

The War for Talent

The World's Most Talent Ready Countries

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EUROPEAN CONFERENCE ON DIGITAL AND KEY
ENABLING TECHNOLOGIES SKILLS - ENHANCING
SKILLS FOR COMPETITIVENESS, GROWTH AND
JOBS

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The Global Talent Competitiveness Index

Growing talent for today and tomorrow

2014



Bruno Lanvin and Paul Evans, Editors

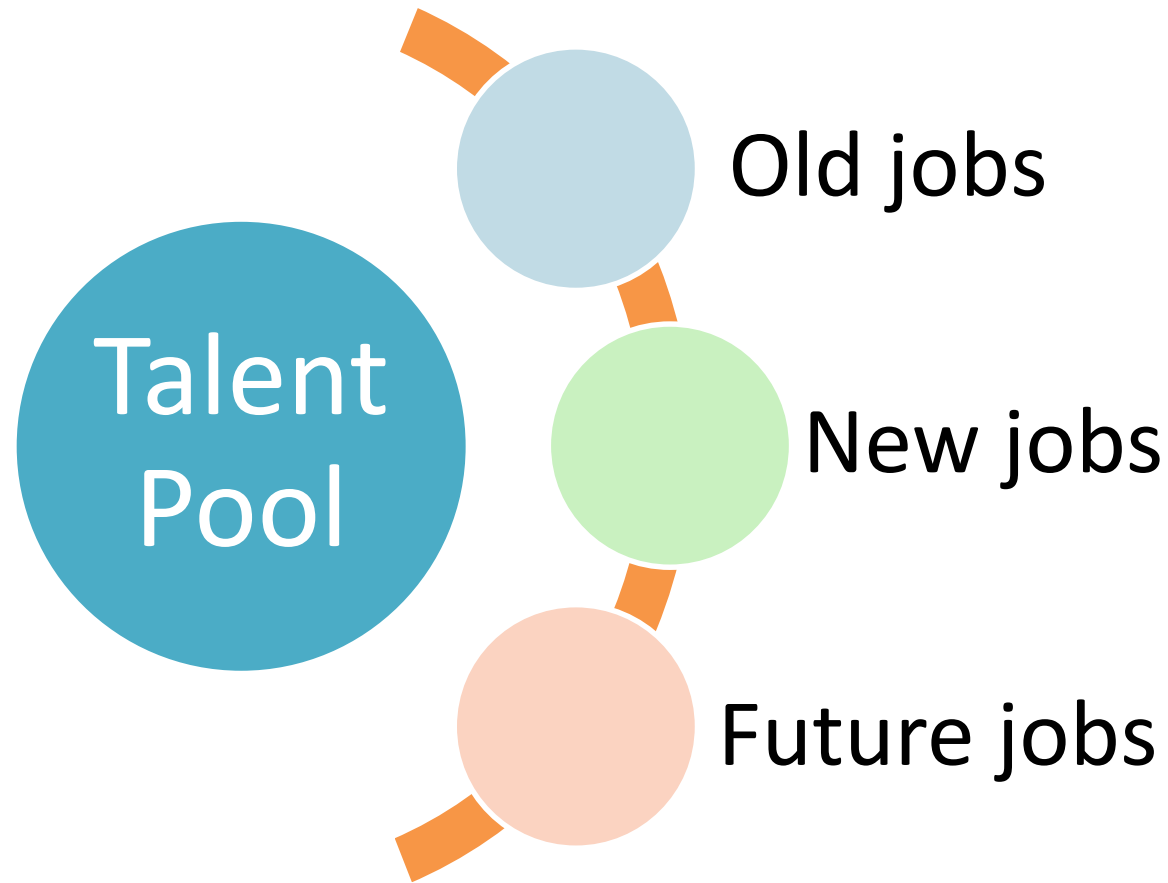
Three points

- Talent: a ‘working definition’
- GTCI : methodology and main results
- Key messages and possible implications for Europe

