

*FUTURE OF WORK:
OIGP GLOBAL RESEARCH STUDY 2016*



ABOUT ICC

At ICC, we firmly believe that the success of a business lives and dies by its people. For that reason, we work with underperforming teams and leaders to help them become highly productive, contributing members of the organization. Acting as an extension to your internal resources, we help your team add value to your bottom line through **talent management consulting, organizational effectiveness, outplacement services and executive coaching.**

Innovate Coach Consult is proud to offer our services to the surrounding Denver and Cincinnati communities. Your organization's underperforming teams will benefit from our talent management consulting, outplacement solutions and executive coaching services. Contact our team today to elevate your business results for tomorrow.

EXPERTISE

Our highly-qualified team of career coaches, trainers and talent management experts have a proven ability to develop and deliver innovative resources and market knowledge. We focus on talent management, organizational effectiveness and compassionate outplacement.

CONSULTATIVE

Using a customizable and consultative approach to support your unique business needs, we deliver solutions that enable employee productivity and performance.

RESPONSIVENESS

Our dedicated global team is always ready to respond to your needs, and you can count on their consistency. We deliver a tailored experience to protect your company's greatest investment – your people.



EXECUTIVE SUMMARY

A global survey of human resources professionals revealed Talent Management perceptions they hold in common as well as challenges they share. The survey was conducted via email during the second quarter of 2016 with 209 responses from North America, Europe and Australia in the following industries: Financial Services, Healthcare, Manufacturing & Automotive, and Energy & Mining.

We set out to understand:

- A. Which skills employees must have for companies to be competitive today;
- B. The most significant people challenges currently facing organizations;
- C. Roles most at risk; and
- D. The most effective ways to develop talent.

Among our findings:

Across industries, the skills employees must have to make the company competitive are:

- 1) *Strong communication ability*
- 2) *Willingness to learn*
- 3) *Understanding analytics*
- 4) *Managing diversity*

The most significant people challenges currently facing organizations are:

- 1) *Attracting and hiring talent*
- 2) *Adapting to change*
- 3) *Retaining talent*
- 4) *Employee engagement*

Administrative roles are by far the most at risk, followed by *middle management, back office, support services* and *technical roles*.

The most effective ways to develop talent are:

- 1) *Internal leadership development programs*
- 2) *Career conversations*
- 3) *Internal coach training*
- 4) *External leadership development programs*



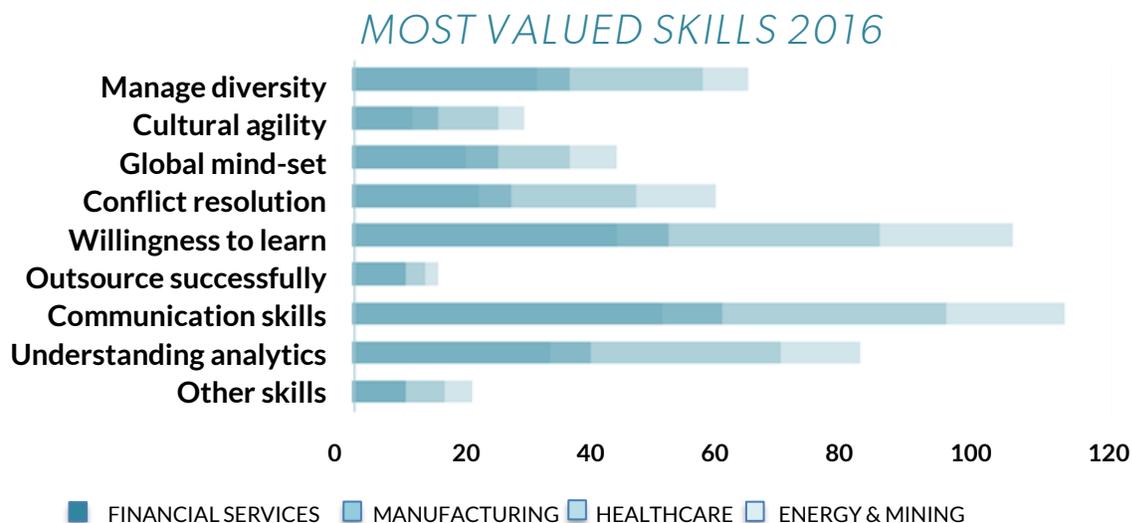
A. MOST VALUED SKILLS

Question: Fast Company recently identified 8 skills that employees must have for companies to be competitive today. Which of these skills are most valued in your firm in 2016?

