# 2 TALENT 2 PLAYBOOK



### How we hire is rapidly changing.



76%

of hiring managers say that attracting the right job candidates is the greatest challenge they face.1

Over the last three years, hiring has become more specific, catering to specific talent demands. As a result, jobs are more distinct, job descriptions more detailed, and the skills required are multi-disciplinary. But unfortunately, the processes and practices that helped us hire successfully until now are just not making the cut.

Organizations are all on a talent hunt seeking out the elusive, highly skilled talent. At the same time, Talent Acquisition teams face challenges of the widening skills gap, fewer full-time employees, and the pressure to deliver quick talent solutions in an increasingly fast-paced and unpredictable business environment.

With a recession facing the global economy head-on and, as a result, the elements of VUCA being amplified, the time is now for talent acquisition leaders and recruiting professionals to find, attract and hire top talent using strategies powered by industry best practices, emerging tech trends, and a reimagined candidate experience.

The elements of VUCA are not new to us, but the pandemic and the economic crisis of recent times have amplified them. To succeed, organizations must prepare for scenarios that they can't even predict. Agility in workforce planning is a driving criterion for navigating disruption.

With that in mind, we have put together a talent playbook for organizations that will influence the talent landscape globally. This playbook draws on expert insights from seasoned talent acquisition stakeholders.

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"The question is not how fast tech companies will become car companies, but how fast we will become a tech company." This is how a global car company board member recently articulated the central issue facing most incumbents today: how to operate and innovate like a tech company.

Talent organizations are no exception to the rapidly changing technological innovation challenge or the changing market dynamics. Research firm IDC predicts that by next year, 60% of enterprises globally will have articulated and will be in the process of implementing a digital platform strategy.<sup>2</sup>

As talent markets grow in size and complexity, the dependency on technology increases to the point where they appear tangled together. When systems develop in functional silos, areas of friction begin to materialize, and addressing these frictions becomes critical to the organization's ability to leverage talent markets to the fullest.

In a platform strategy, envision 'blocks' that represent different capabilities in a process, with the steps required to enhance efficiency and reduce complexity so that they can be used more effectively. This will help talent acquisition stakeholders build, deliver, and measure experiences to ultimately achieve the organization's talent ambitions enabling accelerated time to market and repeatability.

Recent recruitment statistics reveal that 60% of candidates quit in the middle of online job applications because of the complexity of processes.<sup>2</sup>



It is becoming increasingly essential to nurture and keep talent engaged throughout the hiring lifecycle.

Platforms are used to simplify the hard, automate the redundant, and personalize the journey of each person who interacts with your company.

Leading talent organizations across the world are all building and integrating platform-led mechanisms into their talent acquisition tech stack to efficiently enhance the front-end processes in the candidate lifecycle and, ultimately, the candidate experience. The primary goal is to attract quality leads and achieve genuine candidate experiences and seamless collaboration at every step of the talent journey.

Demonstration of a Typical Platform Strategy for a Talent Organization:



#### **Journey Platforms**

- Profile Creation
- Job Discovery
- Job Application
- Interview Process
- Onboarding



#### **Business Capability Platforms**

- · Demand Management
- Talent Curation
- Pipeline Management
- Resource Management
- Assessment Design & Calibration
- Talent Intelligence & Analytics

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#### Core IT Platforms

- Talent Analytics
- Video Indexing
- Al-NLP Systems

- Articulate a clear Platform Strategy by incorporating analysis of the 01 business's talent priorities and how technology can contribute to them.
- Integrate platform-led mechanisms into your talent acquisition tech 02 stack and service delivery.
- Foster a Platform Culture Build consensus and buy-in for platform 03 adoption from internal stakeholders and cross-functional teams.
- Sustain performance by measuring cross-functional metrics to include 04 qualitative and quantitative factors linked to overall talent goals.
- Incorporate a Build-Measure-Learn Feedback Loop, and focus on 05 continuous improvement applied to each platform's components.



Platform-led service delivery enables talent acquisition practitioners to market jobs and their employer branding content to efficiently attract and engage talent, turning them into applicants and, ultimately, employees.



