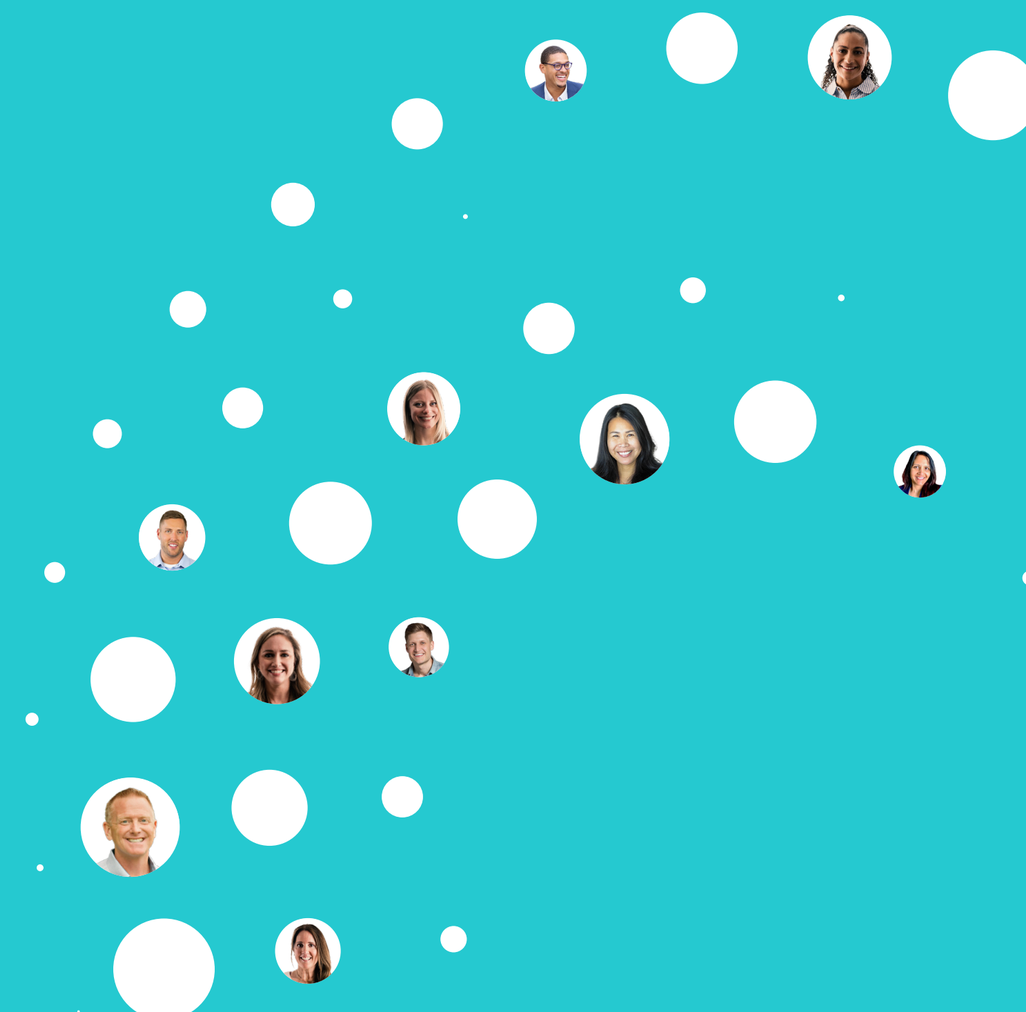
The Talent 10.

10 visionary ideas you haven't heard on revolutionizing HR and talent acquisition.



PARADOX

Let’s revolutionize how we hire.

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01

Flex interviewing.

Neeti Upreti,
Head of Talent Acquisition, Enterprise Strategy & Innovation

BAYADA®

Peer feature

"With the evolution of the 'talent first, location second' hiring strategy triggered by COVID … there's an acceleration and wider use of flexible interviewing. This will expand the talent pool beyond just your immediate location; it introduces talented candidates who work odd hours to skip a definitive round of interviews without spending valuable time on scheduling prescreens. This also allows us to meet our Gen Z candidates where they are by appealing to their style of positive self-expression (TikTok, reels) to pre-record an elevator speech to present a powerful story of their background and interest in the role."

Industry insights

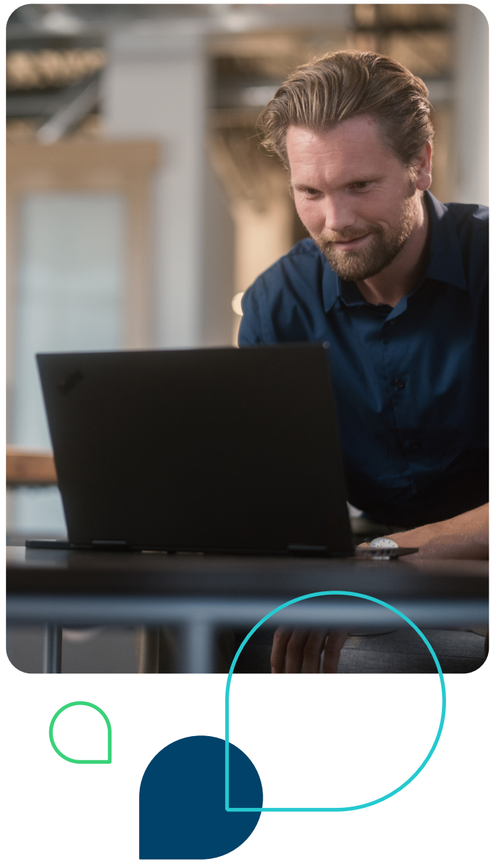
We've all waged the futile fight against the hiring hydra.

