



Career Development: The heart of Talent Management

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Our agenda for today

- Career development strategies and practice - including relationship with talent management
- Articulating career options and experiences
- Who supports career development and how?
- Effective career conversations
- Your own success factors and possible actions



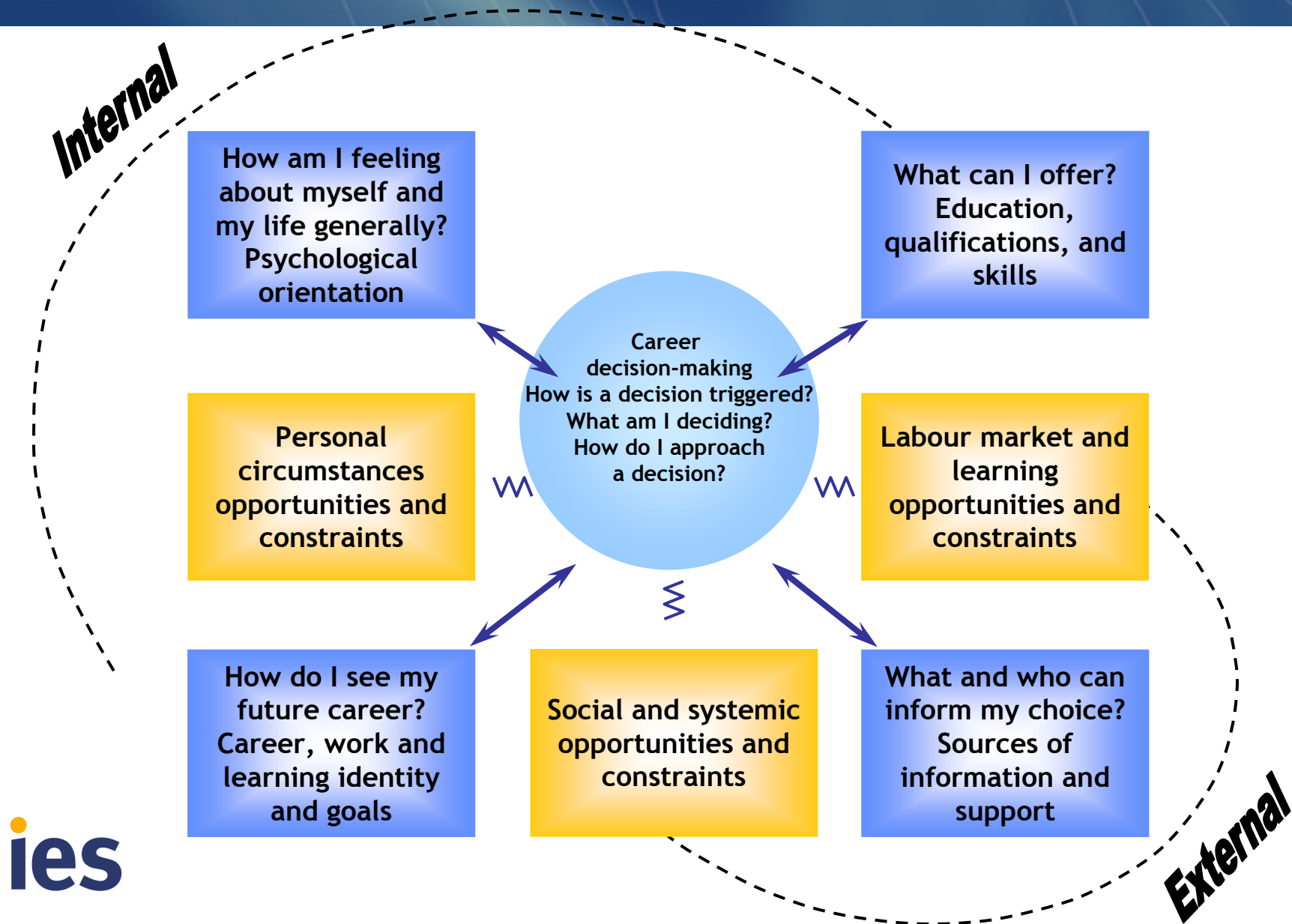
Strategies and practices

Other strategic factors/choices

- Make/buy balance for different jobs
- Specialization vs career flexibility between functions, units, localities
- Support for qualifications to access professional work
- Accommodating personal constraints
- Expectations of realistic career ceilings
- Fluidity of talent pools/streams and when in career these start to emerge
- Degree of transparency and formality required

Other strategic choices you see?

