

Talent Management: Accelerating Business Performance

Global Trends, Challenges and Priorities



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»»» INTRODUCTION

Talent is getting unprecedented recognition as a key determinant of business success in what ManpowerGroup has termed the Human Age¹. In fact, talent management has become so crucial to business growth and economic progress that it is forcing organizations to re-examine how they attract, develop, retain and engage employees.

Without a doubt, challenging financial environments over the last several years have contributed to reduced investment in employee development for many companies. But as top executives increasingly make the connection between their investment in talent and business impact, they are realizing they lack actionable strategies for addressing their biggest talent challenges:

Top Talent Management Challenges

1. Lack of skilled talent for key positions
2. Shortage of talent at all levels
3. Less than optimal employee engagement
4. Too few high-potential leaders in the organization
5. Loss of top talent to other organizations

The **2,200** business leaders and HR professionals from **13** countries and **24** industries we recently surveyed, while upbeat about the year ahead, understand that they still lack adequate leadership pipelines and face widespread skill shortages. And, they report struggling with grooming and growing the talent needed to fill leadership positions with people who have the skills needed to turn strategy into action.

Last but not least, regardless of the industry or location, it's becoming clear that talent management is no longer the purview of just the Human Resources department. There is growing consensus that having the right talent in place at the right time is the responsibility of everyone in top management. In fact, talent impacts almost every major decision at the C-Suite, and knowing how to access, mobilize and develop the right talent, no matter where it is in the world, can have a significant impact on business success.

Further discussion of these issues in the report that follows will help business leaders and HR professionals identify relevant and actionable talent management strategies and gain perspective for how organizations are identifying and developing talent. Right Management designs and delivers leader development and workforce strategies that deliver results. Our expertise in assessing and developing talent, coupled with our deep experience, collaborative approach and global reach can help empower your organization to improve the agility of your workforce to succeed in the changing world of work.



FINDINGS

Talent management more challenging than ever

Lack of skilled talent for key positions was consistently cited by employers in all regions as the top concern for organizations. It is most pressing in **Asia Pacific (36%)**, presumably due to the region's fast growth and because many employers there have difficulty finding the talent they need to execute their business strategies. In **Europe**, on the other hand, shortage of talent at all levels ranked as the most pressing challenge (**24%**). Talent Shortage was particularly challenging in **Norway (32%)**, **Germany (31%)** and the **Netherlands (24%)**.

Which of the following is the single most pressing talent management challenge facing your organization?

	Global	Americas	Europe	Asia Pacific
Lack of skilled talent for key positions	28%	29%	22%	36%
Shortage of talent at all levels	20%	16%	24%	21%
Less than optimal employee engagement	15%	15%	16%	13%
Too few high-potential leaders in the organization	14%	19%	10%	12%
Loss of top talent to other organizations	10%	7%	15%	8%
Lagging productivity	9%	7%	12%	9%
Other	4%	7%	1%	1%



Ruediger Schaefer,

Group Executive Vice President
EMEA and Global Talent
Management, Right Management



We have observed that organizations have not put much emphasis on talent development over the last few years. Instead, the focus was on cutbacks, belt-tightening and right-sizing. So, what this means now

Additional research conducted by the **ManpowerGroup**

Talent Shortage Survey

2014, revealed that as many as **36%** of the more than

37,000

employers surveyed worldwide are experiencing difficulty in filling jobs due to a lack of available talent.

Additionally, employers who report that talent shortages are impacting their ability to service clients to a high or medium degree has now swelled from **36% in 2012 to 54% today.**

Most Pressing Talent Management Challenges

Lack of skilled talent for key positions:

China/Hong Kong	51%
Australia	36%
Brazil	32%
Norway	32%
Germany	31%
India	30%
United States	29%
Canada	24%
Netherlands	24%
United Kingdom	23%

Shortage of talent at all levels:

Singapore	26%
France	24%
Japan	24%

is that many organizations are feeling the pain of having not sufficiently maintained those initiatives and are experiencing a pressing skills shortage for the competencies they need to drive their businesses forward. Those companies lacking the right people to lead the organization now face a talent gap with potentially severe business consequences.



