

Developing a Digital Talent Management Program

isobar / Public Sector

qualtrics^{XM}



WELCOME



Yancey Hall
Isobar



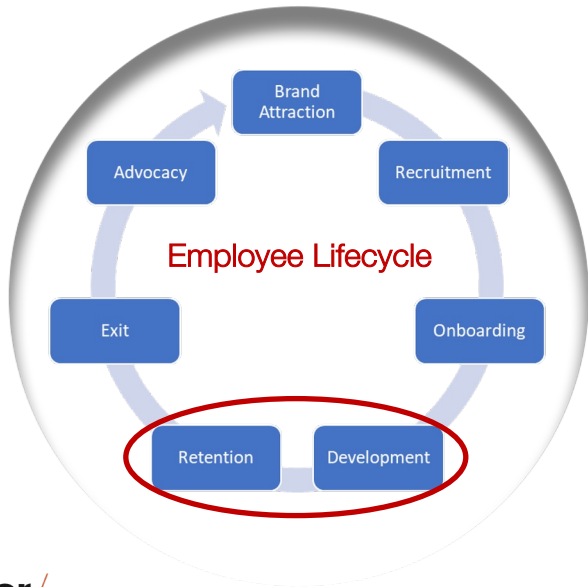
Ryan Twedell
Qualtrics

Today's Objectives

1. Introduce Digital Talent Management, including the processes, methodologies and technology
2. Learn how to develop a Digital Talent Management program
3. Understand how Digital Talent Management technology can be used to automate the process – simplify and scale

What do we mean by Digital Talent Management?

Automating the employee lifecycle through digital tools and data-driven approaches to enable proactive career management and development



Digital talent management addresses all aspect of the employee lifecycle. This focus will be on continuous improvement of development and retention.

HR Functions

- Recruiting
- Payroll
- Benefits
- Time and Expense
- Performance Management
- Training
- Labor Relations
- Onboarding

Despite advances in technology, legacy ways of managing talent persist

Largely manual, paper-based methods of conducting reviews



Limited, one-way feedback during a single point in time



Siloed systems with limited to no connectivity



Mostly top-down evaluation and management



New digital technology, administrative models and workforce conditions have changed how organizations manage and cultivate talent

New digital tools enable HR to manage the entire employee lifecycle



More stuff to learn, more complexity



Remote work and preferences for self learning are changing employee behavior and expectations...employees want both autonomy and feedback

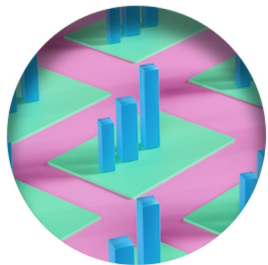


Data-driven organizational management

Given the size of the workforce and the complexity of mission for the DoD, digital talent management is necessary for how the force manages and develops talent

Organizations recognize the value in providing tailored, personalized feedback for employees. Now, for the first time, Digital Talent Management, provides HR professionals with a powerful platform that enables personalized feedback at scale:

Scalable & Quicker
feedback loops



Reduce administrative burden
of multi-rater assessments



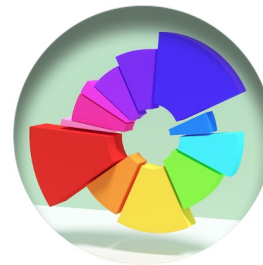
Personalized & Actionable
development for employees



Ability to be tailored and
customized by cohort



Aggregate insights for
overall performance



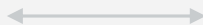
The Talent Development Gap

CURRENT EXPERIENCE

GAP

DESIRED EXPERIENCE

One size fits all development programs for **small number** of employees



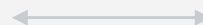
Customize & accelerate development opportunities for all levels of talent without additional overhead

Can't retain or develop talent **at pace** needed to secure **required skills and behaviors**



Actionable development programs that **empower** employees to **quickly** close talent gaps

No line of sight where employee development gaps exist across the organization



Real-time visibility into development gaps, success **outcomes** and business **impact** over time

Skills gaps across all levels of talent

Senior Executives

40 %

of leaders going into
new roles fail¹

People Managers

60 %

of new managers fail within
the first 24 months of their
new role²

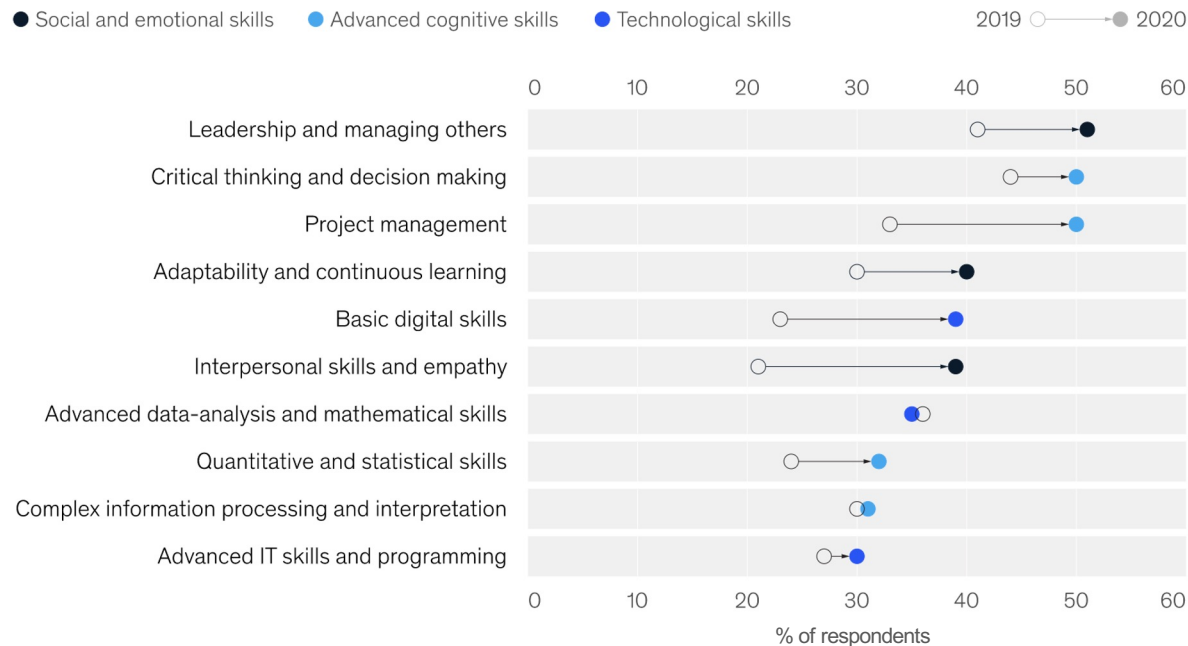
Individual Contributors

40 %

of workers will have to
update or replace their
competencies by 2025³

Evolution from hard to soft skill development

Emphasis on transferable skills: social, emotional and advanced cognitive behaviors



Developing a digital talent management program requires both technology and new approaches to career management

1. Set up the program
2. Develop & Validate your competencies
3. Develop & Implement the multi-rater reviews
4. Structure and Deliver results
5. Conduct coaching and follow-up

Most digital talent management programs include basic steps.

Developing the competency model and the review itself are important predecessors.

The Real Impact: tailored feedback and recommended actions, individualized coaching, and follow-up. This is how true development happens.

