

# The Changing World of Work

Jonas Prising  
President of the Americas  
*ManpowerGroup*



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## The world of work is changing...

Technology  
“Reinventing”  
Work

Skills gaps

**Large-scale workforce consolidations**

*Managing multi-generational workforces*

Global talent scarcity

**Increasing work migration**

Need to adapt to  
diverse and flexible  
work arrangements

Drive for “green” job creation

Social networking

Aging workforces

# ManpowerGroup



ManpowerGroup™

ManpowerGroup™ is the world leader in innovative workforce solutions. We leverage our global reach and local expertise of tens of thousands of people across more than 80 countries, making it possible for businesses to access the talent they need when they need it.



ManpowerGroup™  
Solutions

ManpowerGroup™ Solutions provides clients with human resources outsourcing services primarily in the areas of large-scale recruiting and outcome-based workforce-intensive initiatives, thereby sharing in the risk and reward with our clients.



Experis™  
ManpowerGroup

Experis™ is the global leader in professional resourcing and project-based workforce solutions. With operations in more than 50 countries, we deliver 53 million hours of professional talent specializing in IT, Finance and Engineering to accelerate clients' businesses each year.



Right  
Management®  
ManpowerGroup

Right Management® is the global leader in talent and career management workforce solutions. Through our innovative and proprietary process, we leverage our expertise to successfully increase productivity and optimize business performance.



Manpower®

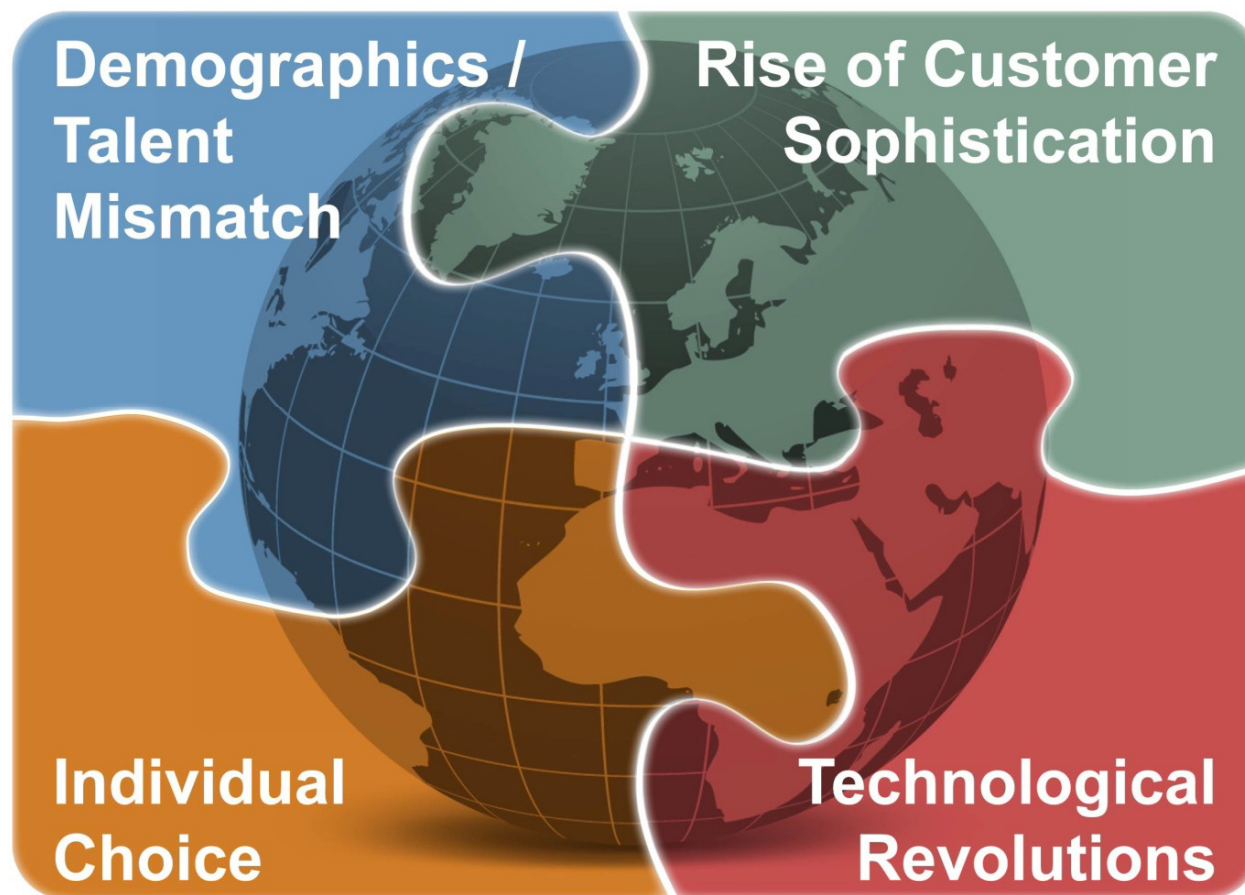
Manpower® is the global leader in contingent and permanent recruitment workforce solutions. We provide the personal flexibility and agility businesses need with a continuum of staffing solutions.

