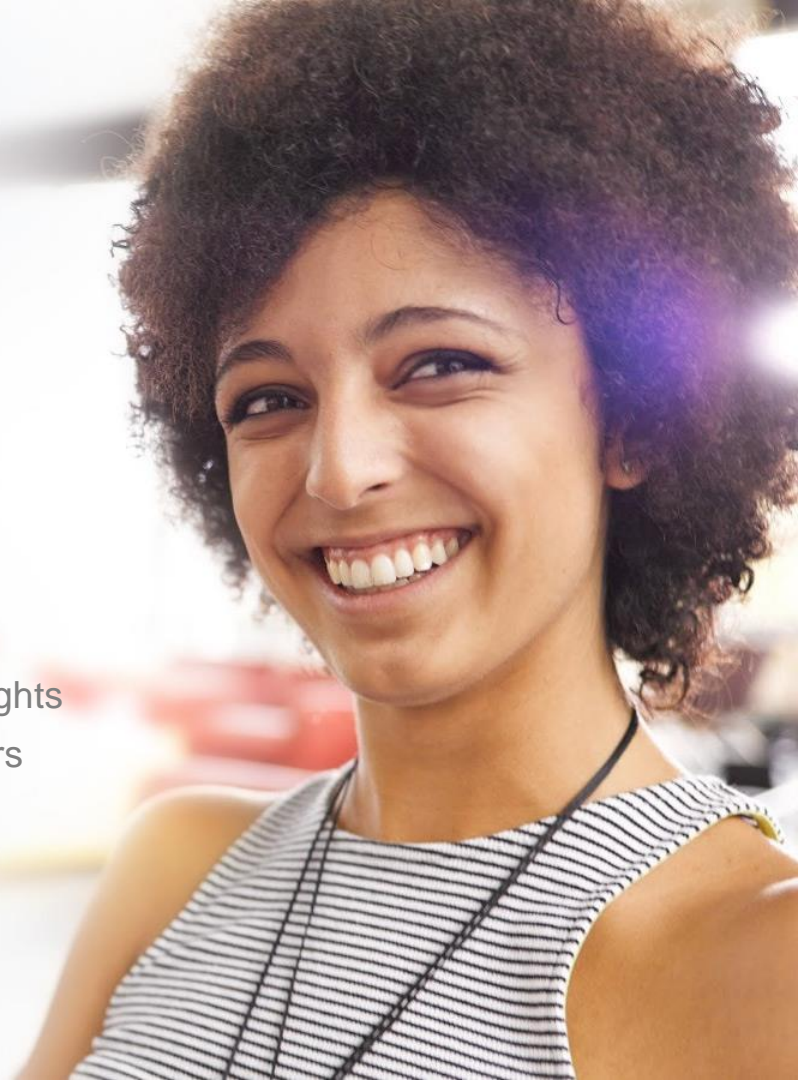


# Why & How People Change Jobs In N. America

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Attract, recruit & empower quality candidates with 2015 insights  
from one of the world's largest studies of recent job changers

**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:** Motivate with the right messages
2. **Recruit:** Prioritize the right sources of hire
3. **Empower:** Retain those who would've stayed

Learn more job changer insights inside.