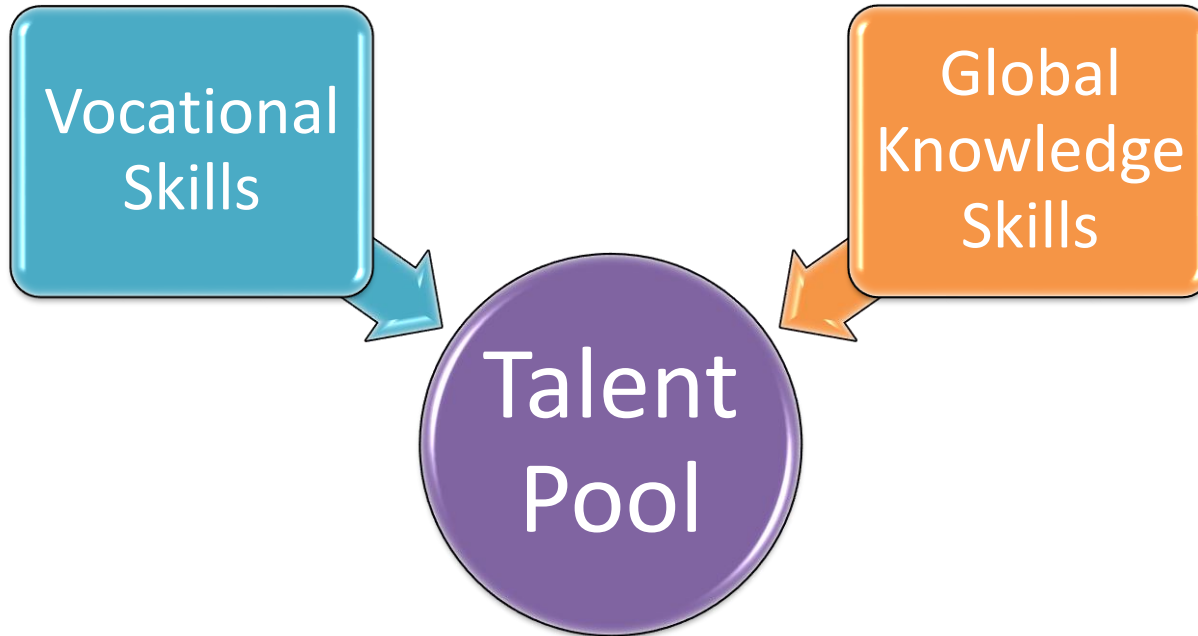
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Defining talent & employable skills

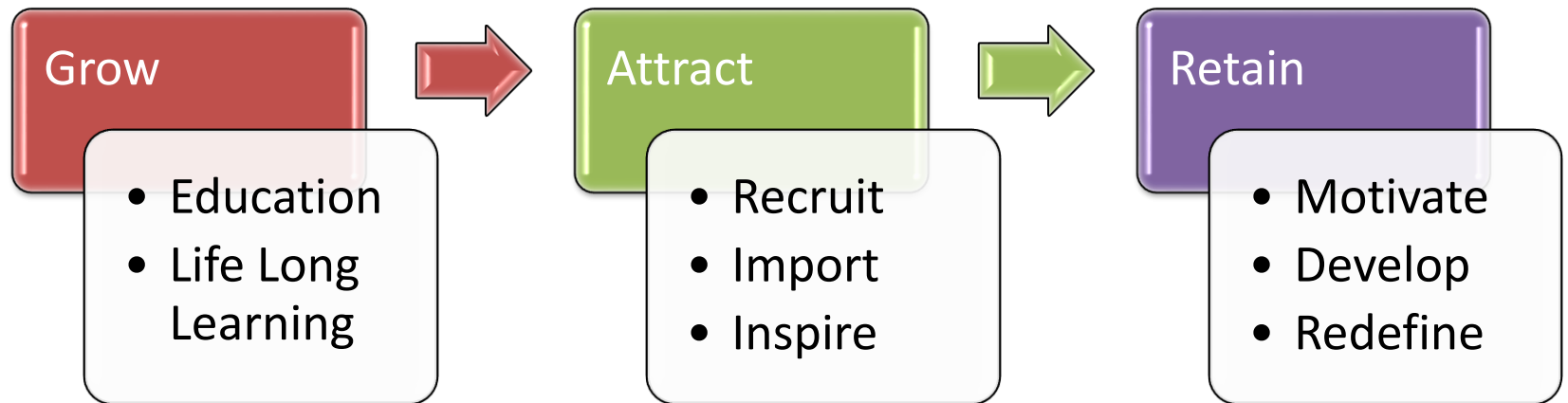


Anticipating & addressing skills gaps



Labor markets and specific needs (e.g. e-leadership, KETs) determine skills gaps, employment gaps and overall level of 'employable skills'

What is a talent strategy ?



