

# Empower Career Growth at Every Stage

## Removing Common Barriers to Employees' Growth and Success

**Seramount has captured thousands of employees' beliefs** about career advancement and job satisfaction through our anonymous employee listening platform. When asked about their career journeys during an [Employee Voice Session<sup>SM</sup> \(EVS\)](#), **most participants said their skills and talents were not fully leveraged** in their current roles. Fewer than 30 percent of participants believed they had **adequate advancement opportunities**, and less than one-third understood **what it takes to succeed at work**.<sup>1</sup>

### EVS Results



64%

I want to advance to a more senior level



50%

I consider myself to be ambitious



45%

I have a sponsor at my organization



42%

I have been told I have high potential



39%

My manager has facilitated my career development



39%

I believe I will advance to a more senior level



35%

I want to advance to a leadership position



34%

My skills and talents are fully leveraged in my current role



32%

I understand what it will take for me to succeed



32%

I am fairly compensated for my role



28%

I believe there are adequate advancement opportunities available to me



27%

Other senior people with whom I work have facilitated my career development



25%

I have a strong professional network



23%

I am satisfied with my rate of advancement in my career



23%

I believe I will advance to a leadership position



18%

I have been promoted when I felt I deserved it

1) Seramount Consulting analyzed 8,340 employee records describing how employee networks, sponsors, and managers can affect a company's engagement and retention efforts. Participating companies spanned technology, pharmaceutical, legal, and financial services industries. Data was collected using Seramount's Employee Voice Session (EVS) platform, a virtual tool used to moderate and guide employees through a series of quantitative and qualitative questions. The anonymous nature of the live session allows a deep dive into the anonymous responses and allows employees to share openly with one another.

Source: Seramount research.

# Three Career Development Obstacles to Overcome

Employees with clear career paths often have a stronger sense of motivation and direction, especially when their personal goals connect with their company’s broader goals. Three specific obstacles to career progression continuously came up in our Employee Voice Sessions. **Below are examples of employee experiences, reasons the issues are important to address, and proposed solutions for employees’ top concerns.**



## Obstacle #1: Uncertainty About the Path to Promotion

### What’s Happening?

The path to promotion varies based on team or manager norms. There isn’t clear documentation about distinct expectations for each role level.

### Why It’s Important to Address

Advancement opportunities and promotion processes must be clear, equitable, and transparent.

### What’s the Solution?

*Amplify Internal Resources and Opportunities*

Disseminate information on where to find and how to use internal career development resources so individuals are empowered to own their career success.



## Obstacle #2: Missing Actionable, Timely Feedback

### What’s Happening?

Managers meet with direct reports only for required performance review conversations or as requested by the employee. Critiques are delivered in front of other team members, catching employees off guard.

### Why It’s Important to Address

Feedback must be rooted in the individual’s aspirations, linked to business goals, actionable, and realistic.

### What’s the Solution?

*Train Managers How to Give Feedback*

Train managers how to deliver performance-related and career-related feedback.



## Obstacle #3: Limited Access to Advocates in Leadership

### What’s Happening?

If you don’t already know someone in the company or like the same pop culture references, you often miss internal opportunities for recognition or advancement.

### Why It’s Important to Address

Opportunities to gain leadership visibility and advocacy must be available for all employees across departments and levels.

### What’s the Solution?

*Upskill Leaders to Become Sponsors*

Build effective and strategic sponsorship programs to equitably enable career advancement opportunities and strengthen the talent pipeline.



**Employees with effective managers are:**

**16%** more innovative

**30%** more engaged

### What’s the ROI for Career Development?

Effective career development strategies promote a culture of learning and innovation, reduce turnover, and strengthen talent pipelines. Similarly, managers who invest in their employees help improve engagement and productivity. Without accessible tools and advocates to support internal mobility, organizations risk losing high-performing employees who don’t envision a future with the company.