



Mass Career Customization™:

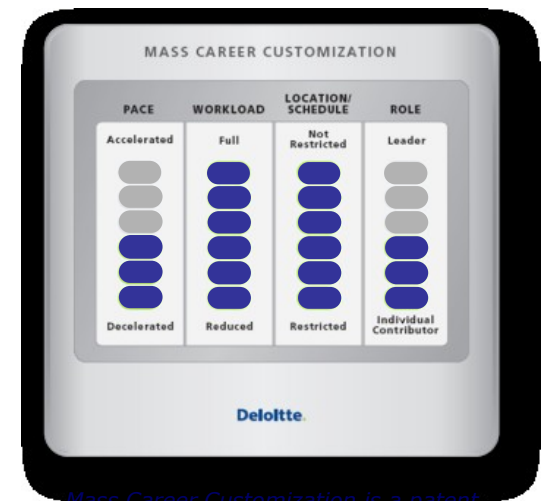
Aligning the Workplace with Today's Nontraditional Workforce

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Mass Career Customization is a patent pending process owned by Deloitte Development LLC.

The Presenters



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“They always say time changes things, but you actually have to change them yourself.”

- *Andy Warhol*

Poll question

- What is the primary talent issue facing your organization that impacts its ability to do business?
 - Availability of talent with the skills your business needs
 - Retaining top performers across generations and career stage
 - Developing future leaders
 - Engaging people to perform at high levels
 - Deploying people so capabilities are aligned with business needs
 - Don't know/not applicable

Converging key trends are dramatically changing the global talent marketplace

1

Shrinking Pool of Skilled Labor

2

Changing Family Structures

3

Increasing Number of Women

4


Changing Expectations of Men

5

Evolving Expectations of Gen X and Gen Y

6

Increasing Impact of Technology



The *workforce* has changed, but the *workplace* has not

Q: What is today's response to this misalignment?

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A: Flexible Work Arrangements (FWAs)

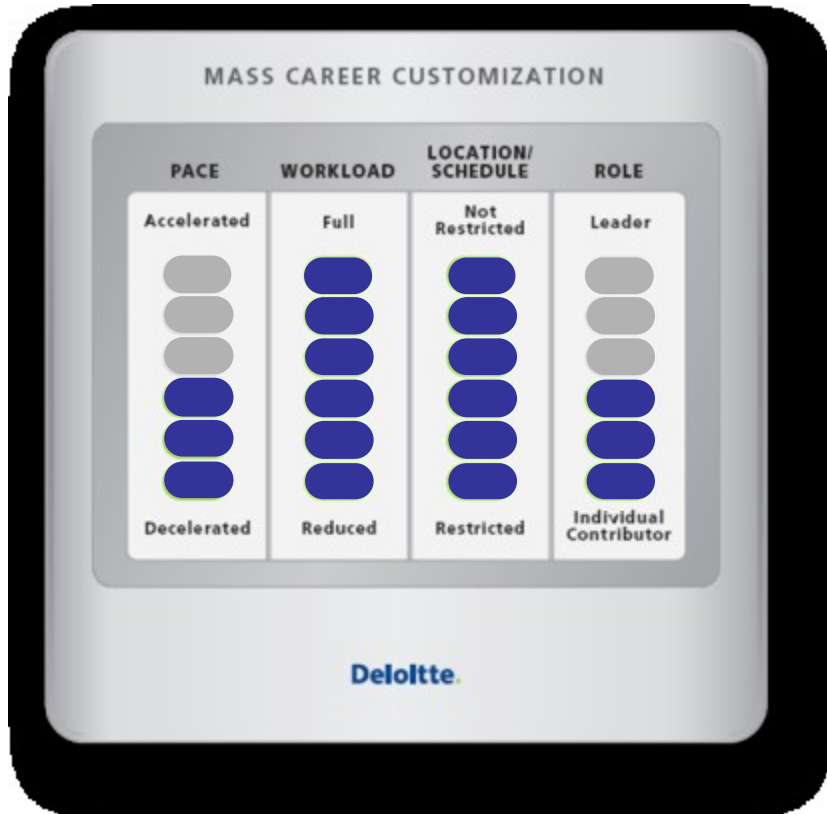
Flextime	Reduced Hours/ Part-Time	Compressed Work Week	Banking of Hours
Leaves/ Sabbaticals	Job-Sharing	Telework/ Telecommuting	Gradual Retirement

Mass *product* customization is a significant part of today's consumer marketplace



If you can customize everyday products from jeans to stamps, to credit card billing cycles, why not your career?

