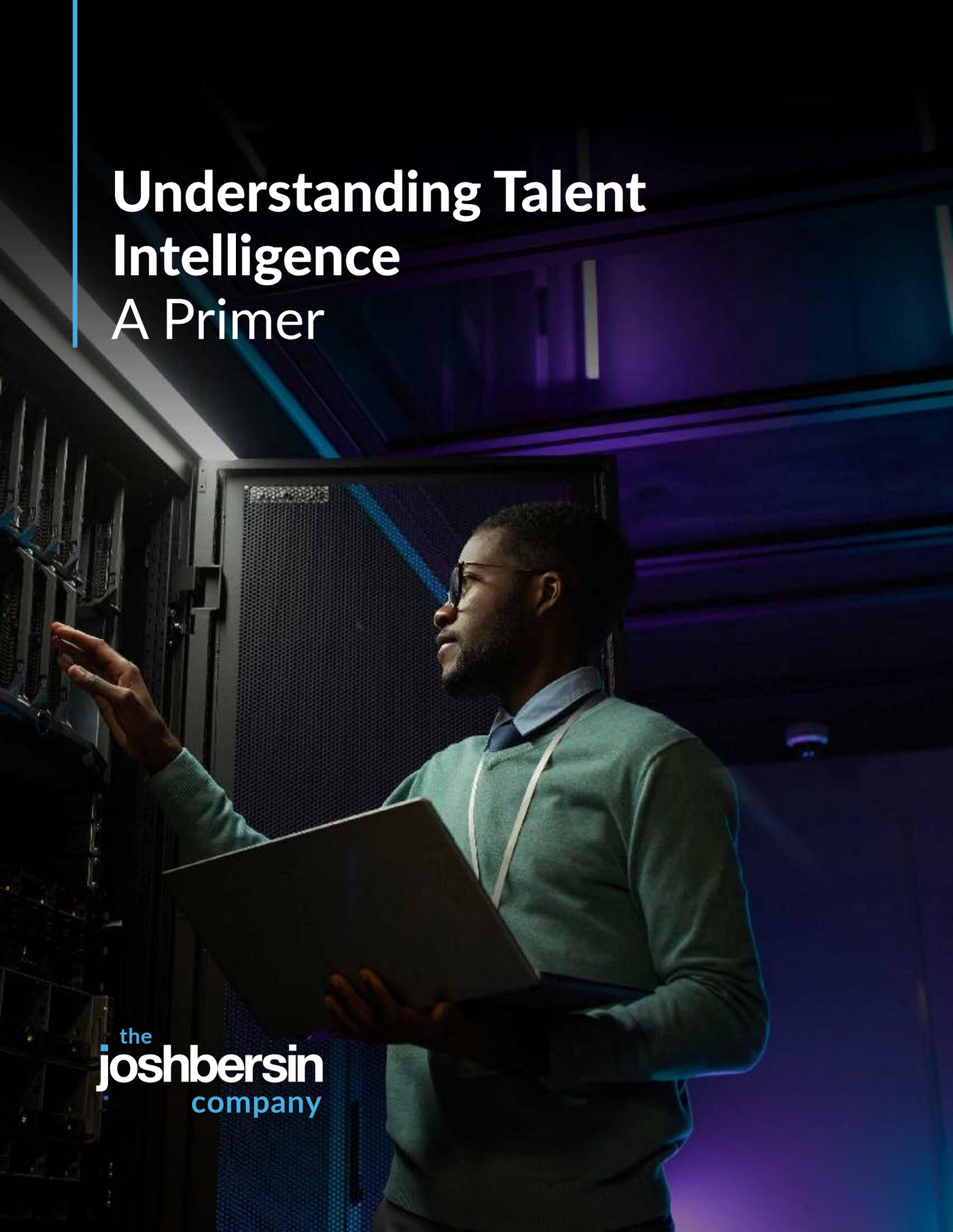


Understanding Talent Intelligence A Primer

A man with glasses and a beard, wearing a light blue sweater over a collared shirt and tie, stands in a server room. He is holding a laptop in his left hand and pointing with his right hand towards a server rack. The room is dimly lit with blue and purple ambient lighting. The server racks are visible on the left side of the frame.

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Traditional Talent Management No Longer Works

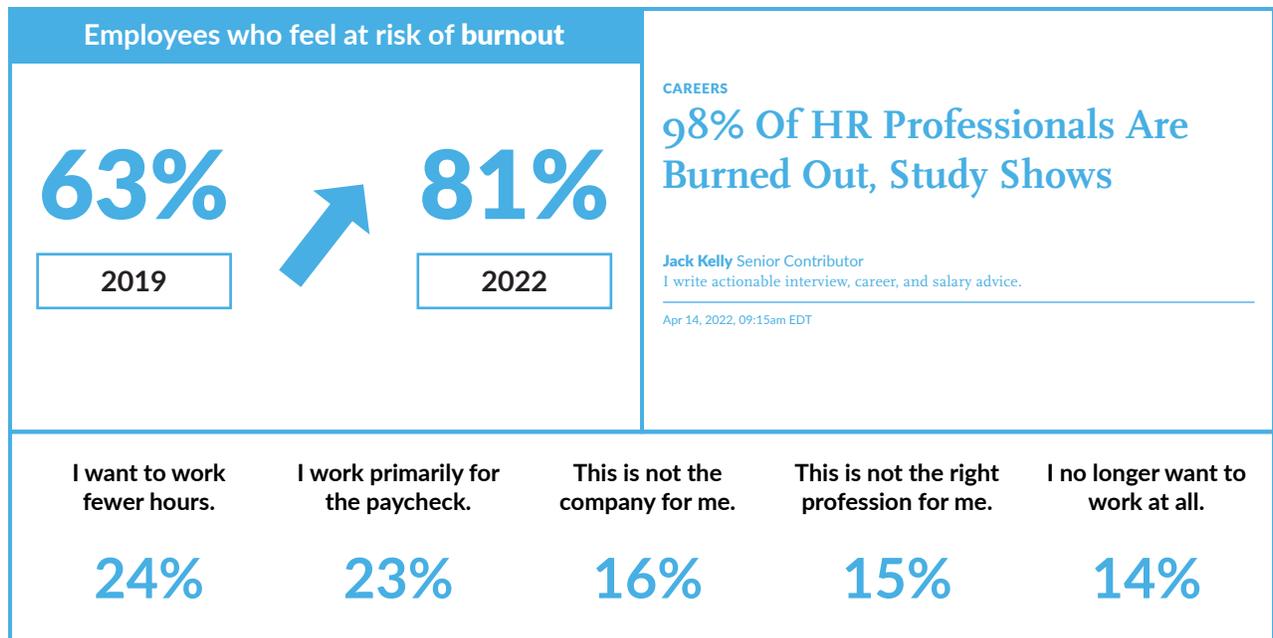
How do you grow your business during continuous global change? For years, companies have been investing in “talent management” strategies. Originally conceived as a set of business practices to hire, grow, and retain people over time, this concept became fundamental thinking in human resources. We’ve talked with many HR leaders about “prehire to retire” strategies; long-term career development programs; job hierarchies and job levels; and the need to optimize recruiting around job roles, skills, and culture.

