# Meet the Future, Ready

A Guide for Talent Leaders

cornerstone

cornerstone

# The "never normal again" workplace

*"Unprecedented times."*

*"The next world of work."*

*"The great reset."*

You've heard these phrases repeatedly. And it's true: The COVID-19 pandemic and other world events have accelerated us towards an environment of unrelenting business transformation, permanently pixelated work arrangements, the need to embrace a more inclusive, purpose-driven culture and to make growth opportunities more accessible and more personal than ever before.

Fundamentally, the patterns of how we live, work, collaborate, engage, and produce will never be the same.

## 20-25x
### faster

**organizations' response to COVID-related changes**

## 40x
### faster

**the shift to remote work took an average of 11 days, instead of the expected 1 year[1]**

It's a lot of change and disruption in a short amount of time. But whether it's been to make us better, faster, stronger or smarter, humanity keeps pushing boundaries; adapting and innovating. We now stand at the edge of a 5th industrial revolution — where humans and technology are more connected and collaborative than ever before.

And this next revolution is not about technology for the sake of technology. It's about innovation that helps us understand, connect with and improve our relationships with each other, in our work and in the world around us.

In many ways, that's a good thing.

Because the way we work hasn't been working for everyone.

To create successful people and teams in this new environment we need to stop thinking about technology as a savior and start thinking about how we can use technology to foster deeper human connections, support greater autonomy, creativity, and growth for people, and of course to bring a shared sense of collective purpose to both work and life.
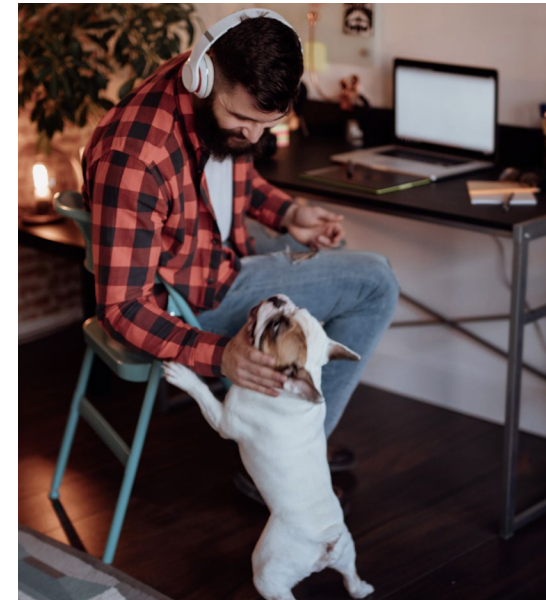
**By 2025**

## 85M
**jobs will disappear**

## 97M
**new jobs will be created[2]**

## Purpose, not just pay

Your people are demanding more from your organization than fair wages, improved benefits plans and a flexible work schedule.

They're seeking a career path and an opportunity to actually change their lives – to develop new skills, new careers, and to find acceptance, purpose and belonging.

This shift in expectation requires a significant change in corporate behavior. As a major social structure, your people look to work for purpose, not just a paycheck.

And your organization is on the hook to make the world a better place. Customers will go somewhere else if they don't see companies taking on that kind of responsibility. It puts an obligation on your organization like never before.

# 8X higher

**how much executives say their purpose is fulfilled by work versus employees**

# 2X higher

**the work/life outcomes for employees at any level who say their purpose is fulfilled by their work versus outcomes reported by unfulfilled peers[3]**

# 1 in 3
## employees

**would prefer to work for an organization that shows responsibility toward all stakeholders[4]**

# Let's rebuild work

As we head back to work after the most intense period of change the modern world has ever experienced, we have an opportunity to re-build work in a way that works for everyone.

No matter what changes around us, what remains constant is that we give rise to our greatest work when we can recognize and embrace our unique individuality, while creating a common definition of success and a shared sense of purpose we can all get behind.

**To rebuild work in a way that works for everyone, our organizations need to think differently.**

It requires a new system of work — a new environment that embraces the unique needs and goals of every individual, unites us in a shared language of growth and success, and creates more freedom and agility in the way we work — no matter who we are, where we work or how work gets done.

So together, we can **meet the future, ready.**



cornerstone

## Talent leaders hold the golden thread

As talent leaders, you have the opportunity to empower a more connected, collaborative and future ready workforce. Connecting people with growth opportunities, and business goals with purpose, to help everyone achieve extraordinary outcomes — together.

Like no other business leader, **you hold the golden thread** to reimagining the workplace for today, and for whatever comes next.

## Only 37%

**of talent leaders state their HR tech solutions are delivering benefits to a "great extent, and 82% report HR tech adoption challenges[5]**

## And yet, talent tech fatigue is real

Over the past decade, the world of HR tech has exploded. To solve pressing talent needs, a majority of HR and HR IT leaders expect to increase their spending on HR technology, with many planning to buy from multiple vendors.[5]

Yes, the number of tools available to talent leaders is seemingly endless — there is literally a tool for every problem you could ever imagine. Yet organizations are still struggling — to get scale in their employee value propositions, to align their people to growth and transformation, and to adapt effectively to a permanently pixelated way of working.

