

Keeping Pace With the Evolution of Work

*Creating a New
Employee Experience*



A more human resource.®


Today's talent landscape

Winning top talent is a major challenge for every organization today. Employers have always competed over a limited supply of talent. This competition has become fiercer in recent years, as leaders increasingly recognize the direct impact that talent strategies can have on achieving business objectives.

Today's labor markets are extremely tight, with employers struggling to find candidates with the requisite skills for open roles. This adds up to a candidate-led market, so talent — including both job seekers and those who are already employed — have more power than ever to make sure they get what they want from their work, as well as their workplace.

To complicate things even further for employers, employee expectations are ever-changing. You'll need to get ahead of what people want in this new world of work to set yourself apart from the competition.

If you don't keep up, you risk being part of another big shift: employees' increasing readiness to move to other jobs. Across the globe, two-thirds of employees are open to new job opportunities, with one in four people actively searching for a new role right now. For passive candidates, all it takes is an ambitious recruiter or an old colleague reaching out, and their interest may be piqued.



The evolution of work has presented employers with an ultimatum: adapt with it, or face some serious consequences.

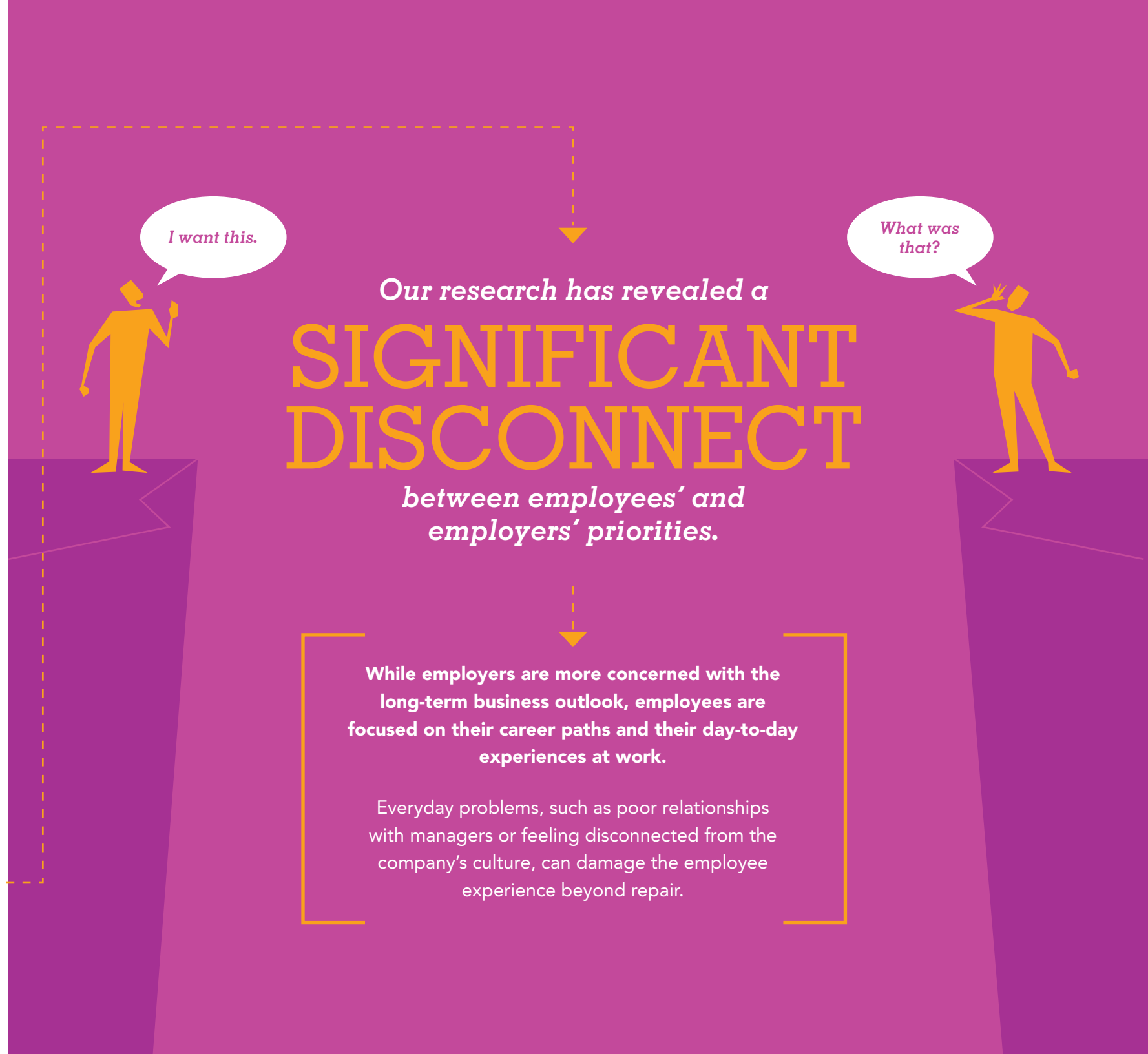
Great hiring is not enough

The traditional talent challenge for most organizations was getting good employees in the door.

Of course, this is still a huge job, but it's one that's changed dramatically in recent years, thanks especially to the explosion of social recruitment channels and the digitization of processes.

Today's leaders have a renewed focus on what comes next: building a top-performing workforce by focusing on the things that matter most to employees and helping them grow by doing their best work, every day.

But there's a problem.




Time to adapt

The world of work moves fast — and, with it, so do employee expectations. As an employer, if you aren't adapting, you'll be left behind. Your first move is to take a look at what motivates people in today's workplace. Then you can determine if an employer-employee disconnect exists in your organization — and take action to address it.

The ADP Research Institute® has uncovered **FIVE CRITICAL NEEDS** that motivate modern workers:

- 1 Freedom**
People want to enjoy their lives and have the control and flexibility to do their work where, when, and how they want.
- 2 Knowledge**
People want access to the resources they need to get their jobs done, as well as time to gain new skills to do their work better.
- 3 Stability**
People are willing to go where their skills are needed, which is giving rise to a more fluid definition of "career path."
- 4 Self-Management**
Technology means that employees can do more to manage their own productivity and performance, which could break down traditional hierarchical structures.
- 5 Meaning**
