

FUTURE OF WORK TREND REPORT

MARCH 2016





The Future of Work

Yet another key disruption is currently occurring, but this time it is not a specific industry sector, but the bedrock of organisational structure.

Current organisational structure was set up over 100 years ago, when society and work was very different. Our brave new digital world, this influential millennial generation and very different societal expectations this century, mean that we need to reconsider the inherited structures and rules of work that we are living with.



Are they all necessary or are they just inherited legacy systems that no longer serve us well?

There was a seminal movie released in 1980, called '9 to 5', starring Jane Fonda and Dolly Parton. It has a very catchy hit song by Dolly Parton. This was the chorus:

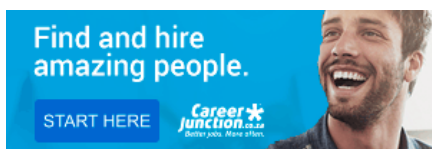
*"Workin' 9 to 5,
What a way to make a livin'
Barely gettin' by
It's all takin' and no givin'
They just use your mind
And they never give you credit
It's enough to drive you crazy
If you let it..."*

Well, that boring 9 to 5 regime with the corner office and secretarial pool is an outdated model. As outdated as the shoulder-pads and big hair of that time.

Holacracy is a new organisational design which flattens management structures completely, putting responsibility into the hands of teams in a task-driven culture which ends up with leadership as more of a strategic role. It is a fascinating trend.

But with this millennial generation prizing a balanced life more than work; happiness more than money; organisational values more than brand value; and flexibility more than tenure; a seismic shift is needed in traditional corporate culture and recruitment and human resources for the future of work.

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Louise Marsland | Contributing Editor: Bizcommunity.com





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At the start of a new year it's always worth having a look back at the past year to get an idea of where we are and a sense of where we are going.

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How the 'Afrillennial' wants to be recruited

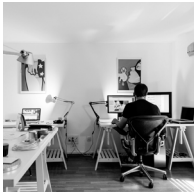
Student Village CEO Ronen Aires, talks about how trends such as the rise of the African Millennial, the 'Afrillennial', will fundamentally change the workplace.

RONEN AIRES, CEO, STUDENT VILLAGE



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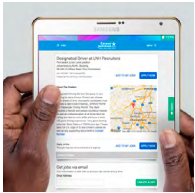


The ideal candidate

Do you know what it takes to get hired today? [Louise Marsland](#) asked top South African recruitment specialists what employers are looking for today.



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Focusing on mobile pays off

Research conducted by Cisco in February 2015 indicated that South Africa's mobile traffic is expected to grow 11-fold by 2019. That's a lot of talent (and potential candidates) you'll be missing out on if you don't have a mobile strategy in place.

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Relationships are key to recruitment

LinkedIn Talent Solutions released its 5th annual report, 'Global Recruiting Trends 2016', showing relationships at the core.

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Future of work trends

BY: LOUISE MARSLAND

The biggest influence in the workplace right now are millennials. This first generation of savvy, digital natives are driving most organisational change - as employees and as consumers.

The importance of employer branding in recruiting the right candidates and the rise of social media as a tool for talent search, are two of the most important trends in human resources and recruitment.



These are some of the biggest trends that will change organisations by 2020 and impact on the future of work:

1. Understand millennial mavericks

Talent expectations are different among millennials, says [Merle O'Brien](#), futurist at Lacuna Radar. Current HR trends are creating new opportunities to achieve differentiation within the corporate recruitment space. [Harvard Business Review](#) wrote about how “newer, hipper, more entrepreneurial and web-savvy companies” founded or run by millennials are better at reaching younger consumers who are a big part of the market and will soon be “the part that counts the most”. HBR recommends that established companies need significant process changes internally, even new infrastructure and definitely a new mindset, to meet the needs of this new millennial generation.

[PwC's NextGen](#) research reports that millennials value greater flexibility, appreciation, team collaboration and global opportunities. They don't work in the same way, nor are they motivated by the same things, as the previous generation: a new talent strategy is needed.

2. Hire innovators

Innovators produce 10 times more than the average worker in the same job, helping position leading brands in the marketplace, says Yolanda Gibbon, founder of Cardilogix.



"Innovative firms like Apple, Google, Facebook and Amazon produce significantly higher workforce productivity (i.e., revenue per employee) than the average firm in the industry, because their focus is on hiring innovators. Innovators also allows a firm to be first in the marketplace, producing higher margins of profitability - which builds the product brand but also provides you with domination in your sector... Start hiring innovators!"

Gibbon says innovators are much more productive. They work smart and have the ability to multi-task because of a unique skill-set. These employees also have strong opinions and a great deal of self-confidence.

3. Data on demand

As with most industries, data is playing a key role in the HR and recruitment industry. Marc Privett, GM of Careers24.com says technological developments have made it possible to collect, store and share vast amounts of data which can be applied to help make business decisions. "Analysing data will, among a host of other things, reveal which sources are producing quality applications, which types of interviews and questions best identify future top performers and continue to produce quality applicants and hires. Data will still have to be backed up by hard evidence."

4. Gamification and apps

Apps, mobile games and other tech are automating the recruitment industry to an extent to minimise admin and search for talented candidates. The step is necessary because so many candidates are using technology to search for jobs and apply via video interviews and social media.

[CodeFights](#), for example, is a coding challenge developed to recruit essential tech staff.

5. Become marketers

Start telling your story, either as an employer or a recruitment agency, says Gibbon. "We have so many new online channels from which to source and where we can tell the world who we are and what we do. Companies and recruiters should start using it to our advantage."



The marketing objective is easy, Gibbon says, employees and talent must buy into your brand. "In an ever changing world we will have to think strategically and develop turnkey solutions just like marketers or brand managers do and add core marketing competencies into our talent acquisition toolbox to get the job done and stand out from the rest of the crowd."

