



# careerresilience - building a change-ready workforce

## Intelligence Report: Executive Summary

The pace of change has left many employees in a 'career vacuum', according to this research by Ci in partnership with Creative Metier. Most organisations have not linked their strategic goals with practical support to help workers adapt to new realities. But there are examples of excellence which could signal a shift away from exclusive talent management and towards releasing the talent of the 'vital many'.

'Constant change' is the norm for all but one of the 36 well-known organisations interviewed during November 2010-January 2011. In the face of increased budget constraints, most (78%) expressed the need for 'significant cultural change', and many are expanding in emerging markets while putting in place new models of global and local management.

The consequences for their increasingly diverse, multi-generation workforces are profound. New ways of working (81%), different skills and increased specialisation were mentioned frequently. Respondents described the need for increased ownership of career by individuals and the willingness to adapt and embrace change – in short: **Career Resilience**. Yet recent research finds that employees themselves feel ill-equipped and unsupported when it comes to managing their own career. They lack the skills and mindset to become more career resilient.

When employees feel uncertain about the future and lack connection with their organisation, productivity, flexibility and employee engagement are affected. However, remarkably few organisations have made an explicit link between equipping individuals to manage their own career and building organisational agility. Almost three quarters (72%) admit they do not have an effective career strategy as part of their HR strategy. Overall we found:

- Over the past 20 years there has been a reluctance to articulate a longer-term view of career. Career support has declined, with talent management approaches becoming more popular resulting in what could be described as a 'career vacuum' for many people.
- Many organisations are starting to feel the need to articulate a new, clearer 'career deal' and better information about career paths. 'Talent for the few' therefore appears to be giving way to a more inclusive approach to career development which recognises the differing needs of the 'vital many'.

- Organisations have put in place some tools and resources which help build self-reliance but manager/employee career conversations remain a key gap (66%). Manager capability is considered a key barrier, a problem compounded by a lack of effective accountability for developing people.

A few organisations are ahead of the rest in filling the 'career vacuum' and building career resilience with strategic intent. Examples of excellence include:

“ the concept of career resilience i.e. building adaptability in the workforce is a central part of our strategy ”  
(IT sector)

“ we run half-day career workshops supported by on-line career tools to help people understand their career profile and match that to what is available ”  
(Public sector)

“ there is a programme to train internal coaches to support career development programmes for specific groups ”  
(Not-for-profit sector)

“ we offer all employees half day workshops on change and a large element of these have been on 'career skills' e.g. CV writing and skills inventory ”  
(Telecoms sector)

Whether they felt prepared for it or not, respondents articulated a sense that the nature of career is itself changing and that this requires a mindset shift – a new paradigm for an era of constant change. To perform in this new environment, individuals will need greater resilience and agility than ever before, to be able to reinvent themselves for future, as yet unknown, challenges: *“There are more opportunities but these will only be realised by the people who are willing to adapt and embrace the changes”*. The report concludes that equipping employees to manage their career is a key enabler to organisations becoming more agile and adaptable to change and career support should be an explicit part of organisational strategy.

## Interviewed Organisations

Accenture	IBM
Alstom Transport	Infineum
American Airlines	Marriott International
Bank of England	Nestlé
Booz Allen Hamilton	Nokia
British Council	Nomura International
Britvic	Novartis Pharma
Cancer Research UK	The Office of Fair Trading
Canon Europe	Sensis
CDW	Shell
Channel 4	The Royal Bank of Scotland
Delhaize Group	Thomson Reuters
Electrolux	Toyota Motor Europe
Essar Group	UBS
Everything Everywhere	UK Border Agency
GlaxoSmithKline	UNICEF
Halcrow	Unilever
HSBC	Volvo Car Corporation

This Executive Summary has been taken from the Career Resilience Intelligence Report, which is available from [www.careerinnovation.com](http://www.careerinnovation.com). The report comprises a literature review and results from interviews with 36 employers.

