in Talent Solutions

TALENT INTELLIGENCE EXPERIENCE SYDNEY

Key takeaways and trends on talent analytics from global expert speakers

SYDNEY WELCOMES THE TALENT INTELLIGENCE EXPERIENCE

As the world enters a new phase of people analytics the emergence of talent intelligence is possibly the biggest indicator of the ground-breaking changes to come in talent acquisition.

On 15 August 2018 LinkedIn Sydney delivered a conference for talent professionals unlike any other: the LinkedIn Talent Intelligence Experience.

This global conference landed in Sydney, where leaders in Human Resources, Recruiting and Data Analytics came together to share their knowledge about how talent intelligence is changing the game.

The LinkedIn Talent Experience delivered an array of insightful discussions covering the future of work, developments in people analytics and how the application of data has helped clients improve their recruitment processes.

Throughout the day the audience heard from **Brendan Browne,** VP of Global Talent Acquisition at LinkedIn, **Kate Hastings,** Senior Director of Insights at LinkedIn, **David Green,** globally respected speaker, advisor and executive consultant on People Analytics, data-driven HR and the future of work, **Robin Daniels,** Global Head of Product, Activation and Field Transformation Marketing, and **Sarah O'Brien,** Global Insights Director for LinkedIn Talent Solutions, **Anastasia Liberatos,** Talent Acquisition Manager at Latitude Financial, **Jason Laufer,** Senior Director of Learning and Talent Solutions at LinkedIn, and **James McIlvena,** Head of Talent Acquisition at CommBank.

Here are some of our favourite takeaways from the day.

HOW IS DATA CHANGING THE RECRUITING GAME?

From understanding your business' financial trajectory to making strategic decisions, data is crucial in every aspect of business today. What's even more interesting is that data is changing the game when it comes to recruiting talent.

The role talent professionals play in the workplace is evolving and becoming more significant to modern businesses. A few short years ago, we thought passive candidate recruiting would be the future. Now it's the present.

As VP of Global Talent Acquisition at LinkedIn, Brendan Browne knows a thing or two about how talent behaves in the global workforce. He noted that candidates are always keeping an eye open for what else might be out there, citing that 90% of LinkedIn members saying they'd be open to new opportunities, even when they're not actively looking.

We know the global workforce is dynamic, mobile and demanding when it comes to choosing the opportunities that are right for them. But what does this mean for talent professionals? Our job is no longer about how many candidates

we can bring together to fill a quota or getting the right headcount in our teams; we now need to work harder to make strategic resourcing decisions that meet our companies' long-term goals and objectives.

We also need to feed back the demands the workforce is making to our organisations. When it comes to the future of work, we have to make sure our organisations are responsive enough to these changing expectations.

Brendan predicts that as the global economy continues to evolve and develop, human resource management is going to become the most important business function within large enterprises. And HR professionals are going to be the key playmakers.

Welcome to the era of talent intelligence.

> " There will be people in this room who will be CEOs because (eventually), it'll all be about talent. "
>
> **Brendan Browne**
> VP of Global Talent Acquisition, LinkedIn

WELCOME TO THE ERA OF TALENT INTELLIGENCE

Talent intelligence is the combination of data and insights to reinvent and improve every step of the recruitment process. Combining data led insights with the right instincts delivers winning talent strategies.

Furthermore when it comes to the relationship between hiring managers and recruiters, conversations are no longer about knowing who's done what or who lives where. The new conversations are much more strategic than that. They're about who's already thought about working for your company, who's passionate about your industry, who might work well with your teams and fit in with your culture. And these conversations are given greater meaning with the use of talent intelligence.

THE THREE MAIN FACTORS THAT ARE DRIVING CHANGE

In his discussion on the talent trends in the current global marketplace, Brendan noted that three major factors are driving the changes that we're seeing. They are:

1.

AI AND AUTOMATION

AI and automation is touching every industry and every profession – and HR is no exception.

