



White Paper

Why the Most Successful
Businesses Have Outplacement
Built into a Broader Career
Development Strategy

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Challenging the Stereotype

Despite the fact that most people have experienced or can expect to experience their role being made redundant at some point during their career, redundancies and restructures are still associated in many people's minds with failure on the part of organisations and sometimes even shame for individuals.

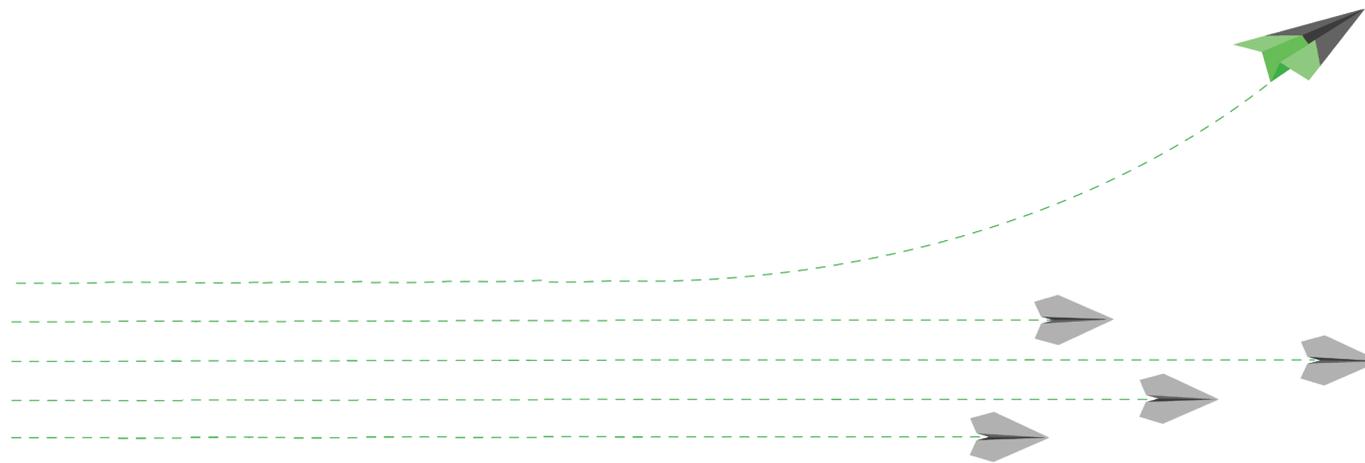
It is undeniable that redundancy can have a devastating impact on individuals at the time, but experience shows that often, career change turns out to be a positive thing. The media has a great deal to answer for in generating fear. Headlines talk of mass redundancies at large organisations, alongside business failure, terrible effects on families and huge impact on the economy.

This white paper discusses the causes of redundancies, why career transitions are part of our employment journey and tackles how to successfully manage career changes in your business.

Planning for Change

Those of us old enough to remember may look back fondly on the 'job for life' but most of us understand that this is no longer the case. The pace of change, organisational growth and success are just as likely to be reasons why businesses need to alter their organisational structures.

Yet building career transition and outplacement into people plans is often forgotten until needed. Planning for change and restructuring as part of the employee lifecycle can have many benefits for organisations and individuals, ultimately reducing the number of redundancies required and retaining talent that might otherwise be lost.





The Truth About Career Transitions

Ironically, for most employees, the only time they are able to fully explore their career ambitions and opportunities, is if their employer is enlightened enough to invest in outplacement in the case of redundancy.

This is of course important for business reputation and for the motivation and performance of remaining employees. However, it makes greater business sense to provide career transition support at other key points within the employee lifecycle too. These key points vary from business to business, but examples include during or at the end of early careers programmes (graduates and apprentices) and for those identified as high potential and/or high performers.

Many businesses invest a great deal in early careers programmes, attracting talent into their business and providing accelerated development opportunities. The crunch point often comes at the end of the programme when your precious talent begins to look for opportunities elsewhere.

Organisations often worry that they have a lack of opportunities for vertical progression to offer these employees. However, this is often not the primary concern for millennials. They are less motivated by financial reward than previous generations and instead value flexibility, new experiences and the opportunity to make a difference.

Similarly, high potential and high performing employees are often hungry for new experiences and are not committed to a single discipline but interested in exploring other business functions.

