

SUMMARY

Recruiting for an Unpredictable Future

Individuals with transferable skills, an ability to quickly learn, and a growth mindset bring adaptive capacity that can help companies prepare for success in an unpredictable future.

WHAT IT IS

Enabling a company's growth in an unpredictable future requires expanding its workforce's adaptive capacity. An adaptable, resilient, and flexible workforce can rapidly respond to new market opportunities and to changing organizational needs. Recruiting talent that enables an organization to build adaptive capacity requires attracting and identifying candidates with a proven ability to rapidly learn, a desire for new opportunities, and a demonstrated experience transferring skills to different projects and sectors. Individuals with adaptive capacity are drawn to companies that provide opportunities to learn, gain new experiences, and grow within the organization.

WHAT IT DOES

Expanding workforce adaptive capacity requires recruiting candidates that possess a growth mindset. In evaluating applicants, expand beyond immediate skillset requirements to include the transferability of skills, demonstrated learning agility, and an ability to adapt to evolving needs and opportunities. Key strategies to recruit for adaptive capacity in an unpredictable future include:

1. **Build a strong employer brand:** Communicate your company's culture of continuous learning and growth potential. Showcase success stories of employees who have transitioned roles within the company due to their adaptability.

- 2. Design flexible roles:** Write job descriptions that focus on desired traits and behaviors characteristic of resilient and adaptable employees rather than rigid requirements. Highlight the potential for future job evolution.
- 3. Focus on transferable and forward-looking skills:** Anticipate future skills requirements and look for candidates with the potential to grow as well as core skills like critical thinking, problem solving, communication, collaboration, and project management, which can be applied across different roles as job functions evolve.
- 4. Diversify your talent pool:** Utilize a variety of recruitment channels to attract candidates with diverse backgrounds, geographies, and skill sets. Consider collaborating with colleges and training programs to identify and recruit promising talent.
- 5. Assess learning agility and adaptability:** Use behavioral interviewing to assess past performance, ability to learn new technologies, and adapt to changing situations. Ask open-ended questions that encourage candidates to discuss their learning process and ability to handle ambiguity.
- 6. Build a culture of learning:** Systematize opportunities for employees to expand their skillsets, such as a dedicated professional development budget, mentorship, and cross-functional collaboration to broaden employees' knowledge base. Highlight your company's commitment to ongoing training and development programs and recognize employees for their learning achievements.

By adopting these strategies, companies can better prepare themselves to attract and retain top talent even as job roles and responsibilities continue to change in the future.

WHO USES IT

Google

JPMorgan Chase

Netflix

Hyatt

Progressive

SalesForce

Bayer

WHERE TO FIND OUT MORE



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