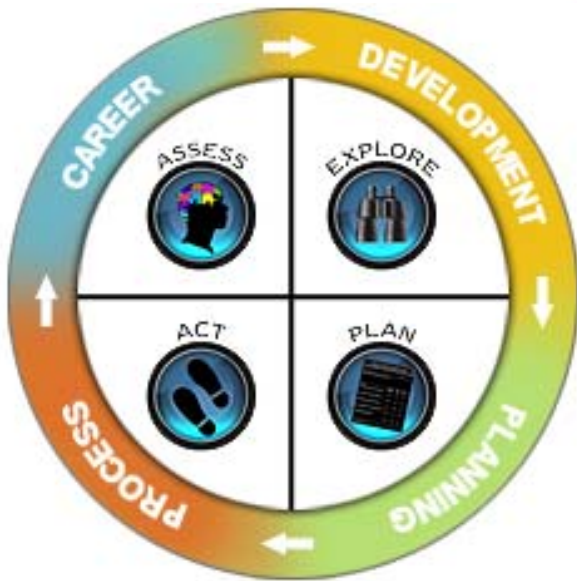
- Develop an organizing framework for career and professional development
- Provides a model to ensure that employees and managers understand the context of the resources, tools, and training, and where everything fits
- Drives individuals to action
- Shows leaders where they can support the process

Developing a System - How?

Example of our approach:

- What's the greatest strength you bring to your work?
- What would they say is your greatest asset?
- What's the #1 trend or change that will have the greatest impact on your work over the next 6-12 months?
- What's your highest career aspiration for the next 3-5 years? Where can you make a greater contribution in the next 1-2 years?
- In your gut, what's the 1 thing you need to learn this year? What's the first step you need to take to learn it?

Developing a System - How?



Developing a System - How?

Communicate Powerfully

- Mechanisms to deliver the content to the audience
 - **Web portals**
 - **Orientation or skill-building sessions**
 - **Other tools and resources**
- Convey the organization's Core Values, Philosophy, and "Commitment to People"
- Confirms the branding of the initiative
- Provide one centralized place to easily access relevant career information

Developing a System - How?

Build Career Coaching Skills

- Provide managers and HR Business Partners with the ability to host effective career and performance discussions with their talent and high potential individuals
- Supply a structured and consistent approach for developing short-term and long-term goals with direct reports
- Increase their skill and confidence as people leaders
- Understand their role in the Career Development process and how they can best support their talent and drive them to success

Developing a System - How?

Engage Employees

- Provide relevant, interesting, and useful “self-service” tools and resources to empower the employee to take charge of their own career
- Self-assessments must inspire ownership of one’s career and drive action to fully contribute to the business
 - **Interests**
 - **Values**
 - **Styles**
 - **Skills or competencies**
- Direct to appropriate and valuable resources to promote career options and build a plan of action

Developing a System - How?

Highlight Existing Resources

- Maximize your existing investment
- No need to “reinvent the wheel” – enhance current resources by placing in context of career development framework and add resources to fill in gaps
- Provide career information, career & mobility options, professional development opportunities, skill development resources, etc. (See list on next slide)



Potential Resources to Highlight

- Self Assessment – Skills, Interest, Values
- Redeployment Initiatives
- Mentoring
- Career Path Information
- Competency/Skills Assessment
- Myers Briggs/ DISC Assessments
- Mission, Strategies, and Unit Objectives
- Corporate Values
- Functional Area Competency Models
- Leadership Development Programs
- Succession Planning System
- Performance Management System
- Career Centers
- Individual Development Plans (IDPs)
- Executive Leadership Coaching
- Organization Information
- Professional Associations
- Industry News/Information
- Work/ Life Balance Initiatives
- Web-based Career Portal/ Resources
- Management Development Curriculums
- Tuition Assistance
- Career Coaches
- 360 Feedback System
- Retention Initiatives
- Career Discussions
- Recognition Programs
- Career Workshops for Individual Contributors
- Manager Career Coaching Workshops
- Job Posting Systems
- Training & Development Options
- Job Rotations
- Internship Programs
- Outplacement/Transition Management
- Employee Orientation
- Pre-retirement Programs
- Learning Management System (LMS)
- High Potential Programs

Developing a System - How?

Showcase Career Opportunities

- Highlight multiple career and development options that allow employees to align their short and long-term career aspirations with the needs of the future state of the organization
- Change the traditional perception of career development for most employees – I take my manager's job, they take their manager's job, etc.
- As organizations become more flat, that traditional perception of a "vertical" move is less and less likely – must consider career options that meet the individual and organizational goals



Highlight Multiple Career Options



Vertical

Moving Up



Enrichment

Growing in Place



Lateral

Moving Across



Exploration

Investigating Possibilities



Realignment

Moving Down



Relocation

Moving On



Developing a System

QUESTIONS TO EXPLORE:

- What has been your organization's investment in resources for career development?
- Can employees find them easily? Do they know what they are? Why they are available? Where they fit?
- Do your managers know how to leverage these resources?
- How best to organize and communicate under the "career development" umbrella?

BSHRM Career Development Center



PHRA CAREER DEVELOPMENT RESOURCE CENTER



Home
About the Toolkit
Coaching Skills Toolkit
Feedback
Help
FAQs
Logout

Currently Logged in as admin -- Today's Date: 2/19/2010

Welcome

Get Started

Assessments

Career Options

Resources

Career Insights

Career Coach Access

My Preferences

Site Administration

Company Reports



ACTION
NOTEPAD

Privacy Statement

Enhance Your HR Career!

Take Time for Your Own Career.

Within our roles as Human Resources professionals, we provide our managers and employees with the tools, resources, and coaching they need to take charge of their own careers. However, we often do not take the time to focus on our own careers. The Pittsburgh Human Resources Association wants to help our members enhance their Human Resource careers, and allow them to find a way to increase their effectiveness as an HR professional for themselves and their organization.

This toolkit will give you a strategic road map and a wealth of tools and resources to help you design, enhance, and build a fulfilling HR career.

[Get Started NOW!](#)



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Conclusion

- Thank you
- Questions?
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