HR recruitment strategy in a High-Tec Organization

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Workforce of the Future - ECOSYSTEM

- Talent
- Skills
- Culture
- Organizational Structure
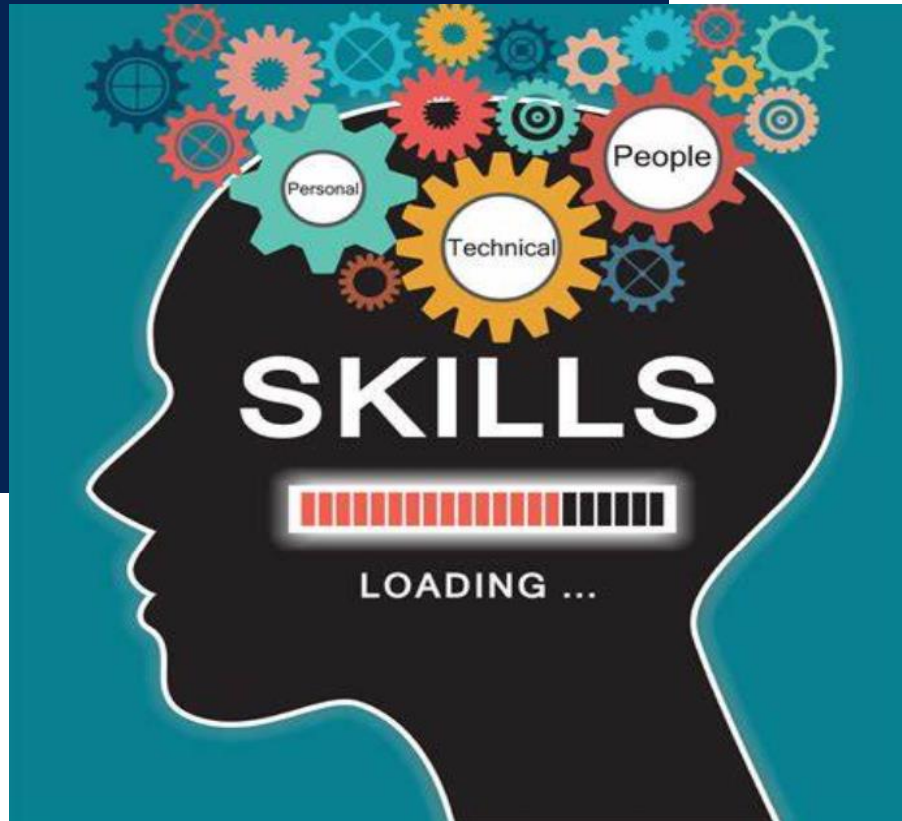- Leadership capabilities
- Management

Talking about Talent

- What are the right skills?
- How to find the right talent?

- AI impact
- Diversity & Inclusion
- Upskilling, reskilling
- Need for different **programs** to attract talent (Neurodiversity, Military, …)
- Talent investment

