

# How Ongoing Career Conversations Drive Business Success

HR workshop:  
Fresh view for Career Management and Outstaffing



Association  
of European  
Businesses



ManpowerGroup®

# Key issues

- Why we have to talk about career with employees
- Why we don't talk
- The best way to talk

# ManpowerGroup's research. “Talk the Talk: How ongoing Career Conversations drive business success”

November-December **2015**

**4,402** respondents

**15** countries

Age from **25** to **55**

Talk The Talk: How Ongoing  
Career Conversations Drive  
Business Success

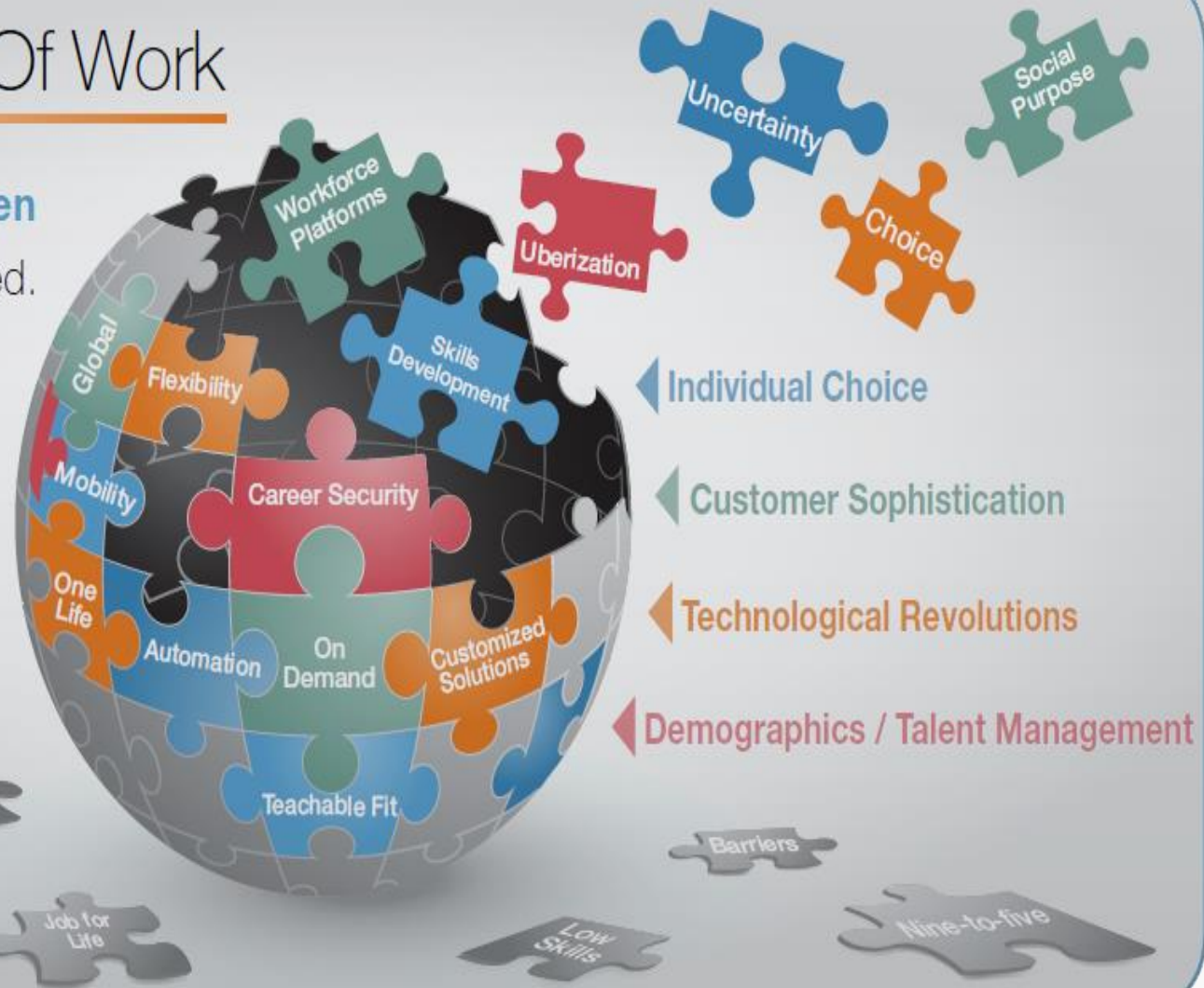
Increase Employee Engagement And Performance By Embedding  
Ongoing Career Conversations Into Your Organizational Culture



Business & Talent, Aligned™

# The New World Of Work

The **labor market is broken** and needs to be reconfigured. As the old pieces fall away, a **new 21st Century world of work is emerging.**



## If Career Conversations Were More Regular...

I would be more engaged  
with the work that I do

82%



I would be more likely  
to share my ideas

78%



I would be more likely  
to look for opportunities  
for career growth at my  
current employer

76%



I would be more likely  
to stay with my current  
employer

75%



When asked, the majority of employees are looking for **MORE** guidance on how to grow and advance their careers.



