Career Pathing – How To Create a Career Development Framework

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Meet Eric
Business Development Rockstar
Eric works for John
Mr. Sales Director
Eric and John have been talking about Eric's career.

Eric says:
Hey, please be patient. I've been through the same thing at this company and I'm trying to work with HR on some programs.

John says:
John, I really want to talk about what I can do to enhance my career.

Hey, please be patient. I've been through the same thing at this company and I'm trying to work with HR on some programs.
High Performing
Smart
Solid track-record.

Overlooked for a promotion.

Unsure if skills transfer to other roles.
Bored and frustrated in his position . . .

He wants a change.

(BTW, 54% of employees feel like Eric.)*
Eric’s Question for John:

“Where do you see me going in this organization?”
John is worried.

Eric may leave the team or worse, the company.
So, John wants to help Eric develop.

Eric’s career to date...
Eric Rand
Business Development Manager, Heart Products

**Job Purpose**
Drive Sustainable sales and profit performance for my company

**Key Responsibilities**
Lead a talented team of sales professionals to increase revenue in new and existing customers. Development and staffing and developing all associates on the team

**Key Skills/Knowledge**
Industry and business acumen, customer experience, internal experience with ability to work cross functionally at Sr. levels within our company. Strong leadership and communication required.

**Key Success Factors**
Sales, Profit, Distribution, customer relationships and sales team collective and individual development

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### QUICK STATS

**Years of Experience**

<table>
<thead>
<tr>
<th>Years</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2</td>
<td></td>
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<tr>
<td>3-5</td>
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<tr>
<td>6-10</td>
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<td>10-15</td>
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<td>15+</td>
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</table>

**Education**

<table>
<thead>
<tr>
<th>Level</th>
<th>Count</th>
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<tbody>
<tr>
<td>HS</td>
<td></td>
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<tr>
<td>BS/BA</td>
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<td>M</td>
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<td>PhD</td>
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**Career Aspiration**

VP Sales, VP Marketing, GM of Business Unit US

What’s the best career advice you ever received?

“Make sure you develop new skills everyday and share your learning with others.”

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Medical Device Company - Heart Products, Enterprise

- Business Development Associate
  - Heart Pro, Enterprise
    - Senior Sales Associate
  - Team Lead, Inside Sales Team
- Medco
  - Inside Sales Associate
- MedRX, SMB
Eric has been proactive in his career . . .

- Focused on self development
- Enrolled in 20 skill development classes
- Networking internally about opportunities
- Working with mentors on management skills
- Applying to internal job postings
- Attending internal career fairs
BUT

HE FEELS STUCK & HAS UNANSWERED QUESTIONS

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What career options are available in my company?

What competencies are required in other roles?

What learning gaps do I have?

Who can help me make a changes or advance?

What resources are available to help me develop?

Should I join another company?
John needs help to ensure Eric sees his potential for future growth, and retain such a valuable employee.
Meet Sarah
Sarah is an advocate for Career Pathing
SHE KNOWS THE BENEFITS OF CAREER PATHING CAN BE HUGE

Direct Benefits:
• Highly skilled workforce
• Ready pool of leaders
• Low turnover
• Reduced absenteeism
• Improved talent & knowledge asset retention

Collateral Benefits:
• Employer of choice
• Employee motivation and morale
• Employee job satisfaction
• Pay for contribution

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1. **Process to Deliver**—Develop a new Career Pathing model that will address the succession planning needs of the company.

2. **Capacity to Deliver**—Establish the capacity in the company to deliver Career Pathing services that will facilitate vertical and lateral transitions of employees.

3. **Capacity to Support the Success**—Develop the capacity to support the success of the employees involved in developing their own Career Paths, especially for employees in entry level positions.
1. Process to Deliver
Where do I start?

(tie it to the CEO’s agenda and communicate ROI)
See her succession planning project:
1. Set clear expectations
2. Identify and benchmark 10 key positions
3. Create a competency framework based on those roles
4. Identify high potentials (a.k.a talent pools) via performance reviews and multi-rater assessments
5. Identify learning gaps and timing
6. Create and implement a custom development plan
7. Measure progress
Sarah worked with a task force to create a Career Pathing Model

(To teach employees HOW to manage their careers and ensure everyone knows their role!)
5 PHASED MODEL

1. Collect job data
2. Analyze gaps and map progression paths
3. Create visuals for map display or set up career pathing software
4. Build out learning resource library and map it to competencies
5. Develop individual learning plans and coach to success
### JOB FAMILY STRUCTURE

