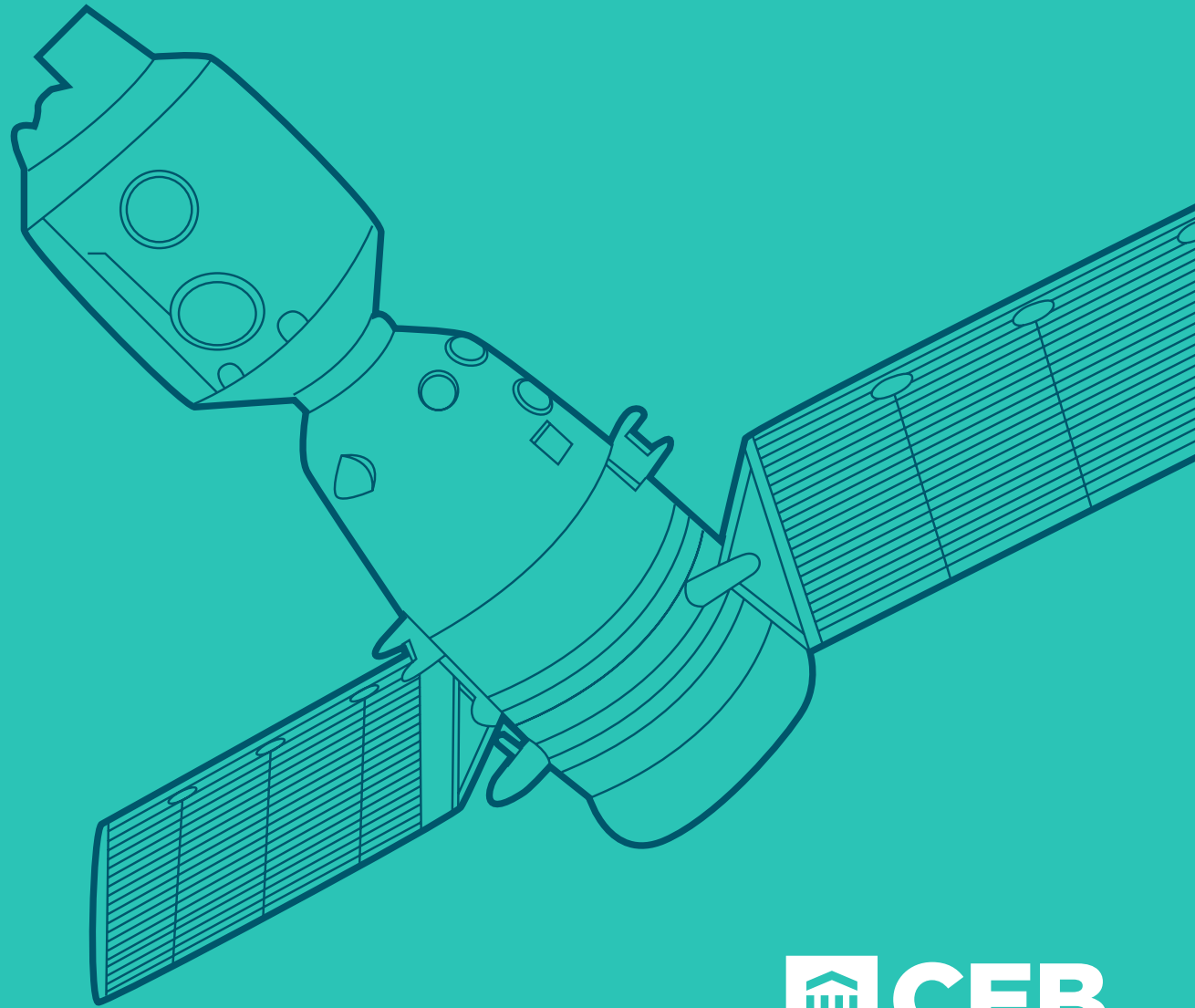


Global Talent Monitor



Update on Workforce
Activity in Q1 2017



Part of the **CHRO Insight Series** 
CEB Corporate Leadership Council™

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Note: This deck has been enhanced with some key interactive elements. Below is a legend of the item that you will see throughout the document for quick reference.



[Back to Key Findings](#)

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Why We Create This Report

We believe that great ideas—acute insights rooted in microeconomics and informed by human behavior—are essential to those accomplishments that change the fortunes of an individual, an organization, or the world. We discover and create these ideas and enable members and colleagues to act on them by delivering them in timely, targeted, and memorable ways.

Key Findings Affecting Employee Sentiment



Employee Confidence in Global Job Market

Globally, employee confidence in business environment increases steadily.

Employee Confidence (p. 7)

Global

53.5 Q1 2017 ▲ 0.5 ppt. from Q4 2016

Job Opportunity Perception (p. 8)

Global

49.9 Q1 2017 — 0.0% from Q4 2016

Trend to Watch

Job opportunity perception hits a new high in North America.

51.4 Q1 2017 ▲ 0.5% from Q4 2016

Outside of major economies, global job-seeking behavior is steady.

Change in Job-Seeking Behaviors (p. 9)

Trend to Watch

Several major economies see significant increases in job-seeking behavior year-over-year.

52.3 Italy	▲ 8.6%	38.7 US	▲ 7.2%
46.2 China	▲ 5.2%	36.5 Germany	▲ 6.9%



Employee Satisfaction Drivers

Intent to stay decreases while discretionary effort remains stagnant.

Intent to Stay (p. 15)

An Employee's Desire to Stay with the Organization

32.8% Global ▼ 1.0 ppt. from Q4 2016

Trend to Watch

While the global trend is negative, Australia and New Zealand see an increase in intent to stay.

38.7% ANZ ▲ 1.9 ppt. from Q4 2016

Discretionary Effort (p. 15)

Employee Willingness to Go Above and Beyond

16.0% Global — 0.0 ppt. from Q4 2016

Trend to Watch

Levels of discretionary effort in Latin America fall further, reaching a new low.

