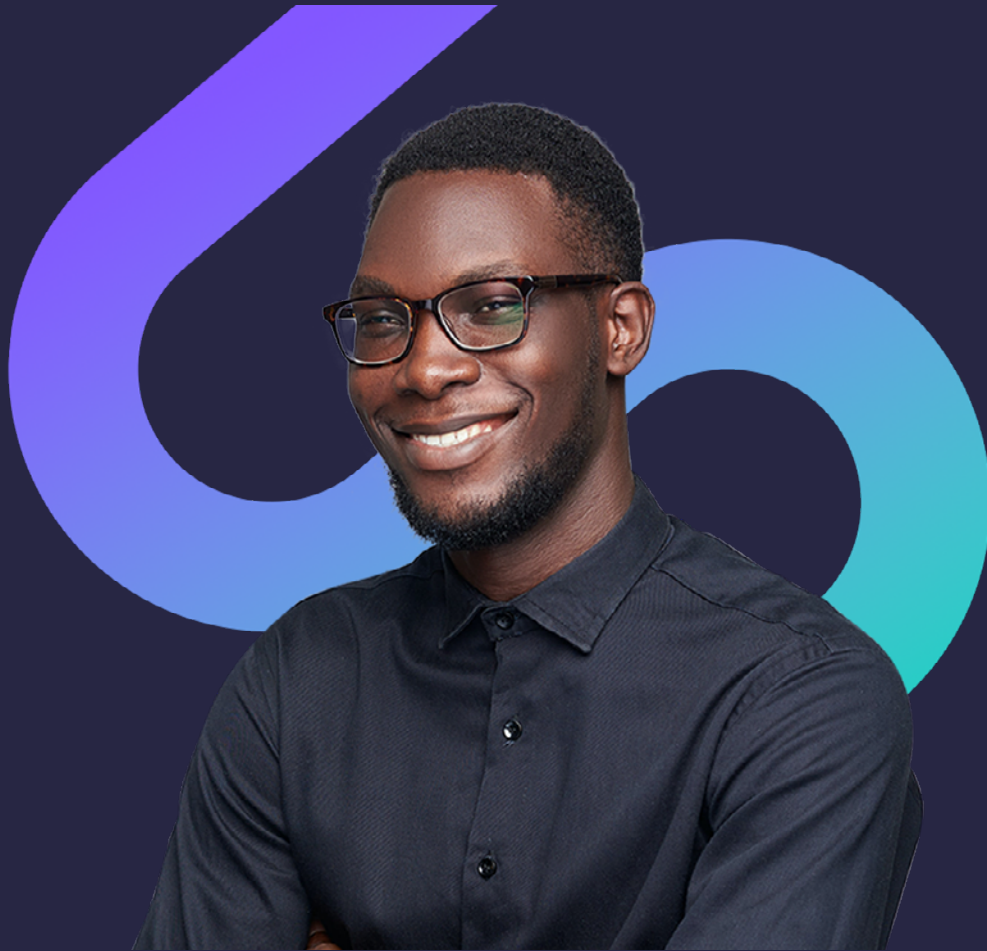




Schulich
School of Business
Executive Education Centre

| YORKU

Schulich ExecEd Career Mobility & Skills Report 2022



Work is changing. Skills are too.

Learn which skills set you apart and
accelerate your career growth.



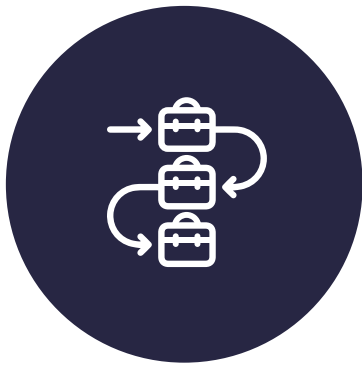
Schulich ExecEd surveyed 500 professionals, managers & directors across multiple industries to learn about changes in their workplaces and careers.

The following report shares insights on top trending skills and career mobility in today's work environment.

Report Takeaways

Schulich ExecEd Career Mobility and Skills Report identified several key learnings.

The following are the **top 4** :



Employees are **willing to change their job** at an alarming rate.



Employees **want skill development fast** for both soft and hard skills.



