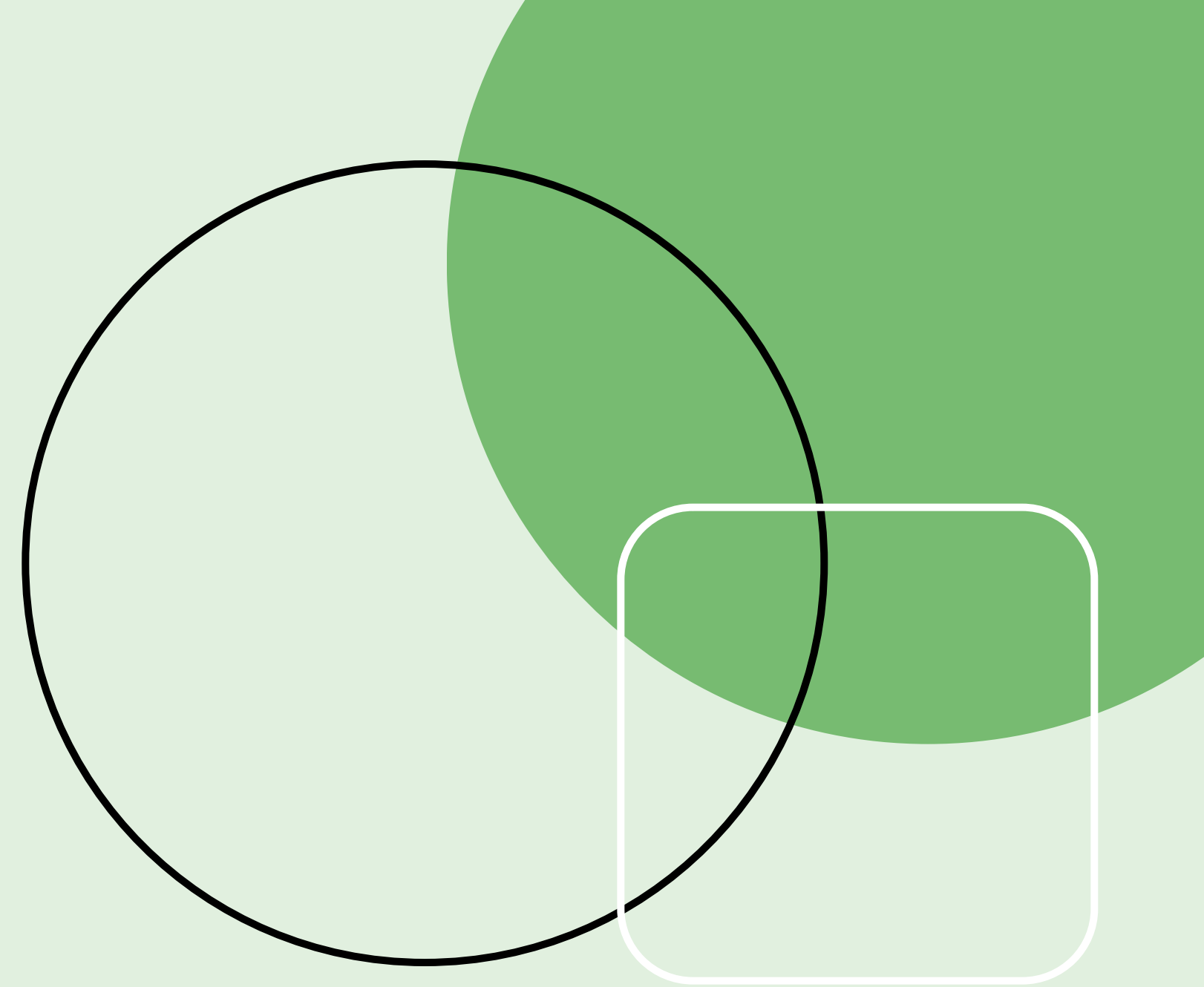


# the modern talent landscape

Taking a holistic view of how work gets delivered

**werkling**



# How has the definition of "Talent" changed?

## Traditional

Talent = People who are employed by our organisation

TALENT ACQUISITION

## Modern

Talent = People who are adding value & doing great work in our organisation

TALENT ACCESS

# Why is the talent landscape changing?

1

## The way people want to work is evolving.

50% of the United States workforce is projected to be engaged in gig-based work by 2027 (Statista, 2022). This trend is being seen globally.

2

## Organisations need more workforce agility.

90% of leaders consider flexible talent to be important to their organisation's future competitive advantage (HBS, 2021). A more nimble workforce is an essential business enabler.

3

## Talent shortages drive innovation.

75% of companies reported talent shortages in 2022 (Manpower Group, 2022). A lack of available talent in traditional pools has forced leaders to think more creatively about talent access.

