

# THE NEW AGE OF TECH TALENT



Experis®  
ManpowerGroup

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Need A Bold  
Talent Vision**



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How companies can tap workforce potential and reskill employees to fill gaps and meet the challenges ahead



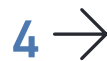
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## Why Companies Need A Bold Talent Vision

“People are our organization’s most valuable asset” is something we hear from leaders all the time. Now they need to start acting like they mean it.

In a world where demand for IT talent outstrips supply and adaptive skills are highly prized, companies need to be bolder and more deliberate in their workforce strategies.

How are organizations transforming their approach to talent — particularly as they seek to recruit and retain specialist IT staff with the skills required to implement radical change? How much should they rely on machines to guide their decision-making? And how can leaders bring technology, people and process closer together?

To answer these questions, Experis, ManpowerGroup’s IT professional resourcing and managed services company, surveyed 40,000 hiring decision-makers in 40 countries. We also conducted in-depth interviews with eight global talent and technology leaders spanning industries and functions, each with an expert perspective on the challenges ahead.

“Everyone is looking in the same places, so these are the perfect circumstances to look at talent in a different way.”

*Tomas Chamorro-Premuzic, Chief Innovation Officer and Leader of the Assessment Center of Excellence, ManpowerGroup*

Our research suggests leaders should throw out their old assumptions about how to recruit and develop people. Instead, they should be guided by workforce data, a clear talent philosophy and a willingness to experiment.

### Four Ways To Use This New Thinking:



#### 1 / Opening Up The Middle

To tap workforce potential and reskill employees to fill the gaps and meet the challenges that lie ahead



#### 2 / Finding The Hidden Talent

To identify new sources of talent with the best potential



#### 3 / Trusting The Data Strategy

To use data to get better results from recruitment, retention and workforce strategy



#### 4 / Leading With Confidence

So that talent leaders can adapt to – and win a new workplace reality





# OPENING UP THE MIDDLE

How companies can tap workforce potential and reskill employees to meet the challenges ahead



“There is a massive opportunity in the middle of the talent pyramid where a lot of roles are becoming redundant, but those people have excellent business understanding and are very capable of moving to another role in the organization and remaining very effective. And no one has really cracked it. Everyone is grappling with reskilling and upskilling.” Ger Doyle, SVP, Experis Digital and Business Innovation Strategy, ManpowerGroup

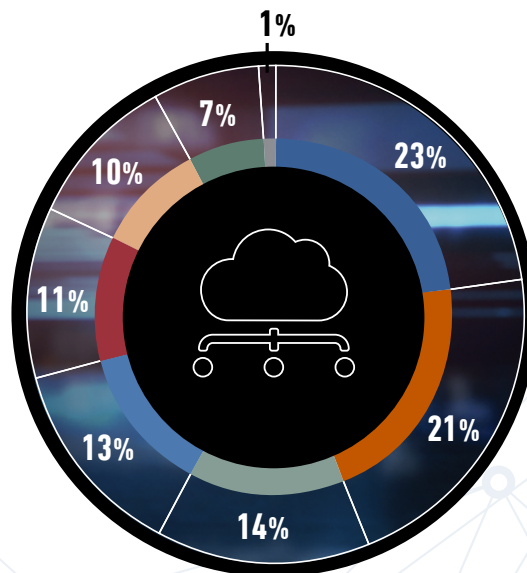


## Demand For Tech Talent Intensifies

The IT sector is growing quickly but not quick enough to keep up with digitization. Technology is developing faster than people can be trained to use it. 76% of IT & Technology employers are reporting difficulty finding skills required, and IT/data skills are the most difficult to find for nearly 3 in 10 organizations, according to the latest ManpowerGroup Employment Outlook Survey (MEOS) for Q3 2022.

Yet too often, the conversation about the technology sector skills gap focuses on the most experienced and entry-level roles, and ignores the majority in the “middle of the pyramid,” where people have strong technical skills and an intuitive sense of the business, but may lack exposure to emerging technologies and a roadmap for their future development.

So, what if, rather than struggling to recruit from a diminishing pool, firms retrained existing staff at all levels to deal with the demands of the new workplace.



