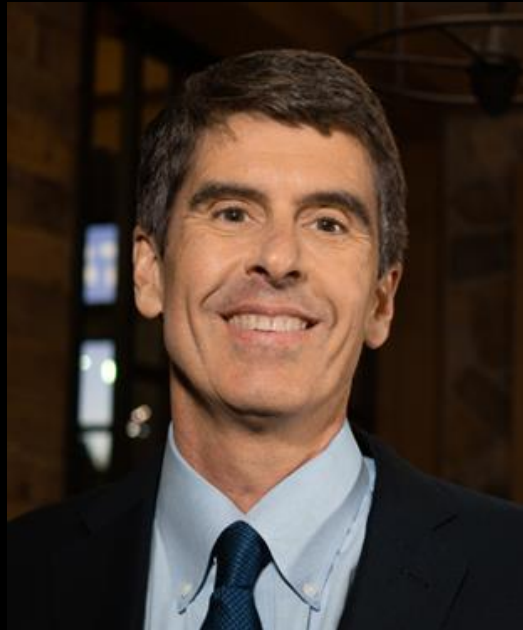# Technology Keynote: From Research to Strategy on the SuccessFactors Roadmap

David Ludlow
Group Vice President for Solution Management
SAP SuccessFactors

Dr. Lauren S. Park
HR Research Scientist, Growth and Insights
SAP SuccessFactors

Research Team Overview

Dr. Autumn Krauss,
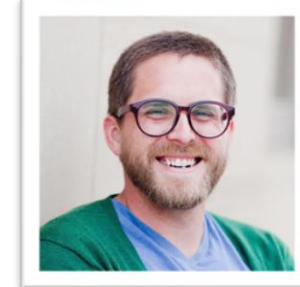*Head of Growth and Insights*

Dr. Lauren Bidwell,
Sr. Research Scientist

Dr. Lauren Park,
Research Scientist

Dr. Joshua Acosta,
Research Analyst

Tim Oxendahl,
Research Analyst

Sarah Jensen, M.S.,
Research Analyst

Who we are:

- Organisational, occupational health, and decision-making psychologists

What we study:

- The psychology of work and its intersection with employee experience, HR, and HR Technology
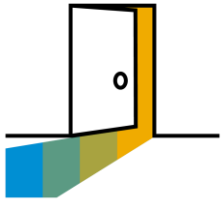
How we study it:

- Using our expertise in workforce psychology and research methods to identify future of work trends and conduct original applied research to inform business, portfolio, and product strategy, and offer market and customer thought leadership

Topics we'll cover…

Skills & Capabilities

Internal Mobility

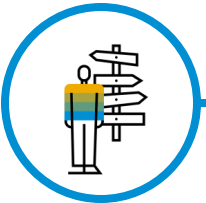Dynamic Teams

A window to opportunities...

Manager enablement and accountability

Career clarity

Employee autonomy

Fairness and transparency

Workforce planning

Managing skills and capabilities

… but a major pain point.

1 Traditional competency models are **static**, **manual**, and **quickly outdated**

2 Employees have **little incentive** or **motivation** to maintain profiles or self-assess skills

3 Skills assessment is **labour-intensive**, **subjective**, and **inconsistent** across business functions

4 With soft skills becoming more critical, **assessment and development become more challenging**

N = 21 L&D and HR leaders

N = 35 HR leaders

Skills and Capabilities

Our approach

Enable the continuous detection of emerging skills and capabilities across the organisation to

- *better understand talent supply and plan for the future*
- *support employee-driven upskilling, reskilling, and internal mobility*

Organizational

- A suite-wide central repository to manage the capabilities that are tracked across the organization (Capabilities & Attributes Library)

Person

- Evidence-based Skills and Capabilities ("Growth Portfolio")
- Assessment-driven Strengths (derived by integration with assessment partners) for a "whole self" view
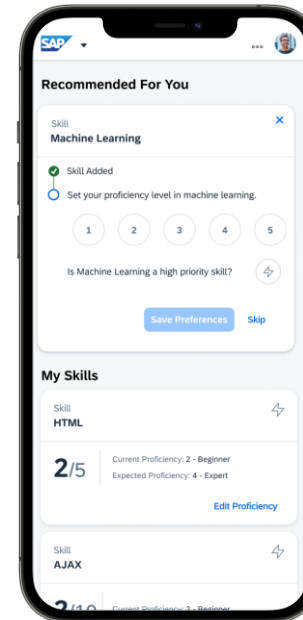
Technology

Machine Learning skills inference from:

- Perf Mgmt, 360, Learning, Initiatives, Dynamic Teams, etc.
- 3rd Party data: MS Graph, Teams, Slack, etc

