



Transformational Talent: Portrait of the High-Potential Workforce

Anouk Kon

Recruitment Evangelist Benelux, Indeed

In every field of human endeavor, there are
people who accomplish extraordinary things

Bobby Fischer



Zaha Hadid



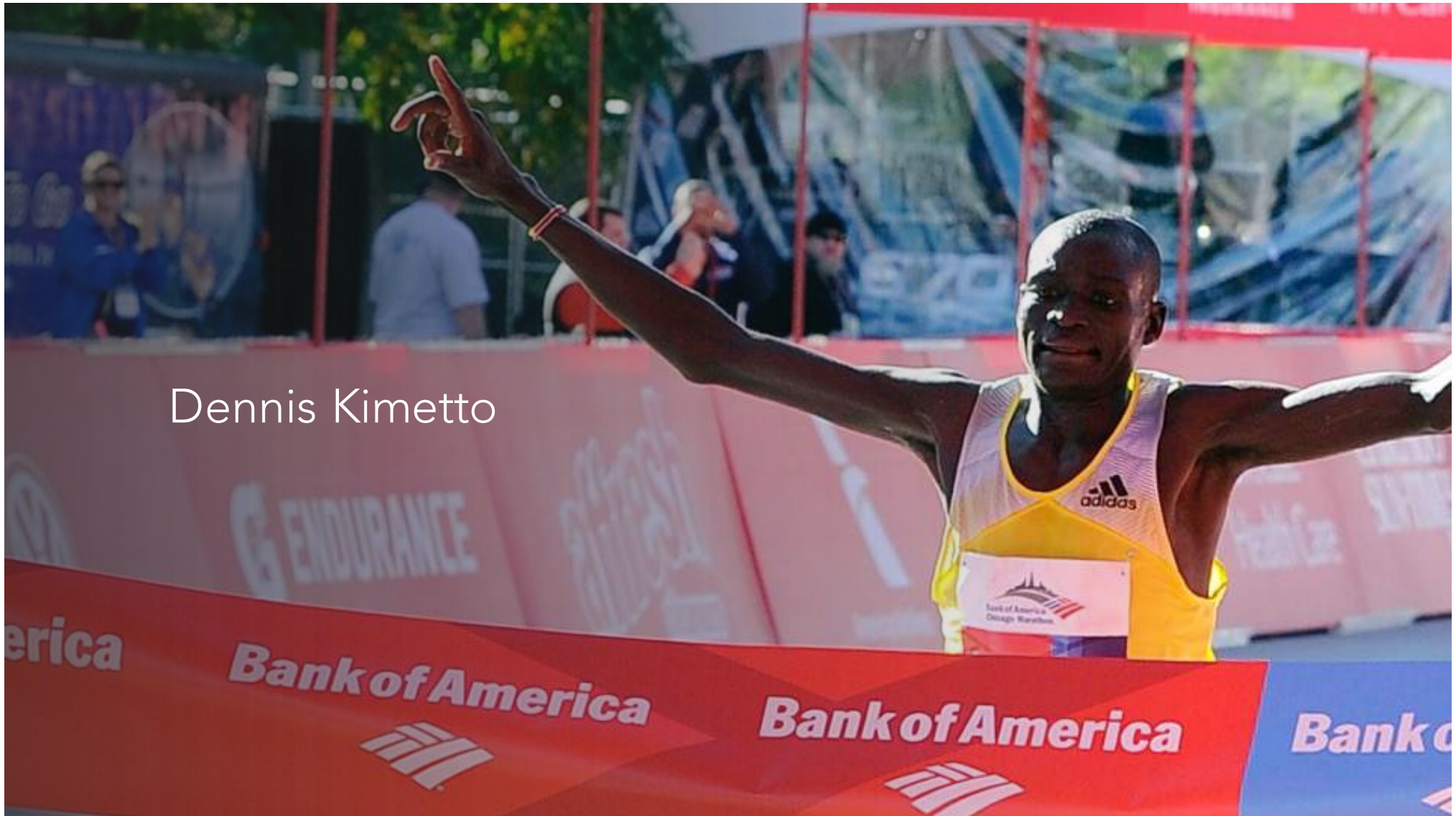
J.K. Rowling

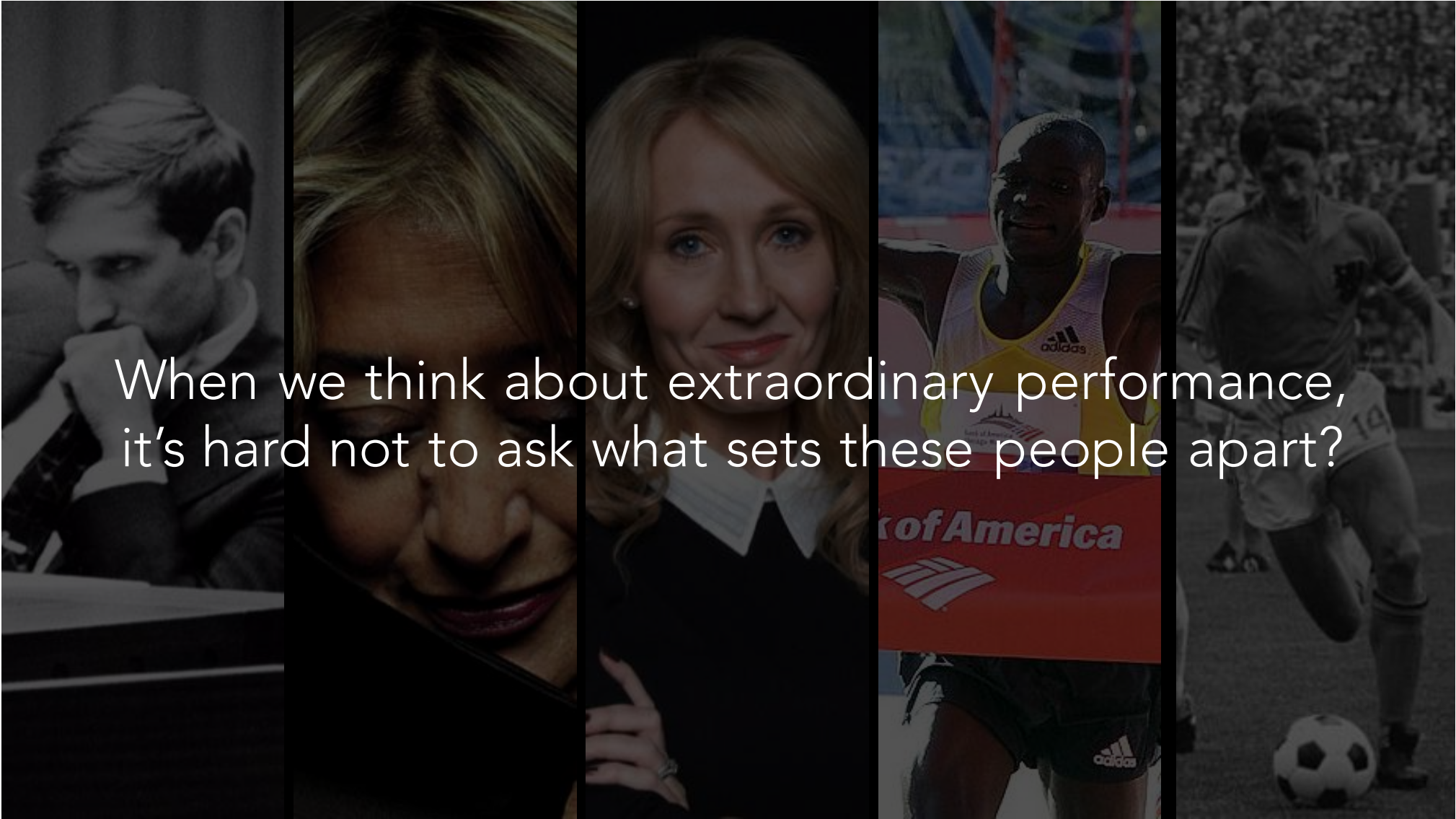


Johan Cruyff



Dennis Kimetto





When we think about extraordinary performance,
it's hard not to ask what sets these people apart?

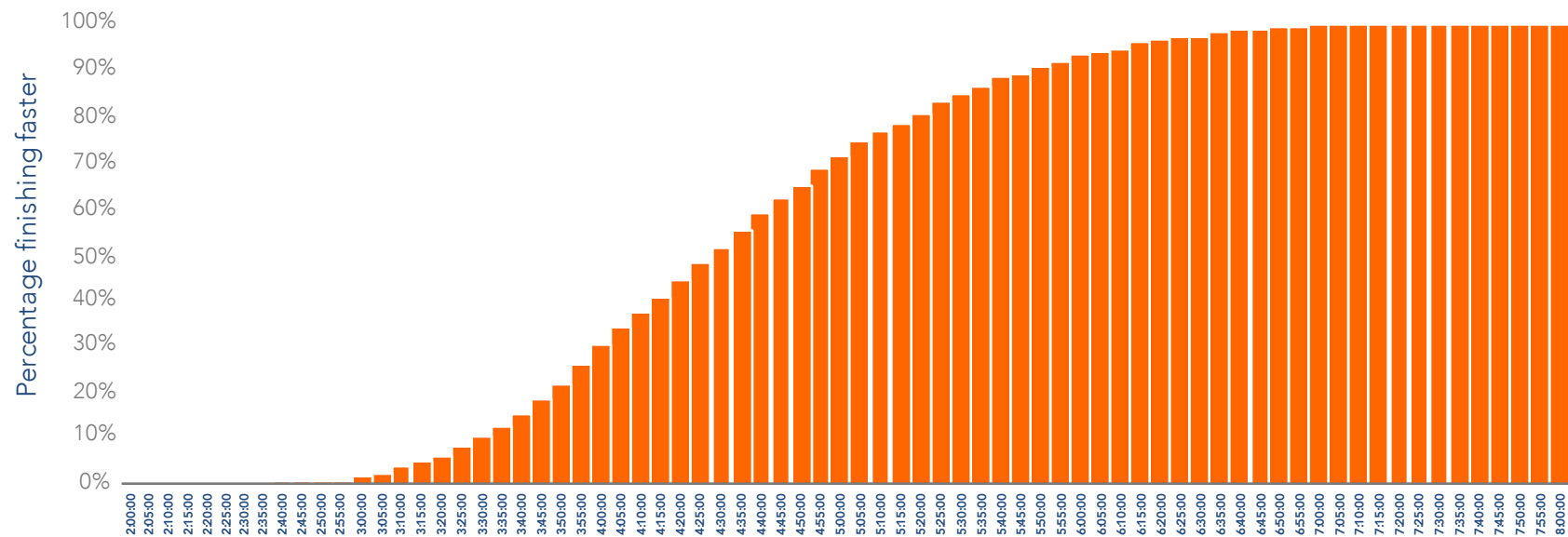
Luck? Timing? Innate ability? Effort? Perseverance?

