

LHH

The Career Guidance Imperative:

Maximizing investments in work transition support



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Work transitions – a lever for recovery?

Work transitions occur today more frequently than ever before. Economies have been evolving rapidly, and the emerging gap between the existing and required skills in the job market leads many individuals to (have to) change jobs or significantly upskill to remain relevant.

Everywhere we look now, there is evidence of a misalignment between jobs and the required skills to fill them. A recent OECD report highlights that more than 40% of workers feel their skill levels do not match well with their current job.¹ And according to ILO, every day, almost half of the employers hire over-skilled or under-skilled workers because they cannot find people with the right set of skills.² Considering that the lack of certain skilled talents can limit the ability of companies to adopt new technologies and therefore lead to lower competitiveness and output, enabling individuals to access those skills and transition successfully emerges as an essential lever for a fast recovery.³

Workers that suffer from a skills mismatch are more likely to face layoff. A 2021 McKinsey report indicates that 25% more workers than the 50% previously estimated may now have to change occupations.⁴ Consequently, governments are putting specific efforts into supporting the necessary workforce shifts, often by strengthening active labor market policies or significantly incentivizing skilling.

“The pandemic accelerated existing trends in remote work, e-commerce, and automation, with 25 % more workers than previously estimated potentially needing to switch occupations.”

(McKinsey, 2021)

Supporting individuals through a significant change with career guidance can be a game-changer. At LHH, from our experience of enabling half a million career moments every year globally, we know that coaching is essential in a person's career turn point. 92% of LHH career transition candidates globally agree that the *career coach sessions* offer key practical support in guiding their career transition plan. Furthermore, a study conducted in the U.S. over ten years found that people who received career coaching earned on average \$3,000 to \$7,000 more annually than those who only had access to online tools and general career information.⁵

Important Terms

Work Transition	The process of changing job roles or changing orientation to a role already held. ⁶
Work Transition Support Mechanisms	Incentives and policies that aim to support the work transition process. In this paper, we have specifically analyzed skilling incentives and outplacement services.
Career Guidance / Career Coaching	Services intended to assist people throughout their lives to make educational and occupational choices to manage their careers. ⁷ Even though career guidance might be more associated with support for younger workers, we refer to career guidance and career coaching interchangeably in this paper.
Outplacement / Career Transition service	A service offered to workers who have lost or will be losing their job to enable them to quickly find a new path. These services typically include career coaching/guidance, resume writing, interview preparation, skill development, and job connections. ⁸ In this paper, the terms career transition and outplacement are used interchangeably.

What if, applied more broadly, career guidance could be a direct lever for a fast economic transition? This paper attempts to articulate the specific impact of career guidance in the context of existing public work transition support mechanisms, such as ensuring the most effective use of public resources. To this end, we gathered information from available literature, analyzed LHH data, conducted market surveys in Singapore and France, and interviewed a wide range of industry experts in HR, career development, and policy fields.

Public measures to facilitate work transitions

The size of the skills mismatch challenge cannot be overstated. According to Gartner, only 20% of employees have the skills needed for their current and future careers.⁹ Supporting 80% of the workforce in their skills evolution is a massive endeavor that several governments and businesses are investing in. Recognizing this pressing need, in 2021, governments all over the world have introduced new programs, renewed previous initiatives, or increased funding to promote skilling and transition of their labor force. The magnitude of the investments is almost unprecedented.

For instance, the UK government is investing £2.5 billion in the *National Skills Fund*.¹⁰ Singapore announced that over the next three years, they will invest S\$24 billion into various programs to enable firms to transform and scale as well as help employees develop “skills, creativity and talents”.¹¹ Similarly, the United States is injecting \$3 trillion in the economy, with a strong priority put on workforce training and apprenticeships.¹² The EU is committing to €672.5 billion investments for a sustainable recovery, not at least through transition and skills support.¹³ Equally, companies such as Amazon or PWC are investing billions themselves to support workers in a disrupted job market.¹⁴

“Reducing these skills imbalances could result in lowering hiring costs, increasing productivity, and improving the ability of firms to innovate and adopt new technologies. “

(OECD, 2021)

While the most recent measures focus on re- and upskilling, public work transition support covers broader areas such as strengthening active labor market policies.¹⁵ Below, we will expose a range of examples clustered in two categories: preventive and reactive type of support.

