



Is it Time to Break Up With Your Talent Management System?

10 New Approaches For Engaging
Talent in the Agile Era

The World of Work is Rapidly Changing

As we leave the last vestiges of the industrial revolution behind us, organizations are pushing the envelope in terms of how they organize and engage their teams. Bottom line business results remain top priorities but organizations increasingly are striving to balance growth with a desire to be good corporate citizens. Adding to the mix is a highly diverse group of tech-savvy, socially connected millennials and new agile work methods. The result is a need to rethink traditional approaches to talent management.

Business Trends Impacting Talent Management

1 Disengaged Workforce

According to Gallup's State of the Global Workplace Report, **85% of employees are not engaged or actively disengaged** (Gallup, 2017). They are showing up but not giving their best ideas and efforts. Or worse, they are actively working against the organization and have one foot out the door. What a tremendous wasted opportunity. Businesses in **the top quartile** of employee engagement are **17% more productive and 21% more profitable** than those in the bottom quartile (Gallup).

2 Rise of the Socially Connected Workforce

Bersin By Deloitte indicates that **citizenship and social impact were rated as critical or important by 77%** of respondents ("The Rise of the Social Enterprise", Bersin By Deloitte, 2018); effectively underscoring the importance today's workforce places on relationships inside and outside of the organization. Millennials, in particular, are extremely team-oriented and enjoy making social connections and friends at work.

3 Shift from Hierarchical to Networked Agile Workforces

Traditional enterprise software was designed to support rigid, hierarchical approaches to talent management. The focus was on getting data in the system, filling out forms, following processes. Contrast this with a new networked, agile way of work, characterized by: **just-in-time** decision support, **connecting teams with experts**, **outcomes versus processes**, talent moving in and out of **multi-disciplinary teams** based on the particular project.

Traditional Talent Management Systems Are No Longer Effective For Today's Agile Workforce

Today's talent management systems (TMS) were designed in the same mold as traditional enterprise software. TMS suites evolved to span recruitment, performance management, learning and development and compensation management.

The challenge lies in the fact **TMS were created as systems-of-record; not tools for engaging employees.** They were designed for administrative reasons - to capture data, complete forms and route approvals through complex workflow processes.

From overly complex form-based applicant tracking systems to demotivating once-a-year performance reviews, **TMS at best get in the way of agile processes and at their worst, can actually disengage and demotivate talent.**

These **TMS are too rigid and compartmentalized** to effectively support talent driven organizations, where the goal is to support and engage employees in a more agile connected world.

Traditional Talent Management
Systems Were Designed As
Administrative Systems-of-Record.

They Are Not Effective Tools For
Engaging Today's Talent In An
Agile World.

10 New Approaches - Engaging Talent With Technology

IT'S TIME TO THINK DIFFERENTLY

In this eBook we explore the role that next generation talent engagement capabilities, deployed as components of an HCM Engagement Platform, play supporting organizations as they adapt to this rapidly changing world of work.

We outline **10 new approaches illustrating how technology can be an enabler of the new way of work** versus reinforcing outdated administrative approaches. These 10 approaches tie directly to what employees value in their work and fulfill a meaningful role fostering a highly engaged productive workforce.

- 1 Impactful Candidate Experiences**
Recruiting
- 2 First Impressions Matter**
Preboarding & Onboarding
- 3 On-The-Spot Recognition**
Recognition
- 4 Continuous Coaching**
Agile Performance
- 5 Employee Feedback & Sentiment**
Pulse Surveys & Action Plans
- 6 Informal Learning**
Learning & Development
- 7 Social Enterprise**
Mobile, Social & Live Chat
- 8 Personalized Agile Rewards**
Compensation
- 9 Finding & Developing Internal Talent**
Talent Analytics
- 10 Corporate Citizenship**
Culture & Corporate Responsibility

1 Impactful Candidate Experiences

RECRUITING

Traditional applicant tracking systems are process-oriented administrative systems focussed on capturing candidate data and managing the workflow surrounding the talent acquisition process. In many cases these systems are overly complex and detrimental to finding and attracting the best talent – research suggests that up to 60% of job seekers quit in the middle of filling out online job applications because of their length or complexity (source: SHRM).

A Talent Engagement Platform approaches talent acquisition with the goal of creating a compelling candidate experience that makes your organization stand out from the crowd, here's how:

High Impact, Branded Career Sites

Deploy internal and external career sites that not only visually represent your brand but also deliver personalized messaging about your organization. Incorporate photos, video and impactful content to tell your unique story.

