

20 ways

Internal Career Development can benefit your organizational effectiveness

- creates employees who are more satisfied with their jobs and organization
- increases productivity with challenged and valued employees
- encourages corrective action or departure of unproductive employees
- accommodates current and future organizational goals
- allows organization to communicate business needs to employees
- develops skills for future organizational roles
- provides reality-based information about organizational opportunities
- aligns corporate needs with individual employee goals
- maintains continuity during turbulent times
- reduces turnover of top performing employees
- reduces turnover and recruiting costs
- provides a fair and effective process for succession planning
- provides on-going information regarding current competencies
- creates a mechanism for tracking gaps in future competencies
- provides managers with meaningful information for employee growth
- provides managers with development tools
- provides an effective recruiting tool
- encourages corporate-wide communication systems
- creates an ongoing corporate-wide feedback mechanism
- provides a positive corporate image

How do you insure that your star performers stay with you?

The reality is you can't. There are no guarantees that you will be able to retain your employees. Many employees believe that changing jobs is the primary way they will grow.

But there are programs that encourage valued employees to stay, or at least stay longer. **Internal Career Development Process (ICDP)** is an opportunity for employees to experience growth within your organization. There is less motivation to look somewhere else when your employees are partnering with you in career planning.



PHONE **815-962-4800**
EMAIL gaffney@gaffney.com



eight steps
to career
development
in your
organization

I. Organizational Alignment Plan

Purpose: Individuals are introduced to the ICDP concept. Corporate goals and objectives are presented and discussed. A mutually beneficial WIIFM is realistically and responsibly examined.

II. Defining Life's Achievements

Purpose: Individuals identify the skills they have to offer. They surface skill patterns that contribute to their recurring success themes. They are able to verbalize the skills they would like to continue to use, improve and/or develop.

III. Clarifying Your Motivators

Purpose: Individuals become consciously aware of what is most important to them and what they really care about. They understand what motivates and drives them to do what they do.

IV. Designing Your Legacy

Purpose: Individuals create incremental life-plans that go beyond ordinary goal-setting. They examine and declare the legacy they want to leave behind them. They make choices about what needs to occur in order to make it happen.

V. Other Pieces of the Puzzle of You

Purpose: Individuals examine their interests, education, exposures, experiences, natural resources and developmental gaps. They clearly define and document what success looks like to them in their career analysis portfolio.

VI. Current Status/ Future Options

Purpose: Individuals integrate personal information with corporate goals and objectives. They analyze corporate and private realities to develop a plan of action with their manager.

VII. Researching the Possibilities

Purpose: Individuals are familiarized with the available resources they can utilize in their pursuit. Primary and secondary resources are evaluated for their effectiveness and appropriateness.

VIII. Plan Implementation

Purpose: Individuals commit to workable systems as they initiate their plan. An agreed upon timeline with checkpoints is developed with their manager and incorporated into the ongoing career development process.



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action plan operational in four phases

PHASE ONE: Element I

- determination of management support and involvement
- identification of process supporters and resisters
- consideration of organizational realities and culture
- clarification and alignment of organizational needs and strategic goals
- assessment of current and future organizational competencies
- identification of current, past and planned future development initiatives
- implementation of role criticality process
- analysis of current and past development initiatives
- coordination with IT
- determination of target population for the process
- identification of participant managers
- formation of alignment and linkage system to organizational needs
- agreement on the amount of time and resources dedicated to each Phase of the process

PHASE TWO: Elements II, III, IV, V

- identify the individual employees skills, needs, wants, goals and how they align with organizational needs, strategic goals and objectives
- examine individual interests, education, exposures, experiences natural resources and developmental gaps and how they align with organizational needs, strategic goals and objectives

PHASE THREE: Elements VI, VII

- integration of personal needs and wants with corporate goals and objectives
- familiarization with appropriate internal and external resources
- identification of coaching or mentoring opportunities

PHASE FOUR: Element VIII

- formation of an integrated evaluation and measurement system
- development of an ongoing company-wide communication process

ICDP alignment & linkage considerations

answer key
questions
to clarify your
unique needs

➤ **Determination of management support and involvement**

Which members of the executive team understand the process?

How much of executive team's support and involvement is realistic?

Who of the management team understands, will support and be involved in the process?

➤ **Identification of sponsors, champions, supporters and expected contributions**

Who will actually sponsor, champion and/or support the process?

