



Mass Career Customization®: Building the Corporate Lattice™ Organization

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UN Expert Group Meeting

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The Changing World of Work

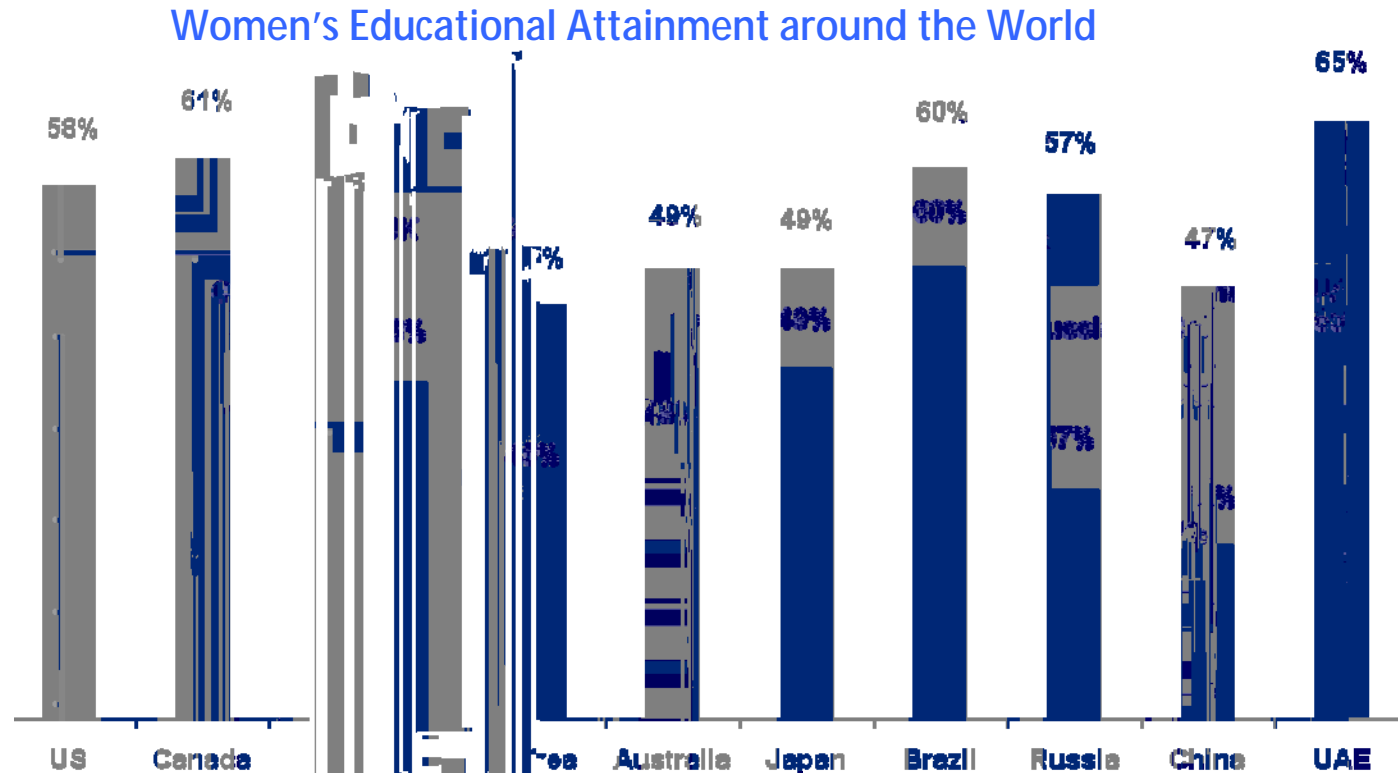


A set of converging trends are propelling the shift from ladder to lattice

	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.