That's probably not a metaphor you thought you'd see today, but think about it: A new problem rears its head so you go all-in to solve it, throwing time and resources at a fix, only to have two new issues pop up in its place. That's seemingly what's happened with virtual interviews – they started off as a band aid solution to the pandemic, but two years later we now have a multi-headed beast to conquer.

To be fair, there's a lot to like about this shift. Virtual interviews give the candidate a much higher degree of control over the where, when, and how of the interview, leading to more comfort and confidence, and ultimately better performance. For recruiters and hiring managers, they're able to schedule more interviews in a short period of time and expand their talent pool outside the limitations of geographical confines – **70% of talent professionals agree that initial virtual interviews should be the new standard**.

And therein lies the problem: A few years ago virtual interviews were a niche solution; they seemed almost quaint. And now they're the *new standard*. Is anyone ready?

To deliver the baseline experience, sure. Maybe. Everyone has a laptop or phone. Everyone has Zoom. But to really, truly, take advantage of the power of the virtual interview – to do it all *intelligently* – well, you're going to need to start chopping heads to keep up. Because there's so much more we can squeeze out of this process to make it more efficient and productive for everyone involved.



Video interviewing platforms have been around for years – long before the pandemic changed how we think about interviewing – and those tools make it easier to manage interviews virtually. The issue: They still require recruiters and managers to log in to another platform – and often times, candidates who have never used those platforms are required to create logins and passwords, which just introduces friction.

At Paradox, we've created the ability to host synchronous and asynchronous video interviews – but we do it seamlessly. No logins or passwords. Just a link to join a video meeting or an easy way for candidates to submit questions, right in the flow of a conversation.

Now, none of this is meant to completely replace one of the most vital aspects of the hiring journey: the in-person interview between the candidate and hiring manager (unless, of course, you're using AI to automate the hiring process entirely without a single recruiter, which **some employers are doing**). That's where magic happens … and having additional analytics that are automatically generated during the interview will only enhance the quality of conversation and the ability for an employer to determine the best candidate for each role.

So yes, our scrappy solutions of the last few years are now giving way to some new challenges we never knew existed. But that just means even more opportunities to get things right.

"70% of talent professionals agree that initial virtual interviews should be the new standard."

Kara Eisenberg,
Senior Director of Talent Acquisition

AMERICAN TIRE DISTRIBUTORS

Hear from Kara

Peer feature

02 Hyper-familiarity.

"The future of hiring is all about … creating the most ideal profile of who you're looking for in a particular role and honing in on what that means from every angle. Essentially: What's the DNA of the candidate and the DNA for success in the role? It's matching those two things to ensure you're hiring a person that's going to thrive, not just because they can check a box and say, 'I have the experience to do this particular requirement,' but because they would excel and grow in this role given who they are and what they are capable of."

Industry insights

Getting to know candidates can often feel rather Sisyphean.

They, quite counterintuitively, want to be seen one moment and invisible the next. Such is the beast created by a world that has given us personalized, one-click shopping experiences as well as ad blockers.

But in order to stay competitive for top talent, you *must* get to know them better. Everyone talks a lot about personalization, but in order to personalize, you actually have to be intimately familiar with who you're reaching. Most of the time, companies are skipping over the insight gathering and familiarizing and jumping right into hyper-personalization. The trick is gathering data in a way that doesn't feel like you're gathering data, and doing it quickly.

"Hyper-personalization demands a lot of data over time," said Paradox Vice President of Product Elvis Ha. "There are two challenges with that. First, there's a growing trend of people exercising their 'right to be forgotten', which brings in data privacy. Second, people need to see value if they're going to divulge and invest data about themselves. So a personality assessment is an example of something talent can complete in about 90 seconds that gives a deep level of insight, which in turn can help recruiting leaders create hyper-relevant output like team dynamic suggestions or growth plans."

Personality assessments – especially visual-based ones – create a data collection experience that engages candidates, rather than feeling obtrusive or scary. In under two minutes, employers can unlock insights about a person with surprising accuracy, allowing them to and match candidates to best-fit roles. That's the obvious stuff; it really goes way beyond

that, into a realm of tailoring the speech of automated responses to better appeal to someone, building better job descriptions and interview processes, and even creating more custom new-hire orientations.

What if a 90-second assessment could also be used post-hire, six months later? A year? Five years? What if a series of quick assessments over time became the foundation for the entire employee experience? That ongoing, deep level of familiarization with both new talent and current employees gives you a path for hyper-personalization over time. "Basically you could curate experiences for the rest of your tenure with a company based on your personality," said Ha. "You could have bespoke coaching opportunities, recommendations for teams you should be part of and what environments you work well in, tips for managing up or down. Maybe you're going to start working with someone for the first time, and it can go back to those results and recommend the best way to do that.

Really, any important moments in your career, the results could be used to better personalize the experience."

"You could curate experiences for the rest of your tenure with a company based on your personality."

