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TALENT MANAGEMENT PRACTICES FOR THE FUTURE OF WORK: LEADING

A SUCCESSFUL REMOTE ONBOARDING PROGRAM

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Abstract

Talent Management Practices for the Future of Work: Leading a Successful Remote Onboarding Program

Over the years, the academic field has been coming up with new studies, frameworks, and definitions of what work is and, consecutively, what its future is, taking into account all the technological evolution and disruptors, such as the case of Covid-19. In this way, it is necessary to follow what are the new trends in the market and be able to adapt. This project is then based on an in-depth analysis of the Company XYZ to understand its readiness for the Future of Work within Talent Management, focusing more concretely on how to lead a successful remote onboarding program.

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List of Abbreviations

AI - Artificial Intelligence

D&I - Diversity and Inclusion

EVP - Employee Value Proposition

FoW - Future of Work

FTEs - Full-Time Employees

Gen Z - Generation Z

HR - Human Resources

KPIs - Key Performance Indicators

STEM - Science, Technology, Engineering and Mathematics

VR - Virtual Reality

1. Introduction

Talent Management is a term that has steadily risen in popularity over the last year; reading news about the current talent war (or shortage), about how specific jobs are in extreme demand, or about new work models and environments that companies are experimenting with has just become part of everyday life. Although talent management has been out there for a while, it became a big trend when McKinsey consultants first called attention to managing talent in 1998. Since then, a large amount of awareness has been raised of the topic, which is becoming particularly popular in academic and business institutions (Gallardo-Gallardo, Dries, and Gonzáles-Cruz 2018).

A large amount of information only sometimes results in clear definitions and scopes or structured research and frameworks applicable to actual companies' talent management, making it both complex and frustrating for companies to come up with inventive, well-informed decisions on managing their talent. Notably, Covid-19 has triggered the need for companies to consider their human capital as a critical competitive advantage for the future (Tomcikova, Svetozarovova, and Coculova 2021). More than ever, employers feel it is time to be proactive in this topic.

Overseeing the market trends and the rise of new agile competitors, several companies are leading the path of preparing their workforce, reviewing their ability to attract and retain the best talent, and keeping up with all changes centered around the objective of becoming a future-proof company.

The current research aims to understand the main trends and paint a view of the future of work, deep-diving into different human resources (HR) policies, processes, and procedures related to talent management, hearing various internal stakeholders on their opinion about internal and external outlooks and, finally, defining how a company can be ready for the future of work.

2. Research Question

This project and report aim to assess how company XYZ can position itself as a successful employer for the future of work. Next to that, we want to extract some additional insights into how Talent Management will or can develop in general given the trends of the Future of Work.

To do so, we painted a picture of the future of work based on academic and professional literature and analyzed one target company to use as a case study. Becoming ready for the future of work includes understanding how to attract, retain, and develop human capital, learning what the trends of the future are and how the target company can face them, and evaluating how they can prepare to adjust to the circumstances that are inevitably going to be different from what we expect and predict. The final research question is: *"What changes should Company XYZ make today to become ready for the future of work regarding talent management?"*.

3. Methodology

This section describes the methodologies used to answer the posed research question. Moreover, it develops the basis for why the methods were chosen, their limitations, and preferred characteristics in light of the topics this paper aims to explore.

The focus was put on answering and exploring the readiness of our case study target Company XYZ: A large multinational insurance company's talent management practices, considering the challenges of the Future of Work. In particular, how ready are Company XYZ's recruitment, onboarding, training, and learning practices for future challenges, trends, and alternations of working conditions, technology, demographics, and economics. An explorative, qualitative approach was chosen due to reasoning much in line with Burns and Grove's (2001) thoughts that exploratory research is best practiced under circumstances where one aims to

explore, find insights, and describe new phenomena, such as in the characteristics and uncertainty in the future of work field (Mansourian 2008; Ponelis 2015).

3.1. Data Collection

Primary and secondary data were used in this research. Firstly, primary data was collected through semi-structured, in-depth interviews with a sample of employees and managers from the company. Interviews were held to gain insight and knowledge from within the company regarding its readiness and standings of current talent management practices. As Bryman and Bell (2011) suggested, this type of interview gives the best opportunities to receive sincere, detailed, and personal answers. It is essential to explore perceptions, attitudes, and current knowledge internally. It served as a more company-specific reflection of the topic that has been covered before in a general, inter-industrial sense globally. Lastly, secondary data was derived from existing company documents - reports, and literature on the topic. The secondary data was later used with the interviews' findings to create a situational analysis of the Company XYZ. After collecting and summarizing the essential factors and findings suggested by existing literature on the topic of the Future of Work, we aimed to use this lens to look at the extracted data from interviews and internal metrics from the company to define our problem set. Examples of internal metrics came from the company reports regarding compensation satisfaction, demographic data, and talent retention indicators.

3.2. Sampling and Subjects

As mentioned, interviews were conducted with employees and managers of the multinational insurance company. Ten interviews were conducted in November 2022. The company itself made the selection criteria. Four of the ten interviews (See Table I) were held with individuals from the People & Organization (P&O) department to get high-level insights into the company's talent management practices. Additionally, six more interviews were held

with employees and team managers from different parts of the company. The selection criteria were based so that the two employees in more junior positions could give insight into their recent recruitment and onboarding processes. In contrast, the two in senior roles - who had more experience and were not managers yet - could give insights into their learning and training experiences. Lastly, the two employees who were in managerial positions could provide insight into all three pillars of talent management due to their involvement in recruitment, onboarding, and training within their respective teams. Due to this work's nature and access to classified company insights, information about the interviewed subjects is to remain anonymous in this work as requested by the company.

Table I - Interviews

Interviews	Profile	Criteria Contribution
Interview 1	People & Organization Team	Give a broad perspective & overview of human resources and current talent management practices.
Interview 2	People & Organization Team	To gather a specialized view of recruitment, onboarding, and learning & training to understand the particularities of the processes.
Interview 3	People & Organization Team	To gather a specialized view of recruitment, onboarding, and learning & training to understand the particularities of the processes.
Interview 4	People & Organization Team	To gather a specialized view of recruitment, onboarding, and learning & training to understand the particularities of the processes.
Interviews 5 & 6	Employees with < 2 years of employment	To get insight into recent employees' personal experiences regarding the recruitment, onboarding, and training process.
Interviews 7 & 8	Employees in non-managerial positions with > 5 years of employment	To get an insight into employees and their experiences regarding

		training and skill development within the company.
Interviews 9 & 10	Employees in a managerial position	Gain insight into how managers perceive XYZ's future needs. Also, how they perceive the processes that involve recruiting, onboarding, and training the employees they manage.

3.3. Interviews

The interviews were conducted online via Microsoft Teams conference calls as in-depth, semi-structured interviews with open answers. A script was prepared for each interview that contained open-ended questions exploring the relations between the interviewee's own experiences within the company and their thoughts regarding the impact of future trends on talent management practices within the company (See Appendix 1).

3.4. Coding

Data were extracted from the qualitative interviews with Open Coding (Glaser 1978). Open coding is the process of labeling and extracting information from qualitative sources (Huq Khan 2019). The interviews were first recorded into audio and then transcribed into text. After that, Open Coding was conducted to extract general insights, context, and underlying meaning from parts of the interviews. "In the open coding process, the concepts emerge from the raw data and are later grouped into conceptual categories. As it is built directly from the raw data, the process ensures the work's validity." (Huq Khan 2019). The now-structured results of the interviews were then compared to secondary data from existing literature and internal documents from the company itself.

Table II - Codes with Examples

Codes	Examples from the Interviews
Culture of Learning	"It's not just about training them in the sense that they really have to be digital, it's more, I think we have to install a culture of learning, people have to understand that they have to be learners."
Efficiency	"We have to solve for efficiency as a layer in again, when we talk about recruitment, looking for people that are bringing the skill sets that our business needs and need to find the right people."
Internal Relationship	"Offboarding is also very important, because you have to retain the relationship so that when the person leaves, there is the high probability that they are not a detractor but someone who says good things about the company and maybe would like to come back in the future."
Brand Positioning	"We also are going to be always replacing people that leave, we have to assume that we're going to lose people, but we have to solve by retaining the relationship and building the brand positioning in the market that says we're a good place to work, and people want to stay here and want to come to work."
Consistency	"At the moment, we have a very centralized onboarding process, which I think works very well, but then the onboarding of each department works very differently, so is where we need to normalize more."
Flexibility	"I don't think that money is always the most important thing." "And people want flexibility today, right? The world changed massively, in two years, probably the biggest social experiment in the last centuries, and people want different things."
Evaluation Surveys	"94% of our admitted employees classify the process overall as good or very good. So I think it's a good indicator. Of course there is always one or the other improvement situation and improvement aspects that are mentioned and that we try collaboration. But in general the feedback is positive."
Unpredictability	"Because the problem that we have with working online is that is very easy for you, for everybody to get disconnected." "You can do everything, almost if you take off the speaker and the camera, you may not be there."
Planning	So what can be improved, planning, in the sense that we have to strike a balance between the time we have available to receive these people well, knowing that by giving them this time we have less time for our routines, but being sure that in the near future this time we spend with people will be repaid with the individual and collective well-being of the team.
Proactivity	"The only competence that could be strengthened more would be in the sense of people being even more proactive, so creating the conditions so that the company, regardless of the possibility of people being genuine and expressing their opinions, be clearly recognized and valued for the spontaneity of the contribution they can make."
Criteria	"In terms of recruitment, to seek to recruit people with potential and a set of characteristics, both personal and professional, who, whether we like it or not, add value to the company through their characteristics, and therefore to achieve better results for the organization itself."
Creativity	"I think onboarding is very good, but I think it should be even lighter, it should be a more creative process."

Interactivity	"This house cannot say it lacks training, we have a lot of internal training, so for me the training process to evolve is in interactivity."
Team Expansion	"Prospects also to increase the team here, also in view of the volume of processes that we have in progress."
Recruitment Process	"It was very clear, it was all quite fast and transparent and the expectations were, I think, very well managed from the beginning."
Outsourcing	"Outsourcing services has not gone directly through us in recruiting itself, although it is something we want to control."
Bureaucratic	"14 contents of mandatory training just for being in the insurance sector, things like ontological projects, thinks like anti money-laundering, so some things about how to be in the insurance sector." "For everyone who has contact either directly or indirectly to a client, we still need to provide an initial training of 80 hours and then annually another 15 hours."
Future Challenges	"In terms of format, I think we've all seen a lot and we're all always looking forward to new things and things that impact us. A training that is a more classic type ends up not getting our curiosity and our attention as much. So, anything that is a little bit off the beaten track, I think will be a greater value for us to be awake and attentive, and for it to be a training that impacts us and for us to be an ambassador for that training itself."
Onboarding Process	"I joined 100% remotely, at the time I invite, there was really no one in the office, but it was very good." "I got insurance notions in all areas, and I think this is quite important." "There was a lot of openness in transmitting knowledge to me and making me comfortable with the dynamics of the team and the company."

From aggregating the insights into these codes, it was possible to take some preliminary conclusions:

- What really has to be implemented is a learning culture that does not exist yet, in the sense that people have to get the habit of training themselves by their own initiative in order to be in constant development and personal and professional evolution, instead of being something imposed by the company.

- There needs to be more flexibility in terms of the employees being able to have a balance between working from home and going to the office, because although this is already slightly implemented, some people still feel the need to be more from home.

- As far as recruitment is concerned, there should be more criteria in the process, in order to reach exactly the objectives intended for the position and the company. In this case, it should

prioritize the characteristics and qualities of the candidate instead of looking only at the background, as it does not always confer potential.

- As for onboarding, it is necessary to offer a more integrated experience, where new employees can experience what the different areas of the company really are, in a more creative way. In terms of training, this should become more interactive, as this is how we gather more knowledge.

- It is necessary to come up with more dynamic, disruptive, and innovative trainings with a focus on the future market needs, so that the employees can keep up with new technologies and new ways of doing the same thing. In order to create these trainings that will impact people AI can be considered. Also important, investigate the possibility and feasibility to have a company manager that keeps track of your trainings and suggests you relevant trainings.

3.5. Definitions

To set the proper context for the remainder of this paper, this section is going to discuss some basic definitions that guided the development of the work:

- **Future of Work** - According to Deloitte, the future of work is a result of many forces of change affecting three deeply connected dimensions of an organization: work, what work can be automated and done by/with intelligent machines; the workforce, so who can do the job and how to leverage ongoing talent; and the workplace, so how they look like, how work practices are reshaped, and where and when work is done (Schwartz et al. n.d., 2).

- **Talent** – There are two views on talent:

1. Something That the Person Has - Nijs et al. (2014) introduced that talent refers to systematically developed innate abilities of individuals deployed in activities they like, find important, and want to invest energy in. It enables individuals to perform excellently in one

or more domains of human functioning, operationalized as performing better than other individuals of the same age or experience or performing consistently at their best (Nijs et al. 2014, 182).

