

# 10 Q&A's on Skills-Based Talent Practices

These 10 questions and answers were curated from Deloitte's 101-page report, [\*Building Tomorrow's Skills-based Organization: Jobs Aren't Working Anymore\*](#). Each Q&A shows the page number from which this information was sourced.

- 1. How many organizations report to have evolved work and workforce practices to focus more on skills?** Fewer than 1 in 5 have already adopted skills-based approaches to a significant extent across the organization in a clear and repeatable way. (p. 7)
- 2. How effective are organizations at classifying and organizing skills into a skills taxonomy or framework?** Only 10% of HR executives say their organization effectively classifies and organizes skills into a skills taxonomy or framework. However, 85% say they have efforts underway to improve this. (p.69)
- 3. What are the top three barriers business and HR executives cite as obstacles to skills-based talent practices?** **1)** Legacy mindsets and practices, **2)** Difficulty keeping up with changing skills needed by the business, and **3)** Compensation practices that restrict rewarding people for the skills they possess or develop. (p.77)
- 4. Which areas are organizations starting with when introducing skills-based talent practices?** Organizations are beginning with practices that have the most evident connection to skills, such as skills-based development and skills-based hiring. They also focus on building a skills-based talent philosophy (p.89)
- 5. Which areas appear more challenging when shifting to skills-based talent practices?** Skills-based compensation and rewards. Only 17% of HR leaders rated compensation and rewards among the top 3 areas where they are investing the most relative to skills-based talent practices. (p.89)
- 6. What is the most common way organizations document and validate workers' skills?** Many organizations continue to rely on workers self-reporting their skills and proficiency levels, as compared to more valid ways of confirming skills. (p.73)
- 7. Can we over-index on skills?** While business leaders, HR executives, and employees feel that skills are the most important criteria to be used to match workers to work, it's important to ensure other criteria aren't lost, such as interests, passions, motivations, work and cultural styles, location preferences and needs, and more. (p.83)
- 8. What is the best way to organize work beyond jobs, so that employees and their skills can flow more easily to the work where they are most needed?** **1)** **Fractionalizing work** — breaking it down into projects or tasks and **2)** **Broadening work** — focusing work around solving problems or achieving outcomes (p.37)
- 9. What does this redefinition of work beyond the job mean for job architecture—the very underpinnings of a jobs-based system of work and the workforce?** For those looking to create more fluidity but don't want to eliminate jobs entirely—either through partial broadening of work or partial fractionalization of work—simplifying the job architecture through more broadly defined roles than detailed jobs is an important step to provide more flexibility for work to be more fluidly matched to skills. (p.35)
- 10. What tangible, practical things can organizations do to start their journey to a skills-based organization?** **1)** Transform a workforce practice that has the biggest pain point, **2)** Start with one practice that has the clearest connection to skills, **3)** Get your own skills house in order by defining a skills taxonomy or framework and a common way of validating skills. (p.93)



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