

=fYWBhimiVY[ Ub`k cf\_]b[ `k ]h` U`ga U``Yb[ ]bYYf]b[ ` fa `hc`

Zcf`%\$`hc`&\$`nYUfg`K \`Y`h`Y` fa` g`YUXYfg\]d`k Ug`cc\_]b[ `

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gc`h`Uh`h`Y`bYk`79C`XcYgb`h`h`fb`Ufci`bX`]b`%\$`nYUfg`UbX`  
fYU`]nY`h`YfY`g`bc`cbY`hc`dUgg`h`Y`VU`rcb`hc`"

]hV`a`Yg`hc`h`Y`WffYbh`c`V`a`Uf`Yr`z` fa`g`a`UmVY`gUMV`]V]b[ `

h`ca`cffck`g`YUXYfg`Zcf`hc`XUmg`bYYXg`g`h`h`Y`Ufh]WV`"Gca`Y`cZ`

Ya`d`cnYg`\]fYXzVYVW`gY`V`a`dUb]Yg`Xcb`h`Uj`Y`h`Y`  
k`Y`fYk`]h`U`hc`hfU]b`Yb`f`m`Yj`Y`k`cf`Yfg`gc`h`YmUfYb`h`\]f]b[ `

ghU[ Y'Zcf'U'W]g]g%\$'nYUfg'Zfca 'bck 'k \Yb'nci 'Xcb h\Uj Y'

**Spend quality time (two to four days) creating career paths for all the entry level roles in your company.**

cf[ Ub]nUh]cbg'Xcb h\Uj Y'h\Y'UW']]h'nc' dfca chY 'Yj YfncbYž

nci f' fa žVi ha cghcZh\Ya 'Xcb h'gY 'hUg'U'dcgg]V']]img]a d'm

**Create a mentoring “program,” which doesn't have to be anything more formal than pairing more experienced employees with younger ones who are currently in the organization.**

cf'k ]'' [ U]b'U'bYk 'Wfh] W]h]cb'g] W'Ug]b'' 8'a cXY]b[ 'cf'

**Look outside the firm for mid-career professionals. Act now to recruit employees with 10+ years of experience to fill-in “the middle.”**

W'h' fU' h'UbX''cb[ !hYfa 'dchYbh]U/nci fY'bch'gh''cc\_]b[ 'hc' ''U[ Ud]b'Yl dYf]YbWžnci fY''cc\_]b[ 'Uh'h\Y''cb[ !hYfa 'ž' h' fY'

U'd]dY''bY'cZž h' fY''YUXYfg]hc' ''h\Y' bYl h'g] W'gg]cb'd'Ubž





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## About the Author

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gfhUHY[ nVzbgj `hUbH`H\fcI [\`Yf` fa ž\_\_\_\_\_

G\Y`Ug`k f]HrYb`Ufh]WYg;Zcf`7\]YZ@YUfb]b[ `CZ W`a U[ Uh]bYž: cfVYgžUbX`A 65`

HU`\_fUX]c`g`W`Ug`bWFUX]c`UbX`5a Yf]WJgK cf\_ZcfW`FUX]c`"

5b`U`h\cf`cZY][`hVcc\_gž`Yf`a cghfYWbh]g: i`h`fY!Dfcc`b[ `M`i`f`

5bnj`]Yk`g`UbX`cd]b]cbg`YI`dfYgg`YX`]b`h`]g`Ufh]WY`a`Umcf`a`Um`bchfY`YV`h`Y`