The Role of the Organisation in Supporting Employee Career Development

**Persuading Organisations to Change**
from
**Focusing on Immediate Skills Needs**
to
**Focusing on Long-term Professional and Career Development**
for
Every Employee

Clive Findlay

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**Overcoming Barriers – Protests - Resistance**
Too Costly
Too Time-Consuming
Distracts From Core Activities
We Don't Have The Expertise
Operational Workers Don't Need It – Don't Want It
People Will Still Leave
Your Objectives ... Present a Strategic Business-Case for Change Implement as Much as Possible Continue to Achieve More Changes

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**Traditional - Most Common Approach**

**Operational Levels**
Recruitment to Meet Immediate Needs Only
Induction Focused on Job-Specific Needs Only
Training to Meet Immediate and Short-term Needs
Team Leaders, Supervisors, Line Managers Focus on Short-term Targets
Appraised Annually on Current Job Skills Only
Individuals Continue Doing Same Job Year After Year

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**Middle Management Levels**
Recruitment Focused on Immediate Needs Only
Professional Development Expected – Only Partially Supported
Career Development Not Supported
Most Do Not Coach Others – Most Do Not Mentor Others
Most Are Not Coached – Most Are Not Mentored
Appraised Annually - Only On Activity-Budget Targets
Individuals Continue Doing Same Job Year After Year

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**Whole-Organisation Impact**
Operational Employees Stagnate - Demotivated - Leave If Possible
Middle Managers Stagnate – Demotivated – Leave If Possible
Employees Who Cannot Leave Become Silent Saboteurs
Staff Turnover Rises
Recruitment and Selection Costs Rise
Quality Suffers – Targets Missed – Absenteeism Rises – Conflicts Increase
HR Department Takes On Disciplinary Role

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**Whole-Organisation Problems**
Culture Deteriorates – Becomes Negative and De-Motivating
Organisational Quality Standards Deteriorate
Individual and Team Performance Worsens
Middle Managers Forced to Focus on Control and Corrective Actions
Operational and Recruitment Costs Rise
Customer-Client Satisfaction Suffers
Senior-Executive Managers Forced into Fire-Fighting Role
Employee Dissatisfaction - 2014-2015 Surveys - Sample Results

70% of operational workers have no interest in their work
60% of employees say they are unhappy in their jobs
50% of 25 to 30 year olds already regret their career choice
30% say only the risk of financial insecurity stops them leaving
20% of managers will change organisations in the next 12 months

* Samples taken from surveys in China, India, UK, USA *

Main Reasons For Dissatisfaction

Low level of job satisfaction
Poor support for short-term professional development
Lack of support for longer-term career development
Changes in personal/family life situations
Negative changes in workplace conditions and culture
Lack of interest in them as an Individual
Realisation that career progression is limited or non-existent

Changes Needed – Operational Level

Individual Professional Development Plan for Every Employee
Team Leaders – Supervisors – Managers Trained in Coaching Skills
Team Leaders – Supervisors – Managers Add Coaching to their Role
Every Employee to be Formally Appraised Every 6 Months
Recruitment - Equal Opportunity for Internal Candidates
Internal Talented-Experienced Individuals Used in Projects
Quality Initiatives – Forums, Quality Circles – Implemented

Changes Needed – Middle Management

Managers Trained in Mentoring Skills
Each Manager to Mentor an Operational Team Leader-Manager
Managers Trained in Appraisal Skills
Managers to be Appraised Every 6 Months
Employee Development Performance a Major Appraisal Factor
Recruitment - Equal Opportunity for Internal Candidates
Internal Talented-Experienced Individuals Used in Projects

Changes Needed – Senior-Executive Management

Employee Whole-life Development – A Strategic Objective
Career Guidance-Professional Development Team Created
Senior-Executive Managers Trained in Mentoring Skills
Each Senior-Executive Manager to Mentor a Middle Manager
Senior-Executive Managers to be Appraised Every 12 Months
Mentoring Performance a Major Appraisal Factor
Contribution to Employee Development a Major Appraisal Factor

Initial Benefits

Operational Employees More Motivated – Stay Longer
Middle Managers More Motivated – Stay Longer
Absenteism Falls – Staff Turnover Falls – R and S Costs Fall
Quality Improves – Productivity Rises
HR Department Moves Into Developmental Role
Senior-Executive Managers More Aware of Internal Issues
Quality Initiatives - Kaizen - TQM – Can be Implemented Successfully
Longer Term Benefits
Culture Improves – Becomes Supportive and Motivating
Individual and Team Performance Improves
Organisational Quality Standards Improve
Operational Costs Fall and Stabilize
Competitiveness in Marketplace Improves
Customer-Client Satisfaction Rises
Senior-Executive Managers Return to Focusing on Strategic Objectives

Your Role
Analyse the Situation in the Organisation
Present a Strategic Business-Case for Change
Aim to Implement as Much as Possible
Continue Efforts to Achieve More Changes
Total Change May Well Be Impossible ...
But ... Every Step Towards That Objective Will Be Worthwhile

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