



ISSUE  
**05 THE NEWSLETTER FROM THE CAREER STAR GROUP – 1<sup>ST</sup> QUARTER 2015**



**Bev White, Chair of the Career Star Group.**

**Welcome to the latest edition of the Career Star Group’s Newsletter.**

Earlier this month I had the pleasure of addressing an audience of 500 senior HR professionals on the subject of careers, emphasizing the importance of putting aside generational stereotypes and preconceptions; focusing instead on understanding the individual and their personal aspirations.

We also touched on the future of work and in particular the MEGA trends that will impact it in coming years, including the impact of technology and the potential of a “bot-based” labor force. It’s a scary thought isn’t it? It’s also a not-too-distant possibility.

Add to this research by the US Department of Education that suggests that “60% of all new jobs in the 21st century will require skills possessed by only 20% of the current workforce,” and it becomes evident that organizational change will remain consistent, and equipping your leaders and employees with skills to deal with change will become ever more critical.

We cover this in some detail in this quarter’s newsletter along with an overview of the growing trend amongst Turkish organizations to support their employees through business change. We hope you find it interesting.



**Andrew Kirby-Pugh, Regional Delivery Manager, Penna**  
**Shaping and Establishing a Change Culture:  
The Role of HR?**

As we climb out of the recession and are looking at recovery strategies, one thing is clear: the business world both today and in the future will feel radically different from the more stable days of old, and will require full recognition that change will forever be a constant. No longer can we settle for complacency and business as usual philosophies. And certainly for employees, the days of ‘jobs for life’ with just one or two organizations is a thing of the past.

Organizational change will always happen, not just as a result of pure economic and cost pressures, which will always be prevalent, but also through business growth, whether organic or from merger and acquisition. Throwing in other variables such as constantly shifting consumer patterns and the realignment of product and service offers, increased internationalism, advancing technological innovation, locational and business infrastructure demands and evolving skill and people demographics means that change will not only govern business operations but it will lead to an acceleration in the speed or cycle of change itself.

Acceptance of change is an immediate need and if HR is to retain any credibility and have a strategic role, it will be by shaping and establishing a change culture within organizations and putting in place tangible support to deal with it.

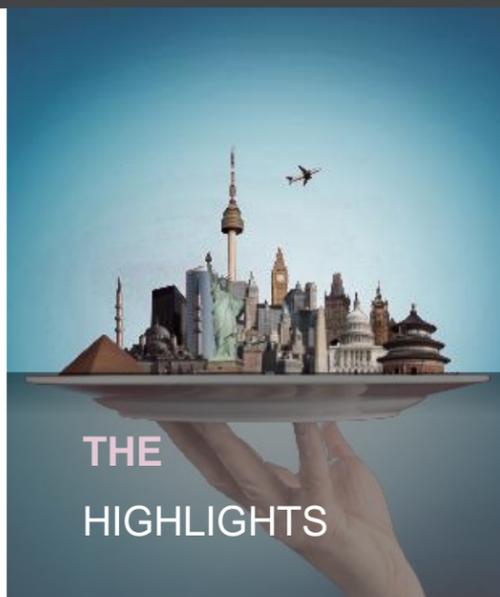
Now is the time for HR to embed an understanding of change, the theories and academics behind it. Waiting until the next change happens will be too late; by then the focus for managers, and more specifically for leaders (as there is a difference) – will be dealing with the situation. Leaders won’t want the theory, needing instead to balance their energies in three ways:

- By considering the impact of the change on themselves
- By considering and supporting their teams through the change
- By continuing in a leadership role to help the business operate and prepare for the future

Leaders will need knowledge and techniques to help them emotionally and tactically; they will need to know the immediate business context, know what help is available for them and others, know how to recognize support required by others and know how to provide it and fundamentally know how to action plan and transition through the change process.

Left alone, leaders are likely to flounder and cultural and reputational damage will be done, not only to those directly affected by the change but also amongst those ‘survivors’ left within the restructured organization.

Investment in building a change culture early alongside the development of contingencies for change and workforce flexibility, before the inevitable next change happens, seems to be the strong lesson learned from the recent economic downturn. HR’s presence is no longer about supporting a business as consultative partners ; it’s about being part of business strategy at top level, driving people streams and owning implementation programs.



