

30 Revolutionary Ideas for Our Remote Age

Top HR and Education Influencers'
Views on the Future



Moving Diversity and Inclusion to the Forefront



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Keirsten Gregg

CEO, TRAP Recruiter

The impact of COVID-19 and more widespread acknowledgment of the racial and ethnic disparities that exist in the workplace, require organizations to undergo an entire culture shift in which they rethink the way they think about talent. One necessary step toward this change is for Talent Acquisition/Recruiting to be viewed and operated as the multi-dimensional, culture-driving, strategic partner that it is instead of just a transactional HR function whose sole purpose is to put butts in seats. Also crucial is viewing attraction, hiring, retention, and evaluation practices through the lenses of marginalized communities at the onset of the recruiting life cycle. Not doing so limits Diversity, Equity, Inclusion, and Belonging efforts to reactive checkbox exercises, lackluster rhetoric, and cosmetic, performative allyship.

Untethering Your Workforce

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Bonnie Hagemann

CEO,
Executive Development Associates



There is a silver lining to all of these COVID-19 financial and personal pains, because it has forced businesses that insisted on face time in the office to move to remote work. Now we can leapfrog to the virtual, untethered workforce. Now that we have learned that it can be done, employers may want to consider making virtual an option for every job that can work remotely. One thing we've learned is that some people work better in an office environment and hate remote work while others thrive in a remote space. I encourage employers and leaders to be much more flexible going forward. You may be able to cut office space as much as 50% by allowing employees to choose their best work environment. If you want the best talent, make it easy for them to work for you.

Campus Recruitment in the Post-Covid19 World



Vikas Dua

Chief HR Mentor, Attayn

The “Beam me up, Scotty” age of campus recruitment is finally here. And, millions of graduates in the coming times will experience it. While the hard technology to facilitate remote selection and interviews of candidates has come into its own in the recent past, the current pandemic will accelerate its widespread adoption. The attendant benefits are many, but the singularly most transformational will be the removal of the ‘physical location’ of the campus from the hiring equation. Organizations that were constrained by budgets and executives’ busy schedules to visit many campuses, will now be able to select talent from practically, anywhere in the globe. This will lead to a more level playing field for candidates from smaller towns, more humble backgrounds, and less privileged communities and make them visible to the larger business ecosystem. For our democracies to further evolve in a more holistic and positive manner, this can only be a good thing.

The Rise of Remote Talent

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Lisa McGill

CHRO, Silver Peak



According to Forbes and Fast Company, 50% of the workforce will be working remotely at least 50% of their time by the end of 2020! At the time, many companies and leaders were not prepared to make that transition. Nor, I suspect, did anyone anticipate a pandemic as the catalyst for it. Perhaps it was fear of the unknown, but as a strategic global talent leader, I saw the data early on and embraced it. Remote talent is a major solution that revolutionises recruiting, expands the talent pool, and increases employee engagement. No longer does talent have to come to us – we can hire talent wherever they might be as long as they have the right skills. Millennials certainly expect it, and others going through different stages in their lives, frankly, need greater flexibility. We are leveraging better online collaboration tools, sophisticated AI, and behavioural science to help assess candidates and streamline recruiting. This means recruiters can spend more time doing what they enjoy most – building relationships with candidates and convincing them to join. We're not only saving on commute time and office space, but we're improving employee retention. What I love most is that we now have the internal metrics to prove increased productivity and employee engagement in our remote talent, which, eventually, leads to increased profits. The time of remote talent is here – let us embrace it.

Transparency and Employee Experience



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Joey Price

Founder & CEO, Jumpstart:HR

We are entering an age where greater transparency is expected in business as it relates to diversity, equality, and inclusion and TA is not immune from this demand. As employees become savvier about matters relating to the employee experience, I believe they will become more vocal about what results they expect from Talent Acquisition professionals. TA professionals should be able to articulate their strategy and process, and work towards delivering better benchmarking outcomes in areas like greater diversity, pay equality, and employee retention.

