Managing Talent in the Human Age:

How Companies are Using the Four Future Forces to Attract and Manage Talent

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HUMAN AGE 2.0:
FUTURE FORCES AT WORK
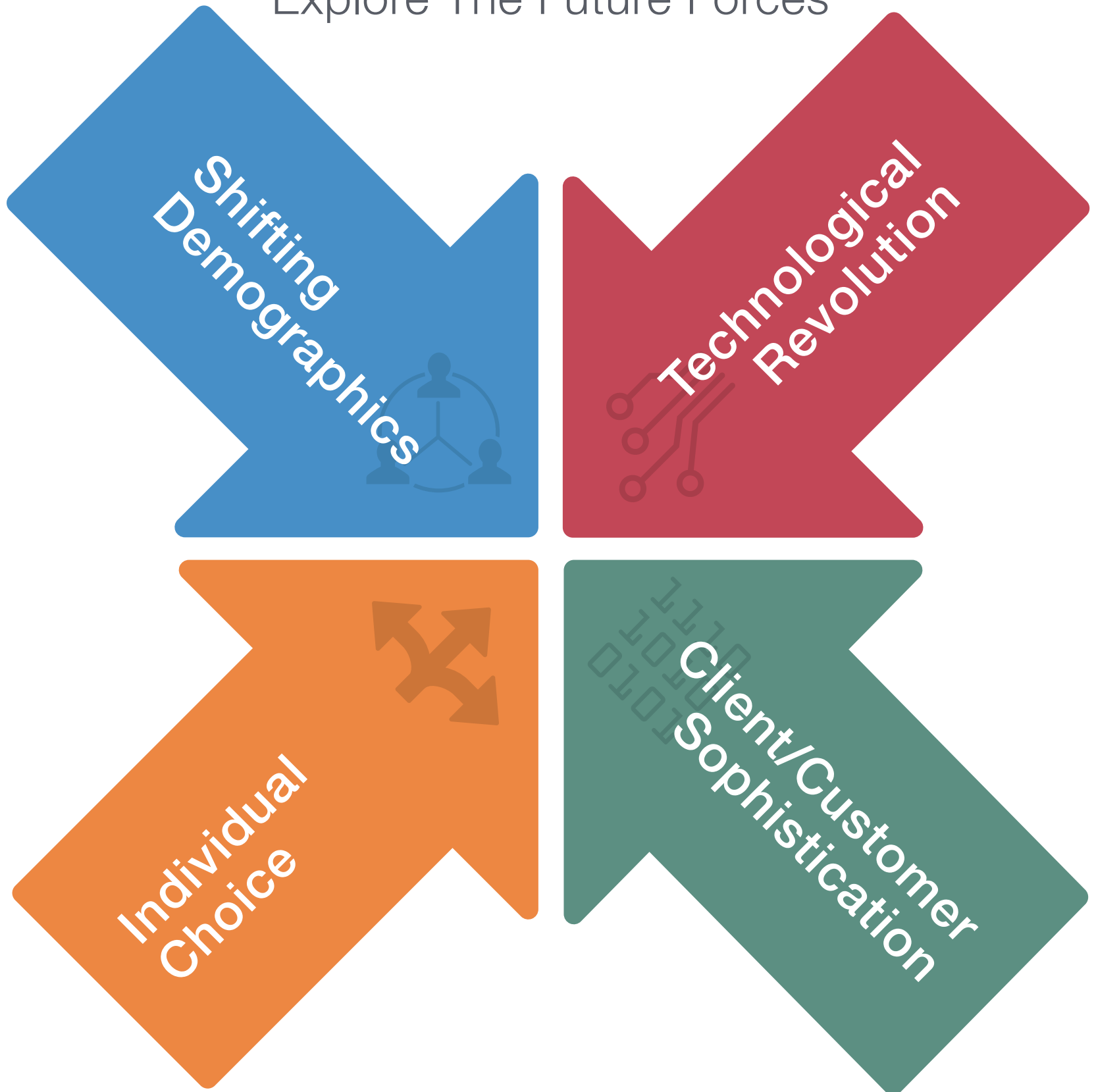
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Introduction

Today's workforce looks very different than it did twenty years ago. Stagnant wages, the rise of automation, outsourcing, changing dynamics in the employee/employer relationship, and high unemployment are a few of the challenges putting pressure on labor markets. The dynamics of the workforce are shifting as employers face talent shortages, lower worker productivity, and economic uncertainty while employees face career paths with less security and job stability, and far more self-reliance and lifelong growth.

By 2020, organizations will be more diverse than ever, with Millennials and Gen Z making up two thirds of the global workforce. Learnability—the desire and ability to develop in-demand skills to be employable for the long term—is becoming the primary determinant of success in the workplace. Access to data creates opportunities for more efficiency, while technology increases competition and lowers barriers to entry.

Welcome to The Human Age, where four key global forces—shifting demographics, the rise of individual choice, customer/client sophistication, and technological revolution—are challenging companies to rethink how they manage talent and fill their leadership pipeline. As the workforce changes and talent becomes a key economic differentiator, employers need to focus on creating strategies that promote talent agility if they hope to gain and sustain a competitive advantage in an increasingly dynamic market. Employers who recognize and adapt to today's global forces will be tomorrow's market leaders.
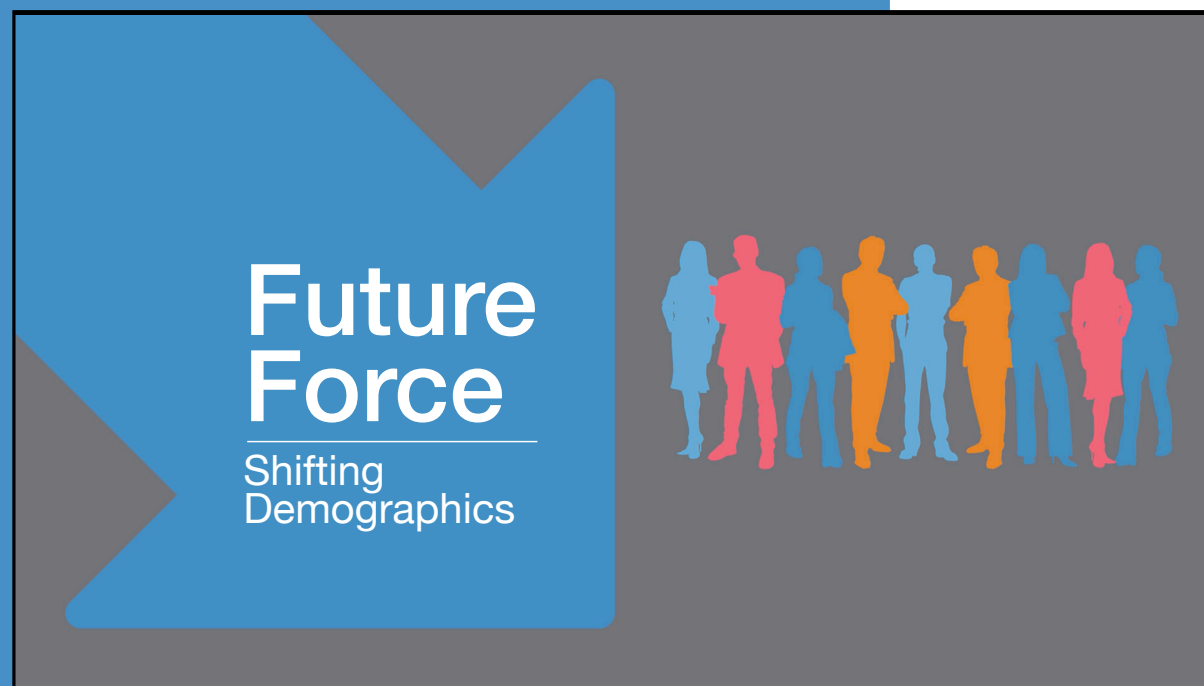
FUTURE FORCES

Explore The Future Forces

Shifting Demographics

Technological Revolution

Individual Choice

Client/Customer Sophistication

Future Force

Shifting Demographics

Future Force

Shifting Demographics

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How Changing Employee/Employer Dynamics Create the Need for New Talent Strategies

Forty percent of employers worldwide are having trouble filling key roles due to lack of suitable talent[1]—the highest level since 2007. The shifting demographics in the workplace are noticeable in four key areas of human resources: talent acquisition, leadership development, performance management, and career development.

With Millennials entering the workforce in huge numbers, Baby Boomers staying longer or pursuing encore careers, and women still struggling to break the glass ceilings of leadership and equal pay, it's absolutely vital for companies to re-evaluate existing practices when it comes to talent acquisition and retention. Younger and older generations alike expect their employers to provide the opportunities and challenges necessary to evolve their careers and skill sets, and to do so in a flexible environment that rewards accomplishment over hours behind the desk.

[1] 2016 Talent Shortage Study, ManpowerGroup

Employees are taking more responsibility for their own careers, and businesses are prioritizing skills and potential over seniority. In this new business climate, a talent management structure geared towards career development is key to nurturing the organizational and individual agility required to succeed.

The New "Career Contract": How Organizations and Individuals Will Succeed in the Changing World and World of Work

by Morten Hegdal, Senior Consultant, Talent Management

The world of work is changing rapidly, and the requirements of the working life of tomorrow are likely to be very different than the ones we're living in today.

For example, provocative research suggests that over 40% of existing occupations might be gone by 2030 because of accelerating computerization. Job areas particularly susceptible to automation include transportation and logistics, office and administrative support, and industrial

production. Consider, for example, how many people drive buses, taxis, and trains. The technology is already here for those vehicles to drive themselves. Once that's implemented on a large scale, millions of people whose profession was to move vehicles from point A to point B will have outmoded skills.