Key Findings

Across industries, the most valued skills are:

- 1) *Strong communication ability*
- 2) *Willingness to learn*
- 3) *Understanding analytics*
- 4) *Managing diversity*



Strong communication skills including writing, listening, speaking and presenting are most valued, followed closely by *willingness to learn*, defined as being open to learning, with solid reading, listening and thinking ability. The top two skills were flipped in importance by the Energy sector. *Understanding analytics* – reading and understanding data, projections, demographics – is also highly valued and ranks in the top three most valued skills among employees. Its prominence is likely to grow as organizations try to make sense of the volume of data they collect.

Effective conflict resolution and the *ability to manage a diverse environment* (generations, ethnicity, sexual orientation, etc.) are important in all sectors, but Financial Services puts more emphasis on *managing diversity* and the Energy industry emphasizes *conflict resolution* skills. Only about 15% of respondents reported that *cultural agility* is highly valued by their organization, but that proportion is double in the Manufacturing sector.

Missing from the Fast Company list were *collaboration skills*, mentioned frequently by write-ins.

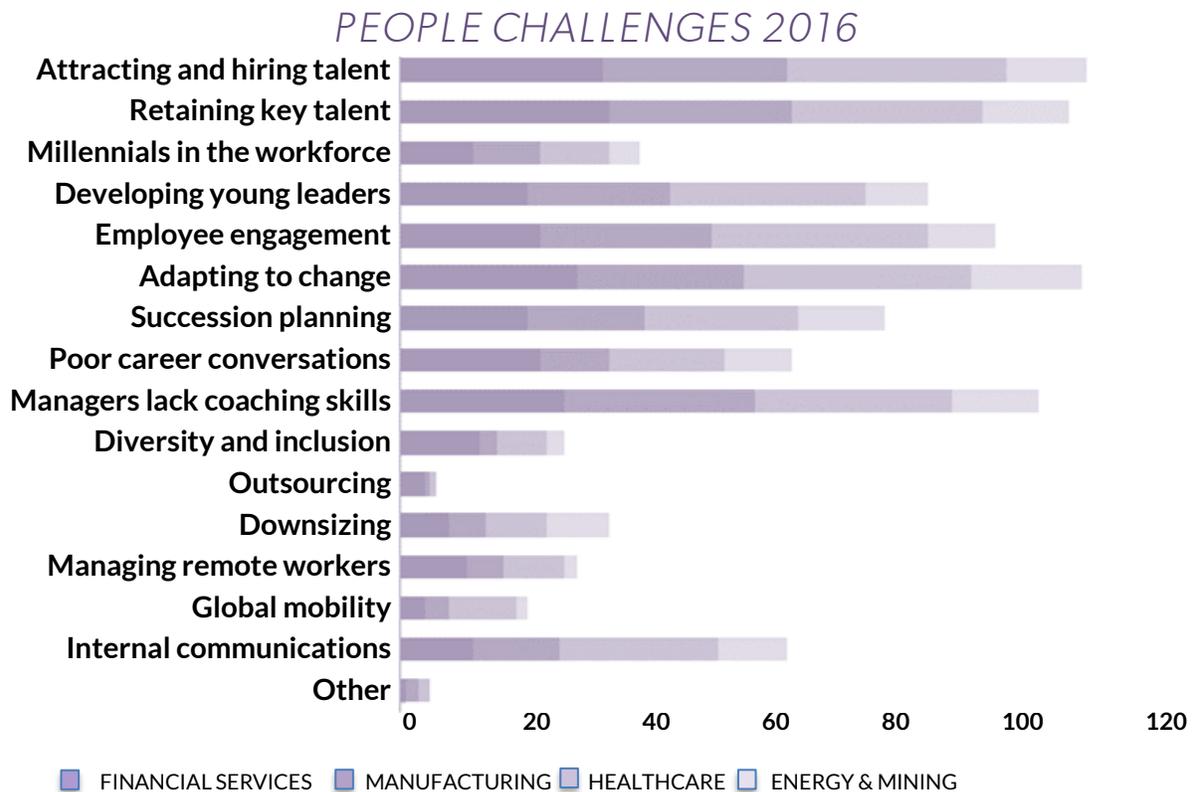
B. PEOPLE CHALLENGES

Question: What people challenges are you facing this year?

Key Findings

HR professionals are dealing with many people challenges, the most prominent of which are:

- 1) *Attracting and hiring talent*
- 2) *Adapting to change*
- 3) *Retaining talent*
- 4) *Managers lack coaching skills*
- 5) *Employee engagement*



The employment landscape has clearly transitioned from downsizing and shedding employees to attracting and retaining them. It's a seller's market, with the buyers – respondents to this survey – working to identify, attract, vet and hire the right talent and then once on board, keeping that talent.

