

# MANAGING FOR CHANGE

## LEAP FORWARD WITH A CAREER FRAMEWORK

A career framework is a platform on which organizations can pivot and dynamically respond to challenges in both local and global markets by linking vital HR processes, such as workforce analytics, selection and retention, performance management, succession management, rewards, and career management and development. The strategic purpose of a career framework is to define job architecture, build workforce capability, enable performance and optimize costs.

Careers, titles and rewards are deeply personal and influence how people define themselves. Many organizations grossly underestimate the human impact of a new career framework and fail to manage the transition. When change management isn't embedded in the planning and implementation, the new framework can be an instant engagement derailer.

Change also brings opportunity. Given the breadth and impact a career framework can have on both employers and employees, it can be a mechanism for driving organizational change. Effective change management involves all levels of employees and presents an opportunity to inspire and connect everyone to a shared vision, while informing them about career opportunities.

	<i>Get it</i>	<i>Support it</i>	<i>Do it</i>
<i>Senior executives</i>	Understand how the career framework will help to achieve the organization's strategic goals and be a future-driven asset	Champion the career framework development process  Socialize with key stakeholders and ensure resources and feasibility of implementation	Actively and publicly endorse the process and articulate the mandate and vision for change
<i>Directors/ managers</i>	Understand how the career framework will benefit their ability to drive higher levels of employee performance and engagement and their role in helping to make it successful	Champion the career framework development process and act as spokespeople and coaches for team members  Monitor employee engagement	Actively demonstrate commitment to the process by being a role model and becoming a power user of the model
<i>All employees</i>	Understand how the career framework works and how to capitalize on the opportunities it opens  Learn more about how to prepare for future opportunities and how the organization will benefit by helping them to discover how they can best contribute	When the opportunity arises — in focus groups or other feedback sessions — provide candid feedback about their experiences in the organization and their career aspirations	Actively leverage the career framework to: <ul style="list-style-type: none"><li>• Understand current and potential future roles with the organization and how to contribute to future success</li><li>• Actively manage their own careers</li><li>• Pursue development opportunities</li></ul>

## SUPPORTING SUCCESSFUL ADOPTION

Mercer recommends a project approach to change management to ensure all stakeholders are equipped for the change and to enable a successful adoption of the new or refreshed career framework.

### OBJECTIVES



- Ensure change readiness
- Engage stakeholders and gain their support
- Articulate the mandate for change and the vision for the future
- Prepare leaders and managers to own the vision and coach their team members
- Prepare for consistent, organization-wide adoption and support for the new framework
- Create a compelling narrative that links to a broader employee value proposition

### HIGH-LEVEL WORK STEPS



- Articulate mandate and vision for change
- Create high-level messages and talking points
- Identify and engage key stakeholders
- Establish strategic change management and engagement plan in collaboration with key stakeholders
- Prepare implementation plan, including phases, milestones, timing, accountability, key risks and mitigating actions
- Socialize with key stakeholders and ensure resources and feasibility of plan
- Train and prepare internal staff and people managers for ongoing administration and implementation success
- Monitor employee engagement with tools

### TOOLS AND TECHNIQUES



- Leader and manager training
- Employee focus groups and test kitchens
- Communications plan and key message platform
- Communication tools: interactive tools, apps and Mercer Belong/web portal

### KEY DELIVERABLES



- Creative strategy guide, including campaign visualization, communication tool and implementation plan
- Manager training

A successful approach to change management has the right mix of solutions and is consistent and scalable to meet each organization's unique environment and needs.

## IDENTIFY

### *Organizational architecture*

Articulate mandate and context for change, engage leaders and enable them to become co-creators and change champions. Provide the information, training and tools necessary for effective change leadership.

## DEFINE

### *Building blocks*

Gather stakeholder input and map their experience. Define how new framework will improve the business. Create dialogue. Establish goals and success metrics.

## ALIGN

### *Talent process*

Articulate career and learning paths. Analyze individual and group impacts. Maintain dialogue. Develop creative approach and rollout plan.

