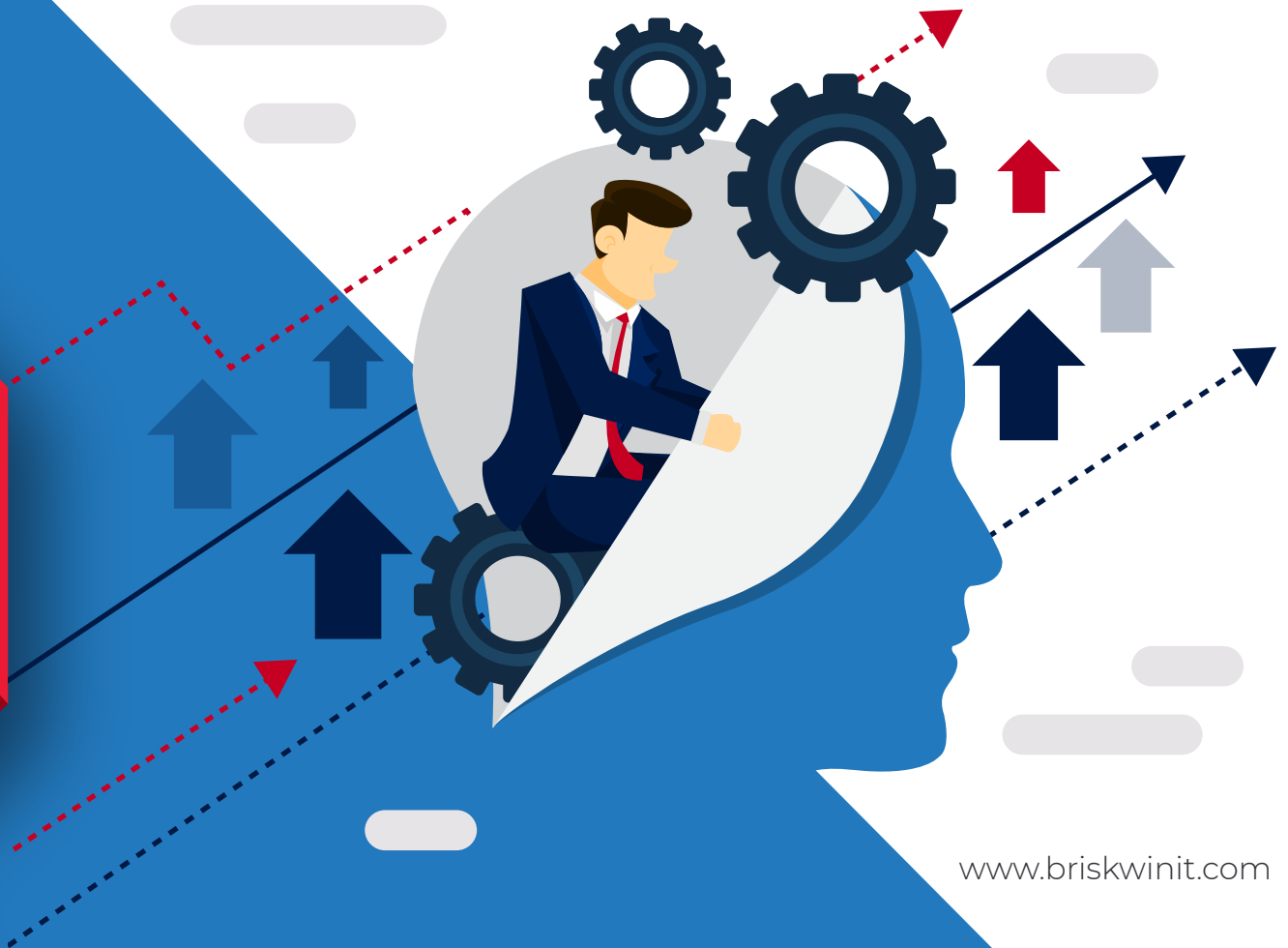


Expectations vs. Skillsets in the

# Talent Acquisition Industry





**A Comprehensive Analysis by BriskWinIT**

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# 1. Executive Summary

The talent acquisition industry is witnessing a profound transformation driven by factors such as technological advancements, evolving workforce dynamics, and the impact of the global pandemic. This whitepaper, presented by BriskWinIT, delves into the critical topic of "Expectations vs. Skillsets in the Talent Acquisition Industry," investigating the challenges and opportunities that organizations face in aligning their talent acquisition strategies with the changing expectations of employers and candidates.

