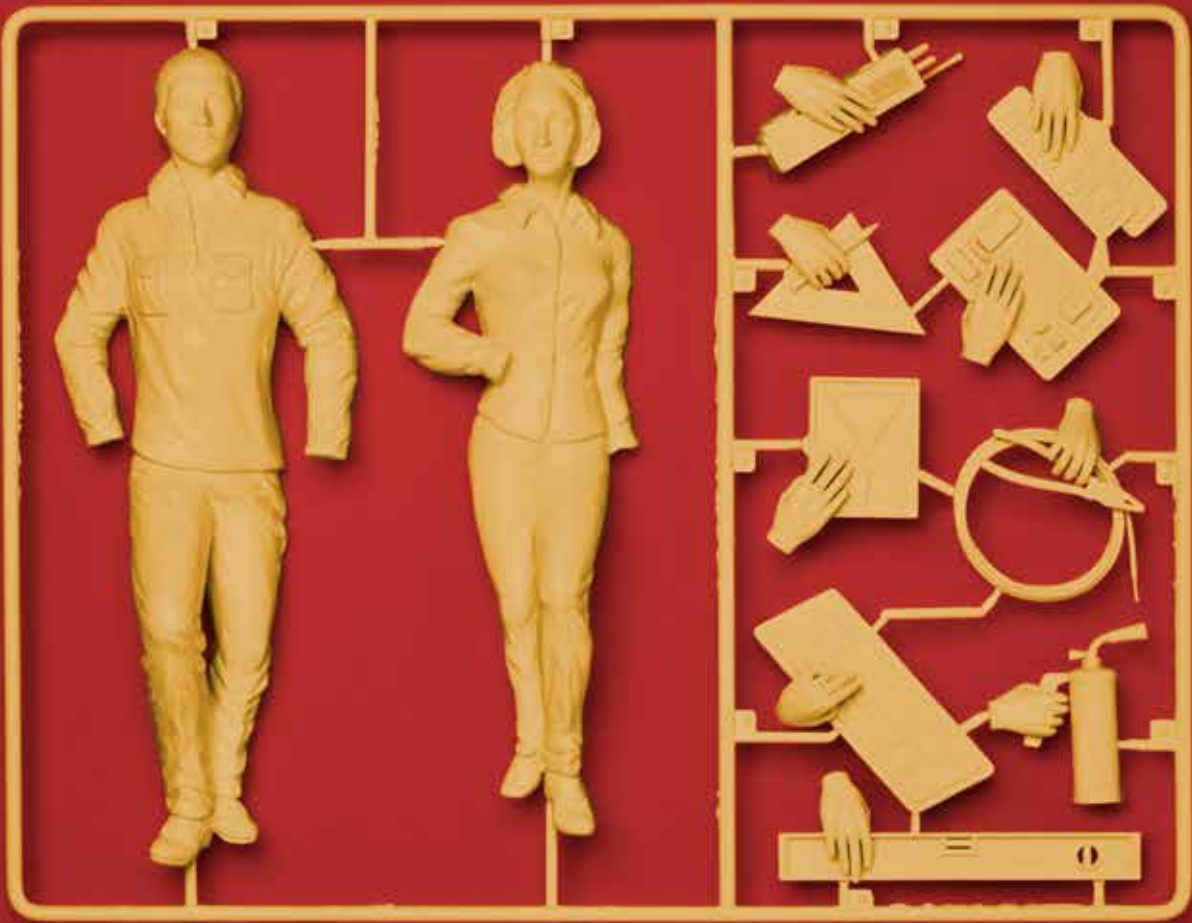




BUILDING A



SKILLS-BASED ORGANIZATION

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Introduction

Three years since the COVID-19 pandemic came into existence, the world of work continues to face historic challenges: ongoing and deepening talent shortages, a revolution in the skills needed to compete in modern business and an exhausted workforce looking for new meaning in work. All these factors combine to make organizational leadership more complex and confusing than ever before.

Last year, Hudson RPO released a series of quarterly whitepapers examining some of the macro themes affecting the world of work. This year, we aim to dig deeper into those topics, providing actionable solutions and advice that can impact business strategy.

Our first paper examines one of the hottest topics in business – the move toward becoming a skills-based organization. With talent shortages deepening and job roles evolving fast, more and more organizations are moving away from hiring based on experience and past jobs to hiring based on skills and capabilities. But what does this mean for how we categorize the skills our people need and how we fill skills gaps?

Taking in themes around future skills, talent management, career mobility and skills auditing, this paper examines how agile businesses are using skills frameworks to retrain

“**Our first paper examines the move toward becoming a skills-based organization**”

and redeploy existing employees while also tapping into hidden pools of talent with adjacent skills in a competitive market.

The whitepaper features insightful commentary from academics and industry experts, providing a framework for managers and leaders to begin the process of moving toward skills-based talent strategies.

We hope you enjoy it and take away tools to make successful changes to your business.

