



SPECIAL REPORT

Talent Engagement Trends for 2019

Madrid, January 2019

d+i developing
ideas

LLORENTE & CUENCA

*“When choosing between two paths,
ask yourself which one has a heart. One who
chooses the way of the heart is never wrong”*

Popol Vuh

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INTRODUCTION

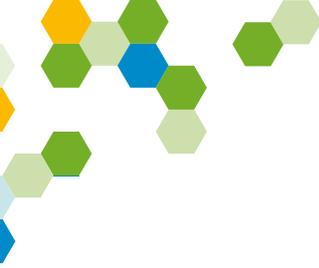
What makes a company have a heart? What really makes a company an irresistible place to go, and its offers hard to turn down? How can it become the choice for the most passionate professionals who wish to achieve great goals?

Years go by, and workforce engagement remains one of the main concerns for 78 % of companies worldwide¹. We know that we're doing something wrong, but don't know exactly what. It's been proven that a committed workforce works harder, completes tasks effectively, generates extra profit and is more innovative. Additionally, it boosts companies' value five times more on the stock market when compared to those with non-engaged professionals². So why is this still a pending issue?



¹ <https://getbambu.com/blog/importance-of-employee-engagement/>

² <https://leadx.org/articles/how-the-engagement-profit-chain-leads-to-a-5x-higher-stockprice/>



“Engagement is a sincere emotional bond between a professional and the company he works for”

This may be due to a difficulty in defining what talent engagement is and knowing exactly what we’re talking about when we refer to it. Usually, we confuse this idea with satisfaction (one can be satisfied but work at another company for a few more dollars) or happiness (something more internal that does not necessarily result in a benefit for companies). Engagement is much more than that: it is a sincere emotional bond between a professional and the company he works for (primarily, company purpose and objectives). Even if we were to talk about emotions, this is more than a sentimental

issue: it’s the key to the success for companies... Yet only 13 % of the world’s workforce feels committed to their company³.

Another added difficulty is the speed at which changes and innovations occur in factors that directly influence engagement management.

The following report includes the key factors we believe should be monitored closely in 2019. We hope that it serves as an inspiration to all professionals who, like us, wish to ensure the personal fulfilment of our employees through their professional activities.

³ <https://www.gallup.com/workplace/236495/worldwide-employee-engagement-crisis.aspx>



1.

PEOPLE ANALYTICS

the need for permanent feedback

“Companies should worry less about their annual (or bi-annual) employee survey, and more about the current state of their workforce”

Talent analytics will be one of the elements that affects personnel management and employee expectation the most.

On one hand, analytics could be framed within the context of big data: using it as a tool to obtain insights and applying those statistics to Human Resource issues that can affect productivity, and even professionals' development. On the other hand, there's the practice of obtaining continuous feedback from workers to know and influence the main indicators of employee engagement.

Like in any aspect of business, what cannot be measured cannot be managed. It is especially important to start

focusing on these types of practices when it comes to talent. Companies should worry less about their annual (or bi-annual) employee survey, and more about the current state of their workforce. Continuous measurement allows managers to have a movie instead of still photos, and gives them time to make decisions before it's too late.

Reference 1: [How people analytics reinvented employee engagement surveys at google performance review](#)

Reference 2: [People Analytics here with vengeance](#)

Reference 3: [Viewpoint people analytics shifts from engagement to productivity](#)

Reference 1: <https://blog.impraise.com/360-feedback/howpeople-analytics-reinventedemployee-engagement-surveysat-google-performance-review>

Reference 2: <https://www.forbes.com/sites/joshbersin/2017/12/16/people-analytics-here-with-vengeance/#7382c2d532a1>

Reference 3: <https://www.shrm.org/Pages/Custom404.aspx?requestUrl=https://www.shrm.org/resourcesandtools/hr-topics/technology/pages/viewpointpeople-analytics-shifts-fromengagement-to-productivity.aspx>



2.

GIG ECONOMY

the urgency of reinforcing culture in a “job-hopping” work environment.

“A world where companies and professionals relate only on demand does not seem too far-fetched nowadays”

The Gig Economy can be defined as the economy of temporary work or economy of work for specific projects. It is a challenge for corporate culture because the relationship between professionals and companies will become more and more brief and subject to specific projects only. In this sense, getting these so-called “rootless” professionals to feel attached to a company and aligned to certain values when doing their job is a critical challenge.

