



Redefining "Loyalty" in Business

[The latest global candidate preferences insights paper](#) from ManpowerGroup Solutions examines the concept of the "Continuous Candidate" and the factors influencing a key business culture shift – employees looking for job security are now seeking career security.

Results from a recent survey of 4500 job seekers in 5 countries (US, UK, Mexico, China and Australia) revealed that 37% of job seekers are always looking for their next career move (50% in Mexico and 41% in the US), the defining factor for Continuous Candidates.

The world is changing rapidly and many trends are driving the Continuous Candidate mindset. The fierce competition for talent is a factor for attracting candidates to your organisation and retaining the talent already hired. Technology advances are creating opportunity and disruption, economic recessions are causing uncertainty and we are seeing new global markets emerge. Organisations are adapting to evolving market realities and consistently needing to review the size and skills of their workforce to stay competitive. Employees are recognising that the concepts of a "job for life" and retiring with a company-provided pension are

WHO ARE CONTINUOUS CANDIDATES?



becoming ancient history.

It is no surprise that because of these external factors, the Millennial generation who has grown up in this changing business environment is leading the Continuous Candidate trend. They are more inclined to demand rapid career progression than previous generations. Organisations must understand that "job-hoppers" are no longer candidates who cannot hold a job, but rather they are candidates seeking career security. They want to gain experiences that will provide opportunities for increased compensation and faster advancement than we have seen historically.

While Millennials may be more apt to be Continuous Candidates, Sandra Polaski formerly of the International Labour Office reminds us that "Millennials want the same as their parents: good pay and job security". Perhaps, they are just recognising that in order to get there, a new career strategy is required.



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