



# 2010 Global Workforce Study

Supporting Exhibits from the U.S. Research

**EMBARGOED UNTIL MARCH 16, 2010**

# Global Workforce Study at a Glance

## Background on the Study

- The Global Workforce Study is a biennial survey to gauge employee views on the changing nature of the employment deal.
- With its worldwide scope and reach, the Global Workforce Study is the most comprehensive analysis of the post-recession employee mindset available today.
- The 2010 survey polled more than 20,000 employees in 22 markets from November 2009 through January 2010.
- The research builds upon several previous Global Workforce Study to provide companies with actionable insights around employee behaviors, opinions and engagement levels to inform workforce practices, programs and investments.

## About the U.S. Results

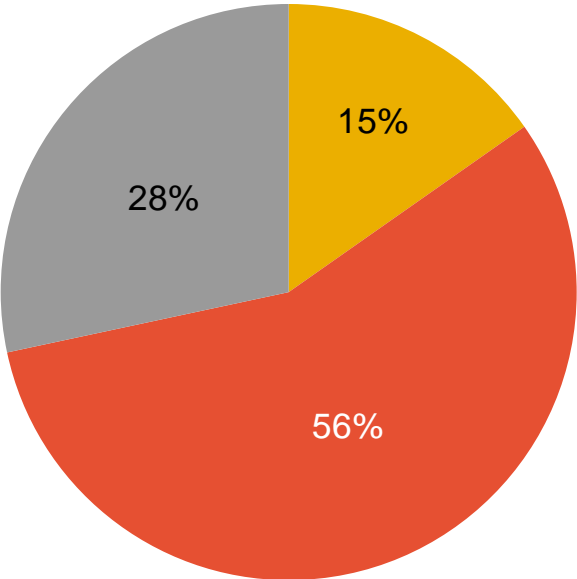
- In the United States, employees were surveyed online by Harris Interactive on behalf of Towers Watson between November and December 2009.
- The margin of error for the U.S. results is 2.98%.

## The Recession Has Accelerated the Demise of the Traditional Employment Deal, Leaving Recession-Weary Workers Anxious About Their Futures

- The 2010 Global Workforce Study's U.S. data confirms just how deeply employees were impacted by the "Great Recession."
- From layoffs and benefit cuts, to shifting employment models and fears for job security, the workers dramatically lowered their career and retirement expectations for the foreseeable future. Stability is now paramount in the minds of employees, even at the expense of career growth and development.
- The recession accelerated the decade-long decline of paternalistic benefit programs, and the structure of a "new deal" is rapidly taking shape – one that puts more responsibility and risk on employees' shoulders to secure their own financial and physical well-being.
  - The majority of employees understand that this shift is underway – giving them more control over their careers and retirement – but many are not comfortable with this role or feel confident they have the ability and knowledge to do it.
- Employees' views on leadership are also evolving in the aftermath of recession-era corporate scandals. Global Workforce Study data shows that employees put more emphasis on leaders' interpersonal skills than their business and financial acumen right now.
  - Front line managers have an opportunity to step into this gap, providing the emotional touch-point employees want while freeing leaders to focus on business strategy and operations.

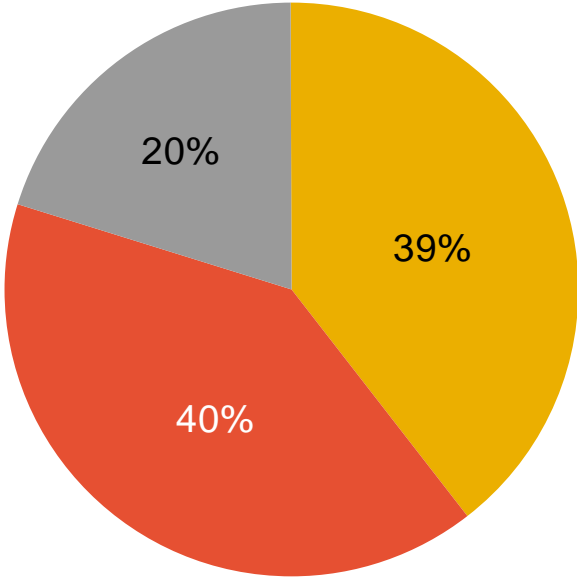
# Backlash Against the Free-Agent Nation

**Q: Which of the following statements best describes your perception of the availability of jobs outside the organization?**



- There will be significantly more jobs available in the next 12 months
- The availability of jobs will not significantly change over the next 12 months
- There will be significantly fewer jobs available in the next 12 months