2. Being a Talent - Collings and Mellahi (2009) allege that talent refers to individuals with high potential who have the ability and inclination to systematically develop the necessary skills and expertise to fill critical roles within an organization (Singh 2021, 44).

The first view was taken as the primary reference to develop this project.

- **Talent Management** - Gartner (n.d.) states that talent management is the attraction, selection, and retention of employees, which involves a combination of HR processes across the employee life cycle. It encompasses workforce planning, employee engagement, learning and development, performance management, recruiting, onboarding, succession, and retention. It is also about ensuring that the right person is in the right job at the right time (Jackson and Schuler 1990, 235).

- **Talent Lifecycle** - The talent lifecycle encompasses all stages of interaction between an organization and its human capital (Schiemann 2014, 282).

- **Human Capital** - It consists of the knowledge, skills, and health that people accumulate throughout their lives, enabling them to realize their potential as productive members of society (The World Bank, n.d.).

- **Onboarding**: "…the process of introducing a new employee into his or her new job; acquainting that employee with the organization's goals, values, rules and policies, and processes; and socializing the employee into an organizational culture" (Watkins 2012).

- **Orientation**: the process where a new employee learns about immediate tasks and responsibilities they are expected to perform, based mainly on formal training and some aspects of socialization with their coworkers (Carlos and Muralles 2021).

4. Literature Review

4.1. The Relationship Between the Future of Work and Talent Management

The opportunities and complexities of the world of work have gained increasing attention in recent years from academics, policymakers, and the public (Balliester and Elsheiki 2018). Today, the topic of the future of work and what phenomena impact employers and employees in times ahead builds a network of possible outcomes and topics. Hence, there needs to be a clear definition or shared view of what the future of work embodies. Therefore, the stature of the discussion also reflects the typical uncertainty of what might lie ahead.

The future of work can be seen as an evolution of themes, as suggested by Singh et al. (2021). Their analytical literature review of the most researched topics and their expansion brings forward the complexity of the future of work topics. Research has, since the early 1980s, taken shape to what we today call the future of work (FoW), focusing its analysis on the impact of technological inventions such as the computer and data storage, as well as their effects on labor (Van Der Zande et al. 2019).

Manual jobs became increasingly impacted by computerization and brought forward a more extensive discussion and interest in the field until the early 2000s. Moreover, as technologies evolved, so did their complexity and impact through the development of software that aided work processes and made manual job tasks more efficient and effective (Devlin 2017). It is from the understanding that the impact of changes in demographic needs, technology, medicine, and economic trends on human labor holds a large part of the discussion and research being held today (Zimmerman 2014; Bozio et al. 2016; Borland; Coelli 2017). This is in tandem with significant interest and the recent focus on the fourth digital revolution, a term brought forward by the World Economic Forum that aims to describe technologies such as robotics, artificial intelligence, and machine learning and their impact on labor standards and practices (Schwab 2018).

Later, Schmidt (2017) wrote about a particular subset of subjects from the fourth industrial revolution. In particular, the emergence of platform economies, crowd work, and gig work, where most contributors argue for the deterioration of labor laws, employee bargaining power, and earning capacity (Codagnone, Abadie, and Biagi 2016). Moreover, tied to the discussion around platform economies and work flexibility lies arguments for diminishing productivity due to a lack of organization between colleagues without a shared physical workspace (Sokas 2017). However, contradictory statements have been put forward, such as by Brookings (2016), which captured the benefits of labor market flexibility and its positive effects on the free labor market.

The opposing views within the topical publications reflect the positive and negative impacts. Indeed, the writings of Sachs, J. et al. (2015) portray these characteristic reflections regarding technology and labor in their work to understand robotics' impact on companies and working conditions. Moreover, in trying to map the growing, multifaceted structure of the future of work as a topic, International Labor Office (2018) created an exhaustive literature review from over 250 authors. It worked on the topic focusing on the impact on workers. They narrowed down the possible effected or affected factors of future work outcomes: Labor force, jobs, and development; Working Conditions; Social Protection; and Wage growth (International Labour Office 2018). Some limitations to the review, as described by themselves, were the overrepresentation of studies from developing countries.

Naturally, as emphasis and development and interest grew for the focus on human resources, more inclusion of human resource management tools and their impact on companies' resilience towards future implications on economics and working conditions flourished.

Talent management, particularly recruitment and onboarding, has had a minor contribution to the topic compared to learning. In this case, learning has been seen as a significant possibility or facilitator for companies and human resources to become more agile

in navigating future eruptions in the external environment, according to the Global Human Capital Trends Report (2021) recently published by Deloitte. Here, they found that over 70% of executives saw upskilling and reskilling as the single most vital tool to meet future talent pool difficulties, taken from their career experiences and, in hindsight, the effects of Covid-19 on remote work.

However, the OIGP Global Research Study (2019) shed light on talent management processes. The authors highlighted that less than half of the sampled companies had talent management systems, such as succession planning, skill development, continuing education, and certifications in place. They argued that these are particularly important for organizations to be prepared for future uncertainties and strongly affect the company's employee value proposition to the potential talent pool.

Publications from business analysts and consulting firms, like the previously mentioned, are the most common regarding how Talent Management tools and processes are tied to solving future needs problems such as competitive advantages, future skill needs, and strategic agility (Sharma et al. 2021). For example, Jeff Schwartz, a familiar figure in strategic human resources consultancy, is a prominent figure and has been a bridging figure within the field of the future of work and talent management. He specifically focuses on the effects of technology and the internet on work flexibility, talent pools, and HR strategies.

A significant contribution by Jeff Schwarz (2021) is his thoughts on the emerging global talent pool that is growing in size due to the borderless landscape caused by globalization and remote work. Additionally, he further bridges the gap through his consultancy work, such as in his articles where he describes companies with a successful learning program, with reskilling and upskilling opportunities as a good facilitator of increased employer value among talent but also as a hedge towards the emerging future which holds needs unforeseen today (Schwartz

2022). He further describes future needs as parts of the companies that can be met by learning agility in company culture, which organizations should focus on.

From a human resources-focused point of view and assuming that a company or organization is prevalent in literature on the topic, Hagel, J III. (2021) argues that more than upskilling and reskilling is needed to keep up with changing needs in consumer trends and business necessities. He argues that this is merely sharing existing knowledge. Instead, creating a lifelong drive to learn and improve should be the goal of organizational learning programs, benefiting innovation and retention figures.

Recent literature about talent management's involvement in the future of work has evolved into a more employee-centric stance. Employees' mental and physical health, work flexibility, employee-employer connection, and diversity are topics that Harvard Business Review found particularly important in their collection of articles which aimed to aid organizations and businesses in navigating the future of talent management and was named "Future of work: The insights you need to know from Harvard Business Review" (2021). Quoting existing research from Harvard, the document stated that total work flexibility could increase the number of total high performers. Additionally, it said that building a stronger sense of belonging for the employees towards the organization increases productivity. Also, according to the paper, aligning social values to helping others in society and work teams have been shown to lessen downtime and increase work speed (Betterup 2012).

Recent publications also relate to the war on talent (Hankins 1998). In other words, the consensus about the lack of the right talent for the right job, what Hankins claimed to be an increasing talent scarcity, inherently tilts the discussions toward business efforts in employer value through means such as those previously mentioned. Therefore, according to McKinsey consultants Kartik Sharma and Bill Schaninger (2021), recruitment policies and communication regarding the present values and opportunities are essential for future employers.

4.2. Talent Management Before the 2000s

From the 1980s to the 1990s, little was talked about talent management as we know it today. The more relevant articles from the eighties surfaced on "management talent" or "managerial talent" in organizations. The article investigated what made some employees good options (or talented) for high-hierarchy postings. The topic was covered not only in the management field but also had some studies explicitly done by psychology authors.

One example in the management field comes from Jennings, which approached the topic in 1981 from the angle of corporation academies, where he showcases some firms which can develop flawless employees through these training programs to top management positions as directors and C-level (Jennings 1981). Despite that, some authors had a different point of view, Bod and Slavinski, from the psychology field, suggested academic centers for management had nothing to do with the disposition of a person to be a good pick for a top posting. Using cross-cultural research, their study used a group of Canadian and South African high managers and directors to see how personality correlates to managerial talent and to identify tendencies in the relation of personality and managerial talent (Bod and Slavinski 1983). Other examples of notorious authors and studies that explored the theme through the optics of managerial talent are Ivancevich and Stewart (1989), Tjerk Hooghiemstra (1990), and Thornton and Cleveland (1990).

Although managerial talent was the trend in the academic field, a few researchers were already looking at the topic more holistically, closer to the nature of talent management as we see it today. An exciting work comes from Spencer Blakeslee, and he outlined the need to plan to hold new graduates in the firm for more than the typical 14-17 months, a benchmark of the average for an entry-level position to stay on the job before jumping to another company at the time (Blakeslee 1984). The author characterized those young professionals from top universities in the Science, Technology, Engineering and Mathematics (STEM) field as highly

talented individuals with much potential to contribute to the firm's future but would usually quit due to a narrow vision caused by a vision shaped by academic experience. Blakeslee said the retention problems come from 1) not knowing how to work in a professional setting, 2) new graduate employees wanting autonomy, and 3) new graduate employees needing an idea of what career plan they want. Although some parts of the study seem outdated, the novelty of this study comes from anticipating some topics companies are grasping now in 2022 as employee retention, workers' autonomy, and workforce planning time (Blakeslee 1984).

Various authors, such as Barney (1995), also had exciting studies regarding the imitability of talent - suggesting that firms gain skills, experience, and abilities through their people, which is linked to the company's culture, network, and structure. This human capital is the heart of talent and what makes it difficult for other companies to copy, giving a real competitive advantage to firms skilled at managing their people.

The turn of the decades came with a change as McKinsey authors Chambers, Foulon, Handfield-Jones, Hankin, and Michaels III (1998) crafted the term "The War of Talent" term. It brought awareness to the topic, changing the field of talent management studies forever. Rarely a study gets this much attention and importance, which determines its influence on this in the years to come. The article starts with a strong statement: "better talent is worth fighting for," and is backed up by buzzword play in recruitment questions: "why would someone really good want to join your company? And how will you keep them for more than a few years?" (Chambers, Foulon, et al. 1998).

The article starts by identifying the worsening talent shortage of people in different fields and the difficulty of attracting and retaining the right people. The researchers investigated the issue in 77 large companies from other sectors and industries and looked at different data on performance, talent pool, and interviews on various talent management topics. They also

looked into almost 6500 corporate officers' and executives' assessments to get top management perspectives.

The study proves the existence of the war for talent by counting the insufficiency of talent by comparing a large number of answers and assessing the tendency of decline in the supply of top managers and executives, rise in job mobility, and decline in productivity. In the qualitative aspect, the research showed that most company executives feel they do not attract high talent and are unsure of whom the top performers are (Chambers, Foulon, et al. 1998).

The main conclusion from the study was there it is possible to win the war for talent by elevating talent management over corporate priority: refining the employee value proposition and putting the employees at the center of company priority and policies, as the text states: "Superior talent will be tomorrow's prime source of competitive advantage. Any company seeking to exploit it must instill a talent mindset throughout the organization, starting at the top" (Chambers, Foulon, et al. 1998).

The rest of the text suggests solutions to have strong talent management: creating a winning employee value proposition, holding executives accountable for developing talent recruitment, developing and retaining initiatives, having a robust recruitment strategy, developing the employees at full force, and others (Chambers, Foulon, et al. 1998). The study gathered several trends of talent management so smartly in the war of talent concept, clarifying the outlook of the future of work for the decade to come and on, which makes it a staple in the field.

The literature on the turn of the century was mainly marked by the shadow of the war on talent, demarked by authors and works such as the book "The War for Talent: Getting the Best from the Best" by Williams (2000), "Beware and Prepare: The Government Workforce of the Future" by Green (2000), and "The Quest for the Best: Human Resource Practices to Attract and Retain Talent" by Hilton (1999), to name a few.

4.3. Talent Management: the 2000s Pre-Covid

As previously mentioned, the field of Talent Management got famous during the turn of the century. Lewis and Heckman brought awareness that the results for "talent management" grew almost four times from 2004 to 2008 (Lewis and Heckman 2008). The rise in papers about the subject did not lead talent management to become a well-defined study area. However, as the authors indicated, there needed to be more clarity on the field's definition, scope, and goals. Lewis and Heckman (2008) then proceeded to organize a critical review of all literature in the area, becoming a reference to any relevant academic work related to it.

Firstly, the authors gathered all terms used to describe talent management interchangeably. After reading and comparing the sources of use, they realized there needed to be a precise meaning since it was used in many ways to highlight the strategic importance of human resources. From that, they took the approach of talent management as architecture, meaning the best practice is to describe the vision of early components of managing talent and offer a strategic perspective that provides a framework to outline how these policies should occur.

To pursue a strategic approach in talent management, the authors suggest every employee needs to be segmented by the difficulty of replacing the value added to the company, in an adaptation from several models, as Zuboff's (1995). By positioning people in this matrix, the company has visibility on how to approach its talent management policies and exploit opportunities that appear to use people as a competitive advantage (Lewis and Heckman 2008).

