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D I F
F E R
E N T

BY DESIGN

LEADING THE EVOLVING ORGANIZATION

2017 ANNUAL CONFERENCE

TURNBERRY ISLE MIAMI + AVENTURA, FL

SIRM EXECUTIVE NETWORK
HR PEOPLE + STRATEGY



ManpowerGroup®



A Skills Revolution: FROM CONSUMERS OF WORK TO BUILDERS OF TALENT

Mara Swan

Executive Vice President, Global Strategy & Talent
ManpowerGroup

Future Forces at Work, Reshaping Labor Markets



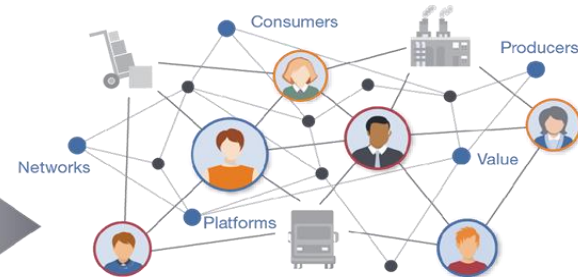
Transformation of Business Models

Technology has reduced the need for physical infrastructure and assets while enabling the ability to create value through the capture, analysis and exchange of large amounts of data



Traditional Pipelines

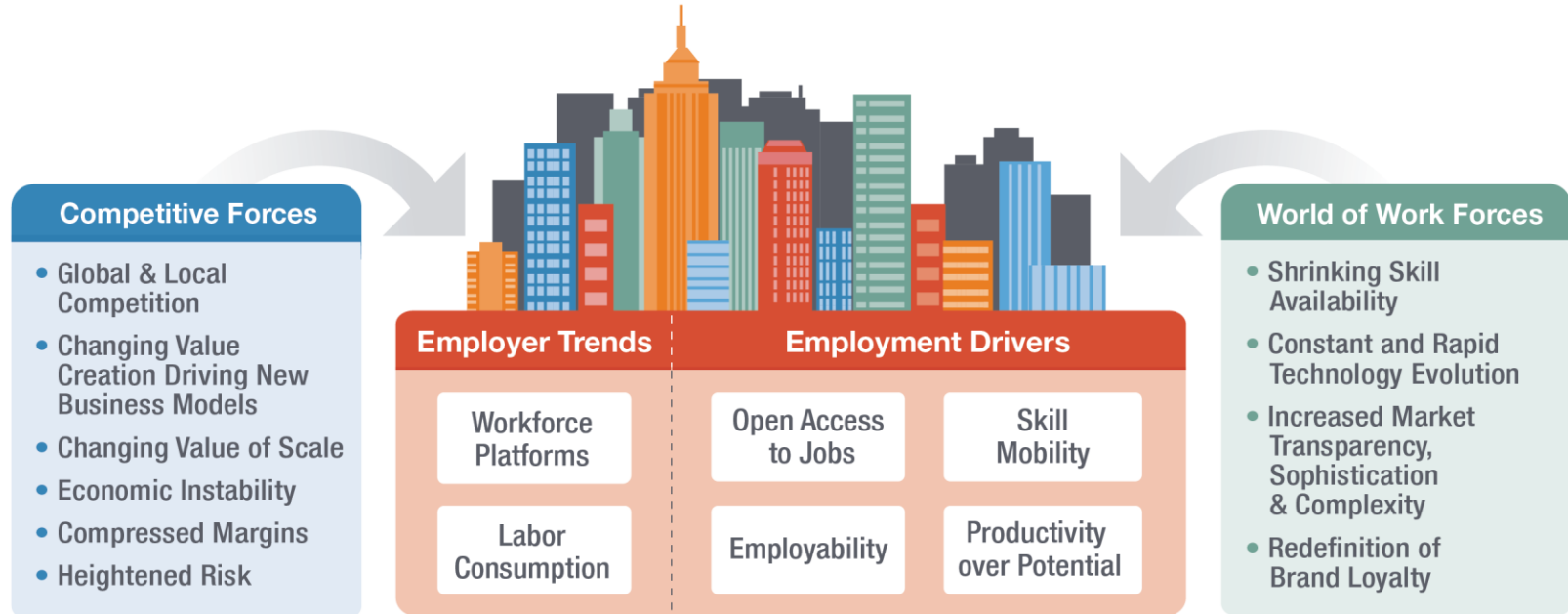
- One-Way Process Driven Value Chain
- Customer Value Focus
- Internal Process Optimized
- Resource Control
- Push and Sell Model



