

RETHINKING CAREER MODELS



Nicole Fabig-Grychtol and Ralf Hendrik Kleb

Challenge: Introduction of hybrid career models | **Pitstop:** Evaluate route and results |

Reset: Back to needs and goals | **Energizing:** Realign strategies and roadmap |

Sprints: With agile drive back on the track

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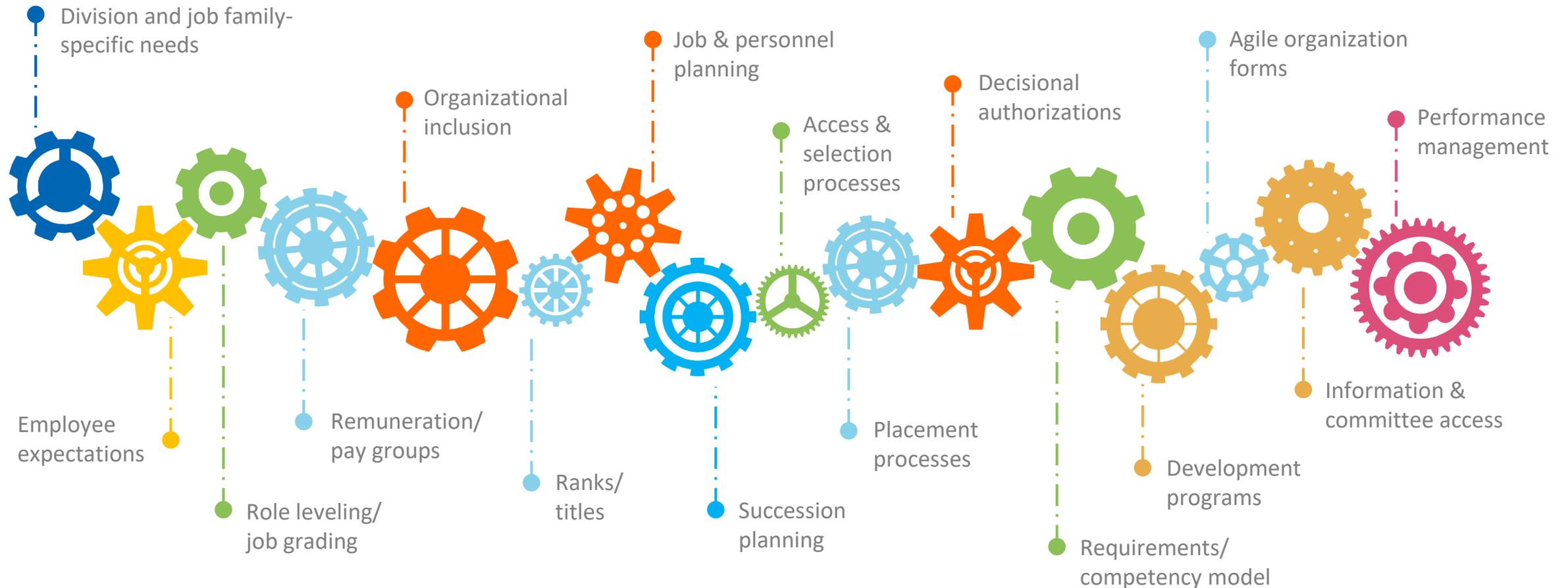
CHALLENGE: INTRODUCTION OF HYBRID CAREER MODELS

In literature and practice we find broad agreement on goals and building blocks - at the heading level.



CHALLENGE: INTRODUCTION OF HYBRID CAREER MODELS

The complexity of designing hybrid career models is regularly underestimated. And at the level of detail, the ideas regarding needs and objectives often diverge.



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PITSTOP: EVALUATE ROUTE AND RESULTS

In the context of digitization and new work, previous needs and objectives are being questioned.

Meeting VUCA with Agility

Game Changer programs also try to get traditional companies (areas) going. Agile methods/formats are increasingly being used to experiment and harness swarm intelligence. With the help of the strategy-led OKR framework and shorter sprints, teams are mobilized, employee skills expanded and the organization made more flexible.

Digitization

Business models, organizations and jobs are changing at an unprecedented pace and scale as digitization progresses. Managers and employees are often insecure. A lot is currently being invested in technology and know-how development. But what happens next when the economy stops humming?

Customer & Employee Experience

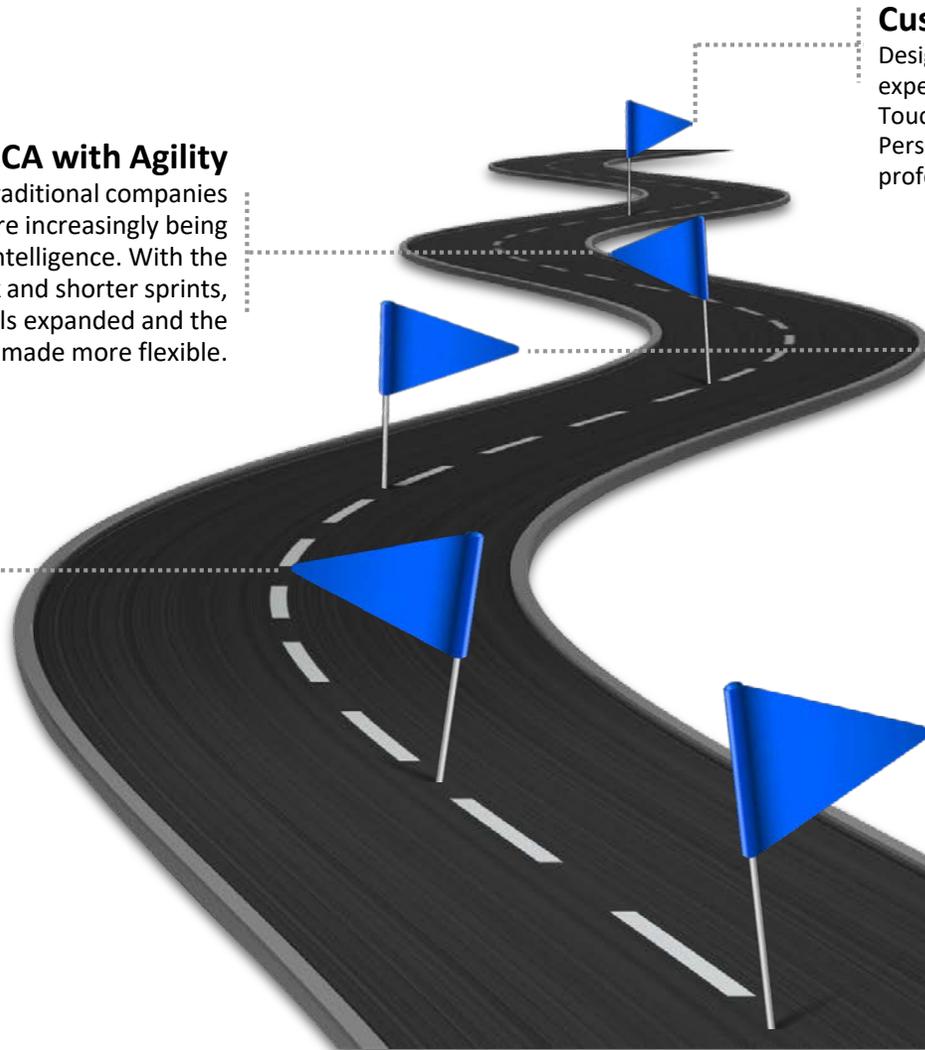
Design Thinking methods focus on positive employee and customer experiences. The analysis of Candidate & Employee Journeys, Touchpoint experiences and expectations as well as the description of Personas serve to focus on positive employee experiences in the professional life cycle.

