
Internal Resourcing in the Gig Economy

Ci Virtual Roundtable - Tuesday, 26th June 2018

The roundtable highlighted the renewed importance of internal talent mobility in today's labour market, and ways to make this happen.

PART 1: INSIGHT

The issue is important because:

- Opportunities for career development help attract, engage and retain top talent.
- A tight external recruitment market requires priority on internal appointments.
- Executives develop an enterprise-wide perspective from experience in different functions, business entities and countries.
- Assignments in different parts of the business equip emerging talent with 'breadth & depth' for later career.
- Businesses foster a collaborative culture by breaking down silos.
- Internal mobility can be used to manage capacity between short-term projects.

Challenges included: developing a common philosophy (career principles); aligning processes across businesses (including post-merger); ensuring visibility of opportunities; and giving employees confidence in the system.

The group explored whether financial reward might overcome managers reluctance to develop and release talent. Most currently seek to make it a broader leadership expectation, and part of performance review.

PART 2: INNOVATION

Today's provocateur was Will Peachey (Group People Supply Chain Officer at Capgemini).

Addressing management mind set, Will believes any rational manager with demanding KPIs will try to hold onto their best talent. Likewise, risk-averse employees will prefer to stay put.

Capgemini tackles this dilemma by aligning his approach with the project-based work practices. Using their technology platform, the People Supply Chain team finds people for projects; mirroring the external 'gig economy'. With few exceptions, managers cannot hire or

sub-contract without using this central process.

With an emphasis on short-term assignments, the manager gets the individual back at the end of the project, which suits both parties.

Will challenged the group in several areas including **Supply** (data on skills and aspirations), **Demand** (accuracy of forecasts), and **Discovery** (needing a common language/taxonomy).

Responding to questions, Will advised:

- The key to operationalising large-scale internal mobility is to invest in a platform like *Workmarket* or *Retain*.
- It's impossible to influence from the bottom-up, you need the authority of an executive mandate.
- Build your case around business need, return on investment, and data showing who's helping and hindering the effort.
- With senior sponsorship and effective processes, managers will cooperate from self-interest.
- Be ambitious and bold, internal mobility offers huge benefits for organisations and individuals.

PART 3: IMPACT

Discussion highlighted choices in these areas:

- Define scope: a high touch approach with a small talent pool, or a technology driven approach for a much larger population.
- Focus your efforts: prioritising future talent, or late career senior managers.
- Build the business case: championing internal mobility as the highest-value talent marketplace (more than external).
- Educate employees to take full advantage of the opportunities available.

Participants concluded by highlighting the need for employees to be active in managing their own career, encouraged (for example) through career days and an 'opportunity' campaign.

