

The New Path Forward

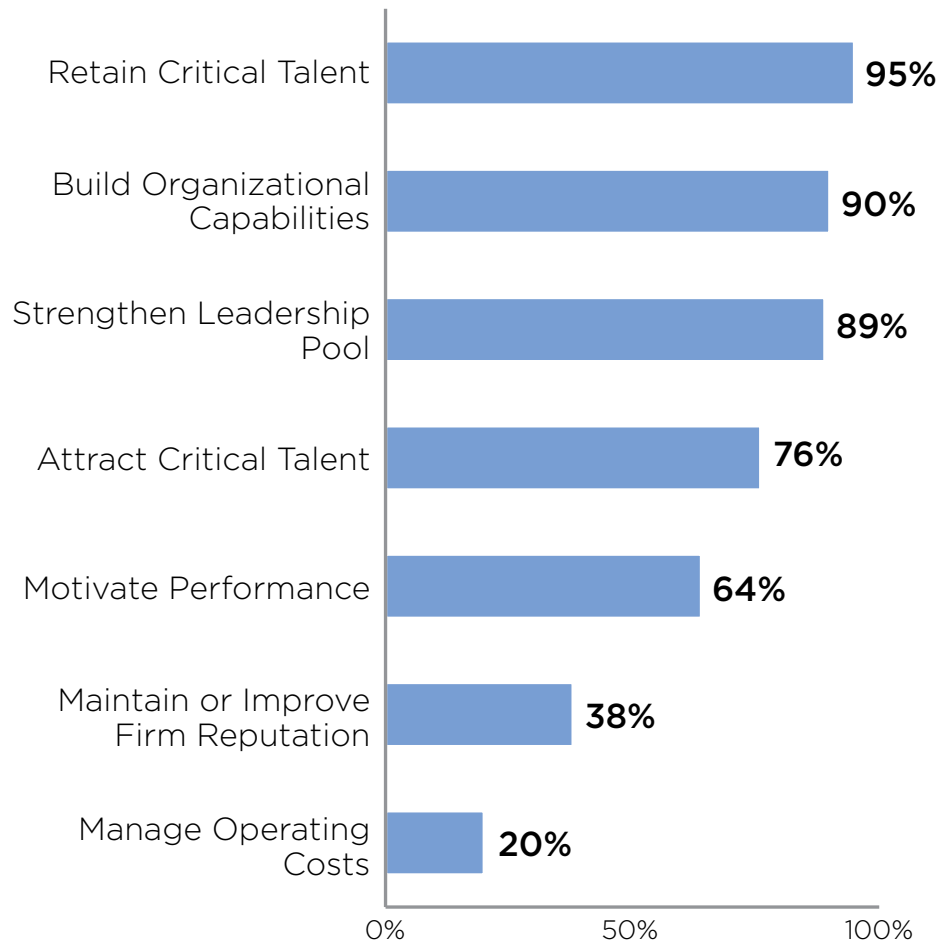
Creating Compelling Careers
for Employees and Organizations

