

Guild



Career mobility champion's toolkit

Address misconceptions, highlight outcomes, and explore impact potential

DIY Menu

Use this guide as a resource to help address concerns, debunk myths, and highlight the value and ROI of investing in career mobility.

I want to:

Explore [talking points](#) to help **skeptical colleagues** understand the value of creating career opportunity.

Use [case studies](#) to show how **other companies and leaders** approach career mobility.

Share [impact stories](#) to highlight the **positive outcomes** of career opportunity for employees.

Cite [proof points](#) that demonstrate ways career mobility is a key **talent strategy** driver.



Talking points

Explore ways to address **common early objections** that hinder internal mobility.

Jump to:

- **Talent priorities:** “Attraction and retention matter more than mobility right now.”
- **Retention concerns:** “People will leave once they’ve retrained.”
- **Perceived cost barriers:** “We can’t afford this investment.”
- **Time and resourcing:** “We don’t have the bandwidth to take on career mobility.”

“Attraction and retention matter more than mobility right now.”

It isn't an either / or scenario. Stronger career opportunities drive stronger attraction and retention rates.

Future employees are looking for more than just the next job.

- “Compensation, growth through promotion, paid training, and high-value benefits have the largest impact on frontline employee preferences among job profiles.”
Source: [McKinsey & Company](#)
- “A clear path to growth and development” was the primary reason those who switched employers during the Great Resignation (Resigners) accepted a new job. Additionally, 66% of Resigners said “access to employer-paid online training and upskilling opportunities was an important factor in accepting their current job.”

Source: [Cengage Group](#)

Current employees want opportunities to grow.

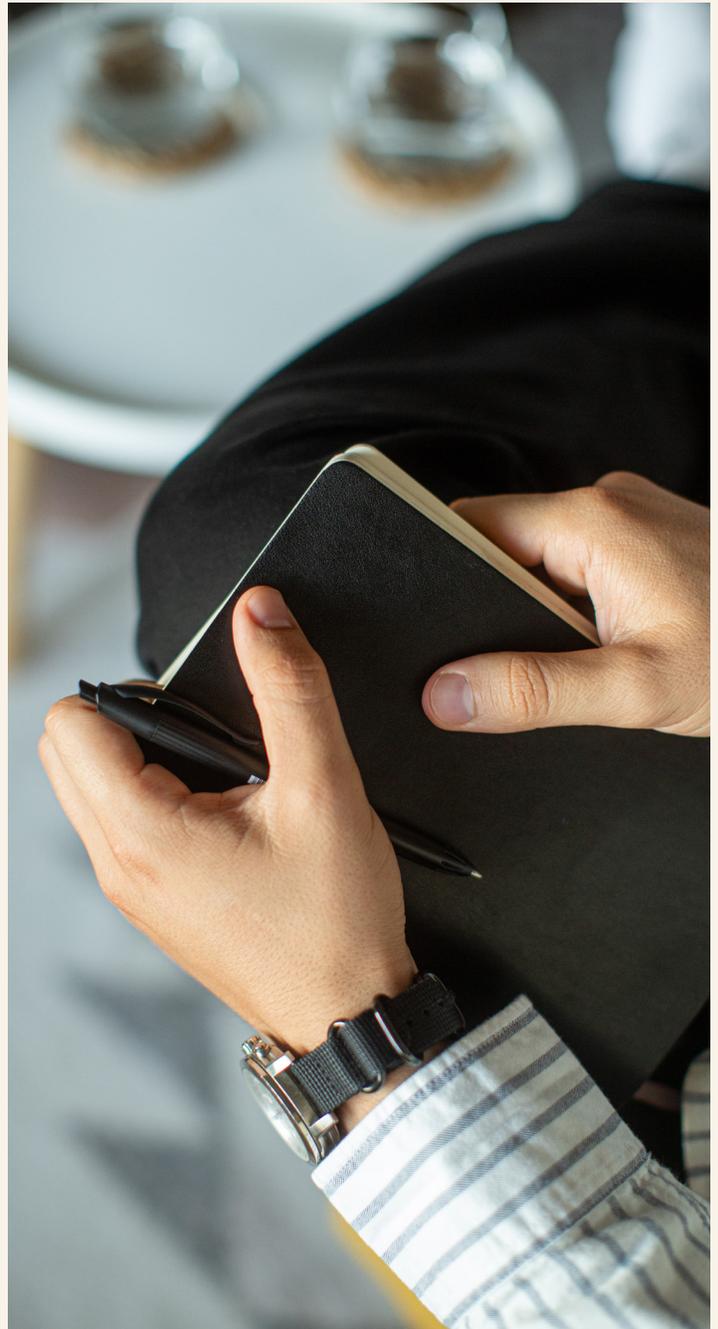
- Two-thirds of all workers hope to move into a new role. More than half hope it will be with their current employer.
- One of the strongest predictors of retention is when employees have “Opportunities to achieve career goals at the company.”

