



CAREER DEVELOPMENT TODAY

WHAT PEOPLE REALLY WANT

| by Julie Winkle Giulioni

EXECUTIVE

OVERVIEW

In an earlier survey we conducted on workplace priorities, beliefs and practices, one top-rated belief emerged in all age groups and global regions:

One of a manager's fundamental roles is to support their employees' career development.

This new survey—conducted with the research firm, The Insight Advantage, has surfaced a wealth of detail that can help leaders and HR professionals support every employee's fundamental need for career development.

Our analysis of over 700 survey responses offers insights into eight dimensions of career development across five age groups. Chief among our findings:

- Employees are not solely focused on promotions. In fact, when made aware of ways to grow beyond promotions and positions, survey respondents demonstrated greater interest in seven other dimensions of career development by ranking them higher than climbing the organizational ladder.
- In a clear win-win for employees and organizations, respondents universally prioritized their interest in and the importance of improving their **Competence** and enhancing **Contribution** to a collective enterprise.
- Beyond taking on new roles, respondents identified many other ways that they can and want to grow and develop.

These and other findings reveal new opportunities for leaders to support engagement and results by growing and leveraging the needs and talents of their people.

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SURVEY

BACKGROUND

Between the fall of 2020 and spring of 2021, we conducted a survey distributed via social media and personal and professional connections. Our principal goal was to measure and compare similarities and differences in career development interests, needs and perceptions among employed people in five age groups: 20-29, 30-39, 40-49, 50-59 and 60+. In the survey, respondents were asked to answer five core questions:

- How do you rate the importance of 21 typical career priorities?
- How do you rank your levels of interest in eight dimensions of career development?
- How possible is it to develop these dimensions in your organization?
- What's the last thing you did to grow or develop your career?

The resulting data summarized in this report shines a bright light on similarities and differences in developmental needs during five decade-long phases of a career. Some of our findings confirm widespread perceptions of age-related developmental needs and priorities. At the same time, our data analysis and interpretation held a number of genuine surprises.

This report highlights findings that can help you target your employee development efforts to meet critical needs and harness the internal motivation of employees at any stage of a career.

Career Development Priorities

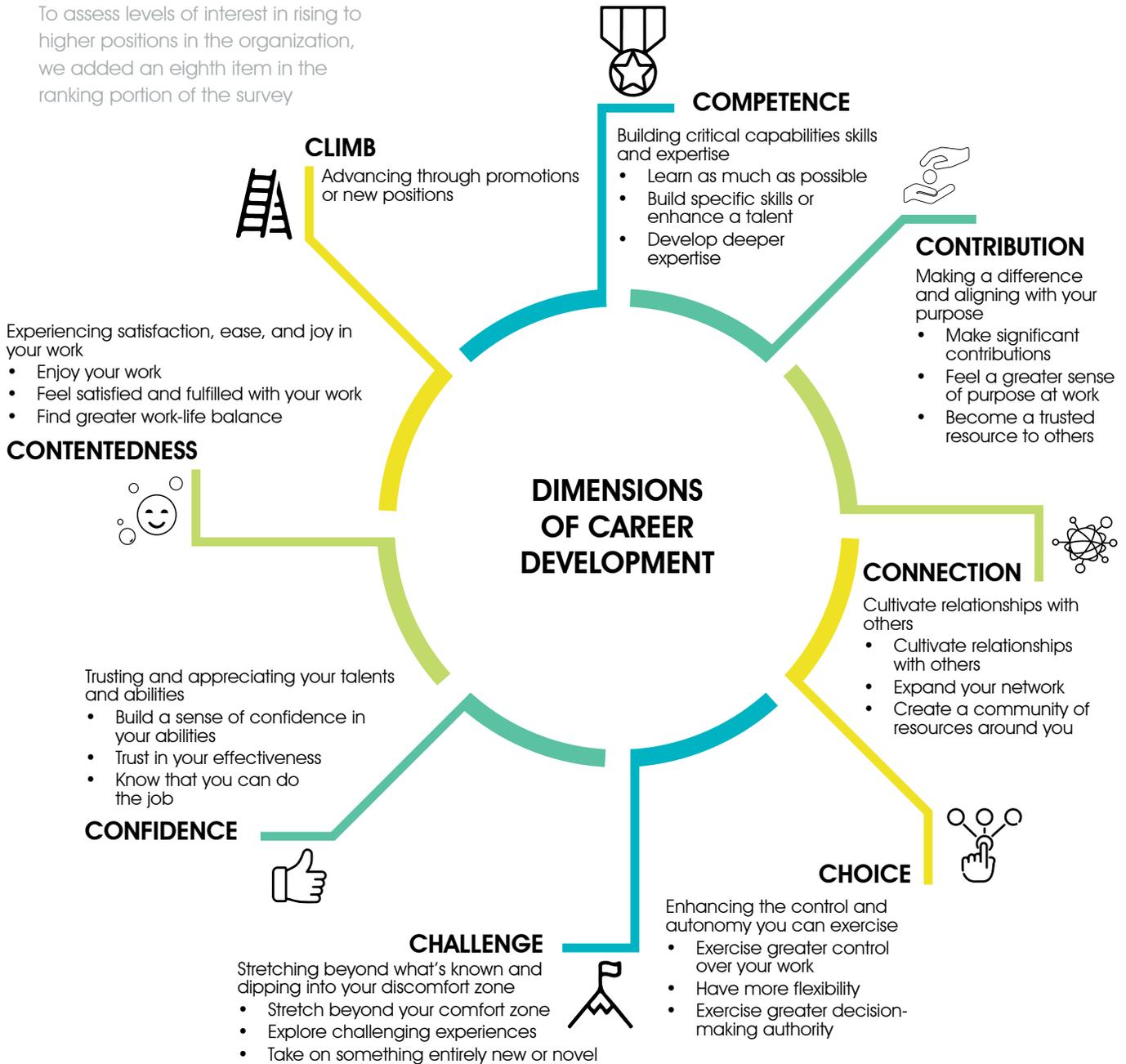
We asked respondents to rate the level of importance of 21 career development priorities. For each priority, respondents applied a five-point Likert scale from 1 (Not at all important) to 5 (Extremely important).

