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Career Development



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What is Career Development ?



Career development is NOT

- Career plan
- Succession plan
- Leadership/talent development program
- Promotion opportunity

Career development is

- Company / employee joint effort
- Systematic elevation of employee capability
- Improve career success with company biz growth

Why Career Development matters?



Most business challenges eventually become a people issue...

- Huge growth perspective vs fierce competition
- Talent shortage vs unstable workforce
- Find the right and retain the best

Career development become core elements of employee satisfaction...

- Am I happy here?
- Do I learn something new in my job?
- Does the company care about my development?

Employee Value Proposition...

Behaviors of managers and leaders that communicate to employees, candidates, customers, colleges and universities:

- We are interested in making employees successful in their careers
- Ready facts and data that shows you are actively developing people
- Behaviors that engage employee in the development process
- A Value Proposition based on these behaviors and...

- Selection
- Development
- Retention
- Export
- Creating Space

“We manage careers like we manage our business...invest your career here!”



Some Practices and Failures



You might have tried or heard about these...

Management Trainee Program

Leadership Development Program

Individual Training Plan

Mentoring Program

Career planning

Succession Plan

...

You may have met with a lot of managers who ...

Don't believe people really develop

No interest to engage in developing others

Don't have time to do it

Don't know how to develop people

Think development is someone else's responsibility

...

What went wrong?

Doing the Basics Right !



Creating an infrastructure that support employee career development

- CEO/Top management commitment
- A pulling system ...creating the needs
- Culture enablers
- Supporting resources

Engage managers and employees...start with understanding of the plan

- “Where you want to go?
- “How to get there?
- “Where do you stand now?
- “What’s the steps - 1,2,3...?”

Accountability and follow up

Understand What's Ideal?

