WHEN EMPLOYEES BELIEVE THE ORGANIZATION PLACES A HIGH PRIORITY ON THEIR DEVELOPMENT, THEY FEEL VALUED, WITH PRODUCTIVITY AND COMMITMENT INCREASING IN THE PROCESS AS DOES CUSTOMER AND EMPLOYEE RETENTION.

BY LINKING CAREER DEVELOPMENT TO CURRENT AND EMERGING BUSINESS NEEDS, ORGANIZATIONS BUILD DEVELOPMENT PARTNERSHIPS THAT KEEP EMPLOYEES MOTIVATED, ENGAGED, LEARNING AND CHALLENGED.

AND IF EMPLOYEES DON’T LEARN AND GROW … THEY LEAVE, WITH THE COST OF THEIR LOSS EASILY REACHING UP TO 200% OF THEIR ANNUAL SALARY

WHAT

Deceptively Simple, Deliberately Flexible, Delightfully Engaging

Career Systems International provides cost-effective proven and award-winning approaches to your employees’ career development that include:

★ CAREERPowers™ -- guides individuals in developing and managing their careers by identifying values, interests and competencies; soliciting feedback; identifying relevant trends; setting realistic goals; designing a development plan; and preparing for a development discussion with their manager. (Available through a variety of classroom, on-line and blended programs, tools and assessments.)

★ CAREERPowers FOR COACHES™ -- supports managers in developing and growing talent, following Career Systems Coaching model: Listen, Level, Look Ahead, Leverage and Link. (Available through a variety of classroom, on-line and blended solutions, tools and assessments.)

★ CAREER COACHING FOR MANAGERS™ -- provides a systematic approach for supervisors and managers to prepare for career coaching roles. A full-day comprehensive career coaching and advanced skill practice session based on the proven strategies of Career Systems’ CAREERPowers™ and CAREERPowers FOR COACHES™.
## How

<table>
<thead>
<tr>
<th>Organization</th>
<th>Business Problem</th>
<th>Solution</th>
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<tbody>
<tr>
<td><strong>Financial Services</strong></td>
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<tr>
<td><strong>First USA Bank</strong></td>
<td>Employee attrition and concern about its impact on customer satisfaction and consequent revenues.</td>
<td>Offered CareerPower™ to non-exempt employees as the approach to improving employee satisfaction and consequential retention; delivered CareerPower for Coaches™; introduced development advisors and career resource centers.</td>
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<td>10,000 employees</td>
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<td><strong>International Financial Services</strong></td>
<td>Organization was concerned by enormous workplace changes impacting its employee population in the form of re-organizations, re-engineering and downsizing. Focus groups and surveys provided data for an employee needs analysis, which identified a gap between career development needs and organizational support.</td>
<td>Delivered customized CareerPower™ and CareerPower for Coaches™ program to be offered globally to all employees after nine months with the organization. Program has been delivered to nearly 12,000 non-exempt employees representing 14% of employee base, and all managers internationally.</td>
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<tr>
<td>45,000 employees</td>
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<td><strong>Italian Bank</strong></td>
<td>Mergers and downsizing efforts affected employee engagement and customer dissatisfaction. Wanted employees to be responsible for planning their own careers and to feel they can be responsible for their future. Initiative was designed to reduce the level of employee disengagement and resulting potential customer loss.</td>
<td>Delivering CareerPower™ and CareerPower for Coaches™ on-line in Italian to 1,000 employees and 1,000 managers initially with plans to expand to a 6,000 participant base.</td>
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<td>8,000 employees</td>
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<td><strong>National Banking Organization</strong></td>
<td>Needed a diversity council formed with the responsibility of designing a process to teach career self-management to the entire organization.</td>
<td>Customized a “diversity” enhanced CareerPower™ program to teach employees career resilience. Participants were asked to explore critical development questions to learn about one another’s diversity as it relates to a variety of career decisions and alternatives.</td>
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## How

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<td><strong>Manufacturing</strong></td>
<td>Recognized need for career development as a tool for retention and growth for their 600 scientific and research professionals in corporate headquarters. RESULTS: • Retention of this population has significantly improved, without a single loss since implementation.</td>
<td>Delivered CareerPower™ and CareerPower for Coaches™ in a classroom environment.</td>
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<td>International Consumer Products</td>
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<td><strong>Healthcare</strong></td>
<td>Turnover and retention challenges of healthcare professionals and nurses forced the deployment of contract nurses, costing substantially more that of FTE’s.</td>
<td>Offered CareerPower™ to all non-exempt employees and CareerPower for Coaches™ to support team leaders’ role of coach. Introduced concept of career advisors internally.</td>
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<td>Florida Healthcare Delivery System</td>
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<td><strong>Technology</strong></td>
<td>Downsizing, reorganization, and new performance management system in their call centers created inordinate organizational stress with the related risk of talent turnover and high costs associated with it</td>
<td>Career Coaching for Managers™ delivered in workshops and on-line formats to all front-line call center managers and directors as part of High Performance Leadership Program.</td>
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<tr>
<td>Canadian Telecommunications 28,000 employees</td>
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<td><strong>Global Software Organization</strong></td>
<td>Absence of development-minded culture and Ineffective performance and development discussions creating turnover in critical skills</td>
<td>Customized Career Coaching for Managers™ delivered internationally to more than 2,000 managers; 2003 implementation of CareerPower™ to support self-directed careers.</td>
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<tr>
<td>25,000+ employees</td>
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<tr>
<td><strong>National Telecommunications organization</strong></td>
<td>Organization had created internal processes to support career development based on the concepts of “UP is not the Only Way”. Although the processes were sound, they needed an on-line program to train managers and individual learners.</td>
<td>Delivered CareerPower™ and CareerPower for Coaches™ on-line to over 200 individual learners and 125 manager/coaches.</td>
</tr>
<tr>
<td><strong>International Electronics Manufacturing</strong></td>
<td>Lack of retention and engagement of professional talent within organization.</td>
<td>Customized CareerPower™ to be a three day on-line program delivered to all junior professionals.</td>
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Major Domestic Bank