**Q: Which of the following career models is most appealing to you?**



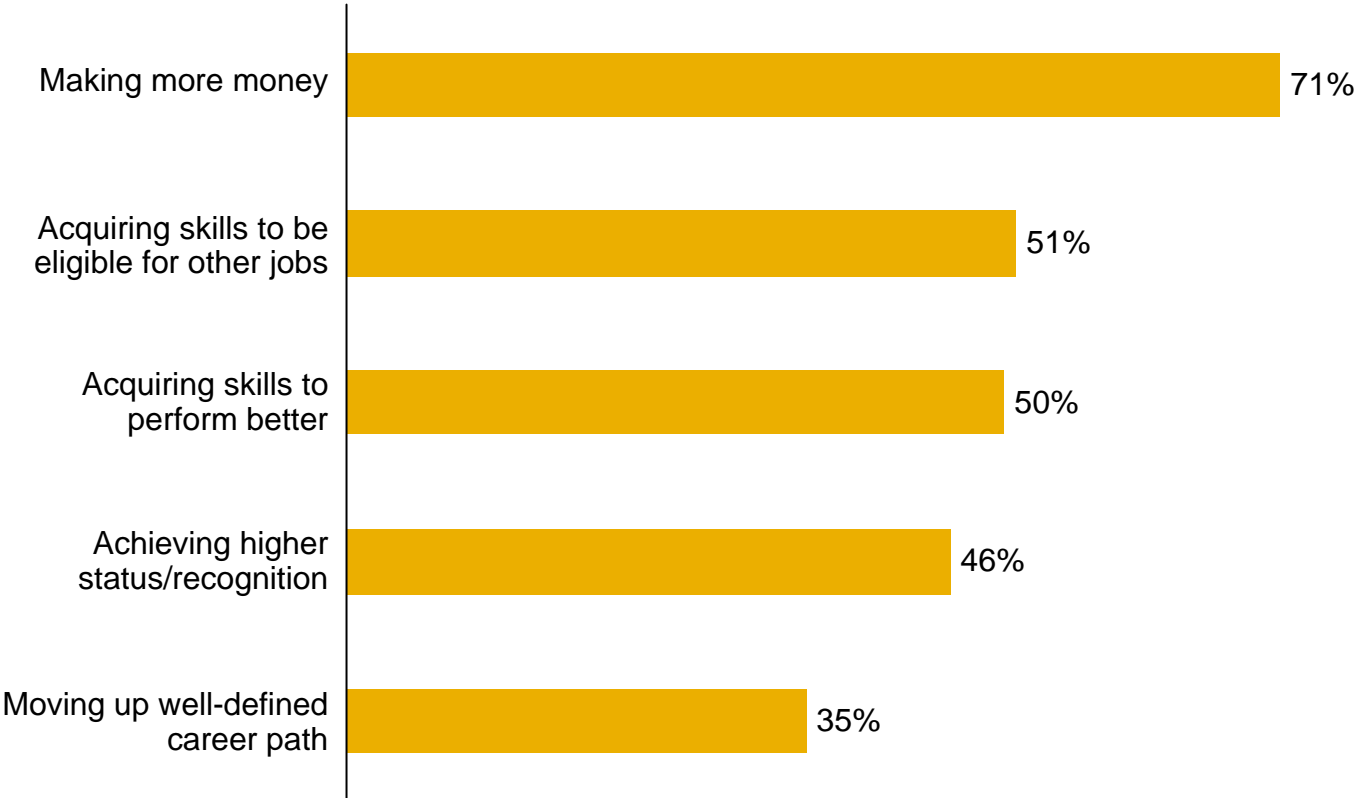
- Working for one organization for life
- Working for 2 – 3 organizations throughout my career
- Changing organizations whenever a better opportunity arises

Source: Towers Watson 2010 Global Workforce Study — U.S.

[towerswatson.com](http://towerswatson.com)

# Defining Career Advancement

Q: How do you define career advancement in your job?