Of course, similar cycles have occurred in the past: Jobs become obsolete due to technology evolution, and new jobs arise to fill the employment gap. The challenge now is that new jobs likely to emerge will require a more complex skill set than those being lost. We are already seeing this talent mismatch in play. Despite high unemployment and job seekers flooding the market, many businesses cannot find appropriately-skilled talent. In a 2015 global survey, 38% of employers reported difficulty in filling key job openings—the highest numbe since 2008. This trend is likely to accelerate as technology continues to transform how work gets done.

Continuous learning = agility and relevance

With the world of work changing so rapidly, the idea of a company sustaining a competitive advantage through a static business model or set of technologies is dead. Rather, the path to success lies in an organization's ability to cope with change, and to actively pursue the opportunities that arise from it. To stay relevant, organizations and the people they employ need to be agile.

The most critical skill for any employee will be the ability to continuously learn and develop. Individuals can no longer expect job security because of their tenure. When conditions change and the business needs new skill sets, having been there for 20 years will not matter. The job security of tomorrow will come from an employee's ability to adapt and acquire new skills—and organizations have a critical role in this regard.

From job provider to career enabler

Organizations are no longer able to offer job security as an inducement for high-demand talent. At the same time, individuals no longer expect (or desire) to remain with one company for the duration of their working years. In fact, 47% of respondents in a Right Management survey said they expect to work at two to five companies during their careers, while another 20% indicated six to nine organizations. So, what is the quid pro quo or social contract that will replace the

notion of job security in exchange for job performance? What will keep talented individuals interested and engaged in working for organizations?

The changing world of work requires a new type of social contract between employer and employee, one built around career development. In order to attract and retain high-value employees, we recommend organizations make the shift, both strategically and operationally, from being job providers to being career enablers. Organizations that embed career development opportunities into their culture are better able to advance their competitive capabilities as a whole while enabling individual workers to stay relevant professionally.

It's time for organizations to acknowledge the fact that the context of employment has changed. Business requirements are not static. Workforces are not family. Loyalty is no longer a reliable medium of exchange between employer and employee. Businesses need a continuous skills refresh to stay relevant, and individuals should be looking for employment security within themselves, not the organization. Creating a mutually beneficial culture of career development will enable both the individual and the organization to adapt to the changing world of work.

Author: Morten Hegdal, Senior Consultant, Talent Management, Right Management. The New "Career Contract": How Organizations and Individuals Will Succeed in the Changing the World of Work originally appeared on Right Management's Talent + Work blog January 13, 2016.

> Millennials are entering the workforce in ever-greater numbers—and they bring with them new ways of working and expectations of their employers. Companies need a strong understanding of their motivations and priorities to remain relevant with this important group of talent.

Five Keys to Attracting and Retaining High-Potential Millennial Talent

by Michelle Fichmann, Senior Consultant

Millennials—people born between early 1980s and 2000—are the target of much research and speculation regarding how they think, behave, consume, learn, and work. Their vision for the future, as well as their concerns and challenges and how they plan to face them, are under the spotlight.

Why this focus?

The US Census Bureau[2] reported around 83 million Millennials made up the American population in 2015—the largest cohort, well surpassing both Generation X and the Baby Boomers. Millennials are about to move into their "prime spending years," positioning them as the ones who will reshape economies, marketing strategies, and consumer behavior principles.[3]

Millennials are also redefining the world of work, forcing businesses to reconsider how they attract, develop, and retain talent for decades to come.

Substantial research shows that, compared to other generations, Millennials are likely to work longer (12% stated they will never retire).[4] One reason is that Millennials will have less money and fewer employment opportunities as the global economy struggles to thrive. Not surprisingly, these factors contribute to a shift in priorities for work and career.

Millennials are also planning for the long term and want work that increases their life-long employability. A global survey[4] reveals that 92% give top priority to financial incentives when looking for a job, followed by job security (87%). Security is perceived very differently when compared to the 'job for life' mentality of Baby Boomers. Security means having relevant skills and capabilities, and being given enough challenges and development opportunities to remain current—both now and for the long term.

What do companies need to demonstrate in order to become (and remain) an employer of choice for this powerful demographic cohort? Understanding Millennials' motivations and priorities is a good start:

1. **Stimulation** – Millennials are known for their appetite for new opportunities and variety, and they understand the need for continuous skill development in order to remain employable. Providing sufficient internal mobility and stimulation is a good recipe to avoid losing them to opportunities elsewhere.

2. **Recognition** – Who doesn't like to be recognized? Millennials are particularly keen to feel appreciated and to know where they stand in terms of potential and development opportunities. Providing a culture that supports open feedback and investment in career development opportunities is key. Having meaningful career conversations is also critical, however, only 16% of employees report having enough of these discussions at work—definitely an area that can be improved.

3. **Flexible Work Arrangements** – Holidays/time off and flexible working are also top priorities for Millennials. They are dedicated to wellness, carving out time for their personal lives and well-being. While they are taking longer to get married and leave their

parents' household,[3] they see the "work-and-life balance" concept as crucial to career longevity. However, in contrast to older workers who favor a clear delineation between work and life, Millennials prefer a "work-life continuum" in which organizational flexibility allows them to achieve a balance that works for them (e.g. personal commitments) and their employer.

4. **Development Opportunities** – For most Millennials, career progression is not becoming the next CEO of a multi-million dollar company. Millennials look for roles that maximize their satisfaction and their contribution rather than simply trying to climb the corporate ladder as fast as possible. Lateral movement and visibility into possible career moves emerge as strong needs for Millennials as they navigate their career lattice. Again, having ongoing and open career conversations that go far beyond the classic performance review discussion allows them to focus on career objectives and implement career development plans to achieve them.

5. **Defined Culture** – Do your employees know what your organization stands for? What's it like to work there? Because Millennials are inclined to work longer and harder, they prefer an organization with a strong culture. The last of the top five priorities—working relationships—is an important factor in attracting and retaining talent.

How well do the talent management practices in your organization align to the above factors? The more meaningfully your employment brand addresses the needs and objectives of high-potential Millennial talent, the more successful you will be in attracting, engaging, and retaining tomorrow's leaders.

[2] US Census Bureau—2015.
[3] Millennials: Coming of Age, Goldman Sachs 2015.
[4] Millennial Careers: 2020 Vision, ManpowerGroup.

> Since World War II the numbers of women in the labor force have continued to increase, but their participation in leadership positions has not kept pace. Hiring women is an important first step, but creating a gender-balanced talent pipeline is a more complex challenge that needs to be addressed.

Are You Getting Women in the Door, but Not on the Elevator?

by Rebekah Kowalski, Vice President, Sales Enablement & Solution Integration

I hear the question all the time: Why don't we have more women in leadership positions?

In 1950, the labor force participation rate of women in the US was around 34%. As of October 2014, that rate was almost 47%, and the US Department of Labor projects that by 2025 it will climb to 58.1% (compared with 68.8% for men). Clearly, women are getting in the door, but what happens then?

- Women account for about 20% of CEOs at S&P 500 companies, and the numbers are even worse for executive officers in Fortune 1,000 companies.

- In 2013, women held 4.6% of Fortune 1,000 CEO positions, 8.1% of the top earner positions, and 14.6% of executive officer positions.

- While 20% of Fortune 500 companies have 25% or more women executive officers, more than 25% have no women executive officers.

What's happening, and why?

A quick look inside organizations struggling with the issue of developing women leaders can be instructive. One of my clients had a world-class diversity program and a stated objective to grow women into leadership roles. Looking at their data, we discovered they were amazing at getting women in the door, but they were losing them within three to four years. Another client restructured the business only to find they had eliminated a huge chunk of the women who had been in their succession pipeline. Consider the client who had a lone outpost of female leadership—in a CHRO role—and no other women in operational or functional roles. In each case, my clients had transformation goals that would have benefited from diverse perspectives, but they were either

a. losing their female leaders or

b. not growing enough of them.

In the case of the client with the world-class diversity program, the organization missed two important connections. First, the traditional career progression pathways that had worked well for a male-dominated workforce did not appeal to women. Second, the relatively young female talent they were bringing in the door could not progress quickly; a bulge of late-career employees holding middle management positions was delaying timely advancement. Since the company did not have a rotation program, talented women felt they were stagnating, and left.

The client whose restructuring had swept so many women out of the leadership pipeline had not considered the wider impact of their reorganization plans. Companies that are truly committed to growing women into leadership roles take the time to count the cost of significant organizational changes. In addition to standard due diligence, they look at decisions through the lens of culture shifts they are trying to make—including diversity and inclusion.

And the client with that lone outpost of female leadership? The company struggles to attract talent, particularly women with STEM skills (science, technology, engineering, mathematics) and they are lagging in their transformation plan. Women within the organization are being sent a message: You cannot attain your full potential here. The attrition rate of women in their engineering division is also telling, since it is primarily those age 40-45, a time when many women need flexible working arrangements because they are primary caretakers. When faced with choosing between their family and a company that appears to undervalue their contributions, is it any surprise what decision many women are making?

How to get more women into leadership roles

The data is clear. Companies with women at the top perform better. In fact, companies with the most female officers have financial returns that are 34% better.[5] Most of the executives I talk to know this. They want those results, and they want to grow the pipeline of women in leadership. What they struggle with is taking the actions to get the outcome they want.

Companies that are successful in moving more women into leadership roles:

1. Determine the outcome they want and why they want it.

2. Communicate their intention—internally and externally. Visit the blog of Laszlo Bock, senior vice president of people operations at Google, for a great example!

3. Examine policies, language, and processes that—often unintentionally—tell women they are not welcome at the top.

4. Get inside of their data—compensation, career progression, demographics, for example—to identify potential roadblocks to women's advancement.

5. Analyze career pathways to determine where they may require unacceptable trade-offs for women… and fix them.

6. Understand their talent at the individual level—their dreams, aspirations, and perspectives.

7. Anticipate risk of organizational shifts on the desired outcome.

It may seem like a challenging "to-do" list, but since when has a worthwhile outcome been anything but hard work?

