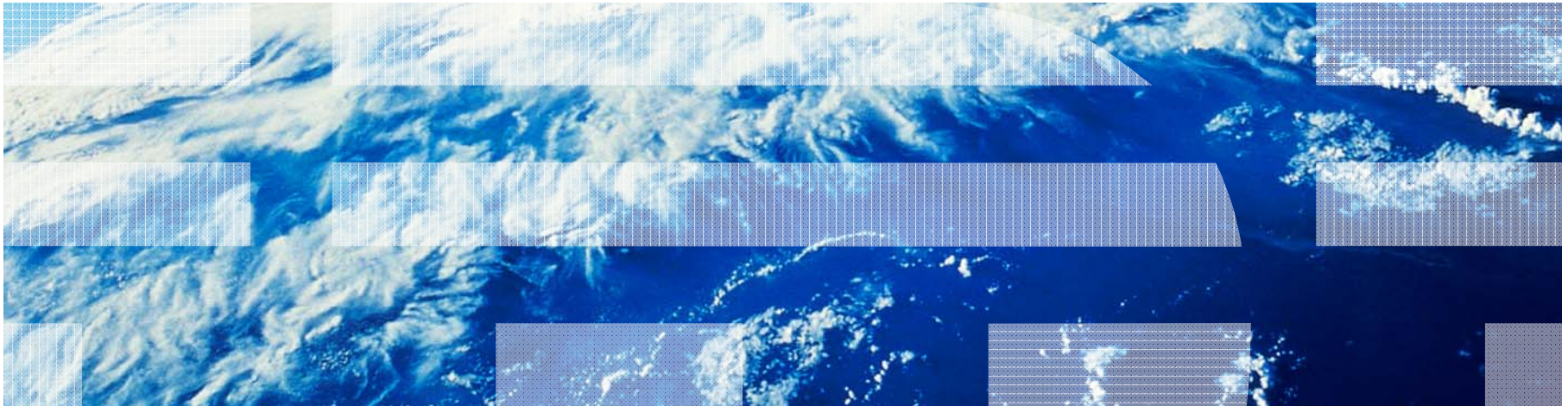


Mary Ann Bopp

IBM Manager, Career Development; co-author "Agile Career
Development: Lessons & Approaches from IBM"



Enabling the Global Workforce



14 May, 2010

Agenda

- The world is changing...and so is workforce development
- How we manage employee and leadership development
 - It starts with new employee orientation
 - It continues with employee development
 - And with leadership development

IBM's vision...building a Smarter Planet

Something meaningful is happening...

Every human being, company, organization, city, nation, natural system and man-made system is becoming

interconnected, instrumented and intelligent.

This is leading to new savings and efficiency—but perhaps as important, new possibilities for progress.

The world is flatter.

The world is smaller.

The world is getting smarter.

Because it can.

Because it must.

Because we want it to.

What kind of workforce do we need?

We're building a workforce to meet client needs anywhere in the world

What work is emerging?

Fully enabled workforce

What roles are emerging?

Effectively led

Capabilities needed for emerging critical roles



Deeply insightful of our clients needs

Experiences and learning needed for critical roles

On the cutting edge of innovation on what we provide clients

In addition, global expansion leads to a new set of strategic skill development issues

Skill Development Issues in Global Environments



- The increasing use of global resources, and the growth of outsourcing operations worldwide, will require greater coordination between employees across all geographies
- Formal and informal knowledge sharing will become more important, as work will be occurring in a greater number of locations with employees who will have less tenure with the organization
- Hyper-growth in emerging areas will make it more difficult to develop a worldwide corporate culture and build common context necessary to support collaboration
- Travel challenges and overall complexity will continue to make it difficult to support the face-to-face connections that facilitate collaboration

In 2004, we launched the Workforce Management Initiative (WMI) -- an integrated set of processes and tools which enable optimal labor deployment built on a foundation of learning

The two challenges:

- Our business is increasingly based on human capital
- Our business imperative is to become a premier Globally Integrated Enterprise for the benefit of our clients and our own productivity
- The conclusion: our continued business success required greater optimization of our human resources across the globe. We needed to get...

The right person, with the right skills, at the right time, place and cost

- Our view of human resources is very broad, and inclusive of the following techniques:
 - “Buy” - hire a new employee
 - “Make” - redeploy, leveraging learning and re-skilling
 - “Rent” - utilize a subcontractor

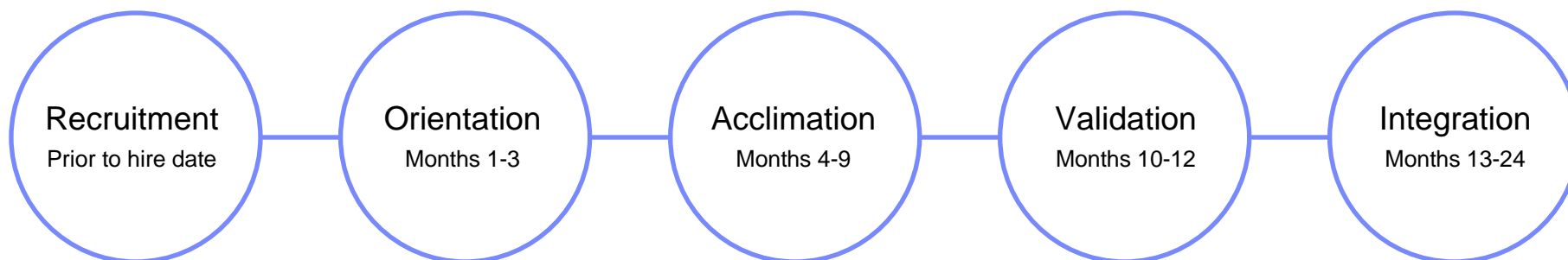
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Managing the workforce starts from the beginning of one's employment

Succeeding@IBM is a two-year, multifaceted program designed to **enable all new employees to develop into iconic IBMers** starting from the moment they join our company.

