

# Career Management: Different by Design

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LEADING THE EVOLVING ORGANIZATION

2017 ANNUAL CONFERENCE

TURNBERRY ISLE MIAMI + AVENTURA, FL

**SIRM** EXECUTIVE NETWORK  
**HR** PEOPLE + STRATEGY



# The MITRE Corporation

established  
**1958**

**not-for-profit**

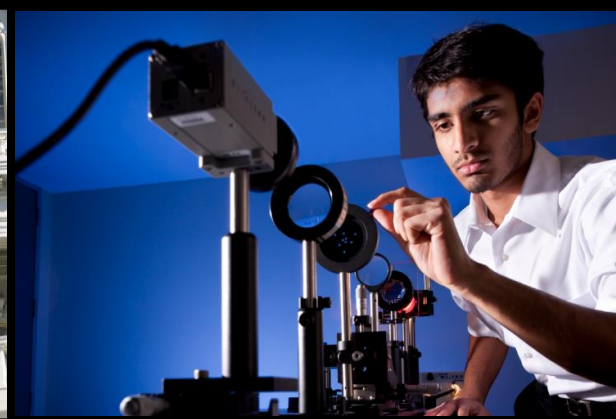
**conflict-free**  
environment

**62%**  
advanced  
degrees

**12**  
years average  
tenure

**25**  
average years  
experience

**8,000**  
employees



**critical**  
problem solving

science **&**  
technology

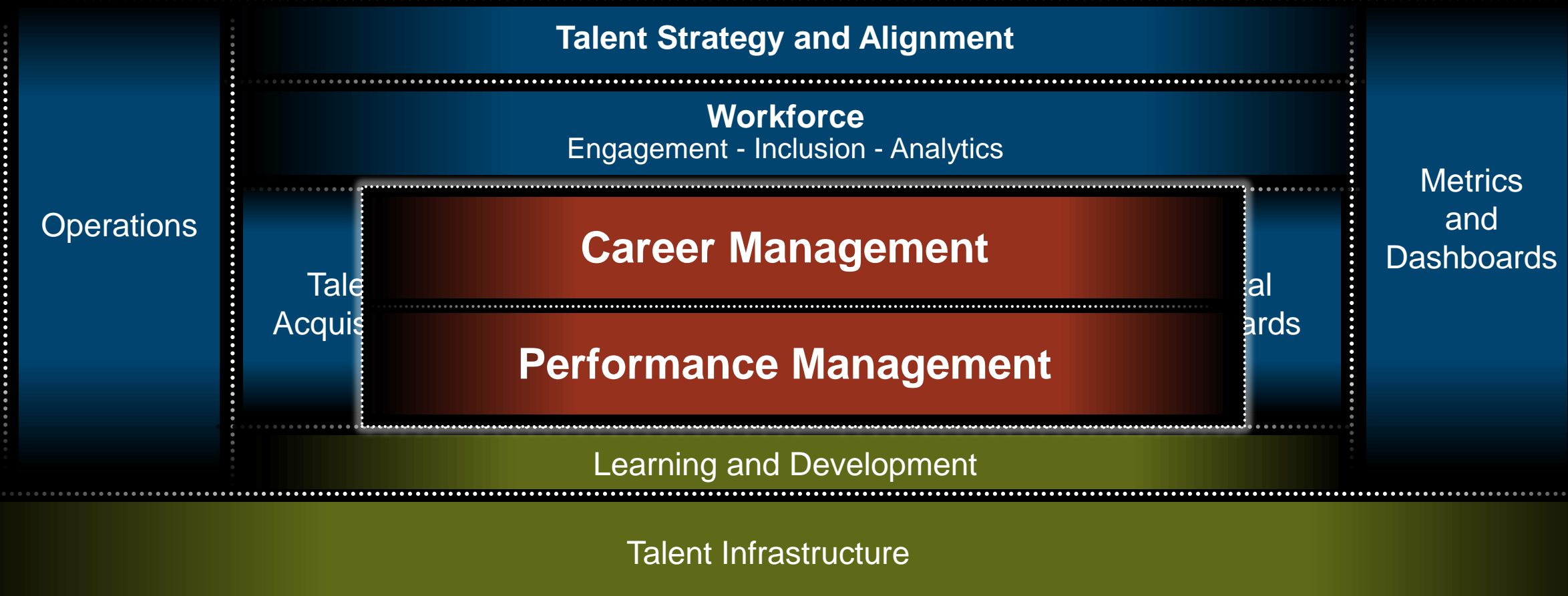
**social**  
sciences

systems  
**engineering**

# The HR Enterprise

## The MITRE HR Mission

MITRE's Human Resources team delivers quality solutions and services that foster an exceptional workforce, engaging our people's talent and passion to serve the public interest.



