

# 2015 talent trends

Insights for search & staffing recruiters on what  
talent wants in the United States & Canada

**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, including over 1,600 professionals in the United States and Canada, 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.



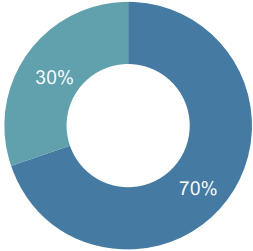
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# Executive summary

Three key insights you should know to attract and recruit great talent in the U.S. and Canada

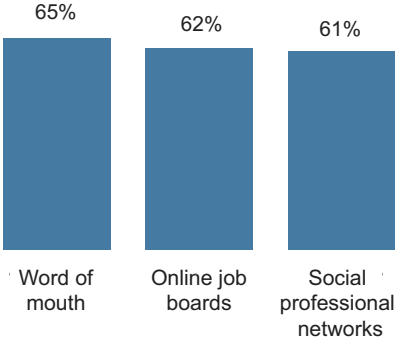
70% of the U.S. and Canadian workforce is passive talent



- Active
- Passive

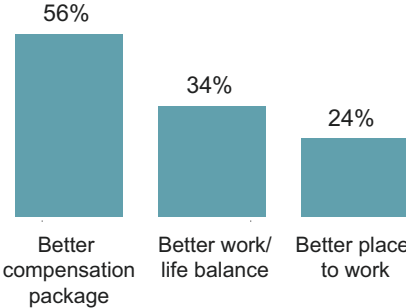
How would you classify your current job search status?

Talent turns to personal connections and online channels to discover jobs



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

Compensation and work/life balance are top of mind when considering a new opportunity



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

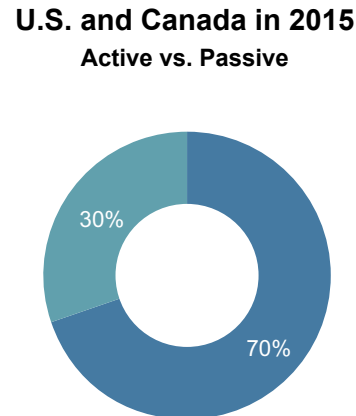
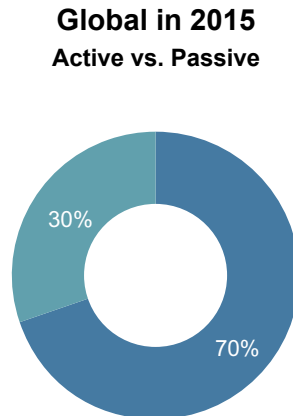
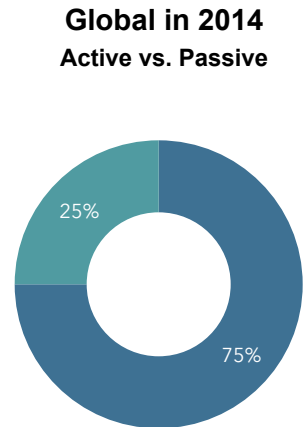


# The talent landscape in 2015



# Active talent is on the rise

Professionals around the world are more actively exploring job opportunities than last year. According to Bersin by Deloitte<sup>1</sup>, job seeker confidence and employee mobility tend to rise as economies improve. Stagnant U.S. wage growth<sup>2</sup> in 2015 may also be incentivizing talent to consider more lucrative opportunities.



● Active  
● 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?*

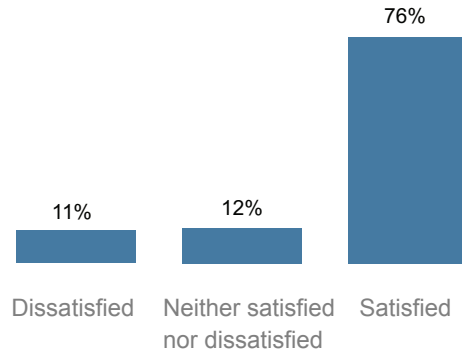
1. Bersin by Deloitte, Where did all the employees go? (2009), <http://dupress.com/articles/where-did-our-employees-go/>

2. Reuters, U.S. seems stuck with slow wage growth (2015), <http://www.reuters.com/article/2015/01/09/us-usa-economy-wages-idUSKBN0K11SE20150109>

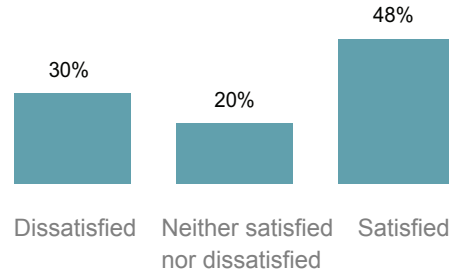
# Active talent is not always unhappy talent

While more professionals in the U.S. and Canada are exploring new job opportunities, job satisfaction is still relatively high among both passive and active talent.

