

HCM

OUTLOOK
2023

INSIGHTS INTO EXCELLENCE



From

SILOS

to

SYMPHONY

Human capital management must deliver business impact everywhere in an organization. HR strategists must bust through traditional silos and operate with the seamless fluidity of a symphony orchestra to enable all stakeholders to excel in the fourth industrial revolution.

The world of human capital management has changed forever. HR leaders are not separate from business leaders — they are business leaders responsible for optimizing the collective genius of the workforce to collaborate, innovate, evolve and excel in the fourth industrial revolution.

HR must become ubiquitous to an organization's success by working strategically in alignment with the rest of the enterprise to ensure employees have everything they need to drive success for themselves and the business.

HCM is not about L&D, talent management, leadership development or other traditional functions. Those are simply instruments that must operate with the seamless fluidity of a symphony orchestra to enable organizations to thrive in a highly connected digital world that will only become more intertwined in the coming years.

Excellence in HCM means understanding — and being laser-focused on — organizational business goals.



HR strategists must leverage the tools at their disposal — and develop new tools and approaches — to enable and empower the workforce to deliver results at the speed of business.

Many organizations are three-quarters of a mile behind in a one-mile race.

The siloing that has plagued HCM can severely impede organizational evolution:



If you focus on L&D in a vacuum, you miss that the entire organization is impacted by how **learning and development** is approached.



If you focus on DE&I initiatives, you miss that **diversity, equity and inclusion** are really the outcomes of embedding the values and principles of DE&I in everything you do.



If you think about leaders as being in charge, you miss that strong **leadership** is needed from **everyone at all levels** to successfully leverage each person's unique capabilities, experiences and mindsets.



This book, as well as the Excellence Awards, conferences, HCM strategist certification programs and everything we do here at Brandon Hall Group, is aimed to help you catch up in the race for HCM ubiquity. We provide the insights you need to drive excellence in human capital management.

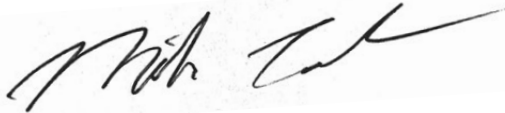
As you will read in this book:

- 01** Learning must become more ingrained into the organization's DNA to ensure the business always has the talent it needs to be successful. This includes shifting to more agile processes for developing and delivering learning and embracing emerging technologies that will shape the future of work.
- 02** Retaining top talent requires going beyond traditional approaches and developing employees with the agility and resilience to acquire new skills while learning how to collaborate with robots and other forms of smart technology that will drive future business growth.
- 03** Leaders – while becoming more inclusive, collaborative, and supportive of employee growth – must warm up to reverse mentoring that can help organizations bridge generational gaps.
- 04** More people with power and influence must become allies and advocates for members of underrepresented groups if the values of DE&I are ever going to be embedded across enterprises.
- 05** Employers must embrace hiring automation that extends to bias-free interview questions and 24/7 scheduling that will create a superior candidate experience while delivering a diverse, talented and resilient workforce.

Employers must do for their workforces what people have managed to do for themselves in everyday life. In daily pursuits outside of work, everything merges together; you multi-task, and technology drives everything you do — how you shop, order meals, travel, manage money, stay in touch with friends and family, and learn.

Employees want the same type of integrated and fluid experiences at work as they have outside it. Clearly, organizations are trying to change, but so far most are doing it by thinking and behaving the same way they have for years, even decades.

Our intent through this book is to embrace the future and provide insights into what excellence will look like in the years ahead. We envision HCM as the catalyst to drive future business success. But to do so, HR leaders and strategists must shed misguided paradigms and embrace the future with the agility, resilience and creativity that leads to excellence.



Mike Cooke

CEO, Brandon Hall Group





THE EXCELLENCE AWARDS

The Excellence Awards feature two annual programs that recognize the best organizations that have successfully deployed programs, strategies, modalities, processes, systems, and tools that have achieved measurable results. The awards attract entrants from leading corporations around the world, as well as mid-market and smaller firms.

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Opens: 01.02.2023
Deadline: 04.14.2023

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Technology

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Opens: 04.24.2023
Deadline: 09.18.2023

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Brandon Hall Group's **Enterprise Excellence Certification** recognizes the best HCM programs that transform their organizations and achieve breakthrough results.

Enterprise Excellence is a subset of award winners that are also members. Through membership, Brandon Hall Group takes a deep dive into organizations' HCM programs during monthly meetings and quarterly strategy briefings.

This program recognizes your organization's accomplishments with an unmatched level of credibility based on BHG's 30 years of experience recognizing excellence in organizations from around the world.

[Learn More](#)

For additional information, please contact success@brandonhall.com

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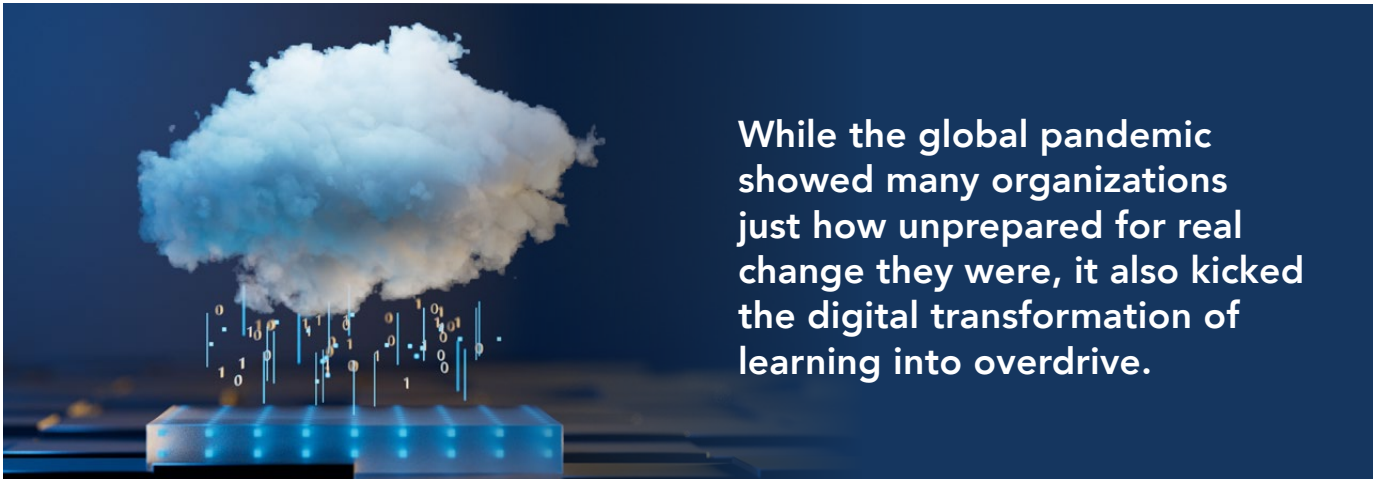
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No Looking Back: Learning Must Continue to Evolve to be More Continuous, Personalized, and Impactful

Incremental change has given way to an explosive acceleration of the digital transformation of learning. Organizations must continue to push forward with a learning approach that leverages tools and technologies to meet the needs of a dynamic workforce and has real impact on the business.

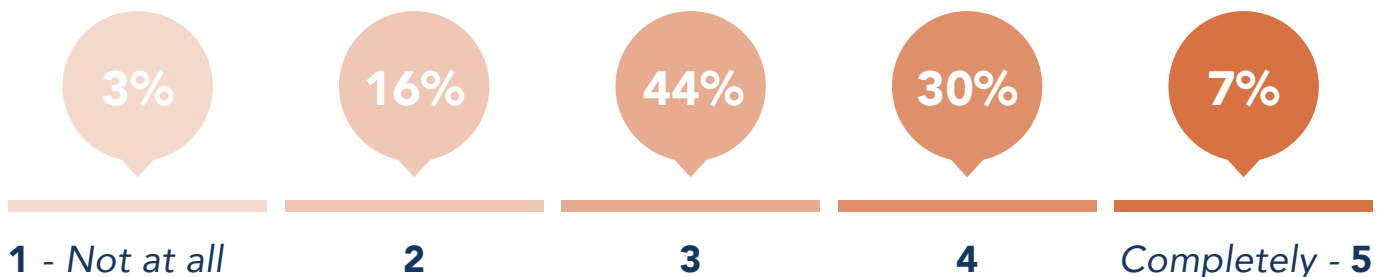




Post-pandemic, organizations are looking to transform how they do things to make the business, its people, and its processes more adaptable, resilient, and future-proof. For Learning & Development teams, this means a complete reassessment of the strategies, technologies, and skills they leverage to build the skills the business needs to be successful.

Organizations that were slow to start that journey have been struggling to catch up. With the future of work always around the corner, only about one-third believe their approach to learning is putting them in a strong position to meet the needs of the future of work.

To What Extent Do You Feel that Your Organization's Approach to Learning Is Positioning You Well to Develop the Skills Your Organization Needs for the Future of Work?



Source: Brandon Hall Group, Transforming Learning for the Future of Work

L&D teams face multiple obstacles in their drive to prepare the workforce for the challenges of today and tomorrow. The future of work will require a host of new skills, distributed across all levels of the organization. Learning and Development teams must be prepared to deliver these skills rapidly and at scale. Additionally, the technology landscape will continue to evolve, shifting learner expectations and providing new learning opportunities. The increased strategic role of L&D will also make it critical that learning teams are able to adequately measure and demonstrate the impact learning is having on the business. L&D leaders will have to be strategic in how they allocate what limited resources they have.

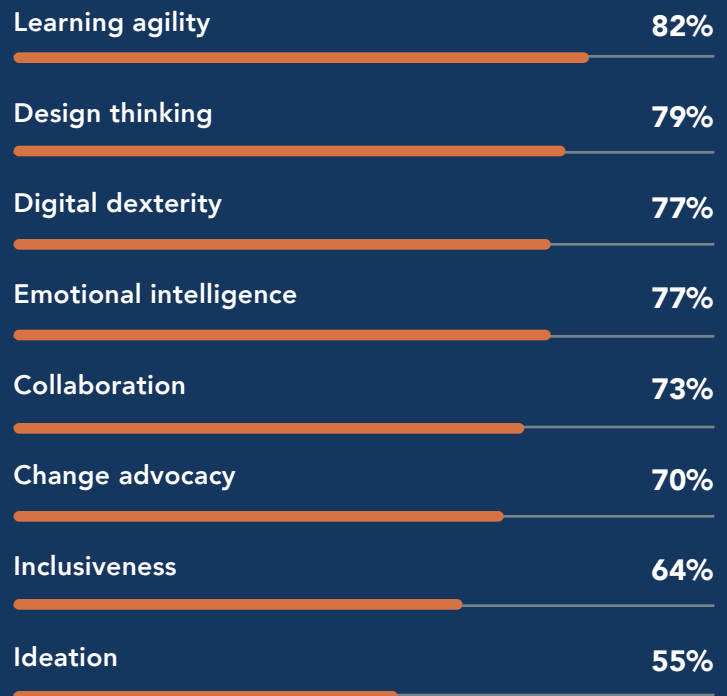
To What Degree Are the Following Challenging Your Organization's Ability to Develop the Skills the Business Will Require in the Near Future?



Source: Brandon Hall Group, Transforming Learning for the Future of Work

Incremental changes to learning technology, strategy, and people will not be enough, and will only cause organizations to fall farther behind in the race to upskill and reskill the workforce. The pandemic, the economy, and other global influences have clearly set a vision of a volatile and uncertain future. Learning must reimagine its role in the organization to become an integral part of the business and the culture, rather than a series of HR-related events. Companies cannot expect to simply hire new people every time something happens in their market or industry that requires new products, services, or approaches. L&D must be there to build the required skills within the existing workforce whenever possible. In the future, even big ships will need to turn on a dime. That will require a strong growth mindset and a culture of learning within the organization.

Which of the Following Do You Think Will Be Important Skills/Unique Learning Needs to Address the Future of Work?



