

Winning Strategies from Talent Acquisition Leaders

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David Pollard, CEO of PredictiveHR, explores talent acquisition disruption

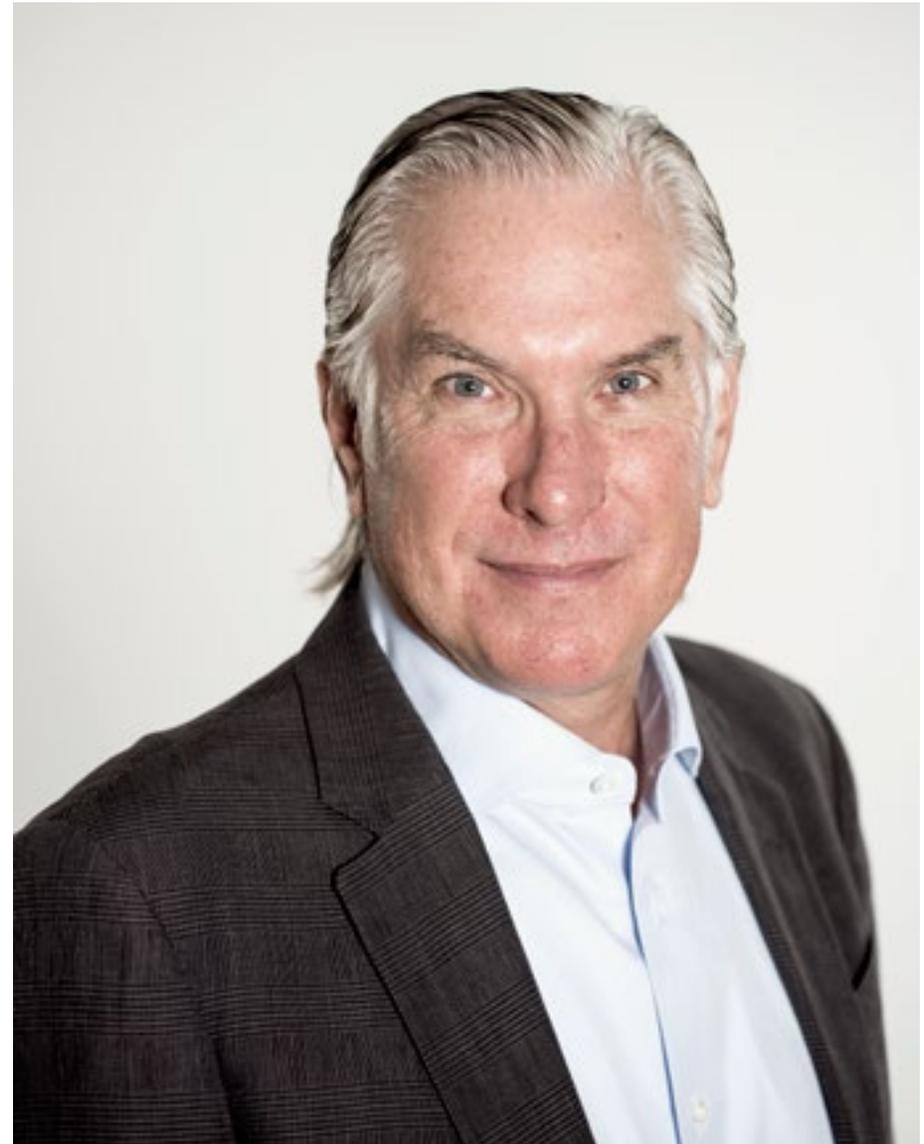


Look Out! Disruption and the Future Ahead

Exploring Talent Acquisition Disruptors with David Pollard

David Pollard, CEO of PredictiveHR, has been building successful companies in the Human Capital Space for over 20 years. A pioneer in the Recruitment Process Outsourcing (RPO) industry, he founded TalentFusion which was recently sold to Monster/Randstad. David also served in various executive-level roles including leading the global recruitment efforts at Keane as they grew from \$300M to \$1.2B in three years.

[Disruptors →](#)



Over the last few years, what would you say were the biggest disruptors and innovations across the talent acquisition space?

Number one is LinkedIn. It is hard to even quantify what LinkedIn has done to the talent acquisition profession and process. It leads us to wonder how we recruited before it in much the same way we wondered how we got along without Monster in the early days of job boards. The connectivity and relationship management capabilities of LinkedIn have replaced the old rolodex and moved talent communities into the virtual space, and it's been highly disruptive to the job boards and old-school methods of senior talent acquisition.

Second, I would look at job board disruption. I think Indeed and ZipRecruiter right now are delivering knockout punches to the standalone job board model. Their aggregation capabilities have completely disrupted the hold that Monster, CareerBuilder and other job boards had on candidate flow.

It's also important to look at RPO, which has really taken hold. The concept of doing all recruiting in-house or having the entire talent acquisition function within HR has been turned upside down. RPO, offering flexible cost models and best-of-breed recruiting capabilities, has disrupted the way companies structure their recruiting functions.

Finally, I would say that today's many tech-enabled talent acquisition processes and systems, from CRM to social, continue to disrupt and evolve. Today, recruiters spend most of their time working within tech tools, rather than on the phone. Phone work and direct engagement have moved to later steps in the process. This growing use of tech has compressed the hiring cycle incredibly. It is impossible to quantify the gains in productivity, but they are significant and have happened fast. It's strange to think back to just 15 years ago when we still used file folders and paper resumes.

