How Cognitive Computing will Disrupt (and Improve) HR
We’re entering a new era.

“Change has never happened so fast and it will never be this slow again”
Business disruption
Talent disruption
Experience disruption
These simultaneous disruptions are forcing the reinvention of HR.

“HR has never changed so fast and it will never be this slow again”
Increasingly HR is being reinvented to be talent-centric and powered by cognitive computing.
Cognitive Computing 101
What is cognitive computing?

**Understand**
- Puts to work all forms of data, structured and unstructured, text and rich media

**Reason**
- Facilitates evidence-based, confidence weighted decisions and discovers insight and patterns in data

**Learn**
- Learns and adapts with use, actions, outcomes and new data to stay current with the business

**Interact**
- Navigates natural language to allow conversational style interaction enhancing adoption and usage
Is the goal to replace humans?

No! The goal of cognitive computing is to augment and amplify human intelligence -- not to replace it!
What exactly is Watson?

Watson is a platform of cognitive services
And what are chatbots?

**Embedded Experience**
Provides rapid on-demand Q&A across HR processes, policies and tools via instant messages

Examples
- Performance Management
- Salary Plan
- Travel Policy
- HRIS FAQs

**Personalized Experience**
Draws on employee information from the HRIS and other systems of record to provide personalized recommendations

Examples
- Employee Services Center
- Onboarding assistant
- Manager coach
- Learning advisor
Research shows that most CEOs feel cognitive computing will enable HR reinvention . . .

CEOs understand that cognitive computing will be a critical differentiator in the ongoing war for talent

- 66% of CEOs recognize that cognitive will drive significant value in HR
- 37% of CEOs expect to adopt cognitive computing in the HR function in the next three years

... and that CHROs also believe that cognitive computing can address **key HR challenges**

55% of HR executives believe cognitive will be a **disruptive force** in the next three years\(^1\)

**Bar Chart: HR challenges that cognitive computing could best address**

- Slow response to employees: 35%
- Lack of agility in response to change: 38%
- Misaligned labor costs: 39%
- Overly complex HR processes: 39%
- Slow transformation of skills: 40%

HR execs in outperforming organizations are even more aware of the **value of cognitive computing**

Belief that cognitive will transform capabilities in HR areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Outperformers</th>
<th>Underperformers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning &amp; Development</td>
<td>72%</td>
<td>46%</td>
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<tr>
<td>Workforce Planning</td>
<td>72%</td>
<td>35%</td>
</tr>
<tr>
<td>Payroll &amp; Benefits Admin</td>
<td>67%</td>
<td>40%</td>
</tr>
<tr>
<td>Compensation &amp; Recognition</td>
<td>65%</td>
<td>35%</td>
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<tr>
<td>Talent Acquisition</td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>Leadership Development</td>
<td>70%</td>
<td>40%</td>
</tr>
<tr>
<td>HR Service Delivery</td>
<td>67%</td>
<td>37%</td>
</tr>
</tbody>
</table>

How does IBM HR use Cognitive Computing?
170+ Countries

large Population

15+ Individual Business Units

15% New US hires with no university degree

~50% In IBM less than 5 Years
IBM HR has transformed from being HR process-centric to being talent-centric
To be more talent-centric, IBM HR uses cognitive across the employee lifecycle
Using Cognitive Computing to Transform TALENT ACQUISITION
Helping candidates find “best fit” IBM roles

The Need

Improve the candidate experience on the IBM career site by:

• Using cognitive computing to suggest “best fit” roles
• Showing candidate why they are a good fit for the role
• Enabling candidate to ask questions and get insightful responses 24x7
Try it: Watson Candidate Assistant

https://attractive.mybluemix.net/app?cm_mc_uid=80292835658215153553671&cm_mc_sid_50200000=
The Need

Accelerate time to fill vacancies with quality hires by:

- Optimizing recruiter workload
- Customizing candidate messaging with JIT social insights
- Identifying the candidates most likely to be successful in the role
Try it: Watson Recruitment
https://www.youtube.com/watch?v=dUtRCoCMHQQ
Enhancing the IBM onboarding experience

The Need

• Answer pre-hire and new-hire questions accurately and efficiently, 24x7

• Shorten new hire time to productivity

• Reduce new hire demands on hiring managers, recruiters and HR

• Habituate new hires to using cognitive tools
Using Cognitive Computing to Reinvent TALENT DEVELOPMENT
Personalizing the IBM learning experience

The Need

Encourage continuous employee development by:

• Providing personalized learning customized for each employee
• Serving up bite-sized learning solutions for JIT development
• Consolidating all learning content into a single, intuitive portal
Try it: Your Learning
https://www.youtube.com/watch?v=AztQKQIjQB8
Our fear:
What if employees don’t want to try Your Learning?

Our approach:
Create some pre-launch buzz!
Try it: Your Learning pre-launch marketing
https://www.youtube.com/watch?v=mwwQ8sDAczc
Providing personalized IBM career advice 24x7

The Need

• Help IBM employees identify career options aligned with their skills and interests

• Encourage internal mobility by notifying employees of opportunities consistent with their career objectives

• Provided ongoing tailored advice that keeps employees engaged and enthusiastic about their career at IBM
Try it: Watson Career Coach
https://www.youtube.com/watch?v=yIRMPJi23q8
Sensing and responding to IBM employee sentiment

The Need

Identify and address key topics affecting IBM employees on a JIT basis by:

• Extracting insights from internal and external social collaboration platforms

• Identifying negative sentiment and assessing root causes

• Being prepared to respond quickly, as needed
Social sentiment pick-up begins

IBM policy reversed

Employee sentiment returned to normal

CHATTER VOLUME

Negative chatter begins

April 7, 2015 April 8, 2015 April 9, 2015 April 10, 2015 April 11, 2015

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April 10, 2015 April 11, 2015

Yahoo Finance exclusive: IBM banned Uber for employees, but quickly reversed course
Using Cognitive Computing to Optimize HR OPERATIONS
Enhancing IBM HR Contact Center user experience

The Need

Support HR Contact Center Advisors to:

• Quickly understand employee inquiries and identify the appropriate response

• Improve call resolution rate and maintain high levels of employee satisfaction

• Ensure consistency and accuracy of responses
How to get started with cognitive HR
Where to start? Focus on the cognitive “sweet spot”

Cognitive solutions can have the most impact in HR situations that require:

- Personalized outcomes
- High volumes of data
- Complex decision making
- Frequent and varied interactions
Integrating cognitive solutions in HR need not be a daunting task!

1. Consider how cognitive will strengthen your HR transformation
2. Start simple, but start smart
3. Understand the possibilities of your data
4. Build trust and engage people
5. Enhance and expand strategically across HR
Here’s how to learn more

• Visit the IBM US Careers Site and let Watson help you find a role at IBM: http://www-03.ibm.com/employment/us/

• Type “IBM Extending Expertise” or “Chatbots worth talking to” into your browser to download IBM cognitive HR research reports.