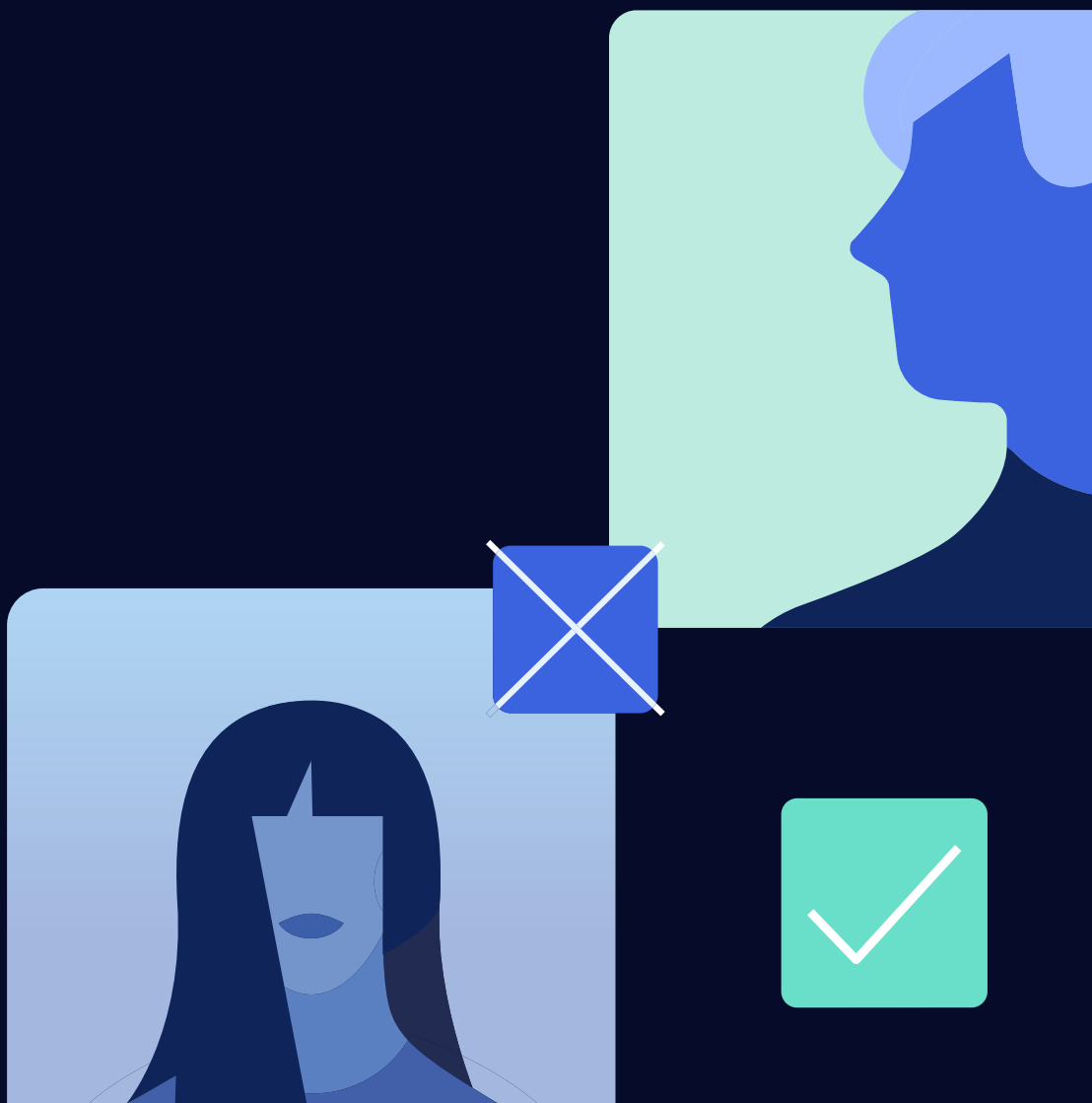


PRACTICAL GUIDE

Professional (re)orientation: the keys to effective support

EXPERT TIPS & BEST PRACTICES





Editorial

| Provide meaning, build the future

Giving your career a new orientation is no longer a one-off event. It has become a regular process, sometimes complex, often fraught with personal and professional issues. For individuals, it is about finding a path that makes sense. For those in a support role, it is about guiding without imposing, enlightening without directing.

