

# 2015 talent trends

Insights for the modern recruiter on  
what talent wants around the world

**LinkedIn** Talent Solutions





# Introduction

The typical career path is more fluid than ever. Today, talent is staying more connected, informed and open to new opportunities throughout their professional lives.

In this report, step inside the mind of talent at every stage of the job search journey. Armed with this data, you will have a blueprint for successfully attracting, engaging, and hiring within this modern and dynamic talent pool.



# About this report

This is our second annual Talent Trends report, completely redesigned to explore how talent approaches the job search journey from start to hired.

We surveyed over 20,000 professionals in 29 countries to better understand their attitudes and behaviors at each stage of the job search.

Do you think you know what talent wants? Read on to find out.

# Index

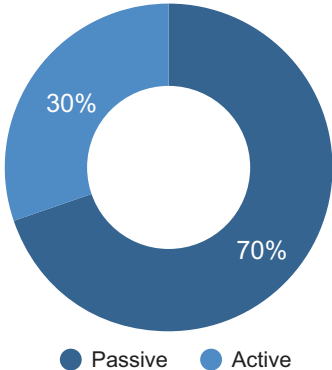


- 05** Executive summary
- 06** The talent landscape in 2015
- 11** Talent behavior
- 15** The first conversation
- 19** The interview experience
- 25** The final decision
- 30** Conclusion
- 31** Methodology
- 34** About the authors

# Executive summary

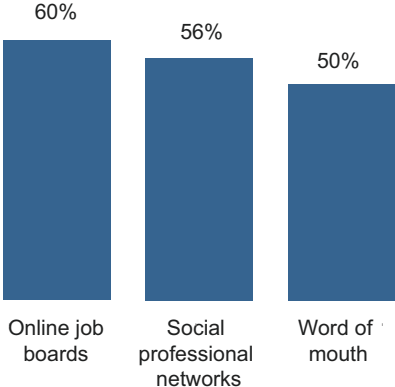
Three key insights you should know to attract and recruit great talent around the world

70% of the global workforce is passive talent



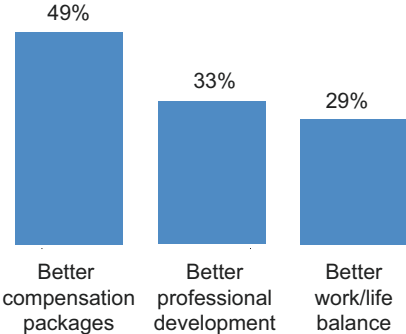
*How would you classify your current job search status?*

Talent goes online and relies on personal networks to discover new opportunities



*What channels do you use to look for new job opportunities?*

Compensation matters most when making a final job decision



*What are the three most important factors that would entice you to accept a new job opportunity?*



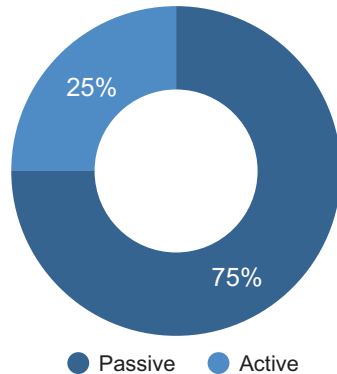
# The talent landscape in 2015



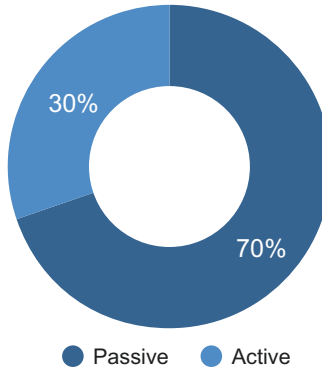
# Active talent is on the rise around the world

Professionals around the world are more actively exploring job opportunities than they were last year. According to Bersin by Deloitte<sup>1</sup>, job seeker confidence and employee mobility tends to rise as the global economy improves.