Summary of Findings

CAREER MANAGEMENT IS AN EXECUTIVE-LEVEL CONCERN

Priority for CEOs and Boards

Reasons Why Career Management Is a Top Priority for CEOs and Boards

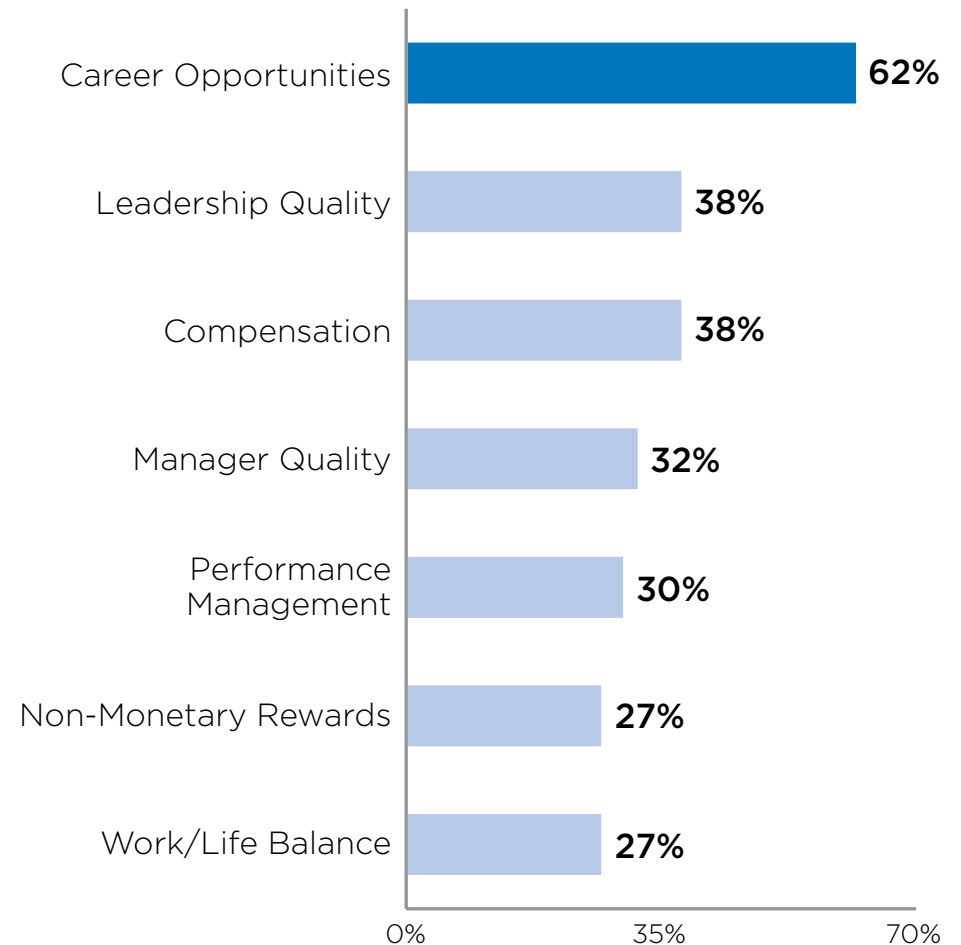


n = 124.

Source: CEB 2015 Careers Head of HR Function Survey.

CHROs Focus on Careers as Engagement Driver

Top Three Areas for Improvement Identified in Most Recent Engagement Survey



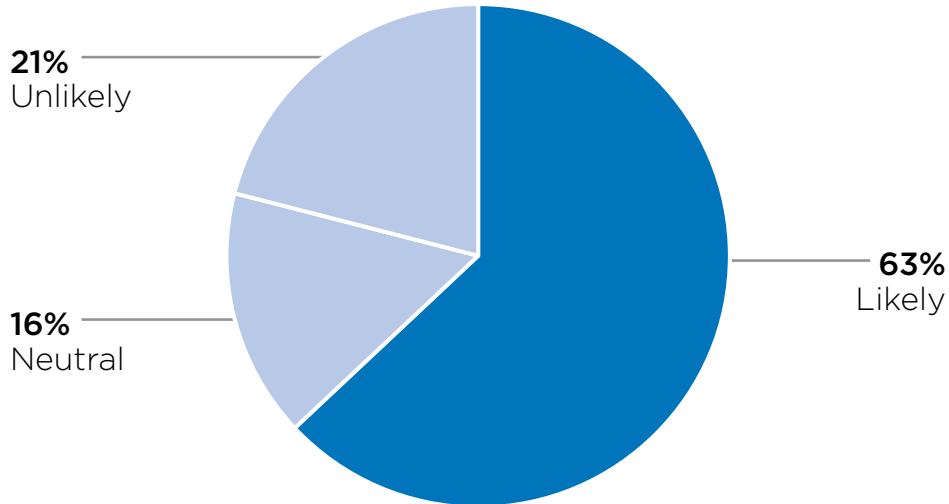
n = 124.

Source: CEB 2015 Careers Head of HR Function Survey.

TODAY'S CAREERS FAIL EMPLOYERS AND EMPLOYEES

Organizations Face Skill Shortages

Likelihood Organization Will Face an Internal Capability Shortage in Next 3-5 Years (Percentage of Heads of HR)

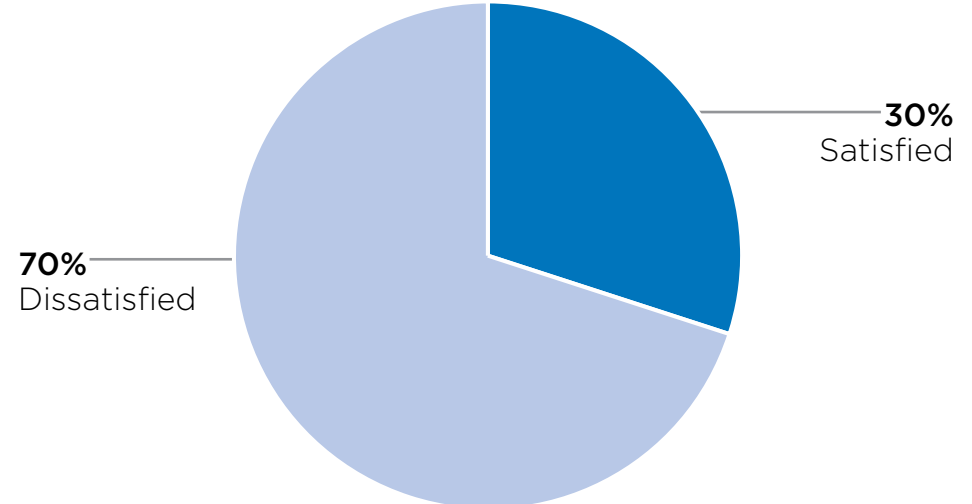


n = 124.

Source: CEB 2015 Careers Head of HR Function Survey.

Employee Dissatisfaction with Career Opportunities

Percentage of Employees Satisfied with Future Career Opportunities at Their Organization



n = 8,550.

Source: CEB 2015 Careers Employee Survey.

