



Labour Wheel



Manpower®

About Manpower

About Manpower

- Founded in **1948** in Milwaukee, United States
- More than **4 000** offices in **82** countries
- Total revenue: US \$ **16 billion** worldwide in **2009**
- Number of Clients: **400, 000** worldwide
- More than **3 000 000** placements globally in **2009**
- Manpower recruits **312** people every minute
- In Russia since **1994**
- Manpower is rendering services throughout Russia, with established operations in Ukraine, Belarus and Kazakhstan.

Global Outlook

Global Outlook

- The global economy is recovering with the support of massive fiscal stimuli but the recovery is uneven and conditions for sustained growth remain fragile
- A mild growth of **2.4 per cent** is forecast in the baseline scenario for **2010 (Table 1)**
- A stronger recovery is expected in the developing countries: output growth is expected to reach **5,3 per cent** in **2010**, up from **1,9** per cent in **2009**
- Conditions for international trade and finance will remain challenge
- Consumer and investment demand in developed economies remain subdued
- The most pressing challenges include maintaining the momentum towards recovery and rebalancing global growth

Global Outlook

	2004	2005	2006	2007	2008	2009a	2010b	2009	2010
World outputd *	4.0	3.5	4.0	3.9	1.9	-2.2	2.4	0.4	0.8
<i>of which:</i>									
Developed economies	3.0	2.5	2.8	2.6	0.5	-3.5	1.3	0.4	0.7
Euro zone	2.2	1.7	3.0	2.7	0.7	-4.1	0.4	-0.4	0.5
Japan	2.7	1.9	2.0	2.3	-0.7	-5.6	0.9	1.5	-0.6
United Kingdom	3.0	2.2	2.9	2.6	0.6	-4.5	0.6	-0.8	0.8
United States	3.6	3.1	2.7	2.1	0.4	-2.5	2.1	1.0	1.1
Economies in transition	7.7	6.5	8.0	8.4	5.5	-6.5	1.6	-0.6	0.2
Russian Federation	7.2	6.4	7.7	8.1	5.6	-7.0	1.5	-0.2	0.0
Developing economies	7.3	6.7	7.3	7.6	5.4	1.9	5.3	0.5	1.0
Africa	6.5	5.9	5.9	6.0	4.9	1.6	4.3	0.7	0.3
Nigeria	10.6	5.4	6.2	7.0	6.0	1.9	5.0	2.4	0.3
South Africa	4.9	5.0	5.3	5.1	3.1	-2.2	3.1	-0.4	0.0
East and South Asia	7.8	7.7	8.6	9.3	6.3	4.3	6.4	1.1	0.8
China	10.1	10.4	11.6	13.0	9.0	8.1	8.8	0.5	0.6
India	8.3	9.3	9.7	9.1	7.3	5.9	6.5	0.9	0.2
Western Asia	8.7	6.9	6.1	5.0	4.6	-1.0	3.6	-0.3	0.7
Israel	5.0	5.1	5.2	5.4	4.1	0.1	2.0	1.0	1.2
Turkey	9.4	8.4	6.9	4.5	1.1	-4.9	2.2	-0.4	1.0
Latin America and the Caribbean	5.8	4.6	5.5	5.6	4.1	-2.1	3.4	-0.2	1.7
Brazil	5.7	3.2	4.0	5.7	5.2	0.0	4.5	0.6	2.0
Mexico	4.0	3.2	4.8	3.2	1.3	-7.1	3.0	-2.3	1.8
<i>of which:</i>									
Least developed countries	8.2	7.8	7.9	8.5	7.2	3.3	5.3	0.6	0.7
<i>Memorandum items:</i>									
World trade	11.0	7.8	9.3	6.7	2.9	-12.5	5.4	-1.4	1.8
World output growth with PPPbased weights	4.9	4.4	5.0	5.0	3.0	-1.0	3.2	0.0	0.5
Manpower									

