Transform your business. Transform your workforce.
The new role of labor

The theme of the 21st Century has been rampant change, and business has not been immune to the upheavals that affect culture, politics and society. There is reason to believe the pace of change is accelerating, much of this is thanks to the technological evolution that has enabled greater interconnectivity of organizations, people, markets, ideas, and even inanimate objects. While this technological change naturally pulls along inputs to production like machinery and investment, labor requires more thoughtful development.

For instance, the evolution of technological capabilities in supply chain management, virtual meeting, and legal document management have helped to boost the total value of trade as percentage of global GDP from only 15% in 1990 shortly before the birth of the world wide web to 25% in 2019, in turn, benefiting the global economy (Hugot, 2016). But as the market for any given product becomes increasingly global, competition and commoditization accelerate (National Research Council, 1988). Organizations must change the way they recruit, train and promote talent to drive innovation to maintain global competitiveness.

Another key disruptive force is mergers and acquisition. In 1990, again at the dawn of the internet age, there were 10,000 global mergers annually. In 2018? 52,000 per year (Institute of Mergers, Acquisitions and Alliances, 2019). Looking at the reasons for this acceleration, a study of recent business leaders that had completed a merger or acquisition explains why. Of business leaders surveyed 58% said technology allowed them to achieve targets and realize value quicker and almost 90% say they are interested in more digitization (John Shacklady, 2018).

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Ironically, companies who had acquired digital capabilities said they wanted more technology related to M&A to accelerate the process of acquisition (Shacklady, 2018). Not only does the role of employees change in the M&A process, but the downstream effect after merger requires transformation of how the workforce adapts to new capabilities and develops new skills to optimize its input.

Even regulatory change has accelerated thanks to technology since there are now more ways to enforce regulation which were previously unimaginable by lawmakers. Take for instance the United Kingdom’s Financial Conduct Authority, which is testing “machine-executable regulation” in the finance industry that would automatically “feed” changes via code and compliance systems would adjust compliance reports and other regulatory effects autonomously (Financial Conduct Authority, 2018).

This starts to sound like the common headlines of AI creating mass displacements of human labor. But if you take a step back, the role of labor has been “upgraded”. Before machine-executable regulation, humans had to interpret what the new regulation meant, even debating the meaning of individual words. Now there is no question about interpretation. Humans supervise systems, think strategically about impacts, and manage change in the organization to maximize outcomes. As a result, the skillsets are similar but have shifted and the question becomes how the organization helps its workforce to adapt.

These only represent some disruptors in the market alongside others like shifting consumer demands and internal process changes. Regardless, none of these business disruptors are themselves catalyzed by technology alone, but their change and pace are different than before the internet age. Businesses themselves look different. They are now older and bigger, with fewer new competitor entrants and a steady number leaving the market (Harrison, 2015). It’s only safe to assume competition will increase in scale, pace, and intensity. Acclaimed technology futurist Ray Kurzweil went so far as to say, “we won’t experience 100 years of progress in the 21st century—it will be more like 20,000 years of progress (Kurzweil, 1999).”
Dealing with disruption

With the progress we’ve already seen, the question becomes how does business change to adapt for increasingly accelerated change? It requires rapid transformation, or adjusting, morphing and changing to the environment that businesses operate in to survive and even thrive.

It’s tempting to think about transformation as a large check box. Like for digital transformation, we moved our data, processes, and resource management from analog to digital, we’re done right? Rather, transformation is like the camouflage capabilities of a chameleon. Regardless of whether the chameleon or the environment changes, the animal preserves itself by blending with its surroundings. This neat biological trick would not give an evolutionary advantage if the chameleon could only do it once (especially against concurrently evolving predators).

With the dramatically accelerating pace of change, true transformation is building the right capabilities to both continuously initiate and react to disruption to business. Chameleons have individual muscles within skin cells to dynamically squeeze color pigment in and out of view just like organizations must build, train and enable teams to quickly flex to new business conditions that either have been proactively or reactively initiated.

The workforce is a key, but sometimes a left behind, factor in moving businesses to new market climates. Even high value add technology requires careful consideration of change management. Included in this is a consideration of change in culture, what reassurances individuals need, training, resources and other means of supporting all of the key parts of your business outside of overlaying technology on top of existing processes to try to navigate rapid change.

