



# Unleashing the Power of Talent Mobility

Essential Factors for Success

June 29, 2023

# Introductions

Working with you side-by-side, every day



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Lead, GP Strategies



# Agenda

June 29, 2023

Talent strategy

Talent mobility: what is it and why is it important

Elements of strategy

Technology as an enabler

Q&A

# Talent strategy



# Talent strategy

What is it?

## **Talent strategy**

Holistic approach to source, hire, onboard, engage, and retain talent.

## **More than talent**

How we meet our organization's strategic objectives, reflect values, and achieve the mission and vision.

# Talent strategy

Why does it matter?

As workforce demands are changing, a strong talent strategy connects the organizational goals with the realities of the workforce.

How will we attract talent?

What is our employee value proposition?

How will we retain talent?

How can we support our employees throughout the entire employee lifecycle?

How do our recruiting and development philosophies support one another?

Achieving organizational goals:

Supports and enhances the employer brand.

**How do we stand out as an employer?**

Guides and informs the performance management process.

**What are we rewarding?**

Provides metrics to inform, iterate, and improve.

**What do we measure?**

# Talent strategy

More important than ever

Employees have more control over their **work conditions** than ever before.

Employees consistently indicate **growth and career opportunities** as key drivers of engagement.

(GP Strategies engagement survey clients)

Employees want **flexibility, mobility, and visibility.**

Professionals are willing to explore opportunities **within their own organizations** to provide the growth, development, and variety they are looking for in their jobs.

- According to Korn Ferry, **“the rise of internal mobility—moving around but not out”** is the top talent acquisition trend in 2023.
- Employees are ditching the corporate ladder for the **corporate lattice**, looking to make moves within their current organization.

If companies cannot keep up with these demands, **employees will leave them behind.**

A talent strategy that creates an environment and culture to meet the needs of the changing workforce is a powerful **competitive advantage** for organizations that choose to invest in their talent.

Talent mobility:  
what is it and  
why is it important





# What is Talent Mobility?

It is the organization's ability to quickly **understand the skills, experiences, and career interests** of employees to more effectively **move them into new roles** internally where existing skills can be sharpened and new skills can be developed.

# Why has this become a top priority?

Lack of career development is now the top cause of turnover.



**40%** of departing employees now cite lack of career growth as their reason for departure.

The growing skill gap is creating opportunities externally when people can't find them inside.

Companies are now reorganizing for agility.



**93%** of organizations are planning to move to flatter team-based work networks.

**96%** of executives are planning structural changes this year.

The workforce is now demanding growth opportunities.



Millennials, now **37%** of the workforce, are changing the norm by demanding growth.

**81%** of employees want opportunities to grow personally and professionally.

Source: **Gartner, Mercer, Pew Research**

It also has a strong business case!

Lack of talent mobility carries a significant financial penalty for companies.



**1.5 – 2x**

of an employee's full year salary is required to find a replacement.



**10,000**  
Employees



**6%**  
Voluntary turnover



Turnover and recruiting costs annually for a mid-sized company

Source: [Gartner](#), [Mercer](#), [Pew Research](#)

# When to re-think your current strategy

“We **struggle to retain employees** because they **don’t have visibility into new career paths and opportunities** to grow internally.”

“We have **no visibility into employee skills, experience, and career aspirations**, making it impossible for our recruiters and hiring managers to proactively market opportunities to the right employees at the right time.”

“Our LMS/LXP has rich learning content, but the **content is not targeted to employee career aspirations and skill gaps.**”

“Our internal job board offers a limited window into available openings, **no career pathing, mentorship, or project/gig work.**”

# Elements of strategy



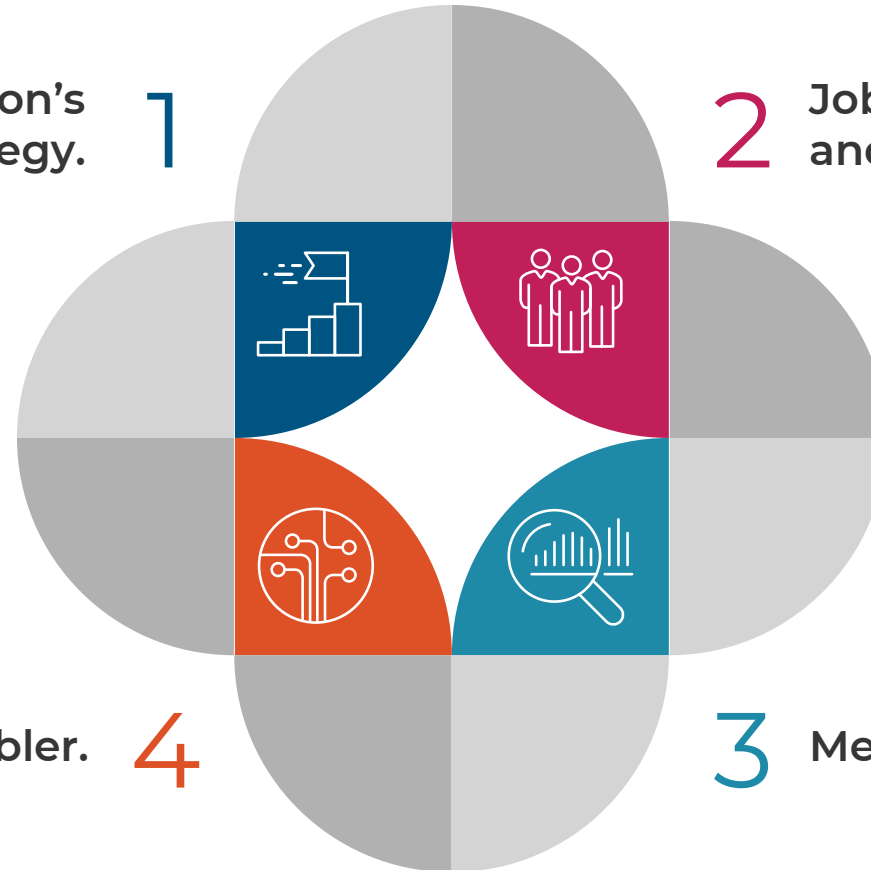
# Talent mobility strategy

Key considerations

Alignment to the organization's strategy and talent strategy.

1

2 Job architecture and skill taxonomy



Technology as an enabler.

