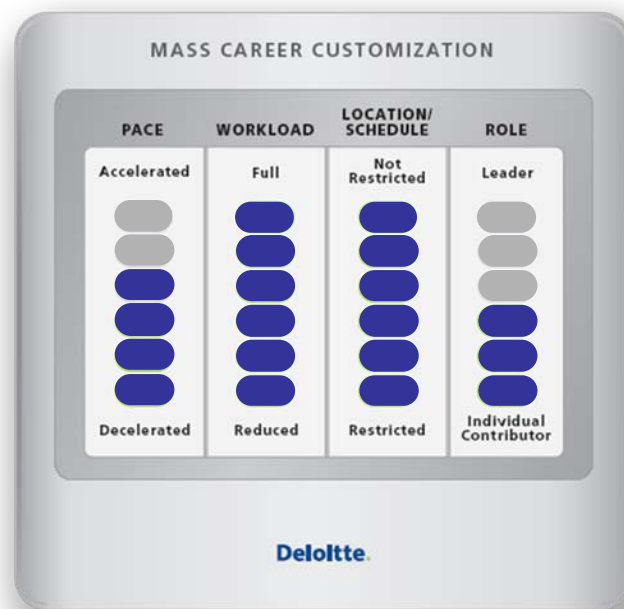




Mass Career Customization





21st-century knowledge workers. 20th-century workplace. (Oops.)

Many of today's business leaders typify the traditional workforce, while the vast majority of tomorrow's leaders do not.

The workforce has changed while the workplace has not.

Only 17 percent of U.S. households are considered “traditional” with a husband in the workforce and a wife who is not—making the “non-traditional” the new traditional.

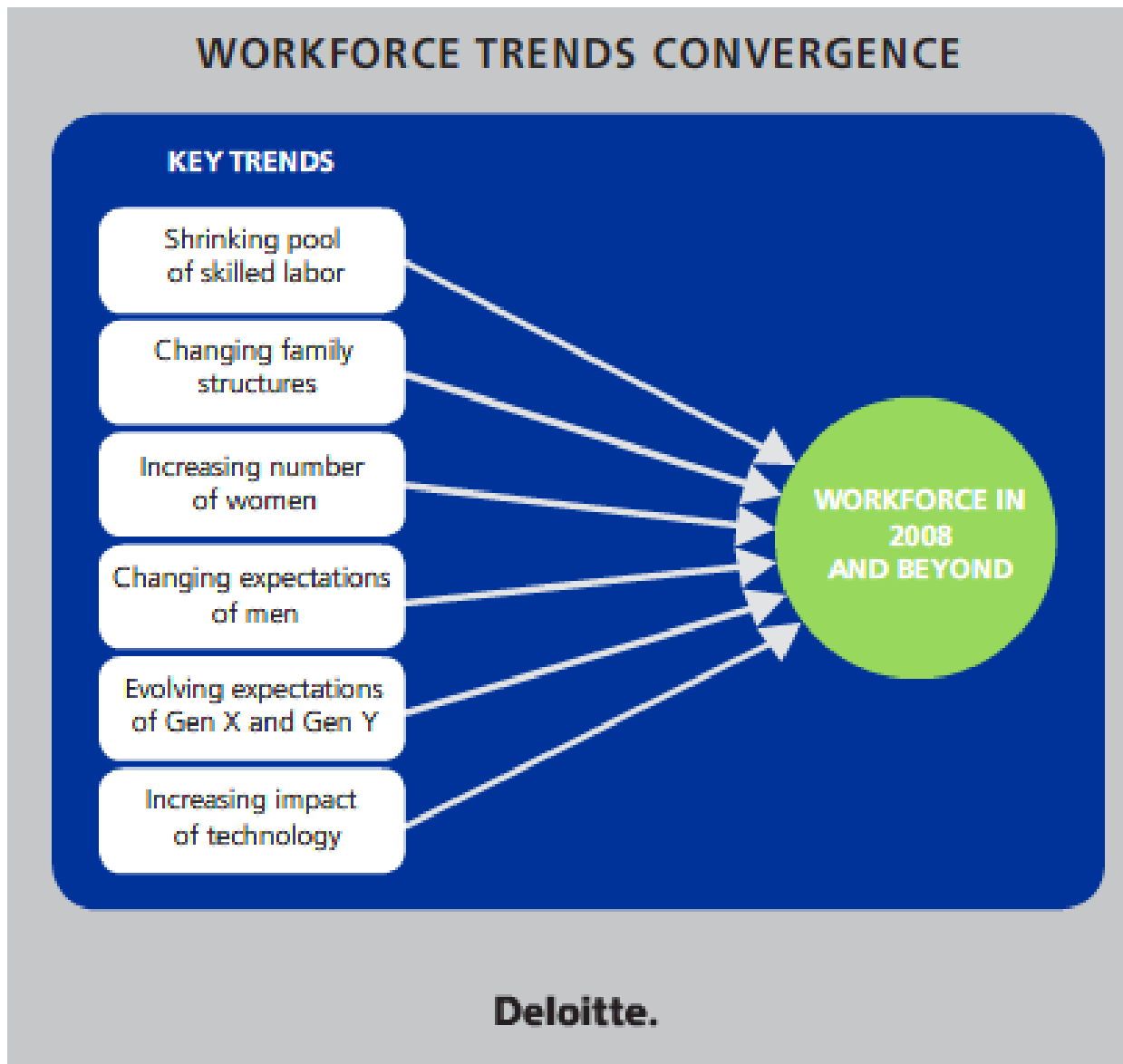
Source: Catalyst 1998; U.S. Department of Labor, 2005

