Global Talent Competitiveness Index

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The GTCI is a multi-stakeholder effort

- Research undertaken by INSEAD
- Three partners: the Human Capital Leadership Institute and Adecco, with INSEAD
- INSEAD Academic Network & International Advisory Board
- Independent statistical audit by the Joint Research Centre of the European Commission

Talal Abu-Ghazaleh - TAG Org
Thierry Breton - Atos Origin
Arnoud De Meyer - SMU
Yoko Ishikura - Keio University
Mats Karlsson - World Bank
Vineet Nayar - HCL Technologies
A tool for Action covering 103 Countries

Global Talent Competitiveness Index (GTCI)

Input

Enablers
- Regulatory Landscape
- Market Landscape
- Business Landscape

Attract
- External Openness
- Internal Openness
- Access to Growth Opportunities

Grow
- Formal Education
- Lifelong Learning

Retain
- Sustainability
- Lifestyle

Output

LV Skills
- Employable Skills
- Labour Productivity

GK Skills
- Higher Skills and Competencies
- Talent Impact

LV = Labour and Vocational  GK = Global Knowledge

Global Talent Competitiveness Index Launch 2013 – Singapore
The GTCI Model is audited by the EC Joint Research Centre (JRC)

**European Commission JRC**
- Under the Commissioner for Research, Innovation & Science World
- Authority on Composite Indicators
- Co-Author of Handbook on Composite Indicators (with the OECD)

**JRC Audit Process for the GTCI**
- Audit received in September: Reliability of the model - c-alpha 0.94
- Audit included in the GTCI report (Chapter 5)
### Key Messages (1) – GTCI and Sub-Indices

<table>
<thead>
<tr>
<th>GTCI</th>
<th>GTCI Input</th>
<th>GTCI Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Switzerland</td>
<td>1. Switzerland</td>
<td>1. Switzerland</td>
</tr>
<tr>
<td>2. Singapore</td>
<td>2. Singapore</td>
<td>2. Luxembourg</td>
</tr>
<tr>
<td>5. Luxembourg</td>
<td>5. United Kingdom</td>
<td>5. United States</td>
</tr>
<tr>
<td>7. United Kingdom</td>
<td>7. Denmark</td>
<td>7. Finland</td>
</tr>
<tr>
<td>8. Finland</td>
<td>8. Finland</td>
<td>8. United Kingdom</td>
</tr>
</tbody>
</table>

The global war for talent is dominated by high-income countries:

- They have solid Vocational and Global Knowledge skills
- Middle income countries appear at Rank 26
Talent and GDP

[Chart showing the relationship between Global Talent Competitiveness Index (GTCI) score and In GDP per capita in PPP$]
Top Performers by Income Group

Upcoming ‘talent champions’ are emerging in all types of economies

<table>
<thead>
<tr>
<th>High</th>
<th>Upper Middle</th>
<th>Lower Middle</th>
<th>Lower</th>
</tr>
</thead>
<tbody>
<tr>
<td>44 countries</td>
<td>31 countries</td>
<td>19 countries</td>
<td>9 countries</td>
</tr>
<tr>
<td>Switzerland (1)</td>
<td>Montenegro (26)</td>
<td>Georgia (50)</td>
<td>Kyrgyz Republic (78)</td>
</tr>
<tr>
<td>Singapore (2)</td>
<td>Malaysia (37)</td>
<td>Mongolia (58)</td>
<td>Cambodia (87)</td>
</tr>
<tr>
<td>Denmark (3)</td>
<td>Hungary (40)</td>
<td>Armenia (61)</td>
<td>Kenya (95)</td>
</tr>
<tr>
<td>Sweden (4)</td>
<td>Costa Rica (41)</td>
<td>Ukraine (66)</td>
<td>Uganda (96)</td>
</tr>
<tr>
<td>Luxembourg (5)</td>
<td>Bulgaria (43)</td>
<td>Moldova (68)</td>
<td>Tanzania (97)</td>
</tr>
</tbody>
</table>
GTCD Key Messages (2)

- Countries with a history of attention to (a) education and growing talent as well as (b) “immigration lands” dominate the GTCD’s top 20.

- Fostering talent competitiveness is complex, especially in poorer countries.
Countries by LV/GK skills

Global knowledge skills are strategically important to develop competitiveness

(scaled by GDP per capita)
Youth unemployment in high income countries: Is Youth across the world paying the price?
A Benchmark Tool for Policy Makers

Each Country Profile provides:

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 48 variables

In the Data Tables on the 48 variables, each country’s normalised score and corresponding rank on the 48 variables is presented.
Highlights from 3 Focused Chapters

• “Business Ecosystems: Developing Employable Talent to Meet Asia’s needs”  
  (Kwan and Siow from HCLI)

• “Liberalising the Global Market for Labour: From Paralysis to Policy Innovation”  
  (Luthria and Dale from The World Bank)

• “Competing for Talent in a Global Knowledge Economy: Why E-Leadership Matters”  
  (Lui Abel, Popiela and van Welsum from The Conference Board)
Challenges of Talent Gaps & Employability in Asia and elsewhere: HCLI on Business Ecosystems as a Response

Figure 1: Significant talent gaps expected by 2020 and beyond
in countries with no talent shortage trend, employability is the challenge

The Worldbank on Liberalising the Global Labour Market

- 3.2% migrants globally (232 mio. people)
- 3%/16 mio migration increase = USD156 bn
- Fully liberalised labour markets = USD 39 trillion

Source: World Bank 2009. Note: Rates for Australia exclude New Zealand (and vice versa), and the EU25+ excludes other EU.
The Conference Board on the need for e-skills for Leadership and Innovation

Table 1: CEO challenges by region

<table>
<thead>
<tr>
<th></th>
<th>Global N=729</th>
<th>United States N=138</th>
<th>Europe N=136</th>
<th>Asia N=395</th>
<th>Rest of World N=60</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Human Capital</td>
<td>Operational Excellence</td>
<td>Human Capital</td>
<td>Human Capital</td>
<td>Operational Excellence</td>
</tr>
<tr>
<td>2</td>
<td>Operational Excellence</td>
<td>Government Regulation</td>
<td>Operational Excellence</td>
<td>Innovation</td>
<td>Human Capital</td>
</tr>
<tr>
<td>3</td>
<td>Innovation</td>
<td>Customer Relationships</td>
<td>Innovation (T3)</td>
<td>Operational Excellence</td>
<td>Global Political / Economic Risk</td>
</tr>
<tr>
<td>4</td>
<td>Customer Relationships</td>
<td>Innovation</td>
<td>Global Political / Economic Risk (T3)</td>
<td>Global Political / Economic Risk</td>
<td>Customer Relationships</td>
</tr>
<tr>
<td>5</td>
<td>Global Political / Economic Risk</td>
<td>Human Capital</td>
<td>Customer Relationships</td>
<td>Global Expansion (T5)</td>
<td>Government Regulation</td>
</tr>
</tbody>
</table>

Note: N=Number of overall responses. The response rate varies for each challenge. Each score represents the mean of the ranks given to the challenge. T=Tie.
GTCD Key Messages (3)

• Do small countries have an advantage over big countries?

Expect more changes on the global talent scene in the coming years.
http://global-indices.insead.edu/gtci/