“The concept of doing all recruiting in-house or having the entire talent acquisition function within HR has been turned upside down.”

[Social Media →](#)

How has social media disrupted old recruiting paradigms?

It's turned recruiting on its head in so many ways. Here are some of the most striking to me:

- With job boards we expected to go find jobs. With social media, the jobs come find us.
- Social media allows for the formation of talent communities in a more organic way as opposed to the more forced communities and associations of the past.
- Social media allows recruiters to stay in touch with enormous numbers of candidates and markets. It allows recruiters to fish with the largest possible net.
- The concept of “cold calling” is passé and rendered almost silly in the world of social. Social enables relationships, at scale, and fosters more efficient hiring cycles.
- Employer value propositions (EVPs) are communicated and enhanced through social. The viral nature of social is also holding companies responsible, in real time, for their actions and ensuring they live up to their EVPs.
- Candidate identification, which used to be a big part of the recruiting paradigm, is no longer the challenge it once was. Everyone is on Facebook, LinkedIn and other social sites. Headhunting, in the old fashion sense, is over as social media now facilitates and accelerates relationship building and trust development.
- Boundaries are coming down...FAST. For example, the curtains between LinkedIn professional networks and Facebook personal networks are being lifted. We are all visible at all times to all people, and, as a result, we as professionals and job seekers have changed our behavior.

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[AI and Jobs →](#)

Where will artificial intelligence (AI) take us in terms of talent engagement?

AI offers HR a huge opportunity to take charge of people data and move toward the world of predictive, and even prescriptive, talent planning and management. We are already starting to predict, with the help of AI, where there is turnover exposure in an organization. That will continue to expand as organizations leverage AI to manage and automate transactions, like payroll and benefits enrollment, and to eventually predict talent and business outcomes.

AI also offers big opportunities around engagement. Soon, executives will be able to run gaming-like talent scenarios in which they can manipulate variables. For example, a business leader might use AI to analyze how ROI changes if high-potential employees are trained to support a certain system or discipline. AI is going to rapidly become essential in helping businesses connect data, analyze it and make better talent management choices.

Is it easier for people to find jobs in today's marketplace or for jobs to find people?

Both. All or at least most of the jobs today are readily available on Indeed or LinkedIn. In one or two places, a candidate can find more jobs than they would even want to apply to, and it is highly efficient.

Increasingly, jobs are also finding people for the same reason, but in reverse. Many candidates today, especially professional candidates, are captive on LinkedIn the same way jobs are on Indeed and LinkedIn. While the process of jobs finding people is nascent and needs work, I expect the matching and notification process to rapidly become more precise, accurate and efficient.

“Soon, executives will be able to run gaming-like talent scenarios in which they can manipulate variables.”

[Predictions →](#)

What is your prediction for the next major disruptor in the talent acquisition and recruitment industry?

I think we are going to see continued disruption by RPO. Why? Because RPO firms are better at recruiting than most internal HR teams, and they are on the cutting edge of technology. The data tells us that there will be an RPO firm or two worth \$1B within the next 10 years. And why not? RPO efficiency makes sense to CFOs and CEOs. I think RPO firms will continue to disrupt, and we will see the continued convergence of technology and RPO firms in a big way. We just saw this with Randstad buying Monster, inclusive of Talent Fusion. We are also seeing Indeed and CareerBuilder moving into RPO and should expect more consolidation and technology-driven RPO models on the horizon.

While that is one prediction for disruption, I think we have lots of big changes ahead across the talent acquisition sector, including:

- **The convergence of data and systems around people.** Barriers will continue to come down and organizations will soon know everything there is to know about their people and the people they want to recruit.
- **Subjectivity will be squeezed out of recruitment.** I believe the behavioral interview soon will be dead and the gatekeeper part of the recruiter role will cease to exist. The subjective whims of recruiters and/or hiring managers will have to be replaced by the science of data, which can fuel better decision making in all areas, including hiring.

- **The dreaded annual review will die.** Annual reviews, in my opinion, have more influence on voluntary turnover than any other single factor and it needs to be phased out, as do all subjective views of employment. It's time for management to modernize its approach to performance analysis and embrace what data analytics can do. When done right, stronger, better performance insights will fuel longer employment cycles and, once again, disrupt talent acquisition processes.
- **Retention will become the new recruitment.** In a sold-out talent market, companies will rethink their view of their existing workforce and make smart investments in people to keep them, develop them and maximize their potential in a very precise and scientific way.

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Key Points →

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What the Future Holds

David Pollard's insights offer the talent acquisition industry quite a bit to consider when it comes to the disruptions we are experiencing and those to come. Neither all good or all bad, disruptions are a powerful part of working in the digital age. Here is a summary of key points from David on the changes occurring across our quickly evolving industry:

FAST is the only way to work. The growing use of tech has compressed the hiring cycle incredibly and that won't change.

FALLING BOUNDARIES are forcing change in how we engage. Boundaries between personal and professional networks are coming down quickly. We are all visible at all times to all people, and, as a result, have changed our behavior.

GOODBYE GATEKEEPERS. Subjectivity will be squeezed out of recruitment. The behavioral interview soon will be dead and the gatekeeper part of the recruiter role will cease to exist.

AI WILL BE ESSENTIAL. AI is going to rapidly become essential in helping businesses connect and analyze data and make better talent management choices.





About Orion Talent

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