Employee Ambassadors

Be authentic. Leverage employees to tell candidates what it is like to work there. Embedded employee videos and live chat with a brand ambassador can set you apart from the competition.

Simple Yet Sophisticated Application Process

Deliver a streamlined recruitment process across any device. Incorporate social sharing, automated referral programs, LinkedIn sync and short smart application forms to drive increased awareness while minimizing candidate drop-off rates.



*Example of Five Below's Highly Branded Career Site
Five Below: One of the fastest growing retailers in the country with over 600 stores in 32 states*

2 First Impressions Matter

PREBOARDING & ONBOARDING

Traditional onboarding programs were primarily administrative events. The process involved binders of information and mountains of forms. Talent management systems have largely perpetuated this situation - merely taking what was paper-based and making it electronic. **Hardly inspiring.**

A Talent Engagement Platform views onboarding through the lens of delivering **engaging new hire experiences.** Moving beyond transactions to deliver interactions aimed at making your new employee feel connected and comfortable.

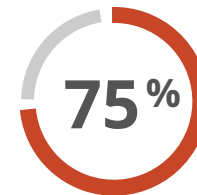
PREBOARDING

The time between a candidate accepting a job and their first day of work. An effective online preboarding solution helps you:

Tell Your Story - Interactive experiences - welcome emails, preboarding hub, videos and personalized messages.

Foster Connections - Org charts with links to pictures and colleague profiles, mentors, live chat and "rookie" communities.

Drive Productivity - Online learning and suggested activities (i.e. complete profile, review benefits, self-service).



Minutes

75% of new hires voluntarily access preboarding spending an average of 71 minutes in the application (source: AdTalem)

ONBOARDING

Follow up preboarding with an impactful new hire experience, combining process automation and compliance with a range of communication and social tools - designed to help your new hire feel connected to the company and colleagues.

Virtual 1st Day Orientation

Online Mentor

Colleague Welcome Videos

Social Profiles

Personalized Onboarding Path

Suggested Training

Self-Service New Hire Tools

New Hire Communities

3 On-The-Spot Recognition

RECOGNITION

A key prerequisite for being an engaged employee is feeling that **what you are doing is important** and that your efforts are making a **valuable contribution to the company**. Traditional TMS do not support the concept of on-the-spot peer recognition. This caused many organizations to deploy standalone recognition systems. These systems suffer from lack of adoption because they are separate sites not built into the work streams of the organization.

Recognition capabilities have the greatest impact when deployed as part of your HCM engagement platform. In this model, it is available as a unified feature within the broader deployment – driving adoption and higher visibility.

Peer Recognition Tools

Simple, online process that enables an employee to send instantaneous recognition to peer.

Public Promotion | Visibility

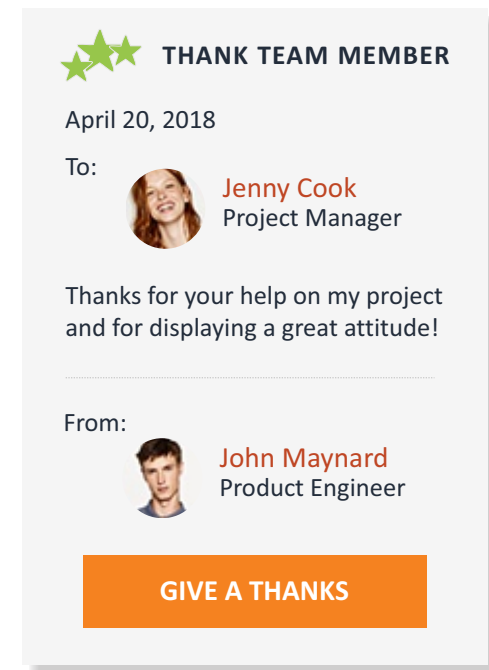
View a rotating banner on the Engagement Platform home page showcasing recent thanks given within the system.

Tie to Personal Profile

Display all recognition given and received on an individual's talent profile.

Link to Performance Management

Provide access to recognition received as part of talent analytics and performance review activities.



