



# 第十八届人才管理与领导力发展年会

2017.12.6-2017.12.7





# Redefine Talent

*How cognitive computing is transforming HR and the employee experience*



**Kitty Hardja** | Talent Partner, Global Market, IBM Greater China Group

# Agenda



The HR Landscape is Changing

IBM Experience : Re-imagine HR with Cognitive Technology

Where does cognitive fit in your HR journey?

A blurred, high-angle photograph of a busy hallway or lobby in a modern building. The image is in grayscale with a blue tint. People are walking in various directions, their figures blurred to convey a sense of motion and activity. The background shows glass doors and architectural details of the building.

“New competitors from different industries are entering our market. We need to look at what these companies are doing, rather than watching how other enterprises in our industry behave.”

HR Director, Banking Industry, Latin America



# The HR Landscape is Changing

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Here's a quick look at the shifting market dynamics that are forcing talent leaders to think differently

- **Evolving people demand**  
Candidates and employees expect a highly personal, social, digital and mobile experience from employers that rivals their everyday consumer experience.
- **Market Disruption**  
Market pressure and new technology are constantly changing. These disruptions require a more flexible and high performing workforce to fuel business growth.
- **Massive data overload**  
Information continues to expand exponentially. The ability to access it and make sense of it all remains a challenge and is crucial in business decisions.



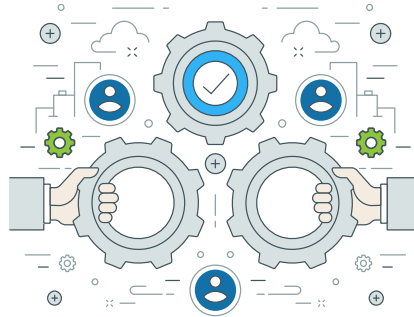
# What is cognitive?

## Understand



Analyze all types and sources of data, with context, at astonishing volume and speed allowing for natural interaction

## Reason



Has the ability to form hypotheses, make considered arguments, and prioritize recommendations to help humans make better decisions