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Contributors



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Educator, Academic and Author of *Sparking Success: Why Every Leader Needs to Develop a Creative Mindset*



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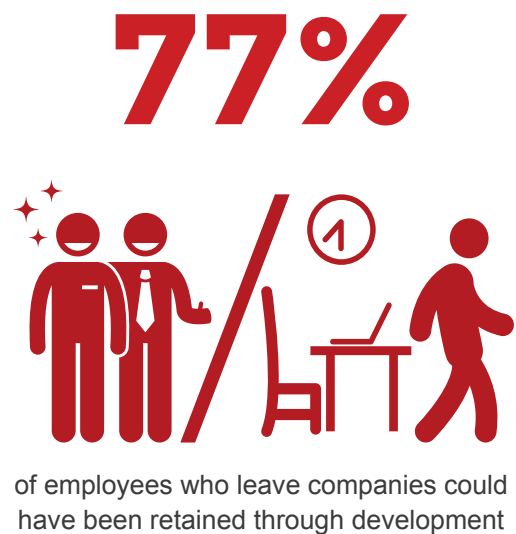
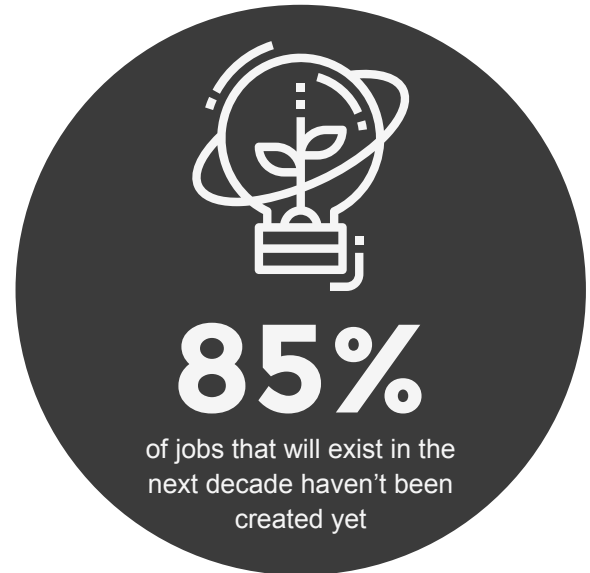




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**An individual's or an organization's
past experience is less relevant
than the skills they will hold and
develop in the future**”

Chapter 1: Executive summary

The pace of change in the workplace is staggering. As job roles and people skills change, the way we recruit talent and invest in development needs to change too. So, with reskilling on the agenda, what is the best way to measure people's capabilities and traits – and how do we map those across to the jobs we want to fill?



“ If you take the same job role from 2015 to 2022 that existed in the world, roughly 25% of the skills that are required for that role have changed

Ryan Roslansky, CEO, LinkedIn



Why are we moving toward skills-based organizations?



The days of fixed job roles and rigid functions are over. The modern workplace is about agile, flexible workforces that can adapt to the changing needs of an uncertain future and new requirements.


The numbers are staggering. Depending on who you believe, you might worry that more than a billion jobs are set to be transformed by technology over the decade. Or perhaps your organization's challenge is that 85 million jobs are going to go unfilled by 2030 because of a shortage of qualified people. It might be that you don't even know what job you're going to be doing;

85% of jobs that will exist in the next decade haven't even been invented yet, according to this report from Dell Technologies.

At the heart of workplace uncertainty is a growing focus on skills. As technology continues to impact jobs and new industries emerge, an individual's or an organization's past

experience is less relevant than the skills they will hold and develop in the future.

If you find this hard to believe, here's LinkedIn CEO Ryan Roslansky's take on surviving the new world of work.

"[LinkedIn data shows] that roles are being created and displaced at a truly 

“
The modern workplace is about agile, flexible workforces that can adapt **”**

Why are we moving toward skills-based organizations?

record pace right now. Whatever your role, whatever your company, whatever your industry, you need to keep up with these really quick and big changes that are going on right now,” he says in this podcast with *Harvard Business Review*.

He adds that, for too long, business leaders have used degrees, universities, networks or previous working experience as a flawed way of assessing talent. But this method no longer works when change is so rapid:

“If you take the same job role from 2015 to 2022 that existed in the world, roughly 25% of the skills that are required for that role have changed.

“**Whatever your role, you need to keep up with these really quick and big changes**”

“When the labor market is moving much quicker, we really need something to focus on. And I think that alternative, flexible, accessible path is really going to be based on skills,” he adds.

LinkedIn’s *2023 Workplace Learning Report* suggests that global businesses are beginning to get to grips with the challenge of building a skills-based organization. Its survey of business leaders found that 83% of organizations want to build a more people-centric culture, with 89% believing that building employee skills will help navigate future challenges.

However, the pace of change is still too slow. The report measured the progress of organizations through large-scale reskilling programs.

Between 2022 and 2023, only a single percentage point increase in progress through early stage (defined as ideating, selling skills programs to stakeholders and creating skilling teams) and 2% increase through mid-stage (program development and activation) was reported. And the number of organizations completing skills programs actually fell – from 5% in 2022 to 2% in 2023.

