



Future of Work

OIGP Global Research Study 2017

Work is changing rapidly.

Managing talent is essential to keep pace with the demands of a changing work landscape.

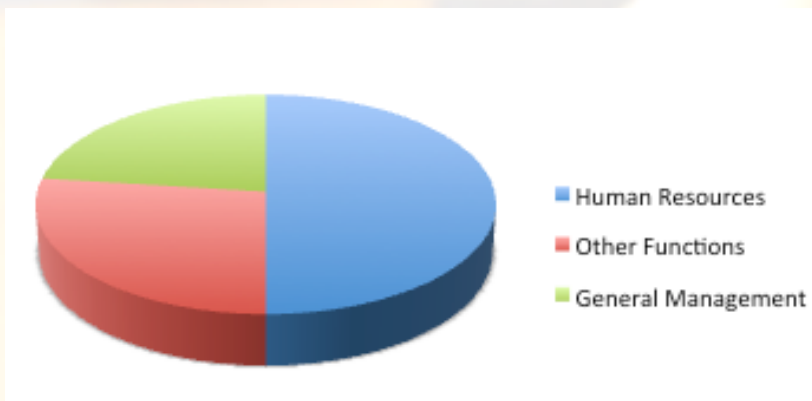
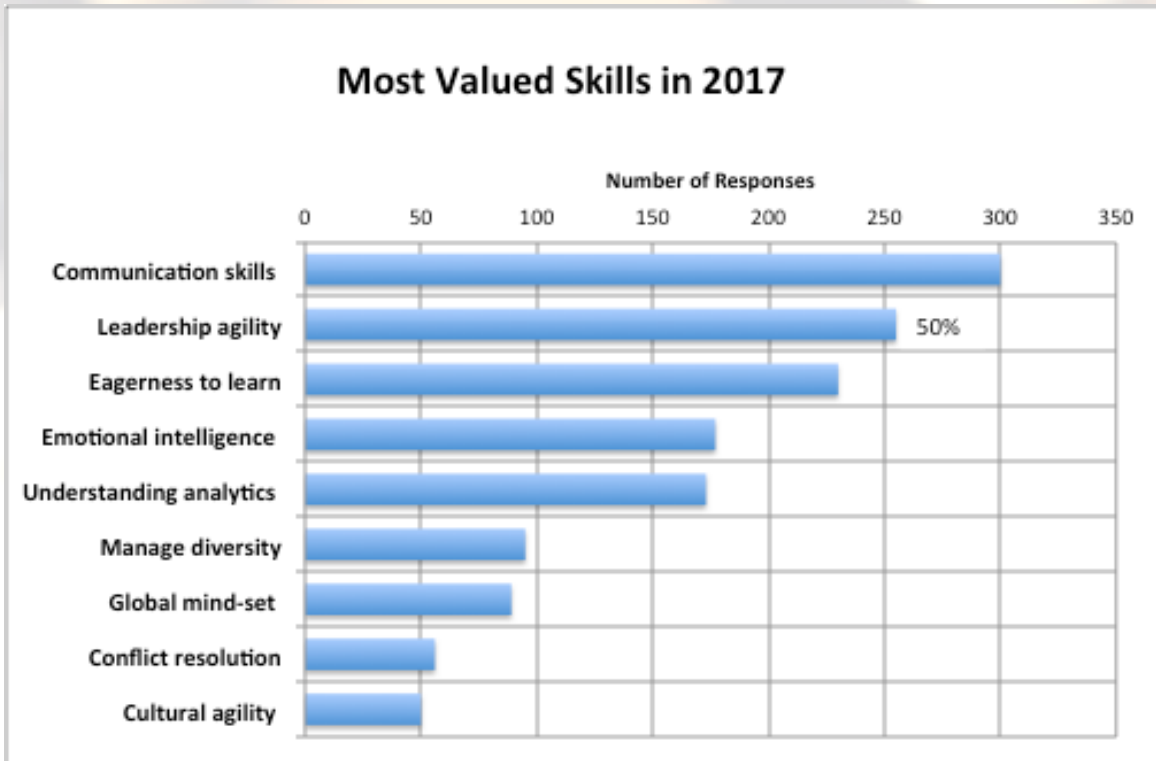
OI Global Partners set out to understand

- Which skills employees must have to be competitive today
- The most significant people challenges currently facing organizations
- The most effective ways to develop talent now
- Roles most at risk in 2017

Talent managers in over 500 organizations across the globe answered our second annual survey on the Future of Work, conducted via email during the spring of 2017.