**Global in 2014**  
**Active vs. Passive**



**Global in 2015**  
**Active vs. Passive**



**Passive candidates may be:**

- ✓ Reaching out to personal network
- ✓ Open to talking to a recruiter
- ✓ Completely satisfied; Don't want to move

**Active candidates may be:**

- ✓ Actively looking
- ✓ Casually looking a few times a week

*How would you classify your current job search status?*

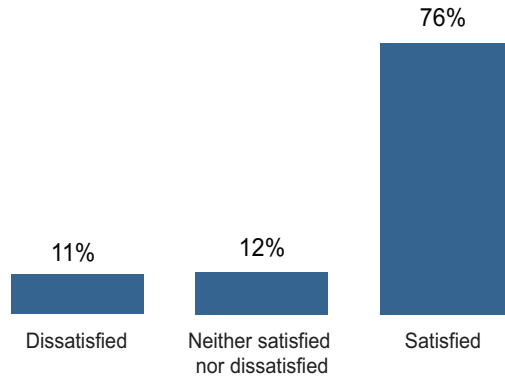
1. Bersin by Deloitte, Where did all the employees go? (2009), <http://dupress.com/articles/where-did-our-employees-go/>

# Active talent is not always unhappy talent

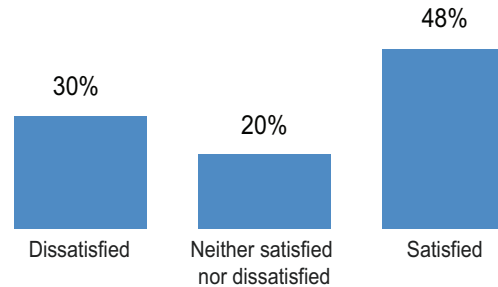
Passive talent tends to be highly satisfied, whereas active talent feels a healthy mix of satisfied and dissatisfied in their current role.

To successfully recruit satisfied talent, leverage the data in this report to build an unforgettable candidate experience and strengthen your relationships with talent.