## ROLLOUT

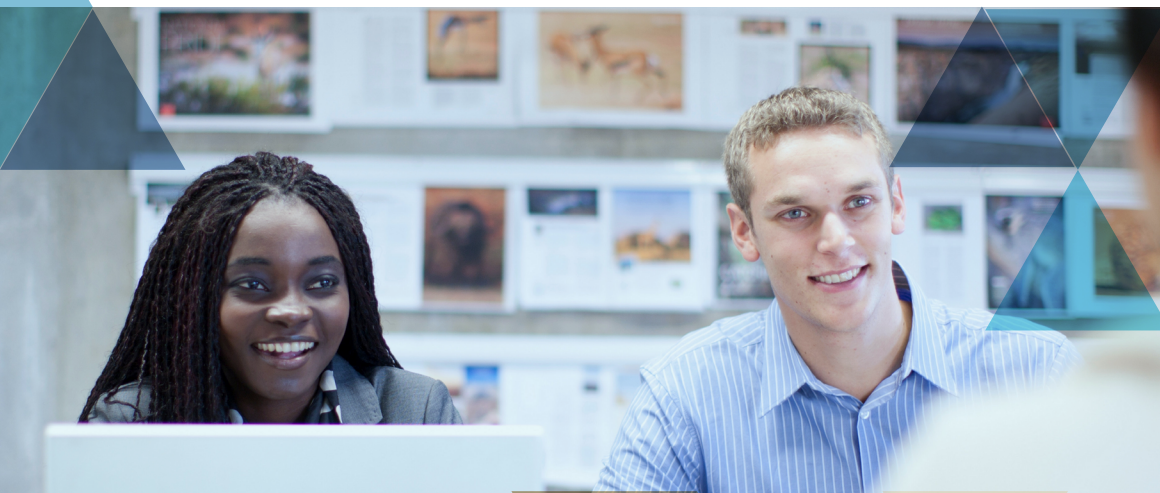
### *Change implementation*

Define and deliver new practical knowledge that managers and employees need to transition to and use the new Career Framework using employees' own words and perspectives.

## SUSTAIN

### *Nurture and maintain*

Prepare the business for continual learning post-implementation. Align HR programs. Establish groundwork for new culture and linkage to Employment Value Proposition.



## COMMUNICATE WITH INTERACTIVE TOOLS AND TECHNIQUES

	<i>Click-and-explore deck</i>	<i>Digital career app</i>	<i>Mercer Belong portal</i>
<i>Positioning</i>	<ul style="list-style-type: none"> <li>Corporate feel — ladder is defined and exploration is by job family</li> </ul>	<ul style="list-style-type: none"> <li>Employee-focused experience — starts from their vantage point</li> </ul>	<ul style="list-style-type: none"> <li>Employee portal and content management system with intuitive views of rewards, career, wealth and more</li> </ul>
<i>Functionality</i>	<ul style="list-style-type: none"> <li>Understand about roles</li> <li>Hear career stories</li> <li>Identify development suggestions</li> </ul>	<ul style="list-style-type: none"> <li>Understand roles, paths</li> <li>Conduct competency self-assessments and receive assessments from managers</li> <li>Identify and pursue development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Content, features and functionality that easily allow employees to engage in their employer benefits and career</li> <li>Simple and convenient SharePoint content management for employer administrators</li> <li>Scalable solution</li> </ul>
<i>Utility</i>	<ul style="list-style-type: none"> <li>Can be viewed on mobile device via Brainshark</li> <li>Basic click-and-explore PowerPoint tool</li> </ul>	<ul style="list-style-type: none"> <li>Built for desktop and mobile</li> <li>Ability to compare roles side by side and build future paths</li> <li>Enable development discussions with managers</li> </ul>	<ul style="list-style-type: none"> <li>Inherent responsive design supporting 24/7 access on any modern device</li> <li>Role-based access for users and administrators</li> </ul>

## LEAP FORWARD

Many HR leaders know that implementing a career framework can provide a platform to achieve HR transformation and deliver the necessary infrastructure to make business strategy more effective. Leading companies around the world understand this premise and act on it. For them, a career framework provides a valuable platform

for the execution of their talent management model to accelerate current and future business success. When built well, a strategic career framework delivers many tangible benefits for the organization as well as for its managers and employees. Leap forward with a career framework and start building for that unknown future.

## WANT TO LEARN MORE?

We have many resources on important career framework topics to help accelerate your business performance:

- **Executive Summary:** *2020 Is Coming: Is Your Career Framework Ready?*
- **Point of View:** *Building for an Unknown Future: Leap Forward With a Career Framework*
- **Article Series:** *Leap Forward With a Career Framework*
  - *Whose Role Is It?*
  - *In Pursuit of Functional Excellence*
  - *Leverage More Effective Analytics to Inform Talent Decisions*
  - *Establishing Your Foundation: Rationalizing Your Job Catalog When Moving to the Cloud*
  - *Empowering a Thriving Workforce With Digital Career Pathing*

Download the articles: <https://www.mercer.com/our-thinking/career/building-for-an-unknown-future-leap-forward-with-a-career-framework.html>

## THRIVING IN AN ERA OF DISRUPTION

What distinguishes exceptional organizations? They have thought carefully about how to create work environments that meet the full range of their employees' needs to unlock the potential of their workforces — one employee at a time. Career frameworks can amplify the effects on employees' perceptions about how committed a company is to their growth and contribution. Although many organizations are still searching for ways to merely survive in today's complex world, these exceptional organizations have learned how to thrive.

Mercer's recent research solicited responses from more than 800 HR and business leaders across 57 countries to learn "what it takes to thrive" in their workplaces. This is what we learned:

### THRIVING ORGANIZATION

Success redefined  
Resilient and agile  
Positive societal impact

### THRIVING WORKFORCE

Diverse and adaptive  
Inclusive and growth focused  
Committed to well-being

### THRIVING INDIVIDUAL

Growing and contributing  
Empowered and connected  
Healthy and energized

Learn more: <https://www.mercer.com/our-thinking/thrive.html>

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