

4.4 Webinar

Moderator: Prof Emeritus Rich Feller

- a. **Talk to Me: Developing and Retaining Talent through Career Conversation Resources at General Motors**, Ms. Mimi Brent
- b. **Narrative Career Development Innovation inspires individuals to Navigate a Lifetime of Work and Learning Transitions**, Mr. Mark Franklin

Talk2Me: Developing & Retaining Talent Through Career Conversation Resources

Mimi Brent, Head of Global Career Development

General Motors

evelina.brent@gm.com



Rebuilding Talent & Development



Performance

Leadership

Engagement

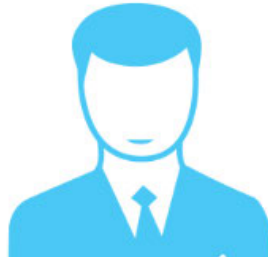


2012 Engagement Survey

Bored



Stuck



Worried



Lowest Scoring Dimension

Commitment,
Teamwork, Trust,

Career Development,

Recognition, Fairness,
Well Being



workplace of choice

2013 Gaining Leader Support



Career Happiness



Employee Engagement



\$\$\$ Results \$\$\$

A Partnership



Career Development
Growing Your Possibilities

GM Values	My GM Career
Customers	Resume
Relationships	Networking
Excellence	Personal Brand



2013 Resources

Global Website
Discussion Tools
Webinars
Workshops

The screenshot shows the top portion of a website. At the top, there is a navigation bar with links for 'STATES', 'mySERVICES', 'WEBMAIL', 'OVERDRIVE', 'SEARCH', 'PEOPLE FINDER', and 'FEEDBACK'. Below this is the 'Career Development' logo, which includes a tree icon and the tagline 'Growing Your Possibilities'. A secondary navigation bar contains 'HOME', 'DESIGN MY VISION', 'DISCUSS MY CAREER', 'DEVELOP MY CAREER', and 'QUESTIONS/COMMENTS'. The main content area features a banner with the text 'Take the journey to design your GM career vision and discuss your career.' and a link 'How To Use This Site'. Below the banner are three colored boxes: a red box for 'Design My Vision' (A vision creates a container of possibilities), a blue box for 'Discuss My Career' (Career Management + Personal Development = Career Development), and a purple box for 'Develop My Career' (Facebook, LinkedIn and Twitter have forever changed the way you connect to the world.).

The 3Ds

Design

Discuss

Develop

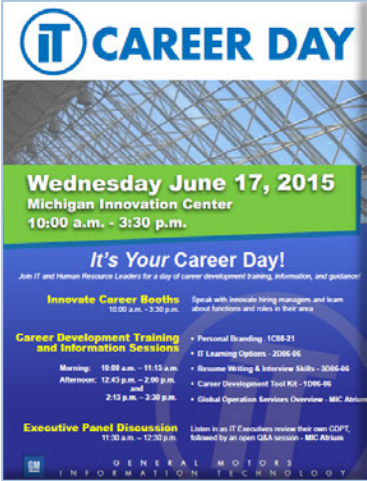
The 3Es

Experience

Education

Exposure

Built For Employees, By Employees



People Leader Resources

- ### 100 Career Conversation Starters
1. What is your dream job? What keeps you from pursuing and landing it?
 2. If you could do any job for a month, regardless of training or education, what would you choose? Why?
 3. If you could design your ideal job, what would it look like? (Consider role responsibilities, hours, boss, and personal work style preferences.) How is it different from the job you've had so far?
 4. What part do you believe chance or luck plays in your career? If they have been factors, describe how they played out.
 5. What is the most important piece of career advice you've ever been given? How did it influence what you ultimately decided to do?
 6. How do you manage your career—do you plan it or let it happen? How's that working for you? How can you enhance or challenge your approach?
 7. How would you describe your personal brand, and how do you sell it to others? How can you become more proficient at selling it?
 8. Whom would you oppose to your personal board of directors? Why?
 9. How did you know the kind of work you wanted to do was a good fit for you? How did you know the kind of work you wanted to do was a good fit for you? How did you know the kind of work you wanted to do was a good fit for you?
 10. When you "take scores" of these questions express your own view? How do these factors express your own view?
 11. Where did you learn or acquire your work values? Today? If not, how can you change them?
 12. Do you live to work or work to live? Are you okay with that?
 13. What has work taught you about yourself? Do you enjoy it?
 14. What kind of work engages both your heart and mind? How do you feel about it? How do you feel about it?
 15. If you were to redesign work in a way that would make it more meaningful, what new meaning would work take on?
 16. When you think of yourself working for the rest of your life, where does that reaction come from? Do you choose it?
 17. What is your most hilarious interview story?

