

---

**TABLE 14.2 | Career Development Framework**

---

1. **Top down:** Build career development through all the systems. Some examples are:
    - Performance review
    - Recruitment/hiring/promotion
    - Accountability
    - Training
  
  2. **Bottom up:** Conduct skill training for managers and employees in various diversity-related areas. Some examples are:
    - Managers:**
      - Giving performance reviews in culturally sensitive ways
      - Handling intercultural conflict
      - Running effective meetings in a diverse environment
      - Conducting interviews in culturally appropriate ways
      - Building effective multicultural work teams
      - Recognizing cultural biases in making promotions
      - Expanding the list of valued management characteristics
  
    - Employees:**
      - Building connections
      - Becoming politically savvy
      - Learning to position ideas effectively
      - Managing and becoming comfortable with change
      - Becoming comfortably assertive
      - Gaining self-promotion skills
-