In this guide, we propose a structured approach to support career orientation and professional mobility. Based on listening, self-knowledge and the use of reliable tools like Evolution, this approach aims to secure career choices while recognising each person's resources.

Professionals in a support role, HR, coaches or advisors: this guide is designed for you. To help you better support, better understand... and identify potential more effectively.

Enjoy the reading

01. Today's challenges linked to orientation, reorientation and internal mobility

At a time when career paths are becoming more evolutionary, orientation is no longer a unique moment reserved for career beginners. It is becoming a common thread, serving individual agility as well as collective performance. Understanding the dynamics at play allows for better structuring of support approaches.

Increasingly dynamic career paths

Today, linear careers are rare. According to France Compétences (2023), one in two workers consider career change. This figure rises to 61% amongst those under 35 years old (Barometer Centre Inffo, 2023). These figures reflect a profound change: the quest for meaning, work/life balance, the need to feel useful and create value or personal development are taking priority over more traditional criteria such as job stability.

Companies must also take these new aspirations into consideration: retain talent, secure transitions, anticipate key skills. Thus, orientation is becoming a strategic driver for reconciling personal development with organisational needs.

A changing world of work

Professions are evolving at high speed. The World Economic Forum estimates that over the next five years 44% of skills will change, and that millions of jobs will disappear or emerge in new sectors. Within such a context, individuals may feel disoriented: lack of visibility of job opportunities, lack of knowledge of professional environments, difficulty linking their profile to concrete possibilities.

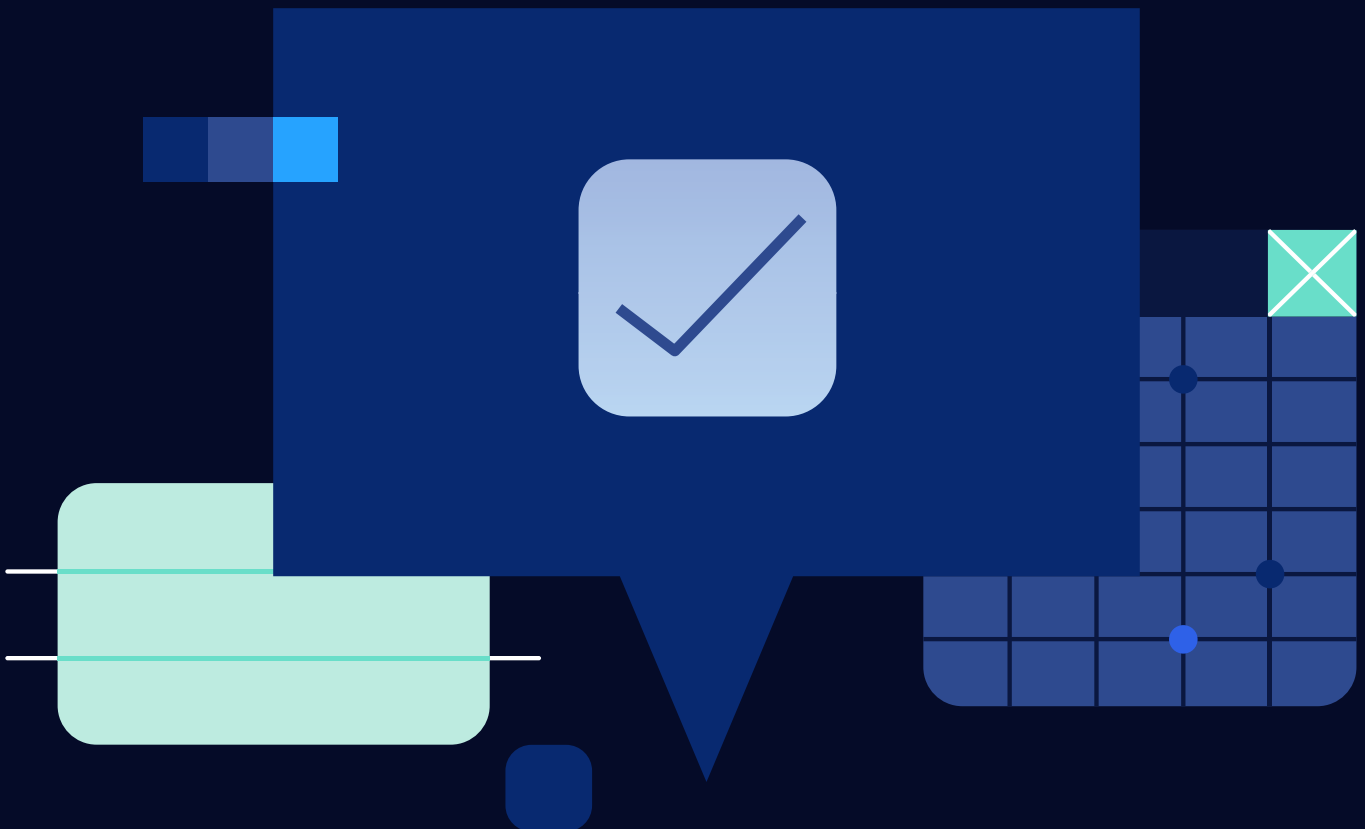
Furthermore, work expectations are changing: the quest for meaning, rejection of traditional employment, importance of shared values... This complexity makes career choices even more difficult, but also richer, provided that a structured support mechanism is provided.

