Right Person, Wrong Role

When one person in five is in the wrong role, how can an effective Career Management strategy help your organization win?
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 Management strategy in place to attract, engage and retain high performing individuals.

Yet globally, one in five people are in the wrong role: jobs they aren’t motivated by, engaged with or productive in, which has a clear effect on performance. The financial implication for employers is significant; having the right people in the right role equates to 29% higher revenue on average as well as up to millions of dollars in savings.¹

Forward thinking businesses are implementing effective Career Management 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 Fulfilling Careers Instead of Filling Jobs, Right Management, 2015
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. When you add in the cost to rehire for employees that leave by choice that figures grows. Voluntary turnover can cost an organization 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
Career 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.

67% of people are not engaged in their jobs or their organization
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.

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?

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

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

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?
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 Management is one of the key deciding factors of whether talent will stay or leave an organization.

Career advancement and job security is the #1 reason 38% of all employees STAY

Right Management Career Management Study, 2017

Opportunities to progress is the #1 reason 39% of all employees are ENGAGED

Right Management Career Management Study, 2017
Skills Are The New Currency

Companies that embed career development into their people management strategy will significantly increase employee engagement and satisfaction. And it boosts productivity: employees offered Career Management are 50% more productive.¹ 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:³

1. Higher Revenue
2. Greater Customer Loyalty
3. Increased Retention of Key Talent
4. Reduced Talent Acquisition Costs

¹ Career Development Study, Right Management ³ Fulfilling Careers Instead of Filling Jobs, Right Management, 2015
How to Implement Career Management the Right Way

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

1. **Prepare Leaders**
   Educate and coach leaders to provide Career Management guidance aligned to business goals.

2. **Attract**
   Use employer branding and workforce development to attract top-talent.

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

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 Management 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 Management 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 management 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 management 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.