+ Leadership development now the top priority

Around the globe, when asked what new talent management initiatives organizations will undertake in the next year, leadership development was identified as the primary focus of talent management investments with 46% of organizations globally planning to invest. Organizations also plan to develop targeted skills critical to the organization (39%), and investment in the assessment of skills throughout the organization (33%). Companies understand that competing in the **Human Age** – when the ability to thrive is dependent on an organization’s ability to unleash human potential – requires rethinking approaches to identifying and developing the talent in their organizations.

While the focus on leadership development may be related to a region’s business growth opportunity, in the **Americas**, succession planning ranks as a higher priority (**36%**) compared to **Asia Pacific (31%)** and **Europe (17%)**. As regions experience difficult economic transformations, they are more likely to balance leadership development with the need for critical skills.

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Pierre Jauffret,

Senior Vice President, Talent Management Solutions
– EMEA, Right Management

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Companies are focused on talent more than ever before and are stepping up investments to grow their key talent. Tomorrow’s leaders need to be Human Age leaders, mastering new skills to make them better able to navigate through the complexity of contemporary situations both within the world of business and in terms of managing people and teams. They will become curators of information and coaches for their teams, possessing opposing skill sets; strategic yet tactical, conceptual yet action-oriented; having the ability to anticipate and react; and always pushing the boundaries of what’s next.

More than **one in four** organizations globally said they plan to refine their overall talent management strategy. This suggests that talent managers and HR professionals have instilled in senior management the understanding that talent is the primary source of accelerated business performance.

In Asia Pacific, **39%** of respondents reported they will focus on **executive coaching**, compared to **22%** in the Americas and Europe. **Team building** also ranked as a top priority in Asia Pacific, with **44%** of respondents planning to invest in this area, compared to **26%** in Europe and **25%** in the Americas.

No business strategy can be successfully executed without a talent strategy that takes into account what skills are needed to move the business forward. Assessing workforce needs should be an ongoing effort. In the Human Age¹, creating effective talent strategies for the future and building a mission-critical talent pipeline is a key competitive differentiator.

If your organization undertakes new talent management initiatives next year, what kind will they likely be?

	Global	Americas	Europe	Asia Pacific
Leadership development	46%	55%	37%	48%
Development of skills critical to the organization	39%	44%	31%	47%
Assessment of skills throughout the organization	33%	31%	34%	38%
Assessing talent to fill open positions	31%	34%	26%	35%
Team building	29%	25%	26%	44%
Management succession planning	28%	36%	17%	31%
Survey of employee engagement	27%	29%	25%	29%
Back to basics training on essential skills (e.g. critical thinking, problem solving, etc.)	26%	25%	23%	36%
Defining or refining overall talent management strategy	26%	26%	25%	26%
Executive coaching	25%	22%	22%	39%
Change management	21%	22%	18%	25%
Redeployment of talent in the organization rather than layoffs	18%	12%	22%	24%
Outplacement and workforce transitions	7%	5%	8%	11%

Post-recession, the reduction in workforce transitions indicates a growing optimism and focus on business growth. With outplacement and workforce transitions ranking lowest on the list of talent management priorities, it's clear that organizations will be focused on **investing in talent** rather than further cutbacks and restructurings.

Top Talent Management Initiatives by Country

Leadership development:	
United States	56%
Japan	55%
United Kingdom	54%
Canada	46%
Norway	41%

Assessment of skills throughout the organization:	
Brazil	51%
France	32%

Executive coaching:	
China/Hong Kong	59%
Germany	41%

Team building:	
Australia	44%
Netherlands	38%

Development of skills critical to the organization:	
India	56%

Assessing talent to fill open positions:	
Singapore	44%

+ Senior management “gets it”

Forty percent of respondents globally reported their senior management team makes the connection between investing in **talent management** and its **business impact**. And another **48%** said they “sometimes” see the connection. This suggests that talent managers and HR professionals have instilled in senior management the understanding that talent is the primary source of competitive advantage. Boardrooms around the world are more focused on talent issues, elevating the importance of how HR can drive business success.

Additional research by the **Conference Board in 2013** on CEO challenges found that **“Human Capital”** was ranked as the number-one challenge, providing yet another data point to indicate that senior management gets it.

Does your senior management team recognize the connection between investing in talent management and its business impact?

