

Highlights from LinkedIn's Talent Intelligence Experience

The Talent Intelligence Experience in Paris was packed with insights – and inspiration. Over the course of a day in the historic Elysée Montmartre and Trianon theatre, delegates found themselves immersed in a new era of thinking on talent and business strategy. Our seven sessions explored what the new era of [Talent Intelligence](#) means for the future of work, the way that we source and develop skills, the way that business leaders think, and the future of the human experience itself.

This was a unique perspective on the future of talent that offered excitement and challenges in equal measure. For all those who joined us in Paris – and those who weren't able to make it, here are the most important insights and inspiration shared on the Trianon stage:

The Era of Talent Intelligence

For our opening session, Marta Riggins, Global Director, Brand & Communities Marketing for LinkedIn Talent Solutions joined LinkedIn Product Marketing and Content Director EMEA, Carole Zibi to reveal why we are entering a new era of Talent Intelligence. They explored [three seismic shifts](#) that are redefining the talent landscape: the arrival of AI and automation, the growth of significant skills gaps, and the rise of autonomous and independent working. Product Leader Eric Owski then presented an exclusive preview of LinkedIn's upcoming [Talent Insights](#) tool, and how it leverages machine learning to inform better business strategies, and better decision-making throughout the employee life-cycle.

Insights and inspiration from this session:

- According to McKinsey Global Institute, 46% of workplace activities across France, Germany, Spain, Italy and the UK have the potential to be automated
- Automating manual tasks will allow recruiters to spend more time with clients, candidates and strategy
- Skills gaps are a growing concern across all industries, requiring broader thinking about talent, and solutions for expanding talent pools
- There are already 90 million independent workers in the EU15 according to McKinsey Global Institute, and leaders have to consider whether to design organisations around permanent or contract workers
- [LinkedIn Talent Insights](#) is designed to democratise access to relevant talent insights, help recruiters build relevant shortlists faster, and enable better decisions throughout the employee lifecycle

Insights are music to our ears

Katarina Berg is Chief Human Resources Officer at one of the most innovative, dynamic and admired companies on the planet. She explained how Spotify uses talent insights and AI to curate and maintain a diverse, contrarian culture. It's a culture that values independent thinking and strives to put people and ethics at the heart of its decision-making. She argued that organisations should be data-informed rather than data-led, and that with the right balance of human initiative and AI, there has never been a more exciting time to work in talent.

Insights and inspiration from this session:

- A moral compass and purpose are essential for using talent insights effectively
- Diversity and inclusion are part of the DNA of innovation: it's important to work at maintaining controlled chaos
- Diversity is a particular challenge for businesses in hyper-growth – and they lose their capacity for creativity and innovation when they lose it
- To attract talent effectively, you first have to understand and communicate the culture of your business
- Data is like a bikini: it shows a lot but hides the most important bits. Make sure you are data-informed, rather than data-led
- HR has never been more important – or more complicated
- Talentism is the new Capitalism: finding the right talent for your business is the difference between day and night

The Impossible: Artificial Human Intelligence

Dr. Rand Hindi is a data-scientist, entrepreneur and TEDx speaker who believes the world needs a far clearer definition of what AI is – and what it can and can't do. In this stirring keynote he revealed how Artificial Intelligence actually works, how it could work in the future, the amazing things it is capable of – and the crucially important things that it isn't. Along the way, he made a passionate argument for the role of distinctly human emotional intelligence, in leveraging machine learning to develop a better approach to work.

Insights and inspiration from this session:

- AI is already changing the world through autonomous cars, one-dollar diagnosis of X-rays, and voice-activated assistants
- As we develop General AI, machines will transform the world of work by their ability to take on any task that's entirely based on logic
- However, AI can never replicate what humans are capable of, because it will never be able to replicate emotional intelligence, collective intelligence and sensory experiences
- In fact, AI doesn't work like the human brain at all

- The best combination isn't AI or human intelligence alone, it's a combination of the two
- To prepare for the future of work, we must switch focus from hard skills to soft skills and embrace continuous, adaptive learning – leave routine tasks to computers and embrace what our brains enjoy doing most

Impactful by Design: Translating Insights into Stories and Action

You can have all of the valuable and revealing insights that you like, but that's worth very little if you struggle to translate them into the right actions for your business. LinkedIn's Senior Insights Manager Melissa Furze teamed up with IDEO's Design Director Alex Gallafent for a unique session exploring how talent professionals can tell more compelling stories through insights – and drive strategic decisions at a senior level. Presenting data and insights in this way ensures that they aren't just interesting – they're transformational.