Platforms

- Bi-directional, Networked Value Chain
- Ecosystem Value Focus
- External Interaction Facilitation
- Resource Orchestration
- Pull and Experience Model

Forces Changing the Business Landscape



Individuals Adapting to Evolving Business Landscape



Individual Impact

- Flexibility vs. Security
- Increased Career Responsibility
- Income Instability
- Wage Bifurcation
- The Haves vs. the “Rest of Us”
- Rise of Voice

The Skills Revolution



Are You Ready?



Three P's of the Skills Revolution

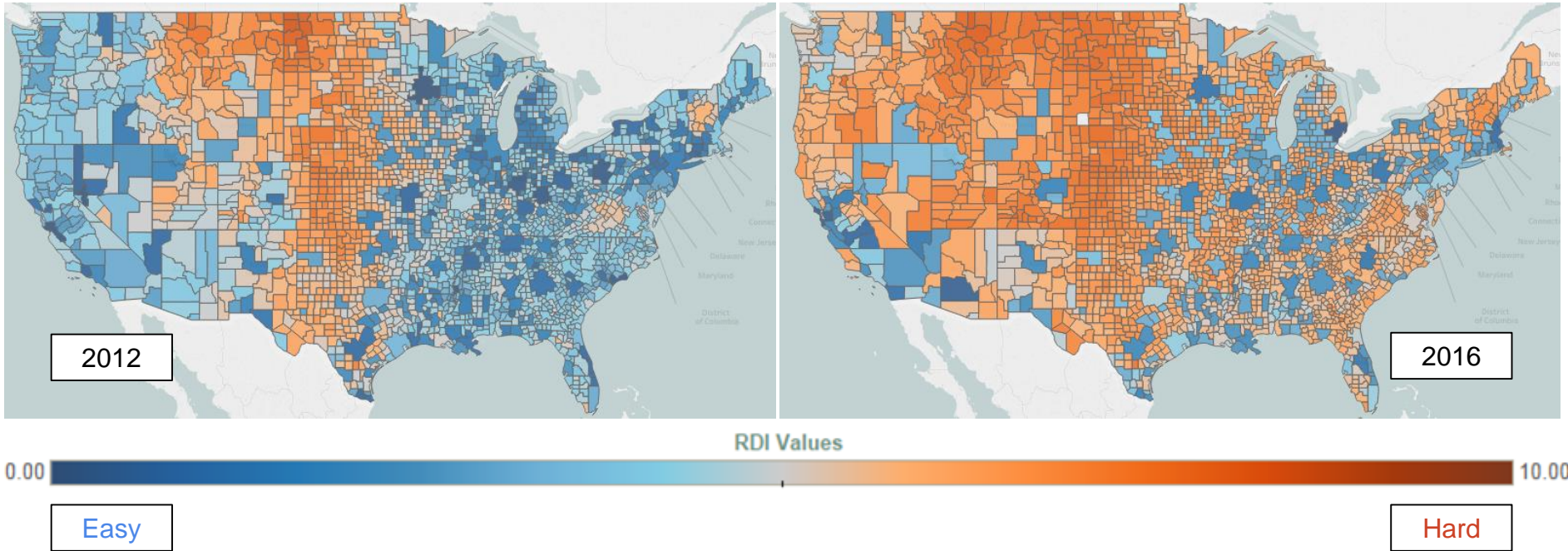
1. Polarization
2. Populism
3. Protectionism