	Global	Americas	Europe	Asia Pacific
Our senior management team sometimes sees the connection	48%	47%	50%	44%
Our senior management team almost always sees the connection	40%	44%	34%	45%
Our senior management team fails to see the connection	12%	9%	15%	11%

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Mara Swan,

Executive Vice President, Global Strategy and Talent,
ManpowerGroup

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Historically, measuring the business impact of talent management initiatives has been a difficult challenge for most organizations. Today it is more important than ever for HR professionals to do so, and senior management expects it of them. As resources continue to be constrained, investments must be aligned to accelerate time to value, and HR professionals must demonstrate that investments in talent development will be money well spent...and utilize convincing metrics to demonstrate ROI.

While it is encouraging to see that senior management makes the connection between talent investments and business impact, **one in two** respondents globally reported that their executives are only “somewhat” confident that these efforts are paying off. And **one in five** said their senior management team is asking for more rigorous measurements on business impact. In particular, senior management in Canada, Norway, France and Singapore are pressing for more rigorous measurements. And, only 30% of respondents report their senior management is confident that talent management efforts are paying off.

Responses from those who answered “our senior management team is pressing for more rigorous measurement on the business impact.”

Canada	31%
Norway	28%
France	26%
Singapore	24%
Netherlands	23%
United States	22%
Australia	18%
United Kingdom	15%
Germany	12%
Brazil	11%
India	9%
China/Hong Kong	8%

What is your senior management team’s perspective on measuring the business impact of your talent management initiatives?

	Global	Americas	Europe	Asia Pacific
Our senior management team is very confident that our talent management efforts pay off	30%	28%	29%	38%
Our senior management team is somewhat confident that our talent management efforts pay off	50%	50%	50%	48%
Our senior management team is pressing for more rigorous measurement on the business impact	20%	22%	21%	14%

+ Increasing Focus on Employee Engagement

Given that most organizations globally plan to invest more in leadership development and skill development at all levels, it is not surprising that **48%** said they will broaden their employee **engagement programs** to ensure they reap the benefits of those investments. This was consistent across all regions, with the greatest response coming from Asia Pacific where **59%** of respondents said they plan to do so. The highest responses in this region came from China/Hong Kong (85%), Singapore (57%) and India (52%).

Understandably, high employee dissatisfaction has a ripple effect that can hurt the bottom line, disrupt productivity and damage morale. While many companies focus on measuring engagement, few have a true pulse on the significant value an engaged workforce provides. Even fewer are taking the necessary action to drive **sustainable change** and ensure a return on their investment. In fact, results of a recent Right Management global survey² on the effectiveness of employee engagement shows that the majority (56%) of human resource managers who responded conceded that their organization's employee engagement efforts fell short in driving bottom-line business objectives.

As companies continue to navigate the growth of emerging markets, the impacts of globalization, and increased competition to locate the best talent – who are increasingly more selective about potential employers. Now, more than ever before, companies must engage

talent in sustainable, relevant ways to protect factors, and as companies their main source of a sustainable competitive advantage.

Still, with **four out of five** employees stating their intention to seek employment elsewhere², it is evident that many of those in top management haven't yet heard the wake-up call.

The most successful companies approach employee engagement as a **mindset**, not a program that starts and stops when morale is bad. Not only do they measure engagement, they actively listen to what employees have to say and take a **holistic approach** to action in order to maximize results and optimize impact.

What are your organization's plans with regard to employee engagement?

	Global	Americas	Europe	Asia Pacific
Broaden our program	48%	44%	46%	59%
Maintain our existing program	34%	43%	29%	25%
Seeking alternatives to our existing program	18%	12%	25%	16%

In **Asia Pacific** there is significant variance in the levels of market maturity and economic growth among the countries that participated in the research. Results by nation vary considerably. For example, given the aggressive growth in labor markets in China/Hong Kong,

85% of respondents plan to broaden their employee engagement programs versus **49%** in Australia.

Responses from those who answered they are looking to “broaden our program.”	
China/Hong Kong	85%
Brazil	70%
Singapore	57%
India	52%
United Kingdom	53%
Netherlands	51%
Australia	49%
Germany	49%
France	42%
United States	42%
Canada	41%
Norway	40%

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Bridget Beattie,
Group Executive Vice President – Asia Pacific, Middle East & Global Strategic Partnerships, Right Management

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Organizations that can evaluate what drives engagement – and the lack of it – are in a much stronger position to reduce the risks of talent defection. Simply understanding current employee engagement levels is no longer a sufficient strategy to stem the tide of attrition. Organizations must not only be able to identify what drives engagement but do so by actively and regularly soliciting, understanding and taking action on employee suggestions. Only then can they devise a successful retention strategy.