In the next five years, there will be a 6 million person gap between the supply and demand of U.S. knowledge workers.

Source: Employment Policy Foundation

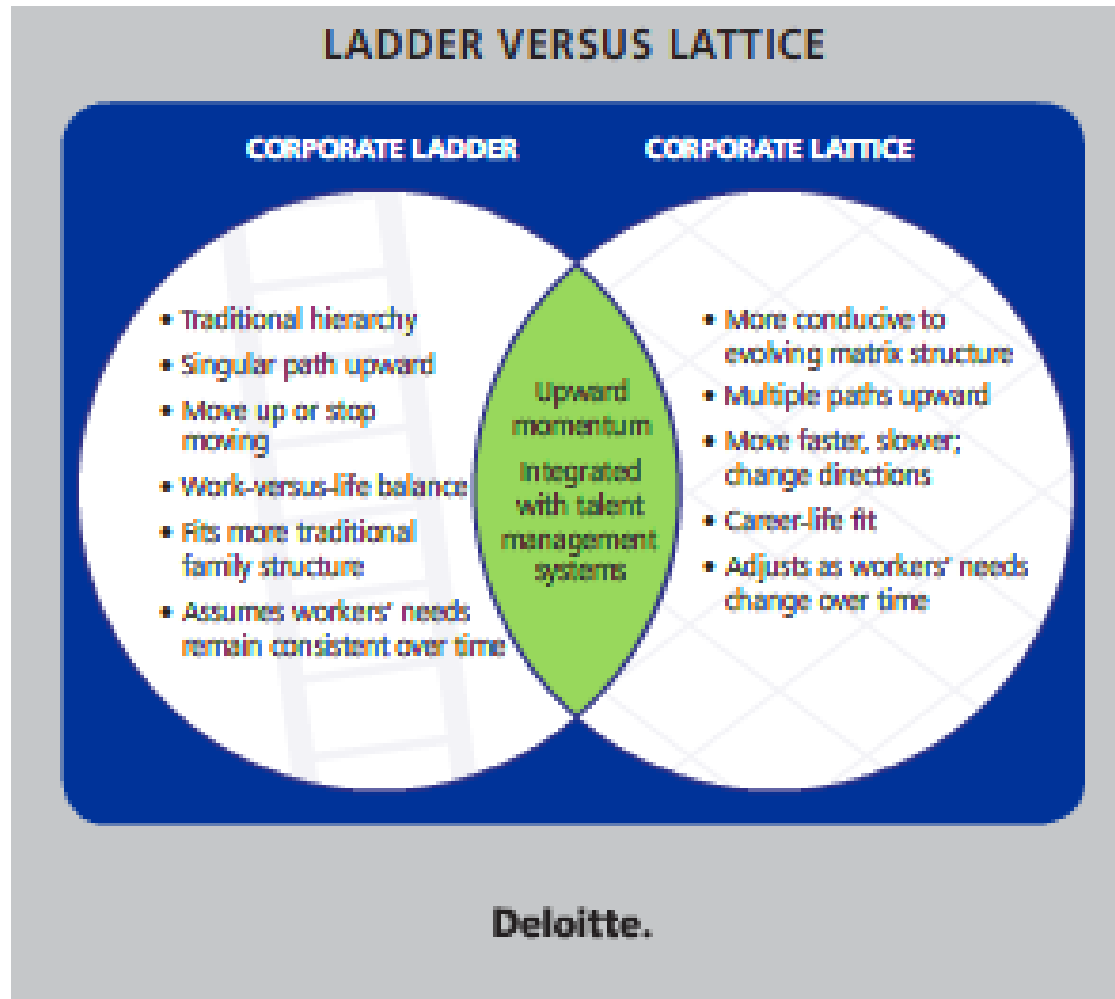


Why do we need MCC? The Convergence of Key Trends is Dramatically Changing the Workforce





From Corporate Ladder to Corporate Lattice

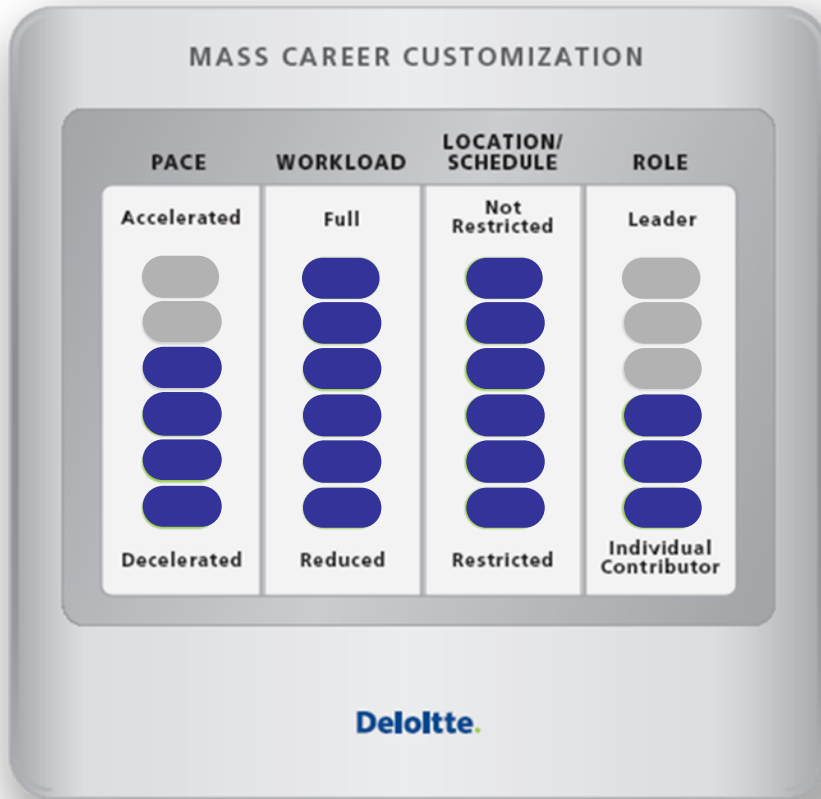




Principles of Mass Career Customization

- Increasing **choices** that help practitioners shape career paths that fit the various stages of their personal lives
- Making career building a more explicit **shared responsibility** between the enterprise and the individual
- Making **adaptability** over time a core competency for individuals and enterprises
- Creating **transparency** regarding trade-offs and choices that lead to better planning, better decisions, and greater satisfaction
- Selecting choices that are **good for both** the employee and the enterprise
- Retaining talent by cultivating a new sense of **loyalty and connection**

Mass Career Customization Profile



The Four Dimensions — and Interrelationships — of MCC

Pace

Options relating to the rate of career progression

Workload

Choices relating to the quantity of work output

Location/Schedule

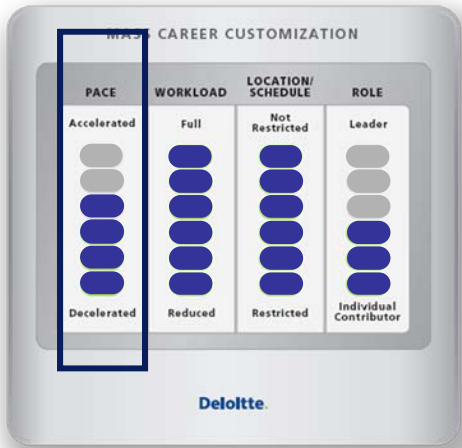
Options for when and where work is performed

