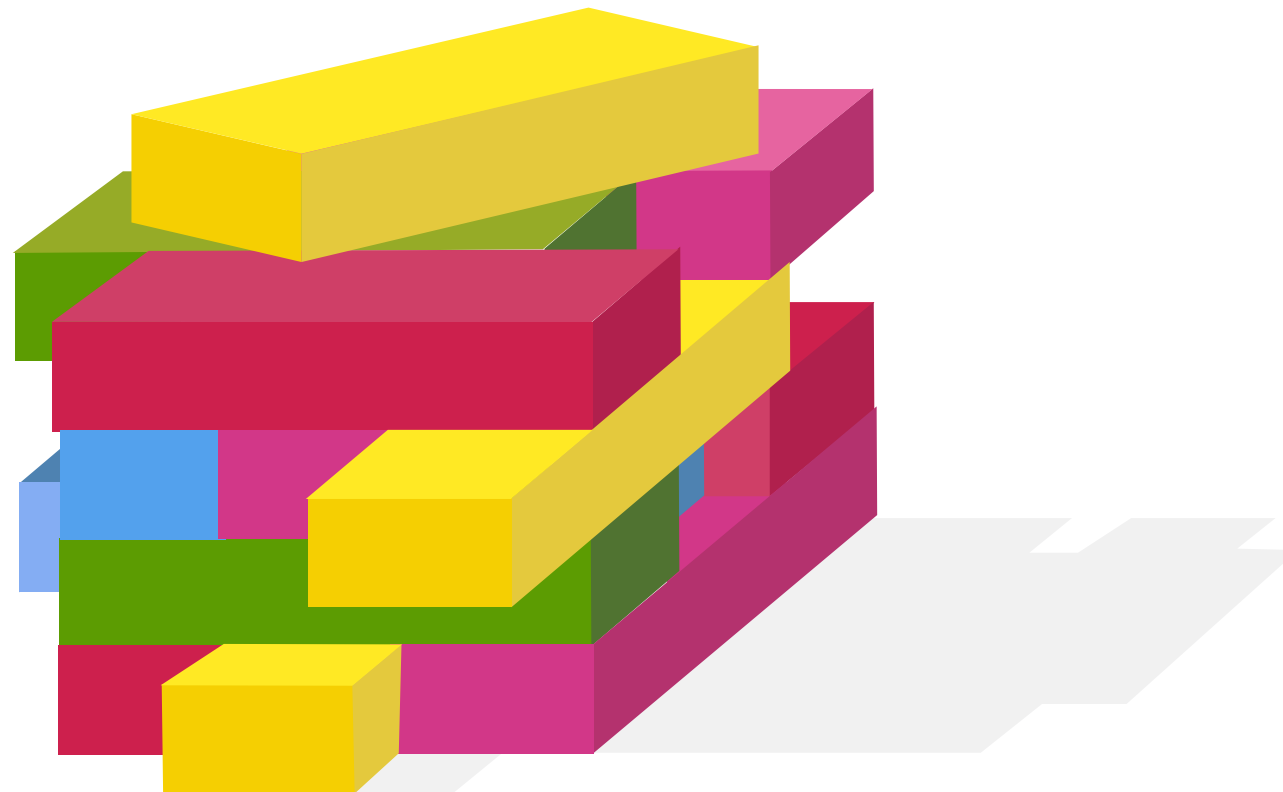




HR Tools That Matter

How to Drive Business Growth with HR Technology



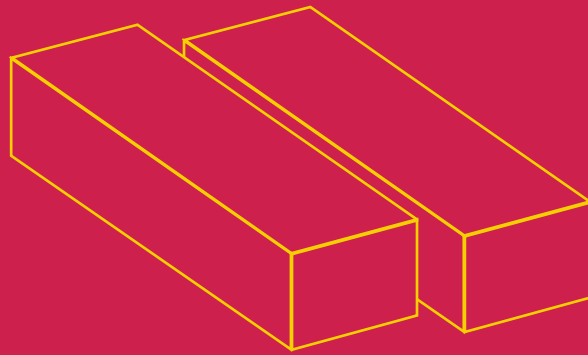
STARTING OFF

HR systems have been around for decades, providing value to organizations of all sizes. However, it's become apparent that traditional HR tools no longer reflect today's pace, needs, and talent management conventions. These tools were originally built to support responsive, efficiency-driven HR KPIs, whereas today, HR is turning into a strategic function, acting as a growth engine that contributes directly to the company's success. So how can organizations transform their HR tech stack to drastically improve bottom lines?

