

Mapping Career Paths

Ci Virtual Roundtable - Tuesday, 4th October 2016

The roundtable addressed the challenge of how to define and make visible future-focused career pathways that engage employees and support both career and talent development.

PART 1: INSIGHT

Priority career groups are those which are highly valued, often at the ‘heart’ of the business or reflect areas of growth. These included:

- Technical experts such as engineers, software developers/engineers, technical innovators
- Roles that intersect between two activities e.g. digital & industrial
- General managers and operation directors that lead the delivery of service
- Leaders of specialist/technical functions e.g. Engineering directors
- Commercial; sales, property.

In large organisations the challenge is one of ‘making it feel small’ so that employees can make sense of what is possible. ‘Simplification’ is a goal. Whilst priority groups are critical, ways to attract employees into the roles that are less ‘valued’ is an important driver too.

PART 2: INNOVATION

Sharon Peake from SAB Miller shared their ‘Role Shaping’ model which successfully overlays potential career paths onto a leadership model (leading self, leading people, leading businesses or functions).



Three roles shapes - ‘expert’, ‘partner’ and ‘driver’ - are overlaid

to create the second dimension to the model, which is used across function domains. The visual representation of a hemisphere removes the emphasis from hierarchy. Over time SAB Miller have been able to map different career journeys for different functions, visually showing how employees can move up and across the three components, whilst also

showing that there isn’t ‘one right way’. The intention behind the approach is to help employees understand their preferred role shape particularly in relation to breadth and depth of expertise. This helps to ‘hold a career together’, and many of the internal stakeholders recognised this first hand. The process of consultation and buy-in has taken a long time - about 18 months - but this careful consultation has been a key to success.

Impact over the long-term will be measured by improvements in the succession pipeline and reduced turnover in functions. Short term it’s about engagement; survey results have improved.

Examples from other participants included:

- A ‘strengths’ based approach to talent profiles that are employee driven, linked to a ‘world of opportunity’
- A talent profile tool that is employee driven
- ‘Digitising’ a data driven approach through a tool that allows employees to explore roles and what others have done in practice, linked to real time job openings and future requirements (3-year horizon)
- Establishing ‘Global Functional Leaders’ who lead on functional excellence but also support and nurture the careers of others and act as ‘talent agents’ based on ‘relationship based development’
- Targeted ‘Career Insight’ sessions that provide exposure to requirements in other areas via simulation exercises. Key outcome creation of structured development plan.

PART 3: IMPACT

Shared themes emerged from the discussion.

- Identify some key principles, ‘narrative’ and language that drive the approach
- Make it simple, visible, transparent, and adaptable
- Factor in what ‘fuels’ employees as well as what the business needs
- Focus on real career experiences