The importance of equipped, individualised support

Within this changing landscape, orientation can no longer be limited to giving some generic advice. It must be based on a rigorous and personalised approach, built on three pillars:

- **Better self-knowledge (aspirations, soft skills, motivation drivers);**
- **A clear understanding of professions and professional environments;**
- **An ability to project oneself in a motivating, progressive and realistic path.**

Using this approach makes safe choices possible, avoids reorientations by default and strengthens beneficiaries' confidence. It also constitutes a driver for HR, schools and public systems, provided it is supported by adapted tools and robust methodologies.



02. Good practices for accompanying a person in orientation or reorientation

Supporting an orientation or reorientation project effectively is not something which can be improvised. Whether it is a student looking for a career path, an employee undergoing a career change or a professional looking for meaning, the support mechanism must structure the approach, secure the decision-making process and empower the person when making their choices. To this end, some good practices have proven their worth, regardless of the context.

1. Provide a clear, co-constructed framework

The first step for a successful support mechanism is to define **a clear and reassuring framework for trust**. This involves clarifying the objectives of the support, the respective roles (support person/beneficiary), the upcoming steps and the operating rules. At the beginning of the process, it is essential to co-construct the support contract based on expectations, the level of autonomy, personal or professional constraints, and the degree of urgency or maturity of the project.

This phase is based on **active and caring listening**, essential to identify the person's experience, their obstacles, their implicit and explicit needs, their questions, and their deep aspirations. This listening posture creates a bond of trust that will be decisive for the rest of the process.

It also helps to prevent frequent misunderstandings (waiting for a 'tailor-made profession, confusion between professional advice and coaching, etc.) and positions the person as the actor of their own trajectory.

2. Start with the person, not the market

Given the uncertainty of the job market, it's tempting to start with 'what sector is recruiting'. However, the effectiveness of support means first and foremost gaining **detailed knowledge of the person you are supporting**: their desires, their values, soft skills, environmental needs, motivation drivers and obstacles.

This approach centred on the individual avoids external injunctions ("You should do that, it's a promising job") which can lead to dead ends. The objective is to identify a professional project **aligned with the person's core identity**, so they may project themselves in it in a sustainable way.

At this stage, it's essential to **recognise and place value on transferable strengths and skills**, often little known or underestimated by the person themselves. Past successes, personal qualities mobilised in various contexts (work, volunteering, leisure), behavioural or transversal skills are valuable resources for imagining alternative or reinvented trajectories.

Several methods can support this step: exploratory interviews, narrative assessments, questionnaires of individual areas of interest, psychometric tests (we will come back to these in the next section), tools which analyse values or motivation grids.

3. Secure the projection: moving from dream to action

Once one or more project areas have been identified, the support mechanism must help the person move from vague to concrete, by confronting ideas with realities: what are the required skills? the possible training modes? the working conditions? the prospects of evolution? the financial or logistical risks? the needs for retraining or transition?

This phase is based on structured exploration work, providing broader perspectives while remaining anchored in feasibility. It's about opening up a range of possibilities without defeating the objectives, thanks in particular to:

- **Simulation or immersion** (meeting professionals, discovery internships, PSP);
- Access to **reliable and up-to-date information** on professions and sectors.
- The **use of visualisation tools** (job mapping, route trees, career change simulations).

