

HR Virginia 2024
ANNUAL STATE CONFERENCE
APRIL 21 - APRIL 24 | RICHMOND, VA

LEADING THROUGH
WORKPLACE HURDLES



EMPOWERING LEADERSHIP:

Mastering **Career Conversations** for Enhanced Engagement and Performance

Anastasia Mizitova

ANASTASIA MIZITOVA

My career:

- Corporate global consultant
- Entrepreneur, faculty, author
- Social capital builder
- Creating a better world



INVESTING IN CAREERS SAVES MONEY

Drivers of disengagement and their relative contribution to disengagement cost,¹%

McKinsey
& Company



Inadequate total compensation	12
Lack of meaningful work	12
Lack of workplace flexibility	11
Lack of career development and advancement	10
Unreliable and unsupportive people at work	9
Unsafe workplace environment	9

Prioritizing these six key factors could help companies annually save up to an estimated **\$56 million**

Key message

1. Investing in careers enhances **business results**

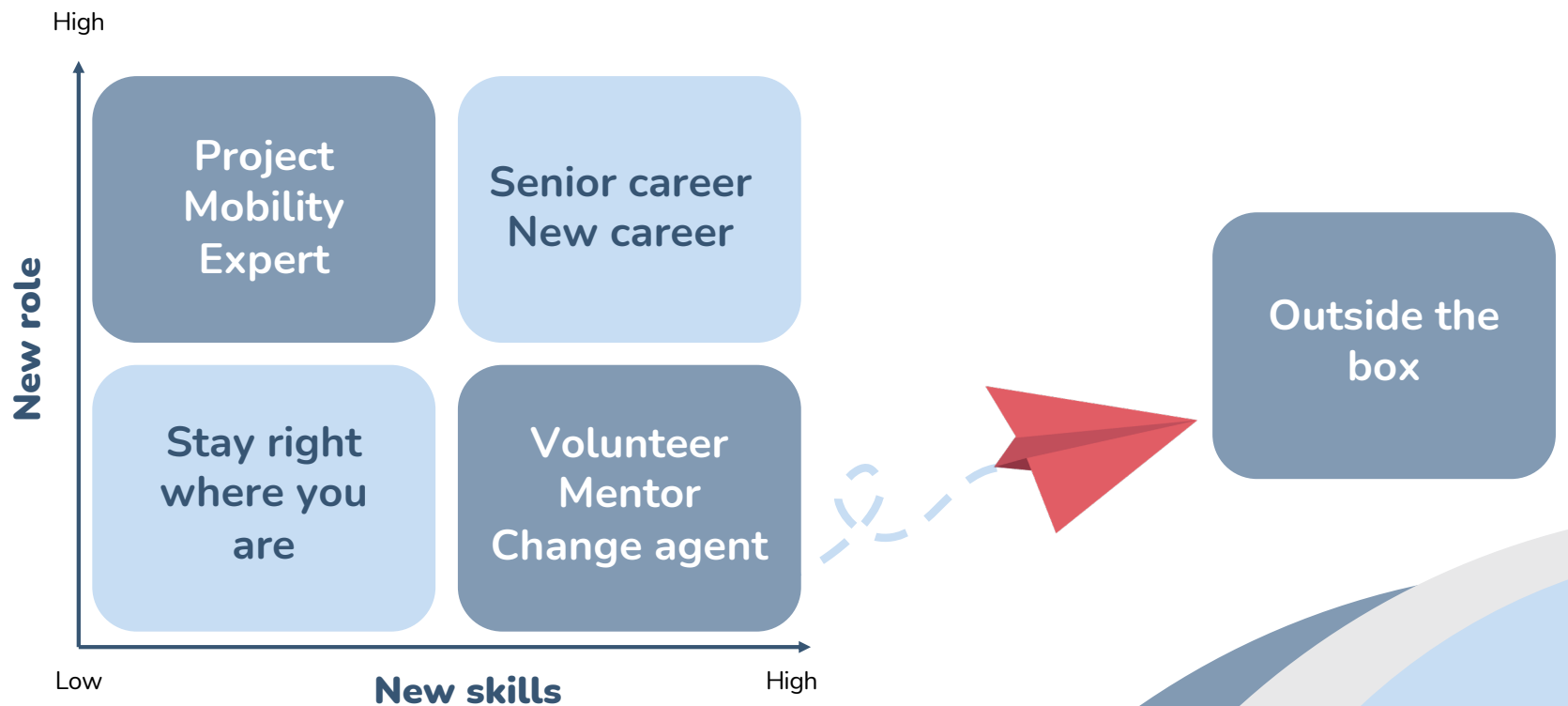


A photograph of three people in a professional setting, likely a meeting or collaborative work environment. A woman with curly hair and glasses is on the left, a man in a blue patterned shirt is in the center, and another person is partially visible on the right. They are all looking down at documents they are holding. The background shows a modern office with glass railings and windows. A blue decorative shape is in the top right corner.

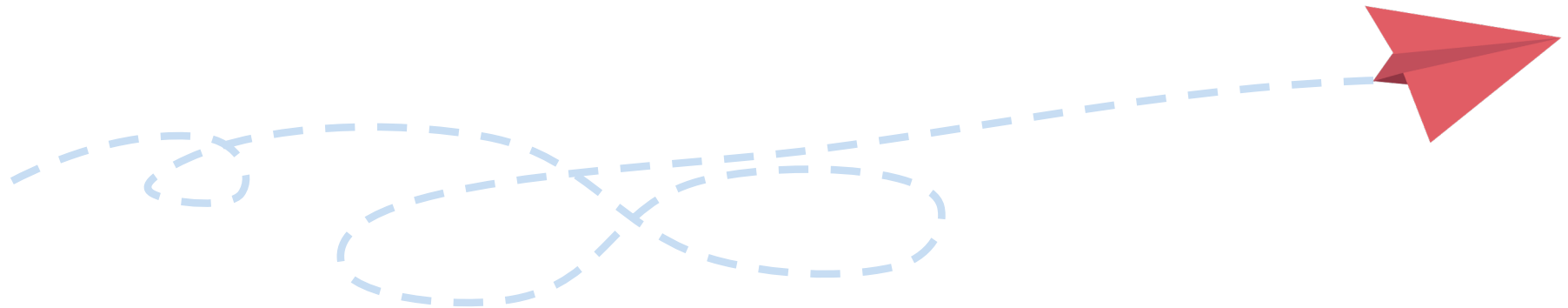
DISCUSSION

What does career mean to you?

CAREER PATHWAYS: CREATE YOUR OWN PATH



EXAMPLE: CORPORATE CAREER PATHS



UP and DIAGONAL