- ### 50 Ways to Develop Your Employees
1. Invite employees to your leaders' staff meeting, and ask for their input on specific topics.
 2. Delegate one of your minor assignments to your employee.
 3. Ask an employee to attend a meeting in your place, and then request a brief summary of the meeting.
 4. Nominate your employee for participation in a cross-department team project.
 5. Cross-list an employee with a staff member who has a complementary strength in a specific area.
 6. Ask an employee to present at one of your meetings or to staff meetings to emphasize their communication skills.
 7. Provide an employee a special assignment outside of their current responsibility list and comfort zone.
 8. Ask the employee to help solve a problem and present their solution to the team.
 9. Invite an employee to join you at a meeting, and introduce the employee to other leaders.
 10. Provide a training opportunity (outside training, conference, course, etc.) to an employee who shows initiative.
 11. Have employees who attend outside events summarize what they learned and present it to other employees.
 12. Offer an employee a career review when they return or another team to encourage the development of new skills.
 13. Allow employees time each week to work independently or on their own on an initiative idea for the company.
 14. Encourage employees to help prepare the employee's professional network.
 15. Send assignments that will stretch the employee.
 16. Assign a minor project to an employee who is capable of handling them.
 17. Delegate responsibilities to your staff while you are on vacation (meetings, routine reports, presentation requests, etc.).
 18. Use a more experienced employee to coach a new employee.
 19. Arrange for coaching meetings for an employee by a more seasoned member of another team.
 20. Invite your executive leader to a staff meeting, and ask your employees to introduce themselves and explain what they do.
 21. Give your employees time to network internally and talk to other staff who they would like to network.
 22. Give your employees time to network externally and talk to other staff who they would like to network.
 23. Ask an employee to research a topic of importance to the work of the team and recommend three resources to the team.
 24. Create a challenge group that your employees have to identify ways to solve an issue.
 25. Identify an work process that can be improved and ask your employees to redesign the process.
 26. Assign responsibilities that a more experienced employee finds routine or boring to someone who would learn from them.
 27. Give more autonomy to an employee to set priorities, make decisions, and/or set their own work times.
 28. Provide more access to important and strategic meetings.
 29. Deliver more high-level information by including the employee on specific meetings and company briefings.
 30. Create a career development leading team for the team, and periodically discuss career/development of your staff working.
 31. Sponsor a business lunch (like during which employees explore concepts that can be applied to the team's work).
 32. Encourage the employee to attend industry related training sessions.
 33. Regularly host lunch and learn with your employees and a company leader or outside expert on team-recommended topics.
 34. Allow time for the employee to go shadow another employee who is a job the employee more prominently have interest.
 35. Encourage employees to access the Career Development website and use the Career resources.
 36. Encourage employees to create an individualized report for cross-functional support for the work of the team.
 37. Arrange for a short-term job assignment for the employee within the team or with another team.
 38. Send an email to your leader about an outstanding employee achievement, and tag the employee on the email.
 39. Have employees engage in tasks during a specified period of time to strengthen the team.
 40. Create time for self-directed learning: books, articles, development blogs, TED talks, podcasts, audio books, etc.
 41. Ask an employee to identify and sponsor a team service activity.
 42. Have an employee mentor a team member on an Old Chat/Project or SharePoint for sharing knowledge and building relationships.
 43. Ask an employee to create a job ask for other team members: (shortfalls, useful tools, systems, algorithms, flow charts, etc.).
 44. Create an employee to lead a team project or another Old Chat/Project and interact with them from about cultural differences.
 45. Encourage employees to complete a thought leadership.
 46. Create an employee to recommend Old Chat/Project or SharePoint to other Old Chat/Project.
 47. Arrange for an employee to interview a thought leader on a particular job topic and report the findings to the team.
 48. Create an employee to create a job ask for other team members: (shortfalls, useful tools, systems, algorithms, flow charts, etc.).
 49. Create an employee to create a job ask for other team members: (shortfalls, useful tools, systems, algorithms, flow charts, etc.).
 50. Encourage your employees to ask you, "What is on your plate that you do?"



