

How to Leverage Cornerstone OnDemand to Develop a Stronger Workforce



Introduction

Today's talent landscape is in a state of change. Baby boomers are beginning to retire—10,000 turn 65 every day¹—leaving many critical leadership positions vacant. The digital revolution is creating a skill divide and a critical need for upskilling. The growing Millennial and Generation Z workforce, comprised of digital natives, is redefining how we must engage with talent if we want to attract and retain top performers. Organizations that see this landscape as an opportunity, versus a crisis, can seize the moment to gain competitive advantage. As an HR and talent leader, you hold the keys to your organization's most important asset: **your people**.

Closing critical skills gaps, providing career mobility, and nurturing future leaders will help to attract and retain top talent and mobilize the workforce to deliver on strategy, leading to growth, productivity and efficiency. These talent imperatives require real effort from organizations, signaling a need for fresh new approaches for people, processes, and systems. To accomplish this, today's most innovative and successful organizations invest in talent management with development at its core.

At Cornerstone OnDemand, our homegrown, seamless system gives us the flexibility to meet you where you are. From the beginning, people have been the focus of everything we do. We understand one size does not fit all when it comes to HR strategy. Every organization is at a different stage of digitally transforming its processes and people. Whether you're still executing traditional HR strategies, in the process of becoming digitally fit, or already comfortable with automation and modern HR models, we're here to help you become a strategic partner to your organization and develop a stronger workforce. Let's get started!

¹ Pew Research Center



Attract Top Talent



Anticipate and
Close Skill Gaps



Identify and
Nurture Future Leaders



Improve Employee
Retention and
Engagement

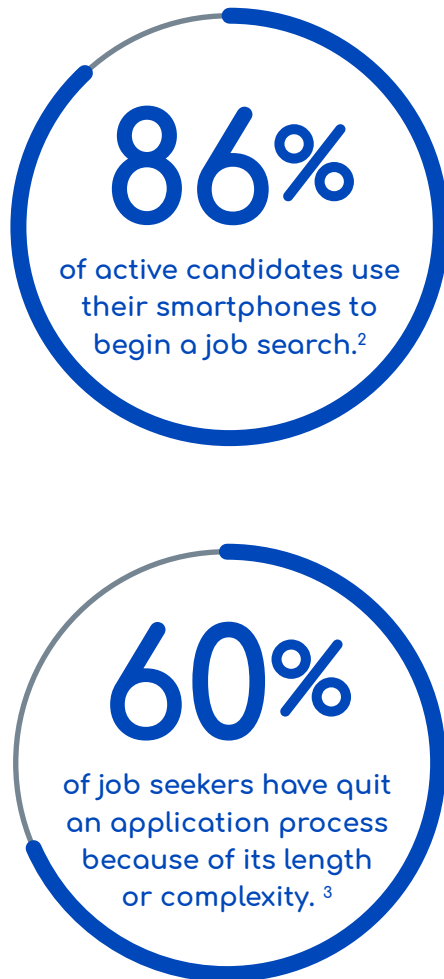
When it comes to developing your people in the modern workplace, there are **four key moments across the employee lifecycle** that allow you as an HR and Talent Leader to make a significant impact.





Attract Top Talent

Today's talent market is increasingly competitive. And between increasing transparency in the workplace and responding to a growing skills shortage and a shift in employee expectations, attracting talent has never been more complex. A candidate's opinion of your organization will be greatly shaped by your recruitment process. That is why it is crucial to create a positive impression in favor of your organization.



Are you turning off applicants?

A long or complicated application process is the biggest complaint from applicants. Being forced to work with clunky interfaces and applications that are difficult to navigate and require too many manual inputs can be a huge turnoff. In addition, we're seeing an increase in the number of job seekers using mobile devices to search and apply for jobs. A study done by Kelton found that 86% of active candidates use their smartphones to begin a job search.² Therefore, it is critical for an organization's application process to be mobile-friendly.

Traditionally, it has been thought that a lengthy application process helps screen out apathetic candidates; the hope is that the more interested candidates will be dedicated enough to fill out more information. But in reality, in this competitive job market, good candidates have plenty of opportunities and their tolerance for lengthy processes is lower. In fact, 60% of job seekers have quit an application process because of its length or complexity.³

The consequence for organizations is higher turnover of top talent, longer time-to-hire, and poor word-of-mouth from frustrated candidates.

