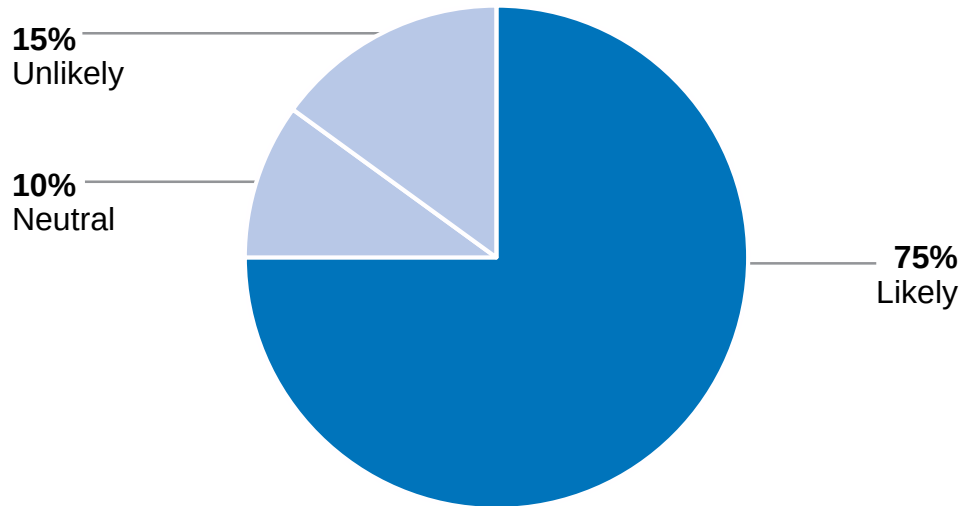


The New Path Forward

Creating Compelling
Careers for Employees
and Organizations

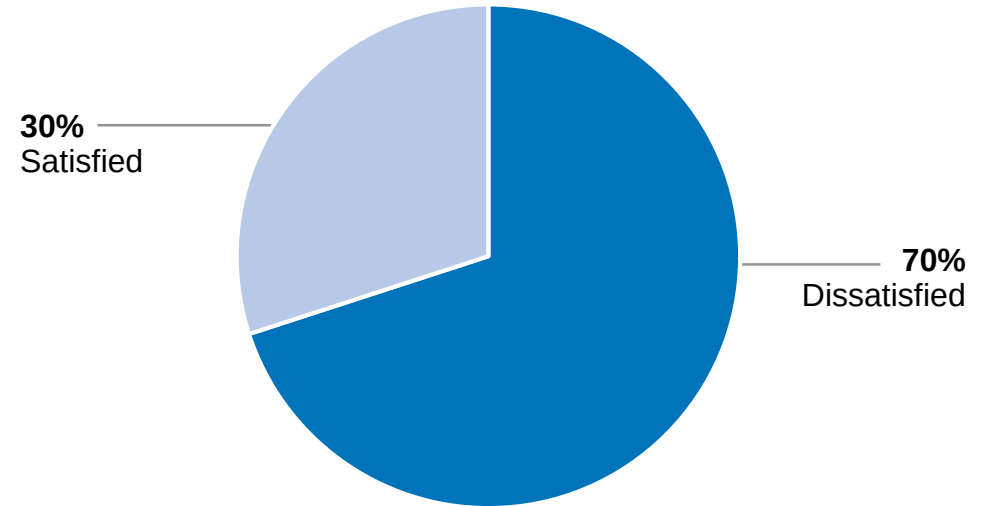
TODAY'S CAREERS FAIL EMPLOYERS AND EMPLOYEES

Organizations Face Capability Gaps
*Likelihood Organization Will Face an Internal
Capability Shortage in Next 3–5 Years
(Percentage of Heads of HR)*



n = 124.
Source: CEB 2015 Careers Head of HR Function Survey.

Employee Dissatisfaction with Career Opportunities
*Percentage of Employees Dissatisfied with Future
Career Opportunities at Their Organization*



n = 8,550.
Source: CEB 2015 Careers Employee Survey.

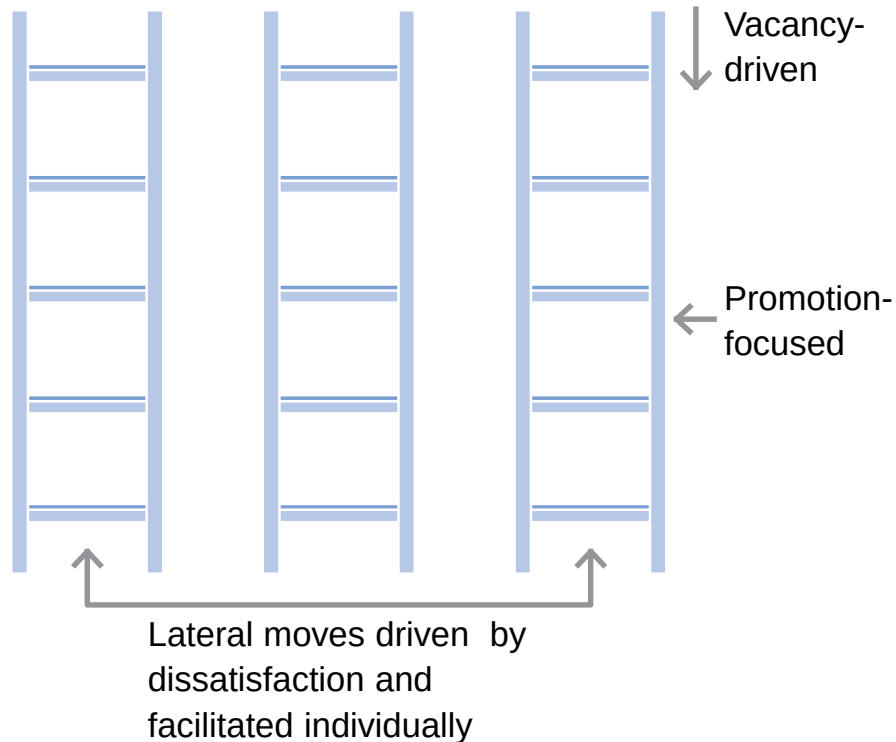
Eliminating an internal skills shortage generates an additional 5% to 8% annual increase in revenue and profit.