# A Case for Change

**Growth-based culture**  
can improve employee  
engagement by  
**30%**

Corporate Executive Board (CEB) CHRO quarterly magazine, 3rd quarter 2015

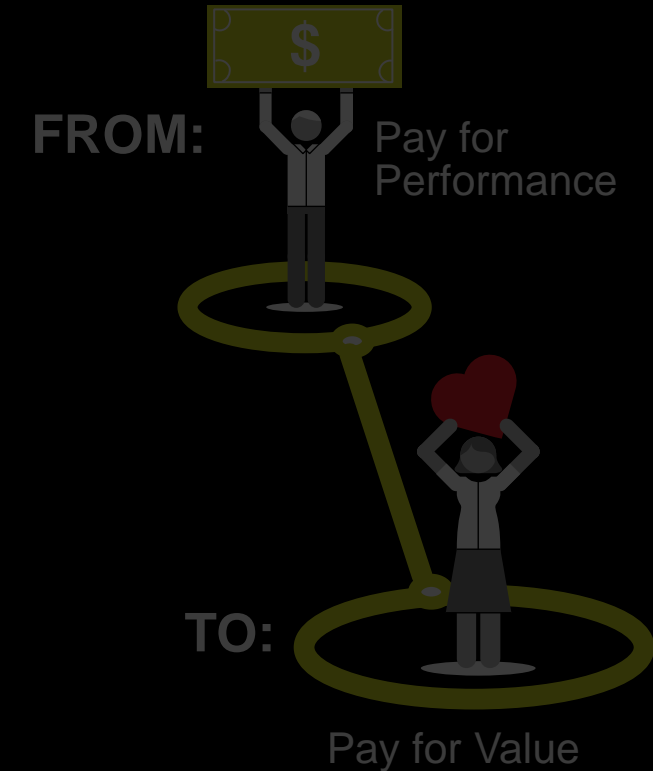
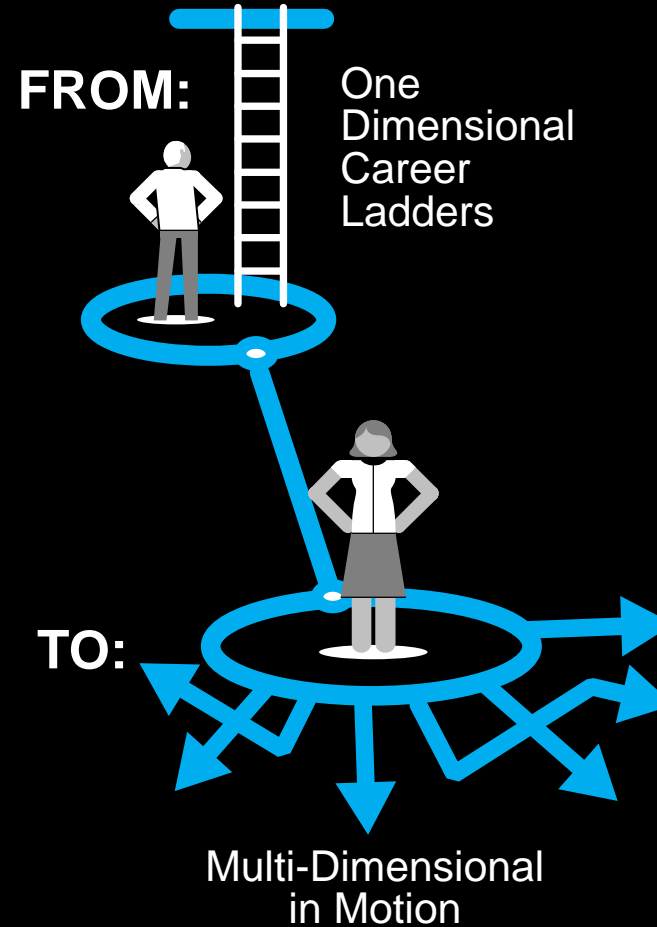
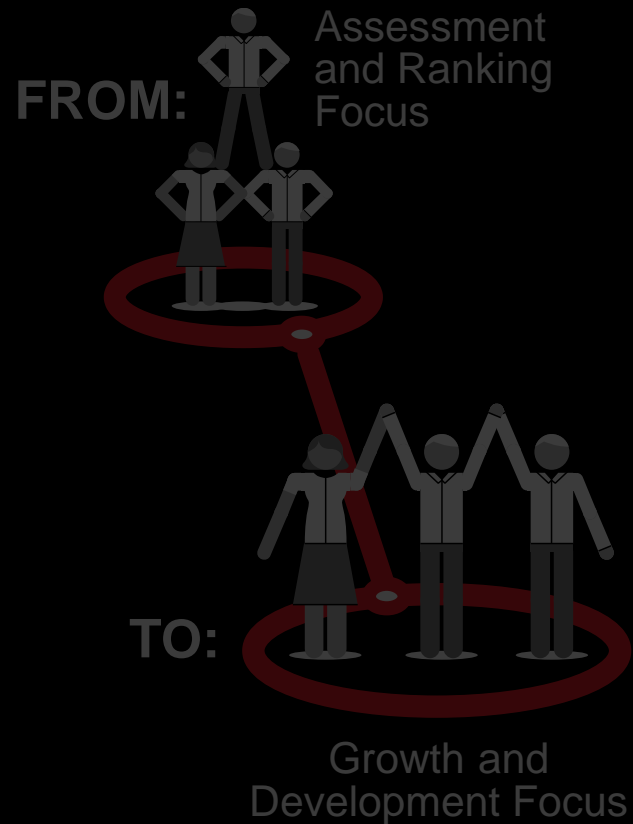
**21%**  
of employees in industry agree  
that their performance is  
**managed in a way that  
motivates them  
to do outstanding work.**

