

Using Today's TA Tech

To Prepare for Tomorrow's Talent Landscape

About Me

- Bill Craib
- SVP Enterprise Learning
- Human Capital Institute



Today's Agenda



THREE OBSERVATIONS



FOUR NEW BEHAVIORS
FOR TA



QUESTIONS AND
ANSWERS

Three Observations

- The level of effectiveness of Strategic Talent Acquisition will make or break many organizations in the years ahead
- In order to rise to this challenge TA must let go of part of its legacy
- Technology has the power to enable this but only when paired with a new mindset and new behaviors

Four New Behaviors



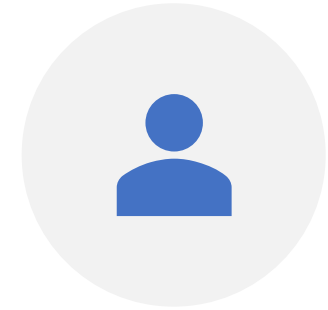
MODEL A LASER FOCUS
ON STRATEGIC ROLES



CONNECT EMPLOYEE
EXPERIENCE AND
CANDIDATE EXPERIENCE

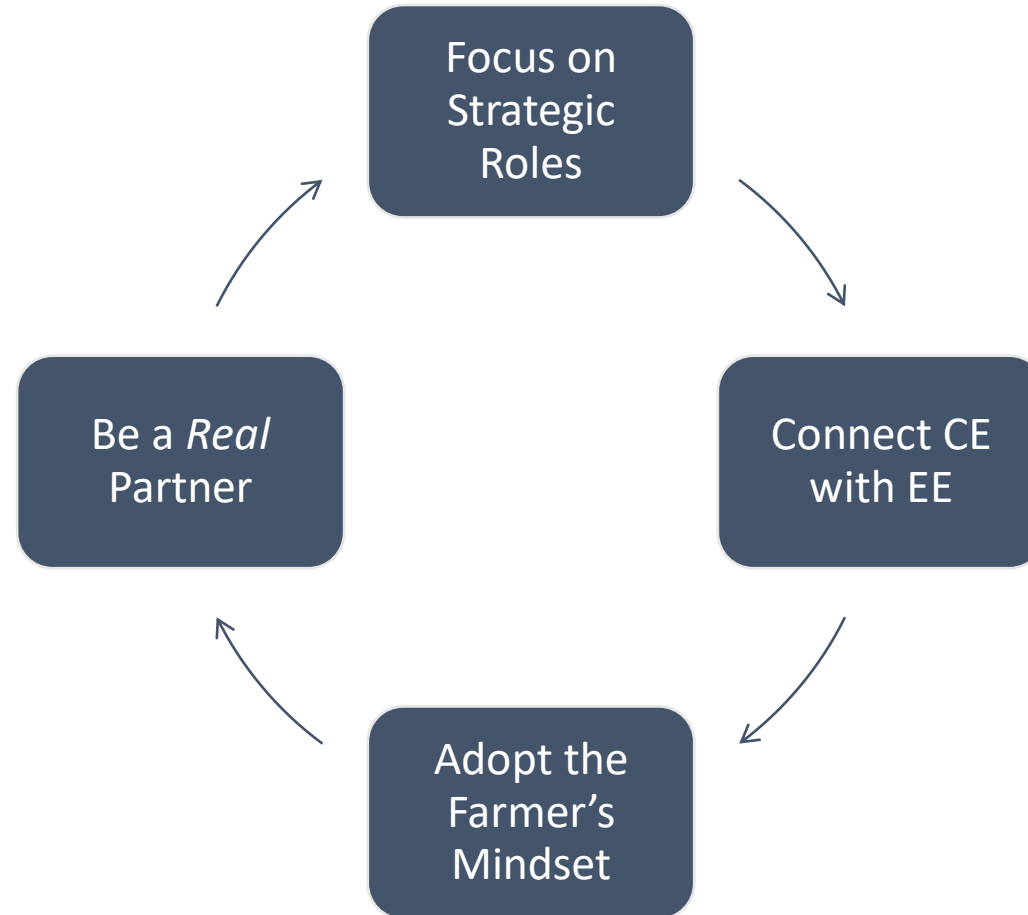


ADOPT A FARMER'S
MINDSET



BE ABLE AND WILLING TO
REALLY PARTNER

The Behaviors Enable Each Other



Behavior

- Model a Laser Focus on Strategic Roles



ROLE SEGMENTATION

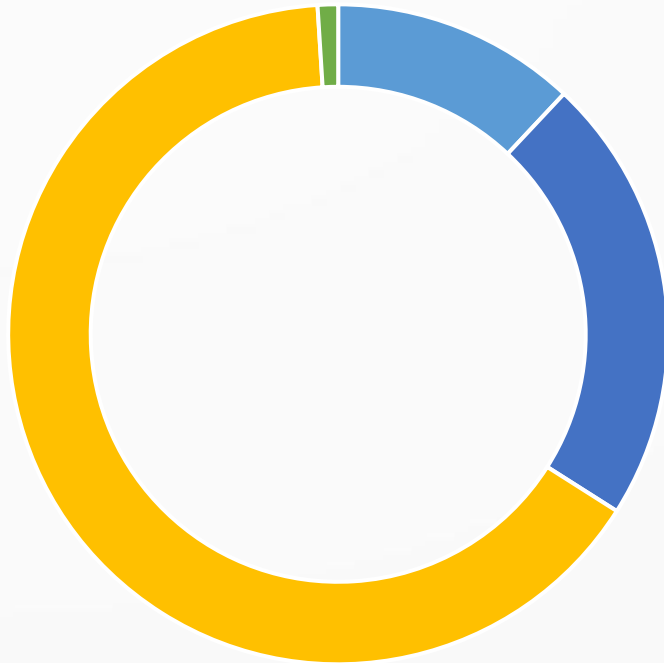
What is it?

- The process of identifying and grouping the roles and competencies needed for the business in the future
- Depends on business strategy at that time

What does it help you do?

- Identify the skills and capabilities you have and those you need to deliver on business priorities in the future
- Hire and retain the right talent
- Gain insight into talent development needs

SPECTRUM OF ROLES



STRATEGIC

- Roles vital to achieving strategic goals
- Defined by value delivered, not organizational chart
