



HOW TO RE-IMAGINE YOUR TALENT LIFE CYCLE

The Ultimate Guide to navigating
the new talent landscape



THE ULTIMATE GUIDE SERIES
Talent Life Cycle



Are you tired of all the talk about the unprecedented challenges brought on by the global pandemic? We are too.

So, we developed this guide for HR leaders with a focus on the future and a focus on taking meaningful actions to overcome these challenges and get back to business better than before.

This Ultimate Guide is your playbook of practical steps that you can take now to ensure your organization is well positioned to build stronger teams, more effective leaders, and healthier workplace cultures.



THE ULTIMATE GUIDE SERIES

Navigating the New Talent Landscape

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Understanding the new and not-so-new talent trends

You can outperform competitors for top talent in your local market by quickly adapting your **job designs** and **talent processes** to be more responsive to the changes facing your industry. To do so effectively, it is important to understand the sudden and dramatic shifts in the world of work that we have experienced across the globe.

- Many countries, such as the United States, continue to experience record unemployment, skyrocketing from a historic low 3.5% to a new record high 15%+. There are now over 10 times more candidates for many of the same open positions that were previously difficult to fill, and selection systems need to be quickly reconfigured to efficiently handle higher applicant volumes.
- Employers are now presented with the opportunity to be selective and hire the best talent available in previously tight labor markets where candidate-to-job ratios have flipped, forming talent-rich applicant pools. But one thing hasn't changed – the need to be agile if you want to acquire top talent before your competitors do.
- For many countries across Europe, a large number of jobs were furloughed or subsidized, rather than eliminated, thereby driving organizations to focus on re-engaging employees, enabling productivity, supporting well-being, and dealing with 'survivor guilt' for employees still at work.
- For regions where government programs are coming to an end, tough decisions on the shape of the workforce have to be made – this can be a time to re-think role or team needs.
- Many organizations across the globe are taking the opportunity to examine their organizational structure and 'right-size' operations. This often means developing systems to identify high-potential employees (Hi-Po's) internally to move up to managerial and leadership roles, as well as implementing programs for leadership development, executive coaching, and succession planning.

Talent Ecosystem =
Job Designs + Talent Processes +
Assessment Tools + Tech Infrastructure

While understanding the pandemic's impact on local talent trends is vital, it is equally important to recognize that many of the forces driving change in organizations worldwide today are not new:

- Rapid digital transformation leading to increasingly virtual daily work operations and the rise of the remote workforce
- The need for agile leadership in times of crisis
- Emphasis on diversity and inclusion in the workplace
- Prioritizing workplace safety
- Programs to support mental health and employee well-being

These have all been prominent 'Future of Work' trends for years, and they will continue to be prevalent beyond the pandemic. What is new for everyone is the rate and degree of change. The pandemic hit the fast-forward button on these trends, accelerating the necessity for organizations to either quickly adapt or perish. It has forced rapid innovation across industries, and the end of this warp-speed transformation is not yet clearly in sight.

The future of work is here now. The organizations that evolve their talent ecosystems now to proactively combat key challenges will be the ones to harness the unique opportunities presented by the new talent landscape and emerge stronger than before.



How to re-imagine the talent life cycle for the new talent landscape

In order to adapt effectively to accelerated trends, we have to fast forward our talent systems and evolve in how we approach the talent life cycle holistically. We can no longer allow various talent management processes to be treated as separate or siloed operations.



Get aligned

Maybe the responsibilities for talent acquisition, onboarding and training, learning and development, and even employee engagement fall under separate departments in your organization. Maybe they don't, and you are the person responsible for doing it all. **No matter where you fall on that spectrum, it's critically important to think about all of these key processes as part of a single talent management ecosystem – where insights gathered at each stage of the employment journey are used to optimize the other processes within the system.**



Be clear and consistent

To get aligned it's vital to put a structure in place that provides clarity, consistency, and continuity in the individual traits and organizational values being measured at each stage of the talent life cycle – from your first recruitment touch point on through performance reviews, hi-po identification, and continued learning programs.

By applying a strong, consistent underlying competency framework across your talent ecosystem, you can use proven psychometric science to hire and develop successful employees in a wide range of **job roles** as well as future-critical **job contexts** like remote work, inclusive leadership, and workplace safety.



Personalize the experience

Your re-imagined approach can't be 'one-size-fits-all' anymore either. We live in the age of personalization. From music playlists to employment, today's job seekers and employees simply expect engaging, personally tailored experiences.

But how do you provide personalized experiences at scale? That's where implementing the right technology becomes absolutely essential, enabling modern organizations to efficiently harness the power of **mass customization** across their talent management ecosystem.

With properly adjusted job designs and the right combination of assessment science and technology, you can:



Attract **quality candidates** who will be a culture and values fit for your organization



Hire employees with the **right traits for success** on the job



Engage and **support** individuals to be most effective



Develop and identify **future managers** and **leaders**



Analyze and **learn** from performance outcome data to optimize your workforce

Reflect on **your** talent life cycle

Now, let’s think about the basic stages of the talent life cycle and contemplate a few key questions.

