

2015 talent trends

Insights for search & staffing recruiters 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 candidate journey. Armed with this data, you will have a blueprint for successfully attracting, engaging, and recruiting within this modern and dynamic talent pool.



About this report

This is our second annual Talent Trends report, completely redesigned to explore how talent approaches the candidate 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.



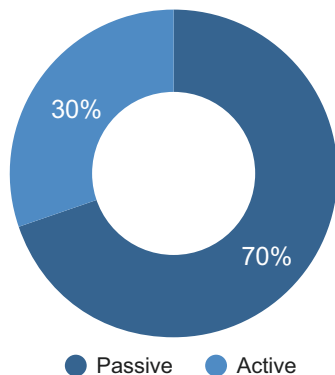
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Executive summary

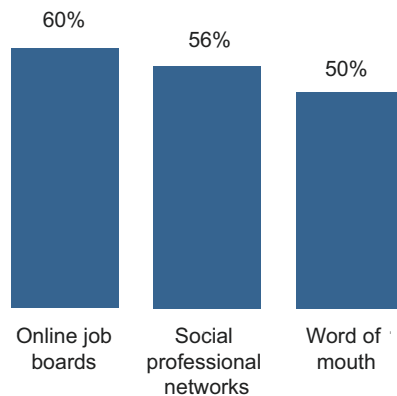
Three key insights you should know to engage and recruit great talent around the world

70% of the global workforce is passive talent



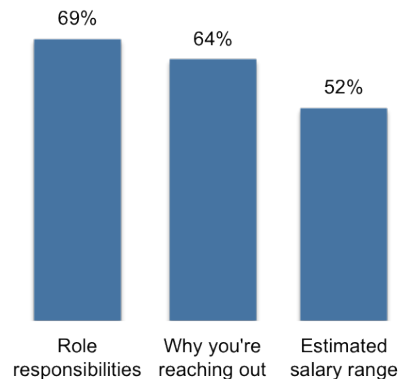
How would you classify your current job search status?

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



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

Talk about role responsibilities and why you're reaching out in your initial message



What are the most important pieces of information that a recruiter should include in their initial message to you?



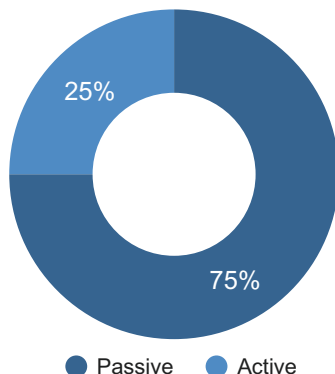
The talent landscape in 2015



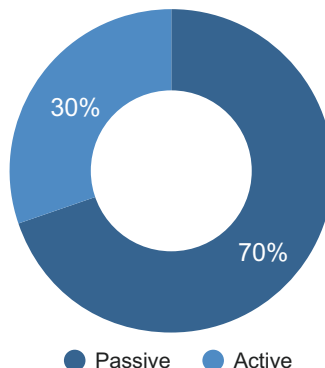
Active talent is on the rise around the world

According to Bersin by Deloitte research¹, employee mobility and job seeker confidence tend to rise as the global economy improves. Professionals around the world are more actively seeking new job opportunities than they were last year.

Global in 2014
Active vs. Passive



Global in 2015
Active vs. Passive



Passive candidates may be:

- ✓ Reaching out to their personal networks
- ✓ Open to talking to a recruiter
- ✓ Completely satisfied; don't want to move

Active candidates may be:

