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Talent Intelligence

Why, what and how: A guide to
commercially successful Talent
Intelligence in a digital era

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Preface

Talent Intelligence has evolved to become a vital BAU activity for our recruiters at Philips. **Its inclusion is no longer seen as value-added but a pre-requisite when designing our talent sourcing strategy.** It enables our recruiters to consult with hiring leaders on all aspects of the role profile, providing an outside-in perspective and ensuring we can deliver according to the talent supply and not just demand. Its inclusion has been pivotal in moving from order taker to **strategic advisor**, especially as we are hiring roles that did not exist just a few years ago.

The advancements in technology and tools have promoted data transparency, meaning data is more in the public domain than ever before, and there is a level playing field in data access. The competitive advantage of talent intelligence is therefore moving from data access to data analytics, insights and actionable intelligence. At Philips, we are incredibly fortunate to have a highly skilled talent intelligence team that provides this analytical, insight, and intelligence expertise to talent data. When this is coupled with internal people analytics, the broader internal intelligence landscape, and the understanding of our strategy, we are well placed to deliver greater business value and impact. During the next phase of development, we hope to see Talent Intelligence beginning to impact on the top line by working in partnership with our Sales and Bid teams, using talent and insight into our competitors' talent as a competitive advantage.

Talent Intelligence has provided the platform and opportunity for Talent Acquisition and Human Resources to play **a leading strategic role in business strategy, earning the credibility it has long craved and much-coveted 'seat at the table.'**

Toby Culshaw

Head of Global Talent Intelligence - Philips

Alan Agnew

Global Head of Strategic Capabilities & Talent Intelligence - Philips

"Talent Intelligence has provided the platform and opportunity for Talent Acquisition and Human Resources to play a leading strategic role in business strategy, earning the credibility it has long craved and much-coveted seat at the table"



About this whitepaper

Talent Intelligence is still a relatively new field and trying to prove value delivery for organizations around the globe. Some companies might have an internal Talent Intelligence department. Some companies might use research firms for Talent Intelligence. And some companies might have no idea how Talent Intelligence can contribute to the goals of an organization or even what it entails.

Therefore, we have brought the insights of a variety of Talent Intelligence professionals together in this whitepaper. This whitepaper aims to inform professionals and organizations that have an interest in talent intelligence on the possibilities around this. We do this by sharing best practices and providing a steer on how Talent Intelligence could help organizations in meeting business objectives.

We decided to undertake an exploratory study, keeping our participant group rather small, but consisting of top tier professionals, who are at the forefront of Talent Intelligence. They include IBM, Merck KGaA, Philips, Microsoft, Armstrong Craven, Mercer, Emsi, Horsefly, Talent Intuition and anonymous companies.

Executive Summary

Due to the continuous changes that organizations are facing in this volatile world, **Talent Intelligence has never been more vital for organizations' growth and survival**. Expeditious technological advancements mean that organizations need to be innovative to keep pace with the rapidly changing and competitive environment and to achieve their goals.

The technological advancements have also ensured a **broader product landscape for Talent Intelligence**, which provides more data than we ever had. Currently, there is access to major analytical infrastructures that were not available years ago. Organizations see the power of data for their businesses and how this provides them competitive advantages. An instinct or a feeling is no longer enough in this time of continuous change; there needs to be **precise and compelling data to back up business decisions**. Business leaders need to have a comprehensive workforce strategy in place to address these challenges. They need to have the **right skilled people**, and this is where Talent Intelligence can be of value. By applying external data relating to people, skills, jobs, functions, competitors, and geographies to drive business decisions.

Combining this external market aspect with the internal data from your People Analytics department is vital to **understand the bigger picture**. Although Talent Intelligence and People Analytics have a different approach, it is essential for them **to work in partnership** to have a comprehensive understanding of the workforce. This partnership will most likely increase due to the changes organizations are facing and the advantages of external data to support business decisions. However, in some companies, these two focus areas might already have merged due to the blurry lines.

These advantages of external data, and thus the use of Talent Intelligence for the participants, is mostly used to support business decisions concerning **location feasibility, competitor insights, and talent availability**.

When Talent Intelligence is used can vary between organizations. Most research firms decide this based upon the **availability of data**, while the **business outcomes, the impact, and the seniority** of the project sponsor are more critical for corporate Talent Intelligence functions.

Despite all the best practices shared in the whitepaper by professionals from top tier companies in this field, there remain challenges for corporate Talent Intelligence departments and research firms. Measuring success or even **defining KPI's** for research projects can be challenging. In most cases, the costs can be determined, but benefit realization is hard to grasp for most projects and difficult to materialize. At the same time, **data quality and availability is an ongoing challenge** for the participants within a corporate Talent Intelligence department.

Talent Intelligence has evolved and **will become more critical for organizations and their HR departments**, but it is still an emerging field. Due to the more rapid development of external vendors and new intelligence data platforms popping up, there will be a **general upskilling amongst HR and Talent Leaders in how to interpret data** as well Talent Intelligence upskilling to become real experts. Building partnerships with corporate strategy teams and other departments, - such as People Analytics- will become more critical, as well as **increased levels of automation** within the Talent Intelligence field. Overall, the advantages of external market data related to the workforce will become increasingly more critical for organizations to prepare themselves for the future of work.

I ntroduction

In today's world of Human Resources and Talent Acquisition, the buzzwords are; talent shortages, capability/competency shortages, reskilling, talent gaps, talent shortfall, future labor supply, and many other similar terms. A variety of research has been conducted around this. Mercer this year published their 2019 Top Global Workforce trends. The study highlighted that 99% of the participants are taking action to prepare for the future of work. The number one action companies are taking to prepare for the future is identifying the gap between current skills and future skills required.

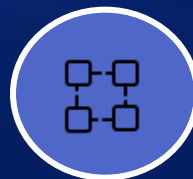
Korn Ferry published in 2018, "*Future of Work: The Global Talent Crunch report*", the study found out that a global talent crisis could cost nations trillions of dollars in unrealized annual revenues: "Global labor shortages of 85.2 million skilled workers are projected by 2030, resulting in lost revenue opportunities of \$8.42 trillion – the combined GDP of Germany & Japan".

Josh Bersin refers in his report, "*Talent, Technology and HR predictions for 2019*" to: "Inside companies, we are witnessing a rapid move to digital business, which is driving transformation of business models, operating models, and almost every job role. Automation is now affecting the workforce at a rapid rate, forcing individuals to not only reskill themselves, but also reinvent their careers".

Altogether, it is safe to state that **we need to be prepared for the future** by adequately managing these challenges. But what are some of the underlying reasons for these challenges that we are currently facing?



Global unemployment rates continue to decline. According to The World Bank, the unemployment total as a percentage of the total labor force is 4.9% - the lowest in the last decade. When there is a low unemployment rate, it is absolutely vital for organizations to understand the labor market and how to navigate through it.



Due to **technology**, there is more data available to conduct evidence-based business decisions and to make HR more efficient. **Machine Learning** and **Artificial Intelligence** can be used in the recruitment process, and automation could create or replace jobs. LinkedIn's 2018 emerging jobs report shows that we are likely to see continued growth in fields and functions related to AI. AI skills are amongst the fastest-growing skills on LinkedIn, and globally saw a 190% increase from 2015 – 2017.




According to the United Nations "*World Economic Situation prospects*," the **Economic growth** accelerated in more than half of the World economies in 2017 & 2018. Economic activity at the global level is expected to expand at a solid pace of 3% in 2019, but there are increasing signs that growth may have peaked, according to the report.



Political and Social changes affect Human Resources, like external regulations, work contracts, labor legislations and, many others. The current changes to the H-1B visa process in the US, for example, can affect companies and employees. Other countries, such as Canada, are welcoming foreign nationals due to an **aging population and a declining birth rate**. According to the United Nations, globally, the population aged 60 or over is growing faster than the population of all younger age groups and according to data from "*World Populations Prospects: the 2017 revision*", the population of those aged 60 years or over is expected to more than double by 2050 and to more than triple by 2100. Other items to think about are, **pay inequity, diversity, and migration**.

