FUTURE-PROOFING HR:

BRIDGING THE GAP BETWEEN **EMPLOYERS AND EMPLOYEES** IN NORTH AMERICA



the changing landscape impacts today's workforce, and how organizations are responding. We asked employers and employees what really matters in the workplace, what skills are in demand, and how they are building their capabilities individually and organizationally — to take on future challenges.

THREE WORKFORCE TRENDS



Competition from emerging markets is compounding the challenge of attracting and

MARKETS IS RISING

COMPETITION FROM EMERGING

retaining the right talent to fuel future growth. North America is one of the regions most acutely feeling the pinch. THE TALENT SCARCITY PARADOX



world sourcing, demand still outstrips supply in many areas — with

analytical thinking, inspirational leadership, and global mindset topping the list of in-demand skills. WHAT DOES YOUR ORGANIZATION

7%

RESPECT TO THE COMPETITION FOR TALENT IN THE **NEXT 12 MONTHS?** THE LABOR POOL IS

ANTICIPATE WITH

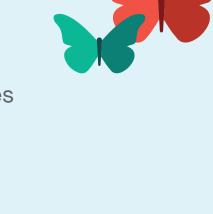


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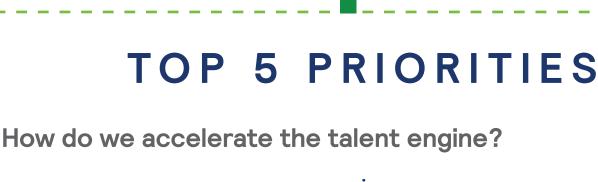


AND GLOBAL Although 70% of organizations recognize the importance of fostering diverse labor pools, only 59% of employees believe their companies

have effective programs to develop local leaders and female talent.



40%



of HR professionals report that HR is of organizations say that their

and policies need an overhaul. partner in their organizations.

The Mercer Global Talent Trends study identified five top priorities talent practices meet the evolving needs of today's workforce.

talent management programs

for organizations to pursue this year as they scrutinize how their

viewed as a strategic business







12 months."



develop me."

"Even though I am satisfied

with my organization,

I plan to leave in the

next 12 months."

diverse leaders."



"I give my manager a "Coaching capability is 'C' grade or below on an in-demand skill for the ability to coach and managers in the next

Managers are at the heart of the equation, but make

sure that proposed process changes really meet employees' needs, not just managers' preferences. **Architect compelling careers**

Organizations are feeling confident in their internal talent pipelines,

but a surprising portion of satisfied employees are still planning to

leave because they don't see compelling career opportunities.



"We feel confident about

Find ways to give employees the

career-building experiences they desire.



"My company's talent processes leave a lot to be desired."





Redefine the value of HR



demand economy.

Recent years have seen increased skepticism about the impact

of the HR function. It's time to redefine HR's value in a talent-

"We have a systematic "It's hard for me to get curriculum for developing good answers and information from HR." HR professionals."