It is likely that Uberization⁴ (used to describe the latest technological revolutions) will be applied to the field of talent and company-talent relationships. A world where companies and professionals relate only on demand does not seem too far-fetched nowadays.

However, this requires we address a series of challenges and conditioning factors that will become essential for the war for talent to conclude positively for both organizations and

individuals. First, there must be a satisfactory professional relationship for both parties, especially regarding terms and conditions. Companies should then focus on providing a more fulfilling employee experience to shape their culture and compensate the limited interaction that talent will have with the organization.

Transparency in communication, information on relevant news, participation in decisions or even involving employees in the co-creation of company culture are some of the things that will help rootless professionals feel an emotional connection with the projects in which they collaborate.

Reference 1: [En camino hacia la "uberización" español](#)

Reference 2: [Employee Engagement in the Gig Economy](#)

Reference 3: [Strategies for employee engagement in gig economy](#)

⁴ <https://www.elmundo.es/economia/macroeconomia/2017/09/28/59cbfa48ca474166278b45c8.html>

Reference 1: <https://www.elmundo.es/economia/macroeconomia/2017/09/28/59cbfa48ca474166278b45c8.html>

Reference 2: <http://cirrus-connect.com/employee-engagement-in-the-gig-economy-2/>

Reference 3: <https://www.digitalistmag.com/future-ofwork/2017/02/03/strategies-foremployee-engagement-in-gigeconomy-04887378>



3.

POSTDIVERSITY

to promote and make diversity visible as a recruitment tool.

“Difference is not something to avoid, but something to pursue: a competitive advantage”

We are convinced that, not long from now, diversity will go from being a differential factor to a given characteristic, just like transparency.

Talent already assumes a company must be diverse, beyond ethical and moral reasons, for competitiveness and efficiency in the market. It is an increasingly pressing social demand to which companies, as well as social actors of maximum relevance, must respond. In addition, a diverse company is a more creative and solvent company. Showcasing that various positive effects of a diverse workforce creates a powerful magnet for talent.

Diversity, in addition to being desirable from an ethical point of view (after all, the company should reflect society), has a positive impact on companies innovation capacity. This

form of intuitive thinking is corroborated in a study cited by Harvard Business Review⁵, in its article “How Diversity Can Drive Innovation:”

“Employees of firms with 2-D diversity [inherent and acquired] are 45 % likelier to report a growth in market share over the previous year and 70 % likelier to report that the firm captured a new market.”

Difference is not something to avoid, but something to pursue: a **competitive advantage**.

Reference 1: [How diversity and inclusion drives employee engagement](#)

Reference 2: [Next step for employer brand development](#)

Reference 3: [Employer branding diversity issues](#)

⁵ <https://hbr.org/2013/12/how-diversity-can-drive-innovation>

Reference 1: <https://www.diversityinc.com/diversitymanagement/how-diversityand-inclusion-drives-employeeengagement/>

Reference 2: <https://www.humanresourcetoday.com/2017/diversity/employer-branding/?openarticle-id=6708385&articletitle=next-step-for-employerbrand-development-workplace-diversity&blogdomain=papirflyemployerbrandcom&blog-title=papirfl>

Reference 3: <https://www.launchpadrecruits.com/insightarticles/employer-brandingdiversity-issues>



4.

MICROLEARNING

the convenience of providing flexible training solutions to empower and guarantee personalized careers.

“Undoubtedly, questions that affect the relationship with talent are the same challenges in terms of talent training: technological disruption, artificial intelligence, augmented and virtual reality, collaborative tools...”

New methods of training are shifting towards a model of hyper-specialized microcontent and moving away from traditional schemes. Professionals, faced with increasingly varied, challenging and changing projects, need access to a radically different training methodology: a system focused on pragmatism and personalization, allowing them to grow rapidly, improve their performance and increase their employability. Microlearning seems to be the dominant trend in this field, as well as a catalyst for boosting engagement and retention.

Undoubtedly, questions that affect the relationship with talent are the same challenges in terms of talent training: technological disruption, artificial intelligence, augmented and virtual reality, collaborative tools.... But what will truly be an advancement that alters the world of training and professional development for the better?