Author: Rebekah Kowalski, Vice President, Sales Enablement & Solution Integration, Right Management. [Are You Getting Women in the Door, but Not on the Elevator?](#) originally appeared on Right Management's Talent + Work blog October 8, 2014.

[5] Weishul K. (2004). "The Bottom Line on Women at the Top." Business-Week, January 25, 2004.

> Despite reaching "retirement age," Baby Boomers represent the fastest growing segment of the labor force. With talent at a premium, companies need to face age-related challenges head-on if they're to take advantage of the skills and experience that come with older employees.

Are You Reluctant to Strategically Address Your Aging Workforce?

by Steve Towers, Vice President, Principal Consultant

It will come as no surprise to hear that dramatic shifts are taking place in the labor force. To HR leaders, these changes present potential risks as well as opportunities. The extent to which business leaders are able to manage risks and capitalize on opportunities is dependent, at least in part, on having a proactive and deliberate response to their workforce strategy. Let's examine just a few of the issues at hand:

- According to the Bureau of Labor Statistics (BLS), the growth of the labor force over the next ten years will be affected significantly by the aging of the baby-boom generation

(those born between 1946 and 1964). In 2016, Baby Boomers are 52-70 years old. Those born in 1946 reached full retirement age (66) in 2012. This data suggests we are only starting to see the impact of this shift, and much more is on the way.

- Although many older individuals are at or approaching retirement eligibility, they represent the fastest growing segment of the labor force according to the BLS. Compared with other age groups, individuals 55 and older represented the greatest percentage increase in the labor force from 2002-2012, and they are also projected to have the highest increase through 2022.

- At the same time, we continue to experience a shortage of talent. According to a 2015 ManpowerGroup survey, 32% of employers in the US faced difficulty filling jobs in 2015. While this number has shown slight but steady improvement over the last four years, it is well above the low of 14% in 2010.

In the simplest terms, this data suggests that talent continues to be at a premium, and the fastest growing age group from which to tap into that talent continues to be the older workforce. The Society for Human Resource Management (SHRM) recently published research on this topic entitled, "Preparing for an Aging Workforce." Data from this research suggests that HR leaders and organizations have been slow to conduct their own strategic workforce planning assessment, and slow to proactively adopt new work models.

There are several possible reasons for this apparent reluctance to address the challenge more proactively:

1. **Complexity** – This is not a simple issue. Companies need to understand the values and priorities of the older workforce, and find new ways to attract, engage, and retain talent. Doing so is likely to require significant changes to work models. It can be challenging to determine where to begin, and how to effectively articulate the value proposition to other senior leaders.

2. **Misconceptions** – Unfortunately, negative stereotypes of older workers still persist. This can lead to misconceptions about the capabilities and potential contributions of the older workforce, and a lost opportunity for companies unable to move past this viewpoint quickly enough.

3. **Early days** – Not all companies feel the pinch yet, or at least not enough to see it as a crisis. As noted above, we are just beginning to experience the wave of retirement eligibility, but we have only seen the tip of the iceberg.

Leading during a time of talent shortages and dramatic shifts in workforce demographics presents a variety of daunting business challenges. Finding ways to proactively anticipate the impact of these shifts, and to effectively attract, engage, and retain the aging workforce will be an important part of the solution, and your company's competitive advantage.

Author: Steve Towers, Vice President, Principal Consultant, Right Management. Are You Reluctant to Strategically Address Your Aging Workforce? originally appeared on Right Management's Talent + Work blog February 3, 2016.

> In the Human Age, when companies increasingly recognize the importance of agility, learnability, and talent, the annual performance review is no longer the end all, be all it once was. Savvy employers realize today's employees require a more continuous, active approach to leadership—one that goes beyond an annual spreadsheet.

Good Riddance to the Annual Review. Hello to the Future of Performance Management

by Morten Hegdal, Senior Consultant, Talent Management

Accenture—one of the largest companies in the world—announced that it is abandoning annual performance reviews for its 330,000 employees because the process is "too heavy and too costly" and produces "not great" outcomes. Accenture joins a growing number of major corporations, estimated at six percent of the Fortune 500, in rejecting the traditional approach to performance management.

Accenture's decision was applauded by many organizations around the world. Right Management consultants routinely talk with company leaders frustrated by their current performance management processes and HR managers forced to defend flawed systems they don't believe in. The source of their discontent? They find annual reviews and forced rankings to be:

- Bureaucratic and time-consuming. The traditional approach tries to fit complex issues—individual career aspirations, challenges, and motivations—into one-size-fits-all boxes that make sense on a spreadsheet but have no bearing on improving employee engagement or performance.

- Confrontational rather than constructive. Instead of a fruitful dialogue, the annual review often turns into an argument between manager and employee on ranking and grading metrics. When participants feel the need to defend themselves in a review process and are worried about being ranked according to rigid criteria against their colleagues, it can be difficult to have a candid, give-and-take discussion about career aspirations, challenges, strengths, and opportunities.

- Dangerously out of touch. Businesses today need to be agile in leveraging talent to manage market challenges and opportunities. The world is simply moving too fast for companies to re-visit goals, strategy, and performance only once a year, particularly in our growing "on demand" culture. Performance management has to be continuous. Employees grow and evolve when managers provide relevant, timely feedback about specific tasks/behaviors as they occur.

- Source of unhealthy competition. Open and mutually-supportive relationships with colleagues are a hallmark of a healthy workplace. A ranking system that pits employees against their peers can be destructive to both individual morale and teamwork. It damages collaboration and limits knowledge sharing—two critical drivers of the creativity and innovation needed for business success today. Beyond these obvious flaws, it is the psychological assumption underlying the ranking/review system that may be the most detrimental—namely, that employees need to be controlled, measured, and rewarded in order to perform well. It assumes that individuals lack self-motivation and can only be

threatened or cajoled into doing the right thing. Unfortunately, that belief often becomes self-fulfilling. People who work in a culture governed by control and measurement will begin to shape their behaviors to succeed within those parameters. The structure fails precisely because it undermines personal ownership of performance.

Research shows the opposite to be true. Most people are intrinsically motivated and respond best to a workplace culture that provides:

- Autonomy – The freedom to decide their own career goals and paths. Companies need to abandon the binary choice of moving up or moving out. Lateral moves into specialty areas need to be valued and encouraged, as well.

- Mastery – The opportunity to learn new skills within a supportive environment that offers regular feedback and positive encouragement helps facilitate growth.

- Meaning – Insight into how their contributions align to the strategic goals of the business can foster a sense of personal empowerment and accountability in helping the organization succeed.

Autonomy, mastery, and meaning are not possible within a bureaucratic, fixed performance management system that ranks people against their colleagues and pushes them into boxes. Instead, organizations would do well to follow the lead of Accenture's CEO and say "we're done with that." The system you put in its place will depend on your organization's goals and talent strategies—there is no one-size-fits-all approach. We encourage clients to craft a framework that recognizes employee individuality, trains and encourages managers to have meaningful career conversations with their reports, and creates development paths that enable both the individual and the organization to succeed.

> Organizations regularly tell us that attracting younger workers and accelerating women's progress into leadership positions are two of their greatest people challenges. But typically what works for one group works for the other. Leaders that prioritize performance over presenteeism and enable people to have a healthy work-life balance will attract and retain the best talent—regardless of generation or gender.

Leader Development:
Solve for Women and Solve for X&Y
by Rebekah Kowalski, Vice President, Sales Enablement & Solution Integration

Mother always said the most worthwhile things are the hardest. So it is with solving the problem around attracting, retaining, and growing women leaders. If you do it right, you can create a triple return. Solve for women and you will also have a road map to solve the leadership development challenges you face with your Gen X and Gen Y employees.

Let's start by re-visiting what women want from their employers. According to research from Manpower and LinkedIn:

- 65% want flexible work options—but only 28% of companies provide them.

- 100% want a clear career path—but only 51% feel they have one.

- Equality of pay and opportunity.

- A one-size-fits-one approach to professional development.

And what do Gen X and Gen Y talent want? A 2014 study by Tammy Erickson Associates showed that:

- Over 40% cite workplace flexibility as the ideal work arrangement.

- Over 50% cite long-term career opportunity as critical to choosing a place to work.

- About 40% are looking for flexible career options—a one-size-fits-one approach.

I have had very intense conversations with clients who are wrestling with attraction, retention, and growth challenges in their Gen X and Y populations.

- In one instance, the organization had lost a number of key individuals due to lack of career flexibility. Digging further, I discovered that almost all had been men, and several of them had tried to conceal their involvement in kids' activities by fabricating social events with clients.

- Another client said he saw a number of X and Y talent—male and female—leave his organization because there wasn't a clear plan in place for their career progression. All the seats at the top- and mid-level were taken, and there was no movement.

- A clash in working styles caused concern at another organization. The top X and Y talent they'd invested in did not want to follow the regimented work schedule that had long been favored by partners at the top of the firm. Instead, these potential next-generation leaders were so intent on carving out more family time that they were willing to take pay cuts to achieve that flexibility.

Almost all of my clients face significant challenges related to a multi-generational workforce. At the same time, they are having trouble attracting, retaining, and growing women into leadership roles. I believe organizations have the opportunity to adapt working models and talent management practices in fundamental ways that will address the concerns of all these segments. Here are just a few of the "multi-genderational" ways that organizations can modify their talent practices, job structures, and workplace environments to show talented employees of all ages and genders that you hear their voices:

- Shift performance management to focus on task completion, not time spent

- Design career paths that broaden, rather than narrow, the options

- Provide world-class learning opportunities in all forms

- Embrace time shifting schedules with family-friendly flexibility

- Give them a choice, and control, over career paths

- Create a collaborative, team-based working environment

Think about the talent in your organization. What practices are you willing to look at differently to make sure they are fully engaged in their work and in the success of the organization?