Improved career satisfaction generates an additional 2% to 3% increase in revenue and profit by increasing engagement.

Note: See Appendix for additional segmentation.

GROWTH-BASED CAREERS PRIORITIZE EXPERIENCES OVER PROMOTION RATE

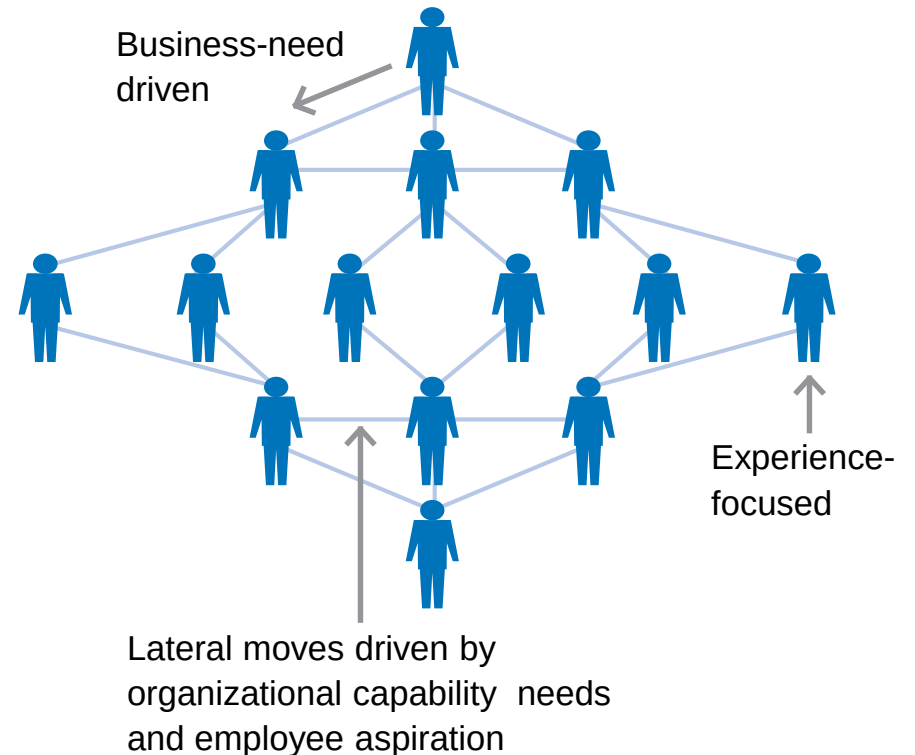
Promotion-Based Career Culture



- Employees focus on the next promotion
- Employees typically stay within a functional or organizational silo
- Career moves are driven by career dissatisfaction
- Opportunities are the result of vacancies

Source: CEB analysis.

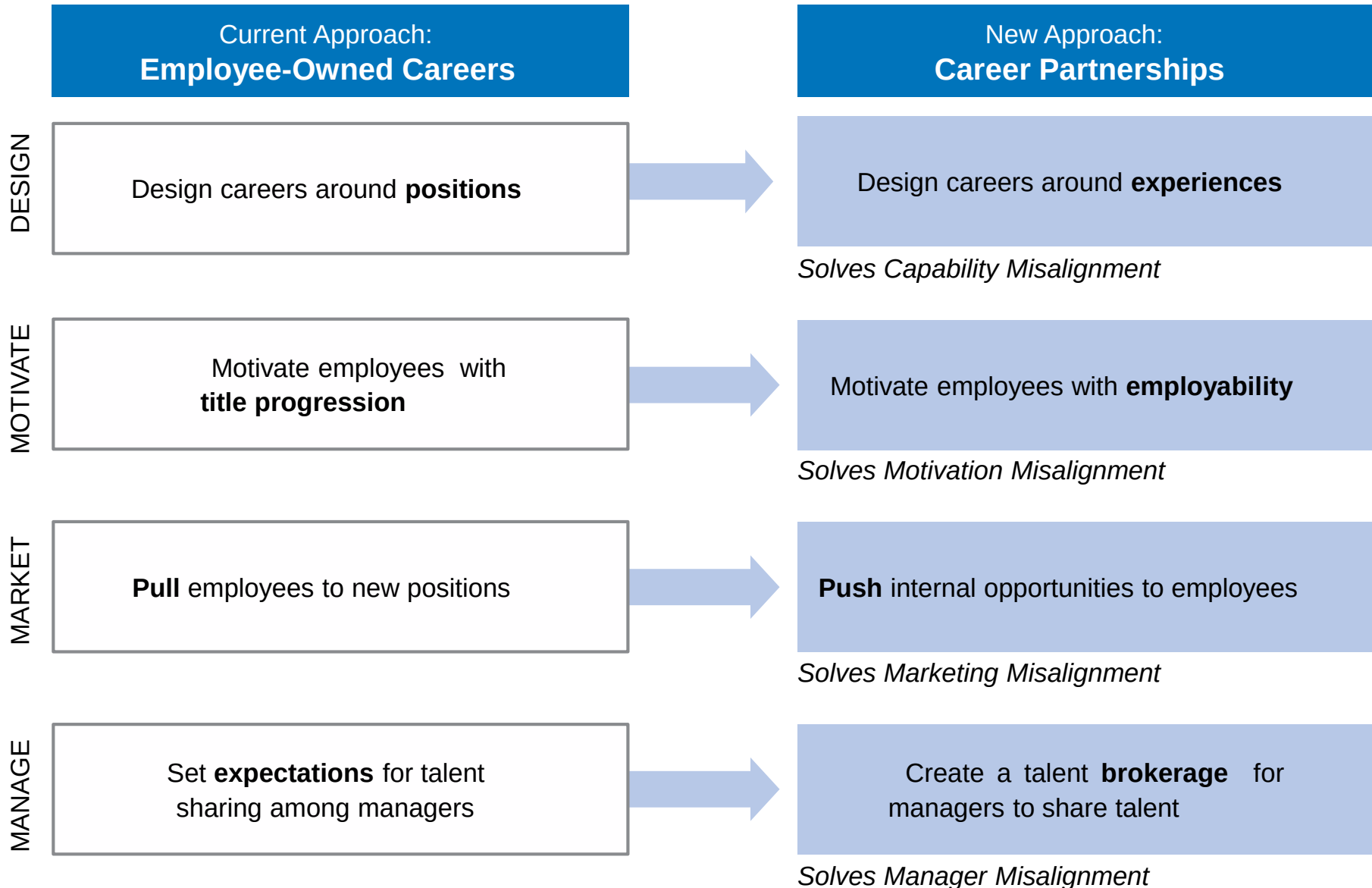
Growth-Based Career Culture



- Employees focus on obtaining new experiences that build their skills
- Employees move between different parts of the organization
- Career moves are driven by growth opportunities
- Opportunities are the result of business need

Source: CEB analysis.

