

TRUE NORTH

In today's workplace climate, career advisory has gone beyond the simple act of placing clients into job roles. It has become an intricate art of helping clients navigate workplace complexities and interweaving that closely with an individual's beliefs, values and principles. As a career practitioner, you are tasked with the all-important role of helping one find meaning and fulfilment in their career. You are instrumental in their search for a purpose-driven life; for their **TRUE NORTH**.

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A Look Back @ 2025

Career Professional Development Programme (CPDP)

3 runs
with 59 learners

- ✓ Workplace Big 5 Profile Certification 9th intake by Mr Tan Weixi and Mr CP Tham
- ✓ Workplace Big 5 Profile Certification 10th intake by Mr Tan Weixi
- ✓ The Career Development Imperative: Practical Strategies to Deliver What Employees Want and Organisations Need workshop by Ms Julie Winkle Giulioni

Career Advisory Programme (CAP)

9 runs

Career Facilitation Programme (CFP)

6 runs

Assessment-Only Pathways (AOP)

6 runs

- CFP AOP – 5 runs
- CSP AOP – 1 run

Trained **239 learners**

Credentials Awarded

Certified Career Advisor (CCA)

30

Certified Career Practitioner (CCP)

120

Certified Career Clinical Supervisor (CCCS)

2

UPCOMING CPDP MASTERCLASSES

**25-27
FEB**

Talent Revolution Masterclass by Ms Lisa Taylor (virtual)

Partner: Aventis Learning Group Pte Ltd

🕒 9am-12pm

📌 Register here

[Talent Revolution Masterclass Course - Aventis: Award Winning Training Provider](#)



FROM THE CASE CHEST

FROM REACTIVE TO PROACTIVE: A CAREER PLANNING TRANSFORMATION



David, in his late 30s, married with no kids was working in a freight forwarding company. David had recently stepped up to serve as Acting Area Manager in his company due to manpower constraints. He approached WSG Careers Connect and met his Career Coach, Kelvin Tan to discuss his career development prospects.

OVERSTRETCHED AND UNDER APPRECIATED

David shared that his official role was an Account Executive and he had only been pushed to serve as Area Manager as a temporary stopgap measure, as the previous Area Manager and Regional Area Manager had both left the company. This new role meant that in addition to his own accounts, he also had to manage a team of eight employees, comprising administrative and sales staff.

Although David appeared confident, he admitted he was feeling overstretched. He was also frustrated that he had been double-hatting for three months, without news of whether a replacement would be hired, or if he would be promoted to officially take on the role. He hoped that his coach could advise him on his next steps and help him understand his career development prospects in the company.

CLEARING HIS DOUBT

Following numerous in-depth coaching sessions, the Coach assisted David in identifying his objectives, while exploring possible directions for career development. This process included encouraging David to consider the following career transitions:

➤ Moving up: Assuming a management role

David shared that he felt he was ready and possessed the necessary skills to take on a management role. With further probing, he admitted that he had not considered the reasons for wanting to be promoted. After further contemplation, he realised that his desire was motivated not just by a better salary but because he wanted to be able to mentor and guide a team.

➤ Moving deep: Specialising

Moving deep would require David to specialise in logistics and freight requests, handling unique enquiries about odd shapes, concerts or events needing containers. David was confident he was able to handle these requests but felt that the niche market meant there was less job stability.

➤ Moving sideways: Broadening his skillset

This would see David move into areas like truck and airline logistics. He was interested in this and went on to tap on Labour Market Information (LMI) to find out about the remuneration packages available. He was also introduced to the Volunteer Career Advisor (VCA) initiative to speak to an experienced professional in this field, so as to better understand the sector.

➤ Moving diagonally: Trying a new industry

David shared that he was interested in roles related to team building and outdoor training. He had worked in this area before and enjoyed the more active lifestyle. He was also keen on mentoring youth and was already doing so on a voluntary basis at the temple. He explained that this was because he enjoyed guiding people and helping them improve.

