

Talent Mobility

The Way Of the Future.



HOW CAN TALENT MOBILITY PROPEL YOUR ORGANIZATION FORWARD?

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.

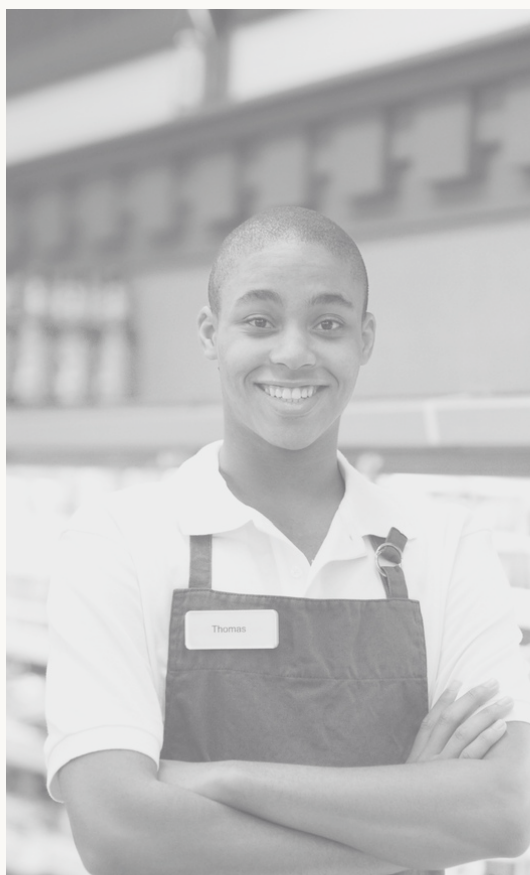


MAXIMIZE PRODUCTIVITY.

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 & COMMITMENT

Most employees don't necessarily want to leave their roles, but often it's the only way for them to develop professionally. A recent Deloitte survey found that more than 50 percent of respondents felt that it was easier for employees to find a job outside their organization than inside.

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.



WHAT ARE THE DEVELOPMENT AND CAREER ASPIRATIONS OF OUR TALENT?

Once you figure out what skills are crucial for future success, through career pathing, you can see if any of your current employees' future goals and aspirations align with your organization's needs and start preparing them for that growth trajectory from now.

CLOSING THE SKILLS GAP WITH TALENT MOBILITY AND CAREER PATHING



Let's get real – the career ladder is dead and has been for years. Average employee tenures have decreased across almost all industries in the past decade, regardless of age, generation, or education level. And yet, many organizations are still stuck in the past, offering few opportunities for their employees to develop beyond the traditional entry-level-to-C-suite career trajectory.

If you want to harness the hidden potential of your workforce, you need to break the siloes and take a more holistic approach to talent mobility and career pathing. Your employees may not be interested in a linear career path, but that doesn't mean they can't still make valuable contributions to your company.

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Plus, talent mobility can have a considerable impact on your company's culture and bottom line. Your employees get the opportunity to learn new things and expand their skill set, and you get to reap the benefits of a more productive, engaged, talented, and committed workforce. But to do it well, you need to invest in the right support.

Fortunately, the right career pathing technology takes the guesswork out of talent mobility by offering three core features: talent analysis, role analysis, and automated matching. For instance, our technology can quickly and easily determine what skills, passions, competencies your current employees have and what they need for success in every role and automatically match the right talent to the right positions.

While the concept of a career may have shifted over the past few years, what people want from their careers hasn't. Your people still want to learn, grow, and be challenged. But they shouldn't have to leave your organization to get these benefits. When you invest in your people and give them growth opportunities within your company, everybody wins.



**WHEN YOU INVEST IN YOUR PEOPLE AND
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WITHIN YOUR COMPANY, EVERYBODY **WINS.****



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.

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