

Reorientation services

1. Situation

An executive, a project manager or a specialist loses their current position requiring reorientation. There may also be an issue with regard to the right type of further development or mobilization in view of the future career path, in both general and specific terms.

As a general rule the issues involved are defined by the client. Alternatively the two parties may agree that a change should be considered, is required or must be made. As a result of the spread of ownership and reflection based on feedback, issues are raised increasingly by potential target persons.

No matter whether the person involved is laid off or signs a termination agreement or some other internal agreement including deadlines, it will suddenly be an urgency for him. It is likely that, due to the personal aspects, experience and situation, it will be difficult for that person to simply apply for a job, get it offered and accept it. A socially-minded employer will take responsibility in such a case.

In a personal change process, use is made of the services of a coach, who is an external person / organization in the majority of cases. This is how coaching, specific to the person and the situation, can be used right from the beginning so as to plan, evaluate and expertly implement decisions on the right career path/continuation (or change) in due time.

2. Objective

Coaching of process, themes and management when reorientation is required.

Consulting on continuation of career path.

Planning and coaching of personal change; sparring partner with regard to orientation, skills and competencies (actual vs target); qualifications and inclination as well as reflection on options and acceptance in the market; inferring necessary steps in development and training.

Imparting the technical capabilities required and current approaches to successfully applying for a new position (internally or externally) in the job market.

3. Programme

Reorientation program with a personal coach. Varying duration (usually 3 to 9 months). Specific program aligned with issues at hand, background and situation. Focus may (partly or entirely) be on:

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Partner leadership choices

- At first - **Handling the situation**
- SELF - Personality, leadership skills, strengths, development needs (perhaps requiring in-depth assessment or specific analyses)
- Education and training
- Business and non-business experience
- Talents and ambitions
- **Qualifications profile (QP); the “SELF” brand**
- GOALS - Long-term development; “Job plus 1”
- Criteria and priorities
- Objective and alternatives
- Match between personal ideas and job market
- **Personal success factors; development plan**
- PROC* - Approach to the job market / perhaps self-employment
- Personal contacts / networking
- Target companies / target agents / other channels
- Documents (CV, QP, others)
- **Application file (electronic, paper)**
- IMP** - Planning for reorientation / productivity of job search
- Application channels/chains; search of target position
- Active contacts; door-openers
- Job interviews (including video practice)
- **Evaluation / decision / closure**
- Feedback on process

* PROC - Procedure / documents

** IMP - Implementation

4. Professionalism

In this day and age, most people are familiar with, or have personally experienced, being laid off by their employer or thinking twice about their job and considering reorientation, whether spontaneously or “encouraged” to do so. Institutions such as regional job centres, educational institutes or alumni organizations of some universities offer support (or even monitoring, as in the case of job centres). Useful hints and perhaps support in coping with such situations can be obtained from employers, the internet, “neighbours” etc. In addition the job market has become much more transparent and accessible globally.

Due to the professionalisation of job agencies and employers, spontaneous applications or recommendations tend to be less and less successful. In addition employees have become more capable of using IT and keeping their personal files available (e.g. electronically on LinkedIn etc.).

When the services of an external coach are used, expectations are much higher than they used to be. Coaches are required to have skills with regard to leadership, assessment and

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Partner leadership choices

feedback based on personal and current experience, as well as in-depth knowledge of requirements in the job market and qualifications needed.

Often a coachee is expected and required to change behavior, which a coach has to be capable of inspiring and encouraging. It goes without saying that a coach makes sure the coachee masters the “standard stock-in-trade” (e.g. how to apply through the internet such that the application is actually evaluated).

For details on Rolf Erny see biography and references. Cooperation with e.g. training companies or internationally, depending on the situation at hand (person returning to home country or transferring abroad).

5. Fees

Fees are based on the services specified in accordance with the goals mutually agreed upon. Fees are calculated using the rates defined by the Association of Management Consultants Switzerland, www.asco.ch).

As a general rule the cost of reorientation mandates ranges between CHF 10,000 and CHF 30,000, plus expenses and VAT, depending on the scope of consulting required.

6. Benefits

An employer’s professionalism in handling employment termination and change secures loyalty and commitment among those remaining on the payroll, preserves the chances of new recruitments, and offers those affected and their next of kin an opportunity to get ready for a new challenge and take it up successfully. In the final analysis, it is a question of values and smart employer branding.

Making a coach available immediately helps save valuable time and often contributes to finding new and adequate employment before the notice period is over.

And finally there are benefits for society as money is saved in unemployment insurance and taxable income secured.