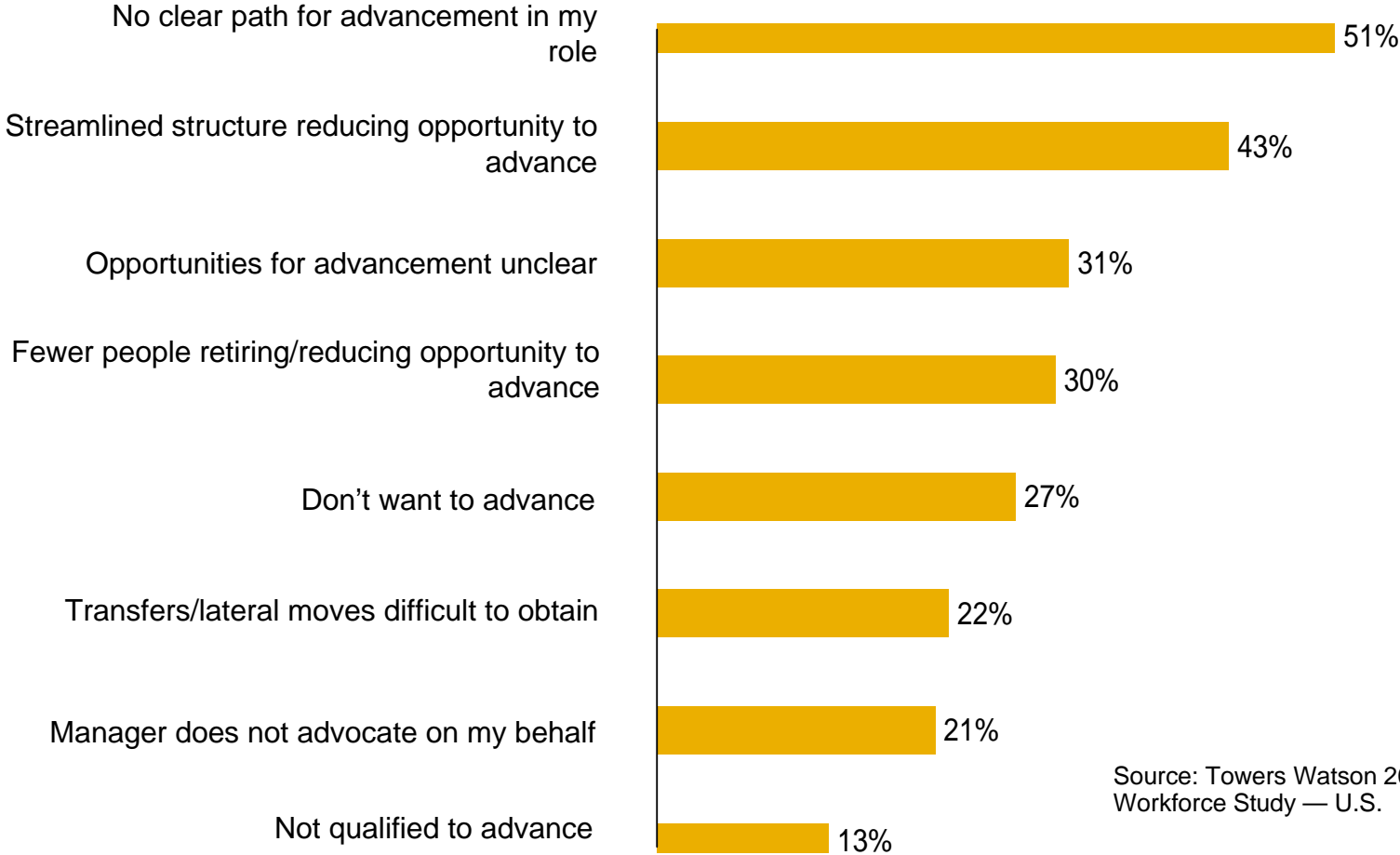


Source: Towers Watson 2010 Global Workforce Study — U.S.

[towerswatson.com](http://towerswatson.com)

# Career Advancement Stalls, but Employees Stay On

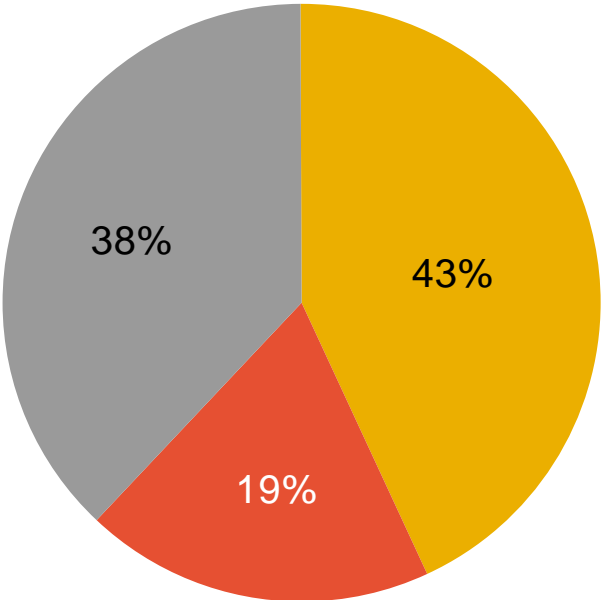
**Q: What are the three most significant barriers to advancing your career?**



Source: Towers Watson 2010 Global Workforce Study — U.S.

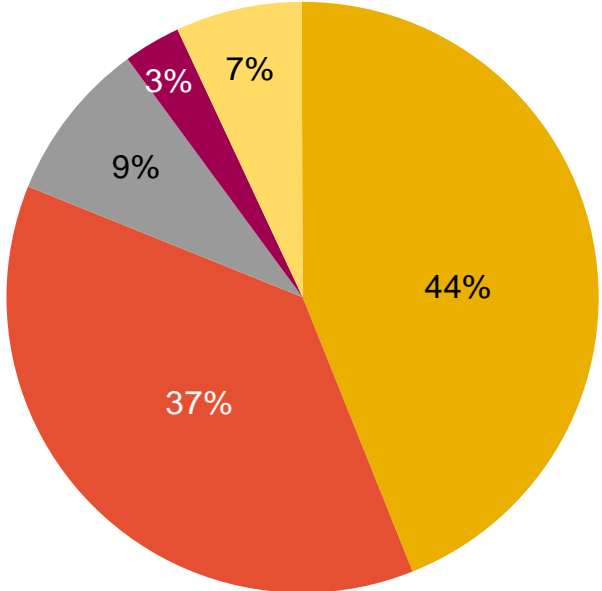
# Career Advancement Stalls, but Employees Stay On