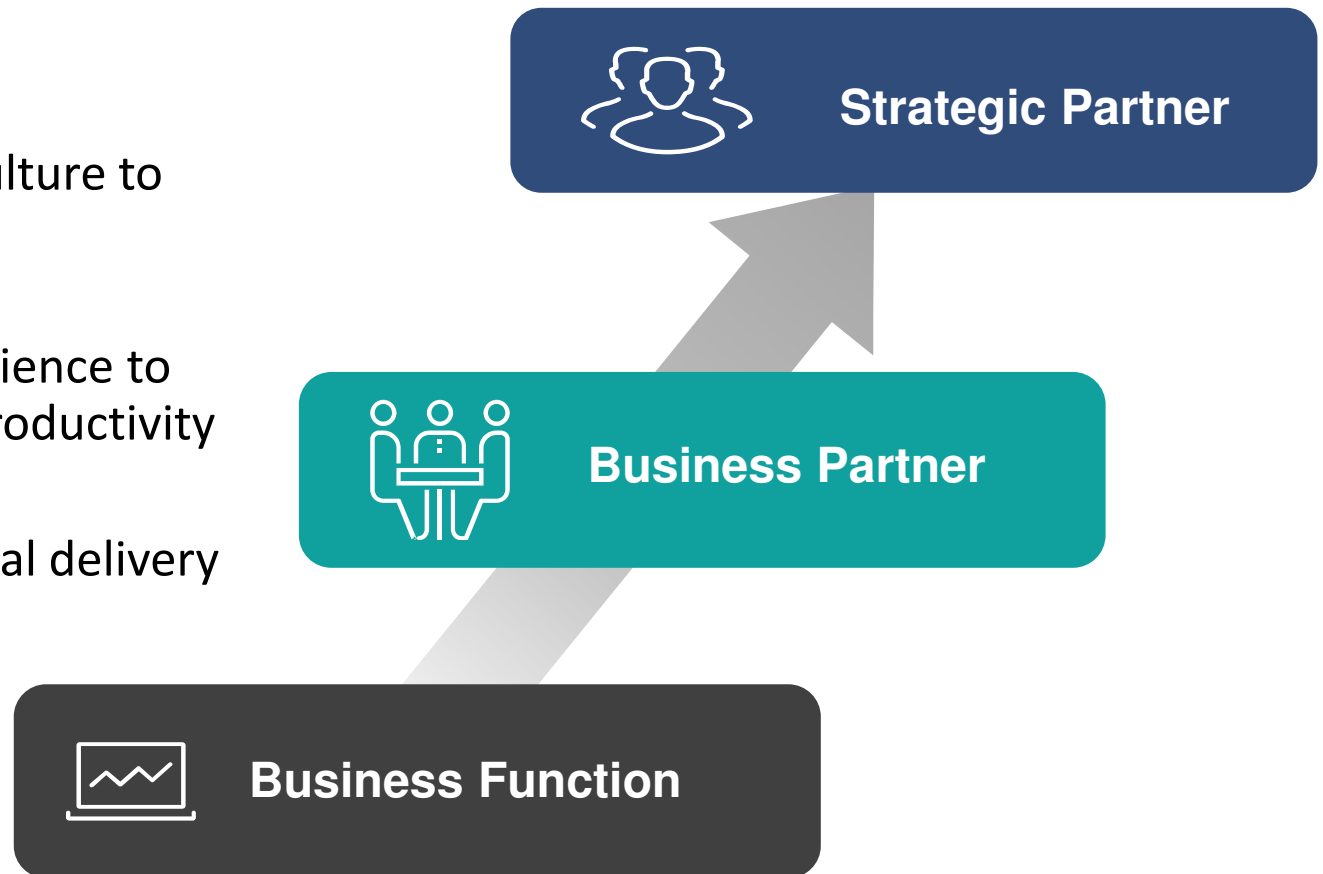
## Learn



Initially trained by experts, the system continuously ingests and accumulates data while developing insight from every interaction

# Cognitive amplify & accelerate HR transformation

- Build talent and shape culture to transform the enterprise
- Improve employee experience to drive engagement and productivity
- Reduce cost of operational delivery



# Agenda



The HR Landscape is Changing

- ▶ IBM Experience : Re-imagine HR with Cognitive Technology

Where does cognitive fit in your HR journey?

“With Analytics, we cannot only mine huge amounts of data, we can also offer more granular, customized solutions, including more flexible responses

**Diane Gherson**, Senior VP, Human Resources, IBM



# We identify three areas well suited to the benefits that cognitive can offer

## Talent Acquisition & Onboarding

- Tap multiple data sources and reveal new insights
- Develop richer candidate profiles
- Make better decisions about prospective employees