² Kelton ³ CareerBuilder

SOLUTION

Provide an engaging candidate experience

Ensure in-demand candidates complete your application by making it easier—and faster—for them to apply through a streamlined online application. Today's job seekers expect to use their mobile device for job hunting; meet them where they are and make mobile-friendly job applications a priority.

Cornerstone's configurable application workflows deliver an intuitive and modern application experience that is painless and easy to navigate. Tools allow applicants to start an application on any device, save their progress, and finish it at a later time on the same or different device. Remove the burden of filling out long applications by allowing applicants to upload a resume or apply using LinkedIn or Seek. The details will then automatically parse into the fields on the application. And to make the process even easier, Cornerstone allows applicants to apply without creating a login.

The image displays three sequential mobile app screens for a job application process. The first screen, titled 'ACME', shows a search interface with filters for 'Sales' and 'West Los Angeles, CA', and a 'Search' button. The second screen, also titled 'ACME', shows a job listing for 'Regional Sales Manager' in 'Santa Monica, CA' with a 'Req 432' and an 'Apply' button. The third screen, titled 'cornerstone', shows the application form for the 'Regional Sales Manager' position, including fields for 'First Name*', 'Last Name*', 'Email*', and 'Resume*', along with buttons for 'Apply with LinkedIn' and 'Apply with SEEK'.

Make it easy for candidates to apply

Are you providing enough transparency?

The modern workforce is looking for more than just a paycheck. They are looking for meaningful careers. Job seekers want to know what to expect from a potential new employer. They're doing their homework to get insight into the day-to-day experience of the job and the organization. In fact, on average, candidates use 16 total resources to research during their job search. Not being clear about the role or transparent about the organization's culture can deter your top candidates, result in bad hires, and increase employee turnover.



On average,
job seekers use 16 total
resources in their
job search.⁴

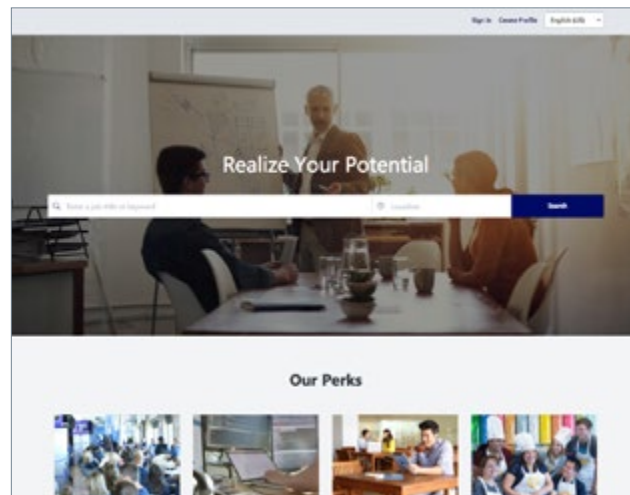
⁴ CareerBuilder

SOLUTION

Showcase your employer brand and culture

Make a lasting impression by creating career sites that give candidates a window into your organization's culture. Showcase your unique employer brand and use it to get candidates excited about wanting to join the team.

Cornerstone enables organizations to create an unlimited number of customizable career sites. Create targeted career sites to ensure that you are communicating the most relevant information for that specific audience. Easily customize each career site with your own banner, text, photos, videos, and employee testimonials to show applicants what it's really like to work for your organization. Make your employer brand and culture come to life and tell applicants about the values, perks and benefits, and anything else relevant to candidates. This ensures the chances of attracting candidates who share the same values. Attracting the right kind of applicants from the start means maximizing the chances of a great hire.