The sheer volume of fragmented options is making HR tech decisions and implementations extremely complex and challenging.



**cornerstone**

## Can disconnected tools deliver a connected experience?

While C-level executives express confidence in their technology investments, **managers using the technology report limited efficacy** especially when it comes to improving the people experience and attracting and retaining talent.[5]

Competing HR systems and tools are creating more silos and more complexity and can be exhausting not just for talent leaders and managers, but for your people, who need to switch back and forth between systems and applications, depending on what they're trying to do, or accomplish on any given day.

Especially when you have to ensure that your people have rapid and continuous access to growth and development opportunities, aligned priorities and a cohesive experience. Not to mention ensuring every piece of technology works with the dozens of business applications already in place.

For your organization and your people to meet the future ready — with agility, resilience, shared purpose and alignment — you need to deliver a connected experience that creates value for people, and an environment that's designed for collective growth and success.

It's time to think differently.

### The cost of a disconnected people experience

**$125B to $190B**
the estimated healthcare costs of job-related burnout

**$5K**
average cost of employee turnover

**$4,129**
average cost of hiring a new employee

**$450B to $550B per year**
average cost of employee disengagement[6]

## We asked the talent community how, and they answered

That's where this guide comes in. We believe the collective wisdom and experience of talent leaders like you speaks volumes about what can be achieved when you unite people growth with business success.

So, we asked them — our customers from around the world — to share their practical approaches and important considerations to creating a future ready workforce. Their insights include examples of some of the successes they've realized on their own journeys to creating more people-centric talent programs.

We also asked some of the boldest global thinkers in the industry to weigh in. And weigh in they did; providing practical guidance and sharp insights on how to create a system of work that works for everyone.

**Let's get started.**

**cornerstone**

# Start with holistic people experience design

Employees crave a work experience that's uniquely personal, and where growth and development is rapid and continuous. And yet historically, work design has centered on efficiency.

The end result is rigid structures and workflows that don't meet employees' needs or flex with fast-changing conditions. Rebuilding work in a way that works for everyone requires a more human and holistic approach to people experience design.

Where every individual has the chance to define their own path to growth and has an opportunity to solve problems, build skills, and grow on their own. Where the best interactions — personal, digital or a combination — create a sense of purpose and belonging, and support a productive, energized and diverse workforce.

To provide this holistic people experience requires technology that can create individualized and self-driven experiences at scale. It must be self-learning, based on the individual preferences and goals, and it must show people what they need, right when they need it.

## 68%

**of employees in high-performing organizations say their employer understands their unique skills and interests compared to 26% in low-performing organizations[4]**

## Only
## 1 in 6
## diverse
## employees

**feels more supported now than they did before the pandemic despite increased flexibility and emphasis on DEI&B[7]**

## From the experts:

"

Experience was never singular; it was always personal and inter-personal. But now, as the place of work becomes diffuse, even the experience of my experiences has become diffuse too. Organizations need to find other strategies to engage and connect employees into what they are doing, how they are doing it, and why. Building a shared view of success as well as shared experiences of work in a diffuse, dislocated hybrid world are now critical. Inherently, digital has a huge role to play in solving these problems, but it is also part of the problem too — as are our historic people processes which focus on organization or individual. The role of teams, and of teaming in our work needs to be more accentuated, and this needs to also be better reflected in the processes of work too."

**David Wilson,**
Fosway Group

"

Novartis is on a mission to reimagine medicine. One of the key elements of that strategy is to unleash the power of our people. New innovative learning helps us to build a culture which is curious, inspired, unbossed and self-aware. Novartis' new innovative learning program "Curiosity Chapter" aims to unleash the power of its people and fuel personal growth. It's important to have a great learner experience because this is the way to promote curiosity."

**Nina Bressler Murphy,**
Novartis Learning Institute

"

To connect innovation to purpose — we as talent leaders need to design an employee experience where inclusivity flourishes. A sense of belonging starts with an environment that allows every individual to progress and find purpose, through pathways to develop themselves in a way that's personalized and customized to their skills and the skills required of the business. Supporting accomplishments and valuing achievements means integrating well-being into the design of work to build a sustainable future where employees can feel and perform at their best."

**Kim Cassady,**
Cornerstone

"

Organizations need to create a personalized self-driven learning and growth experience for their people. It is critically important for individuals to navigate their own learning and development. When an individual is the master of their own destiny, there is a greater level of commitment to their learning and development efforts and the milestones achieved are more meaningful."

