

# Why & How People Change Jobs In ANZ

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Attract, recruit & empower top talent with these  
2015 insights from 10.5K+ recent job switchers

**LinkedIn** Talent Solutions



## Why read this report

Candidates are more open to your jobs now than in the past 5 years yet it's still hard to get their attention. To help you cut through the clutter & appeal to people's deepest motives for changing jobs, we asked 10.5K+ LinkedIn members why they switched. We discovered a wealth of information to help you:

1. **Attract:** Persuade with the right messages
2. **Recruit:** Prioritise the right sources of hire
3. **Empower:** Retain those who would've stayed

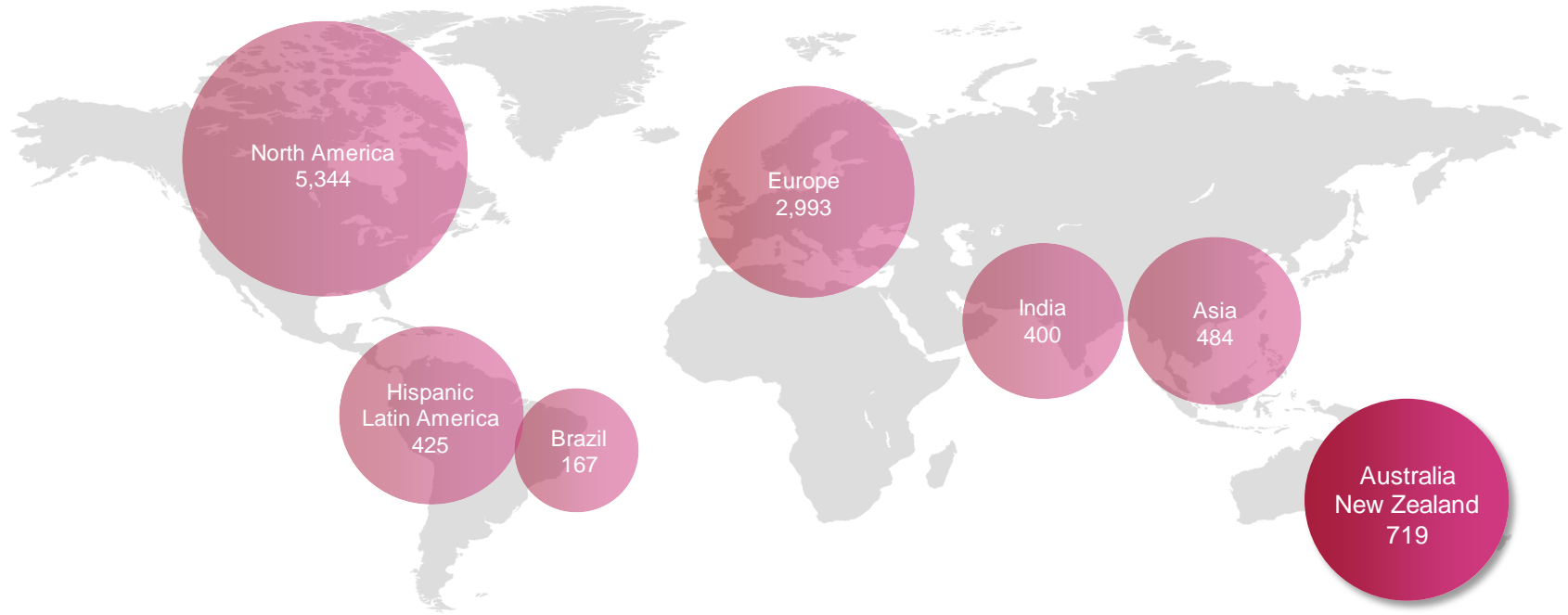
Recruiters in ANZ who can connect people with great career opportunities & leaders will hire better, faster. Learn more inside.



