



# Insights from IMPACT 2018

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*Bersin Insights Team*

## Overview: Shaping Tomorrow's Workplace

The organizations of tomorrow will face the most far-reaching disruption yet: the power of the individual. Whether by redesigning jobs or creating innovative, new career models, organizations must place individuals front and center. At the same time, businesses themselves are undergoing profound shifts, becoming enterprises that both engage with their communities and society and respond to the issues that concern employees. Speakers and attendees at IMPACT, Bersin's industry-leading HR conference, highlighted the tools, technologies, and practices that will help HR and the C-suite prepare for these major changes. What follows are the highlights from these presentations and discussions.







## The Rise of the Individual in the Future of Work

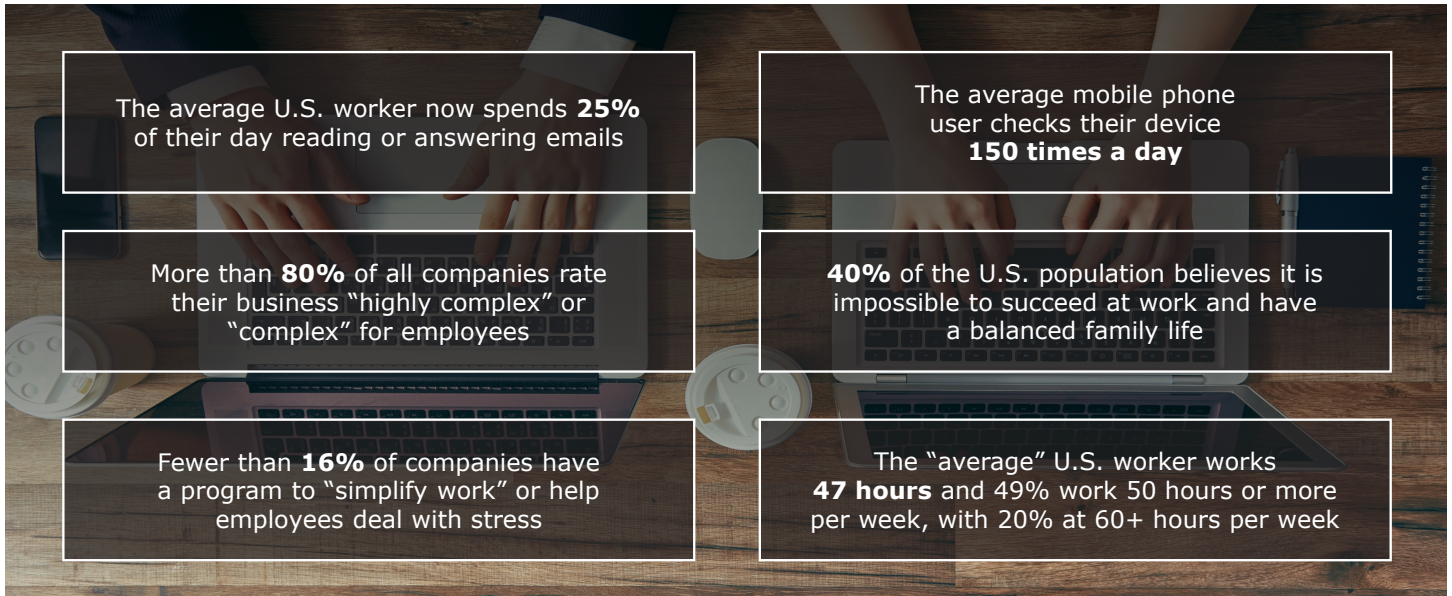
**Good leaders know they are in the people business. Among the many challenges facing companies both today and in the future of work is understanding that employees need a lot more than a paycheck from their jobs.**

As Josh Bersin, Principal and Founder, Bersin, Deloitte Consulting LLP, explained in his opening keynote speech at IMPACT 2018, “Companies aren’t companies anymore. They’re a collection of individuals.” It makes sense then that the organization of the future thrives when it recognizes the power of individuals in the workplace. And with social media working like a “nuclear weapon,” a single employee could significantly impact the health of a company’s brand—and ultimately its success. One only needs to look to recent Internet videos gone viral of employees making dramatic exits and being touted as heroes.

“Every single day I see evidence of this rise of the individual,” said Bersin. He called on HR leaders to look not only at their rewards programs but also employee engagement and understand the challenges employees face (see Figure 1). “HR needs to know it is the people who drive you forward. Respect for the individual and his or her wellbeing is critical. Every employee should be considered a partner. And that’s true whether the employee is 22 or 62. People are living longer and working longer.”

Companies' ability to take care of these long-tenured employees will also be necessary to stay competitive.

**Figure 1: The Overwhelmed Employees<sup>1</sup>**



Source: Deloitte Consulting LLP and Deloitte Insights, 2018.

To more effectively engage individuals, companies need to look beyond their four walls to understand the issues in the wider world that engage and concern their employees. For example, more than two-thirds of Millennials want to volunteer and give to charity<sup>2</sup>—pointing to a new ethos in today's workforce. Organizations and the people who lead them will need to be less financially minded and more "people-centric" to help build trust with individuals by taking on the big issues that people hold dear. According to Bersin, we don't need more leaders, "we need more leadership."

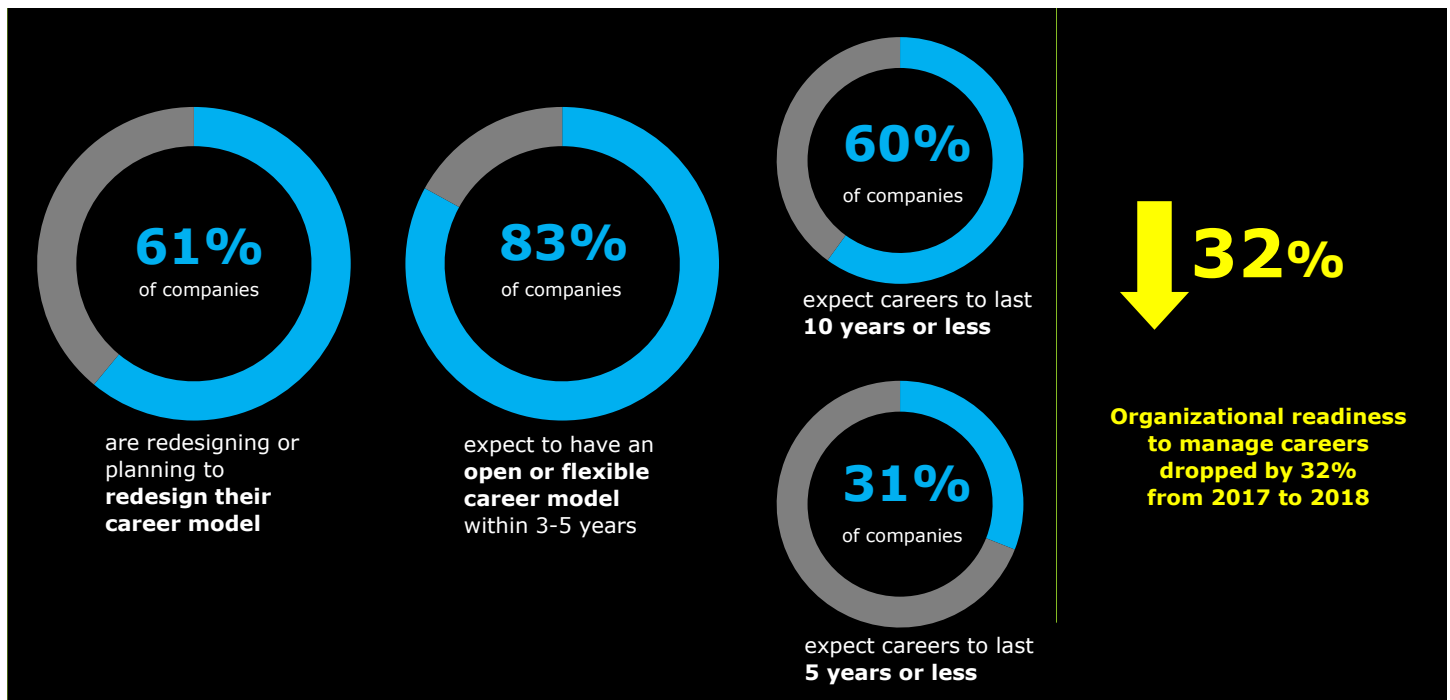
Bersin explained how we need an entirely new organization model to respond appropriately (see Figure 2). "There's almost nothing more important to individuals at work than their careers," he said. "It's more important than the food in the cafeteria or the foosball table or the benefits. It's the essence of why they work."