1. Make significant contribution
2. Learn as much as possible
3. Build a sense of confidence in your abilities
4. Cultivate relationships with others
5. Stretch beyond your comfort zone
6. Enjoy your work
7. Exercise greater control over your work
8. Become a trusted resource to others
9. Build specific skills or enhance a talent
10. Trust in your effectiveness.
11. Expand your network
12. Explore challenging experiences
13. Feel satisfied and fulfilled with your work
14. Have more flexibility
15. Feel a greater sense of purpose at work
16. Develop deeper expertise.
17. Know that you can do the job.
18. Create a community of resources around you
19. Take on something entirely new or novel
20. Find greater work-life balance
21. Exercise greater decision-making authority

Dimensions of Career Development

These 21 priorities map to seven dimensions of career development (that go beyond climbing the corporate ladder). Total scores for each dimension helped us determine its relative importance across age groups.

To assess levels of interest in rising to higher positions in the organization, we added an eighth item in the ranking portion of the survey



The *Climb* dimension was not addressed in rating the level of importance but rather in ranking the level of interest.

Interest and Possibility

We grounded survey data in practical reality by asking respondents to rank the eight dimensions in two ways:

How interested are you in developing each dimension?

How possible is it for you to develop each dimension in your current role?

We also included free-response text boxes inviting participants to:

Explain their top-ranked dimensions for interest

Explain their top-ranked dimension for possibility

Respond to the question, 'What is the last thing you did to grow or develop your career?'





SURVEY

RESULTS

IMPORTANCE Ratings Summary: What Matters Most?

To compare results for the rating and ranking sections of the survey, we sorted the 21 priorities into seven dimensions of career development. The table below summarizes our findings.

DIMENSIONS OF CAREER DEVELOPMENT BY IMPORTANCE IN EACH AGE GROUP

Rank	20-29 years (n=78)	30-39 years (n=88)	40-49 years (n=126)	50-59 years (n=113)	60+ years (n=100)	All Respondents (n=608) ⁴
1	Competence	Competence	Contribution	Competence	Contribution	Competence
2	Confidence	Contribution	Competence	Contribution	Competence	Contribution
3	Contentedness	Contentedness	Confidence	Confidence	Contentedness	Contentedness
4	Contribution	Confidence	Contentedness	Contentedness	Confidence	Confidence
5	Connection	Choice	Choice	Choice	Challenge	Connection
6	Choice	Connection	Connection	Connection	Connection	Choice
7	Challenge	Challenge	Challenge	Challenge	Choice	Challenge

When respondents rated the importance of their priorities (without explicit reference to the dimensions), two corresponding dimensions emerged as the most important for all but the 20-29 age group:

- **Competence** – building critical capabilities, skills and expertise
- **Contribution** – making a difference and aligning with your purpose

In the 20-29 age group, based solely on the importance of individual priorities, **Competence** but not **Contribution** achieved top-two status. However, as you'll see shortly, when this group force-ranked their interest in the dimensions (without explicit reference to constituent priorities), 20-somethings also identified **Competence** as a top-two dimension.

So, for all age groups, **Competence** and **Contribution** emerged in either the rating or the ranking section of the survey as the top-two dimensions.

IMPORTANCE Ratings Details: Which Priorities Resonate?

Pro-social development priorities related to learning, contribution, service to others and enjoyment at work are evident in the survey results. Over 94 percent of all respondents identified 'learn as much as possible' among their top-five priorities. In fact, it topped the list for three groups. We found further levels of agreement as well:

- Become a trusted adviser (in the top five for four age groups)
- Make significant contributions (in the top five for four age groups)
- Develop deeper expertise (in the top five for four age groups)
- Feel satisfied and fulfilled (in the top five for three age groups)

The table below details the differences in priority ratings among age groups based on the Top Two Box Scores. While 'Feel satisfied and fulfilled' did not appear in the top five for two age groups, those groups did identify two similar, 'feelings-related' priorities among their top five:

- Enjoy your work (20-29 age group)
- Feel a greater sense of purpose (40-49 age group)

For that reason, we concluded that all age groups value emotional connection and/or motivational meaning in their work.

Interestingly, it appears that items related to Contribution rate higher over time, suggesting that the importance of Contribution grows with age. Additionally, priorities ratings associated with enjoyment are highest for 20-somethings and become important again for 50-somethings. This may suggest that factors usurp enjoyment during those mid-career years.

TOP-FIVE PRIORITIES BY AGE GROUP (TOP-TWO BOX SCORES)

Rank	20-29 (n=78)	30-39 (n=88)	40-49 (n=126)	50-59 (n=113)	60+ (n=100)	All Respondents (n=608)
1	Enjoy your work	Learn as much as possible	Learn as much as possible	Develop deeper expertise Make significant contributions	Learn as much as possible	Learn as much as possible
2	Build specific skills	Feel satisfied and fulfilled	Make significant contributions	Become a trusted resource to others	Make significant contributions	Make significant contributions
3	Learn as much as possible	Build specific skills	Become a trusted resource to others	Learn as much as possible	Become a trusted resource to others	Develop deeper expertise
4	Develop deeper expertise	Make significant contributions	Develop deeper expertise	Enjoy your work	Enjoy your work	Become a trusted resource to others
5	Know that you can do the job ⁷	Develop deeper expertise Make significant contributions	Feel a greater sense of purpose	<i>Note: Left empty due to tie for first place</i>	Feel satisfied and fulfilled	Enjoy your work

Statistically Significant Differences by Age Group

We analyzed the statistical significance of all differences between age groups. The larger the sample size, the smaller the difference required to be statistically significant. While some differences were statistically insignificant, the following reached a level worthy of note.

