54% of companies report talent shortages, the highest in over a decade.

With such an acute talent shortage, employers are challenged with catering to the needs and desires of an increasingly in-demand workforce while others are trying to do the same. To be successful, they need to understand what workers want as part of a holistic talent strategy.

**The Hardest Skills to Find**

1. **Skilled Trades**
2. **Sales & Marketing**
3. **Technicians**
4. **Manufacturing**
5. **Construction**
6. **Healthcare** (doctors, nurses & other non-nursing health professionals)
7. **IT** (information security analysts, software engineers)
8. **Accounting & Finance** (certified public accountants, financial analysts)
9. **Engineering** (chemical, electrical, civil, mechanical)
10. **Teachers**

**Difficulty Filling Roles by Company Size**

<table>
<thead>
<tr>
<th>Company Size</th>
<th>MICRO ≤ 4</th>
<th>SMALL 5-49</th>
<th>MEDIUM 50-250</th>
<th>LARGE 250+</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 Talent Shortage Survey</td>
<td>32%</td>
<td>45%</td>
<td>56%</td>
<td>67%</td>
</tr>
</tbody>
</table>

**What Works Want**

Get it right the first time. What attracts workers to an organization can also be what engages and makes them stay. When competition for talent and skills is as acute, getting it right up front brings return on investment for the long term. Globally, these are the top five needs and desires that are non-negotiables for all workers.

1. **Challenging work in the form of education, experience and exposure**
2. **Personalized career insight, driven from data and assessment**
3. **Flexibility and control over calendar is a must and contributes to worker wellbeing**
4. **No spoiler alert necessary: Pay always matters – but how it’s delivered matters more**
5. **Purpose is a must. Workers want to take pride in what they do and who they work for**

**A Holistic Talent Strategy**

Winning in the digital age demands faster, more targeted approaches than ever before. To meet the needs of today’s in-demand talent, an effective talent strategy should comprise a mix of four key elements: BUILD, BUY, BORROW and BRIDGE.