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SESSION CODE: XXXXX

The Next Revolution for Human Resources:

ARTIFICIAL INTELLIGENCE BEYOND BOTS

Dr. Kurt Steward

Vice President, Infor Public Sector

Dr. Jill Strange

Vice President, Infor Science Applications

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TODAY'S AGENDA:

AI Beyond Bots

Lessons From the Past

Understanding the complexities and importance of accurate behavioral assessment

Revolutionizing Selection through AI

How technological advances and 17 years of research is driving Talent Science to predictive results

AI in Practice

A live Talent Science demonstration showcasing behavioral assessment and performance profiles

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Artificial Intelligence Progression

BEYOND BOTS

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Artificial Intelligence Progression

BEYOND BOTS

Infusing Machine and Talent

Our solution is fueled by behavioral assessment and automated intelligence

17 Years of Research

To understand the perfect balance of personality and technology

Understanding Results

We continuously apply what we learn from our customers to improve

Human Sciences

We have a science team dedicated to guiding the self-learning process

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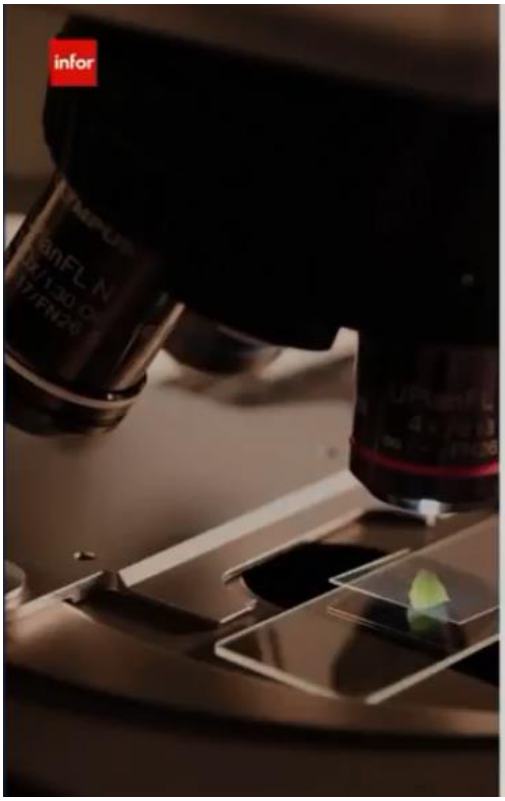

Infor
Talent Science

Who are we?
Infor is an AI-driven predictive analytics company

What do we do?
Use data and science to fundamentally understand what drives high performance in your business, and then replicate it across your talent pools

See Results.
Measurably reduce employee turnover, increase employee performance, and streamline the recruitment process.

Our promise.
Easy. Scalable. Predictive.

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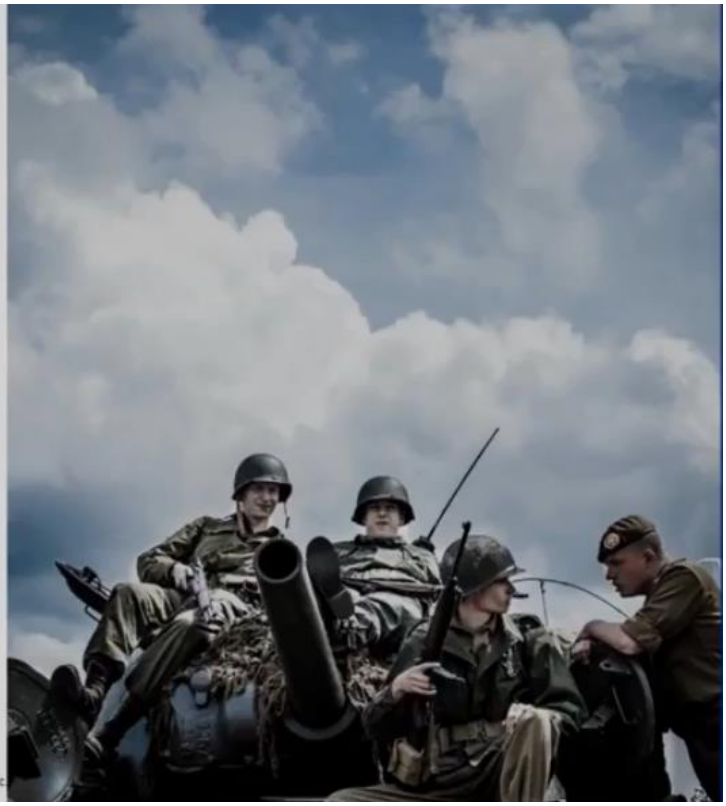

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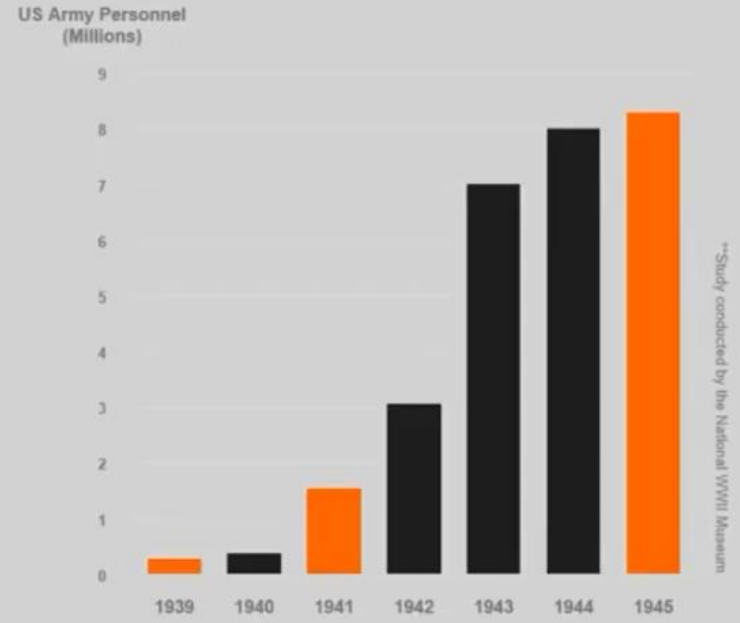
A Desperate Need to Recruit Talent on a Large Scale

1939 Only **189,389** active Army Personnel in the US Military

1941 The US officially becomes involved in WWII

1945 There are **8,267,958** active Army Personnel in the US Military



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GEORGE C. MARSHALL

March 5th, 1920

General John S. Mallory:

Outstanding attributes of successful leaders in the Allied Expeditionary Forces in World War I:

1. Common Sense
2. Have Studied Your Profession
3. Physical Strength
4. Cheerful and Optimistic
5. Display Marked Energy
6. Extreme Loyalty
7. Determined

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Successful Assessment

OF A FUTURE PRESIDENT

George Marshall

Using subjective evaluation, General George Marshall recruited incredible talent to the US Army

Dwight D. Eisenhower

A distinguished talent found through subjective evaluation

General Eisenhower

During WWII, Eisenhower was a five-star general in the United States Army

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A Future President

Successful subjective evaluation led to the discovery of the 34th President of the United States

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HOW?

ARTIFICIAL INTELLIGENCE

Measuring Human Behavior is Extremely Complex

Although it has been around for nearly 50 years, assessments are just recently beginning to accurately understand people.

THE SCIENCE OF ASSESSMENT

Human behavior studies have been following technological advancement over the years

A GOOD ASSESSMENT ISN'T ENOUGH

Talent Science is taking the large amount of knowledge and data acquired over the years to the next level

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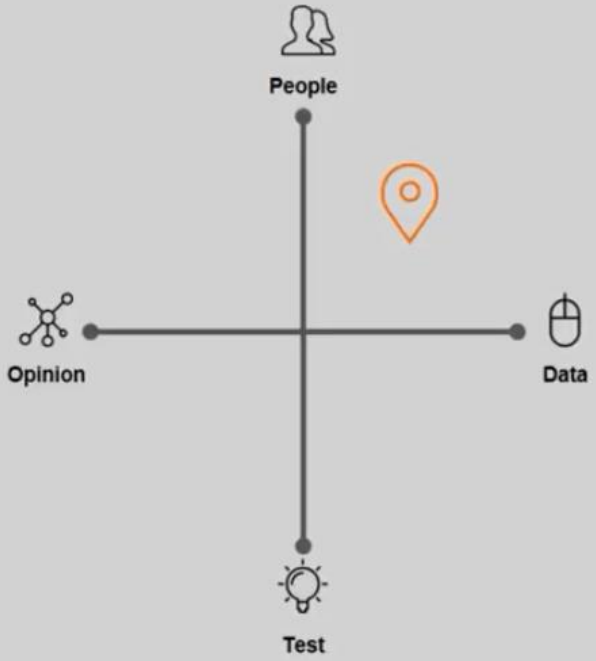
A PROGRESS FOCUSED ASSESSMENT

With a focus on people and data, you end up building a system that is not only based in objectivity, but also tailored specifically to the people in your organization.



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How can we use AI and machine learning to understand and improve our workforce?

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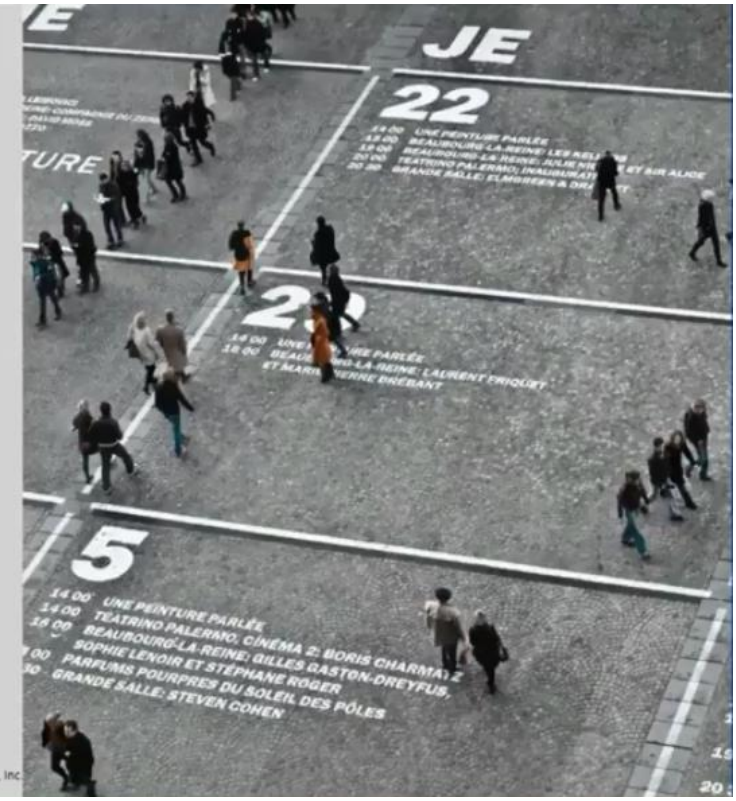

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BUILDING THE NEXT GENERATION OF ASSESSMENT

Looking Beyond Traditional Methodologies

Talent Science is looking to the future to help managers and recruiters make better decisions now

Creating Quantifiable Intelligence

It is our goal to find all answers that are hidden in the data so no detail is left out

Infor Coleman AI

Talent Science uses a combination of patented algorithms and Coleman's state of the art cognitive intelligence

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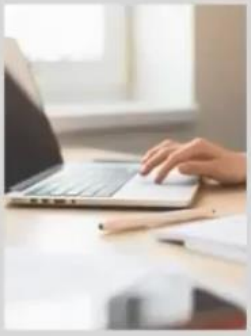
Finding Meaning in Data

EXPANDING OUR VIEW OF HUMAN BEHAVIOR

18M	200M	11M
PEOPLE PER YEAR	PEOPLE TESTED	DATA POINTS PER PROFILE
17	25+	17
LANGUAGES	COUNTRIES	YEARS OF EXPERIENCE

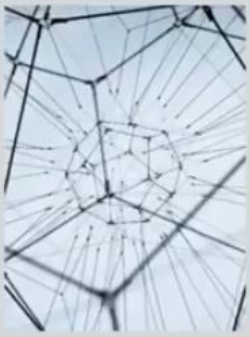
Predictive Talent Analytics

TO DEVELOP A PERFORMANCE PROFILE



Assessment

Job candidates complete the Infor Talent Science assessment



Behavioral DNA

Candidates apply online and system extracts Behavioral DNA®

Behavioral Profile

The system compares the candidate's Behavioral DNA against a Performance Profile

Report

A report is instantly generated explaining how the candidate differs from the ideal behaviors for the role

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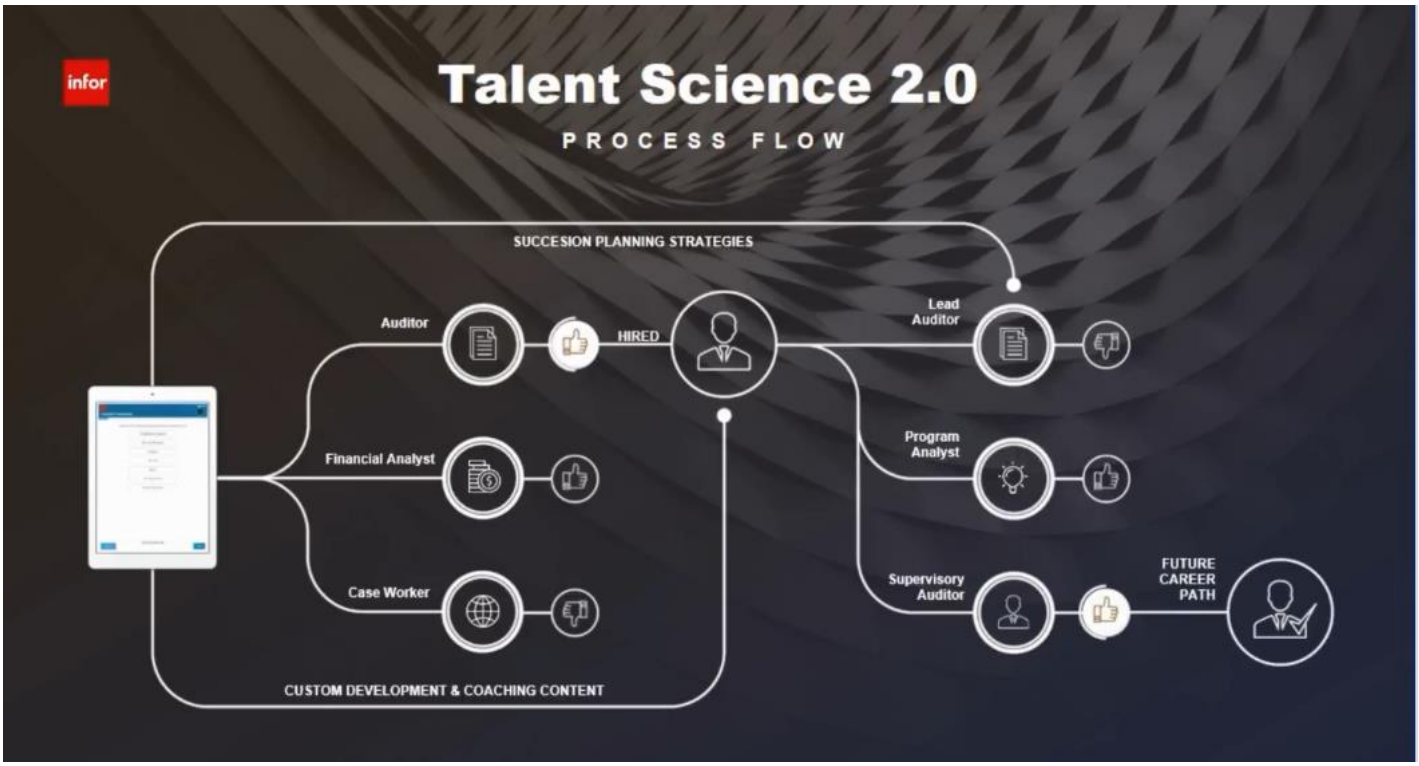
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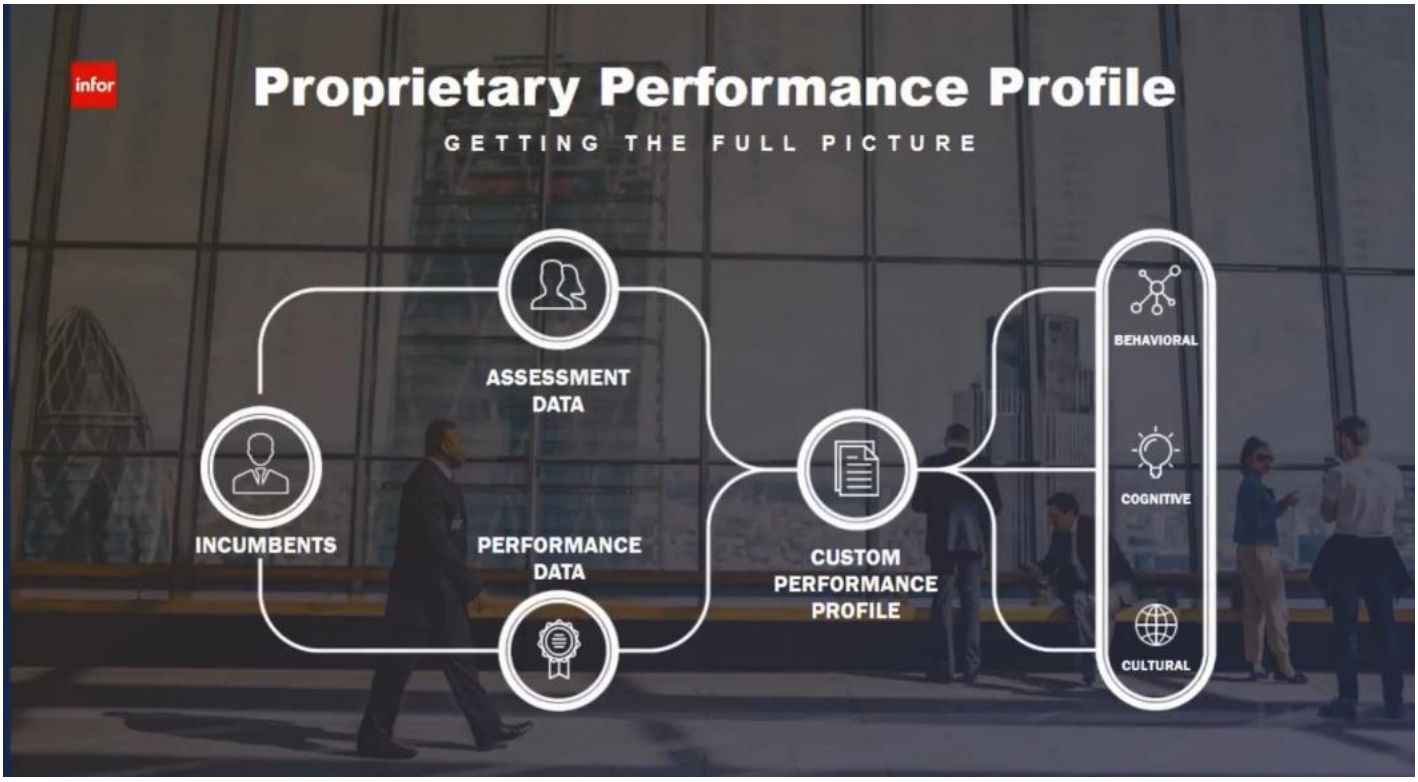
Talent Science 2.0
PROCESS FLOW
SUCCESION PLANNING STRATEGIES
Auditor
HIRED
Lead Auditor
Financial Analyst
Program Analyst
Case Worker
Supervisory Auditor
FUTURE CAREER PATH
CUSTOM DEVELOPMENT & COACHING CONTENT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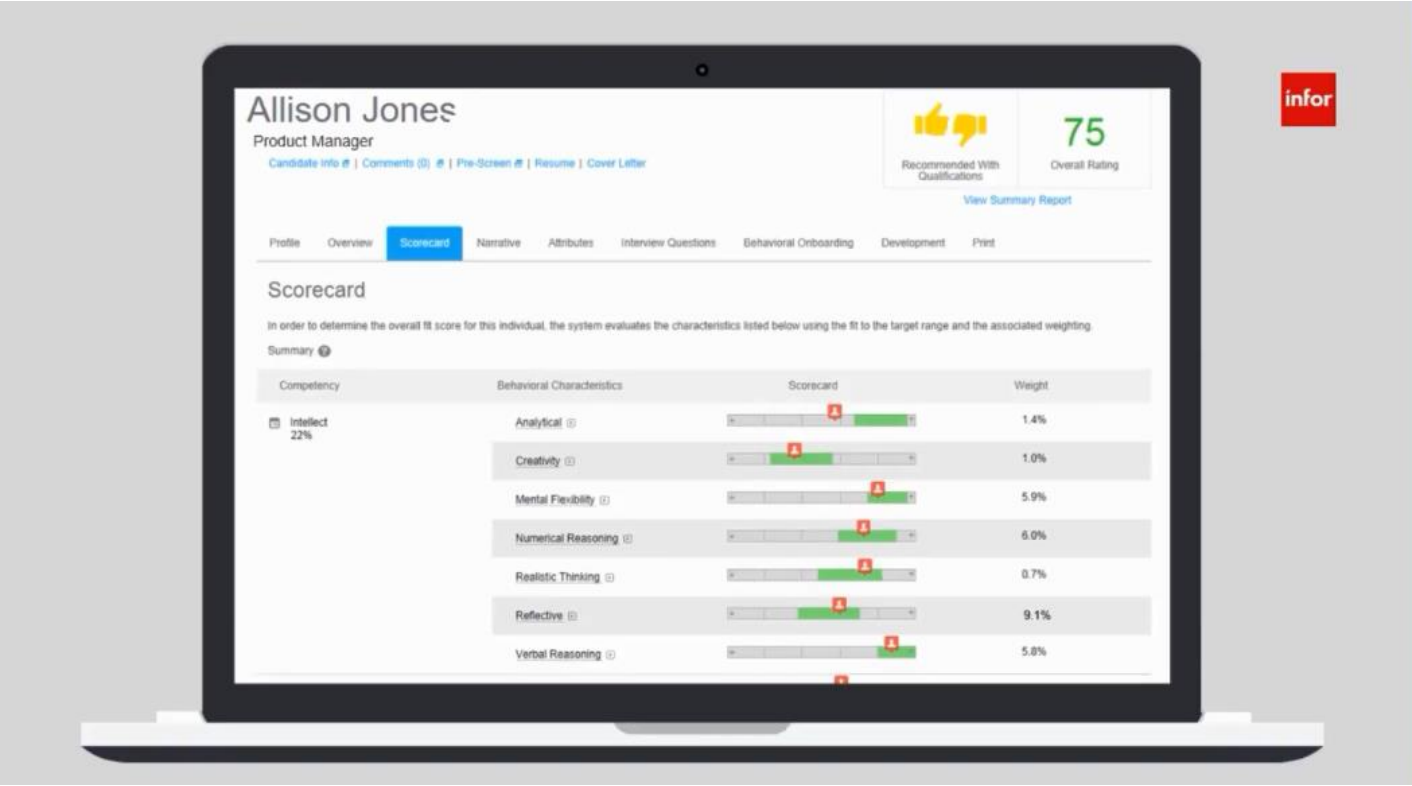
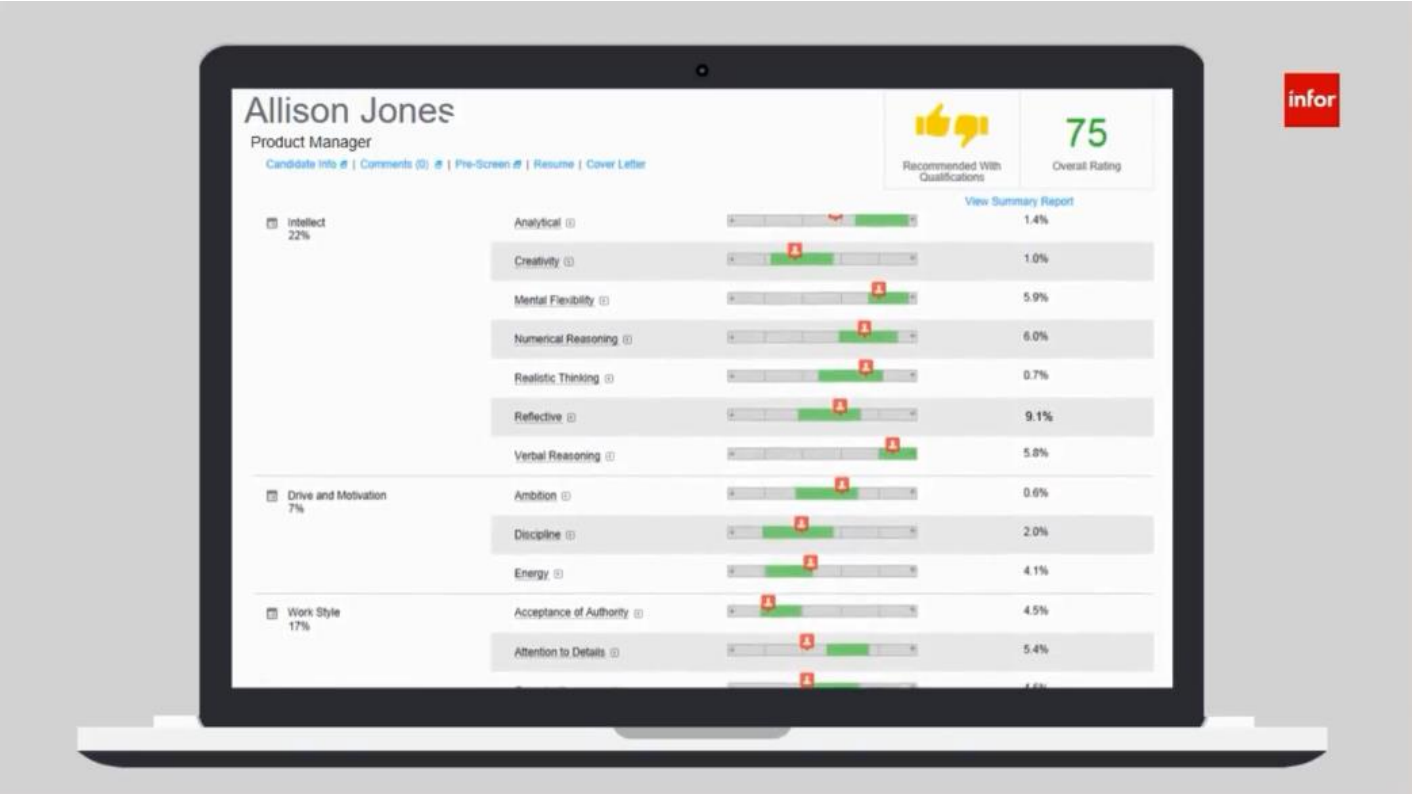
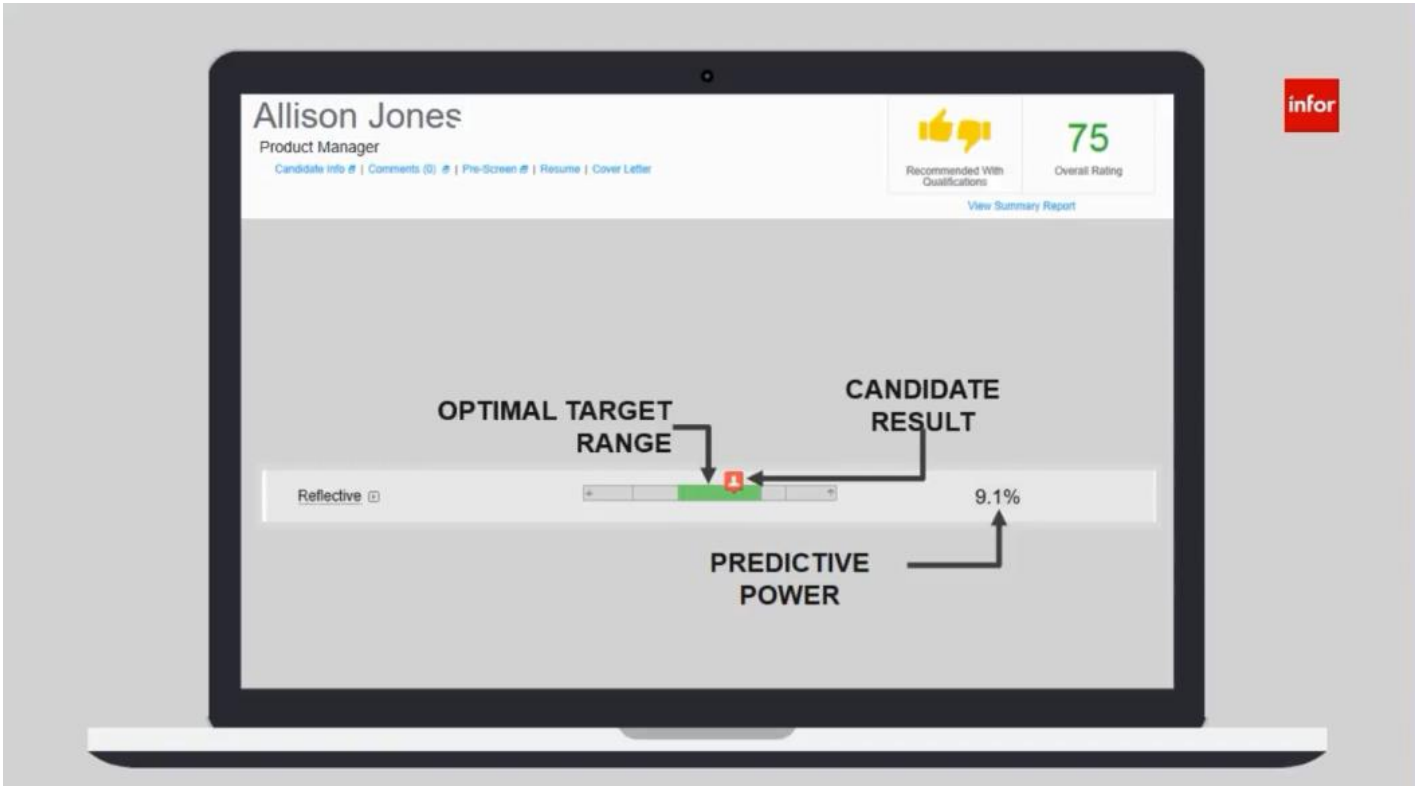
Proprietary Performance Profile
GETTING THE FULL PICTURE
ASSESSMENT DATA
INCUMBENTS
PERFORMANCE DATA
CUSTOM PERFORMANCE PROFILE
BEHAVIORAL
COGNITIVE
CULTURAL



