

# FUTURE-PROOFING HR: BRIDGING THE GAP BETWEEN EMPLOYERS AND EMPLOYEES IN EUROPE



The 2016 **Mercer Global Talent Trends Study** examines how 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 RISING**  
 Competition from emerging markets is compounding the challenge of attracting and retaining the right talent to fuel future growth. France and Germany are the European countries most acutely feeling the pinch.



**WORLD-SOURCING FOR TALENT**  
 Increasingly, companies are looking to source the best talent from around the world, regardless of location. This is a major focus for north European companies this year.



**THE LABOR POOL IS INCREASINGLY DIVERSE, MULTI-GENERATIONAL, AND GLOBAL**  
 Although **68% of organizations** recognize the importance of fostering diverse labor pools, only **45% of employees** believe their companies have effective programs to develop local leaders and female talent.




## TOP 5 PRIORITIES

How do we accelerate the talent engine?

**80%** of organizations say that their talent management programs and policies need an overhaul.

**5%** of HR professionals report that HR is viewed as a strategic business partner in their organizations.

The Mercer Global Talent Trends study identified **five top priorities** for organizations to pursue this year as they scrutinize how their talent practices meet the evolving needs of today's workforce.

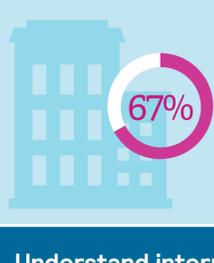


### 1 Build diverse talent pools

With an obvious disconnect in employer/employee perceptions, it's clear that employers need to work harder to develop their talent pipelines if they are to secure a talent advantage.

"We are focused on creating diverse leadership teams."

"My company has effective programs to develop diverse leaders."



**Understand internal labor flows, focus on key workforce segments, and intentionally build in-demand skills.**

### 2 Embrace the new work equation

**38%** of employees say that having a supportive manager would significantly improve their work situation, but most say they need more resources to help them perform better.

"Coaching capability is an in-demand skill for managers in the next 12 months."

"I give my manager a 'C' grade or below on the ability to coach and develop me."

**Managers are at the heart of the equation, but make sure that proposed process changes really meet employees' needs, not just managers' preferences.**

### 3 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 filling our critical roles with internal candidates."

"Even though I am satisfied with my organization, I plan to leave in the next 12 months."



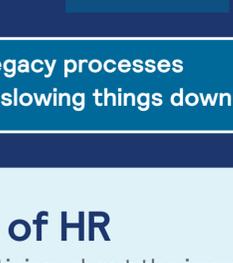
**Find ways to give employees the career-building experiences they desire.**

### 4 Simplify talent processes

At last, something employers and employees agree on: Talent processes could stand to be simplified.

"Our talent processes fail the test of being simple and efficient."

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



**Perform an audit of legacy processes and technologies that are slowing things down.**

### 5 Redefine the value of HR

Recent years have seen increased skepticism about the impact of the HR function. It's time to redefine HR's value in a talent-demand economy.

"We have a systematic curriculum for developing HR professionals."

"It's hard for me to get good answers and information from HR."



**Be vocal about the skills and tools HR professionals need to succeed in the new talent ecosystem.**