

# CAREER DEVELOPMENT TODAY

WHAT PEOPLE REALLY WANT—2024

| by Julie Winkle Giulioni

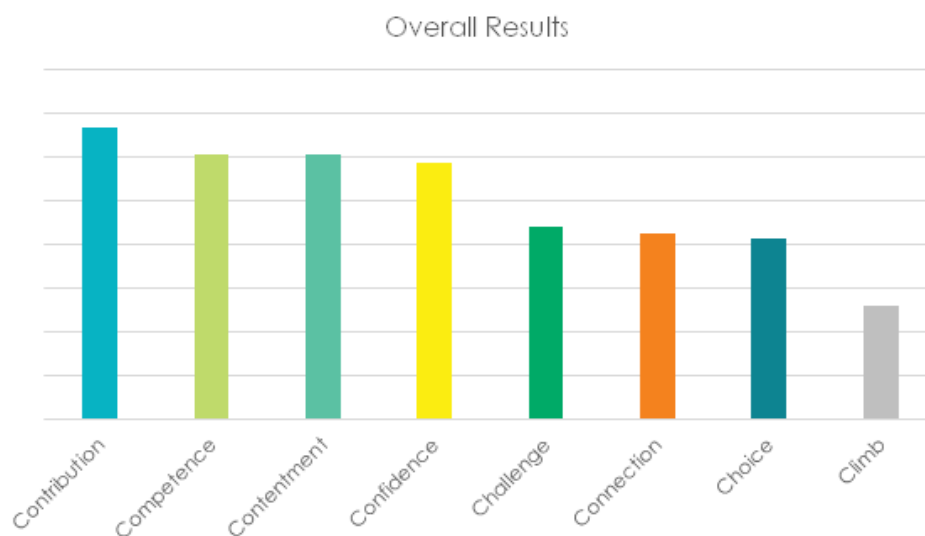


Updated January 2024

# EXECUTIVE SUMMARY

This research summary offers a snapshot of how employees really want to grow. Updating a previous study with additional data and deeper analysis, it's clear that the traditional and limited definition of career development as promotions and moves is less interesting to people than previously thought.

Based upon the January to December 2023 analysis of data collected from more than 3,600 survey respondents, we have again confirmed that the alternative development dimensions of Contribution, Competence, Contentment, Confidence, Challenge, Connection, and Choice are all more interesting to employees than the Climb up the corporate ladder.

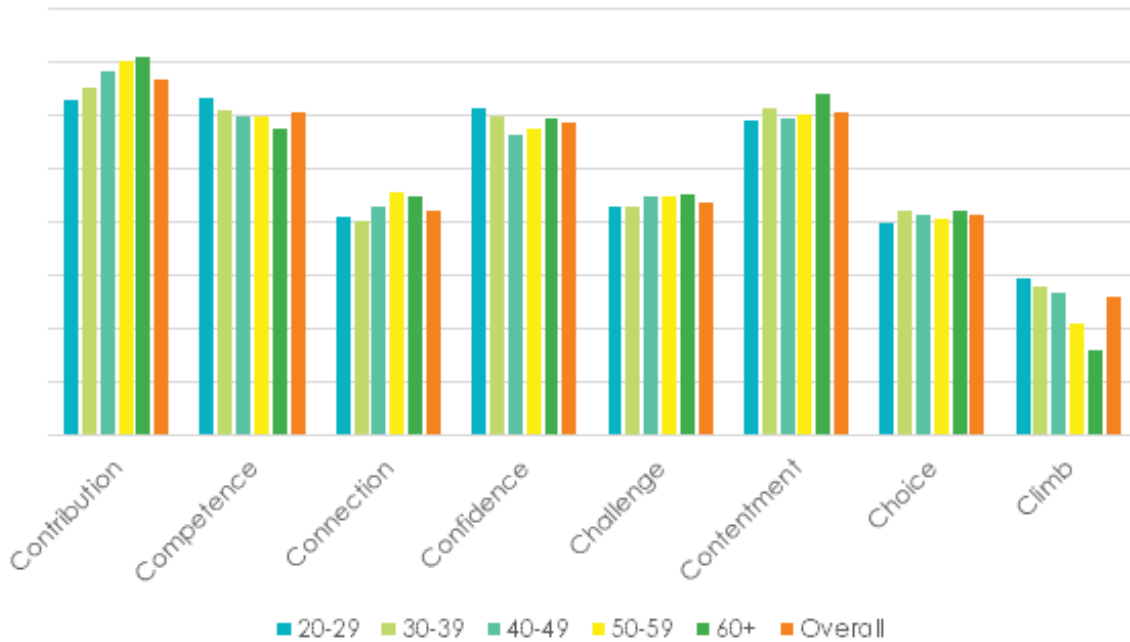


This study updates research conducted for the writing of Promotions Are SO Yesterday. Using the maximum differentiation methodology, survey respondents digitally reviewed 24 sets of statements, choosing which were most and least interesting. Statements mapped to each dimension, yielding individual and ultimately the composite interest scores shown here.