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GTCI is a multi-stakeholder effort

Research undertaken by
INSEAD

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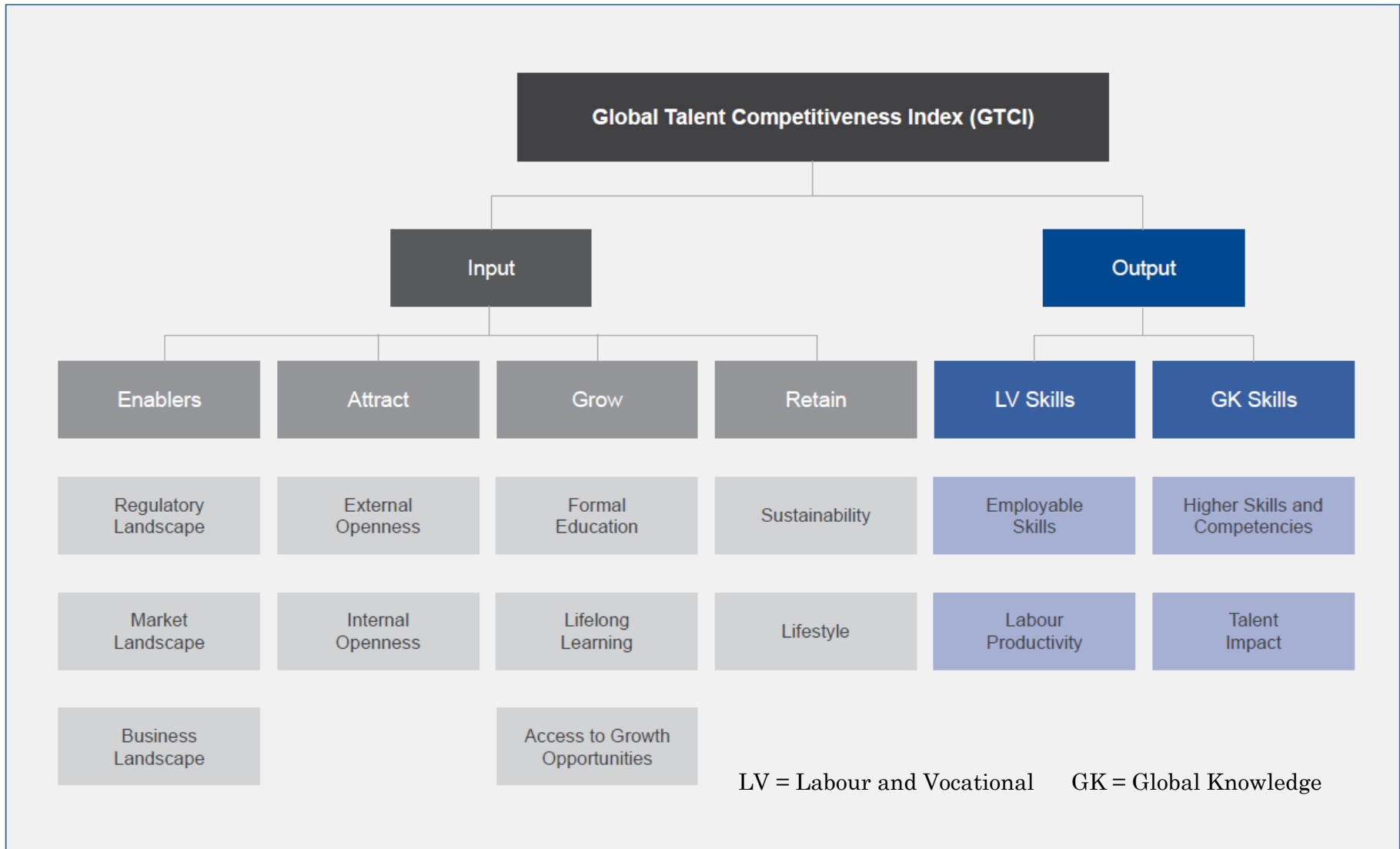
Talal Abu-Ghazaleh - TAG Org
Thierry Breton - Atos Origin
Arnoud De Meyer - SMU
Yoko Ishikura - Keio University
Mats Karlsson - World Bank
Vineet Nayar - HCL Technologies