New Business & Competency Models for the Future

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Eric Shepherd

Co-Founder
Talent Transformation Guild



The pandemic has accelerated the use of innovative technologies. This is creating new business models that are remaking the workplace and setting the stage for new jobs and careers. These new models provide greater powers to achieve organizational goals through creativity and collaboration. But how can our competency models and learning solutions keep pace with this revolution? Models developed in the last century were designed to help migration from the farm to the factory and then to the office, not for the future of work. The Talent Transformation Pyramid is a new model embracing twelve factors to enable the success of individuals and teams. The factors include technical and functional skills as well as social, emotional, and conversational intelligence that enable meaningful relationships. This framework also acknowledges that psychological safety, a supportive culture, free-flowing information, and appropriate tools are crucial to performance.

Establishing a "Virtual" Company Culture



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Claire Petrie

Senior Manager, Global TA
Operations at Unifrax

We'll see talent acquisition technology continue to increase to incorporate more video into the interview process. I think more videos will be incorporated at all levels of the talent acquisition process including virtual office tours and videos talking about and displaying culture, work environment and benefits. More companies will look at flexible work arrangements so employees can work from the office, home, while visiting family in another state, etc. I also think some companies that have been traditionally 9-5 will look to establish core hours that employees need to be available to their team and customers. The rest of the day they can complete their work at whatever time works best for themselves which will help them prioritize wellness, family and other aspects of life most important to them. This will play a huge role in being able to attract and retain talent.

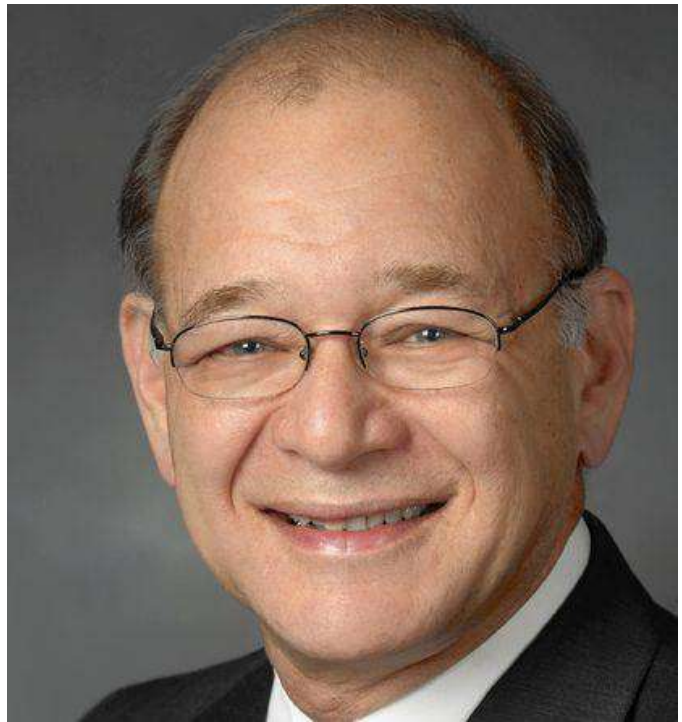
The SHIFT has Hit the Plan

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Ira Wolfe

President

Success Performance Solutions



Normal died, the SHIFT hit everyone's plan, and remote work became the New Normal. But guess what? Top performers who once flourished in a corporate office are struggling while former under-recognized workers now shine brightly. Being productive at remote work requires a different mindset and set of skills such as the ability to self-manage, self-motivate, and manage time and projects efficiently. This skill shift also involves how to hire because the popular face-to-face interview has become ancient history. Because many recruiters and hiring managers, as well as the candidates, are still not yet proficient or comfortable with interviewing screen-to-screen, pre-hire assessments add a much-needed dimension to employee screening and selection. The right assessments offer an accurate, objective sneak peek into the candidate's job and cultural fit.

Technology is Imperative in Changing Times



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James Job

Senior Vice President
Hinduja Global Solutions

The tremors of COVID-19 have been felt by every section of the world. Every function within an organisation, be it employee engagement, IT, operations, L&D and even recruitment is happening virtually. This trend will continue because this new norm is here to stay for a long time. To ensure business continuity and the safety of people, it is a no brainer that talent acquisition has also gone virtual and technology is the key enabler in making this happen. The jobs descriptions will change and ability to work efficiently in a remote environment will provide bonus points to the candidate. Dependency on digital technologies like AI, ML, analytics will significantly increase, in turn curbing the unconscious bias to a large extent. More proctored assessments for evaluating candidates will come into picture. Video interviewing platforms and usage of audio, instant chat/messaging tools and applications will provide an agile and modern approach to recruiting, which is now imperative during these unprecedented times.

