



ManpowerGroup®

GAME TO WORK



HOW GAMERS ARE DEVELOPING THE SOFT SKILLS EMPLOYERS NEED

ManpowerGroup has over 70 years of experience translating in-demand skills across different sectors and developing innovative approaches to connect talent to jobs they can thrive in. Today, that includes tapping into gaming communities—more active than ever and growing in size during the COVID-19 pandemic—to identify a vast talent pool with a unique combination of digital capabilities and the soft skills organizations need most.





A GAME-CHANGING PERSPECTIVE

Looking for a creative collaborator with complex problem-solving skills? You'd be well-advised to seek out an avid Fortnite player or League of Legends champ. Long overlooked as a pastime for kids and "slackers," the world's 2.5 billion gamers¹ are honing a wide variety of in-demand skills—everything from teamwork and collaboration to critical thinking and decision-making. Exactly the talent employers need to unlock a competitive advantage.

The human capital market is changing rapidly in the wake of the COVID-19 pandemic. Employers are reallocating resources, shifting to remote work and thinking about the best ways to usher in a "smart restart." And while many industries are struggling, gaming is not one of them. With travel restrictions, rising unemployment, repeat lockdowns and lengthy quarantines in place around the world, video game sales in August 2020 were up 37 percent² year over year and gaming itself up 75 percent³. And all this gaming need not be in vain. In fact, future job candidates waiting out the pandemic have been

developing many of the skills required for today's and the next generation of jobs.

Even in an unprecedented economic environment, employers continue to have a hard time finding the talent they need. Case in point: Two months after the World Health Organization declared a pandemic, the U.S. had 5.3 million permanent job openings⁴. Competition for talent remains fierce, and organizations need to get creative about where they source the skills they need. For many, that means considering how transferable skills can help them up their game.

ManpowerGroup has decades of experience addressing talent shortages by harnessing people's transferable skills across industries and career stages. Working with forward-thinking companies, ManpowerGroup is gamifying the recruitment, hiring and assessment processes, and tapping into the world of gaming by applying creative solutions to identify hard-to-find talent and source in-demand human skills.

"In today's workforce environment, employers need to assess skills differently and creatively to attract new sources of talent."

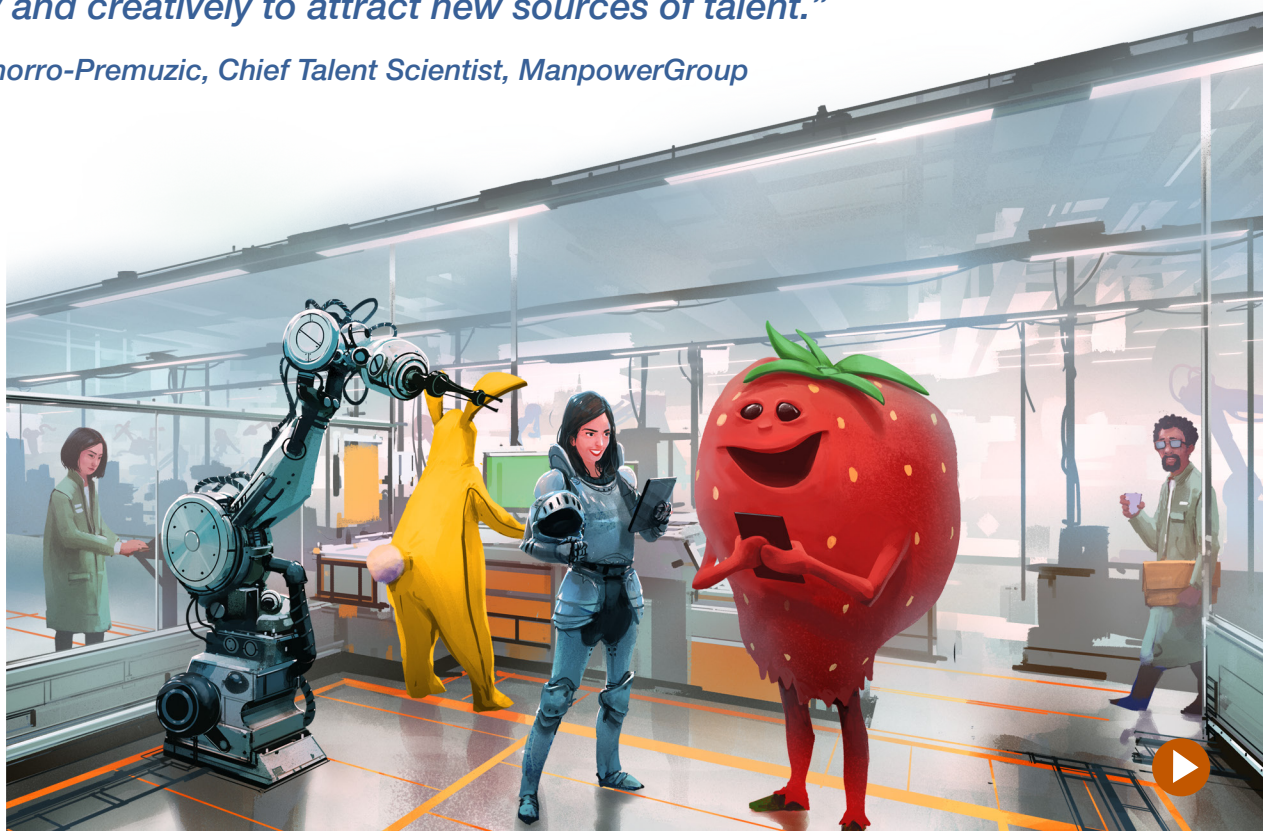
Tomas Chamorro-Premuzic, Chief Talent Scientist, ManpowerGroup