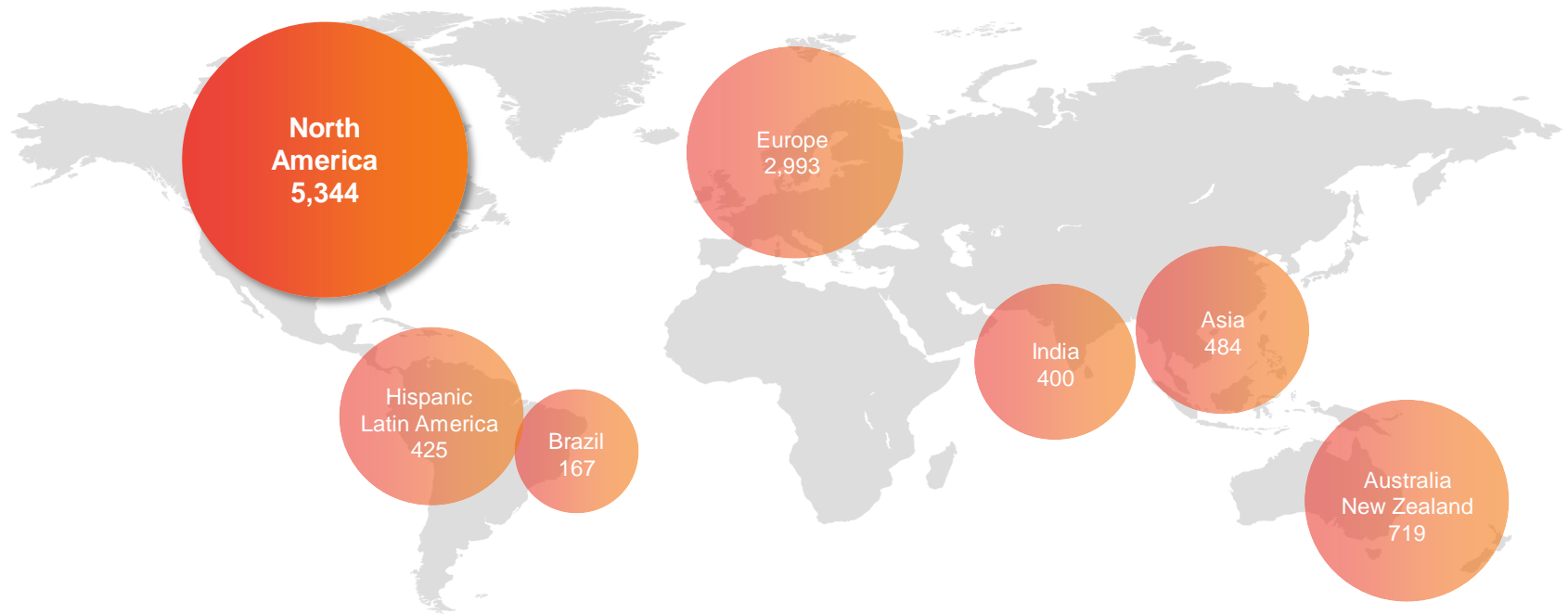


# Recruit North Americans by networking for referrals & branding your jobs as their next big career move

- 1 Train your recruiting team to **network for referrals**, the most popular & unique way people discover their new job
- 2 Brand your jobs as someone's next big **career opportunity**, the #1 reason talent in the US & Canada changes jobs
- 3 Showcase your **talent brand**: The **#1 obstacle to changing jobs** is not knowing what it's like to work somewhere
- 4 **Small is the new big**: North Americans are flocking to smaller organizations
- 5 Learn to match transferrable skills: 1 in 3 North Americans who changed jobs, **changed careers** entirely (among those surveyed)<sup>1</sup>

<sup>1</sup>"Career Changers" defined as those who changed functions and switched companies.

# To see why & how people in North America changed jobs, we surveyed 5.3K+ recent job changers



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

# 1 Attract

Tap into what makes people in North America tick for your jobs:

- ✓ Brand your jobs as someone's next big career opportunity, the #1 reason North Americans change jobs
- ✓ Showcase your talent brand: North Americans' #1 obstacle is not knowing what it's like to work somewhere
- ✓ Small is the new big: Attract North Americans flocking to smaller organizations



# Brand your jobs & organization as someone's next big opportunity, the #1 reason North Americans change jobs

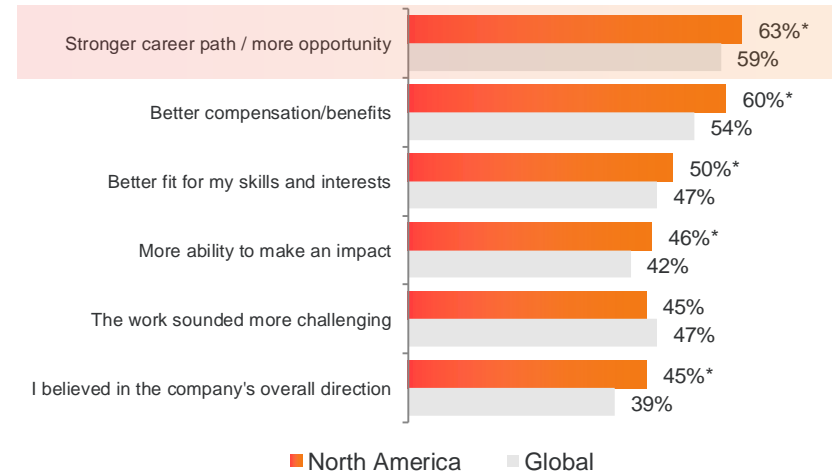
## Why they left: Concern for career advancement

