

LEAD Executive Summit Report

Insights and trends from Talent Connect 2019



LEAD: Memorable conversations through exceptional experiences

Preparing talent leaders for the future of work

The fourth industrial revolution and evolution of AI will create more change in the workplace over the next five years than we've experienced in the past 50. Talent leaders are at the center of this seismic shift that's already impacting organizations, employees, and society.

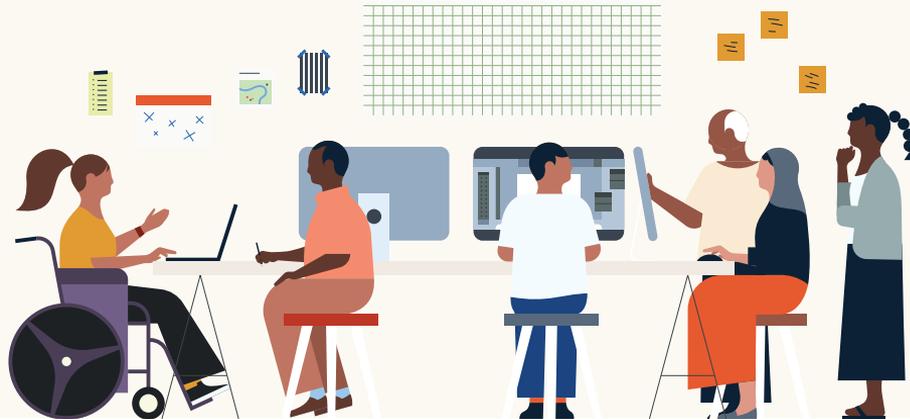
The LEAD community is at the center of this momentum, driving change and setting trends. LEAD is a space to have discussions around the biggest topics in talent acquisition, leadership, and management that will continue to challenge and change the way we all do business. Our global community of talent leaders spans industry and specialty - consistently finding connections and solving problems together.



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One million jobs globally may be displaced by a shift in labor division between humans and automation by 2022. But, 135 million new jobs globally may emerge by 2022.

- World Economic Forum



Leading through change and uncertainty

The role of the talent leader is more important than ever. Advances in AI & technology, economic volatility, impact on organizational culture, and the increasing competition for talent in many industries are only a few of the things requiring talent leaders to be more agile and forward-looking than ever before. That's why 255 executive talent leaders came together for our LEAD Summits at Talent Connect 2019 in Dallas, Texas.

For four days, a select group of global thought leaders leveraged the power of the community to identify key challenges facing the talent industry today and how best to move forward together.

Here we'll share the top trends and takeaways in talent and recruiting discussed in the LEAD Executive Summits. These are important conversations worth continuing, extending the learnings from Talent Connect Dallas.

