

RESOURCE SOLUTIONS

BECOMING A SOCIAL BUSINESS

A guide for strategic people leaders seeking to empower their employees as talent ambassadors and brand advocates.

RESOURCESOLUTIONS

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At Resource Solutions, we are dedicated to providing our clients with the latest innovations to propel their recruitment strategy to new heights. We acknowledge that social media is increasingly influencing the choices candidates make about how and where to apply for roles, and which offers to accept. Now more than ever, having a strong employer brand is essential to attracting top talent and social media helps drive this in a massive way. We recognise that through social media we can harness our greatest asset, our people, to create a more dynamic employer brand. Although enticing talent externally is a constant priority, internal collaboration is a key component to creating social solutions to business challenges. I would like to express special thanks to our clients who let us feature some of our collaborative efforts within this paper. We hope this whitepaper will serve as a useful update as well as a catalyst for conversation around becoming a more social business.



Oliver Harris
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The background of the entire page is a long-exposure photograph of a road at night. The road is illuminated by streetlights, and the motion of vehicles has created long, vibrant trails of light in shades of blue, purple, and white. The trails curve and swirl, creating a sense of dynamic movement and connectivity. In the lower right corner, a circular road sign with three arrows pointing in a clockwise cycle is visible, set against a dark background.

EXECUTIVE SUMMARY

The world today is more connected than ever before. One in three people globally have internet access, and one in four use social tools. This connectivity revolution has impacted every aspect of life, including the world of work. This creates new challenges – and new opportunities – for today's people leaders, none more so than in the attraction of talent.

Whilst 93% of companies describe themselves as engaging in social recruiting, for many that goes no further than the broadcasting of jobs on social channels. So beyond broadcast, how can people leaders build social recruiting businesses?

To unlock enhanced recruitment business performance, organisations need to use social technologies to empower their employees and recruitment partners with the time, trust, confidence and capability to identify and engage talent.

This is the era of the social customer and candidate, with deep connectivity and third party insights into your organisation. Businesses that can weave social into all people processes – including their employee value propositions, advocacy, crowd-sourcing, and candidate relationship management (CRM) – win the war on talent by benefitting from strengthened recruitment efforts overall.

This paper explores the scale of today's networked economy, the emergence of the social candidate, and how organisations can assess their readiness to thrive in this connected world. Outlining the tools to build social talent pools, construct a powerful social EVP, and enable advocacy-at-scale, Resource Solutions provides a road map to building a social recruiting business.



THE NETWORKED ECONOMY

The world is now digital. During every minute of every day last year, the world's internet users sent 204m emails, uploaded 72 hours of YouTube video, undertook 4m Google searches, shared 2.46m pieces of Facebook content, published 277,000 tweets, posted 216,000 new photos on Instagram and spent £54,500 on Amazon.

And so today, all businesses are digital businesses.

Try to imagine an enterprise that doesn't rely to a greater or lesser degree on digital tools to go about doing its work: be that email communication with staff, Internet research and intelligence, or a website for marketing. From pure-play information businesses such as Google to a subsistence farmer in sub-Saharan Africa receiving crop prices and weather forecasts by SMS, all businesses are part of the networked economy. The networked economy's foundations are global connectivity, near-ubiquitous broadband and internet-enabled mobile devices. On these pillars, some argue that the entire nature of business activity is changing. As an example, because information can be shared instantly and inexpensively on a global scale, the value of centralised decision-making and expensive bureaucracies is diminished.

But if the networked economy is founded on technology, it is shaped by the social customer and the social candidate.

THE SOCIAL CANDIDATE

The first ever tweet – sent by Twitter co-founder Jack Dorsey on 21 March, 2006 – could be considered the starting point for the consumer social revolution that has fundamentally changed the way the world communicates, connects and searches for work.

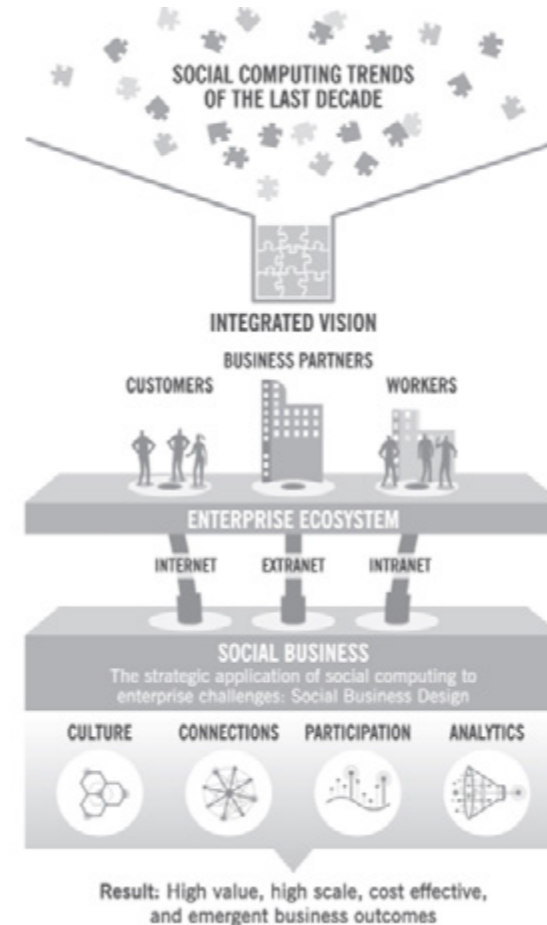
Social connectivity tools such as Facebook, which is only 11 years old but is used by 19% of the world's population, have transformed the way people connect with brands and institutions.

