

Navigating the end of jobs

Introduction

Since the industrial age, the job has been the defining structure for organising and managing every aspect of work. However, this traditional construct is failing to serve our boundaryless world. Many organisations are now using skills, not jobs, as the baseline for how workforce decisions are made. When allowed to move beyond their jobs, workers can better utilise their capabilities, experiences, and interests in ways that advance organisational and worker outcomes. Many organisations now want to be more ambitious, making skills central to the talent life cycle; placing more emphasis on skills and less on jobs. To do this, many are leveraging a talent marketplace, e.g., a space to connect workers with opportunities both inside and outside the organisation that align with their skills and interests.



Reach out to discuss any of these topics further



VALARIE DAUNT
Partner
Human Capital
E: vdaunt@deloitte.ie



GARY NOTLEY
Director
HRT Advisory
Human Capital
E: gnotley@deloitte.ie



ORLA STAFFORD
Senior Manager
Workforce
Transformation,
Human Capital
E: ostafford@deloitte.ie

SIGNALS: This trend applies to you if...



You need to react to customer demands



Your organisation doesn't have the skills in place to react quickly to new customer demands or disruption in the market

You're finding it hard to access talent



You are having difficulty accessing talent due to pre-requisite academic qualifications and specific experience rather than skills and future potential

Workers are stifled by siloes



Workers are struggling to identify potential new opportunities outside of their own business units

You're losing top talent



You are losing top talent as a result of inadequate development opportunities to grow adjacent / similar skills

There are talent pipeline problems



Talent pipeline is not providing sufficient, diverse and high potential candidates post screening process

Practical Points – How to go about it

Organisations should trust workers to deliver outcomes based on their skills, interests, and potential, not just their past credentials and job history. To accomplish this, organisations should consider the following actions:

- Define work based on the skills required:** Instead of defining work as a specific set of tasks and responsibilities (i.e., a job), define work primarily based on the skills it requires. Do this by considering their strategic objectives or desired outcomes, and identifying the work and skills required
- Match workers to work based on their skills, not job titles:** Instead of viewing workers narrowly as job holders performing predefined tasks, view them holistically as unique individuals with a portfolio of skills to offer
- Collect and analyse data about worker skills:** Inventory the skills of existing workers. Supplement this information with more holistic data about workers' interests, values, and work preferences
- Make decisions about workers based on skills:** Make skills the focal point for all workforce practices throughout the talent lifecycle – placing more emphasis on skills and less on jobs when making decisions e.g., rewards