CREATE CAREER PARTNERSHIPS TO ACHIEVE GROWTH-BASED CAREER CULTURE



Source: CEB analysis.

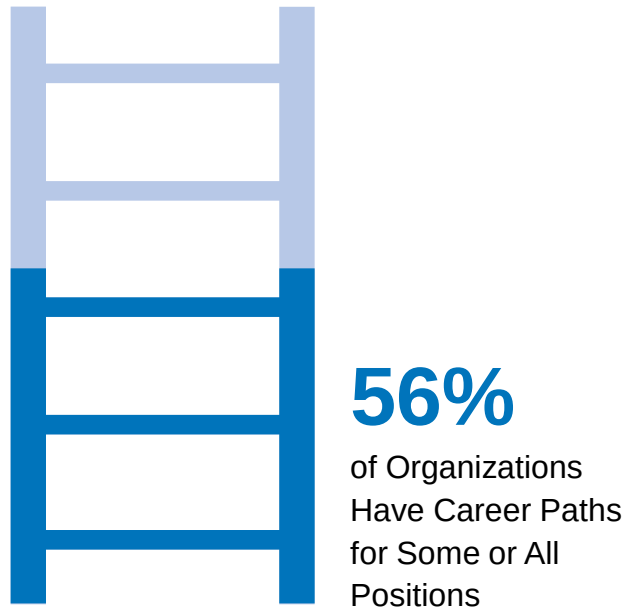
CREATE COMPELLING CAREERS THROUGH CAREER PARTNERSHIPS

DESIGN	MOTIVATE	MARKET	MANAGE
From Position to Experience-Based Careers	From Title Progression to Employability	From Pull to Push Strategies	From Expectations to Talent Brokerage
 National Grid's Career Maps	 LinkedIn's Tours of Duty	 HCL Technologies' Social Career Navigation System	 CYBER company ¹ Cyber Company's Critical Skills Portfolio
 Statoil's Leadership Renewal KPI	 Employability-Focused Career Conversations	 UnitedHealth Group's Raise Your Hand Process	 Arrium's Manager Once Removed Talent Brokers
	 Genentech's Career Lab	 Career Risk Triggers	
	 Dell's Personal Branding	Credit Suisse Credit Suisse's Attrition Profiles Goldman Sachs Goldman Sachs's Career Quiz	

¹ Pseudonym.

MOST ORGANIZATIONS GUIDE EMPLOYEES WITH CAREER PATHS TO SPECIFIC POSITIONS

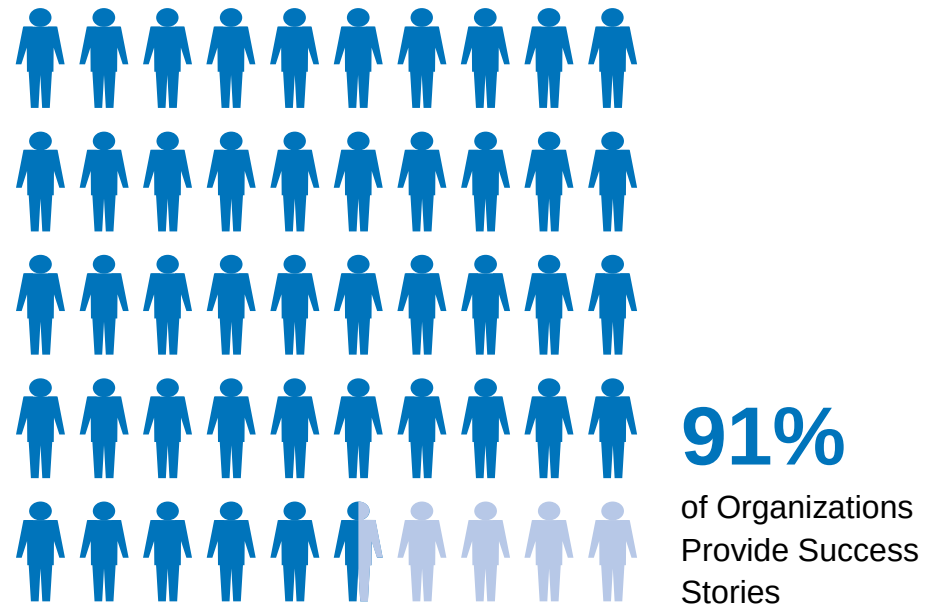
Organizations Provide Employees with Suggested Career Paths



n = 124.

Source: CEB 2015 Careers Head of HR Function Survey.

Organizations Show Employees the Career Paths of Others



n = 8,550.

Source: CEB 2015 Careers Employee Survey.

