



Hire and Retain the Best  
with Success Mapping:  
New Models for Unlocking  
Human Potential



ManpowerGroup™



Despite high unemployment, employers globally face an impending challenge to find the right talent. According to ManpowerGroup's 2011 Talent Shortage Survey, one in three respondents report difficulty filling vacant roles, while 28 percent of employers report a lack of experience in candidates as a key barrier to filling vacancies.

So while employers worldwide are trying to hire, they simply can't find the right candidates. And they've become increasingly better at making do with existing workers. Organizations which streamlined their workforce during the downturn learned to maximize the potential of employees, by layering job descriptions across fewer roles. With a doing-more-with-less mentality, employers are more likely to budget for only the right talent, offering a specific mix of skills and competencies. What this means is that hiring today is contingent on finding the perfect fit.

ManpowerGroup's ongoing and timely research continues to provide insight into the sectors and positions that businesses struggle the most to fill. Digging deep into this research helps identify the skills and competencies individuals are lacking today, plus pinpoints how both employers and workers can more strategically customize workplace roles to align with an employer's growth pace and over-arching goals.

As organizations seek more specific skills and experience from employees, younger candidates are increasingly losing out to experienced workers. New generations of workers are not being adequately prepared for the marketplace. The key culprit: Oversupply of "graduate-ready" individuals and an undersupply of "job-ready" candidates. Today's high school, college and even trade school graduation degrees do not merit job-readiness. A blend of the hard technical skills most in demand and interpersonal skills are not being taught.

By adhering to the following steps, employers and candidates can advance placement and development processes in today's Human Age, an era in which individuals are exercising a greater voice. Individuals' strengths and potential, which define talentism, have become the world of work's new capitalism.

# Advice for Employers:

Without using clear and contemporary strategies to hire, organizations are sending the wrong message to individuals as well as educators, which have traditionally been expected to prepare individuals for the world of work. To create courses that align with evolving job roles and technical requirements, educators need employers to collaborate to clearly define and provide continual updates on needed skills and competencies.

Flexible skills and a learning mindset, which enable individuals to adapt to diversified, cross-department roles, are more important than ever, as slimmer businesses fight to remain competitive and sustainable. Hard skills are equally as important, yet rapidly evolving technology means many core technical skills quickly become obsolete. In short, employers seek flexible individuals with strong hard skills and workplace competencies (traditionally known as “soft skills”), yet continue to use outdated methods to attract and retain this talent.

**Job Success Profiles**, a new effective recruitment and talent development tool is helping employers and educators align individuals, training and workplace roles. Organizations often recruit talent with job descriptions missing current and future role prerequisites and the context needed to develop the person hired into the role. Rather than simply itemize responsibilities, success profiles guide performance by mapping the mindsets, skills and core competencies which are required to deliver designated outcomes.

These profiles describe what the role is and how to do it by drilling into various layers of the job. Writing a job success profile requires responding to guided questions, such as: What does success look like in that general profession, as well as in the role itself? How does this management level relate to other leadership levels? How does this role succeed in the external marketplace? How will this role enable the company to stay ahead of its competitors?

Job Success Profiles are one tool used to fulfill an employer's comprehensive workforce strategy, which ultimately support the execution of their business strategy. As they reflect a company's direction, culture and role expectations better than traditional job descriptions, a smaller pool of more choice candidates are likely to apply for jobs defined by success profiles. Drawing from a more selective pool of stronger candidates enables employers to create a more robust talent pipeline that ensures they can find successful candidates for critical job openings in the future.

Organizations also use these profiles as a career-long training and development tool, ongoing training and development programs aligned with an employer's business strategy. The traditional job description and corresponding success profile, on page 4, define the same sales role. Worldwide, sales roles represent the No. 2 hardest-to-fill job. Note, as with all roles on ManpowerGroup's 2011 Talent Shortage Survey, requirements have become increasingly technical. At the crux of their roles, they are increasingly acquiring and applying technical knowledge of a product or service.

