



DEMYSTIFYING THE DEMAND SIDE

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Setting the
Scene

Understanding
Corporate
Career
Development

Learning the
Lingo

Deciding
What's Next

AGENDA



A photograph of a theater stage. On the left, there are heavy red velvet curtains with a floral pattern. The stage floor is a smooth, light blue surface. In the background, a dark blue wall with a grid-like pattern is visible. Several bright blue stage lights are shining from above, creating a dramatic effect with lens flares. The text "SETTING THE SCENE" is centered in the middle of the image in a white, sans-serif font.

SETTING THE SCENE

WHAT IS CAREER DEVELOPMENT?

The process of maintaining a continued focus on the workplace, the local and global labour market, industry trends, and how individuals can find a “best fit for now” according to their skills, interests, values, and lifestyle considerations.

~ Pickerell and Neault, 2007

Getting people where they want to be and where the organization needs them to be


~ BlessingWhite, 2014

83% of employers believe career management plays a critical role in the achievement of business objectives

80% of employers expect career development to be the primary driver for voluntary employee departures

50% of employers indicate a desire to invest in career management

Increases employee engagement

A close-up photograph of a hand holding a vintage-style, silver-colored microphone. The microphone has a ribbed grille and a classic, rounded body. The hand is positioned on the right side of the frame, gripping the handle of the microphone. The background is a solid, deep black, which makes the metallic microphone stand out. The lighting is soft, highlighting the contours of the hand and the texture of the microphone's grille.

*I would love to work in “private practice”
and work with highly motivated people
who actually appreciate my
insights and assistance . . .*

*but who is going to pay the price?
There just isn’t a viable market out there
for most career practitioners*

~ Posted on BCWorkInfoNet listserv

HR professionals and other leaders agree that career management is important and is integrally tied to bottom-line business goals. But, they are still not practicing what they preach.

