

# Transcript: Accelerating innovation with a Workforce Agility Platform

Dinah Ribarsky:

Thank you. Thank you, everyone. And welcome to another exciting Gloat Learn webinar, for which I am thrilled to be a part of. My name is Dinah Ribarsky, I'm part of the product marketing team here at Gloat. And I will be hosting today's conversation. So thank you everyone for joining me and for joining us. So we have, no surprise, an amazing webinar in store for you today as part of our Gloat Learn event series.

As we go, please do drop any questions, comments, thoughts you have in the chat, we can keep this kind of engaging in that way. We'll be saving some time at the end of the session to hopefully respond to as many of those questions as we're able to get to. And one quick item of housekeeping before we get started, if you find today's session of value, which I think you will, know that you will be able to find this and all previous Gloat sessions at [gloat.com/resources](https://gloat.com/resources), or just head over to the Gloat website. We've gone through a refresh, it's very intuitive, it's beautiful, chock-full of content. We've got customer stories from Unilever, Schneider Electric MetLife. We've also got really great insights around workforce agility, the talent marketplace, workforce intelligence, content, white papers, guides, a whole lot more.

So if you're interested in bringing workforce agility to life at your company, I highly recommend you check those out. With that out of the way, for the moment we've all been waiting for, I'm super excited to kick off today's session, which is titled Accelerating Innovation With a Workforce Agility Platform. So today we are lucky enough to be joined by two wonderful folks from Ford Otosan. We have Ali Riza who is HR Lead at Ford Otosan. And for those who are not familiar with Ford Otosan, this is a multi-billion dollar automotive manufacturing company. It's based out of Turkey and Romania, employing over 20,000

individuals. It serves as one of Turkey's top exporters. It's a really impressive business all around.

And in addition to Ali, we also know that the workforce transformation doesn't happen in a vacuum, it takes the village, we're going to be talking a lot about that today. So I'm also very pleased to have another member of the Ford Otosan HR team joining us today, that's Learning and Development Lead, Nazan Gulcan. So Ali and Nazan, welcome, welcome. Thank you so much for joining us.

### **Ali Riza Aksoy:**

Thank you. Thank you, Dinah. Thank you very much indeed.

### **Dinah Ribarsky:**

Wonderful. I'm really glad to have you both here today. So I'd love to start us off with having you both briefly introduce yourselves. Ali, I'm going to start with you. You join us as part of the Gloat family, you're a customer. You're also a 26-year veteran of Ford Otosan. You started out as an industrial engineer, you moved upward, you actually shifted into the HR division, and then moved up to HR lead within the organization. That's an amazing trajectory, and an interesting one. So I'd love to hear it from you though, a bit about yourself, and what this career journey looks like at Ford Otosan.

### **Ali Riza Aksoy:**

Thank you. Thank you very much, Dinah. Actually, before jumping into myself, I would like to thank you for two times, actually. The first one that it was not planned to have two colleagues from Ford Otosan in that webinar, in that seminar. So thank you very much indeed to you and the Gloat team that you accept our requests for having Nazan with me this session. So thank you very much indeed, because I know Nazan and Zuhre, Zuhre is another hero behind this story of Gloat, the implementation in Ford Otosan. So I would like them to be with me, but Zuhre, the other guy, is on vacation now, so Nazan is with me. Thank you very much indeed for accepting that last minute request from ourselves. And the second one is, again, to thank you very much for you having us to share our experience before implementing, while implementing, and after post implementing period, to share our experience.

Who is Ali Riza? As you mentioned, major subject was industrial engineering. 26 years old in the company. The company is also 63 years old in Turkey. So as a witness of the almost quarter hundred years of that company, I have witnessed loss of things started as an industrial engineering in the manufacturing areas, and spending almost five years, and then rotating to HR departments are really, really challenging, and also beneficial for me, actually. Why it was beneficial? In order to take the steps in terms of career in the HR, spending that five years at the beginning was really great for me, actually.

