

Talk the Talk: How Ongoing Career Conversations Drive Business Success

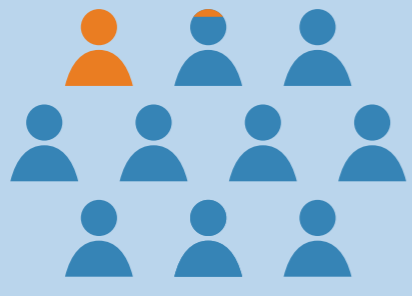
Increase employee engagement and performance by embedding ongoing Career Conversations into your organizational culture.



In today's world of work, **TALENT** is the most important competitive differentiator. If your organization wants to **ATTRACT** and **RETAIN** the brightest employees, it's time to start incorporating ongoing **CAREER CONVERSATIONS** into your performance management process. **Here's why:**

89%

of employees believe they are responsible for their own career development ¹



ONLY 16%

of employees indicate that they have ongoing conversations with their managers about their career ²



82%

of employees would be more engaged if their manager incorporated ongoing career conversations into their day to day reporting process ³



Is your organization committed to career development?

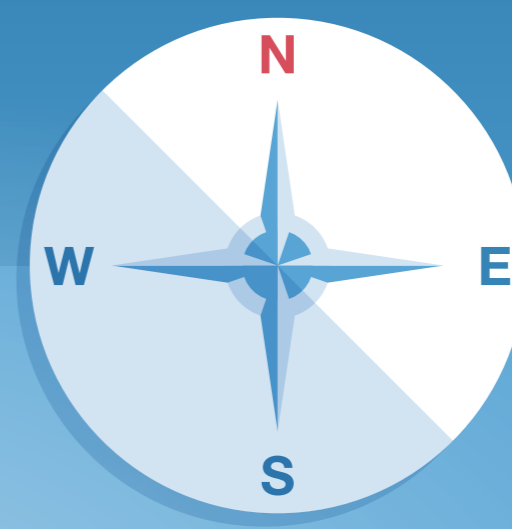
A Career Conversation is not a single conversation between an employee and his or her manager. Rather it is a series of conversations with a network of people (which can include their manager) designed to address the questions employees care most about:



Who am I? How do I fit?



What is expected of me?



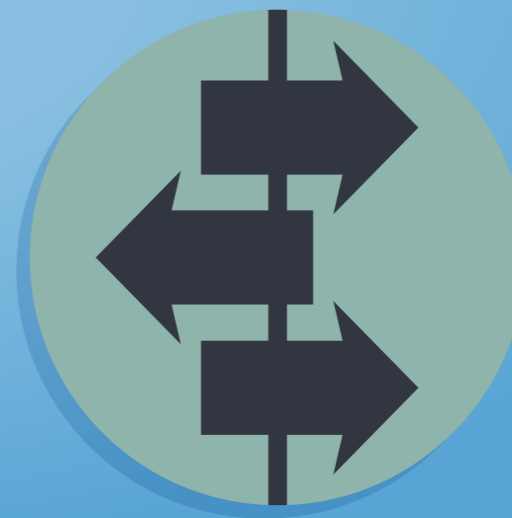
What and how should I develop?



How am I doing?



How will my talents and contributions be recognized?



What's next for me?

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 ⁴



ONLY 30%

of employees feel confident in their ability to have a Career Conversation with their manager ⁵



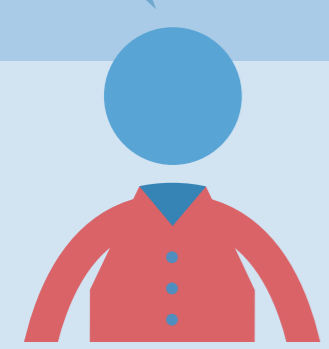
53%

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

Talking the Talk: How to get started!

A purposeful Career Conversation will address employee career development needs. Using **SMART** goals, a manager can clarify the work that needs to be done within a specified period of time.

S



SPECIFIC

What am I responsible for?

M



MEASURABLE

How will I be assessed?

A



ACHIEVABLE

Challenging but attainable.

R



RELEVANT

Is it worth while... does it meet business needs, fit my role and enable my development?

T



TIME-BOUND

Linked to a time frame.

Now more than ever,

organizations need skilled employees who can deliver the type of workforce flexibility needed to compete in an increasingly complex business environment. This underscores the importance of equipping managers with the skills and tools that enable them to act as an effective "coach" in the Career Conversation process. **Organizations that ignore the need to address the career development needs of their employees do so at their own peril.** Companies that embed the Career Conversation process into their organizational culture will significantly increase their employee engagement in a way that translates into increased individual and organizational performance.

Learn more at www.right.com/careerconversations

About Right Management

Right Management is the global career and talent development expert within ManpowerGroup (NYSE: MAN). We help organizations become more agile, attractive and innovative by creating a culture of career management and learning that nurtures future talent, motivates and engages people, and provides individuals with opportunities to increase their value throughout their careers. We improve time to value through our expertise in organizational effectiveness, career management and individual development. Our approach is centered on the fact that organizations thrive when individuals are successful in their careers. We've spent the last 35 years identifying workforce challenges and developing innovative solutions, enabling our globally informed methods to be time-tested across more than 50 countries. Visit www.right.com to learn more about our capabilities and solutions.



Sources

1. Right Management, Australia Career Study, 2012
2. Right Management, Global Career Conversation Study, 2016
3. Right Management, Global Career Conversation Study, 2016
4. Right Management, Global Career Conversation Study, 2016
5. Right Management, Global Career Conversation Study, 2016
6. Right Management, Global Career Conversation Study, 2016