This is also the time to develop the progressive action plan. This step is crucial to give consistency to the project, make it achievable and motivating. We establish a reverse schedule, identify the necessary training, explore funding solutions (PTA, Transitions Pro, etc.) and plan the first concrete actions.

According to the CREDOC/France Compétences Barometer (2023), career change projects that include structured support have 60% more chance of succeeding compared to those conducted alone.

4. Adopt a posture of facilitator rather than prescriber

The role of the HR professional, coach or advisor is not to decide for the person, but to **help them make their own informed choices**. This implies a posture of active listening, strategic questioning, support without judgment, and sometimes benevolent confrontation. This posture incites the empowerment of the beneficiary and strengthens their commitment to the process.

By helping the person develop their own landmarks and build on their resources, they **regain confidence in their ability to take action**. The support relationship then becomes a safe space for exploration, within which they get to know themselves better so they orient themselves in a more effective way.

03. The tools and methods to guide a person during their journey

Effectively accompanying a career orientation or reorientation cannot be done without a baseline of robust tools combining introspection, exploration of what is the current situation and projection into the future. Each tool has its own role: some help develop self-awareness, others help discover professions in a concrete way, others make informed decisions. This chapter presents the main methods available to HR professionals and support providers, aimed at building a structured path.

1. Interviews: creating a relationship of trust and facilitating the emergence of meaning

The interview is often the starting point—and the common denominator — of any support mechanism. Within this relational framework emotions, doubts, hopes and aspirations can be freely expressed.



Interviews enable you to :

- Identify the person's professional and personal experience
- Take stock of their expectations, motivation drivers and obstacles
- Co-build a realistic and motivating trajectory



Specific approaches can be adopted :

- **The biographical interview**, which traces milestones and identifies constants (values, preferences, achievements).
- **The motivational interview**, which helps the person clarify their ambivalences and strengthens their ability to engage.
- **Strategic questioning**, often used in coaching, to open up new perspectives without imposing direction.

Benefits: promotes hindsight, empowers the person and fuels the entire process.

2. Psychometric tests: objectify and value personal resources

Psychometric tests provide objective insights into key dimensions of orientation: soft skills, motivations, professional interests, ideal environment... When used properly, they help the person understand themselves better, gain confidence and nourish their choices.



Amongst the dimensions often explored are :

- **Behavioural skills** (e.g. adaptability, cooperation, autonomy...)
- **Career motivations and anchors** that shed light on sustainable professional priorities (e.g., need for autonomy, security, challenge...)
- **Relationship to work** (thought schematas and beliefs)
- **Work preferences and the favourable professional environment**

Example: the Evolution tool, developed by PerformanSe, combines this data to help people identify their personal drivers, favourable professional environments, as well as the professions that suit them best. Discover Evolution on page 18.

Benefits: increases the value of resources which are often invisible, facilitates self-positioning and secures choices.

3. Immersions and on-the-job experiences: confronting the project with reality

Nothing beats direct experience to confirm or deny an orientation track. Support can include taking concrete steps to test a profession or a sector, in real or semi-real conditions.



There are numerous ways of doing this :

- **Observation internships**, particularly in the context of a transition (Transition PTA, Personal Training Account, Professional Situation Period - PSP)
- **Meetings or interviews with professionals** via the network or exchange platforms
- **Immersion days**, events, trade fairs
- **Mentoring** or tutoring: support by a professional who is in the chosen **profession**

Benefits: makes the project more concrete, shatters false representations, strengthens motivation or avoids reorientation mistakes.

4. Assistance with projection and decision-making: structuring the transition to move to action

Once the resources have been identified and the avenues explored, it is crucial to help the person **project themselves, prioritise and decide**. This involves using decision-making tools and building an action plan.



Some useful practices for this stage :

- **Adequacy grids profile/project:** check the consistency between the desires, skills, and realities of the targeted profession
- **Choice matrices:** compare several options using objective criteria (motivation, feasibility, prospects, constraints...)
- **Personalised action plans** with short, medium and long-term milestones

Benefits: avoids dispersion, strengthens commitment, allows step-by-step progress within a reassuring framework.

“Regularly, staff members come to me wanting to change roles because they don’t feel valued in their current position. However, the test helps them better understand how they function, what they need, and how they might better obtain it...”