~Boyd and Spurgeon, 2010



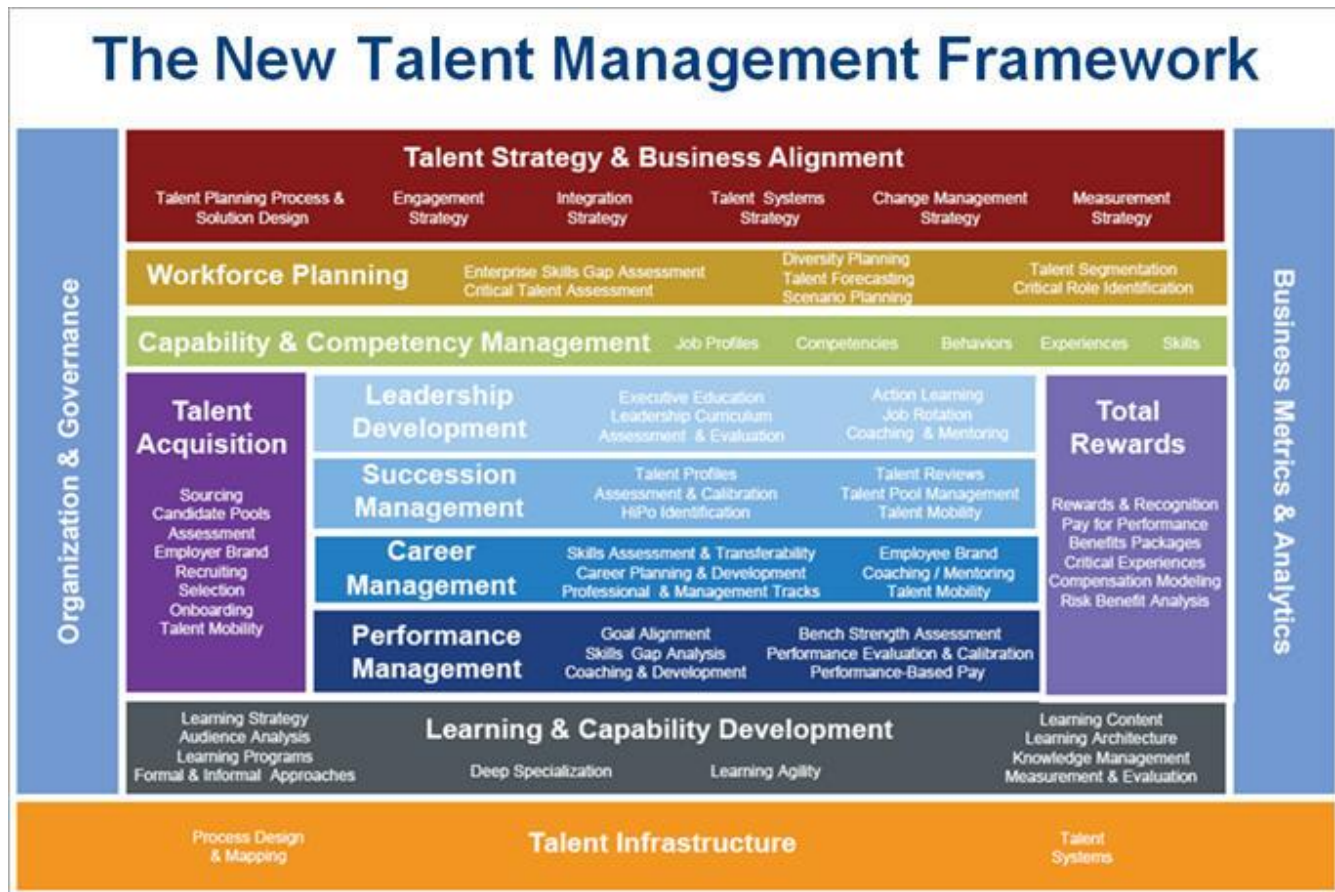
UNDERSTANDING CORPORATE CAREER DEVELOPMENT



TALENT VIEW VS. CAREER VIEW



THE TALENT LANDSCAPE

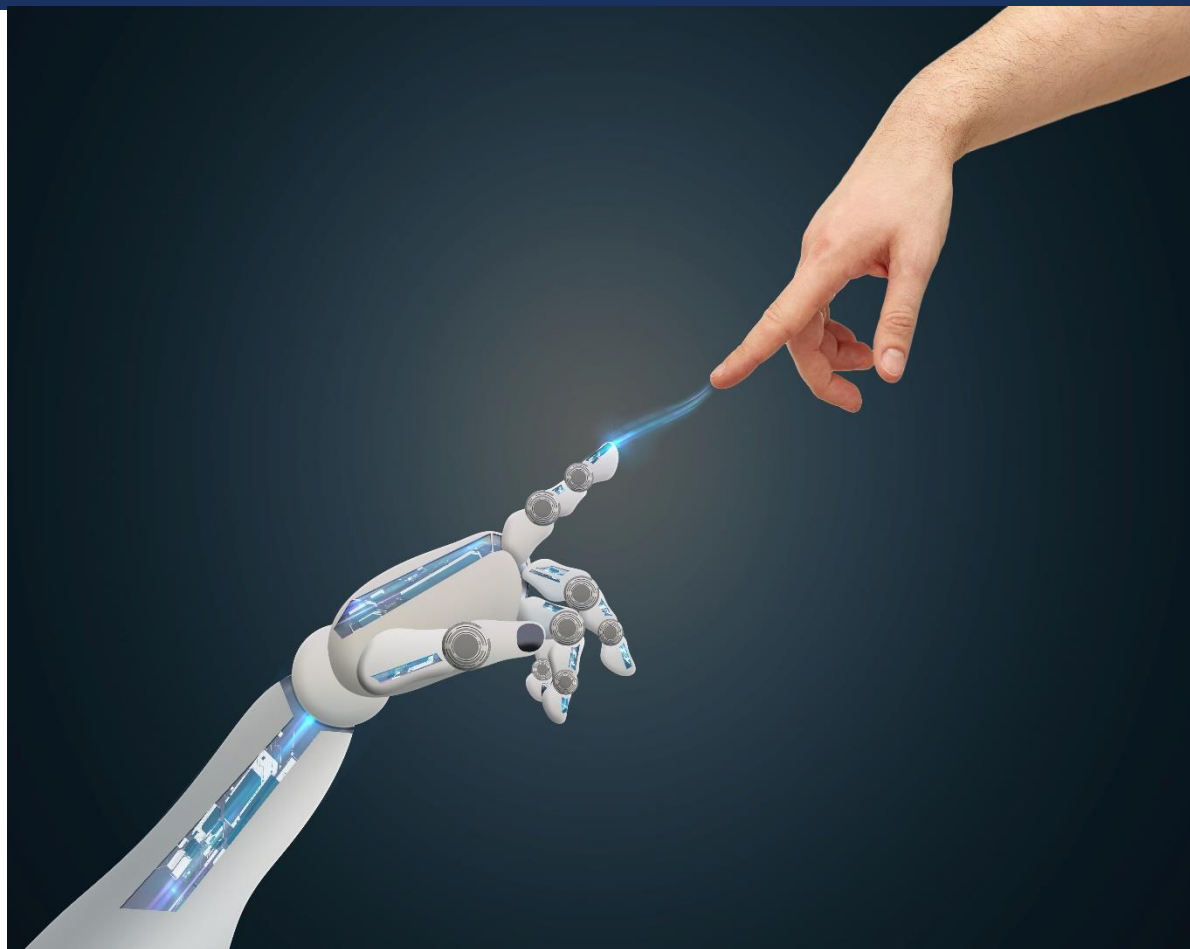


UNDERSTANDING THE DISRUPTORS

7 Key Disruptors to Managing Talent

- 1. Ubiquitous Technology**
- 2. Data Tsunami**
- 3. Generational Diversity**
- 4. AI, Robotics**
- 5. Job Automation**
- 6. Contingent Work**
- 7. Change in the Nature of a Career**

Source: Bersin Insights, 2018



CHANGE IN THE NATURE OF A CAREER

Figure 1. The changing nature of a career

Length of career



60 to 70 years

Average tenure in a job



4.5 years

Half-life of a learned skill



5 years

Sources: Lynda Gratton and Andrew Scott, *The 100-Year Life: Living and Working in an Age of Longevity* (Bloomsbury, 2016); Douglas Thomas and John Seely Brown, *A New Culture of Learning: Cultivating the Imagination for a World of Constant Change* (CreateSpace, January 4, 2011).

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Figure 2. A wide range of worker types