Career Web Chat



Career Talk

LEADING EDGE BUSINESS INFO & RESOURCES FOR GM MANAGERS



Talent Accelerator Leaders in cars asking talent development questions

Leading Edge invited Detroit-area leaders to interview leadership expert, **Roberta Matson**, recently. Six adventurous people leaders volunteered. Roberta took a drive with them on the streets of the Motor City while they asked their most pressing talent development questions. Check out the latest videos in the series below to learn how you can find, grow and keep the world's best talent. (Note: if you are viewing this page in a browser other than Internet Explorer, you may have to enter your GMID and password to view the video.)

Now, you can also get Roberta's **slide deck** she used during her recent webinars with GM people leaders on developing talent.

INTERVIEWS



Source: The Wall Street Journal, December 27, 2011. © 2011 GM. All rights reserved. This content is not intended to be distributed outside of the GM organization.



Progress

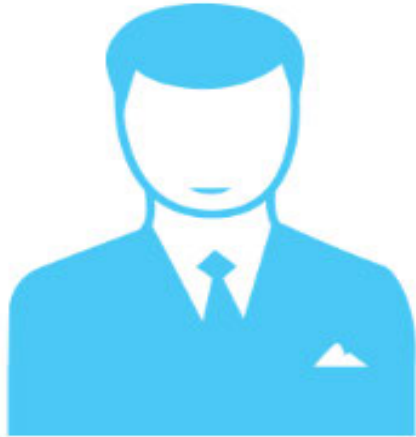
Survey Item	2012	2014	2016
Career Opportunities			
Career opportunities go to the most qualified people			
Personal & Professional Growth			
My future career opportunities here look good			
Business Fundamentals			
The way we manage performance here keeps me focused on achieving my company's goals			
Commitment			
My company is considered one of the best places to work for someone with training and experience in my profession			

Contributors to Improvement
TRACK
Starting Line
Career Fairs
Mentoring Portal
Improved Career Website
Career Month
Leader Training

Career Success Stories



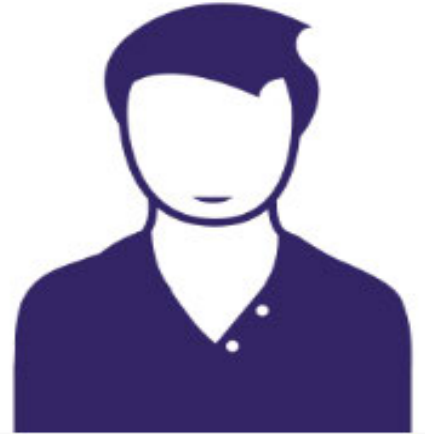
Tessa



Jason



Shannon



Angelo

Thank You!