To look at some of these changes in culture, process and attitude and the role of technology to support them, we can use large buckets of the career lifecycle: Hiring, Reskilling, Performance, and Internal Mobility. These, of course, represent a perpetual cycle that could repeat itself in whole or in part over the career of an employee, especially if there is robust support for development of the employee in each of these phases.
Hiring

Key principles

- Strategically use data to determine what skills are needed and already available in your organization.
- Use proven methods for assessing and gathering data on candidates to understand who to focus on in the hiring process.
- Pivot selection methods to focus on key must haves, but also to encourage diversity of skills and backgrounds.
- Leverage more channels for a competitive pool, most importantly by building a funnel of candidates internally.

Key features

Recruiting
- Pre-screening questions
- Realistic job previews
- Skills assessment
- Training courses
- Upload attachments

Learning
- Playlists and Curricula
- Microlearning Authoring Tool
- Professional Skills Content Subscription
- Learning Assessments

Performance
- Competency Management
- Talent Pools
- Career Center
- Succession
- Goals
- Feedback
- Conversations
- Pulse Engagement Surveys

Recruiting in a rapidly disruptive environment introduces important changes for some organizations. The way organizations approach their recruitment strategy, internal and external hiring, and onboarding deserve a careful recalibration to the needs of the business with an eye to rapid change.
Use data to take a skill inventory

A rapidly shifting market requires organizations to be better at assessing what talent they already have internally that is and is not immediately job related to positions employees have now. Not only does this make sense from a sheer time-to-hire standpoint, but also internal hires can be all around a better decision. Research has shown that internal hires are less likely to churn, have stronger performance, and are cheaper in salary and sourcing costs (Bidwell, 2011).

In determining the internal strategy, the important first step is analyzing what is key to the position. Hiring managers are tempted to just point to a high performer on the team and say they want someone who looks like them. But without careful consideration you lose out on diversity of background and of skill if you don’t isolate highly job-related attributes so that you fulfill what you need in the job, but also find talent that brings a diversity of background and skills to a new position.

Capabilities Management in Cornerstone walks managers and recruiters through what are the core attributes that equate to success in a position. Then, teams can be assessed to determine what Capabilities already are present on a team and what a hire would need to add or have the potential to develop.

The next question is to determine what talent is already available more broadly internally. Here you have the tools to evaluate skills, abilities and experience people bring to the table to match the needs of the role and team. As is mentioned before, these are known assets with a history in the organization that can apply institutional knowledge, relationships they’ve already built and expertise to help ramp up their performance in a role quickly.
Ultimately, internal talent can be particularly important in the case of a business disruption since they can take less time to scale up to productivity, can immediately apply proprietary knowledge, and effectively leverage existing social capital to start driving change from day one.

After determining the core aspects of a candidate that are required in a position, traditional metrics like time-to-fill, cost-to-fill and others provided by Cornerstone's Recruitment Suite help you to understand the need and likelihood of filling certain positions becomes a clearer and more informed decision to make. For instance, whether to accelerate or consider some candidates internally or what strategy to take when recruiting from the external market. Having more visibility into key metrics at the beginning can set realistic goals in leveraging the most effective channels for hiring.

Internal talent mobility can also be achieved through succession management. With proactive succession planning, which are discussed later, you can build up a strategy of using talent insights and recommendations, provided, and powered by Cornerstone machine learning, to help prepare talent to move into critical roles. Quickly identify high-performers, and desired behaviors or skills, then provide them with realistic avenues for development and growth.

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Find core needs at scale

Internal hiring might not always be possible, however, especially as transformation demands agile reflexes against any situation. Teams need to expand, new ideas need to be introduced, or change needs to occur that can only be ushered in from the external hiring market.

As opposed to internal hiring, not only are the candidates complete unknowns, but sourcing, vetting, compensation, and other parts of the recruiting process are more uncertain. The strategy becomes building a process that scales proven means of attraction, vetting, and selection, in the quickest amount of time.

The first requirement to hire from the market at scale is to align internal teams and stakeholders to best practices. Cornerstone Learning’s Create allows you (or anyone else who can author in PowerPoint) to create content to teach internal teams on how to find and hire the best talent including writing job descriptions that are mindful of bias, structured interviews that seek core competencies, and accelerated hiring processes which are responsive to the right talent.