This is what a profile scorecard looks, the competencies are on the left side and the 25 behavioral xtics





Creating the Profile

TO ACQUIRE THE IDEAL CANDIDATE

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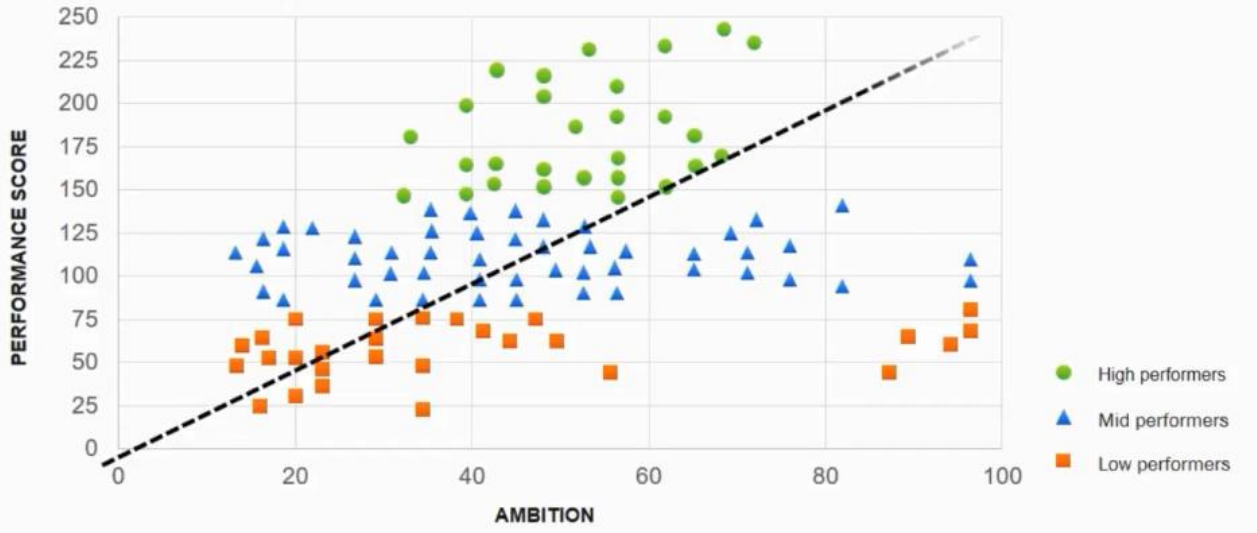
Strength of the Relationship

IF IT WAS EASY:



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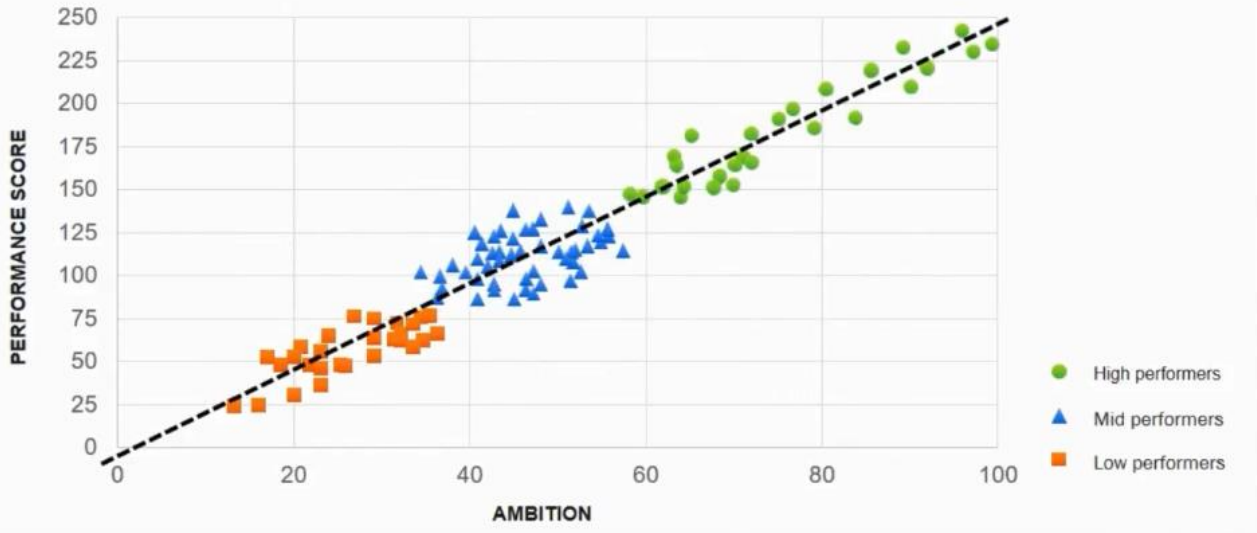

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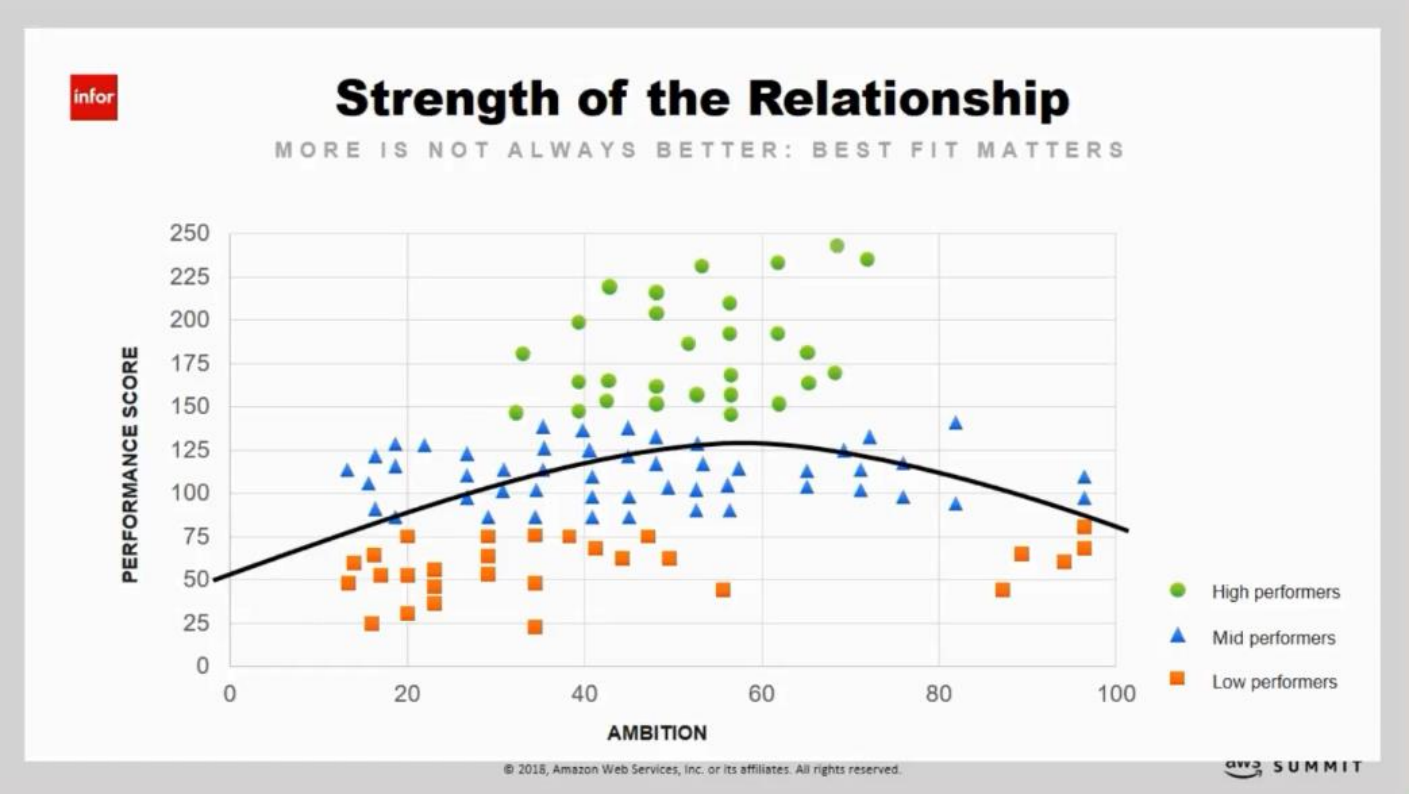
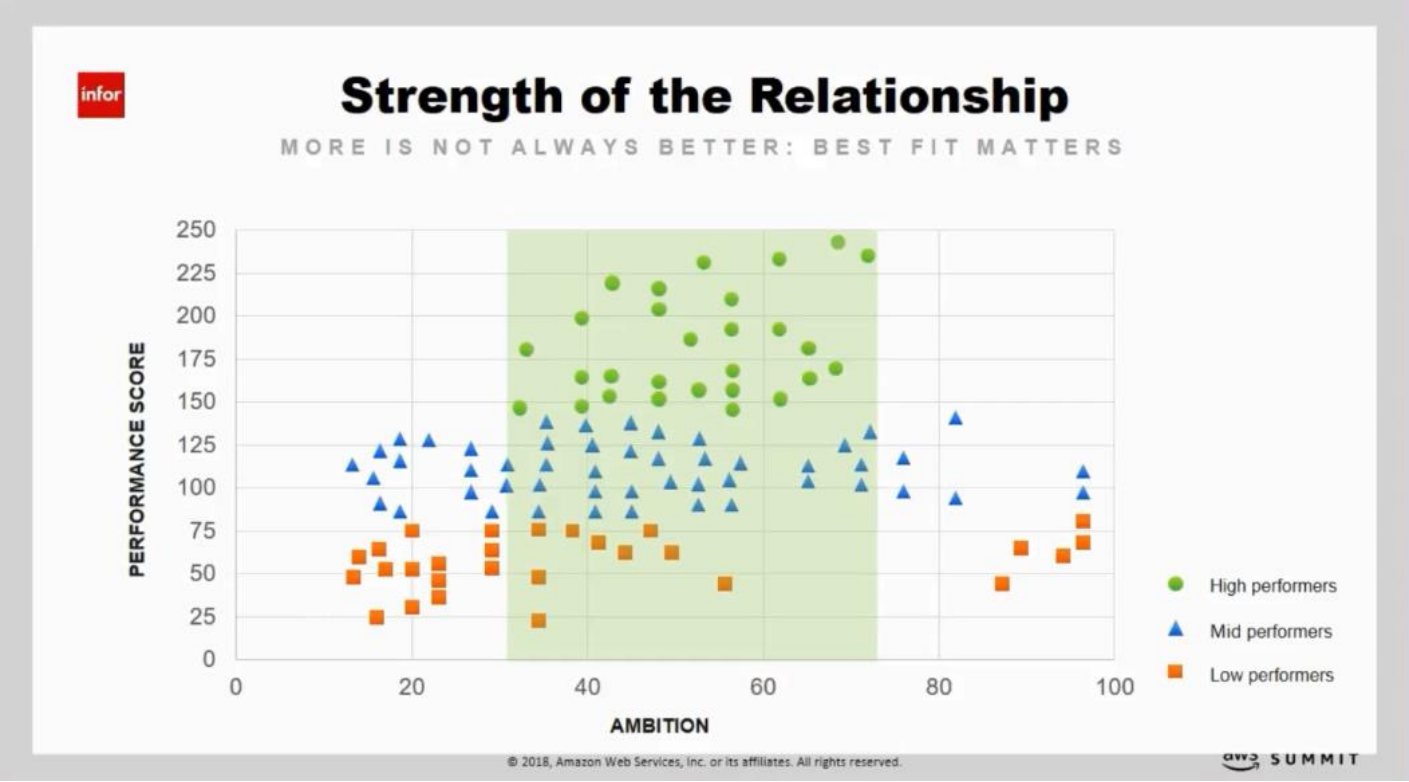
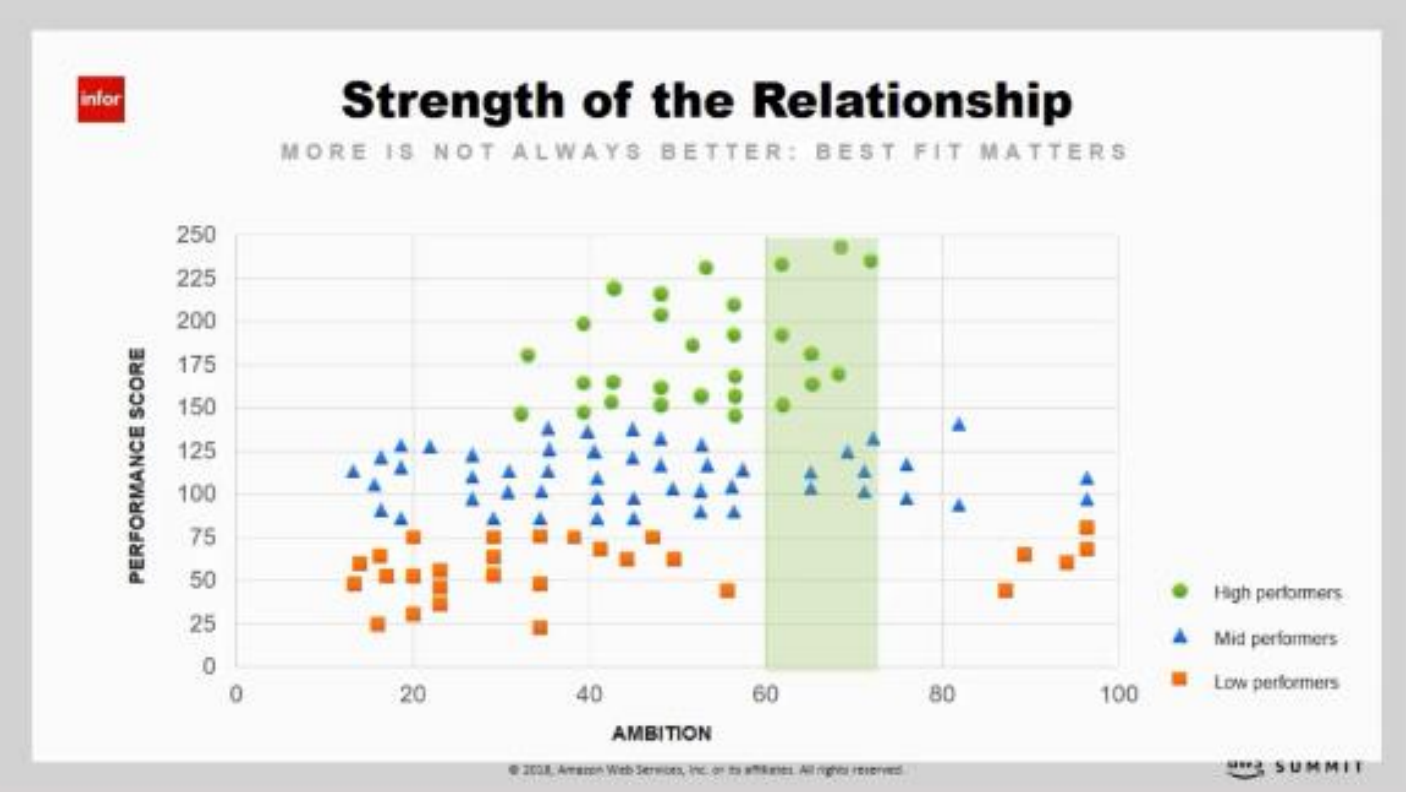
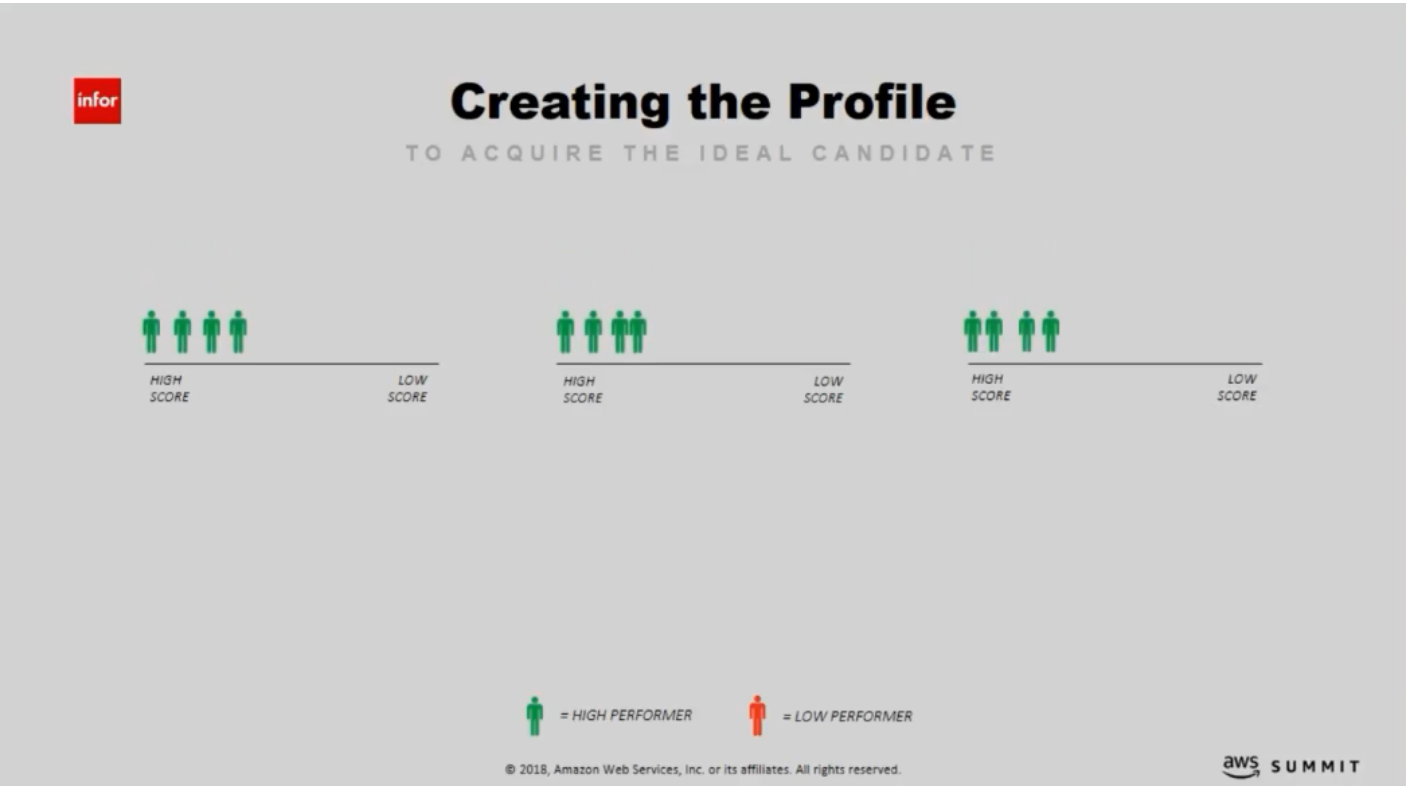