While all that made sense, it somehow hasn’t kept up. Driven by the pandemic, companies are desperate to find the right people. We operate in companies with remote workers, high degrees of turnover and stress, and the need to reskill and upskill continuously. And the job architecture, which seemed to be basic and simple in the past, is changing every minute.

Consider the symptoms of the problem. According to Mercer’s 2022 study of more than 20,000 workers, 81% of employees feel burned out (see Figure 1).¹ Further, despite the fact that wages increased by 12.1% in 2021, employees feel uncertain about their careers, and almost half are thinking about looking for a new job. For employers and HR managers, the problem is similarly complex: Our most recent studies found that more than 70% of all C-level leaders believe their skills are falling behind, and more than 80% of the companies we’ve talked with worry about not being able to hire the right people.²

For frontline workers (retail, transportation, healthcare, manufacturing), the problem is even worse. Almost two-thirds of these workers do not feel connected to their company’s mission, and most cannot work from home. They are typically overworked and overwhelmed, and more than 56% believe their workload has increased beyond their capacity.³ In today’s high-change, service-centered economy, the principles of “integrated talent management” are simply no longer working.

Figure 1: Employees Are Utterly Burned Out



Source: The Josh Bersin Company and Forbes (“98% Of HR Professionals Are Burned Out”), 2022

1 [Global Talent Trends, 2022 Study: Rise of the relatable organization](#), Mercer, 2022.
 2 Corporate Learning, HR Capabilities, and Talent Acquisition research, The Josh Bersin Company, 2022.
 3 [Global Talent Trends, 2022 Study: Rise of the relatable organization](#), Mercer, 2022.

Industry Reinvention Is Everywhere

Why is all this happening? Is it just the result of the pandemic? No, there is a much deeper transition going on. Consider the history shown in Figure 2. Starting in the early 2000s, we began to digitize our companies, building websites and then mobile apps to deliver products and services. This created a massive demand for “digital talent,” people who understood these new technologies and tools.

What we didn’t understand initially, however, was that digital technology was going to change jobs, organizations, and business models. We used to talk with clients about “being digital” not just “doing digital.” In other words, a digital-enabled company must be agile, team-centric, always learning, and always innovating. (Read the new book, *Irresistible: The Seven Secrets of the World’s Most Enduring, Employee-Focused Organizations* for more context.⁴) Even though companies saw this coming and talked about it (in 2016, Deloitte’s Human

Capital Trends research found that 75% of companies believed they would operate as a network, but only 16% were really doing that). It was more of an idea than a reality.

The pandemic, which in 2022 we have now experienced for almost three years, accelerated this transformation at light speed. So, today, we see digital tools as a “disruptive” way to reengineer our companies, and we can do things we never before thought possible. Products can be delivered to the doorstep; we can automate and instrument workers and work in detail; we can get precise feedback from customers and prospects in seconds; and our internal operations can mobilize and get customer signals in minutes.

In fact, almost every company built agile teams, reorganized, and moved people into new roles during the pandemic. It wasn’t a “planned, multiyear process” like we envisioned in the talent management era. It was immediate and rapid, building on whatever information we could find about people, roles, skills, and jobs. And guess what happened? Our companies and industries started to change.

Figure 2: From Digital Transformation to Industry Reinvention

Digital Adoption	Digital Transformation	Digital Disruption	Industry Reinvention
WHAT WE DID			
Implement digital tools and systems, create websites, apps, communications, e-commerce, CRM, etc.	Transform customer experience, employee experience, ERP, and supply chain systems.	Change products, services, operating models, career models, talent models to adapt to new opportunities (pandemic response).	Companies move into new business models and adjacent industries. New industries emerge (metaverse, crypto, block).
United.com, Walmart.com Pets.com, Amazon.com	Netflix, Uber, AWS, Spotify	Target Omnichannel, Telemedicine, Disney+	Fintech, online pharmacy, NFT, Bitcoin
The Internet	Cloud, Mobile	COVID-19	Web 3, Metaverse
HOW WE DID IT			
New tech skills, tools, and platforms	New design and engineering skills, agile, design thinking, mobile	New organization design, operating model, culture, remote work models	New job architectures, career pathways, capability academies, talent models
Early 2000s	2008–2017	2017–Pandemic	2022 and Forward

Source: The Josh Bersin Company, 2022

⁴ *Irresistible: The Seven Secrets of the World’s Most Enduring, Employee-Focused Organizations*, Josh Bersin/IdeaPress Publishing, 2022.