Lewis and Heckman also present more complex frameworks and models, in general, they link other elements to assess when deciding how to manage people, among them: sustainable strategic advantage, resources and processes, talent pools and structures, aligned actions, human capacity, policies and practices, and investments. The discussion from those dynamics adds value to the strategic approach of talent management and can be accountable to

authors such as Jackson and Schuler (1990), Barney (1991), Zuboff (1995), and Boudreau and Ramstad (2005).

To finalize their critical review, the authors appeal to researchers to bring more clarity and thought leadership to the topic to make the field more academically coherent and rigorous. They claim researchers come up with talent decisions systems-level models to illustrate the impact of talent choices and provide meaningful impact within the organization. It is worth mentioning that Collings and Mellahi (2009) also did an interesting review paper on strategic talent management that resembles a lot the investigation of Lewis and Heckman.

Fascinating research on talent management for the 21st century was held by Cappelli (2008) for Harvard's Business Review. The author showcases that talent management policies and procedures done in the last century eventually collapsed because they could not address the uncertainties raised in the marketplace, which led to an excess supply of managers and talent pipeline churn due to wrong growth forecasts. The crisis affected a lot of programs and initiatives to develop talent, such as the academy companies.

By the end of the 90s, companies restarted filling their talent pools and focused on hiring from competitors instead of internal development, which caused retention issues. The author highlights that the C-level mindset was on assuring they would have people from the outside with the required skills, not developing internally and potentially losing this employee to another firm (Cappelli 2008). By the end of the century, companies realized they were attracting experienced candidates and losing valuable employees to competitors at the same pace. Although many tried to keep the old talent management practices back in place, Cappelli believed those needed to be updated and had little chance of succeeding since they surrounded creating succession plans for high-potential employees. The problem is that most of them were leaving rapidly and leaving a gap in workforce planning.

Cappelli defends talent management does not serve to lower turnover rates or develop employees - their primary outcome should be helping the company to achieve its strategic objectives, and for that, it is essential to understand the benefits of each initiative and assess the risks associated, a point vital due to a change of culture - if changing jobs were seen as a sign of failure in the past and more people looking into having a "career for life," signs of constant job-hopping were in the growth by this time (Cappelli 2008).

The author then uses a novel supply chain perspective on talent management to set principles to address the new risks and uncertainty of talent supply; they are:

- Make and buy to manage risk: companies should lose estimates of resources needed to hire externally in case of shortfalls since some postings are more accessible to fill from the inside by development, as the author puts "talent management is an investment, not an entitlement";

- Adapt to the uncertainty in talent demand: since uncertainty is assured, break up development plans into shorter periods and create a generalist talent pool that can be allocated among business units if needed;

- Improve the return on investment in developing employees: share the costs of development with employees by asking them to take on assignments voluntarily or keeping in touch with former employees that can be rehired in the future;

- Preserve the investment by balancing employee-employer interests: make employees share in advancement decisions to avoid them leaving for better opportunities.

Although the article presents some parts too heavily sided with business instead of employees at times and makes some loose predictions on the future, it has a new view and solutions in a time where most firms were picking up old ones. Another exciting piece of work comes from Vaiman, Scullion, and Collings (2012) in their work on talent management decision-making.

Considering the field was finally becoming mature scientifically and the crisis of talent management happening, the researchers wanted to come up with topics on talent management that could help the practical decision-making by companies since its main objective should be to increase the organization's success. Firstly, the researchers enhance the need to use data to back up managerial talent resolutions to make more rational and qualitative decisions, here, the authors anticipated a big trend in talent management in the years to come (Vaiman, Scullion, and Collings 2012).

The article also presents other significant trends to be considered: the intensification of recognizing critical roles, instead of people, to be future-proof against shortages, a change in competition between employers for talent from the country level to the regional and global levels (supported by the increasing mobility setting of the 2010s), a shift towards skills-related immigration systems, and the lack of leadership talent (Vaiman, Scullion, and Collings 2012).

The text also highlights the need to consider corporate social responsibility since research showed that it was a lever in talent management and retention and a positive point in companies' employee value proposition. Diversity was also appointed as an essential factor to be considered in talent management decision-making, by that time, global companies started to become heavily diverse (Vaiman, Scullion, and Collings 2012).

Other three significant trends identified were the permanent shift to a knowledge-based economy, since employers were concerned highly qualified workers were motivated, the trade from security to become less dependent on a single company due to the recession, and the growing importance of emerging markets (Vaiman, Scullion, and Collings 2012).

Notice that the academic literature shifted to a more objective approach as the authors tried to look into the future of work trends and set talent management guidelines for companies to follow in the coming years. Schiemann (2014) wrote an interesting article in this direction. The author defines talent management as "a unique function that integrates all of the activities

and responsibilities associated with managing the talent lifecycle regardless of geography - from attracting and acquiring talent to developing and retaining it."

The author defines the talent lifecycle as: "The talent lifecycle encompasses all of the stages of interaction between an organization and its human capital. This ranges from building a talent brand that attracts the right talent to acquiring, onboarding, developing, managing, retaining, and recovering talent." It consists of, in sequential order from the talent pool: attracting, acquiring, onboarding, training, maximizing performance, developing and succession, retaining and recovering (Schiemann 2014).

In Schiemann's eyes, every organization's aim should be talent optimization, which is the balance of acquisition, development, performance, and retention strategies - the optimization would provide higher productivity, quality, retention, regulatory and environmental risks, and strong operational and financial performance (Schiemann 2014). Due to his research with over 2000 companies, Schiemann believes optimization can be reached through the people equity framework. The framework is divided into three categories: alignment, capabilities, and engagement - by aiming to increase those dimensions, companies would achieve better results when managing the talent lifecycle (Schiemann 2014).

Lastly, an important article was published in 2020 by highly recognized authors in the field: Gallardo-Gallardo, Thunissen, and Scullion (2020). Adding on world trends such as globalization and technology, competition is fiercer than ever, talent is seen more than ever as an essential competitive advantage, and companies are rushing to leverage and protect their human capital. The authors conclude that talent management is very context-dependent, and each company's individual and surrounding environment dynamics must be comprehended before making decisions. A focus on micro decisions and employees' reactions to talent management at an individual level is also identified as a trend, understanding that companies

may adapt the employee value-proposition to suit personal needs in the future (Gallardo-Gallardo, Thunissen, and Scullion 2020).

4.4. Covid and Post-Covid

Like a few others before, one recent event that impacted how and where work happens is the Covid-19 pandemic. It forced all companies to re-evaluate how collaboration can work in a remote setting and allowed many employees to experience working from home for the first time. Office workers, in particular, have concluded that they are at least as productive - if not more effective - working from home (Birkinshaw, Cohen, and Stach 2020) and have started to prefer working from home or other remote locations. This significantly impacted the recommendations expressed by the scientific community regarding talent management during the period in which most office workers were working from their homes:

Caligiuri et al. (2020) focus their research and recommendations on the stress the pandemic caused in many individuals and suggest measures such as hiring people who are naturally more comfortable in uncertain situations [..]. Nevertheless, also state that the employees - now more aware than ever that their jobs are ephemeral - should be more willing to receive training to sharpen their skills and increase their chances in the job market.

Building on top of the literature that focused on the time at which the pandemic's impact on everyday life was at its peak, post-covid literature considers talent management as a more critical determinant of organizational performance than previously (Hongal and Kinange 2020).

Talent and skills mismatch has become a relevant issue since remote work rapidly increased the talent pool available to companies. However, it is still difficult for companies to find suitable employees for the job requirements that have altered due to the changes caused by the Covid-19 pandemic (Hongal and Kinange 2020).

Automation is also a source of change for the future of work. Although many stakeholders consider automation a disruptive force that may end jobs, in practice, it has been

shown that automation does not only create or destroy jobs - but rather transform them: "the World Economic Forum estimates that by 2025, technology will create at least 12 million more jobs than it destroys, a sign that in the long run, automation will be a net positive for society" (Nunes 2021) - this data also shows how important reskilling will be in the following years to assure a workforce that is ready for the challenges of the future.

Regardless of how the consequences of the pandemic are interpreted, the data collected before, during, and after the pandemic clearly shows that expectations towards work have changed in many ways. According to Gartner, the share of remote workers has increased from less than a third to almost half (Mohamed 2020), and over 80% of leaders want to let their employees work from home for at least some of their working hours (Arlington 2020).

Another critical trend comes from the need to have a strong employee value proposition (EVP), especially when it comes to diversity and social responsibility, confirming a trend of recent years: "inclusivity; corporate responsibility; and equity and equal employment opportunity are the key underlying principles of a responsible talent management system" (Anlesinya and Amponsah-Tawiah 2020). The primary outcome from this topic is that diversity and inclusion are needed not only in the firm as a whole but also in talent management.

Finally, since solid talent management is essential to master unforeseen situations that will arise in the future, it is also clear that using data is a crucial component of proper human capital management. The use of data facilitates all talent lifecycle touchpoints, enabling conscious decision-making for areas like recruitment and training and also helping to explore talent-related issues such as performance, employee absenteeism, and more. The benefits can go from minimizing the cost of bad hires to predicting employees' performance: the opportunities offered by big data are endless (Jackson 2021).

5. Future of Work Trends and Insights

This section summarizes our findings from the most current and essential literature regarding talent management practices. It serves as an important step in bridging the gap between general knowledge and practical knowledge needed for this research and to assess and improve the future of work readiness of the company this project was completed. The topics chosen here to form a collection of subjects and data selected by the writers to narrow the broader future of the work topic down to make it usable for a specific purpose and company.

5.1. Learning

A consensus within recent literature on the topic emphasizes learning and training needs within companies. Key findings from reports indicate the still existing and growing skill gaps until 2025, which include critical thinking, self-management, and problem-solving (World Economic Forum 2020). On the other hand, emerging skill gaps also continue within technical skills, such as specialists in software development, the internet of things, and machine learning. Furthermore, a trend among companies and scholars agree that organizations need to reskill or upskill their employees through extensive programs lasting six months or more to meet future requirements (World Economic Forum 2020).

At the same time, a meaningful discussion is being held about why organizations still need to foster these skills and how one can facilitate such learning. Hence, experts on the topic have increased their interest in understanding how to build a culture of learning within organizations and if it is possible to teach individuals to become self-learners (Schwarz 2021). It is through self-learning that the employees, who make the economic gains for the organization, can best find themselves navigating the ambiguous nature of the future of work.

5.2. Automation and Reskilling

In the long run, automation will be responsible for transforming and creating new jobs - instead of destroying them, as some researchers feared for years. This trend goes hand in hand

with another one: reskilling. The companies will need to reskill their contributors to keep an updated workforce and talent pipeline. In line with developing a learning culture, a company should create a synergy that makes workers look to learn more skills independent of someone demanding them to.

5.3. The Talent Bottleneck

Finding talent, at the right time, with the right soft and hard skills will continue to be difficult for Human Resource departments (Harvard Business Review 2021). In addition to being an obstacle from a recruitment and possible talent pool perspective, it has the extra layer of selecting the right people based on soft skills, culture, values, and the company's EVP - the rise of learning and reskilling due to the quick changes in work environments will make each person's characteristics as the most crucial determinant factor when picking employees, especially to assure they choose to stay in the company for a long time (PwC 2021).

5.4. Diversity and Inclusion

As put by Anlesinya and Amponsah-Tawiah (2020, 281), "Diversity and Inclusion (D&I) are determinant factors for the future of work. More than having them as components of a company is required, though - the future of the work shows that D&I should be a part of the talent management policies and decisions". Some solutions are way more accessible than it looks: re-evaluating job requirements, analyzing the diversity of the company's talent pipeline from a succession perspective to ensure different people can reach C-level, track career movements segmented by people (Sigelman and Taylor 2021).

5.5. Hybrid and Remote Work Modes

The pandemic created a unique time for many workers to work at home for a long time. This opportunity made many appreciate the ability to prioritize other life aspects by staying

more at home. The new reality pushed secondary trends such as the great resignation[1], quiet quitting,[2] and the four working days per week, and although it is still too early to know if those will have a long-lasting impact, what we can already know for sure is that the new work modes are bid to become the rule and not the exception, research shows that less than 10% of workers prefer a full-time presential job (Wigert 2022). McKinsey research suggests that the new work modes trend will stay after Covid-19. However, besides that, there is a disconnection between different segments inside the company - while core employees generally want to be in the office three or more times a week, almost half of the employees prefer to be a home for at least three days. Complete alignment and unanimity on a preferred work mode are unlikely, and companies must find the best way to accommodate different preferences (Smet et al 2022).

5.6. Data

New big data solutions are coming up every day. The new analytics possibilities are essential to take talent management to the next level by helping Human Resources to make better decisions throughout the talent lifecycle instead of just picking things out of thin air. Another advantage is a better understanding contributors' related phenomena such as absenteeism, retention, and performance. Research shows that 82% of companies plan to begin or increase the use of big data post-covid (Jackson 2021).