4 Days
13 Sessions
3 Evening Events
255 LEAD Participants

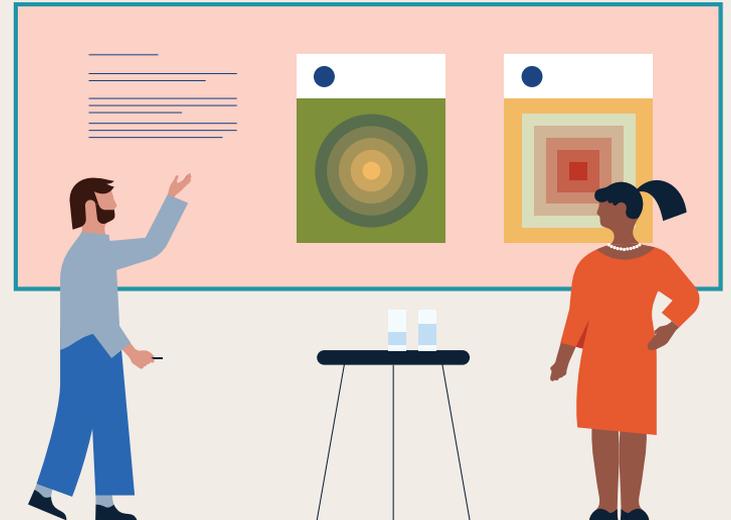
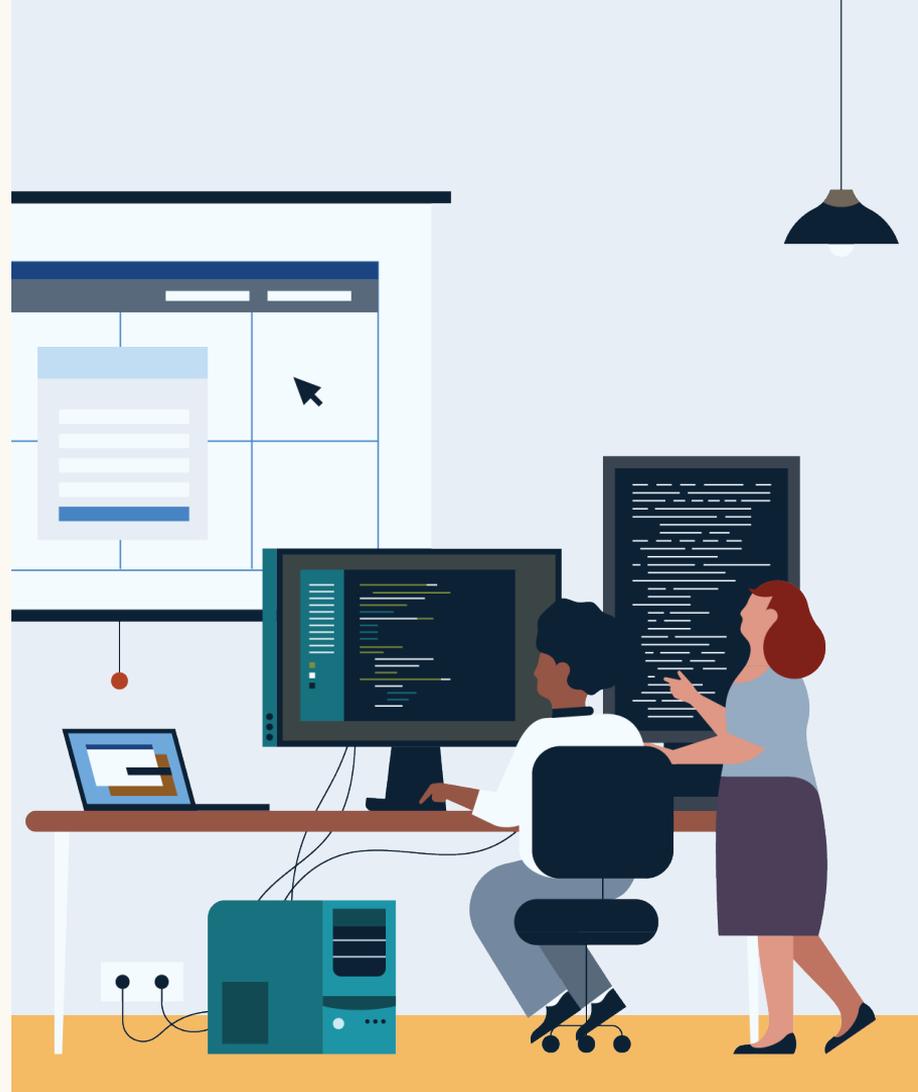


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AI and the future of work



Humans matter more in the Age of AI

The use of artificial intelligence (AI) is the largest change we've seen in tech in the last 20 years, but it will replace only a minority of jobs soon: narrowly focused jobs where all of the functions can be automated. AI won't touch some jobs for many years, but it will change the majority of jobs, simplifying the easily-automated parts but still requiring humans to make the more difficult decisions.

AI is good at pattern recognition, and has broad potential across industries and use cases, but we shouldn't rely on it as the sole source of truth. With recruitment, keep the ultimate outcome in mind and approach technology with skepticism. Use systems as a way to remove redundancy and trust that AI is doing what it's supposed to, but always verify to ensure fairness in practice and implementation.

AI still has a long way to go

AI is easily fooled, requiring huge data sets.

For example, it can take 60 million instances to learn one thing.

AI has no theory of mind or the world.

AI doesn't know anything you don't tell it.