**Michael Rochelle,**
Brandon Hall Group

cornerstone

**From the experts:**

> "Electrolux took a proactive approach to optimize its learning program and training platform, which is now all digital and continually adapts to give learners and the business what it needs. With E-Lucid, sellers and partners can easily train on products through a variety of e-learning content that can be accessed through any media device. In addition to an intuitive digital interface, E-Lucid offers personalized learning with suggestions for various content — e-learning, short explanatory videos, questionnaires, and other playlists — all available at the click of a button."

**Cecilie Tystad**,
Electrolux

> "To build a sense of community and belonging, we instituted "Connect at 4", a recurring meeting for all associates to take some time and connect with each other on a personal level, and we created an internal remote community site to encourage associates to post comments and even pictures of how they and their families are managing through the pandemic. We've also assembled a task force focused on "Reimagining the NASCO Workplace" using a design thinking approach to determine how we can work together differently and more effectively when we decide to reopen the NASCO offices."

**Barbara Bell-Dees**,
NASCO

## Key takeaway: Design the experience for people

Bring learning, coaching and development opportunities into the daily flow of work

Focus on making work meaningful, instilling a sense of trust and fairness, and ensuring each employee's work is valued by the team

Integrate well-being and inclusion into the design of work

Use technology to deliver a clear talent strategy, not shape it

# Make learning foundational to growth

Learning is business essential. It is the essential factor. And employees recognize this too. According to PwC, **77% of adults would learn new skills now** or completely retrain to improve their future employability.[8] Given the acceleration of technological change and the increasingly pressing need to retrain and redeploy talent for the new world of work, we must ensure that development and opportunity go together.

By reorienting the business around skills, your HR team can better understand, develop, and provision talent to dynamically meet the needs of the organization. Roles, interests, and workflows become more fluid as employees are able to enjoy more freedom, creativity, and flexibility.

For example, assigning projects or tasks based on interest, availability, and expertise rather than a standard "role."

Where new learning opportunities are rapid and continuous, advancement opportunities are transparent, and new work transitions are seamless.

Instead of building learning and development (L&D) strategies on old goals (compliance/completions) you need to build them on skills and competencies. This approach creates a common language of success for everyone.

## Future readyworkforces

# 19% higher revenue growth

**than competitors**

# 15% higher net margin

**compared to their industry average[9]**
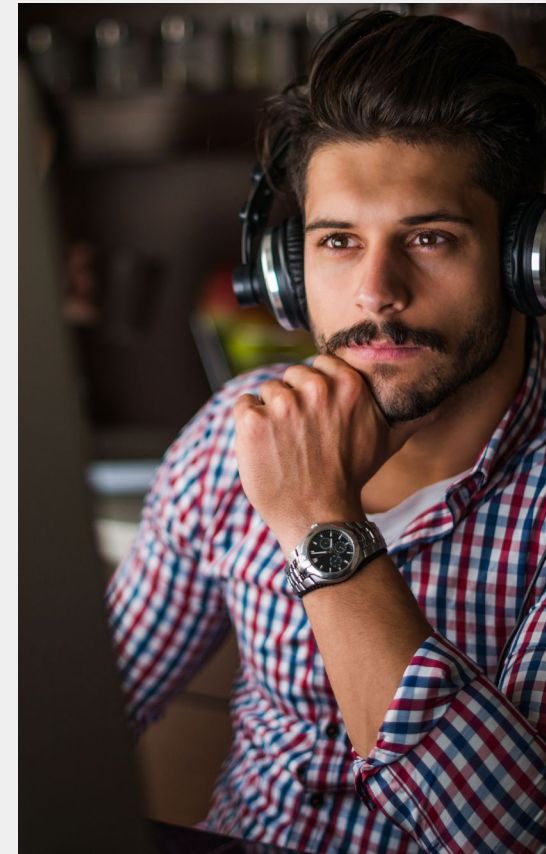
## From the experts:

"
We have created some certification schemes as a result of the pandemic for trainers and recruiters and had thousands of trainers go through this 'bolt-on' to upskill themselves, because delivering training virtually is a little bit different. We found Cornerstone's learning solution really good in terms of personalization and gamification — people like getting badges and seeing what they've achieved over the years. If we look back to 2019, people were accessing our e-learning platform mostly for compliance reasons. Whereas now in 2020, it's 44% compliance, and much more content is developed locally because everyone is fully integrated (92% of content in 2020 versus 10% in 2019)."

**Ben Kirby,**
Teleperformance

"
The biggest transformation taking place in business is the change from a 'job-centric' to 'work-centric' architecture — essentially a shift from jobs to work. This shift requires companies to identify, value, reward, and develop skills and capabilities far above those likely required for specific, defined job roles.  To make this transition, companies need AI-powered, skills-based systems that help with recruiting, internal mobility, development, mentoring, job assignments, and eventually rewards, recognition, and pay. Organizations that do this well can outperform their competitors simply through their intelligence and agility."

