



The Kelly®
Intelligence Report

EMBRACE THE FUTURE

capitalizing on
the changing
world of work

SEPTEMBER 2008

New technologies are continually increasing the amount of available information, while decreasing time and geographic constraints. It seems that the whole planet is shrinking, bringing different cultures and work environments closer and closer together. Also shrinking are the numbers of available talent, creating a candidate-driven marketplace, and drastic shifts in workplace motivators and loyalties.

How will changes to the world of work affect your business, and will you be prepared?

DID YOU KNOW?

- It's estimated that **1.5 exabytes** of unique new information will be generated worldwide this year.
- Over 1.4 billion searches are performed online **every minute**.
- The number of people who telecommute is increasing by **24% per year**.
- Ten years from now, more than **30% of the US** population will be on a first name basis with someone in India.
- In ten years, **ten million jobs** will lack the skilled labor to fill them.
- New generations are expected to have **10-14 jobs** by the age of 38.
- 81% of 13- to 17-year-olds are already thinking about their **work/life balance**.

Engage the following four strategies to help your organization embrace workplace changes and keep ahead of your competition.

1. RECOGNIZE THE BEST EMPLOYEE.

Evolve your concept of “the right fit,” and how work will get done. Open your mind to a wider variety of arrangements and populations.

Maybe the best person for the job is a retired but experienced and knowledgeable boomer, looking to re-enter the workforce. Maybe he or she is overseas, or a “virtual worker.” Establish ways to connect with these populations and understand what they want out of their work lives.

Be ready to acknowledge that not everyone you hire will remain with you forever. Approximately 25% to 30% of Americans are free agents of some type, and attitudes towards this type of employment are simultaneously shifting on both sides of the relationship. Companies are looking for ways to increase flexibility, accommodate shorter job cycles and create a more nimble workforce, while workers are looking to structure their work and personal lives in different ways. A solid base of free-agent talent can allow your company to expand and contract its workforce at will, without increasing the costs associated with greater headcounts.

Adjust your screening criteria to identify potential hires based on abilities such as abstract reasoning, problem-solving and communication. The 21st century is a knowledge economy – it’s all about the people, as opposed to a pre-existing set of rigid qualifications. Aptitude, attitude, critical reasoning skills, creativity and the ability to innovate will all take precedence over technical skills or industry experience.

Your organization should be prepared to answer:

1. Has your recruiting strategy significantly evolved in the past ten years? In the past two years? In the past one year?
2. Are you recruiting in new places with new messages?
3. Has your definition of diversity expanded?

TAKEAWAY

Promote inclusive advertising and adapt your recruiting strategies to understand and speak to the varied needs of this diverse talent pool. If you have “work,” you’re going to need to consider a variety of options to get that work done.

2. DEFINE YOUR EMPLOYMENT BRAND.

Think like a marketer when recruiting, and find new ways to get your message out.

The most qualified candidate for your company is not necessarily looking for a job. He or she is likely one of 72 million passive job seekers, content in their current job but open to new possibilities. While this pool may not be hitting the job fairs, or scrutinizing the latest job postings, they may make a change for the right opportunity.

Utilize new media and technologies to promote general brand awareness and your corporate culture. 75% of college students surveyed have a Facebook account. 87% of 13- to 17-year-olds surveyed are members of an online community or social network, and 35% have written their own blog. Capitalize on the immense reach and continuous brand exposure that these technologies offer. Use them to promote what your company is all about, and to connect that message with passive candidates. Make it easy for them to identify and get comfortable with your corporate culture, as well as what you have to offer.

New media and technologies can also be used to create an authentic voice for your company. In this era of distrust, new employees are looking for honesty, integrity, direct talk and transparency. Use the voice of REAL employees, broadcasted through leadership blogs, online career pages, employee testimonials and talent ambassador programs to promote a positive corporate culture and work experience in an authentic voice that potential candidates will respond to.

Your organization should be prepared to answer:

1. Can you clearly and concisely articulate your employment value proposition/brand?
2. Is each employee (from leadership on down) clear about your employment brand, and able and encouraged to share the message?
3. Have you identified new and innovative methods to promote your employment value proposition brand to external audiences?

TAKEAWAY

A strong employment brand is critical to attracting your targeted candidate pool, but take note! It's also critical that your brand is authentic. An honest and sincere employment brand helps people connect with you, and makes it easy for passive candidates to identify and seek you out.

3. MEET TECHNOLOGY EXPECTATIONS.

Understand the important role that technology plays in the ongoing engagement of new generations of workers.

Today's generation has an expectation that technology will be the means through which they engage and operate within your organization. This expectation extends from pre-employment stages (with online career pages or job applications) to the hiring process (with video conference interviews, or online chats with current employees) and straight through to day-to-day operations and business practices. For example, 55% of 13- to 17-year-olds surveyed expect to use instant messaging to communicate with colleagues on the job.

Innovative companies around the world are using technologies that were previously considered inappropriate for the workplace (such as chatting, gaming and 3D graphics) to speak to those generations raised on Nintendo.