When we looked closely at Dennis Kimetto's performance in the 2013 Chicago Marathon, we noticed a few interesting things

01

Even among marathon finishers, the distribution of performance is surprisingly wide

In 2013, marathon finish times ranged from just over 2 hours to 8 hours to complete the 26.2 mile race



02

The fastest runners are shockingly
quicker than everyone else

As expected, every wave of finishers was slightly faster than the last

Top 50%	Top 40%	Top 30%	Top 20%	Top 10%
6:20 min/km	6:02 min/km	5:40 min/km	5:22 min/km	4:58 min/km
	+5%	+6%	+5%	+8%

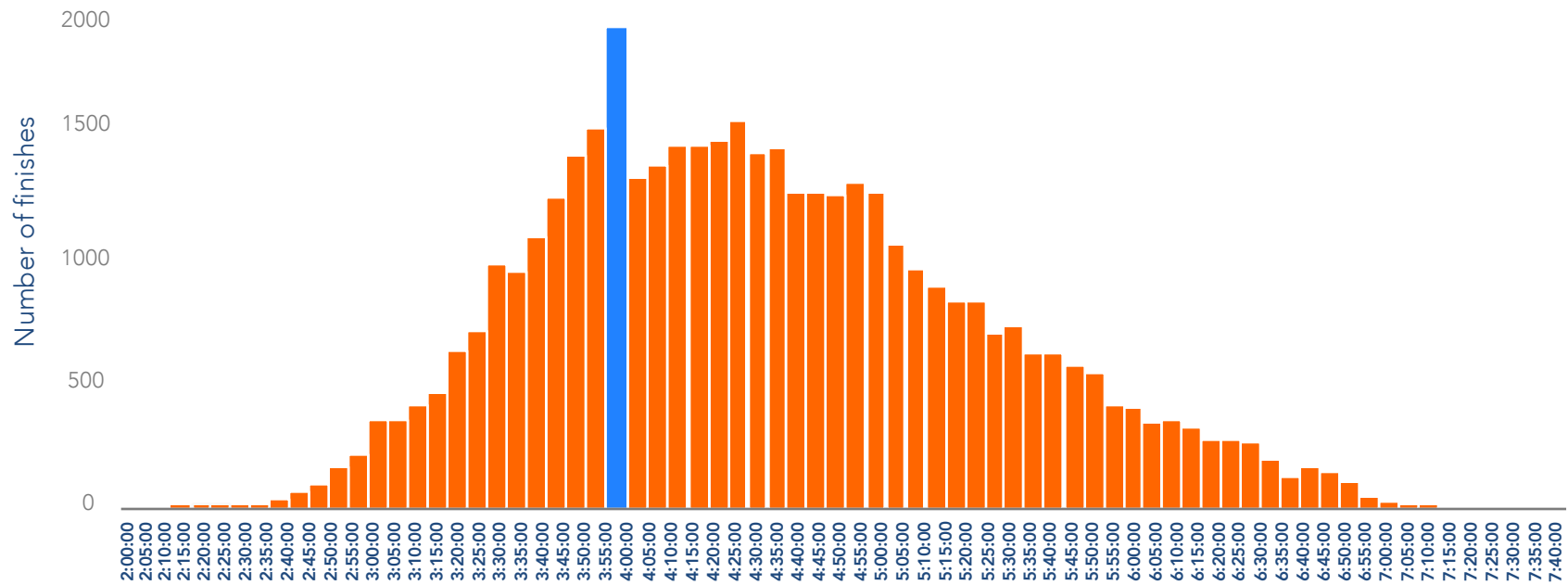
With the top 1%, we see extraordinary gains in performance

Top 50%	Top 40%	Top 30%	Top 20%	Top 10%	Top 1%	Fastest
6:20 min/km	6:02 min/km	5:40 min/km	5:22 min/km	4:58 min/km	3:47 min/km	2:56 min/km
	+5%	+6%	+5%	+8%	+24%	+23%

03

You can see the impact of goals and determination in the results

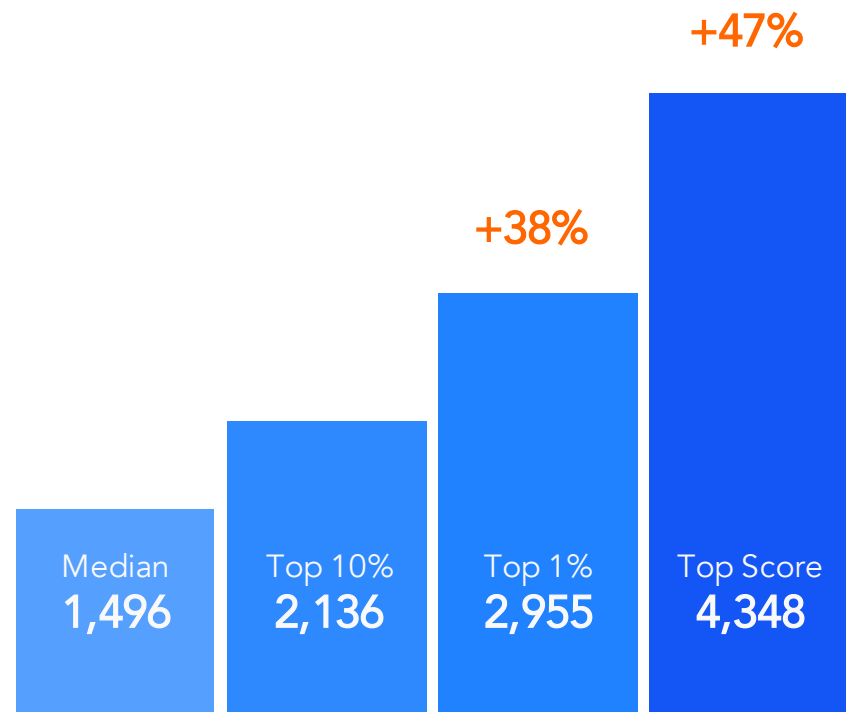
While innate ability is important, goals, training and determination also impact results



We found similar patterns of achievement across
many fields of human endeavor

Top coders significantly
outperform average and
even top 10% performers

HackerRank performance

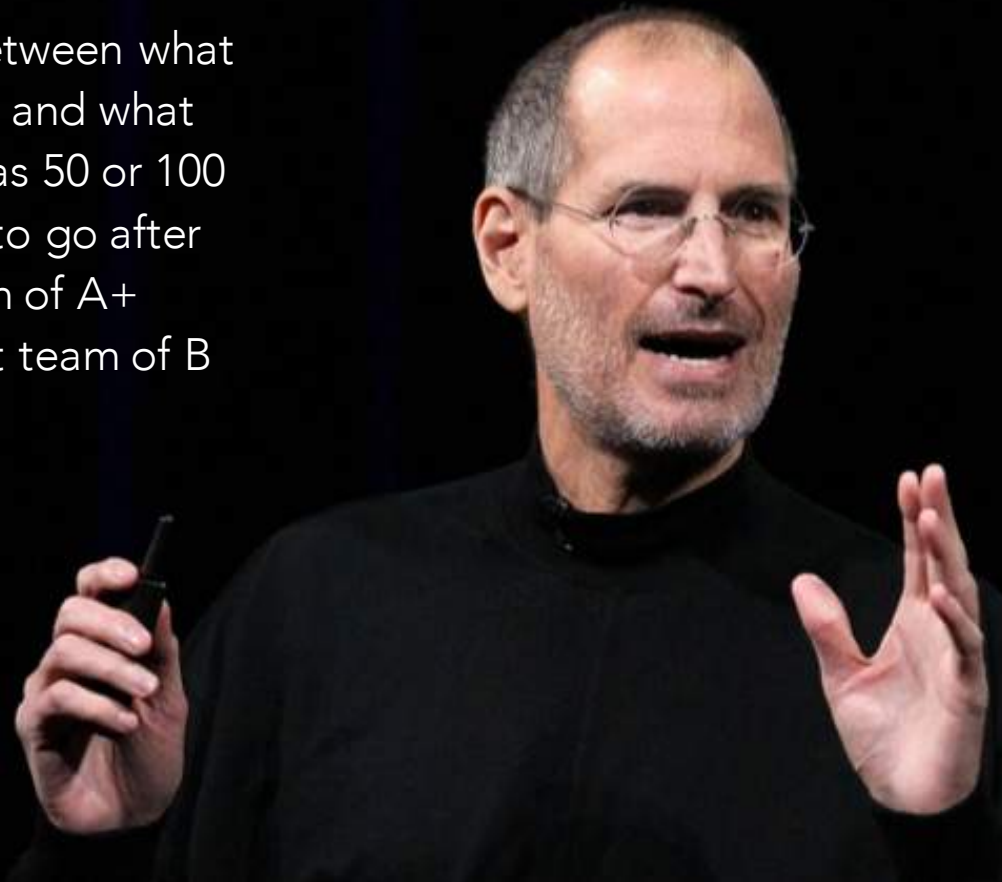


Source: HackerRank

And the same patterns of achievement
also exist in our workplaces

"I noticed that the dynamic range between what an average person could accomplish and what the best person could accomplish was 50 or 100 to 1. Given that, you're well advised to go after the cream of the cream. A small team of A+ players can run circles around a giant team of B and C players."

