

Future Workforce Readiness: Research Study 2019





Research Focus

In the next three years we're going to witness the greatest amount of change ever in corporate history. By 2022, a staggering 42% of all workplace tasks will be carried out by machines, up from 29% now. So, the big question is, will the global workforce be ready for it? In less than 3 years, we're going to lose 75 million jobs worldwide but we're going to create 133 million more. The impact on careers will be seismic as will the organisational impact, in terms of organisation design, workforce planning, employee engagement and, consequentially, on future business performance. We set out to establish how prepared the workforce are for this change now. And in doing so, we examine how organisations can prepare their workforce for the Future of Work.

About the Author



John Fitzgerald is Managing Director of Harmonics, a global career consulting firm. John is a Career Futurist and has coached hundreds of blue-chip Senior Executives over the past 19 years to rethink their career strategy. His business Harmonics has worked with over 20,000 people across all business sectors. In this report he will share the findings from Harmonics new research study on Future Workforce Readiness 2019. His passion is in working with Organisations and individuals to help them anticipate Change and Future Proof. He is a multiple business founder and set up Harmonics in 2006 and serves on the board of OI Global Partners, a global career consulting practice with 225 offices in

28 countries worldwide. He is a Fellow of the International Career Certification and serves on the global council. He is the author of a new book 'Future Proof Your Career' and the creator of the Future Career Readiness Index - www.futurecareerreadiness.com.



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Introduction

Bridging the Gap between Current Performance and Future Change Readiness

The speed of change in the global economy has meant that many employers are almost always in change mode in order to survive - change is constant. The rise of AI and automation is leading to new ways of working which require us all to adapt and change. For organisations, this means traditional workforce planning is no longer fit for purpose and job descriptions are in 'constant flux'. For individuals, climbing the traditional career ladder no longer makes sense as a lifelong career strategy. The truth is, the rules of work have changed and will continue to change.

This is evidenced in our annual OIGP Global Future of Work Research Study. Adapting to Change has continuously been in the Top 2 each year, when Business Leaders and HR Directors were asked to identify their most significant people challenge. Fortune 500 companies now last on average fifteen years. Organisations are finding that the market demand for their goods and services is changing quickly. They need to continuously scan this changing environment, while ensuring they have an agile workforce ready to adapt and pivot to undertake new work tasks to meet changing demand.

So how ready are the workforce for the future? And how do organisations prepare their workforce for the Future of Work - which is happening now?

We designed the Future Career Readiness Index to help Organisations take an 'instant pulse' on how their workforce are thinking in relation to their career now and their future intentions. As an Employer, this enables you take proactive steps now, not when it is too late. Over 512 working professionals, 47% male and 51% female, from 21 countries worldwide, responded to the online survey in the Spring of 2019.

We examined five characteristics critical to Future Career Readiness. The first two relate to self-awareness; commitment to personal development and professional development, the third to awareness of change in their organisation, the fourth to awareness of change in the external environment and lastly to identify their change readiness now.

"Future Career Readiness is the critical indicator that illustrates the gap between your current and future workforce readiness to change. Yet it is the one thing that never gets measured."

Executive Summary

The rise of AI and automation is leading to new ways of working which require us all to adapt and change. This is leading to an upskilling gap that is not being addressed by organisations seeking to find new talent in a global skills crisis - There is an acknowledged global scarcity of specialised talent and every employer is trying to attract and hire new talent. From our research insights, employees with longer tenure are curious to learn new skills but are growing frustrated with a lack of internal career growth opportunities. 56% of individuals described their current career situation as either contented, hit a career ceiling, frustrated or toxic.

Today, there is a dual ownership onus on both employer and employee in making career growth opportunities happen. Roles are constantly changing; new job titles appearing and new skills in demand. It is clear employers need to communicate more effectively and more often, the skills and capabilities needed to succeed in these rapidly changing environments. The traditional organisation chart has now become an organic chart that is quickly evolving as new skills are needed. Busyness in the day job is distracting employers and employees from planning and investing in their future. This requires an investment in changing organisation structures and, for individuals, developing the skillset and mindset required.

The organisational imperative to embrace diversity in the workplace is a burning platform. Female survey participants reported a continuous decline in their career growth post age 34. They also identified hitting a career ceiling more so than their male counterparts in three age categories from age 24-54. This aligns with recent research by McKinsey which showed that, in considering career opportunities, women think about what they don't have, whereas men were shown to have inflated opinions on their capability to do a job. Our research highlights the need for organisations to put in place post maternity career coaching, leadership development and mentorship to accelerate female career development.

This report shows frustration at current career stage peaking for males at 28% in the 35-44 age category, more than twice that of females in the same age category. This is a dramatic change from 40% of males describing their career in growth in the previous 25-34 category. The late twenties and early thirties are often associated with upward career moves and sizeable salary increases. This upward career trajectory tends to level off in the late thirties and early forties. For men who have reached positions leading teams, their own sense of career frustration is impacting those reporting into them who see this frustration up close and personal. This is a watch out for organisations to identify trends in department attrition or low engagement. Previous research has shown people mostly leave their managers not their employer.

