



## The BlueSteps 2011 Executive Mobility Report

Senior executives are open to new career opportunities, and expect to make lateral moves as competition for executive job opportunities increases. This survey of senior executive members of BlueSteps was conducted from March 1st – April 1st 2011, and received 1,348 responses, including 48% from the Americas, 32% from EMEA and 20% from Asia Pacific.

### **Fewer Opportunities for Upward Growth as Executives Seek Lateral Moves**

*73% of Senior Executives Considering New Career Opportunities, But Not Expecting a Promotion*

The BlueSteps 2011 Executive Mobility Report shows that 73% of employed senior executives are actively seeking new job opportunities this year, but the majority expects it to be a lateral move. In marked contrast to the 2009 Executive Mobility Report, where 34% of executives expected to stay at their level for just one year before progressing upwards, 65% of executives are now saying they plan to stay at their current level for the next three to five years.

The global job market for senior executives, while picking up dramatically since the global recession of 2008, varies greatly by region. Executives in the EMEA and Asia Pacific regions report having more opportunities than they had 5 years ago (40% and 46% respectively) whilst respondents in the Americas said they have fewer opportunities (45%).

Peter Felix, President of the Association of Executive Search Consultants and BlueSteps.com, commented “Senior executives around the world are eager and ready to make career moves after waiting out the recession and the unstable economy of the last few years. That said, trends in the senior executive job market are making it more difficult to move up the ladder quickly, especially in the West where many executives have put off retirement. Trends in the Emerging Markets are slightly different - with the growth of multi-nationals in these regions, executives have more opportunity than ever, and can therefore progress their careers faster.”

The report shows that 58% of executives around the world believe there is now more competition for executive level jobs compared with 5 years ago, with the competition changing to include younger and out of work executives. A large percent of female respondents (46%) feel they now have fewer opportunities for senior level positions than 5 years ago.

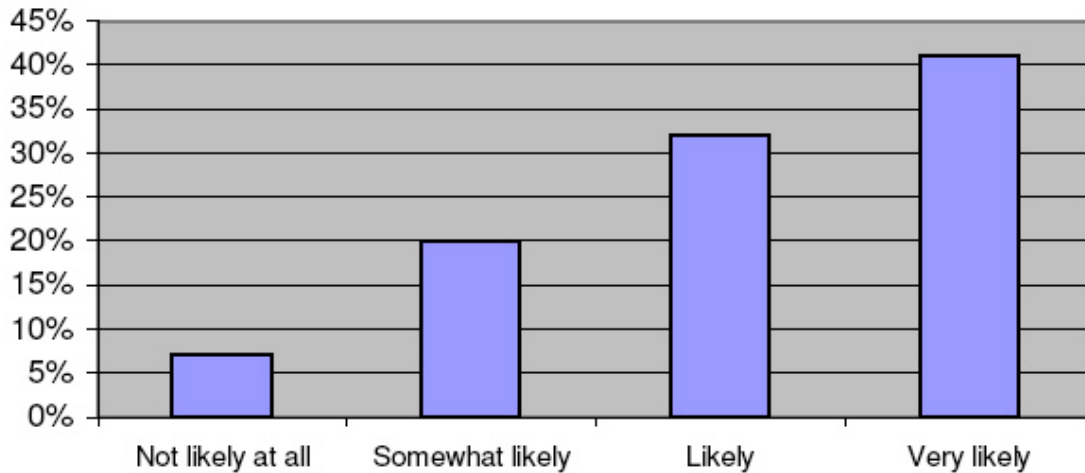
Despite the growth in cross-border opportunities and the strength of the emerging markets, 2011 findings show a slight decline in the willingness to relocate internationally for a career opportunity (down to 63% in 2011 from 70% in 2009). Relocating family remains the biggest concern about relocation (47% in both 2009 and 2011).

## Current Employment

Consistent with findings from 2009, the majority of senior executives have been with their current organization for 2-5 years (41% in 2011 and 43% in 2009), and expect to remain there for 2-5 years (46% in 2011 and 48% in 2009).

73% of senior executives are likely or very likely to seek new job opportunities this year.

