

Social Media in Talent Management

Presentation by

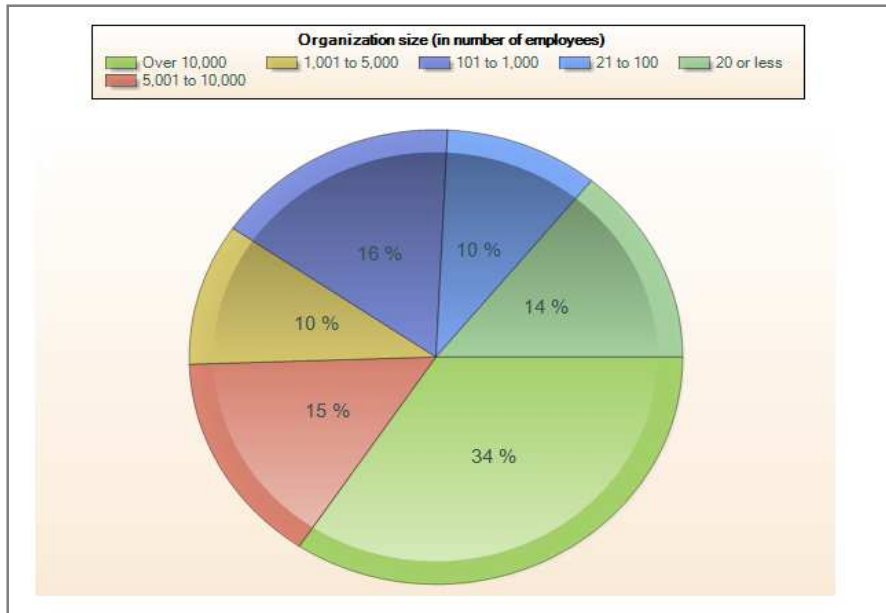
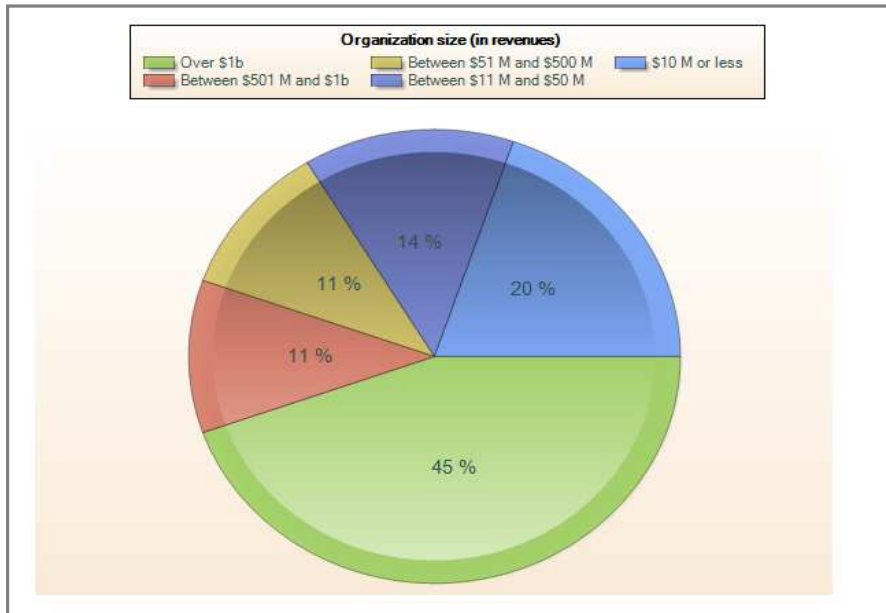


Michel Buffet, PhD
Partner

About the Study

- We sent the survey to about 150 individuals with HR, Talent Management, or leadership roles and posted a link on a couple of LinkedIn Talent Management-related groups
- Questions we asked:
 - Role and size of organization (employee # and revenues)
 - Use of social media for:
 - attracting and recruiting new employees
 - onboarding employees in new roles
 - communicating and engaging with employees
 - training and developing employees
 - Perceived performance on five organizational metrics
 - Top 3 benefits and top 3 challenges in using social media for Talent Management
- Survey remained open from June 3rd to July 1st, 2009

Survey Demographics



- 82 respondents completed the survey
- Two thirds of respondents work in companies of over \$500 M in revenues and over 5,000 employees
- Most respondents are in HR or Talent Management, with a greater proportion of managers and executives