Source: [Korn Ferry](#)

In other words, the **brightest future** wins (and retains) the **best talent**.

“The vision that they’re showing me is I don’t have to leave the company to do better, to be bigger.”

— Peyton, Guild Learner



“People will leave once they’ve retrained.”

Growth opportunity is a reason to stay when employees see that it’s possible — and a reason to leave when it isn’t.

Companies that invest in mobility and development are seeing higher retention rates.



How Chipotle’s focus on training, internal promotions drove record employee retention

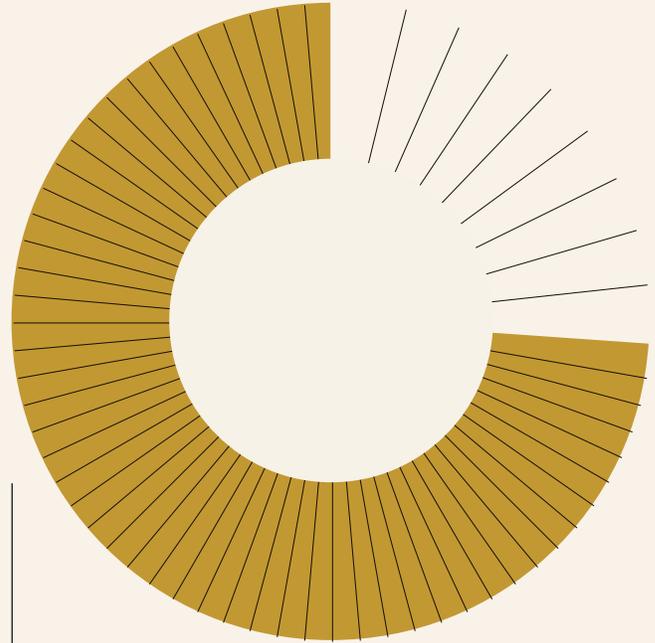


“We’re seeing an 11% increase in retention for students who have enrolled in Guild programs.”

— Molly Nagler
Chief Learning Officer, PEPSICO

Meanwhile, a scarcity mindset about growing talent can quickly become a self-fulfilling prophecy.

Poor prospects for skills and career growth leaves employees feeling unappreciated and ready to move on.



74%

of polled US workers said they would be “somewhat likely” or “very likely” to leave if offered education and career opportunities elsewhere

Source: [Guild’s American Worker Survey Report](#)

“We can’t afford this investment.”

Providing career opportunity has never been more important to people or business. Companies don’t need to boil the ocean to do it.

Career growth and mobility top the list of high-impact L&D practices that drive business outcomes.

- In a study led by [The Josh Bersin Company](#) that examined 94 L&D practices and surveyed 1,000 companies, career management practices were found to be the most effective.

The report names **“creating extensive opportunities for career growth” as the top practice** for driving talent, business, and innovation outcomes.

Companies that outperform on human capital development and financial performance know career mobility is a driver of both.

- Among employers in the top quartile for financial performance and human capital within their sectors, internal mobility accounted for 42% of total employee moves.

Source: [McKinsey Global Institute](#)

“We put nearly \$50 million into internal mobility last year and thoroughly tested the return on our investment. The conclusion was, we are getting our value here unquestionably—retention increased, thousands advanced their clinical careers, and we cultivated a culture of growth — especially in diversifying our professional pathways within the organization.”

— Joe Gage, Chief Human Resources Officer at Bon Secours Mercy Health (view webinar [here](#))



“We don’t have the bandwidth to take on mobility right now.”