03
Change momentum.

Alexa Morse,
Director of HR Operations & Execution

McDonald's

Hear from Alexa

Peer feature

"Whenever we have a new HR tech implementation, what helps is that we take a change management approach.

But really, it's beyond that. It's more about change momentum – bringing in all major stakeholders along in the journey from the beginning so that everyone understands the value of the product and the difference it could make for our candidates and hiring managers. By bringing everyone together and selling that value early on, and then gathering input and feedback to prioritize enhancements based on what we're hearing

and what's needed, we've been able to alleviate some of the challenges that come with major implementations. It's reduced complexity and now people at McDonald's know that they're getting a quality product that's meaningful and easy to use."

Industry insights

The innovator's dilemma talks about how disruptive technologies are set up to fail.

The curve to mainstream adoption requires leaping over hurdles from the masses that essentially boil down to "change is too hard."

They're not wrong. It *is* hard. But also worth it.

Decision makers wouldn't be doing their jobs if they didn't stop to calculate the opportunity costs of a new tech implementation. All the meetings, the people, the deliverables, the resources, the eyeballs, the money. Change management has become a fancy phrase for "time suck" – one training and implementation consultant estimates **it can take up to three years to fully implement a new HR technology** for a company of 1,000 or more employees.

So how do you flip the switch on change management? You do as McDonald's – a business that operates on efficiencies down to the minute – did: you change the approach and perspective on change management itself.

"A lot of people wonder if change management is a deliverable or a strategy," said Paradox Head of Strategic Solutions Eleanor Vajzovic. "The answer is: both. It's technical, but also psychological. Having the right resources is great, but what's also needed is a total mindset shift. It's not just an implementation, it's a transformation."

And while we're pondering nomenclature delineation, here's one more: change *momentum* instead of change *management*. The latter word feels cumbersome, stuffy, rigid. The former is energetic and propulsive. Change momentum takes the excitement and energy from discovering a

3 yrs

needed to fully implement a new HR technology.

new technology and carries it over into team training and onboarding. It's a journey – *this tech is taking our company where we need to go, get on board.*

We've gone through thousands of implementations at Paradox, and we've learned that recruiters want and need better tech to achieve a desired level of performance, they just don't want to invest the time and energy into learning something new that they don't fully understand. They're creatures of habit and will fall back on what works (see also: emailing and calling people). So if you don't communicate the value of the tech and your implementation feels like a chore, your users won't actually use whatever you just implemented.

Something we always try to be honest about up front is that totally transforming a hiring process isn't easy. It will take time away from crucial team members that could be spending on things that provide more short term value. But the ROI on the right tech is almost immeasurable in the long run.

"A lot of people wonder if change management is a deliverable or a strategy. The answer is: both."