4 top trends in AI

According to Jason Pontin, Flagship Pioneering, Senior Partner

Creating AI systems that don't require supervised learning

The next frontier in machine learning is building programs that don't require human intervention or historical data.

Combating bias in machine learning

Machine learning systems are only as good as the data they are trained on, and if the system is trained by a set of homogeneous individuals, that's when bias happens. If we want algorithmic justice, we have to make sure our systems are working with more inclusive data sets.

Reality is setting in on the limitations of AI

We're realizing AI's limitations, and without some real cognitive breakthrough, we're about to hit a wall.

Training future generations how to learn

We built an educational system that assumes people are going to be doing repetitive work, but now we need to train the future generation to learn how to learn.



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The only way to advance to a future that is more just and inclusive and produces unimagined solutions is to begin to change the input and the hiring.



Jason Pontin
Senior Partner, Flagship Pioneering

“ ”

AI is going to impact the work that we do. We need to know how to use it well and treat it with the proper level of training and skepticism.



Allen Blue
VP Product Management and
Co-Founder, LinkedIn

Addressing bias in AI

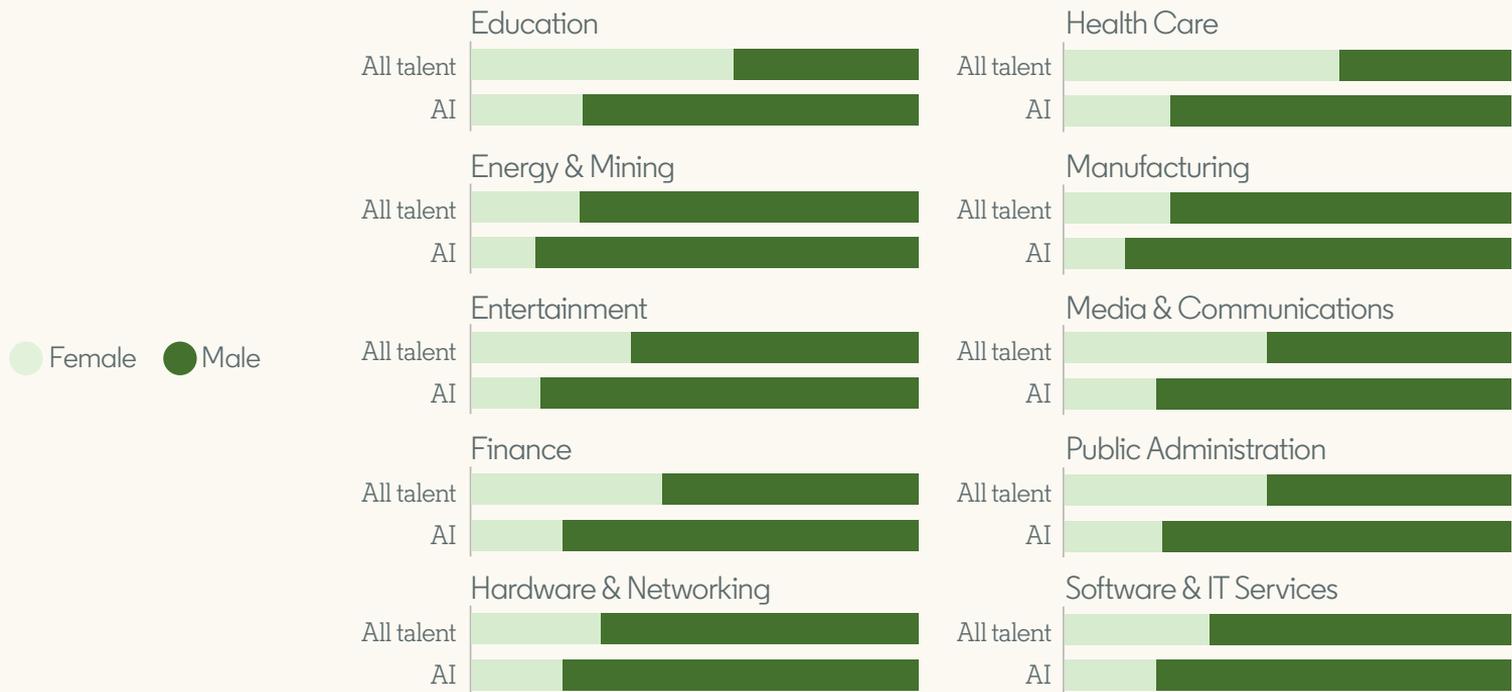
Allen Blue, VP, Product Management & Co-founder of LinkedIn

