TALENT MOBILITY AS A **STRATEGIC IMPERATIVE**

Talent Mobility as a Strategic Imperative

What We'll Discuss:
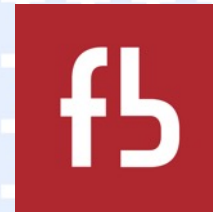
THREE BIG SHIFTS

- From Episodic to Continuous
- The "Great Unbundling"
- Changing Demographics

Big Shift #1

From Episodic To Continuous

One of the outcomes of digital transformation is the ever-presence of technology in our lives.

Evidence of this: Many things that have historically occurred episodically now happen continuously.

While these services, processes and experiences that are continuous are often advantageous, it can require a mindset shift to embrace them and to realize full value from them.

From Episodic to Continuous

1   Letters → Email → Text/IM

2   Buying Albums | Renting Movies | Licensing Software → Subscriptions

3   Learning events → Learning in the flow of work

4   Annual Review → Ongoing Feedback

5   Bi-weekly / Bi-monthly / Monthly Pay → Daily Pay

Technology lowers the transaction costs associated with each of these actions

Big Shift #2

The "Great Unbundling"

The ability to directly engage, manage or access the component parts of historically aggregated products, offers or items.

Most often discussed in terms of changes to business models within the media, publishing and education industries.

It's also evidenced by changes within work and HR.

The Great Unbundling

1   Work → Projects, Tasks, Assignments, Gigs

2   Roles | Job Descriptions → Required Skills (w/ proficiency levels)

3   Resumes → Skills Possessed (w/ inferred proficiency levels)

4   University Degrees → Courses | Skill Development

5   Careers → Experiences | Skill Development

Technology enables us to manage elements at the 'atomic' level

Big Shift #3

Changing Demographics

*"Demography is **the statistical study of human populations**. Demography examines the size, structure, and movements of populations over space and time. It uses methods from history, economics, anthropology, sociology, and other fields."*
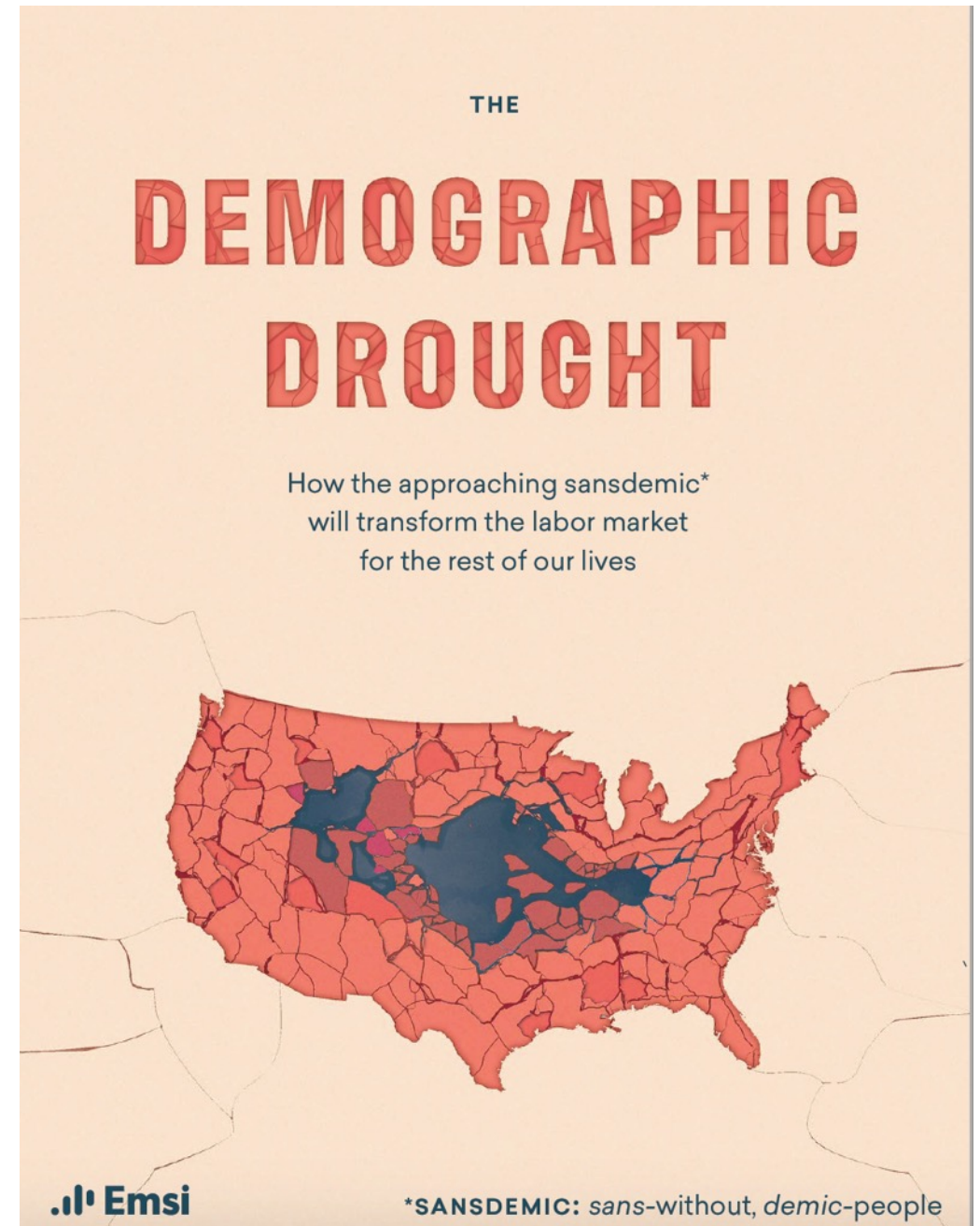
National Geographic