John Graham,
Vice President of Employer Brand, Diversity & Culture

SHAKER RECRUITMENT MARKETING

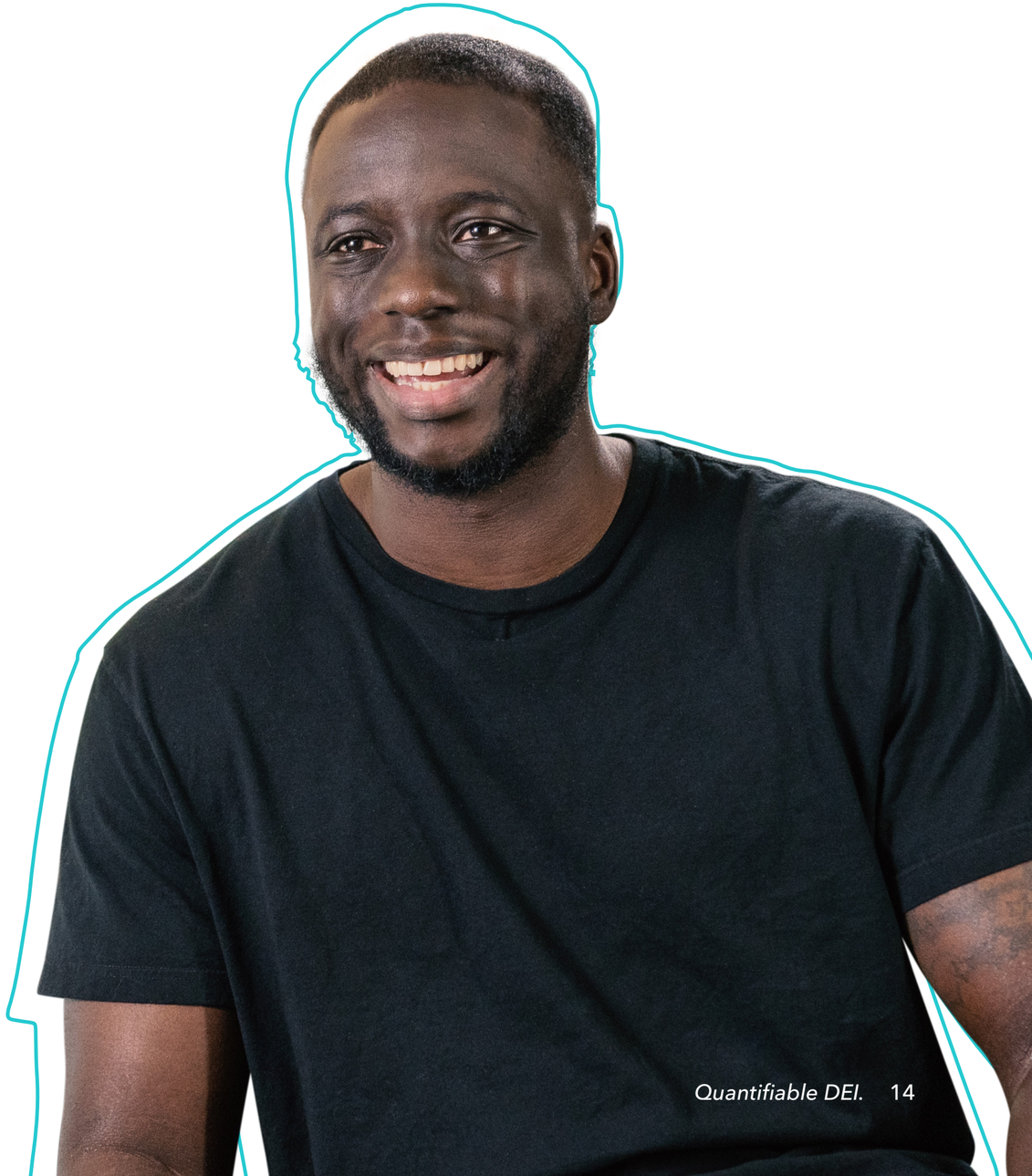
Peer feature

04 Quantifiable DEI.

"As you're leveraging DEI to help shape culture, your attraction strategy should start with your retention strategy.

Essentially, stop leveraging DEI as a means of attracting diverse groups of talent, and more so focus on improving the lived experiences of existing talent that you have from those diverse groups. And by doing that, you're ensuring that they'll actually want to invite people in their networks, which companies historically don't have access to, to join them. So how do you reduce attrition? Well, what is the lived experience of those existing employees in your organization? And if you can't answer that question – if you

don't know why they're leaving and your exit interviews are unreliable, which most of them are – and you're waiting until you get roasted on Glassdoor, then it's already too late.
We suggest there's a way to quantifiably understand the gaps between the marginalized lived experience and the majority lived experience. And within that insight you have an opportunity to mitigate or reduce your attrition, which increases or improves your employer brand ambassadorship. And that gives you a better story to tell that's more compelling, more culturally accurate and honest than just selling roses and champagne. It's more than just 'we have great perks and snacks in the break room' or 'we send you great swag if you're virtual.' We've got to do better than that in 2022 and beyond because we're in a new world now.



Industry insights

Let's start here: Technology likely isn't the solution to the DEI problem.

At least not entirely.

In recent years employers have tried to "outsmart" diversity issues within their ranks by implementing quick-fix AI solutions, but the outcomes have often just amplified existing prejudices. **According to a study conducted by Harvard Business Review**, "without human intervention it's easy for algorithms used in the recruiting process to reproduce bias from the real world." The study found that in an analysis of AI assisted job board recommendations of those surveyed, 40% of respondents noted that they had experienced recommendations based upon their identities, rather than their qualifications.

The harder we try the further we get from our desired results, it seems. So one train of thought is this: Instead of trying to force AI to make complicated diversity decisions it's not capable of yet, we simply allow it to handle things it *does* do well right now to enhance person to person interactions, and let any positive diversity outcomes happen organically.

"We don't claim to be a diversity recruitment platform," said Paradox Vice President of Client Advocacy Joshua Secrest. "But we do provide a very inclusive experience. We don't require a certain kind of device to apply, you can apply 24/7 in any language, you can interview virtually or in-person, you can reschedule with no shame if you have certain needs like child care come up. So by creating an experience that is so personalized and so inclusive, does that end up netting the diversity results that everybody is seeking?"

Maybe. Time will tell. But at most, this sort of use of AI is merely making your hiring process more inclusive – it doesn't directly, or immediately, make your company or culture more inclusive. And that's why these "attraction" efforts largely end up as failures.

Instead, what if we worked backwards: focus DEI efforts on retention, not attraction. Employers need to better understand why their employees are leaving, or unhappy; why they're not willing to refer people in their social circles; why they haven't become brand advocates. Once employers solve this they'll reduce attrition, and the talent attraction issue will take care of itself.

Shaker Recruitment Marketing actually developed what they call the **"Lived Experience Survey" to help quantify the experience** of marginalized groups and close culture gaps within a company. The survey "gives you a baseline against which you can measure the human impact of your DEI strategies" and answers the question "who is the intended beneficiary of the work we're doing?"

"It starts as numerical representations, but goes beyond that," said John Graham, Vice President of Employer Brand, Diversity & Culture, Shaker Recruitment Marketing. "The survey captures truths about authenticity, safety, accountability, access to power, mental health – and it forces you to be truthful and not oversell things that aren't a reality.

"What you're left with is a better, and more honest, story to tell to candidates."

05
Intra-gig economy.

Eleanor Vajzovic,
Head of Strategic Solutions

PARADOX

Peer feature

"A game changer will be …

the ability to better manage the scaling up and down of teams based on seasonality and demand, especially when it comes to employers who handle high volume roles. We've seen the downside of this the last couple of years – schools were closed, sports stadiums were shut down, and unfortunately many workers were let go. And when things opened and hiring teams were scrambling to meet the needs. Imagine if you never had to contract a temporary workforce or release half your team based on a peak season or the residual impacts of a pandemic? What if hiring wasn't at the mercy of macro economic conditions? Technology could allow us to create an intra-gig economy that helps us ramp up and down, and move workers across roles in multiple industries, so that we always meet demand."

