

INSIGHTS FROM THE JOSH BERSIN ACADEMY

Talent Acquisition at a Crossroads & Leading L&D



The Josh Bersin Academy is world's first and largest global professional development academy for human resources, combining Josh Bersin's industry-defining HR expertise with Nomadic's category leadership in digital capability academies. We are dedicated to leading the HR industry through the fundamental transformation it's currently undergoing by giving all industry professionals access to the knowledge, capabilities, and community that they need to succeed in this new era of business.



ABOUT THIS REPORT

The recent sessions of our Certificate Programs *Talent Acquisition at a Crossroads* and *Leading L&D* provided especially rich data for teams navigating the Great Resignation. We'll share a few key talent transformation takeaways based on answers from nearly 1,000 HR and L&D professionals.



INSIGHTS ON

Talent Acquisition

THE TAKEAWAY

When it comes to talent in the Great Resignation,
fluidity and creativity are key.

Talent Acquisition

PART 1

The future of talent will require agility and a willingness to experiment. Many organizations aren't there yet. While businesses see hiring as a key priority, the majority still aren't taking steps to implementing creative strategies like revamping internal hiring or using AI.

What is your top priority in talent acquisition right now?



Nearly two-thirds said their top priority was either **bringing staffing numbers up** or **assessing/rethinking their talent streams**.

More than half said their company isn't using AI at all, and just 31% are using it to screen or source candidates.