## Job satisfaction for passive talent



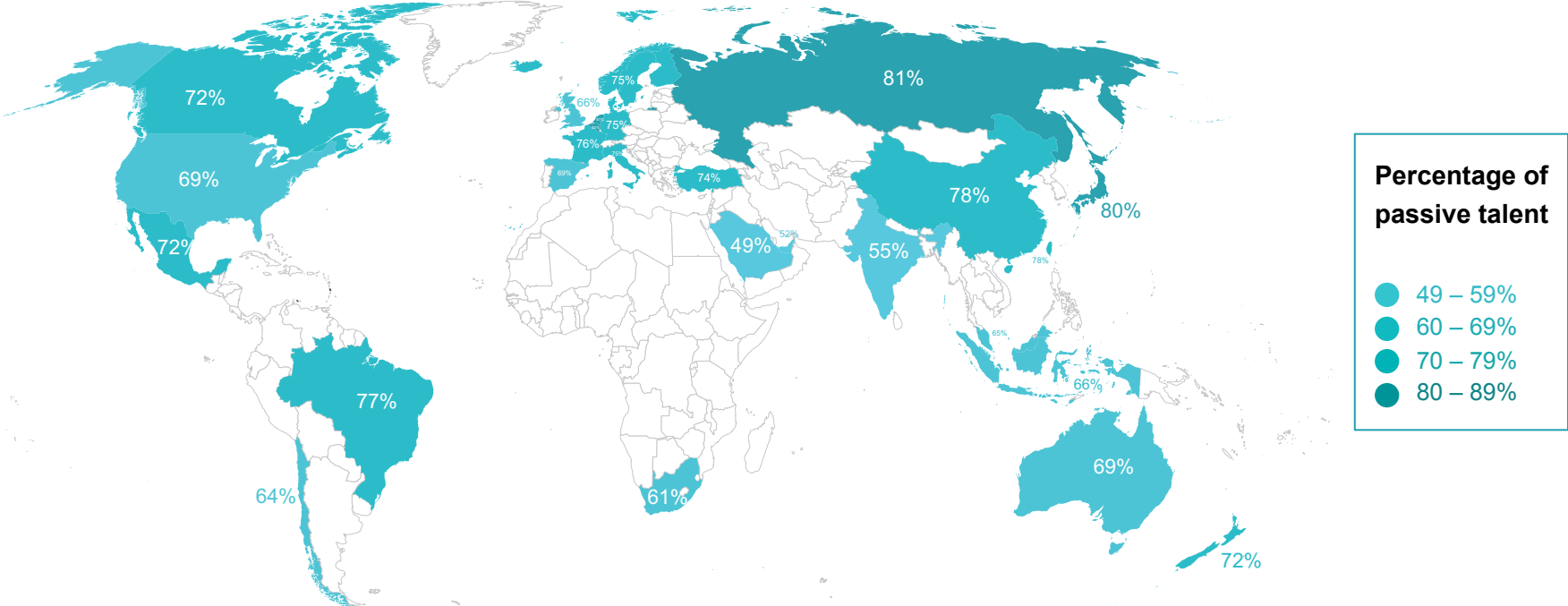
## Job satisfaction for active talent





# Passive talent around the world

Despite the rise in active talent, the majority of the workforce in the U.S., Canada and around the world is passive.





