



CAREERS IN TRANSITION:

*How will outplacement evolve to help companies
and workers respond to upheaval?*

EXECUTIVE SUMMARY

COVID-19 affected the pace of change rather than the direction of travel. Changes to the way people work, which had been expected to take place over many years, happened almost overnight in spring 2020. COVID-19 has meant that businesses have rapidly integrated new technologies while their employees have had to develop new skills to use them.

COVID-19 will have a structural impact on the world of work. As firms adjust to the post-pandemic economy, many will look to make efficiencies and ensure they use their employees' skills most effectively. As a result, unemployment is set to rise. Outplacement will play a major role in helping firms, workers and economies transition and recalibrate. And it offers employees real opportunity. **In 2020, 79% of outplacement candidates moved to a new role with the same or higher position.**

Flexible and remote working have cracked open the jobs market. New data from Right Management shows that workers transitioning between jobs are increasingly changing the sectors they work in. **Last year, 49% of candidates who went through an outplacement program moved to a different industry.** They are also more frequently changing the roles they perform. This trend, flexing to meet the demands of an increasingly fast changing jobs market, is one that has accelerated in the past two years and shows little sign of abating. As a culture of career mobility has emerged, workers have become increasingly agile.

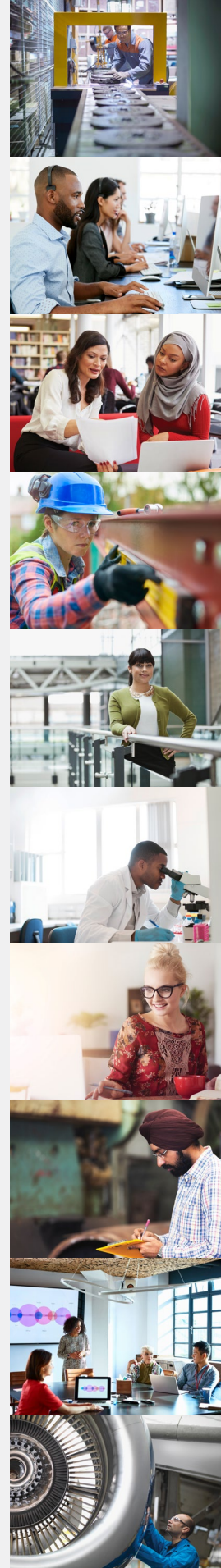
Firms benefit from embracing this emerging culture of career mobility. Constantly working to upskill and develop staff means that teams can successfully meet the new opportunities within their companies, reducing the need to hire and minimising disruption, whilst increasing workers' employability. This also primes an outgoing worker for successful and quick outplacement. And with goodwill established, there is opportunity to later re-hire these employees in a different capacity and with a set of skills the company values.

While not all roles can be performed remotely, for those that can, the shift to remote working means their options are no longer limited by location. People going through outplacement programs are increasingly finding that instead of having to relocate for a new position, the new job is coming to them.

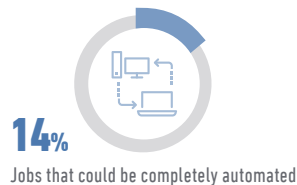
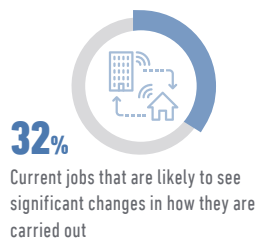
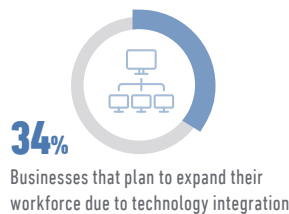
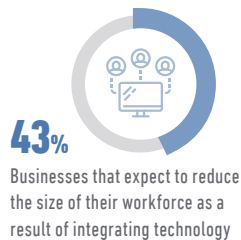
And while traditional sectors that have provided high levels of employment in the past are reducing their workforces due to the adoption of technology and slowing markets, others are on the up, responding to new demands. Firms and outplacement providers need to ensure they can measure and evaluate the changing jobs market in real-time, so that they can respond to these shifts at speed.