Big data and Artificial Intelligence (AI) are powering up several HR policies and processes, including talent management. Available AI platforms are already in use in the

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[1].

 Psychologist Anthony Klotz crafted the term. It describes the labor shortage records during the pandemic (Gloudemans 2022).

[2] Quiet quitting means remaining in one's workplace while not actively going above and beyond (Pearce 2022).

market. A benchmark is Fusemachines, which helps the HR team predict talent needs the company will have based on past data on vacancies across departments. Another example is AI auto-generated advertisement also assists the firm in creating personalized ads targeted at the candidate.

6. Case Study Company Interviews

The starting point of this research was to investigate if the talent management practices of the company XYZ were ready for the future of work. We compared the collected benchmark with the case study to apply the gathered knowledge from the literature review successfully. The first step was to hear employees from different backgrounds, seniority, gender, roles, and others through interviews. The questions aimed to grasp the worker's perception of the company's talent management, human resources practices, a vision of the future of work, and internal readiness for it.

6.1. Interview 1

A first interviewee is a man who has held his position in the company for eight months.

In his perception, the future of work has to be linked to career development and agility in organizations. Training is a crucial point, however, it is not just about this and training people to become digital, but installing a learning culture, where people have to understand that they have to be learners, and this he thinks they still do not have. Although much good work is done, it is not Human Resources or the managers who should say that now the employees should do specific training. However, they should have this initiative in constant personal and professional development. Another critical point is mobility, where they have to learn to have processes, succession plans, and knowledge management so that people can move. Moreover, for this, they need to have the ability to be adaptable so that they can also retain people for the company's growth and efficiency.

"The recipes that gave us success today will probably not be the recipes that will give us success in the future because the world is changing very fast." (Interviewee 1)

Regarding onboarding, the interviewee clarified that this process should be more normalized within each department. This is because, in general terms of the company, the onboarding is very centralized and works well. However, each department works very differently, and this consistency needs to be improved.

However, an exciting point he also mentioned was the importance of off-boarding. In case an employee receives a better job offer or opportunity and wants to leave, it is essential to maintain a good relationship, not only for referring and saying good things about the company where they have been but also to ensure that if one day the person wants to return, the company will remain open to receive them.

When asked what aspects of the workplace and processes he thinks are essential for employees now and in the future, he replied that he does not consider money to be the most important thing but that pay compensations and fair benefits are a crucial angle. On the other hand, with the change we have seen over the years, now more than ever, employees are looking for more flexibility.

"The world changed massively, in two years, probably the biggest social experiment in the last centuries, and people want different things, I think it is probably a lot healthier." (Interviewee 1)

6.2. Interview 2

The second interviewee is a woman who joined the company almost four years ago, in February 2019.

Her team is composed of two people, however, they intend to increase the workforce, mainly due to the increase of processes that they have in progress. The recruitment process starts with a manager identifying a need for a specific area, either because it is a new function

or a replacement for someone leaving and introducing it on the *Cornerstone* platform. After that, the recruitment team has to verify with the Reporting and Analytics area to check whether the company has a headcount to recruit. Only after that can the process get going. Having that in mind, recruitment can be done internally or externally. Within external recruitment, there are several types of processes, namely: recruitment of full-time employees (FTEs), who possess much experience with a certain level of expertise for long-term and continuity functions in the company; recruitment of trainees, to do professional internships of twelve months or curricular internships (less than twelve months); and, recruitment for temporary work, to bridge a specific need that may exist due to the quick replacement of someone who is in maternity/paternity leave or absent from a prolonged illness. Focusing on FTEs, the vacancy will always be first published internally for ten days. After this period, if there are no positive results, the vacancy gets published externally on different media platforms (company's website, *LinkedIn,* recruitment partner) depending on the profile being searched.

Regarding trainees, the company advertises in similar media platforms and universities, where they already have vital contacts for sharing profiles and for internal dissemination of the opportunities in their networks of students and alumni. Adding to that, and for these two types of recruitment, the company publishes the job on the *Get Talent* platform, a pilot program registering positive outcomes. Lastly, the application is channeled directly to the company's recruitment partners for temporary work. On outsourcing recruitment, the interviewee stated that the process had not gone directly through them, although it is something that they would want to take over for better control. Once the applications for the different types of jobs start to come in, the interview part of the process commences unfolding. A telephone interview takes place in the first phase, screening the applicants. Then, they move on to a face-to-face interview via *Teams,* and in the last phase, they try, as much as possible, to bring people to their facilities.

When asked about how they evaluate the success of the processes, the interviewee pointed to a need for more analysis on turnover. However, although in the last two years, the number of people leaving the company has been increasing due to a more heated market, people usually do not leave in their first year at the company. The employee feedback on the process is positive, with 94% of the admitted employees classifying it as good or very good on an internal survey. However, there is always room for improvement in different parts of the process. Therefore, considering the future challenges that may arise, the interviewee suggested the importance of having critical partnerships with institutions crucial in attracting talent, such as universities from different areas.

The future of recruitment is still being determined, nonetheless, the interviewee came up with some reasons that make her believe it will be harder to find and attract talent. While pointing to the fact that candidates now have different needs than before, she added that the concept of a job for life is a thing of the past, and flexibility is vital.

"They are going to want to have more flexibility, they are going to want to work anywhere in the world, they do not want to be obliging to come to the office once or twice a week, by the way, three do not even think about it, so sometimes one is too much, they want to have the freedom to be the perfect digital nomad, don't they?" (Interviewee 2)

To face these changes, the interviewee stated that the way to go is to act accordingly and give the candidates what they are looking for: a flexible program of benefits that lets the applicant have the right work-life balance.

"It is not just a question of salary anymore, and it is a question of flexibility, which is something that is a paradigm different from what it was two or three years ago." (Interviewee 2)

"Life insurance, pension plans, these are things that younger people do not value at all, they often do not even know how it works, and so they want things right away." (Interviewee 2)

6.3. Interview 3

The third interviewees are two women, one of them having been in the company since September 2022.

When talking about the onboarding process, which both considered well-structured and works well, they were asked what they could improve. The answer was that they would love to implement an event that brings together all the people that integrate the company and the newcomers, where activities are carried out that allow them to get to know each other better and, consecutively, the company's values.

Looking into the future of work, they think that the onboarding process might be very different in ten years, considering the employees' needs and the evolution of technology. Combining these two factors, one possibility will be the onboarding done from home, using technologies such as Virtual Reality (VR).

"Possibly we can be in our house and use VR to meet and learn with other people." *(Interviewees 3)*

When asked if the social part and going to the office would still be necessary in case they work only from home, they answered yes because they like to be with others face to face. They also need to gain experience in what it is like to work with people only in the office or online.

However, they concluded that this factor will always depend a lot on each person's background in work experience and what they are or are not used to, but the ideal would be hybrid.

"But the favorite was hybrid because you could get like the best of both worlds." *(Interviewees 3)*

6.4. Interview 4

The fourth interviewee is a woman who has been in the company for about a year.

As the company's industry is a highly regulated sector, and as stated in the interview, the company has fourteen contents of mandatory training plus, for everyone who has contact directly or indirectly with a client, an initial training of 80 hours and an annual training of 15 hours. Apart from this, the company ensures that everyone has their development plan on the basis that it is to the needs of the area managers and can be adjusted to the current demand. The other and last way the company offers training to their employees is by offering to pay the tuition (or half of it) for higher education programs in Portugal or abroad. The current training portfolio has about one thousand pieces of content, which external partners typically provide.

Asked about how the company assesses the success of the training contents, the interviewee diagnosed a need for methods to do it, stating that, currently, it is all about direct feedback from a superior.

"(…) direct feedback from the manager who comes to the Academy and says: Well [interviewee 4] that worked for that person, it went fine, I can see some improvements in his or her role." (Interviewee 4)

The interviewee suggested checking how the employee accomplished their goals on a specific topic three months after the training. However, she pointed out that some skills might be harder to evaluate than others.

"But some others, and of course much more in soft skills, are harder to identify, harder to measure that difference between what was my initial point of starting and now what have I improved." (Interviewee 4)

To understand better whether the employees are satisfied and if their needs are being fulfilled, the company asks them to give their level of satisfaction for each content. According

to the interviewee, the employees appreciate and recognize the investments made by the company.

"Of course, the Youngers will say, I am fed up with mandatory training because they did not reach the time to get to the sexier «contents.» But overall, the people who are more than two or three years in the company recognize that there is much content to use and many opportunities to do." (Interviewee 4)

On the challenges that might arise in the future, the interviewee explained that people got fed up with online content during the pandemic and were urged to be in a room together. The issue comes when the training providers ask for higher prices for in-person activities making the company adjust its budget. Moreover, people more and more need more time to learn and, therefore, want to learn fast with only the relevant message.

"[They do not want to be there] for 4 hours explaining how we got here and why we will get somewhere. [They] want to know how to get there, and I think that will be a huge challenge for us once more." (Interviewee 4)

Adding to that, and considering the company's sector, where there are different age groups among the employees, it leads to the need to adjust to different levels of ambition for their careers and different learning paces. This must be centered on more interesting, disruptive, and relevant ways of transmitting the same content.

Among these ways, the new possibilities that *Artificial Intelligence* brings to the table might make the entire training process easier with even better results. However, according to the interviewee, deep down, it will always depend on how curious the person is.

"But in the end, we are always talking about individuals, willing to grow or not, maybe just simply being in their comfort zone without stepping up and being curious. Moreover, there is something that I cannot change in that human [nature]." (Interviewee 4)

6.5. Interview 5

The fifth interviewee is a man who joined the company about two months ago.

When asked about his recruitment process, the interviewee stated that it was a complete and thorough process where all the steps made perfect sense. It consisted of four moments, three of them being interviews and a final and fourth one, a psycho-technical test.

Regarding his onboarding experience, the feedback was similar.

" I was very well received, I liked very much the way I was welcomed, and then the process of onboarding was phased, i.e., I had an initial phase here, with the human resources, and then we had, the P&O organized here four days, four sessions, with new colleagues, so I and more colleagues who entered more or less in my time, in the last months, (…) we had the opportunity to meet the leaders of all the teams, of all areas, realize how the company is organized, what each one does in general, how the teams connect, so I think the process of the whole [onboarding] was excellent, I feel very well integrated (…)." (Interviewee 5)

The interviewee stated that he already had several pieces of training, including the company's mandatory training. Although not applicable to his case, he mentioned that in specific functions, when people arrive, they have someone who helps them understand precisely how they should proceed in their role.

Regarding his experience in both processes and how they influenced his view of the company, the interviewee pointed out that it helped him, without any doubt, to have a more accurate and precise perception of the company and that by understanding exactly what the other areas do and how everything connects, it helped him see the bigger picture and understand the purpose of his job. Lastly, it gave him a more detailed view of the company's culture and values, which he always looks for in a company to check if it is by his values.

On improvements in any of the processes, the interviewee suggested that the recruitment process could have been faster. However, he stated that it was just standard since there were holidays and some negotiations on his side on the offer along the way.

"(...) comparatively, other processes I have had recruiting to other companies here made more sense the way things are." (Interviewee 5)

6.6. Interview 6

The sixth interviewee was a man who joined the company less than two years ago.

When asked about his recruitment process, the interviewee mentioned it was a fast, transparent process where his expectations were met at every step.

Looking over his onboarding process, the interviewee explained that he joined the company during the pandemic when no one was in the office. Nevertheless, his feedback was positive too. It allowed him to have a closer look at how the company is organized and even to get some company's industry-related notions, something that was entirely new to him at that time.

"(...) even though it was remotely, I think everything went quite well. There was much openness in transmitting knowledge to me and making me comfortable with the dynamics of the team and the company." (Interviewee 6)

On the training topic, the interviewee mentioned that he still needs to do the mandatory training and that his boss is aware of that situation.

His experiences in both processes contributed significantly to his optimistic take on the company since he felt that his well-being was an important topic for the intervenients in both processes.

"(...) I think this motivated me a lot because I felt that there was a concern to know how I was doing, if I was learning, if I was enjoying it if I was integrated, and this, by the way, was one of the things that impressed me most in the process, this concern." (Interviewee 6)

When asked about possible improvements in the two processes, the interviewee needed to add more information. However, he would like to see the same care he felt during both processes being extended throughout the time, especially in middle management.

6.7. Interview 7

Our seventh interviewee is a woman who joined the organization in June 2016, which makes a total of six years with the company.

Regarding the training offered by the company, she mentioned that there is a Business Academy that contains contents of the most diverse topics and that is available to any employee. If there is no topic of interest on this platform, the employees may always request that a training course be available. However, it is always subject to analysis and acceptance by the company.

"All of this has to be approved as is natural, but yes, I have already made this proposal twice, and it was accepted, so yes." (Interviewee 7)

When asked what her best training experience at the company was, she replied that it was a certification she had requested in Emotional Intelligence, which she took through an external entity for five days.