Eliminating an internal skills shortage generates an additional 5% to 8% annual increase in revenue and profit.

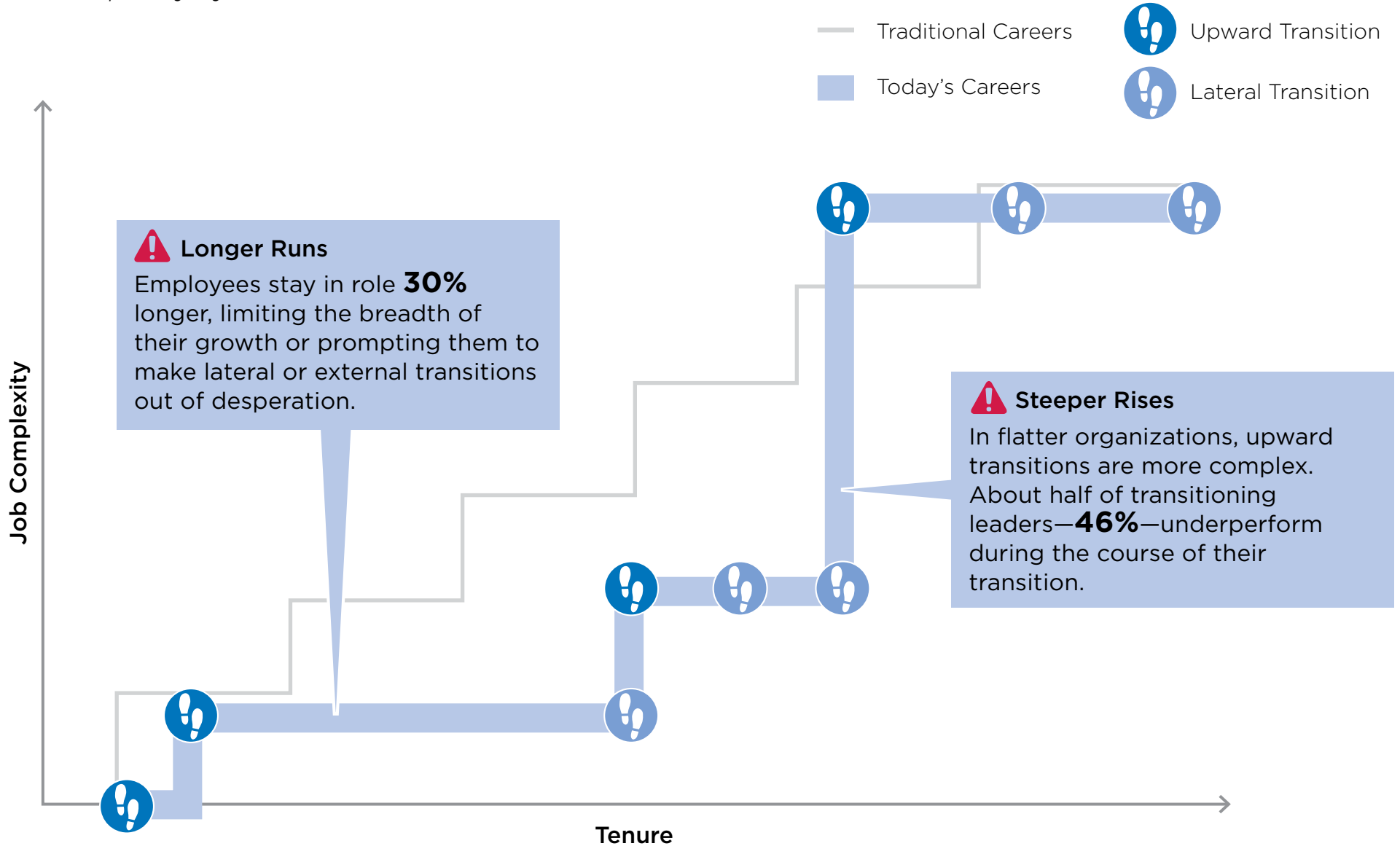
Improved career satisfaction generates an additional 2% to 3% increase in revenue and profit by increasing engagement.

Note: See Appendix for additional segmentation.

