

Special Webcast

# 4 Ways AI Can Supercharge Your Talent Management in 2022

January 27, 2022

THE CONFERENCE BOARD 

 eightfold.ai



# Today we will be discussing:

- What is Talent intelligence?
- 4 ways to apply talent intelligence in your organization
  - ✓ AI-enabled Personalization
  - ✓ Dynamic Skilling
  - ✓ Internal Mobility
  - ✓ Talent Insights
- Discussion with Marc Starfield, a current HR leader working to transform talent operations



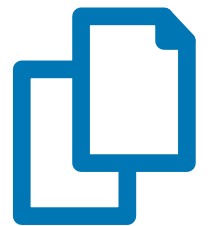
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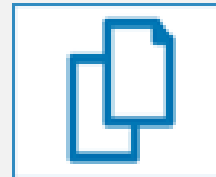


# Making the most of the webcast

Ask Questions  
(via the Q&A box )



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Resources



# Today's Speakers



**Jason Cerrato**  
Senior Director,  
Product Marketing  
*Eightfold.ai*



**Marc Starfield**  
Group Head of  
HR Programmes and Systems  
*Vodafone*



**John Sumser**  
**(Moderator)**  
Senior Fellow, Human Capital  
*The Conference Board*

# About eightfold.ai

The Right Career for Everyone in the World

Single AI Platform for all Talent

Global footprint: 100+ customers, 110 countries, 19 languages

Founded 2016

HQ in Silicon Valley, CA

400+ employees worldwide

Patented deep learning AI technology

ISO 27001 | SOC 2 Type II | FedRAMP Ready | OFCCP | GDPR & CCPA | ADA

# What is Talent Intelligence

The intersection of talent and business strategy



## Deep Data Insights

Able to identify the right skills and potential quickly



## One Platform

Consolidate and maximize numerous point solutions and data sources



## Inclusivity

Tools that remove bias and increase diverse talent



## Transparency

Empower and engage employees in their career and development



## Adoption

Automated user-friendly workflow tools for quick adoption at scale

## Questions Answered for Talent Priorities

What are our employees capable of doing?

How do we re-skill and upskill our employees?

Should we look inside, outside or contract to meet our talent needs?

How do we find the right talent?

How do we track and influence our diversity efforts?

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## Talent Management

Internal Mobility | Upskill / Reskill  
Workforce Planning

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## Talent Acquisition

Sourcing | Candidate Experience | Screening  
Scheduling | CRM

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## Talent Flex

Contractors | Re-Deployment | Rediscovery

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# TALENT INTELLIGENCE PLATFORM

Capability Matrix | Explainable AI | Talent Insights | Talent Network | Diversity

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ATS | HRIS | LMS | VMS

Enterprise HR Systems



Global Data Sets + Public Data Sources



# The Power of Talent Intelligence

## Activities Enabled

### Talent Insights

- Define the right job skill requirements
- Benchmark skills to industry and best in class companies
- Assess skills
- Shape development and hiring activities at scale

### Talent Acquisition

- Enhanced visibility to your proprietary database of applicants
- Highly personalized CRM capabilities
- Automated Scheduling
- Hiring leader tools for selection
- Inclusive audiences for talent pipelines and interview slates
- Dashboards to track and improve hiring performance

### Talent Management

- Easy to find new roles across the company
- Clear career pathways & mentors
- Tools for team development
- Identify potential successors
- Monitor talent strategy and employee engagement

# AI-enabled Personalization

## For talent acquisition:

- Personalized career site
- Talent-centered job search
- Insights and visibility to recommendations
- Curated job-related content, company info, and visibility to the team

Search San Francisco, California, United States Go Advanced Options

Hello A. Based on your resume, we found 4 relevant jobs in San Francisco, California, United States. Edit your info

**Sr Product Manager**  
San Francisco, California, United States  
Strong Match

**Director Telecommunications/API Products**  
San Francisco, California, United States  
Product Management Good Match

**Senior Product Marketing Manager**  
San Francisco, California, United States  
Product Management Good Match

**Sr. Dir, Global Media & Partnerships**  
San Francisco, California, United States  
Marketing Good Match

Show More Positions

**Sr Product Manager**  
San Francisco, California, United States  
Apply Now  
ID: 38585

**Job Description**

Join the leader in entertainment innovation and help us design the future. At Dolby, science meets art, and high tech means more than computer code. As a member of the Dolby team, you'll see and hear the results of your work everywhere, from movie theaters to smartphones. We continue to revolutionize how people create, deliver, and enjoy entertainment worldwide. To do that, we need the absolute best talent. We're big enough to give you all the resources you need, and small enough so you can make a real difference and earn recognition for your work. We offer a collegial culture, challenging projects, and excellent compensation and benefits.

We are looking for a visionary, creative and passionate product leader to manage the portfolio of professional software products. You'll be working at the intersection of art and science to manage products enabling the processing and delivery of Dolby's next generation audio and imaging experiences, including Dolby Vision, Dolby Atmos and Dolby Audio.

If you're excited about enabling media organizations such as Disney+, Netflix or HBOMax to deliver compelling end user experiences, this is for you.