"The one I liked the most was the last one I requested, which was a certification in Emotional Intelligence by an external entity. It was a 5-day intensive training outside the company, and as it was a certification, also hence the need to be more intense, let us say." (Interviewee 7)

Concerning the methods for learning a new competence, she reveals that she prefers presential training because it is more dynamic and productive and allows deeper sharing among colleagues. Practical cases are proposed which require more interaction among the participants.

"When there is a practical part to the training, getting people to work in groups or some kind of dynamic during the training, I think this type of incentive is always good because it makes it more dynamic and stimulates a little bit of sharing between people." (Interviewee 7)

6.8. Interview 8

The eighth interviewee is a woman who joined the organization five years ago.

Throughout her time in the company, the interviewee has done several pieces of training without any of them taking the place of the best or worst training she had. However, she stated that the more practical the training, the better, and online training also tends to get boring faster. The interviewee felt that only some relevant competencies or topics were included in all this training. However, they mentioned that the content usually focuses on the work each person needs to do and the projects people have or want to have.

The interviewee had an extreme preference regarding types of learning. She pointed out that practical and face-to-face are undoubtedly the best ways to avoid losing focus due to external interruptions.

"Practical and face-to-face are the best for the current context because one is underwater and one has to concentrate, and one has to focus and to help us focus, practical, and face-to-face is best, because otherwise there [are] emails [coming] in, phones ringing, people interrupting, so it is [harder] to be focused." (Interviewee 8)

Concerning the possible improvements in the training methods and contents, the interviewee separated it into two groups. On the one hand, content-wise, she would like to see training more focused on the future, letting the employees stay updated on new technologies and ways to do the same thing.

"I think that in terms of contents (…) something that would reassure us in the sense of I am going to give this training in a way that you can keep up with the future that is more technological, that is more digital, that will eventually be, I do not know, more dynamic, that can spread us the technical knowledge, that can keep us up to date (…)." (Interviewee 8)

On the other hand, format-wise, the interviewee feels that people are tired of always seeing the same layout and that anything that builds on that and comes in a different format can only have positive impacts.

"A more classic training does not get our curiosity and attention as much. So, anything that is a little bit off the beaten track, I think, will be a greater value for us to be awake and attentive, and for it to be a training that impacts us and for us to be an ambassador for that training itself." (Interviewee 8)

"Look, some avatars, nice things. The person goes like that for an immersive reality. Something like that, which is much more fun." (Interviewee 8)

Still, on suggestions of improvements for the training, the interviewee added that it is essential to pay attention to the quantity and not overload the employees with content that, in the end, it could be more beneficial for the person. She also stated clearly that it is important to remind employees that it cannot be the company's sole responsibility (and vice-versa) to make this process successful. It is crucial to find a balance between the effort each part puts on the table. Lastly, she suggested having a company manager help the employee find and inform them about some topics that might be useful in their area in the future and the corresponding training on those topics.

6.9. Interview 9

The ninth interviewee is a woman who has been in the company for six years.

When we asked her to explain the recruitment process, she told us that the applications are submitted via the website, LinkedIn, and contacts, and then the Human Resources team evaluates and filters them. Then they send the results of this approach to the manager and the recruiting area so they can also analyze and conduct the interviews.

As points to be improved in the recruitment process, she identified the recommendations, which she considers to be sometimes difficult to distinguish if what they

receive corresponds to reality or if it is adulterated information, which can consecutively lead to a casting error.

"Sometimes, and unfortunately not always, what we receive is true, and therefore there is always some difficulty in the interviews for us to understand what we are receiving, whether it corresponds to reality or not." (Interviewee 9)

Regarding onboarding, this was mentioned by the interviewee in a very positive way, consisting of several moments at a particular moment of the year when newcomers are brought together and introduced and presented with the activities and responsibilities of each area of the company.

However, among all the very positive aspects, she considers that there is still room for improvement, which is to offer new employees the opportunity to have a trainee program, where they can work for some time in different areas so that they can have a live experience and understand in which areas they see themselves effectively performing in the company.

"It may be interesting to be identified as a pool of recently arrived employees, especially in a trainee process, in which they are, in fact, a little lost, they do not know whether what they like is area x or area y, especially in a large company like ours that has different areas, and eventually they will be allowed to have a trainee program." (Interviewee 9)

Asking about the main challenges and future opportunities of recruitment, she argued that the next step would be to look more at what are the soft skills of people and not so much at the hard skills because this process is still very focused on what is the experience and academic background of the employees.

"Our company does not do any kind of tests, that is, people are recruited, but there are no tests, namely at the soft skills level, that can assess this type of information so that the manager can evaluate if this is the right person or not to work within the team." (Interviewee 9)

6.10. Interview 10

The tenth interviewee is a man who joined the company in 1992, so thirty years ago, and is almost considered a founder member.

Regarding the recruitment process, the interviewee mentioned that this selection has as a first objective to privilege people in the house, therefore giving priority to internal recruitment and only then to an external one.

"Even for the sake of talent, rotation, and all those qualities that are very important in people, we always try to have a selection process that I would say favors people who are in-house because they already have a certain culture, and they can also grow and develop themselves, so I would say that this is the main pillar." (Interviewee 10)

When asked about the improvement points in this process, he replied that it is possible to change how the interview is conducted in the case of external recruitment. Instead of being something more formal, where curriculums are analyzed, people try to get to know the person and ask questions. It should be more interactive, where the candidates can make a specific presentation or expose a free theme.

"In the sense that people would show themselves, and we would not be so much trying to fit certain things that sometimes require a half-hour conversation on a certain profile that may not be adjusted." (Interviewee 10)

As far as the onboarding process is concerned, although he thinks that it is very robust and well structured, he believes that there is room for improvement in the planning; that is, regardless of the time needed to dedicate to the respective functions, it must also be balanced with the time to be with the person and listen to their difficulties.

"We have to strike a balance between the time we have available to receive these people well, knowing that by giving them this time we have less time for our routines, but being sure

that shortly this time we spend with people will be repaid with the individual and collective well-being of the team." (Interviewee 10)

Considering teams, a crucial aspect, he was asked about which competencies he thinks to need to be offered for their development. He answered that people should be even more proactive in challenging themselves and the organization and be recognized and valued for their originality and contribution.

"People being even more proactive, so creating the conditions so that the company, regardless of the possibility of people being genuine and expressing their opinions, be recognized and valued for the spontaneity of the contribution they can make." (Interviewee 10)

7. Interviews Main Points

7.1. The Company Lacks a Shared Vision for the Future of Work

A crucial step for any company to become ready for the future of work is a solid understanding of what to expect from that future. Without shared expectations that everybody understands, it becomes difficult for the company to act consistently when challenges and changes eventually arise. If departments respond to challenges differently and in an unaligned way, some form of chaos is likely to follow.

However, the expectations towards the future of work observed during our interviews were defined mainly by ambiguity. The responses by those responsible for the essential talent management processes to our questions regarding opportunities and challenges of the future were diverse and only overlapped in one area: all respondents brought up remote work in one way or another and expressed that they perceive virtual work and content consumption as a challenge. None of the interviewees seemed to have a plan on how to leverage the trends of the future of work to their company's advantage. This lack of alignment and perspective was

emphasized when the interviewees were about assessing their success and responded that the company could do a better job at evaluating performance.

7.2. Learning and Development Frameworks Are Not Ready for Upcoming Changes

As mentioned before, automation will substantially transform company employees' jobs today. According to McKinsey & Co., about 50% of today's work activities are automatable (Manyika et al. 2017). This would mean that, on the one hand, half of the company's workforce would suddenly be out of work, while at the same time, there is a massive demand for people who can set up, maintain, and use automated systems to perform these same tasks in the employee's place.

The observed company's learning and development strategy, however, is mainly focused on building and improving workers' skills for today's jobs instead of preparing them for new tasks and responsibilities. During the interviews, company employees especially mentioned mandatory training in the insurance industry, language classes, software training, and certifications that improve general business skills, such as a workshop for emotional intelligence. None of them mentioned programs that would prepare them to change their career paths or roles within the company should there be a need to do so, as it could, for example, be triggered by automation.

Our assumption that the learning framework at the observed company is not ready for significant future changes is additionally grounded in the fact that all training seems to be structured around a "development plan" that is seemingly developed individually for each employee when they enter the company. Such plans will most likely be tailored to the role the employee has when joining the firm and does not facilitate agility of the workforce as we suggest is needed to master the changes in how work is done.

8. Interview Analysis vs. Internal Documents - Case Study Company Outlook

In this section, we combined an analysis of the main topics pointed out during the different interviews with an overlook of the main takeaways from the provided documents of the company XYZ. The main goal was to understand and have a clear view of topics that were common in the interviews and on the internal documents to come to settlements on three distinct topics:

- Areas where the company has been doing good work;

- Areas where the company still needs to endeavor to achieve better and more efficient outcomes;

- General trends or perspectives on how the future of work will develop.

Considering this, several general topics burst from the interviews and the documents. To start with, there was this constant idea that, nowadays already, people expect more from their jobs. The three main forces at work are technology, social change (flexibility, and control across the life course, values, expectations, and career choices), and demographic change (aging, non-retirement, longer life expectancy, growth of younger and older populations, and greater workforce diversity).

On the Technology side, it was stated that automation, Artificial Intelligence, machine learning, and advanced analytics (technological and digital tools that are developing) are expected to notice an improvement in productivity and better access to information and ideas, which promotes work and job change. They can and should be applied in the organization's recruitment, onboarding, and training processes. It is essential not to forget that, with the development of these technologies, the sense of insecurity and fear of job loss, remote working, less office space, and demand for social interaction also rises with this growing automation of work and new leadership and management techniques are needed.

Regarding Social Changes, there is a high demand for flexible work options, which has resulted in a decline in employment contracts, an increase in self-employment and multiple contracts for employees (working simultaneously for various organizations), a greater variety of contracts regarding working conditions and locations, shorter tenures for managers and employees, remote working, a decrease in office space. In one sentence, people will want to come closer to the *digital nomad* stereotype, people who live in a nomadic way while working remotely using technology and the internet.

Lastly, when it comes to Demographics, specific changes are expected to happen due to factors such as an increase in the average age of the workforce (age diversity), gender and cultural diversity (more and more women are entering and remaining in the workforce) and increasing cultural diversity due to increased migration in some geographies. It is also crucial to remember that in contrast to the past workforce, today's social capital is highly mobile (there is no such thing as a job for life), volatile, and motivated by a new set of psychological factors. These changes, and the lack of keeping up with them by the company, holds when looking at the company's *2021 Employee Climate and Engagement Survey*, where the lowest scores given by the employees were in the *Compensation & Recognition* and the *Retaining Talent People* criteria (46 and 31, respectively). The first item showed that only 23% of employees believe their pay is competitive compared to those holding comparable positions at other companies. Only 32% believe the firm needs to do a better job of aligning compensation with performance. Both metrics are down from last year's performance and under the industry average.

Regarding the second metric, only 31% of the organization's employees think it is doing an excellent job keeping its best personnel. This identical question scored 4 points less this year than last and continues to fall short of all external benchmark norms. Zooming in on some specific segments, such as employees between the ages of 31 and 40 and those with tenures between 6 and 10, makes this result even more important. Another critical change that started

to happen some years ago and will become more evident shortly is that people shifted from a *Ladder Career* – The person starts at the bottom of the ladder and works the way up till retirement. It follows the conventional concept with one career option, one kind of business, and one kind of job; to the *Mosaic model* – Transforms our professional lives from a narrowly defined path based on a core set of abilities to a composition of talents, creativity, skills, and values. Therefore, Company XYZ must plan and implement new procedures to consider all of these considerations.

9. Additional Observations

Before moving on to recommendations for the investigated company, we want to look at how our findings from the interviews relate to the output of our literature review so that a problem set can be defined and guide our recommendations.

9.1. Reskilling and the Skills Gap

Findings from the literature review indicated the need for better and more agile learning and development of employees (McKinsey 2021). Global recruitment figures show the most significant gap between skill demand and supply in 16 years, and the skills in need today are also becoming obsolete faster (World Economic Forum 2021). Therefore, it is evident that organizations will benefit from procuring or developing the human capital that possesses the needed skills internally. Similarly, in one of the interviews, it was explicitly expressed that learning and development, which includes reskilling or upskilling, can solve or mend the demand for talent with the needed hard and soft skills.

9.2. Learning Culture

The interviews also revealed that the company needs to work on its culture of learning, or even the lack of such a culture today. One of the interviewees in the company's people and organization department stated this. The reference to culture was understood as a direction of change toward building learning agility and self-learning motivation within employees through an organizational culture that promotes this mindset. Theories such as Mindset Theory, Growth Mindset Theory, and Learning Agility support the positive outcomes of collective motivation toward learning (Dweck 2015; Lombardo and Eischinger 2000). Furthermore, new generational attitudes towards work and events such as the Covid-19 pandemic have impacted how the role of work is perceived in our lives. The trend that shows the demand for work flexibility encapsulates not only remote work but also the demand for employers who can create a working environment that caters to current needs. A recent study showed that over 70% of Millennials and Generation Z (Gen Z) workers are willing to quit their job due to the lack of skill-building and mobility initiatives in their current organizations (Schwabel 2022). It builds on the understanding that there is a shift in how we view employment and jobs as not static but rather something temporary compared to previous times (Perna 2022). Learning and a collective mindset are a part of the company's future work problem set.

