



The **Future** of Work is **Personal**

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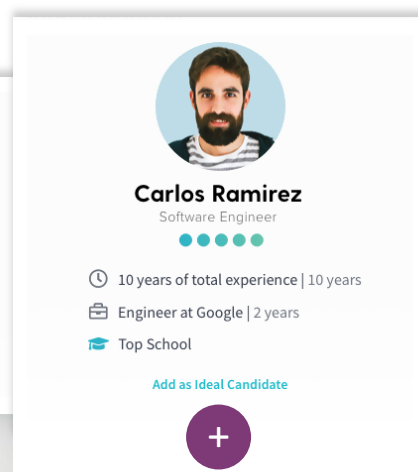
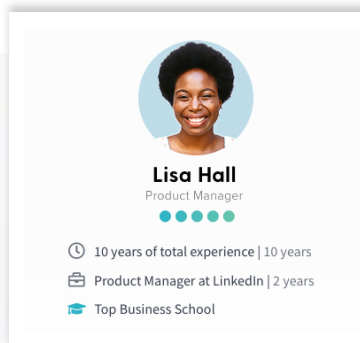
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Introduction: Transform the Candidate Experience



If you want to know the future prospects for any business, look at its hiring practices today.

A business' ability to hire and keep top talent is the direct driver of its success. Yet hiring and retention are among the most challenging aspects of running a business.

According to a recent survey of more than 1,200 CEOs and CHROs by Harris Interactive Media in collaboration with Eightfold:



78% of CEOs and CHROs see recruiting and talent management programs as critical to their businesses



But **56%** say theirs are not effective¹

These ineffective talent management programs are slow, manual, and impersonal. To attract and keep today's workers, talent practices must become much faster and more automated, yet also remain highly personal to each candidate. Achieving this combination is only possible with new techniques and technologies including Artificial Intelligence (AI).

AI is enabling hiring organizations to create career sites that provide personalization at scale to all applicants, while enabling faster application. AI is also allowing them to break through the boundaries of old, impersonal career sites that treated every applicant like a transaction instead of a person.

Providing candidates with personalized interactions creates a fundamentally new and transformative candidate experience

Personalized Candidate Experiences Drive the Future Of Work



Providing candidates with the opportunity to personalize every aspect of their interactions with potential employers is the competitive advantage every company needs to grow.

It's clear that taking a one-size-fits-all approach to career sites isn't working. Thinking their career sites need to meet minimum viable requirements, with personalization being seen as more of a nice-to-have, recruiting leaders can begin to see candidates as digits aggregated into activity reports instead of people with unique capabilities and strengths.

The CHROs that allow recruiting to become quota-driven are holding their companies back from finding the talent they need to grow today and in the future. With personalization, companies can offer a superior candidate experience that attracts talent.

"Candidate experience is crucial in this day and age," said Brian Ferguson, Head of Talent Acquisition at WP Engine.

"Treating candidates with respect and dignity is a must. Keeping them informed and making sure there are no black holes is super important. Bad word travels at light speed, and that bad word can deter people from applying to positions or considering us as an employer of choice. With that, we make sure we drive candidate experience as a priority in every stage of our hiring process."

The benefits of personalized recruiting and talent management experiences have been the focus of research for decades. Time and again, research findings suggest that personalization has the greatest potential to differentiate the candidates experience, offering greater knowledge to candidates about their career options and their positions of interest.



Career sites that provided practical, useful career advice combined with intuitive, easy-to-navigate personalization options were considered more trustworthy than those that forced candidates into a common process workflow or queue.² Career sites that provide even a minimum level of personalization are perceived by candidates as more valuable and worth spending time using than those that don't.³

One of the most compelling findings is that career sites that provide useful career advice and personalization options turn more visitors into applicants, and deliver more candidates per open requisition than their peers.² "If you're not thinking of candidate experience in every stage of the hiring process, you're going to fail, it will impact your corporate and employment brand," Ferguson said.

"Successfully personalizing every phase of the recruiting, retention and talent management process starts with a relentless focus on delivering an excellent candidate experience," commented Michael Ross, Former CHRO at Visa. "Providing a career site that delivers personalization at scale across the global community of candidates keeps them engaged and focused on finding the best position in your organization."

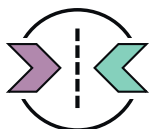
Five Reasons Personalization Is the Future of Career Sites



Based on the studies of how personalization improves the candidate experience on career sites, validated by the insights of experienced talent leaders, several key insights emerge.



First, candidates want a contextually rich experience that provides insights, intelligence, and knowledge they can customize for their specific interests. Think of this first requirement as providing candidates with a career knowledge portal specifically matched to their unique interests and career needs. By using AI to match applicants' unique capabilities with career-relevant content and open positions, the latest generation of Talent Experience is more relationship-driven and less transaction-driven.