6. Headhunting surge

Paul Byrne, MD of CareerJunction, says head hunting will increase and recruiters need to know where to search. "Recruiters will have to work harder to source suitable candidates. It is important for them to have a good understanding of what mediums allow for a certain calibre candidate."



7. Get social

Recruiters consider social professional networks, employer branding and passive candidate recruitment as key trends, as Tanya Eksteen, director of resourcing for Sage International (Africa, Australia, Middle East, Asia and Brazil), highlights. She quotes from a recent survey on South African recruiting trends, which revealed that the common thread is the “power of relationships” and that 36% of recruiters will focus on employer branding; 29% on finding better ways to source passive candidates; and 27% will focus on measuring the quality of hire.

8. Be flexible with the talent

Will the Hollywood project-based way of making movies be the future of work in other industries? Fast Company seems to think so. In an article titled *'Why the future of work will look a lot like Hollywood'*, the rigid employment system is on the way out for many professionals too and freelancing and ‘renting’ specialised teams is in the future of many companies, not just digital start-ups.

9. Office space

The need for physical office space at ‘the office’, is declining as teams no longer need to be in the office, and this trend will continue, says Allan Pike, CEO of Key Recruitment Group. The need for alternative workspaces that also fit the needs of the millennial workforce and are more dynamic and ergonomic, are also trending, as we see with standing desks; pause or quiet areas; and dedicated ‘play’ areas.

10. Work/life co-living

The sharing economy is birthing interesting new business models, including this one by WeLive, which is launching work and living spaces for entrepreneurs who want to live where they work to economise time. Coworking company, WeWork, has launched WeLive, which plans to offer energy efficient coliving spaces in buildings above coworking and complimentary retail spaces, in New York and Washington DC at first, reports *Fast Company*.

11. HR: business solutions practioners

Kwezi Madondo, HR manager at SAP Africa, writing on *Memeburn*, says HR needs to be part of business solutions, helping a business succeed, not there to check up on employees. “HR can be enabled to be the change maker, a means to shift company culture and advance the business. There is a myth that decentralised HR means the destruction of HR. This is simply not true. Companies need HR, but what they do not need are the paper-pushing cultures of the past.”

12. Top candidates have choice

“We are moving to a time where organisations won’t choose candidates – the top candidates will choose organisations. With an overload of information available to possible new hires, they will compare organisations to each other to find one that best meets their needs,” says Tanya Eksteen.



13. Outsourcing functionality

The outsourcing of functional roles will increase rapidly as organisations look to cut overheads. “Our view is that people with specific skills will be called upon to effect various tasks and will be employed remotely. As a result a potential for stripping away corporate fixed overheads becomes an attractive option for employers. This comes with the challenge in the way business approaches its controls and measurement mechanisms to ensure they are getting a fair days work from remote employees,” reports Allan Pike, MD of Key Recruitment Group.

14. Nomadic workforce

The global recession has fuelled the rise of the nomadic workforce, created when companies started cutting overheads in 2008. It is now led by millennials who prize flexibility and the management of their own career over a nine to five job. It is enabled by



technology, faster bandwidth and the wifi-coffee culture, as well as the disruption to many service industries and the flexibility of companies that employ knowledge and tech workers.

15. Open plan disruption

The open office trend shows no sign of reversing, with the latest trend being the removal of partitions between desks, putting people at long tables, and shoving teams together, no matter the discipline – in the hope that communications and creativity improve and different skills are brought to bear on problem solving. What has been noted, is that productivity suffers and distractions to work are heightened in open plan offices, so a move to creating more private pause areas and flexibility in allowing employees to work at home when they need to, is growing in response, as this [Washington Post](#) article highlights.

[Fast Company](#) even predicted in 2015 that the open office trend was on its way out because it was making people miserable.

16. Work-life balance

Companies are realising that happy productive employees are employees that are happy at home, whether it is through spending time with their families, or hobbies and friends. From Swedish companies trialling a six-hour focused work day so people can spend more time with their families; to a US company forcing employees to take vacation time; to sleep pods and cocoons at work to make employees more productive so they don't have to face a commute; swings at a boardroom table and 'nap desks' that convert into a bed underneath... designers and some organisations are trying to make employees happier, as these more wacky trends highlighted by [Fast Company](#) magazine last year, showed.

*“millennials value greater **flexibility, appreciation, team collaboration and global opportunities**. They don't work in the same way, nor are they motivated by the same things, as the previous generation: a new talent strategy is needed.*



ABOUT LOUISE MARSLAND

Louise has been writing about the media, marketing and advertising industry in South Africa for 20 years. She was Editor of Bizcommunity.com, Editor-in-Chief of AdVantage magazine, edited The New Age newspaper weekly Media & Marketing Page, Editor of Marketing Mix magazine, Editor of Progressive Retailing magazine and writes on the industry as a specialist columnist, trends commentator and speaker. She is currently a Contributing Editor to Fast Company SA, and is Publishing Editor TRENDAFRICA.co.za.



The disruption of the organisation

BY: LOUISE MARSLAND

Current thinking by futurists and trend analysts points to an outdated organisational culture and structure that has not kept up with radical changes in society, or the current and future needs of the workforce, particularly the influential millennials.

The future of work is the title of many articles and research reports within the human resources and recruitment industry, currently. One could say predicting the future of work is a trend all in itself.

Like many service industries that we have seen disrupted in recent times, forcing new models through - like Uber has done to public transport; Airbnb to the hotel industry; and big tech companies like Google and Amazon have done to traditional corporate culture, so the entrenched organisational hierarchical power model is being further disrupted by millennials and ongoing societal change.

Millennial matrix

Not since the open plan office revolution and the ditching of formal work wear, has management been this uncomfortable. Millennials work differently, shop differently, and are motivated more by corporate brand values and flexible working hours, than money. They don't believe in the main, that their lives should be disrupted by their work. And, here's the real shocker: they want to be happy at work!