Steve Jobs, Apple



According to Harvard Business Review, this is exactly what Apple did

"We have seen all-star teams do extraordinary work."

Apple OS X



600 engineers

Less than 2 years

Microsoft Windows Vista



10,000 engineers

More than 5 years



Transformational talent: 3 key questions

What is the **impact** of transformational talent in our workplaces?

What do transformational people have in **common**?

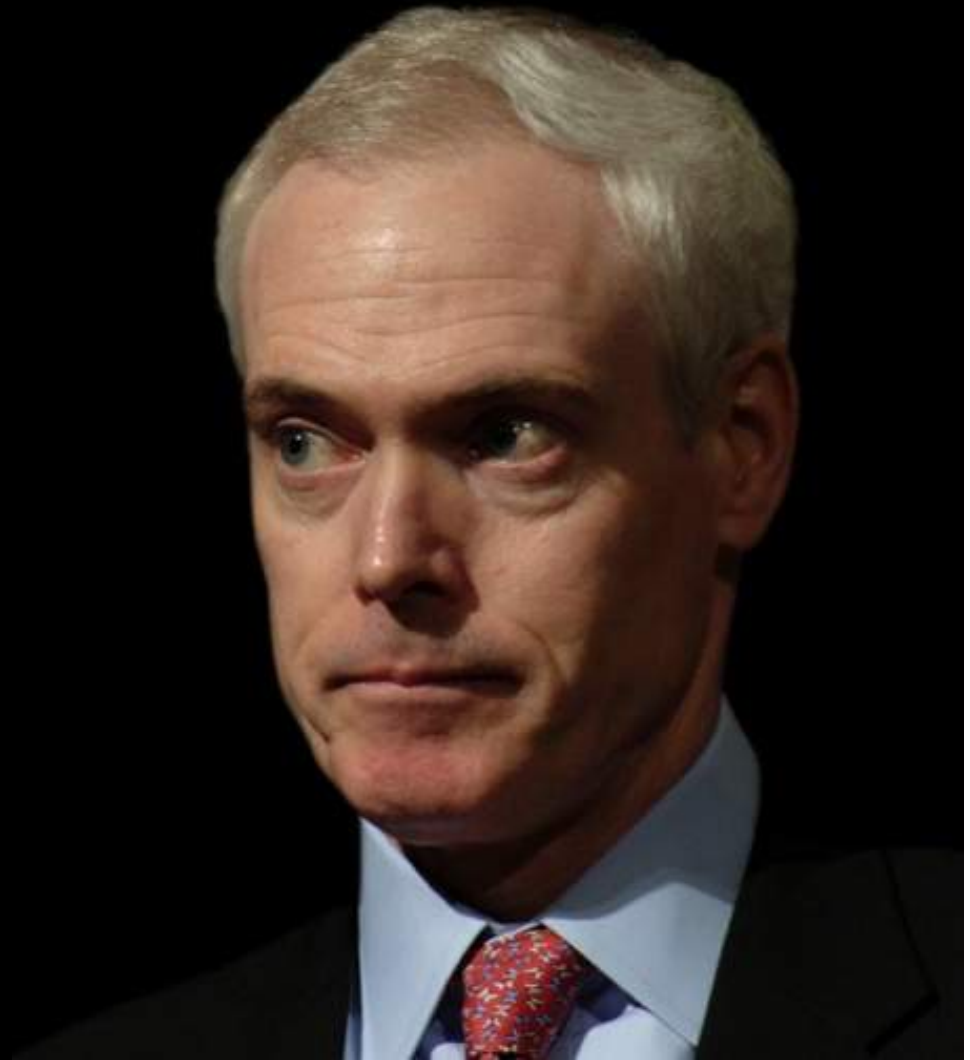
How can we **recruit and build teams** overflowing with top talent?

Question #1

What is the **impact** of transformational talent in our workplaces?

“People are not your most important asset.
The right people are.”

Jim Collins



So, what is the impact of having the right people? How much incremental impact comes from top performers?

We discovered answers from
3 prominent employers

What is the value of
a **top performer**?



High performers are
4X more productive than
average performers

Bain & Company

4X

What is the value of
a **top performer**?



High performers are
10X more productive than
average performers

Bain & Company



4X

GE



10X

What is the value of
a **top performer**?



High performers are
25X more productive than
average performers

Bain & Company



4X

GE



10X

Apple



25X

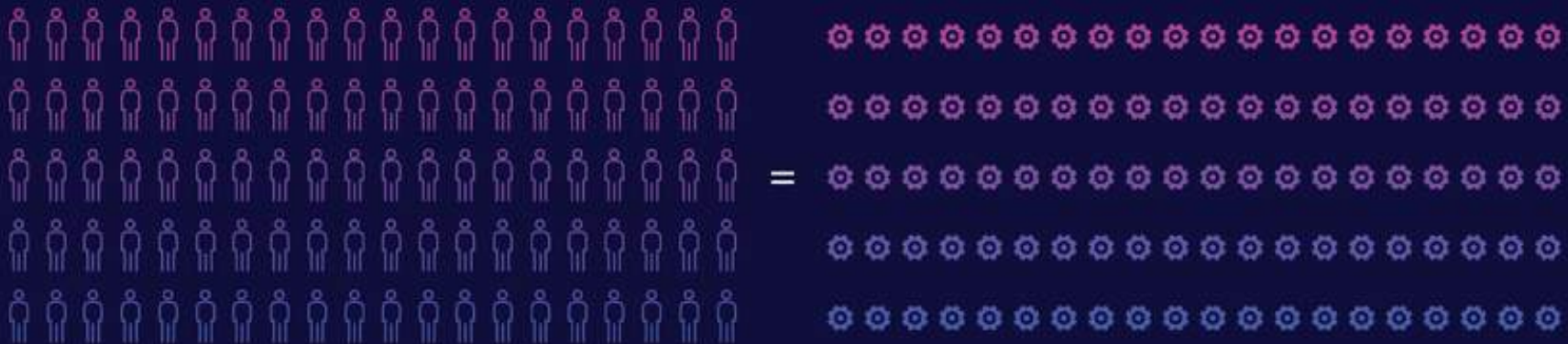
4X–25X

Who is correct?

They may all be right:

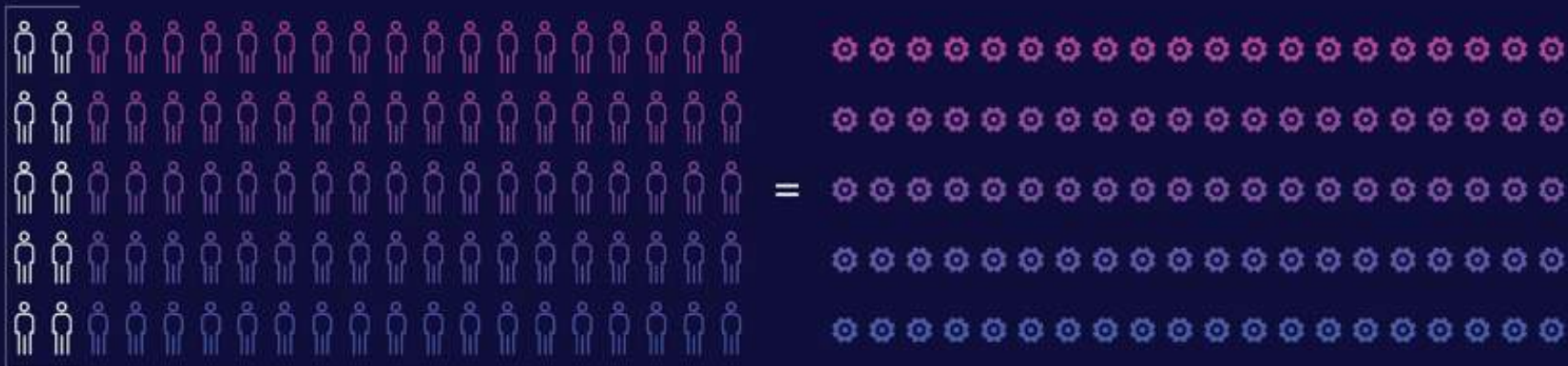
It comes down to the line you draw to
define “top talent”

Research shows a small portion of your workforce has an outsized impact on business output

