Who competes for global talents, how and why?

A few lessons from five years of GTCI

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The GTCI is a multi-stakeholder effort

Three partners: the Human Capital Leadership Institute and Adecco, with INSEAD

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Mats Karlsson - World Bank
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A tool for Action covering 118 economies

Global Talent Competitiveness Index (GTCI)

Input

Enable
- Regulatory Landscape
- Market Landscape

Attract
- External Openness
- Internal Openness

Grow
- Formal Education
- Lifelong Learning
- Access to Growth Opportunities

Retain
- Sustainability
- Lifestyle

Output

VT Skills
- Mid-Level Skills

GK Skills
- High-Level Skills
- Employability
- Talent Impact

VT = Vocational & Technical  GK = Global Knowledge
A Benchmark tool for Policy Makers

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 61 variables

**5.1.1 Workforce with secondary education**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>Value</th>
<th>Score</th>
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<tr>
<td>1</td>
<td>Kyrgyzstan (2017)</td>
<td>75.50</td>
<td>100.00</td>
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<tr>
<td>2</td>
<td>Philippines (2017)</td>
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<td>99.16</td>
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<tr>
<td>3</td>
<td>Czech Republic</td>
<td>72.00</td>
<td>98.61</td>
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<td>4</td>
<td>Slovakia</td>
<td>71.00</td>
<td>96.95</td>
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<tr>
<td>5</td>
<td>Azerbaijan (2013)</td>
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<td>89.28</td>
</tr>
<tr>
<td>6</td>
<td>Bosnia and Herzegovina (2015)</td>
<td>63.50</td>
<td>87.88</td>
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<td>7</td>
<td>Costa Rica</td>
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<td>Poland</td>
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<td>Georgia (2013)</td>
<td>61.00</td>
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<td>Hungary</td>
<td>61.00</td>
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<td>Germany</td>
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<td>81.22</td>
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<td>Latvia</td>
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<td>Slovenia</td>
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<td>Chile (2013)</td>
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<td>Bulgaria</td>
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<tr>
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<td>Indonesia (2013)</td>
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<td>Romania</td>
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<td>Malaysia (2013)</td>
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<tr>
<td>25</td>
<td>Vietnam</td>
<td>53.50</td>
<td>72.83</td>
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</tbody>
</table>

In the **Data Tables** each country’s normalised score and corresponding rank on the 65 variables is presented.
The top 20 of GTCI 2017 (out of 118 countries)

<table>
<thead>
<tr>
<th>GTCI 2017</th>
<th>Ranking</th>
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<tbody>
<tr>
<td>Switzerland</td>
<td>1. Switzerland</td>
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<tr>
<td>2. Singapore</td>
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<tr>
<td>3. United Kingdom</td>
<td>3. United Kingdom</td>
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<td>4. United States</td>
<td>4. United States</td>
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<tr>
<td>5. Sweden</td>
<td>5. Sweden</td>
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<tr>
<td>6. Australia</td>
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<td>7. Luxembourg</td>
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<tr>
<td>8. Denmark</td>
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<td>11. Netherlands</td>
<td>11. Netherlands</td>
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<tr>
<td>12. Ireland</td>
<td>12. Ireland</td>
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<tr>
<td>13. Canada</td>
<td>13. Canada</td>
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<tr>
<td>15. Iceland</td>
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<tr>
<td>16. Belgium</td>
<td>16. Belgium</td>
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<tr>
<td>17. Germany</td>
<td>17. Germany</td>
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<tr>
<td>18. Austria</td>
<td>18. Austria</td>
</tr>
<tr>
<td>19. United Arab Emirates</td>
<td>19. United Arab Emirates</td>
</tr>
</tbody>
</table>

- Openness is critically important
- Employable skills are the goal
- Balancing Global Knowledge Skills and Vocational Skills is a key to success
- Mobility has become a key to talent development
- Technology is rapidly and invisibly changing the talent scene
An example of application of GTCl’s learnings at country level: Luxembourg

Luxembourg is excellent at attracting (2nd) and retaining (3rd) talent. However, its areas of strengths are sometimes those in which spectacular progress can still be made.