Working with key ecosystem players such as OTT streaming platforms, PayTV operators, broadcasters and media processing infrastructure suppliers, we expect you to drive the product strategy that provide the best value for these partners, and deliver products that are simple to deploy, scalable, and designed to mesh into existing or future content distribution workflows. We expect you to be customer-centric with a strong business acumen and technical depth with hands-on experiences in managing a product portfolio designed for media processing workflows.

**Essential Job Functions**

- Manage the professional software products portfolio across Professional Audio and Professional Imaging technologies designed to encode, package, QC/Monitor and deliver Dolby Atmos, Dolby Audio and Dolby Vision experiences.
- Manage the product roadmaps and specification of requirements while driving execution across the organization and making strategic tradeoffs.
- Provide vision and market direction inputs to engineering and technology teams to develop new technologies and products for the media processing and delivery ecosystem.
- Lead the delivery of high-performance innovative products that can be easily integrated in software, appliance and cloud-based media processing stacks.
- Collaborate across the company (development, QA, technologies group, tech comms, sales, sales-ops, marketing, finance, legal, and program management) to ensure the success of your product.

• Own and manage the product lifecycle including planning, definition, development, management and delivery.

- Ensure that product portfolio meet the company's overall vision, strategy, and goals.
- Develop and communicate clear product vision and strategy, product positioning, messaging, and value proposition internally and externally.
- Serve as primary product evangelist. Evangelize the product to customers and partners focusing on the core technical aspects of the product and technologies (Dolby AC-4, Vision)
- Provide detailed product information, product training, customer workflows and use cases to support Marketing, Sales and Support.
- Keep up to date with market trends, emerging technologies, research the competition and provide competitive product analysis.

**Knowledge, Skills, Experience, and Education Requirement**

- 5+ years of Product Management or Solution Engineering experience.
- Proven track record of managing media processing products (encoding, decoding, packaging) is highly desirable.
- Knowledge of professional video and audio distribution codecs and standards.
- Solid knowledge of the Media Processing ecosystem. Understanding of Broadcast, PayTV, OTT delivery workflows, and have some domain expertise in video/audio encoding, packaging and QC/Monitoring products and solutions.
- Experience with open-source applications, media frameworks, cloud environments and workflows.

**Matching Skills**

- ✓ Product Launch
- ✓ Competitive Analysis
- ✓ Product Marketing
- ✓ Product Management
- ✓ Market Analysis
- ✓ Product Development
- ✓ Pricing
- ✓ MBA
- ✓ Packaging
- ✓ User Experience
- ✓ Strategy

**Job Insights**  
Based On Previously Hired Candidates

**Popular Skills Of Previous Hires**

- Consumer Products
- Competitive Analysis

**Years of Experience Of Previous Hires**

- 0-2: 0%
- 2-4: 0%
- 4-8: 0%
- 8+: 100%

**Job Titles Of Previous Hires**

- Senior Product Manager
- Director of Product Management
- Vice President Product Management
- Product Marketing Manager
- Product Lead

**Previous Hires Also Worked At**

- AVID
- Blackmagic Design
- VeriFi
- Chyron
- WCCOx
- Cisco WebEx
- VeriSign

Recommended Videos For You

Future of your entertainment in Dolby  
Dolby is anywhere and everywhere. Connect deeper with all the entertainment you love -- in Dolby Vision Dolby.com for more  
#EntertainmentDolbySUBSCRIBE NOW...

Recommended Articles For You

**Kevin Dean St. Studios Relaunches W...**  
Dean St. Studios Relaunches with flagship Dolby Atmos mixing studio. Photo credit:...

**TIDAL And Dolby Bring Dolby Atmos M...**  
TIDAL is the first music streaming service bringing Dolby Atmos Music to users with a...

**Dolby Introduces Dolby.io, A New Med...**  
Dolby today announced Dolby.io, an API platform that further broadens the opportu...

**Perks And Benefits**

- Healthcare: Medical, Dental, and Vision
- Wellbeing: Variety of wellbeing programs. Some programs are including gym and cafe's in your office.
- Life Insurance: Life and AD&D insurance
- Short And Long Term Disability
- Parental Leave Benefits: Maternity and Paternity leave, Year 2023 starting time
- 401(K) Program: 401(K) with generous employer contributions (investment growth and profit sharing)
- Vacation: Generous PTO
- Holidays: 13 paid company holidays and 40 employees when flexible. The Dolby stock bonus is paid, all work arrangements may be available
- 100% Schedule
- Employee Stock Purchase Plan (ESPP)
- Commuter Benefits: Pre-tax savings account for commuting expenses
- Tuition Reimbursement

**Learn More About Us**

We're inspired by the passion and curiosity of artists, filmmakers, musicians, technologists to remove any barriers and help them realize their full potential to dream up breakthrough technologies that are transforming audio and video to build innovative technologies that enable creators to inspire and...

