

How will you drive talent strategy in the digital age?

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EY

Building a better
working world



Digital is forcing organisations to rethink traditional business models and adopt an agile approach to their talent strategies.

A wave of technology is helping to reinvent the workplace and enable performance above and beyond previous capabilities.

As it reshapes the traditional business landscape, digital is set to change the face of the talent strategy.

By understanding emerging themes, CEOs and HR practitioners can apply learnings from other organisations and behavioural theory to review and reinvent aspects of their talent management.

Early adopters will help their organisations to become agile and digitally integrated enterprises.

In particular HR practitioners can learn from increasing digital disruption forces in the customer space to understand how employees might become unencumbered in the digital world.

The unconstrained workforce

- Internal resourcing platforms
- Gig economy
- Open source problem solving
- Flexible
- Career path transparency



The cognitive workforce

- Artificial intelligence
- Robotics
- Big Data
- Chatbots
- Innovation



The connected workforce

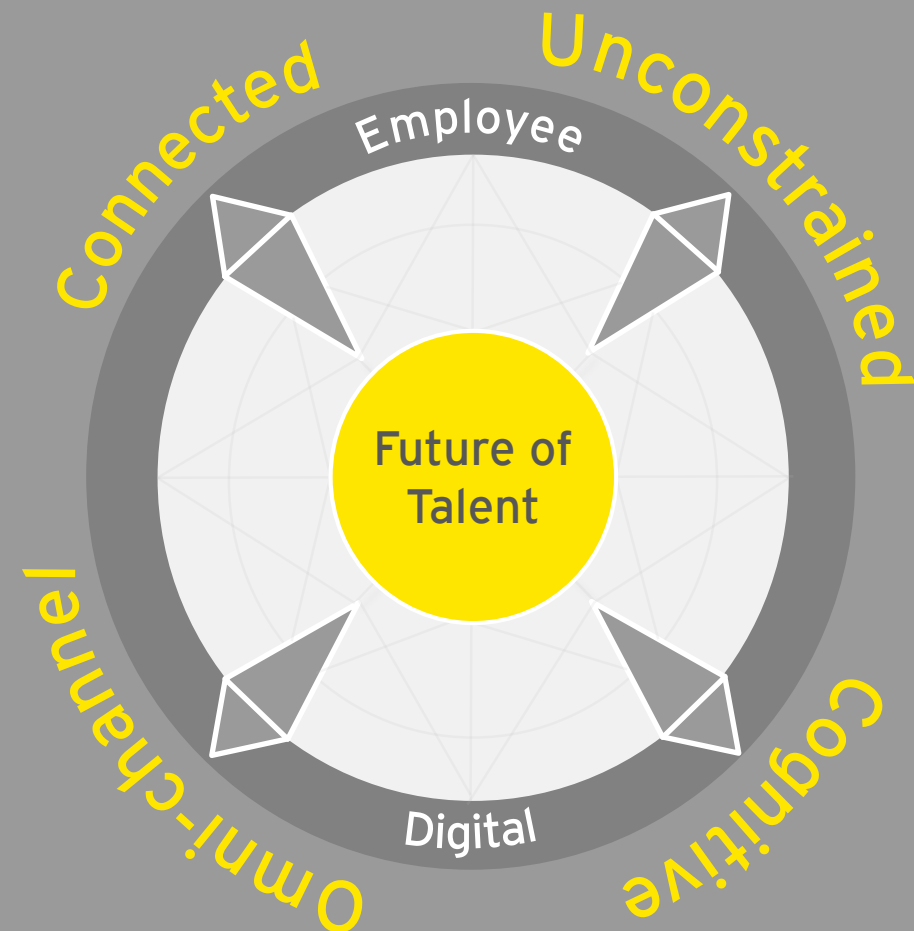
- Online talent forums
- Online talent market places
- Recommender algorithms
- Digital talent profiling

The omni-channel workforce

- Virtual reality
- Mobile platforms
- Cloud working spaces
- Video technology
- Voice recognition
- Simulation