Corinne Massoubre
Head of Skills Development,
Val d'Oise Departmental Council

04. Using psychometric tests in career management

Psychometric tests are powerful drivers to increase an individual's self-awareness, understand their drivers, internal resources, professional needs and build a project that makes sense. Beyond a simple inventory of traits, they provide **dynamic indicators** that inform career choices and guide HR support towards sustainable and motivating trajectories.

Here are five main types of data particularly useful in a career orientation or mobility approach, which you can assess via the psychometric tests proposed by PerformanSe.

#1.

Soft skills

Soft skills, or behavioural skills, are the personal, social and emotional skills that influence how a person interacts, organises, decides on or handles complex situations. They include, for example, critical thinking, creativity, cooperation, stress management or adaptability.

Why measure them?

Soft skills are reliable indicators of an individual's potential to adapt to changing professional contexts, collaborate effectively or take on new responsibilities. Their assessment enables us to go beyond the mere consideration of technical skills to better understand how a person actually behaves and takes action in a work environment.

Why is this important when considering a career?

In a world where careers are less and less linear, soft skills constitute a driver for differentiation and evolution. By identifying their strengths and development paths, an individual can position themselves more accurately, project themselves in environments adapted to their natural abilities, and build a pertinent professional development plan. For HR, this data paves the way for personalised support and anticipates success or risk factors in a new position.

#2.

The career anchors

Formalised by Edgar Schein, career anchors correspond to the deep motivations that guide professional choices. During the course of their career journey, each individual develops one or two dominant anchors amongst eight possible ones: technical/functional competence, general management competence, autonomy/independence, security/stability, entrepreneurial creativity, service/dedication to a cause, pure challenge or lifestyle.

Why measure these?

Anchors offer a simple and powerful reading grid of work aspirations. During a period of self-doubt, they help identify a direction to take by identifying what really makes sense for the person.

Why is this important when considering a career?

During a professional change or after a career shock (dismissal, conflict, burn-out, personal event), anchors provide a point of reference. They allow choices to be directed towards more aligned trajectories, by refocusing on the main anchor or exploring the secondary anchor to reinvent oneself. This knowledge promotes more conscious decisions and increases the likelihood of a successful rebound.

#3.

Self-concept clarity (SCC)

Self-concept clarity refers to the degree to which a person perceives their beliefs about themselves as being clearly defined, consistent with each other, and stable over time (Campbell and al., 1996).

Why measure this?

A high level of SCC facilitates individual self-analysis, the ability to explain their journey to date, to project into the future and to justify choices. Conversely, a blurred SCC can be an obstacle during transition periods: the person will have more difficulty identifying their resources, recognising their achievements and positioning themselves.

Why is this important when considering a career?

SCC is particularly useful during skill assessments, mobility support or recruitment. It helps to know if a person needs support to structure their professional narrative, strengthen their self-awareness and gain confidence in their decisions. Clarifying individual self-concept helps lay solid foundations to build a coherent professional trajectory.

#4.

Psychological capital (PsyCap)

Psychological capital groups the internal resources someone can draw upon to face complexity and challenges. It is composed of four dimensions: self-efficiency (believing in one's ability to succeed), hope (knowing how to generate alternatives and commit to them), optimism (perceiving the future positively) and resilience (capacity to rebound after difficulty).

Why measure this?

Knowing the level of an individual's PsyCap helps identify a person's psychological strengths but also the fragilities to bear in mind. It is a valuable tool used to adapt to managerial positions, assess ability to project into a new position, or support a career change process.

Why is this important when considering a career?

High psychological capital is associated with stronger motivation, a greater ability to manage stress, persevere when facing obstacles, and demonstrate flexibility. In times of transition, this is an essential resource. And here's the good news: PsyCap can be developed. Positive feedback, recognition, support and a sense of usefulness all contribute to building this over time.

#5.

Desired Psychological Contract (DPC)

The psychological contract represents the set of implicit expectations an individual has towards their employer. It does not appear in the official employment contract, but deeply impacts an individual's relation to their company. There are two main types of psychological contract:

- **Transactional:** focused on performance, compensation, defined tasks and short-term results.
- **Relational:** oriented towards commitment, meaning, loyalty and a longer-term vision

Why measure this?

Understanding the type of psychological contract serves to anticipate sources of motivation or disengagement, to prevent misunderstandings in the employment relation and to enhance onboarding or mobility processes.