Mass Career Customization™ provides a framework for how today's careers are increasingly built...



Mass Career Customization

- Recognizes that careers ebb and flow over time
- Provides a more fluid structure in response
- Institutionalizes framework/process
- Allows choices
- Makes trade-offs more explicit
- Provides greater transparency
- Extends the bounds and consistency of what's acceptable

MCC recognizes that level of contribution changes over time...

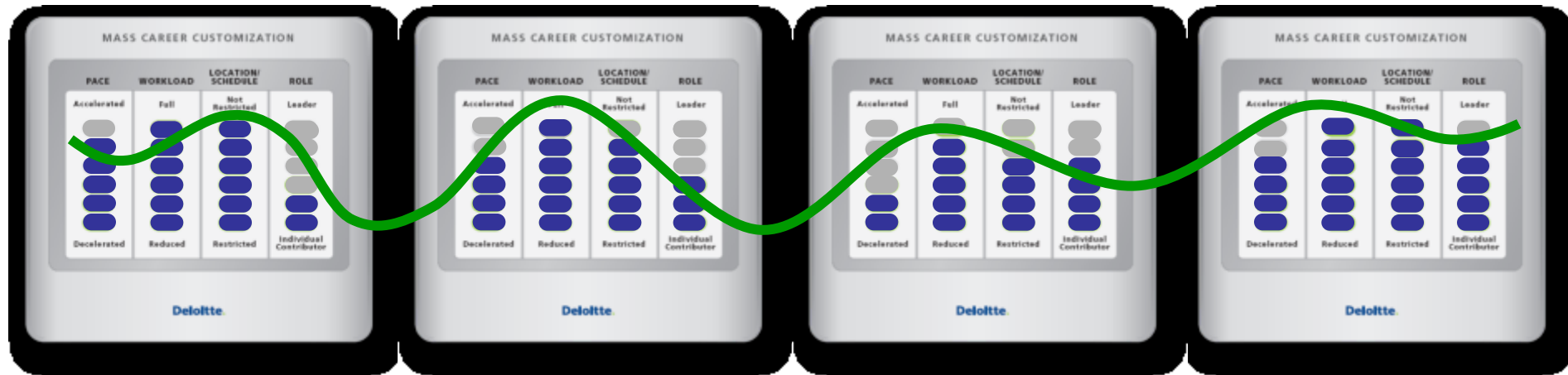
...creating a sine wave of sorts

Career Years: 0-3
Phase: Entered Professional Workforce

Career Years: 4-8
Phase: Changed Specialty

Career Years: 9-14
Phase: Personal Needs

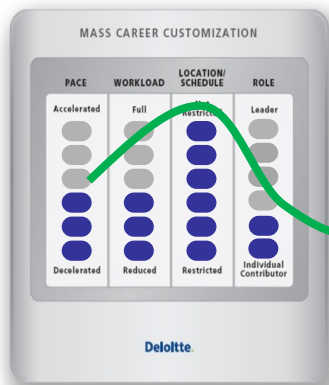
Career Years: 15+
Phase: Mid-Career



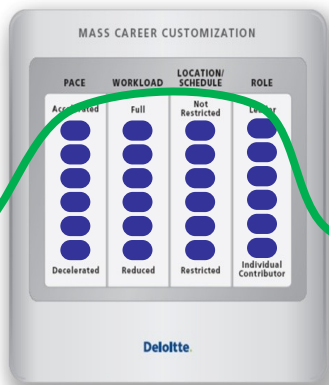
Q: Is this a radical departure from today?

