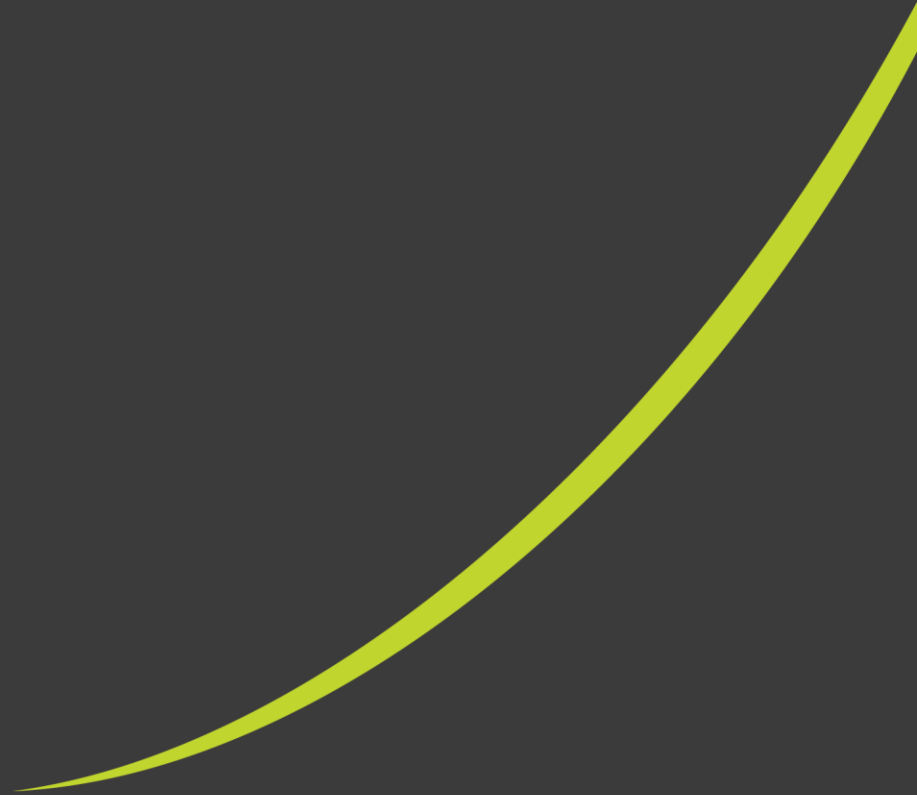


# Future Workforce Readiness Organisation Report

Company Name



# Introduction – John Fitzgerald, Managing Director, Harmonics

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? Will your organisation be ready for it? In less than 2 years, we're going to lose 75 million jobs worldwide but we're going to create 133 million more.



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 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. 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](http://www.futurecareerreadiness.com)

## About Harmonics

As a member of OI Global Partners, a global career consulting practice with 225 offices in 28 countries worldwide, Harmonics provide business to business support to public and private sector organisations.

### Our Services

#### Organisation Change & Leadership Development

We are Organisation Change Experts, designing and implementing solutions to make organisations and their people future ready

Our solutions include:

- Organisation Culture Diagnostic
- Organisation Review and Re-design
- Developing a People Strategy aligned to your Business Strategy
  - Career & Reward Framework
  - Employee Value Proposition
  - Recruitment & Onboarding
  - Remuneration Model
  - Flexible Work Practice Model
- Leadership Development Programmes at all org. levels
- Future Change Readiness Programme to cultivate a Future Fit Organisation

#### Recruitment

We have a team of quality recruitment specialists. We understand each clients' needs ensuring the right fit, both culturally and professionally

Our Recruitment solutions include:

- Finding and placing those **Specialist, hard to fill roles** for organisations
- Contract and Temporary Hires – to meet an interim hiring need or a short-term peak in resourcing requirements or for a specific project
- Volume Recruitment Specialists – including candidate management, screening, pre-employment testing and assessments
- Payroll & HR Admin Services to support businesses through change
- Executive Search assignments

#### 1:1 Coaching through Change

Our select panel of Coaches combine expertise across Leadership, Career, Wellness and Financial.