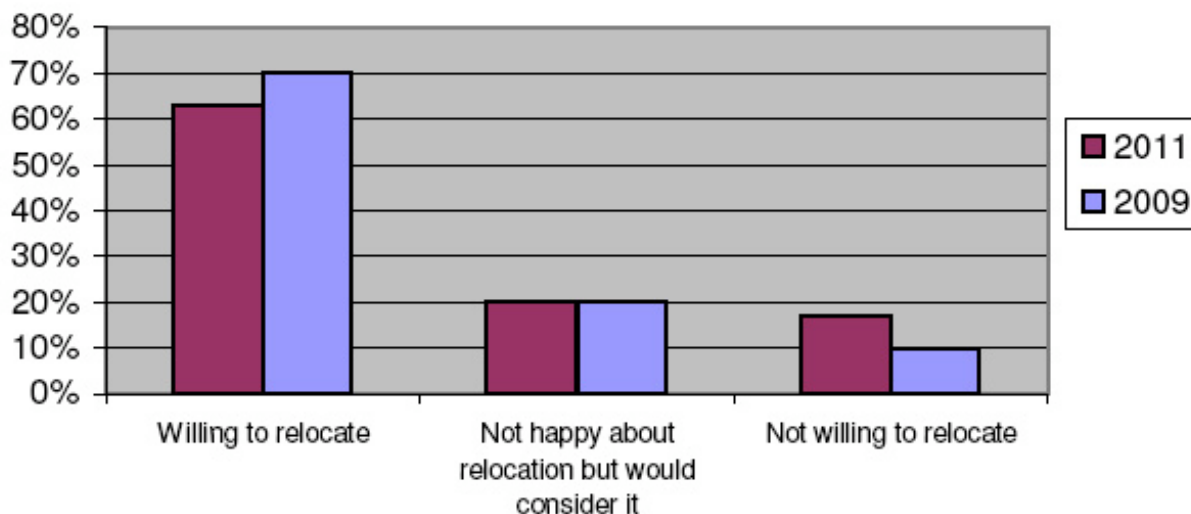
### How likely are you to consider a new job opportunity right now?



## Relocation

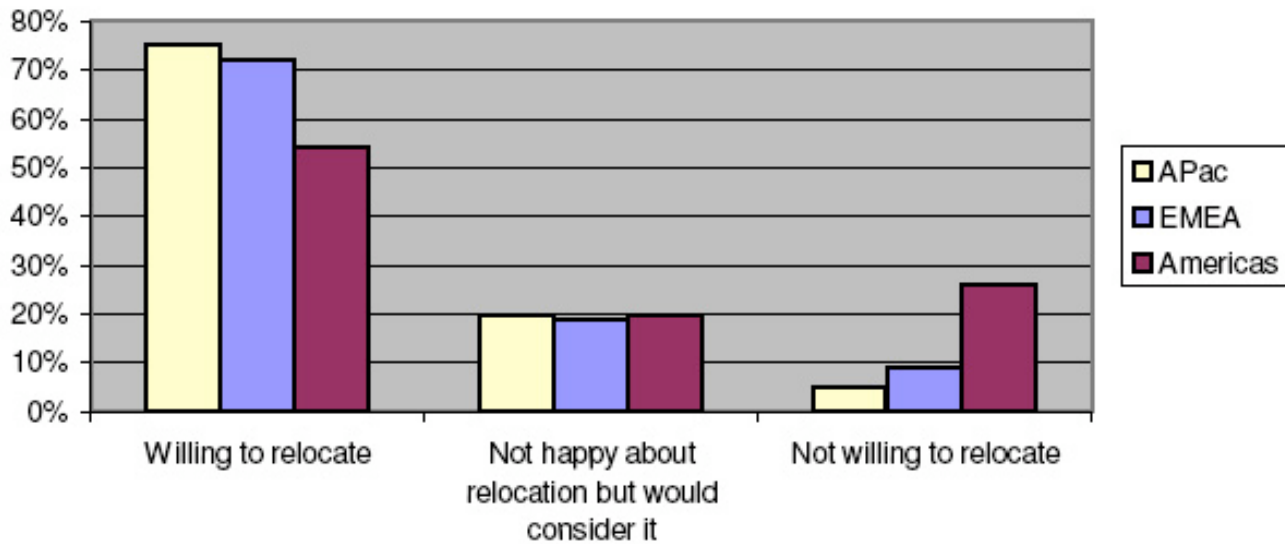
2011 findings show a slight decline in willingness to relocate internationally for a career opportunity compared to 2009.

