



# Leveraging Research to Create Differentiated Thought Leadership

# Thought Leadership Investment is Growing

IBM  
IBM Institute for Business Value

Work Intelligence Lab  
by ManpowerGroup®

accenture

Deloitte.  
Insights

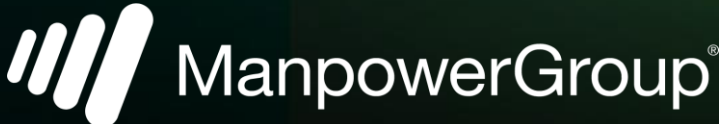
Korn Ferry Institute

Empowering talent, teams, and organizations to unlock their potential

Think with Google

Voices of Change  
From insights to action, the path to 360° value starts here.

McKinsey  
Global Institute



Employment Outlook Survey  
More than 60 years

Currently

40,000 hiring decision makers  
42 countries  
Every quarter

# A Snapshot of Senior Executive Thinking

**90%**

Spend more than two hours per week reading thought leadership

**Why?**

- #1. Help problem solving
- #2. Discover new ideas
- #3 Stay up to date on trends

**97%**

Say it helps them make better business decisions

**95%**

Say it has helped influence a buying decision they have made in the previous quarter

# Why It's So Important Now: Differentiation

## FORTUNE

Deloitte allegedly cited AI-generated research in a million-dollar report for a Canadian provincial government

## THE WALL STREET JOURNAL.

CMO TODAY

### Brands Adopt 'No AI' Disclaimers to Stand Out Amid the Slop

Marketers move to get ahead of growing consumer skepticism by labeling content that doesn't use AI

## Forbes

LEADERSHIP > CIO NETWORK

AI Slop Is Real. Your Adoption Strategy May Be Making It Worse.

# Why It's So Important Now: Commercial Relevance

**71%**

Say it is more effective  
than traditional marketing

**\$265  
billion**

Average annual global buying  
behavior tied to thought leadership

**70%**

Average amount of  
buying journey  
completed before a  
customer contacts you

# Commercial Relevance for ManpowerGroup

*“The return on investment is about what you do with the thought leadership and the data. Once you've created it, how do you make sure that it's really working hard for you over a sustained period of time?”*

Emma Almond, Director, Global Strategic Communications, ManpowerGroup

## ManpowerGroup® Davos Engagement



## Jefferson Wells™ ManpowerGroup UNCW's Business Week



## Industry Spotlights



## Localized Country Reports

## Experis® ManpowerGroup Conferences like VivaTech

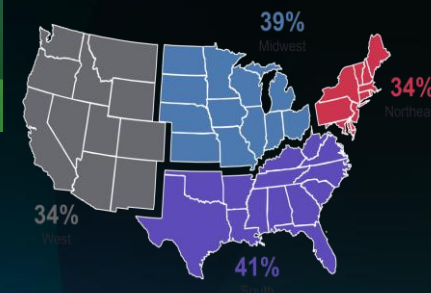


## Global Reports



## Forbes Media Attention

## Infographics



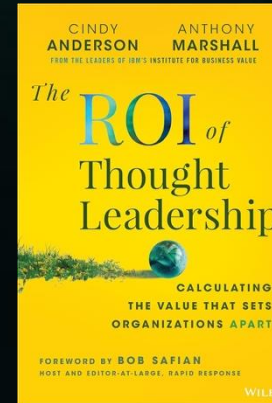
## Social Posts



# What is Thought Leadership?

Thought leadership refers to content that offers expertise, guidance, or a unique point of view on a topic or in a field.

