

ENTERING THE  
**HUMAN  
AGE**

Thought Leadership Insights

Introduction by Jeffrey A. Joerres



Manpower®

**An introduction from  
Jeffrey A. Joerres,  
Chairman, CEO  
and President of  
Manpower Inc.**



# Welcome to the Human Age

Jeffrey A. Joerres, Chairman, CEO and President, Manpower Inc.

The world is on the cusp of entering a new reality in which human potential itself will become the major agent of economic growth. Unleashing this spirit and potential will become the ultimate quest that we must seek to conquer, as the world enters the Human Age.

In the past, human ingenuity, endeavor and innovation led to a new technology or way of organizing the world that transformed it: Previous eras were defined first by the raw materials our ancestors bent to their will—stone, iron and bronze; then they were characterized by the domains people conquered with ever-improving technology—industry, space and information. Now, it will be human potential itself that will be the catalyst for change and the global driving force—economically, politically and socially. In this new reality, humans are rising to the challenge to take their rightful place at center stage, as the world’s only source of inspiration and innovation.

Living in a “new normal” that is anything but normal, epic shifts are converging and moving the world into the Human Age. Identified by Manpower as a new world era, the Human Age will be an era of great transformation, radical changes and new developments, where business models will have to be redesigned, value propositions redefined and social systems reinvented. Global economic forces have strained existing models and systems to such a point of tension that they are no longer sustainable. These forces, in flux over the past few years, are now simultaneously converging, forcing societies and political and economic systems to adapt and corporations to evolve their strategies and structures.

## ***Talent is the new “it”***

The inescapable pressure to do more with less through the recession has awakened employers to the true power of human potential: With the right people in the right place at the right time, organizations can achieve all they did before, and more! These new pressures are creating a scenario where the only way to adapt, evolve and rebuild will be through the determination of the human spirit. The single-minded focus on reducing costs is creating innovation like we've never seen before. Companies that can act now to harness this, and individuals who can truly engage with it to participate in the Human Age, will be those that get ahead. Employers need to adjust their mindset to ensure that they have the right workforce models and people practices in place to attract, retain and unleash this inner human potential of the right people to succeed in the Human Age.

As the global economy shifts into recovery, we are seeing huge growth centered on developing economies, meaning the demand for specific skills and behaviors is outstripping supply and training capacity. More nations are moving from developing to developed status, and the ranks of affluent middle-classes are spreading from China to India, from Indonesia to Brazil—further increasing the demand on domestic markets. These emerging power centers need more highly skilled individuals, trained to international standards, than currently exist.

Unfortunately, this exact talent is becoming increasingly difficult to find, creating a mismatch between the talent that is available and that needed by employers. This is why the apparent paradox of high levels of unemployment and job vacancies can coexist. Talent isn't just people, it's people with the specific skills, behaviors and the way of operating, for example, in a chaotic, global environment, that fits the needs of an organization.

Rapid change in emerging economies and the breakneck pace of technological evolution means that skills quickly become

outdated. In many countries around the world (including most OECD countries and China), an aging population and disengaged youth are putting a further squeeze on available talent now and will do so in the future. For example, from 2011, 10,000 baby-boomers will turn 65 every day for the next 19 years. According to Manpower's most recent Talent Shortage Survey of more than 35,000 employers across 36 countries, more than 30 percent are struggling to fill jobs they desperately need to in order to succeed.

To thrive and grow, companies and governments will need to engage and motivate older workers to remain in the workforce longer, and find a way to engage and train their youth, particularly by aligning training and education systems with the skills required by employers. Likewise, individuals will also be challenged to maintain a "learning mindset" to ensure they continue to develop and unleash their human potential throughout their careers. A new, collaborative approach is required from government, companies and individuals to together find a way to unlock the raw human potential within their reach and then nurture and shape that potential to lead them to success. In the past, for companies to move ahead and grow their businesses they needed access to capital; as this process evolves, we will see talent and human potential itself replace available capital as the new dominant resource. In shifting ideological tectonics, *Capitalism* is evolving into *Talentism*, and so we will see power and choice shifting firmly towards the hands of the talent-filled individual.

### ***One size fits one***

As organizations and governments realize that the only path to success is through unleashing human potential, and providing an appropriate environment in which to do so, the motivations and preferences of individuals will become increasingly important. Understanding how to unleash this spirit, passion and potential is not a one-size-fits-all approach and will require employers to engage with their people on a human level.