## Job satisfaction for passive talent



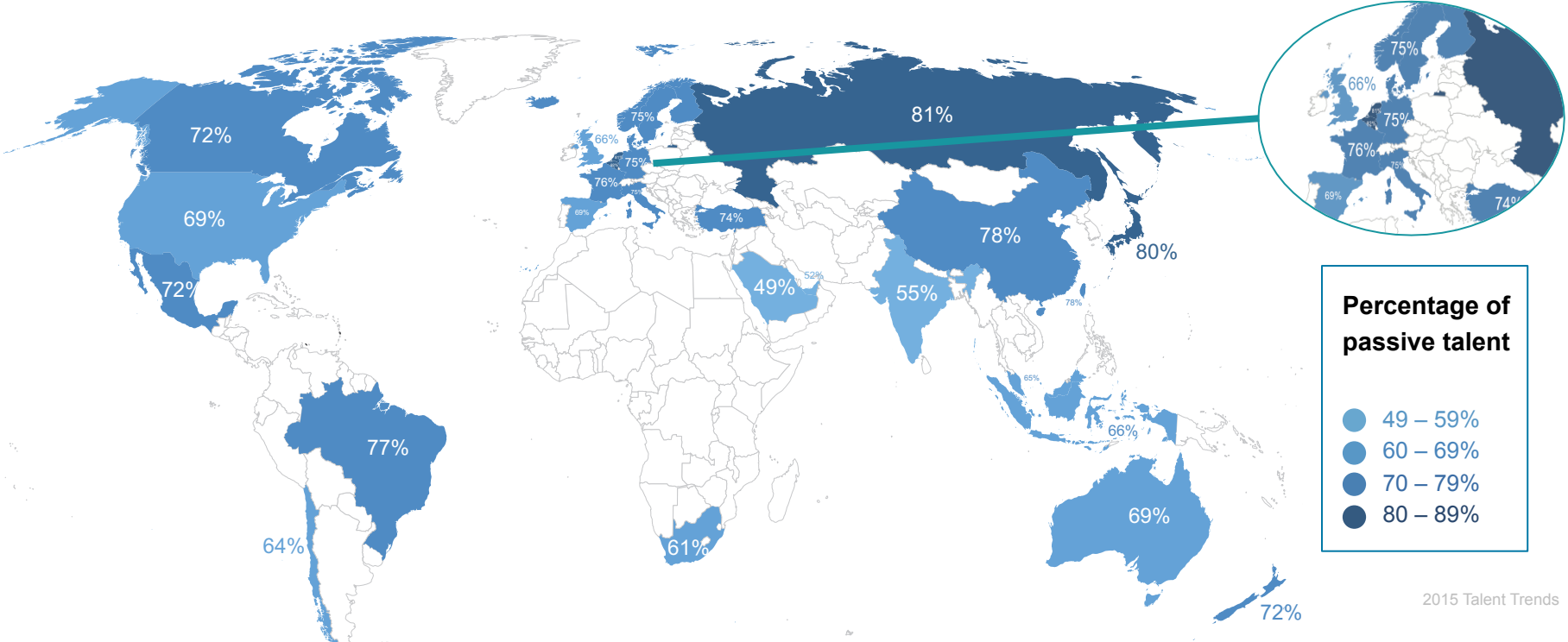
## Job satisfaction for active talent





# Passive talent around the world

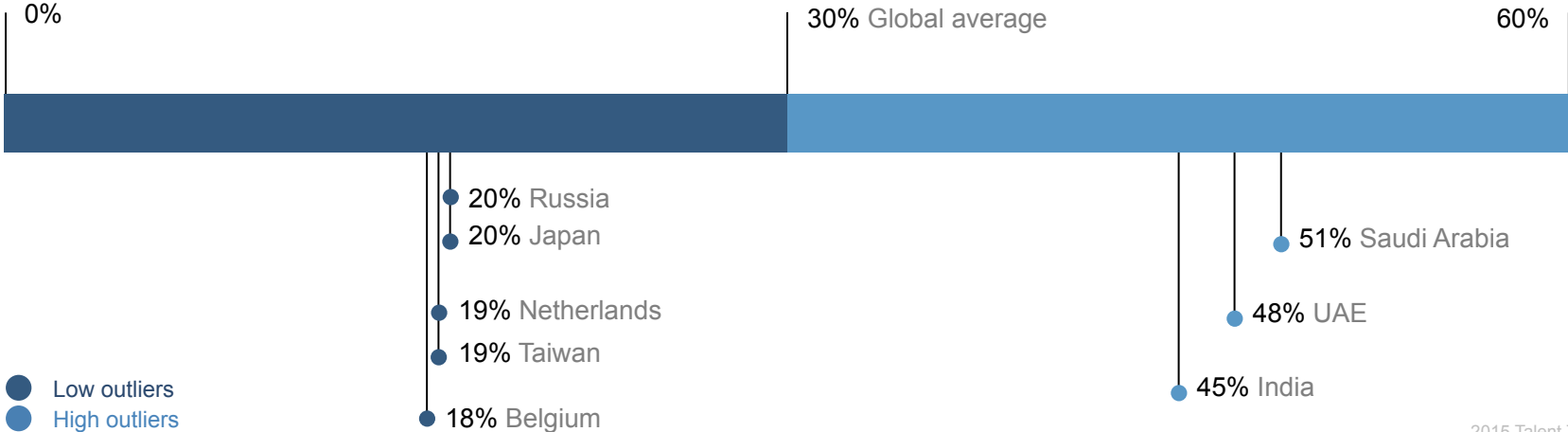
If you hire in multiple countries, this map is for you. The more passive a country's talent pool, the more you must catch talent's attention with your talent brand and proactively reach out with new opportunities.



# Countries with unusual levels of active and passive talent

Globally, only 30% of professionals are actively job searching. However, this varies significantly between countries due to economic and cultural factors.

Whether you're recruiting active or passive talent, setting clear hiring priorities and encouraging your employees to share company opportunities with their personal networks will help you stand out as an organization and find the talent you need.



How would you classify your current job search status?



