ReThinking Recruitment & Retention in the Future of Work

7 New Ways to Look at Finding & Keeping Good People

2019 nextmapping.com
What is the state of finding and keeping good people? What is the future of recruiting and retention? Why does it matter?

This report aims to answer these questions and more.

At NextMapping™ we research all things ‘future of work’. The focus of this White Paper is on solving one of the biggest current challenges for multiple industries.

The challenge? Winning the war for talent.

Through research and surveys we share 7 new ways for leaders to think about the future and gain the leading edge on finding and keeping good people.

CONTENTS

Executive Summary: What is the state of recruiting and retention today? 3
The current challenge - a global talent gap 4-5
The robot, AI and automation paradox 6
What is the future of finding and keeping good people? 8
A differing view on ‘loyalty’ and ‘time on job’ 9
The leadership skills factor 10
The education and skills gap 11
The future of work is not ‘jobs’ 12
What workers want 13
7 new ways to recruit and retain ‘people’, for the future of work 15-22

RESEARCH
The contents of this white paper are based on research of clients, HR executives, future trends sources and workforce trends.

SURVEY
Survey content gathered by Survey Monkey - over 750 respondents from organizations across North America. Send any inquiries to info@nextmapping.com
Executive Summary
Recruiting and Retention Today

Having access to the best talent continues to be a challenge for business leaders and CEO’s.

97% OF CEO's in PWC's global survey say having the right talent is the current most critical factor in their business today.

The future of work is rapidly shifting as AI, robotics, automation and more are impacting the nature of work and jobs for people.

Global mobility is impacting the ‘choices’ of workers to work anywhere and to have more choice of an employer.

Leaders need to recruit in a new and different way and leverage new leadership skills to increase retention of workers.

How will your business thrive in the future of work environment?

What talent will you need to compete and how will you solve the talent pipeline challenge?

The winners of the talent war will be companies that can adjust their strategies now.
The Current Challenge - A Global Talent Gap

The war for talent will continue to be a challenge to 2020 and beyond - PwC 2018

54% of CIO’s are searching for talent with the rising adaptation of AI and robotics.

Work preferences are shifting with more workers wanting complete say over when they work, where they work and how they work.

Organizations seeking workers to fill ‘jobs’ will struggle in the war for talent - workers across the generations are seeking work that is rewarding, work that they can do with the latest technology and work that allows them to have a ‘life’.

Companies are competing for talent with brands that are ‘attractive on resumes’ such as Amazon, Google, Facebook, Uber, and more.

Companies are also competing with start ups and the rise of entrepreneurial opportunities.

50% of Millennials are already freelancing and that number is expected to rise.

Freelance workforce growth has risen and outpaced overall US workforce growth 3x since 2014.

Gen Z’s are the most entrepreneurial generation

60% of high school Gen Z’s say they would rather be entrepreneurs than traditionally employed.

Freelancers are expected to be the majority workforce by 2027.

43% of college Gen Z’s are eyeing an entrepreneurial future over traditional workplaces.

The traditional approach to recruiting is being upended as workers are leveraging technology tools such as Upwork, Fiverr, Freelancer and more.
Global Talent Gap

A global talent gap

As many world populations age, birthrates in most mature economies are trending downward. Many Western economies cite declining birth rates as a major problem in the war for talent. Yet China, India, Eastern Europe, and parts of South America are also grappling with critical talent shortages. Russia alone faces an estimated reduction of approximately 20 million working age people by 2030. The UN anticipates that China’s working-age population (those aged 15-59) will fall behind Vietnam's in 2020 and lag behind India and Brazil in 2025. China is already facing skills shortages at the senior management and executive level, and expects workforce growth of less than 5% by 2015, at which time one-third of the country’s billion-plus population will be over 50 years old.

Bridging the gap

Businesses and governments will increasingly work together to address these emerging talent gaps. Safeguarding the talent pipeline will be the driving force of HR strategy over the next decade. Governments need to invest in education to improve the supply of people with good skills. At the same time, it is likely retirement ages will increase and people will extend their working lives.

---

4 Business Economics, October 2005, Cliff Waldman, http://findarticles.com/p/articles/mi_m1094/is_i4_404/ai_n15969911/pg_10/?tag=content:col1
5 Shanghai Academy of Social Sciences, Adecco Institute, and University of Warwick, 2007.
The Robot, AI and Automation Paradox

The rise of AI, robotics and automation will solve some of the talent gaps however CIO’s are struggling to find workers to work alongside AI.

In some ways computers are outperforming humans in areas such as medical diagnosis, language translation and creating usable data.

There is fear that as AI continues to evolve it will increase unemployment for humans.