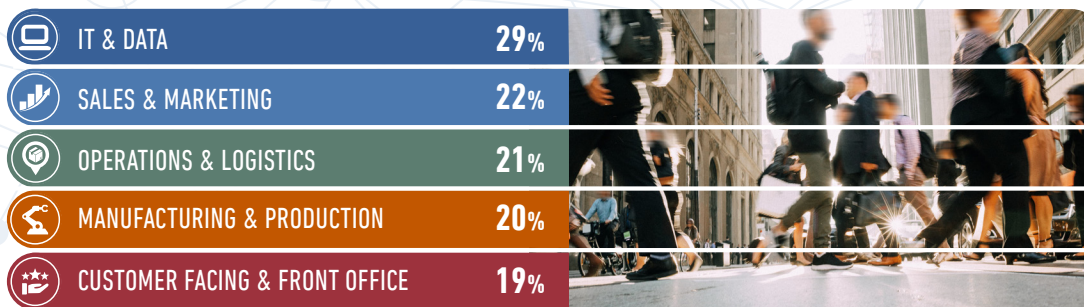
### INVESTMENT SEES INCREASE IN NEW IT ROLES

Which one function in your organization will see the largest headcount change due to technology investment?

- IT
- Production & Manufacturing
- Frontline Sales, Front Office & Customer Facing
- Administrative & Office Support
- Human Resources
- Finance & Accounting
- None of These
- Other

Source: ManpowerGroup Employment Outlook Survey, Q1 2022

### TOP FIVE IN-DEMAND SKILLS



Source: ManpowerGroup Employment Outlook Survey, Q3 2022



## Look Inward To Fill The Roles You Need

Judging candidates solely by what they have done in the past — rather than what they might be capable of doing in the future — makes no sense. Companies must do better at measuring people’s performance today, so they can better predict what they can do in the future.

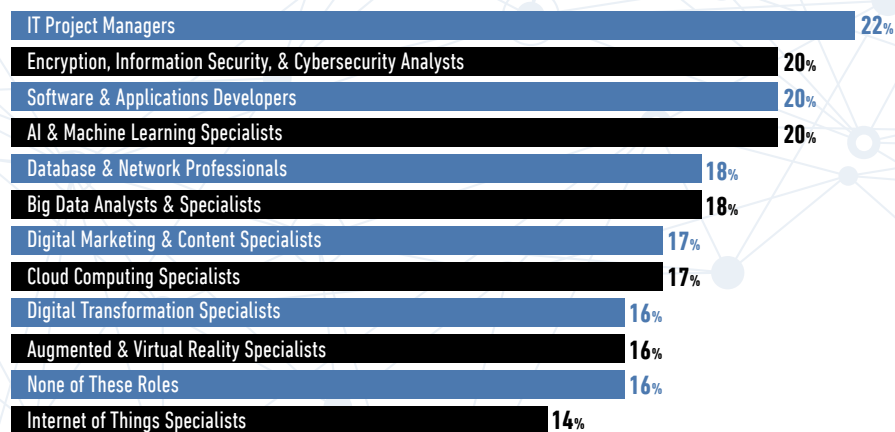
“What does potential look like? You want to have a formula or a process for identifying which individuals should be fast-tracked for investment. You are going to promote people who do not look like your current leaders, which is the hardest thing to do because you are truly changing the mindset of the organization.” *Tomas Chamorro-Premuzic, Chief Innovation Officer and Leader of the Assessment Center of Excellence, ManpowerGroup*

## The Talent To Adapt

This research suggests organizations could turn to existing talent for the roles they are finding hardest to fill, including project managers and software developers — a diagnosis that resonates with Hubert Giraud, Member of the Capgemini Group Executive Committee and President of Altran Technologies. “On the technical front, we are suffering a shortage of strong project managers,” he says. “They are rare and hugely important because they understand complexity and the mix of skills that is needed.”

### KEY IN-DEMAND ROLES

Which of these technology roles do you expect to find difficulty filling in the next three months?