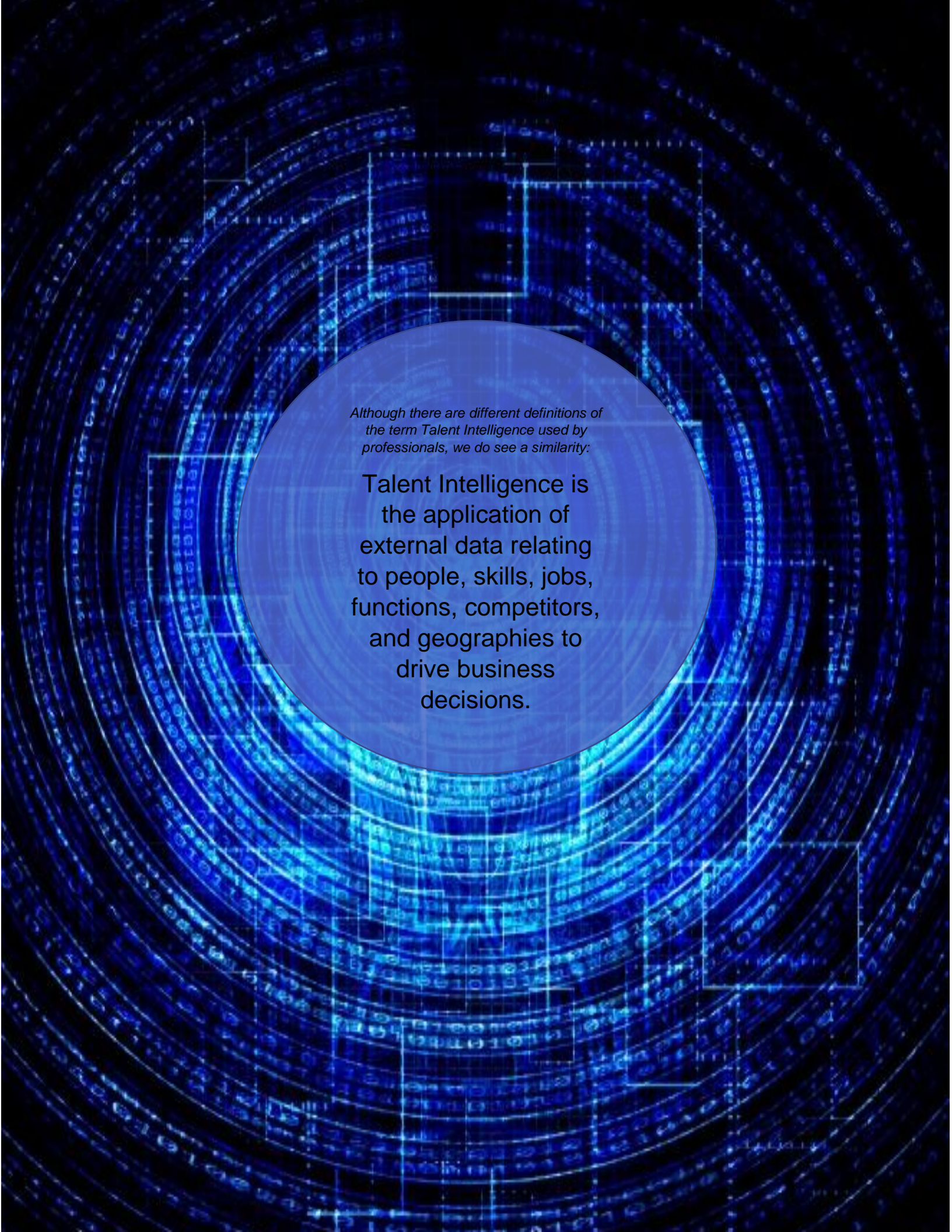


Workplaces are changing - working from home (virtually), flexible schedules, workplace diversity due to globalization, and increased competition.



The continuous changes that organizations are facing result in HR constantly having to adapt to ensure adequate support for business transformation and growth. Organizations need to grow their business, and they need **the right talented people** to achieve this. However, your organization is not the only organization looking for the right talented people. How do you find this talent, if the majority of organizations want to build critical skills and competencies to be future proof, that are most likely similar to yours? How do you find the talent if there are substantial global labor shortages predicted? How do you find this talent if the unemployment rates decline further? How do you know what roles you need to have to be fit for the future due to the fast-growing technology changes? How will political and social changes affect your labor force? How do you find the talent if the competition is fierce? Do you still need an office due to changing workplaces? Are you still in the right location to find the talent you need?

These are the questions that organizations ask themselves. With Talent Intelligence, an organization can make data-driven strategic business decisions required to grow their organization.



Although there are different definitions of the term Talent Intelligence used by professionals, we do see a similarity:

Talent Intelligence is the application of external data relating to people, skills, jobs, functions, competitors, and geographies to drive business decisions.

Need for Talent Intelligence

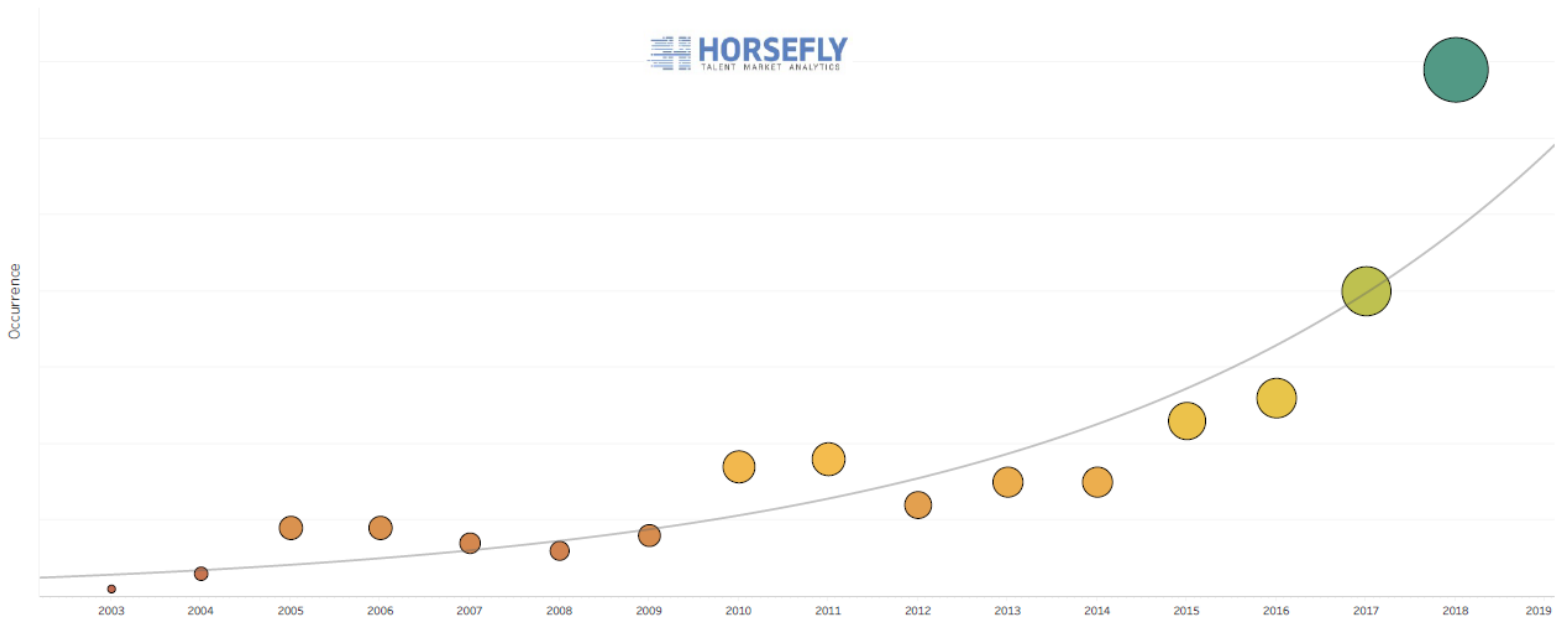
During the industrial revolution, new manufacturing processes came to life through the use of water, steam, and coal. Machines made it possible for people to produce faster and easier. During Industry 2.0, electricity created new possibilities, and years later, a time that is often referred to as Industry 3.0 or the computer era, information technology helped organizations to automate their production further. Next came the Fourth Industrial Revolution, Industry 4.0, or also called the Smart Industry, which further developed the computer and automation era with data and machine learning. The industrial revolution not only brought new technologies and changes to the way products and services are produced, but it also brought the emergence of new jobs and caused changes in the skillsets required to perform those jobs.

Due to these expeditious technological advancements, organizations need to be innovative to keep pace with the rapidly changing and competitive environment and to achieve their goals. To be innovative, organizations need to have the right skilled people. This is where Talent Intelligence can be beneficial for organizations.

An anonymous participant of this whitepaper explains the benefit of having a Talent Intelligence department for their company: *“Talent Intelligence can be used by organizations to ensure they have access to the talent needed to accomplish their goals. By finding the right locations, targeting competitors, and identifying shifts in skills, a company can adjust its talent acquisition and job design strategy”*. It is about helping the organization make **smart talent decisions**, forward-thinking, evaluating best practices, interpreting labor market data, solidifying, and clarifying talent strategies. As Horsefly describes: *“The benefit of having Talent Intelligence insights is to have better strategic level decisions, more informed Workforce Planning and trusted Talent Acquisition teams”*. Toby Culshaw explains the main reason for Philips to focus on Talent Intelligence. *“As an organization, we are going through a huge transformation. With this transformation, there is a growing demand, importance, and value that talent and market intelligence teams can provide in determining organizations buy vs. build strategy, talent attraction strategy and location strategy, this is what the Talent Intelligence function can provide”*.

The technological advancements have also ensured a broader product landscape for Talent Intelligence, which provides more data than we ever had. Currently, there are major analytical infrastructures that were not available years ago. Organizations see the power of data on their businesses and how this provides them competitive advantages. An instinct or a feeling is no longer enough in this time of continuous change; there needs to be precise and compelling data to back up business decisions.





Trend analysis of 'Talent Intelligence' within the marketplace

As the need for Talent Intelligence grows, Will Crandle and Mike Basnett Sandiford from Horsefly analyzed the growing trend in Talent Intelligence. The chart shows the exponential timeline of the occurrence of "Talent Intelligence" appearing within profiles online or across CV's. A few dips are visible on the timeline; however, we observed a sharp increase in 2018.

How can you show senior leadership the benefit of Talent Intelligence in-house or sourced?

Talent Intelligence can provide evidence-based data to the senior leadership team to quantify the importance of developing the right talent strategies, according to Mark Hodson from Armstrong Craven. This can save costs on major investment decisions of a company. If an organization would like to open a state of the art Artificial Intelligence center to further expand their presence in this area, they can do that at their HQ location, where they might have already been present for 50 years. However, being present at this location does not necessarily mean that they are in the right footprint where the talent is, now and in the future. Research to answer these type of business questions armed with data to help form the best strategy for the organization is what Talent Intelligence is about. What is the AI skill availability at specific locations? What is the average compensation cost for AI roles at the sites? Which areas provide the best universities for AI talent? Which locations are more attractive to live in, also creating a possibility to attract skilled people from other locations? Who are the competitors in these locations? Are they also looking for a similar type of AI roles, and what kind of compensation and benefits are they offering? Can we match that?

Taking a business question and conducting the research to answer this question is vital. Toby Culshaw, Head of Global Talent Intelligence at Philips, explains how his department got the senior leadership commitment for setting up a Talent Intelligence department: *“Articulating a \$ value and a bottom-line impact will be key. Providing value as well as cost reduction is key, but most importantly, proving value to the business, having a clear line of sight between the corporate objectives and the work TI does is vital”*.