Independent statistical audit by
the Joint Research Centre of
the European Commission

JRC
EUROPEAN COMMISSION



A tool for Action covering 93 countries



A Benchmark Tool for Policy Makers

CROATIA

High Income
Europe

RANK
(out of 93)

46

Population (millions) **4.25**
 GDP per capita (PPP\$) **20,904**
 GDP (US\$ billions) **57.54**
 GTCI Score **43.70**
 GTCI Score (Income Group Average) **57.13**



VARIABLE	SCORE	RANK
1 Enablers	46.07	73
1.1 Regulatory landscape	53.69	49
Government efficiency.....	56.48	35
1.1.1 Government effectiveness	40.98	72
1.1.2 Business-government relations	79.79	33
1.1.3 Political stability	37.50	28
1.1.4 Starting a foreign business	40.02	61
1.2 Market landscape	40.02	61
Competitiveness.....		

VARIABLE	SCORE	RANK
3.3 Access to growth opportunities	39.47	76
Networks.....		
3.3.1 Use of virtual social networks	76.92	55
3.3.2 Number of LinkedIn users	24.90	29
Learning through experience.....		
3.3.3 Willingness to delegate authority	40.14	70
Voicing.....		
3.3.4 Voicing concern to officials	15.91	75
4 Retain	46.10	53

Each Country Profile shows:

- 1 – Key indicators
- 2 – Radar Chart of the country's performance vis-à-vis its income group
- 3 – Scores and Ranks of the Country in 65 variables

4.1.3 Pay level – head of organisation

Pay level (deflated by retail price index) | 2013

RANK	COUNTRY	VALUE	SCORE	RANK	COUNTRY	VALUE	SCORE
1	Chile	652636.25	100.00	54	Finland	185173.82	17.40
2	Brazil	624054.66	94.95	55	Vietnam	181102.63	16.68
3	Portugal	550646.33	81.98	56	Philippines	180278.30	16.53
4	Colombia	511375.74	75.04	57	United Kingdom	176393.57	15.84
5	United States	482484.23	69.93	58	Ukraine	175217.75	15.64
6	Peru	471294.65	67.96	59	Algeria	168681.98	14.48
7	Argentina	440158.37	62.45	60	Romania	166639.23	14.12
8	Canada	436295.41	61.77	61	Sri Lanka	163478.47	13.56
9	Mexico	382536.89	52.27	62	Bangladesh	163003.52	13.48
10	Ecuador	381773.90	52.14	63	Croatia	151619.31	11.47
11	Uruguay	367586.52	49.63	64	Bulgaria	140941.10	9.58
12	Japan	360541.48	48.38	65	Estonia	116957.18	5.34
13	Australia	346821.28	45.96	66	Lithuania	86729.54	0.00
14	Switzerland	326093.46	42.30	n/a	Albania	n/a	n/a
15	Ireland	324605.46	42.03	n/a	Armenia	n/a	n/a
16	Saudi Arabia	324024.36	41.93	n/a	Azerbaijan	n/a	n/a

In the **Data Tables** each country's normalised score and corresponding rank on the 65 variables is presented.

Key Messages re the Top 20 (out of 93 countries)

GTCI 2014	Ranking
1. Switzerland	11. Norway
2. Singapore	12. Netherlands
3. Luxemburg	13. Finland
4. United States	14. Germany
5. Canada	15. Austria
6. Sweden	16. New Zealand
7. United Kingdom	17. Iceland
8. Denmark	18. Belgium
9. Australia	19. Estonia
10. Ireland	20. Japan