1. Reactive Support Mechanisms

Reactive mechanisms focus on mitigating adverse effects of work transitions and supporting unemployed individuals and workers who become redundant. The measures focusing on redundancy situations commonly occur in the shape of outplacement or job search support, an overview of which is below.

Country	Examples of Reactive Work Transition Support Mechanisms
Belgium	<p>Since 2004, Belgium has introduced various legislations to promote and enforce the implementation of outplacement following collective and individual dismissals. The Belgian law makes it mandatory for companies that employ at least 20 workers to pay a reclassification allowance for three or six months for workers respectively younger or older than 45 years of age.</p> <p>Additional regulations apply for workers aged 45 or older, such as early retirement plans, supplements to social security benefits, conditions to guarantee employment security and outplacement services. These outplacement services are offered by the regional public employment offices or private outplacement providers.¹⁶</p>
Finland	<p>In 2017, Finland's "Employment Contracts Act" was amended to state that if an employer with min. 30 employees terminates the contract of an employee with at least five years tenure, the employer is obliged to offer the opportunity to take part in employer-funded coaching or training to further the prospects of finding employment. The value of the coaching or training must at least correspond to whichever is the highest of the employee's pay for one month or the average monthly income of the employees working in the same office as the dismissed employee.¹⁷</p>
France	<p>Outplacement was first introduced in France at the end of the 1980s – mainly to management - employers with more than 1000 employees are bound to offer outplacement support within a social plan (from 10 dismissals).¹⁸ The legislation regulates the length and content of outplacement, and the results are part of the negotiations in the social plan.</p>
Spain	<p>Collective dismissal regulations have been in place in Spain since 2011. The regulation sets obligations for employers and workers' representatives to discuss reasons and ways to mitigate the consequences of dismissals. The outcome of these discussions can agree on providing outplacement services, training, or other measures to reduce the negative impact. The same regulation also states that in case of collective dismissals of more than 50 employees, the employer must carry out a special training and redeployment plan of at least six months implemented through an authorized outplacement provider.¹⁹</p>

“Working with an outplacement provider for the first time helped us understand the employee’s viewpoint, the transition process, and potential reactions. We found the separation process smoother due to a better preparation from our side and overall a more open social dialogue.”

An HR executive in Finland upon the introduction of the new legislation

Career transition services are delivered across the globe, with significant differences across the geographies. In the four countries where the service provision is mandatory by legislation, positive effects have been reported overall: a larger number of providers to support more displaced workers, more awareness of employers offering the service outside of the legal obligation, or a more open social dialogue.

2. Preventive Support Mechanisms

Preventive mechanisms aim to support workers before they specifically lose their job or become unemployed, typically through investments in skills or career guidance support. Below is a selection of examples from the most recently introduced or renowned mechanisms, however it does not intend to be an exhaustive list.

Country	Examples of Preventive Work-Transition Support Mechanisms
Belgium	Flanders, a regional government of Belgium, offers training and career counseling vouchers for workers. Training vouchers (Opleidingscheques) provide up to €125 or €250 depending on the education level of the workers. ²⁰ Career counseling vouchers (Loopbaancheques), on the other hand, offers 4 hours of career counselling for €40 to workers with minimum seven years of experience. ²¹
France	The French government offers two important support mechanisms: Individual training accounts and career counseling services. Individual learning accounts (<i>Compte Personnel de Formation – CPF</i>) are available to anyone active in the employment market. In general, individuals are funded up to €500 per year (up to a cumulative total of €5000 over 10 years). ²² Career Counselling Service (<i>Conseil en évolution professionnelle – CEP</i>) offers free career assessment, career development plan, and implementation support to all active members of the job market. ²³