Industry insights

We've learned a few things over the past few years.

One: murder hornets aren't something the Avengers fought; two: the world of work got a whole lot funkier.

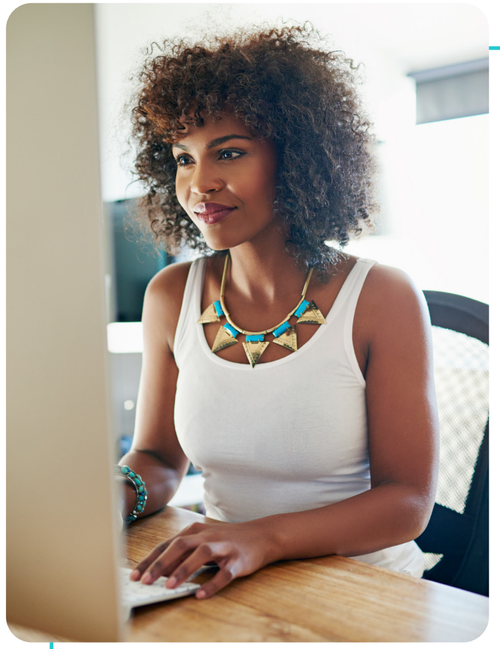
Also, three: workers became empowered. And then some.

The Great Resignation is, well … pretty groan-inducing every time we see someone use the phrase. But it's also a real thing. Sort of. No matter what buzzword you decide to use, we've definitely all felt some sort of effect from the pandemic. For better or worse, employees are taking advantage of the inherent flexibility created in the wake of this new economy and leveraging technology trends that allow them to adapt work to their lives, versus the other way around.

It's time employers started to do the same.

Consider a company like **Compass Group**. This British-based multinational is one of the world's largest foodservice companies, serving millions of people daily, and employing more than 500,000 associates across all continents. You may not know their name, but you'll know their brands, which include Wolfgang Puck, Bon Appétit, and many others. They offer services across all continents – and yes, that includes the South Pole where their ESS Support Services provides payroll and benefits to one of the most remote canteens on the planet.

To deliver its promises to clients, Compass Group has a very nimble, integrated technology structure that can accommodate flexible staffing, just-in-time delivery models (both in terms of human as well as material resources), and speed.



This sort of infrastructure is a step away from what has typically been HR's mantra. Instead of working against reqs, getting butts in seats, and then returning them, employers are meeting employees where they are and tailoring work experiences to better fit their work schedules and needs. They allow employees to work across a range of disciplines – a bus driver can work mornings and afternoons at one role, and then concessions at a sporting event at night. This intra-gig economy allows for infinite flexibility; any given employee can mix and match open roles and skills across industries to get as many hours of work as they desire.

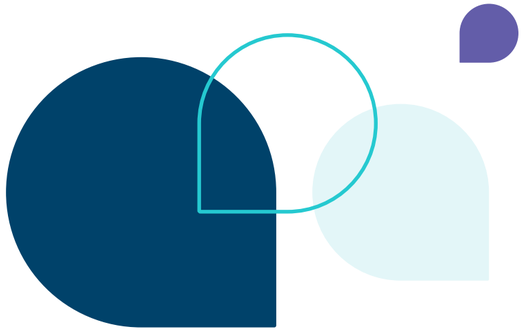
Automated scheduling tools can match their time with available opportunities, allowing them to plan seamlessly, as well as allowing project managers to forecast what skills will be available when, and build project plans that stay on target.

If an employer can access a broad pool of talent across a region quickly, the question comes down to how do they scale into it? How do they take advantage of the wide variety of skills, as well as identify talent with adjacent skills (finding bus drivers who can be trained in delivery)? Taking a manual approach won't work – the human hours required to identify, reach out to, qualify, and then train at volume and at speed kills any potential efficiencies.

The answer? **Assistive intelligence and automation**.

Using conversational AI, employers can identify, connect with, communicate with, and understand their talent pool rapidly. Once the pool is qualified, automation can guide the right talent to the right roles, and implement online training to bring their skills up to speed. And almost all of this work can happen before any level of person-to-person interaction.

Configured intelligently, the experience becomes meaningful to the talent, and frictionless for the employer. Talent-on-demand becomes a real thing, and no longer a future-state.



Rachel O'Connell,
Senior Vice President of Human Resources

GREAT WOLF LODGE

Hear from Rachel

Peer feature

"When people can spend time together to form connections, they build trust.

They really come to a place where they feel purposefully connected to the business. It's not just a job that I'm showing up for a paycheck. Everyone's heard the adage that people leave managers or leave coworkers, not jobs. And it's really true. And so if you allow the time to form those connections, that really is at the end of the day why we continue to show up. And so for us, that's really important that they get to know us and they get to know their leaders and they get to know Great Wolf is a business and not just a job. But how do we drive efficiencies and remove time stealers from our recruiters and enhance the candidate experience along the way?"