EMPLOYEES FACE RISK OF CAREER DERAILMENT

Implications of Today's Careers

Job Complexity by Tenure



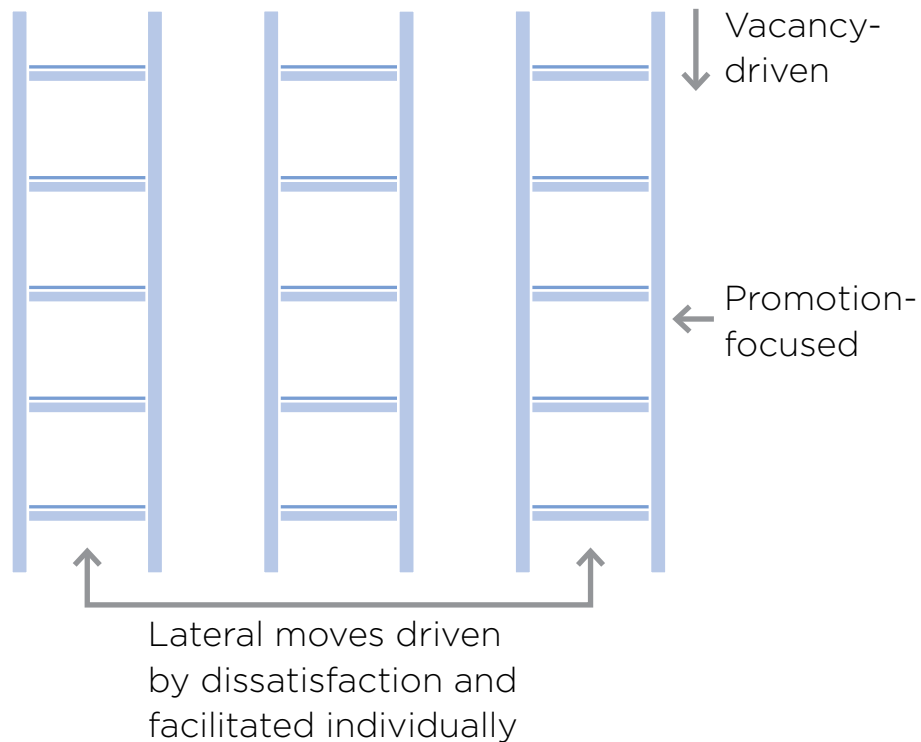
n = 8,550.

Source: CEB 2015 Careers Employee Survey.

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GROWTH-BASED CAREERS PRIORITIZE EXPERIENCES OVER PROMOTION RATE

Promotion-Based Career Culture

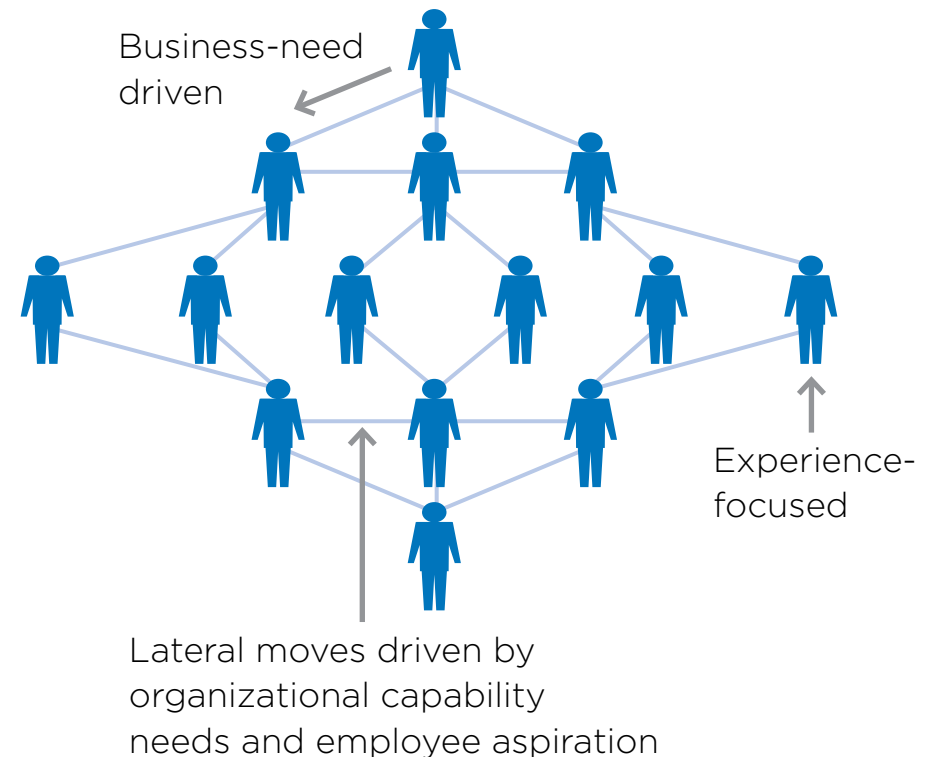


- Employees focus on the next promotion
- Employees typically stay within a functional or organizational silo
- Career moves are driven by career dissatisfaction
- Opportunities are the result of vacancies

Source: CEB analysis.

