

VI Ciclo de encuentros  
Gerenciales  
**Balance Vida - Trabajo**

**Deloitte.**

Conciliando el individuo, la Familia y la Empresa

# Carrera a la Medida para Todos





# Customizing Careers: A Winning Business Strategy

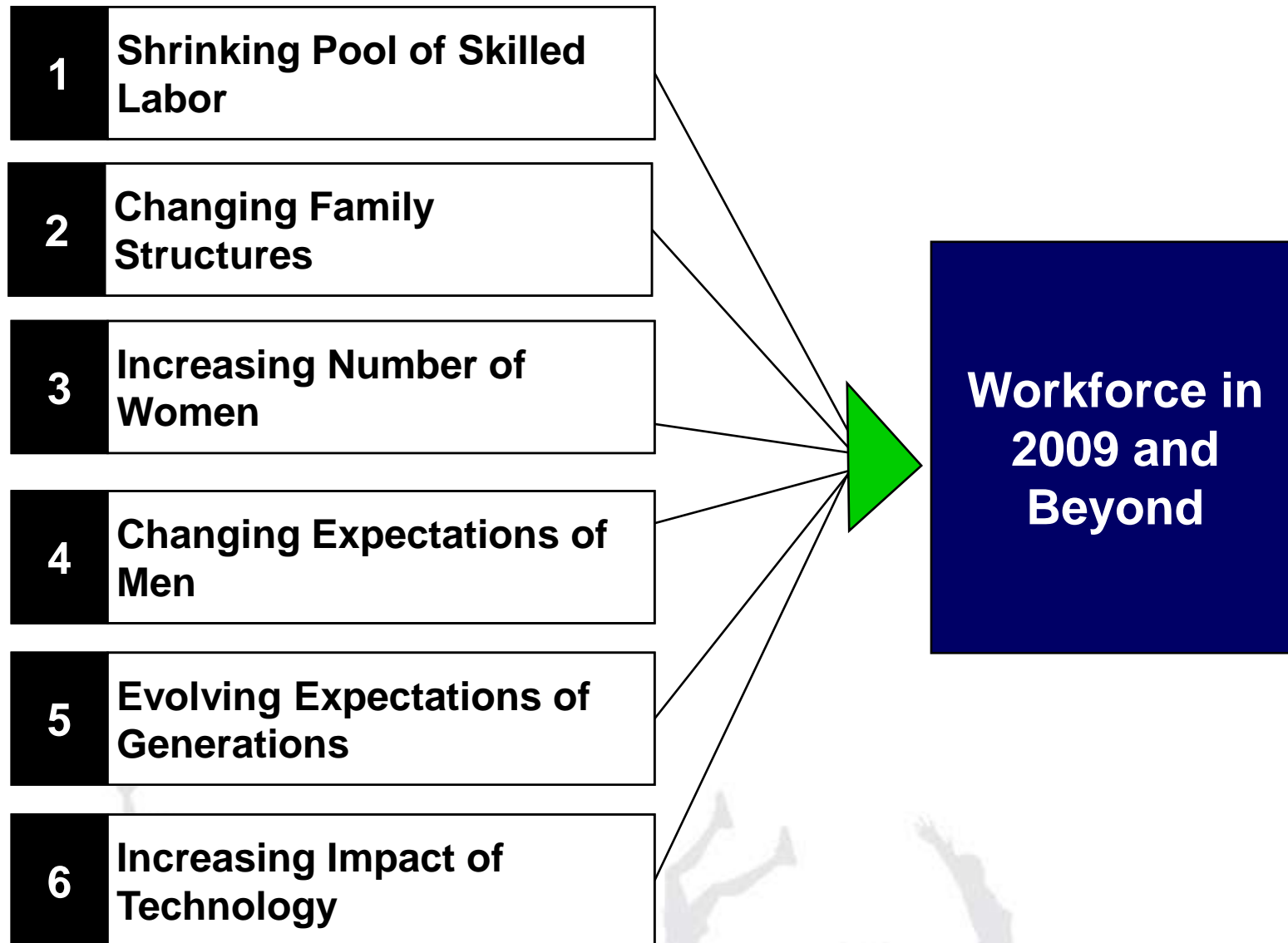


Anne Weisberg, Director, Talent  
Deloitte US  
March 2, 2010

# Workforce Trends

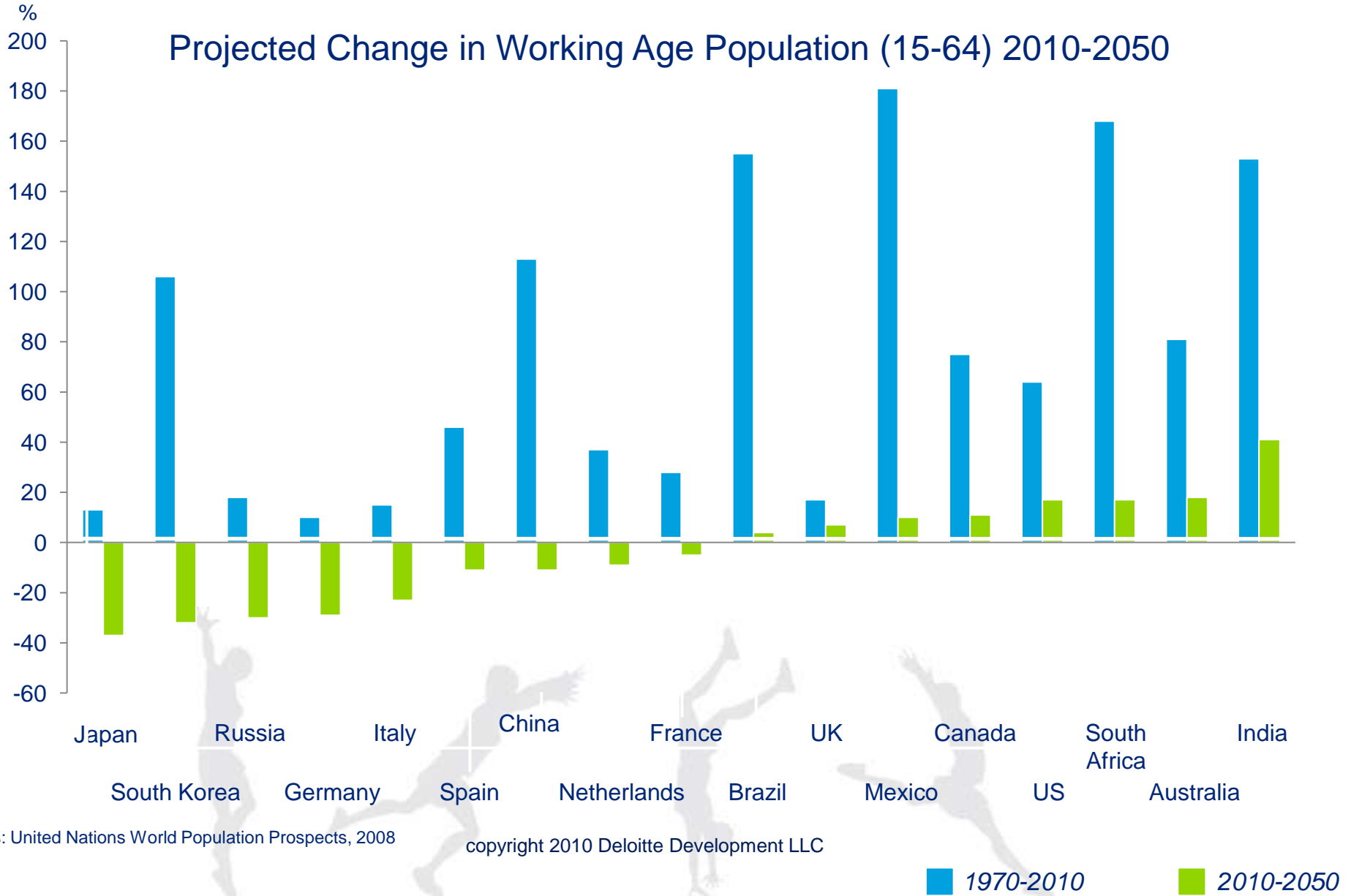


The convergence of key trends is dramatically changing the talent marketplace...