Although no equitable internal mobility effort is built and rolled out overnight, the benefits of building a best-in-class program are tangible within the first few steps.

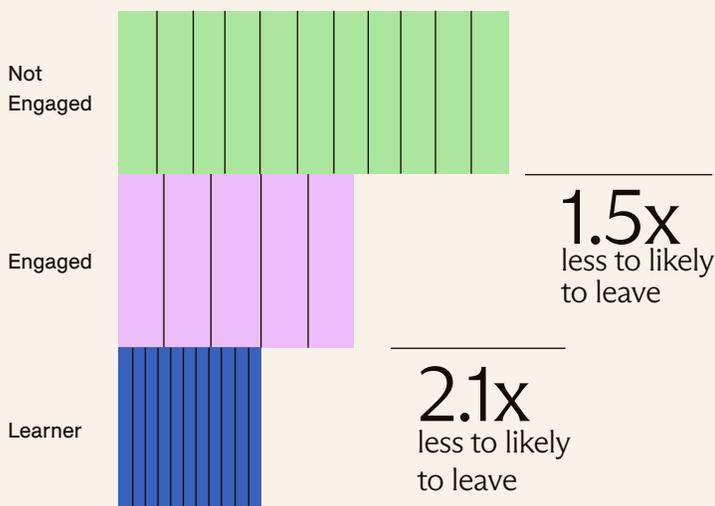
An important milestone is expanding access to education. **Companies that fund and broaden access to tuition-free skilling and education start seeing improved talent outcomes even before employees enroll.**

Bandwidth is something employees must evaluate, too. Pursuing a degree or credential takes time — but **knowing that opportunity is there when employees are ready to seize it can inspire talent to stay.**

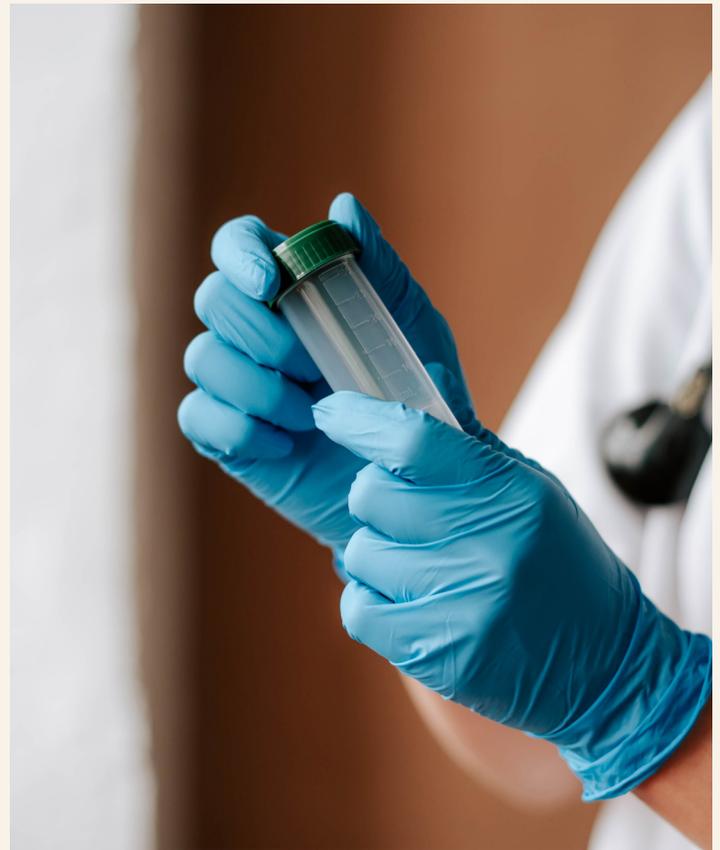
Employees who engage with Guild’s platform to explore career options and their company’s learning catalog retain at one and a half times rate as those who don’t engage. That jumps to over twice the rate when employees do enroll.

Engagers are 1.5x less likely to leave at no cost to their employer.”

