



Develop the employability of your staff members

Accelerate the development of your staff members while reinforcing your employment brand



Didier Avril, série Storytelling

Our sources

This synopsis is based on the publications presented below and on the back page.

Superbosses

Sydney Finkelstein, Portfolio/Penguin, 2016.

An Everyone Culture

Robert Kegan, Lisa Laskow Lahey, Harvard Business Review Press, 2016.

Reinventing Performance Management

Marcus Buckingham, Ashley Goodall, Harvard Business Review, April 2015.

Many enterprises do consider the development of their staff as an important matter, but generally, it is disconnected from daily concerns. They essentially rely on the annual performance review between staff and managers, during which they discuss the employee's preferred evolutionary path and possible perspectives in view of the performance achieved, of the competency referential and of the career paths defined by the organization. The manager then plans training programs and makes recommendations for growth.

This approach has the advantage of providing each person with a reference framework to project themselves into the future. Nonetheless, the studies conducted among employees show that they often think their company does not help them sufficiently to develop. Similarly, more than half of the executive managers recently interviewed by Deloitte consider that their performance management process does not support sufficiently the commitment and performance of their staff. The main reasons for this are the too discontinuous cycles, thus

lacking in reactivity, combined with a tendency to measure past performance rather than supporting the future one. Furthermore, excessive standardization prevents the organization from fully building on everyone's specificities.

In truth, things have changed; and this requires an approach towards staff development that is more personalized, more continuous and intrinsically linked to the daily work:

- **Base your recruitment as much on developmental capabilities as on achievements.**
- **Ensure your staff members learn from their daily work.**
- **Help them develop their full potential by encouraging them to surpass themselves.**
- **Do not consider their departure as a break-up, but rather as a logical result of their development, and take advantage of it.**

In this synopsis...

- 1 Consider a **new paradigm**
- 2 Base your recruitment on **learning capabilities**
- 3 Develop on a **daily basis**
- 4 Create **unbalance**
- 5 Give value to **departures**

1 Consider a new paradigm

Many staff development policies rely more or less consciously on the assumption of pretty clearly predefined career paths. Rewarding their performance and loyalty, employees get proposed gradual growth opportunities, in line with one or more reference paths. For example, progression in the management ladder or back-and-forth moves between operational and functional positions in order to gain the global vision that will be indispensable to a senior management position. In this perspective, it seems very logical to have “reasonable” timeframes to review the development plan. That is typically how we consider training plan opportunities once a year. This approach proved successful in a stable economic context, with lifelong employment as a reference.

More and more observers realize that this approach is no longer sufficient to nourish the performance of staff members in an effective manner, for three main reasons:

The rapid obsolescence of knowledge and techniques

Today, the volume of technological knowledge multiplies twice every year. In some sectors, the knowledge taught in the first year can be obsolete by the third year! Even in sectors where the basic knowledge base does not evolve as rapidly, the pace of product and service renewal has considerably accelerated. Numerous trades must more and more frequently adapt to advances in technology or statutory changes. This results in a considerably more dynamic working environment. To remain high performing, employees can no longer rely on what they already know. They must continuously learn.

An increased need for operational flexibility

To remain competitive, organizations must rapidly adapt to market evolutions. Product lifecycles are increasingly

shorter and more uncertain, which, for example, might require that staff are regularly reallocated to different production lines. In R&D, enterprises often manage several projects in parallel; it is typical that some are abruptly stopped, while others, turning out more promising than anticipated, justify that the

Career paths are no longer progressive, nor really predictable.

teams get more staff. Everywhere in the organization, the permanent search for optimization leads to a more frequent restructuring. Organizations need staff that can adapt and are capable to build their competencies rapidly in a new position. This aptitude is reinforced by giving staff members the habits and means to develop on the go and to take advantage of less predictable career paths.