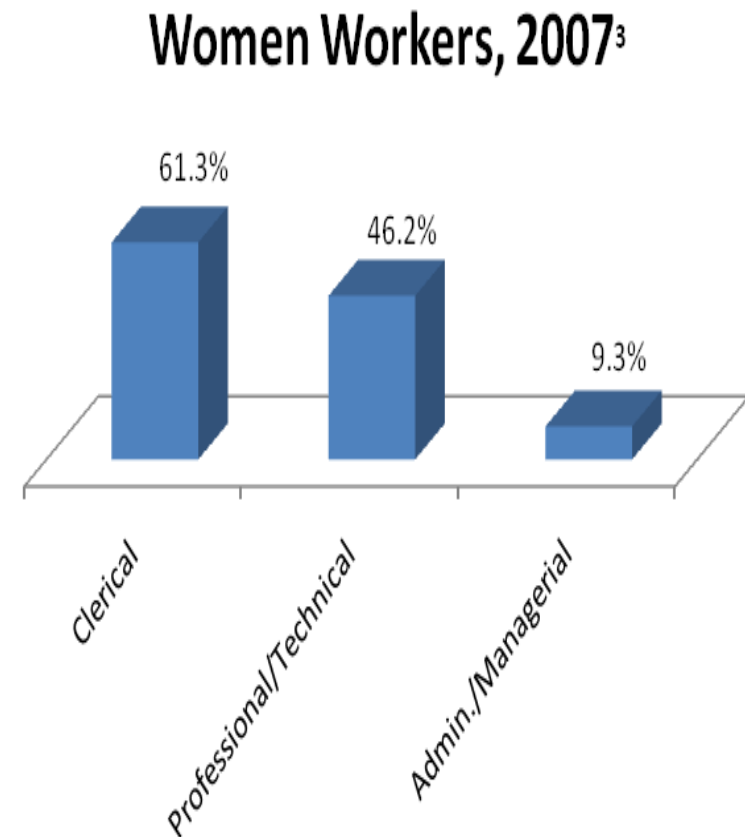
The labor force is shrinking across the world.

The birth rate has dropped across Latin America as well.

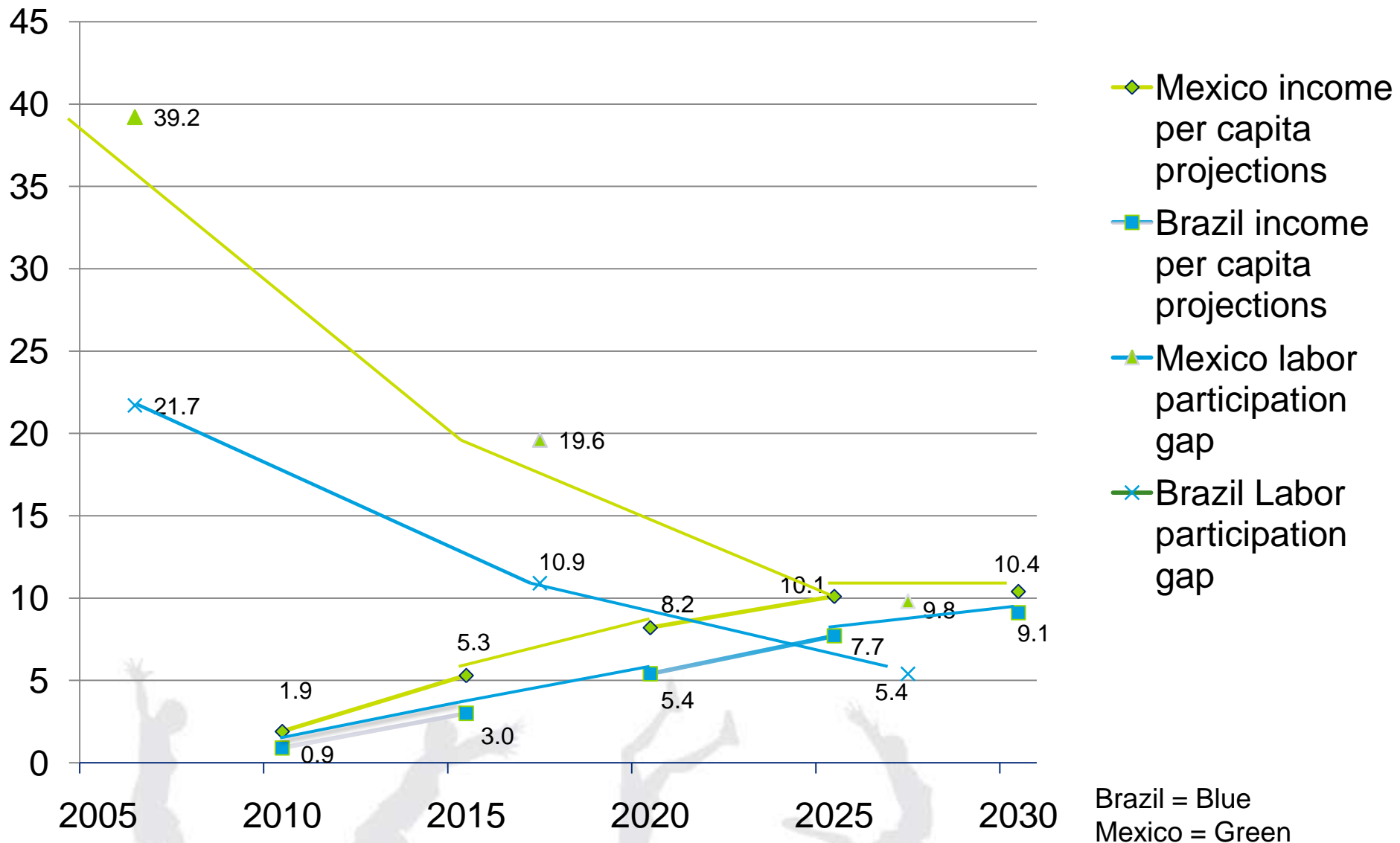


# Women are an untapped segment of the labor pool.

- In 2006, 49% of all tertiary education degrees were earned by women in Venezuela.
- Yet, women are underrepresented in many job functions, except clerical jobs.
- In 2005, 64% of the 100 largest publicly-listed companies in Latin America had no women on their boards.