These results offer a hopeful and helpful message to leaders and organizations. They reveal new opportunities for leaders to support engagement and results by growing and leveraging the needs and talents of their people.

The following pages offer more detail broken out by age, gender, level, and industry. Interestingly, you'll find greater similarities than differences among demographic groupings.

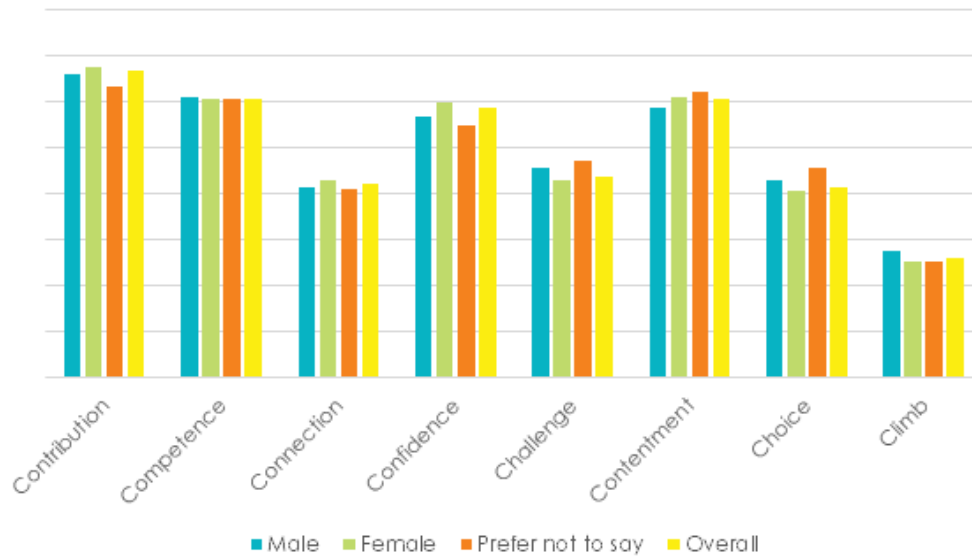
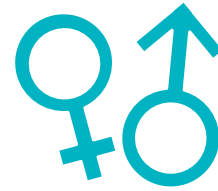
# ANALYSIS BY AGE



## DIMENSIONS OF CAREER DEVELOPMENT: INTEREST BY AGE GROUP

Rank	20-29 years (n=551)	30-39 years (n=1271)	40-49 years (n=992)	50-59 years (n=658)	60+ years (n=206)	All Respondents (n=3678)
1	Competence	Contribution	Contribution	Contribution	Contribution	Contribution
2	Contribution	Contentment	Competence	Contentment	Contentment	Competence
3	Confidence	Competence	Contentment	Competence	Confidence	Contentment
4	Contentment	Confidence	Confidence	Confidence	Competence	Confidence
5	Challenge	Challenge	Challenge	Connection	Challenge	Challenge
6	Connection	Choice	Connection	Challenge	Connection	Connection
7	Choice	Connection	Choice	Choice	Choice	Choice
8	Climb	Climb	Climb	Climb	Climb	Climb