Talent Acquisition

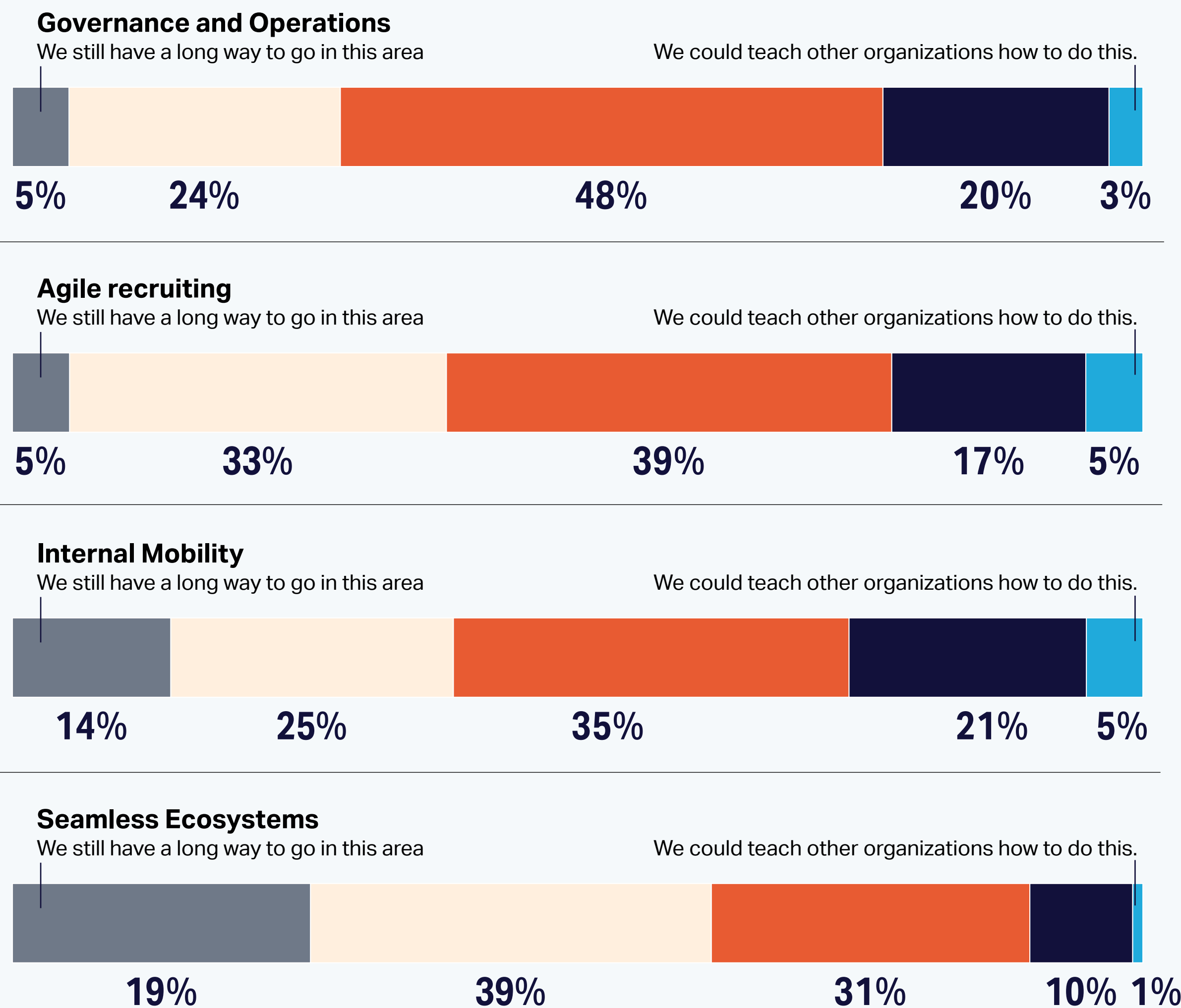
PART 2

When asked about their skill in governance and operations, agile recruiting, internal mobility, and seamless ecosystems, **no more than 5%** indicated their organization was expert enough to teach other organizations how to do any of these.

BOTTOM LINE

There's little consensus on where talent professionals should be focusing their efforts right now. What is clear is that organizations with a nimble, open-minded approach and a willingness to experiment will find it easier to adapt to a fast-changing landscape, no matter what the Great Resignation throws at us next.

What's your organization's current level of competence in these four areas of talent acquisition?



INSIGHTS ON

Internal Mobility

THE TAKEAWAY

Internal mobility is becoming a bigger
priority for organizations.