Rating of Priorities

The 20-29 age group was less likely than the 40-49 and 50-59 groups to see six of the 21 priorities as important:

- Cultivating relationships with others
- Making a contribution
- Having more flexibility
- Stretching beyond your comfort zone
- Exploring challenging experiences
- Exercising greater control over your work

The 30-39 age group was less likely than respondents 40 and older to find importance in ‘Knowing that you can do the job.’

Respondents 40 and older were more likely than younger groups to see ‘Making a significant contribution’ and ‘Becoming a trusted resource’ as important.

Respondents 50 and older were more likely than younger groups to find importance in ‘Taking on something new.’

INTEREST Rankings Summary: What Kind of Development Is Most Interesting?

We asked respondents to consider the dimensions of career development from another perspective. This time, we added **Climb** and invited a ranking of items (with their definitions) from greatest to least interest:

- **Competence** — building critical capabilities, skills and expertise
- **Contribution** — making a difference and aligning with your purpose
- **Connection** — cultivating relationships and deepening your network
- **Choice** — enhancing the control and autonomy you can exercise
- **Challenge** — stretching beyond what’s known and dipping into your discomfort zone
- **Confidence** — trusting and appreciating your talents and abilities
- **Contentedness** — experiencing satisfaction, ease, and joy in your work
- **Climb** — advancing through promotions or new positions

The table below summarizes their responses.

DIMENSIONS OF CAREER DEVELOPMENT: INTEREST BY AGE GROUP

Rank	20-29 years (n=93)	30-39 years (n=88)	40-49 years (n=126)	50-59 years (n=113)	60+ years (n=100)	All Respondents (n=520)
1	Competence	Competence	Contribution	Contribution	Contribution	Contribution
2	Contribution	Contribution	Competence	Competence	Competence	Competence
3	Connection	Confidence	Connection	Connection	Connection	Connection
4	Confidence	Challenge	Confidence	Challenge	Confidence	Confidence
5	Contentedness	Contentedness	Challenge	Confidence	Challenge	Challenge
6	Challenge	Connection	Contentedness	Contentedness	Contentedness	Contentedness
7	Climb	Choice	Choice	Choice	Choice	Choice
8	Choice	Climb	Climb	Climb	Climb	Climb

- **Contribution** and **Competence** ranked as first or second for all.
- **Climb** was dead last for everyone except 20-somethings.
- Regardless of age, **Climb** and **Choice** ranked last or second to last for all.

Note: For the purposes of this white paper (and the book, *Promotions Are So Yesterday*), we have chosen to give more weight to “interest” responses. The face-value nature of the process that research subjects engaged in to express interest appears to be a more accurate assessment of sentiment. By contrast, importance rankings are based upon the sum of sub-components/priorities that were not fully tested and may not accurately describe the dimensions.

POSSIBILITY Rankings Summary: What’s Most Possible to Develop?

For an additional perspective, we asked respondents to share their perceptions of how possible it was to develop each dimension in their current roles. Again, agreement on high and low possibilities remained remarkably consistent across age groups, with **Competence** and **Contribution** in the top two and **Climb** at the very bottom for all age groups.

DIMENSIONS OF CAREER DEVELOPMENT BY POSSIBILITY IN EACH AGE GROUP

Rank	20-29 years (n=78)	30-39 years (n=88)	40-49 years (n=126)	50-59 years (n=113)	60+ years (n=100)	All Respondents (n=505)
1	Competence	Competence	Contribution	Contribution	Contribution	Competence
2	Connection	Contribution	Competence	Competence	Competence	Contribution
3	Challenge	Connection	Connection	Connection	Connection	Connection
4	Contribution	Challenge	Challenge	Confidence	Challenge	Challenge
5	Confidence	Confidence	Confidence	Challenge	Choice	Confidence
6	Choice	Choice	Choice	Choice	Confidence	Choice
7	Contentedness	Contentedness	Contentedness	Contentedness	Contentedness	Contentedness
8	Climb	Climb	Climb	Climb	Climb	Climb

- **Competence** appears as the first or second most possible way for respondents to develop in their current roles.
- With the exception of 20-somethings, **Contribution** enjoys the same status.
- Regardless of age, everyone agrees that the least possible dimensions to develop are **Contentedness** and **Climb**.
- With the exception of 60-somethings, **Choice** is the third least available option.

FREE-RESPONSE ITEM: Recent Career Development Activities

Respondents used a survey text box to answer the question, 'What's the last thing you did to grow or develop your career?' These responses cited a wide range of formal and self-driven activities focused on skills development, interests, priorities and/or defined needs or gaps.