AI works on data. Data almost always includes bias; for instance, an AI learning from previous results in court cases is learning from a set of data which includes substantial bias. But, if you have a diverse set of people building the tech, coming from many different backgrounds, there's a higher likelihood of catching biases and correcting them to provide an unbiased product. There's power in diversity.

Values are also an invaluable way to avoid bias. A team using AI to vet candidates may simply accept what that AI tells them. But a team which also has a set of guiding values -- for instance, that gender equity is important -- will evaluate the output of that AI very differently.



The gender split across all industries: AI and all talent



The AI gender gap is wider than the general gender gap in each industry, indicating gender imbalance within AI development departments. To combat bias in AI products, we need to build teams of more diverse individuals tasked with teaching AI how to think, assess and do.



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At LinkedIn, we believe that AI is the means, not the goal and it's embedded in everything we do.

AI won't replace recruiters, it's just the opposite. If you look at the LinkedIn Recruiter product, we strive to automate repetitive or mundane tasks to help recruiters zoom in and get to the right candidates more quickly. This allows recruiters to focus in on the truly important aspect of hiring: 1:1 conversations with candidates and assessing soft skills. Essentially, AI frees up human beings to do what we are best at - building community.

Maria Zhang

VP of Engineering, LinkedIn

How a recruiter and hiring manager can use AI to source candidates

Jared Goralnick, Group Product Manager at LinkedIn, shared with LEAD members what this conversation might look like.

Posting a Job



Recruiter: Job requirements? Who are good examples?



Hiring Manager: Someone like Michelle or Janice.



R: Here's a job description, created automatically.



HM: Looks good! Increase years-of-experience to 5.

How a recruiter and hiring manager can use AI to source candidates

Finding Great Candidates



R: We've been keeping in touch with some of these candidates, any look good?



HM: These two seem qualified, but this one lacks biotech experience.



R: Noted on biotech – requirements are now updated. Let me reach out to those two.



HM: Whoa, that template is really personal to the candidate!



R: We'll cross our fingers. And since these other ones were already screened, I'll schedule them with you straight away.

How a recruiter and hiring manager can use AI to source candidates

One
day later



R: Here are some applicants with validated skills.



R: And some technical phone screens are already on your calendar.



HM: That was really fast!

Identify the right recruiting tech for your company

Recruiting technology is a great way to improve performance. Here are a few tips on how to make the investment work for you.

Ask recruiters what they need

Ask people what their pain points are and what tech they're most interested in.

Balance depth over breadth

It's tempting to focus on tools that help your most impactful recruiters, but don't neglect solutions that have a quality-of-life improvement for everyone.

Consider vendor's consultative skills

Evaluate tech support as closely as you judge the strength of the solution itself. See how they can help train your team and review the terms of ongoing support before signing on.

Once a tool is in place, have end-users at the table every step of the way, enlist early tool adopters to help train others, and schedule future training sessions.

Top ways to boost recruiter performance in the future

Percent of recruiting pros who say these would be among the most effective ways to boost recruiter performance over the next 5 years.*

Better recruiting tools and technology

#1 performance booster



More flexible work options



More training and development opportunities



Cultural Transformation



Culture impacts every facet of work

Patagonia has a 4% employee attrition rate. Not because they are crazy competitive in pay, they are competitive in culture. From onsite childcare and workplace flexibility, Patagonia is going the extra mile to support their company's core cultural values. Companies like this really make you stop and think: "How is my company infusing our culture into everything we do? Or are we at all?"

This section explores the power of culture, underscoring its importance in helping the people you count on want to come to work and strive to embody the culture of the company. We'll discuss the idea of recruiter empowerment and how to prepare your culture to embrace the wants and needs of our youngest generation.