Through assessment and screener tools, Cornerstone’s Recruiting Suite provides insight into the match between skills and capabilities of a candidate and the role. Responses can be reported on and cohorts of candidates can be progressed through the hiring process more quickly. Not only can you search and assess the core needs today, assessments have also been shown to predict abilities to update their skills and knowledge over time (Schmidt, 2016). Understanding how candidates approach learning can be helpful before the need arises.

Interviews can be a next best predictor for screening success with structured interviews yielding the best comparison of candidates and hiring decisions (Schmidt, 2016). While managers like to have the ability to drill into the details when they need to, you can balance the process by ensuring they also focus on the right areas by using Interview Guides. This feature allows you to create templated questions and grading to allow teams or individuals to assess objectively according to what has been identified as key for the role.

Ultimately, there’s a strong tendency to evaluate a finalist pool of candidates through the lens of the job description at hand. It’s worth taking a step back and evaluating each candidate in terms of the diversity of background, unseen and seen diversity, proven ability to learn new skills, and unique skills that may not directly apply to the position. Like an iceberg, we focus on what we have cherry picked in the hiring process, while a wealth of potential lies beneath the surface which could be very valuable in the event of disruption.

External hiring can be a critical strategy for negotiating business change, but it’s important to ensure that you’re getting the growth and diversity external candidates can bring. Something as simple as allowing candidates to upload portfolios of work, work scenarios and other evidence of skill can be valuable in seeing a new depth of what skills a candidate has and how they apply them to projects large and small.
Introduce and onboard

Your employer value proposition can be incredibly valuable in keeping high powered, dynamic talent in the hiring funnel. Tools to help you portray and reinforce your compliance values, mission and culture shouldn’t be overlooked in a quickly changing market environment.

Cornerstone’s Suite has a number of tools to help you convey a powerful impression to your candidates. The first is your career site. With Cornerstone, you can launch a mobile responsive, graphically rich career site quickly that gives candidates powerful searching ability by geographic filtering, application management, and email subscription abilities to allow them to connect with you wherever they get the itch to start their career search.

Helping your candidates to feel prepared and confident is a powerful emotion you can help to instill. You can leverage the power of the number one corporate LMS to provide training and introductions to you candidates to they can prepare to position themselves to your hiring managers, teammates and others.

Lastly, Job Previews can widen the funnel for valuable skills and backgrounds by helping to give an idea to candidates who may be in skill-adjacent positions currently an idea of what the job you’re recruiting for would entail.
Key principles

• Use more data to find the strengths and weaknesses of your organization. But more importantly, determine how resilient your teams are to adjust to change.

• Prepare your workforce for new divisions of labor.

• Accelerate feedback mechanisms for learning to help you adjust, pivot and launch programs that will fill key gaps.

• Reduce the barriers to who can and how long it takes to develop content so you can provide personalized, specific, and timely content to your teams.

Key features

Recruiting
• Skills assessment
• Training courses
• Upload attachments

Learning
• LMS/LXP
• Mobile
• Organizational Units
• Playlists and Curricula
• Create
• CCA (Digital Fluency)

Performance
• Competency Management
• Talent Pools/Succession
• Skills Matrix
• Conversations
• Goal Alignment and Development Plans
Perhaps no area of workforce management has gotten the attention that learning has when talking about disruption. Automation, Artificial Intelligence, skills gaps, extremely low unemployment and other factors have already proven to be disruptors to business, and a powerful catalyst to make organizations rethink the way they approach the development of their workforce.

Employers may be tempted to point to traditional education or other means of training and development as failing to provide enough skilled labor for open positions. But just look at HTML5, in just four years between 2004 and 2008 that this new language was in development roughly 166k developers entered then graduated from undergraduate computer science programs who had to be trained in the protocol, not to mention the 800k computer developers employed around that time (Csorny, 2013). Ultimately the pace of change requires employers to bolster their capabilities of upskilling their workforce to keep up with changing technology.

**New divisions of labor**

As has been widely discussed, the fourth industrial revolution will mean a new displacement of workers. While the scope looks to be larger than previous upheavals, the principle will still hold the same that new productive roles will be created as others have been destroyed. The question is the same as in the advent of the locomotive that displaced Pony Express riders, how do you reskill employees to deal with new divisions of labor?

Artificial Intelligence will mean new ways of aggregating, analyzing and summarizing data. In some way or another, humans will always be in the chain of taking the insight distilled by AI and applying it to the real world. Take for instance modern recruitment software powered by AI. At some point, a human must be able to understand how the data was collected, how it was analyzed, visualized, interpret it and then make a decision with other collected sources of data.