## Macro forces of change in the world

- Emerging markets are reshaping the global economy...
- Widening the gap between the have's and the have not's.
- Rapid technological innovation is creating transparency and lowering transaction costs.
- Talent is the new 'it' – unleashing human potential becomes the major agent of economic growth.

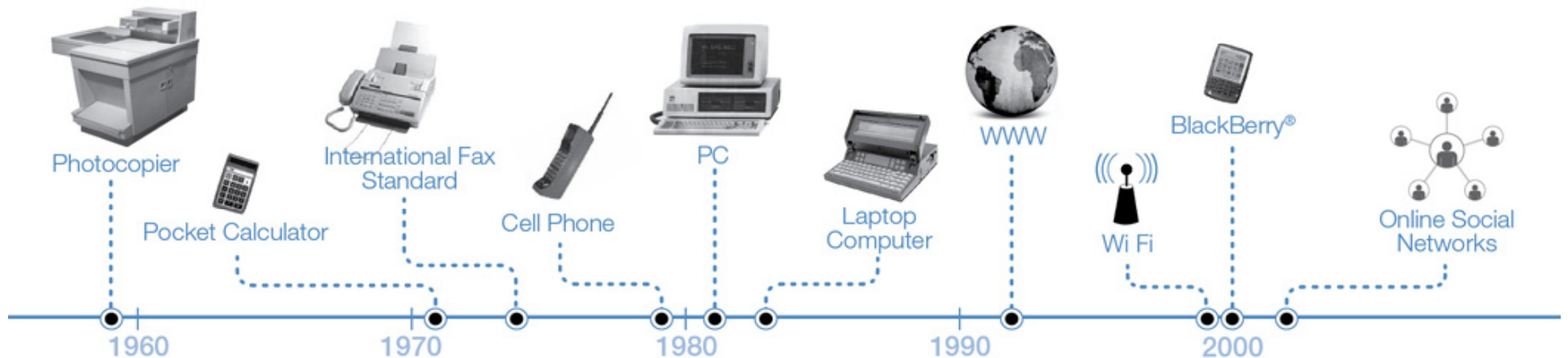


## World of work trends



## Technology has long changed the way we work

- It matters less what we know and more what we can find
- It matters less what we do ourselves and more how we collaborate with others
- It matters less how we look when we work and more how much work we get done
- It matters less what skills we have mastered in the past and more how well we learn new skills in the future