Few organizations are confident of the strength of their leadership pipeline

While most organizations **(73%)** around the globe rely on a combination of internal talent development and external hiring, very few (only 13%) appear to have confidence in the strength of their leadership pipeline. Trust in their current management pipeline is especially weak in some countries, among them Canada, Singapore, Germany, United States and Australia.

Since most companies appear to be looking for new leaders within their organization, **continued development** is imperative.

Many studies cite the merits of growing talent from within the organization versus acquiring it from the outside, with results showing those **promoted from within** are overwhelmingly more effective in their new roles.



Bram Lowsky,

Group Executive Vice President – Americas and Global Career Management, Right Management



With stalled leadership development investments in recent years in the Americas, companies are now paying the price of not investing in building a steady stream of ‘ready-now’ leaders. Leadership development takes time, so it’s now necessary for many organizations to play catch up and to look to outside hiring – in addition to internal activities – to source the talent they need. This can be a difficult process if it is done without a clear strategy.

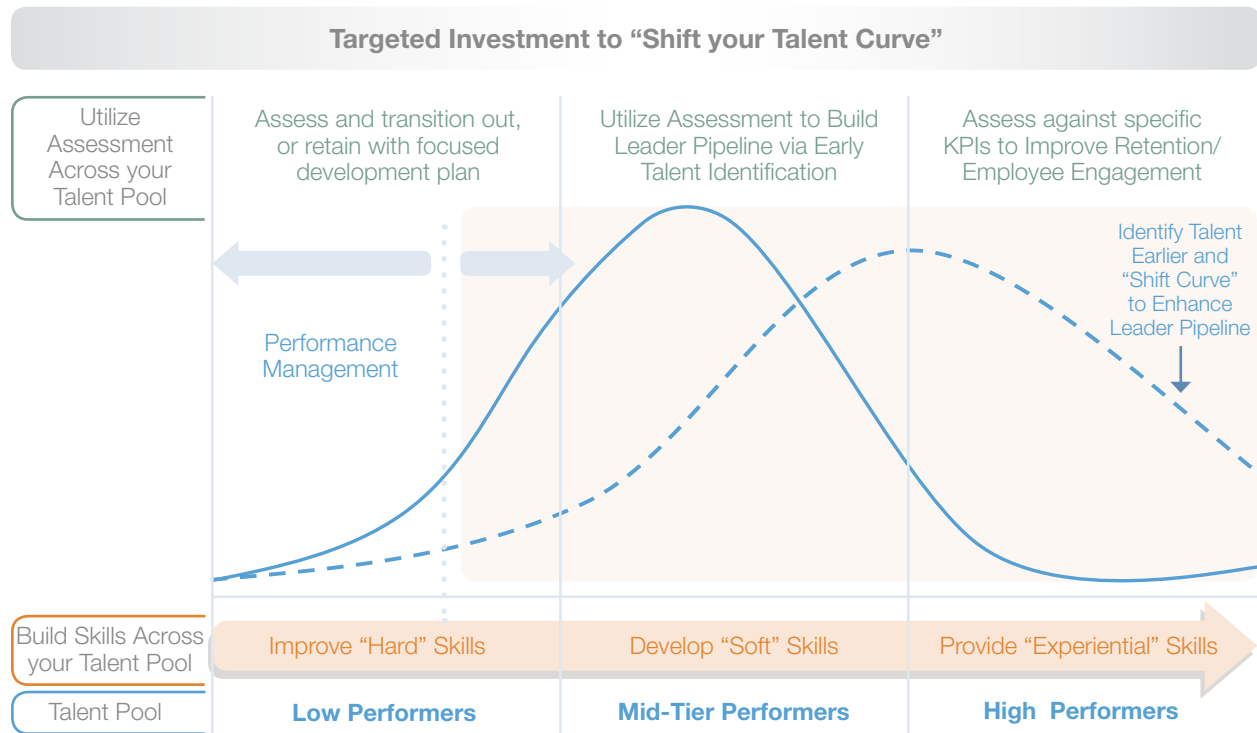
Generally speaking, how do you fill critical openings in your organization?