Separation rate¹

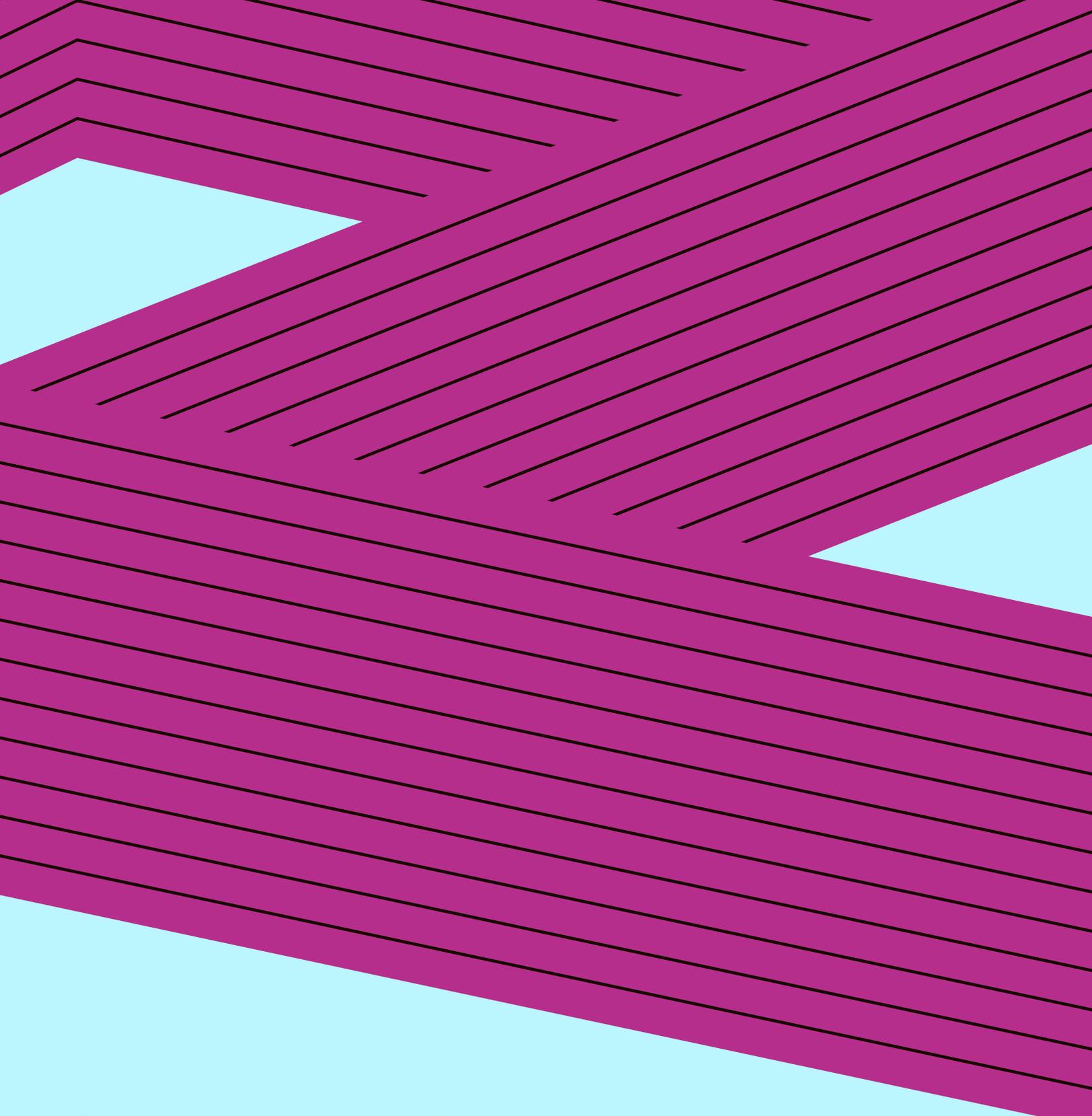


¹Separation rate = Number of eligible employees separated from employer in the last 12 months / Number of employees in the last 12 months, as of 01/01/2023



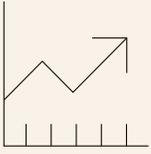
“I joke a lot that it’s kind of shallow, but I wanted to work from home and I wanted to make six figures, and this is how I’m going to do that. And it’s not shallow... this is going to give me the chance to do that and provide the life for my daughter that I want to – it’s awesome!”

