



2024 Americas Global Employer Services Summit

Synchronizing Strategy and governance in an open talent marketplace

Introductions



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Learning objectives

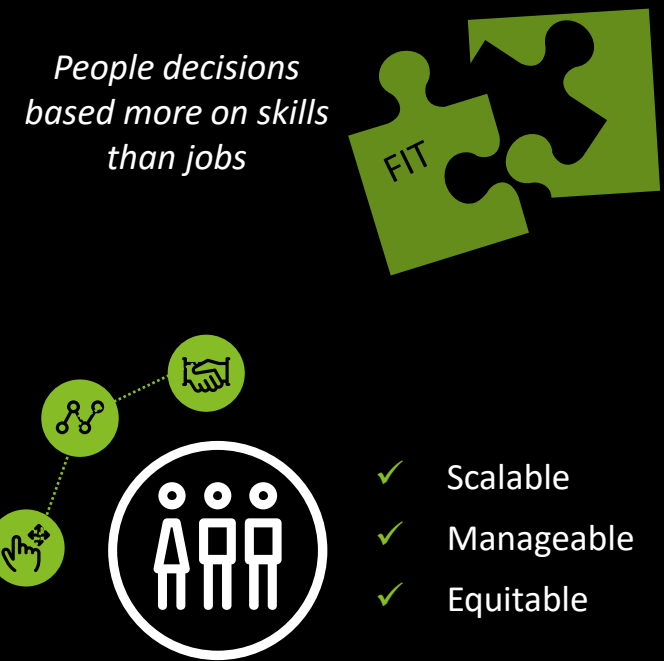
- Understand key drivers and considerations for today's open talent economy
- Explore success stories from peers
- Identify ways to rewrite the rulebook and introduce governance—without stifling flexibility

Agenda

- The skills-based organization and open talent economies
- Insights from the field
- Strategies and solutions
- Wrap up

The skills-based organization

A NEW OPERATING MODEL FOR WORK AND THE WORKFORCE



BENEFITS FROM EFFECTIVELY MATCHING WORKERS TO WORK



BENEFITS TO ORGANIZATION

41%

Increased financial performance

33%

Increased retention

26%

Enhanced ability to anticipate future disruptions



BENEFITS TO WORKFORCE

26%

Enhanced agility in meeting workforce needs

26%

Opportunities for increased innovation

22%

Increased worker engagement and well-being

Source: The skills-based organization: A new operating model for work and the workforce, Deloitte Insights Magazine, February 2023.

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Source: Deloitte 2023 Global Human Capital Trends survey.

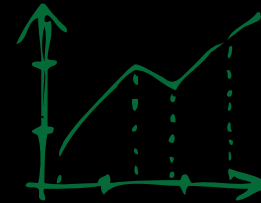
What is driving this shift?



FOCUS ON PEOPLE, WELL-BEING, AND EQUITY



**NEED FOR GREATER
WORKFORCE AGILITY**



**EVOLVING TALENT DEMAND
AND RISE IN WORKER
AGENCY**



**NEW TECHNOLOGIES
RESHAPING JOBS**

Why does it matter?....



Workers, organizations, and conditions are evolving rapidly and need to evolve synergistically (or risk retention issues, misalignment of skills, and needs, skill shortages)

Source: Deloitte analysis of Deloitte Skills-based Organization Survey, May – June 2022.

How can we balance individual worker agency with organizational talent needs?

Panel discussion

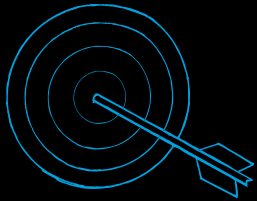


Strategies and solutions: Governance

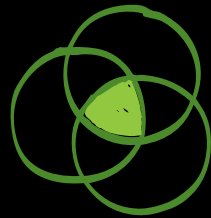


Objective: Channel worker initiative and evolving business talent needs in mutually beneficial ways

Adopt a workforce ecosystem mindset by pivoting from directing to orchestrating



**COMMAND AND
CONTROL**



**CROSS-FUNCTIONAL
ALIGNMENT AND
INTEGRATION**



Requires cross functional governance and buy-in



90% of business and HR executives say moving to a skills-based organization will require a transformation for all functions and leaders, not just HR



72% of business and HR executives agree that the role of HR will move away from managing employment to orchestrating work

Source: Deloitte 2023 Global Human Capital Survey Trends

Source: The skills-based organization: A new operating model for work and the workforce, Deloitte Insights Magazine, February 2023.

