Beamery

Navigating The Changing Talent Landscape

The new playbook for attracting, engaging and retaining talent, and building a more agile workforce.



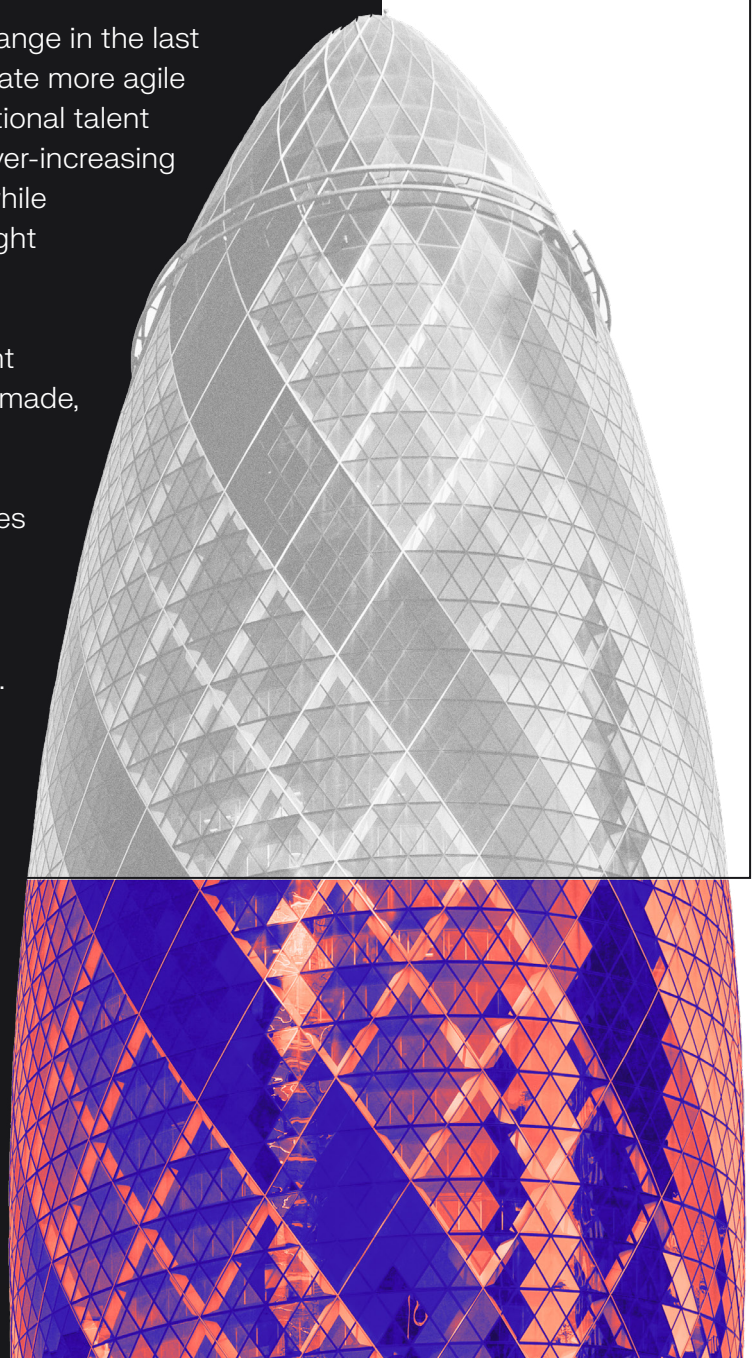
Introduction

There has been a ton of uncertainty and change in the last few years. Businesses are scrambling to create more agile talent processes, while still delivering exceptional talent experiences. HR teams are being handed ever-increasing remits, to help businesses plan for growth while weathering the storms of recession and a tight labor market.

Economic conditions make it more important than ever that the right talent decisions are made, and made quickly.

Meanwhile, we not only have more employees entering the workforce and leaving the workforce than ever, but new expectations: about how we work, where we work, and how people should be treated by employers. This means organizations have to rethink what makes people productive, engaged and successful.

Beamery surveyed 713 business leaders[1] and conducted roundtable discussions with senior HR professionals and industry experts: to get their view of the talent landscape, and uncover where they see the biggest challenges – and opportunities.



Just 40% of business leaders say they are very satisfied that current talent approaches in their organization reflect changing market conditions and employee expectations.

The senior stakeholders we spoke to told us that they were struggling with skills gaps, retention, and engaging the workforce of the future, as well as establishing a 'new normal' for work – and being ready to respond when things change yet again.

This report shares the research findings, and explores how HR teams can overcome the most pressing talent challenges, by adopting a more agile, more holistic approach that puts "skills" at the heart of talent management, creates personalized, people-centric experiences throughout the talent lifecycle, and embracing new technology that aids both efficiency and effectiveness.

[1] Business leader respondents were at the level of C-suite, VP, Director, or Head of Department, from organizations of more than 1000 people, in the UK, US, Australia and Germany.

The Biggest Talent Challenges In The Next 12 Months:

Developing a sustainable working model.
55%



Increasing skills shortages/harder to find the skills they need.
54%



Being able to adapt talent approaches quickly to changing market conditions.
51%



Attracting and retaining the next generation of workers.
49%





Challenge: Uncovering the skills to succeed

The ever-widening skills gap

Even with the environment of layoffs, recession, economic uncertainty… businesses are struggling to find the skills they need to be successful. Despite a tightening economy, the job market is robust – with the lowest unemployment in more than 50 years in the U.S. and of all time in Europe.

When asked about their biggest talent challenges, "increasing skills shortages/harder to find the skills they need" was a challenge for 54% of our respondents. There are more jobs to fill than there are people to do them – and the skills needed are changing all the time.

For example, the World Economic Forum has estimated that 150 million new technology jobs will be created globally over the next five years, and 77% of all jobs will require digital skills from workers by 2030. However, only 33% of technology jobs worldwide are being filled by the necessary skilled labor.

Worryingly, less than two thirds of those we surveyed think leaders in their businesses understand where the skills gaps are (60%) or what skills they already have in the organization (58%) to a great extent.

There is also a related issue with meeting future skills needs. Less than 60% of those we surveyed think leaders in their businesses understand what skills they may need in the future (56%) "to a great extent". This was even lower in larger organizations[2] (54%).