**Josh Bersin,**
The Josh Bersin Company

"
We are providing our employees with more opportunities than ever to upskill and reskill on a world that is constantly changing around them. We are not only providing access to various tools but also encouraging our employees to discover what truly interests them and see how we can fit that into their role. Now more than ever, we must adapt our work environment to fit employees' needs and wants instead of the other way around. We must commit to engaging our employees at a level that adds value to their well-being inside and outside of the workplace. We have to realize that we are not simply providing a job anymore but a lifestyle. Employees will spend the majority of their life at work, and we must understand that fact."

**Nevada Haun,**
Volker Stevin Canada

"
People are self-directing their learning journeys to support themselves through change, to upskill and reskill, and to advance their careers. Now more than ever, employees want an opportunity to learn. This is our chance to help them thrive and grow. Offer compelling and varied learning opportunities so your people can continue adapting and preparing for what comes next. Rather than over-architecting another learning program, create short-form content that can be adjusted after deployment. The goal here is speed. Identify a viable product, deploy it and build in feedback loops as well as review cycles to improve it on the fly."

**Summer Salomonsen,**
Cornerstone

**cornerstone**

## Key takeaway:
## Ensure the learning
## experience drives growth

Offer career growth and mobility
to attract the best people and
make them want to stay

Create a culture of experimentation

Give people the time to
pursue learning

Encourage self-directed learning
and "soft-skill" development

Provide ongoing coaching
and development

Surface learning content in
moments of need

cornerstone

# Turn skills into your new growth language

Today, **one in three skills** from an average 2017 job posting in IT, finance, or sales is already obsolete.[10] The pressure to retrain and redeploy talent for the new world of work is on, and organizations are reinventing themselves to remain competitive and to improve social responsibility.

Across industries, new skills are driving innovation — and it's reskilling people making this transformation possible. You need to help people connect what they're learning to the benefits of career growth and new opportunities to advance their careers and transform the business.

Fundamentally, work is learning. And future-fit organizations know this. Because learning is the foundation of high performance in a transformation-filled world.

## By 2025

# 44%

**of the skills that employees will need to perform their roles effectively will change.[2]**

## From the experts:

> "The first rule of good learning is that no one knows they are learning. Personalized and self-driven learning experiences should be effortless for the end-users, and content should be engaging enough that the learner moves from one lesson to another without realizing they are being moved along a path that meets both their needs and the organization's needs. Everyone has a limited amount of time these days, and where we spend that extra bit of effort comes down to our own personal goals and engagement."

**Stacy Harris,**
Sapient Insights

> "One of the big challenges we faced was how do we bring in a skills ontology…I think here's where some of the AI based tools…have really changed the world for us in that we can now start to, at the click of a button, identify what might be the next career move for airside handler or a supervisor in a warehouse, and what skills do they have, that might actually be transferable to other parts of the business."

**Meredith Taghi,**
Deutsche Post DHL

> "We've introduced a new set of values for the organization and have pinned all our learning and development opportunities to these values. We use the Skills 'container' in Cornerstone for these values so that we can use them in performance reviews, competency assessments and learning. We've built "recommended routes" for critical positions so that team members know what is needed to be successful in those roles."

**Jeanne Bonzon,**
BJC HealthCare

> "Learning content is the fuel for the high-performance engine in every individual that wants to succeed. These individuals require high-octane learning content which can unleash every ounce of horsepower from their engine. Learning content must be a unique blend, carefully crafted to meet the very specific needs of the individual."

**Michael Rochelle,**
Brandon Hall Group

cornerstone

## Key takeaway:
## Tap into people potential

**Invest in comprehensive skills data** – to understand the skills your organization has now and needs in the future to adapt to accelerated change

**Help employees pivot faster** – by identifying the skills your people want and need to succeed

**Enable managers** – provide them with deep skills profiles to better understand and coach their teams to take on stretch assignments to grow into new roles

**Create unique learning paths** – to align career ambitions and to expand development opportunities

**Build development into the flow of work** – with relevant content recommendations in time of need to make it more engaging

cornerstone

15

# Connect skills development to a career path

It's no shocker: The best way to help people achieve their full potential at work is to provide career growth opportunities.

Often though, the challenge is more than a lack of access to learning content or development opportunities. It's a lack of visibility into the pathways for advancement inside your organization and the content and connections that can help your people reach their career potential.

Of course, one critical way to address this gap is to facilitate more regular development conversations between managers and employees. But creating a talent marketplace can also play an important role in making career paths visible and achievable.

A talent marketplace is a highly effective way to build a culture of internal growth because it opens up internal opportunities, making visible what might be the next gig, project or career move.

