



SDA Bocconi
School of Management

2012 Career Development Survey

**Research study prepared for the
2012 Career Development Roundtable**

Co-sponsored by Optimis and SDA Bocconi School of Management



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Clinic agenda

- ☐ Introduction
- ☐ Focus questions
- ☐ Purpose of the survey
- ☐ Select findings and discussion
- ☐ Conclusions
- ☐ Discussion

Focus Question

Who is responsible for **your** career development?

- a.) Your employer
- b.) You
- c.) Both you and your employer

Focus Question

What are the *consequences* to organisations that *do not* pay sufficient attention to the career development of their staff?

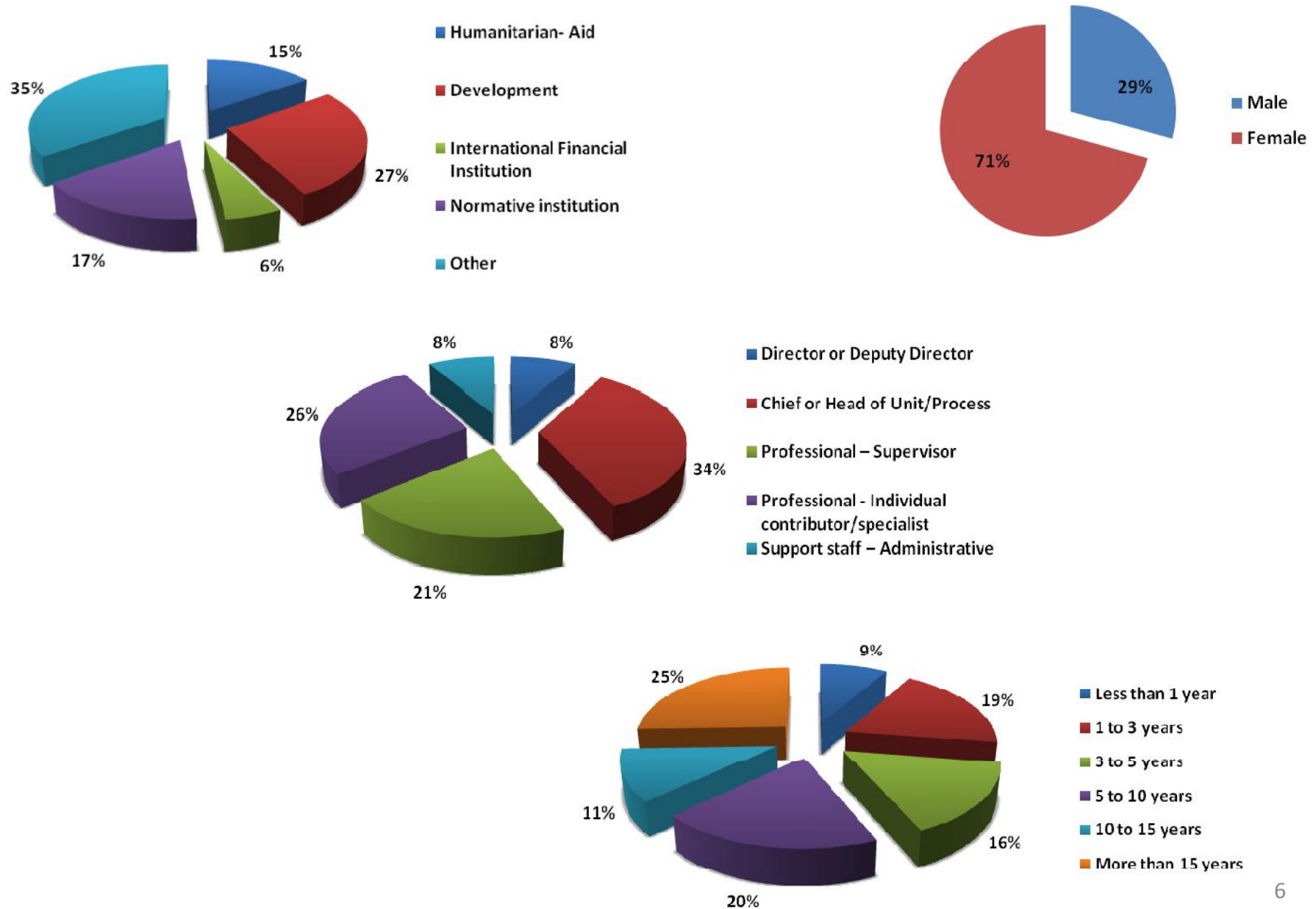
Purpose of the study

Two-fold purpose:

To investigate *the career development challenge and priorities* for *International Organisations* from the perspective of Career Development Roundtable participants

To stimulate *reflection and consequent action* on what your organisation can do to increase *organisational effectiveness* through a *strategic career development approach*

Research study participants (106 total)



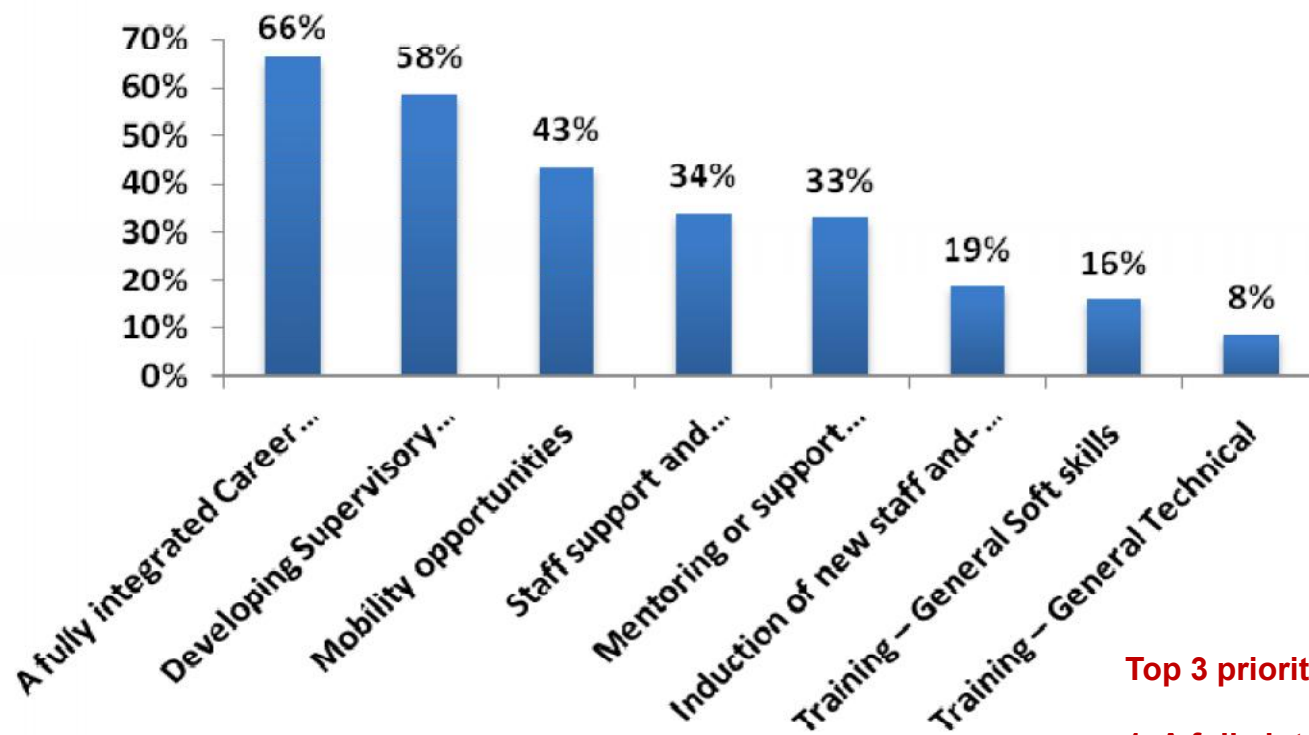
Select Findings: Organisational Challenges

Q1. The biggest challenges that face my organisation today in their efforts to provide career development opportunities to staff are: (Check all that apply)