Data and the ability to analyse it for a fast-moving jobs market is key to both employees finding new roles and businesses ensuring their workforce is ready for new challenges. This demand requires an evolution of the skills and insights outplacement provides. In the short-term, that means giving firms greater insight based on analysis of bigger datasets and metrics. In the future, Artificial Intelligence (AI) and predictive analytics will help to make more accurate analytical decisions in real-time. The potential of these technologies is already being proved through Right Management's RightMap tool, which draws on AI to identify the roles, sectors and skills for future success and improved career mobility.

The future of outplacement will combine **data-driven insight** and **emotional intelligence** in a two-pronged 'Tuning Fork' evolution. Outplacement needs to adapt for the vital role it will play guiding individuals and organizations through the pandemic recovery, helping create a confident, agile and valuable workforce, able to face the challenges of the years ahead.



A FAST CHANGING JOBS MARKET PICKS UP PACE



In many job sectors, COVID-19 affected the pace of change. Technological advancements, which were predicted to radically alter the way people work over the long-term, have been called upon unexpectedly at short notice.

The genie is out of the bottle.

The Fourth Industrial Revolution, characterised by new technologies, automation and machine learning, promises to disrupt nearly every industry. However, as businesses have been forced to react to COVID-19, for many workers the future of work has already arrived.

The surge in digitization and automation will be a long-term outcome of the pandemic. The adoption of new technologies will mean that some jobs will disappear, while other new roles will be created. Over the next five years, 43% of businesses expect to reduce the size of their workforce as a result of integrating technology. Yet, over the same period, 34% of businesses plan to expand their workforce due to technology integration.¹

This seismic shift means that the skills workers need are changing. Businesses' demand for skills – particularly technology and communications skills – are set to increase considerably over the next decade.² At the same time, OECD research from 2019 suggests that 32% of current jobs are likely to see significant changes in how they are carried out and a further 14% of jobs could be completely automated.³

However, business leaders and HR executives are quick to point out that these changes were already on the way. An HR leader at a leading telecommunications firm notes that the company is constantly looking at ways to change and evolve services. She says that 'over the past nine months, many changes may have been sped up due to COVID, but I think they would have happened regardless. Different skillsets are required to address the needs of an evolving business'.

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-HR Leader, Telecommunications Firm

¹ The Future of Jobs Report 2020, World Economic Forum, October 2020

² The future of work: Rethinking skills to tackle the UK's looming talent shortage, McKinsey & Company, November 2019

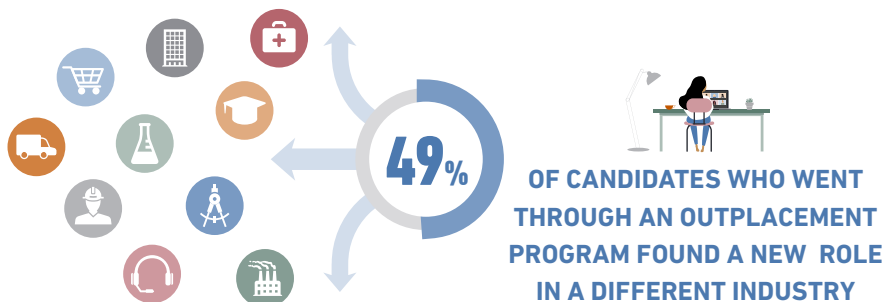
³ Skills shortages in the UK economy, Edge Foundation, June 2020

JOBS MARKET VOLATILITY INCREASING

Employees are grappling with a jobs market that has become more volatile.

In the past two to three years, workers who have gone through outplacement programs have increasingly switched jobs across sectors and between different job roles. Right Management data reveals that globally, 49% of candidates who went through an outplacement program found a new role in a different industry.⁵ This is the highest proportion of people changing industries in the last eight years.

Data also shows how employees need to be agile to find a new position, with nearly half (47%) of candidates changing job roles as they transitioned through outplacement in 2020.⁶ Right Management's Andreas Chittreck says this is something that is being experienced across outplacement, 'I think that people are definitely more aware of the need to be able to identify and articulate their transferable skills and be more accepting that different industries are more attractive to them than before.'



An HR leader in the telecommunications sector believes this is essential in helping candidates work out where their skills can be best placed. She points out 'If you've worked in retail all your life, is that all the skillset you have? No. Outplacement and coaches are really helping employees to understand their scope is much greater than just retail. That has changed.'