Workforce Segmentation

In a dual operating model, tankers and speedboats often move side by side. Decades-old grading systems are used to benchmark the old and new worlds and keep them together. The shortage of skilled workers leads to fierce competition for talent. The personnel and skill requirements develop very differently in the organisation.

Underestimated Complexity

The assumption that one would only need a ranking / grading system with a few attractive titles, a competence model and L&D measures, and market the career options on the career site is still widespread, but wrong.



PITSTOP: EVALUATE ROUTE AND RESULTS

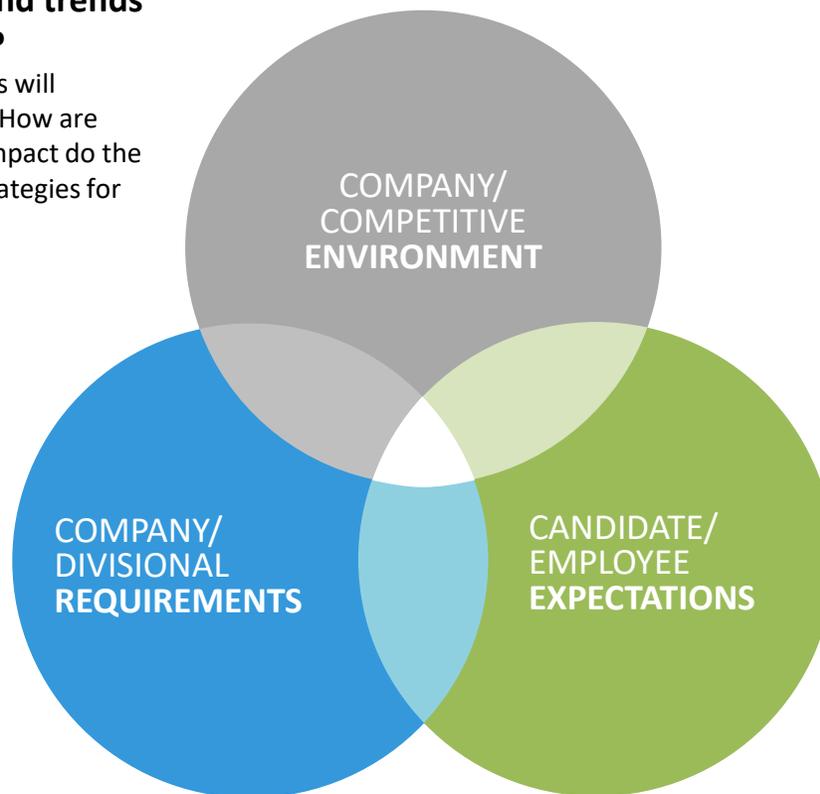
We recommend to take a pit stop and rethink the topic "career"!

Which external influences and trends must be taken into account?

Which technology and market trends will influence future skill requirements? How are labour markets developing? What impact do the developments have on your own strategies for meeting skill needs?

What do the companies and divisions really need?

What skill requirements will the divisions have in the future? How can the skill needs be developed? And how can the agility and flexibility of the organisation be increased (e.g. OKR, feedback processes, continuous learning, second/third skilling)?
π-, X- or P-shaped skill development)?



What do candidates and employees really expect?

Which candidate and employee types (personas) are to be differentiated? What expectations and preferences do they have regarding their work and professional development? What do you mean by "development perspectives" (e.g. skills development, collaboration networks, corporate wanderlust, flexible benefits)?

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RESET: BACK TO NEEDS AND GOALS

The goals and expectations of the business and functional areas, employees and candidates must be differentiated, concretised and prioritised.

Important topics from the **company's point of view**

Increasing the **competitiveness** of the company and the functions critical to success

Increasing the company-wide **transparency** of experts and expertise as well as project managers and projects

Mobility and **career development** within the expert or project manager career path and to management career through uniform, permeable systems

Long-term development of the company's **career culture** through expanded development opportunities



Long-term safeguarding of expert **knowledge** and project management know-how at all levels of the company

Increased retention and **employer attractiveness** for proven experts and experienced project managers

Increased knowledge transfer and **targeted positioning** of knowledge critical to success at the right positions in the organization

Target group- and **demand-oriented qualification**, professionalization and potential development of all experts and project managers



Concrete needs and priorities of different business areas and job families

Important topics from the **point of view of employees and candidates**



Meaningful work	Hands-on Management	Positive Working Environment	Development Perspective	Confidence in Leadership
Independent work	Clear, transparent goals	Flexible working time and organization models	Training & job support	Mission and overall goal
Filling positions according to ability and performance	Coaching and mentoring	Culture of recognition/ esteem	Flexible development possibilities	Continuous investment in employees
Small, self-responsible teams	Investment in management development	Healthy working	Self-directed, dynamic learning	Transparency and sincerity
Time for recovery/relaxation	Modern performance management	Inclusion and diversity	Impactful, effective learning culture	Inspiration and stimulation



Concrete expectations and preferences of different types of candidates and employees (personas)