Role

Choices in position and responsibilities

Pace: Definition and Guidelines

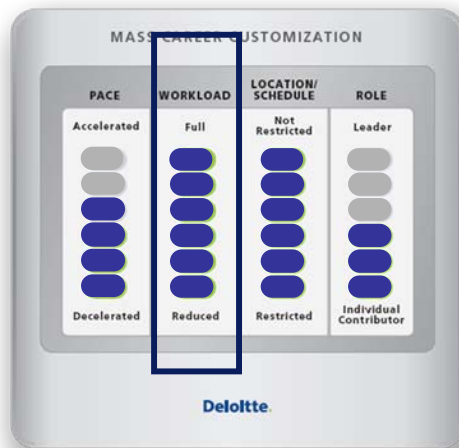
The **Pace** dimension provides choices to “dial up” or “dial down” the rate of career progression. Pace looks at the entire career. It impacts the rate at which the foundation of a person’s career--experiences and capabilities--are planned to be developed. Actual or realized pace results from demonstrated, sustained performance.



- For some businesses: minimum, customary time threshold for promotion to next role.
- Ready for and seeking stretch assignments in client service and/or organizational contributions
- Customary time in role; client service and organizational contributions as expected
- Low degree of extended time at current level
- Moderate degree of extended time at level
- High degree of extended time at level

Workload: Definition

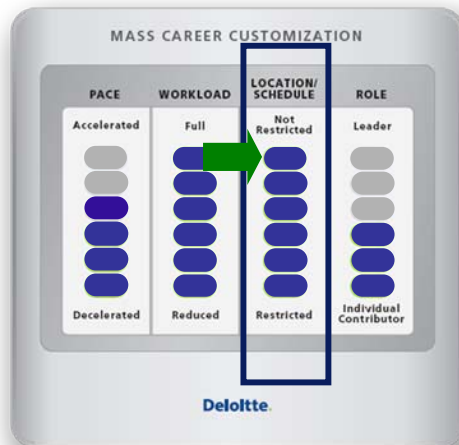
The **Workload** dimension of the profile provides choices about the quantity of work output and directly impacts compensation.



- ➔ 100% workload (full-time)
- 90% of workload
- 80% workload
- 70% workload
- 60% workload
- Less than 60% workload

Location/ Schedule: Definition

The **Location/Schedule** dimension of the profile provides options for when and where work is done.



Location and schedule are comprised of 3 continuums shown on the next slide.

After identifying where the employee is on each sub-continuum, an aggregated view should be used to fill-in this overall dimension.



The Components of Location/Schedule

Location – Travel (out of town client site vs. local client or office)

Location – Work Location (office/client vs. home/other)

Schedule (availability during regular business hours)

Available for extended travel including weekends and/or global travel; Able to relocate

No work location restrictions

No schedule restrictions

Regular travel as required by position

Require telecommute 20% of work time

Minimal limitations on schedule

Minimal limitations on travel

Require telecommute 40% of work time

Light limitations on schedule*

Moderate limitations on travel

Require telecommute 60% of work time

Moderate limitations on schedule*

Significant limitations on travel

Require telecommute 80% of work time

Significant limitations on schedule*

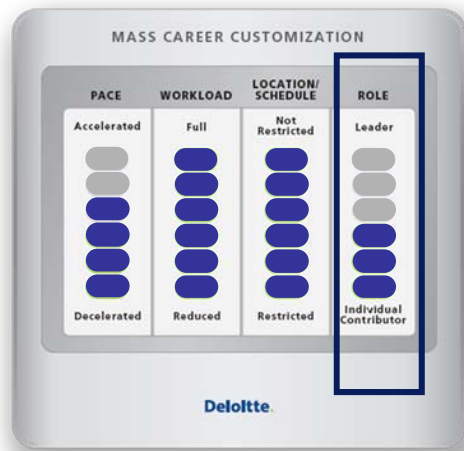
No ability to travel for any purpose or duration

Unable to work in office; telecommuting only required

Highly constrained schedule*; not able to vary hours with business need





Role: Definition

The **Role** dimension of the profile is directly linked to the individual's level within the Deloitte U.S. Firms. An additional dot is filled in each time you are promoted.



