

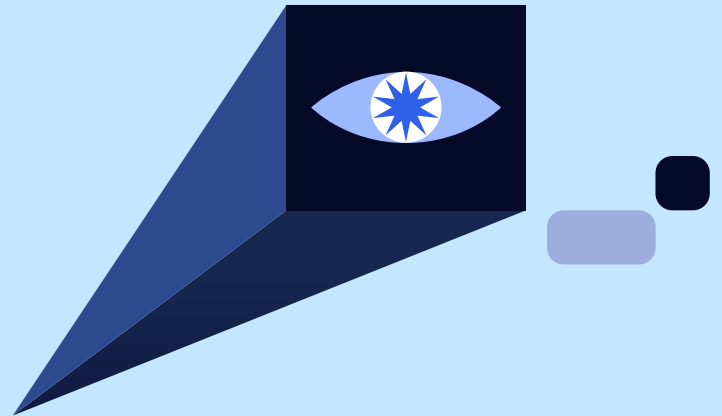


What would you say to reinventing career management?

Studies - Advice - Testimonials



Editorial



Transitions, distances and career

In the not-so-distant past, companies and their employees were naturally close, for the long haul. Companies were not places people left, and ideas such as taking a career time-out, transitioning, going on a sabbatical or negotiating a dismissal were rare and most often suspicious. Continuity was the rule for everyone.

Today, the opposite is true: stopping to reflect and taking leave from one's company has become more frequent, natural and even commended. It is seen as a sign of greater mobility, and positive appetite for change. However, mechanically, it also means greater distance from and indifference towards one's organisation...

In this context, it is the very idea of career management that becomes undermined. Is there still a place for loyalty to one's organisation? Can companies even be appealing today? Is it possible to do without a positive integrated collaboration model? And if not, how can we

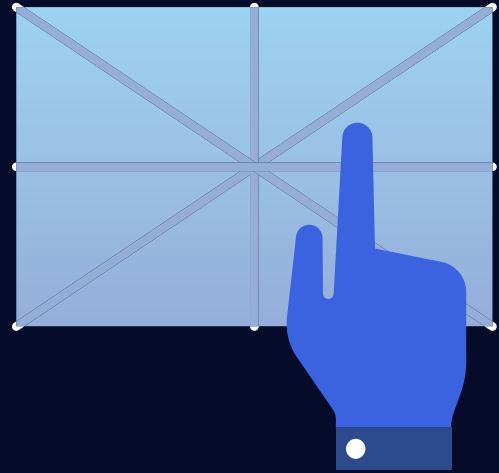
make that model vibrant and attractive still today? How can we make people want to plan a future within it to develop far-reaching projects?

It is to touch on these crucial questions that we offer you this White Paper, dedicated to career management. In it, you will find expert views, yet-unpublished studies and testimonials from HR professionals. To help us imagine other models. Because the very idea of career needs to be rethought today, for organisations as well as for their employees.



Dominique DUQUESNOY
Chief Executive Officer
at Performanse

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- What would you say to reinventing career

« The random should not be the guiding force in a career. Careers should be conceived at the point where the interests of individuals and organisations. »

Dominique DUQUESNOY

CEO of PerformanSe

1.

Experts perspectives

New contexts, new paradigms,
new tools... how should career
management be approached today?

Five thoughts on career management and how it is evolving!

Where reciprocal interests intersect...

Career management is the set of processes that connect the way an individual projects into the future based on that individual's existing professional skills with the organisation's needs and context. Neither the phenomenon nor the object of study are new. Psychology in particular has long been interested in it and has approached it extensively from an individual perspective. It is often described as a series of roles, tasks and activities connected with the functions individuals hold over the course of their professional lives and tied to objective and subjective criteria.

To fully understand the concept of career, however, we need to distinguish its individual implications

from the organisational ones. In its individual form, a career can be defined by looking at an individual's work experience. Specifically, the aim is to bring out all the points at which positive or negative professional development occurred.

From the perspective of organisations, career management consists of planning resources with the aim of maintaining or increasing production capacity. It is thus a system that balances the professional aspirations of employees with the needs of the organisation.

It requires positioning oneself at the intersection of the two parties' mutual interests.

Has the psychological contract evolved irreversibly?

The psychological contract between employer and employee, based on the principle of loyalty given in exchange for job security (almost for life), has been called into question by the successive economic crises. Companies – looking for flexibility – now prefer an approach that enables them to adjust quickly to rapid and difficult-to-predict changes, which have no clear structure or tendency.

Companies have thus moved towards a different promise, one that aims to maintain a high level of attractiveness, and preserve or improve individuals' performance: employability in exchange for commitment.

In other words, the vision consisting of simple models, standard development and growth processes (vertical and hierarchical) with stages and practices characteristic of a linear, continuous world is being challenged. Meanwhile, the alternative concept of employability has had significant repercussions on the very design of career management: in a post-modern context shaped by transition, instantaneousness, multi-activity engagement, urgency, and non-linearity, on the companies' end; and heightened demands and the aspiration towards more subjective success where employees are concerned...

The rules are not so clear-cut any more

As the terms of the employee-employer relationship shifted, companies were divested of their career management powers, and preferred to lay down flexible and non-restrictive rules to manage the future.

