be a talent navigator.

2018 Talent Trends Report
talent is now inseparable from business strategy

expectations of talent leaders grow

improving talent quality becomes a priority

employers seek to create a differential advantage

the consumerization of technology accelerates

human forward is the competitive advantage

AI, machine learning and robotics start a revolution

complexity increases with the rise of independent talent

businesses become universities

insights become more indispensable

top 10 talent trends in 2018.

click on the trends to navigate this year’s biggest developments.
Complexity is a way of life for most of us in the post-digital age.
There never seems to be an end to our to-do lists at work and at home. Social media helps us connect with each other but demands more of our time. And as technology constantly evolves, we’re asked to learn something new every day. All these factors are converging to create a more complicated world that’s increasingly challenging to navigate.

As a talent leader, you’re experiencing the same phenomenon in the world of work. Business and markets are evolving so quickly that it can be difficult to focus on how to become a truly talent-centric company. However, the changing worker-employer relationship, the proliferation of technology, the growing skills gap and the C-suite’s constant demand for greater agility all complicate your role. But that’s good news.

Why? There are growing opportunities in your journey, and your role is becoming more critical. Leaders today should focus on how this convergence affects their organization and develop a strategy to leverage these trends. Achieving cost savings and process improvements are important, but what really creates value is delivering the best people resources to execute on the organization’s goals.

To do this, you must have a deep understanding of critical developments in the world of work. The 2018 Randstad Sourceright Talent Trends Report is designed to help you hone your expertise and focus on the issues that talent leaders everywhere are (or will be) grappling with.

We surveyed 800 C-suite, HR and procurement leaders in 17 countries with the goal of learning more about employers’ current and past practices, outlook and recent business performance.

Key findings include:

- Companies are more comfortable with flexible labor; 76% say the right worker can fall under any type of work arrangement and be based anywhere in the world.
- HR technology is increasingly important to workforce productivity; it is the top-cited influencer (65%) among more than a dozen market factors.
- There is continued optimism in the business climate for the year ahead; 70% anticipate growth over the next 12 months, compared with 64% in 2017.

Affirming market developments in previous years, C-suite and talent leaders around the world are excited and empowered by talent innovation. On the other hand, concerns expressed in the past — including talent scarcity and the skills gap — remain top of mind for most.

‘We hope a thorough review of our 2018 report will help accelerate your talent strategy this year. It’s encouraging to see rising optimism across the world, but as a talent navigator, you should be ready to guide your organization through any new challenges that arise in the months ahead.’

Rebecca Henderson
chief executive officer
Randstad Sourceright
One of the most difficult tasks for your organization today is ensuring the business has adequate resources to execute on its vision. How often has your company been slowed by an inability to acquire the right talent quickly so that it can capitalize on opportunities? There are many reasons for these hurdles — skills scarcity, rising competition, ineffective recruitment — but the overall cause is often simple strategic misalignment.

According to McKinsey, in recent years, companies have been pushing HR to “embrace a more strategic role” by stepping out of its traditional organizational silo. Part of this transformation includes creating workforce plans that support long-term goals and build business value.

Our Talent Trends research shows most talent and C-suite leaders view their function as evolving. Most (78%) say the goal of their talent strategy is to have measurable impact on business performance, up from 57% in 2016. More than two-thirds (71%) also say their talent acquisition strategy is more about total value creation for the company than it is about cost savings.

Ensuring the business has adequate talent to fulfill its mandates starts with strategy alignment. As PwC’s Paul Leinwand points out in the Harvard Business Review, successful companies such as Starbucks have a worker-centric culture, which is key to the customer experience and loyalty. Talent leaders must ensure their vision provides the underlying engine that drives growth. By anticipating business needs and developing an agile workforce that is able to quickly pivot around market demands, HR and procurement can deliver the right talent even before it is requisitioned.

Some employers continue to struggle with alignment because they operate under outdated talent models. In “Fearless HR – Driving Business Results,” David Forman, former chief learning officer of the Human Capital Institute, says HR needs to move past organizational silos and adopt a business mindset.

