SUCCEEDING IN A GLOBALISED JOB MARKET
Navigating an uncertain and volatile future

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Understanding the landscape

• “Universities prepare graduates for jobs that don’t yet exist, who will have to solve problems we don’t yet know about”
• It’s a VUCA world (volatile, uncertain, complex, ambiguous), that needs employees for today’s and tomorrow’s challenges
• How do you navigate an opaque labour market to see what those jobs could be, the challenges and trends?
• Many people want to “take their place in the world”, and know how to achieve their ambitions in ways that are convergent with values, rather than divergent
What employability is*

• A lifelong process that applies to us all
• Complex, with interlinking themes
• Supports employees to develop knowledge, skills, behaviours, and attitudes to enable success in employment and in life

* Defining and developing your approach to employability: a framework for higher education institutions, Doug Cole and Maureen Tibby, HEA
## Unfilled vacancies by sector

**Association of Graduate Recruiters data**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Unfilled Vacancies</th>
</tr>
</thead>
<tbody>
<tr>
<td>All employers</td>
<td>5.4%</td>
</tr>
<tr>
<td>IT/Telecommunications</td>
<td>11.8%</td>
</tr>
<tr>
<td>Energy, water or utility…</td>
<td>11.1%</td>
</tr>
<tr>
<td>Construction company…</td>
<td>7.7%</td>
</tr>
<tr>
<td>Consulting or business…</td>
<td>7.3%</td>
</tr>
<tr>
<td>Law firm</td>
<td>5.9%</td>
</tr>
<tr>
<td>Insurance company</td>
<td>5.9%</td>
</tr>
<tr>
<td>Accountancy or…</td>
<td>4.8%</td>
</tr>
<tr>
<td>Public sector</td>
<td>3.9%</td>
</tr>
<tr>
<td>Engineering or industrial…</td>
<td>3.4%</td>
</tr>
<tr>
<td>FMCG company</td>
<td>2.8%</td>
</tr>
<tr>
<td>Retail</td>
<td>2.7%</td>
</tr>
<tr>
<td>Banking or financial…</td>
<td>1.4%</td>
</tr>
<tr>
<td>Investment bank or fund…</td>
<td>1.4%</td>
</tr>
<tr>
<td>Other</td>
<td>3.7%</td>
</tr>
</tbody>
</table>

Stephen Isherwood, Chief Executive, Association of Graduate Recruiters, September 2015
Why?
What do employers want now?*

- An ability to work collaboratively with **teams** of people
- Excellent **communication** skills: both speaking and listening
- A high degree of **drive** and **resilience**
- An understanding of the **political, economic, commercial issues** affecting an organisation
- An ability to embrace multiple perspectives and **challenge thinking**
- A capacity to **develop new skills** and behaviours
- A high degree of **self-awareness**
- An ability to form professional **networks**
- An openness to and **respect** for a range of perspectives
- A willingness to play an **active role in society** at a local, national and sometimes international level.

*Stephen Isherwood, AGR Chief Executive, September 2015
Drivers in world of work, 2020-2025*

• Increasing longevity
• Smart machines and systems
• A computational world
• New media ecology
• Super-structured organisations
• A globally connected world
• Changing attitudes to work, how and where we will work

*www.workopolis.com
Unchanging work skills*

- Communication and literacy
- Teamwork
- Business and customer awareness
- Problem-solving
- Self management
- Application of numeracy
- Application of information technology
- Cross-cultural competence
- Underpinned by positive attitude

*Gateway to Growth, Confederation of British Industry/Pearson Education and Skills Survey 2014
Skills for work, 2020-2025*

• Sense-making; what lies beneath
• Cognitive load management; to discriminate/filter info
• Social intelligence; to connect directly/deeply to others, and enable outcomes through people
• Novel and adaptive thinking; going beyond rules
• Design mind-set
• Cross-cultural competency
• To move easily between disciplines
• Computational thinking: data to decisions
• New media literacy
• Virtual collaboration

*www.workopolis.com