- Respect
- Create dialogue
- Align expectation
- Engagement
- Accountability

Sample – Page One

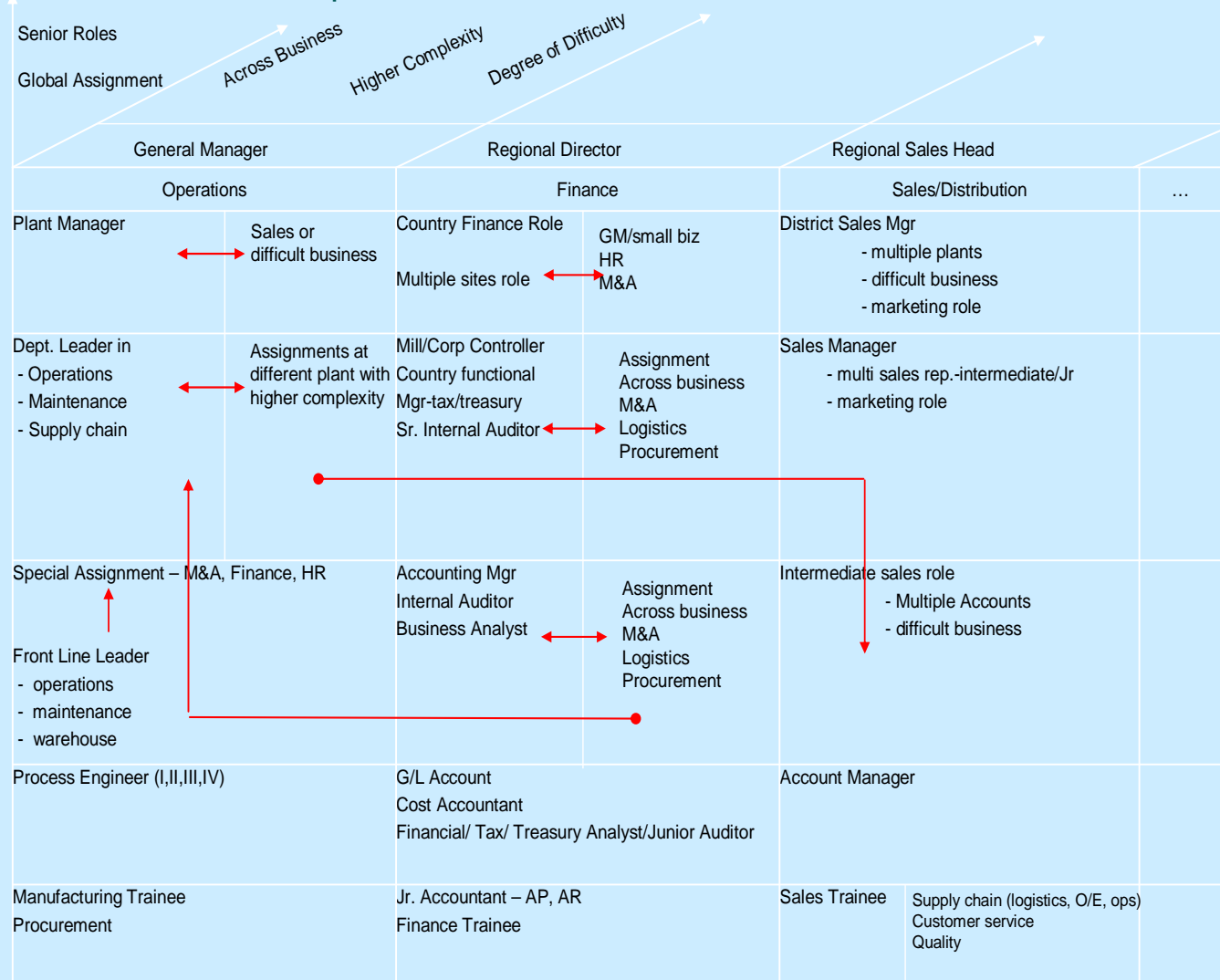
Photo Here	CSAs:		Employee Stated Career Interest:	Relocation:	
	DOB:			Relocation Comments: (Global/Regional)	
	DOH:		CURRENT POSITION DEVELOPMENT PLAN		
	DOJ:		Strengths (competencies)	1-2 Demonstration Areas/Development Areas to Improve (knowledge, skills, competencies, perspective, experiences, leadership or interpersonal style)	
	EEO:				
Languages:					
English	Fluent				
		PL:			
Education (Year / Degree / Major / School):			Development Actions to leverage strengths or to improve (job assignments, tasks and projects; feedback, coaching/mentoring; training/education; self-development via reading, site/customer visits, community/civic leadership roles, etc.)		Resources / Support Required to Complete and Target Completion Date
Experience (Start Date / Title / Location / Business):			Employee Comments		
			Manager Comments		

Completed by:
Date:
Manager Name:
Approved by:

Understand What's Possible?

- See the picture
- Create dialogue
- Build trust
- Align expectation
- Identify the needs

Career Path - examples



Starting with Assessment

- Define the criteria
- Create awareness
- Analyze the gap
- Identify development needs