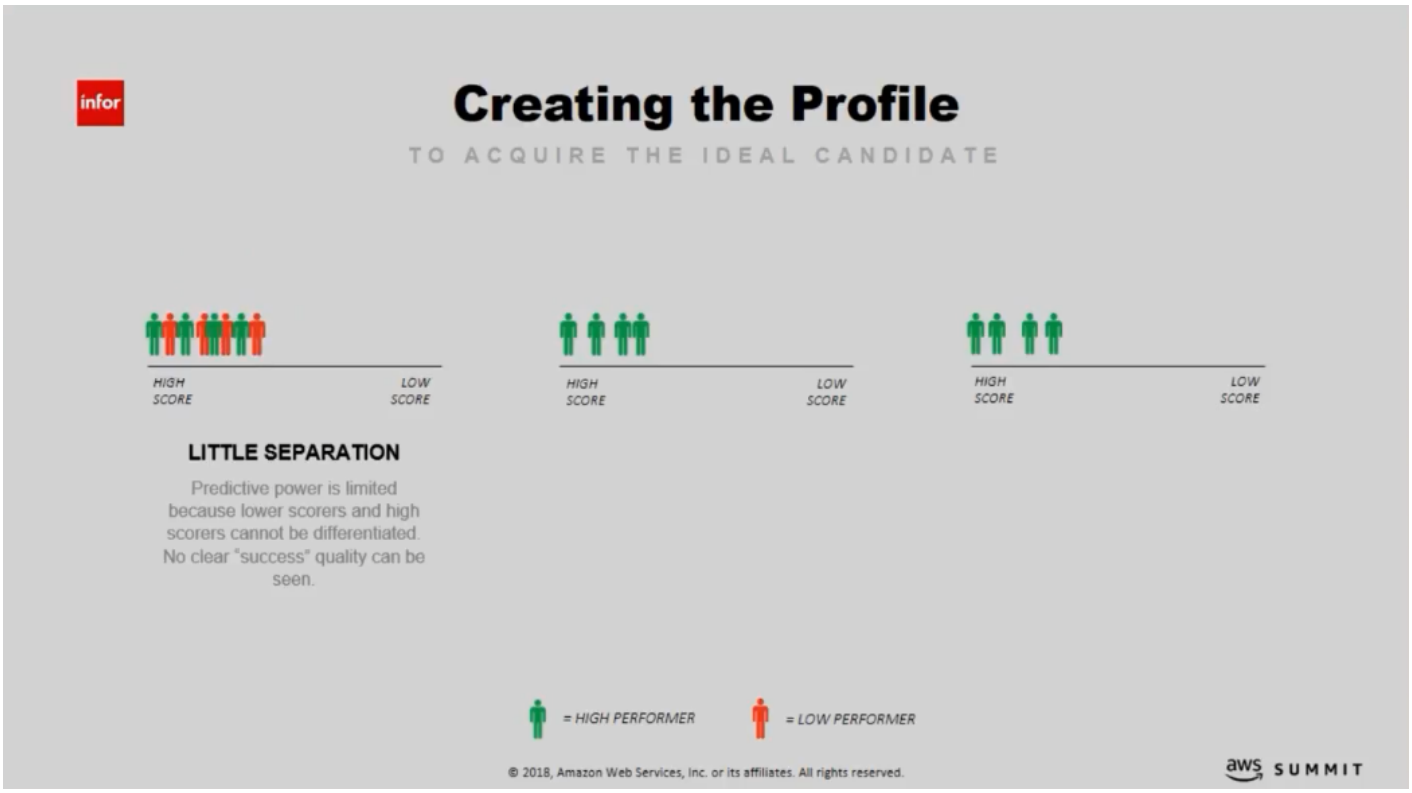
This is our optimal target range



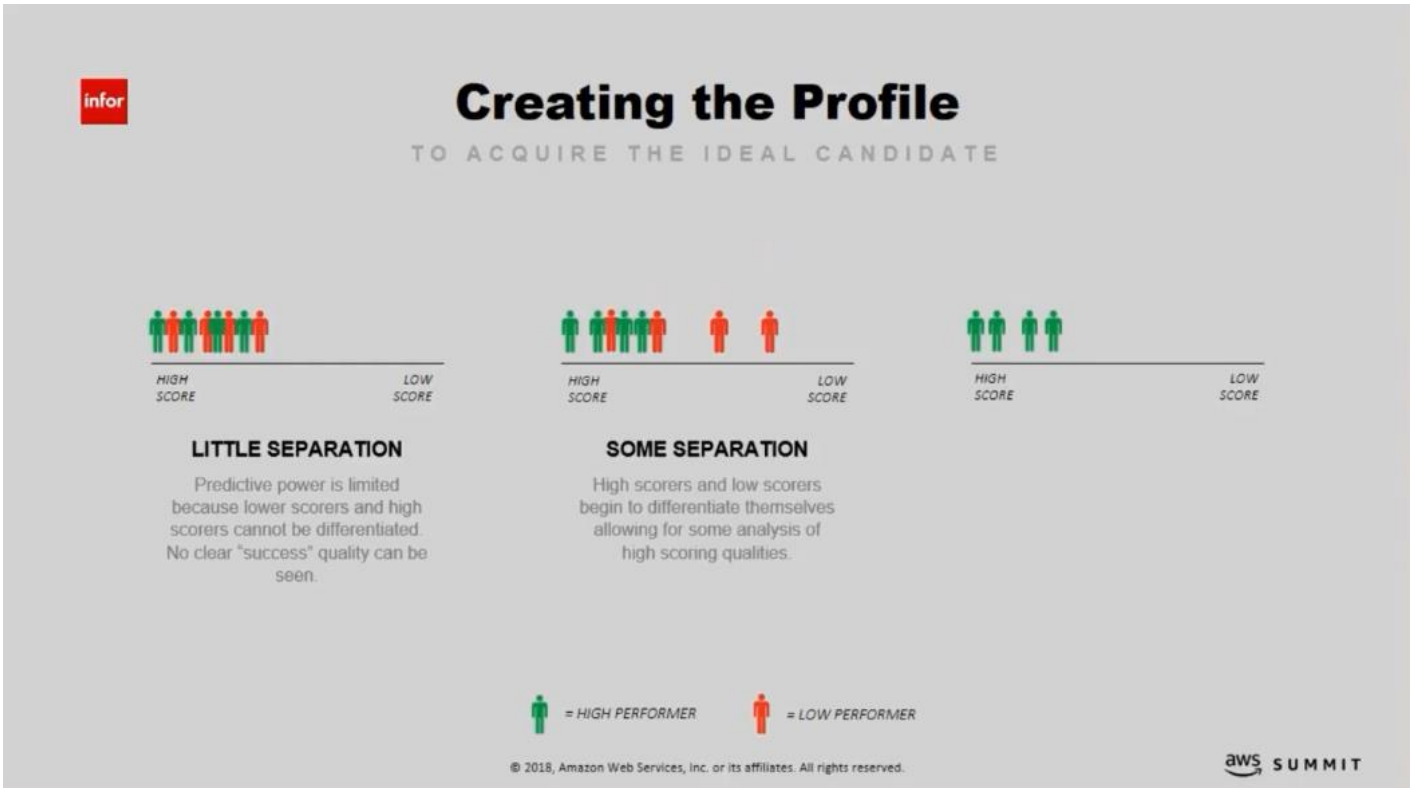
This is an even better target range; our system optimizes where this best target range need to be and find it for us



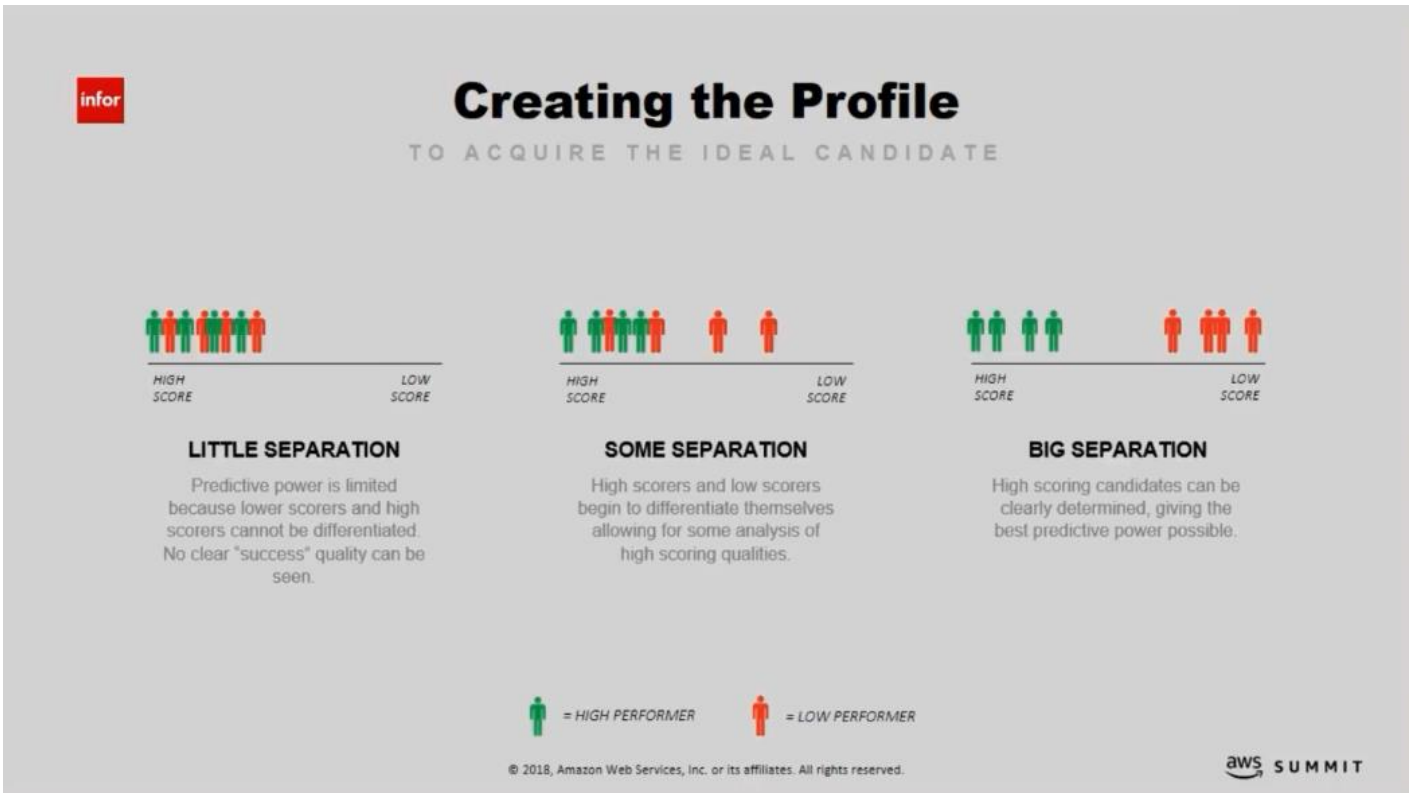
These are our high performers



We then find where are the low performers too



We look for xtics that help separate the performers



And look for even more xtics to separate them even more

Creating the Profile

TO ACQUIRE THE IDEAL CANDIDATE

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CASE STUDY:
FINANCIAL INSTITUTION

Financial institution reduces turnover 42% with Talent Science

RESULTS:

42.8%
lower turnover among those assessed through Infor Talent Science

63.2%
lower involuntary turnover among those assessed through Infor Talent Science

TURNOVER RATE:

STUDY PARAMETERS:

- **Sample size**: 704 Employees
- **Study period:** 1.5 Years
- **Comparison:** With Talent Science vs. Without talent Science

This financial institution views their products, services, and employee investment as the keys to their rapid growth. To ensure the best use of their current employees as well as new hires, they partnered with Talent Science to create custom performance profiles. These customized solutions ensured that all employees were placed in "best fit" positions, which resulted in the significant decrease in turnover and increase in company performance.

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infor | TALENT SCIENCE

CASE STUDY:
INSURANCE COMPANY

Sales team increases commissions by 23% with Talent Science

RESULTS:

23.8%
higher first year commission for Recommended hires compared to those who were Not Recommended

19.5%
more insurance contracts placed for Recommended hires compared to those who were Not Recommended

SALES PERFORMANCE:

STUDY PARAMETERS:

- **Sample size**: 1,923 financial representatives
- **Study period:** 3 Years
- **Comparison:** Recommended vs. Not Recommended

This Infor Talent Science customer employs over 1,300 licensed, experienced field personnel to assess personal financial situations and make recommendations based on individual needs. This personal touch is built into the Performance Profile that helps select representatives with the right core behaviors to maximize performance and reinforce the company's position as an industry leader.

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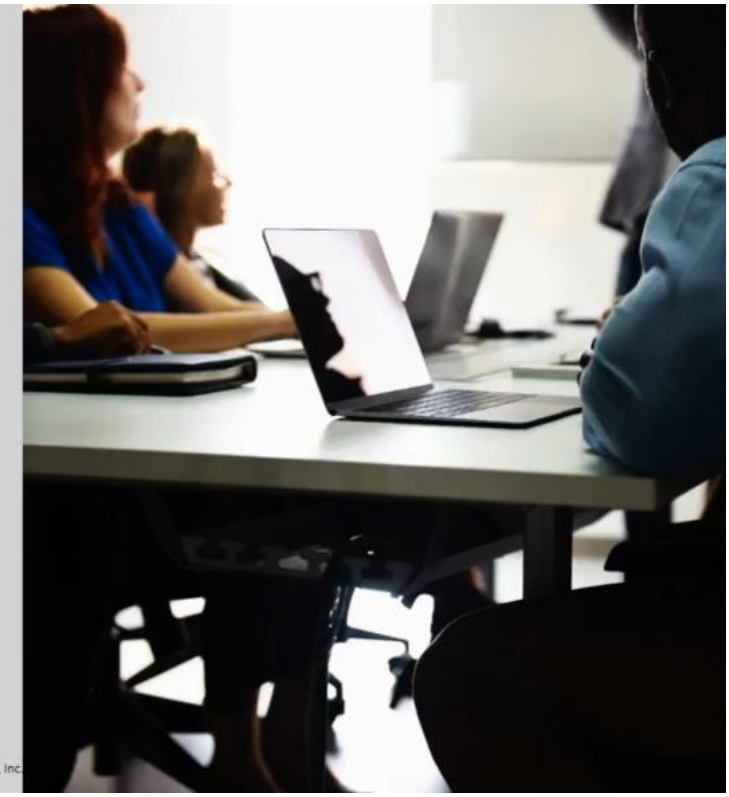