Our 1:1 Coaching solutions include:

- Senior Executive Coaching Programmes to support senior leaders to play at a level where the stakes are high
- Coaching to support leaders who are **Newly Appointed** to their roles
- Career Stocktake Programmes to provide individuals the time and space to step back, evaluate, and consider their next move.
- Career Conversations Coaching providing managers with our 5-step framework to equip them to have impactful career conversations with their people

#### Outplacement

Our renowned Outplacement team uniquely combines career, financial and project management support as a trusted turnkey solution

Our Outplacement solutions include:

- Group Outplacement solutions tailored to your organisation's needs - delivering divisional, multi-site or global downsizing
- 1:1 Outplacement Programmes providing personalised, professional and pragmatic career and financial support to managers and professionals
- Senior Executive Outplacement – our unique and wide ranging programme of support for senior executives who looking to transition to a new role or plan a career change

We future-proof individuals, teams and organisations





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# Introduction

## Future 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. The Index also acts as a Change Management methodology. As an Employer, this enables your workforce to anticipate rather than just adapt to change.

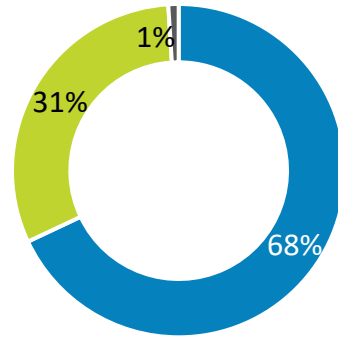
We examined five characteristics critical to Future Career Readiness. The first two relate to self-awareness; commitment to personal development and professional development, the third to awareness of change in their organisation, the fourth to awareness of change in the external environment and lastly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

**“Developing a ‘FutureReady’ workforce is communicating to your people what is changing, what skillsets they need to succeed now and how they can reskill to stay ahead.”**

# Executive Summary

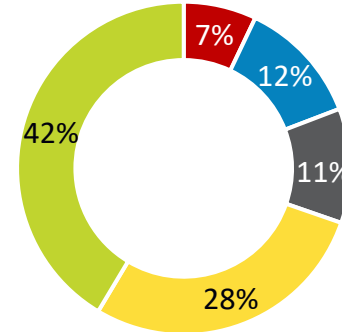


# Survey Participants



## Gender

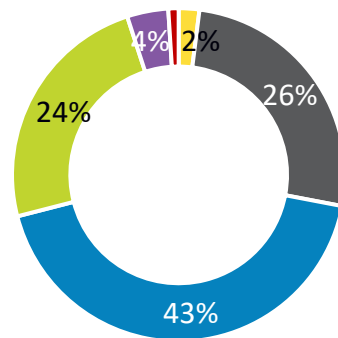
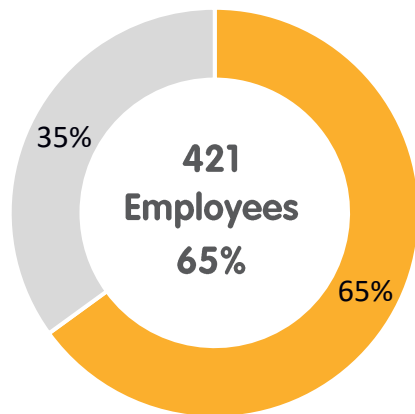
- Male
- Female
- Prefer not to disclose



## Tenure with Current Employer

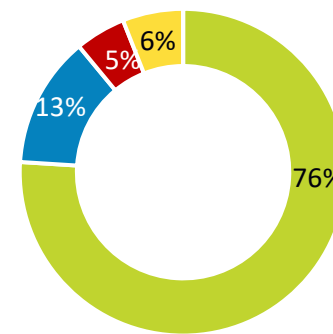
- Less than 12 months
- 1-2 years
- 3-4 years
- 5-10 years
- 10 years

## Responses



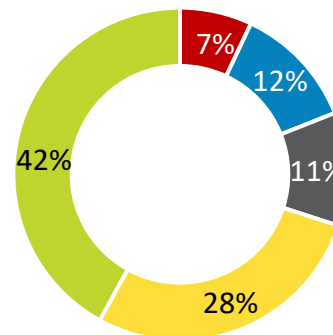
## Age

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+



## Level in the Organisation

- Employee
- Line Manager
- Department Head
- Director
- C-Suite
- Business Owner