New Skills for a New Way of Working

- Shifting demand for skills
- Every employee needs AI aptitude
- '**Analytical judgment**,' '**flexibility**,' and '**emotional intelligence**'
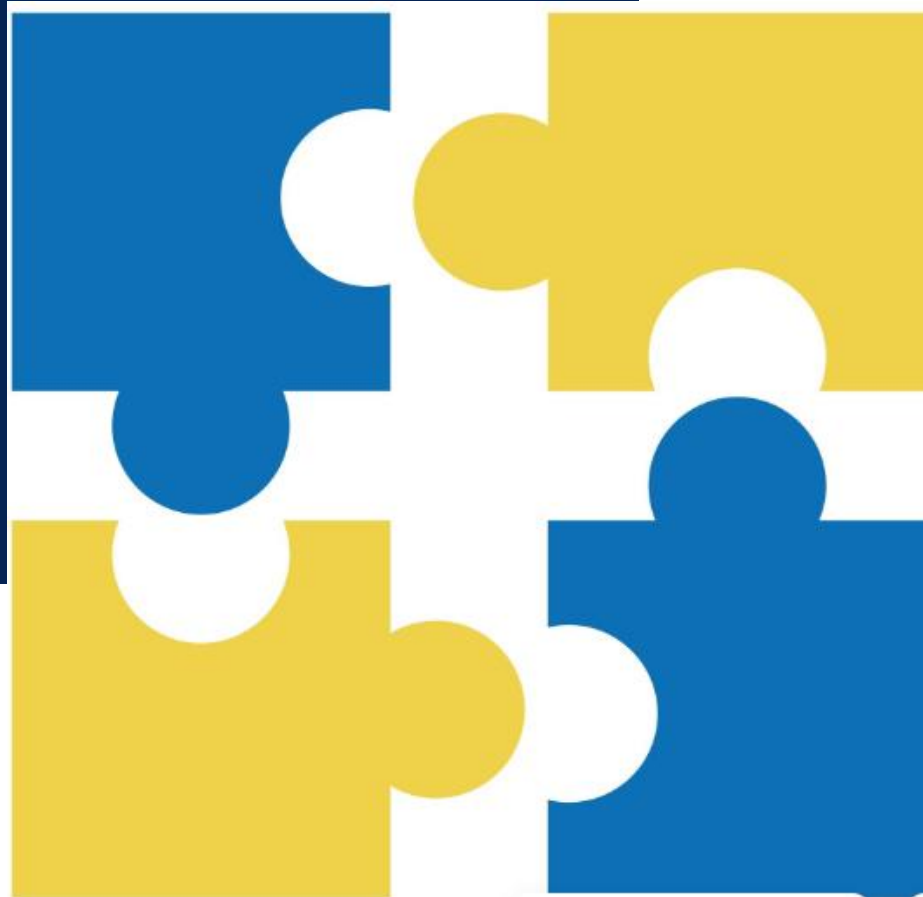- Growth mindset, resilience, creativity

54%
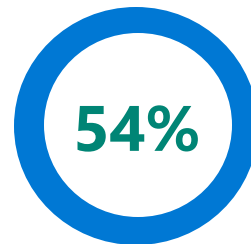
Did you know?

of global employees in the world will require reskilling in just three years.

Source: Future of Job Surveys, World Economic Forum (2018)

How to select the right candidates

Right person for your company, not the job!

Great person but not a 100% fit:
- Is it critical that they cover it all?
- Can we train them?
- Can we change the job spec?

What to look for:
- Culture fit
- Knowledge & qualification
- Right soft skills
- Niche skills

Our culture

Growth mindset — Customer obsessed / Diverse and inclusive / One Microsoft — Make a difference

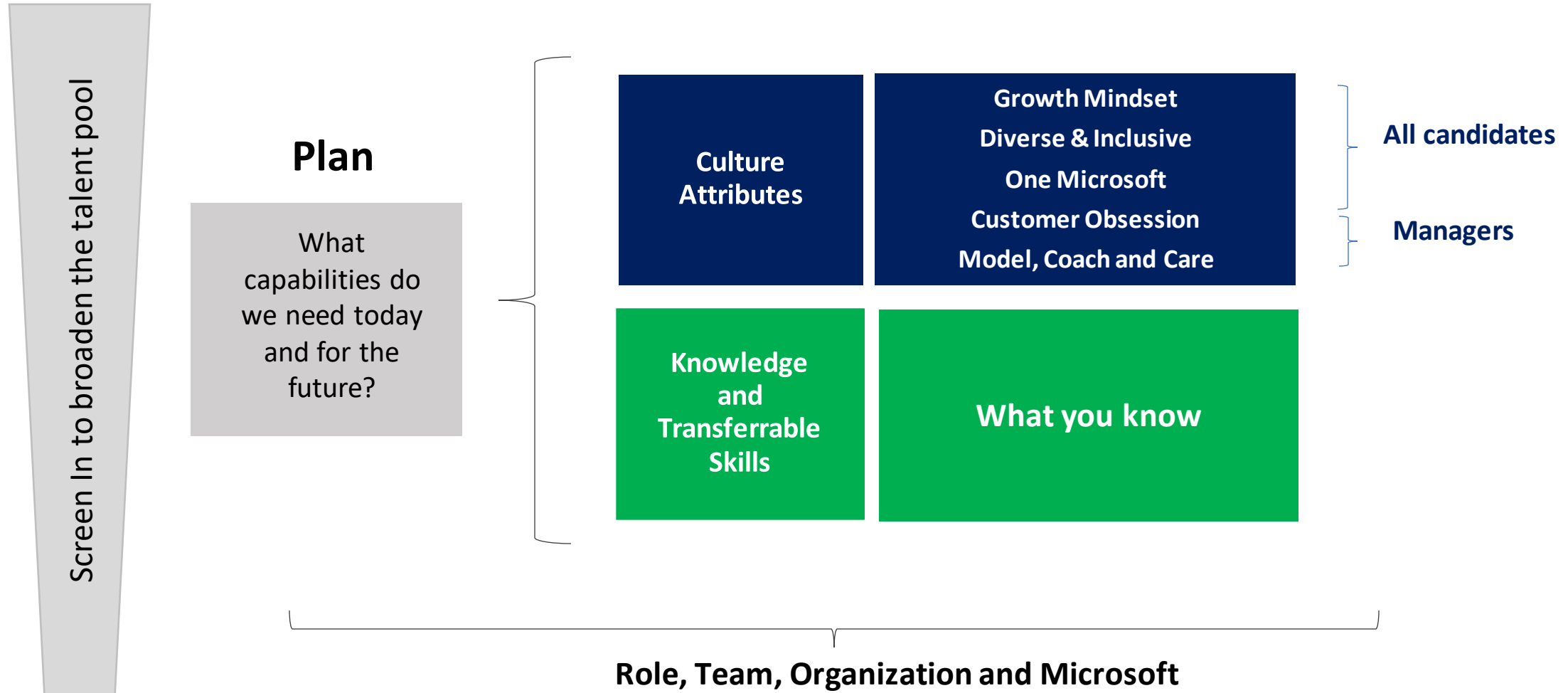**Leadership principles** — Create clarity | Generate energy | Deliver success

