

2015 talent trends

Insights for the modern recruiter 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 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.



About this report

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, 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.



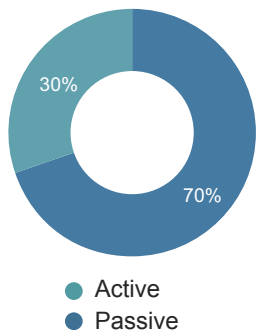
Index

05	Executive summary	26	Talent feedback
06	The talent landscape in 2015	27	Conclusion
10	Talent behavior	28	Methodology
13	The first conversation	30	About LinkedIn Talent Solutions
17	The interview experience	31	About the authors
23	The final decision		

Executive summary

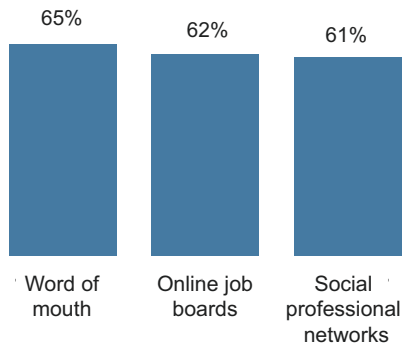
Three key insights you should know to attract and recruit great talent in the U.S. and Canada

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



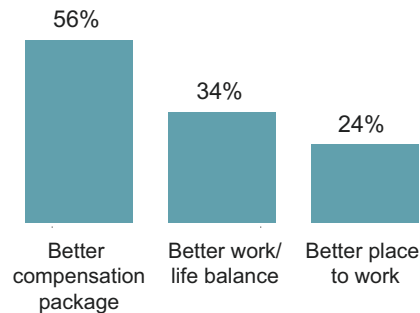
How would you classify your current job search status?

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?

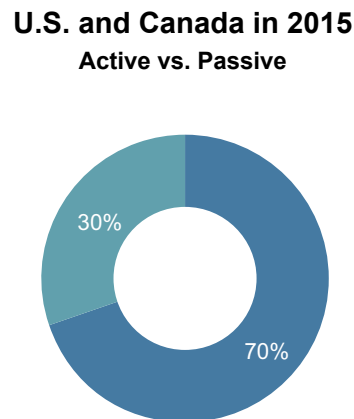
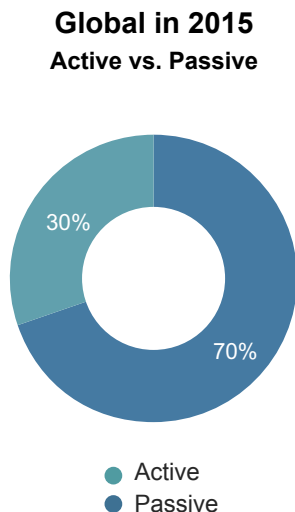
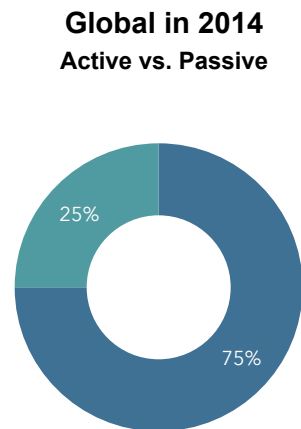


The talent landscape in 2015



Active talent is on the rise

Professionals around the world are more actively exploring job opportunities than last year. According to Bersin by Deloitte¹, job seeker confidence and employee mobility tend to rise as economies improve. Stagnant U.S. wage growth² in 2015 may also be incentivizing talent to consider more lucrative opportunities.



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?

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

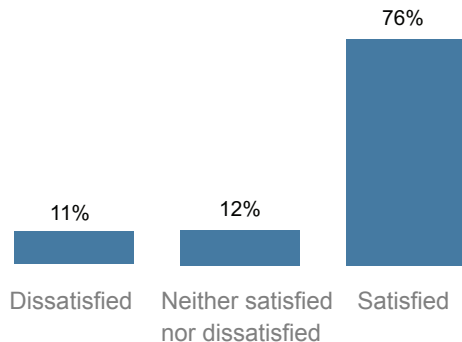
2. Reuters, U.S. seems stuck with slow wage growth (2015), <http://www.reuters.com/article/2015/01/09/us-usa-economy-wages-idUSKBN0K11SE20150109>

Active talent is not always unhappy talent

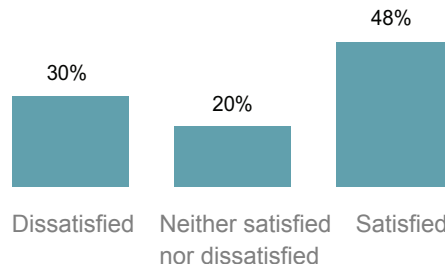
While more professionals than the U.S. and Canada are exploring new job opportunities, only 30% of active talent feels dissatisfied in their current role.