## Time in Current Role

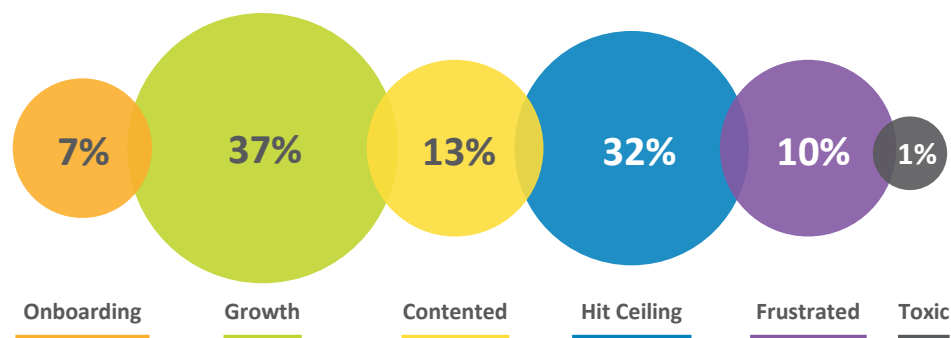
- Less than 12 months
- 1-2 years
- 3-4 years
- 5-10 years
- 10 years

# 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?

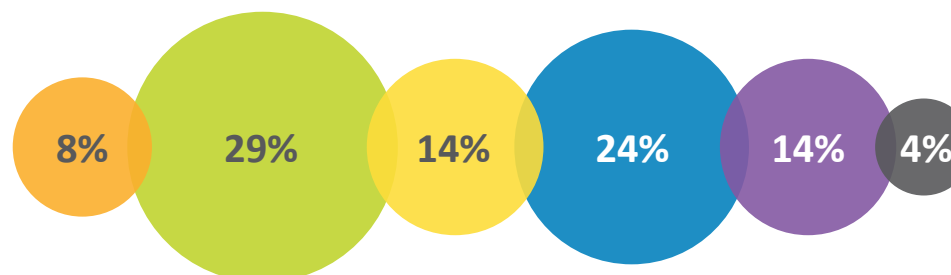
I would describe my career stage now as



## Comments

42% have hit a career ceiling or feel frustrated

Comparative - Global Research

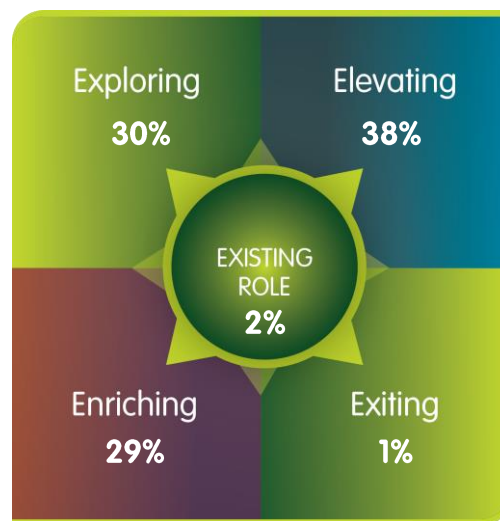


# Future Career Aspirations

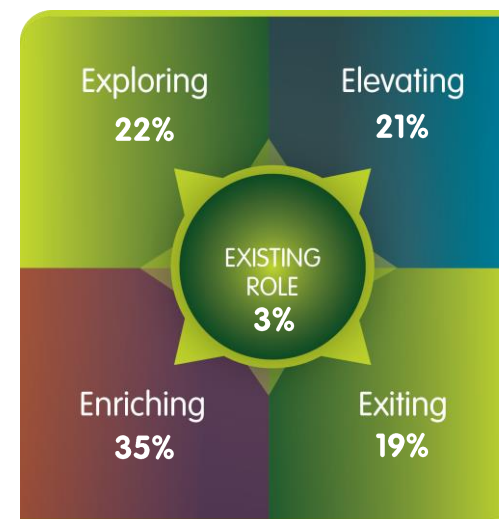
To gain further insight into their future career intentions, respondents were asked to choose a preference from one of the five most common career pathways described below:

- **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

## Organisation



## Comparative - Global Research



## Comments

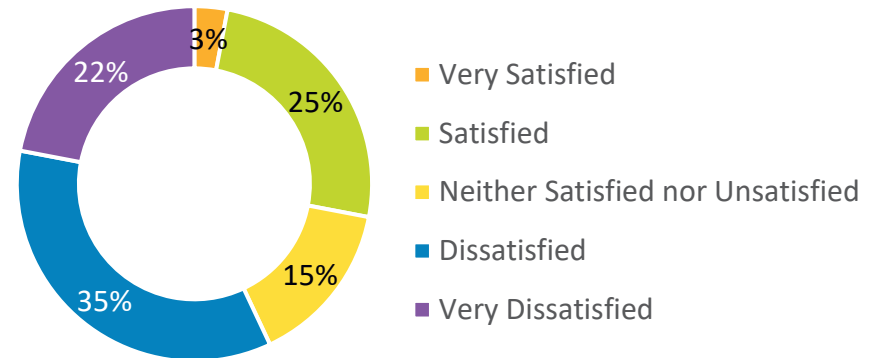
38% are seeking promotion – can you as an Organisation deliver on their career expectation?

30% are seeking to move laterally – can you accommodate these lateral moves?



# Level of Satisfaction in Current Role

## Organisation - Overall

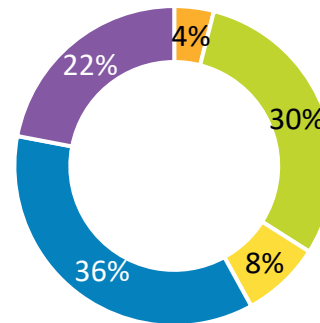


## Gender

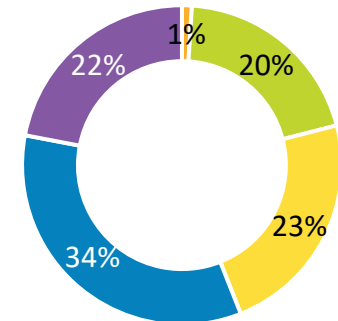
### Comments

34% of Male respondents are either Very Satisfied or Satisfied with their current role but for Female respondents this drops to 21%

### Male



### Female

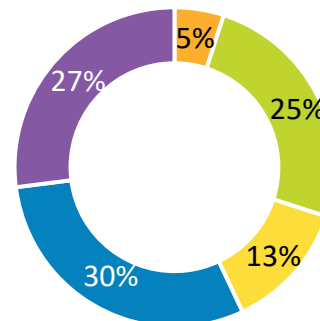


## Level in the Organisation

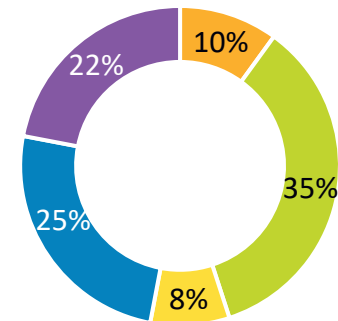
### Comments

57% of Employees are Dissatisfied or Very Dissatisfied with their current role – significantly higher than Managers