**Diversity, Inclusion, & Belonging**

We're One Dolby. And we recognize that what we do and how we work matters. And with integrity, we strive to fulfill our responsibility as a good corporate citizen. We do this because it is the right thing and because it directly impacts our business and our mission. Diversity, inclusion, and belonging enable us to attract and grow the best talent, improve our team effectiveness, enhance our ability to innovate. This is not a short-term effort, but one we will continually refine and build upon into the future.

**Learn More**

**People You May Work With**

- Cheryl Marquie, Director of Training, Harvard College Labors, Monterey Peninsula
- Greg Thompson, Director of Solution Architects, University Of Missouri Columbia, School...
- Jennifer O'Neill, Director Leadership, SMARTS - A B&W Acquisition, Western

**Other Similar Jobs**

- Product Lead, Platform, San Francisco, CA, USA
- Product Manager, Growth, San Francisco, CA, USA
- Product Operations Manager, San Francisco, CA, USA

**Social Impact**

At Dolby, we believe to truly make a positive impact, we must be active partners in our local communities. We take a holistic approach to social impact, providing volunteer, in-kind and financial support to nonprofit organizations that are addressing the most critical needs in our global communities. Through our Dolby Cares Program, employees from our offices in 23+ countries volunteer as individuals, as part of a work team or through our diversity and inclusion employee networks. From tutoring youth and mentoring adults reentering the workforce, to delivering meals to seniors or providing legal services through our legal pro-bono program, our employees are making our communities stronger.

**Learn More**

# AI-enabled Personalization

## For talent management:

- Employee career hub
- Career path mapping
- Jobs, projects, training, mentors
- Guidance on relevant coursework

The interface displays a user profile for Mato Myer, a Senior Marketing Manager. It features several key sections:

- Favorites:** Lists two colleagues, Loretta Landin and Ethan Declercq, with their roles and contact information.
- Achieve your skill goals:** Shows progress on various skills like Digital Marketing, Content Marketing, and Marketing Automation.
- Recommended projects:** Displays three project cards with details on location, dates, and team members.
- Recommended mentors:** Lists three mentors: Mika Wolfe (Vice President), Denise Strata (Director, Artificial Intelligence), and Michael Yip (Writer, Director, Producer).
- Recommended courses:** Shows two Udemy courses: 'Content Marketing Masterclass: Create Conte...' and 'Certificate in Digital Marketing'.

The bottom-right screenshot shows a 'Skill Gap Analysis' screen titled 'Plan what's next for you.' It provides personalized recommendations based on the user's profile, skills, and potential. It includes sections for 'Preferred roles you specified' and 'Future roles for you'.

Role	Count
Senior Marketing Manager	1 employee in this role
Product Manager	7 employees in this role
Senior Software Developer	1 employee in this role
Marketing Manager	10 employees in this role
Senior Marketing Manager	1 employee in this role
Digital Marketing Manager	1 employee in this role
Marketing Director	7 employees in this role
Chief Marketing Officer	1 employee in this role
Events Marketing Manager	2 employees in this role

# Personalized employee experiences, at scale



## Current Role

Customer Service Lead

- Job History
- Goals
- Career Aspirations
- Career Planning

## What are my gaps?

Identify what skills need to be developed

- Team Management
- Cross-functional projects
- Escalation Management
- Resource Allocation

## What can I do about it?

Proactively serve the right content to the right person at the right time

- Internal Mobility
- Projects
- Courses
- Networks
- Mentorship
- Experiential Learning

## Aspirational Role

Vice President, Customer Service

# For Employees

# For Managers

# For Talent Teams

## Self-Updating Employee Profiles

My Career Aspirations

Career Aspirations

### Career Hub

Career Planner

Recommended Jobs

Mentoring

LMS / Courses\*

Project Marketplace

Events Recruiting

Flow of Work\*\*

Team Development

Capability Dashboard

Project Marketplace

# Key Capabilities designed for personas

\* Capability delivered through integration with LMS

\*\* Integration with workflow tools like Asana, Slack, Github, etc.



# Transforming HR – Skills are top of mind

## JOSH BERSIN

HR Predictions for 2022

#3 Learning, **skills**, and career pathways will become business critical

#5 **Talent acquisition** and internal mobility will converge

#7 **Talent Intelligence and skills taxonomy** will become the cornerstone of your people strategy

## FORBES

4 Top HR Trends and Predictions for 2022

#3 **Strategic and innovative recruitment strategies**, including:

- Creating **inclusive job descriptions** that speak to diverse talent and more equitable hiring practices
- Loosening restrictions on degree requirements and **focusing more on transferrable skills, certifications, online courses, and expertise**

## DAVID GREEN

HR Trends and Predictions for 2022

#4 Advancing to the **skills-based organization**, including:

- Leveraging both **skills and cost** as factors in workforce planning
- Using **new sources of external data** to explore what skills people have and what they need to succeed
- **Breaking down traditional silos** in talent, learning, and recruiting