Thanks to technological developments, automation is helping talent profesionals streamline the hiring process.
With LinkedIn data tools like Talent Insights, we can cut down the time it takes to manually sift through CVs and do in-person interviews, shortlisting the right candidates faster than ever before.

AI and automation are also changing the types of roles available in the global economy. We're seeing an increasing demand for soft skills and a decline in certain hard technical skills. With many labour-intensive and number-crunching jobs disappearing, and the fact that 85% of jobs that will exist in 2030 haven't been invented yet, it's becoming increasingly difficult for talent professionals to recruit for the future.

2.

THE SKILLS GAP

With this increase in AI and automation, there's a global consensus that there's a shortage in the technological skills needed to sustain the global workforce of the future.

As a result, top businesses have to viciously compete to attract and retain the little talent that currently possess these highly sought-after skills.

3.

INDEPENDENT WORK

Independent work is one of the most exciting breakthroughs when it comes to the future of work. We're seeing more and more people demanding the ability to work when they want, for who they want, wherever they want, for the kind of remuneration they define.

Millenials

Generational values are shifting as millennials are stepping into leadership positions. Millennials place greater value on flexibility and autonomy in the workplace than their baby boomer predecessors. **PwC's NextGen Study** found that millennials have a new approach to workplace productivity and flexibility. This generation does not believe that productivity should be measured by the number of hours worked at the office but rather by the output of the work performed.

With this digital native generation possessing many skills that their older peers do not, they also have more pulling-power when it comes to negotiating their terms of employment.

Online Marketplaces

It's one thing to want independent work, it's another to find an employer who has the organisational structure to support it. However, thanks to the emergence (and boom) of online marketplaces like Uber and Airbnb, the types of jobs available to talent is changing. In addition to gaining traditional full-time employment, talent now have the option of working in on-demand jobs to generate income. Becoming an Uber Driver or renting out a spare room on Airbnb are some examples of new ways that talent can find flexible income that suits their personal needs and preferences.

Increasing Cost-Effectiveness

With many businesses increasingly turning to contractors and independent workers, it's obvious that this trend is mutually beneficial to both workers and businesses. In fact, many businesses are finding that hiring independent workers is actually more cost-effective than hiring new staff. When you think about the lack of overheads, the quick hiring process and turnaround time, as well as not having to pay employee benefits, it's easy to see why this option appeals to businesses.

INSIGHTS TO IMPACT PLAYBOOK

With all these challenges, many of the most impactful strategic business decisions are now falling into the hands of HR and talent professionals. The way talent is procured, developed and retained will become the single-biggest future function of any business.

With all this growing pressure, how can you leverage data and insights to help you make the best-possible business decisions?

LinkedIn's **Robin Daniels,** Global Head of Product, Activation and Field Transformation Marketing, and **Sarah O'Brien,** Global Insights Director for LinkedIn Talent Solutions, took to the podium to answer this very question, delivering their strategic Insights to Impact Playbook.