Strategies and solutions: Data and technology

Strong data allows organizations to



UNDERSTAND AND VERIFY WORKER SKILLS

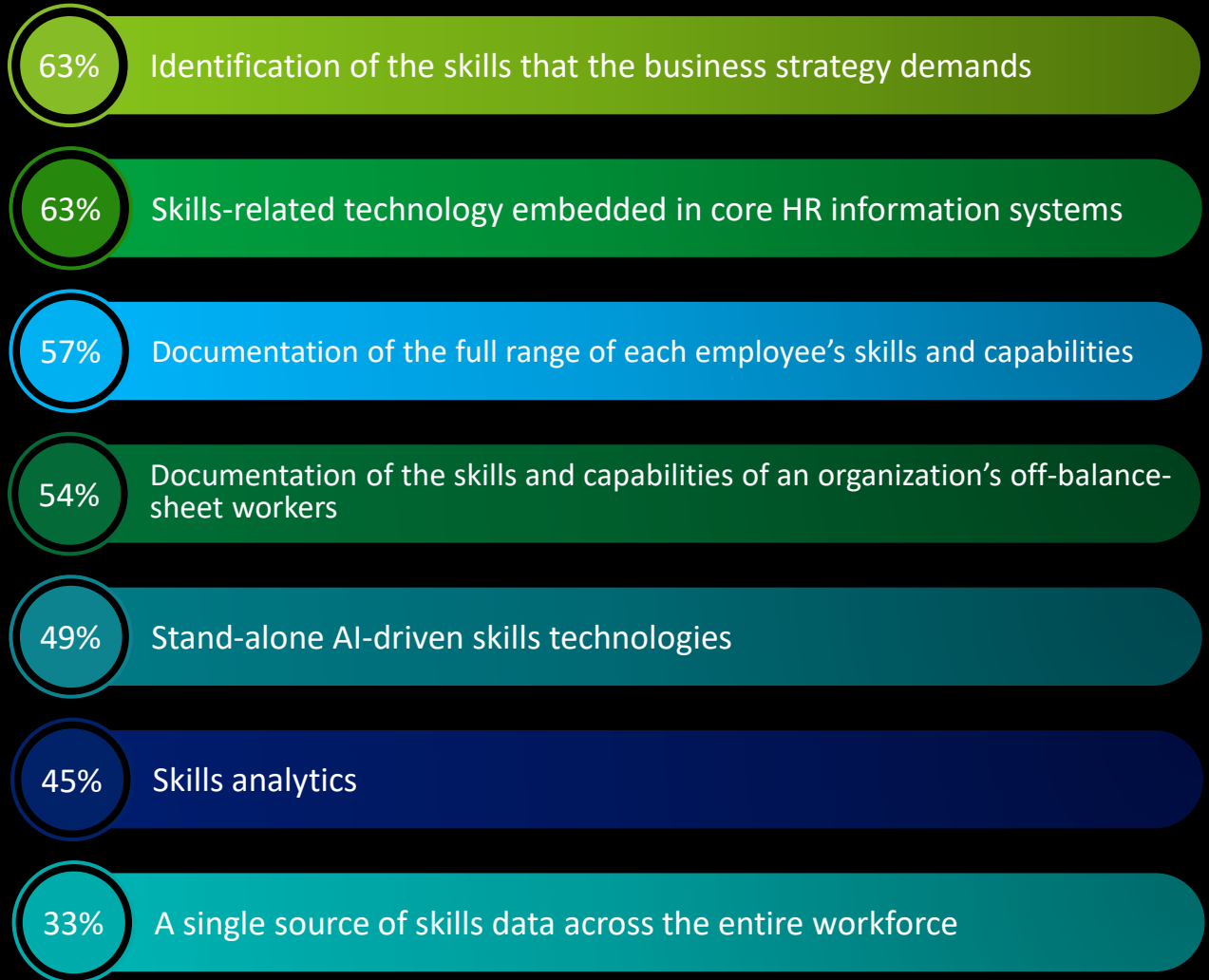


**USE SKILL-BASED DESCRIPTIONS TO ADVERTISE
INTERNAL ROLES**



**ILLUSTRATE LINKS AND PATHS BETWEEN SKILLS,
ROLES, AND EXPERIENCES**

How organizations use technology to power a skills-based organization



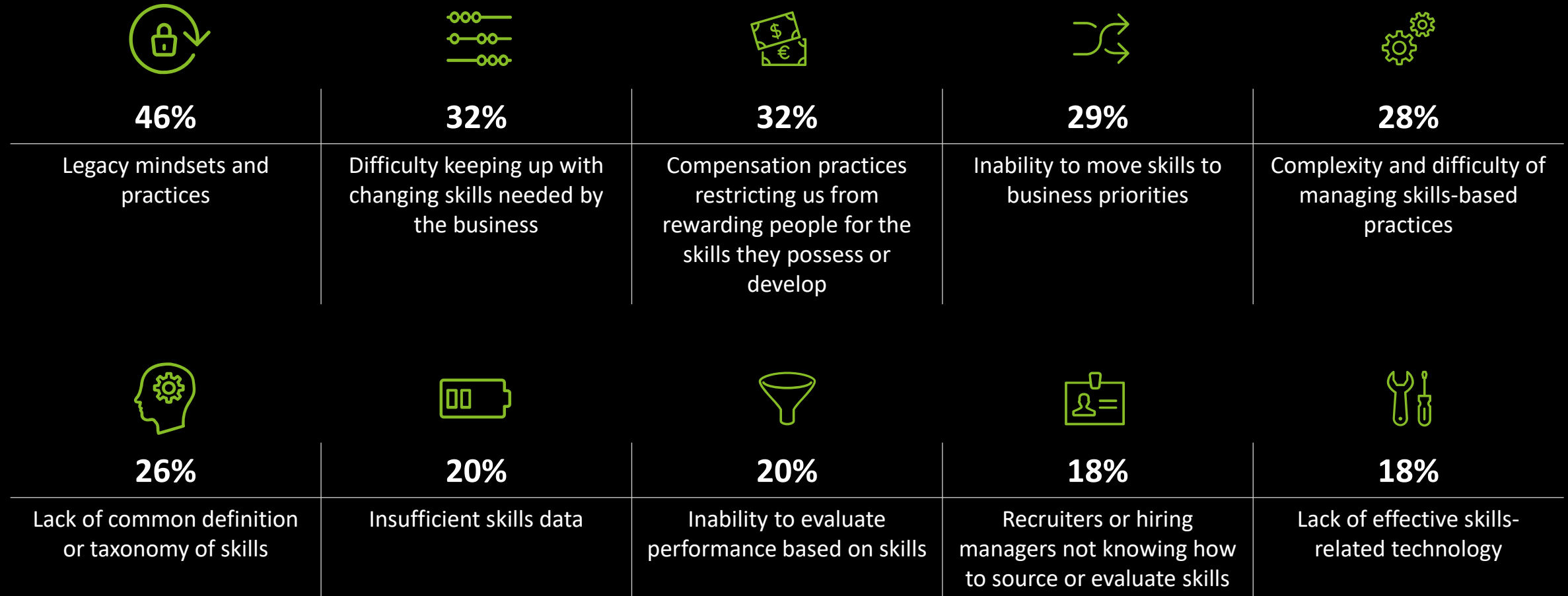