Use of Social Media for Talent Management

Percentage of respondents whose organizations use Social Media for...				
List of Social Media	...for attracting and recruiting new employees	...for onboarding employees in new roles	...for communicating and engaging with employees	...for training and developing employees
Blogs	24%	11%	29%	15%
Wikis	11%	13%	18%	13%
Social Networks	63%	11%	30%	8%
Twitter	22%	4%	15%	1%
Skype	10%	5%	11%	8%
Second Life	3%	1%	3%	1%
YouTube	13%	5%	14%	6%
None of the Above	33%	71%	46%	60%
Other	10%	10%	23%	15%

- Overall, respondents reported varying degrees of use of social media across the four Talent Management functions highlighted in the study.
- A greater percentage of respondents report that their organizations are using social media for attracting and recruiting new employees – social networks such as LinkedIn and Facebook are the preferred medium for this.
- Social networks and blogs are the preferred social media for communicating and engaging with employees
- Few respondents reported using any social media for the purpose of onboarding new employees or delivering training and development to employees.

Use of Social Media and Perceived Performance

Level of agreement with statement (on 5-point scale)

Use of Social Media...	Our organization is "in touch" with its markets and customers	There is effective collaboration throughout our organization	We attract high-quality talent	Employees are reporting high levels of engagement	We effectively leverage the knowledge and experience of senior leaders to develop the next generation workforce
...for attracting and recruiting new employees					
No	3.7	3.1	3.5	3.4	2.6
Yes	3.8	3.1	3.8	3.5	3.1
... for onboarding employees in new roles					
No	3.6	3.0	3.6	3.4	2.7
Yes	4.0	3.1	4.0	3.5	3.5
...for communicating and engaging with employees?					
No	3.6	2.8	3.4	3.2	2.4
Yes	3.9	3.3	4.0	3.6	3.4
...for training and developing employees?					
No	3.6	2.9	3.5	3.3	2.6
Yes	3.9	3.3	4.0	3.6	3.4

- Overall, respondents using some sort of social media reported higher levels of perceived performance - as measured by the five statements listed across the top of the table.
- The greatest gap between respondents from organizations that use social media and those that don't is observed on effectively leveraging the knowledge and experience of senior leaders to develop the next generation workforce
- Respondents from organizations that use social media for communicating with and engaging employees show greater perceived performance on having effective collaboration throughout the organization and attracting high-quality talent

Benefits and Challenges in Implementing Social Media in Talent Management

Listed below are the most common themes that emerged from our review of the written comments that respondents gave to the question “what are the top 3 benefits and challenges of using social media for Talent Management”

Benefits	Challenges
<ul style="list-style-type: none">• Low cost of implementation• Ease of use• Increased organizational speed and agility• Greater opportunities for communication and engagement• “Coolness” Factor• Attractiveness to Millennials	<ul style="list-style-type: none">• Media Overload• Legal and data security risks• Integration with existing systems and processes• Quality and compliance issues• Technology training needs• Difficulty of computing ROI• Exacerbated generation gap

Takeaways

- The study was specifically designed to answer one main question: how are companies using social media for talent management. Results from our survey indicate that social media are still used primarily for attracting and recruiting talent and that few companies are making use of social media for other functions such as onboarding or training and development.
- In addition, we found that those respondents from organizations using social media tended to report higher self-report measures of organizational performance.
- We recommend that the qualitative feedback on top benefits and challenges of social media be used as design and implementation guidelines for practitioners looking to introduce or advance social media applications in their organizations.
- It should be noted that there are significant limitations to the interpretation of these data. The relatively small number of variables in the study, the use of self-report measures and the rule of anonymity for respondents prevented us from doing more in-depth analysis on the data.
- Nonetheless, we hope that this short study will encourage follow-up research on the topic of social media in organizations, looking at a more complete set of effectiveness and performance measures and integrating other influencing organizational and individual factors.

About The Presenter



Michel Buffet, PhD

Michel is a Partner at Fisher Rock Consulting, a firm that advises business leaders on how to identify, develop, and engage executive talent to create and sustain competitive advantage for their organizations. He has fifteen years of consulting experience in the areas of human capital strategy, executive assessment and coaching, team building, leadership transition, and talent management metrics. Over the course of his career, he has worked with over fifty global organizations including Bristol Myers Squibb, BT, Codelco, Colgate-Palmolive, Johnson & Johnson, Lafarge, Marsh & McLennan, and Siemens. He has also worked with nonprofit and government institutions including Prep for Prep, the New Jersey Economic Development Authority (NJEDA), and the National Association of Corporate Directors (NCAD).

Michel holds a Ph.D. in Organizational Psychology from Columbia University and a Graduate Degree in Clinical Psychology from the University of Paris. He serves on the Boards of the Metropolitan New York Association of Applied Psychology and the European-American Chamber of Commerce of New Jersey. He is a member of the Society of Industrial and Organizational Psychology (SIOP).

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