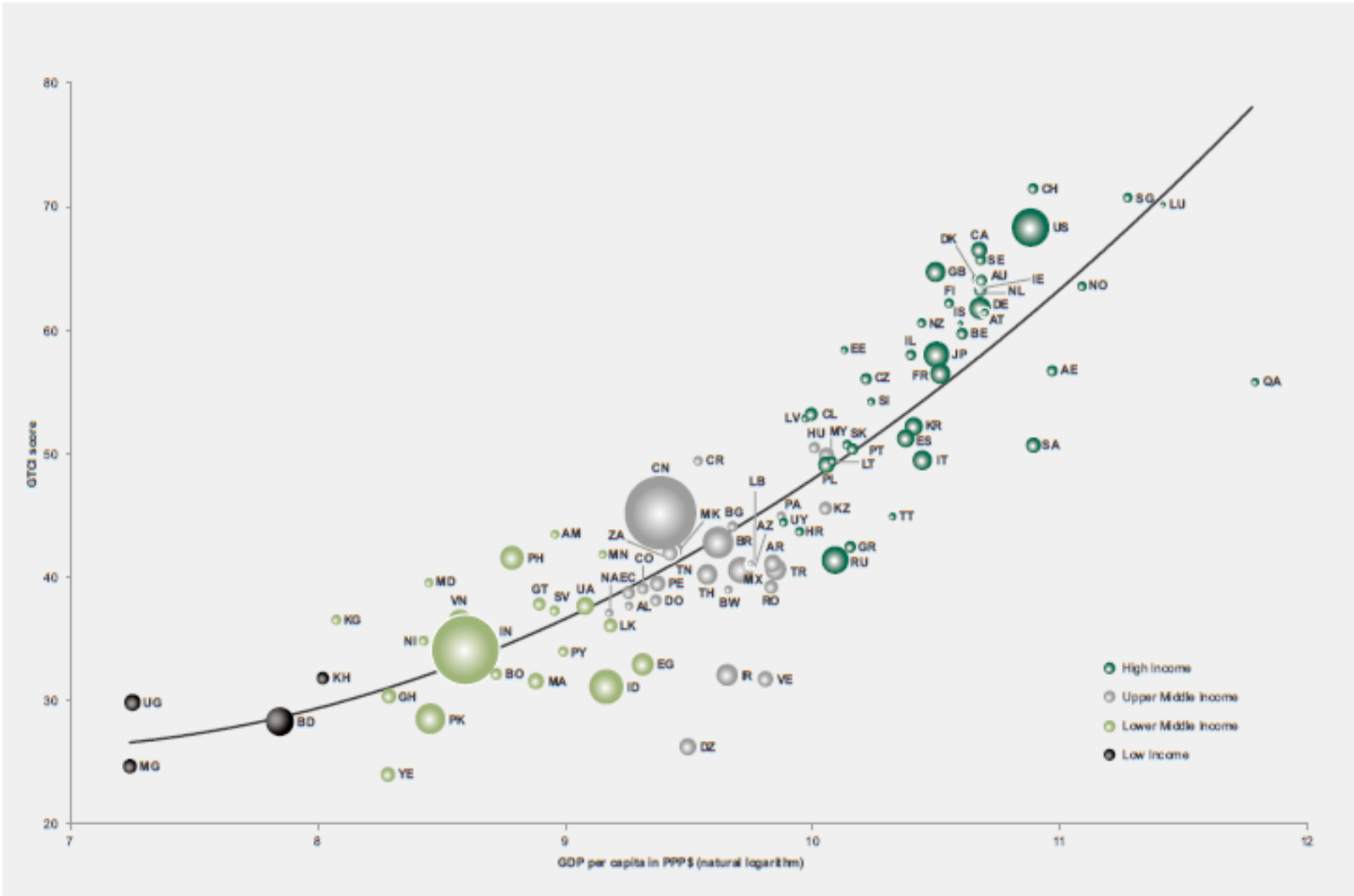
Many talent competitive countries are small and rich, and the majority of GTCI leaders are European

- Openness is critically important
 - Employable skills are the goal
 - Balancing Global Knowledge Skills and Vocational Skills is a key to success
-

Talent and GDP

Figure 3a: GTCI scores vs GDP per capita

GTCI Score



Note: GDP per capita in PPP\$ and population data (represented by the size of the bubbles) are drawn from World Development Indicators, World Bank. The trend line is a polynomial of degree two ($R^2 = 0.771$)