Employees are increasingly motivated by more than just money in the workplace. They want to know that what they do matters.¹

¹ The Evolution of Work: The Changing Nature of the Global Workplace, ADP Research Institute®, 2016.



These needs have always motivated people. But, their importance has grown as the workplace has become more employee-centric.

And the workforce itself has changed.
The average workplace now contains more generations and viewpoints than ever before. This can make it harder to engage employees on individual, personal levels. One thing does unite this new workforce, however: in a competitive talent market, employees are in a position to ask for more from their work.

Employees are asking themselves ...

"Is this the right place for me?"

"Am I growing in my role?"

"Am I using my strengths?"

"Am I appreciated and paid fairly?"



Employers need to ask themselves ...

"Can we offer a great employee experience from the very beginning and deliver on that promise throughout their time with us?"

"Are we giving our people opportunities for growth, purpose, direction, and success through their work?"

"Are we helping people to connect to their work, apply their strengths, and find purpose in their roles?"

"Are our benefits and compensation packages competitive — and do we have the data to back that up?"



Bridging the divide

When it comes to a talent strategy that works for both the organization and its people, employers have their work cut out for them.

Let's look at where it all starts — bringing the right people for the right roles into the organization.

It's no longer enough to focus only on "active" candidates. Today, there is also a large population of "passive" candidates, who are just waiting for the right role, company, and culture to come along.

However, multiple factors are making the learning curve even steeper for

organizations. In addition to a general tightening of the labor market, there are shifting demographics, evolving regulations, and new recruitment technologies to keep up with. New social channels open up opportunities to connect with candidates wherever they are. New applicant-tracking processes to manage those relationships continue to evolve. And, through it all, there's the need to stay compliant and to minimize unconscious bias on the part of recruiters.

But, bridging the divide doesn't just happen when you find the right people. Today's employers have to be proactive about engaging, strengthening, and retaining the people they work so hard to get in the door.



How can employers bridge the divide between organizational needs and the desires of their people?

The first step is simply to think about how you will answer these questions for your people. You can get started with tips from our workbook **"Take Your Talent Strategy Further: Connecting People and Work."**

Win over the best talent

With *two-thirds* of employees actively seeking or open to new job offers, the current talent market is a double-edged sword. It presents a significant challenge to retain your own talent, but also offers an opportunity to attract top performers away from the competition — if you can capture their interest.