Thought Leadership is distinctive, evidence-based intelligence that gives leaders the insights they need to make better business decisions



**L** eading

**E** vidence

**A** pplicable

**D** istinct

# Getting Started

**1 Consider your field & audience**  
Where can you have an impact?

**2 Comprehend the conversation**  
What's already being said/done?

**3 Create your perspective**  
What questions do you have?

**4 Do the Original Research**  
Test your questions.

**5 Align your perspective**  
Use info you own to align POV

**6 Apply your perspective**  
What should change?

**7 Engage your audience**  
Feedback & continuous improvement

*“What is the area we can really own? [You] need to be very focused on the areas that you can own, and how you can be the expert.”*

Emma Almond, Director, Global Strategic Communications, ManpowerGroup

# Employment Outlook Survey Example



## **Landscape Gap**

What will hiring look like next quarter?



## **Do the Research**

Ask employers around the world



## **Build the Story**

What does this tell us about the future of work?

# Where the Process Starts

MULTI-UTILITIES	34%	15%	50%	1%	19	131	43%	24%	30%	3%	19	128	33%
OIL, GAS & CONSUMABLE FUELS	48%	18%	32%	2%	30	506	42%	27%	29%	2%	15	464	37%
OTHER ENERGY AND UTILITIES SUB-INDUSTRY	35%	11%	45%	9%	24	65	44%	29%	24%	3%	15	55	36%
WASTE REMEDIATION	46%	13%	38%	3%	33	69	27%	34%	38%	1%	-7	89	26%
WATER UTILITIES	32%	25%	42%	1%									
NORTH AMERICA	43%	16%	35%	6%									
CANADA	46%	13%	39%	2%									
PUERTO RICO	39%	25%	36%	0%									
USA	44%	14%	34%	8%									
SOUTH AND CENTRAL AMERICA	45%	20%	32%	3%									
ARGENTINA	31%	23%	40%	6%									
BRAZIL	52%	16%	29%	3%									
COLOMBIA	45%	18%	35%	2%									
COSTA RICA	43%	26%	31%	0%									
CHILE	0%*	0%*	0%*	0%*									
GUATEMALA	36%*	18%*	45%*	1%*									
MEXICO	41%	28%	25%	6%									
PANAMA	33%*	33%*	33%*	1%*									
PERU	68%	4%	24%	4%									
ASIA PACIFIC	46%	14%	39%	1%									
AUSTRALIA	42%	15%	41%	2%									
CHINA	50%	11%	39%	0%									
HONG KONG	50%	9%	41%	0%									
INDIA	45%	17%	37%	1%									
JAPAN	32%	17%	46%	5%									

## Outlooks Across 42 Countries, from highest to lowest NEO (%)

- INDIA, 36%
- U.S., 34%
- CHINA, 32%
- COSTA RICA, 32%
- THE NETHERLANDS, 32%
- SOUTH AFRICA, 29%
- SWITZERLAND, 29%
- MEXICO, 27%
- GUATEMALA, 26%
- SINGAPORE, 24%
- FINLAND, 23%
- U.K., 23%
- BELGIUM, 22%
- CANADA, 22%
- IRELAND, 20%
- AUSTRALIA, 19%
- PERU, 19%
- BRAZIL, 18%
- FRANCE, 18%
- AUSTRIA, 17%
- GERMANY, 17%
- NORWAY, 16%
- COLOMBIA, 15%
- HONG KONG, 15%
- PANAMA, 15%
- PUERTO RICO, 14%
- SPAIN, 14%
- SWEDEN, 14%
- TÜRKİYE, 14%
- SLOVAKIA, 12%
- TAIWAN, 12%
- JAPAN, 11%
- POLAND, 11%
- PORTUGAL, 11%
- CHILE, 10%
- HUNGARY, 9%
- ITALY, 9%
- GREECE, 6%
- CZECH REPUBLIC, 5%
- ARGENTINA, 1%
- ISRAEL, -1%
- ROMANIA, -2%

## Hiring Outlooks by Region

### Employment Outlooks Across the Americas

- Employers from all 12 countries surveyed across North, Central, and South America reported positive employment Outlooks for Q2, though hiring intentions have decreased in 11 countries quarter-over-quarter and in 10 compared to this time last year.
- Employers in the U.S. (34%) and Costa Rica (32%) reported the strongest hiring intentions across the regions for Q2.
- The strongest Outlooks globally for both the Financials & Real Estate (+50%) and Information Technology (51%) industry verticals are reported by employers in the U.S.; Industrials & Materials in Costa Rica (43%).

