



Career Development in 2023: Perspective and Paradox

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Your presenters



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A group of four diverse professionals (three men and one woman) are gathered around a table in a meeting room, looking at a laptop screen. The image is dimmed and serves as a background for the text.

Chat:

If you could describe your career in one word or phrase, what would that be?

Please put it in the chat!

Takeaways

Today's topics:

- • • Paradoxical attitudes about career
- • • Implications of GP Strategies' global research
- • • How organizations, and leaders, should consider career development in their larger leadership strategy

Winds of change

Pandemic

Digital
Disruption

Millennials/
Gen Z

Great
Resignation

- Data gathered between late 2022 and early 2023
- Individual contributors and leaders
- Global representation
- Continuation of GP Strategies career research from prior years

2023 Career Perspectives: A Study in Paradox

Paradox: Riddles Challenges Problems Issue
Conflict
Hypocrisy Contradictions Inconsistency
Irony Discrepancy
a statement or proposition that seems self-contradictory or absurd, but in reality expresses a possible truth.
sunrindrum

Paradox
1

I'm more engaged in my current job when talking about my next job or my future.

Paradox
2


Values and strengths are important in my current job, while financial reward is important for my next job.

Paradox
3

Ask me what I want—often—and tell me what the organization wants.

Paradox
4

My current priorities prevent me from prioritizing my development.



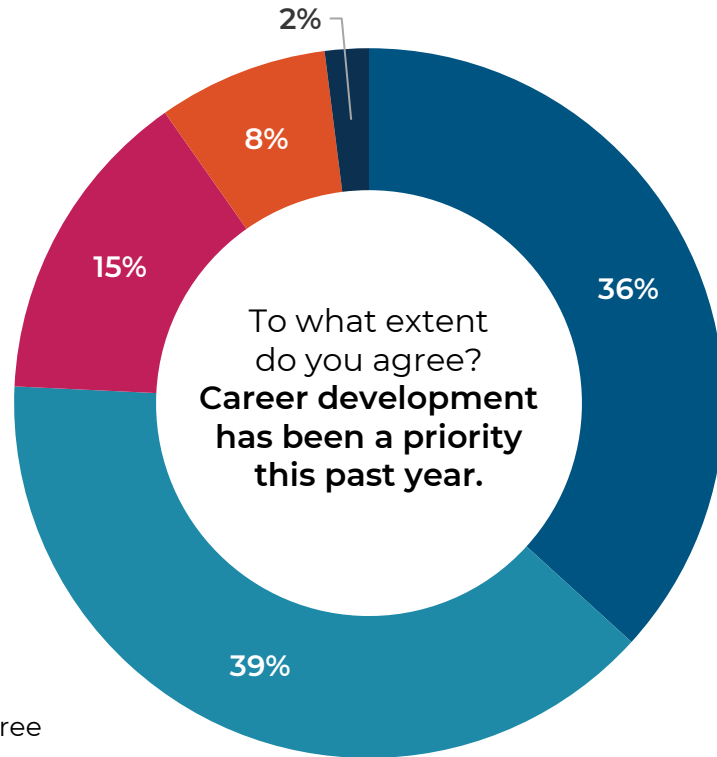
Paradox 1:
I'm more engaged
in my current job
when talking about
my next job/my future

Poll:

To what extent do you agree career development has been a priority this past year?