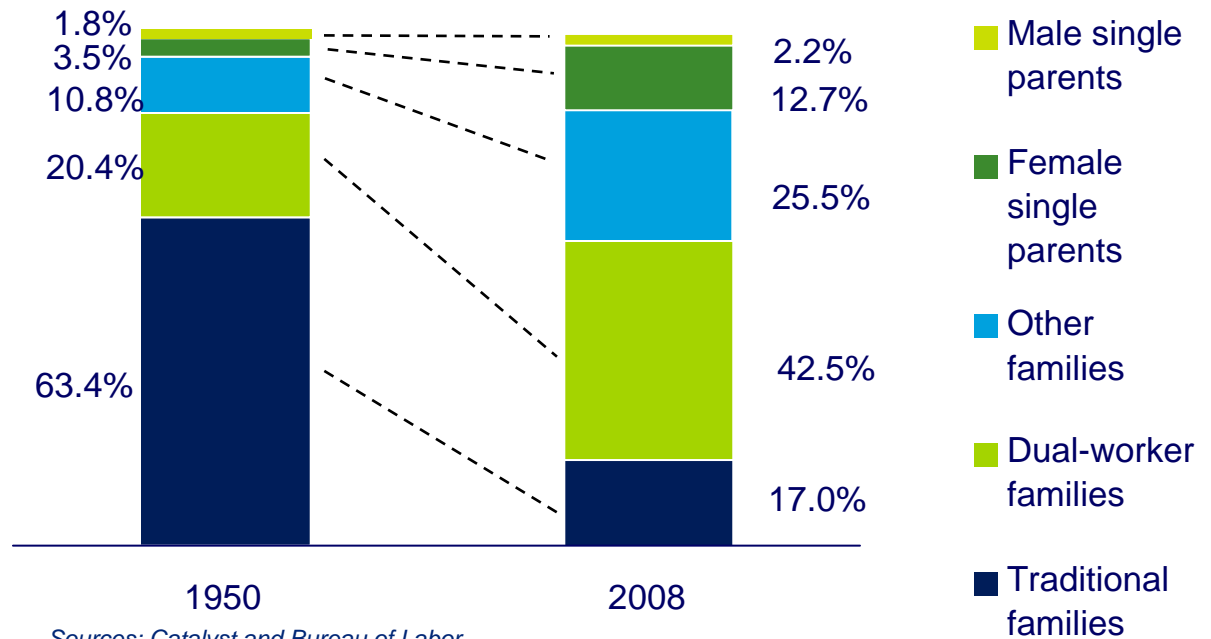


Sources: www.catalyst.org; Center for Work Life Policy, [The Battle for Female Talent in Emerging Markets](#); All numbers are for 2009 except Japan (2006) and Korea (2005)

Women are becoming breadwinners in more families.

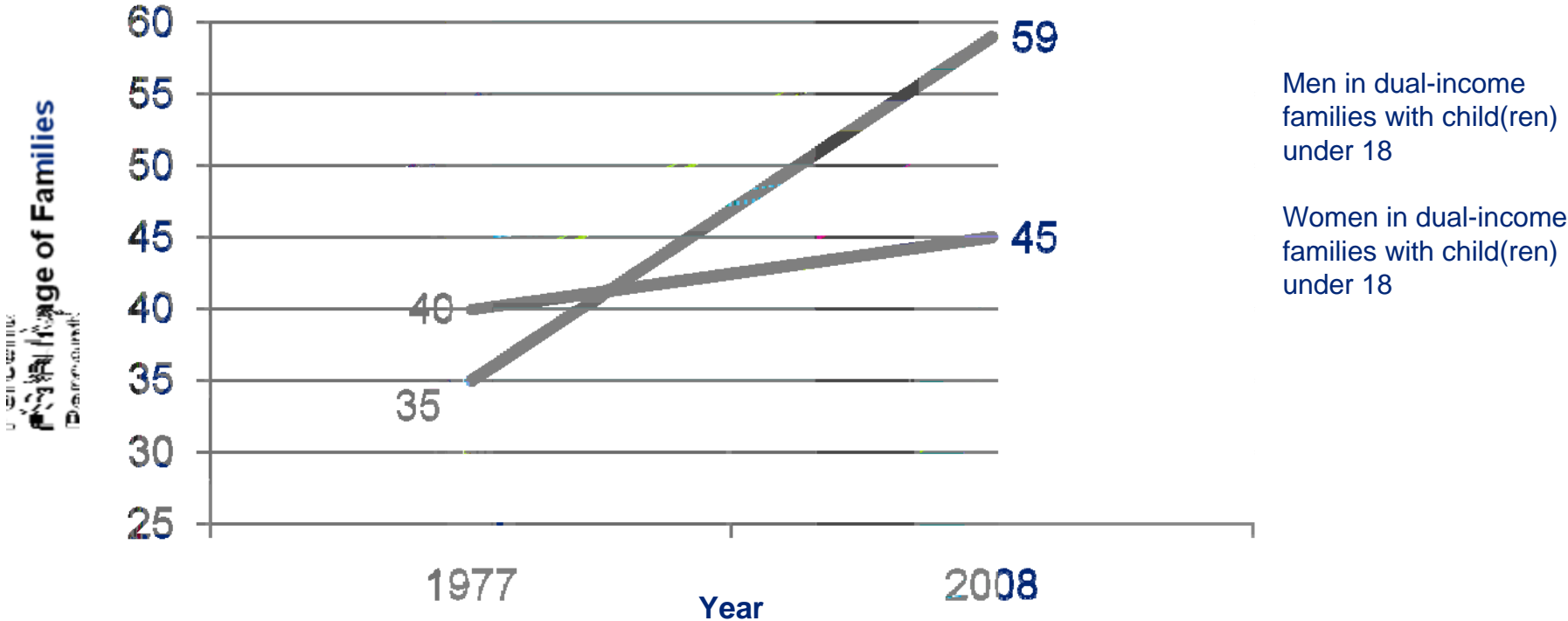
“The future of the American economy depends on women’s work, both inside and outside the home.” – Joint Economic Committee of Congress