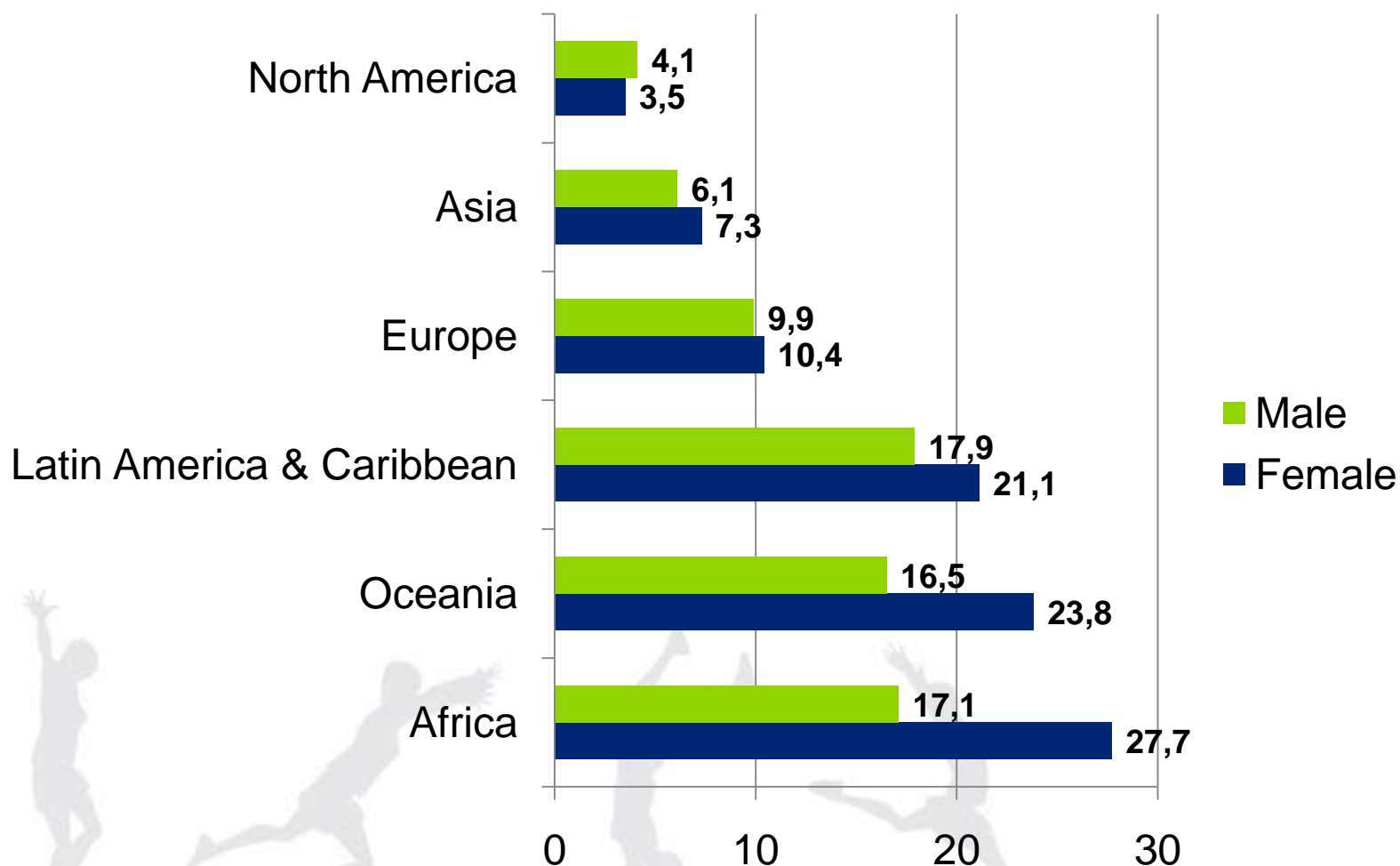
# Closing the gender gap in labor force participation is key to raising income per capita.



# Educated women will move to greater opportunities.

"In economies where women are forced to make choices between having kids or having good jobs, they are increasingly deciding they want the job and not the kids." – Wall Street Journal