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We've been careful about building our culture into the way we actually work. When Jeff came in 2009, he spent 6 months observing and creating our vision and mission. He still refers back to those constantly.

That has turned into a set of principles we are always considering. These cultural norms are required of us from the top-down and filtered throughout our entire organization. At LinkedIn, we all feel like we have the same set of concerns and priorities. Culture has become an integral part of our sourcing process and is like a ribbon that holds the entire organization together.



Allen Blue

VP Product Management and
Co-Founder, LinkedIn

We are in the business of helping people

Cynthia Marshall, CEO of the Dallas Mavericks, joined LEAD members, sharing key insights she's learned along the way, and how she transformed the Mavericks' culture into something worth talking about.

The Mavericks had just undergone a publicized scandal involving allegations of sexual harassment and a toxic workplace culture when Mark Cuban tapped on the shoulder of Cynthia Marshall, recently retired SVP of HR at AT&T. He hoped that Cynthia, an expert in diversity and inclusion, could spark a much-needed cultural change. She outlined and implemented a [100-day plan](#) that set a new standard for NBA teams across the board, and succeeded in transforming the Mavericks' culture.



Key components of the 100-day transformation plan

At Talent Connect 2019, Marshall outlined the steps she took to ignite a new culture at the Dallas Mavericks



Model a zero-tolerance policy

Cynthia hired a new chief ethics officer and instituted a zero-tolerance policy. Today, any proven incident involving sexual harassment results in termination.

Create a women's playbook

Cynthia focused on helping women feel represented at the Mavericks by creating the Women's Playbook. The playbook is designed to empower and retain female employees by providing mentorship opportunities and ensuring they feel supported.

Transform the culture

Changing workplace culture doesn't happen overnight. To achieve it in 100 days, Cynthia outlined six core values that Mavericks employees can live by. These are Character, Respect, Authenticity, Fairness, Teamwork, and Safety, or CRAFTS for short.

Changing the culture at Mars

With 135,000 employees in 80 countries, Mars is a diverse and growing company. Known for its confectionery, the company also has a robust petcare and food line. But, research showed that no one really knew what it meant to work at Mars and the culture was disjointed. Kelly Bartiekiewitz, Global Employer Reputation & Talent Marketing Director, shared with LEAD how her team successfully aligned their culture globally.

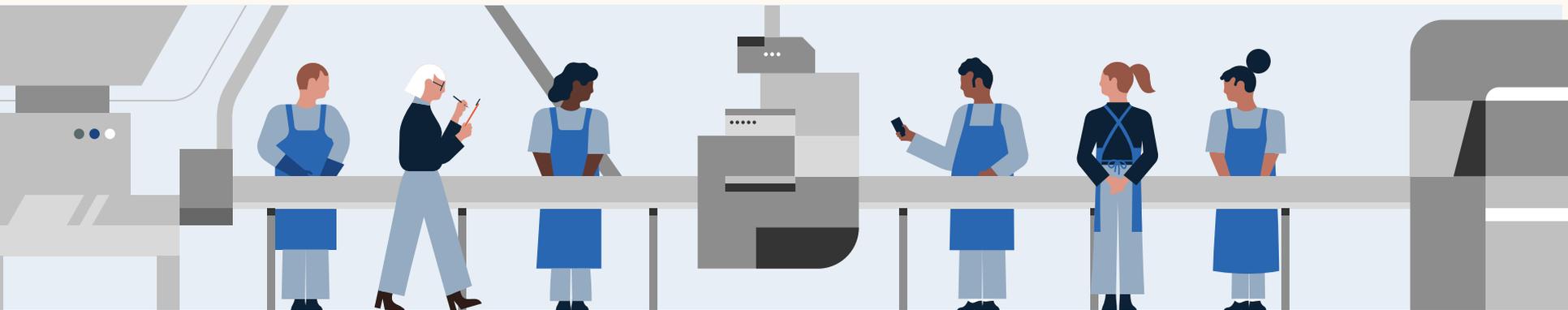


Changing the culture at Mars

This initiative required senior stakeholder buy-in, overcoming the lack of a corporate brand and employer reputation, securing budget, and building out a central plan between 80 countries - with no real team in place to do it. Despite roadblocks - including a new corporate brand and purpose halfway through the roll-out - Mars has found success.