We found a striking difference between respondents' perception of their future career readiness versus when we presented them with statements of actions they had taken on their future readiness. Individuals think they are better prepared than they actually are! The busyness addiction we referred to in the report may be leading to an over confidence in feeling prepared for the future of work. Growth is cyclical; we have seen this in the economy with boom times and recessions. The mistake many people make is to become over confident in the boom times and believe they are invincible. Future work readiness demands us to continuously invest in our skills to stay employable and marketable.

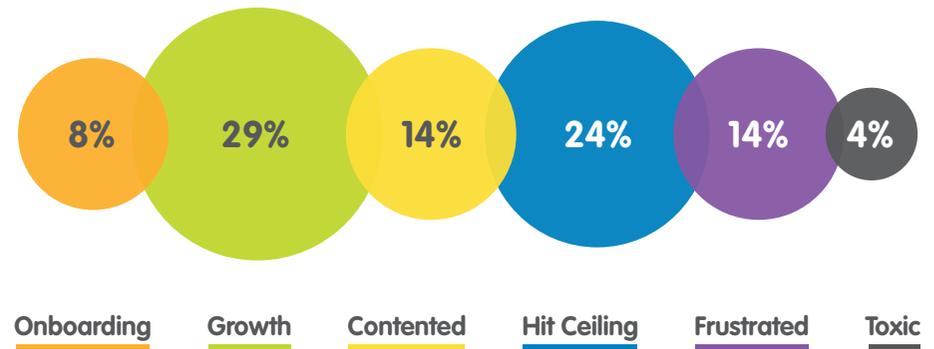
This report concludes that organisations need to monitor three-dimensional data intelligence to future proof their workforce - what is changing in the external environment; what is changing in your organisation; and how ready are your workforce for the change that is happening now.

Current Career Stage

In our research it was important to first clarify each respondent's current career situation to know their specific context when completing the research. Respondents were asked to choose from one of the six most common career situations:

- **Onboarding** – are you starting a new role?
- **Growth** - are you challenged, motivated and thriving?
- **Contented** - are you happy to stay in your current role?
- **Hit a ceiling** - have you hit a career ceiling and want more?
- **Frustrated** - are you unhappy and frustrated and would like a move?
- **Toxic** - are you in a situation that cannot continue and need to leave?

I would describe my career stage now as



42% have hit a career ceiling, feel frustrated or are in a toxic situation!

Key Findings - Current Career Stage

24% have hit a career ceiling

1 in 4, 24% of survey participants identified as having Hit a Career Ceiling. Much organisation redesign work involves removing levels and creating flatter structures which, in turn, results in fewer promotion opportunities. This impact is being felt by those who have reached a certain level, seeing long tenured management protecting their positions with little intention or career ambition to move. This stifles career promotion aspirations for younger ambitious talent. The tight labour market is also fueling what can be perceived as unrealistic career aspirations of younger employees seeking to gain promotion every other year. This is leading to turnover of ambitious and talented employees. Those who described themselves in Career Growth was highest (39%) in the 25-34 age category. Career Growth peaks for people who were in their roles between 1-2 years (42%) and declines to 12% for those in a role between 5-10 years. Staying in a role longer than two years impacts those who perceive themselves in Career Growth.

42% dissatisfied with their Career

42% identified as having either Hit a Career Ceiling, feeling Frustrated or are in a Toxic situation. This represents 42% disengaged with their employer and highlights the opportunity that exists for organisations to engage with their employees in meaningful career development conversations. An employer's attention in a tight talent market is often to focus on talent acquisition in search of the urgent skills required now to gain a competitive market edge. However, it is regularly cited as 6 times more expensive to recruit externally than to develop talent from within. Almost half the respondents believe they are not fulfilling their career aspirations for whatever reason. This silent dissatisfaction is workforce data that requires urgent attention and can create obvious wins with the correct interventions.



34 is the age when Career growth declines for women

In the 25-34 age category, only two percentage points separated male (40%) and female respondents (38%) who described themselves as being in Career Growth. However, the Career Growth trajectory changes dramatically for female respondents in the age categories beyond that - dropping from a peak of 38% in the 25-34 age category to 31% in the 35-44 category and lower again to 22% in the 45-54 category. We also observe that in each of the age brackets, 25-34, 35-44 and 45-54, female respondents identify themselves as having Hit a Career Ceiling more so than their male counterparts for these same age bands. The research highlights the organisational imperative to embrace diversity and bias in the workplace. The female career journey is often one which needs to flex to meet maternity leave, childcare and family demands at specific career stages. This should not impact or limit female career ambition and growth.