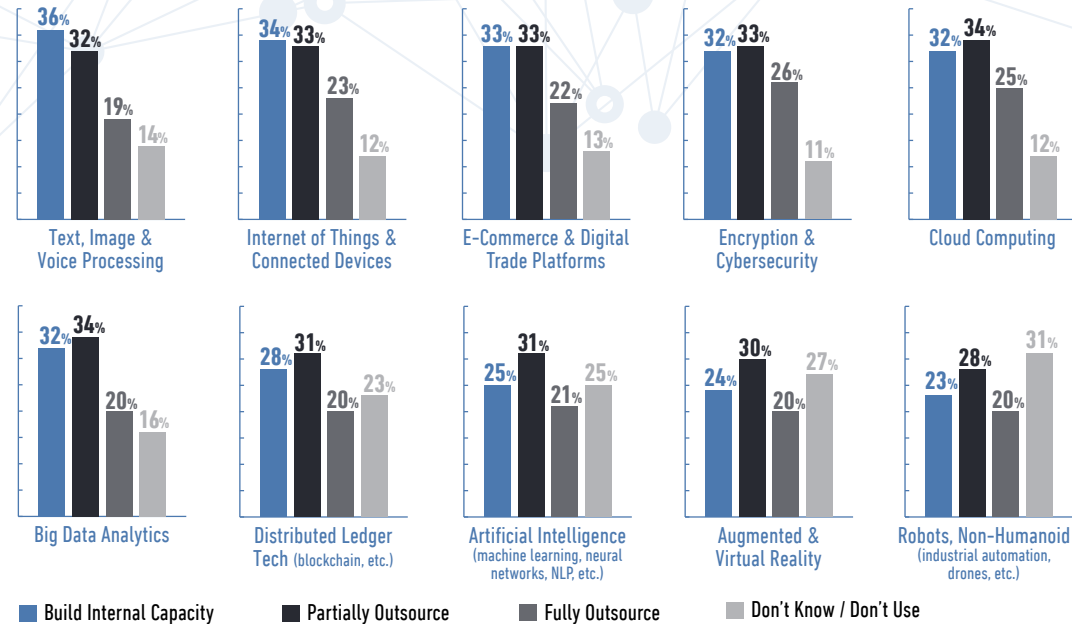
Source: ManpowerGroup Employment Outlook Survey, Q3 2022





## ORGANIZATIONS OPT TO BUILD INTERNAL CAPACITY OR PARTIALLY OUTSOURCE ACROSS EMERGING TECH

Which areas of technology will you look to outsource versus building internal capability?



Source: ManpowerGroup Employment Outlook Survey, Q1 2022

Capacity to identify existing and adjacent skills, and to redeploy them intelligently, will become defining.

“We’re not so worried about finding solutions to develop talent to the right skill levels,” says Addie van Rooij, Global People Operations Leader and Vice President of HR, Europe, Middle East and Africa, Hewlett Packard Enterprise. “The most important challenge is the one that is right at your fingertips: How do I get the talent I need right now for the work I have right now, that can also be developed to do the work of the future?”

The need to have a workforce that will be effective in both the present and the future means management must rethink its timeframe around skills development.

“The workforce expectation of time is shortening,” says Jordan. “We need to think about career planning, reward planning and workforce planning over months and quarters — not years and decades.”

### SAINSBURY'S HITS RESTART

“People work in stores for all sorts of reasons,” says Sainsbury’s Group CIO Phil Jordan. “Sometimes, it’s a second or third job. Sometimes, it’s their main job. Sometimes, they’re at college.”

The U.K. supermarket chain realized it had more employees with Computing degrees outside its technology function than within. “A really rich vein of talent that we weren’t tapping,” says Jordan.

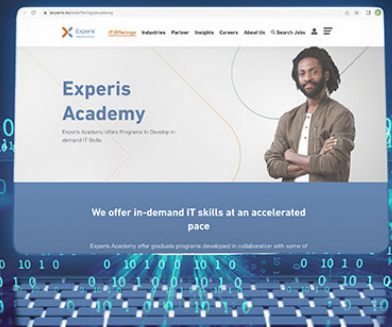
So, Sainsbury’s launched its Restart program. “We went out to stores and spoke to people who wanted to restart their career in technology,” says Jordan. “We did some basic but useful testing of cognitive capability. Then, we put them through a 16-week bootcamp with the promise that if they passed, we would give them a job in technology.”

The program worked. “All of those people now work in associate engineering roles in the organization,” Jordan says. “It’s a brilliant way to bring fresh talent into the organization that has technical skill and in-built business acumen and knowledge.”