Select Findings: Where Organisations should focus

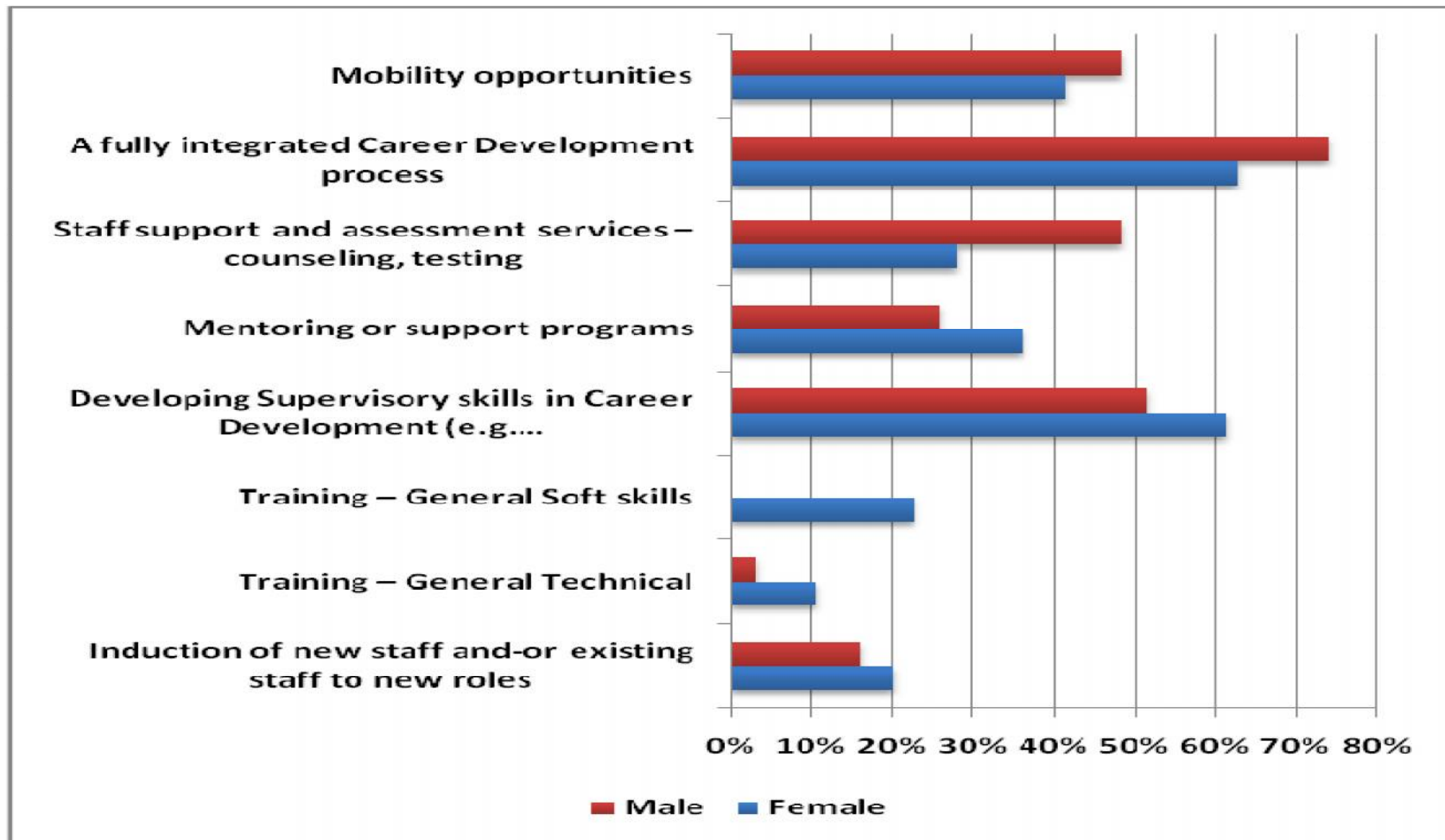
Q2. The two or three most important areas I would like to see my organisation focus on in the next few years to improve career development support and opportunities for staff are:



Top 3 priority focus areas:

- 1. A fully integrated career development process**
- 2. Developing Supervisory skills in career dev.**
- 3. Mobility opportunities**

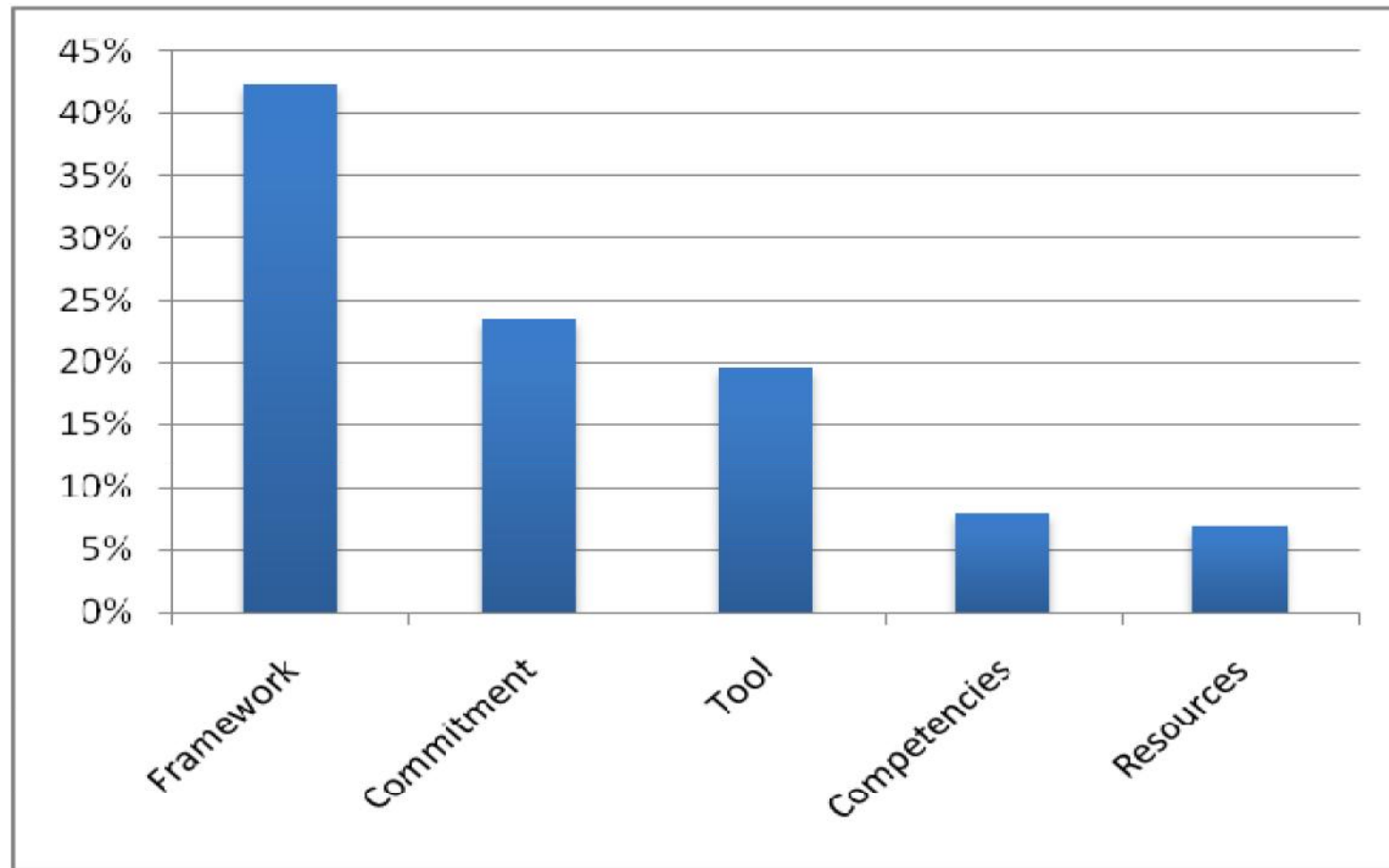
Select Findings: Where Organisations should focus



Both sexes chose the same top three priorities, with females placing more emphasis on the need for supervisory skills to support career development