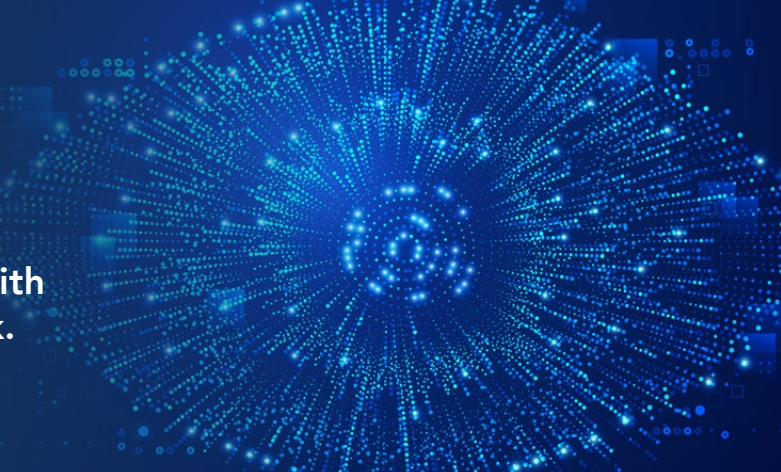
Source: Brandon Hall Group, Transforming Learning for the Future of Work



To effectively position learning to meet the needs of the future of work, organizations must answer several critical questions, including:

- Have we identified the critical skills the business will need in the future?
- Do we have the learning technology infrastructure to meet future of work needs?
- Does the L&D team possess all the skills that will be required?
- Do we understand what emerging technology trends can help us and how?
- Are our learning processes agile enough to change with the business?
- Are we able to measure and demonstrate learning's impact on key outcomes?

The seismic shifts organizations have been through in the last three years signal a future of volatility and uncertainty. Learning must become much more ingrained into the organization's DNA to ensure the business always has the talent it needs to be successful.



This means companies must reexamine the people, processes, and technologies they leverage for learning with an eye on the future of work.

Work with the Business to Identify Critical Skill Gaps in the Organization

L&D cannot expect to craft a list of required skills from scratch, or even find one ready-made from external sources. While many skills are universal, L&D must work closely with the business to determine just what skills stakeholders require and how they prioritize them. The skill profile for each organization will be different. This will also provide the basis for a gap analysis, where business stakeholders can help determine what is lacking, what can be upskilled/reskilled, and when new talent needs to be acquired.

Assess the Current Technology Ecosystem and Compare It to Future Needs/Plans

The existing technology stack for L&D needs to be assessed against the vision of the learning strategy. The organization's vision for the future of work will help determine if the tools that are currently in place are enough, if they need to be leveraged differently, or if new solutions need to be brought in to properly execute the strategy. Technology no longer dictates how we approach learning. Instead, it is now possible to leverage technology to create whatever the strategy requires.

Identify Skill Gaps on the L&D Team Based on Future Needs/Plans

The work of identifying skills gaps cannot exclude the Learning and Development team itself. L&D leaders must determine which skills will be necessary to best help the business in the future, then develop a plan for building and/or acquiring those skills. New approaches and new technologies may require skill sets that are not currently available to L&D.

Become Familiar with the Emerging Technologies that Will Shape the Future of Work (AI, Adaptive, Metaverse, etc.)

New technology does not just mean a newer LMS or another platform. It also means evaluating the ways in which all technology is changing and what that means for L&D. Organizations are finding that solutions with deeper automation are helping streamline processes, while Artificial Intelligence is helping create more personalized, targeted learning experiences. Ideas like VR and the Metaverse are poised to have a significant impact on how people interact with technology and offer unique learning opportunities.

Shift to More Agile Processes for Developing and Delivering Learning to Better Respond to Changes in the Business

Traditional learning models and frameworks cannot keep up with the pace of today's business, let alone the future of work. Organizations need to adopt more agile approaches to creating and delivering learning. As the approach shifts to learning based on neuroscience and cognitive principles, and more informal and experiential learning, the processes used in the past will become more ineffective and inefficient.

Measure Learning by Outcomes, Not Hours

The old metrics of efficiency – hours, completions, number of courses, etc. — are simply not enough. If organizations are unable to measure learning's impact on the performance of both individuals and the business, there is no chance of making improvements and adjustments. It starts by aligning the learning strategy with business goals and working with stakeholders to identify real, measurable outcomes. Learning will never achieve higher impact if that impact cannot be measured.

The Wall Between Learning and Working Will Fall

The view of learning as something separate from working will finally fall away, as companies come to grips with the fact that people are, by definition, learners. We are learning all the time, not just when we enter a classroom or click a piece of content. Calling employees “learners” in the context of training programs only deepens the separation. People are performers, and they need the tools, knowledge, and insights to help them perform. Learning “in the flow of work” will not be enough. Learning equals work, and work equals learning.

Learning Will Mean Survival

In the wild, creatures either adapt or die. In the workplace of the future, people who aren't learning are not going to survive. The entire nature of learning in a corporate setting will change to become more organic and part of the DNA of the workforce. Few businesses will be able to sustain a workforce of people who are good at one or two things for their entire time with the organization. There will be a great deal of pressure on employees to continually deepen and expand their skills. Organizations that can't support the survival of their workforce will themselves fail to survive.

AI Will Drive Much of the Learning Experience

The world runs on data. Technology continues to get smarter, and data is what drives it. Machine learning and artificial intelligence will be used increasingly to turn this data into personalized learning experiences designed to seamlessly deliver knowledge and skills to people within the context of their work. The transactional nature of many L&D roles will diminish as technology continues to get smarter. Learning content will be automatically created based on input and parameters, and learners will have access to virtual coaches who will empower insights and self-discovery.

Personalization Will Become a Deal-Breaker in Talent Retention

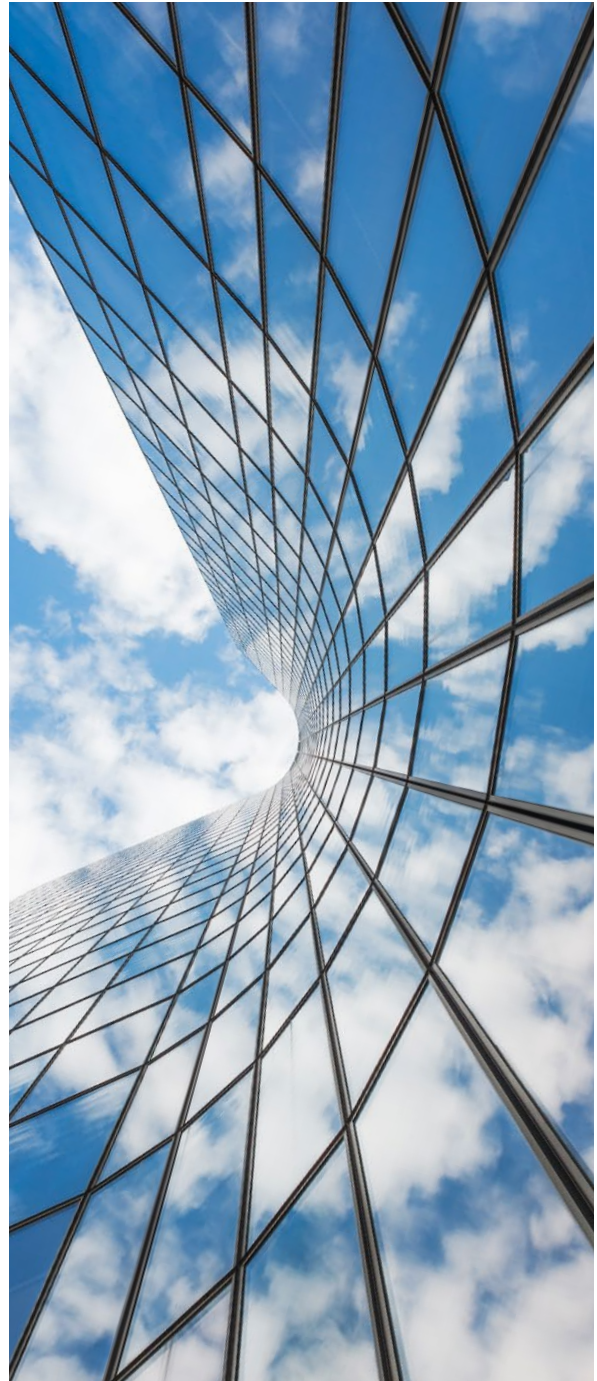
Just about every aspect of a person's life that involves technology is personalized, from using their smartphone to streaming entertainment and even making a doctor's appointment. The expectation is that the businesses and platforms people are engaging with will know enough about them to give them both what they need and what they want. If their learning experiences at work do not meet these expectations, it will be seen as a lack of investment in development and a lack of interest in the employee as a person. It could be the difference in a tight talent market.

The Classroom Will Never Be the Same

The pandemic shut down in-person classrooms almost overnight. As they come back, the classroom of the future will look nothing like the classroom of the past. Learning's digital transformation will impact the classroom, with digital and virtual tools eliminating the need for many aspects of traditional ILT. The classroom of the future will feature new tools and approaches, especially for organizations that now find themselves with much larger groups of permanently remote employees.

Tomorrow's L&D Teams Won't Resemble the Teams of Yesterday

As every part of learning and development shifts and evolves, so too must the talent that makes up the L&D team. Learning platform admins must have deeper data and analytics skills. Instructional designers must have agile development skills. Content authors must more modern user experience design skills. L&D will also need people who have deeper business and industry acumen, so they can better align the learning strategy with the needs of the business. Just as other parts of the HR organization will incorporate more creative, artistic, and innovative talent, learning will do the same — but to an even higher degree.





Shana Hawley
Head of Learning and Development, Google Marketing

“Time is a consistent barrier to learning at work. It’s our job to simplify complex ideas and support wayfinding so everyone knows exactly where to go to find the training they need. And technology is making that easier with personalized learning journeys and role-based recommendations. But the most important part of our job is to inspire and empower people to create the time and mind space to step away from their day-to-day grind to learn something new.”



Chantelle Nash
Digital HR Experience Director, Baker Hughes

“Learning in the flow of work is great, but it doesn’t always need to be explicitly served. Every solution the learning function executes is a product. Elevating multidisciplinary acumen learning teams need around design, product management, marketing, change management, community management, data and analytics, tech ecosystems, etc. is essential to building the strategic connections that tell a broader value story to the company and that engage employees in a seamless way. Organizations should evaluate their learning brand and ask if they are still positioning themselves as producers vs. product owners, and ensure there is a holistic, multi-channel product strategy for longevity.”



Beth Miksa
Divisional Vice President, Talent Development, Human Resources, Abbott

“The role of the manager has become increasingly complex and there are no signs that will stop. That’s why it’s critical to find ways to sustainably and continuously upskill managers with diverse L&D approaches. Consider combining self-paced, on-demand content with specific on-the-job exercises and in-person, best-practice sharing. These tactics can create a scalable, continuous learning solution that gives managers the tools they need to engage and inspire their employees in an ever-changing environment.”

LISTEN
NOW

PODCAST INTERVIEW

Bank of America, winner of 24 Brandon Hall Group awards in 2022, is an innovative and highly respected learning organization. John Jordan, the head of The Academy at Bank of America, talks about how learning and development is evolving at the company and its vision for the future.

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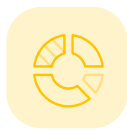
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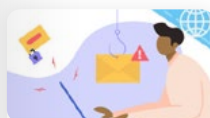
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John Doe

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Sam Smith

1 Badge 55 Points

Calendar

January 2023



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Join our session!

It doesn't Matter What You Teach, If Nobody Remembers What You Said

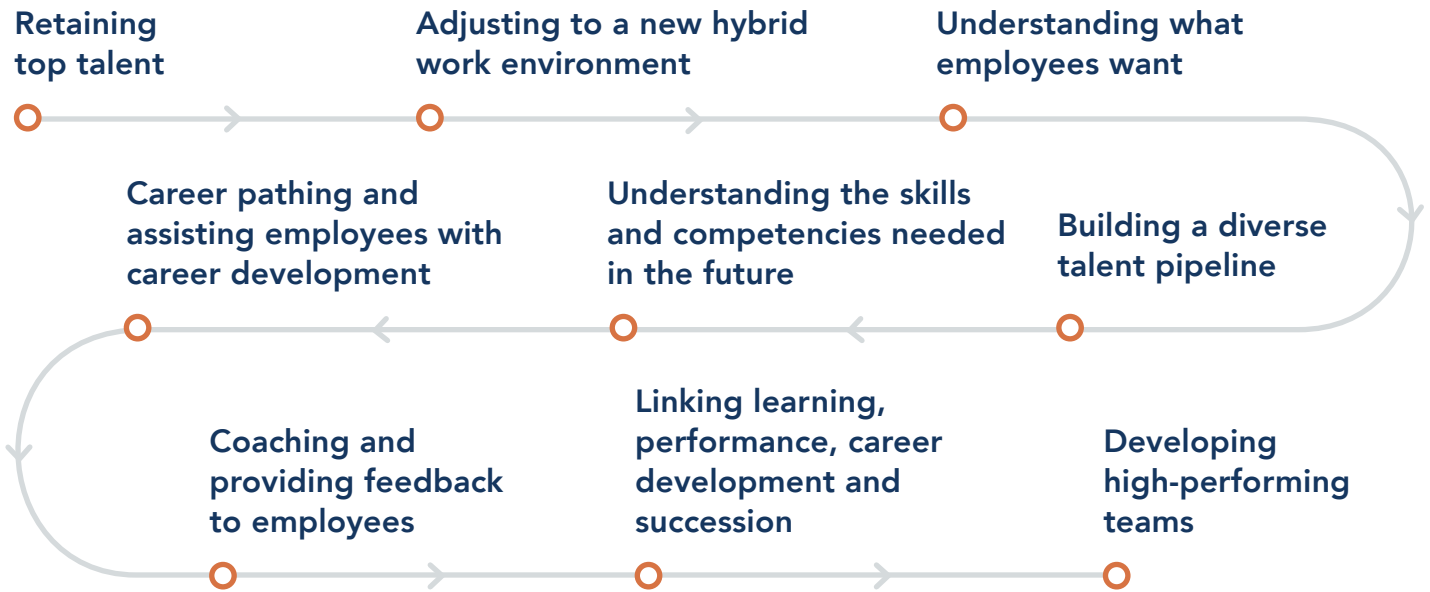
Tuesday, January 31st
11:15 am - 12:15 pm | Location: Coral C



Retaining Top Talent Requires Resolve to Break Paradigms

Research shows many organizations don't understand what employees value or have the strategies and technology to improve talent retention. Employers that want to keep top talent longer must rethink self-imposed barriers and mindsets and act differently.