Technology and the growth of social media have led to a new level of transparency and given us the ability to have a human-to-human conversation with almost anyone—whether that’s an employer to employee or retailer to consumer. People now demand a conversation rather than a message or even a dialogue. Power will shift further to the individual in the Human Age as their potential is unlocked and they exercise more choice. In our information-rich world of interconnected social networks, everything a company does or says leaves a permanent trace and can be scrutinized instantly. To earn respect and loyalty from current and prospective employees, companies need to be more transparent and open than ever before. Just like the evolution of brands, jobs are evolving from fulfilling functional, then emotional and now social needs.

### ***Technological (r)evolution***

Technology is transforming how we interact, live and work, enabling the rapid and unfiltered exchange of ideas and innovation in an increasingly connected world. We are now in the third generation of information technology. First there were photocopiers, pocket calculators and faxes. Then mobile phones, computers and laptops. And now the Internet, Wi-Fi, the BlackBerry, iPhone and social media.

Shrinking, increasingly powerful electronic devices have fundamentally changed the way individuals and teams work. They have enabled remote working, flexible working and redefined collaborative working in an age when many more voices matter, particularly in developing economies where access to mobile technology has skyrocketed. Technology has become a great leveler, allowing skilled individuals to vault the restrictions of national borders and migration caps, as it has liberated the talented individual to undertake professional jobs anywhere in the world and dictate how, when and where they work. Today, organizations can tap previously invisible and inaccessible pools of potential and talent in the form of virtual workforces via the connective power of the Internet and social networks. Workers

who could not participate in the traditional workforce for religious or cultural reasons, or because of a disability, either tacitly or overtly, can now work virtually anywhere.

The rapid advance of information technology means it matters less what we know than what we can find. Working alone is less important than working in teams, making hierarchies redundant and collaboration vital. Where we work and what we look like when we work matter much less than what we can contribute. Technology has played a key role in the development of the Human Age, and is likely to continue to play a key role in the way we access and nurture the human abilities and characteristics that will carry us through it. Technology has advanced to a point where it has become a liberator of human potential.

## 20 Epic Shifts to the Human Age

YESTERDAY	TOMORROW
Industrial/Information Ages	The Human Age
Capitalism	Talentism
Access to capital the differentiator	Access to talent the differentiator
Driven by owners and companies	Driven by skilled individuals
Workers chasing companies	Companies chasing workers
Companies dictate terms	Employees dictate terms
Workers living near (or from) place of work	Workers living (or from) anywhere
Talent glut	Talent shortage
Unemployment from over-supply	Unemployment from specific demand
Technology the enslaver	Technology the liberator
Closed borders	Open borders
Migration rare	Migration commonplace
Job for life	10-14 jobs by age 38
Corporate opacity; secretiveness	Corporate transparency; openness, human approach
OECD countries growing and dominant	Non-OECD countries growing and dominant – BRIC-MIST, esp. China, India, Africa
Work for an organization	Work with an organization
Be lean and mean	Look out, not in
Size matters	Agility matters
Hire power	Hire passion
Command and control	Flexible frameworks

## ***A new reality***

The arrival of the Human Age will have a number of profound consequences on the world of work as the world adjusts to the fact that there will be no reset to “normal.” The ability to make sense of this change will define the winning companies and individuals. Skilled individuals—in increasingly short supply—will dictate their terms to employers, of how, where and when they work. They will naturally gravitate toward industries which offer the best career development options, display a commitment to corporate social responsibility and contribute to the communities where they are located. Companies must become more agile in how they attract, train and develop their employees, rethinking their people practices and workforce structures to ensure they have the best environment to unlock the creativity, innovation, empathy, passion and intellectual curiosity that sit at the heart of what it means to be human.

Despite consensus, society is laced with cynicism. In the face of all this chaos—the rebalances and imbalances and unprecedented tension—the human spirit is alive and well. Where companies and individuals have been able to overcome and eliminate that cynicism, they have been able to unlock the power of the human spirit. That is, the compassion, empathy, and innovation that is uniquely and definitively human. Those who can master this will win in the new reality, in this foreign world where we have to do more with less. People have always been the driving force behind endeavor and enterprise and in the Human Age, people take their rightful place at center stage. How to unleash and leverage human potential in an increasingly volatile, shifting world, will become the quest that business and society will seek to conquer.

Jeffrey A. Joerres  
Chairman, CEO and President  
Manpower Inc.



Learn more about the Human Age at [www.manpower.com/humanage](http://www.manpower.com/humanage)