Example of Rotating Banner on Home Page Displaying Recent Recognition Given

4 Continuous Coaching

AGILE PERFORMANCE

Traditional TMS leverages **an annual performance review process** to enforce consistency and standard processes. Corporate goals are set on an annual basis and cascaded down. This model **is not effective in an agile world** where employees work on a variety of projects with different lengths and diverse team members. A once-a-year review by a manager is not effective in providing timely, encompassing feedback.

By contrast, **an agile performance solution enables in-the-moment feedback and coaching** delivering more relevant and actionable feedback.

Continuous Coaching

Managers and team leads provide frequent and relevant coaching in an easy-to-use tool.

360 Feedback

Project teams, peers, internal and external stakeholders provide timely, relevant feedback specific to individual projects and/or initiatives.

Project-Based Objectives

Create ad-hoc objectives throughout the year tied to specific projects.

Agile Performance Dashboard

Enable ad hoc in-period reporting across employees, functions and initiatives.

80% of office workers would prefer feedback in the moment rather than a progress review after a certain number of months

(source: "Performance Reviews Get a Failing Grade", Adobe)

The screenshot shows a 'Give Feedback' form for Adama Henry, a Technical Associate. The form is titled 'General Feedback' and contains three text input fields for providing feedback. The first field is for 'What I appreciate about Adama is?', the second for 'Adama could be more effective if?', and the third for 'Other Comments'. Below the text fields is a 5-point rating scale where the number '4' is selected. A 'Submit' button is located at the bottom right of the form.

Example of 360 Feedback Agile Performance System

5 Employee Feedback & Sentiment

PULSE SURVEYS & ACTION PLANS

Everyone wants to feel their voice is heard. It is a vital component of engaging employees. Frontline talent is often in the best position to provide feedback on what could be improved.

The current approach, namely **the once a year engagement survey, is not an effective approach for an agile workforce:**

- It only takes a snapshot view of engagement at a particular point in time.
- Can be influenced by what is going on at the time of year it is distributed and completed by employee
- Results are delayed (often 3 months or more) before leadership sees them
- Companies run “blind” for an entire year until the next survey.

A Talent Engagement Platform deploys real-time employee feedback tools measuring engagement and employee sentiment on a continuous basis. Given its connection to the organization’s engagement platform, feedback can be collected and directed to specific teams and work units. In addition, it can drive automated action planning to address priority topics.

Pulse Surveys - Short, frequent surveys sent to the whole company or smaller teams of employees. Designed to get agile, timely feedback based on current initiatives.

Life Cycle Surveys - Automated surveys that are triggered at particular events/milestones in an employee’s tenure with your organization (i.e. job candidate, new hire, 10-year, exit)

Pulse Reporting - Enable sophisticated reporting across employees, functions, teams, projects spanning both ratings and unstructured feedback/comments.

Action Planning - Dynamically generate action plans based on key themes, trends emerging in your sentiment data.

The screenshot shows a pulse survey interface. At the top right, there is a progress indicator showing 2/10 completed. The main content area displays a rating of 3 for the statement "Indulge Tap & Grill has a clear vision and set of priorities". Below the statement is a horizontal scale from 1 to 7, with 5 highlighted in blue. The scale is labeled "Strongly Disagree" on the left and "Strongly Agree" on the right. The logo "THE PULSE" is visible in the bottom right corner. A dark grey banner at the bottom of the survey area contains the text: "Your answer is 100% private. No one can see your answer - not even your manager."

Example of Pulse Survey Tool

6 Informal Learning

LEARNING & DEVELOPMENT

In an agile world, organizations need to adapt quickly - training talent and bringing new skills into the business at an unprecedented rate. Current learning management systems follow the pattern of large, complex, process driven enterprise software. The vast majority of features go unused and employees do not know how to find the most relevant training from libraries of courses/information.

In the agile learning technology world, it is easy for teams to create training materials on the fly. Informal videos, not unlike what they have grown up watching on YouTube, can be published to teams to support best practice sharing. Personal networks and project communities can be quickly created to enable collaboration. Find and live chat with an expert enables teams to leverage internal expertise they might not have otherwise known existed. System intelligence presents relevant recommended training to an employee versus hoping they can find it on their own.

