REIMAGINING PATHS TO EMPLOYMENT

A TOOLKIT FOR THE FUTURE OF WORK

100% HUMAN AT WORK

THE FUTURE OF WORK IS 100% HUMAN

We believe the time has come for business to start thinking of people as human beings and not as resources. Moving away from maximising profits and profitability to focus on how we can help people achieve their highest potential and purpose – which will naturally positively impact the bottom line.

The world of work is transforming at a faster rate than ever before and is the subject of intense debate around the likely impacts on jobs, workers, wages, and society. This will affect everything from gender parity to social mobility and global inequality.

With this concept and using the UN Principles for Business and Human Rights as a basic standard, The B Team and Virgin Unite launched and incubated the 100% Human at Work Initiative.

The purpose of 100% Human at Work is to be an independent collective of organisations and leaders who can shape, test and scale action to create a better future of work.

To put it simply:

'To catalyse a 100% Human future of work to serve humanity and the planet'

To drive this we've brought together an extraordinary network of organisations around the world who have helped us shape and identify the elements that define 100% Human organisations.

EQUALITY · RESPECT · GROWTH · BELONGING · PURPOSE
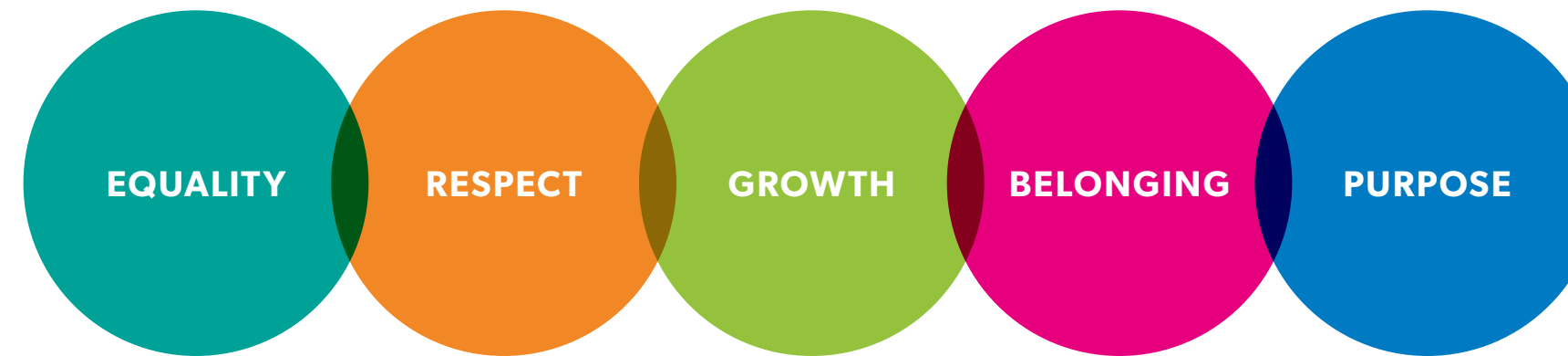
As the world of work goes through such unprecedented change, we have created this future of recruitment toolkit to help you navigate that change and think about:

How do we find and engage with the people and talent we need for future success and who can change with us in a way that serves humanity and the world?

How does this connect to the future of education and what is the role business can play in collaborating to shape the future of skills?

We would like to thank Joann McPike, Founder of THINK Global School, for her support in making this toolkit possible.

We see this as a living document, as change is constant, and we are only starting on the journey. We look forward to working with all of you to change work for good.

Warm wishes

Richard Branson
Founder, Virgin Group
B Team Leader

Halla Tómasdóttir
CEO, B Team

Holly Branson
Leadership Team,
Virgin Group and Chair,
Virgin Unite

Jean Oelwang
President,
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Director,
100% Human at Work

WHAT'S INSIDE

HOW WORK
IS EVOLVING

HOW WORK IS EVOLVING SIX KEY TRENDS

The world of work is changing

Technology is driving huge change: automation, AI and other disruptive innovations will forever change the landscape of working. This is already affecting the fundamental nature of jobs and changing the face of employment, as new models such as the gig and platform economies develop.

Economic shifts: wealth, power and opportunity are shifting around the globe, affected by increasing globalisation.

Demographics: as new generations enter the workforce and organisations potentially have five generations within their company at the same time, pressure increases on business to rethink how they engage with this new demographic, which is more socially conscious, entrepreneurial and tech savvy than those that have preceded it.

There are exciting possibilities opening up, creating greater flexibility and opportunity. We are seeing many companies starting to think through the lens of 100% Human at Work,

creating better, purpose led environments within their organizations and the supply chain, embracing and innovating around future trends.

However, this is by no means the whole picture.

It is essential for any business to look ahead and understand some of the key changes and challenges they will face as the world of work evolves.

Our previous report, *'New Ways of Working'*[1], sets out these trends in detail. You can also take a look at the RSA's *'Field Guide to the Future of Work'*[2] which features a collection of essays exploring this topic.

These issues continue to evolve at pace. Below we have set out six key developments which throw up questions for your company to consider when thinking about bringing talent to your organisation.

Let's start with skills...

GEN Z: CHARACTERISTICS OF THE GENERATION JOINING THE WORKFORCE

More socially and environmentally conscious

More dependent on technology

More entrepreneurial

More likely to save

Less used to waiting for things (due to technology)

Wary of debt – especially student debt

Need less affirmation than Millennials

Less brand conscious – want to be individual, more interested in things that can be promoted on social media than things they can own

1. MIND THE SKILLS GAP

In this new world of work, what skills will we need to thrive? New jobs will require new skills.

Will young people entering the workforce have them?

A recent Strada Education Network and Gallup survey[3] showed that just 11% of employers "believe colleges and universities are doing a good job of preparing people for the workforce" [in the USA]. This skills gap means that jobs are going unfilled. In fact, there are currently around seven million job openings in the US and not enough people available to do them.

When it comes to existing employees, the story is similar. With the rise of automation and AI technology, more people will need to develop new skills. In the *'Future of Jobs Report 2018'*[4], the World Economic Forum (WEF) points out that "by 2022, 54% of all employees will require significant re-training and upskilling".

As an increasing number of tasks are automated in the future, what skills might humans need to be indispensable?

Of vital importance to this is the role that education will play in developing these skills, and the ways in which business is able to work in collaboration with the education sector. We will come back to this in the final chapter about engaging with the wider system, but would highlight an initiative we work closely with, Big Change, and their *Reimagining Education Together* campaign. This started with the recognition that change was needed in the sector and developed an open inquiry into how that could happen.

2. HUMAN SKILLS ARE CRUCIAL

We may not know the jobs of the future, but we have a good idea of the capabilities they will require.

In McKinsey Global Institute's *'Skill Shift: Automation and the future of the workplace'*[5] discussion paper, they note that there will be a decline in the need for 'basic cognitive skills and physical and manual skills'. Technological skills will continue to be in high demand, but importantly 'finely tuned social and emotional skills' will become vital.

Skills that differentiate human beings from machines, such as emotional intelligence, empathy, collaboration, advanced communication, leadership and problem solving, will become more prized.

As WEF puts it, "proficiency in new technologies is only one part of the 2022 skills equation, however, as 'human' skills such as creativity, originality and initiative, critical thinking, persuasion and negotiation will likewise retain or increase their value, as will attention to detail, resilience, flexibility and complex problem-solving."[6]

Notably, while everyone agrees that social and emotional, or 'human', skills are becoming more important, few are sure how to accurately assess or measure them.
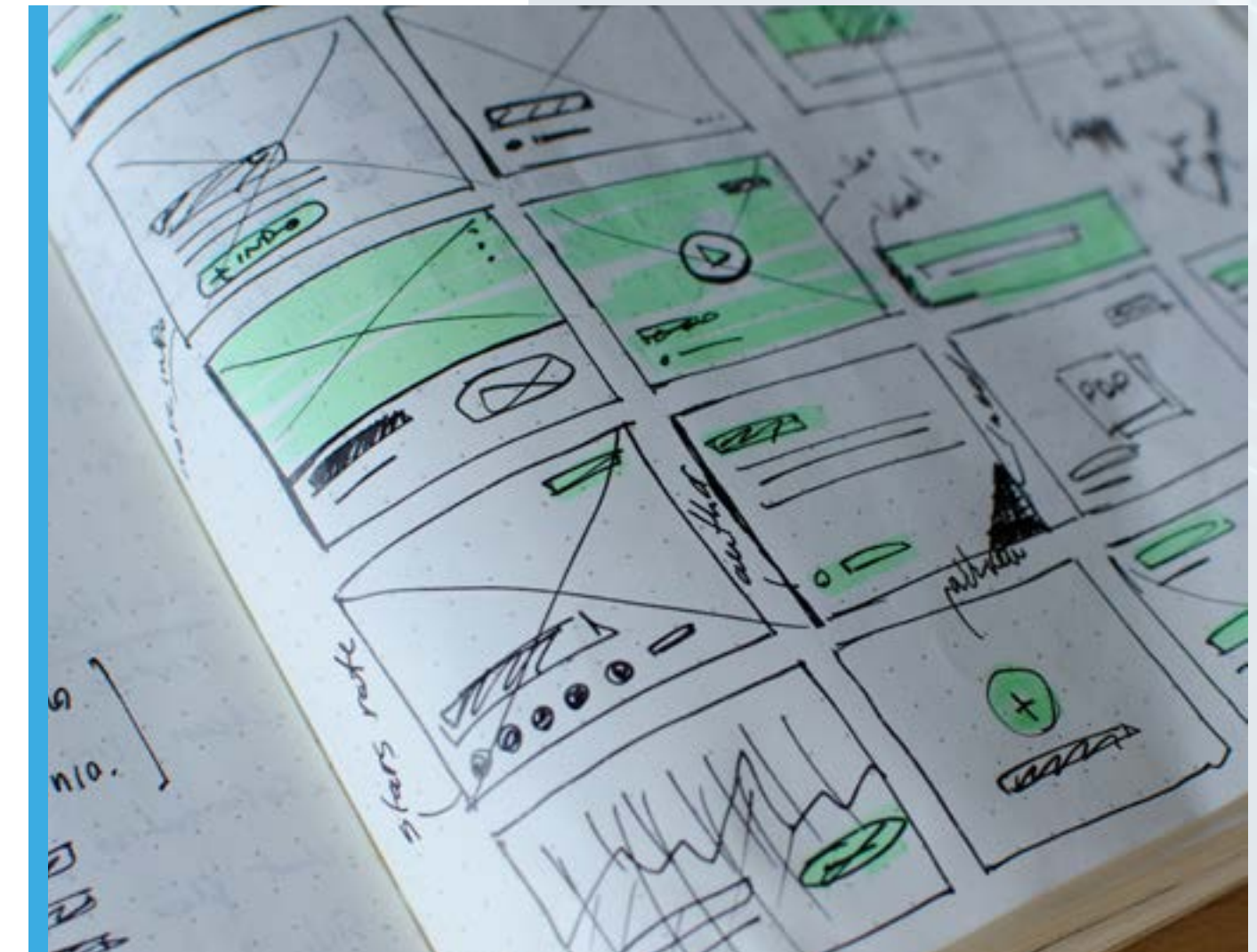
3. FLUID NATION

The days of standard vacancies and permanent roles are numbered. As companies look to become more agile, and technology becomes more advanced, the concept of a job for life has gone. Instead we are increasingly seeing fluid solutions like 'Tours of Duty', and freelancers and 'gig' workers plugging in and out of organisations. What's more, crowdsourcing and open innovation are broadening the concept of work even further.

This fluidity is a trend being embraced by new generations entering the workforce.

4. NEW ECONOMIES

Everybody is good at something. In their book *'Dark Horse'*, Todd Rose and Ogi Ogas explain that in the future more of us will be able to find, sell and profit from our unique niche[7].

But the gig economy and other new models have two sides. Whilst it makes things more convenient for employers, they also have the potential be used as a tool to avoid minimum wage requirements and other employment rights.

These models have the potential to allow individuals to pick and choose around their lifestyle but provide little security. How individuals, businesses and government navigate and change around these models is still uncertain, but they represent trends that cannot be ignored.

5. THE RISKS TO SOCIAL COHESION

Inequality, and the perception of inequality, is all our business. As the *'Taylor review of modern working practices'*[8] (in the UK) suggests, a lack of access to work or access to meaningful or fulfilling work can create resentment. This is a significant factor that some believe is contributing to the rise of populist politics.

Whilst there are differing opinions on the extent to which roles and tasks might be automated, there is already significant evidence that wages are not keeping up with improvements in productivity, creating a significant risk of income polarisation in the future.

As businesses navigate their way through the changing world of work, we have a duty to ask questions and find answers that create a fair and fulfilling future for all, which doesn't leave large sections of society behind.
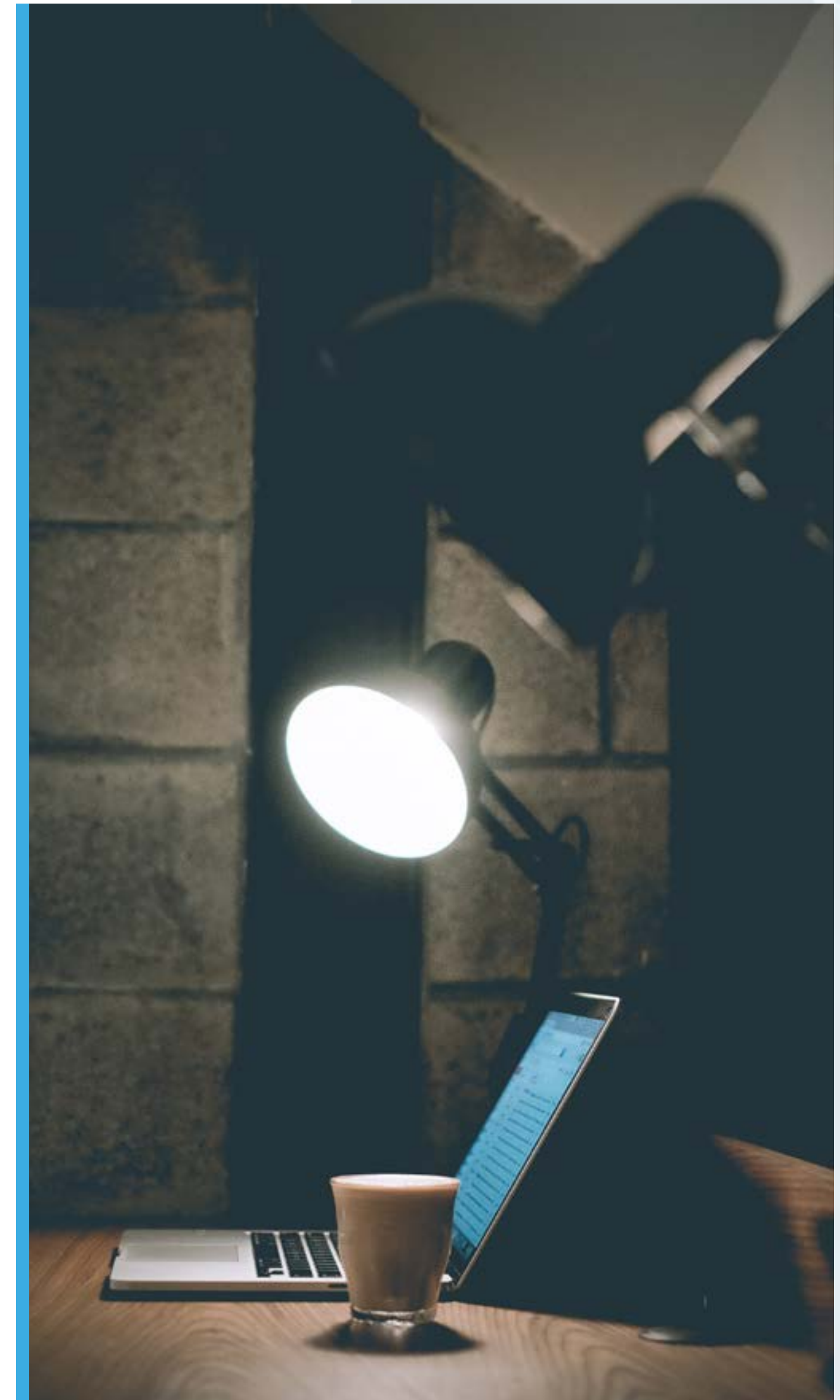
6. HUMAN vs MACHINE

When it comes to the advancement of AI and automation, many companies are rethinking their strategies.

Automation could drive a 'race to the bottom' with efficiency as everything; or it could liberate companies to focus on value rather than price, using human skills to differentiate themselves.[9]

For many organisations, that means moving away from a command-and-control structure towards one that is more agile, personal and decentralised.

For others, it's about blending the best of both worlds. As WEF explain in their '*Future of Jobs Report 2018*'[10], an 'Augmentation strategy' picks out the routine, repetitive tasks that can be done by automation and frees humans to focus on more creative tasks that need their human skills of problem solving, emotional intelligence and more.

All of these factors should be considered when thinking about who and how you recruit, and when you bring people into your organisation.