Table 1. Growth of world output, 2004–2010

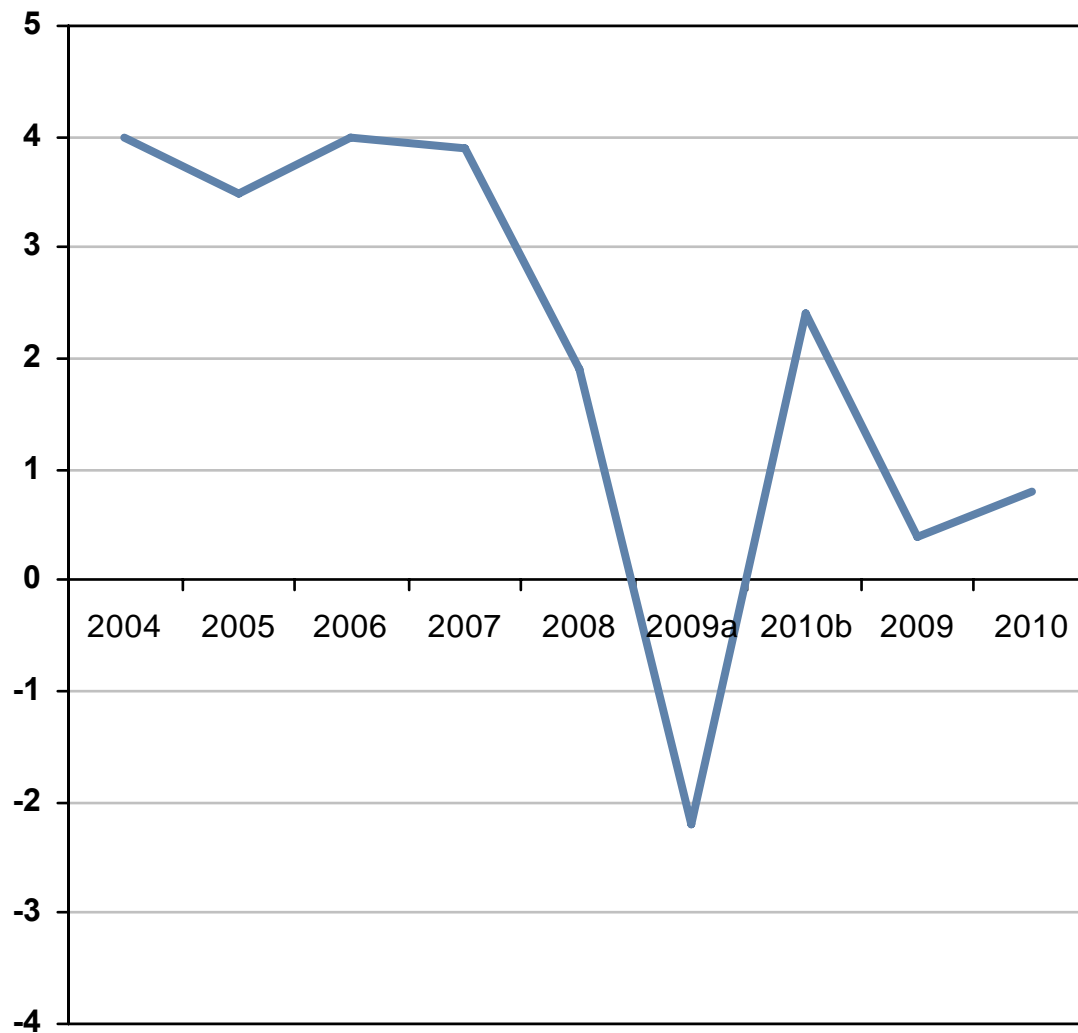
Source: UN/DESA.

a Partly estimated.

b Forecasts, based in part on Project LINK.

* Calculated as a weighted average of individual country growth rates of gross domestic product (GDP), where weights are based on GDP in 2005 prices and exchange rates.

Global Outlook



— Indicates the confidence interval at two standard deviations from historical forecast errors.

Source: UN/DESA.

a Partly estimated.

b United Nations forecast.

Global Outlook

- Unemployment rates are continuing to rise
- Developing countries are seeing increases in vulnerable employment and working poverty
- Social gaps in employment opportunities are widening
- Labour markets will remain weak in 2010
- Inflation pressures are expected to remain low throughout 2010
- Progress towards poverty reduction has slowed considerably (**Table 2**)