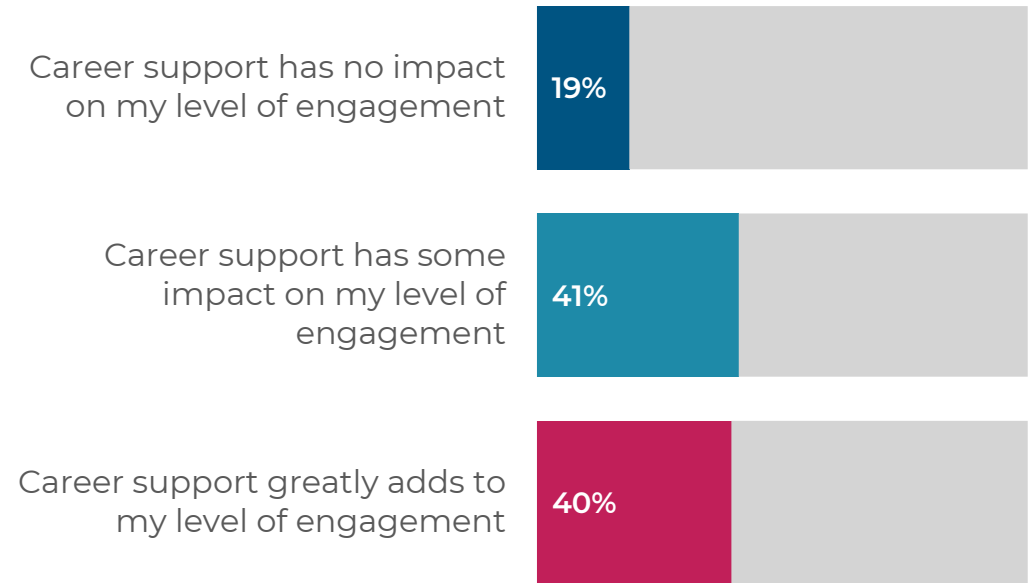
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

My career is important to me



- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Career Development Impacts Engagement



and, career development increases my engagement.

Career growth, not advancement



I don't think there is anything wrong with staying in the same job if I can try new things or develop my skills.



Paradox
1

Implications



Career development conversations **increase** engagement

- Career development conversations are not one-way-tickets to departure

Career development conversations let your people know

- You value them
- You want them to grow
- You are vested in their future

Establishes a partnership – a win/win scenario

Poll:

Which of the following is most important for you and your manager to get on the same page about?

- My values and strengths and how I can do more work that satisfies them
- My previous experience and roles
- My level of compensation and how I can increase it
- My position and when I will get promoted



Paradox 2:

Values and strengths
are important in
my current job,
while financial reward
is important for
my next job.

What matters?

When you talk about career, what's most important for you and your manager to get on the same page about?

61% | My values and strengths and how I can do more work that satisfies them.

17% | My previous work experience and roles.

16% | My level of compensation and how I can increase it.

6% | When I will get promoted.





What are people looking for?

What is the most important criterion that you will look for in your next position?

1

Financial
Reward

I want to receive more compensation in my next position.

2

Promotion

I want a formal increase in my position or level of responsibility.

3

Interesting
Work

I want work that challenges me, stimulates my intellect, or helps me broaden my knowledge or skills.

Paradox 2

Implications

Talk about:

- Contribution
- Satisfaction
 - Values
 - Compensation
- Create the win for both