### Employee



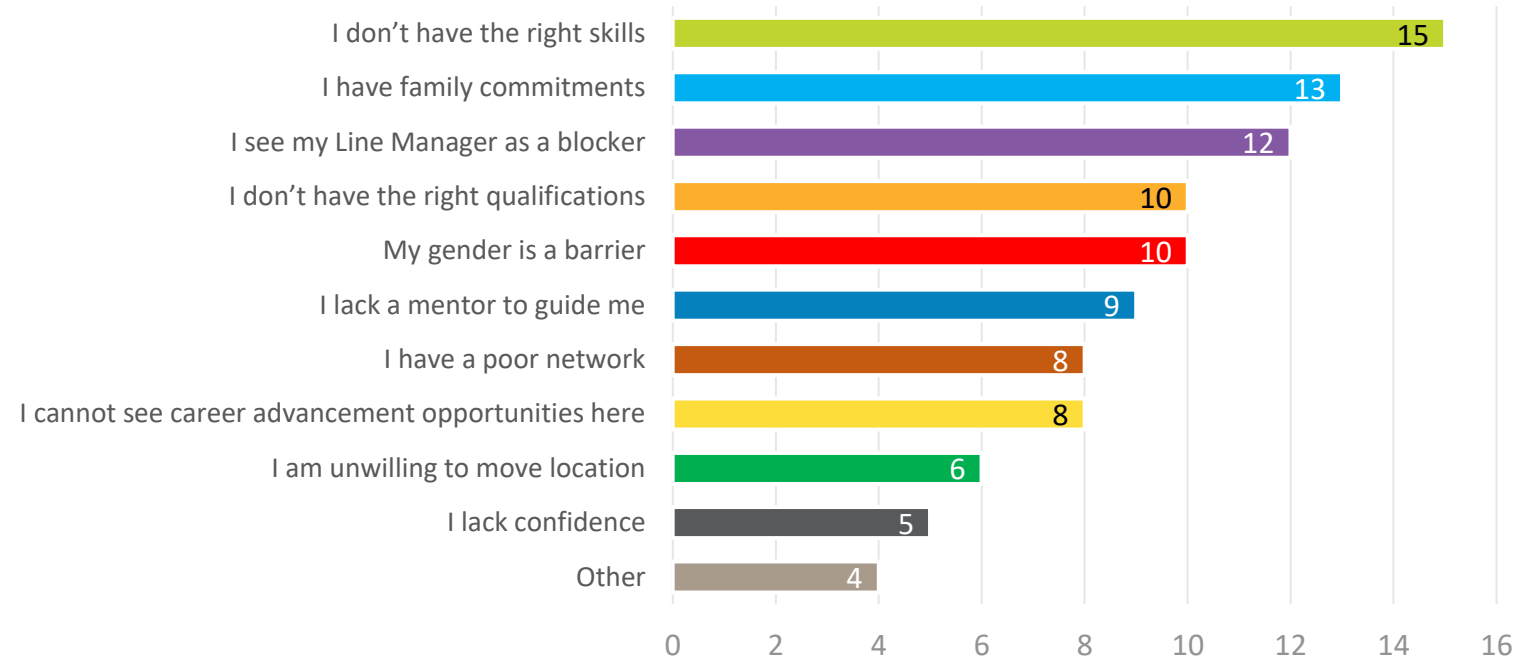
### Manager



# Career Blockers

We asked respondents to indicate what is holding them back most in their career right now, choosing from the options outlined:

## Organisation - Overall



## Comments

- Your employees perceive that **not having the right skills** is what is holding them back most in their career right now – what can the Organisation do / communicate around this?
- **Family commitments** has been identified as an issue by 13% of respondents – what can be done to accommodate more flexible working arrangements?
- A number of Departments highlighted the **Line Manager** as being a career blocker – are some managers overly focussed on 'minding their own patch' to the detriment of effective succession planning for the organisation as a whole?

