Geoff Glover

The Talent Game

Our World in 2025

- World population reaches 8.1 billion

- Over 60% live in Asia

- 97% of population growth in the developing world

- 5 billion people live in cities

- 3 billion people lack water access

- EU accounts for only 6.5% of world population

- 30% of EU population over 65

- Asia becomes first producer and exporter globally

- 34% of worlds wealth - developing countries(20% in 2005)

- India and China 20% of worlds R and D(10% in 2010)

- Global middle-class reaches 1 billion- 90% in developing countries

- "Brain drain" becomes "brains circulation"!

The Changing People Landscape and What this means for us!

Factors Driving Change

- Shift to Knowledge Economy
- Emerging technologies
- New organisational requirements
- New ways of working
- Demographics
- Shorter shelf-life of knowledge
- The Innovation Challenge
- Youngsters preferences
- Convergence of demand
- Global market in competence
- Education systems failing to keep pace with change

Generational Dimensions
Shrinking Workforce Around the World

A Shrinking Workforce

Projected Change in Working Age Population (15-64) 2010-2050

■ 1970-2010   ■ 2010-2050

Source: Deloitte Research
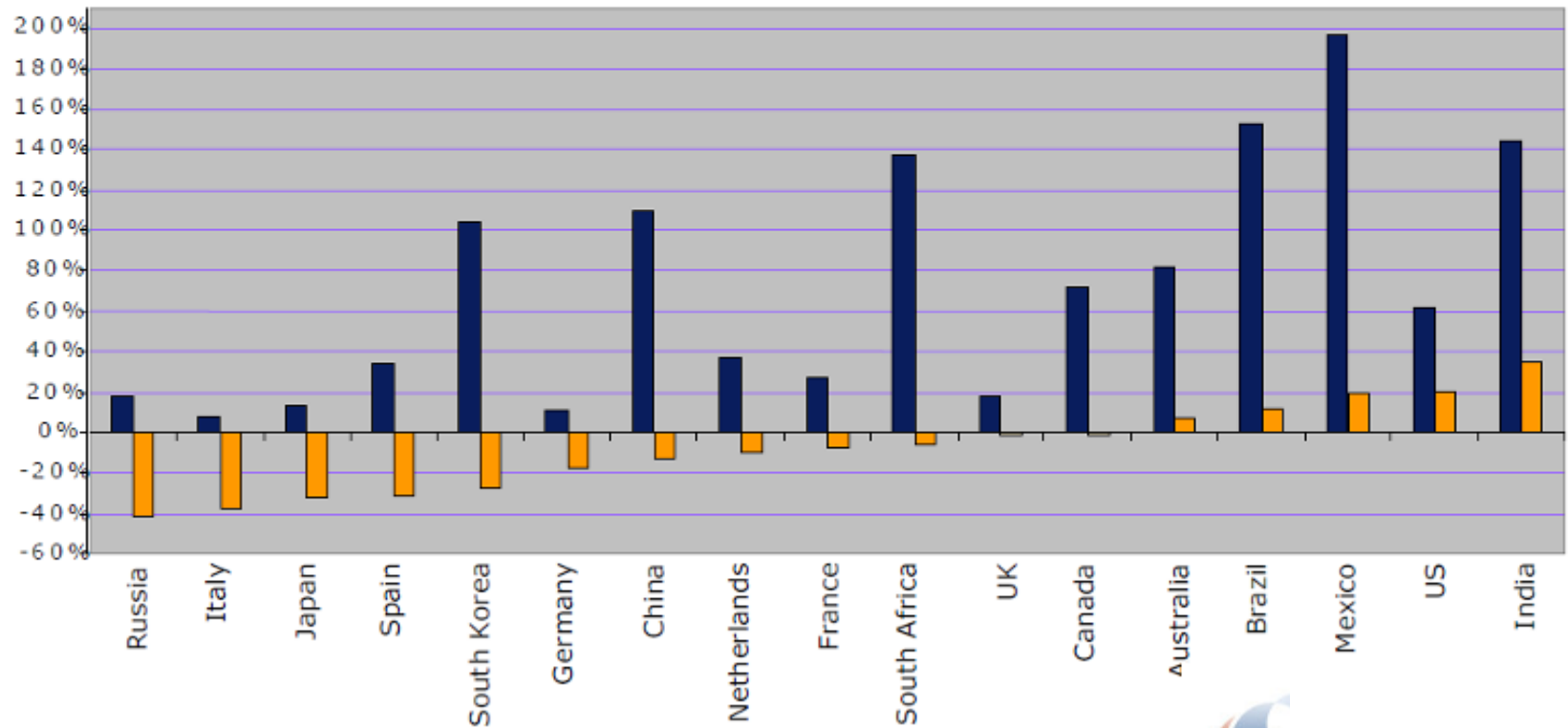
Changing Demographics

