



Talent and the Future of Work in the Human Age: Thought Leadership Insights



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65 Years of Global Workforce Expertise

The Changing
World of Work



Nearly **3,100 offices** across
80 countries around the world

Interviewed **12 million**
people in 2013

Over **400,000** clients ranging
from small and medium-sized to
Global Fortune 100 companies

Over **11 million** people trained

The **world's largest IT**
professional resourcing firm

Revenues of **\$20 Billion** with
over **85%** generated outside
the U.S.

The **world's largest**
outplacement firm

The **global leader** in
Recruitment Process
Outsourcing

Over **25,000**
employees across
brands

Largest global vendor-neutral
Managed Service Provider

Connect **600,000** people to
meaningful work everyday

The implication is that talent - as capital once was - is becoming the scarce resource in the economic world and a nation or corporation's means of attracting, mobilizing and liberating talent will be a key competitive differentiator.

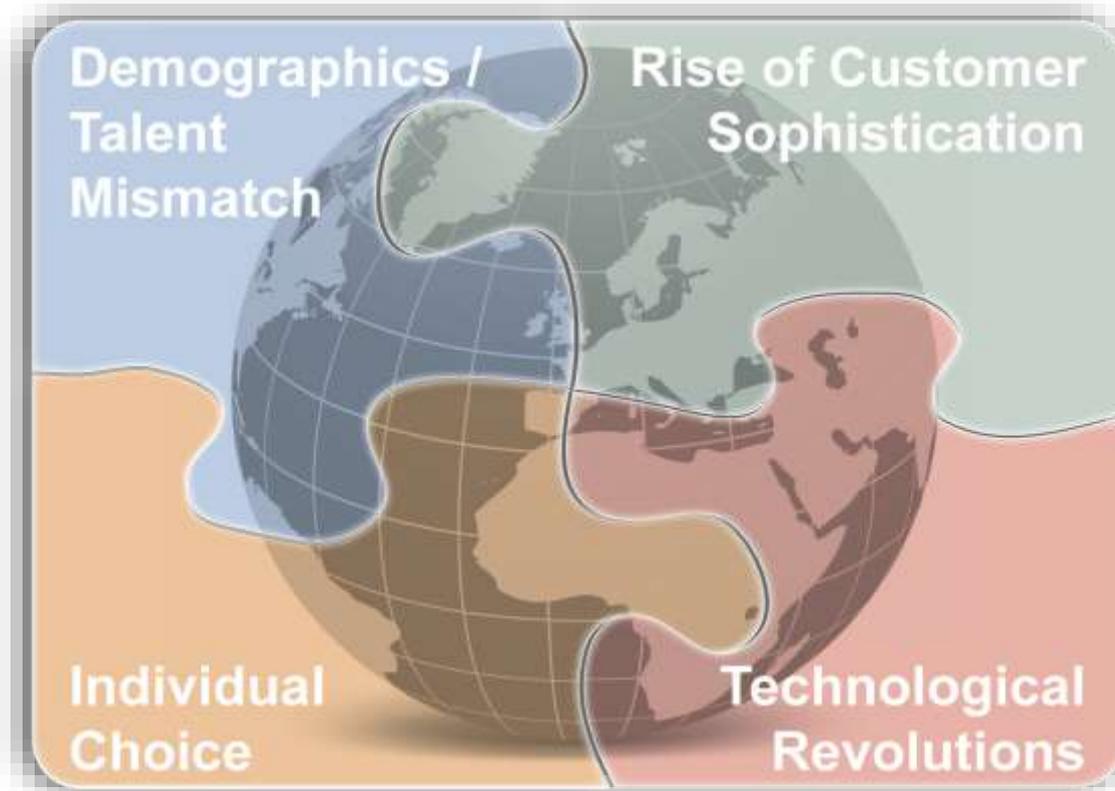
Human potential will be the major agent of economic growth, and how to unleash then leverage that potential will be the key question organizations will need to answer.

