

How can "*Career Fitness*" help career management practices in complex times?

Sinterklaas event, Niel 4/12/2017

Consequences of complexity in organizations?

➤ Obliquity:

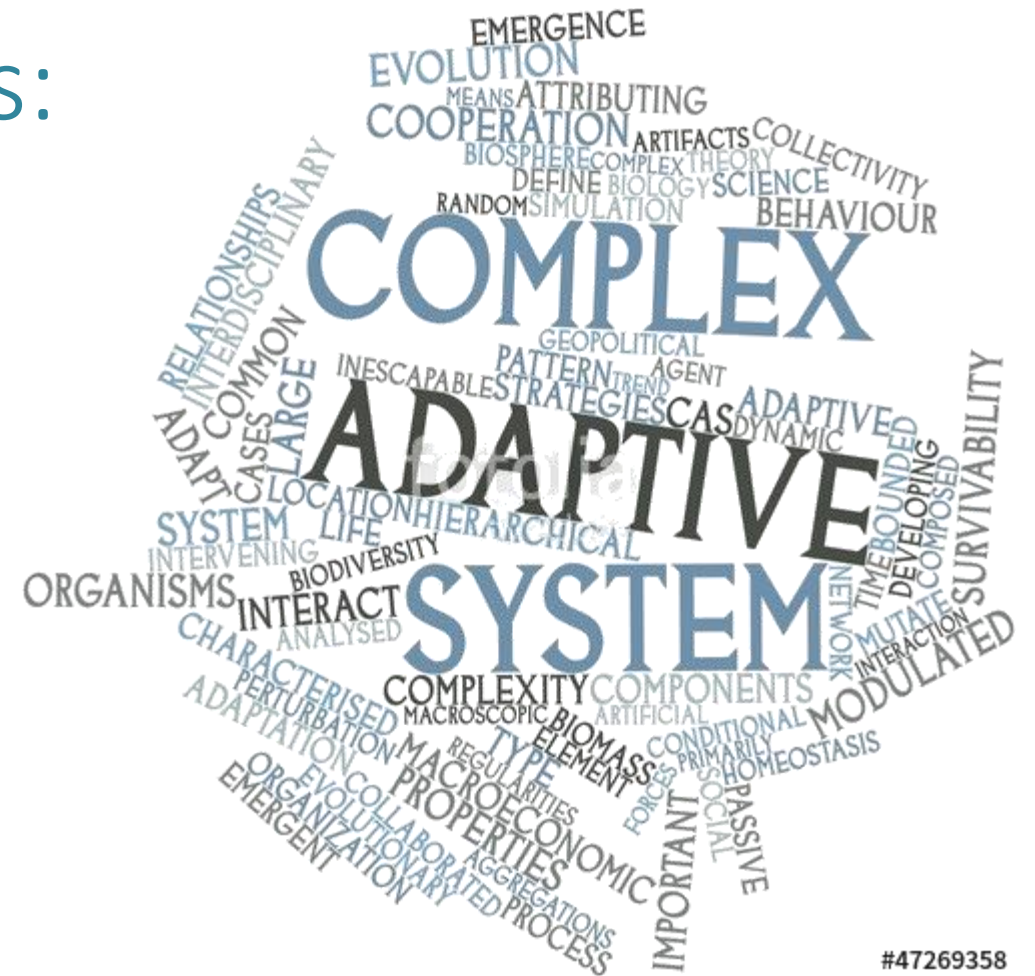
*If you want to go in one direction, the best route may involve going in the other...
the most profitable companies are not the most profit-oriented, and the happiest
people are not those who make happiness their main aim*

John Kay in 'Forget how the crow flies'



➤ Managing through 'indirect catalysts'

Implication for organizations:



Career Coach

Complexity, So what?

