

LinkedIn Talent Awards E-Book

Revealing the top talent practices
every company needs to embrace

Powered by potential



The LinkedIn Talent Awards

A business's most valuable asset is its people – we're celebrating those building that asset on LinkedIn

Talent is the most important asset that any business can have – a top priority for 77% of CEOs and the key to securing competitive advantage in a time of transformation and change. In this eBook we're celebrating the people and the organisations investing time, skill and resource in understanding, engaging and developing talent. And we're taking a closer look at the strategies behind their success.

We launched the LinkedIn Talent Awards to recognise the different ways which businesses generate competitive advantage by leveraging the LinkedIn platform. Our judging approach is powered by insights and driven by data. The LinkedIn Insights teams analyse relevant

LinkedIn metrics, to identify the organisations creating the most impactful and engaging employer brands, which build powerful learning cultures to future-proof their strategy, and which access the skills they need through top-performing talent acquisition teams and social recruiters.

This guide celebrates the winners, asking what makes for success in executing different areas of talent strategy on LinkedIn, and giving the inside track on how organisations are driving results through the voices of our winners themselves.

The one thing the Spotify team does differently



What you see is what you get. We are authentic and we seem to be relevant to the right talent, it's a match. We leverage a wide range of HR systems and technologies to increase efficiency and quality to our behind the curtain work. Our presence is not ad hoc and what we post is not random. We try to follow the three Cs; Clear, Consistent, Compelling."

Katarina Berg

CHRO, Spotify

Using data and insights to drive talent and business strategies

Talent Intelligence Pioneer

People analytics are providing the world's leading businesses with a new form of talent intelligence that can help to shape their business strategies. The ability to translate data into insights helps businesses of all types to identify and map talent pools, benchmark skills against those of their competitors, understand the opportunities and challenges for talent acquisition and retention, and make better informed decisions about where to locate new offices and headquarters. Through talent intelligence, businesses are building clever and more responsive employer brands, reaching out to the right candidates in the right way, and creating smart, long-term strategies for the talent pipelines they need.



Top tips

1

Look for changes in the size and location of talent pools – and levels of competition for the skills your strategy depends on. Being able to spot skills gaps early gives you the opportunity to develop different strategies for filling them.

2

Compare the skills at your business to those of your competitors and identify future challenges and opportunities. You can see where your business is losing and gaining talent, and take action to respond.

3

Benchmark the strength of your employer brand among the candidates you are targeting. This will help you to identify where extra investment might be needed to secure the skills you need.

4

Target your recruitment efforts with insight about where skills are concentrated – and where you can reach candidates most efficiently.



“

We use LinkedIn to keep up with the evolution of the talent pool we are accessing, to improve employee engagement, to create new digital and technology training programs, and to find talent in new geographies and companies. The new LinkedIn Talent Insights tools help us to plan the future, adopt the best strategy, optimise performance, and prepare for different scenarios.”

Fausto Fusco

Business Integration Partners

Focused teams that build winning teams

Best Talent Acquisition Team

The most effective talent acquisition teams have clear talent and business objectives, as well as clear roles for the team in helping to achieve them. They take a holistic approach that includes careful attention to candidate experiences and investing in employer brands. They look to build ongoing relationships within a talent pool that start before and extend after the immediate need to fill a vacancy.



Top tips

1

Build an integrated recruitment strategy, targeting your talent pool with job ads, brand-building content and recruiter outreach.

2

Build a personalised journey for each candidate through tailored content and landing pages.

3

Integrate talent acquisition with your Applicant Tracking System (ATS), and build a complete view of your talent pipeline and candidate journey.

4

Use video content and employee stories to humanise your employer brand and bring the experience of working with your business to life.

5

Leverage employee networks for organic reach among passive and active candidates who are primed with awareness of your business.



Talent Acquisition Team Stories

"We believe that talent leaders should seek out inspiring people with complementary skills, willing to work collaboratively, and who are enthusiastic to contribute to the challenges of the company. Diversity of thinking is key to Innovation."



