Trend Spotting

The Top Trends You Can’t Ignore
Agenda

• Try some FutureView™
• Look at hard and soft trends
• Explore the war for talent
• Examine new research
• Share ideas for moving forward
Your ability to project yourself into the future and then look back at your present position from that future point of view.
Crystal Ball Predictions

You can’t build what you can’t see.

Daniel Burrus, CEO Burrus Research
Flash Foresight – Start with Certainty

• Hard Trend
• Both Cyclic and Linear Change
A projection based on measurable, tangible, and fully predictable facts, events, or objects. Something that will happen, a future fact.

• Soft Trend
A projection based on statistics that have the appearance of being tangible, and fully predictable. Something that might happen, a future maybe.
Anticipate – Hard Trend

Technological Advancement

• 8 Pathways
1. Dematerialization
2. Virtualization
3. Mobility
4. Product Intelligence
5. Networking
6. Interactivity
7. Globalization
8. Convergence

• Accelerators
1. Processing Power
2. Bandwidth
3. Storage

Hard trends move inexorably forward in one direction and cannot be reversed.
72% hiring + Percentage of organizations that are struggling to find skilled professionals = War for Talent

24% Expanding
48% Filling open positions

Frontline/help desk: 47%
Escalated support: 62%
Management: 59%


Stress causing turnover
49% report stress levels as a cause of turnover

Turnover issue
24% have a turnover issue
21% anticipate a turnover issue

Heavy workload leads to stress
64% of “very overworked” staff are “very stressed”

Overworked technical support
83% Managers
78% Escalated support
65% Frontline

Average number of weeks to hire
- Management: 9.5 weeks
- Escalated support: 7.2 weeks
- Frontline: 5.5 weeks

Abandoned responsibilities
73% of organization have those in other positions take on the responsibilities of vacant positions

The Turnover Cycle
- Increased stress
- Increased workload
- Employees take on responsibilities of vacant positions
- Turnover
- Search

Break the Cycle!
- Support professionals want and value opportunities to learn, grow and advance.
- A strong cultural environment results in lower stress levels.
- Turnover is less of an issue for organizations providing the most sought-after perks/benefits.
- Vacant positions contribute to overwork. Creative staffing alternatives, such as insourcing and using remote workers to solve geographical challenges, can help organizations stabilize their workforce.
The Effect of Perks on Turnover

Top Four Perks Offered to Employees

<table>
<thead>
<tr>
<th>Percentage who selected this perk</th>
<th>Value of this perk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid time off</td>
<td>75%</td>
</tr>
<tr>
<td>Medical insurance</td>
<td>83%</td>
</tr>
<tr>
<td>Retirement benefits</td>
<td>62%</td>
</tr>
<tr>
<td>Flexible work hours</td>
<td>51%</td>
</tr>
</tbody>
</table>

Turnover (Nonmanagement) Issues for Organizations with Top Four Perks

- 58% Currently an issue
- 18% Anticipate this issue in the next twelve months
- 18% Not an issue
- 6% I don’t know

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What’s Valuable to Employees

The Elements of a Successful Work Culture

<table>
<thead>
<tr>
<th>Element</th>
<th>Percentage Selected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities to Learn</td>
<td>77%</td>
</tr>
<tr>
<td>Access to training and development</td>
<td>76%</td>
</tr>
<tr>
<td>Work/life balance</td>
<td>74%</td>
</tr>
<tr>
<td>Attainable performance goals</td>
<td>72%</td>
</tr>
<tr>
<td>Opportunities for advancement</td>
<td>66%</td>
</tr>
<tr>
<td>Good working relationship with the boss</td>
<td>64%</td>
</tr>
<tr>
<td>Camaraderie with coworkers</td>
<td>62%</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td>57%</td>
</tr>
<tr>
<td>Reward and recognition program</td>
<td>50%</td>
</tr>
</tbody>
</table>

Legend:
- Red: Very important
- Orange: Somewhat important
- Blue: Not important

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Re-recruit Your Best Employees

John Reed
Senior Executive Director
Robert Half Technology

#1 most valued benefit – paid time off
#3 in most valued workplace culture – work / life balance
Opportunities for Growth

#2 reason for turnover – limited opportunity to learn, growth, and advance

Ron Willbanks
Director of Restaurant Services
Whataburger Restaurants
## Sought After Skills - Frontline

### Top Five Skills Necessary for a Frontline/Help Desk Employee to be Successful

<table>
<thead>
<tr>
<th>Skill</th>
<th>Percent citing this skill</th>
<th>Difficulty finding candidates with this skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer service skills</td>
<td>66%</td>
<td>6.09</td>
</tr>
<tr>
<td>Problem-solving /troubleshooting skills</td>
<td>54%</td>
<td>6.21</td>
</tr>
<tr>
<td>Communication skills</td>
<td>50%</td>
<td>6.16</td>
</tr>
<tr>
<td>Ability to learn quickly</td>
<td>45%</td>
<td>5.84</td>
</tr>
<tr>
<td>Ability to work under pressure</td>
<td>39%</td>
<td>6.25</td>
</tr>
</tbody>
</table>
### Top Five Skills Necessary for a Level 2/Level 3/Desktop Support Employee to be Successful

<table>
<thead>
<tr>
<th>Skill</th>
<th>Percent citing this skill</th>
<th>Difficulty finding candidates with this skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem-solving /troubleshooting skills</td>
<td>60%</td>
<td>6.00</td>
</tr>
<tr>
<td>Technical skills for specific software(s)</td>
<td>42%</td>
<td>6.17</td>
</tr>
<tr>
<td>Technical skills for specific hardware(s)</td>
<td>33%</td>
<td>5.47</td>
</tr>
<tr>
<td>Ability to work under pressure</td>
<td>30%</td>
<td>6.04</td>
</tr>
<tr>
<td>Customer service skills</td>
<td>30%</td>
<td><strong>6.52</strong></td>
</tr>
</tbody>
</table>
### Top Five Skills Necessary for a Management Employee to Be Successful