FORMAL EDUCATION OR SKILLS DEVELOPMENT

- Classes (in or outside the organization)
- Webinars
- Online learning
- Video courses
- MOOCs
- Mastermind groups

SELF-DRIVEN EDUCATION

- Books
- Articles
- Podcasts
- TED talks
- Websites
- Blogs
- Newsletters
- Apps

EVENTS

- Conferences
- Summits
- Talks

SELF-AWARENESS

- Self-assessment
- Coaching (sought by respondent)
- Feedback
- Mentoring (by others)

SOCIAL LEARNING

- Networking
- Exploratory calls
- Information interviews
- Peer groups
- Communities of practices
- Committee membership
- Support groups/networks (e.g., Toastmasters)

KNOWLEDGE SHARING

- Teaching
- Training
- Writing (books, blogs, articles, papers, opinion pieces)
- Presenting
- Mentoring or coaching others

ASSUME NEW ROLE

- Promotion
- Job switch
- New career
- New industry
- Launch new business
- Expand scope of current role (e.g., volunteer for more within the organization)
- New assignment/task (e.g., hiring)

- More responsibility (e.g., to cover maternity leave)
- Cross-training
- Greater ownership
- Cross-functional responsibilities
- Finding ways to contribute more

NOVEL EXPERIENCES

- New challenges (e.g., launched podcast)
- New focus (took on client in different industry)
- Stretch assignments
- Heightened visibility
- Projects outside comfort zone
- Overseas assignment

HANDS-ON LEARNING

- Experimentation
- Trial and error
- Risk-taking

EXTERNAL VALIDATION

- Certification
- Credentials
- Accreditation
- Licensing



SURVEY

OBSERVATIONS AND CONSIDERATIONS

The Lowly Status of Climb

In perhaps our greatest surprise, every age group ranked Climb ('Advancing through promotions or new positions') as one of the two least important and least possible dimensions of career development. Why the surprise? Many leaders and HR professionals believe promotions to be strong motivation for most employees. This survey finding, taken alone, would appear to undercut that belief.

For leaders and HR professionals who want to act on these findings, it makes sense to offer employee development activities and resources related to each of the alternative dimensions.

Don't They Want a Choice?

Surprising as well was the bottom-two ranking of **Choice** in every age group. In one way, this finding might seem to invite micromanagement, which can be frustrating and counter-productive for almost everyone. The question arose: Don't most employees want some level of autonomy in their work?

The answer offered by decades of research is 'Yes'.¹ So we surmised that our definition of **Choice** ('Enhancing the control and autonomy you can exercise') may have misled some respondents.

Our intended meaning was that **Choice** refers not to what employees choose to do, but to how they do it. Most employees appreciate the freedom, where possible, to refine their approach to assigned work and leverage their skills and knowledge to achieve specified results.

¹ For example, Richard Ryan and Edward Deci of the University of Rochester have conducted worldwide research confirming three 'basic psychological needs' in the workplace: competence, relatedness and *autonomy*.

Growing All the Time

We were surprised, too, by written survey responses that shed light on respondents' self-guided efforts to improve their **Competence** and **Contribution** — the top-two dimensions of interest for every age group. Respondents clearly said that they often apply a practical belief that growth and development aren't the exclusive domain of the workplace. Many recognize that a range of daily activities not exclusively related to work can expand awareness, skills and on-the-job results. Cited examples include:

- Listening
- Staying focused
- Reflecting ("Paying attention to my thoughts," said one respondent)
- Cultivating curiosity
- Letting go of the need for control
- Learning to say 'No'
- Establishing work-life balance

More research is required to verify these and other survey findings as well as our initial interpretations. Still, we can say with certainty that overall survey results point to a single fundamental truth:

Because career development is far more than just climbing the organizational ladder, managers leaders and HR professionals have many ways to help people grow within their existing roles.

ABOUT

THE AUTHOR



Julie Winkle Giulioni is a champion for workplace growth and development. She believes that everyone deserves the opportunity to reach their potential. And she supports organizations and leaders who want to make that happen with keynote speeches, consulting and training.

Julie is the co-author of the international bestseller, *Help Them Grow or Watch Them Go: Career Conversations Organizations Need and Employees Want*, translated into seven languages. She is a regular columnist for Training Industry Magazine and SmartBrief and contributes articles on leadership, career development, and workplace trends to numerous publications including The Economist.

Named by Inc. Magazine as a Top 100 Leadership Speaker, Julie's in-person and virtual keynotes and presentations offer fresh, inspiring, yet actionable strategies for leaders who are interested in their own growth as well as supporting the growth of others.

Her firm, DesignArounds, creates and offers training to organizations worldwide and has earned praise and awards from Human Resource Executive Magazine's Top Ten Training Products, New York Film Festival, Brandon Hall, and Global HR Excellence Council.

Julie's new book based in part upon this research, *Promotions Are So Yesterday: Redefine Career Development. Help Employees Thrive*, will be released by ATD Press March 8, 2022.

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youtube



APPENDIX A

- 1 = Not at all important
- 2 = Somewhat unimportant
- 3 = Neither important nor unimportant
- 4 = Somewhat important
- 5 = Extremely important

SURVEY TEXT: Dimensions of Career Development

Thank you for taking this survey that explores your reactions to different Dimensions of Career Development. As an incentive for participating, we will enter you in a drawing for one of five \$25 Amazon gift cards.

<i>At work, how important is it for you to:</i>	1	2	3	4	5
Learn as much as possible	<input type="radio"/>				
Build specific skills	<input type="radio"/>				
Develop deeper expertise	<input type="radio"/>				
Make significant contributions	<input type="radio"/>				
Become a trusted resource to others	<input type="radio"/>				
Feel a greater sense of purpose	<input type="radio"/>				
Cultivate relationships with others	<input type="radio"/>				
Expand your network	<input type="radio"/>				
Create a community of support around you	<input type="radio"/>				
Exercise greater control over your work	<input type="radio"/>				
Have more flexibility	<input type="radio"/>				
Exercise greater decision-making authority	<input type="radio"/>				
Stretch beyond your comfort zone	<input type="radio"/>				
Explore challenging experiences	<input type="radio"/>				
Take on something entirely new	<input type="radio"/>				
Build a sense of confidence in your abilities	<input type="radio"/>				
Trust in your effectiveness	<input type="radio"/>				
Know that you can do the job	<input type="radio"/>				
Enjoy your work	<input type="radio"/>				
Feel satisfied and fulfilled	<input type="radio"/>				
Find greater work-life balance	<input type="radio"/>				

WHAT IS THE LAST THING YOU DID TO GROW OR DEVELOP YOUR CAREER?

