




Creating Workforce Agility

A practical guide to workforce agility



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Introduction

Our world is moving at a faster pace than ever before. As this pace continues to accelerate, predicting the future is becoming increasingly difficult, especially when it comes to determining workforce demands.

Between bushfires, COVID-19 and global talent shortages, the way we hire, move and upskill talent has been disrupted and advanced by ten years overnight. The demand for talent is competitively fierce, especially for the skills required in the priority areas of innovation, risk and digital.

More than ever, agility, speed and resilience in how we manage talent is critical. Organisations can no longer afford to think in a rigid, linear fashion about what to do with their talent. Organisations need to embrace new mindsets, leadership, cultural change, working methods, policies and legislation in order to be truly agile and truly prepared for the future.

The organisations that embrace agility will win the top talent, keep their high performers and build the talent they require for the future.

Workforce agility is no longer just a nice-to-have. It is a must-have, a competitive advantage and crucial to an organisation's success as well as society as a whole.

This playbook is a practical guide to help you understand what workforce agility really is and how to prepare your workforce so that it's ready for the future.

2 What is workforce agility?

Agile methodologies began in the software industry to provide development teams with a means of responding to change as quickly as possible. Mastering this iterative approach to project management and development has allowed large software organisations like Atlassian to rapidly deliver value to their customers while optimising internal productivity and focus.

However, agile methodologies no longer only apply to the software industry. Organisations of all sizes across all industries are moving towards agile ways of working – adopting agile rituals, agile team structures and agile project management tools.

The challenge now is **how do we build a workforce that is as agile as the methodology to allow organisations to quickly hire, move and upskill their people at scale? How do we build a workforce that enables organisations, teams and individuals to rapidly respond to anything – new business strategies, new projects, pandemics, natural disasters and more?**

A truly agile workforce can exactly that – reskill, repurpose and move its people as needed and continue to:

- Be highly productive
- Be highly profitable
- Provide employees with a positive working experience
- Give everyone access to a meaningful career; and
- Waste no talent, their potential or resources.

The ultimate goal of workforce agility is to achieve zero-wasted potential in people and in business. However, altering your organisation so that it is truly agile is not a straight sprint to the finish line. As the word 'agile' suggests, it is an iterative process. It is a journey that can take time.

Some organisations will achieve workforce agility sooner than others and in varying levels of success, depending on the organisation's size and complexity. It is a journey.

"The ultimate goal of workforce agility is to work towards zero-wasted potential in people and in business."

Siobhan Savage, CEO, Reejig

What does workforce agility look and feel like?

One way to think about your current and future state of workforce agility is by maturity stages. This workforce agility maturity model indicates the key characteristics, enablers and benefits by maturity stage to indicate where your organisation sits.

	FOUNDATIONAL	TRANSFORMING	PROGRESSIVE	LEADING EDGE
KEY CHARACTERISTICS	<ul style="list-style-type: none"> Multiple disconnected systems No strategic workforce planning Operational resource management managed on spreadsheets Employee profiles are created on recruitment and not touched Succession planning for leadership roles only No internal or external talent benches Employees have no visibility on existing opportunities Performance management conversations occur once a year and are static No job architecture 	<ul style="list-style-type: none"> HCM systems in place as source of truth Workforce planning for next 12 months Employee profiles are manual with low adoption Group talent have top talent succession planning Internal mobility occurs organically through internal networks Limited internal and external talent benches Performance reviews are static and not recorded Basic job and capabilities framework 	<ul style="list-style-type: none"> Integrated suite of HR and workforce analytics systems Introduction of strategic workforce plan with scenarios including war room worst case Employee profiles are still manual with low adoption Analytics drives recruitment and mobility activity Internal jobs are accessible via HCM Internal and external talent benches 	<ul style="list-style-type: none"> Complete visibility of people skills, job skills and company skills Dynamic, real-time monitoring and adjustment of workforce plan Employee profiles are automated based on activity Analytics-based decision making for recruitment and mobility Always on redeployment and successions options Dynamic, strong talent pipeline Predictive analytics on when employees will leave Personalised actionable career pathing for every employee Personalised nudges to employee on opportunities Manager NPS and employee NPS
ENABLERS	<ul style="list-style-type: none"> Humans Spreadsheets 	<ul style="list-style-type: none"> Humans Systems 	<ul style="list-style-type: none"> Humans Systems Data 	<ul style="list-style-type: none"> Humans Systems Data Personalised experiences AI & predictive intelligence
BENEFITS	Limited benefits due to manual overheads	<ul style="list-style-type: none"> ★ Cost savings ★ Time savings 	<ul style="list-style-type: none"> ★ Cost savings ★ Time savings ★ Internal movement 	<ul style="list-style-type: none"> ★ Cost savings ★ Time savings ★ Employee engagement ★ Competitive edge ★ Zero wasted potential ★ Highly optimised workforce