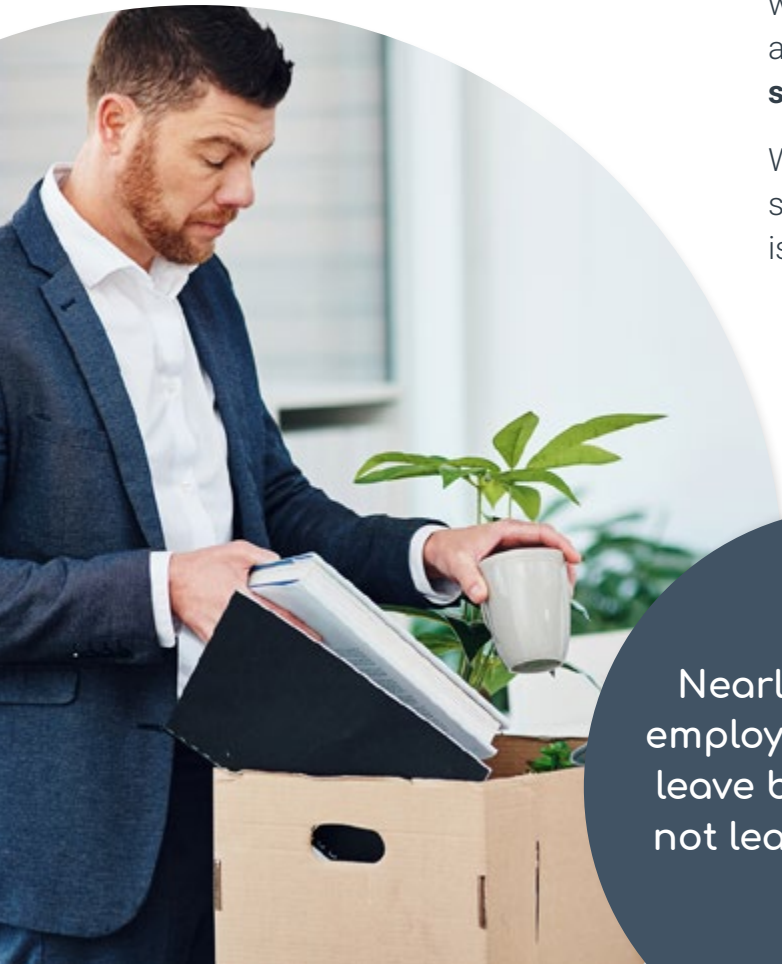


Tailor your career sites

Are you providing and highlighting opportunities for growth?

Career growth opportunity is not only one of the top reasons candidates accept offers; it is also one of the top reasons employees decide to leave a job. Today's top talent is not just looking for any job. They are pursuing meaningful careers with organizations that inspire belief and provide long-term career growth. Top candidates want to know if working for an organization will empower them to learn, grow, and achieve their career goals. In fact, a study by Gallup found that **87% of employees say that development is important to them.**⁶

With career growth having such an effect on employee engagement and satisfaction, investing in employee development is no longer just a nice-to-have, it is an expectation.



Nearly half (42%) of employees are likely to leave because they're not learning enough.⁵

⁵ Deloitte

⁶ Gallup

SOLUTION

Double-down on a culture of development

Recruiting should not end once the offer letter is signed, or even after the new hire's first day. Provide an equally engaging onboarding experience as your candidate experience to set up new hires for short- and long-term success. And, equally as important, highlight your organization's development opportunities in the recruiting process to strengthen your employer brand and attract the very best talent.

Cornerstone ensures new hires are properly welcomed and prepared for their new role. Customizable new hire onboarding portals allow you to tailor resources based on a new hire's specific department, role, or location for a personalized experience. These automated, intuitive, and highly-engaging websites make it easy to manage new hire tasks and forms—freeing up time for new hires to focus on meaningful activities that accelerate time to productivity.



Personalize the new hire experience



Addressing the Skills Gap

The key to achieving efficiency with development is to first identify what a successful future looks like and then to define the values, skills, and competencies the organization will need to get there—a clear vision and a transparent path. Yet, according to Brandon Hall Group's research, **64% of organizations have no program, an ad-hoc approach, or are working to define competencies and a competency framework⁷ for mission-critical positions or job roles.** This is where Cornerstone's learning and development specialty makes it straightforward: our unified talent management system makes it easy for organizations to identify desired skills to achieve innovation and productivity, easy for managers to monitor employee development, and transparent for employees in their performance improvements.

⁷ Brandon Hall Group

What are your organization's desired skills and competencies?

If you don't know the answer, you may be one of the 64%. Setting clear expectations with a well-devised competency model will help to provide your organization with a common language to distinguish high-performers from low-performers. Skills such as leadership, critical thinking, coding, and financial analysis must be delineated to become ubiquitous for the entire organization. This sets structure and foundation for the behaviors your organization defines as desirable and successful. It also removes the surprise in performance reviews as employees know exactly what is to be expected of them. Additionally, the simple act of sharing these sets of skills provides the alignment and transparency employees crave—they want to feel significant, see their contributions be impactful, and have their skill development be in parallel with their career progression.



Only 19% of organizations say competencies and goals are aligned.⁸
Yikes!