Factors affecting our career decisions



Acting on decisions not just making choices

WHERE AM I NOW?



WHERE DO I WANT TO BE?

HOW DO I GET THERE?



What do most employees lack?

- Understanding 'what's out there for someone like me?' and possible paths
- Understanding perceived potential relative to other people
- Someone to 'sit down and talk to'
- Confidence in career decision-making skills
- Building support to make an unusual move

Impact of talent management

- Requires workforce planning - which target job groups? When in career to act? How many? What do they need?
- Integration with succession planning - links organisational perspective with individual planning
- Individuals need to input preferences, discuss their options and skill/experience needs - who does this discussion?
- How does the business deliver on these development plans?
- Pulling people into talent pools and gently dropping others
- Explaining all this to everyone in talent pools and not!
- Little value from overly complicated (9 box) segmentation

Evidence from evaluation of a talent pool in a government department

What have individuals valued?

- 1-1 support & attention to career planning
- Access to developmental work experiences
- Time out, learning and support from action learning sets

Some issues for participants

- What happens after an intensive period of development ends?
- Firmer identification of devpt needs, progress & readiness for promotion, over time
- Sensible career options
- How job moves can happen
- Spending long enough in devpt jobs or assignments
- Geography esp. London
- Sustaining sponsorship from Directors/ visibility
- More visibility of senior HR in the overall talent process
- What happens if you have to wait a long time or nothing is happening?

- What are your key messages to all staff about career development?
- For talent groups?
- Where are your gaps and issues in delivering on your career messages?