# Learning Gets Faster, But On Whose Terms?



The need to “open up the middle” is not driven only by the shortage of skills but also the obsolescence of existing skills. It’s one of the reasons why workers want education, experience and exposure.

Organizations are trying to embed a systematic approach to reskilling, but this is not straightforward. Employers can’t build skills development programs quickly enough to meet business needs, and employees are worried about their prospects and learning fatigue.

The good news is that new technologies provide opportunities for new styles of learning: self-guided, experience-based training that gives their workforces a greater sense of ownership and control.

Experis Academy is one such source. It seeks to help organizations bridge their talent gaps through practical, comprehensive training in a range of technologies. Using the expertise of specialist trainers and industry experts, employees learn through a combination of theory and application. For example, Experis Academy partnered with Scania AB, the global manufacturer of sustainable transportation systems headquartered in Sweden, to analyze skills gaps and create a custom front-end developer training program. The 12-week

reskilling program generated significant interest throughout the company, including non-technical employees who had not previously considered IT career paths.

IBM’s Your Learning platform is another example that gives staff the chance to consider reskilling. The platform is fully customizable, allowing managers to choose the classes and workshops their teams need most.

“It’s important to note that it may not [only] be core technical learning,” says Tim Humphrey, Vice President in IBM’s Chief Data Office. “You can disseminate ‘soft skills’ outside of the technical arena,” he says. “You can focus on things like radical candor — being able to give great feedback.”

### TOP FIVE MOST DIFFICULT SOFT SKILLS TO FIND

- 1 REASONING & PROBLEM-SOLVING SKILLS
- 2 ACCOUNTABILITY, RELIABILITY & DISCIPLINE SKILLS
- 3 CRITICAL THINKING & ANALYSIS SKILLS
- 4 CREATIVITY & ORIGINALITY SKILLS
- 5 RESILIENCE, STRESS TOLERANCE & ADAPTABILITY SKILLS

Source: ManpowerGroup Employment Outlook Survey, Q3 2022



## ACCENTURE’S TECHNOLOGY QUOTIENT

Accenture has introduced a global program called Technology Quotient, or TQ. The program is a set of online interactive learning modules associated with new technologies and tech-enabled, business-relevant areas.

“TQ is aimed at providing employees with the tools to develop or improve their knowledge. so they are relevant for us, our clients, and the market,” says Raffaella Temporit, Chief Human Resources Officer for Europe at Accenture. “We’ve got to have a balanced view on how we think about skilling people because it’s not just a technical future we’re heading into. It’s a future of creativity, of real problem-solving. And that level of skill-set development is going to be key.”





## For Rapid Results, Target The Willing

By creating learning opportunities, employers can focus on the keenest. Let people opt in first, and then be rigorous in your assessment of their potential,” says Chamorro-Premuzic.

“Our people are keen to embrace new opportunities,” says Temporiti. “Our Skills at Accenture platform enables people to declare, certify and update their skills and job experiences in real time. They recognize the imperative of developing new skills and want to learn at the pace required to advance in their careers.”

If you think about it, skills in the past had a much longer lifespan of several years, while now the average relevance of skills is closer to three years in duration. This is one of the reasons why we make significant investments on continuous learning. New skills and expertise are built both through classroom training as well as – to a large extent – through experience and exposure,” Raffaella Temporiti, Chief Human Resources Officer for Europe, Accenture.

Such a pace of change can have a dramatic impact: 98% of potential data science candidates [would be screened out](#) by employers stipulating just four technical requirements and three years of work experience. When asked why they were having difficulty filling technology roles, 34% of hiring managers responding to the Q3 2022 [ManpowerGroup Employment Outlook Survey](#) said not enough candidates had the correct technical skills, and 32% said they didn’t have enough relevant experience. More than a quarter (27%) said they lacked the right soft skills.

Where reskilling initiatives work, raising their profile across the organization is important, says Carolyn Balkin, Vice President and General Manager, Global Sales, ManpowerGroup: “You need to improve the visibility of successful reskilling programs, showing managers what’s possible and highlighting the opportunity with their workforce. There is still a gap between acknowledgment and action,” she adds. “Everyone is saying the right things, but there is a major disconnect between the percentage of employees who feel they have access to training and the percentage of employers that feel they provide training.”