- Affect future success
- 10 to 15% of roles
- *Significant risk*

SUPPORTING

- Roles that keep the internal operation working smoothly
- Include IT, operations, and HR
- Support and process work
- 60 to 70% of roles
- *Short-term risk*

CORE

- Roles that relate to operational excellence and revenue production
- Include top operations, sales, and marketing
- Affect current success
- 20 to 25% of roles
- *Moderate risk*

MISALIGNED

- Roles that are no longer required based on strategy
- Can be redeployed or outsourced
- % of roles: as small as possible
- *No risk*

Starbucks & McDonalds

As I visited small espresso bars throughout Milan and Verona, I was taken by the power that savoring a simple cup of coffee can have to connect people and create community among them...

—HOWARD SCHULTZ



Barista

If I had a brick for every time I've repeated the phrase Quality, Service, Cleanliness and Value, I think I'd probably be able to bridge the Atlantic Ocean with them.

—RAY KROC



Restaurant Manager

Why are these strategic roles?

OTHER EXAMPLES OF STRATEGIC ROLES

By Core Organizational Competencies

Product innovation	Scientists, design teams
Operating efficiency	Systems analysts, project managers
Customer intimacy	Customer-facing personnel, systems design

By Line of Business

Property and casualty insurance	Underwriters
Retail restaurants	Store managers
Banks	Commercial loan officers
Construction firms	Project managers, estimators
Specialty or warehouse stores	Buyers

Remember:

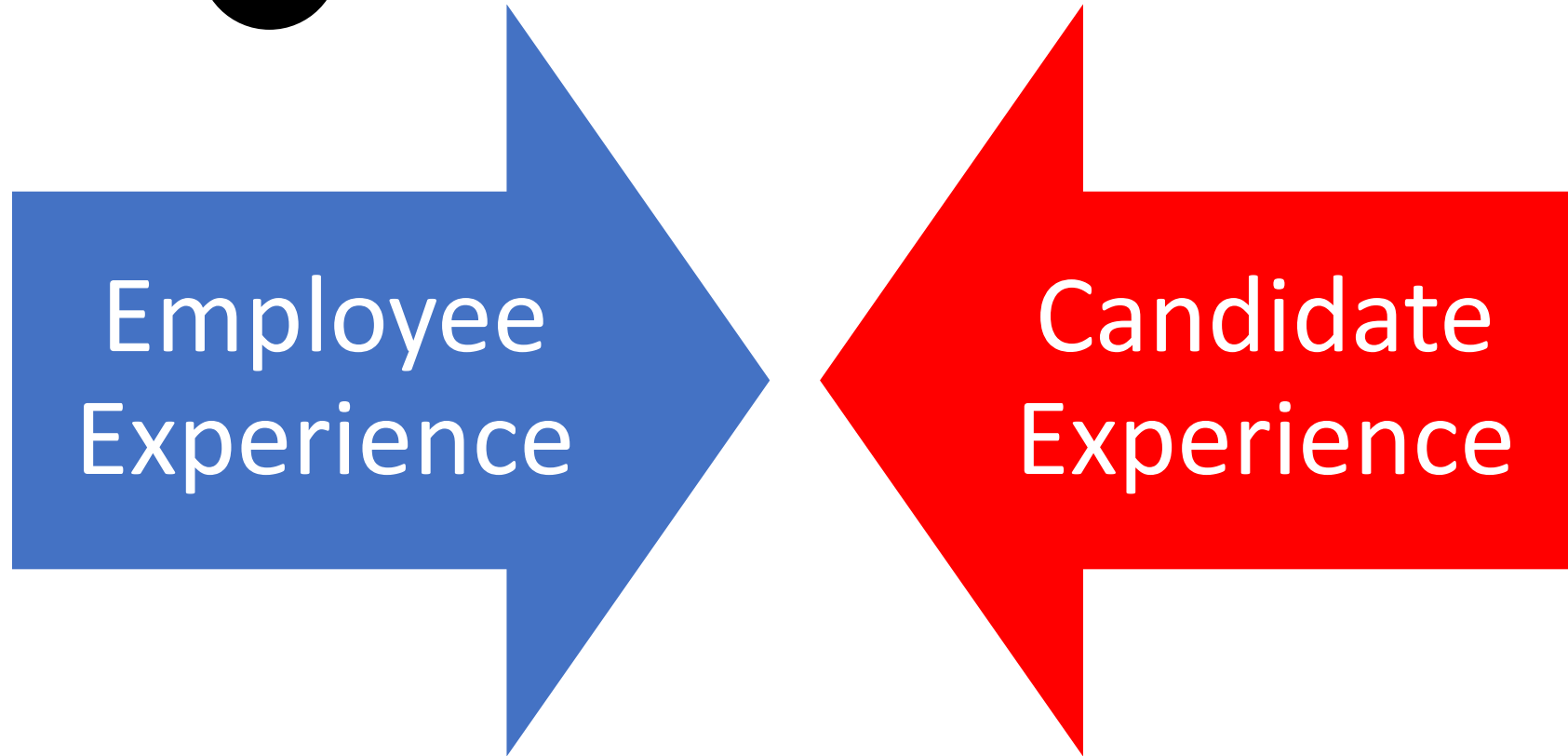
- Strategic roles will depend on the organization's strategy at a specific time.
- Two businesses in the same industry can have vastly different strategies, and therefore different strategic roles.

