

The Ultimate Guide to Talent Management in The Age of AI



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Talent Technologies Haven't Kept Up

If you're reading this guide, chances are your talent processes aren't working as well as you want them to. Your employees are quitting too often, you can't hire fast enough to fill roles, or you can't properly review all the applications you receive. Maybe top candidates are rejecting your offers. Maybe you are missing your diversity hiring and retention targets.

A major reason why companies are experiencing these, and other challenges, is that their current technologies are not designed to solve them. Instead, they're designed for more basic purposes.



For example, your tools:

- May be helping comply with the law by storing resumes, but they offer little ability for you to discover valuable candidates in your database, resulting in spending on outside agencies for people you may already know.
- Could allow you to source a lot of candidates, but that isn't going to help if they're the wrong candidates or if it takes ever-more sourcing to get to one hire.
- Are telling you how many people quit, but they're not sufficiently helping you identify the employees at risk of flight or helping employees find internal positions before they quit.
- Might help with diversity and inclusion by telling you the extent of the gap between your current state and your goals, but doing very little to advance you to those goals.
- Broadcast your brand to the masses, but don't actively encourage applications from the people you most want to apply.



It's not your fault that technology is not meeting your needs in today's talent market. The problem is that your existing technologies have not kept up with the realities of today's digital, data-rich world, and so the processes built around these tools are also failing.

Eight Ways Talent Processes Are Broken

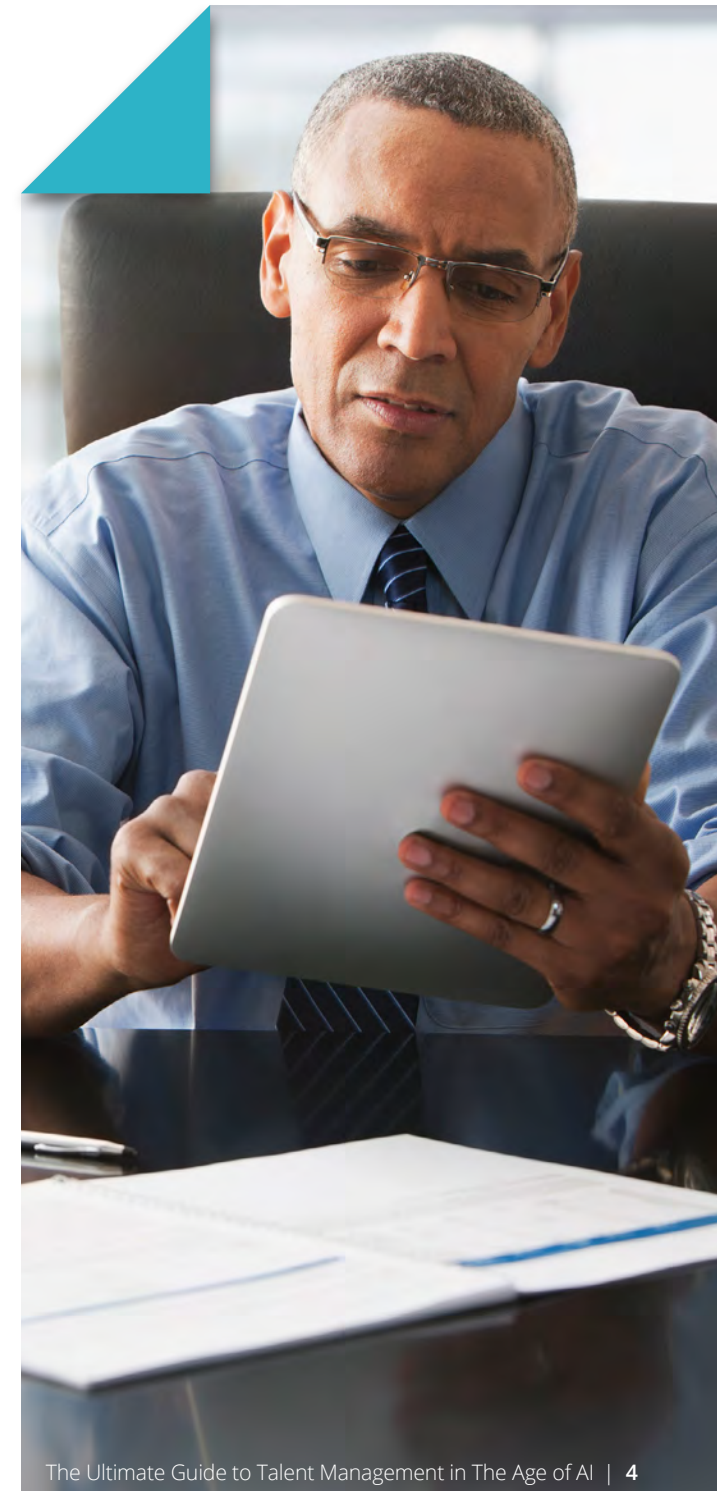
Your talent challenges have grown out of the last generation of tools for talent.