AI as Your Personal Guide

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Dr. Mark Munoz

Advisory Board Member
MoreTalent



AI is like a Sherpa that helps corporate executives navigate treacherous slopes of their personal Mt Everest - technology. It helps executives gain a foothold on data-driven decisions faster and with exceptional accuracy in order to reach operational peak. AI is the knowledgeable, dependable companion supporting this technological quest. It processes and analyses information leading to sound decisions amidst a rapidly changing and evolving landscape. It aids in strategy formation for optimal risk assessment and exceptional performance in uncharted terrain. It provides the tools towards goal attainment in the most expeditious way conceivable. Companies should unleash these Sherpas in their organization to boost talent, and help executives achieve extraordinary results - whether in the office or wherever in the world they are working from.

Creating “Full-Digital” Personalised Workspaces



**Prasanna
Krishnamoorthy**

Partner, Upekkha Catalyst

For the last few years a big trend in Enterprises has been how individual employees, teams, and managers have started buying products that make their life easier - without needing the IT team to approve everything. Covid19 & remote work have supercharged that trend - not just for apps like Slack, but for their core workflows as well. Employees who are full-digital and work from anywhere will demand applications that are designed and built for them. Entrepreneurs who lead with user experience, which makes full digital work life smoother for individuals and small teams will find faster adoption in the new normal. From a recruiter to a finance director to a salesperson to a designer - the world is going to demand products that work well for each of them - and founders are going to create tons of value building them!

Disrupting Video Interviewing for the Full Picture

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Torin Ellis
Diversity Expert



Covid and the current push for (more) inclusion and representation suggest to me that video interviewing will require near term disruption. I don't see one dimensional interviewing being enough to capture attention and/or convey corporate culture in 2021. The technology will need to deliver a more robust experience in a matter of days - hours even. I see vendors merging aspects of employer brand, interviewing, and workplace culture into an interviewing experience that is contextual and experiential. Think AR/ VR married to Quibi. A solution that provides candidates with the desired peek into the culture, leadership, and potential team while at the same time adding internal cost savings and efficiency. The technologies are already in play, it's a matter of aligning them for good.

Leadership Under Crisis



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Janine Dennis

Chief Innovations Officer
Talent Think Innovations, LLC

The true test of a leader is not in times of ease when revenue is up; innovation is humming in the corridors of your offices or on a Monday morning when exuberant new recruits get initiated into new employees via your employee orientation. The test of your resiliency as a leader shows up when there is a global pandemic, civil unrest, whispers of looming layoffs on employee group text threads, contention in town halls where leaders struggle with how to let their BIPOC employees know that their lives matter before allies turn to rebels and instant destroyers of brand and your bottom line. Authority and power are easy. What isn't easy is acknowledging and understanding that your primary duty as a leader is to be in service to others. There isn't any company lunches or happy hours to pacify your employees' experience of current events shaking every aspect of business and life. What they need most now is not more governance or micromanagement. The humans entrusting their talents to you deserve your guidance, support, and empathy. These three attributes will undoubtedly be the mark of success for those leading through our global crisis.

Finding the Best Individual for the Job

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Scott Schwab

Director, Success in Education



The reality of working remotely has given way to a new discussion on talent acquisition. How can we find the best individual for the role? Moving forward we must become more intentional about defining outcomes. As such, the skills needed will become more specialized. This will require each of us to utilize transparency and communication more effectively. Gone are the days when posting a job includes the randomized collection of a smattering of skills. I recently finished Measure What Matters by John Doerr. His recommendation for all companies is to utilize the OKR system: Objectives inform Key Results. In today's environment, we must also look for time management from the perspective of goal setting and goal attainment. The perfect employee may not be the candidate with a resume full of accolades, but rather the candidate who is specific about a craft and the continual completion of tasks.