Why is this important when considering a career?

The type of psychological contract influences satisfaction, retention and professional development expectations. There is no 'better' contract than another: everything depends on the company's culture, the position, and the person's professional project. Strong alignment between these dimensions is a key factor for engagement and performance.

05. Evolution: a structuring tool to support mobility and professional orientation

In a context where career paths are becoming increasingly scalable and personalised, it is increasingly essential to have reliable tools to support employees during their reflection phase. Evolution is a powerful tool designed to enlighten, structure and energise the process of professional projection, based on fine self-knowledge.



An operational and fast approach

Evolution is a tool which is fluid and directly exploitable:

- **15 minutes** suffice to answer the online questionnaire.
- A personalised report is automatically generated at the end of the questionnaire.
- An interview with the beneficiary leads to an open discussion on results and concrete perspectives.



A journey in 5 steps to develop self-awareness and to project oneself

The Evolution report is structured around two main components: **Personal Resources** and **Job Profile**, using the classical dimension of a career counselling or skills assessment approach.

Part 1: Explore your personal resources

This first step aims to identify key elements of personality, aspirations, and relations to work, in order to build a career plan that is aligned and motivating.

Behavioural resources

Soft skills are at the heart of the analysis here: adaptability, communication, priority management, self-perception, etc. This data helps identify strengths that can be capitalised on in a new role.

Professional aspirations

Based on the model of Edgar Schein's career anchors, this part explores an individual's profound drivers: need for autonomy, for security, taste for challenge, social commitment, etc. A powerful compass which helps guide an individual in their evolution choices.

The relation to work

This part explores the way the employee experiences their work today: feeling of control, alignment with company values, balance between professional and private life, confidence in the future... An essential prism to anticipate satisfaction drivers in a future mission.

Part 2: Identify your job profile

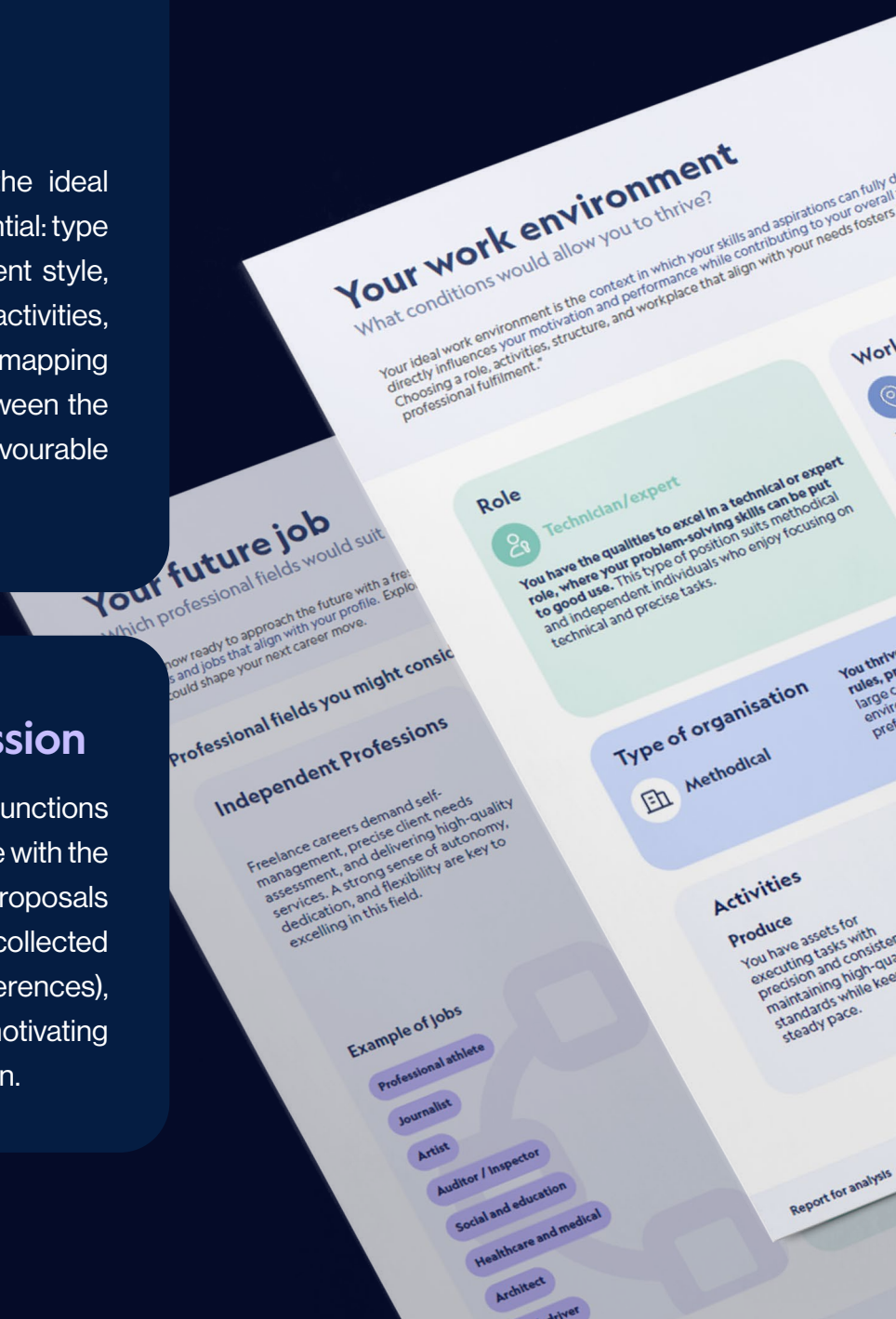
Once the internal resources have been clarified, Evolution steers reflection towards concrete work environments and professions, compatible with the revealed profile.