TRADITIONAL
Organization-led



FULL/PART-TIME
EMPLOYEES

JOINT
VENTURES

CONTRACTORS

FREELANCERS

GIG WORKERS

CROWDS

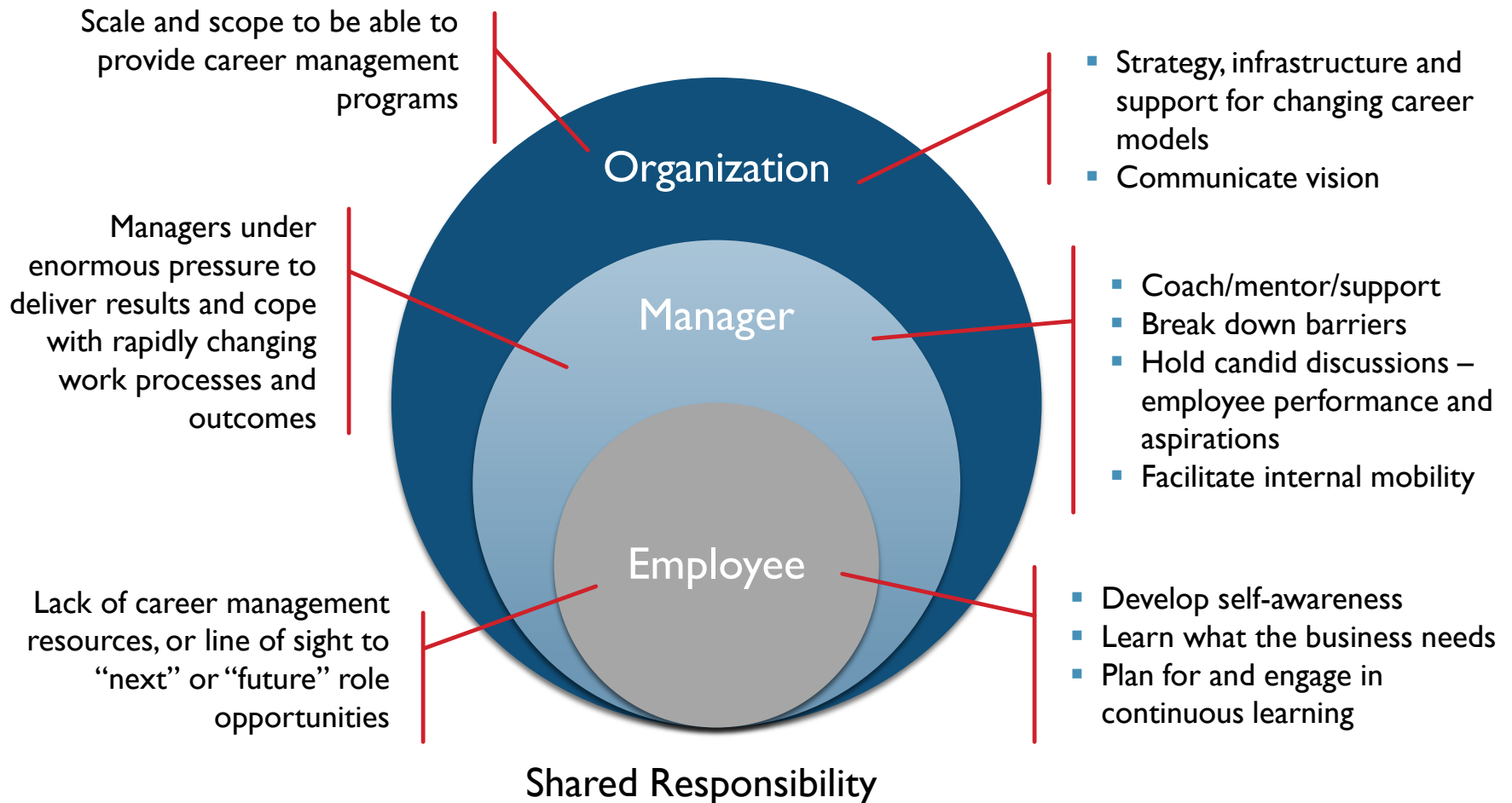
OPEN
Employee-led



Source: Deloitte analysis.

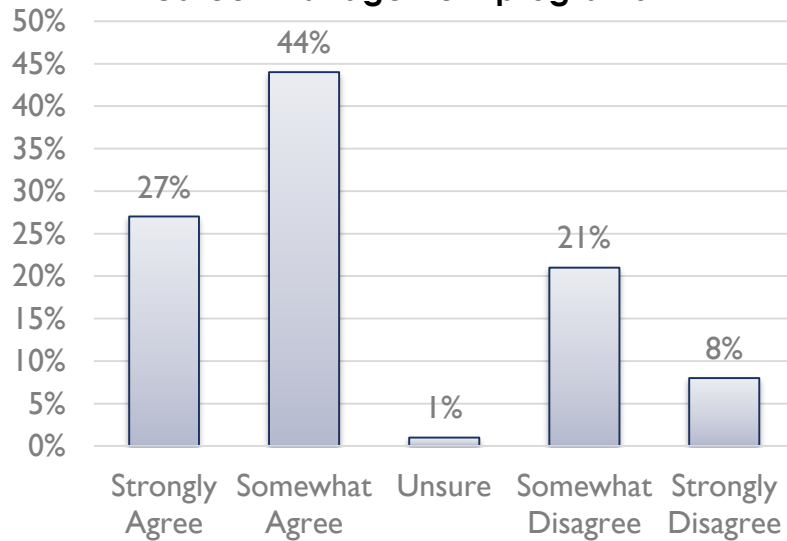
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WHO IS RESPONSIBLE?



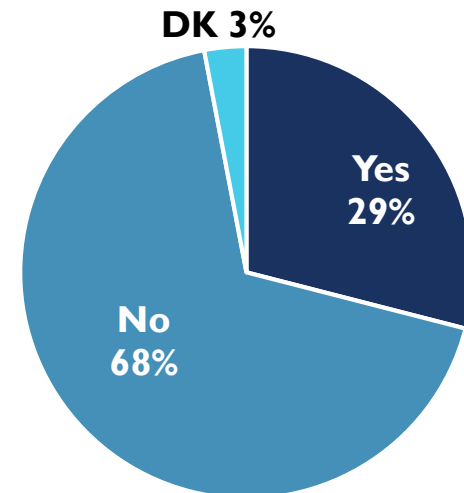
EMPLOYER CAREER PROGRAMS

Employer responsibility to provide career management programs



7 in 10 Agree

Does organization provide career management programs?