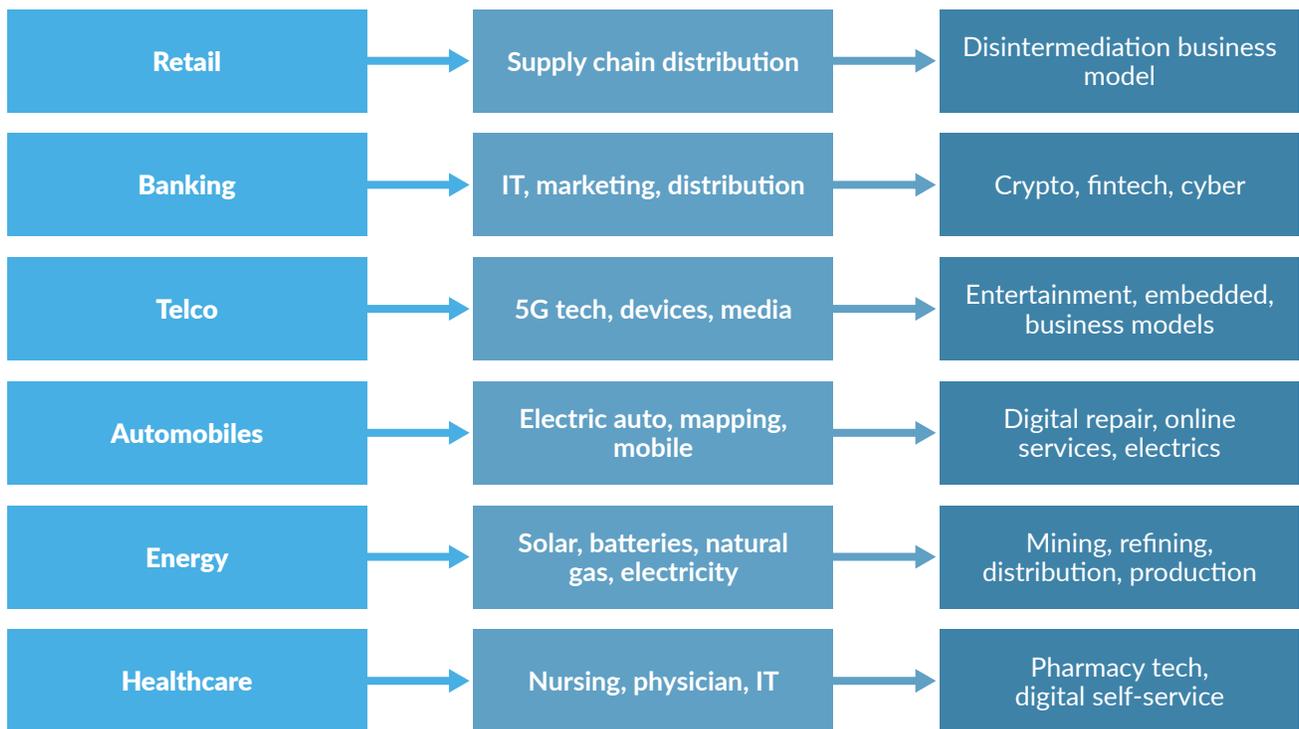
The Fourth Stage of Digital Transformation

We are now in what we call the fourth stage of “digital transformation,” and this is one where industries themselves are being transformed (see Figure 3). Retailers like Walmart are getting into healthcare delivery, direct delivery of products and services, and soon, drones and cloud web services. Banks are being disrupted by digital-only financial services companies, crypto and blockchain, and a massive focus on new financial services and digital customer experiences. Energy companies are moving into hydrogen energy, battery and electric power, and new, alternative sources of

hydrocarbon. Healthcare companies are moving into digital health, wellness, and mental health services and exploring the ever-deepening need for clinical role transformation.

Our Global Workforce Intelligence (GWI) Project research looks at this transformation in detail, and what we found is these “new business opportunities” create the need for new roles, new job titles, new organization models, and of course, new skills.⁵ If you’re a retailer, for example, and you decide to open in-store pharmacies, you are now competing with healthcare networks for talent. Do you understand the job roles, sourcing and hiring strategies, and retention strategies of these workers? Likely not.

Figure 3: Industries Are Reinventing Themselves



Source: The Josh Bersin Company, 2022

⁵ [Global Workforce Intelligence \(GWI\) Project](#), The Josh Bersin Company, 2022.

The Global Workforce Intelligence (GWI) Project

The Global Workforce Intelligence Project uses the world's largest real workforce database in the world. Unlike most workforce data, which comes from either payroll data (a limited set), surveys (a limited set), or job postings (only future-looking), the GWI database uses the Eightfold Talent Intelligence Platform and The Josh Bersin Company's proprietary data formats to understand jobs, job roles, skills, career pathways, and organizational data itself. This means our studies represent millions of workforce datapoints and organizational practices insights from tens of thousands of companies around the world.

The GWI Project is designed to provide senior business leaders, business functional managers, and HR executives with insights to guide hiring, development, financial planning, and organizational decisions for the future. HR leaders will find comprehensive research to help them align HR business partners and learning, recruiting, and workforce planning teams to better support the business. Integrated into The Josh Bersin Company's corporate membership, the GWI Project offers special sessions and engagement opportunities, such as the C-suite councils, to help build relationships and share best practices and insights across organizational boundaries

As part of the GWI Project, we will produce industry reports for select industry segments. Our first report on the healthcare industry is *Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care*.

The traditional approaches to talent management assumed that we understand every job and role in our company. Today, as industries converge, we can no longer expect our "traditional talent management" practices to get us to where we want to go. We must find a new, more dynamic, intelligent approach.

The Growing Role of AI, Data, and Technology

While all this business disruption is taking place, the world of technology, data management, and AI has rapidly matured. If you wanted to do an analysis of your company's existing skills, for example, ten years ago, you would have had to send out surveys and ask managers to assess employees for months. The data would be slow and sparse, likely not very accurate, and probably of little value.

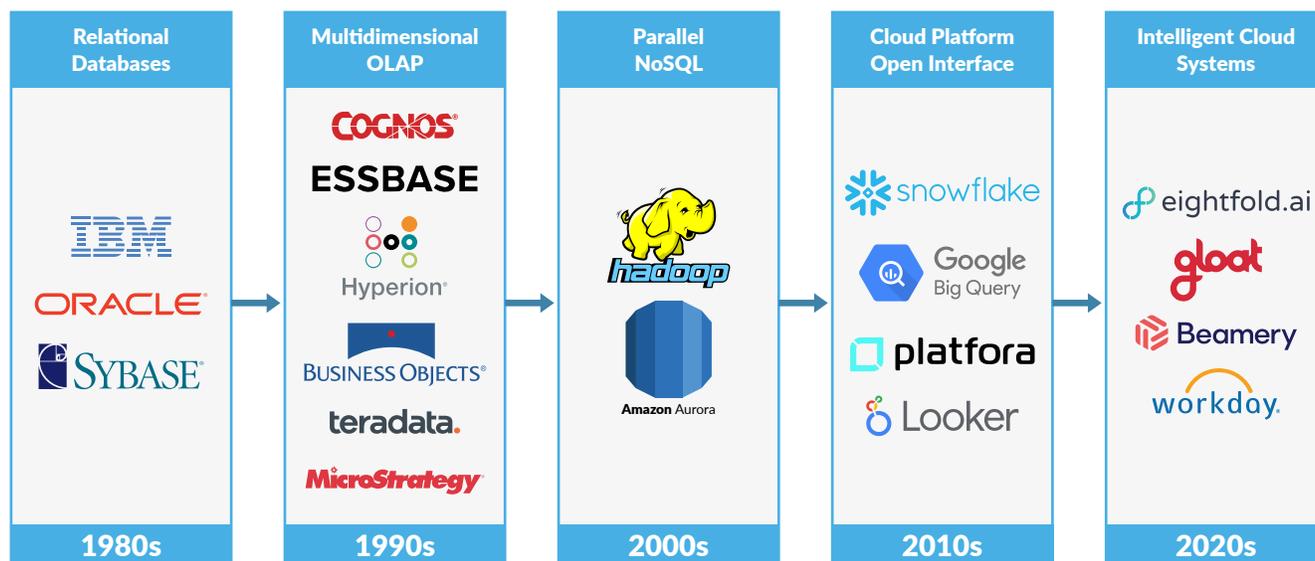
Today, if we want to move a team from one operation to another, we need that data almost immediately. And thanks to new technologies that infer and understand skills, we have real-time access to this data.