⁸ HRSG

SOLUTION

Identify skill gaps that exist across the organization and drive true behavior change

IDENTIFY SKILLS

DEVELOP EMPLOYEES

MONITOR GAPS

SEE CHANGE

	IDENTIFY SKILLS	DEVELOP EMPLOYEES	MONITOR GAPS	SEE CHANGE
How Cornerstone Helps	Easily identify success behaviors and help managers easily monitor the skill gaps of their team members. Admins can define behaviors and core values of each function as competencies—or package them together into a competency model—into a competency library.	Form connections between competencies and their corresponding learning objects or curricula. Then assign training to upskill talent through relevant content subscriptions and playlists. Create personalized development plans as needed - for each employee's personal growth or for performance improvement.	In a simple, intuitive skills matrix dashboard, managers can monitor their team's skills and competencies to ensure highest level of productivity - and, in some cases, compliance! Step in when realignment is required and have meaningful career conversations based off talent data.	How do you monitor behavior in practice away from the keyboard? With a mobile-responsive behavioral observation checklist. Have managers, supervisors, proctors, etc keep tabs of talent on the floor and have a digital checklist of behaviors employees should be conducting. Effectively see desired behavior or course correct in real-time.
Example	Function: Sales Competency: Persuasive Communication Competency Model: Persuasive Communication, Business Acumen, Customer Service, Business Writing	Role: Associate Sales Representative Initial Competency: Persuasive Communications 1 Target Competency: Persuasive Communications 3	In Q2, your Associate Sales Representative has not completed training and is still at Persuasive Communications 2. Triggers managers to nudge employees and take action to course correct.	In a client meeting, your Associate Sales Representative is presenting and handling Q&A from the client. You have a checklist on your phone of his Persuasive Communication 2 objectives. Did he try to understand the client? Is he using benefit statements? How about open-ended questions? You decide whether he passes or not.

Cornerstone helps make development easy and clear for employees with actionable tasks like online learning or development plans. This step also serves as the foundation for employees to begin self-activation of their own development and even engage in peer-to-peer communities for more learning. For the manager, it's painless to keep a birds-eye view of their team's development and skill status with a simple skills matrix dashboard. Lastly, to measure business impact, our robust reporting and analytics provide you with an accurate view of skills acquired, changed behavior, performance, and productivity.

Skills Matrix

User Criteria: My team | Indirect reports | Rule(s) | Add rules for position

View Matrix

Last update: 12/25/2013 10:43PM | Refresh

	Soldering Machine	Acme Welding	Metal Working	Emergency First Aid
Nancy Kates Product Manager	🟡	🟢	🟡	🟢
David Woodruff Product Manager	🟢	🟢	🟢	🟢
Erin McElroy Product Manager	🔴	🟢	🟢	🟢
Chen Tachemal Product Manager	🟢	🟡	🟢	🟢
Barney Morris Product Manager	🟢	🟢	🔴	🟢
Joan Engel Product Manager	🟢	🟢	🟢	🟢
David Schulz Product Manager	??	🟢	🟢	🟡

Skills Matrix

ACME

Nursing Orientation Packet

Overview

Checklist Summary

Nursing Orientation Packet

Back Save Cancel

Progress: 100%

Expand all

Item	Status
Environmental Orientation	88
Documentation	91
Administration of Medication	77
Can adequately administer medicine orally	SA, Due 11/15/2014
Can adequately administer medications intravenously	SA, Due 11/15/2014
Can adequately administer medications rectally	SA, Due 11/15/2014
Can adequately administer medications intranasal drops	SA, Due 11/15/2014
Can adequately administer medications in other methods	SA, Due 11/15/2014
Confirms 1 rights of medication administration	SA, Due 11/15/2014
Performs medication reconciliation at each transfer of care	SA, Due 11/15/2014
Patient and Family Education	93

Observation Checklist

ACME

Vice President Development Plan

Progress: 50%

Video Player

Recommended

Dev Plans

Are you providing learning that feels 1:1 or 1: many?

Today's employees are more eager to learn than ever before and they expect their employer to invest in their development—**nearly half (42%) of employees are likely to leave because they're not learning enough.**⁹

Yet time is of the essence. The modern learner has 1% of their workweek¹⁰ to dedicate to learning new skills. This means if the learning platform, content, tools and resources you're investing in are not simple to use, relevant, and available in the flow of work, then learners simply won't use it. You know what that means: low engagement equals bad ROI.