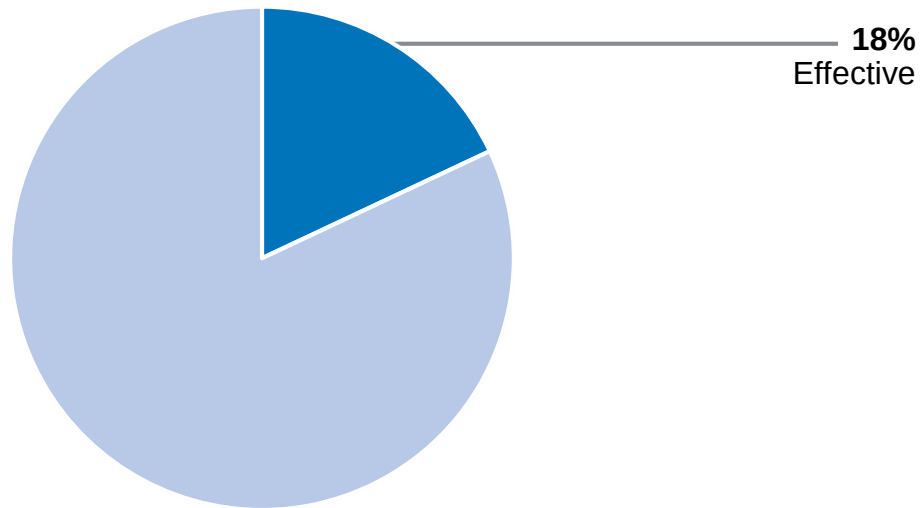
Common Tools to Help Employees Define Career Goals:

- **Career paths** for specific positions
- **Competency assessments** for specific positions
- **Career mentors** to advise on career aspirations and next moves
- **Success stories** describing how senior leaders achieved their positions

CURRENT CAREER DESIGNS BECOME OBSOLETE QUICKLY

Career Design Is Inflexible

Percentage of Heads of HR Who Indicated That Career Design Effectively Adapts to Changing Needs

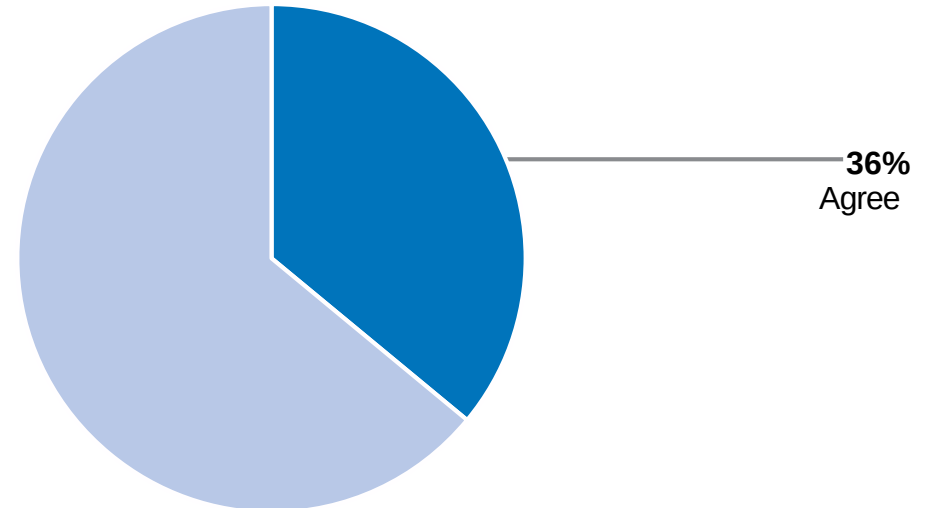


n = 124.

Source: CEB 2015 Careers Head of HR Function Survey.

Career Design Is Unrealistic

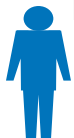
Percentage of Employees Who Have a Real Understanding of Internal Opportunities



n = 8,550.

Source: CEB 2015 Careers Employee Survey.

Three years ago, we invested in a big career path exercise, where we defined every position and how to get there. Now, half of it is **outdated, and hardly anybody uses it. What does a sustainable system look like?**



We encourage employees to own their careers and design them, but they become frustrated when we can't deliver on their aspirations. **They feel like we've broken our contract** with them. Should we provide any advice at all?

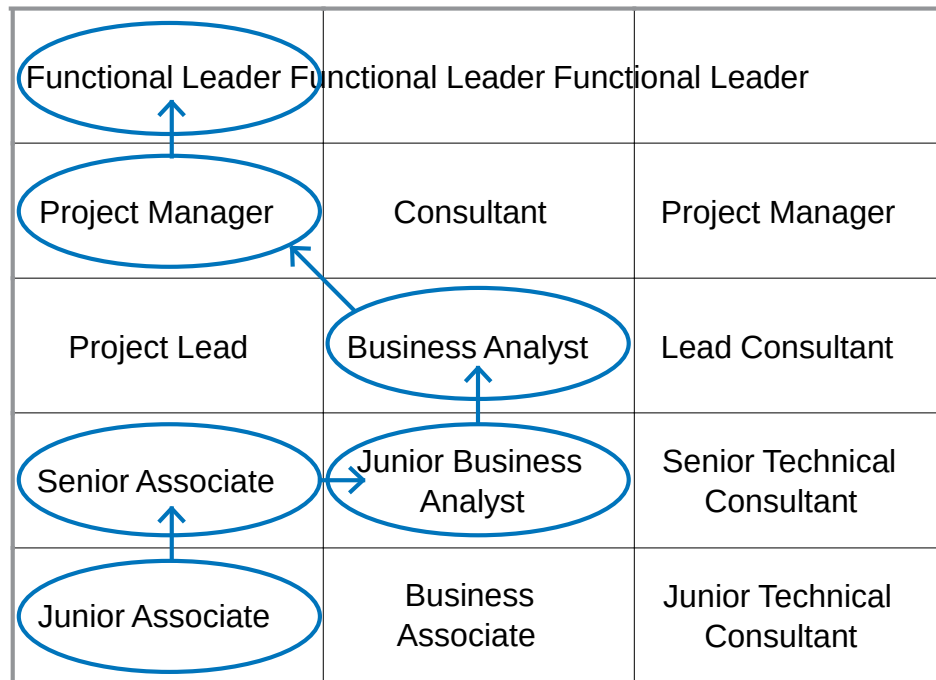


DESIGN CAREERS AROUND EXPERIENCES TO GROW EMPLOYEES WITH THE ORGANIZATION

Benefits of Focusing on Experiences:

- **Flexible:** It is easier to define key experiences, instead of mapping paths through evolving positions
- **Realistic:** Instead of implicitly promising progression, it highlights the variety of experiences and their benefits