The key to cultural transformation at Mars

- Continuous stakeholder management
- Communicate, communicate, communicate!
- Build a great team with a diversity of skills at both a global and a local level
- Build credibility that Employer Reputation is a strategic and critical priority
- Do different and never done before –challenge yourself and your teams



Get ready for a multi-generational workforce

Each generation entering the workforce has been shaped by their upbringing and various global events to think and act a little differently than the previous generations. Gen Z is on the cusp of entering the global workforce, and companies need to understand their intrinsic motivations and how they approach work to prepare and pave the way for our youngest generation. Generational Guru, David Stillman, shared with LEAD members the traits that define Gen Z, and examples of how this generation is very different from their Millennial predecessors.

Traditionalist pre-1946
Baby Boomers 1946-1964
Gen X 1965-1979
Millennial 1980-1994
Gen Z 1995-2012



Generation Z traits

Realistic

- Economic turmoil in their youth shaped their realistic attitude on life.
- The great recession was a big part of dinner time conversation when they were young.
- The median net worth of their parents fell by 45% during the recession - that's impactful.

Hyper-Custom

- Gen Z has never tried to fit in, they've always tried to stand out.
- Their goal is to be epic and different.
- They've never known a world without customization, and they're taking that with them through all their life stages.



Driven

- Millennials are the most collaborative generation ever. Gen Z isn't.
- 72% of Gen Z feel competitive towards others they work with.
- At the office, expect a shift from collaboration towards intense competitiveness.

Phigital

- Gen Z has never known a world where phones weren't smart and they see no boundary between physical and digital. To them, these go hand-in-hand.
- If they add an item to their cart on Amazon, they went "shopping." Physical and digital have truly meshed.
- Gen Z doesn't understand what it means to be a remote worker. Work is not a place, work can happen anywhere.

Generational Differences

Gen Z

Biggest concern: The economy

The Hunger Games

Parents: Realistic and cutthroat. "Start from the bottom and work your way up."

Gen Z wants a competitive salary

Believes there are other ways of learning beyond a 4-year degree

Gravitates towards a competitive culture - they aren't at work to make friends

Tries to stand out

Millennials

Biggest concern: Am I popular?

Harry Potter

Parents: Self-esteem movement, participation award, "Everyone's a winner."

Millennials want to find meaning and passion at work.

College is a must

Comes to work to collaborate, bond and make friends

Tries to fit in



How to prepare and attract the workforce of the future

Begin the recruitment process early

Get on their radar during high school - Gen Z thinks about what they want to do and where they want to work during those formative years.

Customize your offer strategy

Gen Z would rather write their own job descriptions and customize career paths.

Embrace the gig economy

Gen Z is loyal, but they will also have a side hustle. Focus on the results and stop thinking about the 9-5.

Take your culture online

Technology impacts Gen Z's desire to work at a company, make sure your online technology matches the in-office culture.



The Business Case for Diversity, Inclusion, & Belonging



Diversity isn't just the right thing to do, it's also right for your business

Closing the network gap was a major focus during both the LEAD Executive Summits and Talent Connect. LinkedIn's CEO Jeff Weiner emphasized the importance of this during his keynote, encouraging everyone to take the Plus One Pledge and look outside their network to offer their resources, time and talent. Beyond altruistic reasoning, there's also a business case to making your network and company more diverse:

“The business case for diversity is proven by McKinsey and Bersin by Deloitte research that companies that have more diverse leadership in senior and executive management are more profitable and generate more revenue. Significantly more.”

Rosanna Durruthy
Vice President, Global Diversity, Inclusion and Belonging,
LinkedIn

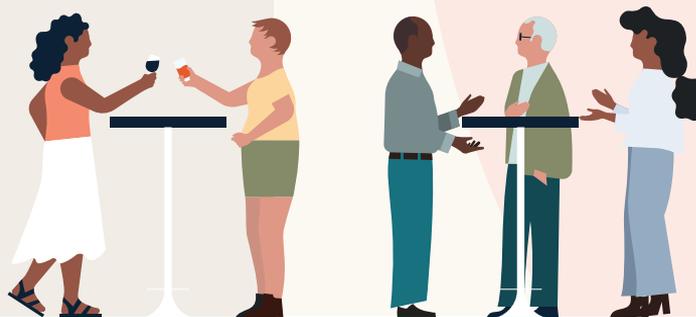


How to create more diverse networks

The challenge is how to strategically expand networks and influence employees to do so, too.