The work environment

Here, the tool identifies the ideal framework to unleash potential: type of organisation, management style, preferred role, motivating activities, privileged workplaces. This mapping promotes consistency between the individual's profile and favourable working conditions.

The future profession

Evolution offers 2 main functions and 8 job suggestions in line with the analysed profile. These proposals are built from all the data collected (anchors, behaviours, preferences), thus offering a realistic, motivating and personalised orientation.



The benefits of Evolution in HR support mechanisms



For the beneficiary :

- Become aware of your strengths and aspirations
- Structure thinking which is often blurred or diffuse
- Project more concretely within a new trajectory
- Gain confidence during decision-making



For the HR professional :

- Conduct interviews on an objective and exhaustive basis
- Structure support within a readable and reassuring framework
- Quickly identify concrete action drivers
- Professionalize their posture as a person in a support role



Testimonies of professionals

HR professionals share their experience using Evolution.

Testimonial Swisslife



«In situations of mobility, the Evolution orientation tool helps better define and support our employees' professional projects, by getting closer to their own motivations and real needs.»



Florine Garet, Head of the Talent Development and Employer Brand department, Swisslife

Testimonial CP Formation



«I appreciate the fact that the Evolution tool is not strictly speaking a personality test, but rather sheds light on how an individual interacts at work and can be positioned in different environments.»



Adeline Janela, Head of Digital Learning, CP Formation

Testimonies of professionals

HR professionals share their experience using Evolution.

Testimonial Fédération Française du Bâtiment



«Evolution enlightens us on the personal resources of employees and facilitates the identification of change projects, when it comes to helping an employee reorient internally, for logistic reasons for example.»



Julie Thomas, Regional Delegate for Employment and Training,
French Construction Federation

Testimonial Département du Val d'Oise



«The Evolution tool offers a simple and very positive way to think together about what employees really need to thrive. It helps drive real awareness.»



Corinne Massoubre, Head of skills development,
Conseil Départemental du Val d'Oise

Conclusion

(Re)thinking professional trajectories: a strategic and human driver

Multiplication of transitions, aspiration for more meaning, evolution of expected skills... so many factors that make the role of HR professionals, coaches, and advisors even more important to identify career paths that are both sustainable and aligned.

This guide aims to offer clear benchmarks and concrete tools to structure this support mechanism by :

- taking each individual's uniqueness into account,
- valuing reliable and objectified data generated by psychometric tools,
- promoting a posture of listening, projection, and action.

Far from imposing ready-made answers, professional support aims above all to unearth the right questions: What really motivates me? Where can I be useful and fulfilled? In which context will I give the best of myself?

Many questions that a tool like Evolution will provide answers to, more quickly and more serenely, to benefit both the individual and the organisation.

Career orientation means giving each person the power to act on their professional trajectory. And it always starts with better self-knowledge!

Ready to discover your results in 10 minutes?

TAKE THE TEST

A smartphone?