### Action Points

## HOW TO LEAD WITH CONFIDENCE

- ✓ Assess individuals based on their potential, not past performance
- ✓ Align short, sharp and applied skills programs with changing market demand
- ✓ Revamp the role of IT generalists and improve their access to ongoing training and development





# FINDING THE HIDDEN TALENT

How to unlock new sources of talent and recruit potential



With so many organizations competing to recruit IT workers from the same talent pool, there is a golden opportunity for employers to look further afield. In the U.S. alone, there could be [more than 27 million hidden workers](#). These candidates have been overlooked because they lack formal qualifications, they've had health issues, they come from disadvantaged backgrounds or they are juggling family care responsibilities.

Recruitment strategies that embrace greater gender and ethnic diversity will also be significant in the hunt for IT talent. Accenture, for example, has set itself a target of reaching 50/50 gender equality in its workforce by 2025. And Verizon and ManpowerGroup have provided support to [Women's CoLab](#), a library of free resources that helps women advance and grow in their careers.

**“Talent is exceptional performance now. Potential is the likelihood of exceptional performance in the future.”**

*Tomas Chamorro-Premuzic, Chief Innovation Officer and Leader of the Assessment Center of Excellence, ManpowerGroup*



## Employers Have Options

“Some employers are more progressive than others,” says ManpowerGroup’s Balkin. “We have seen a tenfold increase among some of our more strategic clients, of partnering with local communities and underprivileged demographics, to reskill and upscale talent and try to get them into the workforce. But there is still a hesitancy to hire from this talent pool.”

One answer could be to look to the start-up sector, where a growing number of tech-enabled businesses are focusing on training the IT workers of the future. In the U.K., the start-up [Academy](#) has raised \$4 million of seed finance to launch employer-sponsored training programs, while [Multiverse](#) is facilitating hundreds of apprenticeships. In the U.S., [NGT Academy](#) focuses on retraining military veterans.

“Employers already have access to more talent than they may realize. We have partners that sell our products, solutions and services,” says Hewlett Packard Enterprise’s van Rooij. “And, with that, we have a workforce that is many times bigger than our own.”

Those employers that fail to explore these new pools of talent are overlooking an opportunity, warns Balkin. “You could be missing out on very strong talent that has the power skills, or human skills, on top of core, technical capabilities. And by increasing exposure to these pools, you increase engagement and reduce misconceptions.”



### ONETEN AND THE OPPORTUNITY GAP



IBM, alongside 37 other organizations, plans to hire and promote 1 million Black individuals in the U.S. who do not have a four-year degree over the next 10 years through [OneTen](#), which aims to close the opportunity gap for Black talent in America. “These are what we call ‘family-sustaining roles’ for a pool of talent that would otherwise not be top of mind at large corporations,” explains IBM’s Humphrey.

It is part of IBM’s commitment to find talent from a more diverse pool beyond the usual university sources. Its efforts include offering apprentice programs at community colleges and providing “returnships” to women returning to the workplace after maternity or other leave.



## HOW TO FIND HIDDEN TALENT AND KEEP IT

- ✓ Search and recruit candidates in untapped talent pools
- ✓ Think about diversity holistically; how to attract diverse talent and ensure a culture of diversity, equity, inclusion and belonging to ensure they stay
- ✓ Revamp and tailor the candidate experience based on their expertise, not your expectations

### Recruit On Potential, Not The Past

Employers need to rethink the way they recruit. Traditional approaches focused on filtering candidates according to qualifications and experiences may not identify those recruits who have the raw qualities that employers require.

It is *where* employers look as well as *how* that needs to change. At Intuit, [partnerships with organizations](#), such as the [Mom Project](#) and [AnitaB](#), have facilitated recruiting individuals who have taken time out of their careers to look after their families. The company has hired 80% of the candidates who have completed its programs.

The reality of the technology sector is that employers and employees need to be more adaptable.

“It’s so important to make sure people are frequently pushed outside their comfort zone. That’s why you need to permanently challenge the organization and encourage managers to move the best employees to other jobs. You need to push people to test themselves in new territories – and see how they adapt,” says Capgemini’s Giraud. “Do you have the right people who are able to master complexity and to adapt to a changing environment? If you don’t have these guys, you might be the best in 2022, but you will be gone by 2025.”