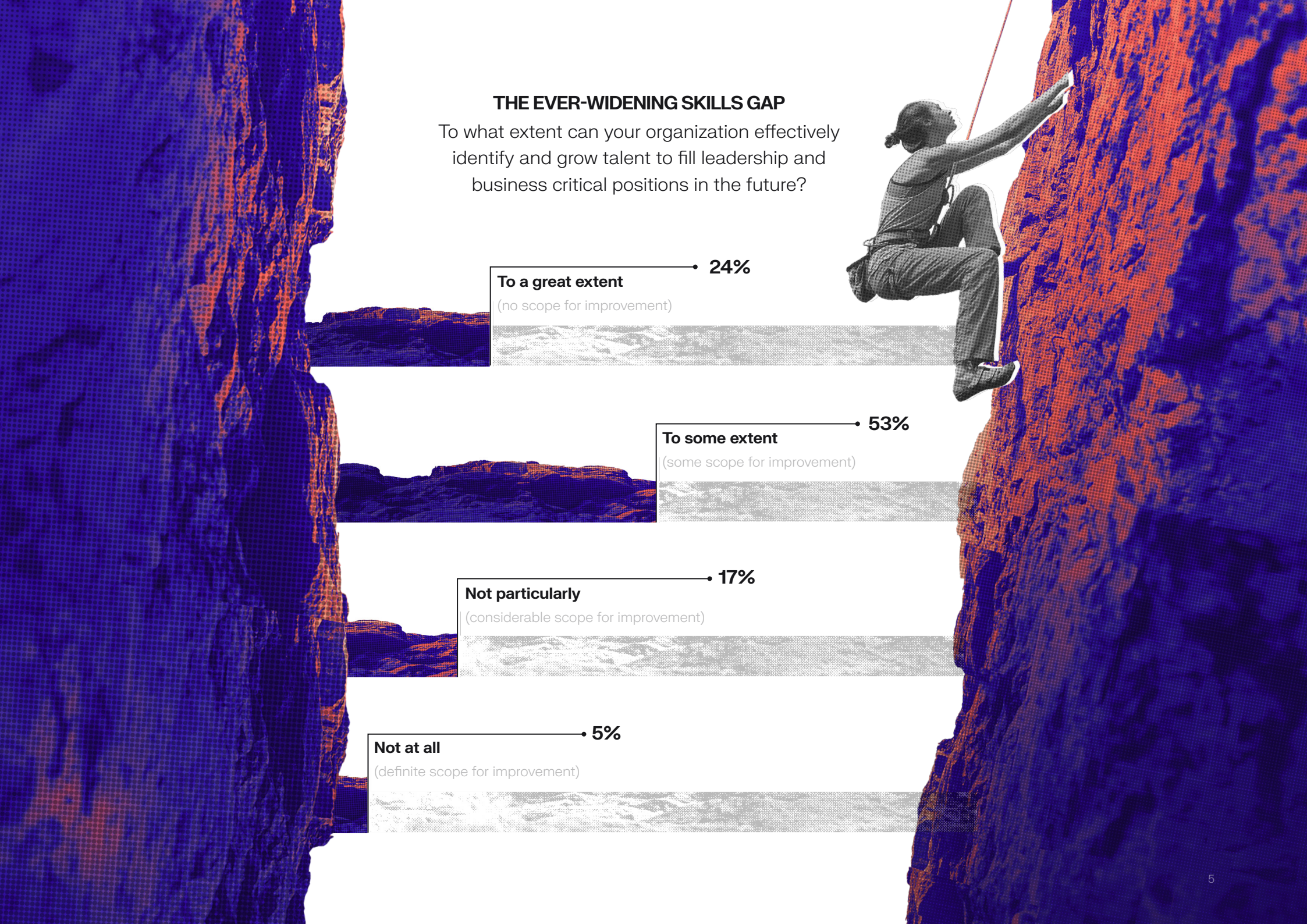
54% of business leaders say skills shortages is one of their biggest talent challenges

[2] Those with more than 5000 employees



THE EVER-WIDENING SKILLS GAP

To what extent can your organization effectively identify and grow talent to fill leadership and business critical positions in the future?



Solution: Embracing a skills-first talent strategy

Today, the competition for talent means you need the widest possible talent pool. A skills-first approach means looking at people through the lens of what they can do, and what they may be able to do. Managers are realizing that they may be overlooking suitable candidates if they only focus on educational attainment, years served, or the company names on a resume.

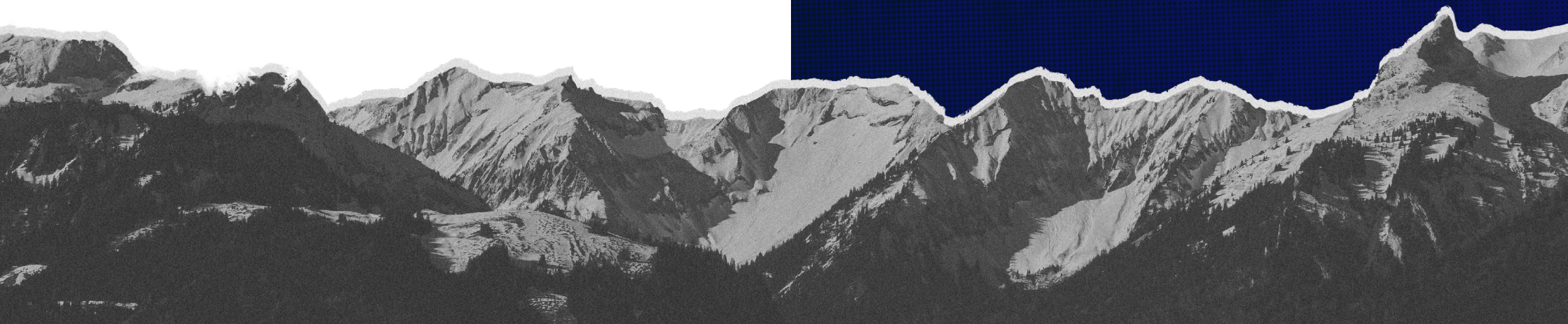
The benefits of putting skills first

Over two thirds of business leaders we spoke to (68%) think askills-first approach to hiring, which focuses on a person's capabilities and competences more than their formal education and time spent in a previous job, can better support business growth in their organization.

81% of our respondents agreed that skills-first hiring can better align the needs of employers and employees, making work work better for everyone.

> "What's most important to me is figuring out the best ways to identify, attract and retain people with high potential, even if they don't necessarily have what traditionally we would see as pedigree. Something we're trying to look at is equity in our process, where all that really matters is what you can do, versus who you are and where you came from."

JAMES IRVINE
Global Director of Talent Attraction
Firm Functions, T&D and Functional Leadership
McKinsey



The main benefits of skills-first hiring

Supports transformation initiatives by better mobilizing skills of existing employees
49%

Makes them more attractive as an employer to the next generation of workers
48%

Expands their talent pool and more inclusive talent pipeline
46%

Improves employee engagement and productivity
45%

Supports the growing desire for personalized career paths for employees
44%

More effectively addresses skills shortages in the business
43%

Creates more resilience in the business
39%



A survey by Deloitte found that skills-first organizations were 57% more likely to anticipate change and respond efficiently, and 107% more likely to place talent effectively. 80% of executives surveyed said that making talent-related decisions based on people's skills rather than their job history, tenure in the job, or network, would reduce bias and improve fairness.

Putting skills first isn't just about hiring. It provides a lot of the answers organizations need in response to the changing economic situation, including the agile redeployment of talent, making plans around headcount, and unlocking productivity in your workforce.

So how do you go about becoming a skills-first organization? When asked what was needed to get them to a 'skills-first' approach, 44% of our respondents said they needed "better workforce data" and 42% said the "increased automation of HR processes".

Defining and understanding skills, organizing the data appropriately, and applying cutting edge technology to match people with work are the central pillars to a skills-first approach… but it also requires a shift in thinking; a reimagining of 'workers' and 'work'.

Achieving a true understanding of skills

You first need to know the skills you actually have, in order to find the gaps. Organizations need a skills framework: a taxonomy where skills are commonly defined, and automatically connected between HR systems (removing the hassle of maintenance and manual mapping).

Companies that invest in the right technology can dynamically keep skills data enriched and up to date. With AI, it becomes possible to infer skills that people could learn; to understand the proficiency or seniority around a particular skill; to ensure the 'language' around skills brought to the business (or learned along the way) reflect the true context of the industry in question.

A complete taxonomy and ontology will give you an up-to-date map of skills present in the organization. You can then create a dynamic job architecture based on the skills map.



The end of “jobs”

When you look at people through the lens of skills, you must also start thinking about jobs in terms of the work to be done: deconstructing them by the skills needed to do the work. 84% of business leaders told us it is important to focus on skills rather than traditional job roles.

Traditional org design is hierarchical, siloed and static – it’s not very flexible. Businesses have boxes of jobs and allocate staff to those boxes. But that doesn’t leave companies much room to be nimble. This approach also treats humans as if they are identical, non-changing machines.