To get started, there are key questions and considerations to be addressed around design and execution of the program

1. Do you have a competency model?
2. Has an assessment/review been created or does one need to be created?
3. What technologies and tools do I need? For example, digital review, employee portal, administrative portal.
4. What are the security considerations?
5. How many employees need reviews and what will be the frequency and scheduling of the reviews?
6. What types of reports and visual dashboards do I need?
7. How will counseling and/or explanation of the review and development be managed?

Technical Considerations

- Data security
- System security
- Automations
- Scalability
- Features
- Integrations
- Omni-channel touchpoints
- Reports
- Notifications
- Employee portals
- Ease of Use

A competency model establishes the basis of how candidates will be evaluated

Competency Definitions

1. Authority & Empowerment You make quick, confident, and clear decisions, even when faced with limited information and empower others to do the same.	6. Performance & Accountability You take accountability and maintain a strong sense of focus on results, driving tasks and projects to completion.
2. Communication You communicate clearly, openly, and honestly, and encourage open dialogue.	7. Work Process You continually improve the way work gets done and drive process efficiencies.
3. Respect You treat everyone with respect irrespective of who they are or the situation in which you find yourself in.	8. Innovation You generate new ideas, try new things, and challenge the status quo.
4. Training You promote other people's learning and development to help them achieve their goals and fulfil their potential.	9. Managing Change You adapt and act as a champion of change.
5. Recognition You recognize others' efforts and share credit appropriately.	10. Strategic Alignment You focus on the future and take a strategic perspective on issues and challenges.

The competency model is a framework for defining the skills, knowledge and behaviors for performance.

Competency models may/should be customized to align with organizational values.

The Review is used to evaluate the employee against the competencies

Designing the review can be a lengthy process, especially if there are multiple cohorts or groups. Questions should be validated.

Please evaluate yourself on the following items regarding Learning and Growth:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Actively seeks feedback from others on their performance	☐	☐	☐	☒	☐
Encourages others to share ideas	☐	☐	☐	☒	☐
Admits mistakes and treats setbacks as learning opportunities	☐	☐	☒	☐	☐
Seeks new experiences and challenging assignment to grow and develop	☒	☐	☐	☐	☐

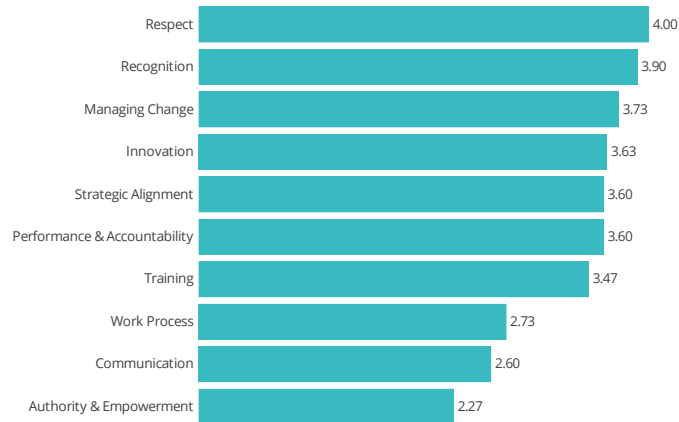
Best Practices

- Involve Industrial and Organizational (I/O) psychologist to design and validate the review
- Leverage questions from a validated library of competency items
- Design logical survey flow
- Iterate and test the reviews
- Customize reviews by cohort
- Develop a master template
- Use plain language
- Incorporate feedback into the review
- Limit the number of questions and overall length
- Involve managers and leaders to convey importance of the program

Make sense of the results and turn feedback into action

Your Competency Summary

This page provides a high level view of your competency ratings (excluding self) ranked from highest to lowest. Use this page to get a sense of how you were rated across all 10 competencies. It may be useful baseline information to help you identify themes emerging from the feedback.



Best Practices

- Deliver feedback in a timely manner
- Start with a simple summary to give a holistic picture
- Draw comparisons to historical or cohort benchmarks
- Present open-ended comments in context of quantitative feedback
- Bring an open mind – treat feedback as opportunities to grow and develop
- Focus on behaviors and turn feedback into a development plan
- Involve managers to maintain an ongoing dialogue and collaborative approach

Follow up after the Review is critical for development of talent...there are multiple options

Following the Review, an action plan is produced for the employee with development actions

Self Directed

- The employee reviews the action plan and implements their own development plan

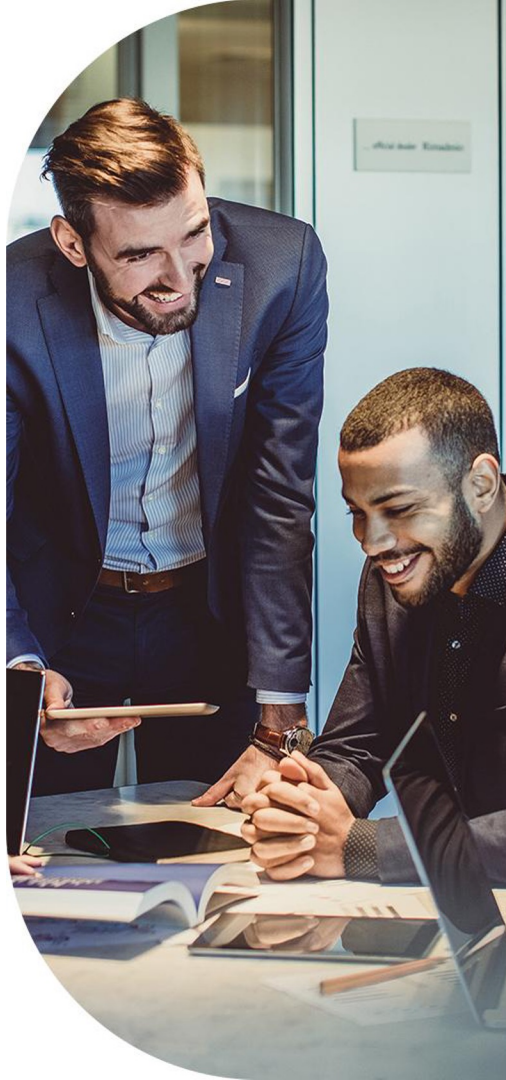
Group Coaching

- Group coaching sessions, either in-person or virtual, are typically an hour long and involve small groups (5-8)
- Multiple sessions are typically held to monitor progress, typically over an 18-month timeframe
- Includes a post session questionnaire

Individual Coaching

- Individual coaching sessions, either in-person or virtual, are typically an hour long
- Multiple sessions are typically held to monitor progress, typically over an 18-month timeframe
- Includes a post session questionnaire

360 Development



Organizational EXM

Organizational culture
My manager interactions
Team collaboration
Organization diversity,
equity & inclusion

Individual EXM

My leadership development
My learning & growth
My overall well being
My pay, benefits, and financial security



Workplace EXM

Systems & technology experience
Workspace experience
Internal support experience
My health and safety

Transition EXM

My candidate experience
My onboarding experience
M&A activities
Organizational changes
My exit experience

EXM Foundation

Strategically understand key drivers and drive actions to
improve engagement and overall employee experience



Accelerate

Extend development programs to all levels of talent without additional overhead



Customize

Deliver the employee and leadership development experience that best meets your organization's need



