

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

THE EVOLUTION IN CAREER MANAGEMENT

YESTERDAY

TODAY In The Human Age



The **organization** controlled their career



The **individual** controls their career



Your Resume Mattered - the historical document of past performance was the **key evaluation tool for new hires**



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



Employees **climbed career ladders** — time served, “be patient and wait your turn”



Employees **advance on a career lattice** — challenging projects and promotions given to those who demonstrate faster time to value



Effort was measured by long hours — first in and last to leave, presenteeism, coat on back of chair



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

Focus of career development



was driven by organizational needs



Most prized...
experience and reliability

Focus of career development



The intersection of individual needs/goals with the needs of the organization—they have to benefit both



Most prized...
Ability to contribute, regardless of age, experience; faster time to value (agility)

#1 Core competency

mastery of a single skill or task



#1 Core competency

Ability to learn and develop new capabilities



How was progress measured?

By gains in responsibilities, salary, titles



How is progress measured?

Employee sets their own agenda and collaborates with employer to develop meaningful metrics



What was rewarded/encouraged?

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



What is rewarded/encouraged?

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

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

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