By following the company’s financial results, such as income statements and cash flow analysis, talent leaders can anticipate the challenges and opportunities ahead.

If you were asked to name five promising areas of growth for your business, could you quickly answer? Are you able to voice the strategic talent initiatives you are planning to support these? To truly deliver value to your business, the answer should always be “yes.”

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five ways to align talent strategy with business needs.

test drive the CEO seat.
Approach your workforce as if you were the CEO. Think about business priorities and how talent can fulfill these needs. You will need to elevate your problem-solving skills to new heights.

don’t be a silent partner.
The days of HR being order-takers are over. It’s time to ask questions and challenge ideas with your expertise. Speaking out for and against ideas is the only way you can ensure talent is aligned to operational needs.

build an evidence-based strategy.
You must leverage all possible business insights when developing your talent strategy. Collect data on sales trends, product development cycles, customer behaviors and other relevant information to help you understand the implications for your workforce.

seek regular feedback.
Just as business strategies can evolve and shift quickly, your talent strategy needs to be equally agile. This requires regular conversations not only at the board level, but also with business leaders who are closest to markets.

know the 1-, 5- and 10-year plans.
Organizations (especially publicly traded ones) operate by quarter, but to create the long-term value your company needs requires an expanded view of the business. If you lack clarity about where you’re headed in the next few years, you won’t be able to create a workforce that can support the future.
When Lucia Luce Quinn became chief people officer at Forrester Research, she had transitioned from a business development role earlier in her career. Initially resistant to the idea of leading HR, she was eventually persuaded by the company’s CEO. Now, she has discovered her business skills are just as needed in HR as in any revenue-producing role, according to the *Harvard Business Review* (HBR).

Her story is one of many that demonstrate the growing strategic role talent leaders play in their organization. According to HBR, the role of the chief human resources officer (CHRO) should be sought out by any executive looking to grow his or her skills. In fact, as researchers claim, the CHRO can influence the organization more than any other position reporting to the CEO. It also affirms the growing expectations that C-suite leaders have of their talent leaders.

Similarly, our 2018 Talent Trends research reflects that both C-suite and human capital executives increasingly view the strategic nature of talent leaders. An overwhelming majority of those surveyed (84%) say the work they do will prepare their organization for the future — the highest level since the inception of our Talent Trends research in 2015. Nearly as many (77%) say HR deserves a voice within the organization regarding strategic decisions, also a new high.

For years, talent leaders have worked hard to earn their way to a seat at the table. After having accomplished this, performance expectations are sky high.

In a look at how HR leaders have evolved, *Fast Company* suggests they have impressively moved from being head-nodders to board-level contributors who challenge the status quo. At the same time, these leaders are increasingly focused on engaging with and advocating for talent.

Consider your own role. Have executive leaders sought out your input on more business decisions? Are you being invited to discussions that have a strategic impact more often? Are you delivering the resources that accelerate the entire organization forward? If these changes are occurring within your company, it’s likely expectations for your role are rising.

But if you haven’t yet seen these signs, it’s probably time to rethink how you can transform your role and your company’s talent function to create the indispensable advisory resource your C-suite needs.
five ways to impress the C-suite.

stay one step ahead.
The best way to meet and exceed your C-suite’s expectations is anticipating the business challenges ahead and making recommendations for how talent can address these issues before there is a problem.

think like a business executive.
If you can’t get into the heads of your business executives, you’ll never understand their pain and what drives them. Make sure you consult with them regularly to develop a strong understanding of their thought process.

transform or make modest changes?
Not every one of your initiatives needs to be transformative in nature. Consider whether you can meet executive expectations with a modest effort. If not, look to undertake more sweeping reform.

understand and manage expectations.
Make clear to your sponsors what your talent strategy will accomplish. Have a plan for communicating progress and course corrections when needed. Leave no room for ambiguities.

fight for the necessary resources.
To fulfill your mission, you need the right tools and people. Make it clear to executive decision-makers that these resources — whether for employer branding, recruitment marketing, retention strategies or any other talent-related activities — are necessary for executing on their vision.