**For example, a talent marketplace can help your people:**

✓ Promote their skills and aspirations

✓ Explore recommended projects and assignments

✓ Skills-match with roles

✓ Find and engage with mentors and learning content

## Employees at companies with internal mobility stay almost 2x longer[12]

By making skills data and qualifications information readily available for different roles and career paths, surfacing learning content and development opportunities that will help them get there, employees can proactively pursue a growth plan that accelerates career mobility.

Done right, it can deliver a broad range of business benefits too — improving organizational agility, enhancing workforce productivity, and fostering increased transparency, diversity, equity, and inclusion.

![Cornerstone logo]

## From the experts:

**"**

Internal mobility will become an enterprise "must-have" as the market for talent tightens and some skills become more difficult to find. Offering a talent marketplace is a win for both the company and the workforce. The company benefits from being able to identify and move talent to where it's needed most. Workers benefit from the opportunity to grow their careers without needing to change employers. If you don't offer the chance for upward mobility, top-performing employees will leave you anyway."

**Lisa Rowan**,
IDC

**"**

Using Cornerstone, we can both easily push out required training to workers in shifting roles and curate content to help guide self-directed learning. In times of change, and the remote work of the last year certainly has presented that, our platform allows the flexibility to support new learning preferences and empowers our staff to achieve their own development goals."

**Brad Beacom**,
MUFG Union Bank N.A.

**"**

Every company is moving into adjacent markets, digitizing products and services, and trying to get closer to customers. This means more and more focus on learning, continuous sharing of new information (learning in the flow of work), and the ability to find SMEs inside the company as fast as possible. Companies that do this well (through a combination of technology, HR processes, and culture) are the companies that will grow, outperform, and out-innovate their peers."

**Josh Bersin**,
The Josh Bersin Company

**"**

Your existing workforce is the lifeblood of your organization and can be one of the best sources of talent to fill open roles. At the same time, your employees want to try new things, learn new skills and get a chance to work with different leaders. With an AI-powered talent marketplace you can match people to opportunities at scale and use predictive analytics to deliver more personalized learning opportunities and career pathways. However, building a culture of internal growth can't be achieved by technology alone – you must engage recruiters, talent leaders, people managers and employees as key champions. Work is a journey. Show your people that their path to growth is within your organization."

**Vincent Belliveau**,
Cornerstone

cornerstone

## Key takeaway:
## Help people find their next
## gig, project, career

Look at roles and capabilities as
ways of driving outcomes, rather
than being job focused

Align skills development to
projects, gigs and assignments

Connect people to learning
content, assignments and
networks to accelerate
career growth

Tap into hidden talent by surfacing
skill adjacency

Create visibility into possible
short- and long-term
career moves

18

# Let AI do some of the heavy lifting

Artificial intelligence (AI) is recognized as a game-changing factor for HR — offering the potential to increase HR scalability, recognize patterns in people's behavior and offer personalized support where and when needed.

For example, AI can be used in recruiting to filter candidate applications and automate interview scheduling, or offer employees personalized learning recommendations to support career growth.

But turning this AI potential into reality doesn't come without challenges, such as ensuring ethical and unbiased use, addressing data privacy and security concerns, and accurately interpreting complex HR data to generate valuable people insights.

**Given these challenges, it's no surprise that adoption of AI in people growth functions is slow.**

And yet, AI has the potential to increase HR scalability, recognize patterns in people's behavior and offer personalized support where and when needed. Developing AI capable of addressing these concerns and meaningfully cracking HR's data complexity requires an employee-centric approach.

While most HR software vendors on the market have enriched their process-oriented solutions with AI they've failed to deliver on the fuller promise. The value of AI in the workplace isn't just about taking over mundane tasks and uncovering statistical trends.

It's about using innovative technology to help your people be better at their jobs and grow in their careers. And in turn, help your organization uncover better insights about the business, make predictions, and effectively respond to dynamic market changes.

What is needed is data-rich, ethical AI that does the heavy lifting, tapping into skills, content and people data to augment manual processes and create better experiences for people.

## Today, only **17% of organizations** use AI-based solutions in their HR function, and only another **30%** plan to do so by 2022[12]

## From the experts:

"

Now more than ever, employees need to be adaptable, and AI can help people more effectively upskill and reskill, and much more. A true AI for HR solution is applicable to a variety of flexible and changing situations, leverages data from across the organization and is able to provide predictive and intelligent decisions and recommendations. Whether using AI to help hire the best job candidates or relying on it to recommend the best learning content and personalized development plans or the optimal career path, AI has the potential to help our people grow and thrive through change. As organizations increasingly implement AI across their businesses, they must keep this goal in mind: leverage AI to improve the experience for their people in real, practical ways."

**Mark Goldin**,
Cornerstone

"

Today's leading organizations are looking at how to overlay machine learning and AI across the entire talent experience, creating a cohesive and comprehensive approach to personalization for each individual employee. Our research on AI and personalization shows this clear fact: if you as an employee are not average, you are not seen or heard with legacy systems and methods. AI has the ability to change that, creating a more tailored and personalized employee experience for every person you employ."