Changing family structure, 1950-2008



Expectations of men are changing also...

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

Baby Boomers
(45-70 years of age)

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



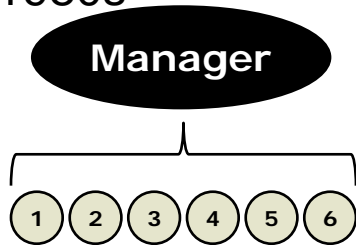


Hierarchies are flattening...

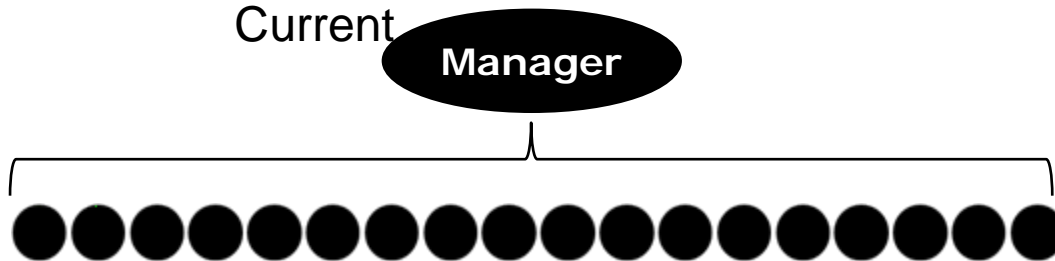
Flatter structures are challenging traditional talent development models that rely on upward progression

Ideal management span of control has tripled

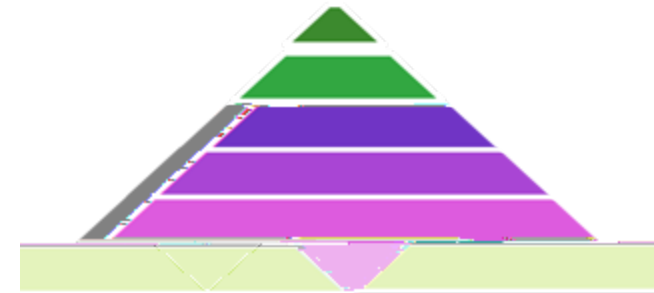
1980s



Current



25% decline in levels of management hierarchy





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...



