



Right People, Wrong Roles: The Impact of Career Fit

By Right Management

As the competition for talent continues to heat up, finding employees and leaders with critical skills has become challenging. Once in place, keeping these employees in the right roles at the right time is essential to winning.

Looking at emerging workforce trends, you know that most organizations have growing concern about their ability to attract, engage and retain their critical talent going forward. As engagement survey results continue to decline and voluntary turnover continues to rise as the job market opens up, the economic impact on organizations is very real and disturbing.

In a recent ManpowerGroup study of employees and leaders from North American organizations, 39% of all respondents and 45% of millennials viewed career opportunities AND type of work as the main reasons for their engagement. Job growth shows no signs of abating and full employment is expected by mid-year, so unwanted turnover becomes problematic on several levels. A conservative cost estimate for an employee voluntarily leaving an organization is \$60K-\$100K based on level and role.

The reality is, most employees who are recruited into organizations are placed in roles based on their skills, experience and credentials. Yet, after they're in place, many realize that the fit isn't great or the role isn't what they envisioned and they become disengaged quickly. This is true for employees and leaders across all levels and roles.

So, what happened? Why does the bright, positive recruit who seemed so energetic and excited about accepting the position become disenfranchised in such a short period of time, becoming a "benchwarmer" on the sidelines waiting for another opportunity to come along?

Career fit is more important than ever due to the rising expectations on the part of employees. Some of us at a young age know exactly what we want to become and why but that's just not the reality for most.

Career moves occur more frequently than ever fueled by employees' desire to do meaningful work that matches their values, interests, lifestyle and development. When those needs are met and when they align with what the organization needs, great! But that kind of match occurs only when the employee, manager and organization are all proactive in assuring proper career fit.

Employees have to continually ask themselves:

Am I adding real value every day in my current role?

Am I growing and expanding my network across the organization?

Am I adding new skills that will position me for other opportunities?

Do I have a clear vision of what skills to develop and how?

Organizations have to focus on:

Are we making the right decisions about putting our talent in the right roles?

Are our leaders comfortable and effective in talking with their employees about their career fit, satisfaction and aspirations?

Do we have a culture, technology and clear processes that enable employees to move across the organization to contribute value in new ways?

The answer to those questions will also provide you with the answer to the real question: Do you have the right people, in the right role at the right time?



About Right Management

We are global career experts. Established in 1980, we have over 35 years of experience in career management and talent strategy. In that time, we've put 40,000 people to work every day, conducted over 12 million interviews per year and successfully transitioned more than three million people into new roles.

Right Management is the global career expert within ManpowerGroup (NYSE: MAN), providing tailored global workforce solutions that identify, develop and transition talent to optimize business performance. As career experts, we enable companies to win by helping employees build successful careers in the Human Age.

We drive better outcomes through our expertise in organizational effectiveness, career management and individual development. Right Management has offices in more than 50 countries and partners with companies of all sizes, including more than 80 percent of the Fortune 500.

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