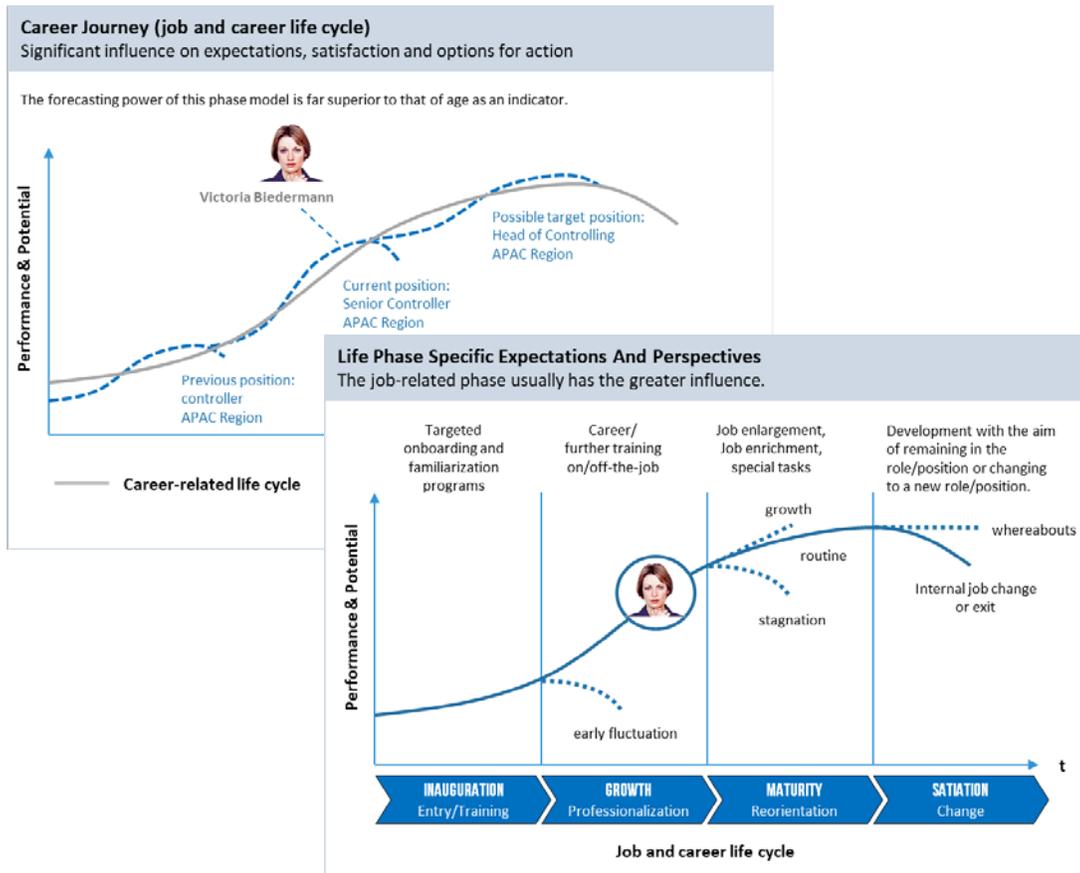
RESET: BACK TO NEEDS AND GOALS

Different situations, cultures, levels of maturity and strategies of the individual business units and functional areas require a differentiated consideration of needs, requirements and solutions.

OPTIMIZATION	INNOVATION	EXPANSION	RESTRUCTURING
<p>The organization is transaction-oriented and characterized by stable processes and moderate changes.</p>	<p>The organization is under increased pressure to innovate and is becoming increasingly agile and heterogeneous.</p>	<p>The organization is expanding; structures and systems must be adapted without hindering further growth.</p>	<p>The organisation has reached the zenith of its development and needs to be restructured or transformed.</p>
Scenario 1	Scenario 2	Scenario 3	Scenario 4
<p>Strategy: Digitization and optimization of existing structures and processes.</p>	<p>Strategy: Experimenting with new structures, systems and processes - new work.</p>	<p>Strategy: Tracking or adapting existing structures, systems and processes.</p>	<p>Strategy: Fundamental transformation, restructuring, rightsizing, merger or disinvestment.</p>
<p>Requirements, e.g:</p> <ul style="list-style-type: none"> ▪ Develop digital skills. ▪ Skill broadening (e.g. T- or π-shaped second skilling), in order to enable/enhance Job Rotation, Job Enrichment & Enlargement. ▪ Creating and maintaining a continuous improvement culture. 	<p>Requirements e.g:</p> <ul style="list-style-type: none"> ▪ Redefine understanding of leadership and roles. ▪ Become more agile with the help of the OKR framework. ▪ Cultivate multifaceted organisational and employee development (e.g. P-shaped skilling), in agile projects/quads. 	<p>Requirements e.g:</p> <ul style="list-style-type: none"> ▪ Skill widening (e.g. π-, X- and P-shaped skilling), in order to enable/enhance Job Rotation, Job Enrichment & Enlargement. ▪ Promote employee mobility, corporate wanderlust and networking, and support them with innovative apps. 	<p>Requirements e.g:</p> <ul style="list-style-type: none"> ▪ Game changer program, turnaround or PMI program if applicable ▪ Employability/reskilling program ▪ Executive roundtables, orientation workshops, placement workshops ▪ Individual Change & Career Coaching

RESET: BACK TO NEEDS AND GOALS

How are the traditional career and job-related life cycles changing? And what concrete expectations do the different candidate and employee groups/types (personas) have?



Segmentation Of Stakeholder Groups And Personas

Interest groups and typology of persons in the context of competence & career management

HEAD OF THE DEPARTMENT/ JOB FAMILY	Peter Kornblum
CURRENT EXPERTS IN KEY POSITIONS	Victoria Biedermann Kai von Eckern
SPECIALIST CAREER CANDIDATES	Nic Cohen
HR BUSINESS PARTNER/ PERSONNEL DEVELOPER/ RECRUITERS	Nicole Fabig

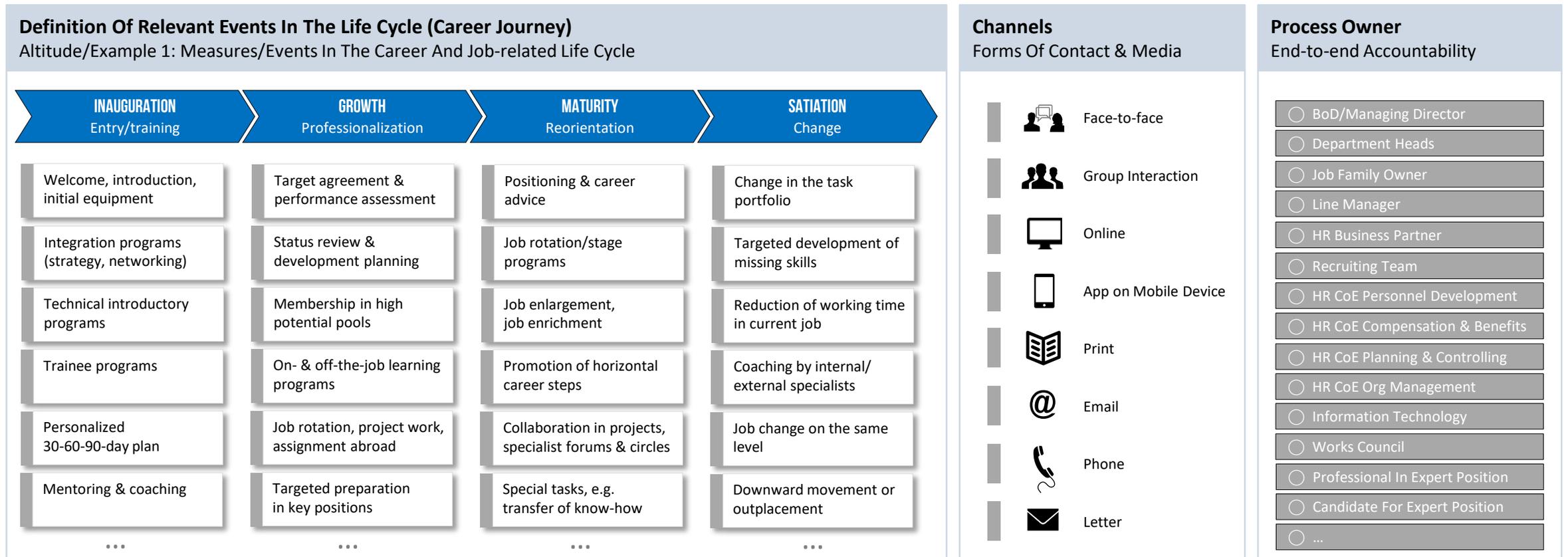
Description Of The Personas

Stakeholder Typologies

- Brief description
- Personal/family
- Digital life (devices & apps)
- Career history
- Current role/position
- Professional goals & expectations
- Values/settings
- Networking with internal/external colleagues
- Learning habits
- Positive experiences and disappointments
 - In business and everyday working life
 - In professional development