PROFILE

The leaders in issuance of Visa credit cards (52 million), First USA, a multi-service bank, employs approximately 10,000 employees. They provide services that include commercial banking and lending services, ATMs, and other services from home loans to mutual funds. This organization experienced huge growth in 1997 as a result of a very large financial merger.

BUSINESS ISSUES

Following a merger with another bank, the client faced the challenge of maintaining rapid growth in the retail sector. Within the bank’s call center operations and other non-exempt pools of employees, human capital and its deployment are a key source of competitive advantage. The organization recognized the correlation between employee satisfaction and customer satisfaction. They discovered that, particularly in the wake of its merger, all employees were concerned about opportunities for career development. A survey confirmed prominent job dissatisfaction among non-exempt employees and pessimism regarding their future prospects with the company.

SOLUTIONS

- The client conducted an employee satisfaction survey which highlighted the concern regarding opportunities for career development in the call center. To improve employee satisfaction with career development, the bank faced two major tasks:
  - Build career management skills: equip employees with the necessary knowledge, skills and tools to recognize career aspirations, identify developmental needs and understand how to pursue career objectives within the organization.
  - Encourage all forms of career development: foster employee career ownership and a heightened sense of opportunity by creating a culture in which all forms of career development – not just traditional vertical advancement – are appreciated and facilitated by the organization.
- With the help of a senior consultant from Career Systems International, the client created a career development initiative program and incorporated three elements to equip employees with immediate practical skills and knowledge to support an ongoing organizational focus on career development:
  - Introduction of employee development advisors to help employees identify training and development opportunities both within and outside of the bank. These advisors were available for one-on-one career management support to all employees.
  - Delivery of career management workshops and classes, developed by Career Systems International for the employees as well as the team leaders.
  - Creation of career resource centers with classes that included resume writing, interviewing skills, professionalism and other career related programs.
- Career Systems International:
  - Provided senior consultant to identify opportunities and create a comprehensive career development initiative.

(continued – next page)
SOLUTIONS (CONTINUED)

- Delivered a core career management skills workshop, CareerPower™, over one and a half days which was offered monthly at each operational site. These workshops were available for all non-exempt employees who met core productivity standards and had at least six months of tenure.
  - Delivered the Career Leverage Inventory™ as prework for the individual’s assessment of viable options for career movement within the bank.
  - Trained internal trainers to deliver CareerPower™ at operational sites.
- Delivered a team leader career development equivalent workshop, CareerPower for Coaches™. This program provided the same content the employees received to develop their careers, along with an emphasis in helping team leaders build coaching skills to support their role in the development of employees.
  - Trained internal trainers to deliver CareerPower for Coaches™ at operational sites.
  - Completed individual development plans for each employee.
- Provided senior consulting services to identify opportunities and partner with client to implement systemic career development initiatives. Specific services included:
  - Project planning to effectively define goals, requirements, deliverables, milestones and evaluation
  - Development and delivery of career development programs and pre-work instruments to meet the client requirements for employees and team leaders
  - Senior facilitators to deliver CareerPower™ and CareerPower for Coaches™ programs
  - Master Trainers certified to train and coach internal trainers to deliver Career Systems’ career development programs
  - Partnering with the client’s career development initiative champion to evaluate results, return on investment, and validate program effectiveness
  - Assisted client in preparing documentation and case studies to submit to Workforce and ASTD for career development awards

RESULTS

By enhancing employee satisfaction and improving retention, the career development initiative program delivered a $1.5 million replacement cost savings to the bank and also achieved a return-on-investment of 147%.

The bank was also awarded two prominent awards for their work in career development:
- 2001 Workforce Optimas Award for Quality of Life
- 2000 ASTD Excellence in Practice for creating a development culture

CAREER SYSTEMS INTERNATIONAL
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1st ISA Career Development – Final, April, 2003
Global Software Organization

**Career Development**

*Presented by*

Career Systems International

A Beverly Kaye Company

**Profile**

Founded in the 1970’s as a small start-up company, this global organization is now one of the world’s top companies engaged in high technology. It provides a variety of products (software, operating systems) and services. The company has expanded into the electronics market and employs thousands of employees worldwide.