# Career Blockers - Analysis

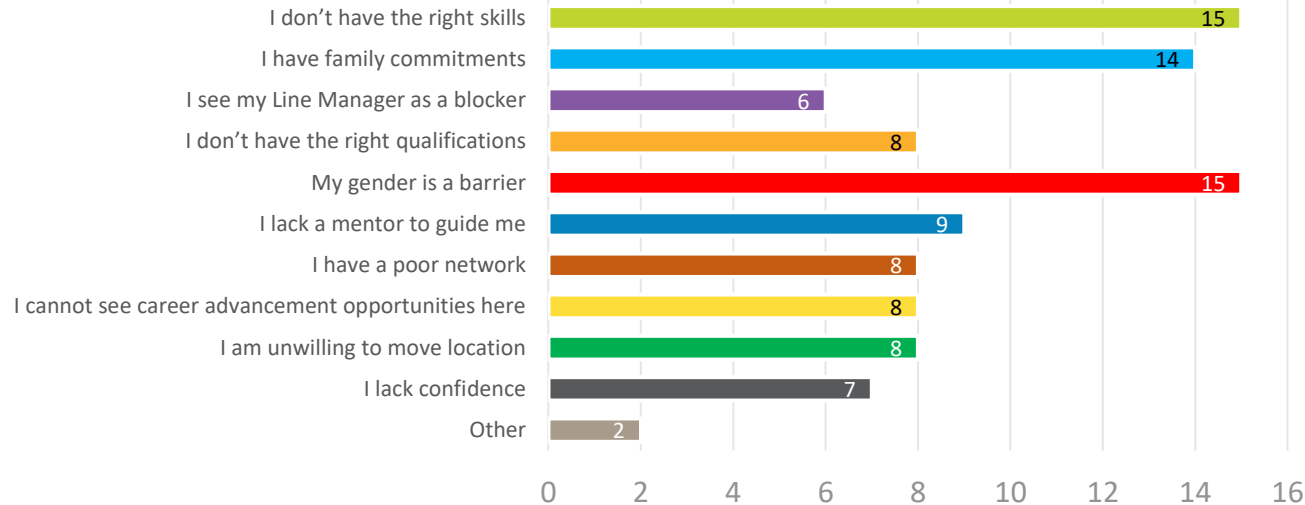
## Comments

75% of Female respondents have highlighted gender as a career blocker

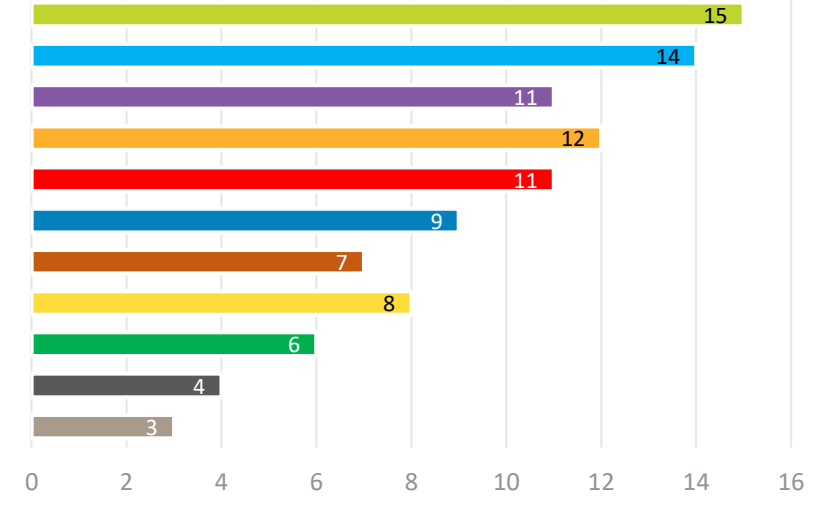
60% of Employees have highlighted that they cannot see career advancement opportunities here