In this period of transition, outplacement can be key. As an HR leader at a leading technology firm explains, 'outplacement can provide all sorts of very helpful, evidence-based diagnostic tools to help someone to think about what is important to them in their working life and their career. And that can lead to some significant changes, and for people to have the confidence to make a change.'

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⁵Right Management candidate data, 2020

⁶Right Management candidate data, 2020



OUTPLACEMENT EXPERIENCE

Jenni found that outplacement offered her 'the expertise needed in a fast paced and fast changing world'. Having been made redundant in a challenging jobs market, outplacement provided her with the ability to recognise and reframe her transferable skills and demonstrate flexibility. Jenni believes it was these newfound attributes which not only made her stand out but gave her the confidence to seek opportunities in different sectors and prompted her to make the move from retail to design and architecture.

Although she continued to work in a similarly people-focused role, Jenni found her new job was more varied and meant she was able to develop more within the company. She believes the skills she learnt through outplacement were beneficial to her as well as her new employer.

After her experience, she said, 'outplacement gives you an opportunity to thoroughly explore yourself, enjoy all your skills, your assets and your experience, and put it into some rational order that can help you explore your next opportunity in life.'

NAVIGATING A FAST-MOVING JOB MARKET

While there have been sizeable workforce changes across sectors it does not mean that fewer jobs will be available.

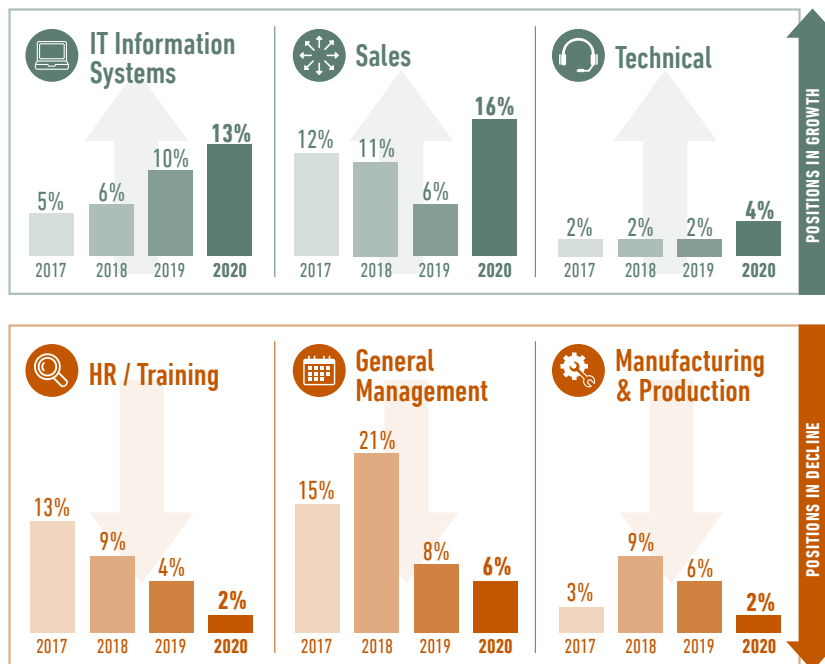
Instead, new skills are needed. For businesses and workers, understanding the skills required in the future is becoming an increasingly complex task.

This rapidly changing jobs market has been accelerated to some extent by COVID-19, but many of these trends are not new. John Lewis's Fiona Gadsby says, 'It's reflective of where we are in society and the world in general. That speed of change, nobody can predict from one end of the year to the next, what the next big thing is going to be. If you think of the speed of that change, I think the workplace is now in that kind of flux.'

Right Management's data suggests that candidates who are going through outplacement programs need skills relevant to a new set of roles. Candidates are increasingly finding new roles in IT and Sales with these sectors on the up. Meanwhile the numbers of candidates moving to positions in General Management, HR and Manufacturing and Production are falling. These broad changes are reflective of global trends.

For HR leaders, keeping a finger on the pulse of employee and jobs market demands is key in being able to respond to these trends.