### How willing are you to relocate overseas for a career opportunity?



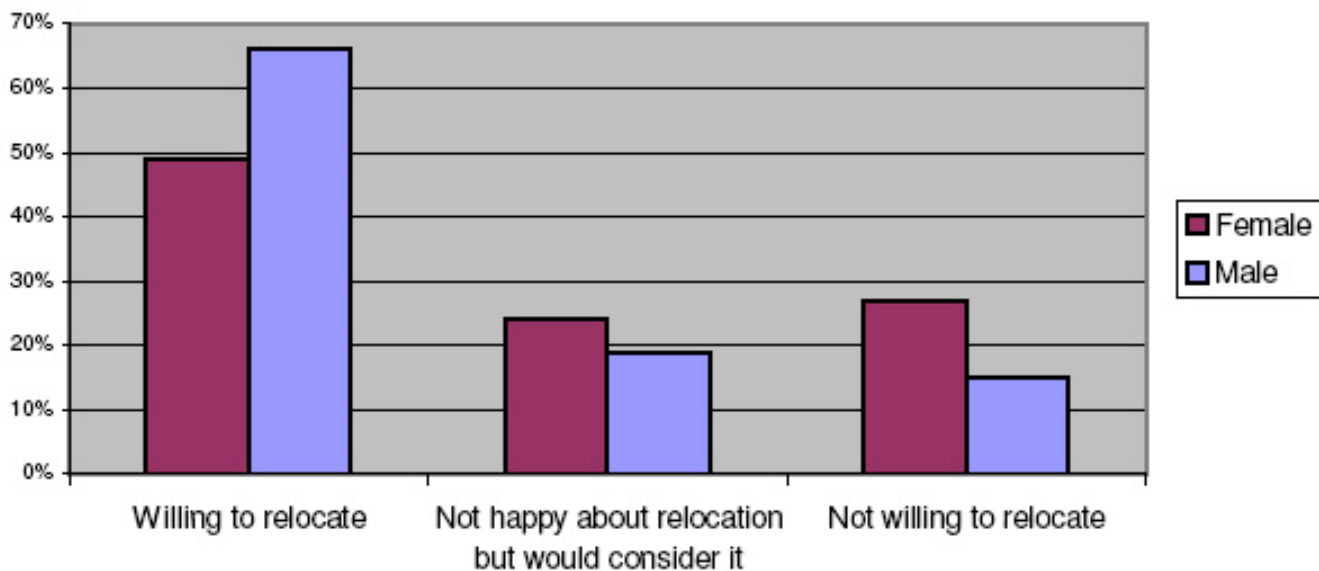
Regional findings show that senior executives within EMEA and Asia Pacific are more willing to relocate internationally for a career opportunity than those in the Americas. 3

### Regional differences - How willing are you to relocate overseas for a career opportunity?



Male respondents are more willing to relocate internationally than female respondents.

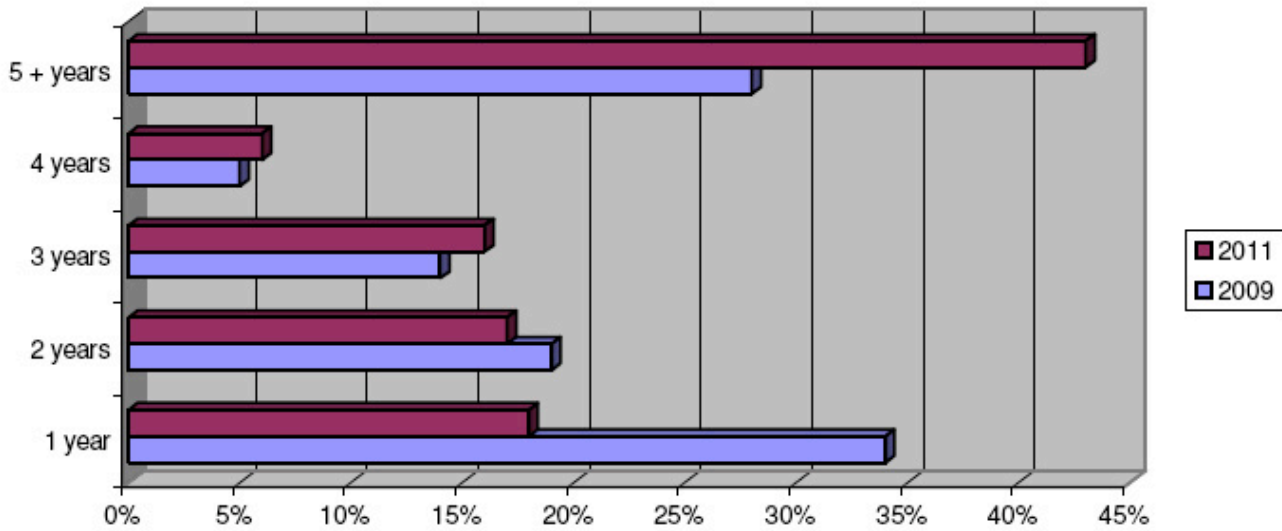
### Gender differences - How willing are you to relocate overseas for a career opportunity?