¹ [A Billion New Players Are Set to Transform the Gaming Industry](#) Wired, 2019.

² [Video Game Sales Up 37% Year Over Year in August](#) The Motley Fool, 2020.

³ [Gaming Usage Up 75 Percent Amid Coronavirus Outbreak](#) Verizon Reports, 2020.

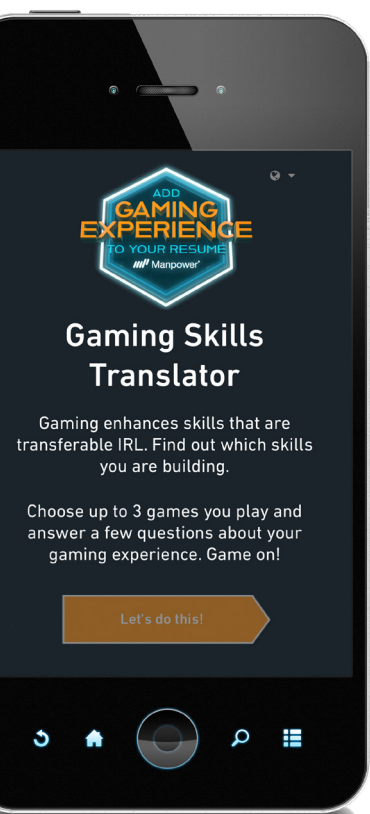
⁴ [United States Job Openings](#) Trading Economic, 2020.



WINNING THE HUMAN SKILLS OF THE FUTURE

Gaming cultivates not only technical skills but also the soft skills that are increasingly valuable as automation and machines perform more routine tasks.⁵ Gamers bring improved critical thinking, creativity, emotional intelligence and complex problem-solving to the table.⁶ Games even teach players how to communicate feedback effectively.⁷ These soft skills are hard to find and even harder to train—43 percent of employers say it is more difficult to teach the soft skills they're looking for⁸. This pandemic crisis has accelerated demand too for soft skills like collaboration, communication and the ability to learn⁹ and gaming can help fill these skills gaps.

Gaming is even making its way into formal education. In the U.S., e-sports degrees can be earned at the University of Kentucky and The Ohio State University,¹⁰ and Marquette University launched the nation's first e-sports team at the highest level in college sports in 2019.¹¹



Gaming Skills Translator

ManpowerGroup analyzed more than 11,000 games across 13 genres—from action adventure to role-playing to music and indie—to identify the top soft skills developed in each gaming category and then mapped gaming skills to work skills. We also identified the job families where those skills were most critical to match job recommendations. For example, a gamer who plays games like Call of Duty or Fortnite cultivates soft skills that a warehouse packer requires, such as critical thinking, spatial awareness and problem-solving.

ManpowerGroup's proprietary online [Gaming Skills Translator](#) tool allows candidates to input the specific games they play, their experience and skill level, and

the amount of time they spend gaming.

The tool then translates that into workplace skills they can add to resumes and discuss in interviews and ultimately help connect to potential job matches. Skills Translator provides a new set of tools for recruiters to identify promising talent faster and better represent what gamers can offer an organization. And when candidates have insight into how their favorite games translate into work-ready skills, they can better convey their skill sets in interviews and on resumes. And when employers and recruiters have more assessment data on skills and potential, the match of individual to role is significantly better.¹²

To learn more about our candidate-facing initiative, visit www.game2work.com.

⁵ [The Gamer Disposition](#) Harvard Business Review, 2008.

⁶ [The Benefits of Playing Video Games](#) American Psychologist, 2014.

⁷ [The Education Benefits of Videogames](#) Education & Health, 2002.

⁸ [Humans Wanted: Robots Need You](#) ManpowerGroup, 2019.

⁹ [The Future for Workers, By Workers: Making the Next Normal Better for All](#) ManpowerGroup, 2020.