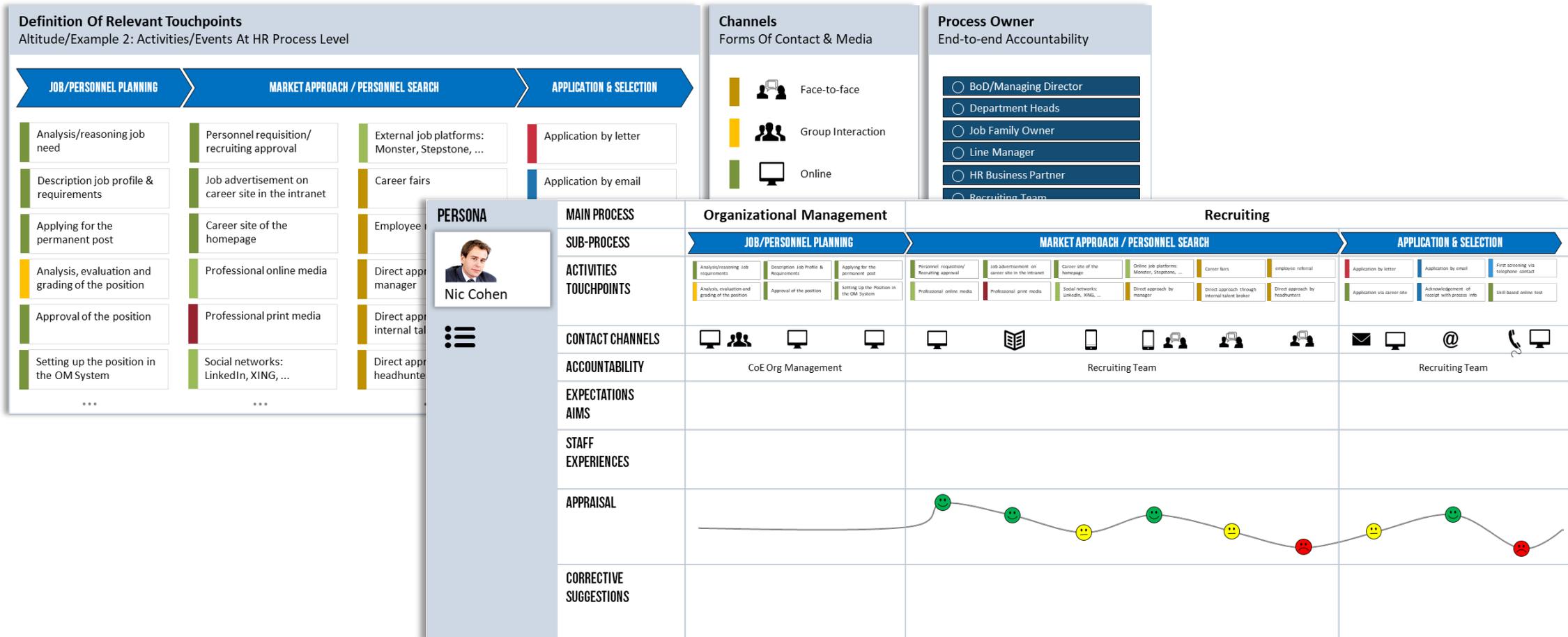
RESET: BACK TO NEEDS AND GOALS

Which events/touchpoints shape the experiences of the various candidate and employee groups in the course of their career journeys to date?



RESET: BACK TO NEEDS AND GOALS

How are the events/touchpoints experienced and how can the candidate and employee experiences be improved in the future? And where do the Career Journeys need to be completely rethought?



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ENERGIZING: STRATEGIES AND ROADMAP REALIGNED

The Career Canvas describes the concrete goals of the individual organizational units.

BUSINESS STRATEGY What are the main drivers of manpower requirements derived from Group and divisional strategies?	STRATEGIC INITIATIVES Which strategic initiatives and projects determine the future direction of our company?	RELEVANT JOB FAMILIES AND KEY POSITIONS How will the functional architecture develop in the future? Which functional areas, functional families, roles and key positions are of particular importance for the future development of the business segments?	ATTRACTION & RETENTION Why do candidates and employees choose our company? What experiences can we learn from?	TALENT PIPELINE & CAREER MANAGEMENT Which internal and external labor markets are relevant and how can these be developed? How can the required core competence be secured and developed in key positions?
	SUCCESS-CRITICAL COMPETENCE REQUIREMENTS Which competencies are critical for the future development of the business segments?		DEVELOPMENT PERSPECTIVES Which development offers exist? What do the talents expect and what does our company need?	
COST STRUCTURE & COST DRIVERS What are the costs associated with today's Talent Management activities? What are the main cost drivers? Which charging models are used? Which budget and control system will be effective in the future?		SUCCESS FACTORS & PIPELINE MONITORING How do we recognize whether the Talent & Career Management activities are successful? Which stakeholder group has which success factors (KPI) and how do we want to measure them?		

ENERGIZING: STRATEGIES AND ROADMAP REALIGNED

The one-fits-all career models ignore differentiated needs and expectations. Career understanding must be rethought in the context of future organizational development.

Organization

- Matching of new organizational forms and understanding of employees from development perspectives
- Moving away from rigid demands on a function to permanent matching of talents and liquid, flexible role requirements
- Solutions for the temporary assumption of roles, jobs and responsibilities

Development

- Focus on "continuous learning" in the design of development concepts
- Creation of transparency and presentation of differentiated development offers for employees
- Definition of a new understanding of roles/responsibility of employees, managers and HR



Rewards

- Consideration of modern motivation drivers (visibility, time, degrees of freedom, etc.)
- New, development-oriented and role-based understanding of value
- Grading structures and remuneration models that promote development

Staffing

- Establishment of 360° feedback culture
- Promotion of skills enhancement, job rotation, job enrichment & enlargement, employee mobility
- Use of innovative apps and skill mapping tools
- Setting up of situation-, demand- and target-oriented employability programs

ENERGIZING: STRATEGIES AND ROADMAP REALIGNED

New technologies and apps support the employees in their independent skill development.



	SKILL 1	SKILL 2	SKILL 3	SKILL 4	SKILL 5	SKILL 6		
								No qualification
								Beginners
								Advanced, can be engaged for standard cases
								Specialist, for tasks that deviate from the standard
								Specialist who can also act as a trainer

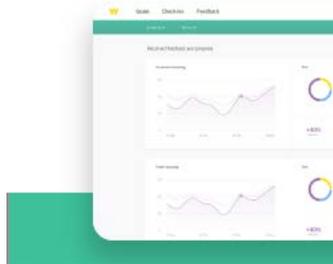
ENERGIZING: STRATEGIES AND ROADMAP REALIGNED

The OKR framework, feedback tools and modern collaboration platforms shape New Work's everyday life and promote agile organizational and employee development.

Feedback BETA

Direktes und unkompliziertes 360° Feedback für eine kontinuierliche Entwicklung.

[Mehr erfahren](#)



Check-ins

Strukturierte Gespräche für schnelles Lernen und mehr Selbstorganisation.