To win over the best people, you need a strategy that makes you a talent magnet.

Here are some of the best practices for attracting top talent, helping your people excel, and giving them reasons to stay.



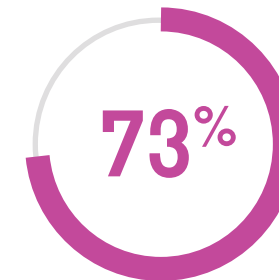
Take a closer look at your culture

About 73 percent of people believe that corporate culture drives competitive advantage for their company.² Make sure you're telling the right story and engaging your people, to share and support your talent strategy.



See who your people recommend

Great people know great people, so tap into your employees' networks for new hires. LinkedIn is the obvious social channel in this context. Think about encouraging influential employees to become ambassadors for your employer brand. Another impactful recruiting tactic is referral rewards programs.

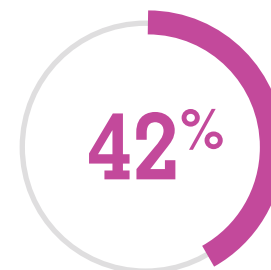


Of people believe that corporate culture drives competitive advantage for their company



Don't keep them waiting

When 42 percent of job seekers consider a lengthy application to be the most frustrating part of the hiring experience, you need to make sure your application process is as easy as possible.³ Once you have a promising candidate in your interview and hiring pipeline, keep everything moving smoothly with two-way open communication. That way, you're ready to drive things forward at a pace that works for both your organization and the candidate.

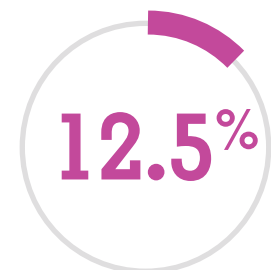


Of job seekers consider a lengthy application to be the most frustrating part of the hiring experience

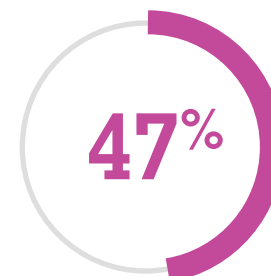


Focus on what employees really want

Money matters, but not as much as you'd think. The average employee could be persuaded away with only a 12.5 percent increase in pay, and 47 percent of people would consider an opportunity that matched their current salary, or even paid less.⁴ The top five factors that appeal to job seekers globally show that employment decisions are about much more. They include: career development, work hours, the work itself, company reputation, and flexibility. If you can offer all of these — and develop great team players and leaders — you'll have an opportunity that's pretty tough for potential employees to pass up.



Pay increase is what could persuade the average employee to leave.



Of job seekers would consider an opportunity that matched their current salary or even one that would pay less

³ <http://blog.indeed.com/2015/06/08/reasons-great-applicants-abandon-the-process/>, June 2015.

⁴ *The Evolution of Work: The Me vs. We Mindset*, ADP Research Institute®, 2017.

Help your people excel

When asked, **73 percent** of employees say their personal development goal is to grow at their current company.⁴

The Good News:

Employees say they know how to be successful.

The Bad News:

Many don't feel they're getting the support they need to grow within their role or team — and the problem is widespread.

Over half of employees feel they do not have a clear career development map. More than half believe they do not have a fair opportunity to advance. They might not even expect a promotion now — they simply want to know they have a future with your organization.

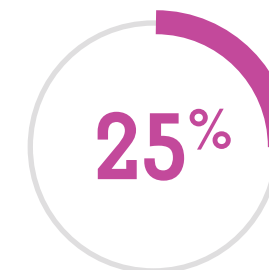
Looking at the evidence, we start to see why employees feel this way. Only 25 percent of employees have been given defined development goals by their employer.⁴ What's more, in today's demanding workplace, less than half of employees reported taking part in training during the past year.⁴

It's perhaps no surprise, then, that the majority of people feel that, if they want to grow, they have to go. In fact, 49 percent believe they have to leave their current job to advance their career.⁴

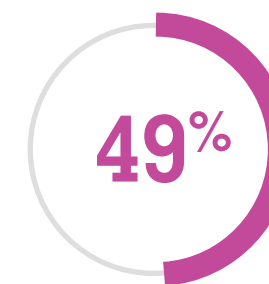
If you help your people develop and apply their skills, you'll stand a better chance of keeping them around.