Emsi
Burning Glass

THE

DEMOGRAPHIC DROUGHT

How the approaching sansdemic*
will transform the labor market
for the rest of our lives

.ıl· Emsi

*SANSDEMIC: *sans*-without, *demic*-people

The Baby Boom Cohort

By The Numbers:

| 1 | 76 million members (US) born between 1946 and 1964 |

| 2 | Average 4 children per family |

| 3 | Highly educated and competitive |

| 4 | High labor force participation rates |

| 5 | Average household net worth: $1.2M (richest generation in history) |

By almost any measure – an extraordinary cohort that changed just about everything that they touched

"Sandemic"

The Shrinking Workforce

1. Low birthrate (under replacement rate)
2. Low labor force participation rate
3. Mass retirement of baby boomers

US population expected to start declining in 2062

Below population replacement rate (2.1 per woman) for more than 50 years.

Fertility rate has dropped by 12% since financial crisis (hit a 35 year low in 2019).

Today we have the lowest population growth rate in recorded history.

Low labor force participation rate by prime age men (ages 25-54).

On average, 2M members of the baby boom cohort retire every year.

In 2020, that number increased to 3M.

There just aren't enough bodies to backfill the folks who are leaving the workforce.

CHALLENGES FOR TALENT MANAGEMENT AND LEARNING

It's No Secret – Work is Changing

U.S.News & WORLD REPORT

6 Ways The World of Work is Changing. These trends wil afect both your work and personal life

FT FINANCIAL TIMES

Work and Careers. Surviving the changing world of work

AUSTRALIAN INSTITUTE of BUSINESS

How The Nature of Work in Australia is changing

The Economist

Everything you need to know about the changing world of work according to the Economist

BUSINESS INSIDER

The way we work is **CHANGING**

The Economist

Everything you need to know about the changing world of work according to the Economist

BUSINESS INSIDER

The way we work is **CHANGING**

TOI

How Covid-19 could change India's job market and cities

The Atlantic

The Workforce is About To Change Dramatically. Three predictions on what the future might look like.

Impact of Baby Boomers

New Mindsets Required

It's hard to overstate how much the baby boom cohort shaped the way we think about talent and talent practices.

As they exit the workforce, we need to radically re-imagine how we approach learning and talent management.

"The boomers were basically a hiring manager's dream. They were educated, mobile, eager to climb the corporate ladder, hungry for opportunities and willing to market themselves for them. And there were just so many of them"

"Boomers might have made permanent changes to our hiring norms, but they're not a permanent fixture in the labor market."

"The boomers were like a floodtide. They changed the whole landscape when they came in. And it became easy to think that the new landscape they created would be permanent. But the tide is going out."

"When the boomers finish exiting the workforce, their absence will be felt…painfully"

EMSI Burning Glass 2021

The Skills Shortage

US businesses reporting talent shortage*:

2015: 37%

2019: 69% (worst level ever)

Currently **more than 10M job openings** in US

1. Not enough people with the right skills
2. Who are willing to work
3. At the right price

*Manpower Group 2019

Facebook / Rachael Flores

Sub-optimal Practices, Processes and Capabilities

Research Reveals

2 in 3
Millennials don't think their org is using their skills well

61%
of business leaders cite lack of cross-functional work as biggest barrier

19%
of HR leaders say their workforce can change direction based on changing needs or priorities.

57%
of workers say it's easier to find a job outside of the organization

According to Gartner research, this turnover due to lack of career growth opportunities conservatively costs the average organization **$49 million** per year.

Careers and Learning: real Time all the time, Deloitte; Reinventing social enterprise with a human focus, Deloitte; Winning with your talent management strategy, McKinsey; Build a Vibrant Internal Labor Market and Increase Your Talent Pool, Gartner; Top 3 Priorities for HR Leaders in 2021, Gartner

How Well Do You Know Your Workforce?

i4cp Research Reveals

Organizations largely **don't know the skills and capabilities** of their current employees.

18%

Have a skills database that includes all employees (10%) or critical roles (8%).

27%

Said that LinkedIn knows more about their workforce than their organization does.

LinkedIn

# High Performing Orgs Turning to Skills

i4cp Research Reveals

3X

More high-performance organizations maintain an up-to-date **company wide skills inventory.**

What's Required

We Need Approaches to Talent Management That:

1 Embrace new ways of thinking

2 Are dynamic and continuously evolving

3 Are employee-centric

4 Are skills- and data-centric

5 Foster cross-functional collaboration, speed, agility and learning

TALENT MOBILITY

Developing Employees
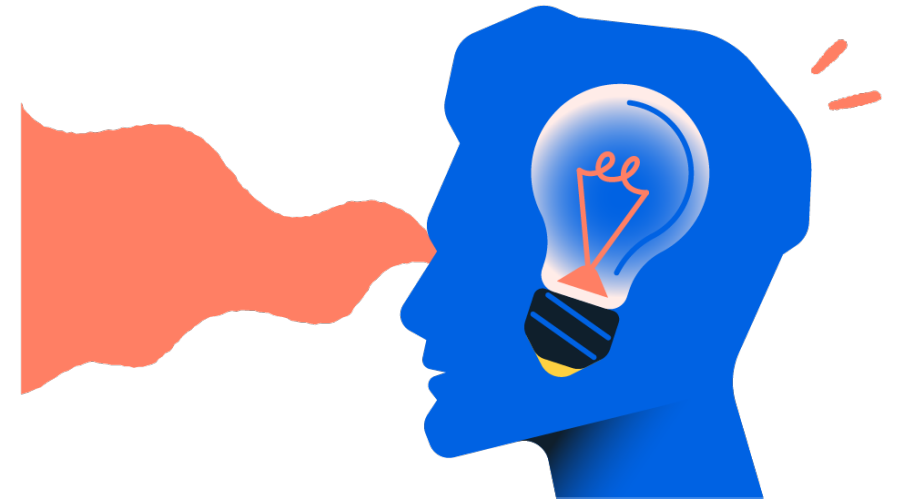
Let Your Top Performers Move Around the Company

by Kevin Oakes

August 20, 2021

Martin Poole/Getty Images

Benefits of Talent Mobility

- One of the most **underutilized, yet most effective**, development and cultural enhancement techniques in companies today.