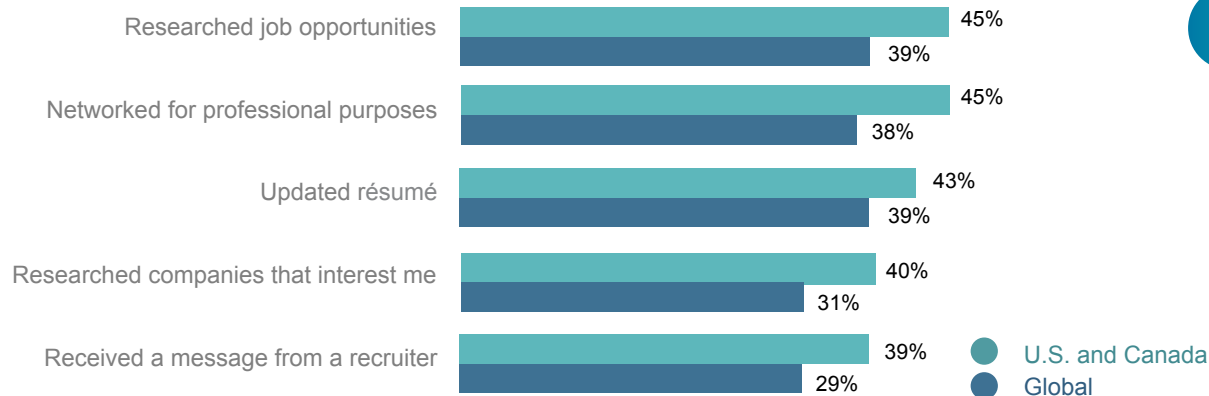
# Talent behavior



# Professionals are always improving their professional brands

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

## Common professional development activities in U.S. and Canada vs. Global



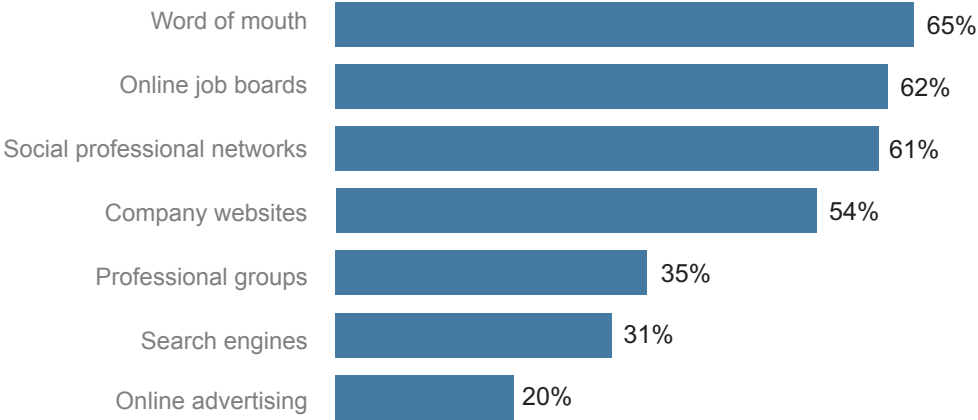
45% of professionals are researching new jobs and networking every month, even though only 30% of talent is actively looking for a new job.

As talent is increasingly keeping one eye open for their next opportunity, make sure you're engaging your pipeline of candidates so you're top of mind when the time is right.

# Talent turns to personal connections and online channels to discover jobs

When talent in the U.S. and Canada want to explore new job opportunities, they turn first to their friends and colleagues for company recommendations and referrals.

## The most popular channels where talent looks for opportunities



65% of professionals rely on word of mouth from 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.



## The staffing perspective



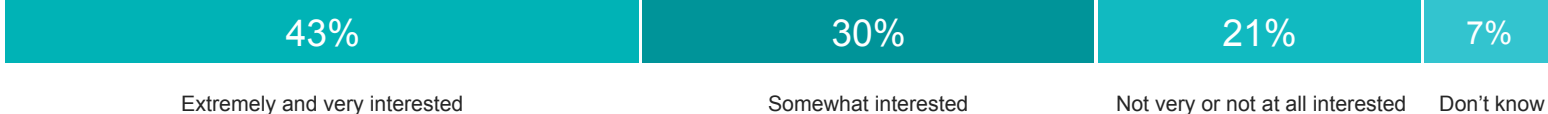
# When in doubt, reach out

Good news: the majority of global professionals, both active and passive, are interested in hearing from corporate recruiters AND staffing 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 the majority of 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

# 17%

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

## Top channels for finding a staffing firm include:

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



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 on LinkedIn 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.