# Dynamic skilling to support dynamic work

## Dynamic Skills Approach

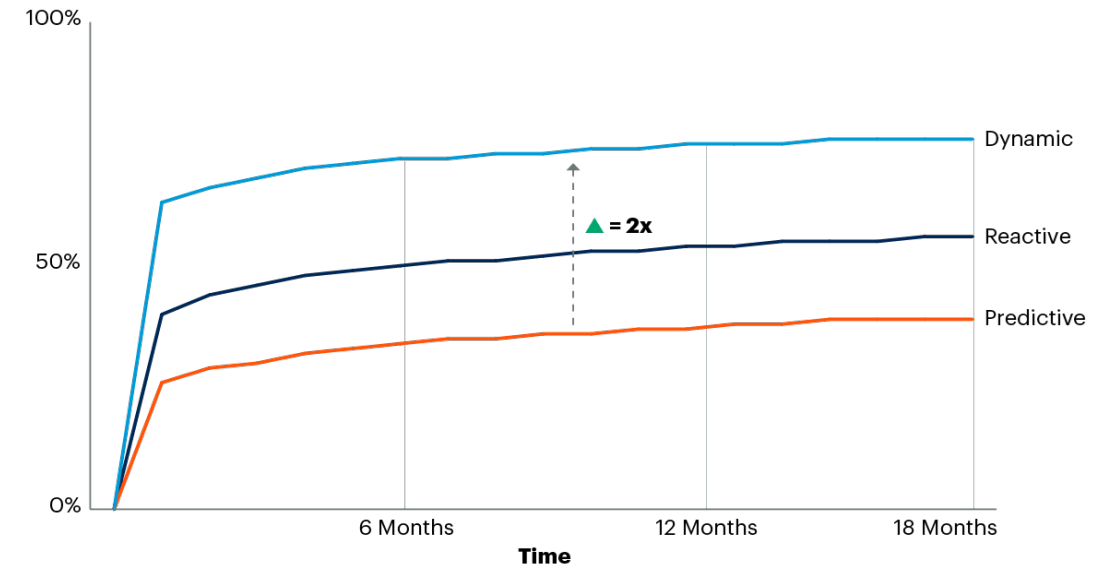
-Incorporates AI to detect and Infer company specific relationships, knowledge, experience, related skills

## Goals

- Sense shifting skills in real-time
- Planning around skills dynamically
- Helps target external talent more effectively
- Helps develop internal talent aligned with future needs
- Developing employees when, where, as needed
- Helps plan strategically for build/buy/borrow planning

## New Skills Applied Over Time, by Skills Approach

Average Percentage of New Skills Applied



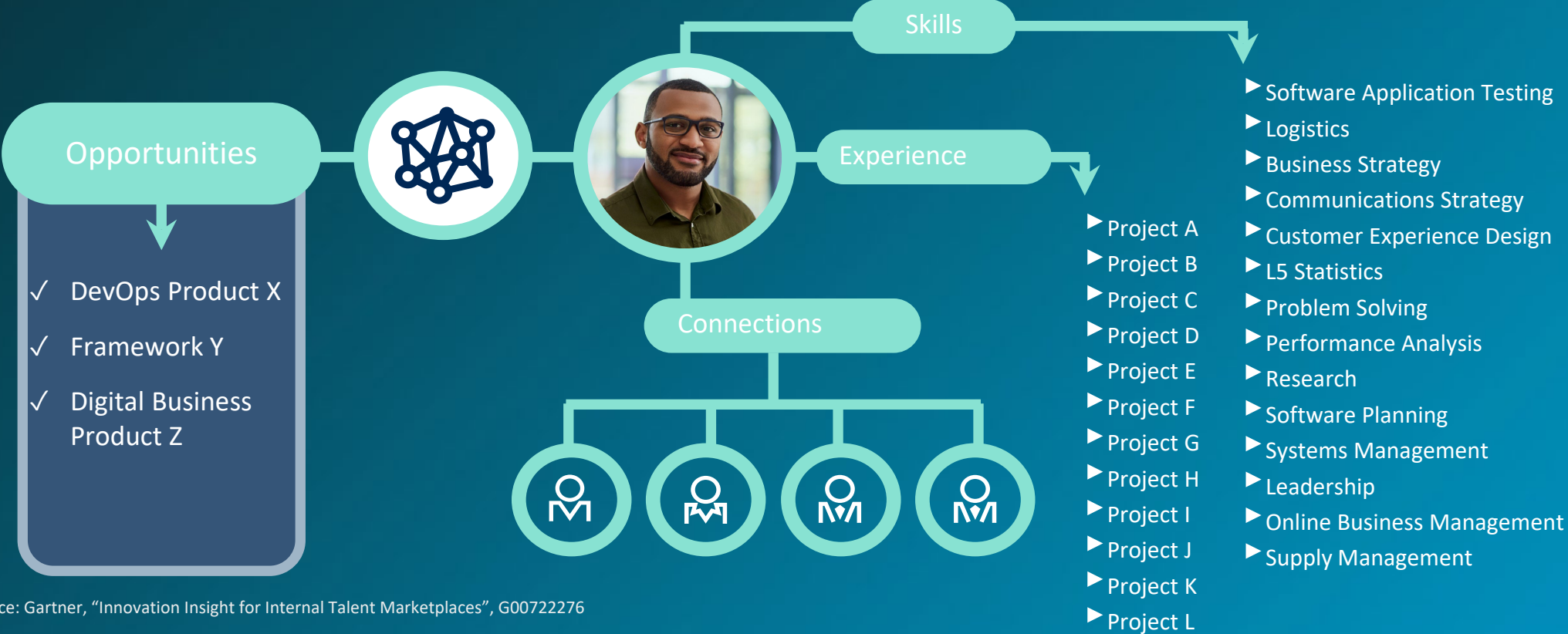
n = 6,510 employees; 75 HR executives; 35,166,515 job postings for IT, finance and sales in the U.S.