Employers are battered with talent challenges that are difficult to overcome with the resources and technology they have:



Talent Functions Posing Highest Challenge for Employers

Talent retention	57%	Leader development	48%
Employee engagement	55%	Team development	47%
Diversity of the talent pipeline	52%	Career development	45%
Effectively managing hybrid workforce	51%	Wellness/wellbeing	45%
Learning and development	50%	Workforce planning/succession management	44%

Percentages represent organizations rating challenge as 4 or 5 on a 5-point scale
 Source: Brandon Hall Group study, How Are You Adapting to Hybrid Work?

Talent management is not one thing, as the name suggests, but many functions and strategies that must be integrated and coordinated to hire, develop and retain an agile, resilient workforce. Many organizations are trapped operating in silos and without the understanding or ability to navigate the future needs of employees.

Talent Management Functions Most in Need of Technology for Improvement

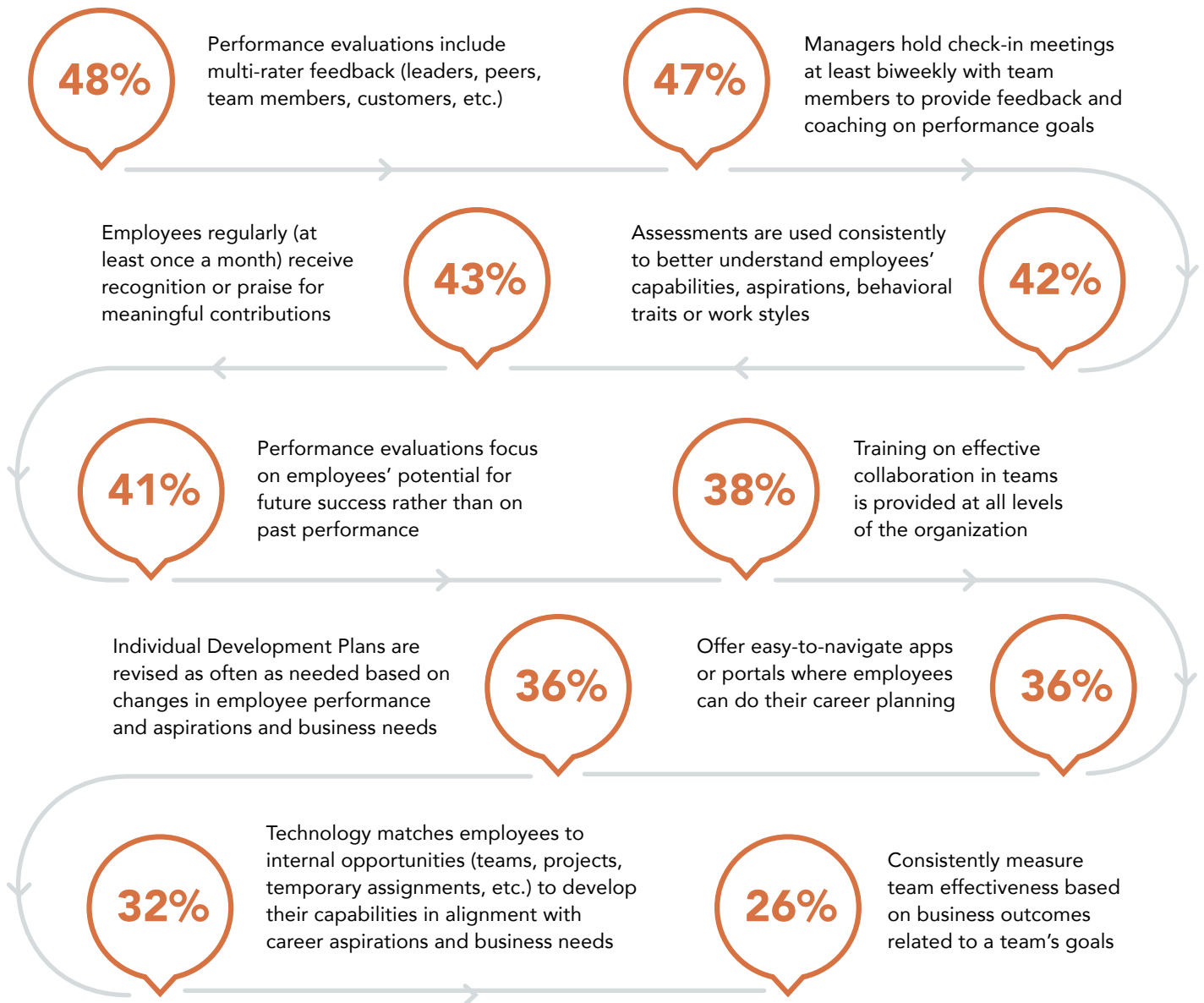


Source: Brandon Hall Group Study, How Are You Adapting to Hybrid Work?



With so many integrated functions needing attention and a lack of tools to strategically address them, many employers can't develop and retain key contributors. Our research shows that less than half of organizations are using critical strategies necessary to develop and retain talent.

Organizations Using Leading-Practice Talent Management Strategies



Source: Brandon Hall Group Study, Great Leaders, How Do We Develop More?

During one of the most critical talent shortages ever, most employers do not have the technology and sophistication needed to make talent decisions that could make or break their businesses now or in the relatively near future.

In only one area — providing all employees with more flexibility in how, when, and where they work — do at least 70% of organizations believe they will be better off in 2-3 years, our research shows.

Talent Outcomes Organizations Believe Will Occur Within 2-3 Years

71% 

All employees will have more flexibility in how, when and where they work than they do today

Source: Brandon Hall Group Study, Reimagining Talent Management for Hybrid Work

60% Continuous feedback and coaching for employees will be the norm

54% Managers will spend more time collaborating with their team members

54% Our workforce will be significantly more diverse than it is today

41% Continuous development of teams will be the norm.

46% Employees will routinely receive feedback and recognition from everyone they work with through technology

36% Our leadership will be significantly more diverse and inclusive than it is today

28% Turnover of top talent will have decreased significantly compared to 2022

Our research shows that only 38% of organizations believe they have a strong understanding of what employees expect from their employment, and only 31% believe they are successful in retaining top talent.

Employers must take a good look in the mirror and determine what they are willing to do — including taking steps outside their financial, cultural or strategic comfort zones — to develop and retain talent that drives business growth and organizational success.

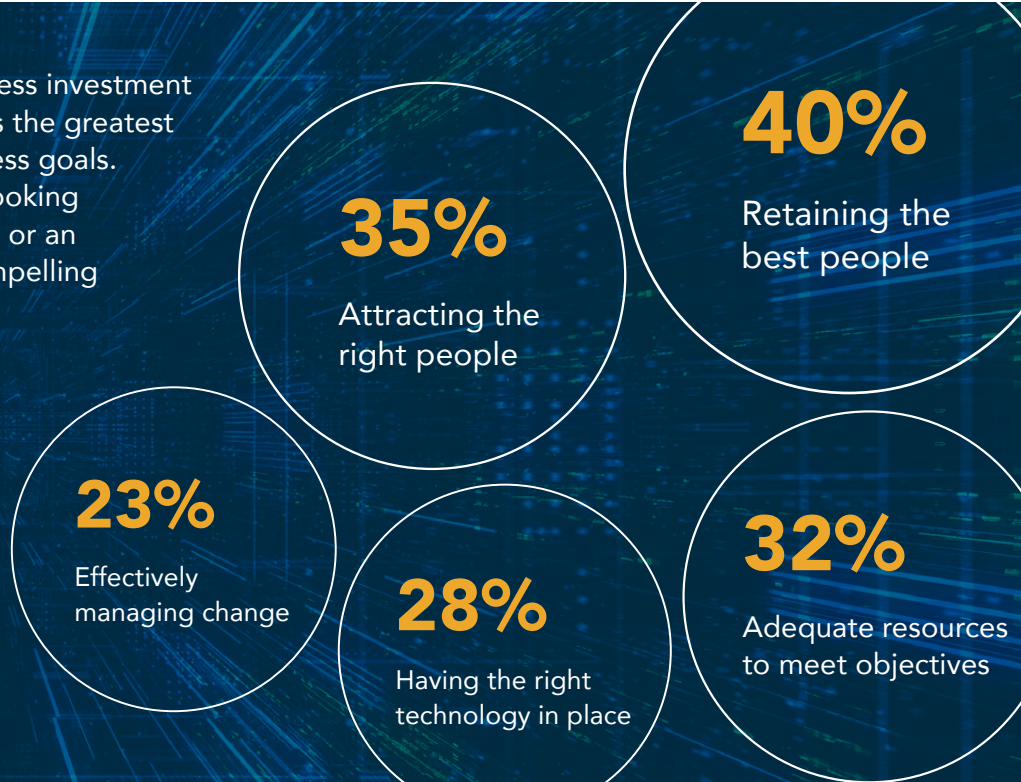
Retaining top talent requires breaking through traditional barriers and paradigms.

- Is your organization willing to make fundamental changes to create compelling employee experiences that drive retention?
- What are the barriers to changing critical talent strategies?
- How do you get to the root causes of challenges impeding your progress in increasing retention of top talent?

Talent retention was the top business investment priority in 2022. In 2023, it ranks as the greatest concern related to achieving business goals. We believe the key to progress is looking at talent retention not as a strategy or an initiative, but as an outcome of compelling employee experiences.

Biggest HCM Concerns Related to 2023 Business Goals

Source: Brandon Hall Group Study, HCM Outlook 2023



When employers look at their workforce strategies, they should focus on this critical question: “What’s in it for the employee?”

We believe employers must strive to help their employees be their best at work and at home. It starts with having a diverse, inclusive workplace where employees are valued for their strengths and perspectives, teammates are supported in growing their careers and recognizing and rewarding them for their contributions.

Most employers we talk to and work with are making sincere efforts to improve. But too often they are tinkering with what they have in place when what they have in place is the problem.

Here are critical strategies to drive future success in talent management, based on our qualitative and quantitative research.

Focus on Core Competencies Across the Enterprise

Much has been written about the need to identify the specific skills of the future and upskill and reskill the workforce. A better strategy is to develop core competencies across the enterprise that enable employees to adapt as the business evolves and visibility on future skills improves.

Competencies such as resilience, critical thinking, learning agility, collaboration, emotional intelligence and business acumen are evergreen and enable employees to be change- and future-ready. These competencies empower employees to learn and apply new skills as they arise while coping with uncertainty and ambiguity.

Incentivize Employee Growth

Employees should be incentivized and rewarded for improving performance and capability. That comes in many forms:



More organizations are providing employees who gain skills and competencies with new responsibilities in alignment with career aspirations.



Offering certifications for critical competencies — or funding external certifications — is an investment that most employees — especially the ones you want to keep — will value.



Bonuses tied to attainment of new competencies, as well as for performance and commitment to the organization — can motivate employees, as does consistent recognition for meaningful contributions.



Develop Great Teammates

Teams are the future of work, but most teams are just groups of individuals without the requisite skills to work effectively as teammates.

Most organizations (72%) believe developing teams is important, but don't do it effectively (29%).

More employers should commit to team development at all levels. It's an investment that will pay off.

Get Serious About Technology and Analytics

Developing and retaining talent is complex. No organization can do it without leading-edge talent management technologies that leverage data and analytics to enable better talent decisions. Investment must increase.

Make Coaching Real

Everyone talks about coaching employees to better performance and career growth. Few organizations do it and fewer do it well. The need for coaching often exceeds the capacity of leaders and managers to provide it. Online coaching platforms are proliferating, as are the number of certified coaches. Organizations must determine the role coaching should play and take steps to make coaching effective, one way or another.