2 Critical enablers to workforce agility

To activate workforce agility at any level of maturity, focus needs to be placed on three critical enablers. These include:



1. Activating a mobility mindset

In many large organisations, there is often a lack of policy to guide people leader engagement and positive participation.

Because of this, workforces are divided, and siloed skills, talent and resources are bound by their departments. Sharing and transferring employees between departments is not the norm and any talent mobility relies heavily on communication between business partners.

As a result, when an event triggers the need for agility, the concept of movement around an organisation is foreign and particularly difficult.

// Research continues to show that today's jobs are vastly different than they were five years ago and will continue to be different in five years' time. To keep up with the new normal, organisations and individuals need to get comfortable with learning and developing new skills on an ongoing basis. It's this mindset that will set organisations and individuals up for future success.

Sarah Jordan
General Manager Organisational Development, John Holland

**JOHN
HOLLAND**

To overcome this, leadership need to encourage and drive a genuine mobility mindset amongst employees. The mobility mindset consists of:

- **Growth mindset** - A growth mindset (vs. fixed mindset) empowers organisations and employees to believe they can change their skills, talents, abilities and intelligence. A growth mindset drives motivation and achievement, enabling employees to embrace change and embrace agility as a whole.
- **Open mindset** - An open mindset (vs. closed mindset) encourages employees and organisations to think beyond the barriers of their job, function or industry. It is a mindset that places a focus on the transferability of skills and how skills can be repurposed in the face of change.

2 Critical enablers to workforce agility cont...

2. Having the data to understand the skills makeup of your organisation

Too often, when new projects come in or the business pivots, organisations look outside for help, which takes time and money – often when the talent already exists within. Why? Because organisations lack insight into skills makeup of their most important assets – their people.

The majority of an organisation's talent management is a human-led process that relies on employees completing and maintaining manual skills profiles. Fact: less than 20% of employees complete these profiles.

As a result, organisations are left with incomplete, out-of-date data on their people, their teams and their organisation as a whole.



// A key enabler to achieve workforce agility is access to workforce data. This allows us to understand the skills makeup of our organisation and make decisions to drive mobility.

The challenges faced by many organisations is either a lack of visibility of the skills within their organisation, or how they piece together all the data that exists across multiple systems into a single, actionable skills-based dataset. If you don't know who is in your organisation and what skills and skill adjacencies they have – you are unable to unlock the potential of your people and your workplace.

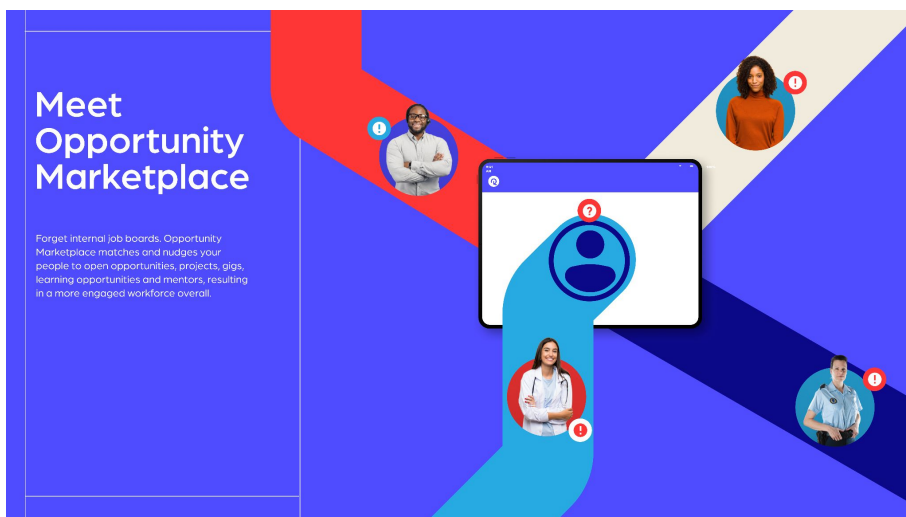
Adam Malski
Chief Transformation Officer, Reejig