Insights on Strategic Roles

- Example: Visier



Behavior **2**



Connect Employee Experience and Candidate Experience

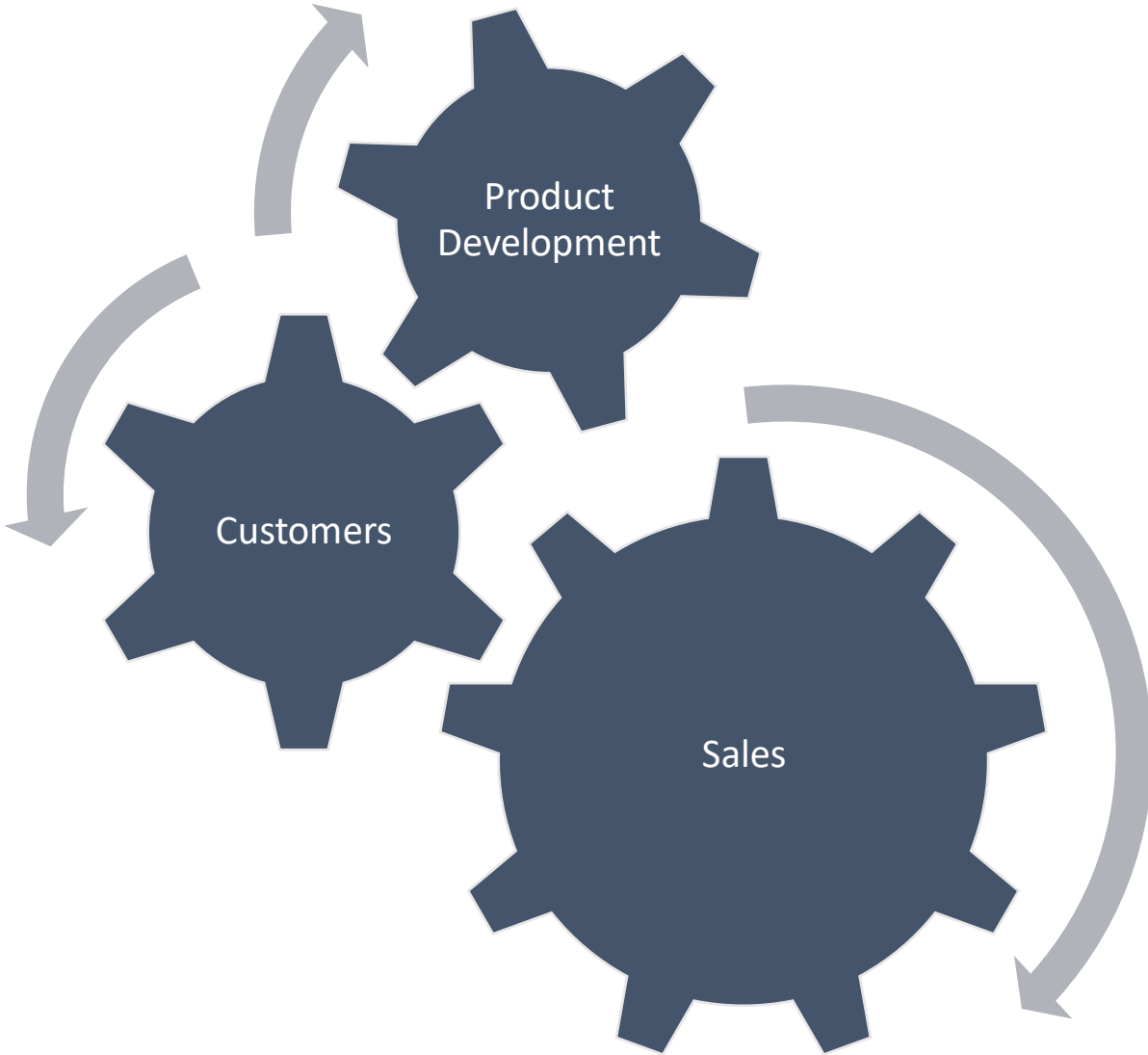
Poll

- Which other function outside HR most closely resembles Talent Acquisition?
- A - Finance
- B – Operations
- C – Sales & Marketing
- D - Legal