# ANZ job changers leave bad leaders & overcome false assumptions for better opportunities

- 1 **Invest in referrals**, the #1 way people in ANZ discover new jobs. **Online channels** are particularly popular in ANZ
- 2 Showcase your **talent brand**: The #1 obstacle to changing jobs – **Not knowing what it's really like to work somewhere**
- 3 **Job changing challenges** unique to ANZ: **Inaccurate assessments & assumptions**
- 4 Appeal to the top reasons people in ANZ change jobs – **Career opportunity & better leadership**
- 5 What **women** in ANZ want in a job – A great **culture, pride in their work & better leaders**

# To see why & how people in ANZ changed jobs, we surveyed 719 recent job changers about their big move



Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015).  
Surveyed those who moved to a new company between Dec 2014 and Mar 2015.

# 1 Attract

Tap into what makes people in ANZ tick for your jobs:

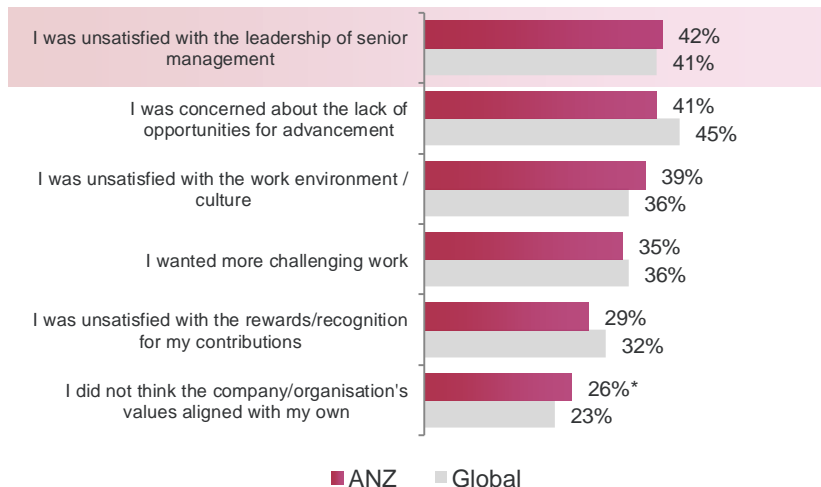
- ✓ Why people in ANZ change jobs – Career opportunity & poor leadership
- ✓ What women in ANZ want in a job – A great culture, pride in their work & better bosses
- ✓ A talent brand opportunity: The #1 obstacle to changing jobs is not knowing what it's really like to work somewhere



# Why people in ANZ change jobs – Career opportunity & poor leaders

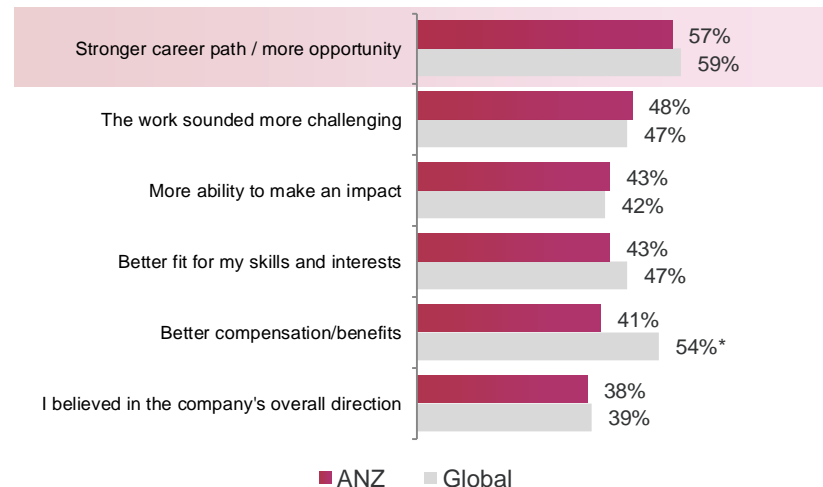
## Why they left: Concern about senior leadership

Top reasons people left their old job (ANZ vs global average)



## Why they joined: Hope for career opportunity

Top reasons people joined their new job (ANZ vs global average)



Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing ANZ vs global average.

"Which of the following contributed to your decision to leave your previous employer / accept the job at your current company?"