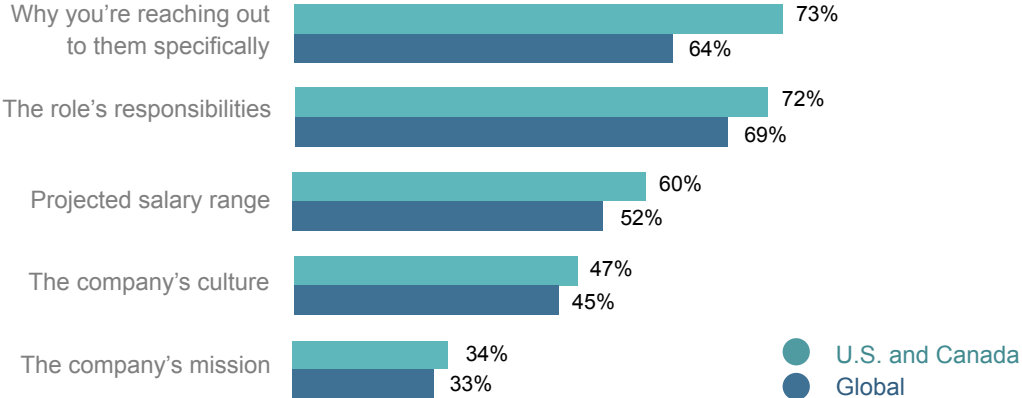
# The first conversation



# First contact: What talent wants to know

When you first reach out to professionals about a new job opportunity, talent in the U.S. and Canada want to understand why you believe they're a good fit for the role.

## What talent wants to know first: U.S. and Canada vs. Global



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.

*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.



## Be conversational and brief

Write as if you were speaking – don't just paste 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 global talent say a negative interview experience can change their mind about a role or company they once liked

**87%**

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

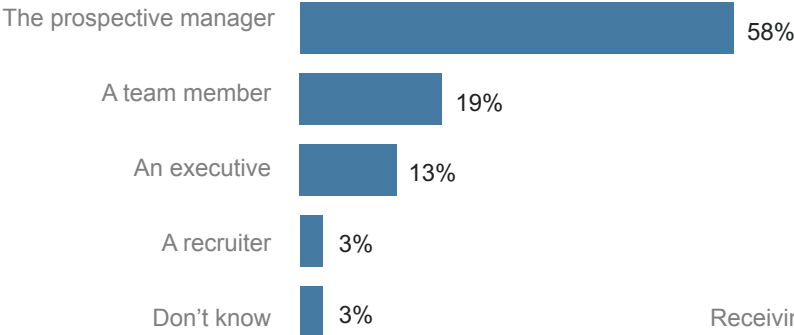
**53%**

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

# What matters to talent in the U.S. and Canada during their on-site interview

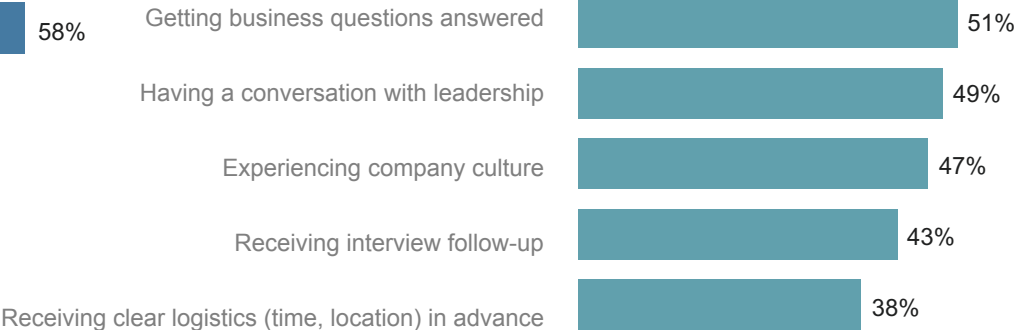
The war for talent is on. Help your clients deliver what matters most during the interview experience.

## 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

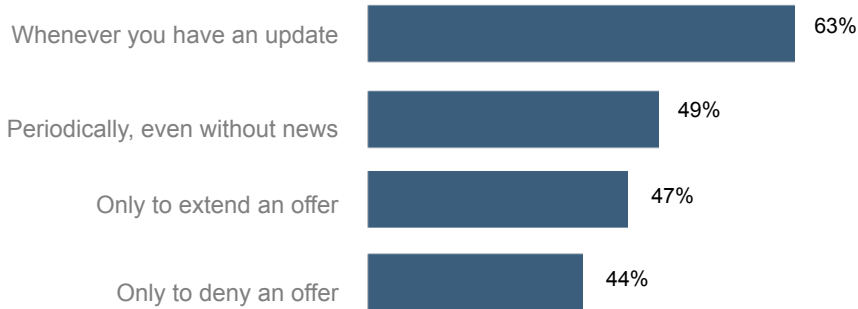


*Outside of your interview with your prospective manager and/or team, which of the following are most important to you having a positive experience?*

# Stay connected after interview day

Don't go quiet after interview day has passed. Candidates want to hear from you after the interview to receive updates and just to touch base, even without news.

