2015 talent trends
Insights for the modern recruiter on what talent wants around the world

LinkedIn Talent Solutions
Introduction

The typical career path is more fluid than ever. Today, talent is staying more connected, informed and open to new opportunities throughout their professional lives.

In this report, step inside the mind of talent at every stage of the job search journey. Armed with this data, you will have a blueprint for successfully attracting, engaging, and hiring within this modern and dynamic talent pool.
This is our second annual Talent Trends report, completely redesigned to explore how talent approaches the job search journey from start to hired.

We surveyed over 20,000 professionals in 29 countries to better understand their attitudes and behaviors at each stage of the job search.

Do you think you know what talent wants? Read on to find out.
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Executive summary

Three key insights you should know to attract and recruit great talent around the world

70% of the global workforce is passive talent

Talent goes online and relies on personal networks to discover new opportunities

Compensation matters most when making a final job decision

How would you classify your current job search status?

What channels do you use to look for new job opportunities?

What are the three most important factors that would entice you to accept a new job opportunity?
The talent landscape in 2015
Active talent is on the rise around the world

Professionals around the world are more actively exploring job opportunities than they were last year. According to Bersin by Deloitte\(^1\), job seeker confidence and employee mobility tends to rise as the global economy improves.

Global in 2014
Active vs. Passive

- Passive: 25%
- Active: 75%

Global in 2015
Active vs. Passive

- Passive: 30%
- Active: 70%

Passive candidates may be:
- Reaching out to personal network
- Open to talking to a recruiter
- Completely satisfied; Don’t want to move

Active candidates may be:
- Actively looking
- Casually looking a few times a week

How would you classify your current job search status?

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Active talent is not always unhappy talent

Passive talent tends to be highly satisfied, whereas active talent feels a healthy mix of satisfied and dissatisfied in their current role.

To successfully recruit satisfied talent, leverage the data in this report to build an unforgettable candidate experience and strengthen your relationships with talent.
Passive talent around the world

If you hire in multiple countries, this map is for you. The more passive a country’s talent pool, the more you must catch talent’s attention with your talent brand and proactively reach out with new opportunities.
Countries with unusual levels of active and passive talent

Globally, only 30% of professionals are actively job searching. However, this varies significantly between countries due to economic and cultural factors.

Whether you’re recruiting active or passive talent, setting clear hiring priorities and encouraging your employees to share company opportunities with their personal networks will help you stand out as an organization and find the talent you need.

How would you classify your current job search status?

- Low outliers
- High outliers

- 20% Russia
- 20% Japan
- 19% Netherlands
- 19% Taiwan
- 18% Belgium
- 51% Saudi Arabia
- 48% UAE
- 45% India

2015 Talent Trends
Talent behavior
Professionals are always improving their professional brands

Both active and passive talent spend time on activities to strengthen their professional brand and increase their future career opportunities.

**Most common professional development activities in the last month**

- Researched new job opportunities: 39%
- Updated résumé: 39%
- Networked for professional purposes: 38%
- Updated professional profile on LinkedIn: 35%
- Explored professional development activities (like learning a new skill): 33%

*tip*

Almost 4 in 10 professionals are researching new jobs and networking every month, even though only 30% are actively looking for a new job.

As talent is increasingly keeping one eye open for their next opportunity, make sure your organization is consistently building a positive reputation as a great place to work.
Talent turns online and to their personal networks to discover new opportunities

When talent wants to find new job opportunities, they turn to online job boards, social professional networks, and their personal connections.

The most popular channels where talent looks for opportunities

- **Online job boards**: 60%
- **Social professional networks**: 56%
- **Word of mouth**: 50%
- **Company websites**: 40%
- **Professional groups**: 23%
- **Search engines**: 23%
- **Online advertising**: 20%

**Tip**

50% of professionals go first to friends and colleagues to discover new opportunities. Do you know what people are saying about your organization as a place to work?

Encourage your employees to share why they love working at your organization to increase your company’s reach.
Top countries where talent uses social professional networks to discover new opportunities

In our increasingly social world, social professional networks are among the top ways professionals discover new opportunities. Below are the countries where talent most leverages social professional networks to find jobs.

What channels do you use to look for new job opportunities?

Spain: 70%
Chile: 68%
Singapore: 63%
Brazil: 63%
Italy: 63%
UAE: 63%
France: 61%
U.S. and Canada: 59%
Malaysia: 58%
Netherlands: 58%
Mexico: 58%
The first conversation
When in doubt, reach out

The next time you hesitate to reach out to talent, remember that a vast majority of professionals, both active and passive, are interested in hearing from you.