“Unbundling the job”, as Forrester calls it, helps to break down silos and hierarchies, and crucially helps companies become more agile. It may include turning elements of “jobs” into projects, gigs or tasks, and focusing people on the problem to be solved or the ideal outcome.

By looking at people (both externally, and internal talent) and jobs in terms of skills, you create a suitable common language or currency within your business, which makes the task of hiring – as well as redeploying or retraining – an easier, more collaborative task. You can connect an open role or ‘job’ and the right profile.

The key is to use smart, explainable AI, to ensure users can see the components that were weighed up in the decision-making process, and what elements most impacted recommendations. The combination of skills data – an unbiased, more holistic view of talent – and ethical, explainable AI helps you improve diversity and equity.

> “I think simple, tactical things on the ground make a huge difference. Less specific job descriptions, for example. Not just focusing on people in terms of their pedigree, thinking about their potential.”
>
> **MARTIN HALLWORTH**
> EMEA Senior Talent Acquisition Manager
> IBM

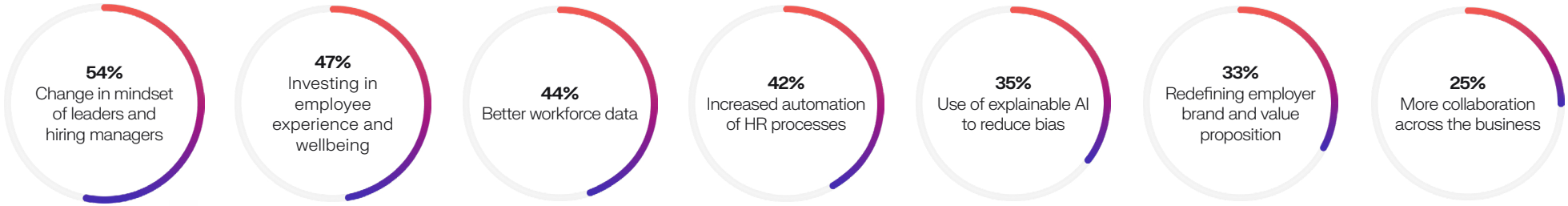


Embracing cultural change

It is clear that a skills-first approach is more than just a technical change to managing job descriptions and candidate (or employee) profiles. When we asked business leaders what needed to evolve in organizations to enable a skills-first approach to talent, most (54%) said a change in mindset of leaders and hiring managers.

Changing how “work” is viewed, andhow the workforce is viewed, is a huge change management project, which goes beyond HR departments. When it comes to using more objective assessment methods in hiring, organizations must consider potential – and propensity to learn – as well as existing skills.

SKILLS-FIRST: WHAT NEEDS TO CHANGE?



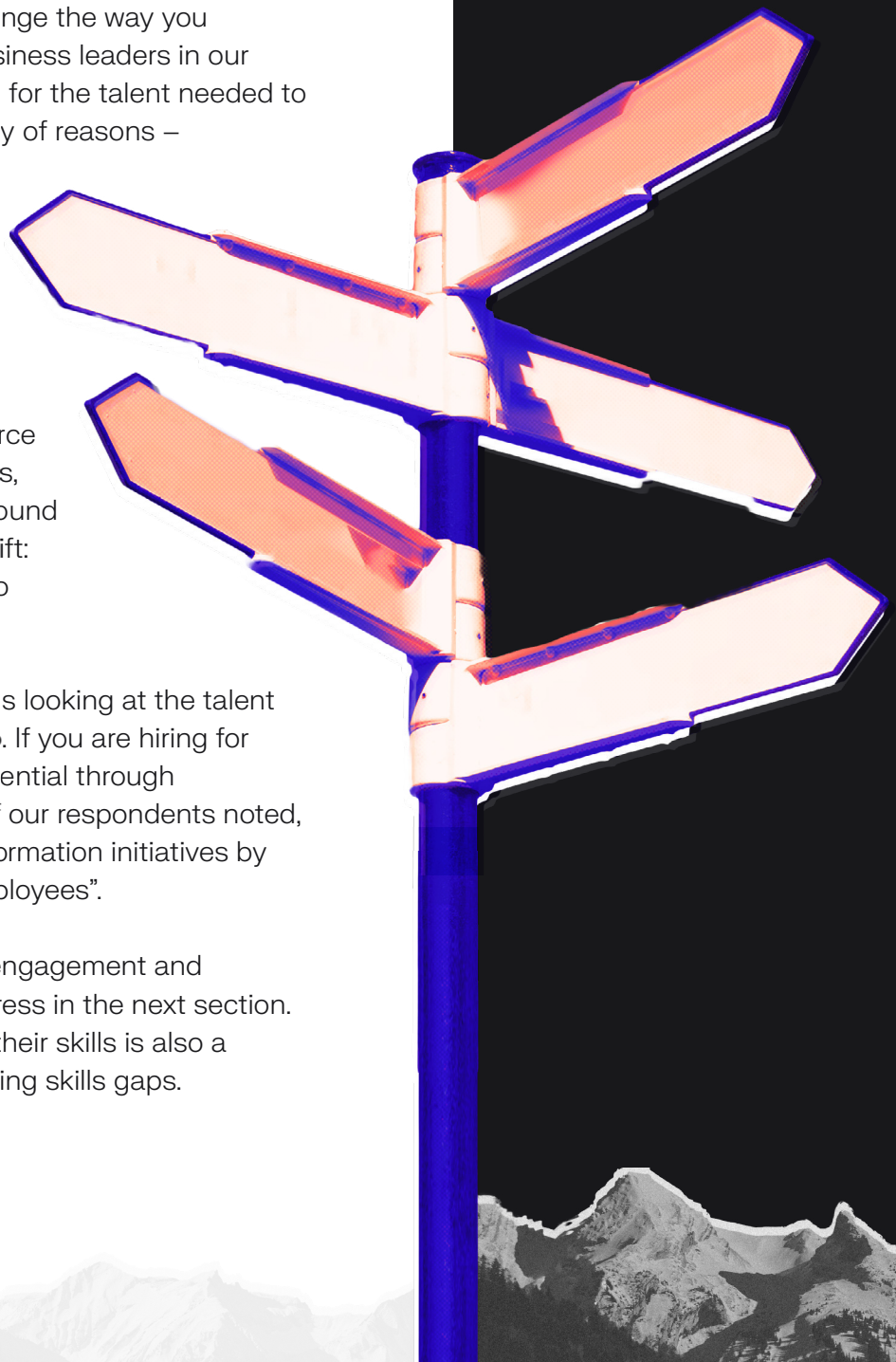


A skills-first approach should also change the way you approach workforce planning. The business leaders in our survey told us that it is difficult to plan for the talent needed to support business growth – for a variety of reasons – many of which could be solved with better workforce insights.

Once you have a skills taxonomy and job architecture for your organization, you can assess skill availability internally – and within the broader market. Intelligent insights into workforce composition, as well as market insights, will help you make better decisions around talent. This also requires a mindset shift: a more holistic vision when it comes to talent management.

Inevitably, a skills-first approach means looking at the talent inside your organization differently too. If you are hiring for potential, you need to nurture that potential through someone's career with you. As 49% of our respondents noted, a skills-first approach supports transformation initiatives by "better mobilizing skills of existing employees".

45% said it could improve employee engagement and productivity – a challenge we will address in the next section. Redeploying internal talent based on their skills is also a fantastic way to fill those ever-expanding skills gaps.



WHAT MAKES WORKFORCE PLANNING HARD?