Values — Respect | Integrity | Accountability

Manager expectations — Model | Coach | Care

Selecting the right hire for the role - Screening In

Screen In to broaden the talent pool

Plan

What capabilities do we need today and for the future?

Culture Attributes	Growth Mindset Diverse & Inclusive One Microsoft Customer Obsession Model, Coach and Care
Knowledge and Transferrable Skills	What you know

All candidates

Managers

Role, Team, Organization and Microsoft

Skills & Capabilities @ Microsoft

Managerial skills
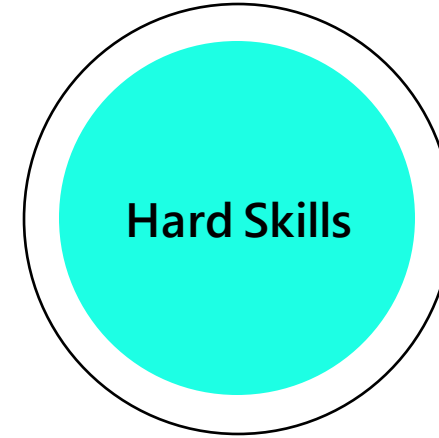
- Leadership Principles
- Thought Leadership
- Situational Leadership
- Managing people
- Managing remote teams
- Coaching habits
- Managing change
- Diversity & Inclusion

Soft Skills
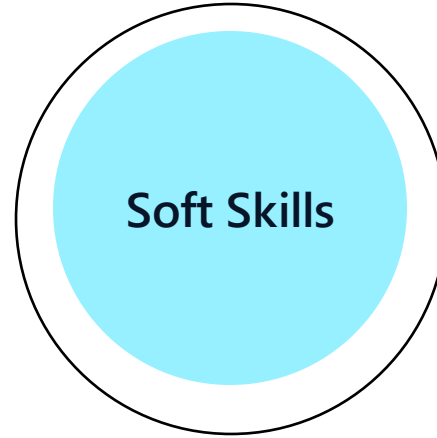
- Understanding the customer
- Problem solving
- Trusted Advisor
- Challenger mindset
- Coaching
- Inclusion
- Crucial Conversations

Hard Skills

- Technical Proficiency Certifications
- Industry expertise
- New technologies (AI, blockchain)
- Social Selling (LinkedIn)
- Sales Academy
- Demo & Presentation Skills

How to grow the Talent pool

Graduates

Apprentices

Industry experts

Microsoft technologies

Competitors

Women in Technology

Veterans

Disabled professionals

Neurodiversity

Onboarding

Role Onboarding

Peer mentor

Shadowing

Setting targets and rewarding

Targets should be **numerical** – linked to revenue goals you have for the individual