The Netherlands	Upon the pandemic, the Dutch government started offering a training subsidy scheme (<i>Nederland leert door</i>) for individuals to “strengthen their position on the labor market”. As of 2021, the program has 50,000 to 80,000 free online courses available. ²⁴
Singapore	The government of Singapore offers various financial and training support for employees, employers, and training providers. ²⁵ For example, workers can access various government-subsidized training programs and initiatives based on their situations. <i>SkillsFuture</i> credit-eligible courses and <i>SGUnited Skills Programme</i> are some of the most renowned programs offered in that context.
Switzerland	In 2021, the Swiss government started piloting free career assessment and counseling services (<i>viamia</i>) to workers over 40 years of age. The project will be carried out in eleven cantons and delivered through the regional public employment services. If evaluations go well, a national implementation plan will be ready by 2022. ²⁶
United Kingdom	In September 2020, the UK government announced a <i>Lifetime Skills Guarantee</i> , which aims to transform the training and skills system to ensure more people can gain skills and improve their career prospects. Currently, 400 qualifications are available in different areas and levels. ²⁷



Does career guidance impact the effectiveness of support mechanisms?

“Two factors stand out as being highly associated with positive employment outcomes: receiving a personalized career development roadmap (...), and using services delivered by an employer or employer group (...).”

(OECD, 2021)

With more frequent work transitions, ensuring that workers have the right (new) skills, are job-ready, and employable will be a key lever for smooth and effective labor markets. Various public measures provide work transition support, and quite a few include some kind of career guidance.

If and how career coaching can accelerate successful transitions at scale is looked at critically by the OECD report on career guidance for adults. The OECD report shows that receiving a personalized career development plan is associated with a 25% higher improved employment prospects within six months of receiving career guidance.²⁸ On the other hand, it also raises caveats in connection to the visibility and awareness of its value – according to the survey, only 22% of people attributed their positive employment outcomes to career guidance. On this basis, we have dug into reactive and preventive mechanisms and their impact to uncover any correlations between career guidance and employment outcomes.

1. Impact of reactive support mechanisms

“... what helped me the most was my career coach since she guided me to define my work goals because I was very lost. Thanks to her, I could focus on what to improve and how to leap into the world of work.”

An LHH career transition candidate in 2020

Career transition services are typically provided by private organizations and are employer-sponsored. In the countries indicated above, governments foster their application in individual or collective separations through some legal obligations. Therefore, the results of those services are typically linked to an individually satisfying transition outcome that makes it difficult to quantify. Based on our analysis, the impact of career coaching can be summarized across three aspects:

i) personalized support enabling to cope with change

Listening to LHH career consultants, the benefit of personalized and targeted career coaching is built around three drivers of success for the individuals:

- ▶ **Allowing for a mindset shift about their career,**
- ▶ **Understanding and preparing for this change, and**
- ▶ **Ultimately taking control and learning how to make career decisions.**

As a result, individuals become “job-ready” which accelerates their transition to a new job. Overall, the job search is targeted, employers fill their roles faster, and labor markets function more efficiently. A 2019 survey in Switzerland further indicated that career coaching equips displaced workers with skills valuable for their professional career (vs. just for the short-term job search).²⁹

ii) fastening transitions

Accelerating a shift of mind is a prerequisite for a fast transition. LHH career coaches observe that career guidance helps job seekers overcome issues in the labor market faster. For example, in Spain, the displaced workers supported with LHH outplacement in 2020 redeployed on average within 6.3 months – whereas in general, almost 4 out of 10 job seekers remained unemployed for more than a year.³⁰ Overall, the World Employment Confederation, the global representative body of career management firms, also states that career management services such as outplacement enable individuals to transition 50% faster than those without specific support.³¹

iii) successful employment outcomes

In general, a job loss tends to impact earnings negatively.³² However, a study conducted in the U.S. found that workers who received career counseling earned on average \$3,000 to \$7,000 more annually than those who only had access to online tools and general career information.³³ Similarly, in Spain, 35% of the displaced workers supported by LHH in 2020 improved their salary compared to their previous job.

