



DeVry **WORKS**

***Activate Talent
and Unleash Potential***



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Chairman, DeVry's Career Advisory Board
January 22, 2019
@alevit

DeVry WORKS is a partnership team of DeVry University.



In one word or phrase, how has your approach to talent management evolved in the last 5 years?



**How is talent
activation
different than
talent
management?**



**Employee
engagement
is just one
part of the
puzzle.**



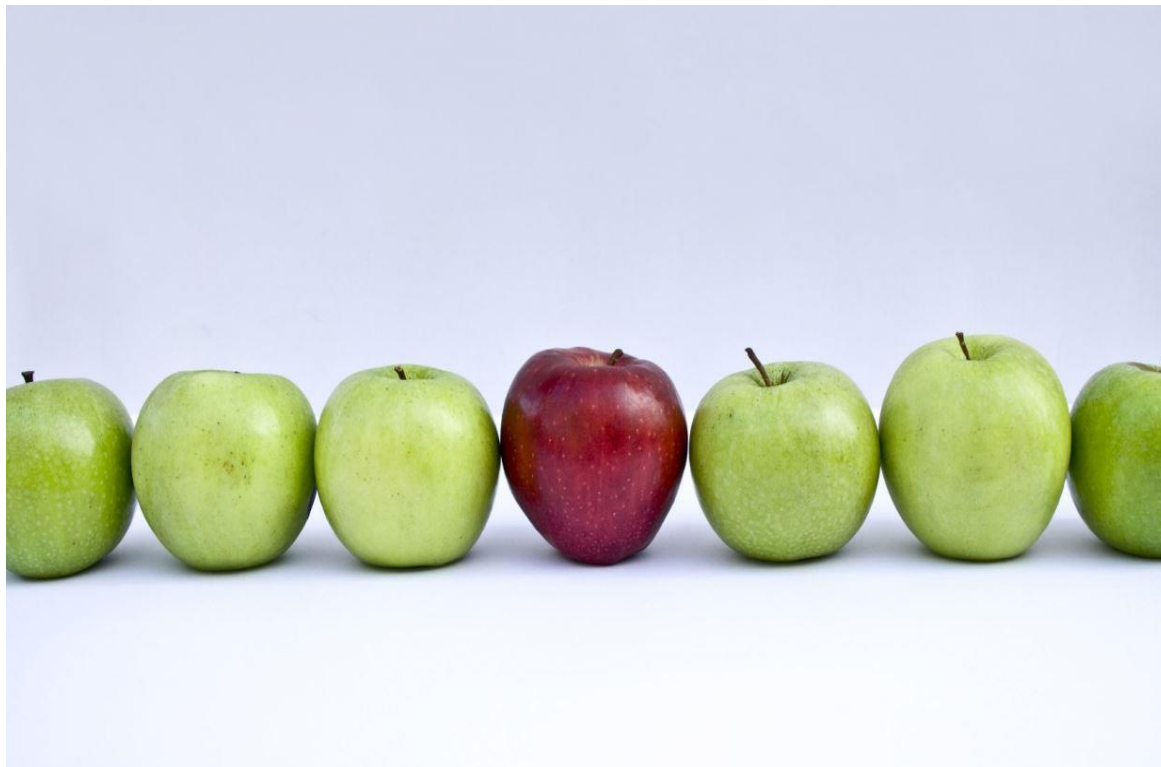


**Strong, Rewarding Experience =
Fully Activated Talent**

4 Pillars of Talent Activation: Recruiting, Onboarding, Learning, Performance



Your recruitment experience must answer the questions: *What is this organization about and why would I want to work there? Is this the right organization and role for me? How can I be a part of what this company delivers its customers?*