The difference between Talent Intelligence and People Analytics

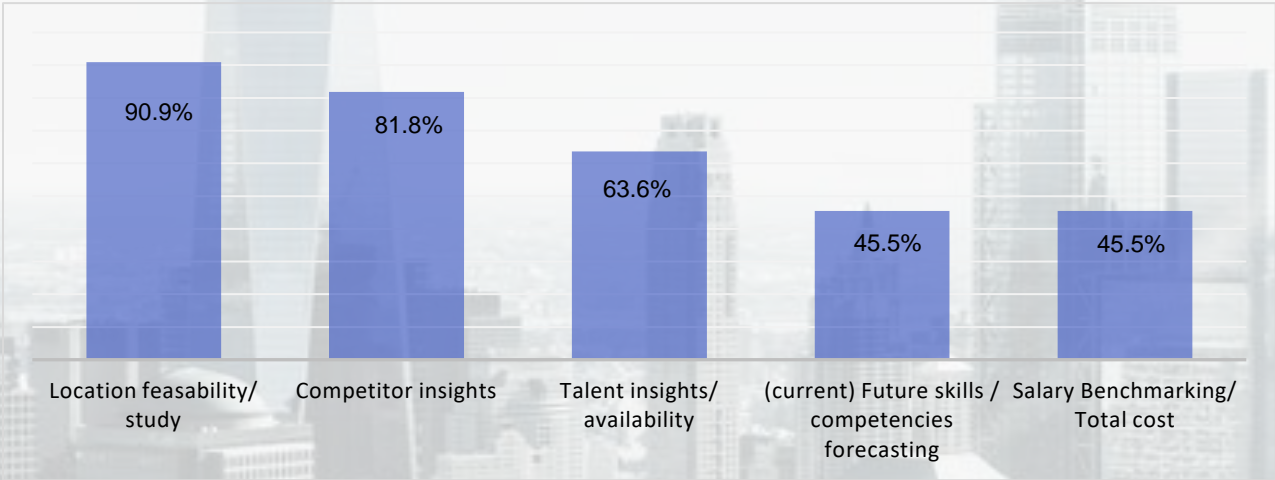
Drawing a line between HR/People Analytics and Talent Intelligence shows that the key difference is between the usage of external and internal data. People/HR analytics focuses on current employees in an organization. It tends to be inward-looking using internal tools and systems. Talent Intelligence, on the other hand, focuses more on the external market using external data, tools, and sources. Although the two use different approaches, they need to partner together to understand the bigger picture.

Alison Ettridge, CEO & Founder of Talent Intuition, confirms this, stating: *“The two should work in partnership. At the moment, HR / People Analytics teams seem to be focused on internal / company data. We believe that talent intelligence is based on external data and uses intelligence to see what is changing and predict what may happen in the external market. The insight is at its most valuable when married with internal data”*. Due to the blurry lines between Talent Intelligence and HR/People Analytics, they may often integrate as the required skill sets tend to be similar in nature or because of company sizes. Mike Basnett Sandiford and Will Cradle from Horsefly, believe there are differences which rapidly blur. They have been discussing this daily with people for the past four years. “I can confirm that there is no accepted difference for over 90%”.

“ Are we present at the locations where the talent is ” ?

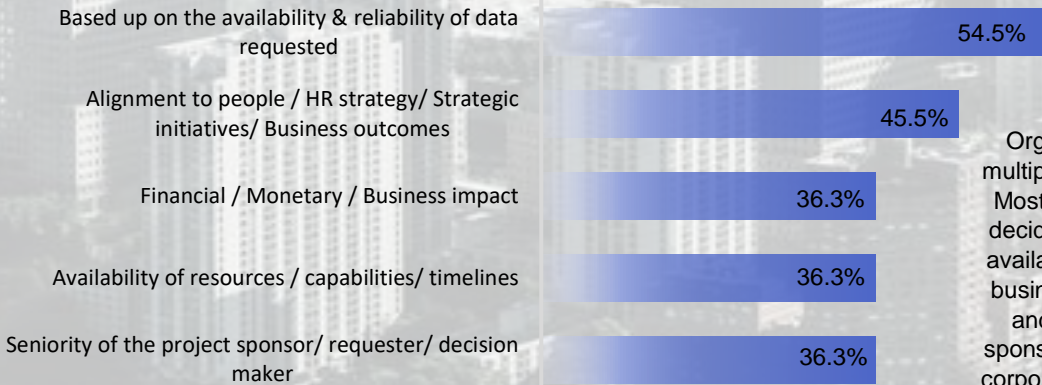
Talent Intelligence deliverables

Top 5 service offerings*



*some organization might call offerings differently, therefore similar offerings have been bucketed. Percentages are of total participants and are rounded.

How do you decide which research you will be conducting and which not*?

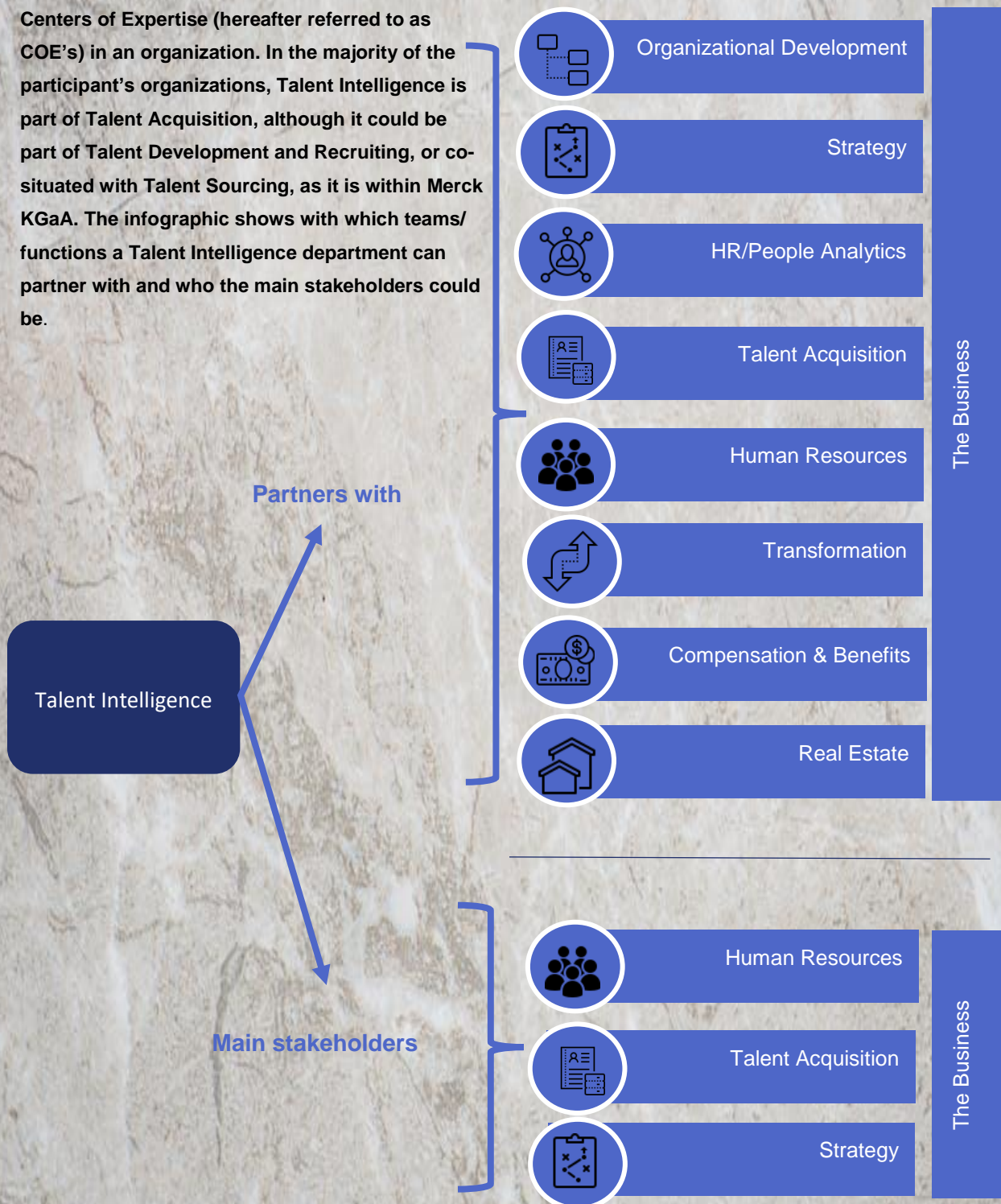


Organizations can have multiple reasons mentioned. Most of the research firms decide this based upon the availability of data while the business outcomes/impact and seniority of project sponsor are more critical for corporate Talent Intelligence functions.

*some organization might call offerings differently, therefore similar offerings have been bucketed. Percentages are of total participants and are rounded.

Location of Talent Intelligence in an organization

Talent Intelligence can be part of a variety of Centers of Expertise (hereafter referred to as COE's) in an organization. In the majority of the participant's organizations, Talent Intelligence is part of Talent Acquisition, although it could be part of Talent Development and Recruiting, or co-situated with Talent Sourcing, as it is within Merck KGaA. The infographic shows with which teams/functions a Talent Intelligence department can partner with and who the main stakeholders could be.