Overall, the provision of personalized and targeted career transition services is perceived to provide tangible benefits. While we have not compared the specific support provided, we can assume that the quality and personalization of the service are important outcome enablers. It is not surprising to see countries rightly strengthening their active labor market policies, but surprisingly doing little efforts to integrate employer-sponsored programs to increase reach and effective use of public resources.

2. Impact of preventive support mechanisms

While preventive support mechanisms are well-documented for their direct skilling/learning impact, they are not (yet) against their benefits on work transitions. From the literature that does exist, there are some concerns about how to ensure that individuals make the most use of re-/upskilling programs and strategies to boost participation rates.

For instance, in Singapore, while 8% of the labor population utilized their *SkillsFuture Credit* in 2020, only 1.5% took courses under the *SkillsFuture Series* for the emerging skills.³⁴ France's individual learning accounts (*Compte Personnel de Formation*) are experiencing similar participation and awareness challenges. Although the rates have increased over the years, it is still limited, at 2.1% of the labor force in 2018.³⁵ When it comes to employer-sponsored skilling programs, the WEF also deplore challenges with participation with less than half (42%) of employees being ready to engage in those.³⁶

In view of the massive investments undertaken by governments in this area, it is essential that we do everything possible to understand the perceived benefits of skilling incentives related to facilitating work transitions, as well as to remove some of the barriers to engagement in these programs.

Singapore and France offer similar subsidized skilling incentive programs; indeed, both know large-scale “individual learning accounts” type of programs.³⁷ Although they present different market realities, the programs are somewhat comparable and useful environments to assess the tangible value of career guidance. To this end, we conducted market surveys in 2021 with active members of their respective labor force.

a) Observations from existing mechanisms: Singapore's skilling incentives

Singapore pioneered the recognition of the importance of skilling and life-long learning. Today, *SkillsFuture Singapore* and *Workforce Singapore* offer various programs and subsidies to empower students, workers, employers, and training providers to meet aspirations and promote lifelong learning through skilling.³⁸

“It is our key strategy to enable our people to keep progressing in life through better skills and access to good jobs. In 2015, we started a nationwide SkillsFuture movement to try and cultivate stronger personal ownership over life-long learning.”

Josephine Teo, Singapore’s Minister for Communications and Information, at the WEF 2021

In April 2021, we surveyed a sample of 100 individuals eligible to use Singapore’s government-subsidized programs to understand the perceived benefits from the programs themselves and from career guidance specifically in that context (see Annex A for more information on the survey demographics). 45% said they participated in one of the government-subsidized programs, and 4% mentioned they never heard of such programs.

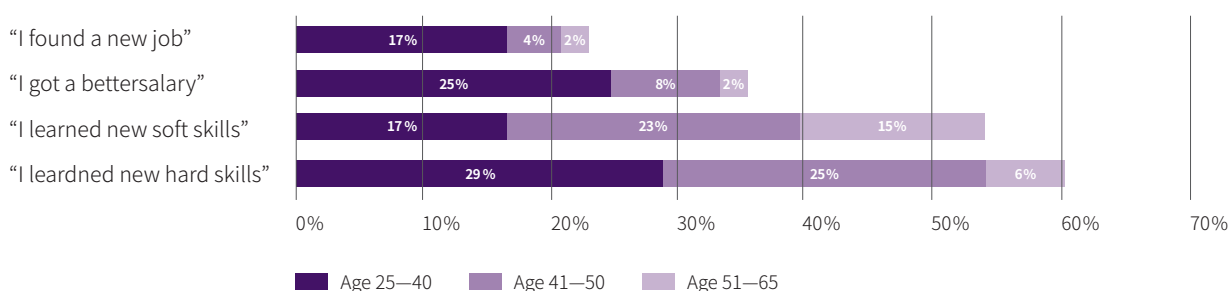
Looking at **the connection between participation and career guidance** support, we found a connection between participation and career guidance: Indeed, a vast majority (85%) of those who did not participate in programs also had not recently received career guidance. Further, over two-thirds (71%) of those agreed that they could have made better use of the government-subsidized skilling programs if they had received career guidance.