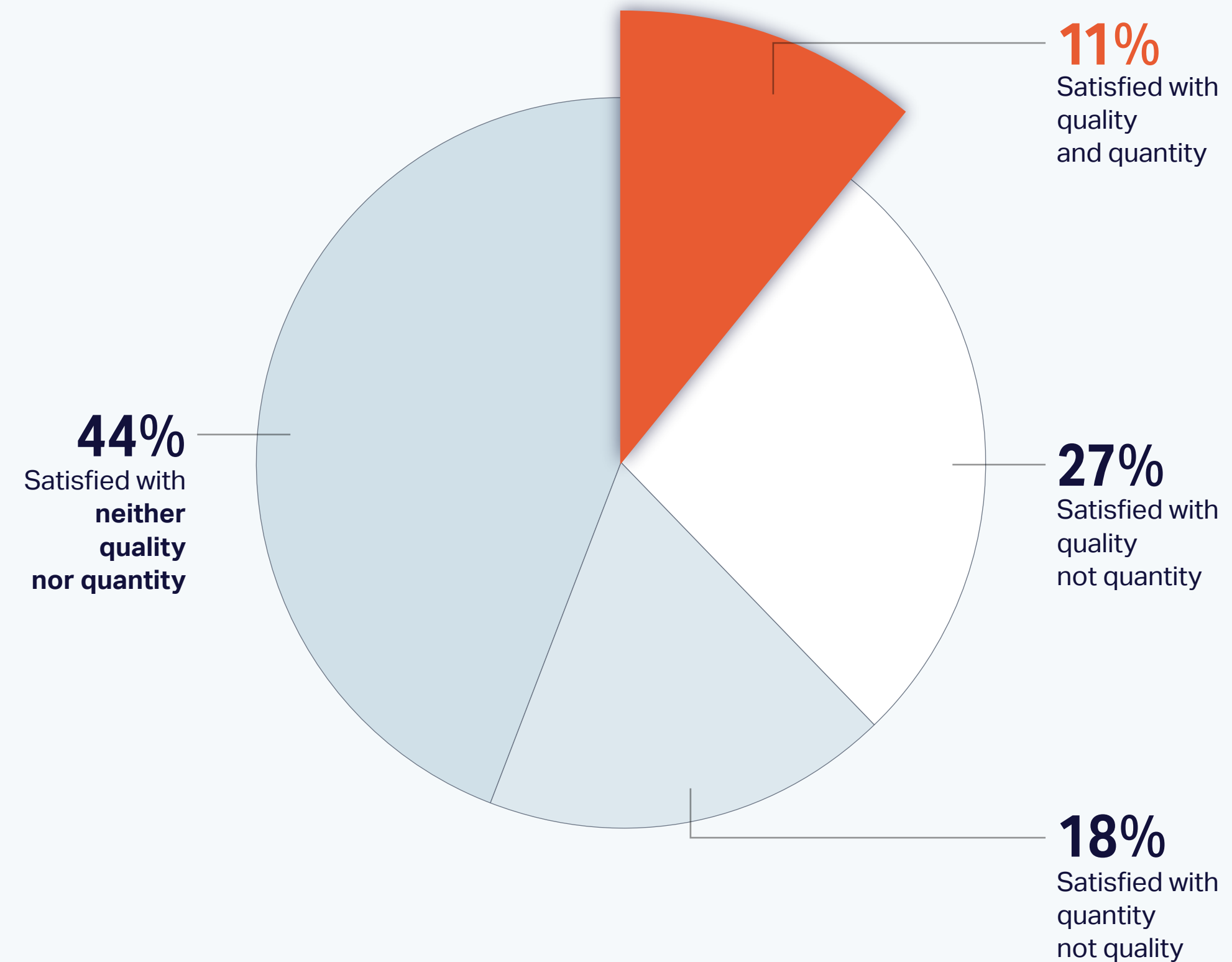
Internal Mobility

PART 1

Internal talent is a key part of talent transformation in the Great Resignation, but most businesses aren't yet investing enough.

Organizations are in the process of shifting their talent culture to focus more on growth, learning, and internal transformation. Yet this shift isn't happening quickly enough. Our data shows that while respondents are unhappy with the quantity and quality of external candidates, the majority have yet to fully explore the possibilities a robust internal mobility plan or better internal hiring practices can offer.

Are you satisfied with your external candidates?



Only **11% of respondents** were satisfied with both the quality and quantity of their external candidates, yet in another question, more than half said that their organization didn't have an internal mobility goal.