GDP per capita in PPP\$ (natural logarithm)

Top Performers by Income Group

Talent leaders exist at all levels of economic development

High Income 41 countries	Upper Middle Income 28 countries	Lower Middle Income 20 countries
Switzerland (1)	Hungary (33)	Armenia (48)
Singapore (2)	Malaysia (35)	Mongolia (53)
Luxemburg (3)	Costa Rica (38)	Philippines (54)
United States (4)	Kazakhstan (40)	Moldova (62)

Growing Talent for Today & Tomorrow

Countries that excel in growing talent, relative to their
Income Groups

High Income 41 countries	Upper Middle Income 28 countries	Lower Middle Income 20 countries	Lower Income 4 countries
Switzerland (1)	Costa Rica (38)	Guatemala (69)	Madagascar (92)
Netherlands(12)	China (41)	Philippines (54)	

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GTCI Key Messages (1)

MESSAGE 1: Openness is a key ingredient of talent competitiveness

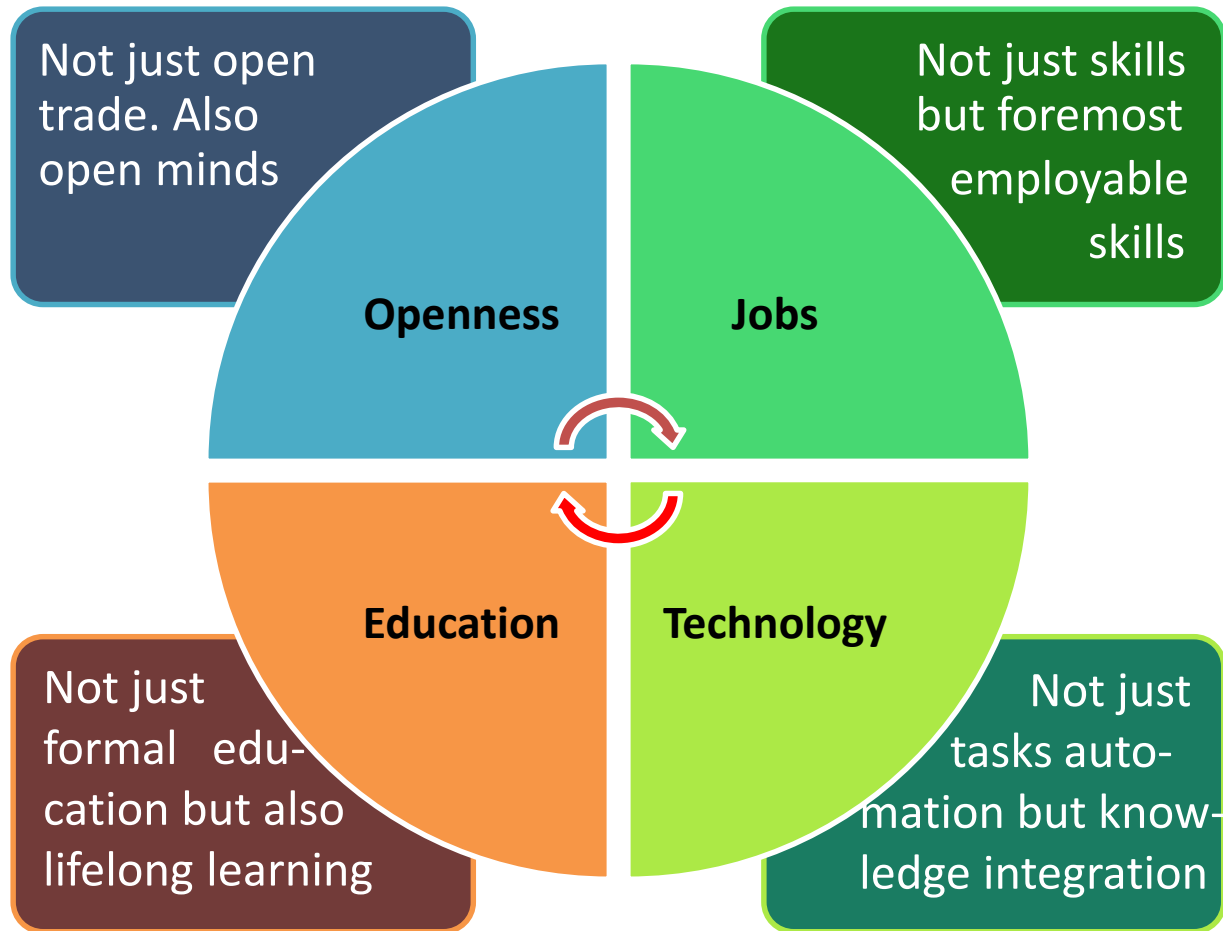
MESSAGE 2: Talent development is not an end unto itself. It needs to be considered in the broader context of employability