25.1% Latin America ▼ 1.4 ppt. from Q4 2016

Key Findings Affecting Employee Preferences



Drivers of Attraction and Attrition

Attributes like compensation, work-life balance, and stability will lure employees away to new employers.

Top Three Global Drivers of Attraction (p. 12)

According to Potential Employees, Q1 2017

- #1** Compensation
- #2** Work-Life Balance
- #3** Stability

Trend to Watch

Candidates prioritizing more tangible aspects of job offers like:

- ▲ Location (#4)
- ▲ Vacation (#7)
- ▲ Health Benefits (#9)

Top Three Global Drivers of Attrition (p. 19)

According to Departing Employees, Q1 2017

- #1** Future Career Opportunity
- #2** Compensation
- #3** People Management

Trend to Watch

Work-life balance becomes less of a driver of attrition flipping rankings with recognition.

- ▲ Recognition (#5)
- ▼ Work-Life Balance (#7)



Compensation Trends

Employees become more optimistic globally about job-switching premiums.

Employees Think They'll Get Paid More If They Switch Jobs (p. 21)

Global

15.2% Q1 2017 ▲ 0.3 ppt. from Q4 2016

Global merit pay expectations stay constant this quarter.

Little Change in Expectations of a Raise (p. 22)

3.7% Global — 0.0 ppt. from Q4 2016

Trend to Watch

Only employees in India and New Zealand have lowered their expectations for a raise.

12.6% India ▼ 1.7 ppt. from Q4 2016

1.6% New Zealand ▼ 1.5 ppt. from Q4 2016

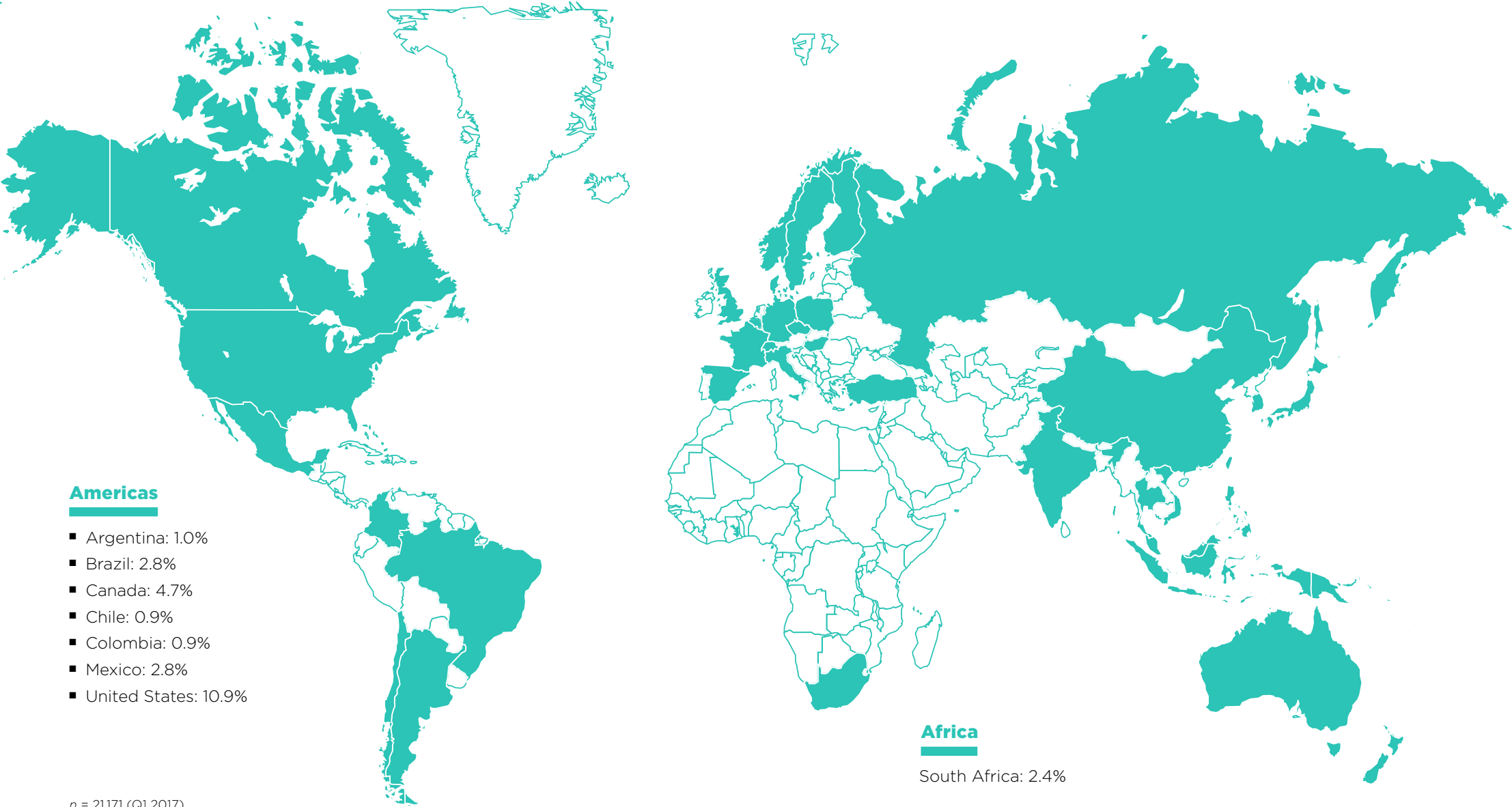
40 Countries and Regions Inform the Global Talent Monitor

Each quarter, *Global Talent Monitor* is sourced from over 20,000 employees in 40 countries and regions to offer the most authoritative look at the latest global and country-level trends so you know what attracts, engages, and retains talent.