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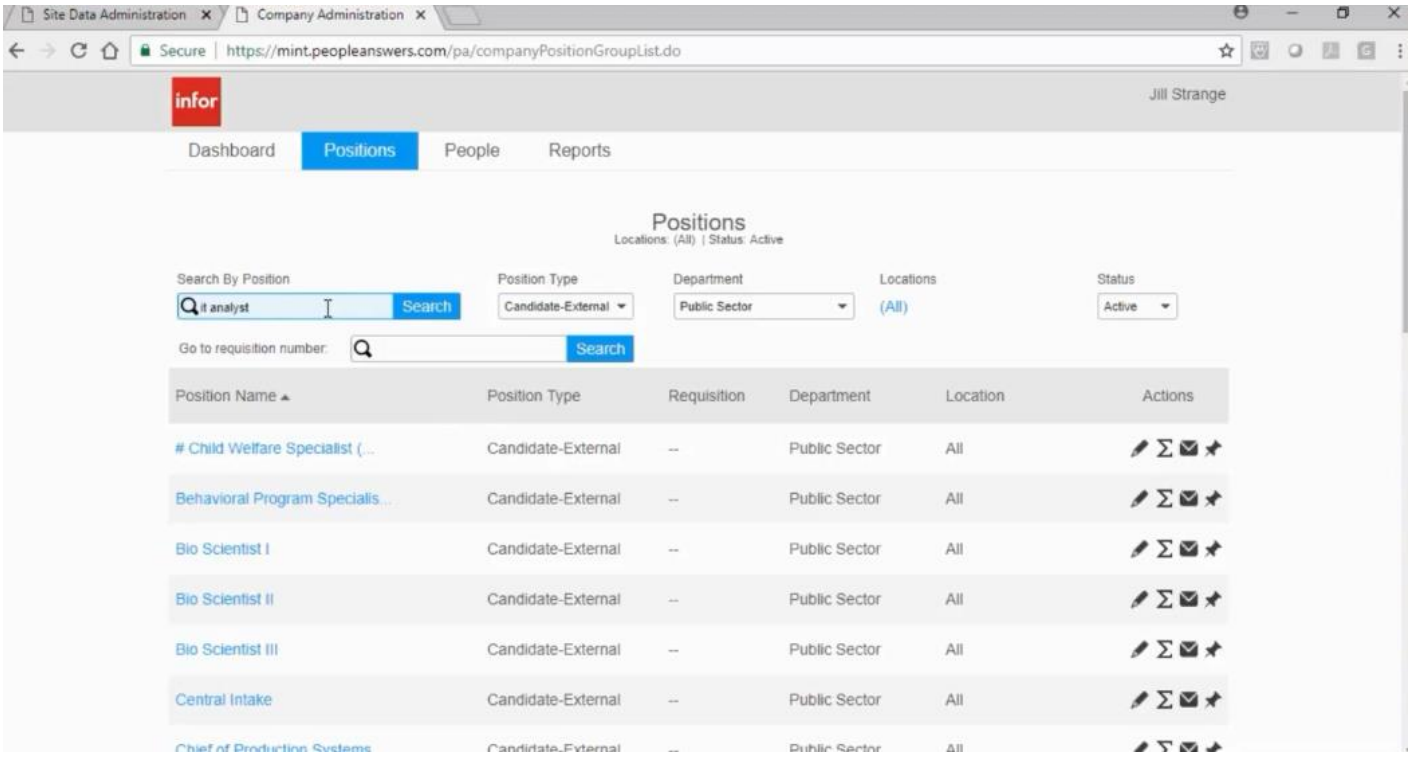
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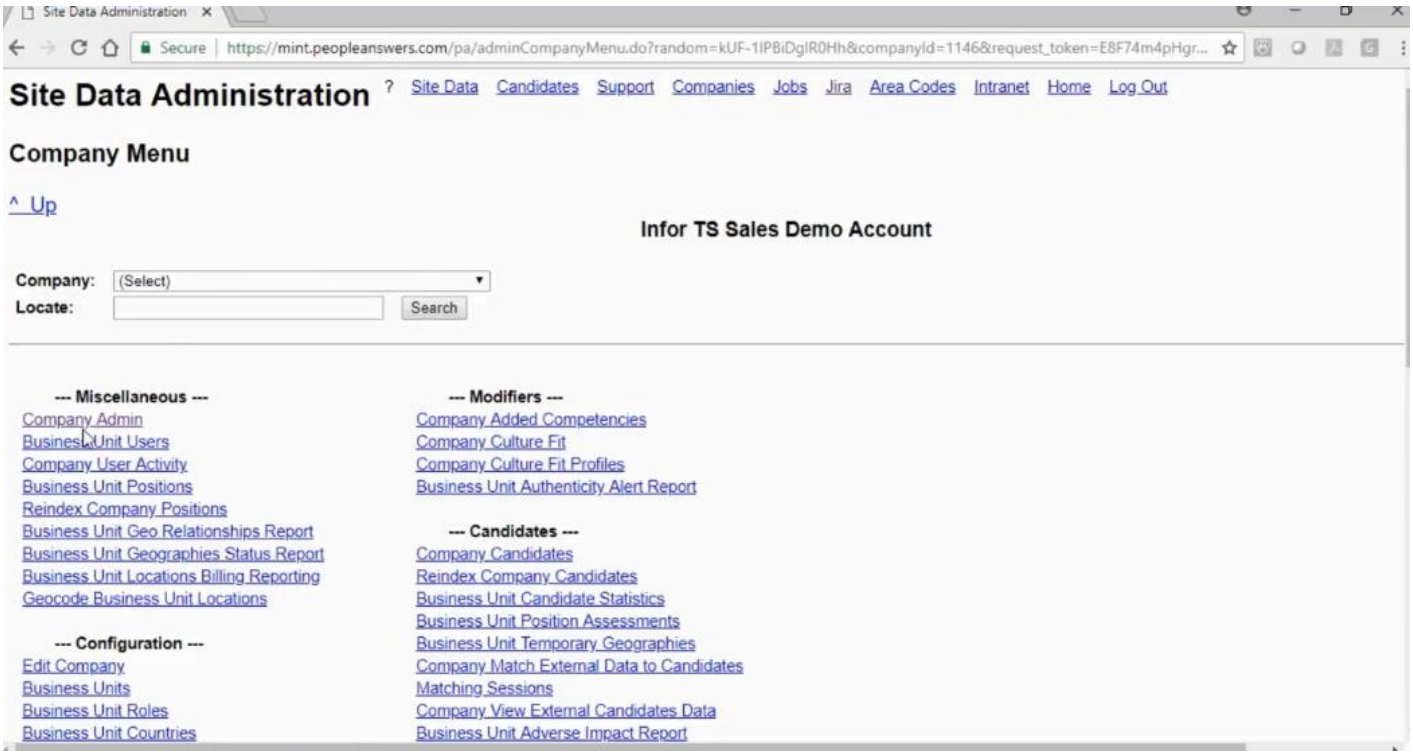
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Jobs
Jira
Area Codes
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--- Miscellaneous ---
Company Admin
Business Unit Users
Company User Activity
Business Unit Positions
Reindex Company Positions
Business Unit Geo Relationships Report
Business Unit Geographies Status Report
Business Unit Locations Billing Reporting
Geocode Business Unit Locations
--- Configuration ---
Edit Company
Business Units
Business Unit Roles
Business Unit Countries
--- Modifiers ---
Company Added Competencies
Company Culture Fit
Company Culture Fit Profiles
Business Unit Authenticity Alert Report
--- Candidates ---
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Company Match External Data to Candidates
Matching Sessions
Company View External Candidates Data
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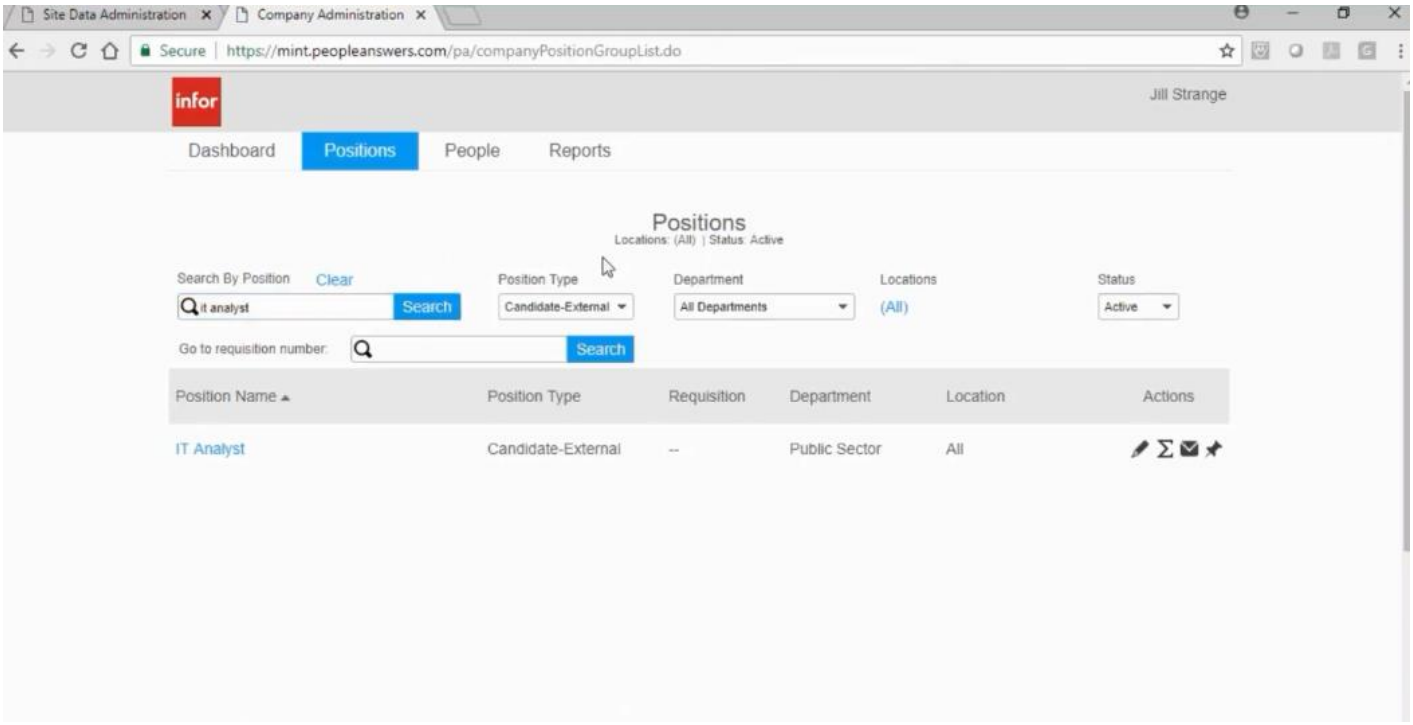
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Locations
(All)
Status
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Go to requisition number:
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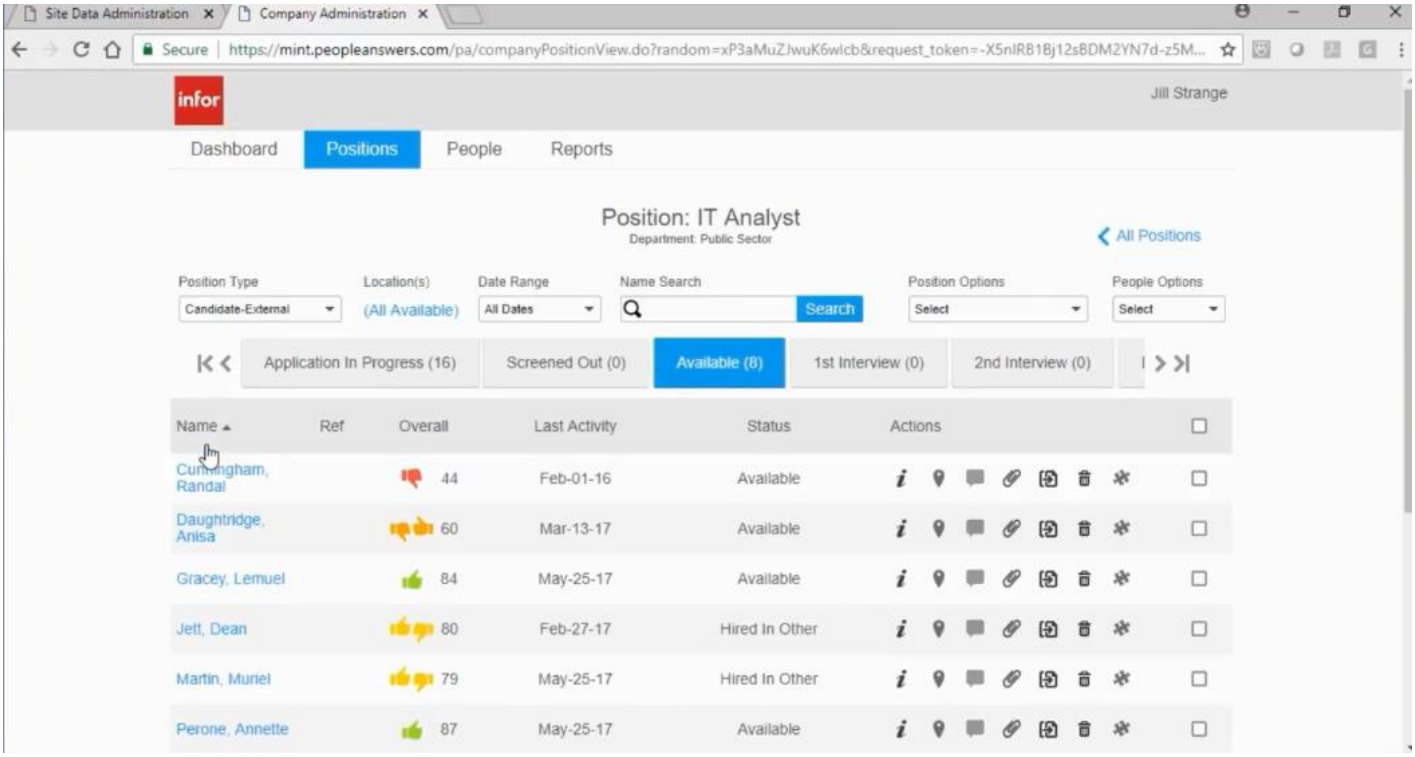
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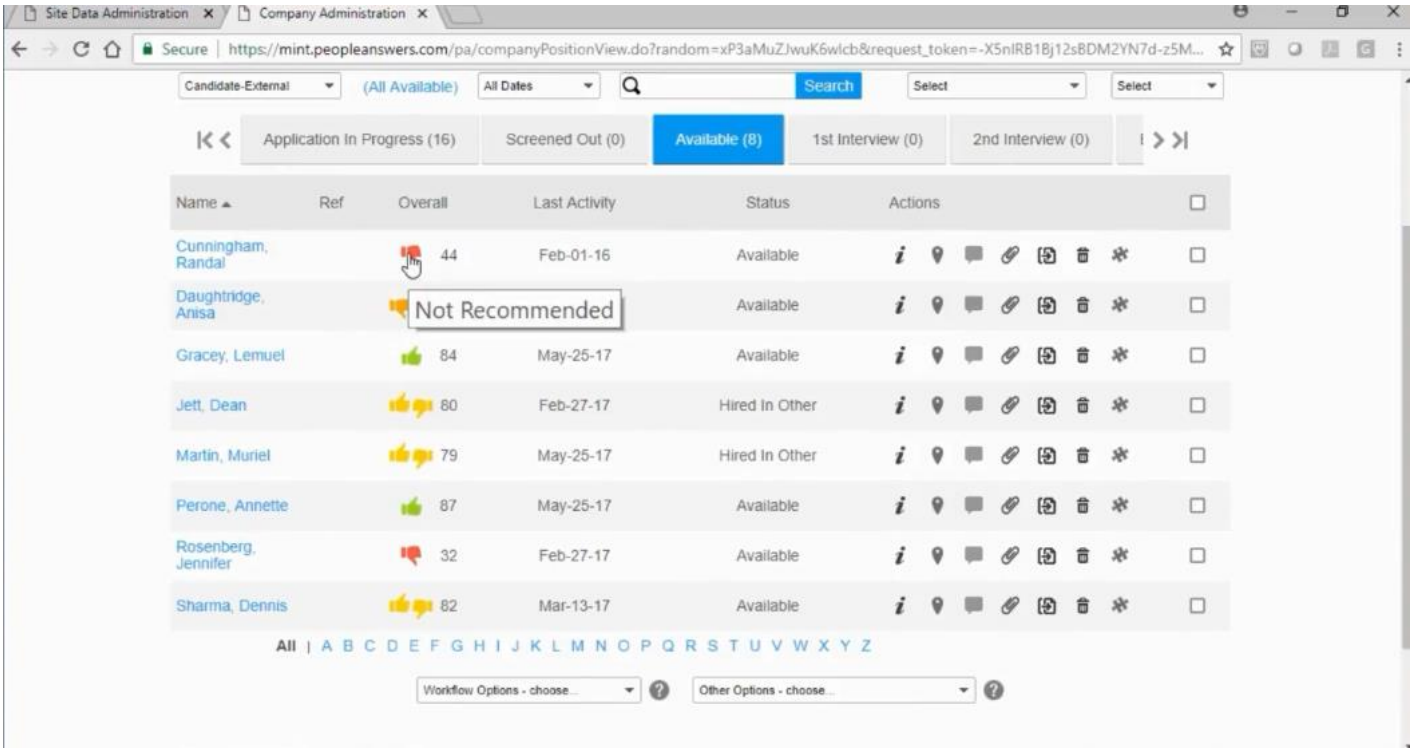
Dashboard
Positions
People
Reports
Position: IT Analyst
Department: Public Sector
All Positions
Position Type
Candidate-External
Location(s)
(All Available)
Date Range
All Dates
Name Search
Search
Position Options
Select
People Options
Select
Application In Progress (16)
Screened Out (0)
Available (8)
1st Interview (0)
2nd Interview (0)
Name
Ref
Overall
Last Activity
Status
Actions
Cunningham, Randal
44
Feb-01-16
Available
Daughtridge, Anisa
60
Mar-13-17
Available
Gracey, Lemuel
84
May-25-17
Available
Jett, Dean
80
Feb-27-17
Hired In Other
Martin, Muriel
79
May-25-17
Hired In Other
Perone, Annette
87
May-25-17
Available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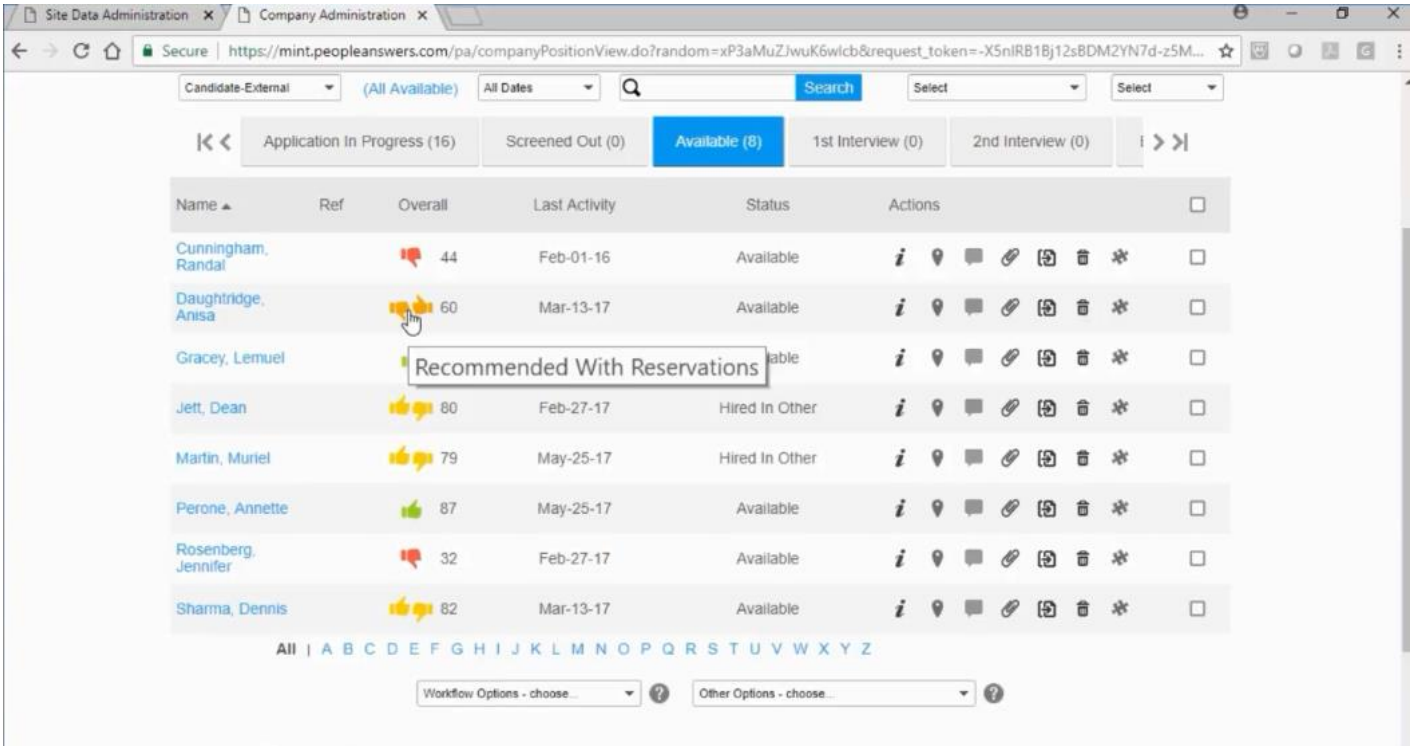
Candidate-External
(All Available)
All Dates
Search
Select
Select
Application In Progress (16)
Screened Out (0)
Available (8)
1st Interview (0)
2nd Interview (0)
Name
Ref
Overall
Last Activity
Status
Actions
Cunningham, Randal 44 Feb-01-16 Available
Daughtridge, Anisa Not Recommended Available
Gracey, Lemuel 84 May-25-17 Available
Jett, Dean 80 Feb-27-17 Hired In Other
Martin, Muriel 79 May-25-17 Hired In Other
Perone, Annette 87 May-25-17 Available
Rosenberg, Jennifer 32 Feb-27-17 Available
Sharma, Dennis 82 Mar-13-17 Available
All | A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
Workflow Options - choose...
Other Options - choose...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All Dates