<sup>1</sup> 2018 Deloitte Global Human Capital Trends: The rise of the social enterprise, Deloitte Consulting LLP and Deloitte Insights, 2018, <https://hctrendsapp.deloitte.com/>.

<sup>2</sup> Ibid.



**Figure 2: The Disruption of Existing Career Models<sup>3</sup>**



Source: Deloitte Consulting LLP and Deloitte Insights, 2018.

As a result, companies should redesign work so people can progress regardless of their current role (see Figure 3). And even in a future often dominated by robotics, AI, and other forms of automation, jobs won't disappear—they'll move around, creating vast opportunities in the process. "If you figure this out," said Bersin, "and you understand it, and you apply it, you can just crush your competition."

Bersin left attendees with five specific mandates as individuals rise to the center of power in business (see Figure 4). ■

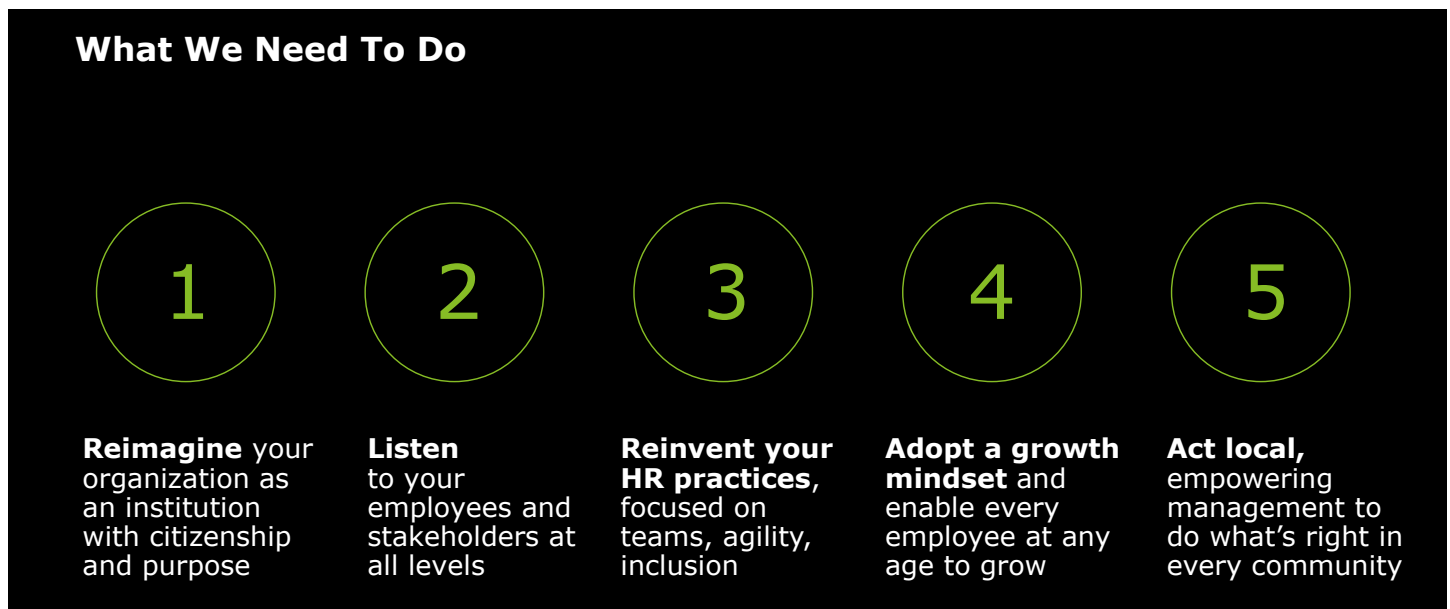
<sup>3</sup> 2018 Deloitte Global Human Capital Trends: The rise of the social enterprise, Deloitte Consulting LLP and Deloitte Insights, 2018, <https://hctrendsapp.deloitte.com/>.

**Figure 3: The New Organization Model**



Source: Bersin, Deloitte Consulting LLP, 2018.

**Figure 4: Call to Action for Organizations**



Source: Bersin, Deloitte Consulting LLP, 2018.



## The Rise of the Social Enterprise

**Seismic shifts are shaping the new world of work. Organizations are becoming more agile; diversity and inclusion are emerging as a critical part of the conversation at the leadership level; and HR is becoming digital and adopting new cognitive technologies.**

But it's not enough, as organizations face increased pressure from the external environment. They are no longer assessed solely on traditional measures such as financial success. In addition, they face new demands from customers, employees, investors, and communities.

Erica Volini, Human Capital Leader for Deloitte US and Principal in Deloitte Consulting LLP, described at IMPACT 2018 how these conditions are demanding a new kind of "social enterprise" that:

- Combines revenue growth and profit-making with the need to respect and support its environment and stakeholder network
- Listens to, invests in, and manages the change that shapes today's world
- Has a responsibility to be a good citizen and role model, and promote collaboration



The urgency of this need is clear in the report *2018 Deloitte Global Human Capital Trends: The rise of the social enterprise*,<sup>4</sup> released at IMPACT. “Trends in the macro environment are putting immense pressure on the organization,” Volini said. “Companies and CEOs are on the front line in a way that they haven’t been before.”

The report showcases the 10 trends, grouped by theme, that exemplify the top priorities for the social enterprise (see Figure 5).

**Figure 5: 2018 Deloitte HCM Trends—Overview**



Source: Deloitte Consulting LLP and Deloitte Insights, 2018.

“Leadership has no choice but to take responsibility for some of these issues and figure out what we can do,” said Josh Bersin, Principal and Founder, Bersin, Deloitte Consulting LLP. “It’s an employee experience issue, it’s a customer issue, and we’re all feeling it.”

With survey responses from more than 11,000 HR and business leaders, the 2018 Trends report is the largest ever and comprises the biggest longitudinal study on human capital. To learn more, visit the HC Trends app,<sup>5</sup> available on mobile, tablet, or desktop. It features new ways to interact with survey data, video stories from leading companies, and a calendar of events to engage with Trends report authors and Human Capital leaders. ■

<sup>4</sup> For more information on this report, please visit: <https://hctrendsapp.deloitte.com/>.

<sup>5</sup> <https://hctrendsapp.deloitte.com/>.



## Going Beyond the People Analytics Team: Building Data Fluency in HR

**Data literacy combines people and information in a powerful way. HR teams need to go beyond people analytics and develop basic data literacy skills that enable them to ask better questions so they can make better and more informed decisions.**

The push to “upskill” in data fluency was at the heart of the 2018 IMPACT session “Going Beyond the People Analytics Team: Building Data Fluency in HR.” Panelists offered a blueprint for building data literacy that captures the range of performance levels in the marketplace, from sporadic data gathering to robust, real-time tools that deliver analytics reporting across the organization.

“Basic data literacy means that your HR professionals have skills such as understanding numbers, reading a dashboard, and knowing that correlation doesn’t imply cause and effect,” said panelist Madhura Chakrabarti, PhD, People Analytics Research Leader, Bersin, Deloitte Consulting LLP. “It doesn’t mean that they need to know how to run a regression analysis or other advanced statistics programs.”

A recent Bersin survey<sup>6</sup> pointed out that just 28 percent of organizations have “good” or “very good” levels of proficiency in basic data literacy skills.<sup>7</sup> A poll conducted during the 2018 IMPACT session showed that only 9 percent of participants rated their HR data literacy skills as “good” or “very good.” The large gap between people and data needs to be bridged, Chakrabarti said, noting that “basic data literacy skills among the HR population is a strong predictor of high-impact people analytics.”

Chakrabarti pointed to five key principles to help upskill HR in data literacy<sup>8</sup> (see Figure 6).

