



people powered by analytics

thoughts for leaders

In association with

Cognisess 
Recognise talent. Enable potential.

people powered by analytics

People analytics: It's no oxymoron. In a world powered increasingly by artificial intelligence (AI), the use of data to make human resources decisions is no longer an experiment—it's an imperative. To avoid this truth would be akin to a doctor discounting blood pressure readings as part of a patient work-up: bad medicine, and equally bad business.

But what's a chief human resources officer to do when faced with the daunting data landscape—and where to even start? Exploiting the potential of people analytics requires a bit of science, a touch of art and some imaginative vision. That's where the people part comes in. Humans, ultimately, remain the best judges when it comes to emotional intelligence, while AI has the power to make talent predictions with precision no

human is capable of. Therefore, the goal as organizations adopt people analytics is not to replace human talent in the search for talent, but rather to complement it.

Here, we'll explore the search for that middle ground. We'll review the current state of play when it comes to AI/emerging technology adoption for the acquisition and retention of talent, and how organizations at every stage of adoption can better embrace the shift to people analytics.

The Data Deluge vs. Workforce Dynamics

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the way to Instagram posts—has been created in the past two years alone. Once you digest that, consider that this trend is unlikely to slow down anytime soon. Which means our imperative is to figure out how best to access, harness and deploy this data deluge for the maximum benefit of individuals and organizations alike. Added to this exponential increase in available data, is the reality that cognitive science continues to develop at a rapid rate. Breakthroughs in Cognitive Neuroscience now offer new ways to accurately predict not just what we know, but what we are capable of knowing or learning. These leaps have led to innovative ways to test human attributes like Gamification. Gamification provides a level playing field in testing human attributes – it operates at a frequency which the brain cannot cheat, however prepared.

Meanwhile, today's job market and workforce operate in the context of several key dynamics:

- **The skills needed to compete and lead are increasingly amorphous.** The nature of the soft skills needed to complement our automated world is still opaque. As emphasis shifts to these skills—such as creativity, team ethic, problem-solving and emotional intelligence—organizations are striving to harness agile design, with a highly engaged workforce able to adapt to meet evolving demands.
- **The talent pool is limited.** Acquisition strategies of the past, focused on skimming the cream of the graduate pool, no longer apply in a world that demands skills beneath the surface that are less quantifiable.
- **Candidates are savvier—and more selective.** It's a candidate's market, with low unemployment and the influx of millennial and Gen Z candidates proving more selective job seekers than older generations. What's more, these candidates

have already figured out how to use data to their advantage, increasingly using intelligence from online tools to exploit self-improvement, career planning and negotiation opportunities based on enhanced understanding of their unique value in the marketplace.

- **Employers must sweeten the pot.** As the playing field between employers and employees has become more democratic, and the digital environment enables start-ups to compete more equally with established enterprises, soft benefits including work-life balance, unlimited vacation and educational allotment become key carrots for companies to attract top talent.
- **Diversity is desirable—but true inclusion takes years.** A great company culture matters, but a truly inclusive culture isn't a quick fix—it requires a multi-year plan.

Faced with similarly daunting dynamics, a chief marketing officer turns to the intelligence of Customer Management Systems (CRM), powered by AI, to guide the way. So why has HR been so slow to adopt these tools? Indeed, no Chief People Officer should entertain managing today's talent pool without the support of people analytics systems—and the decision to adopt them today will unquestionably shape the next decade in the war for talent. Here are some considerations as you seek to move your organization up the technology adoption curve.

Leveraging AI, to Win the Talent War

Investments in AI-powered systems are full of upside for HR managers, as traditional recruitment and people management are too expensive, slow and unreliable to respond to the above-mentioned dynamics and accelerating employee churn. People Analytics and Data can be deployed to enhance decision-making across three key areas: Talent, Performance and Organizational Design.

These systems enhance the candidate identification experience for both the enterprise and the candidate by automating, and therefore, streamlining, the logistics of the process

Smarter Talent Acquisition

To identify the best person for a job, you need to consider more than their skills and experience. Smart hiring means digging below the surface—far beyond a simple CV or LinkedIn profile—to examine less tangible characteristics, including cultural fit and future potential. And that means applying the power of AI, machine learning and gamification to better define, search and engage with the ever-evolving talent population.

Companies at the head of the technology curve are already using systems such as Cognisess to more intelligently analyze fit—creating job ads with natural language processing, analyzing competitors' job posts for benchmarking and even delving into past job posts for clues on what works best. These systems enhance the candidate identification experience for both the enterprise and the candidate by automating, and therefore, streamlining, the logistics of the process. And they let organizations probe more deeply into cultural fit, skill sets and diversity of given candidates—better predicting success with smart hiring strategies.