- Research has shown that high-performance organizations **are *twice* as likely** to emphasize talent mobility versus low-performance companies.

- The benefits are clear: **Cross-functional collaboration increases**, departmental cooperation is enhanced, innovation improves, and companies begin working more as one cohesive team instead of separate fiefdoms.
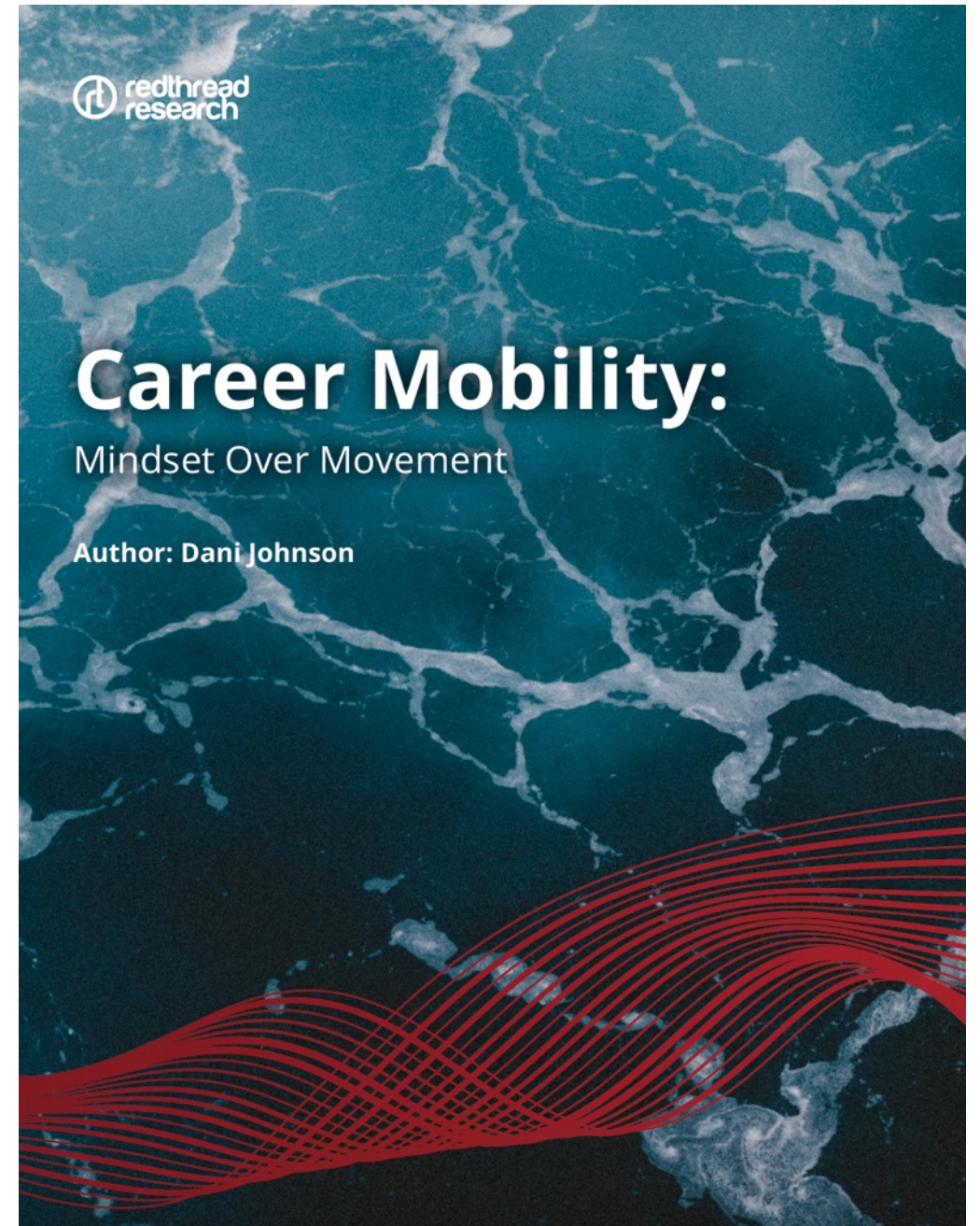
RedThread Research

www.redthreadresearch.com

https://get.degreed.com/en/career-mobility-mindset-over-movement

Released 2021

redthread research

Career Mobility:

Mindset Over Movement

Author: Dani Johnson

RedThread Career Mobility Report

3 Key Takeaways

1   Understanding your organization's existing *mindset* towards mobility, and your *goals* for a mobility program, are critical.