‘Good news for talent leaders: the C-suite is counting on you more. The bad news? They’re counting on you more and will hold you accountable. To succeed, break out of siloed thinking and start creating business value through talent strategy.’

Cindy Keaveney
chief people officer
If you ask HR and talent acquisition leaders how well they’ve met their company’s talent demands, most will likely cite figures on time to hire, retention rates or some other indirect measure. But these metrics don’t exactly indicate how well hires have performed. And they certainly don’t provide feedback on ways to improve recruitment effectiveness.

These “performance measures” can be put in the past. Today, forward-thinking organizations are stepping up their efforts to not only deliver talent quickly, but also to ensure they are winning high-quality candidates.

According to research conducted by VONQ, Europe’s largest provider of online recruitment marketing services, quality of hire is the top recruitment metric cited by companies in 2017 for the second consecutive year. This is not surprising; our 2018 Talent Trends research also shows that a high percentage (72%) of C-suite and human capital leaders say employers’ expectations of talent continually grows.

Acquiring the best talent has obvious benefits: greater engagement, higher productivity, longer retention, better business outcomes ... the list goes on. However, ensuring quality of hires is challenging because employers don’t know whether their recruitment efforts are effective until after the fact. Furthermore, metrics used to indicate success — retention, career advancement, employee and manager satisfaction ratings — are not universal, so different organizations measure different things. And a minority of employers track quality at all, according to research and advisory firm Gartner, which estimates only about one-third do.

But as companies transform their talent strategies to move away from silos to a holistic approach in today’s shifting world of work, improving quality of hires has taken on greater urgency. There are a number of reasons for this:

• A poor hire is costly. Gartner estimates that it costs companies $1.6 million in rework for every 1,000 new hires.
• High-quality hires produce a competitive advantage due to their high potential for success, record of performance and overall productivity.
• World-class hiring practices can improve other workforce metrics, such as diversity, because they eliminate bias in the process.

As your organization evolves to be more strategic, is improving quality of hires one of your priorities? Speed of hire and quality of hire should have equal weighting when it comes to measuring recruitment effectiveness.
five ways to enhance talent quality.

start tracking results.
Many companies don’t measure quality of hire, so make sure you avoid this pitfall. Conduct surveys and follow-ups to capture how well new hires are performing, and track their ongoing progress in the organization to determine long-term results.

define quality clearly.
How you define a high-quality hire may differ from how your hiring managers define it. To make improvements, reach a consensus on what the organization values and which metrics matter.

benchmark your best performers.
By understanding the traits your rock star performers demonstrate, you can better home in on the qualities that will determine future success in new hires. You can then compare new-hire skills, traits and performance against the benchmarks.

don’t overlook pre-hire quality.
Are you recruiting from the right talent pool? Are hiring managers focused on the right skills for their roles? Are there gaps in your recruitment process that are detrimental to getting the best hires? Consider these factors first.

engage hiring managers.
In defining quality of hires, the role of hiring managers is critical. They will determine whether the hire is meeting their expectations and play a role in the individual’s success.

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One of the most effective ways to raise organizational performance is to enhance talent engagement. You can do this by creating a highly rewarding workplace experience aimed at both the talent you hope to recruit and current employees. For some companies, the workplace experience has become so critical that they’ve created roles expressly designed to address this function.

As global head of employee experience for Airbnb, Mark Levy says his role has responsibilities beyond those of the chief people officer, including functions such as facilities management. Airbnb’s unique model requires fostering relationships with homeowners who rent their spaces, as well as the clients who rent them. Levy explains that, to achieve this, the company needs to consistently encourage a sense of belonging among its workers.

“Our mission is to create a world where you can belong anywhere. In order for us to do that, we need to create a way for our employees to feel like they belong here,” he told Forbes.

Airbnb is not alone. A growing number of companies are investing in the workplace experience, as well as the candidate experience. Our 2018 Talent Trends research uncovers strong interest among talent leaders to invest in technology that creates a positive experience for talent.