We Will See a Revolutionary Call In Our Companies



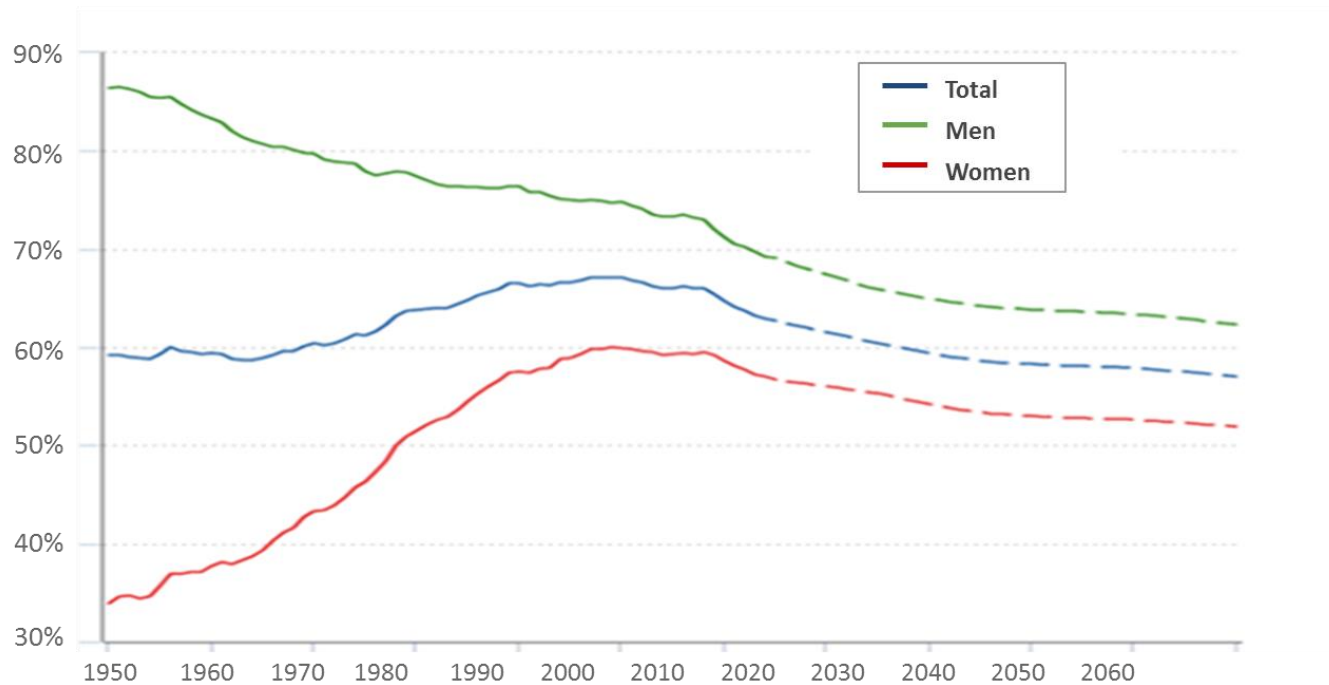
Photo credit: Google

Talent Shortages Growing



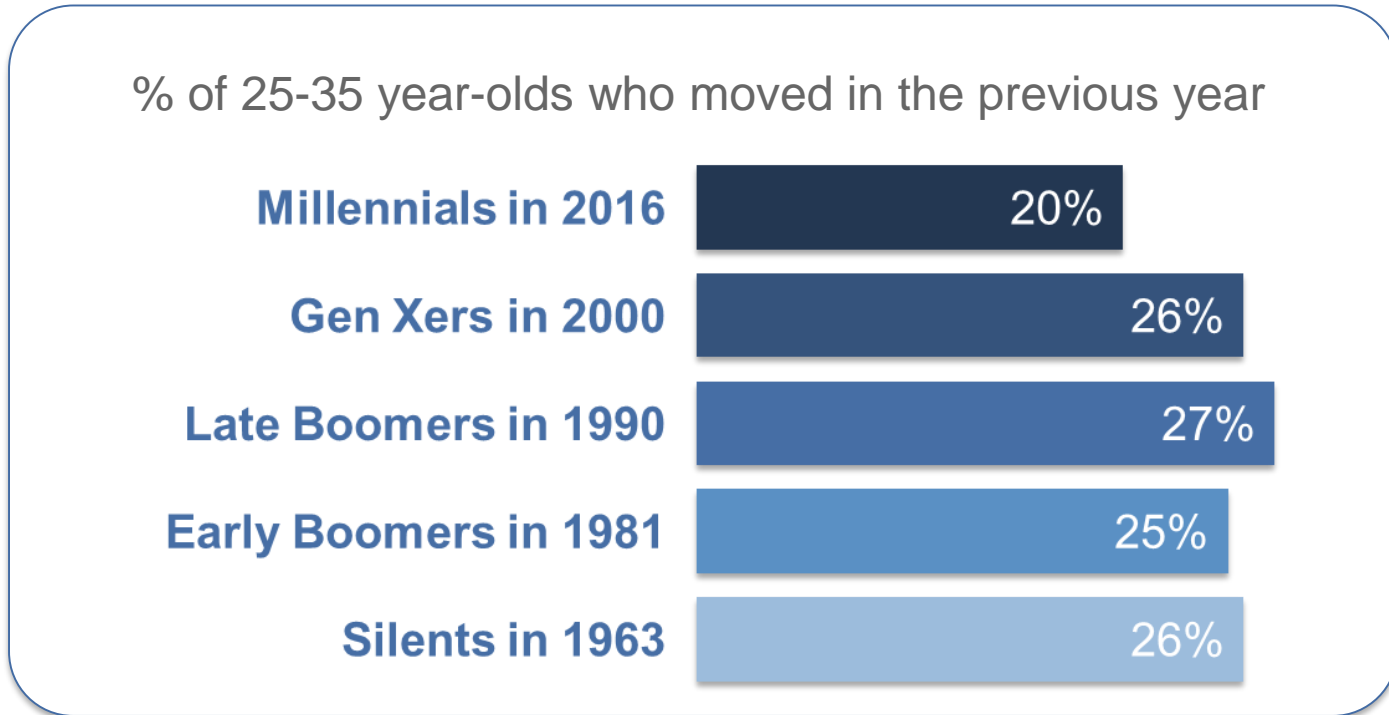
Source: Manpower US Recruitment Difficulty Index (Manpower & Bureau of Labor Statistics data)

