

Deloitte.

"...the most important life/work book this year"

*Lisa Belkin,
The New York Times*

Copyright © 2011 Deloitte Development LLC. All rights reserved.
Member of Deloitte Touche Tohmatsu Limited
Publication number 8196, version 2

Deloitte.

Introduction to

Mass Career Customization[®]

*Aligning the workplace
with today's workforce*

Audit. Tax. Consulting. Financial Advisory.

*Mass career customization is a patent pending process owned by Deloitte Development LLC.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.

To learn more and map your own career using the MCC interactive exercise, visit www.masscareercustomization.com.

For more information, please contact
Andrew Liakopoulos at aliakopoulos@deloitte.com
Anne Weisberg at aweisberg@deloitte.com
Molly Anderson at molanderson@deloitte.com
or visit www.masscareercustomization.com

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

Many of today's business leaders typify the traditional workforce. But the vast majority of tomorrow's leaders do not. Tomorrow's leaders, the knowledge professionals who will drive business growth through the 21st century, are in ever-increasing demand and ever-decreasing supply. These are the same professionals who are irreversibly blurring the relationship between work and life—and redefining what it means to build a successful career.

The one-size-fits-all approach of the traditional workplace is fitting fewer and fewer. Even baby boomers nearing retirement are looking for options to make it attractive for them to stay engaged.

Simply put, the workforce has changed while the workplace has not.

Business as usual? Not an option.

Business leaders are feeling increasingly disoriented by the effects the changing workforce is having on workplace norms. Companies are responding by making incremental changes, but the convergence of key workforce trends (along with lots of subplots) demands a more significant, structural response.

About the authors.

Cathy Benko

Cathy Benko, vice-chairman and chief talent officer, is responsible for driving Deloitte LLP's strategy and execution to attract, develop and advance a highly skilled and diverse workforce. She is a foremost authority on talent strategies and transformational change to achieve exceptional results. Cathy is co-author of the best-seller *The Corporate Lattice: Achieving High Performance in the Changing World of Work* (Harvard Business Review Press, 2010) and *Connecting the Dots: Aligning Projects with Objectives in Unpredictable Times* (Harvard Business School Press, 2003).

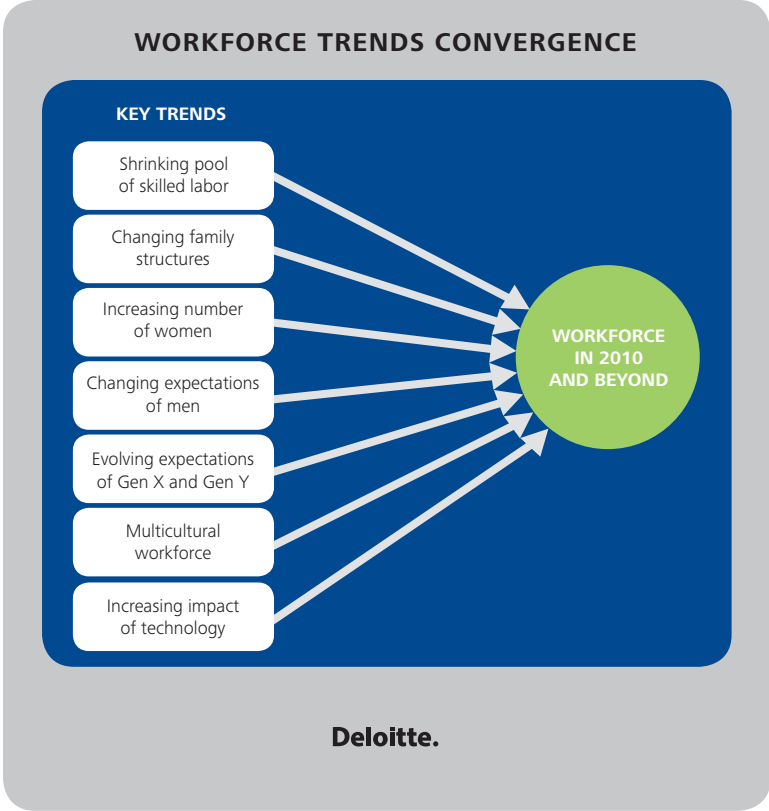
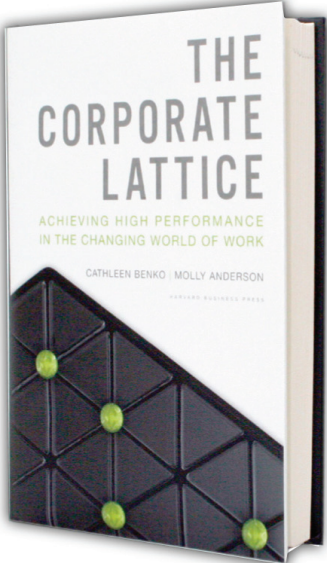
Anne Weisberg

