

IBM Watson Talent Consulting Services

IBM Watson Talent Consulting supports our customers in achieving their strategic talent acquisition and talent development goals. Depending on the need, we offer optimization and insights consulting.

Optimization consulting enhances the deployment and impact of Watson Talent applications.

Insights consulting helps generate deep understanding of actions needed to achieve strategic goals.

4-7 IBM Watson Recruitment Consulting

Optimization Consulting

Customizing IBM Watson Recruitment for enhanced accuracy and predictability for IBM Watson Recruitment Match accuracy and IBM Watson Recruitment Success prediction.

Insights Consulting

Demonstrating value and impact of IBM Watson Recruitment through ROI analysis and a strategic review of trends. And by evaluating adverse impact risk and promoting fairness in the recruitment process.

9-12 IBM Watson Candidate Assistant Consulting

Optimization Consulting

Enhancing the job seeker experience through Watson Candidate Assistant's impact, chat topic selection and response creation.

Insights Consulting

Strategic recommendations for enhancing the talent acquisition process through chat conversation reports analysis, user feedback survey reports analysis and ROI and strategic review.

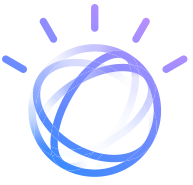
14-19 IBM Watson Career Coach Consulting

Optimization Consulting

Enhancing mobility, retention and the employee experience by enhancing Watson Career Coach's impact, communications planning, stakeholder engagement and co-creation and manager enablement.

Insights Consulting

Deep understanding of mobility, retention and career experience needs and solution impact through ROI and strategic review, a mobility gap analysis and careers experience.



IBM Watson Recruitment Consulting

- 4** IBM Watson Recruitment Optimization: Enhancing Match Score Deployment
- 5** IBM Watson Recruitment Optimization: Enhancing Success Score Deployment
- 6** IBM Watson Recruitment Insights: ROI and Strategic Review
- 7** IBM Watson Recruitment Insights: Adverse Impact Study

IBM Watson Recruitment Optimization: Enhancing Match Score Deployment

Analysis and recommendations
for customizing/optimizing Watson
Recruitment for the client's business

- Recruitment process review – analyze existing workflows to identify opportunities to optimize Watson Recruitment
- Job description quality review – analyze target job descriptions and provide templates and guidance to maximize utility of Watson Recruitment Match Score
- User readiness support – provide guidance on rollout and piloting, user training, and feedback plan

Who Should Consider

- Clients who have incomplete or inconsistent job descriptions
- Clients who need change management support to implement a new technology in the recruitment process

Benefits

- Enhances and customizes job descriptions to improve match scores
- Prepares end users to understand and embrace Watson Recruitment in the recruitment process
- Provides optimal use of Watson Recruitment given recruitment needs

Deliverables

- Recruitment process review presentation with recommendations for optimizing Watson Recruitment in the recruitment workflow
- Data evaluation results presentation to identify gaps and recommendations to optimize Watson Recruitment
- User readiness material and training delivered to key stakeholders

Process

- Review client's recruitment process workflow and HR data (e.g., job descriptions, recruitment workflow data, etc.) to provide recommendations and suggestions
 - Virtual or on-site session to review recruitment process and HR data
 - Virtual or on-site presentation to deliver recommendations or suggestions
- Provide user training and roll-out suggestions based on client's current talent acquisition process and history (virtual or on-site session)

IBM Watson Recruitment Optimization: Enhancing Success Score Deployment

Analysis and recommendations for customizing/optimizing Watson Recruitment for the client's business

- Recruitment process review – analyze workflows to identify opportunities to optimize Watson Recruitment
- Data quality review – identify data, review quality, prepare data, set up integration, address errors
- Machine learning guidance – provide education and support to understand model training
- User readiness support – provide guidance on rollout, piloting, user training, and feedback plan

Who Should Consider

- Clients that do not have individuals on their team with the capacity and/or capability to help design, review, and deploy success score models

Benefits

- Customizes Watson Recruitment models for enhanced predictive power
- Prepares end users to understand and embrace Watson Recruitment in the recruitment process
- Provides client specific documentation for use of Watson Recruitment
- Provides optimal use of Watson Recruitment given recruitment needs
- Translates machine learning models to help key stakeholders understand how Watson Recruitment works