Consider how fast the technology industry has changed (see Figure 4 on the next page). In the 1980s, our employee and customer data was locked up in mainframe or transactional databases. It was difficult to even query and find dynamic answers to questions. In the 1990s, we had a massive growth in analytics tools, multidimensional query tools, and the beginning of parallel databases. Although companies snatched up these tools for use in analyzing customer data, they have barely begun to use these tools to understand employees.

When Google and Facebook came to market, this space picked up speed. Parallel processing became affordable, and vendor products like Snowflake, Google BigQuery, and Platfora (now owned by Workday) gave every company access to this power. HR departments and people analytics teams slowly started to amass data.

Fast forward to where we are today, and vendors like Eightfold AI, Workday, Gloat, Beamery, Phenom, and others have built fast-processing, data-rich, AI-enabled tools for HR. These systems are not just faster or more robust data management systems: they have AI built in. You can look at employees in Eightfold AI, for example, and immediately see what skills they have, what careers they are suited for, and what career paths they should follow—in seconds. Soon, we will know if employees are under- or overpaid, if they are likely to leave, and much more.

Figure 4: Evolution of Talent Intelligence—Technology



Note: OLAP=online analytical processing. NoSQL generally refers to a database that is nonrelational, distributed, flexible, and scalable.

Source: The Josh Bersin Company, 2022

Talent Intelligence Enters HR Technology

Over the past few years, a new breed of HR technology has arrived, greatly easing the collecting of talent intelligence insights. Previously, companies had to collect this data, build internal systems, and develop their own analytics to make these kinds of people-related decisions.

Now, a new breed of software integrates internal data with external labor market data; implements AI to identify skills, career paths, succession plans, and trends; and manages complex queries and user interfaces. These talent intelligence technologies (the green layer in Figure 5 on the next page) are often applied to sourcing and recruiting first, but then can easily be extended to the entire range of talent intelligence applications. And this leads to the next issue: How do we view the entire talent process now?

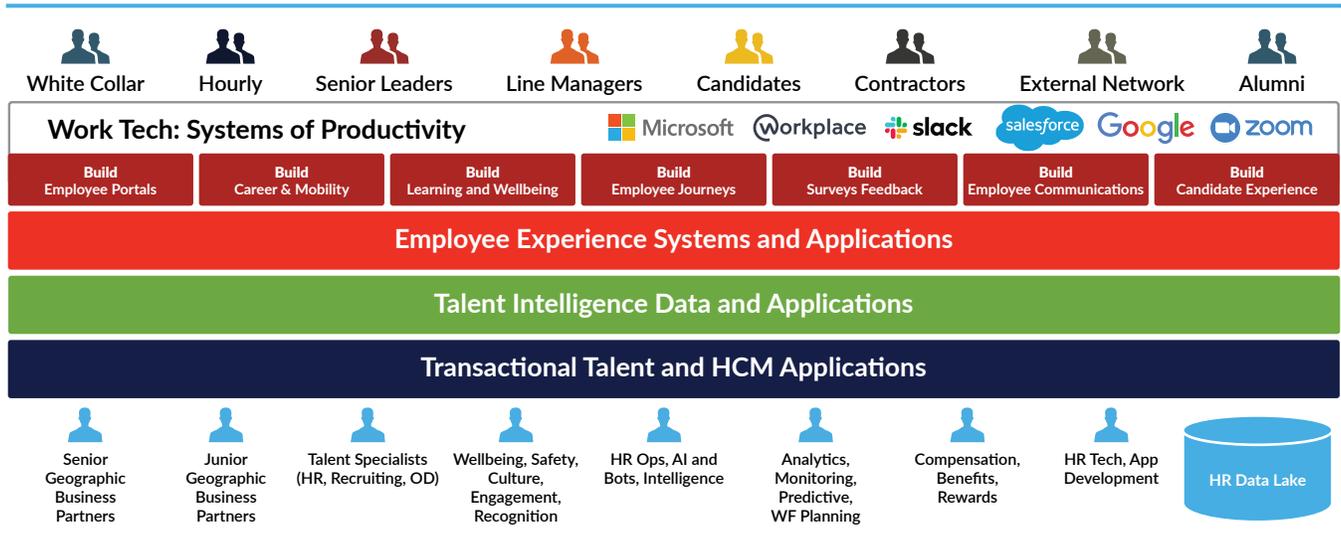
The Integration of HR Practices and Functions

As workforce talent challenges have grown, a fundamental HR transformation has been taking place. Today, every HR and talent process is interconnected, so we need a more integrated intelligence process to drive results.

Consider where we came from. In the traditional talent management world, we had a head of recruiting, a head of corporate training, a head of leadership development, and likely, a senior HR leader responsible for rewards and benefits, diversity and inclusion, employee communications, HR technology, and HR service delivery. Each of these groups operated independently, responsible for its part of the talent management cycle.

Now, all these functions are highly interlocked (see Figure 6 on the next page) because none of these centers of excellence (COEs) can operate alone.

Figure 5: HR Technology—2022 and Beyond



Source: The Josh Bersin Company, 2022

Consider, for example, your need to hire new people with diverse backgrounds into the right roles. In a traditional HR model, a recruiter would talk with a hiring manager (or business partners), the hiring manager would write a job description, a budget and level would be assigned to the role, and a recruiter would go out and find people.