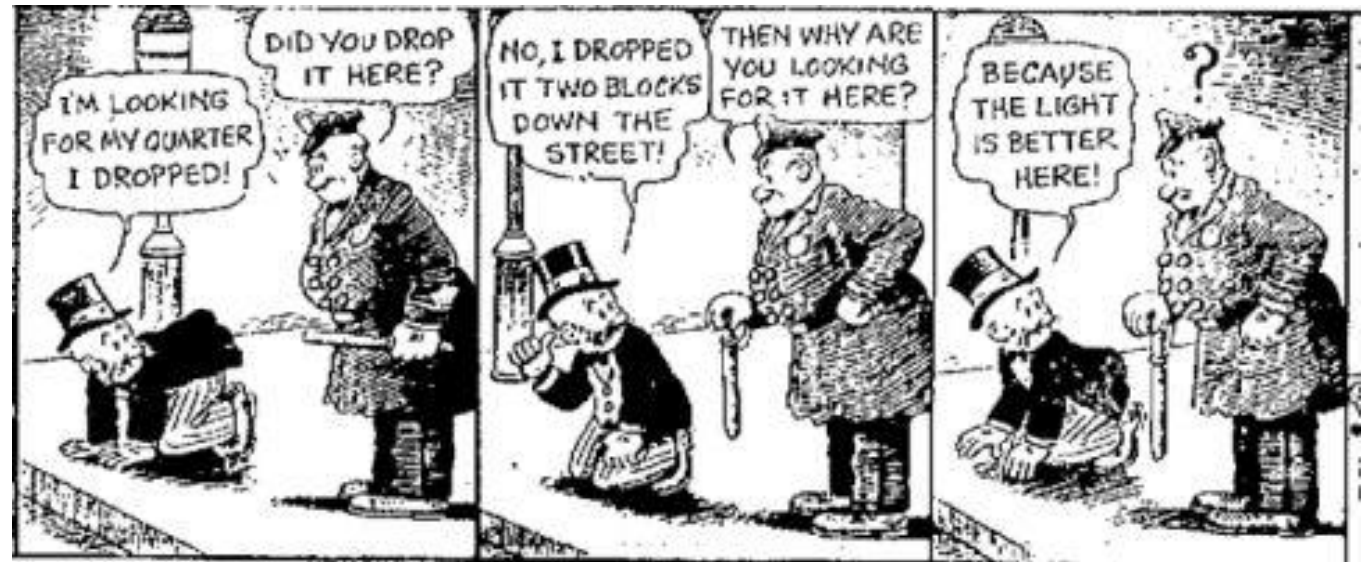
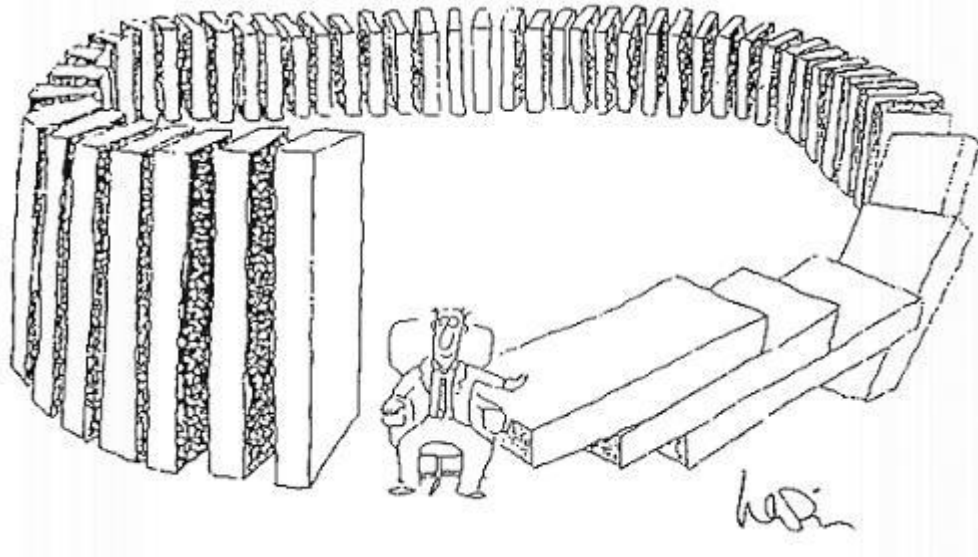
Implication for managers:



Cagle.com

Complexity, So what?

Implication for business intelligence:

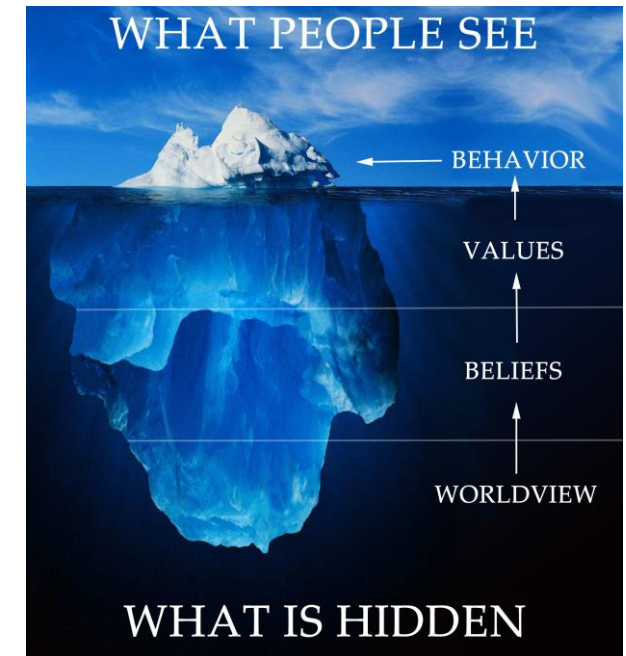


So how do you bring complexity management into your processes?