So since I did have a connection to the people of the company, including office employees, white collar employees, and the field employees, blue collar employees, created a kind of value for my career story. So starting from the HR specialist, if I name this level as a starting level, now I became as a HR leader for the last four years, I've been acting as a HR lead for Ford Otosan. This is a very short explanation of my career. Married with two kids, and very interested in scuba diving. This is the personal...

**Dinah Ribarsky:**

Scuba diving?

**Ali Riza Aksoy:**

Yeah.

**Dinah Ribarsky:**

Very nice. Well, you'll have to let us know how that goes. No, thank you for that. I often find we were talking about this before we started, that making it into the HR space always feels a little circuitous for a lot of folks that I talk to, but definitely having that kind of boots on the ground, quality and mentality in this organization before branching out, I think sounds like it was very valuable to you. So thank you for that background. And next, Nazan, I'd love to hear a little bit about your trajectory as well. You are Learning and Development Lead at Ford Otosan. So what drew you to HR and L&D in particular, learning and development? This is a niche within a niche. So I'd love to hear about that.

### Nazan Gulcan Yurdakul:

Thank you for having us sign up, firstly. It's a great to be here with you. My main major is economics, actually. At my senior year at university I attended the Quality Management Project. And the consultant of this project offered me a job as an HR specialist. So my HR journey started from here. After working two years, and I went to [inaudible 00:07:17], as we talked so, completed HR Management Program, and gained a lot of experience. Right after that Ford Otosan actually found me. So I have been working for six years at Ford Otosan. For the first four years, as a Personal & Leadership Development Specialist. And for the last two years, as a Personal & Leadership Development Leader.

With this role, I closely support our employees on their journey to discover themselves and their potential, actually. At the same time, as a Culture & Leadership Agile Team Developer, I take part in the company's culture and leadership transformation. And finally, as a Ford Otosan Talent Marketplace Project Manager, I contribute to the creation of a digital environment where employees can experience the culture of continuous learning in a field career journey. So all three roles are working in a great harmony for me so far. Yeah, actually, there's a long story behind it, but that's it so far for me.

### Dinah Ribarsky:

Wonderful. No, it's great to hear that background and yeah, learning and development, that's such an important element for the retention and the growth of our employees. So I'm really, really glad that we're able to have not only you, Ali, but also you Nazan with us today. So thank you very much for that. So shifting gears back to the topic at hand, this initiative of workforce agility and the talent marketplace, I'd like to start at the beginning, which is arriving at the decision to change this talent status quo maybe that you saw at Ford Otosan.

So Ali, I'll come to you first. So Ford Otosan, we said this is a company of over 20,000 employees. You mentioned it yourself established in 1977. It's probably safe to say that there were some processes and some mindsets that were pretty well-set just based on the size and the tenure of an organization like this. So were there any specific challenges that prompted this decision to prioritize and implement a talent marketplace and a workforce agility platform?

### Ali Riza Aksoy:

Yeah. Yeah, Dinah, this is a very important question, actually, to give me a chance to explain the history behind that implementation. Actually, let me start with this one. Workforce agility platform, or marketplace, was not the target at the beginning of that transformation journey of Ford Otosan. This journey, the transformation journey of Ford Otosan has started in 2015, with the revision of the vision statement of the company. The reason behind that revision actually, the previous vision statement was not enough to reflect the ambition for the change and for the future aspirations. So we have all decided to change, revise the vision statement. And we did. Then after two years time, in 2017, Corporate Culture Transformation initiative started. The reason behind that culture transformation study initiation, actually, we had recognized that what kind of achievements we had in the past, and what kind of differences from the others we have in the past, would not guarantee the future of the company. Let me give a kind of example what I'm trying to explain.