### Employment Outlooks Across Europe, the Middle East, and Africa

- Hiring expectations remain the lowest in Europe, the Middle East, and Africa (15%), decreasing by 6% since Q1 2024 and -4% year-over-year.

- None
- Other (please specify)

7- On average, how long does it take your organization to fill an open position? [Select one option]

- Less than 2 weeks
- 2-4 weeks
- 1-2 months
- 3-4 months
- More than 4 months

8- How has your time to hire changed over the past year? [Select one option]

- Significantly faster
- Moderately faster
- No change
- Moderately slower
- Significantly slower

9. To what extent have AI tools (e.g., screening, resume parsing, sourcing) improved your hiring efficiency? [Select one option]

- Significantly improved
- Moderately improved
- No change
- Moderately worsened
- Significantly worsened

10. Which challenges, if any, has your organization experienced due to AI-generated applications? [Select one option]

- Increased volume of applications
- Difficulty identifying genuine candidate skills
- Additional manual screening required
- Lower quality of initial candidate pool
- No major challenges
- Other (please specify)

# Refining the Story

## Executive Summary

More than **41,700** employers across **42** countries reported a seasonally adjusted Net Employment Outlook (NEO) of **31%** as they forecast **Q2** staffing changes in the latest edition of the ManpowerGroup Employment Outlook Survey.

Anticipated hiring increases are driven by **company expansion**.

Expected decreases are driven by **economic challenges**.

The Q2 2026 Global Net Employment Outlook **improved** since the **previous quarter** (+6 points) and **year-over-year** (+7).

### Strongest NEOs

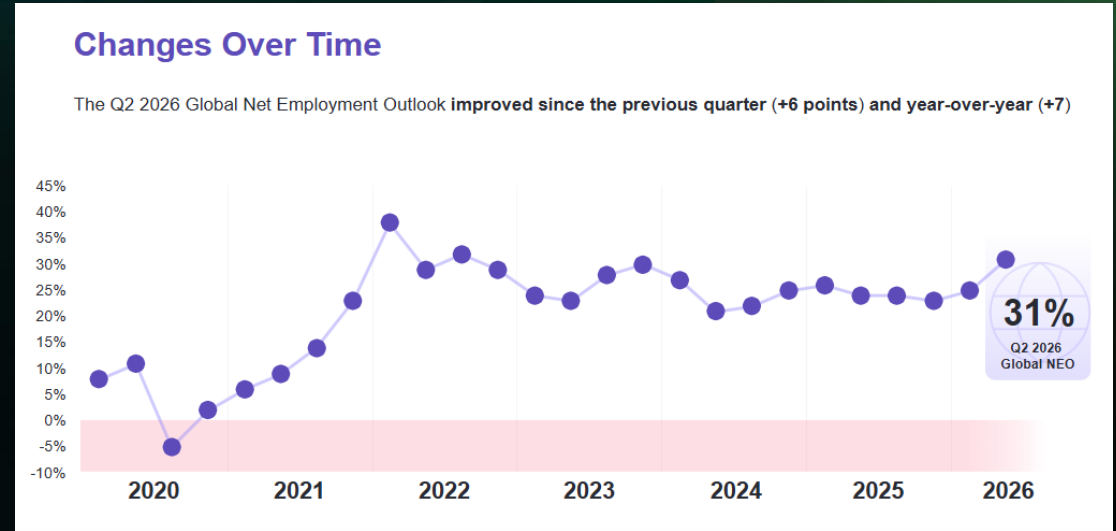
Reported for Q2 2026

<b>39%</b>	<b>68%</b>	<b>41%</b>	<b>37%</b>
Asia-Pacific region	India	Information	Organizations with 250-999 employees

### Most Improved NEOs

Compared to the same time last year

<b>+9</b>	<b>+26</b>	<b>+14</b>	<b>+12</b>
Asia-Pacific region	Brazil	Information and Utilities & Natural Resources sectors	Organizations with less than 10 employees



## Key Challenges Workers Face with AI

**92%** of organizations report workforce challenges using AI, driven primarily by **privacy and regulatory concerns**, with **training and skill gaps** close behind.