Search
Select
Select
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Available (8)
1st Interview (0)
2nd Interview (0)
Name
Ref
Overall
Last Activity
Status
Actions
Cunningham, Randal 44 Feb-01-16 Available
Daughtridge, Anisa 60 Mar-13-17 Available
Gracey, Lemuel Recommended With Reservations
Jett, Dean 80 Feb-27-17 Hired In Other
Martin, Muriel 79 May-25-17 Hired In Other
Perone, Annette 87 May-25-17 Available
Rosenberg, Jennifer 32 Feb-27-17 Available
Sharma, Dennis 82 Mar-13-17 Available
All | A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
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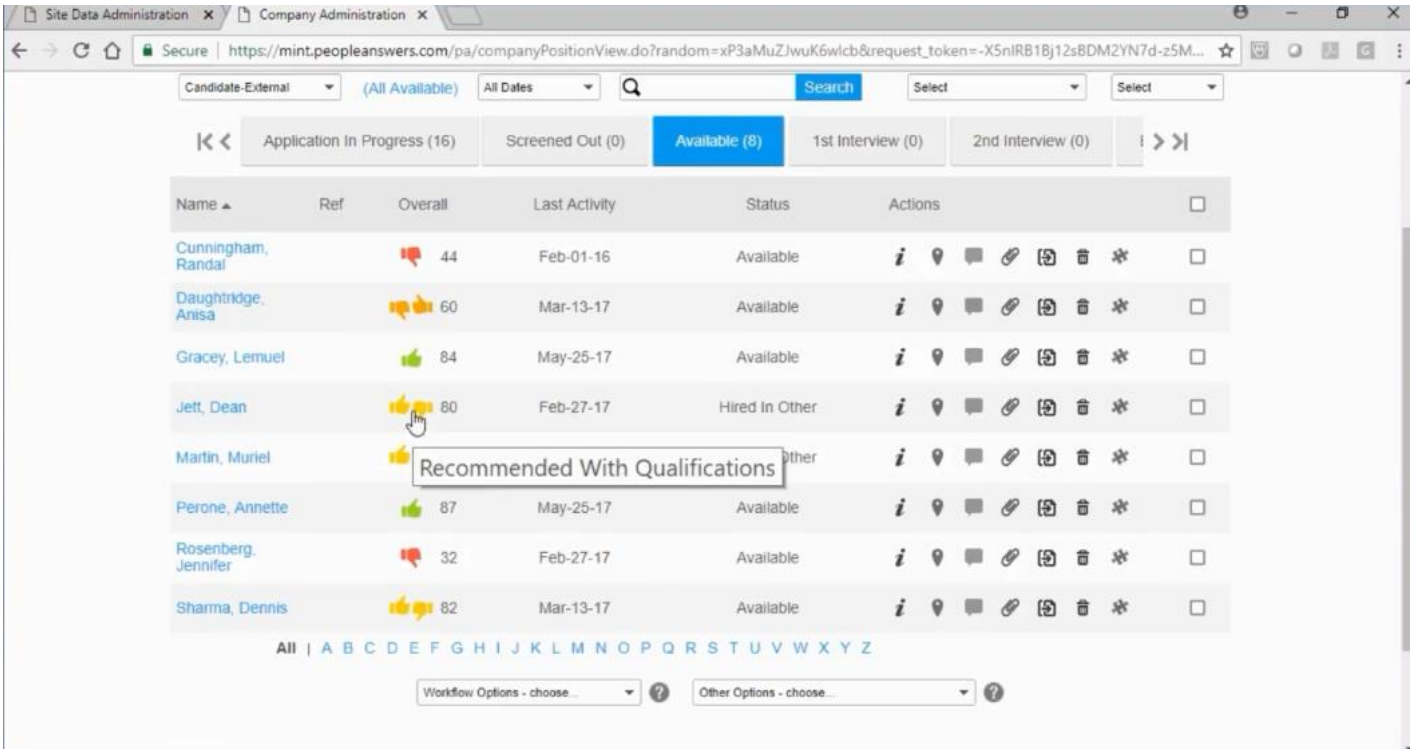
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Name
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Overall
Last Activity
Status
Actions
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Daughtridge, Anisa 60 Mar-13-17 Available
Gracey, Lemuel 84 May-25-17 Available
Jett, Dean 80 Feb-27-17 Hired In Other
Martin, Muriel
Recommended With Qualifications
Perone, Annette 87 May-25-17 Available
Rosenberg, Jennifer 32 Feb-27-17 Available
Sharma, Dennis 82 Mar-13-17 Available
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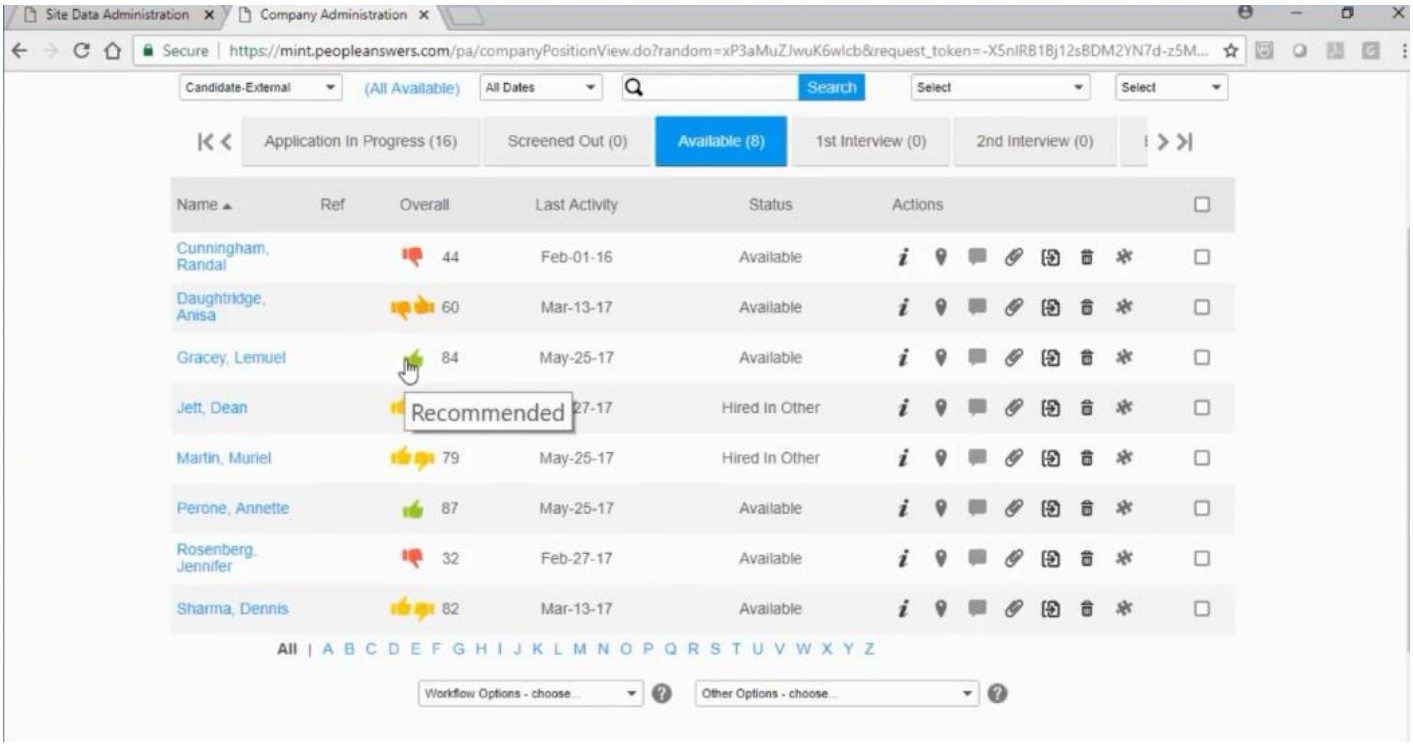
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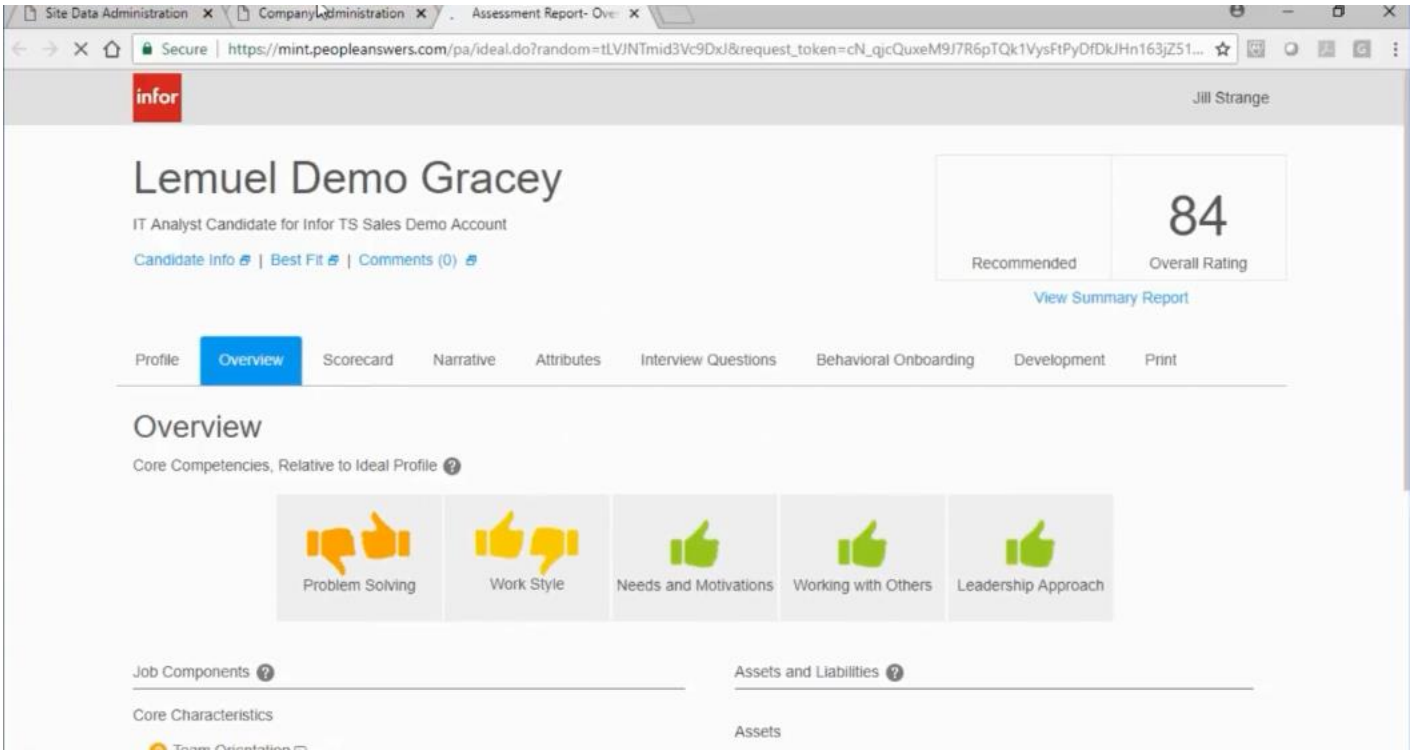
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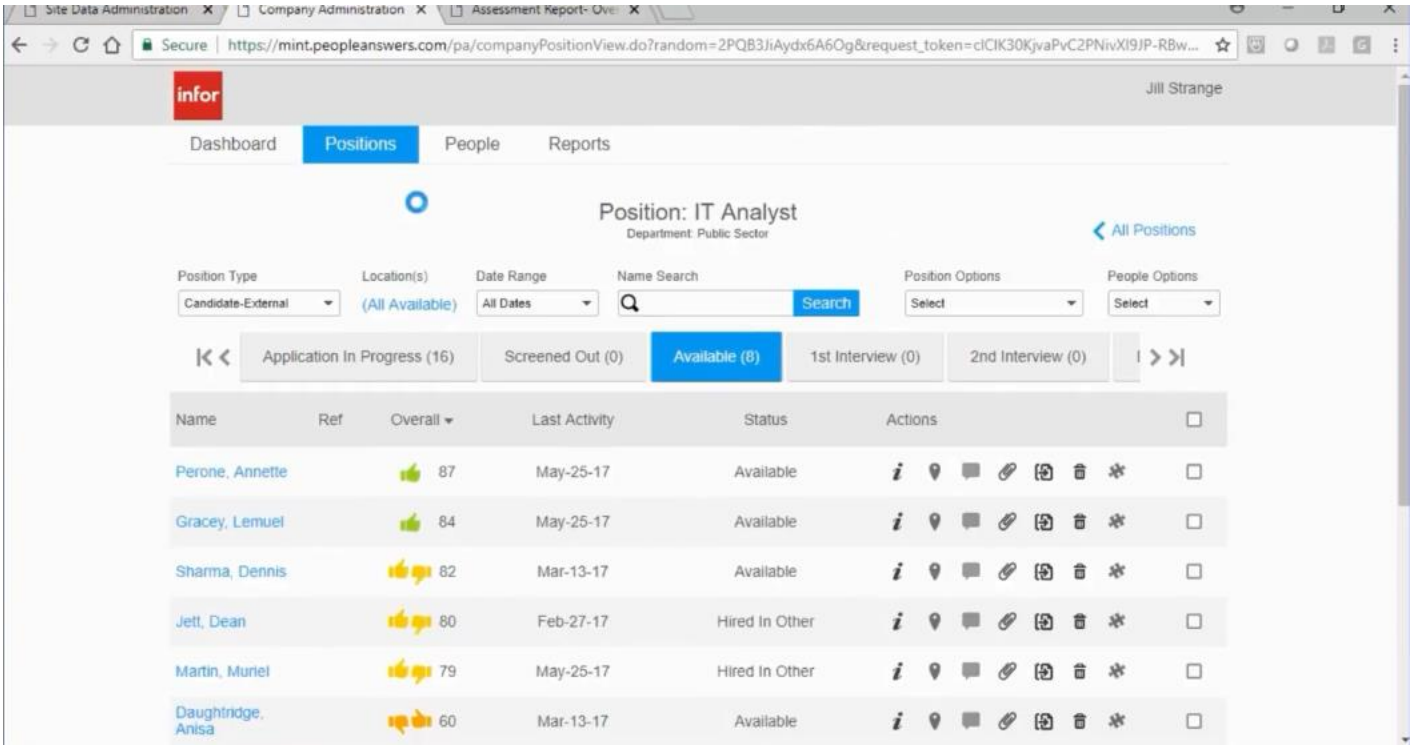
Lemuel Demo Gracey
IT Analyst Candidate for Infor TS Sales Demo Account
Candidate Info | Best Fit | Comments (0)
Recommended
84
Overall Rating
View Summary Report
Profile
Overview
Scorecard
Narrative
Attributes
Interview Questions
Behavioral Onboarding
Development
Print
Overview
Core Competencies, Relative to Ideal Profile
Problem Solving
Work Style
Needs and Motivations
Working with Others
Leadership Approach
Job Components
Assets and Liabilities
Core Characteristics
Assets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Jill Strange
Dashboard
Positions
People
Reports
Position: IT Analyst
Department: Public Sector
All Positions
Position Type
Candidate-External
Location(s)
(All Available)
Date Range
All Dates
Name Search
Search
Position Options
Select
People Options
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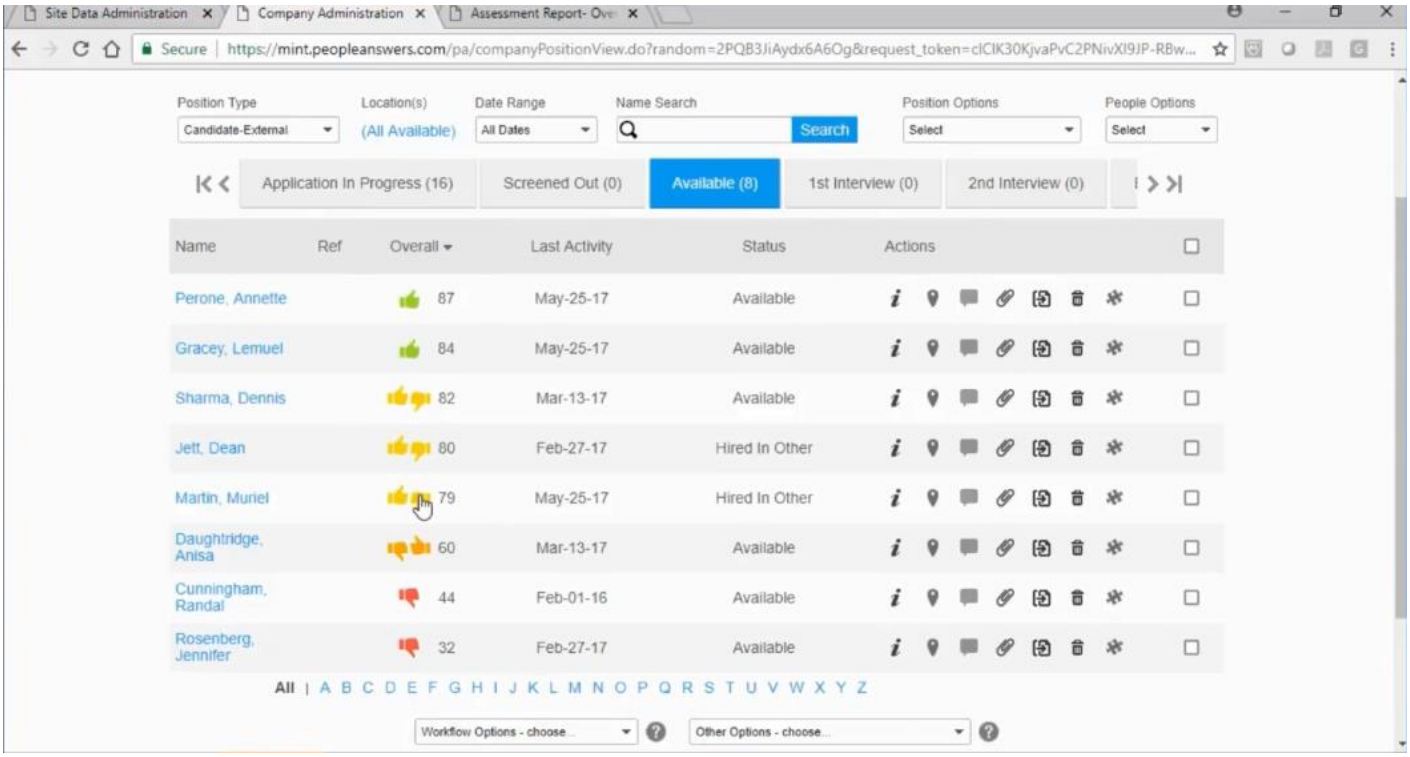
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Name Search
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Select
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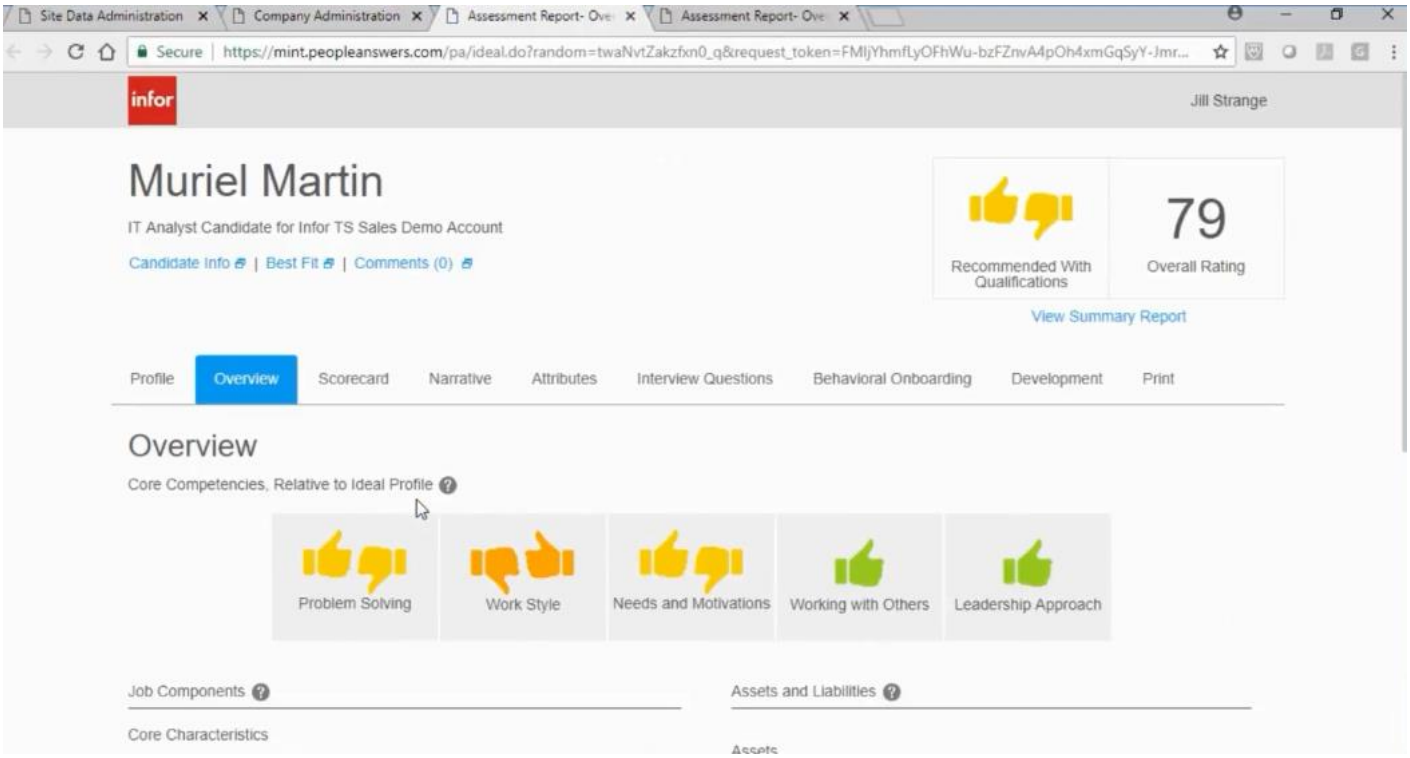
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Jill Strange
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IT Analyst Candidate for Infor TS Sales Demo Account
Candidate Info | Best Fit | Comments (0)
Recommended With Qualifications
79
Overall Rating
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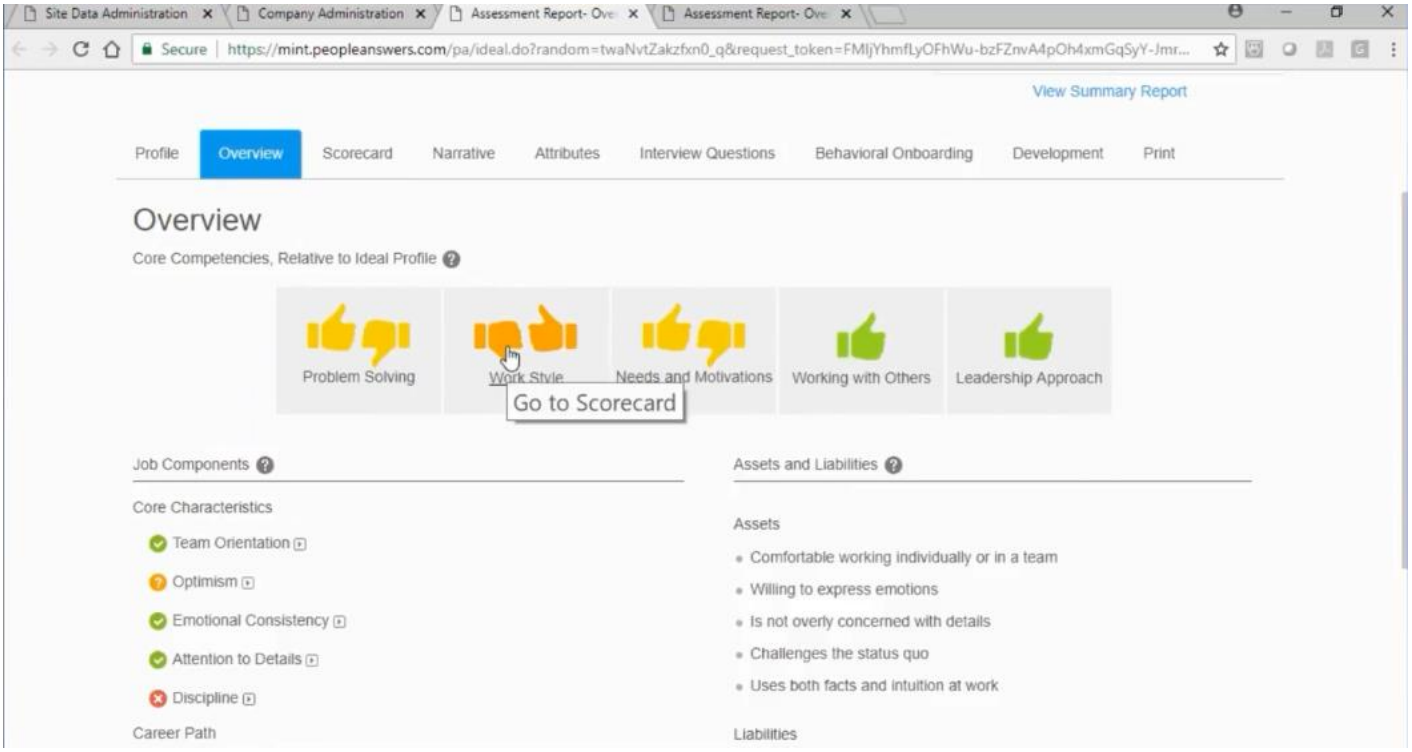