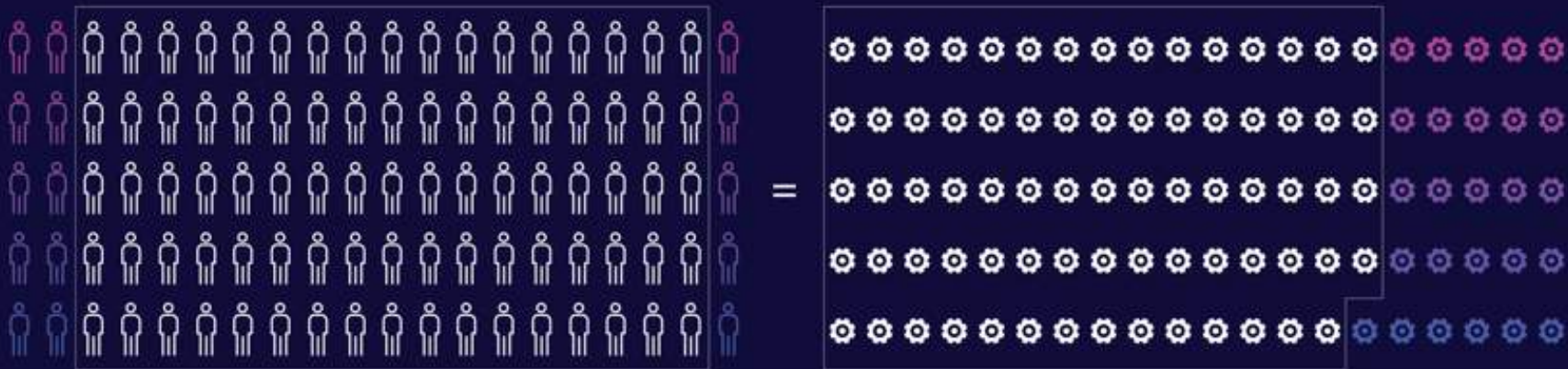


THE BEST AND THE REST: REVISITING THE NORM OF NORMALITY OF INDIVIDUAL PERFORMANCE, Personnel Psychology, 2012

The bottom 10% of talent is responsible for 0% of output



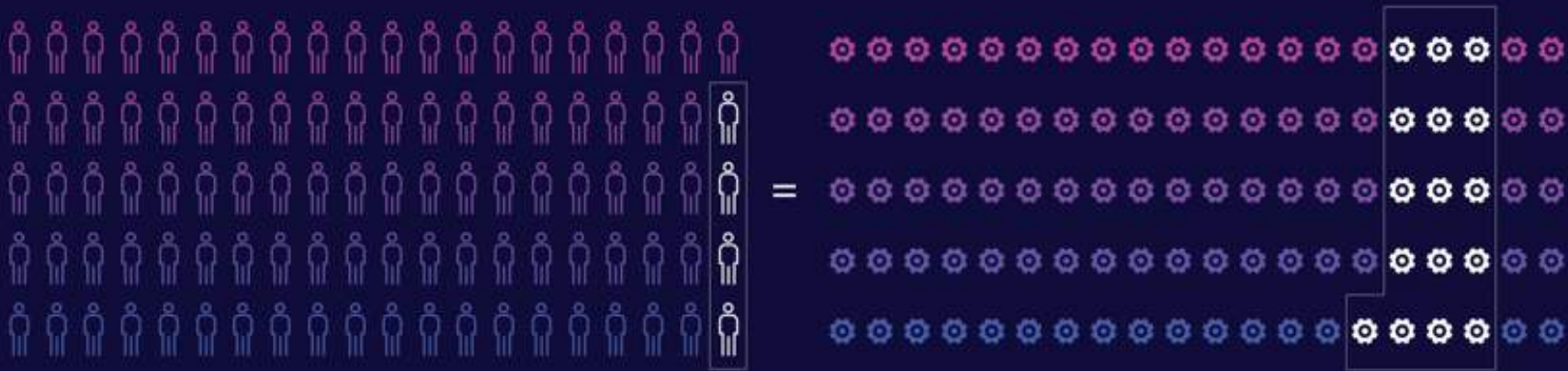
The next 85% of your talent is responsible for 74% of output



THE BEST AND THE REST: REVISITING THE NORM OF NORMALITY OF INDIVIDUAL PERFORMANCE, Personnel Psychology, 2012

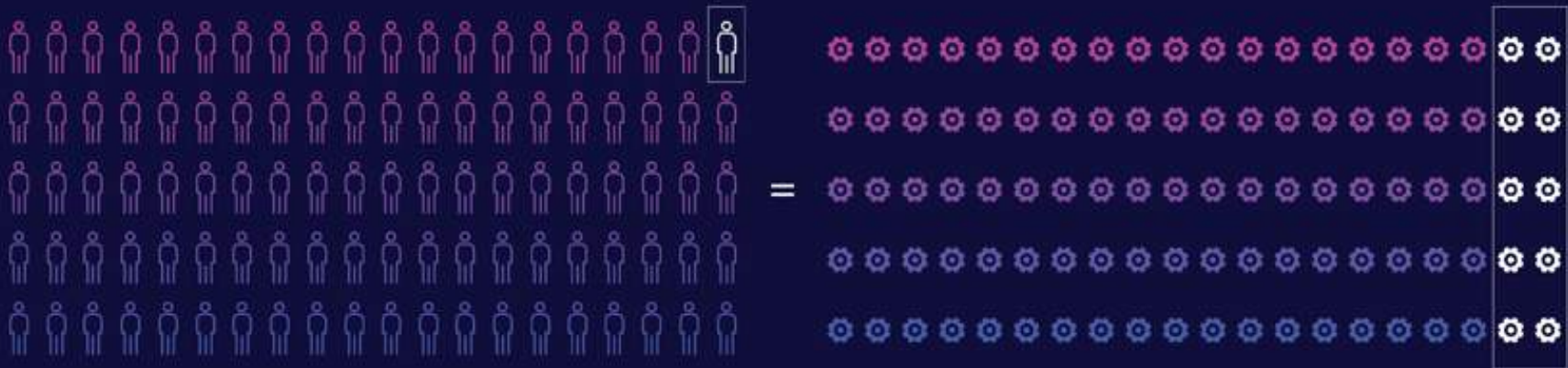
The top 4% of your workforce is responsible for 16% of output

That's 5X the output of the average worker



And 10% of productivity comes from the top 1% of employees

That's 10X more than the average worker



Question #2

What do transformational people have in common?

We have researched this extensively



In-depth interviews

Interviews were conducted within the United Kingdom, France, Germany and the Netherlands by Discuss.IO in July 2016 with 28 mid-level to senior managers who had at least 5 direct reports.



Employer surveys

Survey was conducted online within the United Kingdom, France, Germany and the Netherlands by Decipher/FocusVision on behalf of Indeed from July-August 2016 among 4,000 hiring managers with at least 5 direct reports who have managed their team for a minimum of one year.



Job seeker surveys

Survey was conducted online within the UK, France, Germany, and the Netherlands using the Decipher survey platform owned by FocusVision on behalf of Indeed from July 29 - August 22, 2016 among a total of 15,762 adults ages 18 and older.

We asked 4,000 hiring managers across Europe:

“Think about the most impressive top performer you’ve worked with at your current company or a previous company. What is the #1 attribute this person exemplified?”

We identified 5 leading attributes of transformational talent in the Netherlands



Strategic thinking



Problem solving



Passion



Ownership



Self-direction



Strategic thinking

Creative thinker, thinks
outside of the box



Problem solving

Ability to find and implement solutions
for difficult or complex issues



Passion

Demonstrated enthusiasm or excitement for a task or role



Ownership

Accepts responsibility for their work



Self-direction

Self-starter, someone who initiates new assignments and challenges

What makes this combination so transformational?



Strategic thinking



Problem solving



Passion



Ownership



Self-direction

A bias towards action



Strategic thinking



Problem solving



Passion



Ownership



Self-direction

Experience and the capability to learn how to do things effectively



Strategic thinking



Problem solving



Passion



Ownership



Self-direction

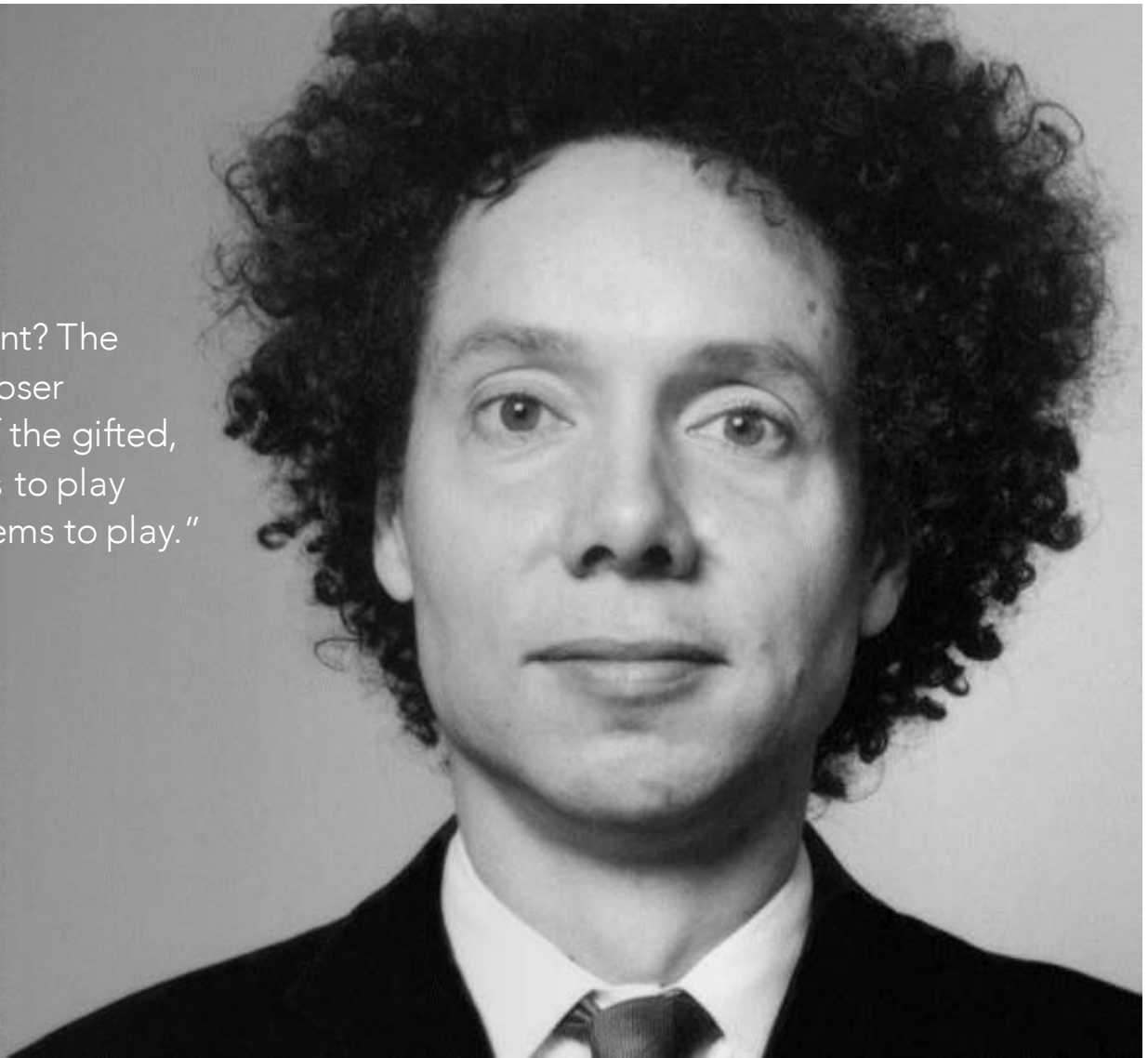
Effort or Experience

~~Effort or Experience~~

Effort + Experience

"Is there such a thing as innate talent? The obvious answer is yes ...[but] the closer psychologists look at the careers of the gifted, the smaller role innate talent seems to play and the bigger role preparation seems to play."