Career Frustration peaks among men from 35-44

The survey shows a peak in career Frustration at 28% among males in the 35-44 category (more than twice that of females in the same age bracket). Within this age group in males, 17% also described themselves as having Hit a Career Ceiling with 5% describing their situation as Toxic. This combines to a cumulative 50% describing their career situation as Hit a Ceiling, Frustrated or Toxic! This is a dramatic change from 40% of males describing their career in Growth in the previous 25-34 category which is an age often associated with upward career moves and salary increases. This upward career trajectory tends to level off in the late thirties and early forties. This represents a risk on three levels to organisations. Firstly, top talent want continuous growth opportunities and will leave when they are frustrated and not being developed. Secondly, those less talented stay, creating a cohort of disaffected managers and employees with a resultant negative impact on the organisation's culture. Lastly, talent have huge social networks and information is available openly on online sites such as Glassdoor. It is easier to stay informed and be influenced by what other talented friends say to uncover the truth behind the public employer brand and values when seeking out new workplaces to grow their careers.

Longer tenured employees – untapped potential?

Those who described themselves as in Career Growth was highest at 42% for those in the first 1-2 years with their employer. This then declines with 3-4 years tenure to 31% and dramatically reduces with 5-10 years tenure to a low of 12%. Even more concerning is that more than half of respondents (56%) who have 5-10 years tenure reported as Hit a Ceiling 33%, Frustrated 19% or Toxic 4%. Length of tenure with one employer, it would appear, is bad for your career health. There is much untapped potential in long tenured employees. Have organisations given up on them? Have longer tenured employees plateaued and given up on finding greater career satisfaction? Later in the report we see that all respondents scored very high on continuing to seek out new career experiences. This is a great opportunity for employers to unearth and upskill new talent from within their current workforce.

“Top talent want continuous growth opportunities and will leave when they are frustrated and not being developed.”

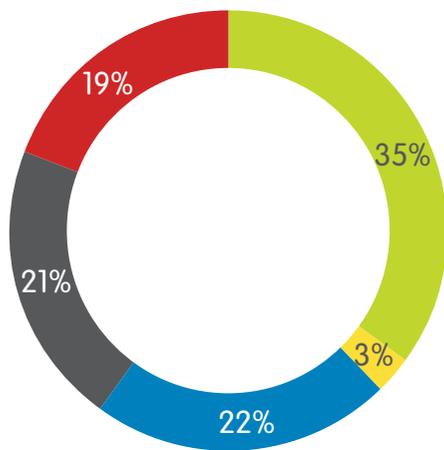
Future Career Aspirations



To gain further insight into their future career intentions, respondents were asked to choose a preference from one of the five most common career pathways described below:

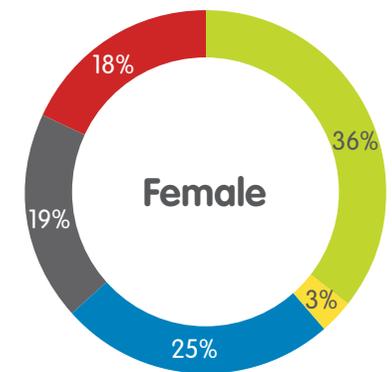
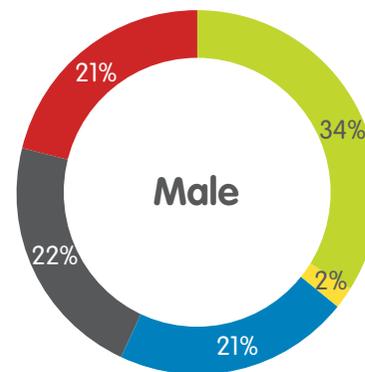
- **Enriching** - staying in current role but actively pursuing new skills and knowledge
- **Existing Role** - staying in current role and protecting what I have
- **Exploring** - seeking lateral, cross-functional roles that build breadth
- **Elevating** - seeking promotion to advance my career
- **Exiting** - seeking a new role externally

**For further information on our Career Pathways Model see Appendix 2*



Current Pathway of Most Interest

- Enriching
- Existing Role
- Exploring
- Elevating
- Exiting



Key Findings - Future Career Aspirations

Enrichment of own role is No.1 career preference

Just over one third of the workforce (35%) chose Enriching within their current role as the career pathway of most interest. The growing change in work tasks through automation of certain work is creating this opportunity to grow new skills in your own job. The work is different, but the job title may still be the same. Exploring (seeking out new projects or cross functional roles) at 22% is the second preference. We are seeing a growing appetite among employees to move laterally to build new skills and knowledge on new and engaging projects. We are also seeing a reframing of career aspirations due to organisation delayering. Only 21% were currently seeking promotion. Historically investment has been heavily targeted on the hi-potential population. Our findings show 57% of the workforce are seeking to grow and develop skills by enriching or exploring laterally but not seeking promotion. Talented specialists who don't want to manage others, still want to grow, develop new skills and work on challenging assignments. Organisations often overlook this in their learning budget and workforce planning, leading to attrition of the talent that is often not immediately or easily replaceable.

“Our findings show 57% of the workforce are seeking to grow and develop skills by enriching their own role or exploring laterally but not seeking promotion.”