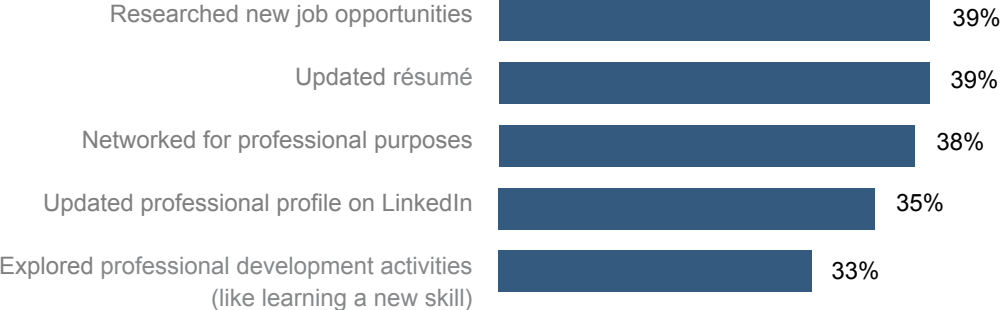
# Talent behavior



# Professionals are always improving their professional brands

Both active and passive talent spend time on activities to strengthen their professional brand and increase their future career opportunities.

## Most common professional development activities in the last month



Almost 4 in 10 professionals are researching new jobs and networking every month, even though only 30% are actively looking for a new job.

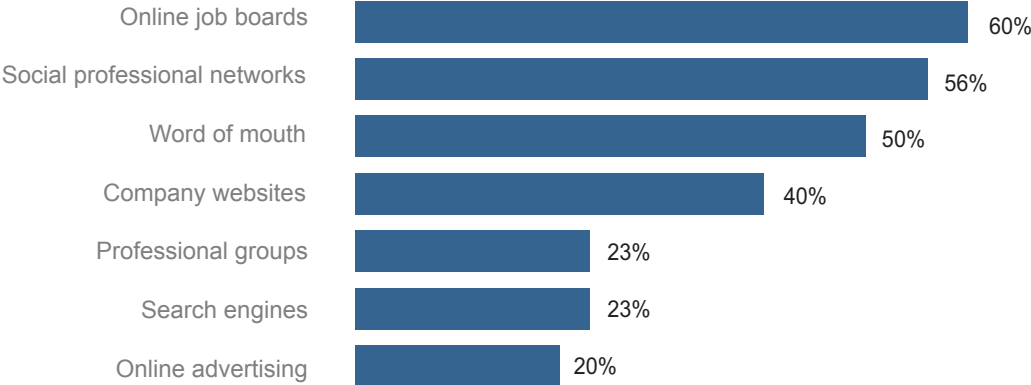
As talent is increasingly keeping one eye open for their next opportunity, make sure your organization is consistently building a positive reputation as a great place to work.

*Which of the following activities have you participated in during the past month?*

# Talent turns online and to their personal networks to discover new opportunities

When talent wants to find new job opportunities, they turn to online job boards, social professional networks, and their personal connections.