**This comprehensive analysis covers the following key areas:**



**Companies  
Have Expectations**



**Case Studies  
& Industry Insights**



**Candidates  
Have Expectations**



**Strategies for Future  
Proofing Talent Acquisition**



**Bridging  
The Expectations Gap**

We provide data-driven insights, real-world case studies, and relevant citations from newspapers, journals, and books to offer valuable perspectives and actionable recommendations for talent acquisition professionals, HR practitioners, and business leaders looking to enhance their workforce development strategies.

# 2. Introduction



The talent acquisition industry has undergone a profound metamorphosis in the last decade, propelled by seismic shifts in the skilled resources market, the relentless advance of cutting-edge technologies, and the ever-evolving preferences of the modern workforce. This dynamic and fast-evolving environment has not only redefined the industry but has also unveiled a noticeable chasm between the expectations of employers and job seekers, underscoring the importance of aligning these expectations with the requisite skillsets.

The foundation of this whitepaper, presented by BriskWinIT, lies in recognizing the pivotal issue of "Expectations vs. Skillsets in the Talent Acquisition Industry." It seeks to delve deep into the myriad challenges and opportunities that organizations now face as they endeavor to harmonize their talent acquisition strategies with the shifting expectations of employers and candidates alike. As the sands of the skilled resources market continue to shift, organizations are reevaluating their talent requirements.

This recalibration is reflected in their evolving preferences for specific skillsets and qualifications. However, the conundrum lies in the growing disparities and unrealistic expectations. For instance, employers may demand candidates with a decade of experience in technologies that have only recently emerged. To comprehend this discrepancy and its far-reaching implications, it is imperative to critically examine the present state of talent acquisition and the innovative strategies adopted by organizations to bridge the expectations gap.



# 3. Companies Have Expectations

The dynamics of the talent acquisition industry are profoundly influenced by the expectations and demands of companies.

These expectations are far from static, as they continuously shift and evolve in response to the ever-changing business landscape.

The following subsections provide a detailed exploration of the multifaceted dimensions of companies' expectations in the talent acquisition process.

## 3.1. Changing Company Preferences

The business world is in a perpetual state of flux, driven by technological advancements, market dynamics, and evolving consumer preferences. Consequently, organizations are compelled to adapt to these changes, and this adaptation inevitably extends to their expectations for potential hires. To quote Amy Schultz, Global Head of Talent Acquisition, Canva, she says, "We're moving into the phase of intelligent growth where you'll see hiring teams being much more intentional about the hires they're making and looking more at internal mobility opportunities." The evolving preferences of companies reflect their need to stay competitive, relevant, and at the forefront of innovation.

For instance, as emerging technologies gain prominence, businesses may prioritize candidates with expertise in these novel domains. Machine learning, artificial intelligence, data analytics, and cybersecurity have all risen to the forefront of modern business, prompting companies to seek professionals with relevant skillsets. This shift is indicative of a broader transformation in the talent acquisition landscape, wherein the ability to adapt and learn quickly becomes increasingly valuable.

## 3.2. Unrealistic Expectations



While adaptability is crucial, some companies may harbour unrealistic expectations that challenge the very essence of practicality. Unrealistic expectations may manifest in various ways. One striking example is when companies demand candidates possess extensive experience with technologies or concepts that have only recently entered the market.

This expectation can create a paradox, as candidates cannot have long-term experience with technologies that are relatively new. Such unrealistic demands may result from a lack of understanding of the technology's novelty or an overly optimistic view of the talent pool's availability. When companies set the bar impossibly high, they risk limiting their talent pool and potentially missing out on qualified candidates who possess a solid understanding of the emerging technologies and the ability to adapt quickly.

## 3.3. Budget Constraints

Budget constraints are a significant factor that influences the expectations of companies when seeking talent. In some cases, organizations may require candidates with specific skills and qualifications but with the added constraint of a lower budget than the prevailing market standards. This expectation arises from the necessity to manage costs efficiently while securing the talent needed to accomplish organizational goals. For instance, a company may aim to engage professionals with expertise in SAP, a complex and specialized skillset. However, due to budgetary limitations, the company may seek to hire such professionals at a rate lower than the market average.