Malcolm Gladwell
Outliers: The Story of Success



The simple formula for transformational talent



60% effort

Drive, self-direction and initiative



40% experience

Problem solving and strategic thinking



As employers, our opportunity is to find more candidates with an **innate bias to action** and a track record of **doing things effectively**

Question #3

How can we **recruit and build teams** overflowing with top talent?

The most successful top talent recruiting programs
are built on three simple ideas

Idea #1

Top talent have options: You need to inspire them

"When you're surrounded by people who share a passionate commitment around a common purpose, anything is possible."

Howard Schultz
CEO, Starbucks



Research shows people look for jobs when they are either inspired by a new opportunity or discouraged at work

Which of the following best describes when you look at career opportunities?

When I feel dissatisfied with my current job



When I feel discouraged about my current job situation



When I see posts about jobs/companies that interest me



Source: Decipher/FocusVision on behalf of Indeed (N = 15,762)

When it comes to choosing a job,
top performers are different

For top performers, inspiration is the primary motivator for career change

10%

Top performers are 10% more likely than the average job seeker to look for more challenging work

Source: Decipher/FocusVision on behalf of Indeed (N = 7,376)

And top talent is more likely than the typical worker
to be attracted to a new job by ...

+7%

Meaningful work

Source: Decipher/FocusVision on behalf of Indeed (N = 7,376)

+50%

Company mission/Vision of organisation

Source: Decipher/FocusVision on behalf of Indeed (N = 7,376)

+14%

Clear path for advancement

Source: Decipher/FocusVision on behalf of Indeed (N = 7,376)

+15%

Better company reputation

Source: Decipher/FocusVision on behalf of Indeed (N = 7,376)

Top talent is **6% less** likely to accept a job
for better compensation or benefits

Source: Decipher/FocusVision on behalf of Indeed (N = 7,376)

Great companies use mission, purpose and
impact to attract transformational talent

Jobs at Apple

Corporate

Apple Store

Students

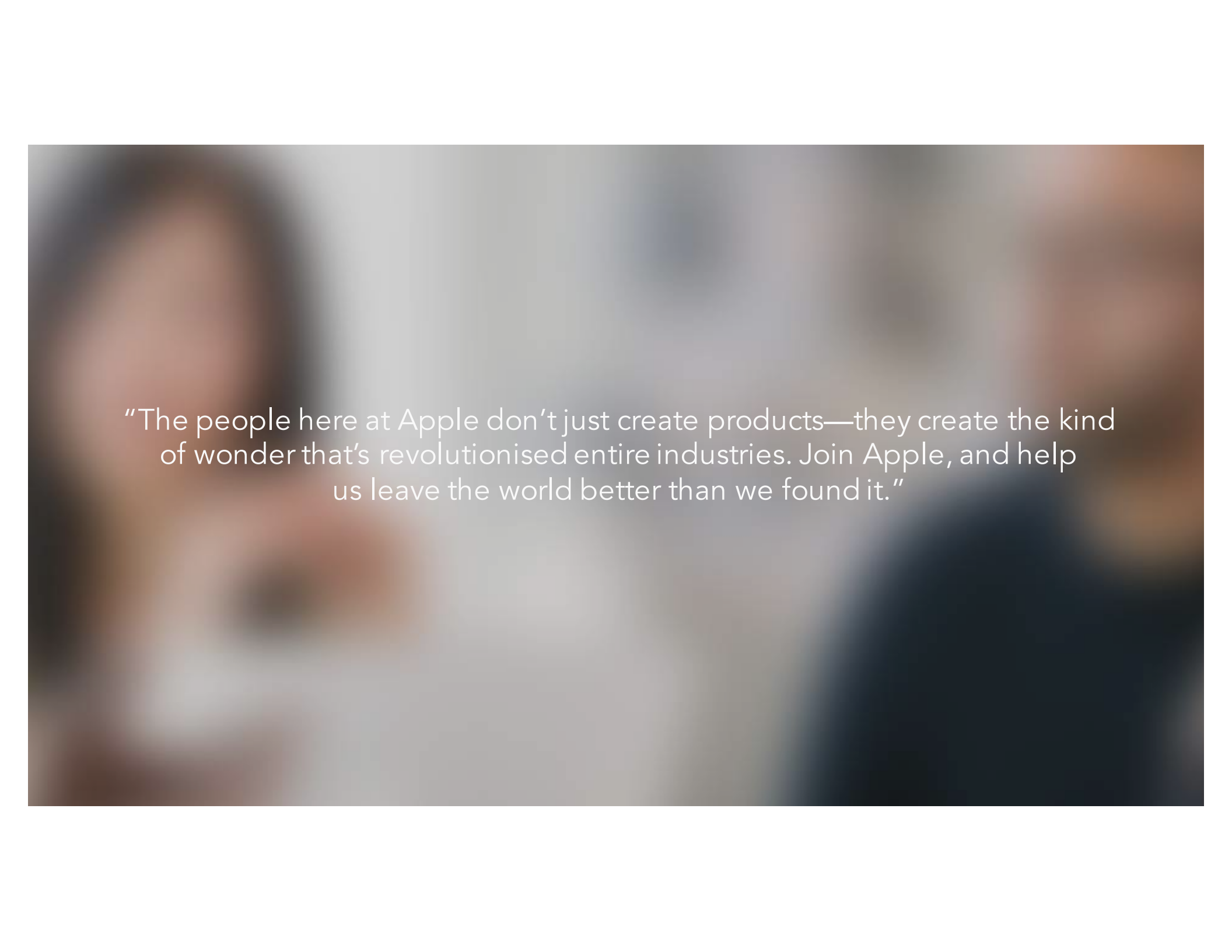
My Profile

Search Jobs

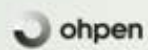


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With the whole world watching.

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"The people here at Apple don't just create products—they create the kind of wonder that's revolutionised entire industries. Join Apple, and help us leave the world better than we found it."



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JOIN OUR MISSION

WORK @ OHPEN... NOT JUST ANOTHER DAY AT THE OFFICE!

OUR JOB OPENINGS

Will you join our cause and fill the gaps within our ranks?

"We want to exceed our clients, suppliers, partners and investors' expectations. We are not a standard company, do not offer standard services and are not looking for average people. Everything we do, we do differently and more innovative. This creates an environment in which we can have a true impact on people we work for and work with."

Welcome Departments Locations Engineers University Contractors

Create a world that inspires human connection



Create

We build the best
experience for our
community - as a team.



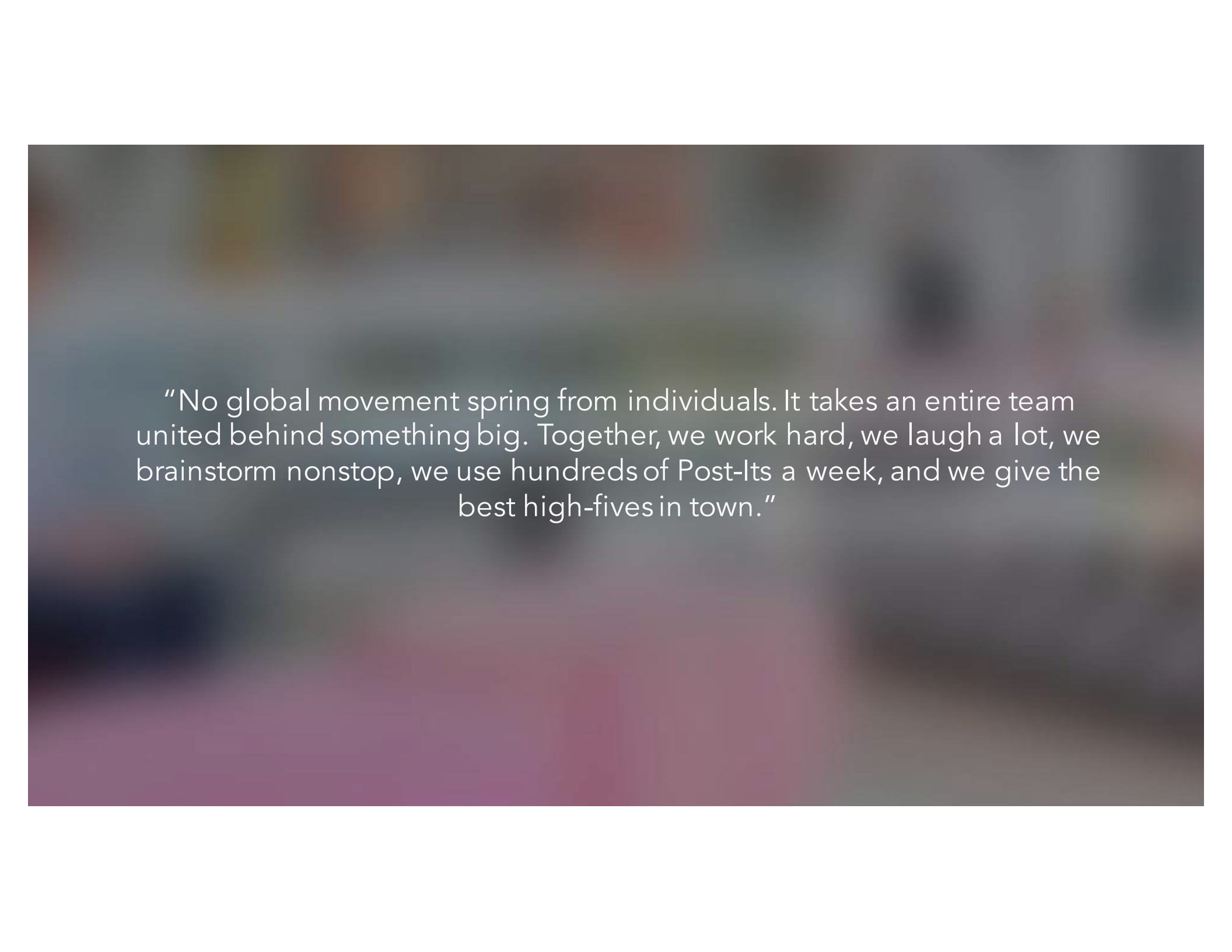
Learn

We look inside and
outside for inspiration
and learning.



