



Recruitment  
Development  
Career Transition



# The Reinvention Imperative:

How AI is Reshaping Jobs,  
Individual Careers and Talent Strategies

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# Executive Summary

*By John Morgan, President  
Career Transition & Mobility  
Leadership Development & Coaching  
HR & Talent Advisory*

We're in a new era of career transition—one defined not just by disruption, but by reinvention.

AI is accelerating change at a pace many workers can't yet see, but feel all the same. While only 12% of career transition candidates in our programs cite AI as the reason for their layoffs, nearly half of business leaders say they've already reduced headcount because of it. That mismatch points to a deeper challenge: Organizations are evolving faster than people are being prepared to adapt.

The impact of that disconnect is real. People displaced by AI are reemployed more slowly. They're more likely to chase roles that no longer exist. And they're navigating their skills development largely on their own. Over 70% of those in transition are learning AI skills, but mostly in a self-directed manner. Only a small proportion are using employer-led training.

Yet the response we are seeing isn't resignation—it's reinvention. Nearly 60% of our candidates pivoted into entirely new careers. These aren't just job changes; they're

identity shifts. And they reveal a powerful truth: Career transformation is no longer an edge case. It's the new reality of work.

As organizations grapple with how to manage change, a new responsibility is emerging. Not just to restructure wisely, but to help people move forward with purpose. That means moving beyond transactional approaches to career transition, and toward solutions that blend human care with strategic foresight. Coaching. Skills-first talent models. Career tools that help people explore possible futures, not just apply for jobs.

Because the real opportunity isn't just navigating disruption—it's rethinking how we prepare people for what's next.

In this new era, AI is accelerating the imperative for career transformation. Organizations that intentionally combine human-centered coaching, advanced AI tools, and strategic reskilling will empower individuals and organizations to adapt, reinvent, and succeed.

# Introduction

At LHH, we have a long track record of using the latest technology to support individuals and organizations in moments of transformation. But even we are struck by the speed and depth of AI's impact on the world of work.

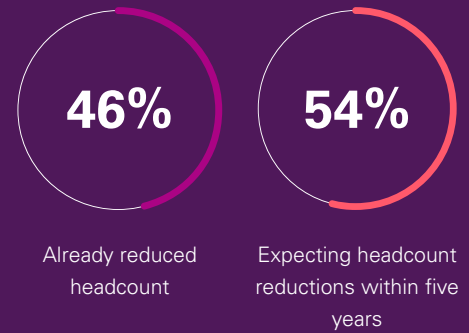
New LHH data, drawn from over 200,000 global career transition candidates who lost their job in 2024, reveals a powerful insight: 58% of laid-off workers pivoted to entirely new occupations—despite nearly three-quarters (74%) originally seeking a similar role to the one they had lost.

We are living through a fundamental workforce shift: from cost-cutting to capability-shaping. Where layoffs were once about right-sizing, today they are also about right-skilling. AI is not simply displacing workers—it's forcing both individuals and organizations to evolve.

This shift is unfolding amid a broader global transformation. [The World Economic Forum](#) predicts that 170 million new jobs will be created by 2030 due to emerging technologies and industry disruption—while 92 million roles will become obsolete. Similarly, the Adecco Group, LHH's parent company, [surveyed 2,000 C-suite](#) leaders and found that 46% have already reduced headcount due to AI, and 54% expect to employ fewer people within five years—a 13-point increase in just one year.

The results of our 2025 AI mobility survey offer a fresh perspective on AI's real impact—not just on job losses, but on the emotional and professional journeys that follow. Our findings show that AI-related layoffs make reemployment harder, reinvention more urgent, and strategic career mobility more essential than ever.