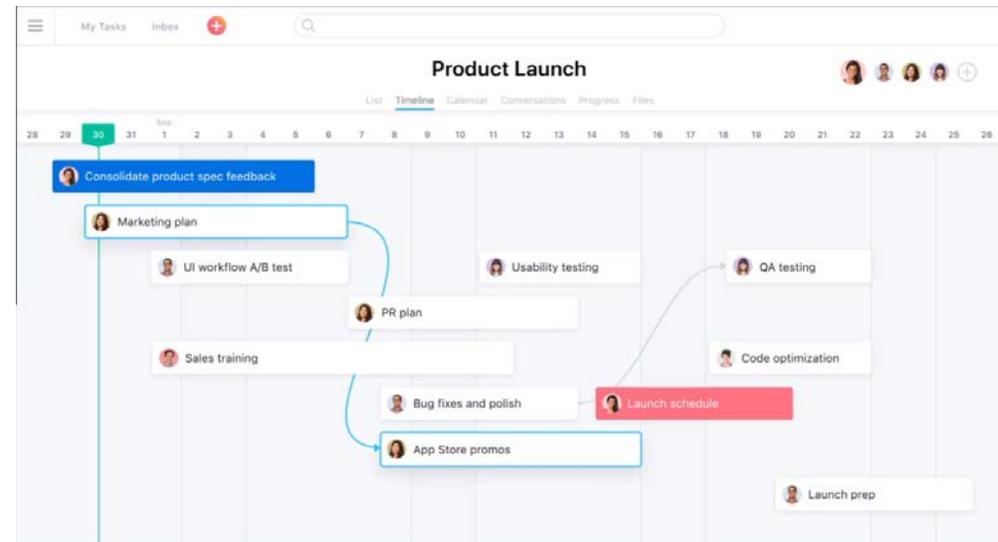
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Ziele (OKRs)

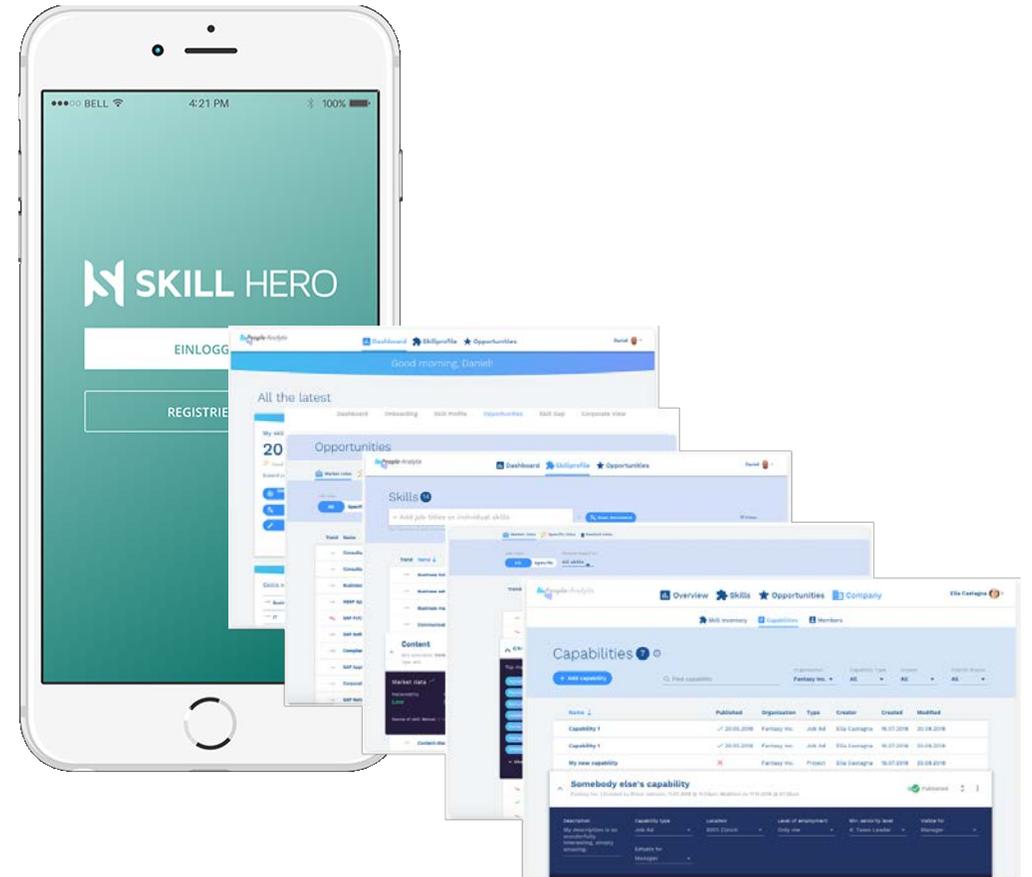
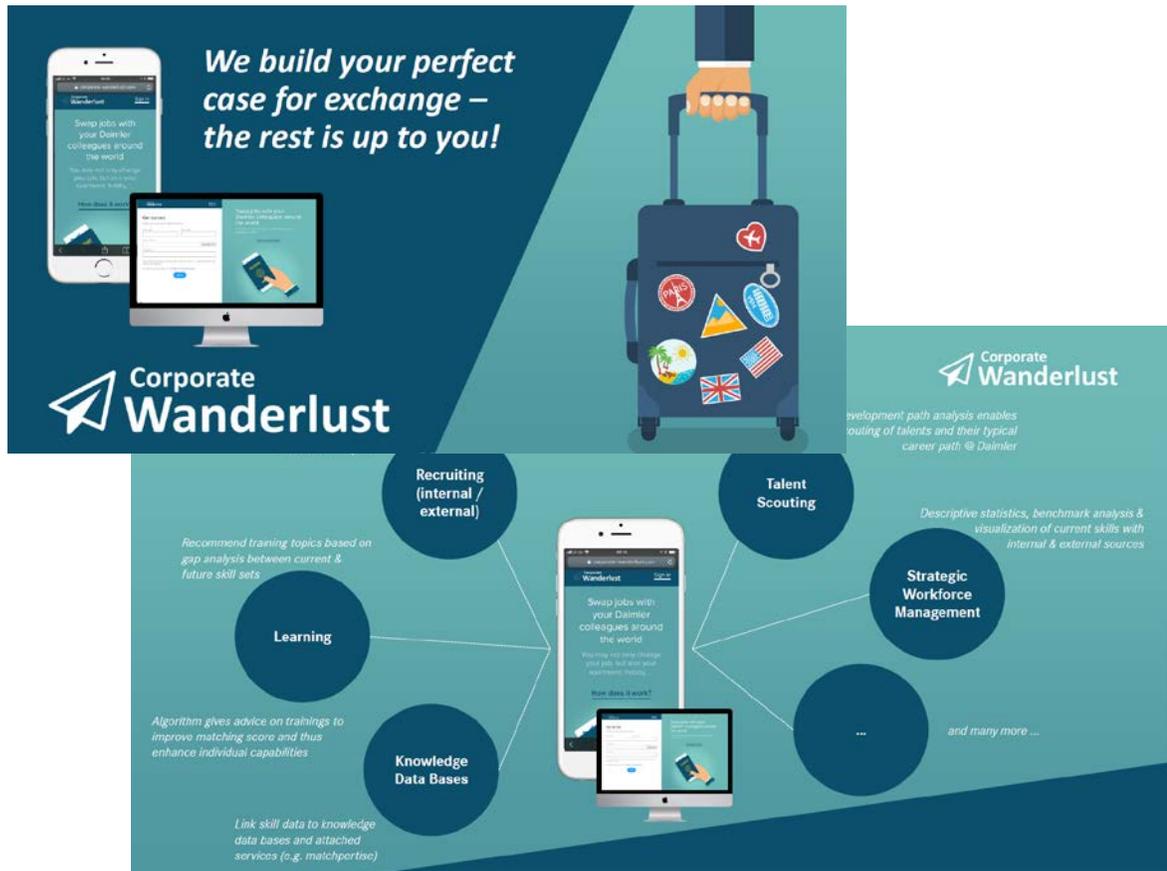
Kollaboratives Arbeiten und Führen mit Zielen, über die gesamte Organisation hinweg.