Navigating Unpredictable Change Will Be the Most Critical Competency

While talent and learning leaders debate which programming language or data analysis skills are most important to develop, the real target should be preparing employees to navigate the VUCA (volatile, uncertain, complex and ambiguous) world they work in. The fact is, we don't know which specific skills will emerge as must-haves in the years ahead. What we do know is that we will all be facing "unknown unknowns." Therefore, competencies like resilience, change management, learning agility, digital literacy, experimentation, collaboration, conflict management and others will create the foundation for ongoing evolution.



Collaboration Will Take an Unhuman Twist

Collaborating with human colleagues will become table stakes, while collaborating and prospering with robots and other forms of smart technology will be the key to success. This is why navigating constant change is so critical — the scope will transcend human connections into cohabitating with the kind of tools we used to read about in science fiction novels. Employers will need to determine what their talent will need to know to survive and thrive in the fourth industrial revolution.



Certifications Will Become the Currency of Career Growth

As employers struggle to find job candidates and employees whose competencies and skills match the organization's emerging needs, workers will increasingly need to demonstrate that their skills and competencies meet ever-evolving industry and employer standards. Certifications — whether offered by third-party providers, associations or the employer — are more substantial benchmarks of proficiencies than course completions or badges. The number of certification providers — especially for technical skills but “soft” skills as well — is multiplying, and digital solutions are emerging to help learners prepare for high-stakes certification and licensing exams.

Teamwork Will Become a Critical Differentiator Among High-Potentials

Employees seeking promotion will need to be strong team collaborators. While individual competencies and skills will always be important, playing positive roles in teams seeking to solve complex problems will be critical in promotion decisions. Our research is clear: 80% of organizations place team development as a top priority over the next two years, and 60% now evaluate individuals for their collaboration in teams — up from less than 40% last year. Plus, 94% of employers said team leadership training is critical.

Digital Coaching Will Drive Talent Development at All Levels

With many L&D functions operating on frozen or reduced budgets, coaching employees on performance and career development is an effective and practical strategy to develop agile, resilient talent. However, many organizations don't have the capacity to train and leverage internal coaches to the degree needed. Digital coaching platforms, leveraging certified external coaches, are proliferating and demand is growing for coaching to be fully democratized rather than focusing on senior leaders and executives. Coaching can also extend to teams, which are gaining importance. External coaching at all employee levels will rapidly increase.



Stacey Young Rivers, Ph.D

Senior Director of People Growth & Enterprise Skills Strategy, Warner Bros. Discovery

“With employees experiencing ‘the great resignation’ or ‘the great awakening,’ how can we innovate our approach to skills development in this new paradigm? I believe that learning in the future will be more collaborative, and L&D can build a foundation by strategically incorporating employee preferences. In my experience, partnering with employees to co-create learning journeys aids in leveling up critical skills for the organization. Further, as talent leaders, we have an opportunity to harness the power of learning using career mobility strategies like reskilling programs and talent marketplaces. These approaches can boost the company’s EVP for attracting and retaining talent, ultimately creating a win-win for everyone.”



Steve Urquhart

Talent and Organizational Development Consultant, Aerospace Industry

“One thing that is holding us back from reaching the true potential of a talent marketplace is the lack of consistent and accurate data. There isn’t an HR or talent professional out there who can know the full inventory of skills, capabilities and experiences that exist within their workforce, so we have to do a much better job at making the case for employees to diligently build their professional brand internally so they can participate in (and benefit from) the talent marketplace.”



Nicole Davies

Vice President, Talent Optimization, Valet Living

“Organizations must become tenacious in their efforts to capture the voice of the employee. Employees should have ample opportunities to share their perspectives on the work they are doing today and the work that they would like to do in the future. At Valet Living, our talent optimization team provides conversation topics to employees and their managers every month. Topics range from something as simple as the employee’s areas of focus for the next 30 days to more complex discussions around well-being and long-term professional goal-setting. Ensuring that a thoughtful connection is occurring between a manager and associate every single month has allowed Valet Living to gain tremendous amounts of information about engagement levels, internal mobility desires, and employee potential. ”



PODCAST INTERVIEW

Trayona Floyd Hales, Director of Talent and Performance for WarnerMedia, and Dr. Daniel Neubauer, Global Head of Talent and Development, Global Wealth Management, at UBS, discuss the future of talent management and how their organizations are overcoming challenges in engaging and retaining talent.

EXCELLENCE AT WORK

THE PODCAST



Hosted by

Rachel Cooke

Chief Operating Officer
& Principal HCM Analyst

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Making Diversity, Equity and Inclusion Part of Your Organization's DNA

The diversity, equity and inclusion movement started as a reaction to injustice. But it's a business imperative whose ultimate success depends on embedding the values of DE&I holistically across organizations so everyone accepts differences between people as a strength that drives innovation, collaboration and evolution.

When anyone in human capital management is asked about the organization’s top priorities, diversity, equity and inclusion (DE&I) is at or near the top of the list. In fact, 78% of organizations responding to Brandon Hall Group’s 2023 HCM Outlook Study rated it as an important business strategy.

Unfortunately, the importance of DE&I often does not translate into actions, policies or behaviors that represent its values. Less than half of employers have generated any of the following benefits from their DE&I efforts, according to Brandon Hall Group research:

Changes Generated from Your Organization’s Approach to DE&I



Source: Brandon Hall Group Study, Building a Culture that Embraces Diversity and Fosters Inclusion

After 2 1/2 years of intense focus on DE&I, the modest business impact is not from lack of intent but from lack of a comprehensive and immersive approach required to realize the scope of culture change needed in many organizations. Brandon Hall Group research shows that only 45% of employers deploy a strategic plan for DE&I, while another 31% are actively developing one.

DE&I must become part of an organization's DNA if it is to reach its potential as a driver of innovation and collaboration required for future success. Countless studies show that organizations with diverse and inclusive workplaces have higher revenue, productivity and retention. But those benefits don't occur easily.

Learning initiatives, which have dominated efforts, can teach what is important and why. But transforming knowledge into action and making DE&I part of the default culture of work requires advocacy and influence that few organizations have been able to generate.

It doesn't help that in 73% of organizations, no more than one-third of the C-suite includes women, people of color, LGBTQI+, people with disabilities and others who have been traditionally underrepresented.

Or that there is no leader primarily responsible for DE&I in six out of ten organizations. What other function identified as a business priority has no clear leader accountable for results?

While most organizations have, or are working on, strategic plans, many do not include approaches that influence people across the enterprise to put into practice the principles and behaviors required of a truly inclusive business culture.

Most employers have DE&I strategic plans that address the basics, such as:

- ✓ Establishing governance, measurement and accountability
- ✓ Communicating the DE&I mission, values and principles
- ✓ Creating an understanding of the business need for DE&I
- ✓ Creating processes for widespread involvement in DE&I
- ✓ Laying out a comprehensive, organization-wide approach

Less than half of organizations have plans that:

- ✗ Embed DE&I values in all training and development
- ✗ Identify development opportunities for diverse populations
- ✗ Embed DE&I efforts into the corporate social responsibility strategy
- ✗ Leverage technology to improve DE&I initiatives and outcomes
- ✗ Build networks of allies and advocates to influence behavior and culture change
- ✗ Identify the drivers of retention and turnover of diverse employees

Diversity, equity and inclusion can't reach their potential without significant culture change. This won't occur by edict or even a well-developed strategy. Real change around a movement such as DE&I, which is often emotional and polarizing, requires individuals who believe in it and are empowered and enabled to influence others.

The stakes are incredibly high for businesses. Several studies indicate that:

28%

of Generation Z (people born between 1995 and the mid-2010s) are **not** white.



By 2044,

groups formerly seen as "minorities" will reach **majority** status.



By 2065,

the U.S. population **will not have** any single ethnic or racial majority.



In other words, our workforce — already more diverse than ever before — **will become even more diverse in the years ahead.**

If these increasingly diverse employees don't feel that their ideas, presence or contributions are truly valued or taken seriously by their organization, they will leave.

If you think retaining talent is tough now, wait a few years without making DE&I your default culture of work and see what happens.

Employers that want to create a strong culture that embraces diversity and fosters inclusion must continually assess their approach, even if they have established a strategic plan. Critical questions include:

- What are the systemic barriers to achieving a more inclusive culture?
- What are we doing to overcome those barriers?
- How are we embedding the values of DE&I in all levels of the organization?
- How do we motivate leaders and all employees to make themselves accountable for creating and sustaining a diverse, equitable and inclusive organization?

Here are high-level strategies to move toward a culture of diversity, equity and inclusion:

Develop and Nurture a DE&I Strategy Through Accountability, Influence and Advocacy

The DE&I strategy is a mechanism through which systemic issues can be challenged and changed. Creating a scaled and purposeful strategy — sponsored and supported by accountable top leaders but actively invoked across all levels of the organizations by advocates and allies — is the foundation of success. Organizations must:



Assess, understand and embrace their current state



Determine what their ideal DE&I culture looks like



Develop a flexible plan and roadmap to navigate the DE&I journey, making sure to be inclusive every step of the way

Are Your Leaders Accountable for Critical DE&I Approaches?



Communicate that everyone has a responsibility to foster a diverse, equitable and inclusive workplace



Encourage individual contributors to become aware of unconscious biases and determine ways to remediate them



Consistently advocate for individuals to challenge themselves to learn about the messages they send to others and how they are perceived



Set goals for individuals to see a diverse set of connections, experiences and perceptions

Source: Brandon Hall Group study, Building a Culture that Embraces Diversity and Fosters Inclusion



Embed DE&I Values Across the Enterprise

It is not enough to have the C-suite and other leaders champion DEI. Everyone needs to understand that they have a role in ensuring the organization is diverse and inclusive for all people.

Therefore, DE&I principles and values must be embedded wherever possible. For example, embedding DE&I in hiring practices is important because it sets the tone for everyone entering the organization. Embedding the values and principles of DE&I in learning ensures consistent socialization of DE&I over time.

Inclusion also must be embedded into the culture. For DE&I initiatives to succeed, the organization must ensure that all employees feel a sense of belonging, are valued for who they are, and are empowered to participate and contribute freely.

Develop a Network of Allies to Build the DE&I Culture

A holistic approach to DE&I requires a network of allies and advocates that can accelerate culture change.

An ally is someone who is not a member of an underrepresented group but who takes action to support that group.

Allies:

- **Recognize** that certain groups face barriers to advancement that have nothing to do with their abilities as people.
- **Do** what they can to remove these barriers and promote people's positive accomplishments.
- Can **be** of any gender or race, but they are especially effective when they are members of the dominant group in power.
- **Utilize** their credibility to create a workplace where everyone can thrive.

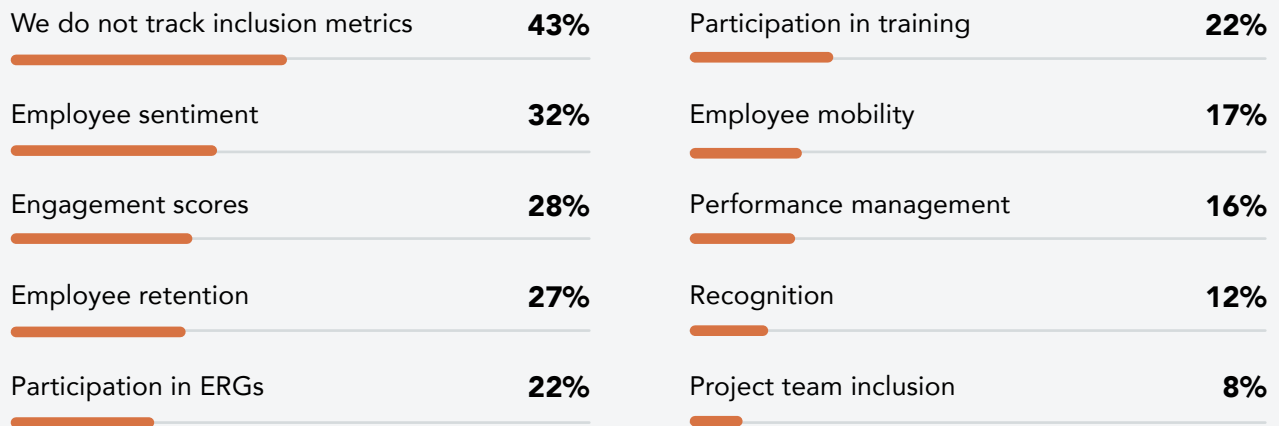
EXAMPLES OF ALLYSHIP

- 1 White male executives can be allies to women of color who want to reach the same position in their careers.
- 2 Cisgender employees can be allies to colleagues from the LGBTQI+ community.
- 3 People from privileged backgrounds can be allies to those who lack the same economic stability and opportunities.