**Figure 1: AI-Related Headcount Reductions (Reported and Planned by Business Leaders)**



**Source:** [Leading in the Age of AI](#), the Adecco Group, 2025; N=2,000





# Unseen Disruption: AI Is Reshaping Jobs—Quietly

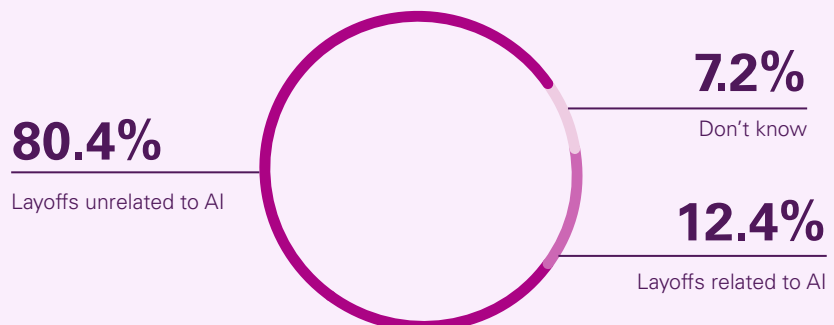
Analysis of LHH’s proprietary career transition data shows that most people did not attribute their jobs loss to AI. 12.4% of LHH career transition candidates cited AI as a factor in their layoffs, and just 1.4% said AI directly replaced their role. An additional 7.2% were unsure about the exact reason for their job loss—leaving 80.4% of layoffs reportedly unrelated to AI or automation, as shown in Figure 2.

This perception stands in sharp contrast to what we’re hearing from the C-suite. According to the above-mentioned Adecco Group survey of 2,000 business leaders, nearly half of employers (46%) said they’ve already reduced headcount due to AI, and 54% expect to employ fewer people within five years—a 13-point increase in just one year.

This disparity reveals a disconnect between the strategic decisions being made by business leaders and the way those decisions are communicated or understood by impacted employees. While employers are restructuring for the future, many employees don’t realize that AI is already reshaping the workforce.