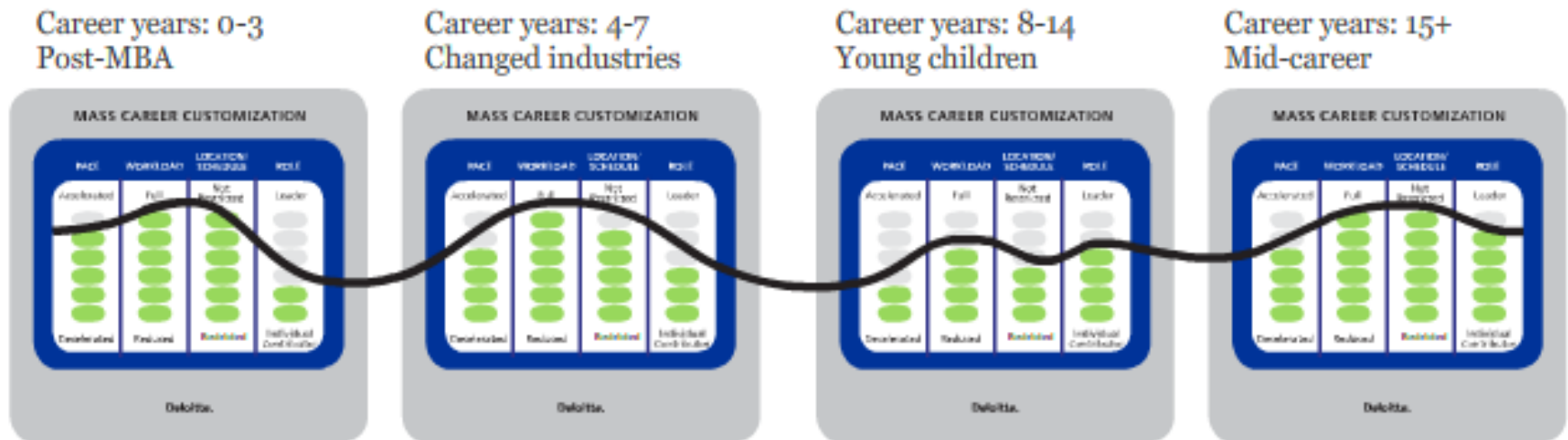
- Partner, Principal or Director in Firm Leadership or Major Client Service role
- Partner, Principal, Director
- Senior Manager
- Manager
- Senior, Senior Consultant
- Staff, Consultant

There are Inherent Trade-offs Associated with Customizing your Profile

As Driver	Pace	Workload	Location/ Schedule	Role
Pace		Desire for accelerated Pace is likely not possible with a reduced Workload	Desire for accelerated Pace may reduce options for restricting Location/ Schedule	Desire for decelerated Pace may eliminate options for positions that entail significant management responsibilities
Workload	Desire for reduced Workload may decelerate Pace		Desire for a reduced Workload may or may not be linked to Location restrictions such as working from home	Desire for a reduced Workload may result in an Individual Contributor Role
Location/ Schedule	Desire for a reduced Schedule may show Pace, but desire to work from home on limited basis may not affect pace	Desire for a reduced Schedule will likely result in reduced Workload		Desire for Location/Schedule restrictions may eliminate possibility of a Role that requires travel or in-office presence
Role	Desire for a specific kind of Role may determine Pace of career path — and destination of career	Desire for specific Role may increase or decrease the options for modifying Workload	Desire for specific Role may reduce the options for Location/Schedule restrictions	

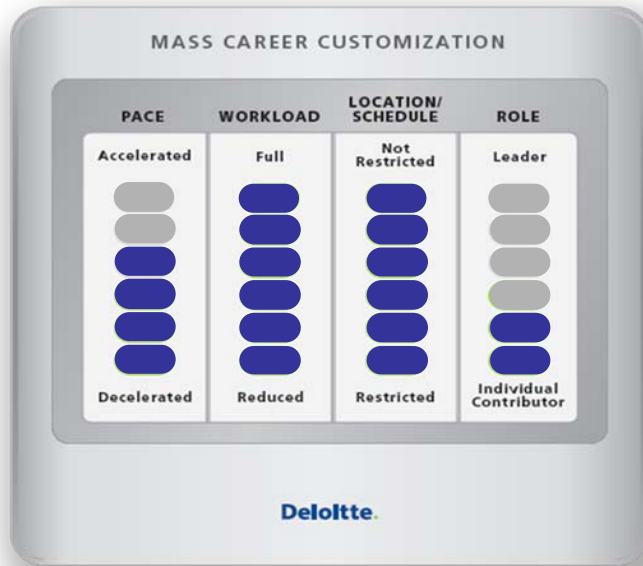
The Occupation Oscillation

Mass career customization is centered on the powerful insight that today's career journeys look like a sine wave of sorts, with climbing and falling phases of engagement over time. In fact, it's happening all around us.