Allan Pike, Tanya Eksteen, Marc Privett

Digital technology is the most fundamental change that has impacted on the human resources and recruitment industry, says Yolanda Gibbon, founder of Cardilogix.

"It saw businesses locally and globally having to change their HR strategies and employment practices. Generation Z and the millennials are turning to that which they know best – social platforms to search and interact with prospective employers. They believe in building and cultivating relationships but want to know more about their future employer, so a personal interaction and



relationship on these social platforms makes this possible.”

It is this new workforce of digital natives and social savvy beings that is contributing to the need for organisations to transform. This, and the fact that current organisational structure is over 100 years old and has not kept pace with changes in culture and society.

Holacracy trend

Holacracy is the biggest trend in the disruption of organisational culture and it heralds an exciting new era for the traditional organisation in terms of structure and workplace practice.

In the latest episode of the [Tomorrow Trends podcast](#) aired last week, futurists, Graeme Codrington and Raymond de Villiers, of TomorrowTodayGlobal are in conversation on the future of work and what it means for organisations.

TomorrowTodayGlobal consistently challenges corporates to rethink their organisations since we are living in disruptive times, which require different strategies. Holacracy is a new approach and model for organisational design.

TomorrowTodayGlobal CEO Graeme Codrington says [holacracy](#) is a new way of thinking in organisational structure, it certainly is the current buzz, and a new trend that they have highlighted as something worth looking at and which they are experimenting with in their own team.

De Villiers says that current business structures are designed for a world of work that no longer exists: a top down hierarchy; a career path that works you up the ladder; people at the top with more authority than people on the bottom, regardless of skill or experience; and inherited legacy systems.

“It has overt structure, but the covert reality that sits under the surface and the misalignment between those two things, creates the mess.”

Outdated legacy

Current hierarchical organisational structure originated in the early 1900s, aligned with societal structure at the time. “Now we have this inherited organisational work structure that no longer aligns with the way people live, think,” says De Villiers.

De Villiers explains that traditional hierarchical organisational structure is a pyramid with fewer individuals with more power, the higher up you go. Holacracy is about multiple circles in an organisation. Those circles are oriented around tasks - “what we need to get done”. It isn’t leaderless, but the role and space of leadership is strategic and about the visionary structure for the business.

Tasks are put out and the business self-organises around the tasks. Whoever has the skills and abilities gets involved. Team members can play different roles in different tasks – maybe as project leader for one task, an expert for another. Leadership doesn’t necessarily dictate who that individual will be. It is self-organising, recounts De Villiers.

“Holacracy is the extension of a trend. We are now getting labels put on something that people can talk about. We also have leading organisations doing it, like Zappos, a subsidiary of Amazon, which made the move into holacracy over a period of 18 months.”

Codrington emphasises that this is a critical new trend because it does indicate a change in the way things have always been done in organisations. De Villiers urges organisations to revisit the inherited rules in place in business and evaluate them to see if they need to be disinherited as legacy rules that no longer apply, in order to make some of the cultural shifts needed.

Employer branding

The rise of employer branding – how companies position themselves as attractive in the marketplace so they attract top talent – is a key trend that feeds into this. Whether companies are progressive and will accommodate new organisational thinking and the demands of the millennial workforce, is something that the talent is looking for.

Companies and recruiters are developing a better understanding of employer branding and its importance, says Marc Privett,



general manager of Careers24.com. “How a company is perceived by employers and potential candidates can either help it to attract and sign top talent or discourage candidates from considering job opportunities or offers from that particular organisation.”

Just as social media allows employers to vet potential employees, so too does it allow top talent to find out everything they want on potential employers. It is this greater transparency that means that organisations need to be authentic about what they stand for.

“Employers can no longer make blanket statements about their values and the way they work - employers need to walk their talk or be exposed on social media,” says Allan Pike, CEO of Key Recruitment Group.

This includes how employers treat their employees – whether they have to work excessive overtime, whether work/life balance is taken into account, and so on. It also plays an important role in retaining top-calibre talent once organisations have attracted the top achievers, says Tanya Eksteen, director of resourcing for Sage International.

“Offering a lucrative salary is not enough anymore. A work-life balance, flexibility, career growth, professional development and other benefits such as maternity and paternity leave, all play an integral part in the candidate’s decision-making process,” she emphasises.

Social media

Since social media platforms are now the most important factor in employer branding as well as search, Gibbon says HR teams should actively keep watch to see what the competition is doing, posting and offering in terms of remuneration and benefits and how they are hiring talent, to be even more innovative.

“In recent research it was found that top performing companies have a socially engaged workforce. Not only does your workforce act as your brand evangelists, it makes your company attractive to prospective employees.”

While Eksteen points out that social media and other digital platforms have become a standard way of communicating with employees and attracting top talent, Pike cautions employers that the personal touch remains important.

“Although the big employment portals have radically increased the availability of candidate prospects, potential employees still want to feel that they are being considered both in terms of ‘who’ they are and the skills profile they represent, hence the need for personal engagement with prospects remains an important part of the recruitment process,” Pike explains.



The war for talent

BY: MERLE O'BRIEN

There is a war for talent happening among multinational brands as the global divide widens in wealth, human competency, access to resources and social media literacy - making peak performance candidates highly sought after assets.



To engage with top caliber talent, human resource management is becoming more innovative, creative and social to filter candidates who are both fit for purpose as well as brand culture:

- Recruitment channels, talent expectations and recruitment techniques are changing
- Social literacy is vital for successful engagement between brands and candidates
- HR management becoming more innovative, creative and social

We have identified three key areas where human resource trends provide new opportunities to achieve differentiation within the corporate recruitment space:

1. Recruitment channels.
2. Talent expectations are different.
3. Recruitment techniques are adapting to the Web 2.0 ecosystem.

