

August 2015

## COMPLETED SEARCHES

**North American CFO**  
Global Electronics Industry

**HR Generalist**  
Consumer Products Leader

**Global Marketing Manager**  
Fortune 500 Division

**Operations Director**  
PE Funded E/M Device Mfg

**Divisional Controller**  
HVAC Components Mfg

**VP Supply Chain**  
Privately-Held Consumer Products

**Credit Officer**  
Commercial Bank

**CAD Designer**  
Automotive Products Supplier

**Product Development Manager**  
OTC Products Industry

**Tax Professional**  
National CPA Firm

## DID YOU KNOW?

57% of the workforce will look for new employment in next year?

It costs 11.2 cents to produce a nickel?

In 2013 US employers paid workers \$6.7 trillion in wages?

Bubble wrap was originally designed to be wallpaper?

Average hourly workers are earning \$24.99 per hour?

Canada has more lakes than the rest of the world combined?

There are 1.9M unemployed workers that have not looked for a new job in last 4 weeks?

## Identifying Talent

The business world is evolving and so is recruiting of talent. Historically we decomposed roles into specific tasks and competencies. We assign personality traits and experience levels to each role because we value emotional intelligence more than core IQ. But today's business world is increasingly more complex and changing so talent needs to be responsive, versatile, adaptive, intelligent and innovative.

There are multiple factors that have altered the view on talent and the future of the employer. First is globalization. International markets are both a challenge and an opportunity to expand since emerging global markets can represent over 50% of revenue growth for many businesses. Second is demographics of last 25 years has seen multiple economic downturns and movement of manufacturing and business services offshore. This has created delayering and restructuring; therefore establishing a more "now" than a "future" view. There is a wealth of historic knowledge and experience that has or is retiring which in too many cases overshadowed building infrastructure, a reason why there is 27+% decline in young leaders. Third is the fact that over 75% of companies do not have a pipeline in place to meet the challenges and opportunities in today's business world.

Talent is scarce. **Potential is more highly sought after than experience, and competencies.** Key qualities that need to be evaluated can include motivation and determination to succeed; ability to digest new information and make insightful suggestions; having a need to know; openness to learn, change, and adapt; collaborative leadership style; ability to effectively communicate; and values that are aligned to the business model.

The competition for talent is what drives our business as B&B partners with clients on the recruitment and retention of talent from senior staff to executive levels.