Opportunities for
initiative, expertise,
innovation

PROJECTS and EXPERIMENTS

Relocation
Flexible
Ty It Out

REFRAME and SHIFT

New Start
Slow down

BEYOND

Employment, business
and Passions beyond
work
Volunteering, Social

Key messages

1. Investing in careers enhances **business results**
2. Careers mean **much more** than promotions



FOUR CAREER PERSPECTIVES



Career: Organizational perspective



COMPANIES: WHAT MAKES CAREER **IMPORTANT**

1. **Disruption and Change**
2. **Cost of Work**
3. **Skills**



EVOLUTION OF CAREER MESSAGES

FROM

TO

VALUES

Loyalty

Skills, Flexibility, Growth

EVOLUTION OF CAREER MESSAGES

FROM

TO

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Skills, Flexibility, Growth

**OWNERSHIP
and ROLES**

Company Responsibility,
HR Driven

Shared Responsibility

EVOLUTION OF CAREER MESSAGES

FROM

TO

VALUES	Loyalty	Skills, Flexibility, Growth
OWNERSHIP and ROLES	Company Responsibility, HR Driven	Shared Responsibility
TOPICS DISCUSSED	Limited and occasional: Next step, as and when needed	Ongoing: needs, emotions, possibilities, purpose and vision

EVOLUTION OF CAREER MESSAGES

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VALUES	Loyalty	Skills, Flexibility, Growth
OWNERSHIP and ROLES	Company Responsibility, HR Driven	Shared Responsibility
TOPICS DISCUSSED	Limited and occasional: Next step, as and when needed	Ongoing: needs, emotions, possibilities, purpose and vision
DATA	Resume style	Portfolio of skills, achievements and professional experiences



QUESTION

How would you feel about these messages?