Today, 1.73 billion – more than one in four people globally – use social utilities such as Twitter, Sina Weibo and Tumblr. And that figure is predicted to reach 2.55 billion people by 2017.

As the world becomes increasingly socially connected, every kind of B2C and B2B interaction has become a social experience – from booking a holiday to finding a job. For example, consider TripAdvisor.com, a travel review site that carries more than 150 million customer reviews and has almost single-handedly altered the way the world chooses holiday accommodation; and Glassdoor.com, the career review site that is shaping how talent appraises employers, with 7.5 million company reviews, salary reports, interview reviews, benefits reviews and office photos for more than 340,000 companies.

So social technologies have given rise to the social customer, and of pressing importance to people leaders, the social candidate.

Just like the socially connected customer, the social candidate reads employer reviews before applying to jobs, and demands a high degree of connectivity and responsiveness from the companies they want to engage with. This demand to be always-on places extraordinary pressure on today's enterprises to become social too.



THE SOCIAL BUSINESS

If we accept that all organisations are digital, in order to serve social customers and candidates, organisations need to become social businesses. But what is a social business? What differentiates it from a business that is digital and uses social media? And how does it create value?

All businesses are social: a community of people with shared goals, comprising a complex web of relationships, interdependencies and hierarchies. But as anyone who has ever worked in a company of more than ten people knows, collaborating is complicated. And today's large companies are, in the most part, poorly equipped to collaborate at the scale and speed needed to win in the networked economy.

Contrast this, however, with a social business.

In 'The Social Organization', the authors, Gartner consultants Anthony Bradley and Mark McDonald, define a social business as "a social organization where employees, customers, suppliers, and all other stakeholders are direct participants in the creation of value."

In 'Social Business by Design', the authors similarly visualise the Social Business as an interconnected eco-system of employees, business partners and customers.

Focused on the creation of value through network collaboration and participation, a social business can be described as follows:

- A social business recognises that people matter most in the networked economy
- A social business understands that digitally empowered and engaged employees drive better internal collaboration
- A social business systematically enlists its employees and clients as advocates, recruiters and sales agents
- A social business uses digital tools to create enhanced customer and candidate experiences

Ultimately, social businesses are more attractive to talent, more agile and better equipped to innovate and execute in the networked economy.

And people leaders are ideally placed to enable social business to happen, beginning with social recruitment.



BUILDING A SOCIAL BUSINESS

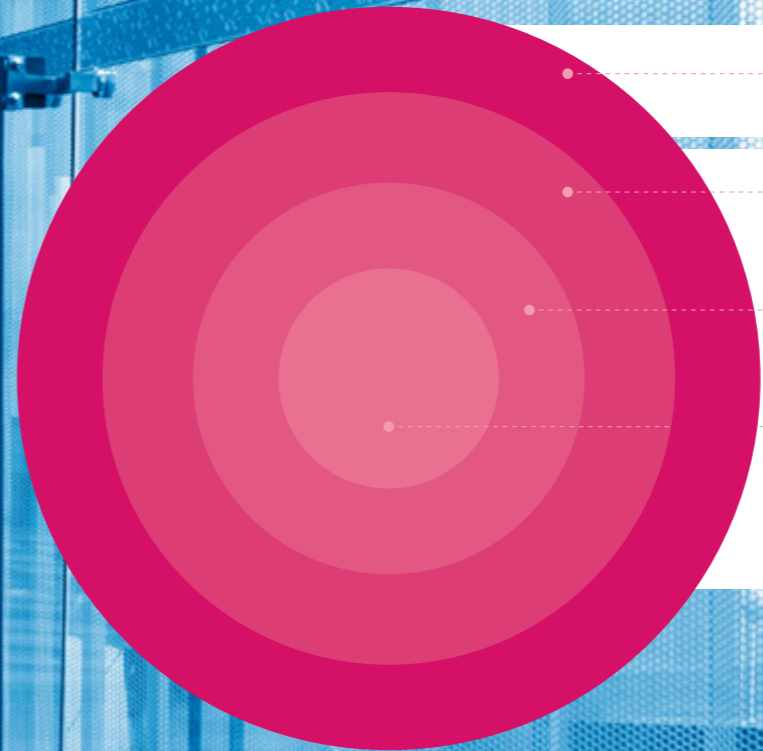
'The Social Organization' describes the "collective genius" of networked organisations: the idea that a thousand heads are better than one when it comes to problem solving. So how can people leaders align their employees to tap into this collective knowledge? How can they go beyond simply connecting workforces, to actually seeing results and value creation from those connections?

There are a number of key principles that need to be understood in order to capitalise upon the opportunity of the connected enterprise:

1. Mass collaboration via social media tools only works if everyone can get involved
2. Everyone must understand the goal of participating to ensure that outcomes are relevant to the business
3. Participants need to be free to act transparently as individuals. Participants must be able to view each other's contributions so that outputs and activity can be improved, corrected and evolved
4. Contributions must be recorded and remain available for others to view, share and iterate
5. Organisations need to be agile enough to adopt the outputs of mass collaboration

Once these factors are acknowledged, people leaders can then begin to map out the platforms needed to execute the processes to achieve the desired results. The four Ps diagram on the following page outlines how these factors can be organised.

