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Mass Career Customization®: Building the Corporate Lattice™ Organization

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Work/life Policy, Practice and Potential
UN Expert Group Meeting

November 9, 2010



The Changing World of Work

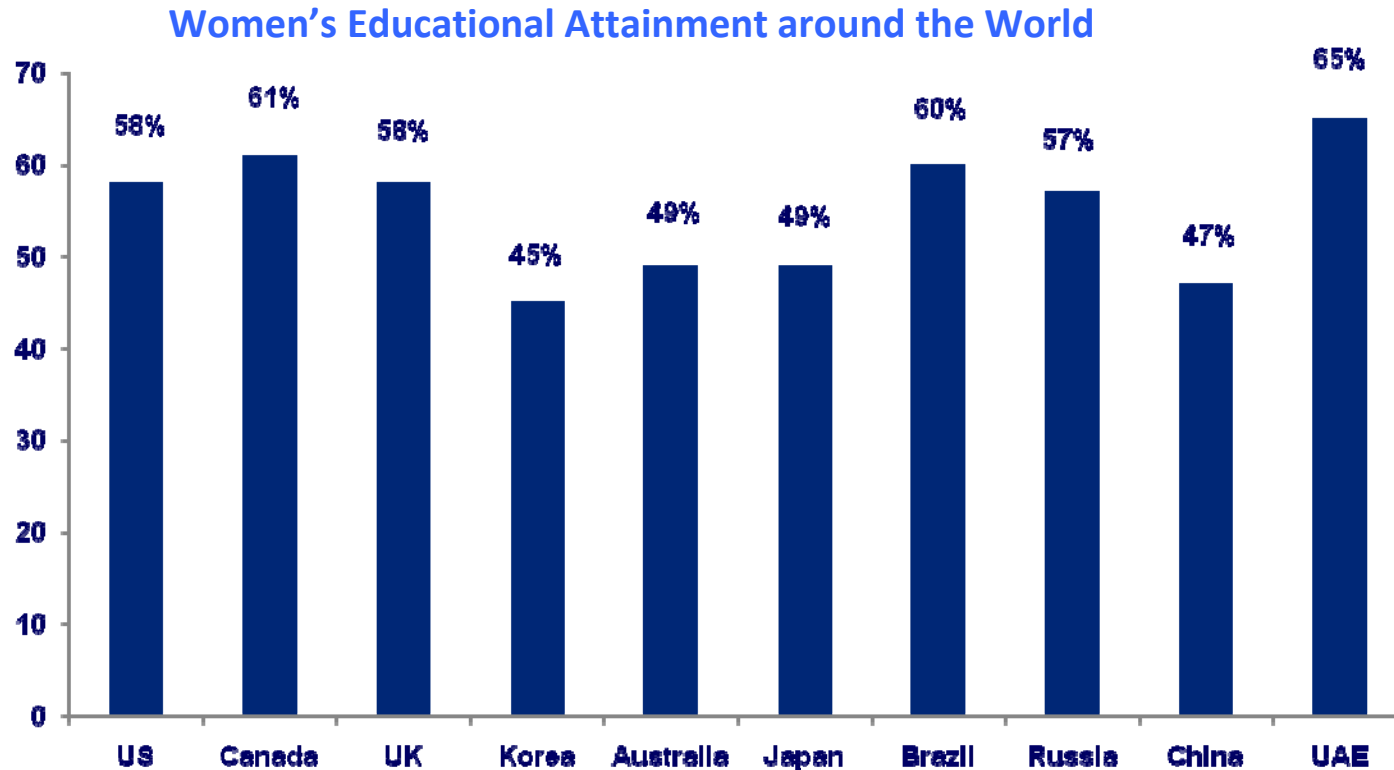


A set of converging trends are propelling the shift from ladder to lattice

	Profound changes in workforce demographics
	Flattened hierarchies & emergence of nonlinear career paths
	Globalization and virtualization of work

