Why is it more and more difficult for companies to find and retain talent?

**TALENT SHORTAGE**
Perilous new highs for white and blue collar positions.

**AUTOMATION**
Continues to transform what’s expected of human workers, simultaneously creating and destroying jobs.

**GEOGRAPHY MISMATCH**
Increases the pain of the skills shortage globally, since most talent pools don’t neatly match with geographical need.

How are companies responding to this?

**PRESSURE TO GROW AND DIFFERENTIATE**
Looking to other industries to find workers with transferrable skills. Faced with competition when it comes to finding the best talent so there is a pressure to differentiate.

**DIVERSIFYING ON LABOUR MIX**
Companies are responding by diversifying their labour mix to be more inclusive of independent contractors, freelancers and contingent workers.

**PASSIVE TALENT**
Passive candidates are those who are not actively looking. Odds are high that these candidates are already working elsewhere so finding and recruiting them remains a challenge.

Why is this challenging?

LOOKING AT DEMOGRAPHIC DATA DOESN’T TELL US MUCH ABOUT INDIVIDUAL MOTIVATIONS OF TALENT, THEIR HOPES AND FEARS.

What approach should be used?

NEED TO LOOK ON THE INSIDE AND NOT THE OUTSIDE AS WE’VE PREVIOUSLY DONE.
GET TO KNOW TALENT DEEPLY IN ORDER TO PROVIDE THE KIND OF VALUE THEY ARE LOOKING FOR WHICH MAY BE MORE THAN JUST FINANCIAL.
Kelly conducted a new ground-breaking psychographic research study. This enabled us to understand talent based on their personality, values, opinions, attitudes, interests, and lifestyles. This exciting discovery provides an eye-opening insight into what motivates talent about where and how they want to work.

5100 US workers surveyed
53 questions asked about their personal relationship to work
300 unique variables measured to categorise the vast sample

9 tribes emerged from the research.
a tribe is a group of people gathered around a common mindset, or a common set of goals. Great brands know how to leverage a tribe. They look at the sweet spots they can appeal to, find the common threads and mindsets, and build relationships with their tribe that ultimately drive business.

What does this mean for young people entering the workforce?

“As a business, we see emotional intelligence as an important skill. Not just for young people – but for everyone. As more and more things become automated, it’s important to remember the human. How we do business, how we make people feel, these are things a robot can’t replace.

One of our reasons for partnering with Enactus was the chance to connect with a new generation of talent. And to understand the drivers and motivations of the young talent entering the world of work.

At Sodexo, we invest in the talent of the future by giving opportunities for students to gain employability skills while they are still studying. We invite them to targeted events that will support their development and gain their views. This approach gives us a much greater understanding their values, for them to understand ours and where they align great career journeys can begin. Our investment in leaders of the future also help students into careers with Sodexo, other organisations connected with Sodexo and more widely in the world of work.”

Laura Burgess
HR Director, Schools and Universities, Sodexo

“There is an expectation these days for graduates and young people to hit the ground running when they enter a business. Graduate programs were founded on the notion of coaching and development. Instead of looking for the finished article, we should see potential in someone and be prepared to put in the work to help them develop.

At Enterprise, we look for an entrepreneurial mindset. Being an entrepreneur is something that can’t be taught. It’s ingrained in the psyche.

As a business, we try to look at the available roles in the organisation, and then look at the person individually to find the best person. Opportunity seekers can be retained, if you are prepared to create the right culture for them to stay. It doesn’t matter if it’s the 2020s or the 1960s, if you’re not prepared to invest time in developing your own people, they will leave.”

Ashley Hever,
Director Talent Acquisition, Enterprise Rent-A-Car

To find out more about the human qualities and motivational drivers of these 9 tribes, speak to us via kellyocgemea.com today.

We can help you ditch the script and embrace what’s next when thinking about the talent your organisation relies on.