### TRADITIONAL JOB DESCRIPTION: AREA SALES MANAGER

**Objective:** To enhance the company's profile in the region, building customer base and increasing revenue.

This is a high volume sales role, dealing with mainly warm accounts.

#### REQUIREMENTS:

- College or university degree
- Experience in high volume sales
- Strong demonstrable track record of growing regional sales
- Highly commercial, customer-oriented sales leader
- Proven ability to work under pressure and deliver target-orientated results

### JOB SUCCESS PROFILE EXAMPLE

**Role Objective:** To drive revenue and commercial growth across multiple geographies, including emerging markets. To manage and drive the growth strategy of the sales division of this industry-leading company, increasing efficiencies and improving the sales process.

#### SKILLS:

Identifies the relevant workplace competencies that are required to succeed in this role

#### OUTCOMES / OUTPUTS:

How proficiency in these skills can accelerate business growth

Excellent verbal communications skills with the flexibility to effectively communicate and build relationships with clients across different cultures (including those in emerging markets)

Maximize growth potential in new regions and territories for the business, demonstrating measurable impact.

Drive revenue growth in emerging markets ensuring more share of wallet.

Client relationship driven with an excellent knowledge of client's industry and understanding of their changing needs

Be recognized as a valued and trusted business partner for existing and prospective clients.

Grow organic business and identify new business opportunities.

Self-starter who is effective with minimal direction

Enable business results and personal objectives while incorporating the client-first mindset in a way that drives profitability.

Ambassador for the organization

Known for in-depth knowledge of key factors that differentiate the organization.

Produce industry-recognized, customized solutions for clients that enhance the organization's reputation.

Excellent team leader and collaborative worker

Manage and motivate a team located in multiple locations. Collaborate with cross-functional teams, also located across various sites, to deliver results in line with the strategic priorities of the business.

This multifunctional model of customizing career success per individual also maps a path for lifelong learning. As skills and competencies of employees need to be aligned with the changing needs of a business, employers can use success profiles to help develop iterative training and development programs that enable each individual to learn in unique ways.

When it comes to training and developing employees, companies have traditionally sent their people on training courses that may be costly, time consuming and of no direct benefit to the company. Internal experiential training is gaining ground. For example, engaging employees through stretch projects that carry additional responsibilities is a practical approach as it enables companies to achieve desired business outcomes, while simultaneously training employees to broaden their expertise and perspective and take on new roles.

Finally, by learning what motivates and drives employees through better dialogue and social activities, employers can improve their recruitment and development practices. Much of the experience analogous to what's required in the contemporary workplace—being a good team player, communicating with empathy and demonstrating intellectual curiosity—can be cultivated in extracurricular activities. Businesses must work with governments and educational institutions to shape programs which foster these skills. For example, legislation in one European country enables all schoolchildren over the age of six to learn the game of chess. Studies have concluded that playing chess strengthens key skills like problem solving and critical thinking.