Use the polling feature in the viewer

If you don't see the polling widget you can go to <http://pollev.com/hci>

The Traditional Sales & Product Cycle



An Altered State

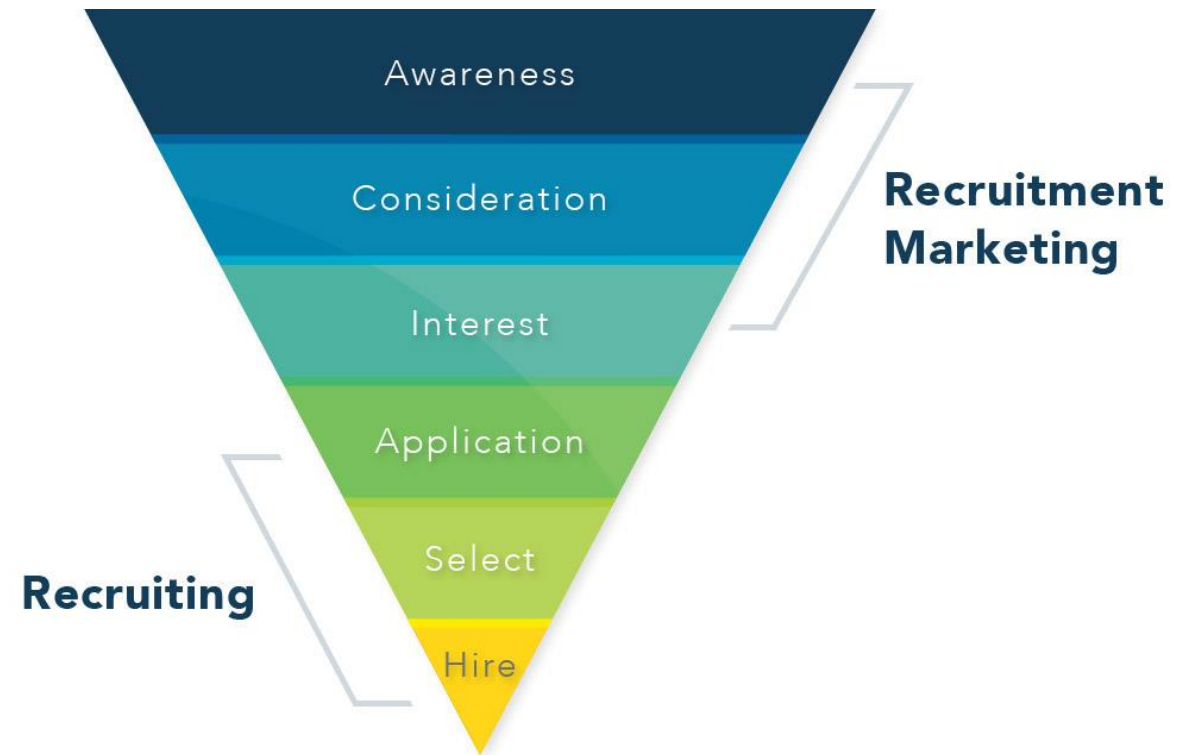
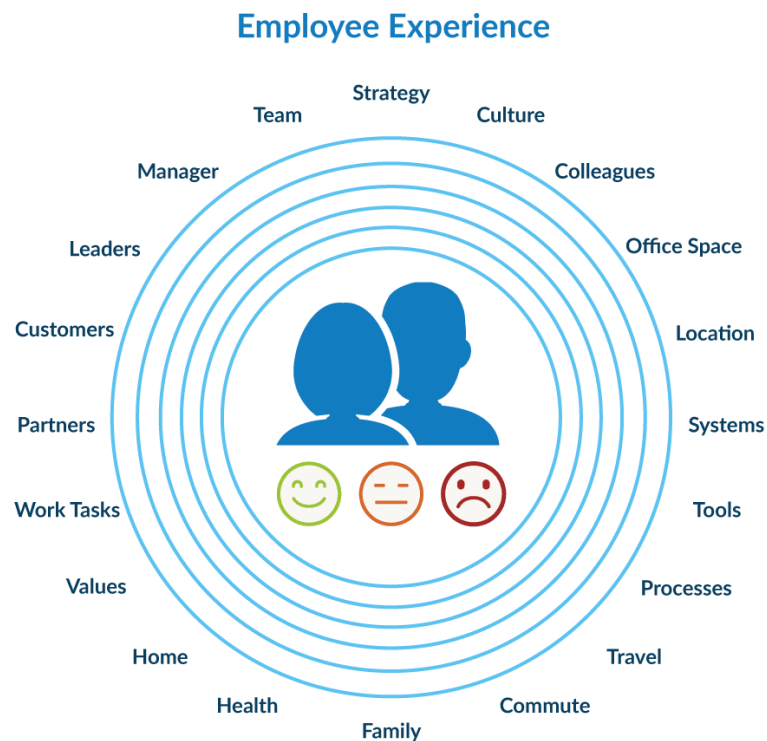