The Importance of Personal Branding for Job Seekers



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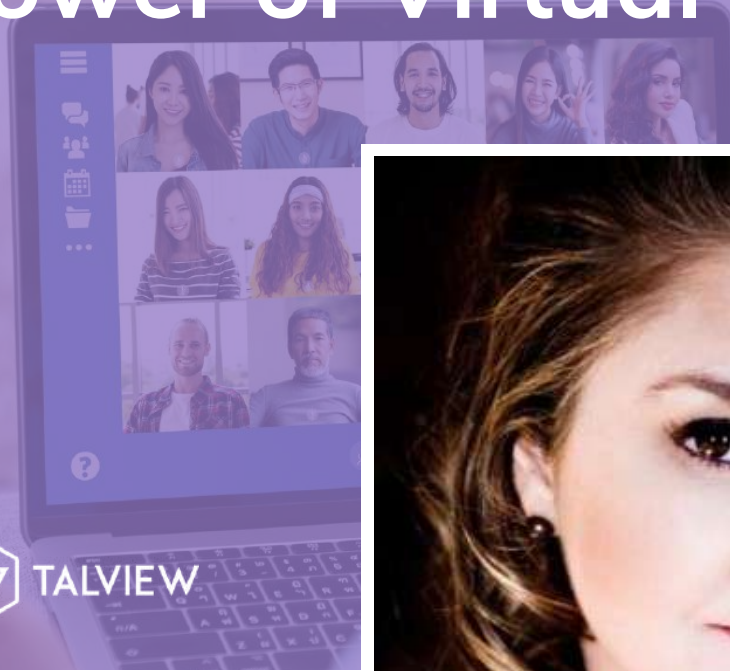
Dan Schawbel

Managing Partner

Workplace Intelligence LLC

Personal branding has become even more relevant since I started championing it back in 2006 because there's a lot of clutter and competition. Standing out is more challenging, so it requires more creativity, thoughtfulness, and focus. You can't be everything to everyone but you can be something to someone. In today's world, you have to lean into your humanity as much as you lean into your strengths and capabilities. More than ever, being empathetic with others allows you to serve them better, and showing compassion forms bonds that blossom into personal and business relationships. In 2020 and moving forward, personal branding is about building and reinforcing trust with others. Trust is the currency all of us trade on and when you realize and communicate your brand, your voice must be authentic and credible.

The Power of Virtual Cultures



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Meghan M Biro

Founder, TalentCulture

We've learned that the glue that keeps the workplace together is culture — what we perceive, experience, and participate in — physical workspace or not. Culture is how we communicate; the stories we tell about the company, colleagues, and leaders; the shared sense of purpose, values, and mission; and how we operate as teams and as a community. If we have a strong culture then our actions, decisions, conversations, and even ambitions and goals reflect it. Employers who are intentional in how they shape the virtual workspace — are mindful, considerate, and responsive to their people's needs — transmit a sense of energy and mutual support across their workforce. I've seen the quality of virtual work cultures surpass the same culture in the physical space because employers stepped up to address life as well as work challenges for people. That's so effective for inspiring people to do their individual and collective best. And given that remote was already on the rise before the global health crisis, and that the crisis is still ongoing — companies with a powerful and intentional virtual culture will have an incredible advantage going forward.

Treating Online Students as Customers



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Nathan Green

Co-founder, Acadeum

As everyone knows, Higher Education is in a time of upheaval. This began before COVID but the current crisis is transforming traditional education quicker than any other industry. The last great revolution in education was the introduction of the Learning Management System which is critical to today's evolution of transforming the learning options for students and staff. The remote learning environment forces faculty to figure out how to adjust the way they create content and communicate with each other, advisors, and students vs. office hours and endless face to face meetings. This move has been long overdue and requires institutions to operate more like organizations and consider students more like customers. As institutions collaborate, through various platforms and programs, they can be more agile and keep more customers. The winners in this evolution will not only be the institutions with the largest endowments (although that will help) but those who meet the student where they are....which may not be on campus this fall.

Collaboration as the New Recruiting Differentiator



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Sanjoe Tom Jose

CEO, Talview



Recruitment is inherently collaborative and going remote can make collaboration difficult for hiring teams. Platforms like Microsoft Teams can be leveraged to effectively collaborate online for building job descriptions, shortlisting resumes, sharing interview notes, and offer decision-making. Recruiters have the opportunity to be trailblazers by adopting these platforms to transform the way their organizations hire.