1 in 5 want to leave their employers now

The research showed (19%), a fifth of respondents are actively pursuing a new role externally. This was highest for males (24%) in the 35-44 age category and for females (23%) in the 45-54 age category. We know already that 42% reported to have either Hit a Ceiling, feel Frustrated or are in a Toxic situation. While annual 'tick the box' performance reviews will never unearth this data, creating space and time for meaningful career conversations can identify the real reasons why people want to leave. It may be that they lack the skills to change with new technology, a boss that never listens, a lack of confidence or understanding that they can pitch for new opportunities in their own internal workplace market. Talent leaves organisations each year because the career conversation was never had!

Males are seeking Promotion most from ages 25-34

42% of males in the 25-34 age category are seeking Promotion, while 40% see themselves in Career Growth in the same age grouping. Females in this age category, show a similar percentage in terms of seeing their careers in Growth (38%) but, in contrast, only 27% see Promotion as their preferred career pathway. Females most preferred career pathways however were Enriching in current role (38%) followed by Exploring lateral opportunities (24%). We wonder if this difference is reflective of the existence of barriers, perceived or otherwise, to 'breaking the glass ceiling'? Women in previous research have cited the need to be fully qualified before applying for promotion. Does this reflect a lack of confidence and self-belief to step up to the next level? Or do they feel they have to compromise due to family commitments? Organisations need to do more to highlight career advancement opportunities and the supports available to female talent early in their careers.

The male/female difference when it comes to leaving an organisation

Our research shows that males seeking to leave their current employer peaks at 24% in the 35-44 age category. This age category also sees a dramatic drop in males seeking Promotion, down to 24% from a career high of 42% in the younger 25-34 age bracket. We see this reflecting a theme of giving up on their employer - they are seeking new career experiences and don't see opportunities forthcoming with their current employer. There was a striking difference when we looked at females. Only 11% in the 25-34 age category and 14% in the 35-44 age category were seeking to leave. We could see this linked to women taking time out to have children in these years and seeking increased security of tenure during this time. Women seeking to leave however increases significantly to 23% in the 45-54 category. The design of flexible working options to accommodate changing female career needs at different life stages needs to be a key retention strategy. Whichever age or gender, communicating work experiences to help employees grow is an obvious talent retention strategy.

Upskilling Line Managers - is this an untapped talent resource?

Line Managers are reporting the highest combined score for having Hit a Ceiling, Frustrated or in a Toxic situation (55%) versus the average of 42%. However, interestingly, this group also reports the highest percentage for Exploring as a career pathway of most interest (33%). From our outplacement work, we see many middle manager layers being taken out of organisations. Instead of making these people redundant is there an opportunity to upskill this population? From our research, one third of Line Managers are seeking out new projects and looking to move cross-functionally. Investing the time to reskill is often required. From our recruitment division, we see many employers who want the perfect fit now. This talent isn't often readily available externally in a tight labour market. Here lies the opportunity to upskill managers and reposition them to address work that is in demand now.



Future Career Readiness



The Future Career Readiness Index offers organisations the opportunity to take a 'pulse' snapshot across five key categories to evaluate future workforce readiness. Participants in our research study responded to 20 index statements which sought to challenge them to consider what 'a high performing career athlete' needs to focus on now to stay ahead of the change curve. Each respondent received their own personal scores and a comprehensive Career Development Guide which offered rich insights on how to improve in each of the five categories.

The Future Career Readiness Index methodology is aligned to the Future of Work Globe© - See Appendix 1.

The focus of the research was to assess respondents' levels of self-awareness and environmental awareness.

We used the Likert scale as it measures independent and subjective perceptions such as attitudes, beliefs and opinions. The statements are easy to understand and quick for respondents to complete. The Likert scale enabled those surveyed to find their own range from 1-10 in response to each of the 20 statements.

Research Statements

We devised 20 statements four in each of the 5 categories to assess respondents' level of Future Career Readiness.

1 Personal Development

- I work in a role that maximises my skills and talents to the fullest
- My work now is strongly aligned to my values and purpose
- I am resilient and adapt well to setbacks to achieve my career goals
- I would describe myself as curious and regularly seek out new experiences

2 Professional Development

- I have a high-performance career track record over the last 3 years
- I would describe my current skills and education as being highly sought after
- I have learned new skills and knowledge this year which will enhance my future career
- I have completed professional development over the past 12 months

5 Bridging the Gap

- I have fully researched potential career progression opportunities that suit me
- I have proactively built relationships with key influencers
- I know clearly "what I want to experience next in my career" and why
- I have a monthly 'calendar appointment with myself' to assess my career progress

3 Internal Market

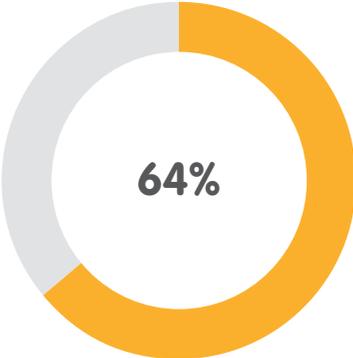
- I am prepared for the impact AI and automation will have on my role and workplace
- I share my knowledge freely and collaborate well with others at work
- I am a 'go to' person and consulted regularly by leaders for my opinion
- I can confidently and clearly articulate how my role adds value to the organisation's goals

