How HR and Managers Can Drive Career Growth in 2021

Welcome and Intros

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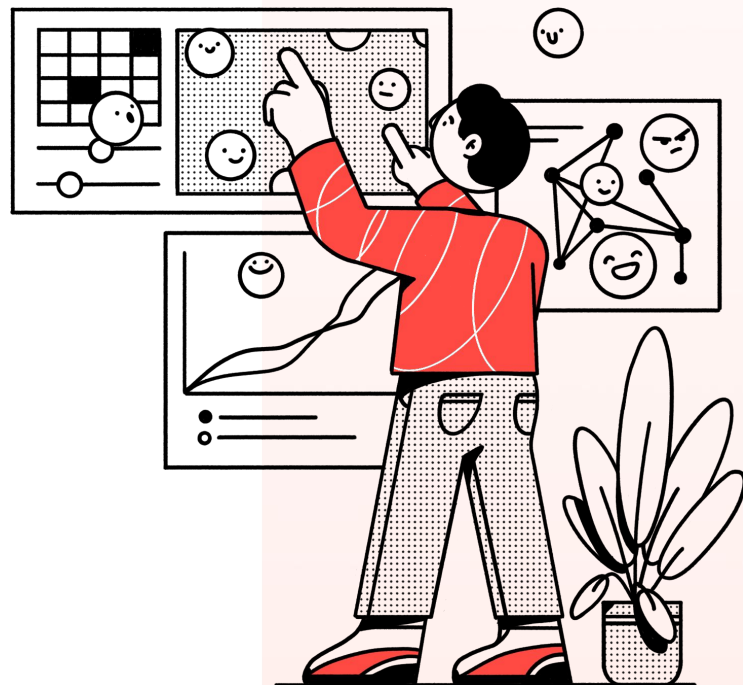
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Today's Agenda

1 Welcome & Intros

2 Why Development *Still* Matters

3 Job Levels and Competencies

4 Competency Matrices

5 Career Conversations

6 Conclusion

7 Questions

Poll Question

Do you feel like you've been able to give employee development enough attention this year?

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Why Development *Still* Matters

Development:

The process of improving, honing, or expanding an employee's skills to achieve individual and business success.

There's Value in Development...

90%

of employees say they'd **stay longer** if their company invested in their growth.
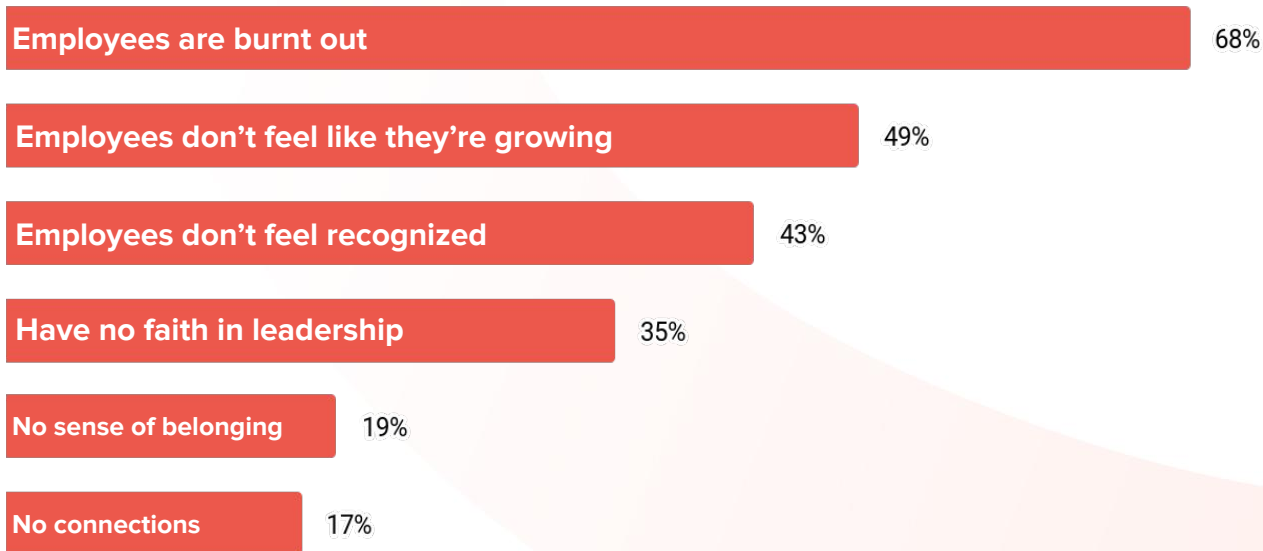
61%

of employees developed and promoted from within **outperform** external hires.