[Mehr erfahren](#)



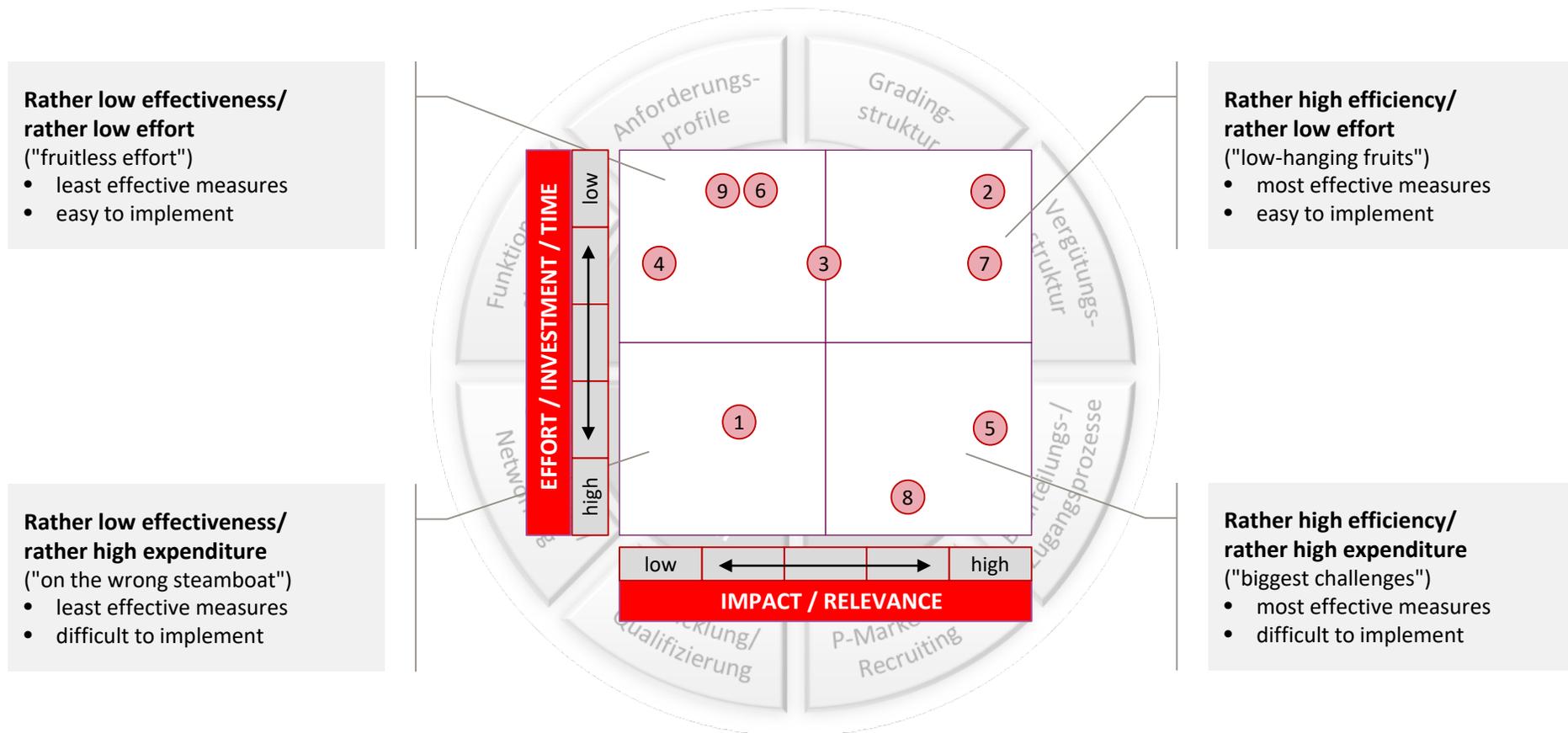
ENERGIZING: STRATEGIES AND ROADMAP REALIGNED

The initiative and mobility in employee development is supported by innovative technologies/appps.



ENERGIZING: STRATEGIES AND ROADMAP REALIGNED

The various initiatives are evaluated in terms of impact and investment and processed in agile sprints.