Collaboration with Talent Acquisition

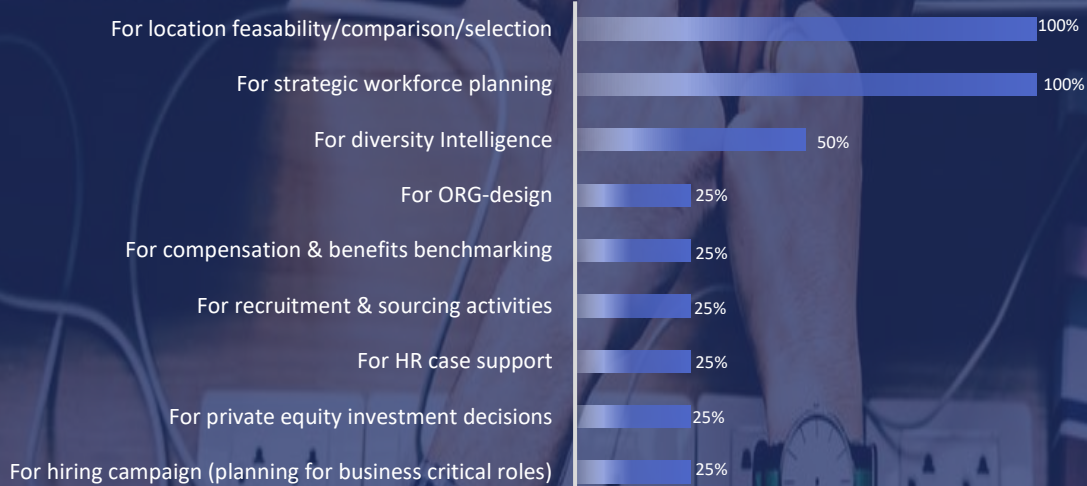
All the participants of this whitepaper, with a corporate Talent Intelligence department, have a collaboration with Talent Acquisition. However, the way they collaborate can be different per organization. Philips Talent Intelligence department distinguishes two ways they engage with Talent Acquisition. First, they look to upskill the recruiters and help drive a culture of intelligence. This means recruiters are responsible for all requisition level intelligence. Talent Intelligence supports them with knowledge and tools to optimize their search for talents. Secondly, the Talent Intelligence department looks to engage with senior Talent Acquisition leaders to ensure that they are aligned on both the strategic intelligence and operational delivery. The engagement with Talent Acquisition leaders also happens within an anonymous company. They work with Talent Acquisition leaders on specific research studies. They start by filling out an intake form. Together they then have a scoping call to assess if they can answer their questions and how. Afterwards comes the analysis and presentation. Recruiters serve as subject matter experts for roles, and they help their Talent Intelligence department to define search criteria.

Microsoft has built a champion network of intelligence across Talent Acquisition in Sourcing and Recruiting, which enables the teams' focus to be spent consulting on Microsoft's most substantial and most strategic talent investments around the world. Nick Brooks & Jessica Williams explain: "We have delivered training and consultation to globally distributed champions since the days of leveraging LinkedIn Recruiter as a research tool, where these champions are now enabling us to scale capabilities with LinkedIn Talent Insights. At Microsoft, we're pushing to be a LinkedIn first organization, optimizing the use of tools already available to us, where, for example, we had every Talent Acquisition employee (including our Chief Vice President!) LinkedIn Recruiter Certified".

While Philips is more focused on having talent intelligence incorporated into the activities of recruiters, IBM & Merck KGaA's collaboration with Talent Acquisition is more centered around sourcing. IBM works closely with Talent Acquisition to help them identify where to hire from, which skills to look for, what search strings to use-, and which associated skills to look for while creating a long list. Merck KGaA's collaboration with Talent Acquisition focuses more on sourcing, generating insights, and sourcing goals based on strategic workforce planning outcomes that would then be executed by operational recruitment teams.

A company that prefers to stay anonymous explains how they work together with their recruitment team. "In the past, we worked directly with recruiters, problem-solving on individual requisitions. As a result, we've built a good relationship and reputation with the recruiting department. Currently, we work alongside recruiters as part of larger planning groups, with HR and business leaders."

How do research firms see Talent Intelligence they provided being used in organizations?



How is the success of Talent Intelligence being measured?

Measuring success or even defining KPI's for research projects can be challenging. The cost can be defined in most cases, but benefit realization is hard to grasp for most projects and difficult to materialize.

IBM, Philips & an anonymous company have a feedback mechanism in place that helps them to capture the success of a project. One participant of the anonymous company highlights some of their survey questions; “How do

you use the data, is the data presented to other groups, are you happy with the study quality, do the roles get sponsorships or compensations gets adjusted?”. At this point, there is much variance in the type of studies that this company receives, so a standard measure is difficult to define. Merck KGaA measures if research is successful based upon customer referrals, monetary impact, and project-dependent performance measures. (e.g., time reductions, quality increases). Another company that prefers to stay anonymous sends and processes client surveys; they identify actions taken as a result of the research and have checkpoints during the process to evaluate the success of the research-client partnership. Currently, they are exploring how to identify costs saved due to the research.



Our feedback mechanism is a simple form that we fill out embedded within the CRM (Customer Relation Management system) that asks for: Understanding your requirements, accuracy of research, timeliness of output, communication with the team, overall value of the intelligence provided, what can be improved/ how can we add further value to you in the future and how likely is it that you would recommend our product to a colleague? The beauty of it being within the CRM system is that we can track all data and monitor so we could cut by the accuracy of research/ intelligence over time to see the effectiveness or see how understanding your requirements change between consultants over time, between business areas etc.

— Toby Culshaw, Philips



We prioritize projects, which have a clear and defined objective, so simply did the work meet that objective? We also solicit stakeholder feedback through our employee review system to capture what worked, what didn't, and push for continuous improvement. If someone says to us, "it would be interesting to know"--> red flag. Often this is work they have not deeply thought about if they cannot articulate what they would like to learn and how they intend to act.

— Nick Brooks & Jessica Williams, Microsoft



Research firms

Research firms conducting Talent Intelligence for their customers measure their success mostly through the client feedback they receive. Mark Hodson from Armstrong Craven explains how they measure if research for a customer is successful; *“We measure success through the strength of the client feedback that we receive. We are often asked to help our client contacts by presenting the report to senior stakeholders within their business. Presenting our data allows us the opportunity to gauge how well our research has landed and what kind of discussions the research generates. A strong report often leads clients to begin talking about their next steps in relation to the answers/findings we have reported e.g., deciding on a location and beginning to discuss how they now need to make this happen or discussing how to start calibrating salaries in their business. Given the strategic nature of our research, it can be difficult to track the eventual outcome in relation to how the client leverages the data to influence their decision”.*

Besides the customer feedback, Mercer also checks if the customer implement their recommendations and if there is spin-off work coming from an engagement.

Emsi measures success by tracking customer retention and satisfaction. One of the ways they measure success is by an ongoing Net Promoter score and satisfaction by the renewal of their customers, Matt Mee from Emsi explains. Also, Talent Intuition conducts bi-annual customer reviews and regular user workshops from clients and others for feedback for improvement. Alison Ettridge from Talent Intuition highlights that they try to calculate the \$ value that the data and research returned, so a client understands the return on their investment. They also conduct client surveys quarterly to determine how the intelligence is being used; how successful the client feels the work has been, and what else they would like to see, surfaced either through their platform or in future work. Horsefly asks the various customer divisions what the desired objectives are on a quarterly basis.



Potential ROI calculation for research

- Estimated financial/commercial impact
- Cost avoidance (vs. research firms/ external partners & consulting rates)
overall savings delivered as a result of the project
- Overall business impact on the organization
- For location selection, when there is lower operating costs achieved or cost implications of choosing the wrong location.
- Performance measures (e.g., time reductions, quality increases)
- Recognition of Talent Intelligence assessment by making adjustments.
- Scenario creation showing BAU vs. Talent Intelligence recommendations
- What organizational risks has the function been able to mitigate through application of Talent Intelligence
- Topline revenue
- Detail all analytic outcomes, good and bad.

Usage of the research before making strategic business decisions

Even though organizations measure research success, it is as essential to ensure that the research is used before hiring or before making certain business decisions. IBM and Philips both use their feedback mechanism to see how the research has landed and to ensure the research is affecting the decision-making process, as it should. Merck KGaA also asks project partners to consent to the work being publicized through internal (e.g., presentations, newsletters, marketing materials) or external mediums (e.g; conferences, presentations, articles). An anonymous company mentions that many of their studies happen after the fact. In cases where they can be more proactive, they have made sure to collaborate more with other teams and departments, such as Real Estate.

One of the participants feels that this is making sure the data gets to the right audience. Armstrong Craven mentions that Human Resources and Talent Acquisition become much more aware of the power of Talent Intelligence, and it plays a more significant part in strategic decision-making. It is important to build awareness of the power of Talent Intelligence. However, business leaders are not always aware of the possibilities that talent intelligence can generate. Mark Hodson explains: *“To aid the 'buy-in' of business leaders, talent intelligence providers need to ensure that their research speaks to both HR/Talent functions, as well as business leaders and senior executives. Quantifying findings into monetary values can help, but also presenting findings into the broader business context and offering consultation, recommendations and, advice to contribute to investment decisions also helps business leaders understand the value of talent research”.*

Key performance indicators for Talent Intelligence

Optional KPI's for Talent Intelligence departments:

Being recognized internally & externally as an SME and thought leader in Talent Intelligence

Supporting TA & HR to deliver strategy through talent intelligence and reporting

Working with TA to enable an excellent intelligence knowledge transfer and help foster an intelligence culture within TA

Data accuracy as against market data/quality of intelligence

Number of users of self-service analytic tool (if available)

Annual cost avoidance per Talent Intelligence employee

Net Promotor score (Customer satisfaction/ Stakeholder review)

Project overrun <5% (time to conduct the research)

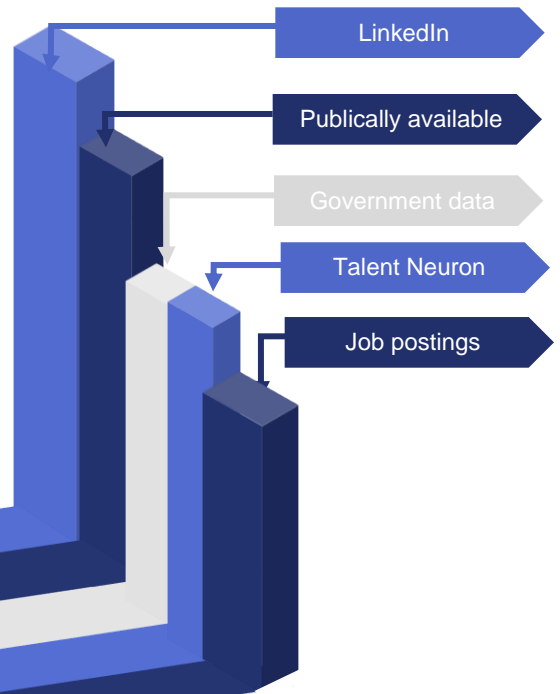
Team resource utilization rate of 95% as an average

Number of projects performed

Measuring the impact of work conducted (are the objectives reached)