In this paper, we will review some of the pitfalls in today's LMS/LXP, TA, HCM, and other platforms, and outline how augmenting them with an internal talent marketplace can benefit the long-term success of the business.

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Learning Platforms

Top-down, Uncontextualized Learning

As organizations become agile, the need for implementing robust learning systems is clear. But when organizations try to track the effectiveness of these systems, what is it that they're actually looking to track?

Today, the KPIs being looked at are things like the number of learning sessions completed, content consumption times, or how many employees participated in a given course. But when you really think about it, are these the most relevant metrics?

At the end of the day, the ultimate purpose of learning experiences in the work environment isn't the attainment of new skills for their own sake – it's to help employees build skills that support the company's goals as well as their personal career development plans. The problem lies in the fact that Learning Experience Platforms, or Learning Management are often optimized to hit

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these outdated KPIs, resulting in learning experiences that fail to contribute to the company's long term success.

Another part of the equation is the LXP's curated content. The KPIs learning systems are measured against are often executive-centric - not employee-centric. Consecutively, the content fed into these systems is likely curated with a top-bottom approach: dictated from the outside, reflecting what could be industry trends at best, or the findings of a niche research at worst. None of these scenarios focus on the skill gaps and vacancies the

organization is experiencing now, and so these systems miss out on what everyone agrees is the key priority in 2020: increasing organizational agility by creating an adaptive workforce. It is the actual business challenges and employees' ambitions that should dictate the curriculum and contextualize learning in real-world opportunities.

THE SOLUTION

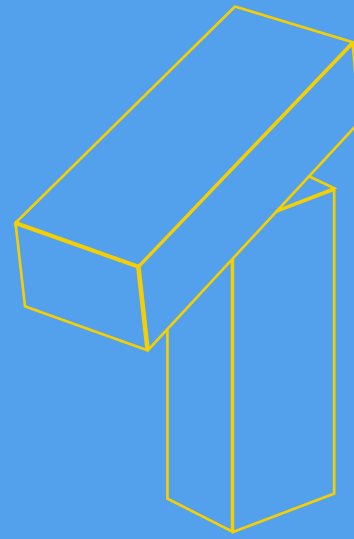
In short, the LXP's contribution to internal mobility - be it a part-time project, changing positions, or climbing up the career ladder - is the most important indicator of its success. To enhance employees' development, HR architects must incorporate learning in the internal career opportunities that are derived from the needs of the organization in a live, perpetually-synced fashion. This is where the Internal Talent Marketplace comes in.

The talent marketplace is a live, two-sided platform where internal career opportunities are posted and discovered. The opportunities are published by the company's workforce on a day-to-day basis, and therefore represent true areas of professional demand within the company. When employees log into the talent marketplace looking for career advancement opportunities, their ambitions,

skill sets, and experiences are all factored-in, immediately matching them with an optimal array of opportunities. When employees are missing essential skills required to take on an internal project or a future career move, they are pointed to the right learning content in a contextualized manner.

Paired with the talent marketplace, the content within the LXP becomes contextualized and meaningful, and its consumption results in actual business achievements. This spares employees the pain of blindly choosing what content to consume, and makes learning and development relevant to employees and organizations alike.





Talent Acquisition Platforms

Internal Mobility is Overlooked

Talent Acquisition Platforms have been around for a long time, serving recruiters in their hunt for external talent. An TA is, however, a tool that ignores internal candidates by design; a practice that slows organizations down, and is no longer possible in the competitive landscape organizations have entered in the past decade -- and even more so, as COVID-19 disrupts the market. Characterized by a hiring freeze, sudden shifts in priorities, and a growing demand to fully utilize the workforce, COVID-19 has led TA vendors to repurpose their solution, and position it as a tool to facilitate internal mobility at scale.