4

3 Measurement and analysis.

# Talent mobility strategy

Direct connection to organizational strategy



## How to ensure alignment with the organizational strategy:

Talent strategy and talent practices must not be a **human resource** effort but a **business** effort.

Talent mobility strategy supports how we compete in the market.

Ensure strong business support and sponsorship.

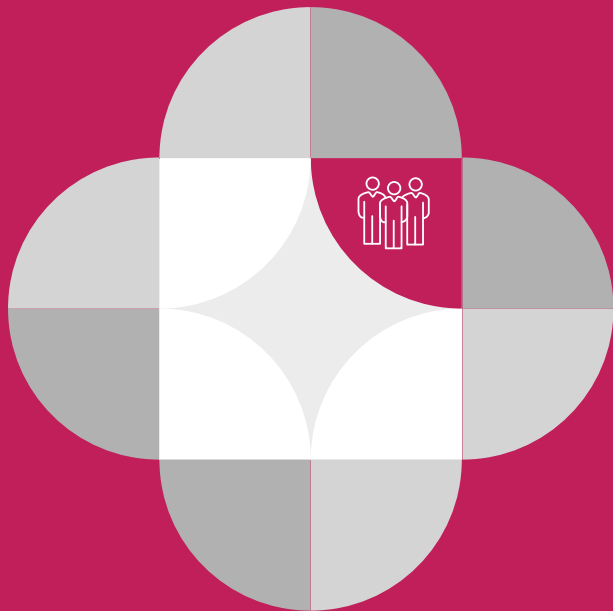
Include business leadership in the development of the process.

Don't assume the business understands it and is bought in. Continually reinforce.

Continually highlight alignment to the organizational strategy.

# Talent mobility strategy

## Job Architecture and Skill Taxonomy



### Creating visibility, flexibility, and mobility requires a well-defined, consistent job and skill taxonomy across the organization

#### Process

What is the work that needs to be done to meet the organizational goals?

#### Responsibilities

What are the responsibilities and accountabilities of the roles to complete that work?

#### KSAOs

What are the knowledge, skills, and ability requirements to achieve those responsibilities?

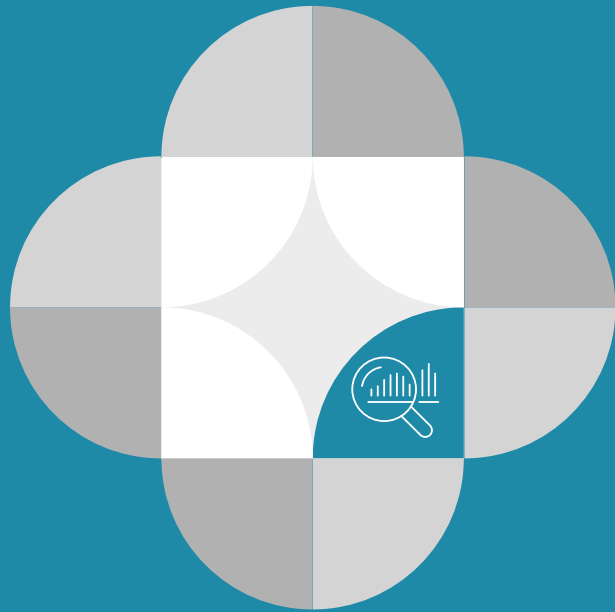
### Why a taxonomy?

- ✔ Supports the **full employee lifecycle** from talent acquisition and learning and development, to promotion and growth.
- ✔ Supports **organizational design** and **placement** efforts.
- ✔ Supports **succession** and **workforce planning**.
- ✔ Creates **synergy** in selection, learning, and development.
- ✔ Creates **consistency** across the organization, particularly within matrixed and decentralized functions.
- ✔ Allows the organization to consistently **identify skill gaps** and existing capability across talent.
- ✔ Supports internal mobility, growth, and development, particularly when it comes to **employee-led development**.
- ✔ Allows for creating **visibility** of jobs and skills to employees.



# Talent mobility strategy

## Measurement and analysis



**Any effective process or strategy must be continuously monitored and assessed—Inspect what you expect.**

Are leaders engaging in the strategy (i.e., encouraging stretch assignments, supporting development, and sharing talent)?

Evaluate performance management metrics:  
Are we evaluating the right criteria?  
Are those receiving rewards engaging in the desired behaviors and values?

**Give visibility to those responsible for achieving key performance indicators and metrics.**

Define the right level of visibility and for which roles to achieve the goals of the talent strategy.

Dashboards and Portals.

Continuous discussion in 1:1s, leadership conversations, townhalls, and team meetings.

**“Data is a precious thing and will last longer than the systems themselves.”**

**– Tim Berners-Lee, inventor of the World Wide Web**

# Talent mobility strategy

## Technology as an enabler



While technology is a key element of a strong talent strategy, it serves as an enabler, enabling talent processes and optimizing talent strategy.

Impacts **how employees will engage** with the key components of the talent strategy.

Allows for **data analysis.**

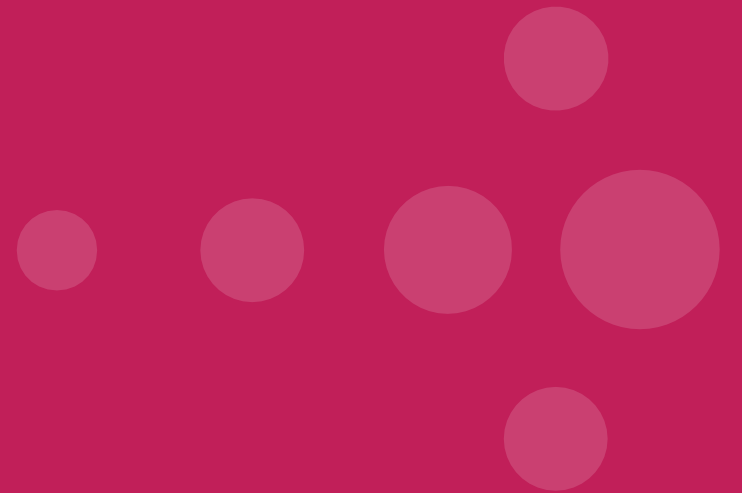
**Enables visibility** as appropriate to fit the strategy.

Supports **employee engagement** by giving employees accessibility to the strategy.

Can **enable or cripple** the strategy.