When it comes to **program benefits**, a solid majority of surveyed participants indicated that they learned new hard (60%) and soft skills (54%). 35% mentioned they got a better salary, while 23% found a new job as an outcome of the program (Figure 1). Still, the perceived tangible impact differs upon the age of the respondents: younger respondents form the majority who got better salary and new job outcomes. Mid-career respondents seem to leverage the programs to learn new skills without any significant job or salary-related outcome. The most senior group of respondents primarily benefit from the programs by learning soft skills (Figure 1).

Figure 1.

Outcomes Achieved Through Singapore’s Government-Subsidized Programs

What are the outcomes you achieved through the programmes you attended?



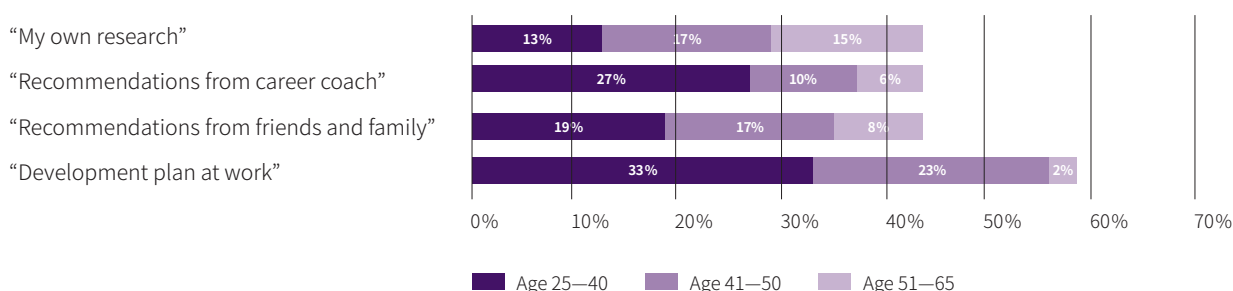
When investigating the **career guidance impact**, we could make three main observations:

- ▶ First, career guidance *increases the direct benefits of the programs*: Participants rate how comfortable it was for them to select which skills to develop during the program. While only 4 out of 10 respondents said it was easy for them, they also achieved more employment outcomes of “I found a new job” and “I got a better salary” compared to others. Remarkably, a clear majority (79%) of those also received career guidance services either *before starting* or during the program.
- ▶ Second, *targeted career guidance at work increases orientation and awareness*: the 40% of respondents who most easily decided which skills to focus on were those who relied most on the use of “development plan at work”. It also became apparent that the senior respondents made the least use of the development plan at work and benefited least from employment outcomes (Figure 2).
- ▶ Third, *the timing of the career guidance is critical in its impact*. Almost half (44%) of the respondents mentioned that they received the support before attending the program; and, 86% of them indicated that *career guidance helped them make better use of the government-subsidized skilling programs*. However, when individuals receive career guidance after starting the program (29%), they are mostly neutral to the same statement. In addition, the respondents who didn’t receive any career guidance (27%) also didn’t achieve employment outcomes through the programs.

Figure 2.

Methods to decide and prioritize which skills to develop

How did you decide and prioritize the skills you wanted to develop through the programmes you attended?



Overall, findings show that the benefits are higher when career guidance is provided before attending the skill program. Besides, when offered in the context of the current occupation, career guidance could also increase awareness, access, and efficient use of the skilling incentives.

b) Observations from existing mechanisms: France – the CPF and the CEP

By offering individual training accounts for skilling and free career counseling services, the French government sets an example on how to prepare their labor force for upcoming changes.