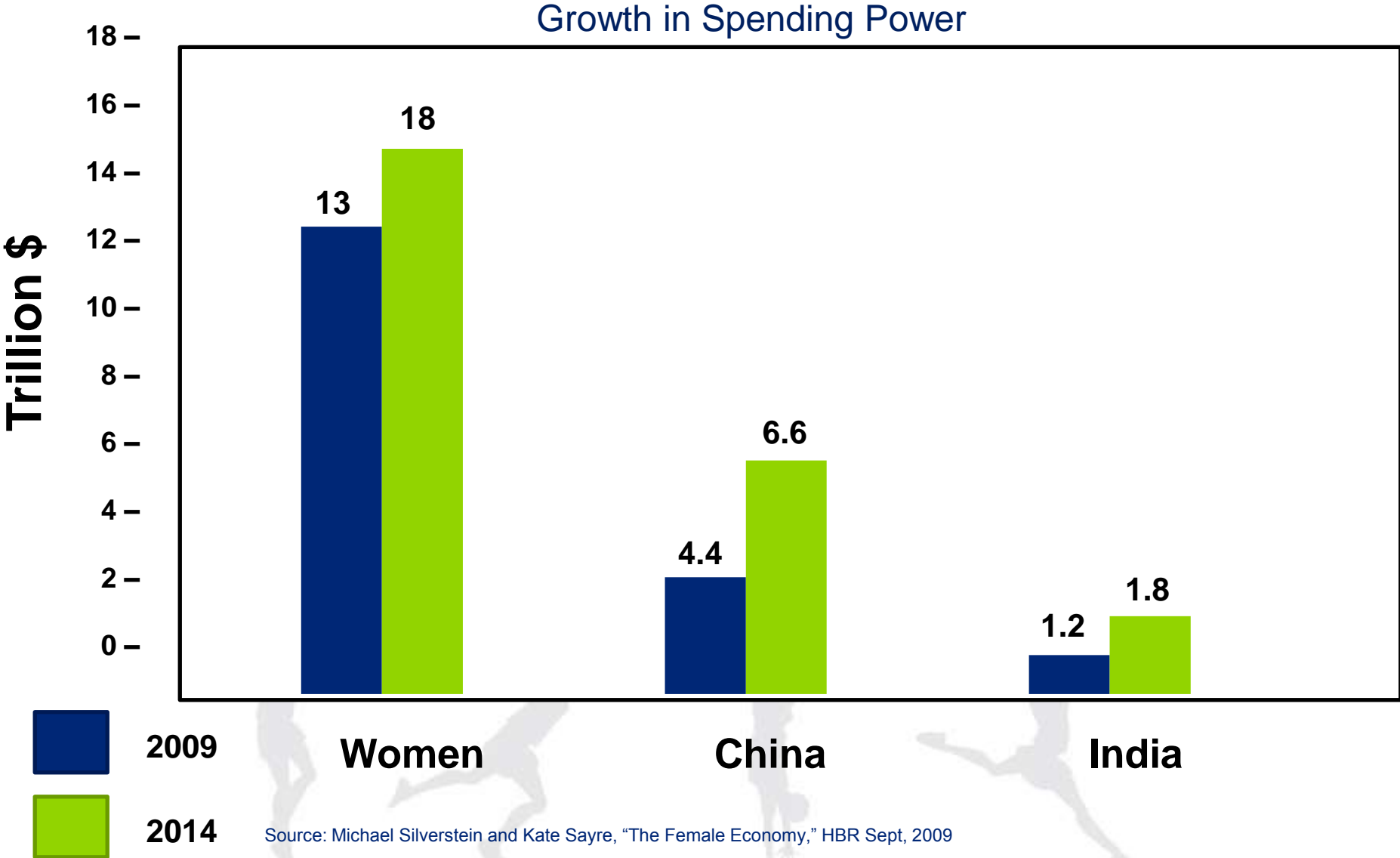
## Migration Rates of People with College Education





Women are also a major part of the consumer marketplace, making close to 90% of purchases.

**Women are the biggest emerging market ever seen.**



# The Deloitte U.S. Women's Initiative



# The compelling business case in the U.S.

The workforce has changed:

- Women are half the labor market
- Women's careers do not look like men's careers



Women are a growth segment of the market:

- 91% of our partners have sold to women
- Women either make or influence 80% of



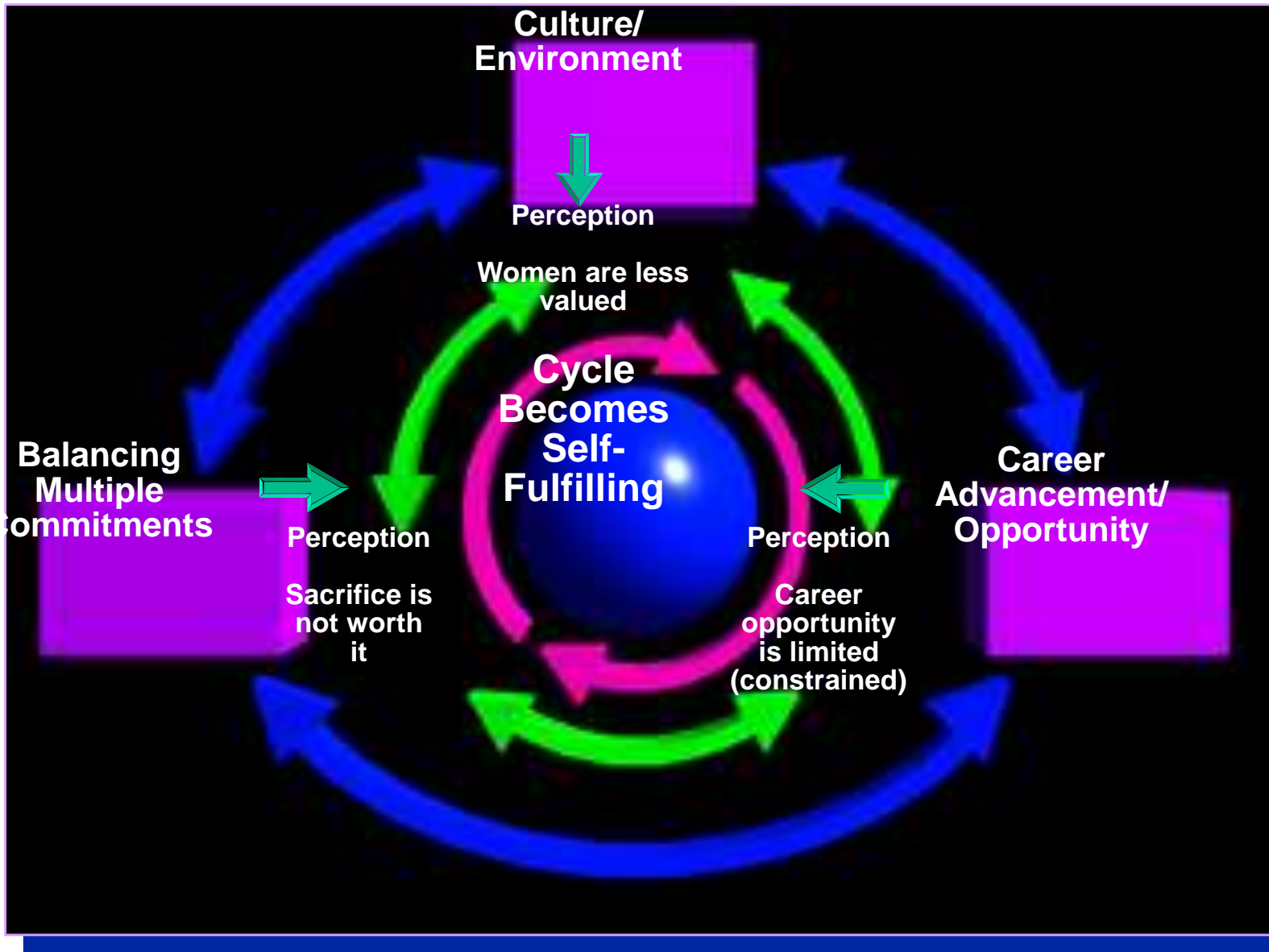
Women have more options:

- Unemployment rate for college grads is half overall rate

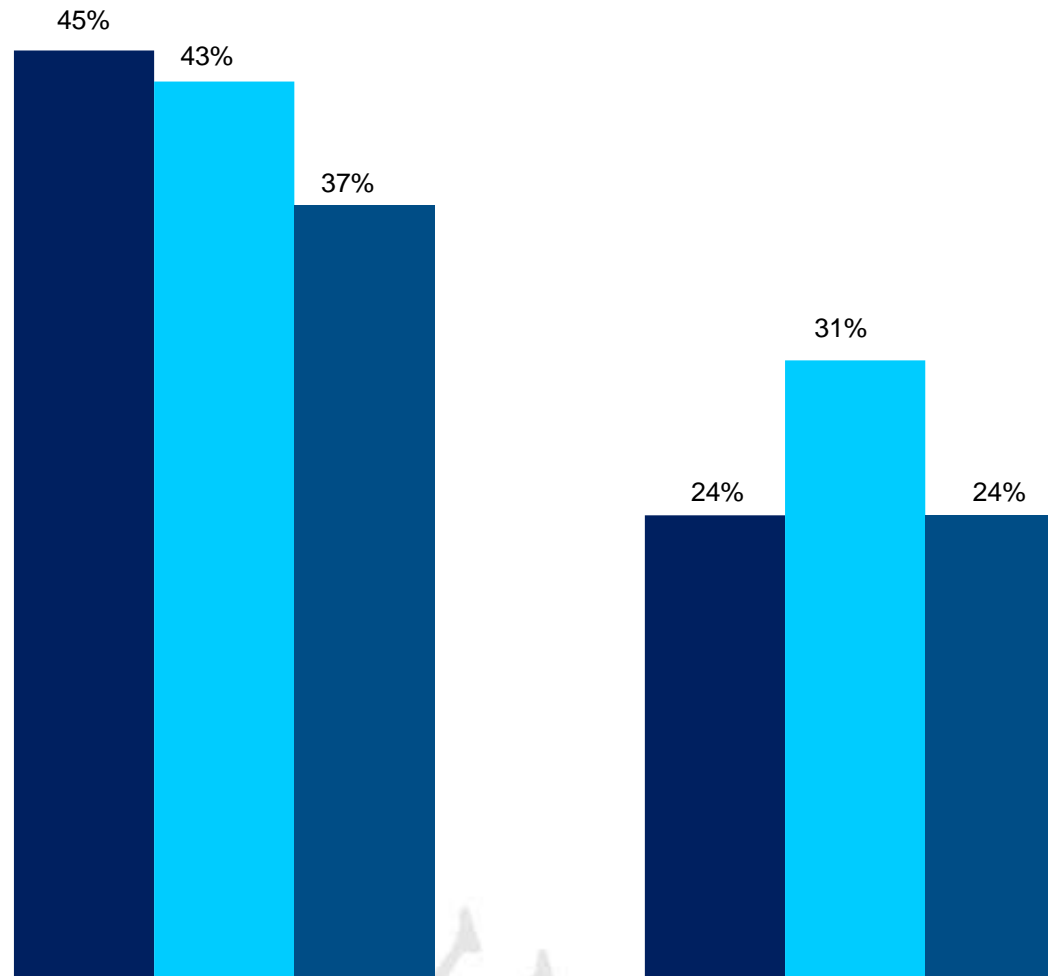


- 86% of the Fortune 500 companies have women on their board
- 41% of the 10.4 million privately held American companies are owned by women
- More than 50% of all managerial and professional positions in US businesses are held by women
- 50% of the undergraduate business degrees are awarded to women

Women's retention and advancement was not just about work-life fit.



# Women leave or slow down for pull factors.



Source: Sylvia Ann Hewlett,  
*On Ramps and Off Ramps*  
(HBSP 2007)



All women

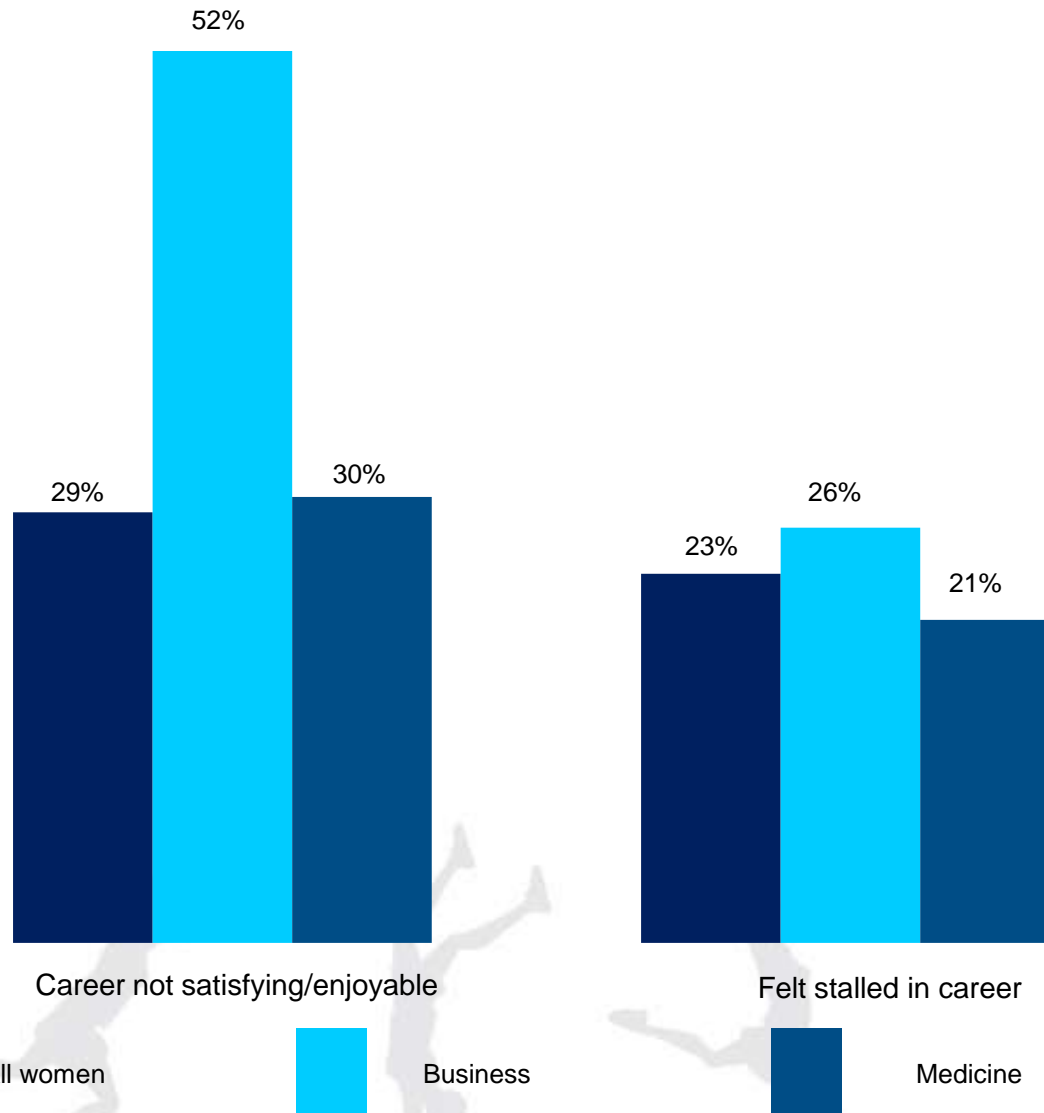


Business



Medicine

# But push factors are just as significant.



Source: Sylvia Ann Hewlett,  
*On Ramps and Off Ramps*  
(HBSP 2007)



## WIN's four threads of focus

WIN has four areas of focus that match the business case.