...And This Year Didn't Change That

Employees' Top Challenges in 2020

Source: State of People Strategy Report 2020

Challenge	Percentage
Employees are burnt out	68%
Employees don't feel like they're growing	49%
Employees don't feel recognized	43%
Have no faith in leadership	35%
No sense of belonging	19%
No connections	17%

2020 Inspired an L&D Renaissance

"Training departments always struggle to get people to consume their programs. Not now. **Every company I talked with described a voracious appetite for training**: not only on business topics, but on literature, breadmaking, yoga, and more."

Josh Bersin
HR Technology Analyst

HR Can Lead, But It Can't
Do the Work Alone

Process and Training

Coaching and Conversations

HR Team

Managers

Employees

Job Levels and Competencies

Job Levels

Job leveling helps employees understand how they fit into an organization. If you're familiar with job tracks, consider each step a separate level.

> "Flat" organizations have fewer levels. Hierarchical organizations have many.
>
> Your **culture** and **company size** should play a role in how many levels you have.

Level 4

Level 3

Level 2

Level 1

12

Moving Past the Single-Track Model

Level 1: HR Assistant

Level 2: HR Generalist

Level 3: HR Manager

Level 4: Senior HR Manager

Level 5: HR Director

Level 6: VP of HR

"Management" isn't a level on its own, it's a specific skill set.

Individuals may not actually want (or be suited for) management roles.

HBR: Nearly 25% of productive ICs promoted to management are set up to fail.

* Source: Harvard Business Review

Separate Paths for ICs and Managers

Level	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Individual Contributor Track	Associate	Developing	Professional	Senior Professional	Expert	Principal
Management Track			Manager	Senior Manager	Director	VP

14

Levels Facilitate Lateral Movement
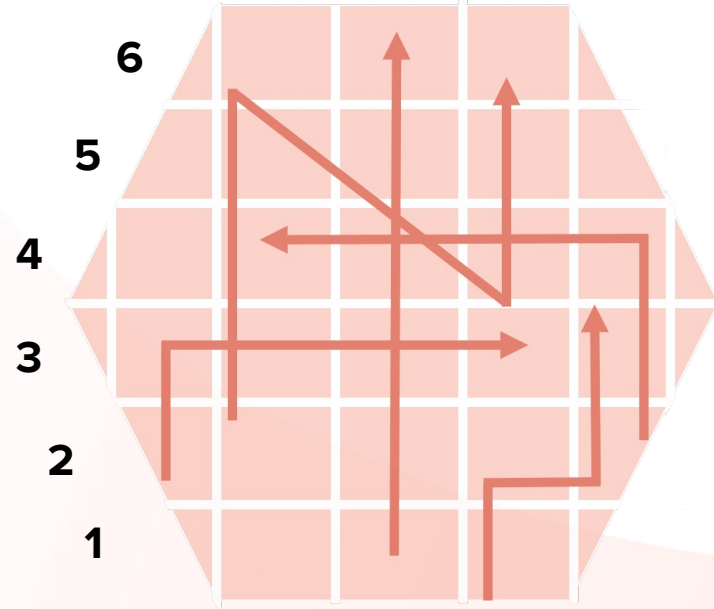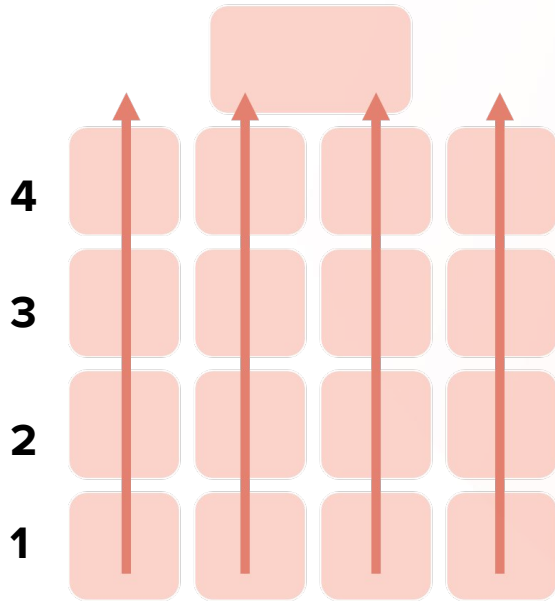
Competencies

A job competency is a skill or quality that an employee needs to have in order to succeed in their role.

Think of these as **skills or qualities**, not a list of responsibilities.

Managers use them to give **feedback, have development conversations, and delegate** tasks

Competencies also feature in recruiting, as interviewers use them to assess job-fit.

