

What can you do today, to prepare for the workforce of tomorrow?



WHAT DOES THE FUTURE OF WORK HAVE IN STORE FOR US?

In the past, when people would talk about talent mobility, there were only two options: move up or out. You could climb up the career ladder – scaling the rungs from entry-level to middle management, Director to C-suite – or you could leave the organization and find a different opportunity.

Traditionally, the concept of professional development and growth has been very linear, narrow, and siloed. While this kind of upward talent mobility may make sense for some of your employees, in a lot of cases, it doesn't, especially after a pandemic that permanently transformed entire industries and career trajectories overnight.

Now more than ever, companies need agile and flexible talent. They need highly adaptable people who are up for new challenges and can quickly meet changing business and market needs. But you may not need to hire out to find that kind of talent. These employees may already be within your organization, but you need to rethink your approach to talent mobility to get the most out of them.

WHAT IS TALENT MOBILITY (AND WHY YOU NEED TO CARE)

First things first, let's get on the same page about what talent mobility means. Talent mobility is the movement of people within an organization, not just into more senior roles or an exit, but into other functions, jobs, departments, or projects.

Maybe you hired a great salesperson, but their productivity and performance declined when you promoted them into a management position. For most leaders, the next step would be to figure out how to transition this person out of the company. However, evaluating an employee's performance shouldn't be so black and white.

For example, you've invested time into this person to recruit, onboard, and train them. This person now likely has a lot of knowledge about your company and is a part of the culture. They also probably have a lot of passion for the work your company is doing. Lastly, they were a top performer – just in a different position. All of these various aspects should hold weight when contemplating their next steps.

Rather than cutting ties and pushing them out, think about how you can continue to leverage that talent going forward. What are the best ways to deploy this talent in the organization? Where do they belong?

These questions can be tricky to answer, but a solution like Career Spark can help. With the right career pathing processes and strategy on your side, you can quickly find the answers and unlock all the benefits that talent mobility can bring to your organization.



MAXIMIZE PRODUCTIVITY.

According to the [World Economic Forum's Future of Jobs Report](#), workers will need dramatically different skills to thrive in our future job market by 2022. Half of all employees will need reskilling by 2025.

Most teams have a small core of high achievers and a large percentage of employees whose results are more lackluster. While this may make sense at first – not everyone can be a superstar – what if you could get better results from underperformers? What if they're just in the wrong role, and a new function or role could get them to superstar status?

Happier employees are more productive and motivated than their less satisfied counterparts. If you knew which role would be the best fit for each of your employees, this wouldn't just be great news for your staff members but the overall success of your organization. This type of thinking combined with a predictive career pathing solution like Career Spark will help you evaluate your employee's skill set, passion, and interest against other roles in the company and help them see where they could be most successful.



FOSTER ENGAGEMENT AND COMMITMENT

According to the [World Economic Forum's Future of Jobs Report](#), workers will need dramatically different skills to thrive in our future job market by 2022. Half of all employees will need reskilling by 2025.

Fostering employee engagement and commitment goes far beyond 1:1 check-ins and company social events. Happiness plays a significant role here too. Research suggests that more satisfied and happy employees are less likely to leave their employer. The best part? This relationship grows stronger over time.

Providing employees with predictive career pathing processes will give them the direction they need to grow their careers internally. It can also keep them engaged in their work and committed to your organization for the long haul, reducing the chances that they will seek opportunities elsewhere.

IMPROVED CAREER PLANNING

Talent mobility isn't as simple as moving employees around your organization like pieces on a chessboard. It's a process that should start long before your employee transitions to a new role or department.

Plus, you can encourage your management team to integrate career pathing into their regular check-ins with their team members to determine who is interested in moving to a different position and help them get there.

Not only can improved career planning help employers avoid having to suddenly fill roles with employees or new recruits who may not have enough training – but it also shows employees that you’re thinking about their future with your organization, which supports talent engagement and retention.

HOW TO PROMOTE TALENT MOBILITY WITHIN YOUR ORGANIZATION

Even though talent mobility can be a massive value-add for companies of all sizes, in our experience, very few do it well.

According to the 2019 Deloitte Human Capital Trends Survey, the top four barriers to internal talent mobility are:

01

LACK OF PROCESSES TO IDENTIFY AND MOVE EMPLOYEES.

Often, talent mobility processes are highly manual, paper-based, and lack a uniform process. Few organizations have the career pathing technology to identify internal candidates effectively.

02

AVAILABILITY OF INTERNAL EMPLOYEES TO FILL ROLES.

It’s common for internal mobility opportunities to be limited to the executive ranks, leaving managers and entry-level employees without many options.





03

CURRENT MANAGERS' RESISTANCE TO INTERNAL MOVES.

No manager wants to lose a top performer, so it's not uncommon for an internal candidate's current manager to resist other departments' or managers' efforts to recruit the person.