- 1

Attract

Job roles and requirements have changed. How will you attract candidates who are a good fit for the new challenges that face your organization? How do you ensure your organizational culture and values are clear from the start?
- 2

Select

The competencies analyzed to predict success are changing. Does your hiring process measure the right things? Are you using technology that allows for efficient and scalable selection process design?
- 3

Engage

Depending on their individual experience, your employees may be feeling less engaged. Do you have the right interventions in place to support them? Are your managers equipped with the right tools and training?
- 4

Develop

How will you help employees develop the skills they need in their new job designs? Are you ready to help employees adapt to a safety culture? Do your leaders have the right skills for leading through crisis?



In order to adapt effectively to accelerated trends, we have to fast forward our talent systems and evolve in how we approach the talent life cycle.

How to **take action** to re-imagine your talent life cycle

With all of this to consider, it is critical to understand where to focus attention as you prepare your strategy to get out ahead of trends. To help, we outlined four key goals every organization should have when re-imagining their talent ecosystem.

1

Attract the Best

Most employers will find themselves processing many more candidates than prior to the pandemic. Leveraging technology to help the right candidates apply, while discouraging those candidates with a lower likelihood of fit, is important. Let candidates decide if they share your values. Tools like Talogy's values and culture match tool, **Capture**, are used to engage would-be candidates and help them understand their alignment to the job role within your organization.

- Communicate employer brand and introduce your culture with the first candidate touch point
- Highlight newer post-pandemic emphases around safety, remote work, and diversity and inclusion
- Manage volume by encouraging those with poor fit to self-select out

Creating an engaging candidate experience is the key to building an employer brand that stands out.

2

Measure 'The Right Stuff'

Don't just rehire. Create new job designs to help you rebuild and upskill. Make sure you are measuring 'the right stuff' at each stage of the talent life cycle, providing efficiency and confidence when making data-driven hiring and development decisions. That starts with implementing assessment content specifically designed to measure the competencies that matter most to your organization in a post-pandemic context.

High performers in the future of work will have different competencies. Competencies like learning agility, safety compliance, and resilience are not unique to the post-pandemic world. Jobs in many organizations were already shifting in this direction. The pandemic just magnified the importance of these competencies.

Having access to a library of tools that measure this broad range of job-related skills, like Talogy's Global Assessment Catalog, enables HR managers to pinpoint the critical predictors of success in a post-pandemic world and offers the flexibility to configure your systems to assess them.



3

Design an Agile Hiring Process

You will need to make critical hiring decisions with less candidate face-to-face time, so you need to ensure your hiring systems are remote capable, but still robust. Technology-enabled tools will help you structure a selection process for our increasingly virtual world of work, with the flexibility to adjust quickly as needs continue to change.

For organizations that typically require proctored assessments in a physical testing center, online remote proctoring technology, such as [Talogy Bridge](#), allows organizations to monitor test takers and identify suspicious and inappropriate behavior among remote participants.

To truly create efficiency for hiring managers, it's important to consider how all the technology in your talent ecosystem is integrated to optimize your processes, from your ATS to your assessment tools and virtual interviewing platform. Using a modular solution like Talogy's [Hire](#) allows organizations to configure seamless selection workflows for their specific company, culture, and roles, which is essential to providing an engaging experience for candidates and centralizing talent data for hiring managers.

4

Develop New Skills

Job design changes have been thrust upon organizations. These changes have put people in roles that they may not have chosen or may not fit into under normal circumstances. Effective organizations take the time to develop these employees and assist in upskilling them so they are able to thrive in their new job contexts.

Taking a blended learning approach that combines personalized developmental feedback, e-learning, coaching, and learning reinforcement has proven to be one of the most effective methods to close skills gaps and drive sustainable behavior change.

- Empower leaders to develop the [Resilience](#) it takes to lead through turbulent times
- Build soft skills that impact safety risk on the job, like [Conscientiousness](#)
- Provide remote employees personalized tips to assist with [Relationship Building](#) in a distanced work environment
- Help leaders understand how exhibiting traits like [Open-Mindedness](#) contributes to a diverse and equitable workplace culture
- Support employees with tools that help them understand how [Emotional Intelligence](#) impacts the way they cope with difficult situations

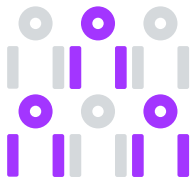


The Ultimate Guide to navigating the new talent landscape

This playbook for HR leaders dives into the future-critical areas of impact that every organization needs to keep top-of-mind and outlines actionable strategies to:



Re-imagine your talent life cycle



Build a diverse and inclusive workplace



Get back to business safer



Hire, develop, and lead an effective remote workforce



Lead the way back through turbulent times



Re-engage and re-energize your workforce

