Career Management in the 21st Century:
It’s Not Your Father’s Definition of Success

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E.L Goldberg & Associates
Why We Are Here

“How do we meet employee expectations concerning career development and advancement when we are delayering and growth has slowed?”
## Benchmarking Study Participants

<table>
<thead>
<tr>
<th>Company Names ¹</th>
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<tbody>
<tr>
<td>7-Eleven</td>
<td>ING – U.S. Americas</td>
<td>Pacific Gas &amp; Electric</td>
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<td>Advanced Micro Devices</td>
<td>InterContinental Hotels</td>
<td>Qualcomm</td>
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<td>Bristol-Meyers Squibb</td>
<td>Jack-In-the-Box</td>
<td>REI</td>
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<td>Charles Schwab</td>
<td>JDS Uniphase Corporation</td>
<td>Samsung Telecom. - America</td>
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<td>Chevron – Project Resources Group</td>
<td>LaFarge</td>
<td>SC Johnson</td>
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<td>Collective Brands</td>
<td>LSI Corporation</td>
<td>Sempra Utilities</td>
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<td>Disney Consumer Products</td>
<td>Mattel</td>
<td>Vail Resorts</td>
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<td>Disney – ABC</td>
<td>Medtronic</td>
<td>VM Ware</td>
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<td>Gap Inc.</td>
<td>NetApp</td>
<td>Wells Fargo</td>
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<td>Genentech</td>
<td>Occidental Petroleum Corp.</td>
<td>³ 3 companies asked to remain anonymous</td>
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<td>Google</td>
<td>Pfizer</td>
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¹ 3 companies asked to remain anonymous
The Concept of Careers Has Changed
The Employee Perspective

- 75 Professionals responded to LinkedIn Question:
  - “How do you define career success?”
The Employee Perspective: Contemporary Definition

Challenged

Passionate

Continuous Learning

Work-Life Balance

Alignment of Personal & Company Goals

Having an Impact

Utilizing My Skills
Company Perspective

• 68% reported significantly fewer opportunities for advancement in U.S.
  – Delayering
  – Increase in scope of roles

• Significant strategic shifts

• Global Challenges
  – Growth is in China, India, Middle East & Russia
  – Pull back on expatriates
  – So many opportunities in China & India
    • Strong desire for managerial roles
Career Management Philosophies

- Explicit: 41%
- Implicit: 35%
- No Philosophy: 24%
Career Discussions

- 50% part of the Performance Review Process
- 50% not very formalized
- Quality highly dependent on manager
Providing Realistic Expectations About Advancement

• 50% said they make an effort to provide realistic expectations
  – Published timeframes for staying in role
  – Learning path including competencies, training, key experiences

• Increasing emphasis on lateral career transitions

• Most global companies require international assignment
Strategies for Dealing with Frustration

• 2/3 of participants had not developed strategies for dealing with frustration

• Creating Challenge
  – Special projects/development activities
  – Stretch assignments
  – Lateral career moves
  – Expatriate assignments
  – Facilitating networking
  – Mentoring
Communicating Career Paths

- 65% Traditional
- 21% Lattice/Web
- 14% None

44% Dual Career Ladders
What innovative processes are you implementing to support career development and advancement???
7 Process Improvement Recommendations

• Be more proactive
  – Segmentation
  – Getting beyond IDPs

• Improve the career discussion and development process
7 Process Improvement Recommendations (cont’d)

- Hold managers accountable for development

- Create a culture of learning
7 Process Improvement Recommendations (cont’d)

- Move beyond development in silos
  - Stop hoarding talent

- Clarify expectations for advancement
  - Up is not the only way
7 Process Improvement Recommendations (cont’d)

Change Your Language

Career Advancement

Growth & Development

Promotions

New Challenges
Did We Answer Our Original Question?

“How do we meet employee expectations concerning career development and opportunities for advancement when we are delayering and growth has slowed?”

- Find out what the employee is passionate about to guide their career and help them fully utilize their skills
- Constantly challenge them and provide continuous learning
- Make development part of their job, rather than something extra - manage work-life balance
- Change our language about careers
Q & A
Weblink to research study: http://www.elgoldberg.com/developing.html

Coming Soon: People & Strategy Journal article in October issue
Complete the session evaluation
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