Women are a significant part of the educated workforce

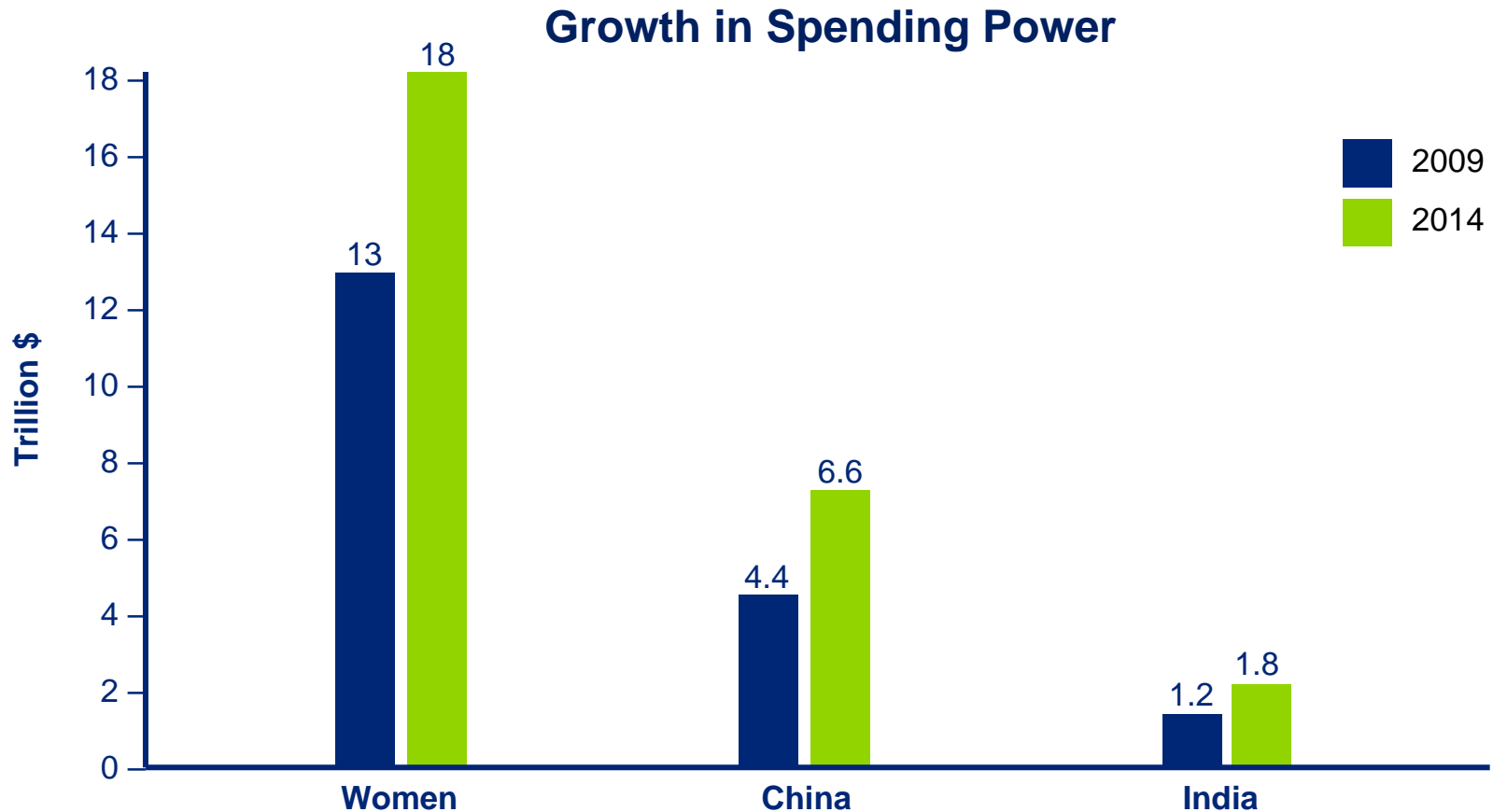
But most women do not have a linear career path.



Sources: www.catalyst.org; Center for Work-Life Policy, [The Battle for Female Talent in Emerging Markets](#); All numbers are for 2009 except Japan (2006) and Korea (2005)

Women are a major part of the consumer marketplace as well, and invest in their families

Women are the biggest emerging market ever seen.



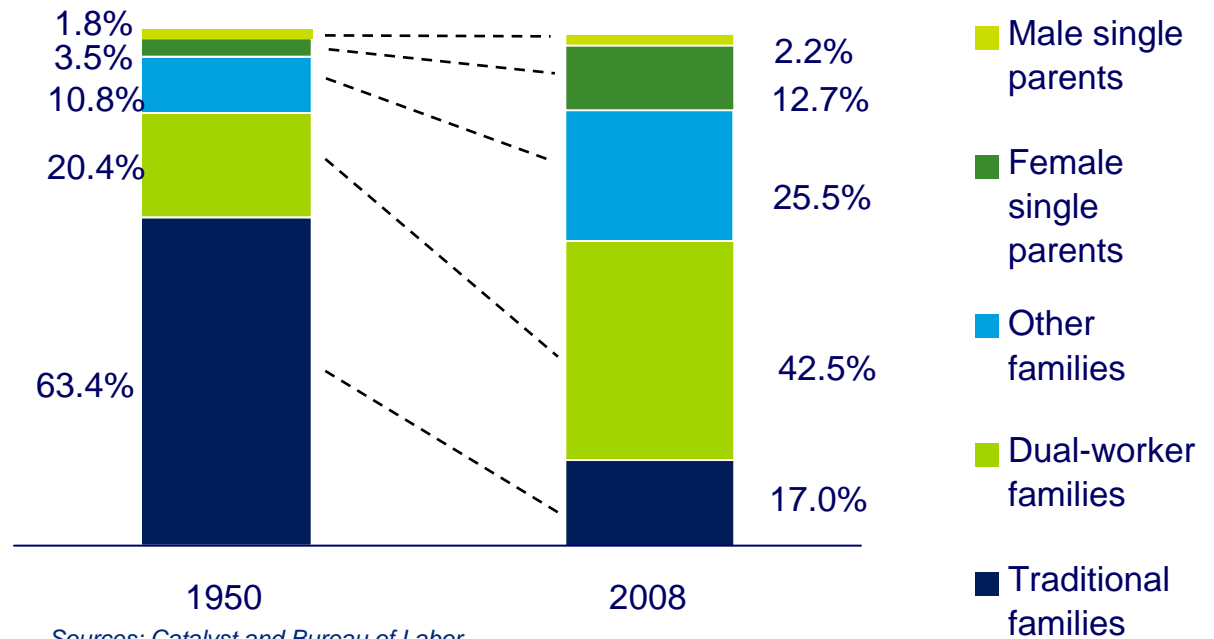
Source: Michael Silverstein and Kate Sayre, "The Female Economy," HBR Sept, 2009

Women are becoming breadwinners in more families.