The intra-organisational career, once the rule, became an option. In employees' minds, a career could easily span more multiple companies. Meanwhile, companies began to shape careers only for a limited number of individuals.

With the rules of the external market transposed to the internal environment (media, assessment methods, decision-making processes), employees became distanced from their companies' needs. Career management became an individual process (Dany, 1996) and depended on an understanding of the environment (even incorrect). What is expected of me? How am I different from or similar to those who are developing positively in this company?

When a public health crisis... lays an evolution bare!

The public health crisis, if anything, sped these phenomena up... by highlighting them. The concept of “bullshit jobs” developed by David Graeber, and brought to light during each successive lock-down by the non-essential professions, caught the attention of an increasingly large proportion of the workforce (+17%, according to an EM Normandie Chair survey). For individuals, questioning what contribution they are actually making, the social utility of their job and the meaning of their work has become of cardinal importance. All the while grappling with these questions, they are reflecting on the societal impact of their companies, and how these engage beyond their set frameworks and tasks assigned to them.

In just a few years, the idea of professional transitioning has thus become more acceptable and more conceivable to a greater number of people. Putting a career on hold is seen almost as a form of intelligence today, and changing professions as proof of a person's agility. At the same time, the aspirations are changing: less hierarchy, more involvement in the decision-making process, a greater degree of autonomy, more flexible teleworking rules, etc. That being, an employee's willingness to picture a future with a company and commit to it for the long-term cannot be disconnected from the principle of security and stability.

Consequences kept hidden...

As a result, the career management approach (projection) became more and more short-term, giving priority to managers' immediate operational objectives. This is why the ontological need for stability and security inherent in employees' long-term commitment goes denied.

The bond between employees and their companies has understandably deteriorated. Companies have trouble seeing employees for what they could be doing, and make the safer bet, looking at what they have already done. Concurrently, employees have naturally started thinking that a different company would be able to better recognise their real value, while also paying them more.

A growing number of companies have thus handed the keys to career management over to the individuals: it is up to them to chart out their course, applying for positions, or refraining, depending on their broader aims.

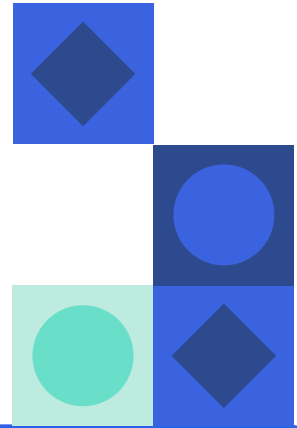
Interview.
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Interview.



Pauline de BECDELIÈVRE

Lecturer, ENS Paris

Career management: new paradigms?



The world is changing, the health crisis has reshuffled the deck when it comes to the way people relate to work, careers are no longer conceptualised the way were just yesterday...

To get a better grip on the issues at stake today, we interviewed Pauline de Becdelièvre, a Lecturer at ENS Paris and researcher who deals precisely with career-related topics... And asked her 7 questions!

Do you feel that the health crisis actually changed the way people relate to work, or only sped up a change that was already in progress?

It all depends on which people you are talking about. During the first lockdown, which was also a time when people started questioning the meaning of work in greater depth, we conducted an ad hoc study, which showed four different profiles, structured by age, occupation, function, and personal motivation rationales...

- Those who questioned the very meaning of work: this group was most likely to include the youngest, most recent entrants into the working world, who showed up to find jobs with little meaning, a circumstance they saw as all the less acceptable, once they were alone at home in front of their computer...
- Those who experienced a breakdown in meaning: this group was generally older, over 35, and consisted of people who realised that when it came down to it, they did not feel recognised, and no longer found meaning in what they were doing. It is this group that fuelled the “Great Resignation” trend in the United States, which we can sense here as well.
- Those for whom meaning was confirmed: these were individuals whom the crisis showed, quite to the contrary,

that their job really did resonate with them.

- Those for whom meaning was revealed: these were individuals in whom the crisis helped shed light on the meaning of their profession...

We interviewed each of these groups again, approximately 18 months later, and were able to see shifts consistent with the initial patterns: specifically, transitions and active or even dramatic changes in the first two groups, and more traditional developments and confirmations in the latter two.

The current state of the job market also encourages mobility and transitions... Would you say this trend is here to stay?

Yes... but there's a caveat. Yes, because people clearly want to work in closer connection with their deeper motivations. However, transitions are easy in your dreams, but often difficult to implement in reality, and companies are no longer so open to the idea either. They remain attached to traditional and linear ways of operating. Coming back after a transition is thus not so simple, especially if there have been failures or major difficulties along.

the way. There remains a significant gap between recruitment logics and individuals' motivations, their need for change and the desire for transitions. Consequently, I see some finer shading in the reality. All it would take is another economic crisis for the situation to tense up again, and for the idea of transitioning to probably recede.

The way individuals see their careers has changed significantly, though...

The current perspective is much more nomadic and horizontal. The old ways of seeing a career were generally very linear, and often vertical. The current perspectives are more mobile and more open, with the development of environmental issues implicitly becoming more and more important in the current thinking and choices. The desire to stay true to one's values and integrate environmental aspects into one's work is growing, even when it means stepping into less vertical careers or less prestigious jobs...