**Q: I have to leave my organization and join another in order to advance to a job at a higher level.**



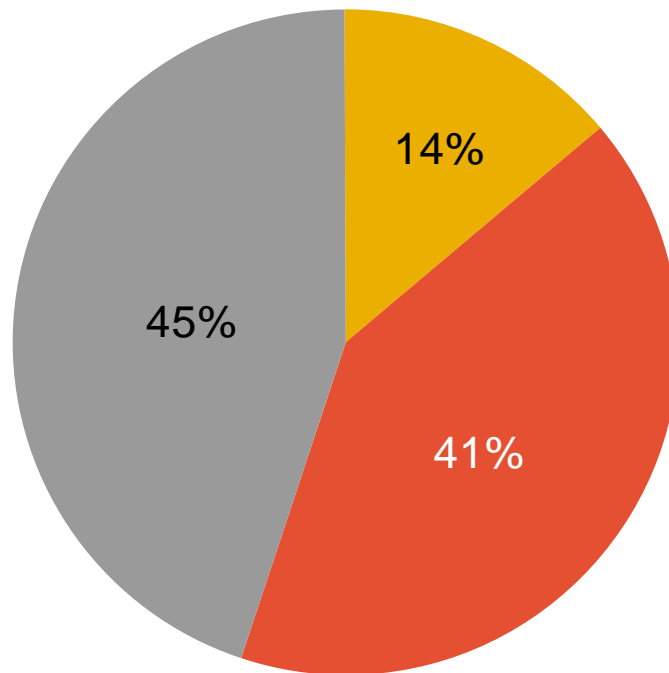
- Agree
- Mixed
- Disagree

**Q: Which of the following statements best describes your future plans to stay with your current employer?**






- I have no plans to leave
- I am not looking, but would consider another offer if one presented itself
- I am actively looking for another job
- I have made plans to leave my current job
- I plan to stay with my current employer for a few more years, then retire

# Advancing in the Post-Recession Workplace: “Who you Know” or “What You Know”?



**Q: Which of the following is most important to advance in your organization?**

-  What you know
-  Who you know
-  Proven track record of results

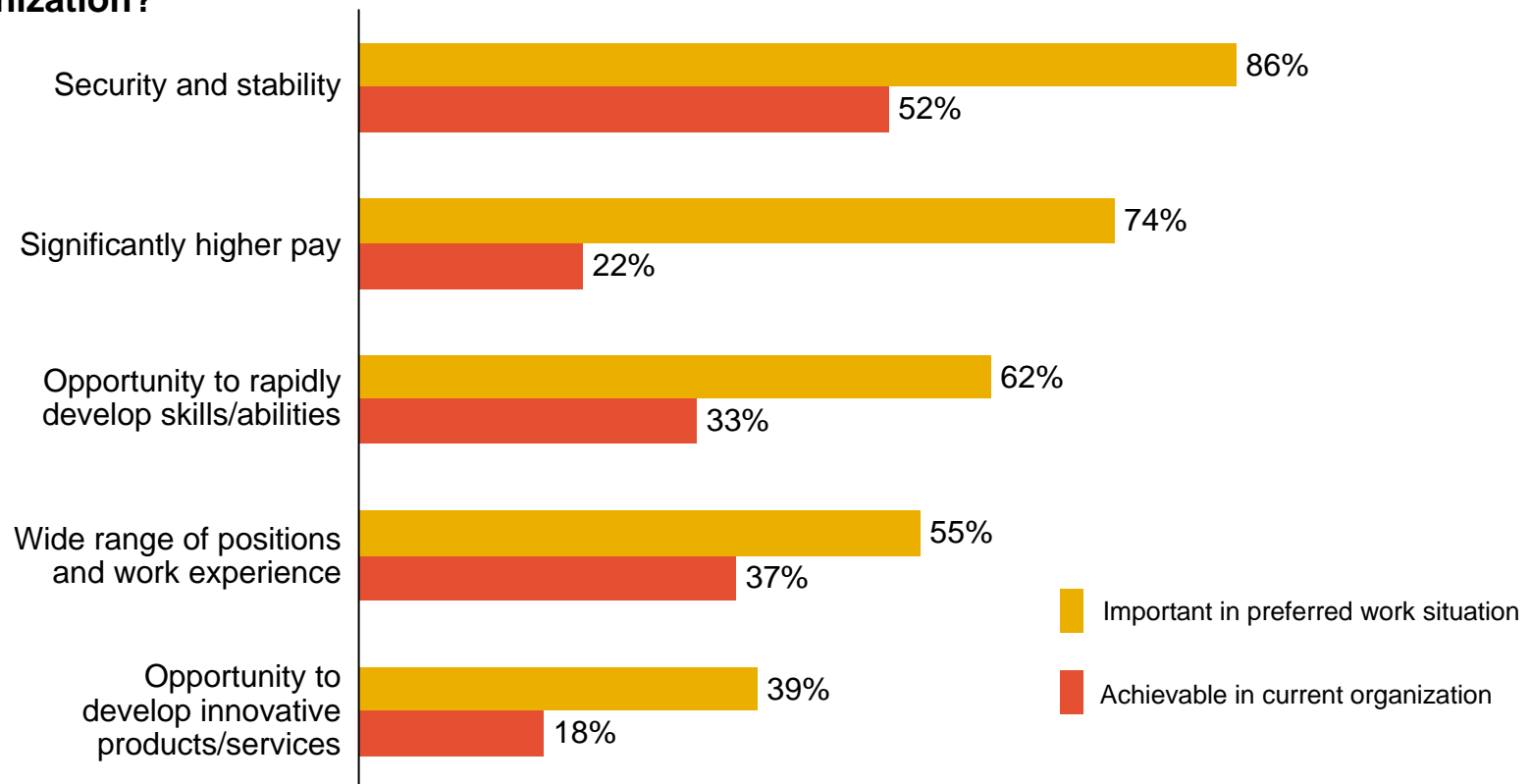
Source: Towers Watson 2010 Global Workforce Study — U.S.