Measure Inclusion

The greatest indicator of a DE&I culture is the level of inclusion. Many organizations conduct surveys asking employees about their feeling of inclusion. But few measure inclusion across key performance indicators. Inclusion metrics are critical because they can identify differences in how demographic groups are treated that are unlikely to otherwise come to light. More than four in ten organizations do not measure inclusion in any way. That must change.

Which Metrics Are Used to Track Inclusion?



Source: Brandon Hall Group Study, Building a Culture that Embraces Diversity and Fosters Inclusion

Fix Pay and Benefit Equity

We often talk about DE&I in abstract terms like belonging and engagement. But inequities in pay and benefits are concrete. Most organizations have some level of disparity in pay and benefits. Addressing this speaks volumes about your dedication to DE&I. You can't have a diverse, equitable and inclusive workplace without equity in pay and benefits.



The Use of Ally Networks Will Accelerate

Our extensive interviews with employers on building a DE&I culture reveals that they understand the need for an ecosystem of advocacy to drive culture change. Some organizations are leveraging ERGs and diversity councils, but they also recognize that progress requires more individuals actively demonstrating the beliefs and values that drive inclusion, collaboration and ultimately innovation. Once again, technology plays a role in aligning employees across an enterprise who are willing to take a leadership role.

Hybrid Work Flexibility Becomes a Critical DE&I Issue

Employees' demands for work flexibility in the hybrid work environment are often seen as a sense of entitlement. In reality, employees chafed for generations over their inability to balance work and their personal lives. The remote work environment spurred by the COVID-19 pandemic provided flexibility many are unwilling to give up. Employees' responsibilities to their families, friends and community can vary greatly for many reasons, including economic status, race, gender, age or religion. Employers must realize flexibility in how, when or where people work is often not a convenience, but a requirement of circumstance and a critical component of an inclusive culture.



Targeted Development of Underrepresented Groups Will Gain Traction

The underrepresentation of women, people of color and other diverse groups — especially in upper-level leadership — is too severe for employers to continue to turn a blind eye. Traditionally underrepresented populations must be developed for leadership roles. That requires targeted efforts that many employers have been slow to embrace. That again will change as pressure mounts for real progress in the diversity of leadership.

Technology Will Enable DE&I Improvement

Employers will benefit from technology advancements that make it much easier to embed DE&I across all functions. Tech providers across the HCM space are

integrating solutions that can help reduce bias, diversify talent pools, benchmark diversity and inclusion and much more. Some of these functions, such as text evaluation to minimize bias in job postings, have been around for years, but are now ubiquitous to HCM technology offerings rather than add-ons or standalone solutions.

Data Analytics Will Drive Transparency and Accountability

The focus on DE&I has produced reams of data and technology that will make it easier than ever before to leverage the data for predictive and prescriptive analytics. Stakeholders — ranging from stockholders and government regulators to advocacy groups and employees seeking a real commitment to improvement — will pressure organizations to release DE&I data and be transparent about their goals.



Andrea MacKechnie
Leadership Development Program Lead, Marsh McLennan

“It starts with belonging. The most important thing we can do as an organization is to create a culture where everyone feels welcomed and that their ideas belong. This means each of us can be ourselves in any role and see our individual contributions in the work we do together. From here, we create a culture of belonging in the ways we show up, big and small, every day. Our Racial Inclusion & Social Equity (RISE) Fellowship Program is a groundbreaking, innovative approach to this commitment. RISE provides Black MBA/Master’s Degree candidates in the US, UK and Canada with learning and leadership development through a lens of social justice and equity. Partnerships across the organization support Fellows through mentoring and networking, Business Challenges, presentations, and hiring opportunities, leading to career growth and belonging for Racial/Ethnic minorities at Marsh McLennan.”



Dominique Bolden
Manager, Inclusive Leadership, The Kraft Heinz Company

At Kraft Heinz, we are stronger, more creative, and more innovative when our employees can showcase their unique experiences, while contributing their strengths and skills to the work of their teams. It is our commitment to attract, recruit, and nurture talented employees. As part of this, we aim to achieve gender parity within management positions by 2025.

One way we are working to close the gap in gender representation is through The Women’s Empowerment (WE) Network. Our five-month leadership development program for associate directors builds a dynamic cohort of global, women leaders and provides a cross-functional community, senior leader support and mentorship, and industry-leading expert facilitators. Participants are empowered to confidently step into their power as future vice presidents at Kraft Heinz.

It is our commitment to provide our employees with a seat at the table and ensure their voices are heard and respected. It is our commitment to demonstrate that our employees can be who they can see!



Dr. Kristin Lee
Manager, Virtual Programs, NextUp

“The workforce as we once knew it is now in our rear-view mirror. Leaders are now called to reimagine their priorities and focus on their people. DEI&B and allyship are not just an HR problem. All leaders share a responsibility to help transform the culture across their teams and business. At NextUp, we partner with leaders to not only transform their workplaces, but to transform the hearts and minds of people. When leaders become aware of how their emotions and actions impact their team, they can confront retention, advance DEI&B, and workplace culture. Only then can we scale our impact and tackle the barriers that still face marginalized communities in all workplaces.”



**LISTEN
NOW**

**PODCAST
INTERVIEW**

Stacey Helstrom, Global Enterprise Learning and Leadership Development Leader at Eastman Chemical, discusses the four pillars the company uses to address diversity, equity and inclusion. She shares success stories, lessons learned and the future of DE&I at Eastman.



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Solving the Leader Readiness Puzzle

In today's dispersed and hybrid organizations, great leadership has never been in higher demand, while leaders have never been more overwhelmed. How can employers shed past failures to develop inclusive, collaborative, agile leaders across the enterprise who are ready to drive future success?

Each year, developing leaders ranks as a top learning investment priority in Brandon Hall Group’s HCM Outlook research. Yet only one-third of organizations believe their efforts are effective in developing future-ready leaders.

There are three central reasons leadership development does not produce more great leaders:

It’s traditionally been seen as an event, not a continuous learning journey



Most organizations can’t agree on an enterprise-wide model for how leaders should think and act



Development has been focused much more on the higher levels of the organization

There are signs that the tide is turning, our research shows:

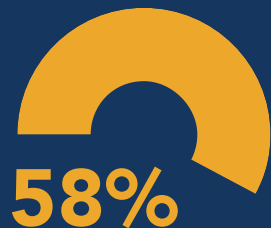
94%

of organizations believe team leadership — which involves leaders at all levels — is the most important development topic over the next two years



70%

of employers believe some type of leadership development is needed for every employee



58%

of organizations say they are building a culture of continuous leader learning

For the first time, **more than half** of organizations (53%) say they have an organization-wide leadership model that defines universal leadership values and behaviors

Organizations Expecting Leadership Development to Increase

by Leader Level

68% Mid-level leaders

67% Frontline leaders

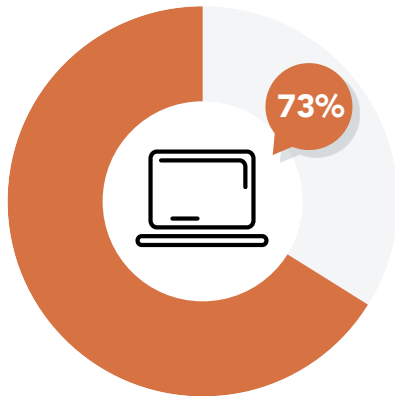
53% Individual contributors

48% Senior leaders

39% Executives (C-suite)

Source: Brandon Hall Group Study, Benchmarking Leadership Development

Scalability of leadership development is critical, but prevailing methods don't align with the demand for more capable leaders at all levels.



Almost three-quarters of organizations

still say that classroom learning (in-person and virtual) is the most important learning modality for leadership development.

This reinforces that leadership learning pulls people away from their jobs and is an event rather than a journey. With the priorities organizations have for improving leaders' impact on business growth, organizations must rapidly evolve their approach to development.

Top Objectives for Improving Leaders' Impact on the Business, Next 1-2 Years



Source: Brandon Hall Group Study, Benchmarking Leadership Development

These objectives call for ongoing learning experiences, ranging from coaching and mentoring to collaborative and social learning, microlearning, assessments, better measurement strategies and learning targeted at groups under-represented in leadership.

The complexities extend to the scope of work that leaders and managers are accountable for. The seemingly endless list of responsibilities makes it difficult to focus on developing talent, especially for leaders for whom people leadership is not intuitive or who are not involved in a leadership learning journey.

Most employers agree that relationships between leaders/managers and their team members are critical to KPIs ranging from talent retention to productivity, employee engagement, customer satisfaction and even revenue. But many organizations keep adding responsibilities while expecting more from managers, with little thought given to whether leadership and management structures are suitable for today’s work environment.



Most Important Leader Attributes Needing Improvement

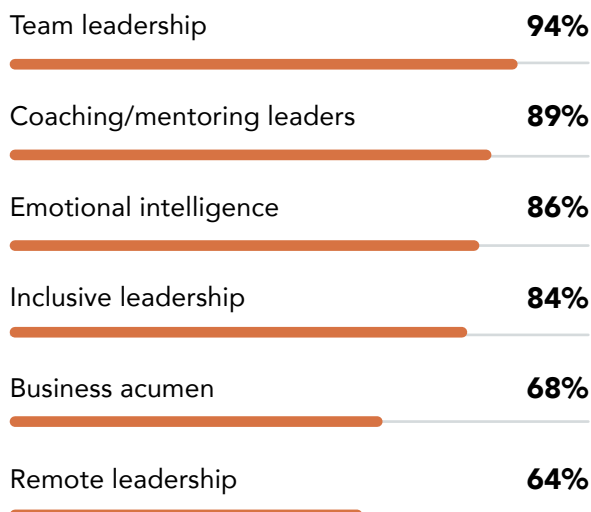


Source: Brandon Hall Group Study, Great Leaders, How Do We Develop More?

Investment in traditional leadership development has steadily climbed, with little to show for it. While the focus is shifting to more continuous journeys and becoming more democratized, incremental progress won't get the job done.

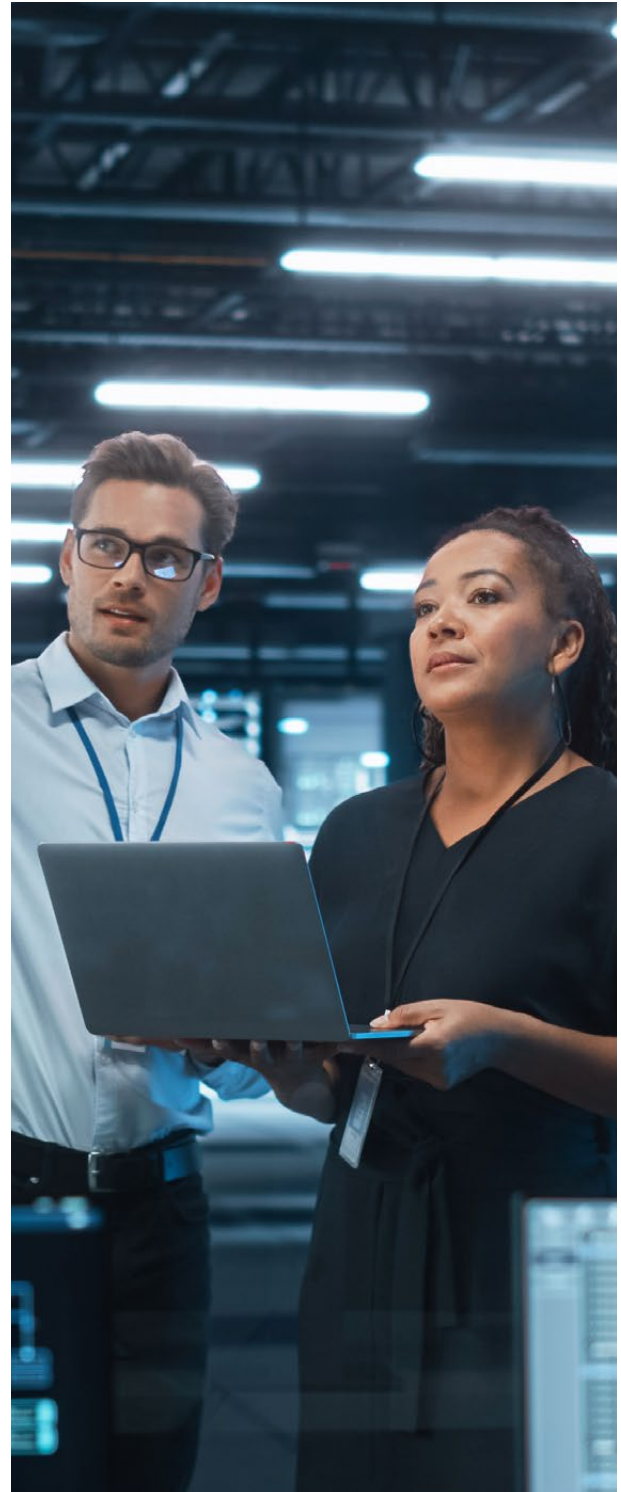
Most organizations are not operating from a position of strength: 86% of research respondents said leadership development must be changed over the next two years.