There are **gaps in four sets of skills**: (1) hard skills, (2) soft skills, (3) skills that are necessary to perform a job and (4) skills that can help excel performance.



Organizations are not adequately prepared to recognize career ambition and credential skill development.

About the Report

Schulich ExecEd surveyed 500 professionals, managers and directors in late 2021 across multiple industries to learn about changes in their workplaces and careers. The goal was to better connect professional development programs to career ambitions and real-world skills.

The survey consisted of 16 questions that identified a respondent's:

- Sector and industry
- Level of leadership and experience
- Career ambition in the next 1 to 5 years
- Ranking of 20 on-the-job skills
- Perception of skills that are necessary to perform in a job
- Perception of skills that can most impact one's career growth

In this survey, responders were identified by employment category. The greatest number of answers, by industry, came from Financial Services, Health Care, Public Service, Manufacturing and Government. Each person was given 20 choices of managerial skills and asked to rank the ones considered most critical to success.

"Of the 500 people surveyed, from over 320 organizations, more than 45 percent of respondents said they are actively seeking a higher position within the next year. Three-quarters of those people are actively looking within their current organization, while the remaining 25 percent say they are exploring options elsewhere."

The results of the survey have yielded insights in two key areas:
Career Mobility and Skill Development.

Our Survey Audience:

> 15%

of respondents were individual contributors, less than a decade in the workforce.

> 12%

of respondents identified as aspiring leaders, in years 3 to 5 of their careers.

> 37%

of respondents identified as mid-level managers, with careers of 4 to 8 years.

> 36%

of respondents described as senior leaders, with 15 to 20 years of work experience.

Key Questions on Career Mobility

Respondents addressed questions pertaining to career mobility.

This included questions that evaluated:

- Their career ambitions in the next year
- Their career ambitions in the next 5 years
- Ambition to stay in the same position with the same organization or with a different organization
- Ambition to be promoted into a more senior role with the same or different organization
- Concerns regarding job security
- Desire to upskill and reskill for career growth

Key Questions on Skill Development

Respondents evaluated each skill and received a score on a 5-point scale that was calculated and compared with other responses, then sorted by employment group. **A list of top 20 skills were surveyed. Schulich ExecEd has separated the list of skills into its own two sets: Non-Negotiables and Level Up Skills.**

Surveyed Skills	
The Non-Negotiables	Level Up Skills
<ul style="list-style-type: none">• Problem solving• Communicating effectively with others• Managing financials• Collaborate with others• Presenting ideas and strategies• Managing relationships• Providing coaching• Managing projects• Managing time effectively and efficiently• Handling conflict• Adapting to new environments• Understanding how to improve processes	<ul style="list-style-type: none">• Thinking strategically• Influencing without authority• Assessing and managing risk• Knowledge of emerging technology• Managing and dealing with change• Recovering from a challenging situation• Understanding of how to use data• Ability interpret data in context

*The following skills were not included in the 2021 survey.

Career Mobility

Both Canada and the US are reporting significant shifts to their labor data citing month over month record numbers of people quitting their jobs. The pandemic has seen the significant rise in the number of new organizations, new roles and new career paths that emerged which makes job change tempting. Most survey respondents believe that career prospects would be better at a new employer.

Of 500 people surveyed, more than 45 percent of respondents said they are actively seeking a higher position within the next year. Three-quarters of those people are actively looking within their own organization, while the remaining 25 percent said they were actively looking elsewhere.

With such a large group of employees seeking new opportunities (55% combined), organizations face the risk of losing high potential talent to missed opportunities in developing their skills or recognizing their ambition. Organizations, specifically Learning & Development and Human Resources leaders, need to respond to the demand for new skills and create career pathways that meet the needs of their top talent.

Key Survey Statistics

45% of respondents are actively looking to advance within the next year.

10% said they will be changing career paths.

IN 1 YEAR

Q7. Where do you see yourself one year from now?

Working in the same position...

40%

Looking for a similar job...

5%

Working my way into a higher position with the same organization...

32%

Working my way into a higher position with a different organization...

12%

Changing my career path...

10%

Thanks to technology, two years of pandemic response and personal re-evaluation, the workforce is 'on the move' causing professionals, managers and leaders to plan their next steps more strategically.