FUTURE THINKERS SPOTLIGHT

With such wide-ranging changes to work, forward thinking organisations are deeply questioning their business models and the roles that humans play. One great example of this is...
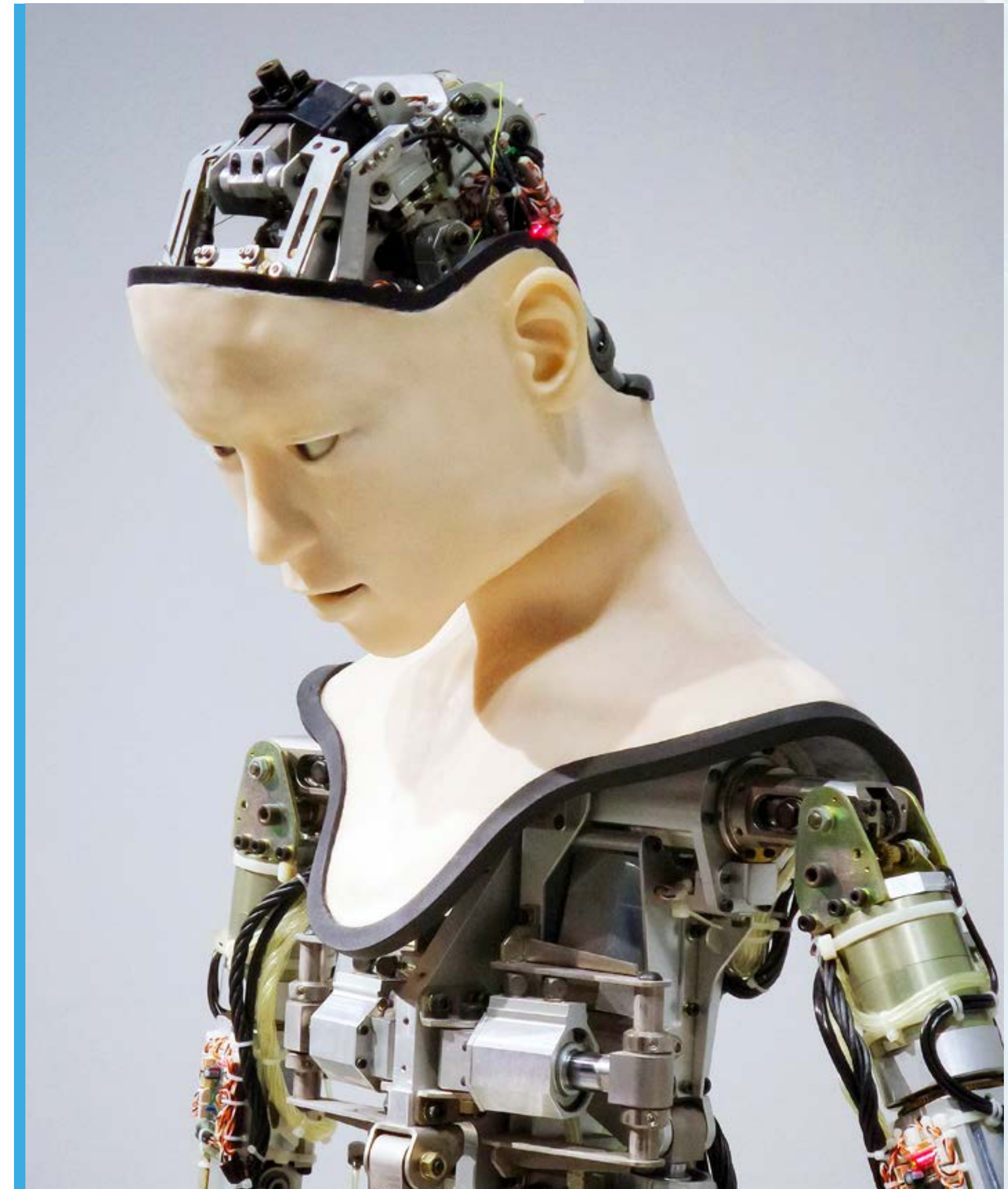
PLAINSCAPITAL BANK
TEXAS

PlainsCapital Bank is one of the largest independent banks in Texas. To make things quicker for customers, they introduced digital banking services. This resulted in fewer people using human bank tellers. But rather than losing the human touch, PlainsCapital Bank adapted their approach. They combined the tasks of onsite teller, adviser, and customer service agent, creating the role of the universal banker.

What sets the universal banker apart? Their 'human' skills. The role calls for strong problem-solving abilities, creativity, product knowledge and great customer service.

To fill these new jobs, the bank switched to behaviour-based interviewing. Once they'd found the right person, they could equip them with the extra technical skills they needed for the job.

Adapted from: MIT Sloan Management Review, *'Reframing the Future of Work'*, by Jeff Schwartz, John Hagel III, Maggie Wooll, and Kelly Monahan.[11]
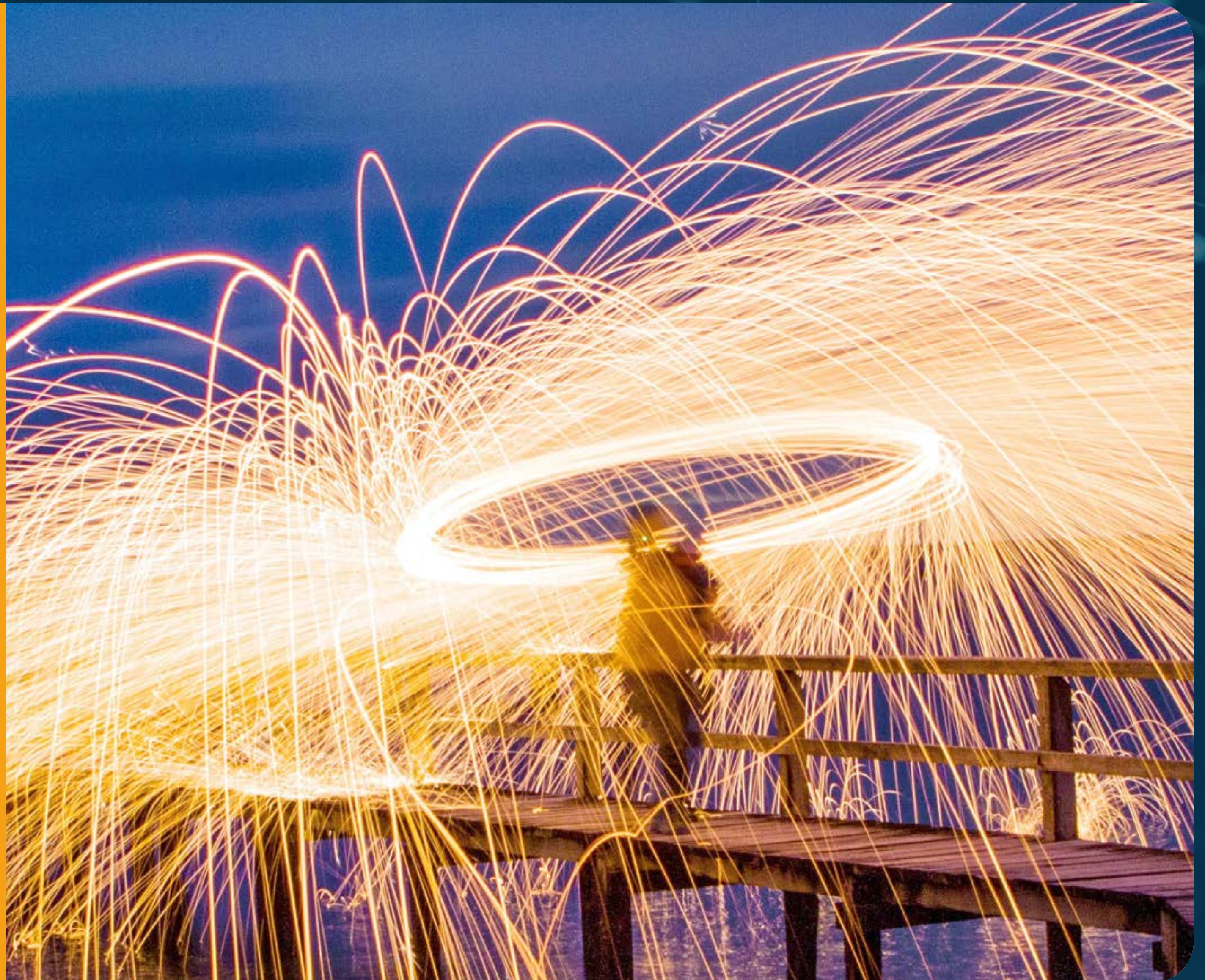
SEVEN KEY QUESTIONS
YOUR COMPANY SHOULD BE ASKING

In the midst of all this change, one thing's certain. Our organisations and our people must master the art of adapting to thrive.
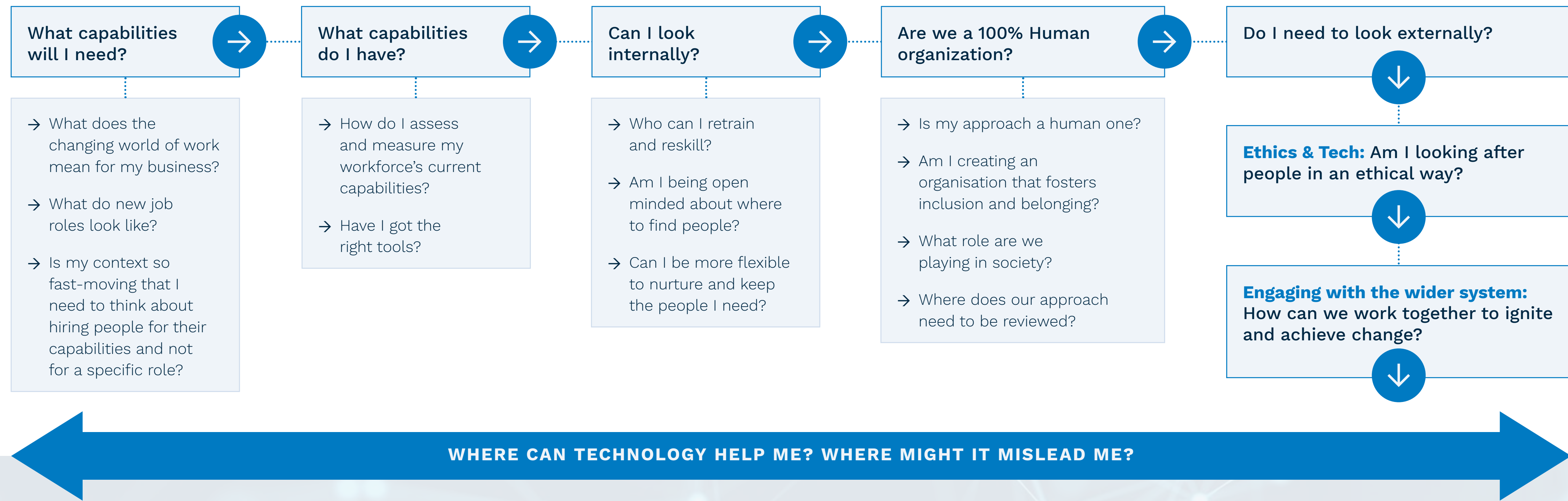
This is particularly relevant when thinking about how we bring people to our organisations and how current and future generations think about pathways to jobs and employment. The way we recruit will have to change.

What does this mean for your business? What changes do you need to make in order get ahead of the curve?

We have set out seven questions you can use to start thinking about how you find talent, so your company evolves with and thrives in the future of work. They are set out in the flowchart below.

What capabilities will I need? →

- → What does the changing world of work mean for my business?
- → What do new job roles look like?
- → Is my context so fast-moving that I need to think about hiring people for their capabilities and not for a specific role?

What capabilities do I have? →

- → How do I assess and measure my workforce's current capabilities?
- → Have I got the right tools?

Can I look internally? →

- → Who can I retrain and reskill?
- → Am I being open minded about where to find people?
- → Can I be more flexible to nurture and keep the people I need?

Are we a 100% Human organization? →

- → Is my approach a human one?
- → Am I creating an organisation that fosters inclusion and belonging?
- → What role are we playing in society?
- → Where does our approach need to be reviewed?

Do I need to look externally? ↓

Ethics & Tech: Am I looking after people in an ethical way? ↓

Engaging with the wider system: How can we work together to ignite and achieve change? ↓

← **WHERE CAN TECHNOLOGY HELP ME? WHERE MIGHT IT MISLEAD ME?** →

100%HUMAN
AT WORK

THINKING
AHEAD

WHAT CAPABILITIES WILL I NEED?

Working out what capabilities your business needs first involves working out what the future of work will mean for your organisation.

The robots are coming

Which tasks might be automated? And which roles may need to adapt as a result?

As in the example of PlainsCapital Bank on page 6, the universal banker was a new role created as a result of the automation of digital services. It required different capabilities to those of the traditional bank teller, capabilities that a machine couldn't easily replicate.

This is deeply linked to your overall business strategy: who you are, what you do and how your business will evolve in the future.

Whilst we can't necessarily predict the jobs of the future, many organisations are already predicting the likely skills that will separate humans from machines.

There is also a need to investigate and understand the skills that the next generation are developing in the education system, from a young age right through to university level study. Are they being equipped with the skills they need? Will formal qualifications be a reliable guide for capacity to perform in the working world or do we need a different approach to credentials?

We have highlighted some organisations starting to think differently about this in our Future Thinkers case studies in the final chapter.

Can't predict the future?

If your industry is moving so fast that you're not certain what roles will exist, you might want to recruit for capabilities and upskill later. Some companies have even started to hire people without knowing what roles they are going to fit into.

What might future capabilities look like?

| Job skills	Human skills	Contextual knowledge
The specific skills that allow us to do our jobs.	The demand for these skills is rapidly increasing.	This is knowledge of an industry, culture or product set.
For example: a programmer will need to understand coding, a lawyer will need to understand the law.	They're what set us apart from machines.	**For example:** in a global car manufacturer, you will need to know all the models, be up to speed on industry trends and understand different markets.
	For example: creativity, emotional intelligence, problem-solving, interpersonal skills, advanced communication, leadership.	
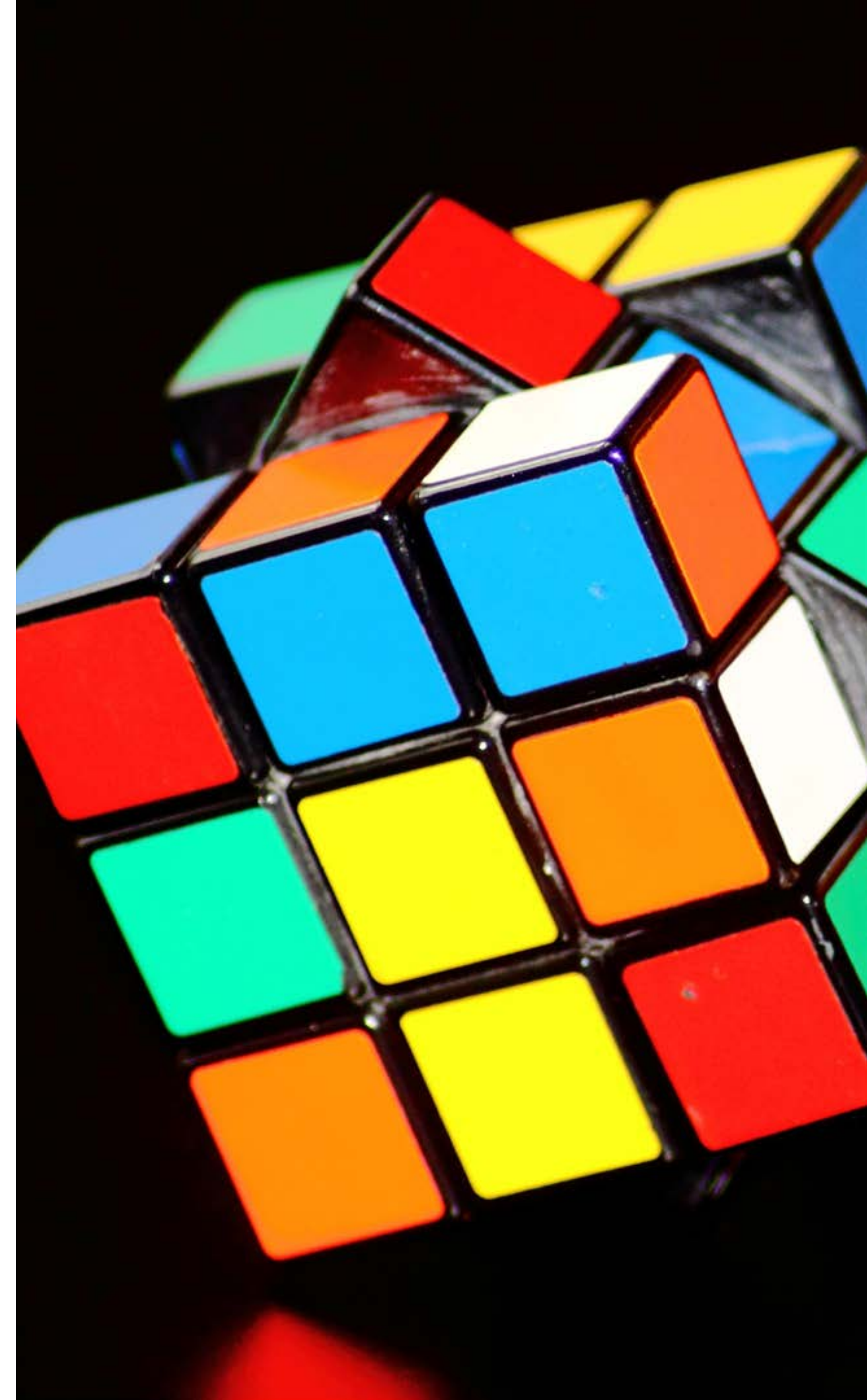
A SKILFUL LEADER

The framework opposite, developed by EY's Leadership Advisory Services,[12] interconnects the skills needed to lead in the new world of work.