06 Work without jobs.

Industry insights

To paraphrase a certain fictional scientist: *"Where we're going, we won't need jobs."*

As AI and automation propel us to new heights and open gateways to new possibilities, we've come to a crossroads in which the very nature of work needs to be redefined. Work, as we know, is essential. But is "a job?" Is "a jobholder?" Or are there better ways to construct the way in which we accomplish work? Better yet – a way to *deconstruct* it.

Traditionally, everyone who works has a defined role and job title. Often, it seems, these roles are less than the sum of an employee's parts – that is, the employee is actually capable of producing more impactful work based on the totality of their skills, but are held back by the confines of the rigidity of their role. The logical (but admittedly terrifying) thing to do is remove these barriers and place a greater emphasis on matching skills to work, not skills to job titles.

In the 2022 Wall Street Journal bestseller "Work Without Jobs," the authors present this reconstruction of work in relation to the rapid growth of technology:

"Technology is going to be pivotal to the future of work as it will continue to present us with new work options in the form of AI and automation, enable us to redesign work to achieve the optimal combinations of automation and talent in various work arrangements, ensure the seamless matching of skills to work and the continuous upskilling and reskilling of talent. The future of work requires an ability to ensure that the organization, its work, and its workforce are perpetually being reinvented to ensure their continued

relevance even as they are perpetually being rendered obsolete."

While this is admittedly a complex concept, it's actually pretty easy to wrap your head around it when you apply it directly to the world of talent. Look at the "role" a recruiter serves – traditionally, the person who sits in this role handles certain set tasks, like candidate screening and interview scheduling. Those tasks consume such a large portion of a recruiter's job – up to 5 hours a week, in some cases – that many people would say that they *are* the role itself.

Now take those tasks and **remove them completely by AI**. What does a recruiter do now? What even *is* a recruiter?

Well, they're still a collection of skills and personality traits; very strong ones, in fact, that allow them to accomplish any number of tasks. They could now spend more time conducting in-person interviews, or helping with recruitment marketing efforts, or leading teams with their innate people skills – heck, without the burden of time-consuming admin work a recruiter might very well become your next CEO.

Or maybe the role of a CEO goes away as well, and we simply let our talent form teams and tackle projects as needed, based on abilities alone. Nimble. Lightweight.

To paraphrase a certain friend to that same fictional scientist: *"That's heavy."*

"Without the burden of time-consuming admin work, a recruiter might very well become your next CEO."

07

Social circle movement.

Tim Sackett,
President

Peer feature

"The reality is that we are only as good at hiring talent as the depth of our network.

That's always been true about recruiters, but it extends into our entire organization. Our employee's social channels now have incredible reach, and still, most organizations are not finding a way to leverage this incredible source of talent. The truth is that traditional employee referral programs are garbage. We build them and forget about them, and so do our employees. We need to use technology that simply allows our employees to engage their social networks with almost no effort at all. And we can do it through the conversational AI and modern automation built into your recruiting stack – it can help you build an employee referral engine that never stops working."

Industry insights

People know people – and those people know people.

It's a thing we do. The Holy Grail of recruiting has long been how to truly tap into social networks. But it feels about time to reimagine the employee referral.

Employee referrals are fantastic; higher retention rates, faster onboarding, and higher quality than any other candidate source. And, usually, much cheaper. That said, most organizations struggle to build any real momentum – despite everyone being more connected and reachable than ever. A large part of the issue comes down to human nature.

People aren't lazy, but they are all fairly busy. Workers focus on their own work, and have very little time or energy to think about the work of other people. Or all the job openings available at their company. And they definitely don't have time to think about how the people in their network would match to those open roles.

But the thing is, mobilizing social networks shouldn't require any effort. It's innate. Families and friend groups tend to share at least some core values and interests – and for most hourly roles, that intrinsic overlap is more than enough to know a person would be at least an adequate match.

Take a truck driver, for instance. This truck driver has a friend they've known for years. They go golfing / fishing / book clubbing / fight clubbing with them every Saturday. Does this driver have any real idea what their friend's job is? What their friend's list of skills are? (aside from not breaking the first rule of fight club)? They might not. And that might be true of most people in most roles. However, chances are this truck driver shares at least some values and

skills with their friend – and if that's the case, the employer would very much like to talk to them.

This is where technology could help.

By providing employees with a set-it-and-forget-it way to mine their social network and suggest potential matches for open roles. Once an employee grants permission for a **conversational AI** to connect the social networks she chooses with the company's ATS system, the system can periodically scan the social networks for potential matches for open roles. If there are multiple networks connected, the system will be able to triangulate and make even deeper matches. When prospects are found, the AI will message the employee and ask her if she wants to pass along.

But really, social circle movement is less about the tech and more about people. Connecting people with people with people. It's about tapping into all these preexisting invisible strings that are linking groups of people together and adding one more extension:

You.

Jacob Kramer,
Senior Vice President of Talent Acquisition

U.S. XPRESS

Peer feature

08 Metaverse recruiting.

"The future is cyber, and the possibilities are endless;

from simulated business training to virtual graduation ceremonies to immersive ads, our world is increasingly connected. A developed metaverse opens uncharted avenues for the transportation industry, specifically. The efficiency of holding a driver orientation in a 'new space' or simulating driver training right in someone's living room would be tremendous. Beyond just drivers, the metaverse offers unique opportunities for fully-remote workforces, potentially allowing teams to come together in ways not previously possible."