OUTPLACEMENT LANDING DATA: INDUSTRY SECTOR



FUTURE SKILLS REQUIREMENTS ARE INCREASINGLY COMPLEX



The challenge for employers and outplacement providers alike is to keep abreast of ever quicker changes in the jobs market, a market that becomes more complex when the erosion of the office as a base creates larger markets for some roles. Data, and the ability to sift and analyse, is arguably one of the biggest evolutions in outplacement. These demands (and data) are set to grow.

A NEW AGE OF AGILE

Cross-sector mobility has become prevalent. Hiring managers are increasingly willing, and wanting, to hire people who may have a background in a different sector or job function, but who can demonstrate key skills.

There is an increasing need for an agile workforce, and for individual employees to be more flexible. **In a 2020 report the World Economic Forum lists flexibility as one of the top skills that employers see as rising in prominence in the lead up to 2025.⁷**

In order to future-proof their careers, employees need to be equipped with skills that are valuable in a changing jobs market. As Louise Brookes of Standard Chartered Bank says, 'I think employees increasingly are understanding that jobs, roles, skills, competencies, are transferable, and they'll see examples of people they've seen in their networks that have jumped industry, and that's made it feel very possible.'

There are two central benefits for employers who have a focus on future-proofing careers. Firstly, it allows existing workers to successfully meet the challenges of the business with an up-to-date set of skills. This reduces the need to hire in new skills, which can be expensive. Secondly, firms often value 'boomerang employees' – those that return at a later point and often in a different capacity. By building goodwill through providing outplacement when people leave, and maintaining skills whilst in employment, workers are more likely to return. This is a valuable pool of talent.

EMPLOYERS SEE FLEXIBILITY RISING IN PROMINENCE



⁷ The Future of Jobs Report 2020, World Economic Forum, October 2020

Jimmy's OUTPLACEMENT EXPERIENCE

Following his outplacement, Jimmy has gone from working as an Area Manager in a high-street bank branch environment, to his dream job as a Sales Manager in a Call Center where he feels he can thrive. Although he remained in the same financial sector, Jimmy made the conscious decision to move into a multi functioning office.

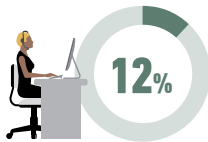
Having worked in the same role for 17 years, he emphasized how daunting it was to enter a jobs market that he felt entirely out of touch with, adding that, 'Job hunting is not just sending a resume and hoping that will work. There is a science to it.' A month after taking up the outplacement support with Right Management, he was receiving interview offers on a daily basis, and had four offers in the same week. One of which was the 'perfect job'.

For Jimmy, the most valuable element of outplacement was having a 'cheerleader' who invested in him personally and provided one-to-one support that helped him understand how to market his strengths to employers.

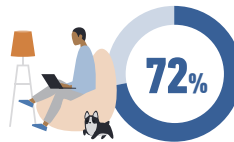
THE RISE OF THE UNTETHERED WORKER

For many people, 2020 was the year their home became their office. But looking forward, businesses will ask employees to return to offices, and many will be glad to go back. However, it's unlikely to be on the scale of what went before. **Surveys of workers suggest that only 12% of people want to return to full-time office work, and 72% would prefer a hybrid remote-office model moving forward.**⁸