## The most popular channels where talent looks for opportunities

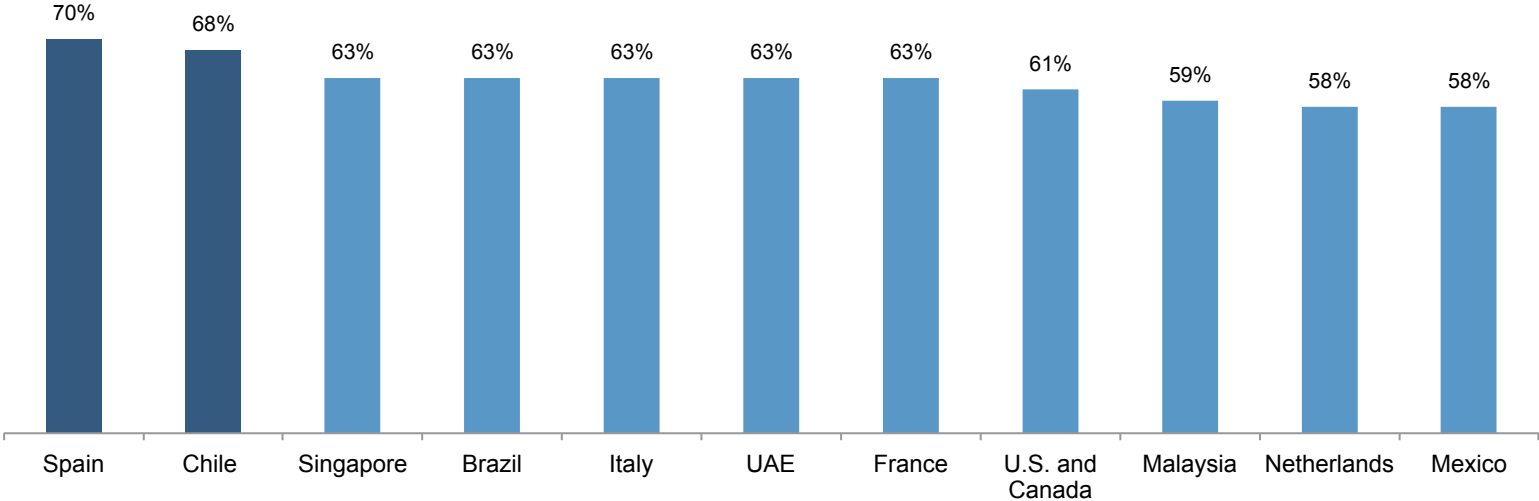


50% of professionals go first to friends and colleagues to discover new opportunities. Do you know what people are saying about your organization as a place to work?

Encourage your employees to share why they love working at your organization to increase your company's reach.

# Top countries where talent uses social professional networks to discover new opportunities

In our increasingly social world, social professional networks are among the top ways professionals discover new opportunities. Below are the countries where talent most leverages social professional networks to find jobs.





# The first conversation



# When in doubt, reach out

The next time you hesitate to reach out to talent, remember that a vast majority of professionals, both active and passive, are interested in hearing from you.

## Talent's interest in hearing from a corporate recruiter



## Talent's interest in hearing from a staffing recruiter



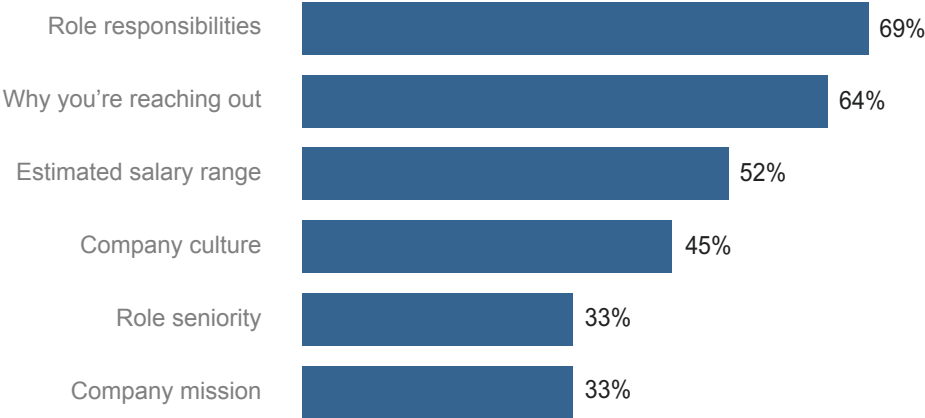
*How interested are you in talking to an in-house corporate recruiter or a headhunter for a search and staffing firm about a new job opportunity?*



# First contact: What talent wants to know

When you first reach out to professionals about a new job opportunity, be sure to explain the job role responsibilities and why they are a good fit for the role.

## What talent around the world wants to know first



Using InMail? Most people read their InMails on the go, so grab their attention by only including information they care about in your first InMail.

Knowing what is essential (and what isn't) will earn you a higher InMail acceptance rate and talent's attention.

*Regardless of your level of interest, what are the most important pieces of information that an in-house corporate recruiter or a headhunter for a search and staffing firm should include in their initial message to you?*

# Three essential InMail tips from LinkedIn

1



## Reach out to followers first

Your LinkedIn Career Page followers are 81% more likely to respond to your InMails than those who do not follow you.