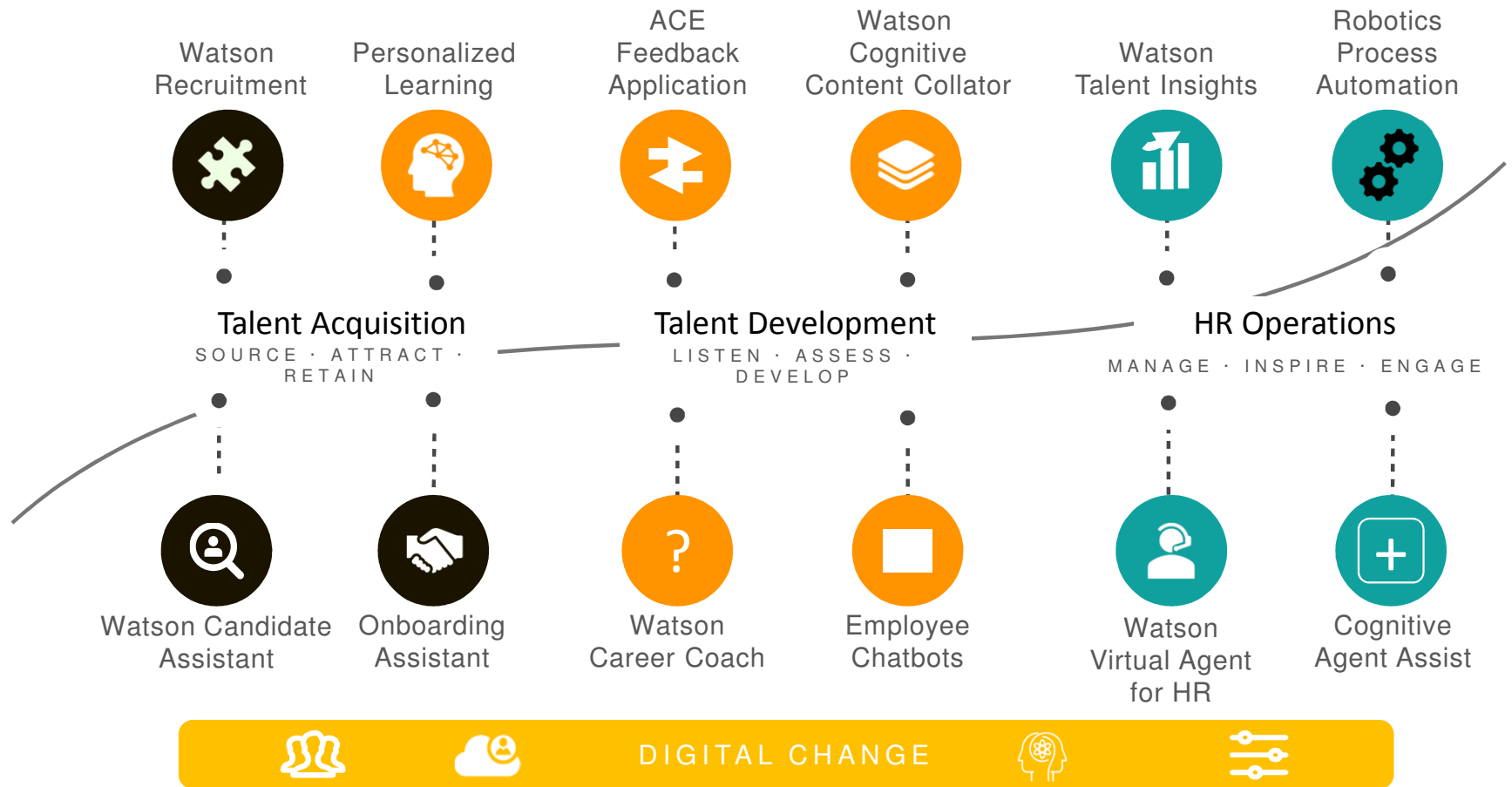
## Talent Development

- Create enabling employee experiences
- Keep talent motivated and productive
- Curate personalized recommendations for learning and career management

## HR Operations

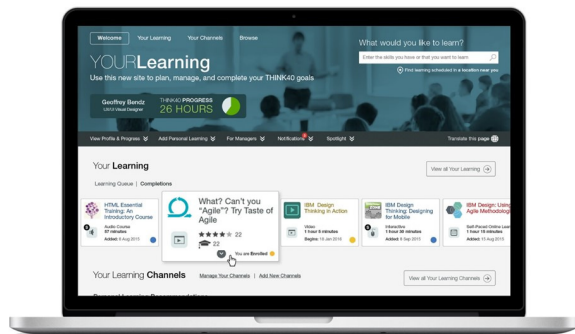
- Enable more streamlined and accurate information
- Equip and empower HR advisors
- Reinvent processes to drive business strategy

# IBM Experience – Reinvent HR with Cognitive



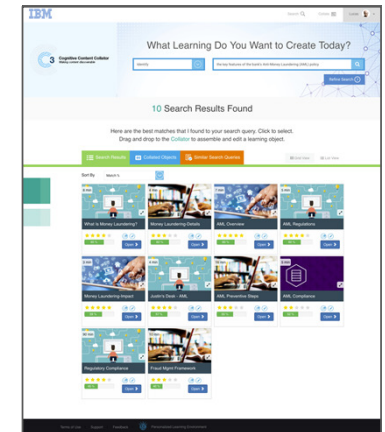
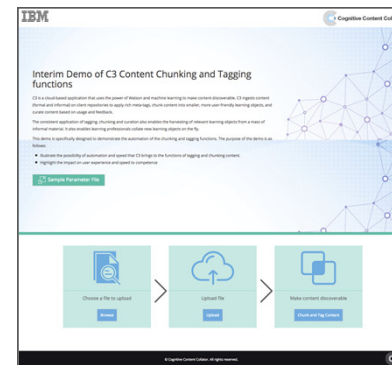
# IBM Digital Learning Environment

## IBM Personalized Learning Experience



- Consolidate cross-channel learning content into a single, intuitive interface
- Enrich learning and encourage continuous employee development by offering personally relevant learning
- Align learning paths with strategic business objectives

## Cognitive Content Collator (C3)



- Develop learning material quickly to keep up with rapidly changing business needs
- Mine relevant content from internal and external sources and keep it up to date
- Create learning objects that are easily assembled into course content that meets individual employee needs



# On-line learning module for HR professional



## Human Resources Digital Skills Accelerators

Creating  
Irresistible  
Experiences

A silhouette of two people shaking hands in front of a globe. The globe is partially visible on the left side. The text 'Creating Irresistible Experiences' is overlaid in white, bold, sans-serif font.