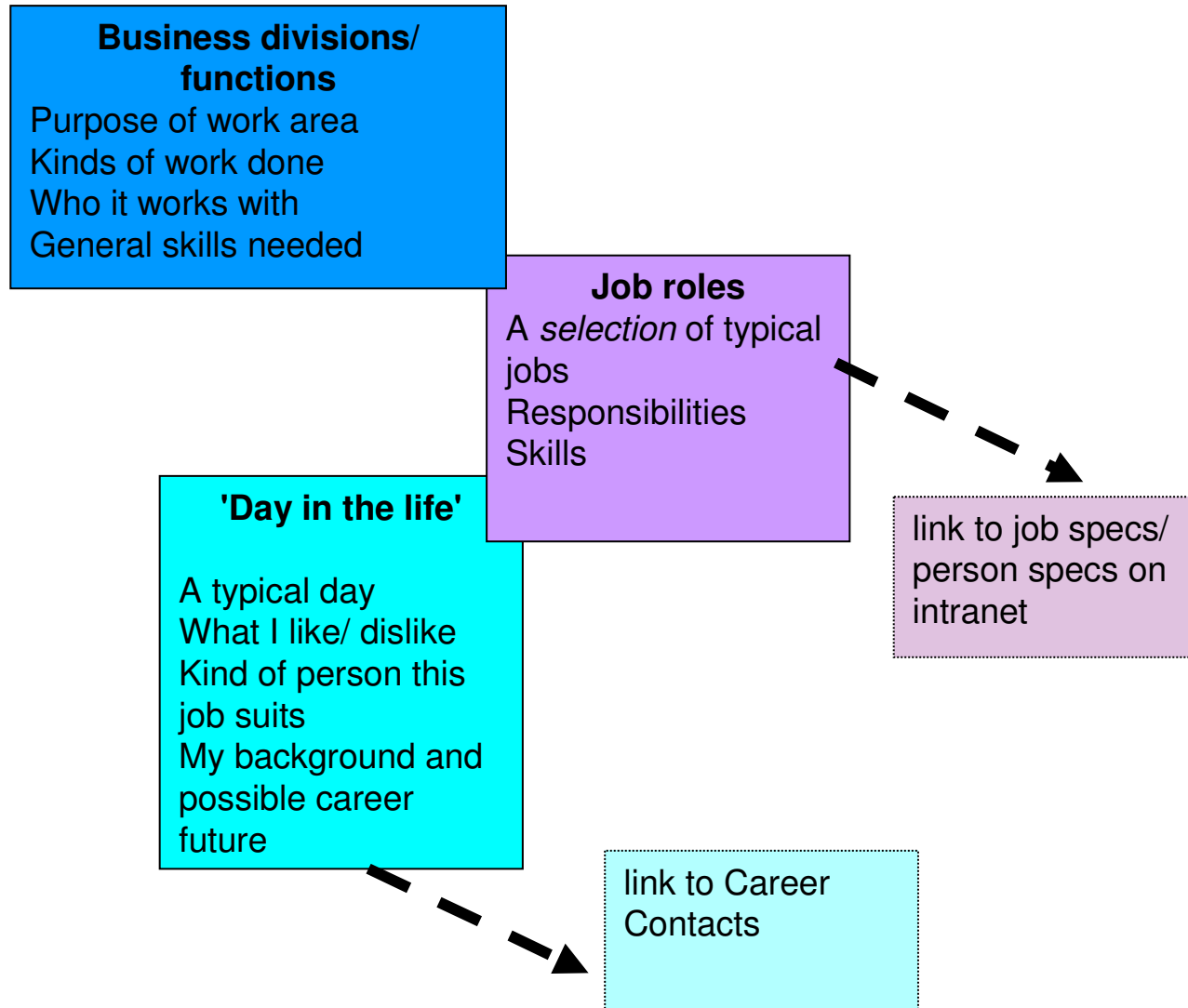


Articulating career options and experiences

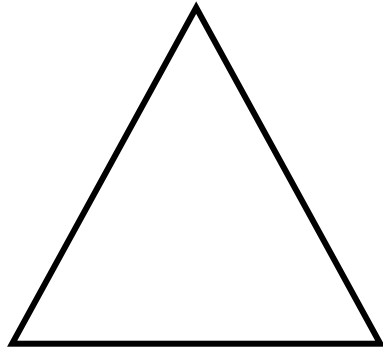
What do individual employees want to know about careers and jobs?

- What the different bits of the business do
- The kinds of job roles in these business streams and how they fit together - by function and by broad level
- The alternative routes for progression eg specialist/ managerial
- Which jobs can be accessed by cross-boundary moves from another function/ business area
- Where formal qualifications are needed to progress
- An idea of what it might feel like to do another kind of work and some of the skills you would need

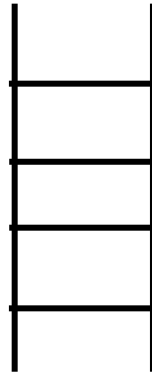
Business, roles, 'Day in the life'



Career paths can be drawn in many different ways, not just a ladders



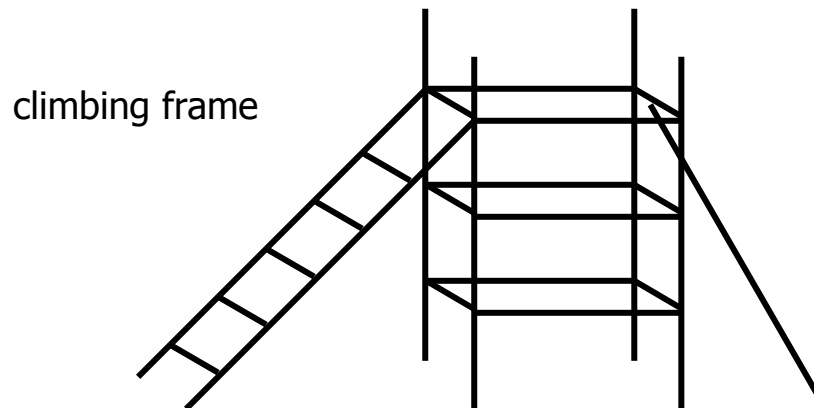
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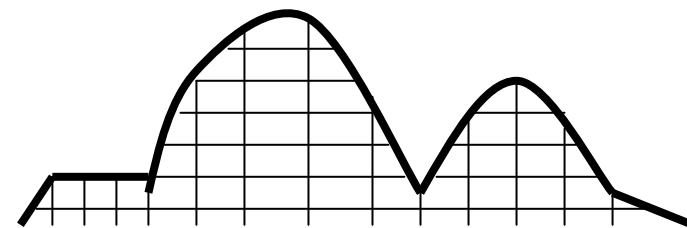
ladder