9.3. Internal Mobility

Moreover, the interviewees understood the trend toward internal job mobility and the need for internal mobility. Increased mobility and fluidity of an employee's career, either by upskilling or reskilling them into new roles or parts of the company, could partly solve the increasing turnover rates that the future of work literature claims to affect organizations around the world (World Economic Forum 2020). Therefore, the ability to reskill and retrain employees and improve internal mobility pay into one important overall dimension for the company:

Agility. To be ready or prepared for any future, a company must be willing to respond to change; It must be nimble enough to react fast and flexible enough to adapt to whatever unforeseen scenario it finds itself in. Since we cannot predict what the future is going to look like, a company needs to be able to adjust as new requirements become apparent. A flexible workforce is one of the company's most critical capabilities to achieve this flexibility. As specific teams, for example, departments and business processes become obsolete when the company's environment changes, new areas that need to be staffed emerge. If a company can use those employees who work in an outdated part of the company to form the workforce for new initiatives, it can react much faster and with less cost. It also means that it is less difficult to revert changes making it more feasible to experiment with new initiatives that allow the company to act proactively instead of just reacting to changes. Flexibility is also a matter of mindset; If employees expect, are used to, and embrace frequent change, it is reasonable to expect that they handle change much more gracefully than employees who are used to a more rigid environment. While the company already enables internal mobility, for example, by listing job ads internally before they are advertised externally, it seems like it does not encourage internal mobility in a way that would make changing roles a default rather than an exception and cause the cultural changes that we discussed before.

9.4. Artificial Intelligence

Artificial Intelligence is often regarded as the frontier of technology regarding the future of work. Its impact is often discussed whether its automation and self-learning capabilities may replace workers and their tasks at a rapid rate or if it can create new opportunities for organizations and their employees. Literature suggests that AI will make talent management processes such as upskilling, reskilling, and recruitment as effective and value-adding as possible (Schwab 2018). AI was mentioned during the interviews and proved at least a basic understanding of the technology's existence and possibility. However, the organization needs

more outstanding performance and artificial intelligence to compete in work talent management and acquisition. The use of AI within talent management is expected to grow by 56% in the next year (Venturebeat 2022). Some examples of using AI within organizations are platforms such as Claro, Eightfold, and Seekout, which have been shown to improve recruiting results, career planning and mobility, and identifying talent potential (Venturebeat 2022).

10. Recommendations

After discussing the current state of the literature on the future of work, how the interviews that build the foundation of this work were conducted, what results they yielded, and how the two connect, the next step is to derive some actionable recommendations. The recommendations that are expressed in the following section are tailored towards the interviewed company but are generic enough to apply to other organizations as well:

10.1. *Cultivate a Learning Culture*

Company XYZ should build a reliable infrastructure to foster a learning culture. As discussed, a learning culture and the change towards a collective growth mindset can promote agility and resilience towards future re- and up-skilling needs. It encourages learning output performance and motivation to engage in new challenges (Rives 2020; Marsik and Watkins 2003; Rock and Grant 2022). Therefore, it is proposed here that the organization applies a three-part analysis structure of learning culture, containing structural, individual, and environmental measures, as explained by Valamis (2021).

Firstly, structure regards the facilitation of learning and development within your organization. The dedication of funds and time to enable a learning culture is highly important. Furthermore, re-assess your organization's permissions to learn its formats and platforms. Open access to learning material, rather than restrictive, in combination with continuous assessment

of learning, has found support to foster an organizational learning culture (Gredmark and Larnhed 2021).

Secondly, from an individual perspective, a learning culture should aim to facilitate time to learn and motivation to learn. The biggest constraint is needing more time to learn (Valamis 2020). Therefore, I suggest that organizations align ample time and goals each month for employees to enrich themselves with new topics and skills aligned with their strategic goals. Moreover, the essential part of facilitating learning within an individual is motivational encouragement. The theory surrounding Growth Mindset's is written extensively about in the future of work studies. The definition is based on individual traits characterized by learning from failures and seeing one's skillset as malleable. Carol Dweck (2002) proposes frequent mindset interventions of employees from managers, which have been proven through large-scale studies to have a performance-enhancing effect on learning and motivation over time. Hence, Company XYZ should implement a growth mindset via added support by external consultancies that could help facilitate it within the organization.

Lastly, the organization should assess its internal environment after assessing and aligning its structural and individual factors. Even though it is a unique part of the overall model, it can be seen as the sum of the structural and individual parts. Essentially, it refers to the organization's overall work environment, culture, and mindset (Valamis 2022). Fostering an environment that celebrates creativity and embraces failure is critical while allowing for an open and non-punishable environment that shares knowledge and opinions without repercussions (Saputra et al. 2018).

In conclusion, building a learning culture is not a linear science but a collective input that can be fostered over time by including all actors within an organization. Hence, if the organization builds the appropriate structure and space for learning, individual facilitation

support and growth mindset, a learning culture is well on its way to increasing sustainability, agility and performance to meet future work needs within its talent management processes.

10.2. *Build a Career Model that Allows Job Mobility*

Many rising trends will need a response from companies as soon as possible since they are already emerging since the pandemic. One is the desire of new generations to have new job experiences. More and more new employees want to feel fulfilled and stimulated by their work, and spending years in similar positions may not be the best call for everyone.

Besides that, an emphasis is on creating a learning culture focused on the skills one may need to get the next promotion and on gathering more skills and knowledge for different job families and areas. The new reality will also proportionate an environment prosperous to reskilling; people can choose to get training on topics and skills related to another knowledge area, being prepared in a considerable short-term for a new position.

To capitalize on these trends, a key recommendation is to build a revamped career model ready for the future of work - simply having performance reviews yearly to fill up new promotions and roles horizontally in the organizational hierarchy is not enough anymore. For the years to come, companies need to have different criteria that allow horizontal, vertical, and even diagonal movements in the organizational charts, providing freedom to contributors to aim to go anywhere during their careers.

A career model for the 21st century must also be powered up by clear job descriptions available to the organization and diverse free training options that permit any employee to become ready by him or to fill a vacancy or new role in the organization. The employee should be supported by their direct manager or someone from the chosen target area; this way, a smoother preparation, and potential transition could be done.

Any horizontal or diagonal movement must be supported by set criteria just as a vertical one would. Continuous personal feedback potentiates contributors to know at which point they

are regarding their current job and future career possibilities. An excellent example of an initiative to support a new career model is McKinsey's development s-curve.

McKinsey authors state that an s-curve can exemplify every person's growth in a job: first, whenever someone starts and still needs to get acquainted with the tasks and activities, second the ascension phase, when the contributor gets comfortable and showcases a significant rise in a small amount of time, third the sweet spot whenever the person has complete control over the job and needs the company's support to go to the next and final phase: The start of a new s-curve triggered by a career movement, independently of being within the same job family or not (Brassey, Gene Kuo, and Van Dam 2019).

The inclusion of these initiatives not only responds to future work trends but also helps to prevent future perceived hazards such as job hopping since it powers up an internal learning culture, establishes a personal and consistent feedback loop, and finally provides contributors from the current generation with different and exciting opportunities inside their company.

10.3. *Building a More Automated and Inclusive Company Through AI*

The arrival of Artificial Intelligence has come to revolutionize and influence the way we live, especially when it comes to our workplace. Thus, companies and their future leaders must develop a working knowledge of implementing and functioning with AI in employment.

On the other hand, this implementation also allows work to be automated, enabling specific tasks to be carried out more quickly and efficiently than humans. The aim is not to completely replace humans but to create tools that help them and free up more time to perform other functions. Additionally, this technology contributes to a more diverse and inclusive environment, as it helps, for example, to understand the unconscious bias of humans during the hiring process.

Therefore, XYZ must implement a platform that uses AI to facilitate talent management initiatives and the recruitment process. One good example used in the industry is Eightfold's

Talent Intelligence Platform, which consists of a single artificial intelligence platform for all talent. The most significant global talent dataset powers this tool to unlock the workforce's full potential, including employees, candidates, contractors, and citizens. Regarding talent management, the platform offers the following functions:

- Internal Mobility - Here, a match is made of all current employees in the company, together with all the available positions where they have the potential to succeed. That said, employees can quickly identify, be notified of, apply to relevant opportunities, and then be recruited. This process has the significant advantages of reducing the attrition and expense of replacing employees, retaining the best talent before it is lost to the competition, and engaging the workforce based on individual potential.

- Talent Upskilling - A dashboard analysis is carried out, providing visibility of progress at the individual employee and organizational levels so that it can be planned, executed, and adjusted to its upskilling strategies.

- Talent Marketplace - Employees can browse a list of internal company projects to find out about programs matching their skills and preferences. This way, managers find employees who match the skills required for each project and invite them to join. This whole process is carried out without bias.

- Career Planning - This feature allows employees to understand their career path based on their current position, so they can see their career in the company and gain the confidence to stay in it.

- Succession Planning - This planning combines dynamic skill analysis, talent intelligence, and skill adjacencies to support leaders in critical role planning. In this way, an automatic recommendation is made of current employees who can take on a particular role in case a succession event occurs.

- Talent Redeployment - A rapid workforce transition is made to open positions where the skills required to contribute are immediately achieved, reducing redundancy costs and negative impacts on the employer brand dramatically.

- Talent Mentoring - This feature allows one to find a willing expert to advise the employee based on what the worker wants to learn and encourages them to stay in the company and grow in their career.

This platform increases internal mobility by 25%, cuts talent acquisition time by 90%, and reduces hiring costs by 60% (Eightfold n.d.).

Another feature of this platform that gives high relevance to candidates is an experience that instantly shows each candidate the right jobs for them and explains why their skills and background are suitable. So they receive more appropriate feedback, do not feel unwanted and undervalued, and allow for a reduction in the number of clicks to make applying faster, easier, and more encouraging. In this way, company XYZ also creates an excellent first impression. Even if candidates are not accepted, they are given a good experience within the short time they have had contact with the organization.

In conclusion, implementing this platform will not only meet the needs that employees are looking for but will also keep pace with new trends in the market and the future of work.

10.4. *Diversify and Refine a Work Flexibility Program*

To raise employee happiness and lower staff turnover, there is a need for freedom and flexibility. People nowadays want employment opportunities that are advantageous not just in terms of compensation but also in terms of cutting-edge perks, technical assistance, and flexibility to enable them to operate at their best.

According to statistics by *Workest*, 78% of employees believe that flexible work schedules boost their productivity, and 77% of those who apply for and evaluate employment

possibilities think that flexible work arrangements are vital. It is also important to remember that employers and employees benefit from a flexible work environment. It not only aids in raising productivity inside the company but also generates numerous other benefits through employee happiness.

The current work flexibility program in the firm is a type of work arrangement that allows company employees to fulfill their job duties more conveniently and outside their regular place of employment. The work flexibility program encourages a work-life balance by creating a more positive and livelier workplace. Although well-structured and implemented, some aspects can still be refined and reinforced. The following consist of some possible examples that could be put into practice and combined depending on the availability of resources and needs:

- Flexible timetables: Employees may choose to have a compacted workweek or choose their hours, shifts, and break periods (i.e., working full-time in four days instead of five);

- Flexible location: The choice of working from home, the office, or another place is up to the employee. Although the *work flexibility program* already allows a maximum of two days a week, "if there is an agreement between the Employee and the direct Manager," it should be considered, at least for some positions, the extension to more days per week;

- Unlimited or flexible personal time off: Employees are allowed to take time off as needed without worrying about going over their allotted amount of vacation time;

- Versatile positions (job sharing): A single position is shared by two or more people, allowing them to work part-time while the role is filled full-time;

- Cross-department secondments: Employees can temporarily immerse themselves in another department's operations through cross-departmental secondments, keeping their "day job" intact.

When applying these measures, tracking how they are doing in terms of helping the company's results is crucial. It can be done by simply examining the company's financial performance. Customers and clients will also be dissatisfied if staff are, and the firm will suffer. Beyond that, there should be a regular checks with the employees to ensure their flexible work environment fulfills their requirements. It is possible to do it through surveys or one-on-one catchups.