Gallup American Workforce study

# Redefining the Focus of Performance Management



# Redefining the Focus of Performance Management



# MITRE **CLEAR** Conversations™ Framework



# MITRE CLEAR Conversations™ Framework

Align  
**Expectations**  
Role, Results, Behaviors

Pursue  
**Development**  
Current Role  
Career Aspirations

Engage in  
**Feedback**  
Appreciation  
Coaching  
Evaluation



# MITRE CLEAR Conversations™ Framework

Engage in  
**Feedback**

Appreciation  
Coaching  
Evaluation

Align  
Expectations  
Role Results Behaviors

Engage in  
Feedback  
Appreciation  
Coaching  
Evaluation

Focus  
Development  
Current Role  
Career Aspirations

# MITRE CLEAR Conversations™ Framework



# Careers in Motion

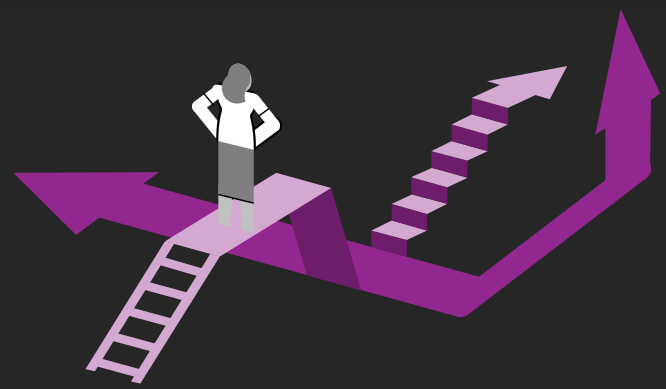
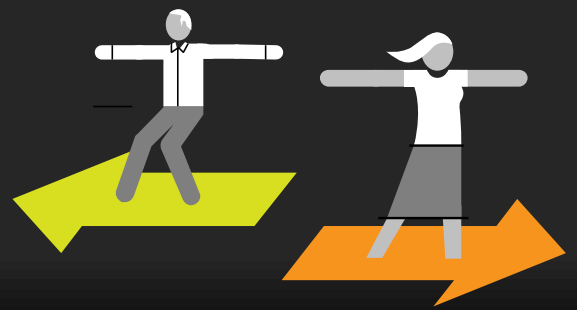