THE 4 Ps



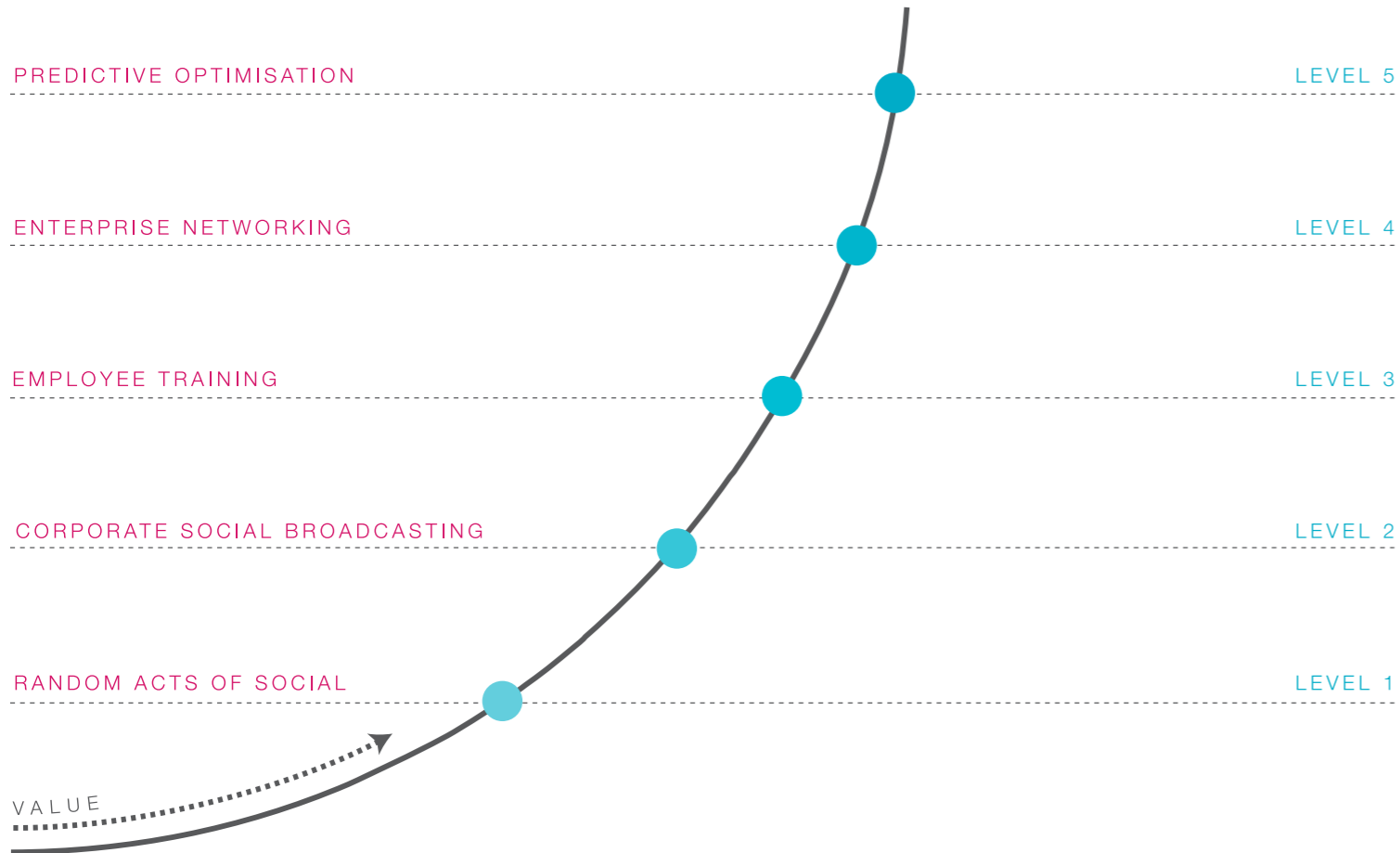
PURPOSE
 Shared purpose
 Defined KPIs

PROCESS
 Social media monitoring
 Robust workflow
 Risk assessment and escalation plan
 Collaborative content plan
 Updated social media policies and guidelines

PEOPLE
 Cross-functional collaboration
 Executive support
 Training and toolkits
 Pilot area participation
 Employee participation

PLATFORMS
 Globally led, locally fed
 Multi-audience approach
 Targeted promotion of content
 Owned platform monitoring

SOCIAL BUSINESS MATURITY LEVEL



In order to enable social business to happen, people leaders first need to understand their current level of organisational readiness and social media adoption.

Level 1 Random Acts of Social

This describes an organisation with no formal social business strategy in place. Instead social engagement is bottom-up and led by individuals who have a passion for social media. An example of this might be a recruiter posting jobs or searching LinkedIn for candidates via his personal account, or a blogging marketer.

Level 2 Corporate Social Broadcasting

The organisation has begun using owned company channels to broadcast company information. Value creation is limited to the ability to disseminate corporate messages, and engage with external stakeholders in a limited capacity. Organisations at this level are broadly still limited to social media marketing. An example might include an organisation posting company updates and jobs to a LinkedIn company page, or tweeting company updates and jobs from an official company Twitter account.

Level 3 Employee Training

Organisations that have embarked on employee training have recognised the value of peer-to-peer engagement, allowing for example, selected individuals to engage with customers and candidates as technical experts/peers. Organisations who have undertaken employee training typically benefit from active customer advocates and thought leadership, and begin to see early value from external engagement beyond social media marketing, such as social recruitment and social sourcing.

Level 4 Enterprise Networking

At this level, the adoption of social media extends to mass collaboration. Organisations that have adopted enterprise networking strategies benefit from the internal networks, external communities, employee capability and the aforementioned five principles that enable social business to happen. By enabling internal and external collaboration across all levels, by capturing and actioning the resulting insights, and by having the agility to execute emergent business strategies, organisations begin to realise demonstrable business value. A good example of this would be social talent pooling, see side bar.

