

LHH

KEY TAKEAWAYS

The Readiness Index

A global study that uncovers how people really feel about their readiness for the future of work



lhh.com

Know More. Do More. Achieve More.

Our business is to help people.

At LHH, it's our job to make sure that people, and the companies that employ them, can navigate the world of work and prepare for what comes next.

We guide and support people in their careers and advise companies how best to implement and execute on their talent strategy.

We understand that people feel differently about the world of work and what the future holds. For some, rapid change is exciting. For others, it creates anxiety. In order for us to be effective in what we do, we needed to intimately understand how people truly feel about the future of work and their careers.

To achieve this, we have launched **The Readiness Index**. A global research study to provide data and insight on how people feel about future employment challenges and opportunities; and the factors that are driving personal and corporate readiness in the world of work.

The Readiness Index provides critical insights to help business leaders understand what really matters to employers and talent and how to meet their needs.

► For more information on how we can help guide and support your talent strategy, please visit [lhh.com](https://www.lhh.com)

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We live in an empowered and connected society. A society where people have instant access to significant company and market information to help inform their career choices.

It is a place where customers and employees can instantly share recommendations and criticisms to a huge number of peers - with the click of a button. An age where people have the power to digitally influence corporate success.

As a result, businesses need to do more than perform their service at the right price and in the right way. They need to have greater transparency, ethics, social and environmental responsibility; and critically, a purpose that customers and employees value.

Brands must understand not just WHAT they do, but WHY they do it.

As a brand, we have been traditionally known for reinventing outplacement. Career Transition, as it's now known the world over, has been the bedrock on which our brand has been built globally.

By helping over 500,000 people during key moments in their career each year, we have the scale and expertise to offer advice on what it takes to increase everyone's likelihood for success.

But as the world changes around us, we need to recognise the changing needs of our clients, our colleagues, and the people we serve. In short, our brand needs to evolve too.

The digitally enabled world of work has never moved faster or been more fluid. Transformation is on the agenda for every organisation, but it's not a one-off project but a continuous journey, which makes it harder to prepare for what comes next in the world of work.

THE RESEARCH

Introducing the Readiness Index

The Readiness Index is a global behavioural science-led study delivering data and insights on how people feel about the future, and the factors that influence readiness. The index's purpose is to calculate the global Readiness Score of workers around the world.

The index statistically quantifies which factors are driving 'readiness', and how this changes between different people and different cultures. Initially we are focusing on the financial sector in the US, France and UK, and this will be extended to different sectors and global territories.

We used methods that go above and beyond traditional survey methods. Our index taps into both implicit and explicit responses to have a holistic understanding of conscious and unconscious processes influencing readiness.

Methodology

There are three key components of the Readiness Index:

01 Literature Review

First we conducted a comprehensive literature review, examining over 150 peer reviewed papers from leading psychologists and academics relating to employment 'readiness'.

02 Measures of Readiness

From the literature review we defined the measures of readiness - those factors that have an impact on and influence people's readiness. The three factors we defined are: **Personal** (e.g., anxiety, feeling in control, feeling excluded), **Workplace** (e.g., poor management, company culture) and **Environmental** (e.g., the impact of rise in automation/tech, wider societal issues).

03 Implicit response test & Explicit questionnaire

Using these measures, we devised and conducted a quantitative question and answer study with a 2000 strong panel in the USA, UK, and France. Each participant was asked a range of **System 1** (rapid response times) and **System 2** (standard response) questions to understand the gap between what people said (with time to think) and what people really felt (without time to think) about their levels of preparedness and emotional attitudes to work.

To Think is to be Human

The quantitative study considers the two systems of how humans think.

SYSTEM 1

- ▶ Works **automatically**, without our awareness
- ▶ Rapid response
- ▶ What people think

SYSTEM 2

- ▶ In charge of our conscious thoughts and judgements
- ▶ Standard response times
- ▶ What people say

By studying responses from both systems, we are able to capture conscious and unconscious responses. In our study, the “**conscious**” part of our brains could lead us to say that we are ready to take the next step in our career or face a new challenge. However, at the same time there might be deep “**unconscious**” emotions and thoughts that lead us to feel the opposite, ultimately preventing us from acting.