Most Important Leadership Development Focuses, Next 1-2 Years



Source: Brandon Hall Group Study, Great Leaders, How Do We Develop More?

Organizations must find new and innovative ways to develop more future-ready leaders and create structures where they can successfully develop talent.



- What are the core leadership values and competencies that all our leaders — at any level — should have?
- How can we properly scale leadership development?
- How can technology improve leadership development?
- Is our leadership pipeline sufficient and diverse enough to meet the needs of our organization?

Increasing leaders' ability to manage employees more holistically and inclusively was **the most critical future-of-work initiative in 2022**, our research showed, and it remains **at the top of the list in 2023**.

Top 5 Initiatives to Improve the Future of Work, 2023


Percentages reflect organizations rating initiatives 4 or 5 on a 5-point scale for importance

Source: Brandon Hall Group Study, HCM Outlook 2023



The question is:
HOW?

Solutions will undoubtedly involve substantial change, innovation, agility, technology and resilience.



**Here are five high-level
foundational strategies
for success:**

Redefine Leadership

Close to two-thirds of research respondents expressed concern that developing leadership skills in everyone could be construed as advocating for everyone to aspire to a leadership position.

That concern presupposes that leadership is hierarchical. The parameters of leadership are expanding and changing from authority to influence, collaboration and inclusion. It's important to communicate what leadership represents and why it is important for everyone to understand the principles and behaviors.

Gain Consensus on Core Leadership Values

It is difficult — even dangerous — to offer leadership development across an organization without agreeing on the core leadership principles and values. But only 53% of organizations have widespread agreement on the critical attributes of great leaders, according to our research.

An organization must gain consensus on an enterprise-wide leadership model before leadership development can effectively be democratized. Proficiency should be differentiated by leader level or type, but the essence of great leadership should be universally defined. It extends beyond leadership to vision, mission and employer brand.

Diversify Leadership

Only one-quarter of organizations believe the diversity of leadership has become more reflective of the workforce composition over the past two years. Less than half of employers cite increasing leadership diversity as a top priority over the next two years.

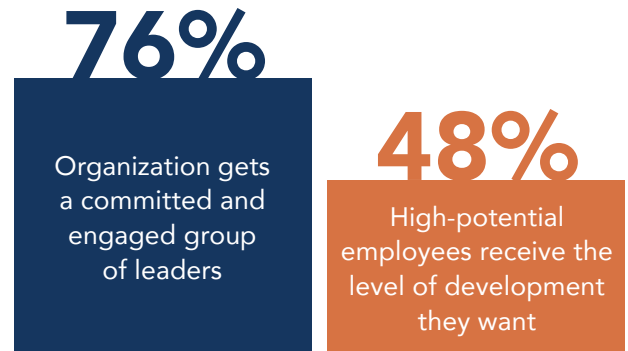
Organizations that want to excel must have more leaders who see the world and the workplace from different points of view and express their opinions authentically to drive strong, inclusive decision-making.

Make Deeper Commitments to High-Potentials

Employers talk endlessly about the importance of developing future leaders. But how serious are organizations about developing high-potentials when our research shows that more than half don't formally identify them or are transparent about what high-potential means and how these candidates will be evaluated?

Only one-third of employers help these employees grow in their current roles and few provide incentives or actively support work/life balance. More organizations need to walk the talk and make a deeper commitment to high-potential development. Look at the contrast between these two benefits of high-potential development programs:

Benefits Realized from High-Potential Development Programs



Source: Brandon Hall Group Study, Developing Your High-Potential Talent

That is a damning statistic when employers are faced with a strong need for better leaders and higher talent retention.

Leverage Technology to Improve Leader Readiness

Most decisions on the readiness of high-potential talent are based on talent reviews and manager observation, two processes shown to be rife with bias and inconsistency. Employers should leverage leading-edge technologies to analyze data that reveals the capabilities, aspirations and engagement levels of high-potentials. Software can also connect to feedback, learning and development opportunities, career options, coaching and mentoring, as well as provide simulations to assess how individuals and teams solve problems in unfamiliar situations.

Digital Business Acumen Will be Ubiquitous in Leadership

Leaders at all levels must develop digital business acumen to understand how technical skills fit into the workplace and how to make the best use of people as organizations implement digital technologies. By 2025, the proportion of work completed using automation will double to 30% and continue to grow at a rapid rate throughout the decade, according to several studies. Leaders must understand and embrace the intersection between technology and people and lead accordingly.

Reverse Mentoring Will Become the Norm

Many leaders — especially those at higher levels or with mature careers — can benefit by getting a deeper understanding of the values, beliefs, motivations and capabilities of the emerging workforce. Leaders have just as much to learn from generations Y and Z as those workers can learn from established leaders. Reverse mentoring can help organizations bridge generational gaps and increase understanding and collaboration between different demographic groups. Some progressive organizations are doing this now and getting good results and we believe it will continue to expand.





Managers Will Become Talent Development Specialists

Managers and leaders operating as overburdened generalists in a world of escalating specialization and digitalization is a losing proposition. Leadership jobs — from the frontline up — must be reimagined to put people development first. That is certainly feasible as automation increasingly frees managers from more administrative and process-oriented work. Some progressive organizations, our research interviews show, are considering structural changes that enable frontline and mid-level leaders/managers to focus more on talent development and shift management and administrative duties to new or redesigned job roles.

Leadership Development Democratization Shifts Into High Gear

It's difficult to get near-unanimous agreement on anything, but 94% of organizations, according to our research, believe more team leadership development is imperative. Meanwhile, seven in ten organizations believe everyone needs some type of leader learning; in fact, 86% of those organizations say leader training should occur within the first six months of employment. More employers understand that leadership in dispersed, diverse, evolving organizations must come in many forms and at many levels. Anyone could be tapped to lead in some manner at any time.

Leader Readiness Evaluation Will Enter a New Digital Dimension

Metaverses — immersive 3D digital worlds based on virtual reality gaming experiences — have amazing potential for expanding the horizons of leader preparation. These virtual worlds can create realistic, complex scenarios where leaders can demonstrate their agility and capabilities in unfamiliar settings. Imagine leaders clamoring — rather than resisting — to put new skills to the test in a gamified, 3D, avatar-driven experience. Learning and leadership development pros should educate themselves on the metaverse and be advocates for exploration.



Lanette Alverson

Talent Development Director, Business and Support Entities, Texas Instruments

“Living through a pandemic has created a new normal, one where we not only need to be adaptive but to anticipate how this will change skills needed for the future. Our opportunity lies in putting more energy and focus on virtual leadership skills. As we work to identify future leaders, how can we ensure we are not only focusing on identifying potential and results but also identifying the skills needed to operate differently on a day-to-day basis with their virtual teams? How are leaders truly connecting with their employees in a non-face-to-face environment? Are they showing empathy? Are they building relationships that will last and lead to true talent retention?”



Melissa Master-Holder

SVP, Leadership Development, LPL Financial

“Our commitment is People First at LPL Financial. The future of Leadership development means leading with new, sometimes uncharted capabilities; shifting from subject matter experts to leaders as coaches who bring a breadth of skill, knowledge and heart. This provides space for all our talent to be seen, heard and supported to bring their best in service of our clients and each other. Ultimately, that means we have the best leaders cultivating a community of belonging by embracing and learning from differences as a source of strength.”



Debbie Herd

Senior Vice President, Director of Talent Management & Learning, HR Corporate Learning, Comerica Bank

“Research has revealed that the strongest driver of employee performance is the relationship between a manager and the employee. Thus, managers are essential to the success of our teams and organizations. Yet, managers are not always prepared nor trained to manage and improve employee performance. It’s incumbent on companies to support their managers otherwise investments in talent and initiatives are unrealized. At Comerica, our vision of the future is investing in our managers. We believe it essential to the future success of our organization – and really all organizations.”



PODCAST INTERVIEW

Theresa E. Zeller, Global Head of Integrated Learning Experiences for Global Learning and Development at Merck, discusses the company’s learning transformation efforts and its award-winning leadership development program. She discusses how Merck is fundamentally changing the way it develops people and thinks about the capabilities that will drive future growth.



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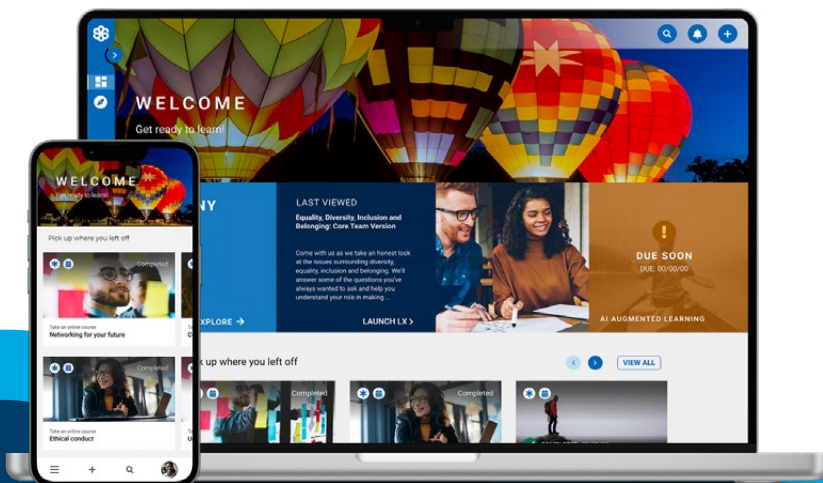
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”

"I found the case studies really interesting. It can be easy to be trapped in the bubble of our own context. Stepping outside my current day to day and stepping into another company/industry/challenge was both broadening and provocative."

Micah Jacobson, Sr. Director, Global Enablement Innovation Strategy at Salesforce

”

"I found this course to be very relatable to my current work profile at Colgate Palmolive. The topics covered provide a good amount of knowledge each professional should possess. The assessments allow us to think from various perspectives and are well laid out for learning retention. I thoroughly enjoyed every bit of this program"

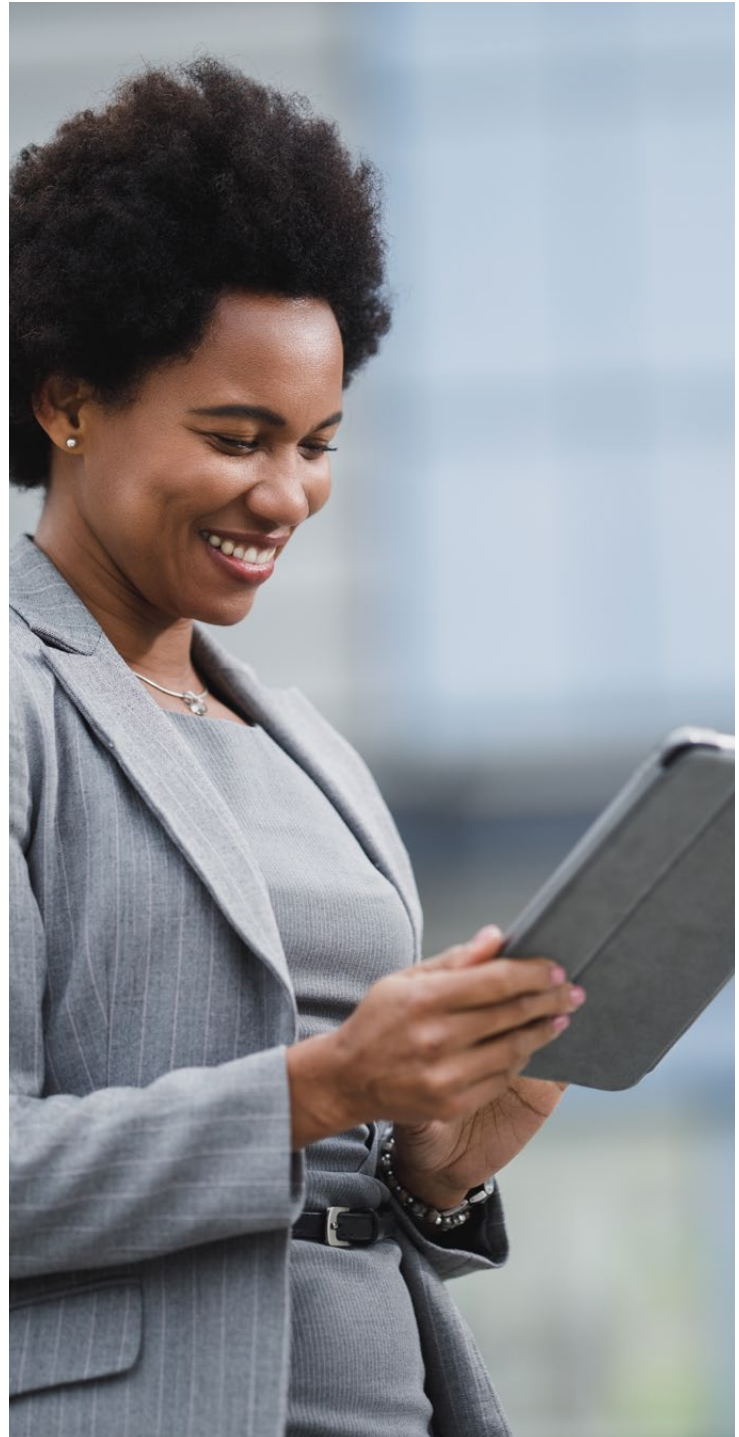
Rakhi Dadoo, Global Learning Design Manager at Colgate Palmolive

The War for Talent Will be Won by Talent

Talent Acquisition looks vastly different in 2023 than it did in 2013, and the next ten years will bring even more changes. The power in the hiring process now rests squarely with the candidate. Therefore, a successful organization will be one that understands that the power dynamic has shifted. Previously, employers held more power and candidates offered their services and hoped for a position. Now candidates have more options, and it is now the employers who must try to vie for candidates' attention. This is best done by creating a more personalized approach to hiring — one that provides a candidate with an experience that places them in charge of their own hiring process.