Talent is emerging as the new "IT"

Major Trends Impacting the World of Work

The Talent Mismatch is deepening as the working age population declines and the nature of work changes.

Individual Choice will be exercised by those with the skills that are most in demand.



Rising Customer Sophistication requires businesses to deliver greater value and efficiency.

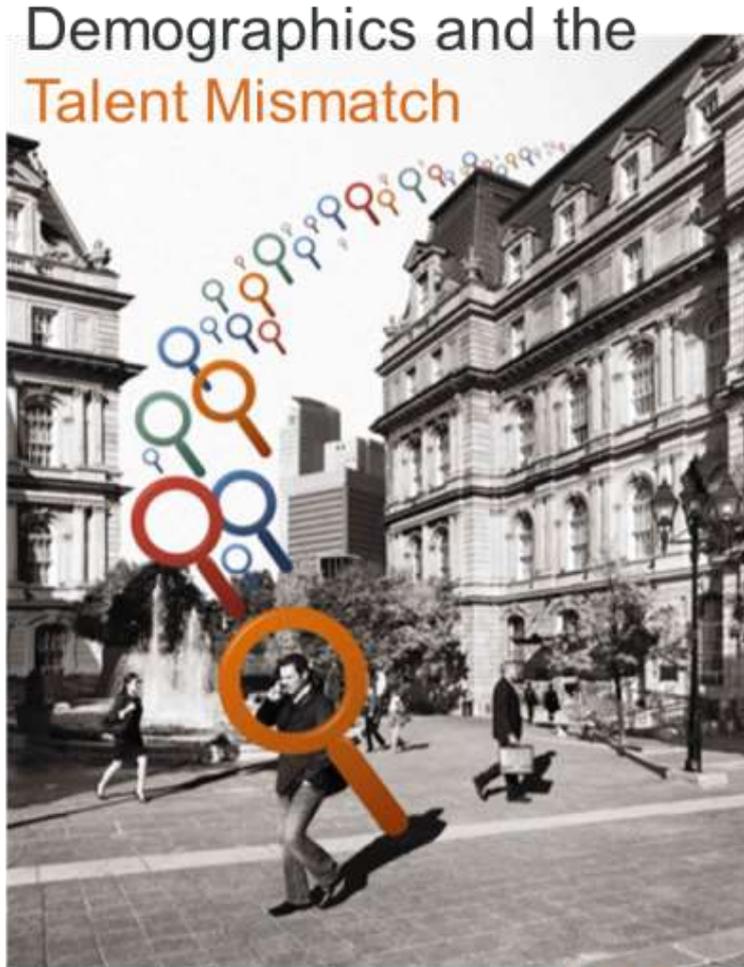
Technological Revolutions have the power to change where, when and how we work.

Demographics / Talent Mismatch



Demographics and the talent mismatch are increasing the pressure to find the right skills in the right place at the right time as working age populations decline, economies rebound, emerging markets rise, and the nature of work shifts.

