



A practical guide

Better, Faster, Smarter: Your Guide for Creating the Workforce of the Future

Practical insights to get the right skills,
in the right place, at the right time

Reejig



Table of contents

Introduction	3
So, what exactly is workforce agility?	4
Maturity Model	5
Critical enablers to workforce agility	6
Workforce agility is a win-win-win solution	8
Summary	10



Introduction

The current **world of work**

Between uncertain economic conditions, major workplace shifts, global skills shortages, and one of the most competitive talent markets, the way we hire, move, and upskill talent has been disrupted and advanced by ten years overnight.

More than ever, agility and resilience in how we manage talent is critical. Organizations can no longer afford to think in a rigid or linear fashion about what to do with their talent. Organizations 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 organizations that embrace agility will win the top talent, keep their high performers, and build the skills they need for the future.

Workforce agility is no longer just a nice-to-have. It's a must-have, competitive advantage that has become crucial to an organization's success and has a deep and real impact on society.

This playbook is a practical guide to help you understand what workforce agility really is and how to prepare your workforce for the future.



So, what exactly 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 approach to project management and development has allowed large software organizations to rapidly deliver value to their customers while optimizing their own productivity and focus.

Today, agile methodologies no longer only apply to the software industry. Organizations of all sizes, across all industries, need to adopt agile principles in their workforces to ensure their talent can move fluidly as their skills are needed for maximum optimization.

The question leaders today are asking is; how do you build a workforce that is as agile as the methodology?

An agile workforce is one that's capable of getting the right skills, in the right place, at the right time. It's a workforce that deeply understands the skills and capabilities of its people, beyond their job titles, so it can rapidly respond to anything — new business strategies, new projects, changing economic conditions and anything else that comes its way — while continuing to:

- 1 Be highly productive
- 2 Be highly profitable
- 3 Provide employees with a positive working experience
- 4 Give everyone access to a meaningful career
- 5 Waste no potential

The ultimate goal of workforce agility is to achieve Zero Wasted Potential in people and business. However, altering your organization to be truly agile is not a straight sprint to the finish line. As the word 'agile' suggests, it's an iterative process. It's a journey that can take time, with some organizations achieving workforce agility sooner than others and in varying levels of success, depending their size and complexity.



The ultimate goal of workforce agility is to work towards Zero Wasted Potential in people and in business.

Siobhan Savage
CEO & Co-Founder, Reejig



What does workforce agility look like?

One way to think about your workforce agility is by maturity stages. This workforce agility maturity model indicates the key characteristics, enablers, and benefits by stage, so you can begin to understand where your organization sits today.

	Key Characteristics	Enablers	Benefits
Foundational	<ul style="list-style-type: none"> • Multiple disconnected systems • No strategic workforce planning • Operational resource management managed on spreadsheets • Employee profiles not updated • Succession planning for leadership roles only • No internal or external talent benches • Employees have no visibility on existing opportunities • Performance reviews occur once a year and are static • No job architecture 	<ul style="list-style-type: none"> • Humans • Spreadsheets 	<ul style="list-style-type: none"> ★ Limited benefits due to manual overheads
Transforming	<ul style="list-style-type: none"> • HCM systems in place as a source of truth • Workforce planning for the next 12 months in place • Employee profiles are manual with low adoption • Group of 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"> • Humans • Systems 	<ul style="list-style-type: none"> ★ Cost savings ★ Time savings
Progressive	<ul style="list-style-type: none"> • Integrated suite of HR and workforce analytics systems • Introduction of strategic workforce planning with scenarios including 'war room' worst case planning • 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 exist 	<ul style="list-style-type: none"> • Humans • Systems • Data 	<ul style="list-style-type: none"> ★ Cost savings ★ Time savings ★ Internal movement
Leading-Edge	<ul style="list-style-type: none"> • Complete visibility of people, job, 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 succession options • Dynamic and strong talent pipeline • Predictive analytics on when employees will leave • Personalized, actionable career pathing for every employee • Manager NPS and employee NPS 	<ul style="list-style-type: none"> • Humans • Systems • Data • Personalized experiences • AI & predictive intelligence 	<ul style="list-style-type: none"> ★ Cost savings ★ Time savings ★ Employees engaged ★ Competitive ★ Highly optimized workforce ★ Zero Wasted Potential