4 External Environment

- I have an All-Star LinkedIn Profile that is up to date and attracts views
- I have a broad and diverse network made up of people from a variety of backgrounds
- I am informed and knowledgeable about the changing Future of Work
- I am fully aware of our changing customer challenges

Key Findings - Future Career Readiness

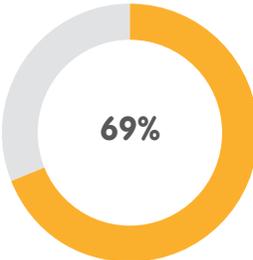
The average score for Future Career Readiness was



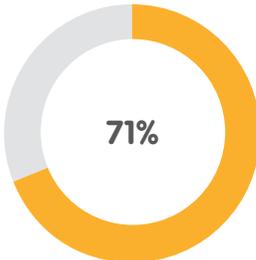
The overall average score for Males and Females was identical at 64% and there were no material differences between them in each of the five categories. 4 of the 5 categories achieved a medium orange score of between 51% and 75%, while one category Bridging the Gap scored poorest and is in the red. The key theme emerging is a lack of readiness to take advantage of workplace change that is happening now.

Category Overview

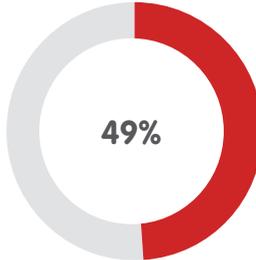
Personal Development



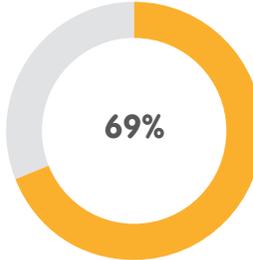
Internal Market



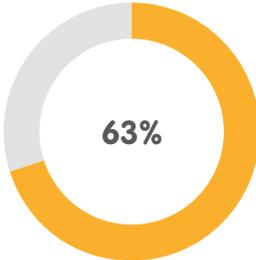
Bridging the Gap



Professional Development



External Environment



- Score of 50% or less
- Score of 51% - 74%
- Score of 75% - 100%

The High's

Of the 20 statements across 5 categories, these were the highest scoring statements.

Internal Market

I share my knowledge freely and collaborate well with others at work

8.3

Personal Development

I would describe myself as curious and regularly seek out new experiences

7.9

Internal Market

I can confidently and clearly articulate how my role adds value to the organisation's goals

7.5

Personal Development

I am resilient and adapt well to setbacks to achieve my career goals

7.3

Internal Market

I am a 'go to person' and consulted regularly by leaders for my opinion

7.3

The Highest scoring statement was a willingness for people to share knowledge freely with others at work. Once upon a time hoarding information and knowledge was seen as power in the workplace so it was interesting to see this trend. Work in the future requires us all to share more knowledge in teams. Knowledge has been democratised and become freely available. Modern communication like video, webinar and podcasting is making this more possible than ever before. This presents a great opportunity for organisations to harness this willingness to share knowledge.

The second highest scoring statement were those who saw themselves as curious and seeking new experiences. We can see from earlier research results that 42% have become frustrated, hit a career ceiling or describe their work as toxic. This high scoring statement indicates a human willingness to learn more and grow more through new experiences. Are organisations offering enough new career experiences to keep up with growing demand and appetite to learn?

Other high scoring statements include those who could confidently articulate how they added value to the organisation's goals and those who saw themselves as a go-to person and regularly consulted for their opinion. This seems to demonstrate a greater confidence in people's communications skills and critical thinking skills. Personal resilience also scored highly indicating the ability and confidence to bounce back from set-backs - critical for the changing world of work.

The overall theme emerging was of respondents who see themselves as curious, confident, resilient and keen to share knowledge with others and seek out new experiences.

The Low's

Of the 20 statements across 5 categories, these were the lowest scoring statements:

Bridging the Gap

I have a monthly 'calendar appointment with myself' to assess my career progress

3.1

Internal Market

I am prepared for the impact AI and automation will have on my role and workplace

5.1

Bridging the Gap

I have fully researched potential career progression opportunities that suit me

5.2

Bridging the Gap

I have proactively built relationships with key influencers

5.4

External Environment

I have an All-Star LinkedIn Profile that is up to date and attracts views

5.7

The Lowest scoring statement by far was not taking the time each month to assess individual career progress. Busyness in an always-on world with a constant stream of distractions and deadlines keeps the focus on the now. Spending time to stop, assess and celebrate current achievements is not being prioritised. We are seeing a growing number of working professionals who are in reactive mode and feeling out of control in their careers. This lack of personal time out to plan for reskilling and reassess future career growth opportunities leaves them vulnerable to change happening in their organisation unbeknownst to them.