## Advice for Individuals: Break out of the Silo

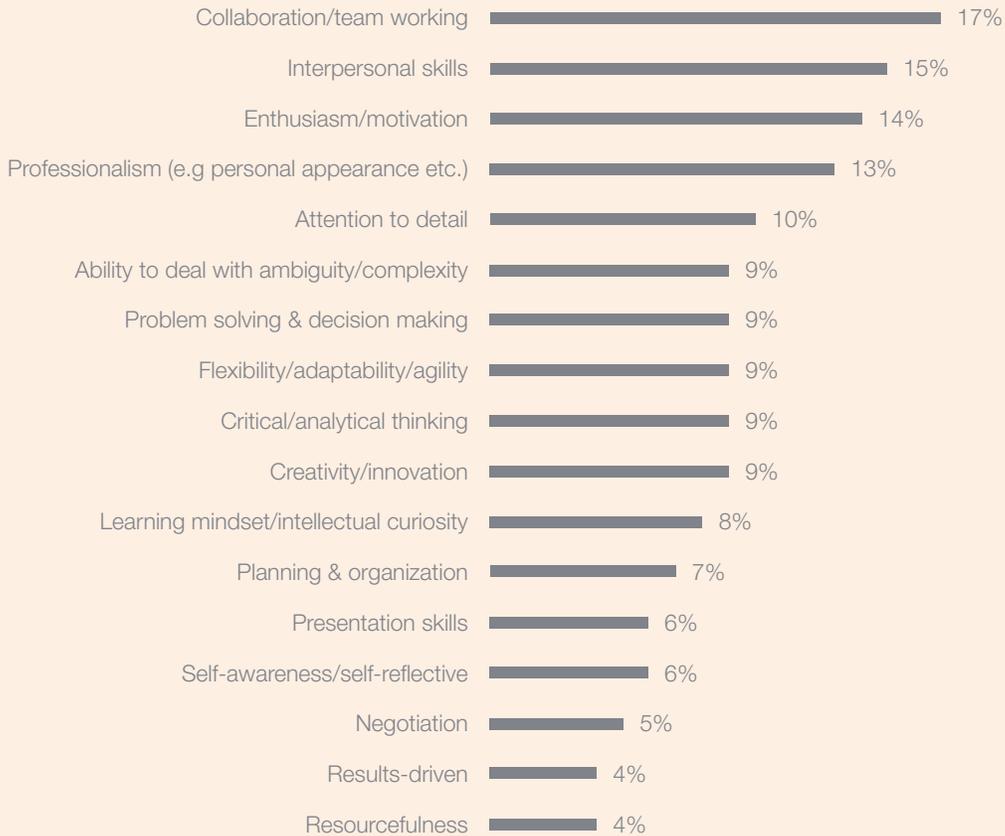
Candidates today need to demonstrate that they can cross-functionalize or transfer their skills and capabilities to other roles and even industry sectors. ManpowerGroup's 2011 Workplace Skills and Competencies Study reveals that employers cite collaborative teaming as the No. 1 competency missing in today's new hires and candidates. Interpersonal skills and enthusiasm/motivation levels follow.

To demonstrate that they possess the skills, motivation levels and mindsets that employers require—particularly a desire to learn critical missing skills—individuals need to create Employability Profiles, which supplement or replace traditional résumés or CVs. This profile, a sales tool, lists their current capabilities and skills, in the context of changing business priorities, and demonstrates their potential to accelerate business growth while adapting to evolving industry requirements.

For example, an alternative fuels engineer requires in-depth knowledge of renewable energy to remain competitive, but should stay atop of technologies developing across the entire engineering industry, such as within civil and chemical sectors. Individuals should also clarify how they will deploy their abilities to help companies face relevant challenges.

Individuals should adapt the way they present their skills and capabilities to employers, clearly communicating diverse and cross-functional capabilities to bolster their employability.

▶ EMPLOYERS CONSIDER COLLABORATION KEY GAP IN WORKPLACE COMPETENCIES



Source: 2011 ManpowerGroup Workplace Skills and Competencies Survey

**Develop skills most valuable to employers:** Individuals should understand employers' changing needs and find training that will enable them to meet all prerequisites. Regular, re-evaluation of the relevancy of skills and experience is a responsibility of all employees in the Human Age. Each year they should aim to enhance this employability profile to demonstrate what they have learned in the past 12 months and how they will apply new knowledge, interests, skills and mindsets.

**The culture connection:** Businesses seek more than individuals bearing essential qualifications. They need talent who can excel in their culture, value their businesses' principles, contribute to social responsibility initiatives, be a good team player, influence decision-makers and lead a team. Individuals should research the culture, mission and values of prospective employers and then illustrate in their employability profiles how their career background, personal values and culture overlap with that employer's overall people principles and practices.