1. Relevant recruitment channel trends:

- **Human brands.** This refers to brands that embody a transparent, empathetic approach to consumer engagement. They are characterised by products and services designed around the needs of their consumers, and communications that resonate with issues that consumers are concerned about. Human Brands successfully boost brand loyalty by proactively addressing issues consumers and staff are concerned about.

For example, In June 2014, Starbucks launched its College Achievement Plan, a partnership with Arizona State University covering tuition fees for its employees (or “partners”) to complete their bachelor’s degrees. Since the start of the College Achievement Plan, Starbucks has substantially increased its recruiting and retention with 63% of new hires at Starbucks expressing interest in taking advantage of the tuition benefit.

- **User generated content.** This refers to people creating free content for companies on their websites and social media channels as part of social media campaigns which capitalises on the greater trust placed in the opinion of peers, family and friends than a company spokesperson.



L’Oreal, for example asked employees to share advice they would give their younger selves. The campaign proved successful, as thousands of people viewing the content, with many of them either following L’Oreal on LinkedIn or applying for a job at the company. Overall, the content above drew an average of 50,000 unique visits a month to L’Oreal’s recruiting pages and fuelled the growth of the company’s LinkedIn following, which now stands over 700,000 people. Additionally, it showcased L’Oreal as a cutting-edge, creative company, which matches their employee value proposition (EVP).

- **Gamification.** This refers to the application of game-design and gaming mechanics to better engage users or audiences with problem-solving, goal-achievement or tasks with social elements. It is a popular technique applied to creative engagement models, user-experience design of mobile and web apps, retail rewards, health-tracking and personal financial management.

Recently, Ogilvy One launched the world’s greatest salesperson campaign. Using a dedicated YouTube channel and targeted social media campaign they invited applicants to sell them a brick! Top contestants were given a chance to pitch at the Cannes Lions International Advertising Festival and the winner received a three month paid fellowship with the agency.

2. Trends rising to meet new talent expectations:

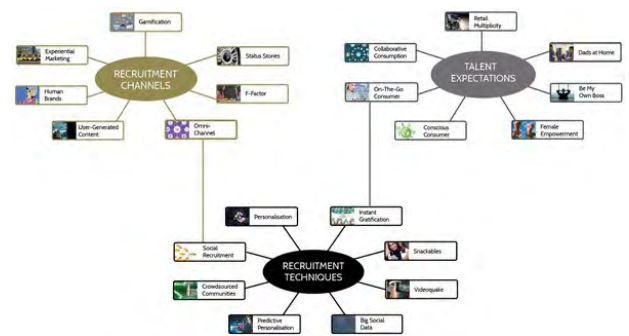
- **Conscious consumer.** Refers to that consumer who actively seeks out authentic and sustainable goods and services. They are willing to pay premium prices for what they perceive to be ethical brands as a way of expressing support, or investing in, a particular cause. The conscious consumer may also boycott brands believed to be harmful to society.

Retailer H&M recently used this trend to highlight their values in a US Recruitment drive. The campaign featured 50 employees telling their personal success stories and talking about H&M’s benefits and commitment to diversity and sustainability.

- **Collaborative consumption.** Also known as the sharing economy, it refers to the fundamental shift from ownership to access. Driven by the economic downturn, the rise of Web 2.0 and an emphasis on community by millennials, collaborative consumption is an emerging movement that sees industries being disrupted by entrepreneurs who seek to generate value through communities of shared, under-utilised assets.

For example, Elance - oDesk is an online staffing platform based in Mountain View, California that provides an online resource that makes 8 million freelancers and 2 million businesses part of the mainstream.

- **On-the-go consumer.** Refers to the rise of consumers who are time-constrained and always on the move. These consumers are unlikely to walk into a store or sit down at a restaurant, and would rather opt for products, services and technologies that have been specifically designed to facilitate life on-the-go.



For example, Jobbatical (a neologism made from ‘job’ and ‘sabbatical’), is a platform connecting employers in far-flung corners of the globe with travel-hungry millennials who want to start saving for life’s big purchases. The jobs board features short-term job offers for teams from 39 countries, including opportunities such as a computer vision and graphics designer for a posting in Bangalore and a Ruby on Rails expert in Vietnam. The service is tailored towards programmers and designers as domain expertise is in great demand in developing countries.

3. New trends in recruitment techniques:

- **Personalisation.** This refers to methods brands use to customise products and services to suit consumers’ specifications. It generates more sustained customer engagement by catering to growing consumer desires to express their individuality as well as the status acquired by tailoring a brand to their needs.

For example, Dubai ad agency FP7 recently placed mobile phones inside fake ad industry books and mailed them to creative professionals that they wanted to poach. The phones were also programmed with a single number, the number of FP7’s executive creative director. This was a way to attract creatives from the country’s top companies and also demonstrate what a ‘fun agency they are to work for’.



- **Social recruitment.** Refers to companies using social networking sites to review job applicants' profiles and candidates actively using their social media channels like Facebook, Twitter, Xing and LinkedIn to search for opportunities.

In China the big three HR online channels ChinaHR, 51Job and ZhaoPin have dominated the Internet recruitment market for nearly 10 years, but things are now moving towards Sina Weibo, Renren and other social tools. Symantec China leverages social to recruit their talent. Their micro-blog account has 5000+ followers, receives 10 messages per week that translate to 3-5 candidate interviews each month. Finally, Symantec hires 1-2 candidates per quarter leveraging Chinese social networks.

- **Crowdsourced communities.** Refers to the growth of social networks and peer-to-peer groups that connect individuals around the world to solve problems, generate ideas or exchange knowledge on similar topics, collectively. They include special-interest groups on Facebook, Reddit and LinkedIn.

ReferralMob is a new Crowdsourced Recruiting App that was recently launched to capitalise on the positive impact that referrals can have—and moreover, make them easier to facilitate by leveraging the power of crowdsourcing. It makes sure that people get paid for referring successful hires. After you refer a colleague, friend or acquaintance to a job, you can split up the check once they land the position. The average reward is \$6,000. And even if their referrals aren't hired, active app users can still score points and win prizes.