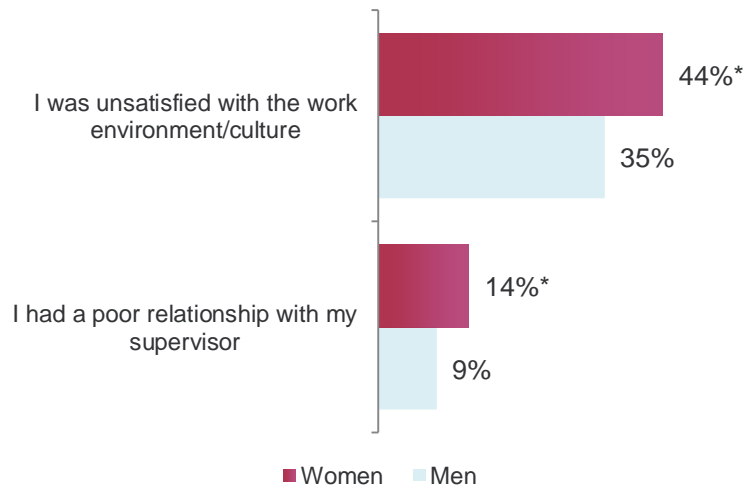
\*Marks a statistically significant difference at the 90% confidence level (ANZ more likely to cite reason vs global average).



# What women in ANZ want in a job – A great culture, pride in their work & better leaders

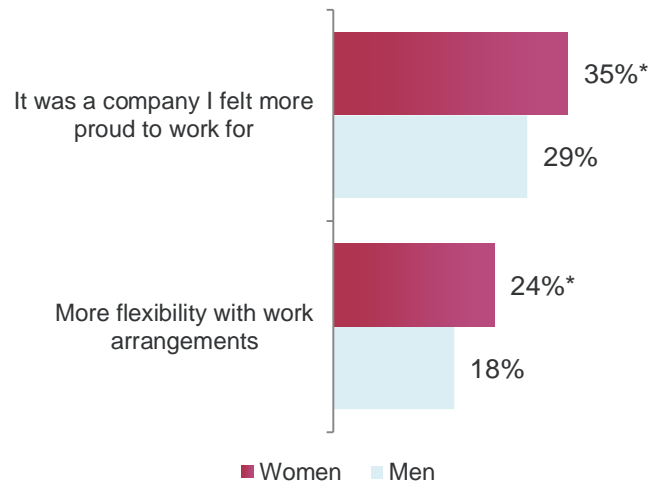
## Why women left: A bad culture or leader

*Unique reasons women left vs men*



## Why they joined: Pride in their work or flexibility

*Unique reasons women joined vs men*



Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing women vs men average in ANZ.

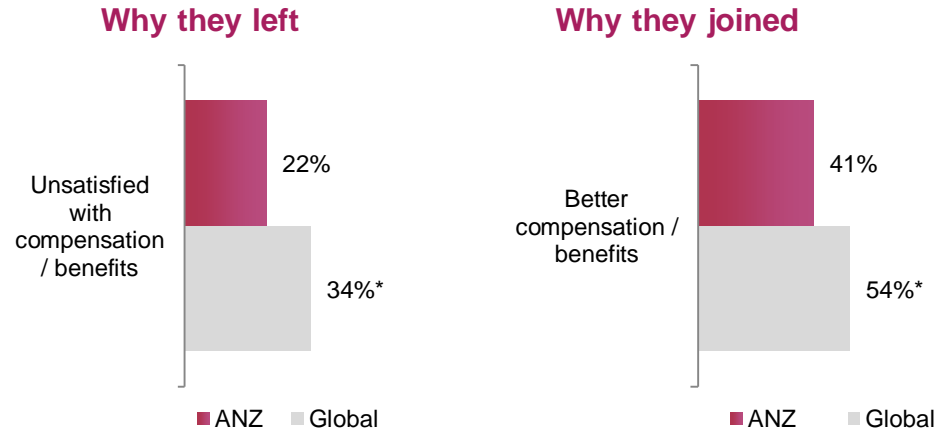
"Which of the following contributed to your decision to leave your previous employer?/accept the job at your current company?"

\*Marks a statistically significant difference at the 90% confidence level (ANZ women more likely to cite reason than men).

