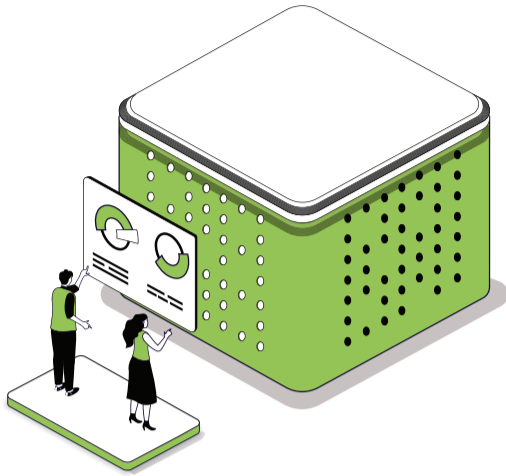
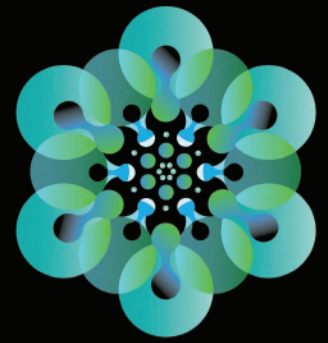


## The skills-based organization

### Research highlights

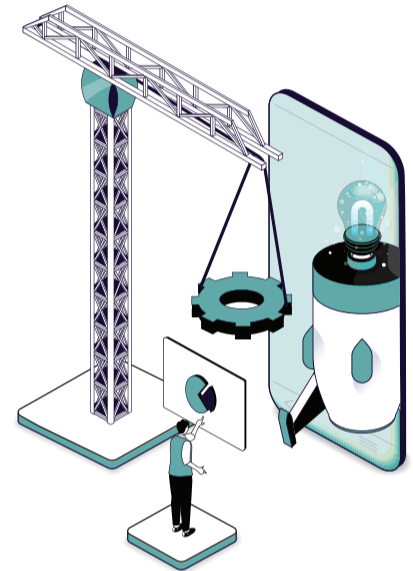


*Organizations have been structured around jobs for so long that it's daunting to consider new models. But jobs aren't working—they're not providing the flexibility and agility organizations need to solve new problems.*

*The key is uncoupling work from formal job descriptions, and uncoupling workers from being viewed as job holders. We call this new operating model **"the skills-based organization,"** and set out to explore how leaders and workers are thinking about this kind of shift—where skills, not jobs, drive decision-making about work and the workforce. Our research found that not only are workers and leaders open to this concept, but organizations are already moving in that direction.*

### The need for a new model

- The Great Resignation, the rising relevance of DEI issues, and an emphasis on agility are changing work within organizations.
- **8 out of 10** workers / HR and business leaders agree that jobs are no longer the best way to organize work.
- Organizations using skills-based practices outperform their peers:
  - **107%** more likely to place talent effectively
  - **98%** more likely to retain high-performers
  - **98%** more likely to have a reputation as a great place to grow and develop
  - **79%** more likely to have a positive workforce experience



### Early steps and slow progress

- Business and HR leaders are evolving work and workforce practices to focus more on skills, but only **1 in 5** are making significant changes.
- Skills-based development and skills-based hiring are the most common areas organizations say they're doing the most to shift now.
  - Roughly **7 out of 10** workers say skills-based development and hiring would improve their experience at work.
  - HR leaders say they're investing most in skills-based learning and skills-based hiring.
- Skills-based cross-company talent exchanges are less likely to be seen as improving worker experience, and fewer than half of organizations are taking steps toward establishing them.

### Starting the SBO journey

- What steps can organizations take right now?
  - Use skills to transform a workforce practice that has the biggest pain point.
  - Start with using skills to transform workforce practices that have the clearest connection with skills (e.g., internal mobility).
- Workers support the shift:
  - **79%** are willing to share their skills data to help their organizations make decisions such as matching them to work.
  - Another **14%** are willing, but only if the data is used responsibly and provides benefits.



**Learn more about the skills-based organization—its benefits, obstacles, and future—in the full report, [Building tomorrow's skills-based organization: Jobs aren't working anymore.](#)**