zig-zag

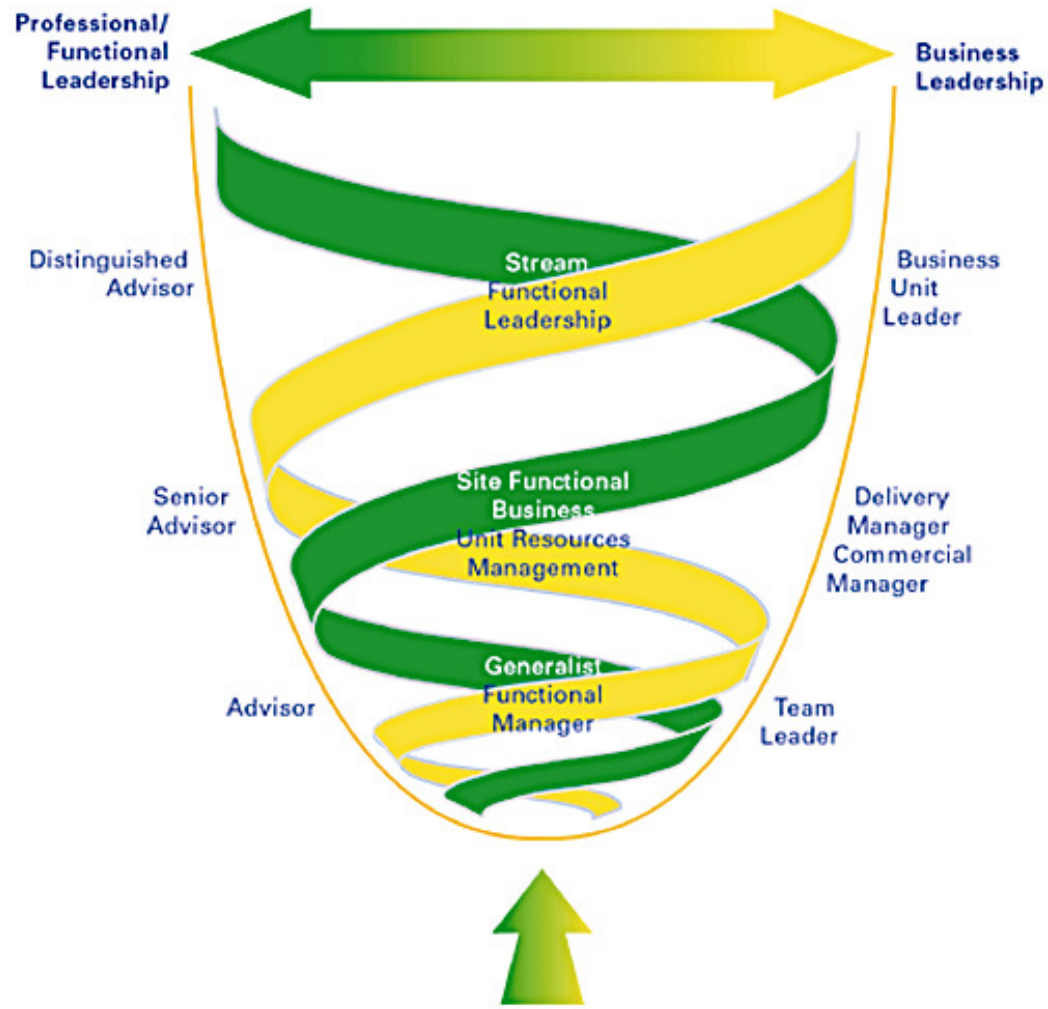


climbing frame

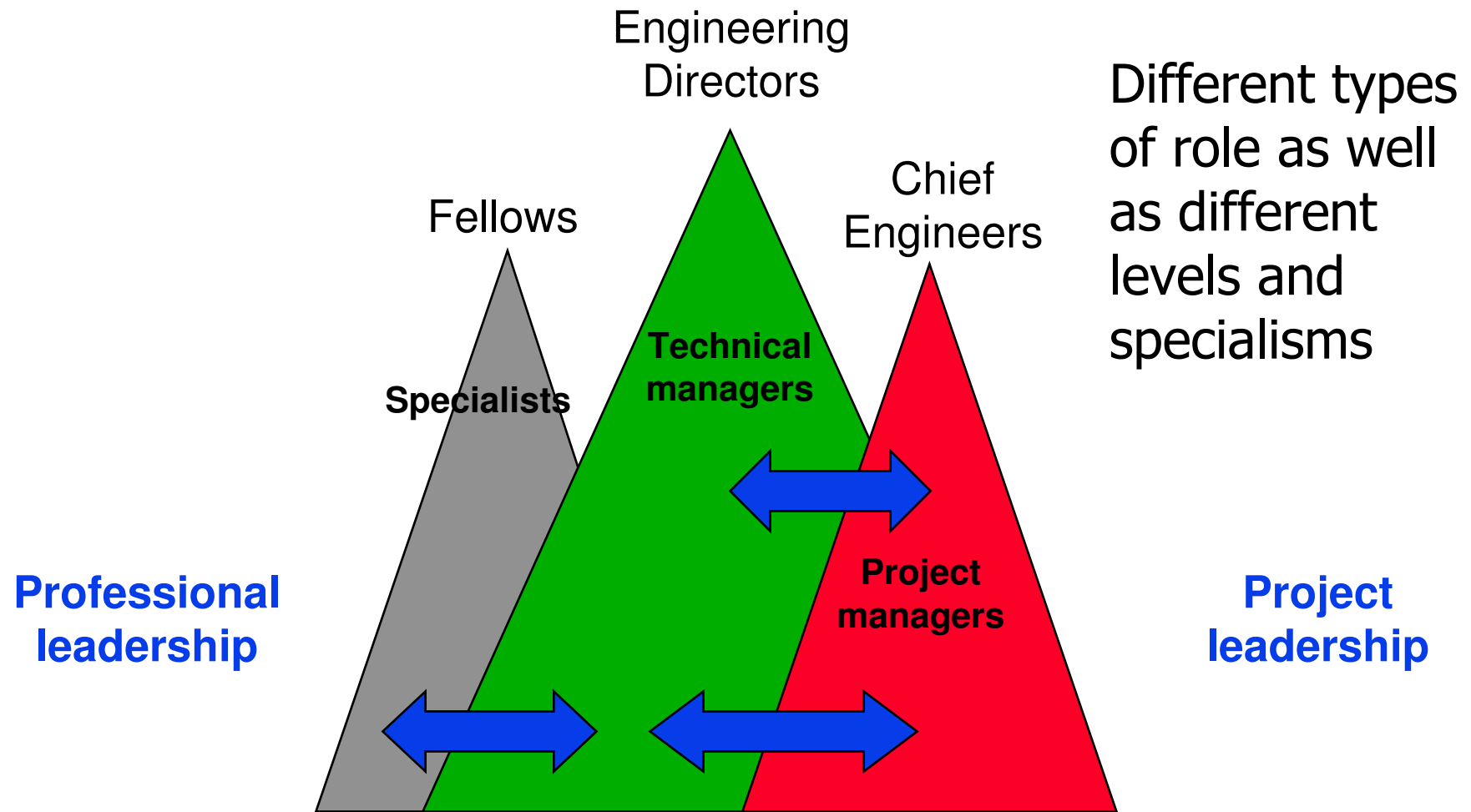


roller coaster

eg Functional and general career paths



eg Several kinds of path



How do we define the key differences between jobs in a career path?