Relocating family is the biggest concern regarding relocation for all respondents, and is consistent with findings from 2009.

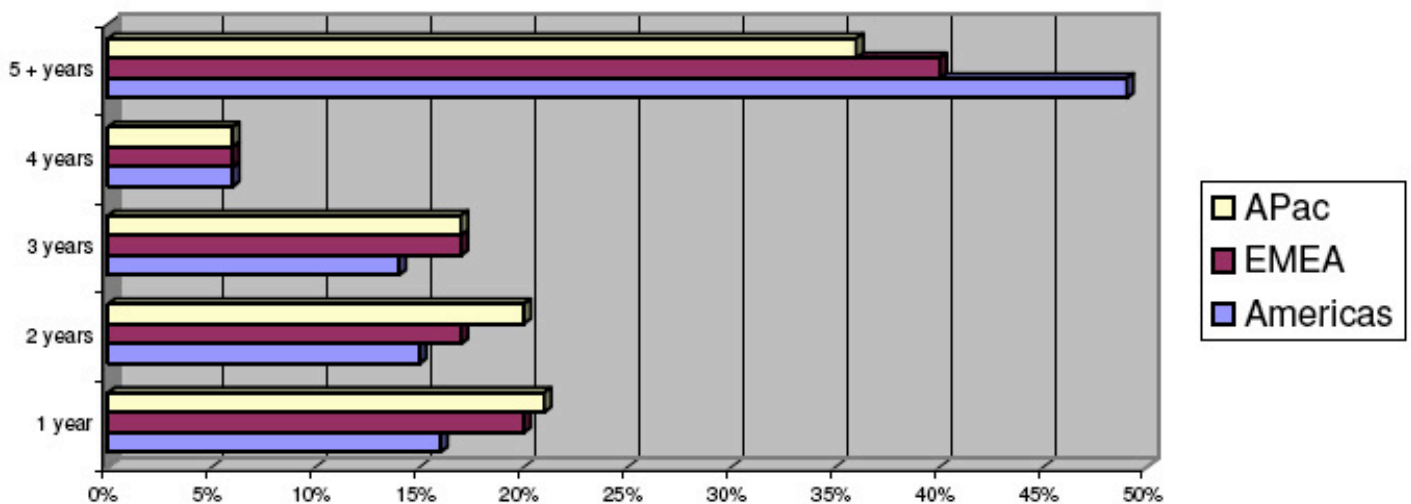
The majority of senior executives expect to stay at their current level for over 5 years. This is a significant shift from 2009, when the majority expected to move upwards after just 1 year.

### How many years do you expect to stay at your current level?



Regional differences show that senior executives within EMEA and Asia Pacific expect to move upwards faster than those in the Americas.

