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Right Person, Wrong Role

When one person in five is in the wrong role, how can an
effective Career Development strategy help your organization win?

Business & Talent. Aligned.®

Right Management®
ManpowerGroup

Introduction

As the global talent shortage persists and new jobs are created as fast as others become extinct business success depends on organizations having an effective Career Development strategy in place to attract, engage and retain high performing individuals.

Yet **globally, one in five people is in the wrong role:** jobs they aren't motivated by, engaged with or productive in, which has a clear effect on performance. The annual financial implication for employers is significant; **Gallup estimates that active disengagement within the workforce costs companies $450 billion to $550 billion in the US, €112 billion to €138 billion in Germany, and between £52 billion and £70 billion in the UK.[1]**

Forward thinking businesses are implementing effective Career Development strategies to fill their talent pipelines with the right people and match them to existing and future positions. Having the right people in the right roles is good for engagement, morale, brand reputation and achieves faster time to value so people are productive in their roles as quickly as possible.

To find out more about the impact of having people in the wrong role, Right Management interviewed over 4,600 people across 20 countries and all industry sectors.

40%

of employers are having greater difficulty filling jobs this year than last; the highest level since 2007

ManpowerGroup Talent Shortage Survey, 2016 / 2017

[1] State of the Global Workplace, Gallup, 2013

The Right Fit:
How to Attract and Retain the Best Talent for Your Organization

**1 in 5** people is in the **wrong role**

Helping employees develop their skills and gain valuable experience is vital to keep them engaged and productive. The value of an employee who wants to come to work versus one who does not equates to a 4.0% increase in revenue growth and a 10% increase in customer satisfaction.[2] When you add in the cost to rehire for employees that leave by choice that figures grows. Voluntary turnover can cost an organization with 10,000 employees **up to $1M for every 10 high potential employees lost.** The business case to retain and manage people's careers is clear.

Wrong for the role does not necessarily mean wrong for the organization. They may have been the right person in the right role at the time of hire but in the Skills Revolution, when skills needs are changing rapidly, employees who aren't encouraged to continually learn and develop may find the right role quickly becomes the wrong fit. Helping individuals learn, upskill and develop their career is key to help match your people with the right position for them.

What can organizations do to ensure they hire the right people for the right roles in the first place, and what does success look like?

Tim Roche
Right Management
Practice Leader

" The truth is many workers were socialized into functional silos due to well-meaning but misguided reasons. They became an accountant because their parents wanted them to; because their university entrance exams led in that direction; because of pressure from peers or authority figures; or because someone told them they'd be good at it. As a result, these people adopted careers without ever examining their choices. "
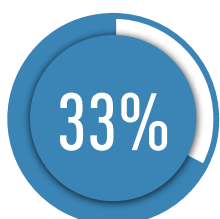
33% **of people are not engaged** in their jobs or their organization

Right Management Employee Engagement Study

[2] Rucci, A.J., Kim, S.P. & Quinn, R. T. (1998). The employee-customer- profit chain at Sears. Harvard Business Review January-February, pp. 84-97.

LQ Learnability Quotient™

Everyone learns in different ways. Understanding how employees are "wired" to take in, process, and act on information is critical to determining the optimal way to develop and engage with them.

INTELLECTUAL: How motivated or willing is this person to learn or understand things better and think outside the box?

ADVENTUROUS: Is this person a self-starter? How self-motivated are they to take on new challenges?

UNCONVENTIONAL: Do they have an intrinsic desire to explore and try new ways of doing things?

The LQ™ Assessment measures an individual's curiosity and helps them discover how they learn. It also enables businesses to understand the learning types of their people and make better decisions on how to motivate their workforce. As organizations seek to invest and develop their employees the LQ will provide insight on how teams can work productively together.

What does your LQ say about you?

Return on Assessment:
Using Science to Fuel Selection

The right blend of art and science to assess skills, abilities and knowledge gaps will ensure organizations are able to attract and develop the best talent to remain competitive. Science-based assessment strategies reduce risk and bias around talent decisions when hiring and also when developing, retaining and transitioning your people.

Assessing for soft as well as hard skills ensures individuals are matched to the role that is right for them. Assessment can also help fast track the upskilling and reskilling of existing employees to meet new demands and empower individuals with greater self-knowledge of their own skills, strengths and opportunities to develop into the next right role.

Right Management has partnered with Hogan Assessments, the leading provider of personality assessments, to develop web-based visual assessments that measure an individual's curiosity and learning type to predict future job performance.

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P²i
Predictive Performance
for individuals

P2i assesses an individual's "fit for work" evaluating their ability to work in any role in terms of work ethic, brightness and ability and social skills. The P2i measures:

1 | SOCIAL/INTERPERSONAL COMPATIBILITY
How rewarding is it to deal with this person?

2 | ABILITIES AND EXPERTISE
How able are they to do the job?

3 | AMBITION, WORK ETHIC, DRIVE
How willing are they to work?

Assessing individuals against these criteria helps leaders identify high-value talent while developing a mobile, agile workforce.

> **"YOU CAN'T SWAP OUT YOUR WHOLE EMPLOYEE BASE EVERY SIX MONTHS SO YOU HAVE TO TRAIN PEOPLE. YOU HAVE TO PUT SYSTEMS IN PLACE TO GIVE YOUR PEOPLE ACCESS TO TRAINING."**

Duncan Tait CEO, SEVP, Head of Americas and EMEIA, Fujitsu.
Featured in ManpowerGroup's Video "Why is learnability so important for organizations?"