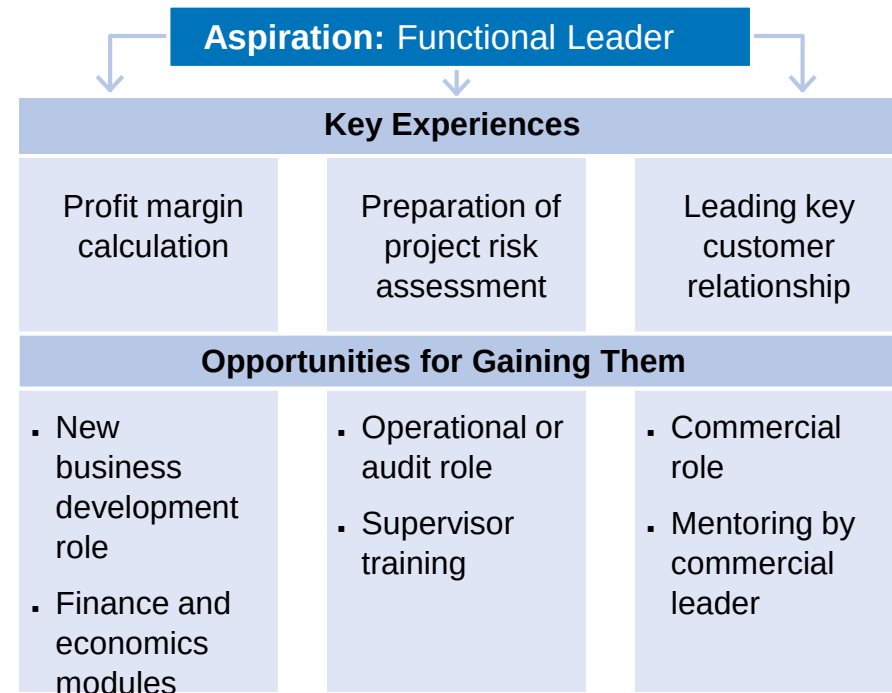
Designing Careers Around Positions



Definition: Tools and coaching based on traditional career moves help employees determine the positions they are interested in and map out a path.

Source: CEB analysis.

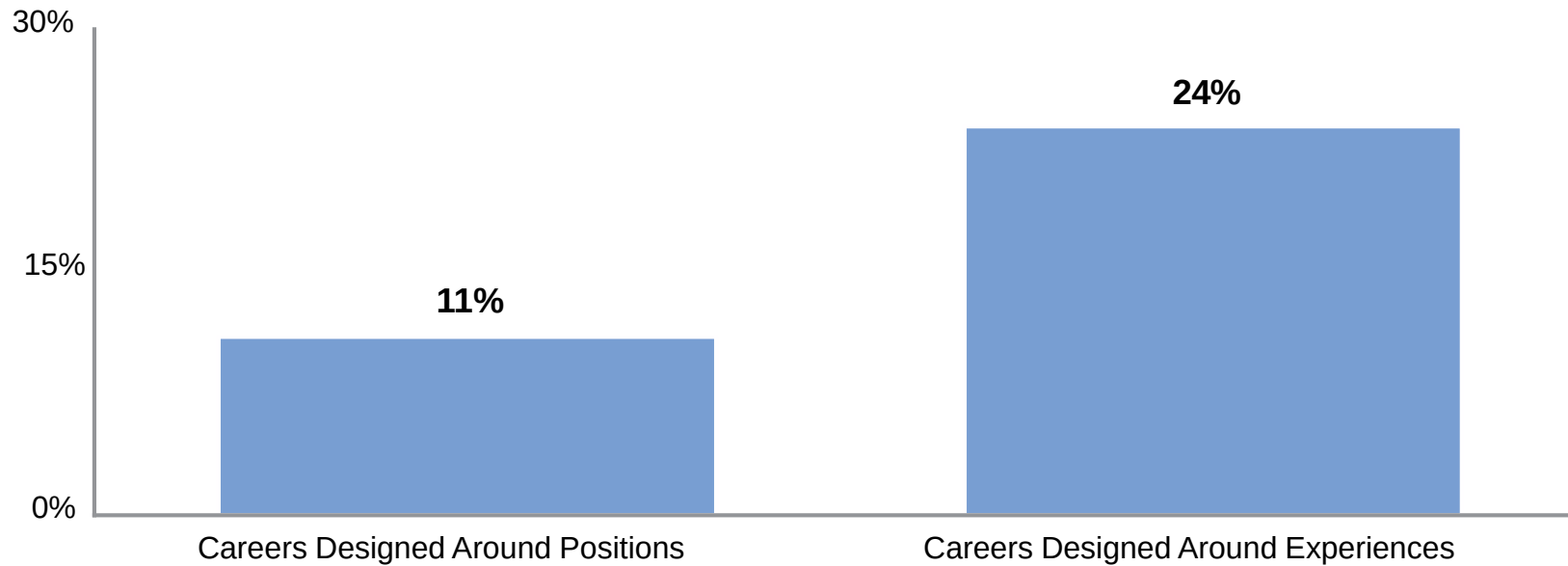
Designing Careers Around Experiences



Definition: Organizations actively manage experiences that build current and future capabilities to inform employee aspirations and enable them to grow their careers.

DESIGN CAREERS AROUND EXPERIENCES, NOT POSITIONS, TO INCREASE CAREER SATISFACTION

Designing Careers Around Experiences Improves Career Satisfaction
Maximum Impact on Career Satisfaction



$n = 8,550$.

Source: CEB 2015 Careers Employee Survey.

NATIONAL GRID'S CAREER MAPS

OVERVIEW

National Grid realized that to build a strong pipeline of candidates for business-critical roles, it needed to clearly articulate the types of experiences needed to assume the role. It built career maps that highlighted the benefits of taking lateral moves to help employees make better career decisions and give them the required skills for critical roles.

SOLUTION HIGHLIGHTS

- **Focus the Career Map on the End Point**

The career path element of National Grid's maps work backward from the critical role to employees' current roles using both vertical and lateral moves that provide key experiences.