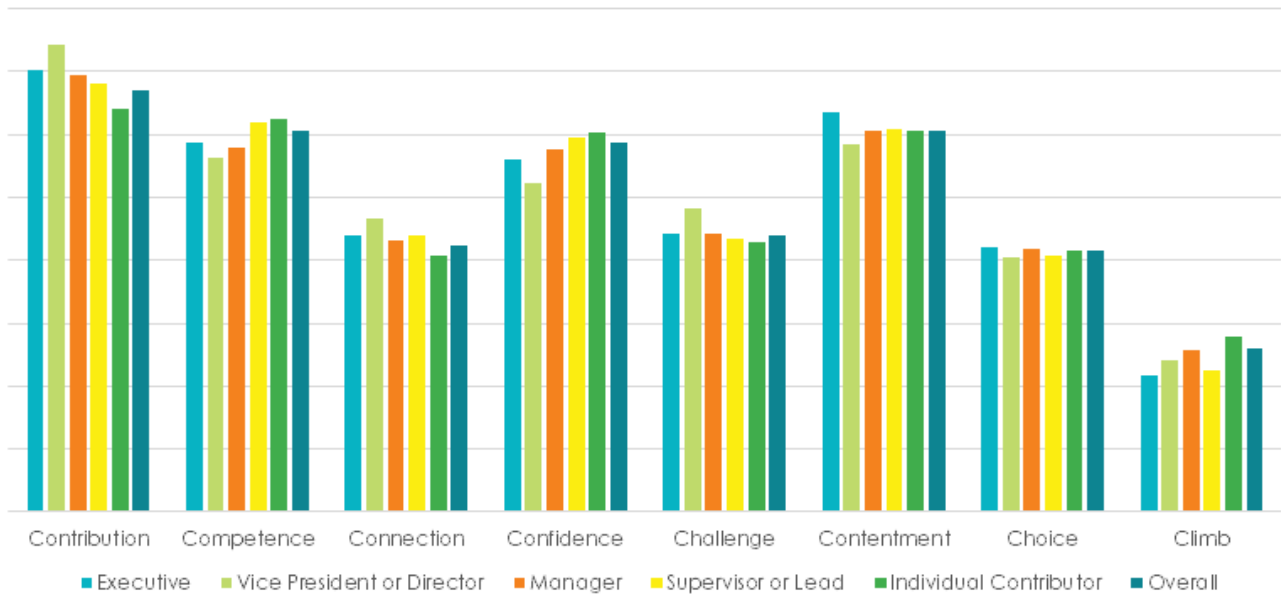
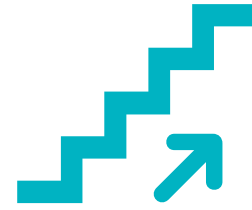
# ANALYSIS BY GENDER



## DIMENSIONS OF CAREER DEVELOPMENT: INTEREST BY GENDER

Rank	Male (n=1147)	Female (n=2423)	Prefer not to say (n=115)	All Respondents (n=3685)
1	Contribution	Contribution	Contribution	Contribution
2	Competence	Contentment	Contentment	Competence
3	Contentment	Competence	Competence	Contentment
4	Confidence	Confidence	Confidence	Confidence
5	Challenge	Connection	Challenge	Challenge
6	Choice	Challenge	Choice	Connection
7	Connection	Choice	Connection	Choice
8	Climb	Climb	Climb	Climb

