



## Dear Colleagues,

As summer comes to a conclusion there is much to reflect on as we prepare our businesses and ourselves for the rest of the year. The past months have seen huge jolts of change across the world, economic and political change is in abundance, in this newsletter Steve ponders the post Brexit impact on social mobility and trade. Even more fundamental, there have been events which challenge our safety in many areas of the world on a scale we have not experienced since World War II.

So what do these world events have to do with the very nature of our business? Whilst change brings many potential threats to us and our clients it also comes with huge opportunities. As we all know, it is when the fundamental elements of our world begin to change we often question our choices in where and how we live, a core element of which is the very work we do. There lies opportunity for us to do our very best work. Supporting, challenging and helping a client shape and reshape their thinking to address the unsettled work state. To help a client move from uncertainty to certainty draws deeply on our knowledge, skills and experience as coaches and career experts.

This is a time where we can help out clients and therefore our businesses to thrive, by readying ourselves for continuous change we remain agile and relevant.

We wish our members a successful and abundant run up to the end of the year.

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## Career Implications of Brexit

The changes that are set to take place in the European Union following the UK's Brexit decision will have a significant impact on the career landscape across Europe and beyond. The ACF will continue to monitor the impact that changes will have on the career landscape. This is the first of a series of articles which will be published over the months and years ahead.

After a slow start the Brexit negotiations are beginning to take shape. Early indications on how this will tangibly affect career trends have been hard to find but now a clear picture is emerging.

### 1. Business confidence has dipped

In the UK in particular businesses are showing signs of real caution. This has had an impact on the senior hiring market in particular where the number of opportunities and the number of recruitment processes that reach successful conclusion has slowed significantly during 2017. A secondary factor has been a certain 'wait and see' approach as organisations that trade globally review potential changes that may need to be made to commercial operating structures. Whilst businesses that do not trade globally are less affected directly the underlying caution has an indirect effect both in terms of labour supply and market buoyancy.

### 2. Certain functions more vulnerable than others

Early indications suggest that traditional head office functions are most likely to be affected by location and scale. In Q2 2017 the level of UK based senior marketing roles fell sharply whilst across Europe new roles were emerging. Regional finance, Supply Chain and HR are likely to follow.

### 3. Brexit Specific roles

There will be a group of roles that will emerge on either a permanent or fixed term basis to deal with the host of new challenges Brexit brings. There will be a demand for project leads, strategists, planners and corporate governance roles. These roles will become more evident in the final quarter of 2017 and early 2018. As Brexit shapes further we are likely to see a demand for further specialist roles developing.

### 4. Changing boundaries

Inevitably the need for legal entities to optimize new trade boundaries will impact where a role is based and how non-European organisations approach their structure in the Eurozone. This will have a direct impact on how we as career professionals work in supporting our clients make a different set of decisions. For many years London has been a net importer of talent but now new centres in Amsterdam, Frankfurt and Luxembourg to name but three are emerging.

The net effect so far of Brexit is largely positive in Europe but for those in the UK who want to pursue a global career the landscape is not as favourable at the moment.

Steve Thompson-Martyn

## Will digitalisation render transition career services obsolete?

We all have to face the fact that the digital transformation will revolutionize business models and work as we knew it, but it is still unclear which way it is developing. So we have to cope with the challenges as they evolve.

Digitalisation puts the outplacement industry and the career consulting profession to the test in many ways. We have highlighted some interesting trends and findings below.

### Does information availability inevitably create experts?

The factual and putative transparency often lures customers and candidates alike into considering themselves as career transition experts. Our daily experience shows however, that professionals frequently have to put the expertness into perspective in order to find a common starting point. Accessible information must be supplemented by expert interpretation and solid, proven consulting experience.

### Who benefits from the so-called "transparent" job market?

The increased transparency in the job market benefits candidates who possess optimal qualifications and experience. All candidates with a "handicap", such as mature age, too many or too few jobs and employers, lack of the "right" qualification, will find it more difficult to access the job market. The growing division of labour demands an even higher level of professionalism which will exert additional pressure. Transparency and the underlying IT systems render the job market for many job seekers de facto more rigid.

### Advertisements online can present an issue

Whilst the move to greater online recruitment has many benefits the volume of opportunities published can be both overwhelming but also many of those jobs posted never reach maturity. Here the role for the face-to-face outplacement coach is more important than ever to coach through a frustrating period and also to advise on how to pick 'real roles' and real processes. At these points intervention by skype is really helpful but the key is to ensure that the dedicated career coach who knows the candidate and where trust has been established is the person to provide the support.

### Will the career program remain the same?

Not surprisingly, with digitalisation transforming business and life in general it also has a strong impact on the consulting content. For example, cultivating and nursing a personal network used to be one of the major cornerstones for success. While it is still important, understanding social media and how to deal with digital portals have become just as - if not more - important. Simultaneously, we have to continue to adapt the tools and methods we will be using in the delivery of our content.

### Will career transition services become a commodity or simply disappear?

Career transition counselling is not an isolated industry but is highly intertwined with all industries and deeply affected by the developments in the world of work. So it is safe to assume that career transition services will become much more complex as we - as career coaches- have to anticipate the influence digitalisation will have on the careers of our candidates.

Strange as it may seem the latest digital developments make the job market even more elusive for many candidates. Digitalisation actually increases the demand for high-quality career counselling services rather than eliminating it.

We as career transition advisors have to stand up to the challenge of observing and interpreting the digital world, integrating technical accomplishments while preserving the essence of our work: respect each candidate as a human being and develop individual solutions to help them find and start a new position.

Herbert Mühlenhoff



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A new item in our newsletter the ACF AGENDA. A selection of HR events, meetings or milestones which you as a HR professional shouldn't miss. Please feel free to send us your news or items to place on the agenda for our next newsletters.

## ACF Agenda: HR events not to be missed.



Conferences and Seminars in Europe offered by Euro Guidance

05-07 OCT 2017

**NICE Conference 2017**  
**International Guidance Conference**  
Venue: Padua Italy

06-08 OCT 2017

**Alliance for International Education conference**  
Venue: Amsterdam, The Netherlands

19-20 OCT 2017

**Conference for researchers** in the field of transitions, career learning and career competence  
Venue: Stockholm

10-11 NOV 2017

**Career Guidance in a Changing World**  
Venue: Prague

04-07 DEC 2017

**XIV International Organizations** Career Development Roundtable and Careers Fair  
Authoring Change: Careers, Culture, Building Trust  
Venue: Dublin, Ireland