Each of the following is part of a broader definition of what a career involves. Please rank them in terms of how interested you are in developing each. (Drag each item into the box on the right to show your ranking where 1 is MOST interested and 8 is LEAST interested).

- Competence** – building critical capabilities, skills and expertise

- Contribution** – making a difference and aligning with your purpose

- Connection** – cultivating relationships and deepening your network

- Choice** – enhancing the control and autonomy you can exercise

- Challenge** – stretching beyond what's known and dipping into your discomfort zone

- Confidence** – trusting and appreciating your talents and abilities

- Contentedness** – experiencing satisfaction, ease, and joy in your work

- Climb** – advancing through promotions or new positions

Please explain your #1 (most interested) choice:

[text entry]

Please rank the following items in terms of how possible it is for you to develop each area within your current role. (Drag each item into the box on the right to show your ranking where 1 is MOST possible and 8 is LEAST possible):

- Competence** – building critical capabilities, skills and expertise

- Contribution** – making a difference and aligning with your purpose

- Connection** – cultivating relationships and deepening your network

- Choice** – enhancing the control and autonomy you can exercise

- Challenge** – stretching beyond what's known and dipping into your discomfort zone

- Confidence** – trusting and appreciating your talents and abilities

- Contentedness** – experiencing satisfaction, ease, and joy in your work

- Climb** – advancing through promotions or new positions

Please explain your #8 (least possible) choice:

[text entry]

Is there anything else you would like to share about careers or career development?

[text entry]

DEMOGRAPHICS

Are you?	Male	Female	What industry do you currently work in?
	<input type="radio"/>	<input type="radio"/>	1. Biomedical/Biotech <input type="radio"/>
Which age group are you in?			2. Consumer Products <input type="radio"/>
1. Under 20 years		<input type="radio"/>	3. Construction <input type="radio"/>
2. 20-29 years		<input type="radio"/>	4. Education <input type="radio"/>
3. 30-39 years		<input type="radio"/>	5. Energy <input type="radio"/>
4. 40-49 years		<input type="radio"/>	6. Financial Services <input type="radio"/>
5. 50-59 years		<input type="radio"/>	7. Healthcare <input type="radio"/>
6. 60+ years		<input type="radio"/>	8. High Technology <input type="radio"/>
Where are you located?			9. Hospitality <input type="radio"/>
1. Inside the United States		<input type="radio"/>	10. Manufacturing <input type="radio"/>
2. Outside the United States		<input type="radio"/>	11. Media/Entertainment <input type="radio"/>
Role/Title?			12. Nonprofit <input type="radio"/>
1. Executive		<input type="radio"/>	13. Professional Services <input type="radio"/>
2. Vice president or director		<input type="radio"/>	14. Retail <input type="radio"/>
3. Manager		<input type="radio"/>	15. Other <input type="radio"/>
4. Supervisor or lead		<input type="radio"/>	Are you interested in participating in any follow-up research we may do on this topic (1:1 interview or online focus group)?
5. Individual contributor		<input type="radio"/>	1. Yes <input type="radio"/>
			2. No <input type="radio"/>

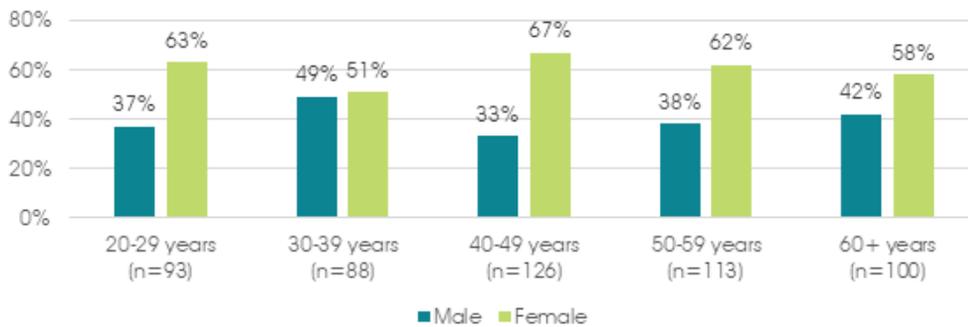
Please provide us with your email address if you would like to be entered in the drawing for one of five \$25 Amazon gift certificates.

APPENDIX B

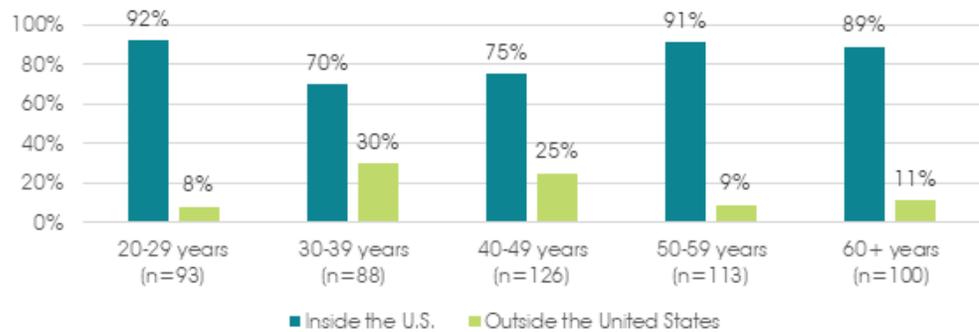
Respondent Demographic Information

We received 777 responses (520 surveys completed with demographic data) reflecting the following distribution:

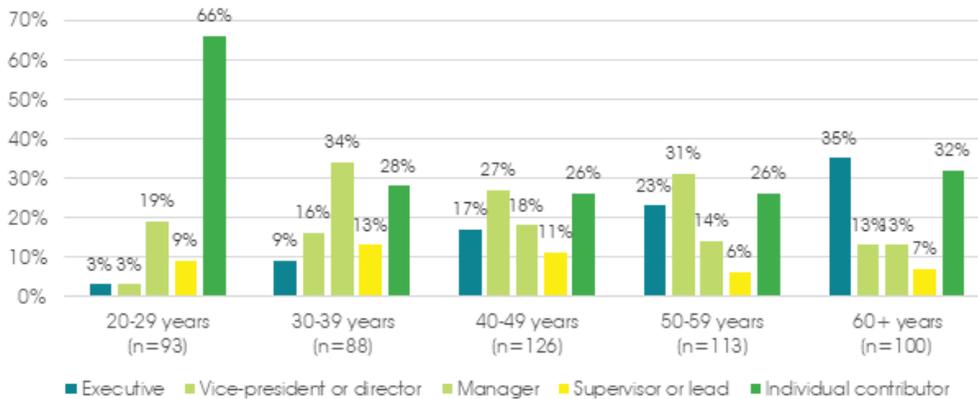
Gender by Age Group



Location by Age Group

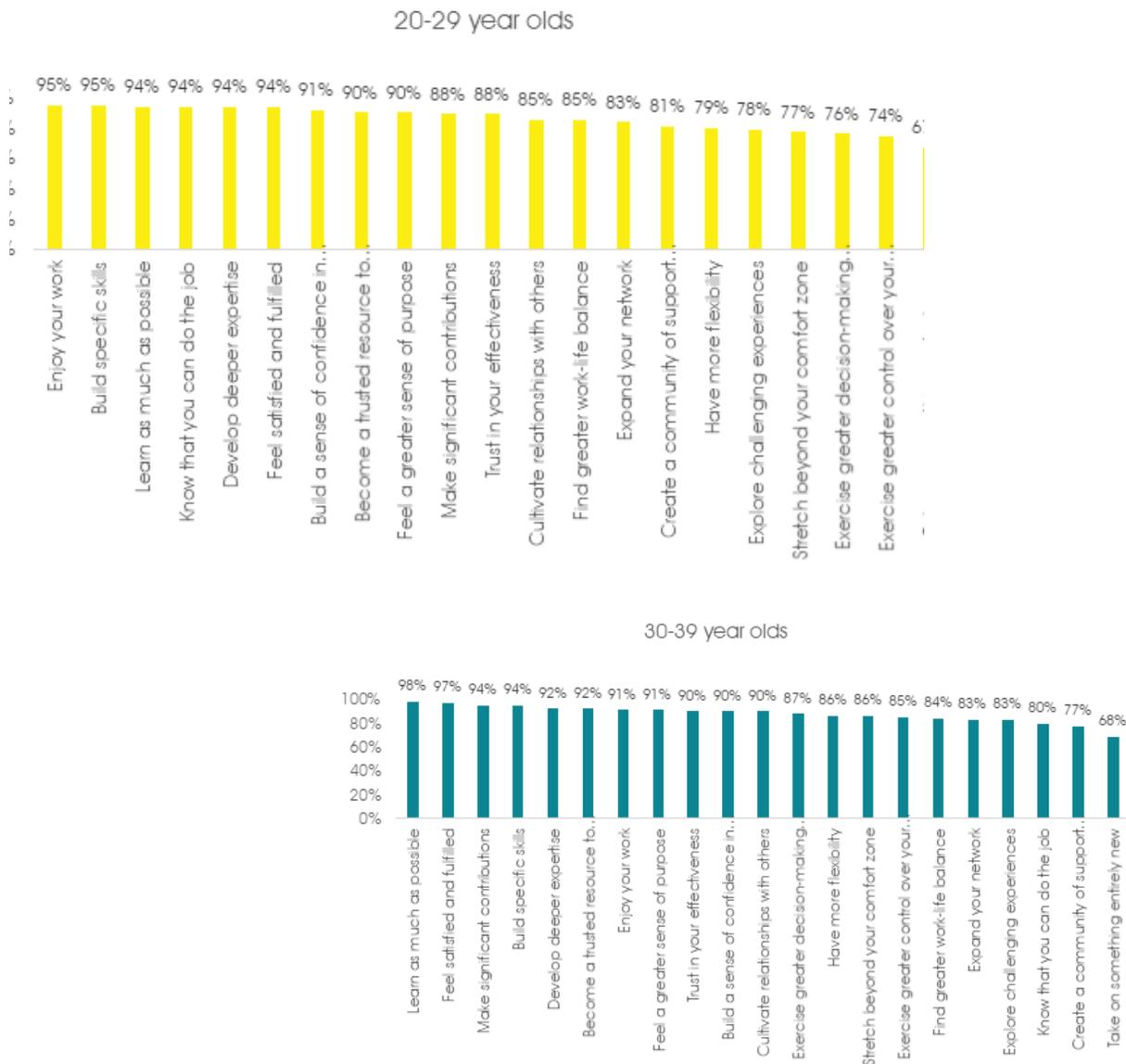


Role by Age Group

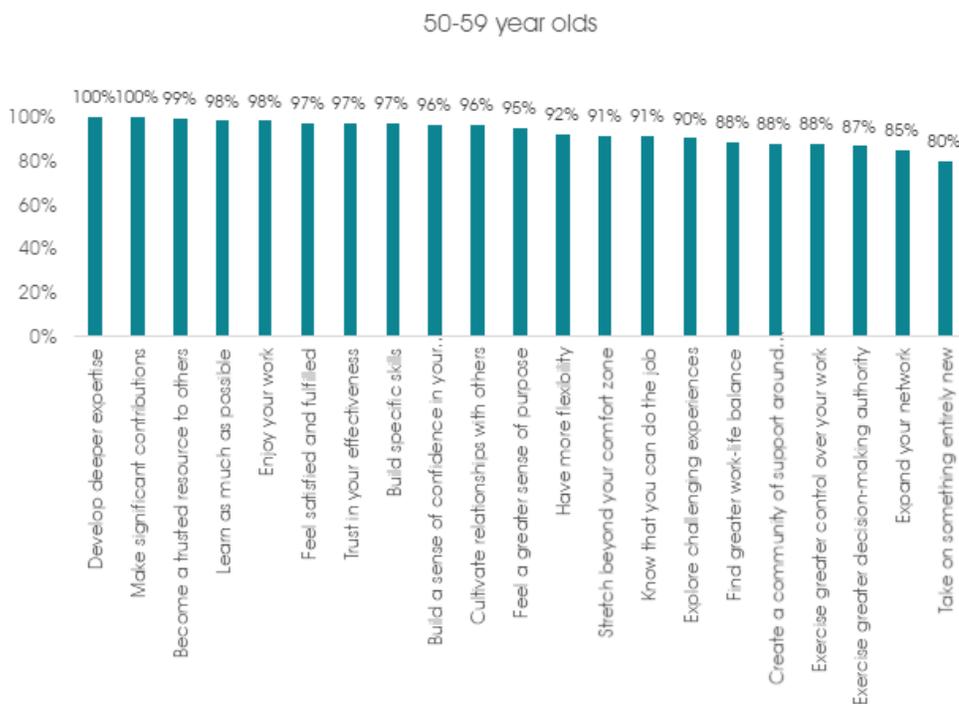
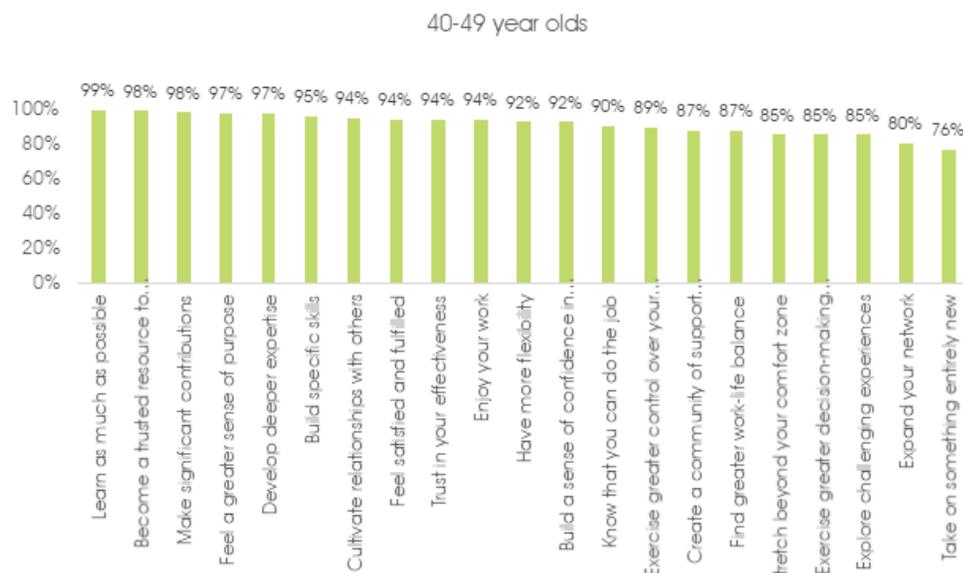


APPENDIX C