Top reasons people left their old job (N. America vs global average)



## Why they joined: Hope for career opportunity

Top reasons people joined their new job (N. America vs global average)



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

"Which of the following contributed to your decision to leave your previous employer?"

"Which of the following contributed to your decision to accept the job at your current company?"

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

# Recruiters have the power to address North Americans' #1 obstacle to changing jobs

## #1 job changing obstacle: Not knowing what it's really like to work somewhere

N. America vs global average



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

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

\*Marks a statistically significant difference at the 90% confidence level (N. American job changers more likely to cite obstacle than the global average).

# Improve your candidate experience by addressing the distinct pain points of US vs Canadian job changers

## Obstacles/Challenges when changing jobs

*Unique differences between the US vs Canada*



### US

- ✓ Applying to the company and not hearing back
- ✓ Inconsistent / unclear communication
- ✓ Getting rejected without a fair chance
- ✓ Not knowing which job to apply to

### Canada

- ✓ Having false assumptions or stereotypes made by interviewers

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

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

\*Marks a statistically significant difference at the 90% confidence level (one country is more likely to face an obstacle than the other).



# Bolster your diversity recruiting by appealing to women's desire for better opportunities & leadership

## Why women left: Career advancement & leadership

Unique differences between women & men in N. America

	Women	Men
Sample Size	2427	2858
I was concerned about the lack of opportunities for advancement	50%*	47%
I was unsatisfied with the leadership of senior management	48%*	43%
I was unsatisfied with the work environment / culture	45%*	38%
I was unsatisfied with the rewards/recognition for my contributions	36%*	33%
I was unsatisfied with the work/life balance	28%*	24%
I was concerned about the lack of innovation	17%	20%*
I had location concerns (e.g., difficult commute, I moved)	16%*	13%
I had a poor relationship with my supervisor	16%*	13%

## Why women joined: Organizational pride & work/life balance

Unique differences between women & men in N. America

	Women	Men
Sample Size	2427	2858
Better compensation/benefits	59%	62%*
More ability to make an impact	44%	47%*
It was a company I felt more proud to work for	41%*	37%
Better work/life balance	41%*	35%
I felt more aligned to the company's values	36%*	33%
Better superiors	36%*	31%
Better location (e.g. commute, city, country)	34%*	30%
Better colleagues	27%*	24%
More flexibility with work arrangements	26%*	22%

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

"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 (women are more likely than men to cite this reason).

# Recruit Millennials with advancement opportunities & better pay

## North American Millennials were more active as job seekers

Unique differences between generations in N. America

	Millennials (18-35)	Gen X (36-50)	Baby Boomers (51+)
Sample Size	2700	1846	734
<b>Active</b>	<b>67%<sup>BC</sup></b>	58%	57%
<b>Passive</b>	33%	42% <sup>A</sup>	43% <sup>A</sup>

## ...and thus had more reasons to leave

Unique differences between generations in N. America

	Millennials (18-35)	Gen X (36-50)	Baby Boomers (51+)
Sample Size	2700	1846	734
<b>I was concerned about the lack of opportunities for advancement</b>	<b>55%<sup>BC</sup></b>	46% <sup>C</sup>	31%
<b>I was unsatisfied with the compensation / benefits</b>	<b>47%<sup>BC</sup></b>	35% <sup>C</sup>	29%
<b>I wanted more challenging work</b>	<b>42%<sup>BC</sup></b>	29% <sup>C</sup>	21%
<b>I was unsatisfied with the rewards/recognition for my contributions</b>	<b>37%<sup>BC</sup></b>	32% <sup>C</sup>	28%
<b>I was unsatisfied with the work/life balance</b>	<b>29%<sup>BC</sup></b>	24% <sup>C</sup>	19%
<b>I believe the job was a poor fit for my skills / interests</b>	<b>24%<sup>BC</sup></b>	18%	18%
<b>I was concerned about the lack of innovation</b>	<b>22%<sup>BC</sup></b>	17% <sup>C</sup>	14%
<b>I was interested in trying out a new industry</b>	<b>21%<sup>BC</sup></b>	10% <sup>C</sup>	7%

Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing generational averages in N. America.