Empower

Enable individual employees to accelerate their careers, become better leaders and drive greater business impact



Impact

Identify development gaps and track outcomes across the organization with unprecedented speed, ease and confidence

Accelerate

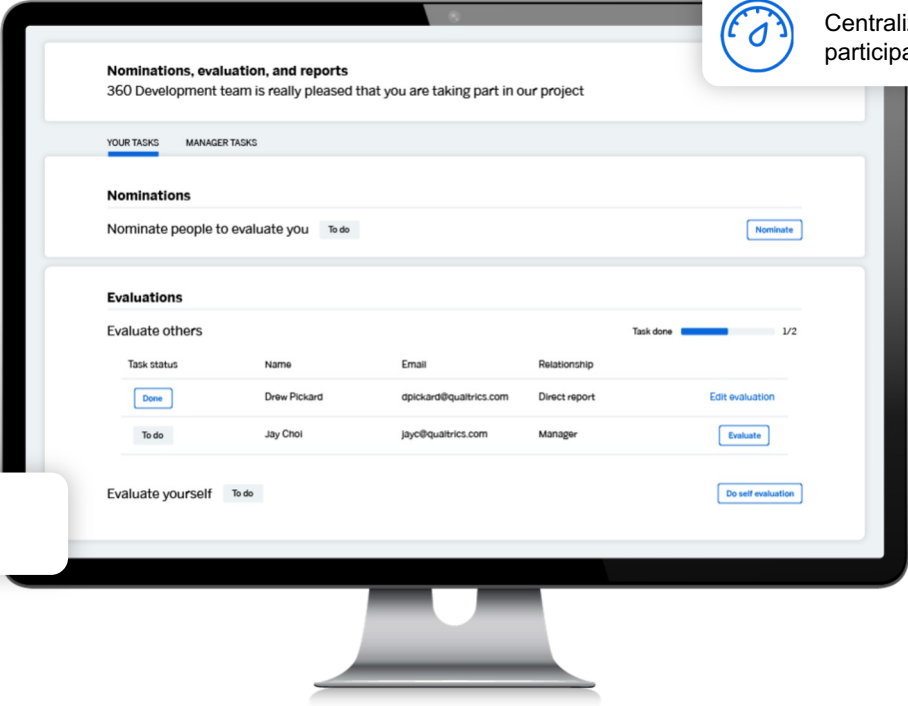
Extend development programs to all levels of talent without additional overhead



Automated workflows



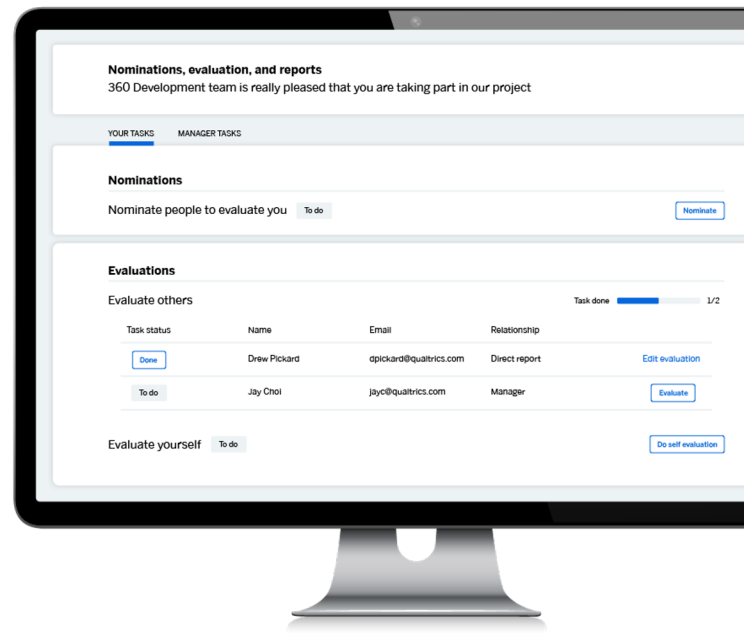
Centralized participant portal



The monitor displays a web interface for 'Nominations, evaluation, and reports'. It includes sections for 'YOUR TASKS' and 'MANAGER TASKS'. Under 'Nominations', there is a 'Nominate' button. Under 'Evaluations', there is a progress bar for 'Evaluate others' (1/2) and a table with columns for Task status, Name, Email, and Relationship. The table lists two entries: Drew Pickard (Direct report) and Jay Choi (Manager). Each entry has a 'Done' or 'To do' button and an 'Edit evaluation' or 'Evaluate' button. At the bottom, there is a section for 'Evaluate yourself' with a 'Do self evaluation' button.

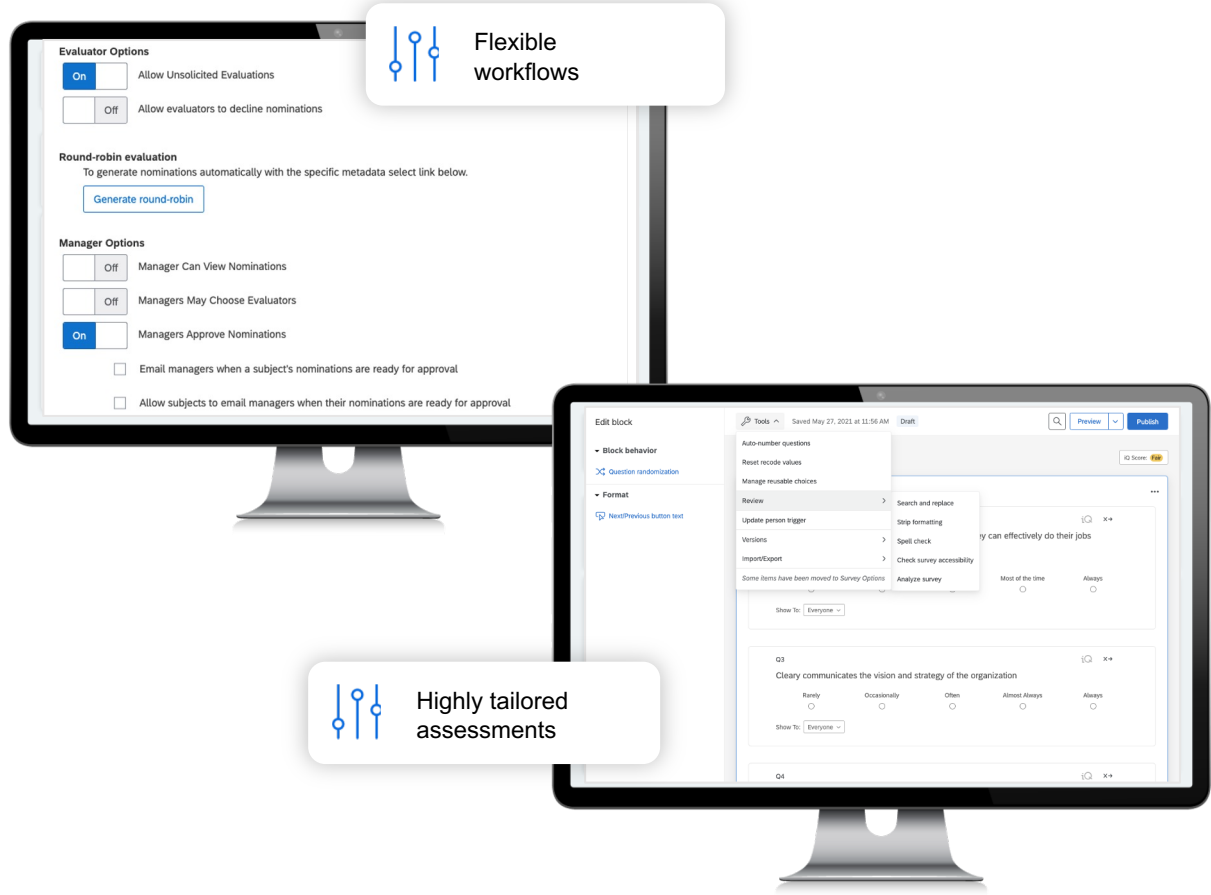
Scale development across thousands of subjects and evaluators