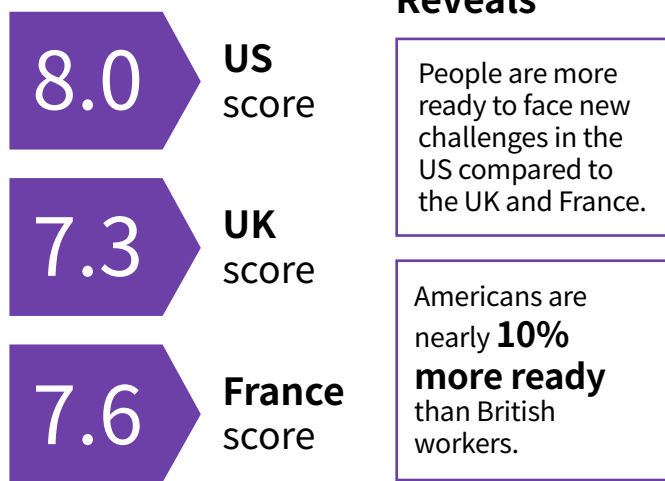
The Global Readiness Score

Having gone through all the data and the responses, we have been able to determine the Global Readiness Score of Workers is **7.7**

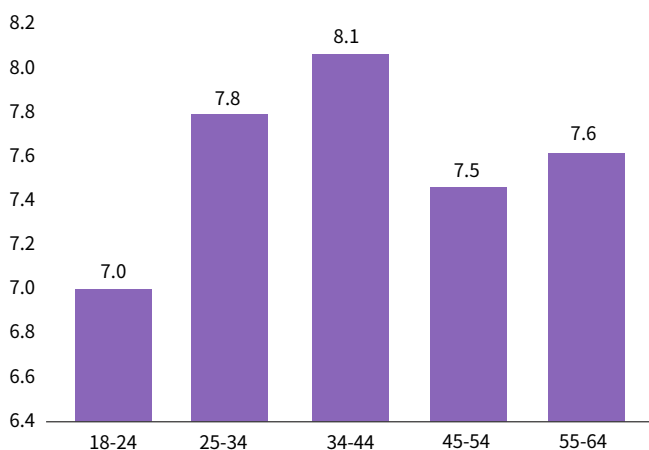
Looking at how people feel and what they say, it's clear that the average Readiness Score is in fact high.

How Ready is the world?

The study has shown that there are clear differences by country.



Differences by age



People aged 35-44 are sig more ready than 18-24, 45-54 55-65
Only 25-34 are not sig different
18-24 are sig less ready than other age groups

In addition, the data shows that people between 35-44 years old are the most ready to face new challenges, whereas people between 18-24 are the least.

So, what is driving these different levels of Readiness?

On the personal level, commitments in the form of career goals, whether it's internalised or formalised, act as a strong behavioural driver to feeling ready.

Furthermore, the pandemic has shifted people's priorities. People have been rethinking & re-evaluating their careers and those that are most ready are wanting a new start.

When it comes to skills and training, people who have acquired the most skills or think they have a superior skill set are significantly more ready for their next career opportunity.

► KEY 'PERSONAL' INSIGHT FROM THE READINESS INDEX:

“Having the necessary skills becomes the most important factor related to readiness in France.”

In the workplace, financial motivation is the biggest driver for people getting ready for their next opportunity.

This combined with a culture that promotes people and makes them feel that they have a promising pathway drives readiness.

Workload has a big influence on how ready people are feeling, especially if they feel unrewarded or overworked. This can trigger a need to bring about a change of direction in their career.

► KEY 'WORKPLACE' INSIGHT FROM THE READINESS INDEX:

“Having opportunities to learn is the biggest workplace driver of readiness in the US, whereas wanting more money is most important in the UK. Relationships with colleagues is the biggest driver for France.”

From a wider societal and environmental point of view, the key influences on people's levels of readiness include, unsurprisingly, worries about flexible working/hybrid working, a lack of job opportunities and general health and safety (COVID - 19) concerns.

► KEY ENVIRONMENTAL INSIGHT FROM THE READINESS INDEX:

“Young people tend to worry more about the environmental factors in general, whereas older people tend to worry the least.”

The Measures of Readiness

There are three main influences on workers readiness:

ENVIRONMENTAL

For Example:

- ▶ The rise in automation/tech
- ▶ Wider societal issues



WORKPLACE

For Example:

- ▶ Poor management
- ▶ Company culture

PERSONAL

For Example:

- ▶ Anxiety
- ▶ Feeling in Control
- ▶ Feeling excluded

THE FINDINGS

The Power of Three

Emerging from this study are three core trends that are driving readiness. Aligned to these themes are a number of surprising findings that give us a unique understanding of people's emotional attitudes towards, work, their careers, and the future.

TREND 1: THE VULNERABLE YOUTH

Who are they? Aged 18-24 this cohort has the lowest Readiness Score. They are the most disillusioned (as a result of starting their career in a post-COVID hybrid working world) and also have the highest levels of anxiety. A low level of control over their next step and a pessimistic outlook for the future has decreased their levels of self-confidence.

55% are **anxious** about their next step.

1/3 feel their voice isn't heard compared to older people.

18-24 year olds

worry the most about all the environmental factors compared to older people.

This group

- ▶ feels less in control. One in three feel they can't control their next step.
- ▶ tend not to have good relationships at work. 34% feel they don't get along with colleagues.

+3/4 of people **want a change** in their career.

Women are **16%** more **anxious** about their next move than men.