50%
Uncertainty about business direction in the current economic climate

41%
Balancing recruitment and retention investment

37%
The lack of clear vision around talent

36%
The lack of strategic HR resource

33%
A lack of quality and timely talent data

31%
Changing workforce demographics

30%
Not knowing what skills they currently have and need

Challenge: Engaging the workforce & unlocking their potential

> "Companies need to pay attention to their internal mobility opportunities and put some effort in if they're not already. That is how we'll keep the current employees excited about the work that they do, and keep them engaged and keep them learning.
>
> **BETH CAUSEY**
> Sr. Vice President Talent Acquisition
> Wells Fargo

Concerns about retention and engagement

Retaining top talent is a big issue. Our Talent Index tells us that around half the workforce is planning to quit in the coming year. In our survey of business leaders, 71% said they are concerned about talent loss or leakage in their organization in the next 12 months. Just 51% think leaders in their businesses understand why people leave the organization "to a great extent" – and this number is lower within larger organizations.

So what do our respondents think the main reasons are for people leaving? Mostly for better pay elsewhere (56% cited this as a top 3 reason) or a better work/life balance (47%). Opportunities to develop – progression, mobility and learning – were next on the list.

THE TOP REASONS BUSINESS LEADERS THINK EMPLOYEES LEAVE THEIR ORGANIZATION:



56%
Better salary/ benefits elsewhere



47%
More flexibility/ balance





33%
More opportunities for learning



35%
Lack of internal mobility



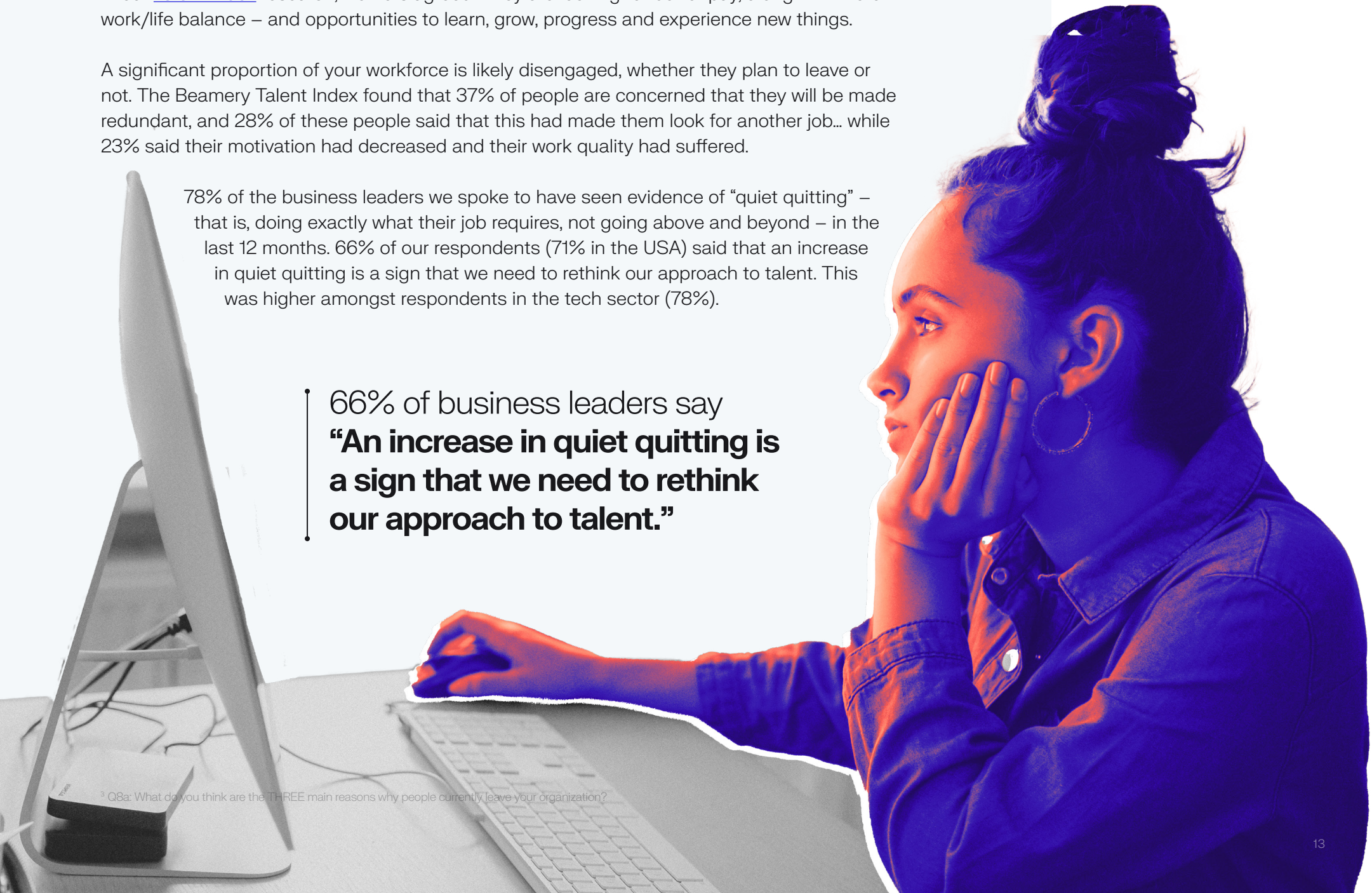
46%
More opportunities for career progression

In our Talent Index research, workers agreed. They are looking for better pay, along with more work/life balance – and opportunities to learn, grow, progress and experience new things.

A significant proportion of your workforce is likely disengaged, whether they plan to leave or not. The Beamery Talent Index found that 37% of people are concerned that they will be made redundant, and 28% of these people said that this had made them look for another job... while 23% said their motivation had decreased and their work quality had suffered.

78% of the business leaders we spoke to have seen evidence of "quiet quitting" – that is, doing exactly what their job requires, not going above and beyond – in the last 12 months. 66% of our respondents (71% in the USA) said that an increase in quiet quitting is a sign that we need to rethink our approach to talent. This was higher amongst respondents in the tech sector (78%).

66% of business leaders say
"An increase in quiet quitting is a sign that we need to rethink our approach to talent."



[3] Q8a: What do you think are the THREE main reasons why people currently leave your organization?

Solution: Redeploy & reskill internal talent

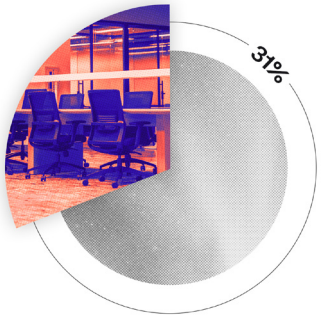
The retention and engagement challenge is a tricky one. Simply offering higher salaries is unlikely to be a feasible option for most organizations – particularly in a challenging economic climate. But there are more cost-effective tactics that can boost engagement and productivity.

The business leaders we spoke to think they can effectively address issues around employee morale and productivity through optimizing internal mobility (38%), and offering personalized career paths (37%), as well as offering more flexible and personalized benefits and rewards (41%).

Giving employees opportunities to learn and develop, particularly in a tailored way, is an ideal strategy for retention.

Retention through talent mobility

The business leaders we surveyed estimated that, on average, 31% of talent loss (almost a third) could be prevented through better talent mobility initiatives that allow talent to move more freely in their organization.



31% of talent loss could be prevented through better talent mobility initiatives

"At Adidas, we are committed to creating an environment where people can thrive. Hence, we try to hire people at the beginning of their careers and foster internal mobility to bring an ocean of opportunities for them within the brand. Our duty as a company is to find these alternatives for everyone."