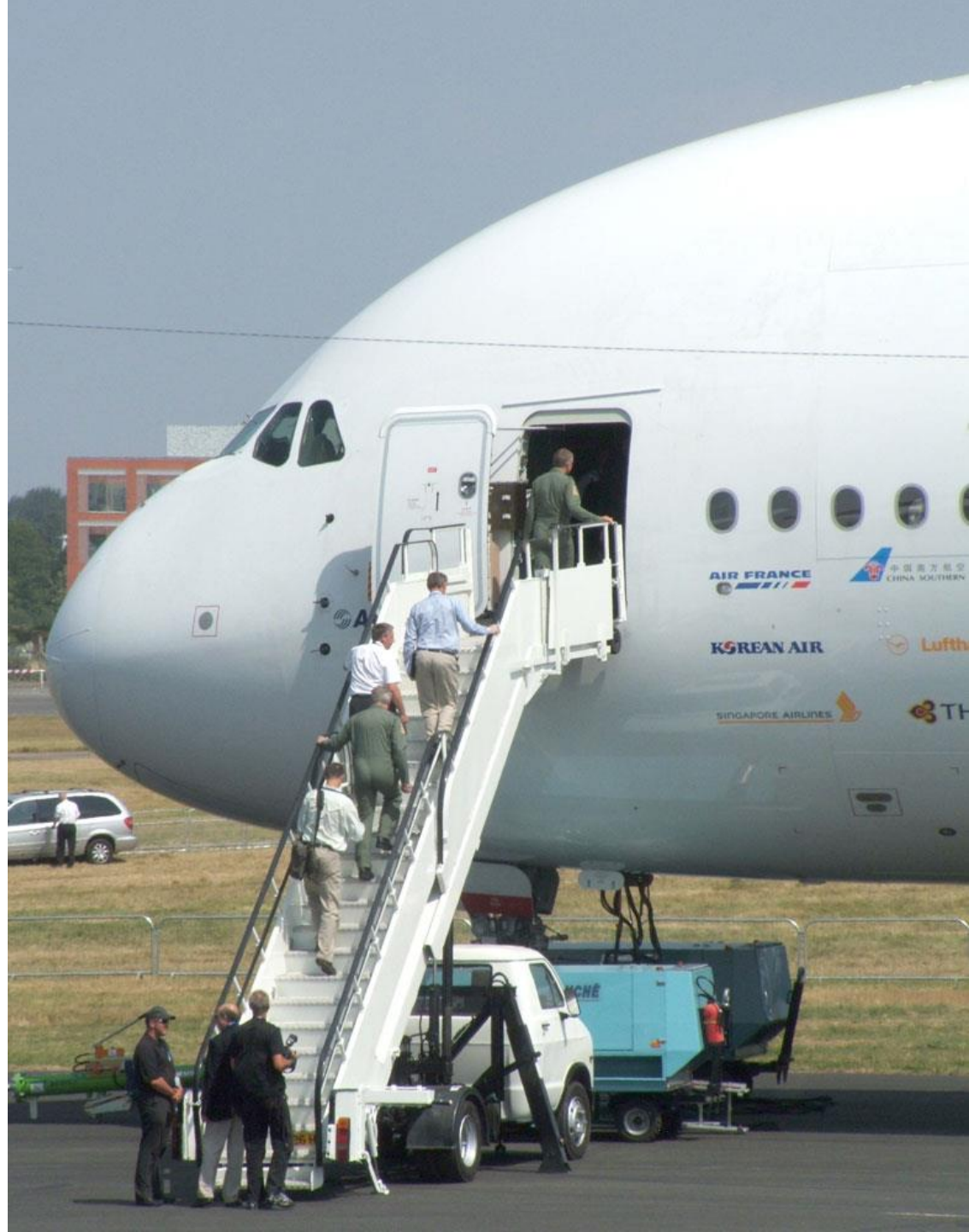
Talent Activation Strategies: Recruiting



- 61% use a career page or subsite
- 58% use social media platforms
- 55% develop their employer brand
- 54% target employee referrals
- 51% clarify organizational brand and talent goals during interviews
- 80% use a modern ATS



Your onboarding experience must answer the question: *What can I expect here, and what's expected of me? How will I fit in to this new culture?*



Talent Activation Strategies: Onboarding



- 72% provide an onboarding experience that introduces new hires to other staff
- 60% set jobs scope and performance expectations
- 58% survey new hires about their experiences
- 57% immerse new hires in the culture
- 56% offer an onboarding portal to complete paperwork
- 55% deliver personalized content on job location and role

**Your learning
experience must
answer the
question: *How
will I continue to
grow my career?***



Talent Activation Strategies: Learning



- Our respondents address skills gaps through specific training:
 - 66% promote development paths, mentoring, and skill acquisition opps
 - 60% offer tuition reimbursement
 - 57% provide in-person course and “lunch and learn” opps
 - 56% automate the learning process
 - 50% provide access to external vendors or learning institutions