Thought-starters:

- What will the future of work mean for my business?

- What roles will I need? (How will existing roles change? What new ones might be created?)

- What capabilities will those roles need?

- Can I bring people in with potential to fill 'future' roles not just recruit to fill existing gaps?

Think
differently with clarity of mind

Navigate
a complex, digital, disrupted working world

Relate
to others on a very human level

Connect
people and possibilities in virtual, complex systems

Think

360 thinking
Think holistically and make fully informed decisions

Intellectual innovation
Invest in learning and lead with innovative thinking

Mind clarity
Be fully present and lead with an open mind

Balancing technology and humans
Leverage technology and know when to turn it off for meaningful people connections

Empathy
Truly understand the perspective of others

Navigate

Embracing disruption
Navigate disruption to the business and know when to pioneer it

Resilience
Embrace ambiguity and drive to success with persistence

Leading with purpose
Be purpose-driven and connect others to a greater good

Inspiration
Paint a compelling vision of the future and engage your people in it

Relate

Culturally connected
Stay on top of demographic/ geopolitical shifts and embrace inclusivity

Virtual leadership
Lead through technology and cultivate dispersed/ virtual teams

Super connector
Build effective networks and act with agility

Connect

Digital Transformation

Digital Commercial

Digital Acumen

Digital fluency

FAETHM
SYDNEY

Faethm is a fast-growth and globally unique Augmented Analytics platform - the world's data source for the Fourth Industrial Revolution. Faethm blends proprietary analytics with client data to predict the impact of emerging technology on any job, workforce, company, industry, location or economy. This enables companies and governments to answer two burning questions: (1) which emerging technologies will have the biggest impact on my organisation and when; plus (2) how will this impact manifest itself across my workforce - the Automation, Augmentation and Addition across roles, orgs, locations, gender and age.

Faethm visualizes the impact of technology on talent pools.

• Where can Automation drive efficiency?

• What new roles will need to be created?

• Most importantly, who can be retained and retrained to meet the growing skills gap?

Delivering actionable insights to inform tough decisions, Faethm enables companies and governments to understand the supply and demand of jobs and skills in the future, and to structure, size and equip their workforces for the work and opportunities that new technologies create. They are currently working with companies and governments in North America, Europe and Asia Pacific, as well as the World Economic Forum's Centre for the Fourth Industrial Revolution.
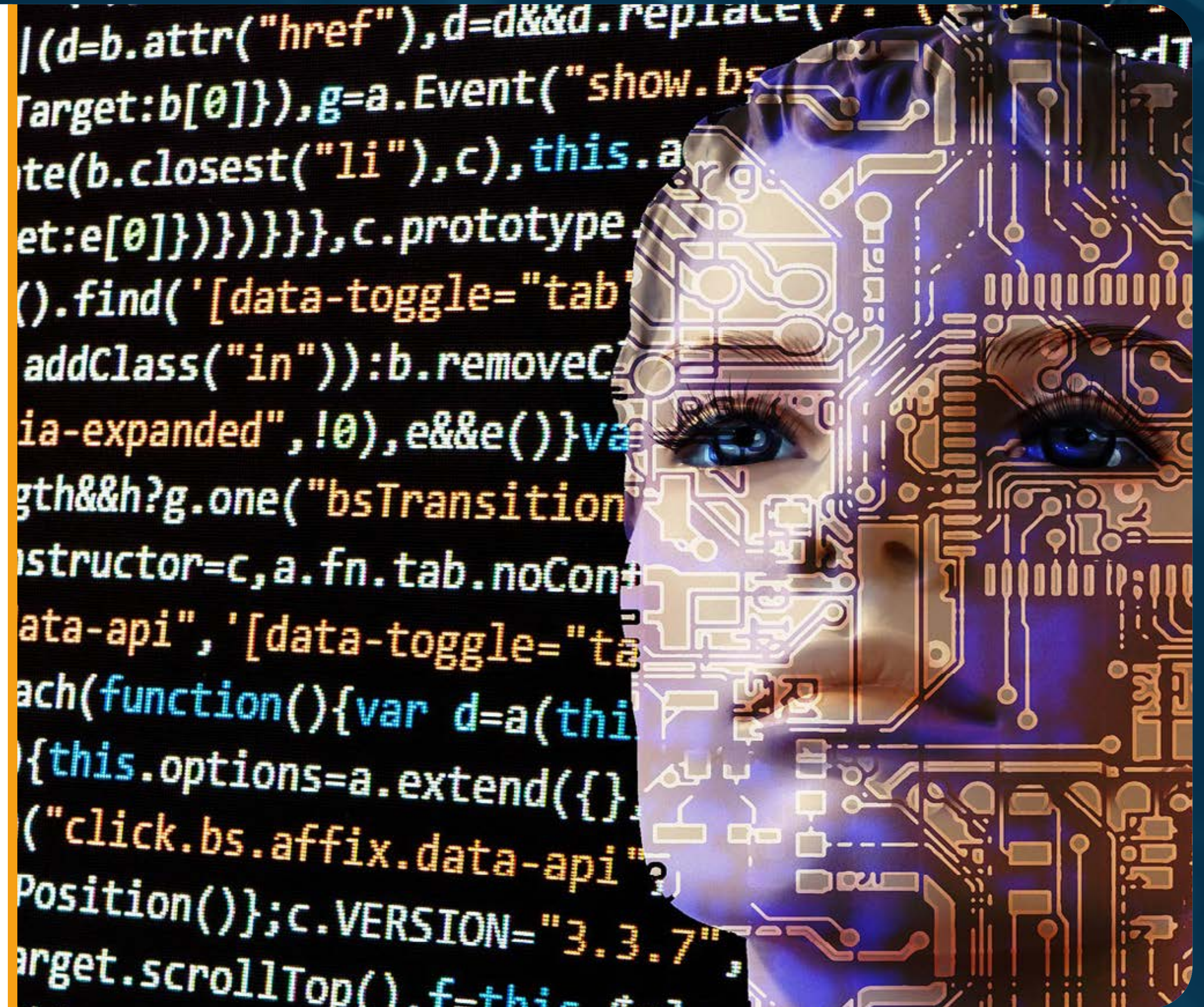
100% HUMAN AT WORK

HERE & NOW

WHAT CAPABILITIES DO I CURRENTLY HAVE?

Okay, so you have started to think about what capabilities you'll need in the future. It's time to work out what capabilities your current workforce has – then plug the gap.

Take stock

Ideally a company should be constantly aware of the capabilities of its workforce. But the challenge is how to keep track of this, when most people's roles are evolving with the dynamic needs of the business. And when those capabilities are increasingly becoming soft skills, it becomes even trickier to assess who has them and who doesn't.

One thing's for sure, traditional job descriptions and performance management targets are no longer fit for this job. So how else might you track your company's talent?

Assessing capabilities

There are conventional ways of doing this – from employee surveys to psychometric profiling, or assessments by organisational psychologists. However, these are often expensive, time-consuming, fixed at a moment in time and don't capture the nuances and complexities of individuals.

Software companies like Glint, Predictive Index and CultureAmp, amongst many others, provide tools to assess a workforce's capabilities with technology, either using AI, and/or human feedback - but no one can agree on what the most robust, evidence-based approach is.

Other organisations, like Area9 Lyceym, Fuse Universal and Saba, are aiming to do this by tracking employees' learning and development. Types of software called "Learning Experience Platforms" help to give detailed analysis of employee capabilities based on their behaviour and learning.

The skills gap

If you've assessed your workforce's current and future capabilities and identified a gap, you won't be alone.

As we mentioned on page 2 (How work is evolving), the skills gap is real – and growing.

The half-life of a professional skill has dropped to just five years[13]. That means, within five years of a skill being acquired (at school, at work or elsewhere) it becomes half as valuable as when it was first acquired. This is a significant drop compared to previous generations where some skills might have held their value throughout an individual's entire working life.

According to WEF's '*Future of Jobs Report 2018*'[14], in the next five years over half of all employees will need retraining and upskilling.

Real and present danger

The skills gap represents a major threat to business success. In PwC's 22nd Annual Global CEO Survey[15], the shortage of key skills as a business threat has moved up from 5th place in 2018 to 3rd place in 2019.

So what happens when we look to fill that gap? And how do we stop it growing?

Is talent a topic for the boardroom?

In EY's '*Building a Better Working Europe*'[16] report, they make a strong argument that whilst many businesses are aware of the potential for technological disruption and opportunity, too few are thinking about this at the highest level (the boardroom) as a business priority. Businesses need to be developing long term people strategies that link to education to overcome the skills gap.

Thought-starters:

- Do I have an accurate, up to date view of my employees' capabilities?

- How do I assess and measure capabilities accurately?

- Have I got the right tools and processes in place?

FILLING THE GAP

CAN I LOOK INTERNALLY?

One way to fill the gap is to look for talent within your organisation.

Why look within?

Here are five good reasons:

1. **We can avoid some of the pitfalls of recruitment.**
   As we'll go on to talk about in the 'Do I need to look externally?' chapter, the way we recruit today is not without its issues. We make huge decisions based on the smallest amount of interaction – often a CV and a series of interviews. Contrast this with an internal candidate we have known over time. We are likely to have a deeper understanding of their capabilities in practice.

2. **Internal candidates rise to the challenge...**
   According to Reed Global[17], 75% of internal candidates are successful in their new roles.

3. **...and stay longer.**
   Also according to Reed Global, 47% of internal candidates stay in their new roles for three years at least.

4. **It's cost-effective.**

5. **It helps us to 'mend the skills gap'.**
   Given the way our workplaces will evolve over the next 20 years, the skills we have now are almost certainly not the skills we'll need in the future. So we need to find new ways to retrain, upskill and transition our people from one role to another, navigating our way through the skills gap.

Time for 't'

Rather than waiting for a vacancy to fill, and posting a job advert, it's time to think differently. The topic of transition should be high on everyone's list.

Effective transition planning relies on knowing the capabilities of your people (as we outlined in the last chapter), and not simply viewing learning and development as a tool to give someone greater capability in their current or next role, but preparing them for roles that will emerge in the future.

Many workers now take responsibility for their own careers and development and this trend is likely to continue. This does not absolve employers of the responsibility for providing opportunities and creating environments that foster lifelong learning.

Adapt to thrive

In all this uncertainty, one thing is clear: change will be constant within the workplace. And those who have the capability to adapt will be the ones who thrive.

More than this, encouraging a growth mindset within the workplace will be necessary to keep plugging the skills gap. As John G. Palmer, Senior Vice President, Human Resources, at AT&T puts it: "The demand for us all to be lifelong learners will only intensify. On-demand, mobile, swift, specific skills-based learning is the future."

And as Carol Dweck says in her book '*Mindset: The New Psychology of Success*'[19], "In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work – brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment."

Retrain, upskill, adapt and thrive.

What happens if people can't or won't adapt?

It is our collective responsibility to give employees every chance to find a new pathway into future roles, offering the chance to retrain and upskill along the way to avoid redundancy. As Debbie Forster MBE, CEO of Tech Talent Charter, put it: "the fourth industrial revolution isn't just one wave. It's wave after wave after wave. We must prepare people to be a part of it, no one left behind."

Inevitably organisations may face moments where they do not have appropriate roles for all existing employees. Where the situation arises, we should help them transition out of the business in a way that's as supportive, flexible and fair as possible. Many organisations are now thinking about working across businesses and sectors to collaborate more broadly and seek out roles beyond their own walls. As the Fourth Industrial Revolution gathers pace, we would hope that many more employers will work collectively to identify opportunities to ensure people are not left behind.

So long but not goodbye

Interestingly, forward thinking companies are re-thinking conventional ways to be part of an organisation. Instead of a job for life, or even several years, they are creating the idea of a 'tour of duty' (see the case study on the next page). These are short stints that allow the company and employee to commit in small steps – proving their worth to each other in a mutually beneficial way. These also allow for the idea of leaving and potentially coming back over periods of time, rather than having a single engagement with an employer.

Organisations like McKinsey have worked on the concept of 'Alumni' since the 1960s, the idea being that just because a job ends your relationship with the company doesn't have to, you are part of the McKinsey Alumni network for life. When people leave McKinsey there are long-established routes to help their global network stay engaged with one another and with the firm.

Fulfilling your potential in society

The way society defines success must change. Success won't be defined as a traditional path, with a linear start and end point, transitioning young people from high-achieving schools to prestigious universities and into top jobs. Instead success will lie in finding and selling your unique niche of skills and talents, demonstrating your potential in society throughout the course of your life. 'Dark Horse'[20], by Todd Rose and Ogi Ogas, explores fulfilling your personal potential in this way further.

THE 'TOUR OF DUTY'
– LINKEDIN

The Tour of Duty is a short stint of 2-4 years, with clearly defined aims that are mutually beneficial – making the employer more successful and the employee more attractive thanks to their achievements.

Not unlike a contract, a Tour of Duty is likely to have a focus on a particular aim or delivery of a particular project in a specified timeframe. If things go well, and the employee proves their value, the tour may be extended.

What's in it for the employee? Ultimately, it allows them the freedom and flexibility to move from project to project and company to company, picking up skills, connections and outstanding achievements along the way – which makes them more employable.

For the employer, it allows them to take small steps towards discovering the potential value of an employee, instead of making a permanent commitment. It's also a way to stay agile in uncertain times.

By recasting careers at your company as a series of successive tours of duty you can better attract and retain entrepreneurial employees, who thrive in changing scenarios.

FREEFORMERS –
TIME TO TRANSITION

Freeformers believe that everyone must be given the same opportunity to adapt to change, and that great success comes from individuals as well as an organisation as a whole.

They specialise in getting organisations ready for the future of work through:

1. Assessing and benchmarking the digital mindset, skillset and behaviours of employees

2. Identifying and activating strong internal champions

3. Providing learning to bridge the gap between an organisation's current and future capabilities.

With a strong focus on social impact, for every employee they train within a client organisation they train a young person in the community for free, helping them prepare for the future of work.

STARBUCKS – ACADEMIC
ACHIEVEMENT PLAN

At Starbucks, every eligible US partner (employee) can have 100% of their tuition fees paid if they take their first bachelor's degree through Arizona State University's online program.

Only half of Americans who begin college today will actually finish in a reasonable time, according to the US Department of Education[21]. This is largely due to financial and work / life barriers.

The US is on the verge of seeing an entire generation of young people left behind due in part to skyrocketing tuition costs.

Starbucks feel they are in a position to help address this growing inequality. They believe that investing in their partners and education is one of the very best investments they can make.

In April 2019 Starbucks announced they would also be trialling access to the program for UK employees.
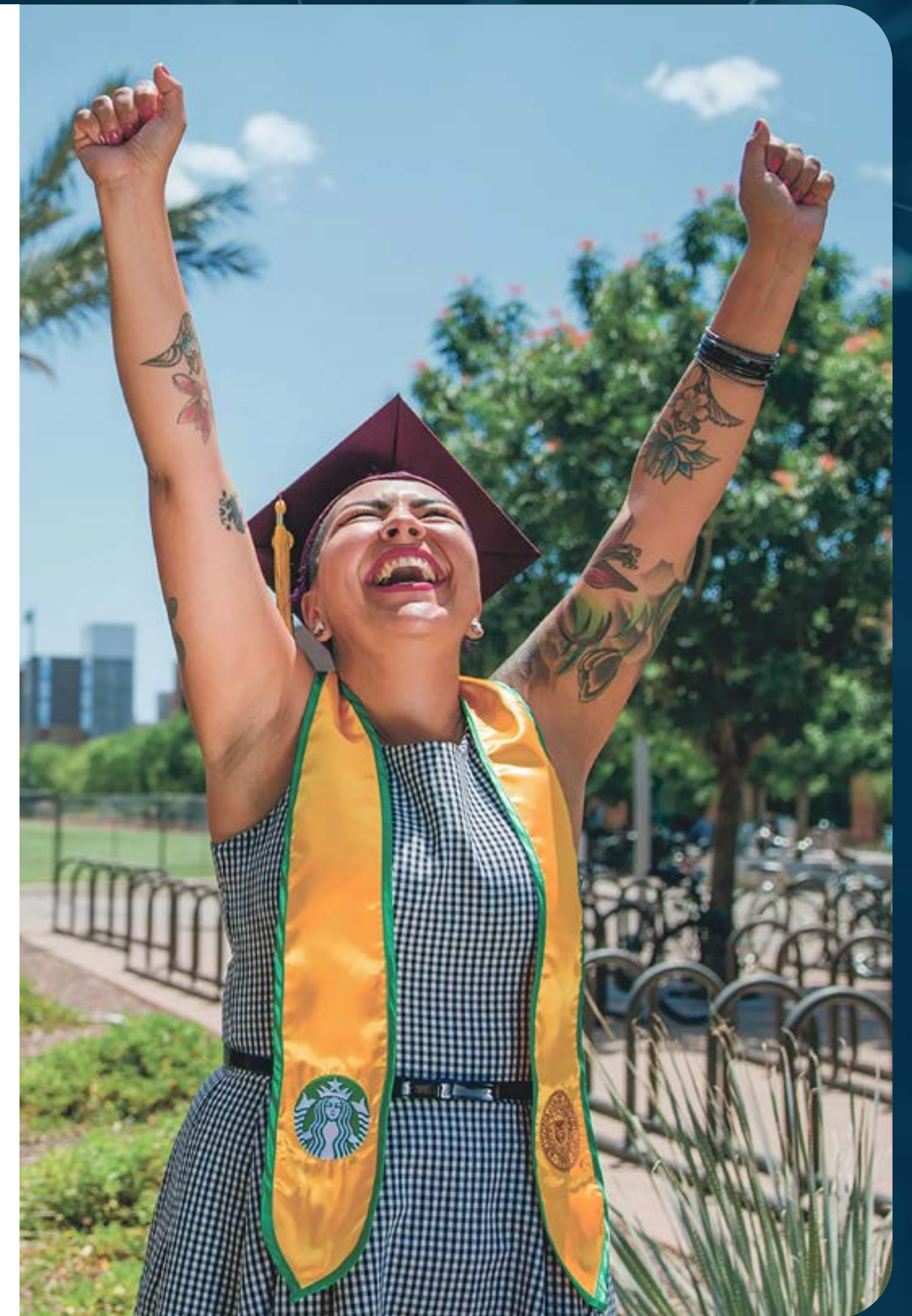
AT&T & UDACITY
– LEARNING TO THRIVE

AT&T have been at the forefront of the communications industry for over 140 years. But how do they stay ahead of the ever-changing developments in technology?