The new relations between employees and employers

The disappearance of lifelong employment has changed the psychological contract between the enterprises and their staff. According to the U.S. Department of Labor, the pupils currently in primary school will have had 10 to 14 different jobs by the time they turn 50! People are increasingly conscious that they need to build their career paths themselves; in this context, their current employer only represents one episode. This changes radically the way everyone considers the relationship. For the authors of *Tours of Duty*, the employee no longer signs a contract during which, in a simplistic manner, he exchanges his time for money. The enterprise also expects adaptability from the employee, who in turn expects that his life in the enterprise will enable him to increase his employability. We are no longer in a long-term loyalty logic, but rather in a relationship-intensity one (figure A). This considerably changes the employees' expectations in terms of ongoing development. This also modifies the way the enterprise

assesses the “return on investment” of its efforts to develop its staff.

An increasing number of enterprises wonder how to adapt their development policy to this new paradigm. The study of leaders and enterprises that are particularly recognized in this perspective shows four recurring practices:

- Recruit mainly people who want and are capable of learning;
- Organize the daily work in a way that maximizes the opportunity to learn;
- Help your staff members to move out of their comfort zone;
- Consider departures as normal career developments.

2 Base your recruitment on learning capabilities

Enterprises are in the habit of recruiting based on what has already been achieved: diplomas, proven competencies, passed experiences. This is relevant if you recruit for a well-defined role that will remain stable over time. But the more likely it is that the staff member will regularly need to update his knowledge or to evolve in his functions, the more important it is to take into consideration three other criteria:

The attitude when facing change and adversity

The capacity to develop on the go largely depends on the listening skills and ability to take into consideration the reactions of others. Placed in a difficult situation, does the candidate react in a defensive manner? Does he know how to stand back and have a critical look at himself? Can he adopt a constructive attitude when faced with unpleasant criticism? The firm Next Jump watches closely these indicators of the ability to do some soul-searching. This enterprise concentrates its recruitments during what it calls *Super Saturdays*. On these occasions, candidates come and spend a day of tests and interviews but also meet employees in an informal manner. Those employees observe with attention the manner in which candidates listen to others, receive feedback, etc.

They have a mobile application that enables them to share their impressions. This way, the enterprise gives itself the means to select new recruits who have the state of mind to continue learning and progressing.

Understanding what the enterprise seeks to create

It will be much easier to evolve and adapt to change when you have an in-depth understanding of the mission of the enterprise, what makes it unique in its market. This helps identify what to be attentive to, what can change

It is easier to teach new competencies than to trigger the desire and the state of mind that are required for continuing development.

and what must remain the same, even when your role or the context evolve. Alice Waters is an influential figure in the cooking world who has shaped the style of numerous American chefs. When she recruits, she is particularly

attentive to note whether the candidate understands the spirit of her cuisine. She reckons that if the candidate understands the general mission that guides the enterprise, it will be much easier for him to gain in competence. Similarly, Ralph Lauren wanted to recruit staff who had a real understanding of the fashion world. He wanted even staff in lower positions to hold relevant opinions on clothes. In his view, this was a guarantee of their future adaptability. Thus, numerous leaders who are renowned to have enabled the emergence of remarkable talents only moderately rely on the information in the resume: they prefer placing candidates in real-life situations and having in-depth discussions to get to learn the person, his convictions and thinking patterns (figure B).

The desire to participate in the team adventure

Motivation plays a key role in the capability to develop. Continuously learning is demanding. It requires some soul-searching and the capability to regularly risk going beyond the comfort

