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| http://i.vimeocdn.com/video/470241141_960.jpg |
| **Design Document *Taking Charge of Your Career*** Lois Kent, LED October 2014 |

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Introduction

This document contains information pertinent to the design of the new core class: ***Taking Charge of Your Career***. This class is a refresh of the July 2014 class, ***Career Circuit: Taking Charge of Your Career.***That class was a refresh of ***Driving Your Development***, a 2012 LED webinar focused on introducing employees to LED development offerings

Program Purpose

The purpose for this program: Provide participants with tools to be an active participant in driving their career development.

Employees reflected this was a highly desired topic according to [company] survey results.

* [Supporting quantitative data was located here but has been removed to keep information confidential.]
* Ditto
* Ditto
* Ditto
* Ditto
* Ditto

Career development is also an integral part of [company]’s Employee Value Proposition:

* “Invest in me to help me grow fast”
* “Help me be… the best I can be.”

Target Population

The target population is all employees, leaning toward ICs and front line management. Individual contributors will learn to write Development Plans. Managers can learn to write plans too, and also learn how to help employees with their plans. The class is open to all employees.

This course launched first as a Career Circuit topic in July 2014. Career Circuits are specifically and intentionally not oriented toward management development. It is now becoming core curriculum. The course content is applicable to all audiences as managers are also employees and need to manage their own careers as well. Thus managers would benefit from taking this class from two perspectives: What their employees will be doing for self-development, and for their own self-development planning.

As of July 2014, there was a trend in Career Circuit that approximately [removed]% of attendees were individual contributors, with the remaining [removed]% being in the manager population.

Anticipated class size

The flexibility of the class will enable 20-80 employees to attend class together and still have enough interaction and personalized results. Because of the limitations of the new Adobe Connect platform, we are limited in class size to 100 participants. This means, with the [removed]% no-show rates, plus inviting those on the waitlist, approximately [removed] participants will be present in each session.

Program Design

This section covers the session specific learning objective, content sources, and preliminary agenda and learning module outlines.

Learning Objectives

Participants who attend this session will be able to:

* Personalize your career development goals by evaluating yourself in three key areas
* Create a development plan following the 70:20:10 model: Experiences, Experts, and Education
* Leverage development opportunities available through Leadership & Employee Development (LED) and other [company] resources

Delivery Format(s)

Virtual – Webinar format using Adobe Connect

Content Sources

Items cited directly in Expanded Outline, plus these:

* Effective Learning with 70:20:10 (PDF download) by Charles Jennings and Jerome Wargnier
* [Complete Training: From Recruitment to Retirement](http://www.books24x7.com/toc.aspx?bookid=53317) by Robin Hoyle
* [Turning Learning into Action: A Proven Methodology for Effective Transfer of Learning](http://www.books24x7.com/toc.aspx?bookid=62580) by Emma Weber
* [The 2020 Workplace: How Innovative Companies Attract, Develop, and Keep Tomorrow’s Employees Today](http://www.books24x7.com/toc.aspx?bookid=49011) by Jeanne C. Meister and Karie Willyerd
* [Strategic Talent Development: Develop and Engage All Your People for Business Success](http://www.books24x7.com/toc.aspx?bookid=53349) by Janice Caplan
* [Conversations for Creating STAR Performers: Go Beyond the Performance Review to Inspire Excellence Every Day](http://www.books24x7.com/toc.aspx?bookid=47633) by Shawn Kent Hayashi
* [Die Empty: Unleash Your Best Work Every Day (A Summary)](http://www.books24x7.com/toc.aspx?bookid=65165) by Todd Henry (Soundview Executive Summaries) (possibly use the concept of mapping/making/meshing as an icebreaker)
* CEB [Managing Your Career: Employee Guide](https://ldr.executiveboard.com/Members/ResearchAndTools/Abstract.aspx?cid=101155910)
* Harvard Business Publishing, [Shaping Your Career](http://books.google.com/books?id=p16UDAlH_1IC)
* Career Circuit: Taking Charge of Your Career – LED, 2014

Resources to Recommend

These are not just for the end of the session, but also could be used for development planning. Also could reference the resources that were used to develop the content:

* [What You're Really Meant To Do: A Road Map for Reaching Your Unique Potential](http://www.books24x7.com/toc.aspx?bookid=58327) (Audio Book, 5.5 hours) by Robert Steven Kaplan
* [They Don’t Teach Corporate in College: A Twentysomething’s Guide to the Business World](http://www.books24x7.com/toc.aspx?bookid=62157), Third Edition by Alexandra Levit
* [Eighty-eight Assignments for Development in Place](http://www.books24x7.com/toc.aspx?bookid=2336) by Michael M. Lombardo and Robert W. Eichinger Center for Creative Leadership
* [The Achievement Paradox: Test Your Personality & Choose Your Behavior for Success at Work](http://www.books24x7.com/toc.aspx?bookid=6166) by Ronald A. Warren
* TEDx Event: Scott Dinsmore, [How to find and do work you love](https://www.youtube.com/watch?v=jpe-LKn-4gM)
* [Tech Job Hunt Handbook: Career Management for Technical Professionals](http://www.books24x7.com/toc.aspx?bookid=54097) by Kevin Grossman
* [Invaluable: The Secret to Becoming Irreplaceable](http://www.books24x7.com/toc.aspx?bookid=34842) by Dave Crenshaw
* [Upgrade: Taking Your Work and Life from Ordinary to Extraordinary](http://www.books24x7.com/toc.aspx?bookid=57452) by Rana Florida McGraw-Hill © 2013 (for self-assessing)
* [On The Job Activity Builder](https://ldr.executiveboard.com/Members/OntheJobDevelopment/index.html), Corporate Education Board
* [Trajectory: 7 Career Strategies to Take You from Where You Are to Where You Want to Be](http://www.books24x7.com/toc.aspx?bookid=64575) by David L. Van Rooy

Course Content

Agenda: Brief Outline

|  |  |  |
| --- | --- | --- |
| Module/Topic | Length (mins) | Elapsed Time |
| Introduction   * Welcome * Icebreaker * Objectives * Agenda | *15* | *15* |
| The Big Picture   * Review HMM key points * Download docs needed for class | *15* | *30* |
| Keys To Your Goal   * Your most passionate core business interests * Your deepest work values * Your strongest skills | *40* | *70* |
| Your Plan   * Experience, Experts, Education (the 70:20:10 model) * Opportunities at [company] * Writing the actual plan | *40* | *110* |
| Wrap Up | *10* | *120 TOTAL* |

Agenda: Expanded Outline

|  |  |
| --- | --- |
| Introduction | Description |
| **Time Estimate** | 15 minutes |
| **Key Content/Outline** | 1. Welcome, Facilitator & Producer introductions 2. Review of class objectives 3. Icebreaker    1. Where Are You vs Where Do You Want To Be 4. Review Agenda    1. Big Picture    2. Keys To Your Goal    3. Your Plan |
| **Instructional Strategies** | Interactive activities using Adobe features (whiteboards and/or chat). |
| **Resources/Materials** | * LED webinar standard templates * Resources/models/content are cited in following sections |

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| Big Picture | Description |
| **Time Estimate** | 15 minutes |
| **Key Content/Outline** | 1. Prework key learnings 2. Career Ladder vs Matrix 3. Documents needed in class    1. Development Plan Template from July’s CCP (updated)    2. Development Opportunities from July’s CCP (updated) 4. Debrief with participant-led review |
| **Instructional Strategies** | Interactive activities using Adobe features (whiteboards, different chat layouts, polls). |
| **Resources/Materials** | * Harvard MM - Career Management * University of California Berkeley, [Career Development website](http://hrweb.berkeley.edu/learning/career-development) * [Development FIRST: Strategies for Self-Development](http://www.books24x7.com/toc.aspx?bookid=13240) by David B. Peterson and Mary Dee Hicks (for self-assessing) |

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| Keys To Your Goal | Description |
| **Time Estimate** | 40 minutes |
| **Key Content/Outline** | Review the three things you need to know about yourself before choosing a development goal:   1. Your most passionate core business interests 2. Your deepest work values 3. Your strongest skills |
| **Instructional Strategies** | Interactive activities using Adobe features (whiteboards, different chat layouts, polls). |
| **Resources/Materials** | * Harvard MM - Career Management * University of California Berkeley, [Career Development website](http://hrweb.berkeley.edu/learning/career-development) * [Development FIRST: Strategies for Self-Development](http://www.books24x7.com/toc.aspx?bookid=13240) by David B. Peterson and Mary Dee Hicks (for self-assessing) |

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| Your Plan | Description |
| **Time Estimate** | 40 minutes |
| **Key Content/Outline** | 1. Experience, Experts, Education (70:20:10) model) 2. Explain the 70:20:10 model 3. Activities on each which incrementally lead learner to write their plan 4. Finding opportunities ([company], LED, more) 5. Various activites, very quick 6. Write the plan |
| **Instructional Strategies** | Interactive activities using Adobe features (whiteboards, different chat layouts, polls). |
| **Resources/Materials** | * [70:20:10 Learning Approaches](http://www.slideshare.net/charlesjennings/the-702010-framework) slideshare by Charles Jennings * [70:20:10 by Charles Jennings and Fuse](https://www.youtube.com/watch?v=t6WX11iqmg0), Charles Jennings * [70:20:10, A Framework for High Performance](http://charles-jennings.blogspot.com/2013/06/702010-framework-for-high-performance.html) Charles Jennings * [70:20:10](http://en.wikipedia.org/wiki/70/20/10_Model) developed by Morgan McCall, Michael Lombardo and Robert Eichenger, from the Center for Creative Leadership. Also published in “The Career Architect Development Planner” by Eichinger & Lombardo 1996 (which I did not get a hold of, so I do not wish to cite it directly) * [ASTD Leadership Handbook](http://www.books24x7.com/toc.aspx?bookid=37586), by The American Society for Training and Development * Drive Your Development – LED, 2012 * CCP Powerful Performance Conversations – LED 2013 * CEB [Preparing Learning and Development for the Future](https://ldr.executiveboard.com/Members/ResearchAndTools/Abstract.aspx?cid=101254572), Thomas Handcock and Duncan Harris |