Scorecard
Narrative
Attributes
Interview Questions
Behavioral Onboarding
Development
Print
Overview
Core Competencies, Relative to Ideal Profile
Problem Solving
Work Style
Needs and Motivations
Working with Others
Leadership Approach
Job Components
Assets and Liabilities
Core Characteristics
Assets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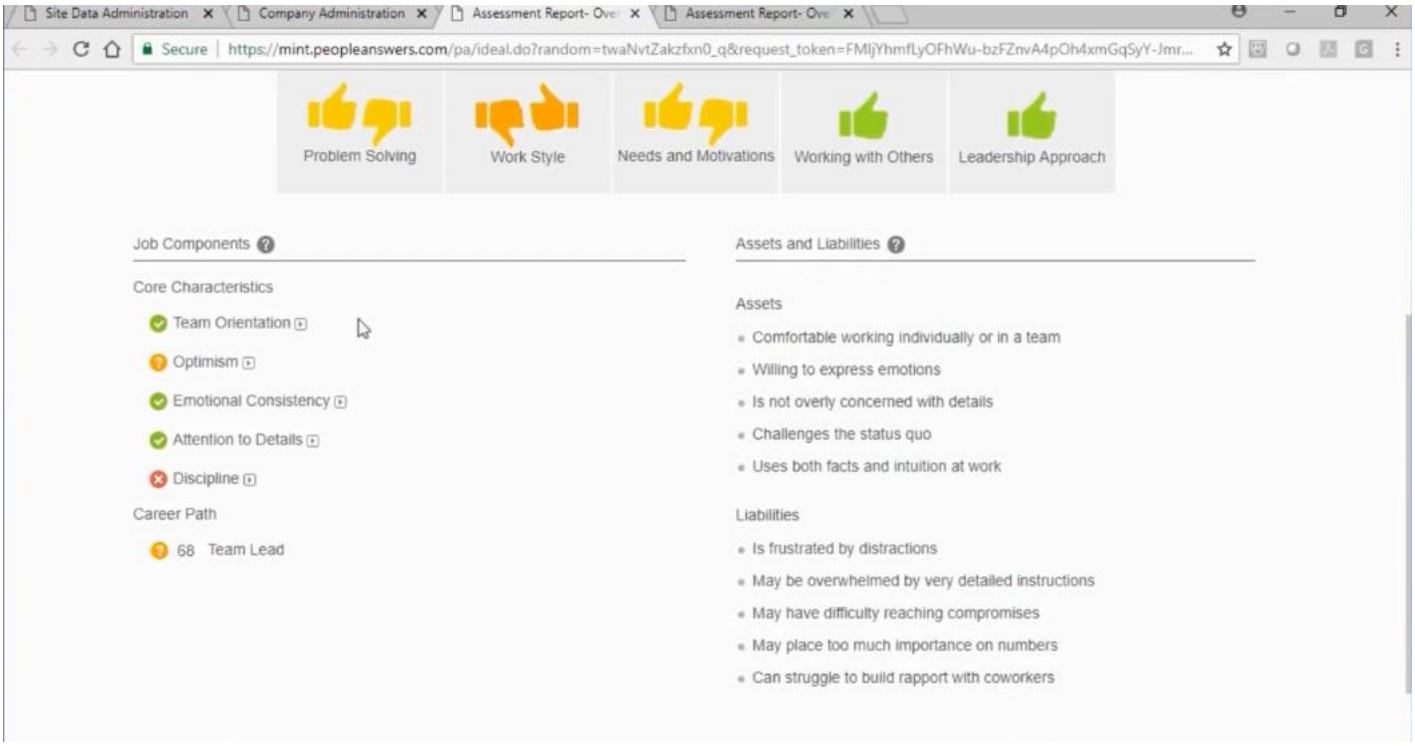
Leadership Approach
Go to Scorecard
Job Components
Core Characteristics
Team Orientation
Optimism
Emotional Consistency
Attention to Details
Discipline
Career Path
Assets and Liabilities
Assets
Comfortable working individually or in a team
Willing to express emotions
Is not overly concerned with details
Challenges the status quo
Uses both facts and intuition at work
Liabilities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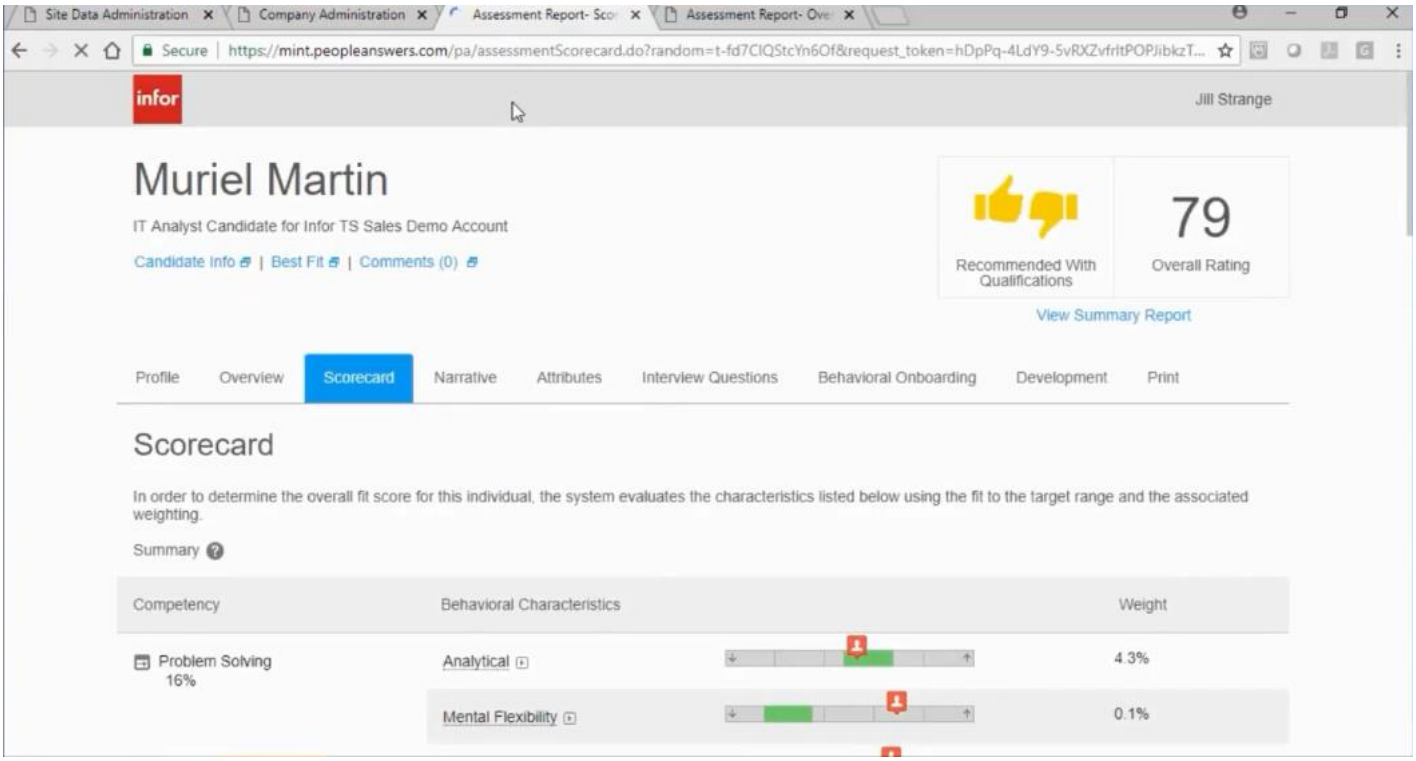
Problem Solving
Work Style
Needs and Motivations
Working with Others
Leadership Approach
Job Components
Core Characteristics
Team Orientation
Optimism
Emotional Consistency
Attention to Details
Discipline
Career Path
68 Team Lead
Assets and Liabilities
Assets
Comfortable working individually or in a team
Willing to express emotions
Is not overly concerned with details
Challenges the status quo
Uses both facts and intuition at work
Liabilities
Is frustrated by distractions
May be overwhelmed by very detailed instructions
May have difficulty reaching compromises
May place too much importance on numbers
Can struggle to build rapport with coworkers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Jill Strange
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IT Analyst Candidate for Infor TS Sales Demo Account
Candidate Info | Best Fit | Comments (0)
Recommended With Qualifications
79
Overall Rating
View Summary Report
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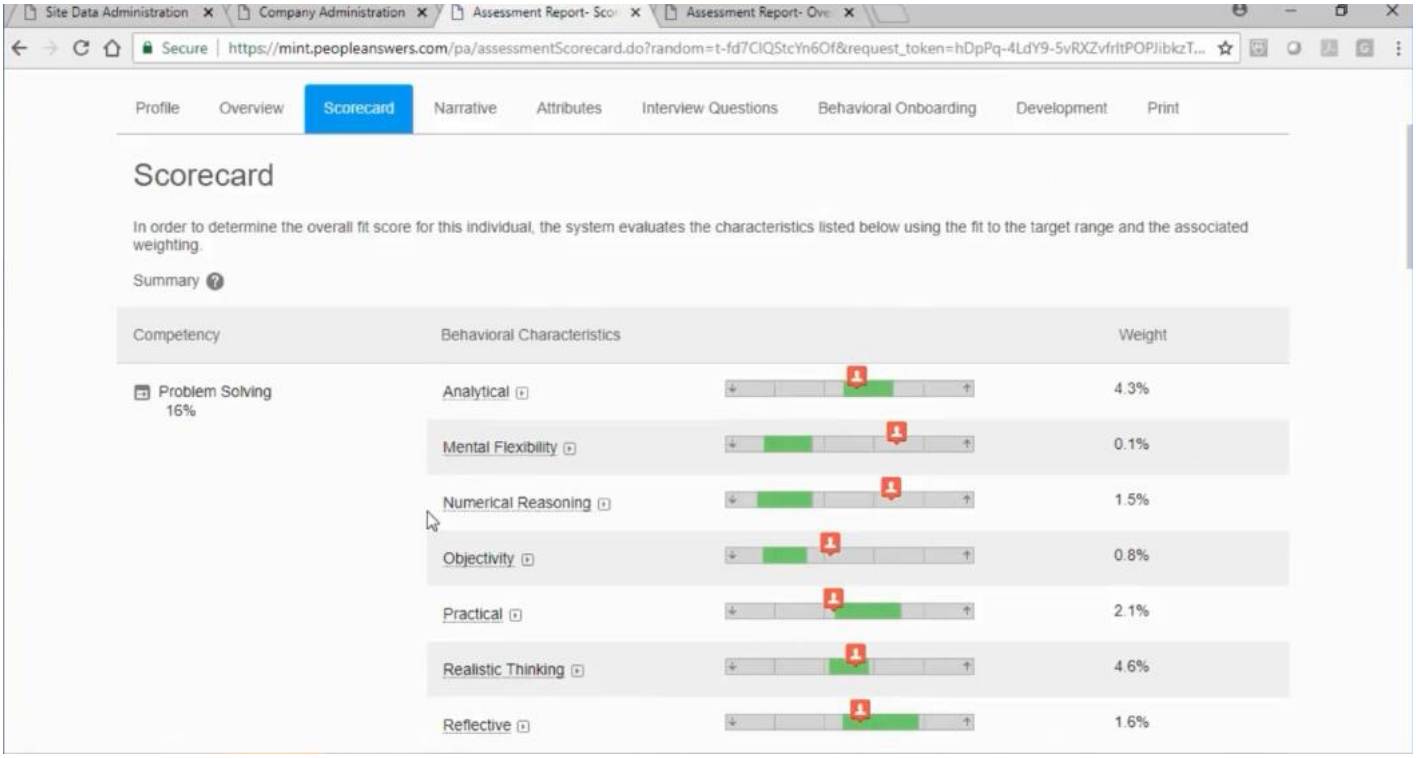
Scorecard
Narrative
Attributes
Interview Questions
Behavioral Onboarding
Development
Print
Scorecard
In order to determine the overall fit score for this individual, the system evaluates the characteristics listed below using the fit to the target range and the associated weighting.
Summary
Competency
Behavioral Characteristics
Weight
Problem Solving
16%
Analytical
4.3%
Mental Flexibility
0.1%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Scorecard
Narrative
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Development
Print
Scorecard
In order to determine the overall fit score for this individual, the system evaluates the characteristics listed below using the fit to the target range and the associated weighting.
Summary
Competency
Behavioral Characteristics
Weight
Problem Solving
16%
Analytical
4.3%
Mental Flexibility
0.1%
Numerical Reasoning
1.5%
Objectivity
0.8%
Practical
2.1%
Realistic Thinking
4.6%
Reflective
1.6%