“The future of the American economy depends on women’s work, both inside and outside the home.” – Joint Economic Committee of Congress



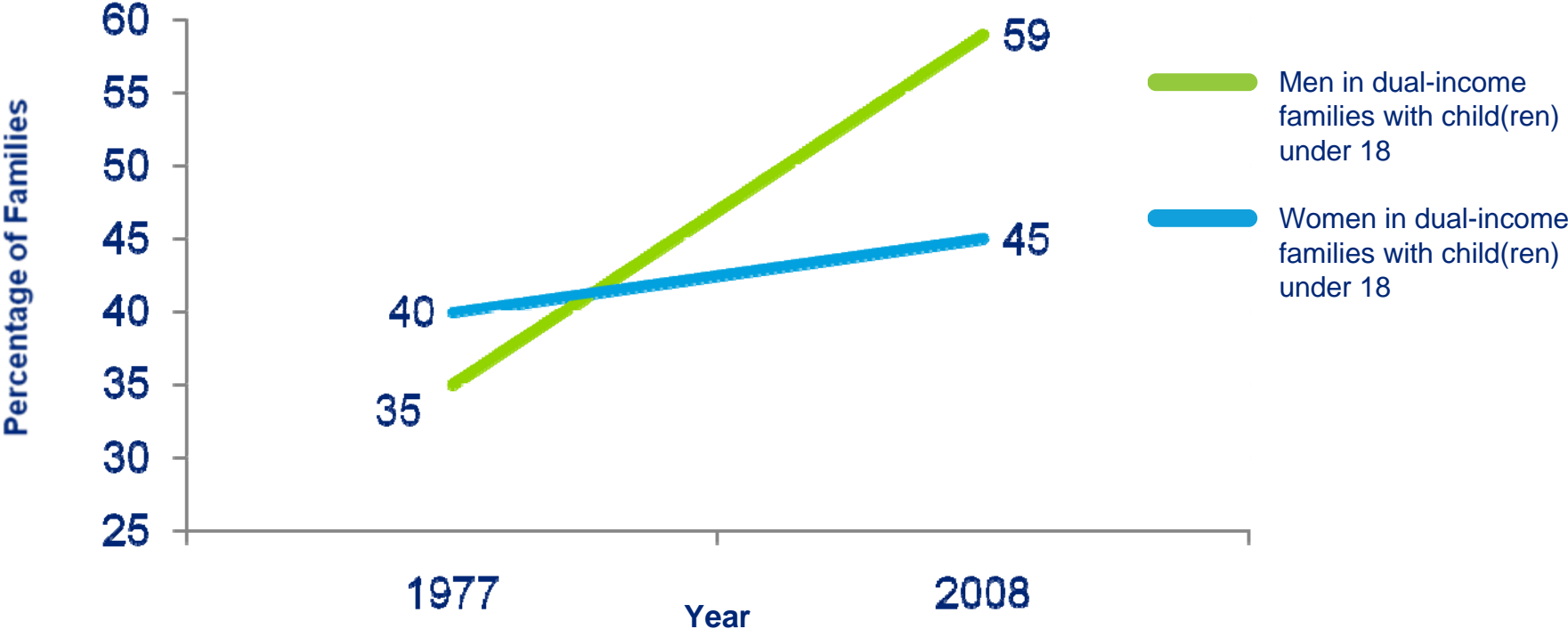
Changing family structure, 1950-2008



Expectations of men are changing also...

Men's need for flexibility is rising sharply as families are changing.

Percentage of men and women in dual-income families reporting work-life conflict (1977-2008)

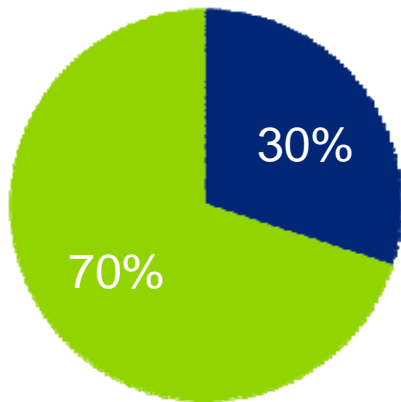


Source: Families and Work Institute (2009).

...along with evolving generational attitudes and expectations

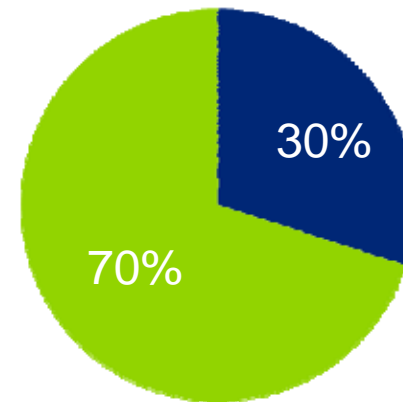
Cross-generations equally value meaningful contributions, work options and engaging in work communities.