US Labor Force Participation Rates Projected to Decline Over the Next 50 Years



Source: *Bureau of Labor Statistics*

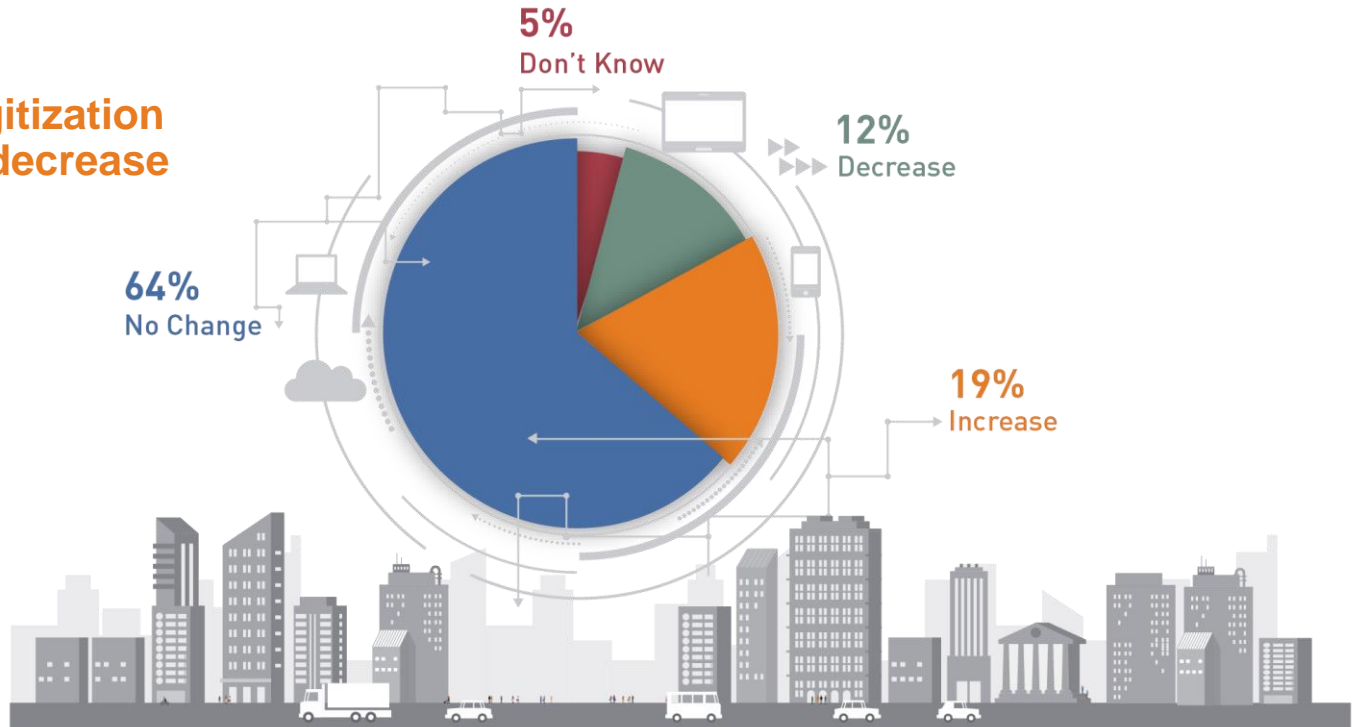
Mobility Rates Falling: Millennials Less Likely To Move Than Prior Generations