To successfully recruit talent with all levels of job satisfaction, leverage the data in this report to build an unforgettable candidate experience and strengthen your relationships with talent.

Job satisfaction for passive talent

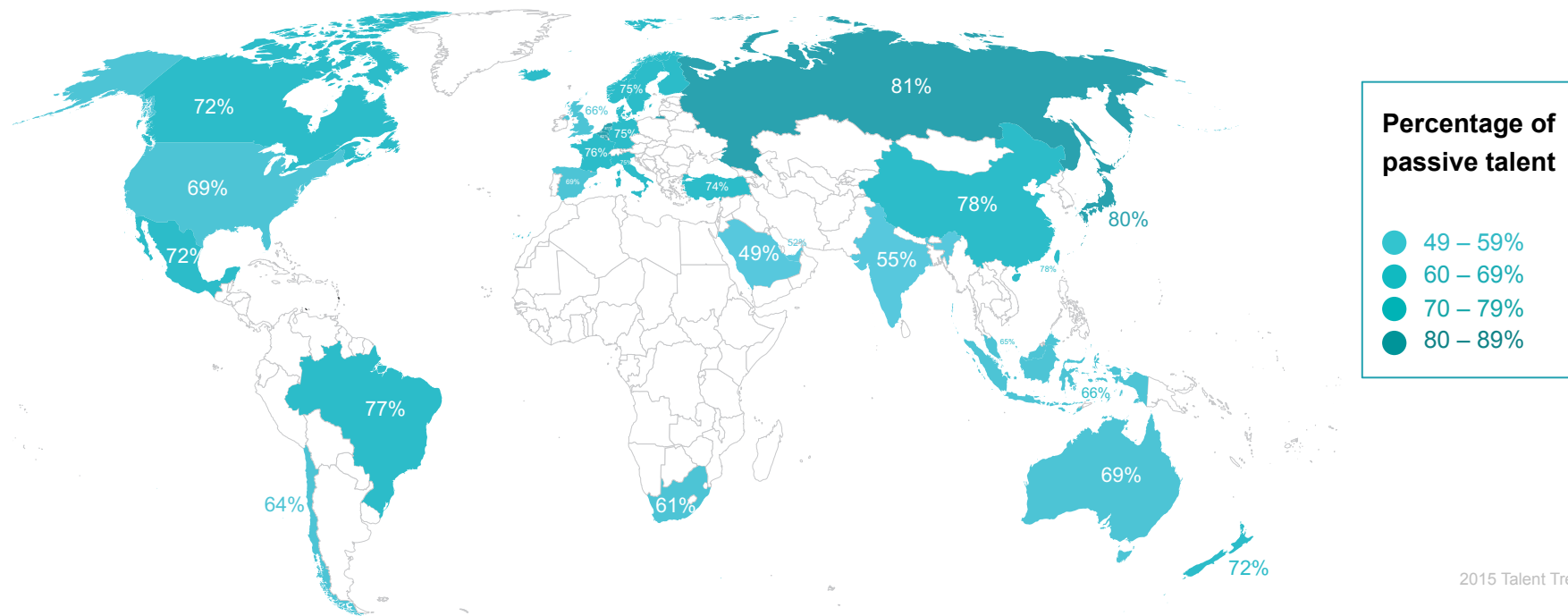


Job satisfaction for active talent



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. To better engage passive talent, and filter through the rise in active talent, set clear hiring priorities and invest in your employer brand.