> As more individuals take charge of their own career paths, it's important for companies to take an active role in facilitating their employee's professional development. This not only means maintaining an ongoing career dialogue, but also establishing a culture that allows employees to take on new challenges with the freedom to fail.

Are You Building a Culture of Career Development?

by Morten Hegdal, Senior Consultant, Talent Management

What are the key characteristics of a culture of career development?

1. It has structure and accountability. A career development culture has a defined talent management framework designed to facilitate an individual's career growth. It is not just a loose collection of resources. A career culture provides each employee with a structured way to align his or her career goals to current and future business needs, to the competencies valued by the organization, and to available opportunities. This requires:

- Clear career paths for advancement with the ability to move across the hierarchy horizontally, as well as upwardly, to achieve success.

- Growth opportunities for specialists who want to advance in their fields but not necessarily into leadership positions.

- Leveraging of talent assessment processes to identify existing workforce skills and helping individuals focus their career development.

- Processes to create connections between individuals' career aspirations and specific business needs.

- Leadership accountability in working with team members to achieve their career aspirations.

2. It creates win/win opportunities. The second component of a culture geared toward career development is a focus on creating career projects with win/win opportunities for the organization and the individual. Career projects have specific objectives and must be completed within a given time horizon. The skills acquired for the project should be well aligned to the needs of the organization while also enabling the individual to advance towards their long-term career goal(s). For example, let's say Frank is interested in becoming an expert at selling large, complex consulting solutions to organizations and wishes to increase his impact within the organization. His manager knows this, having had career conversations in which they discussed Frank's long-term goals and the skills needed to achieve them. So he tasks Frank with leading a team and creating a global framework that will enable the enterprise to be more successful in winning certain types of high-level consulting projects. Developing this capability will help Frank advance his skills by building a high level of expertise within that domain while helping the organization succeed in a key strategic area.

HR professionals and leaders need to learn how to identify those intersections where business objectives meet individual career aspirations in order to create win/ win opportunities for growth. Given an opportunity to take on more of these types of career projects, Frank is more likely to be engaged in his work, and his loyalty to the

organization will increase.

3. It understands that talent doesn't belong to a department or to an organization. To accomplish win-win growth projects, a couple of pieces need to be in place. The employee needs to have a fairly clear sense of the direction she wants to take her future career. Plus, the relationship between manager and employee needs to be trusting enough that the employee is comfortable revealing her aspirations, even if they lead outside the company. In a seeming paradox, to keep a valued employee longer, her manager may need to talk with her about where she sees herself working next.

   Let's say Susan wants to be the head of talent management in a larger organization. When a manager is open to discussing the skills she needs to get there, the discussion moves to a deeper, more meaningful level. "My manager is actually helping me build skills for the next step I will take outside this organization?" This is a foreign idea for many managers. Many don't even want to let a talented team member work outside their own department, much less outside the organization. This mindset needs to change to one in which leaders actively support career growth for the employee no matter where it leads. In fact, the first level of maturity in a career culture is allowing talent to move within the enterprise as needed for the benefit of the individual and the organization.

4. It goes bold and allows employees to fail. In a developmental culture, employees are given assignments that test their strengths and skills. They are allowed to fail and to learn from that experience without retribution. This is particularly critical for high potential talent who need stretch assignments to drive their learning. If the organization wants to be agile, then employees need to take on challenges and learn to adapt quickly. Cycling people through different functions and roles at a fairly rapid pace and exposing them to a variety of challenges will accelerate their growth and flexibility. This approach involves risk, and some leaders may fail, but the hallmark of an agile organization is to make quick adjustments and address the challenge in a new way. Paradoxically, it is often easier to succeed if you know it is okay to fail. A culture in which vulnerability is accepted, and encouraging employees to ask for support and guidance, is a sign of maturity, not weakness. It is a culture that enables people to perform to a level that may even

surprise them.

One of the engines of a career development culture is the "career conversation." This ongoing dialogue between manager and direct report is characterized by an open exchange of ideas about the employee's career aspirations and creating win-win developmental scenarios for the individual and the organization.

Author: Morten Hegdal, Senior Consultant, Talent Management, Right Management. Are You Building a Culture of Career Development? originally appeared on Right Management's Talent + Work blog January 13, 2016.

Future
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Individual
Choice

How Employees are Taking Their Careers Into Their Own Hands—And Why Employers Should Help Them

Consumerization is on the rise. Customers and employees alike are exercising greater choice of where and how they work and live. Employers also need to change if they hope to attract, retain, and engage the best talent in the Human Age.

Old models of a lifelong employer-employee relationship must give way to newer, more fluid models geared towards mutual benefit instead of long-term loyalty.

The "Job for Life" may be a thing of the past, but companies and individuals still benefit greatly when they invest time and resources in cultivating talent and developing in-demand skills. New ways of working and engaging with employees to facilitate career growth means employers will generate more productivity, higher retention rates, and make themselves more appealing to ambitious talent inside and outside the organization.

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Individual Choice
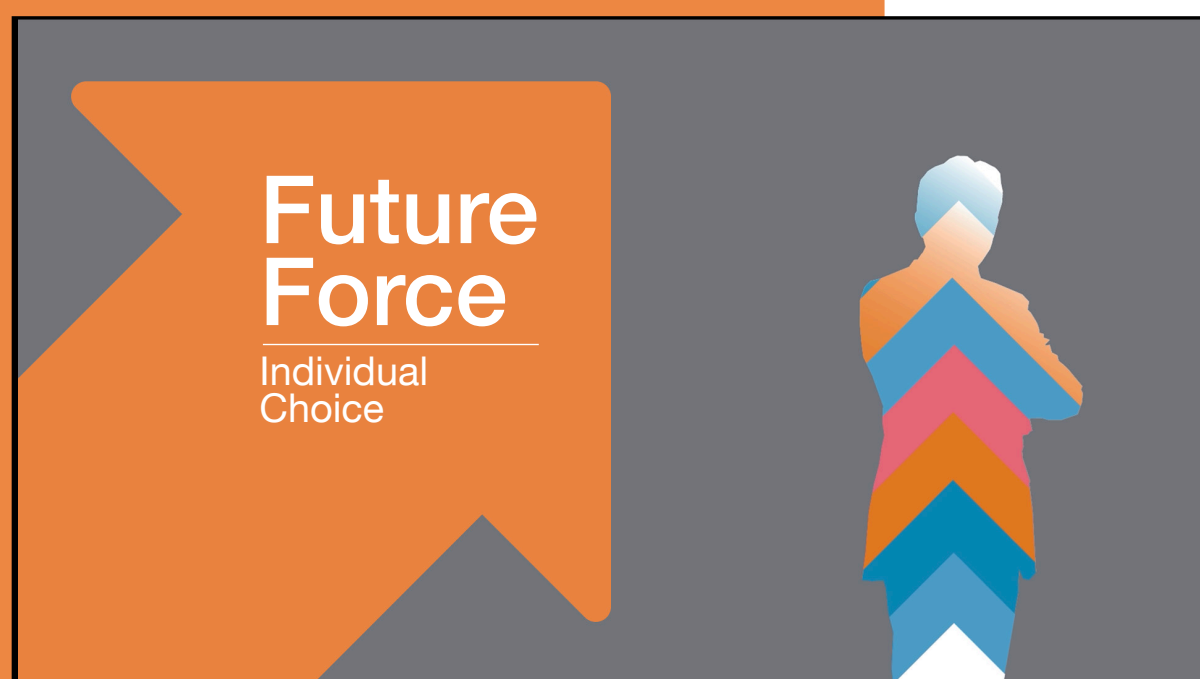
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As companies shift from the role of "job provider" to "career enabler," new opportunities become apparent— as do new challenges. Different generations may seem to respond differently to this changing landscape, but retooling old practices can benefit all employees.

The Death of the Career Ladder

by Nicola Deas, Practice Leader

In recent years, the traditional path of linear career progression has been disrupted. Instead, career development has become much more of a personal journey governed by individual learning and development goals as opposed to conventional views of what success looks like.

A large part of this change has been attributed to Millennials joining the workforce, but technology and an increasingly diverse workforce have also been major factors. These have come together to shift the perception of employment from a "Job for Life" model towards a "career for me."

Employees are beginning to accept, and indeed expect, several shifts in their roles and skill sets throughout their careers. In fact, a survey that we conducted at Right Management revealed that 47 percent of respondents expected to work at two to five companies during their careers. Another 20 percent estimated six to nine organizations would be more accurate.

In the current workplace, individuals with valuable skills are rejecting traditional corporate pathways in favor of managing their own careers on their own terms. In other words, priorities are changing. Where once an employee might have felt compelled to stay at an organization from entry-level to senior position, essentially climbing the "career ladder," now such employment choices are made concerning an organization's wider brand and interests, as well as options for progression, not just vertically but laterally. The career paths of today's youth will look vastly different to those of their grandparents.

Many generations are 'lost' without a ladder to follow

Older generations are suffering in this new career framework. The "sandwich generation," otherwise known as Generation X, are finding themselves overlooked largely because they are more used to a rung-by-rung approach to career development. This generation has been in limbo since the recession, on wages that haven't really moved while also dealing with soaring house prices. Bloomberg reported in 2015 that almost 40 percent of Generation X "don't at all feel financially secure." Having to adapt to a new, more agile way of managing their careers does nothing to alleviate this stress.

Older generations can be forgiven for taking a while to adapt to this new model. Though the workplace is significantly trending towards a "career lattice" approach, the language and processes used by employers are also taking a while to catch up. It can be difficult for employees in established organizations to effectively implement this wider career strategy—still bound as they are within the rigid frameworks of performance reviews and a lack of widespread training or encouragement from management.