- Hierarchical structure
- Work is a place you go to
- Separation of career and life
- Linear, vertical career paths
- Individual contributor driven
-

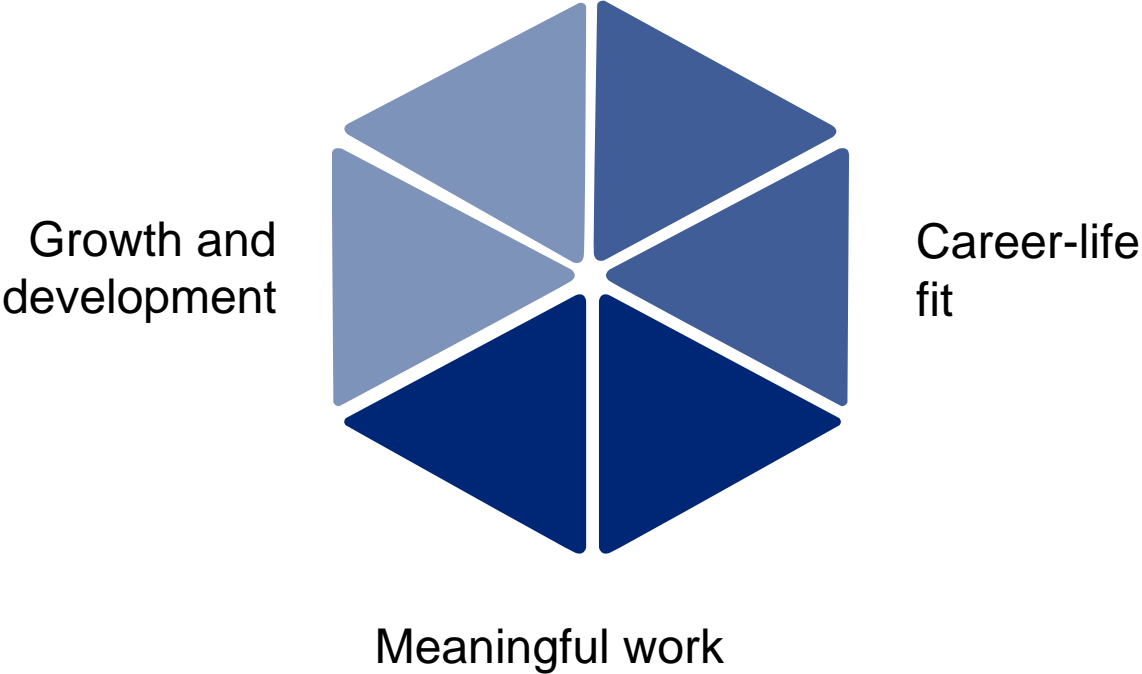


- Hierarchical structure
- Work is a place you go to
- Separation of career and life
- Linear, vertical career paths
- Individual contributor driven
- Tasks define the job
- Many workers are similar•
-



What is the new value proposition in the lattice organization?