Luxembourg’s GTCl strengths …

1. Enablers: Political stability (2), ICT infrastructure (1)
2. Attract: External openness is high (3rd) and gender earnings gap is smallest in the world
3. Retain: pension system is best in the world, and taxation ranks 9th.

… and weaknesses

1. Enablers: low on competition policy (58th) & ease of doing business (57th)
2. Enablers: low on business and labor landscape, due to poor labor market flexibility (ease of redundancy: 63rd in the world, ease of hiring: 104th!)
3. Attract: Luxembourg ranks low on female graduates (72nd)
A closer look at Luxembourg’s talent

Luxembourg’s Got Talent!

Luxembourg gives you access to a large, highly skilled and multilingual-talent pool

A large talent pool

+11 million inhabitants
Luxembourg is at the heart of Europe’s largest cross-border region

5 million people within a 1 hour commute to Luxembourg City

+175,000 daily cross-border commuters from France, Germany and Belgium

+135,000 students
Study within a 100km radius, one of the University of the Greater Region

A multilingual, highly skilled workforce

1. Luxembourg’s leading financial centre
2. Most multilingual country in Europe
3. Highest rate of tertiary education
4. 1st in the world for English proficiency
5. 1st in the world for attracting talent

A closer look at the Talent Index

5. Vocational and Technical Skills

5.1 Mid-Level Skills
5.1.1 Workforce with secondary education
5.1.2 Population with secondary education
5.1.3 Technicians and associate professionals
5.1.4 Labour productivity per employee

5.2 Employability
5.2.1 Ease of finding skilled employees
5.2.2 Relevance of education system to the economy
5.2.3 Availability of scientists and engineers
5.2.4 Skills gap as major constraint

6. Global Knowledge Skills

6.1 High-Level Skills
6.1.1 Workforce with tertiary education
6.1.2 Population with tertiary education
6.1.3 Professionals
6.1.4 Researchers
6.1.5 Senior officials and managers
6.1.6 Quality of scientific institutions
6.1.7 Scientific journal articles
6.2 Talent Impact
6.2.1 Innovation output
6.2.2 High-value exports
6.2.3 Entrepreneurship
6.2.4 New product entrepreneurial activity
6.2.5 New business density

Global Talent Competitiveness Index 2017, Bruno Lanvin – OECD, 11 October 2017
Routine work is disappearing... New economy organisations are different... The pace of innovation is getting faster.

What does this imply?

Basic literacies (including learning-how-to-learn)

Vocational or technical skills

Social & project skills
Some policy implications

Educational Policy

Employment Policy

Connectedness among stakeholders

The “salaried employee” was a 20C blip

- 30% of the population today are “free agents”

Labour market regulation

Flexibility

Social Security

Active labour market practices
Lifelong learning will help you ensure that you will not be replaced by a robot.

Bruno Lanvin, 2016
Introducing the cities dimension of talent competitiveness (GCTCI) – Luxembourg as a global city
Findings from the first GCTCI

1. COPENHAGEN - Denmark
2. ZURICH - Switzerland
3. HELSINKI - Finland
4. SAN FRANCISCO - United States
5. GOTEBORG - Sweden
6. MADRID - Spain
7. PARIS - France
8. LOS ANGELES - USA
9. EINDHOVEN - Netherlands
10. DUBLIN - Ireland
MESSAGE 1: Think beyond automation – A profound transformation of social systems is underway (organisation, careers, educational and employment systems).

MESSAGE 2: Technology is changing the nature of work. Collaborative work and co-creation; from salaried employment to “free agents”; we need to rethink HR management.

MESSAGE 3: Technical skills PLUS social/project competence is the new talent profile.

MESSAGE 4: Educational and employment policies must adapt to the transformational changes of the fourth industrial revolution.
MESSAGE 5: Successful transformational change is most likely to occur where there are strong ecosystems. With the incredible velocity of the changes, collaboration between government, cities, business and education is imperative.

MESSAGE 6: National strategies have started to reflect the changes, but too slowly. Many countries are putting their populations at risk by looking backwards rather than forwards.

MESSAGE 7: Cities and regions are showing the way. In the future, some of the best and innovative talent competitiveness practices will come from cities rather than countries.
Merci pour votre attention