Larissa Maria Chagas

Talent Acquisition Team Leader
CI&T

The top best practices that makes us successful as a Talent Acquisition Team are being precise, defining what we are looking for and including the cultural fit concept in the team building process.



Carlos Ortiz-Cañavate

HR Director
Altán Redes

"We've found success by using LinkedIn's project feature to increase efficiency by organising our work, supporting collaboration and helping us to move more efficiently through our pipeline. We turn business cards and other brief information into rich, up-to-date profiles, and interpret the job analytics report for key learnings over time."



Amer Alhamowi

Organization Development Manager
Abunayyan Holding

"In our experience, there are three best practices that make your team successful: Teamwork, Consistency and Enthusiasm."



Angela López Muñoz

Talent Acquisition Manager
Ingenia

"At Intesa Sanpaolo we always try to put people at the centre of the selection process. We devote special attention to each touch point with every candidate, from the phone call asking them in for an assessment to the final onboarding interview."

Through LinkedIn we can create real relationships with a pool of talented individuals. We design our selection process to fit the characteristics of the candidate audience we are targeting, creating a dynamic recruiting game for millennials, for example. We also try to make our selection process as personalised and digital as possible, with candidates always able to check on the progress of their applications."



Roberto Cascella

Executive Director
Intesa Sanpaolo

Top Social Recruiter

In an increasingly competitive environment for talent, success depends on finding the right candidates quickly – and reaching out with a relevant, personalised approach that earns a response. Top recruiters increasingly use social media to identify ideal candidates at scale, understand what motivates them, and act on that insight. Three quarters of those using LinkedIn Recruiter say that it has made them more successful at sourcing top candidates, uncovering hidden talent – and filling vacancies faster.



Top tips

1

Build your personal brand with a top-quality LinkedIn profile – emphasise your passion for helping people find their next opportunity.

2

Establish credibility by creating and sharing thought-leadership content on LinkedIn.

3

Explore AI tools such as smart searches and candidate matching, to find the right candidates faster.

4

Look for insight on the candidates that are most likely to respond, so you can prioritise your approach.

5

Personalise your approach to candidates by referencing former employers or connections that you have in common – and increase response rates even further.



Social Recruiter Stories

"We are committed to diversity, we believe in young talent and transforming our employee experience through training, development and innovation built into our business DNA. LinkedIn is our Bridge to Success for these objectives."



**Carmen Gomez
De Ureta Merino**
Indra Sistemas

"LinkedIn is our first stop for candidate searching and it's transformed our talent strategy because of the ability we have to find the right candidate and reach them efficiently."



**Eréndira Munguía
Herrera**
Grupo Salinas

"The key to success is simple: be passionate about what you're doing, try to see things from the point of view of your candidates, and never stop looking."



Giulia Viganò
Lastminute.com

*"3 best practices;
Partnership with Marketing,
Focus on the candidate
Attracting talents through
branding."*



Thais Leite Lemos
Banco Inter S/A

The importance of establishing a strong employer brand

Best Employer Brand on LinkedIn

In a world with more career options than ever before, people apply to the companies they know and trust. That makes a strong employer brand vital for organisations competing for talent. Effectively communicating the values of a business and the experience of working for it increases response rates from candidates, increases time to hire and reduces cost. It also helps to build talent pipelines that are aligned to the culture and values of the organisations they support.

The most effective employer brands have a clear strategy behind them. They activate employees as brand assets and expand their reach through authentic voices. They build engagement through rich content on LinkedIn Career Pages and post regular updates tailored to their target audiences' interests. Finally, they have an employee onboarding and development process that stresses inclusion, provides learning opportunities, and makes the employer brand a key part of the employee experience.



Top tips

1

Organise how-to sessions to help employees upgrade their LinkedIn profiles.

2

Put together posting guidelines to empower your people to share and amplify content.

3

Encourage business leaders to post – and set an example.

4

Recycle photos and videos from employees and your careers website, to populate your LinkedIn Company Page.

5

Post regular updates with images and video where possible (updates with images drive 2x more comments and those with video drive 1.5x more shares).