1

**Professional &  
Leadership  
Development**

2

**Marketplace  
Eminence**

3

**Vibrant  
Pockets of  
Community**

4

**Innovation**





# Innovation.







# Flexible Work Arrangements (FWAs) were one of the first WIN innovations.

Flextime

Reduced Hours/  
Part-Time

Compressed  
Work Week

Banking of  
Hours

Leaves/  
Sabbaticals

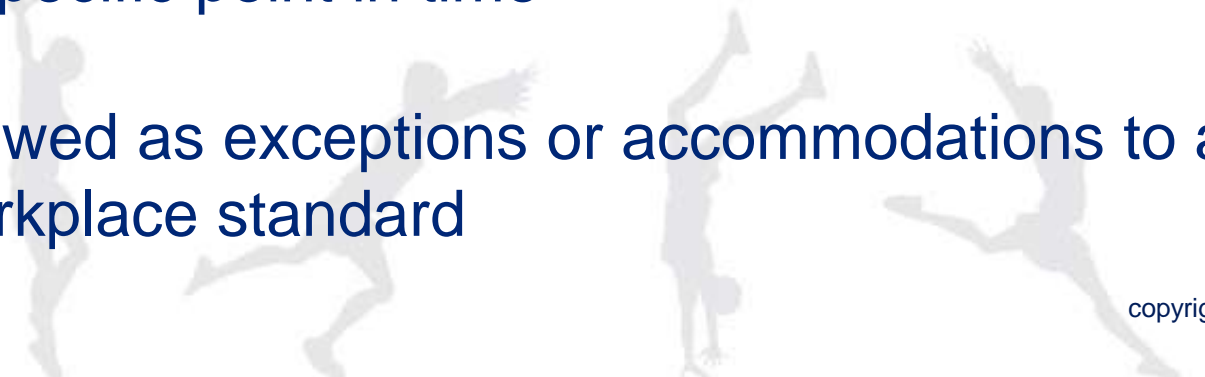
Job-Sharing

Telework/  
Telecommuting

Gradual  
Retirement




## But FWAs did not go far enough, because they are:

- One-off point solutions that do not scale
  - Generally viewed as for women only
  - Neither integrated into nor supported by talent management processes and procedures
  - Not designed to address how careers unfold over time
  - Too often focused exclusively on hours and work location at a specific point in time
  - Viewed as exceptions or accommodations to an outmoded workplace standard
- 

# Customizing Careers





The business case for flexibility has four prongs:  
Greater engagement, health, efficiencies and creating a  
magnet for talent.

### Employee Engagement

- Satisfaction with current and future career-life fit
- Career Culture

### Healthy Environment

- Healthier workers
- Lower carbon footprint
- Stronger families

**Manager-supported  
workforce flexibility.**

### Operational Improvements

- Lower real estate costs
- Business continuity
- Better collaboration tools

### Talent Brand

- Employer of choice
- Inclusive workplace
- Appeals to everyone – from young to older workers

# And flexibility is a key aspect of moving from corporate ladder to corporate lattice.™



## Corporate Ladder

Traditional, hierarchical structure

Many workers are similar to each other

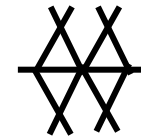
Work is a place you go to

Separation of career and life

Linear, vertical career paths

Low mobility; loyalty based on job security

Tasks define the job



## Corporate Lattice

Flatter, often matrixed structure

Many workers are different from each other

Work is what you do

Integration of career and life

Multidirectional career paths

High mobility; loyalty based on growth and development

Competencies define the job

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





Mass *career* customization delivers similar 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.**

# The MCC profile depicts the employee's target level of contribution.



## The Four Dimensions of MCC

### Pace

Options relating to the rate of career progression

### Workload

Choices relating to the quantity of work output

### Location/Schedule

Options for when and where work is performed

### Role

Choices in position and responsibilities



MCC describes three broad sets of choices defined by the organization.

	Dialing Up	Common	Dialing Down
Definition	<ul style="list-style-type: none"><li>• Enables an increased focus on career growth</li></ul>	<ul style="list-style-type: none"><li>• Describes choices selected by majority of individuals</li></ul>	<ul style="list-style-type: none"><li>• Enables an increased focus on life outside of work</li></ul>
Examples	<ul style="list-style-type: none"><li>• Job rotation, stretch and/or global assignment, increased exposure and visibility to leadership</li></ul>	<ul style="list-style-type: none"><li>• Typical expectations for results and pace of development and growth; varies by job</li></ul>	<ul style="list-style-type: none"><li>• Telecommuting, flexible schedules, reduced travel, career plateau</li></ul>