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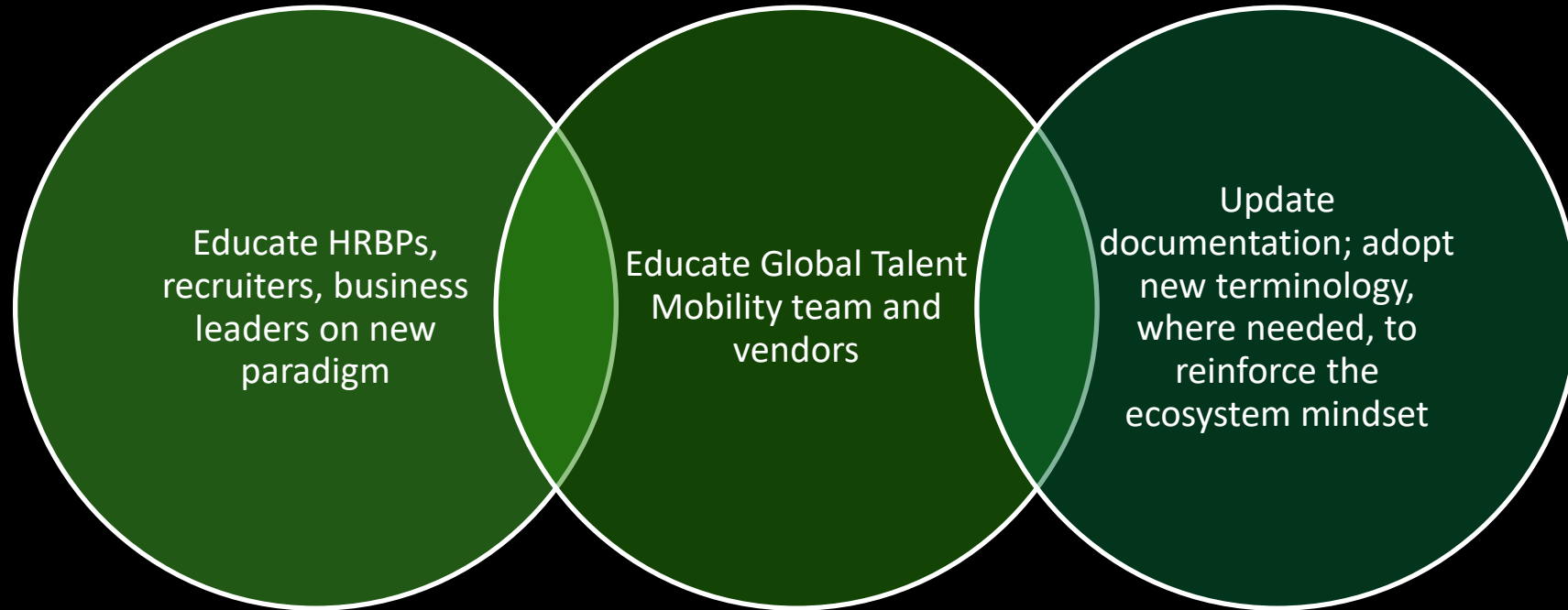
Strategies and solutions: Change management

Obstacles to skills-based models cited by business and HR executives



Source: Deloitte Skills-Based Organization Survey, May-June 2022.

Strategies and solutions: Overcoming change management obstacles



Questions?





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