Industry insights

If you had to stop and Google "definition of the metaverse" before reading this …

you're certainly not alone (Jacob is clearly ahead of the game here). None of us are experts on this … yet.

The nebulous, abstract nature of the metaverse is sort of the whole point; it can effectively be whatever you want or need it to be. But, in the broadest sense, the metaverse is understood as a "**graphically rich virtual space** where people can work, play, shop, socialize – in short, do the things humans like to do together in real life (or, perhaps more to the point, on the internet). Metaverse proponents often focus on the concept of 'presence' as a defining factor: feeling like you're really there, and feeling like other people are really there with you, too."

While the metaverse feels very much like an invention of the present, its conceptual origins actually date back to a novel called *Snow Crash* in 1992 – yet we're likely still years away from actualizing its true value in the world of hiring (disclaimer: if you don't have automated candidate responses set up yet, then you shouldn't be wondering if the metaverse is right for you).

But that doesn't mean we can't hypothesize and prepare. As we've learned, the future has a way of sneaking up on us.

"Is the metaverse a great spot for recruiting? The short answer is 'not yet,'" Paradox Chief Product Officer Adam Godson said. "There are lots of real world challenges for this generation of recruiting that still need significant help. But hypothetically, recruiting in the metaverse has to be about improving candidate experience, not just doing the same lousy things in a virtual world. To play in the

metaverse, a company would need to have strong capability in conversational AI, voice technology, and animation."

So imagine a place where you and your team could take on a high-risk situation with no fear of failure; where you could practice candidate interviews or even how to terminate people in a way that feels real, but isn't; where you could intimately collaborate with coworkers or peers for whiteboard sessions or brainstorming workshops while being on other ends of the world.

That's the metaverse. It's a fictional world with infinite possibilities that would allow employers to play, test, and tweak scenarios so they can more accurately predict finite outcomes in reality.

For HR and talent acquisition professionals whose sole focus is understanding human behavior, there really isn't a more powerful tool.

09

AI as a partner.

Steffanie Chaviano,
Vice President of Talent & Patient Access

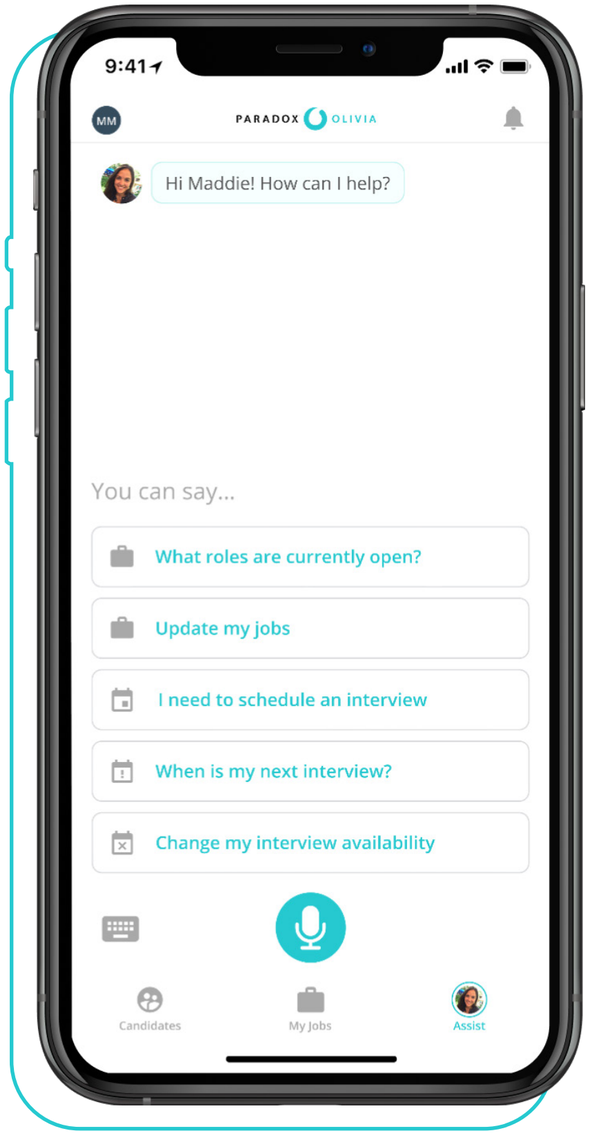
AUTISM LEARNING PARTNERS

Hear from Steffanie

Peer feature

"Within healthcare, we get so nervous about AI, thinking we'll loose the 'people' element.

What I've learned is: AI is an incredible partner. And it really is the only way forward. It's not scalable to keep adding headcount to bring in top talent, every time, within this market. The right way to hire is utilizing technology to support recruiters so they have the bandwidth to focus on quality and experience for both candidates and hiring managers."



Industry insights

AI is often viewed with side-eye and skepticism.

Especially in an industry so focused on people. But here's an idea: AI that actually makes hiring *more human*.

A paradox? Not exactly.

It's undeniable that historically tech has encumbered recruiters. It's usually just one more thing to learn, to manage, to enforce antiquated processes. Manual steps. Needless friction. Difficult software logins and passwords we always forget – it's a burden instead of a benefit. But in the last few years, a different kind of tech has emerged – not artificial, but assistive intelligence. It's still AI, only now it actually helps make peoples' lives easier. And it's making recruiters' work easier.