**Figure 2: Layoffs Attributed to AI (%)**

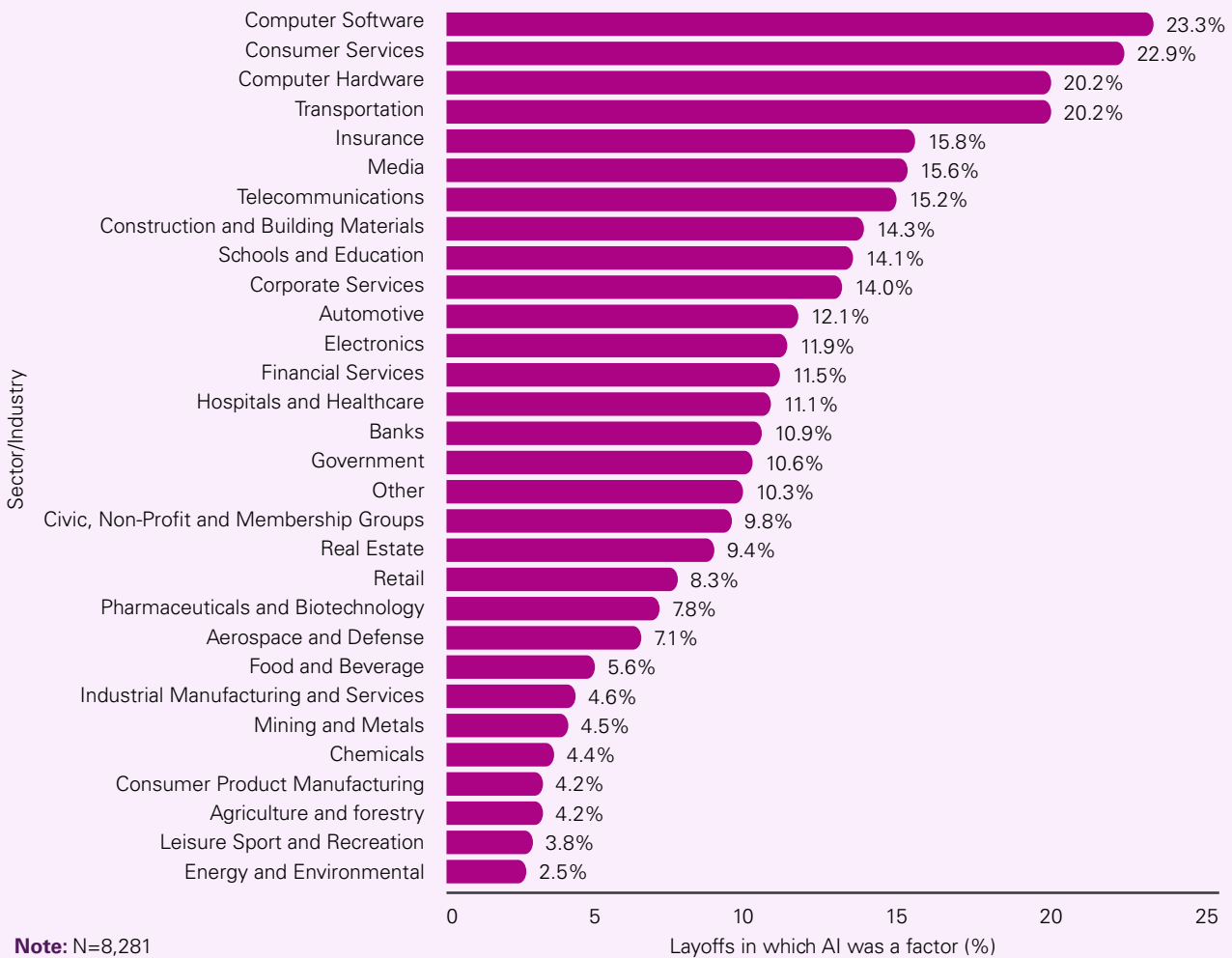
**Note: N=8,281**



Sectors differed sharply: 23.9% of candidates from the computer software sector attributed their layoff to AI, compared with just 2.5% in the energy and environment sector. Industries with the highest layoffs due to AI are largely technology-related sectors, while those at the

other end of the scale (e.g., consumer and industrial manufacturing), which have been automating processes for many years (e.g., through robotic process automation), show lower perceived disruption due to AI. (See Figure 3.)

**Figure 3: Layoffs Attributed to AI, by Sector/Industry**



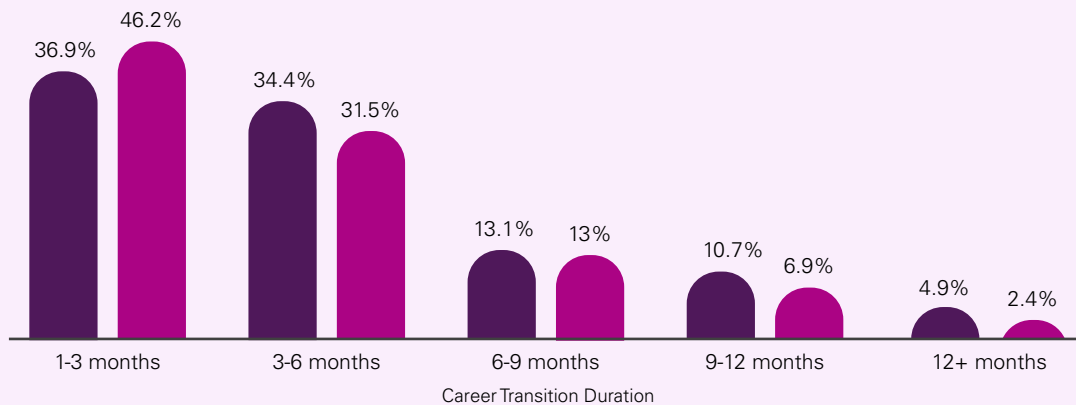
The fact that tech workers seem to be the most vulnerable to AI-related layoffs should be noted by employers and policymakers, as both have consistently signaled for over a decade that more tech skills are needed across the global economy. Now those very workers are among the first being displaced by AI. [Recent reports](#) show the unemployment rate for IT professionals in the United

States exceeding the national average for five consecutive months. With the right support and skills development, these workers are well-placed to fill the one in four U.S. tech job openings that call for AI skills, for example. Tech workers are both highly exposed and uniquely equipped to reinvent—but they need early support, honest market insight, and structured guidance to do so successfully.

# Impact: AI-Linked Layoffs Lead to Slower Reemployment and Require More Support

While AI may not yet be perceived as the leading cause of layoffs, for those affected, it has a measurable and lasting impact. Only 36.9% of candidates laid off due to AI were reemployed within three months, compared to 46.2% of those whose layoffs were unrelated to AI. Even more striking: AI-displaced individuals are more than twice as likely to face a transition period of 12+ months (see Figure 4).