Source: *Pew Research Center*

More than 90% of Employers Expect Their Organization To Be Impacted By Digitization In The Next Two Years

How Will Digitization Increase or decrease headcount?



Source: *The Skills Revolution*, ©2017 ManpowerGroup

“Man” vs. Machine



Skills Are the New Currency



- Employers need to nurture learnability
- Individuals need to nurture their learnability

lurn-*uh*-bil-ĭ-tee

1. (learnability): the desire and ability to grow and adapt to new circumstances and challenges throughout your work life

Learnability: Find Your LQ

1. Please go to: www.learnabilityquotient.com/hrps
Or check your conference app for a link – 5 mins
2. Discuss your results at your table – 10 mins

My LQ™

YOUR THREE TRAITS ARE

SCHOLAR FREE SPIRIT THRILL SEEKER



You constantly thirst for knowledge. You actively forge your own path, and are unafraid of the unknown.

11% OF OTHER QUIZZERS SHARE THIS WITH YOU

What Does Your LQ™ say About You?

Intellectual



Scholar

You constantly thirst for knowledge.



Thinker

You balance street-smarts with book-learning.



Doer

You enjoy tackling clearly defined problems.

Unconventional



Free Spirit

You actively forge your own path.



Innovator

You're open to new ideas and trends.



Traditionalist

You prefer playing by the rules.

Adventurous



Thrill-seeker

You are unafraid of the unknown.



Explorer

You work best in a mix of chaos and routine.



Planner

You like thinking ahead.

Group Results



Scholars
X%



Thinkers
X%



Doers
X%



Free Spirits
X%



Innovators
X%



Traditionalists
X%



Thrill-seekers
X%



Explorers
X%



Planners
X%

The Most Common LQ™ Types in This Group



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THRILL SEEKER

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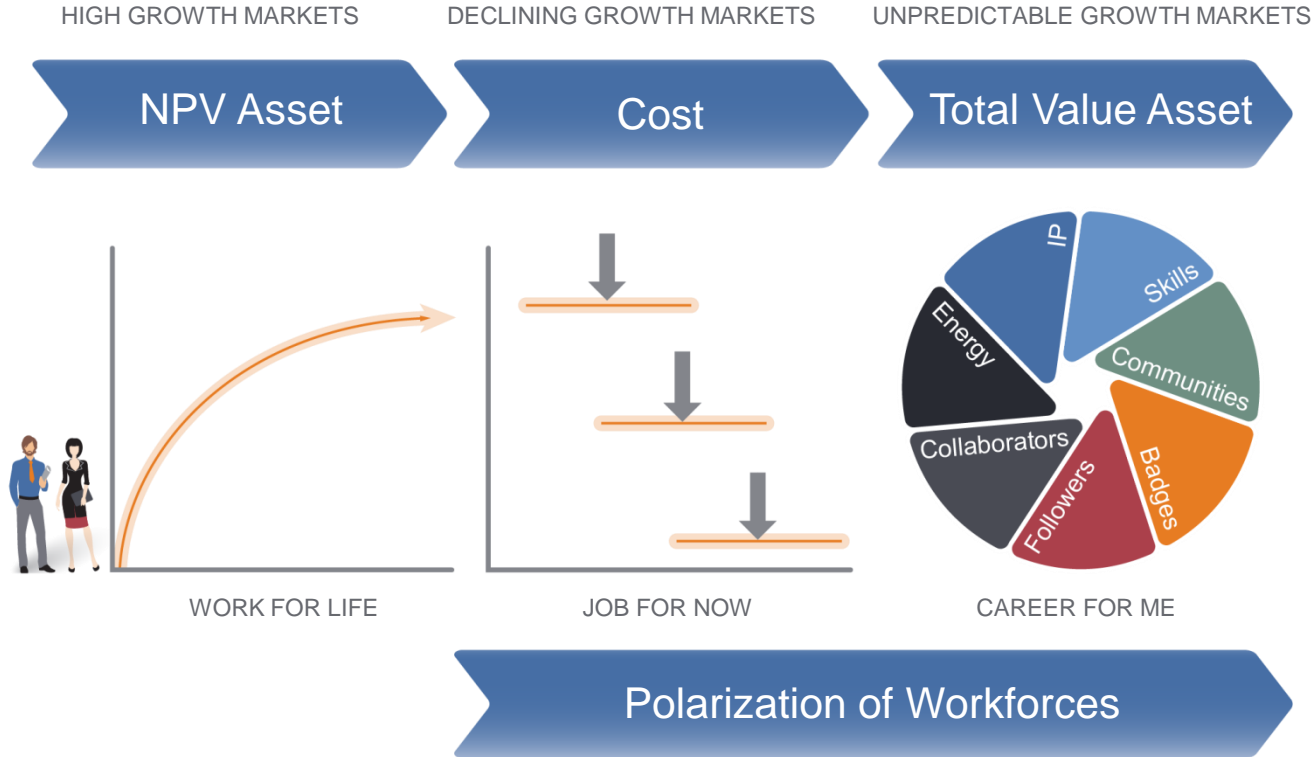