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**ABOUT CSG**

**Outplacement  
Support, Anywhere**

**A partner of choice**

**We have worked with  
7000 organizations  
worldwide**

**Experience in  
delivering  
outplacement  
services**

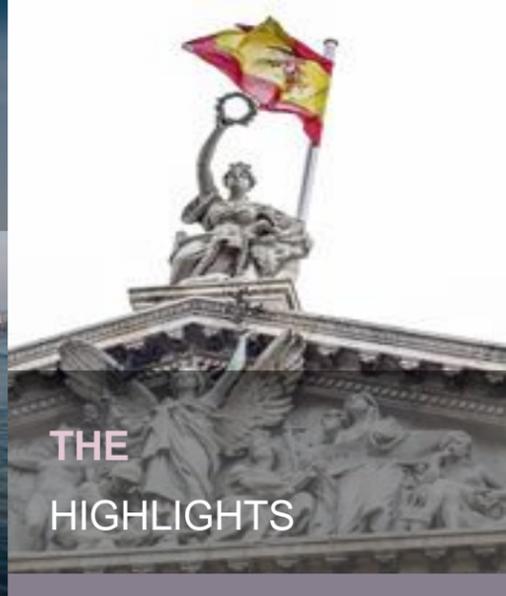
**46 years and more**

**Global presence**

**800 offices in 73  
countries**

**Scalability-**

**Last year we helped  
over 100, 000  
individuals**



**Joan O'Rourke, Career Star Group Member  
Partner, OneWorld Consulting  
Outplacement in Turkey**

With a population of an estimated seventy-five million people and with half being under the age of thirty years, Turkey is one of the most dynamic and fast growing economies in the world. According to recent statistics, Turkey is ranked as having the fourth largest labor force among European Union countries. Over the past decade, the GDP has grown three fold reaching over USD 800 billion in 2013, making Turkey an industrial powerhouse in its region.

Outplacement is becoming better known in Turkey and understood as an important part of the employee lifecycle process. Though it is still a non-typical practice and the market is small, it is starting to now grow significantly. It provides support to our clients during times of change and forms an important part of their strategy of how to manage departing employees. As outplacement is a developing service offering in Turkey we often find ourselves introducing and explaining the benefits of outplacement to human resources professionals, outplacement candidates and executive management teams. We have seen the level of awareness of the value outplacement can bring increase over the last few years and this has resulted in an increasing number of Turkish as well as international companies requesting outplacement services.

Our outplacement clients tell us they see the benefits both for their departing employees and for the ones who stay behind. We have traditionally seen outplacement being provided to top level executives but we are also seeing an increase in the uptake of outplacement for employees at different levels within an organization. Typically for senior executives this is a face-to-face program of a longer duration than for mid-level managers, with group programs being requested for lower level employees.

Currently, there are no legal requirements regarding the provision of outplacement services to departing employees in Turkey and there is no indication that this is likely to change anytime soon.

We are still seeing that most job opportunities for our outplacement candidates are concentrated in the larger Turkish cities, mostly Istanbul, but increasingly in the larger industrial cities of Adana, Bursa, Gaziantep, Izmir and in the capital, Ankara. We view this as a positive development but it still remains a challenge for professionals to find work in the second tier cities.

Age is another important issue for our outplacement candidates. While we actively support and promote diverse hiring processes among our clients, unfortunately, job opportunities for older employees tend to be limited as clients still favor hiring younger people. We also see that it remains difficult for older, more experienced executives to switch professions and sectors as employers usually look for experienced people and often view those coming from another sector as a hiring risk. However, we work hard to challenge the views of our clients on this and believe things are changing slowly.

The length of time it takes for an outplacement candidate to find a new role depends on the individual's experience and expectation. We are seeing that it usually takes up to six months for middle level managers to find a new role and for senior executives it can take six to twelve months. We have not seen a significant change in this over the last two to three years.

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## Outplacement Support, Anywhere

**A partner of choice**  
**We have worked with 7,000 organizations worldwide**

**Experience in delivering outplacement services**

**46 years and more**

### Global presence

**800 offices in 73 countries**

### Scalability-

**Last year we helped over 100,000 individuals**

## HR MOVES

### Who has a new role?

Christian P. Illek will become the new Board Member for Human Resources at Deutsche Telekom. Illek currently serves as Managing Director of Microsoft Germany.

Wolfgang J. Wilms is Vice President Human Resources and Legal Affairs at CEVA Logistics. Helge Süreth, previously working as HR Director, has left the company.

Ogilvy and Mather announced the appointment of Scott Murphy to Worldwide Chief Talent Officer. Murphy most recently served as Senior Vice President of Human Resources at Turner Broadcasting System, Inc.

Gentherm announced that veteran global human resources executive Erin Ascher has been named Vice President-Talent Development and Chief Human Resources Officer.

Alexander Sixt was appointed to the board of the car rental company Sixt. The son of CEO Erich Sixt will be responsible for the overall operational human resources and the management of all shared services and management functions.

Bata International has named Rafael Salardi their new HR Manager.

Simona Introini is the new HR Director of Sandoz Italia.

General Cable Corporation announced that Sonya Reed has been promoted to Executive Vice President, Chief Human Resources Officer (CHRO). Sonya was previously the Company's Senior Vice President, CHRO.