Level 5 Predictive Optimisation

The highest level of social business maturity is the ability to use big data to optimise business performance. For example, the analysis of resourcing insights and people analytics to identify long-term recruitment challenges, to use real-time website and social analytics to drive marketing strategy, and so on.

WHAT IS SOCIAL TALENT POOLING?

Social talent pooling is a social recruiting technique that creates communities of people that are part of the job seeking process. There are two types of participants:

1. Job seekers: those actively seeking a job, or passive candidates interested in the employer but who are not actively searching for a new role
2. Those offering jobs or career advice: this can include recruiters, current employees, and career influencers (such as careers advice professionals, parents, peers, friends)

A social talent community is not a list of candidates on a web page or in a spreadsheet – rather it's a dynamic environment of people who can share ideas for the purpose of career networking. Talent pooling uses social technologies to enable two-way interaction between community members. Job seekers can browse opportunities, look at profiles of current employees, ask questions and research employers. Employers can interact and communicate with prospective employees as well as inform candidates about employment opportunities, receive referrals, and handpick qualified individuals from inside the group.

The benefits for both groups are significant. Job seekers benefit from the information, insights and connectivity to make qualified applications to the roles most suited to them. Employers benefit from qualified applications from the widest possible talent pools.



THE BUILDING BLOCKS OF A SOCIAL RECRUITING BUSINESS

Having established their level of social business maturity, people leaders are now in a position to begin putting a social business strategy into place. This strategy should include the following five elements:

1. Purpose + KPIs
2. Social Media Guidance
3. Training
4. Content strategy
5. Champions

Let's look at examples of how people leaders can use these building blocks to improve recruitment outcomes.

1. Agree purpose, define clear targets

Like any business programme, it's crucial to begin with a clear objective: problem to be solved.

For many people leaders, a key challenge revolves around the on-going attraction of talent, so an example might be to begin social talent pooling. At this stage, it's also important to sketch out a roadmap to achieve that purpose, and KPIs. In this example we may consider the following steps:

- a) Create a social talent pool with built in social sharing tools to enable sharing of content and advice
- b) Identify recruiters and employees who will be willing to promote and share opportunities within the organisation. Equip these advocates with the tools, training and content to engage potential job seekers
- c) Build a targeted social promotion campaign to attract relevant job seekers. Social promotion offers the ability to target people in different ways, such as social (what people like on Facebook for example), what they're interested in (who they follow on Twitter) and their professional experience (via networks such as LinkedIn or StackOverflow)
- d) Encourage all employees to promote the community via their personal networks
- e) Track time, cost and if possible quality of hires of candidates sources via social talent pooling

2. Ensure appropriate employee guidelines are in place

Many organisations have restrictive employee guidance around the use of social media. It is important to have robust checks and balances in place for engagement, and there are an increasing number of tools such as DivvyHQ.com and Nexgate that provide the workflow compliance that is a pre-requisite for large organisations, particularly those working in regulated industries such as pharma and finance. But to enable social business to happen, employers need to have in place guidance that encourages, rather than restricts, social media activity.

When designing updated guidelines, ensure representation from across the organisation, and consider how you launch this campaign internally.

HOW TO LAUNCH SOCIAL MEDIA GUIDELINES INTERNALLY

Having designed new guidelines that encourage employees to participate on social media, ensure employees are aware of them and understand them. Rather than hiding them in the darkest recesses of the intranet, include these tactics in your communications plan:

- Host a profile clinic where employees are offered hands-on support to update their profiles
- Desk drop, office dressing and desktop background take-over graphics
- Employee audit profiles, naming and shaming the best and worst cases
- Hold an internal competition to encourage best practice, for example, using gamification tools such as Leaderboard.com, Badgeville.com or the LinkedIn native 'How you rank in your company' tool
- Demonstrate senior leadership buy-in by showcasing a tweet or post from your most senior leader

The most effective programmes benchmark activity and employee visibility before and 3 months after launch activity.

3. Offer training

Training on the use of social media tools provides significant business value. As well as providing a tangible benefit to employees for their lives inside and outside work, it also helps reduce occurrences of reputational risk and creates the framework for employees to act as internal collaborators and external advocates.

When it comes to training, especially with hands-on tools such as social media, straight e-learning or classroom learning is unlikely to equip employees with the requisite level of capability and confidence. Consider instead a blended approach, including (if possible) social learning (with and from peers) and interactive sandpits.

HOW RESOURCE SOLUTIONS TRAINS ITS PEOPLE

Training at Resource Solutions is all about helping our teams to acquire and develop the essential skills required to consistently perform at the highest level. It targets specific goals that we have for our teams, whether that is maximising our direct placements, managing the agencies on our PSLs or developing our leaders across the business.

On the social media front, we strive to provide training around our main social platforms where candidate and client audiences are most active: Twitter and LinkedIn. By teaching the fundamental functions and professional etiquette of these platforms, we teach our employees how to engage with our brand and correctly share our thought leadership.

We found that by making this commitment to our people, we saw immediate benefits in the form of:

- +16% increase in organic engagement on company LinkedIn posts just weeks after adding social media specific sessions to our training offering
- Identification of social media champions across the business globally
- Increased employee engagement overall



4. Build a content pipeline

The simplest way of engaging employees in the creation of value in the first instance is by encouraging them to use their personal networks to share corporate stories.