Internal Mobility

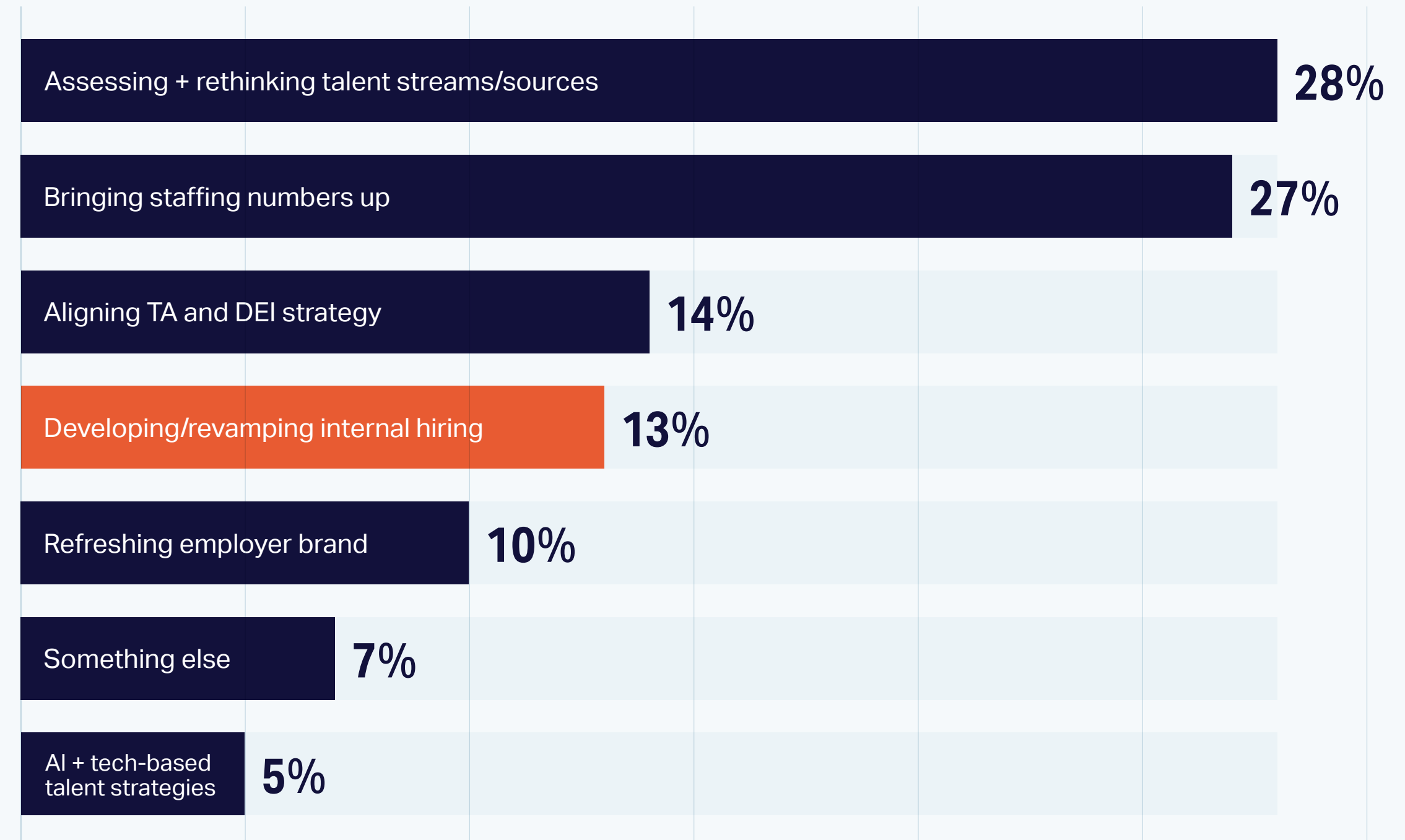
PART 2

Only a small portion of respondents said that their main priority was revamping internal hiring practice, though the vast majority knew someone who had recently changed teams or roles at their organization.

BOTTOM LINE

We see a big opportunity for the companies willing to provide clear pathways for internal job switchers right now. In a tight job market, internal mobility can make the difference in both talent acquisition