- **Highlight Benefits of Connector Roles, Not Requirements**

National Grid emphasizes the benefits of lateral moves to help employees identify a career path that will provide the greatest opportunity to get experiences needed for a critical role. Employees can quickly look through the career map to assess which career paths will maximize the desired experiences for the critical role.

COMPANY SNAPSHOT

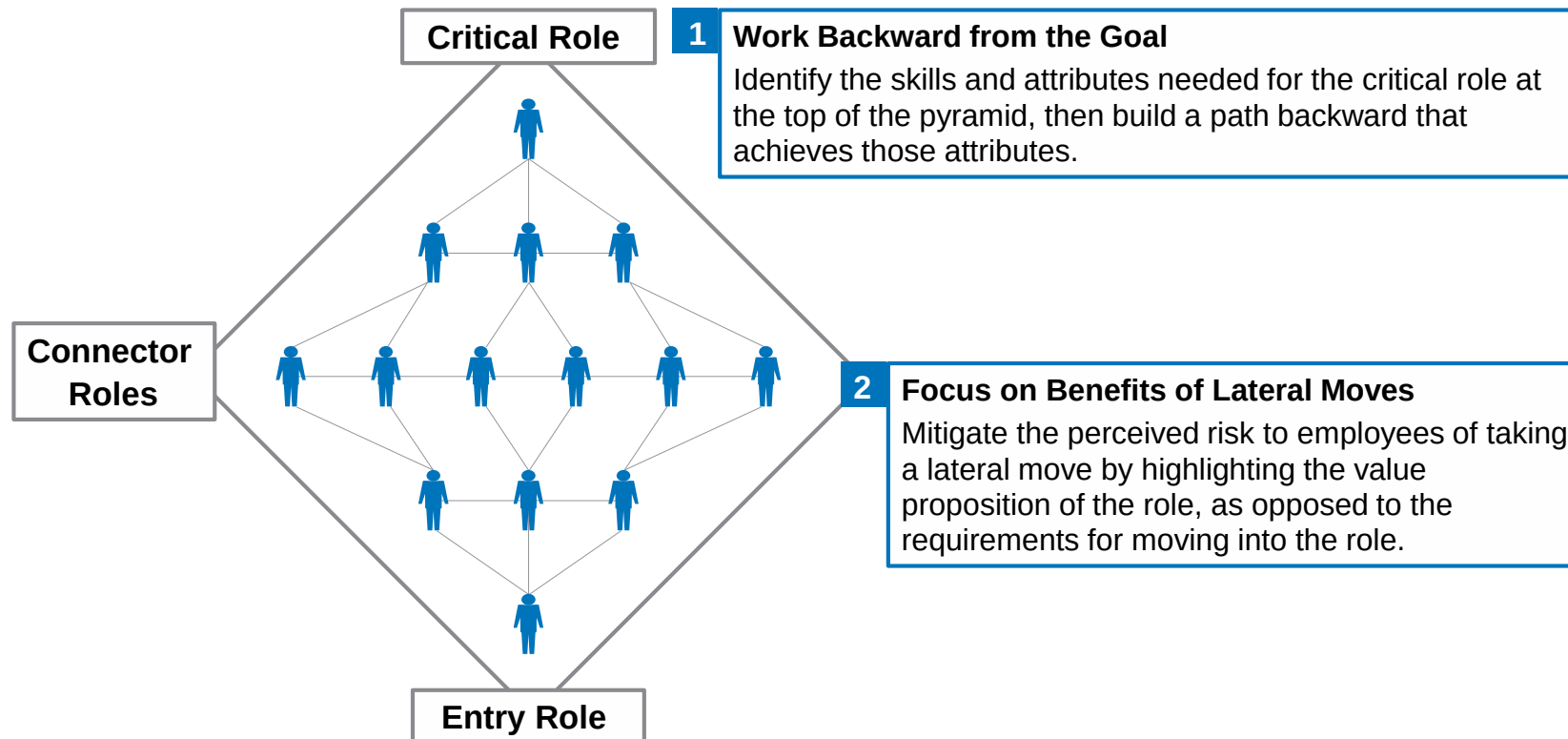
National Grid

Industry:	Utilities
2014 Revenues:	£14.8 Billion
2014 Employees:	24,000
Headquarters:	London
Areas of Operation:	Great Britain, United States

National Grid is an international electricity and gas company and one of the largest investor-owned energy companies in the world. It is a constituent of the FTSE 100 Index and provides energy to millions of customers across the northeastern United States and Great Britain.

GENERATE INTENTIONAL MOVEMENT BY BUILDING LIMITING, NOT EXPANSIVE, CAREER MAPS

National Grid Created Career Maps to Help Employees Get Desired Experiences for Critical Roles
Elements of a Career Map