Four main themes

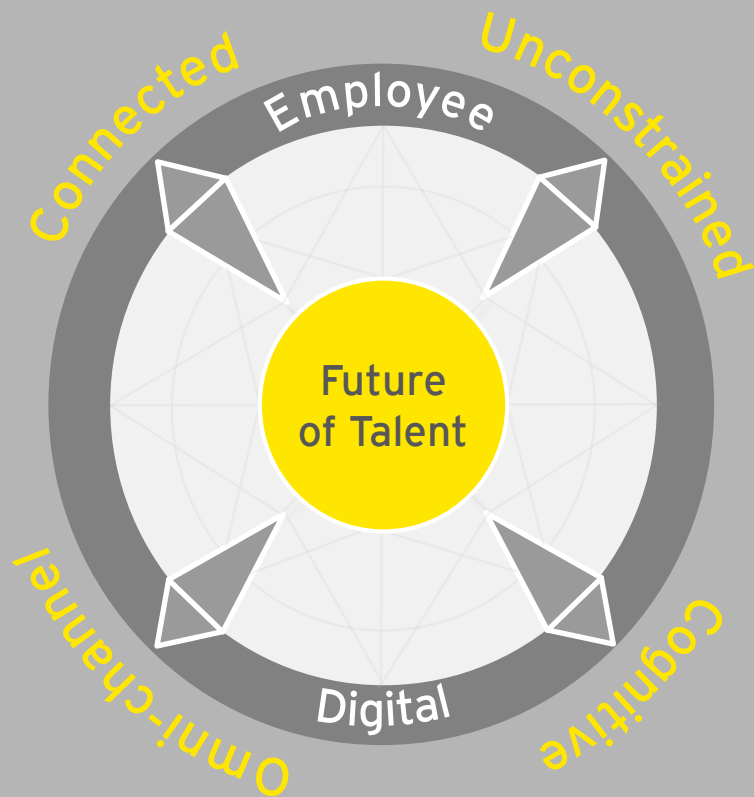
from the world of customer may help us understand the Future of Talent



Four main themes

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Future of Talent



Digital is transforming talent strategy

Digital is everywhere. It's integrated in the way we do business, impacting how we create, deliver and capture value.

But it's also reconstructing the dynamic of traditional people strategies, requiring rapid transformational change to align talent management with exponential technological advancements.

In particular, CEOs and HR practitioners need proactive strategies to respond to the rise of the:

Gig economy - which is reshaping the business landscape. New technologies and digital talent marketplaces are emerging, connecting highly skilled professionals with specialised skills to specific roles across the world. Organisations can now use contingent workers to flex and bolster their capabilities, while employees enjoy the flexibility, mobility and variety in work available through online platforms and digital marketplaces.

Cognitive era - which has taken cognitive technology, such as Robotic Process Automation (RPA) and Artificial Intelligence (AI) out of the lab and into the work computer. RPA creates a virtual workforce of software 'bots' that can perform repetitive tasks more quickly and cost effectively than their human equivalents. AI is both transforming how organisations drive their strategic decisions and supporting HR to match talent to roles.

Organisations now require agile talent strategies that encompass a digital lens as the omni-channel, often virtual workforce continues to evolve.

The connected workforce

Digital engagement has transformed the way workers connect with the world

Talent strategies must be cognisant of an increasingly connected workforce and the shifting power dynamics akin to the bargaining power shift away from retailers to customers and from employers to employees. What might be seen as disruptive digital threats are in fact opportunities to change how we attract and engage our talent.

Online talent forums

- ▶ Provide insight and increase visibility of an organisation, presenting candidates with more information to make better informed decisions on potential jobs
- ▶ Offer transparency to talent through anonymous company reviews, detailing a wide range of inside knowledge from salary information to culture
- ▶ As mutual values are shared, people are able to explore deeper insights and reach out to organisations they feel suit them best

Online talent market places

- ▶ Connect individuals from diverse talent pools to specific opportunities on local and global talent markets
- ▶ Fuel the growing gig economy by supporting freelance work
- ▶ Become corporate tools to source applicants and identify high performing passive candidates with specific hot skills



Recommender algorithms

- ▶ Enable colleagues and clients to provide instant feedback through an online rating or endorsement of soft skills, contributing to an individual's trust rating
- ▶ Provide insights to assist HR to recruit the right talent and help predict cultural fit and teaming

Digital talent profiling

- ▶ Permit individuals to showcase their talent, build their personal brand and strengthen their reputation through a digital presence
- ▶ Form an integral part of an organisation's talent strategy, leveraging the enormous amount of talent information on platforms such as LinkedIn to source talent

The unconstrained workforce

Individuals can take control of their careers and shape their work to fit their lives

Organisations now have access to a pool of specialised talent not just within an organisation but from multiple sources. The unconstrained employee has the opportunity to explore what works for them, what they enjoy and can experiment to find the right career for their skills. Organisations need to harness this new talent supply model and leverage the unconstrained workforce.