"Which of the following contributed to your decision to leave your previous employer?"

<sup>ABC</sup>Marks a statistically significant difference at the 90% confidence level (one generation more likely to cite this reason than another).

# 1 in 3 who switched jobs want a big career change: Know how to match transferable skills

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 N. America 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?"

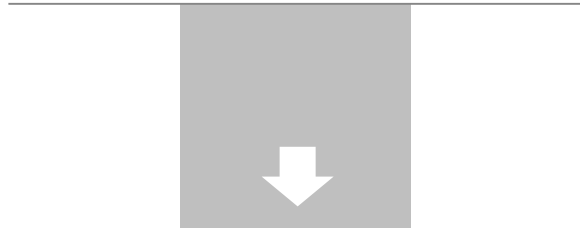
"Lateral Movers" defined as those who stayed in the same function and switched companies. May have changed titles or received a promotion at the new company.

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

# Others leave to join smaller organizations, as seen on LinkedIn's platform

## Large organizations lose North American talent

Net # of North American job changers joining/leaving organizations with 5K+ people



■ Organizations with 5K+ people

## ...as small organizations gain

Net # of North American job changers joining/leaving organizations with <500 people



■ Organizations 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 N. American members on LinkedIn. Specifically we looked at those who changed companies in 2014 and may have changed functions or industries. We did NOT include internal promotions/transfers.

# 5 ways to tap into what makes North Americans 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>
- 2 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.
- 3 Strengthen your diversity recruitment strategy:** Recruit women by highlighting better career opportunities, leadership, and work/life balance. Attract Millennials by emphasizing advancement opportunities, better pay & work that challenges them.
- 4 Don't dismiss career changers:** A whopping 1 in 3 people 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 organization traits:** People in the US & Canada are flocking to smaller organizations. Recruit entrepreneurially-minded professionals by emphasizing small organization 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 strategy to recruit the best people in North America:

- ✓ Train your recruiting team to network for referrals, the most popular & unique way North Americans discover their new job
- ✓ Learn to match transferrable skills: 1 in 3 North Americans who changed jobs, changed careers entirely



# Train your recruiting team to network for referrals, the #1 unique way North Americans discover their new job



## North Americans are more likely to rely on referrals than the global average

*Top ways people in N. America first discover the new job*

- 1 Referrals / Someone I know\*
- 2 3<sup>rd</sup> party website / online job board
- 3 Social professional networks
- 4 A 3<sup>rd</sup> party recruiter / headhunter / staffing firm contacted me
- 5 Hiring manager outreach

Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing N. America 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 (Asia more likely to hear about the new job through this channel than the global average).

# Recruit North American women & Millennials through online career channels

## Women are more likely to use online career channels

Unique differences between different genders in N. America

	Women	Men
Sample Size	2427	2858
From someone I knew at the company	26%	31%*
<b>Third-party website or Online job boards</b>	17%*	12%
Third-party recruiter / Staffing	10%	13%*

## Millennials are also more likely to use online career channels

Unique differences between different generations in N. America

	Millennials (18-35)	Gen X (36-50)	Baby Boomer (51+)
Sample Size	2700	1846	734
From someone I knew at the company	27%	30%*	33%*
<b>Third-party website or Online job boards</b>	17%*	12%	12%
<b>Social professional networks</b>	14%*	11%	10%
Third-party recruiter / Staffing	9%	14%*	13%*
<b>On the company's public career website</b>	10%*	6%	5%

Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing averages of N. American genders & generations.  
 "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 (one gender / generation is more likely to use a channel than the other(s)).