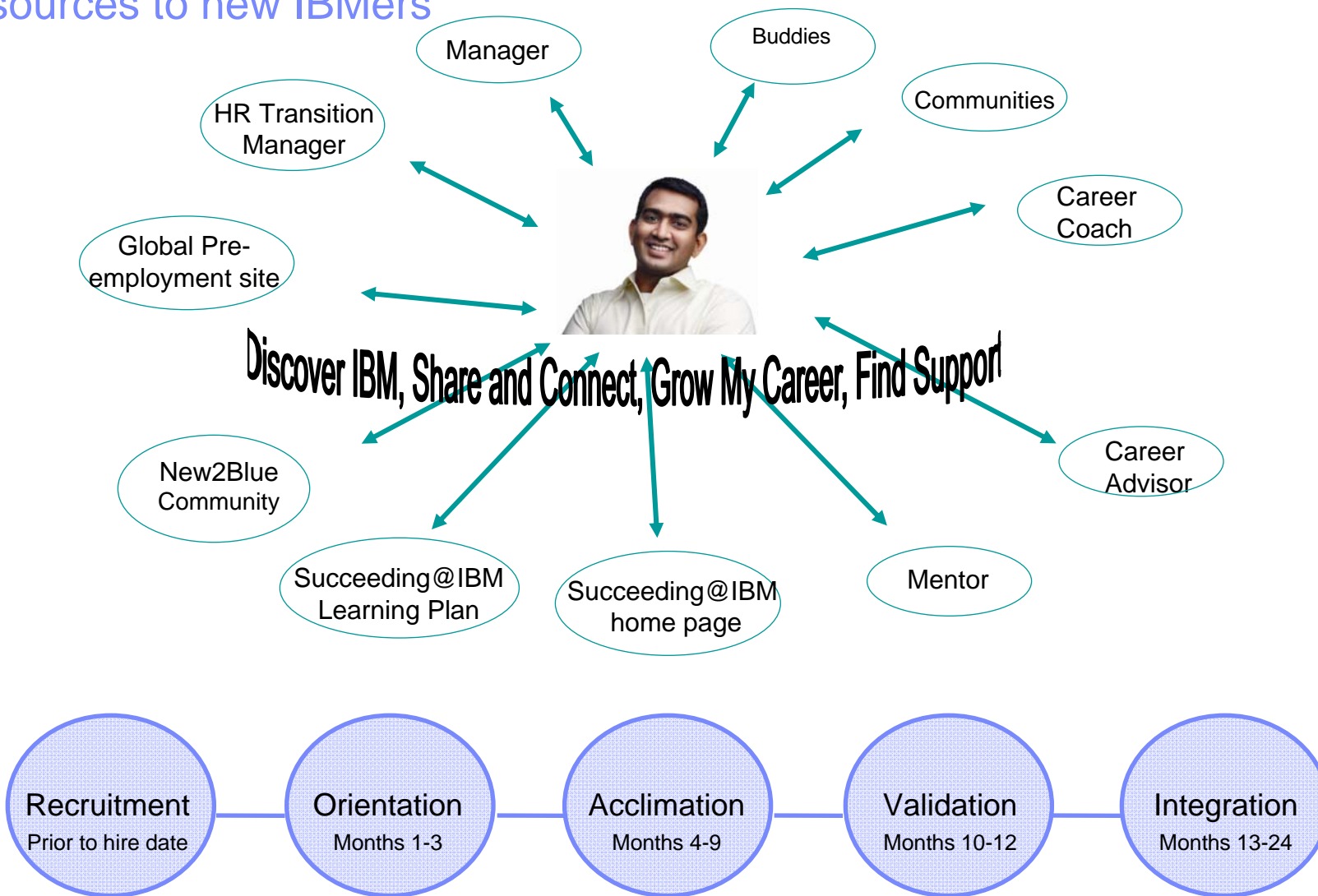
• University & Professional Hires, Acquired & Outsourced



The continuum is organized into 4 areas over the two-year period:

- **Discover IBM** includes customized Learning Plans comprised of formal and informal development activities, offering insight into our company's Values, history, people and work.
- **Share and Connect** provides resources and activities that enable new employees to actively engaged with each other as well as with experienced IBMers, to build support networks and receive valuable guidance and expertise.
- **Grow My Career** offers resources and experiences that lead new employees to quickly leverage the IBM Career Framework and effectively develop as IBM professionals.
- **Find Support** provides easy access to people, web sites, FAQs and other sources of help for employees in their initial years at IBM.