IGNACIO ARANGUEZ MONTERO
HR Director
Adidas

How can you boost morale and productivity?

Offering more flexible and personalized benefits and rewards

41%



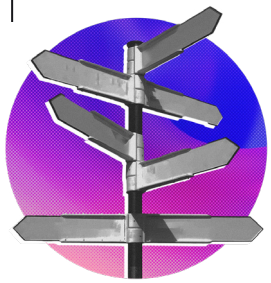
Optimizing internal mobility so employees can easily move between roles

38%



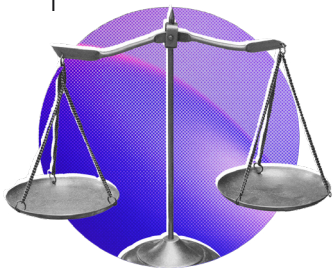
Offering personalized career paths that employees can co-design

37%



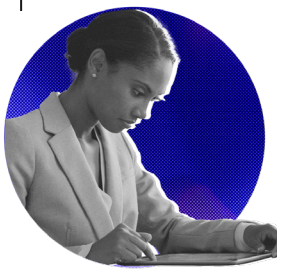
Developing a culture where every employee is treated fairly and equally

36%



Introducing more coaching and self-directed learning opportunities

35%



Increasing opportunities for cross-organization exposure

35%



Designing more collaborative workplaces and working models

34%



Developing continuous employees feedback mechanisms

33%



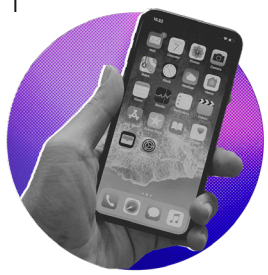
More engaging internal communication

31%



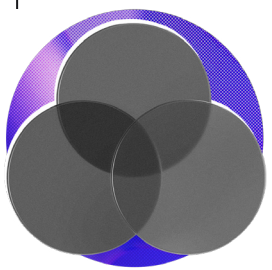
Investing in high quality digital mobile-enabled recruitment

31%



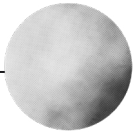
Modernizing our employer brand and value proposition

28%



None of the above

2%

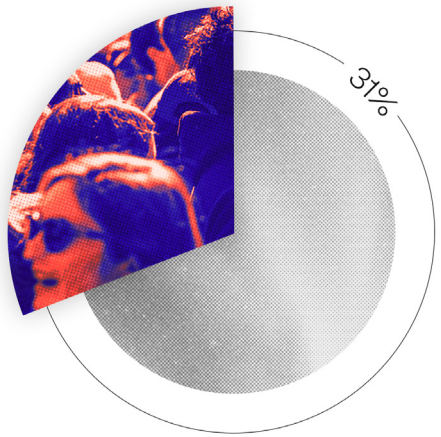


Giving employees “mobility opportunities” may even be as simple as a short project that allows them to enhance their skills. “On-the-job” training tends to be more effective – and this sort of exposure to different teams is ideal for building a workforce that has a deep knowledge of the business, as well as fruitful relationships with a wide range of colleagues.

> “There’s been a huge focus on our senior director population, knowing that they are at the intersection between strategy and execution. And it’s been mainly around connectivity. Connecting our silos and getting people truly involved in different things, in cross-functional cohorts.”

ANDREA MARSTON
Senior Director
Global Talent Acquisition
VMware

Close skills gaps by looking within



31% of those we surveyed

said they are using increased opportunities for internal mobility as a way to close talent gaps in the new economic climate.

Talent mobility isn’t just something that helps motivate employees who are keen to try something new. As mentioned, it’s a way to close skills gaps: to move skills to where they are needed. This may mean redeploying talent into (more) critical roles, or spotting opportunities to upskill employees in order to meet talent needs in the future.

89% of all respondents agreed that talent approaches today need to reflect ‘getting talent to the point of need’.

TALENT APPROACHES NEED TO REFLECT...



89%

Getting talent to the point of need (talent mobility)



85%

A rethink around what flexibility means today



84%

A focus on skills rather than traditional job role

The skills-first approach outlined in the previous section is an essential component of internal mobility, as businesses need a common language to match employees with opportunities, and real-time skills data to power the AI that makes the suggestions. This is the first step to an effective internal mobility program: but what else is needed?

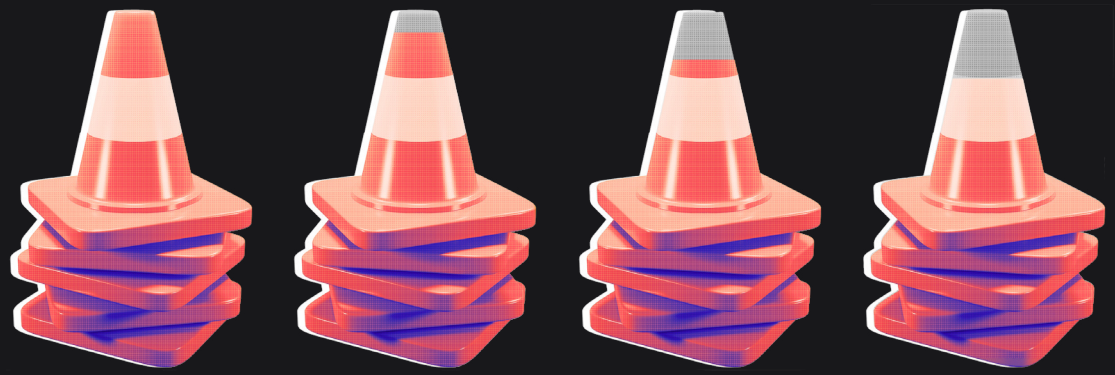
Overcoming the barriers to talent mobility

80% of business leaders think that right now employees would say it is actually easier to get a new job outside their organization than within their organization. Improving talent mobility would allow companies to retain employees who might otherwise leave.

So what is making internal mobility so difficult? 47% of respondents said that managers were the issue: their resistance, or hoarding of talent, was one of the biggest barriers to talent mobility.

The second ranked answer here was around visibility: 42% of respondents (a higher proportion in larger organizations) felt that employees may not be able to easily find internal opportunities.

THE BIGGEST BARRIERS TO TALENT MOBILITY IN ORGANIZATIONS



47%

Manager resistance/ hoarding of talent

42%

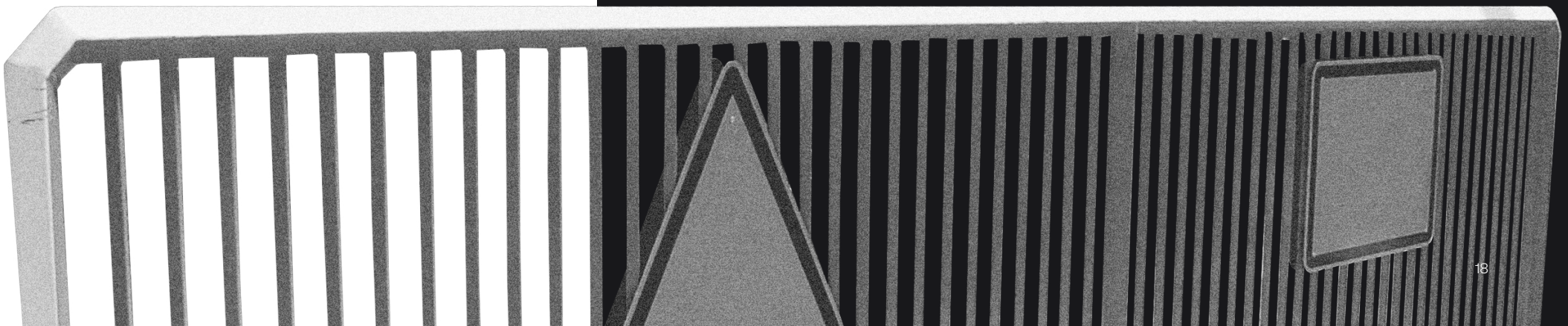
Lack of visibility of internal opportunities for candidates

40%

Bias/perceptions of what an internal candidate can or cannot do based on what they are currently doing in the organization

35%

Lack of processes to identify and move employees



Shifting the mindset of managers

Often managers are incentivized based on the performance of their team, rather than their contribution to the overall business. This needs to be addressed if you want internal mobility to work. As Helen Tupper points out in HBR, "Managers need to be rewarded not for retaining people on their teams but retaining people (and their potential) across the entire organization."