1 in 3 Provide

WHAT DO THEY *REALLY* THINK?

Workers say
employers
should:

- Provide professional-development training (74%)
- Identify job opportunities and career paths (71%)
- Provide career-advancement mentoring (68%)

Managers say
employees
should:

- Continually update and improve their skills (98%)
- Identify job opportunities and career paths (85%)
- Build their job-hunting and career-planning skills (80%)

CDP / HRP DIFFERENCES

CDPs Focus On

- The individual (employed or unemployed)
- The “whole” person
- Résumés, interviews
- Job placement

HRPs Focus On

- The strategic needs of the business
- **Talent strategy: Buy, Borrow, Bounce, Bot**
- Future skills, succession

Our **language** is different | Our **client** is different

Optimization
Management
Employee
Life Cycle
Internal
Stakeholders
Experiences
Mobility
Burning
Platform
Automation
Workforce
Data-Driven
Planning
Augmentation
Hi-Potential
Strategy
Ecosystem
Acquisition
Skills
Path
Retention
Learning
Engagement
Culture
C-Suite
Pipeline
Infrastructure
Career
ROI
Talent
Competency
Succession
People Strategy

WordItOut

LEARNING THE LINGO

RETURN ON INVESTMENT (ROI)

For any project, organizations need to know ROI

- **ROI** is a simple calculation used to determine whether a proposed investment is wise
- What is the amount gained versus lost in relation to the status quo?

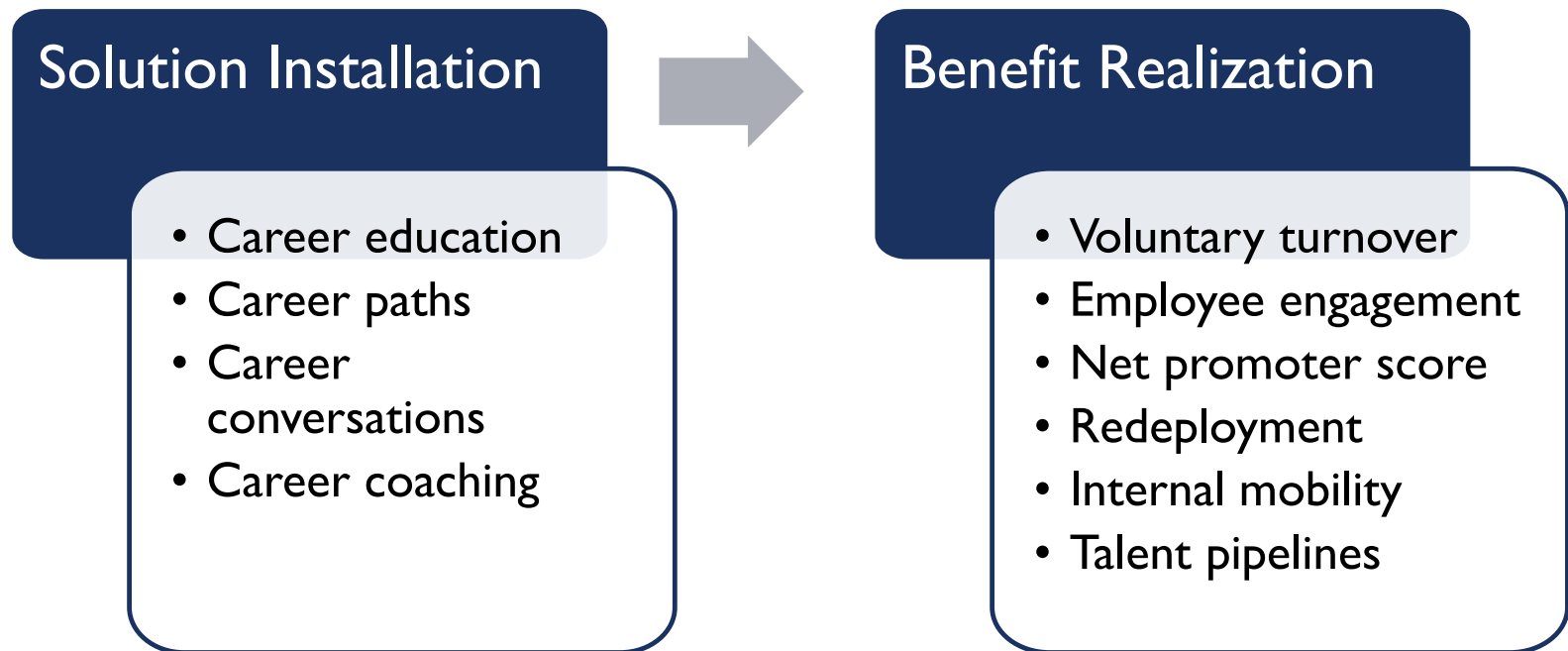
Career development isn't about selling more products or building more things

