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.

SURVIVE

Remain viable in the marketplace

- Deconstruct work to its lowest level and define work outcomes to align with business priorities
- Inventory current skills in critical workforce segments
- Link skills to learning to unlock workforce potential

THRIVE

Differentiate to gain competitive advantage

- Expand skills inventory with a greater focus on future skill needs
- Establish an internal talent marketplace* to match workers to work and learning
- Refocus leaders on managing to outcomes, not job-based tasks

Lead the market by radically innovating and transforming

DRIVE

- Extend the talent marketplace to include your entire workforce ecosystem (internal and external workers)
- Use skill adjacencies (similar skills) and AI for emerging work, reskilling opportunities, and career progression
- Set compensation based on a worker's skills and outcomes achieved

Reach out to discuss any of these topics further



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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

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 resul of inadequate development opportunities to grow adjacent / similar skills

There are talent pipeline problems

Talent pipeline is not providin 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
- Collect and analyse data about worker skills:
 Inventory the skills of existing workers. Supplementh this information with more holistic data about workers' interests, values, and work preferences

- 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
- Make decisions about workers based on skills:

Make skills the focal point for all workforce bractices throughout the talent lifecycle – placing more emphasis on skills and less on jobs when making decisions e.g., rewards