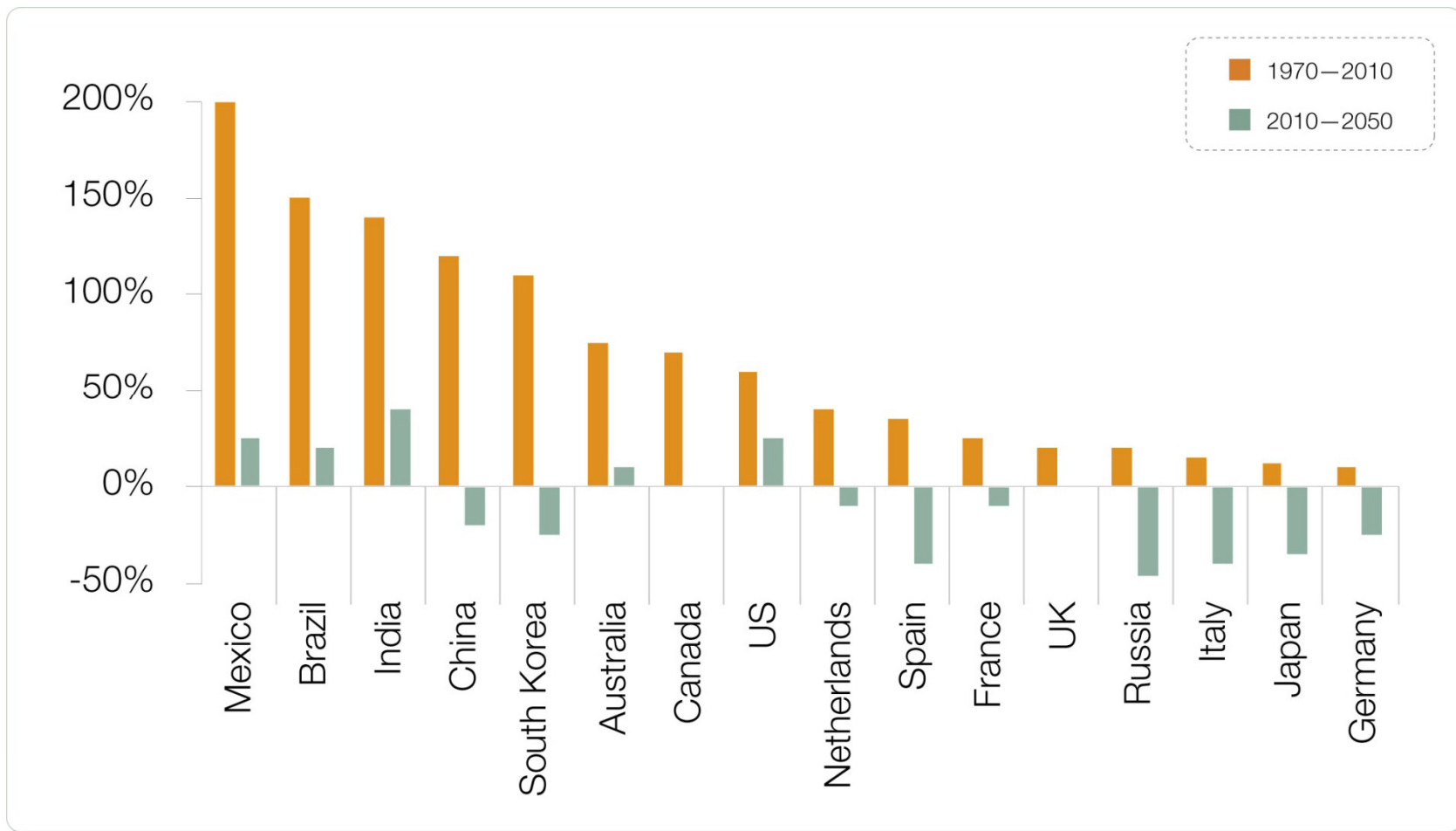




## Talent/Skills Mismatch



# The working age population is shrinking





## The labor force is aging

### Average Ages in Wisconsin

	1970	1980	1990	2000	2010*	2020*	2030*
Population	31.7	33.8	35.5	36.4	38.1	39.6	41.0
Labor Force	39.1	36.6	37.4	39.3	40.4	41.2	41.3

Population is the ultimate contributor to and constraint on the labor force – as goes the population, so goes the workforce.

## Skills needed then and now – Admin Assistant

### Then

- Typing
- Diary management
- Meeting prep
- Basic computing skills

### Now

- Extensive IT skills, including publishing platforms and PowerPoint
- Coordinating senior leadership figures in multiple locations
- Arranging online webinars and conference calls with multiple nationalities and regions
- Problem solving
- Critical thinking