Informal Learning

Peer-Based Content Sharing

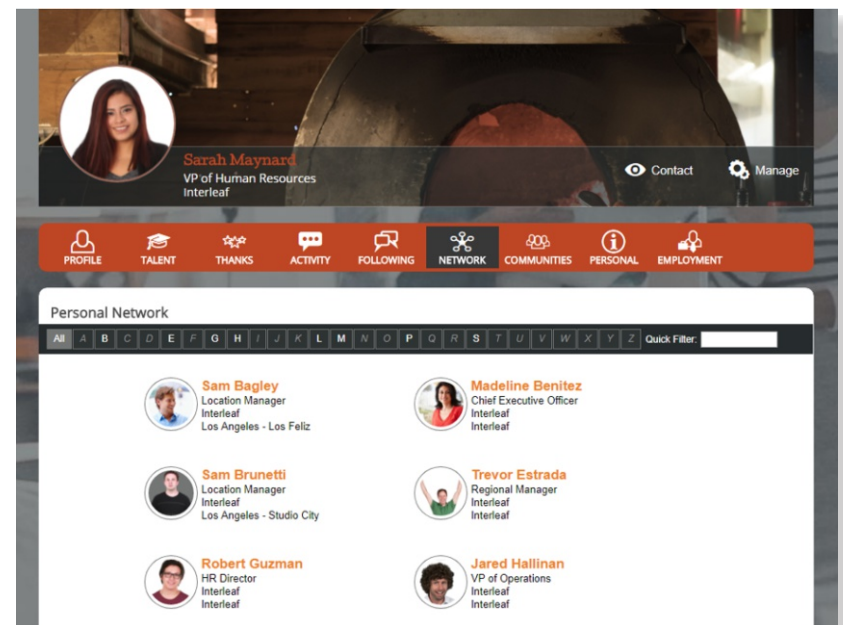
Personal Development Networks

Learning Groups / Communities

Agile Development Plans

Recommended Training Intelligence

Smart Links to Learning Management System



Example of a Personal Development Network

7 Social Enterprise

MOBILE, SOCIAL & LIVE CHAT

Today's workforce are tech-savvy and used to being connected across multiple devices and social channels. That is how they share and get information. If you are not active on social media they consider you irrelevant. They value connections and relationships.

TMS with its focus on data and process automation are ill-equipped to support the new Social Enterprise. **Talent Engagement Platforms embrace the social enterprise** and provide the vehicle to support broad-based adoption and social connection - no matter the device.

Any Device, Any Time

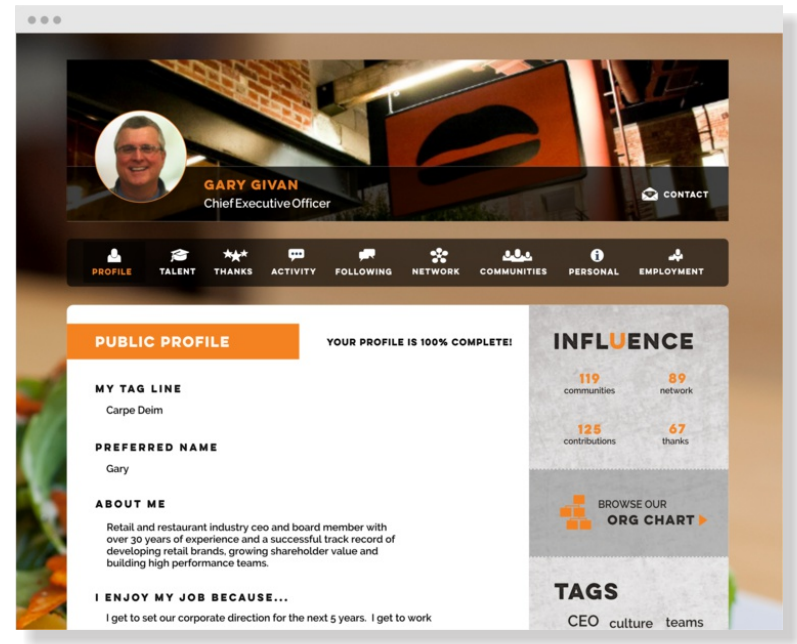
Using advanced concepts like Progressive Web Apps, talent engagement solutions are designed to ensure employees can optimally access the system at any time or location.

Social At The Core

Continuous connection to peers. Social media tools are directly embedded throughout the platform. Networks, ideation, group spaces and enhanced search support the work being done vs. merely automating processes.

Live Chat

Consumer tools like live chat are available to connect with experts and provide real-time decision support.