Integration

- Usage across SuccessFactors, e.g.. Opportunity Marketplace, Learning Recommendations
- Foundational for skills planning & cost analysis in SAP Analytics Cloud

Roadmap

Organizational

- Skills Ontology curated from external & org specific data 2H-2022 (Early Adopter)
- Machine learning inferences from SF data sources & Microsoft Graph 2H-2022 (Early Adopter)

- Automated ingestion from unstructured / 3rd party systems 2023
- Additional SFSF sources, e.g. Learning & Dynamic Teams 2023

Person

- Tracking of additional attributes, strengths, styles and expressive attributes 2023
- Custom attributes, e.g.. preferences 2023

Most prefer experiential L&D…

Most preferred

Least preferred

Formal courses and programs: 34%, 22%, 43%
Interpersonal experiences: 23%, 53%, 25%
On-the-job experiences: 43%, 25%, 32%

Y-axis: 0, 200, 400, 600, 800, 1000, 1200, 1400, 1600
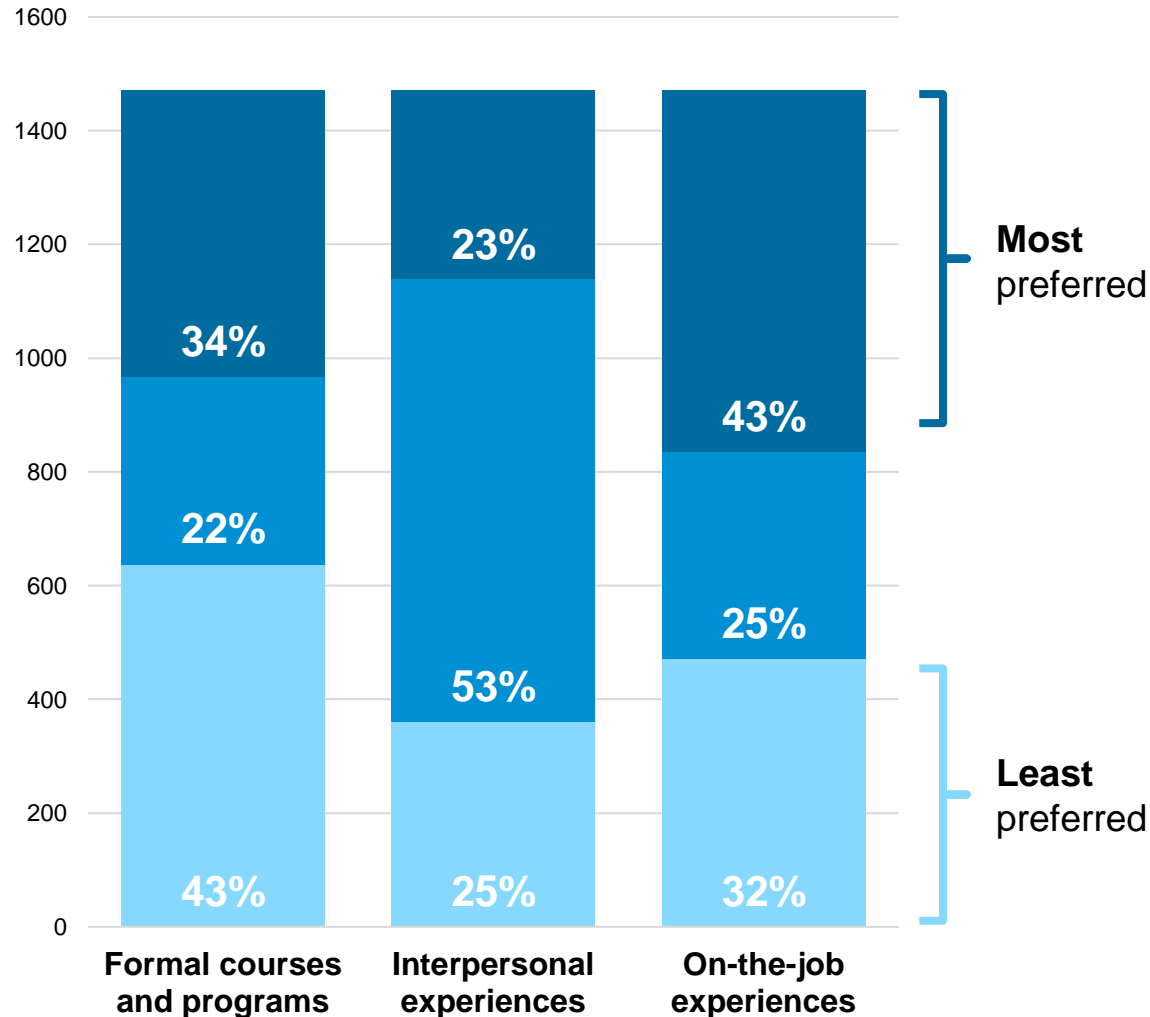
… but don't know where to find it.