6

Add a 'Follow' button to your company website to engage with interested candidates on LinkedIn.

7

Be responsive and reply to comments – don't leave anybody hanging.



Employer Brand Stories

"Job ads might appeal to the individuals who already know they want to work with us, but our LinkedIn target audience is much broader than that. Leveraging relevant content (news, blog posts, guides, etc) from all parts of the organisation allows us to appeal also to this broader audience. Diversity and Inclusion are very important to our organisation, and we've found that initiatives in these areas drive great engagement. We also believe that employee advocacy plays a big role in building our employer brand. Our employees are incredibly good at sharing both job opportunities and news about the company on LinkedIn. After all, "collaboration" is one of our core values."



Katarina Berg
CHRO, Spotify

"We publish original, engaging content. Not too commercial, but content that is relevant and refreshing for our target groups. We identify a topic or emotion that's relevant to both our company and our target groups, and we use this as the strategic 'umbrella' for employer brand content on our LinkedIn Page. We then identify five key content pillars within this topic that we want to communicate throughout the year, and work with a specialist agency to develop unique, creative content in these areas."



Floor de Wit
Learning & Development
Specialist, Flow Traders

Employer Brand Stories

"We prioritise building a humanised employer brand through content, using our employees to talk about who we are as a company. From the way we communicate about vacancies, to backstage stories from Rock in Rio, we communicate our culture through employee-first content. We know that differentiated experiences are the best way for people to get to know our organisation, so we aim to bring them into our reality, following the recordings of our programmes from backstage, for example. We know that employees are our best brand ambassadors, and we encourage them to publish articles and share content on their social networks."



Georges Riche
HR Director, Globosat

"Ambassadors: Although there is a structure focused on the employer brand, it is the employees who are the great ambassadors of the employer brand. That said, we encourage them to publish articles or post on their social networks content so that people, as a brand, share. In this way, we generate their organic engagement and still generate a quality and spontaneous content."

Transforming learning into a business impact

Best Culture of Learning

Today's most successful businesses don't just offer training. They are learning organisations, who make opportunities to develop available to all employees at all levels, and in all roles. Becoming a learning organisation is vital for negotiating digital transformation and filling skills gaps – and also for retaining talent, since employees are 12 times more likely to consider leaving an organisation where they feel unable to achieve their career goals. Learning organisations compete more effectively for in-demand skills, since today's professionals are determined to avoid their skills stagnating – and value the opportunity to keep developing above all else.

A culture of learning involves executive buy-in with leaders setting the example and the expectations. It also involves flexible content that can be integrated into the day-to-day processes and fabric of an organisation – and learning champions who are empowered to incorporate online learning into the way that they manage teams and communicate more widely.



Top tips

1

Create more relevant learning experiences through custom content to complement off-the-shelf learning materials, and tailor learning paths to your business culture and needs.

2

Onboard new employees with a personalised learning path and video introduction from your CEO.

3

Curate learning paths for key moments in the employee journey, such as promotion to manager level.

4

Empower managers as learning champions, using learning resources to develop their teams, communicate about new product launches and share knowledge internally.



Culture of Learning Stories

"LinkedIn Learning provides relevant and meaningful content for everyone, in every role, in every industry, in every country. We encouraged employees to address most of their learning needs through the platform and we curated learning paths to meet as many of the common needs as possible, and align with our strategic goals. We integrated LinkedIn learning into our classroom-based learning as either pre or post-workshop content, and made it the platform of choice for enterprise-wide projects where we needed to upskill our employees or shift behaviour.

LinkedIn Learning has become part of our employee value proposition and has been vital for growing critical skills during a period of massive transformation. We believe that employees want to feel like individuals within the learning process – but also want to feel that they are contributing to organisational success. LinkedIn Learning helps us to create a psychologically safe culture of self-aware, critical thinkers"



Manashka Mathura

Learning & Change Manager
Nedbank

Culture of Learning Stories

"We launched LinkedIn Learning to all employees globally at one time, to show every TomTom'er that we value their development. This big bang moment allowed us to implement unified global communications that wouldn't have made the same impact if implemented in phases or by region. We tailored our communications and branding to align with our values, culture and target audience.