Acquiring Key  
Skills

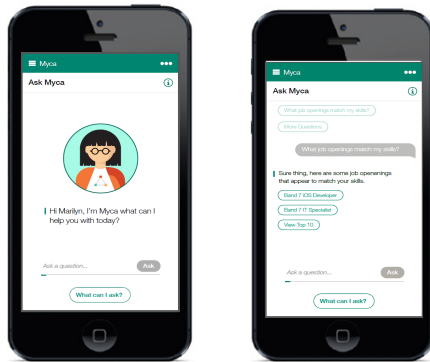
A hand holding a glowing blue globe with network lines. The globe is illuminated with blue light. The text 'Acquiring Key Skills' is overlaid in white, bold, sans-serif font.

Leading Core  
Practices

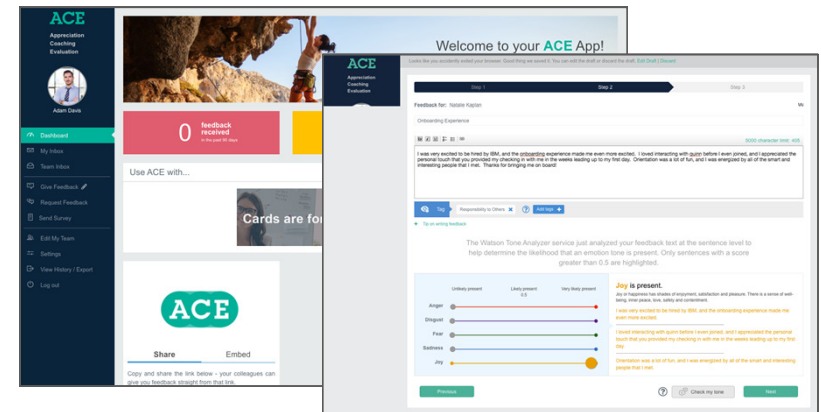
A hand holding several blue butterflies. The butterflies are flying upwards and to the right. The text 'Leading Core Practices' is overlaid in white, bold, sans-serif font.

# Inspire Employee Development

## Watson Career Coach



## ACE Feedback



- Help employees identify career options that align with their skills and interests
- Encourage internal mobility by notifying employees of opportunities consistent with their career objectives
- Provided ongoing tailored advice that keeps employees engaged and enthusiastic about their career

- Create a culture of feedback that encourages continuous employee development
- Establish managers as coaches who inspire and motivate their employees
- Promote corporate values by aligning feedback to areas that are strategic for the enterprise

# Watson Career Coach

## Drive engagement through career growth

### Ask a question

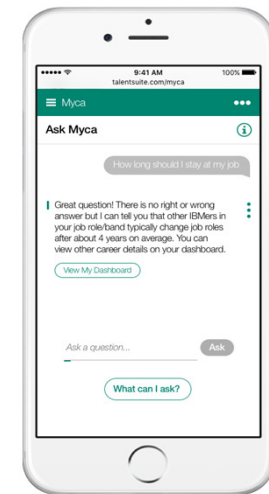
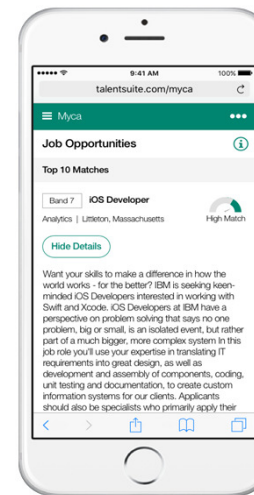
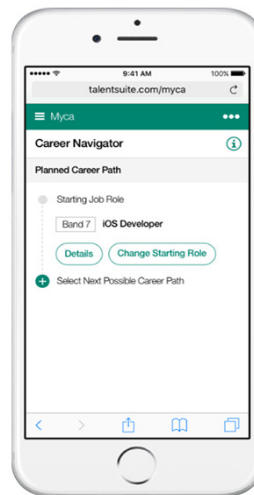
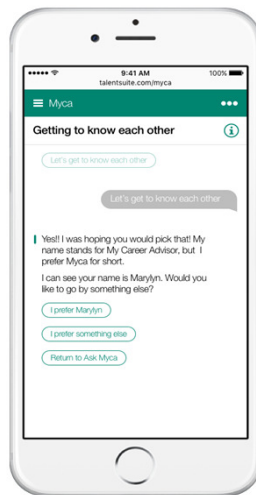
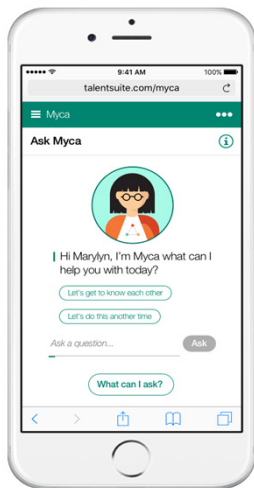
IBM's vast library of human behavioral data and consulting expertise trains the "coach" and combines it with the information an employee brings to the job so you can ask it anything!