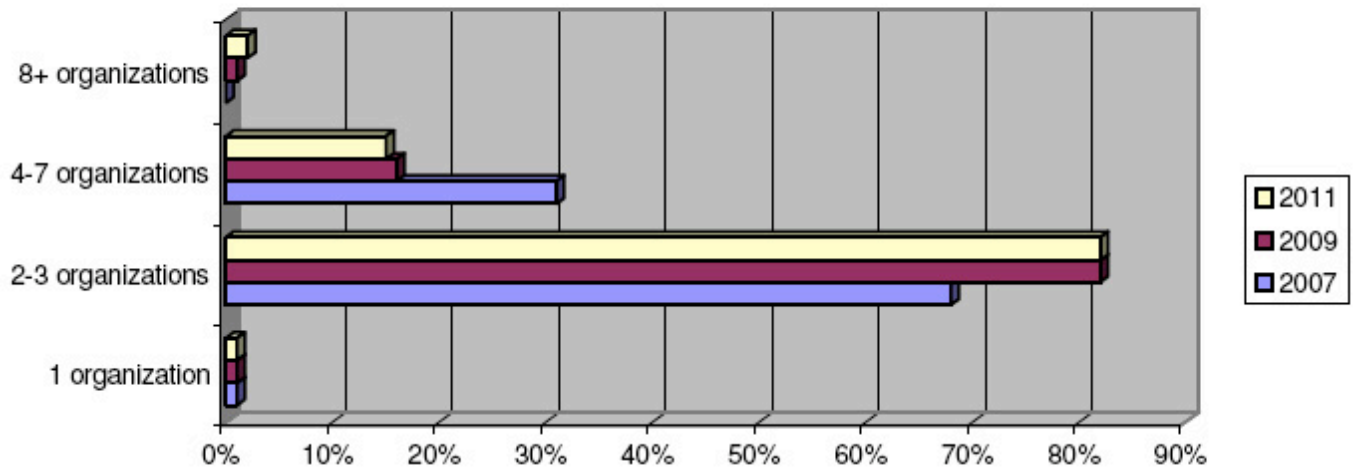
### Regional differences - How many years do you expect to stay at your current level?



With results comparable to the 2009 and 2007 Executive Mobility Survey, the majority of senior executives estimate they will have worked for 4-7 organizations by the end of their career, and believe that 2 years is the shortest tenure a senior executive can have at an organization without compromising the value of their resume/CV. 5

In a conservative shift from 2007, but in line with 2009 findings, senior executives continue to believe that it is a negative to have held too many jobs during one's career, and that working for 3 organizations in a 10 year period is the maximum to remain credible.

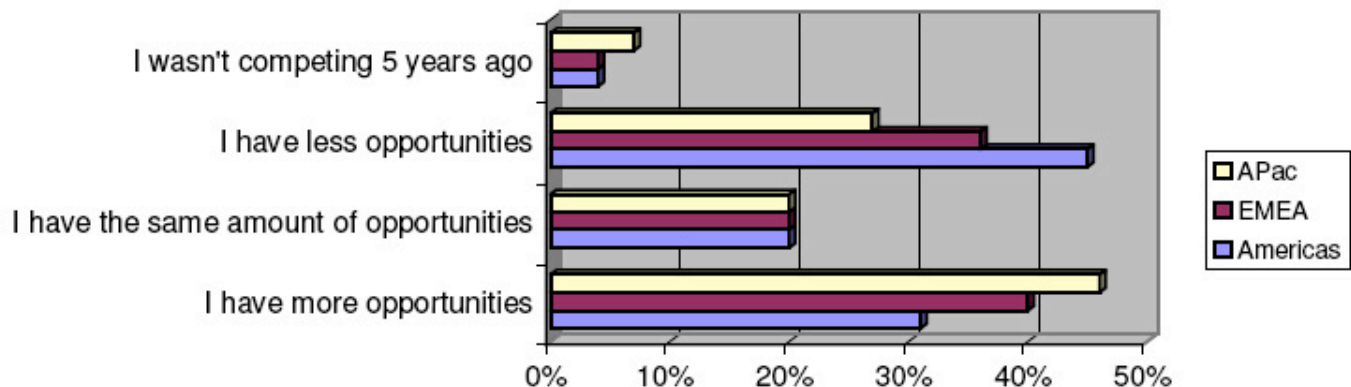
### In a ten year period, what do you think is the maximum number of organizations you can work for to be credible?