How we translate business challenges into talent solutions

The key to behavior (mostly) as intended?

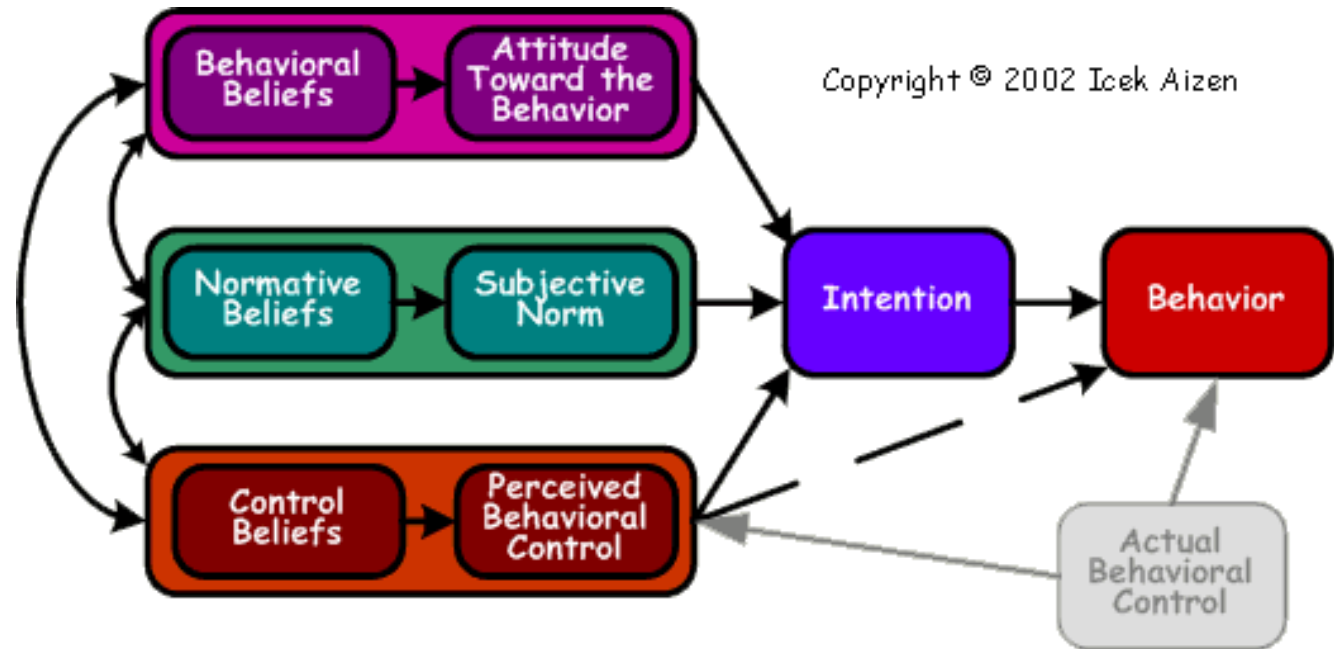
1. Answering the 'unobvious' people questions
2. Developing dedicated 'Fitness' indicators
3. For practical, evidence-based decision frameworks



1. Answering the unobvious people questions

The key to autonomous behavior?

- Commitment?
- Happiness?
- ...?

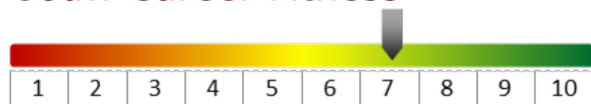


- Attitudes X Norms X Perceived behavioral control

2. Developing dedicated indicators

Evidence-based indicators to predict actual self-directed behavior

Jouw Career Fitness Indicator



U bent al **behoorlijk uitgerust** om je eigen loopbaan te sturen.

Loopbaankracht



Uw loopbaanspieren hebben **meer specifieke training** nodig.

Loopbaanfocus



Hoe uitgesproken en gefocust bent u wanneer het gaat om uw loopbaanvoorkeuren en drijfveren?

Loopbaanenergie



Uw uithoudingsvermogen in uw loopbaan is **op topniveau**.