- **Predictive personalisation.** Predictive personalisation is the result of successful data-mining and analysis, where brands are able to deliver targeted offerings to individual consumers. This has applications beyond retail.

For example, Jobandtalent is a leading job matching platform that matches jobs with talents like an online headhunter. Its algorithm acts like a virtual recruitment consultant that analyses hundreds of thousands of jobs and suggests suitable vacancies taking into consideration their candidates' preferences and professional profiles.

We believe that social literacy will become increasingly important for brands and candidates to integrate their virtual persona with written CVs and marketing material as well as live interviews.

Social literacy is a person's ability to interact, maintain and build relationships with others. It involves knowing and being able to express one's own emotions successfully in various forms - verbal, written or symbolic design such as the use of emojis. Since social literacy is a vital dimension of teamwork, collaboration and authenticity, the ability of a user to connect with the precise meta-emotion being conveyed within an organised structure speaks volumes for their awareness and appropriate response within a given context.

L'Oreal recently also used emojis and selfies to transform its hiring process by having their recruiters take selfies with the hires that stood out to them. After collecting more than a dozen, L'Oreal put them all on a webpage, where visitors were encouraged to follow the company on LinkedIn for more content like it. Along with generating more followers, it humanised the company's recruiting team, and made L'Oreal feel like a place where people really care about each other – a brand of smiling faces.

*“Human Brands **successfully boost brand loyalty** by proactively addressing issues consumers and staff are concerned about.”*



ABOUT MERLE O'BRIEN

Merle O'Brien is Head: Foresight and Innovation Thought Leadership, at Lacuna Radar, a boutique innovation consultancy based in Berlin, Cape Town and London, that helps global brands to sustainably innovate new products, services and business models by combining trends, insight and commercial expertise in one place.

The fastest disappearing jobs

BY: LOUISE MARSLAND

Content editors, data scientists, marketing and sales managers are among the hottest jobs right now. However, jobs that are disappearing, include media workers, print workers, travel agents and flight attendants, according to local recruitment agents.

Business Insider ran a story towards the end of 2015 on America's fastest disappearing jobs, entitled '[15 jobs that are quickly disappearing](#)'. It's a headline guaranteed to get huge views, since we all want to check if our own jobs are on the list!

No prizes for guessing that print workers, media workers (there's me!) and postal workers are high up on the list of endangered jobs.



But for those of us who are able to reinvent ourselves or upskill, popular new jobs are anything digital or online, says Yolanda Gibbon from Cardilogix, including social media managers or even, social CEOs. Jobs in demand are: content editors, animators, UI & UX designers, digital data analysts and developers – be it front or back end, she says.

As far as upcoming interesting careers go, CareerJunction has noticed an increase in demand for data scientists, renewable energy specialists, and social media managers. "Three years ago, the job of a data scientist was unheard of in South Africa. Living in the digital age with enormous amounts of data and information, a data scientist can play a pivotal role in understanding (big) data correctly. Since the second quarter of 2015, we've seen job postings for data scientists each and every month and the demand is rising."

Tanya Eksteen, director of resourcing for Sage International, says job titles have become part of an individual's brand. "Receptionists are now referred to as front desk consultants, recruiters as talent specialists and salespeople as new business consultants; this is just to name a few. Candidates now understand the value of seeing themselves as a brand. These titles often increase their chances of getting the call from a recruiter. Some companies have fun with titles with others referring to their receptionists as Directors of First Impressions."



Careers24 mined their data for us to come up with the “hottest, most-in-demand jobs for 2016”:

Marketing: Sales manager; marketing manager.

Technology: Web developer; network and computer systems administrator; computer-systems analyst; information security analyst; software developer; computer and information systems manager.

Health: Registered nurse; speech language pathologist; occupational therapist; physical therapist; medical and health services manager; pharmacist.

Finance: Accountant or auditor; financial manager.

Engineering: Industrial engineer; mechanical engineer.

Automation, advances in technology and market shifts are cited as the main reasons why certain jobs will disappear in the next decade, by 2025.

1. **Postal worker** – email, Facebook, Twitter, Skype, chatrooms and instant messaging services have all contributed to decline in mail, meaning that the good old postman will be consigned as a relic of the past in the not too distant future.
2. **Printing worker** – with media moving to digital formats and a decline in print volumes, there is less call for printers who keep a check on print runs.
3. **Fisherman** – declining fish stocks, leading to stricter quotas; as well as improvements in vessel design and gear, threatens the livelihood of the humble fisherman.
4. **Desktop publisher** – graphic designers, web designers and copy editors are taking over desktop publishing tasks. This career is also threatened by the myriad of free design tools online, for both print and web applications.
5. **Metal or plastic machine worker** – foreign competition and advances in tech in this space means that much of the processes are becoming automated.
6. **Insurance underwriter** – automated software speeds up applications, reducing the need for underwriters.
7. **Flight attendant** – economic difficulties in the airline industry could see fewer flight attendants hired.
8. **Power-plant operator, distributor or dispatcher** – technology advances and increased energy efficiencies will lead to a decline in employment.
9. **Floral designer** – there is less of a call for elaborate floral arrangements. The economy may have something to do with that!
10. **Logging worker** – internal policies within the United States.
11. **Jeweller or precious-stone and metal worker** – most jewellery making is being outsourced to cheaper places where labour is plentiful.
12. **Travel agent** – the rise of travel sites and the ease-of-use with which travellers can book online, is leading to a decline in this job description.
13. **Reporters, correspondents, or broadcast-news analysts** – the rise of digital media and declining ad revenues in mainstream media is negatively impacting on this future career choice.
14. **Farmer or rancher** – farming is becoming a risky and expensive occupation. Only larger conglomerates and subsidised farming will be able to remain sustainable.
15. **Semiconductor processor** – Robotics and automation are career killers in this area.