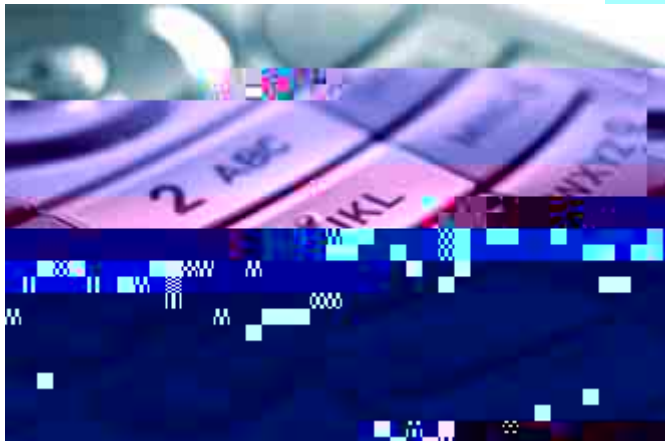
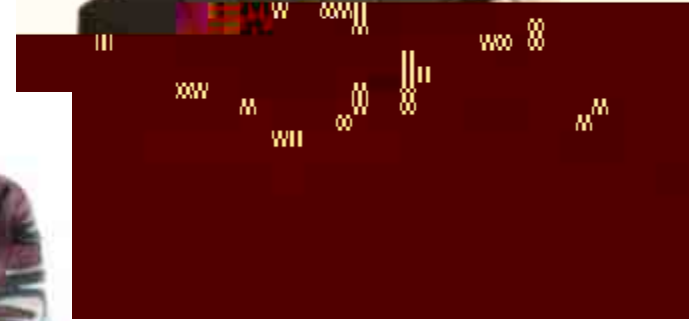
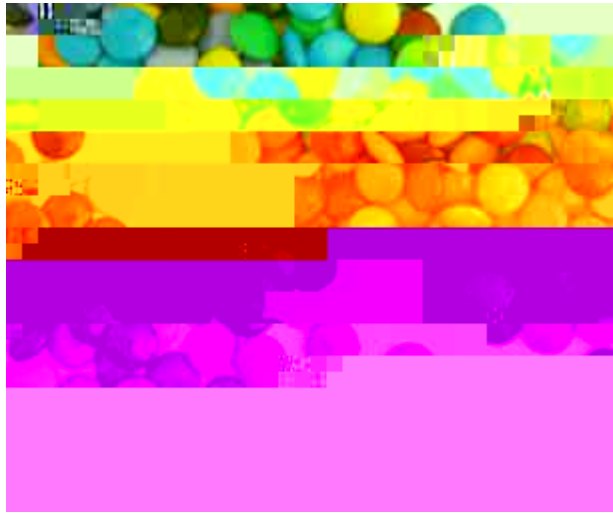
Today's top talent is looking for the opportunity to grow and develop while doing meaningful work in a way that supports career-life fit.



Customizing careers within a lattice organization



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



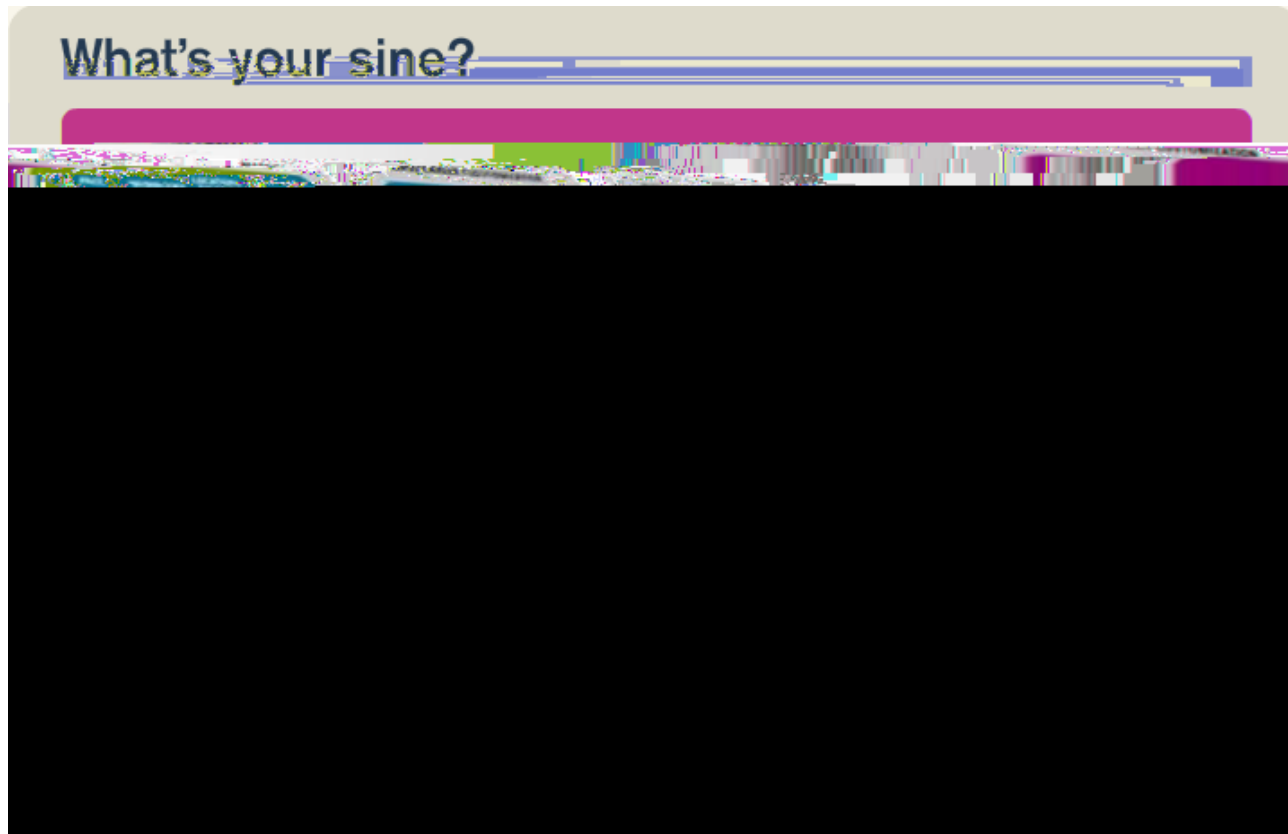
Mass Career Customization® delivers similar benefits as mass product customization