**Figure 6: Five Principles for Upskilling HR Data Literacy**



Source: Bersin, Deloitte Consulting LLP, 2018.

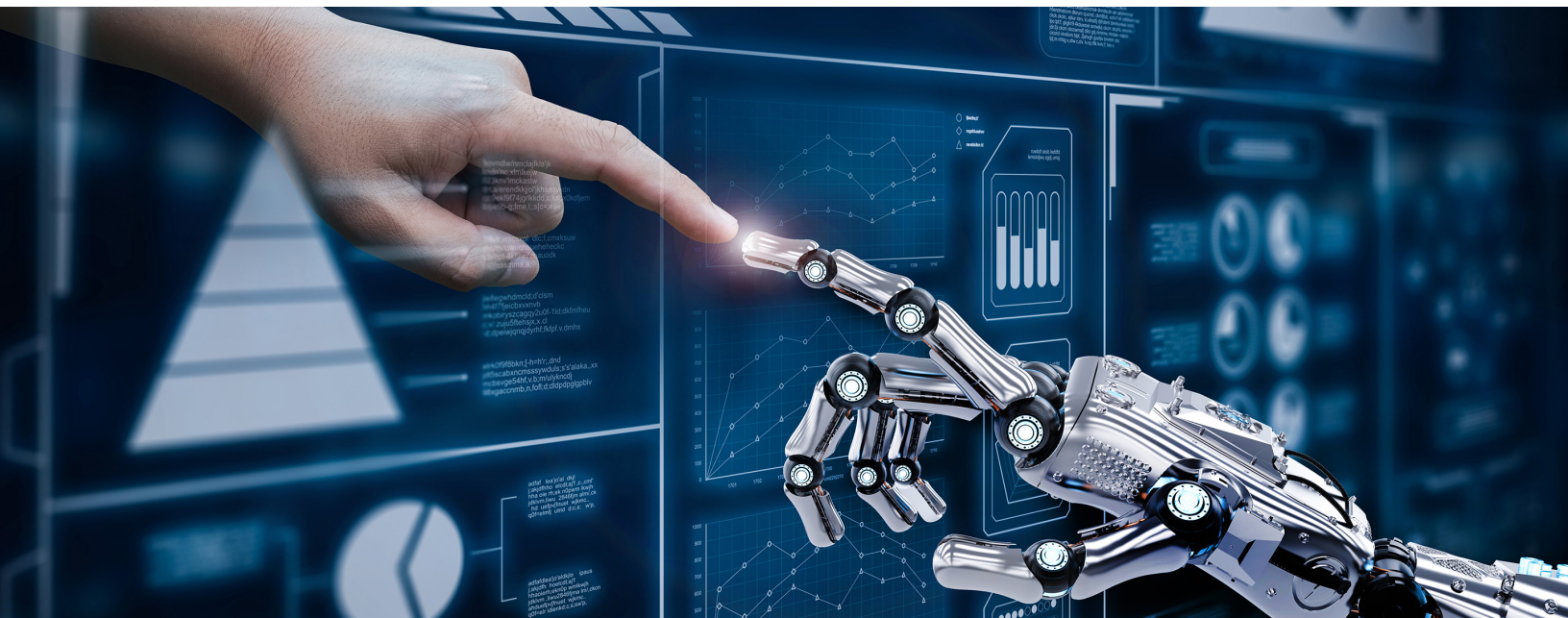
Attendees at the workshop session participated in an exercise to design an upskilling plan based on the five principles, using a modest budget, and with a 12-month time frame for completion. Summing up the discussion, Chakrabarti pointed out that the ultimate goal of data literacy is to move HR into the future. She urged a “shift in mindset from the traditional HR model to evidence-based HR.” ■

6 High-Impact People Analytics Survey, 2017.

7 (1) *Seven Top Findings for Driving High-Impact People Analytics*, Bersin, Deloitte Consulting LLP / Madhura Chakrabarti, PhD, 2017; (2) *People Analytics Maturity Model*, Bersin, Deloitte Consulting LLP / Madhura Chakrabarti, PhD, 2017; (3) *The Most Critical Point in People Analytics Maturity*, Bersin, Deloitte Consulting LLP / Madhura Chakrabarti, PhD, 2017; (4) *Advancing through the People Analytics Maturity Model*, Bersin, Deloitte Consulting LLP / Madhura Chakrabarti, PhD, 2017.

8 *Five Basic Principles for Upskilling HR in People Analytics*, Bersin, Deloitte Consulting LLP / Madhura Chakrabarti, PhD, 2018.





## Machine + Recruiter = High Impact: Talent Acquisition in the Digital Age

**Eager to build a digital talent acquisition (TA) organization? You should be: Top-performing TA teams are four times as likely as their low-performing counterparts to embed advanced technologies like cognitive tools and AI into their work.**

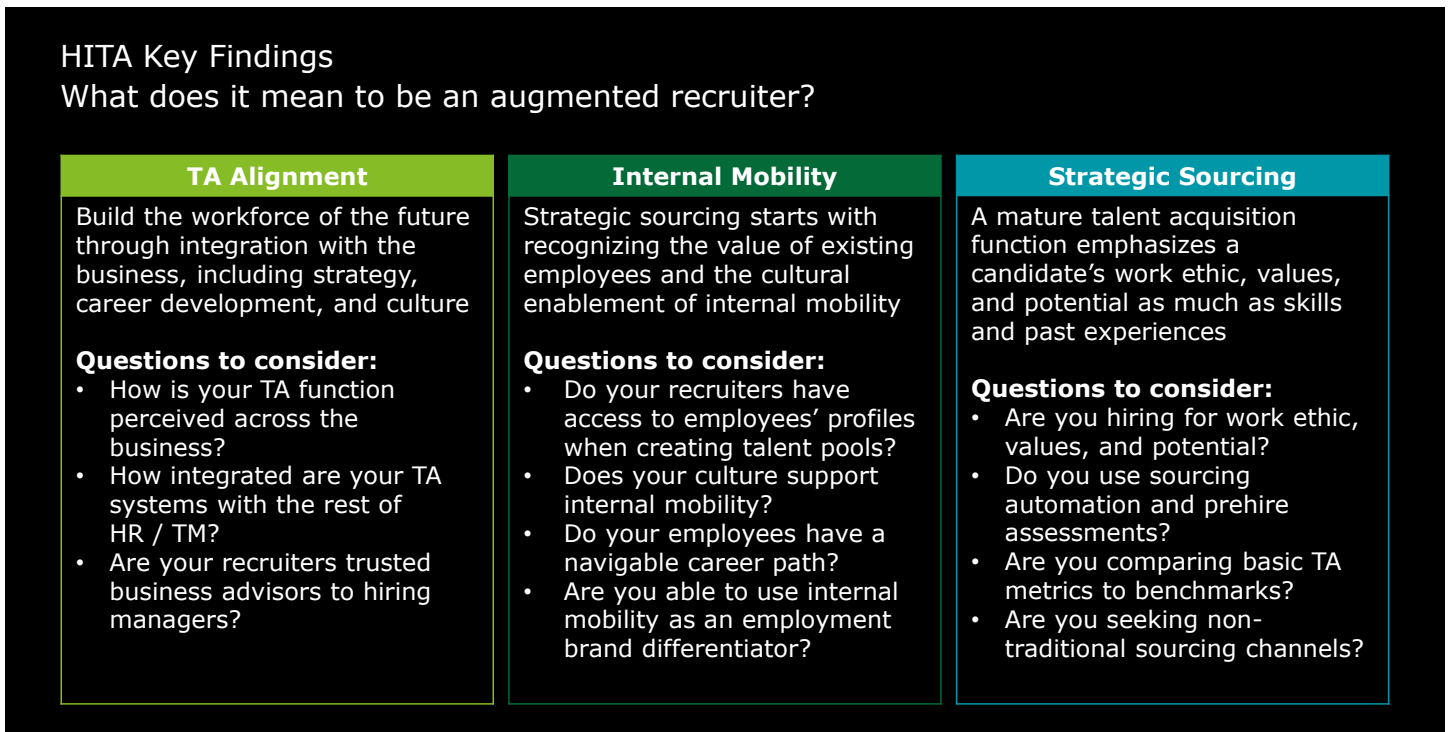
Creating a team of augmented recruiters was the core message of the IMPACT 2018 session “Machine + Recruiter = High Impact: New Priorities for Talent Acquisition in the Digital Age” (see Figures 7 and 8). Robin Erickson, PhD, Vice President, Talent Acquisition, Engagement & Retention Research Leader, Bersin, Deloitte Consulting LLP, noted that as organizations augment their HR systems and TA processes with cognitive automation and other technologies, there’s great potential to sharpen decision-making and create better learning opportunities and career paths for employees.<sup>9</sup> Bersin’s 2018 High-Impact Talent Acquisition Survey found that mature TA functions are six times more likely to engage in data-based decision-making and to leverage predictive data to develop their TA strategy than low-performing organizations.<sup>10</sup>

<sup>9</sup> *Using Artificial Intelligence to Support HR Functions*, Bersin, Deloitte Consulting LLP / Christa Degnan Manning, 2017.