AI's Potential to Eliminate Bias



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Manu Rekhi

Managing Director
Inventus Capital Partners

People hire people who are like them. Similar schools, facial features, family background, etc. I recall an experiment at a large company I was at where the founders wanted to measure the correlation between the length of interviews and a passing score from the interviewer to find the optimal interview time. Interviews of 45, 30, and 15 minutes were run but there was no statistical difference in the outcome. Just for scientific curiosity, we put candidates in a room with a 1-way mirror. The interviewer would read the resume and look at the candidate for 30 seconds and then fill out the interview form. Again, there was no difference in the outcome. This brings a whole new meaning to the phrase "First impressions matter"! The impression, aka bias, was formed very quickly. And this has far-reaching consequences. Diversity suffers and the teams and companies start looking more monotonous. There is, however, a correlation between diverse teams and superior performance. These biases have unfortunately kept minorities and women from jobs they were well qualified for. Removing these biases is hard and training is not consistent. This is why I was excited about investing in Talview. Their AI video interviews take out the implicit bias and focus on the candidate.

Employee Engagement and Motivation

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Taruna Lohmrar

Chief People Officer, Xoxoday



Employee motivation at all times is the key to an engaged workforce and we all know engaged employees = engaged customers. With the rise in virtual workplace and personal connection becoming distant, it is quite essential to reinvent the ways to reward, recognize, and motivate employees. Here are some suggestions that will help drive engagement from a distance:

1. Use virtual rewards and recognition platforms as it allows for:
 - a. Instant gratification.
 - b. Personalization of reward to suit employee taste such as online learning courses or grocery gift vouchers.
 - c. Rewards to match occasions taking us a step closer to celebrate employee accomplishments beyond work too.
 - d. Social recognition.
 - e. Peer to peer recognition.
2. Thank you notes – these are evergreen and always work. All exhausted after meeting that deadline, it feels amazing to receive a thank you and 'good job done' note.
3. Celebrate occasions virtually via video calls.
4. Give surprises – plan for some surprise categories such as ordering & getting food for your team that has been working extensively to meet project timelines.

The list is endless. It all starts by knowing your people and chartering the program. It is good that no one size fits all as it allows us a scope to innovate and experiment. So let's make the best of this opportunity in driving engagement full throttle.

Sustaining Through the Storm



Prithvi Shergill

CBO, KPISoft

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The world is possibly in the midst of a perfect storm: societal unrest, health crisis and an economic recession. The HR profession is being looked at to step up and steward employees as enterprises look to sustain lives and livelihoods. Leaders who will be more successful will be those who have or are accelerating investments in digital transformation – fundamentally changing the experience people have by –

- Creating jobs where people are, rather than asking people to come to the job as work is deconstructed
- Enabling contactless recruiting and staffing decisions to buy, build, borrow, boost or 'bounce' talent by making it available, accessible and affordable on-demand
- Engaging people to learn real time and in context as skills become the central currency for a meaningful and sustainable career
- Empowering people to power performance, rather than manage performance, with meaningful information and actionable insights that nudge them to reach desired outcomes

Putting control in the hands of the line manager to build a culture of #FirstSafety and trust through transparency to unlock people capital

Flexible Work is the New Normal

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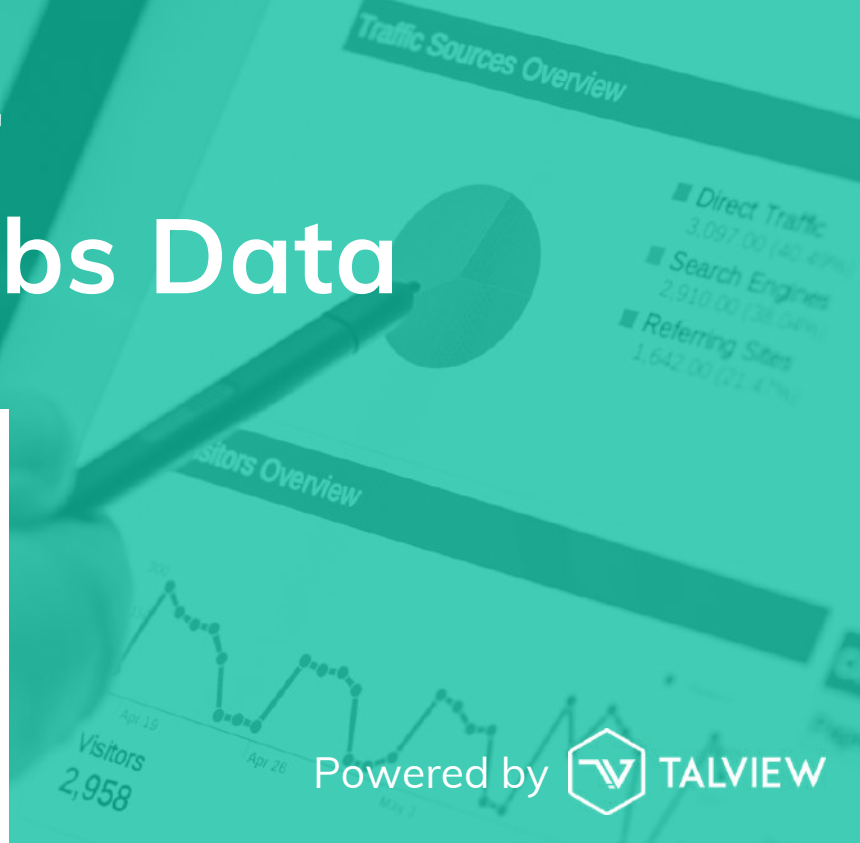
Chris Russell