Gig economy

- ▶ The emergence of contingent talent pools giving organisations access to a larger source of contract labour
- ▶ Contingent work is increasingly common, with companies contracting independent workers to fill skills gaps on a short term basis
- ▶ Ability to swiftly upscale projects, adopt additional skill sets or shift resources as the business changes, providing more flexibility in labour costs and improving enterprise profit by shifting human capital from a semi variable to a variable cost

Open source problem solving as a source of intellectual capital & knowledge

- ▶ Crowdsourcing is supported by individuals willing contribute to common interests and solutions rather than holding on to intellectual property
- ▶ Individuals can solve problems through online platforms as part of experimental projects
- ▶ Online platforms allow the sharing economy to drive effective and efficient innovative solutions through knowledge sharing

Career path transparency

- ▶ Makes essential skills, detailed job descriptions and wages transparent across industries, enabling workers to understand which jobs and career they would like to pursue
- ▶ Creates new opportunities to tailor careers by identifying relevant skills required to be successful in a profession
- ▶ Enables HR practitioners who can use insights to match candidates to roles that will help grow the business

Internal resourcing platforms

- ▶ Utilisation of internal resourcing platforms enable employees to build deeper and more diverse experiences into careers, allowing people to work in different environments that offer diverse and challenging experiences
- ▶ Teams benefit through shared insights and transferred knowledge across industries, as individuals leverage past experiences, learn new skills and develop cross cultural awareness
- ▶ Employees move from static to dynamic career experiences vertically and horizontally across the organisation, improving retention, skills and productivity



Flexible

- ▶ Employees continue to value variety and flexibility as they seek work-life balance
- ▶ With almost every piece of technology connected to the cloud, employees can work remotely - from home or the other side of the world
- ▶ Evidence from an EY survey shows that 80% of giggers appreciate the flexibility of contingent working and 33% enjoy being able to work from home¹

1: [The gig economy: transforming the workforce](#), EY.

The omni-channel workforce

Individuals have more choices than ever before and are seeking true continuity of experiences

The omni-channel worker has many channels available to engage with the organisation, with each other, with their clients and with future employers. These are some examples of how we might build in omni-channel in to learning, engagement, feedback surveys and real time experiences as key strategic enablers.

Mobile platforms to deliver work remotely

- ▶ Enables employees to complete previously manual field jobs more accurately, efficiently and safely through tablets and smartphones that can be supported by technology such as *Near Field Technology*
- ▶ Remote Operations Centres leveraging field control systems

Virtual reality (VR)

- ▶ Offers a collaborative and immersive virtual environment, supporting deeper engagement and communication in a realistic and augmented world. VR supports talent strategy from recruitment to training and promoting flexibility and mobility in the workforce
- ▶ Permits live broadcasting with technology that has built in eye tracking and sensors that can pick up cues such as body language
- ▶ Enables onboarding and effective training in a realistic and more impactful environment. Employees can navigate scenarios, manipulate situations and directly 'feel' what it's like, triggering genuine emotions



Video technology

- ▶ Enables HR practitioners to interview candidates face-to-face and connect in different geographic locations
- ▶ Allow businesses to establish a global presence with minimal cost

Voice recognition

- ▶ Provides people with a digital assistant capable of opening files, translating meeting dialogue to minutes and scheduling meetings through voice activated commands automating tasks

Simulation

- ▶ Presents a game like atmosphere where users identify the best solution to practical issues, whilst addressing skills gaps
- ▶ Enables recruiters to observe how individuals interact and make decisions
- ▶ Helps determine candidate suitability for a role

Cloud working spaces

- ▶ Support mobility, enabling data to be tracked on the go
- ▶ Enable remote working, while information is secured on a central drive accessible to co-workers, fostering a mobile team environment to enable geographically dispersed project teams

The cognitive workforce

Building analytic capabilities into HR will support talent strategies to boost organisational performance and productivity

Talent strategies must assist the organisation in adopting cognitive technologies. This includes ensuring complementary working systems between technologies and people. The key here is this is not an 'either/or' scenario. The primary aim of cognitive technologies is not to displace human workers, but to make them more effective.