**Detroit, Michigan
USA**



Narrative Career Development Innovation

Inspires Individuals to Navigate a Lifetime of Work & Learning Transitions



Mark Franklin
practice leader, CareerCycles.com
co-founder, OneLifeTools.com



@careercycles

Introducing a Narrative Assessment system



1. Game play for groups



2. Scalable, story-based **system** maximizes technology and human touchpoint “blended delivery”



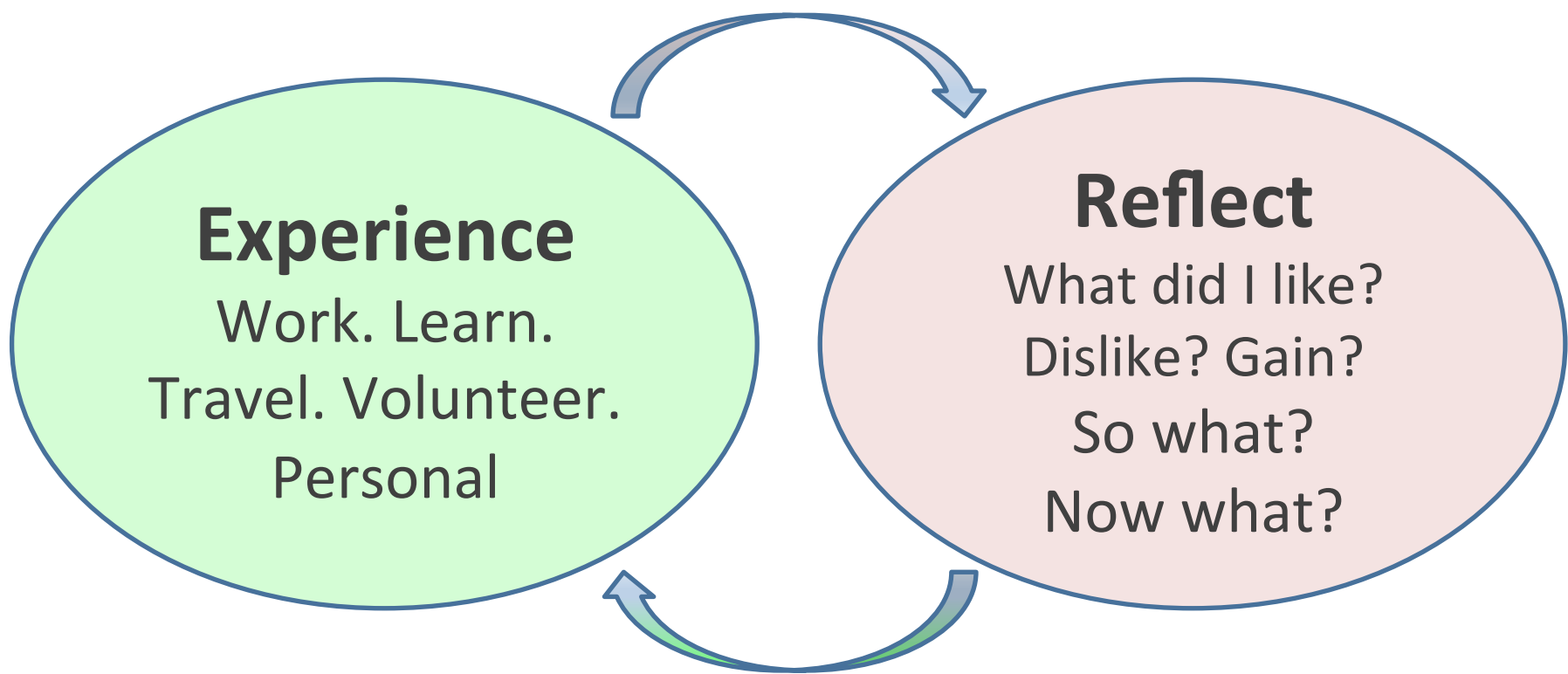
3. Narrative method & technology-enhanced **individual & classroom sessions**

Gap between...

Career
development
needs of
individuals



Tools,
resources,
willingness to
use them



Experience without Reflection = ?

Reflection without Experience = ?

Career choice as a one-time problem

Time for a Paradigm Shift?



Tools & processes to help learners *navigate a lifetime of career and life changes*

(Can't be a 1-time matching problem when 65% will be in careers not yet invented*)



*Source: Prof. Cathy Davidson, CUNY

Narrative system to *become empowered and proactive* in making career and life choices

- 4000+ clients, 80 countries of origin
- 550+ trainees in US, Canada, Europe
- 40+ documented interventions
- 68 participants in outcome study. Findings: HERO*
- 4 peer-reviewed journal articles, 3 book chapters



*Franklin, M., Yanar, B. & Feller, R. (2015). Narrative Method of Practice Increases Curiosity & Exploration, Psychological Capital, and Personal Growth leading to Career Clarity: A Retrospective Outcome Study. *Canadian Journal of Career Development*

Theory-to-practice clues...