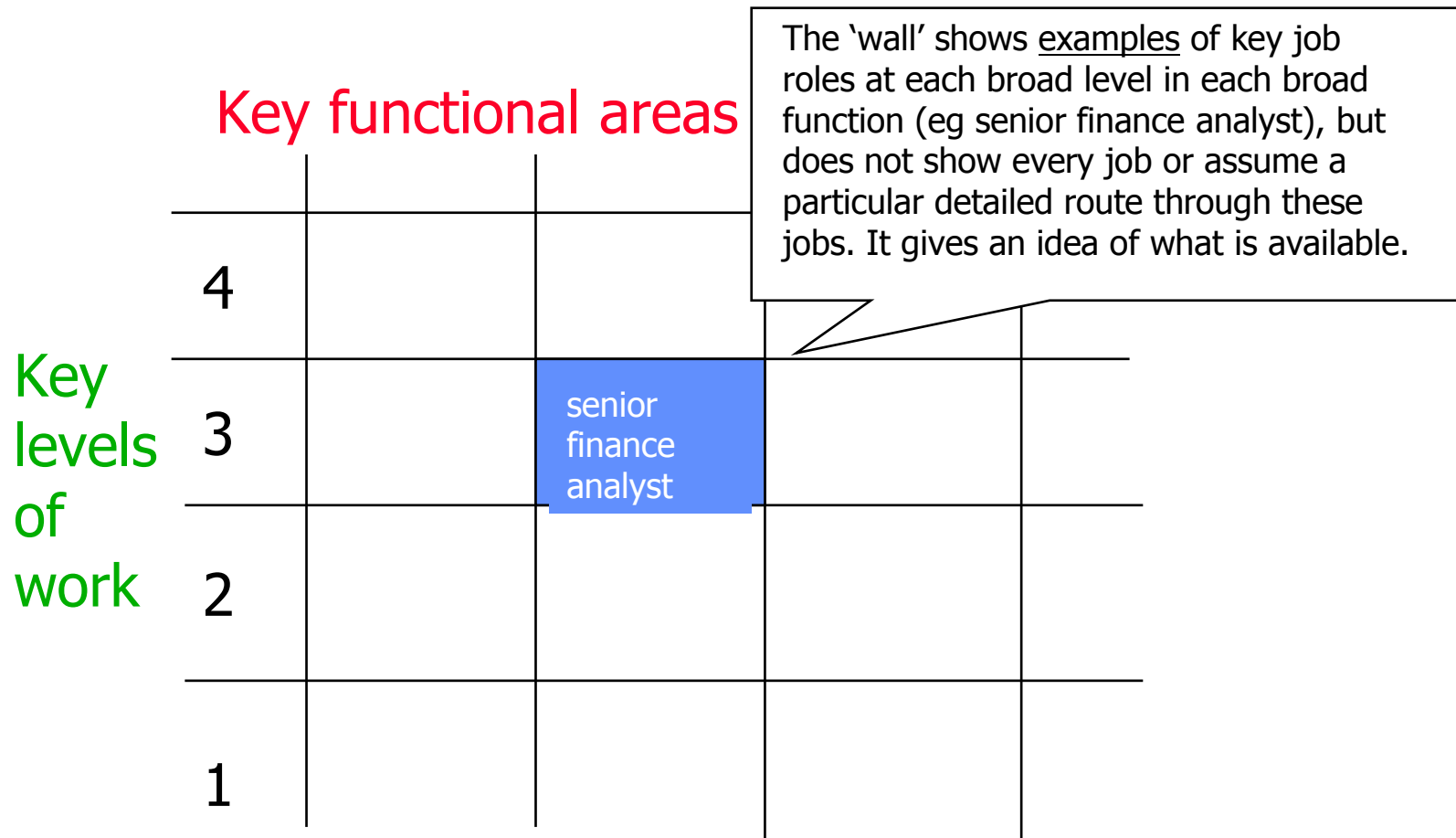
If we don't draw out every job, some factors which matter in a career path are:

- LEVEL of job (related to job size/grade/ pay)
- AREA OF WORK (most often functional, which defines knowledge base) - JOB/CAREER FAMILIES
- Sometimes ROLE also helpful to differentiate eg management v specialist in same level and area career family

Career paths can be expressed as list of experiences needed eg top jobs...

