Human Age – The Talent Mismatch

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February 27, 2013



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ManpowerGroup[™] Solutions provides clients with human resources outsourcing services primarily in the areas of large-scale recruiting and outcome-based workforce-intensive initiatives, thereby sharing in the risk and reward with our clients.



Experis[™] is the global leader in professional resourcing and project-based workforce solutions. With operations in more than 50 countries, we deliver 53 million hours of professional talent specializing in IT, Finance and Engineering to accelerate clients' businesses each year.



Right Management[®] is the global leader in talent and career management workforce solutions. Through our innovative and proprietary process, we leverage our expertise to successfully increase productivity and optimize business performance.



Manpower[®] is the global leader in contingent and permanent recruitment workforce solutions. We provide the personal flexibility and agility businesses need with a continuum of staffing solutions.

The World of Work is changing

Technology
"Reinventing"
Work

Skills gaps

Large-scale workforce consolidations

Managing multi-generational workforces

Global talent scarcity

Increasing work migration

Need to adapt to diverse and flexible work arrangements

Social networks or Social networks and works and social networks or the social networks and social networks are social networks.

Global forces

THE HUMAN AGE

Adjusting to the new ecosystem

GLOBAL HUMAN DYNAMICS

TECHNOLOGY REVOLUTION

Global readjustment

- Economic reversal and social / economic bifurcation
- Demographics
- Minority majority

Poll #1

- What percentage of your workforce is over the age of 50?
 - a) 10%
 - b) 25%
 - c) 50%
 - d) I don't know

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Human dynamics

- Sophisticated customers
- Individual choice
- Flexibility

Poll #2

- Does your company offer flexible working arrangements?
 - a) Yes
 - b) No
 - c) I don't know

Riding the technology wave

- How, when, where we work and who works
- Productivity / efficiency
- Velocity of change

Poll #3

- Has technology changed the way your company operates?
 - a) Yes
 - b) No
 - c) I don't know

The world is experiencing a new reality



Eras defined by the raw materials people bent to their will:

- Stone Age
- Bronze Age
- Iron age



Eras defined by the domains that people conquered with everincreasing technology:

- Industrial Age
- Space Age
- Information age



Era defined by the **ingenuity** of individuals and of the community:

Human Age

Shifts to the Human Age

Yesterday

- Industrial / information ages
- Workers chasing companies
- Companies dictate terms
- Workers living near work
- Unemployment over-supply
- Technology the enslaver
- Closed borders
- Job for life
- Size matters
- Command and control
- Capitalism

Today

- The Human Age
- Companies chasing workers
- Employees dictate terms
- Workers living anywhere
- Unemployment specific demand
- Technology the liberator
- Open borders
- 10 to 14 jobs by age 38
- Agility matters
- Flexible frameworks
- Talentism

ManpowerGroup Talent Shortage Survey

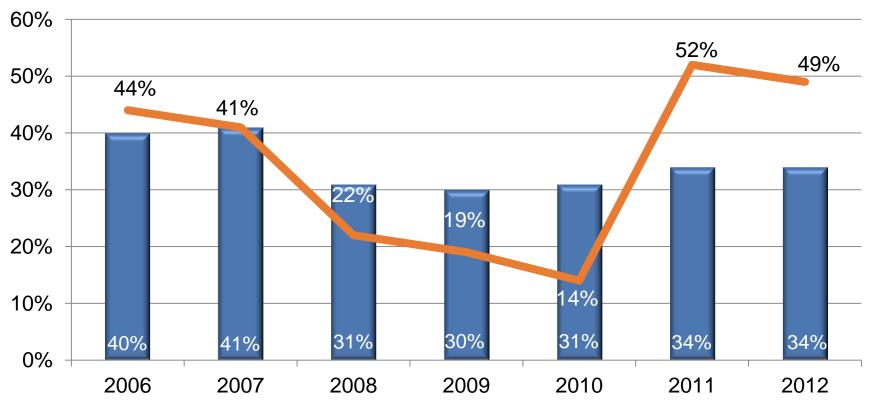


Poll #4

- Is your company having trouble filling key positions?
 - a) Yes
 - b) No
 - c) I don't know

Employers having difficulty





Source: ManpowerGroup 2012

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Top 10 hardest jobs to fill in the U.S.