GTCI Key Messages (2)

MESSAGE 3: Talent development in the 21st century must go beyond the traditional pillar of formal education

MESSAGE 4: Technological changes will affect new segments of the labour market, implying changes in the required profile of employable skills

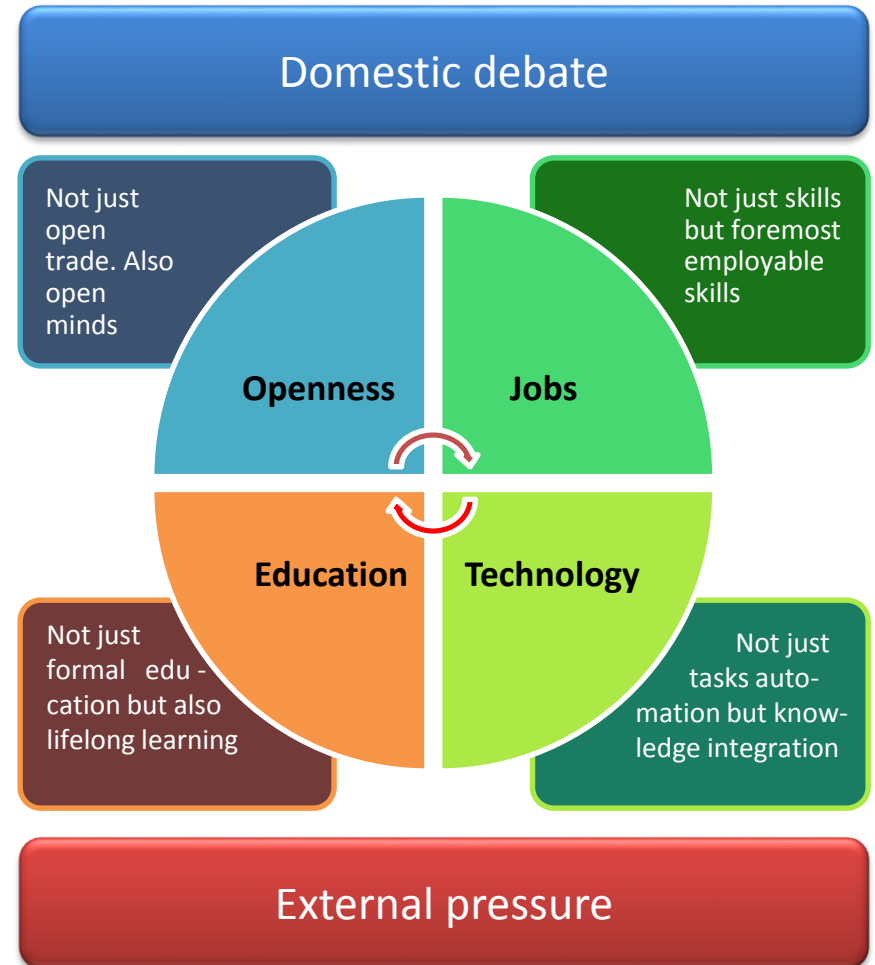
Talent strategies for complex times



How is Europe faring ?

(a few strategic questions)

- ❖ Is openness a depreciated value in Europe ?
- ❖ How are skills mismatches addressed in Europe (eg KETs)?
- ❖ Will e-leadership help restore Europe's competitiveness, or challenge it further ?
- ❖ What lessons can be learned from other parts of the world ? What errors should not be repeated and what success stories can be replicated ?



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Thank you for your
attention

<http://global-indices.insead.edu/gtci/>