Can it be said that the nomadic dimension is embodied in particular by the so-called "slashers" -- people who combine different jobs or different tasks in parallel?

Absolutely, so long as the distinction is made between two types of slashers. The younger slashers are in it to enjoy greater freedom, gain experience, and pick more freely from potential offers, without any set ideas as to what they will later do with the experience they have amassed. The older slashers, in contrast -- sometimes due to tighter limits on their employability -- are trying to (finally) get some enjoyment out of work and break free from political constraints which they have already spent a lot of time managing, by becoming transition managers for example.

Looking at careers from a more horizontal perspective, does this mean that management functions are also less

attractive?

Yes, but this is also the result of a two-fold logic, actually. On the one hand, individuals are less interested in managing or being managed, as their focus is more on independence. The "big boss in a small pond" model is clearly outdated. However, on the other hand, organisations -- which want to adopt more agile models -- are also looking to lighten up their structures and costs. The two are thus converging naturally and reducing the hierarchical layers.

Do you see corporate careers as now steered more by the individuals, or by the organisations?

Companies do not manage careers; by and large, it is the individuals who manage their own employability. Even in large organisations, it is the individuals who -- most often -- create and activate their networks, think, internally seek opportunities, apply and defend their candidacies. Career management by companies remains relatively superficial.

Could they do better, though, in your opinion, to more actively shape the way their teams develop?

Yes, most likely, but only if the middle managers are truly brought into the picture, reassured, involved and rewarded for their contribution to their employees' development. Otherwise, the situation will continue to be complicated. Managers will always be held hostage by contradicting guidelines, caught between the need to achieve specific short-term results and the desire to participate in the collective effort. And they will often try to keep the best people at their side, rather than change them, which is only logical...

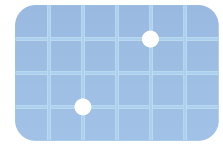
“Companies do not manage careers; by and large, it is the individuals who manage their own employability.”

Pauline de BECDELIÈVRE

Lecturer at ENS Paris

Pauline de Becdelièvre is a Lecturer at ENS Paris-Saclay and a Member of the IDHES Laboratory (UMR CNRS 8533). She holds a PhD from the University of Paris 2 Panthéon Assas. Her research on Human Resources focuses on careers, the self-employed, and the world of trade unions. She has published several articles in journals such as *Revue de Gestion des Ressources Humaines* and *Personnel Review*. She is a member of multiple associations, including: AOM, EGOS and AGRH.

New tools



To think about individuals in this undertaking and in so doing, help employers and employees make more fitting decisions, many ad hoc tools are now available. A brief review of four concepts follows: career anchors, Self-Concept Clarity, PsyCap and the Psychological Contract.

#1. Career anchors

A conceptual matrix for thinking about trajectories and coping with career blows

One of the tools available to both HR and individuals in search of professional guidance is the career anchors theory, which offers a simple model that is easy to understand and apply. This model helps users better understand their needs and motivations, as well as those of their teams, but also makes it easier to bounce back, after a blow to one's career, for instance.

Just what are career anchors?

The "career anchors" theory was developed by an American psychologist, Edgar Shein, in the late 1970s. Career anchors are the factors establishing the profound meaning which individuals give to their professional activities. According to the theory, each of us has a main anchor and a secondary anchor. The perception of anchors is said to stabilise around the age of 30.

Edgar Shein saw eight main anchors:

- Technical: relating to the importance of expertise in a particular field
- Management: relating to a desire to take responsibility and manage teams/companies
- Autonomy/independence: relating to the importance of being profoundly autonomous in choosing and organising one's own work

- Security/stability: reflected in the desire to always seek reassurance about the vagaries of economic development
- Entrepreneurial creativity: relating to the need to create, invent and develop a business
- Engagement in favour of a cause: with the desire to work towards an objective that is bigger than me and resonates with me
- Challenge: relating to the need to take risks to surprise, challenge and go beyond oneself
- Lifestyle: relating to the search for a good work-life balance at all times

Career anchors and career blows:

Career blows are events that are liable to radically challenge our professional choices. They can occur in the form of a dismissal of course, a family-related event with a significant impact on personal balance (loss of spouse, illness of a child, etc.), a major conflict at work, etc.

When such a blow occurs, work is necessarily called into question. At such times, an individual's career anchors become a powerful lever for reassurance and bouncing back. The better I know my anchors, the more easily I will be able to find a way out of the crisis.

Career shocks and individual strategies :

According to Pauline de Becdelièvre, researcher and lecturer at ENS Paris, a study conducted on a group of thirty individuals revealed two major strategies after a career blow:

- Refocusing. I try to re-establish myself as close as possible to my major career anchor. This is where I feel the most capable and, yes, the most comfortable. In principle, I already have the skills and networks I need.
- Redirecting. This blow prompts me to move more towards my secondary anchor. It will give me a chance to change, evolve and transition, but will also often require me to gain new skills and call more actively on my networks.

The decision to go with one strategy rather than the other naturally depends on the individuals, their background, understanding of their motivations at work, and type of blow, but also on contextual factors: the way the company has supported them up to the present, particularly if they have employee status...