Challenge	Percentage
Privacy & regulation concerns	26%
Insufficient AI training	25%
Skill gaps hinder AI use	24%
Lack of suitable AI tools	23%
Workers resist change	8%
Not useful in our work	8%
Unclear AI-use guidelines	8%
Workers don't see AI's value	7%
Challenges identifying relevant use cases	7%
Leaders resist change	6%
Weak AI implementation	6%
No barriers to using AI	8%

## Year-Over-Year Changes by Country

Global Average YoY change (+7 pts)

Country	YoY Change (pts)
Brazil	26
India	25
Panama	24
Chile	23
Argentina	21
Sweden	21
Puerto Rico*	18
Israel	17
Peru	17
Australia	16
Poland	16
Spain	13
Greece	12
Ireland	11
Costa Rica	10
Hungary	10
The Netherlands	10
Portugal	10
Taiwan	10
Mexico	8
Guatemala	5
Italy	5
Turkiye	4
U.S.	4
Czech Republic	3
Japan	3
Hong Kong	0
Colombia	-1
China	-3
Singapore	-3
Finland	-4
Germany	-4
U.K.	-4
Canada	-5
France	-5
Norway	-6
Switzerland	-7
Slovakia	-8
Belgium	-11
Romania	-13

# Leverage the Story, Continuously Improve



**Experis**  
ManpowerGroup

## FUTURE FORWARD >>

**CIO 2025 Outlook:  
Key Priorities for Tech Leaders**  
Discover what's next for the world of tech



**Experis**  
ManpowerGroup

## FUTURE FORWARD >>

**Building and Sustaining a  
Meaningful Career in the AI Age**



## Accelerating Adaptability

2025 Global Workforce Trends

ManpowerGroup



ManpowerGroup Experis Talent Solutions  
ManpowerGroup

Global Insights

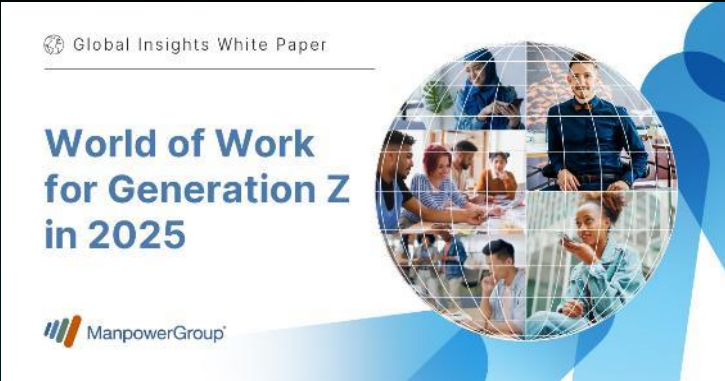
## IT World of Work 2025 Outlook



## Global Talent Barometer

2025 June Report and  
Key Findings

ManpowerGroup Experis Talent Solutions  
ManpowerGroup

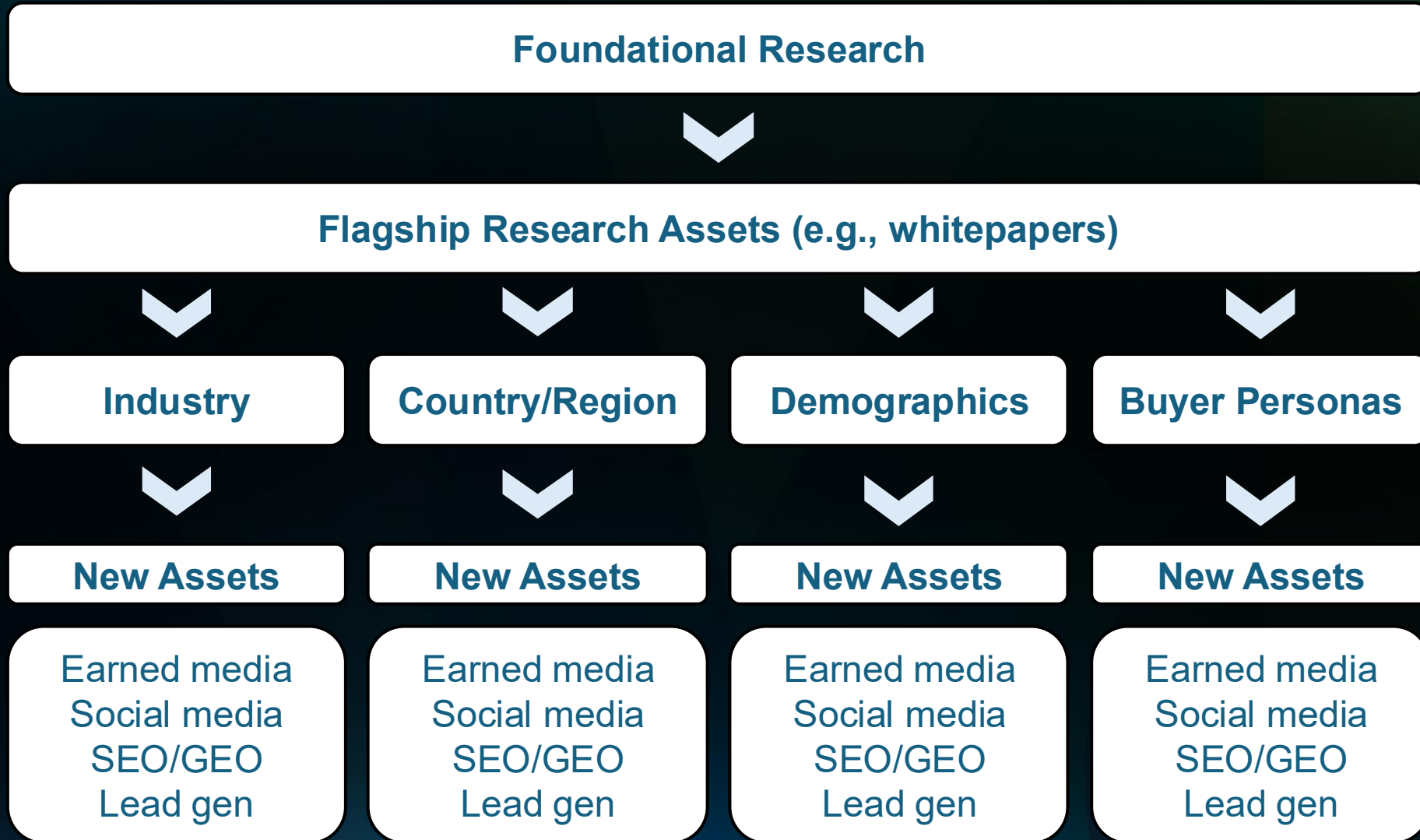


Global Insights White Paper

## World of Work for Generation Z in 2025

ManpowerGroup

# Turning Your Thought Leadership into a Reputation Engine



# Global Thought Leadership Research Best Practices



## Do the Prep Work

Know your audience & refine your hypothesis