PREFER FULL-TIME IN OFFICE



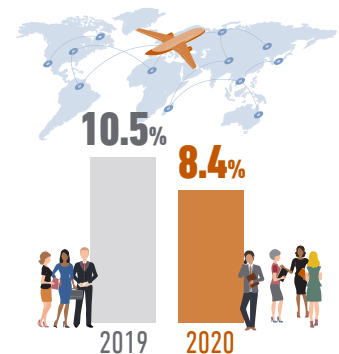
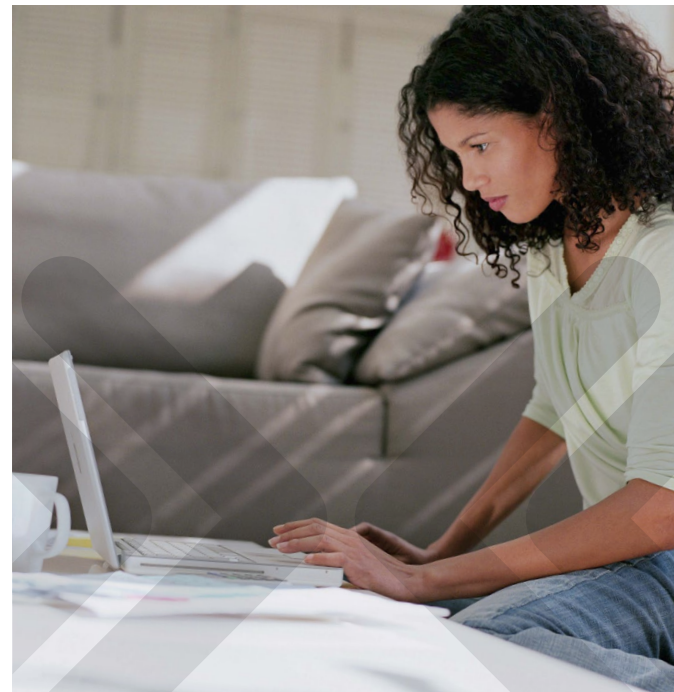
PREFER HYBRID REMOTE-OFFICE



For those seeking new roles the shift to remote working means their options are no longer limited by location. Equally, with many employers no longer stating location in their job ads, employers can expand the number of applicants they can attract, tapping new pools of talent. Louise Brookes, of Standard Chartered Bank, explains that the bank is giving employees more choice about where they work, 'We're asking all employees where they want to be based, and for most roles we're no longer dictating that they need to be in the office.'

This move to roles no longer tethered to locations is borne out by Right Management's data, with people going through outplacement programs increasingly finding that instead of having to relocate for a new position, the new job is coming to them. **Data shows that globally only 8.4% of candidates relocated to find their new job, down from 10.5% in the previous year.**⁹

An HR leader at a leading technology firm believes workers are spending more time re-evaluating their aims. She says, 'the situation has necessitated a bit more thought, about what priorities people have. Maybe people are becoming less willing to relocate or consider long commutes, and are looking for employers able to offer a more adaptive culture including flexibility to work remotely for all or some of their time.'



⁸ Moving beyond remote: Workplace transformation in the wake of Covid-19, Slack, October 2020