Looking for More Insight?

View targeted reports on our website.

Forty-five reports for the regions, industries, and functions of your global business are available through the *Workforce Insights portal*.



n = 21,171 (Q1 2017).
Source: CEB 2017 Global Labor Market Survey.
Note: Total does not equal 100% due to rounding.

Employees' Increased Confidence in Business Environment Continues

Business Confidence Index^a
Global Employed Labor Force



For the fourth consecutive quarter, employees' confidence in the business condition and their economic prospects increase.

What You Can Do

Employees may not be entirely confident in the business environment, but they have the best visibility into what organizations need to change to improve performance.

Get the highlights from our research, **Open Source Change: Making Change Management Work**, through [this webinar](#) to learn how the best organizations use the frontline expertise of the workforce to make decisions that improve business outcomes.

n = 21,177 (Q1 2017).

Source: CEB 2013-2017 Business Barometer Surveys.

^a The Business Confidence Index is an indexed score calculated from a battery of four questions posed to survey respondents. These answers are combined and converted to a 100-point scale, with higher values indicating greater confidence in the business environment.

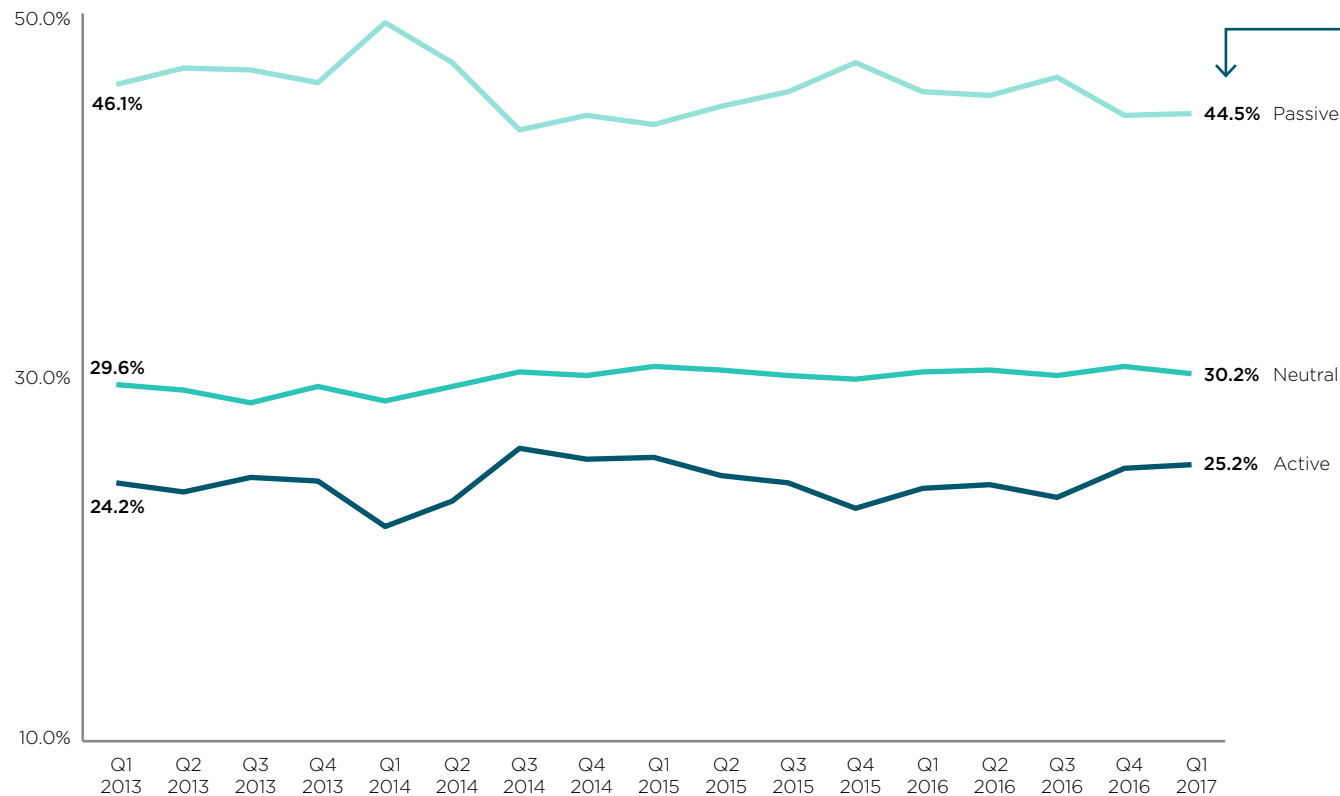
Definition

The **Business Confidence Index** measures employees' confidence in near-term business conditions and long-term economic prospects in their industry.

Global Job-Seeking Activity Is Stable

Percentage of Employees by Degree of Job-Seeking Behavior

Global Employed Labor Force



n = 21,177 (global).

Source: CEB 2013–2017 Global Labor Market Surveys.

Q1 2017 sees no significant shifts in job-seeking behavior across the globe.

What You Can Do

Capture top active and passive talent by creating a strong employment brand.

Use the [CEB Ignition™ Guide to Designing a Compelling EVP](#) to create or redesign an EVP that will help your organization attract and retain top talent.