Succeeding@IBM spans two years and provides integrated support and resources to new IBMers



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IBMers can find essential ingredients for growing their careers, and building and sustaining a **company of experts**, all within IBM CareerSmart



Job Role Expertise:

Develop deep skills and expertise specific to your **job**



Use **Expertise Assessment** to assess your expertise and skills and close gaps between your current skill levels and your targets

Career Capabilities:

Build a broad set of capabilities to advance your **career**



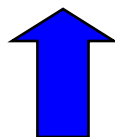
Use **IBM Career Framework** to develop your capabilities, document your progress, and apply for capability level moves

IBM Competencies:

Demonstrate the leadership that distinguishes **IBM**

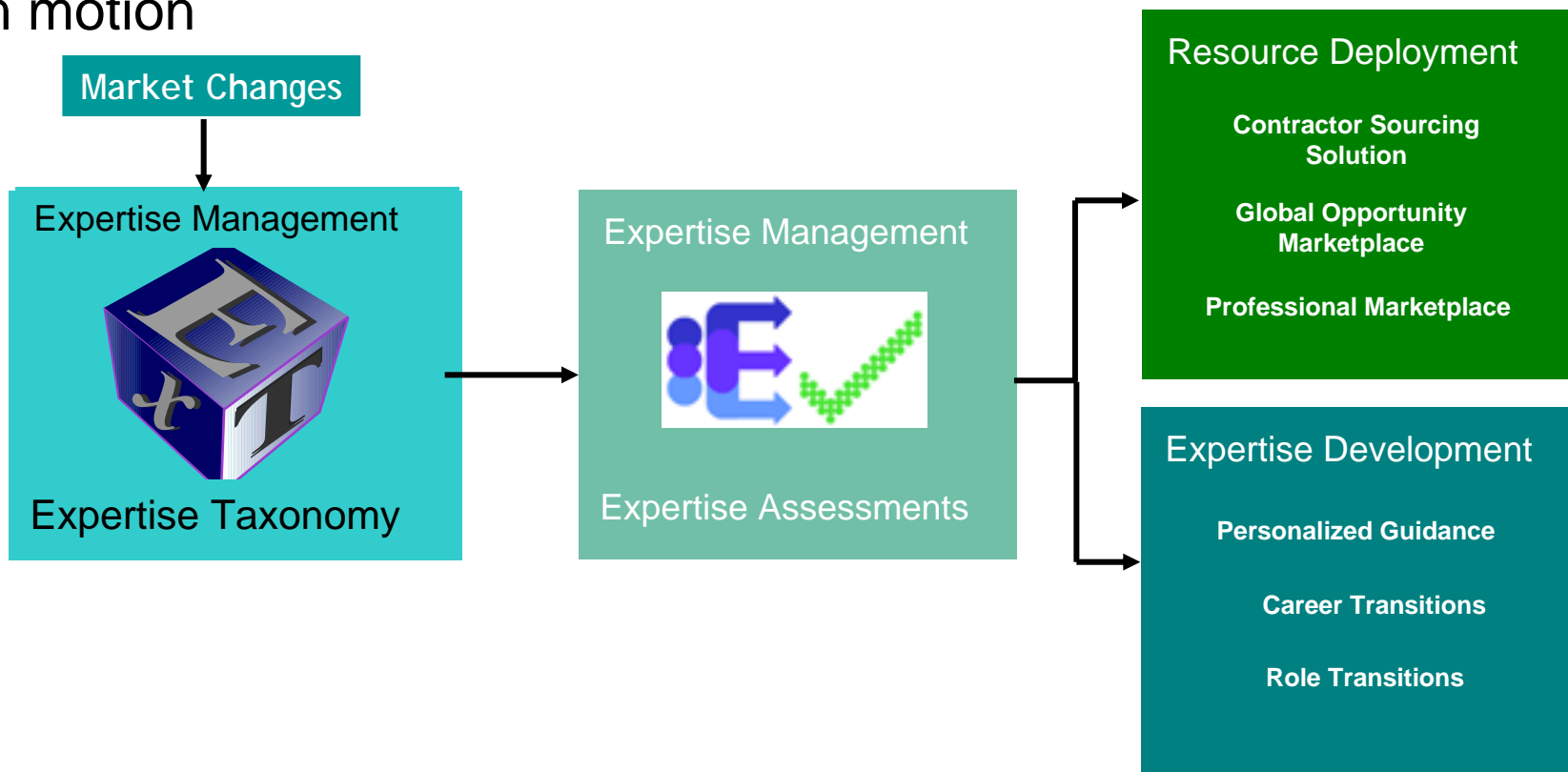


Use **IBM Career Framework's** Demonstrating Leadership capability to develop your IBM Competencies beginning in June 2010



Expertise: Expertise Management is an essential ingredient of the workforce strategy

Market changes / drivers put the expertise management process in motion

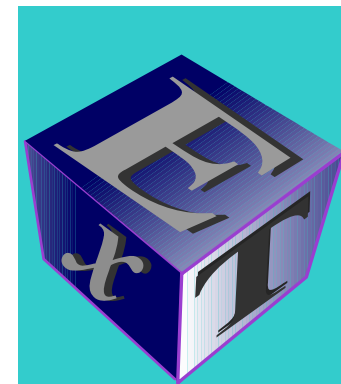


Expertise Management business initiatives support an innovation agenda built upon a highly-skilled and flexible workforce that is collaboratively delivering value to our clients.

The IBM Expertise Taxonomy is the backbone of the expertise management system

The taxonomy is a standardized, enterprise-wide language and structure to describe Job Role requirements and employee capabilities across IBM

- ❑ Single trusted source for skills and expertise we apply to our jobs
- ❑ The Global Expertise Taxonomy is an all-embracing set of definitions -- a kind of IBM dictionary of job terms -- that identifies the skills and expertise we apply to our jobs.
- ❑ All or part of the data is used by 33 applications, tools, and processes



The Expertise Taxonomy provides a standard framework and single set of terms so resources can be managed effectively and efficiently across all geographies and business units. For the first time, Job Roles, capabilities, and skills can be documented in a consistent way.