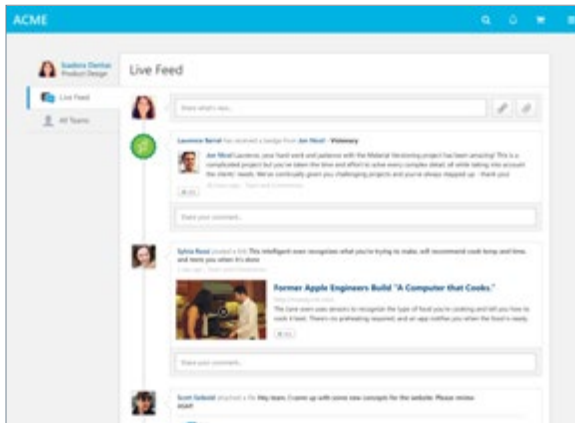


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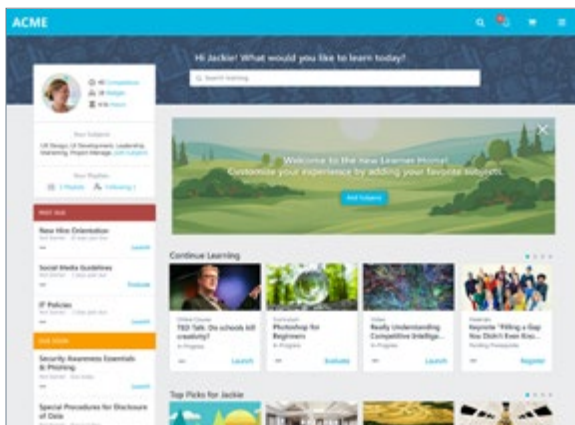
⁹ Deloitte ¹⁰ Bersin

SOLUTION

Provide a personalized and relevant learner experience



Live Feed



Learner Home

No matter how talented you are at your job, HR and talent practitioners are outnumbered and stretched thin with the amount of employees they're responsible for supporting. It's nearly impossible to make learning feel personalized and curated for each learner without leveraging technology.

Cornerstone leverages machine learning to recommend relevant content for each learner and support employee and manager driven development. Provide an on-demand resource for learners to take control of their own development and easily connect them to today's modern skills to help close inevitable skill gaps. Plus, ease the administrative burden of finding the right content, getting it into your portal, and keeping it fresh, with content that evolves as quickly as your people.

Cornerstone helps you foster a self-activated learner experience by providing communities for peers to collect and learn from each other, as well as providing a platform for social feedback and recognition. Publicly or privately, provide in-context and relevant feedback from peer-to-peer or manager-to-employee. Quick recognition through badges is also available through the platform as it becomes increasingly important to consider out-of-role work for specific projects or matrixed team dynamics. Capture the full picture of every employee through all of their assessments, interests and feedback so that their development can be personalized and engaging.

We should all by now be familiar with the rising need to upskill and reskill our people. Article after article references the growing skill divide across the globe, and extensive research showcases the concern—all the way up to the C-suite—that organizations don't have the right skills in place to succeed in the modern workplace.

77%

of CEOs see the availability of key skills as the biggest threat to their business.¹¹

85%

of execs are not confident in their leadership pipelines.¹²

over
2/3

of organizations believe they will no longer be competitive if they don't become "significantly digitized" by 2020.¹³

¹¹ PWC 20th CEO Survey

¹² DDI, Global Leadership Forecast Report

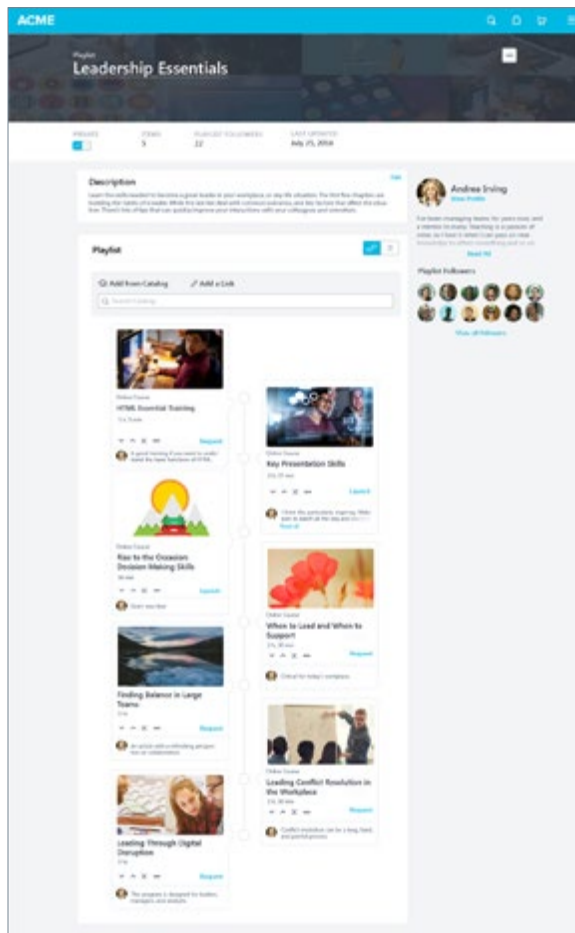
¹³ Gartner

How are you ensuring that you have the right people, with the right skills, in the right positions?