Source: 2020 Gartner Shifting Skills Survey for Employees; 2020 Gartner Shifting Skills Survey for HR Executives; Gartner TalentNeuron 727106\_C

“29% of the skills that were present in an average job posting in 2018 will not be needed by 2022.....more than 50% of those skills were still appearing heavily in 2021 job postings”

– Brian Kropp, Chief of HR Research, Gartner & Gartner Talent Neuron Research

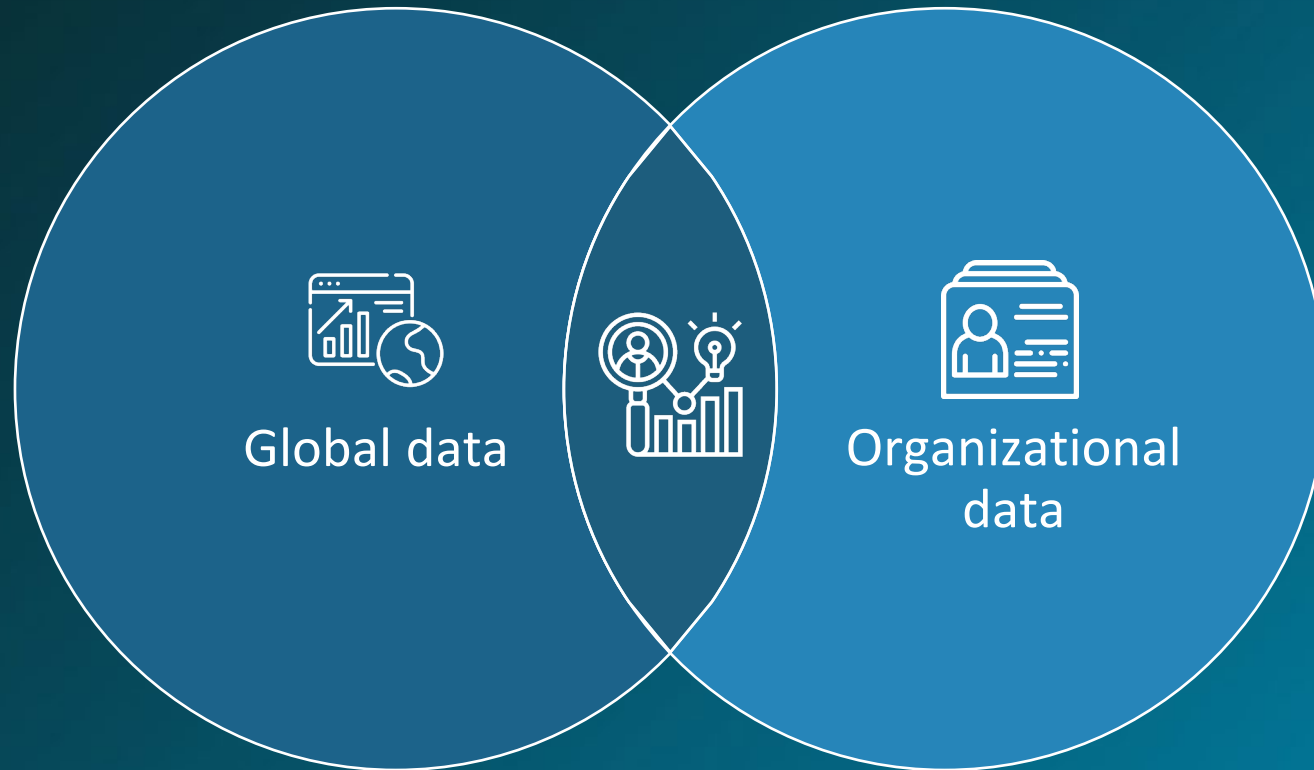
# Internal Talent Marketplaces



Source: Gartner, "Innovation Insight for Internal Talent Marketplaces", G00722276



# Talent Insights



Provides contextualized, relevant, and actionable insights

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Offers market-informed insights based on existing roles and skills in the market

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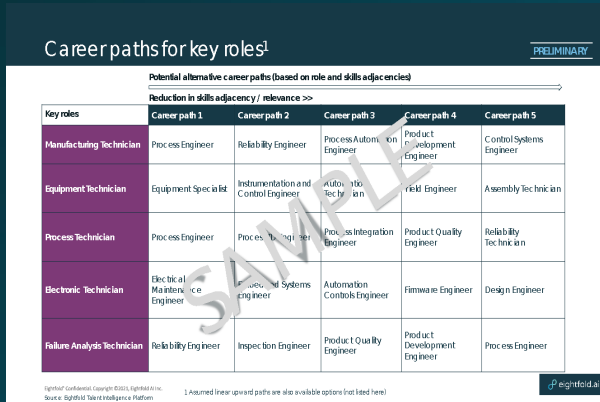
Uses enterprise data to compare organizational data to the skill related trends occurring in the market

