



Karriere erfolgreich umgestalten



Trends und Überblicke

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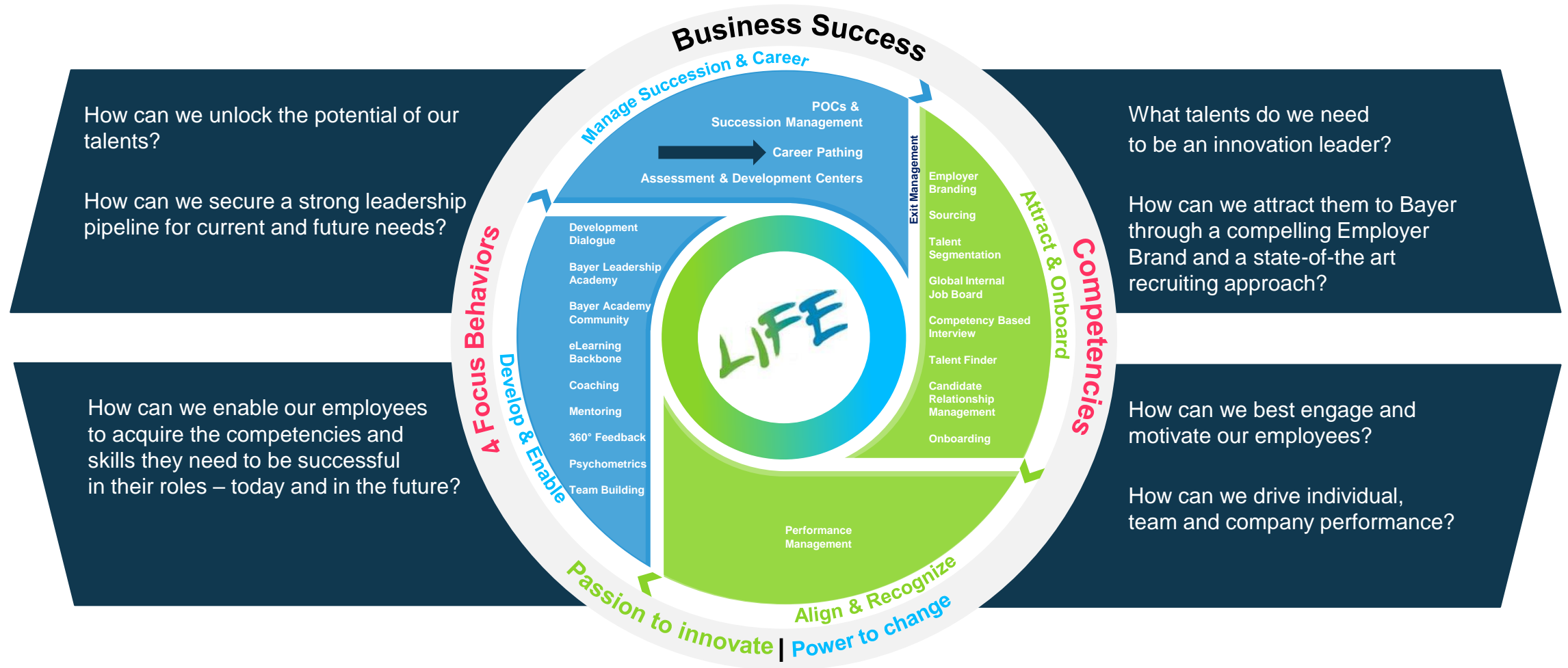


Talent Management Strategy



Talent Management Strategy

Career paths





Why careerpathing



Overview Careerpathing

Definition

Characteristics

- // Various positions an employee moves on one by one
- // The employee may move vertically, laterally or cross functionally to move to a different type of job role
- // Each move is linked to different conditions such as experience, qualifications, tasks and requirements
- // Along the career path you should build up a competency set for target position
- // Career paths do not specify fixed steps, they must be individually designed
- // A career perspective is no guarantee that the desired goal will be achieved

Purpose

- // Showing opportunities
- // Increase employee motivation, performance
- // Building the talent pipeline
- // Foster cross-functional/-organizational moves
- // Foster strategic workforce planning to meet organizational needs
- // Strengthen employer image and retention



Trends

Market forces drive trends in career path models

Market Forces

- // Increasing speed of product development
- // New entrants and increasing market volatility
- // Frequent changes of org. structure
- // Switch from centralized to decentralized decision making
- // Increasing percentage of white collar workers / high-skilled project workers
- // “War for talents”
- // Highly diverse workforce regarding development vision (i.e. Babyboomer vs. Gen Y)
- // Digitalization



Resulting Trends



// Holistic view of skill development instead of silo career paths



// Need to satisfy age-group specific and individual development demands



// Focus on next steps, no predictable and long-term planning possible



// Employee-owned careers instead of HR / manager-driven careers, greater use of existing talents than external recruitment



// Increasing focus on IT-based tools to enable dynamic, employee-focused environment



Overview

Types



Traditional

Tenure track

// Ladder oriented career development according to employee's tenure and acquired titles

Path into key role

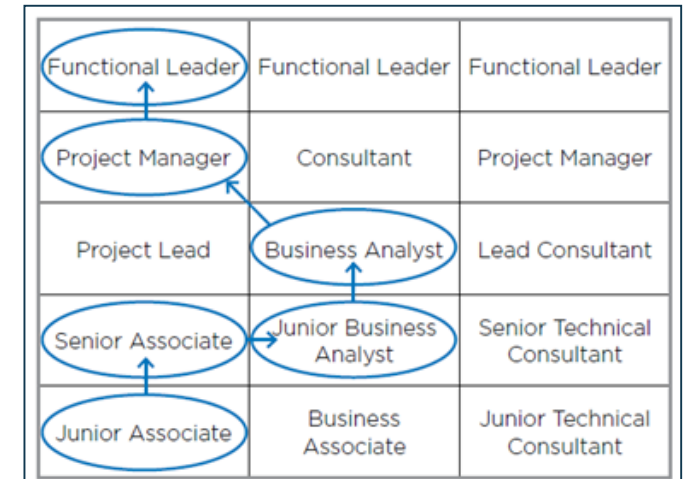
// Development of critical employee skills and competencies according to the company's strategic needs

Comprehensive career architecture

// Foster employee development into particular key roles



Designing careers around positions





Overview

Types



Agile

Job mosaic

// Employee navigates own career path by focusing on possible next development steps according to a mosaic logic across units, regions and

Skill badges

// Job roles require specific skill-sets

// Employees' acquired skills are awarded digital badges, enabling them to create individual career paths

Designing careers around experiences





New approaches needed

Career path model - Benefits for the employee





Consequences

Next steps

Organizational level

- // **Change Organization & Culture** (build/implement an agile organization)
- // **Create strength and talent oriented** personnel planning and development
- // **Offer equal opportunities** for the various career reforms (management, expert and project careers)
- // **Create stronger link to competencies, skills and experiences**
- // **Offer "Flexicurity"** (flexibility and security)

Tools

- // **Editing existing job descriptions**
- // **Link between Development Dialogue, Global Internal Job Board and Talent Review (POC)**
- // **Using existing instruments,** enabling managers to use them

People

- // Increase **motivation for lateral/horizontal moves**
- // **Involve more managers** as "talent scouts"; accordingly, new demands on managers; must be empowered
- // **Implement cross-divisional, transparent talent pool** to break down silos; promote cross-divisional changes
- // **Determine critical competencies / skills** for jobs; employees "skillset / skillportfolio"



Thank you!