Baby Boomers
(45-70 years of age)



- Want to better balance work and personal life
- Improving work-life balance is not a priority

Generations X and Y
(26-41 years of age)



- Seek options for career breaks
- Do not anticipate seeking options for career breaks

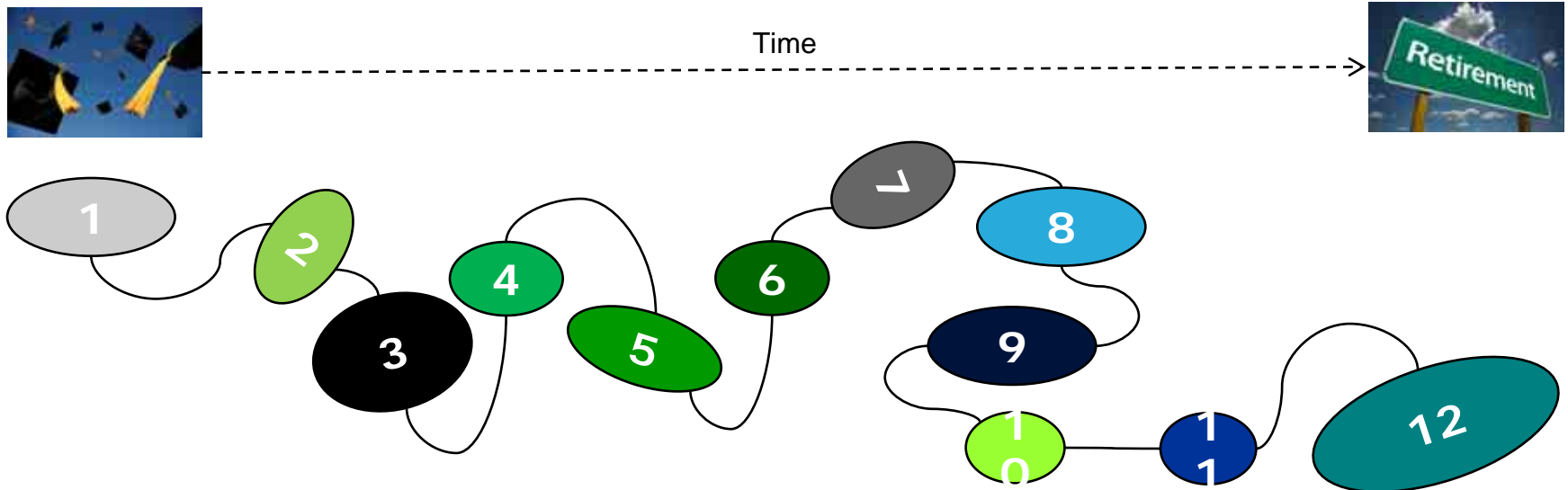
Sources: Michigan Office of Services to the Aging, 2008; Tuck School of Business, "Changing the Career Ladder," 2007.

Gen X and Y no longer seek “career destinations”

“My father was a loyal corporate soldier who worked at the same company for 32 years. But my generation is more interested in opportunities for fast growth ...”
~ Gen Xer Ryan Bristol

“The best way to keep yourself employable is to always be learning. So when the learning curve flattens out, Gen Y jumps.” ~ Penelope Trunk, The Brazen Careerist

Average person holds 12 jobs in their lifetime

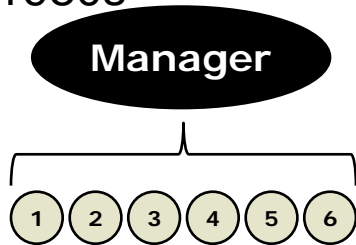


Hierarchies are flattening...

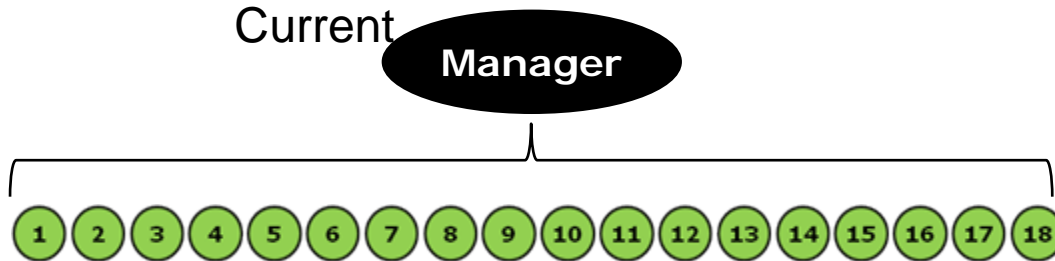
Flatter structures are challenging traditional talent development models that rely on upward progression

Ideal management span of control has tripled

1980s



Current

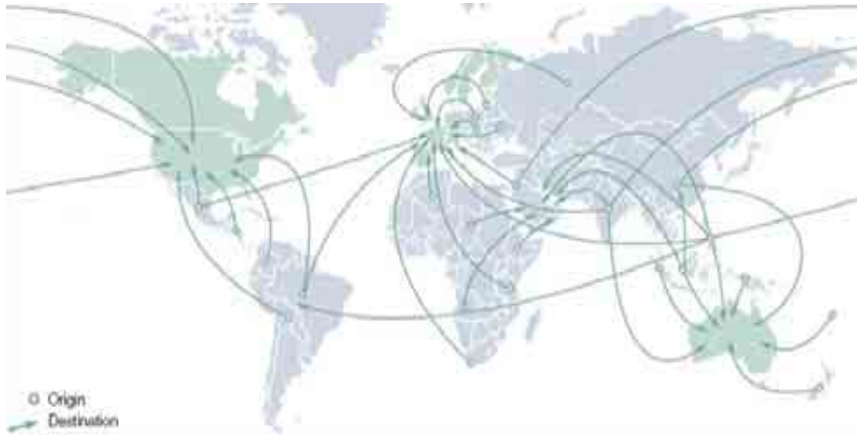


25% decline in levels of management hierarchy



And work is more global and virtual

Changing work processes require a higher level of mobility to take advantage of global resources and opportunities