MCC Profile Template



Location / Schedule Subcontinuums

Travel

Work Location

Schedule

Check here if this profile represents an existing career customization

Notes: (Please be sure to include the most likely duration of a customization, if applicable)

I have discussed the above information with my counselor and agree that it is accurate to the best of my knowledge

Counselee:

Counselor:

MCC Profile Examples – Member WIN Steering Committee

Stage 1

Career Years 1 - 5

Phase: Early Career



- Associate at large law firms
- Working long hours
- Started Family

Stage 2

Career Years 5 - 13

Phase: Young Children



- Left workforce to raise children (3)
- Occasional project work
- Spouse worked full-time

Stage 3

Career Years 13 - 23

Phase: New Career



- New career started at bottom
- Worked 80% workload
- Restricted travel to 1 or 2 day trips
- Rose steadily to rank of partner

Stage 4

Career Years 23+

Phase: Leadership



- Empty Nester
- Returns to work full time
- Travel restrictions lifted
- Leadership role
- Global Assignments

MCC Profile Examples – Deloitte Consulting Principal

Career Years: 1 - 7
Phase: Fast Start

Career Years: 8-15
Phase: Professional Development

Career Years: 16-17
Phase: Newly Married

Career Years: 17.5
Phase: Life events

Career Years: 18-25
Phase: More International

Career Years: Today
Phase: Fatherhood



- Started with Deloitte as a single consultant with plenty of capacity
- Dialed up to seek and attain early promotions to senior manager
- Traveled for extended periods, spending 1 year in New Orleans (including weekends) and 1 year in NYC on firm projects

- Promoted from senior manager to principal
- Took 10 weeks off to learn German as part of 1st wave SAP training, landing him his first chance at an international client
- Moved to Houston for a large SAP implementation and to build the Texas SAP practice
- Took 6 weeks off to participate in an business exchange program sponsored by Rotary Club to learn more about business in Europe

- Moved to Atlanta
- Got married
- Reduced travel to 3-4-5 and domestic-only to spend time with new spouse

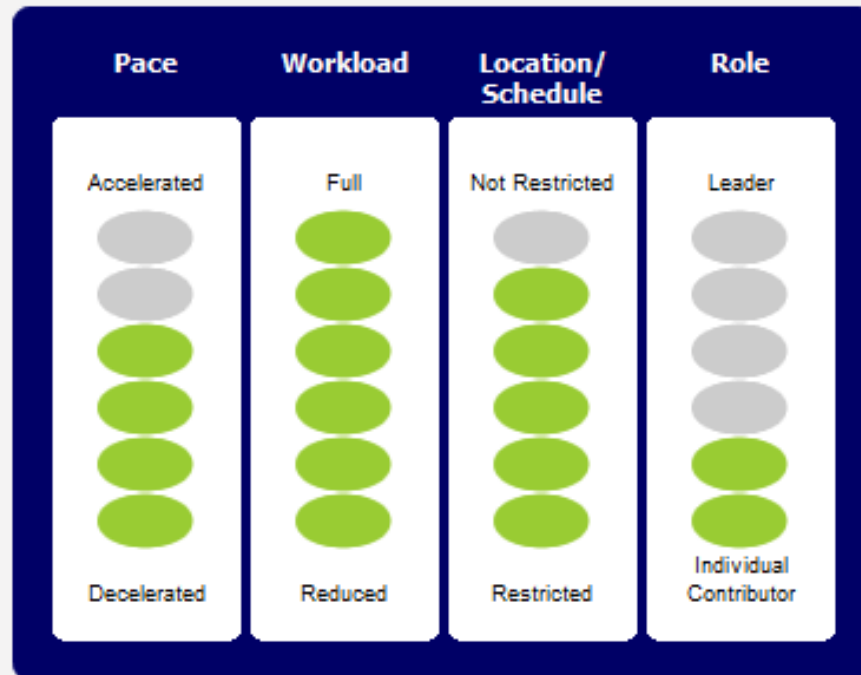
- Finished up a large project and took 6 months off to learn Spanish so he could better converse with his wife's family
- Moved to Spain and did 3 months of language immersion and 3 mos. skiing in Pyrenees