MASS CUSTOMIZATION BENEFITS



What's your sine?

www.masscareercustomization.com/interactive.html



Exercise #1 : Your own sine wave

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:

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

The screenshot displays the 'Manage Your Own Career' interface. At the top, it features the title 'Manage Your Own Career' and a subtitle 'Discovering Career Enhancement Opportunities at the Forest Service'. Below this, there are several interactive elements and text boxes:

- A central text box reads: '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.' Below this is a 'Get Started!' button.
- A 'Plan' section includes the text: 'Personal strengths, interests, and transfer it through available training'.
- A '2. Roadmap' section contains the text: 'Get creative and explore career options in both'.
- A '3. Action' section includes the text: 'Identify per improvement'.
- A '4. Next Steps' section contains the text: 'Engage in results-oriented career conversations with your supervisors and enroll in training'.
- Other visible text includes 'Complete Training and Professional', 'Explore New Career Opportunities', '1. Responsibilities', 'Manage Your', and 'Click image to enlarge'.

Our results

Improved Career-Life Satisfaction

Wave 1 –
good economy

Satisfied with
my current
career-life fit

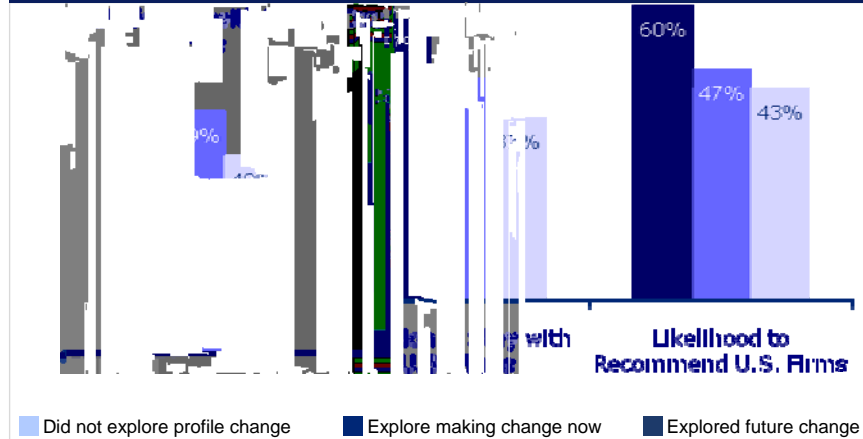
25%

Wave 2 –
downturn

Satisfied with my
current career-life
fit

12%

Enhanced Employee Engagement Factors



Higher Conversation Quality

My counselor/ manager...