A majority are increasing (51%) or maintaining (31%) budgets to enhance the workplace experience, and 46% are increasing budgets to improve candidate experience.

companies recognize that workplace experience can have powerful effects on productivity, retention and employer brand. Most visible are high-tech companies that provide a range of on-site benefits, such as personal valets, dining options and collaboration-friendly workspaces.

At the same time, companies such as Johnson & Johnson, PwC and Sutherland are specifically using technology to improve the application process and engagement. Our research shows that 92% of employers believe a positive candidate experience is critical to attracting and engaging talent. Three-quarters (75%) say they plan to improve their candidate experience in the next 12 months.

As you grapple with today’s competition for talent, are you potentially losing out on the people you need due to poorly designed recruitment and engagement efforts? Now more than ever, you need to examine how these activities impact long-term business success.
five ways to create an experiential advantage.

get feedback on what’s important. 
Do your workers want more flexible schedules or better tools to ease their day-to-day tasks? Survey talent regularly on how you can provide more resources to keep them engaged and productive.

ensure a friendly environment. 
With so much recent news about hostile workplaces, make sure you have strong policies and education that prevent harassment and other factors that might create an uncomfortable environment for your employees.

reinforce the value of workers’ mission. 
A cornerstone of a positive experience is rooted in talent’s sense of purpose in their mission. Regularly reinforce the idea that what they are doing is important to the organization, leadership and peers.

communicate with talent. 
Whether it’s to keep job applicants informed about the progress of their candidacy or employees about the latest business developments, regular communication with talent is absolutely critical to delivering a positive experience.

get collaboration throughout the company. 
Talent leaders alone can’t create the perfect workplace experience. Hiring managers, the C-suite, IT and many other stakeholders all contribute to a company’s culture and environment, so be sure to involve them in your initiatives.
Like most employers, your business is undergoing a transformative period marked by growing complexity. The rise of independent workers, statement of work (SOW) contractors and other contingent labor, along with the proliferation of artificial intelligence (AI) and robots, is testing traditional notions of the workforce. For talent leaders, understanding how best to leverage all these resources has become a real challenge.

According to Eurofound, the temporary labor force in the EU 27 grew 25% between 2001 and 2012, but permanent hires increased only 7%. Staffing Industry Analysts (SIA) also reported that SOW services are growing at twice the rate of managed services program (MSP) spend.

In 2016, McKinsey reported that up to 162 million people in the U.S. and EU 15 performed independent work, accounting for 20 to 30% of the workforce.

In our 2018 Talent Trends research, 1 out of 4 company leaders say they plan to shift more permanent positions to temporary or freelance talent, and 11% plan to adopt automation and robotics to a greater extent over the next 12 months. The job families that will most likely shift to freelance or temporary are HR (cited by 30%), procurement/purchasing (28%) and operations (26%).

More than three-quarters (76%) also say the right person for any role may be an employee, contractor or contingent worker and could come from anywhere in the world.

Without a doubt, your organization has probably gone through similar changes as opportunities to leverage the human cloud, freelancers and gig workers have made you more agile. However, if your company is still managing talent in silos, you haven’t really optimized all of your talent pools. It’s imperative you begin thinking about talent holistically, deploying resources based on business need instead of past practices. By considering all work arrangements for any particular role, you can deploy just the right resources more quickly and cost effectively.

To do this, an integrated talent model might be the right approach for you, but this requires considerable transformation. You must knock down existing talent silos and change organizational thinking.