A: No, it's already going on...

Career Years: 1- 4
Stage: Early Career



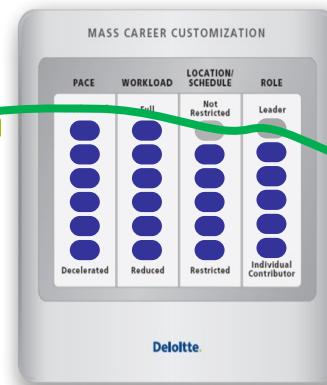
Career Years: 10-13
Stage: Grew Global and C-Suite Expertise



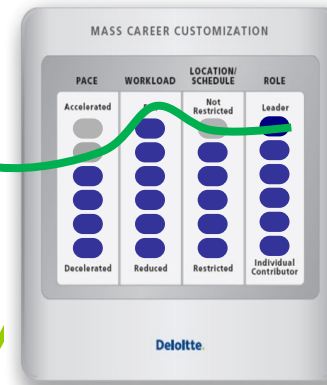
Career Years: 5-9
Stage: Expands Industry Knowledge and Grows Firm



Career Years: 14 -20
Stage: Changed Career and Took on Stretch Assignments



Career Years: 21 +
Stage: Leadership and Mentoring Roles



Mass *career* customization delivers similar organizational benefits as mass *product* customization...

MASS CUSTOMIZATION BENEFITS

MASS PRODUCT CUSTOMIZATION

Increased loyalty from greater connection with customers

Reduced supply chain costs

Increased profitability from value pricing

MASS CAREER CUSTOMIZATION

Increased loyalty from greater connection with employees

Decreased workforce acquisition and retention costs

Increased productivity through greater satisfaction and career-life fit

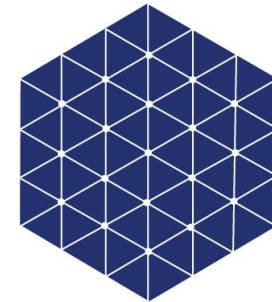
Deloitte.

...with compelling benefits for the *individual* as well

MCC's greatest worth is its option value — the comfort afforded by the ability to customize the level of contribution as priorities change over time.

Q: Stepping back, what's really going on?

A: The Corporate Ladder is giving way to a Corporate Lattice™ model



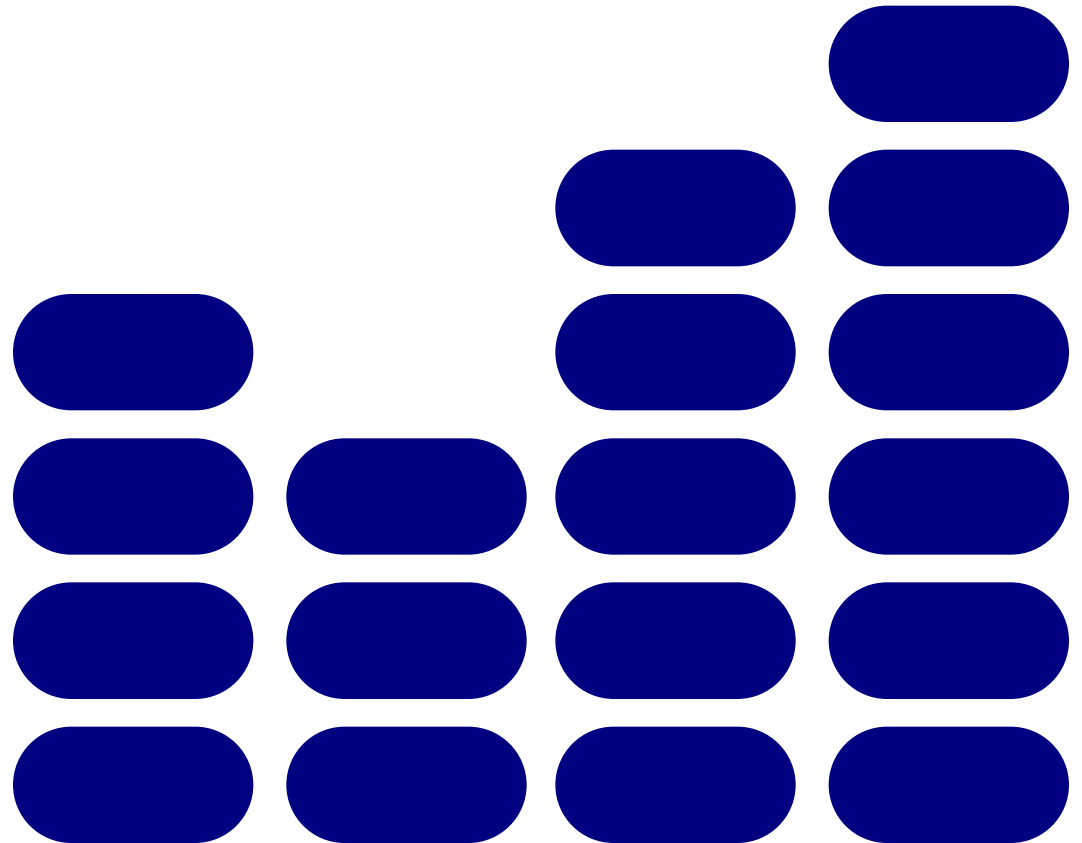
- Traditional, hierarchical structure
- Top down authority
- Linear, vertical career paths
- Low workforce mobility
- Work is a place you go to
- Individual contributor driven
- Separation of career and life
- Tasks define the job
- Many workers are similar to each other