# Careers in Motion: Where do you want to go?



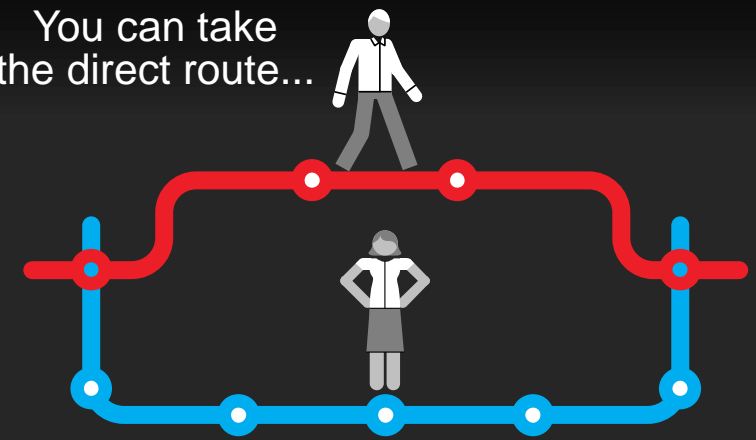
Simple career ladders have morphed into multi-dimensional career journeys...

...there are various ways to get where you want to go



You may move in many different directions (up, horizontal, down).

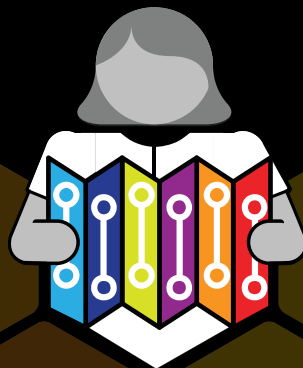
You can take the direct route...



...or choose to make stops along the way.



# Career Resources



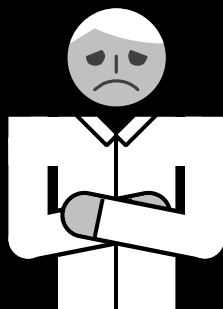
**Coaching**

**Mentoring**

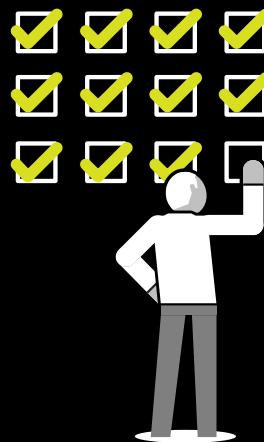
**Rotational  
Assignments**

**StrengthsFinder  
2.0**

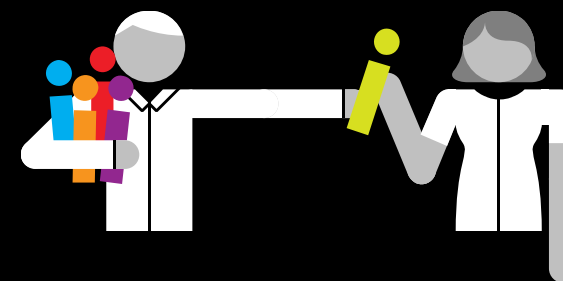
# Stand up if you always...



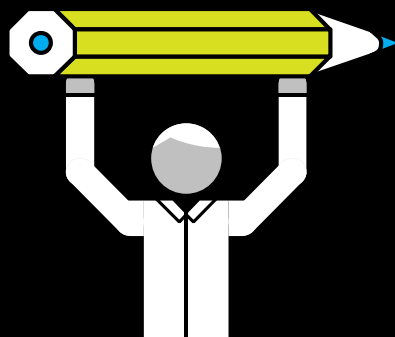
Feel guilty when you don't meet your commitments



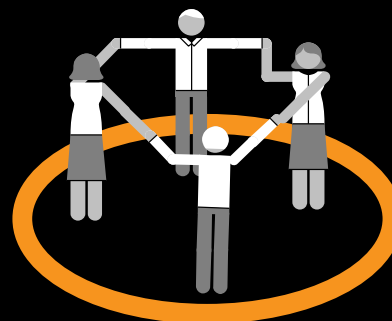
Like to check off things you have completed on your to do list



