

People Work

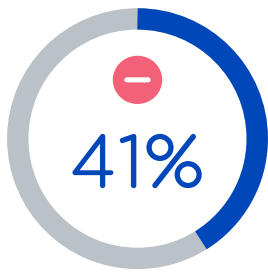


Paperwork

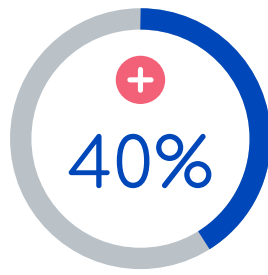


- Subtract the tedium,
- + add meaningful work

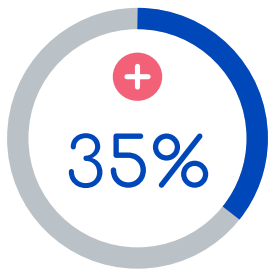
Your guide to adding value back to performance management, learning, and your day-to-day work life.



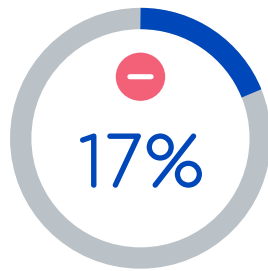
Lower Employee Productivity*



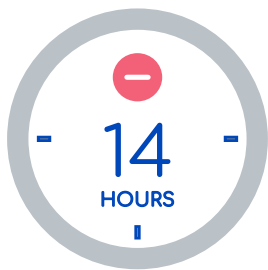
More Errors*



Higher Costs*



Lower Employee Engagement*



lost per week by HR managers*



lost per week by HR managers*

*Sources ¹²³

+ Add up all of these numbers up and it equals a company culture that's struggling.

But wait, let's back up a moment. Is there really one thing that could cause all of that to happen? Scary answer... yes, there is. And it's likely not what you are expecting it to be.

Here's a hint: if you want to cross the ocean, you need something better than a rowboat.

¹ <http://press.careerbuilder.com/2017-05-18-More-Than-Half-of-HR-Managers-Say-Artificial-Intelligence-Will-Become-a-Regular-Part-of-HR-in-Next-5-Years>
² <http://www.personneltoday.com/hr/end-annual-appraisal-whats-next-performance-management/>
³ <http://press.careerbuilder.com/2017-05-18-More-Than-Half-of-HR-Managers-Say-Artificial-Intelligence-Will-Become-a-Regular-Part-of-HR-in-Next-5-Years>

For businesses, HR tasks, performance management, employee learning, recruiting, onboarding, and overall talent management are vital to employee experience, engagement and productivity. And if your business is relying on manual process like Microsoft Excel to take on these tasks, you're in that little rowboat trying to paddle across the ocean.

Furthermore, we're betting that spending hours per week and year keeping records (that may or not be accurate) isn't how you imagined your ideal job.

You were meant for more than paperwork. And the success of your business depends on you getting back to what matter the most... people.

> People Work > Paperwork

Get back to building culture, to being strategic, to empowering your people, to thriving as a business, and just enjoying coming to work every day.

It all starts with having the right tools to build that thriving company culture. In short, your business needs a talent management tool to automate process, provide guidance, give insights, and add value back to your work life.

Wait, really? Our answer to all of those problems listed above is a talent management tool?

Yes, really. And we'll prove it to you. In this guide, we'll take you through what a talent management tool can really do for your business, for you, and for manager and employees.

> Let's get started!



All the wasted hours

Getting back to people work for HR professionals

– 14 hours lost per week

That's a staggering number, but according to Career Builder, it's really just the start. Their study also found that more than a quarter (28 percent) waste 20 hours or more, and 1 in 10 (11 percent) spend 30 hours or more. All due to a lack of automation.

What would you do if only you had the time?

As an HR professional, you are likely driven by a desire to help others learn, grow, and develop in their respective careers. You've got a sharp eye for talent and a desire to be strategic in how to build a company culture that fosters employee engagement and success for business goals.

The cold hard truth is that manual tools are standing between you and achievement of those aspirations.