Second, it's well proven across over two decades of research that matching candidates to positions increases preference for the brands of employers offering these insights.⁴ Previous approaches to filling the most in-demand and often senior roles that relied on a playbook strategy to recruiting aren't working today. Taking the first steps to customize messaging to candidates can go a long way to solve the ineffective talent practices and poor outcomes CEOs, and CHROs are seeing.

"Looking for top talent, in certain key roles they will become more and more scarce, and therefore more and more competitive," said Monika Fahlbusch, Chief People Officer at JUUL Labs. "Both candidates and employers will need to find ways to differentiate. The past decade has been relatively easy, as the profiles were more 'typical'. Now the hard work begins."



Third, the more freedom and flexibility a career site provides candidates in creating their own unique experiences, the greater the probability recruiters and hiring managers will be successful in finding qualified applicants. Every new attribute included by an applicant in a personalized Talent Experience provides an additional data point that helps to define if they are a strong match for open positions.

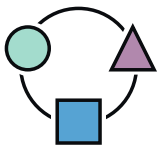
By creating highly configurable career sites, hiring companies can reduce the uncertainty whether a candidate is a strong match or not. And the same holds for the candidate, as an AI-based Talent Experience provides them a prioritized list of open jobs they have the greatest chance to excel at.

Early studies using machine learning algorithms to assess capabilities-to-position matching showed potential as early as 2012 in ranking the most capable candidates by open position.⁵ The technology has advanced dramatically in the years since.



Fourth, candidates' expectations of their Talent Experience are continually increasing and changing as the user experience designs of social networking sites such as Instagram and Twitter become the standard models for interaction. These sites are moving to provide users greater control over content, context, and security. Social networking sites' rapid pace of innovation at the user experience level is setting a minimum level of expectations for career sites.²





Fifth, there's the potential to achieve greater diversity and inclusion by empowering candidates to describe themselves with their capabilities and skills, overcoming bias. CEOs and CHROs are placing a high priority and corresponding level of investment to improve their organizations' levels of diversity.

Ross, the former CHRO of Visa, shared one of the ways Visa created a culture of diversity and inclusion. "We thought it was important to listen to feedback of ways we could best improve," Ross said. "For example, we held both global and regional diversity summits and asked key questions in our employee surveys. The lessons learned through our approach changed the fabric of our company for the better, engraining diversity and inclusion into our approaches for talent management"

The Harris Interactive Media study found that the majority of CEOs and CHROs acknowledge their organizations struggle with diversity challenges related to talent acquisition and retention.¹ By focusing on their capabilities, skills, and strengths, and how these characteristics meet the needs of a job, personalized Talent Experiences let candidates avoid their own self-selection biases while providing a common set of information about the candidates to hiring managers.

For the organizations that are enthusiastically endorsing diversity programs, yet struggling to make progress, Talent Experience built on an AI platform can accelerate their diversity and inclusion goals.

Four Keys to Success with Personalization



The four vital factors that all successful Talent Experiences share are the following:

1

Personalization at scale is built into the platform.

A personalized Talent Experience must provide a positive candidate experience for everyone, and so the personalization must be built in. Therefore the technology must be cloud-based, integrated to relevant recruiting technologies such as ATS, and connected to relevant content.

2

Designed for fast response times regardless of the device being used.

Ninety-four percent of smartphone job seekers, representing 26% of all American adults, have used their smartphone to browse or research job listings according to Pew Research.⁶ Personalized Talent Experiences need to have responsive designs that scale across any mobile or handheld device and are intuitive to use.

3

Made to minimize clicks, form entries, and repetitive efforts.

Older career sites often require candidates to register before applying and to fill in dozens of fields, sometimes requiring repeated entry to apply for multiple roles. This experience drives off candidates, with high performers and early-career candidates especially likely to abandon a poorly designed site. A personalized Talent Experience uses information that is already available, such as a resume, to fill in key fields and minimize data entry, enabling candidates to apply for jobs in just a few minutes with as little as one click.

4

Equitable in all aspects of data usage and matching.

Equitable and fair design practices need to be the cornerstone of any career site design. Candidates must be matched to jobs without regard to their characteristics such as gender, age, or ethnicity, and they must be able to understand why they are matched to jobs based on their skills and experiences.