Love to collect information and share it with others



Enjoy organizing projects or big events



Have strong relationships with a close circle of friends



Read owner's manuals from cover to cover for new gadgets you buy

# The Power of Strengths

Are

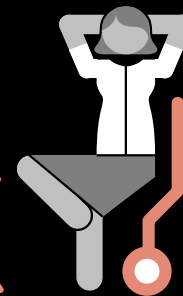
**6x**



as likely to be  
engaged in their jobs

Are

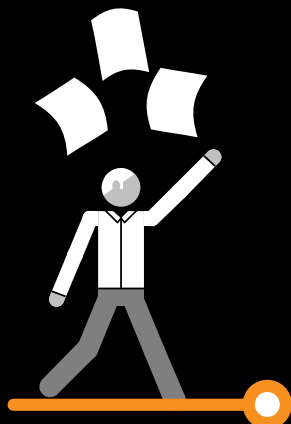
**3x**



as likely to report having  
an excellent quality of life

Are

**15%**



Less likely to quit their job

Teams that receive  
strength feedback have

**~10%**



**Greater profitability**

# We Aspire to Achieve

Employees who say their manager **involves them in setting their goals** are

**3.6x**

more likely to be engaged.

Corporate Executive Board's research reported that **career partnerships** increase career satisfaction by over

**30%**

"The Career Path is Dead! Long Live Career!" in the Corporate Executive Board (CEB) CHRO quarterly magazine, 3<sup>rd</sup> quarter 2015



MITRE conducted an engagement survey  
Overall **scores were up**

**4%**

Following CLEAR Conversations rollout, MITRE focus groups showed

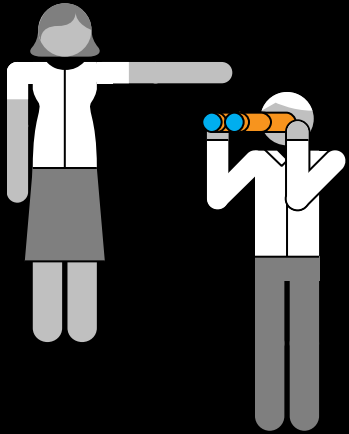
**51%**

of **employees** had more ongoing conversations with their managers



# Implement a Growth-based Career and Performance Management Approach

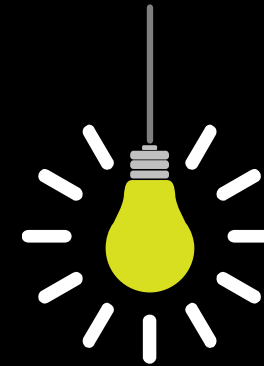
| 17 |



Shift focus of performance management assessment to development



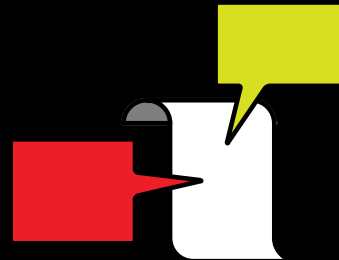
Enhance employee career self-awareness (assessment and coaching support)



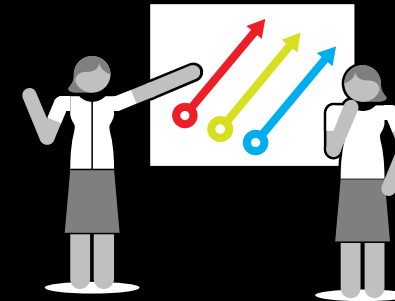
Increase visibility of internal career opportunities and resources



Communicate future business and customer needs



Embed career, expectations, and feedback conversations into regular business practices



Train managers on how to support employee development through career partnerships

# Careers in Motion: Where do you want to go?

## *Table Discussion*



**How are you advancing  
career conversations  
at your company?**



**What new ideas did  
this spark for you?**



MITRE is a not-for-profit organization whose sole focus is to operate federally funded research and development centers, or FFRDCs. Independent and objective, we take on some of our nation's—and the world's—most critical challenges and provide innovative, practical solutions.

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Julie Gravallese at [julieg@mitre.org](mailto:julieg@mitre.org)



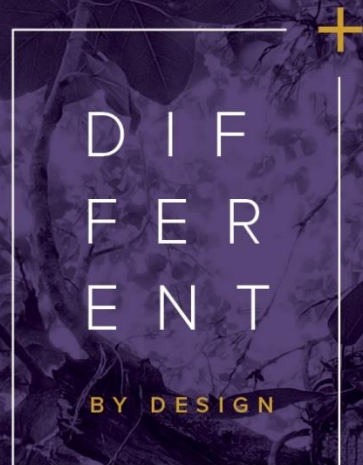
*Check out @MITREcorp's tweet for something fun from MITRE's performance management team*



LinkedIn







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