	Global	Americas	Europe	Asia Pacific
We rely on a combination of internal talent development and external hiring	73%	76%	71%	72%
We routinely look externally before filling critical roles in our organization	14%	11%	17%	12%
We have an ample leadership pipeline that will cover most of our needs	13%	13%	12%	16%

Responses from those who answered they “have an ample leadership pipeline that will cover most of our needs.”

Norway	23%	Netherlands	14%
Brazil	23%	Australia	13%
Japan	23%	United States	12%
India	18%	Germany	12%
China/Hong Kong	15%	Singapore	12%
United Kingdom	14%	Canada	7%

While lack of senior management level bench strength is a concern, most organizations **(57%)** believe they have “adequate” bench strength at middle management levels. However, **26%** of organizations globally reported their middle level bench strength is “weak” or “non-existent.”



Ideally, companies need to work to “shift the talent curve” and proactively fill their leader pipeline by identifying and developing high potential talent. Ongoing assessment of your organization is critical to the early identification of talent in your organization. Coaching and developing employees at the “center of the curve” not only leads to better bench strength at mid and senior levels, it can also result in improved employee engagement and loyalty.

How would you describe your organization’s middle level bench strength?

	Global	Americas	Europe	Asia Pacific
Robust	17%	9%	26%	12%
Adequate	57%	60%	55%	57%
Weak	24%	29%	16%	30%
Non-Existent	2%	1%	2%	1%
Other	1%	1%	1%	0%

+ Organizations' approach to investing in and developing talent

Today, most organizations surveyed (**74%**) are making development opportunities available to talent at all levels with the goal of advancing all employee skills and offering advancement opportunities to those who may be interested. However, **one in five** organizations globally is offering in-depth development opportunities to their key contributors. This was particularly true in the Americas where **30%** reported taking this approach.

How would you describe your organization's approach to investing in and developing talent?

	Global	Americas	Europe	Asia Pacific
We seek to develop the skills of every employee	37%	34%	42%	32%
We seek at least to offer development opportunities to all interested employees	37%	33%	38%	44%
We seek to identify key contributors and target them for development efforts	24%	30%	18%	23%
Investment is limited or none	1%	1%	1%	0%



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Margaret-Ann Cole,
SVP Northeast Consulting
Practice Leader – Americas

While development of all employees is important for the engagement of the overall workforce, similar development programs for all employees will not achieve the best ROI. Instead we believe that targeting different segments of the population with specific programs is the best way to provide the greatest return on talent development investments. We recommend clients continue targeted development of high potentials and offer broad-based programs that are more affordable to the entire population. This helps hone key contributors for leadership while also providing a level of engagement for the wider population.

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Responses from those who answered “we seek to identify key contributors and target them for development.”

United States	31%
China/Hong Kong	29%
Canada	26%
Japan	24%
Singapore	23%
Germany	22%
Australia	20%
France	19%
Netherlands	18%
United Kingdom	17%
Brazil	16%
India	15%
Norway	13%

+ Optimism for future growth

Despite talent management challenges, respondents were surprisingly upbeat about their outlook for the year ahead. Worldwide, many (46%) reported it will be a year of growth marked by increased investment in talent management. Asia Pacific was the most positive region with **61%** looking forward to growth, particularly in China/Hong Kong (88%) and India (77%). One in two respondents in the Americas was optimistic about the outlook, led by **75%** of those from Brazil who expect increased spending and growth. However, only **34%** of respondents in Europe held the same opinion.

From your perspective in human resources or managing talent at your organization, what in general terms do you expect for 2014?

	Global	Americas	Europe	Asia Pacific
It will be a year of growth marked by increased spending on talent management initiatives	46%	51%	34%	61%
It will be similar to 2013 with some talent management programs delayed or postponed	39%	37%	46%	28%
It will be a year without growth and probably less spending on talent management initiatives	13%	7%	20%	11%

For those countries that responded "It will be a year of growth marked by increased spending on talent management initiatives."