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Growth-Based Career Culture

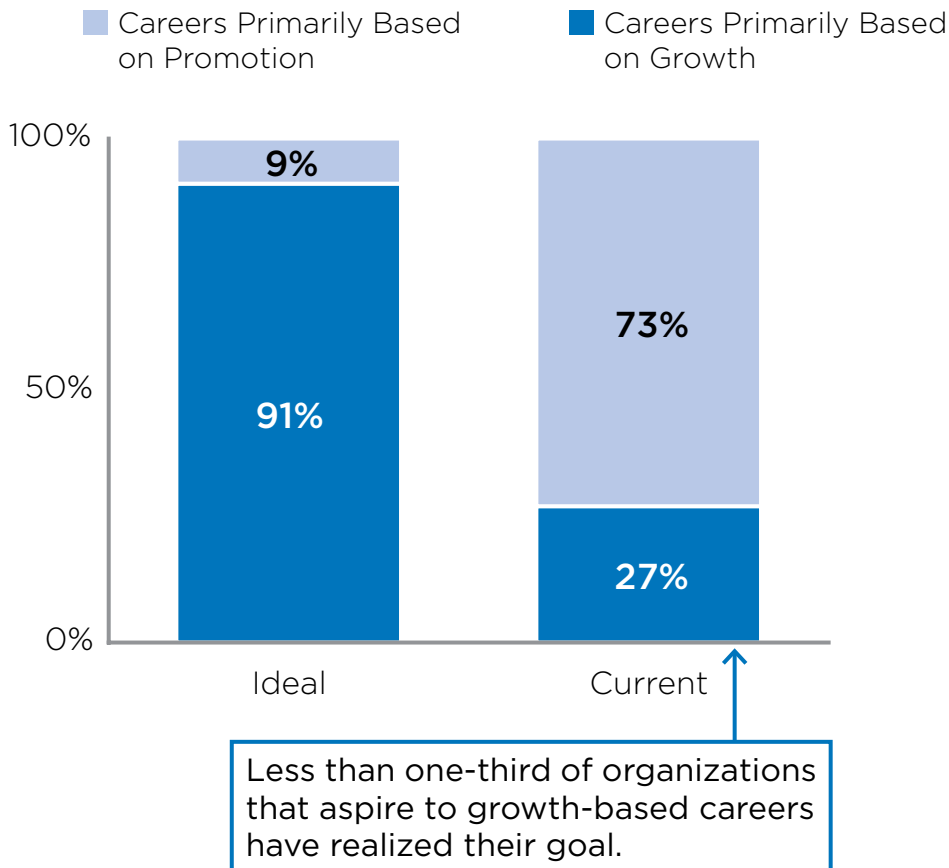


- Employees focus on obtaining new experiences that build their skills
- Employees move between different parts the organization
- Career moves are driven by growth opportunities
- Opportunities are the result of business need

Source: CEB analysis.

ORGANIZATIONS WANT EMPLOYEES TO FOCUS ON CAREER GROWTH, NOT JUST PROMOTIONS

Focus of Organization's Ideal and Current Career Culture
Percentage of Heads of HR



n = 124.

Source: CEB 2015 Careers Head of HR Function Survey.

“The reality is that we can’t support a promotion-based culture. We want employees to start thinking about their career in terms of growth instead of narrowly focusing on how to get the next promotion.”

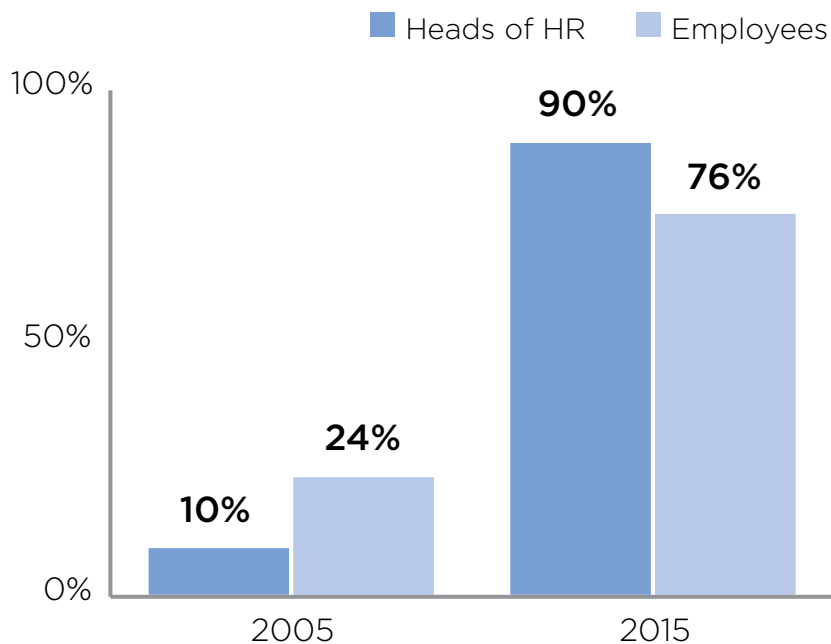
SVP of HR
Pharmaceutical Organization

ORGANIZATIONS MANAGE CAREER GROWTH THROUGH EMPLOYEE OWNERSHIP

Employee Ownership More Characteristic of Today's Careers

Percentage of Employees and Heads of HR Who Agree

The **employee is primarily responsible** for ensuring they have a career path.



n = 124; 8,550.

Source: CEB 2015 Careers Head of HR Function Survey;
CEB 2015 Careers Employee Survey.