While modern, smaller companies are very good at moving beyond the career ladder model, they seem best at it with younger, more agile, and resilient employees. Older workers largely find it harder to adapt to what we call the socialization, virtualization, and dispersion of the

workplace. In other words, businesses now have more ways than ever to manage how, when, and where work gets done. This has resulted in flatter organizational structures, an increase in flexible working hours, and openness to employees being based away from conventional offices. While Millennials, being digital natives, have adapted to this style of working effortlessly, Gen Xers and Baby Boomers are having more trouble shifting their attitudes.

Career conversations need to be modernized

Employers need to ensure there is equality in their approach to the multi-generational workforce and must help older employees to feel confident and comfortable with discarding the career ladder. This means that when it comes to career development, responsibility lies with both the employer and the employee to make a real change. Organizations should be willing, prepared, and structured to prioritize career development for employees, and not just the ones who feel most comfortable asking for it.

That said, this cannot be done using the old model tools. Performance reviews and appraisals have rightfully come under scrutiny in recent months with some larger organizations—such as Accenture, Adobe, Deloitte, and Microsoft—dispensing of annual reviews altogether. Though regular feedback is vital to employee development, the format of such rigid sessions can restrict the conversation. What employers need to do is to integrate this new career model more fully into their processes. For instance, when having career conversations with employees, managers tend to focus on the most direct and recent results of their efforts.

Although talking around measurable outcomes is vital to delivering productive feedback, focusing on this alone misses out on a lot of the story. Rather than looking at how their performance is measuring up against set metrics, whether targets are being hit, and how well the candidate is fulfilling the job as stated in the company's description, employers should be having conversations that extend beyond the scope of an employee's current role. After all, employees might be underperforming in some areas because their enthusiasms have shifted, or a new role is not what they expected.

Having courageous conversations that go beyond basic measurement is key, especially in terms of discovering important facts about their team and their ambitions for both now and the

future. In particular, managers need to shift from the old corporate culture that emphasizes seniority and the amount of time-served to one that aligns better with employees' near-term development goals. If not, organizations will find it difficult to attract and retain talent going forward.

Strictly linear appraisals may not be as well suited to modern purposes, but they can be extremely productive if viewed as opportunities to provide "career coaching," considering an employee's whole circumstances and not just the present point in time.

Lateral moves must be considered

Not all employees are interested in a promotion. Some may prefer a move sideways to another function or a role that's completely different altogether. It might even be that they have ambitions to develop a particular skill that's not directly relevant to their current job but which the company may value. Many line managers avoid discussing the possibility of career options outside of their own silo or team, usually because they don't want their employees to feel as if they are being ousted or due to the pressures of replacing and retraining new staff. Line managers should structure these conversations with the goal of understanding the direction employees wish to move in while always taking into account how this can support the organization's overall goals.

Modern businesses like Facebook have already adopted employment strategies that rotate employees through different roles across different departments within the business. This ensures that the organization benefits from the creative ideas that often come from unexpected pairings. It also gives employees a chance to experience working in different areas of the business, picking up new skills as they go. Finally, and perhaps one of the most important benefits, is that it gives high potential talent the opportunity to find its niche.

Organizations should be career-enablers

Just as older generations must adapt to a more agile, and often uncertain, approach to their careers, employers must fully implement more creative, agile, and adaptable strategies to remain competitive and ensure a long business life. Organizations that recognize the need to think differently will have an edge in helping their staff achieve their career paths, however

circuitous these may be.

It's critical for organizations to recognize the new "career for me" reality and make the shift from being job-providers to career-enablers. It's time to abandon the hierarchical and paternalistic people management structures of the past and redefine the relationship with employees, from all generations and backgrounds, as a mutually beneficial partnership, while building a culture that encourages personal and professional growth. If businesses fail to take action or talk to their employees about the opportunities that lie ahead, they will quickly find many skilled employees turning on their heels and looking for opportunities elsewhere. In the Human Age, a career is an ongoing journey to develop new capabilities and experience. If companies aren't nurturing their talent, they can't expect to reap the rewards of long and healthy employee relationships.

Author: Nicola Deas, Practice Leader, Right Management, UK & Ireland. The Death of the Career Ladder first appeared on Right Management's Talent + Work blog December 9, 2015.

> In today's rapidly-changing business landscape, even the largest corporation can be threatened by a previously unknown small business or start-up. To keep pace, the employee-employer relationship needs to evolve away from the old model of long-term loyalty, and more towards a mutually beneficial relationship.

Why Companies Need to Re-think Their Approach to Careers

by Stacey Force, Vice President, Global Marketing

I am a Generation Xer who worked in the telecommunications industry as it was going through massive shifts, consolidation, and growth. In fact, in a span of just under three years, I had seven bosses and nine different roles—all while sitting at the same desk and working with virtually the same group of people.

Amidst all this transition, I recognized that I had the unique opportunity to broadly sample most of the marketing disciplines in my organization, from event marketing to managing collateral,

from advertising to channel marketing.

Eventually, it seemed like a good idea to find an organization that was going through less transition. As I prepared my resume and shared it with my father, he advised me that unless I had seven or more years with a single organization, I looked like a "job hopper."

Fast forward 14 years and five companies later, including a stint of self-employment. When I interviewed for my current role, it was my diversity of experience and ability to apply my broad skill set to multiple industries and a wide variety of roles that made me an appealing candidate. Post industrial revolution, companies succeed by creating a sustained competitive advantage. They understood what they had to do to be successful in the market, and created development paths to give employees the training and experience needed to be successful in their roles and in the organization. Companies were like trusted families, and employees responded by giving up their autonomy for a sense of security. In return, they were rewarded financially all the way through retirement.

Then the market became more dynamic and less predictable due to the increased use of technology, and product life cycles began to shrink. Costs were increasing and companies were often forced to hire people for specific, new skills to keep pace with market changes. In this environment, employees began to be treated as costs, and as a result, companies stripped the rich benefits, training, and even pensions from their employment packages. Individuals began to cycle through jobs at a more rapid pace, and the sense of loyalty and trust that had once existed became much more tenuous and strained.

It was into this dynamic work environment that many Gen Xers began to rise in the ranks—we heard stories of the largess that companies lavished on their employees, but were always just a little too late to take advantage of the training, thoughtful mentoring, and the expectations of the "work for life" environment. Once again, I turned to my father (unable to identify internal mentors, I often relied on him for advice and counsel as I navigated my career).

Today, markets are even more dynamic and less predictable. Organizations struggle to achieve and retain transient competitive value knowing that they could be replaced by an internet start-up out of a garage. Individuals with in-demand skills are sought after by employers

while workers with lower specialization tend to be ever more interchangeable. In-demand employees have recognized the need to seek out opportunities to expand their portfolios—and they've been forced to do it on their own—by leveraging online resources for development and pursuing opportunities for growth, often by moving from company to company.

What used to be viewed as job hopping in my father's day is now an indication, when done in a purposeful way, that the individual has taken charge of his or her own career. The shift from "career for life" to "career for me" has been empowered by access to online resources and given urgency by the lack of opportunities for formal training and learning in many organizations. With few exceptions, individuals with in-demand skills embrace the "career for me" mindset, and it is causing a market disruption unlike any we've seen to date.

Organizations need to recognize this as a wake-up call to redefine their role in helping individuals build their careers. Employees shouldn't have to leave to gain the experiences they need for career growth; instead, organizations should enable individuals to move laterally to add capabilities. While companies can no longer control careers, they need to play a significant role in enabling individual careers if they hope to retain the talent they need for success in the future.

Author: Stacey Force, Vice President, Global Marketing, Right Management. Why Companies Need to Re-think Their Approach to Careers originally appeared on Right Management's Talent + Work blog August 19, 2015.

> Engaged employees drive your company's innovation and success. But employees aren't engaged by jobs—they're engaged by careers.

Careers Matter: How Lack of Career Development May Be Hurting Your Company

by Bram Lowsky, Group Executive Vice President—Americas

The numbers are in and they're not good.

Employee engagement in U.S. companies continues to stagnate, coming in at 31.9% in June 2015. That means roughly 70% of the employees in any given organization would rather be somewhere else and doing something else.

This finding has staggering implications. Research shows a powerful link between employee engagement and critical business success factors, including productivity, profitability, customer loyalty, brand strength, and employee retention. Engaged employees are the engine driving

your innovation and growth, and when they're outnumbered three to one, that's a problem.

If you lead a company, your hair should be on fire with this news. Maybe it is, but your concern is tempered by frustration: You can probably point to a whiteboard's worth of programs your HR people have tried in the past that failed to move the needle.

The thing is, companies can't seem to get employee engagement right despite the time and money invested in surveys and flavor-of-the-month motivational tools and programs. And that's the crux of the problem. Sustainable improvement is impossible at the programmatic level; it requires a fundamental shift in the employer-employee relationship and a conscious focus on promoting careers within the organization.

That's the focus of Right Management's white paper: *Fulfilling Careers Instead of Filling Jobs: How Successful Companies are Winning the Competition for Talent in the Human Age.*

The paper discusses the critical role that career development plays in employee engagement. In fact, research shows that organizations providing career development opportunities are six times more likely to engage their employees than organizations that fail to do so.

Trouble is, embedding career development in your culture sounds like a monumental, big-ticket undertaking, doesn't it? One that might slow you down before it speeds you up. It doesn't have to.

In my experience, meaningful gains can be made in a modular process over time. In fact, the white paper lists more than ten things you can do now to begin integrating career development into your hiring strategies, people management practices, and learning opportunities. We've helped companies large and small take that first step, using a customized blueprint for action that delivers results without sucking up all their internal bandwidth.

The point is, you need to take action—meaningful action—now. Downloading our white paper is a good place to start.

> When companies encourage their employees to do volunteer work, not only is it good for the community, but it can also serve as a low-to-zero cost means for them to expand their skill sets, leadership, and engagement.

