

User Guide: Career Conversation Guides

CEB Corporate Leadership Council®

Introduction

Our research shows that career partnerships can increase employees' career satisfaction and thereby reduce the likelihood of internal skills shortages by up to 30%, as well as increase employees' intent to stay by up to 11%. Effective career conversations are a key aspect of successful career partnerships; managers and, in turn, the organization learn what employees aspire to, and employees gain an understanding of what they can achieve and what the organization needs.

These conversation guides are based on our newest insights on career development, and they emphasize the importance of openly discussing an employee's employability and aligning employee aspirations with capability needs.



Career partnerships align employee interests with organizational capability needs by creating transparency into experiences that build necessary skills, motivating employees to pursue career growth, building awareness of internal opportunities, and improving talent sharing via talent brokerage.



Employability is an employee's capabilities, skills, knowledge, experiences, achievements, and personal attributes that make him or her more valuable internally and externally and, therefore, more likely to achieve career success. Our research shows that employability, even more than title progression, improves employees' career satisfaction.

Purpose

These conversation guides are designed to be used by managers and employees before, during, and after career conversations.

Before the Career Conversation

- **Understanding the Career Partnership:** This guide helps employees and managers understand their roles in career management.
- **Timing Career Conversations:** This manager guide is based on data-driven insights to help them time career conversations.
- **Preparing for Career Conversations:** These conversation guides help employees and managers prepare for a career conversation, based on different scenarios.

During the Career Conversation

- **Having Career Conversations:** These conversation guides help employees and managers structure a career conversation based on different scenarios.

After the Career Conversation

- **Building Your Personal Brand:** These sets of guides help employees build their personal brand by encouraging self-awareness of strengths and interests and teaching employees how to communicate the value they contribute.

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Instructions

HR business partners should share appropriate guides with managers and employees or use the questions therein to update existing career guides. Employees and managers can use the questions below to identify which set of guides best applies to their situation.

Questions for Employees to Select the Right Guides



- Are you worried about your career options within or outside of the organization?
- Are you looking for advice to identify a new career challenge?
- Do you know what you want to do but need help in getting there?

Career Aspiration Conversation Guides



- Are you satisfied with where you currently are in your career?
- Do you want to make sure that you and your manager are on the same page regarding your career progression?
- Would you like some advice on next steps to take?

Career Check-Up Conversation Guides



- Do you feel that you were overlooked for a promotion?
- Do you feel that you missed out on a raise?
- Do you think that there aren't many career opportunities for you in your current organization?

Difficult Career Conversation Guides

Questions for Managers to Select the Right Guides



- Does the employee seem curious about different career options, within or outside the organization?



- Does the employee seem satisfied with his or her current position and speed of career progression?



- Is the employee upset over a missed promotion?
- Has the employee expressed

Career Dimensions Ii Managers Guide

Clifford Lane



Career Dimensions Ii Managers Guide:

Whispering the Techniques of Language: An Psychological Journey through **Career Dimensions Ii Managers Guide**

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Table of Contents Career Dimensions Ii Managers Guide

1. Understanding the eBook Career Dimensions Ii Managers Guide
 - The Rise of Digital Reading Career Dimensions Ii Managers Guide
 - Advantages of eBooks Over Traditional Books
2. Identifying Career Dimensions Ii Managers Guide
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Career Dimensions Ii Managers Guide
 - User-Friendly Interface
4. Exploring eBook Recommendations from Career Dimensions Ii Managers Guide
 - Personalized Recommendations

- Career Dimensions Ii Managers Guide User Reviews and Ratings
- Career Dimensions Ii Managers Guide and Bestseller Lists
- 5. Accessing Career Dimensions Ii Managers Guide Free and Paid eBooks
 - Career Dimensions Ii Managers Guide Public Domain eBooks
 - Career Dimensions Ii Managers Guide eBook Subscription Services
 - Career Dimensions Ii Managers Guide Budget-Friendly Options
- 6. Navigating Career Dimensions Ii Managers Guide eBook Formats
 - ePub, PDF, MOBI, and More
 - Career Dimensions Ii Managers Guide Compatibility with Devices
 - Career Dimensions Ii Managers Guide Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Career Dimensions Ii Managers Guide
 - Highlighting and Note-Taking Career Dimensions Ii Managers Guide
 - Interactive Elements Career Dimensions Ii Managers Guide
- 8. Staying Engaged with Career Dimensions Ii Managers Guide
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Career Dimensions Ii Managers Guide
- 9. Balancing eBooks and Physical Books Career Dimensions Ii Managers Guide
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Career Dimensions Ii Managers Guide
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Career Dimensions Ii Managers Guide
 - Setting Reading Goals Career Dimensions Ii Managers Guide
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Career Dimensions Ii Managers Guide
 - Fact-Checking eBook Content of Career Dimensions Ii Managers Guide

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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