Matching Candidates to Open Positions Using AI



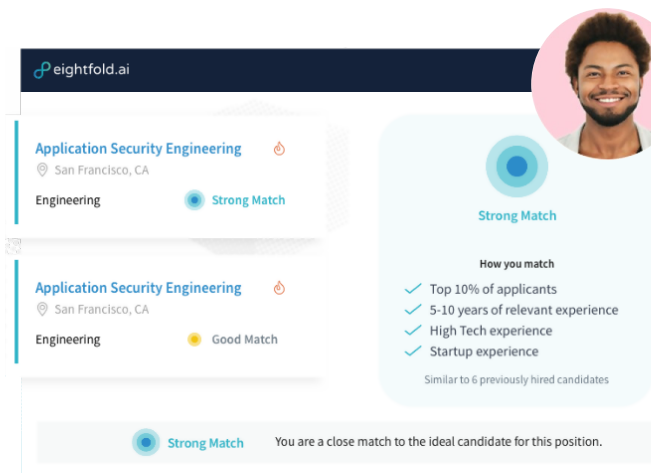
Accelerating the time-to-hire, reducing the cost-to-hire and increasing the quality of hires starts with AI matching. Consider the fact that 73% of job seekers say the job search process is one of the most stressful experiences of their life.⁷ That's why providing a personalized list of positions for the candidate, in seconds, is so critical to reimagining the candidate experience.

This type of matching encourages far more candidates to apply, at least doubling the volume of qualified inbound applicants. Recruiters can respond and schedule interviews faster because they have greater insight into the best-fit positions and skills of each candidate, reducing the likelihood of internal uncertainty that can delay interviews. With more qualified inbound talent, the company will need to conduct fewer expensive retained searches and less bulk sourcing.

"It's a scary and exciting time to be in the job force. Exciting in that employers must think differently about where they source talent, and what the talent looks like, and therefore what potential they have," said Fahlbusch. "Scary as we are in a new world when it comes to recruiting. Playing the same playbook won't work. Winning the war for talent on top amenities won't work. It's now up to employers to see beyond the obvious when it comes to finding the next top talent."

How AI-based Matching Benefits Candidates

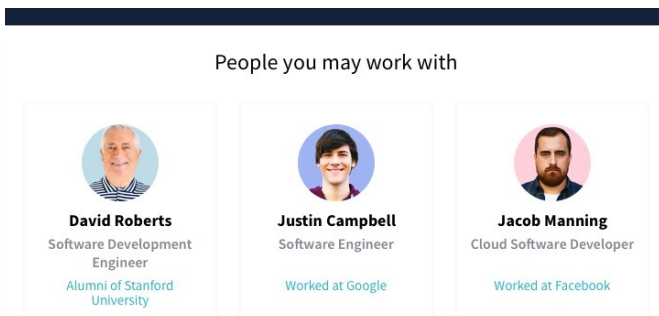
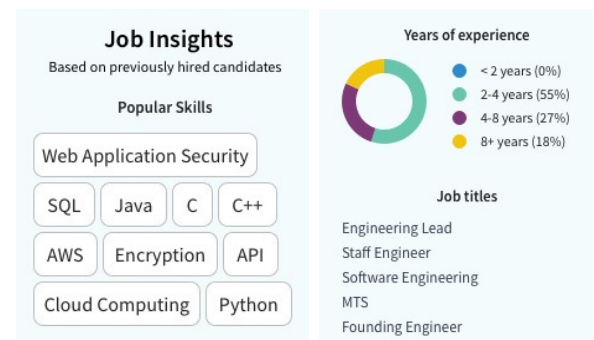
Building a personalized Talent Experience on an AI platform is the future of recruiting and talent management. The graphic below shows why.



When Kevin uploaded a resume with his career achievements, skills, work history, and other professional accomplishments, he matched himself to open positions.

In a few seconds, Kevin can see a summary of the positions he is the best match for. For each position, he can see why his experiences and skills match the requirements of the position

The personalized Talent Experience also provides insights on the most common skills of previous hires, their years of experience, their job titles, and which companies they worked for. With this information, Kevin gains insight into how his qualifications will be viewed by a hiring manager, giving him transparency and confidence.



Finally, the personalized Talent Experience shows people working at the company who share a common background with Kevin, such as a prior company or university, and content that matches Kevin's interests.

In seconds, Kevin has what every candidate applying for a job wants: a clear sense if he is a good fit for the position, and encouragement to see himself in the role. If Kevin chooses to apply, he can do so in seconds, with just one click.

