



Career Development

Better Performance, Better Results

Developing, Aligning and Engaging Your Workforce

A strategic approach to talent management ensures workforce skills and competencies are aligned with business needs, while at the same time enhances employee productivity – resulting in superior organizational, team and individual performance. Research shows that offering career development opportunities satisfies both the individual’s need to grow in his or her role and the organization’s need to build an engaged workforce that has the skills needed to execute on its strategy.

The Role of Managers

While employees should be encouraged to take responsibility for managing their careers, organizations must support them with a formal process of assessment, development and regular feedback. The role of the manager in this process is pivotal. It is the manager who is responsible for engaging their employees in regular conversations to help them chart their career paths. These are focused conversations between manager and employee that center on the employee’s career goals and how those goals fit into the organization’s talent needs. In order to conduct a meaningful and productive discussion, a manager can follow these guidelines:

Reflection

Ask your direct reports to share a chronology of their career paths. Consider asking the following questions:

- How did you find this job?
- Have you sought to gain experience in different functions?
- What projects have provided the greatest satisfaction?
- Do you have a coach or mentor?

Profiling

Encourage your direct reports to assess and identify their values, skills, knowledge, behaviors, motivators and goals. Consider asking the following questions:

- Based on your self-assessment, what new tasks, projects or responsibilities would enhance your job satisfaction?
- Based on your career goals and the needs of the department/team, what developmental opportunities would you seek?
- Tell me about what motivates you.





Strategic Career Discussions

For career discussions to be strategic, constructive and meaningful, managers need to:

- Engage in regular, formal career discussions
- Act as a coach and mentor
- Ensure employees understand the organization's mission and strategy
- Help employees understand how their roles contribute to customer needs and business goals
- Assist employees to understand important organizational change issues
- Create realistic and challenging development plans
- Make sure work processes don't contribute to stress
- Empower employees to make decisions

About DBM

DBM (www.dbm.com) is a leading global career transition and talent development firm, providing services to private and public companies, not-for-profits and governments. When companies make decisions that impact careers, DBM provides services to support both the organization and its employees, ensuring successful transitions and tangible improvements to business performance. DBM has a 40+ year legacy of setting industry standards with innovative best practice solutions. With 200 locations around the globe, serving 85 countries, DBM partners with 70 percent of the Fortune 500 and 80 percent of the Global 500 companies.

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