In the purpose stage, identify why employees will want to engage with the organisation on social channels. In the guidance stage, outline the circumstances when it's suitable to share company content. In the training stage, train employees how to appropriately and effectively share content. So it's critical that, having been invited to follow / like official company and / or career channels, there is engaging content on those pages that employees will want to share. Jobs, employment campaigns, employee stories and CSR can be great examples of that type of engaging content.

Storytelling has traditionally been the biggest challenge for organisations. Yet as we've observed, all organisations are made of people, and their stories, selected and curated carefully, tend to be naturally engaging and authentic. Begin by defining the story or content pillars that will support the business objective. Then begin placing these stories into a collaborative content calendar so that an overarching narrative can be told. Remember that in the social web, stories need to be visual and mobile: many organisations are beginning to experiment with life blogging tools such as Autographer and GetNarrative or inviting employees to share their own photos in an effort to capture engaging human stories from within their organisation.



USING LIFE BLOGGING TO BRING CAREERS TO LIFE

As identified, the social candidate is knowledgeable about employers via review sites, and connected via relationships with existing employees. Bringing careers to life in an authentic way is a critical capability of a coherent social business/social recruiting strategy. One emergent opportunity is to use life blogging tools, small cameras and video recorders that give candidates a glimpse of what its actually like to work for a company or do a particular job. By inviting employees to share their photos, videos and stories, employers can build a compelling behind the scenes view of the company by showcasing offices, locations, sites, work activities, engagement with colleagues, philanthropic initiatives and so on.



5. Identify and empower champions

With well-established corporate platforms and a sustainable shareable content plan in place, people leaders are now in a position to launch targeted outreach through advocates and champions, focusing on specific activation opportunities. Before we look at what those opportunities entail, consider how to choose these internal champions, see below.

Once champions have been identified, ensure they are provided with significant levels of support and on-going training. Best in class programmes provide internal and external recognition to champions – such as LinkedIn title and internal network badges – and provide a concierge live support service to participating individuals.

IDENTIFYING INTERNAL CHAMPIONS

Whilst it's important to recruit champions in areas of key business importance, often the best advocates are those employees already using social media effectively. For example, look for employees with well-optimised, active LinkedIn profiles and a large number of connections. There are a number of free tools to help identify employees who are already active on social networks. LinkedIn's 'how do I rank in my company' lists the most visible employees, and clicking 'view recent activity' shows updates from any LinkedIn member. Many companies build a private Twitter list of employees, which provides an ongoing snapshot of employee activity.

FOUR OPPORTUNITIES TO BEGIN CREATING VALUE

1. SOCIAL RECRUITING

This whitepaper has touched already on the fundamental difference between jobs-broadcast versus actual social recruiting.

Job posting in isolation on social networks can be characterised as ‘post and pray’: jobs are posted on social sites, but more in hope than expectation of getting a positive response. With more than 500 million tweets being sent every day, it’s easy to see why such tactics in isolation are unlikely to succeed.

Not to be confused with broadcast social media marketing, social recruiting refers to the systematic use of social tools in the recruitment process. Examples of social recruiting include but are not limited to:

- Hiring managers leveraging their professional networks to promote opportunities
- Socially powered referral programmes
- Hyper-targeted social promotion
- Social talent pooling
- Social assessment tools

For many organisations, social recruiting is unlocking enhanced time, cost and quality of hire benefits.

Research shows that the average number of applicants needed to fill a job is 80. 70% of applicants who apply to roles are considered unsuitable or unqualified, and only 20% of actual applicants see a job description before they apply. Contrast this with a social recruitment business. It will promote opportunities only to tightly targeted audiences who have already engaged with a compelling EVP. By so doing, social recruiting businesses are reporting 44% improvements in quality of hire and 34% improvements in time to hire.



Activation opportunity:

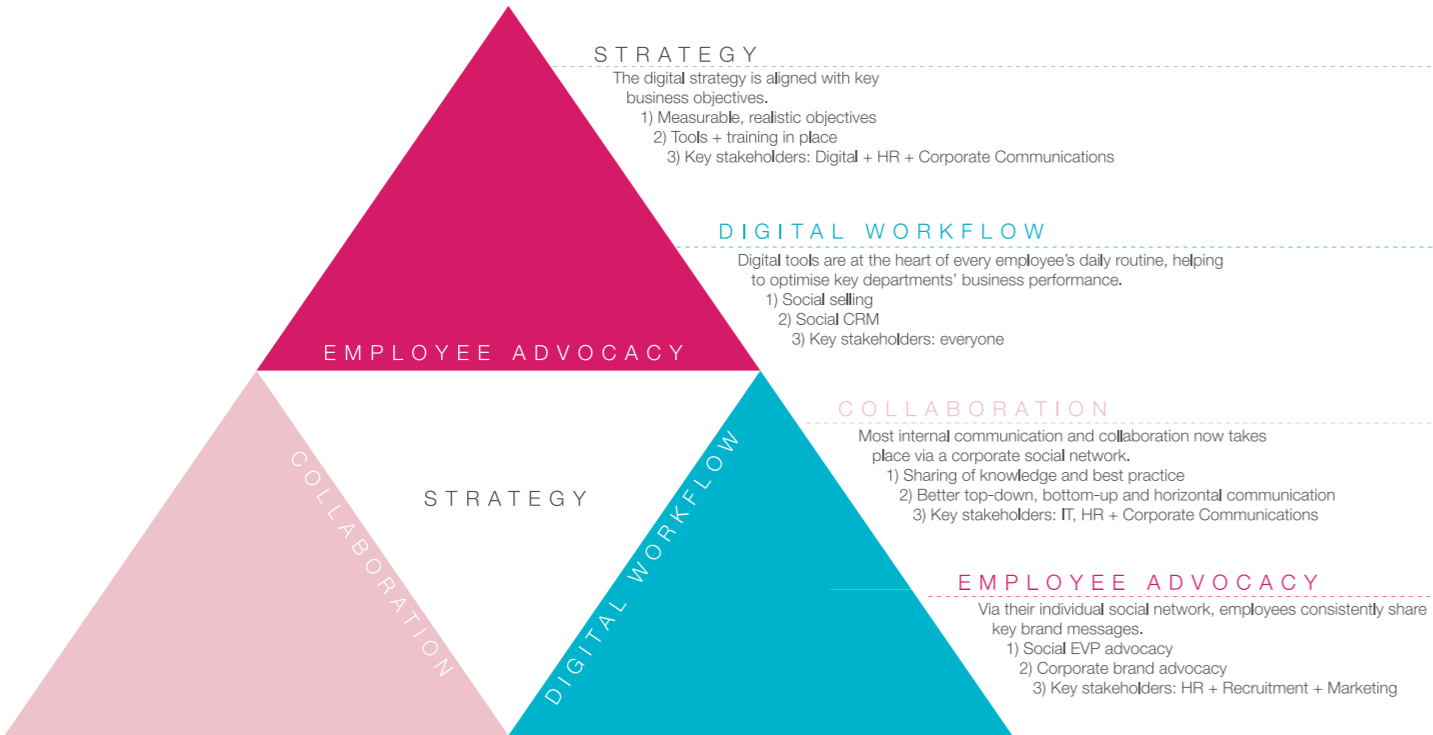
Identify a hard to recruit area (either because of skills shortage or volume / fast-turnaround) and design a programme that encompasses at least two of the social recruiting elements discussed previously. For example, set-up a social targeting programme, perhaps using Twitter or Facebook ads, and encourage the hiring manager to talk about the role (create a video or blog) and promote this content to peers via their professional network. Create a unique link for this social activity, and benchmark application against traditional channels. Analyse performance against previous hiring activity, then learn, optimise and repeat.

RESOURCE SOLUTIONS CLIENT CASE STUDY

Although LinkedIn remains a primary social channel used for headhunting, general networking and advertising, we examined opportunities to utilise other social media, most specifically Twitter, to aid in recruiting for specific roles. We partnered with our client, a leading payments business, to usher in Twitter as a talent attraction tool for marketing, PR, technology and digital professionals.

Managed by our on-site recruiters, the candidate-focused Twitter account is dedicated to building high-touch relationships with potential applicants. In addition to job roles, we tweet company news that would be of interest to prospective candidates. We worked closely with the client's communications department to ensure we were leveraging their strong online content and adapting the brand's tone of voice in our messaging. Layering targeted approaches on LinkedIn, Twitter, online job boards and market mapping has paid dividends as our direct sourcing activity ensured the client avoided agency recruitment costs that saved the business in excess of £9.3m over the span of 4 years.

THE AGE OF THE SOCIAL EMPLOYEE



2. SOCIAL SOURCING

What it is:

Social sourcing relates to the use of the social graph to support the recruitment process. For example, identifying talent that is unaware of your organisation, identifying employer branding or EVP opportunities through social listening, or targeting career influencers through professional networks.

A large number of enterprise organisations today have access to LinkedIn Recruitment Solutions, but a Recruiter Licence alone doesn't predicate success. Best in class social recruitment businesses ensure their sourcers and recruiters are additionally:

- Expert community participants (knowing when and how to engage talent in niche/ specialist communities)
- Expert network relationship builders (building their own talent networks of passive candidates)
- Expert sales people (being able to sell passive candidates into roles in their organisation)
- Deeply integrated with their recruitment partners

Activation opportunity:

Identify hard-to-fill roles, and design a simple process to use social sourcing to support the recruitment of these individuals:

- Identify talent communities where these roles could be valuably promoted using a listening dashboard such as HootSuite.com. Is your organisation already present? Who in your organisation could promote these roles on your behalf?
- Use search tools such as Recruitin to identify potential talent, then reach out using social tools: If you find them on Google+, approach them via Google+

Learn what works and what doesn't work when reaching out and selling your organisation and opportunities. Optimise and repeat.

RESOURCE SOLUTIONS ACTIVE LISTENING AUDIT

The active listening audit is a forensic examination of an organisation's reputation as an employer/recruiter in corporate social networks. These audits are the starting point for any organisation looking to develop a coherent social recruiting/ networking strategy. This report's main objective is to gather insights from social conversations, review sites, forums and blogs about your company and your competitors. It reveals:

- Perceived EVP among potential candidates
- Sentiment about your recruitment processes and those of your competitors
- Candidates' /employees' experience/sentiment about careers at your company

Contact our Talent Marketing & Insights team for more information or to devise a strategy bespoke to your organisation.



Hootsuite is a social media management system for brand management created in 2008. The system's user interface takes the form of a dashboard, and supports over 25 social network integrations in 55 different languages. Businesses can effectively engage with its communities and customers, locate leads and influencers, and access actionable data to measure engagement and ROI from online conversations in one place. Hootsuite's collaboration features allow managers to assign tasks and responses to the appropriate team member, department, or region. From a sourcing perspective, response times are greatly improved, thus enhancing the candidate experience.