Regardless, by turning to one of my anchors, regardless of which, and using my ability to bounce back, I will also bring my social capital into play.

#2. Self-Concept Clarity (SCC)

Better understanding the self, to make better decisions
How well do we really know ourselves? It's quite a question, but Self-Concept Clarity (SCC) can help us find our way through it.

Definition:

To be precise, it is "the extent to which the contents of an individual's self-concept are clearly and confidently defined, internally consistent, and temporally stable". (Campbell et al., 1996)

Why should it be measured?

SCC sheds light on the ease with which an individual can self-describe accurately. SCC is recognised as predicting ease in career decision-making, as can be seen in the illustration below



Why is this important for one's career?

SCC assessment results can be used by HR professionals to tactfully and prudently adjust during recruitment, career development or orientation interviews. When meeting applicants with fuzzy SCC, for instance, they need to help them tell of their experiences, give a concrete account of what they do (their understanding of the context, the issues at stake, how they responded, what they have learned, etc.) in order to draw out the behaviours mobilised and enable them to gain a clearer view of themselves.



#3. Psychological Capital (PsyCap):

The resources I can rely on in the face of difficulty

Do I have the resources needed to picture myself in the future and make decisions in my career? Which? And how can I make sure of this?

Definition:

The concept of Psychological Capital (PsyCap) refers to the resources and psychological capabilities available to us According to Luthans & Youssef (2004), they are composed of four main dimensions: self-efficacy, hope, optimism and resilience.

Why should it be measured?

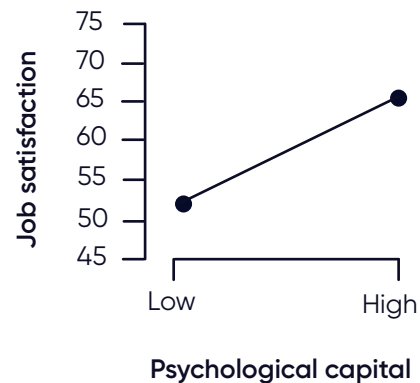
Knowing employees' level of PsyCap enables HR and managers to better support them, in that they have been

able to identify both the strengths and the points to watch in their employees/ candidates.

People who show high psychological capital are said to have greater confidence in their abilities. According to theory, they feel that their past successes are the direct result of their own actions. Lastly, they are said to have the ability to anticipate and cope with any unforeseen events more easily than others... They can thus thrive in the workplace and be more satisfied with their professional lives (see chart).

Why is this important for one's career?

Psychological capital is a resource, which can be depleted... and replenished! Our PsyCap is like the gas that makes cars run: on long trips, the tank empties out, but we always have the option of filling it up again. This same PsyCap helps us in times of stress, or during extended efforts at work, which can cause it to "run out". However, once we have put in our efforts, positive feedback, a good outcome from the work accomplished, and the support of those around us all help "fill it up" for the rest of the route...



#4. The Psychological Contract:

My relationship to employment

How do I project myself in my relationship to employment? What do I expect from it? What motivates me, when it comes down to it?

Definition:

The Psychological Contract is defined as all the individual schemas and representations an individual has with respect to the employment relationship. These are implicit and psychological factors that cannot be written into an employment contract (Rousseau, 1990). Two major types of Psychological Contracts have been identified:

1. Transactional: in this type of PC, there is a demand that the tasks, responsibilities and duration of the employment relationship be clearly determined and delineated.
2. Relational: This PC reveals a desire to be more in step with the values conveyed by the employing company. In general, the contractual requirements are thus lower and the time frame is longer.

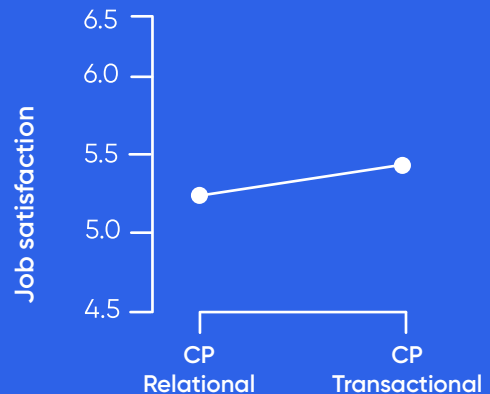
Why should it be measured?

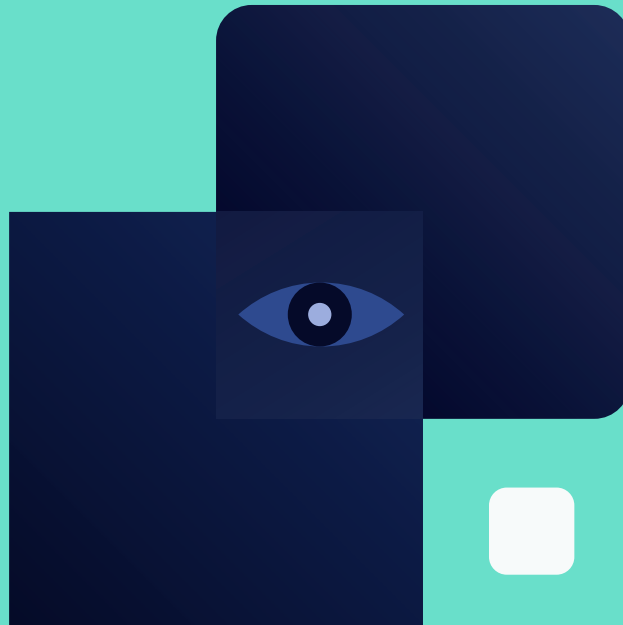
Each type of Psychological Contract is associated with a different type of career satisfaction, dependent entirely on whether the terms of the contract are respected:

- Employees with a transactional CP will seek out concrete satisfaction stemming from their hierarchical level, salary and seniority.
- Employees with a relational CP will look for more subjective satisfaction, such as career satisfaction, dedication to their work, and the opportunity to thrive.