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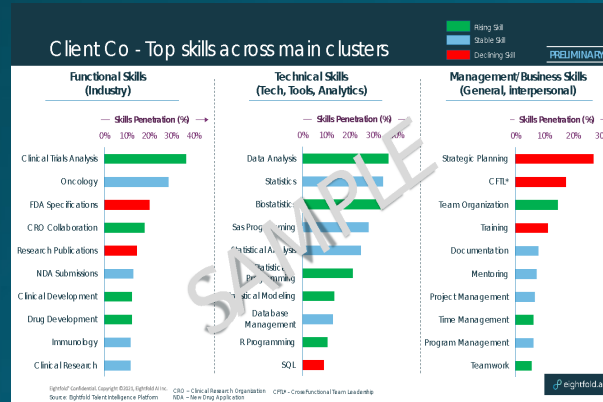
Helps identify forward-looking talent strategies

# Talent Insights

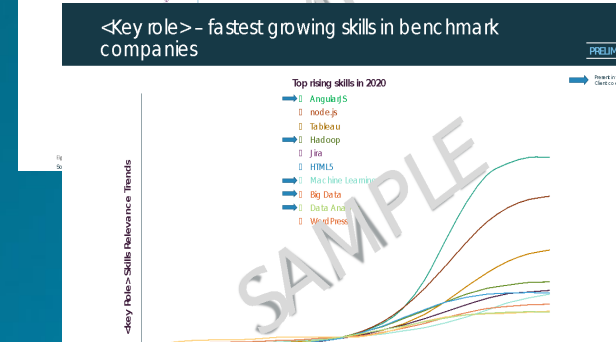
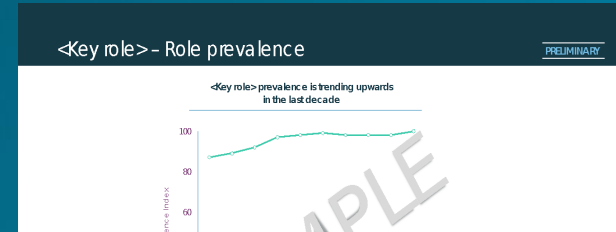
## CAREER PATHWAYS INSIGHTS



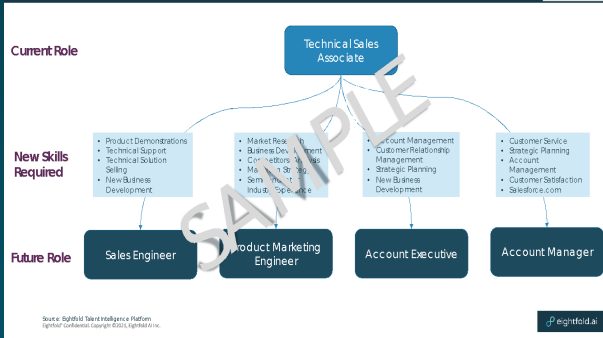
## WORKFORCE SKILLS/CAPABILITY INSIGHTS



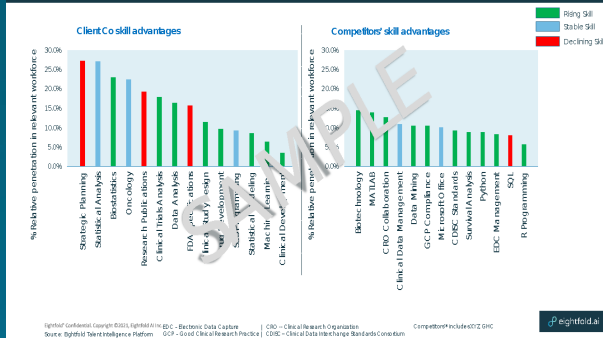
## JOBS-SKILLS TRENDS INSIGHTS



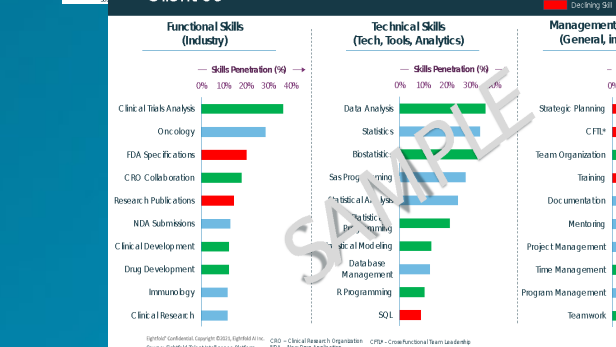
## <key roles> - Upskilling/ Reskilling can accelerate transition into alternate paths DIRECTIONAL



