

Research Summary

Five Essentials for High-Performance Career Development



Demographics–2018 Career Development Study

330

Total Responses

3% Caribbean/South America

8% APAC

22% EMEA

67% US/Canada

39
Countries

32

Industries



Technology/Software 11%

Manufacturing 10%

Education 10%

Consulting 7%

Health 6%

Government 6%

Small, Mid-Size, and Large Organizations



34%

Less than 500
employees



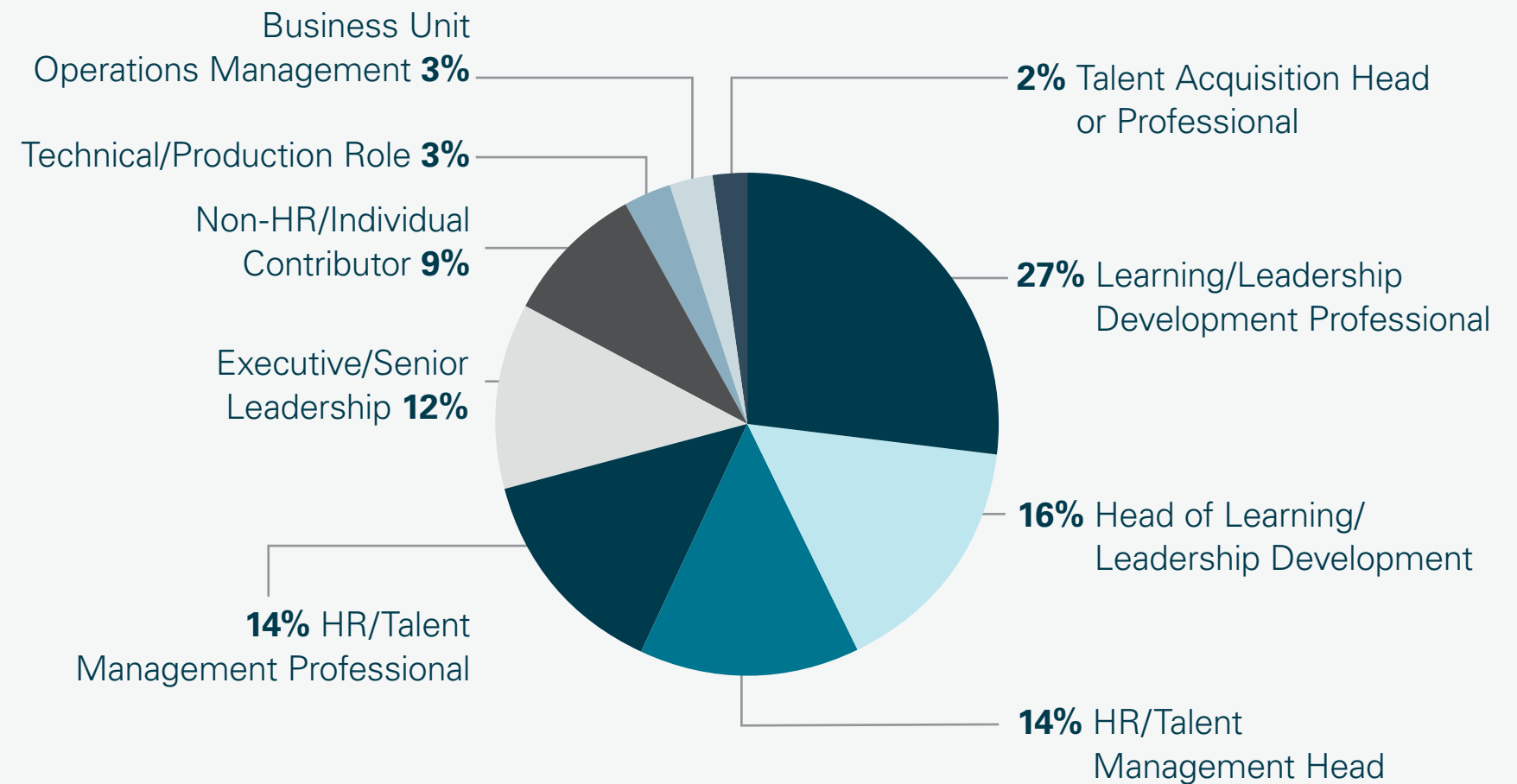
30%

501–4,999
employees



36%

5,000+
employees



Overview

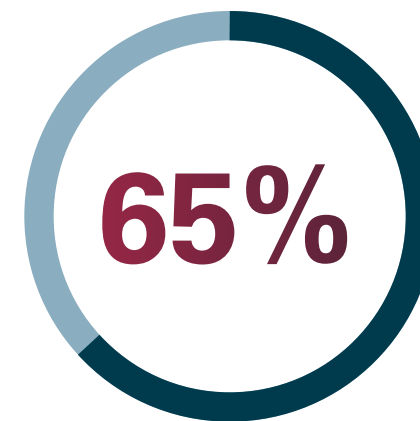
Career development is a vitally important journey for employees and employers.

For employees, career development defines their work identity and income potential, and significantly impacts their lifestyles.

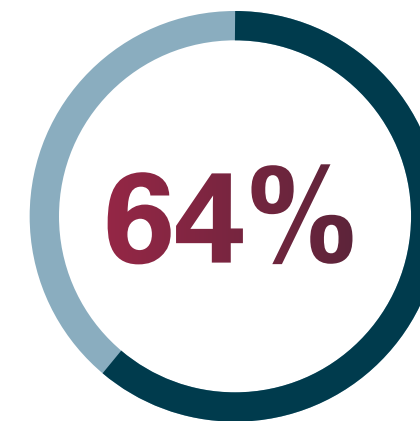
For a majority of employers, career development impacts employee engagement and retention, and the strength of their employee value proposition, according to Brandon Hall Group's 2018 Career Development Study. It also drives key talent processes such as learning and development, performance management, talent management and career pathing.



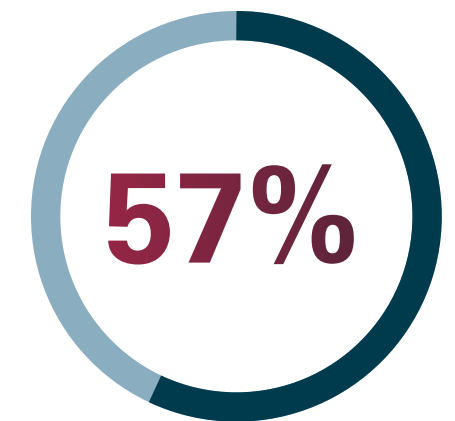
Biggest Impact of Employers' Career Development Framework on Business Results



Higher talent retention



Higher employee engagement



Stronger employee value proposition

Top Talent Processes Driven by Career Development

Learning & Development **86%**

Performance Management **74%**

Talent Management **61%**

Career Pathing **57%**

Succession Management **45%**

Source: 2018 Brandon Hall Group Career Development Study

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Importance is usually accompanied by complexity, and that is certainly the case with career development.

While career development is often considered a single subject, it is actually a collection of conditions, strategies, and processes that must work in harmony to be effective. These include:

- A framework that defines and describes job roles, job families, career levels and career streams
- Clear, flexible and well communicated career paths
- Competencies aligned with career paths
- Performance management aligned with competencies and career paths
- Coaching and mentoring
- Enabling technology
- Workforce planning
- High-potential development and succession management
- An assessment program
- Rewards and recognition
- A supportive corporate culture that embraces diversity and inclusion
- A recruiting and onboarding program aligned with all of the above

Although only 9% of organizations have more than half of employees with clear career paths, most have the best of intentions for career development stating they support:

66% Cross-functional team/project work



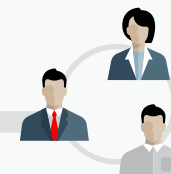
54% Formal education outside the workplace



52% Stretch assignments



42% Job rotations



40% Certifications



But without a complete career framework and well-defined, aligned strategies, it is difficult to create and sustain a career development program that consistently drives employee engagement and retention.