Globally: 1 in 3 Employers Report Difficulty Filling Jobs



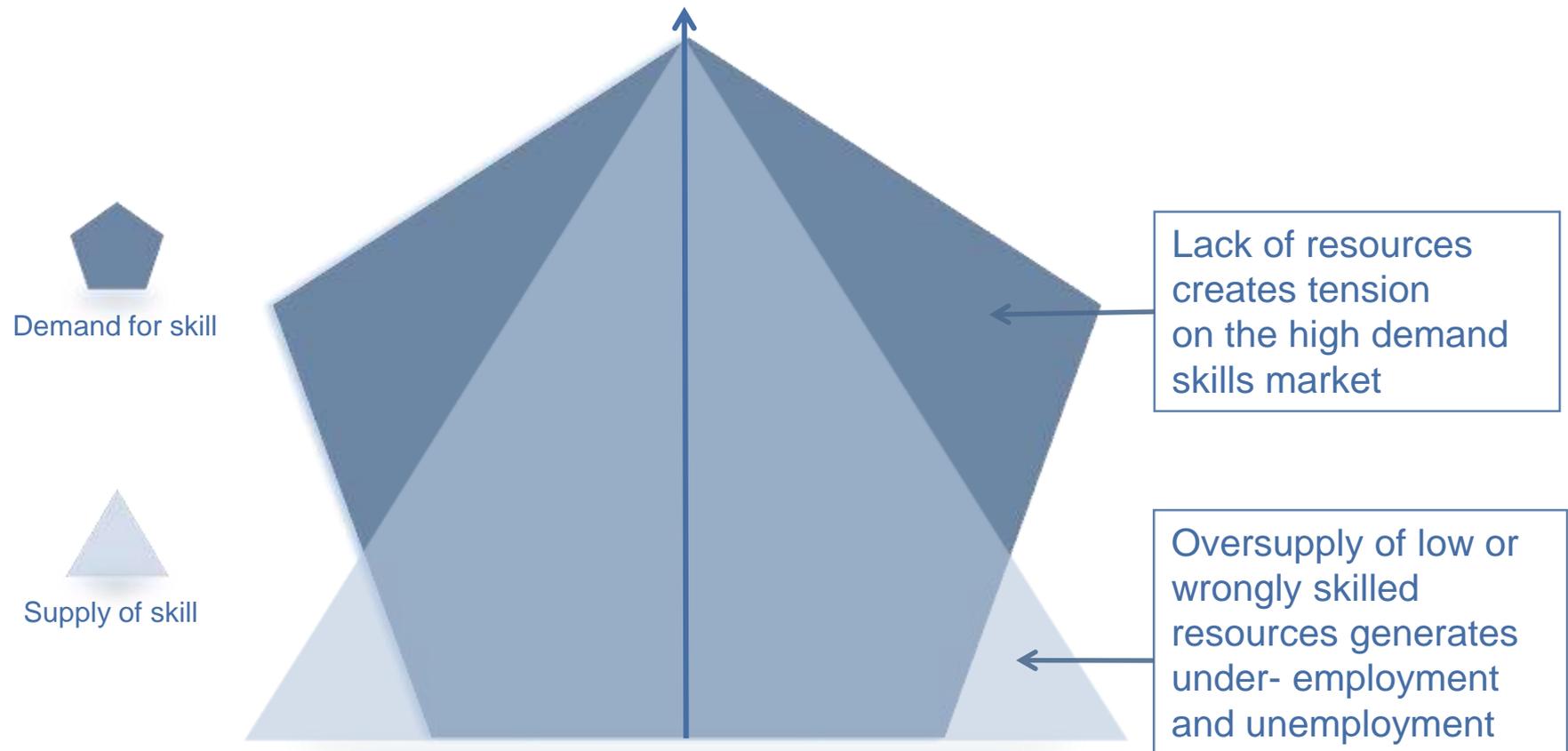
are increasing pressure to find the **right skills** in the right place at the **right time**

- Despite high levels of unemployment, employers can't find the talent they need
- Employers in markets with aging populations need workforce strategies that brand them as Talent Destinations
- Employers in markets with youth bulges need workforce strategies that identify the Teachable Fit™