# Studies show that **30%** of Fortune 500 companies are already hiring through the gig economy.<sup>3</sup>



Freelancers, independent contractors, part-time hires, project-based workers, online platform workers, temp workers, and contract on-demand workers form today's 'gig' workforce.

As more and more individuals shift to independent work arrangements, this style of working is becoming mainstream. The boundless gig economy has potential for both professionals and employers alike. The most obvious appeal of hiring gig workers is that you can build a responsive workforce tailored to suit your business goals and objectives. You can quickly scale workforces to supplement in-house employees or hire workers with niche skills to tackle specific jobs.

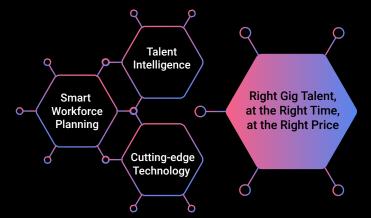
80% of the workforce will be engaged in gigs by 2030. Regardless of the current pace of adoption worldwide, gig economies are here to stay and strengthen into the future.<sup>4</sup>

Talent acquisition leaders must redesign hiring strategies to attract and recruit talent from this gig market. Gig candidates are anything but conventional, and there will be a shift in candidate preferences like flexible schedules, output-oriented projects, self-managed leadership, and individual growth options. This seismic shift in the working models will require strong recruitment practices with more robust recruitment marketing strategies, building meaningful talent relationships, and harnessing the power of technology.

Another shift in the future of work is open talent ecosystems that look beyond corporate boundaries toward partners, vendors, and networks to integrate contractors, freelance talent, or even for crowdsourcing projects. Organizations must rethink the approach to sourcing talent to meet the greater agility and flexibility this model demands.

Recruitment practitioners must use a combination of cutting-edge workforce planning, talent intelligence, and technology to source the right talent at the right time and at the right price use tech-enabled platforms that leverage rich talent intelligence to help match hiring demand to the right set of skilled job seekers according to their skills, location, etc.

As we head into a future where work will be all about fragmentation, one gets paid by an employer for a bit of work or by many employers for several bits of work done. To make this way of working a success, we need a strategic tool to fragment work into components to assign them efficiently. For example, why commit to a full-time systems engineer when you can hire them for just six months or fragment one big project for multiple workers to work on?



- Identify pain points in your current workforce scenario do you need a 01 niche skill set, or do you require an expert team - to better understand if the gig model works for you.
- Engage gig workers to address pain points quickly scale your work-02 force to supplement in-house employees or those with niche skills needed to tackle specific jobs.
- Use tech-enabled platforms that leverage rich talent intelligence to 03 match hiring demand to the right set of skilled job seekers according to their skills, location, etc.
- Use a strategic tool to fragment work/tasks into components as per 04need, expertise, or time and assign them efficiently.



As the workforce diversifies and the need to leverage different pools of talent grows, organizations need to broaden their approach to think about how to attract gig employees. Making the process more personalized and understanding what makes gig workers tick.





64%

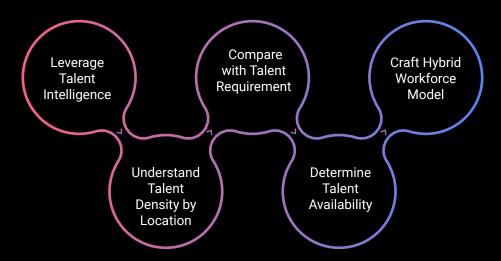
### would consider quitting if they were expected to return to the office full-time.<sup>5</sup>

Hybrid working has become a part of today's work culture. It opens up access to newer and larger talent pools while allowing for new ways for people to collaborate and feel like a part of a nurturing workplace culture that a fully remote setup doesn't allow.

According to a recent study by McKinsey,
9 out of 10 companies will pursue a hybrid work model,
only 1 out of 10 companies have begun piloting the hybrid vision.<sup>6</sup>

Hybrid workplaces come with new possibilities and new parameters. Along with access to a wider talent pool, the location parameter comes into play. Hybrid models offer the advantage of bringing you required critical skills from anywhere in the world. They can be sourced from previously excluded location-bound hiring grounds or from a lower-cost location, thereby reducing talent acquisition costs.