- Worked in the Madrid office as an energy partner for Spain and Portugal
- Continued international assignments in South Africa and UK
- Worked for 2 years in Columbia to turn around an oil/gas project for which his Spanish language skills and SAP background made him a perfect fit
- Moved back to the United States

- Had his first child at almost 50
- Dialed down Travel to spend more time with his family
- Moved to Miami for a large ERP project and enjoys being home most evenings
- Balancing a local client with a service line role to enable that reduction in Travel

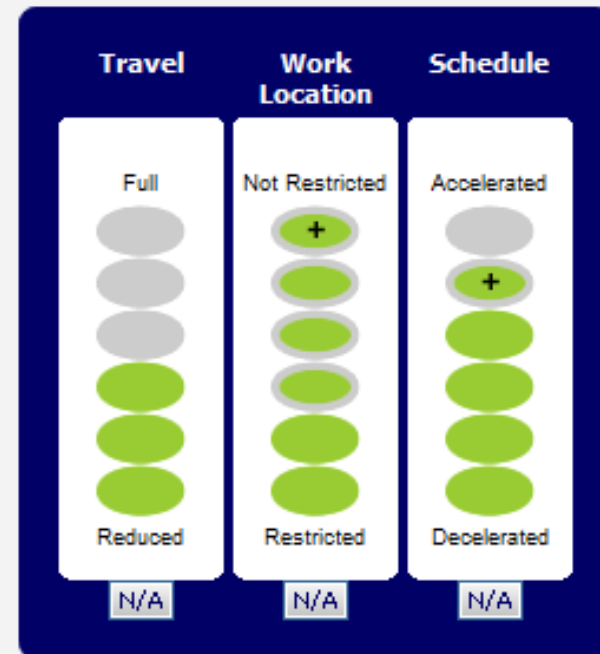
MCC Profile Examples – Audit Director

Draft MCC Profile - 03/05/2009

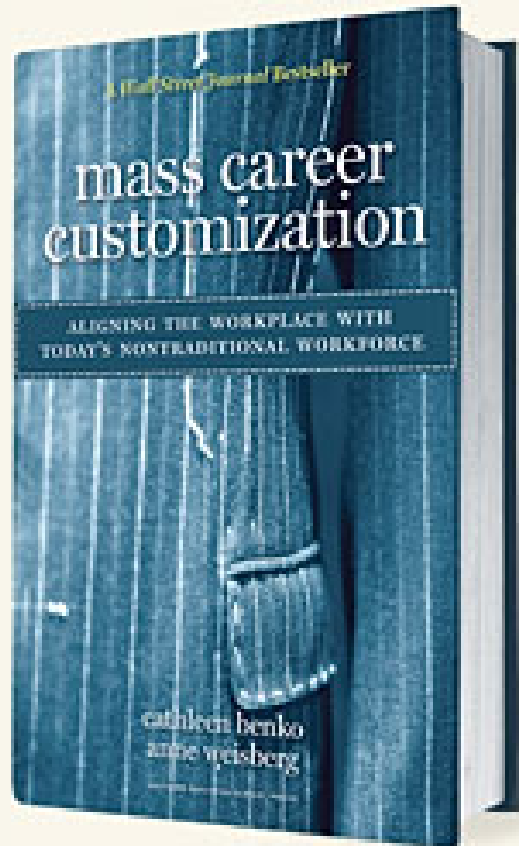


- Normal pace of career progression
- Working a full workload at Deloitte
- Some restrictions – see subcontinuum
- Role should be one down from the top as a PPD (*had some technical difficulties*)

Location/Schedule Subcontinuum



- Limited restrictions on travel
- No restrictions on location – occasionally work remotely
- Limited restrictions on schedule



Mass Career Customization *Aligning the Workplace with Today's Nontraditional Workforce*

By: Cathy Benko, Anne C. Weisberg

Publisher: Harvard Business School Press