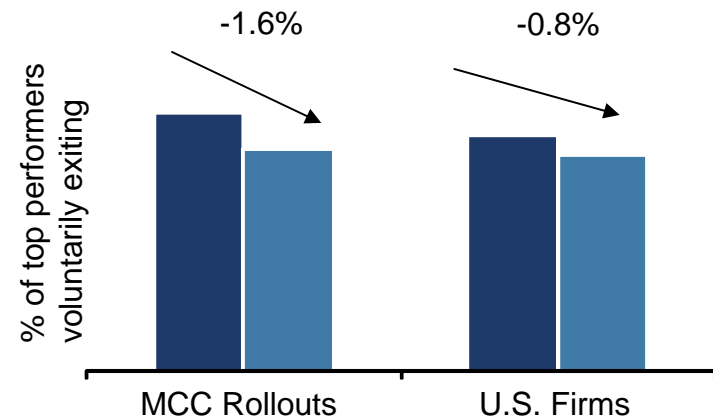
...offers me helpful advice
on how to fit my career
and life together

24%

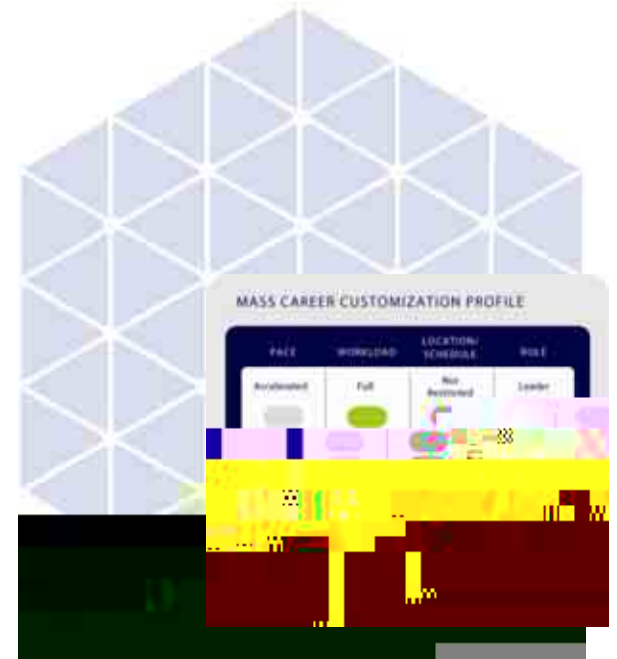
...describes clearly the
trade-offs associated with
my career-life choices

32%

Improved Retention of High Performers



Questions?



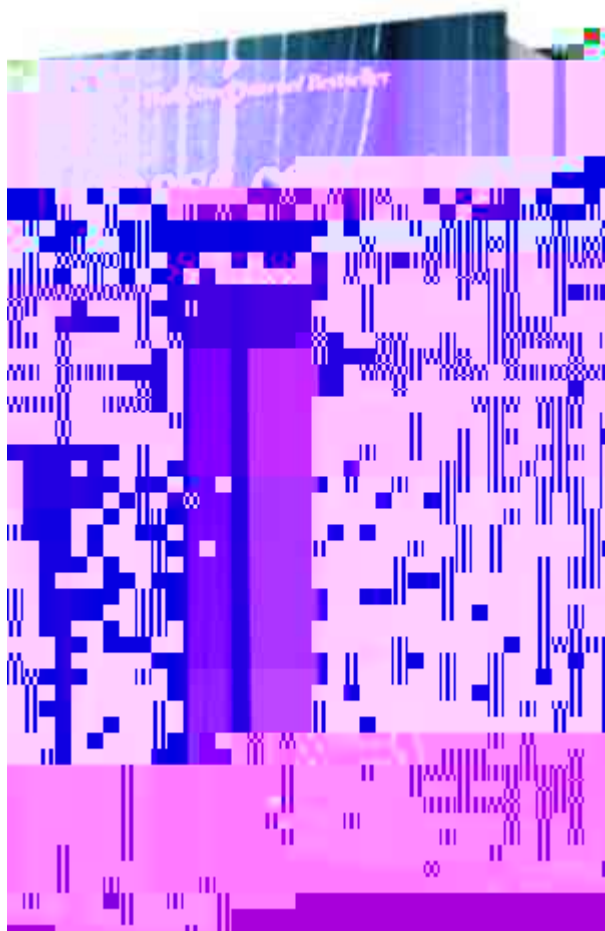
*"The future has already arrived.
It's just not evenly distributed yet."*

William Gibson



HARVARD
BUSINESS
SCHOOL
PRESS

eloise



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