Defining skills needs

Different organizations will face different challenges developing their workforces.

When it comes to talent attraction, skills-based hiring is five times more predictive of future performance than hiring for education and two-and-a-half times more predictive than past work experience. It also opens up new talent pools that may not have been previously considered.

In the previously discussed HBR podcast, Roslansky details how the COVID-19 pandemic saw a huge drop-off in food service worker roles and a high demand for digital customer service roles. When mapping required skills, LinkedIn



Why are we moving toward skills-based organizations?

found a 70% match between the skills of a food service employee and an entry-level digital customer service role. Yet roles went unfilled and people remained unemployed because organizations focused on past experience and job roles rather than skills.

“If we had just taken a view on what are the skills necessary, who has those skills, how can we help them acquire a couple of skills to help them become employed, we would’ve found ourselves in a much more efficient labor market. You’d be much more productive,” says Roslansky.

Hiring managers are starting to agree. Companies including Boeing, IBM and Walmart have signed up to skills-based hiring projects through social mobility champions such as the Rework America Alliance, while the US state of Maryland announced in 2022 that it would no longer require degrees for 50% of its state jobs.

With diversity and inclusion still a huge concern to businesses, a skills-based approach to talent can solve two competing challenges: it can open up applications from ‘hidden’ talent pools such as those without degree education or neurodiverse people, while at the same time allowing you to better compete

“ **A skills-based approach to talent can solve two competing challenges** ”





CASE STUDY:



Adam Kingl, educator, academic and author of *Sparking Success: Why Every Leader Needs to Develop a Creative Mindset*
What lessons can business learn from the arts about creativity?

A lot of organizations still believe that they don't need to be creative or adaptable. It's all about focus, management science and sticking to your area. However, we know that the world is changing faster than organizations can adapt. But the reason organizations are failing to adapt is because their leaders aren't adapting.

Too many leaders today in traditional industries assume that people aren't creative and need to be led by the nose in doing everything from going to the toilet to filling out a form. By contrast, arts leaders recognize that every human is filled to the brim with the capacity for innovation, adaptability and inspiration.

So what habits do arts leaders use to increase the creative quotient of their teams?

One simple thing is to change the environment you're working in. Why do we assume that if we convene the

same people to sit in the same spaces day after day that we'll get that new idea that will solve our problems? Change your environment and change where your conversations happen so that you're surrounded by new stimuli.

This is something I learned from the executive producer of the TV show *Friends* when I was researching my book. Whenever he and his writing team got stuck, they went out for a walk rather than sitting around a table. Or, take the playwright and film director Aaron Sorkin. He infamously takes up to six showers a day. This isn't because he has a phobia of dirt – it's to change his environment.

Another common technique is to separate idea generation conversations from idea evaluation sessions. Too often in business, someone will suggest an idea but someone else then says it won't work. What is the likelihood that person will say anything else in the meeting? They've been shot down, their ego has

been destroyed and no one has taken the time to validate their thoughts. Then, leaders turn around and say their team lacks ideas!

Creative agency Saatchi & Saatchi frequently schedules one meeting to get ideas out and to explore them from different angles. It then runs a separate meeting to explore the best ideas, before going into further depth on them.

Finally, I would say we need to change the context around change. So many leaders think people are fearful of change. This is nonsense. We go on holidays to different places. We buy different models of cars or see different films. We like change when there is an upside to it.

In an organizational context, we talk about change as painful and negative. We need to reframe discussions around change as looking at the upside and the reward. Doing so will create a higher level of adaptability.

for talent at a time of shortages. In the US, this could account for a potential 70 million new employees, according to the National Bureau of Economic Research.

The value in becoming a skills-based organization doesn't just lie in your ability to attract new talent and bring new skills into your business. It's also a vital lever in employee engagement, internal mobility and increasing organizational diversity – all important factors at a time of high attrition.

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**A survey found
that 77% of
employees
who left jobs
could have been
retained**”

A 2018 survey by the Society of Human Resource Management (SHRM) found that 77% of employees who left jobs could have been retained, with a lack of career development opportunities a 'significant' factor. At the same time, a McKinsey & Company study revealed that 80% of workers who move job roles do so to another employer – meaning that they may have had the skills to move internally but were not permitted or encouraged to do so. ▶

Why are we moving toward skills-based organizations?

A new approach to talent management

Taking a skills-based approach to talent management allows organizations to make more informed choices about training programs and employee development. As McKinsey & Company's paper *Taking a skills-based approach to building the future workforce* puts it:

"Creating skills-based pathways for workers can make employers more resilient in the face of a recession while affording better, more secure employment for their workers. This approach allows for employers to create deliberate pathways based on the skills an employee already has and bridge the skills gap to the next role.

"Employers can proactively prepare for that progression: if employers know which skills are needed for each role in their organization, they can identify skills gaps and overlaps between lower-level and higher-level positions and create training and transition plans to help workers progress internally."