In 2015, at the time the Compte Personnel de Formation (Personal Training Account–CPF) was established, the Conseil en Évolution Professionnelle (Career Development Counselling–CEP) was also introduced to offer free and optional career guidance services to encourage individuals to make better use of their training choices. However, the CEP was functioning with existing resources, which led to a lack of awareness and underutilization of CEP. It was not surprising that when the CPF was revised in 2018, the CEP was also relaunched with additional funding and new specifications.³⁹

Although the introduction and the gradual improvement of the CPF and CEP create a comprehensive skilling ecosystem for the workers, the French government has been facing issues regarding inequality and mobilization. For instance, a 2021 report says that 49% of French workers are considering a career transition within 2 years, yet 55% think they are not well informed.⁴⁰ Besides, a recent OECD report points out the participation gap in the CPF and mentions that higher-level occupational groups (managerial/professional occupations) have been utilizing the training accounts more than the lower-level occupational groups (blue-collar workers and low-qualified white-collar workers).⁴¹ The initial mobilization results of the CPF also say that the complexity of the financial system and the absence of support for employees (from either the company or a representative of the CEP) might have discouraged and led them to give up training plans.⁴²

We wanted to understand here as well whether awareness and link to employment impacted the program's effectiveness. In May 2021, we surveyed 200 individuals eligible to use the CPF and CEP (see Annex B for more information on the survey demographics). We explored how respondents benefited from the initiatives and if career guidance had helped them make better use of the skilling offering.

Unsurprisingly, the CEP itself seems to lack **awareness**: 6 out of 10 surveyed respondents said they never heard of it before and only 10.8% had used it, while the remaining third had heard of, but not used it. The CPF itself is better known (92% had heard of it) and its engagement seems higher (26%). However, a large majority (66%) never participated, although they knew about it.

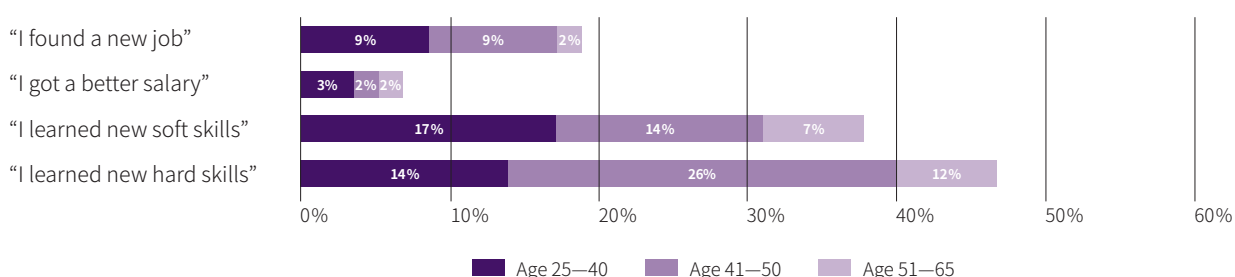
The findings revealed a **connection between participation and the provision of career guidance**: a vast majority (82%) of those who did not participate also had not recently received career guidance. In addition, 57% of those who didn't receive career guidance agreed that if they had leveraged career guidance (e.g., from CEP), they could have made better use of the CPF.

Considering the overall **program benefits**, the employment outcomes (finding a new job or getting a better salary) are weaker than in Singapore. Only 7% mentioned having got a better salary, while 19% found a new job (Figure 3), and most indicated that they learned new hard or soft skills. When we look at the age distribution of the respondents, we observe results similar to Singapore. That is, younger respondents seem to specifically benefit from employment outcomes compared to their more senior peers.

Figure 3.

Outcomes Achieved Through the CPF

What are the outcomes you achieved through CPF?



If we take a closer look at the **career guidance impact** within the CPF, we find that:

- ▶ First, *career guidance increases awareness for skilling needs*: a large majority (68%) of those respondents who had received career guidance prior to the program start indicated it was easy for them to identify which skills to develop.
- ▶ Second, *career guidance is perceived as an enabler for the program impact*. Indeed, 7 out of 10 participants who had received career guidance agreed that it helped them make better use of CPF.

c) Key Outcomes from Singapore and France

Skilling programs and subsidies – such as individual learning accounts – can be effective in achieving employment outcomes. However, if they are provided without targeted career guidance, there is a chance that awareness, participation and program’s overall results are impacted.