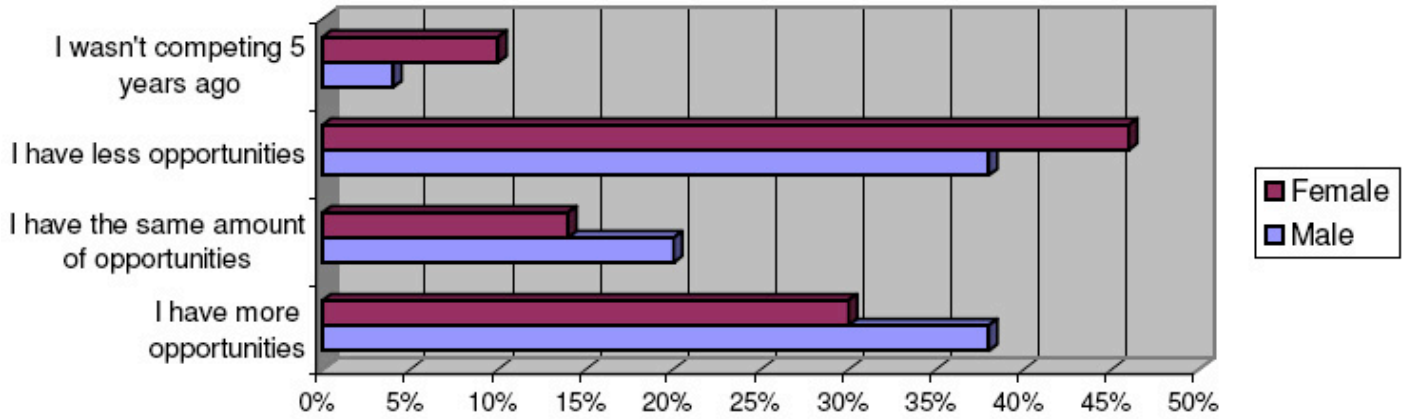
### Career Opportunities

While the global job market for senior executives has improved dramatically since the recession of 2008, the amount of new job opportunities available to senior executives varies greatly by region. Senior executives in EMEA and Asia Pacific report having more opportunities than they had 5 years ago, whilst respondents in the Americas said they now have fewer opportunities.

### Regional differences - Do you feel you now have more or less opportunities for senior level positions than 5 years ago?

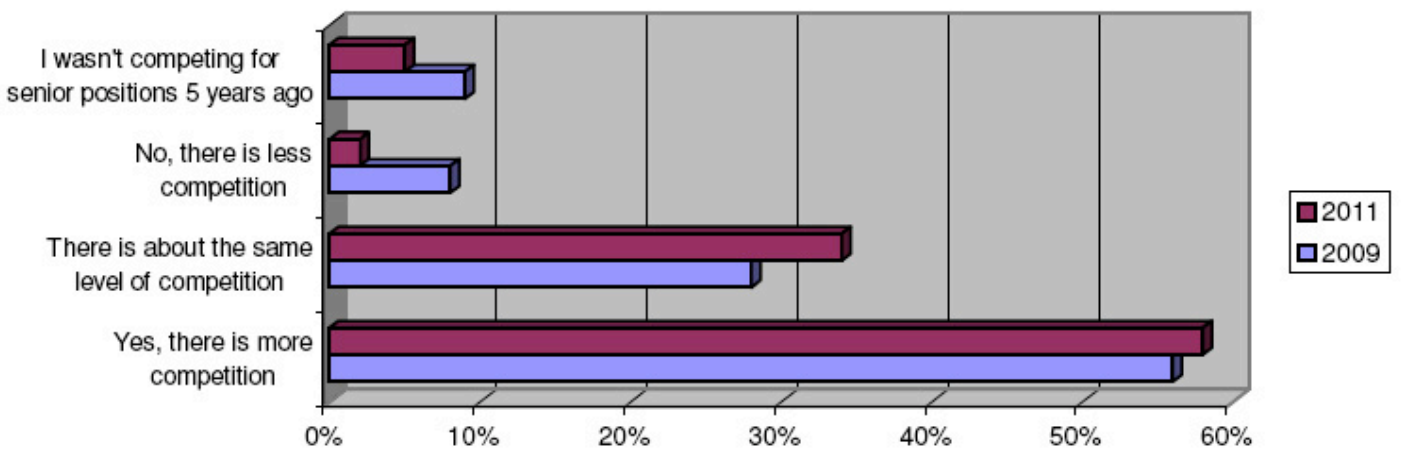


### Gender differences - Do you feel you now have more or less opportunities for senior level positions than 5 years ago?