What is certain, is that this type of training (through, for example, platforms such as Udemy®) makes it easier for a professional to take charge of their development, and gives them the ability to personalize their professional careers to a large extent - progressively growing toward wherever he/she wants to

be at any given time (without the need to embark on cumbersome training processes).

The ideal solution would be a two-way model: a top-down system of regulated training that solves the gap with respect to company needs, and a flexible bottom-up training in which talent itself determines which areas it wishes to strengthen and in what way.

Of course, these models must be instruments with high added value and customizability -maximizing the effectiveness of the content offered to employees. In the context of an increasingly reduced attention environment and increasingly customizable experiences, microlearning seems to be one of the ways to promote desired employee engagement rates.

Reference 1: [10 Reasons Why You Need Microlearning In 2017](#)

Reference 2: [Microlearning, employee engagement and performance](#)

Reference 3: [Ways microlearning boost employee engagement](#)

Reference 4: [Answers to What You've Been Wondering About Microlearning](#)

® <https://www.udemy.com/>

Reference 1: <https://elearningindustry.com/10-reasons-need-microlearning-in-2017>

Reference 2: <https://elearningindustry.com/microlearning-employeeengagement-and-performance>

Reference 3: <https://blog.atrivity.com/5-ways-microlearning-boostsemployee-engagement>

Reference 4: <https://www.tlnt.com/answers-to-what-youve-been-wondering-about-microlearning/>

“Companies must take care of their employees and empower and turn them into protagonists in the construction of a company brand”



5.

EMPLOYEE ADVOCACY

activating professionals to become reputation builders and brand advocates.

Employee advocacy initiatives are those that make professionals act as ambassadors for their companies through social media and other means. Company employees are the most credible actors to talk to regarding what is going on internally. Because of the current scenario where social media offers platforms of unlimited reach, worrying about what employees feel, think and say, is a trend impossible to ignore.

Companies must take care of how and what they share with their employees to improve their employer brand. In this sense, the goal should be not only to inform and treat them well, but also to empower and turn them into protagonists in the construction of a company brand.

Although almost all companies agree that this is an issue of unequivocal importance and palpable urgency, few are clear on how to begin dealing with it.

Employee advocacy projects can generate uncertainty and are sometimes deemed as too ambitious for some companies. These can always be undertaken progressively; starting off with reduced scope pilot tests, backing them with an interesting and enticing story, supporting with ad hoc training and including a good strategic incentive to guarantee the desired results.

For more information on how to tackle such an initiative, we recommend reading the publication "The 10 golden rules of Employee Engagement."⁷

Reference 1: [Top 2018 PR trend growth employee advocacy](#)

Reference 2: [State employee advocacy 2017 survey](#)

Reference 3: [Employee advocacy and the valueadd to your employer brand](#)

⁷ <https://www.desarrollando-ideas.com/2018/03/las-10-reglas-de-oro-del-employee-advocacy/>

Reference 1: <https://www.linkedin.com/pulse/top-2018-pr-trendgrowth-employee-advocacycaroline-leach/>

Reference 2: <https://instituteforpr.org/state-employeeadvocacy-2017-survey-jemconsulting/>

Reference 3: <https://workology.com/employee-advocacy-and-the-valueadd-to-your-employer-brand/>



6.

EMPLOYEE EXPERIENCE

the need to enhance all talent's interactions with the company

“Millennials demand experience: they want to live a life of adventure, one that lives up to their expectations”

More and more companies are becoming aware of how important it is to take care of their talent in order to take care of their business.

Employee Experience means going one step further in the conception of engagement policies. It involves taking care of each of the interactions that a professional has with your company—from the moment they arrive, to the moment they leave; designing their experience with the same care with which Customer Experiences are designed.

The key factors involving this aspect would be professional growth opportunities, team relationships, company culture, work environment and recognition. Millennials demand experience: they want to live a life

of adventure, one that lives up to their expectations, and look for companies that focus on them and offer them an attractive experience.

In fact, we believe this concept could be even more significant if we evolve from “The Employee Experience” to “The Talent Experience” - including talent that is not yet in the company (generating an experience for candidates) and talent that is no longer working (taking care of the alumni experience).