An analysis of online recruitment in South Africa during 2015

BY: MARC PRIVETT, CAREERS24

At the start of a new year it's always worth having a look back at the past year to get an idea of where we are and a sense of where we are going.

We have done an in depth analysis of the job posts on our platform over the past year as well as over 40 other online job boards serving the South African market. This, combined with our understanding of our job seeker and recruiter users has helped us to identify a number of key trends in the South African job market.

Continued growth in online recruitment

A review of online recruitment activity from January to December 2015 has again shown an increase in the number of positions advertised online. At [Careers24](#) we have seen a 25% increase in the number of job posted in 2015 compared to the year before.

Top five sectors for online job posts

The top five sectors showing the highest demand for candidates across the market were Finance (16.1%), IT and telecommunications (15%), Administration (10%), Sales (9.8%) and Engineering (8.3%). Careers24 has seen a very similar trend, noting the same top five sectors, with Finance (19.7%) and IT and telecommunications (14.7%) in the two leading positions and Sales (14.4%) ranking third. More positions from the Engineering sector (8.8%) has however been posted on Careers24 compared to Administration (6.4%).

Sectors showing the biggest shifts

Overall the market has seen an increase of over 36% in management positions offered, while there has been a 20% decline in hospitality and catering jobs.

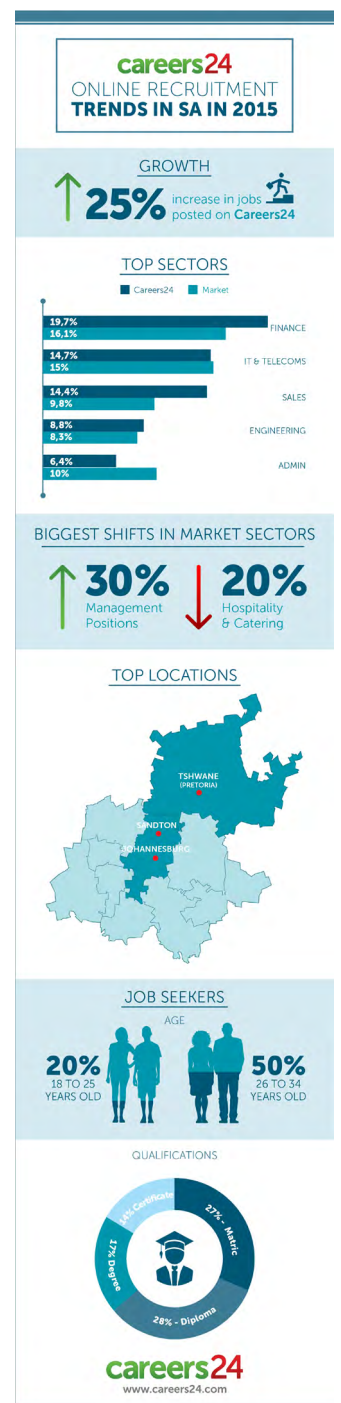
Top locations

Gauteng still leads the way in terms of job opportunities with Johannesburg, Sandton and Pretoria being listed among the top six locations for positions advertised during the past year on Careers24 as well as competing sites.

Interestingly 2015 saw the biggest increase in job offers coming from the Century City area in Cape Town. A large number of recruitment agencies have started operating from this area over the past year.

Young tech-savvy job seekers continue to look for jobs online

Almost half of the candidates on the Careers24 database are between 26 and 34 years old and almost 20% are between 18 and 25 years old. An average of 600,000 job applications have gone through our website per month. Last year there were over 60,000 new candidate



registrations. The qualifications of the majority of the job seekers on Careers24 range from matric (27%), a diploma (28%), a degree (17%) or certificate (14%).

About Careers24

Established in 2005, Careers24.com is South Africa's leading online career portal, listing thousands of jobs from a vast selection of recruiters and attracting over 2 million unique job seekers to the website monthly. Careers24.com forms part of the Naspers Group which owns companies such as DSTV, MWEB and Media24. Jobs are therefore distributed across a network of leading sites including News24.com, MWEB and OLX.co.za.

More than just a recruitment portal, Careers24.com uses innovative tools and easy-to-use functionality to help both recruiters and candidates find the best match.

Find Careers24 at www.careers24.com, on Twitter [@careers24jobs](https://twitter.com/careers24jobs), on Facebook: www.facebook.com/Careers24 and on Instagram www.instagram.com/careers24sa/

For more information and to post a job ad, simply email the Careers24 sales office at sales@careers24.com or call 011 235 1000.



How the 'Afrillennial' wants to be recruited

BY: RONEN AIRES

Student Village CEO Ronen Aires, talks about how trends such as the rise of the African Millennial, the 'Afrillennial', will fundamentally change the workplace.



Ronen Aires

❑ **Q: What is the biggest trend that will change organisations by 2020?**

A: It's becoming more about the flexible workforce where more people will work flexi time and the use of conveniently advanced technology will allow it. Large corporations could potentially need less office space as a result. Another consideration is the advancement of software where professions could potentially be replaced. Examples include law, auditing and engineering. This will of course disrupt industries and affect the white collar workforce.

❑ **Q: How have you had to change your processes to keep pace with change?**

A: It's important to hire for attitude. Do thorough reference checks and avoid losing scarce skills by doing what it takes to promote retention. Skype interviews and a general increase in the speed of appointments can be observed, not only for convenience, but to secure talent fast in a scarce skill pool.

❑ **Q: The top attributes that employers are demanding today?**

A: Emotional Intelligence (EQ), accountability, being a self-starter, versatility, resilience and positivity.

❑ **Q: Please highlight additional noteworthy trends in South Africa.**

A: New technologies, changes in the economy, demographic shifts and other disruptive elements are all combining to change the world around us. Foremost however, businesses are desperate to understand the 'Afrillennial' (African Millennial) workforce because it's not an option anymore, it's essential for their success.