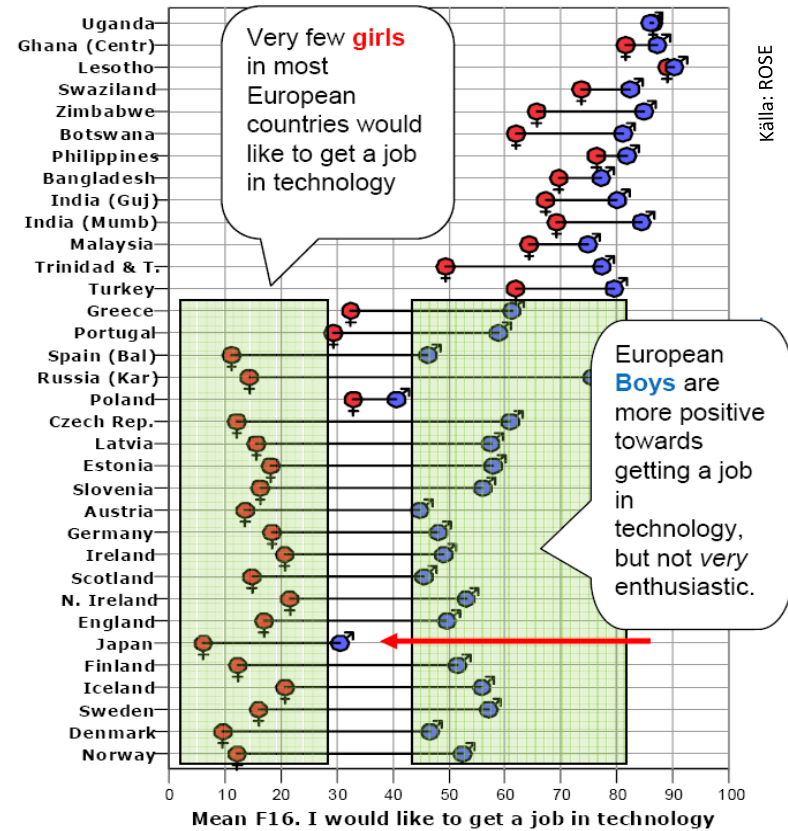Increasing women's employment rate offers one possible response to the demographic challenge