# TRUSTING THE DATA STRATEGY

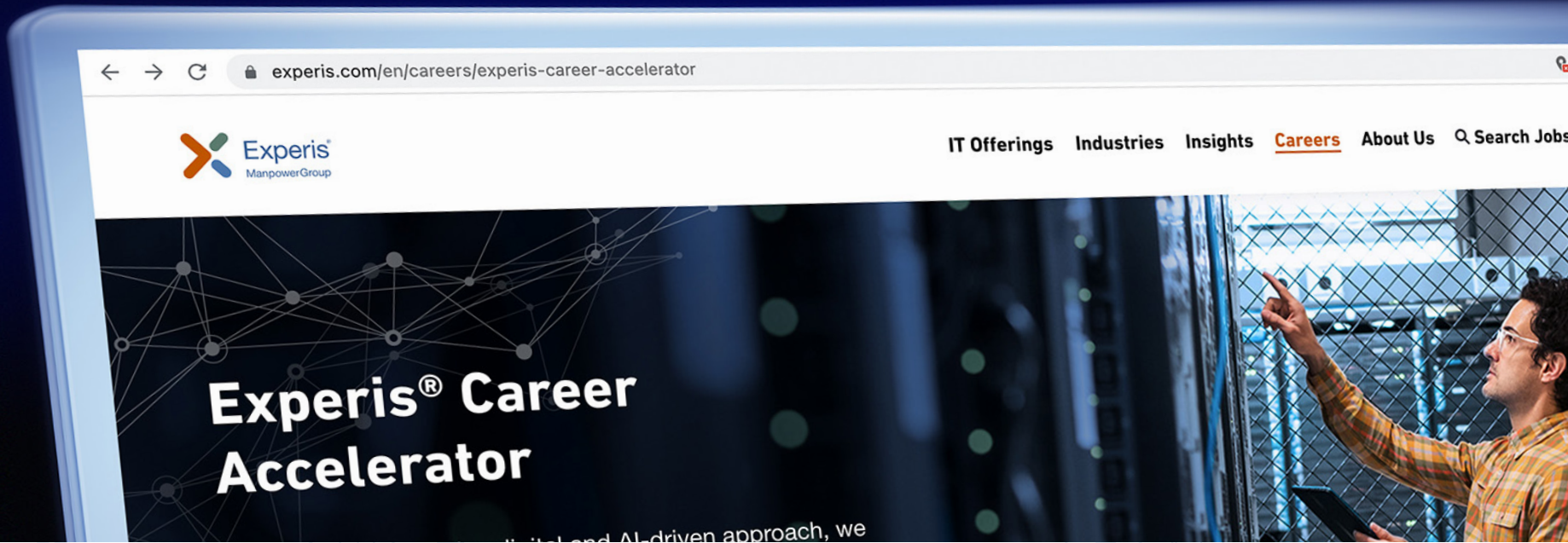
How to use data to get better results from recruitment, retention and HR strategy



“*There is so much data out there and we are constantly finding new sources, including extensive analysis of our own workforce management and learning data. This helps us explore key industry and geographic trends to better predict how skills will fluctuate from market to market. Our view of the skills we are going to need is now much more fine-tuned.*” *Tim Humphrey, Vice President, IBM Chief Data Office*

Data-analytics tools allow recruitment and HR functions to make better decisions and reduce attrition. By using data science, employers can begin to strip out biases and hire best-fit candidates. There are already moves in this direction: 76% of organizations with more than 100 employees now [rely on assessment tools](#), such as aptitude and personality tests for external hiring.





## Data Provides A Clearer View

“*The sky is the limit with data. You can see how pay is affecting performance, or not. You can see how development and training affect performance; and you can also see your future resource and skills needs as a company.*”

*Addie van Rooij, Global People Operations Leader and Vice President of HR, Europe, Middle East and Africa, Hewlett Packard Enterprise*

Data-driven recruitment uses technologies such as data management tools and machine learning to analyze large talent pools to identify candidates with the right skills, experience and mindset. As more data becomes available, the organization secures greater insight.

