

WHAT DOES THE WORLD OF TALENT LOOK LIKE IN

2020?



BASED ON INPUT FROM TALENT ACQUISITION, TALENT MANAGEMENT, DEVELOPMENT AND COMPENSATION EXPERTS FROM ACROSS THE GLOBE, KORN FERRY HAS IDENTIFIED KEY EMERGING TRENDS IN THE HR AND TALENT SPACE.

IT'S ALL CHANGE

Forget change management—the era of continuous transformation is here.

Organizations are rebuilding themselves for agility and scalability, and giving employees more control over how they structure their work.



EVOLUTION AT THE EXECUTIVE LEVEL

CEO succession to CEO progression.

Due to high CEO turnover, boards are now strategically reviewing their top leadership talent and planning for senior-level roles on an ongoing basis and not just close to transition.

Control, consistency and closure lead to trust, purpose and agility.

We are seeing a quiet revolution in how companies are run, with purpose-driven leadership replacing the old method of structures and controls.



96%

of survey respondents agreed there was a long-term financial benefit for companies committing to **purpose-driven leadership**.

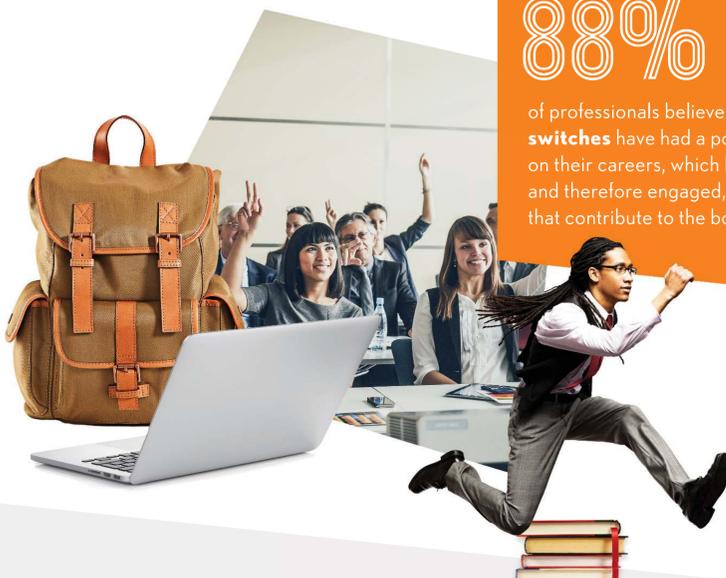
INCREASING AGILITY IN THE WORKFORCE

Job-hopping is the new normal.

Companies used to be wary of hiring “career nomads”—high performers who regularly switch jobs and organizations. However, this trend won't go away, and more and more employers are learning how to capture the benefits these employees bring.

Reskilling is now for everyone.

It's not only tech workers who need to meet the demands of the digital revolution. Companies are helping everyone develop skillsets for the future—from sales to HR.



88%

of professionals believe **frequent job switches** have had a positive impact on their careers, which leads to content, and therefore engaged, employees that contribute to the bottom line.

NEW APPROACHES TO ATTRACTION AND REWARD

More cautious.

We may be seeing historically low levels of unemployment, but this is no salary increase fest. In terms of hiring and compensation, organizations are prioritizing niche technical skills and roles that have a direct impact on the bottom line.

More intelligent.

Three cheers for the chatbots! Sophisticated, non-biased AI tools are dramatically improving the job application experience for candidates and supporting career development for employees.



More than just money.

Organizations are upping investment in employer brand communications, candidate care, and continuous listening—because a competitive pay package alone is not enough to attract today's top talent.

A FAIRER FUTURE

Addressing structural inclusion.

Previous D&I efforts have focused on the conscious and unconscious biases of employees. Now organizations are recognizing that in order to bring about lasting transformation they need to tackle the biases embedded within talent systems themselves.

Achieving transparency in pay.

Efforts to close the gender pay gap continue to gather pace, with more than 20 countries now having a mandatory reporting requirement. Executive salaries are set to come under the spotlight in 2020, thanks to new legislation in the U.S. and the EU and many other countries around the world.



75%

of Korn Ferry survey respondents said that **transparency on pay and rewards** will become even more important in the coming year.

Register for our webinar here to get deeper insights on how to stay ahead of the trends.

REGISTER

About Korn Ferry

Korn Ferry is a global organizational consulting firm. We work with clients to design their organizational structures, roles and responsibilities. We help them hire the right people and advise them on how to reward, develop and motivate their workforce. And we help professionals navigate and advance their careers. www.kornferry.com