<table>
<thead>
<tr>
<th>Percent citing this skill</th>
<th>Difficulty finding candidates with this skill (1 = extremely easy  →  10 = extremely difficult)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership skills</td>
<td>66%</td>
</tr>
<tr>
<td>Communication skills</td>
<td>49%</td>
</tr>
<tr>
<td>Strategic thinking skills</td>
<td>48%</td>
</tr>
<tr>
<td>Organizational skills</td>
<td>38%</td>
</tr>
<tr>
<td>Ability to handle change</td>
<td>30%</td>
</tr>
</tbody>
</table>

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Backdrop: Changing Workforce Dynamics

Diverse technologies

Increased skill demand

Staff reductions

Increasing volume

Remote and mobile workforce
Backdrop: Workplace Virtualization

Cloud

SaaS

Mobile Devices

Virtual Desktop
Cloud services and customer demand for anytime, anywhere access disrupts traditional models.

Organization leaders look toward IT as partner for innovation, growth, profitability.

IT to evolve roles/responsibilities to bridge the gaps and work toward shared goals.

Adaptability, flexibility, problem solving top list of core competencies in era of constant change.
What’s Keeping Us Up at Night?

Shannon Cepica
Managing Director, IT Support
Central
Texas Tech University
Awake at Night? - Accessibility

Mary Cruse
Director, IT Customer Service
First American Title Company
Multichannel Support Options

- PHONE
- EMAIL
- WEB REQUEST (i.e., tickets submitted via an online form)
- FACE-TO-FACE
- CHAT
- FAX
- SOCIAL MEDIA
Awake at Night? – BYOD

Brian Fox
Senior Program Manager
CompuCom
Awake at Night? - Mobility

Ron Willbanks
Director of Restaurant Services
Whataburger Restaurants
Skillset of the Future

List two traits that your ideal new hire to the support organization would have?
Top 5 Characteristics of the Future

According to the survey results, industry professionals believe that technical support organizations will need staff with these five* characteristics:

- **A passion for supporting customers (i.e., a customer service mindset)**: 88%
- **A desire to continue learning about technologies and trends (on and off the clock)**: 80%
- **Social intelligence (i.e., human connection in a digital world)**: 75%
- **A proactive approach to solving problems and/or creating efficiencies**: 71%
- **Greater collaboration with staff inside and outside the technical support center**: 71%

*More than one response permitted.*
New Skills – Knowledge/Collaboration

Ron Willbanks
Director of Restaurant Services
Whataburger Restaurants
New Hats for Support Professionals

- Customer advocate: 76%
- Customer productivity enabler: 69%
- Liaison to cloud/managed services providers: 54%
- Liaison to mobile device vendors: 54%
- Business relationship manager (business collaborator): 53%
- Change advocate: 52%
- Technology innovator: 45%
- Other: 3%
The Face of IT

Mary Cruse
Director, IT Customer Service
First American Title Company
Innovation

Shannon Cepica
Managing Director, IT Support
Central
Texas Tech University
“More than half of IT staffers and managers consider interacting with customers critical. For anyone looking for a spot as a highly valued, well-paid IT pro, combining a deep understanding of the customer with sharp technical skills is a strong place to start.”

Chris Murphy, “Warming Trend: Why Employers Shouldn’t Get Complacent as IT Salaries Thaw – and 10 Other Lessons from 14,000 IT Pros,” Information Week, April 22, 2013.
Tips on Recruiting/Hiring

- Set realistic hiring goals
- Revisit job descriptions
- Consider remote workers
- Hone your interview skills
- Consider contract-to-hire
- Revisit perks and benefits
Resources from [www.thinkhdi.com](http://www.thinkhdi.com)

- “War for Talent,” 2012 Report
- “Winning the War for Talent,” John Reed *SupportWorld* article
- Key Role Profiles
- “Value of Professional Associations,” Roy Atkinson *SupportWorld* article
Thank You!

Cinda Daly
Director of Content, HDI

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Cinda Daly

cdaly@thinkhdi.com
At this level, employees are:

- Slightly overworked and somewhat stressed
- Turnover most often due to compensation constraints, limited opportunities to advance, and low morale
- Most sought-after skills – customer service, problem solving, and troubleshooting,
- Most difficult skill to find – ability to work under pressure

Recruiting baseline

- A two- or four-year college degree
- Certifications and/or some experience desirable
- An average of 5.5 weeks to fill a vacant frontline/help desk position
- Usually one to three years of tenure before advancing
At this level, employees are:

- Slightly overworked and somewhat stressed
- Turnover most often due to compensation constraints, limited opportunities to advance, and low morale
- Most sought-after skills – problem solving and troubleshooting,
- Most difficult skill to find – customer service skills

Recruiting baseline

- A technical or two-year college degree
- Industry certifications required
- An average of 7.23 weeks to fill a vacant frontline/help desk position
- Usually two to five years of tenure before advancing
At this level, employees are:

- Slightly to very overworked and somewhat to very stressed
- Most sought-after skills – leadership and communication
- Most difficult skill to find – ability to think strategically

Recruiting baseline

- A four-year college degree
- An average of 9.46 weeks to fill a vacant frontline/help desk position
- Usually five to eight years of tenure before advancing