CLIENT CASE STUDY: NOMURA

For Nomura, the financial services group, one of the most effective methods of sourcing IT roles is through LinkedIn. The team were able to increase their direct recruitment effectiveness through the use of the enhanced capabilities of LinkedIn Recruiter. This premium tool allows recruiters to view and communicate with candidates beyond their immediate network of personal connections and target ideal candidates through powerful search filters.

The team also use LinkedIn Recruiter to put together projects and market maps to target specific individuals from similar organisations.

Direct hiring prior to utilising LinkedIn for IT roles was minimal and post usage resulted between 60-70% direct hiring of IT roles. The tool has helped increase direct hiring numbers and resulted in significant cost savings to Nomura.



3. SOCIAL CANDIDATE RELATIONSHIP MANAGEMENT

What it is:

Social CRM has arisen from the recognition that:

1. The social candidate won't be restricted to demanding help or service from a specific career helpline, but instead will use any channels open to them, including corporate channels, personal channels, peers and existing employees
2. The social candidate wants support in real time: in the era of being able to Google the answer to anything immediately, an email address for candidates to ask questions is not going to suffice. Rather, organisations need to monitor social media for opportunities to support candidates through the application process, for example, and proactively reach out and begin building relationships with talent
3. The social candidate is more knowledgeable than ever before, and is likely to have read online reviews about your company, and consulted online peers and current and former employees

Social CRM seeks to meet the needs of the social candidate by being proactive, not reactive. This creates opportunities to enhance the candidate experience, enhancing EVP, and to proactively engage candidates and manage reputation.

Activation opportunity:

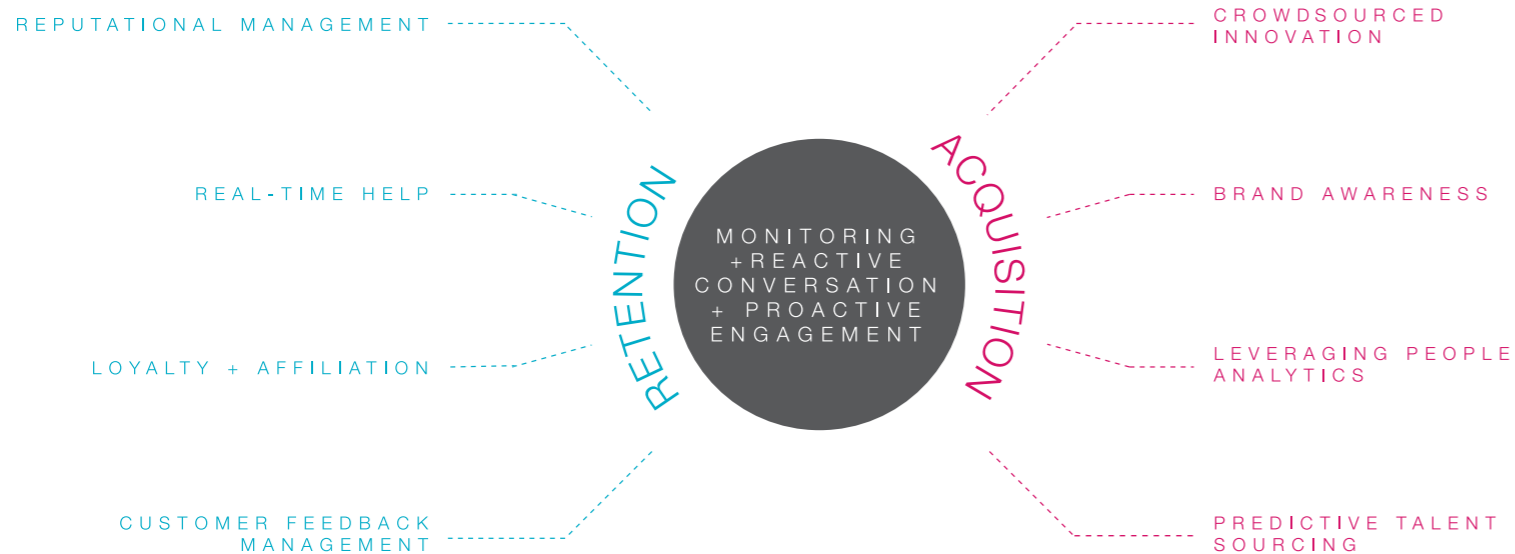
Enhance the candidate experience at your organisation by adding a Social Candidate Relationship Management channel. For example, a dedicated Twitter channel for candidates to ask questions. Use video to answer frequently asked candidate questions about your application process or who you recruit.

CLIENT CASE STUDY: XEROX

Resource Solutions utilises Facebook pages and Facebook groups to enhance the recruitment experience within Xerox's Industrial Placement (IP) Programme by engaging core audiences at different stages within the IP Programme's recruitment cycle. These communities provide a forum for current and new industrial placements to network and share knowledge and working experiences so that when the new starters begin they can hit the ground running from day one.

We have a team dedicated to managing pages and groups for Xerox enabling us to provide candidates with the relevant feedback and support required. All this ensures that candidates, whether they are successful or not, receive a market-leading recruitment experience. For all those who are successfully placed at Xerox we provide a thorough on-boarding service including access to a private, invite-only Facebook group and a new starter networking event.

