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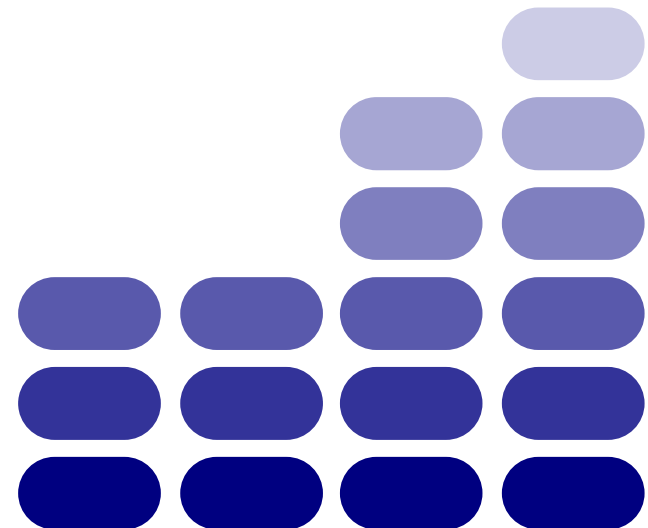
U.S. Department of Labor

Innovations in Workplace Flexibility

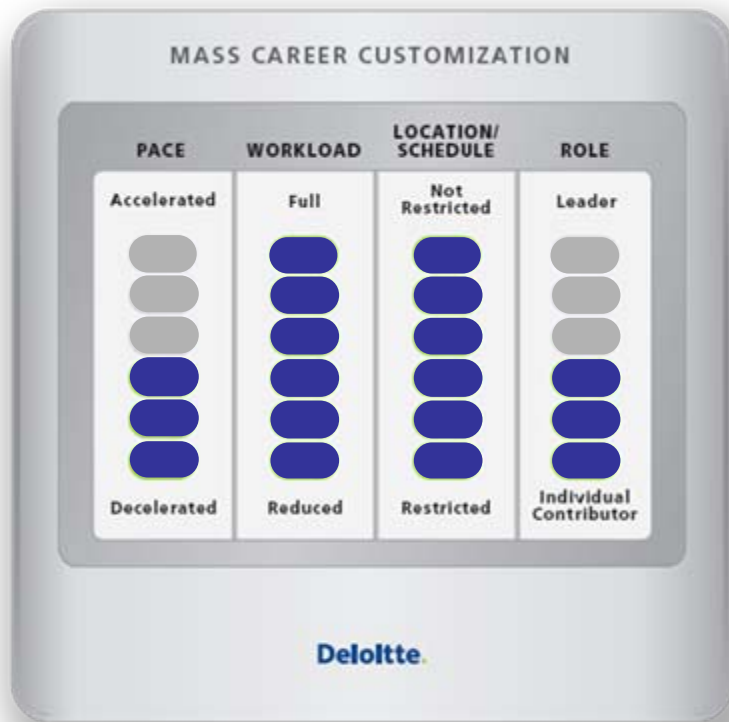
Cathy Benko

Vice Chairman and Chief Talent Officer
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Mass Career Customization™ (MCC) is an emerging model for how careers are built



- Recognizes that careers ebb and flow over time
- Provides a more fluid structure in response
- Institutionalizes framework/process
- Allows choices
- Makes trade-offs more explicit
- Provides greater transparency
- Extends the bounds and consistency of what's acceptable

The MCC Profile illustrates an individual's target level of contribution at any point in time across four dimensions



Career Dimensions

- Pace
 - Options relating to the rate of career progression
- Workload
 - Choices relating to the quantity of work output
- Location/Schedule
 - Options for when and where work is performed
- Role
 - Choices in position and responsibilities

MCC recognizes that each individual's career engagement changes over time...

Career Years: 0-3
Phase: Post MBA



Career Years: 4-7
Phase: Changed industries



Career Years: 8-14
Phase: Personal Needs



Career Years: 15+
Phase: Mid-Career



...creating a sine wave of sorts

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What's your sine?

What's your sine?



While mass career customization (MCC) provides a structure for how careers are being built, elements of MCC are already happening through a variety of one-off manifestations. Knowledge workers are managing their career-life fit by making individual choices to dial up or down their careers, sometimes in cooperation with their employers, while at other times, without their support. Review your own career journey to reveal your sine wave—and how you, too, may have tailored your career path.

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www.masscareercustomization.com/interactive.html

A Wall Street Journal Bestseller

mass career customization

ALIGNING THE WORKPLACE WITH
TODAY'S NONTRADITIONAL WORKFORCE

cathleen benko
anne weisberg

HARVARD BUSINESS SCHOOL PRESS

“Mass Career Customization provides an innovative solution for a pressing workplace issue – and just in time, as the laws of labor scarcity begin to take their toll. A must-read for anyone managing talent in today’s marketplace.”

Matthew Burkley

*Chief Strategy Officer
Thomson Financial*

“From the space industry to the private sector, organizations everywhere increasingly depend on knowledge workers. Mass Career Customization will have a profound and positive impact on how we manage this talent pool, evolving the workplace to fit the needs of the people who are fueling our global economy.”

*Dr. Sally Ride
Former NASA Astronaut
President & CEO, Sally Ride Science*

“Finally, a book recognizing that the needs of today’s knowledge workers are far from a women-only issue. Mass Career Customization provides an incisive analysis of what’s really happening on the talent front and a comprehensive approach of what to do about it.”

Shelly Lazarus

*Chairman and CEO
Ogilvy & Mather Worldwide*

