These guidelines for motivating employees effectively in the face of career plateauing are summarized in the following learning points:

1. **Make the facts about career plateauing available to employees.** Long before employees experience career plateauing, they should be given information about its increasing incidence, its major causes, and some ways of reducing its negative effects.

2. **Emphasize the diversity of rewards available to employees in the work setting, and avoid an over-reliance on promotions and raises.** Help employees recognize that there are many rewarding experiences other than raises and promotions available to them at work: sabbaticals, temporary leadership positions, special assignments.

3. **Discourage workaholic lifestyles that exclude leisure and family activities; emphasize high productivity, not long work hours.** Employees who focus on work to the exclusion of all other activities are the most vulnerable to the negative effects of career plateauing.

4. **Provide accurate performance feedback, and (if requested) candid information about an employee's plateauing status.** Make certain that performance reviews accurately reflect employees' current performance level and their developmental needs for further upward movement; respond candidly to employees when directly asked whether they have plateaued.

5. **Counsel plateaued employees by listening to their feelings and helping them identify options, not by offering advice or solutions.** Understand that the experience of career plateauing has strong emotional effects and be supportive: help employees identify attractive options that might go unnoticed, don't decide what they should do.

6. **Emphasize the nature of the work performed, and use horizontal moves and task clustering to increase variety and challenge.** The work that employees perform can be a powerful source of motivation and satisfaction; structure assignments to increase variety and use periodic horizontal job moves to maintain job challenge.

7. **Encourage employees to suggest how their knowledge and skills might be used more effectively in current and future jobs.** Give employees' more control over their career options by encouraging them to take the initiative in suggesting jobs appropriate for their knowledge and skills.