2   One size does not fit all. Many organizations are adopting *multiple approaches* to mobility.
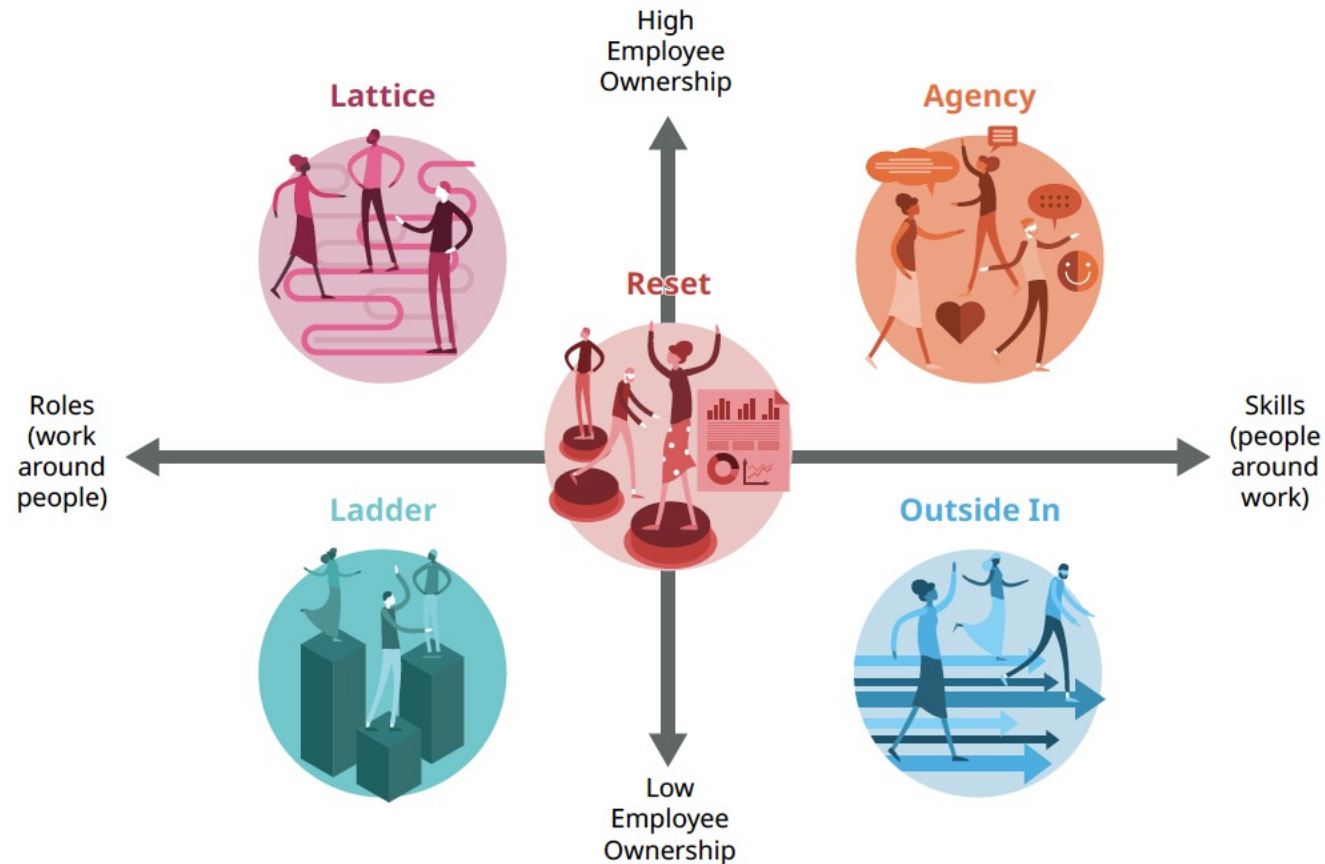
3   **Mobility doesn't necessarily mean movement.**

Approaches to Career Mobility

RedThread Research

Figure 2: Career Mobility Approaches—Roles vs Skills & Low vs High Employee Ownership

Source: RedThread Research, 2021.

RedThread Career Mobility Report

3 Considerations

1 **Roles vs. Skills**: Have you initiated the mindset shift from aligning roles with people to aligning skills with work?

2 **Control**: Do you empower employees to own their career? If so, how do you enable that?

3 **Goals**: Retention? Development? Engagement? Redeployment? Succession? Reinvention?

Aligning Mobility Approaches with Goals

RedThread Research

Figure 3: Mobility Approaches & Their Goals*

	Ladder	Lattice	Agency	Outside In	Reset
Retention & Engagement	Benefit	Main Goal	Benefit	Doesn't Factor	Benefit
Development & Skills-Building	Main Goal	Main Goal	Benefit	Doesn't Factor	Benefit
Moving Skills to Where They're Needed	Benefit	Benefit	Main Goal	Main Goal	Main Goal
Succession	Main Goal	Benefit	Doesn't Factor	Doesn't Factor	Doesn't Factor
Reinvention / Adaptation	Benefit	Benefit	Benefit	Main Goal	Main Goal

*Legend:
- **Main Goal (purple):** The primary reason(s) orgs identified for implementing career mobility.
- **Benefit (yellow):** Benefits associated with implementing the given approach.
- **Doesn't Factor (gray):** Goals not considered when implementing the given approach.

Source: RedThread Research, 2021.

Mobility Technology

An Ongoing Evolution

There have been three distinct phases of evolution of employee-centric talent mobility technologies.

Phase 1: Career Pathing Solutions (Lattice)

Employee Benefit: Envision and plan for your future
Employer Benefit: Engagement and retention

- Requires role architecture/hierarchy
- Future focused

Phase 2: Talent Marketplaces (Agency)

Employee Benefit: Put your skills to work
Employer Benefit: Optimize your skills → work alignment

- Requires extensive skill data
- Here and now focused

Phase 3: Opportunity Marketplaces (Lattice/Agency/Reset)

Employee Benefit: Grow your skills and your career
Employer Benefit: Above + holistic skill development

- Deep integration with learning technology
- Today + tomorrow

Impediments to Mobility

3 Common Obstacles to Implementing a Successful Program

1 Manager resistance

2 Prevailing mindsets

3 Culture and practices

Manager Resistance

The Right Incentivization is Critical

- Manager performance is often evaluated on achievement of short-term, quantifiable goals (sales, time-to-market, projects delivered, etc.)