Your organization should be prepared to answer:

1. Have you surveyed current employees, especially newly hired employees, to understand their perception of whether or not your technology enables your business?
2. Do you know if new hires would be using technology equivalent to what they have used at home or in school?
3. Have you benchmarked competitors to understand what types of technology they've implemented to enable business processes, solutions and ease of work?
4. Minimally, is your hiring process facilitated by technology?

TAKEAWAY

Be prepared for, and on the edge of technologies that will leave your existing ways of recruiting and working in the dust. Consider technological innovations that will help your employees perform their jobs with greater levels of effectiveness, efficiency and flexibility. Adapt to the expectations of younger generations as a necessity for keeping up with their employment needs.

4. BE WHAT THE TALENT WANTS.

Create a new and open employment environment that meets their needs and embraces new ways of working.

Upcoming generations are no longer as willing to give up their personal lives for their careers. Unlike their predecessors, they are much less motivated by job stability and long-term rewards, and more motivated by freedom, authenticity, accountability and their own ideals of success. 86% of workers cited work/life balance as their #1 priority. As the talent pool decreases, you'll find that you need the right talent more than they need you, and you're going to have to change your traditional ideas of "full-time," "on-site," and even "the office" to meet their needs.

To keep employees engaged, allow them to create a path for growth throughout your organization. The new workforce will see it as their employers' obligation to provide an environment where they can take charge of their own careers to advance, learn and grow. They are looking for "lifetime employability" vs. "lifetime employment" – make sure your organization delivers with continual development opportunities. Implement training strategies that balance experiential learning and guided mentoring with knowledge sharing. Consider new methods of engaging trainees, such as Web-based discussion groups, virtual courses and even gaming. Embrace on-boarding and off-boarding processes that are designed to let people come and go more freely.

Your organization should be prepared to answer:

1. Does your company have programs and policies that demonstrate a commitment to work/life balance and rapid growth opportunities for employees?
2. Do you have clear policies or opportunities for flexible schedules? Job sharing? Work from home? Free-agent or part-time employment?
3. If the top 10% of your employees wanted to adjust their work schedule or their relationship with you, do you have the motivation and the capabilities to facilitate this?

TAKEAWAY

Creating the right environment starts with evaluating your current policies. Throw out the old, rethink the current and adopt new ideas to create an infrastructure and policies that support a more open culture. Encourage an employment/work community that earns loyalty to the organization rather than demands it.

CONCLUSION:

EMBRACE THE CHANGE.

The world around us is moving at a rapid pace and change has become the norm. But what do changes in technological innovation, access to and availability of information and globalization mean to how your organization gets work done? More than you may think. These changes are significantly impacting not only how we get work done, but also our views on who does the work, how we attract talent in a candidate-driven marketplace, and how we define the employer/employee relationship.

For the organization looking to the future, these changes are driving opportunities. By truly understanding the forces that are driving these changes and swiftly adapting the ways in which you approach the new world of work, your organization will do more than just keep up - you'll get ahead.

As an original founder, global leader and evolutionary driver of the staffing industry, Kelly Services® can help. Contact your local Kelly representative to find out how!

1-888-GO KELLY
kellyservices.com

Sources

Bureau of Labor Statistics. U.S. Department of Labor.
<<http://www.bls.gov/>>.

Chin, Sherman. "Breaking the Mold – Strategic HR Leadership in Asia." Heidrick & Struggles International.

"CSIS Study: Meeting the Challenge of Global Aging." Center for Strategic & International Studies, 2003.

Faulds, Ron, and Barb Fardell. "Emerging Technologies: Did You Know?" Michigan Department of Education.

Frymire, Bill. "The Search for Talent." *Economist*, 7 Oct. 2006.
Global Insight. <<http://www.globalinsight.com/>>.

"Grow Faster Together. Or Grow Slowly Apart. How Will America Work in the 21st Century?" The Aspen Institute Domestic Strategy Group, 2003.

"The Future of Work." *Business Week*, 20 Aug. 2007.

Jesdanun, Anick. "Study: Google Dominates Worldwide Search." *Associated Press via MSNBC*, 9 Oct. 2007.
<<http://www.msnbc.msn.com/>>.

Lomas, Natasha. "Web 2.0 Kids Have Stiff Work Demands." *Business Week*, 9 Aug. 2007.

Naylor, Mary A. "There's No Workforce Like Home." *Business Week*, 2 May 2006.

Pinckard, Jane. "World of Warcraft is the New Golf." *PC Magazine*, 5 April 2006. <<http://www.pcmag.com/>>.

Socio-Economic News. International Council of Nurses. Jan.-March 2003.

"Tapping America's Potential: The Education for Innovative Initiative." Washington, DC: *Business Roundtable*, July 2005. 9.

"Telecommuting Options." *Quintessential Careers*. <<http://quintcareers.com/>>.

"Unlocking the DNA of the Adaptable Workforce." *The Global Human Capital Study 2008*. IBM Global Business Services, 2008.

"What is Second Life?" *Second Life*. Linden Lab.
<<http://secondlife.com/whatis/>>.

"Women and Information Technology by the Numbers." Boulder, CO: NCWIT, 2005.