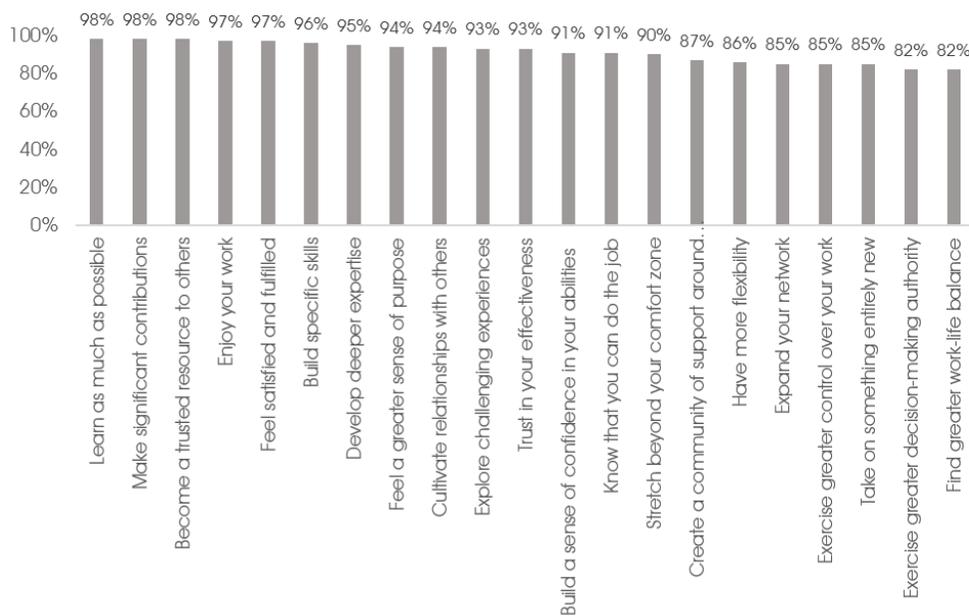
Individual Career Priority Ratings by Top-Two Box Scores²



² A 'Top-Two Box Score' is the sum of the percentages of highest-rated responses on the Importance rating and Importance/Possibility ranking scales.