Example of Highly Branded Talent Profile

8 Personalized, Agile Rewards COMPENSATION

Similar to other components of a traditional TMS, compensation practices are primarily siloed within a particular function and hierarchy. Annual compensation review processes often entail complex processes and approval workflows.

Just like on-the-spot recognition, **research shows that compensation works best as a motivator when it is provided in close proximity to the event giving rise to the incentive.** This is at odds with rigid compensation processes prevalent in TMS.

Additionally, today's workforce desires work/life balance – often above things like additional compensation. What an employee values from a reward perspective is often different than the traditional benefits package the organization is offering. This is causing organizations to rethink the types of rewards they offer and, when they are delivered.

Talent engagement systems are starting to address these trends through agile compensation and rewards practices, some of which include:

On-the-Spot Incentives

User Defined Pay & Merit Increase Frequency

Employee Wellness Programs

Personalized Rewards / Benefits Programs

Real-Time Total Rewards Statements



A Full Life is More Than simply 9-5.

Improving your wellness requires a personal commitment to changing behaviors.

Here at Interleaf we know that when we support each other - it makes it a little bit easier to commit to a healthier lifestyle! As such, we have created a few Interleaf Communities that will help us all work together to live happier, healthier lives! In addition, we continue to pursue a "healthify" strategy with our menu - to benefit our customers and crew members!

I invite you to explore the helpful resources listed on this page and to commit alongside your peers to pursue a healthier life!

Helpful Resources



Live Well Video



Interleaf Fitness Community

Excerpt of Employee Wellness Program

9 Finding & Developing Internal Talent

TALENT ANALYTICS

Today's agile workforce is used to multi-tasking. They desire exposure to different opportunities while being given the chance to learn new things. They want to know that there is an opportunity to advance and develop their careers.

Despite widespread consensus that people are a company's most important asset, HR and senior leadership often do not have ready access to the tools and analytics they need to easily find and promote the best internal talent. Historically, TMS have done little to remedy this situation, providing only very basic information about the workforce.

How do I find, engage and promote hidden talent already resident within my diverse workforce?

A Talent Engagement Platform gives you unprecedented visibility into your talent. You can readily analyze data from across the platform (i.e. skills, project expertise, social contributions, feedback, peer recognition, agile performance, rewards, tenure, life events, role, department, manager, etc.).

Instead of spending energy scouring your organization to find a suitable internal candidate or unknowingly passing over someone to post the job externally, a Talent Engagement Platform helps you easily find internal talent uniquely suited for your next agile project, internal promotion or succession plan.

Find A Colleague / Expert

Rich Talent Profiles

On-Demand Talent Visualization Tools
(Talent Charts & Cards)

Comprehensive Talent Miners & Explorers

Sarah Maynard VP of Human Resources
I have a wonderful husband and twin sons Aiden and Joey. We love Southern California and all it has to offer but also enjoy travelling to new places...
[\[view profile\]](#)

Talent Snapshot [change display](#)

SOCIAL	TALENT
Personal Profile: explore	Talent Profile: explore
Thanks: Received: 7 Given: 15	Most Recent 9-Box: High Valued Contributor
Number of Communities: 17 Personal Network Members: 12	2 Years Prior 9-Box: High Valued Contributor
Contributor Type: Creator Number of Contributions: 17	3 Years Prior 9-Box: -

ROLE	MANAGEMENT
Date of Hire: November 16, 2012	Total Headcount: 10
Title: VP of Human Resources	Span of Control: 6 Direct Reports
Time in Role: 5 years, 5 months, 6 days	Total Vacancies: 0
	My Annualized Turnover: 0.00%
	My Regrettable Turnover: 0.00%

Example of a Talent Card

10 Corporate Citizenship

CULTURE & CORP RESPONSIBILITY

Employees want to work for an organization they can be proud of. The type of organization that thinks beyond revenue and the bottom line. One that supports diversity, genuinely cares about the relationship they have with their employees and shows a willingness to be active in their local community. Employees value work-life balance, health-related programs, charity and volunteer work.

According to Bersin by Deloitte, **citizenship and social impact are rated as critical or important by 77%** of respondents (“The Rise of the Social Enterprise”, Bersin By Deloitte, 2018).