**59%**

of employees surveyed believe that their manager is responsible for helping them achieve their career goals inside the organization <sup>4</sup>



ONLY  
**30%**

of employees feel confident in their ability to have a Career Conversation with their manager <sup>5</sup>



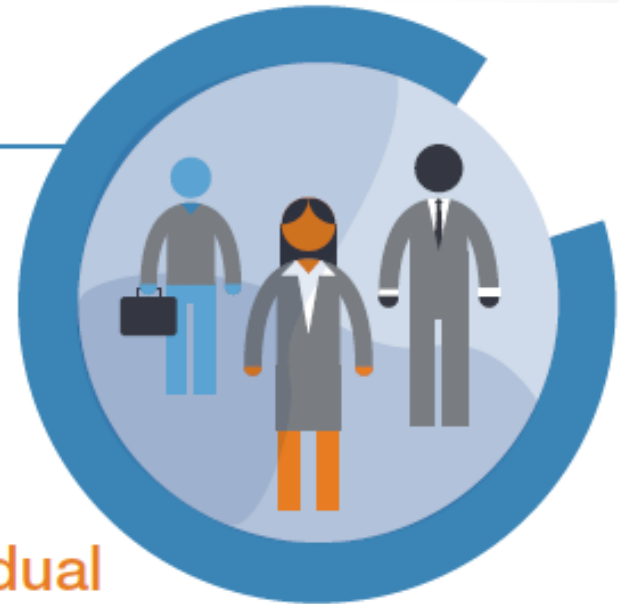
**53%**

of employees would like to receive training – emphasizing the need for organizations to provide resources and tools to help encourage individual growth <sup>6</sup>

## “Career for Me” – an opportunity for Skilled individuals to chart and manage careers on their own terms

**89%**

of employees believe they are or need to be responsible for the development of their career.



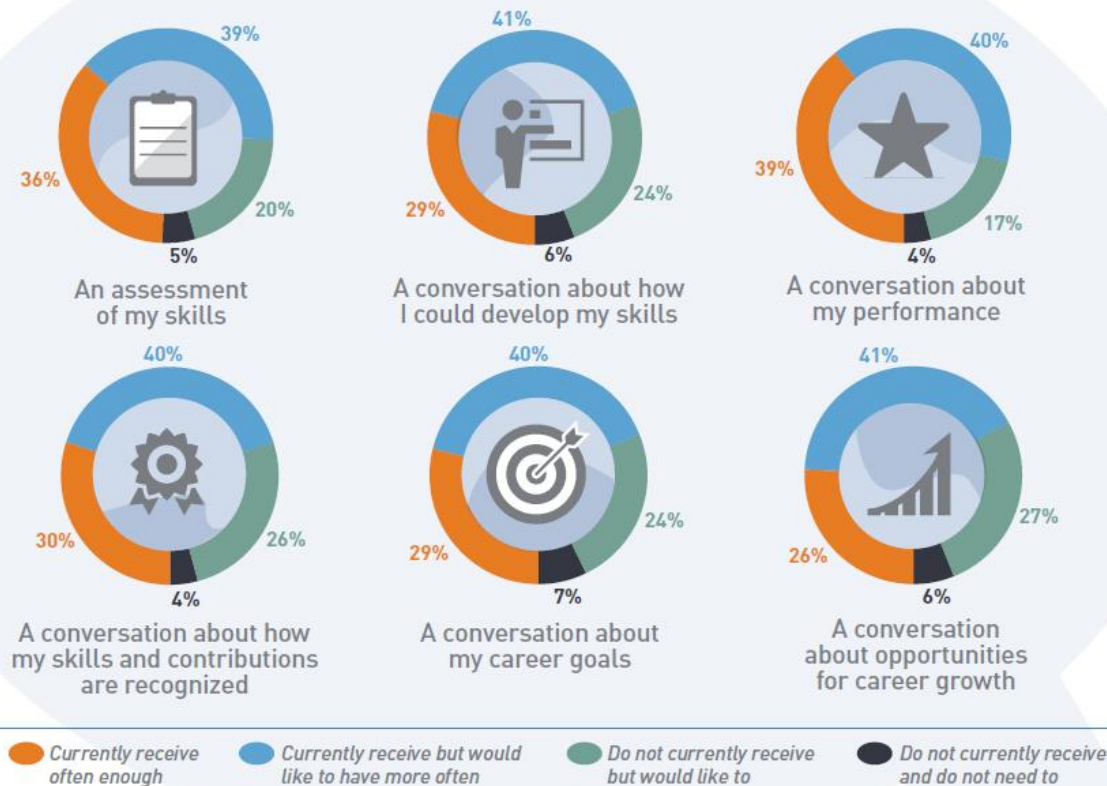
**2/3** of individual  
performance drivers  
are tied to Career Conversations

