

Has Career Management Changed?

Bersin by Deloitte published the first of six reports on “The State of Career Management” last year.

The report addressed current drivers, major shifts in career management approaches and the many challenges that organizations face as they adapt to the changing landscape of people development. It identified key points for organizations and individuals to consider as they maneuver through the myriad of challenges they will encounter in pursuit of desired goals.

Organizations working to revamp their career management processes face the following four major internal challenges:

- infrastructure
- culture
- strategy messaging
- manager support



Other findings of Bersin’s research:

- Companies are broadening their definitions of career management to better meet the needs of both the organization and workers
- Organizations are going beyond a previous focus on only full-time, balance sheet workers and are now offering and applying career management to alternative talent sources
- There is no one best approach to career management. Alignment of the individual components of career management appears to be as important, or perhaps even more important than the individual components

Despite immense external and internal pressures, the report says most organizations’ career management approaches are still artifacts of a previous age. Rapidly changing industries and increasing global competition will require worker skills to change every decade thus adding even more challenges.

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Upcoming Briefing

The next 90-minute Think Track personal and professional development briefing will be on Thursday, November 1st, from 8:45am to 10:15am. Bennett Taylor will share the Think Track Model™, a useful tool that can be applied to a myriad of personal and business-related goals. This **free briefing** can be very helpful for you as you formulate your 2019 goals. The briefing will be held at our office located directly across the Central Expressway from SMU at 6060 N. Central Expressway, Suite 500. Call **214.693.1716** to confirm your attendance.

Helping You Realize Your Goals

Executive and Leadership Coach Bennett Taylor founded Think Track in 1997 to serve as a resource for helping entrepreneurs and executives achieve their personal and professional goals.

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The day of "life-long" employment is long gone. Today's business challenges make it far more difficult for organizations to provide long-term job security.

The average worker tenure today is 4.2 years. The new norm is that workers can expect to have 11 jobs during their work life. These dynamic workplace shifts support the need for individuals to step-up their initiative to personally take charge of managing their own careers and for organizations to provide support.

Organizations are feeling an increased sense of urgency to address career management issues and they are working to make sure their internal people practices are sound and aligned to organizational goals and needs. Rapid growth, inability to compete due to inflexible organizational structure and rapidly changing industries are the three greatest pressures for creating this urgency.

Career management is seen as a key part of the push for organizational change designed to effectively handle these pressures, particularly in the following areas:

- stronger employment branding
- engaged and present workers
- talent acceleration
- a deeper bench
- a better talent pipeline



The report states the evolution of career management's external drivers and the combined impact of the above listed areas have begun to shape a new way of thinking about career management. The report references research that indicates the opportunity for professional growth is the worker's most desired benefit after health insurance and a competitive salary.

Employers include career development in the top three benefits they use to attract talent. It is a magnet for attracting millennials. This group represents the largest number of workers in today's workplace. They place great value on career development opportunities and thus are attracted to employers who provide this benefit. Workers tend to be more engaged when given opportunities for development, growth and career progression. Such opportunities play a significant role in worker retention.

The "State of Career Management" report uncovered the following six shifts in career management:

1. Primary worker-owned to organizationally supported
2. Career paths to career progressions
3. Coaching to visibility and guidance
4. Line-manager training to line-manager support
5. Full-time workers to diverse talent sources
6. Focus on actions to a focus on alignment