Here are the four tips they gave to help businesses best utilise their data.
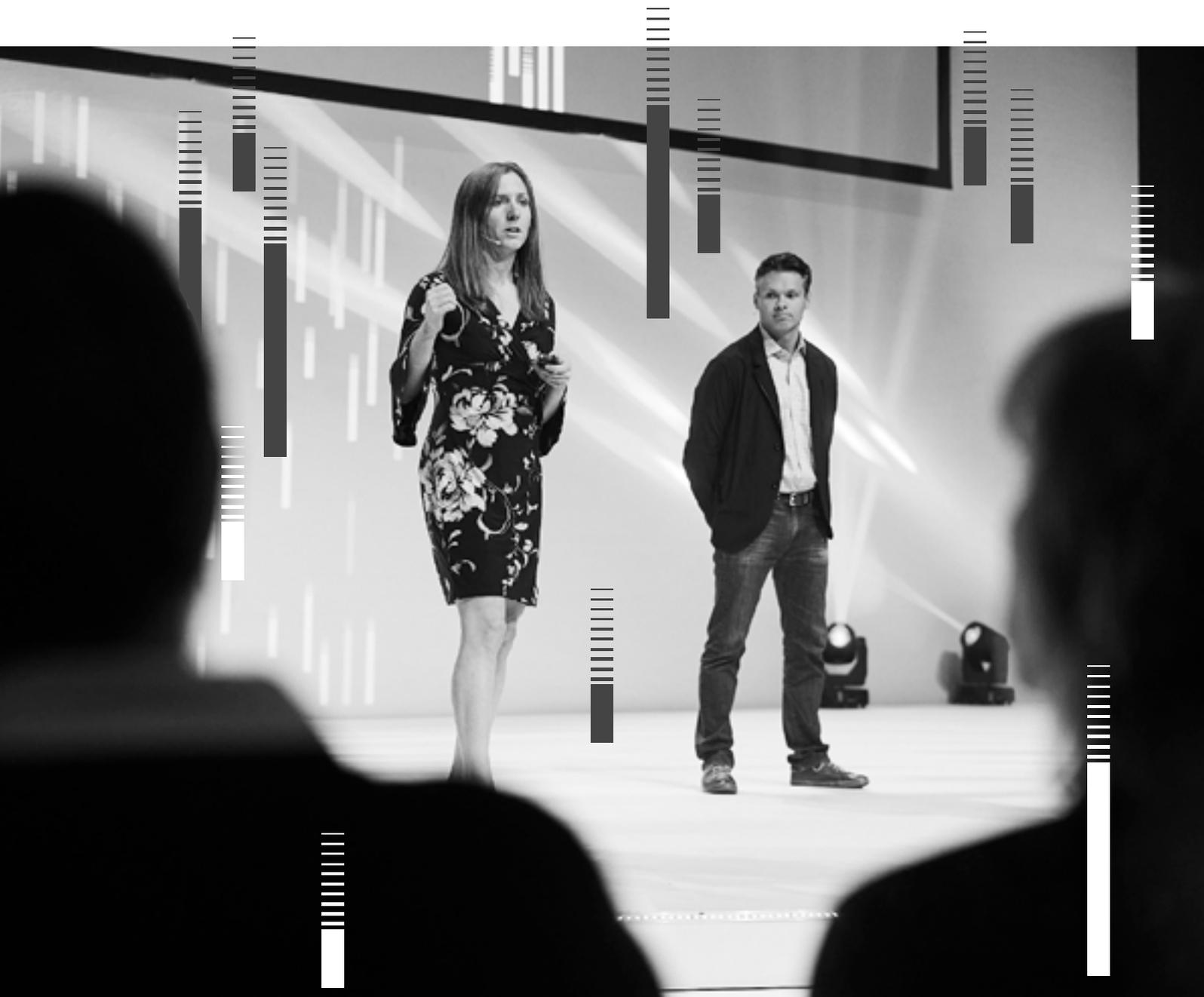
1.

START WITH THE 'WHY'

Before even looking at the data at your disposal, it's first important to understand what you're setting out to do. Ask yourself lots of questions about what you're trying to do and why it's important.

> " If you want better outcomes, start with better questions. "
>
> **Sarah O'Brien**
> Global Insights Director, LinkedIn

2.

KNOW WHO YOU NEED TO CONVINCE AND WHY

Part of working as a team is having to convince other people to back your decision. While you might be convinced of the best course of action based on some specific insights, other stakeholders might not feel the same.

One of the keys to using data effectively is knowing your audience and selecting the right data accordingly. Utilise stats that will appeal to them – not yourself.

> " The ultimate goal of what we do in business, is to transfer our mission to someone else... so that they'll go with you on the journey that you're on. "
>
> **Robin Daniels**
> Global Head of Product,
> Activation and Field Transformation
> Marketing, LinkedIn

3.

USE THE DATA THAT FITS THE JOB YOU'RE DOING

We often see people present a wealth of facts and figures in meetings, that leave their audience saying, 'So what?'