The processes that have developed in recent decades, and the technologies that support them, have failed to address today's talent challenges and, over time, created numerous problems.

Consider the problems that many organizations are facing:

- **Resumes are bad.** They are unreliable, non-standardized, and can be hard for a decision maker to understand and recall. You need something more to connect the dots about what skills the person behind the resume actually has. In a world of social media profiles and smartphones, the still-dominant resume is a “technology” that has been in use for more than 500 years!

- **Job descriptions are even worse than resumes.** They list experience requirements that aren't really needed; have vague wording that is easy for both the recruiter and the candidate to misunderstand; suffer from inherent biases in the use of language that may discourage diverse candidates from applying; don't break down the skills really needed to do the job; and lastly, job descriptions get reused over and over until they contain text that is no longer relevant to the role.
- **People don't leave to do the same work in their next role.** They want to apply their skills and experience to something new, something better. But the most common processes today, based on resumes and job descriptions, don't enable organizations to hire for potential. Instead, most organizations will hire the person who has “done the job before,” creating a fundamental mismatch between the career growth workers desire and the hiring that organizations prefer.





- **Internal mobility is a common buzzword, but companies don't have a good read on the skills and experience of their own employees.** Furthermore, managers can “hoard” strong performers who could move internally if given the chance. Companies need to figure out where employees can grow internally and then enable and encourage this growth, instead of waiting for the exit interview to find out what went wrong.
- **Alumni are forgotten.** People leave companies, gain valuable experience, and could be great boomerang employees, but companies lose track of them and the skills they've gained since leaving. Even in a world of constant talent movement, companies are as likely to think of their alumni as pariahs as they are to consider alumni a top pool of potential hires.
- **Past applicants are ignored.** Applicant tracking systems (ATS's) generally do well at storing data and complying with the law, but they aren't designed to highlight the past applicants who should be considered for a future job. ATS's often lack good search and reporting capabilities and can't keep talent profiles up to date, which can make finding a prior applicant who should be recruited again nearly impossible.
- **People are inherently good, but we're all biased:** Our histories and experiences can create subtle, unconscious biases which can lead to non-objective decisions, especially when it comes to hiring. Talking about diversity and identifying that there's a problem is not the same as solving the problem. Solving for diversity requires organizations to create and enforce policies, including using technology, that can counteract the unconscious biases that we can't always overcome.
- **The applicant experience is awful.** The explosion of digital tools, ironically, has made applying online a poor option. Candidates facing a job site with thousands of open roles—each with a bad job description—can't find the right roles to apply to and often respond by submitting many applications. Because it's free to apply for a job, companies get overwhelmed with applications and often react by failing to respond to many people. The result is frustration on all sides.

Talent Department Challenges Are Hurting Organizations

The reality of broken talent processes isn't just a recruiting problem—or an HR problem. It's a business problem.

Organizations suffer when:

- 1 People leave jobs despite there being opportunities internally they didn't even know about
- 2 Job candidates have little idea what jobs they're a fit for at a company
- 3 Companies can't find enough of the right people for their roles.

This all means more positions stay vacant, which hurts customers; which hurts the goals of the organization; which ultimately affects the bottom line.



How Do You Know If Your Existing Processes and Technologies Aren't Working?

Here's a sense of when it's time to consider a new generation of talent technology.

You're paying agencies for candidates who are already in your applicant tracking system ...

... gathering digital dust. You likely don't know much about the thousands of profiles in your ATS, and what these people have been doing since applying. A common result of this reality is paying headhunters to find candidates who you already know about.

One of your employees quit for a new opportunity they could have had internally ...