Global Outlook

Change in extreme poverty (living below \$1.25 a day)	Number of poor (millions)		Change in poverty incidence (percentage)	
	2009 vs. 2004-7	2009 vs. 2008	2009 vs. 2004-7	2009 vs. 2008
Economies in transition	1.0	1.0	0.3	0.3
South-eastern Europe Commonwealth of Independent States	0.0	0.0	0.0	0.1
Developing economies	83.7	46.7	1.5	0.9
Africa	15.2	13.6	1.5	1.3
North Africa	0.2	-0.3	0.1	-0.2
Sub-Saharan Africa	15.0	13.9	1.8	1.7
East and South Asia	63.1	28.5	1.7	0.8
East Asia	22.8	9.1	1.2	0.5
South Asia	40.3	19.4	2.4	1.2
Western Asia	1.9	1.3	0.9	0.6
Latin America and the Caribbean	3.6	3.3	0.6	0.6
South America	2.6	2.5	0.7	0.6
Mexico and Central America	1.0	0.8	0.6	0.5
Caribbean	0.0	0.0	0.1	0.1

Table 2. Estimated impact of the crisis on extreme poverty, 2009

Source: UN/DESA, based on per capita GDP growth estimates and forecasts of the *World Economic Situation and Prospects 2010* and recent household survey data for 69 countries drawn from the World Bank's PovCalNet.

Forces Reconfiguring the World of Work

Forces Reconfiguring the World of Work

- ✓ **Economic Turbulence**

- ✓ **Technological Revolution**
 - Mobile connectivity
 - The power of data mining
 - The "infinite" Internet free lunch
 - The so called "Big Switch"