CONSOLIDATING HIS PLANS

Overall, the discussions with the Coach had helped David gain clarity on his motivations and career aspirations. To seek further clarity on his interest and personality, David was also introduced to profiling tools such as the Myers-Briggs Type Indicator (MBTI) and the Strong Interest Inventory (SII).

With that, David went on to write a letter of intent to his Sales Director based in Hong Kong, to request that he officially take on the Area Manager role. Management ultimately decided to promote a more senior colleague with 25 years of experience in the company but acknowledged David's initiative and was committed to providing him with more opportunities for growth, as he gains further exposure.

While he slightly disappointed, David was glad that he would be given more opportunities going forward and had decided to look out for courses to improve his mentoring skills. With this experience, David realised the importance of career planning and was mindful to constantly review his goals and keep track of his career development.

Contributed by:
Kelvin Tan

Careers Connect Career Coach
Workforce Singapore





MAIN ARTICLE

FIXING BROKEN TALENT ESCALATORS®: WHY THIS CAPABILITY IS NOW ESSENTIAL FOR SINGAPORE'S HR AND PEOPLE MANAGERS

By Lisa Taylor, Founder and CEO, Challenge Factory and co-author of *The Talent Revolution: Longevity and the Future of Work*



By 2030, one in four residents will be aged 65 or older. Retirement and re-employment ages are rising. Artificial intelligence is already reshaping entry-level and mid-career work. Expectations around fairness, age inclusion, and lifelong employability are no longer optional—they are embedded in policy, tripartite guidelines, and national workforce strategy.

Yet many organisations are struggling with a less visible issue: the systems that move people through careers were built for a different era. And increasingly, they no longer work.

WHEN TALENT SYSTEMS QUIETLY FAIL

Most organisations still rely on career pathways, progression criteria, and role design assumptions developed when working lives were shorter, skills changed more slowly, and “late career” meant exit, not reinvention.

Today, these assumptions create friction:

- Older workers are retained through re-employment policies, but roles are not redesigned for longevity.
- Entry-level work is automated, narrowing access for younger workers.
- Mid-career transitions are encouraged rhetorically but structurally blocked.
- Managers avoid career conversations because they fear opening commitments they cannot fulfil.

This is not a motivation problem.
It is a **system design problem**.

Challenge Factory, a global workforce research and advisory firm, describes this as **broken talent escalators®**: career systems that technically exist but no longer move people effectively. When escalators break, progression becomes ad hoc. Managers compensate individually. Bias creeps in. Capability is under-used. And HR teams are left managing consequences rather than designing solutions.

WHY THIS MATTERS NOW

Singapore's workforce strategy is clear: longer working lives, continuous reskilling, inclusive growth, and productivity through technology. What is less clear is how organisations operationalise these ambitions inside real roles, teams, and career conversations.

HR and career professionals are increasingly expected to:

- translate policy intent into workplace practice,
- support managers navigating intergenerational and AI-driven change,
- redesign career pathways without clear precedent, and
- ensure fairness and consistency across age groups.

Without shared frameworks and diagnostic tools, this work becomes fragmented. HR teams risk becoming policy interpreters rather than system stewards.

A DIFFERENT WAY TO DIAGNOSE WORKFORCE PROBLEMS

People adapt faster than systems do. Demographic change, technology, economics, globalisation, and social values are reshaping work. In Singapore, demographic change and AI are tightly intertwined, amplifying pressure on existing career structures.

Rather than treating age, AI, or skills shortages as isolated issues, our work focuses on diagnosing where systems break—and how to redesign them so talent can move, grow, and contribute across longer and more complex careers.

FROM MYTHS TO MATERIAL RISK

Persistent myths continue to slow progress:

- Older workers resist technology.
- Younger workers lack commitment.
- Career conversations are risky.
- AI will solve skills gaps.

In practice, these beliefs are not based on fact, they obscure opportunity, and create inconsistency. When managers lack frameworks, decisions become personal rather than principled. That is where disengagement, inequity, and attrition quietly enter the system.



