

# Advancing Careers

The cultures of offices, the profession, and society influence career paths. Leaders can recognize and remove current and historical impediments, especially for members of underrepresented groups.

## WHY IT MATTERS

Advancing careers is a shared responsibility. Equitable and inclusive leaders and workplaces help employees navigate challenges and find meaning and security in their work; and they impartially support their development. Results include reduced turnover, more informed planning, and a more diverse, skilled, productive, and committed workforce.

## ARCHITECTURE CAREERS ADVANCE MORE EQUITABLY WHEN...

- employees perceive that the feedback, training, support, and flexibility that they need are available when they need them
- each employee has substantive work that is meaningful to them
- criteria for advancement are clear, consistent, and based on performance and results, not time in service
- workplaces accommodate an individual's workload, schedule, pacing, and location needs
- leaders endorse and encourage an array of career paths and areas of expertise

### ACT

*Regard career paths as lattices rather than ladders*

- Recognize that goals and needs evolve—design flexible career pathways.
- Make your firm's requirements and work arrangements flexible, and allow all employees to deploy your policies without penalty.

*Mitigate bias*

- Be aware of how race, gender, and other characteristics can affect perceptions, performance evaluation, and your responses to requests for training, leave, and accommodations. Then take steps to address any unconscious bias.

- Encourage and support all team members to take on career-advancing challenges.

*Be supportive of individual needs*

- Explore what constitutes meaningful work to each employee and tailor accordingly.
- Listen to those most closely affected by social movements such as Black Lives Matter and #MeToo.
- Watch for burnout; provide confidential support and accommodations to employees with mental-wellness, medical, and disability needs.
- Help employees build networks and find mentors and sponsors.