

STRATEGIC  
CHALLENGES IN  
**R&D Talent  
Management**

-  Liquid Talent: Tools to Embrace a More Fluid Workforce
-  Recruiting and Retaining Early Career Tech Talent
-  Career Paths for Innovation

# Agile Careers

## - A New Paradigm

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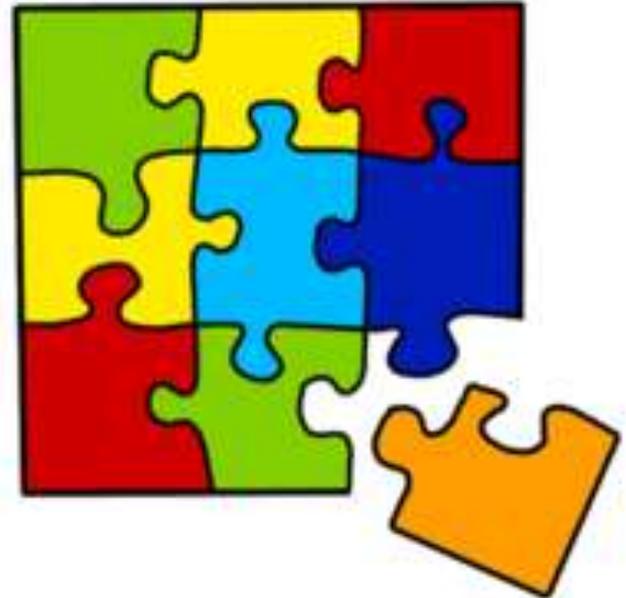
# The MITRE Corporation

## The Rectilinear Perspective – *a Vignette*

**Employers piece skillsets together  
– like a 2-D jigsaw puzzle.**

- *Manager Raye needs to cover a **Rubber Duckie (RD)** work requirement.*
- *Jenni has RD experience.*
- *She is about to become available.*

***This seems an easy answer for  
the puzzle gap!***



## The Problem

Raye wants **Jenni** for a single, specific skill set.

**Jenni** does know RD well, but her passion is for Inflammable Obstacle Reduction (IOR) work.

Knowing she has already been selected for the RD work, someone else is getting a new IOR role.

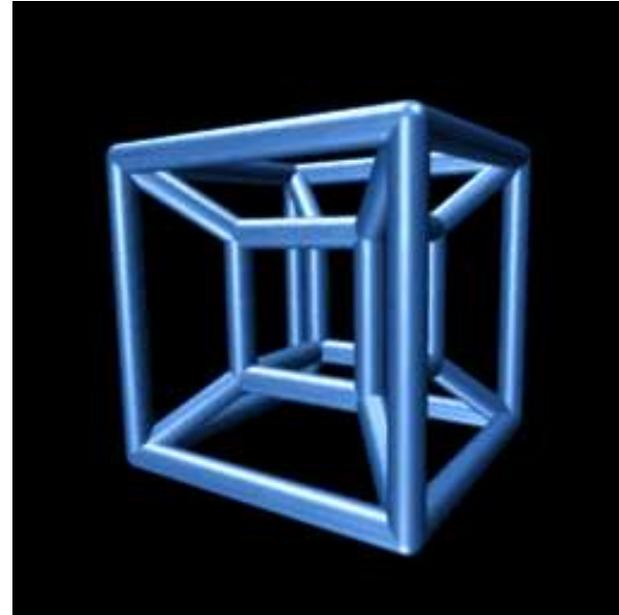
**Jenni** appreciates being respected and needed for **RD** work, but it has been three years since the last IOR opening...