## When talent in the U.S. and Canada wants to hear from you



**77%** of professionals want to hear good news by phone

**65%** of professionals want to hear bad news by email

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

*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



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.



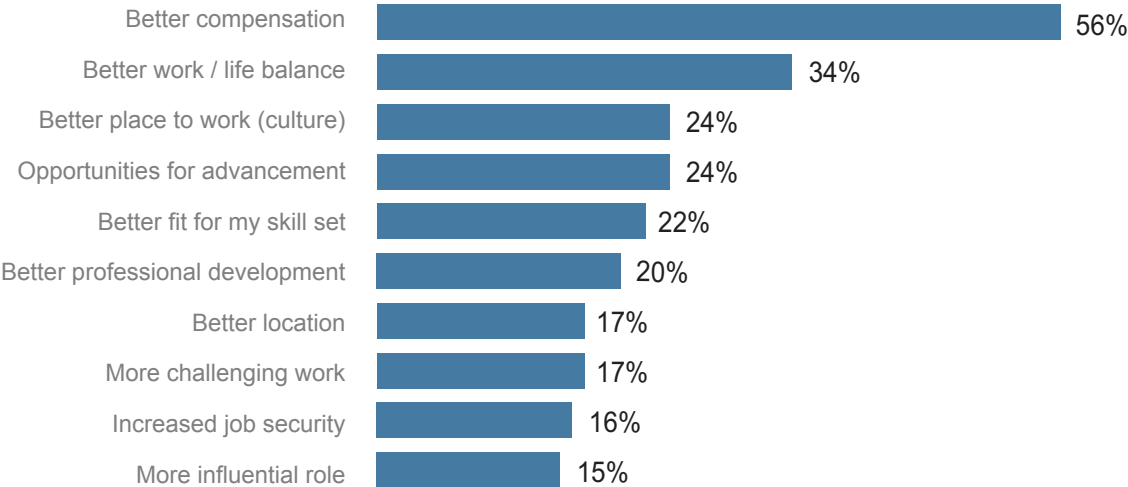


The final decision

# Convert more candidates into placements

When a candidate in the U.S. or Canada 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 in the US and Canada when considering a job offer



**94%** of talent says being contacted by their prospective manager can make them accept a job offer faster

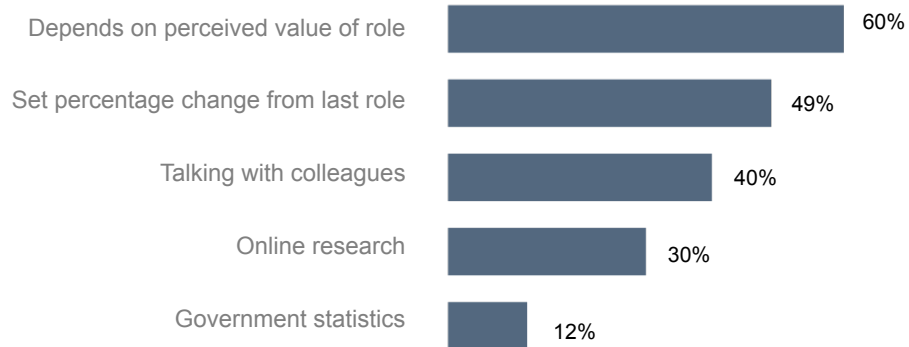
**89%** of talent says being contacted by you, the recruiter, can make them accept a job offer faster

*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 to determine a fair salary.

## How talent around the world benchmarks salary



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.

# 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 new 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 talent uses most to discover new opportunities (page 12)
2. Build your firm's brand to increase mindshare with candidates (page 15)
3. Include only the most impactful information in your initial message to candidates (page 18)
4. Partner with your clients to create a great interview experience (page 22)
5. Keep in touch consistently with candidates after the interview experience (page 23)

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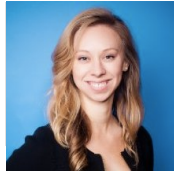
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Sam is an experienced researcher on LinkedIn's Insights team. He and his colleagues uncover data-driven insights from LinkedIn's proprietary data.



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Ryan believes in the power of great storytelling to convey meaningful ideas. He leads a team of marketers capturing and sharing insights, ideas and stories to serve the talent industry.



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As a marketer on LinkedIn's Talent Solutions team, Catherine helps search & staffing leaders across North America build their brands and recruit more effectively.

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