## Gender

### Male

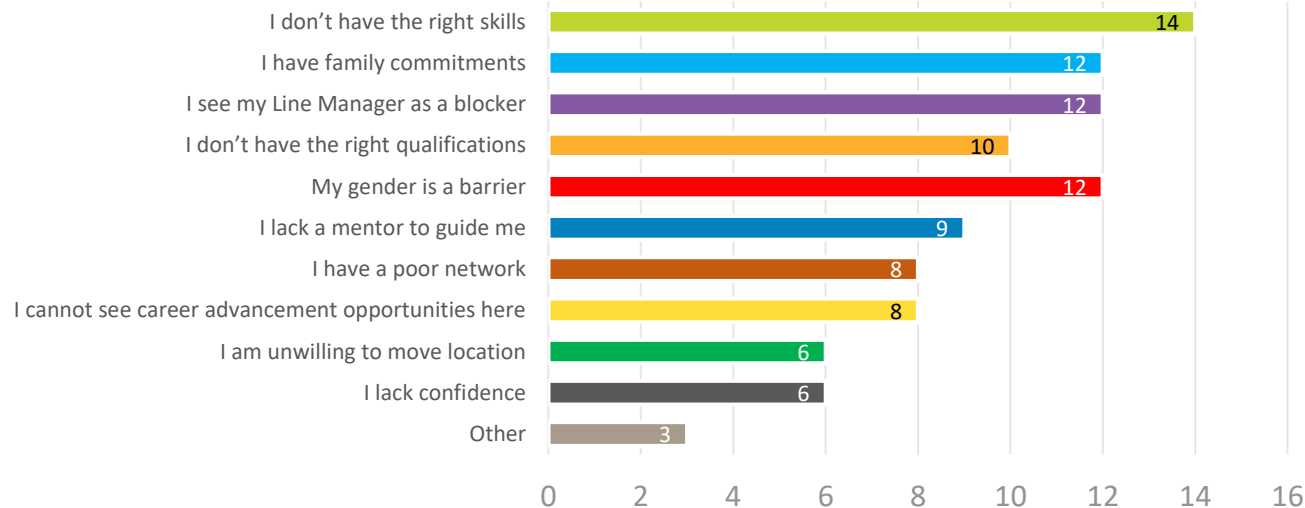


### Female

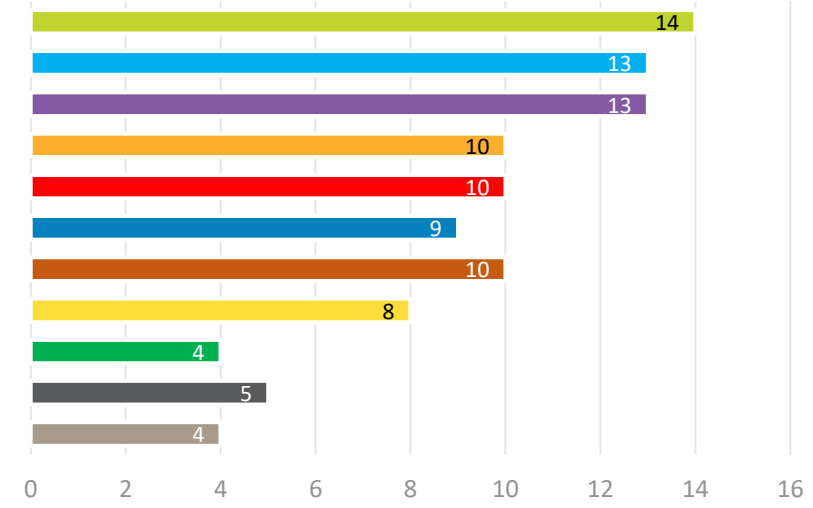


## Level in the Organisation

### Manager



### Employee



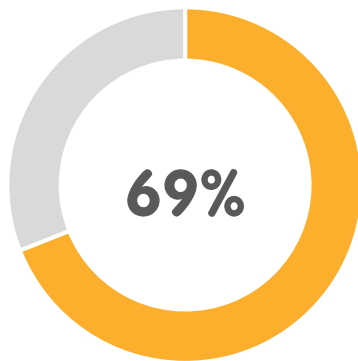


# Key Findings - Future Career Readiness

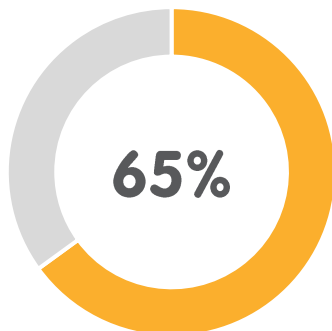
## Category Overview

### Executive Summary

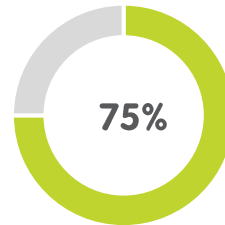
Company Score



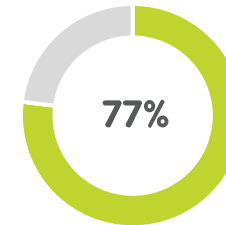
Comparative –  
Global Research



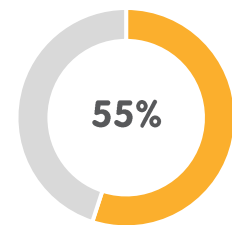
Personal Development



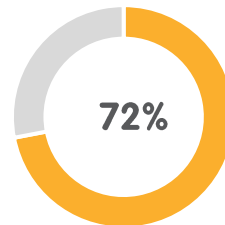
Internal Market



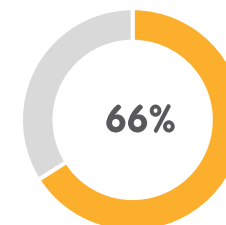
Bridging the Gap



Professional Development

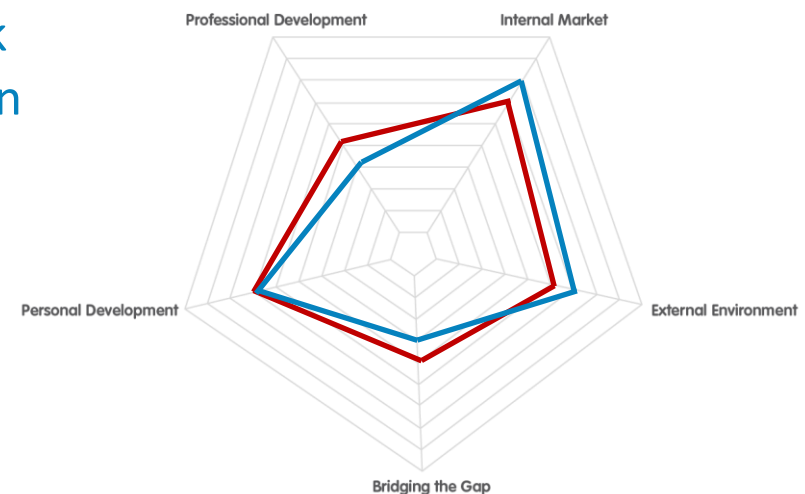


External Environment



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

### Benchmark Comparison



# Your Scores



## Personal Development

	Your Score	Benchmark
	68%	70%
I work in a role that maximises my skills and talents to the fullest.	5.9	6.0
My work now is strongly aligned to my values and purpose.	6.5	9.0
I am resilient and adapt well to setbacks to achieve my career goals.	7.3	7.0
I would describe myself as curious and regularly seek out new experiences.	7.6	6.0

## Professional Development

	45%	65%
I have a high-performance career track record over the last 3 years.	5.0	7.3
I would describe my current skills and education as being highly sought after.	7.0	6.4
I have learned new skills and knowledge this year which will enhance my future career.	5.0	6.5
I have completed professional development over the past 12 months.	1.0	5.7

## Internal Market

	80%	68%
I am prepared for the impact that AI and automation will have on my role and workplace.	6.0	5.0
I share my knowledge freely and collaborate well with others at work.	8.0	7.9
I am a 'go to' person and consulted regularly by leaders for my opinion.	9.0	7.1
I can confidently and clearly articulate how my role adds value to the organisation's goals.	9.0	7.1

## External Environment

	70%	63%
I have an All-Star LinkedIn Profile that is up to date and attracts views.	6.0	5.6
I have a broad and diverse network made up of people from a variety of backgrounds.	6.0	6.7
I am informed and knowledgeable about the changing Future of Work.	7.0	6.2
I am fully aware of our changing customer challenges.	9.0	6.6

## Bridging the Gap

	40%	46%
I have fully researched potential career progression opportunities that suit me.	5.0	4.9
I have proactively built relationships with key influencers	5.0	5.2
I know clearly "what I want to experience next in my career and why".	5.0	5.4