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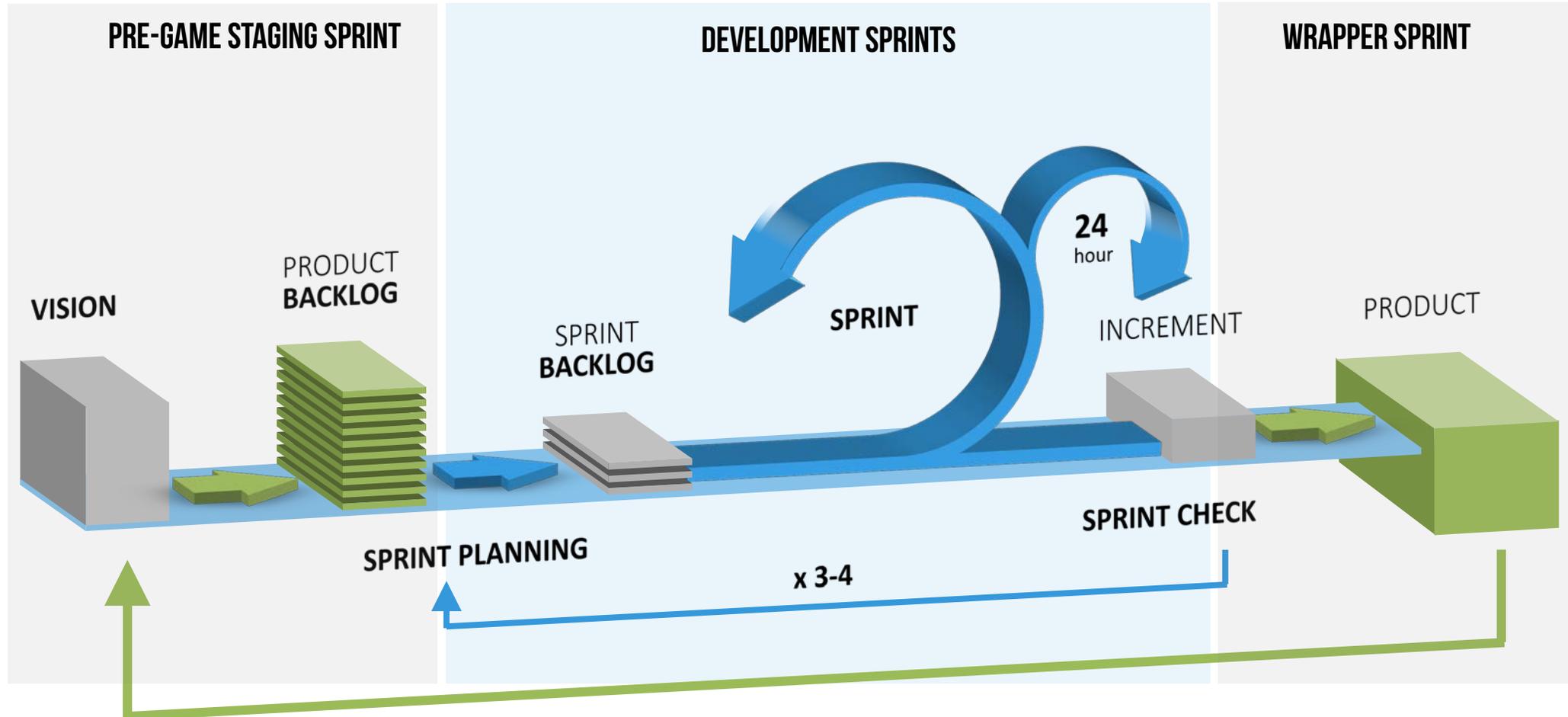
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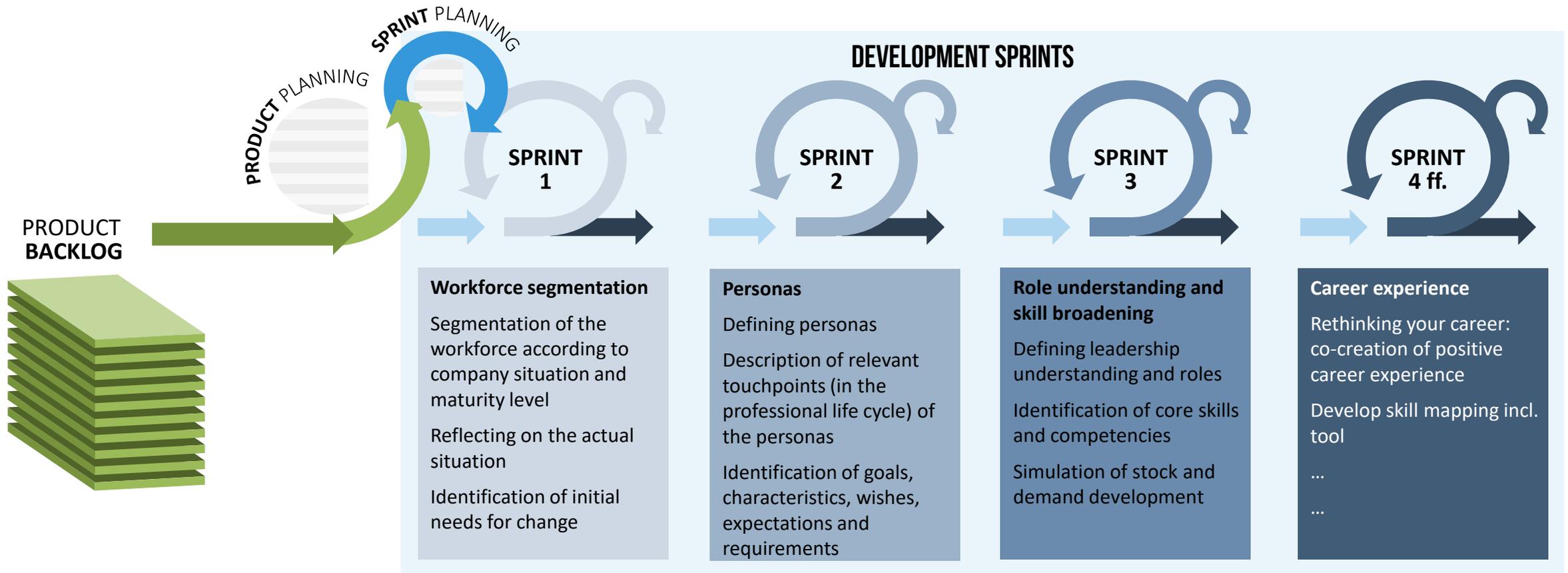
SPRINTS: WITH AGILE DRIVE BACK ON THE TRACK

We recommend that the topics prioritized in the product backlog be processed in agile sprints.



SPRINTS: WITH AGILE DRIVE BACK ON THE TRACK

Sprints are used to work out increments that make the " Rethinking Career Model" product quickly ready for use and a perfect fit.



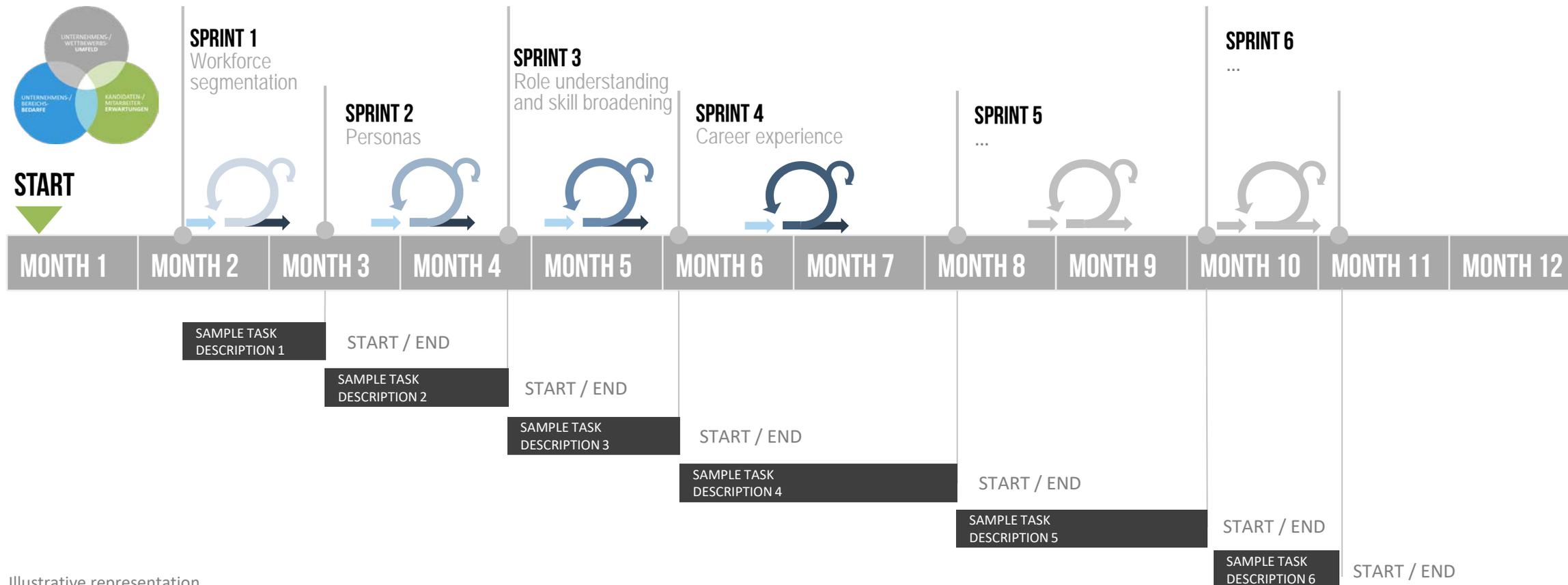
SPRINTS: WITH AGILE DRIVE BACK ON THE TRACK

Sprints are used to tackle complex adaptive tasks with the aim of delivering products with the highest possible value.