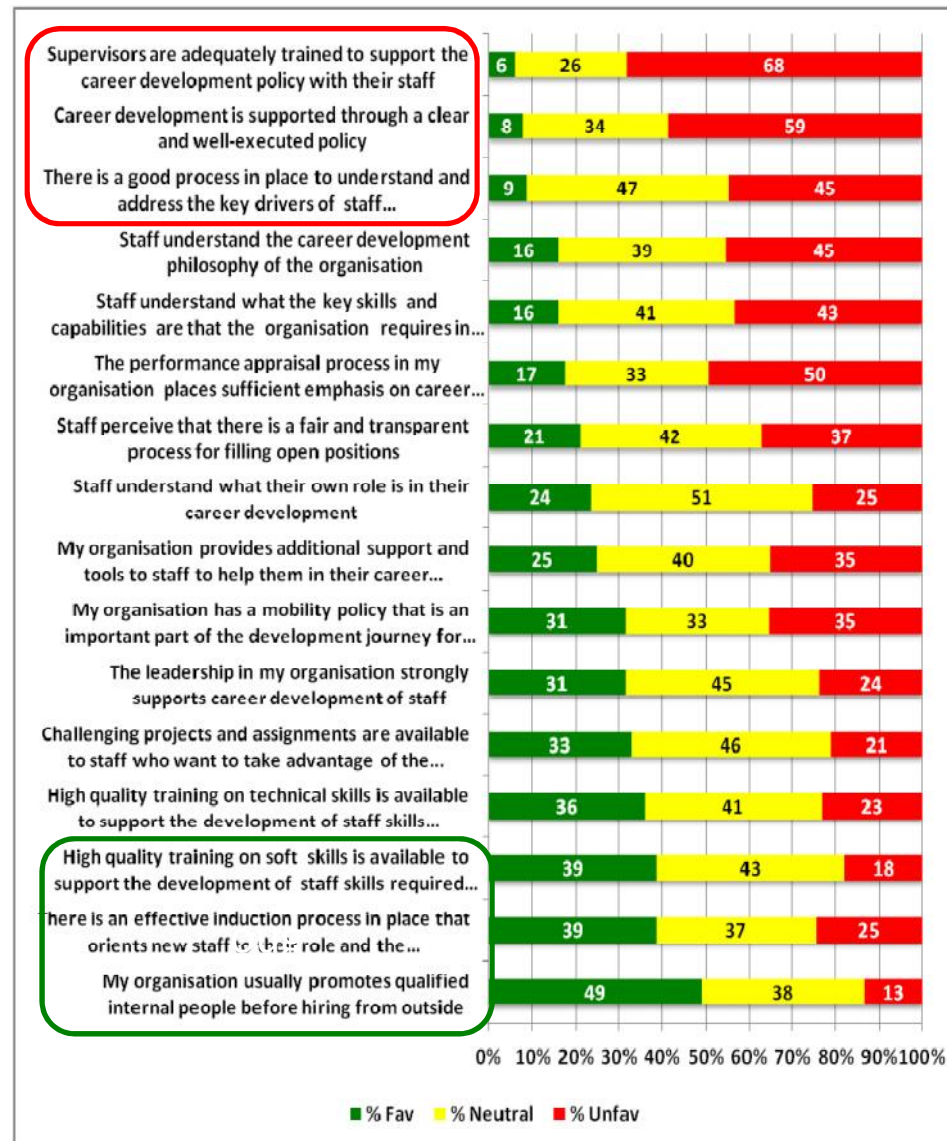
Select Findings: Most important action ...