TALENT MANAGEMENT TOOL	MANUAL PROCESS
+ 9-box analytics to get strategic insights on employee performance	– No reports or insights
+ Step-by-step guidance	– Empty cells to fill
+ Coaching notes	– No guidance
+ Increased training completions	–
+ Compliance audit-ready reports	–
+ Streamlined onboarding	– Hope records kept are accurate and can hold up to audit
+ Custom website and portal for recruitment	–
+ Instant access to business-critical information	–
+ Customer success managers	– You're on your own
+ Operational efficiency	– Lost hours to hand-entering data
+ Higher employee engagement	– Higher employee turnover

Talent management software enables HR professionals to spend less time on tedium and get back to working with people. Furthermore, a talent management tool will help you be more strategic in your plans for building company culture and employee experience.

- + Strategy.
- + Efficiency.
- + Insights.

You'll need all three elements to have a seat at the table to with your company's leadership and a valuable say in the direction of the company.

Get back to what you love and be able to do it better. **People work > paperwork** for HR professionals.

Becoming a better people manager

For managers: throw out traditional performance reviews and become the coach your team needs.

➤ Because they feel they have to

An original study conducted by Cornerstone on the current practices surrounding performance reviews of business with fewer than 1,000 employees uncovered valuable insights. One of which, was that the second most popular reason managers conduct regular check-ins with employees is “because they feel they have to.”

Conversely, employees who receive regular feedback 3.6 times more likely to strongly agree that they are motivated to do outstanding work 3.0 times more likely to be engaged at work.

What’s causing the divide? Managers are checking a box when it comes to providing feedback, but employees want more. It’s not that managers are lazy or just don’t feel like stepping up. Far from it.

The top reasons managers struggle to provide feedback are:

- 1 Lack of time
- 2 Limited Coaching Skills
- 3 No structure or strategy in place

A manager’s main responsibility is to ensure the success and engagement of their direct reports. Without time, training, and strategy, your people managers cannot do what is needed of them and your business as a whole will suffer.

Here’s what **talent management solution** can do for your people managers:

– Lack of time

This problem is likely made up of two separate issues. The first, manually recording performance data takes up to 200 hours per year of a manager’s time. Lack of time is right! The second is that managers likely don’t find the time spent of feedback to be valuable.

+ Solution

A performance management tool will automate processes to make it faster and more efficient. The right tool will do the heavy lifting for managers. Second, it will walk manager and employee through the process of feedback step by step with guidance and notes. The guidance provided will likely tackle the problem of making feedback valuable and worth the time.

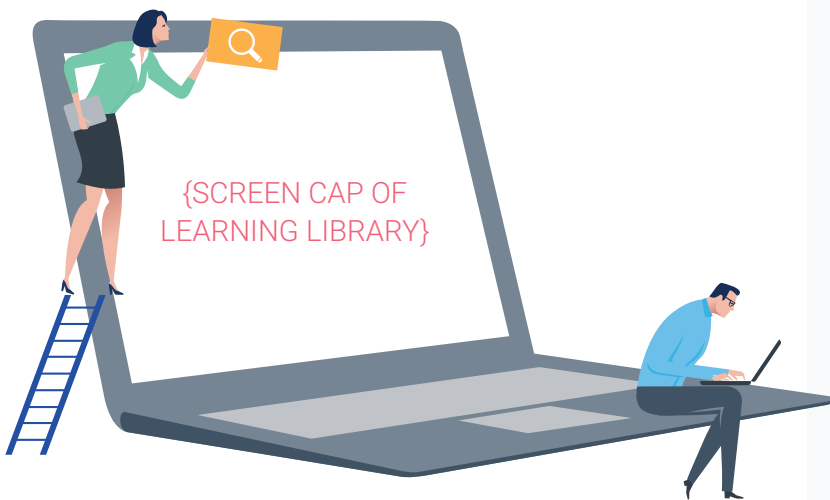


– Limited coaching skills

More than six in ten Millennials (63 percent) say their “leadership skills are not being fully developed.” If you want your managers (millennial or otherwise) to succeed at people management, your company must provide the learning and development to become leaders.

+ Solution

Invest in a learning library full of on-demand content that can be assigned to leaders or self-assigned learning in the flow of work.



– No structure or strategy in place

What is the role of feedback and learning? Check up on a project? Align with goals? Identify a skills gap and assign a course? Your leadership needs guidance and that starts at the top.

+ Solution

Get everyone on the same page. A talent management solution will set up the parameters that everyone in your organization can follow. If your company has overarching business goals and objectives, a talent solution can create visibility to those goals and help create alignment. A learning library will also provide everyone in your organization with consistent learning and development to tie all performance to employee growth.