Reference 1: [Four Key HR trends to watch in 2018 Forbes](#)

Reference 2: [The employee experience: Culture, engagement and beyond. Deloitte](#)

Reference 3: [2018 Will Be the Year of Employee Experience Forbes](#)

Reference 1: <https://www.forbes.com/sites/cheetung/2017/12/19/four-key-hr-trends-to-watch-in-2018/#11ab644a19de>

Reference 2: <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/improving-the-employee-experience-culture-engagement.html>

Reference 3: <https://www.forbes.com/sites/deniselyohn/2018/01/02/2018-will-be-the-year-of-employee-experience/#726174451c8f>



7. HYPERTRANSPARENCY

“glass doors” as a main attraction and retention tool

“It is not necessary to ‘have’ transparency, nor to act in a transparent way. It is necessary to ‘be’ transparent”

In recent years, more and more companies have been required to be transparent with the public and their employees.

In an era in which access to information and communication is immediate, employees expect to be informed directly and clearly of everything that happens within the company.

We are convinced that it is not necessary to "have" transparency, nor to act in a transparent way. It is necessary to "be" transparent. One of the best ways of attracting and retaining talent in the company is through trust, an element generated through open communication (both internally and externally).

The benefits of a transparency policy are clear: a company that communicates and relates transparency to its talent will generate a desirable culture. Professionals will develop in an environment in which they are not afraid to express their opinions and give their best. This is fundamental to achieve commitment and loyalty to talent.

The companies most sought after by professionals have, for years, been installing "glass doors." Transparently showing day-to-day operations is one of the most powerful tools for attracting talent. This type of attitude is most effective in generating a sensation of "being part of a club" that talent wants to join.

Exhibiting the day-to-day life of a committed, complex, supportive, cheerful, nonconformist, demanding, meticulous, ambitious and humble team that overcomes problems can be more attractive than other more complex, expensive and artificial initiatives.

Reference 1: [The revolution of the glass doors. LL&C](#)

Reference 2: [Why business transparency is Key for employee engagement. Gthppy](#)

Reference 3: [How transparency became a top priority for Businesses, and why should we care. Entrepreneur](#)

Reference 1: https://www.desarrollando-ideas.com/wp-content/uploads/sites/5/2018/09/DI_Articulo_Puertas-de-cristal.pdf

Reference 2: <https://gethppy.com/company-culture/business-transparency-is-key>

Reference 3: <https://www.entrepreneur.com/article/295739>



8

ARTIFICIAL INTELLIGENCE

la implementación de soluciones que permiten centrarse en el valor añadido

“Yes, automation will destroy jobs, but it also means the incorporation of new roles and functions that do not exist”

If we Google the phrase “AI and the future,” the first results returned by the autocomplete function of the search engine are related to “work” and similar concepts. Artificial intelligence, robotics and automation, which are already a reality, will be more important than anything else in the workplace. There are many reasons for this, but the one feeding public debate the most is the impact it will have on layoffs in the future.

The greatest impact in terms of job destruction did not come from AI, but from the 2008 economic crisis, meaning that neither pre-crisis employment volumes or quality of employment were ever recovered. In this context, AI is only adding to the perfect storm.

Yes, automation will destroy jobs, but it also means the incorporation of new roles and functions that do not exist. Said roles are most likely to be filled by members of more technologically prepared generations (mainly millennials and alphas).

There is no doubt that AI will be a revolution when it comes to Employee Experience. The

following are a few interesting trends about the 2030 workplace (to give a decade as an example):

- **The future workplace will not be digital, it will be humanistic:** digital transformation is a cultural process, and the technological future will not surpass human creativity. In an environment in which technology is becoming commoditized, the future of the workplace depends on the recovery of humanism and the enhancement of skills (such as creativity or communication), which until now have been reduced to very specific roles, sectors and professions.
- **Companies that foster a healthy Employee Experience will achieve loyalty:** Although most of us are members of more than one bank, we tend to feel closer to one specific company, usually because of the Customer Experience they provide (for example, through apps). The same will happen in the future. Organizations will have to bid on the best talent (the best, actually)

and focus on successfully engaging employees to foster loyalty. Hereafter, it will be necessary to equate Employee Experience to Customer Experience.