# Money matters less to ANZ job changers & some are willing to take a pay cut

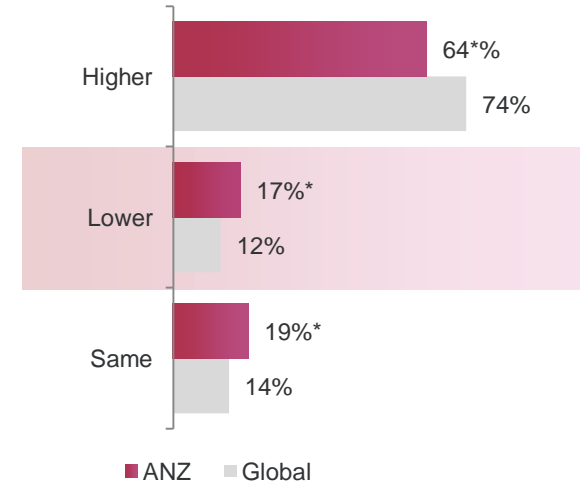
## Why they changed jobs – Not money

ANZ vs global average



## They are more willing to take a pay cut

ANZ vs global average



Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing ANZ vs global average.

"Which of the following contributed to your decision to leave your previous employer / accept the job at your current company?"

"How does the compensation package offered for your current role compare to that of your previous role? Please consider your compensation package to include base salary and bonuses. Compared to my previous role, my current compensation is..."

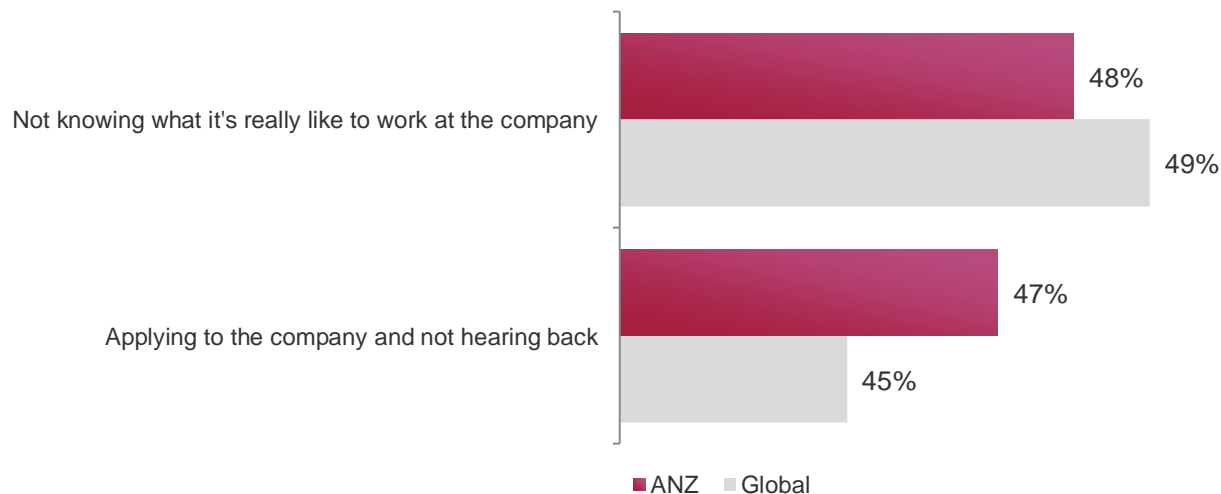
\*Marks a statistically significant difference at the 90% confidence level (ANZ more/less likely to care about money or have lower pay in the new job).



# Showcase your talent brand: Job changers' #1 obstacle is not knowing what it's like to work somewhere

## Top 2 challenges faced by ANZ job changers

*% who faced challenge in ANZ vs global*



# 1 in 3 leave to change careers

**33%** **Career Changers**  
New company  
Different function  
(among those we surveyed)

**67%** **Lateral Movers**  
New company  
Same function  
(among those we surveyed)

Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing ANZ average of survey takers.

"Which of the following best describes your previous role (prior to your recent job change)?" & "Which of the following best describes your current role?"