A 2021 paper by Deloitte goes even further, calling a skills-based approach a 'fundamentally new workforce operating system' that turns talent management on its head.

"Not only does this system unleash workforce capacity now, it accelerates the cultivation of new skills needed for tomorrow," it states. Unlike the talent management of yesterday, tomorrow's skills-based organizations are agile, tech-enabled and democratized to give the humans at the center of work far more agency, choice, opportunity and equity."

Heady thoughts indeed. But if organizations are to truly build a new operating system and focus on skills, where do they start?



“ Tomorrow’s skills-based organizations are agile, tech-enabled and democratized ”



**Most firms reported
a need to develop
social and emotional
skills and advanced
cognitive skills**



Chapter 2: Executive summary

Becoming a skills-based organization requires meticulous planning, C-suite buy-in and an in-depth understanding of where your business strategy is leading. Above all, you need a way to measure the skills you currently have and those required for your job roles. So how do you transition to becoming a skills-based organization?

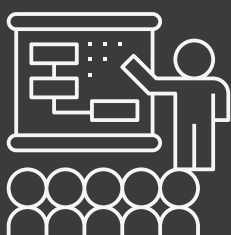


Social and emotional skills are the most in-demand skills



We need a culture founded in a growth mindset. We need to always be learning and to be insatiably curious

Satya Nadella, CEO, Microsoft



\$350 million

is the sum JPMorgan Chase is investing in skills development

How to make a skills-based organization a reality

Transitioning to being a skills-based organization requires rigorous planning and a bespoke approach, depending on the needs of your business and its current talent landscape. However, the transition can be broadly placed into three stages.

First, an organization must identify and audit its current skills bases – and gaps – alongside evaluating future skills requirements. Next, create a company-specific strategy to fill skills gaps in the short term and begin a program of reskilling and redeploying talent. Finally, scale up your reskilling program across the organization and embed a skills culture within your organization.

Conducting an audit of employee skills

Let's take the first stage. The COVID-19 pandemic and ongoing digital disruption widened skills gaps already prevalent in business. According to McKinsey & Company's 2020 report on skills building during the pandemic, 69% of organizations reported an increase in skills building and training to close skills gaps, while only 46% reported redeploying staff, 42% hiring staff and 36% contracting staff in order to fill these gaps.

Most firms reported a need to develop social and emotional skills and advanced cognitive skills. More than half of McKinsey's survey respondents focused skills building on developing leadership abilities, project management, and critical thinking and decision-making.

In addition, the share of respondents saying their company was developing interpersonal and empathy skills doubled between 2019 and 2020. ▶



Create a company-specific strategy to fill skills gaps in the short term



How to make a skills-based organization a reality

There are many ways to audit your current skills base, but most companies start by identifying and examining current job roles and descriptions and listing the skills needed for them. From here, you map existing employees' skills against the current job roles you have to determine your current skill supply. At this point, you'll also want to assess the future skills your organization will need, so you can factor this into your skills matrix.

McKinsey & Company offers a nine-step practice to support skills transformation. Its initial workforce skills analysis stage suggests leaders should: assess demand/need for specific skills in the future, determine the current supply of specific skills, analyze potential skills gaps and build a business case for closing them.

From here, leaders move into the second stage of reskilling employees, redeploying talent to better fit abilities and building learning programs. Again, McKinsey & Company breaks this down into three key areas: designing a portfolio of initiatives to close skills gaps, creating tailored learning journeys for specific skill sets or groups of employees, and deciding on learning infrastructure and enablers.

Deloitte's *Skills: The new workforce operating system* recommends starting this part of the journey in the department or function with the most robust business case for change or the biggest pain point.

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It's important to
note the
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importance of
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development
functions”

The role of learning and development

At this point, it's important to note the strategic importance of learning and development functions to the success of skills building. As our previous whitepaper *The Future of Learning* examined, all businesses are going to be impacted by skills gaps, so the role learning plays in talent strategies is vital – as is creating a learning culture. ▶





That's why companies are investing in this area, with JPMorgan Chase, for example, investing \$350m in a skills development program to future-proof its organizational skill sets. It's why Microsoft CEO Satya Nadella told employees that "we need a culture founded in a growth mindset" and that "we need to be always learning and insatiably curious" when building organizational culture.

And it's why pharmaceuticals company Novartis appointed Simon Brown as its first-ever chief learning officer in 2019, with a

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**Learning might
 be personalized,
 allowing people to
 learn at the right
 pace and time
 for them**”

mandate to encourage employees to take control of their own learning by dedicating 5% of their working year to development.

When designing programs to build new skills, it's important to consider how training has evolved. Where once it was classroom-based and certificate-linked, modern learning programs are based around situational, experiential learning, where attendees apply learning in real-life scenarios. Or, learning might be personalized, allowing people to learn at the right pace and time for them. ▶

“ To become a truly skills-based organization, you must scale learning across the business ”



Perhaps the first stage for many companies on the move to becoming a skills-based organization should be to evaluate, empower and upskill the very department that will be leading on much of the transformation: learning and development.