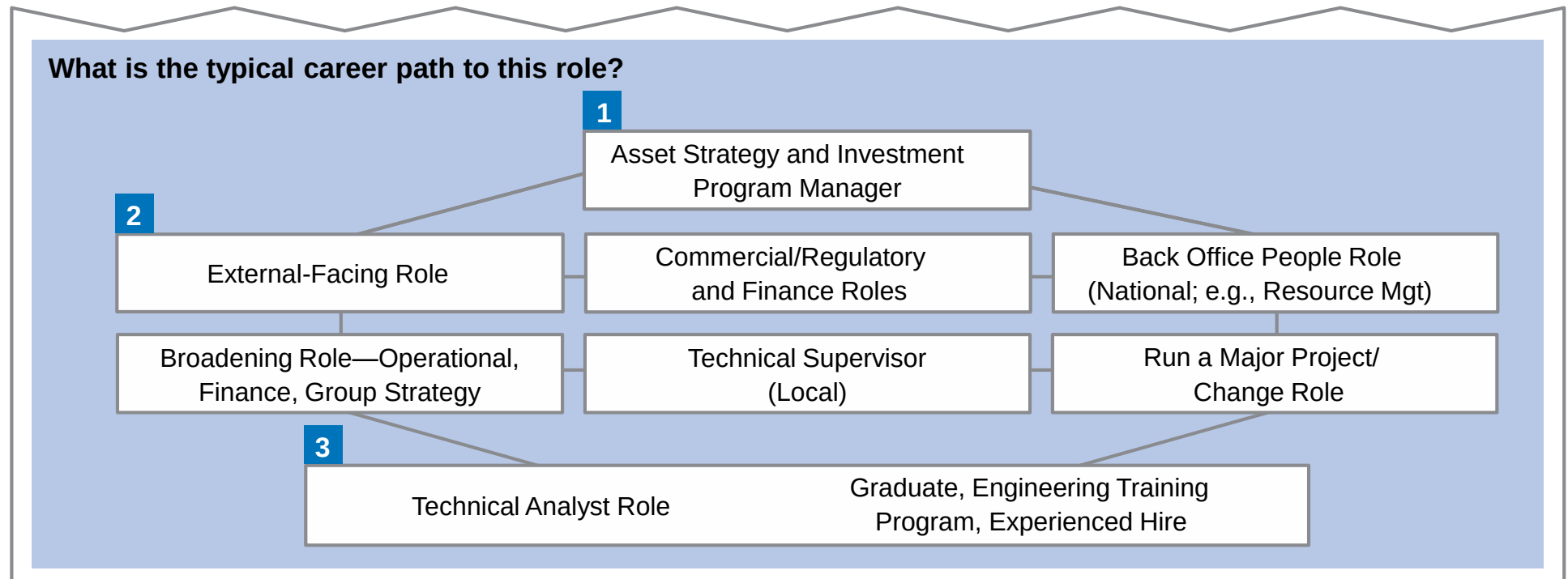
Maximize Impact by Limiting Scope

To reduce complexity and drive the importance of the maps, National Grid limits the number of career maps to the most critical positions in the business. Criticality is determined by direct impact on business activities.

Source: National Grid; CEB analysis.

ORIENT CAREERS AROUND THE END ROLE, RATHER THAN WORKING UP FROM A STARTING ROLE nationalgrid

National Grid's Career Map (Excerpt)^a



- 1** Each of the maps revolves around a **single critical role**, allowing employees to more easily narrow career options.
- 2** Connector roles are framed as **categories and connected laterally** to demonstrate that a traditional, linear path will not provide all experiences needed for the critical role.
- 3** The path includes **entry-level positions** so employees are not discouraged from perceiving their ability to move into a critical role.

Source: National Grid; CEB analysis.

^a See Appendix for full career map.

OVERVIEW

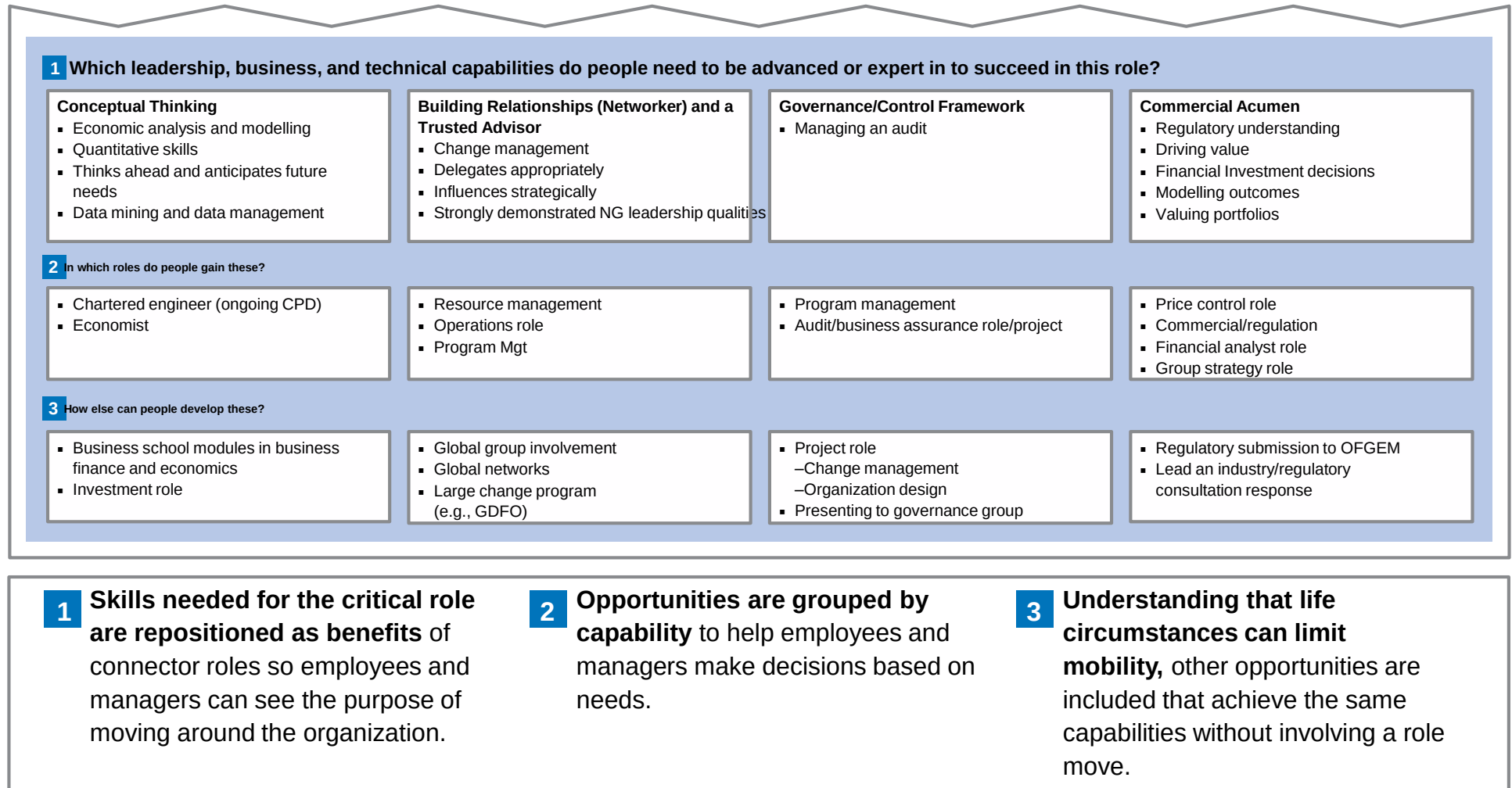
COMPONENT 1

COMPONENT 2

RESULTS

FOCUS ON BENEFITS OF CONNECTOR ROLES TO PROMOTE DESIRED EXPERIENCES

National Grid's Career Map (Excerpt)^a



Source: National Grid; CEB analysis.