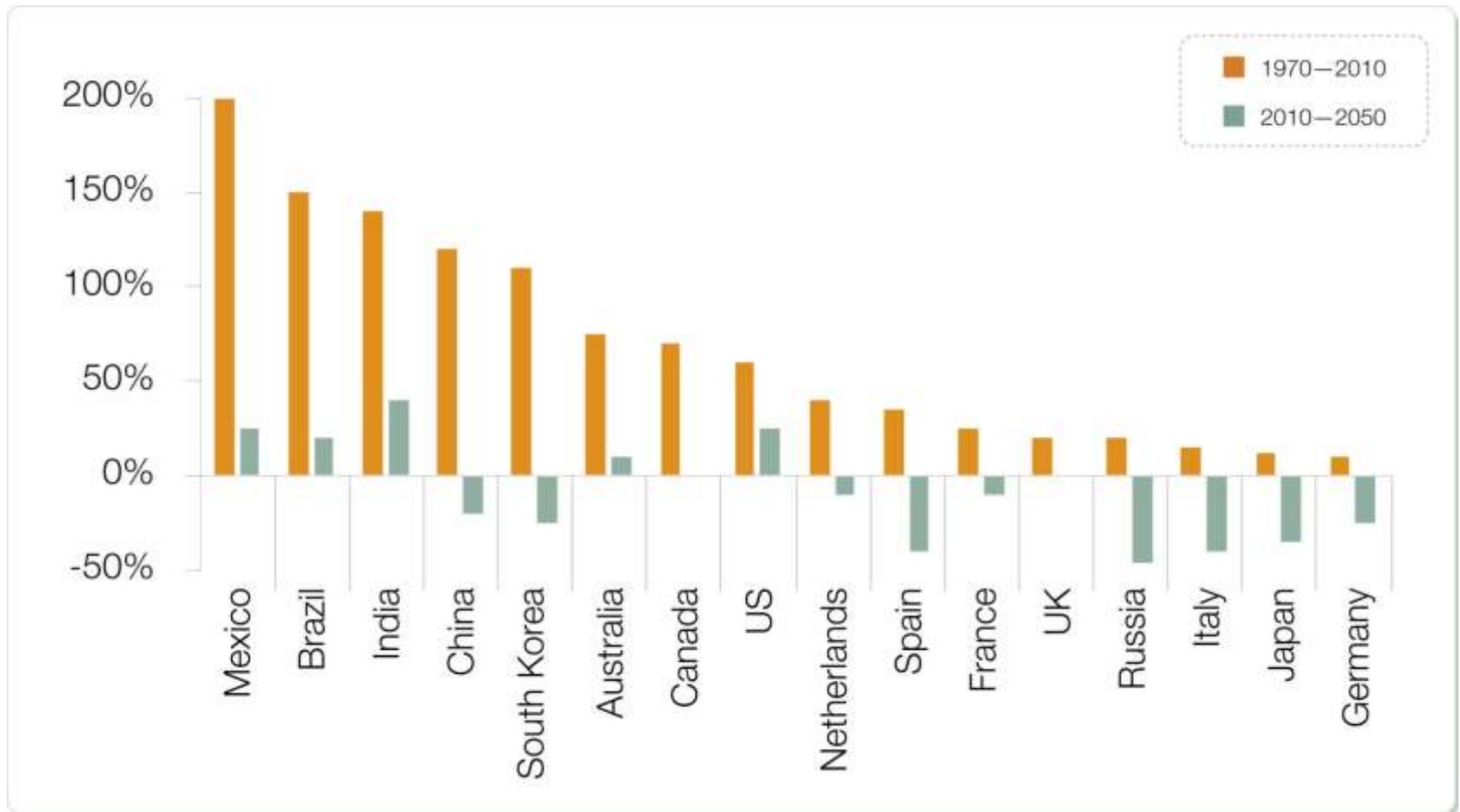
Perpetual Skills Mismatch Due to Technical / Workplace Deficiencies