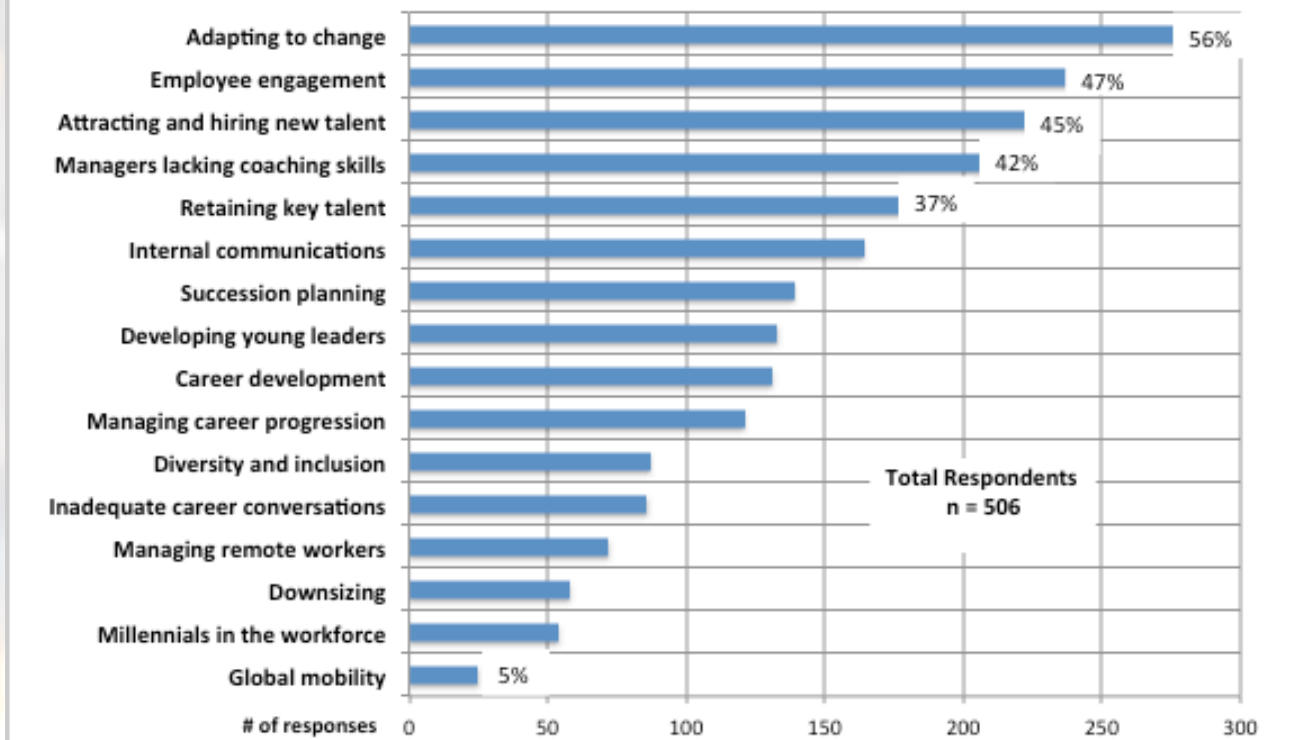
Strong communication skills top the list of characteristics employees must have to be competitive today. They include writing, listening, speaking and presenting. More than half of the 506 survey respondents agree that *communication* followed by *leadership agility* are the most valued skills in 2017. Close behind is *eagerness to learn* [being open to learning, with solid reading, listening and thinking ability].

Emotional intelligence [recognizing, understanding, and managing your own and others' emotions] and *understanding analytics* [reading and understanding data, projections, demographics] round out the top five most valued skills. *Managing change* was the most frequently mentioned write-in. Respondents were asked "Which 3 skills are most valued in your firm right now?"



Exactly half of respondents to this survey are in Human Resources and the other half are split between General Management and a wide variety of other functions. General managers see Most Valued Skills a bit differently, ranking *eagerness to learn* ahead of *leadership agility*.