- It isn't a tangible investment
- ROI isn't easy to track



ROI: WHAT'S IMPORTANT TO THE BUSINESS?

What problem are they trying to solve? What are the pain points?



What do they want to measure?

01

Establish a
baseline

- Where are things now?

02

Identify the
process

- What needs to happen?

03

Know what
success looks
like

- What is your goal?

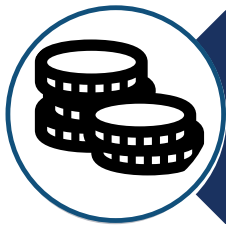
04

Set targets you
can track

- e.g., how many resources accessed, workshops attended, career conversations completed

MEASURE...MEASURE...MEASURE

SHOW ME THE MONEY



Cost to implement initiative
= \$83,300



Benefits attributed to program
= \$279,000



For every dollar invested, another \$1.36
was generated

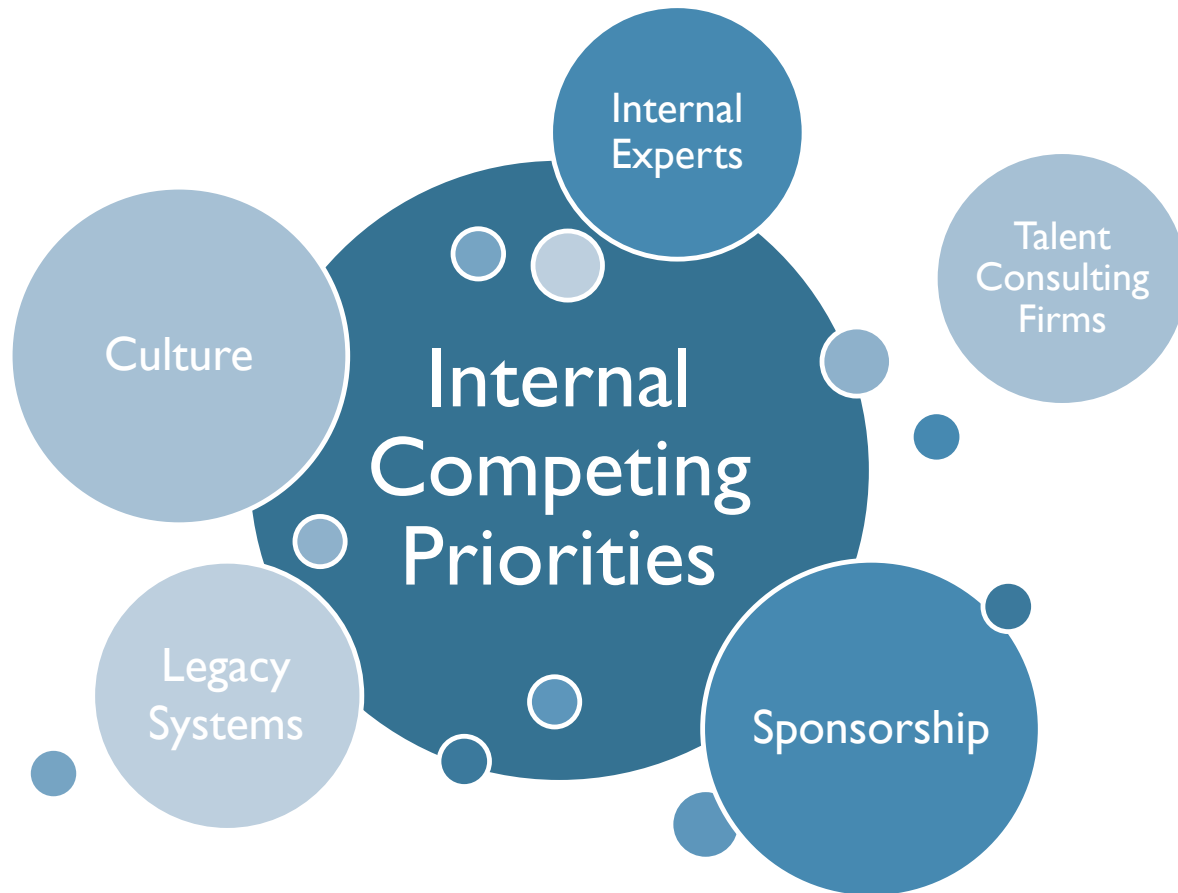
A close-up, shallow depth-of-field photograph of a hand holding a dark, cylindrical object, likely a telescope or a camera lens. The hand is positioned on the left side of the frame, with fingers wrapped around the object. The object itself is dark and has a metallic or plastic texture. The background is heavily blurred, showing warm, brownish tones. The text "DECIDING WHAT'S NEXT" is overlaid in white, sans-serif capital letters at the bottom left of the image.