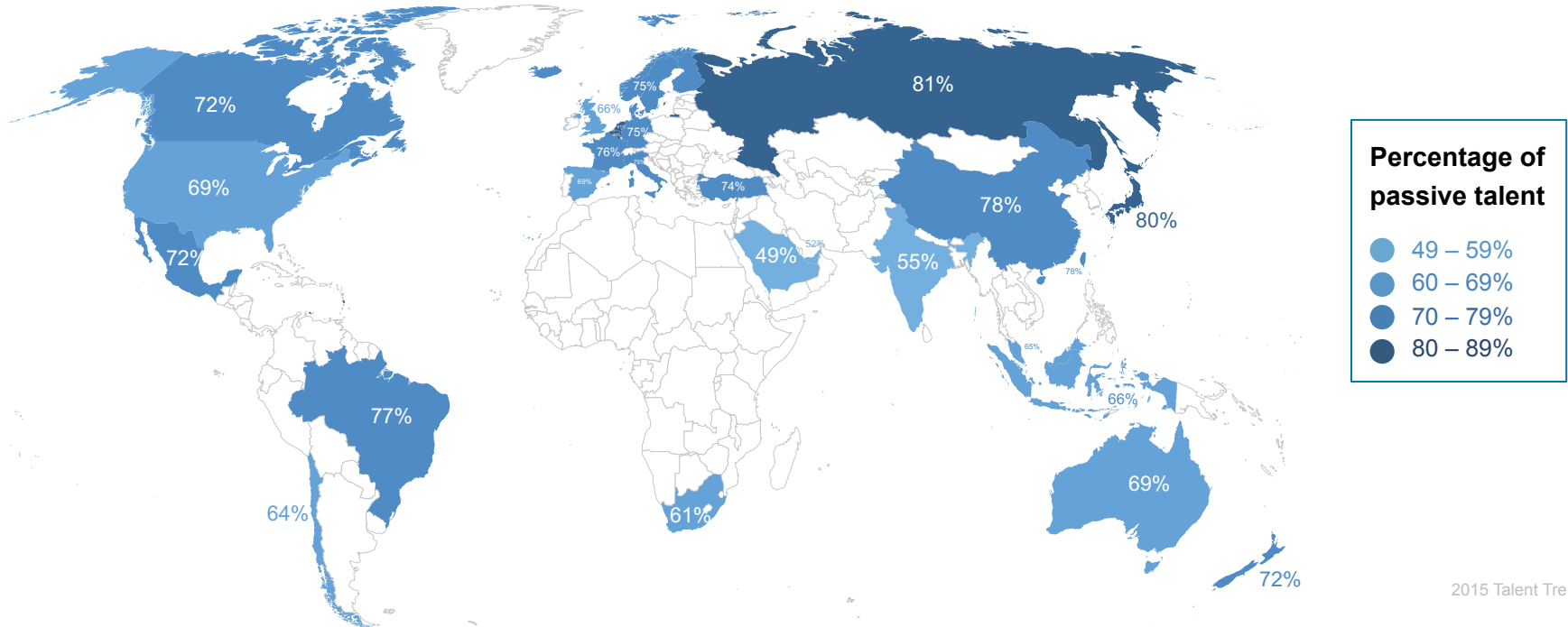
- ✓ Actively looking
- ✓ Casually looking a few times a week

How would you classify your current job search status?

1. Bersin by Deloitte, Where did all the employees go? (2009), <http://dupress.com/articles/where-did-our-employees-go/>.