### Highlight opportunities and learning

Identify internal opportunities and development that will progress individual careers by comparing skills required and skills the employee has to progress career.

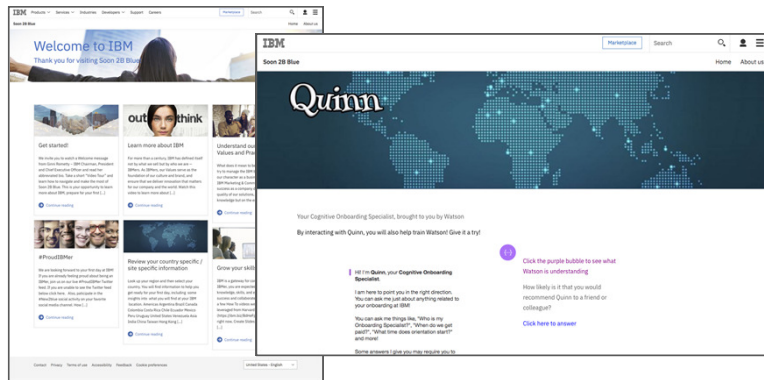
### Choose the right career path

Employees are guided along logical pathways based on the career progression of other successful employees.



# Engage Employees

## Onboarding Assistant



- Address the significant information needs of new employees without driving additional onboarding headcount
- Provide a reliable resource to answer new hire questions accurately and efficiently
- Simplify the process of finding people who can help new hires come up to speed on the topics and solutions relevant to their jobs

## Employee Chatbots



- Increase capabilities for employee enablement & self-service
- Enable an agile workforce that can adapt and respond to business needs with real-time access to centralized information
- Digitally enable processes that promote employee engagement with consumer grade, user centric applications

# Checkpoint Chat Bot

## Improving the FAQ experience with Watson Conversation

**Features:** Watson Conversation Service's cognitive computing technology, available on Bluemix, Checkpoint Bob can provide

- Checkpoint Team an easy way to **consolidate and curate** questions and answers
- Checkpoint Team an alternative way to **see how messages are resonating** what areas people have questions about
- Users **with quick and real-time responses** to their questions, and also videos and links that they may not know exist, or where to search for

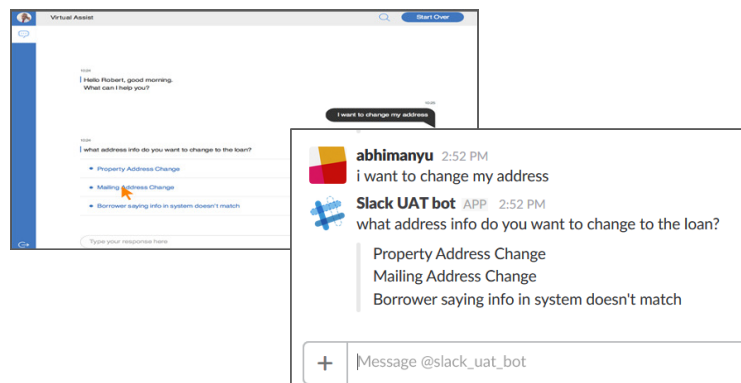
**Outcome:**

- Checkpoint Bob is now available to all IBMers and can answer more than **2k questions from 180+ Q&A 'sets'** (intents have a minimum of 5 user examples each).
- Checkpoint Bob had **over 90k interactions in the first 30 days** from IBMers.
- The team is frequently reviewing the user interactions, intents, entities, and dialogs to ensure that the bot is constantly getting smarter based on the questions people ask and updated as needed. Team noted there were **tremendous time savings** while users noted how helpful it was to have Checkpoint Bob during year-end.