Moreover, everyone in the organization has to reset their expectations about what "progression" means – that career development doesn't always equal a promotion to the "next rung on the ladder".

> "How do we help people appreciate the benefit of learning new areas as also being components or elements of career growth, particularly in a smaller organization where there are only so many opportunities to go in one direction? A conversation that doesn't feel like we're punting the discussion on upward growth."
>
> **SHAMAYNE BRAMAN**
> Chief People Officer
> Sonos

Improving visibility

A smart internal mobility initiative is one where employees are able to self-serve: to see what is available to them, and receive tailored suggestions and recommendations based on their skills and their interests, preferences and career aspirations. This is where AI can help.

Many companies are choosing to implement an AI-powered Talent Marketplace as part of their internal mobility strategy. This offers employees greater visibility of open roles, and should improve the internal user experience: personalizing the recommendations that employees see, and letting them apply for relevant roles, projects, gigs or development opportunities.

Employees don't have to look elsewhere for a chance to grow, learn or change paths, while employers have a smart, efficient way to unlock the full potential of their workforce.

> 45% said a skills-first approach could improve employee engagement and productivity

When it comes to engagement and productivity, there are of course other cost-effective tactics that businesses can consider. We will look at some of these in the next section, as we explore the demands of the "workforce of the future".

Challenge: Developing the workforce of the future

> "Our entry-level consultants are far more vocal around what they want, what they need, what they do and don't want to work on... which actually has had a really positive effect; making us think about the way that we work, making us think about how we approach our two-way feedback mechanisms, staffing teams, mentorship, etc."

JAMES IRVINE
Global Director of Talent Attraction
Firm Functions, T&D and Functional Leadership
McKinsey

Attracting & retaining the younger generation

74% of business leaders told us it is important that their organization can attract, develop and retain the next generation of talent (that is, Gen Z) in order to support business growth – and this may be a challenge. The Beamery Talent Index found that those aged 18 to 24 were more likely than average to have plans to quit their job in the next year (65% vs. 51% total).

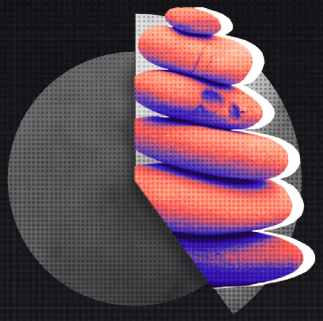
Meanwhile, only 48% of business leaders we surveyed think their businesses currently understand what this next generation of workers want from work "to a great extent".



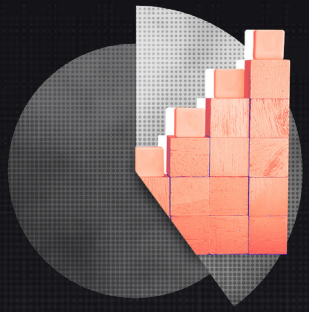
WHY DO YOU THINK GEN Z EMPLOYEES LEAVE YOUR ORGANIZATION?



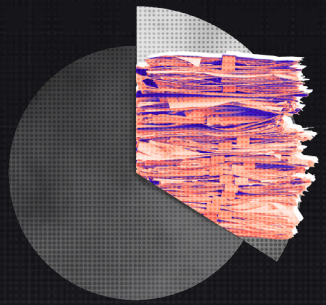
41%
they are looking for employers more aligned with their values



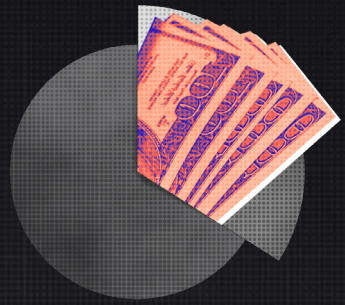
40%
looking for more flexibility/better balance in how they work



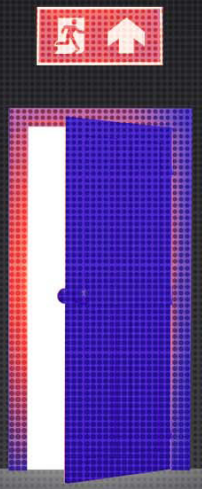
40%
more opportunities for career progression elsewhere



34%
workload issues (either excessive or not challenging enough)



34%
better salary/ benefits elsewhere



Employers offering transparency, stability, and a fair, equitable, inclusive work environment are likely to stand out. According to our Talent Index survey, those aged 18 to 24 were least likely to say a high salary was an important factor in choosing a new job. Meanwhile, flexibility also looks to be crucial: they are least likely to be in an office every day of the week to work.

When we asked "What does your organization need to do to better attract and retain the next generation of talent?", 58% of business leaders said they had already adapted workplace design to make it more collaborative; 56% said they had built "A culture where every employee is treated fairly and equally". But there is work to be done, leaders recognized.

77% of business leaders say the demands of Gen Z have fueled a much needed rethink of how work works. Moreover, 94% of respondents (96% at C-level) think that adapting talent approaches based on the needs and expectations of Gen Z will have a positive ripple effect across all generations of workers.

BUSINESSES STILL NEED TO ADAPT:



Personalized career paths that employees can co-design: **45%**



Opportunities for cross-organization exposure: **40%**



Optimizing internal mobility so employees can easily move between roles: **40%**



Coaching and mentoring opportunities: **40%**



Self-directed learning opportunities: **39%**



High quality digital mobile-enabled recruitment: **39%**



Continuous employee feedback mechanisms: **39%**



Our employer brand and value proposition: **37%**



Collaborative workplace design: **35%**



More engaging internal communication: **35%**



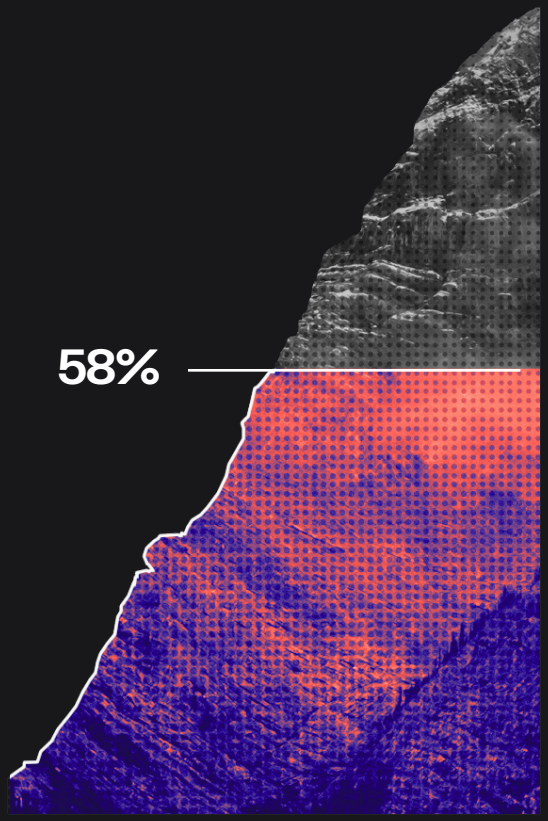
Flexible benefits and rewards: **33%**



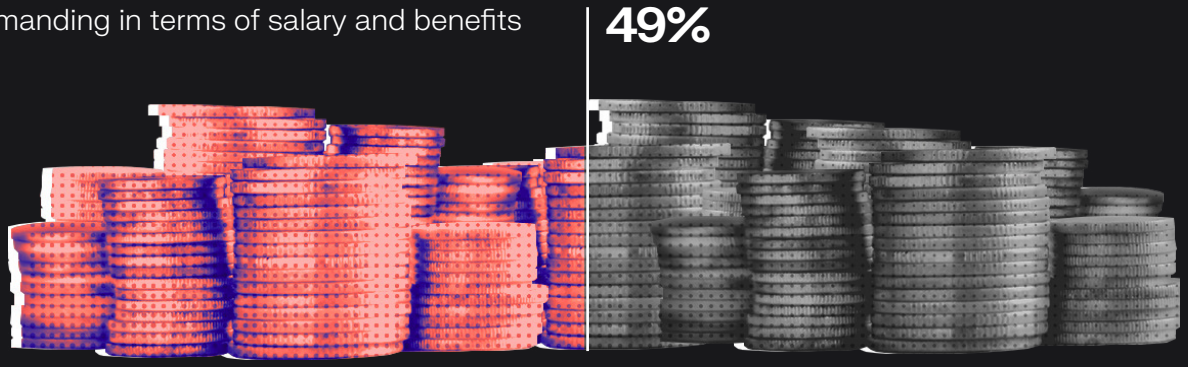
A culture where every employee is treated fairly and equally: **33%**

The particular characteristics associated with the next generation of talent that may necessitate a rethink in how they attract and retain talent include:

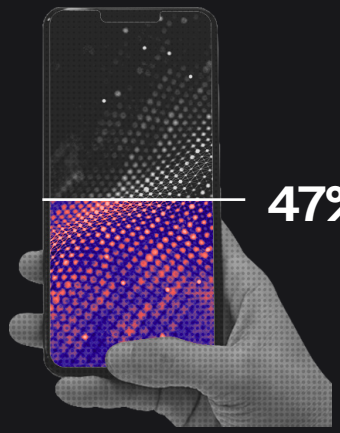
Looking for fast-track career progression and promotion opportunities



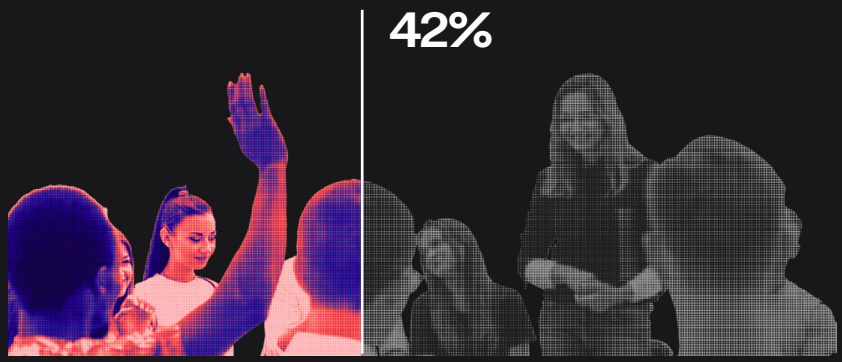
Demanding in terms of salary and benefits



High expectations around workplace technology



Demands around employee wellbeing and the employee experience



Solution: Personalizing the talent experience

Gen Z may represent a more vocal cohort, but they are often articulating what everyone really wants from work: to feel valued, trusted and appreciated, with opportunities to learn and grow.

> "Baby boomers are deciding they've had enough. Partly because they've had very long careers, multiple careers in different organizations, but some of that is because they're not prepared to respond to the change in organizations; to the way things are going."
>
> **DR TREVOR MORROW**
> Senior Lecturer in Business and Human Resources
> University of Aberdeen

More internal mobility, flexibility, an inclusive culture, transparency, and opportunities for learning are all tactics that can help employers attract and retain the best and brightest next-generation talent – without breaking the bank. The key is to listen to what talent actually wants, and find efficient ways to personalize the experience (for employees and candidates alike).

Connect people to relevant opportunities

In a 2022 Deloitte survey, 29% of Gen Z and millennial respondents claimed that learning and development opportunities were the top reason why they chose to work for their current employer. Internal mobility was covered in the previous chapter, but it's worth stating again how powerful a good Talent Marketplace can be to keep talent engaged, motivated and productive.

Offering opportunities for lateral moves, experiential learning, and on-the-job training is not the only way an AI-powered Talent Marketplace can be used to engage Gen Z talent. It can also generate tailored recommendations for internal apprenticeship programs, mentorship schemes, and potential career paths – showing what skills are needed and how they could be attained.

For external candidates, a common skills language coupled with AI also helps you personalize the experience. Even in times when you are not actively hiring, you could collect relevant skills information from potential candidates via your careers site, and add them to a talent community, where they can be nurtured with tailored content and, eventually, sent suitable roles.

Flexibility, autonomy and trust

The workforce of the future will likely see “hybrid working” as more than just the ability to work from any location. With powerful insights enabling “talent on demand”, an agile employer will be able to offer employees genuine flexibility – around how, where and when work is done.

As Gen Z in particular expects variety, the process of “unbundling the job” described in section two could be a useful step in keeping them engaged. Splitting out work into discrete components means tasks can be assigned based on preferences, bandwidth and location, as well as skills.

> “What we’re seeing more and more is that new candidates are looking at the offering of flexibility. For us, the future of work is flexibility, so we’re continuing to put our focus on providing benefits and resources that support employees wherever they work.”
>
> **MICHAEL FRACCARO**
> CHRO
> Mastercard

Transparency

In our Talent Index, 24% of the Gen Z respondents worried about layoffs said the reason for their worry was because there has been a lack of transparency from leadership. The workforce of the future expects open communication from leaders and radical candor from managers.

Additionally, 90% of those aged 18 to 24 said they would be more likely to apply for a job if the salary (or pay range) was shared – the highest proportion of any age group. In fact, 36% said it was essential. A quarter of all Talent Index respondents said they didn’t even see salary ranges internally.

While it’s clear that total pay transparency is important to your talent, it can be a heavy lift to put the right foundations in place to be ready for this step. But by putting it on your roadmap, you are moving in the right direction.



Maintaining a diverse and inclusive workforce

When you treat people as individuals, you can also make good progress towards DE&I targets. Gen Z is particularly expectant that your company will embrace diversity: they are themselves the most diverse generation yet.

We know that most organizations have diversity goals, to drive better business (and societal) outcomes – and a personalized approach powered by skills data offers an efficient and effective route to encouraging internal and external talent to apply to roles and opportunities they might not have felt "qualified" for.

Engaging with talent based on their unique set of skills (rather than a generic approach) offers a far more inclusive experience. To offer personalization at scale you need explainable AI, and that leads to more equitable processes: it will uncover talent you might never have considered.