Benefits of Employee Career Ownership

- ✓ Organizations can manage the diversity and complexity of today's careers at scale
- ✓ Careers can be customized to meet employees' personal aspirations and development needs
- ✓ Employee motivation increases due to vested interest in career success
- ✓ Employees' perceptions of autonomy and empowerment improve

COMMON STRATEGIES TO ENCOURAGE EMPLOYEE CAREER OWNERSHIP

Sample Career Paths

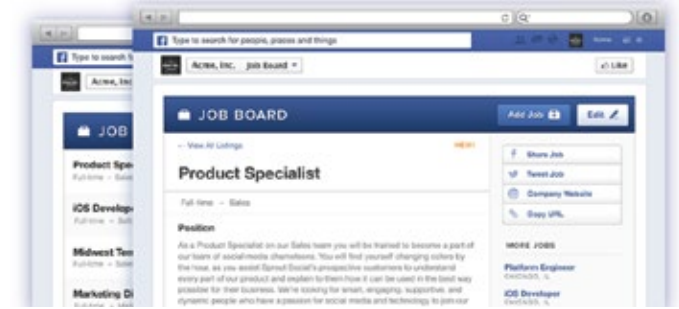
Shows employees potential ways to advance their careers



Career Success Story: My Path to the Top

Internal Job Boards

Helps employees search for jobs that meet their career aspirations



Career Conversation Training and Guides

Encourages employees to plan their career and discuss their aspirations



Source: CEB analysis.

EMPLOYEE OWNERSHIP MISALIGNED WITH GROWTH-BASED CAREER CULTURE



Capability Misalignment

Employees do not necessarily pursue career choices that build the capabilities the organization needs for the future.



Value Misalignment

Organizations see benefits in growth-based careers but employees do not buy-in to the return they will receive.



Marketing Misalignment

Organizations have internal opportunities but employees do not see the same opportunities.



Manager Misalignment

Managers, who facilitate employees' careers, inadvertently stall long-term growth to achieve short-term performance goals.

Source: CEB analysis.

KEY QUESTIONS ON CAREER MANAGEMENT

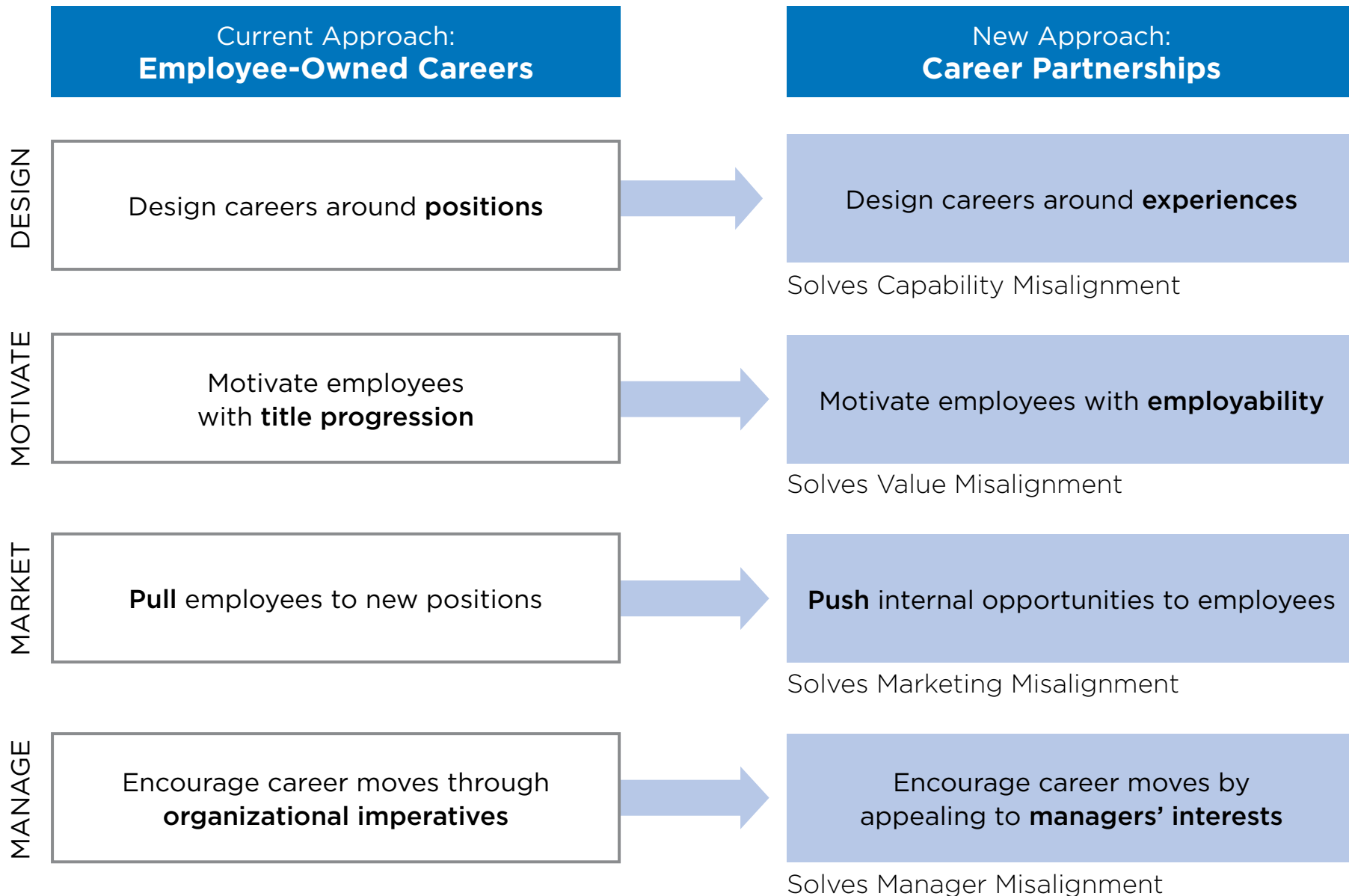
1 How should we **design careers** for capability growth?