What To Do When Your High Potentials Keep Giving You The Slip

Today, employees expect employers to provide them with opportunities to help develop their careers. Ensuring people are in the right role can save an organization over **$6 million in low productivity and high turnover per year.** People who are in the wrong role or lack engagement with their job are more likely to vote with their feet and leave. **Career Development** is one of the key deciding factors of whether talent will stay or leave an organization.
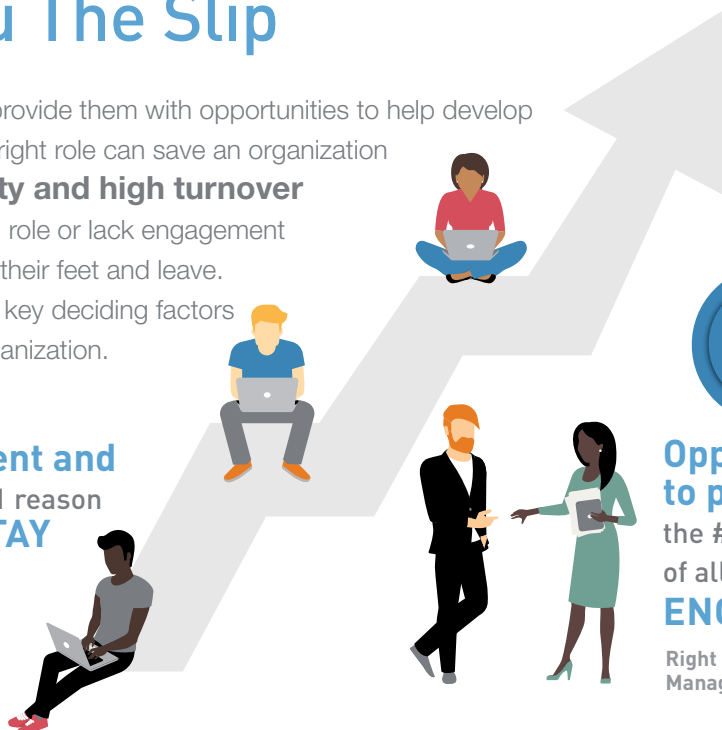
38%
Career advancement and job security is the #1 reason 38% of all employees **STAY**

Right Management Career Management Study, 2017
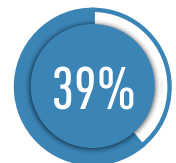
39%
Opportunities to progress is the #1 reason 39% of all employees are **ENGAGED**

Right Management Career Management Study, 2017

It's Time to Talk: Increase Employee Engagement and Performance with Ongoing Career Conversations

Right Management, Australia Career Study, 2012

Beyond assessments, the most effective tool for ongoing career development is **The Career Conversation.** Not a single conversation, but a **series of conversations designed to answer the questions employees most care about:**

2/3

individual performance drivers are tied to Career Conversations

Who Am I? How Do I Fit?

What Is Expected Of Me?

How Will My Talents And Contributions Be Recognized?

How Am I Doing?

What's Next For Me?

What And How Should I Develop?

TALENTED INDIVIDUALS ARE CHOOSING A "CAREER FOR ME" RATHER THAN A "JOB FOR LIFE". THEY WANT TO DEEPEN AND BROADEN THEIR SKILLS TO STAY RELEVANT AND EMPLOYABLE FOR THE LONG TERM.

Skills Are The New Currency

Companies that embed career development into their people development strategy will significantly increase employee engagement and satisfaction. And it boosts productivity: employees offered Career Development are 50% more productive.[3] Today, talented individuals know that to remain employable throughout their career they must be willing to continually learn and upskill. Employability depends less on what you already know and more on the ability to learn, apply and adapt.

Successfully attracting and retaining top talent through providing opportunities to upskill results in:[4]
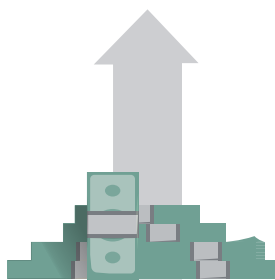
1. Higher Revenue

2. Greater Customer Loyalty

3. Increased Retention of Key Talent

4. Reduced Talent Acquisition Costs

[3] Career Development Study, Right Management   [4] Fulfilling Careers Instead of Filling Jobs, Right Management, 2015

How to Implement Career Development the Right Way

An effective Career Development process equips managers to become coaches who can develop new and existing employees and help enable career mobility. It starts with these seven steps:

3. Retain

Have high touch Career Conversations and use high tech tools to enable development, create a learning culture and encourage career mobility

2. Attract

Use employer branding and workforce development to attract top-talent

1. Prepare Leaders

Educate and coach leaders to provide Career Development guidance aligned to business goals

4. Engage

Keep employees engaged and productive by providing ongoing career coaching and opportunities to upskill

5. Redeploy Talent

Offer easy access to open internal positions and opportunities for career mobility within your organization

6. Plan For Future Talent Needs

Plan ahead and leverage tools to stay up to date with new HR, talent and technology solutions as they emerge

7. Develop a Sustainable Leadership Program

Identify high potential talent and prepare them to take on leadership roles

Right Management's effective Career Development solutions are designed to meet the expectations of today's high performers and the short and long-term needs of the organization.

Learn more about Right Management's Career Development Solutions here:
www.right.com/rightperson.

About Right Management

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

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