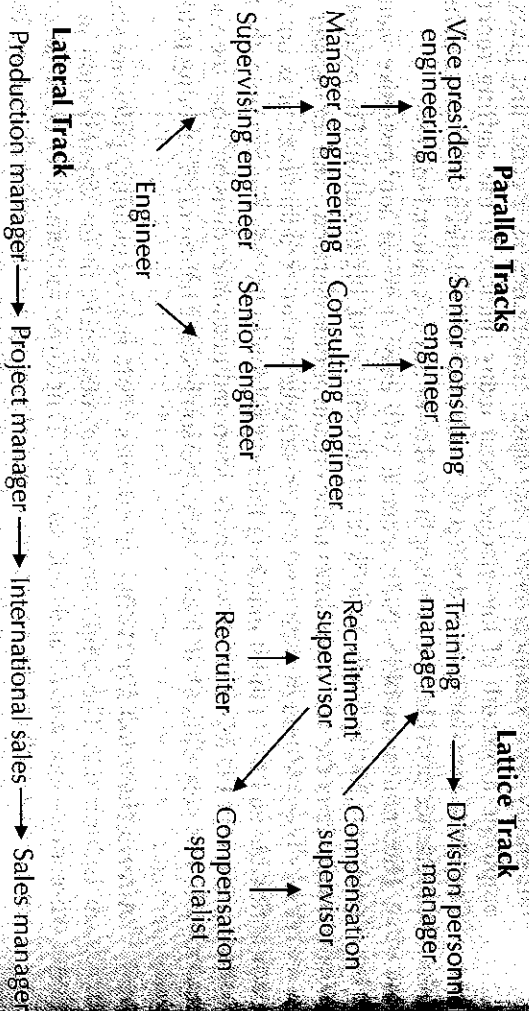


## EXHIBIT 6.2 Alternative Mobility Paths



the person may make a lateral move to manage all the HR functions in a division (recruitment, compensation, and training) as a division personnel manager.

Some organizations, hoping to maximize information flow, increase flexibility and minimize boundaries among employees, have adopted a team-based structure.<sup>3</sup> These organizations may do away with formal job titles and ranks altogether with workers being reassigned to different roles in various project teams as needed. Such a structure is generally found mainly in research and development environments. The role of internal recruiting in such organizations changes completely as talent management is focused on pairing employee KSAs with unique project demands that are constantly in flux. This means there is a dramatic increase in the need for assessment of employee KSAs and collaboration with team leaders to reconfigure groups quickly and efficiently. Such team-focused arrangements can be highly motivational for highly skilled individuals who are self-directed and engaged in their profession.

The downside to alternative mobility paths is that they are very difficult to administer. Neat categories of where to look do not exist to the same degree as with hierarchical mobility paths. On the positive side, however, talented inside candidates who may not have been identified within a hierarchical system are identified because of the flexibility of the system.

When upward mobility is limited in an organization, as in those using alternative mobility paths, special steps need to be taken to ensure that work remains