... which happens daily in companies because employees find it easier to switch jobs than find new roles internally. The employees have been left in the dark about what internal roles they'd be a fit for and what skills they need to add to their portfolios. Companies similarly often find it's easier to hire than promote, because they really don't have a good handle on all the skills and experience of their existing workforce. The result is a lot of unnecessary turnover, more time with vacancies, and less capacity to deliver on the needs of the business.



The best potential applicants on your career site never apply ...

... because after all the money poured into corporate career sites, job seekers don't know exactly which role to apply for. They're doing keyword searches and are often just searching job descriptions that don't successfully match them to the right job. The result is a very low percentage of people who view a career site actually applying for the right available job.

Diversity numbers aren't increasing ...

... since despite lots of talk in the talent field about diversity, the current solutions haven't found or fixed sources of bias. Customers, boards of directors, employees, potential employees—they all consider diversity and inclusion a serious priority and increasingly believe that the current pace of results is not acceptable.

Recruiters have walked out of meetings with hiring managers frustrated ...

... because the two colleagues can't effectively communicate. Too often, a manager's expectations don't meet the recruiter's knowledge of the talent market or their ability to find recruitable talent. What's needed is a way for a recruiter to show up to an initial meeting with a hiring manager to discuss an open req and view possible external and internal candidates in real time. From there, the manager and the recruiter can work together to adjust their expectations and requirements to identify a pool of available workers who meet the manager's needs.

You have tools that you aren't using ...

... and they're still costing you money. Many companies have literally dozens of talent-related tools, most of which don't "talk to each other" and don't produce the results they want. These include sourcing tools, referral solutions, alumni-management tools, analytics, screening products, and more. With all these tools, cost and time to hire aren't getting much better, and the right candidates still aren't applying.



A New Platform: Talent Intelligence

The answer to siloed, dated technologies and the problems they can't solve is a Talent Intelligence Platform.

A Talent Intelligence Platform combines data about applicants, employees, and alumni from existing enterprise systems with data from public sources to create a single Talent Network for the organization. With their own, constantly updated Talent Network, the organization can identify the right individuals for any need, including applicants, employees, sourced talent, and even contingent workers.

A Talent Intelligence Platform uses AI as the engine for addressing:

- Talent acquisition, instantly revealing and ranking qualified talent for any job, using current employees, passive and active candidates, referred candidates, and alumni combined in one Talent Network.
- Talent diversity, reducing unconscious bias to greatly improve diversity in hiring.
- Talent management, increasing internal mobility by revealing internal transfer and promotion opportunities appropriate to an employee.
- Talent experience, immediately finding, ranking, and displaying the best-fit jobs for any candidate visiting a career site, increasing the rate of qualified applications.
- Contingent workforce management, finding and ranking available workers for a contract position from the organization's AI-enabled Talent Network.



Talent Intelligence Platforms are quickly being adopted by leading organizations worldwide.

Organizations using the Eightfold Talent Intelligence Platform quickly achieve improved candidate response, faster hiring cycles, reduced attrition, lower cost-to-hire, greater diversity & inclusion, and other valuable outcomes. Most companies adopting a Talent Intelligence Platform find themselves eliminating multiple tools they no longer need and that lack powerful AI.

What's Powering a Talent Intelligence Platform?

The underlying engine of a Talent Intelligence Platform is artificial intelligence based on deep learning neural networks, solving the problems of the last generation of talent technology.

This AI can:

- 1 Handle huge data volumes that exist today, making a Talent Network possible
- 2 Find the factors that lead to success without guidance
- 3 Move past resumes/CVs and job descriptions
- 4 Predict accurately, enabling decision making based on potential
- 5 Be instructed not to consider personal characteristics, greatly improving diversity
- 6 Create a positive experience resembling the most used consumer technologies in the world.



Who Benefits from a Talent Intelligence Platform?