The IBM Expertise Taxonomy structure includes layers of hierarchical logic that captures the important elements for defining our capabilities



- Proven ability
- Experience
- Characteristics
- Behaviors
- Knowledge
- Skills

At least annually, employees assess their skills via an online tool

■ Benefits

- Provides employee and manager a view of skill gaps for their current job, so employees know where to focus their development

- Provides organization a view of what skills exist and where there are organizational gaps

- Used in “downstream” IT applications for managing workforce, e.g.,
 - Feeds Global Opportunity Marketplace, a job posting tool
 - Feeds Professional Marketplace, a tool used to place employees on client engagements and projects
 - Surfaces in BluePages, our corporate directory, enabling IBMers to find experts

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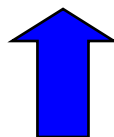
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Use **IBM Career Framework's** Demonstrating Leadership capability to develop your IBM Competencies beginning in June 2010



Capabilities: IBM CareerSmart Framework is the “backbone” of career advancement for employees and aligns career development with the demonstrated ability to drive client value in key **capabilities**

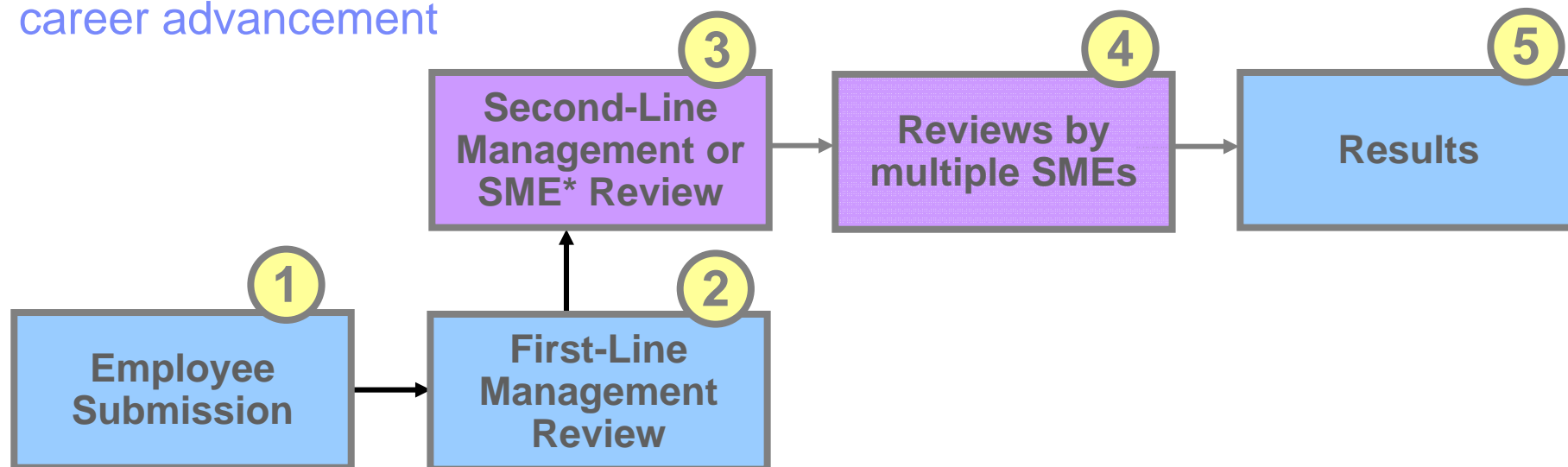
- Employees are aligned to one or two capabilities based on their job role
- Employees can progress in their careers and move from one level to the next over time as they gain experience

		Entry	Foundation	Experienced	Expert	Thought Leader
Initial Capabilities	Actualizing IT Solutions					
	Consulting					
	Defining Architectures					
	Managing Projects and Programs					
	Managing the Business					
	Providing Industry Insight					
	Selling					
	Supporting IT Solutions					

Note: A blue callout bubble labeled 'Capability content' points to the 'Entry' column. A yellow callout bubble labeled 'Validation process' points to the 'Thought Leader' column.

- Currently being deployed to 6 job categories
- Will be expanded to all job categories by YE 2010
- Six more capabilities will be added to the framework

IBM Career*Smart* Framework's validation process enables employees to apply for a move from one level of capability to the next as part of their career advancement



- Steps required for all capability level reviews
- Additional step required for higher level reviews

SME: Subject Matter Expert

IBMers can find essential ingredients for growing their careers, and building and sustaining a **company of experts**, all within IBM CareerSmart