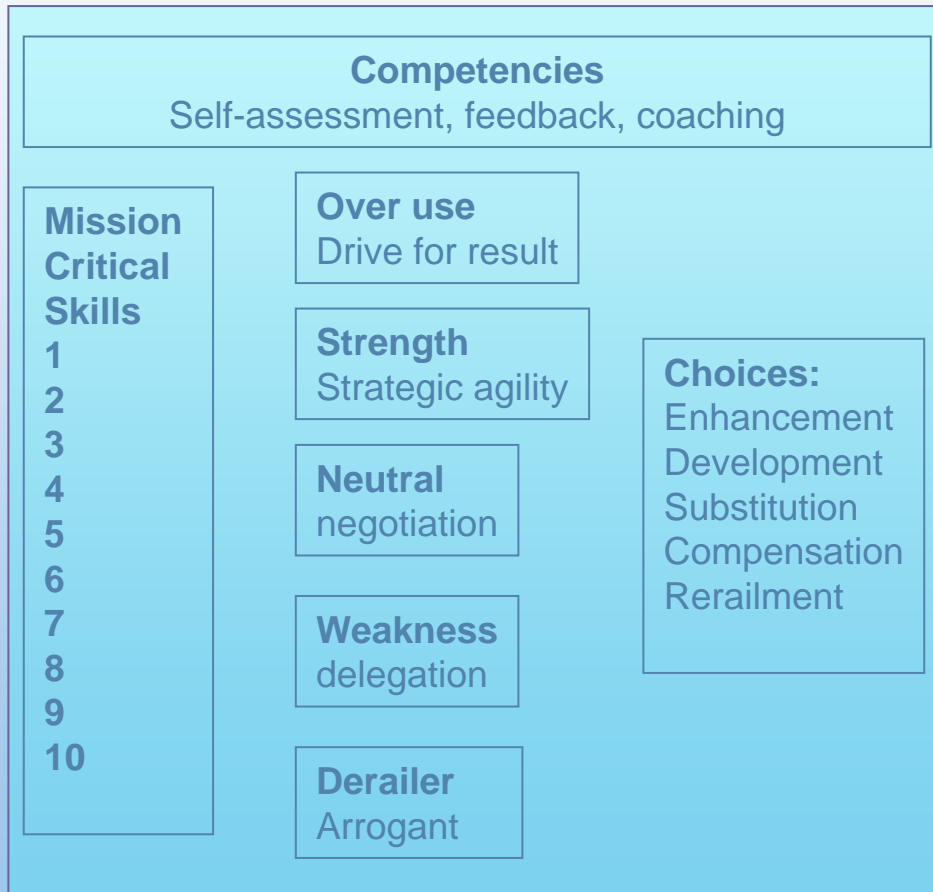
2008 MANAGER ASSESSMENT TEMPLATE						
Name:	Business:	Completed By:	Date:			
Leadership			Results <i>(can be customized)</i>	Capacity for Growth		
<p>Mark in <input type="checkbox"/></p> <p>✓ Clear Strength</p> <p>✗ Need for Development</p> <p>HD = Highly Developed</p> <p>D = Developed</p> <p>DO = Development Opportunity</p>	Designing and Managing Work	Making Things Happen Through Teams	<input type="checkbox"/> Drive for Results and Demand for Excellence <input type="checkbox"/> Objectives met or exceeded <input type="checkbox"/> Customer focused <input type="checkbox"/> Looks outside of immediate span to contribute and has done so. <input type="checkbox"/> Engagement Target Met	<input type="checkbox"/> Demonstrates capacity to take on more responsibility and complexity <input type="checkbox"/> Actively seeks additional responsibilities/new role opportunities <input type="checkbox"/> Huge desire to be the best <input type="checkbox"/> Sets and achieves genuine stretch goals <input type="checkbox"/> Makes complex simple <input type="checkbox"/> Takes intelligent risks <input type="checkbox"/> Creates significantly different approaches to getting better business results		
	<input type="checkbox"/> Customer Focus <input type="checkbox"/> Organizing <input type="checkbox"/> Planning <input type="checkbox"/> Priority Setting <input type="checkbox"/> Process Management <input type="checkbox"/> Managing Through Systems <input type="checkbox"/> TQM/Reengineering	<input type="checkbox"/> Confronting Direct Reports <input type="checkbox"/> Developing Direct Reports <input type="checkbox"/> Directing Others <input type="checkbox"/> Listening <input type="checkbox"/> Motivating Others <input type="checkbox"/> Drive for Results <input type="checkbox"/> Sizing Up People <input type="checkbox"/> Building Effective Teams <input type="checkbox"/> Understanding Others <input type="checkbox"/> Integrity and Trust			HD D DO	HD D DO
	Being a Strong Role Model and Leader	Additional Differentiators				
	<input type="checkbox"/> Action Oriented <input type="checkbox"/> Business Acumen <input type="checkbox"/> Command Skills <input type="checkbox"/> Conflict Management <input type="checkbox"/> Timely Decision Making <input type="checkbox"/> Decision Quality <input type="checkbox"/> Learning on the Fly <input type="checkbox"/> Managerial Courage <input type="checkbox"/> Managing and Measuring <input type="checkbox"/> Problem Solving <input type="checkbox"/> Standing Alone	<input type="checkbox"/> Perspective <input type="checkbox"/> Creativity <input type="checkbox"/> Strategic Agility <input type="checkbox"/> Managing Vision & Purpose			HD D DO	HD D DO

Overall Ratings			
Leadership: (Circle One)	Highly Developed	Developed	Development Opportunity
Results:	Highly Developed	Developed	Development Opportunity
Capacity for Growth:	Highly Developed	Developed	Development Opportunity
Comments:			
Date feedback given _____			

Potential
Officer _____
Director _____
Other _____

Next Possible Position

What Leads to a Good Development Plan?