Is this achievable at your company? Can a holistic approach deliver greater business agility for your business? Are you able to win buy-in at all levels? These are weighty issues to grapple with, but with the potential for a huge payoff, it’s worth a good hard look.

have you embraced a holistic approach to talent that leverages all work arrangements?

trend five

complexity increases with the rise of independent talent.
five ways to build a holistic talent model.

define the benefits.
Adopting an integrated talent approach is a serious undertaking, so you need to create the business case at the outset. Document how the transformation will lead to a competitive advantage and weigh those benefits against the effort and costs.

don’t rush the journey.
Implementing a holistic talent model is a journey, so there is no need to rush through. Be measured in your plan and consider all the steps involved to make sure you address the needs of all stakeholders.

define your stakeholders.
While it may seem straightforward, implementing an integrated talent model may be a cultural change that involves many members of your organization. From HR to procurement to legal to IT, you will need the support of many, including the all-important hiring manager.

know what you don’t know.
Considerable expertise is required, so recognize the gaps in your internal knowledge and seek external support where it’s needed. Developing internal competencies is also a good approach, but will likely require building extra time into your plan.

set clear milestones.
Because it is a journey, an integrated talent model should include clear milestones that will help you stay on track and in the right direction. For instance, you may want to implement specific technologies to help you manage freelancers or your contingent workforce.

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2018 Talent Trends Report
As advancements in robotics and AI accelerate, there is a sense of apprehension for some in HR. On the one hand, there are great opportunities to boost productivity through technology investments; however, as businesses contend with adoption, they must also decide how technology fits into their talent strategy.

For example, the growth of AI-powered recruitment tools is helping many find and hire workers more quickly and cost effectively, and throughout the organization, machines have the potential to empower workers to do their jobs better. On the other hand, employers must determine which roles are best performed by machines and which are better left in the hands of people. Making this determination isn’t easy; it requires understanding all the tasks that can potentially be automated and the technologies behind them.

For some talent leaders, this discernment is a new skill to acquire, while others have been contending with these questions for years. In either case, it will be an increasingly important skill to hone in the future. Randstad Sourceright’s 2018 Talent Trends research shows that most talent leaders believe automation, machine learning and robotics will have at least the same, if not more, influence on their organization in the year ahead. And an overwhelming number (81%) say they feel positive about the presence of these technologies in the workplace over the next three to five years. Nearly as many (70%) say technology is now helping them make better hiring decisions. When it comes to technology deployed in HR, there is widespread consensus (65%) that employers’ technology strategies have either transformed or had a positive impact on business.

As reported by BBC News, Boston Consulting Group predicts up to a quarter of jobs will be replaced by smart software or robots by 2025, and an Oxford University study suggests up to 35% of U.K. jobs may be replaced by automation over the next 20 years. Nearly as many (70%) say technology is now helping them make better hiring decisions.

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five ways to embrace AI and robotics.

stay updated on innovation.
Being educated about the technologies that can impact your organization is critical to assessing which investments you should make. Remain vigilant about new developments that can have a big impact on your workforce.

consult with other functional leaders.
Whether it’s a new manufacturing process or tools to automate accounts receivable, innovation that can help other departments is something you should become familiar with. Seek leaders’ insights on how technology can improve productivity in their respective functions.

create an advisory board.
An advisory board that is comprised of leaders throughout your organization, including those in the C-suite, can help guide your talent strategy when it comes to robotics and AI in the workforce.

consider more than economic gain.
Technology is getting better at executing many tasks currently performed by people, but that doesn’t mean you should invest in every available opportunity. Economic gains aside, consider the potential impact that a reduction in workforce will have on existing employee morale and productivity.

lead rather than follow.
Look for opportunities to invest in automation and robotics that can potentially catapult you ahead of the competition and help you create a more attractive employer brand. If you fall behind in the technology race, it may be difficult to recapture the market leadership position.

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In the rapidly developing HR technology landscape, one thing remains constant: the unrivaled power of human empathy in the world of talent acquisition. And this quality will not be replaced by AI or robots for the foreseeable future.

According to HRE Online, the World Economic Forum predicts that emotional intelligence is among the top 10 skills workers will need to develop by 2020. This is especially important for recruitment as technology makes greater inroads into the function.

A survey conducted by Randstad in 2017 uncovered that 82% of job seekers say the ideal interaction with a company is one where innovative technologies are behind the scenes and second to personal, human interaction.