How AI-based Matching Benefits Hiring Managers and Recruiters

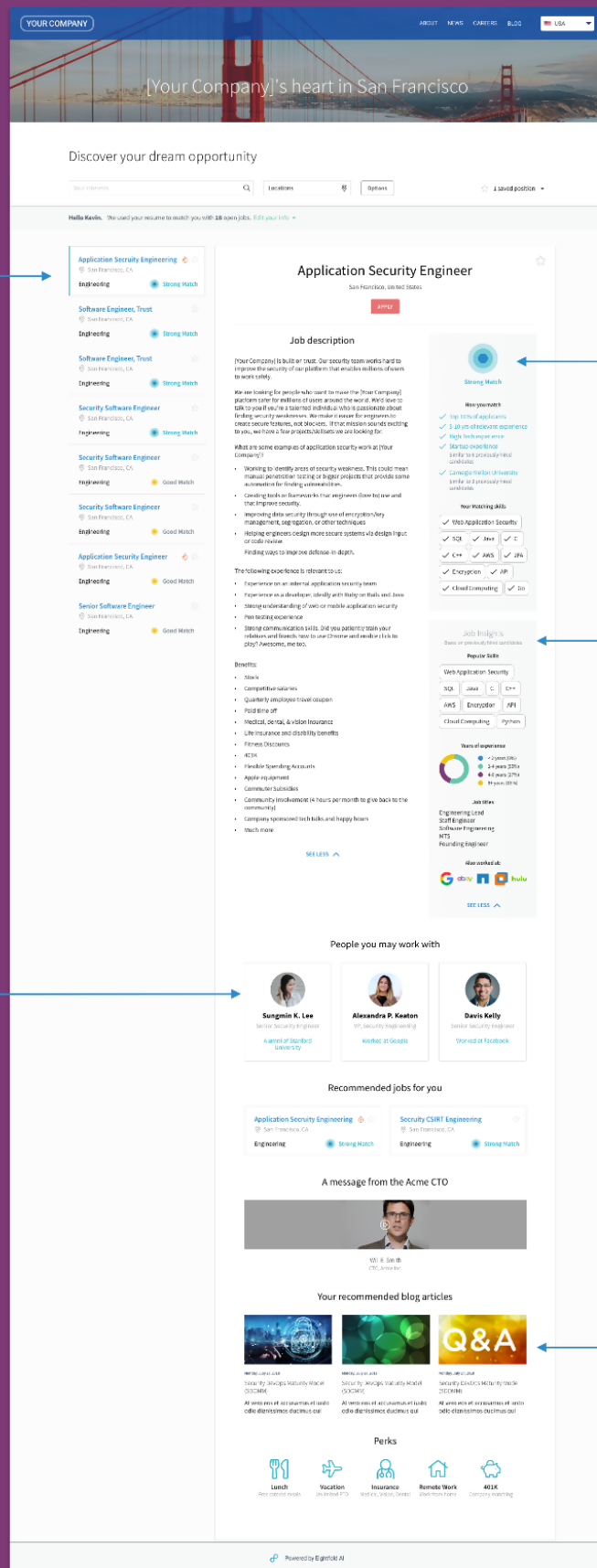
Relying on AI to find the best matches for a position frees hiring managers and recruiters to invest more time building relationships with candidates. They're no longer manually reviewing hundreds of resumes, and they're able to spend far less time sourcing because of the larger and more diverse pool of applicants their personalized Talent Experience attracts.

Companies adopting Talent Experiences that are built on an AI platform have more time and ability to nurture candidates in high-demand fields. Companies can invest time to re-engage their broad, global community of candidates and encourage them to consider applying for positions that most closely match their capabilities.

With the greater volume and quality of candidates, companies can hire faster, hire more qualified individuals, and do so at lower overall cost. It's a transformative change.



Talent Experience



- Prioritizes jobs that best match the candidate

- Focuses on why the candidate matches the job, an unbiased approach that encourages female candidates to apply

- Provides the backgrounds of previously hired candidates for transparency

Shows people with shared backgrounds who the candidate may work with

- Offers content of particular interest to the candidate

Conclusion



Personalized Talent Experiences are improving recruiting, candidate experience, and diversity by providing every candidate with an opportunity to find positions that best match their capabilities. By providing useful career-oriented content with real-time matching to open positions they're qualified for, candidates know immediately about the best opportunities that match their capabilities.

Many studies of career site effectiveness show the value of personalization. Real-world results bear out the findings of such studies.

Today's candidates increasingly influenced by the experience of their consumer social networks. They expect personalization and insight, and don't want to waste their time. The companies offering career sites meeting these standards with AI will boost their brands as employers.

In short, a personalized Talent Experience is quickly becoming the standard for all career sites. Reimagining the candidate experience is a critical step in the Future of Work.



About Eightfold



Eightfold delivers the Talent Intelligence Platform, the most effective way for companies to identify promising candidates, reach diversity hiring goals, retain top performers, and engage talent. Eightfold's patented artificial intelligence-based platform empowers enterprises to turn talent management into a competitive advantage. Built by top engineers and backed by top investors, Eightfold is based in Mountain View, California.

For more information, visit www.eightfold.ai

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