**Technology can easily become a distraction and even *become* the strategy if not carefully monitored.**

# Technology as an Enabler



Design a talent mobility solution that aligns the interests of both employees and companies on **career and skills development.**

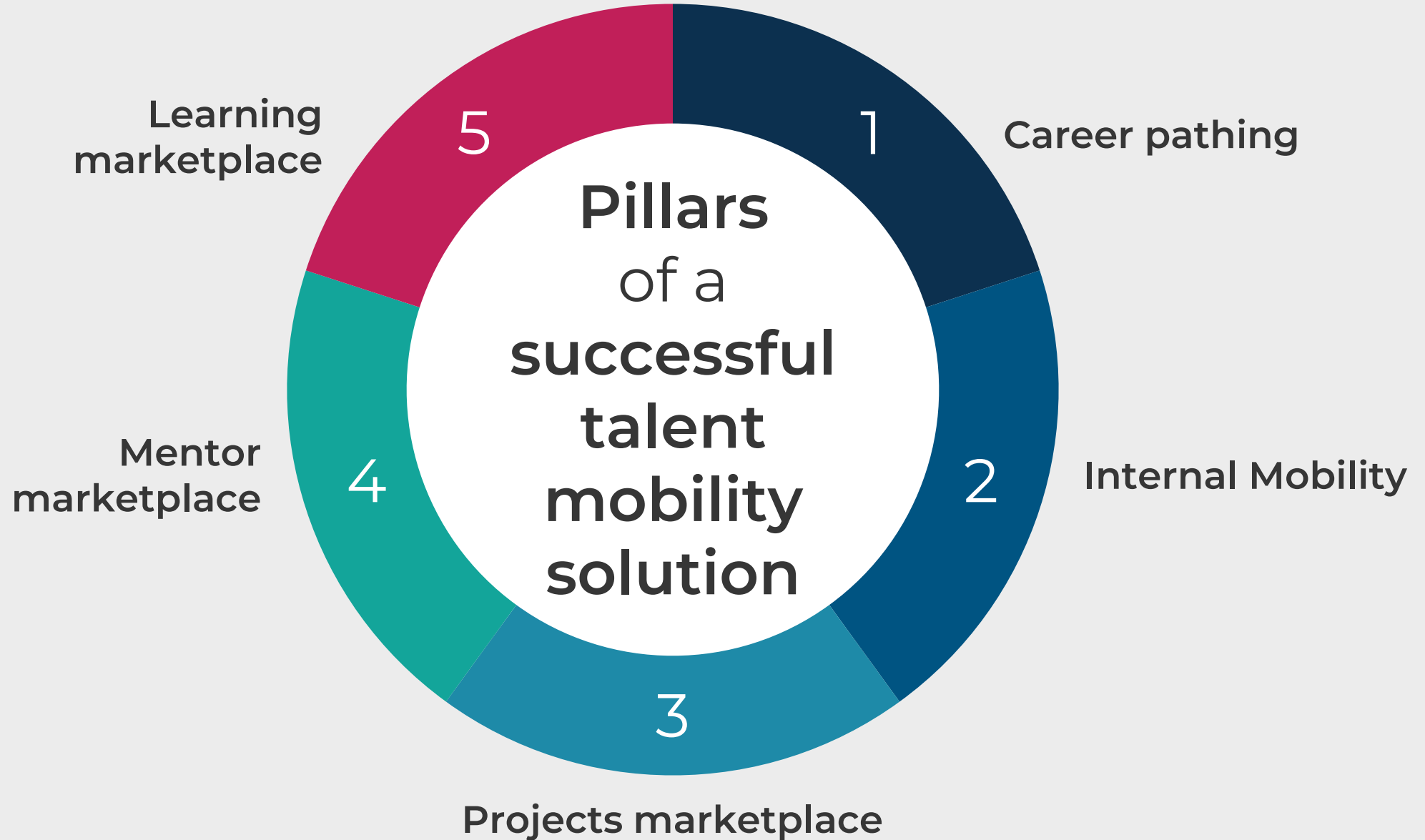
## Employees

Discover the right opportunities and develop the right skills to grow internally at the company.