Deliverables

- Recruitment process presentation with recommendations for optimizing Watson Recruitment in the recruitment workflow
- Model evaluation presentation with recommendations for Watson Recruitment success score
- Data evaluation results presentation to identify gaps and recommendations to optimize Watson Recruitment
- User readiness material and training delivered to key stakeholders

Process

- Review client's recruitment process workflow and HR data (e.g., job descriptions, recruitment workflow data, etc.) to provide recommendations and suggestions
 - Virtual or on-site sessions to review recruitment process and HR data
 - Virtual or on-site presentation to deliver recommendations or suggestions
- Review results of model training and scoring with customer to gain agreement on readiness of models (virtual or on-site session)
- Provide user training and roll-out suggestions based on client's current talent acquisition process and history (one virtual or on-site session)

IBM Watson Recruitment Insights: ROI and Strategic Review

Analysis of Watson Recruitment outcomes and return on investment, and recommended actions based on findings/conclusions

- Review and analyze Watson Recruitment data from requisition prioritization, social listening, match score and/or success score to identify trends and opportunities for improvement
- Evaluate impact on scoring, usage within broader selection program, user feedback and user behaviors, and share insights and recommendations based on results
- Evaluate ROI by following up on key performance indicators (KPIs) identified by the client; adjust Watson Recruitment as needed, based on outcomes
- Train users based on insights discovered, with best practice recommendations on optimizing Watson Recruitment

Who Should Consider

- Clients that may not have the capacity and/or capability to conduct ROI analyses and derive actionable insights

Benefits

- Demonstrates business-specific ROI
- Ensures consistency among recruitment team in interpreting and utilizing Watson Recruitment results in the hiring process
- Identifies opportunities to further enhance Watson Recruitment scoring models
- Provides deep insight to inform strategic talent acquisition priorities

Deliverables

- Business review: Deck and presentation of results for requisition prioritization, social listening, match score and/or success score, with recommendations for action
- ROI analysis: Deck and presentation of results on ROI analyses, including recommendations for action

Process

- Analyze Watson Recruitment data and success criteria defined and provided by the client (virtually delivered)
- Document findings, conclusions and recommendations; present results to client team (virtual or on-site session)
- Create a presentation for user training communicating insights from analysis of Watson Recruitment data (virtual or on-site session)

IBM Watson Recruitment Insights: Adverse Impact Study

Analysis to determine risk of adverse impact and recommended actions to mitigate risk

- Review and analyze Watson Recruitment scores and demographic data for legally protected classes of candidates
- Conduct adverse impact analysis to identify any risk areas and ways to mitigate risk
- Recommend changes to any model features that will reduce risk

Who Should Consider

- Clients that do not have individuals on their team with the capacity and/or capability to analyze, understand, and take action upon adverse impact results

Benefits

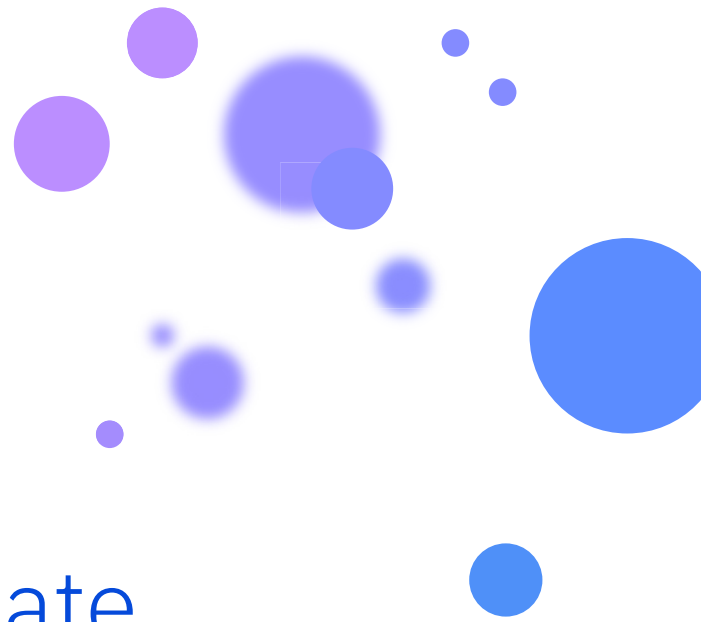
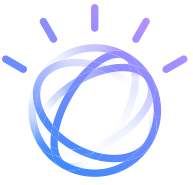
- Identifies areas of legal risk and exposure
- Mitigates risk for adverse impact and promotes diverse hiring practices
- Promotes fair and consistent actions in the recruitment process