Play

Life is what happens
when you're busy
working. We make sure
to enjoy it.



"No global movement spring from individuals. It takes an entire team united behind something big. Together, we work hard, we laugh a lot, we brainstorm nonstop, we use hundreds of Post-Its a week, and we give the best high-fives in town."

PHILIPS

Careers

Working at Philips

Functional Areas

Job Search



Careers > HealthTech

Life at Philips

Helping improve billions of lives worldwide

Search Jobs

Helping improve billions of lives worldwide

Working at Philips means driving your career in an organization with an incredible diversity of nationalities, skills, backgrounds, functions and challenges. We have opportunities for starters as well as experienced professionals in everything from applied research to marketing and sales and in over 100 countries. We're a fascinating company to be part of, a global leader in research and





"Are you looking to make a real difference? Then why not help us meet our goal of improving the lives of 3 billion people a year by 2025? Come and join us as we strive to make the world healthier and more sustainable through meaningful innovation."

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[Why ING](#)


[What we look for](#)

+ [International Talent Programme](#)



Why ING

There's never been a more interesting time to work at ING. We're on a journey of change that's powered by technology, centred around our



“There’s never been a more interesting time to work at ING. We’re on a journey of change that’s powered by technology, centered around our customers, and driven by smart, determined people.”

Idea #2

In the internet economy, top talent will find you if you make it easy

When it comes to career decisions, top talent
want to choose their own path



Top performers want
to be in control of
their career decisions

60%

Agree

"I would feel more confident a job is the right fit for me when I pick the company and apply rather than being contacted by an external party for the position."

55%

Agree

"I think I would be more successful in a job I found and got on my own versus a job which I got through an external party (friend, recruiter, etc)."

Source: Decipher/FocusVision on behalf of Indeed (N = 7,376)

The majority of top performers in each of the markets surveyed agreed that they want to be in control of their job search

Germany	United Kingdom	Netherlands	France
59%	64%	54%	61%

Agree

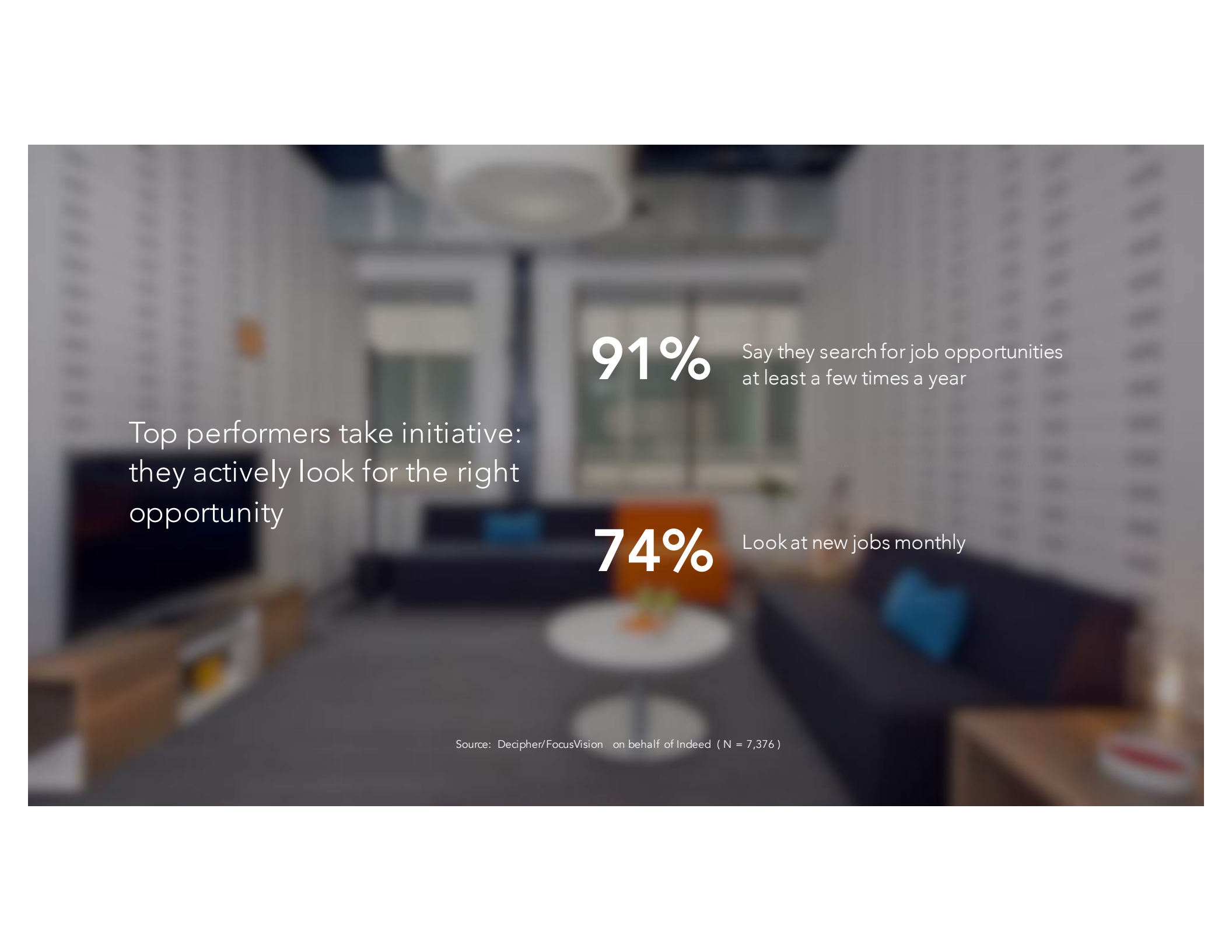
"I would feel more confident a job is the right fit for me when I pick the company and apply rather than being contacted by an external party for the position."

Germany	United Kingdom	Netherlands	France
57%	59%	50%	57%

Agree

"I think I would be more successful in a job I found and got on my own versus a job which I got through an external party (friend, recruiter, etc.)."

Source: Decipher/FocusVision on behalf of Indeed (N = 1,774 (DE), N = 1,823 (UK), N = 2,006 (NL), and N = 1,773 (FR))



Top performers take initiative:
they actively look for the right
opportunity

91%

Say they search for job opportunities
at least a few times a year

74%

Look at new jobs monthly

Source: Decipher/FocusVision on behalf of Indeed (N = 7,376)

Top performers in the United Kingdom are most active in the job search, but this behaviour is universal across Europe

Germany	United Kingdom	Netherlands	France
92%	95%	90%	87%

Say they search for job opportunities
at least a few times a year

Germany	United Kingdom	Netherlands	France
72%	79%	72%	74%

Look at new jobs monthly

Source: Decipher/FocusVision on behalf of Indeed (N = 1,774 (DE), N = 1,823 (UK), N = 2,006 (NL), and N = 1,773 (FR))

In fact, only 9% of top performers hired across Europe were passive when it comes to job search

Active

91% of top performers hired in the last year took an action to find a job 6 months prior to being hired

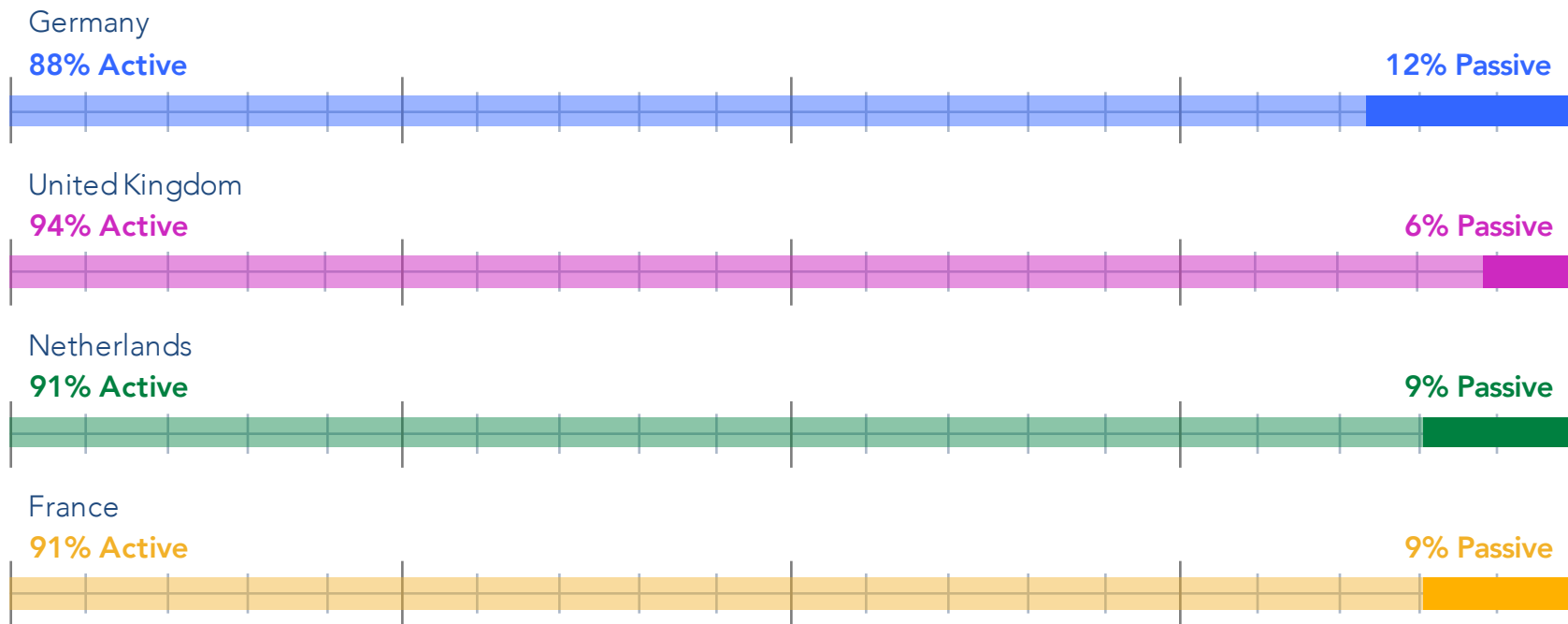
Passive

9% of top performers hired in the last year were passive during the 6 months prior to being hired



Source: Decipher/FocusVision on behalf of Indeed (N = 2,276)

This active to passive ratio is remarkably consistent when viewed by market



Source: Decipher/FocusVision on behalf of Indeed (N = 456 (DE), N = 557 (UK), N = 630 (NL), and N = 633 (FR))

When top performers look for a job, they primarily use inbound channels

Prior to being hired at your current job, which actions did you take to look for job opportunities?