Consider these best practices:

- In 2017, **EY** launched "Goldie," an AI-powered chatbot, that has answered more than 2.2 employee questions across 138 countries to date. The company is now considering ways to apply AI to help HR staff select qualified candidates.
- **LinkedIn** offers clients AI-based services that reveal the

case study

More Accurate Matching of Talent with AB InBev

The utility of AI beyond resume crunching, as an interview tool, is in play at AB InBev (Budweiser) worldwide. Recruiters are now able to process more candidates faster. The technology is deployed through the two tiers of filtering: In the first round, candidates play online games to assess skills against the job role, while in the second, a video analytics tool provides insights on candidates' personality and comfort level with key questions. By the time candidates meet with human recruiters, more is known scientifically about their potential and fit to the job AND company culture than could ever be possible with traditional CV or Q&A-style interviews. This has increased workforce diversity whilst increasing speed and accuracy.

competitive landscape on talent by specific location, then applies that data to develop algorithms mapped to skills and titles of 610 million candidates. The company also uses behavioral data such as specific jobs a given candidate applies for, in order to better target their interests.

- **IBM's** Watson Candidate Assistant infers specific skill sets based on candidates' experience—digital marketing skills based on recent advertising campaign experience, for example—then presents candidates alongside job opportunities they may qualify for based on those skills.

can provide insights into employees' health, wellbeing and state of mind, with the goal of reaching peak flow for maximum performance—especially crucial in the context of high-pressure roles.

Ultimately, the use of "Coach-Bots" could provide every employee with a virtual personal training, development and mentoring coach, and help managers maximize the right mix of employees to create the highest-possible team performance.

Optimized Organizational Design

Imagine a meeting where each participant can see one another's LinkedIn and social media

automatically displayed on digital signage. This kind of optimized organizational design is within reach, with the power of AI.

Additionally, analytics can be better harnessed to spot and deal with skills gaps and shortages, looking within for the redeployment of existing resources before turning to external hires—creating a virtuous cycle of talent management with less unnecessary waste.

The Road to Analytics Adoption

With these applications in mind, AI can help HR finally become what it was meant to be—not glorified

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Peak Performance

Similar tools can be deployed to maximize an employee's total potential long past the point of onboarding. For example, Cognisess is building and testing systems that

information for insight: where meeting notes and action items are automatically collected and distributed to stakeholders; where the next meeting is automatically scheduled based on discussion; and where relevant documents are

compliance and payroll, but rather true human resources based on the acquisition and deployment of human potential. Here's what the road ahead looks like from our vantage.

Today

With the partnership of our best-in-class data analytics provider, Cognisess, we offer the most complete platform available to help businesses identify, nurture and retain the workforce talent they need to meet their missions. The Predictive People Analytics platform combines data science, neuroscience, AI / machine learning and gamification to accelerate hiring and development through a single, intuitive access point. It allows firms to harvest and make sense of data created by their workforce and immediately helps identify hidden potential in their people. This allows leadership to make better, more accurate, less biased talent decisions. And the platform extends past the hiring process to the entire human capital lifecycle, built around the pillars of Talent, Career, Performance and Wellbeing.



Down the road: within 3 Years

Over the next few years, the increasing adoption of systems like our Predictive People Analytics offering will automate and expedite traditional HR processes—recruitment, appraisals and organizational design—at a rapid rate. This means HR managers will be better equipped than ever to maximize internal resources to fill skills gaps and help each employee achieve their true potential. Seeing patterns in the data as you confidently harness the talent insight through people analytics means you will be able to stay on top of identifying and predicting organizational planning and skills gaps rather than chasing them.

Down the road: within 10 Years

At Perpetual, we're already prepping for the decade ahead by building and testing emerging technologies such as:

- Integrating systems with IoT to provide consistent data on health, wellbeing, stress and state-of-mind in the workforce
- Uncovering new insights on human flow—how peak performance is achieved and how certain high-pressure roles can exploit it
- Using Coach-Bots to provide individualized career and personal development, mentoring, and coaching

On the Horizon

Beyond these immediate innovations, we see AI as the backbone of continued workspace evolution, with visual data and AI dramatically enhancing communication, workflow and talent mapping through the use of combination AI/Blockchain technology capable of pre-screening candidates like never before.

Our Talent:Analytics team is at the forefront of this movement into data-driven talent solutions and people analytics. We're here to help you understand your current and future team's DNA and apply our end-to-end talent solution so you can maximize your organization's potential, today and tomorrow.

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