— Chatney, Master of Science in Organizational Psychology



Case studies

See how **individual companies** are handling common talent and mobility challenges.



Increasing engagement

Rocket Central transformed an unused tuition benefit into a world-class career growth program.

Although Rocket Central offered tuition reimbursement, participation was low, financial barriers to education were high, and the enrollment process was tough to navigate. When the company undertook a strategic initiative with Guild to provide equitable career growth opportunities for all team members while supporting priorities of the business, program participation soared.

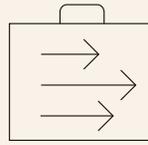
[Read more](#)



Addressing talent shortages

Bon Secours Mercy Health is creating its future workforce through career pathways.

To address the acute talent shortage in healthcare, Bon Secours Mercy Health (BSMH) turned inward, tapping their existing workforce by creating new opportunities for education and skill-building aligned closely to career pathways in high demand. By funding tuition and providing robust guidance and support, BSMH is enabling its people to grow into new (often higher paying) roles. [Read more](#)



Building Sustainable Pipelines

Walmart paved the way from jobs to life-long careers.

To amplify career growth opportunities for its frontline workers, Walmart leaders partnered with Guild to remove financial barriers to education and align the program — known as Live Better U (LBU) — with business priorities. They've continued to grow LBU with the business, expanding offerings to drive success for associates while creating talent pipelines for future needs in cybersecurity, health & wellness, technology, and more. [Read more](#)



Learn how HR leaders approach career mobility.

Four HR and People leaders joined Guild's Opportunity Summit to share the steps their organizations are taking to create career opportunity for their entire workforces.

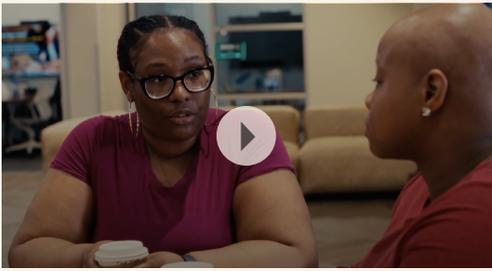
Speakers

- Tamla Oates-Forney, Chief Human Resources Officer, USAA
- David Mafe, Chief Diversity Officer & Vice President of Human Resources, UCHealth
- Allan Calonge, Chief People Officer - Core Operations, Bon Secours Mercy Health
- Johanna Söderström, Executive Vice President & Chief People Officer, Tyson Foods

Impact Stories

Discover the ways **people's lives are changed**
by the opportunity to grow their skills and careers.





Job promotion

Jarryn achieved a major career growth goal.



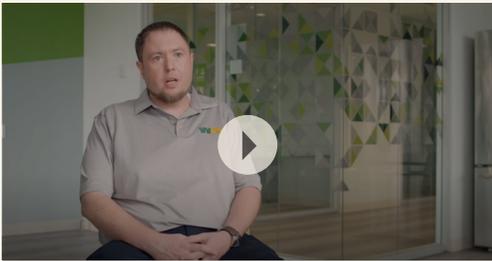
Occupational identity

Peyton rediscovered her love of healthcare.



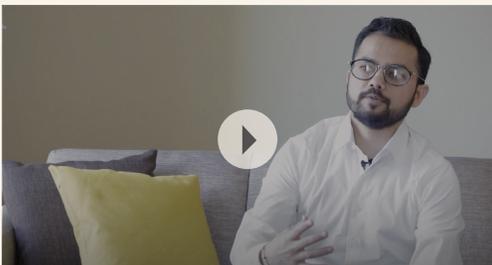
Economic mobility

Courtney became a first-time homeowner.



Career pathway

Robert unlocked a pathway aligned with his interests.