Life Design: A Paradigm for Career Intervention in the 21st Century

Mark L. Savickas

The paradigm for life design interventions constructs career through small stories...

Savickas, 2012



YOUR STORY

What you liked and learned in each chapter of your learning, work, leisure

YOUR FUTURE

Life and career cycles of stability and change

Moving from
Questions to Choices
is a 2-part process of:

1. Clarification

**2. Intentional
Exploration**





1. Clarification: corral elements from your stories to get *what matters* from **what happened**

2. Intentional Exploration



On your own

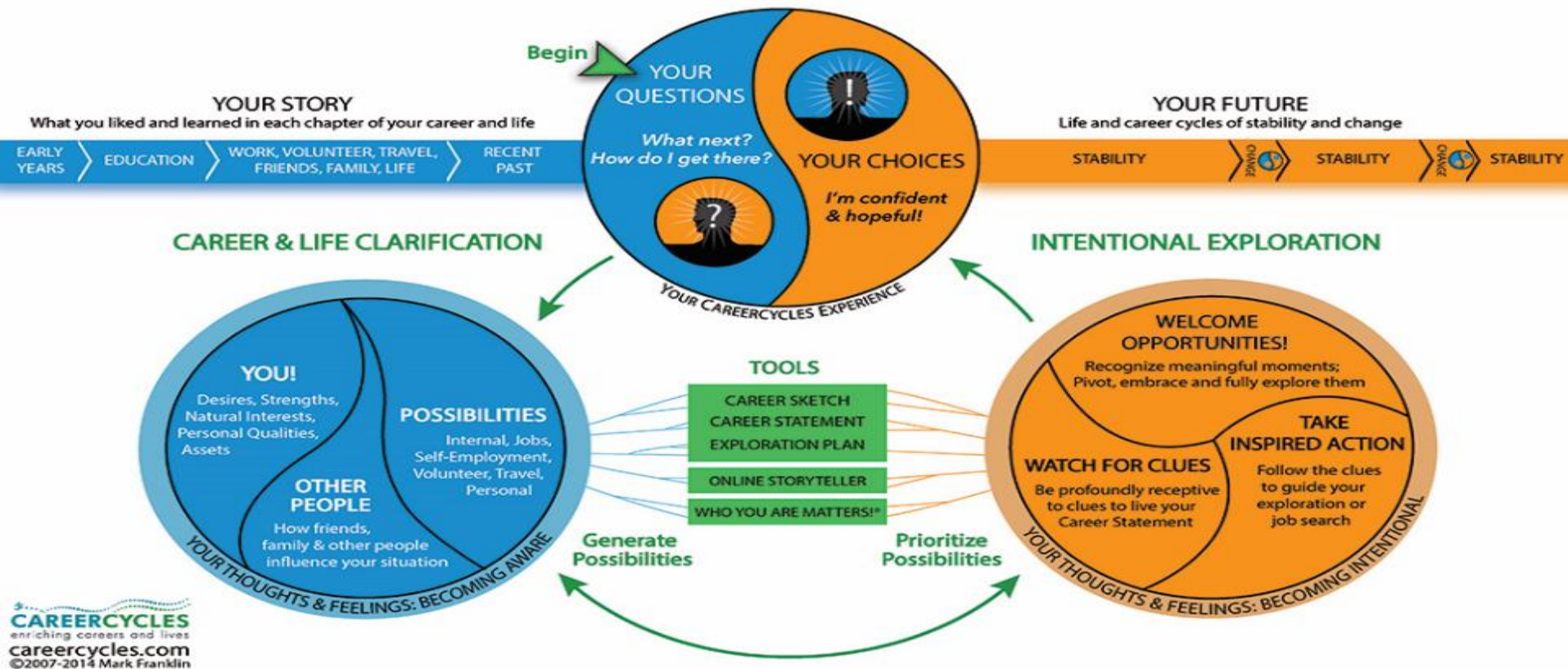


Field research



In the community

BECOMING EMPOWERED & PROACTIVE IN YOUR CAREER & LIFE CHOICES



Need to scale: *Blended delivery* using game + technology + human support



1. Game play for groups



2. Scalable, story-based **system** maximizes technology and human touchpoint “blended delivery”



3. Narrative method & technology-enhanced **individual & classroom** sessions

We humans tell stories and play games



What if we could help them **become extraordinary** by using stories in an impactful way? And by playing games that add new meaning to their lives?