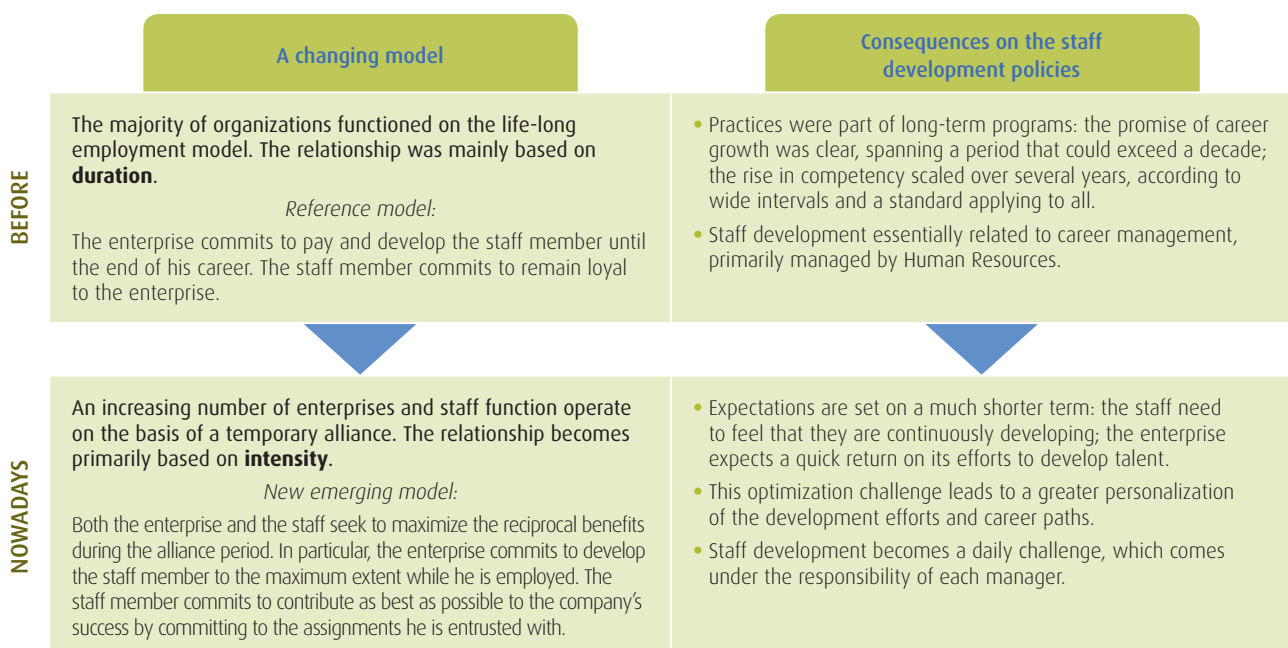
zone. If the employee does not find in his work elements that get him pleasure and desire, continuous development rapidly becomes exhausting. This is why some companies choose to get the candidates to meet several of their future colleagues, up to ten or twelve. They can thus check that the candidates can develop with them. Other organizations enroll candidates in integration seminars to immerse them in the company culture and offer them a departure stipend if they do not feel comfortable. These approaches enable the firm to check that the staff members adhere sufficiently to the common project; it is a guarantee that they will find the motivation to rebound when needed.

3 Develop on a daily basis

Training sessions, e-learning catalogues, mentoring programs... These are the means generally set up to support the development of staff members. However, these tools are occasional and often out of phase in timing or topic with what would really help the staff

FIGURE A A new psychological contract

The end of lifelong employment is deeply modifying the psychological contract between employers and staff.



Based on *Tours of Duty: The New Employer-Employee Compact*, Reid Hoffman, Ben Casnocha, Chris Yeh, Harvard Business Review, June 2013.

member meet the challenges he or she is facing. This is why some organizations establish approaches to provide development as closely linked as possible to daily life, in the flow of work itself.

Continuous feedback

The advice provided by the direct line manager in the midst of action is a major development intensification factor. This by itself comes as no surprise. Many managers are aware of it. However, during super busy days, it is often difficult to give everyone the attention and support they need. This is why some organizations set up routines to clear up the necessary time. At Bridgewater, an investment fund that manages approximately 165 billion dollars, each employee has a fifteen-minute review with his direct line manager every

morning. This non-negotiable meeting is not considered as yet another meeting, but as a way of gaining in time and reliability in decision-making. This is a key moment during which the manager can, for example, defuse potential problems, comment on a previous-day decision, or alert the staff member on the influence

It is through action that you learn the most.

his mood of the day could have on his trading options on the stock exchange. At ArcLight Cinemas or at the Ritz-Carlton, flash team meetings at each staff rotation enable to both coordinate the efforts and to discuss on the spot notable situations. Experts underline that although this frequency might seem high, it is precisely what enables securing

the practice of an ongoing feedback as an automatic reaction and as a major development practice (figure C).

Peers' involvement

The direct line manager is not the only one able to provide relevant feedback. The vision and the advice of colleagues can be precious, for example to step back and reflect on one's behavior in meetings. However, the culture of feedback among peers is difficult to establish. Staff must officially be encouraged to do so. Buurtzorg, the Dutch leader in home nursing care, has listed coaching of peers among its official practices. Each nurse knows that she can schedule such a coaching session when she faces a dilemma, for example, or when she notices a recurrent mistake. Her colleagues have to attend.