Top five data gathering

LinkedIn and publically available sources are the most commonly cited ways of gathering Talent Intelligence by the participants. Besides this top five, there are huge numbers of other data sources available based upon the research participants' databases. (Including but not limited to: Mercer, Emsi, Stratigens, Horsefly, etc.) In addition, tools to analyze this data (Including but not limited to Power BI, R, Python, and Tableau)



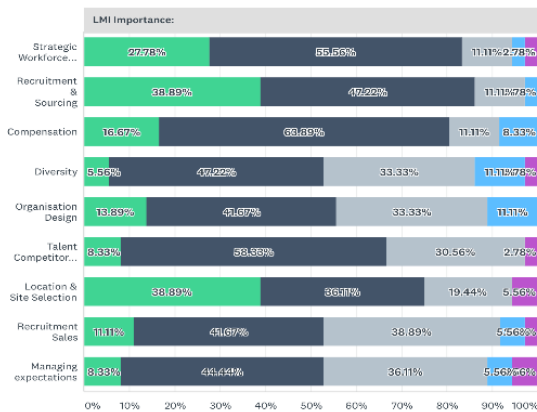
100%

Of participants within a corporate Intelligence function, face difficulties concerning data quality or data availability

Emsi researched in June 2019 with #36 participants spanning over #20+ organizations in; 'Using Labor Market data to plan the future.' Emsi was seeking to understand how organizations are using Labor Market data to influence workforce decisions- while also exploring the extent to which they have access to and trust different data sets. The target individuals were working in Recruitment Consultancies, In-House Recruitment functions, and People Analytics.

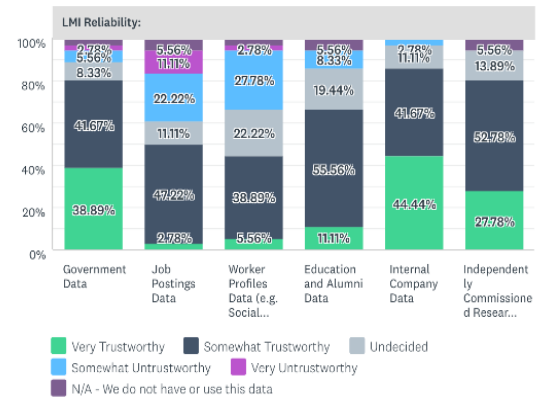
IMPORTANCE OF LMI DATA: How important is it to have robust external Labour Market data when making workforce & business related decisions in the following areas?

Answered: 36 Skipped: 0



DATA RELIABILITY: To what extent do you trust the different types of external Labour Market data you have access to?

Answered: 36 Skipped: 0



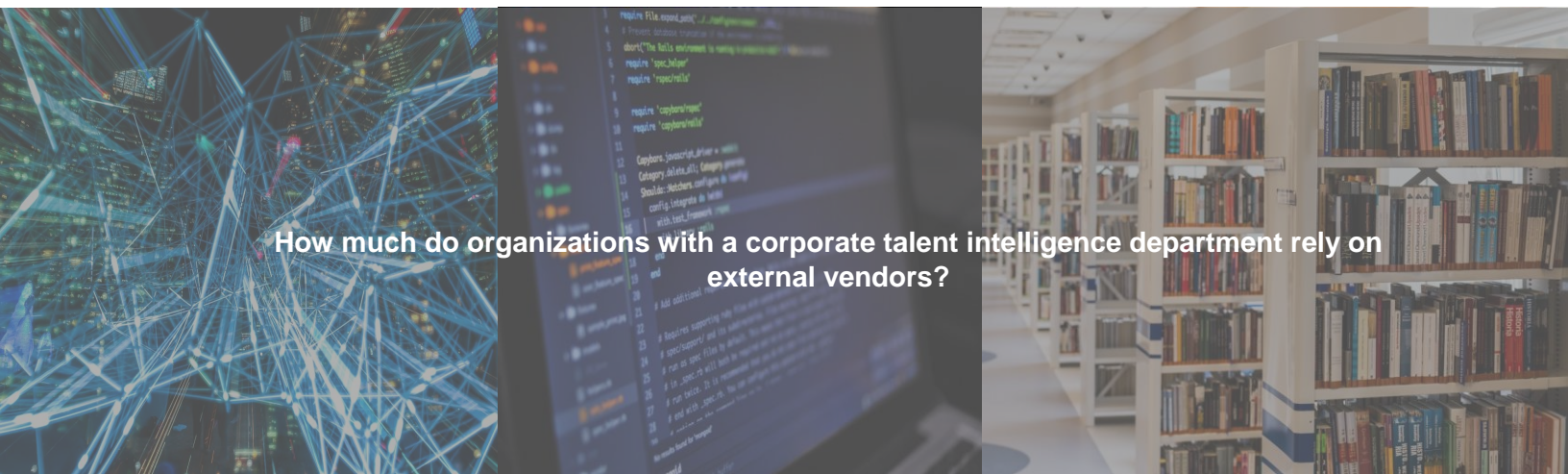
External labor market data is seen to be most important according to the survey respondents in the following aspects of Workforce strategy: Recruitment & Sourcing, Location & Site Selection, Strategic Workforce Planning, Compensation Planning, and Talent Planning & Competitor Analysis. According to the same survey, the most trusted Labor Market data is Internal Company Data, Government Data, and Independent Research. The least trusted Labor Market data is Worker Social Profiles and Job Postings.

Data quality & data availability is an ongoing challenge for participants within a corporate Talent Intelligence function. What do these organizations do to enhance data quality? Nick Brooks & Jessica Williams from Microsoft point out that if they are not confident about a particular data point or insight, then that is the first thing they share with the stakeholder. Applying reasonable judgment and making any caveats clear from the outset. Philips looks to aggregate as many data points as possible for reports to cross-validate the numbers. Toby Culshaw explains: *“This is often difficult with different providers and sources using different taxonomies. Using internal data, supplier data, and publically available data, though, you can usually triangulate to a level of certainty that is acceptable”*. This is also the case within IBM: *“We try to provide data from multiple sources, including our estimations using data pulled from government data sources,”* said Arnab Mandal. An anonymous company enhances data quality by not reporting on a level where the data is not available but on another level of detail where the data quality is acceptable (e.g., salary average for a competitor nationally vs. salary at a specific location). The anonymous participant continues: *“Other times we might provide a range saying salary is between x and y. Finally, we tend to stick with what we know; we’ll point the tools internally at our jobs and roles and use the variance from our baseline to indicate the data quality”*.

Research firms confirm that data quality and availability is an ongoing challenge, as this varies according to roles, skills, industries, geographies, etc. Mark Hodson from Armstrong Craven explains: *“The key with any insight project is to determine where the best possible relevant data exists. If data is not available or reliable, then an alternative source or methodology is applied to deliver the best available fit solution. Talent Intelligence teams should always take a skeptical view when selecting data sources and should question the validity, transparency, age, and relevancy of all sources”*. Alison Ettridge explains how Talent Intuition enhances data quality: *“We are unique in having a big data platform and an in-house qualitative research team. We are continually adding data sources to the platform to improve quality. In reality, our best way to improve the quality of the data is in improving the backend of the platform - changing our searches to incorporate local natural language processing, increasing our use of local language experts, building on the smaller pools of data rather than relying on fewer global sources. Data availability has challenges in emerging economies - particularly in China and some of the African countries. In all cases, we recommend allocating a confidence index to the data based on the quality of the data you are looking at and the number of sources. If there is limited data available, it reduces the confidence level. If the source is smaller or less known, lower the confidence level. If the source is only a global entity, recognize the local language restrictions, and supplement the data. Ask your business leader whether some data is better than no data and make an informed choice”*.

Transparency is also an essential item for Emsi. *“Being transparent about our data sources and the respective strengths and weaknesses of different data sets is important as measuring the world of labor markets is both complicated and carries risk,”* said Matt Mee. Another company that prefers to stay anonymous mentions that they receive plenty of questions for which directly applicable reliable data is scarce. In that case, they generally reframe the issue into one, which can be answered with available information.

This shows that data quality and availability is an ongoing struggle for corporate Talent Intelligence functions. The best practices show examples of how data quality is enhanced, which best can be done by using a variety of data sources and perform data analysis while continuously questioning that validity. At the same point, it is vital to use sources that are transparent concerning their methodology. The crucial point is to conduct feasibility in the early stages of the research study to know if you can answer the business question with relevant and accurate data or if the problem would need to be re-phrased.



How much do organizations with a corporate talent intelligence department rely on external vendors?



We rely a lot on external vendors for our data. Philips indicates that they rely a lot on external vendors. *“This is a positive in that it gives us stability and a good base platform across all work and regions, but it is a real risk in terms of data accuracy/instability and platform reliance,”* says Toby Culshaw. An anonymous participant explains why they rely a lot on external vendors: *“We don’t have the bandwidth to scrape, store and maintain all this data. Additionally, with changes in privacy laws and data ownership, I’d rather not be the one scraping people’s information at scale”*.



We rely partly on external vendors for our data. *“External data sources are required to have a broader understanding of the market in a limited time frame. However, we should be aware of the limitations which are there with every platform which helps us understand the quality of data we would be synthesizing for our projects”*, said Arnab Mandal from IBM.



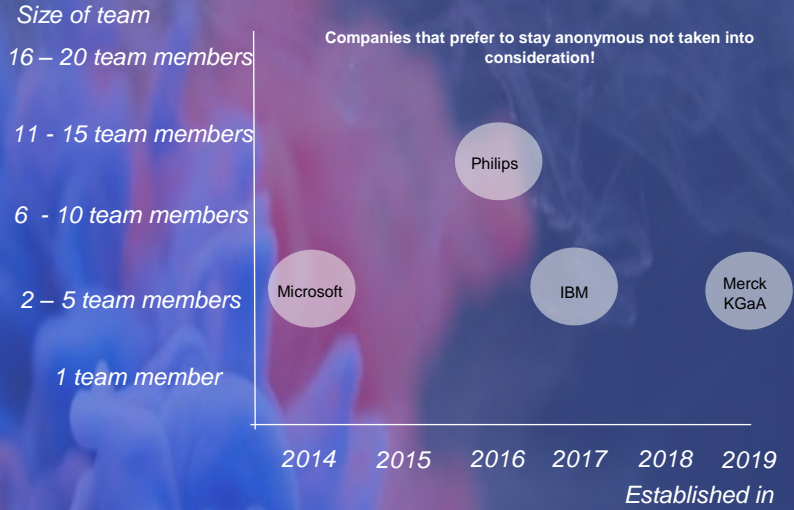
We rely a bit on external vendors for our data. Merck KGaA explains why this is positive for them: *“An internal team cannot build everything. Relying on vendors can create scale and impact without recreating many offerings that are commercially available at reasonable prices. Purchasing data also ensures that internal teams retain control of the analysis and subsequent methodological quality. In addition, it can help mitigate the initial financial investments and risk associated with a pure build”*.