China/Hong Kong	88%	United Kingdom	45%
India	77%	Australia	39%
Brazil	75%	Japan	34%
Canada	49%	Netherlands	33%
United States	48%	Norway	31%
Singapore	47%		

THE PATH FORWARD

Clearly, the foundation of every organization's potential for future success ultimately depends on the strength of its talent. And leadership talent is at the heart of the issue. With so many companies facing talent shortages, skill mismatches and weak leadership pipelines, the time to invest in talent development to create sustainable growth and drive faster time-to-value is now. This requires a sustained strategic commitment to unlocking the potential of talent in an organization, aligned with the business goals of the organization.

Based on more than 30 years of experience as development and career experts, Right Management recommends a three-pronged approach to talent management aimed at building talent capacity that is both deep and wide.

ASSESS

Strategically assessing the talent you have - and identifying the talent you need - underpins the ability to meet and exceed organizational goals. With the right talent in place, you can build your brand more effectively, achieve your goals more consistently, and deliver higher value to customers and stakeholders.

In addition, it is important to assess where you are today and where you want your workforce to be before you can **build the bridge** between your **talent strategy** and your **business strategy**. It begins with assessing current talent in order to capture meaningful insights around individual skills and behaviors as well as organizational goals and culture to better evaluate your workforce and forecast future needs. The resulting gap analysis provides a roadmap for developing and managing talent, and aligning both the workforce and business direction.

Assessing talent involves a number of different steps:

Competency Modeling

Almost every organization has a strategic plan, but not all have people with the competencies to execute it. Competency modeling identifies the knowledge, skills, abilities, experiences, motivations and personality traits an organization's workforce must develop to realize present and future strategic goals and enhance agility, innovation, engagement, and retention. Well-designed competency models provide organizations with accurate criteria for optimizing performance management as well as talent assessment, hiring, development, redeployment, succession management and promotion systems. Equally important, they should be refreshed at the rate at which your business is changing.

Organizational Assessment

This assessment provides a clear understanding of how

factors such as organizational strategy, communications, leadership skills, employee processes, engagement levels, retention rates and cultural alignment drive productivity and performance. Such value-added analyses provide input to increase employee engagement and retention, improve productivity and enable realization of business goals.

Individual and Team Assessment

The entire organization can benefit when individuals are developed and promoted based on accurate, in-depth assessment. Individual assessment helps align the workforce with the organization's strategic goals by evaluating the capabilities of individuals and their potential fit with the culture and climate of the organization. Team assessments increase employee engagement, improve team productivity and help teams meet objectives linked to business strategies. These types of assessments help teams execute on their strategy and improve organizational performance.

DEVELOP

To build a global leadership pipeline that is both deep and wide, companies must continually identify, develop, nurture and retain leaders as part of an ongoing talent development strategy.

Do you know where your next generation of leaders will come from? As organizations build flexible work structures, as demographic trends continue to shrink the pool of talent and as the need for global leadership mindsets and skills increases, developing a **pipeline** of **'ready now'** leaders is a pressing business challenge. Development will help ensure a steady flow of leaders in order to continue to grow the company over time.

Right Management recommends a targeted approach to development that builds capabilities in a variety of ways across all leadership levels. Continue to offer broad-based programs to all employees to foster career development and higher levels of employee engagement, but focus specific programs and coaching on the advancement of key talent.

As the challenges confronting organizations proliferate – from globalization, economic turbulence and new business models to transformational technologies, changing demographics and virtual working – ensuring leaders are able to realize their potential with maximum efficiency becomes increasingly urgent. Coaching can accelerate leader development and deliver performance improvements that lift the entire organization.

ACTIVATE

Employee development and engagement should be a strategic focus when companies recognize talent as their main competitive advantage. Yet Right Management's research finds that four out of five employees intend to look for employment elsewhere, indicating that many in top management haven't responded to the wake-up call.



The most successful companies approach employee engagement as a coherent mindset, not just a program that starts and stops when morale is low. Not only do they measure engagement, they actively listen to what employees have to say and take an intentional approach to acting on feedback, maximizing results and optimizing impact.

Right Management recommends three elements for optimizing employee engagement:

1

Define. Identifying the right engagement metrics does not have to be difficult. The first step is defining the questions a business needs to answer to shape its workforce strategy. In this regard, it is better to focus on key workforce priorities that are truly critical to the business, rather than trying to do everything at once. The right metrics can go a long way towards helping companies think more strategically about their workforce needs.