- In this situation, managers could be apt to view talent development as an investment in building the future capability of their team to deliver against these goals.

- By extension, managers are incentivized to hold on to their talent vs. allowing them to explore other opportunities (talent hoarding).

- Talent hoarding is detrimental to both the organization and the affected employees.

According to i4cp:

42% of managers often hoard high-performance talent rather than encourage internal movement.

Only 12% of organizations surveyed *recognize or reward managers for talent movement*

But

High-performing organizations are *2.5x more likely to incentivize leaders to plan for the advancement of their top talent.*

Prevailing Mindsets

The Silent Killer

- Viewing talent as a renewable resource

- Seeing opportunity for growth and advancement as something that needs to be earned

- Placing a disproportionally greater value on skill possession vs. skill potential

- Undervaluing the things that most internal employees possess, such as culture-fit, existing trusted relationships with colleagues, and familiarity with systems and processes.

- Viewing those who express interest in new opportunities as being disloyal.

Recommendations:

- View talent as a scarce resource

- See talent as being an organizational asset (vs. a managerial one)

- Recognize that you realize the greatest value when your talent is being continuously developed and challenged

- See talent as being perishable if it's not being continuously developed and challenged

- Recognize and reward those who actively develop talent for the benefit of the company

Culture and Practices

The Great Deterrent

- Giving more consideration to the candidate experience for external candidates vs. internal candidates.
- Having arbitrary rules and procedures that apply to the mobility or hiring of internal candidates (which do not apply to external candidates).
- Considering things like current salary and current seniority level when determining suitability for an opportunity.
- Not being transparent about processes
- Not having a skill inventory

Recommendations:

- Only focus on skills and performance
- Use design thinking to develop employee-centric internal mobility practices
- Be transparent and consistent in execution
- Provide the right incentives for employees and managers
- Utilize technology that can help you build and maintain a skills inventory and provide visibility to available opportunities
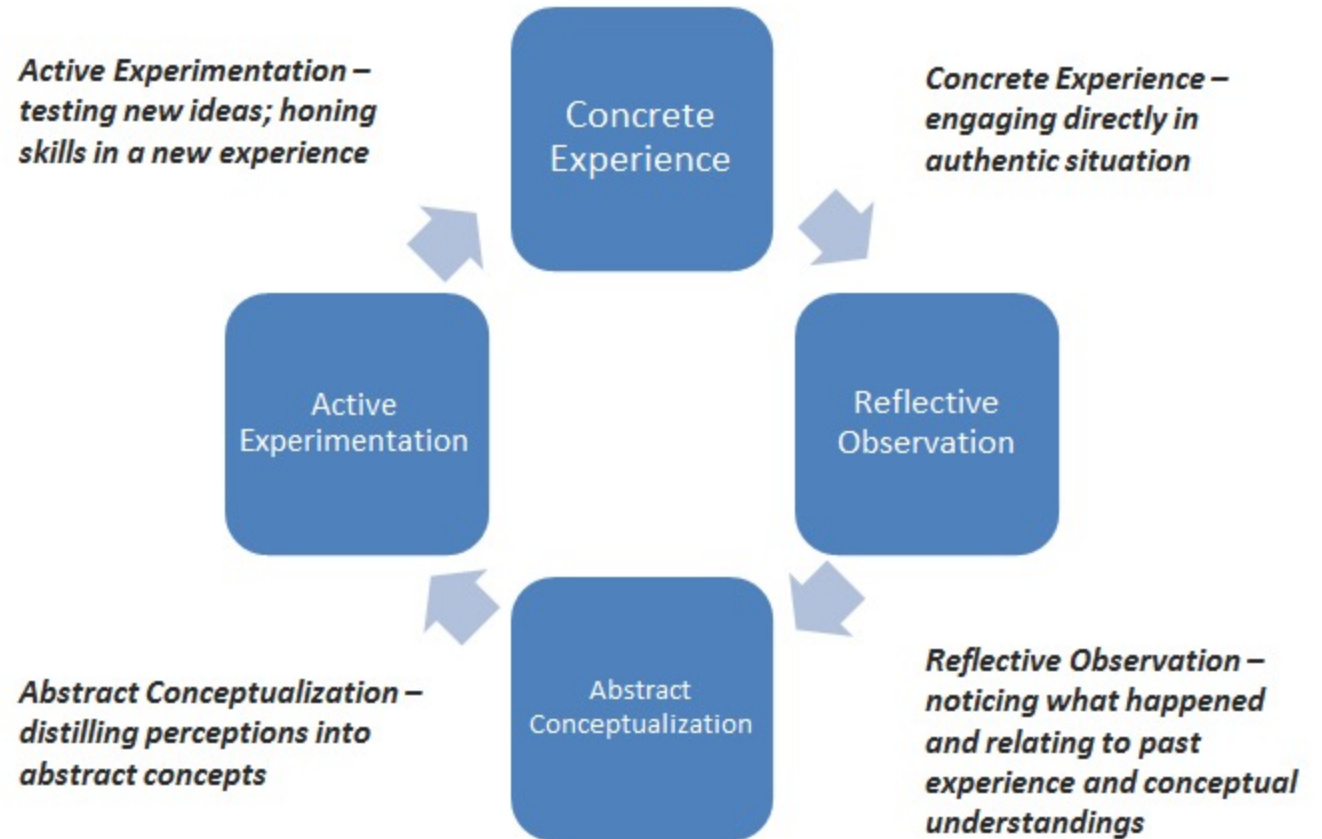
EXPERIENTIAL LEARNING
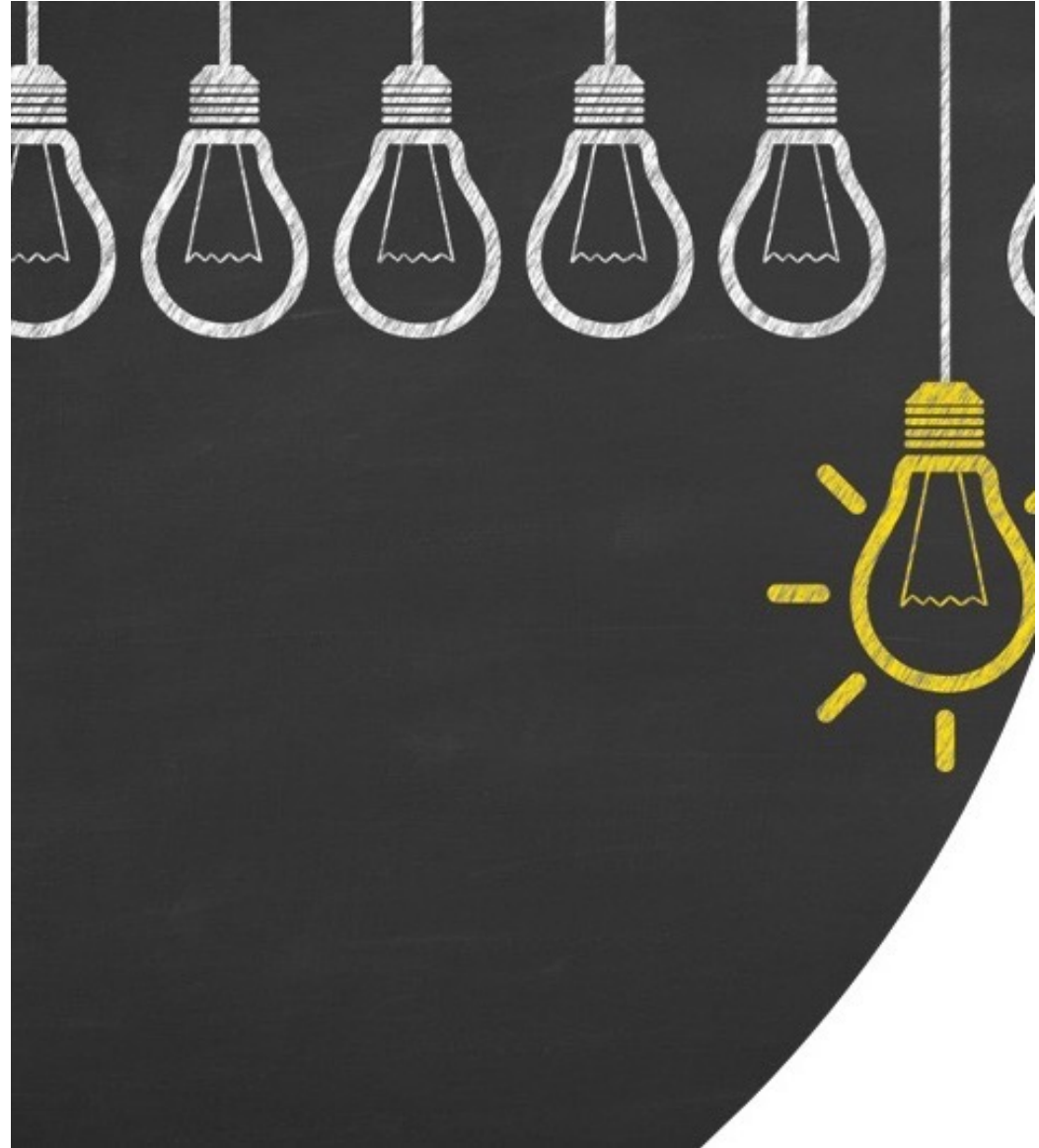
Experiential Learning Overview

Experiential learning is the process of learning through experience, more narrowly defined as **"learning through reflection on doing".**

"There are two goals in the experiential learning process. One is to learn the specifics of a particular subject, and the other is to learn about one's own learning process."
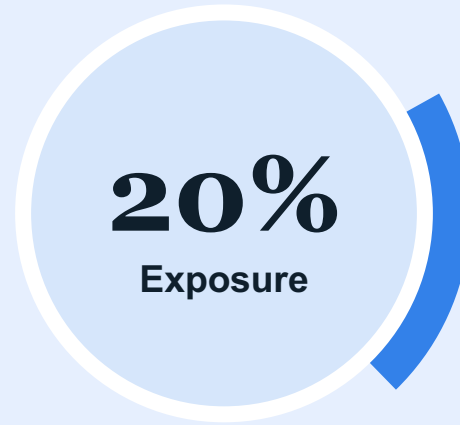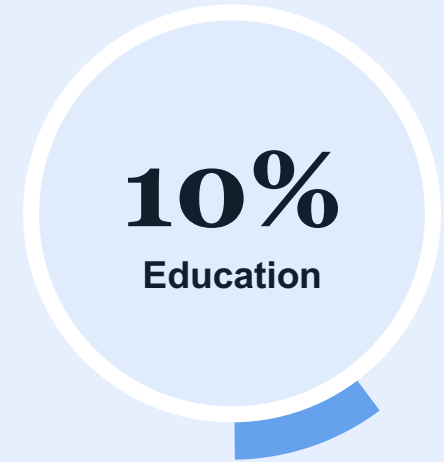
- David A. Kolb