2 Critical enablers to workforce agility cont...

2. Having the data to understand the skills makeup of your organisation continued...

To be truly agile and able to hire, move and upskill your talent with ease, you need visibility into the skills and potential of your workforce. A real-time picture of the skills across your entire organisation that is dynamic and actionable – allowing you to match people to new roles, short-term gigs, mentors, and training. It is what we call the **Opportunity Marketplace**.



ReeJig's Opportunity Marketplace harnesses the power of artificial intelligence to match and align people based on their skills. Through aggregating all your people data into a live, dynamic talent ecosystem, ReeJig's Opportunity Marketplace provides 100% visibility of skills and potential. From here, you can identify more opportunities to grow careers and engage talent across the organisation, as well as move your talent to where they're needed most.

3. Removing organisational silos

Internal people departments are often siloed. Both talent acquisition and talent management teams work separately.

This often leads to an over-reliance on external hiring even when the talent exists within the organisation already.

To achieve workforce agility, removing friction between all teams is key. All teams need to be given access to the same information and encouraged to prioritise internal hiring.

2 Workforce agility is a win-win-win solution

Workforce agility positively impacts each and every last individual, from top-level executives through to junior starters.

It also has a positive effect that ripples outwards into the rest of our society. These positive effects will manifest a little differently for everybody.

THE ORGANISATION

Organisations will always have the right people in the right places. This means high levels of productivity and profit and low levels of waste at all times.

THE EMPLOYEE

Employees always have a job they love, find meaning and purpose in. As a result, they're willing to be more productive and give their all.

THE EMPLOYEE'S FAMILY

The employee's family doesn't need to worry about loss of income due to an event. The family dynamic stays steady.

THE MANAGER

Managers stay focused on managing their talent as opposed to trying to source talent for their teams all the time. They also don't need to worry about losing their teams.

PEOPLE & CULTURE TEAMS

People and culture teams can focus on the importance of their jobs, strategies, innovations and relationships as menial tasks have been removed. Teams are no longer in siloes. They work as an agile team, together.

SHAREHOLDERS

Shareholders remain confident as change occurs in an agile organisation. Market sentiment stays positive as the organisation continues to be productive and earn.

TAXPAYERS

Taxpayers are never burdened with the responsibility of propping the unemployed up because organisations can quickly move people to positions where they can be effective.

SOCIETY

While everyone is working, feeling productive and satisfied in their jobs, everyone is earning more. Overall, you have a stronger economy and a stable society.

UNIONS

With open dialogue and shared understandings, unions, workers and management alike are seen and heard. Everyone gets visibility into existing opportunities.

Summary

Businesses need workforce agility more than ever before. It is no longer just a nice-to-have. It is a must-have, a competitive advantage and crucial to an organisation's success as well as society as a whole.

Meet a few of the partners Reejig are working with to drive workforce agility:



Transport
for NSW

myob



WOOLWORTHS GROUP



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At Reejig, we're out to transform workforces – and that starts with harnessing the skills you have within. Reejig is designed to bring workforce agility to your organisation, providing live skills intelligence to find, move and upskill talent with ease. All backed by the world's first independently audited ethical AI.

Our skills intelligence paints a complete picture of all your people's skills, experiences, passions and potential, creating a powerful central nervous system of all your talent data and talent decisions (you got it, all in one place!)

With Reejig, your business and your teams can instantly fill roles, mobilise talent to opportunities and pivot talent for reskilling with the support of a hyper-personalised nudge engine and the world's first independently audited ethical AI.

We create a platform where everyone can reach their full potential at work. It's what we call zero-wasted potential in people and in business.



Talk to one of our workforce strategists to discuss how Reejig can help you achieve workforce agility

www.reejig.com