



Agile Career Development: Lessons and Approaches from IBM

Mary Ann Bopp, Diana Bing, Sheila Forte-Trammell

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Supercharge Performance by Linking Employee-Driven Career Development with Business Goals

How do you make career development work for both the employee and the business? IBM® has done it by tightly linking employee-driven career development programs with corporate goals. In *Agile Career Development*, three of IBM's leading HR innovators show how IBM has accomplished this by illustrating various lessons and approaches that can be applied to other organizations as well. This book is for every HR professional, learning or training manager, executive, strategist, and any other business leader who wants to create a high performing organization.

“In the 21st century, there will be an increasing competitive need for any company to operate as a globally integrated enterprise that can effectively develop and then tap the skills and capabilities of its workforce anywhere in the world. In IBM, we have worked to enable a workforce that is adaptive, flexible, and capable of responding to changes in the marketplace and the needs of our clients. Agile Career Development shows how focusing on career development opportunities and guidance for employees is a key factor in our business strategy and a major source of value for IBM employees. This book can be used as a guide to any organization that is seeking to find practical ways to develop the talent of its workforce.”

–**J. Randall MacDonald**, Senior Vice President, IBM Human Resources

“This book highlights tried and true best practices developed at a company known the world over for active dedication to their workforce. Mary Ann, Diana, and Sheila have captured the key issues that will enhance and streamline your career development program and, subsequently, increase employee engagement, retention, and productivity. I particularly like their practical, real-life understanding of the barriers to most career development programs and the manageable framework to bring career growth to life. They also teach us how to make a business case for career development—critical in creating the foundation for a sustainable program. This includes a good blend of benefits both for the individual employee and the organization as a whole. I only wish I had this book available to me years ago when I was managing a career development program!”

–**Jim Kirkpatrick, Ph.D.**, author of *Implementing the Four Levels of Transferring Learning to Behavior*

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