- + **Intuitive participant portal** to self-guide users through the evaluation process reducing the burden on HR administrators
- + **Automated** nomination, evaluation and reporting process to accelerate and simplify workflows
- + **Auto-generated subject report creation and distribution**
- + **Global directory** to efficiently add subjects and evaluators to multi-rater process
- + **HRIS systems integration** to speed up selection and setup of multiple raters



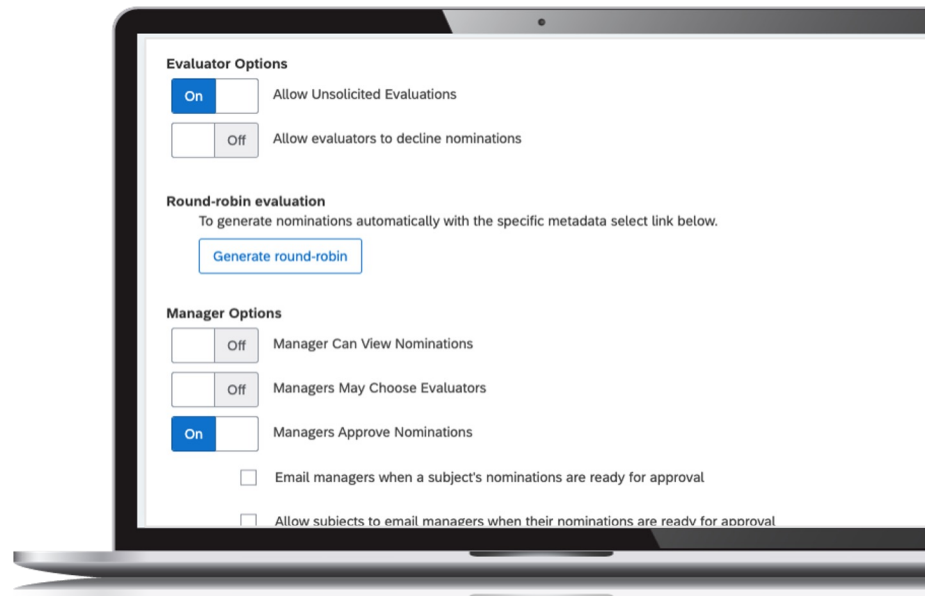
Customize

Deliver the employee and leadership development experience that best meets the needs of your organization



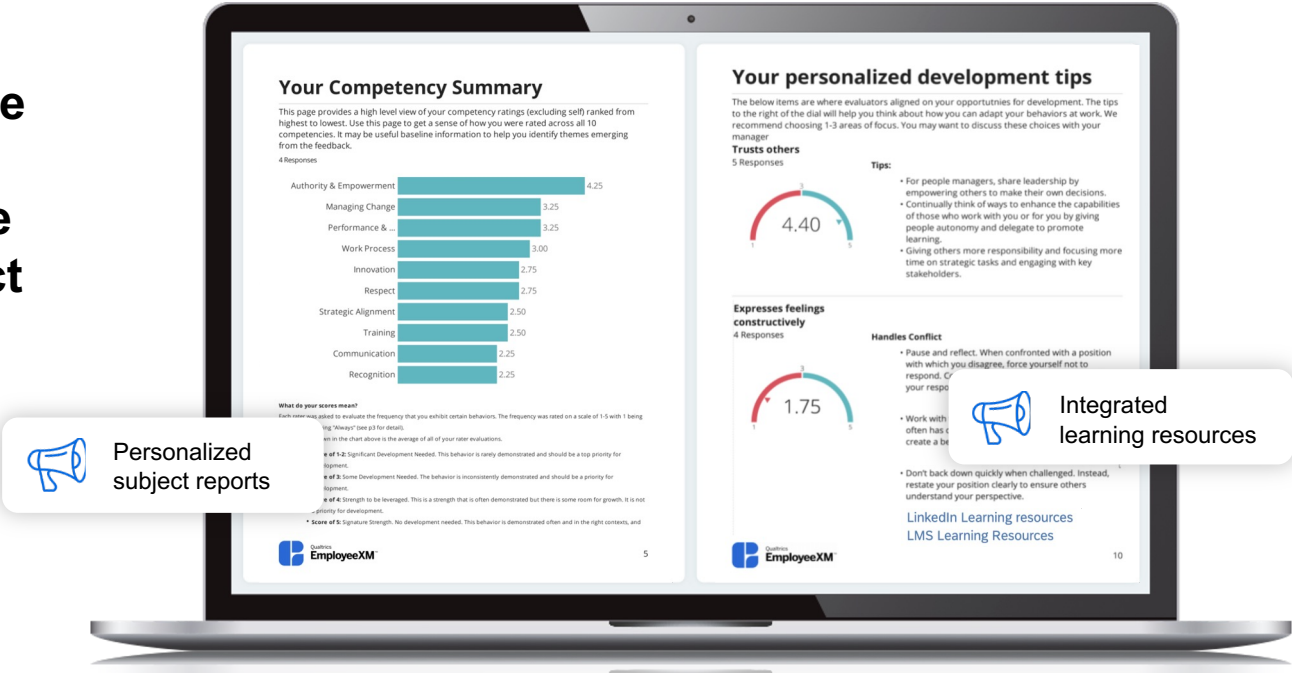
Configure employee development workflows aligned to your organizational preferences

- + **Customizable nomination, evaluation and reporting workflows** to meet your unique needs
- + **Flexible assessment creation** with multiple question types, built in templates and integrated design tools
- + **Support for unique competencies** based on your culture and targeted behaviors
- + **Improved feedback and data quality** using custom survey logic and HRIS demographics