Experience:

What areas s/he need build experience in order to move into the ideal job? e.g. S&M, manage a change project etc

Organization knowledge:

What s/he need to know more about e.g. key functions, process, systems etc.

Development Plan

70/20/10 principle

Assignmentology

Build the plan and follow up

Matching Development Needs with Approaches

Development Need	Development Approach						
	Feedback, Coaching / Mentoring	Training / Education	New "Stretch" Job Assignment	Expand/ Modify Current Job	On - the -Job Activities	Self Initiated Development	External Involvement
Knowledge		X				X	
Application			X	X	X		X
Perspective	X		X	X	X		X
Behavioral Style	X						

Accelerate The development – 70% on-the-job

Match development
needs with tasks or on-
the-job activities

Be creative

Be practical

*Can the assignment build
experience, develop the skills*

Or

Provide good feedback

Or

*Create opportunity to
understand the skills or
organization knowledge?*

New, “Stretch” Job Assignment”

- Cross functional
- Line to staff/staff to line
- Big jump in scope
- Start up; turn around

Expand / Modify Current Job

- Resp. for related area
- Increased scope of control
- Reshaping mgmt team – structure, role

On-the-job Activities

- High impact, cross- functional projects and task forces
- Team leadership activities
- Visibility to senior leadership

Accelerate The development – 20% Coaching & Feedback

Awareness is the starting point of development.



The GAP

- Timely discussions
- Involvement of employee
- Tools
- Acceptance of the message
- Actions

Does employee get the feedback on strength, weakness, progress?

How effective is the feedback on strength and weakness?

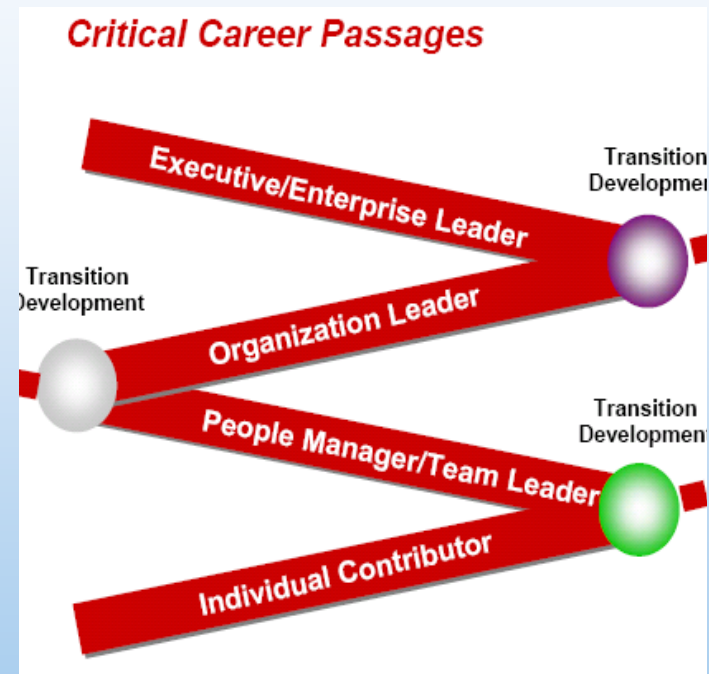
Accelerate The development – 10% Training

Help with transitions

- Roles
- Competencies
- Processes

Help build concepts, knowledge, skills on the job

Grow organization knowledge



Adopted from: "The Leadership Pipeline – How to Build Leadership
–Powered Company" by Charan, Drotter and Noel

Summary



Career Development is critical important for business success and talent competition

Company needs to build up the right culture, system and resources to effective engage managers and employees in the process

Talent assessment and feedback discussion are fundamental parts of career development that need quality work

Development plan build on 70/20/10 principle need to be followed, evaluated and reviewed

Staffing decisions need go through robust process to ensure results of development weighs in the loop

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