We do not rely on external vendors for our data. Microsoft leverages LinkedIn’s Economic Graph and utilizes a select number of third party tools, but all analysis is conducted in-house. That enables them to control highly sensitive discussions and base the work on a deep understanding of the company objectives and strategy.

The teams

Corporate Talent Intelligence departments : Size of company > 50.001



Hard & Soft skills for a Talent Intelligence team.

The below is not on an individual level, it is crucial to have a mixture of these skills within a Talent Intelligence team:





Does a Talent Intelligence team need to have a Data Science background?

There are many different opinions around this. For Philips, an anonymous company, Horsefly, and IBM, this is not necessary, as there is quite a lot of pre-aggregated data available. Although Toby Culshaw from Philips believes it depends on the maturity of the function, for example, when you start designing your own products. An anonymous company mentions: *"Data savvy will get you pretty far."* Mercer also confirms this: *"In my opinion, you don't need to be able to perform regression analysis/causation/ predictive modeling to be able to bring valuable TI insights to your business,"* said David Osborne. Arnab Mandal from IBM does not exclude hiring some data science headcounts in the future.

Merck KGaA believes that a data scientist background is needed. *"Including a data scientist increases the sophistication of analyses that can be applied to business problems/ consulting projects. Enables the team to build more internal products and services without being reliant on external service providers"*. Emsi & Talent Intuition do believe it would certainly help, but not needed for the whole team. Armstrong Craven adds: *"The challenge going forward as talent data proliferates, in a way that is accessible and analyzable, will be to find individuals that can marry together hard data science skills with knowledge of roles, industries, skills, companies, geographies, and cultures, which would all inform the analysis and put data into relevant context allowing credible conclusions"*.

Roles & responsibilities best practices

1.

Within Microsoft, Jessica Williams focusses on strategic consultation: How do we solve some of the biggest questions within Microsoft? Her colleague, Nick Brooks, is more focused on the enablement and success, primarily TA and HR, consulting on tools such as LinkedIn Talent Insights with a vision to make people more self-sufficient. The broader Talent Intelligence team within Microsoft focuses on channel optimization and talent marketing, backed by insights.

2.

A company that prefers to stay anonymous has a research manager that is responsible for team management, internal advocacy, vendor management & relationships, and research projects when the team is over-capacity. This role also may take research that benefit from particularly in-depth institutional knowledge. The consultants divide the remaining work depending on capacity subject-matter knowledge and/or institutional knowledge.

3.

Within Philips, the team members all have similar skill sets and roles, although differentiated by seniority. Toby Culshaw from Philips does mention that they currently have a knowledge gap around analytical capabilities that they look to address moving forward.

4.

Within Merck KGaA, there is a team leader who is responsible for the following activities: strategy setting, securing infrastructure resourcing (i.e., people, technology, data, etc.), socializing project findings with senior audiences, identification and business base development, and enabling the scaling of innovations for enterprise audiences. They have data enablers who are responsible for the curation of internal data and tools, and training and development

of HR and commercial audiences to ensure ongoing use of toolsets. An advanced analytics team that is responsible for requirements collection, collecting and analyzing data according to strategic challenges, disseminating generated content through compelling visualizations, and evaluating analytic outcomes for scaling opportunities. Technology management is responsible for technology strategy, purchase, implementation, and compliance.

5.

The participant of another anonymous company explains: *“The team is fairly technical and will query data sources, join data, build dashboards and visualizations, and develop our own models. A consultant manages all talent market functions via program design, research management, developing analytic models, etc. A senior analyst collects data, interprets data, builds visualizations, runs analyses, etc. Lastly, a senior manager oversees the entire Talent Intelligence team, including talent market and other team functions”.*

6.

Armstrong Craven has several Talent Intelligence experts – a secondary research focused 'Knowledge & Insights' team, as well as primary research insight experts within our sector-aligned practices. Insight projects usually require collaboration between their secondary and primary researchers. At the start of a project, a Project Manager is appointed, and project team members are selected based on the size of the project and the skills required.

7.

Within Mercer, there are two senior leaders, who are able to link insights into business objectives and translate findings to those who are not data experts. Further, six data experts are responsible for full-time number crunching and data modeling.

8.

In Emsi, there is a team responsible for Data Science/ Development / Software Engineering, and a team for Product Management. There are also Labor Market Economists (Consulting), Client Services, Business Development and Back office team within Emsi.

9.

Talent Intuition is divided into the following: 3 employees for bespoke qualitative research for people intelligence, 1 person for report generation, 1 for marketing, 2 for sales and 1 person who is responsible for operations and client satisfaction; then for the platform, 2 people for data science, 1 person for manual research where Stratigens clients need more granularity or support. Talent Intuition has flexible, part-time, freelance, and home working as options to ensure they can access the best talent for the business”.



Evolution of roles & responsibilities

Horsefly's trend analysis (page 10) showed us the increase of the appearance of 'Talent Intelligence' within profiles online or across CV's. How have the roles & responsibilities of this whitepaper's participants evolved?

Within Philips, the roles have remained constant, but there have been two main developments:

- Alignment to specific business areas and areas of expertise (to both act as subject matter experts and also to be able to align closer to the business and their demands)
- Philips has adopted a culture of continuous learning and developing their skill sets, whether this is data analysis, visualization, project management, stakeholder engagement, presentation, etc.

IBM also sees a development in their client management. Arnab Mandal explains: *"Earlier we had only one person responsible for client management, but with increasing stakeholders it was difficult to maintain relationships with all the clients by one person. Hence we distributed our clients and responsibilities evenly"*. Merck KGaA

sees that their roles have an increase in technological/analytics sophistication and an increased scope to accommodate new products/service offerings. For an anonymous company, the talent market function began as an intermediary role between their clients and their vendors. It has evolved into a thought-leading analytic function and emerged as a newly created team. In the last year and a half, they have seen drastic changes in how they operate. They increased their expertise in labor market data, increased the team size, began to incorporate advanced analyses and tools (R, Python, Tableau, Cognos); and shifted from reactive studies to pro-active studies. In 2017 their studies that were mostly from talent acquisition clients and limited to tactical responses to talent needs. By Q2 2019, they exceeded 2017's volume and is projected to more than double the previous year's volume while increasing quality (more complex analyses) and gaining new cross-functional clients.

The team's expertise is frequently leveraged for strategic work streams and initiatives.

The roles of a company that prefers to stay anonymous have evolved a lot. The work they are tasked with has changed almost every year, and about every year, the company has to re-evaluate how the work should be divided. They have tried different approaches: previously, they had a role focused on certain subjects, business units, or in-flight talent initiatives.

For research firms, this is slightly different as their teams are usually larger than corporate Talent Intelligence teams. Taking Armstrong Cravens 'Knowledge and Insights' team as an example. The department has evolved massively over the past five years. The department began life as a support function within Armstrong Craven, delivering a secondary desk research service to their colleagues and contributing to client projects in a limited capacity. Recognizing a growing demand for talent intelligence services, they developed the capabilities of the team, through personal development and encouraging innovation, to become a client-facing team of insight experts. In broad terms, the department has developed from a library service, to become a team of insight analysts, scoping, designing and running insight projects that bring together and make sense of both quantitative and qualitative data.

For Mercer, their Senior Leader roles become more and more important, as telling, a story with the data is almost as important as the data itself, according to David Osborne. Also, Emsi's structure has evolved as the customers have increased, and they bring on board senior sector professionals who understand the customer environment. Matt Mee from Emsi provides an example: "We have HR professionals who work as part of our Talent business, who have been customers and understand the challenges of implementing complex data solutions."

Talent Intuitions team has evolved as well, but this resulted in a smaller, more focused, and higher quality team and output. *"Three years ago, I was running a team of thirty full-time researchers who performed end to end people intelligence projects. We recognized that their work had moved increasingly from traditional research, picking up the phone, scanning articles, reading annual reports, to online research. Talent Intuition therefore, built their tool (Stratigens) to reduce the amount of time any researcher needs to spend searching multiple sources online so that our researchers could focus on qualitative research and insights. The big data we can get through our technology. This means we can deliver work faster and more cost-effectively than before – we hope this will open up the field of talent intelligence to more firms,"* Alison Ettridge mentions.

This evolution in Talent Intelligence teams and the gained expertise show that this innovative field is still finding its feet as well that it continuously needs to adapt to the technological developments.

Talent Intelligence trends for the future



Top 3 trends for the future

1.

GLOBAL SHARE of Social Networking

- Due to the more rapid development of external vendors and new intelligence data platforms becoming more and more popular, there will be a **general upskilling amongst HR and Talent leaders** in how to access, manipulate and interpret the data on these tools as well Talent Intelligence upskilling to become experts.

2.

- Working more closely and building deep **partnerships with corporate strategy teams and other departments.**


3.

- **Increased levels of automation** within the Talent Intelligence field, how big data is used and analyzed, and a strong emphasis on unstructured data.



Growth.

▲ 24.7050	▲ 86.560	0.650
▲ 47.0540	▲ 57.030	807.5
▲ 6760.70	▲ 5.7540	0.607
▲ 34.7080	▲ 0.7540	540.5
▲ 16.0680	▲ 0.7040	405.4



Some Successes, challenges and learnings

Participants were completely free to share the following information. Thus, not everyone may have shared successes, challenges and, learnings.