Actually, Ford Otosan is a very successful company. We have been named as Exporter of the Year for consecutive 13 years, but that success didn't guarantee the 14th time to be named as Exporter of the Year. So that's the reason, actually, we have started to change, to transform our culture, company culture. Then the culture initiative started. And then, after having one year preparation period for that culture initiative, we had a stage in front of our employee to explain what is our current culture, and what kind of culture we desire to have to guarantee the future. That was a time in 2018. And now nowadays we are trying to have a kind of checkup, whether we are on track or not. So the culture transformation journey still continues. Culture is not something that you slept in the night and you woke up in the morning and you changed. This is not possible. So that still continues.

In 2019, actually, we again recognized that. Well, we do need to change our daily business type, bring business way, in order to reflect our cultural principles and the values into our daily life. So we came up with the Agile style of working. So we have started in 2019 that Agile transformation, as a requirement, as a result of that cultural transformation. It wasn't the kind of fancy stuff that we heard from the environment and started for only IT department. So that transformation in terms of agile has started for whole company. Now, we are about to complete the design for every functions, from end to end of the company we're about to complete the design, and we have already started to onboard the agile teams. I can proudly

say that 58% of our office employees already started in an agile way. So this is another, actually, story.

I just mentioned the culture transformation, agile transformation, and what all those transformation journey has to do with the talent and the marketplace workforce agility. This is the question, actually. So during those transformations, we had always experienced that if you can't transform, change your people, nothing changes. This is the experience we had, Dinah. So then we have made a decision to change our people strategy. We have revisited and renewed our people strategy, as if I can summarize the new people strategy with only three words: unleash the potential. This is a kind of motto, but very much enough to summarize our company's people's strategy. In order to unleash the potential, actually, what does it mean, you have to be aware what kind of potential do I have in me. So you have to be aware. Once you are aware, then you need to utilize, you need to make it visible. You need to create a value based on your potential, your skills, your experience, your competencies.

So you need to develop your skills. And then, why do we need that kind of development for your skills? Because in order to copy the speed of the change, and the requirements of the work, this is the requirement to develop yourself. Then the other step, actually, this is the transformation. Know yourself, develop yourself, and transform yourself, because everything change. So this is another very important three words: discover, develop and transform. So unleash the potential, discover, develop and then transform. So the questions in our employee's mind, who am I? What capabilities do I have? What kind of skills do I have? What competencies I require for my current position? And do I have them?

Those are the questions asked by our employee. And those are the questions that defines the discover part of that three words. Then, by the help of proper HR tools, we help our people to discover themselves. Then, following questions are, what are the next level of the skills, or capabilities, or competencies, for my current position? What are the requirements for the next level of my current position? So how can I develop myself? By the help of proper L&D tools in the HR world, we help our people to develop themselves accordingly. Then the following questions are, what are the next level of job profiles? What are the provisions of the future in that company? What are the roles for the future of the company for the sustainable growth? What should I do in order to have a place in the future of the company?

So those questions, and by the help of the proper workforce agility solutions, actually, this is the Gloat, we provide our employee to look for the opportunities, look for the career histories in the company to make our people to have a target in the future of the company. So as a summary, I can underline some words: Who am I? What do I need to develop myself? What kind of opportunities do I have in the company to transform myself? Those three questions and the answers for those questions addresses the growth mindset, Dinah, and the inner mobility solutions, workforce agility, which we came up with the Gloat, actually. This is the story of how we came up with that workforce agility platform solution.

### **Dinah Ribarsky:**

That's great. No, that's really insightful, to understand how you moved from point A to point B. I really like the idea of, if you can't transform your people, nothing will change. It sounds like Ford Otosan sun really took on this concept of agility at all levels, not only from the HR side, but IT, every single department needing to get involved in this new way of work, and this new way of doing business. I think this is something, or I know this is something that we're seeing more and more. So it sounds like you all are really on the cusp, in the forefront of exploring this. And I'm glad that you're doing it with us.

And that takes me to my next question, Ali, which is about the team's decision journey. So after you identified these needs and these desires to be more agile, and to empower your employees, to help them chart their own paths and identify opportunities, how did you decide that it was a workforce agility platform or a talent marketplace that was the answer? And also, did you ever think that you could do any of this without a solution like this?