Volunteering—Good for the Soul and Good for the Organization

by Colleen Neil-Dal Bello, Vice President, Career Management

In this fast-paced world of competing priorities, looming deadlines, and an Outlook calendar bursting at the seams, it is not surprising that a manager's first reaction to an employee's volunteer commitment is "panic." However, as the old adage advises, "If you want something done—give it to a busy person."

So why should organizations support the outside interests and volunteer positions of their employees? Do the benefits outweigh the potential drawbacks?

If you could provide one of your employees a chance to develop a new skill, take on a stretch assignment, or blossom under the guidance of a mentor, would you consider it? What if there

was no cost to the organization? And what if the stretch assignment culminated in the employee adding project management, stakeholder relations, and planning capabilities to their tool kit?

Employee engagement surveys consistently show that high employee engagement can be directly tied to a manager's interest in an employee's career. In many organizations, the opportunity for stretch assignments, secondments, and professional development are limited. Budgets and calendars do not always afford the employee a chance to explore something new or expand their skill set.

Volunteering can provide an alternative pathway unrestricted by budgets or employee workload

As a people leader, you want to not only learn about an employee's community involvement, but to understand the knowledge and expertise they are using to be successful in those roles. Encourage your employees to be proactive in considering volunteer roles that add a skill or competency to their tool kit. They can use it as an opportunity to "try" something new, perhaps a role they want to contemplate as a next step within your organization. It's helpful for HR leaders to coach managers on how to explore this dialogue in their career development conversations.

Many companies use the concept of volunteering as a group to give back to the community while creating synergy on the team. It might involve a one-day event similar to Habitat for Humanity where working together to install a door has a direct benefit to the new home owner while also forging new relationships across the company by volunteers from different departments and functions.

Volunteering is a great way for charities and not-for-profit organizations to benefit from the time, energy, and passion of employees. And your company, in turn, can gain from the new experiences and skill sets developed by the team without incurring the time and cost of additional training.

Author: Colleen Neil-Dal Bello, Vice President, Career Management, Right Management, Canada. Volunteering—Good for the Soul and Good for the Organization originally appeared on Right Management's Talent + Work blog December 2, 2015.

> If your current employees are unhappy, then word will most definitely spread to prospective hires. One of the most effective ways to retain existing—and attract new—talent is to commit to supporting career development throughout your organization.

Are You an Employer of Choice? Consider This Talent Management Strategy
by Sarah Hernon, Principal Consultant

As someone who supports senior talent looking for their next career move, I hear it all the time. "In my last job, there was a lack of career progression," or "My line manager was always too busy to talk about career opportunities," or—the real killer—"If I had known about existing opportunities, I might have stayed, but they were never shared with me."

Not surprisingly, individuals are very willing to tell you what was missing or frustrating at their last company and, more often than not, this links to the lack of importance placed on career conversations.

Talent has become the most important competitive differentiator for organizations today. Your brand as an employer is formed by "reference stories," and it can have a massive impact on your ability to attract and retain talent. As Amazon founder Jeff Bezos says, your brand is "what people say about you when you're not in the room." In the same way, a bad customer experience is said to reach twice as many ears as a good one. The news of a bad employer experience travels fast.

What "reference stories" are employees in your organization sharing? Perhaps with talented individuals you're hoping to attract?

Today, the most in-demand employer brands recognize the importance of career development and mobility. Research tells us that career mobility is critically important to employees. In fact, the two main reasons people leave organizations are lack of development opportunities and poor line managers.

And when you combine the two, the risk of a talent exodus increases exponentially! That makes it worth examining how well your organization fares in this regard. For example:

- Does your organization have a reputation for supporting and promoting careers?

- Do your line managers have the required skills to have meaningful career conversations with their direct reports?

- Are you losing talent to the competition as a result of lack of emphasis on career development?

If the answers are less than optimal, the answer lies in creating a culture that encourages career management. While meaningful work connects employees to an organization and its success, it is not enough. To foster deeper engagement and productivity, that work has to be embedded in a culture that invests in employees' careers, enables informed career decisions, and demands individual accountability for career growth. In fact, 82% of employees in a recent research study said they would be more engaged if their manager held career conversations with them.

This requires organizations to actively facilitate a learning journey designed to help

employees develop new capabilities and knowledge while providing longer term career growth opportunities. The good news is that 89% of employees believe they need to be responsible for their own career—which means, they see themselves as partners on the career development journey and will put the opportunities you provide to good use. That could mean moving upwards for more interesting work and greater responsibilities, or crossing organizational boundaries into new experiences and roles.

It's critical to encourage managerial acceptance of the need for career development and help them build the skills to engage employees in career conversations. When managers are prepared and enthusiastic about playing an active role in career development, they put the organization in the best position to attract and retain high-value talent with in-demand skill sets for critical jobs.

> Employees are most productive when they feel happy and supported. By fostering a culture built on engagement, innovation, and fun you can attract, keep, and motivate your talent.

Work as Holiday: Five Ways to Boost Employee Career Engagement

by Mohammad Kashif, Marketing Executive

For many of us, a career provides a source of financial stability, and we need to get away occasionally to relax and enjoy a holiday with family and friends, or even alone. But is there a way that companies can make time at work as enjoyable as being on holiday? Is it possible to create a workplace that is so engaging that people aren't working from weekend to weekend and actually look forward to Monday morning? Sound impossible? Read on.

It is no secret that an engaged workforce contributes to higher financial returns. Studies have shown that companies with high employee engagement have seen a yearly positive change in

operating income of over 15%, compared to companies with low employee engagement where the change is -30%.

What is really interesting is that managers account for 70% of variance in employee engagement scores! So, if you are a manager, here are some strategies and tactics for creating an engaging, career-oriented workplace. If you aren't a manager, consider sending this article to your boss!

1. **Work as a reward** – Nothing compares to the feeling of success. When organizations directly link organizational achievements to individual efforts, employees will perceive work as a source of joy. This requires several things. You have to hire and cultivate passionate, dedicated people, and you have to set clear goals and performance management metrics for evaluation. When employees are held accountable for results and rewarded for their achievements, engagement levels rise.

2. **Humanize your approach** – Managers have to build genuine relationships with their staff, recognizing their dreams, fears, hopes, passions, and other emotions. "Put yourself in their shoes" is a cliché, but employees love managers who demonstrate empathy and provide help and encouragement when needed. Motivation also rises when employees realize their work serves a larger purpose. However, it is not enough to simply remind them of the vision statement. Instead, share stories about real people whose lives were improved because of your company's services or products; that will touch employees' hearts and help them realize their work is needed.

3. **Grow together** – While organizations rely on their workforce to grow, people also aspire to grow and develop their own careers. In fact, two thirds of individual performance drivers are tied to career conversations. To create a dedicated team of employees, organizations have to ensure that a proper career plan is developed for each individual. People are far more likely to be engaged at their work when they know how they can potentially grow within the company. Moreover, it was found that building on employees' strengths is much more effective than focusing on fixing weaknesses. People who use their strengths every day are six times more likely to be engaged on the job.

4. **Teaming** – In today's business world, you can hardly find an activity which is done solely by one person. A huge portion of our daily work is about dealing with colleagues. In fact, interactions with colleagues are among the top factors that affect our job satisfaction. It is very important for organizations to establish and support formal, informal, digital, and physical communication channels to facilitate cross-level and cross-departmental conversations. Having these conversations can foster common goals and align tactics. By emphasizing shared goals and transparent communications across multiple channels, managers can help employees become truly and happily engaged in today's collaborative work environment.

5. **Culture** – It would be unfair to write this post without mentioning the importance of corporate culture. How can you expect a workforce to be focused and motivated if their environment is toxic, hostile, discouraging, or a combination of all? Creating a people-oriented culture that incorporates humanistic values such as respect, trust, diversity, and—yes—fun, is the foundation that enables all of the strategies listed above to flourish. Such a culture encourages innovation, guarantees safety of experimentation, and reflects corporate values in daily actions. Knowledge sharing is the norm, and employees can always find a helping hand when needed. Creating such a culture is not easy, but doing so is a critical step in getting your staff as enthusiastic about their careers as they are about their holidays.

Author: Mohammad Kashif, Marketing Executive, ManpowerGroup Solutions. Work as Holiday: Five Ways to Boost Employee Career Engagement originally appeared on Right Management's Talent + Work blog July 27, 2016.

Future
Force

Client/Customer
Sophistication

How Information Drives Performance Assessment and Talent Development

With talent being a company's greatest asset, and a growing focus on nurturing high-potential employees, it's easy to get overwhelmed by the challenges of identifying the right talent at the right time. Old models of identifying potential, such as likability and time on the job are still over-utilized—particularly in the hiring and interview processes.

Fortunately, the proliferation of technology, along with businesses' growing ability to leverage big-data, offers some clear solutions. By making greater use of HR analytics and intelligence testing and digital performance scorecards, employers can transition to models that will more effectively assess for and nurture high-potential talent. This sort of scientific, data-driven approach to assessment can effectively bypass potentially misleading qualities such as charisma or cultural bias, and cut directly to much more valuable insights such as adaptability and intellectual curiosity.

Future Force
Client/Customer Sophistication

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> When gaging employee performance, face-value and first impressions can sometimes be misleading. High charisma can be mistaken for high potential, and strong interpersonal skills may conceal other shortcomings.

Developing a High Potential Talent Pipeline? Don't Be Blinded by Likability

by Michael P. Bleadorn, Ph.D., Vice President & North America Practice Lead, Talent Management Consulting

I have been fascinated by the growing use of baseball analytics and how players are evaluated in the new paradigm and science of baseball. This is most evident in how teams are progressing players through the minor leagues quickly, and how effectively this young "high potential" talent is performing at the major league level. The parallels to businesses outside of professional baseball are intriguing. The science of assessing high potentials has grown considerably in the past decade, but a key part of that evaluation must be performance—and what we're learning from baseball metrics can be helpful.