While the move reflects a healthy shift in talent management norms, a fundamental challenge in leveraging TA for internal mobility is its recruiter-centric approach. Designed primarily for recruiters, the TA is limited to rigid job descriptions, and a static skills ontology. The TA puts the hiring

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manager's requirement list first, meaning it overlooks employees' unique profiles and ambitions.

Moreover, similarly to an LMS/LXP, the core units within the platform - openings - are externally dictated, originating from a predefined recruiter's list, or an organizational diagram. Spontaneous openings, representing the current business reality within the company, are overlooked, turning the TA into a rather detached tool in which the representation of the organic demand within the organization is partial.

The challenge of repurposing TA to facilitate internal mobility is

also manifested in the spectrum of internal opportunities it offers. Deeply entrenched in full-time jobs conventions, TAs are not designed to support mobility models like projects, gigs, or mentorships, all of which entail completely different matchmaking techniques -- preventing them from acting as a centralized hub for both external recruitment and internal mobility.

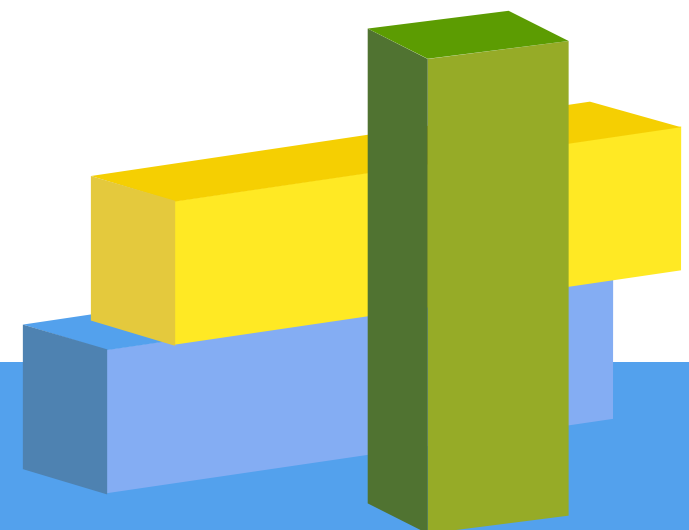
THE SOLUTION

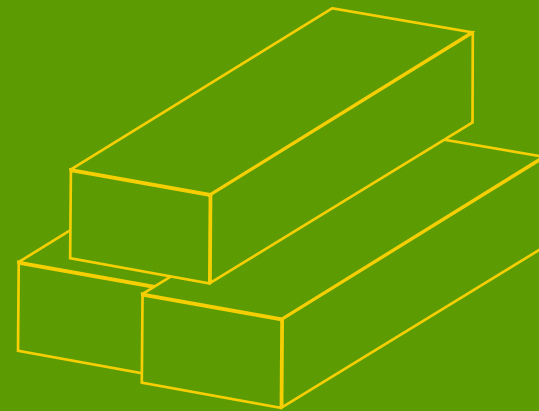
The current design of TA means innovative HR managers seeking to enhance their workforce with the benefits of internal mobility, can no longer rely on it alone. The solution lies in augmenting. HR leaders should introduce an Internal Talent Marketplace to work side-by-side with the TA, geared towards engaging employees with a full spectrum of both spontaneous and strategic internal opportunities in real time. An ideal talent marketplace platform must spark usage among employees and managers alike, and turn internal mobility into an integral element of the organizational day-to-day.

When done right, the talent marketplace is the sole platform which prioritizes the creation of internal connections. In contrast to TAs, the talent marketplace's end-user is the employee, which

means the experience is optimized to engage them with meaningful internal opportunities. Unlike the TA, the opportunities the talent marketplace is able to offer are diversified, and can range from a full-time position to a gig, or coaching; they originate in the field, whenever a new need arises.

Finally, the talent marketplace isn't limited to predefined relationships between job titles and skills - which means it can produce far more internal matches than a repurposed TA. An AI-powered talent marketplace, when armed with advanced NLP and self-evolving ontology, can learn more about your employees and available openings than any manually-structured information, resulting in extremely high assignment rates - both in volume and in speed.