# Position your talent brand competitively for aggressive US job changers who interview at 1+ organizations

## Did you interview at more than one company?

*Unique differences between the US vs Canada*

**US**

**Yes – 50%\***

No – 50%

**Canada**

Yes – 44%

**No – 56%\***

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

*"When interviewing for the new job opportunity (your current position), were you also interviewing at other companies?"*

\*Marks a statistically significant difference at the 90% confidence level (one country is more likely to say yes or no than the other).

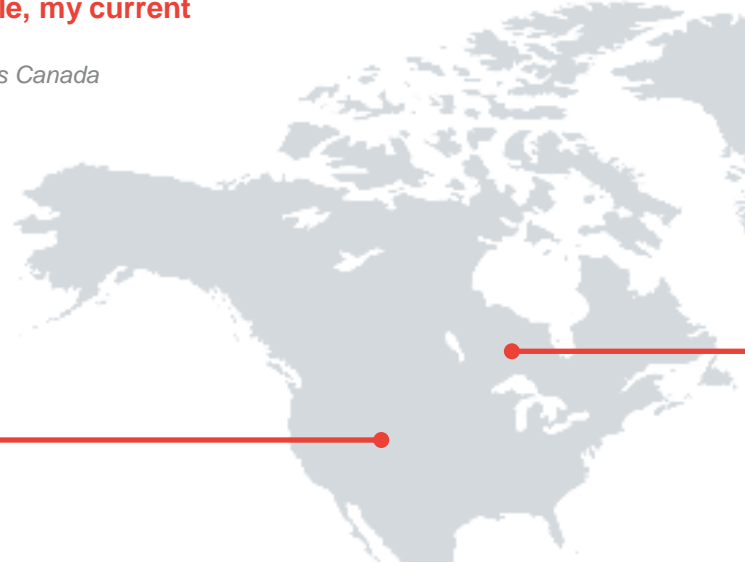
# Make them stay with competitive pay in the US where job changers are more likely to get a pay increase

**Compared to my previous role, my current compensation is...**

*Unique differences between the US vs Canada*

**US**  
Higher – 76%\*

**Canada**  
Higher – 68%



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

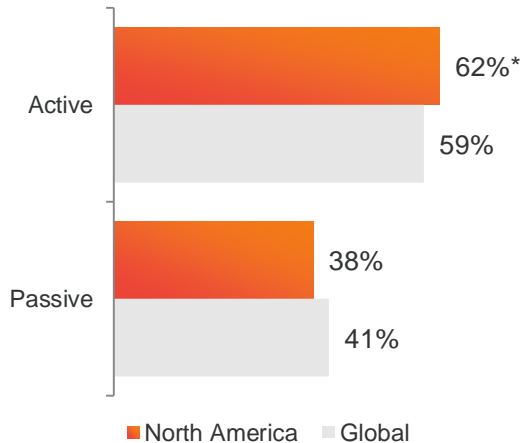
"How does the compensation package offered for your current role compare to that of your previous role? Please consider your compensation package to include base salary and bonuses. Compared to my previous role, my current compensation is..."

\*Marks a statistically significant difference at the 90% confidence level (one country is more likely to get higher pay than the other).

# Strengthen your active candidate recruitment strategy to capture highly active job changers

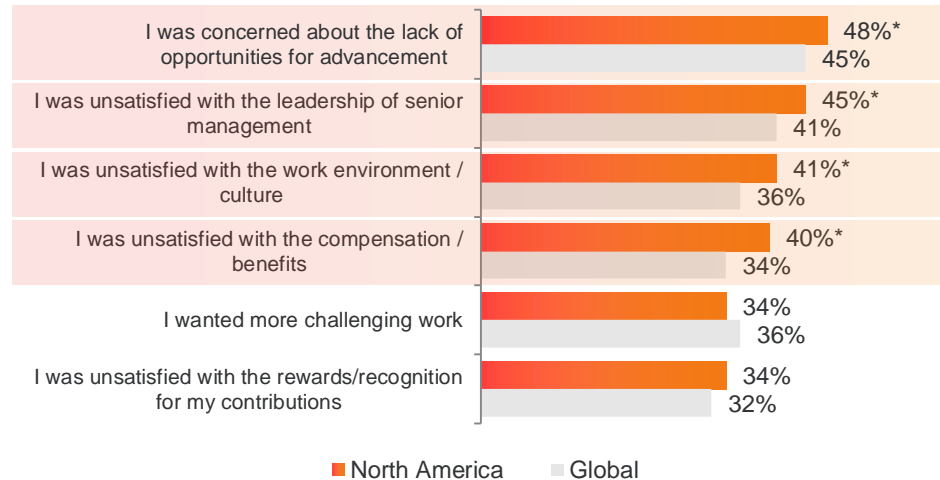
## North Americans are more active as job seekers