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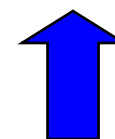
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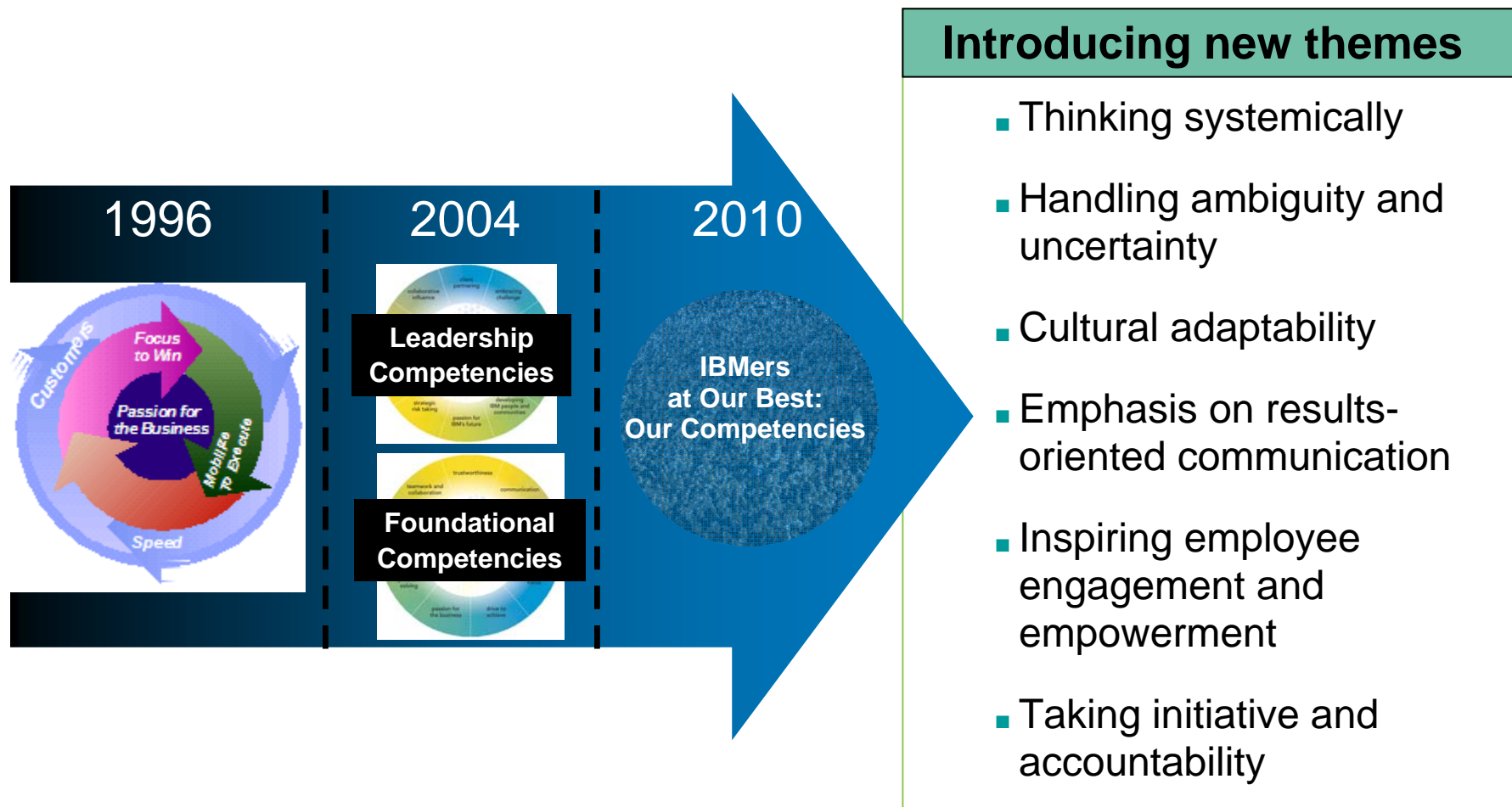
Demonstrate the leadership that distinguishes **IBM**



Use **IBM Career Framework's** Demonstrating Leadership capability to develop your IBM Competencies beginning in June 2010



Competencies: A business evolution requires a leadership evolution as well



IBM's career development process is organized in three simple steps and makes this all "real" for employees

PLAN *your development*

GAIN *skills and experience*

TRACK *your progress*

IBM's career development strategy enables employees to acquire, develop and apply the capabilities needed to drive business results, while providing them with the opportunity to advance and grow their careers.

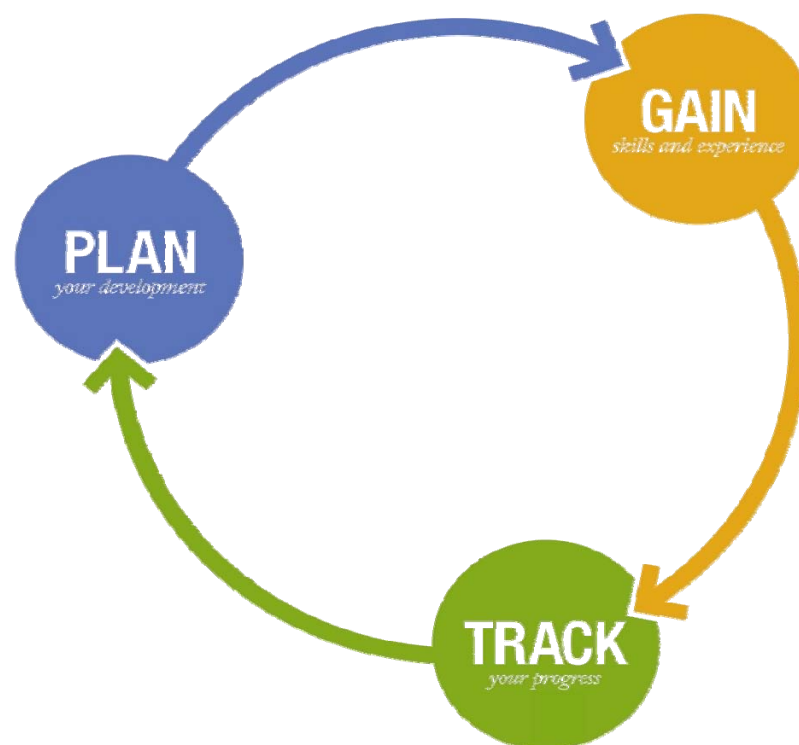
IBM's career development process brings the focus on client value together with all career development components

– **Common Employee Experience across the Enterprise**

- Single place for all career guidance
- Simple navigation with tabbed interface
- Consolidated content

– **Continuous Evolution of Enhancements and New Features**

- IBM Career Framework
- Learning guidance
- Career Advisor Network
- Streamlined tooling
- Improved search capability
- Homepage with streamlined development process
- BU strategy and career development requirements
- New Personalized “Snapshot” in 2011



Career development content is accessed through w3 tabs

Home **Plan your development** Gain skills and experience Track your progress

PLAN *your development*

Create a plan and set goals for your development.