2



## Don't mix work and the weekend

InMail messages sent on Saturdays are 16% less likely to get a response than those sent during the work week.

3



## The closer it is to the weekend, the less likely talent is to respond

InMails sent on Thursday between 9 and 10 AM are 12% more likely to get a response than those sent on Friday during the same time.



## The interview experience



# The interview is a pivotal point in the job search journey

No matter how well you pitch a job, nearly all professionals are still unsure about the job and company when they show up for the interview.

Getting the interview right will win you top talent, while getting it wrong can hurt your recruiting efforts.

**83%**

of talent say a **negative** interview experience can change their mind about a role or company they once liked

**87%**

of talent say a **positive** interview experience can change their mind about a role or company they once doubted

**53%**

of talent say the most important interview is with their **prospective manager**

# The interview experience has a major impact on talent's final decision to join your company

Talent speaks loud and clear—the interview experience is a major factor in whether talent joins your organization or continues along their job search journey.

## Importance of interview in talent's final decision

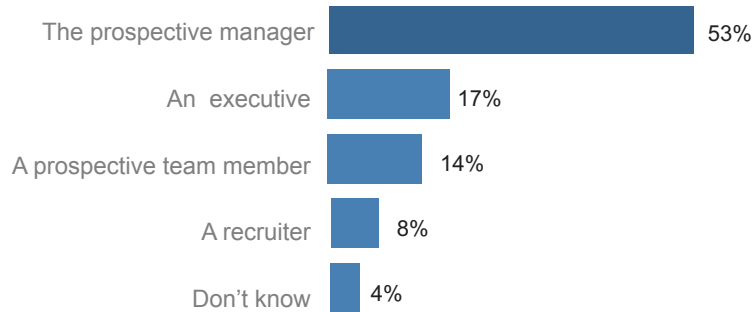


If you are losing candidates after the interview phase, then pull your team, hiring managers, and partners in HR together to brainstorm how to work together to create a positive and memorable experience for every candidate you interview.

# What matters most to global talent during the interview experience

The war for talent is on. To stand out as an organization and attract great talent, make sure you deliver what matters most during the interview experience.

## Who talent wants to meet on interview day



*Which one person is most important in determining whether you have a positive interview experience?*

## What matters to talent on interview day

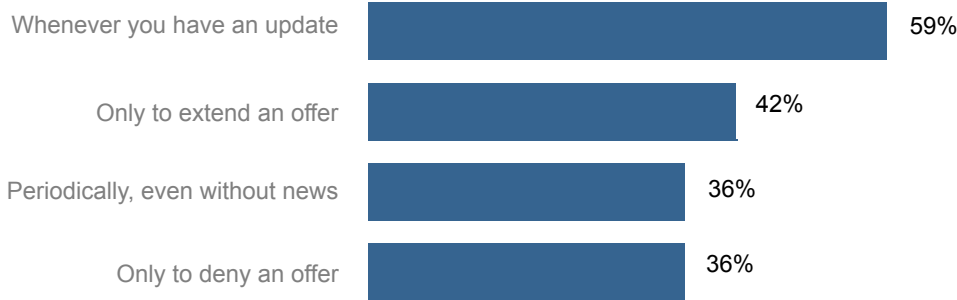


*Outside of your interview with your prospective manager and/or team, which of the following are most important to you having a positive experience?*

# Stay connected after interview day

Don't go quiet after interview day has passed. Candidates want to hear from you after the interview and receive updates about the progress of their application.

## When talent around the world wants to hear from you



**77%** of professionals want to hear good news by phone

**65%** of professionals want to hear bad news by email



Good news is always most impactful when delivered in person. Make your candidates feel special by extending job offers over the phone.

# Exceed talent's expectations

The organizations that win top talent know how to surprise and delight candidates throughout the job search journey—from the first InMail through the offer letter.

Offering interview feedback to talent is a simple way to leave a positive impression and show you care about their success, whether or not they become your next hire.