"To keep pace, we worked to create a culture of continuous learning. We expect that in the future, the job market will increasingly place a premium on ongoing worker knowledge and training." —John G. Palmer, Senior Vice President, Human Resources, AT&T.

AT&T recognised they needed a workforce with more than just technical skills—they needed continuous learners who were curious and capable of getting to grips with the very latest tools and technologies.

To help with the transformation they used a two-pronged approach: as well as upskilling their existing workforce, they developed new talent pipelines that would deliver exceptional candidates.

Working with Udacity they co-created their first Nanodegree programs[18], giving hands-on training in subjects like science and machine learning. They also spend more than $24 million in tuition aid for learning outside the company.

GHD – CAREER RELAUNCH PROGRAM

The GHD Career Relaunch Program offers the chance for previous or new GHD employees, who've been out of the workforce for two years or more, to return to work through a 10 week flexible re-entry program, with an optional full or part time position at the end of it.

The program is available across the organisation's teams and functions, re-exposing people very quickly to high profile projects that align with their past experience and qualifications, and supporting them with a salary, flexible working, comprehensive on boarding training, a coach and a buddy while they go through a period of sense making about whether and how they want to re-enter the workforce.

The program is a great way to get previous expertise back into the organisation, as well as attracting new talent from a diverse group. The program was piloted in 2017 and is now being rolled out.

RED BULL – WINGFINDER

Wingfinder is a free psychological assessment for the modern age – a visual, valid and engaging way to discover your strengths and areas where you are naturally inclined to excel, so you can develop them in pursuit of your potential. The Wingfinder model is based on thousands of scientific studies that clearly point to four areas that are more influential than any others for success in knowledge-based jobs: Connections, Creativity, Thinking and Drive. Everyone completing Wingfinder receives a personalized feedback report that provides insight around their top strengths. This is balanced with areas to watch out for, personalized coaching advice and videos from Red Bull athletes who share the same strengths.

Offering Wingfinder for free fits well with the brand by providing people with insight and self-awareness that's actionable. It can help people focus on the right career path, better represent their strengths in job interviews and perform better at work. Key to Wingfinder is that people are more likely to start and continue developing if it's an area where they have a strength, and this combined with coaching feedback and advice from some of the world's best athletes encourages people to grow. Adam Yearsley and Alexandra Kuric from Red Bull have worked with an expert team of psychology professors from University College London and Columbia University New York team for over three years developing this innovative assessment that very tangibly gives people wings and ideas.

Embracing the side hustle – a final thought

Many of your current and future employees may have what is known as a 'side hustle'. This might be a passion project or a way to generate extra income in an area of expertise not related to their day job. How many Airbnb renters, bloggers, online influencers, Etsy crafters or Task Rabbiters do you have in your current workforce?

In fact, over 40% of workers in the UK were estimated to have a side hustle in 2018[22]. Perhaps it is time to think about whether you want to support these, given the additional skills and experience they can give workers. Or seek to limit them. An open and honest conversation is a good place to start.

Thought-starters:

- If you have an idea of roles you'll need in the future, can you plan to fill the gap from within?

- Don't always take a standard 'post a job' approach to filling gaps, think more broadly about skills and potential and different routes for filling roles.

- Understand internal blockers within your organisation. For example, is there resistance from line managers to internal promotions and development due to the need to then fill 'empty chairs'?

- Be enlightened about training – don't view it as a wasted investment in skills that staff are going immediately to take elsewhere. Rethink the short-term, transactional employment relationship as a longer-term connection, which values and embraces the aspirations of employees and workers to develop both within the organisation and beyond.

BE BRAVE AND
BE 100% HUMAN

100% HUMAN
AT WORK

AM I EMBRACING DIVERSITY, INCLUSION AND BELONGING? DOES MY ORGANISATION HAVE A POSITIVE IMPACT ON SOCIETY?

While we're thinking about filling the gaps in our organisation (whether that's internally or externally), it's a good time to pause and think about the make-up of our workforce.

100% Human at Work

The 100% Human at Work Initiative is shaped around the values of Respect, Equality, Growth, Belonging and Purpose. We believe these values should be core to all decision-making – including how we bring people to our organisation.

Of course, recruitment alone is not the way to achieve a diverse and inclusive organisation. But it must be part of the recruitment mix.

Let's be clear: diversity matters

The business case for diversity is intuitive and well documented. There are a large number of quantitative studies that confirm the correlation between diversity and business results. In The B Team and Virgin Unite's 2015 report '*Diversity: Bringing the business case to life*'[23], we focused on benefits that diversity can bring to business, including:

1. Better financial performance
2. Better business performance and reputation
3. Better customer connections and market share
4. Better imnnovation and group performance
5. Better and broader talent

But inclusion and belonging are key, too

As we look towards the future, many organisations are starting to think beyond the concept of diversity to that of inclusion and belonging.

Integrating inclusion and belonging as part of your mix means we see the whole human - not just binary diversity concepts such as male / female. We move away from tick-box diversity exercises to recognising everybody's talents, differences and unique needs, as well as understanding the lives we lead outside work.

'Diversity is the biggest game-changer and most embraced trend with over half of companies already tackling it head-on.'

– GLOBAL RECRUITING TRENDS 2018, LINKEDIN TALENT SOLUTIONS[24]

'Diversity is being invited to the party, inclusion is being asked to dance, and belonging is dancing like no one's watching.'

– GLOBAL RECRUITING TRENDS 2018, LINKEDIN TALENT SOLUTIONS[25]

Creating belonging

Up until now, our job has often defined us – and companies have treated us as no more than our activities in the working day. We have our 'professional self' and our 'home self'. We might be a data analyst '9-5' and a parent, grandparent or carer at home.

But, by being 100% human, and seeing the whole person, we can reset the relationship between employer and employee. It moves beyond a purely economic transaction and becomes an open, human, conversation that acknowledges other elements of life.

Creating this kind of culture, where everyone feels able to bring their whole selves to work, makes our people happier, stay longer and be more productive. In fact, it's what Google have found to be the most important factor in building great teams.

1 Psychological Safety
Team members feel safe to take risks and be vulnerable in front of each other

2 Dependability
Team members get things done on time and meet Google's high bar for excellence

3 Structure & Clarity
Team members have clear roles, plans and goals

4 Meaning
Work is personally important to team members

5 Impact
Team members think their work matters and creates change

re:Work

Google re:Work 2016[26]

It all starts with culture

What happens if your employees feel they can't bring their whole selves to work? You'll just have a revolving door of talent, particularly diverse talent. If this is the case in your workplace, it's time to reboot your culture.

Creating greater diversity in your business is complex and there is no one size solution to fit everyone. No one has completely cracked this nut but we think the best organisations are the ones willing to be brave, test new things and learn from their mistakes. Technology and new ways of working are opening up new approaches to building inclusive organisations as we embrace the future of work.

Once you've nurtured a culture that's 100% Human, it's time to think about how that filters out to other parts of the recruitment puzzle.

Watch your language

"Not a lot of women I know would describe themselves as a ninja. They get the impression that they would just be walking into a boys' club."[27] Debbie Forster MBE, CEO, Tech Talent Charter.

The language that we use in advertising roles is critical as it can play a key role in attracting or deterring great people – and this in itself can shape the future of your work force.

So, when you create jobs ads, think about some of the following standard phrases and the impact they can have:

- *Competitive salary – dominant – leader – results driven – action oriented – stakeholder – dynamic:* these phrases can represent male corporate culture, which can deter women from applying.

- Listing working times like: *full time, Monday to Friday,* can limit your applicant pool, so you may miss out on a wealth of talent and perspectives who may need or would like more flexible arrangements.

- *Recent graduate* – could this discriminate against older candidates?

There are tools out there such as Textio that help you to understand the 'future your words will create'.

It is critical to think carefully about the words you are using before you begin the hiring process.

TEXTIO – HIRE WITH AUGMENTED WRITING

When it comes to job ads, how can you tell you're using the right words to attract the right people?

Diversity and inclusion starts with the language you use in your job ad.

As you write, Textio compares your language to millions of other similar documents and gives you real-time insights that will statistically improve your response rates. It can help you tell who's most likely to respond and which phrases they're responding to.

Do you want to be blind?

Many organisations now use blind recruitment as a tool to overcome bias in the recruitment process.

Blind recruitment takes a number of different forms but is essentially a process by which candidates are anonymised to ensure they are judged solely on their skills and experience. For example, names and ages would be removed from CVs. Photos would be removed from applications.

It is certainly an approach to consider. But there are an increasing number of voices arguing against it. Here's why:

- Whilst it is thought to increase the number of minority and female applicants reaching first round interviews, it doesn't prevent bias creeping in later in the process.

- And even these success metrics are questionable. A recent study by the Behavioural Economics Team of the Australian Government (BETA)[28] examined a recruitment exercise at the Australian Public Service and found that using blind recruitment in the first round of the process actually had a slight negative impact on the success of female candidates during that part of the selection process.

- Finally, it doesn't allow you to take everything into account about a person's background, and what it's taken to achieve success and overcome obstacles. For example, a white male candidate who has an Ivy League education vs someone from a disadvantaged background who is the first in their family to go to university. As intended, you are not seeing the whole person.

Beware of hiring for 'culture fit'

For many years, the phrase 'culture fit' was a shorthand way to find people who'd understand and thrive in a company's unique culture. But the very idea of culture fit has the potential to stifle diversity and lead to a narrowing of perspectives within the organisation.

In his '*The End of Culture Fit*'[29] article for Forbes.com, Lars Schmidt points out that the phrase has taken on "a more tribal meaning":

"People who think like us. People who work like us. People who dress like us. People who look like us." This creates a homogenised culture.

Many organisations, including Lever and Facebook, are now banning the idea of hiring or rejecting candidates due to 'culture fit'.

Pandora, a music and podcast service in the US, has taken this one step further and actively hires for 'culture add' – not culture fit.

It's all about who you know

Other barriers to diversity come in the form of recommendations and referrals.

Estimates suggest that up to 80% of jobs are never advertised. Instead they're filled by referrals or recommendations from within. But what impact does this have on equality of opportunity, building a diverse workforce and the extent of the audience you are reaching?

One approach to avoid this is stop internal referrals, particularly for work experience and internships. People's networks often predominantly comprise of people demographically similar to them, so it makes sense that internal referrals can be problematic for ensuring a diverse set of people can access opportunities.

Add to this the fact that LinkedIn data[30] has also shown that women are less likely than men to ask for referral from their network for a job they are interested in.

Shout about it

In our increasingly digital world, your employer brand has never been more important. Whether you want it to be or not, your employer brand is out there. Tools like Glassdoor allow online ratings, all of those side hustling bloggers / vloggers are sharing, and every past, current and future job applicant is likely to have multiple social media channels, potentially reaching millions of people.

It's time to take stock. Is your employer brand where you want it to be? Perhaps it's time to think about using the power of digital to share employee stories at scale and help external audiences understand your internal culture.
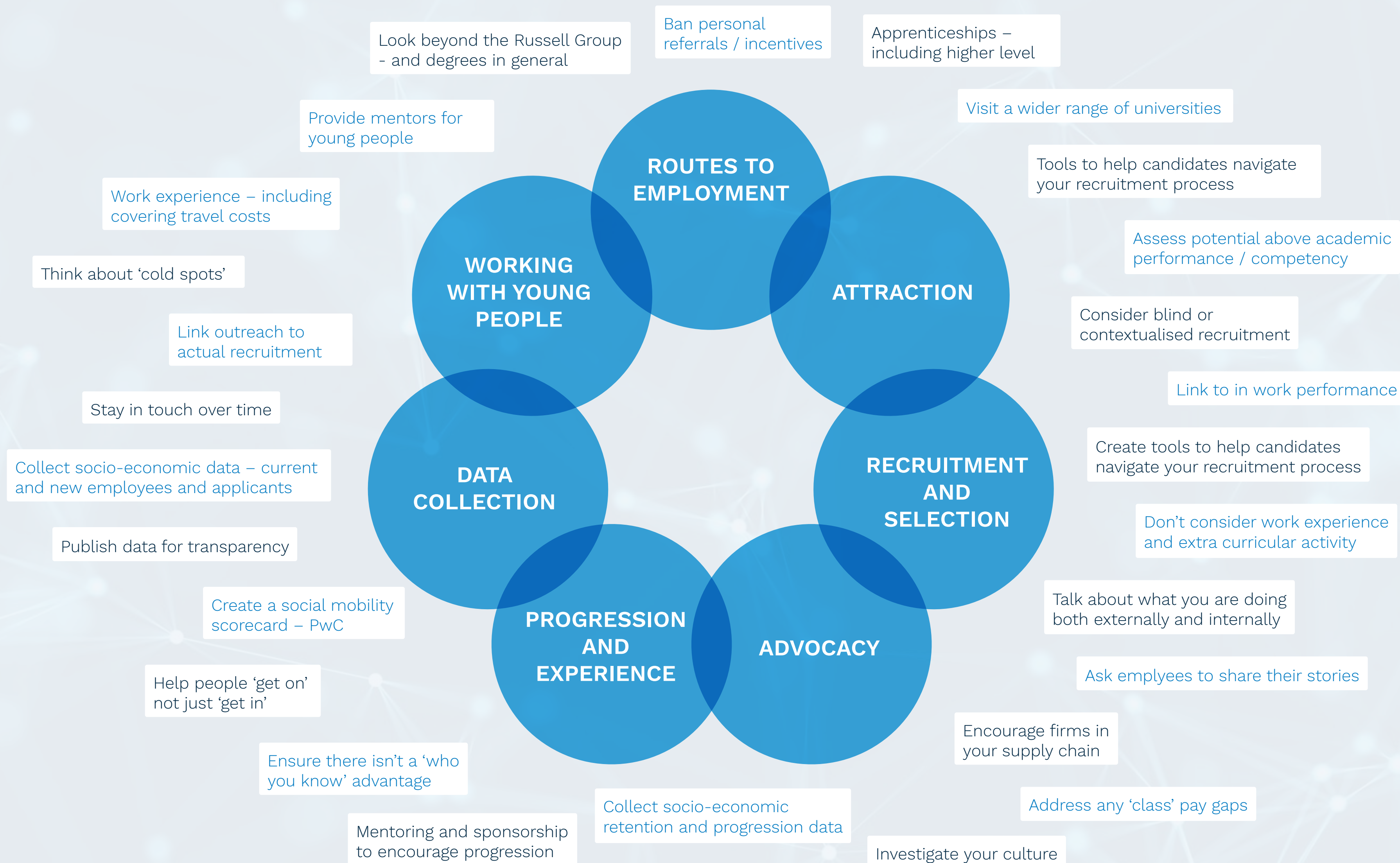
Beyond this you can also think again about your advertising and what it tells the world and prospective applicants about you.

Recent campaigns, such as the CIPD's one to encourage the use of the strapline 'Happy to talk flexible working'[31] demonstrate very simple and low cost approaches to appealing to a broader pool of applicants.

There is no magic bullet

Overall, it is vital to understand that inclusion is not about just one thing and one approach. Whichever area you are focused on you will need a holistic approach and recruitment and the talent pipeline will only be one part of that, as the infographic about social mobility on the next page demonstrates.

APPROACHES TO SOCIAL MOBILITY

Look beyond the Russell Group - and degrees in general

Ban personal referrals / incentives

Apprenticeships – including higher level

Provide mentors for young people

Visit a wider range of universities

Work experience – including covering travel costs

Tools to help candidates navigate your recruitment process

Think about 'cold spots'

Assess potential above academic performance / competency

Link outreach to actual recruitment

Consider blind or contextualised recruitment

Stay in touch over time

Link to in work performance

Collect socio-economic data – current and new employees and applicants

Create tools to help candidates navigate your recruitment process

Publish data for transparency

Don't consider work experience and extra curricular activity

Create a social mobility scorecard – PwC

Talk about what you are doing both externally and internally

Help people 'get on' not just 'get in'

Ask emplyees to share their stories

Ensure there isn't a 'who you know' advantage

Encourage firms in your supply chain

Mentoring and sponsorship to encourage progression

Collect socio-economic retention and progression data

Address any 'class' pay gaps

Investigate your culture

ROUTES TO EMPLOYMENT

WORKING WITH YOUNG PEOPLE

ATTRACTION

DATA COLLECTION

RECRUITMENT AND SELECTION

PROGRESSION AND EXPERIENCE

ADVOCACY

Are you socially just?