Our 2018 Talent Trends survey shows that 51% of C-suite and talent leaders feel online recruiting takes away the people side of the business; however, that sentiment has declined over the past two years.

While there is apprehension about over-reliance on technology in the talent acquisition process, most business leaders (87%) strongly believe technology is enhancing attraction, engagement and retention of talent.

Recruiters who demonstrate strong emotional intelligence are known to not only better connect with candidates, but also affect an organization’s bottom line. For example, the U.S. Air Force saved $3 million using emotional intelligence to select recruiters.

While AI and automation can help raise productivity, their increasing presence means any organization can get access, ensuring no one has an advantage. What sets an employer apart from competitors are the connections its recruiters create with prospective talent. This will be the true future value of recruiters, whose role will focus more on career/talent advisory than sourcing and screening.

As your organization assesses its HR technology strategy, will you be making equally important investments in the people who use them? Are you considering how the emotional intelligence of your team can positively influence your workforce? Giving your recruiters productivity tools is important, but helping them become better at interacting with hiring managers and talent is also critical.
five ways to personalize candidate engagement.

leverage technology to connect.
Automated search, matching, reminders and alerts can help your team to access candidates faster, maintain regular communications, find upcoming openings that better suit candidate needs and reveal personal information that helps foster relationships.

personalize as the funnel narrows.
Technology is great for attracting and sourcing a large number of candidates, but as talent moves further down the funnel, make sure you create a personalized journey that includes regular communication and interactions with people in your organization.

assess your team’s emotional intelligence.
Whether selected or not, do all candidates come away from their experience highly satisfied or do they develop a negative view of your company? Monitor how well your recruiters interact with candidates. Harvard suggests four simple assessment tools.

conduct follow-up surveys.
You won’t know how satisfied candidates are unless you ask. Make sure to regularly gauge their opinion on how well your recruiters and process performed at various stages of the talent acquisition process.

stay engaged with silver medalists.
Runner-up candidates are talent you should remain engaged with since they may be ideal for other roles or even contingent positions. Create a talent community of high potentials for your recruiters to actively nurture and maintain.
what are you doing to simplify tools for your workforce?

Today, swiping is as second-nature as yawning or blinking. In a world where touchscreens seem as indispensable as the air we breathe, consumer technology has become inexpensive, prevalent and impactful on our lives.

Now this trend is spilling over into the workplace as developers seek to replicate the same experience for professionals. Despite this shift, many companies still fail to provide the consumer-like experience with their office tools.

According to research conducted by INSEAD, only 40% of members of Generations X, Y and Z around the world believe their employers have adequate digital competencies. While 30% believe virtual reality (VR) will revolutionize their work in the future, only 3% have access to it in the workplace.

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Top technology investments include talent analytics (59%), training and development (54%), candidate assessment (49%) and workforce collaboration (47%) — all of which are becoming more consumerized.

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Some examples of how this is unfolding include advancements in learning and development platforms where the inclusion of social features allows users to share their learning experiences. Collaboration tools such as Slack, Whatsapp, Skype and others are designed to simplify communication between colleagues. Gartner says consumer technology such as virtual reality is now reaching mainstream consumers and will be rapidly adopted by businesses. The goal is to simplify and provide meaningful and actionable information to workers.

As your company accelerates its digital strategy, does it include innovations aimed at simplifying and accelerating technology adoption? Do you have a strategy in place to make HR portals mobile-friendly? Can your workers easily learn how to use new tools so they can be productive? If your company hasn’t started to take on these initiatives, make them a priority.