2

Listen. Asking the right questions is not sufficient to ensure meaningful data and insights. Business leaders need to demonstrate they are open to feedback and ready and able to respond effectively. Creating communications channels during the process is an important step in supporting active listening and a critical factor in setting the tone for how metrics will be used. The insights gained may not be perfect, but they could be all that is needed to tackle pressing needs and challenges.

3

Engage. Enlisting leaders and employees – especially key talent – deepens their commitment and enhances employee programs and processes. Through these efforts employees understand how their contributions will impact the business, and leaders will have the accountability for taking action. Companies will not get the right results if their attempts at approving employee engagement ends with the survey.

Employee engagement initiatives can be an effective strategy for retaining key talent, but only if results are translated into meaningful intelligence. Ideally, that intelligence will identify those factors most likely to drive engagement and clearly identify the areas on which companies need to focus. Furthermore, effective engagement is about **creating a culture of high performance** where employees receive a clear vision and goals from leaders. It also means providing the systems, processes and tools necessary for them to succeed.

Since **talent is the key differentiator** in the **Human Age**, now is the time for organizations to unlock the potential of their talent. Talent needs to be managed with as much purpose as the fine-tuning applied to other organizational assets. The company that places the most focus on talent management has far greater potential to achieve its goals.

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- 2. Most Employees Plan to Pursue New Job Opportunities in 2014 Reveals Right Management Poll.** November, 2013. <http://bit.ly/1npLCyl>

»»» ABOUT THIS RESEARCH

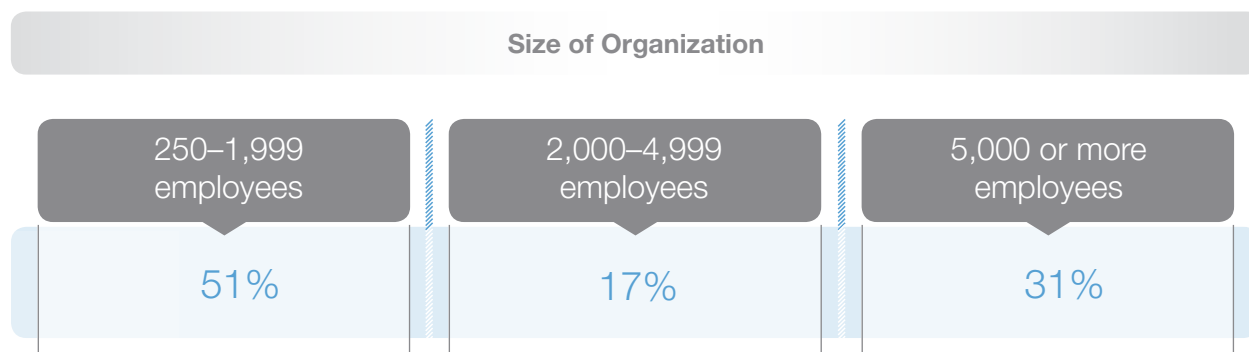
This research draws on the results of an online survey of **2,221** senior leaders and human resource executives from **13** countries. The data were gathered between November 2013 and January 2014. Right Management sponsored the study, and the research was executed by a third-party firm, LHK Partners, headquartered in Newtown Square, PA. The organizations surveyed were not selected by Right Management, although some clients may have been included in the survey sample. The survey was deployed in **seven languages** (English, French, German, Dutch, Norwegian, Japanese, Chinese and Portuguese).

If the data in tables included in this report do not add up to 100%, it is due to rounding.



It should be noted that there is significant economic, cultural and legislative diversity among the participating countries within each region.

Respondents' positions included such titles as Chief Human Resources Officer, Executive Vice President of Human Resources (and/or Global Staffing, Talent Assessment and Learning Management) and Senior Vice President of Human Resources.