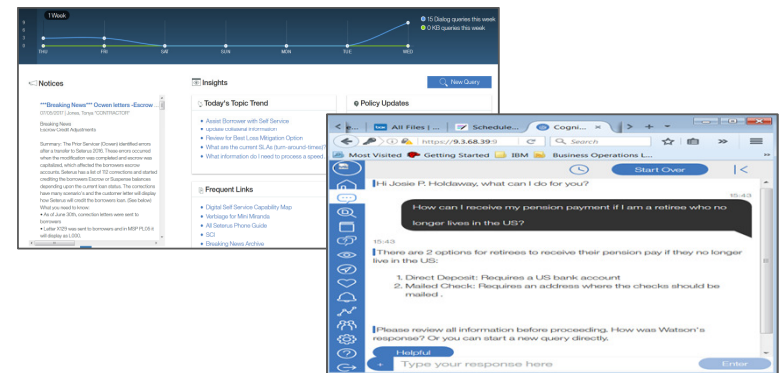
# Modernizing the Employee Service Center

## Watson Virtual Agent for HR



- Answer common questions with natural language interaction - encouraging usage and increasing employee satisfaction.
- Ensure accuracy and consistency in addressing employee information needs.
- Service your employees with 24x7 real-time responses integrated directly into your messaging platform

## Cognitive Agent Assist



- Surface important information so that employee care agents have it readily available
- Guide employee care conversations with improved accuracy and higher success rates
- Provide relevant documents and forms to drive faster resolution and better employee experience

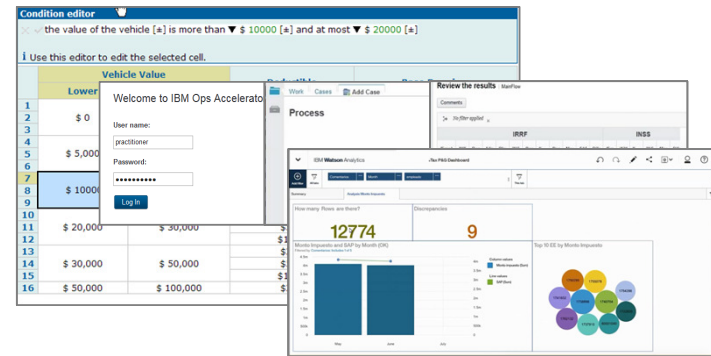
# Optimizing HR operations

## Watson Talent Insights



- Explore data from all workforce systems and combine with business data to uncover strategic drivers
- Build visualizations and analyze relationships without writing queries or relying on developers to create new reports
- Predict outcomes and make confident decisions to positively impact business results

## Robotics Process Automation



- Reduce manual interventions to improve run time and minimize the risk of human error.
- Automate garnishment and deduction calculations across a variety of scenarios
- Capture and analyze monthly variations to improve insights and accuracy.