Learning is part of the employee journey that starts the moment people apply to join TomTom. We collaborate closely with our Talent Acquisition team to match talent with a meaningful learning experience at TomTom. We make it easy for employees to reach us and keep an open communication flow to help us gather info that supports decision-making. We work closely with them to accelerate their development, and if there are any skill gaps or desires to learn, we listen and provide support. We need to be looking two to three years down the road, foreseeing what skills future talent will need and providing skills development that keeps us ahead of the curve."



Jacquie Gay

Talent Development
TomTom



Joakim Slørstad

Senior Vice President Learning &
Development, Telenor Group

"LinkedIn learning has helped us move from training events to learning journeys. Our CEO challenged all of our employees to spend 40 hours on self-development per year. To ensure quality in the Learning, each business unit has developed a local roll out plan for online learning and building a strong learning culture. We provide personalised learning journeys of six to 12 months, which combine online, classroom and on-the-job development. We are nurturing a culture of learning for all, where everyone has access to learning opportunities and is motivated to stay relevant as our company becomes more digital."

Success is no accident

LinkedIn Rising Star

Our LinkedIn Rising Star Award recognises the businesses that are making the most rapid progress across a range of different strategic priorities, building their competitiveness quickly through the LinkedIn platform. It highlights the role of talent in unlocking opportunity for businesses large and small: enabling growth and development, responding to change, and helping both people and organisations to fulfill their potential.



Rising Star Stories

"We've been able to transform our business through creativity, originality, and passion. LinkedIn has enabled us to access the talent we need to make that happen, including through showcasing our culture and building our employer brand through video and images. We have three best practices that guide our approach: to create a team dynamic with a clear, common goal; to always be conscious of our employees' and future candidates' needs; to empower through our slogan, "You are your only limit."



Maria Lantero
HR Specialist
Optima Gaming

"Combining video-driven employer branding with LinkedIn Recruiter helped us to build a pipeline of talent quickly, particularly among student candidates. Our passion is our difference – and we're not afraid to think outside the box. As a result, we've been able to rework our approach to talent management through a new performance system, more clearly defined competencies, extensive leadership training, and online learning that's accessible to everyone, anytime, anywhere."



Nermin Mirza
Head of Human Resources
Petrol Ofisi

Forward-looking Talent Strategies

A truly effective talent strategy doesn't just address immediate needs and fill vacancies in the present. It's focused on anticipating the skills and capabilities that a business will need in the future, exploring the challenges and opportunities that will develop, and equipping people and organisations to meet them. A commitment to future-proofing talent pipelines and supporting the continuous evolution of their business is something that all of our LinkedIn Talent Award Winners share.



Forward-looking Talent Strategies



“The future will be shaped by insights and HR analytics. We pride ourselves on being data-informed, combining that with experience, and daring to make contrarian bets. The future will also be focused on inclusion, belonging and equity. Organisations must dare to be value driven.”



“Our goal is to make sure that TomTom always has the people it needs, now and in the future. Reaching that goal involves staying connected to all levels of the organisation, with our talent acquisition and learning teams working closely together and being fully aligned with business strategy.”



“To manage new trends in the talent market, we need to use new analytical tools to plan the future, adopt best strategy, optimise performance, and prepare for different scenarios.”



“Employees want to feel like an individual and the talent process must be designed to accommodate their individuality and diversity. They want to feel and know that they are contributing to organisational success. To succeed businesses need to integrate and create a psychologically safe culture of self-aware, critical thinkers. The world is calling for a new breed of leaders.”

Contributors



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Talent Awards 2018

Winners



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LATAM



Fernanda Leite

Marketing Intern LATAM

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Congratulations to all our 2018 Talent Awards winners.

Check out our full list of 2018 Winners:

business.linkedin.com/talent-solutions/events/18/09/winners

Find out more about the 2019 Talent Awards here:

business.linkedin.com/talent-solutions/events/19/06/talent-awards

2019 Awards coming soon.

LinkedIn TALENT SOLUTIONS