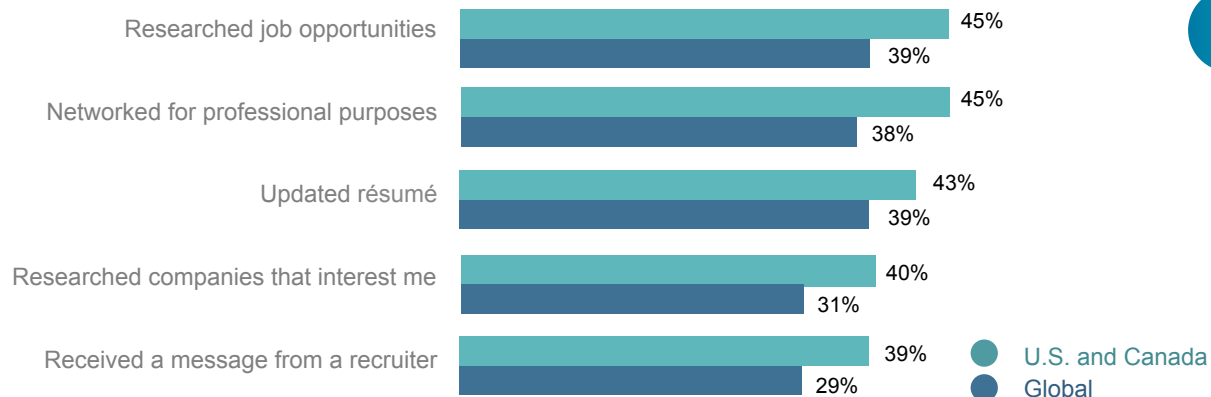
Talent behavior



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



tip

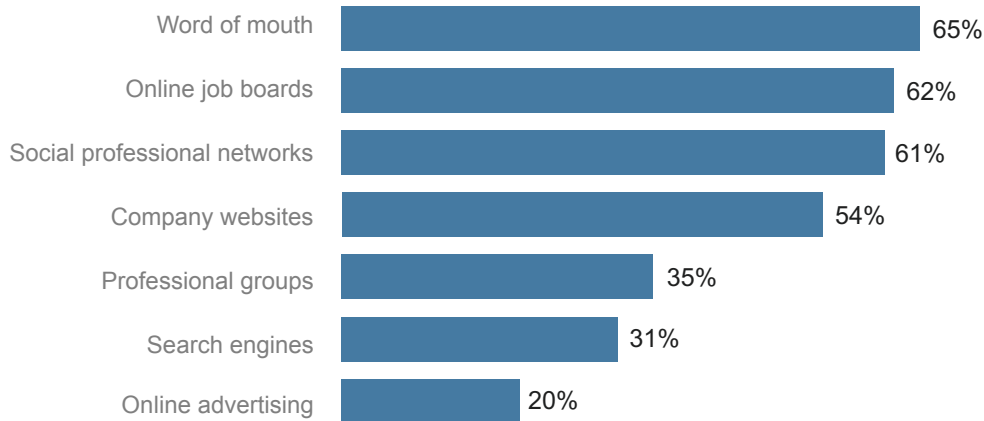
45% of professionals are researching new jobs and networking every month, even though only 30% of talent is actively looking for a new job.

As talent is increasingly keeping one eye open for their next opportunity, make sure your talent brand is leaving a great impression.

What talent hears about your company matters

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



tip

65% of professionals rely on friends and colleagues to discover new opportunities. Do you know what people are saying about your organization as a place to work?

Turn your employees into loyal brand advocates to boost your recruiting efforts.



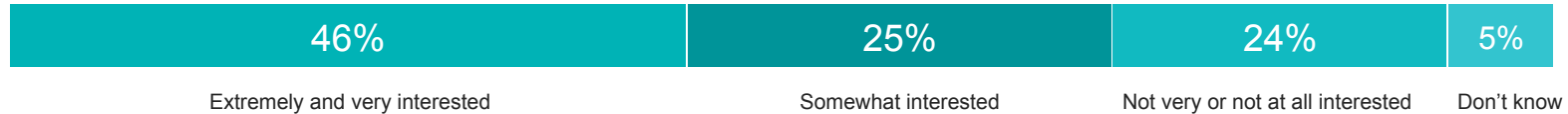
The first conversation



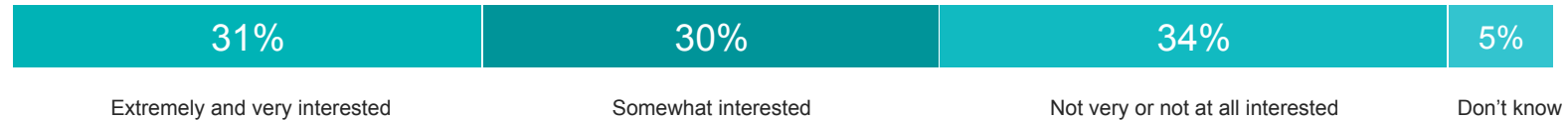
When in doubt, reach out

The next time you hesitate to reach out to passive talent, remember that 71% of professionals in the US and Canada are interested in hearing from a recruiter about new opportunities.

