

## Research Says...

*According to Hay Group surveys of 4 million employees globally,*

63% say:

**"My job provides me the opportunity to learn new skills and develop new talents."**

56% say:

**"I have a good idea of the possible career paths available to me."**

52% say:

**"I am kept informed about what is required for me to advance at the company."**



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Research indicates that employees around the world have expectations for professional development. Ultimate responsibility for career development rests with the employee. It is up to him or her to take advantage of the opportunities offered.

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## Research Says...

*According to Hay Group surveys of 4 million employees globally,*

77% say:

**“There is good cooperation and teamwork within my work group.”**

54% say:

**“My work group receives high quality support from other units on which we depend.”**



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Employees around the world believe that cooperation among colleagues is important. Research shows that levels of collegiality vary. Success with colleagues then becomes a matter of personal investment—reaching out to them and finding ways to collaborate in order to achieve mutually agreed-upon goals.

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## Research Says...

*According to Hay Group surveys of 4 million employees globally,*

74% say:

**"My immediate supervisor's behavior is consistent with our company's values."**

72% say:

**"I have trust and confidence in my immediate supervisor."**

62% say:

**"I have trust and confidence in this company's senior management team."**

60% say:

**"Day-to-day actions of management where I work are consistent with their words (e.g., they 'walk the talk')."**



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Employees around the world hold their leaders to high standards. And as this research indicates, behaviors of senior leaders do not match behaviors of employees' own managers. Delivering the level of leadership that employees demand is a leader's responsibility.

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