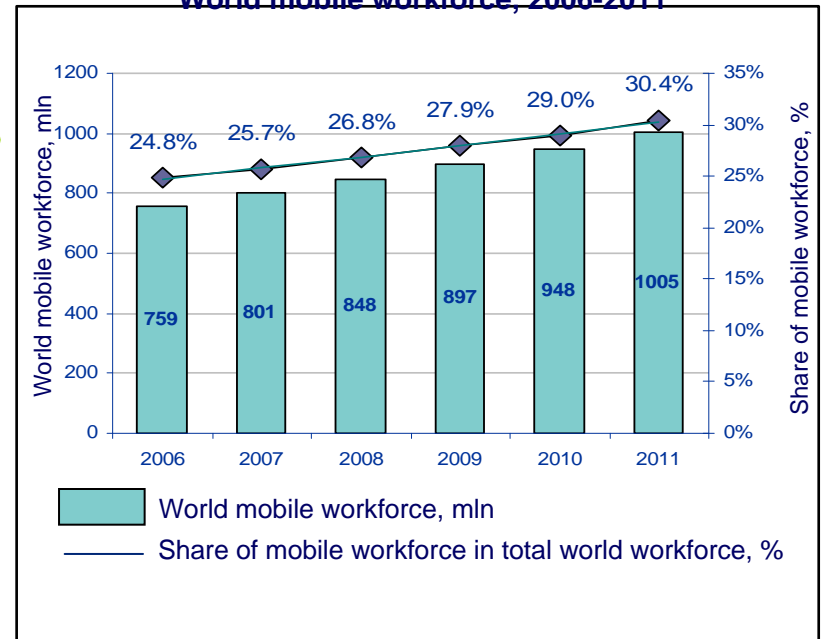


The increased globalization of business has changed processes and work styles



The networked organization allows people to interact with peers, managers, and customers in new ways...

World mobile workforce, 2006-2011



Shift from ladder to lattice





Key differences between ladder and lattice



- Hierarchical structure
- Work is a place you go to
- Separation of career and life
- Linear, vertical career paths
- Individual contributor driven
- Tasks define the job
- Many workers are similar

- Flatter, matrixed structure
- Work is what you do
- Integration of career and life
- Multi-directional career paths
- Team and community driven
- Competencies define the job
- Many workers are different



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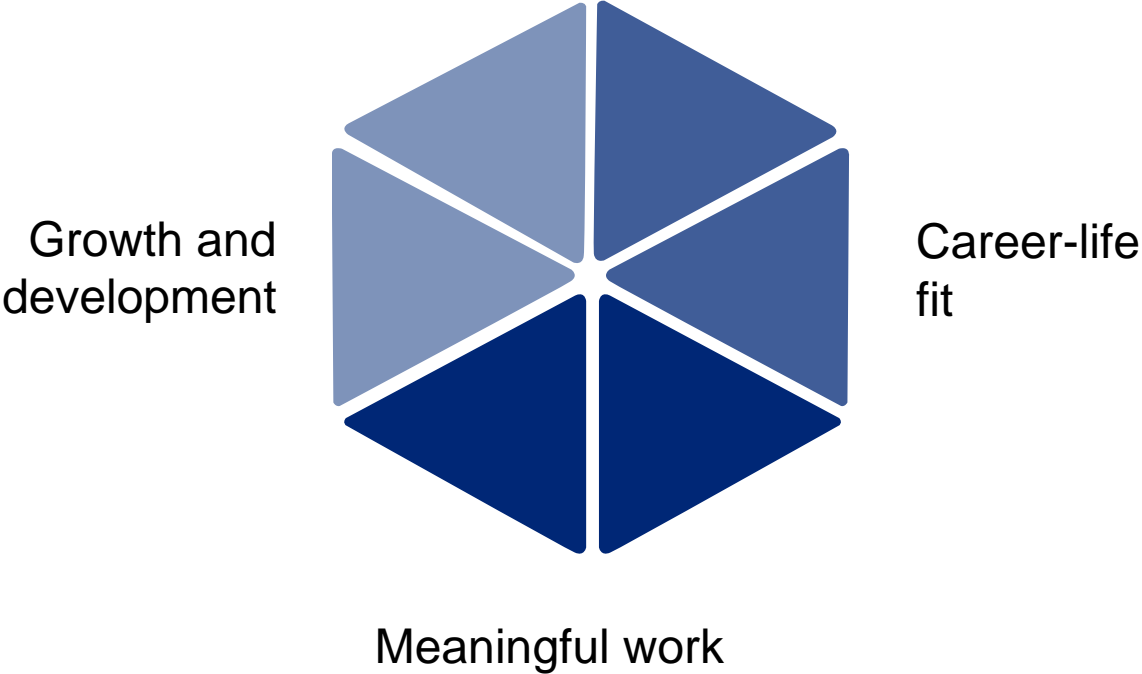


...and how these differences impact the changing world of work



What is the new value proposition in the lattice organization?

Today's top talent is looking for the opportunity to grow and develop while doing meaningful work in a way that supports career-life fit.