Talent Acquisition leaders must leverage talent intelligence-led insights like demographic ratios, preferences, etc., to determine talent spread and talent density for a particular job or skill requirement. For example, is the talent too widely spread for a specific job family? Or is preferred talent locally available? Then, use this data to craft an optimal hybrid workforce strategy.



Hiring in this hybrid world is more complex. Organizations must work out an optimal blend of virtual and hybrid hiring strategies that draw from talent intelligence, followed by powerful employer branding using multi-channel platforms, weaving onsite and remote employee stories to showcase your hybrid culture. Integrate technology to source and structure interviews to assess candidates locally and globally to match your talent requirements.

- Personalize the candidate experience and stand out in the hybrid marketplace.
- Leverage talent intelligence to determine talent spread and talent density for a particular job family or skill requirement.
- Craft a hybrid workforce strategy using talent data like location, demographics, talent density, and availability.
- Engage in multi-channel employer branding showcasing your flexible work culture to entice talent from around the globe.
- Use structured interviews to assess candidates across locations.



Talent Intelligence will provide the secret sauce required to drive hybrid workforce decisions based on talent availability, location, and costs.











**74%** of Gen Zers are interested in personalized customer experience compared to **67%** of Millennials, **61%** of Gen Xers, and **57%** of Baby Boomers.

Today's employees want hyper-personalization in every interaction they have during the hiring life cycle. A standard one-size fits all service offering won't do. Instead, recruiters must integrate creativity and empathy, the two pillars of service design thinking, into their service delivery to provide impactful experiences to the candidate.

To attract and entice highly skilled or elusive talent, it is crucial to design a great hiring process by using elements of 'Experience Design.' Recruiters must align all the factors contributing to a talent's overall perception of the organization, the job, and the recruitment process by making it attractive and exciting to them. Rendering a well-thought-of, intuitive, and agile service will set your recruitment practices apart.

"It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently."



Warren Buffett

At its core, service design thinking looks to optimize hiring strategies after thoroughly understanding what the end users want. Your talent acquisition strategy can be multifaceted, including workplace flexibility, diversity and inclusion, effective onboarding, the use of technologies, and more.

It is an emerging solution that will help address the global talent shortage. For example, to attract talent from anywhere, talent acquisition leaders are moving towards an agile borderless talent acquisition strategy, where talent is hired based on skill sets regardless of where they are located.

So whether it is reengineering a service that already exists or creating one from scratch, service design and experience design thinking is all about taking your recruitment practices to the next level, checking all the boxes of candidate needs and wants.

- Place the candidate in the center and design the hiring process, thinking of them as customers. Nurture them using impactful brand and employee stories, and strategically position your Employee Value Proposition to inspire them over a period of time.
- Leverage career sites and tailored landing pages for your hiring efforts with features like one-click apply, intuitive job discovery, segmented EVP messaging, etc.
- Conduct comprehensive candidate journey mapping to better understand the experiences and touchpoints in a candidate's typical hiring journey with your organization, and plot them out visually for better implementation.
- Provide consistent and cohesive experiences and messaging across stakeholders at various stages of the hiring process.
- Make onboarding a personalized and rich experience involving senior stakeholders and leveraging technology virtual tours, gamified experiences, paperless onboarding, etc.
- Add elements of experience design into the process to enhance talent's overall perception of the organization.



Implementing service and experience design thinking practices offers a curated talent experience with tailor-made delivery models that will attract/retain top-notch talent.

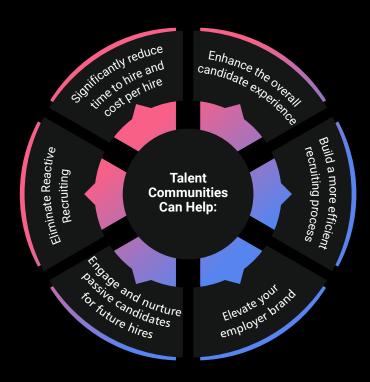


Recent data shows that **70%** of candidates today are passive, and talent professionals need to do a lot more than posting enticing job descriptions to attract top talent. They need to build Talent Communities!