Storyboarding the Candidate Experience

- Jill Macri (Riopelle) formerly Director - Global Recruiting
- Airbnb



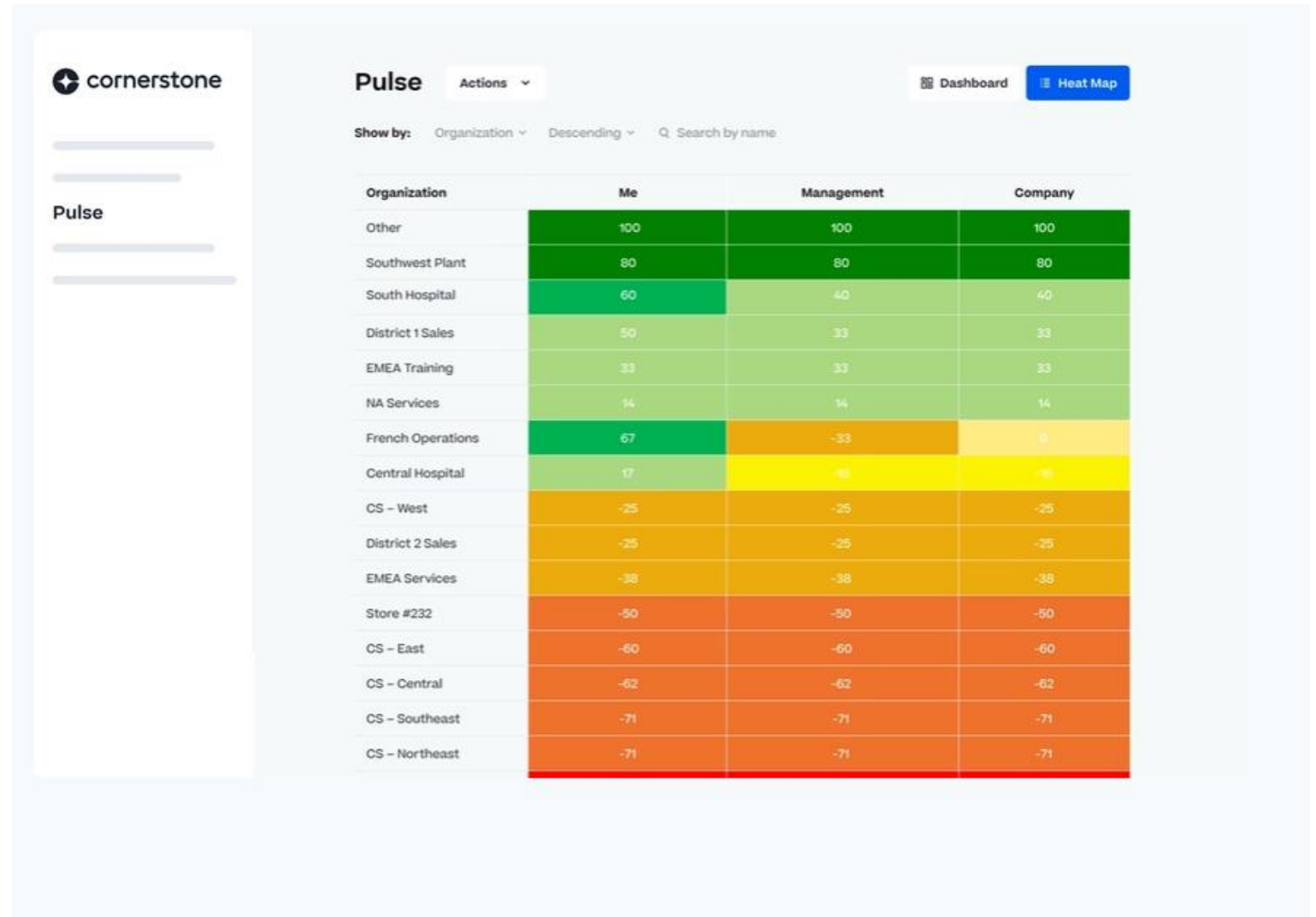
Employee Experience Meet Recruitment Marketing



- Source: Capterra Blog

Example: Cornerstone

Understanding Employee Experience Tools



Behavior

- Adopt a Farmer's Mindset



The Hunter and the Farmer



Today
Specific Goals
Skill Based



Tomorrow
Adaptable Goals
Knowledge Based

Becoming Farmers @ Rackspace

WHAT WE BEGAN TO LEARN

The Problem: Relocating Talent



HCI

Slide 4 The TA Strategist as Farmer

- Plans Now for the Future
- Nurtures Growth
- Lives with Uncertainty
- Uses a variety of tools
- Adjusts on the Fly



CRM for Relationship Management

- Example: SmartCRM

The screenshot displays the SmartCRM interface for 'University STEM Prospects'. The top navigation bar includes 'S', 'JOBS', 'COMMUNITIES', 'PEOPLE', and 'ANALYTICS', along with a search bar and user profile. The main header shows 'University STEM Prospects' with a status 'Open', 'COMSS', and 'Oct 19, 2020', and an 'ADD PROSPECT' button. A dashboard below shows five metrics: 65 CURRENT PROSPECTS, 36 ADDED, 8 CONTACTED, 15 RESPONDED, and 4 INTERESTED. A navigation menu includes 'PROSPECTS', 'CAMPAIGNS', 'FORMS', 'SEARCHES', 'SETTINGS', and 'TEAM'. The 'SEARCHES' section is active, showing a 'Connected Searches' table with a 'NEW SEARCH' button.

SEARCH NAME	FILTERS	PROSPECTS	OWNER	
Current STEM Prospects/Candidates	Job Application State: New, Job Application State: In-Review, Job Application State: Interview See all search filters...	33	Tyler Kimble	RERUN