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A Skills Revolution: FROM CONSUMERS OF WORK TO BUILDERS OF TALENT

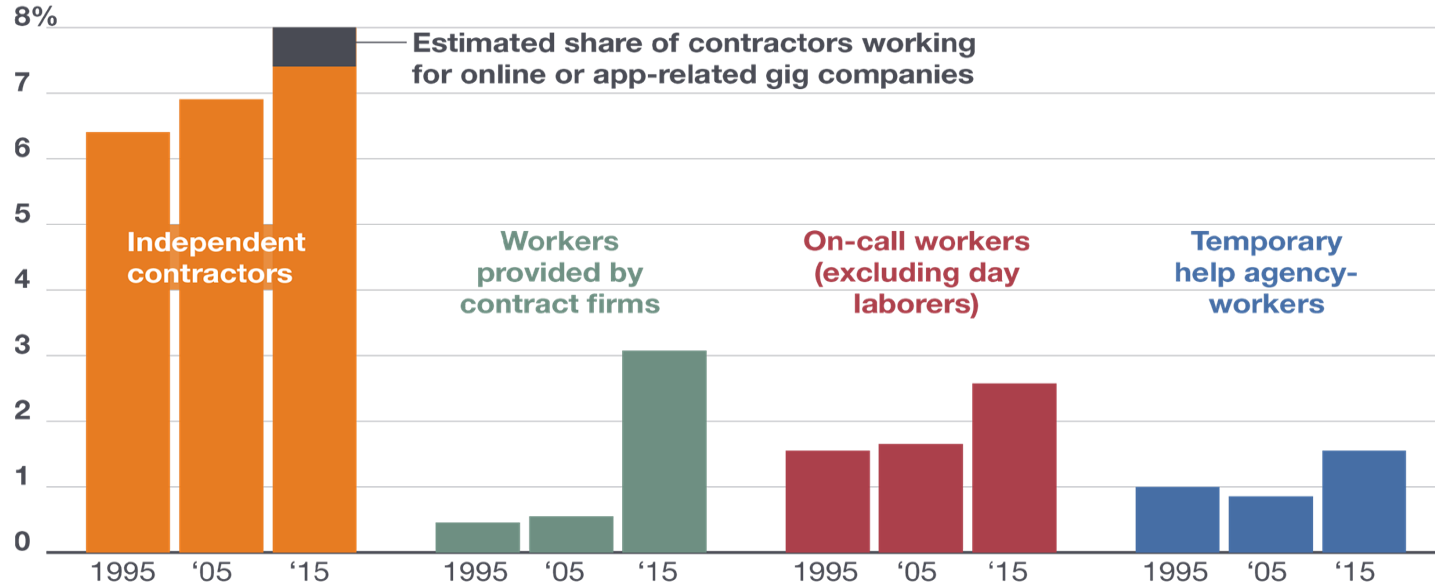
Evolution of Employer-Employee Relationship-What's Next?