Accelerating high potential talent is a desire voiced by almost all Right Management clients. The changing generational dynamics, the rise of more independents, and the entrepreneurial spirit of GenXers and Millennials are creating a pain point of considerable acuity for companies. The business need to build an internal talent pipeline has never been more urgent than it is today. The question then becomes: In whom are you going to invest?

Back in the day, candidates were generally chosen based on performance and, often, favoritism. But, the pendulum has swung the other way, and today the emphasis is overly focused on potential and not enough on performance. As one executive said to me, "How do we know who we want to assess and develop? We can't afford any mistakes." The answer is to move towards a balanced evaluation that incorporates relevant performance criteria.

In the race to complete succession planning charts, fill talent pipelines, and populate high potential (HiPo) programs, many organizations have forgotten about performance and are nominating people based on "likability." Sure, we all want future leaders who are likable, but is that a priority selection criteria? It is even more pronounced when new talent to the organization (less than two years on board) is nominated into HiPo programs. In those instances, companies too often base nominations on likability, first impressions, and short term results and observations. They have not yet seen how the person performs under duress or viewed leadership or project performance with a lens to future sustainability. A wise CHRO once said to me, the toughest areas to gauge new talent and potential are in sales and in marketing. In those fields, likability is in the forefront, and often, promotions or nominations to high potential programs happen before the mettle has been tested.

Here are some key areas to focus on when evaluating performance as criteria for high potential nomination. An underlying theme to all is business acumen, which is best judged through monitoring performance. Does the person:

- Meet deadlines and provide timely and quality work products? Oftentimes, "likable" HiPos spend excessive time in relationship management and find it difficult to deliver the goods on time. Missing deadlines should be a cause for concern.

- Estimate time and materials accurately, engage resources and coordinate activities

efficiently, and live within the budget? Does the person dig in and do good research in order to scope and deliver on budget? Or, is there a history of "surprises" that throw projects off kilter and behind the curve? If so, make sure you have good evidence to be sure this is not a pattern of behavior covered up by good interpersonal skills.

• Take responsibility for their mistakes or try to deflect the blame to others? Likable HiPos have a unique knack of being Teflon. They may have had a bad miss on a project, but their interpersonal skills and the desire of organizational sponsors to keep promoting their good aspects override the objective data. While they may not throw people under the bus, do they own up to their part of the miss?

Developing high potential talent is an essential element to succeeding in today's business environment. That starts with nominating the right people and not being blinded by the aura of the new "golden" employee who has yet to be tested and proven as a solid performer over a two-year period. Balancing the scorecard to make sure the performance element is incorporated into your nomination process can help you select optimal candidates and avoid likable, but costly, mistakes.

Author: Michael P. Bleadorn, Ph.D., Vice President & North America Practice Lead, Talent Management Consulting, Right Management. Developing a High Potential Talent Pipeline? Don't Be Blinded by Likeability originally appeared on Right Management's Talent + Work blog October 28, 2015.

> Integrating evidence-based talent assessment methodologies into leadership development programs can help you predict which individuals are likely to be successful, and how to guide their growth as leaders.

Assessment of Future Leader Performance: Time to Trust Science

by Thomas Henriksen, Director of Talent Assessment Solutions EMEA

The rise of talent as the critical determinant of business performance has been well-documented. ManpowerGroup coined the term Human Age 2.0 several years ago to serve as shorthand for the global forces today—demographics, technology, career-for-me employees, and consumerism—that are heating up the global competition for talent, particularly in leadership positions.

Selfishly, I'm quite happy about this. It may be the golden moment that enables Talent

Assessment, our passion, and our business to take their places among even broader groups of clients and HR departments, aiding them in their quest to remain relevant as business enablers. When evidence-based insights support decision making about who to choose as leaders, who to hire/promote, and how to accelerate their leadership, organizations and individuals alike are better off.

In our knowledge-intensive and digitalized era, success in the workplace results from behaviors. Observable, testable, predictable behaviors. On-the-job performance has nothing to do with appearance, trainable skills, or history of employment—the coin of the realm in most job interviews. Rather, it is behavioral patterns like intellectual curiosity and adaptability, and talent-focused skills like being collaborative, steadfast, and courageous, that align to and are predictive of high performance in leadership roles.

How can we be so sure? Science tells us. The research-based assessment instruments we use with leaders at Right Management exhibit a 0.65 correlation coefficient with high performance in leadership roles. If you recall your college statistics, that suggests a strong relationship between certain behaviors and subsequent leader effectiveness. In contrast, the typical unstructured candidate interview has been shown to demonstrate only about 0.35 validity for predicting job performance.

We are taught to believe in the natural sciences as accurate and trustworthy. Maybe it's time we realize that organizational psychology has advanced and can be trusted—even more than other techniques we continue to rely on, perhaps erroneously.

We can go one step further and convert the .65 correlation coefficient of our assessment methodologies into a value that's even easier to appreciate: More than 40% of what makes Candidate A more effective as a leader than Candidate B relates directly to the explanatory power of the tools used to predict leadership behavior. That is why we have begun talking about an organization's need to identify and accelerate those who are most likely to lead. In our leadership model, these predictive markers are known as "enablers" and "capabilities"—a small group of critical behaviors and capabilities that our research tells us form the foundation of effective leadership.

In addition to helping businesses predict who will be successful, assessment methodologies have great value in career management. Results can be used to create awareness in employees about their weaknesses as well as their strengths, and identify areas for improvement. We often use assessment tools to help leaders understand their natural deficiencies—no one is perfect, after all—and we work with them to develop compensating strategies to overcome gaps.

By using objective, standardized assessment processes to guide decisions around selecting, training, enabling, and promoting talent, your organization will be in a better position to:

- Find individuals with the "right stuff" to quickly master the job requirements two levels higher than their current position—the definition of high potentials—and funnel them into accelerated leadership development programs.

- Identify a core team of individuals who exhibit the leadership styles and skills associated with success, and will drive a culture that mirrors their own values.

- Build a diverse gender/ethnic/education/age-neutral organization united by a shared commitment to performance excellence, because subjective decision-making in promotion and selection processes has been eliminated, and biases that reinforce discrimination no longer have a place.

The ROI from assessments is found in the end result of the process: On-the-job leadership performance. Assessments exist solely to support decision making, to uncover behavioral data that will help you identify the likeliest leaders, and to show you how to enhance their development. Given the critical importance of building a first-rate workforce today—and the significant money, time, and resources you invest in talent management—that is value added indeed.

Future Force
Technological Revolution

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Why an Increasingly High-Tech World Enables— and Requires—a High-Touch Approach

Technology can be disruptive, but it's not necessarily destructive. To succeed in the Human Age, we must adapt to new ways of thinking and working. Organizations are increasingly finding the traditional approaches to leadership development and talent management don't make the cut in today's world of work.

Even as employee needs and expectations evolve—driven largely by the mounting influence of Millennials—smart technologies and automation continue to gain traction in all aspects of business. While these new efficiencies are often perceived as threatening to traditional ways of work, they may actually be opening doors to new opportunities, allowing for greater productivity and creativity.

Astute companies are proactively embracing these changes and planning for the future, and the results are win-win for employers and employees alike.

The concept of leadership is indisputably important, but what leadership actually means—and how organizations can best cultivate it—is rapidly changing. As the needs of employers and employees evolve, many organizations are paying a high price for clinging to outdated leadership models.

Lessons from The Martian: Why Leadership Development Needs to Evolve

by Shirley M. Mayton, Ph.D., SPHR, SHRM-SCP, Managing Consultant

Have you seen the film *The Martian* starring Matt Damon? I have, and it's a nail-biter. While watching, all I could think about was leadership—an occupational hazard, I'll admit—and how it was played out for better or worse by the characters. Each encountered impossible and inconceivable obstacles, and how they chose to rise to the challenge disclosed both their internal character traits and constitution for leadership.

This film raised a question for me. How often do leaders in our organizations face seemingly impossible problems? And, more importantly, how will leadership evolve in the 21st century to

meet these extraordinary challenges?

This reminded me of a client—a global pharmaceutical company—that was struggling with this issue. Although the organization had a long-term commitment to leader development, the leader competency model and leadership development program they were using had failed to deliver desired results. Leaders coming through the program felt it did not meet their needs. In addition, program metrics, such as promotion rates and performance scores, were declining. Ongoing reorganization, divestiture, acquisition, changing employee demographics, and other real-time business challenges were derailing the organization's good efforts and sizable investment in developing future leaders.

What about you? Is your organization prepared to meet the challenges of the future with an evolved and enhanced leadership perspective, or are you using the "same old, same old" mindset and competency model?

The leadership ecosystem continues to evolve

You may be thinking that leadership skills and capabilities are evergreen, regardless of context and circumstance. What's to evolve? Let me share my perspective. What constitutes effective leadership has evolved drastically over the last 100 years and continues to do so as the nature of work, employee demographics, and economic contexts change. In research conducted by Right Management, we've documented epic shifts in how our client organizations and their employees approach work. Organizations are demanding more from employees as macro pressures, such as increased competition, economic pressure, and complexity drive work necessities. At the same time, employees are demanding more as talent shortages increase their ability to dictate the terms of their employment. In fact, in a survey conducted by Right Management, the changing relationship between employer and employee was rated as the trend having the greatest impact on organizations in 2016.

How is your organization doing in the midst of this leadership evolution?

A surprising finding emerged from Right Management's upcoming research with global organizations and business academicians. Organizations are not doing well with this leadership "evolution"—specifically, they are challenged to anticipate the "next" iteration of effective

leadership and its effect on employees and organizations. Most alarming is that organizational leaders feel they are losing ground due to the inability to envision forward leadership and are falling back on outdated leadership models and methods.