Scaling and culture

To become a truly skills-based organization, you must scale learning across the business, building in organizational structures (such as skilling hubs) and a learning culture.

This ensures that all employees are developing new skills. It's also vital to be able to track the impact of skills building on employees (through engagement scores, internal mobility and job satisfaction) and on the business's wider strategic aims.

Many organizations are still at the start of their journey towards skills-based talent management, but there are some leading the charge. One such organization is Unilever, which has invested in a cloud-based internal talent marketplace for its 60,000 employees. Called Flex, this AI-based tool catalogs skills and matches relevant employees to opportunities and projects.

“Unilever encourages all employees to create capability through lifelong learning. Flex allows our employees to work on projects for a small or large proportion of time, increase the depth of their current skills or build new skills and experiences”



CASE STUDY:



Simon Gibson, group head of learning, Marks & Spencer
Learning about your employee skills base

One obvious effect of the pandemic was that people bought a lot of stuff online. As we've examined the data, we've found that customers have increasingly been ordering online but picking up their purchases in-store.

On the one hand, that's disruptive to stores, which have to deal with lots of parcel deliveries each day. It also has a huge effect on 'hidden' resources such as those who find, package and deliver purchases. However, the data also shows those who purchase online but collect in-store are four times more likely to spend more money with us. So, we're testing how we can use technology to encourage people who buy online to come in-store in the hope they buy other things with us.

If you put a skills lens on it, we need hundreds of software engineers to deal with this new reality. The problem

is that everyone else does too. When it comes to skills identification, the bit I'm really working on is the skills we need for the future. What skills can we make a bet on today and put some resource and money into achieving?

We've spent a lot of money at M&S just keeping the lights on. That's ok to a degree, but we can't just focus on that. However, the reality is that choosing to grow skills in one area means we won't be able to do some other initiatives. Every intervention needs to focus on the business strategy and pain points within it.

I believe that it's important to work with others to uncover skills and capabilities. We went to LinkedIn to learn more about our employee skills base. Roughly half of our people are on LinkedIn and we asked them to look at data on software engineering.

Based on LinkedIn's coding and methodology, 627 people had skill sets that aligned to a software engineering role. Of those, about 25 had at least two of the skills needed for software engineering. And all of them were working in-store as customer assistants.

That information was powerful. I have people who have the aptitude and skills to learn coding, but I don't even know who they are. I could invest in them. I could put them on a training course. Within six months, they could be junior software engineers. That's what organizations need to get sharper with – partnering with technology providers to tap into those hidden employees who can make a real difference. If you don't, I can guarantee another organization will. Connect opportunities with information that already exists.

“Moving toward a skills-based approach also changes how you profile future talent”

in a flexible way. We believe that our people are much more than a job title,” says HR business partner Yanpi Oliveros-Pascual.

Having this database of skills not only allows employees to look for new opportunities, but it also allows Unilever to be agile and to pivot fast when faced with challenges.

During pandemic lockdowns, Unilever's data science team needed to build a rapid response team to examine how COVID was impacting the business.

By using Flex, the organization was able to identify employees with matching skill sets from a variety of backgrounds and disciplines, quickly building a team across 12 different workstreams.

Moving toward a skills-based approach also changes how you profile future talent. Rather than focusing on past experience and education, profiling new hires for skills allows you to see how they might fit another role better or be able to step up with extra training.

As mentioned in chapter one, this diversifies the talent pool you search in, bringing new perspective and innovation into your company.

Hiring for skills rather than competencies means you might start valuing resilience, problem-solving or emotional intelligence over a particular qualification or technical ability – all skills that help to future-proof your organization.



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Once you get started, you will see that skills play a role in hiring, mobility, development, diversity and even pay

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Chapter 3: Executive summary

There is no magic bullet when it comes to designing a skills-based program that fits your organization. Along the way, you'll have to deal with challenges such as choosing a skills taxonomy, future-proofing your strategy and iterating skills across the company.



IBM cut attrition

50%

by using an AI-based program to help determine compensation



“ Building a company skills strategy is harder – and more important – than it looks ”
Josh Bersin, HR thought leader

Dealing with challenges, gaining C-suite buy-in and iterating for the future

Building a skills-based organization is not without challenges and compromises. As author and HR thought leader Josh Bersin states: “Building a company skills strategy is harder – and more important – than it looks.” So what challenges should you look out for?

The first thing to note is that the idea of a skills-based organization is not new. As Bersin points out, companies in many different industries have been building skills taxonomies and using them to develop employees’ skills for decades.

What is new is the impact of technology on development and the way in which skills are being used in an integrated way to recruit, develop, engage and redeploy talent across organizations. Applications and AI are allowing business to define, use and redeploy the skills they have at their disposal more effectively to influence business strategy.