10.5. *Create Company-Wide Initiatives to Create a Shared Vision*

As we discussed earlier, the interviews performed during this project showed that the case study company needs a shared understanding and vision of how it will tackle the future of work. Most of the previous recommendations are rather holistic and require that everybody in the company works together and that the issues are approached at different levels of the company. To ensure this happens, the company should identify and communicate the issues it deems most important (the authors of this report believe them to be the issues discussed in the four previous recommendations). After that, the company should identify measurable indicators to track progress toward these goals. For learning culture, this could be achieved by surveying employees on whether they feel they have improved their skills recently; For a more mobile career model, the company could track how many of its employees changed their roles within the company and how their performance as evaluated by their supervisors has improved by the change; The successful use of AI to remove biases from HR processes could be represented by changes in diversity at different hierarchy levels and also by questioning employees about their perceptions. Lastly, to confirm that increased work flexibility is helping the company, it could be measured how specific individuals' productivity and satisfaction increase. As overarching measures, turnover, the time employees spend at the company, and more standard HR-Key Performance Indicators (KPIs) should be tracked, but we can assume this is already happening. Having done this, the company should ask its policy owners and managers to propose initiatives

they could perform and justify how these initiatives pay into the goals, and KPIs defined earlier. This would mean that: firstly, everybody understands the company's goals, and secondly, all initiatives are aligned. The initiatives could also be small-scale or encapsulated to specific departments or teams, allowing the comparison with other departments similar to A/B tests in marketing. This way, the company can identify the most promising initiatives to scale them up across the organization.

When asked, all managers and policy owners can clearly state how the company and their team, in particular, are approaching the future of work.

11. Limitations

During the project and our research, some limitations emerged, so the following should be considered:

- **Sample Size** - The number of employees we could interview was minimal and may have needed to be representative of the entire company.

- **Perspective** - The subjects addressed in the interviews were not chosen randomly, which may have compromised the responses and, consequently, the results. Furthermore, the company facilitated interviewees, which may also have biased the selection.

- **Reliability of the Results** - This point is also related to the previous two, so we can add that although there was a concern about creating a pleasant interview environment with non-compromising questions, it is possible that the interviewees gave socially correct or accepted answers rather than the whole reality. However, the findings from the interviews were used for educational contexts only, without disclosing the person concerned to either colleagues or the public.

- **Qualitative Research** - As previously mentioned, we used a qualitative approach. However, this approach brings some limitations, as being open-ended questions, it is more

difficult to measure the concrete conclusions compared to the other interviews. Additionally, the results cannot be generalized to the rest of the company. For this, a quantitative study of a focus group would be necessary.

12. Conclusion

The future of work is a constant-changing, hard-to-grasp concept - what the future of work may be perceived as right now can be very different in a year. The myriad of possible scenarios may lead companies to fear or lack motivation to take the necessary steps to be prepared for the trends we observe at this moment in time. Facing this dilemma, it is essential to remember Heraclitus's dictum, "the only thing that is constant is change." If everything changes, companies need to invest in what has powered business to success generation after generation: its people.

The present research showed that the pandemic has tremendously shifted employees' mindsets and substantially influenced new generations. It is easy to assume they came to stay. Realizing their work is not their entire life, people want to feel valued and fulfilled at work, and old practices will not do in the future. Having strong culture and values as the backbone of your company and using them as a pivot to several policies during the talent lifecycle will make employees identify with the brand.

Seeing people want to feel their work matters in their lives and personal development, firms need to provide unique experiences in recruitment, onboarding, training, and more. There are several ways of doing that. Our case study, Company XYZ, has showcased good talent management practices taken as a response to the pandemic, but still need a concrete structure to be secure towards the future of work.

Company XYZ needs to focus on concrete measures with lasting benefits instead of quick-wins policies and procedures. Some actions we consider the right step to become future-

proof are: 1) Use data and AI to all organization' parts favor by talent management tools implementation; 2) Create a learning culture, and make sure to stimulate workers to seek personal development beyond their job requirements, triggered by reskilling; 3) Promote flexibility across the organizational charts by providing vertical, horizontal, and diagonal career movements; 4) Make every person feel unique by having a personal feedback loop, prepare managers to guide different people and their needs; 5) Provide training and development initiatives that are also an experience: personal mentoring, job shadowing, and others.

The main point academic researchers and authors agree on the agreement is that human capital is the competitive advantage in the future. To apply the field of talent management to the future of work, upcoming works should focus on creating structured frameworks to help companies make better managerial decisions when creating and changing human resources initiatives.

Unstable environments are a source of opportunity. Focusing continuously on creating a value proposition in line with the new era and implementing the initiatives and changes that will potentiate the company's internal talent is the best approach to becoming future-proof against any hazards.

Leading a Successful Remote Onboarding Program

13. Goals of the Project & Research Question

The main goal of this manuscript is to detail one of the talent management practices for the future of work: the onboarding process through different lenses and methods to answer the research question: "*what are the best practice to lead a successful remote onboarding program?*". To accomplish this goal, the manuscript presents first an overview of the onboarding process and how it has been shaped by academic literature for both presential and remote modes is provided. Following, an analysis of the best and worst presential practices conducted by firms is presented for consideration; finally, the best practices for an all-remote onboarding process are proposed.

As onboarding is an important process for all companies, both large and small, the suggestions provided in this project may be of use for future company leaders who must develop new and innovative onboarding processes for their employees.

14. Introduction

Little efforts from human resources HR are as significant as onboarding new employees. Onboarding is the single best moment to assimilate employees into the company's operating style, including its: culture, values, goals, behaviors, rituals, and more. Although the importance of this process in the talent lifecycle is clear, many firms' HR departments continue to simplify the process and make it as quick as possible, making onboarding less effective by losing benefits such as performance raise and skill utilization (Caldwell and Peters 2018). After the begin of Covid-19, a lack of preparation became clear as companies were obligated to trade their physical onboarding process for an all-remote method. Nonetheless, the pandemic seemed to encourage a lingering shift in ideology for companies. Despite the fact workers around the world have started to go back to the office, research indicates the combination of hybrid and

remote work is here to stay (Wigert and Sangeeta 2022). Thus, it is more relevant than ever to understand how to tailor the onboarding process to a more effective all-remote method.

15. Presential and Hybrid Onboarding

Onboarding has been a source of academic research for some time as a subtopic in talent management studies. Researchers are interested in exploring how to maximize the positive effects of this introduction phase to new employees in a new role. Regarding productivity and future learning curves, effective onboarding enables new workers to access the information, tools, and materials needed to perform their role. Snell (2006) argues companies are focused on the attraction, selection, and recruitment of the right employees, while seemingly forgetting the main benefits from this effort come from a supportive introductory process into the job. Additionally, it is the perfect moment to reiterate the firm's culture and values, ensuring new workers understand how the company acts and what is stands for; put more simply, it helps create a cohesive workplace for all parties (Samra 2021). The two points mentioned are typically more traditional and obligatory onboarding aims which are included in the orientation phase of onboarding. However, as time passed, inventive HR teams and businesses have come up with revamped visions and objectives.

Cable, Gino, and Staats (2013) released an article exploring new ways of reinventing the onboarding process. The need for new methods was due to weaknesses observed in the regular track, as the authors explain onboarding processes were tailored in a way to assume every hire would just blindly adopt the company's culture and values, without considering each person's identity and preferences.

The authors suggest a new method called "personal-identity socialization" which focuses on assimilating new employees' unique perspectives and personal strengths to the job from day one, instead of framing them on what the company already has pre-selected.

Table III - Traditional Onboarding vs. Onboarding Through "Personal-Identity Socialization"

Traditional Onboarding	"Personal-Identity Socialization" Onboarding Approach
Convey a defined message about the company culture and values.	Tailor the onboarding activities to give the new hires the opportunity of interpreting the company's culture and values by their perspective.
Teach the procedures for task end-to-end.	Provide the basics for a task, but let new hires use their skills and knowledge to find their wat of doing.

One of the examples showcased is from Wipro, a telephone and chat support company, which typically implemented standard onboarding process where new employees would spend the first weeks of orientation focused on learning about the company. For example, new employees would learn about HR, voice training, customer relations, the correct manner to handle various scenarios, and all the norms and behaviors valued by Wipro. By changing their process to focus on each employee's identity and socialization behaviors, the quitting rate decreased 32%, and customers' evaluation of the service increased positively (Cable, Gino, and Staats 2013).

The difference is even clearer when comparing the approach between the previous onboarding to the new one. Before a leader would discuss Wipro's values and how to materialize them in the current process, employees could express how to manifest them and create new opportunities (Cable, Gino, and Staats 2013). Additionally, the authors revealed great guidelines to pursue an impactful and original onboarding process; breaking out of the traditional employment trap can be patronizing and ineffective. Rather, employers should help newcomers to identify their strengths, facilitate introductions to other organizations members, and ask the new workers how to apply their unique strengths to the job.

The shift in focus towards onboarding as a simple orientation process was a big trend during the 2010s. Klein, Polin and Sutton (2015) focused on the socialization aspect of

onboarding by exploring the main practices used by companies and how helpful or not they were to new employees. For the authors, successful onboarding aims to reduce the anxiety of new hires, help them make sense of their new environment, and provide the necessary tangible and intangible resources to become fully functional members of the organization. By interviewing numerous employees after their onboarding processes, the research concluded that the most common practices have the objective of informing the employee and displaying resources, the more different and diverse the offered activities are, the more effective the onboarding is, and new employees like obligatory activities more than optional ones.

Byford, Watkins and Triantogiannis (2017) also did a piece that backs up this view, stating that onboarding involves much more than bringing employees safely on deck. The authors approach the process as "integration", suggesting the final goal should be making the new employee a fully functioning member of the team as quickly and smoothly as possible. The authors' approach is corroborated by a global survey with almost 200 HR executives that revealed only half of the organizations were effective at facilitating alignment between new leaders and their teams. Furthermore, fewer than 30% said they helped the new hires adapt to the organization's cultural and political climate effectively.

The academic focus on diversifying the onboarding programs and making them less of just an orientation phase affected companies as well and important examples of revamped onboarding practices started to appear in companies. For example, as Davila and Ramirez (2018) highlight, Kimberly-Clark's social media and website are tailored to convey the company's philosophy to potential candidates, in addition to including useful tips and resources for the recruitment process. After hiring, the new employees gain access to another password-protected section that streamlines the bureaucratic part of the onboarding process before the first day, so the main core of the onboarding focuses on culture and values.

Furthermore, Zappos makes all employees participate in four weeks of customer service training whatever their role is, allowing every person to understand the underlying reason behind their work. After three weeks into training, Zappos offers all employees the option to forfeit the role in exchange for compensation between US $2,000 - 4,000 if they don't feel they are a good cultural fit for the company. This practice shows the value of recruiting the right people, even if it means backwardness in the recruitment process.

Finally, the authors provide the example of the Cleveland Clinic. This company has a video series called "Empathy Series: The Hyman Connection to Patient Care" which exposes how the hospital promotes connections between the staff and patients. The series is used to call interest to potential hires and advocate for the hospital's culture and values, as one of the many initiatives used to support employees' development and growth across career paths.

Davila and Ramirez (2018) further identify practices that lead to a successful onboarding as giving feedback to the new employees, so they may improve their weakness(es), promoting relationship building between the new employees and key individuals from their departments and informing new employees on the history of the company and the plans to create a link between the worker and the company.

Bauer (2010) provided further contribution toward onboarding studies. The author claimed a strong onboarding process must have the following components: self-efficacy, role clarity, social integration, and knowledge of culture. Seeing that social integration is the most challenging component she suggested tactics such as making time for small talk during activities, arranging informal interactions such as lunches and coffee breaks, and participating in voluntary company functions.

Some of the top practices identified by the author: 1) make a written onboarding plan available 2) make all the orientation phases online to implement the basics before day one 3) have mentors or buddies to support the onboarding process 4) use milestones as 30, 60 and 90

days on the job to check employee advancement 5) use a feedback tool at the milestones 6) make the first day special 7) make clear the objectives, timelines, roles, and responsibilities to the new employee (Bauer 2010).

Among the worst practices of onboarding identified were: 1) ignoring diverse needs, metrics, and accountability 2) companies that don't define the owners of the onboarding process 3) focusing only on compensation and benefits 4) lack of guidance of managers 5) information overload 6) not defining the company's goals and expectation and the role of the new employee in it 6) assuming unwritten rules are self-evident 7) expecting the new employee quickly perform the role at mastery without having enough time to develop.

A final study worth mentioning was released by Chillakuri (2020) before the Covid-19 pandemic. The author claims inter-generational issues could arise if companies don't start preparing their onboarding processes to accommodate the new generation's needs and decided to investigate the expectations and desires of Gen Z[3]. This generation tends to share specific characteristics related to work. For example, Gen Z has not needed to adapt to certain situations without technology and/or the internet, they are concerned with finding a job which suits their skills (Bernier 2015), they prefer autonomy at work, and they have a drive for learning new things, constantly searching for personal development opportunities. Considering these characteristics and prior academic research, the first thing Chillakuri (2020) identifies is that Gen Z desires to work as fast as possible after entering the company and likes to have constant feedback, as they are focused on career growth and personal development.

Chillakuri (2020) further highlights the need to merge online and offline activities since Gen Z is competent in gathering information online. This also confirms the value of dealing

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[3] Individuals born after 1995 (Lanier 2017).

with bureaucratic and legal parts of the onboarding before the first day, by digitalizing all possible steps. The author also conducted surveys revealing the number one expectation of Gen Z is to have meaningful work at the organization, which can happen by having their ideas implemented by their managers and having exciting work.