21st Century leader effectiveness—this time it is different!

Let's look at how the changing world of work is impacting organizations:

- Rise of the portfolio employee. How do you engage employees whose goal is to build a portfolio career and will change organizational loyalties as needed to advance their skills and experience? Who may even work for multiple organizations simultaneously? How do leaders drive engagement in this transitory environment?

- Teams are more sustainable than organizations. As teams—particularly virtual teams— become a focal operating unit within the flux of organizational restructuring, how can leaders best manage team dynamics, cohesion, and continuity, as the organization constantly evolves around them?

- Transforming and maintaining workplace culture as a key element for engagement. As it becomes apparent that workplace culture is the "X Factor" for employee engagement and productivity, how can leaders impact this intangible force? How does a leader shape a culture that fosters agility, transversal cooperation, and passion for success?

Quite a list of leadership challenges, and this list is not exhaustive by any means. Along with the shadow of certain uncertainty, your leaders may also be stressed by:

- Working around talent shortages and talent skills mismatch

- Integrating relentless technology innovations

- Prioritizing in the face of information overabundance

- Dealing with chronically low levels of employee engagement

- Managing in a multi-generational workforce

- Handling increased complexity

- Managing paradox and contradiction

Traditional models just won't work anymore

Addressing these challenges requires a change—an evolution in what constitutes effective leadership.

You may be wondering what action the global Pharma client took once they acknowledged the inadequacy of their leadership development model. They took a pragmatic look at current and future business demands and reworked their leader profile to reflect 21st century necessities. From this emerged a more relevant strategy that focused on identifying and developing capabilities in four key areas: to lead through complex work systems, to build virtual teams, to manage conflicting priorities, and to foster a culture of agility, resilience, and transformative employee engagement.

Author: Shirley M. Mayton, Ph.D., SPHR, SHRM-SCP, Managing Consultant, Talent Management. Lessons from The Martian: Why Leadership Development Needs to Evolve originally appeared on Right Management's Talent + Work blog May 2, 2016.

> While some futurists predict automation will displace workers and lead to mass unemployment, others foresee a future where talent is empowered to be far more productive and creative. But organizations need to be proactive if they hope to make the most of the opportunities that smart technology offers.

The Future of Work: How Intelligent Machines Are Re-setting the Agenda in Talent Development

by Stacey Force, Vice President, Global Marketing

Automation has been transforming work since the late 1700s when newfangled machines suddenly made tasks like spinning wool and transporting goods exponentially faster, less costly, and more consistent. Over the years, the world embraced automation as machines continued to evolve and pick off low-hanging repetitive work. Most of us were better off because of automation, and new jobs and opportunities filled the space.

But things are changing. What we lauded as progress is now beginning to feel like a threat. Having dispensed with drudgery, intelligent machines—the dreaded robots—are now coming after OUR jobs. But are they? What can we expect from automation—in the near and longer term—and how should we adjust our workforce planning and talent management practices in light of those changes?

That was one area of focus at the "Intelligent Machines and the Future of Recruitment" conference sponsored by Textkernal that I attended in Amsterdam. An amazing lineup of speakers was assembled and their presentations underscored the divergence of opinions on automation. Federico Pistono, the author of *Robots Will Steal Your Job But That's OK,* represented one end of the spectrum. He posits a future in which "technological unemployment" will be pervasive and only individuals with highly-sophisticated technical and creative skills will be employable. This will require, he says, a comprehensive rethinking of our economic, business, and social structures. It's hard to explain how such a dystopian view could be presented so entertainingly, but it was.

Bill Boorman was equally charming and thought-provoking, but with a more measured message. Considered one of the world's most influential thinkers on talent, technology, and HR topics, he spoke about automation as a tool with tremendous possibilities to help individuals transform their personal lives, their roles in the working world, and their interactions with society at large.

The common ground for both presenters was that intelligent machines, although still in their infancy, are profoundly changing the world of work and placing new demands on employees (and organizational leaders) in terms of ongoing education, flexibility, and skills development.

McKinsey estimates that while less than 5% of occupations will be completely replaced by technology, as much as 45% of the activities people now perform could be taken over by machines. This has tremendous implications for talent acquisition and development. HR leaders, in particular, should waste no time ensuring their organizations:

- Understand the advances in workplace automation and how these inevitable changes are likely to affect their industries, their businesses, and their markets.

- Strategize around automated workforce scenarios of the future and adjust talent acquisition and development strategies accordingly.

- Analyze the organization's capacity for agility to understand the developmental needs of their current workforce as close to the individual level as possible.

- Provide employees with relevant, customized opportunities to re-skill/upskill, especially those in highly repetitive tasks that are most likely to feel the effects of automation.

- Assess the learnability styles of employees so developmental programs can be crafted for optimal effectiveness.

Leaving the conference, I was exhilarated about the potential of automation to lead to more engaging and fulfilling work for individuals while unleashing higher levels of organizational productivity and creativity. But lacking a crystal ball to tell me when this shift will occur and how exactly people's work will be disrupted, I am also anxious for organizations to move quickly to put meaningful developmental programs in place to achieve that win-win. The time to start is now. The robots are at the office door.

Author: Stacey Force, Vice President, Global Marketing, Right Management. The Future of Work: How Intelligent Machines Are Re-setting the Agenda in Talent Development originally appeared on Right Management's Talent + Work blog August 31, 2016.

> Millennials are entering the workforce faster than ever, bringing with them new ways of thinking and working—and new expectations of management. Keeping them engaged and motivated may require a more hands-on approach than with previous generations, but the potential rewards make it time well spent.

To Motivate Millennials, Go High-Touch for the High-Tech Crowd

by Reiko Drake-Cortes, Senior Consultant

Twenty-five years ago, I was in my first job and had just gained my fourth manager. In one of our first meetings, Linda asked me what I liked about my job, what was frustrating, and what suggestions I had for improvement. She was the first manager ever to take the time to understand me, my motivators, career aspirations, and, most importantly, take action to support me. She gave me the confidence to move ahead with my career.

Fifteen years ago, I made a career pivot into consulting and worked on many projects with Maria, a senior consultant who raised the manager bar once again. She embraced me as a

partner on our projects and not just as a convenient resource to delegate to. She helped me understand the why behind what we were doing as we crafted client solutions together. She sought my opinions, was willing to let me stretch and try new things, and gave me lots of feedback. Her mentoring and coaching helped me grow as a consultant.

So, what management approach will motivate Millennials?

Like me, Millennial employees want someone who provides challenges, supports them, and facilitates developing professional skills. As ManpowerGroup research reveals, Millennials are pragmatic and forward thinking about their careers as a result of uncertain economic realities and a shifting work landscape. Globally, over 50% of Millennials expect to work past the age of 65; 73% work more than 40 hours in a week, and nearly a quarter work over 50 hours; 84% anticipate breaks throughout their careers.

Millennials expect a variety of challenges and opportunities to grow. They want to advance their career goals. They crave frequent feedback and recognition for their efforts along the way. They expect their manager and the organization to value these things as much as they do. Here are six management principles for engaging Millennial employees.

1. Get to know them. During your one-on-ones, go beyond the usual "what's on your plate?" Here are some questions to get you started:

   • What keeps you here?

   • What might entice you away?

   • What makes a great day for you?

   • What would make your work more satisfying?

   • What can I do to support your career goals?

   • What is most energizing about your work?

   • What is inhibiting your success?

   • Do you get enough recognition?

   • What three things would change to make this a better place to work?

- What can I do differently to best support you?

2. Help build their employability and career portfolios. Share examples and stories of how others have progressed and grown within the organization. Help them network with those individuals so they can learn from their journeys. Give them formal and informal opportunities to develop.

3. Provide new challenges and opportunities. Create challenging job assignments. Enabling employees to work on cross-functional projects can broaden organizational exposure, increase visibility, and build skills. If your organization doesn't support this type of action learning, go DIY. Champion your employee and provide an opportunity for him or her to initiate an idea and drive it to execution.

4. Engage them in regular career conversations. Let them know you care about their career progression. Help them connect the dots between what they are doing now and how it can support them later down the road. Partner with them on a career development plan. Managers who support career progression are often talent magnets. Employees pay attention to which managers nurture and grow talent and which do not. They are attracted to the ones who do. I was.

5. Provide frequent feedback, recognition, and affirmations. This generation expects instant feedback and sharing. Go ahead and share your opinions widely with peers, other managers, and leaders. And, yes, it is okay to do it even when they are just doing their jobs. To make it meaningful, be behavioral and specific. You are reinforcing behaviors and actions that you want your employees to do frequently.

6. Enable career waves and work flexibility. Make it easy for high-value talent to take a break to care for others, pursue interests, or to renew themselves. Work-life balance ranks high in importance across all generations. Support flexible work arrangements.

Yes, this type of management is high-touch and time-consuming, but consider what you get in return: An employee who will work harder for you, tell others what you are doing, and be more likely to stick around to grow with you.

Conclusion

Change creates uncertainty—but opportunity too. With new generations of digital natives entering the workforce and older talent finding ways to upskill and retool for changing careers, old-school managers can be challenged by the changing expectations of what it means to lead. But in truth, the evolving needs of business and the evolving needs of employees actually have much in common.

Even as today's employers shift away from traditional task management and standardized leadership practices, employees are finding new freedoms to develop their creativity and take a more active role in their own professional growth. This new mindset allows for faster time-to-value, more effective leadership development, and greater flexibility to tackle new challenges in a rapidly changing business landscape.

Driven by the Future Forces, new ways of getting work done have begun to emerge—and the key to success for all parties is learnability. Staying engaged and relevant can only be achieved through ongoing career conversations, a willingness to provide and tackle stretch tasks, a tolerance for failure, and an ongoing enthusiasm for change.