



## **5 Critical Reasons for Developing Early in Career Employees**

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**October 2019**

Employee training and development is one of the most important aspects of talent management. It's one thing to recruit the brightest and the best, but it's altogether something different to know how to keep these bright lights engaged, inspired and leaning into their role with passion and effectiveness. There are five compelling reasons to focus on developing early in career employees, and the following article makes them absolutely clear.

### **Reduce Turnover Costs**

It's a widely known fact that high turnover is costly. The cost of lost momentum and institutional knowledge and the wake of uncertainty left behind, combined with the additional efforts required to find, screen, and train replacements illuminates multiple factors that point to why. The Society For Human Resources (SHRM) has found that the total per-person cost of turnover ranges from 90%-200% of the employee's annual salary. It is so much easier and less expensive to give employees the training they need to empower them to be highly productive and deeply valued members of your team.

Employee attrition is a growing trend. Recent SHRM studies in America show an 8% increase in the number of people who voluntarily quit their jobs, a number which has skyrocketed to over 41 million in 2017, up from less than 28 million on 2013, and the trend is on course to hit 47 million in 2020. Additionally, when drilling into the reasons why people are leaving their jobs, the number one reason was found to be Career Development (22%), followed up by work-life balance and Manager behaviour (tracking at 12% and 11% respectively).

Recognizing the importance of Career Development in retention, talent leaders must drive innovation in their training and development programs to address this very real risk.

### **Invest Kindly to Realize Greater Performance and Retention**

How can people know what their development areas are and be inspired to address them unless they are shown them with kindness and support? Traditional approaches of fast-paced corrections on-the-fly, combined with formalized employee reviews from overstressed managers do not provide a comprehensive answer, yet too many organizations are falsely banking on it being adequate for this vulnerable employee demographic. With the right training, employees can evolve with their organization, instead of scratching the itch by hopping from job to job, a costly trend, which is increasingly common.

### **Foster Engagement & Commitment**

A 2012 Deloitte survey, Talent 2020, revealed the vital need for career development plans and empowerment. When employees were asked to indicate the top factors that would cause them to look for new employment over the next 12 months, lack of career progress topped the list. This could be so easily addressed with a more nurturing attitude.

While fear-based motivation was used more prevalently in more primitive business cultures, the resulting disengagement of fear-inducing abuse or the passive sink-or-swim attitudes aren't helping anyone.

Wharton Professor of Management, Sigal Barsade clarifies that “there is a quarter century of research that shows how people feel at work has a direct and powerful influence on how they perform”, and this insight demands that the evolutionary talent leader find ways to make employees feel better, as it will improve health, well-being, performance and culture.

A recent study a study by global staffing firm Randstad revealed that 73 percent of employers said fostering employee development is important, but only 49 percent of employees said leadership is adhering to this practice.

There is a better way! Train, engage and inspire!

### **Strengthen Your Brand Reputation**

Younger employees will be inspired or scarred by their employment experience more while they are most impressionable and will live to tell the tale longer. They will be conveying their employment brand experience to their network more actively than more senior employees likely will, as many are in a more social phase of life. Accordingly, they must be seen as vital agents of your reputation.

The power of your employment brand is a key consideration in the escalating in the “War for Talent” that global consulting leader, McKinsey & Company, has been recognizing and forecasting for many years.

### **Build a Growth-Focused Culture**

Early in career employees are more adaptable, and arguably more receptive to coaching and training than those who are more set in their ways. Their habits are less ingrained and can be reshaped more easily.

If you want to encourage growth mindset, which increasingly being recognized as pivotal to business success, you must evidence it in the weight of support that is put into training.

The cost of failing to do so is high. A 2014 Harvard Business Review article, How Companies Can Profit From a “Growth Mindset” revealed that “employees at companies with a fixed mindset often said that just a small handful of “star” workers were highly valued. The employees who reported this were less committed than employees at growth-mindset companies and didn’t think the company had their back. They worried about failing and so pursued fewer innovative projects. They regularly kept secrets, cut corners, and cheated to try to get ahead.”

### **So What Are You Waiting For?**

The sooner that organizations develop and implement strategies to engage, inspire and empower their employees to champion a growth mindset, develop new skills and build a supportive developmental culture, the sooner they will realize the business growth that ensues.

Reach out and let’s discuss how customized Career Empowerment programming can strengthen your talent pool and business results.

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### SEEC's Career Empowerment Program Facilitators

#### Trevor Cape

Trevor Cape is one of Canada's leading Career Coaches who has helped thousands of clients at all ages and stages thrive in top companies including Facebook, Google, RBC, TD Bank, Deloitte, KPMG, Canadian Tire, Rogers, Telus, and Maclaren Automotive. He has strong reputation for helping people grow communications skills, confidence and career success.

Focus areas of his career strategy workshops include career navigation, presentation skills, communications, networking, interviewing, marketing, team building, personal branding, HR management, cultural sensitivity, managing up down and across and social media.

Prior to launching his teaching and coaching business, he worked for 14 years at the world's largest branding company, Interbrand, serving as Director of Marketing, HR and Knowledge Management, working locally and globally and mentoring high potentials across the global network. He has delivered successful programs for numerous clients including Knightsbridge, University of Toronto, George Brown, Humber College, MaRS Discovery District, DDB and NABS. He delivers his programs together with his partner, Nicole Tupechka, and is currently working with the top business school in Canada, Schulich School of Business, York University., to guide high potential, early in career professionals with their growth and development.

#### Nicole Tupechka

Nicole Tupechka is an engaging and dynamic workshop leader and coach with a strong track record of empowering people to understand and realize their potential. She has lead meditations and self-empowerment workshops all over the world to help clients optimize their business and personal performance.

Nicole has worked with clients such as McEwan University, Ontario Public Health Association, Soho House, Movember Canada, Cossette Advertising, Nabs and Mealshare, teaching best practices in global communications, client development, sales, winning mindsets, health and wellness, cultural sensitivity, and other components of regenerative cultures.

She served as VP Student Life at McEwen University, where she earned a business degree in Management and International Business, and launched numerous programs to strengthen the university's offering and student well being. Nicole is an advocate for inclusive spaces and leverages her experience as a Life Skills Worker, assisting individuals with physical and mental disabilities, to optimize learning opportunities for all.

She is now working with the top business school in Canada, Schulich School of Business, York University., delivering programs with her partner, Trevor Cape, to support high potential, early in career professionals with their growth and development.

### **The SEEC Advantage**

SEEC has extensive experience in developing and delivering executive education programs in the private and public sectors locally and globally. We develop between 10,000 – 14,000 executives on an annual basis from over 300 different organizations around the world and across a myriad of sectors. Our client base includes companies operating in Canada, the USA, China, England, India, Brazil, Netherlands, Russia, South Africa, and Switzerland.

### **The Schulich Executive Education Centre (SEEC)**

Because market conditions continue to change rapidly, executives and entrepreneurs must be able to quickly develop and fine-tune personal business skills in order to address immediate situations. Executive development at Schulich is all about this kind of "just-in-time" learning - learning which is focused, practical and immediately applicable to the task at hand. In 2014, the Schulich School of Business was the #1 ranked MBA in Canada by both Canadian Business Magazine and Forbes. The Schulich Executive Education Centre (SEEC) has become the training partner of choice for leading organizations across Canada.