Contents

Preface ix
Acknowledgments xiii

PART I. MAKING THE BUSINESS CASE FOR MOVING BEYOND CAREER AND SUCCESSION PLANNING: WHY THEY MUST BE INTEGRATED

ONE: Reflections on the Contemporary Business Scene: Why Career and Succession Planning Must Be Integrated 3
TWO: An Approach to Integrating Career and Succession Planning Programs 23

PART II. FOUNDATIONS FOR INTEGRATING CAREER AND SUCCESSION PLANNING

THREE: Human Capital, Workforce Planning, and Learning and Development 47
FOUR: Establishing an Infrastructure to Support the Integration of Career and Succession Planning 72
FIVE: The Diverse Workforce: Generations at Work 83
SIX: Competencies and Values: Keys to Successful Career Development and Succession Planning 100
SEVEN: Assessment and Evaluation for Career Development and Succession Planning Programs 112
EIGHT: The Role of Technology: Using Information Management to Enhance Career Planning and Succession Management 122

PART III. STRATEGIES FOR INTEGRATING CAREER AND SUCCESSION PLANNING

NINE: Coaching and Mentoring 155
TEN: Self-Directed and Lifelong Learning 177
ELEVEN: The Self-Assessment Approach: Finding Value in a New Methodology 186
TWELVE: Emerging Leaders and Leadership Development 195
THIRTEEN: Employee Engagement 207
FOURTEEN: Skill Gaps and Other Approaches to Employee Responsibility and Organizational Response 216

PART IV. ADDRESSING THE FUTURE OF CAREER DEVELOPMENT AND SUCCESSION PLANNING

FIFTEEN: The Future of Career Development and Succession Planning 231
SIXTEEN: Frequently Asked Questions and Their Answers 235

APPENDIXES

Appendix 1. Pitching Transformation: How to Build a Business Case for HR and Talent Management Solutions 245
Appendix 2. Lexicon of Workforce-Related Terms 253
Appendix 3. 2011 National Survey of Working America Commissioned by the National Career Development Association (NCDA), www.ncda.org 266
Appendix 4. Characteristics of Four Generations That May Be Found in the Same Workplace 268
Appendix 5. Coaching vs. Mentoring: 25 Ways They’re Different 273
Appendix 6. Introduction to Talent Development Reporting Principles (TDRp) 281
Notes 285
Index 307