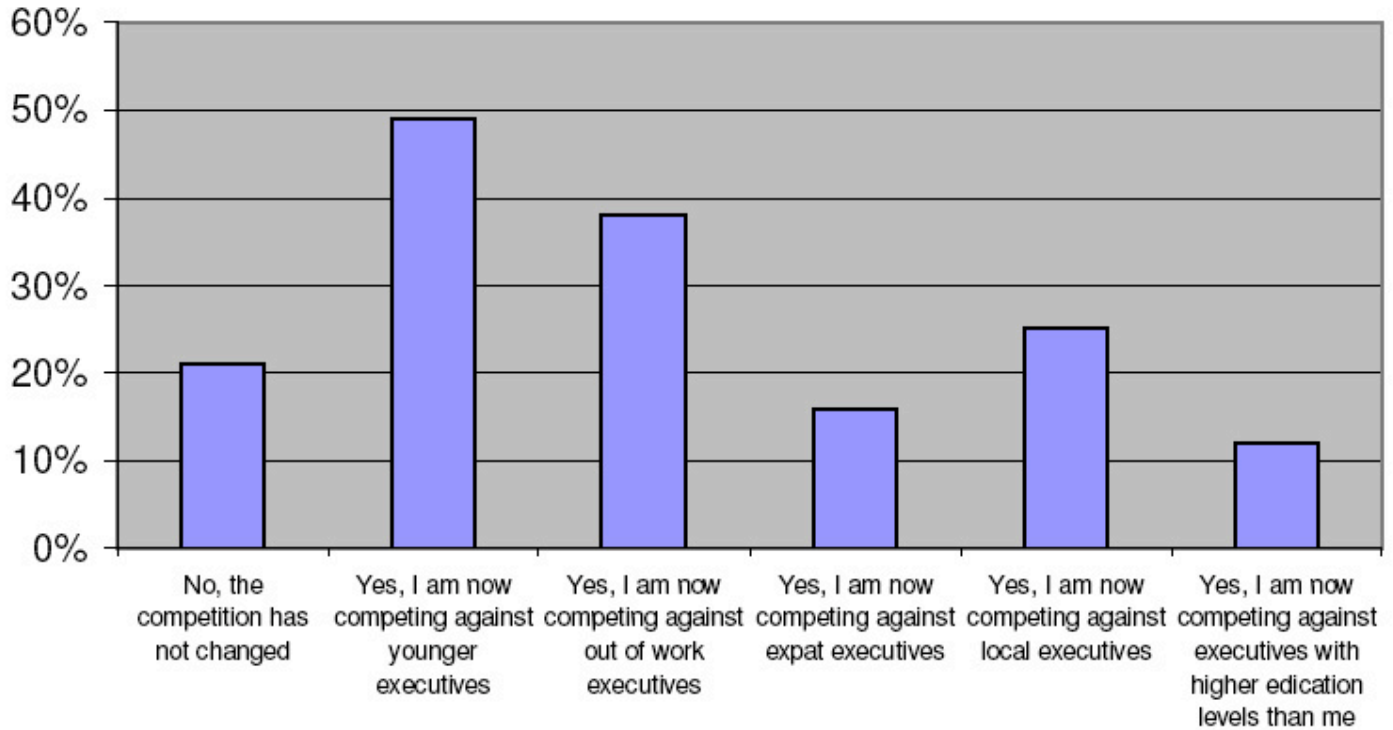


Whilst the majority of executives are seeking a new career opportunity, most report a rise in competition for senior level roles. 58% believe there is now more competition compared with 5 years ago, and they report the competition has changed to include younger executives and out of work executives.