Cornerstone’s Learning Platform allows you to take advantage of Content Anytime Digital Fluency subscriptions and build your own content to build data competence in your organization. What’s more important is Content Anytime subscriptions are updated by experts on a regular basis and Cornerstone Create allows you to build your own content or make existing content more detailed in minutes. Weeks long content authoring cycles are a thing of the past in the rapidly evolving world we live in today.

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Playlists allows you, subject matter experts (SME), managers or even end users to aggregate content together from the material that exists within the LMS or the latest from around the web. They can socialize this content with peers and those who follow the playlist, they get a real time update when things are modified or changed, allowing you to crowdsource the training on a rapidly evolving market to those who are nearest to the change.

**Democratizing change**

Allowing those who are closest to the change to monitor disruption, collect information about it, and help distribute it to relevant parties is a much more scalable way to adjust to change than to aggregate information back to a single node to be redistributed outward. This isn't to say there shouldn't be any sort of governance and monitoring, it is to say that some of the parts of content aggregation should be pushed to SMEs and managers. They likely will be communicating change and resources to respond anyway, why shouldn't they do it with more scaled benefit to the organization as well?

Cornerstone Create is a tool designed to help create and adjust content quickly to ever moving targets of business. Start from scratch or an expertly designed template to immediately populate a course with files, videos, questions, text and others to create compelling microlearning courses quickly. Publishing is also quick since you can quickly preview how the course will behave on mobile or desktop and then immediately send to the catalog for distribution to relevant groups.

Once a collection of courses, URLs, and other materials are aggregated together, Playlists help to get all of that material organized for anyone who wants to follow the content. Over time as the Playlist is expanded, changed, and updated, anyone who is following it will automatically be notified of the updates so they can review the new content. Combined with Connect, Cornerstone’s social learning platform, you can keep the right groups of people aware of key questions, new updates, and the latest training to keep their skills honed.

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Key principles

• Create more visible routes and destinations for internal talent to retain and develop promising talent.

• Reinforce positive behavior and performance with more dynamic means of recognizing and rewarding talent.

• Use 1:1 check-ins across the entire organization to better facilitate performance development through direct manager, mentor, or matrixed-peer relationships.

• Create the right mentorship relationships not just through meetings but also the content they are creating and consuming.

Key features

Recruiting
• Career Site

Learning
• LXP
• Learning Search
• Connect
• Create
• Playlists
• CCA Professional Skills

Performance
• Succession Management
• Compensation
• Career Paths
• Development Plans
• Employee Engagement Surveys
• Feedback
• Badging
• Conversations
Many of the HR processes we use today are inherited from various institutions like the military to evaluate performance, promotion, compensation and other important functions. However, the needs and structure of organizations that are managing employees look far different than those these processes were originally catered to.

The first and most important is the evolution of the services workforce that has led to the rise of the knowledge workforce. More and more, the value of a corporation is held in intangibles like intellectual property which is directly reliant on labor. IP-intensive industries accounted for 27.9 million jobs in 2014 and accounted for $6.6 trillion in value added in 2014 up from $1.5 trillion (30%) from $5.06 trillion in 2010, or if you’re doing the math, 34% of the U.S. economy (Lee, 2016). With more reliance on labor to produce this high-value IP, the way this labor is managed also needs to change.
Millennials were surveyed on their current review experiences and 62% said they felt “blindsided” and 74% said they feel “in the dark” about where they stand in perspective of their peers and manager.

**Accelerating the pace of performance management**

The best analogy of the traditional annual performance review is coaching a professional figure skater with an intensive form process and review once a year. Other high-performance fields and players simply aren’t managed this way because it’s not effective and so why should the newly rising high-performance labor fields? Employees say so too. Millennials were surveyed on their current review experiences and 62% said they felt “blindsided” and 74% said they feel “in the dark” about where they stand in perspective of their peers and manager (Hernandez, 2015).

The first starting point is more regular touchpoints to help feed a more informed annual review to help employees to be in tune to the needs of the organization as well as to up-level their performance. Weekly check-ins with managers aren’t a new concept, however the conversation often reverts to the immediate and reactionary to-dos of the week. Check-Ins in the Cornerstone Performance Suite guides managers through conversations with templated outlines or your own that you can add into the system.