Reference 1: [Making Artificial Intelligence A Force For Positive Change In The Workplace Forbes](#)

Reference 2: [Five AI Trends that will Shape the Workplace in 2018 Adenin Technologies](#)

Reference 3: [How Artificial Intelligence is changing the workplace BBC](#)

Reference 4: [Strategy and corporate finance: our insights](#)

Reference 5: [Future of work. How using artificial intelligence creates a best in class employee experience.](#)

Reference 6: [The employee experience is the future of work. 10 hr trends.](#)

Reference 7: [Will jobs exist in 2050](#)

Reference 1: <https://www.forbes.com/sites/joemckendrick/2018/02/20/making-artificial-intelligence-a-force-for-positive-change-in-the-workplace/#7bf5f07963aa>

Reference 2: <https://www.adenin.com/blog/2017/11/09/five-ai-trends-that-will-shape-the-workplace-in-2018/>

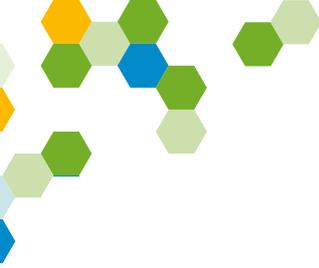
Reference 3: <http://www.bbc.com/storyworks/specials/how-artificial-intelligence-is-changing-the-workplace/>

Reference 4: <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-new-normal>

Reference 5: <https://www.forbes.com/sites/jeannemeister/2018/04/10/future-of-work-how-using-artificial-intelligence-creates-a-best-in-class-employee-experience/#20b71907620c>

Reference 6: <https://www.forbes.com/sites/jeannemeister/2017/01/05/the-employee-experience-is-the-future-of-work-10-hr-trends-for-2017/#2977de3420a6>

Reference 7: <https://www.theguardian.com/careers/2016/oct/13/will-jobs-exist-in-2050>



**ACTIONABLE
RECOMMENDATIONS**

companies' ability to attract talent.

These are just a few of the many issues that will influence the immediate future of talent engagement management and

To conclude, here are some brief, easily actionable recommendations, each linked to one of the trends described:

“Organizations will have to bid on the best talent (the best, actually) and focus on successfully engaging employees to foster loyalty”

	<p>1. PEOPLE ANALYTICS Consider obtaining as much data as you can from your professionals to make informed decisions and have a dashboard that gives valid clues and suggestions.</p>
	<p>2. GIG ECONOMY The more professionals who work for you part-time, the more effort you should put into projects that strengthen company culture.</p>
	<p>3. POSTIVERSITY Enjoy and promote the diversity of your company. Make it an element of pride of belonging and use it as an employer branding claim.</p>
	<p>4. MICROLEARNING Use microlearning as a tool for professionals to personalize their learning and consequently develop a more unique career.</p>
	<p>5. EMPLOYEE ADVOCACY Start an employee advocacy pilot program with a small group of professionals you can train, then start building a reputation and employer brand through the most credible and authentic spokespersons in the company.</p>
	<p>6. EMPLOYEE EXPERIENCE Analyze all points of contact that talent has with your company (from knowledge to outcomes) and reflect on which interactions are susceptible to improvements.</p>
	<p>7. HYPERTRANSPARENCY Avoid treating transparency as a taboo; be open with your employees. Externally, give professionals a voice and allow them to tell the world what your company's day-to-day life is like.</p>
	<p>8. ARTIFICIAL INTELLIGENCE Consider creating a bot or a virtual assistant* to speed up the management of repetitive and cumbersome procedures to free certain professionals from tasks of little added value, allowing them to focus on activities of greater impact.</p>

* <https://youtu.be/ijwHj2HaOTo>

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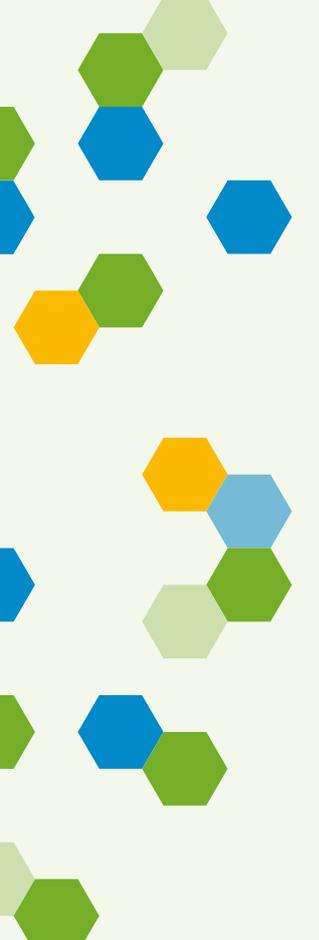
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