^a See Appendix for full career map.

CAREER MAPS BUILD CANDIDATES FOR CRITICAL ROLES, IDENTIFY NON-OBVIOUS SUCCESSORS

“By clearly defining the skills and experiences that are needed for our most critical roles and mapping out visually on one page how candidates can move into those roles, **we are ensuring that our future leaders will have the right skills to ensure the continued success of the business.**”

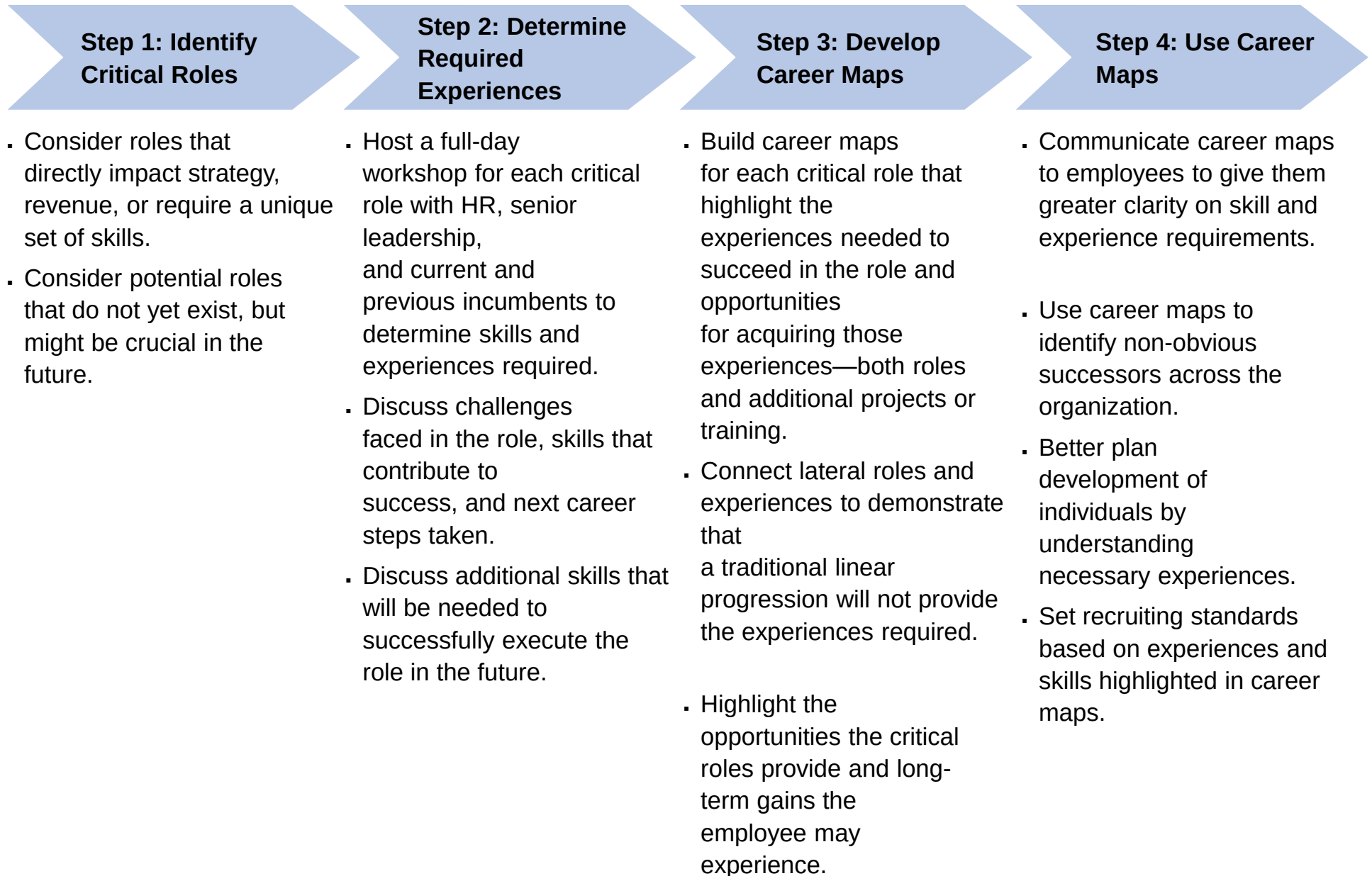
Juliette Trollope
Global Workforce Planning Manager
National Grid

“We can select qualified candidates by working with potential successors to map out possible development paths for them, allowing them to make informed choices about their career paths. In turn, the business has access to a greater pool of suitable candidates. **We do not limit ourselves to the candidate in the preceding role but thoughtfully consider the experiences of other, less obvious candidates.**”

Kate Clark
HR Business Partner
National Grid

Source: National Grid; CEB analysis.

NATIONAL GRID IMPLEMENTATION GUIDE



Source: CEB analysis.

FROM POSITION TO EXPERIENCE-BASED CAREERS

Key Takeaways and Action Steps for Chief HR Officers



Key Takeaways

- Organizations identify paths to specific positions; 56% of organizations have career paths and 91% share career success stories.
- However, this position-based career design is inflexible and unrealistic: only 18% of Heads of HR say it adapts to changing needs, and only 36% of employees have a realistic understanding of internal positions.
- Instead of designing careers around positions, organizations should actively manage experiences that build current and future capabilities.



Action Steps for Chief HR Officers

1. Meet with business leaders to identify capabilities needed for the future.
2. Interview leaders to identify which experiences develop necessary capabilities.
3. Map experiences to show employees and managers where critical experiences can be gained.
4. Monitor and manage key development experiences to maintain their accessibility.