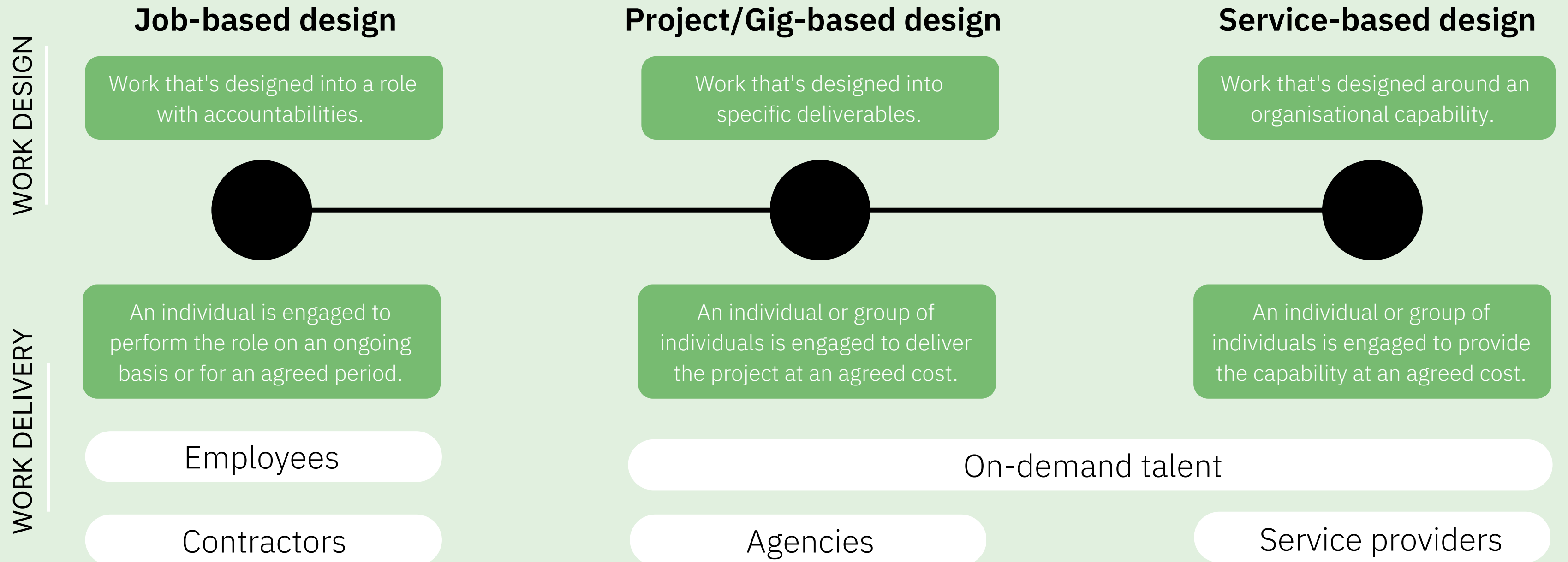
# What does this mean for organisations?

In order to access **the best talent**, leaders and talent professionals must ask two questions:

How is this work best  
**designed?**

How is this work best  
**delivered?**

# The modern talent ecosystem



# What are the different options for 'work delivery'?

---

<b>Employee:</b>	Talent employed by an organisation to perform a job either on a full-time or part-time basis. The employment relationship may be on a Permanent, Fixed term (for an agreed period), or Casual basis.
<b>Contractors:</b>	Talent employed by a labour hire or third party payroll and contracted to perform a job in an organisation on an agreed day rate for an agreed length of time.
<b>On-demand talent:</b>	Talent such as freelancers, independent consultants, and professional gig talent who have a portfolio career. They may work individually or form collaborative teams, delivering projects or providing a service.
<b>Agencies:</b>	A company who provides management consulting or specialist practices (e.g. advertising, training) and employs talent who they deploy on assignments with their customer organisations.
<b>Service providers:</b>	A company that provides specialist organisational capability (e.g. IT support, RPO) and employs talent who they align to their customer organisations.

---

## IMPORTANT NOTE

While the "contingent workforce" is often bucketed together, fixed term employees, contractors and on-demand talent are distinct talent segments that require different access and engagement strategies.

# How do leaders choose between delivery options?

To support leaders who are selecting the work delivery model for specific business needs, a set of weighted criteria should be established. This criteria might include thing such as:

**ORIENTATION:** What is most appropriate given how 'core to business' or 'business enabling' the work is?

**AFFORDABILITY:** What is most affordable based on blended comparable costs, including acquisition and on-costs?

**OUTCOMES:** What gives us fast access to the best talent who will deliver the best business outcome?

**ADAPTABILITY:** What allows us to augment our team/workforce as needs change?

## IMPORTANT NOTE

The weighted criterial should reflect your organisation's people strategy and business strategy. The criteria might look different for organisations in a high growth period versus those who are more stable.

# Five take aways

- 1 There is an **emerging view of "talent" that is more holistic** and redefines the breadth of an organisation's talent strategy.
- 2 Multiple forces are impacting the talent landscape, including **organisational needs and talent preferences.**
- 3 An ability to navigate the modern talent landscape **requires consideration of how the work is designed and best delivered.**
- 4 There are **multiple talent segments within the broader "contingent workforce"** bucket that require different access and engagement techniques.
- 5 A simple decision making framework **can guide work design and delivery decisions** within an organisation.



# keen to learn more?

Book a free consultation with the Werkling team [here](#).

 [hello@werkling.com](mailto:hello@werkling.com)

 [www.werkling.com](http://www.werkling.com)

 [@hellowerkling](https://www.linkedin.com/company/hellowerkling)

**werkling**