Choosing a taxonomy

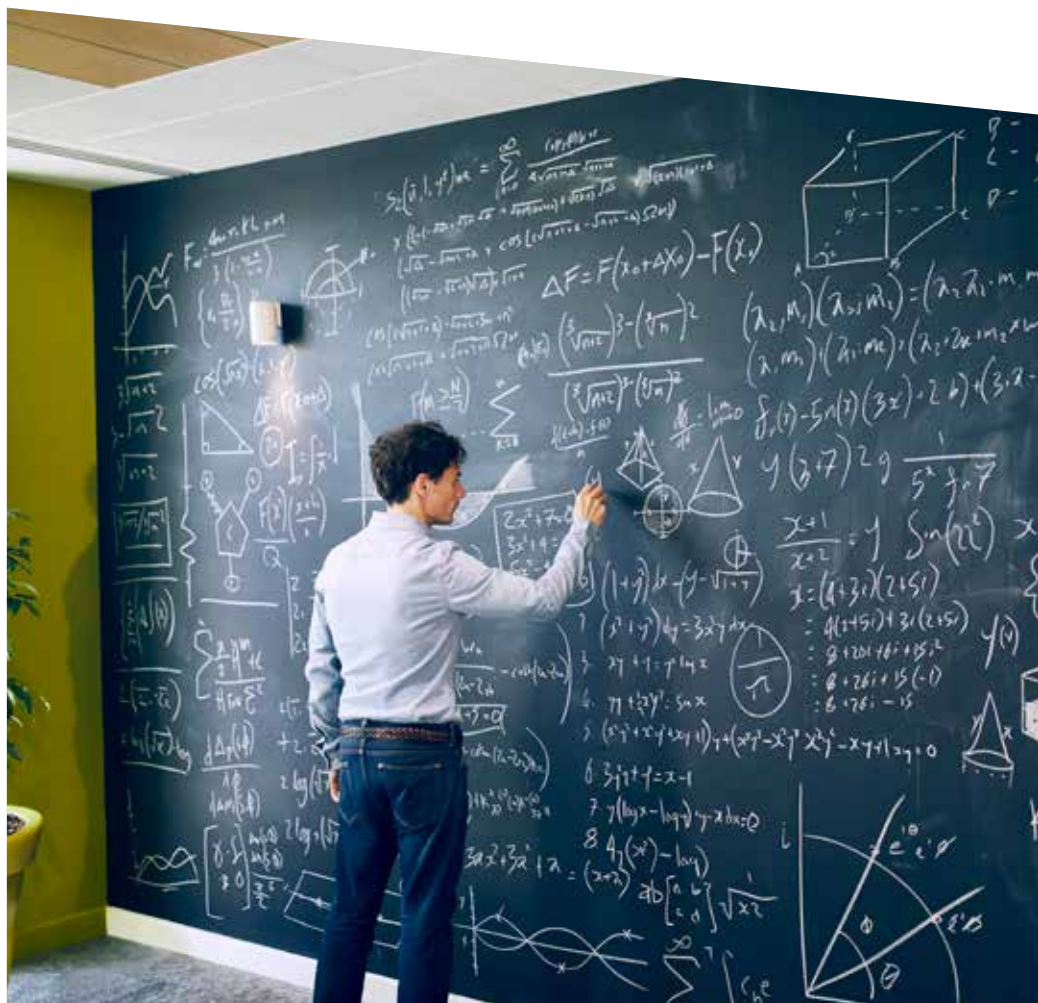
However, this in itself presents a challenge. How do you create a common language around skills that identifies and organizes them (a skills taxonomy) and can also be mapped across your organization?

There are three main options. The first is to create your own bespoke taxonomy. If you go down the manual route, how do you maintain and update it? How do you ensure that everybody understands the same definition

“
How do you create a common language around skills?”

and how do you measure the skills of new hires that don’t fit your existing taxonomy?

An alternative is to draw on open source taxonomies, such as the European Union’s European Skills Competences and Occupations (ESCO) or the US’s Occupational Information Network (O*NET). These are created by business experts and academics but they are often only updated periodically. ▶





Further complicating the picture is the semantics we use to define jobs and tasks. What is the difference between a 'skill', a 'competency' and a 'capability'? One way is to think of capabilities as the use of individual skills and competencies as our performance level in them. But does everyone in your organization agree?

The most common route for large organizations is to choose an AI-based cloud taxonomy. This takes the stress away of having to come up with your own definitions, while also allowing you to map skills within your organization and provide data on skills gaps or potential skill matches. The marketplace for AI-based skills taxonomies is still evolving, but is increasingly competitive. However, going this route requires employees to update their work profiles continuously as well as ensuring managers are

“ Reward strategies will also benefit from a focus on skills ”

validating profiles. This can lead to significant training time and even a change of culture.

This may not be a bad thing. As your leadership team considers the pros and cons of different taxonomies, it is also worth considering that other key talent processes may need to pivot toward skills.

For example, a key function of learning and development departments will be to create learning strategies that identify and fulfill future skills requirements – through both internal mobility and external hiring.