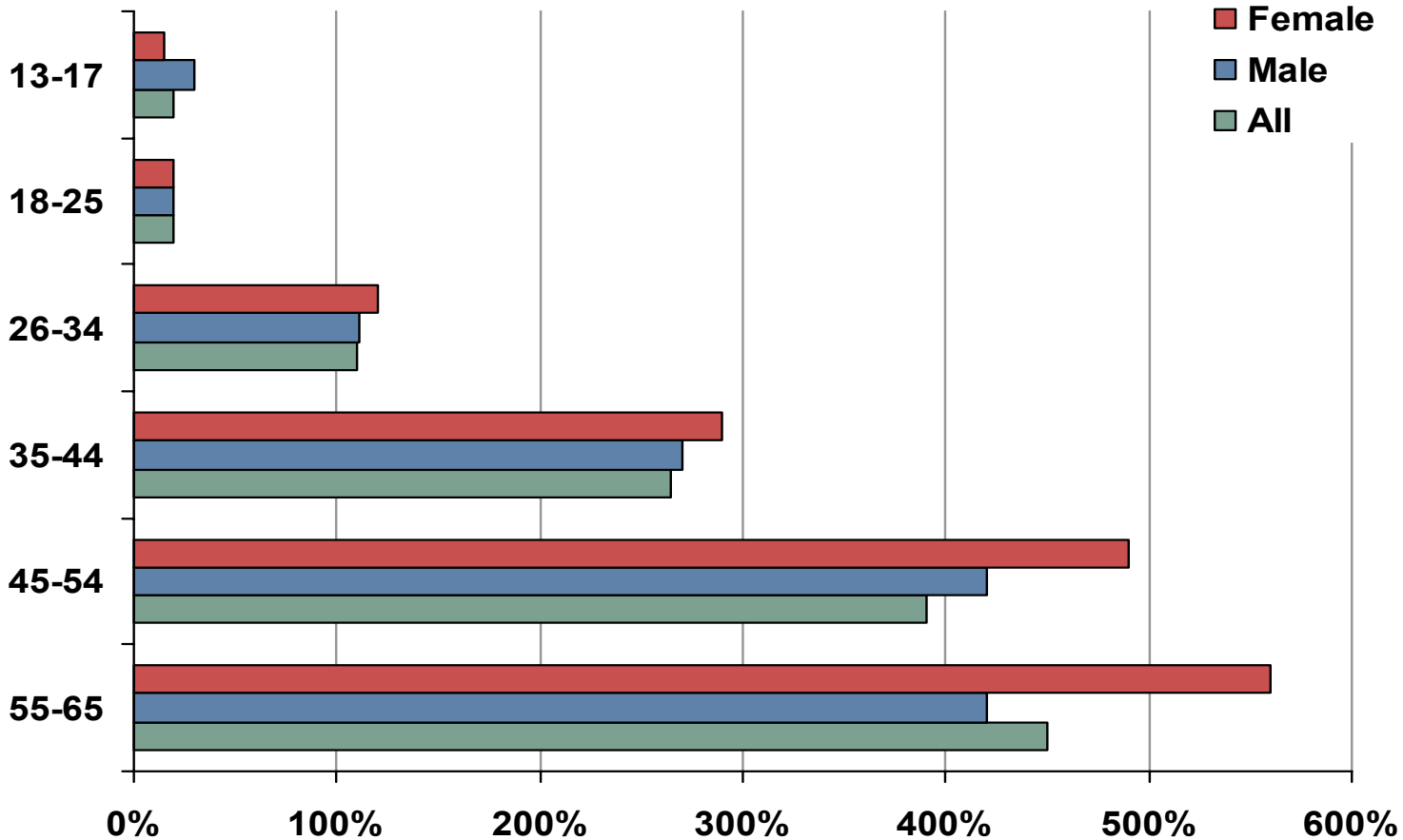
Forces Reconfiguring the World of Work

✓ **Social interaction revolution**

- Most social networks will become a place to be seen as a candidate - either active or passive - on the job market and will therefore increasingly replace the resume of yesterday
- Many activities on social networks - private and closed or public and open, aimed at individuals or at professionals - will require new community-management skills, new data-mining skills, new recruitment skills, new coaching skills and so on, creating opportunities for new jobs.
- We can expect to see a multiplicity of social networks emerging according to specialty, generation, industry, etc. This means that everyone will be visible through a variety of different lenses and that no one will be able to escape such exposure. This multiple belonging will be part of an individual's identity.
- The social network phenomenon will also mean that some labor market intermediaries will have to change their business models in order to adjust to the new environment. This will include job boards, staffing companies, head hunters, outplacers, the training industry and the assessment industry.