- Skilled Trades
- 2. Engineers
- 3. IT Staff
- 4. Sales Representatives
- 5. Accounting & Finance

- 6. Drivers
- 7. Mechanics
- 8. Nurses
- 9. Machinists/Machine Operators
- 10. Teachers

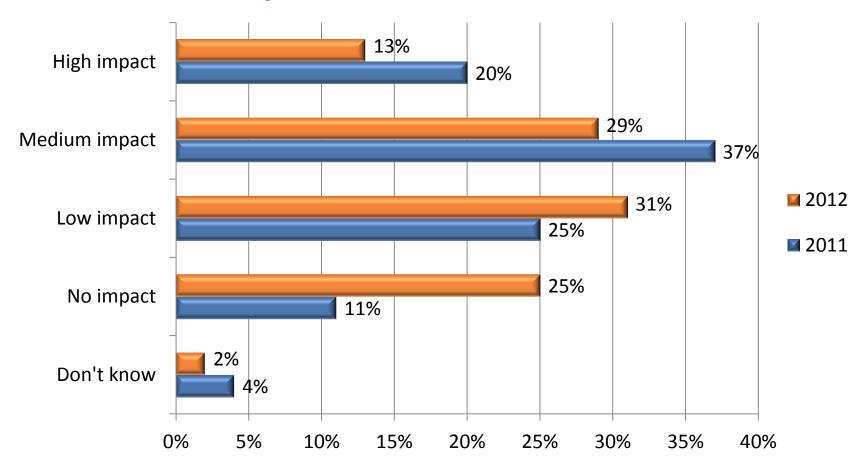
Source: ManpowerGroup 2012

Why are employers having difficulty?

- Lack of available applicants
- Looking for more pay than is offered
- Lack of experience
- Lack of "hard" job skills or technical competencies
- Workplace competencies ("soft" skills and work ethic)
- Lack of industry-specific qualifications
- Lack of applicants willing to work on a part-time basis
- Attention to detail

Source: ManpowerGroup 2012

Perceived impact



Source: ManpowerGroup 2012

What strategies are employers pursuing?

- Focusing more on staff retention
- Hiring people who don't have the job skills currently, but have potential to learn and grow
- Providing training and development to existing staff
- Broadening the search outside of local region
- Increasing the focus on improving the business pipeline
- Increasing starting salaries
- Partnering with educational institutions

Source: ManpowerGroup 2012

So what?



Workforce strategy

Analysis of internal & external forces

Workforce scan

Actionable solutions

Scope out current and future talent needs of the business.

Perform workforce scan and assess available workforce supply.

Craft solutions to fill perceived gaps between needs and available workforce.

Poll #5

- Does your company have a comprehensive workforce strategy?
 - a) Yes
 - b) No
 - c) I don't know

Actionable solutions

- Create a flexible framework founded on common principles of leadership and execution:
 - Work models
 - People practices
 - Talent sources

Create new work models

- Employ a horizontal organizational structure
- Shift toward a community mindset
- Adapt quickly to market conditions
- Create flexibility and security for workers

Design new people practices

- Engage employees across the workforce
- Hire and develop augmented managers
 - = Human Age leaders
- Lead collaboratively
- Coach the workforce to develop a flexible mindset
- Practice transparent principles

Explore new talent sources

- Consider new sources of talent
- Move work to individuals
- Ensure a long-term pipeline of talent
- Bridge local talent shortages
- Implement training and development strategies

The Human Age corporation

Corporations then	Corporations now
Rigid, long-term business model	Flexible, adaptable core principles
Siloed business strategies	Aligned business & workforce strategies
Geography-based market segmentation	Similarity-based market segmentation, despite geography
Technology helping processes	Technology driving growth & productivity
Society-based vertical hierarchy	Community-based horizontal hierarchy
Teams managed based on business goals alone	Managers play a wider role to develop growth, coach teams and individuals
Leadership in isolation	Collaborative leadership
Individuals trained for current role	Individuals trained for future roles
Talent found where work is	Work taken to where talent is

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Social networking

Aging workforces

Work a

Social network in green"

Job creation work a

Social network or King

Thank you!

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