

Steps to achieving career and talent mobility



The world of work has undergone a paradigm shift

How work is distributed



- ▶ By 2025, the time spent on current tasks at work by humans and machines will be equal
- ▶ **41%** of companies surveyed plan to expand their use of contractors specialized work

Where we work



- ▶ Hyper-connectivity in the workplace
- ▶ Organizations renewed focus away from work optimisation to work reimagination for the future

What we learn



Critical thinking & problem solving



Self management e.g. resilience, flexibility



Self learning

How we learn



- ▶ **4x** increase in learning opportunities sought
- ▶ **5x** increase in online learning opportunities provided
- ▶ **9x** enrolment increase for learners accessing e-learning through government programs

How we lead, collaborate & care



Agility in communication, e.g. safety, policy changes



Flexibility, employee-first measures, well being support

The Why - Why is talent mobility important?

94%

of employees would stay at a company longer if it invested in their career development.

But according to HR leaders there is significant room for improvement

- ▶ **49%** say career planning and development is not personalised to each employee.
- ▶ **57%** say their organisation has no defined tools and technologies used for career development.
- ▶ **60%** say managers do not have skills required to help employees develop careers.

To anyone who questions the rationale for the up/reskilling or redeployment of talent, it's worth asking the following (your employees are asking these questions) :

Why is there time to onboard new employees but not time to train existing talent?

Why is there money to recruit externally but not money to invest in resources such as coaching and training/career development tools?

Why does it make sense to allow for learning curves with new employees, who lack the institutional knowledge that current employees have?

The how. Steps to achieving career mobility

Even the most prepared organisation cannot outrun the pace of change. It is therefore vital to create an environment where existing talent can be retained, retrained and upskilled to ensure the future viability of the business.

Take these five steps to building a culture that supports internal talent development and mobility

Have a robust talent/skills assessment process



- ▶ Understand the talent and potential of your full workforce – manual processes or SAAS options exist
- ▶ The desired outcome is a skills inventory. Understand your skills gaps where can these be filled internally, what skills do you want to promote and build

Encourage purposeful career conversations



- ▶ Let employees know what skills to invest in to stay relevant or grow with the organisation
- ▶ Discussions must directly address the empowerment and support for employees who take ownership of their careers and what support is available

Celebrate and support lifelong learning



Create a culture that celebrates learning



Consider creating opportunity for lateral moves to build skill development



Create the time and permission to invest in learning

Be clear employees share the responsibility



- ▶ Organisational support is important, but employee accountability is key. Deliberately preference those who have invested in learning skills
- ▶ Deliberate career planning, pathways help but are not essential. Must look at the link to future needs to provide options and retain talent

Use coaching to build skills in leaders



Communicate clearly what is expected of leaders. Help then support employees and promote options.



Flexibility, employee-first measures, well being support