Forces Reconfiguring the World of Work

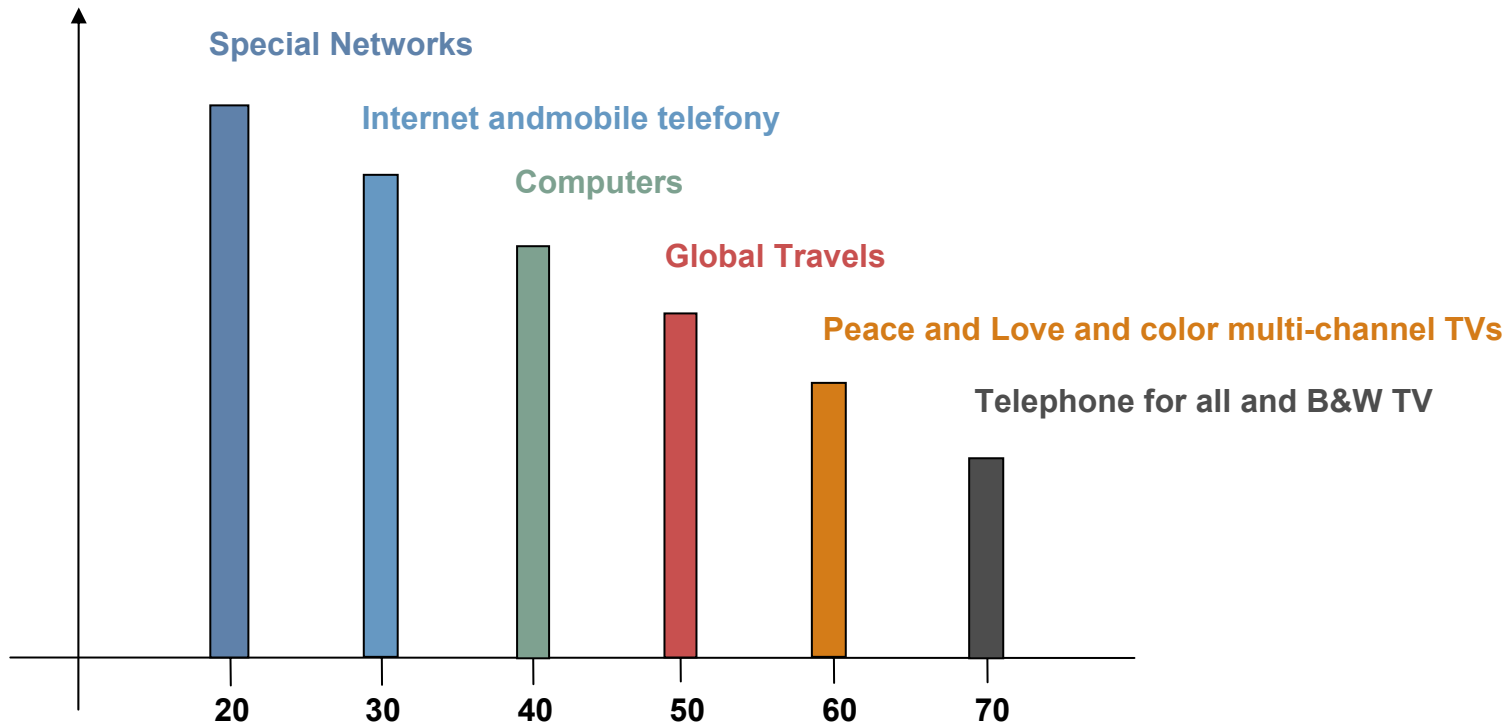
US Facebook Audience Growth 9/08-3/09



Source: InsideFacebook.com

Forces Reconfiguring the World of Work

Ten Year Generational Cycle-Technologically Savvy



Source: Boostzone Institute, Paris

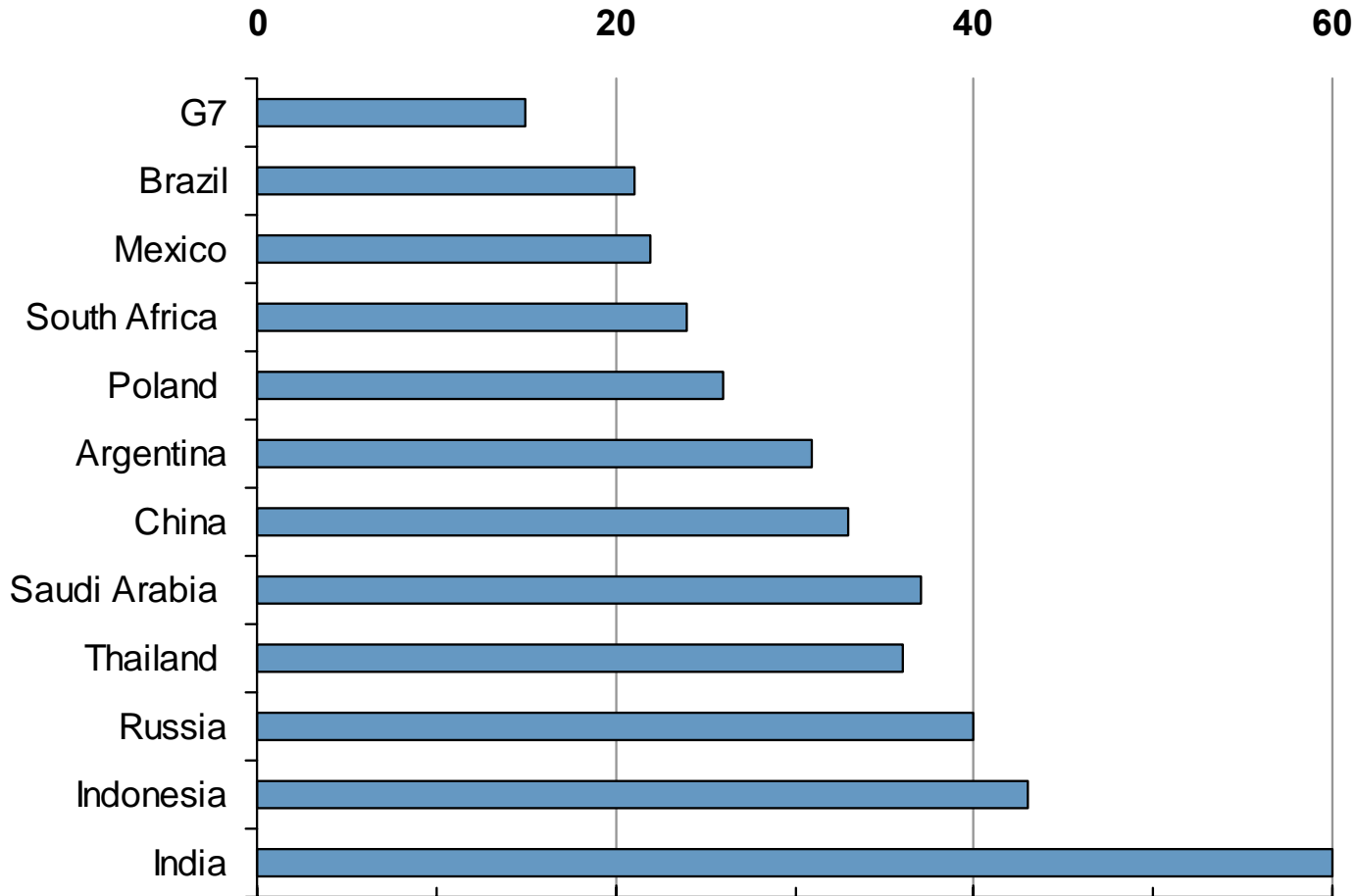
Forces Reconfiguring the World of Work

✓ Social Shifts

- The frustration of the Net Generation's expectations
- The clash between multi-generations at work
- A lasting socio-economic crisis among OECD middle classes
- The burgeoning food crisis - a "silent tsunami"

Forces Reconfiguring the World of Work

A heavy burden (Food as % of consumer-price basket, latest)



Source: The Economist, May 24th, 2008; HSBC

Forces Reconfiguring the World of Work

✓ Labor Market Upheavals

- Global talent scarcity
- Job-seeking migration
- Global labor-force reorganization
- Wide-scale labor arbitrage

Forces Reconfiguring the World of Work

✓ Wild-Card Elements

- **Natural disasters** - the 2004 tsunami, recent earthquakes and landslides, a result of global warming, in several parts of the world.
- **Geopolitical crisis or act of terrorism** - the outbreak of hostilities between two or more nations, the resumption of abated aggression, or the impact of a major act of terrorism.
- **Economic or financial depression** - if market confidence should take a tumble and a major depression should set in, such as we have experienced over recent months.
- **Epidemic or technology-related health issue** - such as the H1 N1 porcine influenza infection that threatens today, for instance, which the WHO has already categorized as a major pandemic.

Forces Reconfiguring the World of Work

Environmental Clouds

- Global warming
- Territorial Disputes
- Global Countermeasures

World of Work Megatrends

World of Work Megatrends

- ✓ **Demographic and economic shifts are accelerating the talent mismatch.**

In an economic environment where organizations are pressured to do more with-less, businesses and governments will continue to demand more specific skills and behaviors. The pressure to find the right skills in the right place at the right time will increase as working age populations decline, economies rebound, emerging markets rise, and the nature of work shifts. This will intensify the skills mismatch.

Implications