⁹ Right Management candidate data, 2020

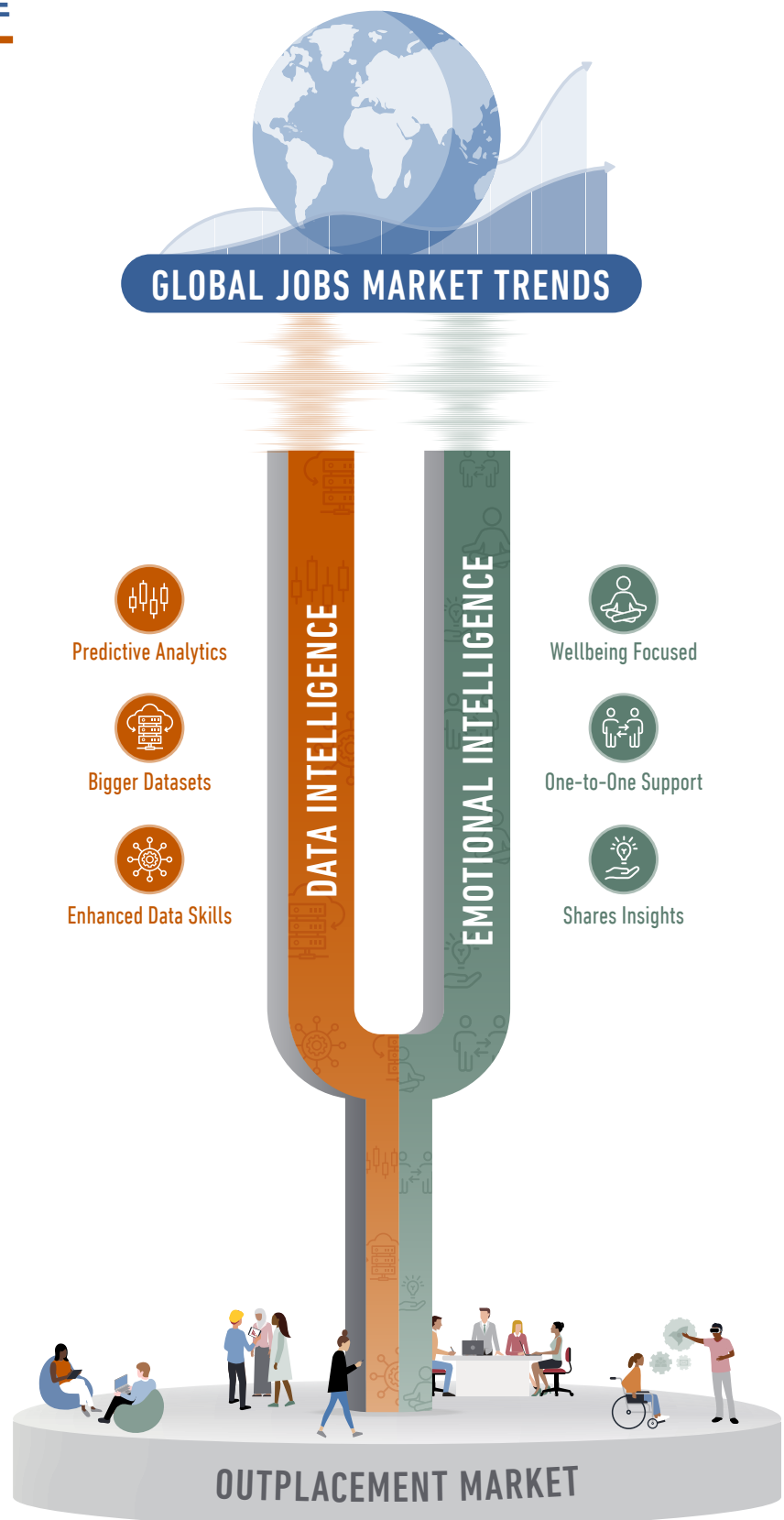
OUTPLACEMENT – WELL TUNED FOR CHANGE

The findings of this report illustrate a 'Tuning Fork' evolution in outplacement. It is evolution in which outplacement is picking up on the frequencies emitted by an increasingly demanding and volatile market for work, globally.

Two essential prongs point to the progress and future of outplacement. Perhaps counterintuitively, these prongs sit at opposite ends of the scale: data-driven intelligence and an emotional intelligence, focussed on wellbeing. They are two that, in harmony, will meet the challenges and opportunities that workers and employers can both navigate and reap.

“Break-through moments with candidates don’t come just from data. The breakthroughs come in the conversations and coaching that consultants have with individuals, helping candidates to flip their mindset and help them reach their career potential.”

-Amy Smyth, Right Management Center of Excellence for Career Management



DATA DRIVEN INTELLIGENCE



Outplacement provides the link between a changing jobs market and organization's business needs. A quick paced, increasingly global market necessitates more insight to make the right decisions for firms and workers alike if outplacement is to maintain its effectiveness to manage change and transition.

As such, the role and scale of data analysis is growing, and the expertise to turn statistics into insights is increasingly key.

Right Management's Barbera de Graaf reports that over the last five years, partner firms are 'looking for far more metrics, for outcomes and data that help to qualify the support they are offering to their employees.'

In the future, as the quality and quantity of data continues to grow, AI and predictive analytics will have a greater role to play and outplacement providers should ensure they are at the forefront of these advancements. **Through its RightMap software, Right Management is already showing the potential of this technology, drawing on AI to give employees and firms an increasingly accurate picture of the roles, sectors and skills that will help candidates map out their future careers.**

But, as Right Management's Amy Smyth points out, 'Break-through moments with candidates don't come just from data. The breakthroughs come in the conversations and coaching that consultants have with individuals, helping candidates to flip their mindset and help them reach their career potential.'

EMOTIONAL INTELLIGENCE



The displacement caused by the pandemic intensified a growing focus on wellbeing, as many workers, and those not working but on government support schemes, found themselves at home and potentially isolated. Experiencing redundancy at a time of uncertainty would leave many feeling vulnerable.