Behavior

- Be able and willing to *really* partner



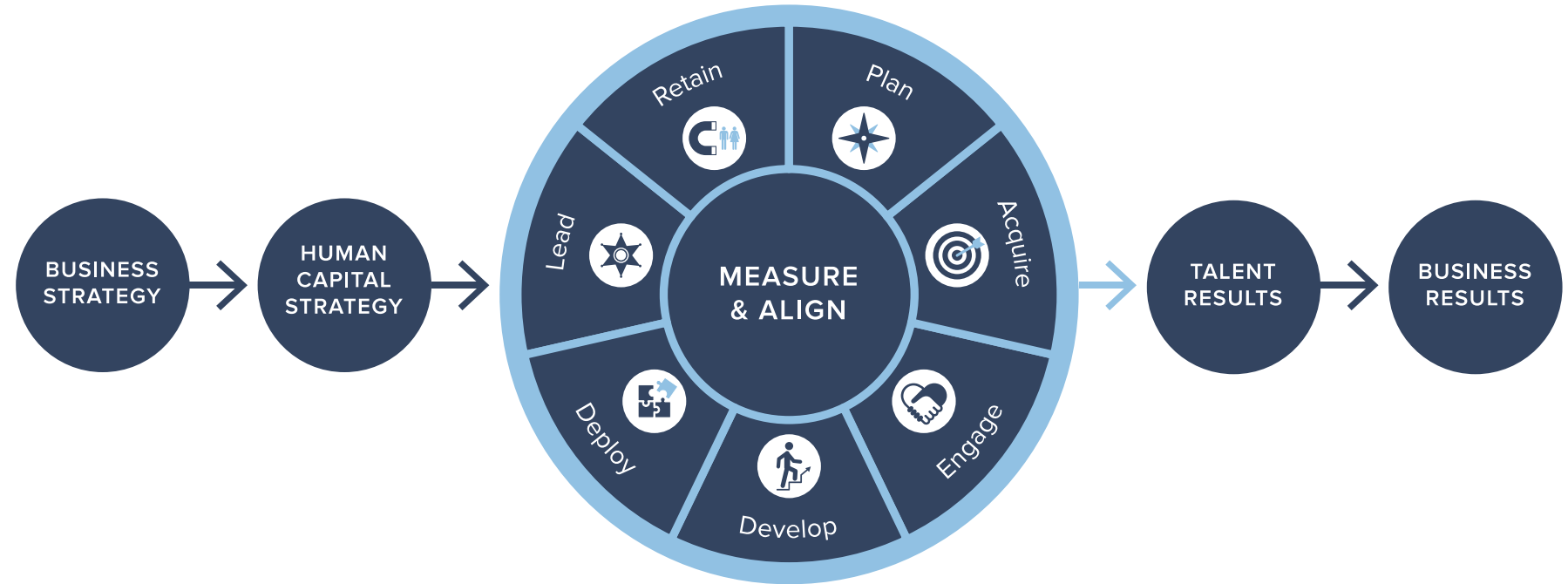
This isn't
partnership...



Neither is
this...