If you want to establish best practices, HR has got to lead and implement these kinds of initiatives.

No one can expect managers to get the ball rolling on their own. (Remember, on top of their own day-to-day responsibilities, they're also busy taking care of their teams!) However, once HR gets the wheels in motion, then the ball gets passed back over to managers because, at that point, they no longer have any excuse for not playing by the rules.

In reading this, you might think that this all sounds like a bunch of administrative fluff. Of course, establishing new processes always requires getting over some initial onboarding hurdles. That's simply part of the process. However, once HR has done the heavy lifting to get everything in place, as a manager you'll wonder how you ever survived before it. It can make a huge difference and change your perspective on what it means to be a manager entirely.

Employees who want to stay

Building a culture that retains and grows its employees

Employees are the most important resource for any business and replacing a high-value employee is expensive.

In fact, here are a few stats on what it costs your business to lose talent:

- It costs an average of \$4,129 and 42 days to fill open positions
- Average turnover rate is 19 percent
- \$986 per learning to get a new employee up to speed

The eternal question for companies and HR professionals is how to create a company culture that encourages employees to stay. Interestingly enough, the top reason talent leaves is the same regardless of reason: development opportunities. According to Business Insider, 77% of employees feel “on their own” to develop their careers and a full one-third quit their jobs because they didn’t learn new skills.

Furthermore, staying engaged at work is dependent on employees developing a close relationship with their managers and getting the feedback they need.

It’s all starting to look like dominoes isn’t it?

Your company needs a talent management solution to help HR professionals build the strategy and structure to help (and train) managers, who will, in turn be the lynchpin that encourage employees to stay and be engaged at work.

By making learning and development a core part of your day-to-day culture, your employees will see that you’re investing in them—and that goes a long way towards building workplace satisfaction and boosting employee retention. But this is only possible if you make creating a culture of learning an absolute priority company-wide.



42%
of millennials
would likely leave
a job if they
weren’t “learning
fast enough.”

Furthermore, investing in learning is the best way to future-proof your workforce and company from the unknown.

- **Will you face a new competitor with market-disruptor potential?**
- **What new (yet to be created) jobs will your company need to survive?**
- **How will the demands of your customer-base change?**

The answers to these questions are “yes” and “it’s impossible to know.” So how can your company prepare? By investing in people skills. How much content around critically important people skills or even non-job-related personal development do you offer? If your response was, “not much,” then you’ve just uncovered a gap.

Talent management software with a learning management system and robust content offering is now table stakes for enabling employees and your company for the future.

Is it worth the investment? This one’s a no-brainer (especially if you’ve been reading along up to this point). The answer is a resounding yes. Cornerstone has taken the time to curate our content offering, to make it quicker and easier for your employees to figure out what’s most relevant and interesting for them to take.

We’ve thrown a lot of stats at you, but here’s what it all boils down to: **a talent management solution will help your company create a culture of feedback and development that will keep your employees from leaving and help them perform at peak potential.**