Given the role a **Talent Engagement Platform** plays in connecting the entire workforce, there is a great opportunity for it to be the **corporate citizenship vehicle**. A platform that activates the company’s culture and delivers programs, localized and corporate-wide, that fulfil the promise of being a good corporate citizen. Here are a few examples:

Highly Branded Deployments & Impactful Communications/Media

Driving Affinity to the Organization’s Culture

Employee Wellness Programs

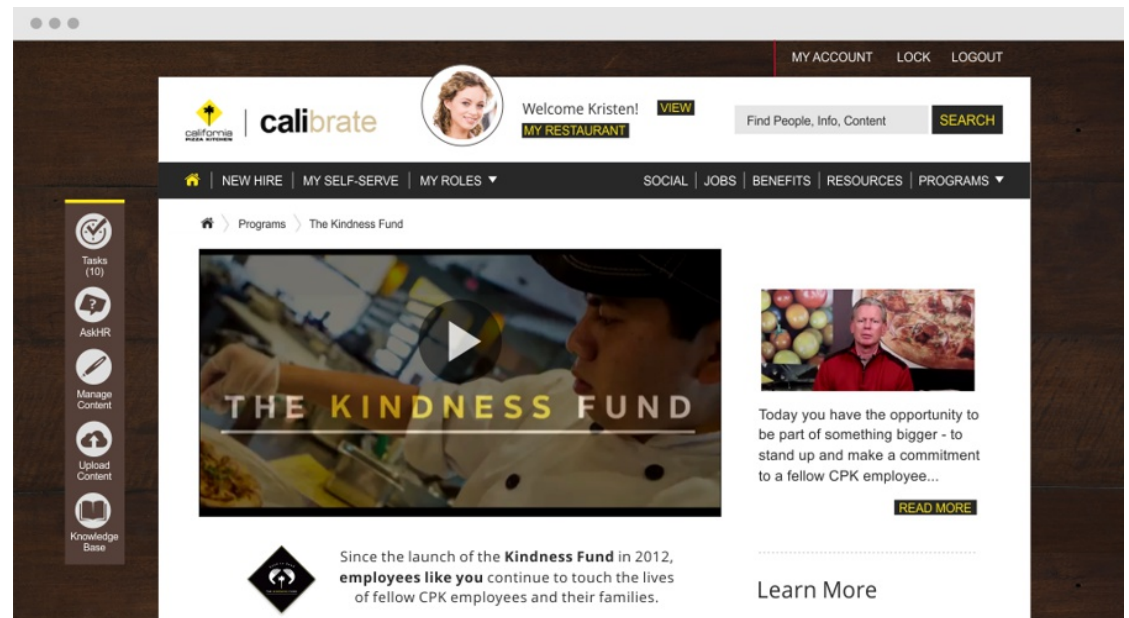
(i.e. Wellness Communities, Get Fit Contests, New Moms & Dads Support Groups)

Employee Support Programs

(i.e. Crowdsourcing Funding to Support Employee’s in Times of Crisis)

Volunteer Programs

(i.e. Volunteer Days Time Away Programs, Sponsoring Local Community Events and Promoting Social Causes)



California Pizza Kitchen Kindness Fund - Employee Disaster Donation Program

The Business Impact

A renewed focus on how to leverage technology to engage an agile workforce has the potential to pay significant dividends.

However, traditional approaches to talent management technology need to evolve away from hierarchical, rigid, process driven architectures. TMS needs to give way to Talent Engagement Platforms designed to be agile social platforms. Platforms that effectively mold to the way work gets done while recognizing key contributions along the way.



We'd Love To Chat

We could write about the new agile world of work and the rise of Talent Engagement Platforms all day long (we are geeks that way)! However, we like nothing better than grabbing a cup of coffee and launching into a spirited debate about all things technology, engagement and HR. If you would like to have a chat, just drop us a line. We'd love to hear from you.

www.vibehcm.com

ABOUT VIBE HCM

We make it easy for companies to not only automate HR transactions but also connect, communicate and engage with all their employees. We partner with talent-driven businesses to elevate how they Work. Share. Applaud. Inspire. This relentless pursuit has led us to collaborate with some of the most innovative, recognized brands on the planet as we work together to set a new standard in the marketplace for HCM systems.

Relied on by over 1 million employees worldwide, our platform delivers HR, Talent, Recruiting, Onboarding, Engagement, Analytics and Payroll. Go beyond just automating HR.

Vibe HCM - The HCM Engagement Platform, visit us at www.vibehcm.com.

Your Employees. Your Culture. Your Unique Vibe.