Customizing careers within a lattice organization



Mass *product* customization provides the inspiration for a more comprehensive response



Mass Career Customization® delivers similar benefits as mass product customization

MASS CUSTOMIZATION BENEFITS

MASS PRODUCT CUSTOMIZATION

MASS CAREER CUSTOMIZATION

Increased loyalty from greater connection with customers

Increased loyalty from greater connection with employees

Reduced supply chain costs

Decreased workforce acquisition and retention costs

Increased profitability from value pricing

Increased productivity through greater satisfaction and career-life fit

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Mass Career Customization provides a framework for how careers are increasingly being built



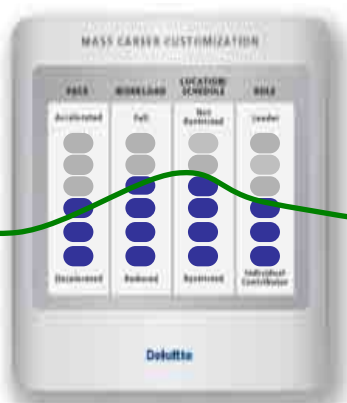
- Recognizes that careers ebb and flow over time
- Provides a more fluid structure in response
- Institutionalizes framework/process
- Allows choices
- Makes trade-offs more explicit
- Provides greater transparency
- Extends the bounds and consistency of what's acceptable

My Sine Wave

Stage 1
Career Years: 1 - 3



Stage 2
Career Years: 3 – 6
Phase: Practicing Law



Stage 3
Career Years: 7 - 10
Phase: Working from Home



Stage 4
Career Years: 11 – 20
Phase: New Career



Stage 5
Career Years: 21 to Present
Phase: Leadership



- Clerks for a federal Judge in Chicago after law school.
- Has first child during clerkship.
- Moved to New York with young child and grandmother.
- Worked full time for a small law firm with reasonable hours .

- Has 2nd child and takes four month maternity leave.
- Return to work at a 60% schedule – worked every day from 12 – 6 pm.
- Works this schedule for 2 years, without any clear path to partner, except firm policy of no part-time partners.
- Cases local so no travel.

- Leaves law firm to write first book – a guide for women who have careers and are starting families on the issues they face at work.
- Has 3rd child.
- Consulted from home.
- Works two days/week for New York State representative in district office.

- Joins Catalyst to direct research study of legal profession.
- Starts on a 3 days/wk schedule but moves up to full time
- Moves from Research to Advisory Services practice at Catalyst and grows law firm client base from none to six major clients in three years.

- Joined Deloitte to lead WIN thought leadership.
- Writes 2nd book
- Is promoted to Director
- Two of 3 kids out of the house, so almost an empty nester
- Excited to take on new challenges

What's your sine?

www.masscareercustomization.com/interactive.html

What's your sine?