Getting started with a talent management solution

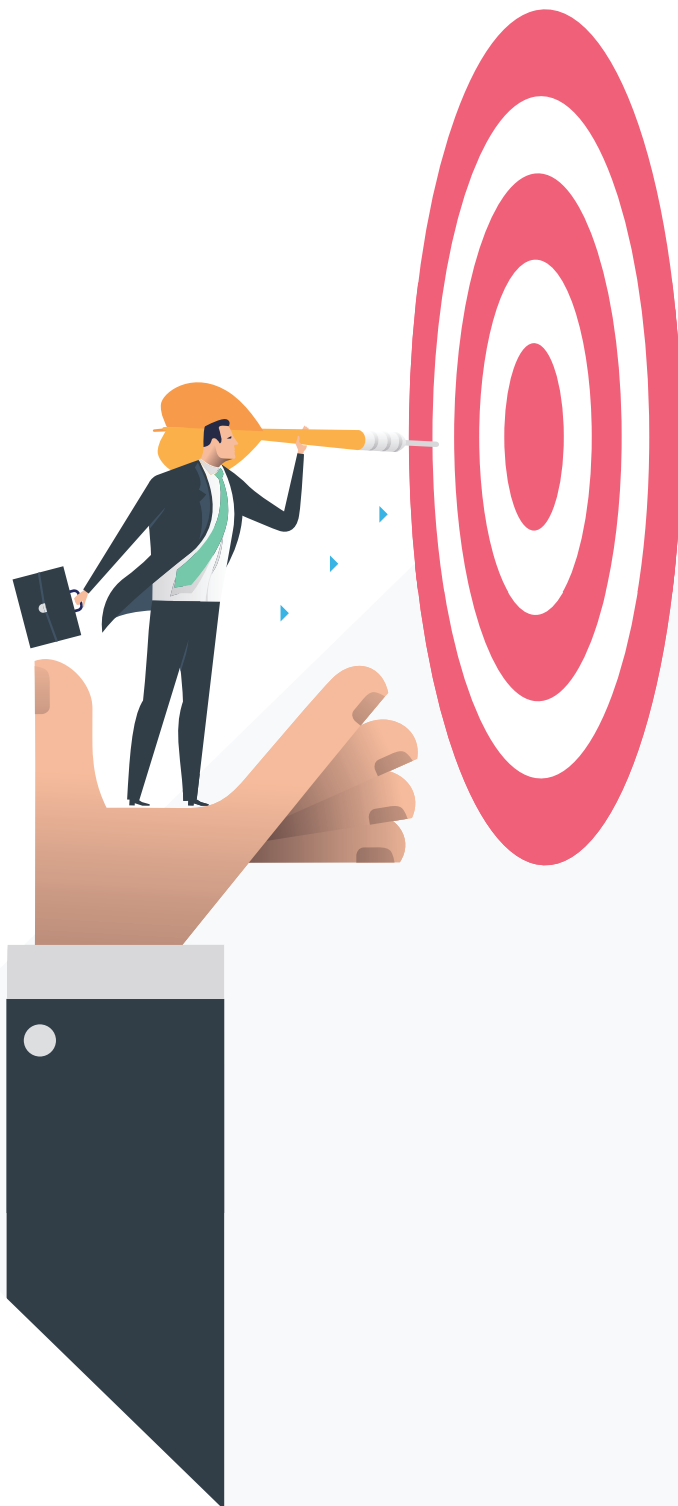
Here's how to ensure success

Hopefully, we've painted a clear picture of what a talent management solution can do for everyone in your business, from HR managers to managers and employees. **Spending less time on paperwork and investing in a tool that helps build-up people and your company's culture of feedback and learning is invaluable.**

Once you're ready to hit "Go" and get started with a solution, here are a few things you need to know about making sure adoption goes smoothly.

1 Engage key stakeholders

When it comes to implementing something as big and vital as organization-wide talent management solutions, you can't be the only person screaming from the mountaintop, encouraging everyone around you to follow your lead (even if you are the most influential person in the world!). No, you need your reinforcements—and those usually come in the form of key stakeholders and influencers within your business, the people who others listen to and trust. And you need to get them onboard before you launch your talent management system, not when you see your talent management user adoption rates growing at a snail's pace. Simply put: the more voices of support you can get across the organization from the very beginning, the better your chances will be of getting more employees onboard with adopting a talent management system.



2 Lead with benefits

A tried and true pro-tip, is to be sure and shine a bright spotlight on all the reasons why adopting a talent management system will make everyone's (work) lives better and easier. Remember, we are only human, and as humans we are emotional beings by nature—so, if you want to get people excited about using these new tools, help them see the upside for them.

3 Communicate constantly

If you and the senior leadership team are the only people in-the-know about your newly implemented talent management system, you'll be hard-pressed to drive any sort of ROI out of it. So, don't forget to tell people about it—over and over and over again. The more you talk about it, the more everyone across the organization will know it exists, and the more likely you'll get them onboard to take it for a spin. For starters, treat the launch—including the weeks leading up to it—as a marketing campaign. Send out organization-wide emails alerting people that "it's coming!" Plaster posters all around the office, especially in the common areas. Set up personalized training programs, for both managers and individual contributors. And keep those communications going well after launch because adopting new systems, processes, and technologies is like riding a bike for the first time: without constant practice, everyone involved will continue to be a bit wobbly.

4 Lean on experts

Make sure that the talent management solution you pick a provider with the support and resources to help you get up and running and be successful. It's a big leap to getting started with your first talent management solution, but with the right partner it doesn't have to be intimidating.



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