- Flatter, often matrixed structure
- Distributed authority
- Multi-directional career paths
- High workforce mobility
- Work is what you do
- Team and community driven
- Integration of career and life
- Competencies define the job
- Many workers are different from each other

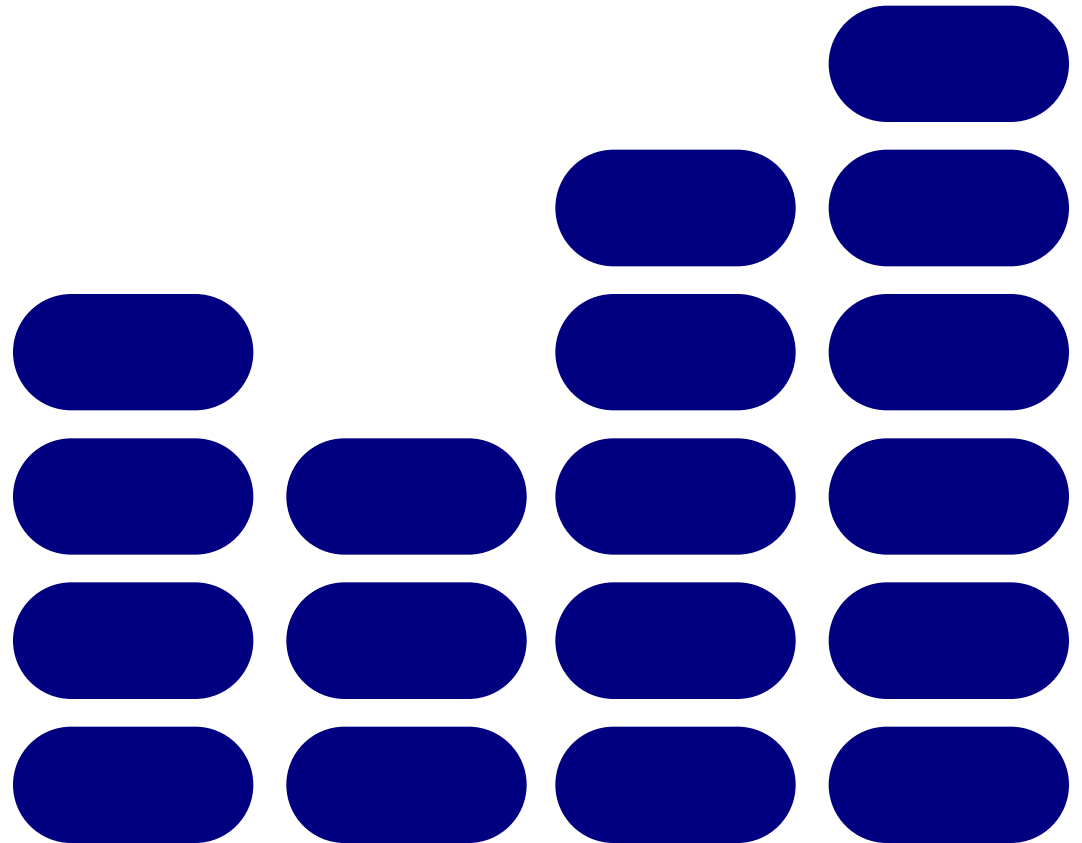
Why a “lattice” metaphor?