A talent community is a network of professionals on digital platforms who would have been exceptional candidates for your company or a candidate who may be interested in your company but not motivated to make a move. Rather than losing these prospective candidates forever, a talent community will keep them in the loop for the next time a role opens up. The community can be built further by including ex-employees, like-minded professionals, specific skill sets, college/university, and more.

Build a talent community to grow your talent pool that you can dip into when a need arises, keep your brand alive and buzzing, and create top-of-mind awareness, ensuring that a candidate, when ready to make a job change, thinks of your company first. Build segmented or platform-based communities of professionals with common skills, for example, a Java Talent Community, that provides skilled talent on-demand.



These communities are crucial to hiring; it helps to find candidates who are already interested, already understand your employer brand, and already make the right fit. This can significantly lower your cost of acquiring talent. Building communities work to engage candidates to become brand ambassadors. It is vital to nurture and retain your talent community members by regularly providing value through community-led engagement programs and sharing compelling content and discussions.

Building these strategic Talent Communities that result in a pipeline of qualified, interested, and motivated candidates makes this a trend worth investing in.

- 01 Build and align your talent community with your workforce strategies.
- Keep your prospective candidates in the talent community so you can tap into it when the need arises.
- Build talent communities based on skills, platforms, interests, or experience. Further, segment them based on standard skill sets for skilled talent on-demand.
- Keep participants engaged with compelling content and conversations highlighting company culture, employee stories, wins, etc.
- Nurture the talent community to create brand ambassadors.
- Use a talent community tech stack using ATS and CRM technologies to reduce the time and effort involved in building and managing a talent community.



Companies will no longer lose top talent just because they don't have an open position available for them. Talent Communities offer flexibility across job boards and allow for referrals within the community, making it one of the smartest and most proactive ways to hire.





An interview experience is one of the biggest drivers of a candidate's overall satisfaction with the hiring process, and **83%** of candidates say that a negative interview experience can significantly impact their interest in a company.<sup>3</sup>

Interviews are more complex now than ever, with jobs becoming more specific and multi-disciplinary skills to be assessed. But this stage has the potential to change everything. Crafting an interview process that boosts candidate engagement while helping you identify the most qualified candidate for each role is a recruitment win-win.

Organizations should implement structured interviews to assess candidates. This involves using the same interviewing methods and practices to assess all the candidates that apply to a particular job—using pre-formulated questions and rubrics that are fair and better suited to predict job performance across a job family to gauge who will do the job well. Structured interviews are better at predicting candidate performance, even for unstructured jobs. For example, leading Tech companies use the same interview questions, assessment, and a universal grading scale to assess candidate responses and use predetermined qualifications for consistent hiring decisions across the job family.

#### **Advantages of Structured Interviews:**

- Offers a hiring model designed to attract and engage top talent
- Completely eliminates the element of 'gut feel' in hiring decisions
- Better hires eliminating all elements of personal preferences or biases
- Improves the bottom line by hiring right the first time
- · Helps with higher retention rates
- · Avoids costly hiring mistakes
- Creates diverse teams instead of hiring a candidate who looks, acts or thinks like you,
   it will help to hire the best candidate for the job

Top Talent perpetuates your organization's brand values to the rest of the world, and it's time to recognize that top talent delivers a competitive advantage.



- Build a pool of trained interview panels to facilitate seamless scale with a 01 focus on the quality of talent, along with a business context-sensitive pool of interviewers.
- Build systems within the assessment process to facilitate objectivity in 02 virtual hiring decisions.
- Enable stakeholders and interviewers with the right skills, techniques, and contextual awareness to facilitate accurate hiring decisions in a 03 virtual environment.
- Build an assessment culture on an underlying principle that past and 04 present behavior is the best predictor of future performance.





# Only **33%** of HR leaders rate their organizations as effective in using data in talent decision-making.<sup>10</sup>

Talent Acquisition leaders are forever adjusting their strategies to stay ahead of the curve and to respond to fluctuating hiring needs. Talent intelligence is fast becoming a critical BAU function in designing and planning the talent sourcing strategy. It offers a competitive advantage using data analytics, insights, and actionable intelligence to drive business decisions. It gives talent and HR teams the credibility to play strategic roles, earning them a coveted 'seat at the table' with a part to play in business strategy decisions. Talent Intelligence is no longer considered a value-add but a prerequisite to an organization's talent-sourcing strategy.