HR Management Systems

Hardly Used Systems of Records

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Old HR conventions dictated that the role of HR is to manage talent like one manages transactions. HCM systems have been built in light of these norms, resulting in static systems-of-records. Today, however, HR is known as a core catalyst for growth within goal-driven companies

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When was the last time you accessed your core HR platform? HCMs and ERPs are usually not systems most executives and employees interact with on a daily basis, and are mostly used once or twice a month to pull relevant information from.

While this may seem like an advantage, this is actually a con. When HR-centric systems - or any data-driven system for that matter - aren't in regular, routine use, the information they process and present is necessarily less accurate and relevant than the data generated in systems in more intensive use.

Old HR conventions dictated that the role of HR is to manage talent like one manages transactions. HCM systems have been built in light of these norms, resulting in static systems-of-records. Today, however, HR is known as a core catalyst for growth within goal-driven companies; its role is not only to track attendance, vacation days, salaries, and personal data; rather, it is to ensure the employee lifecycle is as meaningful as possible, to employees and company alike. Its aim is to maximize the workforce's overall potential, and to harness it fully to achieve business goals.

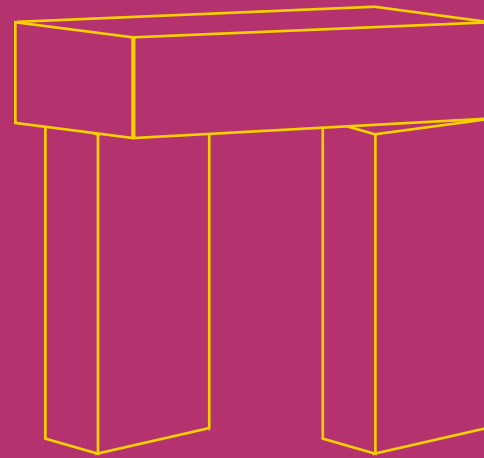
THE SOLUTION

These new ways of thinking call for a core system that is heavily used by all stakeholders to drive business growth. Such a system, in return, will generate an abundance of real-time data that executives, HR managers, and business line managers can all utilize as they approach complex decisions. This is exactly what an Internal Talent Marketplace does.

The talent marketplace is geared towards engaging employees with opportunities to advance their careers on a day-to-day basis. It therefore relies on heavy usage by design, from both employee and manager sides; for the platform to be successful, managers must interact with it frequently enough to post opportunities on a regular basis, and employees must regularly engage with the opportunities they like.

The outcome is an abundance of data in real-time -- data that turns into insights that executives can instantly act upon. Paired with the HCM, the talent marketplace empowers business leaders to make better decisions, and gain a deeper understanding of their workforce.





Career Pathing Tools

Outdated Mapping & Dead-end Plans

Career pathing tools are meant to help individuals make their way through an organization. Ideally, these tools chart potential paths employees can take within the organization to enhance their skills and reach career goals, while taking the organization's structure into account. However, the main problem with today's tools is the short shelf-life of the paths they generate; they stop being relevant almost as soon as they're drawn up.

Organizations are increasingly agile, and alongside technological advancements and changes in the market, there's no guarantee that any role that exists in a company today will continue to exist tomorrow, or that the roles and experiences needed to reach it along the way will stay static. So while HR professionals may be spending a lot of time and effort to provide employees with

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skills and experiences needed to make progress remains a puzzle - one that employees struggle to solve.