**Ben Eubanks**,
Lighthouse Research & Advisory

"

Cornerstone has empowered our people to take charge of their development and progression. We chose a solution that puts skills front and center, using the full power of AI to improve and personalize the people experience. Today, more than 20,000 employees have a clear vision of short- and long-term opportunities within SNCF and the skills they need to acquire in order to move ahead on their chosen career path. As our people grow and adapt, so does our organization."

**Marc Lagriffoul**,
SNCF Voyages

"

Our talent technology needs to be flexible for our business. With our distributed operating and HR model, our talent tools need to support our strategies to attract, acquire, develop and enable talent for the Charter of today and tomorrow. The workforce of the future will have different needs from today. We believe Cornerstone solutions will support our evolving requirements."

**Seth Feit**,
Charter Communications

cornerstone

## Key takeaway:
## Harness the power of
## AI to humanize work

**Tap into skill adjacency** – analyze a job applicant's resume and capture their skills even when they aren't explicitly mentioned to quickly identify and hire best-fit talent

**Surface potential career trajectories** – surface learning and project recommendations that empower employees to use their newly acquired skills to propel their careers forward.

**Analyze how people engage with existing learning content** – understand what topics they choose, how often they view it and how well they retain information to identify personal learning preferences and provide methods to optimize the learning experience.

**cornerstone**

# The future way is clear

To be ready for the future and the way work needs to get done, our organizations must deliver a connected experience that creates value for our people. Doing this successfully requires a fundamental shift to a more human approach to work — from disjointed tools and systems to an environment designed for collective growth and success.
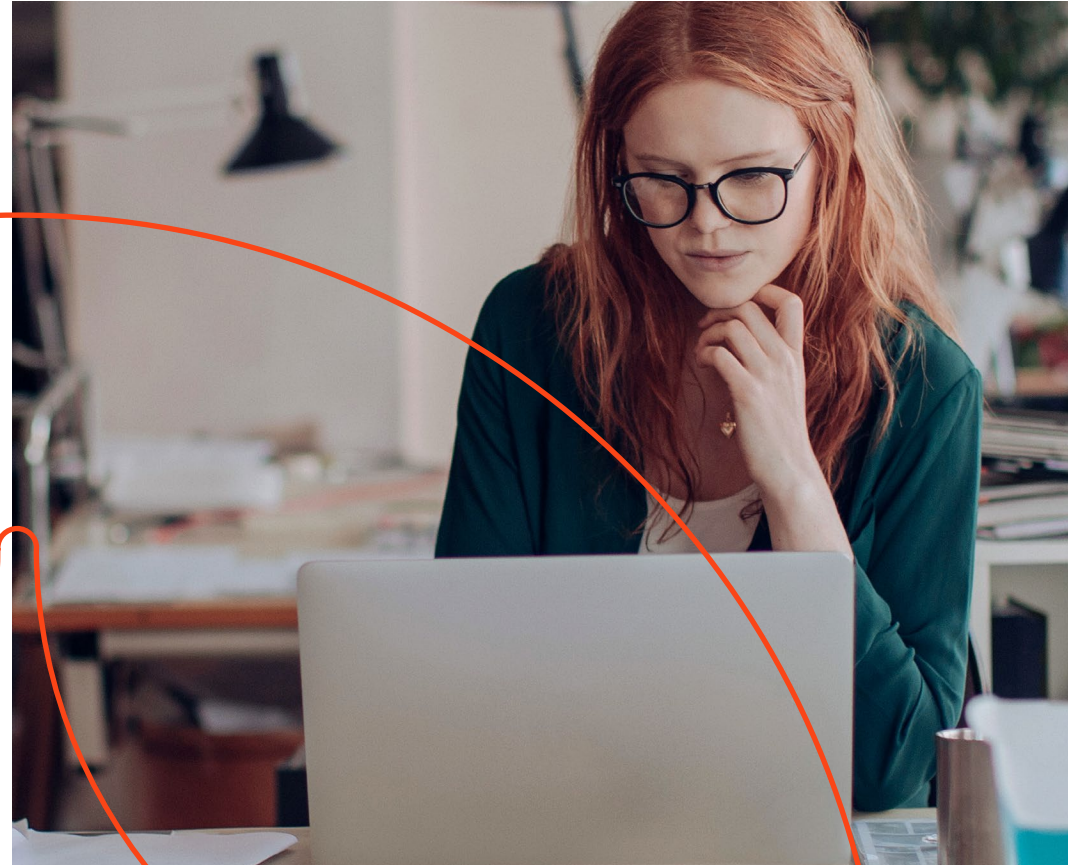
# The Cornerstone difference

For over 20 years, Cornerstone has been obsessed with helping people realize their potential and achieve extraordinary things. But like most of you, we also knew the "never normal again" world we live in was going to require a new way of thinking about how and where and why we work.