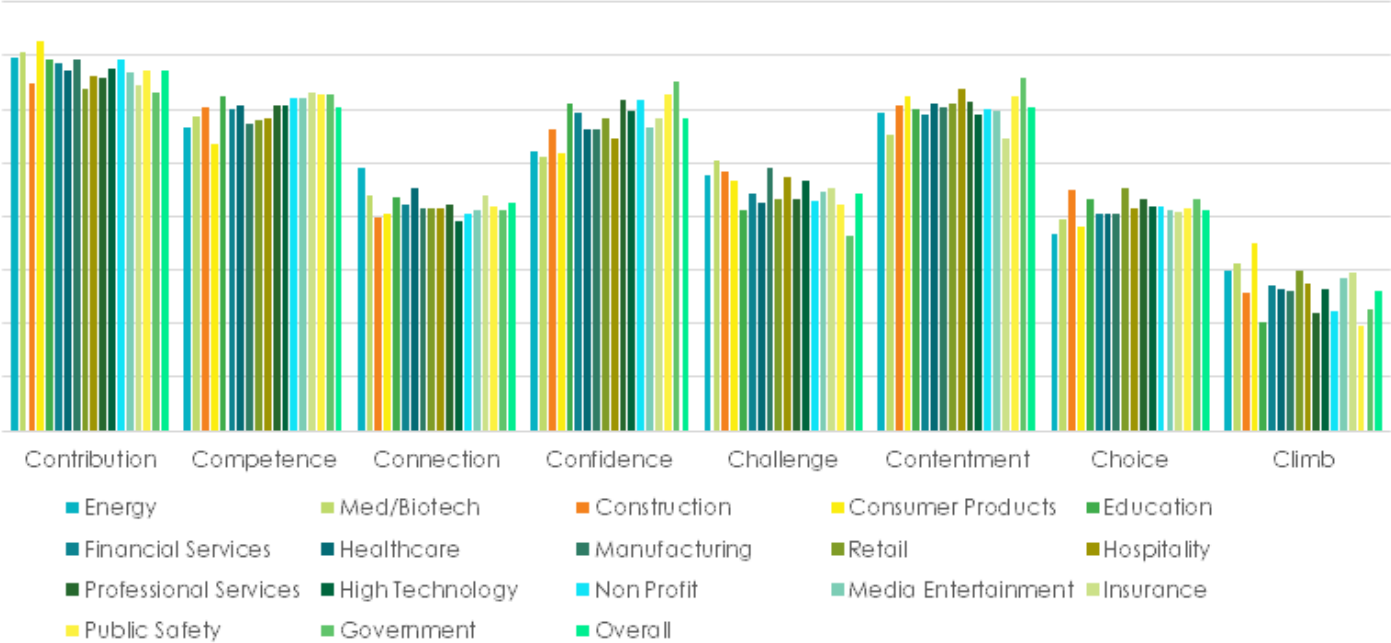
# ANALYSIS BY LEVEL WITHIN THE ORGANIZATION



## DIMENSIONS OF CAREER DEVELOPMENT: INTEREST BY ORGANIZATION LEVEL

Rank	Executive (n=109)	Vice President or Director (n=335)	Manager (n=858)	Supervisor or Lead (n=536)	Individual Contributor (n=1847)	All Respondents (n=3685)
1	Contribution	Contribution	Contribution	Contribution	Contribution	Contribution
2	Contentment	Contentment	Contentment	Competence	Competence	Competence
3	Competence	Competence	Competence	Contentment	Contentment	Contentment
4	Confidence	Confidence	Confidence	Confidence	Confidence	Confidence
5	Challenge	Challenge	Challenge	Connection	Challenge	Challenge
6	Connection	Connection	Connection	Challenge	Choice	Connection
7	Choice	Choice	Choice	Choice	Connection	Choice
8	Climb	Climb	Climb	Climb	Climb	Climb

# ANALYSIS BY INDUSTRY



# ANALYSIS BY INDUSTRY

## DIMENSIONS OF CAREER DEVELOPMENT: INTEREST BY INDUSTRY

Rank	Energy (n=39)	Biomedical/ Biotech (n=78)	Construction (n=86)	Consumer Products (n=63)	Education (n=103)	Financial Services (n=383)
1	Contribution	Contribution	Contribution	Contribution	Contribution	Contribution
2	Contentment	Competence	Contentment	Contentment	Competence	Competence
3	Competence	Contentment	Competence	Competence	Confidence	Confidence
4	Confidence	Confidence	Confidence	Confidence	Contentment	Contentment
5	Connection	Challenge	Challenge	Challenge	Connection	Challenge
6	Challenge	Connection	Choice	Connection	Choice	Connection
7	Choice	Choice	Connection	Choice	Challenge	Choice
8	Climb	Climb	Climb	Climb	Climb	Climb

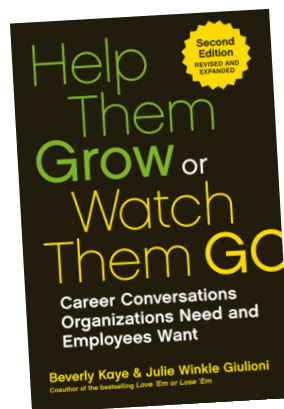
Rank	Healthcare (n=957)	Manufacturing (n=135)	Retail (n=72)	Hospitality (n=35)	Professional Services (n=272)	High Technology (n=496)
1	Contribution	Contribution	Contribution	Contribution	Contribution	Contribution
2	Contentment	Contentment	Contentment	Contentment	Confidence	Competence
3	Competence	Competence	Confidence	Competence	Contentment	Confidence
4	Confidence	Confidence	Competence	Confidence	Competence	Contentment
5	Connection	Challenge	Choice	Challenge	Choice	Challenge
6	Challenge	Connection	Challenge	Connection	Challenge	Choice
7	Choice	Choice	Connection	Choice	Connection	Connection
8	Climb	Climb	Climb	Climb	Climb	Climb

Rank	Non Profit (n=96)	Media Entertainment (n=51)	Insurance (n=143)	Public Safety (n=121)	Government (n=139)	All Respondents (n=3269)
1	Contribution	Contribution	Contribution	Contribution	Contentment	Contribution
2	Competence	Competence	Competence	Confidence	Confidence	Competence
3	Confidence	Contentment	Confidence	Contentment	Competence	Contentment
4	Contentment	Confidence	Contentment	Competence	Contribution	Confidence
5	Challenge	Challenge	Challenge	Choice	Choice	Challenge
6	Choice	Connection	Connection	Connection	Connection	Connection
7	Connection	Choice	Choice	Challenge	Challenge	Choice
8	Climb	Climb	Climb	Climb	Climb	Climb

# DELVE INTO THE DYNAMICS OF CAREER CONVERSATIONS

**LEARN MORE!**

Julie **wg**  
julie.winkle.giulioni



[julie@juliewinklegiulioni.com](mailto:julie@juliewinklegiulioni.com)



[juliewinklegiulioni.com](http://juliewinklegiulioni.com)



[@julie\\_wg](https://www.linkedin.com/company/julie_wg)



[JulieWinkleGiulioni](https://twitter.com/JulieWinkleGiulioni)