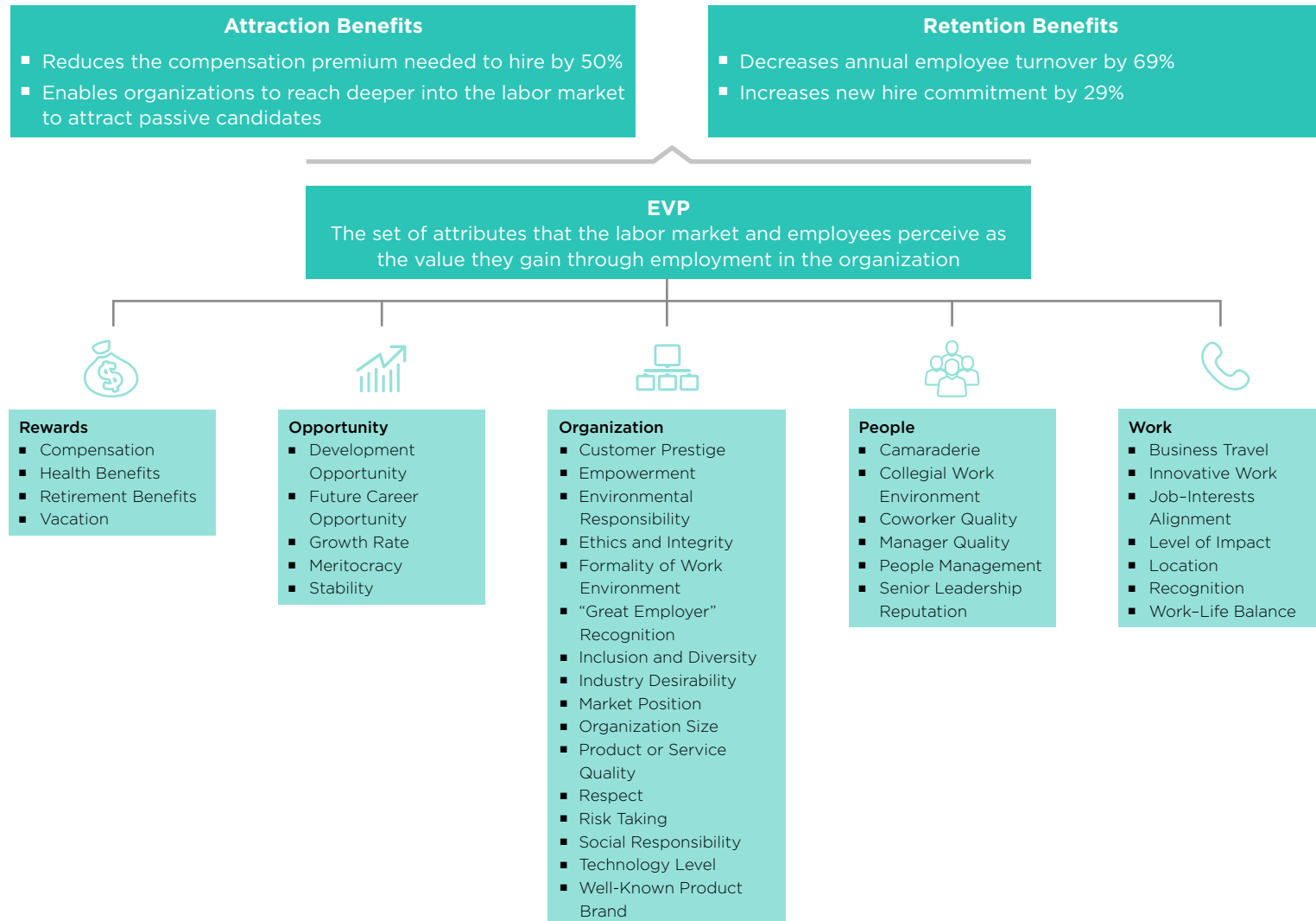
Definition

The **active-passive categories** group employees according to the extent of their inclination and demonstrated effort to look for a job.

Employment Value Proposition Framework

An effective EVP allows organizations to source more deeply in the labor market.

The EVP Framework and the Benefits of a Differentiated EVP



What You Can Do

To extend your reach in the labor market:

- [Define the vision for a differentiated EVP,](#)
- [Prioritize and position your EVP, and](#)
- [Deliver on your EVP promise.](#)

Visit our [EVP topic center](#) for more resources.

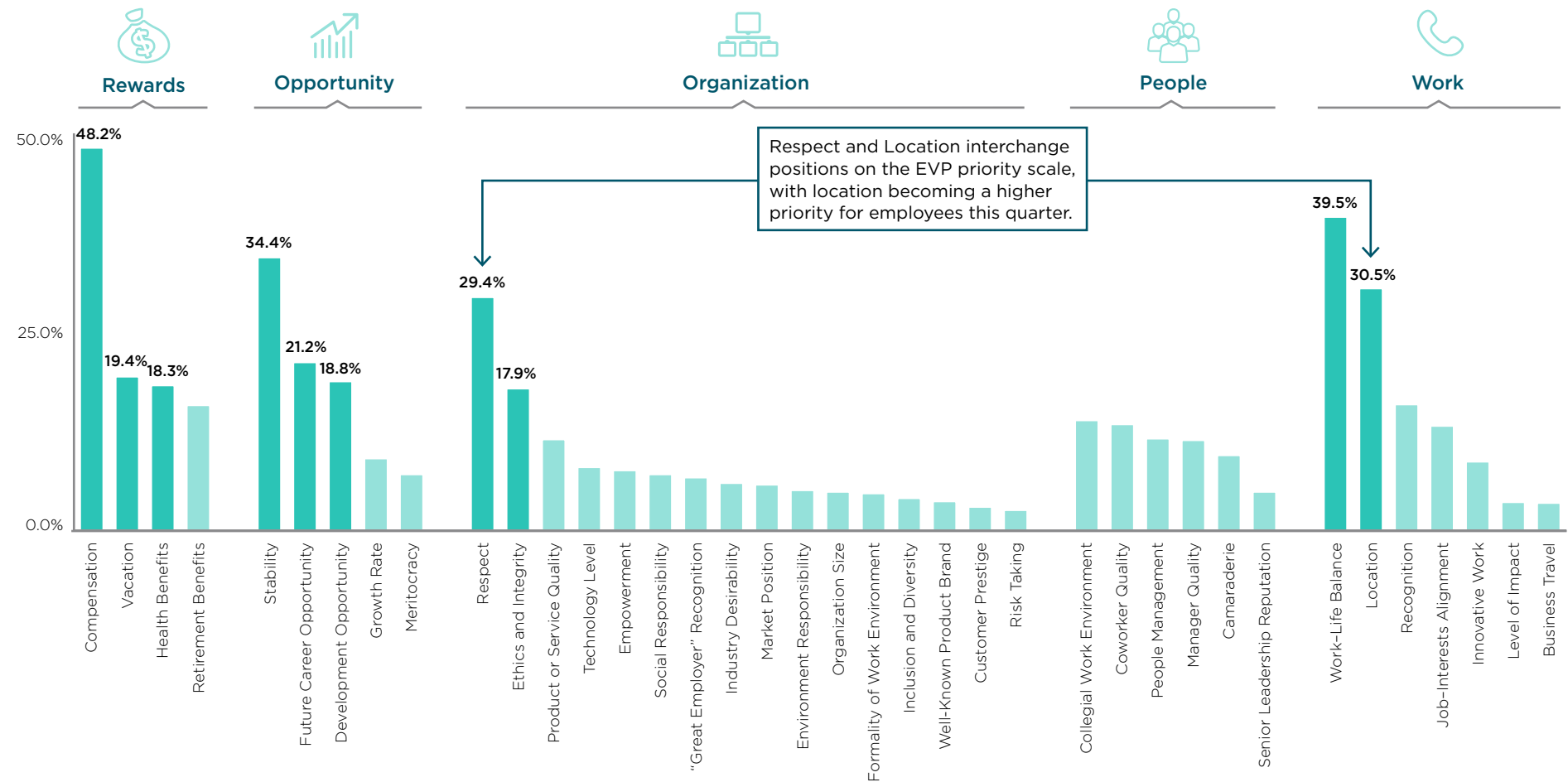
Source: CEB analysis.