This endeavour to find cost-effective solutions in talent acquisition is driven by the imperative to balance skill requirements with available financial resources. Navigating the delicate balance between skillset expectations and budget constraints can be a complex challenge for companies, and it underscores the need for strategic planning and innovative approaches to attract the right talent while managing costs effectively.

## According to AIHR, Talent Acquisition Analytics,

### Talent Acquisition Analytics





# 4. Candidates Have Expectations

In the talent acquisition process, candidates play a pivotal role, and they bring their own set of expectations to the table. These expectations are influenced by a range of factors, including their educational background, career aspirations, and personal preferences. Here, we delve into the multifaceted dimensions of candidates' expectations in the talent acquisition landscape.

## 4.1. Skillset Mismatch

When job candidates step into the job market, they often bring a unique blend of knowledge and aspirations. In many cases, candidates possess foundational training and theoretical knowledge in their chosen field. However, they may grapple with a significant gap: a dearth of real-life project experience and practical skillsets.

This "skillset mismatch" phenomenon poses a considerable challenge for both candidates and employers. Candidates often face a paradox where employers seek candidates with hands-on experience, yet opportunities to acquire such experience are limited for those who are just starting their careers. This discrepancy can lead to a Catch-22 situation, making it difficult for candidates to secure their first professional roles. To address this mismatch, candidates are increasingly turning to internships, co-op programs, and personal projects to gain practical experience.

However, it remains an ongoing challenge for candidates to convince employers of their potential and their capacity to bridge the skillset gap.



## 4.2. Employment Benefits



When candidates contemplate job offers, their expectations extend beyond the mere job description and salary figure.

Employment benefits are a pivotal component of their decision-making process. These benefits encompass a wide spectrum of offerings, including healthcare coverage, retirement plans, flexible work arrangements, and a host of other non-monetary perks.

The emphasis on employment benefits stems from the recognition that a job is more than just a source of income; it is an integral part of one's life.

Comprehensive healthcare coverage ensures that candidates and their families are protected from unforeseen medical expenses. Robust retirement plans provide financial security in the long term, reinforcing candidates' confidence in their future with the organization.

Flexible work arrangements, such as remote work options, flexible hours, or compressed workweeks, cater to candidates seeking work-life balance.

Non-monetary perks like wellness programs, professional development opportunities, and a supportive company culture further enhance the overall employment experience. Candidates prioritize organizations that align with their values and aspirations, making employment benefits a critical factor in attracting and retaining top talent.



## 4.3. Salary and Location

Salary and location are two pivotal aspects of candidates' expectations in the talent acquisition process. These factors have a direct impact on a candidate's quality of life and their financial well-being, and they often influence their decision to accept a job offer.

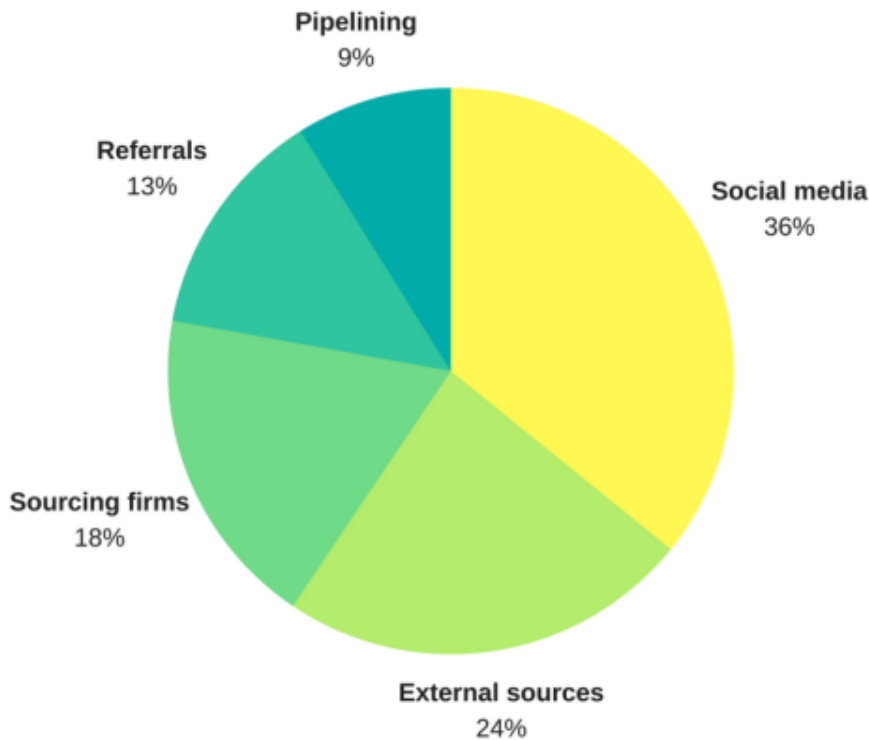
According to LinkedIn, "Talent acquisition specialists must forecast future workforce needs and align hiring decisions with organizational goals." Candidates have specific salary expectations that reflect their skills, experience, and the market value of their role. Competitive compensation is not just about offering the highest salary but ensuring that it aligns with industry standards and the cost of living in a given location.