## Skill bakeoff - Client Co vs benchmark companies PRELIMINARY



## <Key role> - Top skills across main clusters at Client co PRELIMINARY



# Organizations adopting Talent Intelligence

are achieving  
incredible  
outcomes



**91%**

Increase in female applicants



POSTMATES

**26%**

Internal Mobility improvement



Prudential

**81%**

More internal hires

TATA  
COMMUNICATIONS

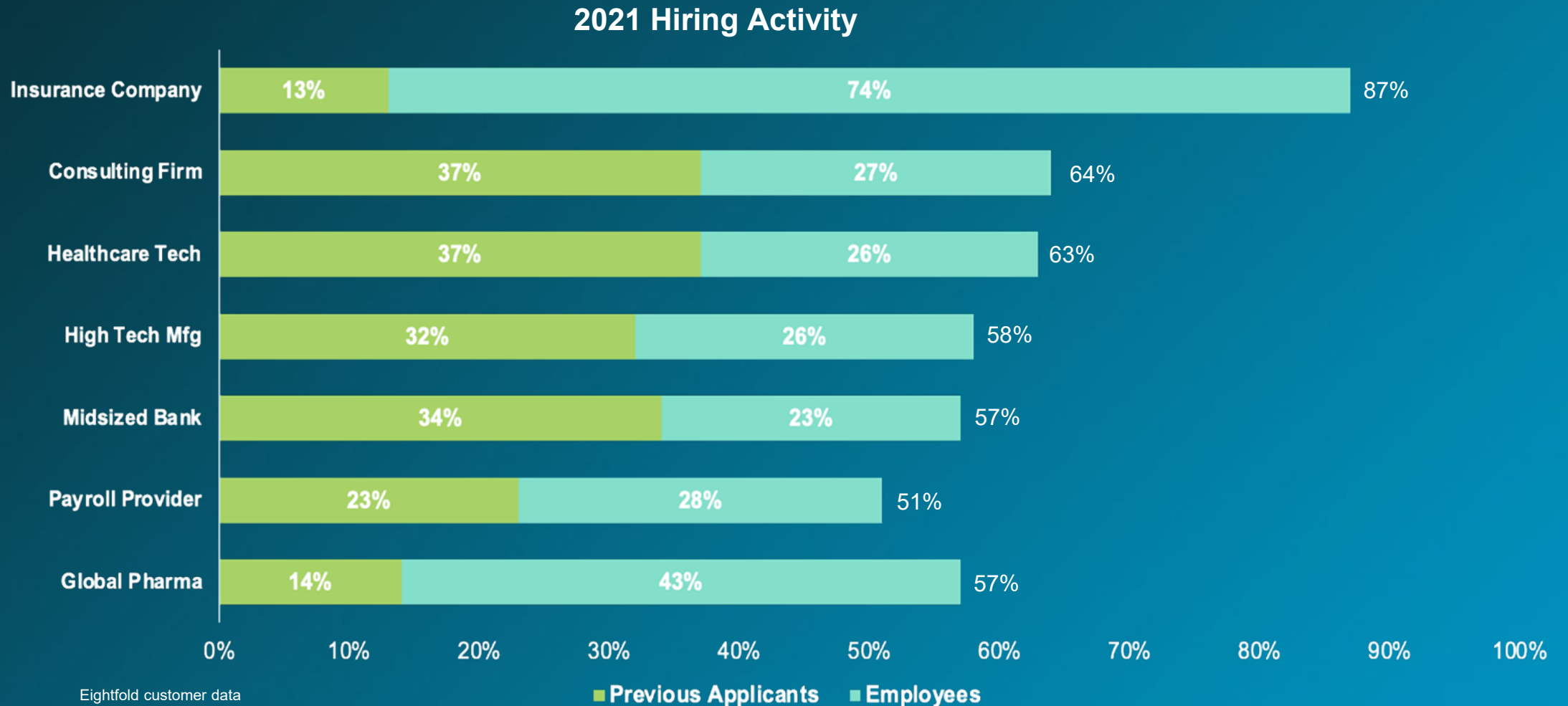
**25+** Countries

**14** Languages

**41** Locations



# With improved visibility and skill mapping more hiring can be internal or re-recruiting





Marc Starfield  
Group Head of HR Programs and Systems  
Vodafone

Marc is currently leading a global HR digital transformation that covers all HR data and processes for 96,000+ employees across 26 countries. The applications being implemented in this phase are; Eightfold, Blend and WorkZone, to enable Talent Attraction, Skills Transformation and Learning Experience.

In addition, as part of the FutureReady HR Transformation program, IBM Watson for HR Digital Assistants, Google Cloud Platform for Analytics and SAP Analytics Cloud for Strategic Workforce Planning are being implemented. This follows the core SaaS transformation with SuccessFactors completed earlier.

Marc's aim is to implement the **Human Spirit of Technology** where Vodafone is recognized internally and externally as an inclusive and growth environment where everyone has the opportunity to thrive and that this directly contributes to the Vodafone vision, to become a new generation connectivity and digital service provider.