### **Ali Riza Aksoy:**

No, it's not possible, Dinah. We just recognized that actually being agile at the business side requires being agile at the people side as well. So what does it mean being agile for the people, for the employees side? Actually, that means being agile for an employee, for the people, means being adaptive, being responsive sometimes, being proactive, and also being in a growth mindset. It means, instead of looking for a next step in a career ladder, it does mean looking for a next step in a career climbing wall. Let me use that metaphor. So by saying that, having said that, this approach requires actually ability to learn and ambition to learn for the new skills in a quick way, and with a growth mindset approach. And that approach

requires gaining visibility in the market, in the company, with the help of develop upskilled and/or reskilled capabilities that you have for not only your department, but as well as the other department.

And that approach requires very rich and visible career opportunities. If you're on a climbing wall is not only the upside or down steps, it should be sometimes the other side steps. But if you plan your career steps, looking at the climbing wall, and looking for the requirements for your next step, you can easily choose your carrier steps on that wall. So that approach also requires the rapidly access to new skills and the new experiences. And the last time we believe that approach requires learn from each other opportunities. Actually, that platform, that solution workers, agility solution also provides some kind of mentoring opportunities, that's another important point.

So by the help of that kind of those requirements we came up with the workforce agility platform. We just recognized that we need a platform, a solution, a structure, to have a solution for those requirements. Gloat was the answer for us, because you are the leading solution provider in terms of experience, size references, and ease of implementation.

### **Dinah Ribarsky:**

We love to hear it. Yeah. I mean, it sounds like you really identify these needs as far as skill development, career mobility, mentoring, absolutely, learning, learning through projects, learning through collaboration. And then a platform is really needed to accelerate these sorts of initiatives. I agree, trying to do this without AI, without a system in place is going to be near impossible to be able to make these connections, be able to make those connections rapidly. So I'm glad to hear that Gloat was the solution for you.

And Nazan, I thought we lost you for a minute. I was going to cry, but you're back, that's great, because I have a question for you. So I'm going to pivot to you next, and start to get a little bit tactical, because I know that's what a lot of the folks who are on the call today are pretty interested in as well, how do you go about rolling this out as an example? So I'd love it if you could share with us a little bit about the Ford Otosan launch strategy of your workforce agility platform. Introducing, enrolling something like this out to thousands of employees is not a



simple feat, it takes a lot of people, a lot of collaboration. So how did your team go about tackling something this large?

### **Nazan Gulcan Yurdakul:**

Yeah, well, in the first place, we created projects, work streams, actually. There are three main teams working dedicated. First one is, we call Core Team. This team oversees all work streams and integrates Ford Otosan's talent marketplace, talent management, actually, criterias from an HR and Learning and Development perspectives. So second one is IT Team. This team oversees all IT integrations and support activities. And the third one is Change and Enablement Team. This team is responsible for platform branding, communication and engagement plan. And so we carried out the launch in four stages: preparation, soft launch, launch, and post launch, actually.

In the preparation phase, we started working with IT for implementation. We mapped our stakeholders, prepared training documents, and we created launch communication plan and briefing decks. Also, we selected early adopters. In other words, FOTalentUp change champions. As you know, we could not do this big change alone. So it was vital that we set up a change network that could help us boost FOTalentUp. So a group of change champions were selected as part of the implementation project, and change champions volunteered from within different business units and levels to help spread the idea of talent marketplace and its benefits, actually.

And they basically became the voice in their respective areas of the business, and they really helped engage the key stakeholders. We tested the platform with this team and received their feedbacks regularly. They also shared great ideas, insight for improvement and platform promotion. So after the implementation, we continued our way with the change champions right now. They wanted to work with us as a part of Change and Enablement Team as volunteer and dedicated, actually. So by doing this, we were able to go beyond HR. Employees in the business units, they became the faces of FOTalentUp.