and retention, helping organizations source great talent from within and sending the message that a company is willing to invest in its employees' careers.

What is your top priority in talent acquisition right now?



On the question about priorities in talent acquisition, **only 13% called out internal hiring as a main focus.**

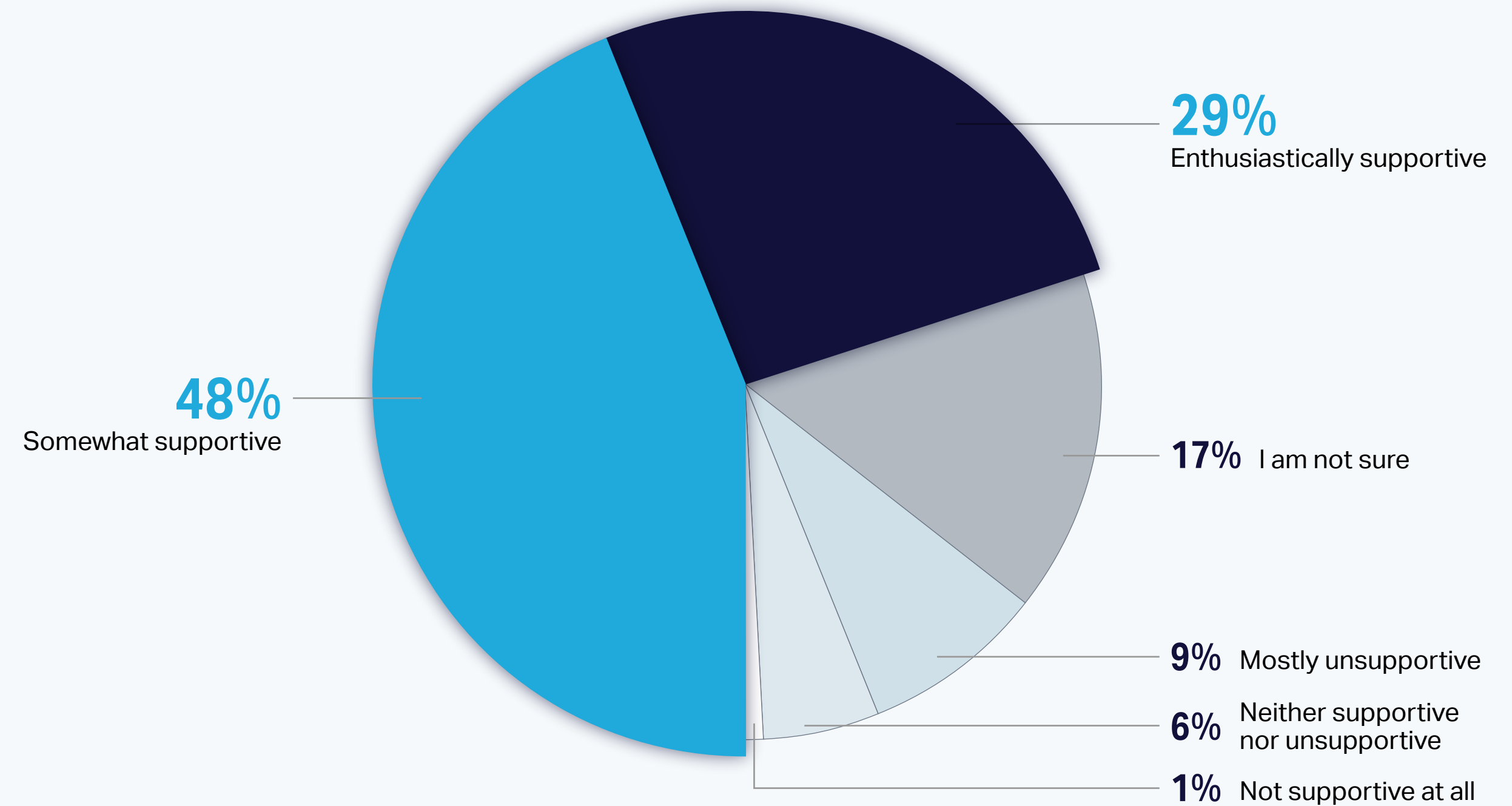
Meanwhile, 89% said they knew someone who had changed teams, roles, or functions since they joined the organizations.