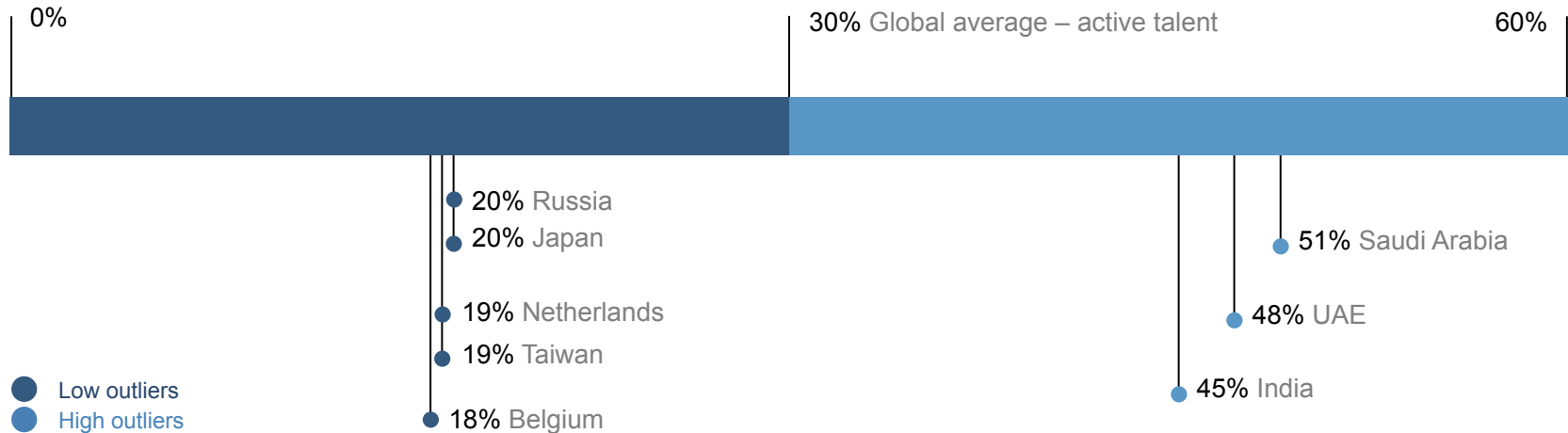
Passive talent around the world

If you recruit in multiple countries, this map is for you. The more passive a country's talent pool, the more important it is to invest in talent pipelining – a qualified, engaged candidate (even a passive one!) is invaluable when you need to fill a req quickly.



Countries with unusual levels of active and passive talent

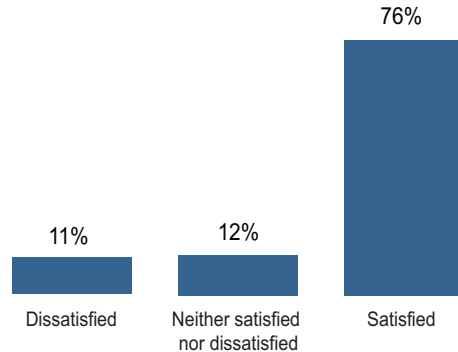
Globally, only 30% of professionals are actively job searching. However, this varies significantly between countries due to economic and cultural factors.



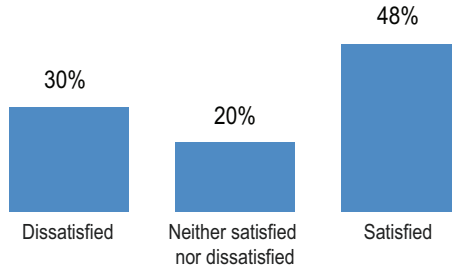
Active talent is not always unhappy talent

While more professionals are exploring new job opportunities this year, job satisfaction is still relatively high among both passive and active talent.