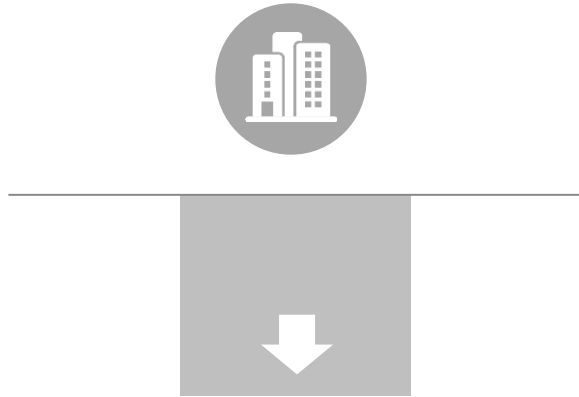
"Lateral Movers" defined as those who stayed in the same function and switched companies. May have changed titles or received a promotion.

"Career Changers" defined as those who changed functions and switched companies.

# Others leave for smaller organisations, as seen on LinkedIn's platform

## Large organisations lose ANZ talent

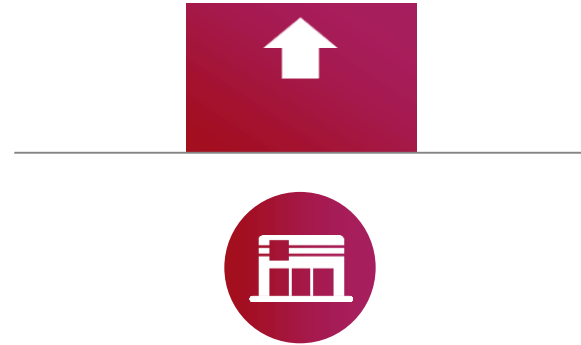
*Net # of job changers in ANZ joining/leaving organisations with 5K+ people*



■ Organisations with 5K+ people

## ...as small organisations gain

*Net # of job changers in ANZ joining/leaving organisations with <500 people*



■ Organisations with < 500 people

Source: LinkedIn member data looking at the number of people who changed companies in 2014. We analyzed the behavior of millions of members in ANZ on LinkedIn. Specifically we looked at those who changed companies in 2014 and may have changed functions or industries. We are NOT including internal promotions/transfers.

# 5 ways to tap into what makes people in ANZ tick for your jobs

- 1 Offer career growth, not jobs:** Appeal to the #1 motive for changing jobs. Close candidates on career opportunity not compensation. Describe the work and expected results, not the background requirements and personality traits to be checked off.<sup>1</sup> Share examples of strong leadership & effective management.
- 2 Strengthen your diversity recruitment strategy:** Recruit women by highlighting the great culture, work & an organisation they would be proud to work for, and quality leadership. After you recruit women, back up your promises.
- 3 Create & share talent brand content:** Candidates' biggest frustration is not knowing what it's like to work somewhere. Share content about what it's really like to be an employee – perks, warts, and all.
- 4 Don't dismiss career changers:** A whopping 1 in 3 people in ANZ changed careers<sup>2</sup> (among those who took our survey). Be open to recruiting them. Assess how their transferrable skills and accomplishments apply to your role.
- 5 Infuse your employer value proposition with small organisation traits:** People in ANZ are flocking to smaller organisations. Recruit entrepreneurially-minded professionals by emphasizing small organisation traits related to challenge, impact, vision, and culture.

<sup>1</sup> Lou Adler & LinkedIn Recruiting Master Class webcast series, (Apr-Jun 2015).

<sup>2</sup> Career changer defined as someone who moved to a new company and changed their function.

## 2 Recruit

Tailor your recruiting & sourcing strategy to recruit the best people in ANZ:

- ✓ Invest in referrals, the #1 way people in ANZ discover new jobs
- ✓ Online channels are particularly popular in ANZ
- ✓ Job changing challenges unique to ANZ: Inaccurate assessments & assumptions



# Invest in referrals, the #1 way people in ANZ discover new jobs



## Referrals are the top career channel ANZ job changers use

*Top ways people in ANZ first discover the new job*

- 1 Referrals / Someone I know
- 2 Third-party websites or online job boards\*
- 3 A 3<sup>rd</sup> party recruiter / headhunter / staffing firm
- 4 Social professional networks
- 5 Online Advertising\*

Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing ANZ average.