Why is this important for one's career?

Being familiar with one's psychological contract is key to ensuring a match between what a person is looking for and what a person will find in a new position. There is no single type of PC that is preferable to the employer over another. Some positions are more suited to a transactional arrangement, others to a relational one. As demonstrated in the graph, there is no concrete difference in job satisfaction, between the transactional and relational types!





2.

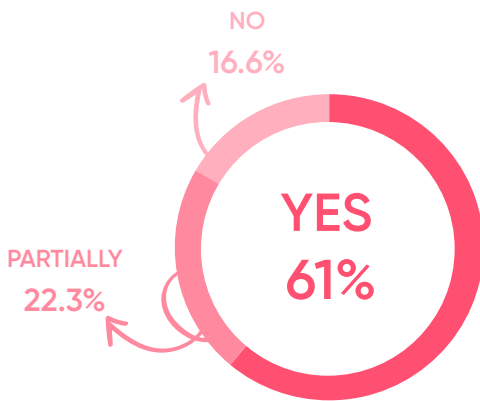
Employee perspectives

To better understand the expectations of employees today, we conducted two surveys: a quantitative survey of nearly 300 employees currently in position, and a qualitative survey of around ten young people at the start of their career. To shed light on the results, we asked two experts what they saw as the major lessons...

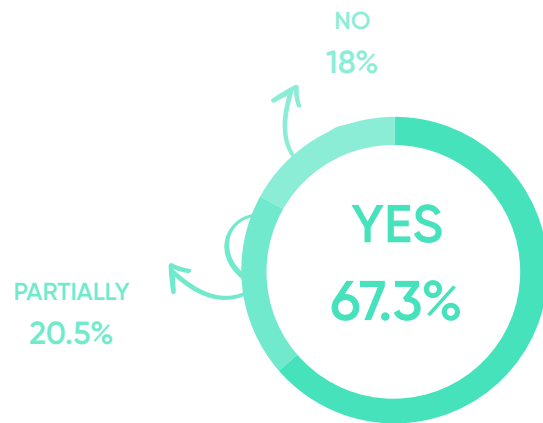
Employee survey: Great Indecision?

In June 2022, via Panelabs, we surveyed a sample of 1 099 European employees, ages 22 to 55. We asked them 9 questions about their careers, and how they see them...

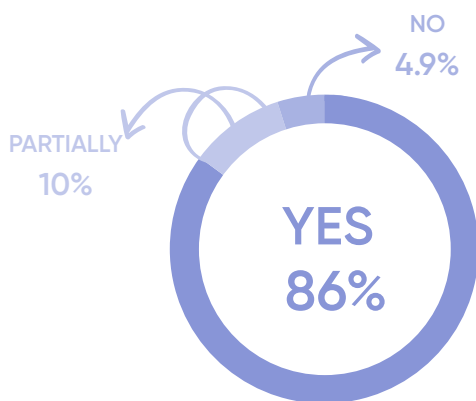
#1. Are you satisfied with the development of your career?



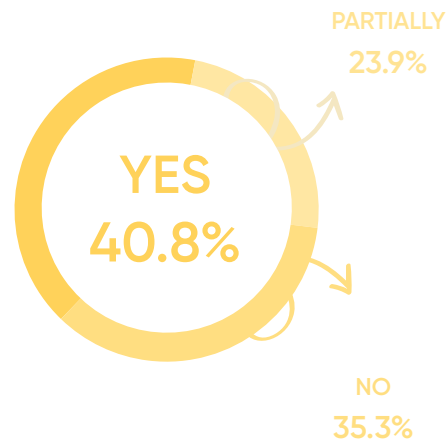
#2. Are you confident about your professional future?



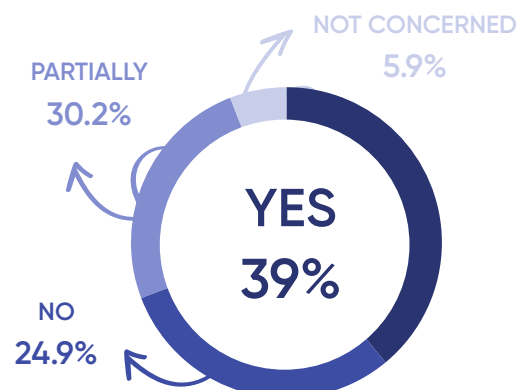
#3. Do you feel that you have the skills to adapt to changes in your profession?