Anonymous

Success



“We did not have a formal feedback mechanism earlier and often faced questions on value provided by the function. However, in the last six months, we have included an automated feedback mechanism where stakeholders are mandated to provide takeaways and other feedback on every project delivered, which helped us immensely in marketing our capabilities”.

Challenge



“Often, we work with TA professionals who do not value the numbers but want us to provide a long list of candidates whom they can target. Whenever we open a new market, we have challenges explaining the work we do and how it helps the TA team, which is a challenge due to the lack of understanding of the TI function in general”.

Learnings



“Often search strings created by us are not ideal, and we should always take the maximum time to create the best search string which can capture the required talent pool for any market study.”

Horsefly

Challenge



“Leadership is critical to a successful talent intelligence implementation, as it takes a change of toolkit, process, culture, and employee empowerment.”

Will Crandle

CEO & Co-Founder

Learning



“Amazing what you can achieve with a determined, open mind”.

Talent Intelligence and the adoption of data is driving better business decisions, teams and businesses who invested early are now seeing the substantial benefits.

The adoption and enablement of these tools across businesses is an ongoing challenge. Training and continuous learning is a critical element when understanding not just how to get the right data but more importantly, how to use the data to create impactful insights.

Mike Basnett Sandiford

Head of Partnerships

Philips

Success



“We have been lucky in that we’ve been able to work on some substantial and complex problems that are core to the future of Philips. These have been across organization design, fit for future models, location set-ups, and M&A activity. These have been achieved through a history of delivery excellence and building trust with the business and leaders through robust and credible consulting, challenging and reporting”.

Challenge



“One of the recurrent challenges is ensuring we nail down the business problem we are facing and not just looking to address a symptom of a deeper underlying problem. This also though helps in building relationships with the business by really challenging them on what we are being asked for, why we are being asked for it, what we are looking to address and how is this affecting the business”.

Learning



“Work very closely and collaboratively across as many functions as possible. These functions and individuals then become your ambassadors within the group. Holistic intelligence is what is needed rather than intelligence in silos. I would also say you can have a tendency of trying to push projects into tight timeframes and often to the business timeframes. We need to work hard to ensure we have sufficient time to complete the analysis and provide the insightfully otherwise the end quality and impact in lessened, build in a buffer into your process wherever you can”.

Toby Culshaw

Head of Global Talent Intelligence

PHILIPS

Anonymous

Success



“We're having a breakthrough year. We currently have a 184% increase in completed study volume for 2019 vs. 2017 (and still have several months left in the year). This increased volume is achieved while simultaneously increasing the quality and complexity of analyses, improving delivery speeds, and expanding our enterprise client base outside of Talent Acquisition. All of this has led to new and exciting partnerships that have positioned us to be strategic and provide talent insights that shape how we find and develop talent”.

Challenge



“Scale. We have done a good job on a small scale, a few roles per location. Our challenge this year is scaling. We are scaling the use of our tools to recruiters to enable us to answer more basic questions. We are scaling how we collect and analyze data for roles across the entire enterprise, changing how we conceive the roles themselves. We are tying labor market data with future skills strategy. The key to success for all of this is how to do it at scale”.

Learning



"I think a big lesson I learned was how to define talent supply. When I first started, I thought more of a one to one mapping was best. Now I ensure that we have active conversations with clients about the appropriate talent pool. To give a concrete example, our historical hiring data and conversations with recruiters showed that customer service roles hire people with different experiences and backgrounds outside of customer service. Therefore, we should then consider the talent pool for customer service roles AND the additional roles (i.e., retail sales) since those two roles are considered appropriate talent supply”.

Anonymous

Success



“We’ve assisted some departments and new initiatives in identifying optimal locations, for sometimes quite large facilities. Key to this work has been coaching the business to be clear on their talent strategy so that the choice goes from finding the vague “best locations” to the more subjective “best-for-us locations.” This method has engendered some great collaboration between our team and the business, so that everyone is aware of and agrees on criteria for success”.

Challenge



“Identifying our strategic role in the organization. Time, partnership, and capacity”.

Learning



“For the work – leave time for insight. It’s not automatic. And the more understanding of the client’s perspective you have, the better the insight.

For the company – push for answers from partners before performing much research. How specifically will this be used? What decisions or actions will be informed as a result? Then you can confirm research use & priority and connect the resulting data to their needs more directly.

For the team – identify wins. This is challenging work, and it’s necessary to celebrate small successes during the process to stay motivated.



Armstrong Craven

Challenge



“Talent intelligence is a fast-growing discipline, and demand for talent intelligence services is rising. The skillset of a good talent intelligence analyst is, rare and it can be an investment process to find the right individuals and then train and develop them to become fully autonomous talent intelligence analysts. The key to our success will be continued investment in the team, both in terms of growing the team size and developing the skills of the team, while at the same time meeting the increasing demand from the market. A successful talent intelligence team must also keep abreast of new technologies and constantly upskill itself to take advantage of analytical and presentation tools, to ensure that the TI function can increasingly work smarter and present data in the most impactful way”.

Mark Hodson

Head of Knowledge & Insights Services

Mercer

Challenge



“Not enough hours in the day!
Business is booming. This is a really hot area, more and more of our clients are questioning/realizing how Industry 4.0 will impact their future business models and people strategies. The rate of change is accelerating, and many companies have understood that continuing with BAU (business as usual operations) won't suffice anymore. Yes, change may be difficult, but the majority of companies are now realizing that if they want to retain their competitive advantages, now is the time to act - and for companies to do this effectively talent intelligence insights are needed”.

David Osborne

Strategy & Workforce Analytics Leader
International

Learning



“Link outcomes to business decisions. Do not just present data. Data is a means to an end - not the answer. Understand how insights link to the bigger picture – make sure you have storytellers in your team. It would help if you had people who can bridge the data and business side. Get a mix of skills in your team; everyone can add value”.

Emsi

Success



“We have many happy customers across the world who rely on our data when it comes to making important workforce-related decisions. This includes clients across a range of sectors - education, economic development, and those working in the talent and staffing sectors.

We would be happy to share specific case studies with people who are interested in finding out a little more about the kinds of work we do”.

Challenge



“Working with varied labor market data sets from across the globe and normalizing massive amounts of disparate data in order to tell consistent stories.”

Learnings



“That talent intelligence is rapidly moving from a field focused solely on internal metrics to a field that is working to understand the broader ecosystem of talent-based both on internal and market metrics.”

Matt Mee

Director Workforce Intelligence

Talent Intuition

Success



“Our technology platform is reasonably new to the market, and we are working with several early adopters. Already we are seeing clients combining our research and software to influence strategy genuinely. A global FMCG client has used the data from Stratigens to identify a shortlist of regional hubs locations for data science skills in the US, China, and Europe. We are now using qualitative research to determine what the talent attractors are for this skill set, where the future flow of talent may come from in the shortlisted locations (so they can future proof their decision) and the working model this talent is likely to want now and in the future – so they can create talent models for tomorrow in each location. A financial services clients is using the data behind Stratigens to identify the diversity of their talent pools for certain skill sets, and comparing this to the diversity of aligned skills. They recognize the challenge in hitting their diversity targets by continuing to look at the same skills and want to identify new ways of bringing diverse talent into their organization. A genuinely strategic way to look at the data”.

Challenge



“We are leading with a new solution and a new output. Our focus is on influencing strategy with the data - a 'pure' use of talent intelligence. To do this, we have first to educate our client base, and, in some cases, educate and upskill our client contacts. From this, we then need to work with business leaders to identify their business challenges - we are best when in front of these people, rather than relying on an in house contact to explain the content - but getting there is hard. We are not a large strategy consultancy with the brand and marketing budget to go with this territory - yet our niche, in talent intelligence, we far outstrip them in results and quality and output, and cost!”

Alison Ettridge

CEO & Founder Talent Intuition

Learning



“Focus on the business challenge and outcome. There are so many questions that talent intelligence can inform it is important to work on those that genuinely impact on the bottom line. Do not try and do research cheaply - mapping a market on paper is not talent intelligence; it is market mapping. To be impactful talent intelligence should be proactive and continuous. Technology alone cannot provide the insight that talent intelligence has the power to deliver. A combined approach of big data and qualitative research (whether in house or outsourced) is essential to genuinely influence strategy. Visualization is key. If you want to gain buy-in from senior leaders, results should be presented cleanly and quickly and without detail. We are increasingly working with Strategy Directors who wish to see high level and then determine which bits of data to drill down into – we can do this live on the platform with them and then download the relevant images to their reports. It needs to be easy! Don't get caught up in the data. Data can tell us lots of things and can be cut up in many ways. Determine the business challenge you are trying to solve and see how the data can help to support a hypothesis (or disprove it).

Closure

We are currently in a time of uncertainty, as mentioned in the report 'Talent, Technology and HR predictions for 2019'. The growing economy, low unemployment rates, volatile stock market, rise of the gig economy, and much more, influence this uncertainty. Companies recognize data as a vital part of running a high performing organization in this uncertain time. This increase in data importance is visible in the 'High impact People Analytics' study. In 2017, 69% of companies were integrating data to build a people analytics database. In prior years, this was always about 10-15% of the companies surveyed. The increased focus on measuring diversity, skills gaps, labor utilization, and retention rates, combined with having people analytics embedded in workforce planning, talent management, and operational improvement, demonstrates the value for any organization. However, in this uncertain time, organizations and their HR departments continuously need to adapt and up-skill themselves. A possible way to change is to have a broad external labor market overview that will provide meaningful contributions to workforce planning. I am happy to see organizations adapting by taking data to the next level with Talent Intelligence and share insights on how this has contributed to their workforce planning.