PRE-GAME STAGING SPRINT



START



Illustrative representation

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CHANGELEADERS **PORTFOLIO**

Consulting Boutique for Transformation & Change



PROFILES

- Established in 2018
- Team of renowned thought leaders and experts in their professional disciplines
- Well-rehearsed team working together in different set-ups since many years
- Most of our projects have an international scope
- Many of our consultants work on projects abroad - globally

CHANGELEADERS MISSION

Shaping The Future - Inspiring People - Moving Organizations

We want to contribute to driving innovations and improvements forward. Our clients are all those who want to change something in their organizations and are interested in sustainable, future-oriented solutions - whether in corporate, divisional or regional management or in specialist areas such as development, operations, procurement, sales, finance, IT and human resources.

We accompany our clients not only in dynamic growth phases, but also in difficult merger and restructuring situations. We contribute our experience from working with global players, large multinationals and hidden champions as well as with start-ups, medium-sized companies and public sector organisations.

Most of our customer projects have an international reach. And in many cases, our internationally experienced consultants or long-standing network partners also support local implementation on site.

WE SHAPE THE FUTURE

Together with our customers, we develop visions and align business models, strategies, organizations, processes and systems with a view to the future.

WE MOVE PEOPLE AND ORGANISATIONS

The focus is on people with their ideas, skills, potential and needs as well as their interaction within the framework of modern work organisation.

CHANGELEADERS STYLE



HOLISTIC VIEW

Experts with proven strategy, organizational, HR, communications & digital expertise



INTERNATIONAL EXPERIENCE

Worldwide deployment of highly experienced professionals with global leadership and project responsibility



DOER MENTALITY

Entrepreneurial focus on sustainable results in growth, merger and restructuring phases



INNOVATIVE SPIRIT

Solution-oriented Game Changer with great passion for innovation and desire for digital future



BEST PRACTICE RESEARCH

Evidence-based work based on trend analyses, smart practices and scientific findings



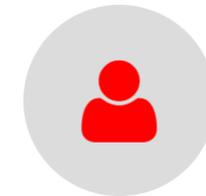
SMART METHODS-MIX

Intelligent combination of agile and classic methods with digital and analog collaboration formats



PERFORMANCE PARTNERSHIP

Excellence, diversity, transparency, trust and appreciation in internal and external cooperation



PEOPLE FIRST

Managers and employees at the center of digital transformation and agile organizational development

CHANGELEADERS EXPERTISE

Further Whitepapers (DE)



STELLENARCHITEKTUREN OPTIMIEREN

Die organisatorischen Herausforderungen des globalen Wachstums meistern.

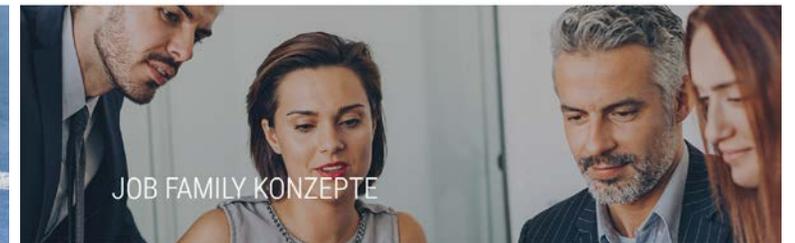
Das globale Wachstum, sich verändernde Geschäftsmodelle und neue Arbeitsformen stellen das globale Organisationsmanagement (OM) vor völlig neue Herausforderungen. CHANGELEADERS unterstützt sowohl bei Aufbau und Optimierung der globalen Organisations- und Managementstrukturen als auch bei der Überprüfung und (Neu-)Gestaltung von Job-Architekturen, Gradnetzstrukturen und Karriere-Modellen.



STELLENKATALOG ZUKUNFTSFÄHIG AUSRICHTEN

Stellenprofile weltweit standardisieren – reduzieren – aktualisieren

Die historisch gewachsenen Stellenarchitekturen mit hunderten und tausenden von Stellenprofilen sind vielfach redundant und überflüssig. Sie bilden das bestehende Geschäft oft nicht mehr ab und halten den künftigen Anforderungen im Rahmen der Digitalisierung nicht stand.



JOB-FAMILY-KONZEPTE IM AUFWIND

Mit Kompetenzgemeinschaften starre Organisationsstrukturen überwinden.

Im Zuge der agilen Organisationsentwicklung erleben Job-Family-Konzepte derzeit eine Renaissance. Mit ihrer Hilfe werden starre Organisationsstrukturen und Hierarchien überwunden und bereichsübergreifende Netzwerke gebildet.



JOB LEVELING IN KÜNFTIGEN JOB ARCHITEKTUREN

Die Prozesse und Methoden der Stellenbewertung zukunfts-fähig ausrichten.

Organisationsentwicklung und Stellenbewertung werden mehr denn je gekoppelt sein. Doch die Rollen, Prozesse und Methoden der Organisations-, Stellenbewertungs- und Personalarbeit werden sich im Kontext globaler, zunehmend agiler Job-Architekturen deutlich verändern.



KONZEPTION KÜNFTIGER KARRIERE-ARCHITEKTUREN

In vielen Unternehmen gibt es weder eine systematische **Nachfolgeplanung** noch eine strukturierte betriebliche Karriereplanung. Vor dem Hintergrund fehlender systematischer Erörterungsmöglichkeiten und -prozesse von sowie der notwendigen Schlüsselqualifikationen, um qualifizierte Mitarbeiter zu gewinnen und unternehmerische Kernkompetenzen zu erhalten, wird es höchste Zeit, die Konzeption, Einführung und Verankerung einer systematischen Karriere- und Nachfolgeplanung anzugehen.



Globale Prozesse der Nachfolge-Planung

In vielen Unternehmen werden Varianten häufig ad hoc und einflussbezogen besetzt. Mittel- und langfristige planbare Beendigungen von Arbeitsverhältnissen sowie interne Potenzsträger werden oft nur unsystematisch berücksichtigt. Kurzfristig ergeben sich damit Probleme bei Stellennachfolge. Langfristig ergeben sich – neben der fehlenden Wissenssicherung – hohe Zielverluste und Folgekosten bei der Besetzung von Schlüsselpositionen durch Verzögerungen bei der Rekrutierung und Entwicklung von potenziellen Nachfolgekandidaten.

CHANGELEADERS **EXPERTISE**

Further Whitepaper (DE)



CHANGELEADERS CONTACTS

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