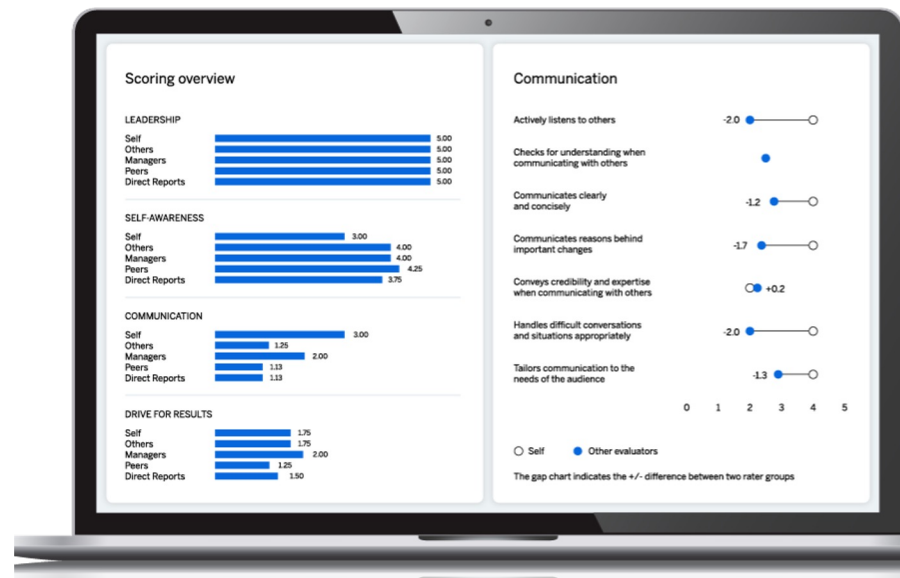
Empower

Enable individual employees to accelerate their careers, become better leaders and drive greater business impact



Empower employees to take action to close their development gaps

- + **Personalized and intuitive subject reports** include feedback relevant to each employee's role and development needs
- + **Easy to understand insights** enable each employee to quickly understand and start taking action to close their development gaps immediately
- + Recommended actions linked directly to **relevant learning resources directly** within the flow of feedback
- + Anonymity thresholds **ensure employees can give open and honest feedback** without compromising confidentiality



Impact

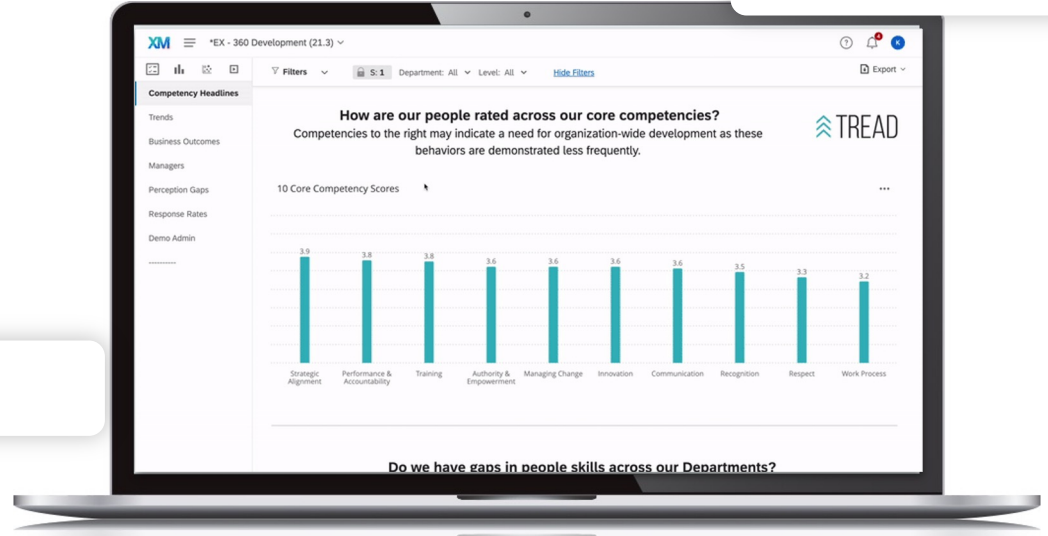
**Identify development gaps
and track outcomes across
the organization with
unprecedented speed, ease
and confidence**



Intuitive
dashboards

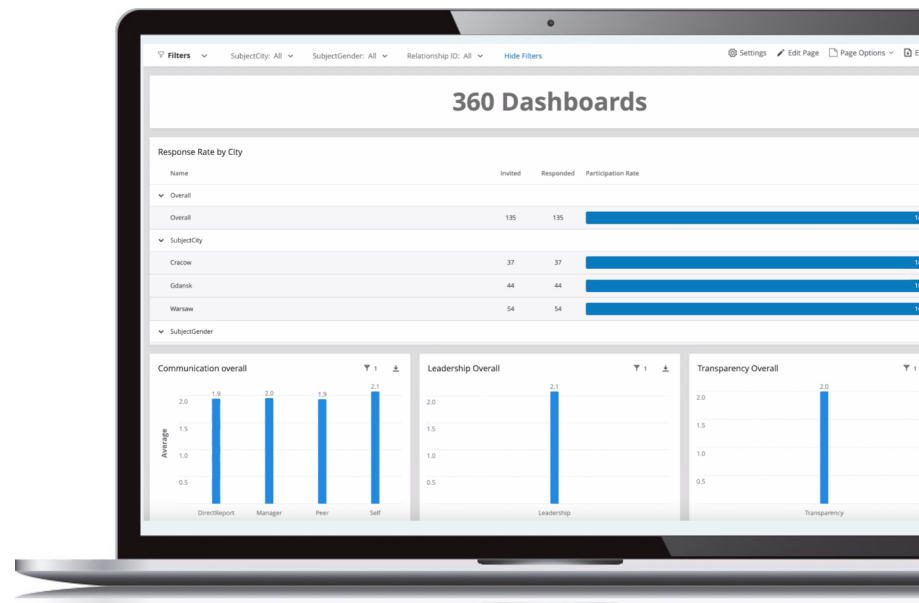


Actionable insights



Identify, track and close development gaps at the organizational level

- + **Aggregate and access subject report data in real time** from across the organization in a centralized location
- + **Use advanced data visualization and filtering** to easily identify, compare and understand critical development gaps across subsidiaries, functional teams, and other unique groups at scale
- + **Integrated aggregate scoring metric** ensures that each subject in a project is given equal weight to provide balanced aggregated results
- + **Share and export** role-based dashboards across the HR team



Appendix

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Implementation: The Survey

- Design the review for multiple device types (mobile, desktop)
- Accessible through modern web-browsers
- Depending on the competency model, reviews are typically no more than 40-50 questions
- Includes progress bar and ability to save where you are
- Competencies and behaviors are clearly articulated
- Platform is intuitive/easy to navigate

0% 100%

Job Proficiency – demonstrates knowledge and professional skill in assigned duties, achieving positive results and impact in support of the mission.

Please evaluate William Mitchell on the following items regarding **Job Proficiency**:

	Unable to Answer	1 - low 0-19th percentile	2 20-39th percentile	3 40-59th percentile	4 60-79th percentile	5 - high 80-100th percentile
1. Knows relevant procedures, requirements and regulations applicable to areas of responsibility	☐	☐	☐	☐	☒	☐
2. Routinely delivers high-quality work	☐	☐	☐	☒	☐	☐
3. Knowledge and skills impact far beyond those of peers; efforts directly elevate unit's impact on mission success	☐	☐	☐	☐	☒	☐

12:29

Job Proficiency – demonstrates knowledge and professional skill in assigned duties, achieving positive results and impact in support of the mission.