<sup>10</sup> High-Impact Talent Acquisition Survey, 2018.

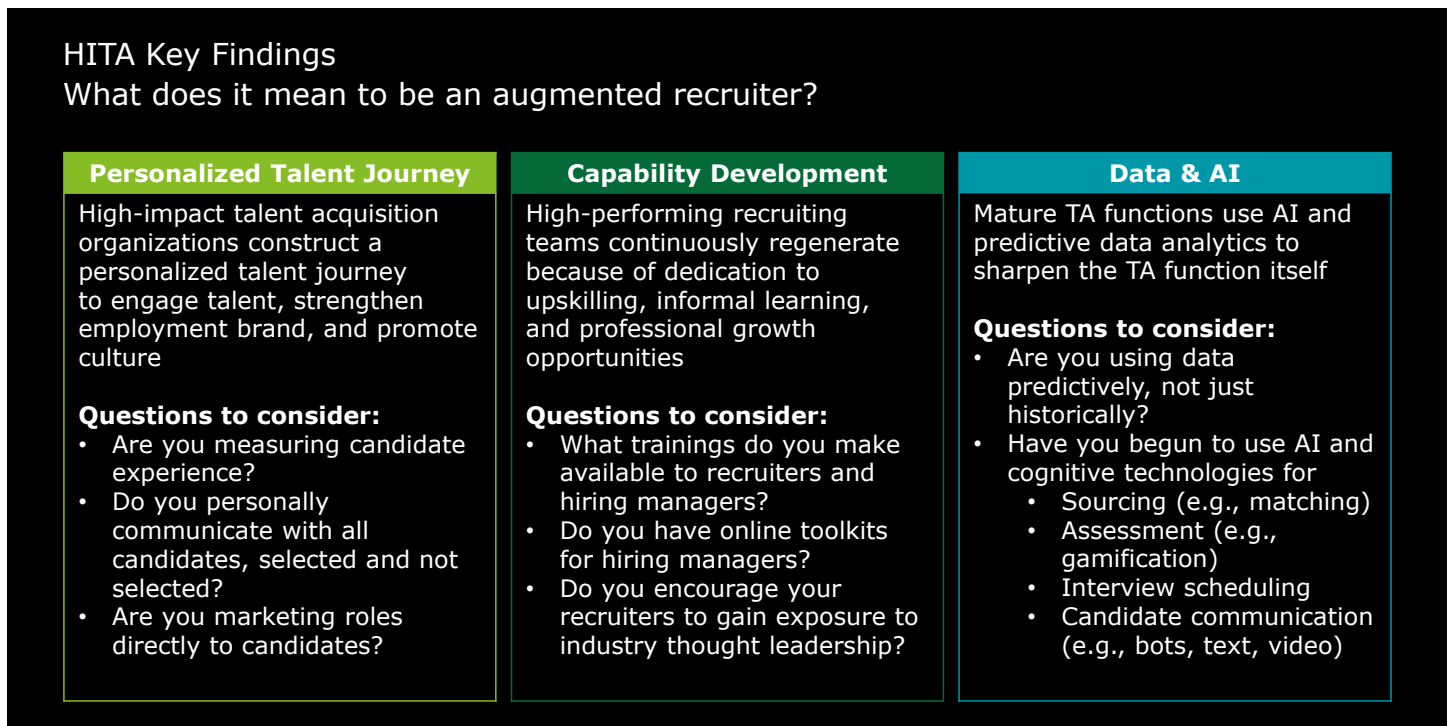
Attendees at the session discovered other ways high-impact TA organizations are functioning in the digital workplace.<sup>11</sup>

**Figure 7: Six Key Elements of Augmented Recruiting—Part 1**



Source: Bersin, Deloitte Consulting LLP, 2018.

**Figure 8: Six Key Elements of Augmented Recruiting—Part 2**



Source: Bersin, Deloitte Consulting LLP, 2018.

11 (1) *Six Key Insights to Put Talent Acquisition at the Center of Business Strategy and Execution*, Bersin, Deloitte Consulting LLP / Robin Erickson, PhD, and Denise Moulton, 2018; (2) *The Talent Acquisition Maturity Model*, Bersin, Deloitte Consulting LLP / Robin Erickson, PhD, and Denise Moulton, 2018; and (3) *Advancing through the Talent Acquisition Maturity Model*, Bersin, Deloitte Consulting LLP / Robin Erickson, PhD, and Denise Moulton, 2018.

Erickson was joined by Brent Amundson, Vice President of Global Talent Acquisition at Dell Inc., who shared the journey that Dell has taken to build a mature TA function, as well as the areas in which the company is still improving.

Erickson and Amundson concluded with three takeaways:

- Measure, analyze, and self-correct
- Stay lean and stay close to the business
- Ruthlessly pursue simplicity and customer experience ■





## Thriving in an Upside-Down World

**Today's HR leaders must be the trailblazers as top-down organizational models are disrupted. Empowerment is displacing micromanagement, trust is supplanting control, and experimentation is overcoming the fear of failure.**

Leena Nair, CHRO of Unilever, began the IMPACT 2018 keynote, "Thriving in an Upside-Down World," by asking the audience "to stand on your head." According to Nair, HR professionals should change the conversation from surviving to thriving. We need to stop asking when the storm will pass and instead learn to "... dance in the rain."

Nair passionately expressed her conviction that "... all human beings have the ingenuity, the talent, the intelligence, and knowledge to create opportunity from all this change." She added that her company has gotten rid of "... lists, labels, and boxes." At Unilever, they focus on three principles to ignite the potential of every single employee:

1. **Purpose** gives you confidence and wings. "Companies with purpose last, brands with purpose grow, and people with purpose thrive," said Nair.
2. **Investing in learning.** The model of learning in college and doing the same thing for the rest of your life is broken. Nair suggests that we need to learn continuously. At Unilever, employees are asked to

learn something new every day for 15 to 20 minutes with bite-sized, personalized learning pathways.

3. **Being human.** Nair said that "... human beings hold the magic for companies to get better." At Unilever, everyone is given a "purpose plan" to explore their potential for "soul work" but not potential in a narrow sense. Every story needs to be celebrated.

These principles connect to Nair's philosophy that this is the "... age of hearts, not the age of machines." The most effective HR leaders understand this as a call to action and have changed their mindset accordingly. The days of superheroes are gone. Evolved leaders work with tremendous humility. They are more collaborative, more fluid, and they can set aside their egos and work with others to help solve problems.

The session ended with a flurry of questions from a very engaged audience. One question was particularly distinctive: The attendee asked Nair how she thought the HR role would continue to evolve. Nair's first response was that she had no patience for HR leaders who "... beg for a seat at the table. If this is the age of hearts, HR must lead the way." Nair suggested we stop being defensive. Instead, she said, "... use the power of analytics to not only tell your story but to justify costs. Show quantifiable results."