The New Talent Ecosystem is Fragmented & Unmanaged



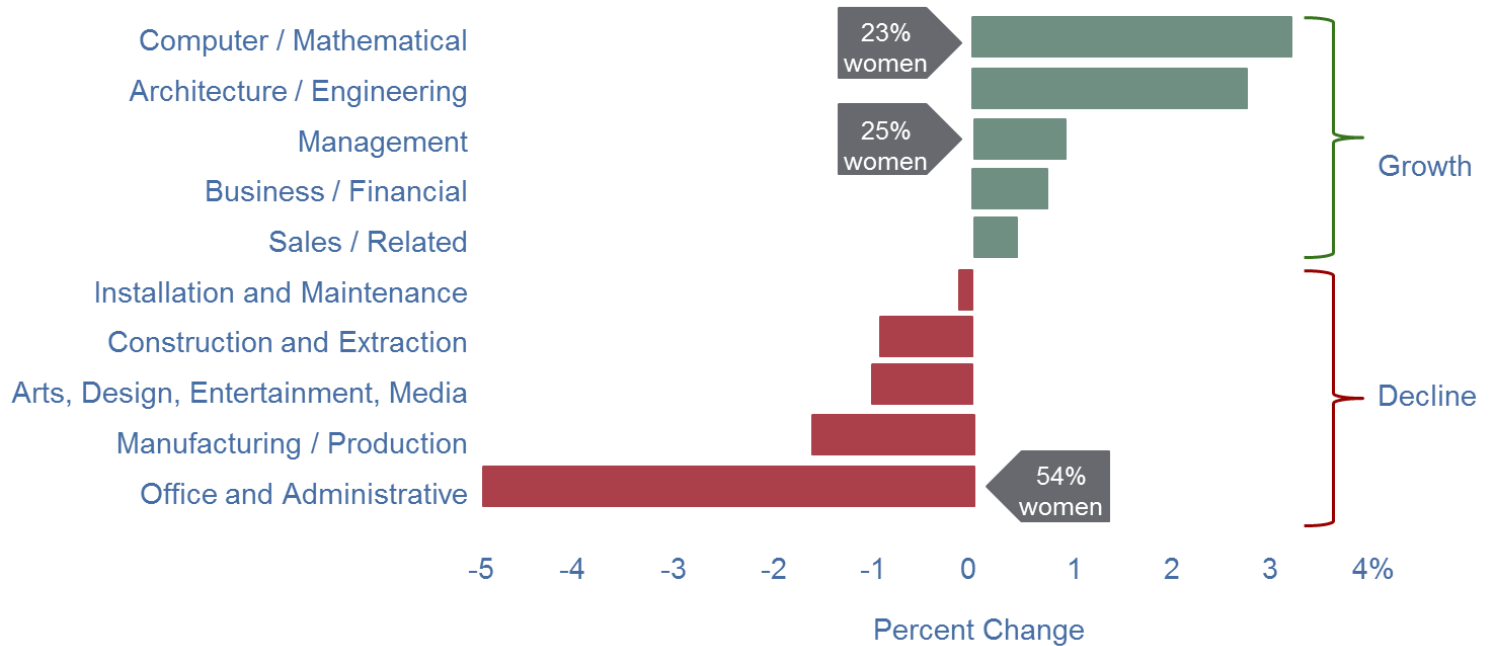
Share of Workers in Alternate Work Arrangements



Sources: Labor Dept. (1995, 2005); Alan Krueger of Princeton U. and Lawrence Katz of Harvard U. (2015) **THE WALL STREET JOURNAL**

Winners and Losers in Skills Revolution

Impact of Automation by 2020



Source: "The Rise of Robots Will Make the Tech Gender Gap Even Worse", Bloomberg, January 2017

Start With the End in Mind

Administration Driven

- HR focused
- Design - control
- Processes done by the book – law
- Lens – HR centric, focus on consistency, costs / managing risk