The second lowest scoring statement was feeling unprepared for the role AI and automation will have in the workplace. Those who are in their current roles longer than 5 years reported even lower scores (4.8). There is an increasing requirement to gain a working knowledge of new technologies and an ability to curate the correct data from AI that makes sense for your organisation. Longer tenured employees often fear the impact of AI and automation, but this is something that can be addressed with communication and coaching. This constant state of flux in work tasks is set to continue, but it is up to each individual to their own investigative work.

Other lowest scoring statements include not fully researching career opportunities, not proactively building influential relationships and not keeping their LinkedIn profile up to date. Not surprisingly, the findings show that those who are longest in tenure are poorest at keeping their LinkedIn profile up to date. The theme emerging from the lowest scoring statements is a worrying story of a workforce that is not future career ready. They are not prepared for AI and automation, have not researched new career opportunities that suit them and have not built relationships that will be influential for their work future.

The Gap

While the results of our research provide insights in specific areas, the sum of the parts lead us to bigger picture conclusions which we can form based on our extensive consulting experience at Harmonics and globally within the OI Global Partners Group.

We see an over-confidence, possibly, in the ratings people gave themselves in some of the Personal and Professional Development statements:

Professional Development

I would describe my current skills and education as being highly sought after



Professional Development

I have learned new skills and knowledge this year that will enhance my future career



Personal Development

I would describe myself as curious and regularly seek out new experiences



Our question is, however, how are participants rating these statements as high as they are, given the significantly lower ratings attributed to the Internal Market, External Environment and Bridging the Gap statements.

Internal Market

I am prepared for the impact AI and automation will have on my role and workplace



Bridging the Gap

I have a monthly 'calendar appointment with myself' to assess my career progress



External Environment

I am informed and knowledgeable about the changing Future of Work



Bridging the Gap

I have proactively built relationships with key influencers



Bridging the Gap

I have fully researched potential career progressions opportunities that suit me



Based on the scoring of the statements highlighted above, we see a gap between individuals' perception of their future career readiness versus their actual level of readiness. Our view is that people think they are better prepared than they actually are! The busyness of daily work tasks and lack of longer-term planning may be leading to an over-confidence in their capability to succeed in the future of work.

Six Workforce Recommendations

We are listing six key recommendations for organisations to consider in light of this report

1 Create a learning marketplace for 'skills' not jobs

Many Organisation HR systems and structures are static and not fit for purpose, in fact they are getting in the way of change. Work is now being done more in global multidisciplinary teams which is leading to greater collaboration inside and outside the Organisation. Automation of work tasks is creating a shift in power with certain workforce skills appreciating and others depreciating in value. This creates winners and losers. In response, Organisations need to become learning marketplaces and change their language from speaking about jobs, promotion and career ladders to helping their workforce to learn for life and build skills fit for future purpose. Job descriptions simply go out of date too quickly. We know talent are attracted to learning Organisations with a purpose where they can learn new skills and grow their careers. It is shown that 63% now learn most from their peers, while only 20% learn most from their managers. Learning is now for life and the creation of a learning marketplace creates a 'pull' where talent can continually learn new skills, pitch for new projects and enhance their employability.

2

Communicate the need to research and influence internal moves

Organisations and their employees are struggling to keep up with the busyness of what is required to deliver for today, while also preparing for tomorrow. As a result, our research showed a perceived over confidence by employees in what it means to be future career ready. We see younger talent with unrealistic expectations of managers finding them their next role or promotion. This leads them to become frustrated and having career conversations with external recruiters coaxing them to leave. The research also shows longer tenured staff and women curious about new career growth opportunities but less confident in pitching for internal opportunities. The learning marketplace creates a new 'psychological contract' between employer and employee. It changes the onus for everyone to future proof their own career by researching and influencing their next internal move. This requires greater communication by the Organisation on the skills required in the future and highlighting practical 'case studies' of how to build skills through enrichment of own role and exploration laterally.

3

Introduce 'Skills acquisition specialists' to build the perfect fit internally

Inhouse talent acquisition specialists have become popular with employers to attract and recruit new talent from the open market. The budget is focused toward finding 'the perfect fit' externally. Recent research showed that "70% of global CEO's believe they don't have the right skills in their organisation now, yet only 15% said they had an adequate reskilling programme in place". If business leaders do not

believe the talent is inhouse, they will continue to spend much of their budget on external recruitment. There is untapped potential curious to learn new skills in every Organisation if given career coaching support to bridge this skills and confidence gap. There is a perception among some employers that if we provide career coaching, they will leave. Our research shows 1 in 5 want to leave their employers because they see no career growth opportunities. We recommend introducing 'skills acquisition specialists' to attract internal candidates to upskill to meet changing business demands. We propose these roles would involve communications and career coaching skills, fostering personal capability and confidence, creating a learning community and interfacing with Managers on their skills deficits. Instead of just trying to find the perfect fit externally, why not build the perfect fit internally.