Anne Weisberg, director of talent for Deloitte Services LLP, specializes in innovative strategies to build a high performance culture through inclusion and career-life fit. She is a leading expert in the field of work-life integration, serving on the National Advisory Commission to Workplace Flexibility 2010 and the Conference Board's Work-life Leadership Council, among other organizations, as well as in gender and generational diversity. She is the co-author of *Everything a Working Mother Needs to Know* (Doubleday, 1994).

As used in this work, Deloitte refers to Deloitte & Touche USA LLP and its subsidiaries.

And explore a related topic on the changing world of work.

The Corporate Lattice: Achieving High Performance in the Changing World of Work
Inc./800-CEO-READ bestseller
(Harvard Business Review Press, 2010)

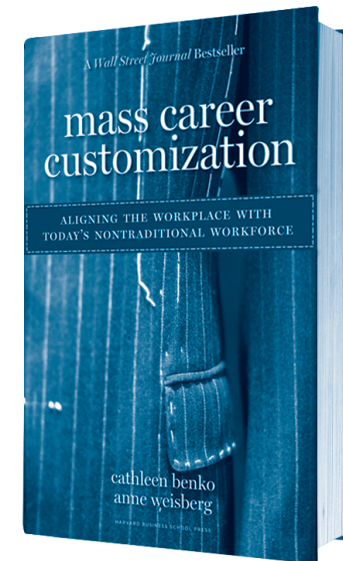


Only 17 percent of U.S. households now have a husband in the workforce and a wife who is not. With 83 percent of households now considered “nontraditional,” the nontraditional is, well, the new traditional.

Source: Catalyst 1998; Department of Labor, 2005

Find out more.

Mass Career Customization: Aligning the Workplace with Today's Nontraditional Workforce
A Wall Street Journal bestseller
(Harvard Business Review Press, 2007)



Fact, not fiction.

Mass career customization is not an abstract theory. Having determined the need to evolve into a corporate lattice organization, Deloitte, well-known and respected for talent innovation, has implemented MCC across its U.S.-based workforce.

The conclusions?

- Positive correlation between MCC and retention
- Improved satisfaction is contagious
- Engagement is strengthened
- Increased window into those who want to accelerate growth (“dial ups”)
- No negative impact on client service
- More consistent and robust career conversations cited

Deloitte is now well along the path of becoming a corporate lattice organization, fully implementing mass career customization across its U.S. businesses and elsewhere to continuously match employees’ interests and evolving life circumstances with the interests of the business. A perfect fit.

The U.S. Department of Education estimates that 60 percent of all new jobs in the 21st century will require skills that only 20 percent of current employees possess.

Source: U.S. Department of Education

From corporate ladder to corporate lattice™.

The end of “traditional” career paths and work patterns is upon us. Today a career is no longer a straight climb up the corporate ladder, but rather an undulating journey of climbs, lateral moves and planned descents. The proverbial corporate ladder is evolving, right before our eyes, into a corporate lattice.

Why a lattice metaphor? Simply stated, a lattice is a platform for growth, with upward momentum visible along varied paths.

Lattice organizations create a variety of career paths –delivering growth and development opportunities that increase each individual’s skills and enhance their value to organizations—creating a win/win.

LATTICE WAYS TO BUILD CAREERS, WORK AND PARTICIPATE

LATTICE WAY	DEFINITION
	Multiple views of success are affirmed through recognition of results and value created; individuals develop marketable skills through options for both lateral and vertical moves as growth rates and contribution levels ebb and flow along with personal life stages.
	The when, where, and how of work are tailored through virtual, team-based and modular designs. Jobs are competency-based to reflect the more dynamic nature of roles and responsibilities.
	Information is widely accessible and customizable driving greater levels of communication, innovation, transparency, and engagement. Widespread collaboration across hierarchical levels, organizational silos, and locations enables teams to form, learn, and contribute.

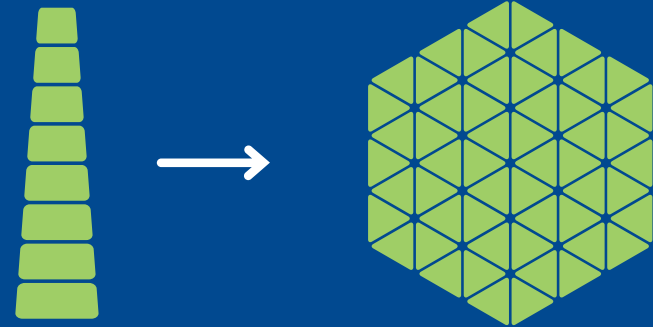
Deloitte.