- Department
- Business Area
- Regions
- Country

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Position Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Management</td>
<td>Vice President Sales&lt;br&gt;Sales Director&lt;br&gt;Senior Sales Manager - Industry/LOB/Region/Market/BU&lt;br&gt;Sales Manager</td>
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<tr>
<td>Sales Account Management</td>
<td>Account Director (Existing Account Only)&lt;br&gt;Major/Key/Named Account Manager (Existing Account Only)&lt;br&gt;Senior Sales Account Manager (Existing Account/s Only)&lt;br&gt;Sales Account Manager (Existing Account/s Only)</td>
</tr>
<tr>
<td>Software Solution Sales</td>
<td>Senior Principal Sales Representative - Software and Solution&lt;br&gt;Principal Sales Representative - Software and Solution&lt;br&gt;Senior Sales Representative - Software and Solution&lt;br&gt;Sales Representative - Software and Solution&lt;br&gt;Associate Sales Representative - Software and Solution</td>
</tr>
<tr>
<td>Outsourcing and Service Sales</td>
<td>Principal Sales Representative - Outsourcing and Service&lt;br&gt;Senior Sales Representative - Outsourcing and Service&lt;br&gt;Sales Representative - Outsourcing and Service&lt;br&gt;Associate Sales Representative - Outsourcing and Service</td>
</tr>
<tr>
<td>Inside Sales</td>
<td>Inside Sales Manager&lt;br&gt;Senior Inside Sales Representative&lt;br&gt;Inside Sales Representative&lt;br&gt;Associate Inside Sales Representative</td>
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</table>

(with or without levels and grades)
<table>
<thead>
<tr>
<th>Competencies</th>
<th>Business Development Specialist</th>
<th>Business Development Manager</th>
<th>Senior Business Development Manager</th>
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<tr>
<td></td>
<td>Makes decisions in a timely manner, even with incomplete information</td>
<td>Makes good decisions quickly, with or without complete information and under tight deadlines and pressure</td>
<td>Quickly sizes up multiple situations and complex problems and makes excellent, timely decisions</td>
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<tr>
<td>Decisive Judgment</td>
<td>Pursues his or her work with energy, drive, and a need to finish</td>
<td>Defines his or her work in terms of results, and pursues success with energy and drive</td>
<td>Sets clear and lofty goals for himself or herself, as well as for the organization, and pursues them with enthusiasm and energy</td>
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<tr>
<td>Driving For Results</td>
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<td>Customer Focus</td>
<td>Commits to meeting the expectations and requirements of internal and external stakeholders</td>
<td>Dedicated to and openly communicates to staff that customer service to stakeholders comes first</td>
<td>Strategically plans ways to demonstrate superior customer service for district stakeholders</td>
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With defined:
- Experience requirements
- Credentials
- Demonstrated competencies
## Identification of feeder roles and next potential roles within and across departments

<table>
<thead>
<tr>
<th>Feeder Role</th>
<th>Role</th>
<th>Next Role</th>
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</thead>
<tbody>
<tr>
<td>Business Development Manager, Marketing Manager, Channel Manager, Sales Manager</td>
<td>Senior Business Development Manager</td>
<td>Director of Business Development, Sales Manager, Manager of Marketing, Manager of Channel Sales</td>
</tr>
<tr>
<td>Business Development Specialist, Marketing Specialist, Channel Specialist</td>
<td>Business Development Manager</td>
<td>Senior Development Manager, Sales Specialist, Channel Specialist</td>
</tr>
<tr>
<td>Telesales Manager, Business Analyst, Customer Analyst, Sales Support, Sales Engineer</td>
<td>Business Development Specialist</td>
<td>Business Development Manager, Marketing Coordinator, Business Analyst Manager</td>
</tr>
<tr>
<td>TeleSales Team Leader, Operations Specialist, Inside Sales Supervisor</td>
<td>Telesales Manager</td>
<td>Business Development Specialist, Product Specialist, Business Analyst, Call Center Manager</td>
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</table>
Employee profiles are completed, including:

1. **Skills profile**, a self-assessment of role-based skills.

2. **Readiness profile**, or the variance between employee gaps and the business needs.

3. **Manager review**, a proficiency review by the employee’s manager designed to validate the competency and readiness profiles.
2. Capacity to Deliver
SARAH’S QUANDARY

“How do I make it easy for employees to use the information?”