4 Capture data intelligence to plot the future

This research report has shown a discontentment with current career progression in the workforce. This corroborates previous research which showed 81% of people felt their skills were not being fully utilised by their employer. In our research we captured data intelligence on the three dimensions in constant change - (what is changing in the external environment; what is changing in your Organisation; and how ready are your workforce for the change that is happening now). Through www.futurecareerreadiness.com this data can now be instantly captured confidentially, for specific teams and functions, to identify current career satisfaction and future career intentions. We have also seen the growth of AI-driven career pathing software and recommend www.fuel50.com as an online platform which delivers career path transparency to mobilize internal talent and deliver skills-forecasting that drives workforce planning for the future.

5 Focus on older talent (written off too soon!)

According to previous research we have carried out, the average age when people get a tap on the shoulder to leave the corporate world is 52. This milestone indicates that people have become too expensive and can be replaced by younger cheaper talent. This is leading to increased career and financial stress among the 50 plus working population at a time when they are questioning their own ability to keep up with change. We are working and living longer; older talent is simply written off too soon. The over 50 population has been found to have excellent problem-solving skills and knowledge of legacy systems which are being lost when they leave. We recommend the creation of career development initiatives specifically targeted for these 50 plus populations to re-skill thereby increasing their employability and value to the Organisation. As a practical example of accessing older talent, General Motors re-hired a cadre of their employees on 3-days a week.

6 Create a new career paradigm without lifelong attachment

There is a requirement for a new paradigm. One where individuals assume greater ownership for their career paths while employers communicate more regularly what is changing, what skills are now in demand, what upskilling is available and where the new career growth opportunities are going to appear soon. This a dual ownership but without a commitment to lifelong loyalty by either party. What is required is a shift in mindset by both the employer and employee to invest in their respective futures, knowing this relationship is not for life.

Appendix 1 - Future Of Work Methodology

The **Future Career Readiness Index** methodology is aligned to the Future of Work Globe© which illustrates the dynamic and evolving nature of work in the future.

The statements are thought provoking questions, each category builds a fuller picture of future career readiness.

Personal Development uncovers if you believe you are maximising your talent and thriving.

Professional Development spotlights your recent performance track record and most importantly, your willingness to learn.



The **Internal Market** captures your awareness of change and personal brand reputation within your organisation.

The **External Environment** shows your big picture knowledge of the changing world of work.

Bridging the Gap reveals your proactive readiness to take advantage of the change that's happening now.

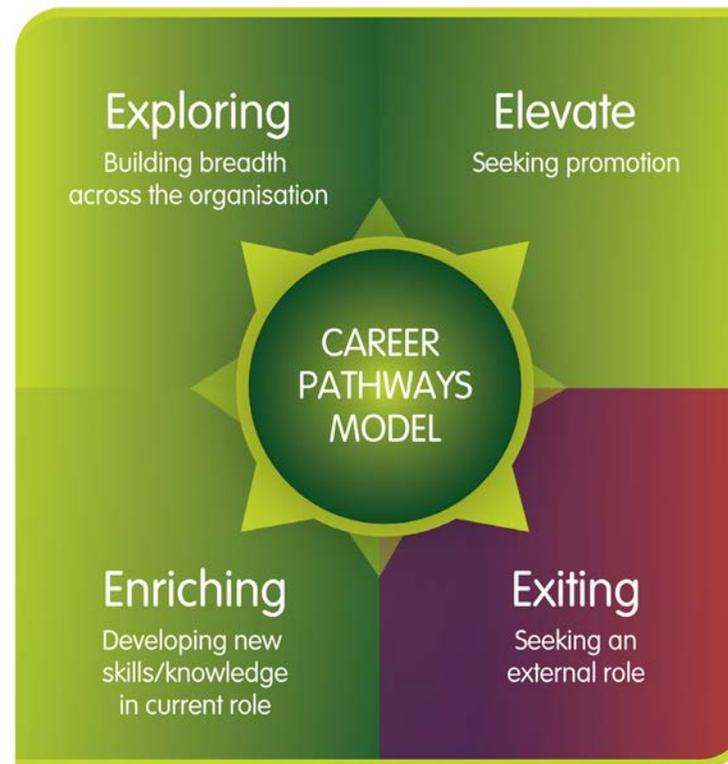
Appendix 2 - Future Career Pathways

Future Career Readiness is possible by continuing to scan a 360-degree view of the work environment. With so much change, we see individuals having four broad career pathways through their career. One thing is for certain, individuals will change what they want from a career at different life stages and organisations need to create the conditions for career growth in the three internal market career pathways.

Future Career Readiness will demand flex between each of the above career pathways. No employer can offer lifelong employment or promotion opportunities indefinitely. Opening more candid career conversations is a key and free retention tool available to all employers.

Exploring - seeking out new projects: cross-functional roles that build experience and skills. This is increasingly becoming more popular as a career development pathway with the rise in flattened Organisation structures.

Enriching - staying in your current role but growing new skills and knowledge. Our research shows this is the highest career pathway preference for individuals at 35%. This is often overlooked by employers as a career development and retention strategy.



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Elevating - seeking promotion to grow your management skills. Not everyone wants to manage people or seek higher responsibility but for those who do, this requires adequate development in advance. Promotion becomes a derailer without the proper preparation.