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five ways to make workplace tools more user-centric.

make it intuitive.
Most technology users want to be able to pick up a tool and begin using it right away. Apps and workflows should be intuitive and require minimal training. Prioritize user experience as central to the development of accessible and usable workplace tools.

emulate the leaders.
Review how digital leaders in the consumer space create interfaces that anyone can learn without a manual to emulate their success. Better yet, ensure your users are already familiar with these designs so the learning curve is minimal.

don’t overcomplicate.
Great tools provide a simple and meaningful experience each time they are used. Avoid technologies that can cause sensory overload or require a doctorate to interpret the information they produce.

make it collaborative.
Most business tools offer collaborative features. Decide which are most likely to encourage employees to share and focus on making them more user-friendly and efficient. Also keep data restrictions in mind when sharing across multiple countries.

ask the users.
When in doubt, seek user feedback to understand how you can improve the experience for them. Regularly check on adoption and use patterns to determine requirements for the next upgrade or to enhance support.
There is a sea change unfolding in the world of corporate learning and development (L&D). After years of developing courses and content at great expense, the market has exploded with many lower-cost alternatives such as Lynda.com, Udemy and others. Even learning management vendors are moving away from traditional platforms to video curation technology, according to industry analyst, Josh Bersin.

As a talent-centric organization, this means that you have growing opportunities to upskill and reskill your workforce. With talent scarcity and the skills gap increasing — driven in part by the demand for digital workers — employers know they need to invest in their people.

According to Training Magazine, U.S. training expenditures are estimated to have risen 32.5% to $90.6 billion in 2017. Worldwide, trainingindustry.com estimates that the global corporate market reached $360 billion in 2016. The urgency to upskill is being echoed in the halls of some companies. Insurance giant AXA estimates that by 2020, 50% of its jobs will require different skill sets.

Since 2013, AT&T has spent $250 million on L&D for its 140,000 workers, according to Deloitte. Last year, L’Oreal enrolled 14,000 workers in an upskilling program that expanded digital skills at the cosmetic giant, and the CEO of one company that develops internal academies for employers says many are doing so in response to talent acquisition challenges.

It seems, however, that these sentiments don’t enjoy broad consensus. In our 2018 Talent Trends research, only 11% of human capital and C-suite leaders say they plan to provide training or reskilling to existing employees to meet changing business needs over the next 12 months. Instead, most (59%) plan to hire extensively in response.

Employers should recognize there are challenges with this approach. For emerging skills, there may be no other choice but to acquire workers, but for many others, reskilling may be a more expedient way to acquire resources while boosting employee engagement. HR leaders will need to help determine when it’s best to recruit new hires and when they should upskill.

Is this a dilemma you’re wrestling with? Does your talent strategy take into account the contributions that L&D investments can make to your recruitment dilemma? A strategy that uses both approaches can help you establish a talent model that fulfills business needs for the long term.
five ways to engage your workforce through learning & development.

make it flexible and fun.
Workers today want to learn at their own pace, so create micro-courses they can take in short periods of time while at work. Offer certificates and other rewards upon completion.

share the knowledge.
Workers often expand their knowledge not just through formal courses, but from conversations with peers. Create a program or forum in which employees can share practical insights they’ve learned on the job or through formal training.

take them back to school.
Massive open online courses (MOOCs) are offered by a variety of prestigious universities, such as Cambridge, Harvard and others. They offer hundreds of appealing topics for professionals. Consider including these in your learning & development programs if you haven’t already.

make it part of your culture.
If you build it, they will come. Similarly, if you evangelize it, they will learn. Emphasize continuous learning to your workforce to encourage an appetite for skills development among talent.

consider paying for it.
Did you know that tuition reimbursement is a benefit that attracts millennials? If you’re hoping to recruit this talent pool, this may be one perk that elevates your employee value proposition.

‘Investing in employees is critical to every employer in this time of talent scarcity and growing skills gaps. By continuously upskilling your workers, you can ensure valuable talent remains engaged and relevant to the organization.’

Bernadett Hadobás learning & development manager, EMEA

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2018 Talent Trends Report
Why should you invest in talent analytics? The answer is simple: better business outcomes. Last year, Deloitte’s Bersin released a study that reports organizations that used people analytics in sophisticated and insightful ways experienced 82% higher three-year average profits than those that didn’t.

Analytics provide your organization with critical insights about talent and how to acquire exceptional candidates. It’s a value proposition that more businesses are embracing.