FIGURE B Make room for spontaneity during the recruitment interview

The résumé is a good starting point to have a quick vision of the competencies and experience of a candidate. However, dedicating the interview to reviewing it might lead to a focus on the past rather than on the candidate's desires, motivation and his or her affinities with the enterprise. Yes, these elements will strongly condition continuous development efforts. Here are a few techniques to better comprehend candidates from that angle:

TECHNIQUE	EXAMPLE	ADVICE
<ul style="list-style-type: none"> Favor real-life situations 	When recruiting chefs, Alice Waters, the founder of the restaurant Chez Panisse, used to ask candidates to prepare and serve an entire meal for her and her associates. That way, she could judge their cooking abilities but also observe them in the kitchen, see how they dealt with stressful situations, discuss with them the choice of dishes and the spirit of their cuisine, etc.	<ul style="list-style-type: none"> Choose a common work situation that will enable you to observe the attitudes, way of thinking and reactions of the person. Do not hesitate to involve other persons who would also be concerned if it were a real-life case.
<ul style="list-style-type: none"> Engage in deep debate 	To recruit his actors, the film director Roger Corman liked to select one scene from a movie and ask the opinion of the actor about it. This was the opportunity to engage in a real debate on what makes a good actor's performance and a good movie, as well as test their intellectual and interpersonal affinities.	<ul style="list-style-type: none"> Identify a product or a service that can be used as a prompt to start this debate, whether it is one of your products, that of a competitor or an alternative service. The important aspect is the quality of the exchanges this can trigger. Do not hesitate to go directly to the store or the workshop to make the debate even more concrete.
<ul style="list-style-type: none"> Use silence 	Gene Roberts, president of the newspaper Philadelphia Inquirer, and Lorne Michaels, a cinema producer, never hesitated leaving blanks during the interviews. They had noticed that in their attempt to fill in these blanks, candidates would eventually disclose elements that revealed more about themselves: an anecdote, a conviction, a personal detail, questions they ponder, etc.	<ul style="list-style-type: none"> Do not transition too fast between the topics you have chosen to raise: leave space to entice the candidate to spontaneously volunteer information. Allow sufficient time to enable digressions and chats on unplanned topics.
<ul style="list-style-type: none"> Talk about everything but work 	Alice Waters complemented the real-life situations with conversations that she liked to start with questions that bore no connection to work. For example: "What books have you read lately?" A way to test the candidates' reaction to unprepared questions and to bring them to reveal more of their personal side.	<ul style="list-style-type: none"> Make sure you put the candidate at ease to avoid giving the impression you are trying to trick him. The discussion will be all the more authentic and richer.

Based on *Superbosses*, Sydney Finkelstein, Portfolio/Penguin, 2016.

Over time, these sessions have become much appreciated for the experience shared and the support they provide. At ArcLight Cinemas, it is common for the manager to indicate during team sessions that a team member is working on a specific competency and demand that colleagues help him or her by providing the necessary feedback. The organization goes even further by making public the achievements and development axes of everyone on a note-board visible by all. This board presents the important skills of each function, and denotes through a color pin system the level of each employee in the mastery of those skills. This is a way to invite colleagues to focus their feedback on the skills that are in a developmental phase.

However, you need to be careful: this peers' feedback culture can only be constructive if training is also provided on benevolent communication and conflict management.

Performance snapshots

To sustain continuous development dynamics, some enterprises have also shortened the cycles of performance

monitoring. For example, the Deloitte consulting firm has set up light evaluation sessions at the end of each project, or at least every three months for longer projects. These snapshots provide a regular assessment base that can be used by both HR teams and direct line managers to discuss with the staff members the progress made or remaining to be made. The objective is to encourage developmental actions, which can sometimes be less ambitious, but on a shorter and iterative cycle. Similarly, without necessarily rethinking the annual performance review process, managers can be asked to perform a mini-diagnostic every three months, which can be informal. This simply consists in thinking about the perceived performance and development dynamic of each team member. For example, what am I particularly happy about? What could be done to build further on these strong points or to reinforce them? If I had the choice today, would I integrate this person in my team? Else, on what fronts should he or she evolve? How to help him or her? Etc. In addition to the feedback received on the go, these periods of reflection may

permit establishing a mindset to set up developmental actions without a heavy process or undue delays.