04

LACK OF INFORMATION FOR EMPLOYEES ON AVAILABLE ROLES.

Siloed organizational models make it hard for managers to look for talent outside their own fiefdom, and block employees' views into opportunities elsewhere in the enterprise.

Fortunately, leaders have clear ways to improve mobility within their organizations, and it starts with asking the right questions.



WHAT SKILLS ARE CRUCIAL TO OUR FUTURE SUCCESS?

Our predictive career pathing software can help you create a blueprint for success for every role in your company so you can see exactly the type of people and skills you need to succeed.



DO WE HAVE VISIBILITY INTO THE SKILLS CURRENTLY IN OUR TALENT POOL?

Talent mobility can also help you audit your existing workforce to see if they're in the right seats or would be better off in a different role or department.



WHAT ARE THE CURRENT SKILL GAPS, AND HOW DO WE PLAN TO CLOSE THEM?

So often, organizations make the mistake of taking a one-size-fits-all approach to employee development. Instead, upskilling or reskilling should be based on the individual employee's career path, so they're prepared to make the moves they want to make and have the right skills to succeed in their desired roles.



WHAT DO WE NEED TO LOOK FOR IN NEW HIRES?

Employers always want people who can hit the ground running, but you probably already have people who can hit the ground walking. Instead of spending valuable time and resources trying to recruit the perfect external candidate, see if there are any eager internal candidates who, with some training and development, could be ready to take on a new role – and be up-and-running quickly.

THE BIGGEST MISCONCEPTIONS AROUND FUTURE SKILLS

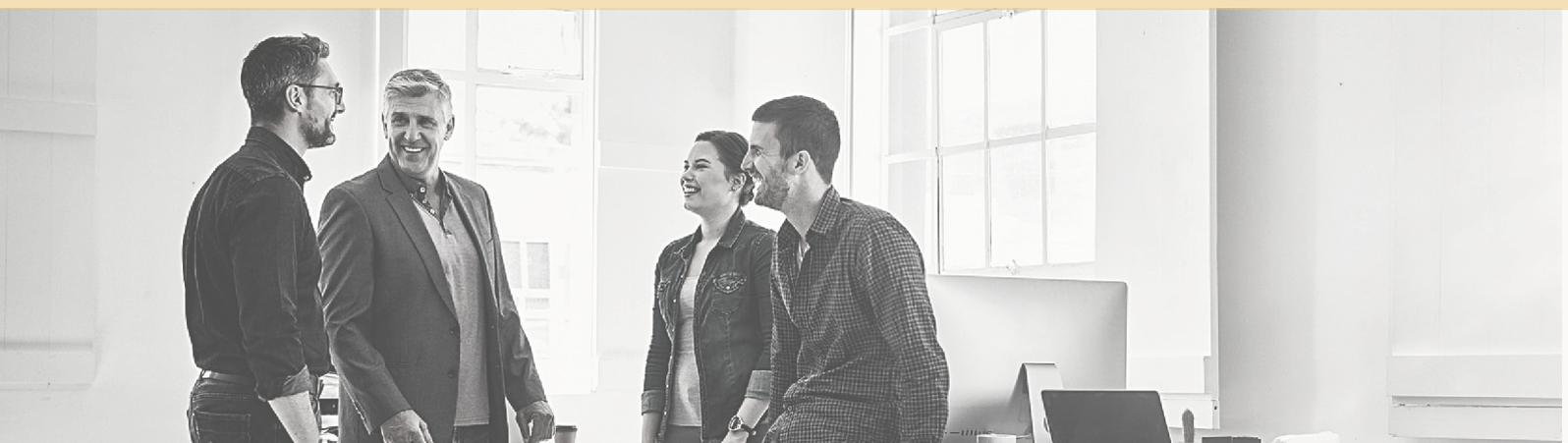
Employers need to think about what skills their employees will need in the near and distant future. That's a give-in. However, the current dialogue and research around this topic will make you think that there is a universal list of future skills that all employees will need, and that just isn't true. More specifically, these are the two biggest issues we have with the future skills hype:



FOCUSING SOLELY ON TECHNICAL SKILLS IS (IRONICALLY) SHORT-SIGHTED.

There will always be new technologies, new disruptions, and new industries to which we'll need to adapt. There will always be a new set of skills. And sure, we can forecast some of these trends; there are many others we can't. Take the COVID-19 pandemic, for instance. Remote work has been growing in popularity for years, but there was no way to predict that organizations would need to start working remotely and transform their operations overnight.

Rather than focusing solely on skills, leaders need to learn how to build an organization equipped to do the job today and continuously evolve and adapt to the business's future needs and goals.



FOSTER ENGAGEMENT AND COMMITMENT

According to the World Economic Forum's Future of Jobs Report, workers will need dramatically different skills to thrive in our future job market by 2022. Half of all employees will need reskilling by 2025.