Our research uncovered a correlation between receiving career guidance and participation in the programs. It reveals further that career guidance can significantly impact how much individuals benefit from government-subsidized skilling programs, and this both on *how they select the skilling content* and on *their tangible employment outcomes* on job/salary.

Finally, timing is essential - when individuals receive guidance prior to participating, they identify how to use the programs more easily, and achieve more outcomes. Findings in Singapore specifically suggest that the support should not only be provided early but with a link to a development plan at work (hence, personalized and targeted) to maximize its effectiveness.

“ People are much more motivated to put in the time and effort to learn new things when they can see them impact the jobs.”

**Josephine Teo, Singapore’s Minister for Communications and Information,
at the WEF 2021**

3. Main take-aways

Findings in this paper are a strong indication that career guidance should be considered a complementary part of transition support to help individuals navigate their way around. Overall, we can summarize three success factors:

When provided in the context of a job loss, career coaching positively propels the individual's resources: it enables a mindset shift, equips for targeted transition speed, and facilitates sustainable employability by understanding job market navigation and own aspirations.

Participation eats skilling for breakfast. We have learned that career guidance can significantly impact how individuals increase the outcomes drawn from skilling incentives. However, making sure that the skilling offerings have the appropriate reach is a critical first step. The best program loses its impact without the appropriate engagement. Career guidance can help.

Finally, both **a targeted and an early provision of guidance seem essential for its impact.** A link to employment appears as a potential enabler to ensure a process embedded in the current (and future-oriented) employment status and mapped to the individual's needs. The OECD report also indicates that there might be other characteristics that impact the employment outcomes of career guidance.⁴³

It goes without saying that the quality and providers of career guidance services should not be ignored. According to the OECD, high-quality career guidance is personalized, based on current labor market information, and delivered by well-qualified advisors.⁴⁴ Although we did not cover the quality aspect of services in this paper, results suggest that more accessible, affordable, and high-quality help individuals achieve desired outcomes.

Role of Career Guidance as A Key Driver of Effective Work Transitions

Workers are human beings – not commodities that can be moved from one occupation to another. Work transitions implying a change of sector or even reinventing a career due to jobs becoming obsolete are turning points in a person's life.

Transformation is inevitable, and as exposed in this paper, career guidance emerges as a critical element to assist the workforce in navigating through the changes. Inherently with unprecedented uncertainty and disruption, the need for individual orientation is exacerbated, and so is the need for career guidance almost as a compass indicates the North.

Measuring the impact of a human-oriented process is a challenge, but in this paper, we have highlighted some of the critical ways career guidance increases and reinforces the effectiveness of work transition support:

- ▶ Increase speed of transition as well as its accuracy
- ▶ Increase awareness and engagement in skilling incentives
- ▶ Positively impact the use of the work transition support (e.g., the skilling subsidy)
- ▶ Improve the employability of workers and with that, contribute to agile and resilient labor markets

With a large (and increasing) proportion of the workforce going through career turning points at a rapid pace, public institutions do well in focusing their efforts on accelerating those transitions. Career guidance can increase awareness, improves engagement in skilling programs, and correlates with employment outcomes such as finding a new job or receiving a better salary.

In order to make the most out of government subsidies for transition support, our study supports a broader, personalized, and targeted use of career coaching, with a strong link to current jobs of the individuals. Based on the findings in this paper, here are our recommendations:

Recommendations to government and public institutions

- ▶ Include career guidance when designing any preventive support mechanism, in particular, skilling incentives
- ▶ Policymakers should foster the use of outplacement benefiting the displaced workers and In general, broadly leverage an integrated approach with employers

Recommendations to employers

- ▶ Implement career guidance framework for all age groups, and particularly from their mid-career points
- ▶ Prioritize career coaching as an inherent component of any up/reskilling

Recommendations to individuals

- ▶ Request career transition and outplacement support from their employer in case of a job transition
- ▶ Proactively seek career guidance and do not wait for others to take control of their work-life journey

Recommendations to Works Councils and employee representation

- ▶ Collaborate with employers to foster the use of career guidance and career transition support as effective ways to sustainably enhance individuals' abilities to make successful transitions and thus remain employable
- ▶ In the absence of such legislation, request employer-supported career transition service to individuals in transition (e.g. as part of a social plan or further restructuring negotiations)

In order to ensure we can maximize the power of career guidance, all stakeholders share the responsibility. Private providers, governments, unions, employers, and workers need to work together to understand the effectiveness of current work transition support mechanisms and play our part to improve them.