Partnership Driven

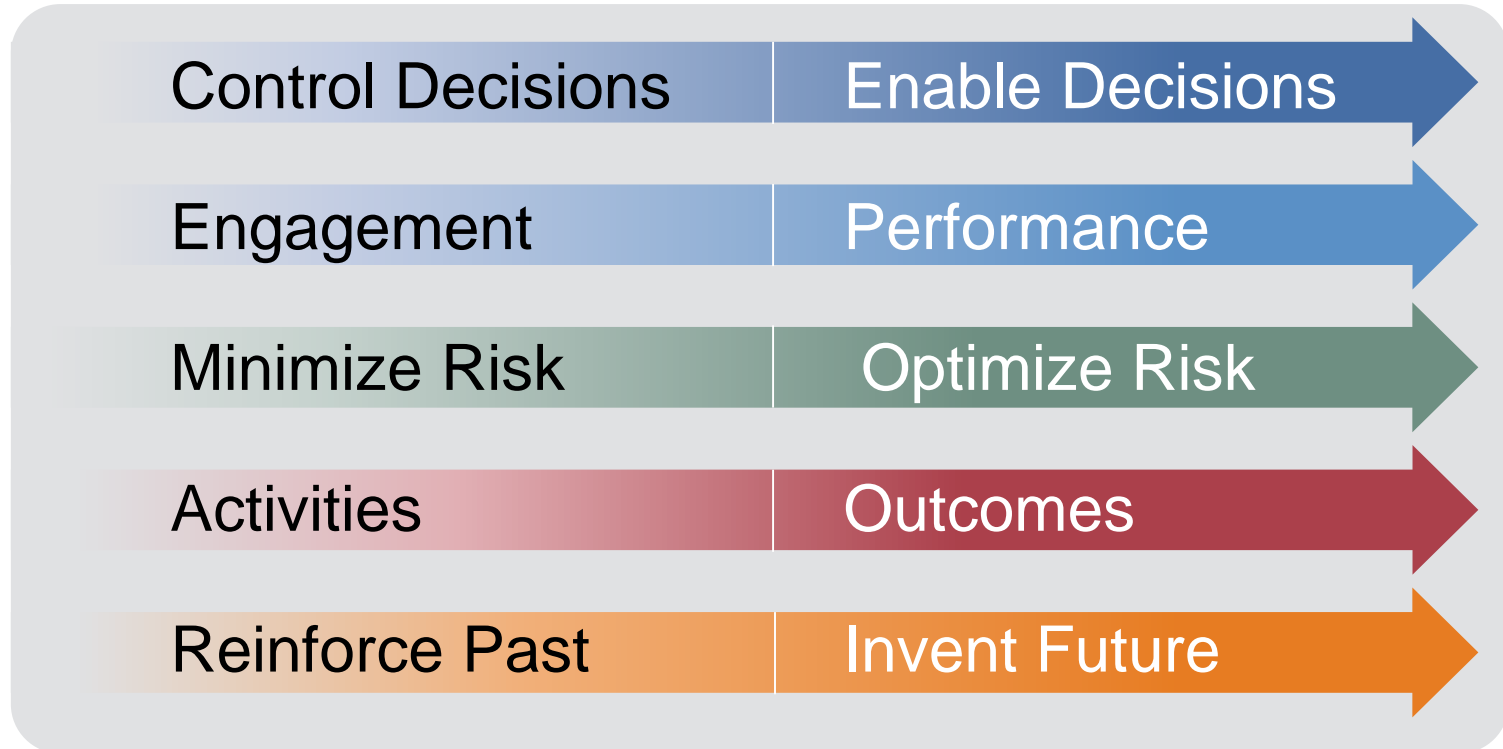
- Internal customer focused
- Design - effectiveness
- Process driven by the internal customer need
- Lens – makes my internal customer happy / take over internal customer accountability

Experience Driven

- Outside - in focused
- Design - outcome focused
- Processes - simplified
- Lens - time to value

Skills Revolution Demands HR Revolution

Experience Driven HR Requires Major Mindset Shifts





“I need HR to drive value for the company by focusing on the outcomes that drive value for our business – speed, quality and service. I need simple people systems and processes that deliver the outcomes our clients expect and that create the environment where high performing people want to work and contribute. I don’t need more perfected processes.”

Jonas Prising
Chairman and CEO, ManpowerGroup

Five Things to Remember:

Start with what your customer needs

Don't redesign HR – design it!

Resist copy and paste

Take out complexity before someone does it for you

Simplicity is the hardest design principle, and the most valuable

From Consumers of Work to Builders of Talent