That's why Brandon Hall Group created a five-phase, High-Performance Career Development Framework to guide HR leaders. Our foundational approach breaks down barriers by helping:



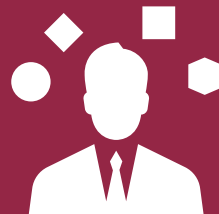
Balance organizational and individual employee goals.



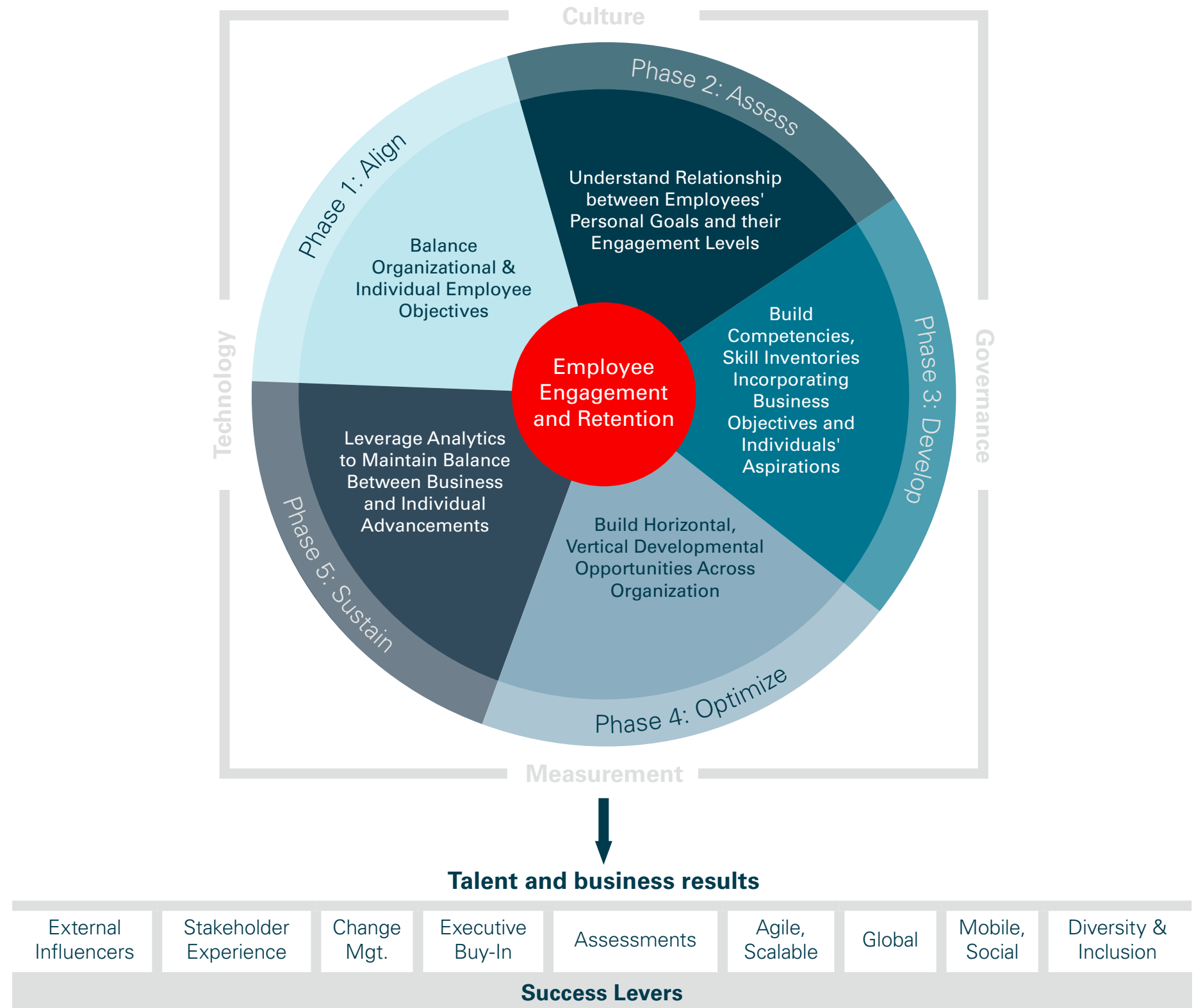
Align various talent processes.