How do we make sure the role is filled in a diverse, fair, and equitable way? How do we source the role both internally and externally? How do we know if the job title is appropriate when the job itself is probably changing in real time? And how do we make sure the “open headcount” is not a position that could be filled by a gig worker, project, or other business arrangement?

Figure 6: The Interconnectivity of HR Functions



Source: The Josh Bersin Company, 2022

As you can see, something as simple and important as hiring is now far more complex. And when you consider the fact that it may be very difficult to find the “perfect candidate” (often called the “purple squirrel”) we want for the role, do we want to just slug it out and avoid all these other issues? What if we hire someone into a job that is soon to be automated, or perhaps doesn’t fit the company’s long-term strategy? These are big issues that must be addressed.

How do we stitch these groups together? First, these leadership teams need to talk with each other, so each group can leverage the work of others. Second, and far more importantly, we need a new set of human capital architecture tools designed to operate as an integrated system. What does this architecture look like? It is a simpler, more dynamic job architecture (with far fewer levels and less detail embedded in each job description) coupled with a global taxonomy for skills. And this change, while difficult to build and implement, is under discussion in every major company.

The Issue of Skills Taxonomy and Job Architecture

Many companies are struggling with skills taxonomies and job architecture. In fact, it is one of the most pressing problems in HR.

Theoretically, as many companies believe, if we build a “global skills taxonomy,” then these problems will become easier to solve. In other words, mapping each job to its skills will simplify all our recruiting, career growth, mobility, and succession problems. According to the vendors, you can just turn on the skills infrastructure in whatever tools you have, and all hiring and job decisions will be “automatically” made based on skills.

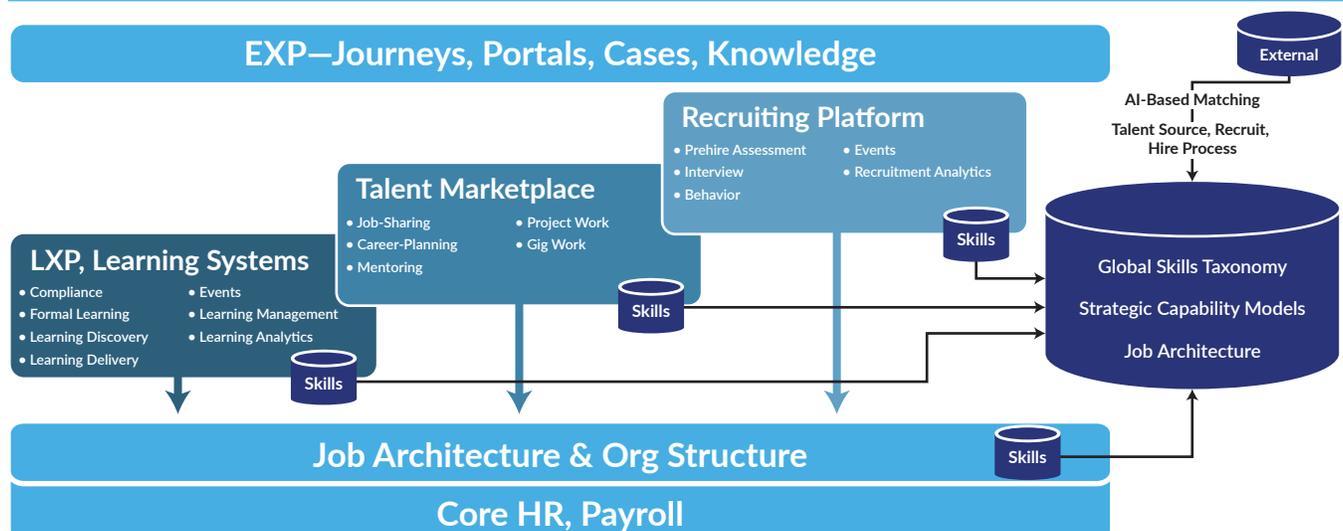
As most of you now know (read our research paper on the enterprise skills architecture for more), this is much more difficult than it looks.⁶

Initially, we need skills data for learning, internal mobility, recruiting, leadership development, and pay. If you’re in manufacturing, energy, or a regulated industry, you need validated skills for operational work. Then we need to talk about how we assess these skills, what process we use for ongoing updates, and what governance will help us keep this all current and relevant in the market (see Figure 7).

Next, we have to build agreement on the taxonomy itself. What words will we use to define these skills, how granular will we get, and which jobs need this kind of work and which jobs can we ignore?

Then we need to look at the outside market. If you are running an IT department, for example, and you are building

Figure 7: The Future of Skills Taxonomy



Source: The Josh Bersin Company, 2022

⁶ Building an Enterprise Skills Strategy, Josh Bersin/The Josh Bersin Company, 2022.

systems using Kubernetes or Angular, are you aware of the new technologies being invented? Ditto new skills in finance, marketing, HR, and every other domain. The skills you have inside your company are just a reflection of who you are today—how do you know what you want to become in the future? These platforms need access to a lot of external data, much of which comes from employee profiles, labor market vendors, and industry groups (see Figure 8).

Finally, we need a team that owns these decisions, and this team must not only know what data we have internally but also look at the outside market. We need skills data for recruiting, training, assessment, compliance, pay, and mobility, and we need to compare and evaluate it against our competitors. And this is where talent intelligence comes in.

Enter Talent Intelligence

Enter talent intelligence—the team that brings this all together.

Beyond People Analytics and Workforce Planning

In most companies, the recruiting team is using data and skills to source, assess, and locate internal and external candidates. The L&D team is using skills to spot skills gaps, create self-directed learning, and build capability academies for growth. The pay and rewards team is using skills and experience data

to understand pay equity, make sure pay is competitive, and put together rewards programs that scale and maintain a competitive position in the market.

How does all this data come together in some useful tool for planning and growth? This is the role of talent intelligence. In the traditional talent management world, we had individual COEs managing these functions and often a slightly underfunded “people analytics” group that looked at various issues within each domain. This worked fine when the company was growing in an organic way. Now that we’re moving into new industries and business models, we have to get smarter faster.

Consider, for example, the job models and job architectures in banking. Our GWI research reveals that typical retail and consumer banks have 55% of their employees in customer-facing positions.⁷ About 30% are in mid-office strategic roles, 15% are in IT, and 10% are in administration. The digital bank competitors, however, are organized completely differently. They have only 20% of their workers in front-facing roles; 15% in mid-office roles; and a full 55% in IT, operations, and product design. Their job titles, roles, and skills are completely different.