Simply put, candidates want **personalization, organization, and humanization.**

Personalization means that the new-hire process is not generic and paperwork intensive and is tailored to them. Applying data and analytics to the recruitment process is key to creating a more customized approach to the new hire experience. Organization requires a consistent new-hire process so that every candidate has the same experience. This includes a self-service-oriented and efficient onboarding process for new hires, especially in the completion of paperwork. Finally, humanization means focusing on an inclusive assimilation of the new hire into the workplace including connecting new hires with colleagues and managers. New hires must feel they made the right decision to join the organization.



The common obstacle to a competitive advantage in hiring is the lack of speed at which candidates move through the process. The war for talent is in full swing and an organization that can be first to offer employment to a candidate is in the best position to hire the candidate. To accelerate the process, organizations must take a more candidate-centric approach to hiring. This means focusing on why the job matters to the candidate.

What Do You Feel Needs to Improve in Your Hiring Process to Create a More Positive Impression?

29%

Focusing more on meaningful work

48%

Give more meaningful feedback during the hiring process

59%

Move candidates through the pipeline faster

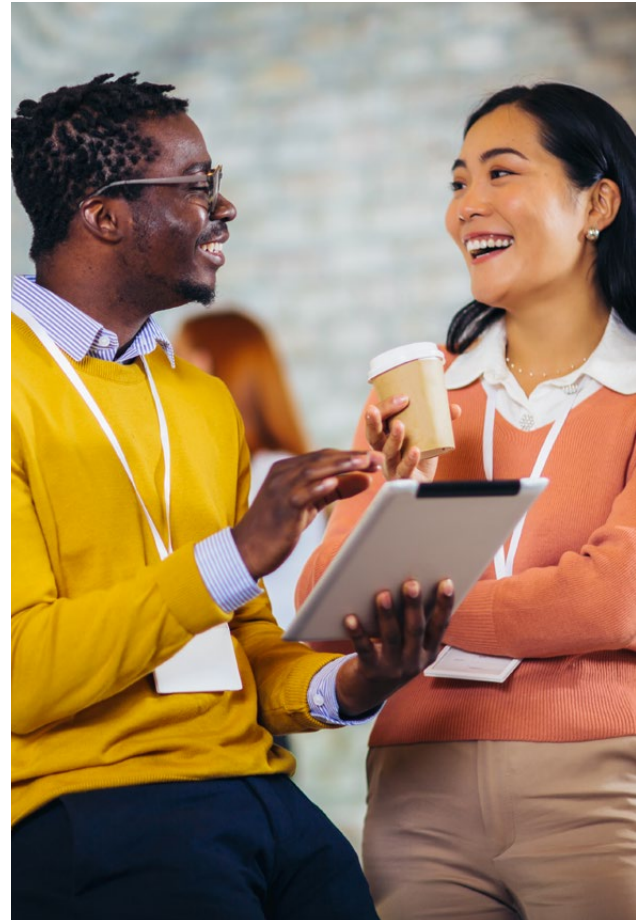
31%

Have more constructive dialogues during interviews

48%

Create more engaging job descriptions

Source: Brandon Hall Group Study: How Do You Win the War for Talent?



There are multiple benefits to re-imagining the new-hire process. A more organized, longer-term approach to new-hire planning results in a shorter and more streamlined hiring process. The right TA technology is critically important to delivering and supporting a more personalized candidate experience. The right technology also helps with better data collection (and thus better decision-making). A key consideration is to maximize agility in order to adapt to the ever-changing candidate and hiring scenarios. This will keep an organization one step ahead of its competitors in attracting new talent.



- Who in your organization is ultimately accountable for overseeing and improving the candidate and onboarding experience?
- What data and metrics will your organization use to measure the impact of changes to the talent acquisition process?
- When in the talent acquisition process is your organization experiencing the highest level of candidate dropouts, and what interventions can be taken to improve that dropout rate?
- Are you effectively leveraging your employer brand in the hiring process, and if not, how can you?
- Do you have the right technology in place to provide insights into improving the candidate and new hire process and experience?



Take a More Humanistic Approach to Talent Acquisition

Talent acquisition is not just a numbers game. Filling positions can no longer be solved by simply adding more candidates to the pipeline. Organizations must pivot in their approach to hiring and design a hiring process that draws candidates to them. Highly personalized recruitment marketing, user experiences that are versatile and non-intrusive, and flexibility in reviewing and interviewing are all best practices for the talent acquisition campaign of the future.



Be More Candidate-Centric

Just as the last few years have seen the rise of self-scheduling, flexible pay, and democratized leadership development, so should the hiring process become candidate-centric. Recruiters and recruitment marketing are still vitally important, but they are “push” strategies. Attracting candidates and “pulling” them into your candidate process is the next practice. Candidates should also be able to decide if they want to take assessments, schedule their own interviews and format (in-person, video, or even text chat could be options) and explore multiple positions at once or change the position they are applying for.



Integrate TA with the Employee Journey

The importance of TA cannot be understated. The new-hire process begins the employee journey and will have a lasting impact on the employee — good or bad. Considering the Great Resignation and its impact on attracting and retaining talent, your organization should be thinking it is never too early to start focusing on maximizing employee engagement and development.

Your First Interview With a Non-Human is Fast Approaching

All aspects of human resources are becoming more automated and talent acquisition is no exception. Already there are automations in place to assist with resume collection, parsing for keywords, rejection emails, and much more. The next logical step will be interviewing, which will be a net positive for both employers and candidates. Candidates will see improvements in bias-free questioning and selection (along with 24/7 scheduling), and employers will be able to process a greater number of candidates while providing a superior candidate experience.

Candidates and Employers Will Move to a "Best Bid" Model

Markets are driven by the law of supply and demand. In the mortgage market, fierce competition led to the creation of a system where potential home-purchasers entered their information into an app and lenders try to outdo one another to win the mortgage. Talent acquisition will see something very similar, where candidates will enter their qualifications and requirements to a site where employers will bid against one another in an attempt to acquire the best available talent.

Your Neighborhood Will Be Your New Talent Pool

Although the forces of globalization and the new work-from-anywhere dynamic has is creating, borderless talent pools, there is also a powerful undercurrent for localizing talent pools. Employees yearn to be connected to their local communities, friends, and families and find work that has meaningful impact on their communities. Successful organizations will show how the work they offer strengthens local communities.

Recruitment Marketing Will Give Way to Consumer-Based Marketing

The traditional marketing approaches to attract talent are going away. The new approaches needed are more in the purview of marketing and advertising professionals. Candidates want highly personalized lifestyle marketing experiences. The ability to zero in on what candidates want and feel they deserve is now the role of TA professionals. TA professionals must analyze trends, read the market and develop smart campaigns that draw out the best candidates and attract them to the organization's employer brand. It's time to pull out all the stops to attract top talent.

More Companies Will Leverage Their Internal Talent as Gig Workers

We have all become accustomed to using an app to catch a ride. The convenience of on-demand transportation at the tips of our fingers is now a staple — why can't employees do the same for their organizations? There are already several vendors that provide contingent or gig labor to organizations for on-demand work. But why not offer this opportunity to employees? The time for the "side hustle" is here. Employees want to be the next candidates for new opportunities. Allowing employees to provide on-demand resources over and above their current responsibilities and compensation addresses two needs. First, organizations immediately have access to a proven talent pool with a flat learning curve. Second, the talent pool has a chance to show off their potential and value to the organization.





Lisa Bloomquist
Organizational Development Lead, Capgemini

“The single most critical leadership skill Talent Acquisition professionals need to prioritize when hiring is Emotional Intelligence. Unhealthy, toxic workplaces, where leaders manage by fear, will not survive in today’s age of information transparency. Successful leaders motivate by establishing trust and rewarding collaboration. The employee experience is paramount and defines an organization’s culture.”



Matt Moskal
Global Talent Management Consultant, Equifax

“Employees increasingly expect a seamless onboarding experience when joining a new company. A seamless onboarding is one that provides innovative, timely and relevant experiences that educate and integrate new employees into company culture. Employees want to become productive as quickly as possible, so it’s important to create an onboarding environment that supports that desire and ultimately benefits both the employee and the organizational goals.”

PODCAST INTERVIEWS



Lou Tedrick, Vice President, Global Learning & Development, Verizon Wireless, and Adriana Lang, Executive Director, Learning & Development for the Verizon Consumer Group, discuss how onboarding has changed in the wake of the pandemic and Great Resignation and how they are developing a talent acquisition strategy for the future.



Join talent attraction leaders Marie Padberg and Blair Ciesil of McKinsey as they discuss the strategies the company is taking to find highly skilled workers who have taken untraditional career paths. They also discuss changes the company is making to succeed in the emerging talent market. And more!

HR Goes Back to its Roots to Meet the Future

When HR first began it was solely concerned with people (hence, “Personnel”). Over time, it became to be treated like other arms of the business and was expected to report in the same way and deploy directives in the same way. However, people are not machines. And while the move toward more data-based decision-making has proven to be a positive, HR is facing a different problem right now — a highly-stressed and often disengaged workforce.

This requires HR to get back to the specialty that brought them into the

field in the first place: understanding people. Motivational psychology, emotional intelligence, and empathy will be the most important skills for the modern HR professional — but now assisted by cutting-edge technology. Modern HCM systems can deliver highly personalized, humanistic communications at scale, and in a variety of delivery systems that allow for all employees to be treated fairly and accounting for a myriad of personal differences. HR must look at its past, take those lessons, and apply them to the present to meet the future.

HR is facing a moment of truth. The need to attract and retain talent is at an all-time high, and at the same time, there is record-low unemployment and more willingness for people to change jobs, or even careers, at a moment's notice. The role of HR — to help the business achieve its goals through the use of its talent resources — has not changed. However, how talent is developed and deployed must change, and it is HR's job to understand the needs of the workforce and the business, and to find mutually agreeable solutions that satisfy everyone's needs.