We knew this was our opportunity to reimagine the environment - to make work a place that works for everyone.

To help our customers create an inspired, aligned and successful workforce, and improve organizational agility, resilience and scale, we knew it required more than just another disjointed piece of technology in the HR Tech toolkit.

And that's why we're delivering a complete talent environment purpose-built for the modern workforce — one that enables talent leaders to unite people and business success and meet the future, ready.

**An environment where:**

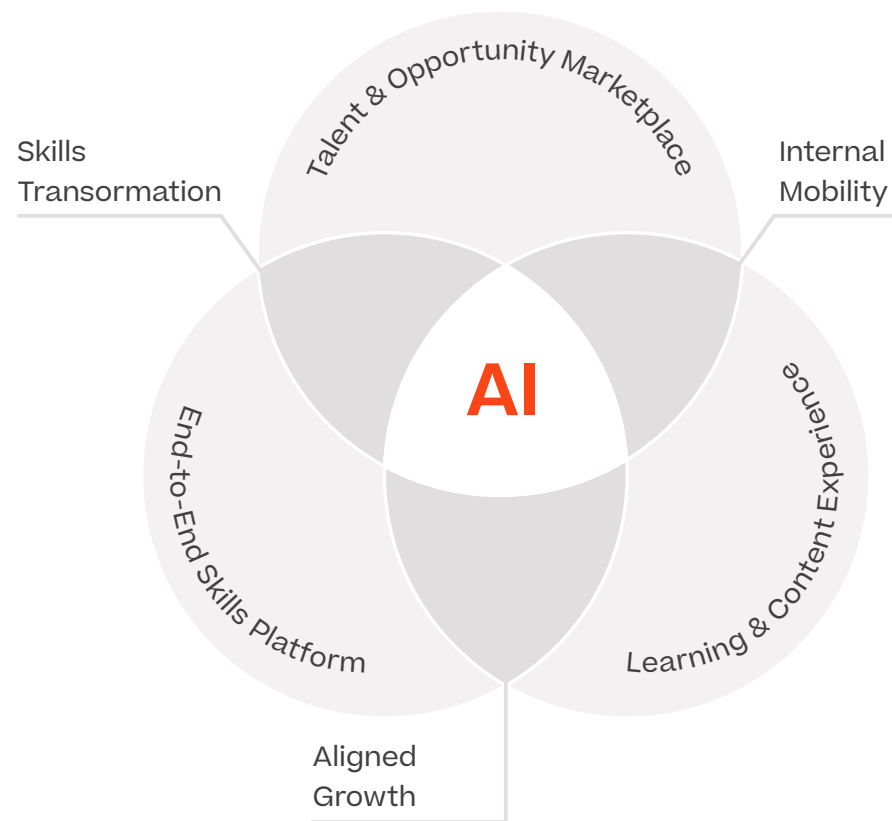Everyone in the organization shares a common language of success across the business

Every individual can create a growth path that's as unique as they are

Everyone is empowered to work with more autonomy, freedom, creativity, and agility

![cornerstone logo]

Talent & Opportunity Marketplace

Skills
Transormation

Internal
Mobility

**AI**

End-to-End Skills Platform

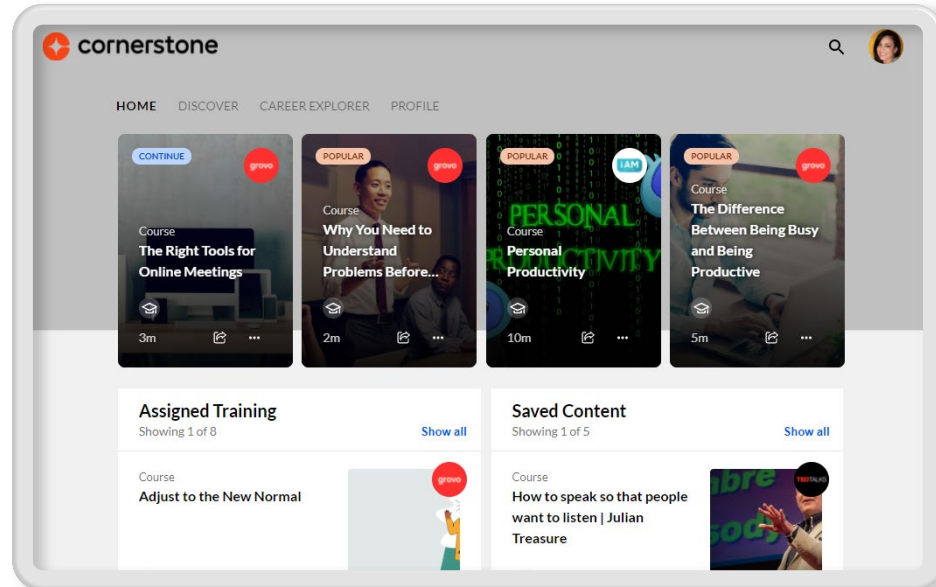Learning & Content Experience

Aligned
Growth

A fully connected approach
to growing people, teams and
organizations. An environment
where people can develop, explore
and grow their skills and careers
their way, and talent leaders can
help their organizations more
effectively respond, adapt and
innovate – no matter what the
future holds.