1/3 Men are more likely to feel that their workplace is toxic.

9% Men are more likely to feel they can grow in their careers.

TREND 2: THE GENDER GAP

There are clear differences between how men and women feel about themselves and about their workplace.

Women have more harmonious relationships at work and don't hold on to negative feelings about colleagues. They focus on personal growth opportunities and are less influenced by others when making decisions about their career.

Men on the other hand, feel that the workplace is more toxic than women. They have a more negative perception of colleagues and tend to compare their salary more. For them, taking the next step is a competitive pursuit. They are more inclined to judge their manager as poor and fall out with colleagues more than women. They believe they have higher chances of promotion than women and are more concerned with financial fairness.

TREND 3: TECHNOPHOBIA

Overall concerns about the rise of tech are moderate. People on average are slightly more concerned about more immediate environmental factors such as the economy and hybrid working.

Perhaps this is unsurprising given our human inclination to focus on the present and discount the future.

The study found that men are more worried about tech than women and the French are more worried than the Brits and the Americans.

We isolated the group who consistently scored the highest on concerns about tech and automation. We wanted to delve deeper into this subgroup to uncover how they performed on personal and workplace factors...

What people really want

The index has given us great insight into how people really feel about their future career prospects and their levels of preparedness. Furthermore, the index has also revealed some additional insights as to what people want in terms of advice, guidance, and support on their career journey.

What Readiness Index has revealed

Men are

80% more interested

in pursuing **leadership positions**.

Women are

6% more interested

in taking a new path in their careers **in another company**.

Men are

12%

more likely to feel worried about the rise of tech.

Older

demographics worried about tech are working 40% harder than average.

45–54 year olds

are **the most worried about tech**.

THE FINDINGS

How are we using the Readiness Index?

Simply put, it is fundamentally changing how we do business.

We are using the findings to inform how we better serve those people who rely on us. Understanding how people feel about work, and what their needs are, means we can act with greater insight, empathy and care.

Our services have historically been designed to support the “I’m fine” response of people to the question: “How are you feeling?”

Now for the first time in the Talent Solutions industry, we have developed a scientific measure that uncovers the difference between how people say they feel about their work and what is really going on for them at a subconscious level.

We are using the findings to help our own people design more impactful and relevant solutions for the challenges facing the workforce and ensuring their future goals and talent needs are met in the most effective way.

A long-term global initiative

This is just the start of a worldwide rollout of the Readiness Index. Having started with the Financial Sector and focusing our efforts in the US, UK, and France we have laid the foundations for understanding what really makes people ‘Ready For Next’.

The next phase is to expand the study to include more countries; including those sectors and industry specialisms that we have historically focused on within our Advisory, Recruitment Solutions, Learning & Development and Career Transition & Mobility services.

We will be reporting new findings from the Index throughout the year, and we will be revisiting the Global Readiness score annually.

- ▶ You can keep up to date with the Readiness Index by visiting info.lhh.com/RI where you will find additional information and insights from LHH and the wider Adecco Group.





Ready For Next

About Us

At **LHH**, we exist to help people, teams and organizations find and prepare for what's next. Our end-to-end talent solutions future-proof organizations and careers all over the world. Through Advisory, Career Transition & Mobility, Insights, Learning & Development and Recruitment Solutions, we enable transformation, and our job is never done because there's always another tomorrow to prepare for.

We make a difference to everyone we work with, and we do it with local expertise, backed by a global infrastructure and industry-leading technology. LHH's over 8,000 colleagues and coaches span 66 countries worldwide, working with more than 15,000 organizations, a majority of Fortune Global 500, and nearly 500,000 candidates each year. Together we address needs across the entire talent journey, helping organizations build their capabilities and individuals build brighter futures. There is a world of opportunity out there. Let's get to work.

LHH is a part of the Adecco Group, the world's leading talent advisory and solutions company, headquartered in Zurich, Switzerland.

► For more information on how we can help guide and support your talent strategy, **please visit [lhh.com](https://www.lhh.com)**



Ready For Next

We are LHH, the leading Talent Advisory and Solutions company.

OUR CORE SERVICES ARE:

LHH Recruitment Solutions

Recruiting the right talent is vital for filling crucial capability gaps within your organization. With specialist consultants across every industry, our globally collaborative approach delivers the right talent with the right skills needed for now, and next.

LHH Advisory

Realigning, designing and optimizing talent strategies with corporate strategies, ensuring that everything you're aiming for in the future is enabled and accelerated by your people.

LHH Learning & Development

Reaching potential is the number one priority when it comes to your people. Our human-centred approach, enhanced by A.I., delivers the insights your leaders need to face the future.

LHH Career Transition & Mobility

Refreshing careers and renewing skills are obligations as strategies change and technology evolves. We help your people find new opportunities, both within and outside your organization, to help them reinvent themselves for whatever comes next.