HR executives explain that they want to ensure their employees feel valued through their whole career with a business, meaning that leavers depart with a positive view. As an HR leader in the telecommunications sector explains, 'We truly value taking our people through their journey, and making it a positive journey, right through to exit.'

HR Leaders suggest that those going through career transition programs feel they get the most welfare support in direct one-to-one coaching. She says this gives opportunity to have 'honest conversations about where people are, that helps them to understand how they can take the next step on their career path'. **It is notable that one of most cited benefits of outplacement by HR leaders is that it builds confidence in employees. It is a valuable soft skill that consultants must continue to develop.**

With a drive towards digitally-enabled services, outplacement has become more flexible and more accessible - and the ability to access support on-demand has been welcomed by organizations and candidates alike. But technology without human intervention is not enough. **One-to-one coaching is consistently the highest driver of satisfaction with outplacement candidates, receiving global satisfaction scores of 99%.¹¹**



¹¹ Right Management candidate data, 2020



RINGING THE CHANGES – HOW EMPLOYERS AND EMPLOYEES CAN ADAPT

1 Trust and encourage employees to **respond positively to digitization** and automation, rather than try to protect them from it. This will help the company to more quickly integrate new technologies while also allowing employees to develop new skills and seize new opportunities.

2 Continue to be guided by the **organization's core values** as workforce requirements are reviewed in the wake of the pandemic. This means showing the employer is taking their responsibilities to their employees seriously, including those leaving the business.

3 Embed a career mobility culture by equipping leaders within teams to **have conversations with individual employees** about their skills and their development, making them more effective team members but also future-proofing their employability and ability to find new roles elsewhere.

4 Firms should encourage employees to **engage with outplacement as early as possible** in the process so that they get added benefit, and have time to consider and assess their options.

5 Foster a culture of **career development and upskilling**, so that those who leave can continue to offer long-term value to the business. Workers who understand the values and culture of a business, but have developed skills and experience outside the company, can offer added value as gig-workers, consultants or as 'boomerang' employees.



1 Act earlier to **take ownership of their career**, taking a proactive approach to ensure they update skills, log achievements, and engage with line managers to develop their career.

2 Pay attention to **data and analysis** on the evolving jobs market, developing an understanding of in-demand skills in order to prepare for finding a new role. Be willing to be flexible in both role and sector.

3 Embrace the **opportunities offered by remote working**, and the ability to find roles not limited by location.

5 Capitalise on outplacement as an opportunity, not a tick box exercise. If candidates **engage with the process early and positively**, it will lead them to long-term changes that boost their employability and career-long success.

4 Re-evaluate their **priorities** when considering a new role to determine what model of work would meet the needs of both their work and home lives. In addition, as the role of the office diminishes employers can tap talent in locations outside the catchments of the workplace.



Who We Are

A Company of Real People

We believe a robot could never do what we do. Because people-powered businesses require human insights, and the world doesn't need another automated process. Tools and technologies come and go, but our people will always be the key to our success.

A Work in Progress

We're committed to continual improvement. We know there are new challenges around every corner (and thrive on that change), but only if we heed the same advice we give our clients: staying relevant takes work.

Humble Experts

We're confident in our expertise, but we know that we don't know it all.

An Extension of Our Clients

We operate as true partners, not just vendors hired to do a job.

Members of the Community

We believe that the work we do has a genuine impact both locally and globally, and we're committed to being good neighbors and responsible stewards of the places we call home.

Why Clients Work With Us

We Are Passionate About Potential

We seek out the potential in our clients and in one other, and do everything we can to direct that potential toward great things.

We See the Bigger Picture

We see the forest and the trees. We find solutions to help our clients today, but are constantly on the lookout for what's coming tomorrow.

We Serve With Kindness

We're likeable. Always willing to lend a hand. Team players and unabashed cheerleaders. Someone you trust and enjoy being around.

We Are Empathetic But Direct

We speak the truth, even when it's hard. But we also embrace empathy, never losing sight of the real people that we impact every day.

We Never Settle

We are compelled to push for more, better, and never-been-done-before. Energized by possibilities, and not afraid to ask "Why?" and "What If?".

No One Wants to Be a Human Resource

People are not interchangeable parts. They are at the heart of what we do, and we treat them with the respect they deserve.