SOLUTION

Upskill and re-skill every employee, not just high-pos



Learning Experience Platform

An increasing number of organizations are focused on developing talent from within. Research by Deloitte found that twice as many executives in 2019 are ready and willing to “train their existing employees rather than hire new ones.”¹⁴ This shift is just in time: **40% of US employers can't find candidates with the necessary skills and 78% expect to experience a skills gap in the future.**¹⁵

Having a learning strategy that focuses on upskilling and reskilling every employee across your organization is not optional anymore; it's table stakes. Focusing on the high potentials or the top ten percent isn't enough.

Cornerstone is designed to help you equip and engage every employee across your organization - to focus on the key skills needed across every industry and job role, to quickly connect your people with today's most desired skills, and to build better communicators, stronger leaders, and higher functioning teams. To meet the demands of modern learners, each subscription offers access to top content from the best brands in addition to exclusive Microlearning® content built in-house that your learners are sure to love.

Additionally, track and monitor the success of the learning taking place with learning certifications and features that allow informal learning to happen on the spot.

¹⁴ Deloitte ¹⁵ ManpowerGroup



Identify and Nurture Future Leaders

High-performers and high-potential candidates who are ready to be groomed into leaders are everywhere. As leaders are no longer the only mission-critical roles in an organization, business continuity and profitability heavily depend on careful management of the talent potential pipeline: which critical role or position is becoming vacant, which successor will develop into the role, and which new candidate will replace the successor? Mitigate vacancy costs as well as prevent any loss in overall productivity with a proper succession plan for both your leaders and all other critical roles in your organization.

Do you have a proper talent mobility strategy and succession planning for all roles within your organization?



Nearly 90% of organizations say it's "urgent" or "important" to strengthen leadership within their organization, yet only 13% of organizations say they do an excellent job developing leaders at all levels.¹⁷

¹⁷ Deloitte

SOLUTION

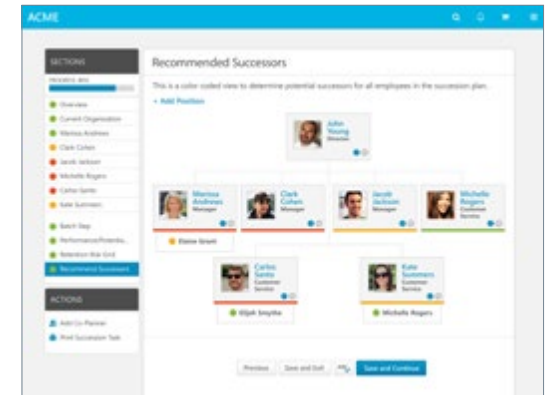
Get visibility into future leaders and upskill potential future leaders

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Track and monitor the success of the learning taking place with learning certifications and features that allow informal learning to happen on the spot.

From the organizational standpoint...

Cornerstone's unified talent management platform helps organizations gain access to their global talent data. With high configurability and options for filters, managers can find the right talent for any occasion, or proactively spot risks to take immediate action. From the 'view people' panel, organizations can take direct action like adding employees to a talent pool as a watch list for further development.



