

A photograph of four business professionals (three men and one woman) sitting around a table in a meeting. They are dressed in business attire. The woman in the center is wearing glasses and a dark blazer. The man to her right is wearing a pinstriped suit and a purple tie. The woman on the far right is wearing a grey blazer. The man on the far left is wearing a blue suit. They appear to be in a discussion.

## Why Managers Need to Have Regular Career Conversations

Priya Khosla, Senior Learning  
& Development Consultant

**W**hen managers and workers open to each other about their aspirations and future goals, a culture of learning develops, and everyone benefits.

There's a huge amount of automation and digital advancement that's coming into the workforce today. The only way that organizations can be well prepared for this future of work is by upskilling and expanding, acquiring skills to stay relevant and preparing to think about what the jobs of the future will look like.

To do that, managers need to start talking. Research by Right Management found that two-thirds of managers are failing to support their employees' career development. But as we think about developing the workforce of tomorrow, career conversations today are crucial.

One of the ways to enable a learning culture in organization is involving managers. We know from research that in an organization, managers set the tone and model the behavior that learning is a priority.

Organizations need to invest in employee development for their workforce to be better prepared for this future. It's not just for today, it's preparing for tomorrow.

### **Embedding Career Conversations into a Company's Organizational Culture**

There are two main benefits to having regular career conversations: They help enable a learning culture, and there is a direct correlation with higher employee engagement and productivity. In a Right Management survey, 82 percent of respondents said they would be more engaged in their work if their managers would have regular Career Conversations with them.

If managers are not having their career conversations, employees are not going to see growth and they won't know what opportunities to explore. Organizations will lose those employees because they are not in sync with their aspirations. Managers play an important role to really take ownership of their career.

There is a positive relationship to employee engagement and career conversations on a regular basis. You have higher productivity and engaged employees, because workers are thinking about becoming a better version of themselves. When employees actively think about career aspirations, then productivity, engagement and higher retention is the outcome.

### **Stages of the Career Journey**

One way to visualize a career is through the idea of learning journeys. A new employee has a learning journey, and so does someone who has been at the organization for 10 or 20 years. They just have different training needs at different times.

The softer skills are important, but at certain stages learning is also around functional and technical abilities that need to be absorbed on the job. What thinking about careers as a learning journey can accomplish is mapping and integrating softer skills and technical skills over time and visualizing how that will come together.

What a manager can do is help employees understand where they are in the learning journey for their career. In the short term and the long run, that benefits everyone.

#### *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.*

Milwaukee  
100 Manpower Place  
Milwaukee, WI 53212  
Phone: 1.800.237.4448  
[www.right.com](http://www.right.com)