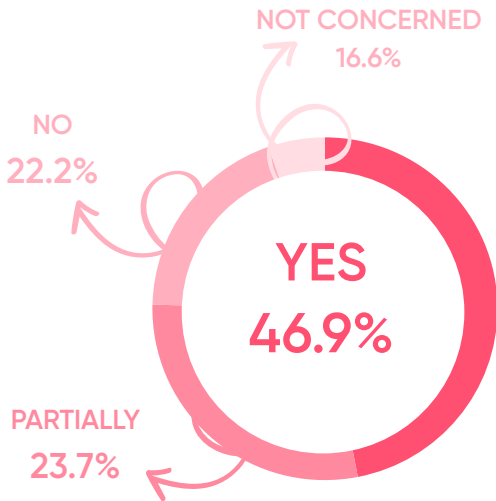
#4. Do you have a well-defined career plan?



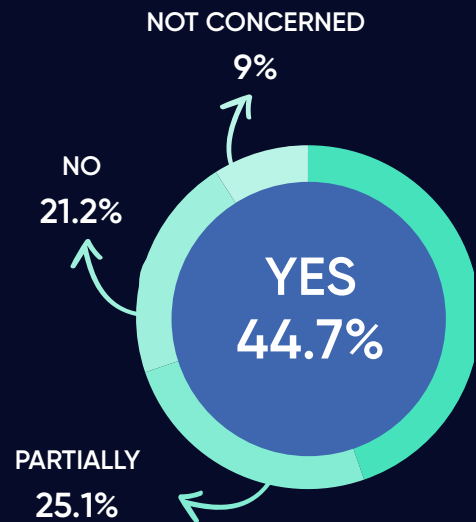
#5. Do you feel that your company is interested in your wishes and prospects for change within the organisation?



#6. Do you have a clear knowledge and vision of the mobility and evolution policy within your organization?



#7. Do you think your company favours internal mobility over external recruitment?



#8. What are, for you, the 3 characteristics of the ideal job?



#9. What are the top 3 reasons to stay loyal to your organization?





3.

The perspective of HR professionals

Three testimonials from professionals - HR Department, Talent Managers -, in three very different organisations, shed light on the perspectives and practices of companies today...

“It is essential that our processes and organisation be structured around developing pathways for the longer term, supplementing, and possibly even challenging, the expectations of managers, naturally focused on short-term performance.”

Magali Simounet

Deputy Director, Talent and Career
Development, RTE

Developing pathways over time...

RTE manages the French electricity transmission network. Vested with a vital public service mission serving all French citizens, RTE maintains, develops, keeps up and operates Europe's leading network by its size (more than 106,000 km of lines) and the amount of investments it receives. Its role is thus central to the energy transition. The company currently has 9,500 employees and hires around 450 people per year. In addition, on average every year, 1,000 employees benefit from functional and/or geographical internal mobility.

Magali Simounet, Deputy Director in charge of Talent and Career Development at RTE's HRD, explains how RTE is getting organised to provide extended support to its employees in the face of the challenges raised by the unprecedented transformation and which the company must take up today...

Why is career management so important at RTE?

Because, at RTE, the majority of the employees work for the entirety of their professional lives with the company. In other words, this is where they "make a career" of their skills! Resignations are few and far between - around fifty each year - so we have very low turnover. This is an interesting source of leverage for retaining unique, rare and essential technical skills. However, this also means that we have to find solutions so that everyone can grow and thrive sustainably in the company, all the while constantly adapting the skills which RTE needs over the course of its development and transformation.

How do these questions play out for you today?

For RTE, the issues at stake in transformation are considerable: the decarbonisation of French industry, massive electrification of uses, necessary overhaul of the network, development and integration of digital technologies, etc.... we are going through a profound industrial metamorphosis. On the one hand, we thus have an environment in the throes of major change, and on the other, a population that is very stable overall, and committed for the long-term. Adapting one to the other is thus of crucial importance to us, and cannot be based only on turnover and workforce renewal.

"Self-knowledge facilitates growth and adaptation."

Am I correct in stating that, at RTE, career management is of central importance and gives rise to long-term actions?

Yes, exactly, it is essential that we structure our processes and our organisation around the development of pathways over the longer term, by supplementing – or possibly even challenging – the expectations of managers who are naturally focused on short-term performance. This means creating incentives and developing multi-job pathways, possibly even secured external dans les parcours et dans les équipes mais aussi de renforcer l'engagement et la motivation tout au long de la carrière. Et cela aussi avec la volonté de favoriser « l'ascenseur social », en finançant des formations diplômantes pour des collaborateurs entrés dans l'entreprise avec un niveau Bac ou Bac+2 et qui peuvent devenir ingénieurs par exemple. Plus globalement, la priorité doit être donnée à l'acquisition permanente de compétences nouvelles, techniques mais aussi comportementales.

pathways, such as leave for business creation. In so doing, we want to help breathe some real life into the pathways and in the teams, but also strengthen commitment and motivation throughout their careers. We do this also with the desire to promote “social mobility”, by financing diploma training courses for employees who have joined the company with a Baccaureate or Bac+2 level and who can become engineers for example. More generally, priority needs to be given to the continuous gaining of new technical and behavioural skills.

How is mobility organised internally?