Adapting to change is as important to these respondents as hiring and retaining talent, with the pace of change continuing to increase. Adapting to change is a key issue across the board.

High on the list of people challenges is the deficit of coaching skills among managers. *Managers' inability to have career conversations* coupled with *managers lacking coaching skills* means a real opportunity to improve is available to those organizations that proactively train managers to coach.

Employee engagement and *developing young leaders* are highly reported by these respondents as important people challenges, as well. Luckily, dozens of effective strategies can be implemented to address both if the corporate will exists to do so.

Succession planning is a moderately-reported challenge on the whole except in Ireland's Financial Services sector where it is reported to be the most significant people challenge along with *adapting to change*.

Internal communications are reported as a challenge by about half of respondents.

Among the least reported people challenges currently are *millennials in the workforce* (despite what seems like constant discussions in the media), *downsizing*, *diversity and inclusion*, *managing remote workers*, *global mobility*, and least important, *outsourcing*.



C. ROLES AT RISK

Question: What roles are in decline or at risk in your organization? What specific jobs, functions or levels are being reduced or eliminated?

Key Findings

Administrative roles are by far the most at risk among our respondents, captured in terminology that also includes *administration* and *administrators*.

They are followed by *middle management*, *back office*, *support services* and *technical roles*.

(The survey asked for up to three free text responses. The word cloud to the right includes answers that were reported more than once. The more frequent the answer, the larger the word appears. Font color has no meaning.)



D. TALENT DEVELOPMENT STRATEGIES

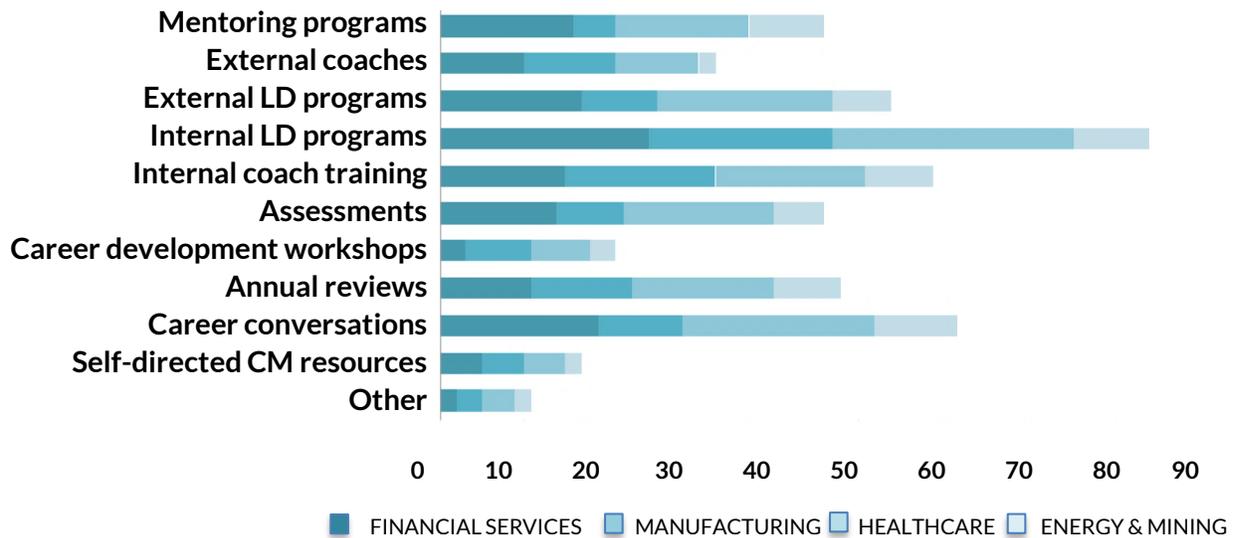
Question: What have you found to be most effective in developing your talent?

Key Findings

- 1) *Internal leadership development programs*
- 2) *Career conversations*
- 3) *Internal coach training*
- 4) *External leadership development programs*

Internal leadership development programs, the traditional means of developing employees, continues to be the most effective talent development activity.

MOST EFFECTIVE TALENT MANAGEMENT ACTIVITIES 2016



Career conversations account for one third of all responses. Considering the top ‘people’ issues confronting organizations, one wonders how effective career conversations really are. Improving them could be a real opportunity. *Internal coach training* rounded out the top three responses. (Up to three answers per respondent were permitted.)