Job satisfaction for passive talent



Job satisfaction for active talent





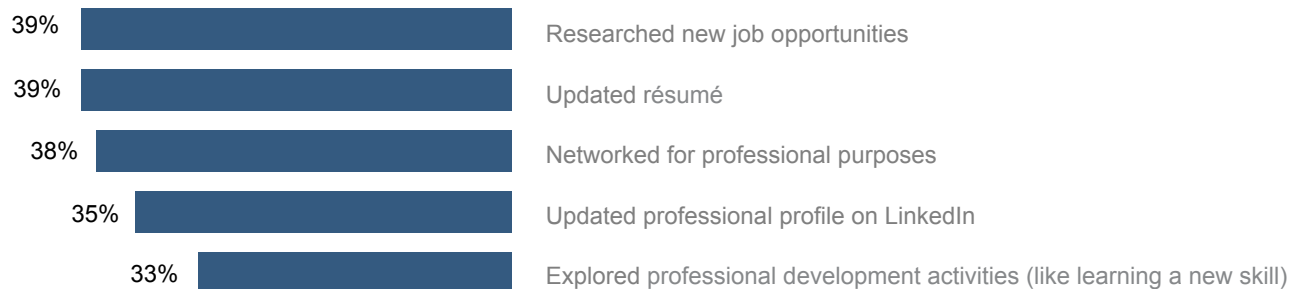
Talent behavior



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

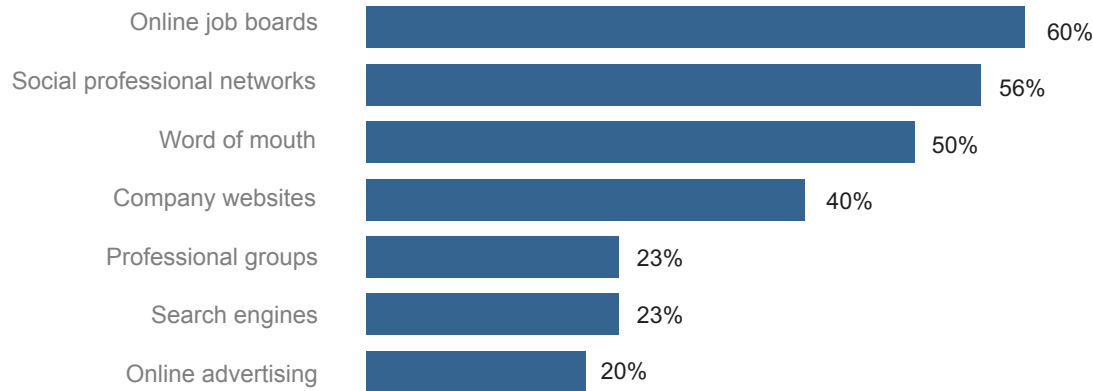


Which of the following activities have you participated in during the past month?

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



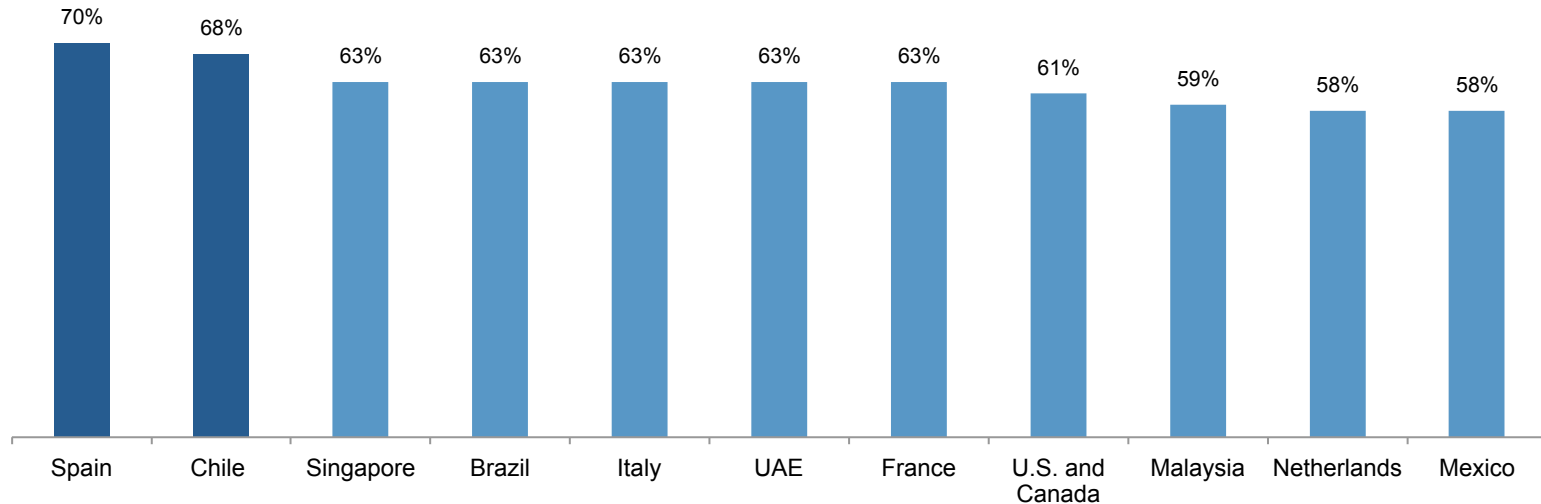
tip

50% of professionals go first to friends and colleagues to discover new opportunities. What are people saying about YOUR firm?

Turn your employees, clients and candidates into loyal brand advocates to boost your recruiting efforts.

Top countries that use 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 that most use social professional networks to find jobs.