The Inter-American Development Bank, which provides development loans and grants to Latin American and Caribbean countries, launched an analytics unit within HR three years ago. Now it provides strategic insights across all HR functions and allows business executives to create personalized reports relevant to their function.

The C-suite and executive board are demanding data on the skills gap, pay equality, workforce diversity and more, and they want it in real time. The challenge for most large HR organizations is that data is managed over a number of systems, making access and aggregation almost impossible.

For that reason, many are investing in the infrastructure needed to centralize the information.

Today, talent analytics are being used to enhance various aspects of talent acquisition and management. In our 2018 Talent Trends research, employers increasingly view analytics as an indispensable component of their talent strategy.

More than three-quarters (76%) say talent analytics play a critical role in sourcing, attracting, engaging and retaining talent — the highest level since we began tracking this sentiment.

As adoption of analytics evolves from a historical reporting resource to a predictive and prescriptive one, human capital leaders will be able to better plan their workforces, troubleshoot jobs that are difficult to fill and even advise hiring managers on the skills they need for certain roles.

Has your company examined how people analytics can help you become a more agile and strategic talent-centric organization? Is this among the key technology investments you will be making this year?

As you look to transform your talent function in these disruptive times, make sure you take on this task with the power of insights.
five ways talent analytics can enhance your business.

map with greater accuracy.
Talent mapping gets much easier when aided by a talent analytics platform. You’ll better understand the availability of skills to address growth plans, succession planning, retirement, attrition and other events.

empower hiring managers with data.
Examining business and market intelligence, you can uncover which skills will be difficult to acquire. Talent advisors can help managers revise their expectations and drive greater flexibility to find the right talent type — whether permanent, contingent or independent.

operate in real time.
Today’s technology provides real-time updates on your workforce, so you’re not making decisions based on irrelevant information. This is particularly important to business leaders who need to make quick decisions.

predict with confidence.
Will your organization be able to launch a new business line with adequate sales support? Does IT have access to technical skills for the launch of new digital portals? With predictive analytics, you have strong data to support your hiring plans.

source from the right tools.
Your recruiters can become exponentially more effective if they leverage analytical data to show where the organization has achieved the most success finding talent. This translates to filling roles with the right candidates more quickly.

‘This year will witness an acceleration in the adoption of talent analytics as organizations become more data-driven. The results of their investments will have a positive impact on the business for years to come.’

Roop Kaistha
regional director, APAC
Talent Innovation Center

2018 Talent Trends Report
Despite strengthening economic activities around the world, human capital and C-suite leaders who participated in the 2018 Talent Trends survey temper their business outlook for the year ahead. While 94% report their organizations met or exceeded business growth goals in the past 12 months, just one-quarter believe they will exceed their goals in 2018. This sentiment is reflected in hiring behaviors as well; 63% say they hired extensively in 2017. This rate is higher than those who reported hiring extensively in the previous two years; however, employers’ outlook for 2018 is lower at 59%.

With the world’s largest economies expected to slow over the next several years, companies may be correct in their predictions. The Talent Trends Business Health Index included here shows how human capital and C-suite leaders in 17 countries view the state of their organizations based on four factors:

- business growth over the past 12 months
- extensive hiring during the same period
- the perceived impact of the political landscape on their talent strategies
- anticipated business growth over the next 12 months

Since 2016, our Talent Trends research has collected nearly 2,000 responses on these factors. This feedback is normalized and used to assess business health globally and on a country level, providing a basis for comparison.

A score of 100 is the baseline global average set in 2016. An indexed value of 80 or lower indicates a weaker outlook, while a score of 120 or higher suggests strong optimism ahead.

Want to calculate your Business Health Index value? Contact us.
Randstad Sourceright is a global talent solutions leader, driving the talent acquisition and human capital management strategies of some of the world’s most successful employers. We help these companies discover and develop their human intelligence advantage by quantifying the true impact of their talent strategies.

Our subject matter experts and thought leaders around the globe continuously build and evolve our approach and solutions across recruitment process outsourcing (RPO), managed services programs (MSP) and integrated talent solutions.

Read more at randstadsourceright.com