Managing Director
RecTech Media



Post CoVID-19, employers should realize that a flexible work schedule is what employees desire most. They just want to work for a company that cares about their well being and allows them enough time and freedom to be happy. Going forward, I urge companies to adopt at least partial work from home benefits for their employees. Allow them to save money on commuting, spend more time with their friends and family, and enjoy life more. If the pandemic has taught us anything, it is that remote work has plenty of benefits for people and the environment. Being in the office is great sometimes for camaraderie, but the 9-5, M-F schedule is an outdated way of work.

The Need for Real-Time Jobs Data



Cary Sparrow

CEO, Greenwich.HR

In the future, the world will be a very different place as the speed of knowledge about jobs, pay, and skills approaches the speed we expect for everything else in our lives. Between mid-March and mid-April, over 20 million jobs were lost in the US. But, the extent of job losses would not be known until early May with the release of the monthly jobs report from the US government. Delays in understanding the true market conditions reduced decision-making to guess-work and impaired critical actions, especially at state and local levels. Millions of people were affected. The canary in the coal mine was hiring, which dropped precipitously in early March. Hiring and pay data is notoriously out of date and imprecise. This costs companies, communities, and governments billions each year through inefficiency and lost innovation. The pandemic is bringing the issue into sharper focus, but it's not new. And, this is not just an HR issue. Labor market data fuel a very broad range of services, including community development, job reskilling, economic assistance, and education. It's time for a different approach, using market data that is real-time, high-definition, and predictive.

Location, We Don't Need No Stinking Location

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William Tincup

President
RecruitingDaily.com



The air is out of the bottle. We've proven to ourselves and everyone else that most knowledge worker jobs can be done from home and probably more efficiently than in an office environment. This is game-changing for both candidates and employers as we've been trained to think that our jobs were tethered to a location. I live in Arlington, Texas so I must have a job close to Arlington, Texas. Those days are in our rearview mirror. As a knowledge worker candidate, jobs/gigs around the world are now what I'll apply for, and for employers, this is also true. As a recruiter of knowledge worker candidates, I can recruit candidates from anywhere in the world. No more "she/he" needs to come into the office for something or another. We've proven that "location" is a strong Internet connection, ability to use collaboration tools like Zoom, Monday, Slack, etc and that outcomes are more important than one's ability to be shackled to an office cube. We would have eventually gotten to this place, COVID forced us to get there quicker. And, the "world of work" is forever changed, and thank goodness for it, says me.

Building Unity from a Distance

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Gitanjali Sarangan

Founder, Snehadhara Foundation



Arjun Khera

Supervision Lead

Snehadhara Foundation

HR development is very relational. The presence of coworkers makes work meaningful. Inclusion and diversity of persons who seem different from oneself adds another layer of nuance to co-working. Both processes engender a nuanced understanding of differences to conclude that our emotional selves are not different at all. By embracing inclusion and diversity, we can build a culture of empathy which makes organisational work productive. Social distancing has problematised meanings of relationship. Continuing HR development depends on our ability to adapt to co-working in the digital world. The arts offer solutions, enabling staff to express themselves while also relating to others. Work becomes productive and enjoyable. Organisations can include simple games and art into digital work culture, building a culture of social closeness though from a distance.