Key messages

1. Investing in careers enhances **business results**
2. Careers mean **much more** than promotions
3. Companies need clear **career messages** aligned with strategy





CAREERS ARE IMPORTANT WHERE DO WE STUMBLE?

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Career: Leadership perspective

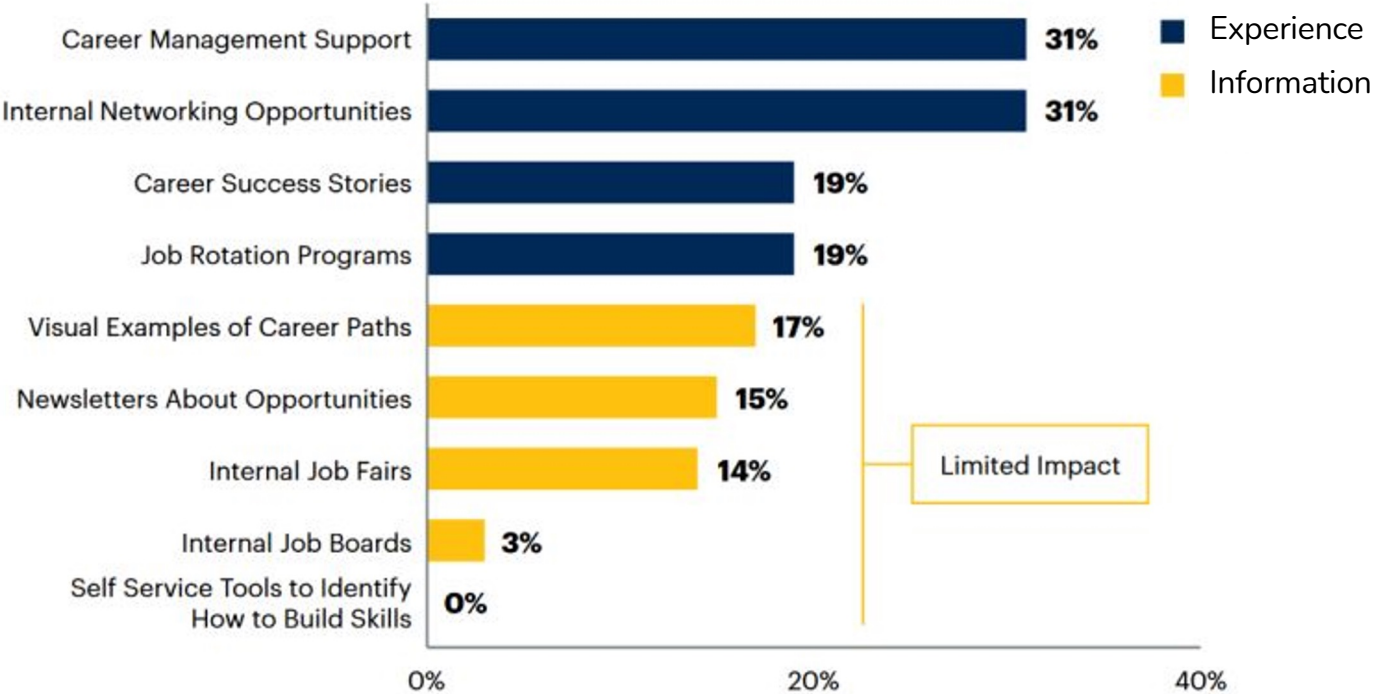


LEADERS: WHAT MAKES CAREERS **CHALLENGING**

- 1. Overwhelmed**
- 2. Strategic Clarity**
- 3. Limited Resources**
- 4. Career Building Skills and Mindset**