Deliverables

- Presentation identifying risk areas and suggestions for action

Process

- Review Watson Recruitment and demographic data in Watson Recruitment Adverse Impact Analysis tool and outside system as needed
- Provide presentation with results and recommendations (virtual or on-site)



IBM Watson Candidate Assistant Consulting

- 9** IBM Watson Candidate Assistant Optimization: Enhancing Impact
- 10** IBM Watson Candidate Assistant Optimization: Chat Topic Selection & Response Creation
- 11** IBM Watson Candidate Assistant Insights: Job Seeker Behavior Analysis
- 12** IBM Watson Candidate Assistant Insights: ROI & Strategic Review

IBM Watson Candidate Assistant Optimization: Enhancing Impact

One-day kickoff meeting to facilitate the successful launch of Watson Candidate Assistant via guided conversations reaching beyond the technical implementation

Who Should Consider

- All Watson Candidate Assistant clients

Benefits

- Change management discussions around the implementation of Watson Candidate Assistant will allow for smoother roll out
- Encourages client to evaluate broader talent acquisition processes for a more engaging job seeker experience
- Ensures alignment of expectations and actions among key stakeholders
- Ensures clarity on appropriateness and availability of data used to evaluate Watson Candidate Assistant
- Highlights the importance of robust job descriptions to the effectiveness of Watson Candidate Assistant
- Clarifies the chat conversation topic selection process

Deliverables

- Brainstorming content
- Completed chat response template
- Deck with updated content based on meeting discussion

Process

- Review client sample job descriptions, information on current talent acquisition systems and processes (minimum one week prior to meeting)
- Web or onsite meeting to generate recommendations on:
 - Current processes from job seeker to applicant, including current talent acquisition processes
 - Job descriptions
 - Change management actions
 - Metrics that would and would not be impacted by the implementation of Watson Candidate Assistant
- Guided discussion to select one chat conversation topic and response creation

IBM Watson Candidate Assistant Optimization: Chat Topic Selection & Response Creation

Facilitated session to select a comprehensive set of chat topics and create informative responses to the chat topics to enhance job seeker engagement

Who Should Consider

- Clients that desire assistance working through creating chat topic responses

Benefits

- Encourages a holistic approach to chat topic response creation based on job seeker trends such that various facets of the chat topic are addressed
- Facilitates organized and guided collaboration on the client side to expedite the creation of content and therefore implementation of Watson Candidate Assistant

Deliverables

- Full set of job seeker chat topics
- Response content for each chat topic

Process

- Web or onsite meeting
- Prior to meeting:
 - Client to review list of available chat topics
- During the meeting:
 - Brainstorming session and content creation for all chat topics selected by the client
 - Holistic conversation about various facets of the selected chat topics
 - Leverage experiences from other clients to guide response creation

IBM Watson Candidate Assistant Insights: Job Seeker Behavior Analysis

Provide clients with an understanding of job seeker behaviors and insights into areas of opportunity across the talent acquisition space. There are two options – comprehensive enterprise analysis and targeted analysis

Who Should Consider

- Clients who would like to gain insight into how job seekers are engaging with WCA

Benefits

- Provides a more positive job seeker experience by updating/enhancing chat topics and responses, based on survey feedback and chat conversation analysis
- Provides insights to continuously enhance the client's talent acquisition process

Deliverables

- Deck and presentation of results on job seeker feedback (as available) and behaviors, including recommended actions

Process

- Review Watson Candidate Assistant usage, job seeker feedback survey responses (as available) and chat conversation details
- Recommend chat conversation topics to be added from available list of topics and/or recommend chat response revisions based on job seeker behavior
- Presentations to discuss results and recommended actions
 - Comprehensive Analysis: 12 month contract with comprehensive upfront diagnostics on a biweekly basis with ongoing diagnostics in three-month increments
 - Targeted Analysis: 3 month contract includes a comprehensive upfront diagnostics on a bi-weekly basis

IBM Watson Candidate Assistant Insights: ROI & Strategic Review

Identification of appropriate methods to evaluate the impact of Watson Candidate Assistant, analyses to demonstrate ROI, recommendations for action, and strategic discussion of overarching talent acquisition processes based on results