I have a monthly 'calendar appointment with myself' to assess my career progress.	1.0	2.8

# Your High's & Low's

## Highest Scoring Statements:

I can confidently and clearly articulate how my role adds value to the organisation's goals.	9.0
I am fully aware of our changing customer challenges.	9.0
I am a 'go to' person and consulted regularly by leaders for my opinion.	9.0
I share my knowledge freely and collaborate well with others at work.	8.0
I would describe myself as curious and regularly seek out new experiences.	7.6
I am resilient and adapt well to setbacks to achieve my career goals.	7.3

**Comment:**

## Lowest Scoring Statements:

I have completed professional development over the past 12 months.	1.0
I have a monthly 'calendar appointment with myself' to assess my career progress.	1.0
I know clearly 'what I want to experience next in my career and why'.	5.0
I have proactively built relationships with key influencers	5.0
I have fully researched potential career progression opportunities that suit me.	5.0
I have learned new skills and knowledge this year which will enhance my future career.	5.0

**Comment:**



# 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](http://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](http://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.



## Assumptions & Scoring

# Future Career Readiness Index

## Statement Selection

Participants in our research 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. These index statements were reviewed by an occupational psychologist with expertise in the field of positive psychology. Their role had two purposes. The first was to scientifically validate the questions. The second purpose was to assist us in removing bias from the statement wording so the reliability of the results is consistent and of high quality.

## Scale

The Future Career Readiness Index uses a scale of 1-10 because it helps us gauge the depth behind a respondent's responses. If the scale was smaller, such as a 1-5 scale, there is a greater perceived difference between numbers 3 and 4. Whereas, the broader range of a 1-10 scale gives the respondent a wider scope to be accurate in their scoring. When analyzing the results on this scale, it allows to see the subtle nuances and trends in respondent's results.

## Benchmarking

The benchmark data is calculated by taking the mean average across all respondents for each statement. This is then used to create benchmarks at a statement and model level. The benchmark data is comprised of all responses received by the Future Career Readiness Index.





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