If you don’t know this is happening, you may just “hire yourself into obsolescence,” continuously building a talent team that freezes you in time. With a smart talent intelligence team, you can see this difference yourself and make deliberate decisions to adapt.

Figure 8: Sources of Talent Intelligence Data

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Eightfold AI • Beijing Statistical Office • Boardroom Diversity • Bureau of Labor Statistics • CBRE Real Estate • CEB Talent Neuron • CEIC Economic Data • CIA Factbook • Colliers International • Cushman & Wakefield • Data.gov • Data.gov.uk | <ul style="list-style-type: none"> • Economist Intelligence Unit • IEU WW Cost of Living • EU Open Data Portal • Eurostat • Foreign Labor UK • Fujian Statistics • Glassdoor • Google trends • Guangdong Statistics • Hays Global Skills Index • Hoovers • IECONOMICS | <ul style="list-style-type: none"> • International Labour Org • JLL • KPMG Tax and Insights • LinkedIn Salary • Macau Statistics • Manpower Group • OECD • PwC Worldwide Tax • Talent Intelligence Collective • Trading Economics • World Bank Labor Force • Statistics Sweden |
|--|---|--|

Source: The Josh Bersin Company, 2022

⁷ [Global Workforce Intelligence \(GWI\) Project](#), The Josh Bersin Company, 2022.

Talent Acquisition

Most talent intelligence teams start in talent acquisition, where they become adept at finding labor market data, skills data, and sourcing data for hiring. They realize dozens of sources of external data exist, and this data, when compared to the company's current state and needs, can be highly strategic in making decisions (see Figure 9).

Should, for example, a job have the title “the manager” selected? Should it be located in that city or geography? Should the candidate have other skills or backgrounds? And can we afford to pay employees what they demand? The talent intelligence (or sourcing intelligence) team can help the business leader answer these questions and, in doing so, intelligently improve talent acquisition.

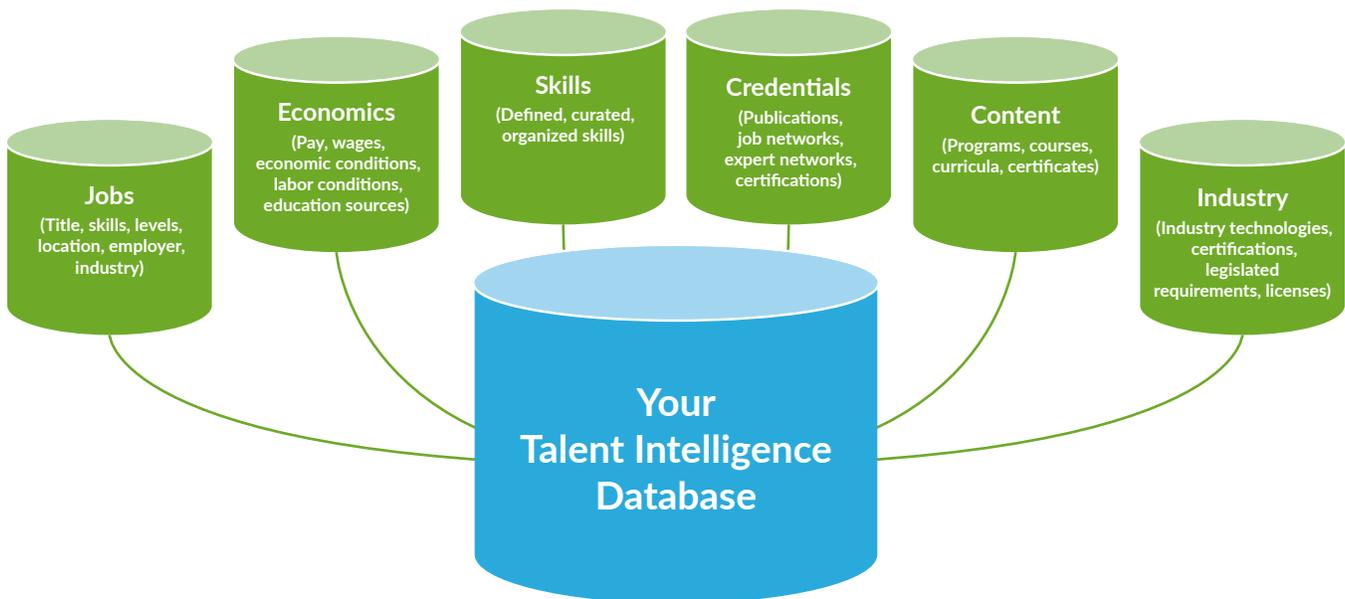
The head of talent intelligence at Amazon.com, for example, knows where to source talent and what jobs are becoming obsolete, and he is now starting to work with the internal development teams to align training and career resources in the right place. His team is heavily used by workforce planning and the CFO to do both scenario and financial planning as the economy and business changes.

Leveraging a Variety of Technologies

Other companies start in different areas. At BNY Mellon, for example, the executive leading this area is focused on improving the skills and productivity of the IT and technology operations teams. He has pulled product managers, analysts, project managers, and other critical roles into “capability communities” so they can talk about the skills, tools, career paths, and process innovations they need. He is using skills data to collaborate and integrate these skills clusters with new processes and technologies in the external market. Each capability community leader (a business person) then uses the talent intelligence data to build a roadmap for growth and continuous improvement.

At Ericsson, the company has built an end-to-end capability strategy for 5G and other advanced technologies. It, too, has built capability teams that decide what skills to focus on; how detailed to make the taxonomy; and how they will include internal mobility, career paths, training, and credentials to make sure everyone at Ericsson is advancing their capabilities in these new areas.

Figure 9: Moving to Talent Intelligence



Source: The Josh Bersin Company, 2022

In each case, the roadmap resembles the example shown in Figure 10. The process begins with the need to build a data set that can be easily used internally (Level 1). This includes the skills taxonomy, reliable data about roles and job levels, and information on growth, retention, and other factors. Next, the team realizes it has to include external data (Level 2). The team often looks at sourcing labor market data, skills, and credentials from government agencies or industry groups or from market growth (Level 3). Then the team brings everything together into a focused group, merging internal people analytics staff with sourcing and external labor market information (Level 4).