Many think about recruitment as a battle to find the best of the best talent, but are there other lenses through which we should be looking?

Enabling excluded and marginalised groups to experience the dignity of work can be very powerful, and many employers see themselves as having a vital role in creating opportunity for these groups, helping create a more just and equal society.

WORKBAY – CONNECTING COMMUNITIES FROM INCARCERATION TO EMPLOYMENT

By Mary Hayes, Founder and CEO, Workbay

Workbay puts in place a county-wide infrastructure to network employers, workforce counsellors, police, judicial and corrections workers, learners in job training, job applicants and employees. The offline/online and smartphone platform supports and reports the engagement of everyone involved in an inmate's transition to work-release and post-incarceration employment; getting jobs, keeping jobs and getting promoted. As well as its own projects in Tennessee, Arkansas and Florida, Workbay has pilot projects in Washington D.C. and NYC with partner APDS.

This morning I drove with the rising sun, east through the soft quiet hills of Tennessee and through long stretches beyond cell towers to get to a county jail. I'm here for a kick-off meeting, to gain the agreement of the county enforcement, incarceration and release eco-system to implement my company's program in a multi-year pilot.

Big picture, our nation keeps about 2.3 million citizens incarcerated in state or federal detention, and millions more Americans are under state supervision. In money, that's costing us about $185 Billion (some estimates vary greatly higher). The USA includes only five percent of the world's population yet more than 20 percent of the world's incarcerated population. More than 750,000 Americans exit incarceration each year, and with a felony, many cannot find employment.

Turnover of correctional officers is very high, and the average correctional facility is seriously under-staffed. Everyone knows we need to do something differently to change the cycle of recidivism. There are newly legislated federal mandates for job readiness training,

but with no hope of hiring real teachers there's willingness to try programs like mine and utilize technology to support delivery.

Federal prisons have a budget per inmate for work skills training, but state and county jail budgets are much different. Some programs charge the inmate. Workbay and our partner, American Prison Data Systems (APDS), have a policy to only provide programs that do not charge the inmate.

As I set up my demo this morning, uniformed managers file into the room. Underpaid and overworked, they are skeptical about me selling them a new-fangled mobile-and-database program – as one attendee called it, a "Liberal Networky-thingy".

Each year in this State, about 18,000 people return to their communities post-incarceration. The officers spoke with frustration about the lack of resources for post-release success. One said, "We set them outside the door without money or transportation, after some years in here, and we say, 'Go home! Get a job!' Well, they might not have a home that'll take them back. And how do you get to a job interview without transportation? There's no buses here. How do you get hired without ID? How do you pay for ID?"

I told them my story of working across many industries to build training, and then building a set of online tools (Workbay) for the people working to help those who need jobs. I talked about volunteer-teaching at my home town jail and re-writing my software so it can work offline too – a Workbay-Backpack – fixing it to "jump the wall" so inmates could see jobs on the outside and take related online courses, from a server in a backpack

to mobile tablets in the room. When the Backpack gets walked back to an internet-enabled place, it uploads the inmates' certificates of learning, competency assessments, resulting resumes and job aspirations, and downloads job opportunities by zipcode. Mentoring community organizations and employers logging into the cloud-based site can see what the Backpack uploaded – so employers can effectively see "over the wall" and understand the skills and aspirations of those in prison, and connect via workforce counsellors. I showed the Corrections team how it worked. And then I showed a compelling video of our Memphis project impact.

With agreement for the project to go ahead, I was invited to tour the jail.

Sometimes, guards at correctional facilities say that "inmates run the jail" — by this they mean that inmates do most of the non-supervision work and most custodial and logistical tasks, including the kitchen. Here, a crew of about 10 inmates produce 450 meals, three times a day, in a basic kitchen with no dishwasher, one metal counter, one grill and some ovens. A young manager supervises the inmate crew. Her previous job was at a fast food restaurant and she is the only person in the kitchen with any food prep experience.

Food Trades is a good chance for employment for ex-felons. Workbay, together with Khalil Osiris, is raising funds to develop a new training program teaching real restaurant skills, from food safety and preparation to menu planning, teamwork, finance, inventory management and logistics, filming with inmates working in prison kitchens. The finished program will be part of Workbay's online library, offering a Food Trades Assistant certificate.

Workbay's training library includes about 130 hours of foundational work readiness programs, (logistics, construction, maintenance, customer service…) with more programs continually added. For example, a hemp farm is opening in this county that the jail hopes will take a number of inmates as work-release crew. There are at least two more cannabis farms starting in the region, so Workbay is developing a training-employment network for the Agribusiness eco-system and a new certificate program in Agribusiness.

We will also work with Barnhart Crane and Economic Opportunities (EcOp), which places ex-offenders at businesses who want motivated workers, people whose desire is to change their life. EcOp succeeds by pairing ex-offenders with a shepherd (life-coach) in supported work teams. The shepherd works with the business and the ex-offenders helping them navigate all aspects of their lives. As well as online training and resume promotion and job search, Workbay support for newly-released people includes "*100 days of text messages*" – a series of interactive texts, authored by returned citizens to support success post-release and gather feedback.

This county jail benefits from the synergy between community employers, workforce program managers, correctional officers, offenders, returning citizens, and the Sheriff, all of whom are motivated to seek ways to make Corrections work better. However, everyone at every juncture of the criminal justice system says that something has got to change. Workbay is a set of tools that increase the power of those people who are making the changes we want to see in our world.

GREYSTON BAKERY – OPEN HIRING™

What happens when you strive for a fully inclusive workforce and remove all obstacles to getting a job? No questions. No background checks. No screening. No CV. That's exactly what social enterprise Greyston Bakery did 37 years ago. Their philosophy is this: when everyone has a job, everyone contributes to society, and families and communities thrive. So, the concept of Open Hiring was born.

It creates opportunities for those who have been kept out of the workforce. That includes women, men, people of colour, people of all faiths and sexual orientations, immigrants and refugees, those living in poverty or who have spent time in prison, and anyone else who has faced barriers to employment.

Greyston's approach is "Where traditional HR departments focus more narrowly on job requirements and performance indicators, we focus on the person. We help employees find ways to remove any obstacles to job success. That could mean anything from finding quality child care to accessing safe housing. We partner with each employee to define their career and life goals and then provide access to the supports and services they need to reach them."

Does it work? Everyday 35,000 pounds of brownies are produced by individuals hired through our Open Hiring model. Sweet.

SAMASOURCE – IMPACT SOURCING

What if you could be part of the AI revolution and help lift people out of poverty at the same time? That's what social enterprise, Samasource, aims to do.

- They specialise in training data – where humans teach machines basic information needed to build AI.

- They helped to invent 'Impact Sourcing' – employing and training people from the most impoverished parts of the world. These workers are trained in basic computer skills and paid a local living wage (as determined by the Fair Wage Guide).

- Samasource says: "Our goal was, and still is, to equally distribute opportunity in the digital economy and pay workers a living wage."

- In Kenya, around 75% of the workforce come from East Africa's largest slum, Kibera. And just over half are women. They also have facilities in Asia and North America.

- A steady job isn't the only thing their people can expect. Samasource's Scholarship Programme supports employees who want to seek further education. There's also education available to all to improve financial security, health and wellness.

Samasource are certainly breaking the mould of what it means to create social impact through recruitment. They were named one of Fast Company's "Most Innovative Companies" and count Walmart, Google and eBay among their clients.

ANDELA – GLOBAL TALENT ACCELERATOR

Andela was started in 2014, addressing the global shortage of skilled software developers through training and matching developers in markets not known as technology hubs with global companies.

Andela is founded on the idea that brilliance is evenly distributed, and the model is simple; Andela describes itself as a "global talent accelerator", producing top-class developers from within Africa and connecting them, as part of high-performing software engineering teams, to top employers across the world. The company is very selective, recruiting only "Africa's best and brightest" onto their training scheme, paying for them to learn software development and be mentored, and financing their education through the client work they deliver upon finishing their training.

Andela is ambitious and fast growing – since its inception it has identified and hired over 1200 developers, with over 130,000 applications to the scheme.

TALENT RISE – YOUTH CAREER WORKSHOPS

Talent are experts in recruitment, connecting tech experts with organisations around the world every day. As a result, they are very tuned into what's happening in the tech industry and the labour market. Having become increasingly concerned with the high level of youth unemployment and the many barriers to employment young people were facing, they created Talent RISE to help combat this societal issue, offering education, training, work readiness and job placement programs to young people.

Successful long term job placement for the young people they work with is the outcome, but building pathways into work is a big part of how this is made possible. This includes paving the way through Youth Career Workshops, which are designed to equip groups of young people with the skills they need to develop to build a successful career, in particular rectifying the imbalance experienced when it comes to accessing employment opportunities and ensuring they are ready to enter the workforce. Talent leverages the expertise of its industry partners who host the day and provide a safe space for young people to learn and build valuable skills and confidence.

In the workshops, partners' employees work with the RISE team of specialist youth recruiters to take participants through every step of the job search process. The program provides guidance on writing cover letters and CVs, managing the online job applications process and interview preparation, including how to dress, interactive roleplaying, negation tips and advice about interview follow-ups.

The benefits of this experience for the young people is remarkable. Feedback surveys from before and after the workshops show more than a 70% increase in confidence, job-readiness and awareness of career opportunities. In response to "I feel positive about my future", 24% agreed with the statement, which increased to 96% after the workshops.

Not only do these workshops help the young people, they offer partners an opportunity to gain perspective and give back while driving positive engagement within their business. It's a tangible way for them to improve diversity and inclusion in their workforce while building on corporate social responsibility initiatives. The results have been enormously positive for all involved and life changing for the young participants, often directly resulting in long term successful placements.

Talent believes that helping a young person find meaningful employment can change lives and give them purpose, dignity and independence. A job is not just a job - a job is food, clothes, safe housing, skills, self-worth, identity, friendships, respect, community, security, opportunity, structure, purpose and a future.

Thought-starters:

- What are the barriers to diversity, inclusion and belonging in my company's culture?

- How have we found our existing workforce? Are there lots of internal referrals?

- Is the language of my job adverts shaping the future of my workforce?

- Are there ways my recruitment strategy can play a role in creating a more just society?

LOOKING BEYOND

LOOKING BEYOND
DO I NEED TO LOOK EXTERNALLY?

If you've identified a skills gap, reimagined the roles of the future or have a vacancy to recruit for now, this section looks at the traditional model of recruitment and how it is radically changing.

1. HOW WE RECRUIT

Getting your foot in the door

What helps a bright candidate make it through a tough selection process? A great CV? A string of academic achievements? An impressive degree from a prestigious university?

And what happens if you don't have any of those? Does the door stay shut?

The CV is dead

Most people agree that CVs are a poor, and very limited, tool for assessing ability. The truth is they simply don't capture the essence of someone's capability and capacity. So why do we still use them?

Initiatives like Portfolium and DigitalMe offer another way to show and share our capabilities, introducing the idea of stackable skills, digital credentials and online portfolios (see our case studies on p35 and p39).

The skills we'll need for future jobs will mean that old hiring models, which we already know aren't effective, are outdated. Especially old proxies, like a degree or other educational attainment, which were a default requirement. New hiring models will identify capability and potential.

We're moving to a world where complex human skills and adaptability are crucial. So, the question is, how do we spot these skills in the selection process?

Here are some organisations with solutions to just that.
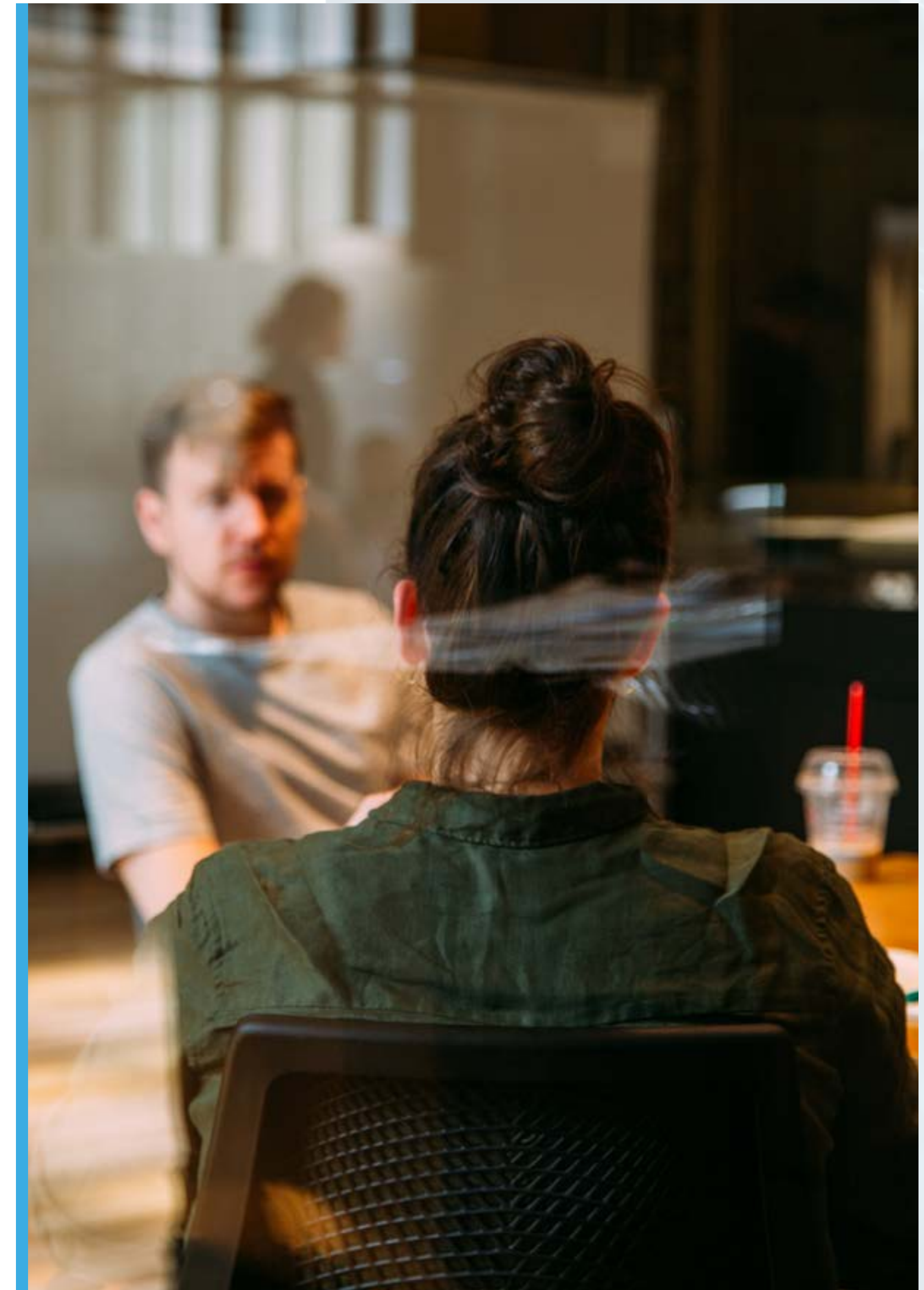
IGNITE GLOBAL – SPOT ON™

Ignite Global's SPOT ON™ Position Profile methodology helps companies hire for attitude and aptitude over skills and experience in a systematic, objective way. It also emphasises the company's purpose and organisational culture AND clearly articulates expectations (including numerically based targets) from the outset, through job descriptions that are:

- Strengths Based
- Purpose Filled
- Organisationally Aligned
- Target Rich

SPOT ON™ is designed to magnetically attract the right candidates and repel the wrong ones, which saves organisations time and money and saves individuals heartbreak from accepting a role that turns out to be something other than what was advertised.

The inspiring vision and clear expectations that are set out as a result of the methodology make job adverts stand out, attracting the most appropriate candidates and increasing interest in companies. As one user of the methodology testifies:

"In 25 years of owning the business I have never seen the calibre of candidates we are attracting now."
– **Mark Hunter** (CEO, Hunter Express)

PYMETRICS

When it comes to recruitment, does the traditional CV and interview approach still work? Pymetrics doesn't think so.

Here's why:

- The average job receives 250 applications. But the candidate chosen by the company fails 30-50% of the time.
- Resume review leads to women and minorities being at a 50-67% disadvantage.
- 83% of candidates rate their experience as poor, and 45% of applicants never even hear back from the company.

So Pymetrics have come up with an alternative. They use neuroscience and AI to predict the right person for the job, while claiming to remove bias from the process.

Here's how:

- **Neuroscience games:** these collect objective behavioral data using neuroscience exercises.
- **Customized AI:** Pymetrics claims to maximize prediction and increase efficiency through customized but automated machine learning algorithms.
- **Bias-free algorithms:** designed to methodologically remove bias from algorithms with an iterative algorithm auditing process, ensuring lack of bias.
- **Common application:** rejected candidates can automatically match to other opportunities across other clients using Pymetrics, improving candidate experience.

Pymetrics is already being used by firms like Unilever, Tesla and Accenture to transform the way they find and measure talent.

ARENA

Arena uses data and predictive analytics to transform the staffing of healthcare organisations, helping organisations consider retention even during hiring.