STRONGEST CAREER IMPACT COMES THROUGH MANAGERS AND PEER NETWORK



BEST PEOPLE STAY IF MANAGERS SUPPORT THEIR CAREERS

the #1 way the workforce has
visibility into growth opportunities
is through manager
conversations



2023 Talent Mobility Study
Cornerstone People Research Lab

Key messages

1. Investing in careers enhances **business results**
2. Careers mean **much more** than promotions
3. Companies need clear **career messages** aligned with strategy
4. **Business leaders** are crucial to success
5. And they need **skills and support**



Career: HR perspective



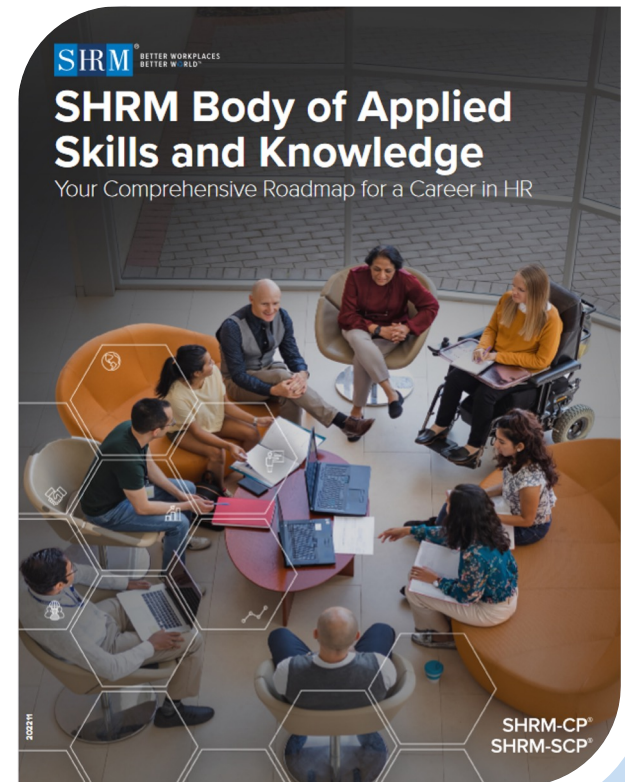
STRATEGIC CONNECTION - the BASK

Employee Engagement and Retention

- Implement best programs, practices, policies and for employee retention, satisfaction and engagement (**career programs**)

Learning and development

- Collect **data** on critical **competencies**
- Develop critical competencies
- **Engage leaders** in employee development
- Create long term organizational strategies to **retain** talent



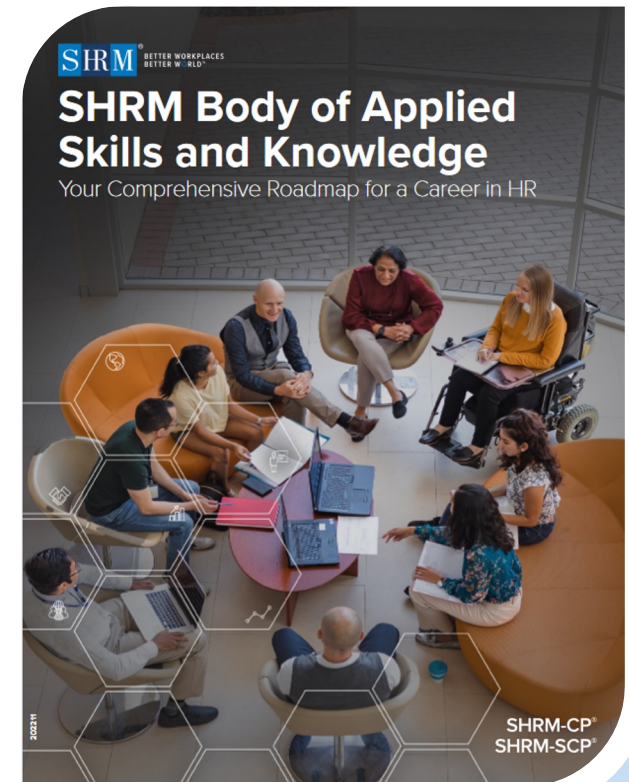
STRATEGIC CONNECTION - the BASK

Organizational effectiveness and development

- Identify and develop **critical skills and capabilities**
- **Align** employee skills with corporate strategy
- Designing and overseeing **career** change initiatives
- Creating a **culture** of accountability, continuous improvement and **experimentation**