ALL our job offers are published, priority is given to internal applications, and through our mobility bodies, we make decisions collectively -- it is a way to jointly take on the significant changes facing employees, with the related risk-taking. Furthermore, changes to managerial functions are not and should not be the only possible roads towards progress. We are thus developing “project management” and “expertise” lines. Differentiated changes also need to become possible, by profile and appetite.

And how do you spark employee interest in mobility?

We know that it is essential to provide positive evidence, and show successful growth paths: we collect testimonials, we produce videos, we organise immersion sessions so that employees can very concretely find out about the jobs that might interest them. And we can also count on personalised HR support. Internally, we have 16 career or work pathway advisers, who dedicate their time to guiding and supporting employees. Making use, in particular, of PerformanSe tools such as Echo or 360° feedback, they help each of the employees coming to us gain greater self-knowledge so that they can develop the pathway

best suited to them. We are convinced that employees can put their soft skills to beneficial use in other professions (which they might not have thought of themselves) ... if they have accurately identified them upstream! Self-knowledge facilitates growth and adaptation.

“It is essential that our processes and organisation be structured around developing pathways for the longer term, supplementing, and possibly even challenging, the expectations of managers, naturally focused on short-term performance.”

Magali Simounet

Deputy Director, Talent and Career Development, RTE



The time to build loyalty in talent is now!

There can be no sustainable management without real talent retention, and no retention without employee development. Alright, but how? How can we take action for the long-term despite the pressures of the short-term? What's more, in a world where everything is changing very quickly, and where everything is harder to predict? And faced with generations hungry for movement and freedom?

Nathalie Bréban, Head of Talent Development at L'Occitane Group offers some real-life responses that give good reason to be positive.

What issues do you see as specific to talent development?

Organisations need young people, new blood and desire, but they also need a variety of backgrounds and experiences, skills that have been matured in-house, and a finer understanding of the issues at stake and values in the organisation. A sustainable model implies having different profiles, both young and older, trained internally or with a wealth of external experience. And it assumes training and loyalty, so that people mutually benefit from the experience gained and are able to develop together.

How does the question take shape at L'Occitane Group
The Group's culture is strong... and paradoxical. It offers a great deal of autonomy to anyone who wants it and knows how to use it, and can thus be seen as an outstanding "school", as all the junior workers experience and recognise it to be. However, it is also a school that can stir the desire for other worlds! This is why the Group has recruited many very good young, talented people, but can struggle to keep them over time. In some cases, they were lured away by the promises of head-hunters, in others, they did not see the opportunities in-house as clear or abundant enough. Not to mention that, today,

the desire for radical life changes are mushrooming!

In what ways are the younger generations more demanding than their elders?

More than ever, the younger generations want meaning and they want to contribute to it concretely. They want to know what they are doing, what the purpose is, what makes it useful, and above all, they don't want to "do for the sake of doing". They are also asking companies for ever greater quality of alignment between their stated values and actual practices. Managing and building loyalty today thus also means embodying and proving. It means constantly questioning one's practices. Even at a Group like L'Occitane, the history and values of which are naturally in step with these requirements, young candidates are constantly challenging us.

Concretely, what mechanisms have you prepared to better retain the talents you need?

We intend to deploy a truly all-encompassing model, and have initiated the approach through the store management functions, which are always crucial. For these - once again, essential - store and regional manager positions, we went through a traditional process of identifying the key skills required for each, and the key skills that needed to be integrated/developed. This gave us the chance not only to take a long, hard look at the reality of each person's responsibilities, but also to reveal expected skills that were not always clearly perceived as such: for example, "social selling" (running the store on the social media). The approach - very participatory, with many internal working groups - has paid off. Now, we will be able to extend it to other professions in the Group, starting with the Key Account Managers, a population that is also significant for the Group, and relatively homogeneous.

"Employee development issues need to be thought out with and for the employees, shared and co-constructed."



Nathalie Bréban
Head of Talent Development, at
L'Occitane Group

What do you see as most important in a talent development approach of this kind?

It has to be collaborative! Development issues need to be thought out with and for the employees, shared and co-constructed. When this is the case, everything becomes so much simpler... and more virtuous. This is all the more important as team spirit and enjoyment really are part of L'Occitane's core values. Even if it takes more time, the process - as I see it - truly needs to be a collective effort, not top-down. Because their ability to picture a future with the Group tomorrow will also depend on how they can see themselves as part of the approach itself today...



Interview.
Interview.
Interview.
Interview.
Interview.



André DECOUTERE
Human Resources Director,
Barrière Group

Better management... builds greater loyalty!

The Barrière Group is a major name in the casino, tourism and hotel industry. With nearly 7,000 employees today, and more than 180,000 pay slips issued each year (including seasonal workers, extras and customary contracts), the question of career development obviously comes up, all the more as the Group's various sites and businesses naturally allow for mobility and advancement.

André Decoutere, the Group's Human Resources Director since 2006, thus has a tried and true perspective on the subject. He answered our questions, in a candid, open interview:

In 20 years, what do you feel has changed most when it comes to career management?