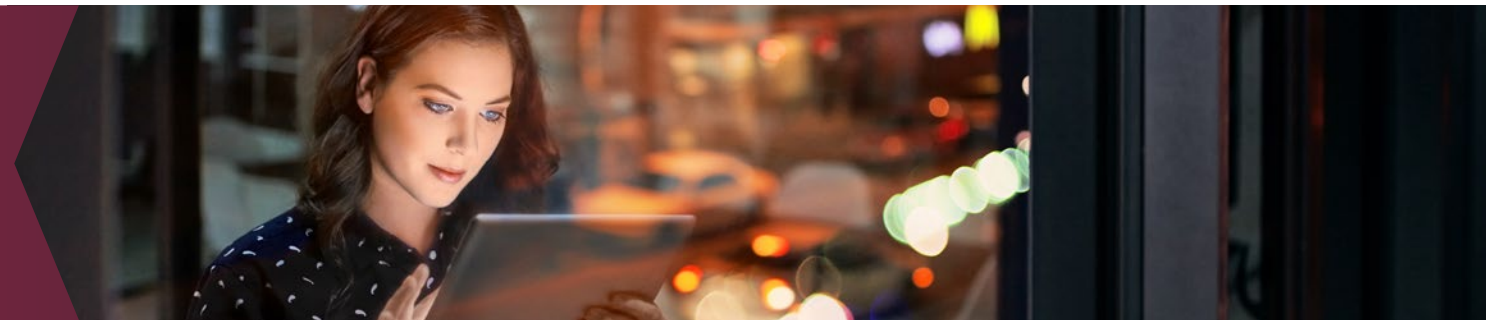
Leverage technology, corporate culture, governance, and measurement.



Consider a variety of factors such as executive buy-in, external influences, change management, diversity and inclusion, and others.



A detailed examination of every aspect of career development is beyond the scope of this research summary, but the research did reveal five essential steps that can jump-start the process and establish a firm foundation for success:



1

Develop a Complete Career Development Framework

- Organizations with a framework are four times more likely to see increased employee retention and twice as likely to see increased employee engagement.
- Take a wide lens and understand both organizational and employee goals.

2

Enable Career Development with Technology

- Technology is critical once you start aligning career paths with competencies in different business units and regions, and creating vertical and horizontal career paths.
- A pitfall is looking at career development as a function rather than a complex set of processes that defy manual management.

3

Develop Career Paths Aligned with Competencies

- 81% of organizations now align career paths with at least one of five competency types: functional, core, technical, leadership, and career.

4

Enable Employees to Change Careers Streams or Levels Based on Changing Personal or Professional Priorities

- Organizations that design ways for employees to change direction—horizontally, vertically or into an entirely different career stream or level—have a competitive advantage.
- Only 38% of organizations have designed flexible career streams or career levels based on changing personal and professional priorities.

5

Invest in Career Coaching

- Coaching impacts: learning, performance management, leadership development, and even wellness and well-being.
- Organizations who offer formal and informal career coaching are twice as likely to have an average employee tenure of seven years or more than those that don't.

Conclusion

Career development is a dynamic tool that can have a huge, positive impact on employee engagement, talent retention, and the employee value proposition. In addition, because career development—done correctly—is tied to so many other talent processes, it can have a unifying effect that benefits the organization in many ways.

The collaboration between stakeholders, which is often discussed but remains elusive in many organizations, is critical to career development. Competencies, learning and development, performance management, workforce planning, leadership development and succession management—among others—must work in harmony for optimal career development.

This is a huge undertaking for most organizations. But the payoff can also be huge. Most organizations embrace the concept of employee experience as a driver of employee engagement. There are few, if any, talent processes that can influence employee experience more than career development.

The beauty of career development—done well—is that is mutually beneficial for the organization and the employee: employees get the opportunities they want and organizations gain the performance, engagement, and retention they so desperately need.

About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and almost 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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