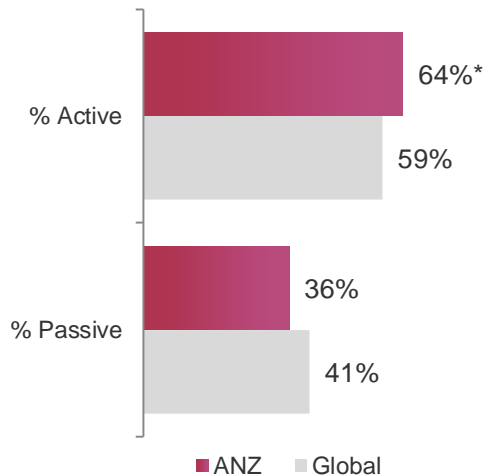
*"How did you first read, see or hear about the new job opportunity (your current position)?"*

\*Marks a statistically significant difference at the 90% confidence level (ANZ more likely to hear about the new job through this channel than the global average).

# Recent ANZ job changers were more active & landed their new role in record time

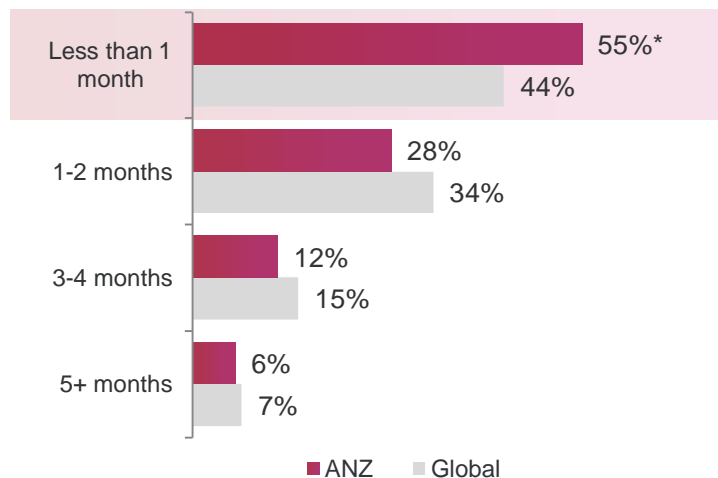
## ANZ job changers are more active

% active job seekers in ANZ vs global



## And they took less time to change jobs

Length of time to get the job (ANZ vs global)



Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing ANZ vs global average.

"Before you learned about the new job opportunity (your current position), how would you classify your job search status?"

"How long did the overall process take – from the moment you found out about the opportunity (your current position) to the day you accepted an offer?"

\*Marks a statistically significant difference at the 90% confidence level (ANZ more/less likely to be active/passive or more likely to hear about the new job through this channel than the global average).



# Don't lose candidates over inaccurate assessments & assumptions, big challenges in ANZ

## Inaccurate assessments & false assumptions are unique obstacles in ANZ

*Top challenges when changing jobs (ANZ vs global average)*



Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing ANZ vs global average.

*"What are the biggest obstacles/challenges when changing jobs?"*

\*Marks a statistically significant difference at the 90% confidence level (ANZ more likely to hear about the new job through this channel than the global average).

# Bolster your diversity recruitment strategy addressing women & Millennials' biggest challenges

## Unique challenges when changing jobs

*Generation & gender skews with ANZ*

	Millennials (Ages 18-35)	Gen X (Ages 36-50)	Baby Boomers (Ages 51+)
Having false assumptions or stereotypes made by interviewers	20%	20%	29%*
Facing difficulty negotiating my salary, title, role, etc.	26%*	18%*	9%
Not knowing which job to apply to	14%*	6%	2%

	Men	Women
Not knowing what it's really like to work at the company	45%	52%*
Being contacted by recruiters who didn't provide me with enough information about the role or company	21%*	16%
Not knowing which job to apply to	7%	11%*

Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing averages within ANZ.

*"What are the biggest obstacles/challenges when changing jobs?"*

\*Marks a statistically significant difference at the 90% confidence level (One generation / gender is more likely to experience this obstacle than the other(s)).