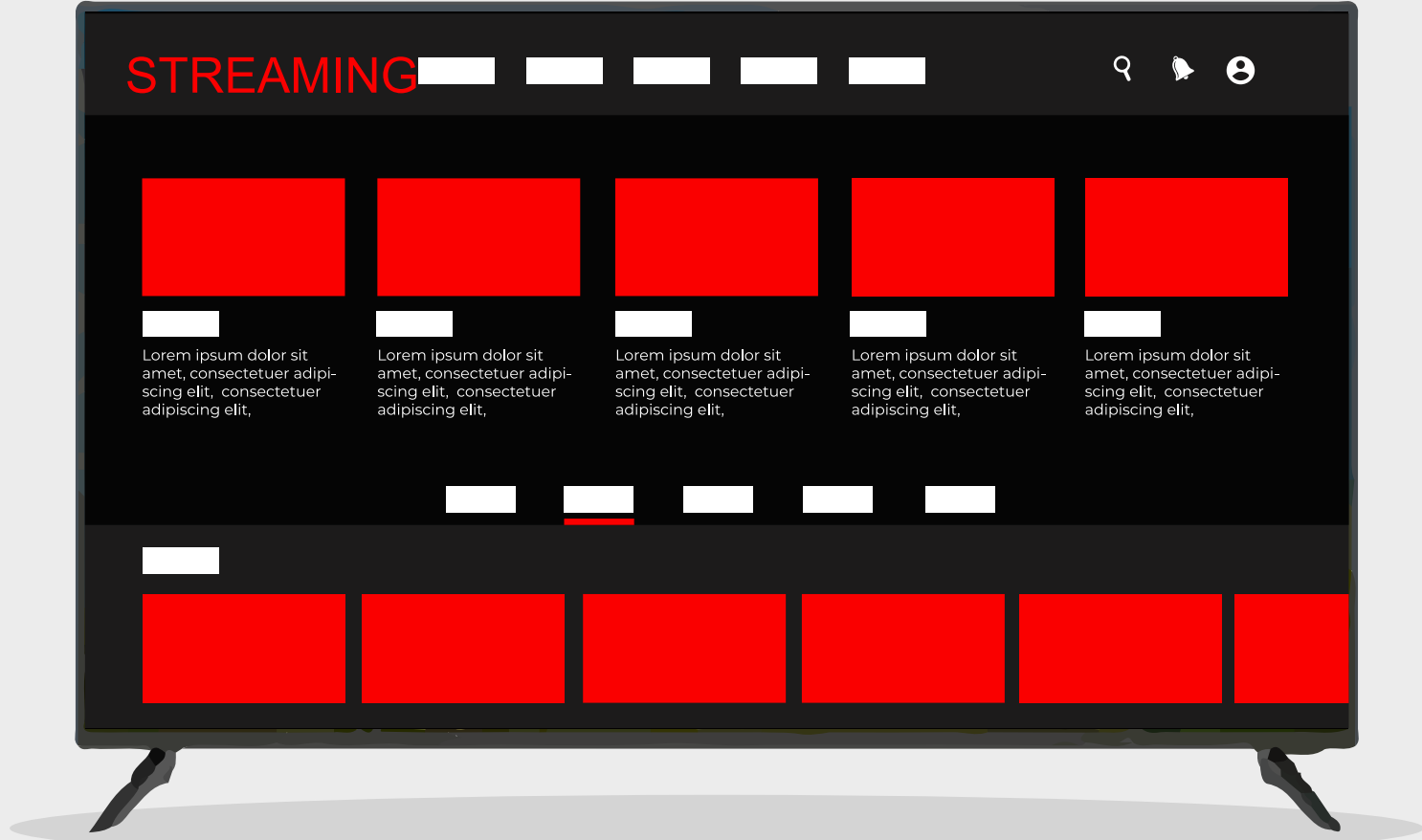


## Companies

Identify and develop the right talent for the right opportunities.



# Leverage machine learning to make recommendations a better fit.



# Talent Marketplace Vision

The Bridge Talent Marketplace is built on five pillars:

Career paths

Jobs

Mentors

Projects

Learning

Built on a foundation of AI and industry benchmarked skill taxonomy.

The screenshot displays the Bridge Talent Marketplace interface for a user named Sarah. The interface is divided into several sections:

- Navigation Sidebar:** Includes icons and labels for ME, TEAM, COMPANY, MOBILITY, ANALYTICS, AUTHOR, LEARN, and ADMIN.
- Header:** Greeting "Hey Sarah, 🙌" and a search bar.
- Welcome Message:** "Design and build your path through the work wilderness. Welcome to talent marketplace! Jobs happen. Employment happens. A career *sometimes* happens. More often than not, all of this happens by chance or opportunity rather than by design. Design your future so that your career meets your needs, values and strengths."
- Three Action Cards:**
  - Discover Career Paths:** "Career paths are no longer straight. We'll help you discover a world of possibilities based on your skills." Includes a "GET STARTED" button.
  - Opportunities to Grow:** "Participate in extra project work or find a mentor to help you gain that edge in leveling up." Includes a "GROW" button.
  - Learn New Skills:** "Self-improvement is necessary to getting ahead at work. But once you know what you want to be better at, how do you start?" Includes a "SKILL UP" button.
- Jobs you might be interested in (VIEW ALL (33)):**
  - Ruby on Rails Developer Fullstack:** Located in Munich, Fulltime. "You match: 6 skills".
  - Database Administrator:** Located in Salt Lake City, Fulltime. "You match: 12 skills".
- Recommended Learning (VIEW ALL (47)):**
  - Learn how to learn:** "Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris in purus volutpat." Includes a "PROGRAM / 7 STEPS" indicator.
  - Map Navigating:** "Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris in purus volutpat." Includes a "PROGRAM / 7 STEPS" indicator.
- Project Work (VIEW ALL (10)):**
  - HRIS Talent Migration:** Sponsored by: Khris Middleton. "Help migrate HRIS data to Bridge • Estimate project length: 2-3 months".
  - Social Media Marketing:** Sponsored by: Sam Briges. "Write marketing copy for new site • Estimate project length: 2-3 months".
  - Enhanced commerce tracking setup:** Sponsored by: Davin Gray. "Install tracking pixels on our website • Estimate project length: 1 week".
  - Website copywriting:** Sponsored by: Khris Middleton. "Write copy for 2-3 customer pages • Estimate project length: 1 month".
- Mentors You Might Like:**
  - Joanna Employee:** Senior Database Architect. Rating: 4.7 (wireframing). "REQUEST MENTORING".
  - Bill Employee:** Custodian. Rating: 3.3 (wireframing). "UNAVAILABLE".



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The screenshot displays the Bridge Talent Marketplace interface. On the left is a dark blue navigation sidebar with icons for ME, TEAM, COMPANY, MOBILITY, ANALYTICS, AUTHOR, LEARN, and ADMIN. The main content area features a career path visualization for 'Database Architect' (47% become). The path branches into 'Senior Database Architect' (47% become), which further branches into 'Lead Database Architect' (17% become) and 'Data Scientist' (3% become). Below this, the 'Senior Database Architect' role is detailed, including a description, 'YOUR SKILLS' (SQL, Data Modeling, Data Warehousing, Communications, Management, Microsoft SQL Servers, Extract Transform Load (ETL), Relational Databases, Database Administration, Database Design, Database Architecture, Operations), 'SKILLS NEEDED' (Amazon Web Services, Business Intelligence, Big Data Architecture, Agile Development, Data Governance), and 'POSSIBLE MENTOR(S)' (Joanna Employee, Senior Database Architect, 4.7 Business Intelligence rating). A 'RECOMMENDED LEARNING' section highlights 'Power BI Essential Training' as a course. The interface also includes a search bar, a 'Most traveled path' dropdown, and a 'Mark as Future Role?' button.



