



# Leveraging Career Development to Retain Critical, Long-Tenured Employees

## Career Development

### Client Industry

Chemical Manufacturing

### Situation

This large chemical manufacturer was challenged in how to retain and develop their long-tenured employees. In addition to improving engagement, they also needed to find a way to help their Long Term employees manage their careers within the business so that they could retain their institutional knowledge, technical expertise, and depth of specialization. Historically, the organization's approach to development and engagement was fractured – managed by individual business units – which led to an inconsistent employment experience and a limited career development path.

### Solution

Right Management took several steps to help create a focus on career development in the organization. A key element of the solution included equipping managers with the framework, tools and resources to guide employees through effective career development conversations. This helped managers understand the skills, strengths and areas for development required by their teams in enhance cross business unit mobility. The program was designed to be:

- Sustainable – Creating an internal focus on career development meant changes for both managers and employees. Managers were coached on how to separate performance management from career management which helped them overcome their fears that career development activities would lead to employees leaving or looking for other opportunities. Employees were given tools to better map and navigate their careers so they could grow in role and in function, and be better prepared when opportunities for internal mobility arose.
- Action oriented and measurable – Employees were assessed to determine work style and interests, to create more effective workgroups, and helped to see the alignment between their work and organizational strategy, culture and values. Employees were also given tools to help them prepare to have focused career conversations with leaders to navigate next steps in their careers.

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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](http://www.right.com) to learn more about our capabilities and solutions.



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### Results

At the completion of the program, Managers now understand the importance of having career development conversations with their people and have the skills and tools to be successful.

- Over 50% of all employees have participated in the program.
- Managers are now incented to engage in career conversations – 25% of a manager's bonus incentive is tied to employee career development.
- Career planning for associates has increased and the company has common metrics to facilitate sharing talent across business lines.

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