Manual? Automated?
MANUAL APPROACH

Pro

• Looks good
• Quick snapshot
• Easy-to-see paths
• Simple interface
• Works for single department or small company
• Suitable for print
• Lowest cost

Con

• Limited interaction
• Limited scalability (only limited connections)
• No “what if” scenarios
• Manual development planning
• Difficult to see detailed gaps
• Not easily updateable
SARAH’S REALITY

Fact: 15K Employees

Fact: 600 Unique Roles

Fact: Need to Show Mobility Globally

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I wonder if I can create a map?
This is what she ended up with!
Realization: Our people will be even more confused with that map!
This is where most companies fall short
## Decision: Automation is Required

### Pro

- Highly interactive / dynamic
- Employee dashboards
- Can build unlimited paths
- Customized to your role/profiles/competencies
- Specific gaps are presented (based on role/employee profile)
- Development options recommended
- Easy-to-use interface
- Scalable

### Tips...

Click on the match % to display information about how to make the progression to that role.

Click on the information icon to display a report that compares your profile with the role.

Hover your cursor over the steps at the bottom to display the preceding roles in your path, and click on them for more options.
Identify skill gaps

Add skill gaps to IDP

Map skills to learning resources
3. Capacity to Support Success
It’s all about the plan.
### SUCCESS REQUIRES TEAMWORK

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
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| **Executive Team** | • Formulate strategic plans and goals in which current/future skills needs are addressed  
• Make decisions about the overall skills development process in the organization  
• Ensure that the process is focused on developing the skills the organization needs to achieve its strategic objectives  
• Approve the allocation of the financial, human, and other resources needed  
• Promote the skills development process through local support and encouragement  
• Approve and sign off on the implementation plan  
• Build and support a culture that values training and lifelong learning |
| **HR Manager(s)** | • Ensure that the career development process is integrated into other HR processes  
• Make relevant information available to the team (e.g., job descriptions, etc.)  
• Provide input into the career process to ensure that the path addresses the needs of the company  
• Describe HR policies/procedures/requirements for job design/profiles |
| **Line Managers, Team Leaders, & Supervisors** | • Provide input on the performance problems and training needs in the division/unit  
• Recommend solutions to identified performance problems  
• Provide input into the training development process to ensure that the IDP addresses performance gaps and training needs  
• Oversee budgets relating to training programs  
• Promote various career paths and coach employees toward those various paths  
• Authorize the participation of employees in training programs  
• Provide feedback on the impact of the career path initiative |
| **Training Manager(s)** | • Oversee the strategic direction and performance of the training and development function in line with HR and organizational objectives  
• Work in close consultation with managers and other teams to ensure that the career path plan is in alignment with the training plan  
• Develop new curriculum based on skill gaps |
| **HR Staff** | • Provide employees with access to career path information  
• Set expectations with employees about how career paths can be used  
• Capture information on employees that must be included in the training plan and IDPs  
• Continuously update employee records (e.g., new qualifications) |
| **Employees** | • Build career path scenarios  
• Identify skill gaps during the training needs analysis  
• Communicate with manager and HR |
| **Training Providers** | • Deliver quality programs that may be needed to help develop employees  
• Customize the programs to ensure they meet the needs of the organization |
Be careful not to underestimate the coaching factor.
Career “Service” Center

- Executives
- Vendors
- HR
- Employee
- MGRs

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Career Center Mission

The Career Center serves as a primary connection between HR and the line managers, providing career coaching to optimize the employee experience.

- Coach employees and line managers in people matters
- Coach and advise employees and managers in career planning and development
- Manage key performance indicators impacting career mobility
Meet Fran

“The Career Coach”
Certified Professional in Career Management

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The Next Chapter.
Eric has a plan.
Eric knows what career options are available in his company.

He is aware of the competencies required in other roles.

He knows the learning gaps needed to develop to pursue a different role.

Eric is aware of the learning resources available to help him develop in his new role.

He knows predecessors who’ve made successful career changes and can be mentors.
John feels more effective as a manager and knows how to coach Eric.
Sarah is thrilled by the latest employee survey. Dramatic improvement in job satisfaction scores!
Happy Employee
Satisfied Manager
Relieved HR Team

Thriving Company

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A few words about TalentGuard
Cloud 6.0 by TalentGuard

A powerful, yet intuitive, fully integrated, cloud-based suite of Talent Management software

- Reporting & Analytics
- Integration Tools
- Custom Configuration
- SaaS Delivery
- Consulting Services

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Superior career pathing tool that enables employees to map career paths, identify gaps and develop specific skills

- Generates various career path scenarios based on employee interests
- Supports all organizational roles, hierarchy, grades and progressions
- Development of customizable job profiles/preferences
- Create career roadmap up to 8 lateral or upward transitions
- Creates employee profiles for matching engine
- Identifies gaps between current and future roles
- Supports development goals for career planning review
- Allows for management and HR support of development plans
What Next?

Kick-start Your Career Pathing Consulting Project
Call us at 512-943-6800

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