[towerswatson.com](http://towerswatson.com)

# A New Workplace Focus: Stability over Advancement

**Q: To what extent is each of the following important in your most preferred work situation?**

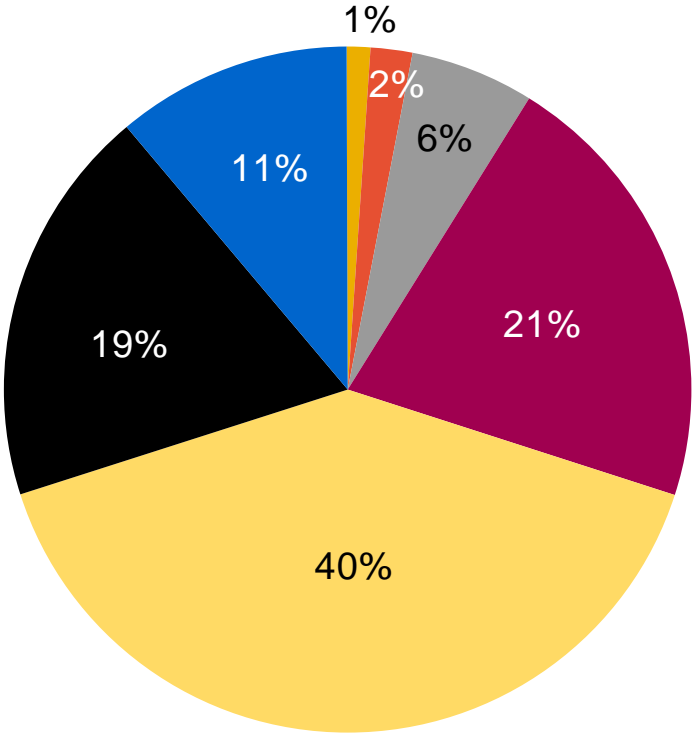
**Q: To what extent is each of the following achievable for you within your current organization?**



Source: Towers Watson 2010 Global Workforce Study — U.S.

[towerswatson.com](http://towerswatson.com)

# Retirement in the Post-Recession Era



**Q: At what age do you expect to stop working altogether?**

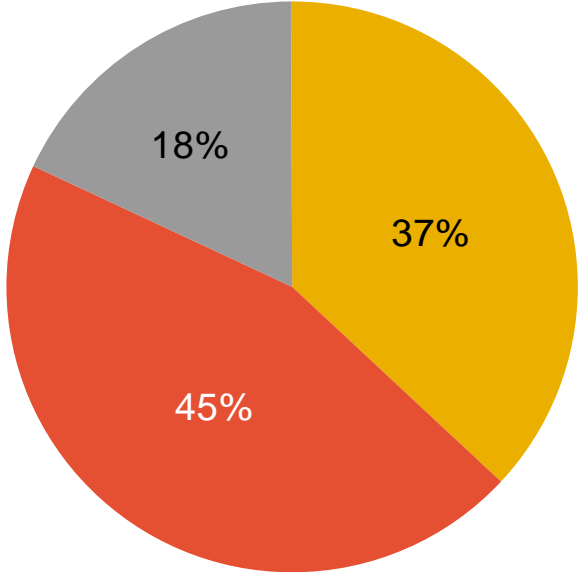
- 49 or younger
- 50 – 54
- 55 – 59
- 60 – 64
- 65 – 69
- 70 – 74
- 75 or older

**Mean: 67 years**

Source: Towers Watson 2010 Global Workforce Study — U.S.

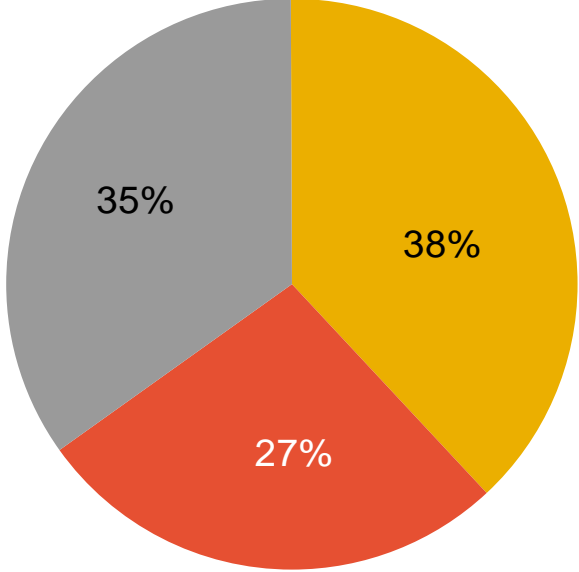
# Retirement in the Post-Recession Era

**Q: Which of the following best describes your views about continuing employment after you reach retirement age?**



- Will work because I have to
- Will work, but not because I have to
- Will have a traditional non-working retirement