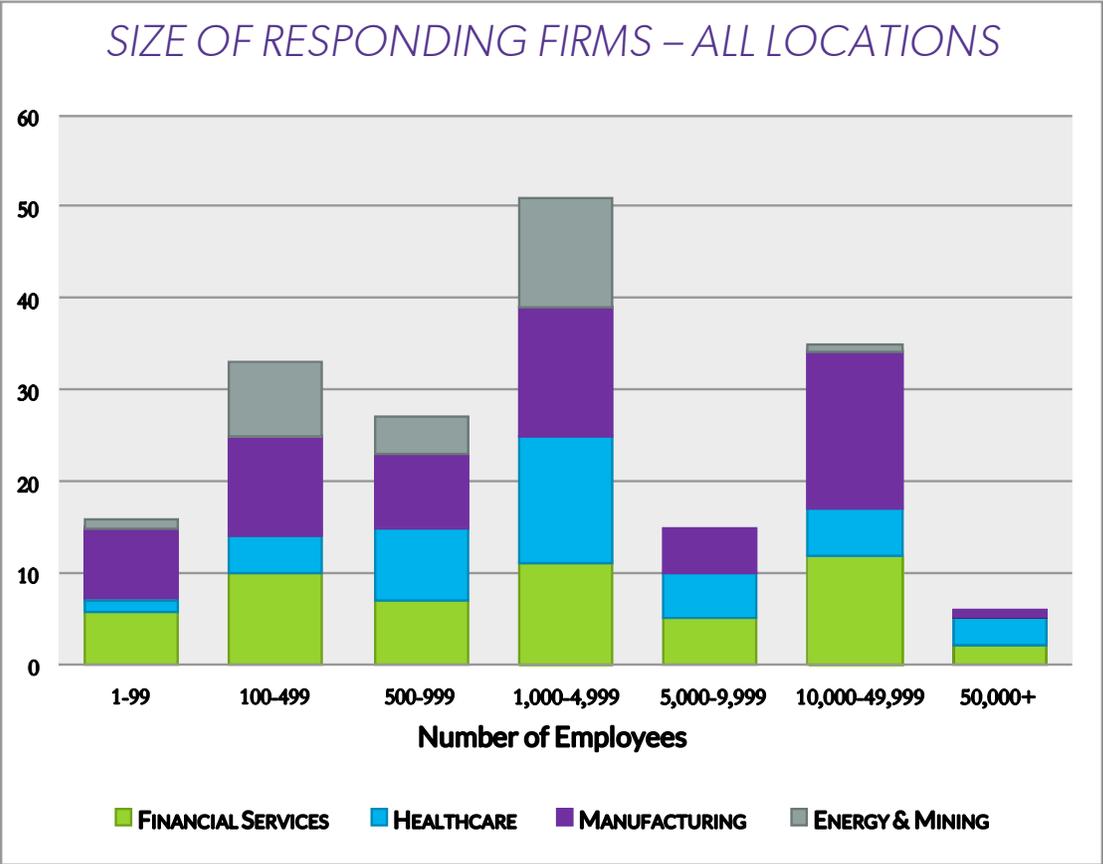
Leadership development programs and *coaching* by external providers are deemed effective as are *mentoring programs*, *assessments*, and *annual reviews*.

Traditional *Career development workshops* were lightly reported.

Self-directed career management resources which typically take the form of proprietary, web-based e-learning offerings, are relatively new, but seem to be gaining in popularity. They already account for 10% of responses.

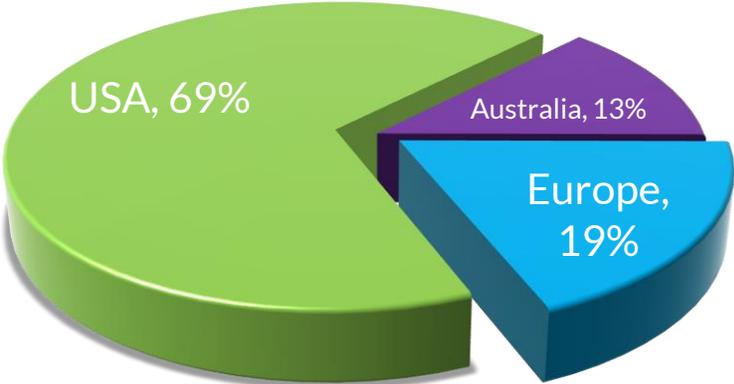
THE RESPONDENTS

Respondents were asked to identify themselves by the number of employees in their organization including all locations. The results are roughly in a bell curve with the exception of Energy & Mining firms which are skewed under 5,000 employees.