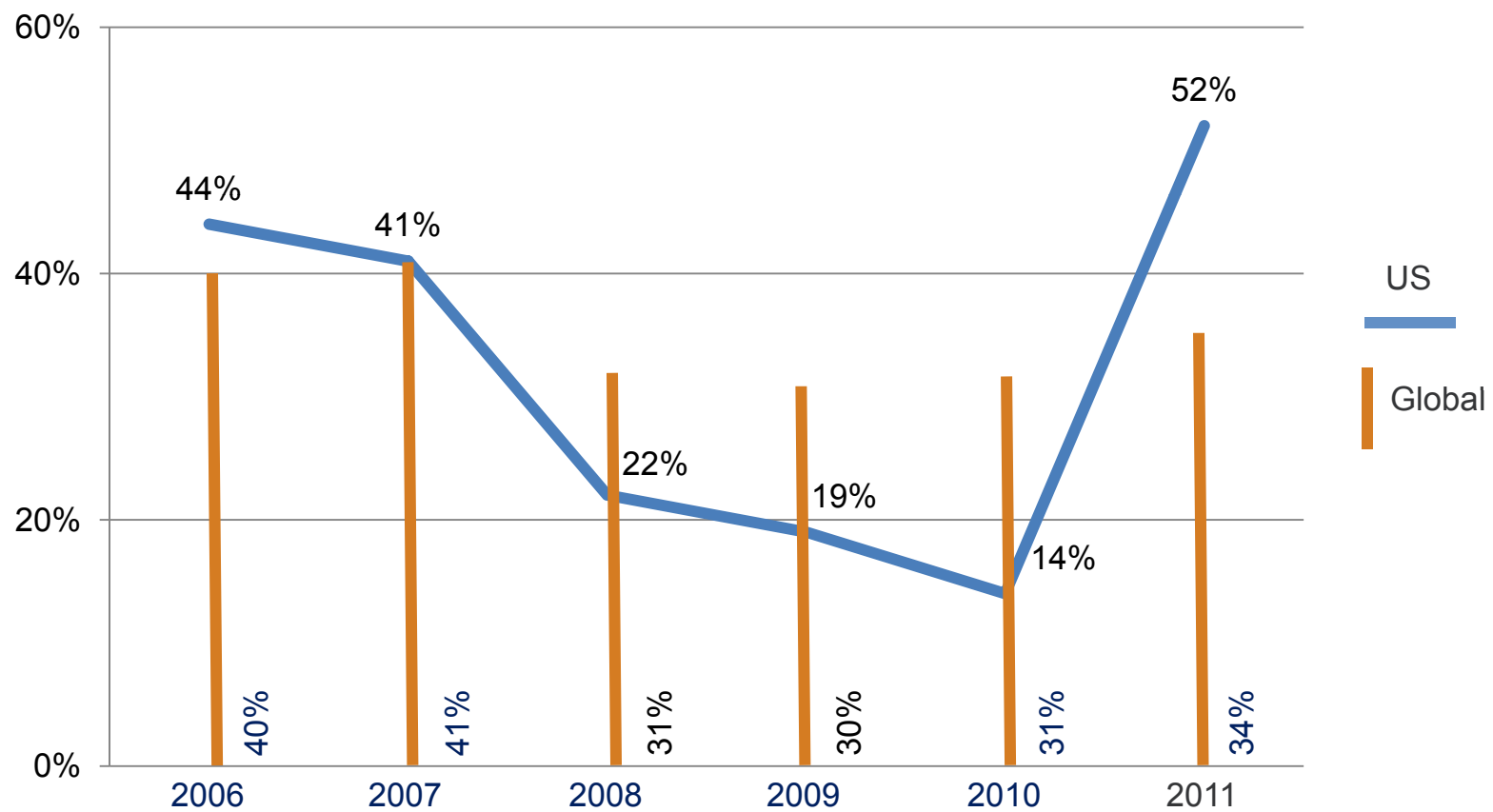
The U.S. is still  
wrestling with high  
unemployment, but...

**52%**

of employers report  
difficulty filling open  
positions.

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## Percentage of U.S. employers having difficulty



## Top ten jobs in the U.S.

1. Skilled Trades
2. Sales Representatives
3. Engineers
4. Drivers
5. Accounting & Finance
6. IT Staff
7. Management/Executives
8. Teachers
9. Secretaries, PAs, Admins
10. Machinists/Machine Operators



## Reasons cited for difficulty filling jobs

### Organizational

- Looking for more pay than is offered
- Poor image of business sector / occupation
- Poor image of company and / or its culture
- Undesirable geographic destination

### Candidate-Specific

- Lack of knowledge of business or academic disciplines or industry / formal qualifications
- Lack of “hard” job skills or technical skills
- Lack of “soft” skills or interpersonal / communication skills
- Lack of experience
- Don’t possess the right values and mindset
- Don’t possess the right personality and intelligence

### Environmental / Market

- Reluctance to change jobs in current economic climate
- Reluctance to relocate
- Lack of available applicants / no applicants
- Lack of applicants willing to work on a part-time or contingent basis
- Overqualified applicants

## How can we position Wisconsin for jobs of the future?

- Strengthen alignment and cooperation between business and education to ensure curriculum and work experience creates a stronger path between education and career
- Build strength in industries that have demographic or structural drivers of growth (healthcare, advanced manufacturing, infrastructure, education), including supporting establishment of “clusters”
- Encourage establishment of small business growth and entrepreneurial opportunities
- Improve outcome of K-12 and secondary education so that Wisconsin’s workforce can participate and contribute to economic growth

A dark gray world map is centered on the slide. Two horizontal bands of three thin, light blue lines each cross the map, one above and one below the central text.

Questions ?