Lattice ways.

Careers aren't the only things changing. Globalization and technology are creating organizations with fewer rungs and more options for how, when, and where work gets done.

Work is what you do, not where you go. And information moves from top-down to all-in.

To find out more about the three lattice ways, visit www.thecorporatelattice.com.



Corporate Ladder

Traditional, hierarchical structure

Top-down authority; limited information access

Linear, vertical career paths

Low workforce mobility; loyalty is based on job security

Work is a place you go to

Individual contributor driven

Separation of career and life

Tasks define the job

Many workers are similar to each other

Corporate Lattice

Flatter, often matrix structure

Distributed authority; broad information access

Multidirectional career paths

High workforce mobility; loyalty is based on continuing opportunity

Work is what you do

Team and community driven

Integration of career and life

Competencies define the job

Many workers are different from each other

The end of “Any color as long as it’s black.”

Mass product customization, an everyday part of today’s consumer marketplace (think M&Ms®, iTunes®, ring tones, coffee, jeans, sneakers, U.S. postage stamps, and more), has improved profitability, reduced costs, and increased customer loyalty. Mass career customization (MCC) has the same power, too: inspiring increased employee loyalty; reducing the costs of turnover; and enabling the organization’s most valuable assets—its people—to accomplish the organization’s most important work and purpose.

MCC delivers real win/wins.

MCC benefits individuals and organizations through more robust career conversations and greater satisfaction and engagement that leads to both increased productivity and loyalty.

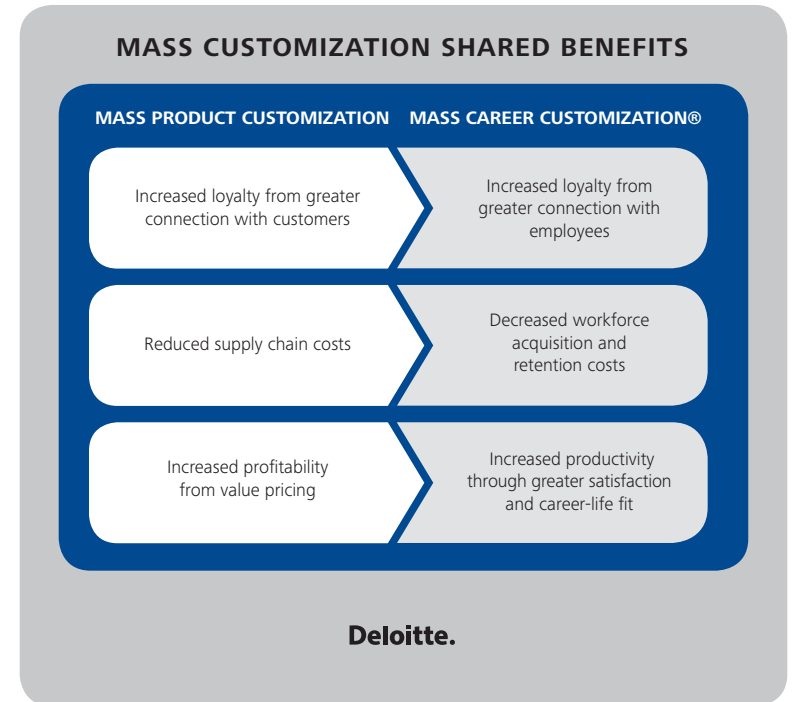
MCC delivers option value.

Employees benefit from the comfort of having the choice to customize their careers as priorities change over time.

MCC delivers for everyone.

MCC is not reserved for a few employees who need special care. It is a model that constantly provides visibility around the individual choices—and tradeoffs—all employees make, all the time.

The lasting impact of MCC.



*The mass career customization framework:
Truth and consequence.*

The mass career customization framework reflects the reality of how careers are built, providing a structured approach for organizations and their people to identify options, make choices, and agree on tradeoffs to ensure that value is created for the business *and* for the individual.

