



This model can be used to assess the current organisational career management process, to diagnose bottlenecks and inconsistencies, and to focus attention on priority areas. In systems analysis terms, it is a “logical model”. How your particular organisation (or client organisation) deals with implementing career management is a question of culture, organisational strategy, and to some degree, circumstances.

When the model was developed I used it to take a snapshot of each logical process in turn: what was the policy, what was actually being done, and with what degree of consistency and success? This gave the management team a clear view of areas that were neglected, areas where policy was not being followed, and areas where the organisation was saying one thing in one area, but not seeing it through in others. Each of these situations can present further questions and investigations (eg, if managers are not following policy, why is that?). The exercise can take hours or months depending on the needs of the particular situation.

The way careers are managed in organisations is a typically “messy” problem. Above all, using the model above created the opportunity to discuss strategic issues that were otherwise difficult for managers to get their hands around.

A full case study was published in *‘Organisations & People’ Vol 11, No 3, (August 2004)*

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