4 Create unbalance

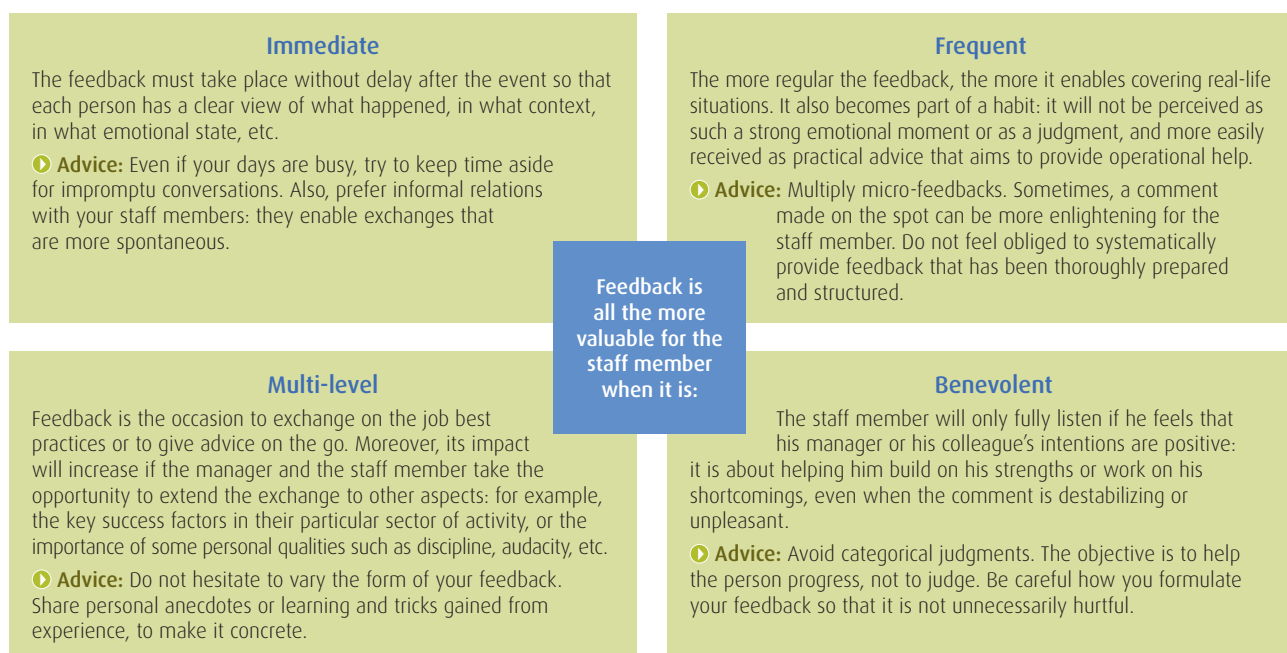
Taking full advantage of one's potential demands setting high expectations. This is a strong belief among enterprises observed by the authors of *An Everyone Culture*. These encourage their staff members to reach constantly beyond their limits, to lead them to develop to the maximum. They achieve this by playing simultaneously on two fronts:

Frequently renewing challenges

Confronting staff members to new challenges leads them outside their comfort zone to experiment new ways of doing, thus broadening their palette of experiences and their set of behaviors. This is why the Decurion Corporation has adopted a policy to move their staff from their current function as soon as they have mastered it—and everyone is concerned, not only a small group of

FIGURE C Four characteristics of effective continuous feedback

Good feedback is a development accelerator. It will be all the more profitable for the staff members when it respects these four characteristics:



“high potential” staff. Without adopting the same systematic approach, other enterprises ensure they propose highly individualized career paths, so they stick to the development profile of each person as closely as possible. They do not hesitate, for instance, to move their staff up several grades or to make

Only high demand will enable development to the best of one’s capabilities.

a change in position more rapidly than planned. They also regularly renew the challenges for each function, to avoid having to rely on mobility possibilities. Managers are encouraged to seize the opportunities to assign their staff members to project teams, or to give them a new assignment whether temporarily or permanently, even if this means changing accordingly the role of some of their colleagues. The objective is to give each one personalized challenges that lead him or her to embrace new difficulties, which will represent new learning opportunities (figure D).