Kolb's Cycle of Experiential Learning

Active Experimentation – testing new ideas; honing skills in a new experience

Concrete Experience – engaging directly in authentic situation

- Concrete Experience
- Active Experimentation
- Reflective Observation
- Abstract Conceptualization

Abstract Conceptualization – distilling perceptions into abstract concepts

Reflective Observation – noticing what happened and relating to past experience and conceptual understandings

Opportunity Marketplaces - Learning in All its Forms

70%
Experience

ON THE JOB

20%
Exposure

SOCIAL LEARNING

10%
Education

FORMAL LEARNING

Experiential Learning Opportunities Predominate

67%
of opportunities created to date are experiences other than full-time jobs

Escalation Engineering Assistant Project Manager

1m

🏠 Stretch Assignment 📍 Remote **7 of 9 Skills**

The Escalation Engineer who becomes the Assistant Project Manager will have the following responsibilities: Meet with TS team members who have submitted project proposal tickets. Scope the request in consultation with SMEs in the domain category by which the project is classified. Select the project...
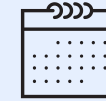
View Opportunity

...

Mentorships
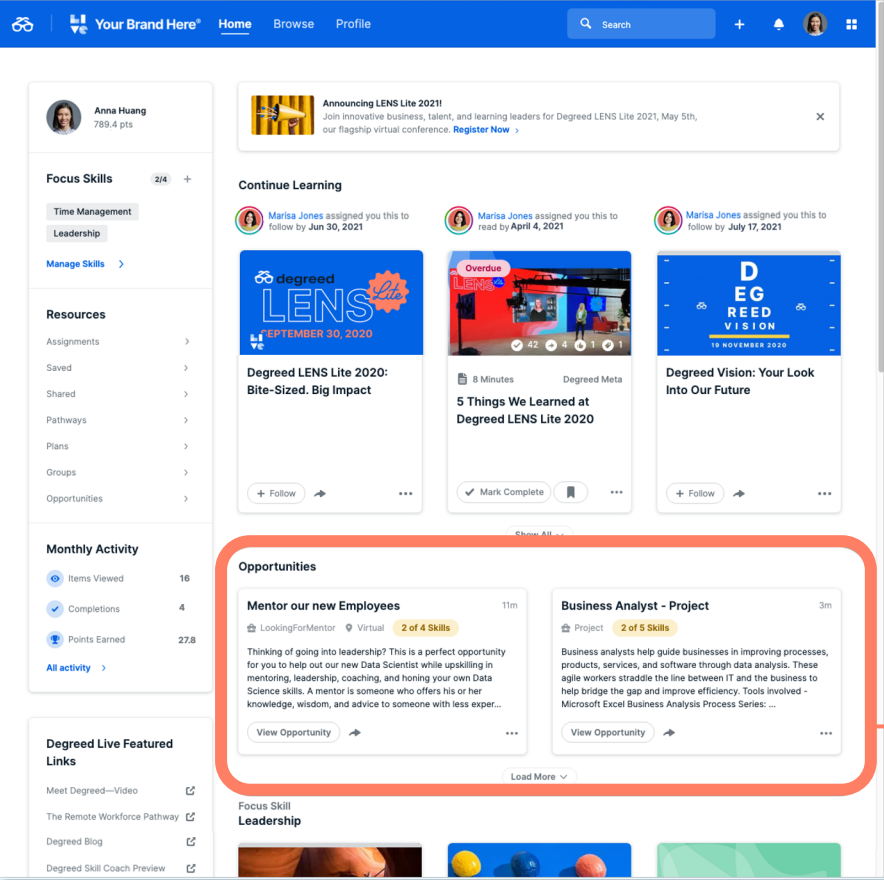
Internships

Apprenticeships

Shadowing

Assignments

Projects

Opportunity Marketplaces - Early Evidence of Impact

+188% Content sharing

+90% Content completions

+66% Content views

+105% Active users

MAKING THE CHANGE

Talent Mobility in Action

Ericsson

- Utilizing the Lattice approach as part of their Open Talent Market initiative

- Have a culture and leadership transformation framework called "On the Move", which means:
    - Putting people with the right skills in the right roles
    - Upskilling and reskilling people into new roles through project-based learning
    - Building critical skills to meet evolving business demands with scale, speed and accountability

- Goals:
    - Give employees greater insight on how to design their future in the direction of Ericsson's growth and by doing so, create greater value
    - Gain greater visibility to skills on job descriptions, employee profiles and opportunities

Talent Mobility in Action

Dow

- Uses a combination of approaches, including Ladder

- Most employees remain within a particular function throughout their tenure in order to develop deep technical expertise

- Longer time between roles (4-6 years)

- Those interested in managerial roles are encouraged to gain cross-functional expertise using a Lattice model

Talent Mobility in Action

Multinational Technology Firm

- Experimenting with Agency approach

- Have inculcated a new way of thinking about what a 'day job' looks like

- Every employee has some form of gig project going on, which is normative and is encouraged

- Goals:
  - Expose employees to other areas of the organization
  - Encourage employees to explore beyond their current roles
  - Ensure employees are energized and engaged in their work
  - Promote individual career ownership

Talent Mobility in Action

Multinational Technology Conglomerate

- Recognized that most learning happens on the job, and a lack of opportunity leads to attrition
- Goals:
    - To make the firm's cutting-edge projects visible to a greater number of employees
    - To enable movement
- Employees spend most of their time on stretch assignments with other cross-functional teams; They refer to it as "dynamic teaming"

Aim - Provide benefits to all stakeholders:

Employees – provide visibility to opportunities and empower ownership of their development and career

Managers – provide skills data to more effectively align the right people with the right projects

Organizational Leaders – understand capabilities and mission-critical work at an organizational level, and facilitate workforce planning

Realizing Talent Transformation

Three Changes to Make:

1   Embrace New Thinking

2   Embrace Continuous Processes

3   Embrace Disaggregation

Embrace New Thinking

Shift The Mindset

- Consider how your own mindset towards talent management and talent mobility might be holding you back

- Find opportunities to initiate dialogue on talent mobility within the organization

- Engage your employees in the creative process

- Question the rationale for existing practices

- Address the fear and control issues head on - for example, could robotics and automation be seen more as an enabler of redeployment to higher-value work vs. an existential threat.