---

**Workplace of Future Needs Robots, AI, Automation + Humans.**

- Technology has increased over the past 100 years and in that time unemployment remained between 5 and 10%.

- New careers emerged with each rise of technology innovation including the role of data scientist which is one of the highest in demand jobs today.

- AI is enhancing language translation and yet the jobs for human translators is on the rise. Why? AI can break the barriers of language; humans can then bring context and business solutions.

- AI is increasing the need for humans in roles such as accountants, forensic scientists, MRI technicians and more.

---

A January 2018 Accenture report titled “Reworking the Revolution” estimates that new applications of AI combined with human collaboration could boost employment.
This [human-machine partnerships] is a great opportunity for mankind. By offloading more, we’ll be able to focus on what humanity does best.”

- Norman Wang - Opaque Media
What is the future of finding and keeping good people?

With the rise of automation, AI and robotics impacting how work is done, it is also impacting the choices for workers. In the past and somewhat in the present employers have 'jobs' with job descriptions and seek to find warm bodies to fill those jobs. The challenge with this traditional approach to jobs and workers is that today's workers want more than a 'job'.

The rise of the freelance and contractor economy is creating workers seeking work over jobs. The difference is that workers are looking for work that fits into their skill set and interests versus a static job that has repetitive elements. For example, where an employer may have a need for a graphic designer and could post a job opening and go through all of the actions associated with that job posting.

In addition after all of that effort the employer could lose that graphic designer to a competitor or the new hire could leave after one to three years on job. If the employer were to outsource their graphic design to a marketing partner or work with a freelancer they could save time, money and effort in the long run.

The time and effort to post a job, sift through applicants and conduct interviews is expensive.

The future of finding and keeping good people requires companies to re-look at the work that needs to get done in the company, look at whether it is an actual 'job' or is it a contract or freelance opportunity. In the future there will be more people working part time contracts, sharing contracts and team freelance projects to get work done.

The future of finding and keeping good people will be based on leaders reorganizing the structure of the workforce as well as building leadership skills to lead in a new way that engages and retains a wide variety of workers and types of workers including full time workers, contractors, freelancers and more.
A Differing View on Loyalty and Time on Job

In the industrial revolution the traditionalist generations and the following Baby Boomers sought to find jobs that turned into careers. In addition to seeking jobs and careers the focus was on long term job stability in order to own a home and save money for retirement.

With the technological revolution the Gen X generation began the shift towards flex work, remote work and the whole notion of work anywhere at anytime.

Gen X also sought stability once they began their families but the recessions of the early 90’s and in 2008 created a reality that there was no longer a guarantee of long term job stability with employers.

The Millennials that followed recognized that the notion of working in one career for decades was not the future. Millennials also sought to do work that they loved rather than ‘work’ to create a life. The average tenure of a Millennials is about 3 years and that's IF they like their leaders and the culture of the company.

Gen Z's see loyalty as loyal to teams and to their partners, not to companies. The differing views on loyalty are changing the type of work that workers are seeking.

The incredible abilities of today's emerging technologies are creating the formation of new human-machine partnerships, which will significantly impact both individuals and organizations in the future of work.

Working in tandem with machines will enhance people’s ability to coordinate solutions and learn in-the-moment. The technology/human partnership will reset expectations for work and require corporate structures to adapt to the expanding capabilities of human-machine teams. “

- Cheryl Cran - Author “NextMapping - Anticipate, Navigate and Create The Future of Work"
The leaders of the future will have the future ready skills to be able to lead an extremely diverse workforce. That diversity includes working with a wider variety of cultures, working with balanced gender ratios, working with different types of workers such as full time, part time, outsourcing, contracted and freelance.

The leadership skills of the past were built around the premise that you have a team of workers in place for a long period of time. The leadership skills needed for the future include the ability to navigate a very nuanced and constantly changing worker dynamic. Leaders will need to be able to work with changing teams, rotating workers within teams, remote workers, wide range of generations and more.

The skills to be able to lead the future of workers includes flexibility, adaptability, multiple perspectives, a deep understanding of human psychology and how to leverage technology.

“People don’t leave work - they leave leaders and culture”
Education and the Skills Gap
Why It’s Hard to Find Skilled Workers

Educators are struggling to provide relevant education for today’s students. The pace of change is creating the need for ongoing and updated curriculums. The challenge is that many educational institutions are created with traditional structures. The education system structures are not currently designed for providing current and quick education. Rather the system is designed around 4 year degrees.

60% of Gen Z’s surveyed feel that it is not currently relevant to obtain a degree in order to find work. Based on the current jobs demand they are not wrong.