Please evaluate William Mitchell on the following items regarding **Job Proficiency**:

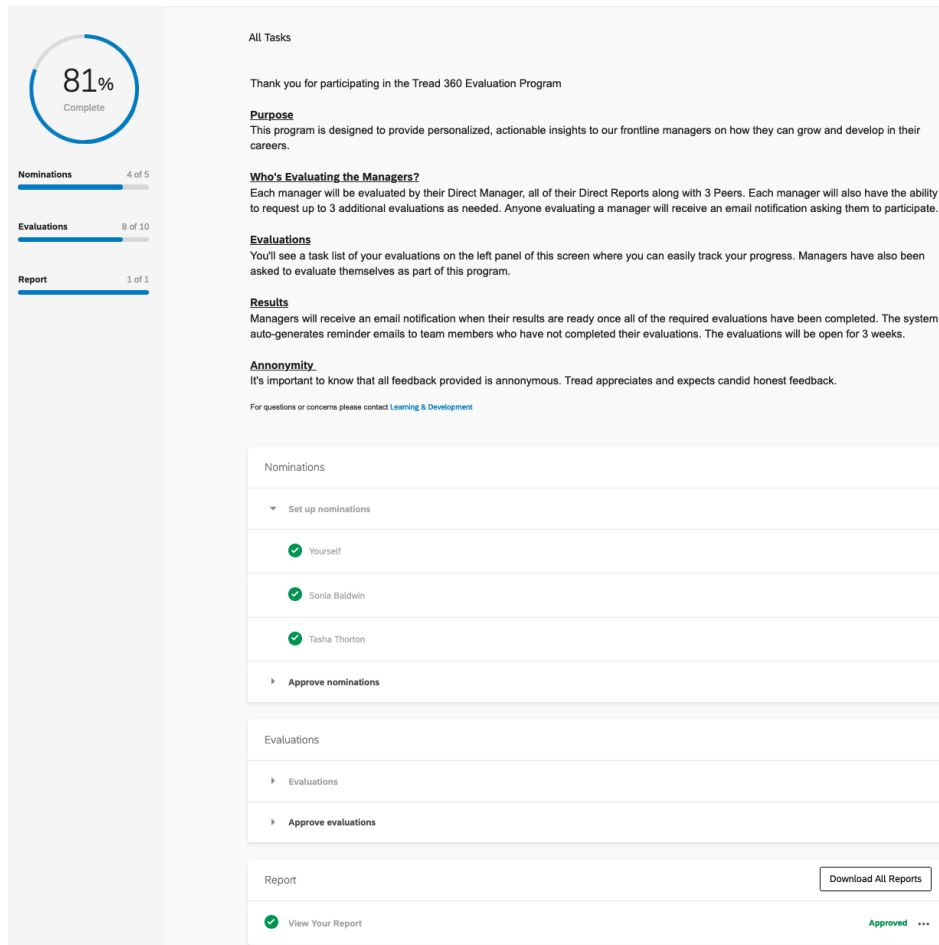
1. Knows relevant procedures, requirements and regulations applicable to areas of responsibility

4

☐ Unable to Answer
 ☐ 1 - low 0-19th percentile
 ☐ 2 20-39th percentile
 ☐ 3

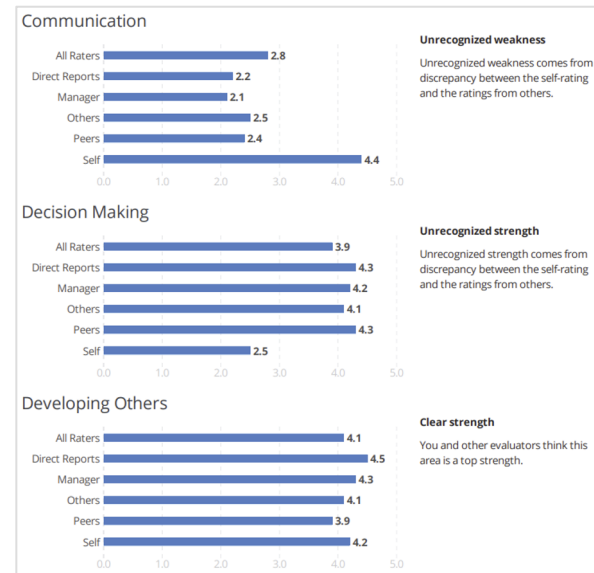
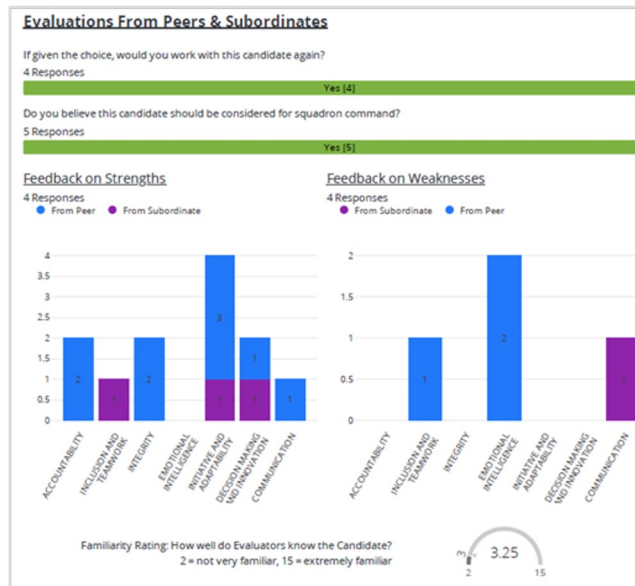
Implementation: Feedback Providers

- The platform enables both administrators and the employees to select feedback providers
- Providers receive notifications and submit feedback



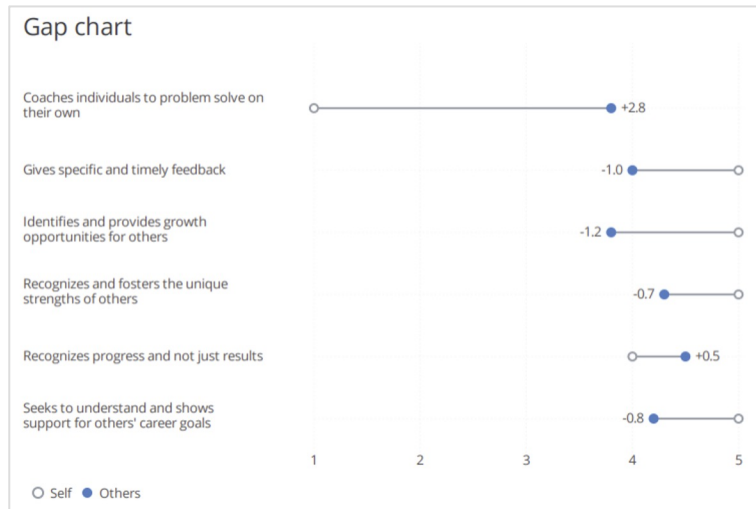
Implementation: Deliver Results

- The platform includes multiple report types
- Includes group reports and individual reports
- Provides the capability to identify gaps across multiple cohorts



Implementation: Deliver Results (cont.)

- Gap Charts, Open-ended Feedback...



Open Ended Feedback

What should you keep doing?

Answering the open ended questions is not mandatory, so the number of comments may be less than the total number of your evaluators.

Feedback from your manager(s).

Keep being such a hard working. Your consistency and relentlessness are inspiring.

Brian is very customer focused and acts quickly to respond to customers and meet their needs. He is consistent in his timeliness of his communications and responses and never misses a deadline. On the whole, he's a very hard worker.

Feedback from evaluators other than your manager(s).

Brian always does whatever it takes to answer customer questions and concerns quickly.

He's great at keeping me informed of new material on product updates and support documentation. He's also good at ensuring I'm aware of the training sessions I should be attending.