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industries were represented in the research. These included:

- 1** Accommodation and Food Services
- 2** Administrative and Support
- 3** Agriculture, Forestry, Fishing and Hunting
- 4** Arts, Entertainment and Recreation
- 5** Communications
- 6** Construction
- 7** Educational Services
- 8** Energy and Utilities
- 9** Environmental Services
- 10** Finance
- 11** Government/Public Administration
- 12** Insurance
- 13** Healthcare, Social Assistance
- 14** Information/Publishing
- 15** Information Technology
- 16** Management of Companies and Enterprises
- 17** Manufacturing
- 18** Mining, Quarrying, Oil & Gas Extraction
- 19** Other Services (except Public Administration)
- 20** Pharmaceuticals
- 21** Professional, Scientific and Technical Services
- 22** Real Estate and Rental and Leasing
- 23** Transportation and Warehousing
- 24** Waste Management and Remediation Services
- 25** Wholesale/Retail Trade



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Bridget Beattie is responsible for accelerating business growth and delivering talent management solutions that help employers align their workforce strategies with business goals. Bridget has over 30 years of experience in senior management, consulting and law. Throughout her career, she has consulted with a wide range of private and public sector organizations that have faced significant change through mergers, acquisitions, re-structuring and startups. She provides comprehensive and pragmatic advice in all aspects of organizational performance, from high-level strategy to detailed implementation. Bridget is qualified as a Barrister and Solicitor and has undertaken postgraduate management study at the Kellogg School of Management.

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Responsible for Career and Talent Management Practices, Margaret-Ann Cole works with clients to develop, build and deliver innovative and integrated solutions, which span the entire employee development lifecycle. With over 25 years of experience providing services to companies and individuals, she is known for helping organizations manage change and helping individuals, teams and organizations reach their goals. Margaret-Ann graduated with a degree in economics and psychology from Fordham University and holds a unique global executive MBA from TRIUM, an alliance of the New York University Stern School, the London School of Economics and the HEC Management School of Paris.

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Pierre Jauffret has 20 years of experience in leadership effectiveness – supporting individuals, teams and organizations facing major changes. He has designed, sold, project-managed and implemented extensive talent management solutions for global organizations in multiple industry sectors. He contributes to the Right Management Center of Excellence, building consultant skill capability as well as launching new solutions. Pierre is a graduate from the Ecole Supérieure de Commerce de Marseille (French business school, MBA equivalent).

Bram Lowsky

Group Executive Vice President – Americas and Global Career Management, Right Management



Bram Lowsky leads Right Management operations in the U.S., Canada and Latin America. In addition, he heads global sales for the Center of Excellence and helps employers drive business growth by working with them to design solutions that align talent strategy to business strategy. Prior to his current role, Bram led Right Management's U.S. Midwest and Canadian regions as General Manager. He has a strong background in senior management and business development, and more than 25 years' experience in human services. Bram received his Master's degree in Educational Psychology and Counseling from McGill University and has attended executive development programs at Kellogg School of Management at Northwestern University.

Ruediger Schaefer

Group Executive Vice President EMEA and Global Talent Management, Right Management



Ruediger Schaefer leads the Right Management's EMEA team, with a focus on Strategic Client Management. He is a member of Right Management's Executive Leadership Team as well as a member of the Global Leadership Team for the ManpowerGroup. He has leveraged his experience as an HR consultant, and as an independent consultant, specializing in Management Development and training. He has demonstrated a keen understanding of the market's growing talent management challenges and needs, reinforced through deep customer relationships and projects at a national and international scale. Schaefer earned a degree in Sociology and Social Psychology from Frankfurt University.

Mara Swan

Executive Vice President – Global Strategy and Talent, ManpowerGroup



Mara Swan joined ManpowerGroup as Senior Vice President of Global Human Resources in 2005 and has since had a significant impact on talent development offerings. She was named Executive Vice President of Global Strategy and Talent in 2009 and in February 2014, she assumed global brand leadership for Right Management. A veteran of the human resources profession, prior to joining ManpowerGroup Mara served as Chief People Officer for Molson Coors Brewing Company's global operations and before that, Human Resources Manager for Miller Brewing. She holds a Bachelor's degree in business administration from the University of Buffalo and a Master's degree in industrial relations from the University of Minnesota.

About Right Management

Right Management is a global leader in development and career management within ManpowerGroup. We design and deliver solutions to align talent strategy with business strategy. Expertise spans Talent Assessment, Leader Development, Organizational Effectiveness, Employee Engagement, and Workforce Transition and Outplacement. With offices in over 50 countries, Right Management partners with companies of all sizes – including more than 80% of the Fortune 500 – to help grow and engage their talent, increase productivity and optimize business performance.

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