**Q: Are you confident that you will have sufficient financial security throughout your retirement?**



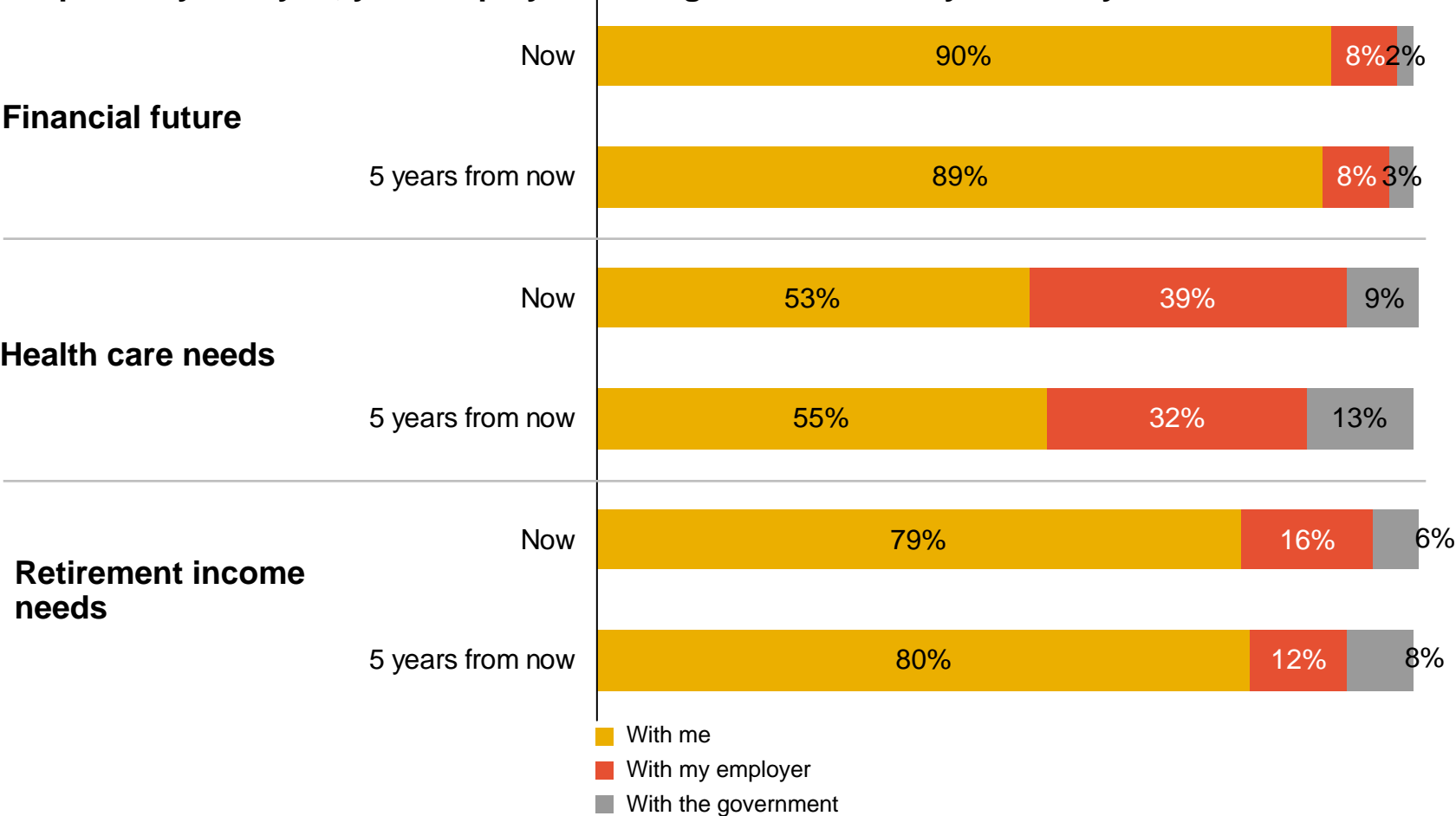
- Agree/Tend to Agree
- Mixed
- Disagree/Tend to Disagree

Source: Towers Watson 2010 Global Workforce Study — U.S.

[towerswatson.com](http://towerswatson.com)