# 4 ways to tailor your sourcing strategy to ANZ

## 1 Invest in referrals, the top ANZ channel for discovering new jobs:

- ✓ Start every search assignment with the question: “Who knows my candidate?”
- ✓ Use LinkedIn to search connections’ connections.
- ✓ Ask, “Who’s the best person you know in (field)?”
- ✓ Don’t call anyone who’s not a recommended top performer.
- ✓ Mention the referrer to maximize your call back rate.
- ✓ On the call, only ask questions that get a “Yes” such as, “Would you be open to discussing a career opportunity?” Develop a deep network by connecting with all candidates regardless of the outcome.<sup>1</sup>

## 2 Don’t lose candidates over inaccurate assessments & assumptions: Find out what unconscious biases exist in your screening and interview process. Find creative ways to prevent those biases from affecting your candidate pipeline & recruitment process.

## 3 To maximise referrals, encourage hiring managers to be brand ambassadors on LinkedIn: Looking at employee profiles is the #1 career activity on LinkedIn. Encourage your hiring managers to refresh their LinkedIn profiles so their contacts are inspired to work at your organisation. Tap into their networks by asking them to share open roles on social media.

## 4 Know your talent pool & uncover hidden gems: Know how many people are in your target talent pool by using essential job criteria to search for them. To uncover hidden talent pools, use Search Insights in LinkedIn Recruiter to view your talent pool by company, school, location, skills, and more.

<sup>1</sup> Lou Adler, LinkedIn Talent Blog, “[How To Get More Referrals To Maximize Quality Of Hire](#),” (May 2015).

# 3 Empower

Retain your best people in ANZ and prevent the dreaded two-weeks notice:

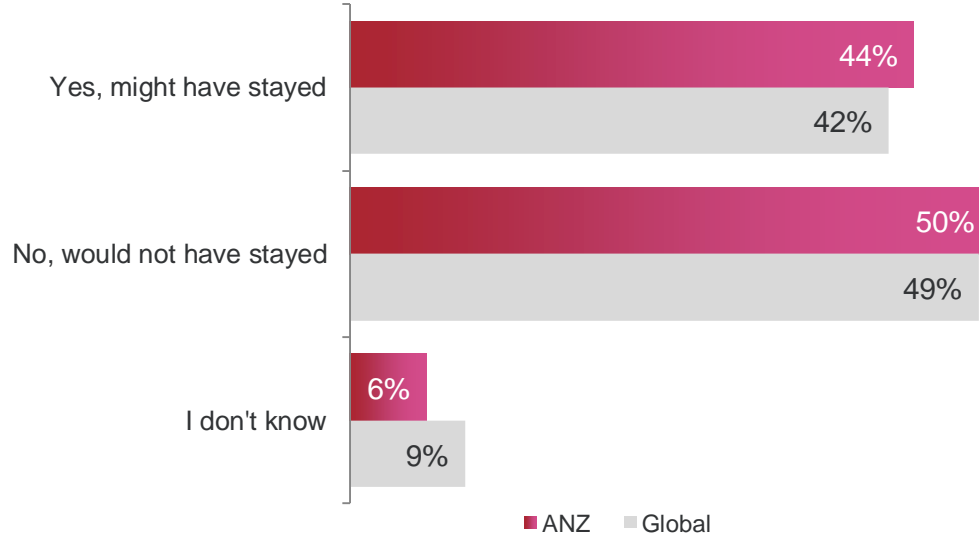
- ✓ 44% of people who changed jobs in ANZ might have stayed if their company had done something



# 44% of ANZ job changers who left said they might have stayed

## People in ANZ might have considered staying

*ANZ vs global average*



Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing ANZ vs global average.  
"Is there anything your previous employer could have done to get you to stay?"

# 4 ways to retain your best people in ANZ

- 1 Pave strong career paths & highlight advancement opportunities:** Your fast-moving employees want career roadmaps and challenging work. If you set clear expectations and give them visibility into opportunities that help them advance their career or skills, they are likely to be more engaged and productive. Train managers to hold monthly career development meetings, open your new job reqs to employees first, and invest to train employees in critical new skills.
- 2 Show them the money (and value):** Look into fresh compensation structures and unique lifestyle benefits that reinforce how your company truly values employee's time, careers and commitment. Get your compensation team to provide competitive pay and offer stay-worthy perks on the job.
- 3 Recognise professional accomplishments, both big and small:** A little thanks goes a long way. Recognising and celebrating talent for their accomplishments makes them feel valued, ultimately building motivation and trust. Train managers to write thank you notes to their team members and celebrate meaningful milestones.
- 4 Create an inspiring culture that invests in long-term relationships:** As [Reid Hoffman](#), [Ben Casnocha](#), and [Chris Yeh](#) discuss in their *New York Times* Bestseller, [The Alliance](#), “a business without trust and loyalty is a business without long-term thinking.” Use their framework to build trust and investment with your employees. Engage your employees with “tours of duty” or a defined assignment with success criteria and mutually beneficial outcomes. Write it down and check on progress regularly.