Talent's interest in hearing from a corporate recruiter



Talent's interest in hearing from a staffing recruiter

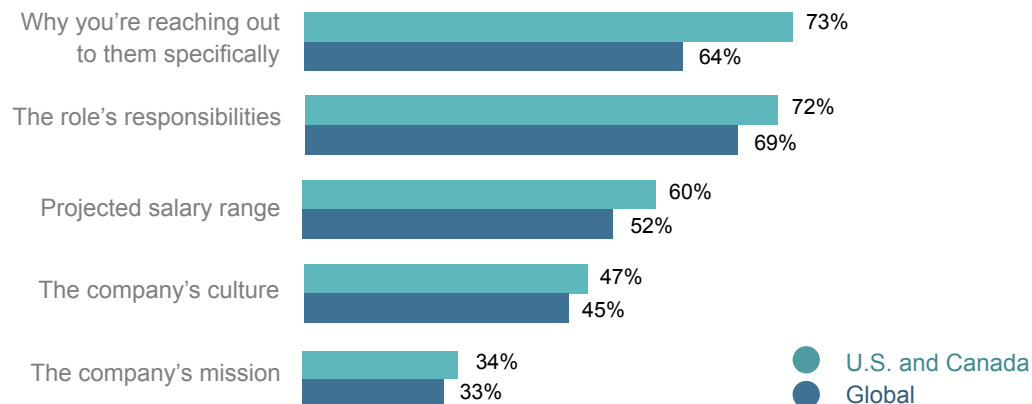


How interested are you in talking to an in-house corporate recruiter or a headhunter for a search and staffing firm about a new job opportunity?

First contact: What talent wants to know

When you first reach out to professionals about a new job opportunity, 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



tip

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

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 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 once doubted

53%

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

Importance of the interview in talent's final decision



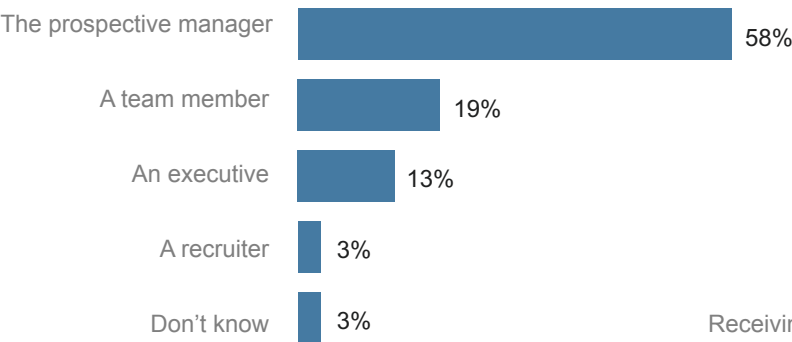
tip

If you're 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.

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

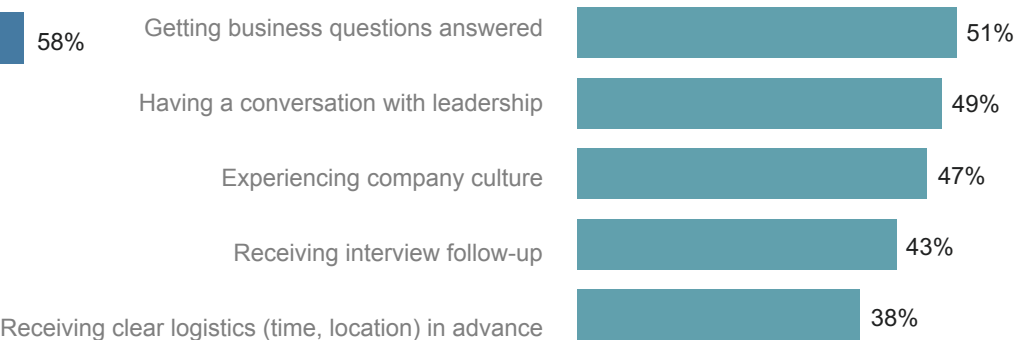
The war for talent is on. To stand out as an organization and attract great talent, make sure you deliver what matters most during the interview experience.