# Retirement in the Post-Recession Era

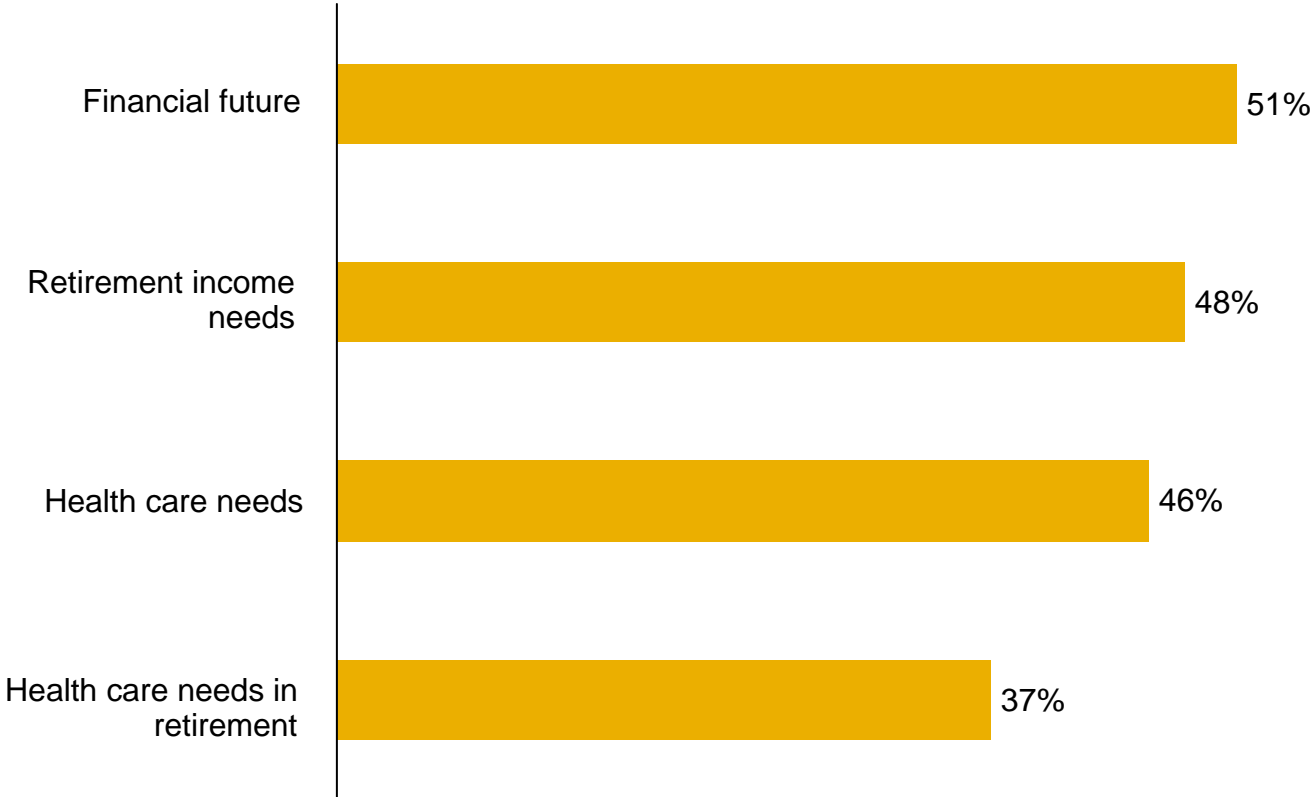
**Q: For each of the following, indicate whether responsibility for managing the area rests primarily with you, your employer or the government today and five years from now.**



Source: Towers Watson 2010 Global Workforce Study — U.S.

# Retirement in the Post-Recession Era

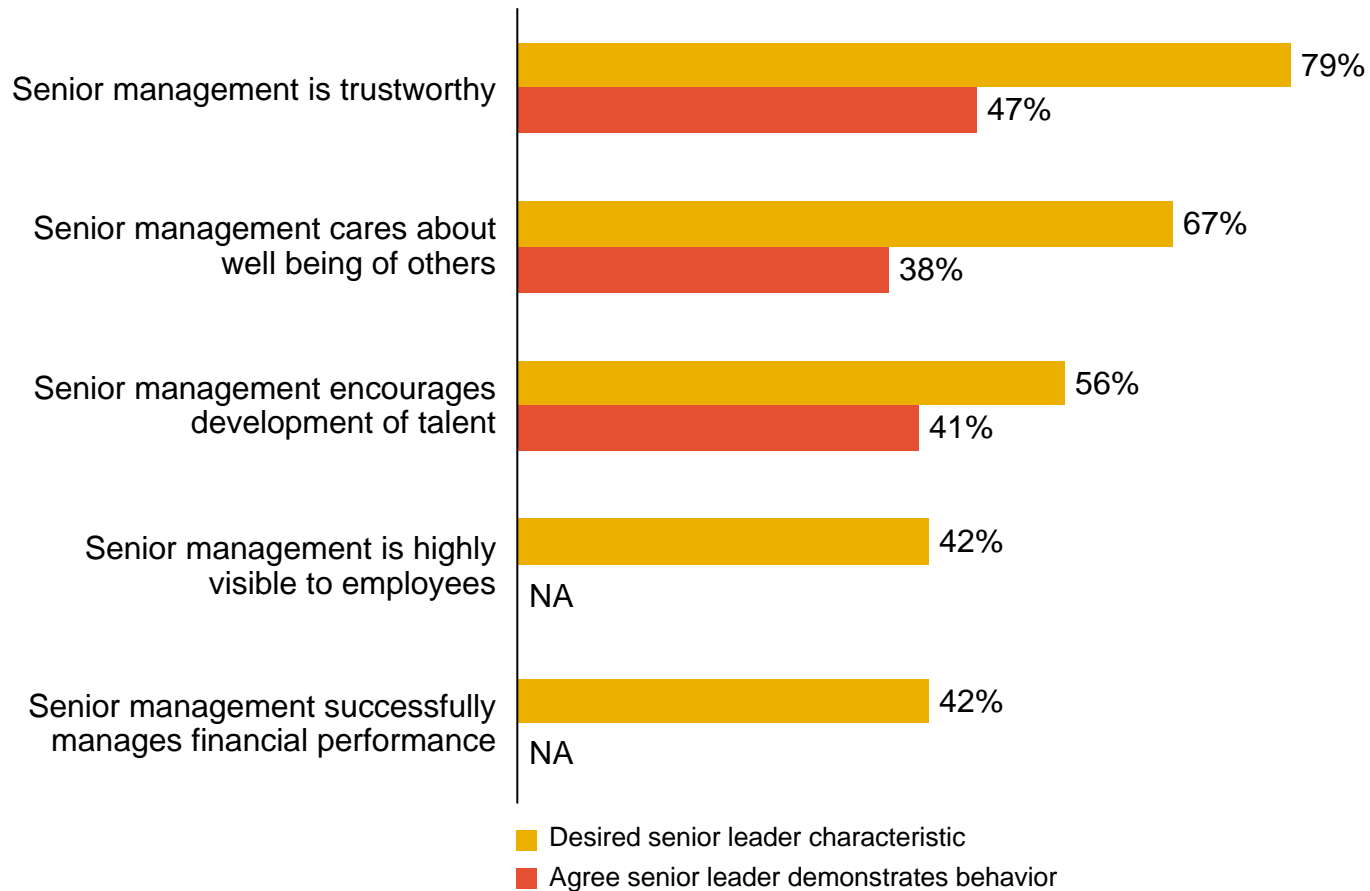
Q: To what extent do you feel comfortable managing each of the following on your own?