The Talent Mismatch Illustrated

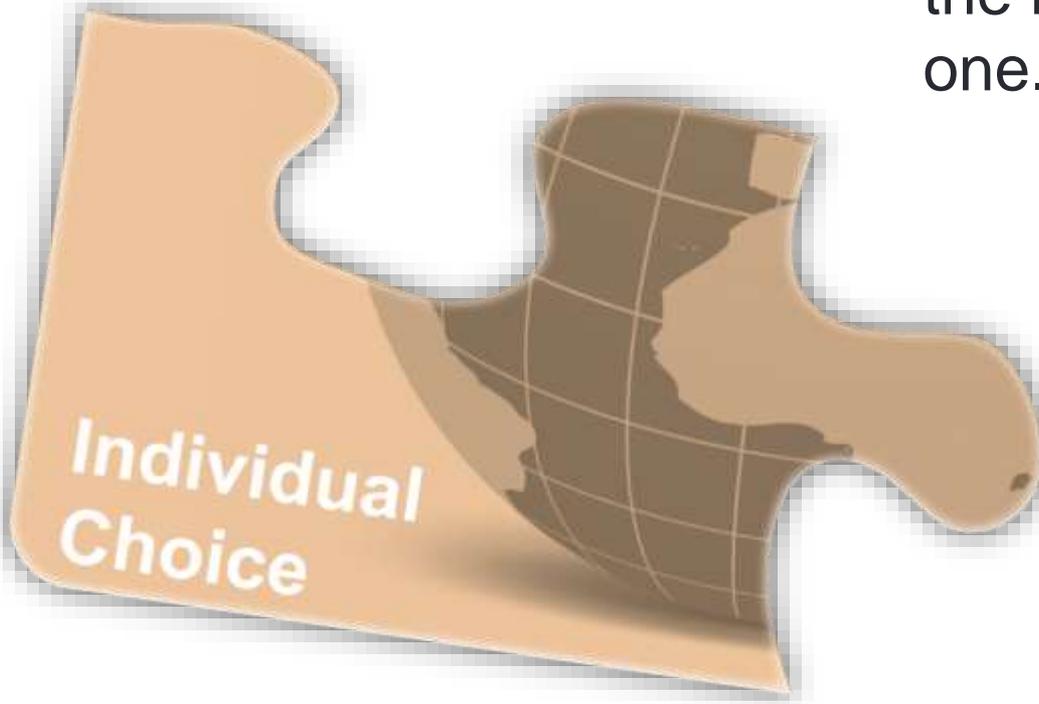


The Global Working Age Population



Individual Choice

Individual Choice is eliminating the one size fits all approach and elevating the need for one size fits one.