- Represents more and varied ways to grow and develop
- Expands focus from progression to growth and development in response to the flattening of hierarchies
- Describes multiple, virtual ways of working that criss-cross time, location, and organizational silos
- Depicts multitude of networks through which employees can connect and contribute, strengthening sense of belonging
- Extends peripheral view, addressing issues that groups such as women and people of color have disproportionately struggled with

What is your sine?



Our Implementation Journey



To date we have made measurable, sustainable progress along our MCC journey...

Improved Career-life Satisfaction

Satisfied with my current career-life fit

12

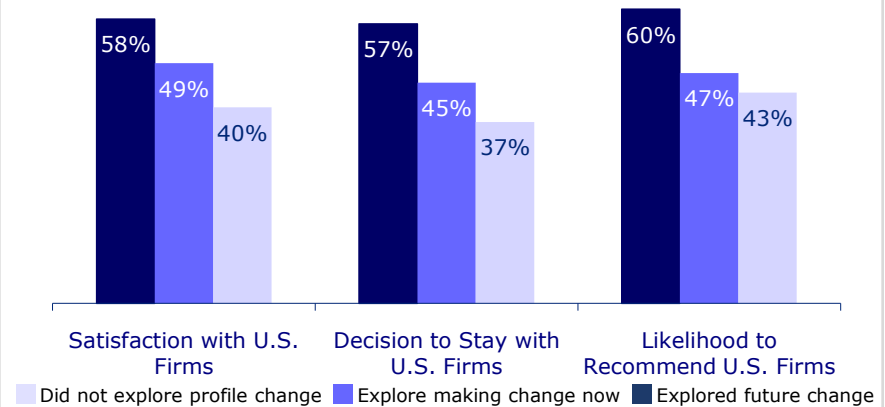
Confident about future career-life fit

11

Support to manage career-life fit

5

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

Better Alignment of Assignments with Career-Life Choices

My engagement manager...

...assigns work aligned with my career-life choices

6

...understands my career-life choices

4

What can **we as leaders** can do...

- ✓ Study the business case – how do emerging trends impact your business?
- ✓ Perform an appraisal of the effectiveness of the organization's current response
- ✓ Observe the ebb and flow of career journeys—*including your own*
- ✓ Identify champions and key influencers
- ✓ Widen perspectives about what is possible
- ✓ Ensure MCC decisions work for both the individual and the business
- ✓ Start with a simmer – consider piloting to establish proof of concept

The customized career.

Sweeping changes in the way people work, live and build careers are here – and here to stay. Well regarded for innovative workplace practices, Deloitte has adopted a unique approach that matches employees' evolving needs with a changing work environment. We recognize that today's career journey is not a one-size-fits-all climb up the corporate ladder, but rather a series of rising and falling phases of engagement. With Mass Career Customization™, we are moving to a corporate lattice™ model where employees have options as their priorities change. We've even been urged to write a book about it. Because you can't put a price on this kind of leadership, but you can share it. To learn more about Mass Career Customization, visit www.masscareercustomization.com or www.deloitte.com.

Now in “non-fiction.”



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Discussion