Source: Towers Watson 2010 Global Workforce Study — U.S.

# What Do Employees Look for in a Leader?

Q: Select the 5 characteristics you most desire in a senior leader.

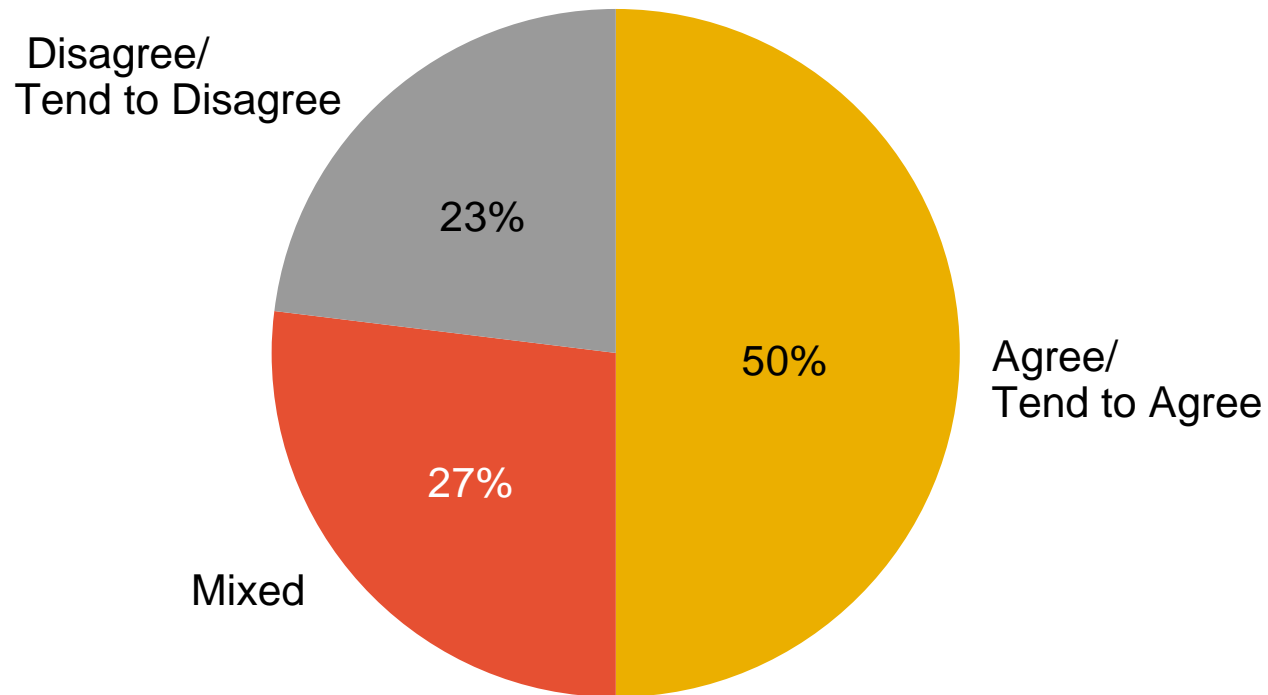


Source: Towers Watson 2010 Global Workforce Study — U.S.

[towerswatson.com](http://towerswatson.com)

# Are Leaders Effective in the Eyes of Employees?

**Q: Please indicate the extent to which you agree with the following: “Overall, senior leaders are effective at providing leadership for the organization.”**



Source: Towers Watson 2010 Global Workforce Study — U.S.

[towerswatson.com](http://towerswatson.com)