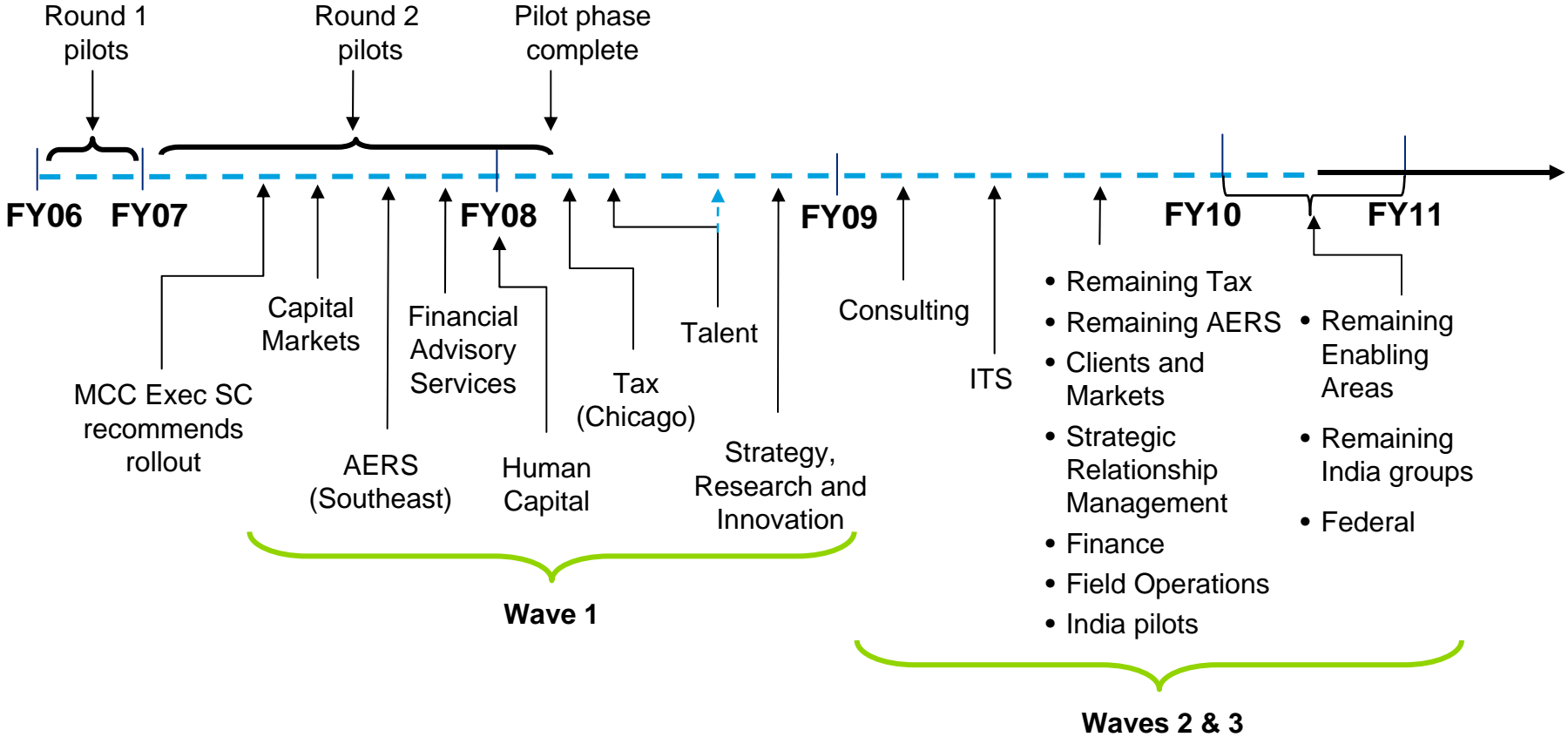


While mass career customization (MCC) provides a structure for how careers are being built, elements of MCC are already happening through a variety of one-off manifestations. Knowledge workers are managing their career-life fit by making individual choices to dial up or down their careers, sometimes in cooperation with their employers, while at other times, without their support. Review your own career journey to reveal your sine wave—and how you, too, may have tailored your career path.

[▶ Begin](#)

Exercise #1 : Your own sine wave

Deloitte piloted MCC for a year before rolling out in phases over the last three years.



At Deloitte, MCC is integrated into the annual talent cycle for all — not just those dialing up or down

**Year-end:
Assess
performance
against goals**



**Goal setting:
Set annual goals
within context of
MCC Profile**

**Mid-year: Review
performance against goals**

**On-going: Conversations about career-life fit and
adjustments to MCC Profile as needed and approved**

- The full population will have an MCC Profile — all the time.
- Each individual's current level of contribution, as depicted in MCC Profile:
- Shapes annual goals.
- Provides context for performance evaluation.
- Informs assignment decisions.

At federal agencies, MCC principles are inbedded in tools like Career Trak to allow customized career pathing

CareerTrak is a dynamic, interactive employee tool to align the changing needs of an agency with the changing work-life fit needs of employees in order to promote and sustain a skilled and knowledgeable workforce by defining viable career paths.

Features:

- ✓ Web-based
- ✓ Customizable
- ✓ Interactive career mapping can be modified over time
- ✓ Ability to see how personal career choices will impact professional growth

Manage Your Own Career...

Discovering Career Enhancement Opportunities at the Forest Service

If you can envision your success, you are more likely to achieve it!

The Forest Service HRM has many tools to help you realize your full potential. Use CareerTrak to map out future career paths and utilize the available resources and training to make your goals become a reality.

Getting Started...

1. Responsibilities

- Better understand your current role and job expectations

2. Roadmap

- Get creative and explore career options in both your current career path and in others at HRM!

3. Action Plan

- Identify personal strengths, interests, and areas for improvement through available training

4. Next Steps

- Engage in results-oriented career conversations with your supervisors and enroll in training



Click image to enlarge

Get Started!

Help Tutorial

CareerTrak Key Terms

Our results

Improved Career-Life Satisfaction

Wave 1 –
good economy

Satisfied with
my current
career-life fit

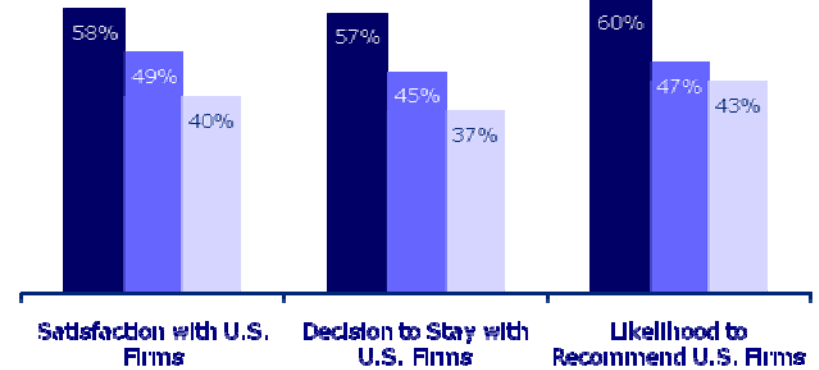
25%

Wave 2 –
downturn

Satisfied with my
current career-life
fit

12%

Enhanced Employee Engagement Factors



Did not explore profile change Explore making change now Explored future change

Higher Conversation Quality

My counselor/ manager...