Workforce management

- Define **future competencies**
- Develop future fit strategies
- Provide business leaders with strategies and tools that address organization's **long-term capability needs**



A photograph of three people—two men and one woman—collaborating in a meeting. They are gathered around a table, looking at a document held by the woman in the center. The man on the left is wearing a plaid shirt, and the man on the right is wearing a denim shirt and has his hand on his chin in a thoughtful pose. The background is a blurred office setting with warm lighting. Blue decorative shapes are overlaid on the top-left and bottom-right corners of the image.

QUESTION

What would the best leader do to drive a career conversation?



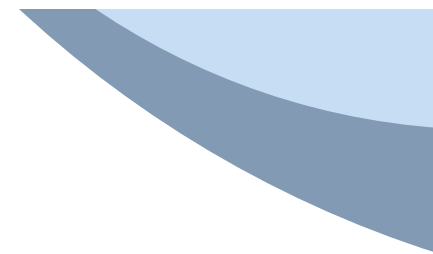
5 CAREER CONVERSATIONS

BEYOND PAY RAISE AND PROMOTION

Career: **ALL** perspectives



5 CAREER CONVERSATIONS BEYOND PAY RAISE AND PROMOTION



1 ACKNOWLEDGMENT

You are doing it! Are you willing to take the next step? What is YOUR career challenge?



INDIVIDUAL: **THIS IS WHAT I WANT TO DISCUSS**

1. Growth Strategy

How do I become a Director?

1. Barriers and Emotions

How do I build trust with my manager?

1. Skills Portfolio

How do I address gaps in my expertise?

1. Wellbeing

How do I find meaning and joy in my work?



5 CAREER CONVERSATIONS BEYOND PAY RAISE AND PROMOTION

2 PURPOSE AND VISION

What is your unique identity? How do you envision your success?

1 ACKNOWLEDGMENT

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EXAMPLES: ENGAGING LEADERS IN CAREER DEVELOPMENT

TALENT SCOUT:

- Not afraid to look for potential
- Looks for diverse talent

CAREER CHAMPION:

- Advocates for growth
- Leads career conversations

MENTOR AND COACH:

- One on One Career Conversations
- Career Mentoring
- Annual Purpose and Values discussions

CAREER SPONSOR:

- Career referrals
- Development representation
- Guides for Career actions, projects, network

5 CAREER CONVERSATIONS BEYOND PAY RAISE AND PROMOTION

3 PORTFOLIO
What is your story? What skills, experiences and capabilities do you have?

2 PURPOSE AND VISION
What is your unique identity? How do you envision your success?

1 ACKNOWLEDGMENT
You are doing it! Are you willing to take the next step? What is YOUR career challenge?

SKILL TIME!

On a scale of **1** to **5** how much clarity do you have

about your portfolio of skills,
pivotal experiences and strengths?



5 CAREER CONVERSATIONS BEYOND PAY RAISE AND PROMOTION

4 VISIBILITY AND PRESENCE
Are you being intentional about building strategic, operational, human relationships?

3 PORTFOLIO
What is your story? What skills, experiences and capabilities do you have?

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EXAMPLES: HOW MANAGERS CAN ENHANCE VISIBILITY and PRESENCE

Stakeholder mapping

Facilitating introductions

Visibility projects

Network analysis



5 CAREER CONVERSATIONS BEYOND PAY RAISE AND PROMOTION

5 ACTION
How will you put your best foot forward?

4 VISIBILITY AND PRESENCE
Are you being intentional about building strategic, operational, human relationships?

3 PORTFOLIO
What is your story? What skills, experiences and capabilities do you have?

2 PURPOSE AND VISION
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PORTFOLIO: 7 SKILLS



OpenAI
ChatGPT 4.0

Leadership development

HR leadership and strategy

Talent management

Organizational development

HR tech, AI in HR

Coaching, Mentoring, Consulting

Career Management



PORTFOLIO: 5 ACHIEVEMENTS

SHRM partner

Received acknowledgement as the best global SHRM partner in 2021

Key Achievements

Leadership development

700 training sessions
800 hours of coaching

HR Programs

Our custom-made programs like Mentoring, Career management, Decisions Based on Data became best global corporate practice

HR Tech

1500+ HR professionals

Business management

Successfully served over 50 Fortune 500 companies

Prompt:

I What **skills** do I need to develop?