¹⁰ [Colleges Are Starting Degrees in Esports with \\$36,000 Programs](#) CBS News, 2019.

¹¹ [Marquette to Add Varsity Esports in 2019](#) Forbes, 2019.

¹² [What If We Killed the Job Interview?](#) Fast Company, 2018.



LEVEL UP: GAMING INTO WORK

Different game genres help players develop sought after soft skills. Multiplayer team games allow people to cultivate collaboration, communication and leadership skills, while strategy games are more likely to emphasize problem-solving and lateral thinking. **Take a look:**

Strategy, Puzzle and Quiz

StarCraft, Civilization, Pac-Man, Words with Friends or League of Legends



Gamers develop decision-making, planning, concentration and persistence. Problem-solving is at the heart of games that require players to work out approaches to progress to the next level.¹³ These games help players hone their ability to make inferences and think systemically about solving the game, which develops their critical-thinking skills.

KEY SKILLS DEVELOPED

- Critical thinking
- Creativity
- Problem-solving
- Social perceptiveness

POTENTIAL JOB MATCHES

- Production and machine operators
- Warehouse and construction workers
- Quality control technicians



Action-Adventure and Role-Playing

World of Warcraft, Assassin's Creed, Monster Hunter or Pokémon

Multiuser virtual environments (MUEs) and massively multiplayer online role-playing games (MMORPGs) reflect how gaming has become more social. Action-based gamers tend to be interested in mastering skills, collaborating and competing as a team.

KEY SKILLS DEVELOPED

- Collaboration
- Communication
- Problem-solving
- Judgment and decision-making

POTENTIAL JOB MATCHES

- Administrative assistants
- Financial analysts
- Customer service managers

Open World

Minecraft, Legend of Zelda or The Elder Scrolls



Open-world games let gamers roam free and they tend to have enhanced creativity and better visual-spatial skills—the ability to envision movement of objects in space—important for careers in science and engineering.¹⁴

KEY SKILLS DEVELOPED

- Creativity
- Collaboration
- Social perceptiveness
- Coordination

POTENTIAL JOB MATCHES

- Electrical engineers
- Graphic designers
- Chefs or cooks

¹³ [The Role of Gamification and Game-Based Learning in Authentic Assessment Within Virtual Environments](#) Wood et al., 2013.

¹⁴ [Spatial Skills May Be Improved Through Training, Including Video Games](#) Temple University, 2012.

“Fortnite is like a social network. People are playing with strangers and friends and using Fortnite as a foundation to communicate.”¹⁵ Tim Sweeney, CEO, Epic Games



Team-Playing, Sports and Racing

Call of Duty, FIFA, Rocket League or Mario Kart

Games can teach players how to give feedback effectively.¹⁶ Players of team-playing games develop skills in planning and tactics, collaboration and communication, coping with adversity and spatial awareness.

KEY SKILLS DEVELOPED

- Critical thinking
- Collaboration
- Judgment and decision-making
- System evaluation

POTENTIAL JOB MATCHES

- Call center representative or lead
- Warehouse packer
- Healthcare provider

Indie and Music

Mario Party, Just Dance, Guitar Hero or Rock Band



Gamers never expect to conquer a challenge, song or dance from beginning to end on their first try. It is this learnability—the ability and desire to quickly grow and adapt one's skill set—that will be most valuable to employers.¹⁷ Gamers know that expecting perfection only sets them up for failure; rather, they've learned that persistence and practice pay off.

KEY SKILLS DEVELOPED

- Creativity
- Collaboration
- Active learning
- Coordination

POTENTIAL JOB MATCHES

- Digital manufacturing specialist
- Healthcare provider
- Sales representative

¹⁵ 'Fortnite' Creator Sees Epic Games Becoming as Big as Facebook, Google Variety, 2019.

¹⁶ The Education Benefits of Videogames Education & Health, 2002.

¹⁷ Humans Wanted: Robots Need You ManpowerGroup, 2019.



CONTINUOUS LEARNING IN ACTION

Gaming helps the brain create better cognitive models or templates, making it easier to predict and react to new situations.¹⁸ A person's [Learnability Quotient \(LQ\)](#) helps predict workplace success over time.

And ManpowerGroup's web-based assessment enables people to identify their learning style and receive recommendations for how to keep developing their skills and employability.

“Gaming fosters the skill of continuous learning—and this ability to adapt one’s skill set is increasingly critical as people adjust to the ever-changing landscape of work.” Luca Giovannini, Vice President, Global Innovation and Analytics, ManpowerGroup

REVAMPING THE RESUME

Adding gaming skills to CVs can overcome experience gaps and even help differentiate candidates. In Norway, where more than half of young people between 16 and 24 play video games daily, employers are already tapping gaming talent.