Talent Acquisition leaders have access to rich talent intelligence like:

- Demand level insights that include geographies/companies/jobs with the highest hiring propensity,
- Supply level insights like talent and skill availability based on location/demographics, and
- Labor market insights, compensation trends, and ever-evolving candidate preferences.

Strategic talent intelligence is about mining, consolidating, and leveraging this data strategically to drive successful recruitment decisions.

For organizations to successfully leverage talent intelligence, it's essential to understand the mechanisms of the hiring decision. Next, identify what data is required to drive that decision and what are some key parameters. For example, Is it talent supply? Is it the demand? Integrating **Effective** Compensation **Diversity** Is it the cost? Or is it the competition? Once you and Benefits Intelligence and identify these parameters, use relevant intelligence Insights Benchmarking to assess and diagnose talent needs, to drive business action effectively. **Enable** Succession Strategic Tracking talent intelligence metrics Planning and Workforce Talent **Planning** at your organization will help you Development **Talent** Strategy better evaluate your company's **Intelligence Led** talent needs, choke points, and Interventions what is required for optimal hiring. Understanding Valuable location Insights for Talent intelligence is rapidly becoming one of feasibility and Campaigns and Job Promotions the most crucial solutions in helping hiring selection managers make informed decisions to identify the best candidates, where to look for them, and how much they would cost. It has the potential to deliver a significant strategic business impact helping HR leaders stay ahead of emerging trends, make strategic talent decisions, manage costs and reduce employee turnover rates.

- Leverage Talent Intelligence to get better visibility of your talent pool and 01 to identify pain points - like skill gaps, talent demand, etc. - to make informed hiring decisions.
- Build a culture of continuous learning through data analysis, visualiza-02 tion, project management, stakeholder engagement, presentation, etc.
- Leverage data to diagnose talent patterns across the organizations 03 and create actionable insights by objectively measuring current workforce demographics, enabling future success.
- Use relevant data and intelligence, like demand and supply insights, 04to assess and diagnose talent needs.



There is a goldmine of data and people analytics available that can help organizations make critical hiring decisions. Talent Intelligence enables talent acquisition professionals to mine this valuable data leveraging it to make better and more informed hiring and retention decisions.









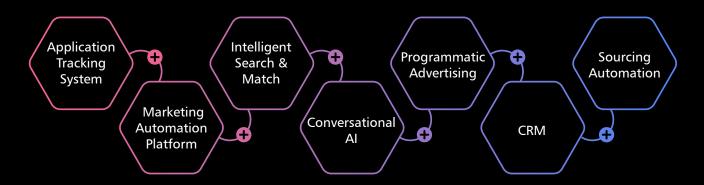
**81%** of companies say that recruitment marketing looks different since Covid-19, but only **30%** of them are increasing recruitment marketing budgets to better attract talent and **67%** don't have a dedicated resource to focus on recruitment marketing.<sup>1</sup>

Recruitment Marketing will be more than just building your organization's online presence this year and beyond. It will be about using smart marketing tactics to redesign candidate experience, helping your organization stand out and get noticed by top talent. Recruiting marketing must aim to fill your talent pool with passive candidates, even before any roles become available, through an array of engaging content that will bring top talent to you.

Today's candidate uses multi-channels to hunt for the perfect opportunity, and good recruitment marketing is all about standing out on all those channels. In addition, constantly changing candidate preferences call for an evolving recruiting marketing strategy with a robust and optimized online presence on platforms where today's top talent is looking.

It is most effective when you target a specific target audience or persona. Different segments require different strategies, content, communication tactics, and engagement plans. First, consider what your target audience would be interested in and what you can do to set your brand apart. Then, craft a personalized brand narrative for each audience segment that intrigues and resonates with them.

Deploying a carefully curated recruitment marketing tech stack with built-in analytics and seamless integrations will result in a powerful recruitment marketing strategy.