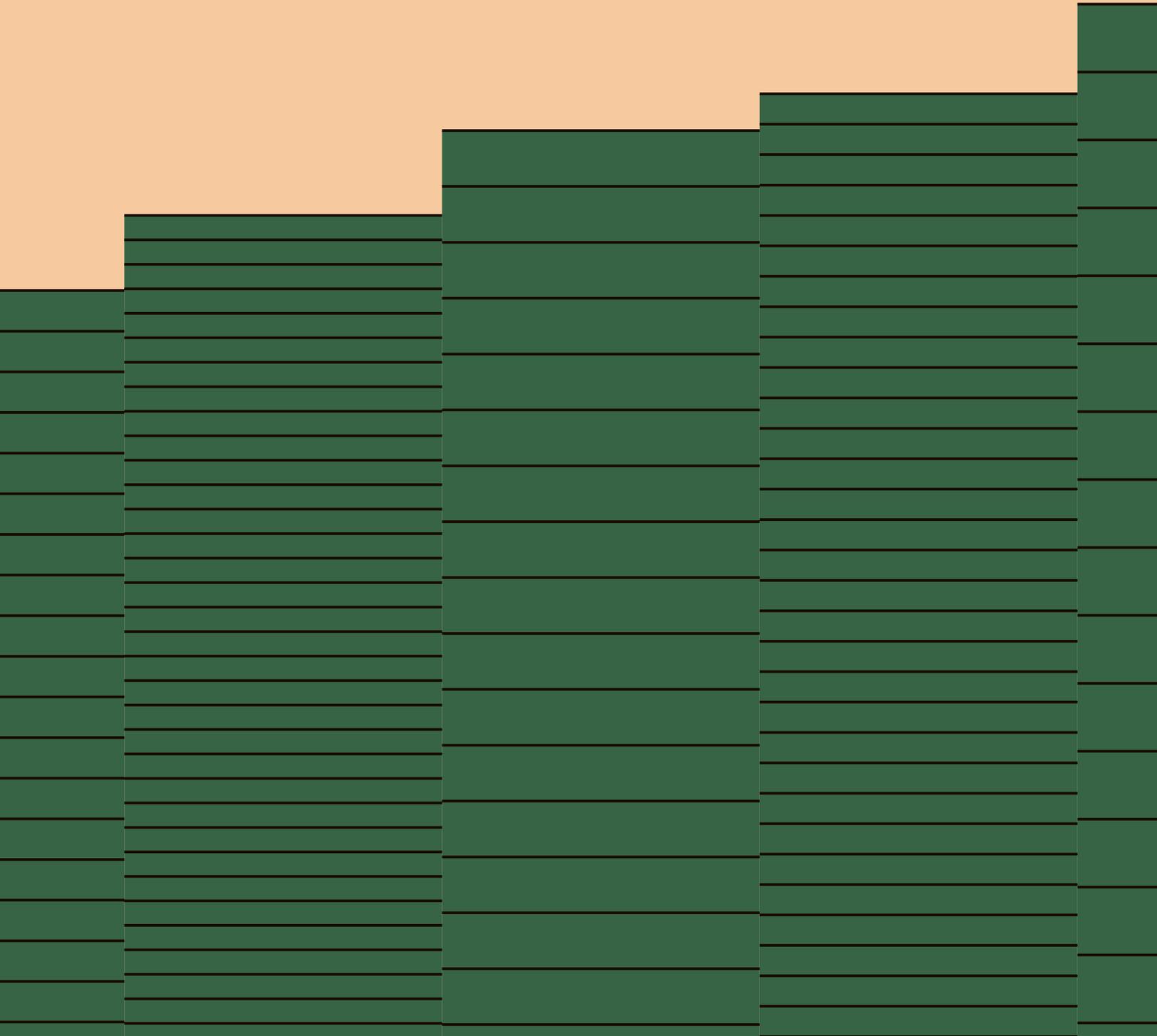


Upskilling for the future

Dhanesh strengthened his leadership skills.

Proof Points

Explore a list of **reports, news, and thought leadership references** that demonstrate the importance of career mobility investments now.



Building the workforce of the future: Today's talent wants and expects the opportunity to grow their skills and careers.