2 How do we **gain employees' buy-in** for growth-based careers?

3 How do we **connect the right employees with the right opportunities**?

4 How do we get **managers to better support** employees' careers?

CREATE CAREER PARTNERSHIPS TO ACHIEVE GROWTH-BASED CAREER CULTURE



Source: CEB analysis.

MODEL OF A CAREER PARTNERSHIP

Four Components of Career Partnerships

Maximum Impact on Career Satisfaction by Career Partnership



Source: CEB analysis.

CREATE COMPELLING CAREERS THROUGH CAREER PARTNERSHIPS

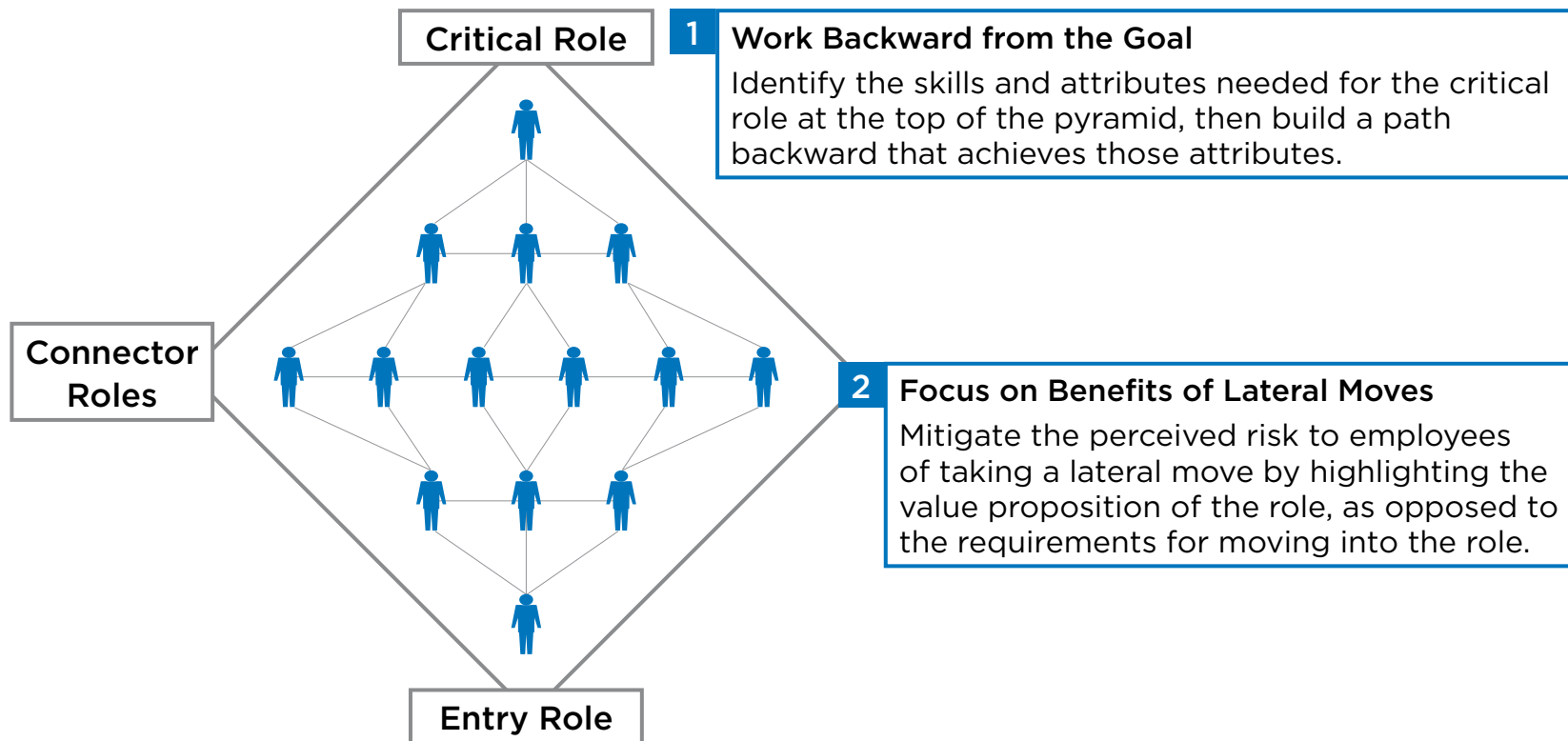
DESIGN	MOTIVATE	MARKET	MANAGE
<p>From Position to Experience-Based Careers</p> <p>nationalgrid</p> <p>National Grid's Career Maps</p> <p>Alpha¹</p> <p>Alpha Company's Leadership Renewal KPI</p>	<p>From Title Progression to Employability</p> <p>LinkedIn</p> <p>LinkedIn's Tours of Duty</p> <p>CEB</p> <p>Employability-Focused Career Conversations</p> <p>Genentech IN BUSINESS FOR LIFE</p> <p>Genentech's Career Lab</p> <hr style="border-top: 1px dashed #ccc;"/> <p>DELL</p> <p>Dell's Personal Branding</p>	<p>From Pull to Push Strategies</p> <p>UNITEDHEALTH GROUP®</p> <p>UnitedHealth Group's Raise Your Hand Process</p> <p>HCL</p> <p>HCL Technologies' Social Career Navigation System</p> <p>CEB</p> <p>Emerging Tactic: Job Match Tools</p> <hr style="border-top: 1px dashed #ccc;"/> <p>Credit Suisse</p> <p>Credit Suisse's Attrition Profiles</p> <p>Goldman Sachs</p> <p>Goldman Sachs's Career Quiz</p>	<p>From Organizational Imperative to Manager Interest</p> <p>CYBER COMPANY¹</p> <p>Cyber Company's Critical Skills Portfolio</p> <p>arrium MINING AND MATERIALS</p> <p>Arrium's Manager Once Removed Talent Brokers</p>