- Organizations need an agile talent strategy to attract and retain the talent required to achieve their business strategy
- Leadership requires a shift in definition and investment
- Critical skill shortages will accelerate the mobility of workers and work
- Demographic shifts will increase the pressure to keep older workers engaged in the workforce longer
- Bifurcation of the workforce by skills and demand is accelerating
- Continuous training and development of the workforce will be required in order to maintain a job-ready workforce
- Government will play a larger role in navigating the skills mismatch

World of Work Megatrends

- ✓ **Changing economic conditions, motivations and preferences are profoundly impacting individual choice.**

The talent mismatch, combined with the multiple generations in the workforce - who bring a variety of motivations and preferences - has accelerated the shift of power from employer to individual and will change how organizations attract, engage and retain talent. Those individuals with the ability, access and self-motivation will benefit from the shift of power from employer to individual. Those individuals with general, mainstream skills, shared by many, will be marginalized unless they improve their skills and workplace relevance.

Implications

- Companies need to better understand individuals' motivations and work preferences, and the impact they have on their talent strategy - one size no longer fits all - one size fits one
- Companies need to understand how to attract, engage and manage the multi-generational workforce
- Companies will need segmented candidate attraction models, well-designed people practices and employee experiences to retain the talent they need
- Companies' employer brand and reputation will become increasingly important
Individuals will need to take more responsibility and ownership for their careers and development
- Governments and public / private partnerships will play a much broader role in training and development of workers

World of Work Megatrends

✓ Customers' expectations around value will rise.

Customers' operating and purchasing behavior is more global and sophisticated, increasing the complexity of their relationships and the specificity of their demands. Customers have more access to information, experts and lower cost channels which increases visibility and subsequent pressure on companies to deliver value.