> "We have so many examples where organizations invested a lot in the recruitment process and hiring diverse talent and then that talent just leaves so quickly, because actually they don't feel that welcomed, they don't feel like they have the opportunity to thrive."
>
> **SASHA GRAHAM**
> Partner
> Equality Group

Conclusion

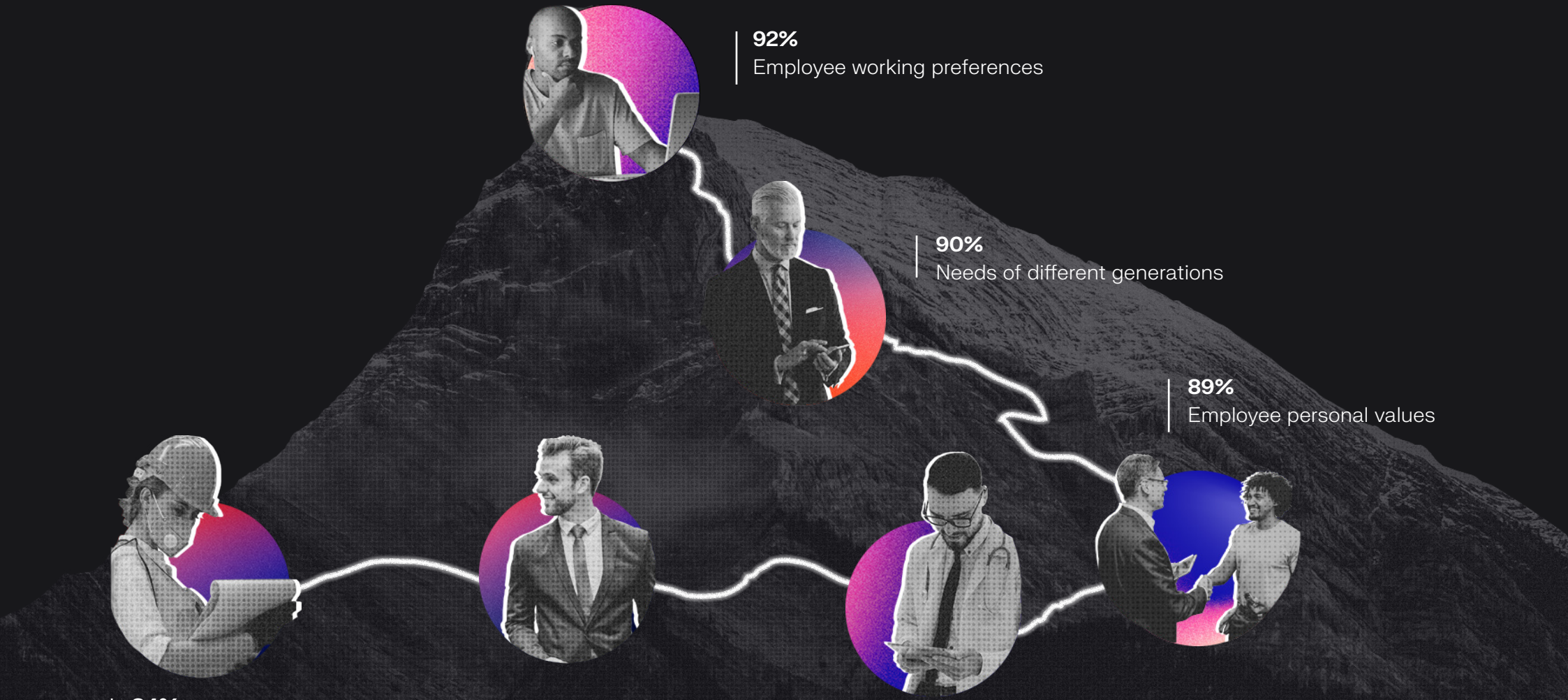
Companies will have to get comfortable with the fact that the only consistent thing that you're going to experience is change. Skills gaps will grow, and talent will continue to challenge assumptions around how and where work should be done. Only businesses with agile approaches to talent management will truly thrive.



65% of business leaders say that how they tackle talent challenges will impact how well they perform as a business during uncertain economic times.

HR teams are being called upon to become more strategic, and find ways to accommodate multiple generations in the workforce, new preferences in working styles, and a new-found demand for work to fit around people's lives – rather than the other way around.

Talent approaches must evolve to reflect:



92%
Employee working preferences

90%
Needs of different generations

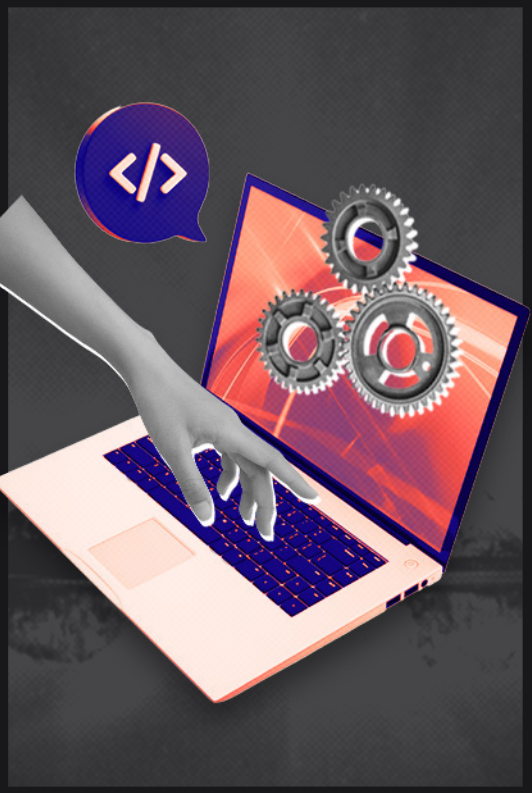
89%
Employee personal values

84%
A focus on skills rather than traditional job roles

85%
What flexibility means today

89%
Getting talent to the point of need (talent mobility)

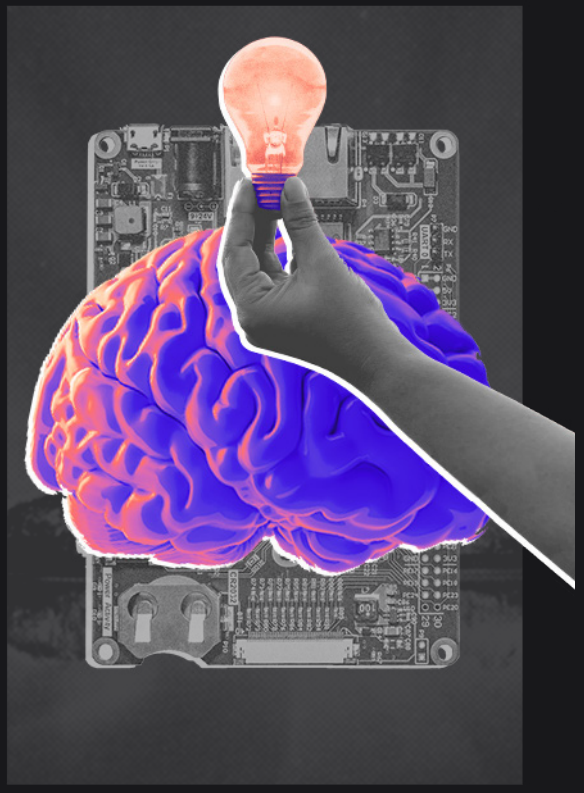
To attract and retain talent, to engage talent and make sure the workforce is adaptable, diverse and productive, businesses need to prioritize three things:



A more holistic approach to talent and to work, that puts “skills” at the forefront.



Joined-up data to provide a common language for the entire business, when it comes to all stages of the talent lifecycle.



Personalized, people-centric experiences for candidates and employees, powered by dynamic insights and explainable AI.

METHODOLOGY

713 interviews with Business Leaders in the UK (255), US (253), Australia (103) and Germany (102) in organizations with 1000+ employees across all sectors were conducted during October 2022 by Insight Avenue.



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