We believe that these AI assistants are the key to making the relationship between recruiters and technology symbiotic, not parasitic. They're true partners in getting hiring and recruiting work done; they automate tedious tasks like scheduling and rescheduling interviews, collecting feedback after every interview, sending offers, and sharing onboarding paperwork. Sure, it's all relatively simple administrative work. But every recruiter and hiring manager knows that work adds up quickly – and it slows everything down.

With an AI assistant, that work goes *poof*. It becomes conversational. Invisible.

It's still early on in the adoption phase, but we're already seeing a shift in perception about this type of AI. In 2019, **only 7% of employers** said they were investing or planning to invest in conversational or assistive intelligence. That number jumped to 47% in 2021. Two years – that's how long it took

for this to go from "future state" to "it's happening."

And before you ask, no, this kind of task automation *isn't* replacing your hiring teams, as some people fear. It's just allowing them to focus on more important work. In fact, **72% of recruiters said they would likely stay at their current employer** with the implementation of an AI assistant.

So if this change is already happening, then what's next? Well, it's moving from assistants for hiring and recruiting to assistants for work.

"Today our AI assistant, Olivia, is assisting by helping get 'the boring stuff done,'" said Paradox Vice President of Product Elvis Ha. "But as it gets more sophisticated, especially if you're instilling your own values in the assistant, it can almost be like it's prompting you to reflect. So we're working on making Olivia the best assistant possible. What are the habits she should have to be productive? We're moving from her just doing menial tasks, to instilling habits, values, and a personality that will permeate throughout the entire talent strategy."

Fast forward five years. Ten years. Twenty. Imagine the time-consuming tasks we're mindlessly doing at work right now that we won't be because an assistant is automating it. There's probably some things you can think of immediately (sales forecasting, supply chain purchasing), and a bunch of others you can't even comprehend because they've always been done manually.

But no matter where we end up years from now, the important part is this: AI assistants will help recruiters, hiring managers, and – eventually– anyone who works, get back to doing things they actually love to do.

And that's why AI making hiring and recruiting more human isn't a paradox after all.

"We're working on making Olivia the best assistant possible."

Joshua Secrest,
Vice President of Client Advocacy & Marketing, Former McDonald's Head of Global Talent Strategy

PARADOX

Peer feature

10 Micro-growth.

"We should be looking at micro everything.

Within hourly work in particular, there's a heavy population that leaves within the first 30 days, or even the first day, but we've never really built any retention process to help change that. So by giving very clear, short timeframes for growth, can you incentivize those people to stay? So we're talking about compensation increases, training milestones, education and growth, promotions – it all needs to be more frequent, bite-sized when relevant, and more digestible. It's essentially more chances to celebrate employees who often don't get that opportunity. Less time between all of these milestones means less opportunity for talent to become impatient, unhappy, or bored."

Industry insights

The universe has absolute truths.

Water is wet. Grass is green. Hourly work has a high turnover rate.

But the dirty secret is that turnover has become a similar challenge in the professional world, where retaining top talent is more vital and replacing it even more expensive; on average, **replacing an entry-level employee costs about 50% of their salary**.

Luckily, data suggests things might not be so hopeless after all. While it's true that **one-third of new hourly employees quit after about six months**, one survey found that 94% *would have* stayed had their employer simply invested in their growth. Meanwhile, the corporate world still treats young professionals with the same old school, hardball tactics used decades ago, dangling a proverbial carrot on the end of an unreachable stick – the old, "we'll talk about that promotion you want next year" trick doesn't work when the employee will be long gone by then.

So to fix the turnover (and retention) problem, you'll first need to bridge the gap between what employees need and what employers have always been willing to give them. Delayed gratification and a yearly review system have been proven to flat out not work in the hourly world, yet almost nobody has dared to build a program that breaks the mold.

Think smaller. Shorter. Micro.

What if you gave smaller pay increases on a weekly basis for employees who show up to work on time everyday? Or made promotions attainable

94%

of employees would stay if their employer invests in their growth.

in just a month? Or texted out training tips and videos every Friday to enable them to get to the next phase of their career and feel more connected to the bigger picture? Immediate gratification equals increased incentivization – it gives the employee something clear and tangible to reach for. And, what's more, it will make them feel valued (**76% of employees who don't feel valued look for other job opportunities**).

At Paradox, we've started to go more micro ourselves, and leaned on our conversational AI Olivia to better communicate information to our employees. For instance, compensation increases can happen as early as six months – and we want to go even shorter. In order to keep our best talent, we know we'll need to better mobilize employees and grow them into leaders before someone else comes along and snags them by offering more money, faster.

These are all the same basic principles we've been using for years, just bite-size. Weeks, not months. Short term, immediate payoffs over long term boons.

You're still giving them a carrot to chase … you're just making the stick much, much shorter.

PARADOX

If you're ready to revolutionize hiring, we'd love to talk.

Paradox is building the world's leading conversational recruiting software to drive automation with a human touch. Serving global clients like McDonald's, CVS Health, and General Motors with hiring needs across high-volume hourly and high-skilled professional roles, Paradox's conversational assistant Olivia does the work talent teams don't have time for – streamlining tasks like screening, interview scheduling, and more through fast, easy, mobile-first interactions.

paradox.ai

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