As LHH, we do our utmost to promote access to career coaching for all. We are committed to connecting the workers of today to the work of the tomorrow and enabling companies and their workforce to thrive in an ever-changing world.

Endnotes

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Annex A.

Demographics of the Singapore Market Survey

Figure A.1.

Age Groups and Gender



Figure A.2.

Education level

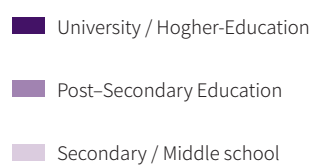
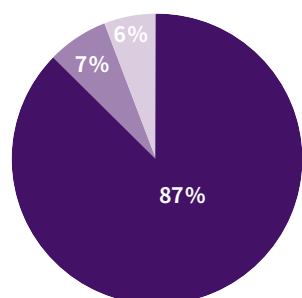
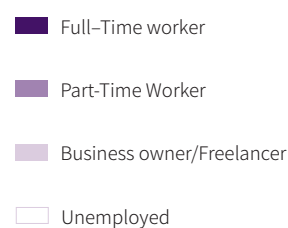
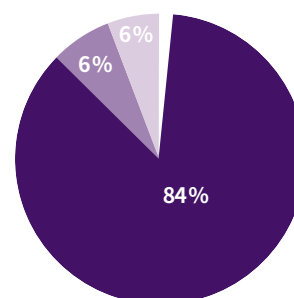


Figure A.3.

Type of Occupation



Annex B.

Demographics of the France Market Survey

Figure B.1.

Age Groups and Gender



Figure B.2.

Education level

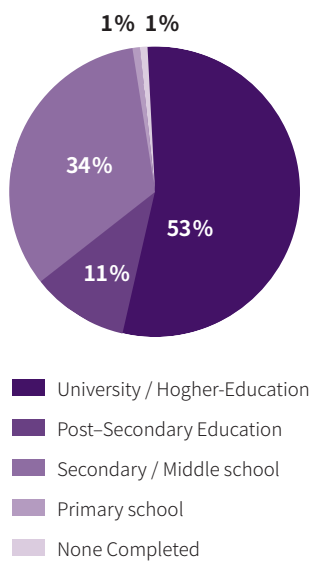
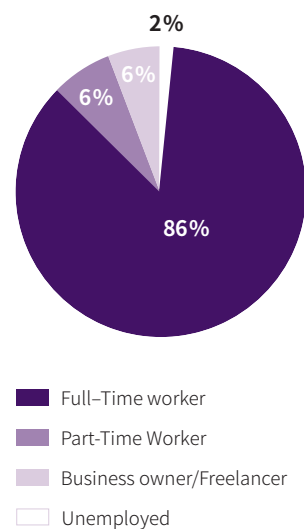


Figure B.3.

Type of Occupation





About LHH

In today's marketplace, organizations are discovering the need to turn their attention inward to find their future talent. At LHH, we help companies see the possibilities in their people. Through assessments, coaching, upskilling, transitioning and recruitment, companies can realize the untapped potential within their own workforce, resulting in increased productivity, morale, and brand affinity.

A division of The Adecco Group – the world's leading HR solutions partner – LHH's 4,000 coaches and colleagues work with more than 7,000 organizations in over 60 countries around the world. We make a difference to everyone we work with, and we do it on a global scale. We have the local expertise, global infrastructure, and industry leading technology to manage the complexity of critical workforce initiatives and the challenges of transformation. It is why 60% of the Fortune 500 companies choose to work with us.

Lee Hecht Harrison

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