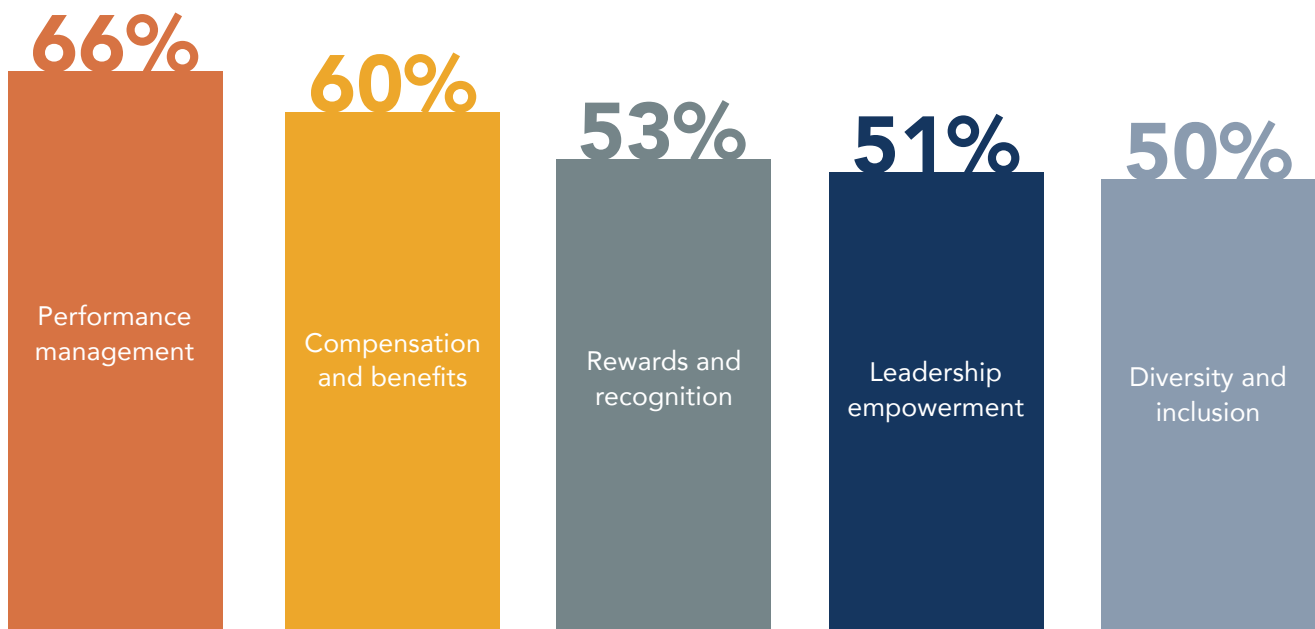


In VUCA (volatile, uncertain, complex, ambiguous) environments, HR's biggest challenge is in giving organizational support to a workforce that is in a constant state of change. HR must overcome these obstacles by creating an adaptive and resilient workforce, and thus a more adaptive and resilient organization. Only by navigating difficult situations will the next generation of HR leaders come and be ready to meet the challenges of the workplace of the future.



The last three years have accelerated an already occurring phenomenon — the digitalization of the workforce. This means that HR must work with not only employees to help them navigate a fully digital workplace, but must also identify and develop managers who can help employees be more productive and more engaged in this new world of work.

Which of the Following Do You See as the Top Five Priorities for HR Service?



Source: Brandon Hall Group research

HR professionals, by necessity, must take a more strategic and impactful role in their organizations. Making use of internal and external resources, especially burgeoning new technologies, will go a long way toward creating a workplace that is agile enough to deal with challenges and scalable enough to succeed.

- Who in your organization is ultimately accountable for overseeing and improving the employee experience?
- What data and metrics will your organization use to measure the impact of HR policies, procedures, and interventions?
- How can HR become a more integral foundation of the business?
- When does HR need to make interventions to create maximum value from the workforce?
- Do you have the right technology in place to support HR regardless of employee type, location, or technical skill?

Human Resources Does Not Need Predictions, It Needs Resilience

In Brandon Hall Group’s HR Service and Delivery Maturity Model, only 14% of organizations see themselves at the very top of the curve. The main challenge that many organizations cannot overcome is trying to plan for the future by having the people, processes, and technology that will be necessary for the next 1-2 years.

Most common predictive models using HR data

46%
Turnover

44%
Performance

34%
Availability

34%
Qualified Candidates

Source: Brandon Hall Group research

True success for HR will come from having a structure and model that allows extremely rapid changes to both internal and external forces.

Create Ethical Guidelines for AI and ML Before the Government Does it For You

Right now, no overarching ethical regulations are surrounding artificial intelligence (AI) and machine learning (ML) in the United States. However, the U.S government and the EU are both releasing non-enforceable guidelines about transparency, human intervention, and safety and security, so true regulations are sure to follow.

Before that happens, make sure that you have created true data governance when it comes to your own organization’s people data, and communicate the who, what, where, and why of people data usage to everyone at your company.

Prepare for the Reimagination of HR

Only 32% of organizations responding to Brandon Hall Group research listed design thinking as a skill possessed by their HR teams. That must change. As businesses evolve, HR must build a deeper understanding of its reason for being and the role it plays in innovation, being the ambassador for the employer brand, and transforming the workforce in the wake of rampant automation.

The New HR Will Take Cues from Engineering

Products must adapt to the market, and engineers must constantly find ways to create those products through research, testing, and implementation. HR needs to do the same. HR professionals will become people engineers, designing bespoke structures that allow for an enriching employee experience while also maximizing talent's alignment with overall business objectives. This isn't just HR supporting the engineering department, this is HR becoming an extension of that department, in terms of mindset, approach, and maybe even some of the tools needed for success.

The Newest HR Position: Digital Therapist

It's no secret that the last few years have ratcheted up the stress level to previously unheard-of extremes. Global pandemics, large-scale wars, natural disasters, and economic volatility have all contributed to the outside forces causing stress. Add to that the changes that are taking place within the world of work, and it is no wonder that wellness and well-being have become the

hot topics in HR. HR must do more than just offer apps and external resources. There will be more call for HR professionals (at least a subset of them) to start exercising their soft skills and psychology expertise. Although this won't take the place of true therapy, the need for HR to have a specialty in stress reduction and crisis management will certainly be a part of the near future.

HR Will Be Responsible for ALL Talent

Right now, contingent labor is just as likely to fall under procurement as it is in HR. Essential and frontline workers are often handled by external third parties. However, all of these types of employees have one thing in common — they are all possible brand ambassadors for your organization. Every interaction a customer has with an employee is important to that customer's retention and satisfaction, and they very rarely know what an employee's status is in the organization, and they never care. To truly maximize the value of their talent assets, HR must have complete control and consistency across all employees, regardless of type, source, tenure, age, or anything else.



More CHROs Will Become CEOs

The typical path for a CEO is to go through sales, operations or finance. It is rare for a CEO to have been a former CHRO. However, as HR gets better at putting concrete metrics on the value that talent brings to the organizations, and gets better at proving that talent activities are aligned with business activities and driving overall organizational success, shareholders and Boards of Directors will see how leaders who can successfully manage talent also have the vision to lead the organization. This will not happen overnight, but it also will not be a gradual change. Once the trend starts it will become an overwhelming wave.

Chatbots, AI, ML, and RPA Will Make HR a Regulatory Nightmare

The U.S. and European Union have both released non-binding guidelines surrounding the use of AI and machine learning (ML) for people technologies. HR should be most concerned about regulation of employee data transparency and its role in decision-making. Brandon Hall Group research consistently shows that dehumanization of the workforce is a top concern when it comes to people data. Although the current guidelines are not enforced by regulations, they will be soon. HR should get ahead of the curve by enforcing strict rules about the use of people data now.



John Racine
Director of Human Resources, Colorvision International

“The future of work is ever-changing and it’s critical for human resources to take an active lead in supporting this constant evolution. It’s no longer enough for HR to simply have a seat at the table; HR leaders must be proactive participants in advancing the workplace through thoughtful and strategic decision-making — and with a people-first mindset — to create the most supportive and empowering work environment for all.”



Diana Valler
Chief Human Resources Officer, TravelBrands

“If the pandemic has taught us anything, it’s that the world can change quickly, and people adapt. Given the learnings, I believe we must prioritize employee well-being to learn to reconnect with people at the human level and continue to build meaningful relationships with one another. I also believe people-centric work design is essential when designing the HR workforce strategy. Whether it is hybrid work or other work environments, as they depend on the industry and business you are in, we need to consider the employee voice and need. Talent flexibility and mobility will be key priorities in the next year as people seek flex hours, a better life-work balance, and opportunities to grow and expand their careers. As HR leaders, it is our role to offer transparent career paths and continuous development opportunities.”



Chris McKinney
Chief Human Resources Officer, Sprint Mart

“Traditional brick-and-mortar retail will be challenged to bridge the gap between businesses needing employees to be in a certain place at a certain time and the desire of younger generations for more flexible working arrangements. This is a fantastic moment for HR to exponentially grow its organizational value as the mission will continue to sourcing leading-edge scheduling technology solutions that support this need, as well as remaining a confident and vocal advocate within the C-Suite, encouraging the need to remain ahead of the curve in this pursuit.”



**PODCAST
INTERVIEW**

Vivek Ravichandran, Head of Talent/North America for Tata Consultancy Services, discusses how TCS has found a data-driven way to nudge employees toward developing themselves in ways that are mutually beneficial for them and the company. “We use analytics and persuasion to drive user behavior and that’s extremely critical for our future success.”

Contributors



Mike Cooke



Brandon Hall Group CEO and Principal HCM Analyst Mike Cooke supervised this book. He has more than 20 years' experience in human capital management and the research, software and technology industries. Before running Brandon Hall Group, Mike was co-founder of AC Growth, a research and consulting firm, and VP and General Manager of Field Operations at Bersin & Associates, a global analyst and consulting services firm in all areas of HCM.



Rachel Cooke



Brandon Hall Group Chief Operating Officer and Principal HCM Analyst Rachel Cooke supervised this book. She is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company's project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 15+ years and held several key management and executive positions within the Talent and Learning Research, and Performance Improvement industries.



Michael Rochelle



Brandon Hall Group Chief Strategy Officer and Principal HCM Analyst Michael Rochelle supervised this book. He leads a wide range of advisory support and strategic engagements for Fortune 1000 and small- to medium-sized organizations as well as leading and emerging solution providers across the HCM industry. Michael has more than 30 years' experience in HR, IT, sales, marketing, business development, and strategic and financial planning in Fortune 500 and venture-backed start-up organizations.



Melissa Benavides



Brandon Hall Group Director of Operations Melissa Benavides supervised this book. She has extensive experience in marketing, strategy, graphic design, event management, team leadership and operations. She manages all of the company's offerings and publications.

Contributors



Claude Werder



Brandon Hall Group Senior Vice President and Principal HCM Analyst Claude Werder supervised and contributed to this book. He leads the Talent Management research and advisory practices, specializing in leadership development, performance development, learning, career development, employee engagement, succession management, talent retention, and diversity, equity and inclusion. He also produces Brandon Hall Group's HCM Excellence Conference.



David Wentworth



Brandon Hall Group Principal Learning Analyst David Wentworth contributed to this book. He focuses on all aspects of learning and the technology that supports it. David has been in the human capital field since 2005 and joined Brandon Hall Group as senior learning analyst in early 2012.



Emma Bui



Brandon Hall Group Graphic Designer Emma Bui created the graphics and layout for this book.



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With Degreed, organizations drive agile talent development with better insights and skill data, and employees own their upward mobility through learning experiences and access personalized to their expertise and interests. Additionally, the platform was founded on principles of innovation and continues to value keeping pace with modern workforces and growing creatively to further the overarching mission to "jailbreak the degree."

The future doesn't care how you built skills — just that you did. Founded in 2012, Degreed is headquartered in Pleasanton, California, with additional offices in Salt Lake City, New York, London, Amsterdam, and Brisbane.

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Clients increasingly asked us how they could create continuous learning and talent cultures like ours. Recently, EPAM Continuum, the consulting arm of EPAM, began sharing EPAM's approach and resources — content, practical exercises, mentorship model, competency matrices, skill assessments, and proprietary people platforms — as customizable accelerators to help clients cultivate top technical talent and grow leaders at all levels. We also created a series of education programs for technology practitioners, business and IT executives and employees across organizations, based on EPAM's technical expertise and practical, on-the-ground insights.

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Inkling is a learning enablement platform designed for the frontline. Inkling brings together learning and doing to improve the employee experience from day one and every day after that by delivering effortless access to the training and resources they need to be successful in their role. Inkling enables its customers to meet their employees on the devices they use most, with digitally enabled tools to get work done right, the first time, and improve their customer experience.

Leading brands trust Inkling to help them efficiently onboard employees, ensure continued performance enablement and successfully execute corporate initiatives while providing new levels of visibility into critical operating metrics. Inkling has earned numerous industry accolades including being named a leader in the Aragon Learning Globe, winning the Aragon Research Innovation Award for Learning two consecutive years, and helping their customers earn more than 50 Brandon Hall Group HCM Excellence awards. Founded in 2009 Inkling is based in San Francisco, Calif.



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Whether we realize it or not, learning is both social and deeply personal in nature. Strategic capabilities — the ones that truly set an organization apart — must be learned together and acquired through experience. Knowledge shifts perspective, tests long-held beliefs, and inspires growth when debated, reflected upon, and shared. NovoEd is a cohort-learning platform that unleashes impact at the intersection of perspective, application, and expertise.

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- Help your organization develop the capabilities it needs to innovate
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Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.

Excellence Awards

Two annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

SOME WAYS
WE CAN HELP



ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years experience in evaluating and selecting the best solution providers for leading organizations around the world.

INSPIRING A BETTER WORKPLACE EXPERIENCE

 **Brandon Hall Group**