Source: Decipher/FocusVision on behalf of Indeed (N = 2,276)



Visiting an online job site and subscribing to its alerts are the #1 and #2 activities for top performers hired in each market

	Germany	United Kingdom	Netherlands	France
% that visited an online job site	55%	54%	47%	46%
% that subscribed to job alerts or notifications from an online job site	43%	60%	54%	48%

Source: Decipher/FocusVision on behalf of Indeed (N = 456 (DE), N = 557 (UK), N = 630 (NL), and N = 633 (FR))

Unfortunately, many companies have recruiting processes that are inadvertently eliminating active, transformational talent

Idea #3

Make it easy for top talent to get through your door

"A company's success is predicated on you putting the right people in the right place at the right time."

Angela Ahrendts
CEO, Burberry



How can we attract enough of the right talent
to our companies (so that we can grow)?

Attracting top talent takes a highly coordinated end-to-end experience



Inspire



Make it easy to
show interest



Respond quickly
to applicants



Wow them with a
candidate
experience



Build a personal
connection with
them



Show them what is
special about your
company



Focus the offer on
the right things

In the era of job search, transformational talent will find your jobs

Transformational Talent



Inspire



Make it easy to
show interest



Respond quickly
to applicants



Wow them with a
candidate
experience



Build a personal
connection with
them



Show them what is
special about your
company



Focus the offer on
the right things

Companies with strong brands and reputations will have a strong pipeline of top talent

Transformational Talent



Inspire



Make it easy to
show interest



Respond quickly
to applicants



Wow them with a
candidate
experience



Build a personal
connection with
them



Show them what is
special about your
company



Focus the offer on
the right things

For other companies it may be more difficult

Transformational Talent



Inspire



Make it easy to
show interest



Respond quickly
to applicants



Wow them with a
candidate
experience



Build a personal
connection with
them



Show them what is
special about your
company



Focus the offer on
the right things

The biggest issue: companies accidentally eliminate
top talent early in the recruiting process

When companies make it too hard to show interest, top talent will go elsewhere

Transformational Talent



Inspire



Make it easy to
show interest



Respond quickly
to applicants



Wow them with a
candidate
experience



Build a personal
connection with
them



Show them what is
special about your
company



Focus the offer on
the right things

You risk losing up to **4%** of candidates with every **minute** you add to your application process

Source: Seven Step RPO

5 minutes

Median time to apply for Europe's top employers

Source: Indeed Time to Apply Study



Only the United Kingdom has a median apply time
longer than Europe's median

5

Minutes

Germany

10

Minutes

United Kingdom

2

Minutes

Netherlands

3

Minutes

France

Source: Indeed Time to Apply Study

The difference in apply time between the top and bottom quartile of European companies is 6 minutes

Top quartile



2.5 minutes
Or shorter


Bottom quartile



8.5 minutes
Or longer

Source: Indeed Time to Apply Study

The difference between the top and bottom quartiles is narrower in Germany, France and the Netherlands, and wider in the United Kingdom

	Top quartile	Bottom quartile
DE	 3 minutes Or shorter	 8.5 minutes Or longer
UK	 6 minutes Or shorter	 14 minutes Or longer
NL	 1.5 minutes Or shorter	 2.5 minutes Or longer
FR	 1.5 minutes Or shorter	 5.5 minutes Or longer

Source: Indeed Time to Apply Study

Apply times vary significantly across Europe



<1 minute
Shortest



35 minutes
Longest

Source: Indeed Time to Apply Study

Know your competition

Some of the fastest application processes in Europe include:

DE	 1 minute	 1.25 minutes	 1.25 minutes	 1.25 minutes	 1.25 minutes
UK	 1 minute	 1 minute	 1.25 minutes	 1.5 minutes	 2 minutes
NL	 0.5 minute	 0.5 minute	 1 minute	 1 minute	 1 minute
FR	 0.5 minute	 1 minute	 1 minutes	 1 minute	 1 minute

Source: Indeed Time to Apply Study

To be competitive in Europe, you have to have an
incredibly fast application process

If you have complex online job applications,
you will lose most of your transformational applicants

34

The average number of screener questions in the online job application processes of Europe's top companies

Source: Indeed Time to Apply Study



Apply processes at top French and Dutch companies tend to have fewer questions than the European average

40

Germany's Top
500 companies

34

UK's Top 120
companies

29

France's Top 90
companies

15

Netherlands Top
150 companies

Source: Indeed Time to Apply Study

The average Fortune 500 company loses 9/10 quality candidates to complex application processes

0
screener questions



100%

10
screener questions



83%

30
screener questions



50%

45+
screener questions



11%

% of quality candidates remaining

Source: Indeed Data (worldwide)

Know your competition

Companies with the fewest number of screener questions in Europe include:

DE	 5	 GEFA BANK 6	 6	VATTENFALL  8	 8
UK	NETFLIX 5	Taylor Wimpey 8	Associated British Foods plc 8	BUNZL 9	 mondi 10
NL	 4	 Strukton 4	am  6	TOPdesk 6	 6
FR	smar+ AD SERVER 4	nexway CONNECTED COMMERCE 4	 sigfox 5	 7	 8

Source: Indeed Time to Apply Study

What does great look like?

Netflix's application has
only 5 fields for all positions
(including senior-level and
hard-to-fill roles)



5 application questions
1 minute to apply

A screenshot of the Netflix job application form. The form is titled "NETFLIX" in red at the top left and "LIFE AT NETFLIX" and "JOB OPENINGS" in red at the top right. The form fields are: "First Name" and "Last Name" (text boxes), "Email" and "Phone" (text boxes), "Attach end/or paste your resume:" (text label), "ATTACH RESUME" (button), "Paste Resume:" (text label), and a large text area for pasting the resume. At the bottom is a red "SUBMIT APPLICATION" button.

Source: Indeed Time to Apply Study

Companies with Indeed Apply enabled have only 4 fields

They also receive up to 8X the number of applicants*

The screenshot shows a job application form for 'Medewerker Marketing' at 'PAX Raamdecoratie - 1014 BK Amsterdam'. The form includes the following fields and options:

- Naam**: A text input field.
- E-mail**: A text input field.
- Telefoonnummer (optioneel)**: A text input field.
- Curriculum Vitae (cv)**: A section with a 'Choose File' button and the text 'No file chosen'. Below it, a link says 'Log in om te solliciteren met je Indeed CV - Geen cv? Maak er nu een aan'.
- Bericht (optioneel)**: A large text area for a message.
- ☐ **Stuur me een bericht wanneer soortgelijke vacatures beschikbaar zijn**
- Bevestig je sollicitatiegegevens op de volgende pagina.
- Doorgaan** (blue button) and **Annuleren** (blue link).

Source: Indeed Data (worldwide)

In the Netherlands, Strukton's application has just 4 required fields and candidates can contact a recruiter directly with questions



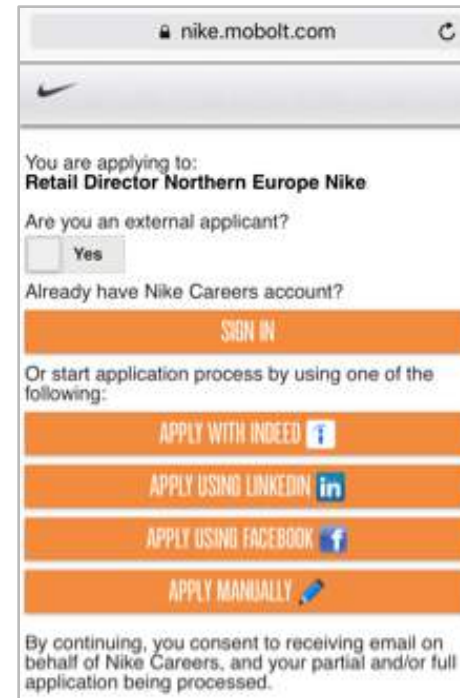
4 application questions

1.5 minute to apply

The screenshot shows a web application interface for applying to a job. At the top, there is a search bar with the text 'Zoeken...' and a red button labeled 'Zoeken'. Below this, the page title is 'Home > Alle vacatures'. The main heading is 'Je wilt reageren op de vacature: Contractmanager Nederland'. A sub-heading reads: 'Om dit formulier zo overzichtelijk mogelijk te houden, zijn slechts een beperkt aantal velden verplicht. Uiteraard is het wel zo dat hoe meer u invult, hoe beter Strukton uw reactie in behandeling kan nemen. Velden met een * zijn verplicht om in te vullen.' The form fields are: 'Voornaam:', 'Tussenvoegsel:', 'Achternaam: *', 'Telefoonnummer:', 'E-mailadres: *', 'Curriculum Vitae: *', and 'Motivatie: *'. The 'Curriculum Vitae' and 'Motivatie' fields have a 'Selecteer een bestand' button and a 'Bekijken' button. At the bottom right, there is a red button labeled 'Verstuur mijn sollicitatie'. On the right side of the form, there is a section for 'Contactpersoon HR' with a photo of Myrinda Visser, her name, phone number '06 27 02 25 62', and LinkedIn and WhatsApp icons. Below this is a section for 'Euraiscout' with the address 'Berkenweg 11, 3818 LA Amersfoort', phone number 'Tel nr 033-46 87 000', and email 'E-mail info@euraiscout.com'.