This helped us to improve the brand of the platform, and showing that it is not just an HR initiative, actually. After experiencing the platform with change champions and organizing all its features according to Ford Otosan's talent management, we ultimately pivoted to a big

bang launch in December 2021. And after the launch, each Ford Otosan office employee had access to the same caliber of highly personalized opportunities in real time, based on individual skills, experience and ambitions.

And another thing, just having change champions alone would not be enough to get the attention we needed, actually. The involvement of executive and senior leadership team was critical as part of our change network. Our top management were an excellent place to start, but the challenge was for us to make their sponsorship visible in the business. So we provided that visibility via, again, FOTalentUp. Some of the leaders posted projects as a role model, and matched as mentor or mentee. We shared all these experiences and feedbacks via town hall talks, online coffee chats, and experience sharing videos.

Another thing is, strong communication, by using all kinds of communication channels was another important point, actually. So we actively used all our communication platforms at every stage of the launch process. We designed with our Corporate Communication Department attractive announcements during the soft launch and published small, mini fun teasers through our internal communication platform. Actually, we made our intention clear to all employees with a statement that's, "An innovative AI based talent and career platform is on the way."

So we gave that small hint, the platform will support continuous development and career validity. Afterwards, we asked our employees about the name and logo of the platform. We chose the logo and brand that received the most likes and positive feedbacks from our employees. By doing this, we have once again included each employee in the process. So also we created an online group for only FOTalentUp. So still, we continue to share all up-to-date information, project announcements, successful projects, and mentoring experiences through this group, actually, online group. Each of our employees has access. And since it's an interactive area, we can follow all the feedbacks and reactions here, and improve the system through this.

And another thing is we prepared entertaining videos with our leaders that highlight the features of the platform. It really attracted a lot of attention and employees really liked this. We held live interactive online sessions for each department. Explained the processes of creating a profile, open a project, mentoring processes. And we have always answered the

questions of the employees verbally, or in writing, transparently, and kept them in the loop. And one more thing, we had like 20 minutes coffee talk session. We were listening to the FOTalentUp experiences of our leaders. We also shared encouraging mailings with special content for those who created profiles involved in the projects and the mentoring process. Well, there are a lot to say, but I will stop here.

### **Dinah Ribarsky:**

No, Nazan, I don't know if you've seen, the chat is blowing up. I feel like we could have a webinar just about everything that you all did, because it sounds like you thought of everything. You hit this at every single angle. I mean, all these work streams, definitely having what you call change champions, with these advocates absolutely getting buy-in from different leaders, and different heads of groups. Vitally important. The workforce agility platform is an activation point for a massive initiative. So this is not a set it and forget it, you really need that adoption to drive successful use of the platform, and then success of the entire initiative and this new way of work. So that's wonderful. Thank you for all of that.

And then sticking with you for a moment, now that you've had your water, I'd love to also hear a bit more, and I think the chats are mirroring this, we'd love to hear a bit more about how the talent marketplace has impacted the way your internal teams are working. So were you finding folks, or shifting their tactics now that the talent marketplace is in place? And also very importantly, were their mindset shifts that were needed in order to make sure that your teams were going to be successful with this new way of work?

### **Nazan Gulcan Yurdakul:**

Okay. Well, it was very important for all business units and all our stakeholders to understand the marketplace approach, workforce agility approach, and implement this change. And as in every change process, the new approach of course creates excitement, but also brought some question marks as well. It's not just about technology here, we are changing the way of work gets done, and the nature of careers, how people develop, and the role of leaders at the same time. So this requires a mindset, as you said, for employees, leaders, organization, and all stakeholders. In order to change the minds, we had stakeholders who needed to be convinced and included in the implementation process. Firstly, we started with people leaders. We sensed that there could be some hesitation like, "Why should I share my talent? My team is

already at full capacity, and my team worked on the new project. So there is no time for another one."