- Broad business experience (within function?)
- Cross-functional experience
- Direct line responsibility for staff (what kinds?)
- Strategic experience - often central roles
- Delivering major projects
- Particular situations eg start-ups, mergers, JVs
- Leading people through major change
- Working in other cultures
- Real delivery of business goals!

'Brick in the wall': key experiences (Retail)



eg Different experiences for career 'types'



Ways of accessing career experiences

- Stretch in the current job including virtual projects and acting up
- Exposure outside work eg volunteering
- Secondments, job rotations and job swaps
- Job moves - managed, self-managed or somewhere in between!



How organisations can offer career conversations

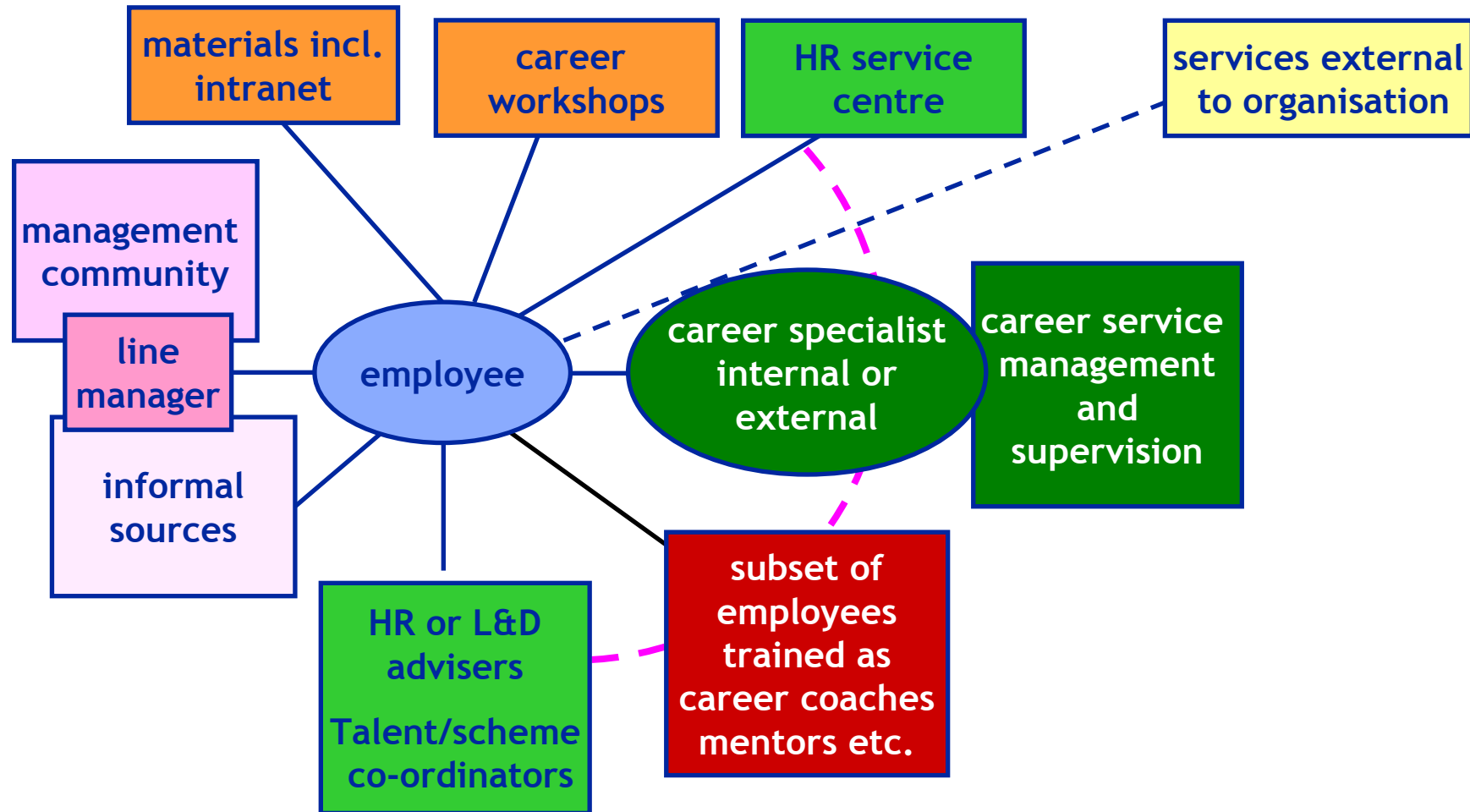
People can offer different things

People who...

- know you well
- know what you are good at
- understand the business & wider world
- coach you and those you can watch
- can help with politics and process
- know of opportunities coming up
- are in formal positions with respect to your career who will need to back your plans
- are impartial and can support career decision-making



Models of offering career support

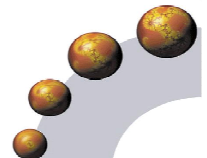


Examples of offering career conversations

- Internal volunteers eg Oxfordshire County Council
- HR managers and HRDs as career coaches eg St Gobain
- More significant training for line managers
- Range of career-related activities eg engineering
- Internal specialists eg MOD Career Consultancy Service
- Career workshops eg high tech, talent schemes in NGO, Rolls-Royce, Subsea7
- Career information contacts eg Nestlé
- More fluid response from HRBP/L&D

Key factors for success in career coaching

- Identified business need and clear, valued outcomes
- Aligned with HR career development strategy
- Project lead who is passionate about the value add
- Key stakeholders briefed
- Line managers briefed and trained
- Availability of online resources