**Figure 4: CT Candidates' Time to Reemployment** (Layoffs Related to AI vs. Layoffs Unrelated to AI)



**Note:** N=8,281

● AI-Driven Job Loss    ● Non-AI-Driven Job Loss



According to the Adecco Group’s [Global Workforce of the Future 2024](#) report, while employed, workers tend to underestimate AI’s impact on their skills and careers. The proportion of individuals who felt their skills had become less relevant nearly doubled, while twice as many said

they had been forced to consider changing professions. This trend highlights a growing realization: AI is not just coming for the workforce—it’s already here. Employees who fail to acknowledge this shift risk falling behind.

**Figure 5: Perceived Impact of AI on Current Jobs, 2023 vs. 2024**



Source: [Global Workforce of the Future 2024](#), the Adecco Group, 2024; N=35,000.

This disconnect extends the emotional toll of career transition. It’s important to factor this into the equation, as it can directly contribute to slower reemployment. As one candidate shared, “I have actually been reluctant to use these AI tools, because I do feel my job was eliminated in part due to the advancement of AI ... there was a period of ‘getting over the initial negative reaction to AI’ after the shock of being laid off.”

AI may not be the primary cause of job loss today—but if AI is a factor, the recovery is harder and slower. This points to deeper skill mismatches and professional identity challenges that require more targeted, longer-term support.



# Mandate: Career Reinvention Is the New Norm

In the age of AI, career reinvention has become more than a trend—it's becoming the new norm. Our data shows that 58% of LHH career transition candidates in 2024 pivoted to entirely new occupations. This signals a dramatic shift: Career

transition is no longer just about switching jobs, but about stepping into new professional identities.

This shift is about more than acquiring skills—it's about reimagining one's professional path. As John Morgan,

LHH's President of Career Transition, Career Mobility, and Leadership Development, puts it: "When someone loses a job, it's not just a financial loss—it's a personal one. Workers are left questioning their value and what their future holds."

Through our research, we have identified the core elements people need to pivot successfully:



**A clear view of employability:** understanding current strengths, traits, and marketable capabilities



**An honest assessment of the market:** distinguishing between temporary setbacks and permanent job changes



**Inspiration to imagine what's next:** using tools like Career Canvas to visualize new paths



**Structured pathways, not just job lists:** clear, achievable routes to reemployment



**Stronger human connections:** peer support and networking to break through automated hiring filters



**Support for identity rebuilding:** helping candidates shift mindsets and self-image, especially when moving into unfamiliar sectors

This framework is proving essential in fast-evolving industries. In the tech sector, for example, traditional coding roles are declining as AI takes over routine programming tasks. [Microsoft reports](#) that 30% of its code is now AI-generated. Meanwhile, [one in four tech jobs](#) posted this year in the U.S. calls for AI skills. In response, our coaches are guiding software engineers toward roles in product management, UX, and AI model training—paths that require not just new skills, but new ways of thinking.

And it's not just tech: financial services, retail, and healthcare are all undergoing accelerated transformation. From digital banking to AI-powered customer care, nearly every industry now demands adaptability, reinvention, and continuous learning.

Career reinvention is no longer the exception. It's the strategy. And organizations that apply the same reinvention mindset internally—through proactive upskilling and talent mobility—will be the ones best prepared for the future of work. A focus on redeployments can save on costs, too: Our data suggests that in the US, redeploying internal talent can save up to \$136,000 per employee.