Embrace Continuous Processes

Enable and Empower Others

- Resist the temptation to control

- Actively create conditions that are conducive to realizing or incentivizing the talent mobility outcome(s) that you desire

- Focus on employee-centric approaches

- Utilize technology
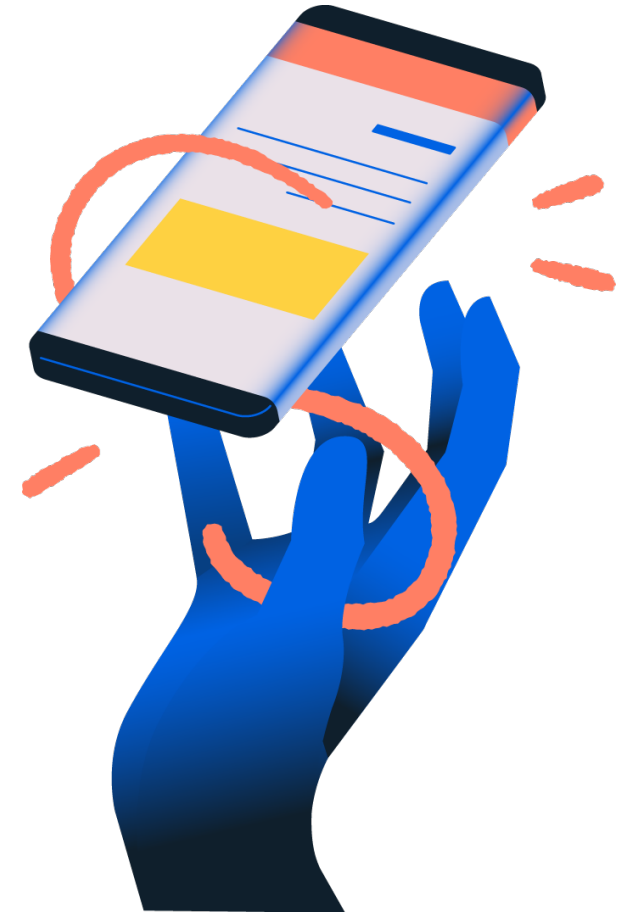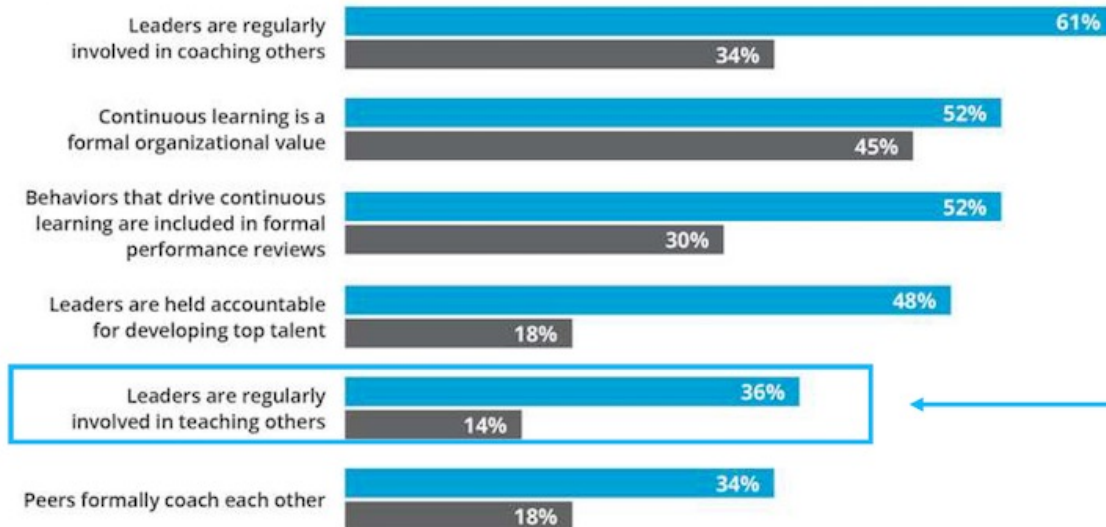
Embrace Continuous Learning

i4cp Research Reveals

High-performance organizations **actively facilitate a learning culture**

Please indicate which of the following current practices facilitate a culture of continuous learning at your organization? (Select all that apply)

- High-performance organizations
- Low-performance organizations

Practice	High-performance	Low-performance
Leaders are regularly involved in coaching others	61%	34%
Continuous learning is a formal organizational value	52%	45%
Behaviors that drive continuous learning are included in formal performance reviews	52%	30%
Leaders are held accountable for developing top talent	48%	18%
Leaders are regularly involved in teaching others	36%	14%
Peers formally coach each other	34%	18%

Former *next practice*, now a more common best practice.

Organizations with 1,000+ employees.
Source: Institute for Corporate Productivity (i4cp).

i4cp

Embrace Disaggregation

Leave the Proxies Behind

- We're steadily progressing towards skills-centric talent practices and processes, which will soon mean less reliance on proxies like resumes and formal roles

- Develop a talent strategy based on skills (aka a skills strategy)

- Facilitate the needed culture change

- Utilize technology

THANK YOU

DAVID
TAYLOR

SME – DEGREED OPPORTUNITIES

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