Arena's platform collects data about applicants from job applications and third parties, using sophisticated data science techniques to create algorithms that predict which people would be the best fit for a role, in line with what each organisation has specified as priority outcomes / attributes.

Arena says that to date it has reduced its clients' staff turnover by a median of 38% and generated significant cost savings, with 100% of clients seeing an improvement employee turnover.

HIRINGSOLVED

HiringSolved uses artificial intelligence to automate candidate matching, increase diversity and reduce time to fill jobs, through analysing the social web and unlocking the power of companies' ATS, CRM and HRIS data.

With the aim of 'solving hiring', their flagship TalentFeed software claims to increase efficiency by at least 10x through finding, combining, and filtering data from multiple sources, creating profiles that both increase the quality of information recruiters have access to and highlighting more potential candidates. They've also created the HiringSolved Diversity Search Engine™, built to source diverse candidates more easily.

HACKERRANK

HackerRank is a technical hiring platform that helps businesses evaluate software developers based on skill.

Using HackerRank, programmers from all over the world come together to solve problems in a wide range of Computer Science domains, such as algorithms, machine learning and artificial intelligence, and practise different programming paradigms, like functional programming. The challenges can be solved for fun, to prove skills and abilities to employers, compete, or as training. Users can also contribute challenges and solve difficult problems as a community.

Over 1,500 customers across all industries, including five out of the leading eight commercial banks in the U.S., rely on HackerRank's automated skills assessments to evaluate and hire technical talent from around the world.
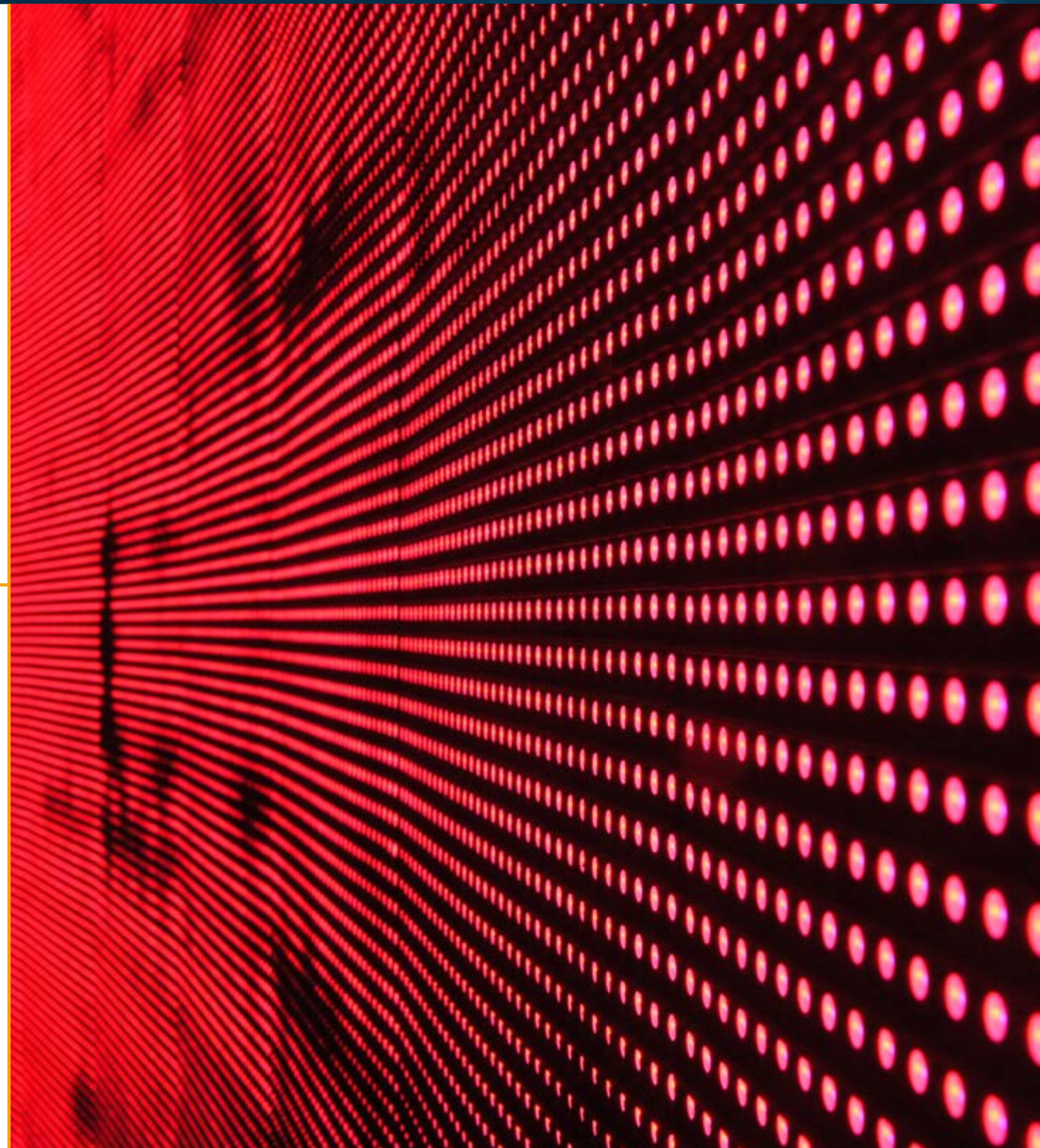
Opening the door to others

If employers want more diversity and inclusion in their workplaces, they must radically re-think the pathways prospective employees take to get there.

Part of this process will involve re-evaluating traditional markers of success. We have talked about the changing nature of skills, we are seeing knowledge being accessible at the touch of a button and we know that there is going to be a constant need to learn, develop and adapt if future employees want to keep up with the changing world. Given this, we may need to fundamentally question how we build credentials and even whether traditional qualifications such as degrees and MBAs, often not universally accessible, need to change.

Much of the change is in its early stages but we have spoken with businesses and universities who are starting to work together to shape that change. We have even had conversations with educational institutions who are rethinking whether the role of the university has the potential to change in partnership with business, becoming more connected to individuals throughout their working life, dipping in and out of learning as needed, rather than as a one off experience at the start of their careers.

EY – DITCHING THE DEGREE

In 2015, professional services firm EY made the bold move to remove academic entry criteria – 300 UCAS points (equivalent to three Bs) and a 2:1 degree – from its entry-level roles. It also introduced a 'blind CV' policy to remove any unconscious bias.

Why? As well as the drive to create a more level playing field and increase pathways to work, it "found no evidence to conclude that previous success in higher education correlated with future success in subsequent professional qualifications undertaken," said EY's Managing Partner for Talent, Maggie Sitwell.

Now, candidates are video interviewed anonymously by an outsourced provider and then undergo screening, based solely on eligibility. Shortlisted candidates attend assessment events and are matched with assessors who know nothing more about them than their names.

Does it work? The changes meant that 18% of EY's 2016 graduate and school leaver intake in the UK would have previously been ineligible to apply. The firm also saw a boost in new joiners from state schools and those who are the first in their family to go to university.

AXA – MEET THE APPRENTICES

Another big organisation rethinking its approach to graduate recruitment is AXA.

Instead of waiting for graduates to join the business, and spending three years getting up to speed on each area, AXA decided to offer apprenticeships which let candidates learn and earn at the same time.

Qualifications could be first or second degrees, post-graduate study or even broader attainments. The big difference was: candidates did not need to be school leavers – they could also be existing employees from any area of the business, at any age.

The offering now appeals to a broader range of people. And interestingly, those who step forward already have the skills vital for the future: curiosity, keenness to learn and a growth mindset.

The new approach has been in operation for 18 months, and it is enjoying great feedback from the employees who are developing in this way; initial retention rates are good. And as Emma Austen, Head of Employer Brand at AXA explains, the chance to "shake the tablecloth in the air" has opened new paths of social mobility, and a more skilled and diverse workforce who are ready for the challenges of the future.

PENGUIN RANDOM HOUSE – THE SCHEME

Up until now, the publishing industry grappled with ways to reflect and represent the rich diversity of the UK.

After all, the more diverse and broad the workforce, the more diverse and broad the stories they bring us, which in turn shapes our culture.

Step forward Penguin Random House, with their entry-level pathway: The Scheme. It is a six month traineeship for people from BAME communities and / or a socio-economically disadvantaged background, focussed purely on potential not academic qualifications or experience.

It gives trainees a chance to experience life in a publishing house, to find out what editorial work is like and to build the basics they'll need to start a career in publishing.

You don't need to know about publishing to apply. You don't need a degree or any particular educational background. You do need a love of stories and ideas, and to be excited by all the different ways they can be told.
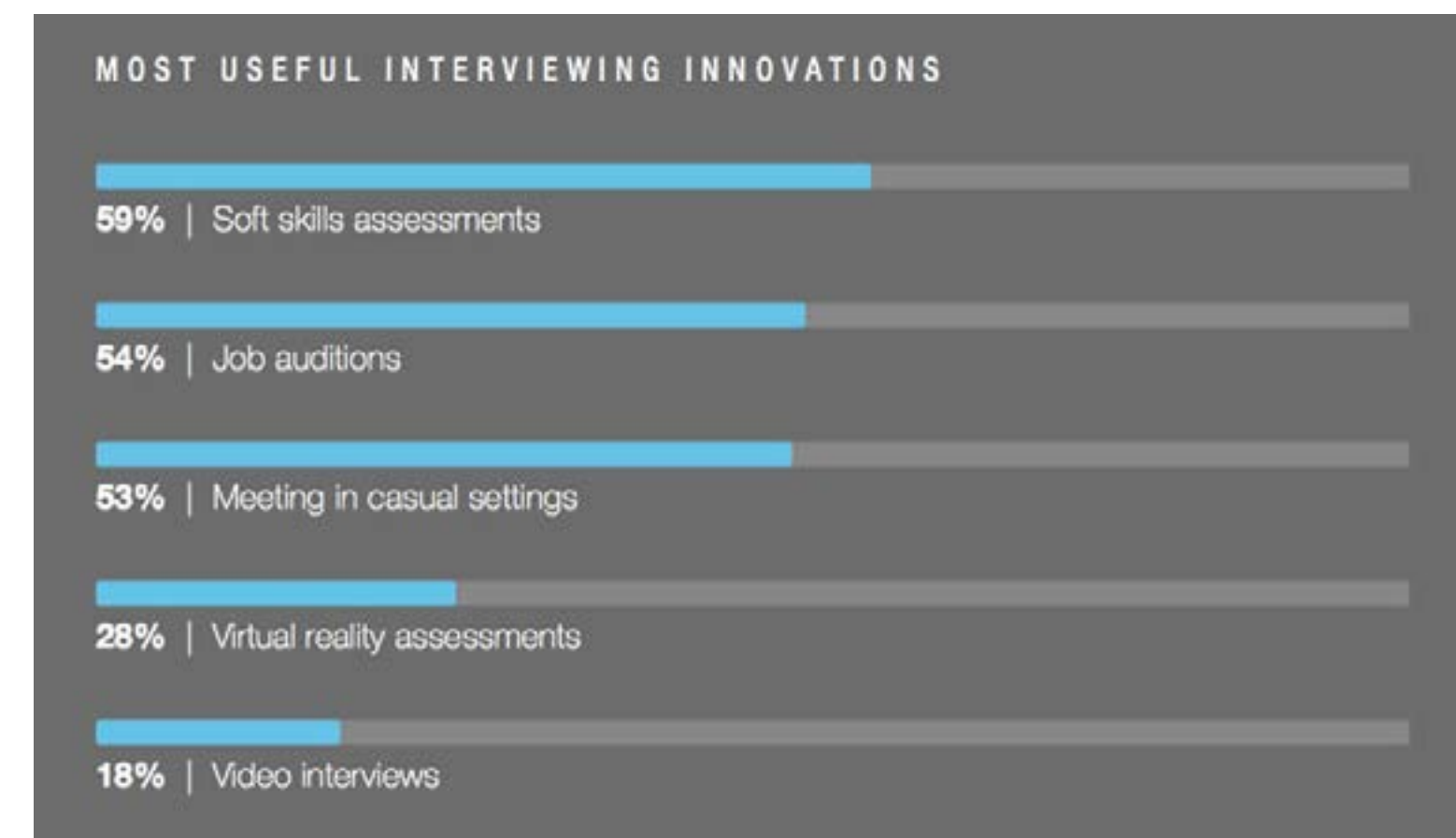
Beyond the 'traditional' interview

Like the CV or resume, the 'traditional' interview is still a widely used, but not effective, recruitment tool. Interviews vary from a quick 'phone screening' to an in-depth panel grilling... and everything in between. Either way, they have their problems:

• The potential for unconscious bias is high

• Traditional interviews can overly reward attitude and people skills. People with confidence and charm can appear more capable, while gifted candidates who have more introverted natures can be overlooked.

The largest issue with traditional interviews lies in their failure to evaluate those highly valued human skills. And as these will be the skills most in demand in the workplace of the future, this is certainly a cause for concern.

So, what are the alternatives? Companies like AXA and Vodafone are experimenting with video interview platforms, where candidates' body language, phrases and more are analysed by complex algorithms (read more about it on p42).

Thinking more broadly, LinkedIn Talent Solutions' '*Global Recruiting Trends*'[32] 2018 report highlights some of the most useful innovations in the interview process:

MOST USEFUL INTERVIEWING INNOVATIONS

59% | Soft skills assessments

54% | Job auditions

53% | Meeting in casual settings

28% | Virtual reality assessments

18% | Video interviews

PORTFOLIUM

At the earliest point in your career, how do you showcase the potential of your talent? That's a challenge Portfolium tries to solve.

It lets students build an online portfolio to prove they have the skills and capabilities they say they have. They upload anything from written assignments to videos, a 3D model to an app. Plus, they can earn badges for skills they pick up, both at college and in the workplace.

To protect against plagiarism, universities can certify work. That's because it's fully integrated with university systems, so assignments can also be set by faculties and assessed.

Portfolium was the bright idea of CEO Adam Markowitz, a former rocket scientist, who landed his dream job working on NASA's space shuttle program after coming to a job interview armed with a solid portfolio.

NEXT JUMP

Next Jump's reinvention of company culture and management philosophy means they are taking an innovative approach to almost every aspect of employment and running a company.

One example is their hiring practice. In the search for great candidates with a growth mindset, Next Jump's hiring process doesn't rely on traditional job interviews. Rather, they put candidates through a 'coachability assessment'. Next Jump believe the biggest determinant to an individual's future success is their ability to figure things out (solicit, digest & act upon feedback). Instead of listening to candidates talk about how invested they are in personal growth, Next Jump put candidates through Super Saturdays, the immersive final stage of their hiring process. Over the course of the assessment day, candidates will receive candid feedback on their performance, and are given opportunities to apply the feedback and adjust approach. At the end of the assessment day, the entire Next Jump team comes together in a 'War Room' discussion to share different perspectives and datapoints on candidates. From the newest joiners to the Managing Directors, everyone is given an equal voice in the War Room.

Because Next Jump put so much effort into finding the right talent, they also therefore go to great lengths to support people if they stumble and provide options to help everyone succeed.

2. WHO WE RECRUIT

Going for graduates

As we've seen from case studies like Penguin Random House and AXA, new possibilities and widening pathways to entry-level roles are opening up. But that doesn't mean graduates aren't still highly sought after.

However, it's the ways in which we reach them that are evolving. Take the Australian platform, Hatch, for example. It allows students the chance to do paid work experience and allows employers the chance to test new talent for 3-12 month stints. Meanwhile, Handshake can help employers connect with graduate talent taking their first career steps.

HATCH

Australian initiative Hatch was founded in 2017 by Adam Jacobs and Chaz Heitner to help students try different career paths while they study. Meaningful work experience is the goal – and the bonus? They get paid while they do it.

Hatch roles are 2.5 days per week, fitting around a student's timetable, and typically last for 3-12 months.

The selection process is future-focused. Instead of picking graduates based on their academic ability, they're sought for their soft skills. Hatch says: "Being a Hatch student is more than just grades; we look for curiosity, capability, humility and drive."

HANDSHAKE – LEVELLING THE PLAYING FIELD

Handshake's mission is to democratise opportunity. They connect over 14 million students with 300,000 employers who want to reach them.

A bit like LinkedIn, it offers paid usage tiers for its users to unlock more features.

What's interesting for employers is the potential for finding a more diverse and inclusive candidate pool. Handshake has relationships with more than 100 minority-serving institutions, which include historically Black Colleges and Universities and Hispanic serving Institutions in the U.S., to bring them and their students more closely into the fold.

Flexing your approach to 'employees'

When it comes to filling a vacancy, or plugging a skills gap, looking for a permanent, full time employee may not be the only route.

As we saw earlier, more flexible approaches might include 'tours of duty', freelancers, contract workers, platform or gig workers, perhaps even crowd sourcing.

But the challenge here is how to create a cohesive, engaged and connected workforce that doesn't have two 'classes' of employees – the permanent full-time employee (with all the benefits and protections that come with this, e.g. minimum wage, paid leave) and everyone else.

We are already seeing legal challenges to worker status cropping up regularly and there have also been high profile walkouts and protests over worker status and the treatment of non-employees.

Companies such as Microsoft[33] are redressing the balance. In 2018, they announced a policy requiring their US contractors to offer employees a minimum of 12 weeks paid parental leave, paying them up to $1,000 a week.

We are also starting to see some gig platforms move to voluntarily improve worker rights, as the law struggles to catch up, although this is by no means widespread.