SOCIAL CRM STRATEGY



4. CROWDSOURCING

What it is:

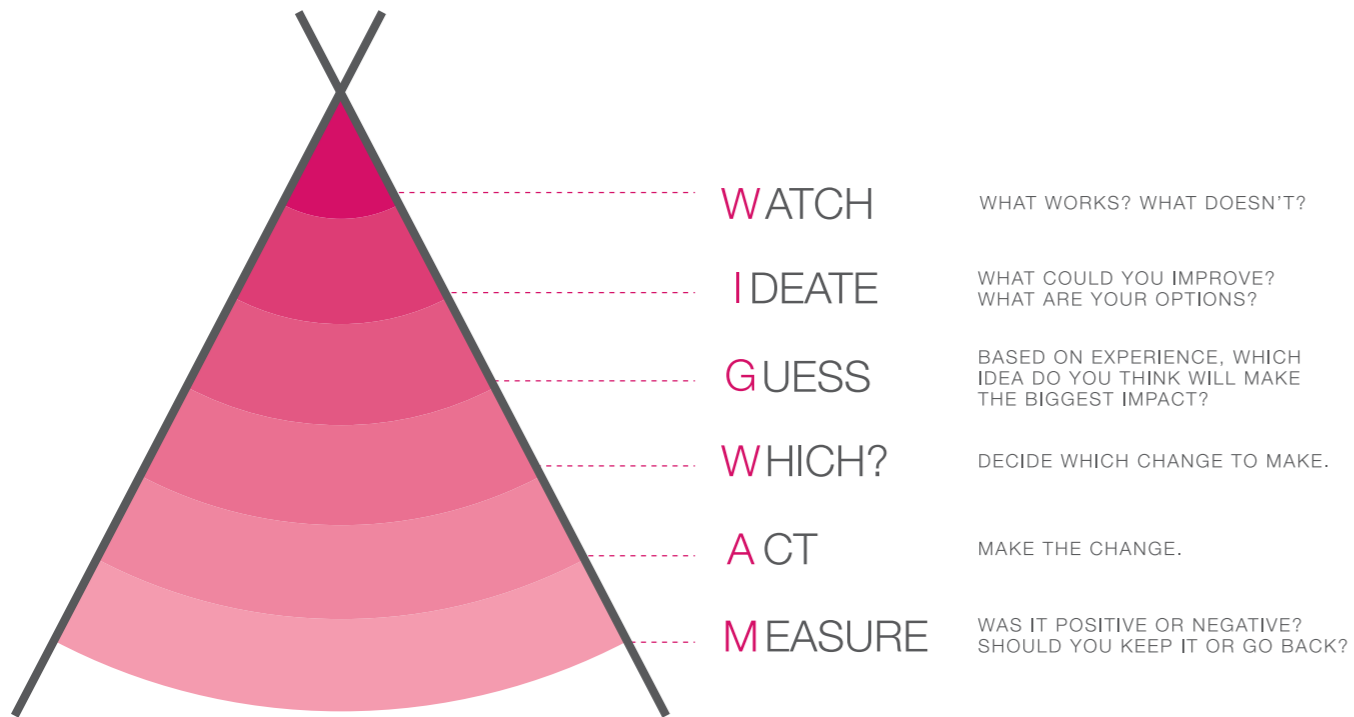
Crowdsourcing is the ultimate tool for tapping into the genius of your employees, and can include internal mass collaboration or external collaboration for the purpose of forming new ideas or problem solving. A good example of external collaboration would be in the FMCG sector. With constant pressure to bring new and improved products to the market as quickly as possible, many manufacturers invite their customers and supply chain to participate in the R&D process. This can include the simple harvesting of ideas all the way to full co-creation.

Describe the challenge/request as accurately as possible, and then design a system for colleagues to contribute. Launch to your enterprise social network (for example, Yammer, Jive, SharePoint) then following the WIGWAM method (see overleaf) or similar, keep iterating until a solution is found. Don't forget to share the results and updates across your department/organisation and thank all participants.

Activation opportunity:

Depending on the scale of your organisation or department, identify a realistic opportunity for mass collaboration. People leaders can tap into crowdsourcing in a number of ways: for example to gather feedback on a proposed new staff benefits programme, or to beta-test employee reaction to a new employer brand or recruitment campaign. Crowdsourcing these types of programme will throw up new ideas, build staff engagement, and help ensure there is no disconnect between an external facing EVP and the internal reality.

THE WIGWAM METHOD



CONCLUSION

The rise of social media has already made an impact on the recruitment industry. Many elements of the recruitment process – advertising jobs, sourcing candidates, building an employer brand, talent pooling and communicating with candidates – are now routinely delivered through social technologies. What was the exception is now, for many organisations, the rule. But it's safe to say that this recruitment evolution has just begun.

The organisational use of social is following a similar adoption curve to corporate email. Email also revolutionised the recruitment process, but it took a significant length of time for the latent potential of the technology to be realised. Corporate entities had company email accounts long before individual employees were trusted to have their own email addresses (and with it, the ability to directly, instantly message anyone else using email).

Social is at that same stage. The vast majority of organisations use social for corporate social broadcasting, yet few companies trust (and train) employees to use individual social media accounts to engage with customers, clients and talent.

This is the opportunity for people leaders. By creating the environment for social business to happen – by implementing the correct strategies and tools, and by providing employees with the relevant guidance and training – people leaders are well placed to win not just the war on talent, but to equip their organisations with the collaborative agility to thrive in the increasingly networked economy.

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Resource Solutions is a provider of Recruitment Process Outsourcing and Managed Service Provider solutions. We have delivered these solutions to leading organisations since 1997 and manage a recruitment budget of over £1.5 billion on behalf of our clients, hiring more than 20,000 employees for them each year. As part of the Robert Walters Group our business has considerable resources at its disposal, operating from a network of offices in 24 countries, which enables us to work in partnership with organisations, managing everything from global accounts with demanding resourcing strategies to single sites with low recruitment volumes.

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