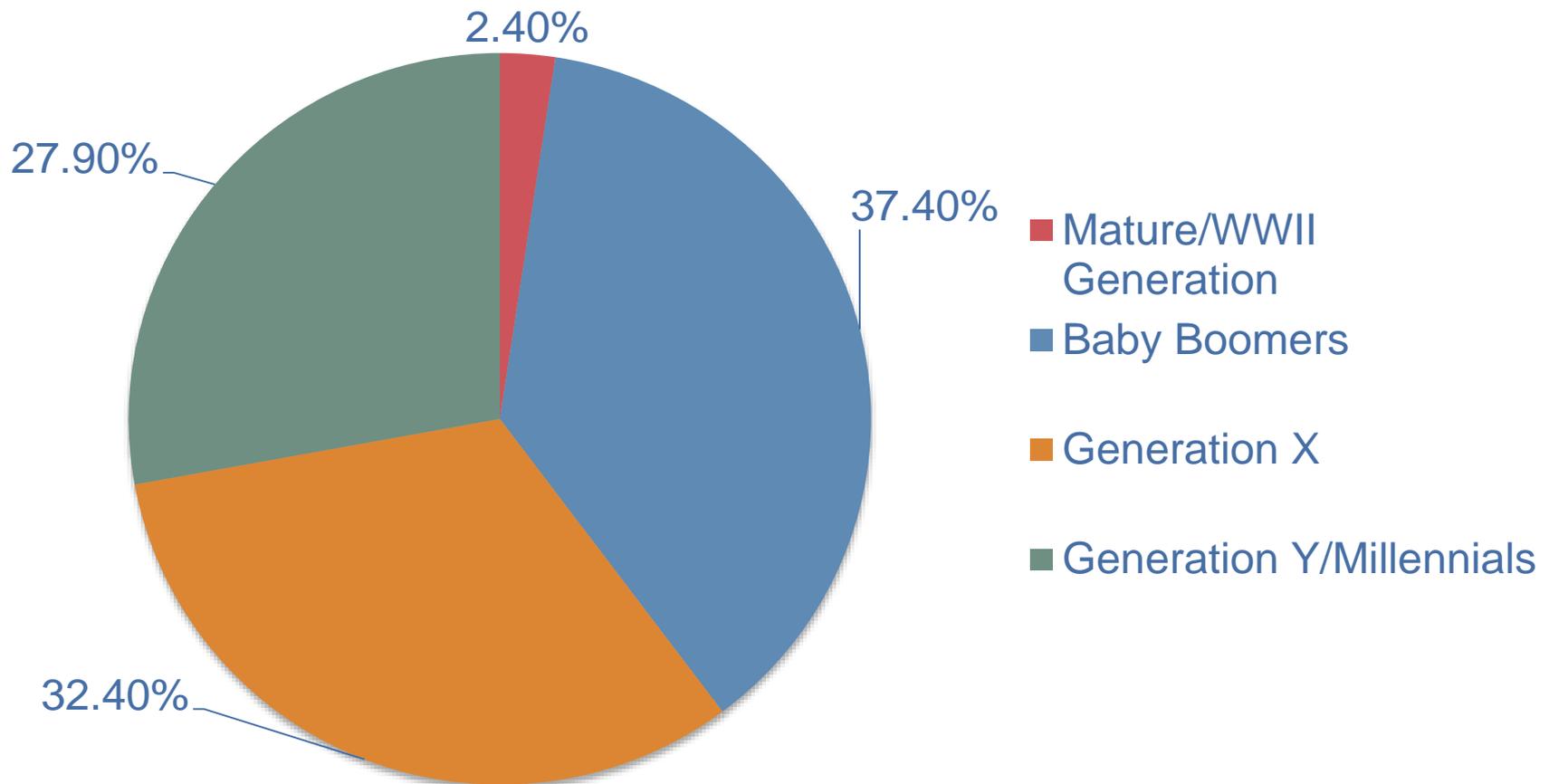


One Size Does Not Fit All

<p>Traditionalist</p>  <p>Born 1928-1945</p> <p>Hierarchical</p>	<p>Boomer</p>  <p>Born 1946-1964</p> <p>Idealistic</p>	<p>Generation X</p>  <p>Born 1965-1979</p> <p>Pragmatic</p>	<p>Generation Y</p>  <p>Born 1980-1995</p> <p>Immediacy</p>
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Each generation approaches work differently, shaped by the economic, social and political forces of their time.

For the first time in history,
4 GENERATIONS are working together!



Rise of Customer Sophistication

More Access to:

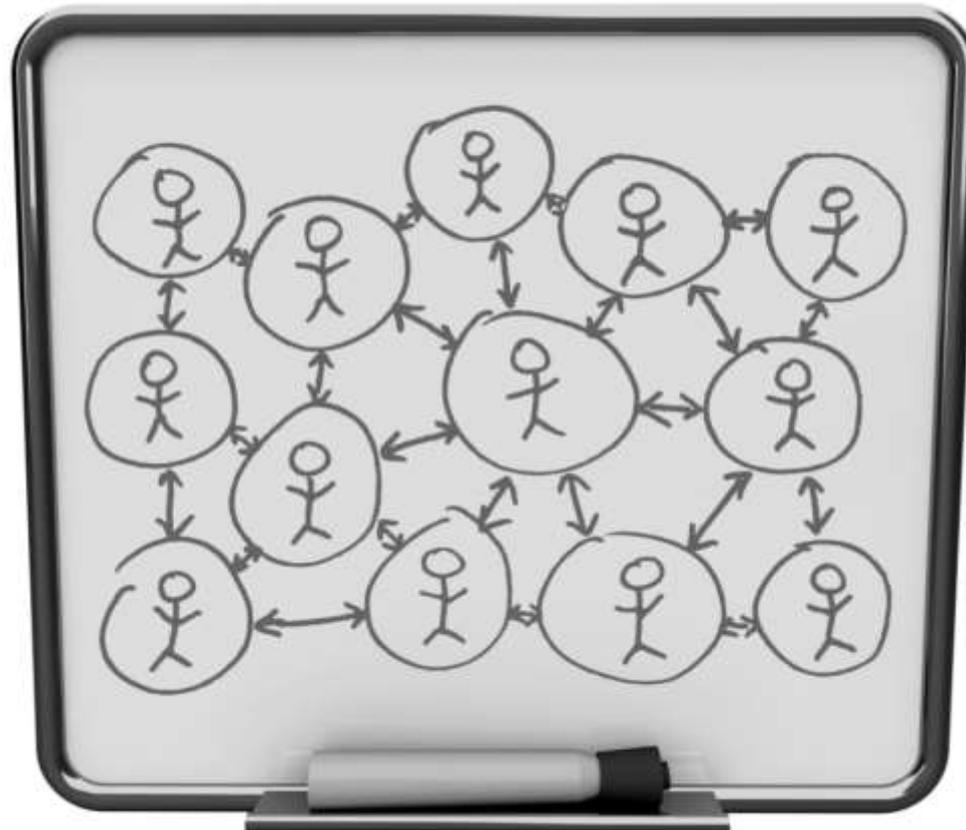
- Information
- Experts
- Lower cost channels