This generation will soon make up the majority of the South African workforce, so we need to learn from them, teach them and accommodate them in order to ensure success and bridge the gap that exists.





Afrillennials will play a major role in shaping the future of work. Taking both a quantitative and qualitative approach, the Afrillennials study conducted by Student Village with its research partner Amoeba Insights, revealed some interesting insights:

- Afrillennials describe themselves as self-loyal, confident, positive, opinionated and expressive individuals.
- They are more educated and qualified than previous generations.
- They are looking for more in life than just a job they want to find a job that is an extension of who they are.
- They are the first generation digital natives and technology saves them time while improving their efficiency.
- They strive for flexibility and see the concept of working a '9 to 5' job as a thing of the past.

Even though the country faces clear challenges, this generation will influence the way things are done and will shape the work environment, ethics and practices for years to come.

❑ Q: How do Afrillennials judge work opportunities?

A: By a good reputation; a 'millennial' work environment; rapid career growth and development; feedback and recognition; and international exposure and experience.

❑ Q: What are some of the most desired companies Afrillennials want to work for?

A: These include: PWC; Google; Unilever; Standard Bank; and Investec.

**The Afrillennials study conducted by Student Village and research partner Amoeba Insights incorporated 10 two hour student focus groups in three main metro regions of South Africa. The research continued with seven one hour long in-depth interviews with prospective employers and industry specialists, as well as a further sample of 1275 students completing a nationwide online survey that tapped into key findings from the qualitative interviews.*

Ronen Aires was interviewed by Louise Marsland.



The ideal candidate

Do you know what it takes to get hired today? [Louise Marsland](#) asked top South African recruitment specialists what employers are looking for today.



In a changing workplace with a changing, more digitised workforce, excellent communications skills, problem solving ability, innovation and digital competence, are just some of the attributes that employers are looking for today.

Marc Privett, GM Careers24.com:

- With roles, job titles and job specifications changing and evolving so rapidly in today's workplace, recruiters and HR managers will need to look beyond merely whether the candidate has the right skills set and ask – are they the right fit for the job when it comes to personality and attitude?
- Enthusiasm, resilience and an ability to 'roll with the punches' are becoming attributes that are more sought-after.

Allan Pike, CEO Key Recruitment Group:

- Digital competence and higher level communication skill set.
- Because of the pressures of business to meet ever increasing deadlines, employees are often expected to be available on multi devices at extra ordinary times. As a result, people who are by nature driven, self-reliant and competent will increase in value.

Tanya Eksteen, director of resourcing for Sage International:

- Results-driven and action-orientated.
- Ability to solve problems with limited information.
- Confidence and commitment.
- Creativity and innovation.
- Team player.
- Well organised.
- Proficiency with computer software programs.
- Ability to sell and influence others.



Paul Byrne, managing director of CareerJunction:

- Competence.
- Leadership ability.
- Employees who take accountability.
- Integrity.
- Having the right contacts (referring to sales candidates).
- Attitude.

Yolanda Gibbon, founder, Cardilogix:

- Employees who can prioritise.
- Making quick decisions and solving problems on the spot.
- Excellent listening skills.
- Strong verbal and written skills.
- Computer literacy / technical competency - goes without saying.
- Flexibility and adaptability.
- Multi-tasking.
- Confidence in themselves and in the business they are representing.
- Loyalty.
- Knowledge base and skillset – sell yourself on these strong points. You might just have something that another person does not have and that will determine you being the employee of choice.

*“Enthusiasm, resilience and an ability to **‘roll with the punches’** are becoming attributes that are more sought-after.*



Focusing on mobile pays off

BY: CAREERJUNCTION

Research conducted by Cisco in February 2015 indicated that South Africa's mobile traffic is expected to grow 11-fold by 2019. That's a lot of talent (and potential candidates) you'll be missing out on if you don't have a mobile strategy in place.

More and more South African job seekers are using their mobile phones to look for jobs, as devices and data become more affordable, giving recruiters greater reach and opportunity when hiring talent.

Driven by a worldwide trend to deliver content to mobile phones, and the fact that these devices are always within reach, everyone from retailers to publishers and job portals have had to re-think and adapt the way they present content to their online users. With this in mind, CareerJunction made it one of its key strategies.