Top Priorities for Job Seekers Remain Compensation, Work-Life Balance, and Stability

Percentage of Employees Ranking a Driver Among the Top Five Attributes Influencing Selection of a Potential Employer

Global Employed Labor Force, Q1 2017

10 Most Commonly Cited Attraction Drivers by Employees Globally



n = 21,177.

Source: CEB 2017 Global Labor Market Survey.

Employee Engagement Model

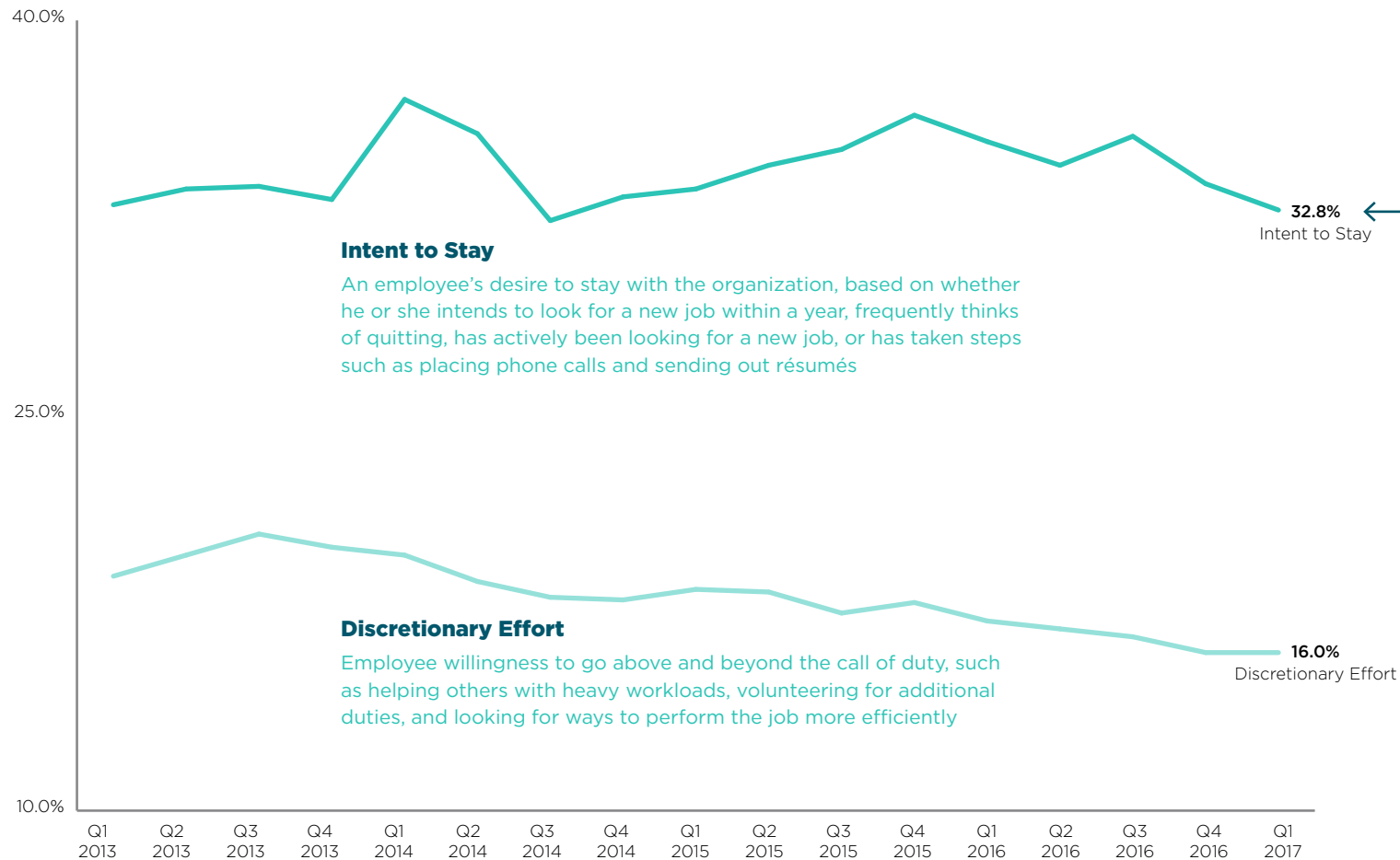
Employee engagement is the pride, energy, and optimism that fuel employees' discretionary effort and intent to stay.