Personal Business Commitments (PBCs)
Create or edit your [Personal Business Commitments](#) and development goals and activities.

Career goals
Incorporate the following essential ingredients in your career goal planning: [competencies](#), [skills](#), and [capabilities](#) (*new! capabilities available in the new [IBM CareerSmart Framework](#)*).

Career Development Guidance
Explore [career development guidance](#) options and learn more about progressing within and across and jobs at IBM.

Personalized job matching
Learn how your skills [match different job roles](#) across IBM.

Home Plan your development **Gain skills and experience** Track your progress

GAIN *skills and experience*

Find learning opportunities and gain skills and experience to meet your goals.

Learning
Find learning opportunities that match your specific goals on [Learning@IBM Explorer](#).

Jobs
Search for jobs in [Global Opportunity Marketplace](#) that fit your career path.

Projects
Find projects in [Professional Marketplace](#) that broaden your skills and experience (*available for those business units that use Professional Marketplace*).

Opportunities
Find a [mentor](#), an important step towards achieving career goals. Find an experience-based learning opportunity to gain new skills and experiences in [Blue Opportunities](#).

Home Plan your development **Gain skills and experience** Track your progress

TRACK *your progress*

Measure and share your progress against your plan and goals.

Career progress
Track the development of your [competencies](#), [skills](#), and [capabilities](#) (*new! capabilities available in the new [IBM CareerSmart Framework](#)*).

Milestones
Track progress against your [personal business commitments](#) and development goals and activities.

CV / Resume
Describe your experiences with [CV Wizard](#) and share them with other IBMers.

Our Learning Strategy is ...

Be more interconnected

- Use core and **emerging technologies** to improve learning where it makes sense.
- Continue to integrate learning into core enterprise systems and websites.

Be more intelligent

- Create **deeper analytics** to improve learning search, learning personalization, popularity/interest, measurements, and expertise location.

Be more collaborative

- Weave **social learning** approaches and technology in learning interventions and work life.

Our focus is in the following areas:

Bringing the learning to the work - delivering learning personalization and discovery

Blending “Web 2.0” into learning in more overt ways i.e., leveraging the wisdom of crowds and connecting with experts

Using social software to enable social learning, for example peer-to-peer interactions, reflections/review, communities, and virtual places

IBMers enjoy personalized targeted learning



Learning@IBM Explorer: We deliver targeted recommendations based on employees' job role, business unit, country, interests, language, industry, work tasks and/or other demographic data

Expertise Assessments: We deliver targeted recommendations to close identified skill gaps based on employees' skills assessments

IBM CareerSmart Framework: We deliver targeted recommendations based on capability assessments that promote capability development and career growth

Key learning designs and programs: We personalize program experiences to improve learner engagement. Examples:

- Leading@IBM for executives, managers and other leaders
- Succeeding@IBM for new employees
- Global Sales School for new sellers

Experiential-based learning is an integral part of our career development process

Blue Opportunities

*.....making global connections
and enabling career development
through experience-based learning*



- **Blue Opportunities** is a formal program that provides the opportunity to explore, create and participate -- on a part-time basis, in experiential, work-based learning to grow expertise.
- Examples of a “Blue Opportunity” include: short-term learning activities such as stretch assignments requiring a few hours a week for a short period of time, cross-unit projects, mentoring, job rotations and job shadowing just to name a few.
- Global blue opportunities are posted in a Blue Opportunity “Bank” and employees apply for the opportunity

Global Mentoring is an important career development element and key in developing tomorrow's leaders

- All employees are encouraged to have a mentor
- Emerging leaders in the pipeline are assigned a mentor
- All executives have a mentor and are encouraged to be mentors
- Provide technology-enabled mentoring - - mentoring in 3D virtual environments
- Some examples:
 - **Cross Geography Mentoring Program** – Major / Growth Markets
 - Enables collaboration between growth and developed organizations to transfer critical skills and enable innovation
 - **Makocha Minds** – IBM / African University Mentoring
 - Addresses skill shortage through early talent identification
 - Fosters innovation and entrepreneurial capacity in Africa through formal mentorship of students



The Global Mobility Framework enables the Global IBMer

IBM's Global Mobility Framework is designed to:

- Provide rapid response to client needs anywhere in the world
- Increase the number of short-term, developmental assignments to enable global capability of the workforce
- Support IBM's globally-integrated enterprise strategy
- Enable leadership deployment and skills transfer into Growth Markets



“The Right People in the Right Place at the Right Time”

IBMers find job and project-based opportunities through access to enterprise-wide Marketplaces

Professional Marketplace

Available to all professionals who deliver on client engagements, projects, and contracts

Global Opportunity Marketplace

The gateway to job openings worldwide available to all IBMers



A Career Advisor Network is available to answer employee and manager questions

- Managers and Employees now have quick and direct access to career development experts in their local language
- Real-time, “go-to” people trained to answer general career development questions
- The network includes trained volunteers across the business

Resources and advisors

You can access specific career development resources by answering a few questions, which will help you identify the most appropriate advisor for further assistance. Please indicate your geography and IMT/GMR to find local resources.



If you are experiencing technical problems with Career Development Guidance or the IBM CareerSmart Framework site, please visit [HelpNow](#) for assistance.