Creating your own talent pipeline

Once you know what you're looking for, how do you find the right person? The answer can lie in building your own talent pipeline by maintaining a powerful employer brand and cultivating strong communities. You should also consider each of the following:

1. Your people, past and present

Talent could come from within (as we looked at in the 'Can I look internally' chapter). Or from those who've left the business. Similar to the concept of McKinsey Alumni, maintaining links with your people, even after they've left, can form a ready-made network of talent. Longer term relationships with applicants, whether they were successful or not, can be fruitful, too.

2. Find people for the future

Another emerging strategy is to engage with communities of people who are building the skills you'll need in the future. Companies like WhiteHat are connecting employers to entrepreneurial school leavers who can learn and earn on the job.

3. Referrals with impact

We have mentioned that you need to be wary of referrals but what if referrals could be good for society as well as for your business? Network14 is a new enterprise that helps businesses to find quality referrals and benefit charity at the same time.

On the right is more information on three companies shaking up where your talent can come from:

UDACITY – INTRODUCING THE NANODEGREE

Udacity trains the people of today with the skills needed now and in the future. In a novel way to mend the skills gap, they've invented 'nanodegrees'. These chunks of learning cover everything from data science to machine learning, and AI to marketing analytics. There's even a nanodegree in driver-less cars.

Nanodegrees are developed in partnership with subject-matter experts, like Google, VR developer Unity, and more.

And they can lead directly to roles. Udacity events like 'Accelerate' and tools like 'Udacity Talent Source' allow employers to connect with freshly qualified talent directly. Given the half life of most hard skills dropping to just five years, connecting to those who have the most up to date mastery of the newest skills is certainly a competitive advantage.

WHITEHAT

WhiteHat are also preparing people for the jobs of tomorrow. But here's what's different: they think school leavers should take apprenticeships (reinvented for the 21st century), instead of spending years studying for a degree and racking up debt.

WhiteHat believe more people would be best served learning (and earning) on the job, picking up the skills they need to progress to high flying careers in digital, tech and professional services at the UK's most exciting companies.

Their apprenticeships provide training from world-class content providers such as General Assembly, Mind Gym and Debate Mate. Plus they offer 1:1 coaching. All of this "provides an outstanding learning experience", which they say "rivals the very best universities."

Are they making an impact? In just two years, the company has grown to a team of more than 50 staff and has placed approximately 550 apprentices so far, with high hopes of trebling that figure in 2019. By 2023, they want that to be 10,000.

NETWORK14 – A HIRE PURPOSE

Network14 helps connect employers to high quality employees through trusted referrals. They allow 'sponsors' to recommend trusted colleagues for vacant roles posted by 'employers'. This is not just a 'word of mouth' recommendation, sponsors provide deep insight to technical, behavioural and performance related attributes. If the 'nominee' is successful, the employer will donate a finders fee to charity.

Being inclusive

It is important to think about how you can be as inclusive as possible in who you are hiring.

TECHTONICS – GENERATING DIVERSE TALENT

Techtonic provides its clients with high level software expertise whilst also generating diverse talent for them to hire. The unique model of talent generation allows clients to work with Techtonic's software engineers on a project basis and then retain them as full-time hires as needed, removing the risk, unnecessary investment, and limited supply that companies face in finding and retaining superior talent and attracting a diverse workforce.

Techtonic trains engineers from all walks of life, including veterans, minorities, and non-traditional education backgrounds. It's Academy, a paid software development apprenticeship registered by the United States Department of Labor, involves participants spending 10 weeks being educated and then beginning working as apprentices alongside senior developers and with real clients.

The focus of the Techtonic Academy is on creating software developers who understand not only technical aspects, but also how to think critically solve problems and work as part of a team to accomplish real business goals. This, paired with the hiring opportunities in Techtonic or with clients after completion, sets participants up for successful careers.

HARAMBEE – YOUTH EMPLOYMENT ACCELERATOR

Harambee Youth Employment Accelerator is a not-for-profit social enterprise that builds solutions to address the "mismatch of demand and supply" in the youth labour market. Harambee has worked with 500 employers in Africa – from large corporates to small businesses to microenterprises – across all economic sectors from retail, hospitality, tourism, banking, insurance, business services, information technology, manufacturing and mining, to social/community services.

Through operations in major economic centres, Harambee partners with businesses to match their entry-level requirements to Harambee's network of high-potential work-seekers who have been locked out of the formal economy, typically because they have no networks and come from social grant dependent households. In so doing they have enabled nearly 130,000 work experiences and job opportunities for young people.

Through scientifically rigorous matching tools and behavioural readiness programmes, Harambee reduces hiring risk and enables new job creation by focusing on churn, skills scarcity and retention.

This is supported by change management with employers, for example:

- Nudging employers to hire from nearby "catchment" areas so that transport is affordable for youth and retention is more likely;

- Modernising interview techniques of employers who evaluate successful candidates based only on questions that assume prior work experience;

- Creating new signals that judge a young person's capability rather than only considering prior work experience and educational qualifications; and

- Adopting hiring practices to judge future potential to do the job instead of relying solely on numeracy and literacy tests that measure the quality of previous schooling. One example of this has been their work advocating for employers to use a CFT psychometric assessment (a measure of fluid intelligence and potential to perform and succeed) rather than a young person's school marks which are more a reflection of legacy of the quality of education that they received. Harambee has demonstrated that when the latter is used for screening, employers will screen out nearly 80% of candidates with the potential to perform and succeed in a job, whereas the use of CFT is a far better predictor of success.

"EVERYONE CAN" – DISABILITY SMART RECRUITMENT

By Diane Lightfoot, CEO, Business Disability Forum

More than a billion people in the world today experience a disability. In the UK, 18% of working age adults are disabled. This rises to 44% in over 65s. But: over 90% of disabilities are not visible. So, you almost certainly already meet more disabled candidates than you think you do.

Yet only 50% of disabled people are in work – that's a large untapped talent pool! Recruiting disabled people isn't a "nice to have" or just the right thing to do; we know that diverse teams perform better and that having people who think differently and who have different lived experience is vital, not just in avoiding group think but for innovation too.

So, what does Disability Smart recruitment look like?

At attraction stage, it makes sense to reach the widest possible talent pool. Think about your advert: does the imagery and language show "someone like me"? Does your wider brand and messaging support this? Is the advert itself accessible – and can you offer information in other formats?

Think about the role – what do you really need? It's really tempting to dust down the job description and person specification you used last time, give it a quick once over and reissue it. Take the time to challenge yourself – do you really need five years of experience? Or a particular qualification? Or a driving licence? How else might someone demonstrate they can do the job? And focus on outcomes – what you need done in the job, rather than how. Could the job be done flexibly? Part time? At home? Could an adjustment – called an accommodation in the US - open the role up to a disabled candidate? If so, why not say so?

Examples of common workplace adjustments include "soft" adjustments like flexible working, different start and finish times (for example to avoid travelling in rush hour); "kit" adjustments like speech to text or text to speech software for people with a sensory impairment or dyslexia; and "human" adjustments like a job coach or assistance dog.

At application and screening stage, remember that standard application forms may be difficult, both in terms of navigating potentially inaccessible online portals and in disadvantaging those with less "traditional" CVs. When designing recruitment portals, make sure you don't build in bias, for example by automatically screening out those who have gaps in their experience. And engage disabled people in testing your portals to make sure that they are accessible to disabled users, including being compatible with screen readers.

At interview stage, ask in advance about any adjustments a candidate might need, not whether they have a disability. Examples of adjustments for recruitment may include communications support – e.g. a sign language interpreter, easy read information for a candidate with a learning disability, sending the questions in advance for a candidate with autism or giving more time for a test to a candidate with dyslexia. Many of the organisations we work with are moving away from timed tests to reduce the need for candidates to say that they need more time (for whatever reason).

Perhaps most importantly, think about how you interview – are you testing the skills you need for the job? The traditional panel interview is not something that most people particularly enjoy, but for people with autism (for example) they can be a huge barrier. Conversely, offering a work trial where someone can show you what they can do – and how they would do the job – rather than tell you about it can result in you really getting the best candidate for the job.

3. WHAT WE'RE LOOKING FOR

As we have mentioned, skills for the future are fast changing.

If the CV is dead, a degree or MBA may not tell us everything we need to know, and the half-life of skills has dropped to five years, we need a more innovative way to develop, display and assess capabilities.

Some organisations are playing with the idea of stackable credentials. These are sequences of credentials that are built up over time and can lead them along a career pathway. Others, like DigitalMe, offer the chance to earn digital badges.

We can't predict the future with 100% certainty. But we can expect the next generation of workers to engage with potential employers in new ways and to have different expectations of that relationship.

Thought-starters:

- How can your recruitment process evolve to understand and identify the skills, and the people, that will help your business to grow in the future?

- Can you create new pathways to entry-level roles that are more likely to help people develop the skills you need to do the jobs of the future?

- What tools should you consider using to move beyond the flawed CV / resume then interview approach?

- When it comes to finding new people, can you flex your approach and consider freelancers, contractors, or the gig economy?

FUTURE THINKERS

CREDLY

Credly's platform adds value to credentials through transforming competencies into verified, shareable digital credentials that earners can leverage and organizations can measure. It is currently the most popular platform for verifying, sharing and managing digital credentials and badges, working with organizations including IBM, Adobe and Pearson, among others.

Organisations build their digital credentials using the Credential Dashboard, or through working with Credly's experts. The badges can include skills and competencies, alignment to industry standards and expiration and revocation conditions, with multiple verification options including adding evidence and testimonials.

IBM created its Open Badges system using Credly's platform, to increase employee recognition, motivate skill progression (particularly in emerging digital skills), and diversify their workforce. As a result, course completions of IBM-badged online courses increased by 694% and 92% of badge earners say their badge verifies job skills, which supports employability.

FUTURE THINKERS

DIGITALME (CITY AND GUILDS GROUP)

DigitalMe reinvents the CV for the changing workplace.

It's a digital credentialing system that allows people to showcase and share their skills. But it's not just about formal qualifications – more sought after transferable skills (human skills), behaviours and attitudes are all part of the mix too.

Once earned, they can be added by employers, professional associations, schools, colleges, universities and charities.

DigitalMe says: "Digital credentials allow us to surface, capture and communicate the vital reskill and upskill agenda that will allow us to turn automation, AI and digitization into an opportunity not a threat."

FUTURE THINKERS

SKILLFUL (A MARKLE INITIATIVE)

Skillful aims to help the nearly 70% of Americans without degrees to secure good jobs, based on the skills they have, or the skills they can learn.

They believe everyone should have access to the education they need to find meaningful jobs in a changing economy. Like WhiteHat, their focus is on skills rather than degrees.

They bring together companies, including Microsoft, LinkedIn, state governments and local partners, aiming to give educators a clearer picture of which skills are in demand in their areas—and give businesses a better sense of which skills are available in their applicant pools.

ETHICS & TECH

AM I LOOKING AFTER PEOPLE IN AN ETHICAL WAY?

The combination of evolving technologies and the changing world of work are likely to fundamentally change recruitment. Unfortunately, there are potential negative impacts and consequences to this that need to be considered.

AI, predictive analytics and other breakthroughs have the power to speed up the process, ease the recruiter's workload and put more information in our hands than we've ever had before.

Initiatives like DigitalMe and Zinc allow us to see candidates' wider capabilities and even verify their references – right from day one. Organisations like Hirevue have shown us how technology can speed up the process. We may be able to cut recruitment lead times in half and find a better person, faster.

Plus, we're learning how to engage with the applicant community before, during and after a role exists. So even if they're not right for this role, we may be able to map them to an opportunity in future where they'd fit perfectly.

Harnessing the power of the new:

Here are just three ways technology is transforming the recruitment process:

- AI recruiting video interview platforms use biometric and psychometric analysis to evaluate not only the quality of candidate answers but also voice quality, pace of speech, voice energy, use of fillers, facial micro-expressions and body language.

- Predictive analytics enable a faster and more efficient shortlisting process. Clever tech such as applicant tracking systems use keywords, word flows, and other data points to analyse and prioritise candidates, saving manually sifting through thousands of resumes.

- AI can be programmed to ignore demographic information about candidates such as gender, race, and age, which can prejudice some human recruiters.

AI and wellbeing

As the power of AI is explored further, new applications come to light. Take Biobeats, they use AI and machine learning to track and improve our wellbeing, helping us to control and manage stress in the workplace. The digital app helps to measure your heartbeat, track your concentration, measure your sleep and record your activity in a bid to reduce stress.

There are many great examples of how tech is lightening the recruiter's load, improving the quality of candidates we select, and speeding up the process.

But it's important not to get too carried away. Technology also brings with it fresh ethical challenges.

A key tenet of 100% Human at Work is the focus on shaping the future of work that we want, and this includes being conscious of the negative impacts of technology when bringing people into your organisation.

Here are some of the things we need to be wary of:

AI and bias

In the CIPD's recent article *'How to stop getting hiring wrong'*[34] by Emily Burt, Kate Glazebrook, behavioural psychologist and co-founder of blind recruitment platform Applied, argues that recruitment should never be entirely given over to machines: "A lot of technologies take existing data and use it to predict who should be interviewed or given a job, because to build those algorithms you must rely on existing data – which contains bias," she says, "it's important that technology augments and enhances the way everyday people make decisions, rather than replacing it."

A well-known recent example of this was Amazon's AI recruitment tool. Since most jobs it recruited for were typically done by men, it taught itself that male candidates were ideal for the jobs. They stopped using it.

It's early days yet. And there's certainly room for improvement. But it's also worth remembering that human recruiters are not immune from bias in their decision-making either!

FUTURE THINKERS

ZINC – SPEEDING UP THE HIRING PROCESS

A technical role takes on average 12 weeks to fill in the UK. But Zinc wants to speed things up – and cut costs while they're at it.

How? By open sourcing the entire interview process. They allow candidates to build a profile with their full (and verified) work history. It also includes information on their aptitude and attitude too. All of this is available to employers from day one of the recruitment journey, so there's no need to wait to validate the candidate through tests and references later on.

FUTURE THINKERS

VODAFONE AND HIREVUE

When it comes to spotting customer skills, are traditional methods of applications and phone screening enough? No, says Ali Ross-Grant, Senior Resourcing Manager of Vodafone. Using these methods "it took too long to interview too many candidates."

So Vodafone and HireVue came up with an alternative. Using a mixture of online assessments and OnDemand video interviews asking candidates to respond to pre scripted questions, Vodafone was able to cut their hire time from 23 to 11 days, finding the right person for the job quicker each time.

FUTURE THINKERS

IBM – WATSON TALENT SOLUTIONS

Artificial intelligence is already helping HR teams make huge strides in finding and retaining top talent – nearly one in four HR professionals say that AI is already important to their overall HR technologies today*. IBM Watson Talent Solutions is an example of how companies can begin to integrate AI into their processes, using the Watson chatbot support capabilities to improve candidate experience, increase the quality of hires and recruiter support. IBM Watson Talent solutions come pre-trained on IBM's 30+ years of HR experience, including skills, job seeker and employee questions.

And this may be in line with consumer expectations – more than 22% of millennials expect a response within 10 minutes of reaching out to a brand via social media, and companies are increasingly resorting to chatbots as a way to communicate 24/7.

*HR.com 2017 - The State of Artificial Intelligence in HR

The Quantified Self – privacy and data

How much does your new employer know about you? And how much **should** they know?

Technology is putting more information in the hands of potential employers. This amounts to a huge amount of tracking and monitoring of the potential employee or worker. But how much is too much? And where does the privacy and rights of the employee outweigh the needs of the business?

Here are five striking developments:

• Employers can track our data and other information online (beyond the information being given voluntarily) and use it as part of their assessment process.

• Analytics systems can read our gestures and non-verbal cues in video interviews.

• Algorithms nudge our behaviours, which can lead to us applying for roles, either as an employee or gig worker, without us understanding what motivated us.

• Recruitment processes can now assess physical factors such as heart rate and blood pressure to draw conclusions about potential performance.

• There is huge potential for recruitment by genetics. This is already something that is being tested when spotting future footballers.

• In the future, employers will be able to assess your long term physical and mental health prospects and let it guide their decision making.

At what point does it become too much?

Some of this may sound like science fiction, but it's very real.

For all of the ways in which we want to seize technological innovation and new ways of working, we need to take the time to think through the implications of our choices and ensure we are focused on progress that is good for humanity.

Hopefully this toolkit provides you with a good starting point to reimagine ways to bring talent to your organisation.

100%HUMAN
AT WORK

ENGAGING
WITH THE
WIDER SYSTEM

HOW CAN WE WORK TOGETHER TO IGNITE AND ACHIEVE CHANGE?

The future of work trends that are coming our way can't be ignored. Some of the solutions will start with us, but we will also need to work collectively to ignite and achieve change.

A key role business can play in changing the status quo and ensuring no one is left behind is to clearly communicate the skills they need, and then work with others to support people, including the next generation, to develop them.

By being bold about who is recruited and how, and by engaging meaningfully with the wider community, businesses can also signal to the wider system what needs to change.

Our role as part of the learning ecosystem

Reimagining Education Together[35] makes clear that education is everyone's business, and calls for a broader vision for education that focuses on supporting all young people to thrive in life, not just exams.