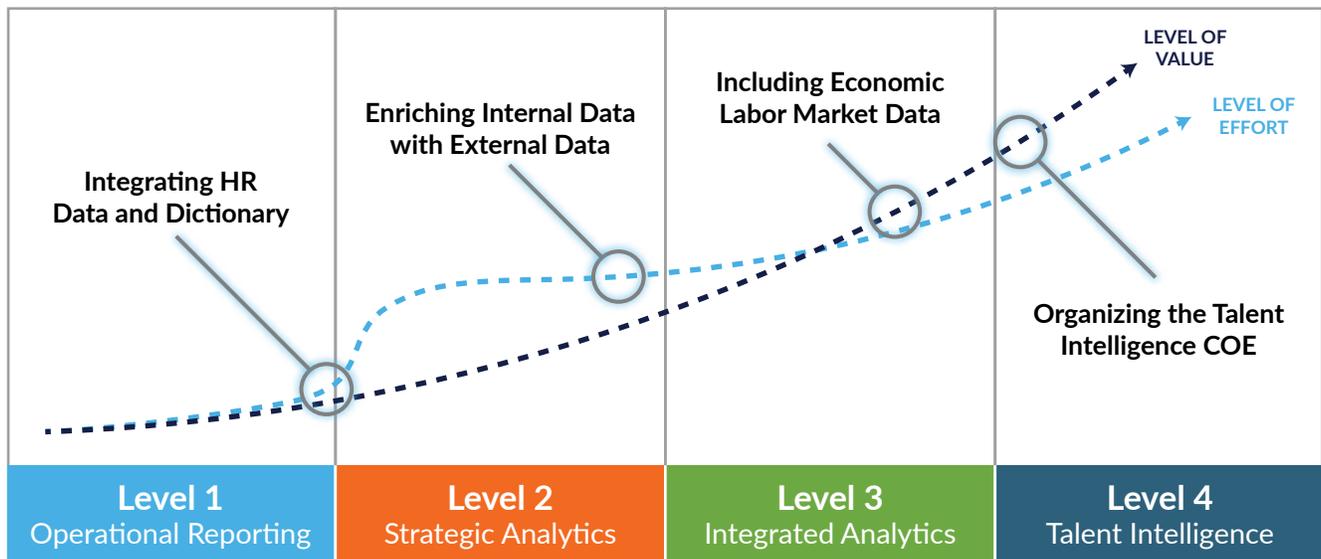
Is this the future of people analytics? The likely answer is yes. While people analytics is still a new domain for many companies, it typically originated as a way to collect employee survey and retention data and then evolved into a group that performs statistical analysis across various areas of human capital. These teams, filled with data and analytics skills, can now become part of this broader talent intelligence function, focusing their time on growth, sourcing, redesign, and other programs.

How to Stay Focused

Most companies have many analysts in HR and finance doing much of this work. The key to success, based on the companies we've studied, is to focus this effort on an urgent and strategic problem. At Citizens Bank and JPMorgan Chase & Co., for example, the teams are laser focused on improving the skills, retention, and hiring pipeline of highly trained IT professionals. Most banks are suffering from this problem—they compete with software and tech firms for talent, and they have many legacy systems and roles to maintain.

To begin, you have to decide what problems you want to solve. In most cases, we find there are three options: an underperforming operation (e.g., a sales, product, or engineering team that seems to be far behind); a current or future talent gap (e.g., the IT skills or operational performance cited above); and a long-term transformation (e.g., Chevron Corporation's move into solar and hydrogen energy, Baker Hughes' focus on new energy service businesses, Walgreens Boots Alliance's focus on pharmacy staff and operations) (see Figure 11 on the next page).

Figure 10: Four Levels of Evolving Talent Intelligence



Source: The Josh Bersin Company, 2022

Figure 11: How to Stay Focused in Talent Intelligence



Source: The Josh Bersin Company, 2022

Once you decide in which business area to focus, you can look at the “Four Rs” of talent intelligence:

- **Recruit.** How do we source, recruit, hire, and onboard these people?
- **Retain.** How do we improve employee experience to increase retention?
- **Reskill.** What new development or career pathways will help us improve internal mobility and growth?
- **Redesign.** How do we reorganize and redesign work, jobs, or our employment model to adapt?

In healthcare, for example, our GWI research discovered a shortage of more than 2.1 million nurses and care professionals in the next three years.⁸ Despite best efforts by most providers, the market for nurses is scarce—there is just not enough supply. Our research shows that only 10 to 15% of the gap can be met with recruiting, only 10 to 15% can be met through improvements in retaining, perhaps 15 to 30% can be met with reskilling, and the remainder can only be addressed by redesign.

Our GWI Healthcare research shows this means healthcare providers must improve management models, reduce bureaucracy, and embrace many forms of clinical and care

transformation to enable nurses to spend more time with patients.⁹ This Four R model is the core of talent intelligence success: It brings together the data to create meaningful and powerful solutions.

How Do You Build Such a Team?

Even though this is a very new domain, many large companies are moving in this direction. The typical path involves progressing from “sourcing intelligence” to “people analytics” to “skills and career intelligence” to “talent intelligence.” Figure 12 on the next page shows how the Four Rs would come together in this new team.

While the technologies and data access are breathtaking and new, the idea is not. Many years ago, we interviewed the head of HR at a large retailer, and he told us a fascinating story. When the company was facing union pressure, it did a people analytics study to figure out why people wanted to leave or possibly unionize. In the process of collecting all this survey and demographic data, the company realized many of its stores were organized in a dysfunctional way (employees were unhappy because their jobs were too difficult). Next it studied store organization design, identified skills gaps in leaders and functional store managers, and came up with a new model. The company subsequently built new career programs for these roles

⁸ Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

⁹ Ibid.

Figure 12: The Four Rs of Talent Intelligence



Source: The Josh Bersin Company, 2022

and found that not only did employee retention go up (union pressures stopped) but also customer satisfaction skyrocketed.

Although this journey through data and analytics took the company two years, it resulted in a human capital analytics team (which we could now rename “talent intelligence”) that strategically analyzed turnover, roles, skills, and organization design. The company was starting to bring recruiting and internal mobility into the team when we last talked with its HR team.

Most of you have people analytics teams, survey experts, industrial and organizational psychologists, planners, and sourcers. Imagine if you brought these professionals together to look at “the most difficult to hire group in the company” or “the new business unit we’re trying to staff” and built this new team together (see Figure 13 on the next page)? Within only

a few months, we guarantee this team would develop its own talent intelligence solutions.