Candidates want to be fairly compensated for their qualifications and contributions, and they often engage in negotiations to secure a package that meets their financial goals. Location is another key consideration for candidates. Many individuals have preferences regarding where they want to live and work. Factors like proximity to family, the quality of life in a specific location, cost of living, and commute times all influence their decisions. Candidates may prioritize positions in urban centers for career opportunities or opt for remote roles that provide flexibility in choosing their place of residence. Balancing salary and location expectations is a critical task for both candidates and employers. Finding the right equilibrium is essential to attract and retain talent while ensuring that candidates can maintain their desired quality of life.



# Referring to the Talent Acquisition Survey By Mettl,

## State Of Talent Acquisition Survey By Mettl



## 5. Bridging the Expectations Gap

The expectations gap between employers and candidates in the talent acquisition process presents a critical challenge. Bridging this divide is essential for organizations to attract top talent effectively while ensuring candidates find the right opportunities that align with their aspirations and abilities. This section explores two strategic approaches to bridge the expectations gap.



## 5.1. Alignment Strategies

To bridge the expectations gap successfully, organizations must embrace a more agile and candidate-centric approach to talent acquisition. This entails aligning their technology, processes, and communication with the expectations of both candidates and employers. Let's delve deeper into these alignment strategies:

**Agility in Talent Acquisition:** Traditional talent acquisition approaches are often rigid, making it challenging to adapt to the rapidly changing job market. Agile talent acquisition, on the other hand, emphasizes flexibility and responsiveness. Organizations can reevaluate their job descriptions, qualification requirements, and hiring processes regularly to remain in tune with evolving market dynamics.

**Candidate-Centric Approach:** Placing the candidate at the center of the hiring process is essential. It involves creating a seamless and transparent candidate experience from application to onboarding. Effective communication, timely feedback, and a focus on the candidate's journey are integral to this approach. Organizations that prioritize candidate-centric practices are more likely to attract and retain top talent.

**Technology Integration:** Leveraging advanced technology, such as applicant tracking systems (ATS), artificial intelligence (AI), and data analytics, can significantly improve the alignment of talent acquisition strategies. These tools help organizations sift through large applicant pools, identify qualified candidates, and streamline the interview and assessment process. By incorporating technology effectively, companies can enhance the candidate experience and make data-driven decisions.



**Customized Communication:** Recognizing the diversity of candidates and their preferences, tailored communication is crucial. Employers should be mindful of individual candidate needs and provide information that is relevant to their roles and goals. Personalization in communication can set organizations apart in the eyes of candidates.

## 5.2. Skills Development

Bridging the expectations gap is a two-way street that involves not only organizations but also candidates. Both can benefit from skills development programs that address skill gaps and provide opportunities for practical skill enhancement. Here's a detailed exploration of this approach:

**Employer-Sponsored Training and Upskilling:** Employers can play a pivotal role in narrowing the expectations gap by investing in training and upskilling programs. These programs are designed to equip existing employees and new hires with the necessary skills and knowledge. By offering professional development opportunities, organizations can bridge the gap between the skills they need and what candidates bring to the table.

**Mentorship and On-the-Job Training:** Pairing new hires with experienced mentors and providing on-the-job training can be highly effective. These methods expose candidates to real-life scenarios, helping them gain practical experience and bridge the skillset mismatch. It also benefits the organization by ensuring that employees are equipped to perform their roles effectively.