- Clear contracting and fair matching: minimise or eliminate conflicts of interest
- Credible and trained career coaches
- Code of practice and commitment to coaches' CPD
- Appropriate launch and communication of service
- Clear boundaries/integration with relevant supports

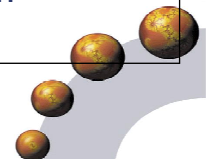




Effective career conversations

Stages of career coaching

| STAGES | POSSIBLE FRAME OF MIND | COACH SKILLS/TASKS | PURPOSE |
|------------------------|--|---|--|
| 1. CONTRACTING | Uncertain | Opening the conversation Defining boundaries eg time, confidentiality Assessing situation | Clarify expectations of the meeting |
| 2. EXPLORING | Concerned, isolated, motivated, angry, anxious, confused | Building rapport Reflective listening Open questions | Understand the person Define the issue |
| 3. CLARIFYING | Calmer Aha! | Summarising, using silence, probing, giving feedback Identifying themes | See situation in new way |
| 4. IDENTIFYING OPTIONS | Optimistic Fear of...? | Encouraging 'out of the box' thinking Broadening coachee's perspective | More motivation to consider alternative options |
| 5. RESOURCING ACTION | Increased energy Fear of...? | Funnelling options, addressing blocks and bridges. Goal setting. Giving information. Strategy Coaching, Encouraging feedback from network | Choose options. Identify resources & obstacles Reality check Maintain momentum |



- What factors will influence the success of career strategies & interventions in your own organisation?
- Do you have any thoughts from today about what you might do differently?





... thank you

Robert Nathan & Linda Hill, *Career Counselling*, Sage

Jennifer M Kidd, *Understanding Career Counselling*, Sage

Wendy Hirsh & Charles Jackson, *Planning your Career in a Week*, Hodder Education
(Teach Yourself series)

Victoria Campbell & Wendy Hirsh, *Talent Management: A Four Step Approach*, IES
Report 502

Jane Yarnall, *Strategic Career Management - Developing Your Talent*, Butterworth-
Heinemann



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