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Career paths

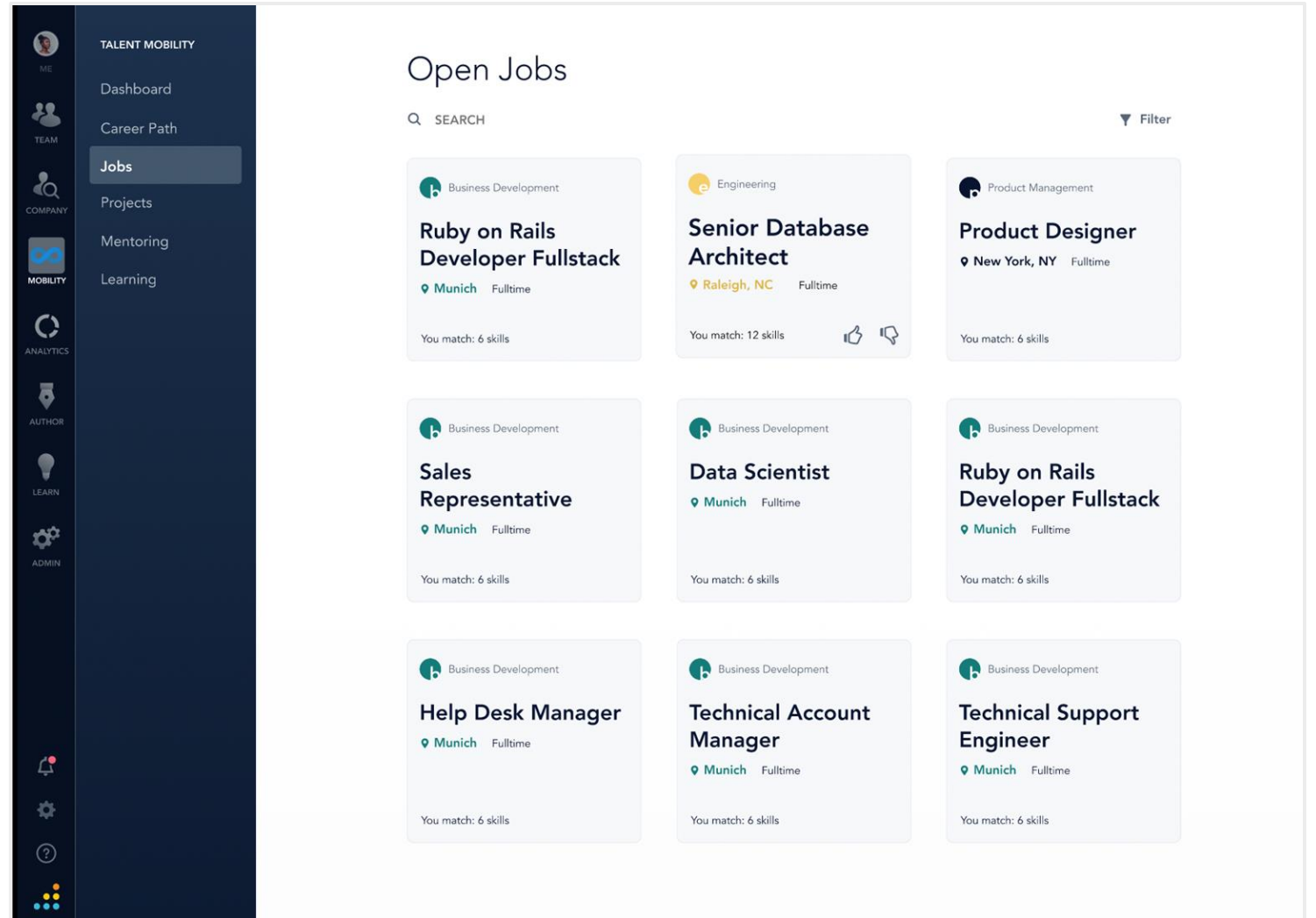
Jobs

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The Bridge Talent Marketplace is built on five pillars:

Career paths

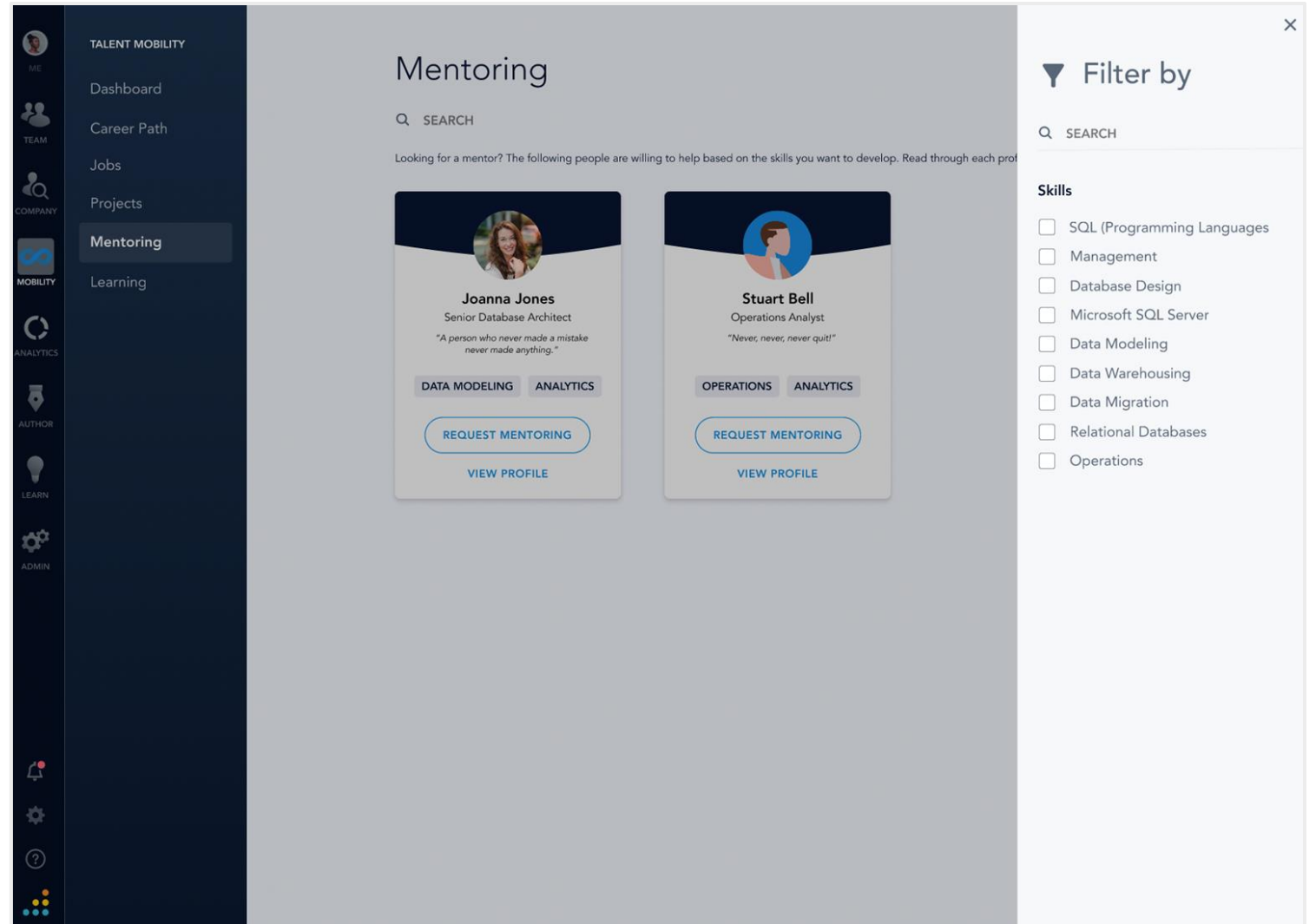
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# Talent Marketplace Vision

The Bridge Talent Marketplace is built on five pillars:

Career paths

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Mentors

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Built on a foundation of AI and industry benchmarked skill taxonomy.