Find creative ways to inform candidates about open roles while giving them a glimpse into the day-to-day reality of working at your organization. For example, use social media posts, video messages, YouTube ads, or even a mix of platforms to highlight your organizational culture, flex work models, wins, employee stories, or anything that will appeal to potential talent to make your brand memorable.



#### Awareness:

- 1. Employer Branding + Positioning Stand out and get noticed by top talent.
- 2. Broaden your reach—be present on various channels that are popular among today's talent, to bring top talent to you.



#### Attraction:

- 1. Leverage branded and engaging content, and digital media to attract the best talent.
- 2. Segment your target audience and craft a personalized brand narrative for each segment that intrigues and resonates with them.



#### **Consideration:**

- 1. Build a robust talent community—fill your talent pool with passive candidates by building meaningful relationships with them, even before any roles become available.
- 2. Use Data & Intelligence—to track where you are spending the most effort, and where you are getting the best responses.



For talent acquisition to be most effective, recruitment must take place long before a role needs filling. Before a candidate even knows that they want to apply for a job in your organization.

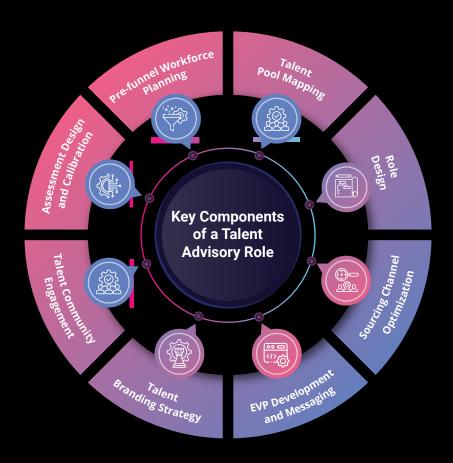


Only 25% of hiring managers currently say that recruiters influence their hiring decisions, and only 35% are satisfied with the strategic impact on their business results.<sup>12</sup>

The new competitive market requires talent acquisition professionals to be transformational advisors delivering strategic value at each stage of the recruitment process. Most recruitment end goals remain the same, but how you achieve them has changed drastically.

By disrupting transactional hiring processes, TA functions can deliver value beyond filling open jobs and engaging talent stakeholders in consultative discussions to deliver lasting business value.

Talent Advisory helps to build and communicate a pragmatic talent strategy that can bring in the best talent for each open role.



Organizations should redesign talent acquisition roles to advisory and consulting-led roles to drive strategic talent decisions that align with business goals. Talent intelligence and data give recruitment leaders the required insights and credibility to participate in key strategic business decisions. Also, using data-based decision-making frameworks for critical talent strategy decisions.

Talent acquisition stakeholders can transition into Talent Advisors when equipped with structured data, talent intelligence, and core recruiting competencies, enhancing recruitment practices now and in the future.

- Redesign TA roles to incorporate advisory and consulting-led nuances.
- Develop frameworks for data and insights based on the engagement of all stakeholders.
- Design and implement collaborative workflows between talent acquisition and business for joint ownership of talent-led outcomes.
- Design data-based decision-making models for all critical talent decisions.



Talent advisory roles go beyond recruiting great talent. It is about building a culture of recruiting. Talent advisors are strategic influencers who play the role of a partner to hiring managers.

The Conversational

By 2023, **70%** of white-collar workers will regularly interact with conversational platforms, according to Gartner.<sup>13</sup>



Why not leverage this conversational intelligence to power our recruitment processes?



96%

of Recruiters believe AI can "greatly enhance" hiring the most promising technology being conversational AI.

Conversational AI was used as chatbots and voice assistants. Today with enhancements, this conversational AI has become significantly more intuitive and talent acquisition leaders are increasingly using it to improve recruiting processes. In addition, recent developments have made interactions more human-like; it not only understands and naturally responds to statements but can also intuitively connect with other AI technologies to handle tasks we may otherwise delegate to a qualified person.

Conversational AI has the potential to transform talent acquisition processes by creating compelling job ads and descriptions, taking over initial candidate interactions and engagement, and answering queries around the clock.

It helps shorten time-to-fill by interacting with thousands of selected candidates in no time and stream-lining interviews by integrating with ATS and other systems. And the one benefit that truly stands out is building a re-engage candidate database to re-engage with previous applicants to determine if they make a good fit for a new role, all within minutes. In addition, this smart AI bot can efficiently sync with other technologies offering seamless candidate experiences.

