



HR Outcomes Insights Playbook: Improve Retention by Focusing on Career Growth

Understanding the Theme: Career Growth

Career growth refers to the progress an individual makes in their professional journey. It includes skill development, promotions, taking on responsibilities, and personal learning. Fostering an environment where employees see a clear path their career growth ensures they stay motivated and invested in their roles.



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The Connection Between Career Growth and Retention

- 1** Employee Motivation: A clear path for career advancement boosts motivation, as employees can envision a future within the organization.
- 2** Organizational Loyalty: Employees are more likely to stay with a company that invests in their professional development and recognizes their potential.
- 3** Reduced Turnover: As employees see opportunities to grow and learn, they are less inclined to look for opportunities elsewhere.



How to Measure Impact

Insights highlight these themes on your HR Outcomes Dashboard to show you areas in your organization that are low in specific drivers or manager competencies.

Using this as a baseline, the next time an Engagement Survey with Drivers, Manager Effectiveness Survey, or Manager Effectiveness Review goes out, you can observe whether the actions you're taking have moved the needle.





Getting Executive Buy-in

For executive leaders, understanding the financial and strategic implications of career growth, and how HR can make an impact, is crucial.

Direct Impact on Revenue:

Employees equipped with advanced skills and expertise drive innovation, optimize processes, and ultimately are able to drive increased sales and improved customer retention - no matter the role.

High Performer Motivation:

As employees advance in their careers, high performing individuals also become ambassadors of the company's brand and values, and their success can become the company's success

Employee Retention:

Investing in career growth fulfills employees' aspirations and professional ambitions, making them feel valued and integral to the company's future. When employees see a clear path for advancement and personal development within the organization, they are more likely to remain loyal and committed, reducing the likelihood of seeking opportunities elsewhere.



Recommendations for Taking Action

1 Manager Training

Managers play a pivotal role in fostering the **career growth** of their employees.

Empower your managers with these feedback-focused **Transform Microlearnings**:

- [Meaningful 1-on-1s: Goals, Growth, Feedback](#)
- [Career Growth Conversations: A Guide](#)
- [Influential Leadership: Getting Buy-In](#)

Best Practices

Encourage managers to apply their learnings in real-time leveraging the 'Apply' section of each microlearning.

2 Weekly 1-on-1s

Incorporate **career growth** discussions at least monthly during the weekly 1-on-1. Encourage managers to focus on career aspirations and individual growth plans during 1:1 sessions with direct reports.

Best Practices

Managers can facilitate an open dialogue about career growth by walking through the career vision section of their career hub. Managers should focus on opportunities for growth first, not specific promotions of job titles. Leading with a "promotion" conversation can be frustrating for employees if there is no budget or space for a promotion in the near future.

3 Weekly Check-ins

While reviewing weekly check-ins, managers should keep a pulse on whether their employee is including activities for growth in their weekly priorities. If the employee has a professional development OKR in place, managers can actively comment on their progress.

Best Practices

HR leaders can incorporate questions centered on career growth and professional development monthly in check-ins. If they do, managers should actively engage with their teams on the answers.

4 Professional Development OKRs

Draft a tailored professional development Objective and Key Result (OKR) for each team member.

Best Practices

Managers should collaborate with their employees in order to create professional development OKRs. These OKRs should be focused on skill development rather than a promotion or pay raise, as these are impacted largely by budget and are often out of an employee or manager's control.



Getting Manager Buy-in

Embracing career growth fosters employee morale and loyalty, creates a sense of support, and fuels personal leadership development for managers.

When managers embrace a focus on **Career Growth** they see the following:

Morale and loyalty:

When an employee has a clear plan for growth it improves their morale and motivation, ultimately leaving them more fulfilled and less likely to seek employment elsewhere.

Sense of support:

When clear development goals are established and agreed upon between employees and their managers, employees feel supported in their career journeys, leading to a sense of belonging and satisfaction.

Personal Leadership Growth:

Managers who support their employees' career growth are better equipped to mentor, guide, and inspire their teams, improving their people leadership skills and spurring their own career growth.

Recommendations for Manager Engagement

- 1 Communicate early and often:** It's essential for managers to understand that this isn't just another task added to their already full plate. Emphasize the benefits of these actions not just for the organization, but for their teams and their own personal leadership journey.
- 2 Workshop the "Why":** Consider hosting a workshop or discussion session emphasizing the goal of improving performance by focusing manager actions on career growth. Highlighting case studies, telling stories that highlight what success looks like, and sharing real team data can make this more relatable.
- 3 Continuous Feedback Loop:** Encourage managers to share their feedback, challenges, and success stories as they embark on taking the recommended actions. This continuous feedback will not only help refine the process, but also emphasize their pivotal role in the initiative



Examples of Actions

Real examples so you can take action within 15Five today.

Check-in Questions

Include questions focused on Career Growth in upcoming Check-ins. Some examples from 15five's science-backed question bank include the following below. Learn more about adding questions to your check-ins in the [15five Help Center](#).

What is the one aspect of your role you would like more help or coaching with?

Do you feel like you're advancing your career? What can I be doing to help grow your career?

Are there any projects you'd really like to work on if you were given the opportunity?

1-on-1 Talking Points

Coach managers to include talking points focused on career growth in upcoming 1:1s. Some examples from 15five's science-backed question bank include the following below. Learn more about adding talking points to your 1:1s in the [15five Help Center](#).



What type of work energizes you? What type of work do you enjoy the most? What do you want to do more of in your role?



What are your main motivators currently? (e.g., growth impact, purpose, advancement, money, recognition)



Who is doing work that you aspire to be doing? What do you admire about that person and their career?



Professional Development OKRs

Learn more about creating self-development objectives in the [15five Help Center](#). As a jumping off point, managers can work through the Career Vision tab in the Career Hub with each of their direct reports. Learn more about the Career Vision tab in the [15five Help Center](#).

Example OKR for a Marketing Specialist

Objective: Enhance Digital Marketing Expertise

Key Result: Achieve a certification in advanced digital marketing strategies with in the next 6 months.



Sample Communication to Managers

Subject: Let's grow together - we need you!

Dear [Manager's First Name/Team],

Exciting times ahead! As we continually seek ways to maximize our performance, a key theme has emerged for your team: **Career Growth!**

As a manager, you're at the heart of a career growth initiative. Here are the actions we're asking you to take over the coming [timeframe] to help foster career growth on your team:

1. **Engage in Manager training** by taking these micro-learning courses: **Influential Leadership: Getting Buy-In, Setting Goals That Matter, Managing Stress: Feel Better, Make Progress**
2. **Set your team's goals:** Set at least one (and a max of three) professional development goals for each person on your team.
3. **Hold monthly career growth discussion during 1:1s:** Once a month, dive into career aspirations and growth plans in your weekly 1:1s with each member of your team.
4. **Review Weekly Check-ins:** Recognize progress towards professional development goals and ensure each person has the right priorities in place to help them make progress on their goals when you review their weekly check-ins.

You'll be able to track and complete these actions on your 15five homepage! Embracing this initiative is an opportunity to sculpt our organization's future and underscore your pivotal leadership.

Together, let's turn these actions into impactful outcomes!

Warm regards,
[HR Lead's Name]