Case Study: Securitas



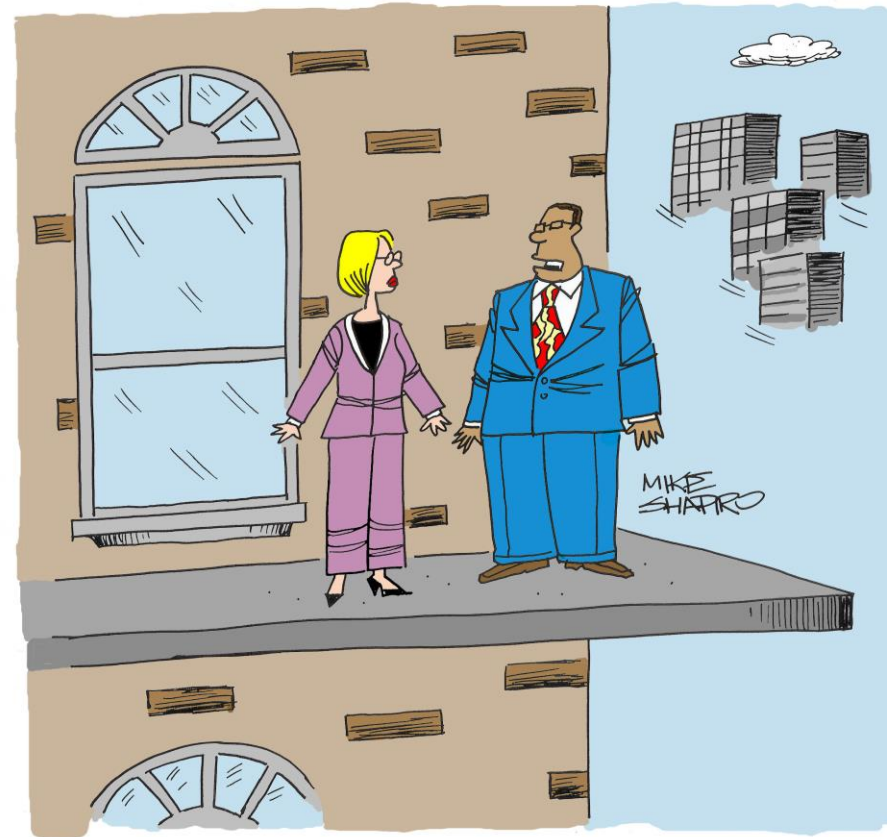
Your performance experience must answer the question: *How will I give and receive feedback?*



Talent Activation Strategies: Performance



- 62% still conduct annual performance reviews
- 44% have moved to bi-annual reviews
- 60% practice continuous feedback
- 54% create individualized learning plans that map to performance objectives

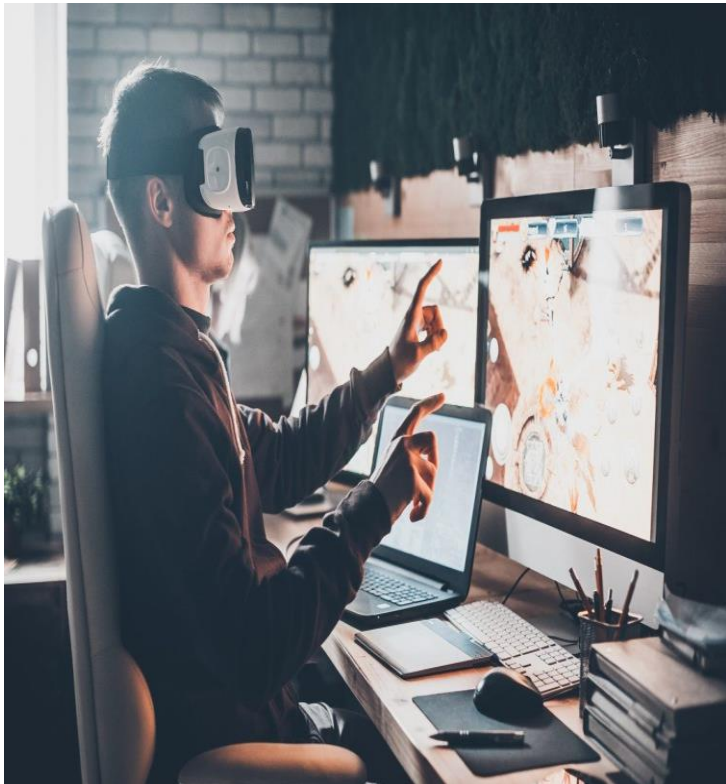


"You're out here because you're supposed to receive a performance review? I'm out here because I'm supposed to give one!"