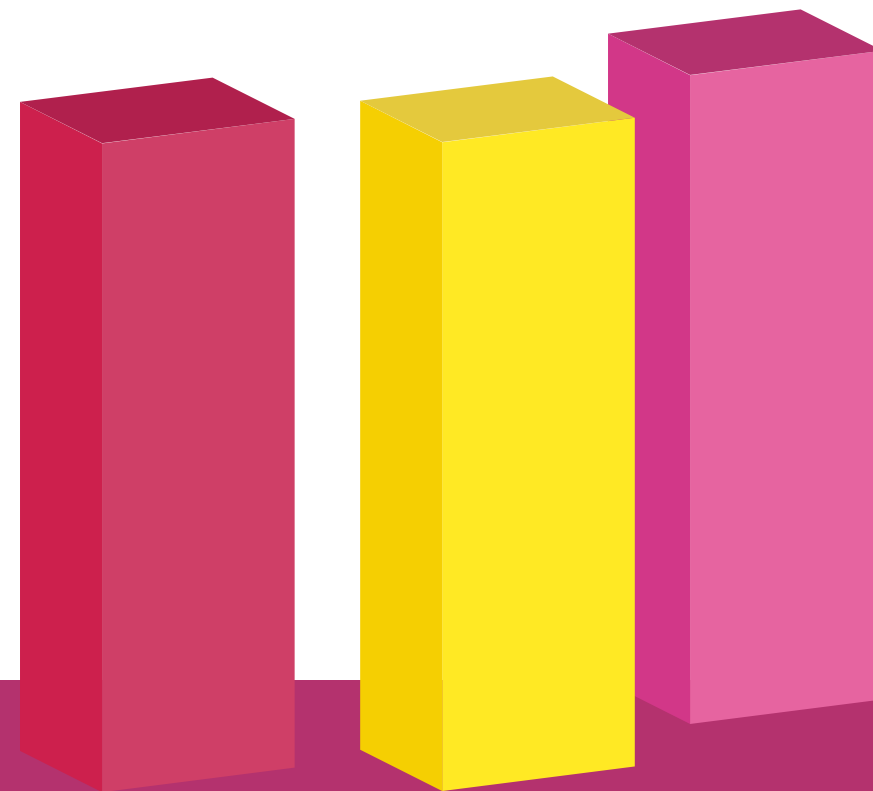
The issue of career pathing tools isn't limited to their outdated organizational mirroring; most of these tools also fail to capture employees' changing ambitions in real-time, thereby rendering the paths they map out even less relevant. To complicate this even further, the generated maps deliver a plan, at best, but lack actionability; exactly how one should go about accumulating the

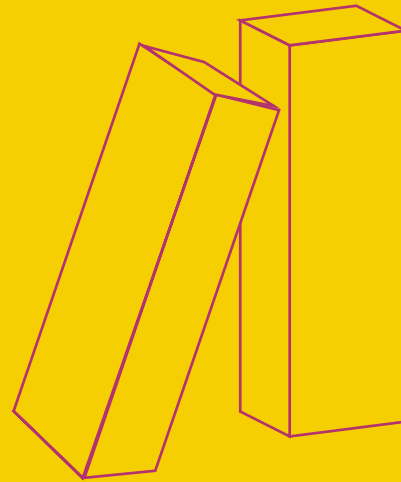
THE SOLUTION

HR departments that want to provide employees with meaningful career paths must therefore ensure the changing relationships between roles and skills are always being tracked and updated, as well as the personal preferences of the employees they cater to. Advanced, AI-backed Internal Talent Marketplaces can offer this functionality, as they constantly map and make connections between newly emerging skills and job descriptions. Since the talent marketplace acts as the center of the employee experience, it's constantly learning and keeping track of employees' career ambitions and progress.

Finally, the talent marketplace can turn generated career paths into more than recommendations, by pointing employees to actual opportunities in the organization that complement their career

aspirations and help them progress towards their goals. Embedded in an AI powered talent marketplace, career pathing modules can synergistically deliver immediate business value, and so contribute to an HR function that is not only efficient and attentive - but is also a vital part of the company's success.





Internal Job Boards

The Importance of a Consumer-grade Experience

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Before TAs were repurposed to foster internal mobility in an effort to develop talent and meet surging HR pains, internal job boards were trying to do the same. While the orientation of these tools is “employee-first,” unlike a traditional TA, they are rarely the first or easiest place for employees looking for their next big challenge to turn to.

Internal job boards, no matter how robust, simply can't compete with job-seeking platforms like LinkedIn, or internal AI-powered mobility platforms, which offer a consumer-grade user experience, personalized

professional opportunities, and the chance to avoid unpleasantness or even grudges from their current bosses.