**Business Issues**

In a push to create a culture that supports career development, this organization required managers to hold formal development discussions with their employees at the end of the year and conduct performance reviews mid-year. Managers were supported worldwide with tools, forms and processes (to be used on a “need to know” basis) via their intranet. An employee survey revealed the managers needed formal coaching training around the development conversations. These managers wanted face-time in a classroom environment that would provide more skill-building, role-plays, and case studies, in a format that provided interaction with their peers and experts.

The initial focus in this organization was on the role of the manager, with objectives established to build some concrete skills, tools and a formal model to support their development discussions and the on-going career development coaching efforts. The second phase under this initiative includes teaching employees how to self-direct their own career.

Career Systems International’s *Career Coaching for Managers™* was customized to include a company-specific case study, role plays, and organization-designed career directions. Initially targeted strictly for United States delivery, it was quickly opened up to the Asian operations and to date, delivered internationally to more than 2,000 managers in the following locations:

- United States
- Costa Rica
- Munich, Germany
- Shanghai
- Amsterdam
- Dublin, Ireland
- Paris, France
- Beijing, China
- Istanbul, Turkey
- Reading, England
- Singapore
- Stockholm, Sweden
- Taiwan
- Thailand

**Solutions**

*Career Coaching for Managers™* was customized for this client and integrated the models from *CareerPower™* (for the individual learner), introducing the five P’s and *CareerPower for Coaches™* (for the manager) introducing the five L’s to support coaching the employees. It also used several tools and activities from each of these programs. The case study was customized to better match and support the client’s environment. The program was later modified whereby, at the beginning of a class, the participant would identify his/her own “real case study” on a specific targeted employee, tying the practices and related exercises to that individual, his/her challenges, history and needs. A “target employee” discussion planner was incorporated for use in practice coaching discussions.
KEY LEARNINGS

• **Content:** This program was delivered worldwide, without modifying the concepts developed by Career Systems -- **CareerPower™** and **CareerPower for Coaches™** models served as the foundation for this customized program. This program was well received, understood, supported and valued worldwide. One of the strengths of CSI programs and materials is their flexibility and the ease of customization. In this case, the organization was able to benefit from the customization necessary to support this multi-cultural distribution. Participants found the material rich in content and appreciated the focus on skill-building to meet their own particular needs.

• **Audience:** Each class presented a different audience mix. Many of the classes were extremely diverse in composition. Although a class was held in one country, it was not uncommon to have a mixed group of participants representing several countries and a variety of cultures. Other classes had many expatriates and those were somewhat Americanized groups. In most of the workshops we observed a great deal of networking occurring among different business units from different countries.

• **Career Development Initiative:** In many locations, it was clear that career development was a new initiative. One observation was that this organization has always been seen as the “employer of choice” when it comes to technology – therefore, managers haven’t necessarily focused on coaching their employees or developing them. Some employees had been “insulated” from opportunity. In one country, managers knew little about their organization. In fact, the idea of seeking opportunities within their own company was a foreign concept.

• **Managers:** Managers are commonly viewed as authority figures, especially overseas. As a result, employees often expect very detailed prescriptive instruction from the manager about how to proceed in their careers. Direct conversations focused on feedback are not common. Coaching, therefore, does not occur “intuitively” in many of these areas. An observation made was that this organization is shifting to a development-minded culture. As the technically-skilled managers leave, they are being replaced by more widely-experienced general managers (those with soft-skills, coaching, negotiating and other leadership skills instead of just the technical savvy).

RESULTS

This began as a 2002 career development initiative and is well into its second year, continuing delivery worldwide. In 2003 this organization is rolling out Career Systems’ **CareerPower™** to meet the career development needs at the individual level.

The TALENT MANAGEMENT Specialists

CAREER SYSTEMS INTERNATIONAL
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Linking Career Development to Critical Business Needs

WHO

American Express
American Honda
American Management Systems
Bank of America
Bank One
Becton Dickinson
Blue Cross/Blue Shield
BryanLGH Medical Center
California State Auto Assoc.
Canadian Dept. of Fisheries
Cendent Mobile
Chicago Board of Trade
Cigna Healthcare
City of Richmond
Compaq Corp.
Cognos Corporation
Continental Tire
Cytec
Dayton’s
Department of Defense
Dow Corning
Federal Reserve Bank
First USA
Freddie Mac
GE Capital
General Cologne
Hamilton Sunstrand
HealthFirst
Intel
Intuit
JPMorganChase
Lockheed Martin
Lucent Technologies
Marriott International
Massachusetts Mutual
MCI/WorldCom
Microsoft
Mitre Corp.
MTV Networks
Neumann Homes
Nintendo of America
Nortel
Novartis
Paccar Corp.
Pepsico
Pfizer
Prudential Financial
Salomon Smith Barney
Sears Roebuck
Sharp Electronics
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