*Paul, in his early 40s, was working as a risk analyst in the finance sector when he was laid off due to automation. His employer connected him with LHH's Career Transition team, who assigned a suitable career coach to work with him.*

*Through coaching and tools like [LHH Career Studio](#), Paul and his career coach identified his transferable skills as analytical thinking, detail orientation, risk awareness, data interpretation, and structured methodologies.*

*Paul's skills and traits aligned remarkably closely with quality management, a high-demand field in manufacturing, pharmaceuticals, and technology.*

*But it wasn't as simple as searching job listings for quality-manager roles and applying. To build the confidence and credibility he needed to stand in front of hiring managers from a completely new field, Paul needed to shift his identity from finance culture to industrial pragmatism. He started by learning new industry-specific tools and standards relating to his new choice of career.*

*After 20 years of being "the finance guy" in a suit—someone his peers turned to for investment advice—he suddenly found himself wearing work boots on a factory floor, stepping into a world where he felt like a beginner. While he had once carried deep confidence in his expertise, the move to a new industry required him to rebuild that self-confidence and credibility from the ground up.*



# Gap: Workers Reskill Themselves as Employers Fall Behind

LHH data shows that over 70% of our career transition candidates have been learning AI as shown in Figure 6, yet while employed most people (46.4%) learnt AI through self-directed tutorials and hands-on practice; 29.7% favored on-demand courses, while only 10.4% were learning AI through employer-provided training, pointing to a significant gap in employer supported reskilling.



General Assembly, an LHH brand, recently published its [State of Tech Talent](#) research finding that 99% of HR professionals report growing AI skill requirements, even for non-technical roles—a strong signal that AI skills are no longer optional, but required.

Yet most organizations are not keeping pace with employees’ desire to upskill. Nearly two-thirds of LHH career transition candidates (64.9%) expressed interest in developing their AI capabilities—a number that jumps to 70.3% among those already learning. Even among those who haven’t yet begun, nearly half (47.9%) said they want the opportunity. With only 10.4% using employer-provided AI training, we see a significant mismatch between the urgency of AI upskilling and the formal support being provided.



# Usage: Career Transition Candidates Use AI but Need Structured Hands-On Support

As more career transition candidates take AI learning into their own hands, they are not just building future-ready skills—they are putting them to use immediately on their job search. From resume writing to employer research, job seekers are increasingly turning AI tools into powerful allies in their transition.

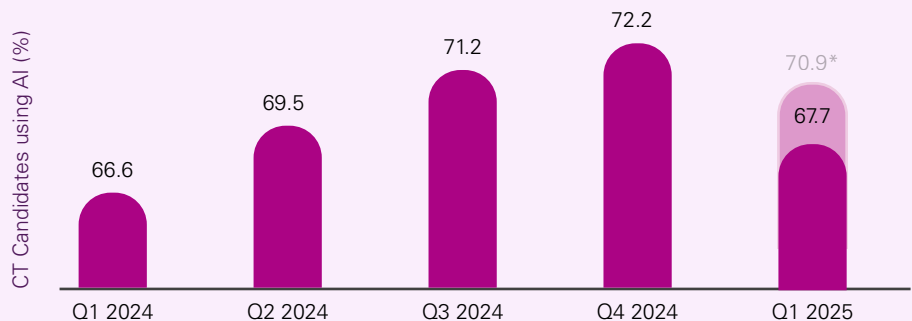
While 70% of candidates use AI, usage varies. Among the AI learners, 86.7% were using AI tools to support their job search—but only 50.5% of those not learning AI were doing so.

Learning AI builds confidence in using it, which is why embedding practical experience with AI-powered tools in

the career transition programs helps candidates develop skills and use them effectively to find their next role.

The proportion of CT candidates using AI in their job search is on a clear upward trend, as shown in Figure 7.

**Figure 7: CT Candidates' Adoption of AI Tools in Job Search**



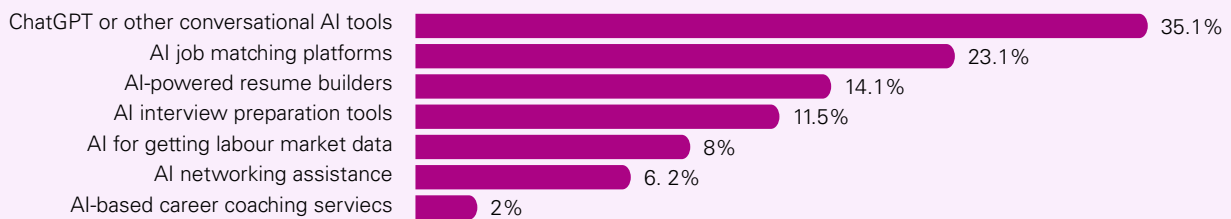
**Note:** N=8,281; Q1 2025

\*includes actual and projected data.