When you use a Talent Intelligence Platform, many people will benefit:

| Who | How They Benefit |
|----------------------------------|---|
| Job Candidates | Candidates get the ability to see where their skills fit in an organization. This is a big improvement to the candidate experience because they no longer waste time sending in resumes to positions for which they don't have the skills. Applicants also are no longer forgotten after being told by a company that it will "keep their resume on file"; silver medalists can be found and considered for future jobs when a Talent Intelligence Platform is used. |
| Employees | Employees often leave jobs because they don't see how they can grow within their own organizations and it's often easier to advance by changing employers. With a Talent Intelligence Platform, they can see how their skills match to positions open internally. In cases where they need to add skills and experience for a new role, employees can see exactly what they need to learn. |
| Hiring Managers | The manager-recruiter meeting is often a source of friction in the hiring process. With a Talent Intelligence Platform, managers won't find themselves wasting time on the wrong people. In fact, a recruiter can create a slate of candidates right at the intake meeting and review it with the hiring manager. The two parties can make adjustments to the skills and experience needed if they want to broaden the slate. |
| Diversity Leaders | Much has been said about unconscious bias, but not enough has been done to help prevent it. A Talent Intelligence Platform can mask information on job candidates, so information that may indicate gender, race, or ethnicity is not visible to the hiring manager. These platforms can also help organizations identify any part of the hiring process at which diversity candidates are dropping out, so that the cause can be corrected. |
| Recruiting and Talent Operations | Recruiting-ops professionals find myriad benefits with a Talent Intelligence Platform. Valuable analytics help identify any improvements that can be made in the hiring process, such as where diverse candidates may be falling off. Operations professionals also often find that they end up discontinuing multiple tools used previously, such as chatbots, referral tools, sourcing options, interview scheduling tools, and diversity reporting plug-ins. Bi-directional integration with any ATS or HRIS is enabled. |

| Who | How They Benefit |
|---|--|
| Recruiters | <p>In the past, many recruiters have been dependent on other people’s networks for sourcing—relying often, for example, on outside social media or job board vendors. By using a Talent Intelligence Platform, recruiters have one place to see passive candidates, referred candidates, past applicants, alumni, and all others who have ever interacted with their talent organization: a Talent Network of available individuals that belongs only to their own organization.</p> <p>Recruiters use that Talent Network to get current, relevant insight on potential hires. They spend less time screening and have much more effective hiring manager meetings. Quickly, Talent Intelligence Platform recruiters find that they are more valuable to their companies and more of their time has been freed up for high-value recruiting work.</p> |
| CHROs and Talent-Acquisition Leaders | <p>Heads of human resources and talent acquisition should experience lower hiring costs with a Talent Intelligence Platform, as significantly less time is spent on candidates who aren’t a fit. Higher retention also results due to the ability to identify current employees’ skills and find internal growth opportunities for them, as well as the ability to measure flight risk. Employer brand improves as the candidate experience changes from a one-size-fits-all career site to one individualized for each potential employee. Perhaps most importantly, CHROs simply find that their teams are more valuable with adoption of a Talent Intelligence Platform, focusing much more of their time on work they do best, such as recruiting, coaching internal employees, and even courting alumni.</p> |
| HRIT, CTOS | <p>A move to a Talent Intelligence Platform will increase the value of IT investments. Incredibly, many companies have made large investments in applicant tracking systems, but do very little with the valuable “leads” (candidates) within their systems because of the limitations of those systems. Talent Intelligence Platforms help companies rediscover past applicants, who often have gained valuable additional skills since applying. A Talent Intelligence Platform will have a bi-directional sync with an ATS and HRIS and unlock the value of the data in these systems.</p> |
| CEOs and other Executives | <p>Leaders get a necessary competitive edge over talent vs. their peers, who are often relying on outdated selection methods. This greatly increases the ability to open new locations, introduce new products, or do nearly anything else that the organization does. The company with the best talent is likely to win in its market; the company that can attract, engage, hire, and retain talent most effectively is likely to find and keep the best talent.</p> |

What to Ask About a Prospective Platform

Educate yourself about your options before jumping into a new technology. **Here are seven key questions to ask any potential provider of a Talent Intelligence Platform:**

1 What is the prospective platform doing to remove bias?

A major benefit of a Talent Intelligence Platform is the ability to reduce unconscious bias, particularly through “masking” results about job candidates, such as their gender, their ethnicity or race, or evidence of their age. Equal Opportunity Algorithms—the state of the art in AI bias prevention—should be used.

2 Does the system “clone” your best performers?

A Talent Intelligence Platform should offer the ability to identify the skills and experience of your high-performing employees and search for potential candidates similar to them. It should have deep learning behind it, so that the artificial intelligence can scour millions of profiles for matching candidates based on similar capabilities, not keywords.