Change and Enablement Team worked really hard on communication plan to get senior leaders buy-in, by trading the benefits of the platform, actually. We highlighted that it's a win-win process for both employees and leaders. So employees are looking for new opportunities, skills, experience, in order to expand their career and development. And at the same time, leaders are looking for new talents who have different experience and skills. So FOTalentUp is able to bring the talent and opportunity together in the same place, in a transparent way, without any borders. So while we are trying to explain this, there has been a great interest in the projects right after the big bang launch, actually. Our Innovation Team created two projects about electrical vehicles and battery reuse, and they needed 10 team members. And in two days approximately 65 people applied. So they completed the project application step very quickly, which is very quick. So as a beginning, this was surprising, actually, and encouraging for others. We shared this immediately as a success story with the entire company.

Right after that mentoring matches started to increase. As Learning and Development Team we included classic reviews and peer-to-peer mentoring process to FOTalentUp as well. With such examples, we attracted the attention of the leaders even more. And we announced these success stories to both employees and leaders through different communication channels. We showed one more that this approach posters, cultural continuous learning and development. And secondly, collaboration with Talent Acquisition team is very important here. TA team will be the main users of the platform, actually. For this it is critical that they're involved in the whole process, whole implementation process, full-staging, piloting process.

Otherwise, such questions may come up. Something like, "Current platform works well. All positions are there. So why should I use a new one?" This brings a lot of extra work, et cetera. We try to come this down like FOTalentUp is an AI based platform that suggests according to employees, career and development aspirations and skills. It totally has a different perception as candidate-centric, rather than recruiter-centric system.

So we have highlighted this approach, and we showed the difference from other platforms. We make sure that all positions are posted here currently, and this significantly increased the

registration and active usage rate in the system. And here my stories ended, but I really would like to add one thing here. Gloat has such a great and well-organized project management team. So we have really learned a lot from each other during this process. Special thanks to actually Ronald, Daniel, Ethan, Eva, from here. Yeah.

### **Dinah Ribarsky:**

Wonderful. Yeah, love a shout out. Thank you very much for that. That's one of our many strengths, I like to think. But this, again, requires adoption, requires being able to kind of see around corners for what potential pushbacks can be per team, because like you said, you have the Talent Acquisition Team that's used to doing things a certain way, and even employees saying, "why do I need to log in here? What's the benefit to me?" So by proactively identifying those, sharing these success stories you can really continue to drive that adoption and that buy-in to essentially a really different way of doing things that people are used to. So thank you for that. That's great information, I think for everyone listening.

And then Ali, back over to you, I want to pivot back and discuss the implementation of your own initiative, which we kind of see a little bit of the background behind both of you. It's titled Be the Best You Can Be with Talent Up. So can you tell us a little bit more about Talent Up specifically? How is this initiative helping you meet your goals? How are you using the workforce agility platform to make it happen?

### **Ali Riza Aksoy:**

Yeah, yeah. That's great, Dinah. Actually, Be the Best You Can Be with Talent Up, this is the motto, this is the kind of advertisement of our project. So what does it mean? Well, we always believe in that there is another you in you that will unleash the next level of your potential. Unleash the potential means that. So the question then, why should I care about another me to unleash it? That was a question, actually. So in order to provide a kind of answer to that question, we believe that people are somehow after a desire, a kind of dream, a kind of ambition, and opportunities to next level. So we need to provide some solutions some ways, in order to support them. So this is, again, it's coming to the answer as a workforce agile platform.

This is Gloat for Otosan Talent Up, because we do believe that kind of platforms provides, connects employees with the opportunities in the organization. That platform, that workforce agility platform provides flexible and diverse environment where people practice their current skills at different projects, not only the current positions, but also the different projects. That kind of platforms avoids silo mentality by putting together different views insights with the opportunities of working together environment. So that kind of platforms gives opportunity to uncover the hidden talents by including them, by giving words to say to them in a jointly created working groups. So that kind of platform provides transparency, as we can all imagine, the opportunities around the company. So that kind of capabilities by the workforce agility platforms helps us to create an environment to enable our people to unleash their potential, Dinah.