¹ Pseudonym.

GENERATE INTENTIONAL MOVEMENT BY BUILDING LIMITING, NOT EXPANSIVE, CAREER MAPS

National Grid Created Career Maps to Help Employees Get Desired Experiences for Critical Roles

Elements of a Career Map



Maximize Impact by Limiting Scope

To reduce complexity and drive the importance of the maps, National Grid limits the number of career maps to the most critical positions in the business. Criticality is determined by direct impact on business activities.

Source: National Grid: CEB analysis.

OVERVIEW

COMPONENT 1

COMPONENT 2

RESULTS

CREATE COMPELLING CAREERS FOR EMPLOYEES AND THE ORGANIZATION

Design and Deliver Careers that Retain and Build Talent

STEP 1: Design Careers to Grow Capabilities

Design careers based on experiences that build capabilities the organization and employees need in the future.

You Will Receive:

- Tools to help you manage your organization's career redesign process;
- Case studies on effectively redesigning careers around experiences; and
- Guidelines on how to manage critical career experiences in the organization to ensure employees are not blocked from those opportunities.

Action:

Use the Career Mapping Toolkit to identify experiences needed to build capabilities for specific positions or strategic initiatives.

Member Timeline: _____

STEP 2: Improve Internal Labor Market Efficiency

Increase employees' awareness of internal career opportunities as well as managers' support of employees' career decisions.

You Will Receive:

- Case studies on how to effectively market internal career opportunities to employees;
- Toolkits with step-by-step guidance to help you replicate best practices;
- Access to a database of employees' EVP preferences, which can be segmented by factors such as industry and geography; and
- Guidelines that help managers have more effective career conversations with employees.

Action:

Use our career conversation guidelines to support managers and help employees better prepare for career discussions.

Member Timeline: _____

STEP 3: Build Employee Buy-In for Growth-Based Careers

Help employees understand the value of pursuing a career focused on experiences that will grow their and the organization's capabilities.

You Will Receive:

- Guidelines to help managers communicate the benefits of growth-based careers to employees;
- Case studies on how to provide employees with the information and resources needed to pursue a growth-based career; and
- Tools for employees to translate their career experiences into a compelling career brand.

Action:

Use our ready-made tools to help employees define their career brand.

Member Timeline: _____

CREATE COMPELLING CAREERS FOR EMPLOYEES AND THE ORGANIZATION

Recommended Resources

STEP 1: Design Careers to Grow Capabilities

- **Career Mapping Toolkit**

Use this tool to create a map of experiences that will build the skills and capabilities needed for critical roles or strategic initiatives.

- **HR Business Partner Support Guides (to come)**

Provide this best practice guidance to HR Business Partners to help them work with their line leaders to design careers that build capabilities for their business.

STEP 2: Improve Internal Labor Market Efficiency

- **Career Opportunity Marketing Strategies (to come)**

Download these member practices on effectively building awareness of and directing employees toward internal career opportunities.

- **Career Conversation Toolkit (to come)**

This set of guidelines helps managers and employees prepare for, hold, and follow up on manager-employee career discussions.

- **Departure View Exit Survey Tool**

This CEB-managed exit survey provides you with quarterly reports on the strength of your EVP relative to your labor market competitors.

STEP 3: Build Employee Buy-In for Growth-Based Careers

- **Sample Career Portals (to come)**

These member-provided examples of career portals demonstrate how to communicate career information and provide support to employees.

- **Personal Branding Toolkit (to come)**

Provide these guidelines to employees to help them translate their skills and experiences into a compelling personal career brand.