Source: CEB analysis.

Intent to Stay Decreases and Discretionary Effort Remains Stagnant

Percentage of Employees Reporting High Levels of Intent to Stay and Discretionary Effort
Global Employed Labor Force



While discretionary effort stays constant, employees' intent to stay falls further by 1.0 ppt., showing increased disengagement with current employers.

What You Can Do

Stop employees from looking elsewhere for new work by improving their internal job perceptions. Push career opportunities to employees based on their interests and aspirations, and target passive, internal candidates by building opportunities before they become dissatisfied and look elsewhere.

Discover how [UnitedHealth Group](#) creates visibility into its internal talent pool and enables employees to signal interest in internal job opportunities through its Raise Your Hand process.

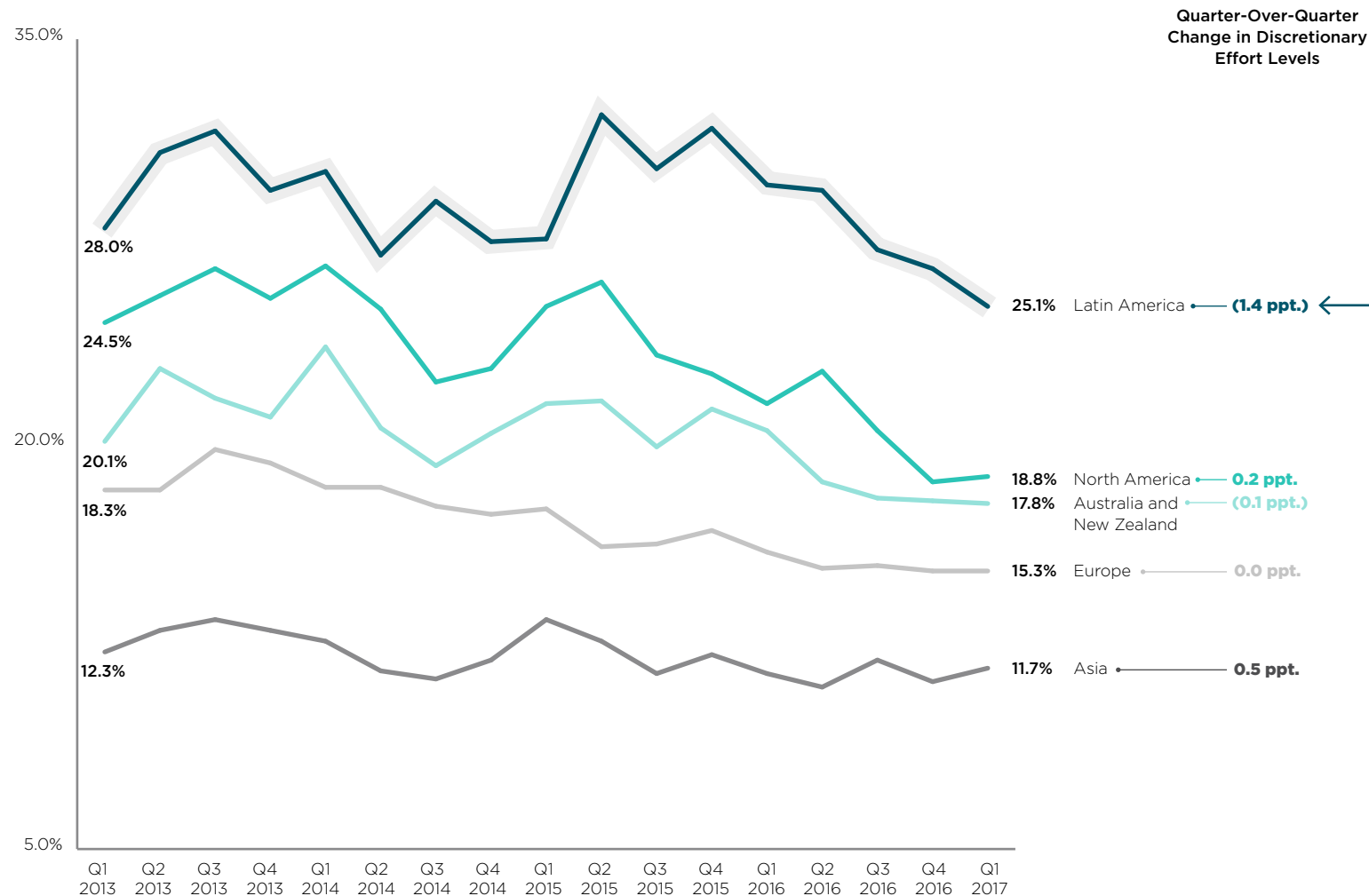
n = 21,177 (Q1 2017).

Source: CEB 2013–2017 Global Labor Market Surveys.



Discretionary Effort Is Stable Globally with the Exception of Latin America

Percentage of Employees Reporting High Levels of Discretionary Effort by Region
Global Employed Labor Force



Discretionary efforts falls further in Latin America (by 1.4 ppt.), touching a new low of 25.1% this quarter.

What You Can Do

Improving employee engagement is not enough to drive performance and retention in an environment of complexity and frequent change. The best organizations align employees with key outcomes and business priorities and create agile workforces to sustain engagement and performance over the long term.