Critical enablers to workforce agility

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

1

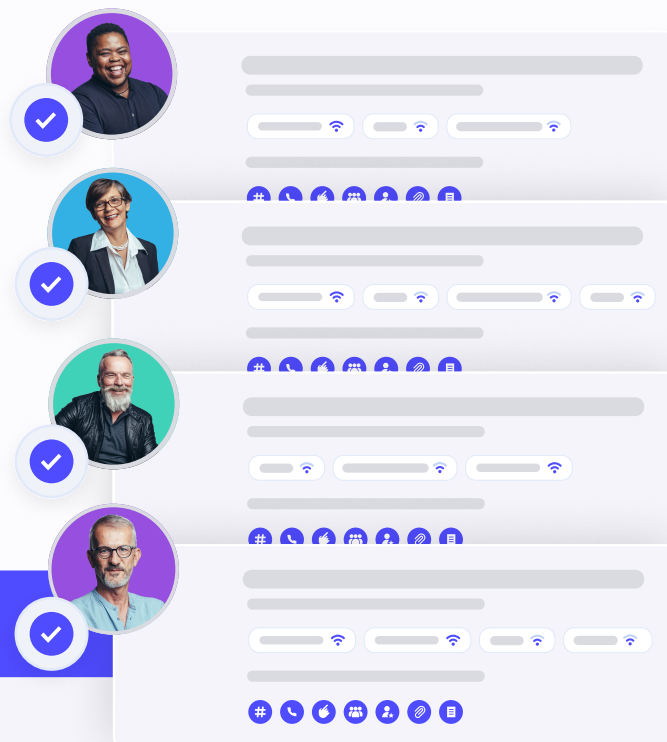
Having the data to understand the skills makeup of your organization

2

Activating a mobility mindset

3

Removing silos in your talent teams



Having the data to understand the skills makeup of your organization

Too often, when new projects come in or the business pivots, organizations look outside for help when the skills they need already exists within. Why? Because organizations lack insight into their most important asset — their people.

Despite having numerous systems in place, information is usually disconnected, resulting in siloed data sources that provide little actionable value. This is worsened when the majority of an organization's talent management is human-led and relies on employees completing and maintaining manual skills profiles.

The problem here is less than 20% of employees ever complete these profiles.

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

To be truly able to hire, move, and upskill talent with ease, you need visibility into the skills and potential of your workforce. You need a real-time picture of the skills across your entire organization that's allows you to match people to new roles, gigs, and training based on not just their current, but their future skills.

So how do you do it? With workforce intelligence.

Workforce intelligence has the ability to extract skills from every type of documentation imaginable — from school transcripts and CVs to data in your ATS, CRM, and HRIS and public profiles on LinkedIn or GitHub — to create a living, breathing talent and skills ecosystem.

Ethical AI models can then build a live skills ontology contextualized to your unique job architecture, giving you a dynamic view of all the skills across your organization.

Having complete visibility over the skills you have and the skills you need is what puts you in a position to move quickly and effectively to future-proof your workforce.



The challenges faced by many organizations is either a lack of visibility of the skills within their organization, 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 organization and what skills and skill adjacencies they have, you're unable to unlock the potential of your people and your workplace.

Adam Malski
Chief Transformation Officer, Reejig

Activating a mobility mindset

In many large organizations, there's often a lack of policies to guide people leader engagement and positive participation within the workplace.

Because of this, workforces are divided and siloed skills, talent, and resources become bound to their departments. Sharing and transferring employees between departments is nonexistent 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 organization is foreign and mobilizing your people becomes a difficult venture.



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, organizations and individuals need to get comfortable with learning and developing new skills on an ongoing basis. It's this mindset that will set organizations and individuals up for future success.

Sarah Jordan

General Manager Organizational Development, 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 organizations 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.