Site Data Administration
Company Administration
Assessment Report- Scor
Assessment Report- Ove
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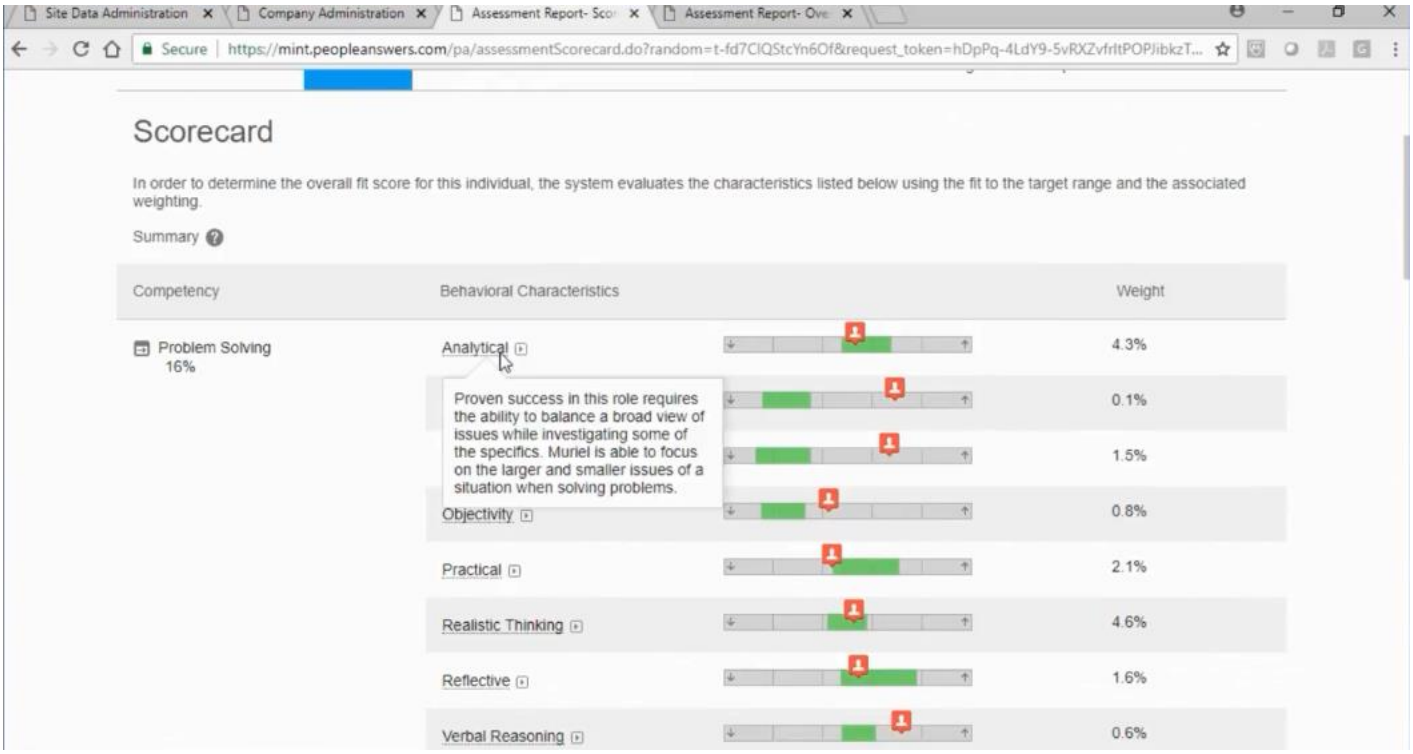
Need for Recognition 0.1%
Risk Taker 0.1%
Social Contact 1.2%
Stress Tolerance 1.2%
Working with Others 26%
Cooperativeness 0.3%
Emotional Consistency 8.4%
Organizational Structure 1.2%
People Orientation 0.1%
Self-Reliance 2.3%
Sociability 1.4%
Team Orientation 11.8%
Leadership Approach 15%
Acceptance of Authority 5.2%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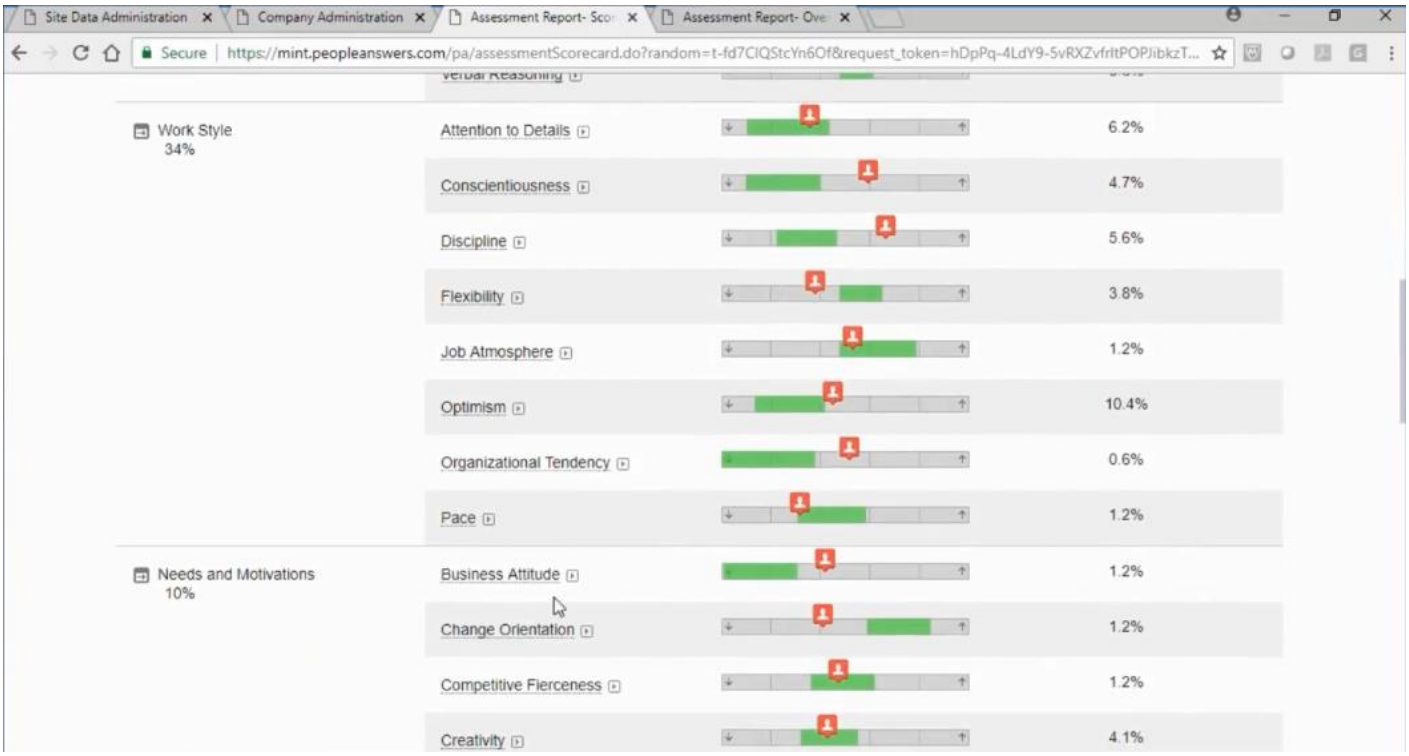
Scorecard
In order to determine the overall fit score for this individual, the system evaluates the characteristics listed below using the fit to the target range and the associated weighting.
Summary
Competency
Behavioral Characteristics
Weight
Problem Solving 16%
Analytical 4.3%
Proven success in this role requires the ability to balance a broad view of issues while investigating some of the specifics. Muriel is able to focus on the larger and smaller issues of a situation when solving problems.
0.1%
1.5%
Objectivity 0.8%
Practical 2.1%
Realistic Thinking 4.6%
Reflective 1.6%
Verbal Reasoning 0.6%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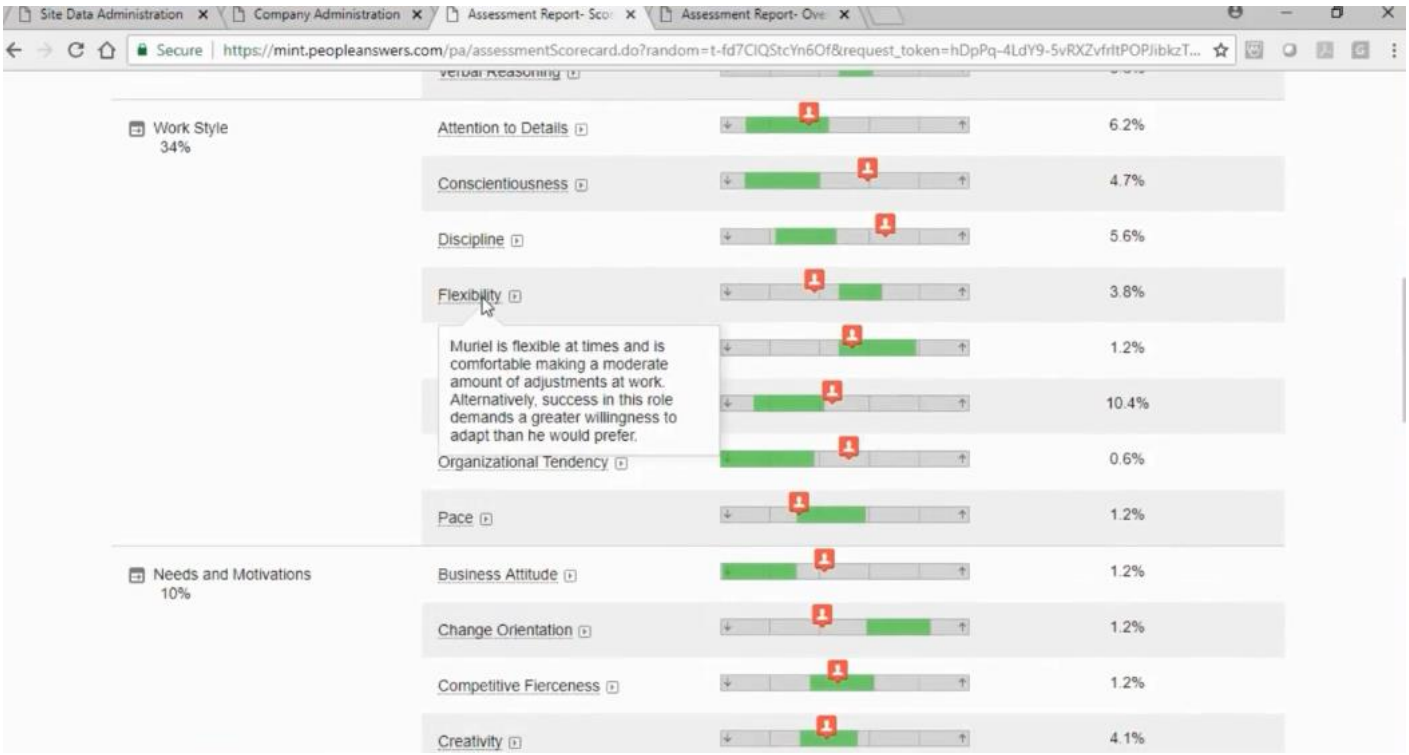
Work Style 34%
Attention to Details 6.2%
Conscientiousness 4.7%
Discipline 5.6%
Flexibility 3.8%
Job Atmosphere 1.2%
Optimism 10.4%
Organizational Tendency 0.6%
Pace 1.2%
Needs and Motivations 10%
Business Attitude 1.2%
Change Orientation 1.2%
Competitive Fierceness 1.2%
Creativity 4.1%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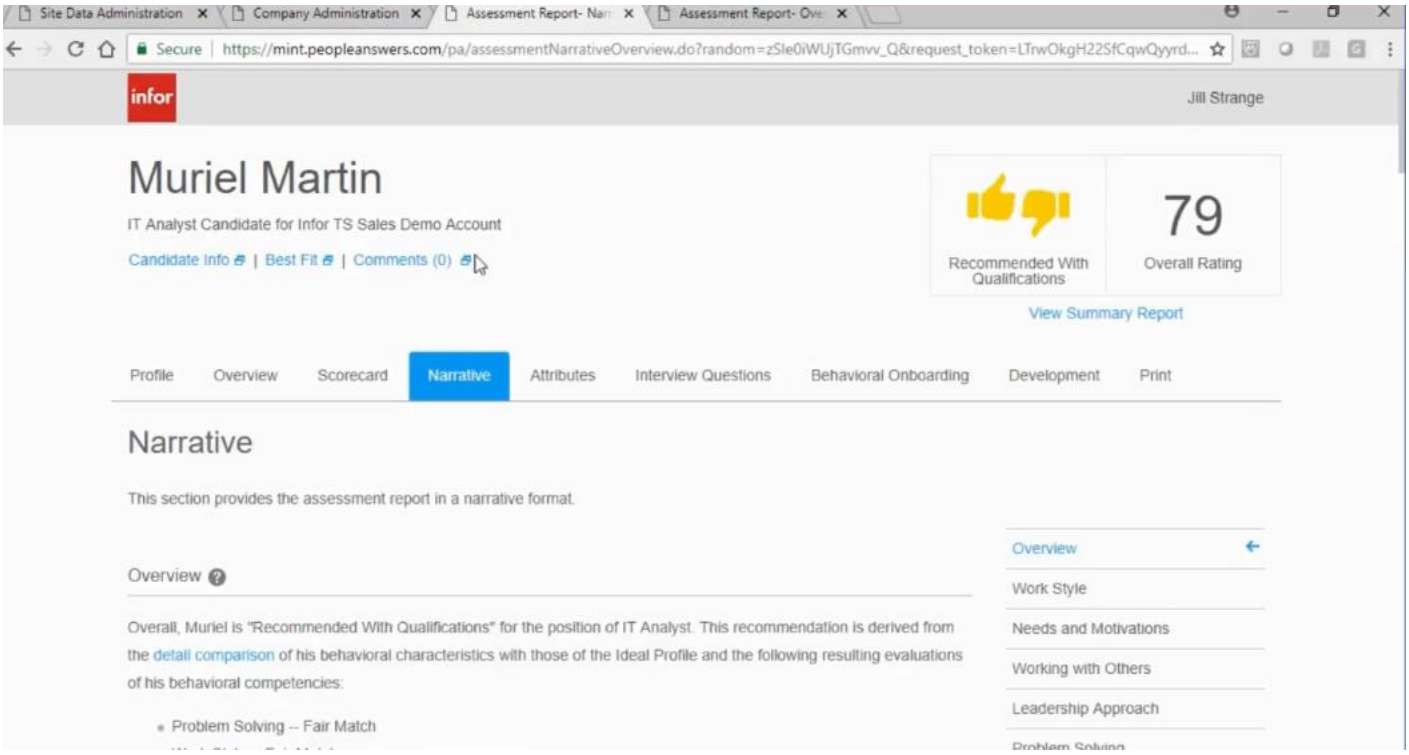
Work Style 34%
Attention to Details 6.2%
Conscientiousness 4.7%
Discipline 5.6%
Flexibility 3.8%
Muriel is flexible at times and is comfortable making a moderate amount of adjustments at work. Alternatively, success in this role demands a greater willingness to adapt than he would prefer.
1.2%
10.4%
Organizational Tendency 0.6%
Pace 1.2%
Needs and Motivations 10%
Business Attitude 1.2%
Change Orientation 1.2%
Competitive Fierceness 1.2%
Creativity 4.1%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Candidate Info | Best Fit | Comments (0)
Recommended With Qualifications
79
Overall Rating
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Behavioral Onboarding
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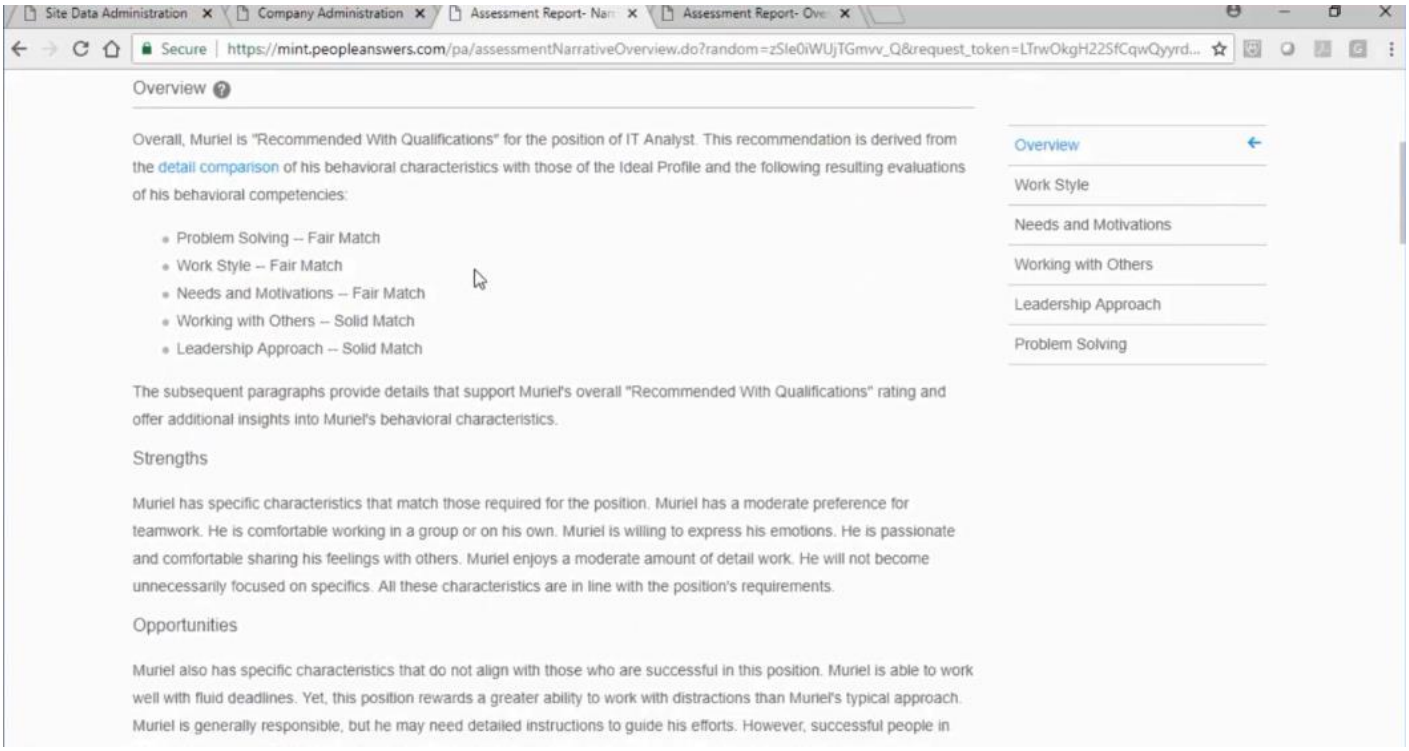
Print
Narrative
This section provides the assessment report in a narrative format.
Overview
Overall, Muriel is "Recommended With Qualifications" for the position of IT Analyst. This recommendation is derived from the detail comparison of his behavioral characteristics with those of the Ideal Profile and the following resulting evaluations of his behavioral competencies:
Problem Solving -- Fair Match
Overview
Work Style
Needs and Motivations
Working with Others
Leadership Approach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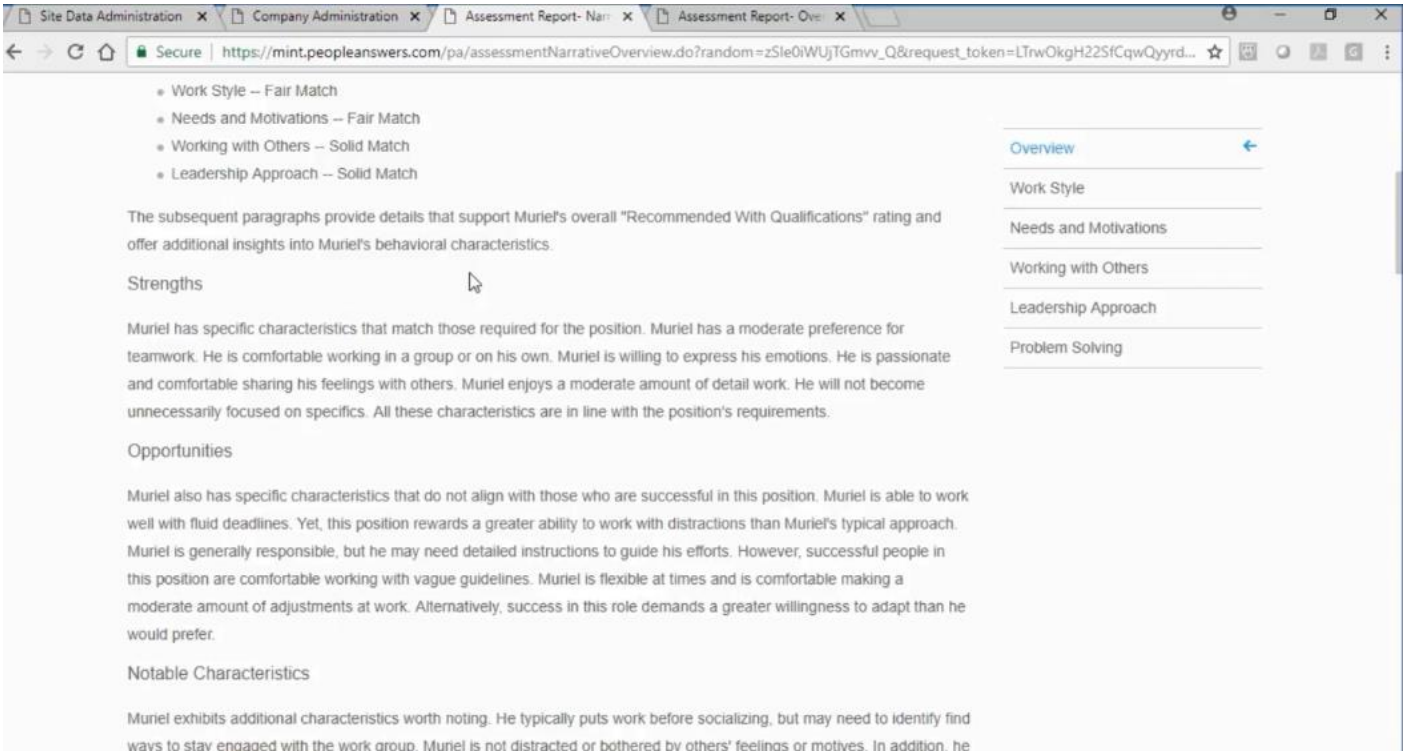
Overview
Overall, Muriel is "Recommended With Qualifications" for the position of IT Analyst. This recommendation is derived from the detail comparison of his behavioral characteristics with those of the Ideal Profile and the following resulting evaluations of his behavioral competencies:
Problem Solving -- Fair Match
Work Style -- Fair Match
Needs and Motivations -- Fair Match
Working with Others -- Solid Match
Leadership Approach -- Solid Match
The subsequent paragraphs provide details that support Muriel's overall "Recommended With Qualifications" rating and offer additional insights into Muriel's behavioral characteristics.
Strengths
Muriel has specific characteristics that match those required for the position. Muriel has a moderate preference for teamwork. He is comfortable working in a group or on his own. Muriel is willing to express his emotions. He is passionate and comfortable sharing his feelings with others. Muriel enjoys a moderate amount of detail work. He will not become unnecessarily focused on specifics. All these characteristics are in line with the position's requirements.
Opportunities
Muriel also has specific characteristics that do not align with those who are successful in this position. Muriel is able to work well with fluid deadlines. Yet, this position rewards a greater ability to work with distractions than Muriel's typical approach. Muriel is generally responsible, but he may need detailed instructions to guide his efforts. However, successful people in
Overview
Work Style
Needs and Motivations
Working with Others
Leadership Approach
Problem Solving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Work Style -- Fair Match
Needs and Motivations -- Fair Match
Working with Others -- Solid Match
Leadership Approach -- Solid Match
The subsequent paragraphs provide details that support Muriel's overall "Recommended With Qualifications" rating and offer additional insights into Muriel's behavioral characteristics.
Strengths
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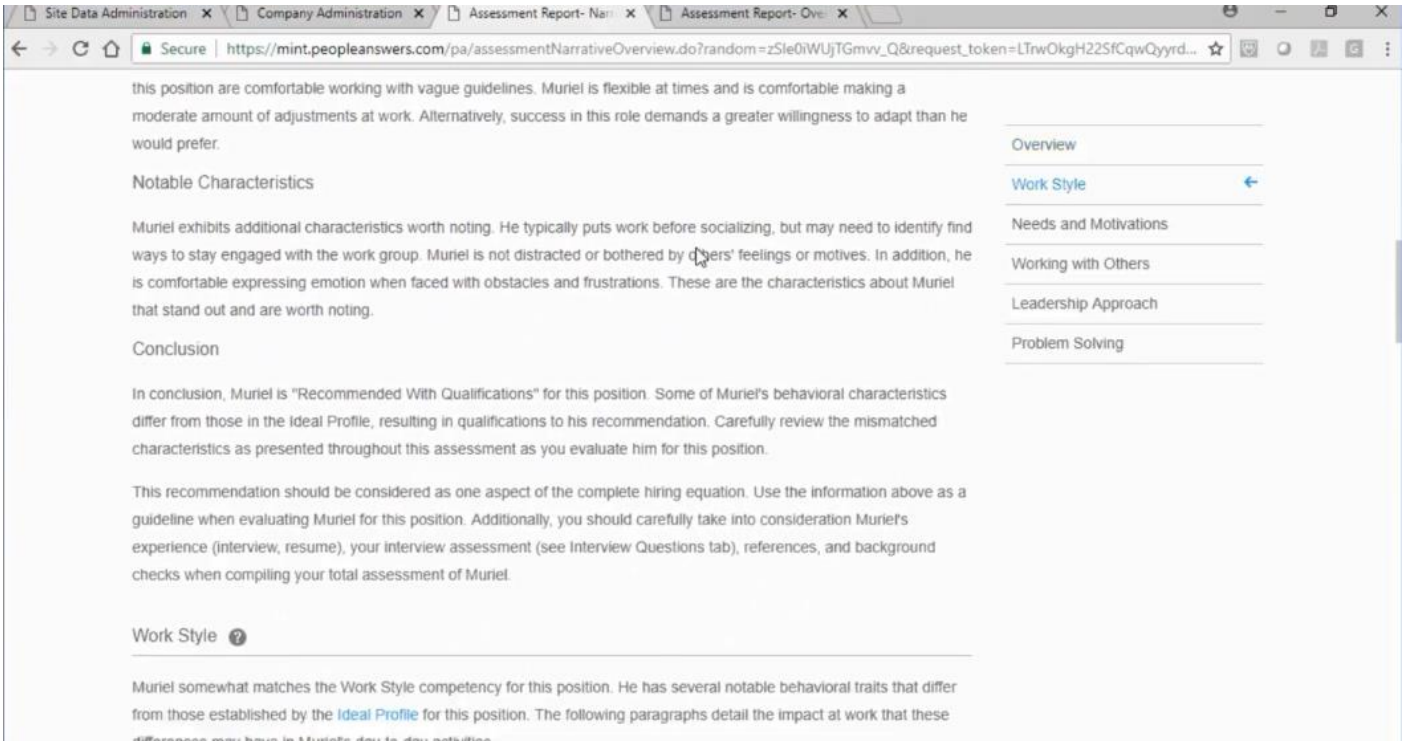
Opportunities
Muriel also has specific characteristics that do not align with those who are successful in this position. Muriel is able to work well with fluid deadlines. Yet, this position rewards a greater ability to work with distractions than Muriel's typical approach. Muriel is generally responsible, but he may need detailed instructions to guide his efforts. However, successful people in this position are comfortable working with vague guidelines. Muriel is flexible at times and is comfortable making a moderate amount of adjustments at work. Alternatively, success in this role demands a greater willingness to adapt than he would prefer.
Notable Characteristics
Muriel exhibits additional characteristics worth noting. He typically puts work before socializing, but may need to identify find ways to stay engaged with the work group. Muriel is not distracted or bothered by others' feelings or motives. In addition, he