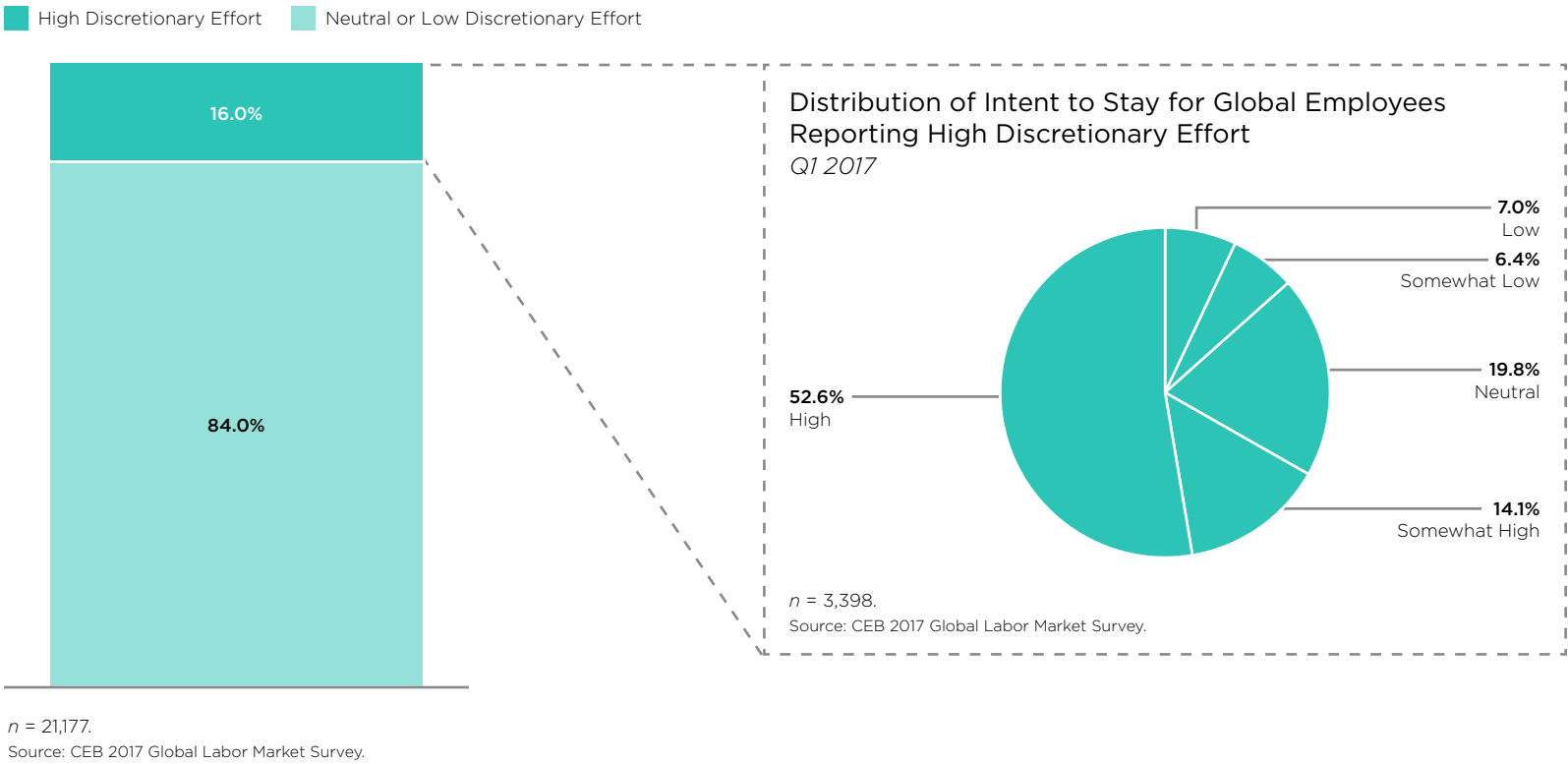
Use our [Engagement Strategy Playbook](#) for step-by-step guidance on building an engaged, aligned, and agile workforce.

Q1 2017 *n* = 6,196 (Asia); 1,500 (Australia and New Zealand); 7,379 (Europe); 1,802 (Latin America); 3,300 (North America).
Source: CEB 2013–2017 Global Labor Market Surveys.

Get the Most from Your Hardest Workers

Approximately 16% of the labor force displays high levels of discretionary effort.

Percentage of Employees Reporting High Levels of Discretionary Effort
Global Employed Labor Force, Q1 2017