Reward strategies will also benefit from a focus on skills. A 2021 survey by multinational insurance advisory and brokerage firm Willis Towers Watson found that 30% of employees strongly believe employers should increase the importance of skills in pay decisions. IBM is already taking steps to do so, using an AI-based program called CogniPay to evaluate compensation decisions based on three criteria: data on performance, what other employers pay for similar jobs, and the demand for similar skills. Doing so cut attrition by 50%, according to the Society for Human Resource Management. ▶

Dealing with challenges, gaining C-suite buy-in and iterating for the future

C-suite buy-in

Providing examples of how moving to a skills-based organization positively impacts multiple departments and functions is a good way of gaining C-suite buy-in. Another is to position the move as a strategic shift in how you assess organizational capability and performance. Put simply, this isn't

an L&D or HR program that you plug and play. It's a fundamental shift in how you strategize future business. As Bersin argues:

"Building a skills and capability strategy is not a problem of 'buying a product' and turning it on. This is a serious project that will make your

company operate differently. Once you get started, you will see that skills play a role in hiring, mobility, development, diversity and even pay."

Another key strand to getting C-suite buy-in is being able to demonstrate the value of the data on skills you'll build. Karen Powell is chief talent and learning officer at human data science company IQVIA, which is implementing a skills-based talent marketplace. In this podcast interview with David Green, she explains the thought process behind the move.

"You can measure it [business impact] if you have data, you can get finance to buy into it, you can get the business to buy into it. Without the data, it's all just fluff," says Powell.

Like many organizations, that starting point for IQVIA was having a "really heavy buy strategy" when it came to expensive talent that wasn't sustainable. To change this, Powell and the leadership team looked at their business plan and broke it down by the skills needed to execute that strategy.

"The recognition we then had was that we didn't really understand what we had when it came to skills within our four walls – and that we didn't know how to find them quickly. So, we really needed to look at all these gaps we were identifying before we went to market," says Powell.

Having engaged the leadership team in the process meant taking the next step was easier, with everyone understanding it was a company initiative, not an HR one.

"We brought people to the table from our technology groups, our finance groups and our internal consulting groups too. We never professed that it would be an HR platform. Instead, we positioned it as an enterprise initiative and platform that was going to help us all evolve in the future," says Powell. ▶

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Building a skills and capability strategy is not a problem of 'buying a product' and turning it on”



Dealing with challenges, gaining C-suite buy-in and iterating for the future

“We need to shift our organization to stop thinking about like-for-like replacements. We have to stop thinking purely about job descriptions, but rather about breaking up job descriptions and jobs that need to be done into the skills we need to do

those things. We need to have a more agile mindset,” says Powell.

Ultimately, moving toward a skills-based organization requires both a cultural and a mindset shift. By understanding the requirements of

your business strategy and evaluating the skill set you currently have, you will be more agile and flexible in pivoting to new markets, strategies or challenges. This is a positive move not only for your organization, but also for the people who come to work for you.

“ We need to shift our organization to stop thinking about like-for-like replacements ”



CASE STUDY:

Laura-Jane Rawlings, CEO, Youth Employment UK
How skills-based hiring will affect young people

When it comes to employability skills, one thing that has changed in recent years is young people’s belief in their own skills. It is lower than it has ever been before; in the 2022 *Youth Voice Census*, only 33.5% of young people in education said they have confidence in themselves and their skills.

So my fear with skills-based hiring is that it is still only going to work for the same people recruitment has always worked for, without truly addressing social mobility and really understanding the most marginalized groups.

Why? If you’re doing skills-based recruitment, you’re still looking for experience. But if you haven’t much work experience, then you haven’t had the chance to build many skills.

In 2022, only 36% of young people in education had access to work experience. Even the experiences that young people can talk about – going into town by yourself, managing relationships, presenting a project at school – were put on hold because of COVID-19. Young people are

still recovering from the isolation and loneliness of the pandemic, which has left them feeling insecure and unconfident.

The market for youth employment has been turbulent, but that predates the pandemic. The Apprenticeship Levy saw employers skewing hiring and training to older, existing workers. Then COVID-19 paused hiring and younger workers suffered disproportionately as they were more likely to work in shutdown sectors such as hospitality.