# Agenda

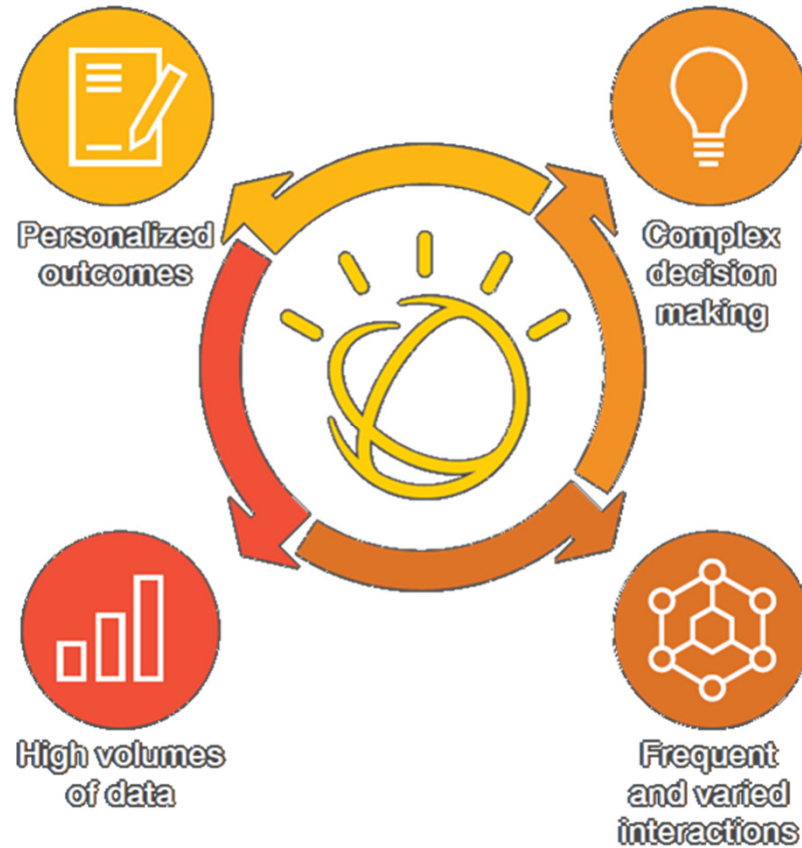


The HR Landscape is Changing

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- ▶ Where does cognitive fit in your HR journey?

Cognitive solutions can have the most impact in situations that fall into the sweet spot



# Taking the first steps toward Cognitive HR

**Recommendations** for introducing cognitive capabilities into your HR transformation

- 1 Consider how cognitive will strengthen your HR transformation
- 2 Start simple, but start smart
- 3 Understand the possibilities of your data
- 4 Build trust and engage people
- 5 Enhance and expand strategically across HR

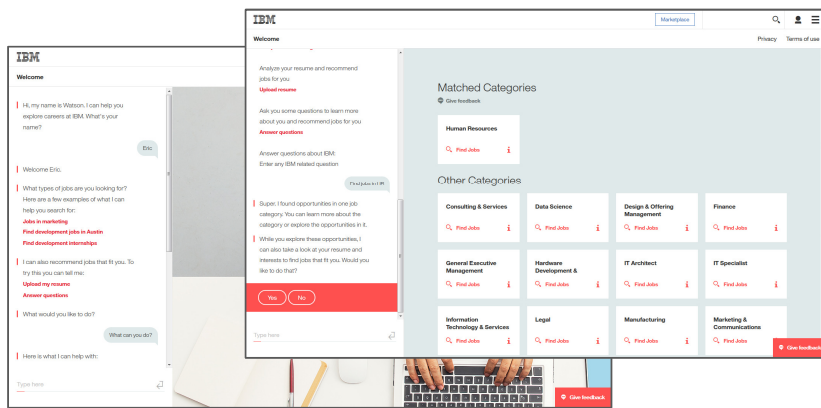


THANK YOU

Backup

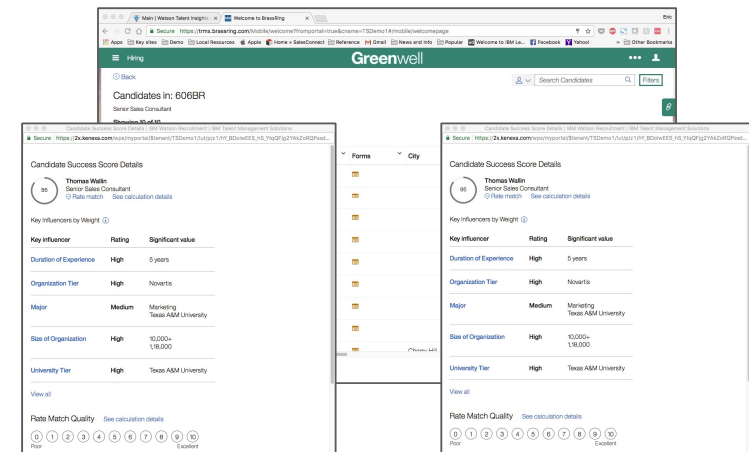
# Transform Talent Acquisition

## Watson Candidate Assistant



- Engage prospective candidates with a personalized experience
- Help potential hires identify career options that match their skills and interests
- Answer questions about your company in a natural, engaging manner
- Enhance your employment brand with cognitive-enabled technology

## Watson Recruitment



- Improve quality of hire by identifying the candidates most likely to be successful in a job role
- Accelerate time to fill by identifying complexities in job requisitions and enabling recruiter workload prioritization
- Understand IBM and competitor employment brand market trends to driver better conversations with candidates



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