**cornerstone**

**Introducing Cornerstone Xplor, a connected learning and growth experience for your people**

Cornerstone Xplor is a personalized development and growth experience that inspires people and accelerates transformation.

It's designed to dynamically understand your users, connect them to personalized opportunities for growth and help them develop the skills that will get them here to there.



**1** Relevant, personalized LEARNING EXPERIENCE

**2** Connected SKILLS for everyone & everything

**3** TALENT MARKETPLACE connects people with growth opportunities

**4** One destination for CURATED AND PERSONALIZED CONTENT

**5** SELF-LEARNING AI every click improves the experience

# It's time to meet your future ready workforce

Help your organization and your people to meet the future ready — by reuniting your people, your business and your tech and empowering everyone to adapt, grow and succeed — together.

**Ready to learn more?**

connect with us

# Learn more and connect with our contributors

**Brad Beacom**
Vice President, Senior Systems Consultant, MUFG Union Bank N.A.

**Nina Bressler Murphy**
Global Head of Enterprise Capability, Novartis Learning Institute

**Stacy Harris**
Chief Research Officer, Sapient Insights

**Lisa Rowan**
Research Vice President, HR, Talent, & Learning, IDC

**Barbara Bell-Dees**
Vice President, Human Resources & People Services, NASCO

**Kim Cassady**
Chief Talent Officer, Cornerstone

**Nevada Haun**
Learning & Development Coordinator, Volker Stevin Canada

**Summer Salomonsen**
Vice President, Content Product , Cornerstone

**Vincent Belliveau**
Chief International Officer, Cornerstone

**Ben Eubanks**
Chief Research Officer, Lighthouse Research & Advisory

**Ben Kirby**
Global SVP Learning and Development, Teleperformance

**Meredith Taghi**
Vice President of Group Learning Talent & Platforms, Deutsche Post DHL

**Josh Bersin**
Global Industry Analyst & Chief Executive Officer, The Josh Bersin Company

**Seth Feit**
Group Vice President, Talent, Charter Communication

**Marc Lagriffoul**
Director Talent Management & Senior Managers, SNCF Voyages

**Cecilie Tystad**
Training Director Sales & Service, Electrolux

**Jeanne Bonzon**
Director, Learning & Development, BJC HealthCare

**Mark Goldin**
Chief Technology Officer, Cornerstone

**Michael Rochelle**
Chief Strategy Officer & Principal HCM Analyst, Brandon Hall Group

**David Wilson**
Chief Executive Officer, Fosway Group

# Sources

1. McKinsey & Company.
   How Covid-19 has pushed
   companies over the technology
   tipping point – and transformed
   business forever.
   October 5, 2020

2. World Economic Forum.
   The Future of Jobs Report 2020.
   October 20, 2020

3. McInsey & Company.
   Help your employees find purpose –
   or watch them leave.
   April 5, 2021

4. Mercer.
   Win with empathy. 2021 Global
   Talent Trends Study.
   2020-2021

5. PwC.
   HR Technology Survey.
   2020

6. TalentCulture.
   TCO: The hidden cost of HR
   technology.
   June 21, 2021

7. McKinsey & Company.
   Diverse employees are struggling
   the most during Covid-19 – here's
   how companies can respond.
   November 17, 2020

8. PwC.
   Hopes and fears 2021: The views of
   32,500 workers.
   2021

9. MIT.
   Equipping and empowering the
   future-ready workforce.
   December 7, 2020

10. Gartner.
    Gartner HR research finds 58% of
    the workforce will need new skill
    sets to do their jobs successfully.
    February 4, 2021

11. LinkedIn Learning.
    2021 Workplace Learning Report.
    2021

12. Gartner.
    AI shows value and gains traction
    in HR.
    March 13, 2020

cornerstone

# About Cornerstone

Cornerstone powers the future ready workforce, with HR software and solutions designed to unite people, teams, technology and business, and inspire a work environment of growth, agility and success for all. With an AI-powered and skills-forward system designed for the contemporary workforce, we help organizations modernize the learning and development experience, deliver the most relevant content from anywhere, accelerate talent and career mobility, and establish skills as the universal language of growth and success across the business. Cornerstone serves over 6,000 customers and 75M users and is available in 180 countries and 50 languages. For more information, visit **csod.com**.

◆ cornerstone