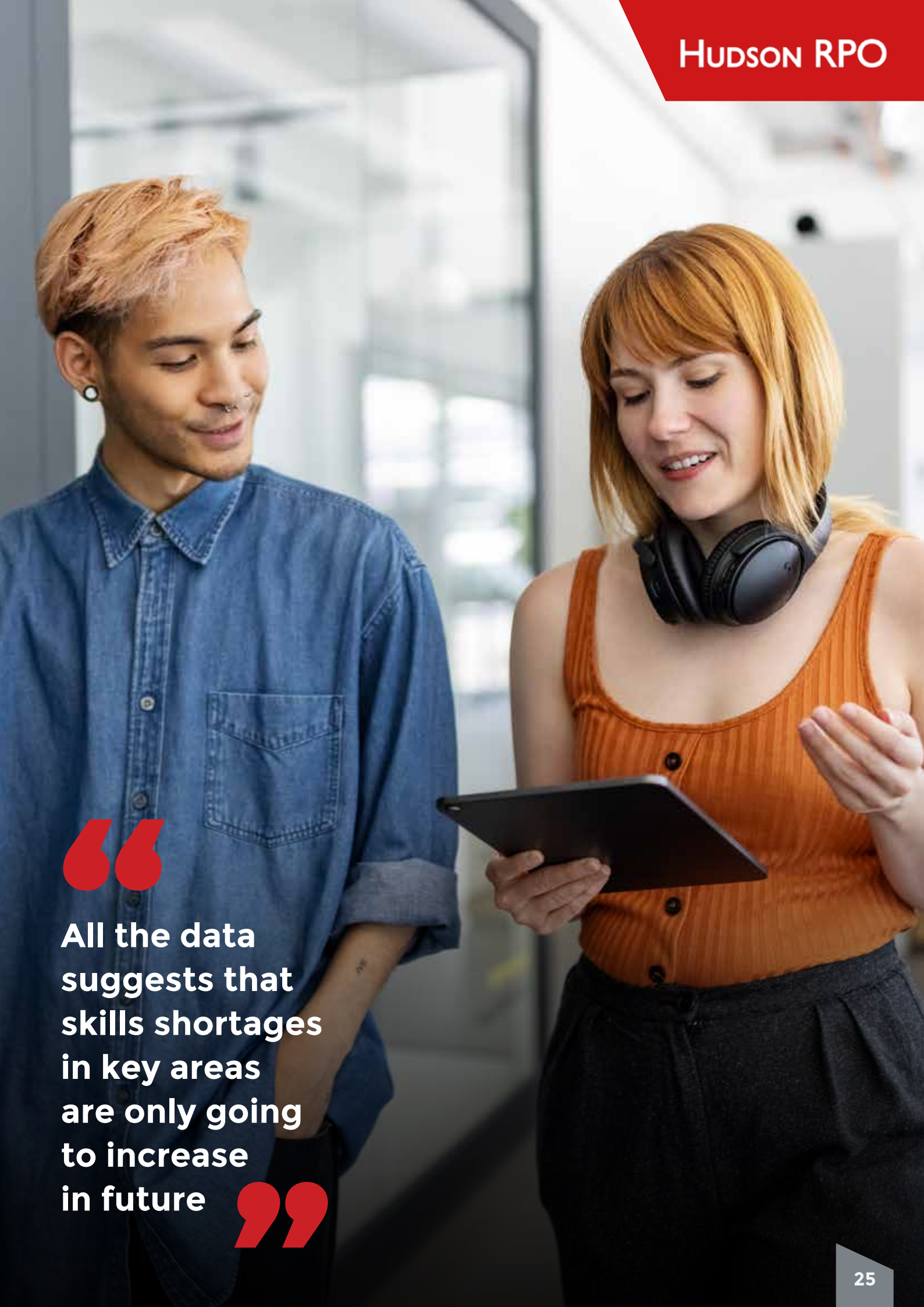
Currently, we have a million young people in the UK who are not in full-time education or employment. Of those, seven out of 10 are economically inactive, meaning they aren’t in full-time education or even looking for employment.

They’re choosing not to enter the labor market because of a lack of confidence in their own abilities and opportunities that are suited to them. They don’t believe employers want to hire them.

Changing this is about more than skills-based hiring. Employers talk about skills shortages, but they haven’t spent time investing in young people’s skills development. They need to recognize that young people are transitioning to work in a very different environment from the one they entered. Expectations about skills, attitudes and behaviors are vastly different from young people’s experiences.

So, employers need to take the time to understand the experiences and challenges faced by young people, working with specialists who can bridge that knowledge gap. They need to revisit engagement and recruitment practices to see if their practices are meeting needs, and invest in entry-level roles that come with training to build skills they need for the future workforce they want.

This might sound hard, and as though it should be someone else’s job, but that is the reality of the day. And, actually, this investment pays back in spades when you cultivate a loyal and talented workforce.



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All the data
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Conclusion

The best way for organizations to deal with ongoing skills gaps and talent shortages is to build your own skills programs. But doing so requires a shift in organizational culture and strategy – and this can be hard to implement and sustain.

Despite this, all the data suggests that skills shortages in key areas are only going to increase in the future. We must therefore look beyond traditional ways and areas of recruitment to diversify the talent pools in which we operate.

“ We must look beyond traditional ways and areas of recruitment to diversify the talent pools in which we operate ”

And, with employees needing to update their skill sets continually, it's incumbent on business leaders to create an environment where existing employees can also develop and expand their skills.

Choosing the right skills taxonomy and training programs depends on the specific strategic aims of your business. There is no right or wrong answer. However, inaction is not an option. The challenges of the future are inevitable, but with that comes opportunity for growth and development.

If your business is currently negotiating any of the issues discussed in this paper, or you'd simply like to know more, please contact us.

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