

# Squiggly Careers PodSheet

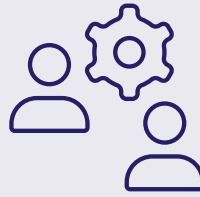


## How to help people squiggle and stay

### Why we need to refocus on retention

Organisations that aren't adapting fast enough for squiggly careers are experiencing big challenges in retaining people. **People are reconsidering work and looking outside first.**

For many, it has become easier to leave and grow than squiggle (i.e change roles and develop in different directions) and stay.



- 65% of employees are reconsidering the role of work in their lives
- Only one-third open to internal opportunities providing part of the solution
- Pace of employee turnover is forecast to be 50-75% higher

[Read HBR article Why people quit their jobs](#)

### Why it is often easier for people to leave



#### Awareness

lack of visibility of what's available in the company



#### Access

too many processes and performance hurdles



#### Support

managers too territorial about talent or unsure how to help

### 3 principles



#### Focus career conversations on progression, not promotion

Managers and mentors need to help people move conversations away from steps and titles to skills and talents.

#### 3 ideas for action



##### Cultivate curiosity

Encourage people to be explorative by asking 'nudging' questions:

1. *What motivates you about your work?*
2. *What do you want to be known for?*
3. *What possibilities would you like to learn more about?*



#### Measure managers on people potential, not team performance

Managers should be rewarded for focusing on the development of organization-wide people potential.

##### Develop mobility metrics

Measure the effectiveness of squiggly career support by regularly reviewing:

1. *Number of completed career experiments*
2. *Percentage of roles filled internally.*
3. *Employee-rated quality of career conversations.*



#### Make career experiments easy to adopt and adapt

People need flexibility and choice to learn how they can transfer their talents and 'try on' different roles.

##### Squiggly career experiments

Make it easy for people to experiment with a 'mobility menu' of options such as:

1. *Squiggly Safari: a 1-2 week 'tour' of the organisation*
2. *Borrowed brilliance: Short-term projects with skills sourced from the broader business.*



### Coach Yourself Questions



What internal opportunity are you most excited about?



How could you help others to squiggle and stay?

### Recommended resources



#### [How to reimagine retention](#)

Our latest article for Harvard Business Review



[The best career path isn't always a straight line](#) Our Tedx talk which has had over 1.5 million views shows how squiggly careers can be dynamic



#### [How to have a high trust team](#)

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