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| Wrap Up | Description |
| **Time Estimate** | 10 minutes |
| **Key Content/Outline** | 1. Recap 2. Request feedback    1. Activity: What was useful to learn    2. Activity: What was your big takeaway? 3. Next steps, Thanks, Close |
| **Instructional Strategies** | Interactive activities using Adobe features (whiteboards, different chat layouts, polls, handouts). |
| **Resources/Materials** | * [How to Be Exceptional: Drive Leadership Success By Magnifying Your Strengths](http://www.books24x7.com/toc.aspx?bookid=47642)  by John H. Zenger, Joseph R. Folkman, Robert H. Sherwin, Jr. and Barbara A. Steel * [ASTD Leadership Handbook](http://www.books24x7.com/toc.aspx?bookid=37586), by The American Society for Training and Development |

Participant Prework

* Originally was Harvard MM - Career Management
  + - Change required. Due to the class needing to be finalized, and a high chance no LMS access in July, could not rely on HMM access.
    - A book with an assessment was not an option: No time to create an assessment and no LMS to host it
    - SkillSoft elearning had already been evaluated and not found to be as relevant for this class’ focus, plus no LMS access
    - Remaining choices: avoid or delay credits. Opted for simple.
* For Career Circuit, changed to a self-assessment, no credits, based on [Development FIRST: Strategies for Self-Development](http://www.books24x7.com/toc.aspx?bookid=13240) by David B. Peterson and Mary Dee Hicks
* For Core class, changed back to Harvard MM - Career Management
* Will re-assess if that is sustainable based on usage numbers

Deliverables

Project Activities

* Kickoff meeting
* T3 meeting

Course Materials

* PowerPoint with facilitator notes
* Handouts (3 from HMM, 2 from CCP version of this class)
  + HMM: Discovery Log
  + HMM: Skill Assessment
  + HMM: Rewards Worksheet
  + Development Plan Template
  + Development Opportunities
* NO Participant Guide

Communication/rollout items

* Course rollout document via eTeam
* Course description
* HR/marketing emails, etc. with Comms Team

Evaluation/Assessment Strategy

Quantitative

* MTM - > 7.2 score for exercises/labs *(career circuit reached 8.37)*
* MTM - > 8 score for courseware (career circuit *reached* 8.61)
* MTM –minimum 31% (ideally 44% or higher) NPS score *(career circuit reached 43)*
* [company] - compare current survey scores on self-development to next set of survey scores *(no results after CC available)*

Qualitative

* MTM and [company] comments indicating value of this development approach *(extensive written comments after CC of value and actionable plans)*
* Anecdotal evidence of the EEE 70:20:10 development plan technique being used at [company] *(limited but present after CC)*

Project Participants

* SME(s) – Human Resources
* Designer – Lois Kent
* Design Reviewer - [removed]
* eTeam - [removed]
* Project/Brand Review – [removed]
* Comms - [removed]
* Delivery – [removed]

Risk Analysis

* 1. LMS is being replaced. No more risk to this course than all other LED courses.
  2. Participants that attended Drive Your Development or July 2014’s Career Circuit will feel that this session is a repeat. Risk minimized for DYD by focusing more on career development. Risk mitigated for CC by offering a new prework option. Risk mitigated for core by mentioning it in course description and near beginning of class. Important note, the class has change so much it only resembles approx. 20% of the original DYD content.
  3. The 70:20:10 model cannot be cut/pasted into Workday. Risk minimal because the open-ended questions in Workday can be used to paste content, with some edits. Alternately, development plans can be stored outside of Workday.
  4. Target audience is ICs, would help if managers had some familiarity with the plan too. Mitigation is to add a couple speaker notes regarding how managers could use training for both themselves and for managing their DRs
  5. Having a written development plan is not a requirement at [company], so some employees will not have structural/social support to create a written plan.

Document Version

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| --- | --- | --- |
| Updates | Version | Date |
| * Original document, same as the July CC document | *v2* | *Sep 23 2014* |
| * Updated to match new Core class | *v3* | *Oct 8 2014* |
| * Updated to match new agenda labels | *v4* | *Oct 14 2014* |
| * Updated to match feedback from Design and Brand reviews, and to remove HMM downloads from the plan | *v5* | *Oct 20 2014* |
| * Confidential and company information removed, so document could be used in portfolio | *v6* | *Jan 28 2016* |