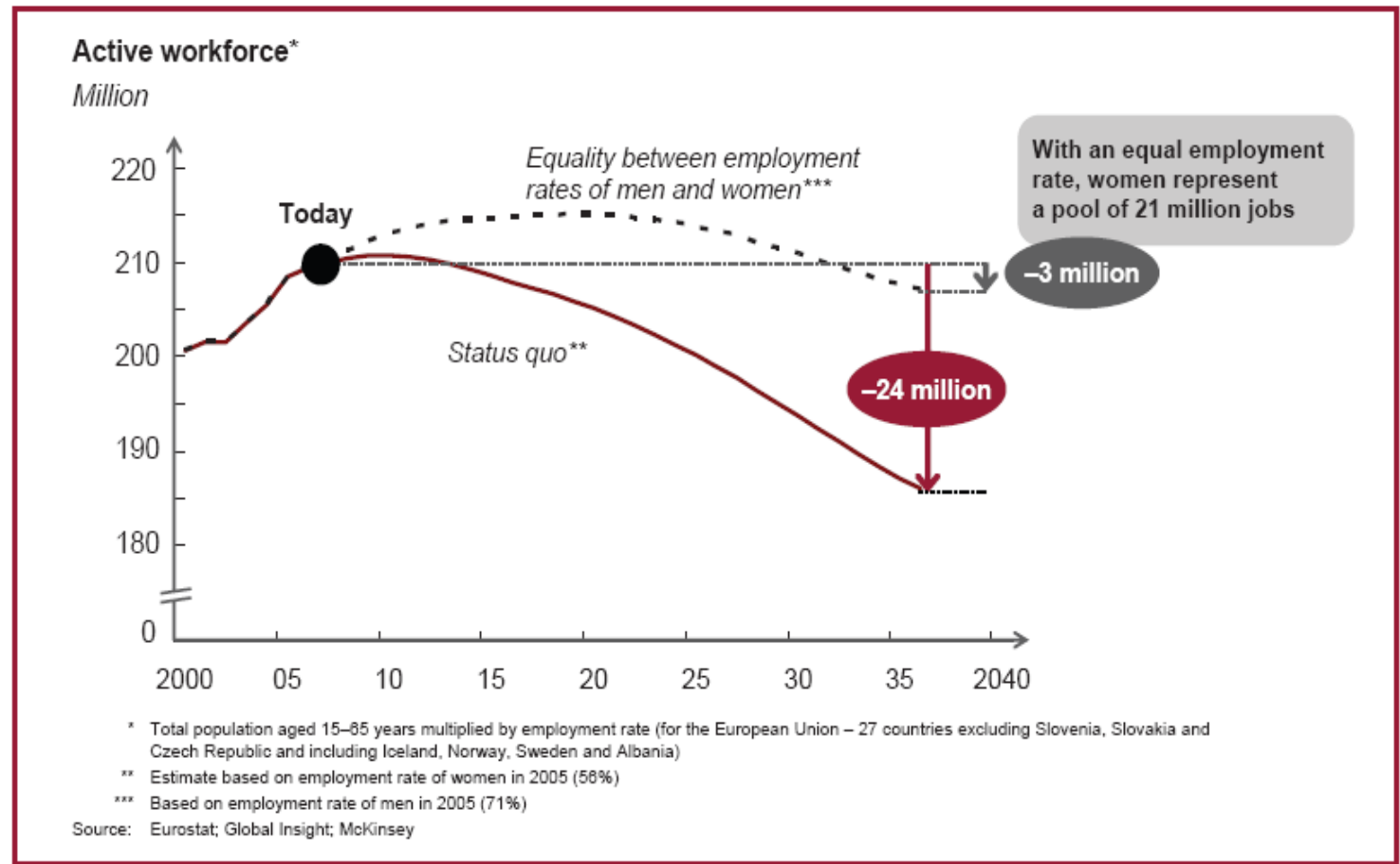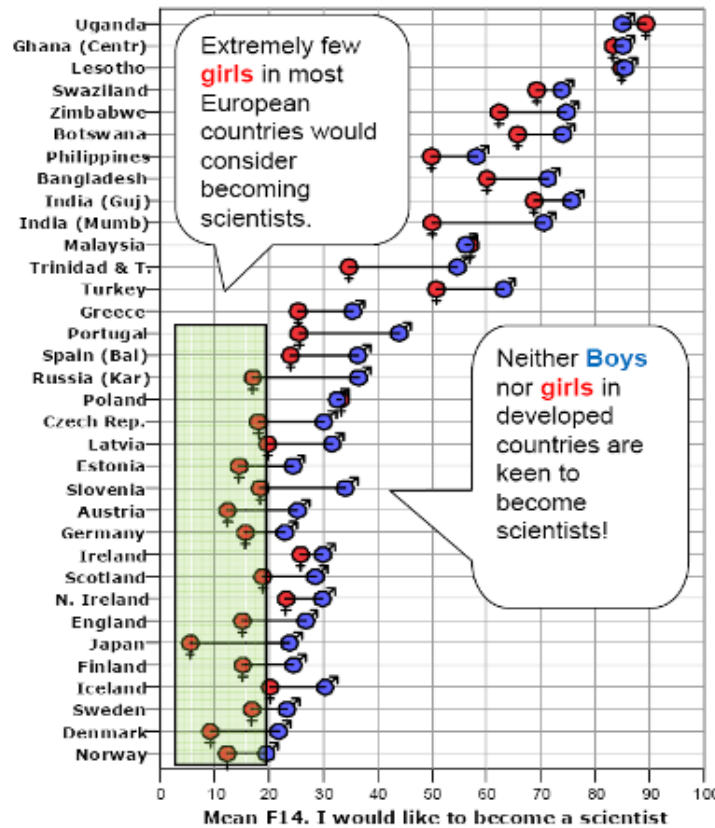
"The Volume Problem"