ONLY 16% OF EMPLOYEES INDICATE THAT THEY  
**HAVE ONGOING CONVERSATIONS** WITH  
THEIR MANAGERS ABOUT THEIR CAREER.



The majority of employees are looking for more information and advice about a wide range of topics related to navigation of “Career for Me”.

### Navigating A Career For Me



## Main Reasons Most Managers Avoid Career Conversations

1. Many managers believe that Career Conversations will lead to expectations they cannot satisfy and will inevitably cost money in terms of employees looking for a promotion. They don't realize that many employees simply want to grow in their current role and be given an opportunity to move laterally.
2. Most managers have never been given training to support employees' career development
3. Most do not understand the cost-benefit imperative of having such conversations, and are not incented or held accountable for initiating them.

## What Do Employees Need?

Feel confident  
starting the Career  
Conversation

30%—



Employees that would  
like to receive training  
on starting the  
Career Conversation

53%—



Only 30% of managers and individual contributors feel confident in their ability to start the Career Conversation process. It is important **to train both managers and employees** and provide a rich array of support, resources and tools.

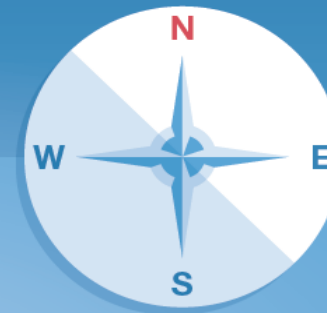
A Career Conversation is not a single conversation between an employee and his or her manager. Rather it is a series of conversations with a network of people (which can include their manager) designed to address the questions employees care most about:



Who am I? How do I fit?



What is expected of me?



What and how should I develop?



How am I doing?



How will my talents and contributions be recognized?



What's next for me?

## In What Ways Do These Individuals Help You With Your Career Development?

*According to our research, these are the key sources individuals seek out for career assistance, development and guidance.*

	Career Advice	Mentoring	Learning & Development	Exposure to Job Opportunities	Networking
Direct Manager	X	X	X	X	
Human Resource Staff			X		
Work Colleagues	X	X	X		X
Internal Mentor		X	X		X
Family and Friends	X				X

“THE SUCCESS OF A CAREER DEVELOPMENT PROCESS IS HEAVILY WEIGHTED ON THE BEHAVIOR OF THE DIRECT MANAGER.”

# The **DO's** and **DON'Ts** of Career Conversations for Leaders



## **DO**



### **Do make regular conversations a priority**

Our research shows that a full two-thirds of individual performance drivers are tied to career conversations



### **Do actively facilitate a learning journey**

These conversations will guide the future of your employees' working lives. Give them as much time and attention as employees do



### **Do take a bold and proactive approach to starting the conversation**

Less than a quarter of employees feel comfortable initiating a conversation with their managers outside the annual performance review



### **Do be a good listener**

Always hear what your people are telling you and do what you can to action necessary change

# The DO's and DON'Ts of Career Conversations for Leaders



## **DON'T**



### **Don't wait for the annual performance review**

Only 16% of employees indicate that they have on-going conversations with their managers about their career



### **Don't make it a single conversation between the employee and manager**

Instead, make it a series of conversations with a wide range of people to get different perspectives



### **Don't own the agenda**

Let the employee take the lead and be prepared to answer the questions they most care about



### **Don't forget your business objectives**

Align your employees' motivations and aspirations with your wider business goals

## How to make sure of Career conversation process implementation

- ✓ Check HR process - does it help employees to talk about their future career goals?
- ✓ Just start first conversation using any HR tool or program or event
- ✓ Instruct managers to talk with employees about career outside the company
- ✓ Bring benchmarks and market information about future jobs
- ✓ Create a longterm HR plan for the company



Методы оценки персонала нуждаются в обновлении.  
Три шага к адаптации методов оценки к современным условиям.

- [Авторская статья Анны Буровой в Ведомости.](#)

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