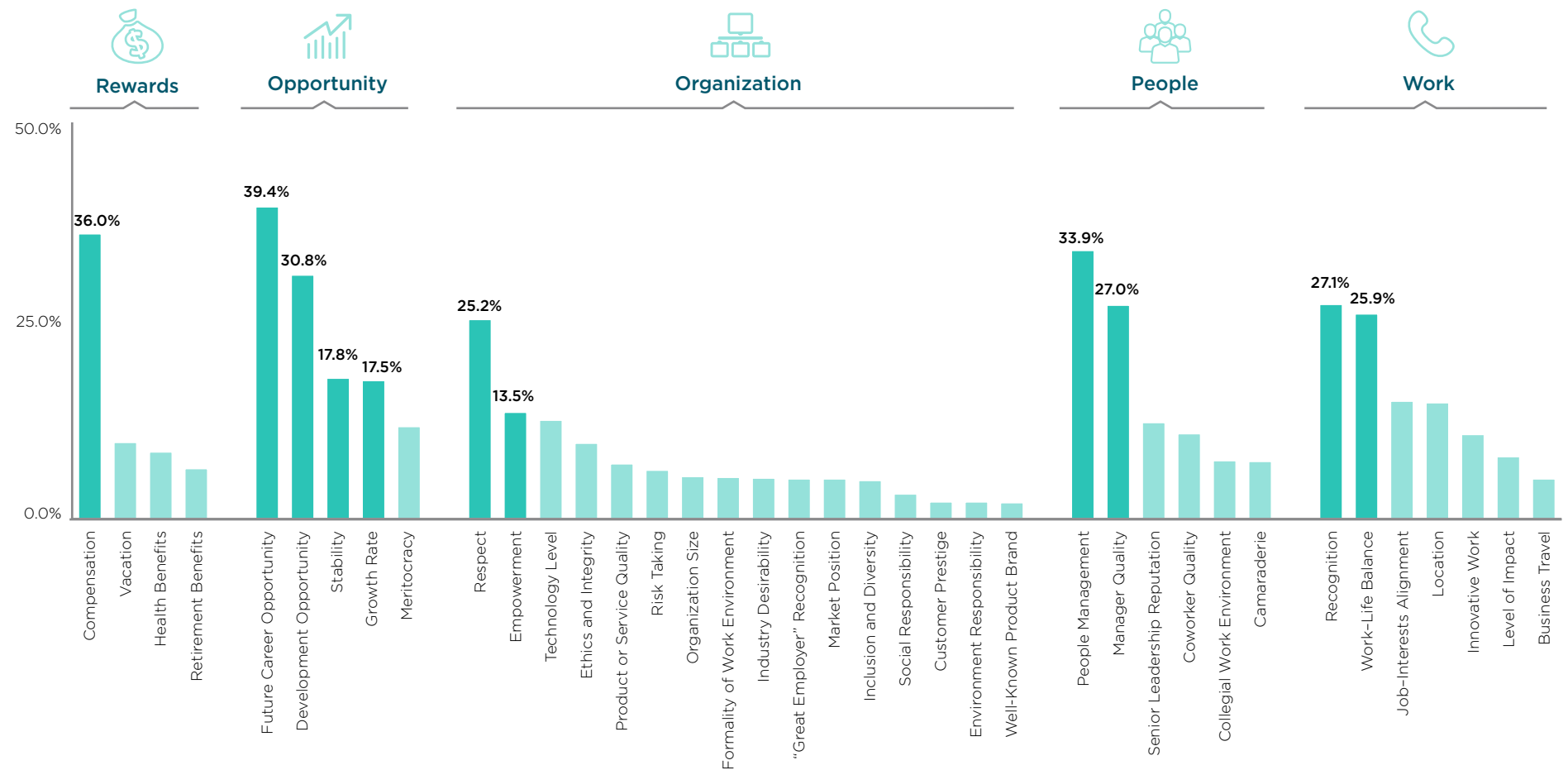


Employees Most Dissatisfied with Future Career Opportunity and Compensation

Percentage of Departing Employees Ranking the Driver Among the Five Most Dissatisfying Attributes at Their Previous Jobs

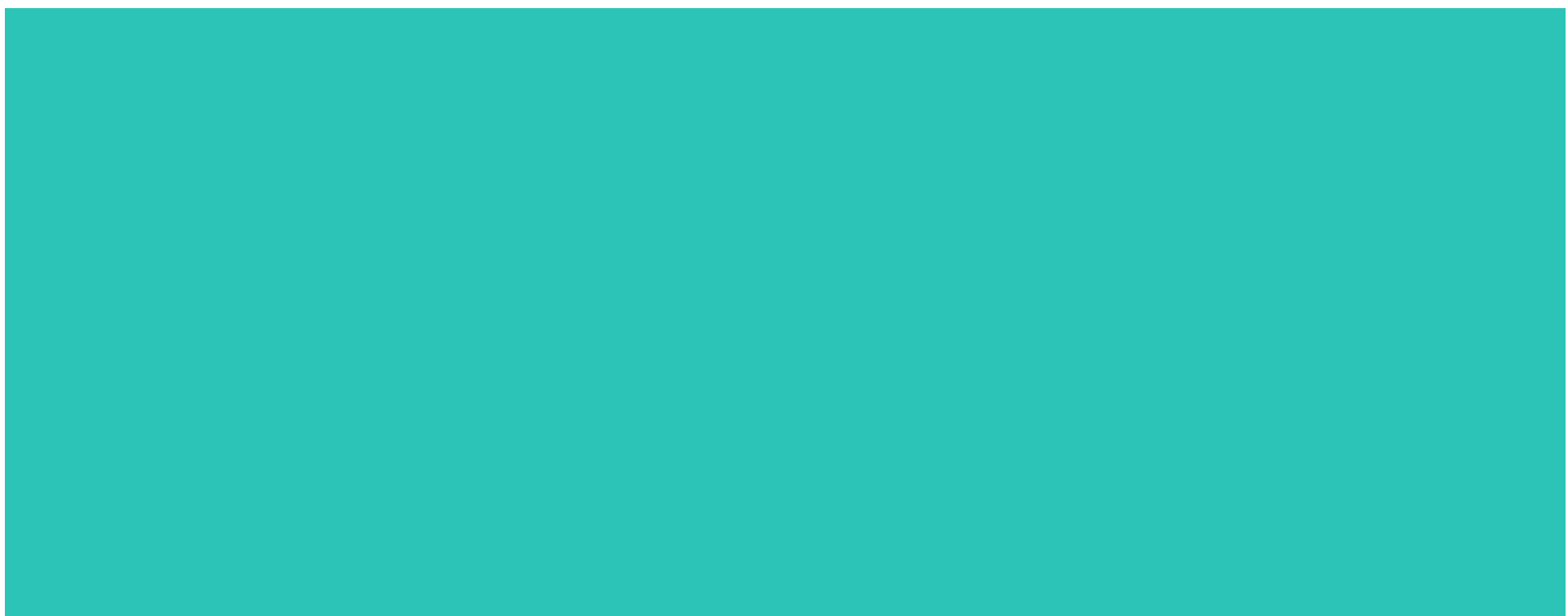
Global Employed Labor Force, Q1 2017

10 Most Commonly Cited Attrition Drivers by Employees Globally



n = 18,944.

Source: CEB 2017 Departure View Exit Survey; CEB 2017 Global Labor Market Survey.



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