Who Should Consider

- Clients that may not have the capacity and/or capability to conduct ROI analyses and derive actionable insights

Benefits

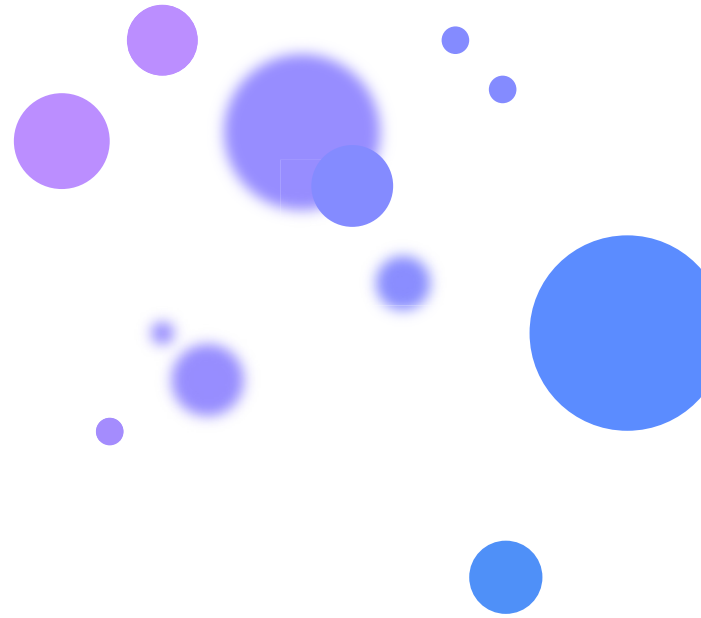
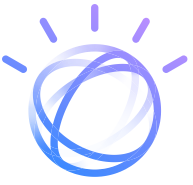
- Enables clients to understand the impact of Watson Candidate Assistant and consider implications for the broader talent acquisition strategy/initiatives and accompanying collateral
- Provides alignment on metrics identified as important to the client to evaluate Watson Candidate Assistant's impact
- Provides client with summarized and easy to digest information to act upon and share with leadership

Deliverables

- Deck and presentation of results on impact and ROI analyses, including recommendations for action

Process

- Partner with client to identify pre and post Watson Candidate Assistant implementation metrics prior to implementation
- Analyze all data points post implementation to understand the impact of Watson Candidate Assistant and potential implications to the client's overall talent acquisition strategy
- Presentation to discuss results, strategic insights, and recommended actions based on analyses



IBM Watson Career Coach Consulting

- 14** IBM Watson Career Coach Optimization: Discovery Workshop
- 15** IBM Watson Career Coach Optimization: Communications Planning
- 16** IBM Watson Career Coach Optimization: Stakeholder Engagement and Co-Creation
- 17** IBM Watson Career Coach Optimization: Manager Enablement
- 18** IBM Watson Career Coach Insights: Post Implementation Follow Up and Strategic Review
- 19** IBM Watson Career Coach Insights: Mobility Gap Analysis

IBM Watson Career Coach Optimization: Discovery Workshop

Support and guidance for clients to define the strategy for employee career experience, mobility and retention with Watson Career Coach and related career initiatives

Who Should Consider

- All Watson Career Coach Clients

Benefits

- Complementing technical deployment of Watson Career Coach with strategic initiatives and aligned process/experience will help drive towards mobility, retention, skills and experience goals

Deliverables

- Stakeholder alignment on the goals for the employee career experience, current situation and objectives for Watson Career Coach impact
- Documentation of workshop outcomes – core career strategy goals, career initiatives, Watson Career Coach goals and adoption plans

Process

- Facilitated stakeholder workshop to:
 - Review current career experiences, processes and career strategy
 - Identify improvement opportunities and Watson Career Coach success enablers
 - Create stakeholder alignment and plans for Watson Career Coach adoption and career experience transformation
 - Set objectives for Watson Career Coach impact

IBM Watson Career Coach Optimization: Communications Planning

Best practice guidance and facilitation on the creation of communication messages and plan for career transformation and Watson Career Coach

Who Should Consider

- Clients that do not have a centralized communications department

Benefits

- Communication is critical to any transformation, to create understanding, engagement and adoption
- IBM will provide facilitation and expertise on the communication requirements for driving change and adoption of Watson Career Coach
- Well defined communication needs and outline plan will set clients up for success