Changing Attitudes
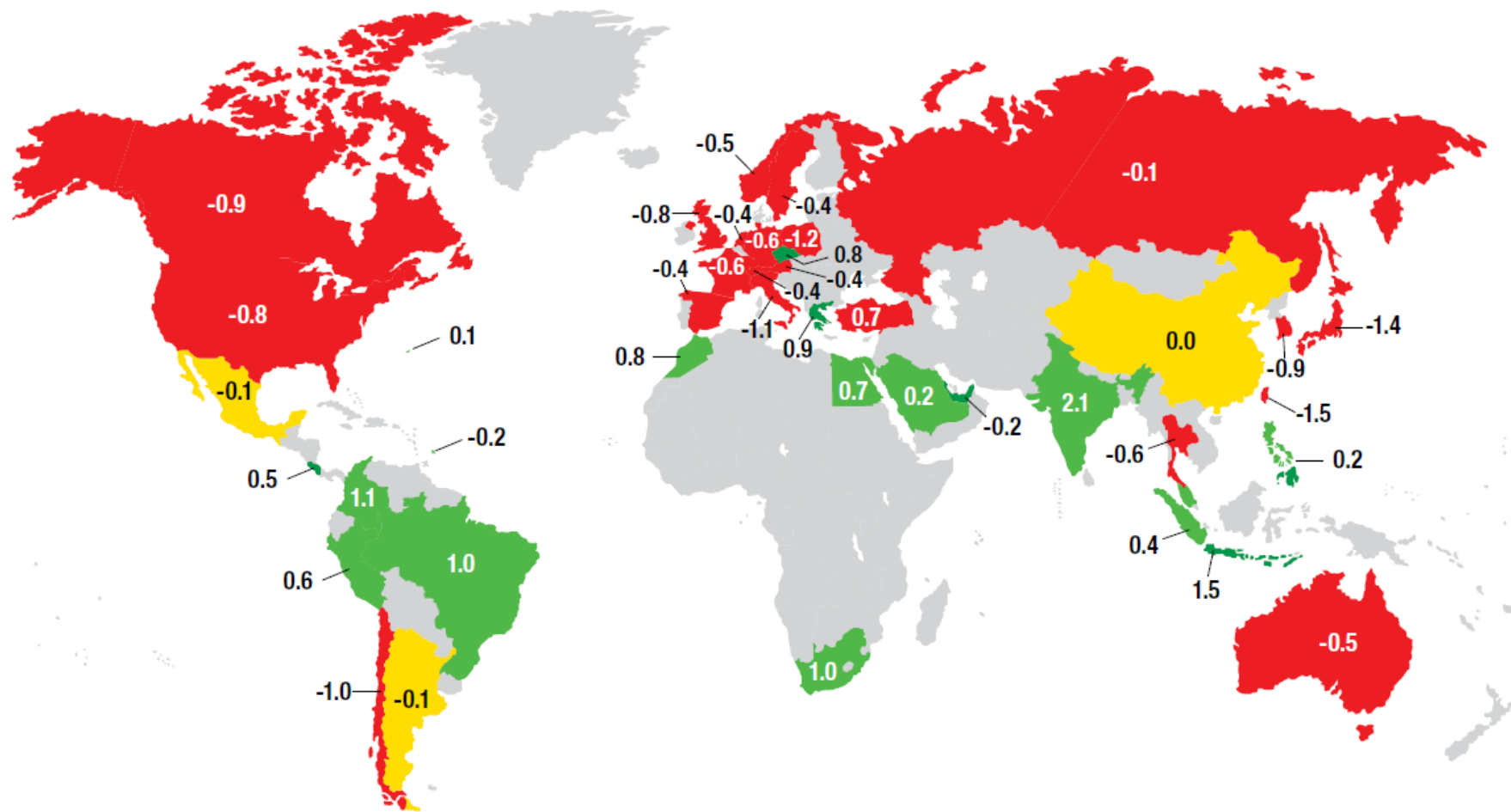# Attitudes In Europe Threatening The Competence Supply