Q7. What is the single most important action that I think my organisation could take to support the career development of staff: (open question, classified by theme)



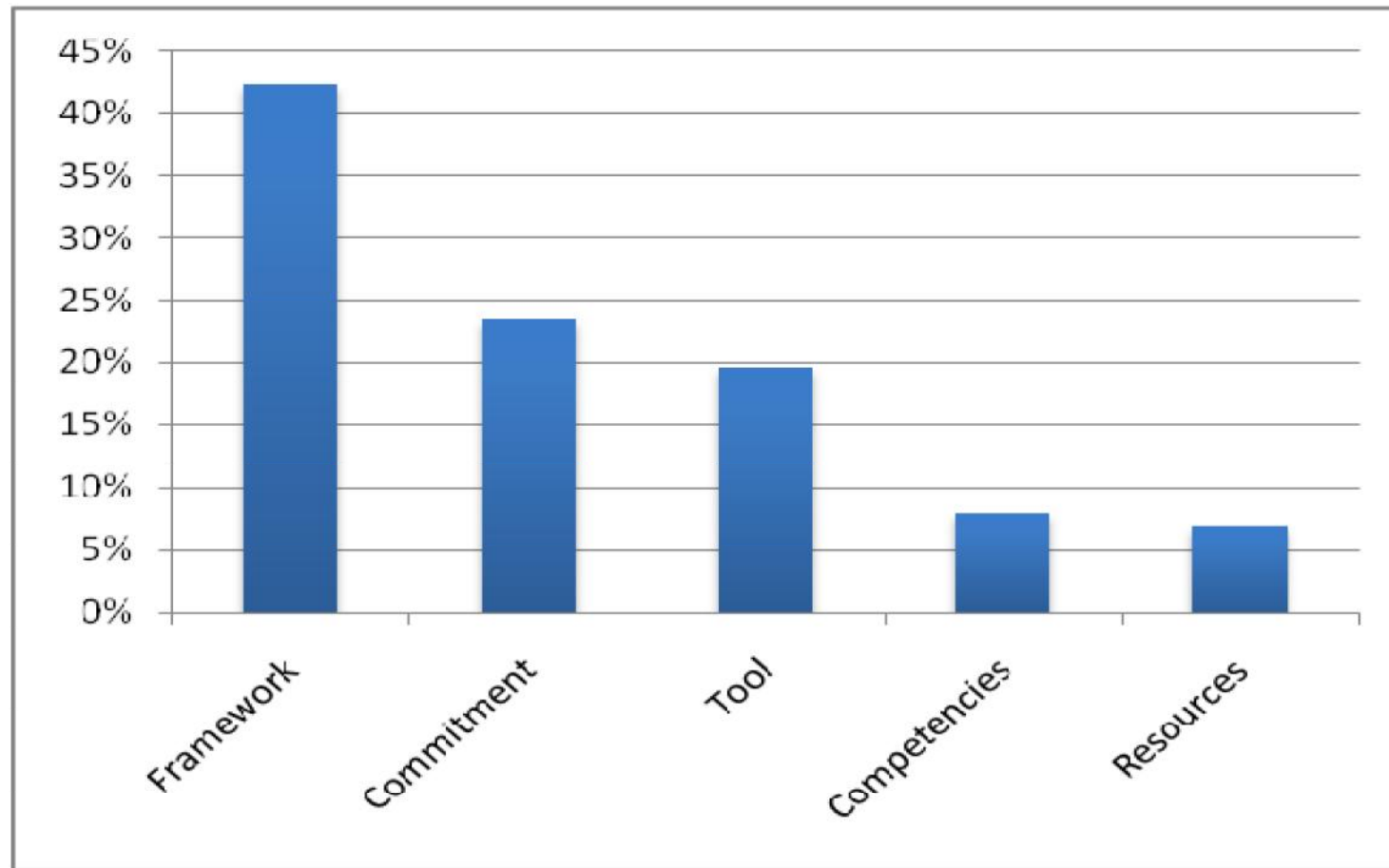
Select Findings: Career Development Rating ...

Participants rated their level of agreement on 16 questions with respect to their organisations