Employers are now providing more education and on the job training in order to find the right people. Paid internships are becoming the norm in countries such as South Africa where they are called “learnerships”. Learnerships are partnerships between employers and educators to meet the demand for skilled workers.

Employers that provide unique value propositions for workers such as the ability to have options in how they work will have an upper hand in competing for talent. Options for how workers can work include full time onsite work, part time work, contract work, freelance work, and more.

Employers need to partner with their community and online educators to help build specific programs that help fill the talent pipeline.

Employers also need to partner with strategic providers of freelance and contract work.
The Future of Work is Not “Jobs”

Right now you can have a competitive advantage as a company if you relook at the work you need done and the best way to get it done. This would include analyzing where technology can fill the gap such as leveraging robotics, AI and automation.

Next, if you were to look at the work that needs to be done by humans and whether or not it is work that is best done by a ‘job’ or best done with a different approach.

In addition if you are able to shift many of the open jobs to remote work opportunities you will have an advantage of finding skilled workers.

**Rewarding ‘work’ is replacing jobs.**

All generations are now seeking to find work that allows them to have a life. There is an increase in workers seeking remote work, contract work and freelance work.

Workers are less interested in a job or the expectation to be on a job for a long period of time. There will still be full time work in organizations however by the year 2030, 

50% of workers will be remote, contract or freelancers.

→ How can your organization look at the current job openings as ‘work’ opportunities?
→ How can your company turn one job into a job share or part time opportunity?
→ How can your company partner with a freelance or contract work provider?
What Workers Want

Research by WEC (World Economic Forum) states that workers of ALL generations want:

- Technology assistance (AI, Robotics, Automation)
- Compelling and meaningful work that makes an impact on people
- Leaders who can inspire, teach, mentor and help workers succeed
- Team culture in the workplace where collaboration is the norm
- Workplace of trust where it's safe to fail and workers are encouraged to innovate
- Flexibility over type of work, timing of work and challenging work
- Transparency in the workplace - open sharing and open resources
- Recognition and reward linked to performance
- Incentives that are linked to lifestyle i.e./ worker with family wants family focused incentives
- Variety of work approaches - Full time, part time, shared, contract etc.
- Clear communication of work flow - Who is doing what?

Millenials are more likely than Baby Boomers to say IM is an effective means of communicating between teams (78% vs 63%) and between company leadership and employees (54% vs. 39%)
Workers Want to Know Who is Doing What

2018 Workfront Report showed:

<table>
<thead>
<tr>
<th>Perception</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I clearly understand what I am supposed to work on day to day</td>
<td>86%</td>
</tr>
<tr>
<td>I am clear on my own work and priorities, but other people’s work is a mystery</td>
<td>61%</td>
</tr>
<tr>
<td>I don’t have a clear idea of what my colleagues are working on</td>
<td>42%</td>
</tr>
<tr>
<td>I never know what my company’s top priorities are and how my work ties into them</td>
<td>38%</td>
</tr>
</tbody>
</table>

U.S. workers know what their company’s priorities are but other people’s work is a mystery to them.
The entire scene of recruiting and retaining workers in the future is shifting based on one premise: “We are no longer filling jobs we are matching work to varying types of ‘workers’.”

Cheryl Cran - Founder, NextMapping
#1 Look in unorthodox places to find potential workers

Rather than seek workers through traditional recruiting, look at places where there are alignments with the type of work you have and the type of people who would want to do that work.

Progressive companies are creatively finding workers through these sources:

- Veteran workers
- Workers over 50
- Single Moms
- Remote Workers
- Entrepreneurs
- Growing country populations such as South America and Africa
#2 Find What Your Most Successful Employees Have in Common

Get creative with where you are looking for people. At NextMapping we helped an HVAC company look at what their most successful workers had in common. What they found was that their best people loved to fish and hunt.

From that data we helped them create a plan and a booth to recruit workers at a hunting and fishing game show.

Take a look at your workers - What are their personal interests?

→ What do they do in their leisure time?

→ How do they spend time with their families?

→ How can you align the work with those interests?
#3 Leverage technology to find the right people

AI is helping to align the right person to the right work. For example Google now provides work searches for those looking for work. Type in ‘jobs around me’ into Google and a list of resources will immediately be made available. This means that specific recruiting sites need to leverage their Google placements as part of their strategy.

Your company will want to ensure that your work posts are Google enhanced so that your opportunities will come up when a worker is searching.

Continue to leverage Twitter, Linked In and Facebook for recruiting and also look at specific groups to post opportunities. For example, if you are seeking a remote assistant post the job on a virtual assistants site. If you are seeking a manufacturing worker post on the US manufacturing association site.