The screenshot displays the 'Project Work' section of the Talent Marketplace. On the left is a dark navigation sidebar with icons for ME, TEAM, COMPANY, MOBILITY, ANALYTICS, AUTHOR, LEARN, and ADMIN. The 'Projects' menu item is highlighted. The main content area shows a search bar and a list of project opportunities:

- HRIS Talent Migration** (Sponsored by: Billy Lowe): Migrating data from existing HR system or systems to new HRIS. Estimate project length: 2 Months.
- Supply Management System Database** (Sponsored by: Billy Ray): Managing data for every connection manually is impossible. Estimate project length: 1 Week.
- Inventory control management database** (Sponsored by: Billy Ray): Maintain a proper variety of required items, increase inventory turnover. Estimate project length: 4 Weeks.
- Website copywriting help** (Sponsored by: Tyler Nix): Help with the new copy for our marketing website. Estimate project length: 2 Week.
- Operational Management** (Sponsored by: Stephanie Livs): Achieved commercial operations in accordance with the terms. Estimate project length: 1 Month.
- Teamwork.com integration** (Sponsored by: Christian Lund): Project management focuses on planning and organizing. Estimate project length: 3 Months.

On the right, a 'Filter by' sidebar is open, showing search and filter options:

- Project Length:** 1 - 2 Weeks (1), 2 - 4 Weeks (2), 1 - 2 Months (2), 2 - 3 Months (1), Greater than 3 Months (0).
- Time Commitment:** Less than 5 hours (1), 5 - 10 hours (0), 10 - 15 hours (1), 15 - 20 hours (0), Greater than 20 hours (1).
- Skills:** SQL (Programming Languages), Management, Database Design, Microsoft SQL Server, Data Modeling, Data Warehousing, Data Migration, Relational Databases, Operations.

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The screenshot displays a user interface for a learning platform. On the left is a dark navigation sidebar with icons and labels for 'ME', 'TEAM', 'COMPANY', 'PROGRESS', 'ANALYTICS', 'AUTHOR', 'LEARN', and 'ADMIN'. The main content area features a search bar at the top, followed by a 'Company Policy Updates March 2022' banner. Below this is a 'My Learning' section with three cards for 'How to Engage with Your Audience' (one due in 3 days, one 12 days overdue, one added by you). To the right is a 'Based on your skills' section with cards for 'Public Speaking', 'Time Management', 'Overcoming Your Fear of Public Speaking', 'Breaking Bad Habits: 02. Establishing Good Habits', 'Communicating with the C-Suite: Saying You Disagree', and 'Transformational Leadership'. Further down is a 'Recommended by Your Company' section with cards for 'Overcoming Your Fear of Public Speaking' and 'Breaking Bad Habits: 02. Establishing Good Habits'. A 'Trending Videos' section shows 'Coping with Change: Change Phases' and 'Identifying Your Strengths'. At the bottom right is a 'Your Interests' section with tags for 'Public Speaking', 'Leadership', 'Sales Strategy', 'Coaching', 'Business Growth', 'Entrepreneurship', and 'Diversity and Inclusion'. A 'More Suggestions' section lists 'Breaking Bad Habits: 02. Establishing Good Habits' three times.

# Automate mapping job titles with skills in real time.

Architect Database, CXS Core Tech  
ID: Architect Database, CXS Core Tech • Last Reviewed: September 1, 2018 **NEEDS REVIEW**

**JOB DESCRIPTION**  
A database architect is an expert who formulates the organizational data strategy, including standards of data quality, the flow of data within the organization, and security of data. It's the vision of this data management professional that converts business requirements into technical requirements.

**JOB SKILLS (6)**  
The following skills are associated with this job title **+ ADD SKILL**

SKILL NAME	SOURCE	
Accountability	BRIDGE	X
Amazon Web Services	BRIDGE	X
Computer Science <b>CUSTOM</b>	ADMIN	X
Database Architecture <b>CUSTOM</b>	ADMIN	X
Database Administration	BRIDGE	X
SQL (Programming Language)	BRIDGE	X

**RECOMMENDED SKILLS**  
The following skills are typically associated with this job title. You might consider adding them to the skill profile for this job.

- Data Modeling +
- Data Warehousing +
- Extract Transform Load (ETL) +
- Relational Databases +
- Operations +

**SAVE JOB TITLE** **CANCEL**

Automatically maps skills to job titles.

**Jane Fields**  
Director, Customer Service

With over a decade of experience in Customer Service, I'm passionate about ensuring every client

**What is your preferred phone number?**

**Suggested Skills**

The following skills are typically associated with a Director of Customer Service. Click on a skill to add it to your profile.

- Service-level Agreement +
- Service Improvement +
- Sales +
- Revenue Stream +
- Resource Planning +
- Regulatory Compliance +
- Profit and Loss (P&L) Management +
- Net Promoter Score +
- Finance +

**CANCEL** **ADD SKILLS**

**Which skills do you want to develop?**  
What would you like to learn more about or get better at? It can be anything. You choose what you want to explore or get better at.

Project Management X

**+ ADD SKILL**

Skills are recommended to the employee to add to their profile.

# Save time auto-tagging skills to content.

**Building Your Skills in Customer Service**  
Discover how to provide great customer service and make your customers feel heard. Develop and sustain great relationships.  
Takes about 2 hours / More Settings

SUMMARY LEARNERS GROUPS ATTACHMENTS AFFILIATED ACCOUNTS ASSOCIATED SKILLS

**Suggested Course Skills**

The following skills are associated with the course **Building Your Skills in Customer Service**. Click on a skill to assign it to the course.

