

Careers in Networked Organisations

Ci Virtual Roundtable - Wednesday, 20th July 2016

The roundtable set out to explore emerging organisation models that require new thinking about careers and talent management.

PART 1: INSIGHT

The market transformations and drivers affecting careers included:

- Regulatory change, environmental concerns and ‘sustainability’ creating pressures for compliance and corporate responsibility
- Political disruptions affecting commercial decisions and markets; industrial relations
- Managing the cycle of business for both a ‘fast’ and ‘slow’ growth context
- Keeping a pace with ‘digital’: rise of cloud services, big data, on-demand customer expectations
- New technology and its direct/potential impact on services (e.g. driverless vehicles, online banking)
- Managing a diverse, distributed workforce
- Shortages of employees in STEM careers

PART 2: INNOVATION

New models for careers need to find ways to drive behaviours, create internal mobility, build capability for the future, and work with changing demographics and employee expectations. Will Peachey from Capgemini framed the challenge: ‘How do you describe career progression in the context of a non-hierarchical and agile business’. He shared Capgemini’s reskilling approach which is linked to contribution and employability.

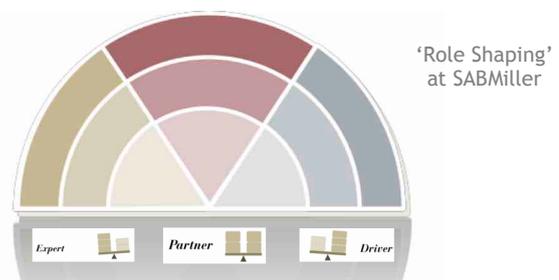
- 25% of L&D budget is assigned to re-skilling business case rather than competency-aligned tracks
- Employees see link between their work on projects (a proxy for employability), and skills acquisition and career growth
- On-demand client contracting requires a more agile ‘employee deal’, that speaks to millennials
- Tangible benefits to value include reduced down-time between assignments, succession

to fill positions, and a flow of talent ‘releasing blockers’.

Many organisations are working with the challenge of:

- building depth or breadth
- growing from within or bringing in new ideas

The concept of ‘role shaping’ provides a means of describing roles in this way; avoiding metaphors that reinforce ‘ladders’.



Examples of reframing ‘career progression’ included:

- Employees having lateral goals linked to stretch & growth
- Cultural shifts in reward and progression; having access to good work and projects (learning) becomes the currency
- Development of ‘career frameworks’ that make visible the critical experiences and lateral ‘stepping off points’
- Creating narrative that describes real ‘career stories’
- Introducing apprenticeships

PART 3: IMPACT

When challenged to identify one priority to ‘hack the career’, participants suggested:

- More fast tracks for the ‘super-bright/agile performers’ to accelerate their contribution
- More positive language needed for non-hierarchical career moves
- Focus on ‘conversations’
- Sharing talent across functions - 3 month incubators
- More ‘transparency’ about the ‘deal’