How HR Can Help Employees Blaze Their Own Trails
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Why should companies care about career paths?
The state of staying

18% of employees around the globe say they intend to stay with their company “1 year or less”
L&D is #1 driver of intent to stay

1. My company provides me with opportunities for L&D.
2. I have confidence in senior leadership to make the right decisions for the company.
3. My manager helps me in my career development.

Qualtrics 2020 EX global trends study
Remains true for millennials and baby boomers

**Millennials (Ages 25-39)**

1. My company provides me with opportunities for L&D (63%)
2. I have confidence in senior leadership to make the right decisions for this company. (53%)
3. My manager helps me in my career development. (54%)

**Baby boomers (Ages 50+)**

1. My company provides me with opportunities for L&D (58%)
2. I have confidence in senior leadership to make the right decisions for this company. (51%)
3. My manager helps me in my career development. (44%)

Qualtrics 2020 EX global trends study
No more “30-year” career models

12 is the number of jobs or careers average person has in their lifetime.

No more “30-year” career models

12 is the number of jobs or careers average person has in their lifetime.

83% of companies are re-engineering their career path approach and programs.

Agenda

- HR career planning today
- 3 ways to support non-linear careers
- Q&A
My career path as others see it

MS Mechanical Engineering

Microsoft Program Manager

Zillow Program Manager

Zillow Senior Program Manager

Zillow Group Manager

Zillow VP Product

Zillow VP Culture & Community

OwnTrail CEO & Co-Founder
My real career path
How about my failures...

Fort Lewis College Music Major

Failed out
Panic attacks
And my love life...

Fort Lewis College Music Major

Failed out Panic attacks

Moved to Seattle With Boyfriend

Seattle Central Community College

Break up with boyfriend... Restraining order

Bartending... Met Shane

UC Berkeley Mechanical Engineering

Break up with boyfriend... Restraining order

Microsoft PM by accident

Microsoft PM by accident

UW Mechanical Engineering

Bartending... Met Shane

UC Berkeley Mechanical Engineering

Microsoft PM by accident
Or the many paths not taken...
There’s no single right path.
Misconceptions → In reality
Misconceptions

1. Our problems are unique

In reality

1. We should share in solidarity

70% of people face imposter syndrome in their lives.

Behavioral Science Institute, 2011
Misconceptions

1. Our problems are unique
2. We’re different people in and outside of work

In reality

1. We should share in solidarity
2. We can’t leave our personal lives at the door

Bright Horizons found that employees with higher overall well-being are 4x more engaged at work.
Misconceptions

1. Our problems are unique
2. We’re different people in and outside of work
3. We look for “culture fits”

In reality

1. We should share in solidarity
2. We can’t leave our personal lives at the door
3. We should embrace culture “adds”

19% Companies with diverse leadership have 19% more revenue.

The Decision Tree

CONTINUE THE JOURNEY

HAPPILY EVER AFTER AT THE END OF EACH PATH
The future of work: **How to support “many trails”**

- Reframe mentorship
- Create belonging through storytelling
- Support internal career mobility
Reframe mentorship
Who has found everything you needed in one single mentor?
75% Women aren’t getting the mentorship that they want.

79% Women aren’t providing the mentorship they wish they were.

OwnTrail study, 2019
Limitations of traditional mentorship models

One person can’t provide everything

Vast under representation

1:1 mentorship is not scalable

Different people serve different purposes

People need and want mentors who share their identities.

Meaningful mentorship is time-consuming.
40% Zillow employees participate in an Affinity Network
How to foster employee resource groups

- Support through corporate policy, including participation during work hours
- Encourage defined charters for each group
- Align with business objectives, like recruiting or career development
Get self-guided mentorship
Learn through many-to-many ratio
View countless life paths
Gain inspiration through sharing
Create belonging through storytelling
What Google learned from its quest to build the perfect team
We don’t want to “leave part of our personality at home.” We want to feel “psychologically safe.”

We want to belong.
The journey to belonging

Diversity is being invited to the party

Inclusion is being asked to dance

Belonging is dancing like no one is watching
Do you feel you belong at your workplace?
How storytelling fosters belonging

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<th>Builds empathy</th>
<th>Broadens perspectives</th>
<th>Makes people feel seen and heard</th>
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<td>An opportunity to see yourself</td>
<td>Hear and learn about a variety of</td>
<td>A culture that celebrates many voices.</td>
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<td>through others: You can discover</td>
<td>backgrounds, struggles, and more.</td>
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How we facilitate storytelling at Zillow

- Faces of ZG on Instagram and our intranet, where we share stories from our employees and teams
- The Lounge, an internal podcast where people share personal stories
- Speaker Series, where we bring in speakers from a diverse range of backgrounds, culture and industries
How we facilitate storytelling at OwnTrail

● Women share their paths through life, as a series of interconnected milestones

● Share out trails on social channels

● Building in ability to ask/answer questions and interact on trails
Support internal career mobility
“Learning stuff [is] less important than learning about oneself. Exploration is not just a whimsical luxury of education; it is a central benefit.”
How Zillow supports career mobility

- Dedicated internal mobility team
- Post jobs internally before they are external and provide a tool for employees to search internal roles
- Rotational programs in sales and operations teams
The future of work: How to support “many trails”

1. Reframe mentorship
   - Affinity Groups

2. Create belonging through storytelling
   - Share employee stories and journeys

3. Support internal career mobility
   - Dedicated internal mobility team and strategy
The future of work: **How to support “many trails”**

1. **Reframe mentorship**
   - Affinity Groups

2. **Create belonging through storytelling**
   - Share employee stories and journeys

3. **Support internal career mobility**
   - Dedicated internal mobility team and strategy
Q&A
Thank you!