Influencing Skills + Service Improvement + Sales + Finance +  
Resource Planning + Net Promoter Score +

CANCEL ASSIGN SKILLS

AI tags skills to courses.

LEARNING BASED ON SKILLS YOU WANT TO DEVELOP (2)

**Statistics Foundations 1: The Basics**

Statistics is not just the realm of data scientists. All types of jobs use statistics. Statistics are important for making decisions...

Finance

PROGRAM / 7 STEPS

**Speaking Confidently and Effectively**

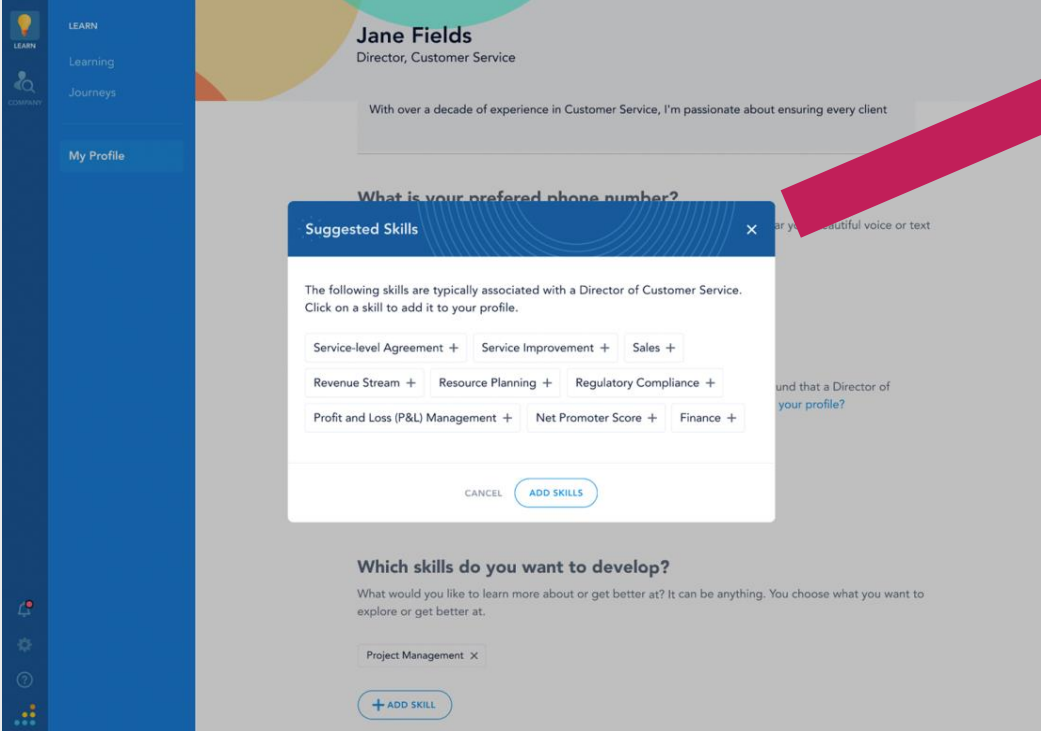
The ability to present yourself and communicate well is crucial in any work environment. In this course we explore the fundamentals of ...

Public Speaking

COURSE

Skill tags appear in the Learning Library and My Learning.

# Encourage learning with personalized recommendations.



**Jane Fields**  
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What is your preferred phone number?

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- Revenue Stream +
- Resource Planning +
- Regulatory Compliance +
- Profit and Loss (P&L) Management +
- Net Promoter Score +
- Finance +

CANCEL ADD SKILLS

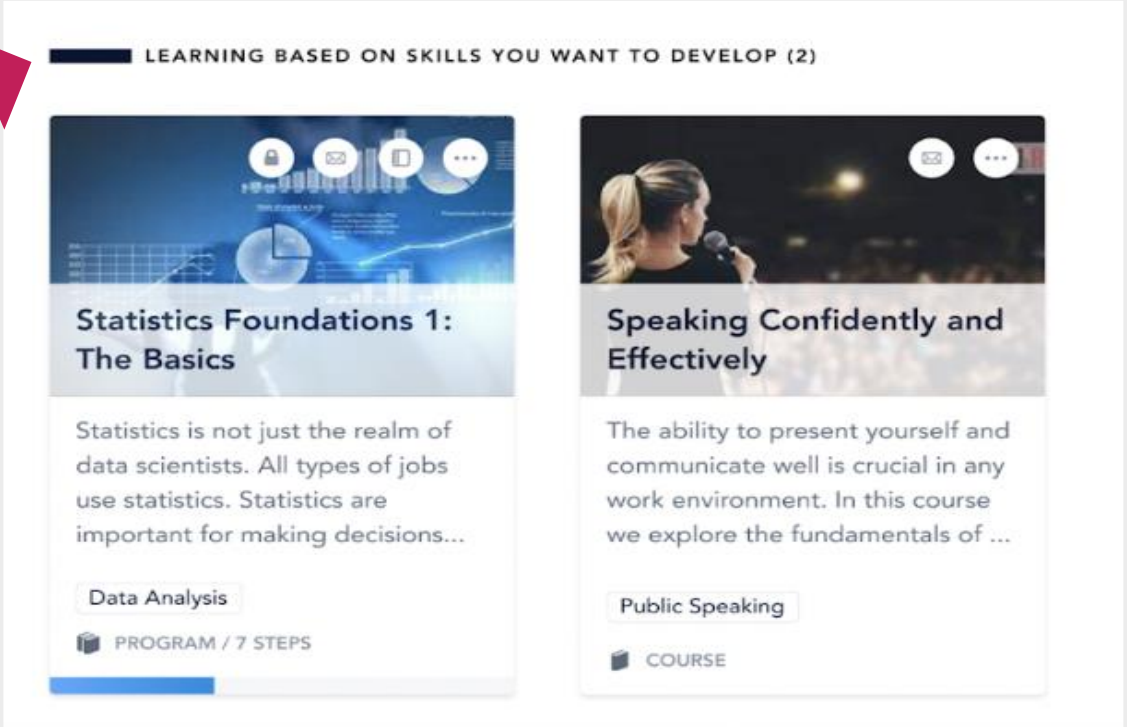
**Which skills do you want to develop?**

What would you like to learn more about or get better at? It can be anything. You choose what you want to explore or get better at.