Nair ended the session on an inspirational note. She said, "HR has to be ahead of the business and laying the road for the business. There is no other competitive advantage better than the human element." ■



## Why Don't We Like Our Rewards Programs? Designing a Rewards Program for Best Fit

**Organizational rewards functions often alienate employees and undermine an employer's brand. But there's a flipside: High-performing organizations with rewards strategies that extend beyond compensation, benefits, and wellbeing. How can organizations optimize rewards programs to fit their unique culture?**

Four out of every five rewards functions we surveyed need to focus on better executing the basics: Rewards programs in Bersin's 2018 High-Impact Rewards Survey have a distressing Net Promoter Score<sup>12</sup> of -15, and a full 80 percent of rewards organizations surveyed<sup>13</sup> fall into the lower performance levels. During the 2018 IMPACT session "Why Don't

<sup>12</sup> "Net Promoter Score" (NPS) is based on the fundamental perspective that every company's customers can be divided into three categories—promoters, passives, and detractors. By asking one simple question, "How likely is it that you would recommend [Company X] to a friend or colleague?" you can track these groups and get a clear measure of your company's performance through its customers' eyes. Customers respond on a 0-to-10-point rating scale and are categorized as follows: "Promoters" (score 9 to 10) are loyal enthusiasts who will keep buying and refer others, fueling growth. "Passives" (score 7 to 8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings. "Detractors" (score 0 to 6) are unhappy customers who can damage your brand and impede growth through negative word of mouth. To calculate your company's NPS, take the percentage of customers who are promoters and subtract the percentage who are detractors.






<sup>13</sup> High-Impact Total Rewards Survey, Bersin, Deloitte Consulting LLP, 2018.



We Like Our Rewards Programs?," Pete DeBellis, Vice President, Total Rewards Research Leader, Bersin, Deloitte Consulting LLP, discussed a way forward. "The definition of rewards has changed quite a bit over the years," DeBellis said. "Revisiting and possibly expanding our vision of what a 'reward' is might be one lever we can pull to change that NPS score."

Rewards programs are among the most fundamental endeavors employers can improve to enhance the employee experience. Whereas traditional rewards consisted of a paycheck and a standardized suite of health, welfare, and retirement benefits, newer programs include fixed and variable compensation, and holistic wellbeing (see Figure 9)—with rewards professionals who collaborate across HR and beyond as part of an integrated view of the employee experience.<sup>14</sup>

**Figure 9: Taking a Holistic View of Rewards**

-  Compensation
-  Benefits
-  Wellbeing? (Or "wellness"?)
-  Experience and actualization?
-  One C&B head told me...  
*"We have a very broad definition: Everything an employee thinks about in terms of attraction and retention."*



Source: Bersin, Deloitte Consulting LLP, 2018.

Most important, mature rewards organizations listen, learn, and design offerings for their customers: They are six times more likely to use data and analysis to understand employee preferences.

Finally, high-performing organizations are what DeBellis called "unapologetically different," with a focus on the best fit for their culture rather than broader leading practices (see Figure 10).

<sup>14</sup> (1) *Seven Top Findings for Redefining Total Rewards*, Bersin, Deloitte Consulting LLP / Pete DeBellis, 2018; (2) *The Total Rewards Maturity Model*, Bersin, Deloitte Consulting LLP / Pete DeBellis, 2018.

**Figure 10:** Rewards “Best Fit” for Organizational Culture

### Best Fit vs. Best Practice

A new way to look at things

- Chasing the median
- Curating an employment brand
- The “how” versus the “what”

99 One global C&B exec described two lenses through which his organization views rewards:  
“First, **the core set** of things that every company is doing...  
Second, **the high-impact stuff** – how you differentiate your company from all others”



Source: Bersin, Deloitte Consulting LLP, 2018.

DeBellis was joined by Susan Wilson, Manager of Total Rewards at Basic American Foods. The company, an 88-year-old food manufacturer with 1,200 employees, is in the middle of an overall transformation around its vision, culture, and products—and in the context of this transformation, decided to examine its rewards program. “Our rewards have been around so long that most people couldn’t remember when they were put in place,” Wilson said. “I love the term ‘evidence-based HR,’ but we had been using ‘gut-based HR’ to understand the effectiveness of the program.”

Wilson led a “rewards optimization”<sup>15</sup> program to explore what matters to their employees in terms of their rewards, which she called “the most fascinating project I’ve worked on in my whole career.”

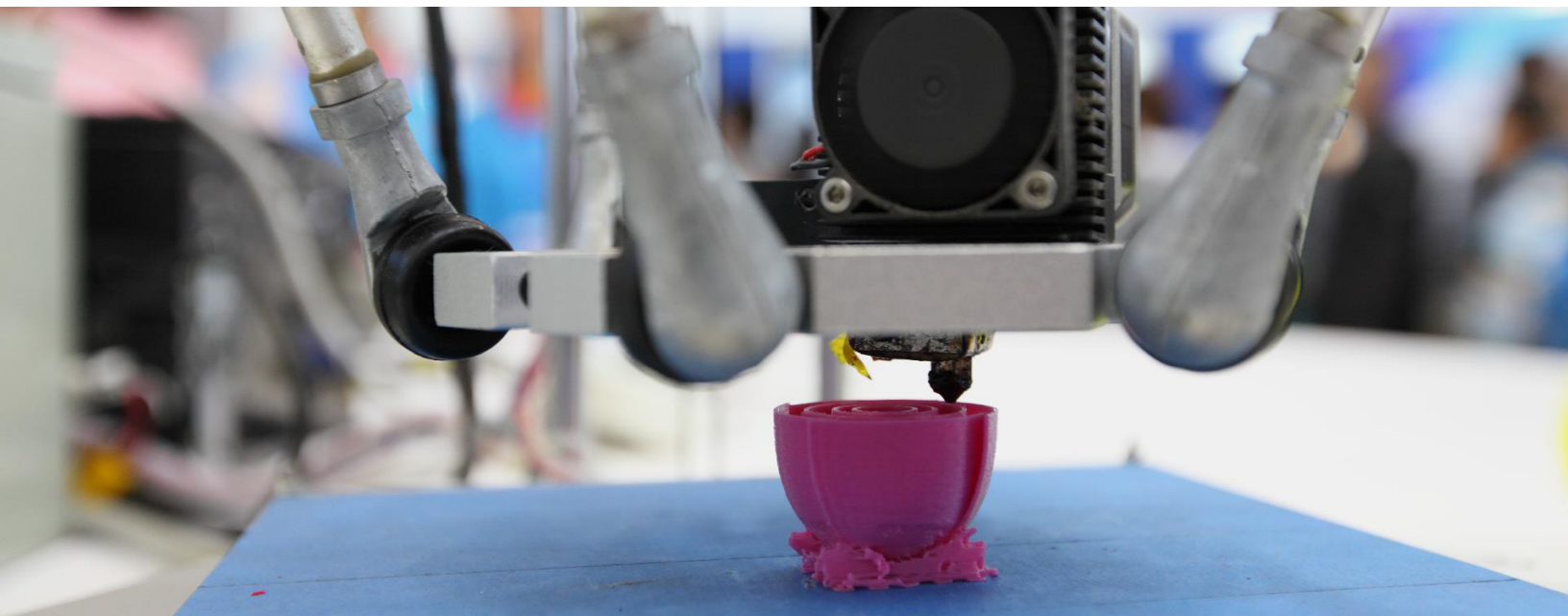
- In the first stage, the company asked employees 19 questions to determine unmet needs.
- In the second stage, the company measured employee preferences and costs around reward offerings, modeled changes and impact, and are currently developing a rewards package that better satisfies the needs of employees.

<sup>15</sup> For more information, see [www2.deloitte.com/us/en/pages/human-capital/solutions/human-resources-analytics-total-rewards-optimization.html](http://www2.deloitte.com/us/en/pages/human-capital/solutions/human-resources-analytics-total-rewards-optimization.html).

Changes include:

- Piloting flexible work hours for the first time ever
- Unbundling medical, dental, and vision plans
- Introducing a new paid time off policy
- Bringing in a communications specialist to help manage the change

“The notion of ‘employee as customer’ means treating them like customers, valuing them, caring about their experience doing business with you, and asking employees what they want instead of assuming we know what they need and what’s best for them,” DeBellis said. “It’s a significant shift in mindset but one that offers equally significant potential for improving rewards programs and the overall employee experience.” ■



## What Is Talent in the Future of Work?

**The definition of talent is changing in today's workplace, contributing to a tumultuous shift in how HR professionals manage their talent. This disruptive environment is forcing leaders all over the world to readjust their settings when it comes to attracting and nurturing talent in their organizations.**

Learning how to “think” about talent is crucial to discovering ways to effectively handle the myriad issues revolving globally around workers today. For starters, there's an explosion of contingent work, with 40 percent of U.S. workers fitting into this category by 2020.<sup>16</sup> Then there's automation: One-third of jobs are vulnerable to automation in the United Kingdom,<sup>17</sup> while that figure jumps to 77 percent in China.<sup>18</sup> What's more, rapid change in technology and job descriptions means the average tenure in a job is 4.5 years and dropping.<sup>19</sup>

<sup>16</sup> “By 2020, 50% of the Americans are Expected to be Working as Independent Contractors,” LinkedIn / Alexander Zubair, August 21, 2017.