Overview
Work Style
Needs and Motivations
Working with Others
Leadership Approach
Problem Solving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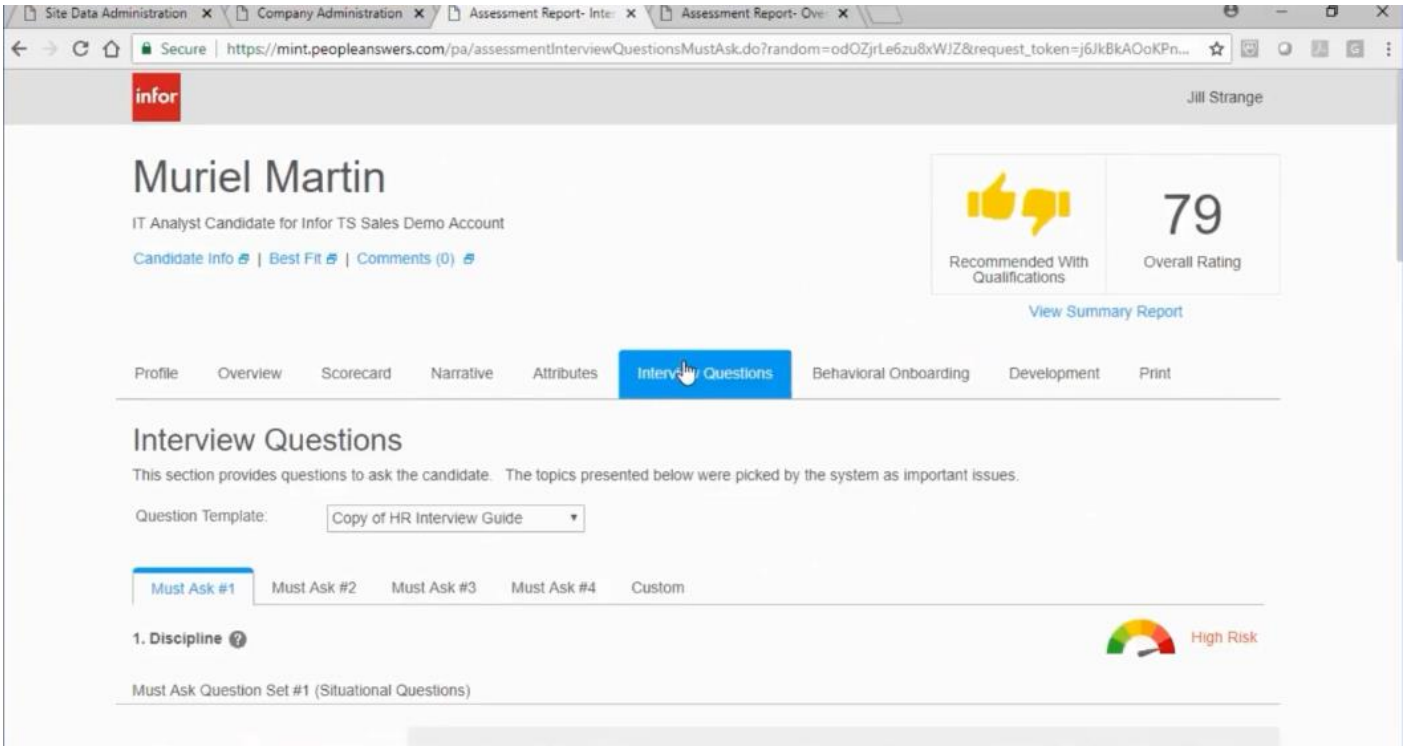
Notable Characteristics
Muriel exhibits additional characteristics worth noting. He typically puts work before socializing, but may need to identify find ways to stay engaged with the work group. Muriel is not distracted or bothered by others' feelings or motives. In addition, he is comfortable expressing emotion when faced with obstacles and frustrations. These are the characteristics about Muriel that stand out and are worth noting.
Conclusion
In conclusion, Muriel is "Recommended With Qualifications" for this position. Some of Muriel's behavioral characteristics differ from those in the ideal Profile, resulting in qualifications to his recommendation. Carefully review the mismatched characteristics as presented throughout this assessment as you evaluate him for this position.
This recommendation should be considered as one aspect of the complete hiring equation. Use the information above as a guideline when evaluating Muriel for this position. Additionally, you should carefully take into consideration Muriel's experience (interview, resume), your interview assessment (see Interview Questions tab), references, and background checks when compiling your total assessment of Muriel.
Work Style
Muriel somewhat matches the Work Style competency for this position. He has several notable behavioral traits that differ from those established by the Ideal Profile for this position. The following paragraphs detail the impact at work that these
Overview
Work Style
Needs and Motivations
Working with Others
Leadership Approach
Problem Solving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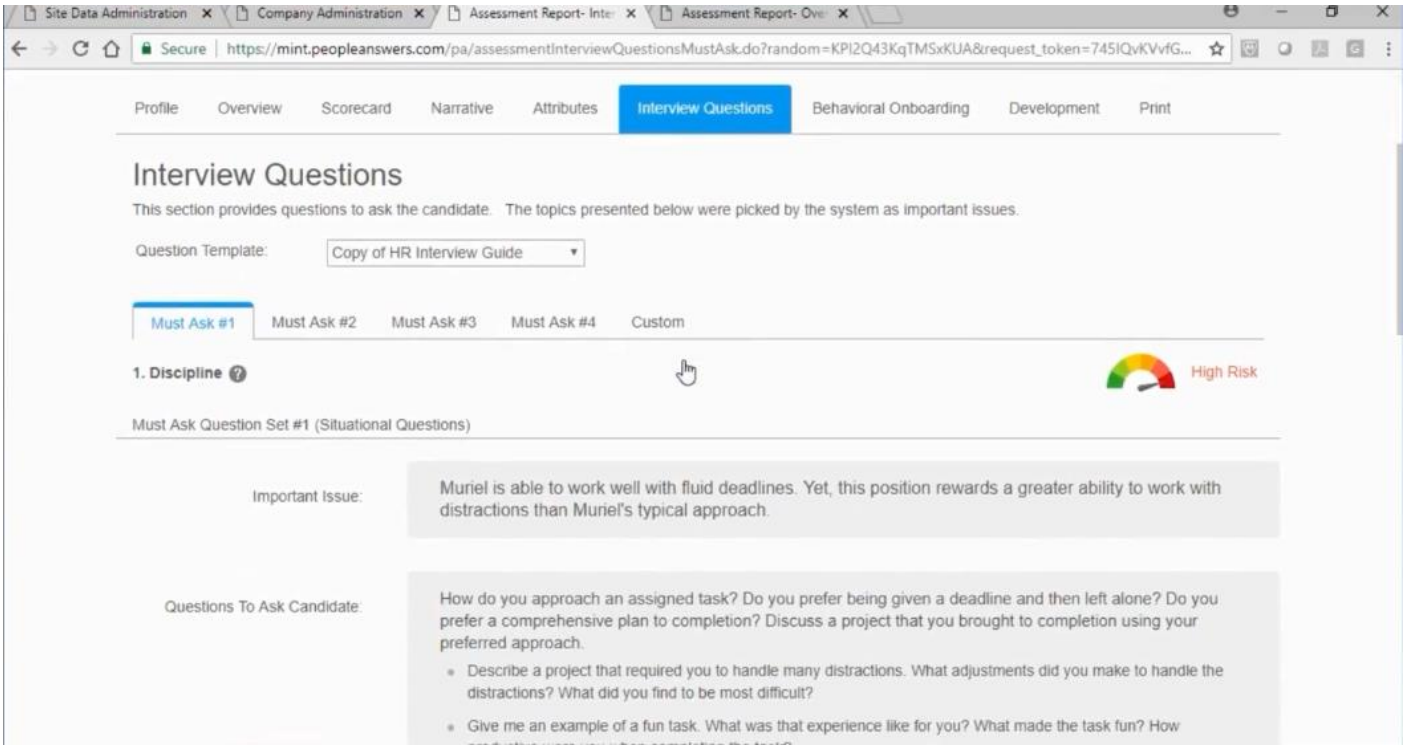
Muriel Martin
IT Analyst Candidate for Infor TS Sales Demo Account
Candidate Info | Best Fit | Comments (0)
Recommended With Qualifications
79
Overall Rating
View Summary Report
Profile
Overview
Scorecard
Narrative
Attributes
Interview Questions
Behavioral Onboarding
Development
Print
Interview Questions
This section provides questions to ask the candidate. The topics presented below were picked by the system as important issues.
Question Template:
Copy of HR Interview Guide
Must Ask #1
Must Ask #2
Must Ask #3
Must Ask #4
Custom
1. Discipline
High Risk
Must Ask Question Set #1 (Situational Questions)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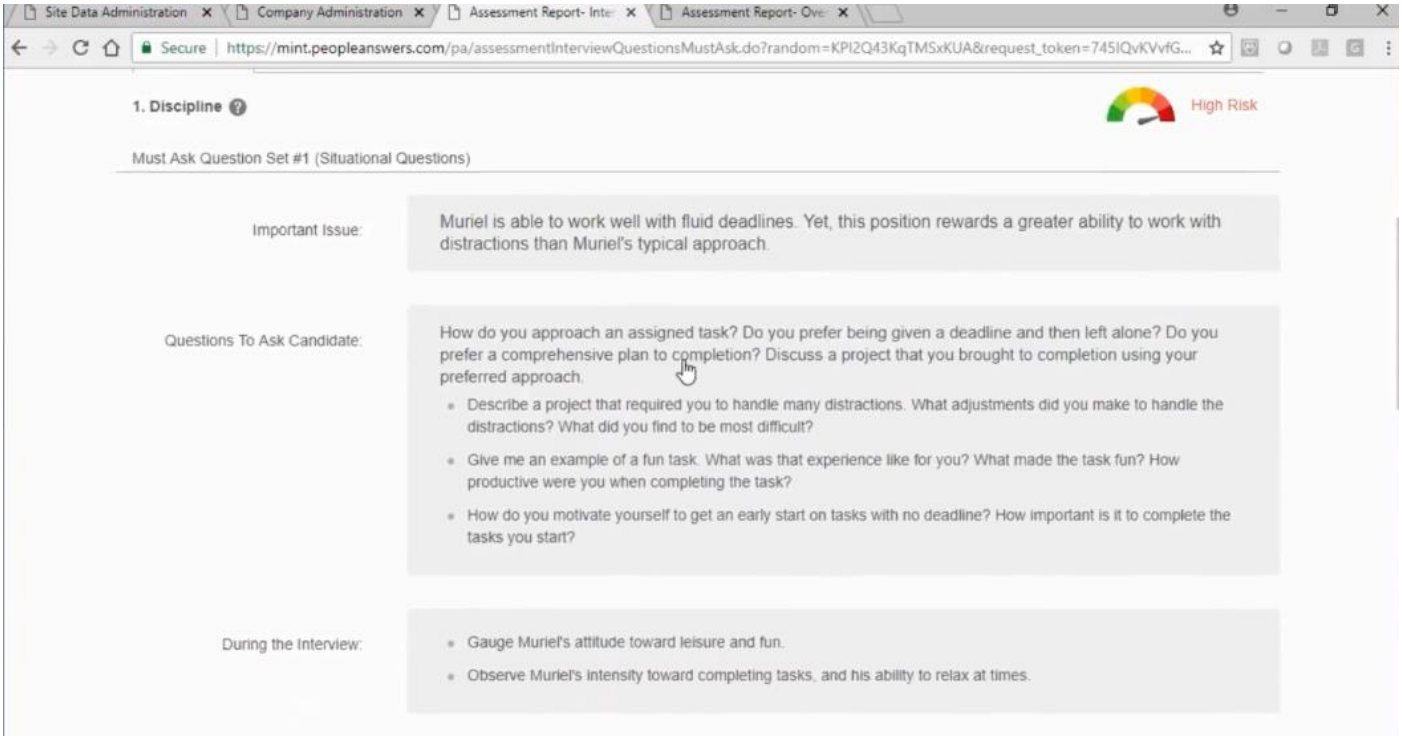
1. Discipline
High Risk
Must Ask Question Set #1 (Situational Questions)
Important Issue:
Muriel is able to work well with fluid deadlines. Yet, this position rewards a greater ability to work with distractions than Muriel's typical approach.
Questions To Ask Candidate:
How do you approach an assigned task? Do you prefer being given a deadline and then left alone? Do you prefer a comprehensive plan to completion? Discuss a project that you brought to completion using your preferred approach.
Describe a project that required you to handle many distractions. What adjustments did you make to handle the distractions? What did you find to be most difficult?
Give me an example of a fun task. What was that experience like for you? What made the task fun? How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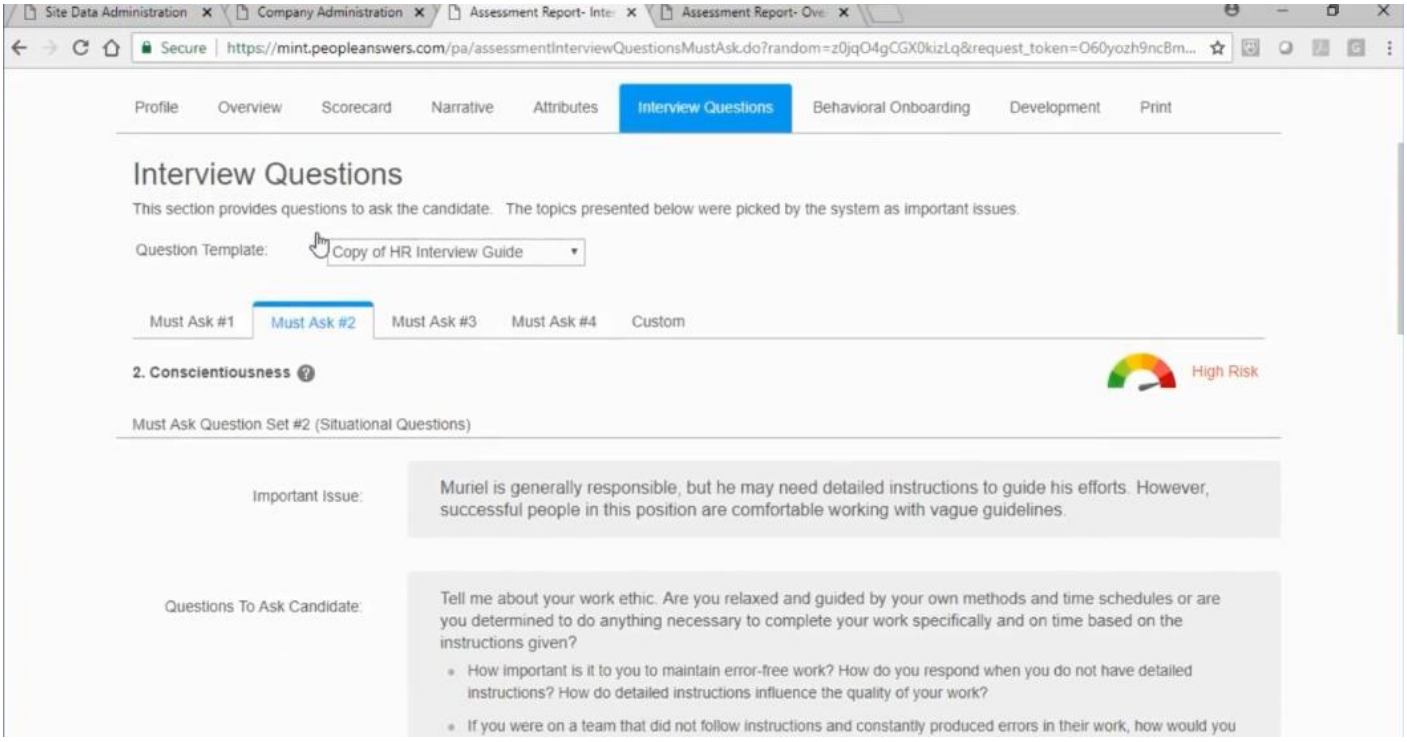
Give me an example of a fun task. What was that experience like for you? What made the task fun? How productive were you when completing the task?
How do you motivate yourself to get an early start on tasks with no deadline? How important is it to complete the tasks you start?
During the Interview:
Gauge Muriel's attitude toward leisure and fun.
Observe Muriel's intensity toward completing tasks, and his ability to relax at times.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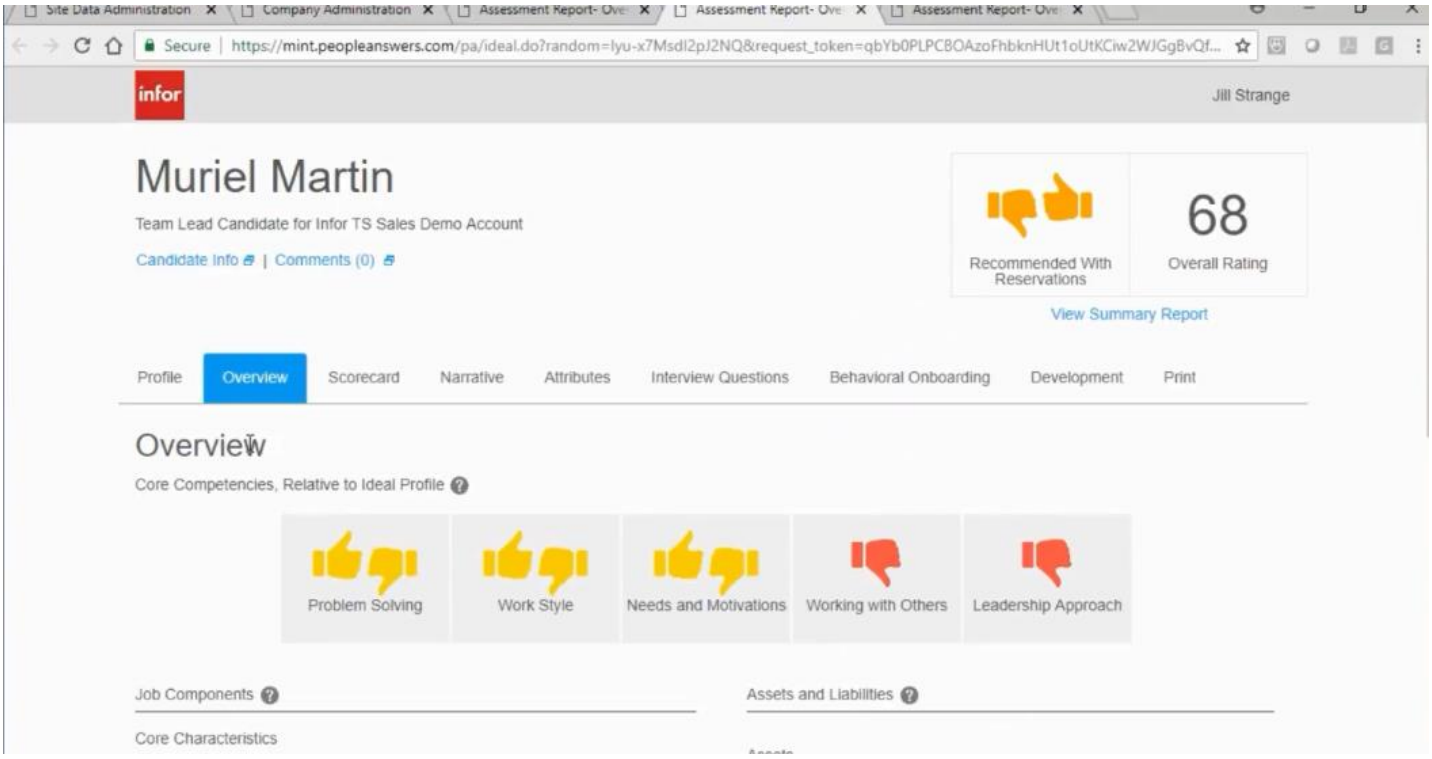
Custom
2. Conscientiousness
High Risk
Must Ask Question Set #2 (Situational Questions)
Important Issue:
Muriel is generally responsible, but he may need detailed instructions to guide his efforts. However, successful people in this position are comfortable working with vague guidelines.
Questions To Ask Candidate:
Tell me about your work ethic. Are you relaxed and guided by your own methods and time schedules or are you determined to do anything necessary to complete your work specifically and on time based on the instructions given?
How important is it to you to maintain error-free work? How do you respond when you do not have detailed instructions? How do detailed instructions influence the quality of your work?
If you were on a team that did not follow instructions and constantly produced errors in their work, how would you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Jill Strange
Muriel Martin
Team Lead Candidate for Infor TS Sales Demo Account
Candidate Info | Comments (0)
Recommended With Reservations
68
Overall Rating
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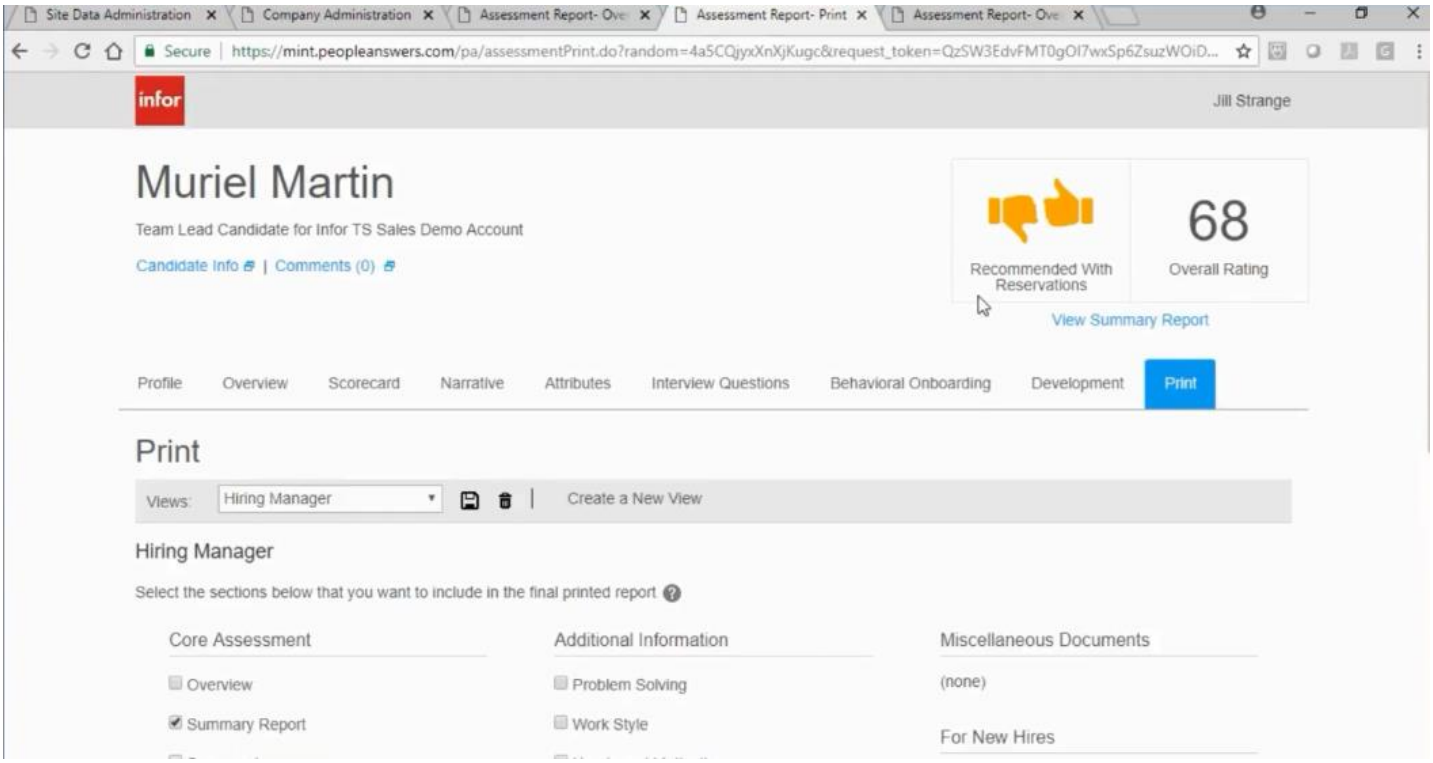
Overview
Core Competencies, Relative to Ideal Profile
Problem Solving
Work Style
Needs and Motivations
Working with Others
Leadership Approach
Job Components
Assets and Liabilities
Core Characteristics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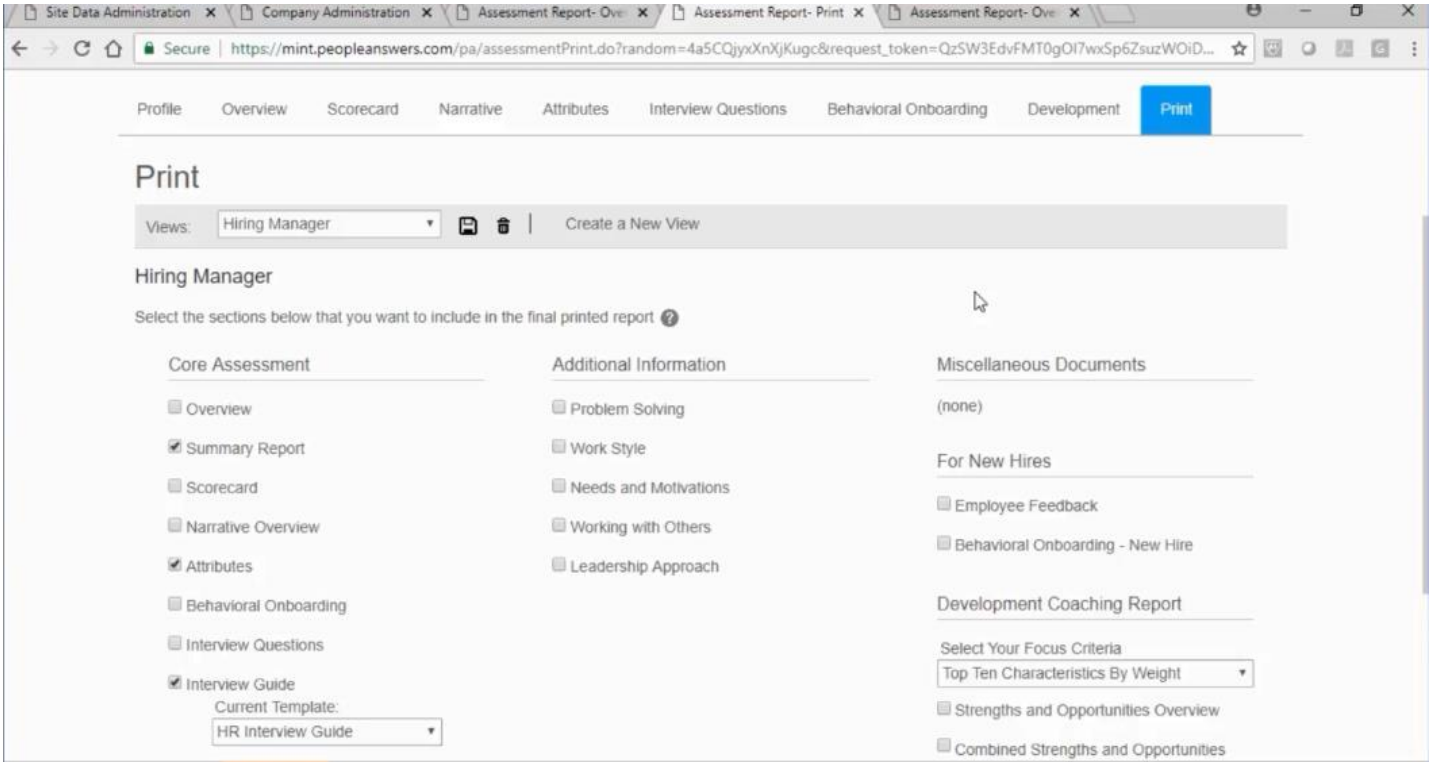
Views:
Hiring Manager
Create a New View
Hiring Manager
Select the sections below that you want to include in the final printed report
Core Assessment
Overview
Summary Report
Additional Information
Problem Solving
Work Style
Miscellaneous Documents
(none)
For New Hires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Needs and Motivations
Working with Others
Leadership Approach
Miscellaneous Documents
(none)
For New Hires
Employee Feedback
Behavioral Onboarding - New Hire
Development Coaching Report
Select Your Focus Criteria
Top Ten Characteristics By Weight
Strengths and Opportunities Overview
Combined Strengths and Opportunities