One of the pitfalls that using data is the temptation to use too much of it. Curating the right kind of data that directly correlates to the task at hand is the real skill.

> " It's not just about data. Data needs to be translated into something people care about. "

Robin Daniels
Global Head of Product,
Activation and Field Transformation
Marketing, LinkedIn

4.

TELL AN IMPACTFUL STORY

When it comes to insights, statistical data is not enough; you need to put it in the right context.

That's where storytelling comes in. In order for data to be useful, you need to use it to create an emotional connection with your audience.

LINKEDIN TALENT INSIGHTS AT WORK

The LinkedIn Talent Insights product provides a competitive advantage at every step of the recruiting process, helping you hire the most passionate and qualified people in the shortest amount of time.

With LinkedIn Talent Insights, companies are able to leverage LinkedIn data to hugely automate the recruiting process, as well as adding intelligence to the way your company identifies and accesses talent, manages hiring expectations in terms of budgeting and location, whilst creating better more actionable plans for the future.

Kate Hastings, Senior Director of Insights at LinkedIn, gave a live demonstration of this new, game-changing product, explaining its features while grounding them in best-practice case studies.

Here are three ways LinkedIn Talent Insights can help global businesses make better hires and strategic decisions:

> " 70% of CEOs see talent as a competitive advantage. "
>
> **Kate Hastings**
> Senior Director of Insights, LinkedIn
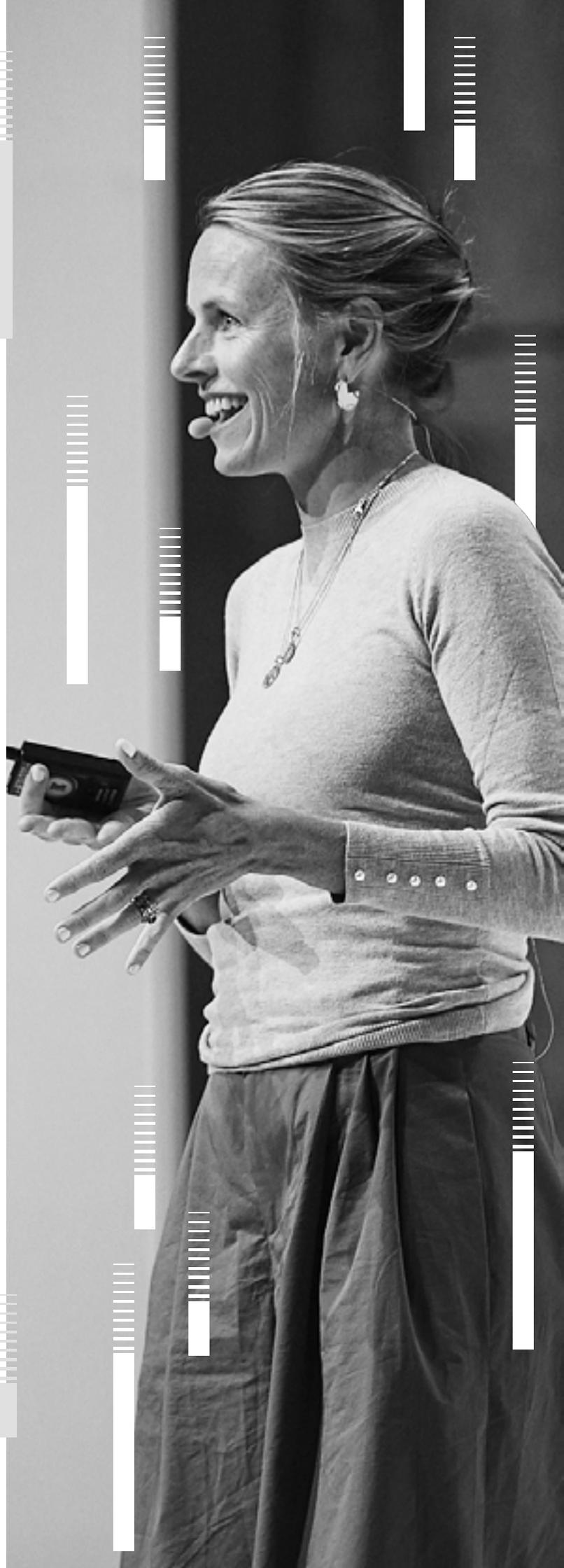
1.