Reframing these myths is not about optimism. It is about restoring system coherence—so organisations can make deliberate, defensible decisions about talent mobility, role redesign, and capability building.

BUILDING ECOSYSTEMS, NOT PROGRAMMES

Fixing broken talent escalators is not about adding another initiative. It is about redesigning how talent flows—across ages, roles, and sectors—so experience is valued, skills are redeployed, and learning investments translate into real mobility.



Ms Lisa Taylor will be conducting the Talent Revolution Masterclass in February 2026, covering how to diagnose talent escalator breakdowns, redesign career pathways for longer working lives, support career practitioners and managers through complex intergenerational career conversations, and align organisational practice with Singapore's workforce priorities and AI strategy. To register, please click the link provided.

[Talent Revolution Masterclass Course - Aventis: Award Winning Training Provider](#)

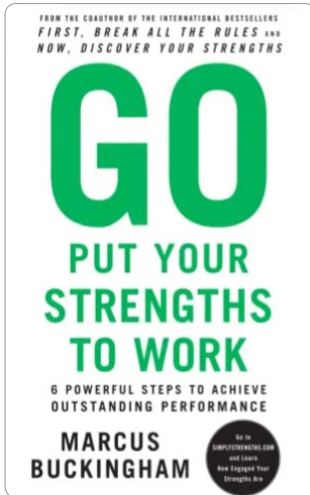
Ms Lisa Taylor helps leaders redesign workforce systems for a world shaped by AI, longer working lives, and accelerating change. She is a sought-after keynote speaker for policy makers, boards, and senior leaders who need clarity, confidence, and direction in uncertain times.



BOOK REVIEW

Go Put Your Strengths to Work

Marcus Buckingham



This is a practical guide that transforms strengths awareness into workplace action through a structured six-week programme. The book centres on Buckingham's "Strong Life" methodology, featuring six systematic steps: identifying strengths through careful observation, clarifying roles to maximise strength usage, building complementary partnerships, developing strength-based habits, communicating effectively with managers about your strengths, and creating sustainable long-term systems.

Unlike theoretical approaches, this book emphasises workplace implementation with concrete resources including conversation scripts for manager discussions, strategies for reshaping job roles, and methods for building strength-based teams. The structured weekly format makes the content actionable rather than merely inspirational.

The book's strengths lie in its practical approach, engaging writing style, and compelling cross-industry case studies that bridge the gap between awareness and effective application. This resource particularly benefits individuals who understand their strengths but struggle with workplace implementation, and managers seeking to adopt strength-based team approaches, though organisational buy-in remains essential for maximum effectiveness.

Join WSG as Adjunct Trainers/Assessors

Workforce Singapore (WSG) is seeking dynamic professionals to join our team of Adjunct Trainers/Assessors.

Candidates must have:

- Tertiary qualified in career development, human resources, psychology, counselling, or related fields
- ACTA/ACLP certification, with at least 5 years of proven experience in these areas:
 - Adult learning facilitation
 - Curriculum and courseware development
 - Assessment design and implementation
- Completed the WSG ACCDF/Career Facilitation Programme (CFP)
- At least 3 years of relevant industry experience

➔ How to Apply:

Submit your CV to pcd@wsg.gov.sg by 8 Feb 2026.

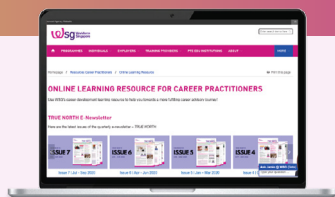
Only shortlisted applicants will be contacted for further discussion.

What We Offer:

- Platform to share your expertise and industry insights
- Flexible adjunct role with competitive remuneration
- Continuous professional development opportunities



LOVING OUR NEWSLETTER?



You can find all issues of *TRUE NORTH* and other career development resources on our Online Learning Resource (OLR) for Career Practitioners.

Check it out here:
go.gov.sg/olr



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