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RESEARCH

ATOS INCREASES SPEED AND ENGAGEMENT WITH ADEPTO

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THE BOTTOM LINE

Atos, the European IT services corporation, recently deployed Adepto Talent Management, now known as Degreed Career Mobility, to add greater efficiency to its project resourcing and create a cultural change within its workforce. Complimenting a centralized resource management solution with the Adepto platform allowed individual employees to have greater influence over task assignment processes by providing greater visibility into their skills, goals, and suitability for projects. Nucleus found that by using Adepto to create a "gig economy" within its workforce, Atos was able to identify skilled resources faster and take on projects they were not previously able to by leveraging otherwise hidden employee skills.

THE COMPANY

Atos became established as a European IT services leader in 2000, although its history spans more than a century. Atos is a multinational technology services and consulting company that helps its clients implement digital transformation projects, with a focus on solutions for technology areas such as analytics, cybersecurity, and customer experience. Headquartered in France, the organization employs approximately 110,000 employees in more than 70 countries, including the United States, the United Kingdom, and China. Employees are typically assigned to contracts that require a significant range of technical and business skill sets.

THE CHALLENGE

At the beginning of 2017, Atos innovation leaders noted a change in the nature of workforce management (WFM), specifically the emerging prominence of the gig economy and task-based, outcome-driven engagements. The idea was initially spawned during an innovation dinner that involved various pitches from tech startups offering solutions to the problem of cultural change within organizations.

While examining this, Atos innovators realized that their talent management solution was mostly medium to long-term assignment-based, which did not always optimally match employee skills with specific task requirements. Over time, skill definitions had been adjusted to align with individual capabilities, leading to a myriad of overly specific skills that rendered it virtually impossible to appropriately match the right person to a given work assignment. This led to project delays, as the most qualified employee for the task might not always be the one assigned to the work.

The problem was further exacerbated by the constantly evolving digital skills landscape. It was clear that there was a need to rethink the organization's talent management solution in a way that helped identify and reskill employees who required extra training in complex, high-demand areas of IT such as cloud computing, AI, Cybersecurity and blockchain.

THE STRATEGY

After recognizing the need for a more employee-centric approach to WFM, Atos began to look for a flexible and engaging talent management solution that would allow them to address the shortcomings of a more centralized approach. After considering other vendors, the organization decided to deploy Adepto due to its ability to offer greater visibility into

workforce capability and capacity, and more direct interaction with individual employees. Additionally, the solution integrates with the Degreed learning platform, simplifying employee upskilling and reskilling.

The next challenge was getting employees to embrace the cultural change that would come with deployment of a new solution. The Adepto platform would offer individuals greater control over task assignments and would create visibility of opportunities that might otherwise remain hidden. Over the approximate 16-month duration of implementation, the organization created a "talent economy" platform, where employees are able to continually update their listed skills and indicate their availability to engage in suitable emerging opportunities.

KEY BENEFIT AREAS

Key benefit areas seen as a result of the Adepto deployment include increased employee productivity, time savings, and expanded revenue opportunities.

- Increased user productivity. Moving to Adepto allowed the organization's employees to declare and manage their own skillsets, rather than being pigeonholed into a specific, poorly articulated job descriptions. This has created a more agile work structure where users are able to not only advertise their skills but leverage learning content through Degreed to train in areas of emerging demand.

- Time savings. Prior to deploying Adepto, it could take quite some time to find an employee with the right skill set and availability for a specific job, as search capabilities through its central workforce management solution were not as effective as they needed to be. Adepto's search engine has allowed employees with specific skills to be quickly identified, allowing project engagement to be accelerated.

- Expanded revenue opportunities. The cultural shift brought on by Atos' deployment of Adepto has offered greater visibility into the availability of skills present within the organization while encouraging employees to develop and acquire new skills. Prior to deployment, jobs did not always have an optimal allocation of resources. In some cases, opportunities were turned down due to the inability to find the right person quickly enough.

KEY COST AREAS

The most significant cost area of the Adepto deployment was the purchase and configuration of the solution. Additional costs of the project included license and maintenance fees, personnel effort to implement and support the application, training, and consulting costs.

LESSONS LEARNED

Executive sponsorship is critical to driving successful organizational changes, especially surrounding job allocation. Therefore, changes must be made in a way that represents a financial "win-win" for all parties involved. Upon deployment of Adepto, Atos managers realized that focusing solely on matching work assignments with employee skills limited what the platform could do. The organization's creation of a "gig/talent economy" allows employees to develop their repertoire of skills, enabling them to take on additional projects and take more personal control of their career development. Additionally, the setup has allowed apprentices and graduates to access mentors and project lists to acquire desired skills and be assigned to suitable development opportunities.