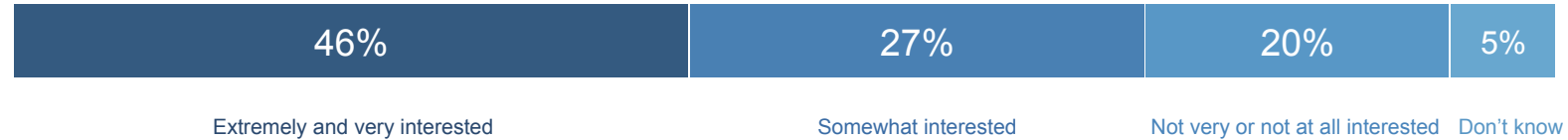
The staffing perspective



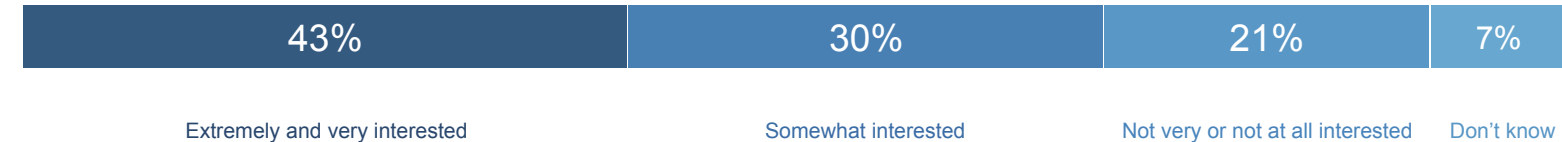
When in doubt, reach out

Good news: a vast majority of professionals, both active and passive, are as interested in hearing from staffing recruiters as they are from corporate recruiters.

Talent's interest in hearing from a corporate recruiter



Talent's interest in hearing from a staffing recruiter



Staffing firms are not top of mind when talent looks for new opportunities

While most talent is open to hearing from a staffing recruiter, they are less likely to proactively turn to staffing firms when thinking about their next move.

Only

18%

of talent thinks of a staffing firm when looking for new job opportunities

Top channels for finding a staffing firm include:

- ✓ Online job boards
- ✓ Word of mouth
- ✓ Social professional networks

tip

Make friends before you need them. Build your network and engage potential candidates proactively – so when they're looking for their next opportunity, they'll come to you first.

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

Thinking about your most recent experience working with a headhunter, how did you discover that search and staffing firm?

Three essential branding tips from LinkedIn

Build your firm's brand so you're top of mind when talent starts looking for their next opportunity.

1

Set up your LinkedIn Company Page

Your LinkedIn Company Page is your firm's home on LinkedIn. It's where clients and candidates can go to learn more about you. Make sure it showcases your firm's unique capabilities.

2

Grow your follower base

79% of followers are interested in job opportunities from companies they follow. Promote your Company Page on social channels like Twitter or Facebook, and ask your employees to spread the word.

3

Engage followers with status updates

Company status updates let you nurture your followers at scale. You can target your updates by job function, seniority, and geography. Be sure to include a balanced mix of job opportunities, industry news and information about your firm.



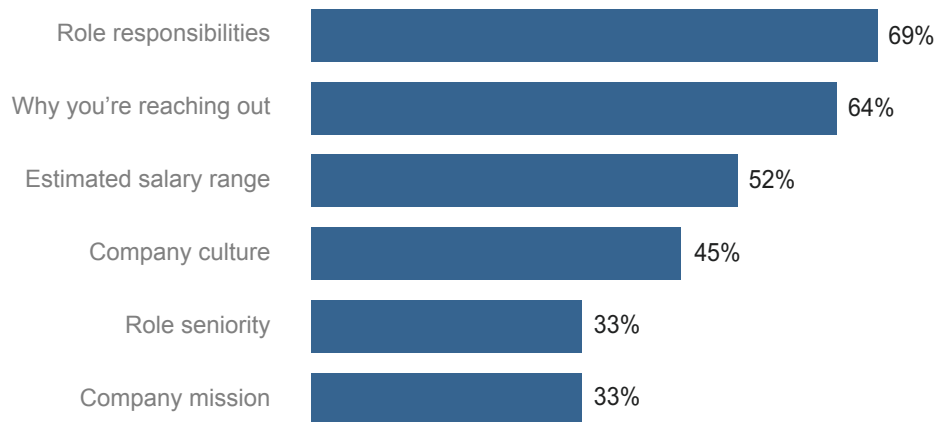
The first conversation



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 responsibilities and why they are a good fit for the role.