Biggest People Challenges in 2017



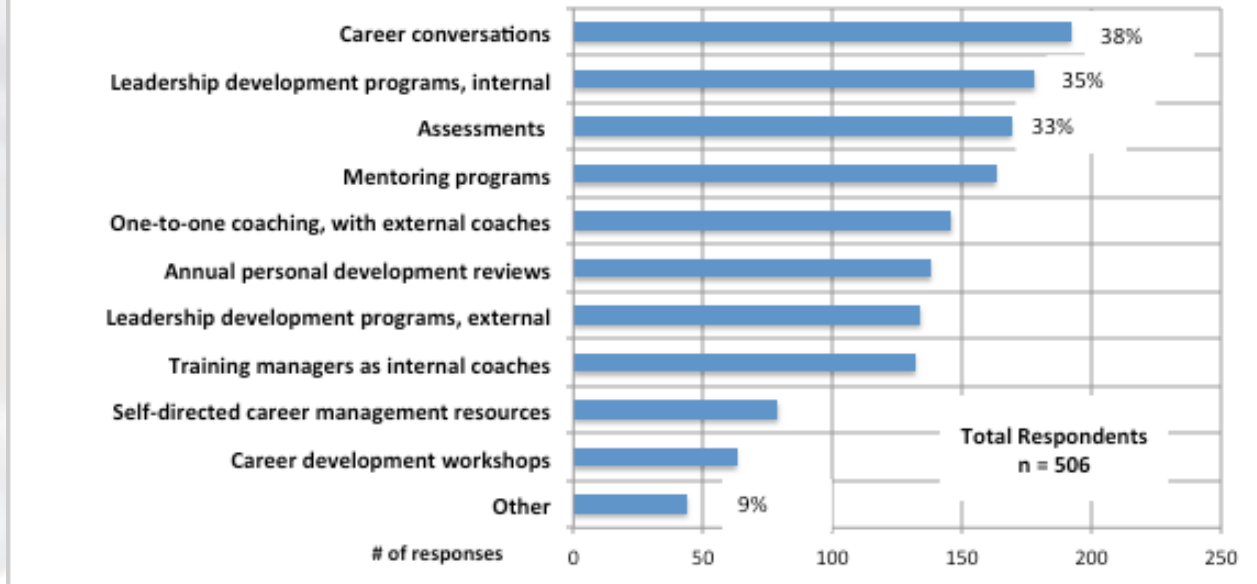
Adapting to change is unequivocally the key people challenge reported by our global respondents this year, followed by *employee engagement*, which has moved up from #5 in our 2016 survey to #2 this year. *Attracting and hiring new talent* was ranked the biggest people challenge of 2016; today it has lost its position, retreating to #3. *Retaining key talent* has also dropped in importance. Nevertheless, recruiting and retention continue as critical concerns.

Top 5 People Challenges

Rank	2017	2016
1	Adapting to change	Attracting and hiring talent
2	Employee engagement	Adapting to change
3	Attracting and hiring talent	Retaining talent
4	Managers lack coaching skills	Managers lack coaching skills
5	Retaining talent	Employee engagement

High on the list of people challenges this year—as it was last year—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. Up to five answers per respondent were allowed.

Most Effective Talent Development Activities - 2017



Career conversations are the most effective talent development activities according to our survey respondents. With this observation, organizations that haven't trained managers to conduct effective career conversations have a real opportunity for improvement.

Last year, *internal leadership development programs*, the traditional means of developing employees, was ranked the single most effective way to develop talent, by a large margin. This year, it has been eclipsed by *career conversations*. Could this mean employers want to shift responsibility for development from the larger organization onto individual managers?

Assessments have gained in prominence with a full one-third of respondents indicating they

are among the most effective development activities.

Mentoring programs and *one-to-one coaching by external coaches* rounded out the top five most effective ways to develop employees.

Self-directed career management resources, which typically take the form of proprietary, web-based e-learning offerings, are relatively new but gaining significantly in popularity. This year they account for 16% of responses, up from 10% last year.

Up to three answers per respondent were permitted.



Respondents were asked, “What roles are in decline or at risk in your organization? What specific jobs or functions or levels are being reduced or eliminated?”