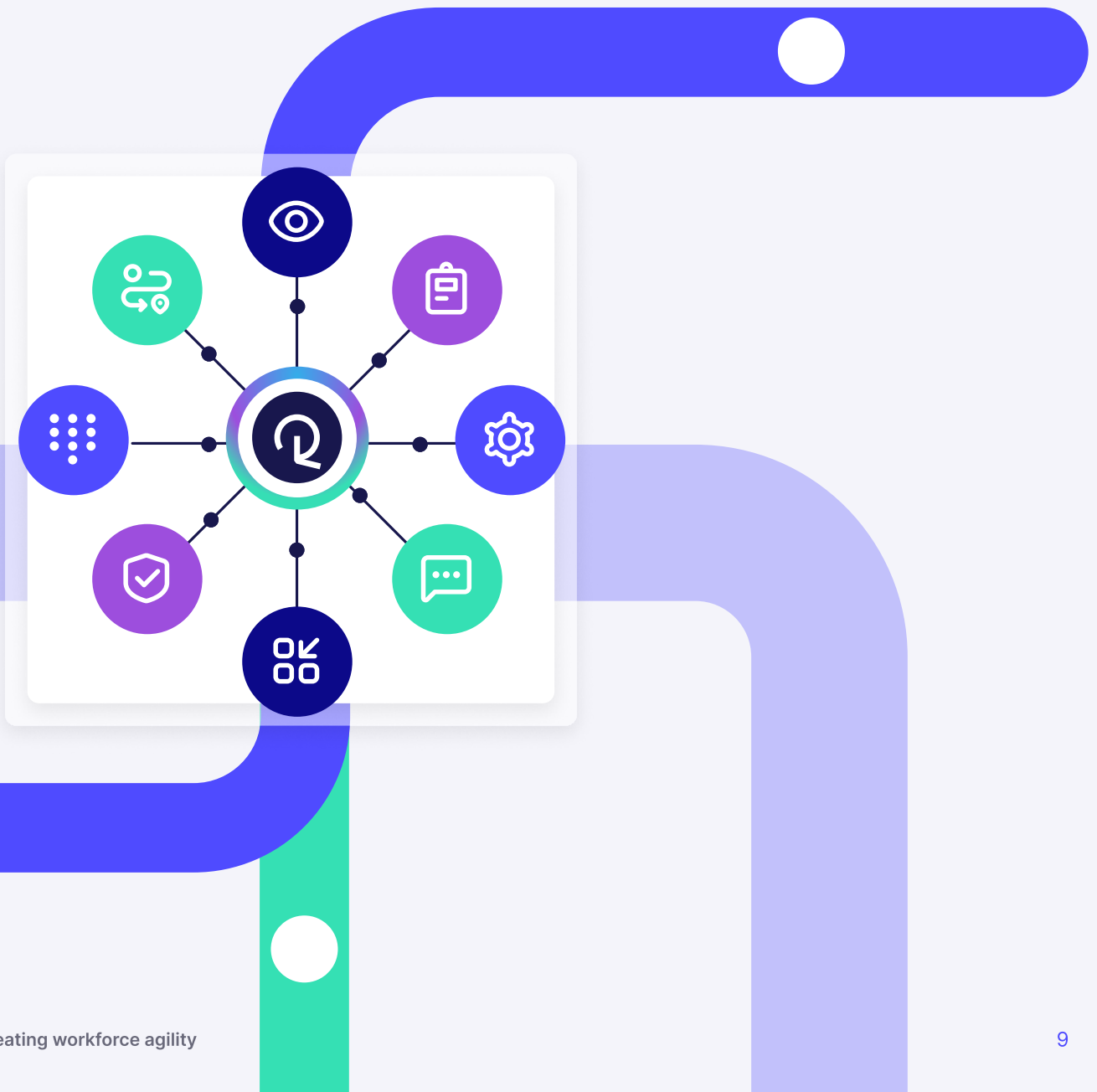
Open mindset - An open mindset (vs. closed mindset) encourages employees and organizations to think beyond the barriers of their job, function or industry. It's a mindset that places a focus on the transferability of skills and how skills can be repurposed in the face of change.

Removing silos in your talent teams

Internal people departments are often siloed. Talent acquisition and talent management teams work separately, often using different systems, processes, and having completely different views of the talent and skills that are available across your ecosystem.

This often leads to an over-reliance on external hiring even when the talent exists within the organization 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 prioritize internal hiring. This is where a central nervous system that removes silos and connects all your available talent data sources comes into play.





Workforce agility is a win-win-win solution

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

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 Organization

Organizations 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 and 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 and new strategies as menial tasks are removed and teams are no longer silos. They work as an agile team, together.

Shareholders

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

Taxpayers

Taxpayers are never burdened with the responsibility of propping the unemployed up because organizations can quickly mobilize people into the right roles and retain them.

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.



Future-proofing your workforce

Businesses need workforce agility more than ever before.

Not only does workforce agility create fluidity and mobility within an organization, the positive effects of having the right skills, in the right place, at the right time on society are profound.

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 organization, providing live skills intelligence to find, move, and upskill talent with ease. All backed by the world's first independently audited Ethical Talent 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 all in one place.

With Reejig, your business and your teams can instantly fill roles, mobilize talent to opportunities, and pivot talent for reskilling with the support of a personalized, consumer-grade Nudge Engine.

We create a platform where everyone can reach their full potential at work.

It's what we call **Zero Wasted Potential**.



About Reejig

Reejig is a leading workforce intelligence platform that enables large-scale organizations to find, retain, and upskill talent at scale. Powered by the world's first independently audited Ethical Talent AI, Reejig acts as your central nervous system for all talent decisions, helping you create a world with Zero Wasted Potential.

Find out what your organization can achieve with **workforce intelligence**.

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