**94%**

of talent wants to receive interview feedback

**41%**

of talent has received interview feedback before

**4x**

Talent is 4x more likely to consider your company for a future opportunity when you offer them constructive feedback

tip

Look out for even more opportunities to give talent a valuable experience with your organization. The people you do not hire have just as much influence on your company's reputation and talent brand as those who do join your team.



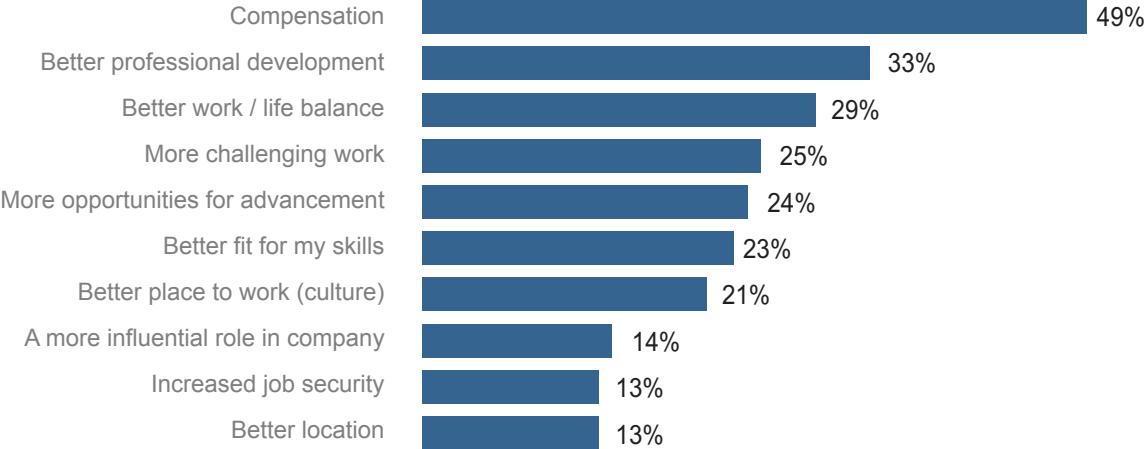


The final decision

# Convert more candidates into hires

When a candidate is considering a job offer, there are a few factors that matter a lot and others that hardly matter at all. Increase your candidate acceptance rate by knowing the difference.

## Top factors for talent around the world when considering a job offer



**94%** of talent says being contacted by their prospective manager can make them accept a job offer faster

**89%** of talent says being contacted by their recruiter can make them accept a job offer faster

*Which of the following are the three most important factors that would entice you to accept a new job opportunity?*

# It's not always about the money

Compensation is the top factor in whether talent around the world accepts a new opportunity—but not all countries believe it's the *most* important factor.

## Other factors that matter more than compensation

### Work / life balance



United Kingdom  
(43%)

### Professional development



Finland  
(49%)



Norway  
(43%)

### Opportunities for advancement



Sweden  
(45%)



Russia  
(42%)



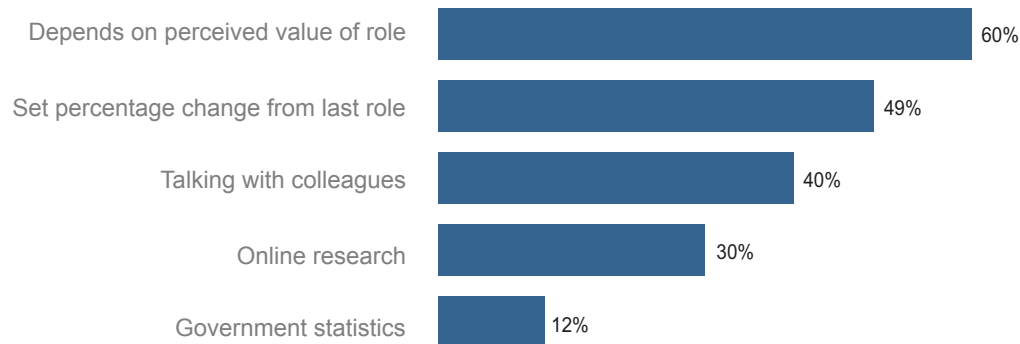
Denmark  
(37%)

*Which of the following are the three most important factors that would entice you to accept a new job opportunity?*

# Negotiating salary: Talent trusts their instincts

Most professionals rely on their own judgment to determine a fair salary, so be open and honest about why you're offering a certain compensation package.