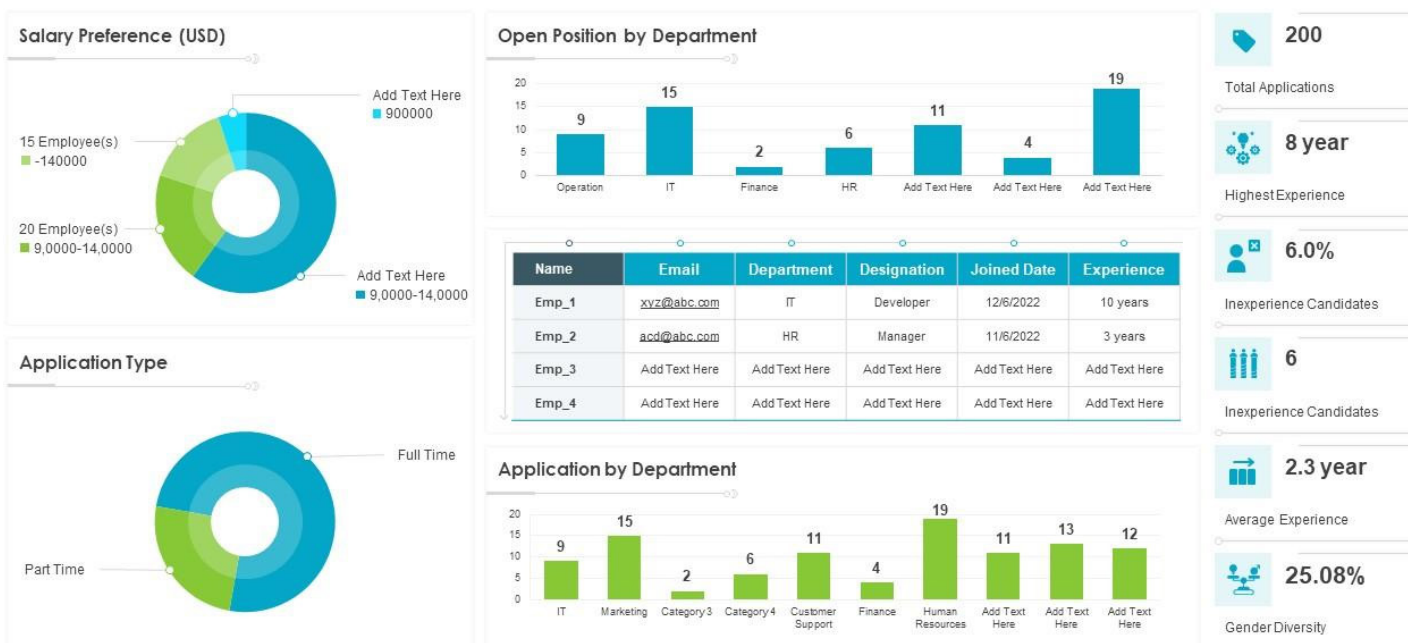


**Candidate-Driven Learning:** Candidates can proactively seek opportunities for skills development. Online courses, workshops, and certifications are readily available and can be accessed by candidates to enhance their skillsets. Additionally, working on personal projects or participating in internships can help candidates gain practical experience.

**Lifelong Learning Culture:** Encouraging a culture of lifelong learning within an organization can further facilitate skills development. This involves promoting a mindset where employees and candidates continuously seek opportunities to acquire new skills and knowledge. It can include offering resources for self-improvement and supporting employees in their quest for growth. In essence, skills development is a mutual effort that benefits both employers and candidates. It narrows the skills gap and ensures that candidates are better prepared to meet the expectations of their future employers. This approach fosters a more harmonious and productive talent acquisition process. According to Slideteam, this chart shows the Talent Acquisition and Recruitment Analytics Dashboard.

## Talent Acquisition and Recruitment Analytics Dashboard

The slide highlights the talent acquisition and recruitment analytics dashboard depicting total application, experience, gender diversity, application type, salary preference, employee details and open positions by department



This graph/chart is linked to excel, and changes automatically based on data. Just left click on it and select "Edit Data".