Internal Mobility

PART 3

While managers are supportive of team members switching roles or functions, few organizations hire internal candidates for more than half of their open positions, which may indicate a gap between how managers are thinking of developing their direct reports' careers and organizations' current talent acquisition strategies.

Are managers at your organization supportive of staff switching teams or functions?



77% said they believe managers are supportive of switching teams or functions

In another question, only 9% said their company filled more than half of open positions with internal candidates.

The background features a collage of images: a man in a white shirt looking at a wall of sticky notes on the left, and two women in a meeting on the right. A large, stylized circular graphic with a dark blue outline and a white center is overlaid on the collage. The circle is divided into segments by dark blue lines, with a large blue segment at the bottom left and a purple segment at the bottom right. The text is centered within the white circle.

INSIGHTS ON

Learning & Development

THE TAKEAWAY

L&D leaders see big opportunities to add value,
but are not fully prepared.

“I feel a real test of the value of L&D is how well we understand the business needs and strategy. This means not only creating a connected L&D strategy, but also informing the business on blindspots and missed opportunities—to shine a light in dark places, so to say.”

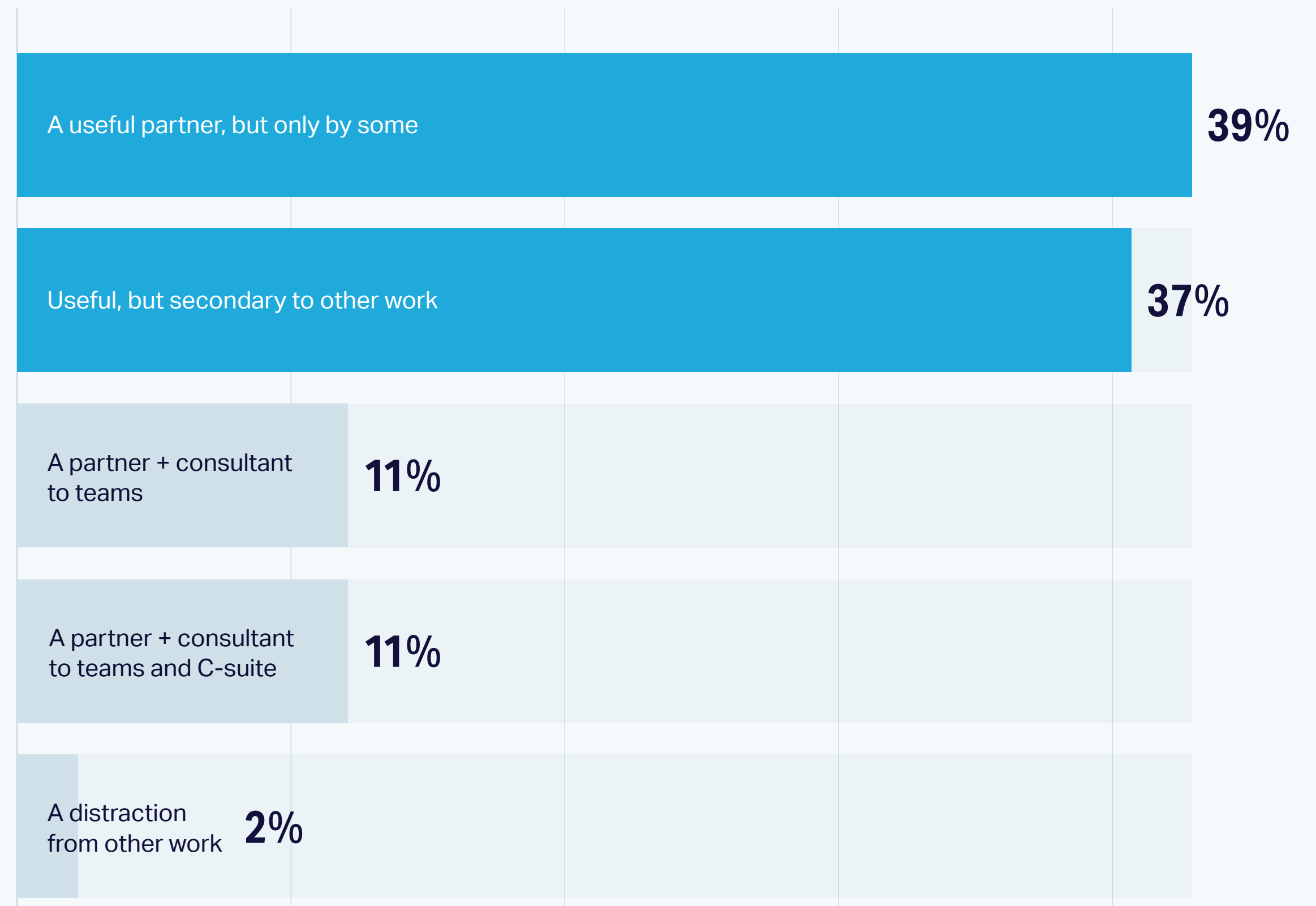
Leading L&D learner

Learning & Development

PART 1

While increasingly valued at some organizations, L&D is not yet viewed as strategically critical to business and talent transformation by most organizations.

L&D is seen as...



Learning & Development

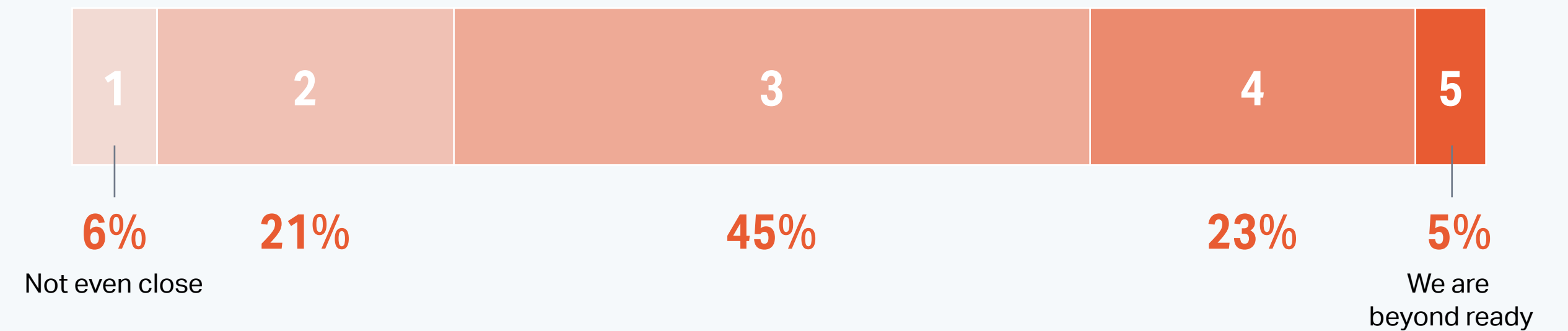
PART 2

While most respondents did indicate they felt L&D should be playing a strategic role within the organization, the majority expressed some hesitation about how ready the function was to fully take on this role.

BOTTOM LINE

Fewer than 1 in 3 learners feel their L&D team is ready to drive major change. Organizations need to develop their L&D teams to help business leaders see its relevance to their strategic goals and continue to promote a strong learning culture and the internal structure to support it.

How ready is your L&D team to drive major strategic and organizational change today?



Get in touch to learn more about
Talent Acquisition at a Crossroads,
Leading L&D, and our other Programs
in the Josh Bersin Academy.



×



NOMADIC AND JOSH BERSIN PARTNERSHIP