Who will actively contribute time, money or energy to the process?

➤ **Identification of resisters, anticipated objections, and turn-around possibilities**

Who will oppose the process?

What will they object to and how will they demonstrate their resistance?

Is there a way to get them to buy-in and commit to the process?

➤ **Consideration of organizational realities**

How do each of these factors affect the ICDP process?

- cultural
- financial
- technological
- internal resources
- external environment
- competitive
- *weather-* related
- stakeholders
- other industry-specific considerations

➤ **Clarification and alignment of organizational needs and strategic goals**

Does the structure and systems support the strategy and address the issues of the stakeholders as it relates to the ICDP process?

- strategy
- structure
- systems
- stakeholders



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➤ **Assessment of current and anticipated future organizational competencies**

What are the current and future competencies and resources needed to make this organization viable today and in the future?

- core organizational competencies
- people-related competencies
- current and future talent needs of organization
- resources and talent available in current employees
- development gaps and needs in current employees

➤ **Implementation of role criticality process**

Who are the people we need now and in the future in order to gain and sustain a competitive advantage?

- retention and development needs for current and projected employees
- plan for redundant and unnecessary roles
- improvement or termination plan for unproductive employees
- alignment analysis

➤ **Analysis of current and past development initiatives**

How do current and past development initiatives enhance or detract from the ICDP process?

- technical skills training
- cross-training projects
- personal and professional growth programs
- leadership and manager development
- customer service
- team building initiatives
- other workshops, classes, seminars and training sessions

➤ **Coordination with IT system**

What technology systems are in place or need to be initiated in order to deliver and provide company-wide communication on the ICDP process?

- assessments
- ICDP planning and implementation
- on-line participation programs
- company communication process

➤ **Evaluation and measurement of results**

What information will assist the organization in ongoing evaluation of the process?

- participant and management reactions
- identifiable behavior changes and increased learnings
- alignment with structure and strategy and other systems
- measurable return on investment



1. Determine management involvement

- sponsors, champions, supporters and expected contributions
- resisters, anticipated objections, turn-around possibilities

2. Align career development with the strategic direction of the organization

- mission, vision, goals
- culture
- strategy
- structure
- systems
- stakeholders

3. Identify competencies

- core organizational competencies
- people related competencies
- current and future needs of organization
- talent available in current employees
- developmental opportunities

4. Prepare managers to hold meaningful career discussions

- understand the components of career development
- learn how-to have career discussions
- increase competency in giving feedback

5. Provide training and other resources for internal career development

- analysis of current and past development initiatives
- train-the-trainers workshops
- management training seminars
- executive briefings

6. Coordinate with IT systems

- assessments
- ICDP planning and implementation
- on- line participations programs
- company communication process

7. Evaluate and measure results

- participant and management reactions
- identifiable behavior changes and increased learnings
- alignment with structure and strategy and other systems
- measurable return on investment



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Take Time To Assess Critical Systems

Are your human capital systems in alignment and integrated with your overall Strategy and Structure?

➤ Staffing Systems

- recruitment
- internal postings
- selection
- assessment
- promotions
- succession planning
- terminations
- exit interviewing
- survivor morale

➤ Development Systems

- growth initiatives
 - leadership
 - management
 - employee
- skills training
- cross training
- performance management
 - reviews
 - evaluations

➤ Reward Systems

- compensation
- benefits
- incentives
- recognition



Gaffney Corporate Strategies and Career Systems, Inc. (GCS) assists corporate leaders determine if strategy, structure, systems and staff are congruent with the needs of the organization and its stakeholders.

Gaffney's approach is to work with and through the management team in implementing custom-designed programs, processes and systems that help the organization become even more effective than it already is.

The Gaffney organization and its affiliates begin with an initial consultation around our client's most pressing challenges. We confer to define and clarify changes our clients are facing and outcomes they desire. Once we understand the organization's unique needs, we design a format and framework to facilitate internal discussions and a plan of action with the leadership team.

The methodology helps integrate strategy, structure and systems with the human side of the business.

The process builds on existing organizational strengths.

Gaffney assists a company as it faces CHANGE and requires help in:

- Internal career development
- Leadership development
- Integrated business planning
- Executive coaching
- Team building and blending
- Testing
- Merging of cultures
- Corporate outplacement
- Cross generational initiatives
- Retention programs