What if individuals could sit with 4 peers playing a self-directed game that led to a written career statement?



Source: Rich Feller, CCDA Fall 2016

Overview

Pre-game

Setting the stage for your Career & Life Clarification
What you need to know to play the game

GAME ON!



Post-game

Larger group sharing & integration
Next steps

4 to 5
players
around a
game
board

who you are MATTERS!
Spark meaningful conversations, connect the dots, and gain clarity and confidence

Desires
What you want more of

Natural Interests
Strengthen passions & working identity

Possibilities
Possibilities you've custom-made

Your Career Statement makes the stars align

Strengths
Skills & knowledge you will leverage

Assets
How do you stack up?

Personal Qualities
How do I show others I'm ready to lead?

Other People
How do I show others I'm ready to follow?

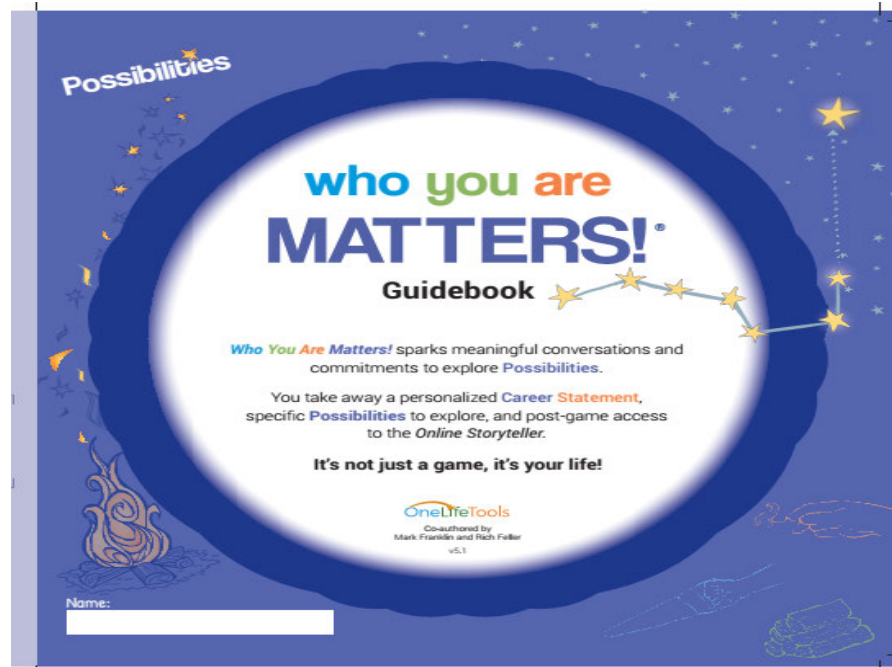
Strengths / TOOLS

THINGS / IDEAS

SPARKS / SPARKS

The game board is set against a dark blue night sky background with a constellation of yellow stars connected by a light blue line. At the center is a glowing orange campfire on a log. Surrounding the campfire are several circular icons representing different categories: 'Desires' (orange), 'Natural Interests' (orange), 'Strengths' (blue), 'Assets' (blue), 'Personal Qualities' (green), and 'Other People' (green). The board is framed by a circular path of white-outlined rectangular cards, each showing a silhouette of a cabin or tent. At the bottom left, the logo for 'OneTool' is visible, along with the text 'co-authored by Mark Franklin & Rich Feller' and 'After You're Matters', Career Search & Career Statement'.