Leads more:

- Visibility to supply and demand
- Pressure on margins

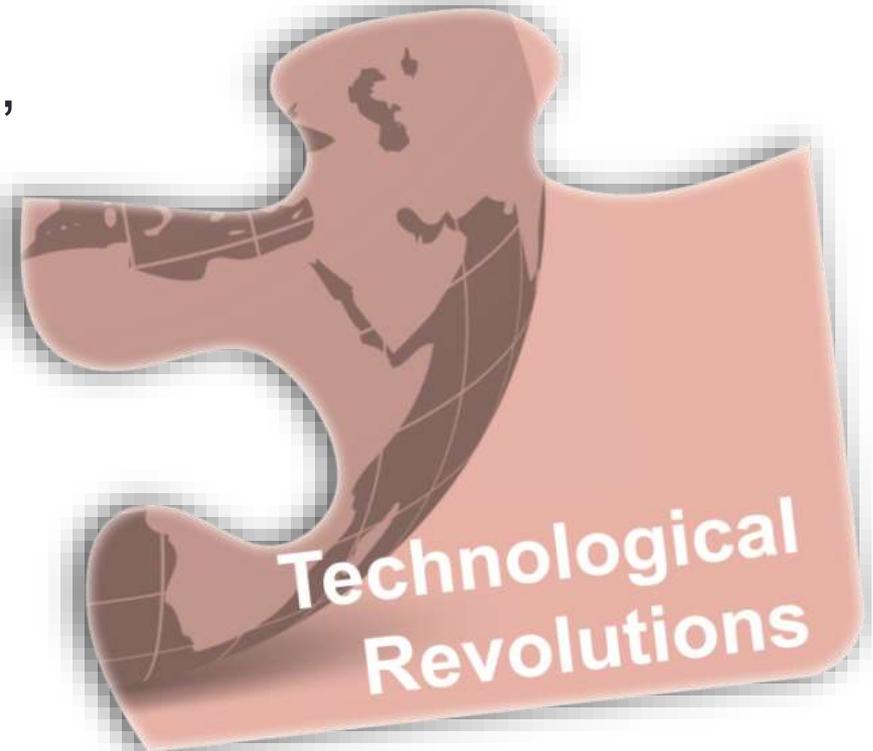


In a global inter-connected world, your customers know more and expect more.



Technological Revolutions

Rapidly changing technology and greater global arbitrage increases individuals' and organizations' choice of where, when and how work is performed, and with whom.



Work Models

- What work models should we use?
- How can we leverage the talent ecosystem to drive productivity and innovation?
- How do we manage a diverse and virtual workplace?

People Practices

- What new practices will we need in order to attract, develop and retain the talent we need?
- What will motivate generations to work together?
- How will our leadership models need to change?

Talent Sources

- Do we know all of our talent supply options?
- How can we optimize the talent we have?
- What talent strategies can we deploy to reach undertapped and untapped talent pools?



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SEEING THE UNSEEN IS HUMANLY POSSIBLE