# 6. Case Studies and Industry Insights



Practical examples from leading organizations can provide valuable insights into the challenges and strategies employed in the talent acquisition field. Here, we delve into two noteworthy case studies, highlighting how these organizations address the expectations vs. skillsets gap:

## 6.1. Amazon's Skill-Building Initiatives

Amazon, one of the world's largest and most influential tech companies, has recognized the significance of addressing the gap between candidates' skillsets and the evolving needs of the company. To bridge this gap effectively, Amazon has implemented a series of skill-building initiatives that offer practical lessons for the broader industry.

**Investment in Employee Development:** Amazon places a strong emphasis on investing in the development of its existing employees. The company understands that its workforce may need to adapt to the ever-evolving tech landscape. As such, it provides training and upskilling opportunities to ensure that its employees remain equipped with the skills required for their roles. This commitment to continuous learning not only helps the organization address its skill needs but also fosters loyalty among employees.

**Practical Skill Enhancement:** Amazon's skill-building initiatives are not confined to theoretical knowledge but extend to practical skill enhancement. Employees are given opportunities to work on real projects and engage in hands-on learning experiences. This approach is particularly valuable in addressing the skillset mismatch commonly observed in candidates entering the job market.



**Alignment with Evolving Needs:** Amazon's training programs are designed to align with the company's evolving technology needs. The organization continually evaluates the skills required for its various business units and tailors its training programs accordingly. This strategic alignment ensures that employees are prepared to meet Amazon's expectations.

**Replicable Practices:** Amazon's approach is highly replicable. It underscores the importance of investing in your current workforce, ensuring that they keep pace with industry demands. By providing practical, hands-on experiences and aligning skill-building initiatives with evolving needs, other organizations can adopt similar practices to address their talent acquisition challenges.

## 6.2. Microsoft's Flexible

### Employment Benefits

Microsoft, a global technology leader, has strategically approached the issue of candidate expectations, particularly in terms of employment benefits. By offering flexible employment benefits, Microsoft has successfully attracted and retained top talent while responding to candidates' diverse needs.

**Customized Benefit Selection:** Microsoft recognizes that employees have varying preferences when it comes to employment benefits. To address this, the company offers a range of benefits and allows candidates to customize their selection to align with their individual requirements. This approach empowers candidates to tailor their employment package, making it more attractive.





**Work-Life Balance:** Flexible employment benefits, including remote work options and flexible hours, cater to candidates seeking a healthy work-life balance. Microsoft's acknowledgment of the importance of balance in the modern workforce attracts candidates who value flexibility and autonomy.

**Competitive Advantage:** By offering a diverse array of flexible employment benefits, Microsoft gains a competitive edge in the talent acquisition landscape. It positions the company as an employer of choice, capable of meeting the expectations of a wide range of candidates.

**Retention and Employee Satisfaction:** The strategy of flexible benefits not only aids in talent acquisition but also contributes to employee retention and satisfaction. Employees who have control over their benefits are more likely to remain engaged and committed to the organization. Microsoft's case study showcases the importance of adapting to candidates' expectations, particularly in the realm of employment benefits. By offering flexible solutions, the company has demonstrated that aligning with candidates' preferences is a winning strategy for attracting and retaining top talent. This approach has significant implications for the broader industry, emphasizing the importance of personalization and customization in talent acquisition efforts.

# 7. Strategies for Future-Proofing Talent Acquisition



In the fast-evolving talent acquisition landscape, organizations must employ forward-thinking strategies to stay competitive and resilient. Future-proofing talent acquisition is crucial to ensure that businesses can attract, hire, and retain the right talent in a rapidly changing world. Here, we elaborate on two key strategies for future-proofing talent acquisition:

## 7.1. Data-Driven Decision-Making

The strategic use of data and analytics is a powerful tool for organizations seeking to future-proof their talent acquisition efforts. By harnessing data-driven decision-making, employers can gain insights into candidate preferences, identify process bottlenecks, and address skill gaps effectively. This data-centric approach transforms talent acquisition from a reactive process into a proactive, data-informed strategy.

**Candidate Preferences Analysis:** Through data analytics, organizations can gain a deep understanding of candidate preferences. This includes factors such as preferred communication channels, job search platforms, and even preferred benefits and work arrangements. Armed with this information, employers can tailor their recruitment marketing and communication strategies to connect with candidates more effectively.

**Process Optimization:** Data can reveal bottlenecks in the recruitment process, helping organizations identify areas where improvements are needed. For example, analysis may uncover that a particular step in the hiring process consistently experiences delays. By addressing such bottlenecks, organizations can streamline their processes, reducing time-to-hire and enhancing the candidate experience.