## Right People & Places

Ensure your teams understand local culture and best practices



## Demographics

Adequate demographics and firmographics to test hypothesis



## Trackable

To build value over time



## Flexibility

To keep the story relevant over time



## Be Bold

Ask the tough questions, go against the flow

# The 7 deadly sins of Thought Leadership

## Thou shalt not...

**1** **Play it safe or boring**  
Say something new. Be bold.

**2** **Prioritize the problems**  
Focus on actionable solutions

**3** **Forget to get internal buy-in**  
Leverage your whole team

**4** **Use a poor or biased methodology**  
Right people, places and processes

**5** **Include too many ideas**  
KISS

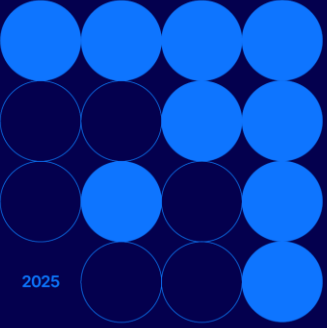
**6** **Claim to know all the answers**  
Invite discussion

**7** **Keep it to yourself**  
Atomize and publicize

# Learn More

Edelman | LinkedIn

2025 B2B Thought Leadership Impact Report



2025

## Invisible Influence:

Unlocking the Power of Hidden Buyers

Global Thought Leadership Institute

## Promise and Peril:


How attitudes to and practices in thought leadership are changing in the era of AI



CINDY ANDERSON ANTHONY MARSHALL

FROM THE LEADERS OF IBM'S INSTITUTE FOR BUSINESS VALUE

## The ROI of Thought Leadership



CALCULATING THE VALUE THAT SETS ORGANIZATIONS APART

FOREWORD BY BOB SAFIAN  
HOST AND EDITOR-AT-LARGE, RAPID RESPONSE

WILEY



## Work Intelligence Lab

by ManpowerGroup®



REPUTATION LEADERS

[www.ReputationLeaders.com](http://www.ReputationLeaders.com)

# ManpowerGroup Solutions Across the Entire HR Life Cycle

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**Workforce  
Management**



**Talent  
Resourcing**



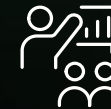
**Career  
Management**



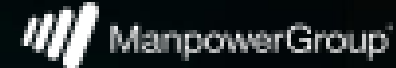
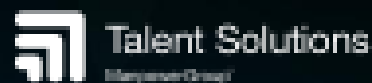
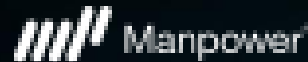
**Top Talent  
Attraction**