He's 100% committed to the customer.

Implementation: Deliver Results (cont.)

- ...Hidden Strengths & Weaknesses, Personalized development Areas

Hidden Strengths & Weaknesses

This page takes you one step deeper into your scores, showing the biggest gaps between how you rate yourself and how others have rated you. It is useful to know where you may have hidden strengths (others rated you higher than yourself) and hidden weaknesses (others rated you lower than you rated yourself).

Here are some tips for reviewing this page:

- 1) Look for general themes - Are there similarities in the competencies listed?
- 2) Are competencies consistent with the previous page?
- 3) Look for the largest gaps; negative gaps may mean you are overestimating your abilities. Positive gaps suggest others see strengths in you that you may be unaware you possess!

Your hidden strengths

	Competency	Item	Self	Others	Gap
1	Collaboration	Works through difficult situations with others without damaging relationships	1.00	3.40	+2.40
2	Collaboration	Collaborates effectively with other teams	1.00	3.20	+2.20
3	Growth & Development	Seeks opportunities to grow and develop	2.00	3.60	+1.60
4	Growth & Development	Seeks feedback from others on their performance	2.00	3.20	+1.20
5	Work Process	[Field-SubjectName] Continually improves the way work gets done	2.00	3.00	+1.00

Your hidden weaknesses

	Competency	Item	Self	Others	Gap
1	Authority & Empowerment	Involves the appropriate stakeholders when making decisions	5.00	1.80	-3.20
2	Authority & Empowerment	[Field-SubjectName] Trusts others to do their job well.	5.00	2.20	-2.80
3	Work Process	Leverages technology to work more efficiently	5.00	2.60	-2.40
3	Work Process	Ensures work processes are well organized to maximise efficiency	5.00	2.60	-2.40

Your personalized development areas

The below items are where evaluators aligned on your strengths and opportunities for development. Your personalized development tips are based on your 5 lowest scoring behaviors.

Top 5

Rank	Scoring category	Item	Average
1	Managing Change	Maintains focus through periods of uncertainty	4.00
2	Training	Provides others with opportunities to develop skills (e.g., leader, technical etc.)	3.83
2	Innovation	Presents alternative solutions to challenge the status quo	3.83
3	Managing Change	Acts as a champion of change in the organization	3.80
3	Innovation	Recognises themes and connections between varied pieces of information	3.80

Bottom 5

Rank	Scoring category	Item	Average
1	Communication	Checks for understanding when communicating with others	1.60
2	Communication	Demonstrates strong influencing skills	2.20
3	Authority & Empowerment	Involves the appropriate stakeholders when making decisions	2.33
4	Authority & Empowerment	[Field-SubjectName] Trusts others to do their job well.	2.67
5	Authority & Empowerment	Makes decisions in a timely manner	2.83

This section shows the five highest and lowest rated behaviors (across all behaviors) from the applicable rater category averages. To get the most from this page, it is helpful to look for trends that may emerge. For example, if the majority of your lowest rated behaviors are concentrated in one or two categories; these may be areas in need of development. The highest rated behaviors can identify strengths that can be leveraged in other areas.

A detailed Action Plan gives targeted feedback to the employee

- Personalized actions tips based on feedback scores

Your personalized development tips

The below items are where evaluators aligned on your strengths and opportunities for development. The tips to the right of the dial will help you think about how you can adapt your behaviors at work. We recommend choosing 1-3 areas of focus. You may want to discuss these choices with your manager.

Checks for understanding



Action tips:

- Summarise your understanding. Paraphrase what others say to check and communicate that you understand what they have told you.
- Ask for clarification. If you don't understand what someone is saying, rather than switch off or try and guess, wait for the speaker to pause and then ask for clarification.
- Remove blockers to communication. Encourage two-way communication by evaluating whether there is anything which could be blocking others from feeling able to reach out and communicate with you.
- Understand further. Ask open-ended questions to check for understanding with questions that begin with "what," "how," "describe," "explain," and so forth.

[LinkedIn Learning resources](#)
[LMS Learning Resources](#)

Involves appropriate stakeholders



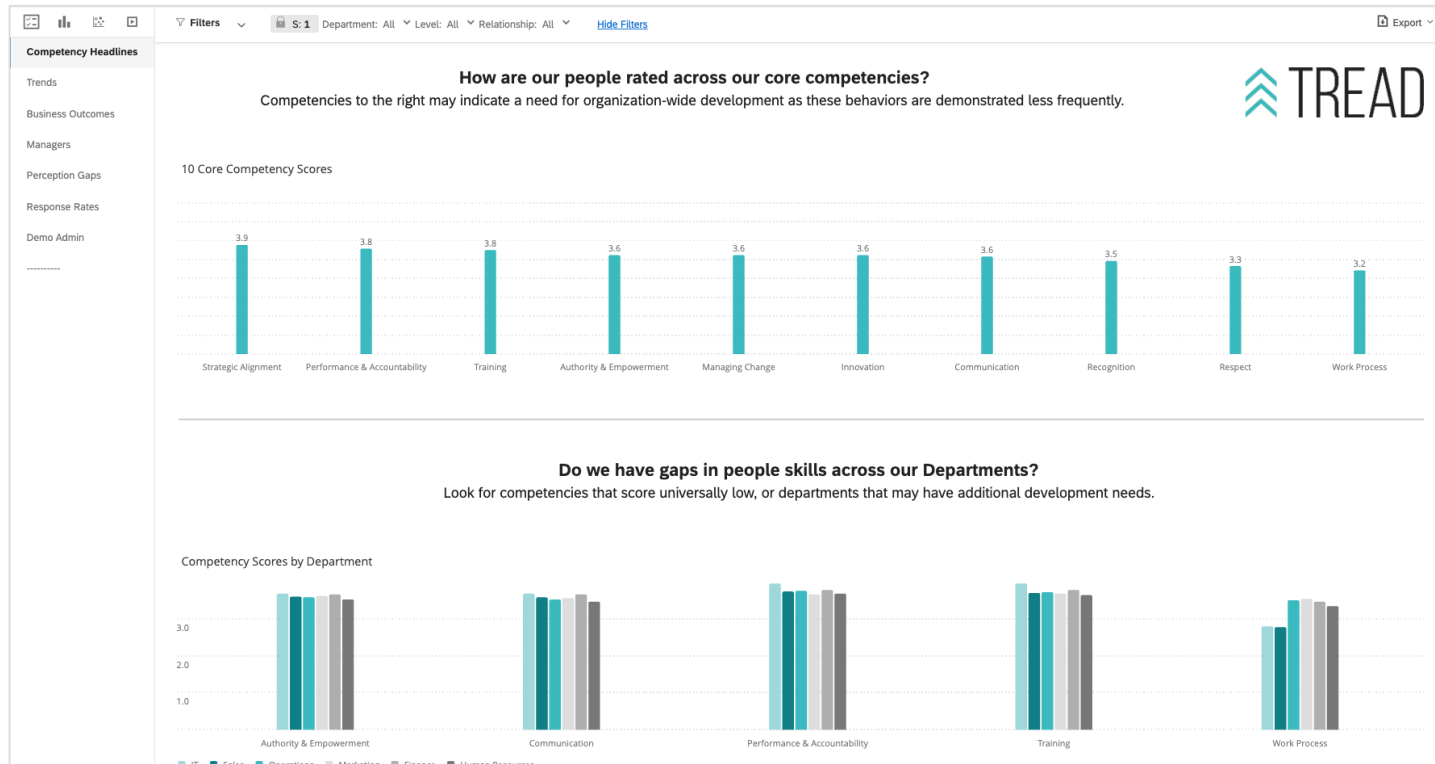
Action tips:

- Build a RACI table. This is a matrix to map the roles and responsibilities of your stakeholders. First, note the specific tasks that need to be completed in a project in order of priority. Next, write down who needs to be involved in the project or scope of work. Search RACI on the internet for more information.
- Engage a coworker in a quick 15 minute brainstorm of things to consider when making decisions or supporting ideas. This will help you weigh the pros and cons and help you think more broadly about the topic in question.
- Contact colleagues who work in different industries or organizations to discuss different perspectives on decision making processes and problem resolution.