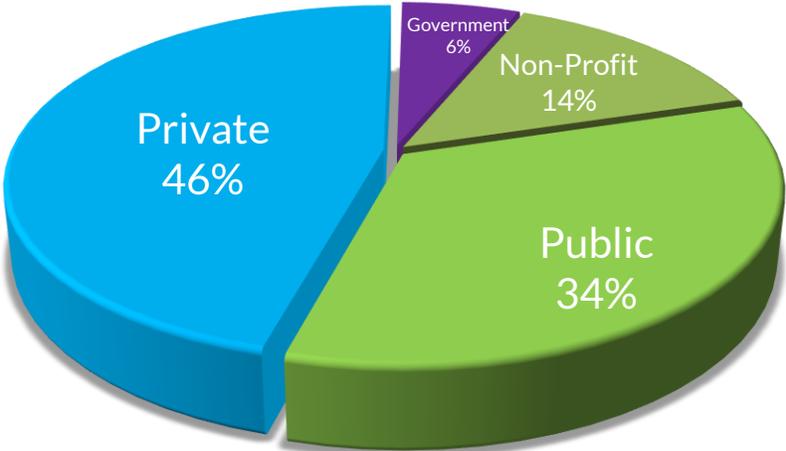
Two thirds of responses originated in the U.S. with the balance split between Europe and Australia.

LOCATION



Nearly half of respondents represent private companies, with one third from public, for-profit firms and the balance from government entities and nonprofits.

OWNERSHIP



CONCLUSION

What then, can we glean from this information? Taking this study section by section, we can first focus on those skills that are necessary for companies to remain competitive in today's world. The results of this study have identified those critical skills but what can you do with this information?

MOST VALUED SKILLS

We must find ways to observe, assess and evaluate these skills on the job. In today's world of increasing demands and decreasing time available to find, develop, retain, promote and coach the right employees, it is becoming vital for companies to embrace tools and solutions that harness the incredible power of technology and lessen the burdens on employees and leaders time. One such tool that greatly improves the odds of identifying and developing the right skills in the right employees is Pinsight™. Replacing the very expensive and time intensive assessment center is a virtual assessment that connects the power of technology and science when investing your development dollars. This tool increases skill development effectiveness from a mere 10% to an astounding 70% or greater. As companies are faced with high velocity change, identifying and developing people who have a willingness to learn, can communicate effectively and manage diversity helps to keep companies nimble and progressing forward.

PEOPLE CHALLENGES

Our focus then turns to the people challenges that are being faced by companies, globally today. The results suggest that organizations are struggling to attract, retain and keep employees engaged as well as to keep up with the pace of change. Leadership development programs can be a key tool in addressing these problems. Great leadership development programs that speak to the modern learner are critical in providing the direction that will allow managers to develop better coaching skills thereby increasing employee engagement. When we consider the modern learner has 1% of their time available to develop new skills, how can we give our leaders the skills necessary to create an effective environment? At ICC, we have developed a proprietary solution called iLead™. Through the powerful combination of quick knowledge transfer followed by ongoing reinforcement activities powered by our technology platform, iLead™ takes the same 10% skill retention seen with other traditional, face-to-face programs and increases the skill retention to a 70% or greater. Retention is increased further still when the managers also take part in the reinforcement activities. This is a critical part of the iLead™ program not seen elsewhere in the industry.



ROLES AT RISK

Next, we turn our focus to the skills that are at risk. Companies are becoming increasingly flat in their structure as they address the need for agility to be competitive. As administrative and other non-revenue producing roles become obsolete, how do we address great employees that need to be redirected or obtain new skills to remain employed with a company that values more intangible contributions?

TALENT DEVELOPMENT STRATEGIES

It is this thought that brings us to our last section. What are the most effective talent development techniques companies are using? Career conversations and internal coaching have been identified as well as both internal and external development programs. Again, with an ever-increasing attention on a lack of time to focus on the development of employees, it is common that those whose priority is identified as internal coaching, often spend their time doing many tasks other than actual coaching. This leaves little time available to develop their people. Many companies increasingly have the expectation that development is self-directed particularly in the area of career development. By utilizing technology platforms such as Gateway™, companies can guide employees on their options for development and provide them tools to aid in the career conversation. In flattening organizations where promotions up the proverbial “career-ladder” are not necessarily the way to success, a career pathing tool such as Gateway™ can show employees how they can be successful across the organization rather than simply up through the organization.

ICC, an OI Global Partner, is committed to providing innovative, effective solutions that address companies specific needs while providing the ROI necessary in today’s world.