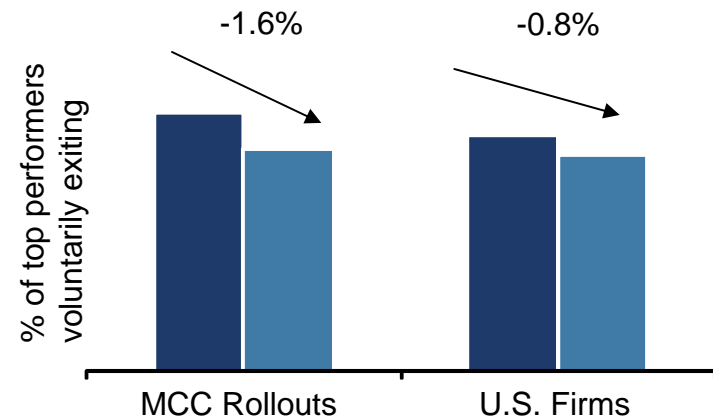
...offers me helpful advice
on how to fit my career
and life together

24%

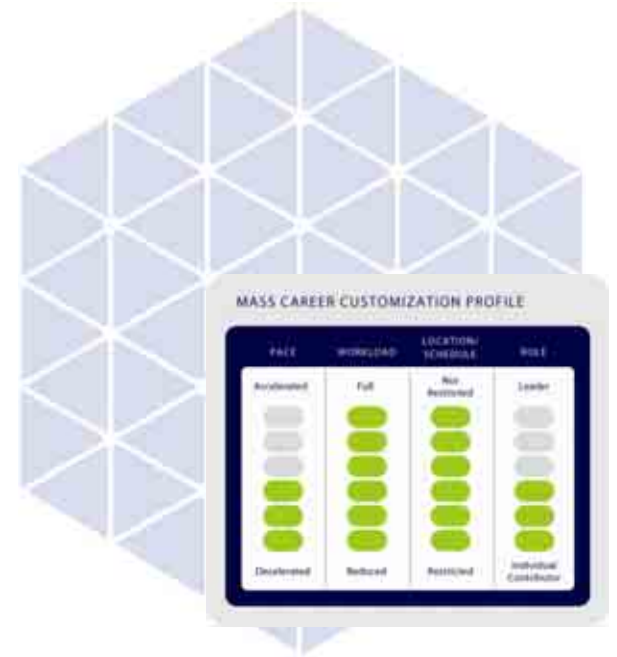
...describes clearly the
trade-offs associated with
my career-life choices

32%

Improved Retention of High Performers

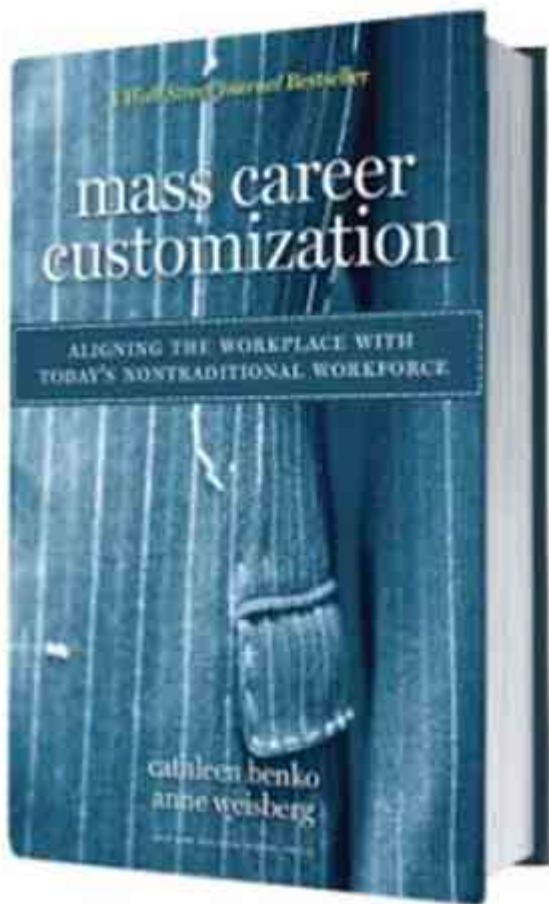


Questions?

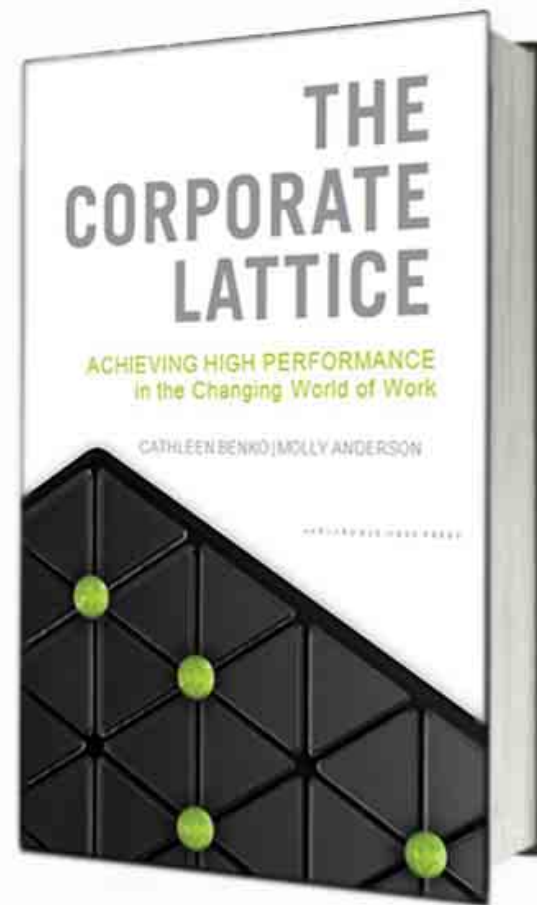


*“The future has already arrived.
It’s just not evenly distributed yet.”*

-William Gibson



www.masscareercustomization.com



www.corporatelattice.com

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