INFORM A BETTER MEDIA STRATEGY FOR YOUR EMPLOYER BRANDING CAMPAIGNS

Knowing where your target talent is currently located can help you better engage them with your employer branding campaigns. When faced with a shortage of software engineers at Intel's offices in Gdansk, Poland, Jakub Skalik and the Intel talent team used LinkedIn Talent Insights to identify where individuals skilled in C and C++ were located.

Not only did the LinkedIn Talent Insight tool reveal that large populations of their desired talent lived in Krakow and Warsaw, they were able to discover that most of the talent pool worked in concentrated areas in these respective cities.

Using this data, the team placed billboards in high foot-traffic areas where the target talent was concentrated, which communicated the jobs that Intel was hiring for. This campaign, coupled with a recruitment event in the area, led to a 20% increase in visits to Intel's careers site.

> **"** When we plan an employer branding campaign, we can't rely on our gut feeling. LinkedIn Talent Insights gave us the data we needed to build a sound recruitment strategy and make an informed decision. **"**

Jakub Skalik
Talent Attraction & Lead Generation,
Intel.

2.

JUSTIFY YOUR RECRUITMENT CAMPAIGN BUDGETS

Some recruiting campaigns are tougher than others. When talent pools are small, talent professionals must often carry out hyper-targeted campaigns, which can be costly. Having the right data can help you effectively contextualise the campaign's challenges and justify your budget request to key decision makers.

When Devin Rogozinski and his team at Atlassian were tasked with developing recruitment campaigns that target both designers and developers, Devin found that for every 25 developers in the given talent pool, there was only 1 designer available. Devin knew that the company had to over-invest to target the hard-to-find designer talent pool to ensure the team hit their hiring goals. Using this data, Devin was able to contextualise the challenge for the leadership team and justify his strategy and request for additional budget.

> By using LinkedIn Talent Insights, I was able to better communicate to our leadership team why we were facing specific challenges in certain talent markets and justify a budget re-allocation to reach our hiring goals.

Devin Rogozinski
Head Of Talent Marketing, Atlassian

3.

SHAPE BETTER HIRING STRATEGIES

Often a business' hiring strategy is built around their current operating norms, rather than the reality of labour supply and demand. LinkedIn Talent Insights can help shed light on the reality of available talent pools, which will help shape your hiring strategy to reflect those realities.

This is exactly the situation that Latitude Financial Services found themselves in. When looking to fill the headcount on their engineering team, Latitude Financial Services initially planned to hire a Senior Software Engineer for their Melbourne Data team.

With a very specific brief on the profile of the ideal candidate, Anastasia Liberatos, Latitude's Talent Acquisition Manager, knew that this would be a very difficult position to fill. Using LinkedIn Talent Insights, Anastasia and her team were able to prove that the talent pool for the role was incredibly small, validating their hunch that this role may not be immediately filled. However, while researching the market, Anastasia and her team

also discovered a Junior Software Engineer who they knew could add immediate value to the business. Based on these findings, the team re-shaped their hiring strategy and built a business case study to seek approval to hire this Junior Engineer. The data they gained from LinkedIn Talent Insights successfully convinced Latitude's CIO that this addition acquisition was the best solution for this HR challenge, and the TA team got approval to extend an offer of employment to the Junior Engineer.

> When it comes to understanding the market and reaching and attracting the talent that we need, there are always ways to work smarter. LTI has changed our TA strategy and given us the ability to have meaningful and validated conversations [during the hiring process].
>
> **Anastasia Liberatos**
> Talent Acquisition Manager,
> Latitude Financial

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