

# Careers of the Future

Ci Virtual Roundtable - Tuesday, 28<sup>th</sup> November 2017

The roundtable highlighted major trends in work and careers, and highlighted practical ways that employers are responding.

## PART 1: INSIGHT

For the organisations on the call, the business context and drivers for change included:

- Rise in outsourcing, artificial intelligence, and more-for-less demand from clients
- Scarcity of talent, particularly digital skills
- Ageing workforce, and lack of women in technical roles and senior roles
- Constant, rapid requirement for re-skilling esp. where there's business transformation
- Reduction in hierarchy and increased span means fewer opps. for vertical progression
- Yet: Millennials still expect career paths and rapid mobility (upwards and geographically)

Overall this suggests a changing 'career deal', especially if organisations are less secure or changing fast.

## PART 2: INNOVATION

Today's provocateur was Sharon Peake (member of the Ci team, former global head of Talent Management at SAB Miller), who highlighted five trends in careers:

1. Building 'employability' - yes they might leave, but career development is the number one factor in retention.
2. From career ladders to lattices; mobility takes on a new meaning
3. Re-skilling the workforce faster than ever before. AT&T expect people to change jobs significantly every four years.
4. Technology and transparency e.g. Glassdoor ratings. Internal transparency is expected now e.g. advertising internal roles.
5. Away from over-complex competency models towards 'experience maps'.

Experience maps: For 'destination' roles - typically quite senior roles - identifying essential experiences, desirable experiences and limiting experiences.

The group discussed three example responses:

**Making non-linear careers normal:** Prompted by Deloitte's *Mass Career Customisation*, participants talked about ways to make flexible work arrangements and non-hierarchical career routes more acceptable.

*"It's essential that these are normal for men as well as women."*

*"It's also good to highlight role models for new ways of working, and the business benefits."*

*"It needs to be normal, not permission-based."*

**Making more 'scaleable' interventions** for all employees not just top talent, e.g. Google 'Guru' coaching based on ½ day training. One participant talked about large-scale one-day workshops that have had great impact on conversations between managers & employees, whose views changed during the day.

**Keeping a future focus** in HR interventions - e.g. experience maps must be built around expected future roles not past success, to view it through a diversity lens, and to avoid being too prescriptive.

*"Only 19% of companies still have traditional career paths. But many individuals still seem to have traditional views."*



## PART 3: IMPACT

Shared themes emerged from the discussion.

- Joint ownership between employer and employee, and importance of manager-employee conversations on 'employability'.
- Role of lower-cost, more scaleable 'coaching' support (cf Google) to help employees take ownership.
- Educating employees is vital, given their traditional expectations. It can be done!