Leadership

Expertise

Autonomy

Collaboration

Communication

Project Mgmt

What Makes for a Good Competency?

Competencies should be both *observable* and *objective*.

Ambition

Project Management

Unclear, subject to interpretation and unconscious bias

Easier to set clear expectations for and corroborate

Categorizing Competencies

While your list of competencies should reflect your culture, Lattice's People Advisory Team finds it helpful to categorize them into four main categories.

Impact	Behavior	Management	Functional Skills

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Impact
Scope and Complexity
Prioritization
Problem Solving

Behavior
Collaboration
Communication
Reliability
Living Values

Management
Development
Supervision
Responsibility

Functional Skills
Expertise
Tools
Product Knowledge

The Process

Competency Matrices

While competencies and levels make the "what" clear, bringing them together sheds light on the "how."

Levels and Competencies, Better Together

Levels

Competencies

L3: Principal Engineer

L2: Senior Engineer

L1: Engineer

Ownership

Technical Ability

Analytical Thinking

Communication

Competency Matrices 101

	L1: Engineer	L2: Senior Engineer	L3: Principal Engineer
Ownership			
Technical Ability			
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Competency Matrices 101

	L1: Engineer	L2: Senior Engineer	L3: Principal Engineer
Communication			
Ownership	You effectively execute tasks as an individual, maintaining a high level of quality. You set and meet timeline expectations for your work.	You own project-level goals involving multiple engineers. You break down tasks into clear milestones to ensure progress can be measured.	You transcend organizational boundaries and proactively identify the best ways to drive value. You work in close partnership with senior leadership to influence the overall direction of engineering.
Technical Ability			
Analytical Thinking			

The Value of Competency Matrices

It's easier to grow when you know what lies ahead.

Visualizing job tracks this way helps give employees a better view of what qualities they need to exhibit at each stage of their journey.

27

Competency Matrices 101

	L1: Engineer	L2: Senior Engineer	L3: Principal Engineer
Ownership	✓		
Technical Ability	✓		
Analytical Thinking	✓	✓	
Communication	✓	✓	

Competency Matrices 101

	L1: Engineer	L2: Senior Engineer	L3: Principal Engineer
Ownership	✓		
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Analytical Thinking	✓	✓	

Growth Plan: Own and project manage a major launch in Q2.

Growth Plan: Successfully complete a third-party training program.

Implementation and Action

Career Conversations

Job levels, competencies, and matrices help employees identify growth opportunities.

But it takes management and coaching to help them get there.

The Coaching and Mentoring Relationship

Coaches and Mentors
provide additional support

Mentoring: A development-focused relationship with a domain relevant mentor who passes on their skills and experience to a mentee.

Coaching: A development-focused relationship with a specially trained coach who provides guidance to a client on their goals and helps them reach their full potential.

Knowing When to Bring in Coaches or Mentors

- You have an existing development program that could be enhanced

- You have high potential employees to develop and retain

- You have new managers to train

- You are focused on succession planning

- You have a diversity and inclusion initiative you want to expand or begin

- You want to increase employee engagement

Manager Enablement

Managers, *particularly this year***, have been tasked to do more with less**

- Taking on bigger teams amidst challenges brought on by social unrest, economic decline, and the pandemic

- Growth is a vulnerable process - coaches and mentors can help people gain confidence and become better leaders

- Managers have been asked to "be the water cooler" in building connection

Empowering "HiPos" to Grow

2019 research from Gartner shows that HiPo employees work 21% harder than their peers.

They also bring 91% more value to the organization

The coach/mentor relationship is critical to support the work people are doing with their managers when it comes to growth.

Leadership Development Plan Template

Use this template to set leadership development goals for yourself throughout important career milestones.

We recommend planning to take about four weeks to go through the leadership development process below. That time is divided between active work, personal reflection, gathering feedback, and revising.

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A leadership development plan can help you:

1. Get clarity on a subjective and complex topic

2. Make long term goals achievable

3. Uncover areas of leadership opportunity

4. Set out a clear path to leadership advancement

Making Career Conversations Routine

Career conversations shouldn't just happen once a year.

Encourage managers and employees to bring up development at least once a quarter.

One-on-ones are a great opportunity to check in on growth plans and progress

Discuss the "big wins" if promotions or pay increases aren't possible now.

Conclusion

Key Takeaways

1 Development doesn't take a backseat during crisis or change.

2 Levels and competencies make growth feel tangible and next steps clearer.

3 Leverage mentors and career coaches to develop HiPos.

4 Make development conversations part of manager one-on-one meetings.

Poll Question
If you'd like to learn more about **Lattice** and **Torch**, let us know!

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Questions?

Thank You!

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