

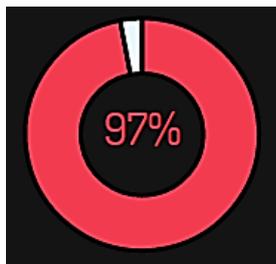


How Michelin revolutionized retention with its unique approach to career management

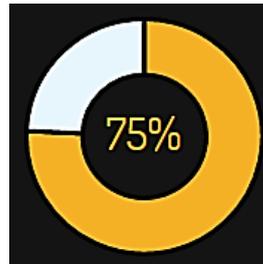
What are the main reasons your employees become disengaged? Why do they quit?

Boredom and limited career progression or career pathways can be key reasons as to why your organization may lose vital talent.

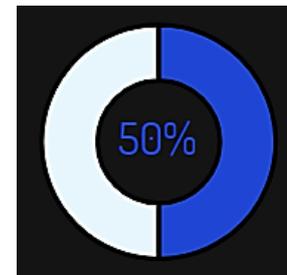
Michelin North America, this year named one of Forbes 'Top Employers in America', has a strategy that results in an amazing 97% retention rate, as reported in Business Insider.



97% employee retention



75% of approx. 800 managers promoted from within



+50% of salaried manufacturing workforce began as wage employees or production workers

David Stafford, CHRO and **Michael Williams**, Manufacturing Executive at Michelin North America, talked to us at *LEAP HR: Manufacturing* about their three-part "triangle" approach to talent management. Michelin employs nearly 400 "career managers" (soon to be "development partners") whose job is to help workers and managers have productive discussions about their career development paths.

The aim of this program is to help Michelin promote from within, recognize and retain highly-skilled talent, enable employees to truly 'own their future' and help employees, at every level of the business to continuously grow.

So, how does it work? It all starts with a skills growth discussion, followed by a collaborative effort by the career manager and employee to discover potential new career paths using the Michelin's internal job-posting system. The program also allows for employees to discuss options with colleagues who are already working in their desired team.



It's about maintaining regular contact between employees and their managers. Employees are only going to succeed when they trust their managers.

David Stafford, CHRO, Michelin North America

Michelin's managers look at three key areas — passion, proven history, and an employee's willingness and ability to adapt to change and take on more responsibility. Career managers also explore employee past performance and their skill sets to help ensure they will be set up for success in any new job.

Michelin's HR team looks for people who are **embracing what they want to be as an organization**, and their work is proving a huge success as this program has resulted in just 3% of employees quitting in the past 6 years, as of last year.

Conference Day 1, Tuesday October 17 | 2.10

Revolutionize career development in your manufacturing organization to develop and retain top talent

Michael Williams, Facility Personnel Manager, Michelin North America

- Discover how Michelin's 3-part triangle approach to career management helps them promote from within to recognize and retain highly-skilled talent
- Hear how Michelin enables its employees to truly 'own their future' and how the company achieves retention rates unheard of in the industry
- Step behind the success of Michelin's "career managers/development partners" and how they are helping employees, at every level of the business continuously grow

To view the rest of the world class speaker faculty and their full agenda sessions, take a look at the interactive event guide now:

[Download the Full Event Guide](#)



Bringing together individuals who know how to get things done at this forum creates an interactive network who can work together to find solutions to key challenges – and it's absolutely vital!

The Manufacturing Institute



This meeting really opened my eyes - it will provide a huge ROI from the connections I made and the ideas shared. Both informative and insightful - 10 out of 10

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LEAP HR:Manufacturing is a vital opportunity for us as people leaders to take part in a truly disruptive dialogue and address these issues, in our own businesses and across the industry.

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