Extreme demands on a daily basis

In addition to the regular confrontation of new challenges, surpassing oneself is fueled by a very strong culture of

continuous improvement. For example, at Bridgewater, it is quite accepted to make mistakes. Failure is considered as a part of the learning process. Conversely, not learning from one’s mistakes is considered an unacceptable fault. To anchor this policy in the culture, the enterprise has set up a “journal of mistakes” system, which is both collective and public. Everyone has to write in it his failures, the mistakes he made, the decisions he took that turned out wrong, etc. Mistakes thus shared are not penalized. Conversely, repeating the same mistake or hiding one is considered a fault. The contents of this journal are used during a weekly meeting. One mistake is analyzed in detail, aiming to understand what the cause behind it was. The team members do not hesitate to discuss individual or team behavior, beliefs and convictions, emotional reactions, fears and defensive reactions. Everyone is encouraged to speak up with no taboos, to eliminate as much as possible the unsaid that would mask the real problems through fear of hurting feelings or of entering into conflict.

Experts underline that such a culture, which is stimulating and gratifying through the individual and collective progress it enables, is also extremely demanding. An environment must accompany it that will compensate the risks of psychological





fatigue—whether this comes from a strong feeling of belonging to a united group, from the pride of participating in a noble mission, from staff members who are trained on benevolent communication, etc.

5 Give value to departures

The resignation of talented staff members has long been experienced as an anomaly, or even treason. However, enterprises must adapt to the new context of the relationship between employers and employees. As companies are no longer in a position to guarantee lifelong careers, individuals must pilot their professional evolution. Changing employers is no longer the sign of a problem between the organization and the employee, nor a sign of ungratefulness on the part of the staff: it has now become the normal way to manage one’s career. And paradoxically, the better the enterprise helps its staff develop, the more these can be rapidly tempted to seize opportunities elsewhere that the company can no longer offer them. Reaching a conclusion that the organization should stop investing in staff development would be dangerous: the impact on attractiveness and performance may be serious. It is better to convert these departures

FIGURE D Four manners to get the roles to evolve

Regularly renewing the challenges presented to your team members gives them the opportunity to develop. You can combine different approaches, according to what the organization enables.

1 ACCELERATE UPWARD CAREER MOBILITY	2 DIVERSIFY LATERAL CAREER MOVES	3 DESIGN POSITIONS WITH VARIABLE GEOMETRY	4 REINFORCE THE ROLE OF TEMPORARY ASSIGNMENTS
 <ul style="list-style-type: none"> Regularly ask yourself: does the team member learn sufficiently in his position? Has he sufficiently matured to increase his responsibilities? Are the norms of duration in a given position justified? Could you envisage more flexibility? 	 <p>Whether the staff member has reached the maturity for an upward move or not, regularly consider possible lateral moves: which could support his development over the next months? E.g.: temporary transfer to another department, at a partner’s, etc.</p>	 <p>Rather than thinking in terms of fixed scope functions, try to split them into assignments that could be handled in turn by different staff members, according to operational requirements, but also to the development needs of everyone.</p>	 <p>For example, challenge a staff member to represent the team in a think tank, to organize the next annual conference, to participate in a cross-functional project, etc.</p>

Based on *Superbosses*, Sydney Finkelstein, Portfolio/Penguin, 2016, and *Reinventing Organizations*, Frédéric Laloux, Nelson Parker, 2014.

into an opportunity to reinforce the employment brand of the company (figure E).