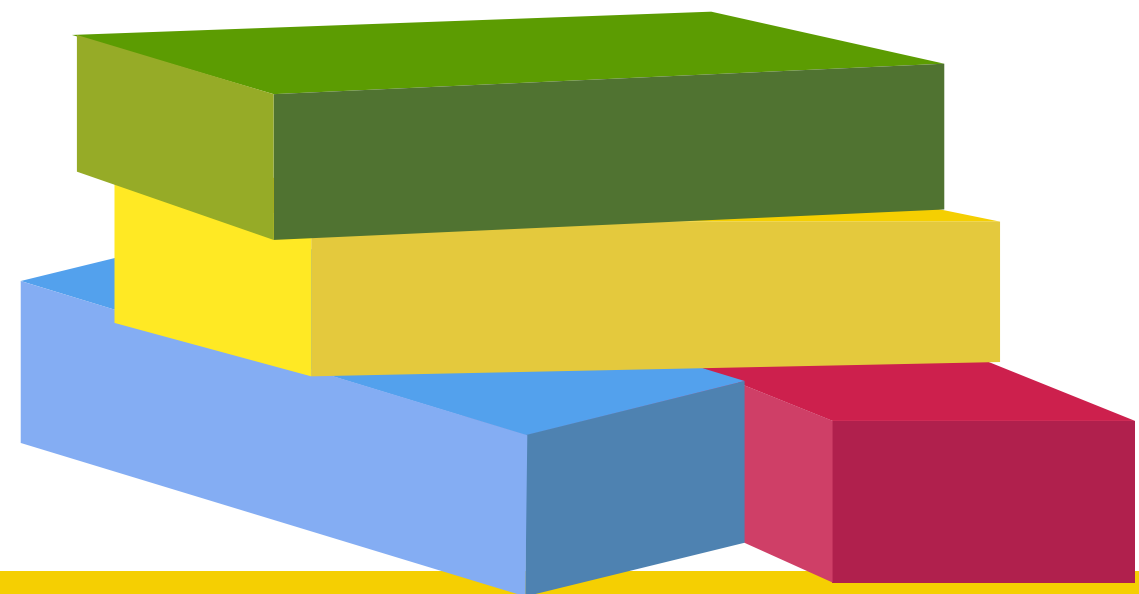
Unpersonalized suggestions, poor customer experience and the fear of being judged held internal job boards back from the moment they emerged. It's time to change that.

THE SOLUTION

Organizations seeking scalable and engaging internal mobility must therefore provide employees with an extremely rewarding user-experience experience; one that drives adoption by delivering immediate value to employees in the form of an actual professional experience. It is of vital importance that employees are guided through the array of opportunities the platform offers by factoring in their unique preferences, skillset, and experiences, as well as their activity within the platform itself. Employees' choices on such a platform can teach HR professionals about the priorities of their workforce more than any external source of data could ever hope to.

Enterprises looking to explore this route, using platforms like talent marketplaces, must make it a priority to harness top-tier management to the

change. Executive buy-in is perhaps the single most crucial part in facilitating a truly extensive internal mobility culture, and so on top of hunting for successful platforms that will engage employees with career experiences, HR managers must partner with vendors experienced in guiding organizations through such a transformation, before - and while - the transformation takes place.



Driving Growth with the Talent Marketplace

The tectonic shifts in the role of HR transformed it from a reacting, administrative function, to a growth-minded turbine driving organizations forward. Prominent HR leaders are credited for their significant contributions to the long-term success of the business by rapidly identifying areas for HR-centric improvement, and capitalizing on the discovered opportunities.

It is evident that traditional HR systems, from learning platforms to talent acquisition platforms, human capital management systems, and others, are no longer optimized for new initiatives and modes of thinking, and often stand in the way of progress. Augmenting them with an Internal Talent Marketplace, however, can help organizations bridge that gap. The talent marketplace is a growth-driven platform by design, and by

leveraging AI, consumer-grade experience, and mapping organizational skills and vacancies in a creative, open way, it can empower HR managers and executives to make smart, fast business decisions that create an immediate impact.

If your organization believes in the increasingly significant role of HR as a growth catalyst as well, you should explore the emerging talent marketplace platform, and see just how it can integrate with the rest of your technological stack to drive business value and push your company forward.

About Gloat

Gloat is the first-ever Internal Talent Marketplace, used by the world’s leading enterprises. Our platform helps enterprises democratize career development, unlock skills, and future-proof their workforces, by utilizing a powerful AI engine and relying on years of experience and implementation. We enable enterprises to harness the hidden potential of talent throughout the organization by matching people to internal career opportunities that are right for them, and provide mission-critical organizational agility, visibility, and insights.

Learn more at:

www.gloat.com