**Enhance marketability:** Selling employability profiles to employers requires a contemporary approach today as well. Candidates have the opportunity to maximize their exposure via online social, industry and local business networking sites.

» EMPLOYABILITY PROFILE: FIELD STRUCTURAL ENGINEER

**Profile Overview:** *Include a summary of skills and competencies and their relevance to the role*

**SKILLS AND CORE COMPETENCIES:**

Intertwine hard technical skills and soft interpersonal skills, and emphasize skills being developed—what the process looks like—and proof points that define the mindset.

**EXPERIENCE/EVIDENCE:**

Demonstrate success by linking each key skill/ competency with the value this brings to the business.

Lifelong industry learner committed to expanding personal industry expertise and leveraging it across projects, company departments, client meetings, the industry and publicly.

Leveraged internal cross-functional knowledge of my company's successes on one South African refinery project to build additional facilities.

Contributed shared knowledge and maximized the value of shared knowledge through bylined articles (published in Pollution Today) and speaking opportunities (at three trade association functions in 2011).

Have re-learned three 2011 updates to design software used by my company in the field.

Extensive problem-solving consultant's mindset, enabling application of math and engineering formulas and interpersonal skills to resolve complex, serial issues with geo-political and financial ramifications.

Implemented new systems, structures or processes that increased productivity by 50 percent within one quarter in a South African power plant.

In South Africa project, maintained corporate objectives and project implementation agenda, while adhering to municipal and national government codes (ie: on structural restrictions, emissions and population density) and addressing local cultural nuances.

Astute application of lessons learned to challenge status quo business processes.

Tracked legislation on sustainability requirements, while lobbying for amendments to it that would enable "greener" refinery facilities.

Consistently demonstrate leadership, change and time management skills that can also adapt to new working cultures and developments.

Adapted leadership approach within a South African community to drive the redevelopment of a refinery with the support of a local workforce. Motivated local workers to meet all project deadlines.

Work collaboratively with engineers and clients across regions and cultures.

Drove product development and innovation that met global standards, local requirements, and measurably contributed to the company's bottomline.

Led private-public sector brainstorming on building codes at a municipal town hall in South Africa that ultimately enabled pre-construction on two new refineries.

Communicate complex engineering concepts and strategies in simple language.

Engaged audiences and clearly and appropriately communicated in line with the organization's tone.

Present at industry events or to prospective/existing clients with positive feedback /impact.

Committed to developing social responsibility practices and use positive humor to build workplace morale.

Earning three new green certification titles in 2012.

Regularly stage cross-cultural comedy nights with my team while in the field.

**PREVIOUS ROLES AND RELEVANT EXPERIENCE: INCLUDE DETAILS OF PREVIOUS POSITIONS:**

September 2008- Present Operations Engineer, Engineering International

- Include a brief description.

**QUALIFICATIONS AND TECHNICAL SKILLS:**

September 2000 to September 2001 MSc Engineering University of Manchester

- Include details of all relevant qualifications to date (including internal training programs and courses)

## Conclusion:

One in three employers globally struggle to find employees with skills to meet their needs, and this talent mismatch is escalating. Almost all employers in ManpowerGroup's 2011 Talent Shortage and Workplace Skills and Competencies Surveys are concerned that individuals entering the workforce are not prepared to meet changing demands. And the quality and relevance of education is being blamed for failing employers and individuals. Action needs to be taken to develop a sustainable pipeline of future talent. Organizations will have to collaborate with educational establishments, redefine job requirements, implement success profiles and co-create iterative versus episodic training and development options. In turn, individuals need to enhance their saleability by developing an employability profile that aligns with target employers' business strategies.

The world has entered a new era; employers demand more from their employees and yet are reluctant to hire those who are unlikely to add value to their organization. Only by identifying what success looks like—and committing to helping employees advance their businesses will today's employers truly unlock human potential and bolster competitiveness in the Human Age.