Assist in making the departure successful

The future success of an employee leaving the organization is a very strong signal of the quality of his development by the enterprise. More than any speech, it shows future recruits the extent of the company's ability to develop its staff's employability. Additionally, at a time when everything becomes public on social media, the manner in which an enterprise manages staff departures is a key element of its reputation. That is why it is important to know how to receive resignations in a constructive manner. Of course, nothing stops you from trying to change the mind of the employee. But you must make sure you react in a manner that will consolidate the quality of the relationship—a far cry from the reactions of frustration and resentment that too many managers still express. This goes through a clear communication of this challenge in the organization and its consideration in the Human Resources policy. For example, you can structure the exit interview in such a manner as to focus on the good points that the staff member will remember, rather than dwell on potential grievances; you can also make it a practice to ask the

employee how you can help him or her in this transition. Some companies offer their address book to facilitate the integration of their former employee in his or her new job. Others help the staff who leave to create their own activity. Consulting firms give the staff member free copies of market research reports on the sector of activity where he or she is moving. More symbolically, some goods and services companies propose

The departure of staff that the enterprise contributed to develop is inevitable: better transform it into an asset.

discounts on their future offerings, a way of expressing the privileged relationship they want to keep with those who might become their clients, partners or suppliers. Of course, the effort made is often proportional to the quality of the one leaving. But whoever is concerned, never forget that it is the reputation and attractiveness of your employment brand that are at stake.

Keep in touch

It is not because the employee leaves the enterprise that the relationship needs to stop. In fact, it has become natural for a staff member to go back to a former employer a few years after leaving. The enterprise then benefits

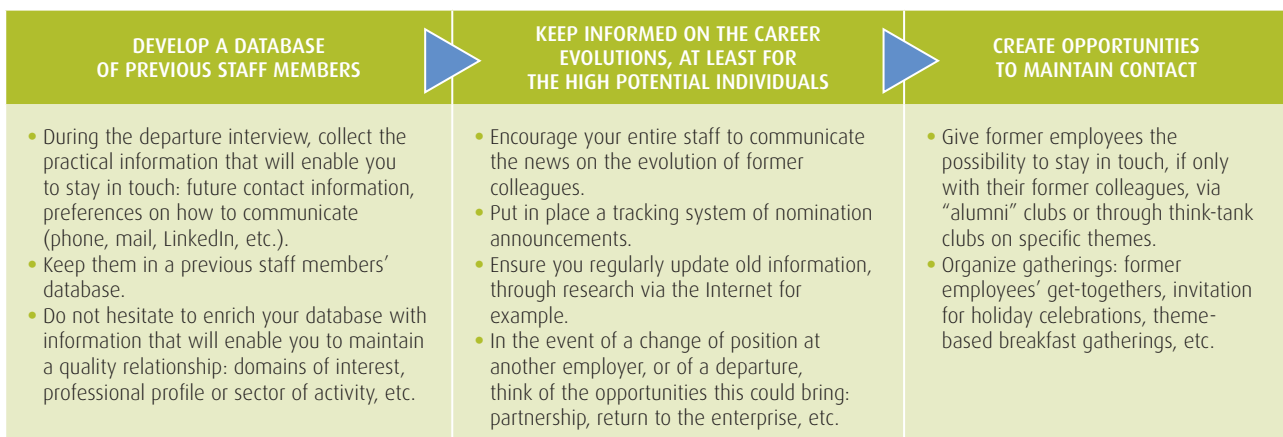
from the experience acquired in other environments. Others can become customers, partners, prescribers... In all events, staying in touch is beneficial: through simple word of mouth, the staff member will reinforce the image of the organization by occasionally sharing his positive experiences with his new group. Some managers and leaders keep in touch by occasionally lunching with former staff members or by seizing the opportunity to congratulate them on their promotions, which they are aware of through the media or social networks such as LinkedIn. If such a personal investment is not possible or justified, the contact can be maintained through newsletters or invitations to themed breakfast seminars or "alumni" meetings. A way to maintain your image as a reputable employer.



In an economic context in which employability has become a major challenge for the employees, illustrating yourself by helping your staff members develop is a strong asset of attractiveness. It is also a major factor of performance, which does not necessarily require huge investments in training but first and foremost a state of mind and methods that foster development on a daily basis.

FIGURE E Keep in touch after their departure

Your former staff members are the best ambassadors for your employment brand. Give yourself the means to stay in touch.



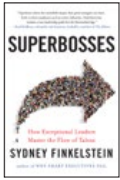
Based on *Superbosses*, Sydney Finkelstein, Portfolio/Penguin, 2016 and *Tours of Duty: The New Employer-Employee Compact*, Reid Hoffman, Ben Casnocha, Chris Yeh, Harvard Business Review, June 2013.