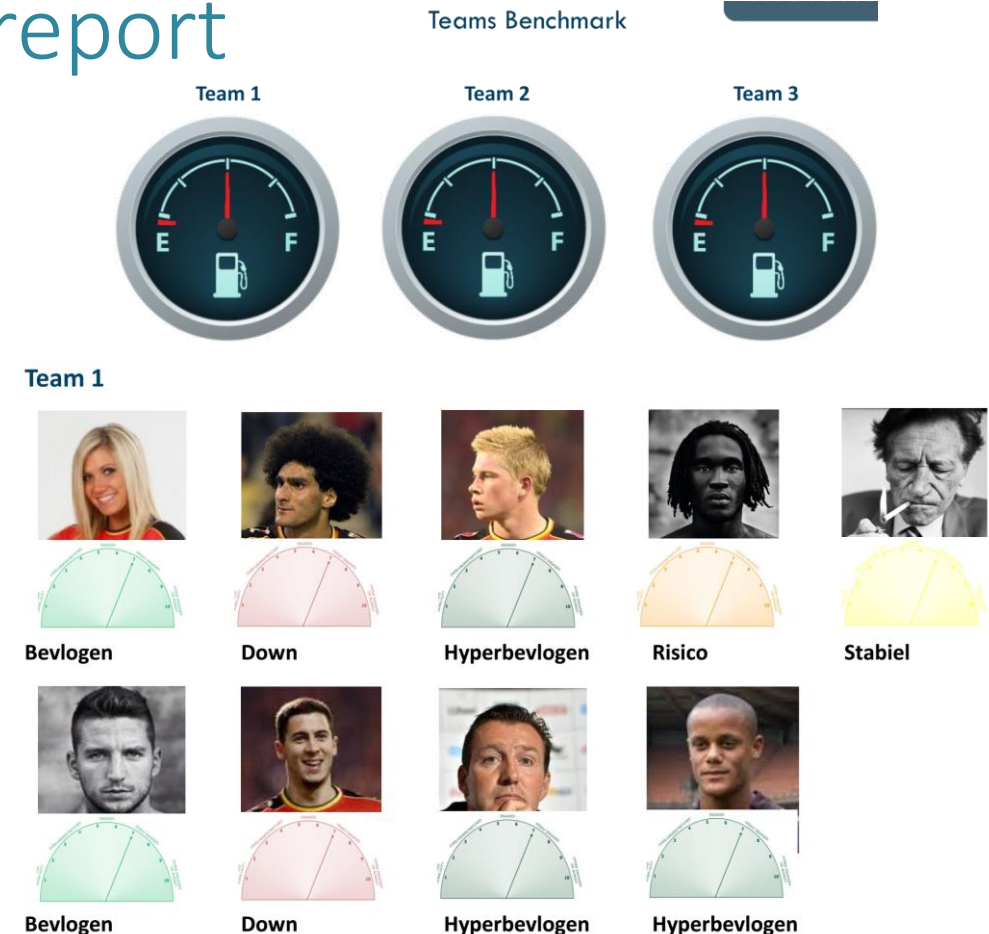
...for specific organizational applications

➤ ...actionable at organizational and individual level

3. For practical, evidence-based frameworks

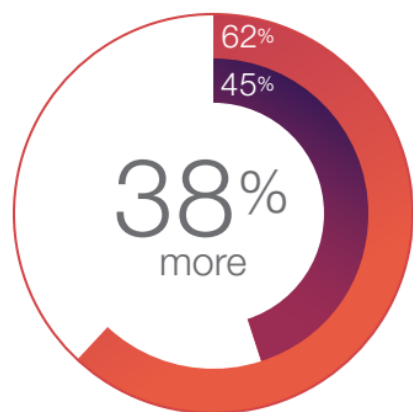
E.g. psychosocial risk management report

IMPACT	Very severe				1
	High		3	1	2
	Medium	4	1	1	
	Low				2
		Very unlikely	Possible	Likely	Very likely
LIKELIHOOD					



Change management Fitness indicator

Overall change readiness



- Business Unit 1
- Business Unit 2

Top Risks

Team 1D		Very high strain
Team 2A		Disengagement
Team 2C		Adaptability
Team 1B		Adaptability

Key Promoters

Peter Best	Corp. relations	Process promotor
Ashley bright	Team 1A	Expert promotor
Jamal Goodall	Team 2B	Relationship promotor

Example: Talent review report

What predicts potential?

POTENTIAL		<ul style="list-style-type: none"> Ashley Bright 	
		<ul style="list-style-type: none"> Jamal Goodall 	
		<ul style="list-style-type: none"> Peter Best Steven Straight 	
COMPETENCE			

• Peter Best

Leadership potential

	Repertoire	Differentiation	Adaptability	Learning
Peter Best	✓✓	✓	✓	
Ashley bright		✓✓	✓✓✓	✓✓
Jamal Goodall	✓✓✓	✓✓	✓	✓
Steven Straight	✓	✓✓	✓	

Team strengths / weaknesses

Team 1		Team 2	
S	W	S	W
O	T	O	T