**Skills Gap Identification:** Data analytics can pinpoint gaps in the skills and qualifications of candidates compared to what is required for various roles. This insight is invaluable in devising targeted training programs or adjustments to job descriptions to better align with the available talent pool.

**Predictive Analytics:** Predictive analytics can help organizations anticipate future talent needs. By analyzing historical data, employers can forecast talent shortages, skill demands, and market trends. This foresight allows them to proactively address these challenges and build a talent pipeline to meet future needs. The use of data and analytics in talent acquisition is a forward-looking approach that not only enhances the recruitment process but also provides organizations with a competitive advantage. By leveraging insights derived from data, employers can make informed decisions, tailor their strategies to changing candidate expectations, and drive more effective talent acquisition efforts.

## 7.2. Continuous Learning

The talent acquisition field is dynamic, with new technologies, methodologies, and trends emerging regularly. Staying relevant and effective in this evolving landscape requires a commitment to continuous learning. This approach encompasses both employers and talent acquisition professionals.



**Employer Commitment to Learning:** Organizations must foster a culture of learning within their talent acquisition teams. Encouraging recruiters and HR professionals to stay updated on industry trends and best practices is vital. This commitment may involve providing access to relevant courses, certifications, and conferences to ensure that employees are well-informed and equipped to make informed decisions.

**Talent Acquisition Professional Development:** For talent acquisition professionals, continuous learning is a personal responsibility. Professionals in the field should invest in their own development through courses, certifications, and attendance at conferences and industry events. This investment in knowledge and skills ensures that they remain current in the field and are better prepared to navigate the evolving landscape.

**Adaptation to New Technologies:** Continuous learning also includes adapting to new technologies in talent acquisition. As AI, machine learning, and other digital tools become more prevalent, professionals need to understand how to leverage these technologies for more efficient and effective hiring processes.

**Networking and Collaboration:** Staying connected with peers and industry experts is another facet of continuous learning. Networking and collaboration provide opportunities for knowledge exchange, idea sharing, and gaining insights into emerging trends and strategies.



The commitment to continuous learning is instrumental in future-proofing talent acquisition. It ensures that professionals and organizations can adapt to changes in the industry, embrace innovation, and make informed decisions based on the latest insights and best practices. This proactive approach positions organizations to not only meet current demands but also anticipate and address future challenges in the talent acquisition landscape.

## Conclusion

In the ever-evolving talent acquisition landscape, the convergence of expectations and skillsets between companies and candidates stands as a linchpin for the industry's success. The dynamic forces of technological innovation, market shifts, and evolving workforce preferences have compelled organizations to adapt and invest in their workforce's skills to remain competitive. As this whitepaper elucidates, addressing these multifaceted challenges and deploying the strategies discussed is pivotal for organizations seeking to elevate their talent acquisition efforts and secure a competitive edge in the modern job market.

Agility and flexibility are key attributes for success in this dynamic environment, while data-driven decision-making, continuous learning, and adaptability to new technologies are essential strategies for future-proofing talent acquisition. By bridging the expectations gap and investing in skills, organizations can better align their talent with their requirements, fostering a more harmonious and productive talent acquisition process, ultimately positioning themselves to thrive in this ever-evolving landscape.



# About BriskWinIT

Beyond providing IT services, hiring, and consulting, BriskWinIT Solutions is your strategic partner in navigating the rapidly evolving landscape of talent, technology, and business success. We started our adventure in 2018 with a strong commitment to provide our clients with outstanding value and a passion for innovation.

We really think that innovation is what propels development. In order to solve your business difficulties, our team of independent professionals is committed to breaking new ground, staying on the cutting edge of developing technology, and putting creative solutions to use.

Our customer-centric methodology directs us in comprehending your distinct needs and providing tailored solutions. Our services are intended to provide our clients with real benefits by lowering operating costs, improving production, and enhancing efficiency. But at BriskWinIT, we're dedicated to going above and beyond your expectations and creating enduring, mutually beneficial relationships. Our creative services, unwavering commitment, and persistent efforts demonstrate our dedication to encouraging growth and success for our clients. We understand that the success of our clients affects us personally, and we are here to support you as you pursue greatness.

Together, let's mould the future. Our dedication is to your success.

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