DECIDING WHAT'S NEXT

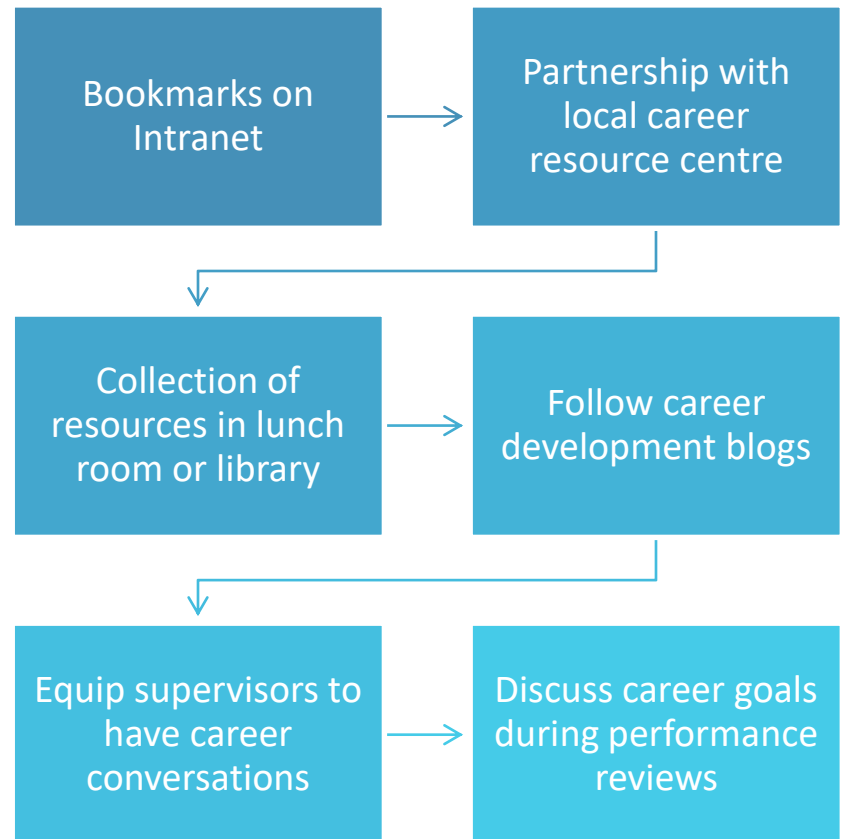
CAREER DEVELOPMENT INITIATIVES

- Support active career management
- Encourage cross-training
- Help employees learn more about other areas
- During performance reviews
 - Set career goals
 - Identify first steps and next steps – take action!
 - Align with development plans
- Incorporate career development language into “everyday” conversations

KNOW YOUR COMPETITION



START SMALL



DREAM BIG



Career-related
workshops



One-on-one
career coaching



Career resource
centre

TALK SO LEADERS WILL LISTEN

Know your message

- Be clear about what your initiative can offer

Present your data

- Turnover and retention
- Productivity
- Employee engagement / satisfaction
- Succession plans

Outline success measures

- Qualitative and quantitative

THAT'S A WRAP

- What did you learn that was **new**?
- What was **confirmed** for you?
- What will you put into **action**?