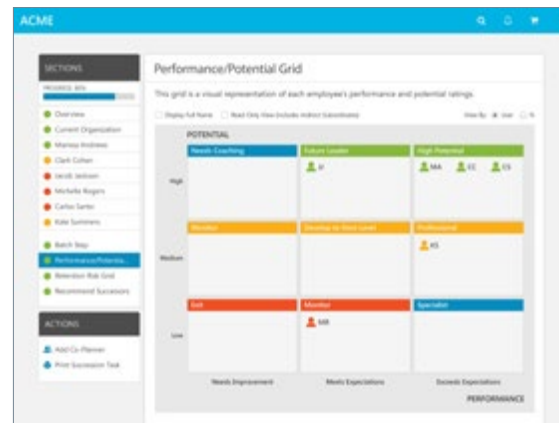
Recommended Successors

¹⁷ Deloitte



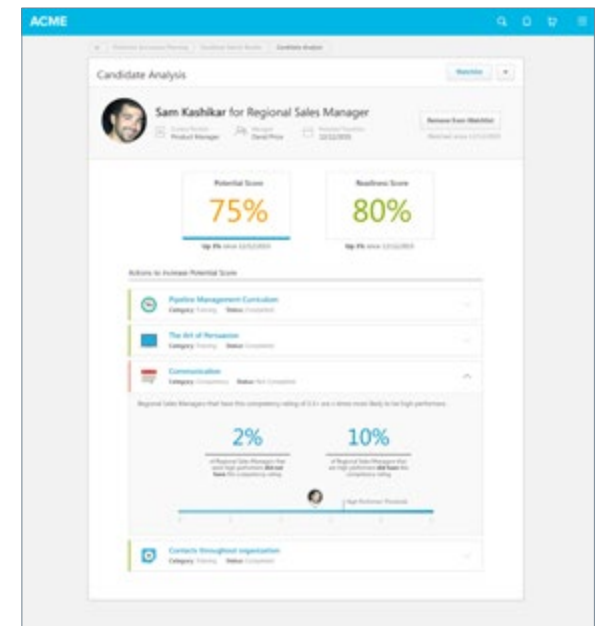
From a manager perspective...

Provide a holistic picture of each individual in your team, leveraging past information of assessments, reviews, ratings, and learning interests. Accurately spot where your talent is in a 9-box grid and see where they stand amongst their peers. Simply drag and drop talent in the desired box and begin having conversations around their career progression. Discover their skill gaps and prepare development plans or feedback for their career advancement.



9-Box Grid

Additionally, leverage predictive succession insights to gauge potential and readiness. In a clear page-view, see all the learnings a successor could follow and use this as a basis for career conversations and talent decisions



Predictive Succession

Successful organizations don't recruit leaders, they grow their own. To ensure your leadership pipeline stays full, you must continually invest in developing your people. The future leaders of your organization already work for you; it's your job as an HR and talent leader to help identify and nurture them. The performance of your leaders has a massive impact on your bottom line. Without a strong leadership pipeline in place, organizations will have a hard time scaling, remaining profitable, innovating, and attracting and retaining top talent—it's costly

Unsatisfactory management is one of the top causes of employees leaving organizations.¹⁸

Yet not enough organizations are providing the development necessary to become a strong leader, coach, and manager.

Only 15% of employees feel the training they receive prepares them for leadership and management roles.¹⁹

Nearly half [46%] of employees do not think their leadership skills are being developed at all.²⁰

¹⁸ LinkedIn

¹⁹ Randstad, Workmonitor Survey

²⁰ Execu Search

Are you losing talented people due to bad managers and leaders?



SOLUTION

Build strong managers and leaders from within with proven learning content

Most organizations have some form of learning and development designed for a subset of management across the organization—typically a mix of training for first-time managers, middle-managers, and/or executive leaders. But the effectiveness and consistency of these programs is not up to par according to your C-suite — **86% of execs are not confident in their leadership pipelines.**²¹

Having learning and development programs focused on upskilling managers and leaders at all levels is no longer a nice-to-have; it's a need-to-have. Your people are your biggest competitor differentiator.

Cornerstone helps organizations strengthen managers and leaders with modern content focused on coaching, motivating and engaging employees, emotional intelligence, digital leadership, and more. Modernize your Leadership and Management Learning Programs and meet the demands of modern learners, with top content from the best brands in addition to exclusive Microlearning® content built in-house that your learners are sure to love.

In addition, help facilitate the development process and provide all employees with actionable next steps like development plans towards leadership/career progression. Provide meaningful coaching and feedback to groom candidates and unlock their leadership potential. Lastly, connect all of the development efforts to business outcomes to show return on investment in talent development programs.

²¹ DDI, Global Leadership Forecast Report



Improve Employee Retention and Engagement

It is both smart and economical for organizations to retain talent and keep them engaged. As stated earlier, your employees are your organization's most valuable asset and, according to Deloitte and Forbes, replacing them could cost between 1.5x - 2x their annual salary.²² Not to mention, allowing valuable intellectual property to walk out the door has a negative impact on the organization's morale.

Retention of positive and engaged employees is the key to an organization's success. Engaged employees will connect and collaborate better with their peers, will contribute new ideas, and will be more likely to remain with the organization for longer periods of time. These employees will also help motivate their peers and create highly engaged teams that are more productive for the organization.

²² Bersin

Are you providing an employee experience that drives engagement and makes them want to stay?