What talent around the world wants to know first



tip

Using InMail? Most people read their InMails on the go, so grab their attention by personalizing your outreach and only including the most relevant information.

Knowing what is essential (and what isn't) will earn you a higher InMail acceptance rate and talent's attention.

Regardless of your level of interest, what are the most important pieces of information that an in-house corporate recruiter or a headhunter for a search and staffing firm should include in their initial message to you?

Three essential InMail tips from LinkedIn



Reach out to followers first

Your LinkedIn Company Page followers are 100% more likely to respond to your InMails than those who do not follow you.



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.



Start a conversation – don't sell

Explain what specific qualities led you to reach out, rather than just pasting the job description. And ask to continue the dialogue, not necessarily apply right off the bat.



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 an interview with your client.

Use this data to coach your clients and position yourself as their strategic partner. Getting the interview right will win them top talent, while getting it wrong can hurt their recruiting efforts.

83%

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

87%

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

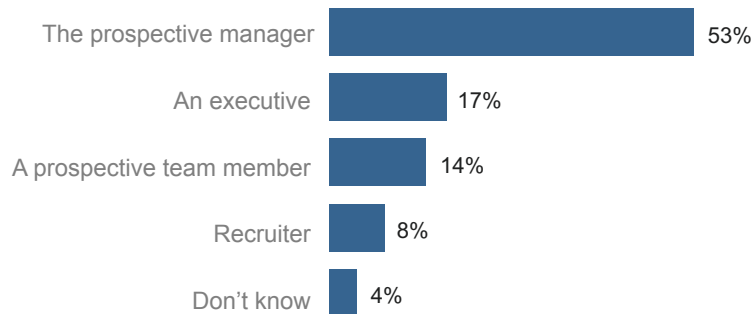
53%

of talent say the most important interview is with their prospective manager

What matters most to global talent during the interview experience

The war for talent is on. Help your clients deliver what matters most during the interview experience.

Who talent wants to meet on interview day



Which one person is most important in determining whether you have a positive interview experience?

What matters to talent on interview day

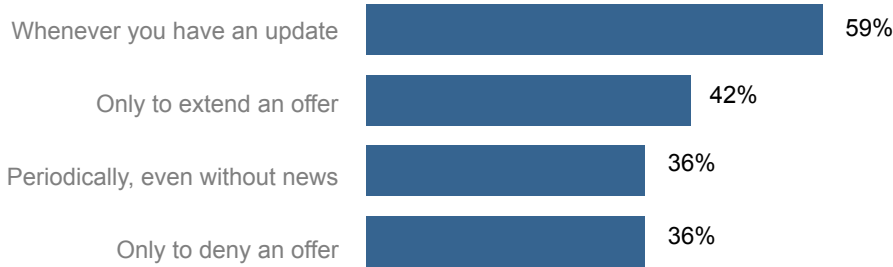


Outside of your interview with your prospective manager and/or team, which of the following are most important to you having a positive experience?

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 their status.

When talent wants to hear from you



After the interview, when do you want to hear from the recruiter or headhunter about the role?

77% of professionals want to hear good news by phone

65% of professionals want to hear bad news by email

How would you prefer a recruiter or headhunter share good and bad news with you?

How you can exceed talent's expectations

Offering interview feedback is one way to show you care about a professional's success. Regardless of whether they receive an offer or take the job, remember that they could become a repeat candidate – or even a client – someday.

94%

of talent wants to receive
interview feedback

41%

of talent has received
interview feedback before

tip

Keep the conversation going. Candidates can stay informed of new opportunities by following your LinkedIn Company Page. Leverage company status updates to share your open reqs, as well as industry news and content about your firm.