[Experis Academy](#), for example, enables employers to match candidates to a set of minimum-level criteria, so that recruits can start work straight away. It then builds a bespoke training pathway for each individual to develop the required competencies. This means the organization gets the skills it needs now, and the employee increases their market potential.

Some employers choose to go further with data science and entrust more of their hiring processes to technology, such as artificial intelligence. This may sit uneasily with HR leaders, but when a study compared humans against hiring algorithms for more than 300,000 hires in high-turnover jobs, it found that [hires](#)

[chosen by AI technology stayed longer and performed equally or even better](#). The algorithms outperformed humans by at least 25%.

Once staff are hired, data-driven technologies can help them acquire the skills they need to develop. Experis [Career Accelerator](#) tool helps employees set up personalized professional development programs by mapping their current skills, assessing these against what employers are looking for, and building a tailor-made menu of continuous learning.





## First, Get The Data You Need

Recognizing the value of data in recruitment and retention is essential. The majority of employers admit they [do not have adequate data about the skills of their workers, and more than a quarter believe LinkedIn knows more about their workforce’s capabilities than they do.](#)

Tools such as applicant tracking systems and performance management platforms will all play a role in collecting and organizing data. But that is only the start. “We still love our biases,” says ManpowerGroup’s Chamorro-Premuzic. “And we will only get rid of these when we have the maturity to say, ‘Look, this doesn’t feel right to me — I’m going to trust the data and I’m going to measure the results later on.’”

“I think even great digital capability is table stakes now for being a successful consumer-facing business,” says

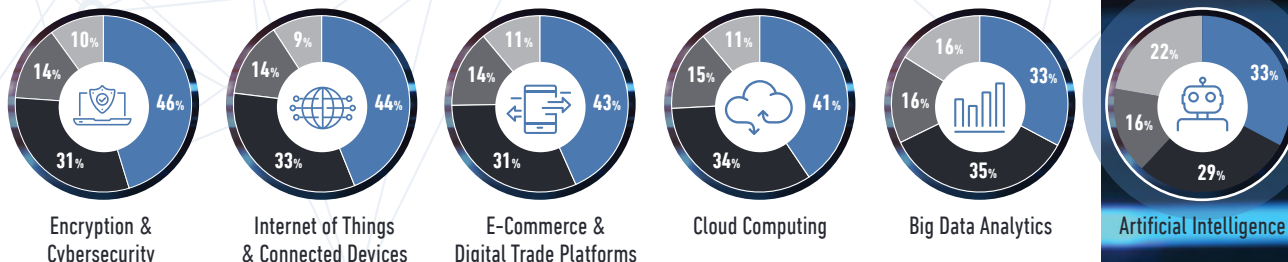
Sainsbury’s Jordan. “The next frontier is data. What do you do with the data? Do you know your data better than everybody else? How do you turn insight into action?”

Better workforce data will enable prediction of potential performance, matching individuals to opportunities. Nearly one in three organizations (29%) globally plans to invest the same in AI technology, including machine learning, over the next year, but a third intend to [invest more](#). This rises to 55% in India and 37% in the U.S.

There will be other benefits of automation. Using it to scan applications, for example, can significantly reduce hiring cost and time. And real-time data provides an ongoing opportunity to assess the success — or otherwise — of the change in approach, which can then be tweaked accordingly.

### ORGANIZATIONS INTEND TO INVEST IN AI AND OTHER TECHNOLOGIES

Invest More Invest the Same Invest Less Don't Know / Don't Use



Source: ManpowerGroup Employment Outlook Survey, Q1 2022

## HOW TO TRUST THE DATA STRATEGY

- ✓ Be selective on your sources and be clear about the boundaries of your data strategy
- ✓ Use data to set up personalized professional development programs
- ✓ Be willing to experiment and act on data-led insights



# LEADING WITH CONFIDENCE

How talent leaders can adapt to a new workplace reality

Organizations increasingly expect employees to reinvent themselves. Leaders responsible for hiring tech talent know they need to do the same.

But what does it take? Those hiring tech talent are becoming more adept technologists, able to exploit advances in areas such as data science ([78% of leading CHROs are much more aware of the value of data](#) than in the past).