The added benefit of these templates is that they help to vary the conversation on an appropriate cadence, since employees need support in terms of their goals, development and their career aspirations. With the increasingly matrixed world of work, these templates also help support different working relationships.

This rotating conversation can have some great effect with employees who have conversations with their managers about goals and successes in the past six months are 2.8x more likely to be engaged (Gallup, Inc., 2019).

Another important conversation to consider is providing and receiving timely feedback. It’s no surprise that everyone likes to receive positive feedback, but a study published in Harvard Business Review reveals 57 percent of employees saying they want corrective feedback over praise. This comes with significant motivation to action as well, with 72 percent believing feedback would yield improved performance (Folkman, 2014). But with the increasing popularity of matrixed- and project-based work, managers no longer are the only source of this feedback.

The Social Feedback feature within Cornerstone Performance helps to crowd-source, and organize the feedback from peers, mentors, teammates and others. Managers can then craft a conversation to talk about what peers have submitted, both positive and negative, and formulate a plan of developing weak areas. Development Plans can templatize these in some cases, or Playlists are strings of content, or even experiential events like shadowing, mentoring, or external certification programs which can be aggregated for any purpose to help guide an individual or a group through necessary training to improve performance.
Aggregating sentiment

Check-ins can be a powerful tool to understand the individual directions, thoughts, and feelings of employees. To understand how deeply and broadly these sentiments permeate through your organization requires a more standard way of collecting data.

Engagement Surveys can be a critical part of the ever-shifting organization. There are core components that should be part of any survey including questions about relationships with managers, or career outlook within the organization. But surveys can be customized to adjust to movements in the market that affect employees.

Ultimately what is done with this data is critical for supporting the modern workforce. The applications are obvious in some cases, like adjusting internal hiring processes, benefits mixes and others. But some are overlooked. The data that employees tell you about their wants and needs are often the perfect prioritization of points that you should wrap back into recruiting to adjust job sites, day in the life, and the way the organization messages its employer value proposition.
Managing and internal mobility

Key principles

• Scale the development of your bench strength to more parts of your organization.

• Develop clearer and better communicated plans to help guide employees to new positions.

• Provide the right resources, experiences and contacts for employees to develop in the right direction for them to progress and be successful.

• Deepen the development of managers to help them become development-minded with their team and support them in their own new positions.

Key features

Recruiting
• Onboarding
• Form Management
• Career Center
• Time to Fill

Learning
• Playlists
• Create
• CCA Professional Skills
• CCA Leadership Subscription
• Connect
• DNA

Performance
• Competency Management
• Observational Checklists
• Development Plans
• Recommended Successions
• Scenario Planning
• Goals
• Conversations
• Talent Pools
• Flight Risk
Regardless of whether someone is a knowledge worker or not, institutional knowledge can be highly valuable. Even if it’s specialization in a segmented process, correcting rare but expensive errors, or the use cases of a customer base, this highly valuable asset was gained at some cost that if lost, your organization would have to pay for again. Not all of this can be preserved in knowledge bases or wikis, it can only be retained.

Organizations should have a philosophy or reason that guides the decision for hiring internally versus externally. But regardless, diversifying the skills through leadership or managerial development, or new subject matter expertise can help widen and deepen the application of institutional knowledge in the organization.
Manager coaches

To quickly move teams to disruptions from mergers, technology or regulation requires a decentralization of the knowledge and tools to develop people in the right direction. Content Anytime’s Leadership Subscription is a pre-packaged set of the best courses in the marketplace to help deepen leadership knowledge and ability.

But learning in the flow of workforce management processes can also be key to help manager and employee to ensure time spent in discussing, goal setting and planning for development is maximized. Throughout the Cornerstone application, content is embedded to help elevate the interaction and discussion of improving performance, development plans, using feedback and other key means of pivoting teams to better perform in new conditions.

Develop bench strength

For certain positions, the market change will dictate the decision to hire since the time-to-fill, the unique skill requirements or other factors will make the obvious choice an internal applicant. Whether for cost or even just the length of time that the position would take to fill, organizations should think strategically about how to expose and encourage employees to pursue opportunities to develop within the organization.

Your current bottlenecks are one major area for focus, but they don’t have to stop there. Succession Management within Cornerstone provides Insights, designed to help show common pathways between positions that give you more holistic insight to the movements in the workforce.

One strategy is to look at high volume pathways to help maximize the quality and quantity of those who are ready to move into roles the organization would like to build an institutional knowledge strength within, or have difficulty sourcing from the market.