As the OECD explain in their 'Learning Framework 2030'[36], our education system needs to change: *"In the face of an increasingly volatile, uncertain, complex and ambiguous world, education can make the difference as to whether people embrace the challenges they are confronted with or whether they are defeated by them. And in an era characterised by a new explosion of scientific knowledge and a growing array of complex societal problems, it is appropriate that curricula should continue to evolve, perhaps in radical ways."*

Big Change, which works to highlight and support the pioneers who are driving system change in education, believes this change doesn't fall solely to teachers and schools. To truly change outcomes for all young people, and to ensure they thrive in life not just in exams, we need to put them at the centre of a learning ecosystem in which a wide range of actors play a role. This learning ecosystem already exists, but doesn't always work together well and business has a unique contribution to make by connecting more meaningfully with educators to provide new opportunities for learning and inclusive pathways to employment.

EDUCATION IS EVERYONE'S BUSINESS
Everyone has a role to play in transforming education, working together to create new eco-systems of learning, in and outside of school.

BUSINESS connects with educators to provide new opportunities for learning and inclusive pathways to employment

LOCAL GOVERNMENT supports cross-sector collaboration to improve young people's learning and development

TEACHERS have the agency and support to teach in the ways that work best for their students

PARENTS & CAREGIVERS support young people to learn both in and out of the classroom

EVERY YOUNG PERSON is set up to thrive in a world of constant change

COMMUNITIES actively connect formal and informal learning opportunities to local people and places

SCHOOL LEADERS empower staff and inspire partnerships while stewarding a vision for teaching and learning

NATIONAL POLICY is driven by long-term strategic goals and enables the conditions for adaptive growth

PEERS actively learn from one another in a supported and constructive way

FUNDERS work together to co-ordinate ongoing support for research, learning and innovation

Big Change: Reimagining education together

Here are two organisations that are reimagining education:

BIG PICTURE LEARNING

Big Picture Learning's vision is for all students to live happy and successful lives of their own design – in their education, careers, and civic experiences – through the creation of a learner-centred community.

The first Big Picture Learning school was opened in Rhode Island in 1995, and since then they have vastly expanded, with schools now across the US and around the world.

Each student at a Big Picture Learning school is part of a small learning community of 15 students, led by an advisory teacher who works closely with each student to help them identify interests and personalise learning. Parents and families are actively involved, helping to shape the student's learning plan and being enrolled as resources for the school community. Interestingly, rather than tests students are assessed by public displays of learning that track growth and progress in their area's of interest.

A key part of the learning experience is an internship, which often takes up to two full school days a week. Students work closely with a mentor in their field of interest, completing authentic projects and gaining an understanding of how their interests intersect with the real world.

The upshot of this highly innovative model is a truly student-centred learning design, with students actively invested in their learning and challenged to pursue their interests by a supportive community of educators, professionals, and family members.

XP SCHOOL DONCASTER

XP is a school preparing children to be successful in the modern world. Teaching and learning focus on the quality of work and character growth, and rather than learning subjects in silos students are immersed in term long learning expeditions that incorporate many subjects. The expeditions are designed around real-world issues and problems, with students working to affect positive change in their communities.

Students connect with the world from their first day Outward Bound, and continue to do so with fieldwork in places like nature reserves, museums, care homes, businesses and universities. This is supported by experts from industry, artists, historians, athletes and ordinary people with extraordinary stories to tell coming into school.

Students work harder because they feel that what they do matters – they are engaged and motivated by understanding that their learning has relevance, meaning and purpose.

The values of courage, respect, craftsmanship and quality, compassion, and integrity actively underpin everything, and all the learning expeditions are rigorously mapped onto the national curriculum, GCSE and IB requirements, so students also get the credentials they need to go on to university or whatever they want to do next.
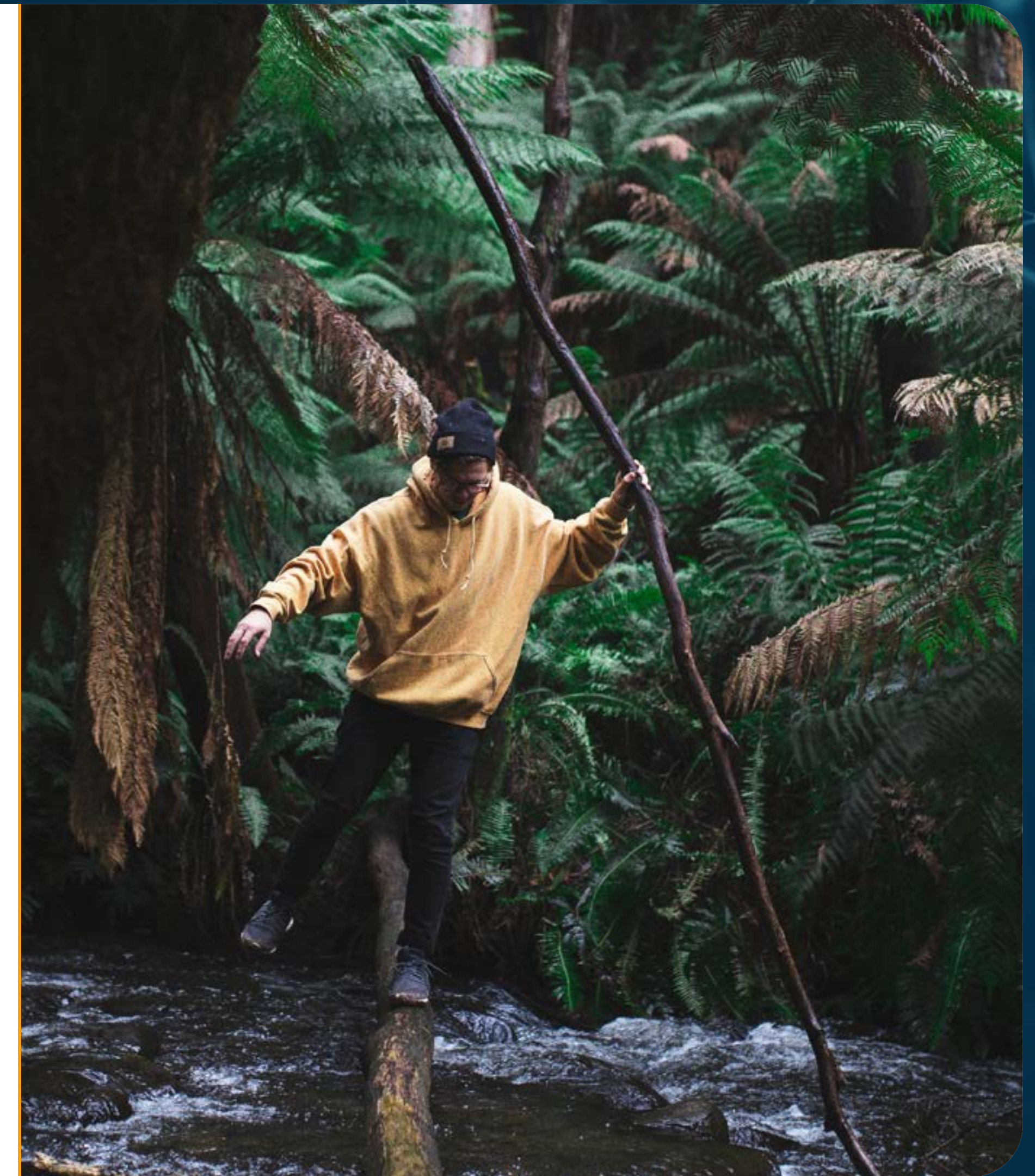
HERE ARE FIVE WAYS WE THINK THE LEARNING ECOSYSTEM CAN WORK MORE EFFECTIVELY:

Skills partnerships

The skills gap is real – and growing. Employers have a vital role to play in preparing people for the world ahead. That means establishing a strong growth mindset culture, which supports continuous learning.

As a MIT Sloan Management review[37] points out: "Embracing new technology requires a continual reimagining of work and ongoing skills development. Meeting the demand for skills training may require more resources than a company can muster. Here, public-private partnerships can and should be brought to bear to great effect."

Equipping young people to leave school with the skills and experience to succeed at work is a key part of bridging the skills gap, and we are seeing some highly innovative models emerging within education that capitalise on the benefits of skills partnerships. Business in the Community in the UK advocates for businesses to engage with schools both to tackle skills gaps and to support social mobility. In-depth engagement between employers and young people has been shown to help prevent social background predicting a young person's success at school and beyond. Their Business Class programme, and supporting framework, encourages meaningful partnership between businesses and schools, with thousands of volunteers and businesses working with hundreds of thousands of young people to date.

Six ways your business can take action on Education

1 **Establish a long-term, sustainable partnership with a school.** Ensure this is rooted in the needs of the school and delivers on business priorities.

2 **Provide at least four experiences of the world of work.** Four interventions by business reduce a young person's likelihood of becoming NEET by five times.

3 **Invest in and support school staff.** Business has a unique role to play in supporting schools to enhance and enrich the development of all school staff including teachers.

4 **Bring the world of work to life** - provide opportunities for young people to understand career pathways and the skills and competencies to build successful working lives.

5 **Collaborate with other businesses** - to benefit from their insight and work together to overcome common challenges.

6 **Be an inspiration.** Offer employees coaching and mentoring opportunities with young people to enhance their own skills as well as supporting young people to reach their potential.

Taken from the Business in the Community Education Campaign[38]

3DE

3DE is the manifestation of joint ventures between Junior Achievement (a global non-profit youth organisation), school systems and the business community, re-engineering high school education to be relevant, experiential, and authentically connected to the complexities of the real world.

Students learn through Case Methodology (placing the student in the position of decision maker in a problem-solving situation), which increases engagement, strengthens comprehension and builds critical thinking, as well as accelerating academic performance. The strong links with business and external organisations place cases in the real world and help students apply what they are learning.

The result is a high school experience that reflects the dynamic pace of activity and interconnectedness of life beyond the classroom walls. Students are equipped to think independently, move strategically and work collaboratively to solve complex problems while discovering their passions along the way. This method of learning sets them up well to navigate a successful career, but whilst in school 3DE students also consistently academically outperform their host school comparison peers, have the highest rates of attendance and lowest rate of behaviour issues. Teacher retention rates are also very high.

3DE schools are incubators of innovation located within existing high schools, currently in Georgia and Florida. From school structure to curriculum design and teacher development, 3DE is a replicable model that's ready to be scaled up further.

SCHOOL 21

School 21 is a pioneering 4 to 18 school in Stratford, East London, started with the conviction that schools needed to rebalance head (academic success), heart (character and well-being) and hand (generating ideas, problem solving, making a difference). School 21 developed a series of pedagogies and approaches that give students the chance to find their voice, develop deep knowledge and understanding, and create work that has real value beyond the classroom.

One of the many ways in which they are preparing students for life beyond school is through Real World Learning Projects, the school's take on work experience. Every student from the age of 14 undertakes a project, spending half a day a week in a host workplace for several months and solving an authentic problem for their host organisation. The end product can be anything that's of genuine value to the organisation, from a piece of research, a social media campaign or a piece of art, to the redesign of a process or the planning and delivery of a community event.

The school partners with a diverse mix of organisations – from corporate retailers to local charities. The two-way benefits make this approach to work experience a real success.

Understand and assess the skills we need

Everyone is certain that human skills will be crucial in the future, but few seem to know how to assess or measure them. Traditional recruitment tools like CVs and interviews are no longer fit for the job. Technology is starting to step up to the challenge. But we need to find new and accurate ways of measuring the skills that will separate us from the machines.

McDonald's is a company that recognises this, running campaigns backed by other large corporate organisations for skills like communication, teamwork and time management to be better recognised and developed. A report[39] McDonald's commissioned in 2015 on the value of 'soft skills' predicted their growing annual contribution to the UK economy, but highlighted a current shortage in their availability . A subsequent Workforce Preparedness Survey[40] by McDonald's in the US showed that most workers consider the development of soft skills to be more important than hard skills for early career success.

There is a long way to go in ensuring young people are equipped with the right skills to enter the workforce, but the OECD worked comprehensively with policy makers, researchers, school leaders, teachers and students from around the world to develop its '*Learning Framework 2030*'[41], setting out the skills and competencies that future generations need to thrive. The Skills Builder Partnership (led by Enabling Enterprise) is an example of a partnership that's getting some of these core competencies into the classroom.

Understand, engage with and listen to the next generation.

What skills will our young people need for the jobs of the future? And how will they acquire them?

Employers need to engage with young people earlier, both in and out of school, to explain what their organisations need and to listen to the next generation.

As well as the emotional skills we've discussed above, entrepreneurial skills are high on the list of skills that will increase in importance. WeThrive and the Foundation for Young Australians are helping people get them.

SKILLS BUILDER PARTNERSHIP

The Skills Builder Partnership currently comprises over 700 organisations, 200,000 learners and 10,000 teachers and professionals.

The partnership works to transform the essential skills of young people through increasing competence in eight areas underpinning success at every stage of life. A Skills Builder Framework breaks down each one into tangible teachable and measurable steps, underpinned by principles for building essential skills effectively.

There are extensive toolkits and resources for teachers, organisations and employers working with young people. Key to the approach are partnerships with employers, offering young people trips and workshops that allow them to experience real working environments in a meaningful way.

WETHRIVE

WeThrive is a national edtech non-profit in the US, equipping underestimated youth to own their future. Using entrepreneurship as a practice field, youth of under-resourced communities create a real business venture, earning real revenues as they acquire the skills needed to succeed in the workforce of tomorrow.

WeThrive works to widen pathways to the workplace of the future because it recognised that:

- Low-income youth are locked out of economic opportunity, with no chance to build the cutting-edge skills and social networks that lead to rewarding careers.

- School cultures are disempowering, with too many students told to be still and quiet rather than developing the passion and creativity that high-level jobs require.

- Interventions for low-income youth come too late: one study found that middle-school factors explain 69% of the total variance in college readiness, yet most interventions miss these crucial years.

Along the way WeThrive has partnered with major corporations including AT&T, Fossil, Microsoft and WeWork to deliver its programs, and the results are telling: 85%+ of participants graduate the program having founded their own venture with IP, revenue base, and a mentor to support their success. 90%+ show improvement in indexes of self-efficacy, self-esteem, and grit. And by age 25, 80%+ earn higher than the median income for their peers.

Engage with the wider community

Schools aren't the only place to bridge the skills gap. Initiatives like the Big Education Conversation, which is supported by Big Change and will launch in 2020, encourage community-based conversations about what young people need for the future.

And employers also have the opportunity to equip the wider community with the skills they need to do the jobs of the future. Impact sourcing – developed by organisations like Samasource – take this concept global, showing how everyone can play their part in the economies of the future and ensuring no one is left behind.

How are you engaging with the community to shape your workforce and discuss the future?

Rethink qualifications and signal the change

As we move to a culture of continuous learning, and with the need to demonstrate different types of capabilities, there's never been a more important time to find new ways of showing and sharing the skills we're acquiring.

Employers and employees need to explore new forms of qualifications and accreditation, including micro-credentials, stackable credentials and digital portfolios. IBM Open Badges (see page 39) are an example, and many universities are expanding access[42] to short courses and boot camps, which would lend themselves to badging .

This rethinking of qualifications is urgently required. The Confederation of British Industry has said that in the UK 66% of employers fear there will be a lack of sufficiently skilled people to fill vacancies in the near future[43], an indication that how we are prepared for work is not fitting what's needed. Although over half of graduates believe they're ready to apply their skills in the workforce, only a small fraction of employers agree.[44] Companies like EY and others offering opportunities for non-graduates (see page 32) shows that employers are increasingly willing to broaden their thinking beyond the traditional degree / graduate route to find talent. Virgin Management is also exploring not asking for exam results and where it is safe and legal to do so, not amongst pilots, engineers and medical professionals for example, abolishing requiring candidates to have degrees.

Businesses accepting (and potentially offering) a wider range of qualifications will acknowledge a more comprehensive range of skills, widen access pathways and expand progression routes. It will also drive broader change through signalling to governments and educators that things need to be done differently.

FOUNDATION FOR YOUNG AUSTRALIANS

The Foundation for Young Australians recognises that automation, globalisation and flexibility are drastically reshaping the economy and work. FYA's research shows that work opportunities for young people will be very different from previous generations, highlighting the urgent need to rethink how young people transition from education into the jobs of the future.

$20 Boss

$20 Boss helps schools prepare students for the changing world of work. It provides students with $20 of real money to build a business, and supports students to learn, identify and talk about the skills they're building. It also provides primary and secondary educators with tools to facilitate enterprise learning and skill development, including financial literacy, communication and teamwork.

Since 2015, 50,000 students from more than 700 schools across Australia have participated, making it the largest entrepreneurship program in Australia.

Higher Pathways

The Australian Government launched Higher Apprenticeships, enabling young people to undertake a recognised national vocational qualification at Diploma, Advanced Diploma or Associate Degree level while fully employed. FYA's Higher Pathways program ensures that young Australians can make the most of these opportunities, upskilling Year 12 students in career management and enterprise learning to support their Higher Apprenticeships application and improve their employment opportunities in the future of work.

FURTHER READING

Want to find out more about the topics we have introduced in this toolkit?
Find them section by section below.

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WHAT NEXT?

CHANGE IS COMING.

But who's leading it in your organisation?

Many leading organisations are already making plans for this disrupted future. Businesses like Diageo have introduced a Futures Team, which is looking at societal changes and the implications such a future may have on hiring procedures.

Similarly, Santander has introduced the role of Head of Future Work, while nPower has a Director of Opportunities to help the business appeal to prospective employees.

Who is leading this conversation in your organisation?

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