**Talent’s interest in hearing from a corporate recruiter**

<table>
<thead>
<tr>
<th>Extremely and very interested</th>
<th>Somewhat interested</th>
<th>Not very or not at all interested</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>46%</td>
<td>27%</td>
<td>20%</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Talent’s interest in hearing from a staffing recruiter**

<table>
<thead>
<tr>
<th>Extremely and very interested</th>
<th>Somewhat interested</th>
<th>Not very or not at all interested</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>43%</td>
<td>30%</td>
<td>21%</td>
<td>7%</td>
</tr>
</tbody>
</table>

*How interested are you in talking to an in-house corporate recruiter or a headhunter for a search and staffing firm about a new job opportunity?*
First contact: What talent wants to know

When you first reach out to professionals about a new job opportunity, be sure to explain the job role responsibilities and why they are a good fit for the role.

What talent around the world wants to know first

<table>
<thead>
<tr>
<th>What talent around the world wants to know first</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role responsibilities</td>
<td>69%</td>
</tr>
<tr>
<td>Why you’re reaching out</td>
<td>64%</td>
</tr>
<tr>
<td>Estimated salary range</td>
<td>52%</td>
</tr>
<tr>
<td>Company culture</td>
<td>45%</td>
</tr>
<tr>
<td>Role seniority</td>
<td>33%</td>
</tr>
<tr>
<td>Company mission</td>
<td>33%</td>
</tr>
</tbody>
</table>

Using InMail? Most people read their InMails on the go, so grab their attention by only including information they care about in your first InMail.

Knowing what is essential (and what isn’t) will earn you a higher InMail acceptance rate and talent’s attention.
Three essential InMail tips from LinkedIn

1. Reach out to followers first
   Your LinkedIn Career Page followers are 81% more likely to respond to your InMails than those who do not follow you.

2. Don’t mix work and the weekend
   InMail messages sent on Saturdays are 16% less likely to get a response than those sent during the work week.

3. The closer it is to the weekend, the less likely talent is to respond
   InMails sent on Thursday between 9 and 10 AM are 12% more likely to get a response than those sent on Friday during the same time.
The interview experience
The interview is a pivotal point in the job search journey

No matter how well you pitch a job, nearly all professionals are still unsure about the job and company when they show up for the interview.

Getting the interview right will win you top talent, while getting it wrong can hurt your recruiting efforts.

83% of talent say a **negative** interview experience can change their mind about a role or company they once liked

87% of talent say a **positive** interview experience can change their mind about a role or company they once doubted

53% of talent say the most important interview is with their **prospective manager**
The interview experience has a major impact on talent’s final decision to join your company.

Talent speaks loud and clear—the interview experience is a major factor in whether talent joins your organization or continues along their job search journey.

**Importance of interview in talent’s final decision**

<table>
<thead>
<tr>
<th>Importance</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely and very important</td>
<td>77%</td>
</tr>
<tr>
<td>Somewhat important</td>
<td>20%</td>
</tr>
<tr>
<td>Not important</td>
<td>4%</td>
</tr>
</tbody>
</table>

**Tip**

If you are losing candidates after the interview phase, then pull your team, hiring managers, and partners in HR together to brainstorm how to work together to create a positive and memorable experience for every candidate you interview.
The war for talent is on. To stand out as an organization and attract great talent, make sure you deliver what matters most during the interview experience.

**Who talent wants to meet on interview day**

- The prospective manager: 53%
- An executive: 17%
- A prospective team member: 14%
- A recruiter: 8%
- Don’t know: 4%

**What matters to talent on interview day**

- Getting business questions answered: 49%
- Receiving interview follow-up: 47%
- Having conversations with leadership: 46%
- Experiencing company culture: 41%
- Having a positive experience on site: 35%
Stay connected after interview day

Don’t go quiet after interview day has passed. Candidates want to hear from you after the interview and receive updates about the progress of their application.

When talent around the world wants to hear from you

- Whenever you have an update: 59% of professionals want to hear good news by phone
- Only to extend an offer: 42%
- Periodically, even without news: 36%
- Only to deny an offer: 36%

Good news is always most impactful when delivered in person. Make your candidates feel special by extending job offers over the phone.
Exceed talent’s expectations

The organizations that win top talent know how to surprise and delight candidates throughout the job search journey—from the first InMail through the offer letter.

Offering interview feedback to talent is a simple way to leave a positive impression and show you care about their success, whether or not they become your next hire.

94% of talent wants to receive interview feedback

41% of talent has received interview feedback before

4x Talent is 4x more likely to consider your company for a future opportunity when you offer them constructive feedback

Look out for even more opportunities to give talent a valuable experience with your organization. The people you do not hire have just as much influence on your company’s reputation and talent brand as those who do join your team.
The final decision
Convert more candidates into hires

When a candidate is considering a job offer, there are a few factors that matter a lot and others that hardly matter at all. Increase your candidate acceptance rate by knowing the difference.