Case Study: IBM



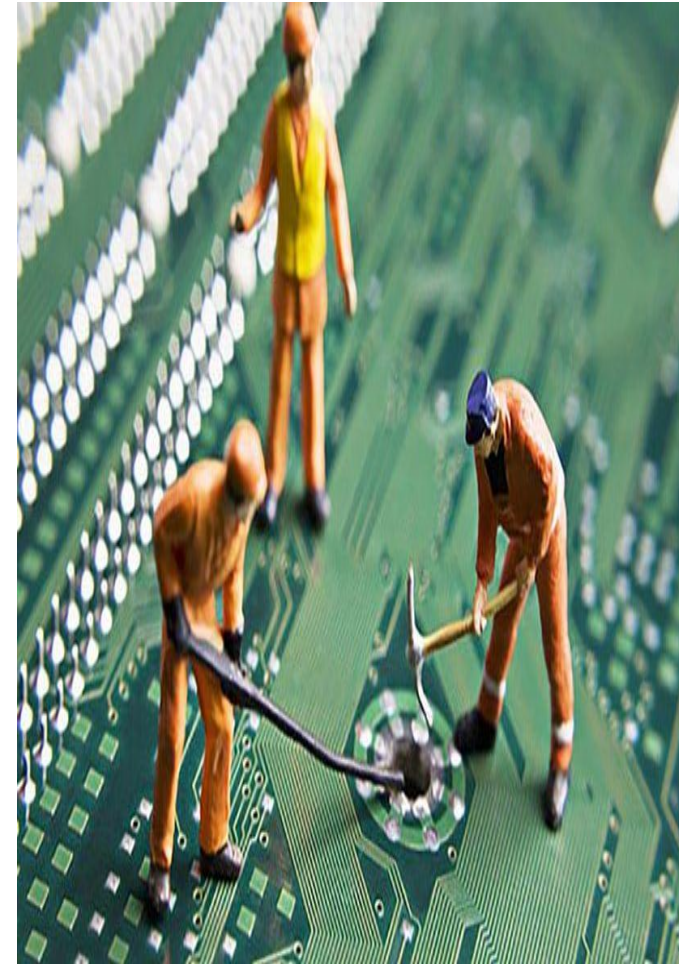
Who Designs the Experience and Activates the Talent?



- 73% said HR leadership, 62% said HR team members, 53% said individual managers, 45% said employees themselves, and 41% said c-suite leadership
- 90% consult their c-suite on employee experience/talent activation
- Enforcement of the experience is a team effort
- 42% design an experience for part-timers, and 17% design one for seasonal workers
- Technology is a major force in activating talent
 - 2/3 use cloud-based HRMS
 - 43% build and maintain employee websites
 - 39% employ real time comms software like Slack
 - 36% use mobile apps
 - 30% use social media

Despite Talent Activation Efforts, Skills Gaps Persist

- 77% agreed: “I’m concerned about employee skills gaps in my organization”
- Greatest skills gaps: tech/digital fluency (62%), comms (56%), business acumen (48%)
- Who is vulnerable? Everyone! (71% said frontline employees, 63% said supervisors, 45% said execs)
- Why can’t we close gaps? Time and budget (over half), insufficient talent pipeline (45%), lack of exec sponsorship (41%)



What Happens if You Don't Close Skills Gaps?



- Severe labor shortages
- Higher talent costs
- Necessary layoffs
- Disengaged employees
- Decreased productivity
- Decreased market competitiveness
- Decreased profits!

First, Understand The Experience You Currently Offer, Then Identify Gaps




- **Find:** What the candidate did to learn about the company
- **Apply:** The process by which the candidate engaged with recruiters or hiring managers
- **Evaluate and Decide:** How the candidate learned sufficient information about the organization to make a decision (interviews, assessments, job shadowing, etc.)
- **Join:** Onboarding and cultural assimilation activities in which the new hire participated
- **Learn:** Projects and training opportunities that facilitated integration into the organization
- **Contribute:** How the organization fostered an environment of innovation and collaboration
- **Grow:** Opportunities for promotion and new responsibilities offered by the organization

Then...

- Encourage a variety of learning strategies
- Create and execute mentorship programs
- Leverage technology to continuously re-evaluate your experiences
- Measure your level of talent activation
- Sell the benefits of talent activation to leaders



A close-up photograph of two lit matches against a black background. The match on the right is lit, with a bright yellow and orange flame and a blue base. The match on the left is unlit, with a red tip. The text is overlaid on the right side of the image.

Time to activate! What's one thing you're going to do this month to improve your employee experience?

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