1 Guidebook per player supports game play, and provides 1 login access to Online Storyteller



A photograph of a sunlit forest path. The path is a narrow, unpaved trail that leads into a dense forest of tall, thin trees. The sunlight filters through the canopy, creating a bright, hazy glow in the center of the image. The ground is covered in green moss and ferns. The overall atmosphere is peaceful and natural.

Game benefits
groups in
education,
organizations,
government

- Expand clarity
- Gain self-awareness
- Build trust
- Feel more excited and confident
- Connect with others
- Leave with substantive Career Statement

Post-game: pick up where player left off to deepen clarification and accelerate intentional exploration

Players construct their Career Sketch in the *Online Storyteller* (2 mins), then reflect on their stories

Career and Life Clarification begins with stories

Storyline



JULY 13,
1973
Center Roadz (0
yrs)

January 1, 1992 — January 1, 1996 Career & Life

U of T - Engineering (4 yrs)

E.R.T.W.

Edit

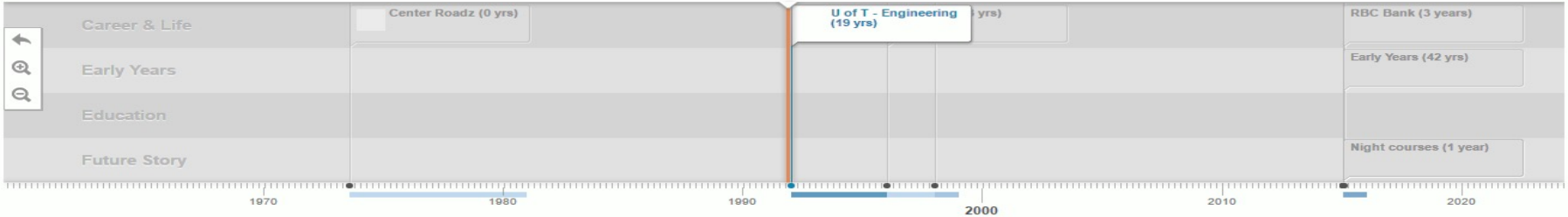
Delete

Tell Story

94%

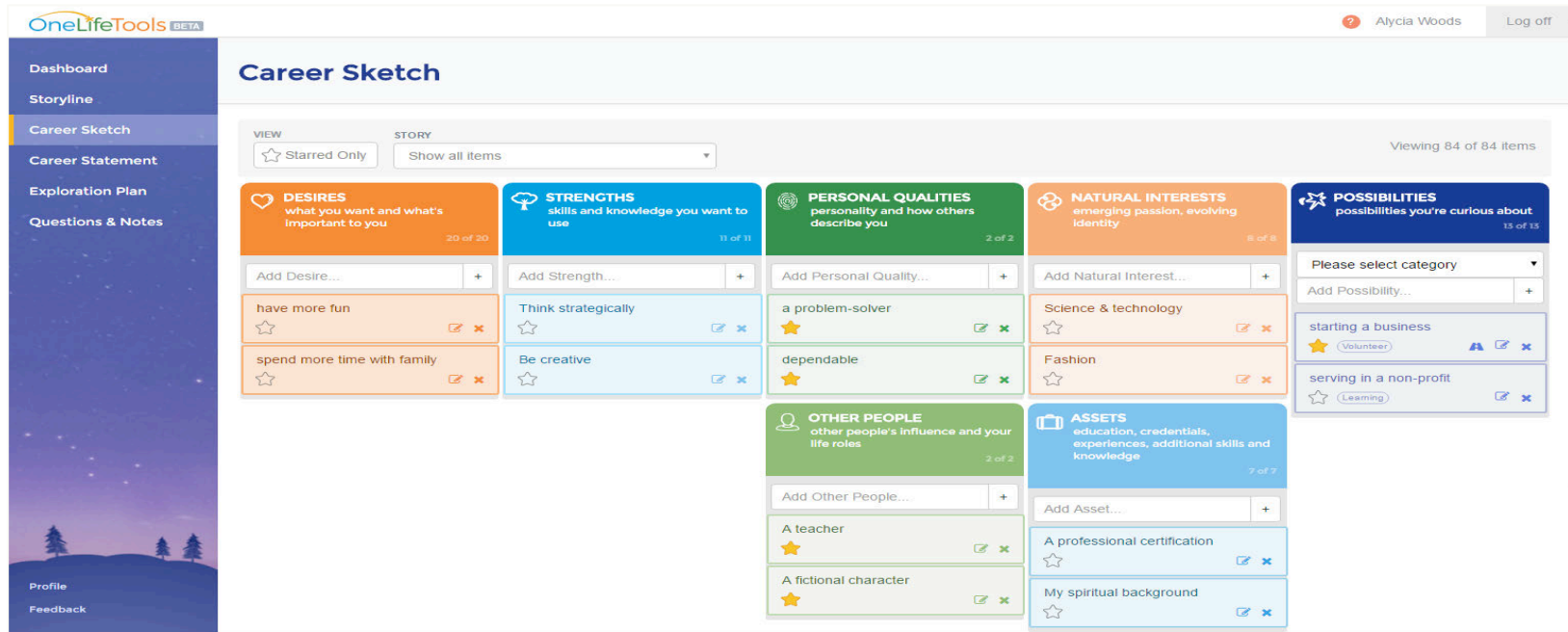


JANUARY 1,
1996
JHM Test (23
yrs)



Add Story

Content from stories is added to **Career Sketch**, a one-page 'marvelous mosaic' of emerging insights



The screenshot shows the 'Career Sketch' interface in the OneLifeTools BETA application. The user is logged in as 'Alycia Woods' and is viewing 84 of 84 items. The interface is organized into several categories, each with a list of items and an 'Add' button.

- DESIRES** (what you want and what's important to you): 20 of 20 items. Includes 'have more fun' and 'spend more time with family'.
- STRENGTHS** (skills and knowledge you want to use): 11 of 11 items. Includes 'Think strategically' and 'Be creative'.
- PERSONAL QUALITIES** (personality and how others describe you): 2 of 2 items. Includes 'a problem-solver' and 'dependable'.
- NATURAL INTERESTS** (emerging passion, evolving identity): 8 of 8 items. Includes 'Science & technology' and 'Fashion'.