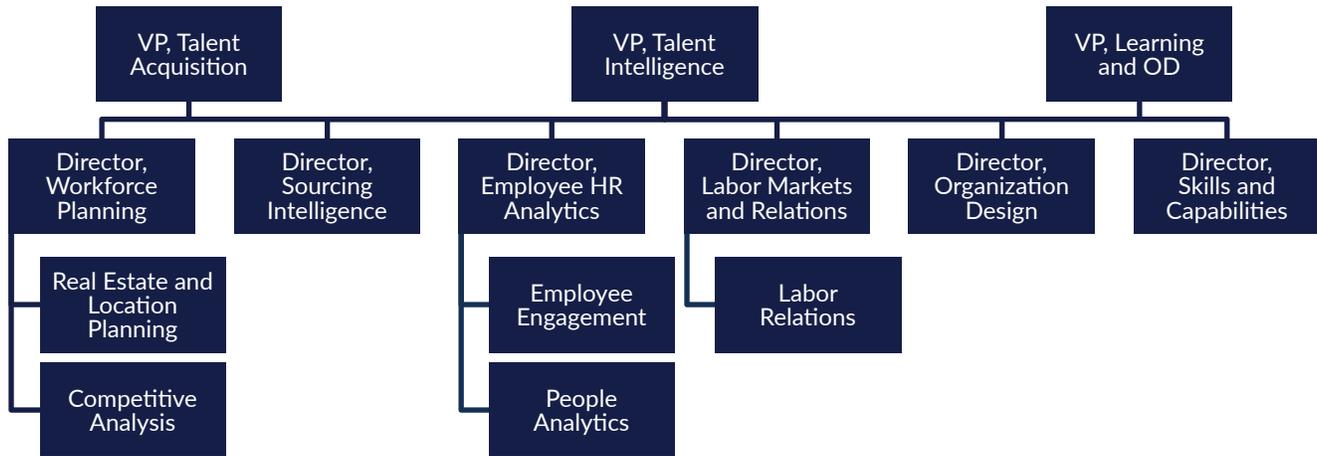
The Urgency of This Move

We know this sounds like a big change, but the problem is urgent. Our GWI Healthcare research shows that only 15% of this demand can be met by hiring, about 20% can be met by improving retention, and only 10 to 15% can be met by internal development.¹⁰ Where will the rest of these vital clinicians come from? Through internal job redesign, clinical transformation, and eliminating the bureaucracy and time-wasting parts of a nurse’s job. If you don’t have a team that sees these problems, you’ll just keep pouring money into hiring and finding you’re barely getting ahead.

Examples like this are everywhere. Pharmaceutical companies like Bayer are now finding it so difficult to find scientists

¹⁰ Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care, Josh Bersin and Kathi Enderes PhD/The Josh Bersin Company, 2022.

Figure 13: Building a Talent Intelligence Team



Source: The Josh Bersin Company, 2022

that they must source professionals based on their scientific research, not their employers, education, or current role. Oil companies like Chevron are looking at building “energy engineers” that span energy technologies from oil and gas to solar and electric. Ford Motor Company and other automobile manufacturers are sourcing engineers for batteries and power train design from different industries and different job titles. Walmart and Walgreens are both looking for pharmacy technicians and starting to build career pathways to fill the gap.

The opportunities for talent intelligence are everywhere (see Figure 14 on the next page). It starts with analytics in a strategic growth area and expands from there.

Helping You Build Your Talent Intelligence Function

We see the talent intelligence role as the merger between people analytics, sourcing intelligence, and workforce planning. As your company adds more AI-enabled systems to its infrastructure, this role will be more important and more integrated than ever. We are hosting a series of Talent Intelligence workshops with all our clients and would love to talk with you. Please join our Global Workforce Intelligence (GWI) Project or call us to get involved.¹¹

¹¹ [Global Workforce Intelligence \(GWI\) Project](#), The Josh Bersin Company, 2022.

Figure 14: Staffing the Talent Intelligence Function

- Director, Global Talent Intelligence—Microsoft
- Director, Executive Search & Intelligence—Citibank
- Director, Talent Intelligence Research—Amazon
- Partner, Talent Intelligence—Bank of Montreal
- Business Analyst, Talent Intelligence—Facebook
- Manager, Talent Intelligence—Stryker
- Talent Intelligence Manager—Stripe
- Talent Intelligence Planning Manager—Dropbox
- Talent Intelligence Recruiting Manager—J&J
- Talent Intelligence Recruitment—Pitney Bowes
- Workforce Intelligence Planning—State Street
- Workforce Planning Partner—BAE Systems
- Strategic Workforce Planning—Verizon
- Talent Operations and Planning—Adobe
- Workforce Planning Analyst—Wells Fargo
- Workforce Planning Director—Walmart

As of July, 30 2022, there are 7,600 jobs listed in LinkedIn for “workforce planning” or “talent intelligence.”
More than 80% of the “talent intelligence” positions today are in recruiting.

Source: The Josh Bersin Company, 2022

About the Author



Josh Bersin

Josh founded Bersin & Associates in 2001 to provide research and advisory services focused on corporate learning. He expanded the company's coverage to encompass HR, talent management, talent acquisition, and leadership and became a recognized expert in the talent market. Josh sold the company to Deloitte in 2012 and was a partner in Bersin by Deloitte up until 2018.

In 2019, Josh founded the Josh Bersin Academy, a professional development academy that has become the "home for HR." In 2020, he put together a team of analysts and advisors who are now working with him to support and guide HR organizations from around the world under the umbrella of The Josh Bersin Company. He is frequently featured in publications such as *Forbes*, *Harvard Business Review*, *HR Executive*, *The Wall Street Journal*, and *CLO Magazine*. He is a popular blogger and has more than 800,000 followers on LinkedIn.

The Josh Bersin Company Membership

The Josh Bersin Company provides a wide range of research and advisory services to help HR leaders and professionals tackle the ever-evolving challenges and needs of today's workforce. We cover all topics in HR, talent, and L&D. The Josh Bersin Academy—built on our research and powered by Nomadic Learning—helps HR practitioners grow key foundational skills. Our corporate membership program provides HR teams and senior leaders with the skills, strategies, and insights to build cutting-edge HR and people strategies through a combination of research, assessments, professional development, exclusive events, and community. In 2022, The Josh Bersin Company introduced the Global Workforce Intelligence (GWI) Project to guide market-leading businesses and their leaders through the challenges of industry convergence while remaining future-focused.

For more details, contact us at info@bersinpartners.com.