



**BEYOND THE LIMITS** | the new  
frontier of talent

# Table of Contents

Executive summary	3	 TREND 1 Talent mobilization	5	 TREND 6 Embracing technology	15
Move beyond limits in talent	4	 TREND 2 Robots in the break room	7	 TREND 7 Integrated talent	17
		 TREND 3 Insights-driven organizations	9	 TREND 8 Employer branding	19
		 TREND 4 The freelance economy	11	 TREND 9 HR digitalization	21
		 TREND 5 Millennials in the workplace	13	 TREND 10 The agile workforce	23



“To effectively transform your organization, think about moving beyond traditional limits in the way you view, acquire and deploy talent. Once those barriers have been removed, you will be able to accelerate your talent strategy in unprecedented ways.”

Rebecca Henderson,  
Chief Executive Officer

The explorer in all of us is a wonderful force. It propels us forward, helps us seek out innovation and fulfills our longing for discovery. As talent professionals, it drives our purpose to continually improve and transform our organizations. Without a need for exploration, we can get stuck in the status quo.

You’ve been down that road, having tactical demands throw you off orbit and distract you from affecting strategic change. To inspire your sense of exploration, you need timely insight into how dynamic forces are shaping talent and your workforce. You want to learn how world-class peers are embracing these trends to their benefit. You want a road map to help you unravel the complexities of today’s world of work. We’re here to serve as your navigation point.

This year’s Randstad Sourceright Talent Trends Report provides a celestial view of the most influential developments in talent. It’s a highly focused look at the top 10 trends transforming the way every organization will plan for resources and attract, engage and deploy workers. It explains how long-held assumptions about talent are about to crumble and why companies need to embrace a holistic approach to transform workforce management.

As with past Talent Trends reports, we conducted an extensive market survey and research to explain what’s happening in the world of work. We asked more than 400 human capital

leaders a series of questions about the growth of their business, the investments they have and will make, how prepared they are for talent innovation, the impact of robotics and many other topics. Findings include:

- 78% say HR digitalization will continue to have a large influence on the organization
- 79% say technology adoption in their companies has enhanced the attraction, engagement and retention of talent
- 91% of companies with an integrated talent approach are very or extremely satisfied

One of the most remarkable highlights of this year’s report focuses on the growing role of nontraditional talent. In addition to typical contingent workers, such as temporary staff, companies are rushing to figure out how to use freelancers and robotics as a way to gain more agility in their business. The movement is accelerating because the gig economy, according to Staffing Industry Analysts (SIA), was worth \$3.5 trillion in 2015. Meanwhile, robotics made incredible strides with the launch of the first driverless taxis in 2016 and the first drone delivery by Amazon just a few months ago.

What do all these events mean? As mentioned previously, you now have an opportunity to unshackle your workforce strategies and charter into unexplored territories. With more workers choosing to be independent, and the expanding role of technology to connect talent with employers, you need to reconsider how best to leverage all these potential resources. It’s a big job, but it all starts with knowing what’s unfolding in the market.

## Move beyond limits in talent

# In the post-digital era, employers shoot for the moon with innovative workforce options

Exploration is an important part of any human capital leader's skills. It enables new possibilities and solves existing problems. Like astronauts who have blazed a trail into space, HR, Procurement and C-suite leaders have a chance today to move beyond outdated approaches and technology to create a new universe with exciting resources at their disposal. Did you know that in mankind's ascent into the stars that...



At only 27 years old, Soviet cosmonaut Yuri Alekseyevich Gagarin was the first man sent into space on April 12, 1961. Two years later, an even younger Valentina Tereshkova, 26, became the first woman to travel into space.



Since then, 536 people have travelled into space, but only 12 have set foot on the moon.



The Voyager 1 satellite launched in 1977 is the farthest man-made object in the universe. It left the solar system in 2013.



Viking 1 is the first vehicle to land on Mars. Since then, the red planet has become the most desired destination for manned exploration, with Elon Musk predicting a trip within the next 10 years.



At 346,000 km/h, the Helios 2 satellite became the fastest man-made object in the universe when it reached this speed in December of 1980.



## TREND 1

Talent mobilization

# A convergence of workforce trends is transforming talent at the speed of light

The World Bank anticipates expansion of the global economy by 2.8% in 2017 and 3% in 2018. That means your organization is likely to face a greater challenge in securing the talent and resources to drive growth. What factors will influence how you engage talent in the near future? The answer is not easy because we are experiencing what is perhaps the biggest convergence of changes ever to transform the workplace and talent practices.

Talent mobilization — the engagement, attraction and movement of workers around the world — is occurring rapidly in today's app-driven gig economy, and the world of work has become significantly larger and more complex. Analyst firm, Bersin by Deloitte, reported that in the U.S. alone, the talent acquisition market was \$245 billion in 2015, with more than 21,000 HR and recruiting software offerings worldwide.

70% have rising expectations of their workers

The growth and complexity in the market is reflected in the changing expectations of workers and employers alike. A shift to gig work, the proliferation of technology and significant geopolitical changes are forcing organizations to reconsider how they manage talent, where they source it and how to win the mindsets of highly

desired workers. For instance, 70% of companies surveyed in our [2016 Q4 Talent Intelligence Outlook Report](#) said that employer expectations of workers are continually rising, placing more pressure on them to perform. About the same percentage say that workers have higher expectations of their employers.

81% say talent scarcity will affect their business in the next 12 months

In light of this, technology is serving as a valuable bridge between talent and businesses. Organizations are more transparent than ever, thanks to professional networks, review sites and an emphasis on employer branding. Glassdoor, LinkedIn and many other portals provide an unprecedented look into the core values and aspirations of a business, as well as how it engages and treats its human capital.

Finally, talent mobilization is accelerating as a result of falling geographic barriers — through both globalization and immigration. Companies are finding it easier to procure skills due to technology. Workers no longer need to be onsite for many roles. Cloud platforms, video conferencing and flexible scheduling enable employees to easily collaborate despite thousands of miles separating them.



“Employers must position themselves to embrace today’s dynamic world of work. By understanding how this convergence of change will impact their own workforce strategy, they can better win the talent that will drive business forward.”

Doug Edmonds,  
Managing Director – Global Sales & Solutions

## Five ways to prepare for talent mobilization



### Remove barriers

Are you culturally ready for a shift in the way talent enters your organization? Begin by identifying process barriers that no longer accommodate the preferences of workers in this new era.



### Know your audience

Want to attract the right kind of talent? Begin by identifying their desires and habits as part of your employer brand-building. Make sure you reach out not only with the appropriate messaging, but also through the right channels.



### Tap into a global talent pool

Technology has bridged the distance between you and talent. Leverage offsite resources when possible to open up access to a much larger talent pool.



### Expand your search

Even when a role requires an onsite presence, don’t limit your search to nearby markets. As mobility rises, consider looking in a larger geographic area.



### Invest in the right technologies

There are a vast number of solutions to source, engage and manage talent. Make sure to choose the right investments that are also futureproof.