IN 5 YEARS

Q8. Where do you see yourself five years from now?

Working in the same position...

40%

Looking for a similar job...

4%

Working my way into a higher position with the same organization...

38%

Working my way into a higher position with a different organization...

22%

Changing my career path...

19%

Acknowledging the significant gap between where individuals see themselves 1 year from now and 5 years into the future, corporate ladder climbers want to ascend more quickly post pandemic 2021-22.

25%

Of respondents indicated that they will be actively looking for employment elsewhere from their existing organization. In other words, 1 out of 4 workers are willing to leave their current role within the year. This is a staggering number that can impact an organization's ability to retain top talent, stabilize human capital costs and build institutional knowledge. **With the current pace of change, it is imperative that organizations rethink their talent management strategies** that include employee retention in a way that is faster with more tangible results. **Leaders in talent development need to identify the right skills for each level in the talent pipeline and identify a partner that can help them upskill and reskill quickly.**

Your 'next step' is personal.

Schulich ExecEd is well attuned to your choices:

- Explore Job Mobility (i.e.: lateral, upward, fresh start)
- Express Desire to Upskill/Reskill (i.e.: new skills for current work)
- Identify Skill Gap (i.e.: where are my gaps?)
- Identify the Right Program (i.e.: education advice)

Career Mobility Options for Professionals, Managers and Senior Leaders

Three choices for 'what's next' emerge clearly from this data. Those actively looking elsewhere identified these potential moves:



Lateral

Making an internal job change to gain a new perspective and acquire new knowledge.



Upward

Pursuing a higher-ranking title, greater responsibility and more income, complementary skills or awards/prestige.



Fresh Start

Changing employers or industries to seek different opportunities or a career reboot.

Desire to Upskill, Reskill and Enhance Employability

The shifts in the market have led to inevitable changes in the nature of work. Work is more digitized, remote, automated and more complex, hence the reason employees and leaders feel concerned about their employability for their current and future roles. There is a clear gap in demand and supply of skills. To close the gap, organizations and their staff, including their leadership team, are analyzing what further skills they need to perform their roles better (upskilling) and what skills are required to do a different role (reskilling).

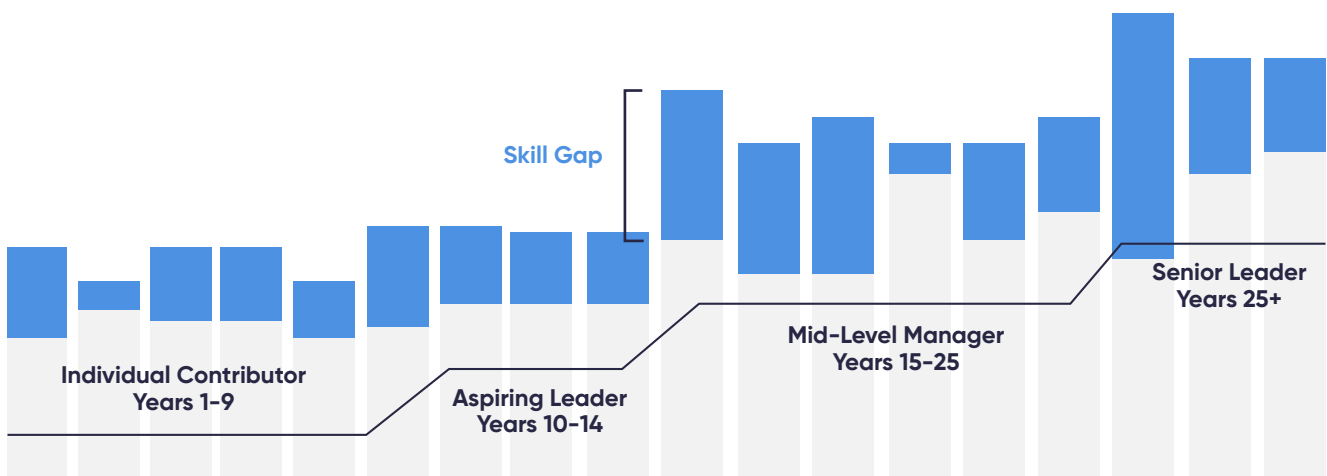
Upskilling, the process of learning new skills, and reskilling, the process of learning adjacent skills to do a different job are two keywords in the talent management space. 79% of respondents feel that this is a perfect time to upskill and reskill. The skill gap is creating a demand for training that will give leaders practical and recognizable skills they can apply to their current and future role at a degree that has never been seen before. Only 2.5% of respondents feel it is currently not a good time to upskill or reskill themselves or their staff, further highlighting the pressure organizations will be under to equip their staff with skills that will help them perform better in their current job and skills that will help them do different work.