60+ year olds



APPENDIX D

Importance Ratings by Age Group Summary

Average percentages of those who said that the elements in each category were Somewhat or Extremely Important

	20 - 29 years (n=78)	30 - 39 years (n=88)	40 - 49 years (n=126)	50 - 59 years (n=113)	60+ years (n=100)	All Respondents (n=608)
Competence	94%	95%	97%	99%	96%	96%
Contribution	89%	92%	98%	98%	97%	95%
Connection	83%	83%	87%	90%	89%	87%
Choice	76%	86%	89%	89%	84%	86%
Challenge	74%	79%	82%	87%	89%	83%
Confidence	91%	86%	92%	95%	92%	91%
Contentedness	91%	91%	92%	95%	92%	93%

APPENDIX E

Interest Rankings by Age Group Summary

Mean average on an 8-point scale where 1 is Most Interested and 8 is Least Interested

	20 - 29 years (n=93)	30 - 39 years (n=88)	40 - 49 years (n=126)	50 - 59 years (n=113)	60+ years (n=100)	All Respondents (n=520)
Competence	2.95	2.91	3.65	3.54	3.03	3.26
Contribution	3.20	2.92	2.67	1.93	2.50	2.61
Connection	4.13	5.02	4.50	4.37	4.38	4.47
Choice	5.8	5.21	4.82	4.92	4.97	5.11
Challenge	4.91	4.64	4.58	4.40	4.53	4.6
Confidence	4.53	4.61	4.52	4.57	4.51	4.55
Contentedness	4.79	4.92	4.65	4.76	4.61	4.74
Climb	5.61	5.76	6.60	7.51	7.47	6.65

APPENDIX F

Possibility Rankings by Age Group Summary

Mean average on an 8-point scale where 1 is Most Possible and 8 is Least Possible

	20 - 29 years (n=78)	30 - 39 years (n=88)	40 - 49 years (n=126)	50 - 59 years (n=113)	60+ years (n=100)	All Respondents (n=505)
Competence	2.60	3.02	3.32	3.15	3.08	3.07
Contribution	4.23	3.62	3.29	2.73	2.73	3.24
Connection	3.63	4.00	3.63	3.86	3.93	3.82
Choice	5.23	4.79	5.19	4.81	4.71	4.95
Challenge	3.94	4.13	4.02	4.31	4.38	4.17
Confidence	4.60	4.27	4.41	4.30	4.75	4.45
Contentedness	5.28	5.65	5.25	5.11	4.87	5.21
Climb	6.49	6.52	6.90	7.73	7.55	7.09

APPENDIX

Interest and Possibility Rankings by Gender

Mean average on an 8-point scale where 1 is High and 8 is Low

	INTEREST		POSSIBILITY	
	Male (n=207)	Female (n=324)	Male (n=202)	Female (n=314)
Competence	3.39	3.17	3.08	3.05
Contribution	2.64	2.61	3.12	3.34
Connection	4.47	4.45	3.94	3.74
Challenge	4.37	4.74	5.08	4.86
Confidence	4.7	4.46	4.09	4.21
Choice	4.92	5.27	4.58	4.37
Contentedness	4.93	4.63	5.32	5.16
Climb	6.57	6.67	6.78	7.27

APPENDIX H

Interest and Possibility Rankings by Role

Mean average on an 8-point scale where 1 is High and 8 is Low

	INTEREST			
	Executive (n=96)	VP/ Director (n=99)	Manager/ Supervisor (n=148)	Individual Contributor (n=186)
Competence	3.71	3.64	3.01	3.04
Contribution	2.09	2.24	2.85	2.92
Connection	4.06	4.44	4.66	4.51
Choice	4.60	5.24	5.12	5.35
Challenge	4.34	4.28	4.58	4.91
Confidence	4.94	4.70	4.57	4.27
Contentedness	5.01	4.87	4.77	4.51
Climb	7.24	6.59	6.44	6.5

	POSSIBILITY			
	Executive (n=96)	VP/ Director (n=99)	Manager/ Supervisor (n=138)	Individual Contributor (n=181)
Competence	3.48	3.20	3.07	2.76
Contribution	2.60	3.12	3.12	3.75
Connection	3.96	3.75	3.86	3.73
Choice	4.24	5.02	5.25	5.05
Challenge	4.31	3.97	4.30	4.07
Confidence	4.96	4.53	4.50	4.14
Contentedness	5.09	5.30	5.27	5.23
Climb	7.35	7.11	6.62	7.27

APPENDIX

Interest and Possibility Rankings by Location

Mean average on an 8-point scale where 1 is High and 8 is Low

	INTEREST		POSSIBILITY	
	Within the U.S. (n=384)	Outside the U.S. (n=75)	Within the U.S. (n=369)	Outside the U.S. (n=75)
Competence	3.26	3.05	3.02	3.24
Contribution	2.63	2.87	3.33	3.11
Connection	4.45	4.96	3.82	4.19
Choice	5.13	5.17	4.95	4.87
Challenge	4.53	4.56	4.19	4.03
Confidence	4.59	4.31	4.39	4.47
Contentedness	4.76	4.97	5.20	5.33
Climb	6.66	6.11	7.10	6.77



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