Implications

- Responses and solutions to the market will need to be;
- Faster
- Differentiated
- More agile
- Global
- Small and medium sized businesses have the capability to mobilize and increase their number of alliances and relationships to compete with larger and global companies, creating more complexity in the marketplace
- Intensified price / value compression puts increased pressure on the productivity of a company's workforce
- Companies' success is no longer only based on access to capital - now, talent has become a key differentiator
- Companies' practices are under increased scrutiny; therefore, they must stand up to total transparency

World of Work Megatrends

- ✓ **Technological developments allow new ways of getting work done - increasing the importance of coordination and collaboration.**

Rapid and unfiltered communication via broadly available wide online networks dramatically increases the transparency of all work arrangements, which influences the choices individuals and organizations make in the world of work.

Implications

- Increased transparency has changed the definition of what is valuable data
- More unsubstantiated information increases the importance of verification, certification, validation and overall trusted advisor position
- Rapidly changing technology and greater global arbitrage increases individuals' and organizations' choice of where, when and how work is performed, and with whom Instant and transparent links between individuals increases scrutiny of individuals and organizations, elevating the importance of reputation management for both employees and employers
- Workplaces and practices will need to be environmentally-friendly and drive sustainability due to society's focus on reducing carbon footprints
- Increased speed of automation and integration of processes to improve productivity

A New Paradigm for Work Organization

A New Paradigm for Work Organization

VARIABLES	DEFINITION	SITUATION IN 2000	SITUATION IN 2020
LABOR MARKET ORGANIZATION	<i>Supply, demand, technical intermediation, domestic vs. global, virtual, Cross Border, and migrations</i>	Limited Cross Border migrations, limited offshoring, nearly no virtual offshoring	Significant Cross Border migrations, significant virtual global labor market
CORPORATE WORK ORGANIZATION	<i>Structures, systems, division of work (Taylorism), outsourcing models, offshoring models</i>	Matrix, organization charts, silos, offshoring for costs, outsourcing for focusing on core business, Taylorism mostly within manufacturing	Offshoring for skills and access to markets, outsourcing for focusing on core talent base, Taylorism in services, network-centric management (NCM)
WORKPLACE ENVIRONMENT	<i>Oasis and commuting models, collaboration models, tools generation coexistence</i>	Office is core workplace, relationships based on hierarchy, corporate tools are MS office + Lotus Notes, generation roles divided	Office, home, Regus 2.0 and virtual offices are working places, relationships based on skill interdependences, corporate tools are Web 2.0+, generation roles blurred
EMPLOYER-EMPLOYEE RELATIONSHIPS	<i>Recruitment models, retaining models, people development models, employer's brand, large vs. SMEs roles</i>	Recruitment via recruiters, retention via incentives (namely \$), development via training and job mobility, large companies as a safe haven - hard to reach and hard to leave	Recruitment also via social network and web reputation, retention via collaborative culture and incentives on social support (pension, health, etc.), development via job nomadism + coaching + training, large companies and SMEs possible rotation if skill enrichment attached
CAREER MODELS	<i>Couple's life—work balances, beginning and end of work life, job rotation, personnel development</i>	Male-dominated model, entry at 25, exit at 60—65, personnel development relying on employers, mobility a normal factor in large corporation	Double income-dominated model, entry at 22, exit at 65-70, everyone in charge of own development, mobility has to be negotiated, since it induces complexity in double-income couples
SOCIAL SUPPORT ENVIRONMENT	<i>Health systems, unemployment systems, pension systems, family systems, "poor" supporting models, individual's support and intermediation</i>	Intermediaries act on transaction, health and pension depending on nature of employer, family limited role as safety net, poor are "assisted"	Intermediation also by coaching career agents, health and pension more transferable, family more as safety net, poor are "re-inserted"

A New Paradigm for Work Organization

TOOLS USED BY EMPLOYEES

Tools to work on	<i>The display one uses to perform work</i>	Computer laptop, proprietary software or licence-based software	Universal plug into the Cloud; SAAS software
Screen	<i>The way one accesses the net</i>	Computer screen	Combination of very large computer screen, desktop table screen, wall projection screen, mobile phone screens, Kindle screens
Internet access Main personal data storage	<i>The place where one stores data</i>	Dial-in, cable connection if accessible	Wireless everywhere, always connected
Social networks	<i>The social interactions one has</i>	Physical, clubs, professional associations, etc.	Virtual and physical, internal, professional and private, several active at same time, all onion shaped
Identity	<i>The way one is seen by others</i>	Only revealed to those concerned, protected	Largely public, hard to protect

Thank You!