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**Title: Changing employment relations and perceptions of job insecurity: Challenges for employees and leaders**

Working life is characterized by large-scale and drastic changes. Some of the most typical drivers of change include technological innovations, the globalization of work, and tighter budgets. In response to these trends, restructuring, downsizing, flexible staffing, and other types of change processes have become frequently used strategies for improving organizational effectiveness and competitiveness. This development has had widespread implications for employment relations. Many employees have been made redundant, especially in times of economic recession, and the negative consequences of unemployment are well documented. But there are also indications suggesting that the employed population can be divided into a group with strong connection to the labor market and other individuals experiencing increased uncertainty about their future employment.

This keynote address aims at providing an overview of the changing employment relations, with particular focus on employee perceptions of job insecurity. A background illustrating the intensification of work and acceleration of change is followed by a section defining job insecurity as a subjective experience and discussing various features that may be central in understanding perceptions of unemployment uncertainty. The presentation summarizes what is known about antecedents of job insecurity and presents the accumulated research evidence in terms of consequences for the individual, the organization, the union, and life outside of work. This is followed by a discussion of how the negative effects of insecurity may be mitigated. While individual characteristics and coping strategies may be effective, this discussion focuses mainly on challenges for management in redressing the most negative consequences of job insecurity.