



The New Dynamics of Job Mobility

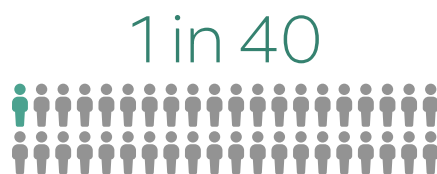


From moving up the ranks to following new paths

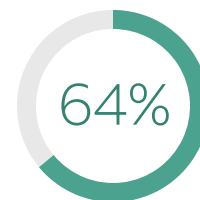
In today's economy, where talent is hard to find, technology is ever-evolving, and what workers want is shifting, hiring is no longer a simple step-by-step process of posting, screening, and selecting. Instead, it's a complex interplay of constant movement: talent flowing between sectors, job types, locations, and skill sets.

Historically, enterprise workforce planning assumed predictable career paths from junior to senior to manager, and usually within the same field. But an analysis of job switching by Indeed's Hiring Lab tells a different story:

Every month between 2022 and 2024...



Indeed users with an uploaded resume switched to a new job



of those job switchers also changed occupations

[Indeed Hiring Lab](#)

At the same time, the World Economic Forum's [Future of Jobs Report 2025](#) highlights a surge in demand for emerging roles in areas like AI ethics, sustainability, and data privacy—roles that often pull talent from fields like legal, compliance, communications, and marketing, rather than traditional “tech” tracks.

For enterprise HR leaders, these trends matter because they change *where* and *how* to look for qualified, responsive candidates. Enterprises that see beyond traditional career ladders and embrace capabilities over credentials will be the first to find adaptable, innovative talent.

“

In today's market, your best hire may come from a field you've never considered — if you know where to look.”

Svenja Gudell
Chief Economist, Indeed



For enterprise HR leaders, the challenge isn't just finding more candidates — it's seeing the ones they've been missing.

Common hiring problems solved by understanding mobility

Pain point	How mobility insight helps
High-volume, low-quality applicants	Target adjacent occupations that are more likely to deliver qualified, interested candidates
Defining "qualified"	Focus on skills that can transfer to different roles, not just titles or degrees
Hiring faster and more efficiently	Discover unexpected hiring pipelines to avoid slowdowns
Low brand profile	Support diverse backgrounds in promoting your employer brand to broaden your appeal
Measuring success and ROI	Track hires from non-traditional paths as a new success metric

Strategic recommendations for mobility-first hiring

Even with clear data and growing urgency to evolve, large organizations often face real friction when trying to modernize hiring. The obstacles go beyond awareness — deeply ingrained habits, structural silos, and short-term ROI pressures can slow even well-intentioned change. The following five strategies are designed to help HR leaders overcome those barriers by embedding job mobility, adaptability, and foresight into their workforce planning.

1

Broaden your talent pipelines

Building more resilient talent pipelines helps accelerate hiring, improve candidate quality, and uncover new, less competitive sources of talent.

- Use published insights on career mobility trends to identify which adjacent occupations are feeding into your hardest-to-fill roles.
- Partner with your internal people analytics or talent strategy teams to map these trends against your current pipelines and attrition hotspots.
- Pilot outreach and branding campaigns targeting these overlooked feeder roles to diversify and strengthen your candidate pool.

2



Reassess and redesign role requirements

Revisiting rigid requirements opens access to job changers with transferable skills and reduces the number of unqualified applicants.

- Remove rigid degree, industry, and tenure filters unless clearly linked to job performance.
- Replace them with skill and capability criteria linked to business outcomes rather than niche industry knowledge.
- Consider adding phrases like “adjacent industry experience welcome” to job postings to signal openness to fresh perspectives and transferable skills.

3



Evolve internal mobility and reskilling programs

Strengthening internal pathways reduces external recruiting costs, improves retention, and accelerates ramp-up time.

- Identify in-house talent with adjacent skills who could fill hard-to-hire roles.
- Invest in targeted upskilling or certification programs tied to emerging roles (e.g., AI governance, ESG strategy).
- Partner with learning and development teams to build cross-functional talent pipelines rather than hiring externally by default.

4



Use external labor market insights to guide planning

Combining internal HR data with external market research grounds workforce decisions in evidence without the need for complex new systems.

- Leverage [Hiring Lab](#) research alongside internal HRIS and ATS data to benchmark workforce trends and hiring outcomes.
- Share relevant findings with leaders through dashboards, planning sessions, or talent strategy updates to guide performance reviews, cross-team collaboration, and internal mobility.

5



Balance long-term transformation with short-term ROI

Focusing on both quick wins and strategic outcomes allows you to meet board-level expectations while building a more resilient workforce.

- Identify metrics that show quick wins, for example, percentage of hires from non-traditional backgrounds, pipeline diversity, and apply-to-interview ratio.
- Build dashboards for leaders that track these metrics alongside time-to-fill and cost-per-hire data.
- Frame mobility-first hiring as both a cost optimization and a brand differentiation strategy.



In an age where roles evolve faster than resumes, capability — not credentials — is the new currency of hiring.