### Do you feel there is now more competition for senior level positions compared with 5 years ago?



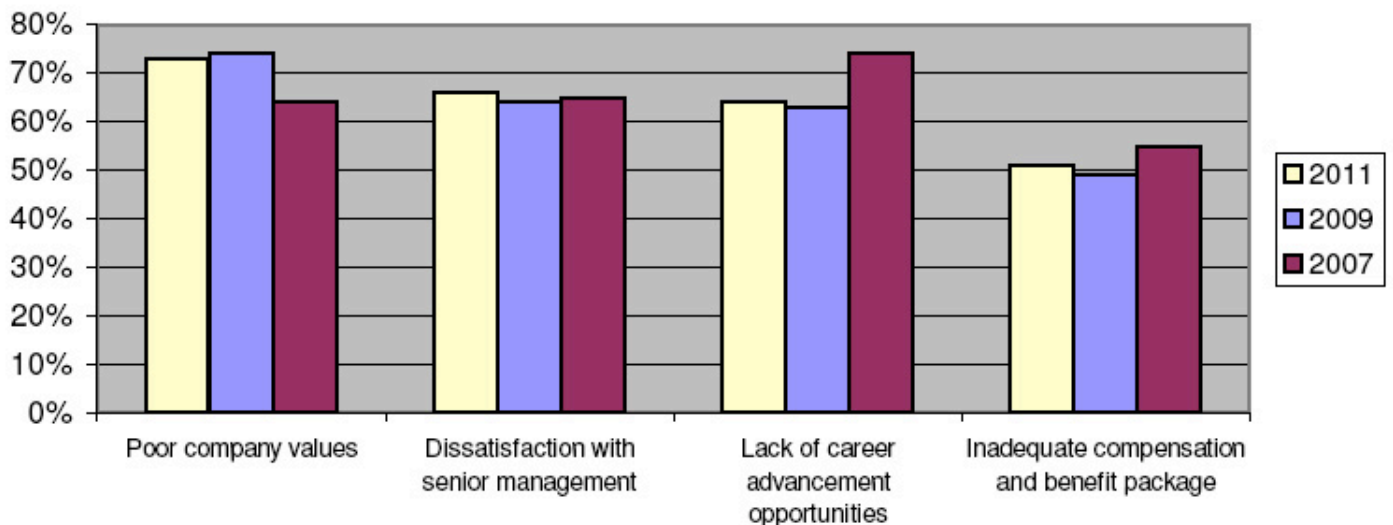
**Has your competition for senior level roles changed? (select all that apply)**



**Considering a Career Move**

Consistent with 2009 findings, 'poor company values' was cited as the most important factor in an executive's decision to leave their current employer, with 73% rating this as extremely important in 2011, up from 64% in 2007. This replaced 'lack of career advancement opportunities' as executives' most pressing concern when deciding to leave a company in 2007; 64% of executives voted this as extremely important in 2011, down from 74% in 2007.

**Factors rated 'extremely important' in a decision to leave a job, company or industry**



Respondents in the Americas ranked ‘increased equity opportunities’ and ‘increased compensation and benefits’ as extremely important components of a prospective career opportunity, but these factors were only somewhat important to respondents in EMEA and Asia Pacific. Both EMEA and Asia Pacific respondents saw ‘a more entrepreneurial role’ as extremely important, but it was only somewhat important to respondents in the Americas. 8

Male respondents rated ‘a more entrepreneurial role’ as an extremely important component of a prospective career opportunity, although this factor was only somewhat important to female respondents, who see ‘increased compensation and benefits’ as extremely important. An ‘international relocation assignment’ and a ‘change to a different career’ are both somewhat important factors to male respondents, but female respondents saw these as not important.

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## About the Survey

The survey was conducted from March 1st – April 1st 2011, and received 1,348 responses, including 48% from the Americas, 32% from EMEA and 20% from Asia Pacific. Respondents are senior executive members of BlueSteps.com, the online career management service offered by the Association of Executive Search Consultants (AESC), with an average salary of \$230,000 USD (or regional equivalent).

### About BlueSteps.com

BlueSteps.com is an online career management service for global senior executives. As an exclusive service of the Association of Executive Search Consultants (AESC), BlueSteps enables senior executives to make their career profile accessible to over 6,000 retained executive search professionals who are members of the AESC, and use the database as an additional resource in their candidate and source identification process. BlueSteps members can stay informed of executive job market trends and news via the BlueSteps Career Channel, and use a variety of tools and resources to facilitate the successful management of their executive career path. For more information, please visit [www.BlueSteps.com](http://www.BlueSteps.com).

### About The Association of Executive Search Consultants

The Association of Executive Search Consultants (AESC) is the worldwide professional association for the retained executive search industry. The AESC promotes the highest professional standards in retained executive search consulting, broadens public understanding of the executive search process, and serves as an advocate for the interests of its member firms. For more information, or to download the AESC Code of Ethics and Professional Practice Guidelines, please visit [www.aesc.org](http://www.aesc.org).

The AESC also offers [www.executivesearchconnect.com](http://www.executivesearchconnect.com), a service for the HR community offering industry information and tools to assist with senior executive recruiting, including access to the AESC membership directory.