Targets should be **descriptive** – reflecting company culture and expected behaviors

Rewarding

Regular feedback from manager

Feedback from others

Feedback from manager's **peers** before rewards
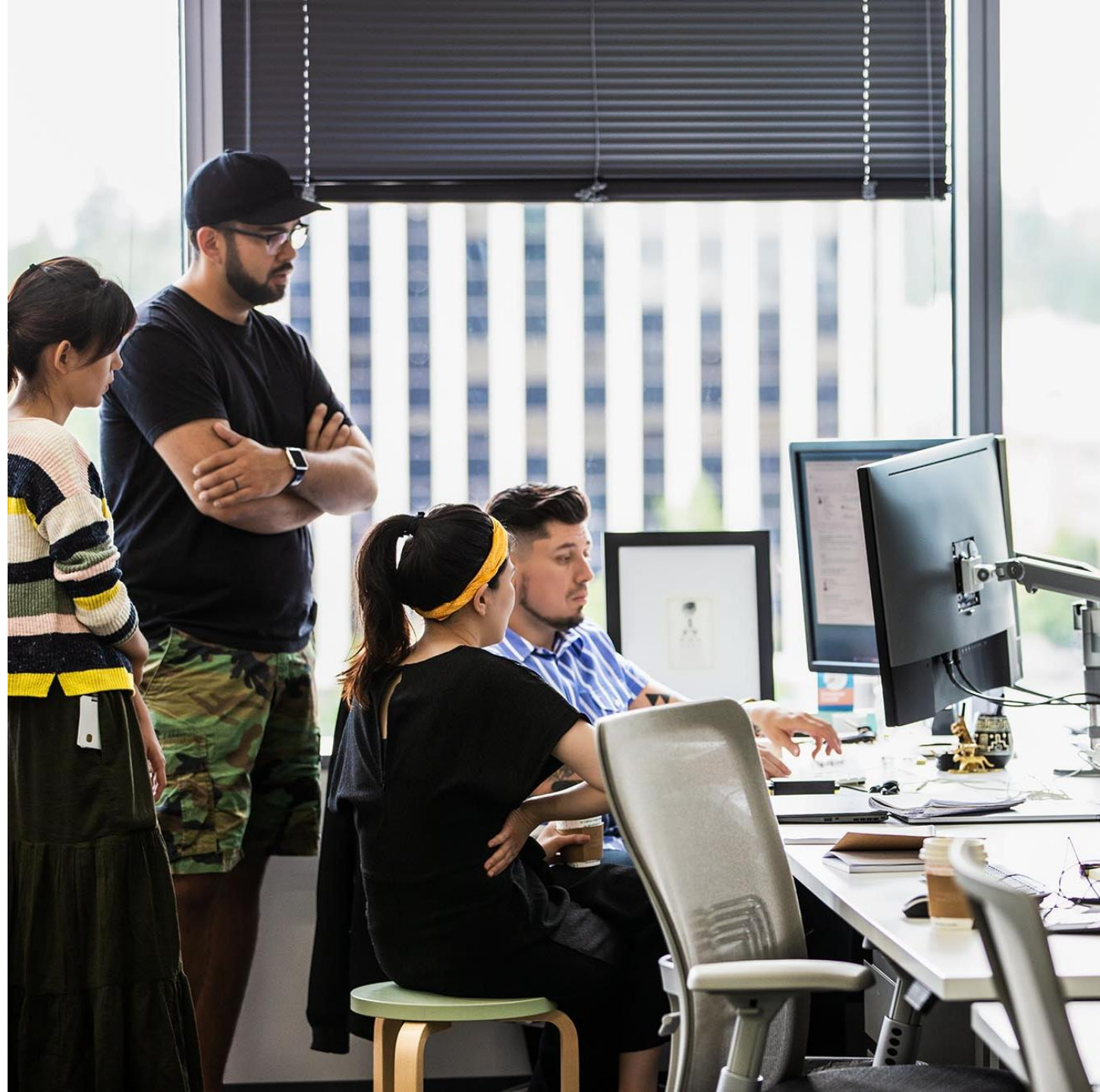
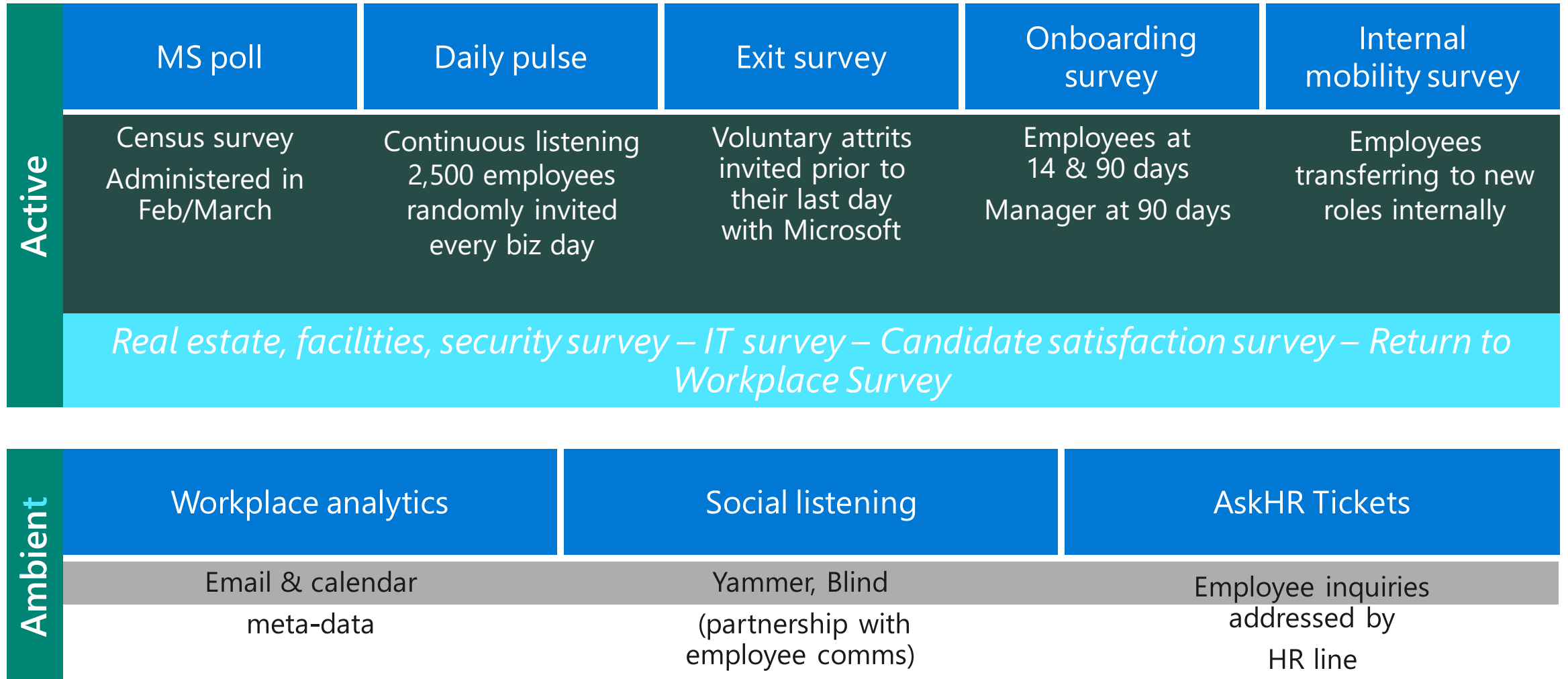**Rewards meeting** between manager & employee

Developing
Growing
Learning

Mandatory **learning** per role

Development plan outlining the ambitions and supported by relevant activities

Mentoring

Shadowing

Microsoft's employee listening ecosystem

	MS poll	Daily pulse	Exit survey	Onboarding survey	Internal mobility survey
Active	Census survey Administered in Feb/March	Continuous listening 2,500 employees randomly invited every biz day	Voluntary attrits invited prior to their last day with Microsoft	Employees at 14 & 90 days Manager at 90 days	Employees transferring to new roles internally

Real estate, facilities, security survey – IT survey – Candidate satisfaction survey – Return to Workplace Survey

	Workplace analytics	Social listening	AskHR Tickets
Ambient	Email & calendar meta-data	Yammer, Blind (partnership with employee comms)	Employee inquiries addressed by HR line

■■ Microsoft

Thank you