



Organizations look to enhance their career ecosystem



3 in 5 organizations regard a career ecosystem as an HR priority with support from key business leaders

Most common goals



Attract and acquire talent



Make fair, effective pay decisions



Retain high-potential and top-performing employees

Addressing these issues will help power future performance and productivity.

But few have key elements of a career ecosystem in place for the full organization

Career ecosystem



Career framework*

Leveling



Jobs architecture



Knowledge architecture



Career enablement*

Career strategy



Career activation



*Percentages indicate elements in place for full organization.

Expected areas of impact

Equitable pay and benefits



Talent acquisition



Skills and competencies



Develop a career ecosystem that helps shape future-ready talent!



Define the purpose, elements and strategy for careers

- Determine how your career agenda links to your people programs
- Define what metrics — people, operational and financial — your program will influence



Ensure buy-in of key business leaders and executives

- Develop the business imperative for the work
- Assess the risk of not changing
- Have a process in place for ongoing refinement



Establish the impact and communication plan for careers

- Determine where you want change to be seen
- Make sure employees and candidates understand what is in it for them
- Determine the role of careers in your total rewards storyline and culture

What's holding these organizations back?

Most commonly cited barriers



Leaders and managers are underprepared to implement changes



Absence of a personalized career experience



Unclear education, training or engagement on careers

What will it take to succeed?

Most commonly cited success factors



Strong support and buy-in from key leaders and business stakeholders



Clear understanding of employee needs



Readiness of leaders and managers to implement changes

Getting stakeholders on board and educating leaders and managers are key

Organizations primarily use people metrics to measure success

Most common goals	People metrics	Operational metrics	Financial metrics
Attract and acquire talent	80%	56%	26%
Facilitate effective pay management, equity and fairness	66%	42%	53%
Retain high-potential and top performers	87%	36%	23%

Compared with organizations that use neither operational nor financial metrics, organizations that use these metrics are **1.2x as likely** to say that the career ecosystem has had, or they anticipate will have a tangible impact on:

Workforce analytics and planning



Organizational design and effectiveness



Talent acquisition and sourcing



About the survey: A total of 1,444 employers globally participated in the Career Strategy and Design Survey, which was conducted in April and May 2023. Respondents represent 12 million employees. Copyright © 2023 WTW. All rights reserved.