### **Dinah Ribarsky:**

Yeah, that's great to hear. Definitely, uncovering talent, unleashing your potential, these are the things that we like to hear. So I'm glad that's a real focus of your initiative, and that you're using the workforce agility platform to do that. And then I'd also like to hear about how the Talent Up model is working to give employees that autonomy, and the opportunity for mobility. What are you seeing amongst your employees in particular?

### **Ali Riza Aksoy:**

Yeah, there's a saying in the agile way of doing business, that was the first statement we have learned in the agile transformation: "Alignment creates autonomy," Dinah, that was the first statement we have learned, what has to do with the autonomy, mobility and the workforce agility. Actually, let me define that "Alignment creates autonomy" thing in the agile world. Once the PO, product owner of a team, reflects the expectation from the customer, as a customer voice, and talks the requirement, what is the end product of that team, this is the alignment. So then, team decides how to create that product.

PO product owner doesn't care how the team creates that product, but he's, or she's interested in the product itself. This is alignment and the autonomy. Once we reflect that statement into the workforce agility approach alignment, I can easily define as, if the employer needs some different profiles, some different job profiles, job definitions, or a product that would be created by different project approaches, so we announced, the

employer announced that, I need this one, as a job profile, as a project team, as another different something.

So once the employer announce or post this requirement that's need, this is a creation kind of alignment. Then it comes to the people side, then it comes to the employer level. By the help of AI, people of the company follows and try to match their skills with the possible opportunities. Since they are aware, since they've already discovered their potential, understand the need for the transformation, they are following those opportunities, and they try to kind of match with that opportunities. Actually, in order to maximize the probability of the perfect match, people, employees, will choose their own carrier step on the climbing wall. This is autonomy, Dinah.

### **Dinah Ribarsky:**

I love it.

### **Ali Riza Aksoy:**

Once the person and the opportunity matches the employee, then take the next step in that climbing wall, based on the requirements, based on the skills that the employee provides. This is the mobility. This is the having a step in the climbing wall. Those moments require a kind of growth mindset, this is very important. Growth mindset approach is very important. And the employee and opportunity agility is important. And self-responsibility taking for the development, that is very important. So those are the main capabilities, such kind of inner mobility solutions, workforce agility solutions. So as a summary, I can say that freedom to choose, making visible of all opportunities in terms of working positions or career stories of others, and requirements for the projects, this is the visibility, and those all encourage our people to take next step in that climbing wall.

### **Dinah Ribarsky:**

Got it. Yeah. Ali, I feel like you're giving us so many great soundbites, I'm just taking my own notes. I mean, I really like alignment and transparency creates autonomy, because at the end of the day, we're all moving in the same direction, we can really lean into this supply and demand aspect that we have in our own organization. So it sounds like that's something that

you're really leaning into with Talent Up. And the last question that I'll give you before we turn it over to some of the questions that we've gotten in the chat, is I'd love to hear from you, what's next for Ford Otosan and the Talent Up initiative? Where do you see this going?

### **Ali Riza Aksoy:**

Well, actually during the implementation period that Nazan explained, that was the question, that was the discussing point, or challenging point to Gloat team, actually. The reason I am saying that, this is not only a kind of HR tool, this is a kind of I personally believe, and my team believes that this is a kind of tool to manage the business action. Since you are managing your talent, so you are managing your business. So while managing our business, I assume participants are generally from the HR department, I assume, it shouldn't be in that way, but we always suffer from different structure solutions in terms of software. So the future, I believe, and we need, actually, the only one solution, one software, that is dealing with the all HR related topics such as succession planning, strategic workforce planning, that kind of things, 9-box evaluation, even applicant tracking system, Dinah. So having it only one solution for possible every HR tool needs, that would be great, I believe. And I believe this is going to happen in the future.