[LinkedIn Learning resources](#)
[LMS Learning Resources](#)

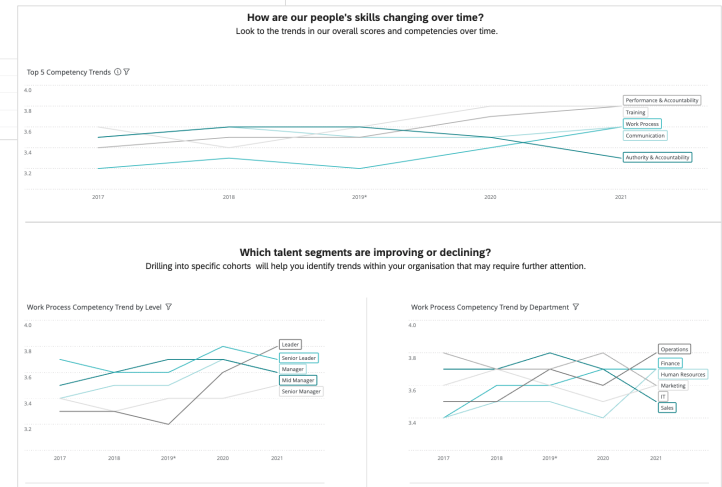
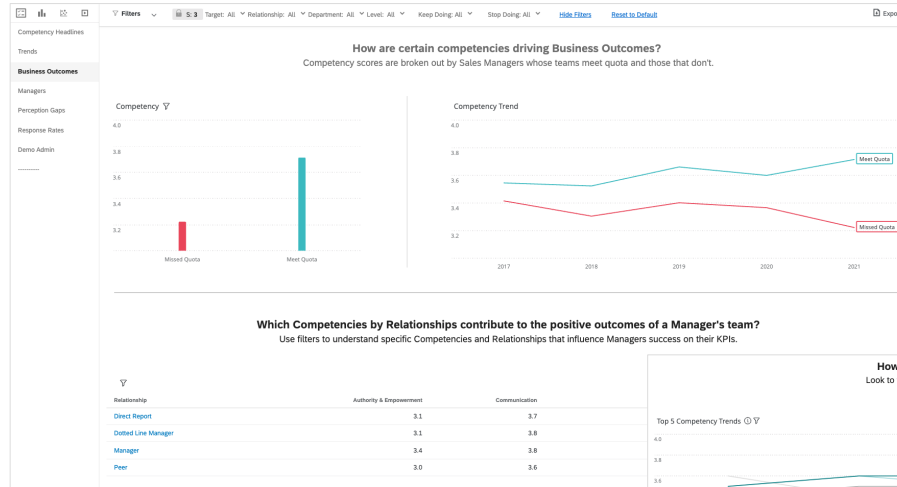
Leadership Dashboards: Aggregate Results

- Aggregate feedback results from entire cohort for trends and gap analysis



Leadership Dashboards: Aggregate Results (cont.)

- Correlate results to organizational metrics



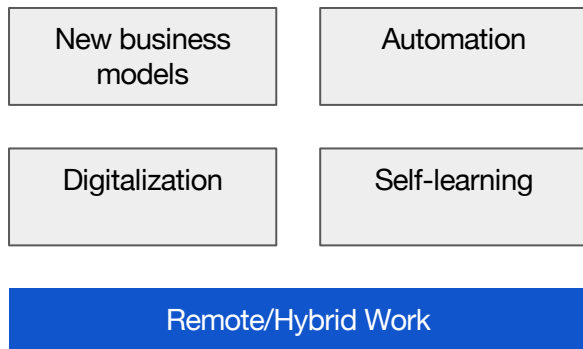
- Quickly analyze open text comments for topic and sentiment



360 Development Appendix Slides

Market and technology trends driving shift in skills

Urgency to address talent gap and prepare employees for the new world of work



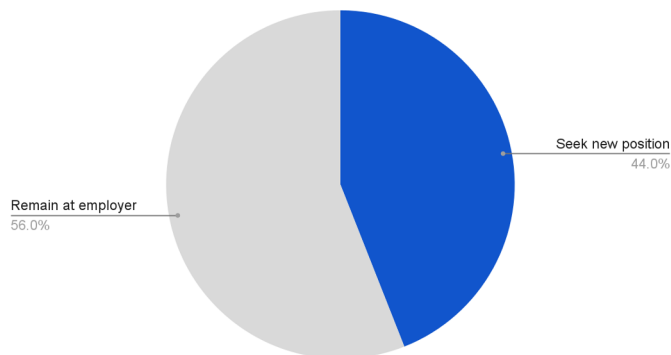
87%

of companies worldwide have a skills gap now, or will have one within a few years¹

Development drives employee retention

Lack of growth opportunities cited as #1 reason both managers and individual contributors are seeking new jobs in the next 12 months

Expected Workforce Exodus



Source: Qualtrics Labor Shortage Study, June, 2021

60%

OF EMPLOYEES
SAID THEY
RECEIVED NO
PROFESSIONAL
DEVELOPMENT
OR TRAINING
LAST YEAR

65%

WOMEN

55%

MEN

Jumpstart your program with an out-of-the-box leadership framework for all levels of talent

- + **Expert 360 Development model** for senior leaders, people managers and individual contributors
- + **Research based** model and survey items to save time and resources
- + **Best practice materials** including program guide, communication guide and dashboard design guide and more

360 DIMENSIONS			
SELF	OTHERS	RESULTS	DIRECTION
Authority & Empowerment	Collaboration	Customer Focus	CSR
	Communication	Recognition	Innovation
Ethics	Psychological Safety	Performance & Accountability	Living the Values
	Respect	Safety	Managing Change
Growth & Development	Training	Work Process	Strategic Alignment
Resilience	Trust		

“



UNISYS

Lauren Spatig, PhD, MBA

Senior Manager, Global Talent Growth & Leadership Development

I am a huge fan of Qualtrics 360 Development.

*The **ability to customize** the 360 experience to meet our specific goals was critical. Using our own custom competencies enables us to align feedback and development actions to the core values that make Unisys unique in the market.*

*The **included automation** made it possible to quickly scale the program to hundreds of employees. We were also able to easily incorporate different question types in the same assessment to identify unique insights for each participating employee.*

*The **ability to aggregate data** and understand key insights from multiple subject reports allowed us to make significant positive enhancements to our leadership development programs.*

*We researched multiple companies but couldn't find any other solution that offered such a **robust collection of features in one product.***

”