**Strategic Workforce  
Planning**



**Workforce Consulting  
and Analytics**



Visit [www.manpowergroup.com](http://www.manpowergroup.com) to learn more.

## Leveraging research to create differentiated thought leadership

Room 2 | 3:45 pm - 4:15 pm | Thursday, April 16, 2026

Credible thought leadership is increasingly critical as the proliferation of AI-generated content makes it more difficult to differentiate. In a recent study, most business leaders (71%) said thought leadership is more effective than traditional sales and marketing at demonstrating a potential vendor's value.

This presentation will explore the pivotal role of independent research in the process of creating thought leadership. ManpowerGroup and Reputation Leaders will share lessons learned leveraging a quarterly survey of nearly 40,000 business leaders across 41 countries. It will focus on how to effectively leverage proprietary research in the creation of thought leadership assets that impact business outcomes.

Key takeaways:

1. Global B2B and B2C research best practices.
2. How to effectively leverage research in global marketing, communications and thought leadership assets.
3. Equipping your leadership with compelling data-driven stories to engage clients.

# Outline

- The value of Thought Leadership – Cherry pick from slides 3-7
  - Personalize this to ManpowerGroup – why does MPG do TL?
- What is and what isn't Thought Leadership – 8-10
- A framework to doing Thought Leadership – 11-17 (one slide that builds)
  - How does this work in practice for MEOS
- Research that supports Thought Leadership – 18
  - How does this work in practice for MEOS
- Building a Thought Leadership Reputation Engine – 19-24 (one slide that builds)
  - How does this work in practice for MEOS
- The seven deadly sins of Thought Leadership – 25
- How to communicate Thought Leadership – 26
  - How does this work in practice for ManpowerGroup