It's not just about retention, though. Training and development has been linked with higher levels of performance, profitability, customer satisfaction, and even safety. So don't just think about employee development as a solution to a skills gap. Instead, treat it as an ongoing investment in your whole organization.

There's yet another piece to this puzzle: The people managers or team leaders. They have huge impacts, both good and bad, on workplaces. Equip them well and they can be your new secret weapons.



Of employees have been given defined development goals by their employers



Of employees believe they have to leave their current jobs to advance their careers

Successful teams are built under managers who can nurture talent with continuous, constructive feedback that today's employees crave. Connect individual team members with the right development resources, tailored to their strengths.

Give them reasons to stay

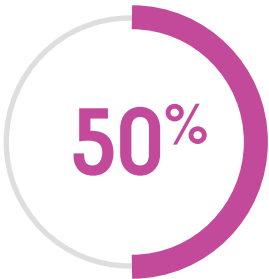
Nearly 61 percent of people have walked away from a job because it turned out to be different than expected.⁴ The message here is clear: Deliver on your hiring promises, or employees in today's job market will find another employer who will.

The good news is that we know what factors are important for retaining employees. They're the same ones that attract them in the first place:⁴

- 1 Career development
- 2 Work hours
- 3 Work itself
- 4 Company reputation
- 5 Flexibility

These are the things that make people stay. But it's just as important to know what drives them to leave. Human connections make big differences when it comes to engagement. In fact, 50 percent of active job seekers say they do not feel connected to their direct manager, and 60 percent are not connected to senior management.⁴ So it's essential to create a culture that fosters meaningful connections between individuals, which can make or break the everyday work experience.

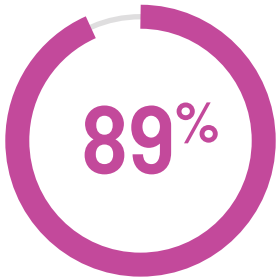
For today's employees, a sense of purpose is also critical in their working lives. In fact, 89 percent of people said they will choose to work on projects that are personally meaningful and impact society.¹ Can your people see how their contributions make a difference — not just to the bottom line, but to your organization's mission and to the wider community you serve? When your people feel part of something bigger and want to grow with it, everybody wins.



Of active job seekers say they do not feel connected to their direct manager



Of active job seekers say they do not feel connected to senior management



Of people said they would choose to work on projects that are personally meaningful and can impact society

⁴ Evolution of Work: The Me vs. We Mindset, ADP Research Institute®, 2017.
¹ Evolution of Work: The Changing Nature of the Global Workplace, ADP Research Institute®, 2016.

Turning this into an opportunity

Every organization faces its own talent challenges, as it fights to win and retain the best people. But, with the right help, employers can turn these challenges into opportunities — and many already are.

They're doing it by:

Being proactive

In today's market, two-thirds of employees are poachable. Organizations that connect with passive candidates and amplify their employment brand to the wider market will have a clear advantage when it comes to attracting the best talent.

Knowing what drives their people

Tight labor markets have put workers in a position of power — so employers who are tuned in to the factors that motivate their people to join and stick around will gain an edge over the competition.

Supporting team leaders

Managers play a critical role in identifying and helping to cultivate the individual strengths of a diverse workforce. Organizations that provide team leaders with the tools and coaching to be successful will see the benefits across the entire workforce.

Helping employees find purpose

Whether it's through more meaningful connections with colleagues or the wider community, employees seek purpose through their work. Successful organizations are differentiating themselves by weaving a sense of meaning into their recruiting and engagement efforts.

The market for talent has changed — and so have the talented individuals every organization needs. Now it's time to adapt — so you can win the best people, help them to excel, and give them more reasons to bring their best self to work every day.

ADP shares your passion for people.

For more insights on how to nurture and empower your most valuable investment, check out our workbook, **"Take Your Talent Strategy Further: Connecting People and Work."**

Or [get in touch with us](#). We love to talk to smart leaders about how we can help you keep pace with the evolution of work.