Josh Bersin



Partners

The following individuals have contributed to the whitepaper:



Marlieke Pols
Author



Toby Culshaw
Author & participant



Adam David Mckinnon
Participant



Arnab Mandal
Participant



Dr. Shaheena Janjuha-Jivraj
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Nick Brooks
Participant



Jessica Williams
Participant



Mark Hodson
Participant



Rachel Davis
Participant



David Osborne
Participant



Matt Mee
Participant



Alison Ettridge
Participant



Will Crandle
Participant



Mike Basnett Sandiford
Participant



Alan Agnew
Author



Josh Bersin
Author



Anastasiia Kolos
Author



Andrzej Narkiewicz
Participant

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Participant

Anonymous 2
Participant

Anonymous 3
Participant

A big thank you to all the participants for making this whitepaper possible. And, a special thank you to Alan Walker who, made it possible for us to run a webinar around this whitepaper!

Methodology

Organizations who have participated in this whitepaper:



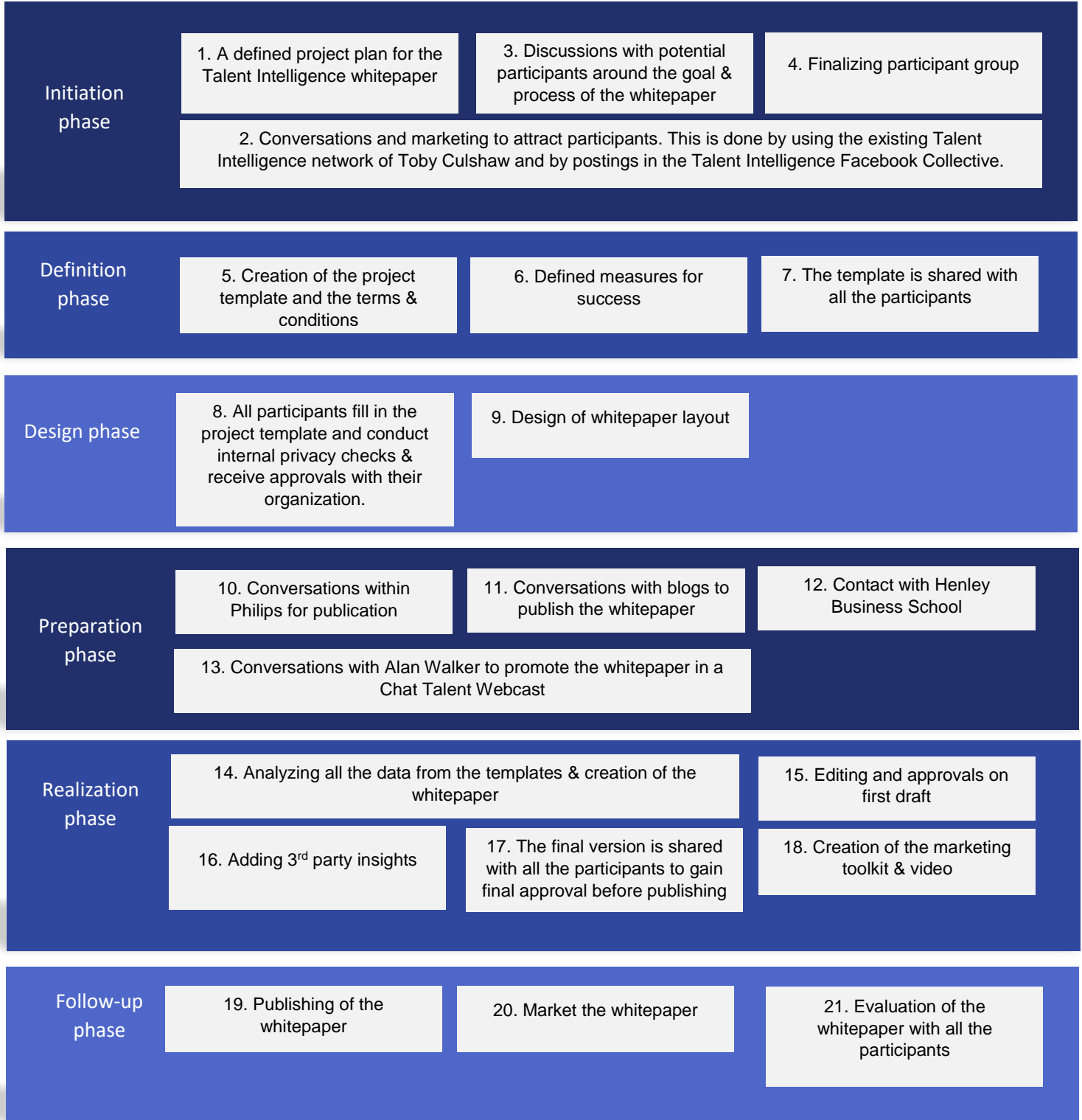
Anonymous company 1

Anonymous company 2

Anonymous company 3

Project overview

To create this whitepaper we have worked via a project management way similar to how we conduct our Talent Intelligence research projects. This has helped us to define the scope of this whitepaper, our goal, and what we would like to achieve.



Methodology

Two templates have been created, including questions for research firms and participants with a corporate Talent Intelligence department. The answers to those questions are used for the creation of the whitepaper. Please note that all participants and organizations have been entirely free in answering, not answering and sharing best practices.

Corporate Talent Intelligence departments	Research firms
What is your definition of Talent Intelligence?	What is your definition of Talent Intelligence?
Why do you think Talent Intelligence is become more known lately?	Why do you think Talent Intelligence is become more known lately?
What was/is the main reason for your organization to focus on Talent Intelligence / or to set up such a department?	What is in your opinion the benefit for an organization to have Talent Intelligence insights?
What is in your opinion the benefit for an organization to have a Talent Intelligence department?	How do you think organizations can show their senior leadership the added value of either an own Talent Intelligence department or going externally for these insights?
How did you/ your team/ your department get the senior leadership to see the benefits of setting up a Talent Intelligence department and were there any difficulties to get the buy-in?	Do you see a difference between a Talent Intelligence and HR Analytics/ People Analytics department? And can you explain what the difference is or why not ?
Do you see a difference between a Talent Intelligence department and a HR Analytics/ People Analytics department? And can you explain why, or why not?	What are the objectives from your organization?
What is the objective of your Talent Intelligence department?	What are your service offerings, what type of business questions you try to answer for your customers? (Please make sure you clearly state the work you do, e.g. Location study, workforce analytics, but also what that type of work entails?)
What are your service offerings, what type of business questions you try to answer? (Please make sure you clearly state the work you do, e.g. Location study, workforce analytics, but also what it means within your organization.	How do you decide on which research / questions you will be completing/answering and which not?
How do you decide on which research / questions you will be completing/answering and which not ?	How do you see Talent Intelligence insights that you have provided being used in organizations?
How is your department connected to the organizations strategy? If part of HR, how is your department linked to HR/ TA strategy and core activities?	Do you have an average time of completing for your research?
With which department(s) in your organization do you work together and why ?	How do you measure if a research for a customer is successful?
Who are your main stakeholders/ customers?	What do you think is a good way for companies to measure the ROI on research that you have provided or which they have completed themselves?
How do you work together with your organizations recruitment team?	How do you believe organizations can make it a practice that research is used before hiring or before making business decisions?
Do you have an average time of completing for your research?	What are the tools that you are using for your research? (Please try to state as much tools and sources as you can and why you are using these tools, as this will be very beneficial for the readers: e.g. EIU for country analysis)
How do you measure if a research is successful?	Do you ever face any difficulties concerning data quality or data availability for research you complete for customers? What would you do or advice to enhance data quality?
How do you calculate the ROI on research?	How are you trying to understand the labor marketing and keeping continuously up to date with what is happening in the market?
How do you ensure that research is being used before hiring or before making business decisions?	What are the roles & responsibilities of the various team members in your team ? (Dedicated headcount to various work)
What are the KPI's your department is measured against?	How have these roles & responsibilities that you currently have evolved over time ?
What are the tools that you are using for your research? (Please try to state as much tools as well as sources as you can and why you are using these tools, as this will be very beneficial for the readers: e.g. EIU for country analysis, Talent Neuron/Gartner for Talent availability & forecast etc.)	Are you all located in the same office or are you a virtual team? If virtual, how do you work most effective together being a virtual team?
Do you ever face any difficulties concerning data quality or data availability ? If yes, what do you do to enhance data quality?	What type of hard & soft skills does your Talent Intelligence team have and why does your team consist of team members with those skills?
How are you trying to understand the labor marketing and keeping continuously up to date with what is happening in the market?	Does a Talent Intelligence team needs to have a Data Science background? If yes/no, why?
How much do you rely on external vendors for your data? And do you think this is something positive or negative?	What type of background do team members in a Talent Intelligence team need to have?
What are the roles & responsibilities of the various team members in your team? (Dedicated headcount to various work)	Do you think that Talent Intelligence will be a department on its self in an organization or that it will merge into HR Analytics/ People Analytics, or will companies be more dependent on external vendors?
How have these roles & responsibilities that you currently have evolved over time?	With the Technology developments, do you see a change in roles & responsibilities, hard & soft skills a Talent Intelligence department needs to have in the future?
Are you all located in the same office or are you a virtual team? If virtual, how do you work most effective together being a virtual team?	What do you see as Talent Intelligence trends for the future?
What type of hard & soft skills does your Talent Intelligence team have and why does your team consist of team members with those skills?	Is there something that you are currently not doing but that you are looking to develop/implement to continuous improve your organization and the work/data you deliver to customers?
Does a Talent Intelligence team needs to have a Data Science background? If yes/no, why ?	Is there are success that you would like to share with people and organizations that have an interest in Talent Intelligence or who want to learn best practices ?
What type of background do team members in a Talent Intelligence team need to have?	
What do you see as Talent Intelligence trends for the future?	
With the Technology developments, do you see a change in roles & responsibilities, hard & soft skills a Talent Intelligence department needs to have in the future?	
Do you think that Talent Intelligence will be a department on its self in an organization or that it will merge into HR Analytics/ People Analytics, or even something else?	
Is there something that you are currently not doing but that you are looking to develop/implement to continuous improve your department/ organization and the work	
Is there are success that you would like to share with people and organizations that have an interest in Talent Intelligence or who want to learn best practices ?	
What is your biggest challenge at this moment when it comes to being successful?	

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For more information:

Talent Intelligence

Why, what and how: A guide to commercially successful Talent Intelligence in a digital era



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