The effort to build gaming experience into the application process has paid off for Komplett, a global e-commerce company whose customer service group has been bolstered by the addition of employees who are able to multitask and work across multiple channels. The company has found that some gamers take naturally to leadership roles in the workplace, and several have transitioned to management.

“Gamers develop knowledge and skills that transfer easily to the e-commerce industry, for example IT skills and cognitive skills such as focus, multitasking and cooperation,” Daniel Hauan, Customer Care Manager, Komplett.

At Lyse Dialog, a utilities company, Linn Jordbakke leads a team of 35 working on customer service, and she finds recruiting candidates for their transferable soft skills has helped her hiring efforts. Since inviting candidates to proactively share their gaming experience, the company has seen 10 percent of registered candidates listing gaming on their CVs. More importantly, it has improved its image as an employer of choice among a talent segment of the labor force.

“Gaming builds many skills that are transferable to working life, such as cooperating with others, strategic thinking and awareness of choices and consequences,” Linn Jordbakke, Customer Service Team Leader, Lyse Dialog.

¹⁸ [Action Video Game Play Facilitates the Development of Better Perceptual Templates](#) National Academy of Sciences, 2014.



LEVELING THE PLAYING FIELD

Employers want to find the best fit and to understand what motivates their workers. That's where assessment comes in. Scientifically validated assessments can provide rich, quantifiable information that helps to identify people who are potentially well-suited to an organization or role. At the same time, younger candidates want assessments that will provide personalized information that guides them to understand their skills, interests and work preferences.

SkillsInSight leverages artificial intelligence to decode a person's employability, screening for characteristics predictive of workplace success. It includes a cognitive game that adapts to candidate performance, increasing in complexity as items are answered correctly and becoming simpler if mistakes are made. It provides insights into **three key areas ManpowerGroup has identified as predictors of an individual's likelihood of success in the workplace:**



LIKEABILITY

friendly, cooperative and rewarding to work with



ABILITY

high capacity to solve problems, identify patterns in data and think critically



DRIVE

being organized, motivated and goal-oriented

Game-based assessments, such as the one built into SkillsInSight, enable more diverse and inclusive hiring practices because they deal with data and are blind to race, gender, disability and social background. The data harvested by GBAs provides insight into soft skills measured by SkillsInSight's AI, such as emotional intelligence, empathy, collaboration, learning and work styles. While face-to-face communication continues to be important, GBAs offer data-based rigor that contributes to a more equitable, effective and engaging hiring process.

CONCLUSION: PLAY HARD, WORK HARD

With every game played, the next generation of gamers is developing human skills most sought by employers. Social, strategic, competitive and diverse—almost 50 percent of gamers in the U.S. are women and the average gamer is 34 years old¹⁹. The industry is growing at light-speed. Employers and candidates who recognize the real-world applications of gaming have an opportunity to bring valuable skills to workplaces that need skilled talent **Game on.**

¹⁹ [The Way Consumers Interact with Games Is Changing; Nearly Half of Gamers Are Female; Over Half Are 30+](#) NewZoo, 2020.



ABOUT THE RESEARCH

ManpowerGroup commissioned Deeper Signals to conduct a comprehensive review of scientific literature to identify how expertise in games are transferable to the workplace. They scanned the most relevant game genres, covering over 11,000 games, and worked with experienced gamers to identify a list of skills required for expertise in these genres. ManpowerGroup commissioned research to understand which soft skills employers need and how they define them. Infocorp carried out the qualitative research, surveying 24,419 employers across six industry sectors in 44 countries and territories: Argentina, Australia, Austria, Belgium, Brazil, Bulgaria, Canada, China, Colombia, Costa Rica, Croatia, Czech Republic, Finland, France, Germany, Greece, Guatemala, Hong Kong, Hungary, India, Ireland, Israel, Italy, Japan, Mexico, Netherlands, New Zealand, Norway, Panama, Peru, Poland, Portugal, Romania, Singapore, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Taiwan, Turkey, UK and USA. Reputation Leaders analyzed the results to arrive at a taxonomy of the most in-demand soft skills from the employers' perspective.

ABOUT MANPOWERGROUP

ManpowerGroup® (NYSE: MAN), the leading global workforce solutions company, helps organizations transform in a fast-changing world of work by sourcing, assessing, developing and managing the talent that enables them to win. We develop innovative solutions for hundreds of thousands of organizations every year, providing them with skilled talent while finding meaningful, sustainable employment for millions of people across a wide range of industries and skills. Our expert family of brands – Manpower, Experis and Talent Solutions – creates substantial value for candidates and clients across more than 75 countries and territories and has done so for over 70 years. We are recognized consistently for our diversity – as a best place to work for Women, Inclusion, Equality and Disability and in 2020 ManpowerGroup was named one of the World's Most Ethical Companies for the eleventh year – all confirming our position as the brand of choice for in-demand talent.



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