# Offer career growth, not jobs

People in ANZ are leaving their jobs in search of better career opportunities. Yet recruiting leaders still have a hard time getting quality candidates to respond. Cut through the clutter by showing how your jobs & talent brand connect with people's deepest career aspirations. Reach out to them through friends, family & former colleagues they trust. Attract & recruit the 75% of global job changers who used LinkedIn to inform their career decision. If you do that, you'll transform their careers & your own.





# Methodology

We surveyed **10,536** people who changed companies between Dec 2014 and Mar 2015, as self reported on their LinkedIn profiles and confirmed in the survey. We invited LinkedIn members to participate in this survey through an e-mail invite sent by LinkedIn in March 2015. We offered the survey in English only without incentives. We did not weight the data. The theoretical margin of error for this survey was +/- 1% at the 90% to 95% confidence interval and is higher for sub-groups.

- **ANZ** includes Australia & New Zealand.
  - **Hispanic Latin American countries surveyed:** Mexico, Argentina, Colombia, Puerto Rico, Chile, Costa Rica, Peru, Trinidad and Tobago, Venezuela, Dominican Republic, Ecuador, Uruguay, El Salvador, Guatemala, Bermuda, Bolivia, Bahamas, Honduras, Jamaica, Panama, Belize, Haiti, Nicaragua & Suriname.
  - **Asian countries surveyed:** Singapore, Philippines, Indonesia, Malaysia, China (including Hong Kong & Taiwan), Japan, Sri Lanka, Bangladesh, Thailand, Korea, Vietnam, Myanmar, Cambodia, Kazakhstan & Nepal.
  - **European countries surveyed:** United Kingdom, Netherlands, Ireland, Denmark, Sweden, Romania, Belgium, Germany, Italy, France, Greece, Switzerland, Finland, Spain, Portugal, Israel, Poland, Turkey, Hungary, Norway, Czech Republic, Slovakia, Croatia, Ukraine, Russian Federation, Bulgaria, Lithuania, Austria, Luxembourg, Latvia, Slovenia, Bosnia and Herzegovina, Cyprus, Estonia, Iceland, Georgia, Albania & Belarus.
  - **North America** includes Canada & the USA.
- 

For the company size change analysis, we analysed the job changing behaviors of 7M LinkedIn members globally by looking at members who changed companies (i.e. members who departed one company and moved to a different company) between January and December of 2014. Anyone who was promoted within their company or transferred to a new team internally was **not** taken into account in this report.

To determine where people moved from / to by company size, we grouped members by their previous company size and separately their new current company size. Once grouped, we compared the overall previous and current company size groups by net movement during 2014 to calculate net increases or decreases.

The results of this analysis represent the world as seen through the lens of LinkedIn data. As such, it is influenced by how members chose to use the site, which can vary based on professional, social, and regional culture, as well as overall site availability and accessibility. These variances were not accounted for in the analysis. Additionally, nationality and visa status are not fields included in the LinkedIn profile. Therefore, we cannot make any inferences on the citizenship of our members who were included in this analysis.

# Authors



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Esther enjoys connecting people with opportunities using her marketing, analytics, and design chops. She's excited to work at the intersection of recruiting & technology to help people reach their full potential doing work they love.



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Bo loves working with data and enjoys being a business partner to multinational companies. She's skilled in business analytics, consulting and reporting and experienced in government policy.

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# LinkedIn Talent Solutions

Attract, recruit & empower the best people for your business with LinkedIn. Get access to quality candidates – active and passive, external and internal – on the world's largest professional network of 364M+ candidates. Hire better, faster with LinkedIn's free and paid social recruiting tools.

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