

Not your mother's or your father's career:

THE EVOLUTION IN CAREER MANAGEMENT



The organization controlled their career



Your Resume Mattered - the historical document of past performance was the key evaluation tool for new hires



Employees climbed career ladders time served, "be patient and wait your turn"



Effort was measured by long hours -

first in and last to leave, presenteeism, coat on back of chair

Focus of career development





Most prized...

experience and reliability







How was progress measured?

By gains in responsibilities, salary, titles



What was rewarded/encouraged?

Increasing skill specialization; narrowing of focus; value to the company

Managers

- Ability to manage was the most critical leadership skill
- Their role... Retention of employees, no matter what
- >>> How did they relate to direct reports... Periodic performance evaluations - one size fits all; reactive corrections to ensure fit to mold



The **individual** controls their career



Aptitude and skills assessments; evaluating potential and organizational fit are the key evaluation tools for new hires

who demonstrate faster time to value

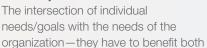


Employees advance on a career lattice challenging projects and promotions given to those



Effort is measured by outcomes and results, independent of time spent

Focus of career development





#1 Core competency

Ability to learn and develop new capabilities



Most prized...

regardless of age,

experience; faster

time to value (agility)

Ability to contribute,

How is progress measured? Employee sets their own agenda and collaborates



What is rewarded/encouraged?

with employer to develop meaningful metrics

Continuous gains in breadth and depth of skills; flexibility/ agility; relevance to the market, not just the employer

Managers

- >>> Collaboration is the most critical leadership skill
- Their role... Encourage growth and coach talented employees
- >>> How do they relate to direct reports... Ongoing, personal career discussions – one size fits one; proactive guidance to encourage systemic growth