Consider posting your work opportunities as videos on You Tube to increase Google search opportunities.
#4 Leverage Your Website Work Opportunities

- Ensure that your company website has work opportunities front and centre on the home page.

  Post videos of happy workers of all types such as full time workers, part time, contract, remote and more.

- Provide compelling reasons that workers choose your company that includes career progression opportunities, education opportunities, flex work, and other unique benefits of working at your company.

- Consider creating an animated video that explains the culture and the ‘why’ workers should choose to work with your company.
#5 Assess Your Brand and Its Appeal to Workers

- Workers are drawn to organizations that have a fun and open culture.

  Workers want to work in environments that are inspiring and they want to work in a team culture.

- Workers want to do rewarding work that makes a difference in the world.

- Workers want to work for leaders who 'share' knowledge and resources.

  Find ways to refresh the way you communicate your work opportunities.

- Workers want flex work and remote work opportunities.
#6 Invest as much in retention as you do in recruiting

Many companies focus on finding new people only to then lose those people by not focusing on what keeps good people engaged.

The best way to retain good people is to have highly inspiring leaders. The future is about ‘shared power’ and ‘shared leadership’.

Workers want leaders who share knowledge, mentor, and help people succeed.

Leaders who consistently coach workers have higher rates of loyalty.

Do an assessment of your turnover rate and look at the data as to ‘why’ people leave.

Based on the data make concerted focus on increasing leadership capabilities.

- Look at your company policies - do you allow workers flex work?
- Do you provide work from home or remote work opportunities?
- Do you provide education and learning opportunities?
#7 ABR - Always Be Recruiting

Recruiting needs to be a cultural objective and embraced by everyone in the company. Encourage existing workers to reach out to their networks and offer worker referral incentives.

- **Keep an eye out** for disruptive events such as industry layoffs and reach out to organizations to offer potential work for their laid off workers.

- **Create** an industry talent pool where other companies in your industry along with your company pool all work opportunities and share those within the industry.

---

*Pay attention to trends and patterns and impact of technology on specific industries. When you see an industry being disrupted reach out to provide your industry opportunities. For example the administrative assistant industry is currently being disrupted by AI and automation. There will be many opportunities to hire people in these roles in the next few years.*
The Future of Recruiting and Retention

Work Not Jobs is The Future of Work

By 2030, expectations of work will reset as the process of finding workers gets flipped on its head. As an extension of what is often referred to as the ‘gig economy’ today, organizations will automate how they find work and teams, breaking up work into tasks, and seeking out the best solution for a task (tech or human). Instead of expecting workers to bear the brunt of finding work, work will compete for the best resource to complete the job.

Reputation engines, data visualization, and smart analytics will make individuals’ skills and competencies searchable, and organizations will pursue the best talent for specific work.

The ability to orchestrate both technology and human resources will allow organizations to activate, deactivate, and deploy resources to wherever and whenever they are needed.

To prepare for 2030, organizations will need to build out their capacity to disaggregate works, tasks and duties of jobs, as they are designed today.

Businesses will need to manage this shift carefully. Upon first glance, any change in full-time employment will be a challenging change for workers and employers. However, reframing talent from a fixed to a variable resource will unleash new opportunities to create a diverse pool of truly global talent.

These skilled individuals will benefit from a suite of sophisticated communication and social collaboration tools that allow independent workers and teams to coordinate across companies and time zones. Regions such as South-Central Asia and Sub-Saharan Africa are projected to grow by almost one billion people by 2030. Work, particularly digital work, will search for the top talent and innovative ideas housed in emerging regions.

Work chasing people could also reduce personal biases and stereotypes in the job seeking process. Integrating VR technology into recruitment protocols, for example, enables the prospective worker to demonstrate competency by showcasing skills without revealing gender or ethnicity. Hiring through immersive technologies could improve the dismal representation of women in computing jobs (currently, in the United States, only 26% of them are held by women), and open more doors to people who, historically, have not had equal opportunity to demonstrate their abilities.

For continuity, strategic advantage, and other critical reasons, there will still be many roles that will benefit from having full-time employees with long tenures within a single organization. Yet, organizations will need to apply a more discerning lens to distinguish when full-time employment is necessary and when procuring the top talent for a specific set of tasks is more prudent.
The best way to create the future is to map it.

Online
nextmapping.com

Phone
604.682.3100

Toll-free
1.877.900.5010

Email
info@cherylcran.com

facebook.com/nextmapping
linkedin/in/nextmapping
@nextmapping
youtube.com/user/nextmapping
pinterest.ca/nextmapping
NextMapping
Cheryl Cran

2019
nextmapping.com