*N. America vs global average*



## North Americans are harder to please

*Why they left: N. America vs global average*



Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing % active vs passive candidates in N. America vs global average.

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

*"Which of the following contributed to your decision to leave your previous employer?"*

\* Marks a statistically significant difference at the 90% confidence level (N. America more likely to be passive / use this channel than global average).

# 4 ways to tailor your recruiting strategy to North American job changers

- 1 Invest in referrals:** It's the top way people in North America first discover their new job.
  - ✓ 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 Recruit women & Millennials through online career channels:** Women & Millennials are more likely to use digital resources to change jobs, so invest in these sources to reach them.
- 3 To maximize 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 organization. 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 North American employees and prevent the dreaded two-weeks notice:

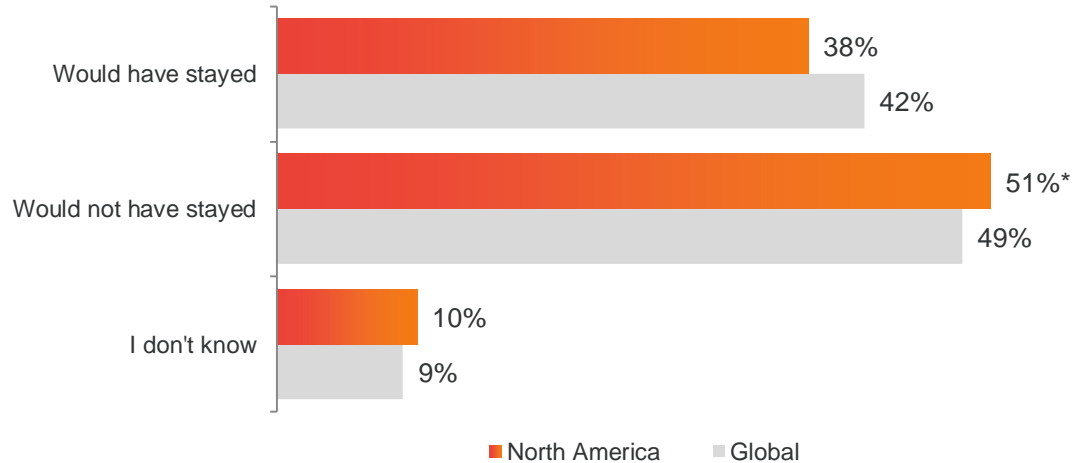
- ✓ 38% of North Americans who left might have stayed



# Over 1/3 of North Americans said their employer could have persuaded them to stay

## People in North America might have considered staying, but most were set on leaving

*N. America vs global average*



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

*"Is there anything your previous employer could have done to get you to stay?"*

\* Marks a statistically significant difference at the 90% confidence level (people in N. America were less likely to have stayed than the global average).

# 4 ways to retain your best people in the US & Canada

- 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 requisitions 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 Recognize professional accomplishments, both big and small:** A little thanks goes a long way. Recognizing 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 the US & Canada 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. When you offer career growth through the right channels, you'll transform your candidates' careers – and 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.

- **North America** includes Canada & the USA.
  - **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.
  - **Asian countries surveyed:** Singapore, Philippines, Indonesia, Malaysia, China (including Hong Kong & Taiwan), Japan, Sri Lanka, Bangladesh, Thailand, Korea, Vietnam, Myanmar, Cambodia, Kazakhstan & Nepal.
  - **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.
  - **ANZ** includes Australia & New Zealand.
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For the company size change analysis, we analyzed 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.

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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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# LinkedIn Talent Solutions

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