79%

Of respondents expressed a considerable desire to close the skill gap, upskill and reskill.

Key Survey Statistics

79% of respondents expressed a desire to close a skills gap, upskill or retool leadership knowledge.



Organizations Need to Meet Desire with Opportunity

With a large percentage (79%) of managers and senior leaders expressing a desire to close a skills gap, upskill or reskill coupled with a growing desire to advance their careers, it is critical for organizations to double down on their talent investment.

Risks of Not Meeting Desire

The business risk of not creating new training opportunities for staff and management is too high to ignore. The implications of losing key talent to competitors at a time when finding new talent are equally challenging has an exponential impact – it's attacking talent from both sides.

Q11. Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to be upskilled and/or reskilled?

A good time to be...

78%

A bad time to be...

2%

Cannot say

19%

Answered: 430 | Skipped: 45



Skill Gap

The pandemic has accelerated and exposed areas of opportunity within the workplace. Remote work, agile management, equity, diversity and inclusion, skill development, employee career empowerment and digital organizational acumen were on many organizations' radar well before 2020. The sheer speed and force of the pandemic shed light on what many organizations already knew – their staff need new and desire new skills that will help them perform in their jobs (non-negotiables) and set them apart (level up). Schulich ExecEd has separated the skills into two sets: Non-Negotiables and Level Up.

Today's Skills are Ordinary. Tomorrow's Skills are Necessary.

Respondents rated

20

skills on their importance to today's skill gap and career advancement.

Key Survey Statistics

79% of respondents expressed a desire to close a skills gap, upskill or retool leadership knowledge.



What are the Non-Negotiables?

The Non-Negotiables are a set of skills that managers and senior leaders require to function effectively in their jobs. These skills are **expected for standard performance**. They are what executives expect from their managers and senior leaders with very little compromise. Missing out on any of the Non-Negotiables poses a risk because **without them, standard performance becomes challenging**. For many managers and senior leaders, they have earned their role as a leader in the organization by sheer determination, time on the job and subject matter expertise. Most managers and senior leaders will check the boxes on the Non-Negotiables just by way of time, experience and some training or formal education. However, even checking the boxes on most of the skills isn't quite enough. Hitting the mark on Non-Negotiables alone is an uphill battle because skills evolve. Projects and problems

become more complex. Relationships, hierarchies and reporting structures change. And the external forces that once seemed insignificant in the past are now knocking at the manager and senior leaders' door. All this to say, managers and senior leaders cannot take their Non-Negotiable skills for granted. They need to keep refreshing them for our evolving climate.

The following Non-Negotiable skills were ranked by their impact on one's career. As expected, many of these skills topped the list even in comparison to the Level Up skills signaling a common and general understanding that **they are unequivocally necessary to function in a role** and build on top of. They are foundational in nature. Without them, the chances of incremental career growth and standard job performance are unlikely.

"New breeds of managers are emerging from the past few years, empowered by technology and with heart - collaboration, empathy and trust."

- Rami Mayer, Executive Director of Schulich ExecEd at Schulich School of Business, York University.

Ranked By Impact on Career

- #1 Communicating effectively with others
- #2 Problem solving
- #3 Managing relationships
- #4 Collaborate with others
- #5 Presenting ideas and strategies
- #6 Understanding how to improve processes
- #7 Managing time effectively and efficiently
- #8 Handling conflict
- #9 Adapting to new environments
- #10 Providing coaching
- #11 Managing projects
- #12 Managing financials

Soft-Skills Top the List

Across the board, desired skill priorities focused on the interpersonal - some call these "soft skills" or "emotional intelligence" because they reflect concern for others, transparency in dealings or fairness, well-being and sustainability in its many forms.