76%

of employees feel that **being unaware of learning opportunities** is a barrier to their development, which is associated with:

10% less motivation to learn

10% less engagement

15% worse learner experiences

21% greater intention to turnover

N = 1470 global employees

Career Development and Internal Mobility

Our approach

Go beyond traditional LMS solutions to meet expanding needs for upskilling and reskilling

*Enable "experiential learning" as a preferred way to learn new skills*

Supplement with intelligent technologies to suggest and recommend

Leverage the power of the suite to provide a comprehensive and all-in-one-place career development experience

SuccessFactors Opportunity Marketplace

- Assignment-based experiential learning
- Integrated career exploration
- Discovery and recommendations of career and development options
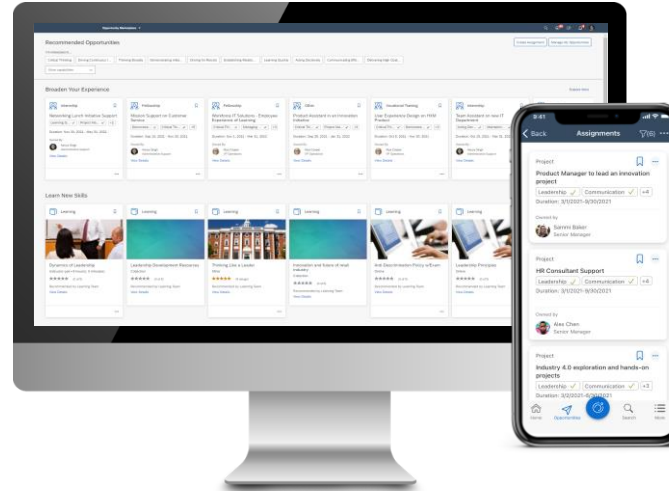
SuccessFactors Succession & Development

- Coaching/ mentoring
- Career and Development Plans

SuccessFactors Learning and SAP Litmos

- Learning & development

SuccessFactors Recruiting

- New job opportunities

Common skills framework across the suite

Open APIs for integration with external providers

📅 Roadmap (Opportunity Marketplace)

Assignments	Integrations	Discovery
• Ability to create, apply for, and manage projects and fellowships Available now	• Dynamic Teams - for team staffing 2H 2022 + beyond	• Keyword search Available now
• Reporting, report stories 2H 2022 + beyond	• Recruiting - for open jobs 2H 2022 + beyond	• Advanced filters 2H 2022
• Manager view 2H 2022	• External solutions via open interfaces 1H 2023 + beyond	• Personalized recommendations across all content based on an individual's whole-self. 1H 23 + beyond

Dynamic team (*n.*) – a temporary project team that comes together to achieve a specific goal and disbands when the goal is accomplished

90%
of leaders

believe agility and collaboration are critical to success

The Agile Gap

10%
of leaders

believe their company is agile

Deloitte, 2018

Although employees and managers report a positive impact of dynamic teams…

66%

say dynamic teams positively impact engagement.

65%

feel dynamic teams positively impact career development.

…many also report that they are unsatisfied with their experiences working on dynamic teams.

36%

of managers would encourage their direct reports to join another dynamic team.

20%

of employees were satisfied with their last dynamic team experience.

N = 1,492 employees and 716 line managers

Dynamic Teams

Our approach

Expand solution capabilities to help team leads and team members in an increasingly agile work environment

Build a high performing team

- Create a team from anyone across the organization
- Source team members directly from the Opportunity Marketplace
- Manage the teams in a centralized landing page

Keep the team aligned

- Keep the team focused and aligned by developing consensus-driven Objectives and Key Results
- Add contributors to key results to ensure accountability for outcomes

Track individual contributions

- Allow team members to give or request feedback to/from team members from within the dynamic team experience
- Receive intelligent nudges on the new home page to give/request feedback when contributors reach a key result milestone

Roadmap

2H-2022	2022 and beyond	
• Released for general availability.	• Integration with Goal Mgmt, LMS	• Partner integrations
• Most functionality is part of SuccessFactors Foundation.	• Use whole-self model to support onboarding experience of team	• EC and S/4 Integration
• OKR's are part of SuccessFactors Performance & Goals	• Integration of OKRs with CPM Activities	• Microsoft Teams integration with Dynamic Teams*
		• OKR vertical alignment to organization OKRs*

SAP SuccessFactors

Thank you.

David Ludlow
Group Vice President for Solution Management
SAP SuccessFactors
David.Ludlow@sap.com

Dr. Lauren S. Park
HR Research Scientist, Growth and Insights
SAP SuccessFactors
Lauren.Park@sap.com

THE BEST RUN **SAP**