Exiting - seeking a new role externally that aligns more fully with your skills and values. The research shows 19% are actively considering leaving. Employers need to take an interest in individuals' careers and communicate career growth opportunities to retain this talent.

Appendix 3 - Future Work Skills

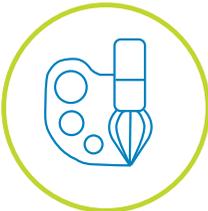
While it is always hard to predict the jobs of the future as jobs will change, we have compiled 9 critical skills worth investing in, whatever your career specialism to achieve future career readiness. While technical or specialist skills often have a shelf life of between 3 to 10 years, these nine C's are all innately human skills and will never go out of date. There is a growing demand for these nine C's in the workforce.

These skills are featured in our recent book '[Future Proof Your Career](#)' available now on Amazon.

The Nine C's



Critical Thinking



Creativity & Innovation



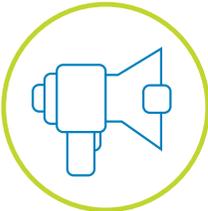
Collaborating with Others



Embracing Culture



Personal Connectivity



Communicating Clearly



Consulting & Diagnosing



Embracing Change

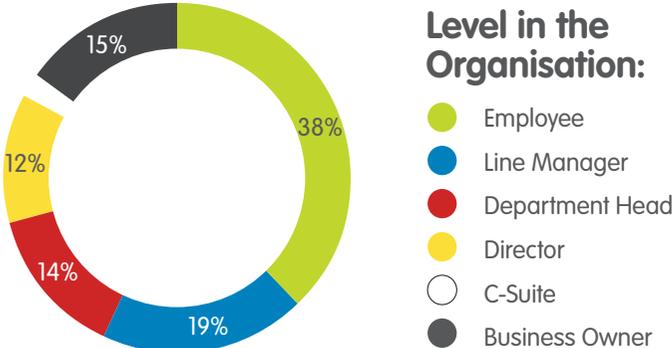
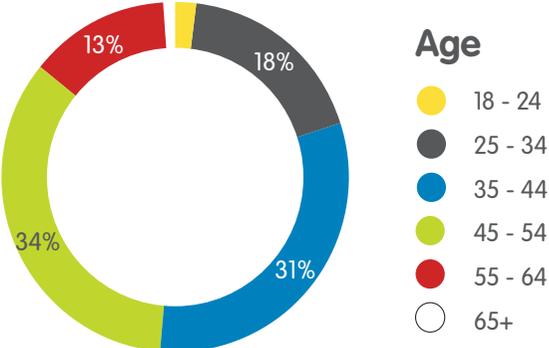
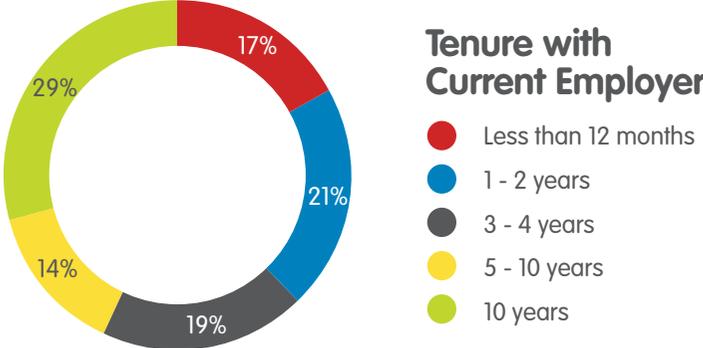
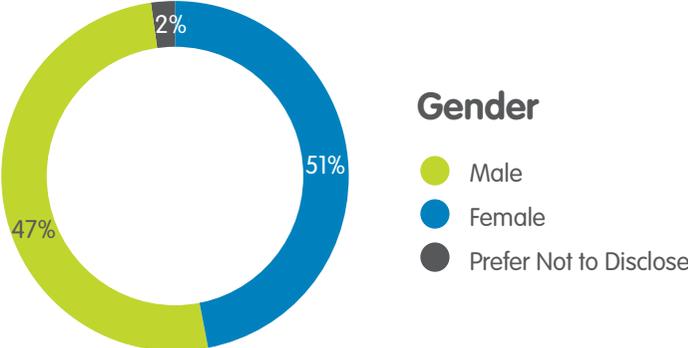


Commercial Acumen

Appendix 4 - Survey Participants

512 working professionals, 47% male and 51% female from 28 countries globally in which OIGP operates - responded to our survey on Future Career Readiness conducted during the spring of 2019. The survey was evenly spread among those who described themselves as Employees, Line Managers, Department Heads, Directors, C Suite and Business Owners. We recorded their gender, age within respective bands, highest level of education attained, length of tenure at their current employer and their industry sector.

92% of respondents held a college degree and were employees across a wide spectrum of industry sectors including Financial services, Pharmaceutical, Medical Devices, Healthcare, Technology, Telecoms, Manufacturing, Education, Consulting, Food and Beverage, Public Sector and Charity.





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