What are the Level Up Skills?

The Level Up skills are a set of skills that managers and senior leaders require to propel themselves and their team forward. These are the **future-focused skills that distinguish them from their peers**. They are what executives hope for from their managers and senior leaders. For some managers and senior leaders, they have had the privilege to inherit or adopt these skills earlier in their career. It has led to successes in their career pathway and their contribution to the organization.

Managers and senior leaders with Level Up skills can transcend beyond the trees to see the forest. They capture and demonstrate the essence of leadership with the foundational skills and weave in these Level Up advanced skills that can transform an organization.

However, Level Up skills alone are not enough to get the job done. It is their combination with the

Non-Negotiables that check all the boxes, achieve performance and lead to accelerated career growth. They are the skills that leading organizations look for and foster. They are challenging to teach and are typically time sensitive or impacted greatly by trends (i.e.: digital).

The following Level Up skills were ranked by their impact on one's career. The list signals a need for a combination of soft and hard skills that include broader thinking, leading under ambiguity, understanding the digital landscape and harnessing the power of data.

Without these skills, managers, senior leaders and their teams operate at status quo making accelerated or exponential growth in careers and organizational objectives a longer more challenging goal.

"Today, it's about speed and adaptation, defining and maintaining core values while also navigating rapid change."

– Rami Mayer, Executive Director of Schulich ExecEd at Schulich School of Business, York University.

Ranked By Impact on Career

- #1 Thinking strategically
- #2 Managing and dealing with change
- #3 Ability to read, write, and communicate data in context
- #4 Influencing without authority
- #5 Understanding of how to use data
- #6 Assessing and manage risk
- #7 Recovering from a challenging situation
- #8 Knowledge of emerging technology

Strategy and Hard Skills Top the List


Combination of soft and hard business skills top the list signaling the need for business training

What Next for Professionals, Managers, Senior Leaders and Organizations?

The return-to-work, shifts in the economy and introduction of new roles will provide new opportunities for both career mobility and skill development on both the employer and employee side. Employees will need to reflect on their career goals, design new career pathways and enhance their skills. Employers will need to develop new talent management tools and provide upskilling/reskilling opportunities to foster their talent faster.

Schulich ExecEd has developed a To-Do list to help employees and employers address immediate career mobility and skill needs.

Employee Schulich ExecEd To Do List

- ✓ Validate your skill development. Look for micro-credentials or skill badging to validate you have earned new skills and showcase skills to your employer. 
- ✓ Learn what Upward and Lateral means in your organization before choosing the Fresh Start option and moving to a new employer and competitive situation.
- ✓ Create an inventory list of Non-Negotiable and Level Up skills. Identify skill gaps, in your own career or personal inventory, as a critical early step toward future success. Consider asking what skills are missing and how you might build those abilities for a future job's role.
- ✓ Explore skills and knowledge that you think will be useful for longer-term career demands. Adding new skills is vital to staying current and marketable in recruiting for moves within your field.
- ✓ If you are considering a Lateral, Upward or Fresh Start career move, ask what that means to your organization and your supervisor. Expressing interest or being clear about learning the pathways that are open might clarify whether your expectations are on-target.

Employer Schulich ExecEd To Do List

- ✓ Re-examine skill needs across the organization. Identify skill gaps using the "Non-negotiables" and "Level Up" skills as a benchmark. What are the absolute must-haves to function in a job? Identify the gaps in the must-haves across the organization and immediately establish a plan to close them. Pin down the Level Up skills and identify high potential talent within the organization who will benefit most from training on Level Up skills.
- ✓ Recognize and celebrate new skill acquisition. Acknowledge employee development immediately and reward it with application opportunities.
- ✓ Put your ear to the ground fast. Listen to the employees and their career desires, skill development needs and what they deem to be useful and necessary to meet their objectives. Collect insights from all leaders. Be inclusive. Ask everyone.
- ✓ Clearly define Upward and Lateral pathways in the current climate. It is likely the introduction of new skill needs and business models have shifted pathways, created or limited opportunities.
- ✓ Explore new business models, ancillary business opportunities and new trends in your industry and others. Learn what the competition is doing in both business and talent development. Being aware of what is happening in your sector and any competing opportunities that may take talent away from your organization.



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