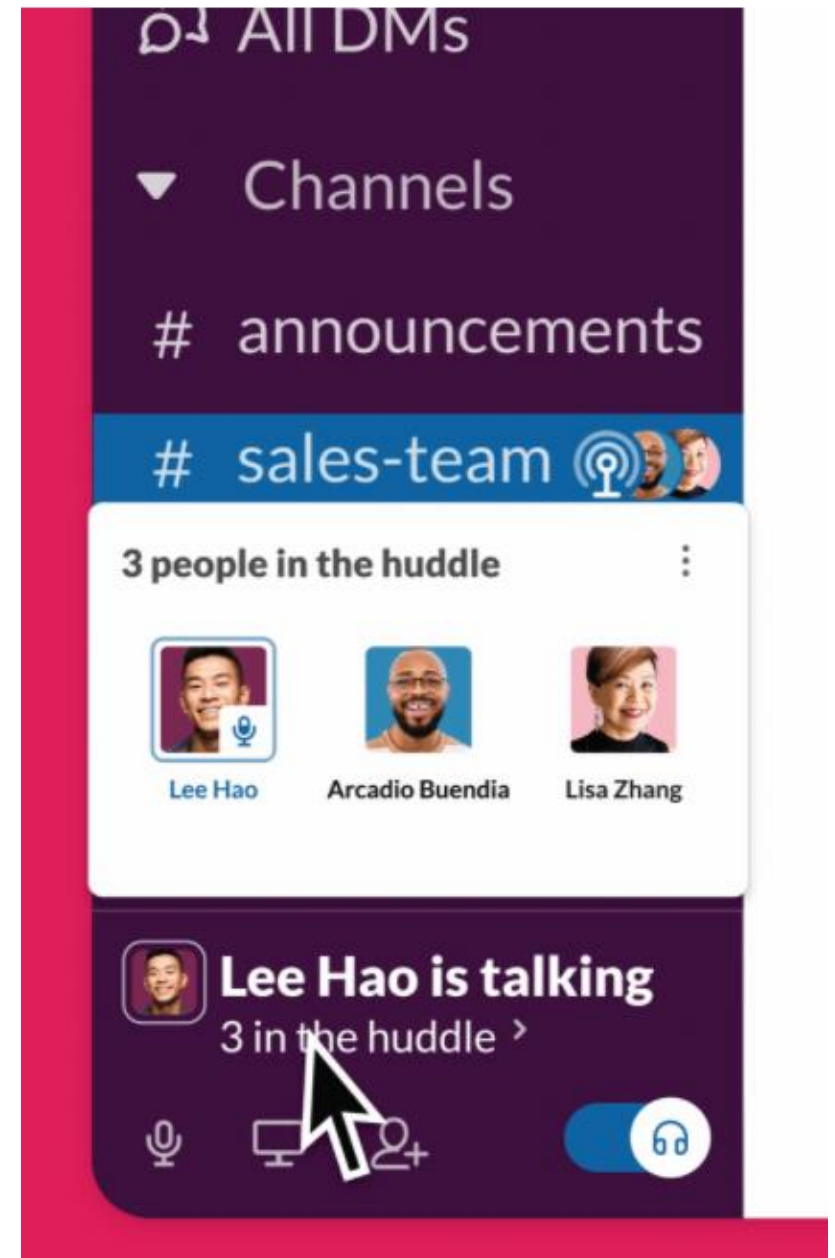
The Ultimate Goal



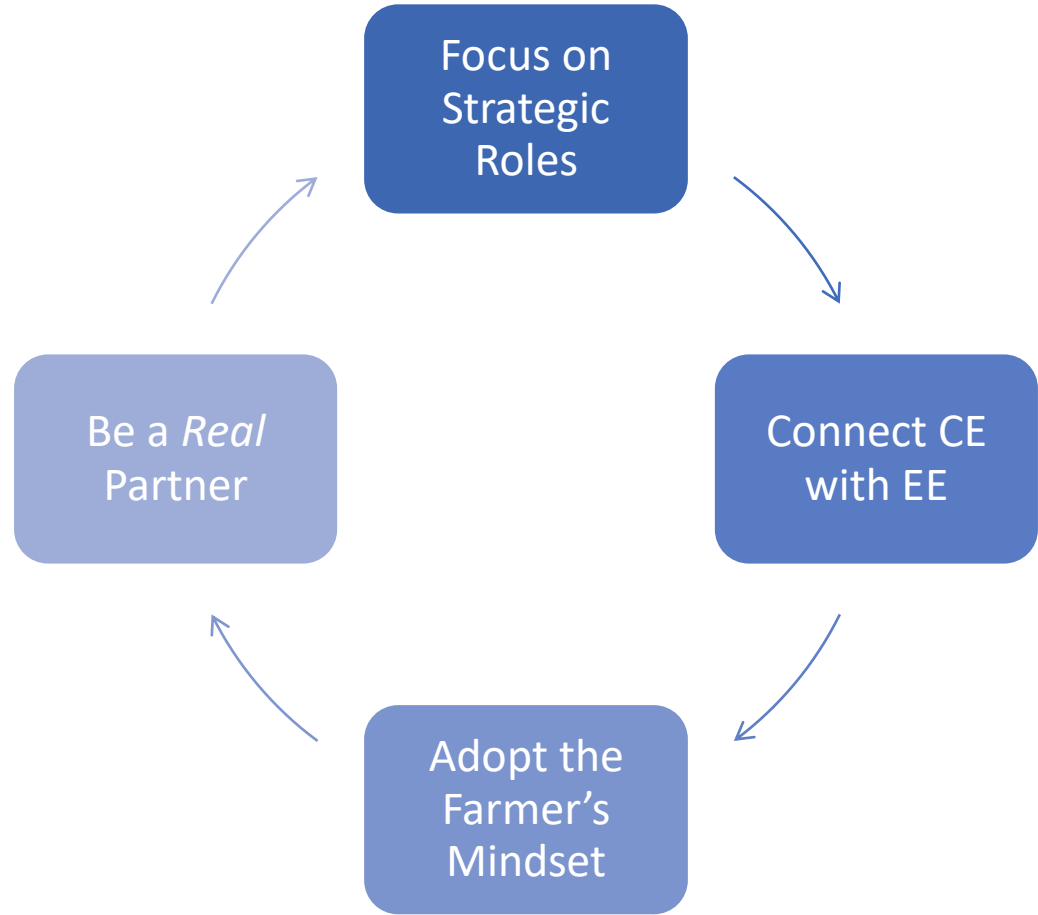
- The objective of Talent Acquisition professionals should go beyond simply hiring. Instead, it should be to help the organization get its work done and meet its goals.

Collaboration Tools

Example: Slack



The Behaviors Enable Each Other



Questions & Answers



Thank You –
Please Keep in
Touch!

Bill Craib

SVP Enterprise Learning

Human Capital Institute

bill.craib@hci.org