Geography:

IMT/GMR: Canada IMT U.S. East IMT U.S. West IMT

North America IOT, Canada

IBM Career Advisors

Name
 Susan (S.J.) Lyons, Canada ITS Delivery Skills Lead, Professional Coach I am available. Send an e-mail
 Deborah (D.P.) Ryan, Canada Professional Development Lead - GBS Canada I am available. Send an e-mail

Customize Mail Community Leave Community Community Actions

Overview Moderated

Welcome to the Career Advisor Network!

We are a group of volunteers dedicated to helping our fellow employees learn more about the career development tools and resources available at IBM. The program was designed to support the deployment of the new IBM CareerSmart Framework. This community space is designed to help advisors collaborate and network with each other.

Tags: career, career-development, careersmart, careersmart-framework, collaboration

Discussion Forum




Start a topic

- Some things to ponder...do you love your job?**
Last post by JENNIFER N. PELHAM | Sep 28 | replies (0)
- Things to Ponder...**
Last post by Guillaume Lamouche | Sep 25 | replies (5)
- How to be a Career Development Ambassador**

Important Bookmarks

- CAN Wiki
- IBM CareerSmart
- IBM CareerSmart Framework Website

Members

-  RICHARD WU
-  Evita Testera [Click here to...](#)
-  RAYMEN SU

Look for the green “Need Help” Box on all framework related webpages!

Need Help?

If you have a question or need help, please review the list of resources and, if necessary, consult an IBM career or capability advisor.

[Resources and advisors](#)

Agenda

- The world is changing...and so is workforce development
- How we manage employee and leadership development
 - It starts with new employee orientation
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 - And with leadership development

IBM's Leadership Framework is the basis for leadership development

This framework denotes what constitutes an outstanding employee experience and more clearly articulates the associated leader behaviors that contribute to, or detract from, that experience.

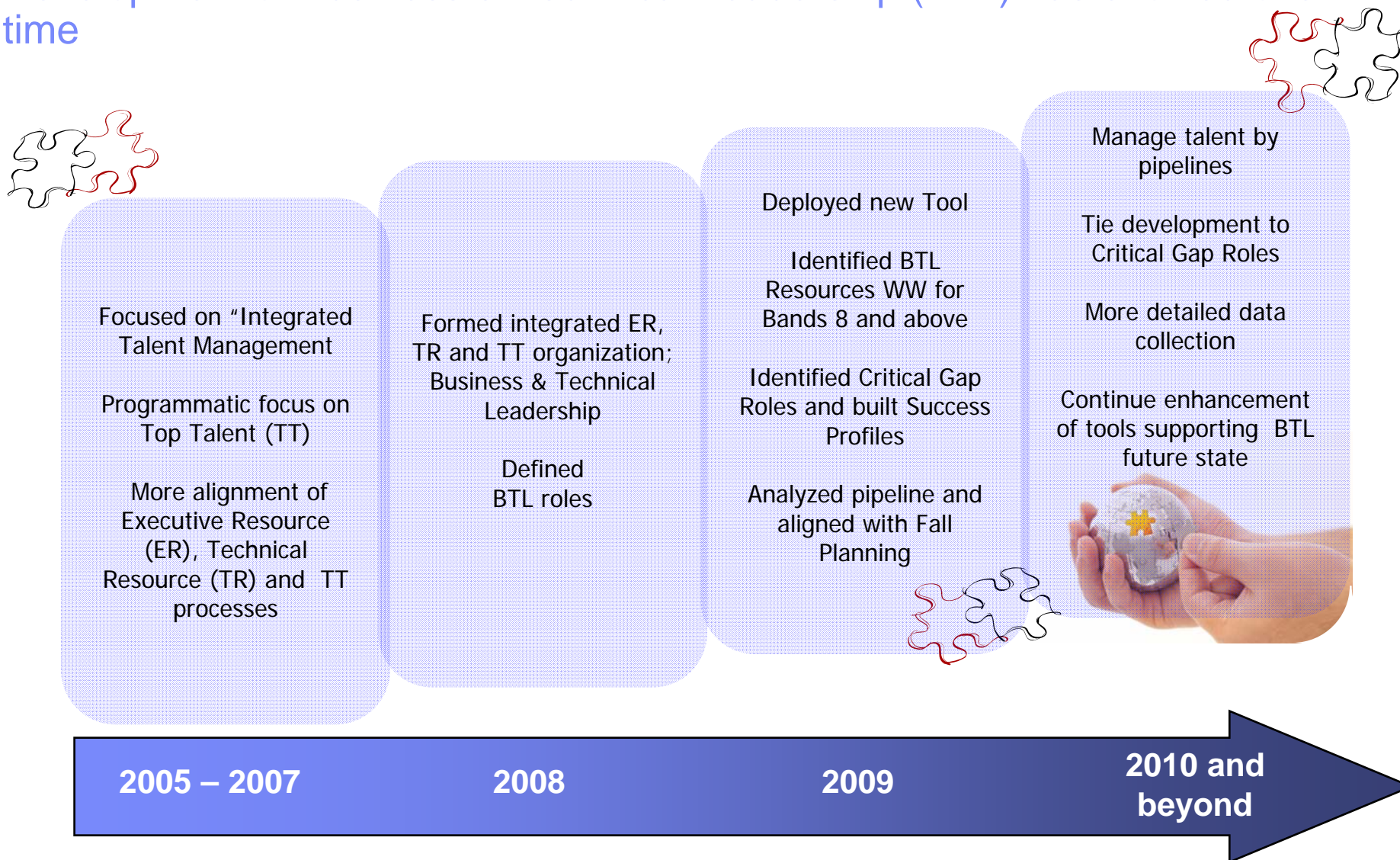


Leading@IBM is a program directed at developing leaders

LEADing@IBM addresses the entire leadership continuum



Development of Business & Technical Leadership (BTL) has evolved over time



IBM leadership development takes an integrated approach

An integrated program for identifying, assessing, developing and placing 60,000 high performing, high potential leaders - - at all levels, across all businesses.