Twenty years ago, it was the employees who talked about "careers", and today it is more the organisation... because it is looking for ways to retain them! Meanwhile, employees are thinking more and more in the short term. They don't try to picture the future too much, and charting out a 10-year course hardly makes any sense to them now: they take things as they come. One day at a time...

In your view, does the pandemic seem to have played a major part in this transformation?

More than anything else, it served as a trigger, and helped loosen tongues. What was already there, but latent, became more explicit. Employees now have the mettle to speak out more readily, but organisations are actually just reaping what they have sowed for decades. In our professions, it is less a matter of COVID than a certain mediocrity in HR practices, with wages that were long limited to the minimum, difficult working hours, very tough working conditions, hard-line management, a lot of pressure on the teams, etc.

How are young employees different today?

They are both more autonomous... and more intent on being so! They have an obvious desire to work differently, to be able to organise more freely, but also an ability to do so. And of course, they also move on more quickly: loyalty in organisations is less self-evident. We do a good job retaining above all ... those who do not want to leave.

How then can companies retain the best employees in a context of mobility and uncertainty like ours?

The key is through management. If you want to develop the loyalty of the teams, you have to help their managers progress, train them and support them. Because it is the quality of their management day in and day out that will create – or not – the quality of atmosphere, respect and consideration-

that young people today need more than ever. The days when chefs could yell at everyone in the kitchen are over. Good managers today are those who know how to make efforts for their teams, not just demand them of the employees.

Concretely then, how does the Barrière Group approach career and mobility issues?

Chez Barrière, la qualité des rapports humains a At Barrière, the quality of human relationships has always been central to our business and our values. When it comes down to it, the Group is a collection of individuals who enjoy serving, delighting and taking care of others. This is why we started by revisiting our managerial values, then went on to develop ad hoc training courses for our managers.

And - quite logically - we gave priority to collaborative questions and ethical values, to give priority to positive management. However, we also created an academy in 2019, with a Barrière campus and real training courses for our businesses, in order to facilitate progress and mobility for all those interested...

How would you sum up on career management, in a single broad reflection?

I think, when it comes to career management, you have to be able to keep a certain spontaneity, to be able to adapt flexibly to each employee's expectations and needs. For example, in the career interviews, we came up with the idea of a box that employees have to tick... if they really don't want mobility at the moment.

Then, concurrently, we put together a mobility month, so that the people who really want to move can voice ideas and projects that really matter to them. However, the point is not to retain for the sake of retaining. Turnover can be a good thing too. The most important thing is to keep it simple, natural, and above all, to listen...

“When it comes to career management, the key is management. And good managers today are those who know how to make efforts for their teams, not just demand them of the employees.”





“Employees are thinking more and more in the short term. They don’t try to picture the future too much, and charting out a 10-year course hardly makes any sense to them now: they take things as they come. One day at a time....”

André DECOUTERE
Human Resources Director,

Barrière Group

What would you say to reinventing career management?

Companies cannot resign themselves to watching on the sidelines, as waves of resignation letters come in. An organisation is only sustainable if it is able to identify, develop and maintain skills and know-how over time, as well as a finer and deep understanding of its audiences and markets. And there is no certainty that the new discontinuity in careers is so favourable to individuals, who also need stability and the ability to picture themselves over the longer term...

Loyalty – naturally reciprocal – thus needs to be reinvented, to offer both constructed and lasting prospects to both sides. Why?

Companies will always need loyal employees, those who have experience with the business lines, customers, products, a memory of the internal know-how, and an ability to establish the company's projects over the long term, even if the leaders themselves do not stay. And individuals always have a profound need for stability, a need to create meaning, and a need for identity, which the organisation should help them satisfy.

Because long-term commitment is special kind of driver. In any relationship, the energy you put in depends on whether or not there are any prospects. If we offer them a real opportunity to engage, employees will thus develop skills that they would not otherwise develop, champion projects and get involved differently. Otherwise, all we will hear is "me first" or "once I'm gone, come what will", which in the end, isn't good for anyone. But how?

We see the response primarily in terms of vision. Without a clear vision of the organisation, its purpose and thus its future, I have nothing tangible, attractive or singular to offer to the people who make it up today. If I have nothing to offer, then why would anyone be loyal to me? And if I offer the same thing as everyone else, why would the employees (especially the most competent ones) not just go to the highest bidder?

Consequently, now, more than ever, it is each organisation's responsibility to build, develop and share a vision that is truly distinct, unique to its culture, its profession and its challenges: a vision that makes it possible to attract, unite, open up prospects, and calmly reflect together on the skills needed and how these can be built over the longer term...

In order not to end up with organisations full of mercenaries, dilettantes and retirees, let us build visions of the future for our organisations that convey meaning -- banking confidently that the appetite for loyalty has not died out...



Dominique DUQUESNOY
CEO of PerformanSe



PerformanSe is a publisher of tests and expert in psychometrics, specialising in the assessment and development of soft skills.

For more than 35 years, PerformanSe has based its expertise on knowledge of the individual at work, with the conviction that this knowledge is essential to the performance of companies and the satisfaction of those contributing to them.

With a wide range of assessment solutions and advisory services, PerformanSe work with more than 1,500 customers in France and abroad each year in their recruitment, skills management and individual and collective development projects.

Thanks to the contributors of this white paper :