Read

[McKinsey & Company](#)

Bridging the advancement gap: What frontline employees want—and what employers think they want

[Chief Learning Officer](#)

It's time to discuss the problem with 'owning your own development'

[Harvard Business Review](#)

The High Cost of Neglecting Low Wage Workers

[Cengage Group](#)

Where Are They Now? The Great Resigners, One Year Later

[Korn Ferry](#)

Future of work trends 2022: A new era of humanity

[Guild](#)

American Worker Survey Report: The New Up or Out, 2022

Listen

[Work in Progress](#)

Ensuring that employer-provided education benefits pay off for the worker

[WorkLife with Adam Grant](#)

The Not-So-Great Resignation

[Instructional Designers in Offices Drinking Coffee](#)

Building Career Mobility for Frontline Workers with Matthew Daniel

[Gartner](#)

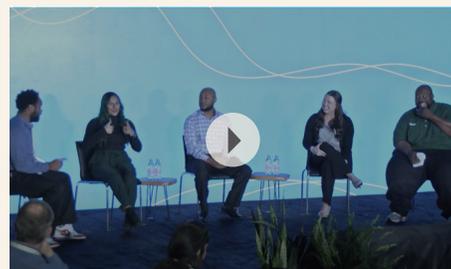
What does a Human Employee Value Proposition Look Like for Frontline Workers?

Watch



[Fortune](#)

MPW Next Gen 2022 The New Learning Marketplace



[Guild](#)

Direct from the Front Lines



[The Josh Bersin Company and Guild](#)

Unlocking Opportunities Through Learning and Career Growth

Future-proofing your organization: Career growth and mobility now top the charts for L&D practices with the highest impact on people and business.

Read

[McKinsey Global Institute](#)

Performance through people: Transforming human capital into competitive advantage

[The Josh Bersin Company](#)

Career Pathways: Building Tomorrow's Workforce Today

[LinkedIn](#)

Internal Mobility and Upskilling: Prediction 15 | Business leaders will recognize the value of filling open roles with homegrown talent

[Fortune](#)

Most leaders are making snap decisions with cost-cutting in mind—but be warned, research shows that over a third later regret it

[HR Executive](#)

Employee engagement and the bottom line: HR can help make the business case

[Boston Consulting Group](#)

The CEO Outlook: Caution, Optimism, and Navigating the Road Ahead

[HRDive](#)

Survey: Hiring outlook remains optimistic, but upskilling is needed

[HR Executive](#)

10 predictions about work and leadership this year

Listen

[Harvard Business review](#)

Managing the Future of Work Podcast, The American Opportunity Index: Rating Employers on Upward Mobility

[Forbes](#)

Even A Sagging Economy Won't Slow America's Talent Crunch. Here's How Companies Can Respond

Watch



[The Josh Bersin Company and Guild](#)

Driving Business and Talent Outcomes with Career Pathways



[Guild](#)

Guild's Career Mobility Framework: Impact Through Awction

Ensuring the future of work works for everyone: Building accessible career opportunity is an equity imperative.

Read

[Fast Company](#)

Why the 'talent shortage' is really a shortage of social capital

[LinkedIn](#)

Skills-First: Reimagining the Labor Market and Breaking Down Barriers

[Forbes](#)

How About Offering Apprenticeships to People Who Already Work for You?

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[Freakonomics Radio](#)

538. A Radically Simple Way to Boost a Neighborhood

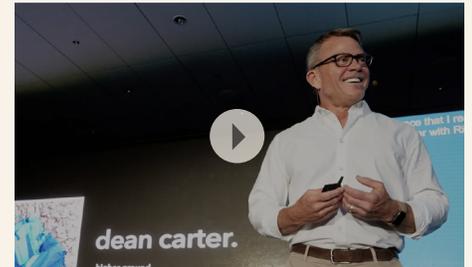
[WorkLife](#)

How to Build an Inclusive Workplace

[The Fabulous Learning Nerds](#)

Equity in Talent Development

Watch



[Guild](#)

Dean Carter: Every Board Needs a CHRO



[CNBC, Squakbox](#)

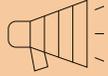
Adam Grant: We still have more options for jobs than we did before

About Guild

The Guild Career Opportunity Platform™ helps employees build the careers they want by gaining the skills their company needs. We work with some of America's largest employers to:



Co-create a career mobility strategy



Launch and market programs to employees and the public



Curate a custom catalog of foundational skilling and higher ed degrees



Align learning to career pathways and priority roles in the business



Provide 1:1 coaching for learners throughout their journey



Turn learning into career advancement



Measure program ROI

The future of work
can work for everyone.

Learn more about the unique value Guild can deliver for your people and talent strategy.

Guild