<sup>17</sup> “These are the jobs most at risk of automation according to Oxford University: Is yours one of them?” *The Telegraph* / Patrick Scott, September 27, 2017, [www.telegraph.co.uk/news/2017/09/27/jobs-risk-automation-according-oxford-university-one/](http://www.telegraph.co.uk/news/2017/09/27/jobs-risk-automation-according-oxford-university-one/).

<sup>18</sup> “World Bank President: Automation Threatens 77% of Chinese Jobs,” CEB, Talent Daily, October 5, 2016, [www.cebglobal.com/talentedaily/automation-threatens-77-percent-chinese-jobs/](http://www.cebglobal.com/talentedaily/automation-threatens-77-percent-chinese-jobs/).

<sup>19</sup> “True Or False? Employees Today Only Stay One Or Two Years!” *Forbes.com* / David Sturt and Todd Nordstrom, January 13, 2016, [www.forbes.com/sites/davidsturt/2016/01/13/true-or-false-employees-today-only-stay-one-or-two-years/#312fc22d6b4c](http://www.forbes.com/sites/davidsturt/2016/01/13/true-or-false-employees-today-only-stay-one-or-two-years/#312fc22d6b4c).



At IMPACT 2018, David Mallon, Vice President & Analyst-at-Large, Bersin, Deloitte Consulting LLP, led the workshop “What Is Talent in the Future of Work?,” along with his Bersin colleagues Jeff Mike, EdD, Vice President, Human Resources Research Leader; Robin Erickson, PhD, Vice President, Talent Acquisition, Engagement & Retention Research Leader; and Julie Duda, Lead Advisor, HR & Talent.

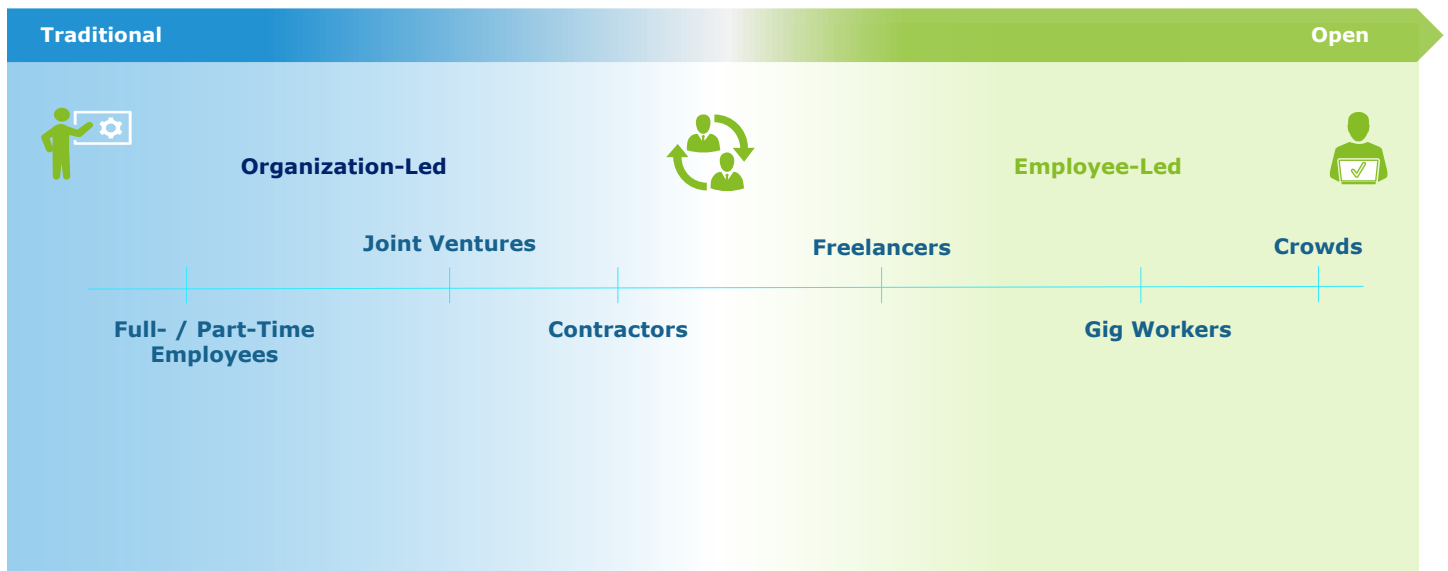
After presenting seven key disruptors to managing talent in the global business environment and reviewing the continuum of talent options (see Figures 11 and 12), Mallon then asked the participants, who sat in table groups, to quickly create a running list of what talent looks like in each of their organizations. The readout from many of the tables underscored general confusion about the word *talent*, especially in light of the contingent workforce.

**Figure 11: Seven Key Disruptors**



Source: Bersin, Deloitte Consulting LLP, 2018.

**Figure 12:** Continuum of Talent Options



Source: Bersin, Deloitte Consulting LLP, 2018.

But the more meaningful takeaway was that a very smart group of 80-plus senior HR leaders was sitting together in a room and struggling to come to a clear answer of what talent meant to them. Mallon quickly moved the discussion forward to talk about the obstacles in evolving an approach to talent. In response, one attendee talked about job titles, and in general, labelling people: “You are missing out on a large part of the organization in focusing on what we call the high potentials, for example.”

“All super chickens must die,” another attendee said, and went on to explain, “If you bring all super chickens together in one room, they will kill each other. It’s problematic if you’re only looking at one kind of person, such as HiPos.<sup>20</sup> We need to have a much more inclusive environment.”

For the rest of this working session, Mallon prompted a group exercise called “Thinking in Extremes,” asking the group to imagine what the future of talent might look like by framing it with these two questions:

- What if you had one-quarter of the resources you have today?
- What if you had four times that amount?

The answers were surprising. Many tables agreed that when people were stretched, they discovered skills they didn’t know they had. One attendee felt that when people have less resources, it forces collaboration. All agreed that the true advantage of having more resources is that it allows for experimentation. For example, one participant’s bank turned one of their branches into a bar to encourage customers to come in and learn how to go digital. “No one is thinking out of the box when you are consumed with core job responsibilities,” he said.

<sup>20</sup> A “high-potential employee” is an employee who has been identified as having the potential, ability, and aspiration for successive leadership positions within the company. Often, these employees are provided with focused development as part of a succession plan and are referred to as “HiPos.”

At the end of this working session, attendees were asked to think about how we can all start addressing these issues in practical ways. The following are some suggestions to consider from the attendees in this group:

- Open your recognition programs to everyone, including unionized employees and contract workers.
- Don't take it on faith that we can't treat our contractors like employees. Build a business case for your CEO that focuses on the benefits, not the regulatory or risk issues.
- Don't push work to the roles. Push the roles to the work.
- Help your fellow leaders change their mindsets: think about the employees as people and what they can do next, rather than their next vertical step.
- Changing mindsets without changing processes doesn't work. They both go hand in hand.
- Measure your leaders by talent mobility and performance of talent mobility.
- Use social media and platforms. As Erickson pointed out, one company got rid of their entire learning and development program and uses only an Internet video source.
- Use analytics and predictive software to help your employees figure out their careers.
- Empower your employees with serious reskilling efforts.