**MCC helps managers and employees have transparent conversations about benefits trade-offs of these choices**

# Mass Career Customization™ provides a framework for how careers are increasingly being built.



- 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

# My Sine Wave.

## Stage 1

Career Years 1 - 6

Phase: Practicing Law

## Stage 2

Career Years 7 - 10

Phase: Working from Home

## Stage 3

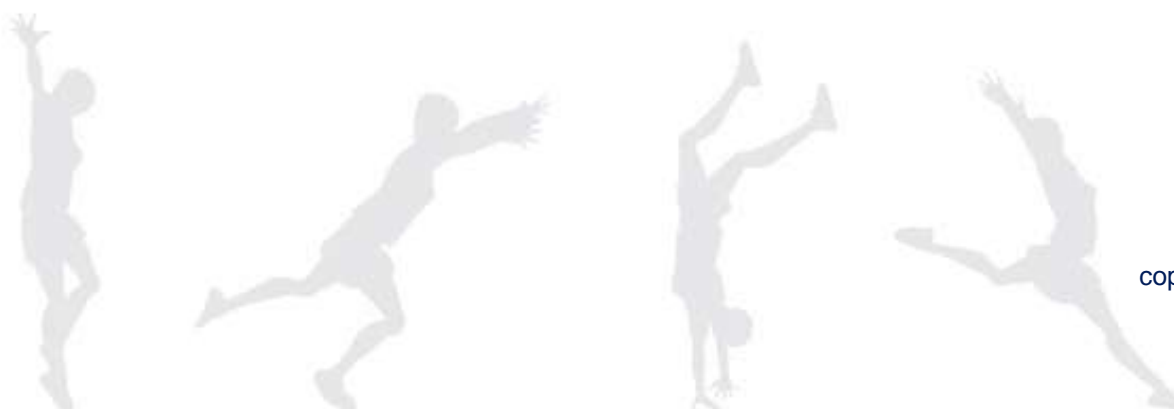
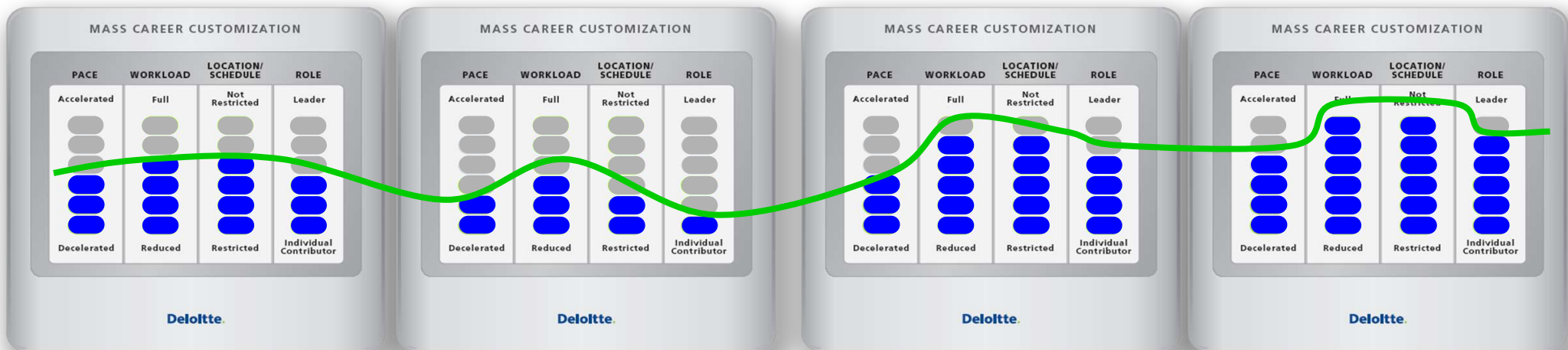
Career 11 - 20

Phase: New Career

## Stage 4

Career Years 21 - Present

Phase: Leadership



# What's your sine?

[www.masscareercustomization.com/interactive.html](http://www.masscareercustomization.com/interactive.html)

## What's your sine?



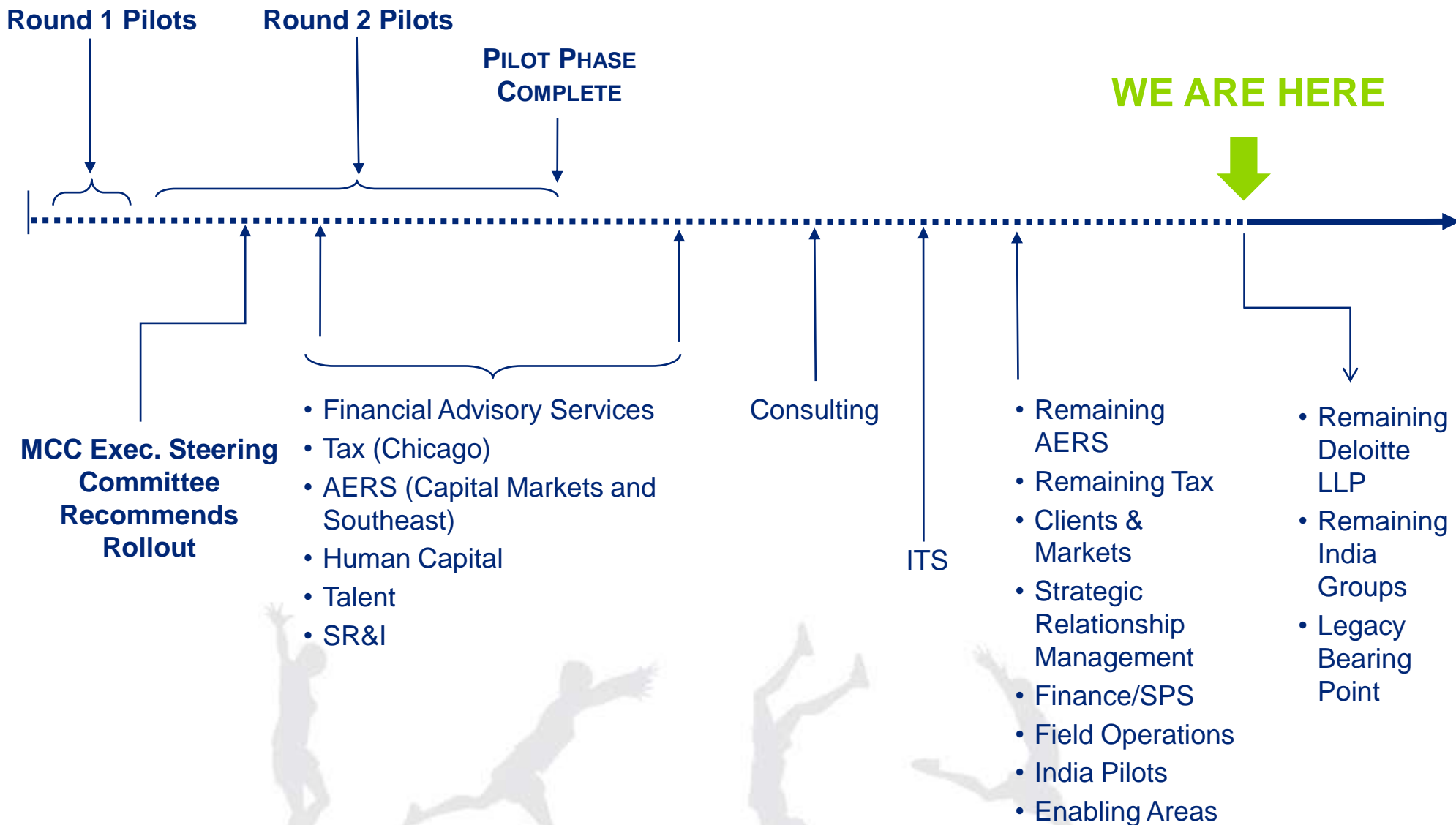
While mass career customization (MCC) provides a structure for how careers are being built, elements of MCC are already happening through a variety of one-off manifestations. Knowledge workers are managing their career-life fit by making individual choices to dial up or down their careers, sometimes in cooperation with their employers, while at other times, without their support. Review your own career journey to reveal your sine wave—and how you, too, may have tailored your career path.