# Thank you

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888-325-8222



# Eightfold selected to power high profile skills-based **Equity & Inclusion initiative for Black Americans**



OneTen is a group of leading chief executives and their companies who are coming together to upskill, hire and promote one million Black Americans over the next 10 years who do not yet have a four-year degree into family-sustaining jobs with opportunities for advancement. The OneTen coalition includes over 50 leading companies that are taking measurable action, together, to create a more equitable society.



Eightfold has been selected to power the OneTen marketplace that will connect Black talent with opportunities to learn skills and find jobs at companies in the coalition.



*"The more employers can rely on skills in the hiring process, the less likely bias can influence hiring outcomes," said OneTen CEO Maurice Jones. "We see the use of a skills-first approach as a business imperative to not only open the aperture of who is included in the talent pool, therefore making it more equitable, but also producing better business outcomes with higher performance and retention."*

# Talent Intelligence for Public Sector



## Veteran Employment Challenge

Grand prize recipient, to help 200,000 transitioning veterans and spouses annually.

50 prospective vendors, evaluated for AI matching & candidate experience.



## FedRAMP

FedRAMP ready status for Eightfold's Talent Intelligence Platform.



## Workforce Exchange

The first Deep Learning AI-powered career center solution for state and federal agencies.



## State of Indiana Hoosier Talent Network

Matches citizens to roles, guides career planning and reskilling/upskilling.

Expands employer access to talent pools, facilitating economic development.



## New York State Department of Labor

Virtual Career Center with an AI-powered digital experience at scale.

Supports 95 career centers across New York.



# Upcoming Webcast Programming from The Conference Board



- [Happy Employees Don't Equal Happy Customers \(February 03, 2022\)](#)
- [Human Capital Watch \(February 8, 2022\)](#)
- [9 Levers to Pull if You're Serious About Inclusion \(February 16, 2022\)](#)

View all our upcoming webcast programs at  
<https://www.conference-board.org/webcasts/upcoming/>



# NEW Podcast Series: CEO Perspectives - Insights for What's Ahead™



Hosted by our CEO, **Steve Odland**, this bi-monthly series features in-depth interviews with thought leaders from The Conference Board to provide business executives with data-driven insights to prepare them for what's ahead.

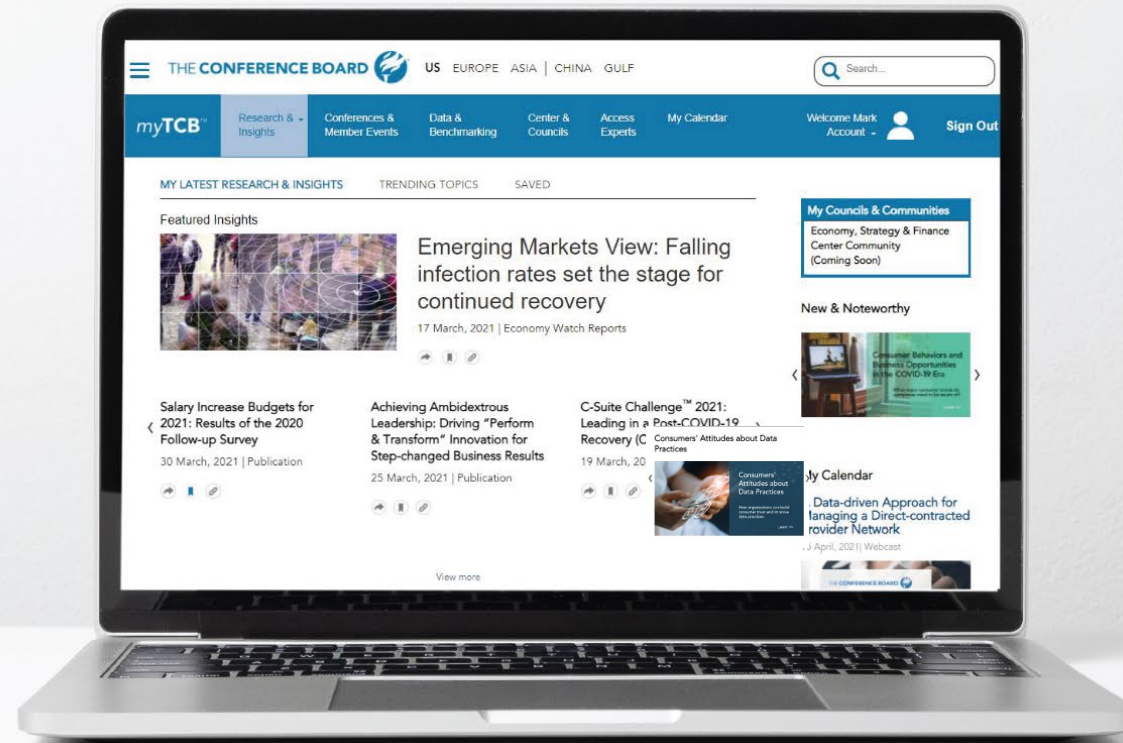
Available on our website at <https://www.conference-board.org/podcasts/ceo-perspectives-podcast> or on most popular podcasting platforms, including:



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