Our selection

To find the best ideas on this subject, we recommend the following publications:

Superbosses

Sydney Finkelstein, Portfolio/Penguin, 2016.



Some persons are known to be real talent inspirers. For example, this is the case of Alice Waters, the founder of Chez Panisse, a pioneer in a new American cuisine based on local and seasonal produce. Numerous award-winning chefs have worked in her restaurant and describe this phase as a key moment in their career, a formidable accelerator of both personal and professional development. The author has studied the practices of several of these “superbosses”, including Ralph Lauren (fashion), Gene Roberts (journalism), George Lucas (the movie industry), and Julian Robertson (finance). He describes the way these leaders operate to succeed in inspiring others in their work and leading them to develop to levels above standard. Finkelstein thus identifies some common practices. For example, “superbosses” set high objectives to encourage their protégés to go beyond their limits, while working by their side in a companionship relationship, never ceasing to advise them in the heat of the moment. They don’t hesitate either to take risks by giving responsibilities to people with little experience whom they believe in. A very engaging and original book.

An Everyone Culture

Robert Kegan, Lisa Laskow Lahey, Harvard Business Review Press, 2016.



This book presents a new type of organization, which makes the continuous development of staff members a key axis of development. It relies on an in-depth analysis of three enterprises: Next Jump, an e-commerce enterprise, The Decurion Corporation, a group active in different industries (cinema, real estate, pensioners’ life) and Bridgewater, an investment fund. These three enterprises are very different, and yet they share a common conviction: a considerable performance lever is wasted in traditional enterprises because the individuals have neither the incentives nor the sufficient means to confront their fears and their limits. A lot of energy is spent hiding weaknesses, rather than acknowledging them in order to work at improvement. To avoid this phenomenon, these enterprises have developed a whole range of practices that anchor continuous development in the workflow itself and make it a corporate responsibility. We notably discover a culture of permanent feedback, not only between the employee and the manager, but among all the team members as well. Mobility paths are accelerated to encourage everyone to continuously develop his capabilities. The development needs of each person are shared publicly, to enable colleagues to formulate better-targeted feedbacks. Some of the methods put in place might seem very radical—you can adhere or not—but they have the merit to make you think of what can enable everyone to use his full potential.

Reinventing Performance Management

Marcus Buckingham, Ashley Goodall, Harvard Business Review, April 2015.

This article presents the Deloitte consulting firm’s restructuring of its performance management system. It shares the reasons behind this reform—that of an increasing gap between the performance management processes and the pace of the operational requirements. It then details the main changes that have been adopted. You can find constructive ideas, such as setting up quick reviews at shorter intervals of time, or the manner of formulating questions to the direct managers to obtain a better index of the performance and of the potential of the staff member being evaluated. A very interesting case.

And also...

We also relied on the following publications:

- **Tours of Duty: The New Employer-Employee Compact**, Reid Hoffman, Ben Casnocha, Chris Yeh, Harvard Business Review, June 2013.
An in-depth article on the new relationship between the enterprise and its staff, and the deep consequences on talent management.
- **La motivation, une compétence qui se développe (Motivation, a competence that can be developed)**, Zwi Segal, Yves Duron, Pearson, 2015.
How to develop motivation in the new context between employer and employees?
- **Reinventing Organizations**, Frédéric Laloux, Nelson Parker, 2014.
Inspiring examples from enterprises that favor the autonomy of their staff members, with several of them relying on the continuous development of their employees.

Further readings

To explore this topic further:

- **From training to action (Manageris Synopsis 200b)**
Despite investing heavily in training, companies are often disappointed with the results. How to ensure that people make changes in their everyday work as a result of the training they receive?
- **Evaluate your employees to enhance their performance (Manageris Synopsis 198b)**
How to conduct annual performance interviews to motivate people to develop their skills while boosting their short-term performance?
- **Diversify career management (Manageris Synopsis 204a)**
The working world has changed. Flexibility and personalization are the new watchwords in career management. How to adapt career paths for increasingly diverse employee profiles?

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