Source: Indeed Time to Apply Study

Nike, Inc. Europe, headquartered in Hilversum, provides candidates with multiple options for submitting their application, including through an Indeed account



The screenshot shows a web browser window with the address bar displaying "nike.mobolt.com". The page features the Nike logo at the top. Below the logo, the text reads: "You are applying to: **Retail Director Northern Europe Nike**". A question follows: "Are you an external applicant?" with a "Yes" button. Below this is the question "Already have Nike Careers account?" and a "SIGN IN" button. A section titled "Or start application process by using one of the following:" lists four options: "APPLY WITH INDEED" (with an Indeed icon), "APPLY USING LINKEDIN" (with a LinkedIn icon), "APPLY USING FACEBOOK" (with a Facebook icon), and "APPLY MANUALLY" (with a pencil icon). At the bottom, a disclaimer states: "By continuing, you consent to receiving email on behalf of Nike Careers, and your partial and/or full application being processed."

Source: Indeed Time to Apply Study

Subscribing to job alerts or notifications is the most common action that top performers in the Netherlands take when they look for jobs—Alliander takes advantage of that fact, encouraging candidates to sign up for alerts on their career site



9 required application questions
1 minute to apply

The screenshot shows the Alliander career website. At the top, there's a navigation bar with the Alliander logo and links for 'VACATURES', 'VAKGEBEDEN', 'TRAINEESHIPS', 'STAGES', and 'OVER ALLIANDER'. Below this is a banner image featuring two workers in safety gear. The main section is titled 'Onze vacatures' and includes four filter dropdowns: 'Vakgebied', 'Regio', 'Opleidingsniveau', and 'Werkervaring', each with a 'Maak je keuze...' prompt. Below the filters, it states 'Gevoonden vacatures: 144'. The first job listing is for 'Stagiair Learning Analytics | Amhem', with details about the stage, region, and MBO level. A blue box highlights the 'Meld je aan' button, with text above it saying 'Blijf op de hoogte van onze vacatures.' Below the job listing, there's a link for 'Teammanager Hoogspanningslijnen'.

Source: Indeed Time to Apply Study

In the UK, Twinings—a subsidiary of Associated British Foods Plc—offers candidates help with the logistical details of applying directly within their online application



8 required application questions
2 minutes to apply

APPLY FOR THIS JOB

Please use the form below to forward us your details and CV.

For assistance and suggestions please refer to the "Need help applying?" panel below.

NEED HELP APPLYING?

FIRST NAME *

LAST NAME *

E-MAIL *

ARE WE A GOOD FIT FOR YOU?

Are you eligible to work in the UK? *

☐ Yes ☐ No

Are you committed to work your hours flexibly to suit the needs of the business? *

☐ Yes ☐ No

Please read the FAQs page for more details. Are you prepared to live and breathe these values, which underpin our business? *

☐ Yes ☐ No

CV (PDF) *

No file chosen

COVER LETTER (PDF) *

No file chosen

(*) Please tick here to confirm that you agree to our privacy policy.

APPLY FOR THIS JOB

Please use the form below to forward us your details and CV.

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NEED HELP APPLYING?

Please enter your first name, last name and email address.

In your receiving letter, we'll like to hear why you are interested in this role and why your skills and experience may be suitable. It is also helpful if you can let us know your salary and benefit information too.

In addition, please attach your up-to-date CV.

To upload your files please:

- Check that your file is saved as either a Saved As.docx file (.docx) or a Microsoft Word Document (.doc).
- Check that your file is NO bigger than 2 MB (2,048Kb) in size.

Next, repeat the following steps for your CV and optionally your covering letter:

- Click on the "Choose File" button.
- In the file upload window navigated to the file you want to upload.
- Click on the file you want to upload and then click the "Open" button.
- Check the details you have entered and click the "Apply" button.

FIRST NAME *

LAST NAME *

E-MAIL *

ARE WE A GOOD FIT FOR YOU?

Are you eligible to work in the UK? *

☐ Yes ☐ No

German company Roche enables candidates to auto-fill application details by connecting their social accounts, drastically reducing the time to apply

The screenshot displays the Roche recruitment portal interface. At the top, there is a navigation bar with the Roche logo on the right and links for 'Global Web Site', 'Roche in Your Land', and 'Kontakt'. Below this is a secondary navigation bar with links: 'Home', 'Über Roche', 'Produkte', 'Nachhaltigkeit', 'Forschung und Entwicklung', 'Medien', 'Investoren', and 'Börsen'. The main content area starts with the text 'Sie bewerben sich auf: Head of Functional Module Pre-Analytics (m/w/d)'. It then asks 'Haben Sie bereits ein Roche-Konto?' and provides a blue 'EINLOGGEN' button. Below this, it says 'Oder starten Sie den Bewerbungsprozess, indem Sie eine der folgenden Möglichkeiten auswählen:' and lists four options in blue buttons: 'MIT INDEED BEWERBEN' (with an Indeed logo), 'MIT LINKEDIN BEWERBEN' (with a LinkedIn logo), 'MIT FACEBOOK BEWERBEN' (with a Facebook logo), and 'ERSTELLEN SIE EIN BEWERBUNGSPROFIL' (with a checkmark icon). At the bottom, a small disclaimer states: 'Durch Fortfahren erklären Sie sich damit einverstanden, E-Mails im Namen von Roche zu erhalten und dass Ihre unvollständige und/oder vollständige Bewerbung verarbeitet wird.'

Source: Indeed Time to Apply Study

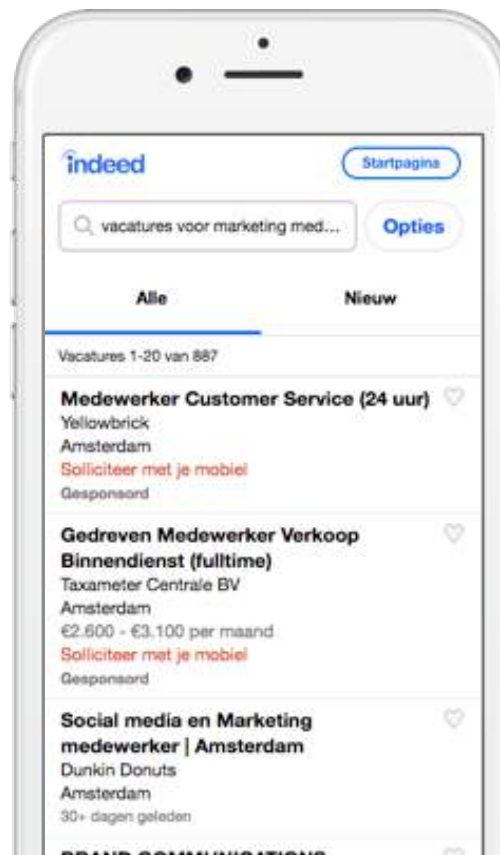
If top candidates can't apply to your jobs, they won't

Today, candidates search for and apply for jobs on mobile devices

70%

Of applications submitted on Indeed are from mobile devices

Source: Indeed Data (worldwide)



2.5M

Indeed Apply applications submitted each day on mobile

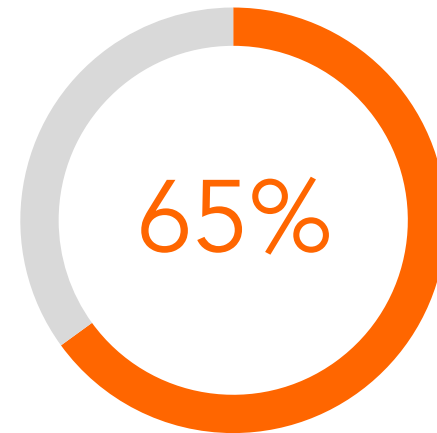
Job search is also increasingly mobile

France: 54%

Germany: 62%

Netherlands: 65%

United Kingdom: 70%



of global traffic to Indeed
is mobile

58%

Just over half of the application processes for
European companies are mobile optimised

Source: Indeed Time to Apply Study

Percentage of application processes that are mobile friendly, by country

67%

Germany

49%

United Kingdom

59%

France

32%

Netherlands

Source: Indeed Time to Apply Study

So where do we go from here?

“No team has ever had too many strong performers.”

Sheryl Sandberg
COO, Facebook



Global labor trends will continue to increase the impact of top talent over the next decade



Summary: How to recruit more transformational top talent



Inspire top
talent



Make it easy
for top talent
find your jobs



Keep your
apply process
simple



Create a great
top talent
experience



Look for the
5 markers of
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Give offers
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Inspire top talent



Make it easy for top talent find your jobs



Keep your apply process simple



Create a great top talent experience




Look for the 5 markers of top talent



Give offers that matter to top talent

What is the impact of doing these 6 things?

...the potential to transform your business

A black and white photograph of Walt Disney. He is a middle-aged man with a mustache, wearing a dark suit, white shirt, and dark tie. He is smiling slightly and pointing his right hand towards the left side of the frame. The background is a library with bookshelves filled with books. A large, dark, framed picture or map is visible on the left wall.

"You can dream, create, design and build the most wonderful place in the world... but it requires people to make the dream a reality."

Walt Disney
Founder, The Walt Disney Company



Transformational Talent:

Portrait of the High-Potential Workforce

Anouk Kon

Recruitment Evangelist Benelux, Indeed