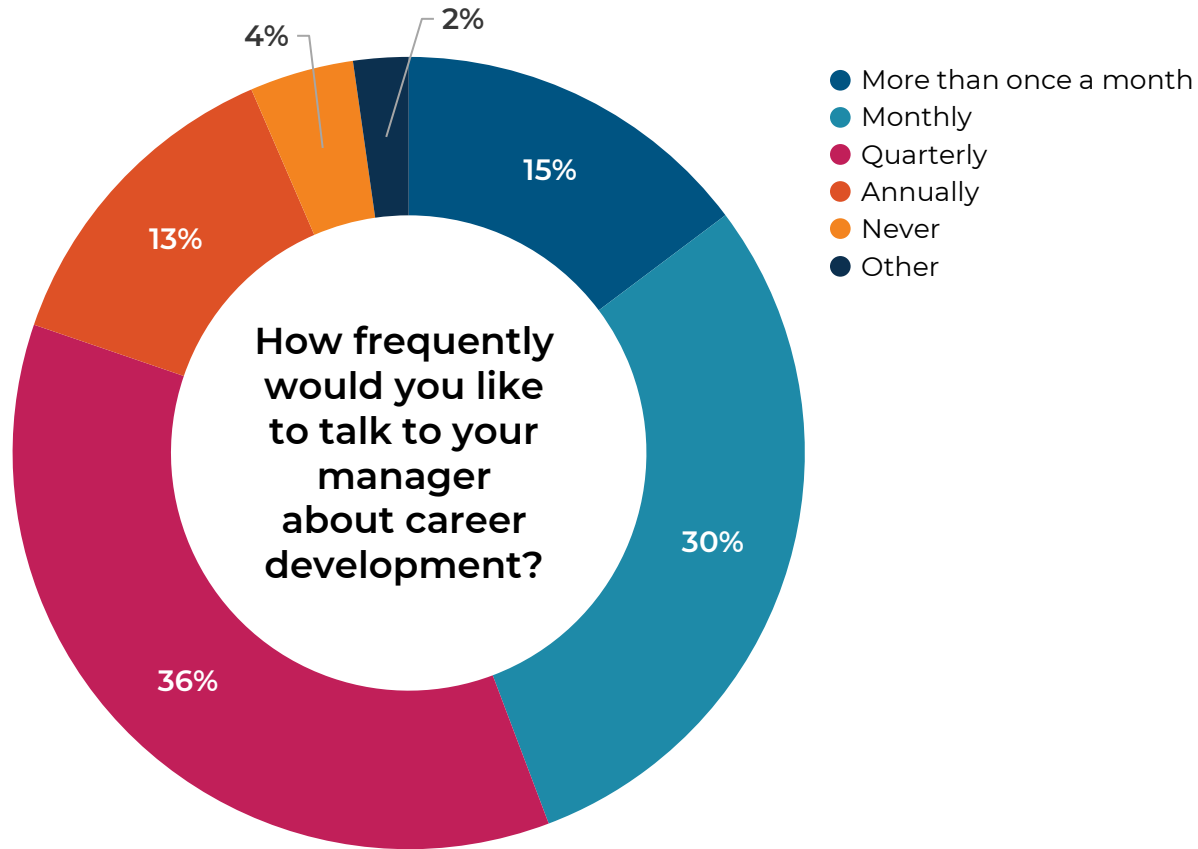




Paradox 3:

Ask me what I want –
often – and tell me what
the organization wants.

Can we talk?



Connect and inform.



What does that look like?

96%

Of those surveyed wanted their leader to play some role in their career development.

Connect me with opportunities.

Tell me what they – or the organization – wants me to do.

Enhance my compensation.

Paradox 3

Implications

Leaders are the connectors between the unique needs of employees and the broader opportunities available in the organization.



Employees need to:

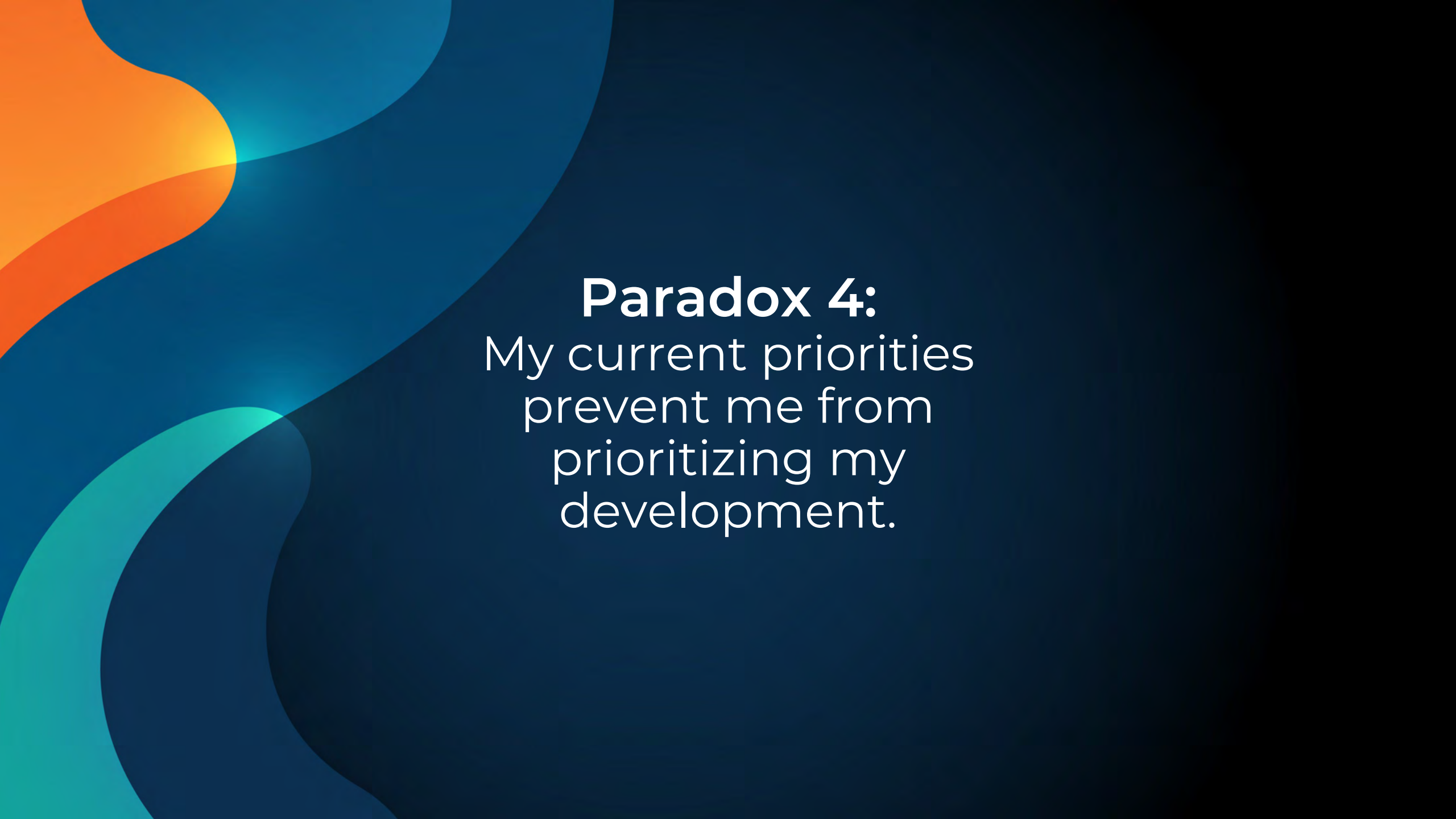
- Get clear on your personal values.
- Know what job conditions are important to you.
- Clarify your work priorities.
- Identify opportunities for skill development.
- Communicate what you need.
- Keep a growth mindset.
- Own your own engagement.

Leaders need to:

- Keep a clear line of sight into opportunities.
- Advocate for your people.
- Understand what is important to each team member.
- Engage in regular dialogue.
- Share talent for the greater good.
- Clear obstacles to development.
- Own your own engagement – one dead battery can't jumpstart another!

Organizations establish:

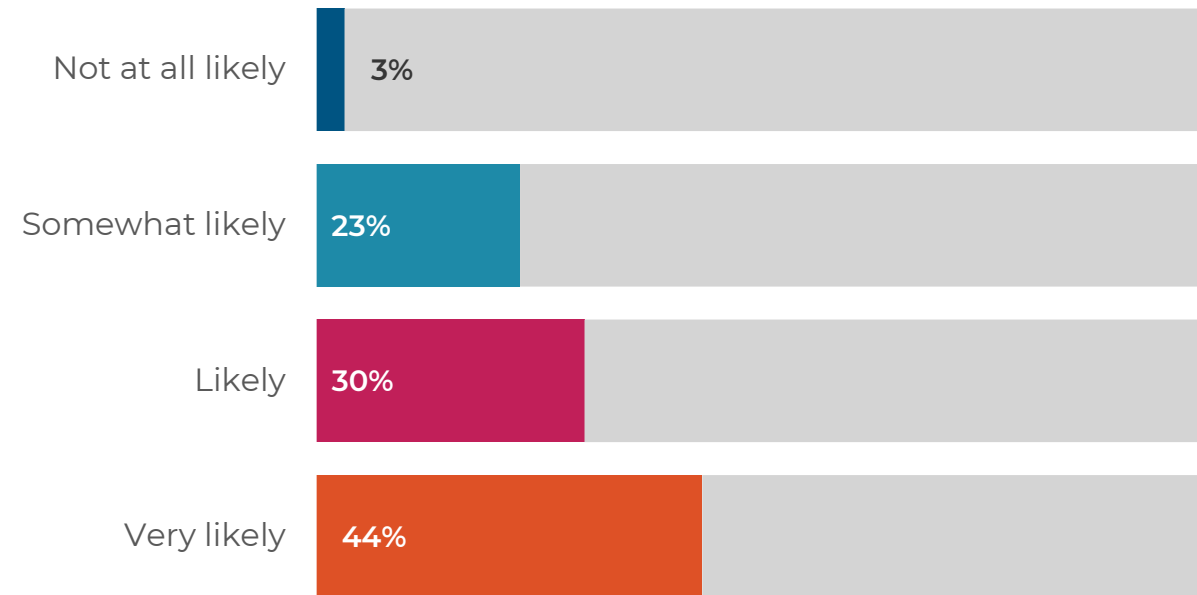
- Proper compensation that aligns with market value.
- New job opportunities.
- Stretch assignments.
- Cross-functional projects.
- Training and development.
- Provide mentorships.
- Create a work environment with a clearly defined mission/vision/values.
- Ensure people have the tools they need to do their best work.
- Encourage a culture of feedback and coaching.

The background features a dark blue gradient with large, flowing, organic shapes in shades of orange and teal. The shapes overlap and create a sense of movement and depth.

Paradox 4:
My current priorities
prevent me from
prioritizing my
development.

Desire for development opportunities is high

If your organization offered professional development opportunities to you, how likely would you be to take advantage of them?





Time



**Competing
priorities**

Employees are spending some time on their development

Employees who say they are spending the right amount of time on their development.

43% All employees

38% Individual contributors

49% People leaders

but perhaps not as much as they'd like to be.

Paradox
4

Implications

Align career development as a part of the organization's strategy.

Create a culture of development.

Clear hurdles to formal development.

Talk to your people.



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Individuals

Reflect and get clear on what's important—know what values are most important.

Think about job conditions—what are the circumstances under which they do their best work?

Speak up—engage in a dialogue about what's important to them in their job.

Keep a growth mindset—take advantage of new opportunities when they present themselves.

Prioritize their development—know what obstacles they need to clear, or ask their leader to clear, to give them time for career and professional development.

People Leaders

Keep an organizational mindset—be aware of what opportunities exist.

Don't be a hoarder—share talent for the greater good of the organization.

Understand their people—know what's important to them—their values and what interesting work looks like to them.

Engage in conversation—performance, career, and engagement conversations should take place regularly.

Clear obstacles that might get in the way of professional development opportunities.

Support and encourage pursuit of development.

Advocate on behalf of their people for compensation, opportunities, stretch assignments, etc.

Organizations

Communicate values—be clear on what the organization stands for so people know if their values are likely to align with yours.

Establish a performance review process that is fair and clear.

Invest in programmatic support—make training, workshops, coaching, and mentorship opportunities broadly available.

Create equitable access to new opportunities—chances for growth.

Ensure transparency and equity in career paths.

Hold leaders accountable for engaging in career conversations.



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