Answer:

The report suggests that you may be prone to **workaholic behaviors**.

You need to develop a **healthy work-life balance**



OpenAI
ChatGPT **4.0**





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MIND THE GAP

What companies offer

- Structure
- Process
- Information

What people want

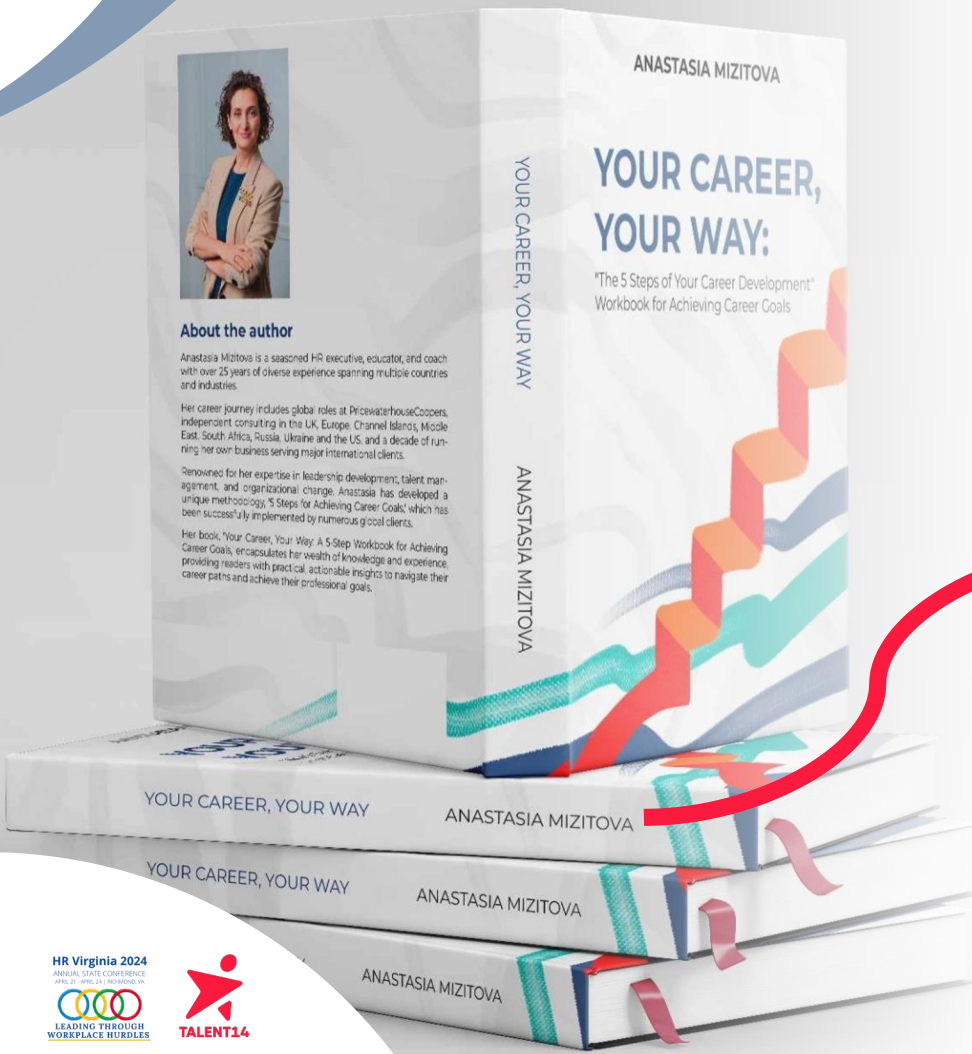
- Support
- Trust
- Honest conversation

BRIDGE THE GAP: STRUCTURED CAREER CONVERSATIONS

BECOME CAREER ADVOCATE

1. Formulate your career **Purpose**
2. Create your skills **Portfolio**
3. Coach other people for **Career Development**





About the author

Anastasia Mizitova is a seasoned HR executive, educator, and coach with over 25 years of diverse experience spanning multiple countries and industries.