Although the session ended with no final consensus or definition of talent for the future of work, all conceded there is a lot of work to do but an exciting journey ahead. ■



## Thinking Differently about HR Tech: Delivering Experience

**Employees use highly personalized and user-friendly technology in their daily lives. Unfortunately, the same is not always true at work. To engage a widely dispersed, often virtual workforce, HR leaders should develop technologies that offer employees a compelling and holistic experience.**

Delivering next-generation technologies involves thinking differently about the HR function and being willing to revamp systems completely. That was the theme of the IMPACT 2018 session, “Thinking Differently About HR Tech: Delivering Experience.” Speakers discussed current trends in consumer technologies and ways to adapt them internally within the HR function.

“It’s not about the technology—it’s about the experience,” said Janet Clarey, Solution Provider Research Leader, Bersin, Deloitte Consulting LLP. “Most internal platforms are far behind those in the consumer world,” she added. But the good news is that HR technologies are evolving. Based on Bersin’s research and interviews with a variety of solution providers, Clarey identified four trends in learning platforms:



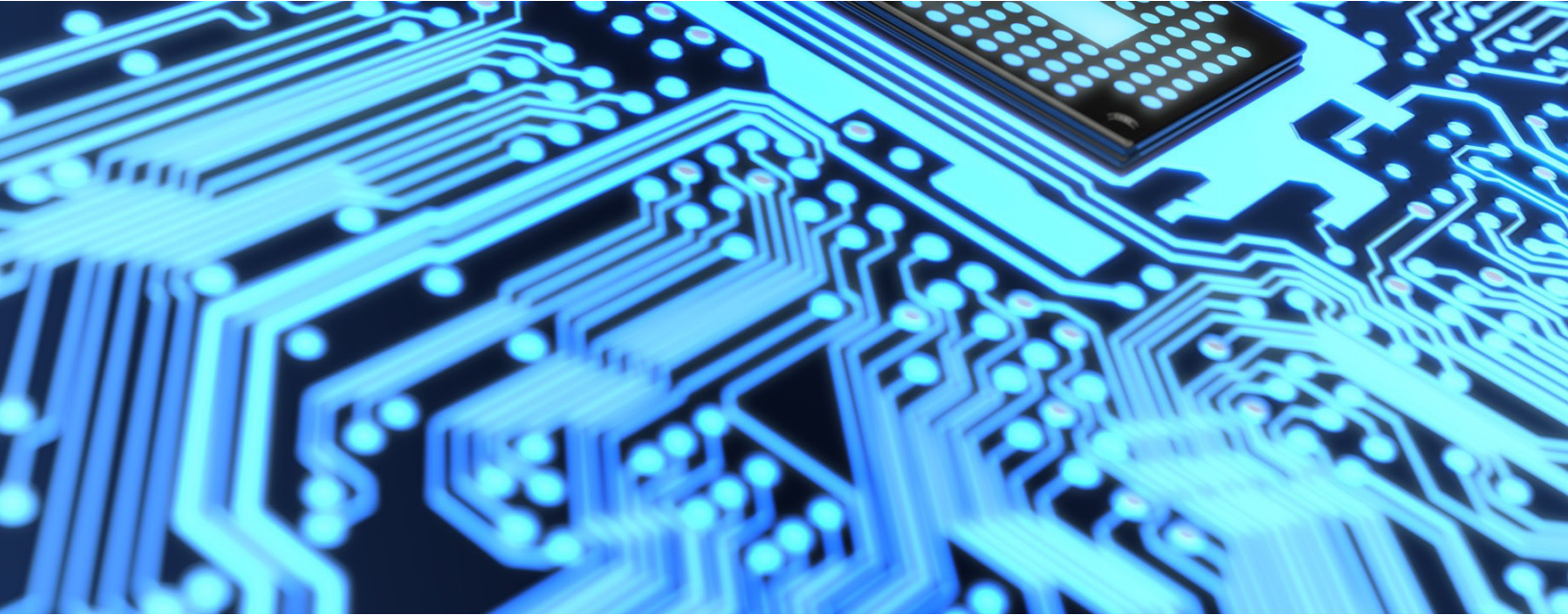
1. Personalized experiences that combine artificial and human intelligence, such as clothing or food shopping applications
2. Unification and integration of technologies through robust application programming interfaces (APIs) that are open to developers
3. Consumer-grade mobile and web experiences with a wide range of functions and features
4. Data aggregation and analytics applications that enable organizations to extract data in an actionable form

To illustrate these trends, one panelist described his company's initiative to improve the employee experience. Within a three-year timeframe, the company retired a dozen pieces of obsolete technology and redesigned more than 100 HR processes from the ground up. Employees now leverage a consolidated and unified suite of tools. About 20 percent of the new system was built internally. Based on his experience, the panelist described his company's strategies for success:

- Simplify and standardize wherever possible.
- Keep an enterprise perspective.
- Be willing to compromise.
- Make decisions quickly and move on.
- Integration is the answer.
- Begin with the end in mind.

A second panelist offered another perspective on the employee experience, saying they had to make a huge play to reach and engage all their employees. Starting with a modest budget, this company created a personalized and socially connecting digital learning experience platform. Another application allowed employees to connect performance feedback with practical learning and development opportunities tailored to their unique needs. Both tools were built internally.

Motivating employees to engage with new tools takes time and effort. Employees may be more willing to interact with new technologies once they see that information is accessible and unified. ■



## Augmenting the Workforce: Tools and Technologies to Know

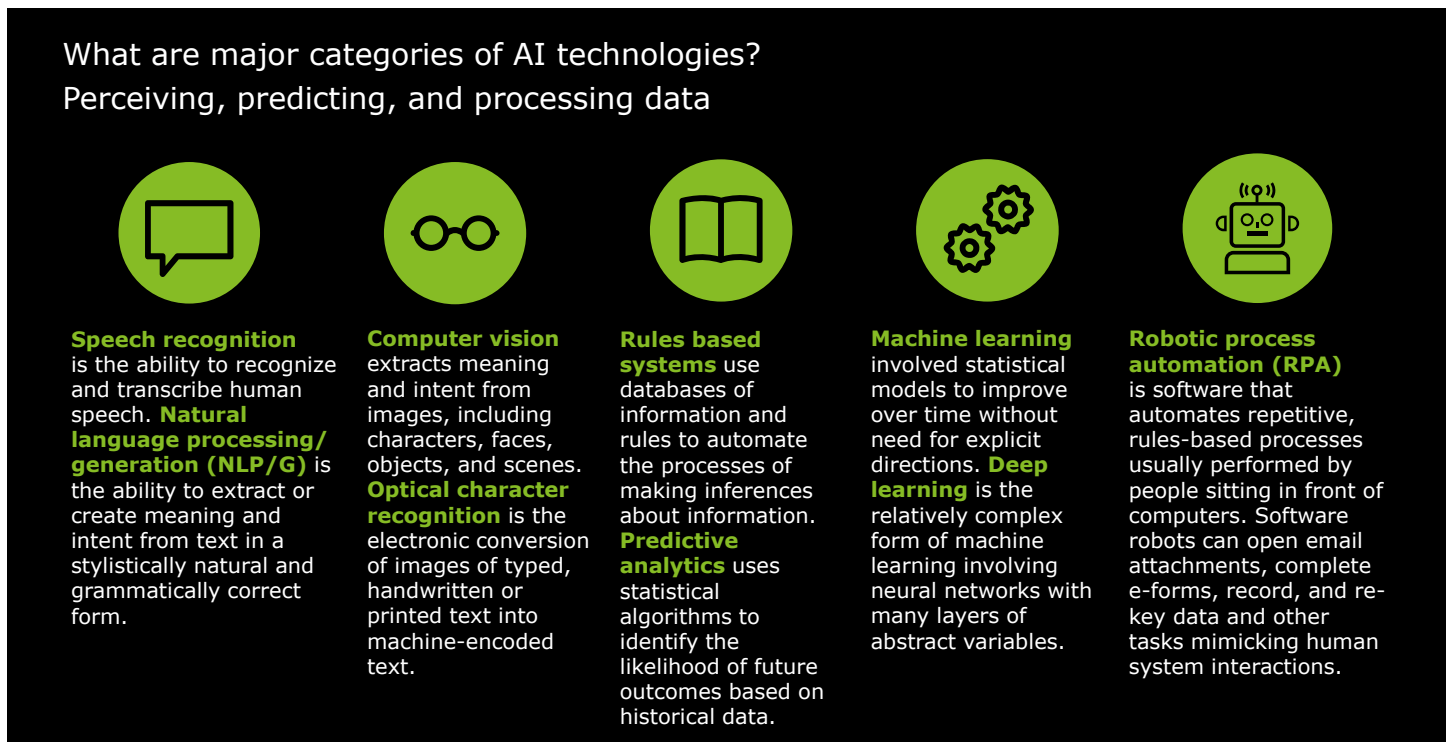
**From text analysis that uncovers cultural issues to technologies that “understand” interactions with help desks, the hope is that cognitive tools can elevate the performance of HR, and, ultimately, improve the employee experience.**

Whether your organization has explored open-source platforms or used proprietary artificial intelligence (AI) in the workplace, the IMPACT 2018 session “Augmenting the Workforce: Tools and Technologies to Know,” offered context about the capabilities of technology-driven automation in HR organizations today.