### **Dinah Ribarsky:**

Yep, no, I hear you on that. Especially talking about this isn't just workforce agility, this is business agility, this is a different way of thinking about our business structures and all these systems and silos of not just talent, but also maybe of data and experiences. This is something that we're absolutely looking to take all of our partners on this journey with us. So hopefully we can chart, we can continue to chart that path together. So I hear you on that. And with about six minutes left, we got some great questions in the chat. I'm going to ask you both a few of these, anyone feel free to pop in and let me know what your answers are. But this is one that I think we get from a lot of these sorts of webinars when we're talking to customers, how did you get your managers to be willing to allow their employees to take on other learning experiences outside of their own job, or even projects outside of what their day to day tasks are?



**Ali Riza Aksoy:**

Actually, the reason behind that, I just used that phrase, that statement, "Alignment creates autonomy," That's the reason, actually, for possible answer for that kind of question. So of course, for the daily business, no, any managers doesn't allow to give an opportunity to dare your team members to go for looking another possible job offers. But if every managers at the management level, even at the executive level, if everyone agree that this is the requirement, this is the requirement for the next level of the business, we need this one, then we have to do this one. In order to make it happen, not only the Ford Otosan Talent Up itself, we also created a rotation system, Dinah, which we named Kinetic.

So while trying to manage those two approaches, because of the requirement for the rotation, so rotation would support the business since we are having the talent wars, this is the biggest problem at every industry, so we need to make our people reskilled or upskilled. How we are going to provide this one to let them to experience different job profiles, different job opportunities, different roles. So this is, again, come to the point of alignment at the very high level, Dinah.

**Dinah Ribarsky:**

Yep. Yeah, it definitely comes back to that mindset shift educating everyone that this is the way to go. And then I think we have time for one more question, which is around skills, which you were just alluding to. So was there a specific curriculum per skill or competency? And once that was completed, how did you handle expectations of, say, a promotion, for example? So how did you architect around each skill that you were pushing towards an employee, if that makes sense?

**Ali Riza Aksoy:**

Well, this is a very important question, actually. This is going to give me a chance to explain another initiative we have created, and now we have been also utilizing, trying to implement. This is human capital transformation, namely Human Capital Transformation. The main intention in that study is to understand, is to define, define the future skill, future capability requirement for the next level of the business. So we have created a team who is dealing every functions representative to understand what is the next job profiles in that department, in

that business unit, in that function. We imagine we have collected information from the industry and as well as the other industry. We have prioritized the strategic aim of the company for the future.

Since we are an automotive manufacturer company, four main prioritized subjects: autonomous driving, electrical vehicles, battery technology and the software. The cars, the vehicles are a kind of laptop, has the wheels under them. So that's the reason actually we named the software. Then, based on those four prioritized subject, we try to define the future job profiles by the help of each function, each owner of the function. Once we completed the first version of that job profile, we uploaded those job profiles into Talent Up, we are trying to upload the second version of those job profiles. So this is the combination. This is the foreseeing the future in terms of job profiles, Dinah.

### **Dinah Ribarsky:**

Got it. No, that's really interesting. And I mean, again, I feel like this could be yet another webinar, just deciding how to tackle, you are in a rapidly changing space in particular, as a lot of our customers are, but how do you position your employees today, as an example, to be able to do the jobs that you're going to need them to do tomorrow, or today. So it's great to hear how you all think about that. But we are at time, unfortunately. It flew by.

So Ali and Nazan, thank you so much for the conversation we get today. It was a pleasure to talk to you both, really hear about how you're championing some really exciting new ways of work at Ford Otosan. And also a big, big, thank you to everyone who joined this Gloat Learn event. Again, this webinar will be available as recording on our resource page. And also be sure to keep an eye out for more great sessions from Gloat, we have a lot more in store. So thank you all so much, and we will see you next time.

### **Ali Riza Aksoy:**

Thank you. Thank you.

### **Nazan Gulcan Yurdakul:**

Thank you so much.

**Dinah Ribarsky:**

Thank you, everyone.

**Ali Riza Aksoy:**

Bye-bye.

**Nazan Gulcan Yurdakul:**

Bye-bye.