Who talent wants to meet on interview day



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

What matters to talent on interview day

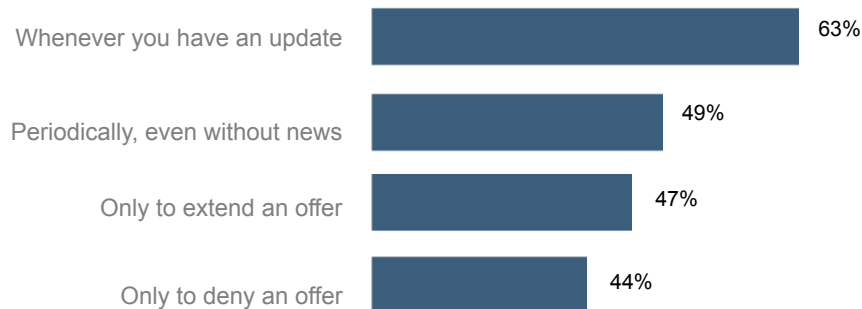


Outside of your interview with your prospective manager and/or team, which of the following are most important to you having a positive experience?

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



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

tip

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.

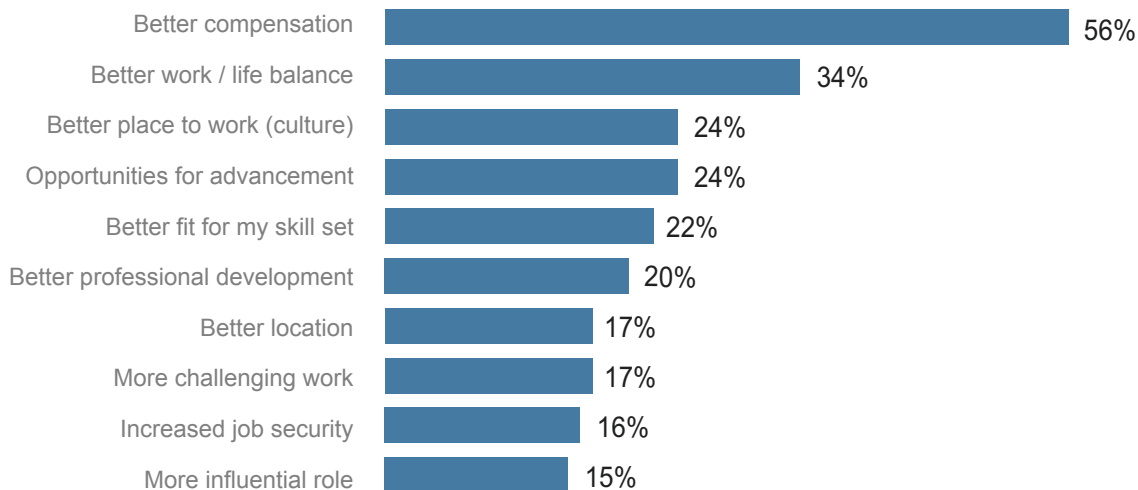


The final decision

Convert more candidates into hires

When a candidate 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 knowing the difference.

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%

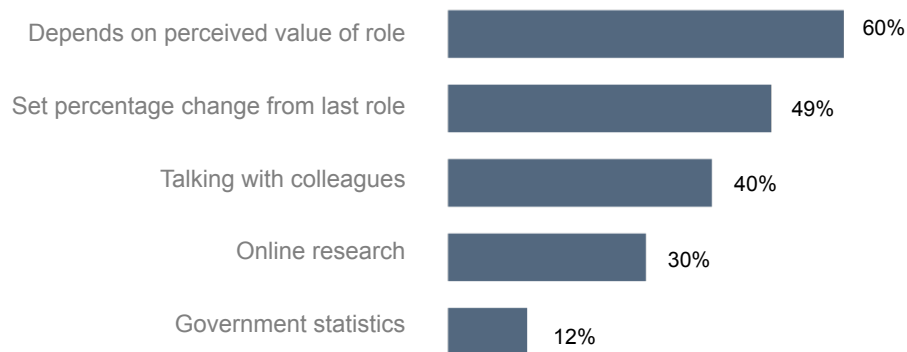
of talent says being contacted by you, the recruiter, can make them accept a job offer faster

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



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.

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 new ideas to incorporate into your recruiting approach.

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. Include only the most impactful information in your initial message to candidates (Page 14)
3. Partner with hiring managers and leadership to create a great interview experience (page 20)
4. Keep in touch consistently with candidates after the interview experience (page 21)
5. Focus on what factors matter most to talent when considering a job offer (page 24)

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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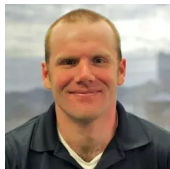


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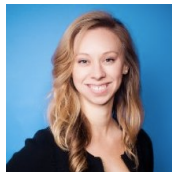
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Sam is an experienced researcher on LinkedIn's Insights team. He and his colleagues uncover data-driven insights from LinkedIn's proprietary data.



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