“It’s not your network but your second connections that are the more important. Your current ties already know you. It’s the weak ties that open the door to opportunity. Be open to how you can help and be honest with what you can provide. Talent Acquisition professionals are the best people to do this.”

Meg Garlinghouse,
Head of Social Impact, LinkedIn



Preventing homogeneous hiring

- Train management to lead teams with diverse backgrounds.
- Study your competitors to see how they’re attracting and retaining diverse talent.
- Have senior leadership match the kind of diversity you want to see in your company.

3 factors that contribute to the network gap

Like opportunity, networks are not distributed equally. The network gap refers to the advantage some individuals have over others as a result of their social and professional connections. Where you grow up, where you go to school, and where you work can give you up to a 12x advantage in gaining access to opportunity. In fact, according to LinkedIn data, applicants who receive a job referral from a current employee are 9x more likely to get hired, showing the importance of a robust network for all professionals.



Where you grow up

A member in a zip code with a median income over \$100K is nearly 3x more likely to have a stronger network than a member in a lower-income zip code.

Where you go to school

A member at a top school is nearly 2x more likely to have a strong network.

Where you work

A member who works at a company on the LinkedIn Top Company's List is almost 2x more likely to have a strong network.

How to bring the Plus One Pledge to your organization



“Two people with equal talent should have an equal shot at opportunity. Networks should be a benefit, not a barrier.”

Meg Garlinghouse, Head of Social Impact at LinkedIn

Encourage employees to take the Plus One Pledge by reaching out to those they have a shared interest with.

- Networks have the potential to grow organically through mutual introductions.

Start local.

- Form connections locally to create a sense of community and potential for successful collaboration opportunities.

Be OK with it not always working out

- You may reach out, and that connection goes nowhere. Don't let the negative experiences put off hiring or helping those from other backgrounds in the future.

Remember, it's not always about getting a job

- Diversifying your network is about helping someone feel more connected to the organization with a higher likelihood they could get a job. As the person who reached out, however, it's not your job to ensure it.

Strategies for building an inclusive workforce

A panel of diversity experts shared with LEAD members some practical strategies for creating a culture that supports diversity, inclusion and belonging across the board.



Declare it

State your company's intention to become more diverse and inclusive, embracing the accountability that comes with public knowledge—including using inclusive language like “cultural add” vs. “cultural fit.”

Name your aspirations

Identify DIBs aspirations and communicate with them often, which can include celebrating individuality, inclusivity training, mentorship, listening, and more. It's also important to measure your actions.

Give people the opportunity

This starts with recruiting, providing equal access to all talent, internal and external. One strategy is to cultivate partnerships and networks with organizations who represent diverse talent. For internal talent, provide a clear path promotion and make hidden roles visible.

Create empathy with leaders

Develop safe environments where people can share, leaders can listen, and all employees feel seen and heard. Proximity can be a powerful path to empathy.

Belonging and confidence go hand-in-hand

At Talent Connect, activist and educator Brittany Packnett underscored the importance of building confidence within the workplace, sharing that 70% of Americans suffer from Imposter Syndrome, or the feeling of workplace inadequacy, and marginalization has an impact.

That's why building a diverse and inclusive workplace should include a sense of belonging, too. By providing equal opportunities for people to shine and gain confidence, it's within a culture of belonging that every employee can bring their true self to work - and their best ideas.

“Confidence is the main ingredient; it’s the spark before everything else. It is not a nice-to-have — it is a must-have.”

Brittany Packnett, Activist and Educator



About LinkedIn LEAD

LEAD is a space to have meaningful conversations around the biggest topics in talent acquisition, leadership, and management that will continue to challenge and change the way we all do business.

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