31/03/2015

Supply & Demand Balance

The gap between the growth in demand and the growth in supply of talent, 2011 to 2021

(Red indicates a trend deficit, green a trend surplus, yellow a broad balance. Numbers show trend growth as annual percentages.)

OXFORD ECONOMICS

Shortages, Shortages Everywhere!

- Just On The road to recovery but :
  - 44% of UK employers report hard to fill vacancies
  - 57% of UK employers employ EU migrant labour
  - 41% because of the lack of a suitable UK applicant

- 8 million jobs less left vacant each year – US & Europe
- UK – 13.5 million new jobs created – 7 million to fill them
- UK – 3.1 million (9%) of workforce short by 2050
- By 2025 70% of UK nuclear workers retired
- Wind industry 5,500 short per annum
- By 2050 in the UK:
  - 128,000 teachers short
  - 40,000 engineers
  - 67,000 constructions workers

Lack Of Opportunities Everywhere

- Youth unemployment
- Local jobs for local people
- Graduates in non- graduate jobs
- No opportunities for progression
- Weak pay progression

The War for Talent is back on!

Evolving World of Work
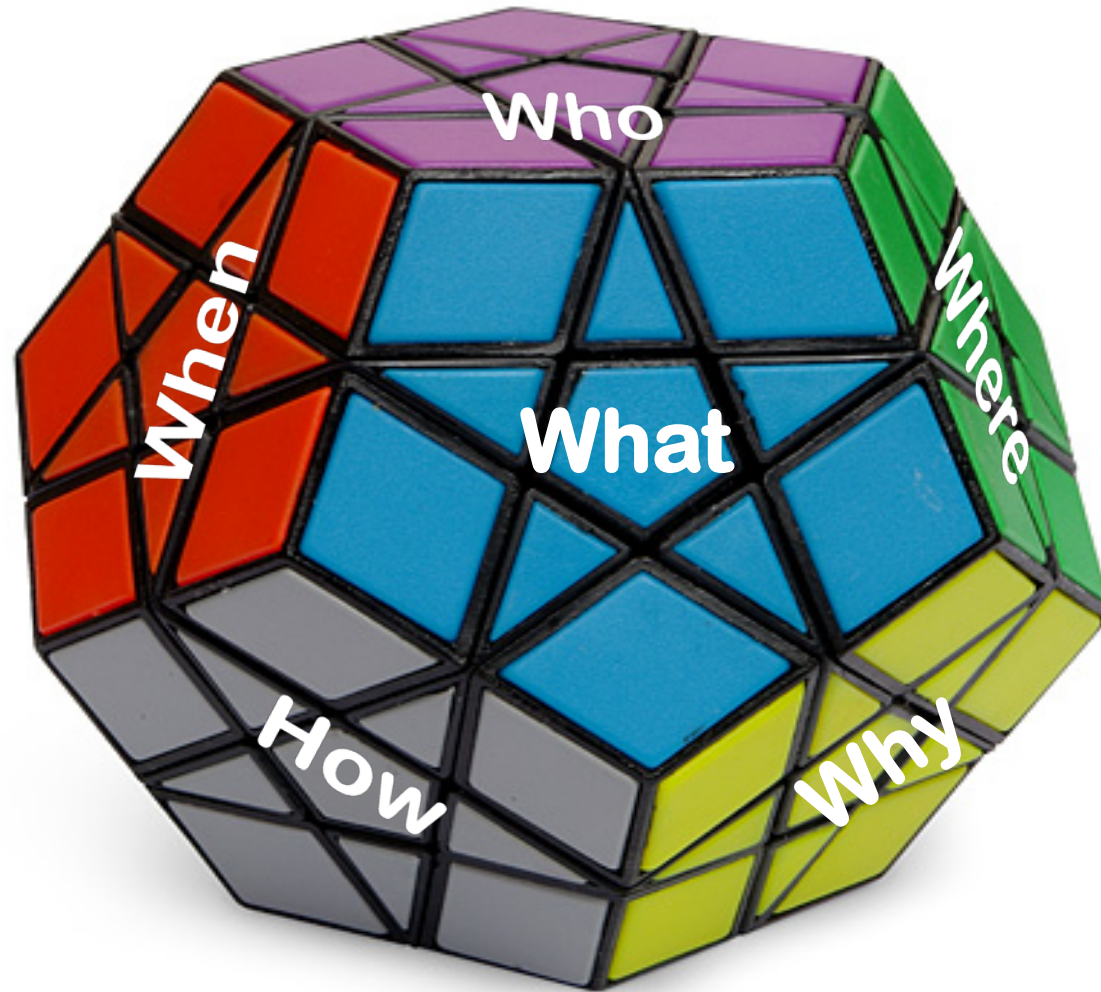
WHAT

- Less manufacturing, more service
- More digital and technology based work
- More knowledge intensive work
- Less algorithmic and more heuristic work
- New jobs and organisations reflecting new concepts e.g. chief data analyst; chief insight officer

Source: Geoff Glover

WHO

- More older workers
- More domestic diversity
- More women
- More openly gay, lesbian, bi-sexual
- More carers
- More immigrant labour
- Global talent pools
- Four generations in one work place
- Fuzzy boundary lines e.g. agency, self-employed, crowd sourcing

Source: Geoff Glover

WHERE

- Work is more and more an activity rather than a place
- Virtual working, tele-working, hot-desking
- Off-shoring, on-shoring
- Moving task to talent
- Job concentration in cities and "favoured" regions