- POSSIBILITIES** (possibilities you're curious about): 13 of 15 items. Includes 'starting a business' (with 'Volunteer' sub-item) and 'serving in a non-profit' (with 'Learning' sub-item).
- OTHER PEOPLE** (other people's influence and your life roles): 2 of 2 items. Includes 'A teacher' and 'A fictional character'.
- ASSETS** (education, credentials, experiences, additional skills and knowledge): 7 of 7 items. Includes 'A professional certification' and 'My spiritual background'.

The interface also features a sidebar with navigation options: Dashboard, Storyline, Career Sketch (selected), Career Statement, Exploration Plan, and Questions & Notes. At the bottom of the sidebar are 'Profile' and 'Feedback' links.

Refine and concentrate into
a concise, client-generated and empowering
Career Statement



Traditional CV/Resume

*Focus is on past.
Can limit change.*



Career Statement

*Focus is on present
and future. Opens
you to change.*



- *“Finally, my truth!”*
- Acts as compass for *Intentional Exploration*

Your “career” is...

The full expression
of who you are...
and how you want to be
in the world...

And, it keeps on expanding...
...as it naturally goes through cycles
of stability & change

Applications

Organizational Professional & Personal Development

Government-funded Employment services

Education, post-secondary, high school, for-credit course e.g.
U of Toronto's *Engineering Careers*



Launch Your Career

Designed to assist NEIU students in their transition from student to working professional, *Career Launch* uses an online storytelling tool to equip you with personalized vocabulary for your **job search success!**

Career Launch Program

**IGNITE,
PROPEL**

Find out more and Register:

Career Development Center B - 119

CareerLaunch@neiu.edu



 **Northeastern**
ILLINOIS UNIVERSITY

Powered by

CAREERCYCLES

Sparked by what you heard today?

Visit OneLifeTools.com CareerCycles.com

mark@careercycles.com *Thank you!*