[▶ Begin](#)

# Facing Forward



MCC has rolled out to approximately 35,000 individuals, with the remaining 12,000 in progress or scheduled in current fiscal year





# MCC is integrated into the annual talent cycle for all--not just those dialing up or down

➤ The full population will have an MCC Profile--all the time.

➤ Each individual's current level of contribution, as depicted in MCC Profile:

- Shapes annual goals.
- Provides context for performance evaluation.
- Informs assignment decisions.

Year-End:  
Assess  
performance  
against goals

Goal Setting:  
Set annual goals  
within context of  
MCC Profile



Mid-Year:  
Review  
performance  
against goals

On-going: conversations and adjustments  
to MCC Profile as needed and approved



# Outcomes

## Objectives

Client satisfaction

Quantify impact

Support cultural shift

Improve satisfaction

Increase retention

Create scalable  
model

## Outcomes

No negative impact on client service or business operations

Quality of counseling conversations improved

Positive correlation between MCC and retention

MCC is scalable

Career-life is a key driver of engagement/productivity

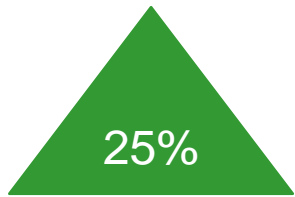


# Our results

## Improved Career-Life Satisfaction

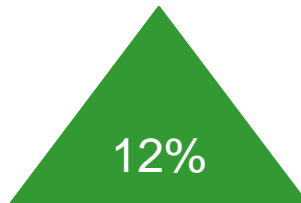
Wave 1 –  
good  
economy

life fit



Wave 2 –  
downturn

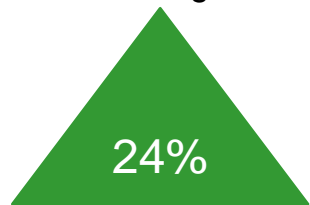
Satisfied with my  
current career-life  
fit



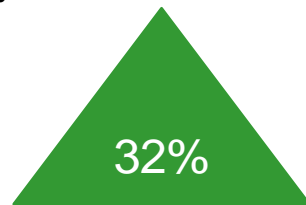
## Higher Conversation Quality

My counselor/ manager...

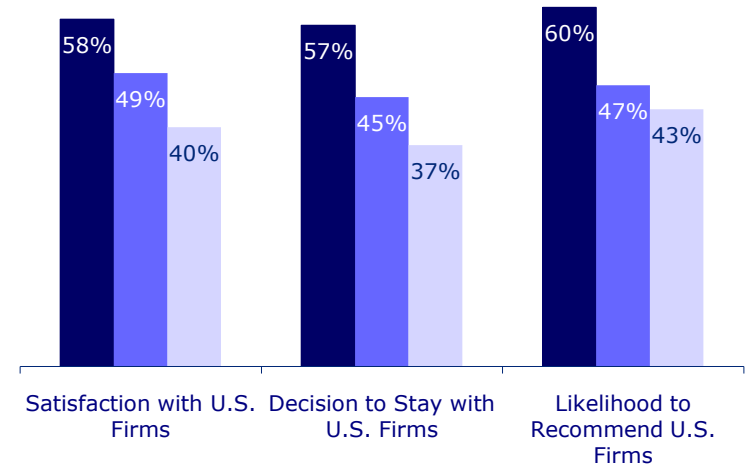
...offers me helpful advice  
on how to fit my career  
and life together



...describes clearly the  
trade-offs associated with  
my career-life choices

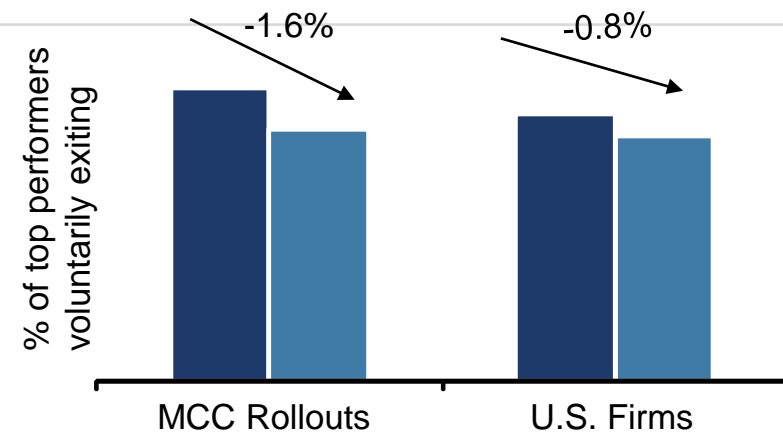


## Enhanced Employee Engagement Factors



Did not explore profile change    Explore making change now    Explored future change

## Improved Retention of High Performers



Learn more at [www.masscareercustomization.com](http://www.masscareercustomization.com)

## 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](http://www.masscareercustomization.com) or [www.deloitte.com](http://www.deloitte.com).

## Now in “non-fiction.”



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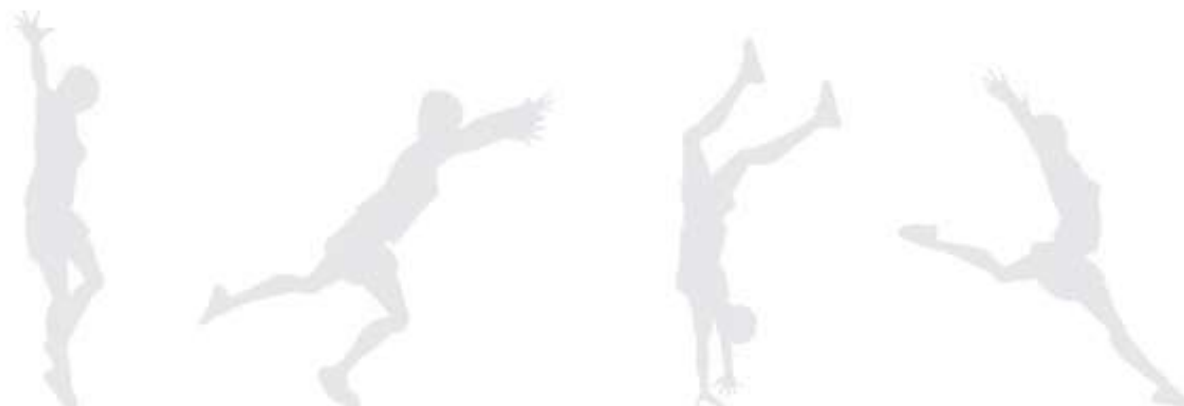
via profesional

Hacer de cada día un día mejor

# Questions & Answers



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