The other strategy in reacting to building a bench capable of weathering change is to look at the areas that you struggle to hire for internally and ask critical questions like, “What would change if we were able to source internally for this position? What are the friction points in moving people into this position? Do we have the capability to create pathways for this quickly and effectively to help channel talent to the right places?”

With these answers to these questions, you can use the other tools within the suite to create ways for employees to explore, engage, develop, and hopefully move internally which will in turn benefit the organization.

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Rerecreate the reward and recognition experience to engage and motivate the workforce as they grow by introducing recognition beyond monetary rewards.

**Stretching talent**

Stretch assignments, well-proven method for helping to challenge and grow talent often comes hand in hand with change. But executing successfully on these opportunities that benefit both organization employee require more than just selecting from a well-known group of high potentials.

View People and Talent Pools, within Cornerstone, can help you to identify the right capabilities within your organization for more routine assignments or those that are urgently pressed upon the business by disruption.

With a holistic view of the employee garnered from well-rounded Performance methodology, you have insight into how the contributor works with people, information and their job specific skills to ensure the new opportunity is likely to be a successful one.

But even in uncharted territory, Content Anytime subscriptions helps to keep the skill sword sharp with subscriptions like Professional Skills, and Sales and Customer Relationships to ensure employees working in new environments and expectations have reinforcement of the fundamentals.

**Provide the right experiences**

Recreate the reward and recognition experience to engage and motivate the workforce as they grow by introducing recognition beyond monetary rewards. Earning PTO, hours towards an education course or conference, and more are the newly sought out rewards of today, and it also helps with retaining much needed talent. Cornerstone’s Compensation feature provides organizations with the flexibility they need to provide both monetary and non-monetary rewards, and redefine their performance culture.
The underlying theme of each of these scenarios is the changing responsibilities and attitudes of development. The demand of transformation is just one of a few forces pushing business leaders to rethink the way they acquire and manage talent.

This new emerging thought is often called "talent experience" and just like other emerging ideas is somewhat varied in how people define it. Since talent experience is a critical component of building an agile, adaptive workforce, we should spend a few moments defining what it is and what it isn't.

Learning is a great example to illustrate what talent experience is. In recent history, the models of using technology to teach have been almost exclusively top-down in approach. The organization needs you to take training, it is assigned to you with a due date and success looks like the entire assigned population completing the training.

Now, with roles becoming more fluid, and skills requiring more upgrading, the push from the top isn't viable anymore. Instead, to effectively achieve results learning initiatives need to harness the intrinsic motivation learners have with the power of technology to surface content to align with that motivation.

But beyond just consumption, content also requires a decentralization. To keep content relevant, timely and actionable, employees need the tools to teach each other, house important knowledge in the right places and solve problems together. Talent experience provides tools, insights, and content to the employees directly to help drive results aligned to the benefit of the organization.

What talent experience is sometimes communicated as the reorganization of functionality designed for HR and overhauling the UX to be more consumerized. While workflows may be streamlined, new functionality made available to the user, and even more adoption of functionality, this is still just a part, but not the whole of talent experience.

Talent experience means designing for the needs of the user first, supporting the intrinsic motivations for growth and development, and providing insights to help employees feel more confident in moving their careers forward. By aligning design and functionality to the core needs of a user in their career lifecycle, not only do you gain adoption and use, but you remove some of the emotional, and directional barriers that prevent learners from continuously developing.
Conclusion

The concepts in responding to or initiating disruption in the market are not wholly new but require a metaphorical disassembly then reassembly of the component parts of talent management with an eye to being more agile, adaptive, and empathetic to changes employees experience. In many cases managers will gain new responsibility or themselves new skills to help support the business and their teams through changing conditions. In others, end employees become more critical as the eyes and ears of the organization in sighting change from afar off.

Whether influenced by new regulation, merger and acquisition or technological upheaval, end-to-end each part of the employee lifecycle represents an opportunity to optimize the attainment, development, coaching, and promotion of key players and thereby the collective competency of an organization to flex to change.

Rapidly changing market conditions can be daunting but presents an opportunity for HR, with strategic partners, to come to the table as a strategic thinker to build the critical resource of labor to build or maintain competitive capability in the market.

Transform your workforce.

get started
References


Cornerstone is the global talent management software provider that is pioneering solutions to help organizations realize the potential of the modern workforce.

csod.com