3 What about compliance with privacy laws?

Compliance and keeping up on an ongoing basis with European, California, and other laws should be a priority for any platform.

4

Would the Talent Intelligence Platform integrate with existing technology?

The system should offer bi-directional sync with all common ATS's, and all common HRIS's.

5

Is it available in multiple languages?

You should be able to have all your locations worldwide on one platform either now or in the reasonably near future. A Talent Intelligence Platform should be available in many languages and should be localized to where your employees operate. Look for a system used on multiple continents by large, complex, global organizations.

6

Is it really artificial intelligence? Who wrote it?

The AI needs to be provable and explainable. A Talent Intelligence Platform should be built on deep learning and neural networks, not keyword search or other old technology. The system should be built on a foundation of extensive data powered by AI, with hundreds of millions of profiles used to train the AI models.

7

Is it ready to use right away?

A true Talent Intelligence Platform should have AI ready to use upon implementation; it shouldn't require many months of training. It shouldn't be dependent on the profiles of any one company that is implementing it in order to function.

Why Talent Intelligence Is an Urgent Need

Your company is succeeding or failing, and will do so in the coming years, based on its ability to attract the right people, hire the right people, and keep the right people.

Hiring and retention have never been more competitive, even for hourly or contingent workers.

You cannot win the competition using broken processes like trying to match simple, flat resumes to jobs; like not knowing all the skills and experience your employees and even your alumni have; or delivering career sites, often expensive ones, without making it easier for candidates to apply for the right jobs; or not really addressing the diversity problem; or slow and costly hiring.

All told, a Talent Intelligence Platform is needed to address all these issues and win the competition for the best talent. It's about not just making your talent practices better. It's needed to make your business better.



Who's Behind Eightfold's Talent Intelligence Platform

Eightfold Founders Ashutosh Garg and Varun Kacholia have **6,000+ research citations and more than 80 search and personalization patents** between them. Garg is one of the world's leading experts in machine learning. Kacholia led the News Feed team at Facebook and the YouTube Search and Recommendations team at Google.



They have built a team with deep expertise in applying bleeding-edge technology to HR challenges.

Garg and Kacholia's work is the foundation for the Eightfold Talent Intelligence Platform. It's built on deep learning artificial-intelligence technology. This AI is why the Eightfold system can find the right candidates for your jobs, without bias, based on their skills. It's how career sites can be personalized and show candidates the jobs that best fit *them*. It's how companies can slow turnover (and reduce layoffs) by matching people with internal opportunities in their own companies.

With a Talent Intelligence Platform ...



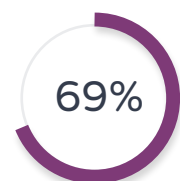
One airline **cut screening time by about 90 percent.**



One software company, after implementation, **turned its recruiting coordinator into a recruiter of senior-level roles** using the new system.



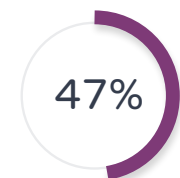
An insurance company was planning on laying off about 100 people. **It was able to see that many of those employees could be redeployed and saved their jobs.**



A services company has seen **qualified inbound candidates increase by 69 percent.**



A technology company **increased its positions filled per recruiter per quarter by 50 percent.**



Overall, platform users are seeing **47 percent more female applicants.**



Conclusion

It's past time to change. Organizations should eliminate the aging processes that have relied on resumes, job descriptions, and limited and biased data. The lack of internal mobility, the high turnover, forgotten alumni, and impersonal candidate experiences all do not need to be accepted or continued.

Instead, innovative organizations are using Talent Intelligence Platforms to make use of valuable intelligence—in their own systems, as well as from external data—to improve every part of their talent process, from the first moment of interaction with a candidate, through employment and offboarding.

These platforms integrate with existing tools. They're compliant with privacy laws. They're available in multiple languages. They improve, rather than limit, diversity. Eightfold created the world's first AI-powered Talent Intelligence Platform, offering deep expertise in AI and machine learning, a proven track record, and world-leading technology. Organizations using the Eightfold Talent Intelligence Platform quickly achieve improved candidate response, faster hiring cycles, reduced attrition, lower cost-to-hire, and ultimately an improved top line.



Contact us to talk about how a Talent Intelligence Platform can help your business

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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 out of Facebook, Google, and other leading technology companies, Eightfold is based in Mountain View, California.

For more information, visit eightfold.ai