Insights and inspiration from this session:

- 71% of CEOs in [LinkedIn's Global Recruiter Trends Survey](#) believe that talent insights are a source of competitive advantage
- Talent insights are already solving business challenges such as employer branding, hiring strategy, workforce planning, the need for competitive intelligence and the question of where to locate new offices
- We need stories to connect interesting information to emotion – and turn insights into action
- Telling compelling stories with data requires an understanding of your audience, what they need to know, and how they like to work
- You need imagination to ask the right questions of the data you have
- You need to put data in context to generate an emotional response
- And you need to sharpen the story down to a few key data points to make it memorable and drive action

5 ways to innovate with Insights

Drawing on real-world examples from across his experience, People Analytics pioneer David Green showed how an insights-driven approach to talent consistently improves the bottom line. With examples from Virgin Media, Nielsen, Clarks shoes and Microsoft, he mapped out five different approaches to innovating on the basis of insights, all of which have driven significant ROI.

Insights and inspiration from this session:

- Analytics doesn't just describe what's happened – it predicts what will happen and what you should do about it

- 69% of organisations with over 10,000 employees now have a People Analytics team
- For Virgin Media, People Analytics helped unlock a potential new revenue stream of €7.7m by addressing the candidate experience and its impact on customer loyalty
- For Clarks shoes, analytics helped identify how a 1% increase in manager engagement drives a 0.4% increase in business performance
- For Nielsen understanding the triggers for associate employees leaving the business helped to reduce churn to effectively zero

Using talent data to #ChangeTheRatio

The value of talent insights doesn't just involve the ability to fill skills gaps and grow businesses. Insights can also play a critical role in helping to address a systematic lack of diversity and gender equality in key sectors and roles. Emily Firth of Booking.com told the story of how her business is doing exactly that, using insights on willingness to relocate for work to help tackle the fact that only a third of technology roles are filled by women. Emily explained how Booking.com revamped its entire employer brand strategy to focus on persuading young women to take up roles at its headquarters in Amsterdam, knowing that age was a critical factor in their openness to such a move. The results she's already achieved show how the purposeful use of insight can make a significant difference in addressing inequality, and empowering women to enjoy more fulfilling careers.

Insights and inspiration from this session:

- According to the European Commission, only 30% of technology roles are filled by women
- Boston Consulting Group data shows a 10% gap between men's willingness to relocate for a career opportunity and women's willingness to do so
- LinkedIn data shows how people are 55% more likely to relocate for career opportunities if they have already done so previously
- Using these insights Booking.com focused their employer branding on engaging younger women with the opportunities that relocating creates
- In doing so, they drove a 20% increase in applications from women

How to Lead Beautifully in the age of AI

How should business leadership change in an era of machine learning and insight-driven decision-making? Tim Leberecht, the author of *The Business Romantic*, believes that the answer is to become more human, embracing beauty and romance to bring more meaning to the way that people work, and to their lives as a whole. At a time when overly quantifying our existence threatens to diminish who we are as people, businesses can lead the way in using AI and data to enhance the senses, instil a sense of purpose and commitment, and re-establish intimacy and emotion. Tim believes that it's time for human beings to take greater control of our future experiences – and that with the right type of leadership, AI can help.

Insights and inspiration from this session:

- We have a choice between using technology in an exponential way to increase quality of life and using it to control people's every move
- AI can help to recognise and enhance emotions, including helping autistic people to express themselves
- However, AI can also fuel our growing obsession with quantifying our lives and reducing them to numbers
- Businesses can succeed by providing an alternative to obsessive optimisation: a new romantic revolution
- Leading in a human way can involve celebrating beauty for beauty's sake, embracing the unnecessary, stepping back and creating space for employees, and building a sense of purpose
- Human beings don't necessarily want the smoothest and most efficient experience possible. What we really crave is memorable and meaningful experiences.