PLANNING

- Define all roles across IBM
- Create “Success Profiles” for all leadership roles
- Define demand for leadership roles by BU and market (through the business plans)
- Identify critical gap roles (requiring accelerated development and recruitment)

Pipeline Identification and Development

- Regularly evaluate IBM Competencies of those currently in leadership roles
- Assess leadership potential *and* functional skills of IBMers globally, with verification
- Provide guidance on potential career paths and personalized development plans for each IBMer, tracking progress through the IBM management system
- Provide innovative and extensive experiences and developmental opportunities

Placement

- For each leadership role, define benches of potential candidates, ensuring diversity
- For each opening, specify a slate of candidates, with diversity and high potential
- Disciplined process for placement decisions, through 5 Minute Drills
- Conduct annual leadership reviews at all levels of the business. This company-wide process moves upward to high visibility “Chairman’s Reviews” with action follow-ups

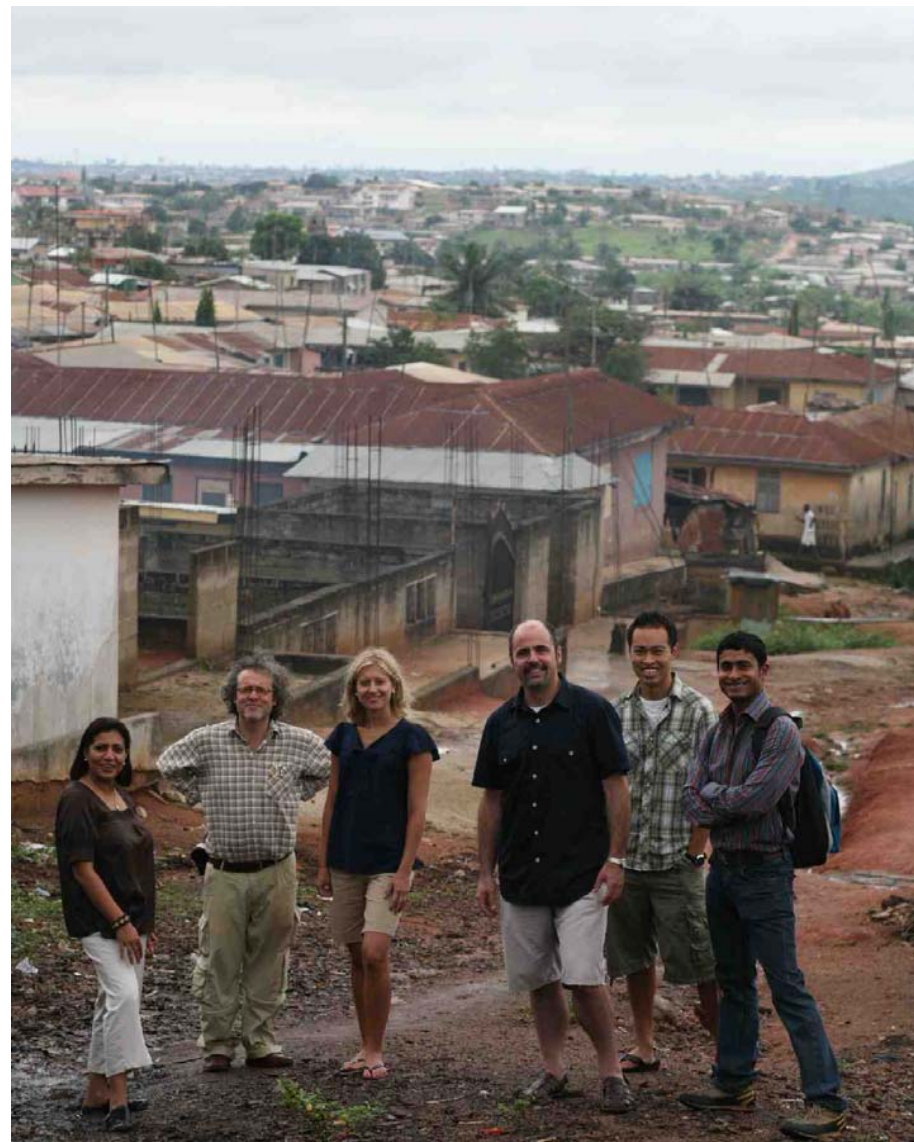
Leaders drive leadership to drive innovation

- **Know each of the 60,000 business and technical leaders**
 - Define critical roles and capabilities needed for these roles
 - Identify high potential, high performance against critical roles
 - Systematic assessments regularly updated
- **Provide career and experiential guidance**
 - Individual assessment development
 - Global mentorship
 - Communities
 - Experiential opportunities
- **Fully integrated approach for planning pipeline and placement**

We also develop leadership through unique experiences

Enhancing expertise and career development in a globally integrating economy through The Corporate Service Corps

- A global training ground to develop leaders in strategic emerging markets
- Short-term assignments that engage IBMers with communities, governments and non-governmental organizations
- Since July of 2008, we have sent almost 300 IBMers from 44 countries on 29 teams to 9 countries



Questions?