Project Management X

+ ADD SKILL

Skills Plus recommends skills based on job title.



**LEARNING BASED ON SKILLS YOU WANT TO DEVELOP (2)**

**Statistics Foundations 1: The Basics**

Statistics is not just the realm of data scientists. All types of jobs use statistics. Statistics are important for making decisions...

Data Analysis

PROGRAM / 7 STEPS

**Speaking Confidently and Effectively**

The ability to present yourself and communicate well is crucial in any work environment. In this course we explore the fundamentals of ...

Public Speaking

COURSE

Learning content is also recommended to help develop those skills.

# Connect employees internally with Skills Communities.

*The new skills library in Bridge will standardize skills across your account, streamlining skills communities.*

HOME

**Jane Fields**  
Director, Customer Service

About Jane  
With over a decade of experience in Customer Service, Jane is passionate about ensuring every client has a positive experience. It's no secret that oftentimes when they're reaching out to customer service, they're frustrated. I've learned to leverage empathy and understanding to create a positive customer experience. As a manager, I consistently seek to develop these skills.

Direct Reports  
Kelly Freeman, Billy Ray, Tom Jones, Tina Nichols, John Herring, Org Chart

SKILLS & INTERESTS

Skills Jane has:

- Service-Level Agreement
- Service Improvement
- Sales
- Resource Planning
- Regulatory Compliance
- Profit And Loss (P&L) Management
- Net Promoter Score
- Motivational Skills
- Marketing Operations
- Leadership
- Key Performance Indicators
- Influencing Skills
- Finance
- Customer Service
- Customer Insights
- Computer Security Awareness
- Communication**
- Business-to-Consumer
- Business-to-Business
- Risk Analysis

Skills Jane wants to develop:

Add skills to your profile.

SKILL COMMUNITY

## Communication

14 People

Willing to help with this skill

- Clint Berry, Designer / Product
- Jeremy Carter, Chief Credit Officer / Commercial Banking
- Mindy Carr, Compliance / Commercial Banking
- Ted Amble, Compliance / Sales
- Elizabeth DeNiro, COO / Commercial Banking

I'M ALSO WILLING

Wanting to develop this skill

- Billy Lowe, Compliance / Sales
- Clementina Temme, Loan Review / Marketing
- Florence Chapman, Marketing Manager / Marketing
- Sam Blyth, Sales Director / Sales
- John Herring, Customer Service Representative / Ban...

I ALSO WANT THIS SKILL

**Join Skills Communities with other team members interested in those skills.**



# Understand where skills and gaps exist within your team.

FEEDBACK SKILL COVERAGE

## 11 Feedback

How's my team doing?  
Choose a skill to see where your team is being assessed

Public Speaking Management Adaptability Self Motivation Problem-solving Ideation Lead

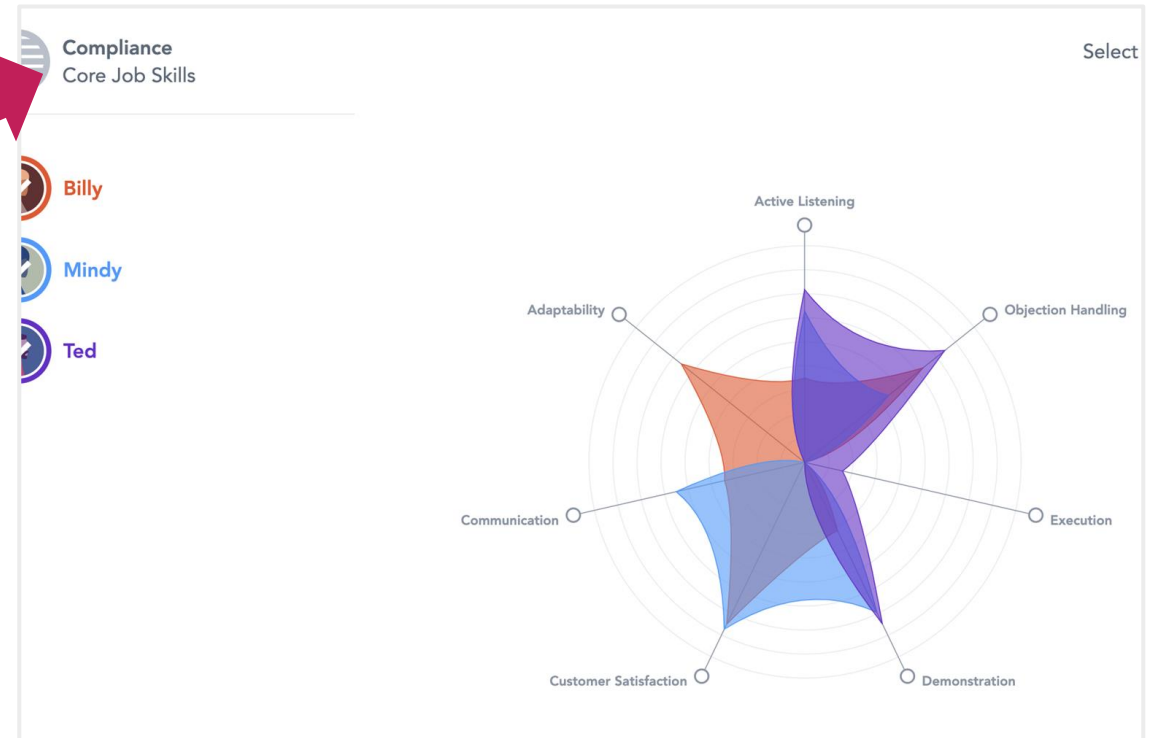
Lead Prospecting Project Management Customer Satisfaction Qualification Rapport Building

Product Knowledge Objection Handling Demonstration Closing Technique Active Listening

Communication Lead Qualification Forecasting Business Analysis Financial Modelling Pers

Builder Collaborator Zing Execution Mission Driver Pioneer Influencing Team

Skills Plus recommends skills based on job title.



It also recommends learning content to help develop those skills.

# Talent mobility is a win-win

## Employees

are given more options to help them self-drive, grow, and navigate their careers.



## Companies

can build more fluid and agile workforces by facilitating frictionless access to skills and talent that they already have.





# Thank you

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