Nearly half of all workers in the UK (47%) would like to change career with increased salary prospects, better work-life balance and improved job satisfaction cited as the main reasons for wanting to make a switch.

This is more pronounced in London and Scotland (55%) and amongst millennials (54%) .

Source: LSBF Careers Report, 2015



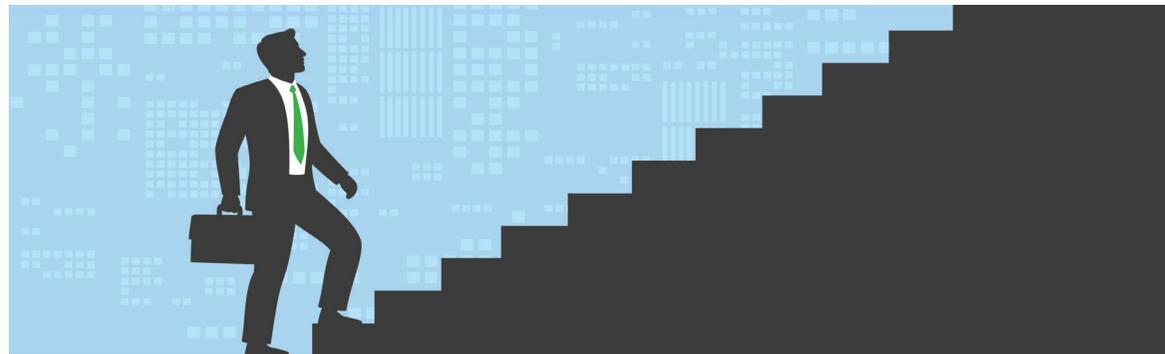
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www.onrec.com/news/statistics-and-trends/redundancy-fears-hang-over-one-in-10-workers-in-2019

Making Career Changes Work for Your Business

Enabling the movement of employees around the business also delivers value for the business. It creates a multi-talented workforce able to apply their skills and knowledge in a range of different contexts as change inevitably happens. Creating a more flexible workforce can ultimately reduce the requirement for redundancies but, of course, will not stop the need.

A good example of this thinking is our client, a leading Challenger Bank. They are extremely successful and are aiming to be the UK's number 1 Challenger Bank. Their success, commitment and foresight about the inevitable changes that lie ahead mean that they have engaged with The Curve Group to provide outplacement support as and when required, so that the service can be provided in a timely fashion, as required to meet individual needs.

Ensuring you have planned for the inevitable by ensuring that outplacement is in place in good time for the implementation of restructuring makes business sense. Its existence should also be a matter of public knowledge. Think of it like an insurance scheme. We all hope that we won't need it, but there are times when we need to draw on our insurance policies and are glad we had them in place. This attitude also helps to change people's mindset about the inevitability of change within organisations.



Getting Career Support Right

There are several ways in which a business can provide structured career transition support. We would suggest that outplacement support should always be delivered by external experts.

An external career coach can also be a good choice in the other scenarios we have mentioned. Due to the confidential independent nature of the conversation, it is often possible to uncover ambitions and potential which may not be easily uncovered by someone within the business.

One of our clients engaged us to hold career development conversations with those individuals that had been identified as high potential within its Customer Service function – a function which now required fewer employees due to customers accessing more services online.

The Curve Group team were able to uncover and report back on ambitions of individuals to work in expanding areas of the



business, including Marketing and Project Management, which ultimately resulted in the retention of individual talent which would otherwise have been lost to the business. There are also advantages to career development discussions being delivered by internal resources. This could either be line managers or HR professionals. These employees are more likely to be familiar with the strengths and weaknesses of the individual and also be aware of potential opportunities within the business. The key challenge here is to ensure that line managers or HR professionals have the skills to be able to hold career conversations effectively.

Investing in training in this area is often necessary for the business to ensure it achieves consistent high-quality career conversations. The Curve Group is currently offering all its employees the opportunity for a confidential career discussion with a career transition employee as well as providing training for all line managers in how to hold in depth career development discussions with their team members.





The Curve Group

Established in 2004, we are the UK's largest privately-owned Recruitment and HR provider. We deliver agile, ethical and configurable people solutions across the entire Recruitment and HR spectrum. Our mission statement, or quest as we would say, is to create extraordinary people solutions that transform working lives.

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