Robotic Process Automation (RPA)

- ▶ Digitalises process to run simple and easy services, enabling employees to perform more strategic, value adding roles
- ▶ Automates high volume transactions to lift productivity
- ▶ Automates standardised processes, releasing the capacity to refocus attention on employee potential

Social networking tools

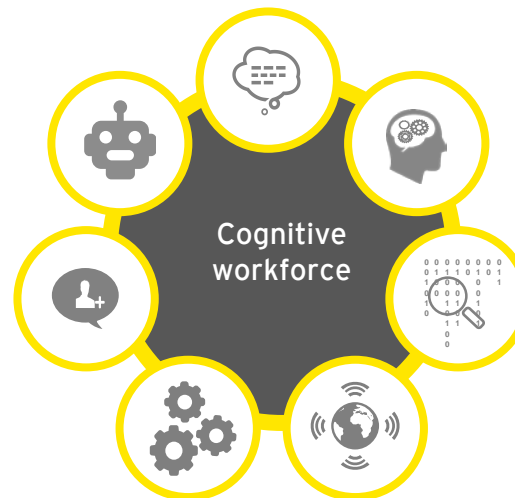
- ▶ Facilitate communication, collaboration and knowledge sharing between employees across geographies enabling organisations to deliver better insights and provide deeper client engagement

Continuous Improvement & social learning

- ▶ Learning has become part of the process as individuals continue to seek new ways to improve and specialise
- ▶ Talent has become proactive. If something doesn't work efficiently or effectively, they seek to fix it, or alternatively, create a solution that will have a multipurpose solution

Chatbots

- ▶ Deliver personal experiences online and can be successfully integrated into the HR process for employee query handling



Innovation

- ▶ Empowers employees to solve complex problems
- ▶ Gives employees a deeper meaning and understanding in their work of not only the what, but the how and why

Artificial Intelligence (AI)

- ▶ Supports leadership to make insightful and impactful decisions about their organisations and their most valuable resources, their employees
- ▶ Predictive analytics computes multiple scenarios accurately to predict future high performers
- ▶ Insight can be used to predict capabilities required and candidate suitability
- ▶ Ability to customise employee learning