Bringing Your Authentic Self to Work



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Micole Garatti

Marketing Manager, Talview
Founder & CEO, SocialMicole

Between the recent pandemic, economic recession, and protests, talent acquisition will be forced to do things they've never done before - and it will be for the better. Organizations will diversify their people teams, create their own talent pipelines through community development programs, and create more comfortable work situations. That means increasing remote work and flexible work options. It will also mean ditching the ping pong table-type perks and focusing on providing real benefits and fair compensation. And, organizations will start to support employees in bringing their authentic selves to work, which will mean everything from being more accepting of children interrupting conference calls to supporting employee activism efforts.

The Impact on Student Internships

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Mike Slocum
Executive Director
Indiana INTERNnet



While news stories reported the cancellation of student internships in the wake of COVID-19, hundreds of employers and students across Indiana adapted quickly to create and implement virtual internships this summer! From interviewing and onboarding to projects and professional development, technology has replaced the face-to-face experience with a screen-to-screen workforce that promotes student learning. Not sure how to manage a virtual intern? Start with projects they can complete. Don't worry about how long an internship is; focus on what they can do to help your business grow. With more virtual internships popping up around the country, students who could not afford to intern away from their hometown can now intern anywhere in the country with a laptop and high-speed Internet connection! Employers can also find top talent anywhere in the country without worrying about housing and other needs.

Student and Employee Mental Health



Luke Hejl

Founder, TimelyMD

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The latest U.S. Census Bureau data shows that anxiety (42%) and depression (36%) are most often reported among young adults (18-29). But each day, I see the positive impact that access to mental health resources can make on college students, who will one day be the leaders in our organizations, businesses, and communities. In fact, 66% of students say campus therapy helped their academic performance, according to The Association for University and College Counseling Center Directors. Meeting students where they are especially as the current pandemic moves more courses online, with the remote resources and support they need, is the only way to truly counteract the mental health crisis on college campuses. Healthier students create healthier campuses. And healthier campuses help students achieve their goals in the world. Investing in the mental health of students today is an investment in our future.

The Convergence of Our Work and Personal Lives

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Mike Cohen

Founder, Wayne Technologies



The future of remote work is going to be a place where we are slowly amalgamating our work and personal lives. Maybe not 100%, but way more than it has ever been. It is becoming more okay to not have to "get dressed up" for a meeting. And more understandable that some of us have dogs, and sometimes, dogs bark. It's okay to be yourself. Your company hired you. Not the automaton version of you. It's okay to be funny, and weird, and a little crazy, and to say or do stupid things. Here's the thing, we're all a little funny, weird, or crazy - and as hard as this is to believe - we all do and say stupid stuff. We all make mistakes. And we all regret things we've done or said. Don't use that as a reason to not keep putting yourself out there. The more human we make our interactions with each other, slowly whittling away at the "Professional Version of Ourselves", the more humanity we will be able to inject into everything we do. And at the end of the day, with everything happening in our world, a little more humanity and compassion, is exactly what we need.

Finding the Right Hire Hasn't Changed



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Karen Chiang

HR Tech Consultant

Member of the Board of Directors, Alelo

While much has changed in recent months in the recruitment space, one thing that has not changed is the importance of the right hire. Unfortunately, finding the “right hire” has become increasingly challenging due to Covid19. The “new normal” now and likely going forward will be virtual recruitment. For most organizations, virtual recruitment was not part of a strategic plan, but the last few months have shown organizations that it is possible, and that there are advantages. If thoughtfully deployed, virtual recruitment offers both employers and candidates a seamless experience, increased flexibility, data driven hiring decisions, faster time to hire and reduces bias. However, in order for virtual recruitment to be successful, it requires an ecosystem that can source, screen, assess, proctor, interview, select, make offers and ideally onboard the employee. An end to end virtual process not only enhances candidate experience, it provides organizations with rich data on its recruitment process and its hires to further learning and development.



A Look Into the Future

We want to thank our 30 contributors for their amazing insights about the future of remote work and education!

As companies are redefining how work gets done, it creates new opportunities for all of us. While stressful at first, this new era of remote work will enable many to re-start or jump-start their careers. Someone experienced in physical events can jump to online events. An entry-level worker can complete a credential to jump to the front of the line in an emerging field. An exhausted senior leader can more easily take time off to care for aging parents while still managing a project part-time via Zoom or Teams. The rules of success are being rewritten every week. Let us know how we at Talview can help you bring your hiring online and make remote work a reality!

Chad Fife

Vice President of Marketing
Talview

To learn about our end-to-end remote hiring platform,
visit www.Talview.com or www.Talview.com/remote-hiring-resources.