

RESEARCH REPORT

The role of Talent teams in accessing on-demand talent

More and more experienced professionals are opting out of the traditional work model and are turning to freelancing, portfolio careers and gig-based work.

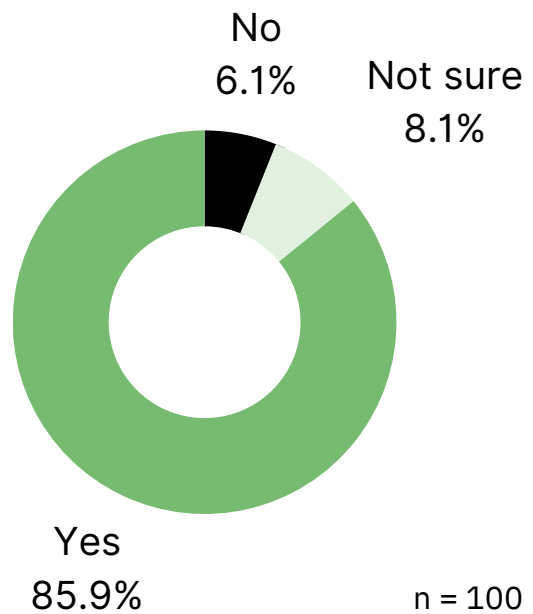
It is these changing work preferences, along with a business need for greater organisational agility, that is fuelling the rise of the professional gig economy.

In order to access this emerging talent pool, organisations need to reshape their talent strategy and consider the role of their central Talent team.

We asked senior People & Culture and Talent leaders:

Do you think **Talent Acquisition teams** should play a role in helping the business **access on-demand talent** (i.e. freelancers, independent consultants)?

Titles of surveyed leader: Executive, General Manager, Director, Head of, Senior Manager, Manager, Lead



INSIGHT 1: TALENT TEAM INVOLVEMENT

Overwhelmingly, leaders agree that Talent teams should play a role in helping the business access on-demand talent.

INSIGHT 2: CONSISTENT VIEW ACROSS P&C AND TA

Leaders in both non-talent P&C roles (83%) and leading TA functions (89%) believe that Talent teams have a role to play.

With 81% of leaders believing that something other than job-based design is the best way to organise work (Deloitte, 2022) and 90% of leaders reporting that flexible talent will be important to their organisation’s future competitive advantage (HBS, 2021), People & Culture and Talent professionals must turn their attention to their On-demand Talent Strategy and the role of their Talent teams in strategy execution.

Werkling has identified three on-demand talent strategy execution models: Business owned, Shared Pools and Centrally Managed.

THE 3 ORGANISATIONAL MODELS FOR ON-DEMAND TALENT ACCESS

business owned



Business leaders access on-demand talent through their personal networks and/or various platforms. They brief gigs and select on-demand talent directly with no involvement from a central Talent team.

They build their own on-demand talent pool that they draw on as needed to flex their team.

shared pools



Business leaders access on-demand talent through preferred platforms and on-demand talent pools curated by the Talent team in partnership with internal SMEs.

They brief gigs directly following a clear process, contacting the central Talent team if they need additional support. There may be a process for leaders to add to talent pools from their personal network.

centrally managed



Leaders brief a central Talent team on the work requirement and the Talent team advises on work design and delivery options (i.e. employee, contractor, on-demand talent etc).

The Talent team access on-demand talent through preferred platforms and talent pools, screening options prior to passing on to the leader.

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