Deliverables

- Defined core messages for specific stakeholder groups and agreed communication methodologies

Process

- One-day co-creation workshop with client team responsible for communication and sponsors, facilitated by two consultants drawing on design thinking exercises to define communication needs, outline plans and create core messages.
- IBM will provide guidance on the core considerations and stakeholder groups to engage with communication

IBM Watson Career Coach Optimization: Stakeholder Engagement and Co-Creation

Engagement of stakeholders to introduce career strategy and Watson Career Coach; co-creating career initiatives and Watson Career Coach adoption plans to generate ownership and ensure alignment to organizational culture and needs

Who Should Consider

- Clients that are less experienced in rolling out career-related strategies/initiatives

Benefits

- Engaging stakeholders (business leaders, managers, HR, employees) is core to achieving change in the career experience, mobility and retention through Watson Career Coach and career associated initiatives
- Engaging stakeholders from the beginning will create personal ownership, engagement and alignment of activity to drive success

Deliverables

- Defined initiatives to support the delivery of career strategy
- Requirements and initiatives for Watson Career Coach adoption

Process

- One-day interactive workshop delivered by two consultants, introducing Watson Career Coach and facilitating Design Thinking exercises to define needs and create career and Watson Career Coach roll-out initiatives
- IBM will provide guidance on the core considerations, stakeholder groups to engage, pitfalls and opportunities for driving transformation

IBM Watson Career Coach Optimization: Manager Enablement

Engagement and enablement sessions for managers to introduce them to the career strategy, Watson Career Coach and change implications

Who Should Consider

- Clients that do not currently have a culture built around providing managers with the tools & resources to help their direct reports develop their careers

Benefits

- Enablement will create clarity and engagement with the future direction of careers in the organization, the benefits of Watson Career Coach and their role as manager in this change
- Managers are a critical stakeholder of employee careers and play a key role in the success of changing the experience, increasing mobility and retention through Watson Career Coach and related initiatives

Deliverables

- Manager enablement webinar content tailored to client requirements

Process

- Provide a standard template for best practice webinar content sections and delivery approach
- Tailor this template to meet client's own language, career strategy and messaging
- Webinar delivered by one consultant, potential for co-delivery with client

IBM Watson Career Coach Insights: Post Implementation Follow Up and Strategic Review

Evaluate impact of Watson Career Coach against defined objectives and KPIs; review impact in light of strategic goals and continuous improvement

Who Should Consider

- Clients that may not have the capacity to gather feedback, conduct ROI analyses, and derive insights

Benefits

- Defines clear success criteria for stakeholder engagement
- Provides deep insights by identifying patterns and trends across numerous data sources, to inform strategic priorities
- Provides rigorous evidence of employee impact and ROI to stakeholders to create continued engagement and sponsorship

Deliverables

- Analysis and report of the insights and ROI
- Review of findings and implications for strategic goals

Process

- Workshop: Define objectives, ROI measures, data access requirements and timelines
- Data Collection: Conduct feedback sessions (5), design pre and post survey measures
- Analysis: Analysis and reporting on the impact of Watson Career Coach using survey, focus group/ interview feedback, career transition data, Watson Career Coach usage, HR data (mobility, retention etc.)
- Strategic Review Meeting: Present and discuss evaluation findings, ROI and implications for career strategy and initiatives

IBM Watson Career Coach Insights: Mobility Gap Analysis

Analysis of current mobility trends across the organization, to identify challenge areas and successes.

Trends are interpreted in the context of the career strategy to inform career initiative prioritization and further strategy

Who Should Consider

- Clients that do not have the capability and/or capacity to conduct the research to identify career mobility trends to develop associated strategies

Benefits

- Baseline of mobility pre-Watson Career Coach launch for comparison post launch.
- Further leverages data already collected for Watson Career Coach set-up (data can be provided independently)
- Insights used to inform strategic priorities and target populations for career initiatives

Deliverables

- Report of trends identified, and interpretation of how these trends relate to current career initiatives and strategy

Process

- Analyze job transition data provided to identify career movement trends:
 - Within and between business units
 - Organization Band/Level
 - Demographics
- Interpret trends in light of organizational career strategy and initiatives, identify the largest gaps to be closed and quick wins
- Half-day interactive feedback session



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