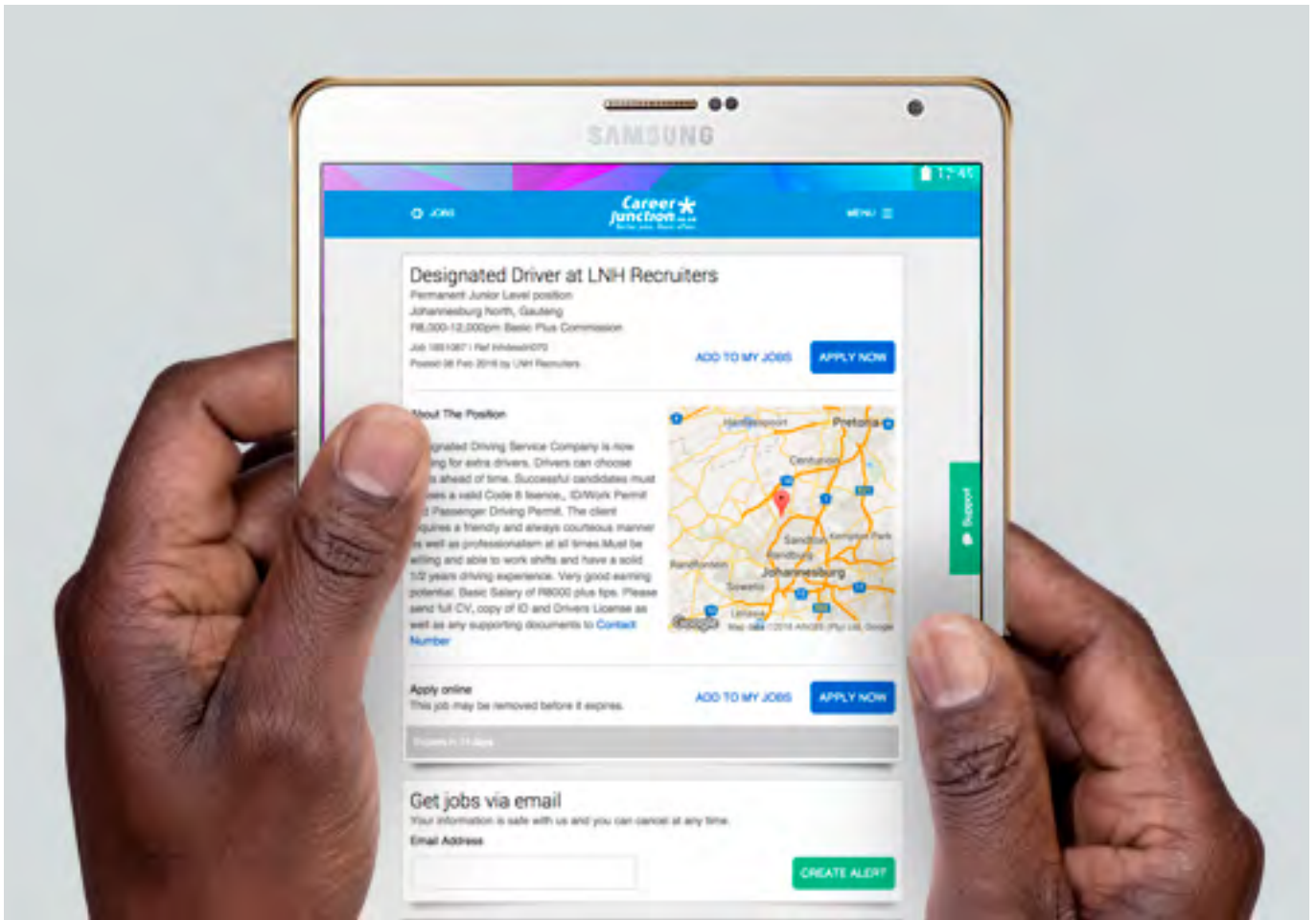
Today we provide our job seekers with a simple and fast platform to search for jobs - an investment that's paid off since we launched the mobile version of our site in 2012. CareerJunction has since remained South Africa's most popular mobile job site.



After seeing encouraging results at such an early stage, we realised that we were on to something special and continued to fine-tune our mobile job search experience even further. As the local mobile audience grew, we implemented new ways to provide South African job seekers with easy access to employment opportunities. In October 2015 we launched our brand new responsive website that works seamlessly across a PC, tablet or mobile phone. After a few days we could already see measurable growth across all major indicators, including a 200% increase in job applications compared to the same period a year ago.

Today, over 55% of visits on CareerJunction convert into applications (in January 2016 we processed over 1,8 million applications!), a rate that's significant even by global standards and proof that our shift to mobile was the right one.





So, whether you're a recruitment agency, employer or online publisher, consider the implementation of a well-rounded mobile strategy. Down the line it will help you to reach a broader audience, wherever and whenever they may be.

To learn more about our amazing mobile reach, please visit www.careerjunction.co.za/recruiters.



Relationships are key to recruitment

BY: LINKEDIN TALENT SOLUTIONS

LinkedIn Talent Solutions released its 5th annual report, 'Global Recruiting Trends 2016', showing relationships at the core.

There is a renewed emphasis on relationships in global recruitment trends, which is critical in talent acquisition and moving organisations forward.

Key trends that stand out in the LinkedIn survey, include:

- 59% are investing more in their employer brand compared to last year.
- 39% agree quality of hire is the most valuable metric for performance.
- 32% say employee retention is a top priority over the next 12 months.
- 26% consider employee referral programs to be a long-lasting trend.

The quality of hires continues to be the most important performance KPI. However, only 33% of talent leaders feel that they are measuring the quality of effective hires effectively.

Interestingly enough, LinkedIn says referrals are a key source of quality hires now. Social professional networks have taken the 'top spot' in quality hires, and "most leaders consider employee referrals to be an essential trend".



"Since employee referrals are starting to emerge as a long-lasting trend, there's a huge opportunity to get ahead and strengthen programs. 39% of talent leaders rank high on using employee referrals, but only 8% truly feel "best in class". No matter where your country is on the scale, there's still progress to be made."

Another trend is that of the employer brand, which has re-emerged as a top priority: "As a result, organisations are creating more proactive strategies and using more outbound channels, like online professional networks and social media.



"As organisations invest more in their employer brand, talent acquisition teams worldwide continue to share employer brand efforts with cross-functional partners. And who are they partnering with the most? Their marketing departments. A strong relationship with marketing will be key to employer brand excellence."

Employee retention is a priority with talent acquisition leaders, however, internal hiring is not as strong a priority, so it is time to focus on internal recruiting, according to the LinkedIn research. Recruiters are also urged to maintain relationships with candidates post-hire and keep them in their long-term pipeline.

Recruiting trends

The trends that will remain dominant, are: using social professional networks to source passive candidates (39%); employer branding (38%); and employee referral programmes will gain traction in 2016 (26%).

"The common thread among all of these is the power of relationships – the relationships you have with your candidates, cross-functional partners, and employees will pave the path to talent acquisition success," the LinkedIn study concludes.

Source: LinkedIn Talent Solutions offers a full range of recruiting solutions to help organisations of all sizes find, engage, and attract the best talent. The *'Global Recruiting Trends 2016'* is its latest report.

"The trends that will remain dominant, are: using social professional networks to source passive candidates (39%); employer branding (38%); and employee referral programmes will gain traction in 2016 (26%)."





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