Thus, it is important to highlight and promote discussion on the worth of each new employee in the great scheme of things during the onboarding process, as well as highlighting the mission, purpose, visions, and values of the organization at the initial phase. The survey also showed Gen Z employees like to understand the social initiatives a business does, so it is also necessary to communicate the social work done by the firm in an early phase to make workers feel as if their jobs are purposeful. Work-life balance is also a priority, since Gen Z workers believe flexibility improves productivity and efficiency; allowing the onboarding process to have some flexibility portray the right image of the company right at the beginning and raise new employees' satisfaction (Chillakuri 2020).

15.1. *Best Practices for Presential and Hybrid Onboarding*

After comparing the findings from past research, a list of the best practices for presential and hybrid onboarding was developed:

1. Make a written onboarding plan available.
2. Incorporate each new employee's point of view on the discussion about the company's mission, purpose, values & culture to create a personal link.
3. Make the objectives, timelines, roles, and responsibilities of the new employee clear.
4. Offer innovative and diverse experiences during the onboarding process.
5. Focus on integrating the new worker as an integral part of the team instead of training on tools and oversharing information.
6. Introduce the new hire to stakeholders from different departments and areas.
7. Promote feedback on milestones to constantly revamp the onboarding.

8. Arrange a time for informal rituals such as coffee breaks, lunches, and happy hours.

9. Cover the bureaucratic part of the onboarding before day one.

10. Make the first day special.

11. Organize some online sessions to give flexibility to the onboarding process.

16. Remote Onboarding

The Covid-19 emergency prompted people to work remotely from their homes and obligated companies to quickly adapt to an all-virtual onboarding process. This phenomenon became a central point of study in onboarding studies, and several relevant articles have been released since the pandemic outbreak.

For instance, Carlos and Muralles (2022) state one of the main benefits of onboarding is to position the new workers in their day-to-day work environment in the most welcoming way possible through relationship building, which can be quite difficult in an all-online onboarding experience. As the authors mention, a lack of physical cues makes it more difficult to naturally develop personal relations. A positive outcome that may come from a distant onboarding is the strong bond the new employee and his/her designated mentor develop due to extensive communication from the parts.

Since the office component is lost, the authors highlighted the added importance to create scheduled sessions and activities with colleagues since to create synergies and relations, to create an official platform or space where the new employee can ask for constant feedback from mentors and colleagues to all types of questions and to plan online meetings with longer duration to allow time for brainstorming and collaboration. The author also states it is a given reality that building bonds will be harder in this type of onboarding (Carlos and Muralles 2022).

Yadav et al. (2020) further highlight the online format's main benefits are saving time, saving costs, and providing a bigger room for flexibility. Conversely, the main disadvantages

were the lack of a better communication flow, formation of personal connections, and difficulty in perceiving the company values. Due to that, the author suggests 1) creating more online socialization opportunities is a key element of online onboarding, (e.g., digital townhalls) 2) making the most of gamification initiatives to raise engagement, (e.g., gamified online training programs) 3) expand the onboarding to more than just lectures, understanding processes, and preparing documents 4) periodic virtual meetings to socialize with both upper management and the team and 5) always have a mentor or buddy program to increase interpersonal bonds.

Additionally, Alexander (2021) states the first and mandatory component of good virtual onboarding is utilizing efficient communications software, enabling all stakeholders to quickly connect and exchange information. The author's research indicates one-on-one sessions are a start to onboarding since it avoids new employees' first contact being in a meeting with unknown people. Making several learning options available is a good practice as well, considering that it makes it possible for each new worker to choose the modality that suits their learning style. Having a mentor or buddy system is also crucial, since in the online environment the new hires don't have access to informal office networking. Finally, the author suggests companies should streamline and simplify the flow of new information in remote onboardings to avoid overwhelming and confusing new employees.

Mets (2021) calls attention to the importance of planning a structured remote onboarding program to ensure company culture is conveyed from afar, instead of worrying about the legal fragmentation of the process. The extended digital component should be used as an advantage of a remote onboarding, especially in social activities and sessions to ensure the new hire is able to make connections with their peers. The author explains these connections are even more relevant because in a remote context the "learn by doing" style of approaching the job tasks is lost, and the new employee needs an extended help from colleagues.

Finally, Scott et al. (2021) provided case studies of new hires during Covid-19 and reached the conclusion that companies need to work mainly on three fronts: creating structure, connecting people, and adapting continuously. Creating structure may refer to personalized coaching with an HR representative to guide the employee through different topics and training not only on tools and systems but also on how to connect with the other workers in the best way considering the company rituals and communication cues. Connecting people may include hosting online socials outside of the work spectrum as game nights, setting up virtual lunches and coffee breaks sessions, establishing virtual open-door policies to remind employees that it is acceptable to ask questions to leaders, creating online social spaces in different platforms, and scheduling one-on-ones between key stakeholders and new hires. Finally, continuous adaptation may refer to the scheduling of regular onboarding check-ins, using pulse surveys to specific themes, organizing feedback focus groups, rewarding exceptional mentors, and investing in objective metrics related to onboarding.

Upon the review of available literature on remote onboarding, we can identify work on all-remote onboarding is still scarce; this trend is observable when comparing the results for onboarding versus remote onboarding on Google Scholar. 73,700 results were shown for onboarding, while only 266 results were shown for remote onboarding. Although work on remote onboarding is limited, the available studies have overlapping ideas on how to conduct the process. The path to adding the best qualities of presential onboarding into a virtual scene can be challenging, but this only presents opportunities for advancement.

16.1. *Best Practices for Remote Onboarding*

After comparing the findings from past research, a list of the best practices for remote onboarding was developed:

- Make some one-on-one sessions between the employee and critical stakeholders before

meeting the whole team to foster key relations in advance and avoid awkwardness.

- Set longer duration meetings to allow time for brainstorming and collaboration.

- Assign a mentor or buddy so the new employee has someone to immediately rely on since it's hard to ask for clarification on a remote environment.

- Create bigger socialization online opportunities with other areas and departments as a digital townhall.

- Use gamification methods in some parts of the onboarding, as training for example.

- Align the communication tools and software used to streamline the information-gathering process.

- Host online socials outside of work time as game nights and virtual coffee breaks to help the new hire creating connections.

- Use pulse surveys for more agile feedback procedures.

17. Optimizing Remote Onboarding

Exceptional suggestions have come from literature regarding remote onboarding, but due to a lack of academic research, several points are still missing from a traditional presential onboarding experience. This section aims to shed a light on how to adapt some of these practices that are not so easily transferable in an online environment.

The first point is to make a written onboarding plan available, which can be easily adapted to an online interactive format such as dashboards. Besides stating the plan of activities, the tool could allow the employee to easily find people outside their area to connect with, enroll in informal activities, suggest training initiatives, access feedback surveys, and pulses to voice their opinion.

Arranging time for informal rituals can also be attained in a remote onboarding process by making the most out of available tools such as online games, collaboration software, and

virtual media platforms. Integrating these informal gatherings into the onboarding session may help ensure the new employee and their team become bonded. It is also important to take advantage of these opportunities by inviting people from different department areas to amplify the new employee knowledge and network across the organization. In the long run, this will encourage the new hire to look for help from different outlets across the firm and make them feel welcomed by all of the company.

Literature on onboarding (Cable, Gino, and Staats 2013) exhibits that incorporating the new employee's identity, vision, and strengths on the pre-set company's mission, purpose, values and culture is key to creating a strong bond between individual and brand, but this can be harder to achieve in a remote experience. To make this process more dynamic and interactive, tools such as Mentimeter and Miro gather each hire's opinion on these topics. For example, after a session talking about the company values, it may be beneficial to allow people to participate by stating how they believe these values are showcased through concrete behaviors daily. Additionally, one may make a simulation on how they would act on a given situation. Further, a challenge which gets them to compliment the company's purpose with their individual one may increase positive feelings.

It is important to note the given suggestions already touch on another relevant practice from presential onboarding – to offer innovative and diverse experiences during the onboarding process. Hence, it is essential to make a special first day, which must be an unforgettable experience. Some ideas to make an online first day special might be to make the new employee write letters for their future self to be opened after one year, to give meal vouchers to the new hire and their team so they can have an online lunch together and create personalized message on the meeting background so the new hire feels welcomed in their first team meeting.

18. Recommendations for Future Research

In the upcoming years, literature on remote onboarding should be expanded to reach the same rigorous academic approach found in presential onboarding work. Future research should then focus on:

- Applying the identified best practices in real life case studies to test their effectivity listed across papers, besides creating a concise framework to help companies establish a remote onboarding experience.

- Comparing satisfaction levels and experiences records between employees that went through presential versus remote onboarding processes in the same company or in the same industry.

19. Conclusion

Successful and effective onboarding can significantly improve a new employee's productivity, loyalty, engagement, and overall job satisfaction. An analysis of the academic literature on both presential and remote onboarding displays that, despite what some may believe, it is possible to create a compelling onboarding experience in an all-remote mode; HR departments already noticed that, and are trying to bring activities related to a presential modality to a virtual environment powered by two factors.

The first one is technology. Through diversified tools and platforms, the feeling of not being physically together can not only be overcome but also surpassed by incredible activities available only in an online format. The second and most important factor is powered by people, and more specifically, their creativity. An effective all-remote onboarding cannot be achieved without deep care and preparation from selected employees committed to providing an extraordinary and unique experience to the new hires. The previous section and other examples of the work show amazing initiatives that can be crafted without the need for physical presence.

Many crises will come and go, and the future of work will constantly change. However, being prepared to have an impactful onboarding experience needs to be a priority regardless of what the scenario conditions impose. Seeing that, hopefully, the experience from the last years is just the starting point on a more holistic and continuous effort from academic and business stakeholders to a fresh and revamped remote onboarding process.

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21. Appendices

21.1. Appendix 1 – Interview Scripts

Interview 1 - People & Organization
Question 1: What is your perception about the future of work outlook?
Question 2: In relation to the previous question, what are the most important business and transformation priorities for XYZ regarding recruitment, onboarding, and training to meet future needs?
Question 3: How would you describe, in your own words, the current situation within XYZ and the three "pillars" previously mentioned?
Question 4: From an employee's perspective, could you expand on what aspects within the workplace and processes you think are important for current and future talent?

Interview 2 - People & Organization
Question 1: Could you please describe the current recruitment process at XYZ?
Question 2: How would you assess the current successfulness within recruitment at XYZ?
Question 3: How do you perceive current employees' satisfaction towards the policy?
Question 4: What future impacts regarding needs, demographics, technology and trends do you think will make the recruitment process more difficult or easier in the future?
Question 5: Do you think XYZ will find it easier or more difficult to find and recruit the right talent in the future? Please explain why.
Question 6: What changes could be done so the policy is tailored to market trends?

Interview 3 - People & Organization
Question 1: Could you please describe the current onboarding process at XYZ?
Question 2: How would you assess the current successfulness within onboarding at XYZ?
Question 3: How do you perceive current employees' satisfaction towards the policy?
Question 4: What future impacts regarding needs, demographics, technology and trends do you think will make the onboarding process more difficult or easier in the future?
Question 5: What changes could be done so the policy is tailored to market trends?

Interview 4 - People & Organization
Question 1: Could you please describe the current training process at XYZ?
Question 2: How would you assess the current successfulness within training at XYZ?
Question 3: How do you perceive current employees' satisfaction towards the policy?
Question 4: What future impacts regarding needs, demographics, technology and trends do you think will make the training process more difficult or easier in the future?
Question 5: What changes could be done so the policy is tailored to market trends?

Interviews 5 & 6 – Employees With Less Than 2 Years In The Organization
Question 1: How long have you been employed at XYZ?
Question 2: What is your role in XYZ?
Question 3: How would you describe your recruitment process?
Question 4: How would you describe your onboarding process?
Question 5: Have you taken part in any training during your employment?

Question 6: How have all these experiences shaped your vision on XYZ?
Question 7: What changes could be made to improve your experience regarding recruitment, onboarding and training?

Interviews 7 & 8 – Employees With Over 5 Years In The Organization (Non Managerial Position)
Question 1: How long have you been employed at XYZ?
Question 2: What is your role in XYZ?
Question 3: Have you taken part in any training at XYZ? If yes, could you please describe your best experience or lesser experience and why?
Question 4: Is there any skill or topic you believe that would be valuable to learn that is not offered at XYZ?
Question 5: What would be your preferred method of learning a new skill?
Question 6: Out of your experiences, what could be improved in terms of training and learning at XYZ?

Interviews 9 & 10 – Employees in Managerial Position
Question 1: How long have you been in XYZ?
Question 2: What is your role in XYZ?
Question 3: As a manager, could you explain the recruitment process, its pain-points and its successes within XYZ?

Question 4: As a manager, could you explain the onboarding process for a new employee, its pain-points and its successes within XYZ?
Question 5: How successful would you say the average learning programs are, and is there any skills that need to be offered for the development of the teams? Please consider both present and future needs of the company.
Question 6: If you could look into the future, what do you think would be the main challenges and opportunities in recruitment, onboarding, and training?