## How talent around the world benchmarks salary



Set realistic expectations and answer questions honestly about a job's responsibilities and workload so candidates can determine a salary range that feels fair to them.

The goal of any salary negotiation is to offer a fair price, maintain an open mind, and above all, make the candidate feel valued.

# What frustrates talent most about the job search journey?



*Recruiting is like getting married with only meeting your future spouse a few times. I'd like to see multi-day hands-on working interviews to really see whether there's a good fit.*

*Empty promises, buzzword-based recruiting, and calling me after 6 PM.*

*It's tough to not receive feedback after an interview. How else will I know how to improve?*

*Too much mystery. More upfront information could save both parties a lot of time.*

*It's frustrating to not feel heard. I'd like recruiters to understand my unique skills and what I'm looking for in my new role before pitching me a job.*

*The process takes so long! Speeding up the application process would make me a lot happier.*



# Conclusion

We hope this report has given you new insights into what talent wants throughout the job search journey, and provided you with a few ideas to incorporate into your recruiting approach.

Here are five ways to start using the data in this report today:

1. Prioritize the channels where talent goes to discover opportunities (page 13)
2. Include the most impactful information in your initial message to candidates (page 17)
3. Partner with hiring managers and leadership to create a great interview experience (page 22)
4. Keep in touch consistently with candidates after the interview experience (page 23)
5. Focus on what factors matter most to talent when considering a job offer (page 26)

The best way for you to discover what talent wants is simply to ask. We're confident that doing so will yield stronger candidate relationships and ultimately better, happier hires.

# Methodology

LinkedIn's Talent Trends survey was conducted in February and March of 2015.

Survey respondents were asked about their attitudes and opinions surrounding a variety of aspects associated with job seeking.

LinkedIn collected survey responses for 20,931 LinkedIn members around the world who are currently employed in some capacity. The overall theoretical margin of error for this survey +/- 0.68% at the 95% confidence interval and is higher for sub-groups.





# About LinkedIn Talent Solutions

LinkedIn Talent Solutions offers a full range of recruiting solutions to help organizations of all sizes find, engage, and attract the best talent.

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With over 300 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network.



Subscribe to our blog  
[Talent.linkedin.com/blog](https://Talent.linkedin.com/blog)



See our videos on YouTube  
[youtube.com/user/LITalentSolutions](https://youtube.com/user/LITalentSolutions)



Check out our SlideShare  
[slideshare.net/linkedin-talent-solutions](https://slideshare.net/linkedin-talent-solutions)



Get additional insights  
[talent.linkedin.com](https://talent.linkedin.com)

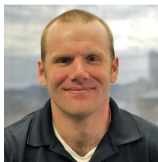


Follow us on Twitter  
[@hireonlinkedin](https://twitter.com/hireonlinkedin)



Connect with us on LinkedIn  
<https://www.linkedin.com/company/linkedin-talent-solutions>

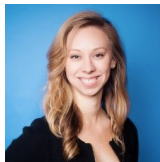
# About the authors



**Sam Gager**

Senior Research Consultant  
LinkedIn Talent Solutions

Sam is an experienced researcher on LinkedIn's Insights team. He and his colleagues uncover data-driven insights from LinkedIn's proprietary data.



**Alyssa Sittig**

Associate Content Manager  
LinkedIn Talent Solutions

Alyssa is a data-driven content marketer, passionate about using LinkedIn data to make talent professionals more productive and successful.



**Ryan Batty**

Director of Marketing  
LinkedIn Talent Solutions

Ryan believes in the power of great storytelling to convey meaningful ideas. He leads a team of marketers capturing and sharing insights, ideas and stories to serve the talent industry.

Want to help us improve future reports?  
Please click [here](#) to share your feedback with us.