**Jenni** has now lost some of her enthusiasm.

# The Reality



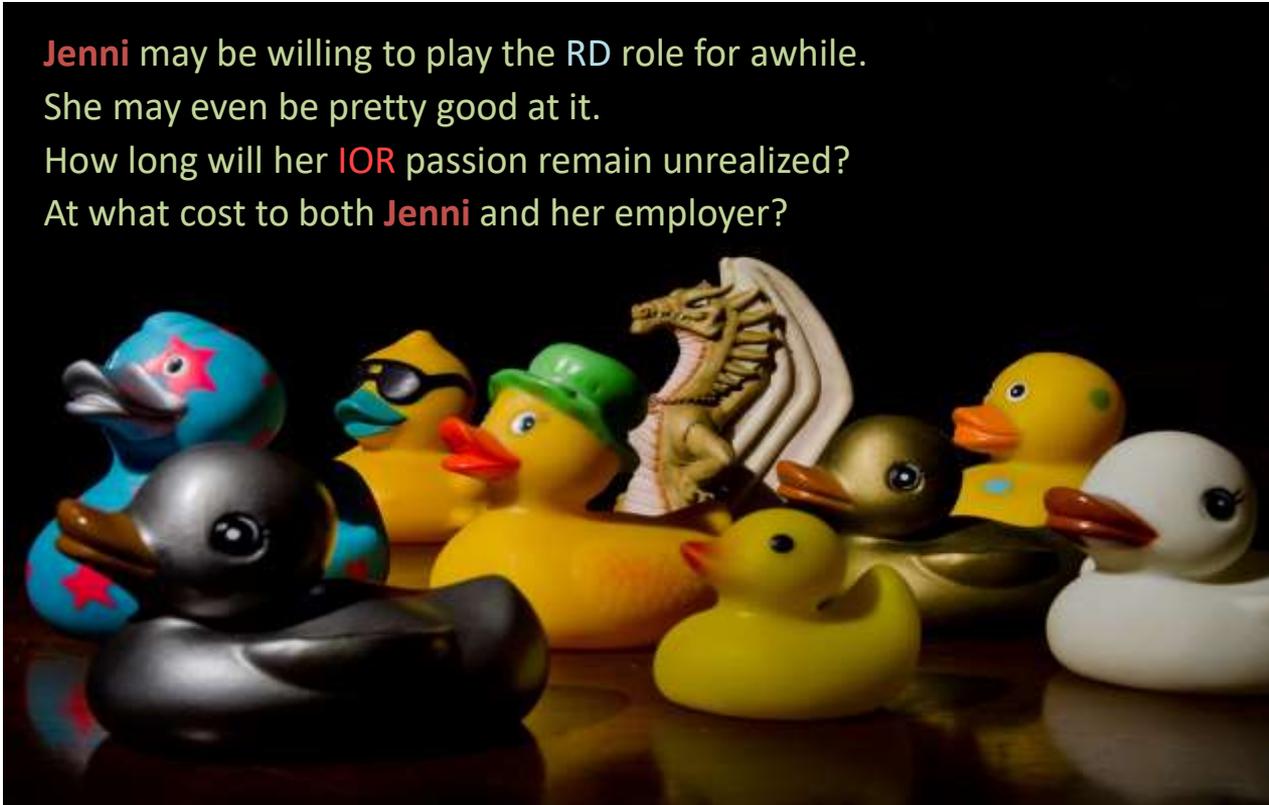
**Jenni** is not two-dimensional



**Jenni** is actually multi-dimensional

Careers should take us where we want to go,  
not where someone else *thinks* we should go.

**Jenni** may be willing to play the RD role for awhile.  
She may even be pretty good at it.  
How long will her **IOR** passion remain unrealized?  
At what cost to both **Jenni** and her employer?

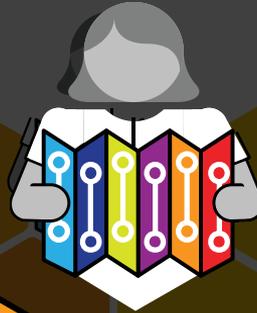


## It Looks More Like a Metro Map Than a Ladder



- Employees own the responsibility for their careers
- No one cares more about an employee's career than the employee
- Leaders can provide access to resources & opportunities to help map a mutually beneficial path
- Employees need to communicate their interests and aspirations (Leaders can only help if they know)
- Each of us must curate our own career
- We do it via our go/no go decisions
- Those decisions yield unique experiences
- We build our career via successive experiences
- Some opportunities may be disguised as challenging problems

# Careers In Motion - Resources



MITRE provides over 60 career resource links that cover our capabilities, communities, employee development programs, anticipated growth technologies, etc.

Coaching

Mentoring

CLEAR  
Conversations

StrengthsFinder  
2.0

Four  
Representative  
Examples

# CAREERINSIGHT

One-on-one sessions with in-house certified career coaches

At least four confidential, individual sessions

Multiple Career Assessment tools

- StrengthsFinder 2.0

- Career Anchors

- Career History Review

Personalized assistance with:

- Interpreting career assessments results

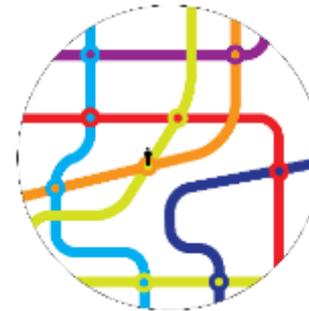
- Understanding and communicating strengths

- Creating a personal vision of career success

- Building a MITRE network and reputation

- Identifying career opportunities at MITRE

- Creating a career development plan



# MITRE

## Questions, Comments

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*Check out MITRE's "Keep Moving Forward" on YouTube:*

<https://youtu.be/dCTZPyyt67I>



LinkedIn