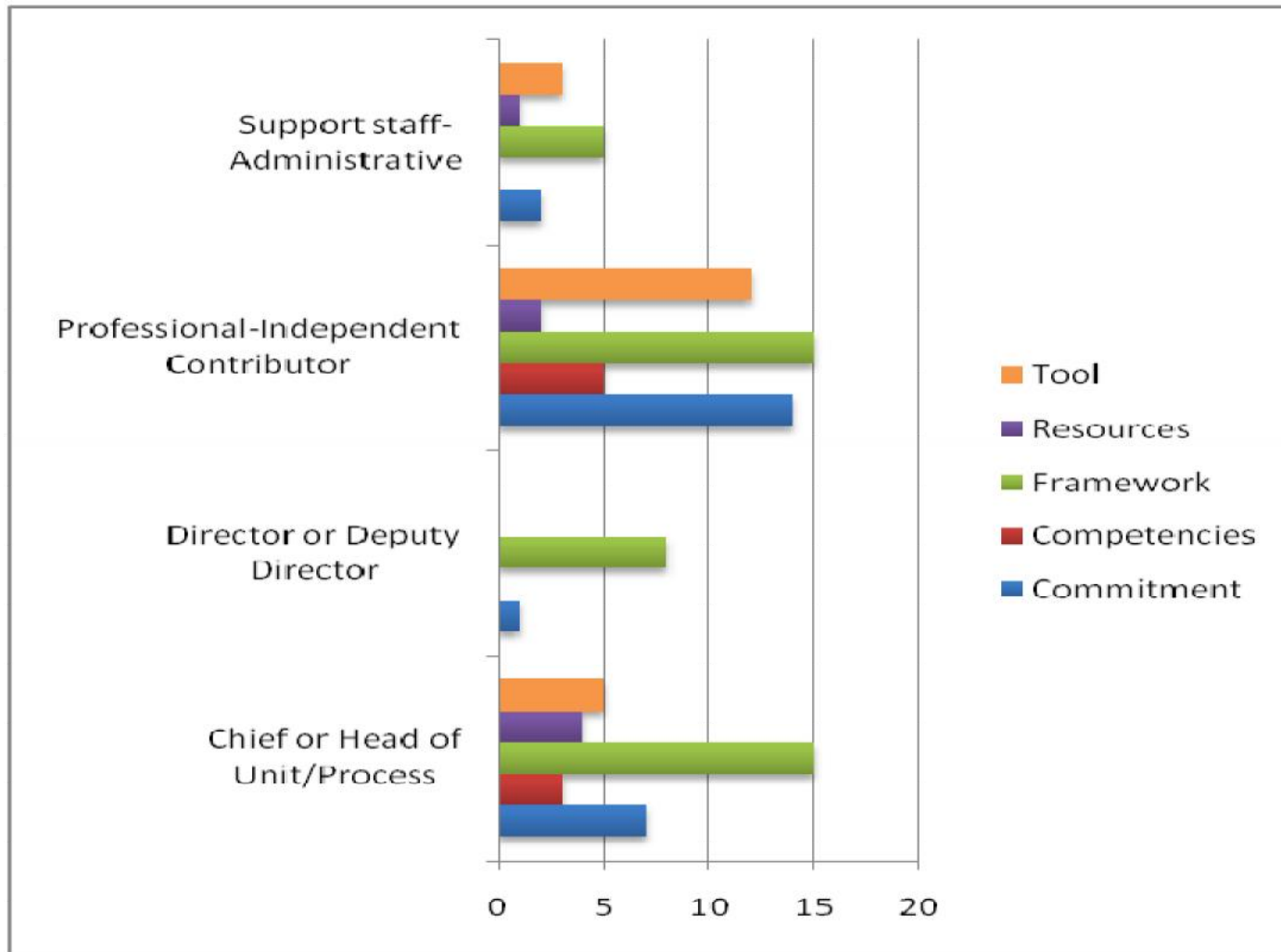


Select Findings: Most important action ...

Q7. What is the single most important action that I think my organisation could take to support the career development of staff: (open question, classified by theme)



Select Findings: Most important action ...



The Framework category is the most prevalent single choice for all positions in the hierarchy, as it is across all levels of tenure ...

Report conclusions

Four areas that are critical for organisations to address:

1. Gaining leadership commitment
2. Creating a career development strategy
3. Implementing career development policies, processes and tools
4. Training supervisors

Leadership ➡ Strategy ➡ Implementation ➡ Sustainability

Buzz groups (of three)

“Between reality and fantasy ...”

Based upon your experience and the data, what is the most important transformational opportunity in your organisation for career development ... and how would you start?

You may want to reference the conclusion section of the report that outlines four key areas to address.

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