Top factors for talent around the world when considering a job offer

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>49%</td>
</tr>
<tr>
<td>Better professional development</td>
<td>33%</td>
</tr>
<tr>
<td>Better work / life balance</td>
<td>29%</td>
</tr>
<tr>
<td>More challenging work</td>
<td>25%</td>
</tr>
<tr>
<td>More opportunities for advancement</td>
<td>24%</td>
</tr>
<tr>
<td>Better fit for my skills</td>
<td>23%</td>
</tr>
<tr>
<td>Better place to work (culture)</td>
<td>21%</td>
</tr>
<tr>
<td>A more influential role in company</td>
<td>14%</td>
</tr>
<tr>
<td>Increased job security</td>
<td>13%</td>
</tr>
<tr>
<td>Better location</td>
<td>13%</td>
</tr>
</tbody>
</table>

Which of the following are the three most important factors that would entice you to accept a new job opportunity?

- 94% of talent says being contacted by their prospective manager can make them accept a job offer faster
- 89% of talent says being contacted by their recruiter can make them accept a job offer faster
It’s not always about the money

Compensation is the top factor in whether talent around the world accepts a new opportunity—but not all countries believe it’s the most important factor.

Other factors that matter more than compensation

<table>
<thead>
<tr>
<th>Work / life balance</th>
<th>Professional development</th>
<th>Opportunities for advancement</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>Finland</td>
<td>Sweden</td>
</tr>
<tr>
<td>(43%)</td>
<td>(49%)</td>
<td>(45%)</td>
</tr>
<tr>
<td>Russia</td>
<td>Norway</td>
<td></td>
</tr>
<tr>
<td>(42%)</td>
<td>(43%)</td>
<td></td>
</tr>
<tr>
<td>Denmark</td>
<td></td>
<td></td>
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<tr>
<td>(37%)</td>
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</table>
Negotiating salary: Talent trusts their instincts

Most professionals rely on their own judgment to determine a fair salary, so be open and honest about why you’re offering a certain compensation package.

**How talent around the world benchmarks salary**

- Depends on perceived value of role: 60%
- Set percentage change from last role: 49%
- Talking with colleagues: 40%
- Online research: 30%
- Government statistics: 12%

**tip**

Set realistic expectations and answer questions honestly about a job’s responsibilities and workload so candidates can determine a salary range that feels fair to them.

The goal of any salary negotiation is to offer a fair price, maintain an open mind, and above all, make the candidate feel valued.

*How do you benchmark and determine what is a fair salary?*
What frustrates talent most about the job search journey?

Recruiting is like getting married with only meeting your future spouse a few times. I’d like to see multi-day hands-on working interviews to really see whether there’s a good fit.

Empty promises, buzzword-based recruiting, and calling me after 6 PM.

It’s tough to not receive feedback after an interview. How else will I know how to improve?

Too much mystery. More upfront information could save both parties a lot of time.

It’s frustrating to not feel heard. I’d like recruiters to understand my unique skills and what I’m looking for in my new role before pitching me a job.

The process takes so long! Speeding up the application process would make me a lot happier.
Conclusion

We hope this report has given you new insights into what talent wants throughout the job search journey, and provided you with a few ideas to incorporate into your recruiting approach.

Here are five ways to start using the data in this report today:

1. Prioritize the channels where talent goes to discover opportunities (page 13)
2. Include the most impactful information in your initial message to candidates (page 17)
3. Partner with hiring managers and leadership to create a great interview experience (page 22)
4. Keep in touch consistently with candidates after the interview experience (page 23)
5. Focus on what factors matter most to talent when considering a job offer (page 26)

The best way for you to discover what talent wants is simply to ask. We’re confident that doing so will yield stronger candidate relationships and ultimately better, happier hires.
Methodology

LinkedIn’s Talent Trends survey was conducted in February and March of 2015.

Survey respondents were asked about their attitudes and opinions surrounding a variety of aspects associated with job seeking.

LinkedIn collected survey responses for 20,931 LinkedIn members around the world who are currently employed in some capacity. The overall theoretical margin of error for this survey +/- 0.68% at the 95% confidence interval and is higher for sub-groups.
About LinkedIn Talent Solutions

LinkedIn Talent Solutions offers a full range of recruiting solutions to help organizations of all sizes find, engage, and attract the best talent.

Founded in 2003, LinkedIn connects the world’s professionals to make them more productive and successful. With over 300 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world’s largest professional network.

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