“There has been so much hype around AI in the workplace,” said Christa Degnan Manning, Vice President, Solution Provider Research Leader, Bersin, Deloitte Consulting LLP. “We’re here today to help demystify and debunk the hype.”

“Chatbots and virtual assistants are among the prevalent AI tools in use at high-performing organizations,” Manning said. She noted that the major categories of AI technologies encompass ways that companies can perceive, predict, and process data (see Figure 13).

**Figure 13:** Five Types of AI Technologies



Source: Bersin, Deloitte Consulting LLP, 2018.

“These technologies are already having an impact on the workplace, and the use of these technologies is correlated with better business and talent outcomes,” Manning said. She shared examples from the three primary ways that AI technologies are currently being used in HR.

- The first is for *automation*, taking away repetitive, mundane tasks that no one wants to do. She shared an example of a talent acquisition system that uses robotic process automation (RPA) to confirm that nurses applying for jobs have up-to-date licenses, freeing up recruiters to do more advanced work.
- The second is for *insights*, as in the example of a company that uses text analysis to understand cultural disconnects. AI technology assesses the public-facing websites that describe the company and its values, and compares the text to that in performance management systems. The goal is to see where there’s a disconnect between how the company is defining its employer brand and the values by which it assesses employees.
- Finally, companies are using AI for *engagement*. For instance, one company is using natural language processing (NLP) to recommend and refine actions—by taking the language in continuous performance feedback and using it as the basis for recommended actions that managers can take to address employee disengagement and dissatisfaction. Managers then feed data back into the system about what has worked and what hasn’t, allowing it to continually improve.

Manning concluded with the potential benefits and risks of AI adoption (see Figure 14), noting, “These systems are only as intelligent as the data and feedback that you give them.” One attendee in the audience agreed, commenting, “The thing that is worrying me is lack of good data. The accuracy and cleanliness of the data we have are a big issue.” ■

**Figure 14:** The Risks and Rewards of AI



Source: Bersin, Deloitte Consulting LLP, 2018.





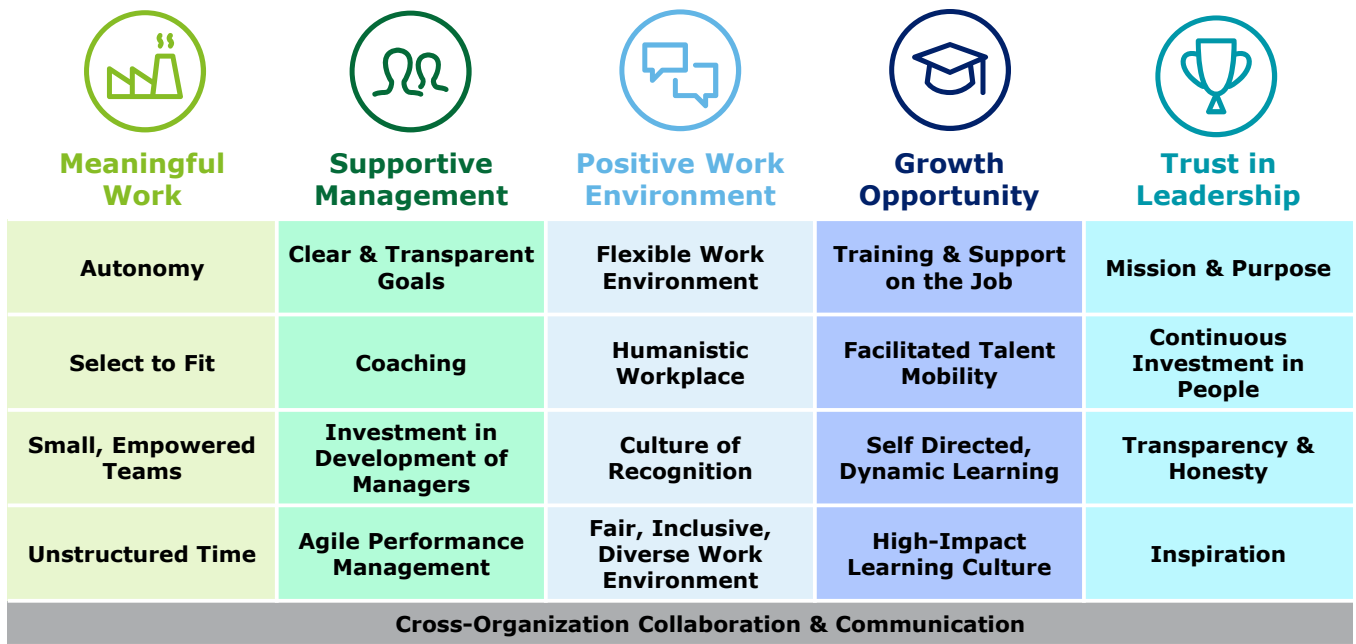
## Give Them What They Want: Creating Growth Opportunities That Matter

**Successful companies can enhance talent by using personas to maximum advantage. When they do this, they create irresistible experiences for employees. So how can organizations create an effective business case and adopt the strategies that ultimately help their employees grow?**

That is the key question for organizations that want to create meaningful opportunities for their teams. During the IMPACT 2018 session “Give Them What They Want: Creating Growth Opportunities that Matter,” the panel described a new model for the workplace that can meet, attract, engage, retain, and excite the 21st-century workforce<sup>21</sup> (see Figure 15). “The model helps companies understand how to effectively leverage personas to create irresistible experiences and create meaningful programs for employees,” said Denise Moulton, Human Resources & Talent Research Leader, Bersin, Deloitte Consulting LLP.

<sup>21</sup> *Simply Irresistible: Engaging the 21st Century Workforce*, Bersin, Deloitte Consulting LLP / Josh Bersin, 2014.

**Figure 15: The Simply Irresistible Organization**



Source: Bersin, Deloitte Consulting LLP, 2018.

Individual growth opportunities are critical in an era in which talent models are disrupted, technology transforms value creation, change is exponential, and a new social contract is emerging at work. Employees inhabit this environment with vastly different needs—from mothers returning to the workforce after a hiatus to midcareer professionals looking to contribute to their organization at a higher level.

During this working session, panelists and attendees used three different personas as examples while discussing aspects of the evolving model, including the need for:

1. Managers to be transparent and build a clear business case
2. Organizations to understand that not every individual's situation can be resolved
3. Businesses to look for long-term solutions rather than immediate gratification

Attendees discussed their assigned personas and documented ideas for action, focusing on opportunities, challenges, and potential stakeholders and enablers. For example, in discussing the persona of a new mother returning to work, attendees pointed to actions such as “providing a mentor and wellness coaching, onsite childcare, a career plan with stretch goals and opportunities, and a way for her to develop at her own pace.” For a midcareer persona, they suggested “candid feedback and coaching” to revive a stalled career.

The consensus was that the individual needs to be at the center of the growth conversation. “We tend to focus on programs and solutions that benefit the broader workforce, but we need to take the time to look at individuals,” said panelist Kim Lamoureux, Vice President, Enterprise Products, Bersin, Deloitte Consulting LLP.

Leveraging personas and “crowdsourcing” feedback can help build HR skills in this area, added Pete DeBellis, Vice President, Total Rewards Research Leader, Bersin, Deloitte Consulting LLP. He noted, “The idea of personas as we head to a more personalized world helps us remember that organizations are not monoliths—they are collections of individuals.” ■

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