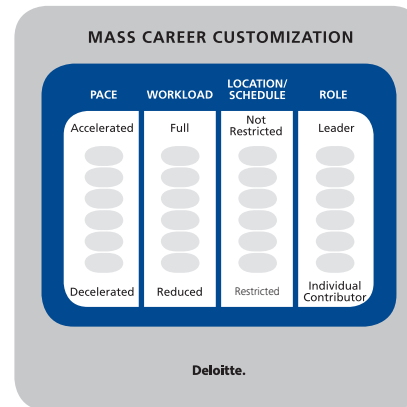
MCC articulates a definite, not infinite, set of options along the four core dimensions of a career—Pace, Workload, Location/Schedule, and Role—as well as the tradeoffs associated with each at any point in time and *over* time.

The four dimensions are very much interdependent; a change in one will typically impact and require adjustments in one or more of the others.

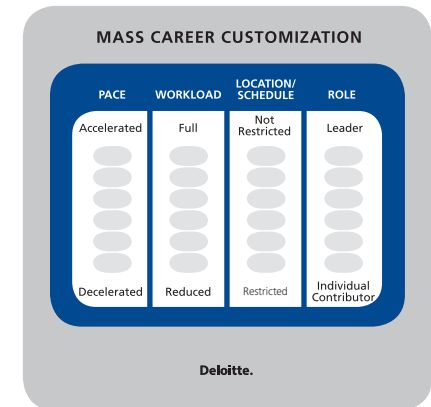
Ultimately, MCC’s greatest benefit is the *option* value it creates—the psychic comfort of customizing one’s career as priorities change over time—whether or not the options are ever exercised.

The major business and career decisions your sine reflects can now be planned collaboratively and proactively. As a result, the conversations, the talent processes, and ultimately, the work experiences that surround these decisions prove more satisfying and productive for both the individual *and* the business.

Career years:
Phase:



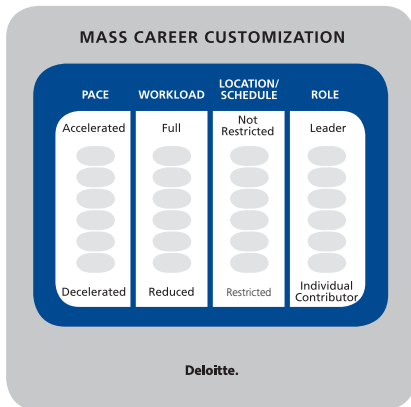
Career years:
Phase:



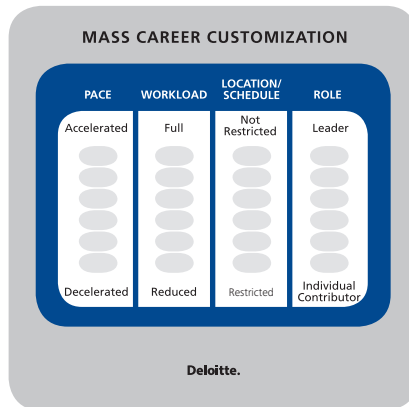
What's your sine?

While a tool that enables an organization to scale an individualized approach to how careers are built is a welcome change, the notion that individual career journeys ebb and flow is not. Many workers are already customizing their own career paths through a variety of one-off manifestations, resulting in a sine wave of sorts. A simple review of your own career path plotted online at www.masscareercustomization.com/interactive.html will reveal your personal sine wave and how you, too, may be tailoring your career path.

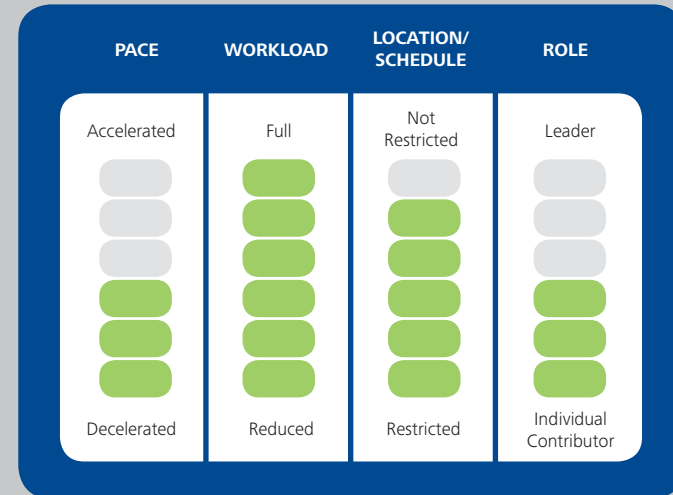
Career years:
Phase:



Career years:
Phase:



MASS CAREER CUSTOMIZATION



Deloitte.

The occupation oscillation.

Mass career customization is centered on the powerful insight that the career journey in the knowledge driven economy looks increasingly like a sine wave of sorts, with climbing and falling phases of engagement over time.