- MNCs flex work locations for competitive advantage

WHEN

- 24 hour service mentality
- Time zones covered by international deployment
- Part time, zero hours, fixed term engagements
- Integrated work and life
- Times in people's lives – travelling, family, transition to retirement

Source: Geoff Glover

WHY

- Money and benefits still important
- Growing emotional and psychological considerations – fun, social, developmental etc.
- Social meaning, social purpose, meaningful
- Build personal brand
- "Work to live" versus "live to work"

Source: Geoff Glover

HOW

- Employment model variety
- Personalised and customised work
- Work flow and processes organised around people
- Position/role de-emphasised and task emphasised
- Project work and swarming
- Functions de-emphasised – follow the value chain
- Team stronger than I
- Collaborative, operating beyond authority
- Intrinsic motivation and competence leveraged
- Digital based – clicks replace bricks
- Maximum flexibility – temporal, functional, financial, numerical
- Augmented capability

Source: Geoff Glover

Competence

- Experience

- Knowledge

- Skills

- Behaviours

- Attitudes

Needs over the next 5 years

- ## Digital Skills
  - Digital business skills
  - Ability to work virtually
  - Digital design skills
  - Ability to use social media and web 2.0

- ## Agile Thinking Skills
  - Handle multiple scenarios
  - Innovation
  - Deal with complexity and ambiguity
  - Managing paradoxes
  - Ability to see the "Big Picture"

Needs over the next 5 years (cont.)

- ## Interpersonal Skills
  - Co-creativity and brainstorming
  - Relationship building
  - Learning (including virtual)
  - Collaboration
  - Oral and written communication

- ## Global Operating Skills
  - Operate in diverse employee groups
  - Understand international dimension
  - Ability to operate in multiple geographies
  - Cultural sensitivity
  - Language skills