They overwhelmingly reported that *Administrative people* are the most at risk, using terminology that also includes *Administration*, *Secretaries + Clerical*, and *Receptionist* jobs. The combination of repetitive, predictable tasks and the ubiquity of technology tools in the hands of non-administrators are the likely reasons for these reductions.

Following *Administrative jobs*, the most frequently reported roles at risk or in decline are *Manufacturing + Production jobs*, *Middle Management*, *Finance + Accounting*, *Support Staff*, *Human Resources*, and *Information Technology*, in that order.

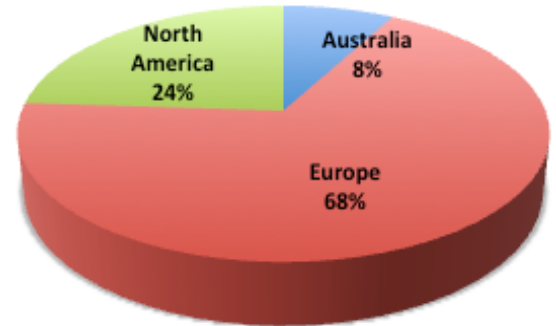
Our survey asked for up to three free text responses. The word cloud includes answers that were reported more than 10 times. The more frequent the answer, the larger the word appears. Font color has no meaning.

Survey Demographics

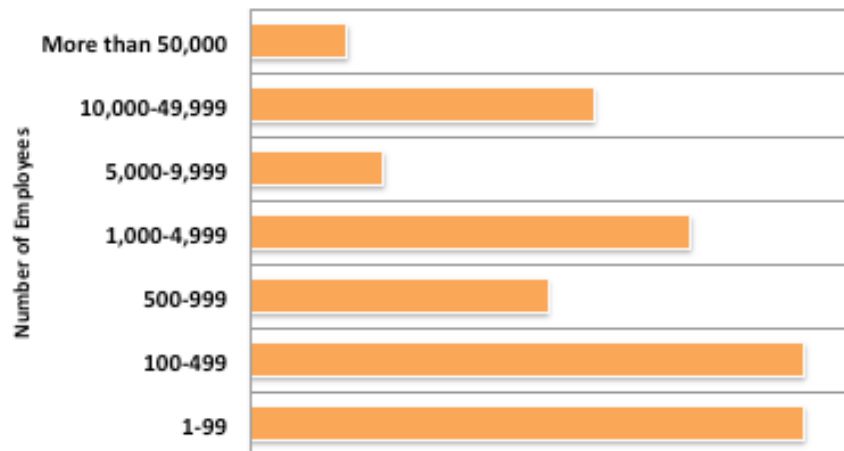
Of 506 respondents, here is the way their industry affiliation, size, and location break down.

Industry Affiliation

%	Industry
2	Advertising & Marketing
1	Agriculture
1	Airlines & Aerospace (including Defense)
1	Automotive
6	Business Support & Logistics
3	Construction, Machinery, and Homes
11	Education
3	Entertainment & Leisure
9	Finance & Financial Services
4	Food & Beverages
11	Government
10	Healthcare & Pharmaceuticals
2	Insurance
10	Manufacturing
6	Nonprofit
3	Retail & Consumer Durables
1	Real Estate
10	Telecommunications, Technology, Internet & Electronics
2	Transportation & Delivery
3	Utilities, Energy, and Extraction



Size of Responding Firms - All Locations



Conclusion

Organizations are most challenged today by their need to continually adapt to change and keep employees engaged. The order of the day is recruiting and retaining good communicators and agile leaders who are eager to learn. Managers with excellent coaching skills are well positioned to conduct career conversations that are the most effective way to develop talent.

In this environment of high velocity change, the roles most at risk are administrative, manufacturing + production, and middle management. Non-revenue-producing jobs are devalued and many are simply going away.

A Better Human Experience ...for a Better Business Outcome

OIGlobal Partners' professionals understand your Talent Management challenges: the pressure to exceed business goals, the demands of recruiting and cultivating effective leaders, the pain of job separation and the costs of turnover. We also know that you have your company's brand to protect.

As Talent Management experts, we walk closely with you to compassionately transition employees or develop strength in your executives. We want to help you exceed your business goals through effective career transition, executive coaching, leadership consulting, recruitment and other talent development initiatives.

For more information, please contact

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