\*Projected

When it comes to job searches, ChatGPT and similar tools are most commonly used; however, many candidates are unaware of tools like AI resume builders, job matching platforms, and AI interview prep (See Figure 8). They need guidance, not just access.

**Figure 8: CT Candidates' Preferred AI Tools**



**Note:** n=4,552 (CT candidates learning AI)

Career transition candidates confirm they would benefit from more help in this area. One told us “I will use AI to prepare for job interviews, but I’m not sure how I would use it in a job search,” while another said, “I would like to know how to navigate other AI tools that can support my job search apart from ChatGPT.” A third added, “I would like to learn more about AI interview prep tools.” These needs are confirmed by a very high usage of our own LHH AI tools that can be accessed on Career Studio such as Career Canvas, the next-role inspiration tool, and an Interview Preparation Centre.

Career Transition candidates and broader job seekers require structured, hands-on support to confidently navigate the expanding ecosystem of AI job-search tools. Guidance—not just exposure—is the differentiator between those who experiment and those who succeed.

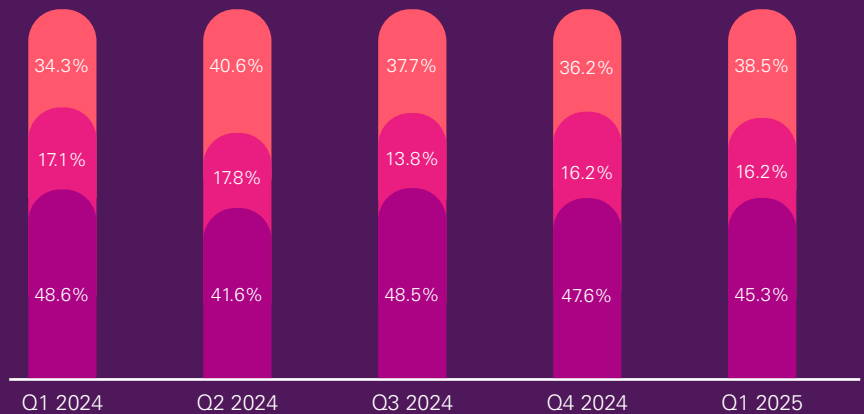


# Shifting Attitudes: From AI Anxiety to Informed Uncertainty

Only 16.4% of career transition candidates believe AI will have a positive impact on the job market, while 45.9% believe AI will eliminate more jobs than it creates. Despite this disparity, the sentiment is softening—shifting from a negative perception to uncertainty (see Figure 9).

**Figure 9: CT Candidates' Views on the Impact of AI on the Job Market**

- Expects a Negative Impact
- Expects a Positive Impact
- Uncertain



Note: N=8,281

Uncertainty isn't usually a cause for optimism, but in this case, the proportion of candidates expecting a negative impact has fallen by 7 percentage points at the same time as uncertainty grew from 34.3% to 40.6%. This shift indicates a growing ambiguity about AI's long-term impact, probably sparked by growing familiarity with AI tools.



# Conclusion: From Career Transition to Career Transformation

by Izabella Khazagerova, SVP, Career Transition and Product Innovation, LHH

AI is not just disrupting jobs—it is redefining them. While only a small share of layoffs are currently attributed directly to AI, its ripple effects are unmistakable. Displacement driven by automation and emerging technologies is making reemployment harder, especially for individuals whose skill sets are rapidly becoming obsolete.

Too often, job seekers attempt to return to roles like the ones they have lost, underestimating how much reinvention is truly needed. That is why career transition support must evolve. It is no longer just about helping people find their next job—it's about helping them redefine their path, identity, and future in a transformed world of work. This demands deeper, more personalized support and longer transition timelines—especially for those affected by AI.

But supporting reinvention after layoffs is only part of the story. The future of workforce strategy lies in career mobility—a proactive approach that empowers people to adapt, grow, and thrive from within. Organizations that invest in reskilling and internal pathways don't just retain talent—they build a more agile, resilient business.