Building Competence in a Region
- a Team Sport!
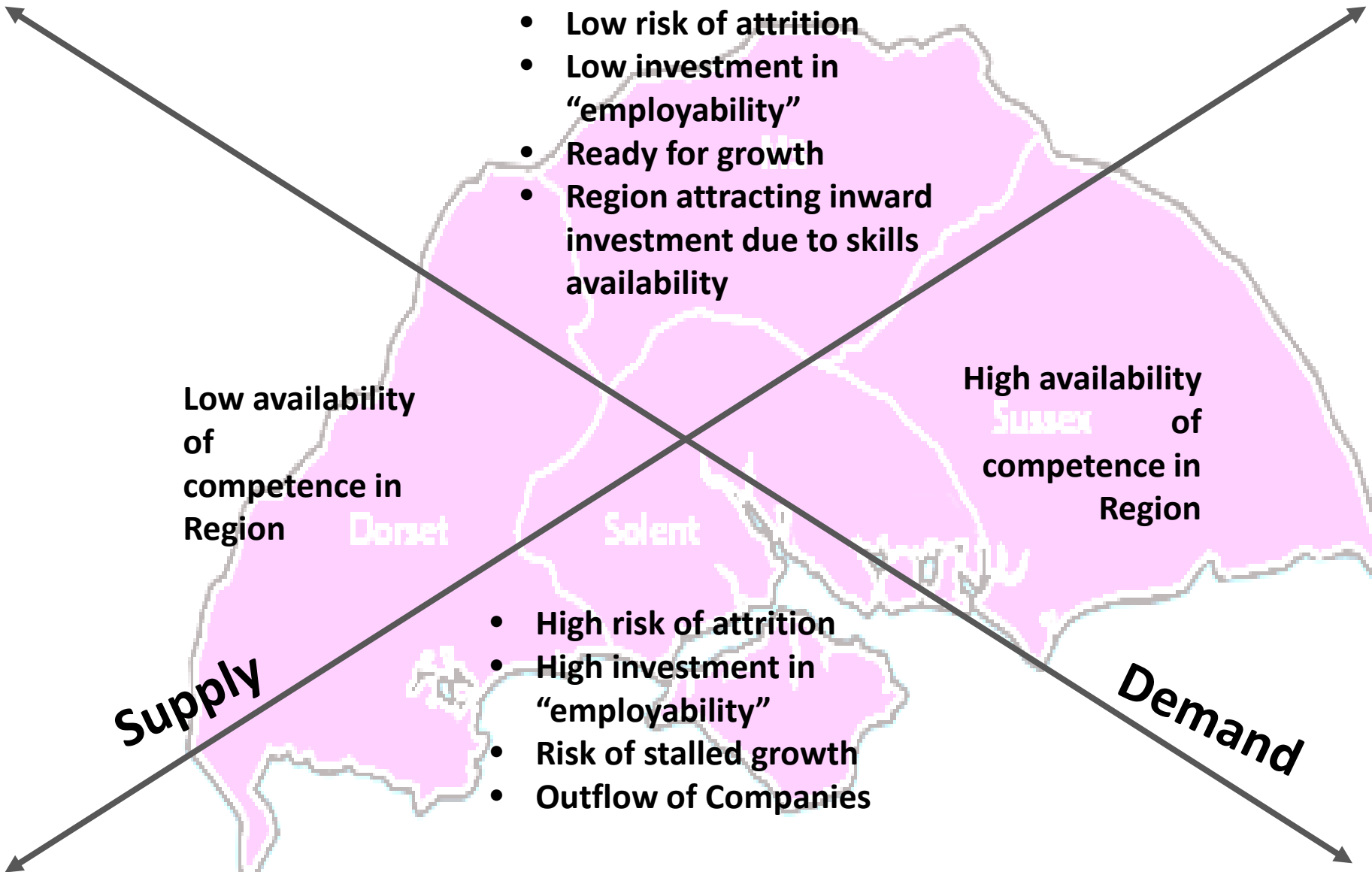
- **Low risk of attrition**
- **Low investment in "employability"**
- **Ready for growth**
- **Region attracting inward investment due to skills availability**