Her career journey includes global roles at PricewaterhouseCoopers, independent consulting in the UK, Europe, Channel Islands, Middle East, South Africa, Russia, Ukraine and the US, and a decade of running her own business serving major international clients.

Renowned for her expertise in leadership development, talent management, and organizational change, Anastasia has developed a unique methodology, '5 Steps for Achieving Career Goals', which has been successfully implemented by numerous global clients.

Her book, 'Your Career, Your Way: A 5-Step Workbook for Achieving Career Goals', encapsulates her wealth of knowledge and experience, providing readers with practical, actionable insights to navigate their career paths and achieve their professional goals.

ANASTASIA MIZITOVA
**YOUR CAREER,
YOUR WAY:**
"The 5 Steps of Your Career Development"
Workbook for Achieving Career Goals

YOUR CAREER, YOUR WAY

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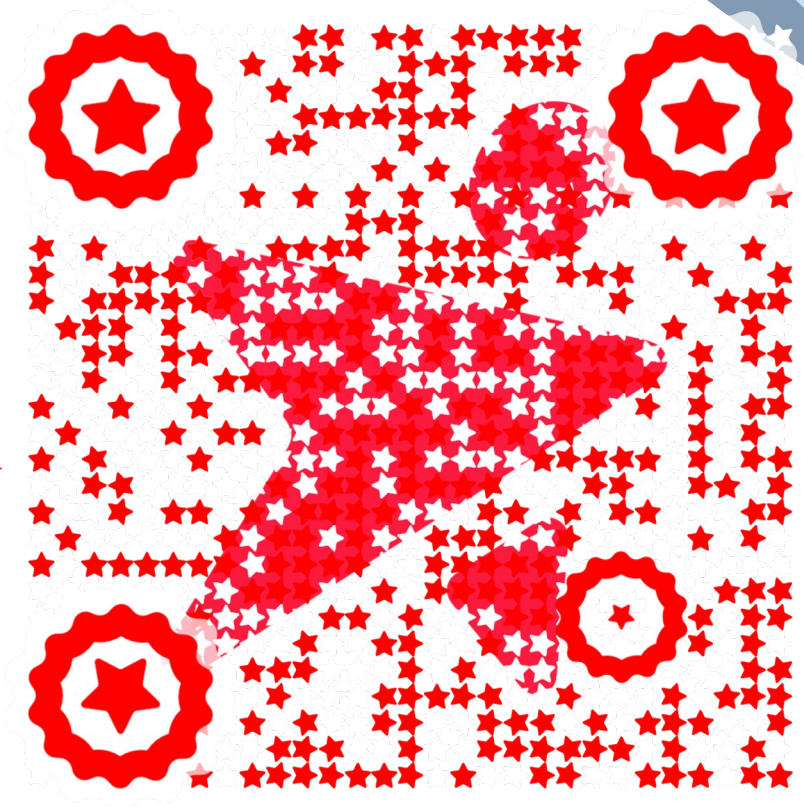
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TALENT14

THANK YOU!



amizitova@talent14.org



www.talent14.org



EXAMPLES:

ALIGNMENT BETWEEN CORPORATE STRATEGY AND CAREER

Enhancing Retention and Internal Mobility

Attracting Diverse Talent and Building Future Fit Organization

Promoting Wellbeing and Engagement

Creating an Internal Marketplace

CAREER TABOO TOPICS

1. External career opportunities
2. Salaries
3. Job dissatisfaction



2 min

COUNT YOUR SKILLS



The number 1 success metric in EMEA for internal career growth is simply volume: number of internal moves.

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