Conversational Al's moment is now, in this age of remote hiring, organizations are placing greater emphasis on leveraging conversational Al in conducting interviews and other forms of candidate assessments.

### Key Benefits of Implementing Conversational Al

Leverage the Power of Conversational AI to Augment Recruitment Outcomes, such as:

- Candidate-Driven Scheduling Self-Service Functionality 01
- **Automated Candidate Helpdesk** 02
- Automated Pre-Screening and Interview Scheduling 03
- Offer Documentation and Processing 04
- Database/Repository Activation 05
- Post Offer Engagement 06
- **Candidate Nurturing** 07
- 08 **Talent Community Engagement**

The tremendous potential of Conversational AI gives Talent Acquisition leaders the power to go beyond recruitment process automation to drastically enhance the talent experience by:

- **Enhancing Pipeline Utilization** 01
- Reducing Candidate Drop-Out Rate 02
- **Better Passive Candidate Outreach** 03
- **Enhancing Employer Branding** 04
- Seamless Scale for High-Volume Recruiting 05
- Frictionless Candidate Experience 06



Today's dynamic hiring market will drive organizations to seek conversational AI to modernize the way recruiters and hiring teams connect, understand and assess potential new hires.

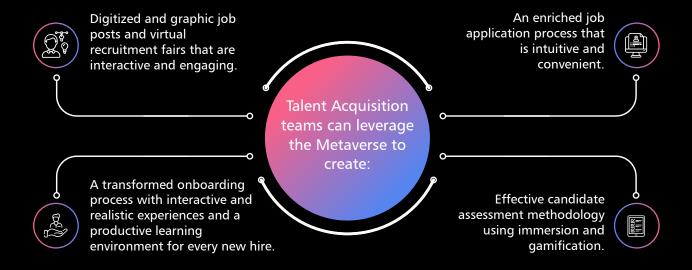


Research by Gartner<sup>14</sup> predicts that by 2026, **25%** of people will spend at least an hour in the metaverse a day,<sup>15</sup> work being a key reason for this.



We are seeing evidence of increased adoption of the Metaverse in the world of work, where people can meet through avatars in private and public environments, with exciting ways to communicate and network.

Using the Metaverse, organizations can create personalized virtual candidate journeys that are interactive and immersive. Organizations can leverage technology to entice talent by showcasing their workplace culture in real time, giving an authentic behind-the-scenes tour to prospective candidates. And in return, real-time information exchange will enable better assessments to make the right talent choice.



The technology is on its way to allowing both candidates and employers to enter a digital space in real-time to conduct panel interviews and candidate skill assessments with accuracy. Also, with the interactive use of avatars, there is a reduced risk of any unconscious biases in hiring decisions. The Metaverse presents talent acquisition leaders with virtually endless opportunities.

- Use the Metaverse as a gateway to a more traditional recruitment process.
- O2 Create awareness and branding using promotional events like virtual career fairs and digital candidate journeys.
- Create immersive and interactive scenarios for candidates to engage with current employees to make informed decisions.
- Design workplace simulations to give candidates a glimpse of the day-to-day reality of working at your organizations.
- Use technology integrations for better and enhanced recruitment administration like transcription and information exchange.



The Metaverse has the potential to provide digital candidate experiences that are more interactive and engaging. Though still in its infancy, talent leaders must consider the potential of candidate experience to stay ahead of the curve.

### In closing

Talent acquisition in 2023 will be all about getting in front of the right candidates, grabbing their attention, and engaging with them as quickly and effectively as possible. Of course, there isn't a one-size-fits-all strategy for talent success, but these trends that we have put together are driven by strong demands from candidates and give talent acquisition leaders various opportunities to stay ahead of their competition.

As we come to the end of 2022, recruitment firms across the globe will need to be armed with amplified recruitment strategies to find quality candidates for job openings throughout the year and continue making great hires despite record-high talent shortages and mobility.

# Is your Talent Strategy future-ready?

#### **End Notes**

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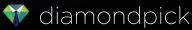
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