Employee engagement drives organizational performance in 90% of high-performing organizations.²³

²³ Brandon Hall

Three factors that lead to engaged employees are:



EMPOWERMENT



INSPIRATION



ENABLEMENT

★ Empower employees to drive their own careers

Today's career ladder is actually a lattice. Employees are not necessarily looking to move up the career ladder in the standard promotion path. Giving them an opportunity to explore different opportunities and learn skills that train them for the job they want and not the one they are expected to take is a huge motivation. In fact, 94% of employees say they would stay at an organization longer if it invested in helping them learn.²⁴

Cornerstone puts employees in the driver seat of their career by enabling them to build development plans and identify training that will help them grow. The ability to set goals and track progress gives employees the tools to measure their growth and track their career path.

²⁴ LinkedIn

Inspire them with a collaborative environment to create stickiness

One factor in retaining employees is whether or not they feel ensconced in the organization. Employees want to feel connected and part of that is being able to easily collaborate with their peers as they grow. Creating a learning culture that encourages collaboration and promotes open communication is one of the best ways to drive engagement across your organization.

Cornerstone playlists enable employees to create, share and subscribe to lists of their favorite courses with their peers. Employees can even search for playlists that have been published by people they admire or who are in roles they aspire to have in the future. Cornerstone also has social collaboration to enable people to communicate live via chat, which promotes open communication and facilitates collaborative learning. Employees want to feel like they are part of the conversation and giving them the ability to share what they learn, rate training for others, and give feedback to peers will make them feel more involved in the organization and therefore more likely to stay.

A learning culture is growing more and more popular among workers at any stage of their careers. They want opportunities to be engaged with their roles, to learn and contribute knowledge, lean on subject matter experts for top-notch advice – and get recognized for their efforts.

✓ Enable employees with the tools to help them evolve

Employees who learn new skills are more likely to stay.

Promoting a culture of learning and collaboration requires more than just encouraging employees to learn and facilitating communication. You must provide them with the right tools to engage them. No matter how much an employee wants to learn or grow, if the technology they have to do so is not intuitive or simple, then it could be a barrier to engagement.

Cornerstone puts ease of use and engagement as a focal point for all talent management functionality. Our simple user interfaces mirror applications users access in their everyday personal lives, to create a familiarity that drives usage. Our applications share the same core user profile and data to provide a seamless user experience. When an employee creates a development plan, they can search for learning and add courses. As they mark (online and offline) courses complete, they can watch their progress and see their goals achieved.

Cornerstone promotes collaboration and communication as it creates a culture of learning that engages employees and makes them want to stay. It provides employees with the tools to determine the career path they want to take and even enables them to develop growth plans and have open conversations with their managers and peers to facilitate their achievement of those plans and ultimately be successful. Investing in your employees by giving them the right tools they need to obtain the skills they need today and tomorrow is the best way to ensure you retain them.



How to Take Action

As an HR and talent leader, you hold the keys to your organization's most important asset: **your people**.

By leaning into these **four key moments** across the employee lifecycle, you're that much closer to using your people as a competitive advantage and making a lasting impact. Today's most innovative and successful organizations are leveraging Cornerstone OnDemand to invest in talent management with development at its core.

Attract top talent

- Provide an engaging candidate experience
- Showcase your employer brand and culture
- Double-down on a culture of development

Anticipate and close skill gaps

- Identify skill gaps that exist across the organization and drive true behavior change
- Provide a personalized and relevant learner experience
- Upskill and re-skill every employee, not just high-pos

Identify and nurture future leaders

- Get visibility into future leaders and upskill potential future leaders
- Build strong managers and leaders from within with learning content proven to work

Improve employee retention and engagement

- Empower employees to drive their own careers
- Promote collaboration within your organization
- Provide tools for employees to give and receive feedback

About Cornerstone

Cornerstone was founded with a passion for empowering people through learning and a conviction that people should be your organization's greatest competitive advantage. Cornerstone is a global human capital management leader with a core belief that companies thrive when they help their employees to realize their potential. Putting this belief into practice, Cornerstone offers solutions to help companies strategically manage and continuously develop their talent throughout the entire employee lifecycle. Featuring comprehensive recruiting, personalized learning, development-driven performance management, and holistic HR planning, Cornerstone's human capital management platform is successfully used by more than 3,560 global clients of all sizes, spanning more than 42 million users across 192 countries and 43 languages.

To learn more about how Cornerstone can help you develop a stronger workforce, visit www.cornerstoneondemand.com.

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Cornerstone is the global talent management software provider that is pioneering solutions to help organizations realize the potential of the modern workforce. csod.com

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