- Complex problem solving
- Critical thinking
- Creativity
- People management
- Coordinating with others
- Emotional intelligence
- Judgment and decision making
- Service orientation
- Negotiation
- Cognitive flexibility





THE FUTURE OF WORK IS ALREADY HERE.

We all have been waiting for the future of work to come, and it came faster than expected. Just a year ago, everyone was talking about how the future of work will be entirely digital. Today, digital is the new normal for organizations worldwide that completely transformed and digitalized their business processes in the wake of the pandemic.

COVID-19 has had an enormous impact on online working environments and accelerated the shift toward the future of work. Some experts believe that the world of work will never be the same. The coronavirus has fundamentally changed every aspect of business – from eliminating our commute to work to how we interact and collaborate with our colleagues. The pandemic has also accelerated other future work trends like automation, the gig economy, and increased connectivity.



For a long time, so-called ‘job hoppers’ or people with not-so-linear career paths have been seen as a liability. However, in our rapidly changing world of work, these people should get a second look. We hire people based on their resumes which tell us what they’ve done, but it doesn’t illustrate who they are or what they can or should do. It simply highlights how focused or flexible they’ve been.

Instead of discounting people who haven’t been doing the same thing all their lives, dig into it a little more. Ask candidates questions like, “Have you demonstrated in the past that you’ve made a shift or made changes?” or “Have you made a personal pivot?” and, if so, “Why?”. Their answers may surprise you.

Think about the skills and talent you need today and what you need in the future and build this into your talent acquisition and career pathing and development processes. For example, let’s say you hire an entry-level employee who’s also interested in an aspect of your business that you know will be more of a priority in the future. Ensure they have access to the training or coaching from the get-go, so they’ll be ready to support you when you need it most.

03

FOCUS ON DEVELOPING A LEARNING ORGANIZATION

Future-thinking organizations need to be learning organizations, which are organizations “made up of employees skilled at creating, acquiring, and transferring knowledge.” These are people who can help their companies “cultivate tolerance, foster open discussion, and think holistically and systemically,” and can adapt to uncertainty more quickly than their competitors would.

Three broad factors are essential for cultivating a culture of learning and adaptability within an organization: **a supportive learning environment, concrete learning processes and practices, and leadership behavior that reinforces this approach to work.**



LET'S BREAK THESE 3 ELEMENTS DOWN EVEN FURTHER:

»» FOCUS ON DEVELOPING A LEARNING ORGANIZATION

A supportive learning environment is psychologically safe (i.e., one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes). There should be an appreciation of differences, openness to new ideas, and ample time for reflection.

»» CONCRETE LEARNING PROCESSES AND PRACTICES.

For maximum impact, knowledge sharing must happen in systematic and defined ways. This could look like regular post-audit or debriefs after a project is completed, peer mentoring programs, or even monthly lunch and learns hosted by employees or subject-matter experts. Knowledge sharing can happen at an individual level, within groups or departments, or across the entire organization, but the key is to ensure that learning doesn't happen on an ad-hoc basis but is built into day-to-day company processes.

»» REINFORCEMENT FROM LEADERSHIP.

For maximum impact, knowledge sharing must happen in systematic and defined ways. This could look like regular post-audit or debriefs after a project is completed, peer mentoring programs, or even monthly lunch and learns hosted by employees or subject-matter experts. Knowledge sharing can happen at an individual level, within groups or departments, or across the entire organization, but the key is to ensure that learning doesn't happen on an ad-hoc basis but is built into day-to-day company processes.

THE FUTURE OF WORK: LOOKING BEYOND THE TRENDS



The “future of work” and “future skills” are some of the most hot-button topics in business today.

And sure – there are a few overarching trends that will impact us all (i.e., automation, machine learning, the gig economy), but the reality is that the future of work and work skills will look different for everybody.

As an employer, the best way to prepare for the future is to figure out, *right now*, what skills and talent you’ll need to achieve your specific goals. You need an in-depth, holistic understanding of your employees: not just of their skills, education, and experience, but also their performance and career goals. When you know what’s driving their success, you can start thinking about how to optimize their performance or get more employees like them.

Collecting all of this data might seem like pretty hard work, but Career Spark’s people intelligence platform simplifies it. The insights you’ll gather will help you identify relationships and patterns which you can use to empower people to take action and solve business problems, both now and in the future.

So what will the future of work look like for your organization? Only time will tell. But staying ahead of the curve starts with yourself and your team with the right insights and knowledge to make better decisions.



Career Spark's Smart System is a revolutionary career-pathing and employee development platform that continuously gets smarter at predicting the likelihood of employees performing well and staying longer - based on how they compare to an organization's own top performers.

Connect with **Career Spark** today to get more insight into our data driven solutions.

**BOOK A DEMO WITH US AT
INFO@CAREERSPARK.COM**

WWW.CAREERSPARK.COM