Low availability of competence in Region
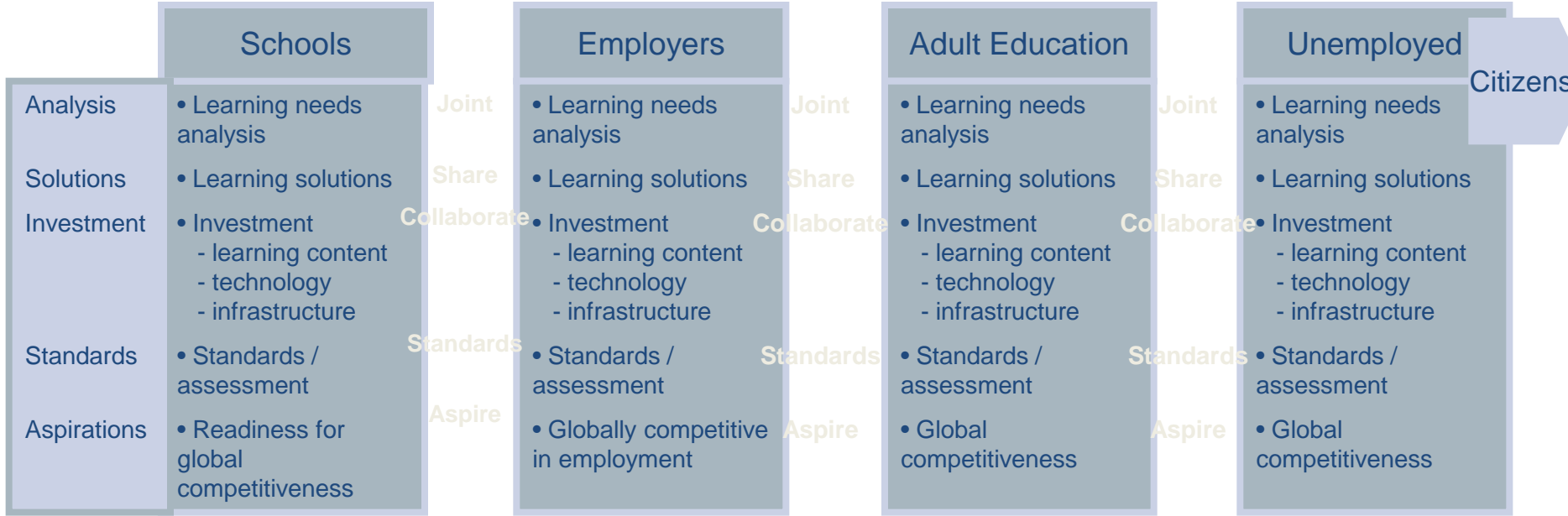
High availability of competence in Region

- **High risk of attrition**
- **High investment in "employability"**
- **Risk of stalled growth**
- **Outflow of Companies**

Supply

Demand

The Vision

Knowledge or Learning Region

	Schools		Employers		Adult Education		Unemployed
Analysis	• Learning needs analysis	Joint	• Learning needs analysis	Joint	• Learning needs analysis	Joint	• Learning needs analysis
Solutions	• Learning solutions	Share	• Learning solutions	Share	• Learning solutions	Share	• Learning solutions

Investment	• Investment
	  - learning content
	  - technology
	  - infrastructure
		Collaborate	• Investment
			  - learning content
			  - technology
			  - infrastructure
				Collaborate	• Investment
					  - learning content
					  - technology
					  - infrastructure
						Collaborate	• Investment
							  - learning content
							  - technology
							  - infrastructure

Standards	• Standards / assessment	Standards	• Standards / assessment	Standards	• Standards / assessment	Standards	• Standards / assessment
Aspirations	• Readiness for global competitiveness	Aspire	• Globally competitive in employment	Aspire	• Global competitiveness	Aspire	• Global competitiveness

Citizens

Technology / Equipment Providers Champion Connectivity

Regional Competence Platform

- Champions learning
- Co-ordinates research
- Establishes targets
- Sets standards

- Provides enabling infrastructure
- Encourages non -traditional partnerships
- Helps spread best practice
- Recognises excellence

The School Agenda

- Need to prioritise investment in learning
- One size does not fit all
- Embed modern employability competences in the way learning is conducted
- Embrace the technology to enable "more learning for less"
- Find ways to increase STEM take up
- Work collaboratively with others
- Create individuals who love learning

Questions and Answers

- Thank you for listening
- Now it is your turn!