Here's what modern organizations must do to succeed in this new era:

1. Equip every employee with the mindset, insights, and tools to pivot with confidence—whether to new skills, new roles, or entirely new careers.
2. Support full career transformations, not just job searches. Real reinvention requires time, tailored insights, confidence building with emotional support, and practical guidance.
3. Blend human expertise with AI-powered tools. The right combination of empathy and intelligent technology



helps people discover options they would not see alone.

4. Make redeployment a strategic capability. Shifting talent internally preserves institutional knowledge, reduces costs, and builds critical reinvention muscle.
5. Close the AI upskilling gap. Make AI learning a foundational part of growth—not a luxury for the few.

To do this well, organizations need partners who bring both empathy and innovation—deep human care supported by advanced technology. Because the true goal is not simply to help people find a job. It's to help them reinvent their careers—and in doing so, help individuals and organizations thrive through disruption, not just survive it.

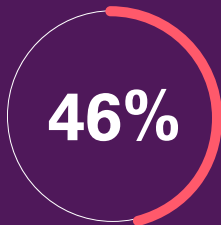
# Shifting Attitudes: From AI Anxiety to Informed Uncertainty

Just



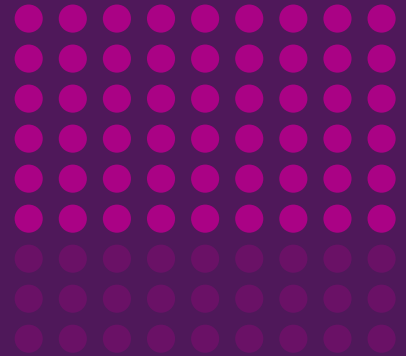
of career transition candidates say **AI contributed to their layoff.**

But

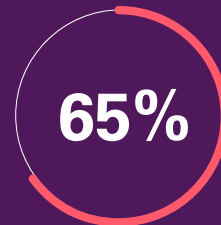


of business leaders say they have reduced headcount because of AI.

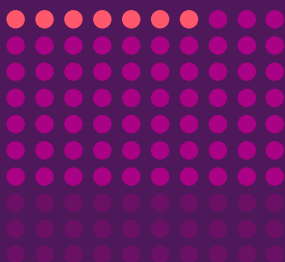
People whose layoffs were **AI-related** were **twice as likely** to still be out of work 12+ months later.



of people in career transition pivot to entirely new careers.



of career transition candidates want opportunities to develop their AI skills.



Over **70%** of career transition candidates are learning AI but only **10.4%** are being supported their employers.



# Methodology

We surveyed 8,281 LHH Career Transition & Mobility candidates across 17 markets between January 2024 and March 2025 to understand their perceptions of AI. This analysis is complemented by insights from LHH's proprietary analytics, drawn from more than 200,000 candidates supported in 2024.

We also drew on the following research from LHH's parent company, the Adecco Group:

- **[Leading in the Age of AI, 2025](#)**  
based on interviews with 2,000 C-suite leaders across 13 markets.
- **[Working Through Change: Adapting to an AI-Driven World of Work, 2024](#)**  
the 2024 edition of the Adecco Group's annual Global Workforce of the Future research, based on interviews with 35,000 workers across 27 markets.



# About LHH

LHH empowers professionals and organizations to achieve bold ambitions and secure lasting impact through unique advisory services and professional talent solutions.

LHH's full suite of offerings connects solutions that are traditionally siloed, making LHH a single talent partner for organizations. In a rapidly evolving landscape with complex challenges, we create value across the entire professional talent journey. From hiring great people, developing skills and nurturing leaders, to advancing individuals to the next stage of their careers, LHH makes talent a competitive edge.

We believe the future of work lies at the intersection of exceptional human care and innovation. Powered by science, technology, and proprietary data analytics, LHH's approach is crafted to align with business strategies and cultures, delivering powerful, sustainable, and measurable impact.

LHH has a team of over 12,000 professionals, across 60+ countries and more than 50 years of experience. As part of the Adecco Group, we bring together global excellence, local knowledge and centralized coordination for thousands of companies and millions of people worldwide.

**Recruitment. Development. Career Transition.**

**LHH. A beautiful working world.**

To learn more about LHH, visit [A Beautiful Working World](#)