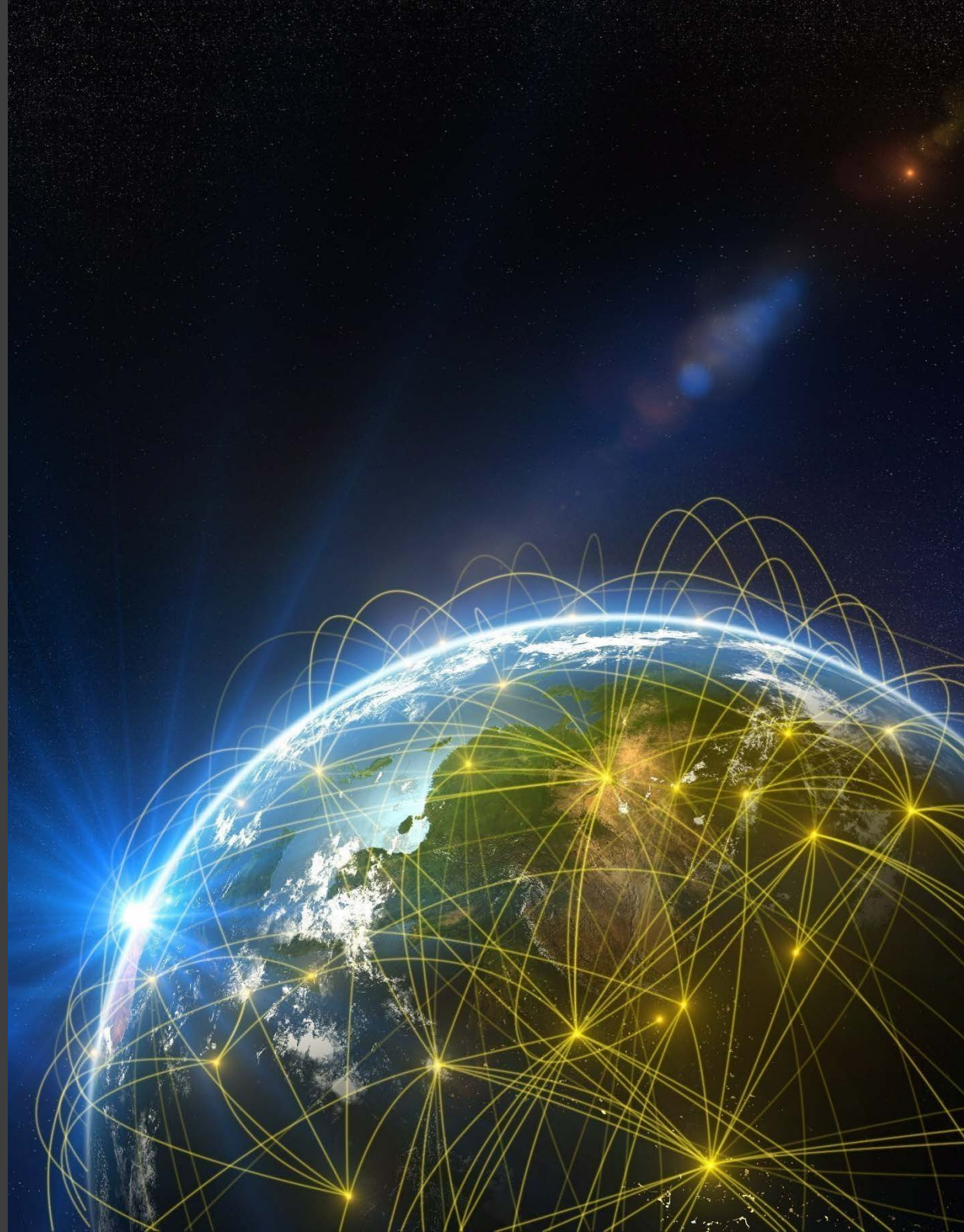
Big data and analytics

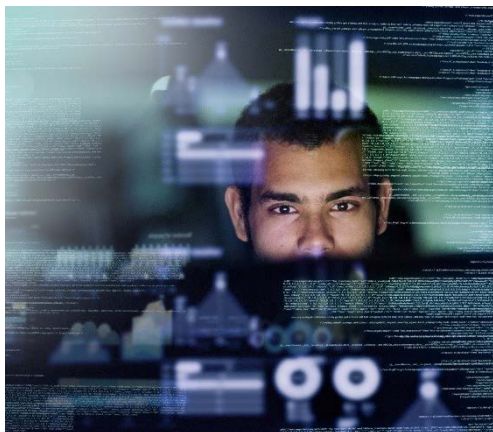
- ▶ Data is one of an organisation's most precious underutilised resources
- ▶ Harnessing this data through analytics can transform understanding by uncovering patterns and their connection to human action
- ▶ Algorithms enable benchmarking, monitoring performance and rewarding high performing employees

In a digital world, with a connected, unconstrained, omni-channel, cognitive workforce, the HR practitioner's role will shift to enabling the workforce to adapt to the growing pace, volume and complexity of change, leading enterprise wide-transformations and adoption of robotics and AI as important sources of talent.

As practitioners guide these cognitive technologies into their organisations, the priority is to engender trust – not fear.

Talent strategies must embrace these four disruptive forces.





The unconstrained workforce

Flexibility

Open source problem solving

Visibility

Mobility

Project based

Gig economy

Contingent labour

The omni-channel workforce

Virtual reality

Mobility

Cloud work spaces

Voice recognition

Simulation

The connected workforce

Online platforms connecting highly specialised talent pools to demand globally

Talent profiles supported by recommender algorithms

Greater **visibility** of skills and job requirements

Digital marketplaces changing the landscape of business



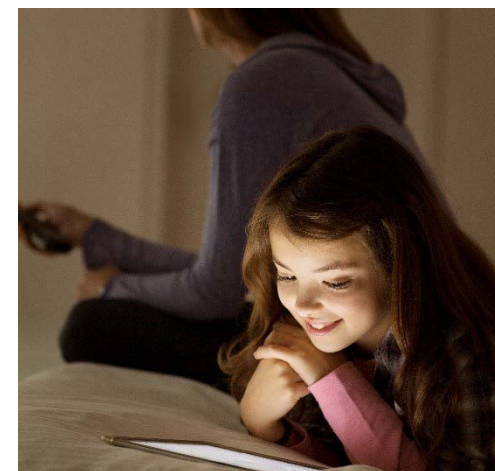
The cognitive workforce

Artificial Intelligence and **robotics** reinventing the workforce

Reducing autonomy and empowering **value adding** and **strategic** opportunities

Big Data

Chatbots



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