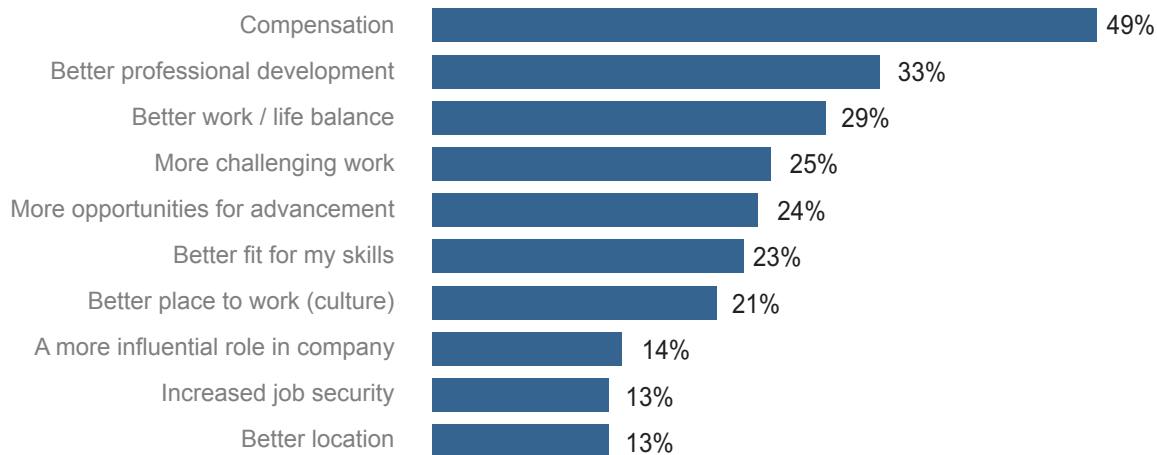


The final decision

Convert more candidates into placements

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 coaching your clients on how to best position their offers.

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



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 you, the recruiter, can make them accept a job offer faster

It's not always about the money

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

Factors around the world that matter more than compensation

Work / life balance



United Kingdom
(43%)

Professional development



Finland
(49%)



Norway
(43%)

Opportunities for advancement



Sweden
(45%)



Russia
(42%)



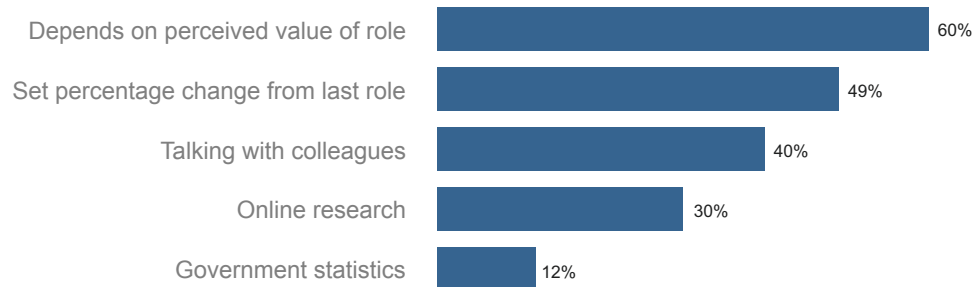
Denmark
(37%)

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

Negotiating salary: Talent trusts their instincts

Most professionals rely on their own judgment over other research to determine a fair salary.

How talent around the world benchmarks salary



tip

Help your clients set realistic expectations 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 candidate journey, and provided you with a few ideas to incorporate into your recruiting strategy.

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

1. Invest in the channels that talent uses to discover opportunities – like social professional networks and word of mouth (page 13)
2. Build your firm's brand to increase mindshare with candidates (page 17)
3. Include the most impactful information in your initial message to candidates (page 20)
4. Partner with your clients to create a great interview experience (page 24)
5. Keep in touch consistently with candidates after the interview experience (page 25)

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 is +/- 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 solutions to help recruiting firms of all sizes recruit amazing talent, build their brands, and grow their businesses.

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With over 364 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network.



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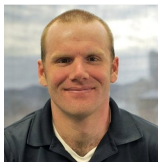


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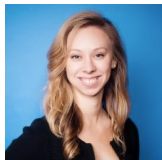
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Sam is an experienced researcher on LinkedIn's Insights team. He and his colleagues uncover data-driven insights from LinkedIn's proprietary data.



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