The second area of change relates to a leader's ability to drive organizational and cultural transformation in a world where [two-thirds of corporate leaders](#) now believe that culture is preeminent. Significantly, [7 in 10 workers](#) say having leaders that they can trust and follow is important to them, and 2 in 3 want to work for organizations that share their values.

Leaders have an opportunity to harness digital technologies to support their teams in a wide range of value-added activities — everything from predictive analytics technologies that give early warning of labor demand and supply issues, to sentiment analysis that tracks employee engagement.

To exploit these tools' full potential, talent leaders will need the skills to harness them. "We have had to transform our function in three years," says Hewlett Packard Enterprise's Addie van Rooij. "Out of 200 job roles, I now have 100 technical role descriptions. They did not know anything about systems, tools and technology before. I told them three years ago that I need people who can help me program a robot or tell me which is the most intuitive HR application."

**“The future of work is about being smarter. We’ve introduced new sabbatical policies, for example, to give people more choice and freedom. We’re trying to build a toolkit of different incentives that appeal to people joining our business beyond the brand and our values.”** Phil Jordan, Group CIO, Sainsbury’s







## Change Anchored In Values

The pandemic has focused minds on what matters. In the U.S., [71% of workers](#) want to prioritize time with family. Employee well-being will become even more important as companies wrestle with new models of work.

In research conducted by ManpowerGroup on what makes workers thrive, when employees were asked how their workplace reinforced the importance of mental health, the top answer (38%) was: "I didn't use any mental health resources/I was unaware." Just 13% said they had access to as much mental health support as was needed.

"Well-being, mental health and authenticity are key priorities for all successful organizations today," says Accenture's Raffaella Temporiti. "Leaders need to be more empathetic, compassionate, inclusive and great at creating and maintaining networks, so the organizational culture spans and thrives across the digital and physical working environment. They are aware that people need to feel seen and safe to be connected at their best, contribute and innovate continuously."



## THE POWER OF CULTURE



When Capgemini acquired Altran Technologies, Hubert Giraud, Member of the Capgemini Group Executive Committee and President of Altran Technologies, led the integration of Altran Technologies' 50,000 employees into the Group.

"I would say that what matters most — more than the trillion activities, process harmonization and systems — are people, feelings and culture," says Giraud.

Leaders must seize the initiative and explore innovation. Salesforce, for example, has launched the [Trailblazer Ranch](#), a new gathering place where employees can forge trusted relationships, learn from and inspire one another, get trained and grow in their careers and give back to the community.

## Action Points

# HOW TO LEAD WITH CONFIDENCE

✓ Show how your culture and values guide your talent decision-making

✓ Be clear on your principles and how they translate to employee-centric policies and benefits

✓ Act, don't just talk, on employee well-being



## About Experis

Experis® is a global leader in IT professional resourcing, permanent recruitment, project solutions and managed services specializing in Business Transformation, Cloud and Infrastructure, Digital Workspace, Enterprise Applications and Cybersecurity. As digital transformation and acute skills shortages in tech continue unabated, Experis delivers talent with the powerful combination of in-demand technical skills together with the soft skills that are critical for business success. Through Experis Academy, we work with a broad range of technical schools and universities to design and deliver curriculum for in-demand skills that can be immediately applied on the job. Experis is part of the ManpowerGroup family of brands, which also includes Manpower and Talent Solutions.

To learn more, visit [www.experis.com](http://www.experis.com)

## About The Research

The data and research insights included in this report came from quantitative and qualitative sources. Specifically, survey data from our quarterly ManpowerGroup Employment Outlook Survey (MEOS) and other proprietary surveys. In addition, we conducted eight interviews with internal Experis and client experts between January and April 2022. This report could not have been completed without their generous support and input. We would like to thank the following participants for their time and insights:

- Carolyn Balkin, Vice President, Global Client Solutions, ManpowerGroup
- Tomas Chamorro-Premuzic, Chief Innovation Officer, ManpowerGroup
- Ger Doyle, Senior Vice President, Experis Digital and Business Innovation, ManpowerGroup
- Hubert Giraud, Member of the Capgemini Group Executive Committee, President of Altran Technologies, Capgemini
- Tim Humphrey, Vice President, Chief Data Office, IBM
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