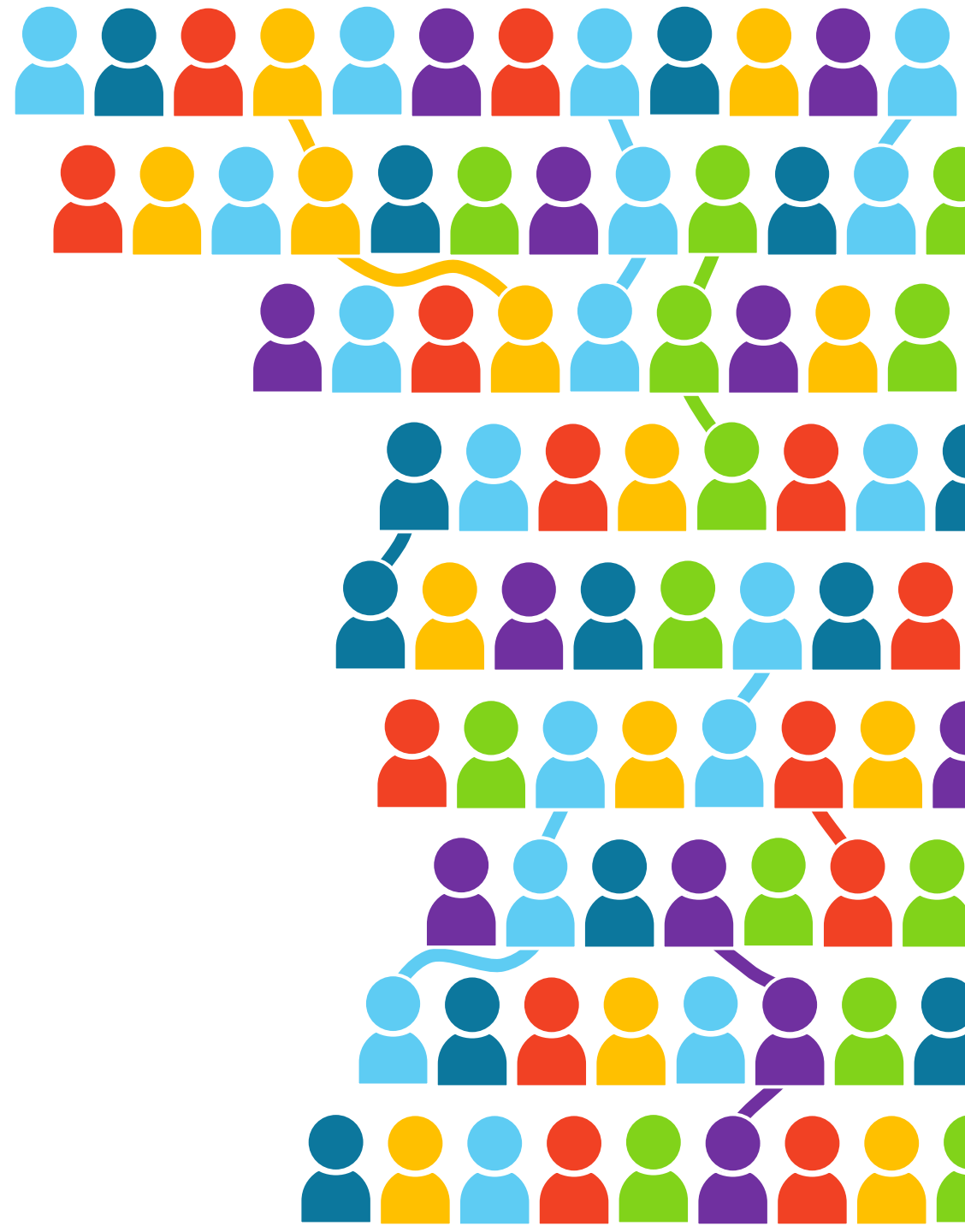


# The Inside Gig:

## A New Strategy for Recruiting & Developing Your Future Workforce

Edie L. Goldberg, Ph.D

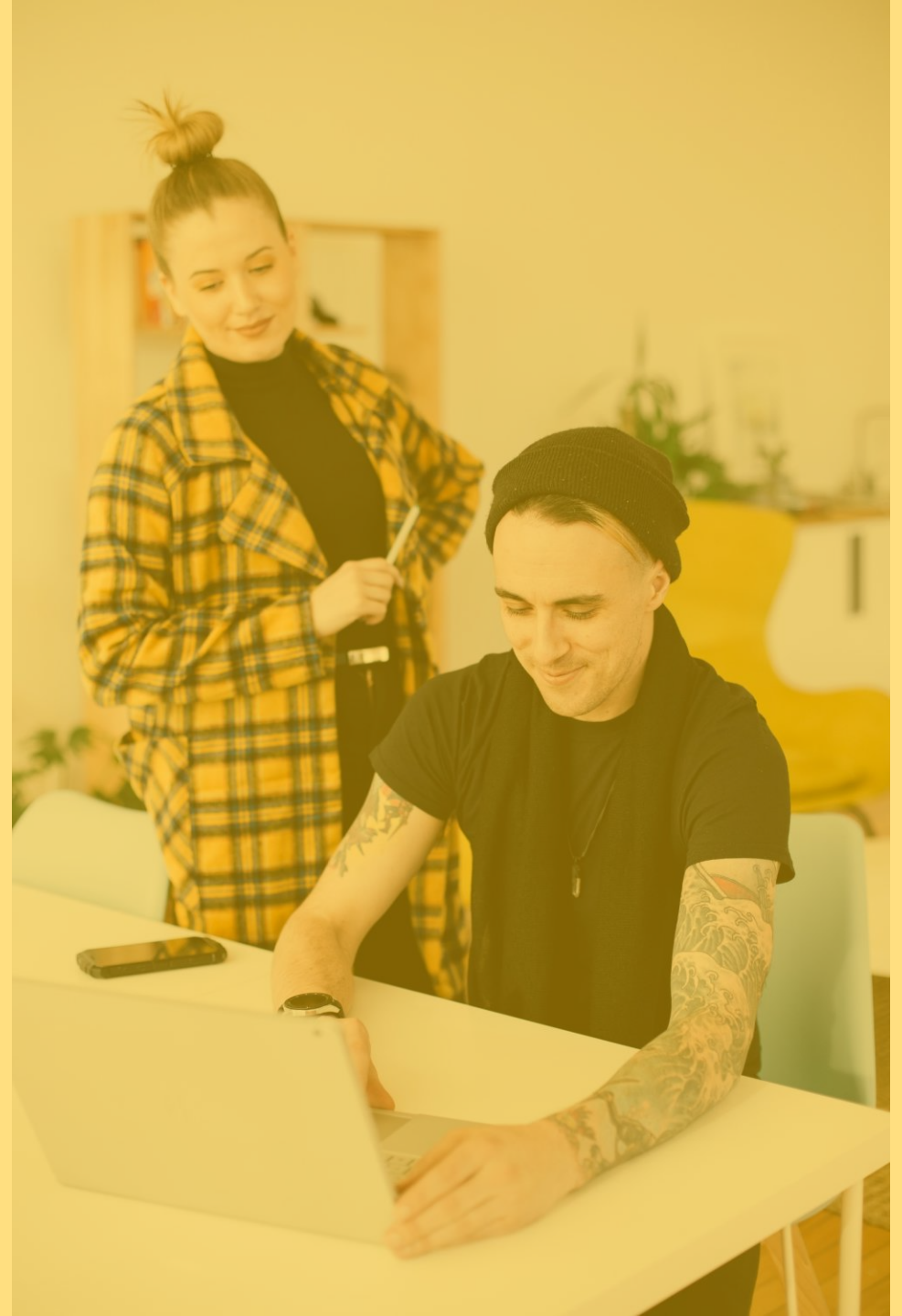
*HCI: Develop Your Future Workforce*  
*November 17, 2021*





# JOB

# Unlock your hidden talent



A person is captured in mid-air, jumping over a gap between two large, dark rock formations. The person's arms are outstretched, and their legs are spread wide, suggesting a leap of faith or a moment of freedom. The background is a clear, light blue sky. The word "Imagine" is overlaid in a large, black, serif font across the center of the image.

# Imagine

A blurred office scene with people in a meeting, overlaid with a green tint and the text "An agile approach". The scene shows a group of people sitting around a table in a modern office setting, with a woman in the foreground looking at her phone. The background is a glass-walled office with bicycles parked nearby.

# An agile approach

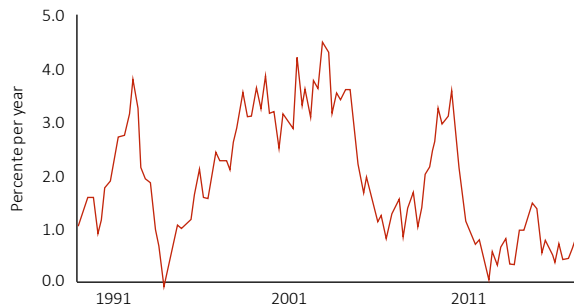


Edie Goldberg, Ph.D.  
and Kelley Steven-Waiss

# The *Inside* Gig

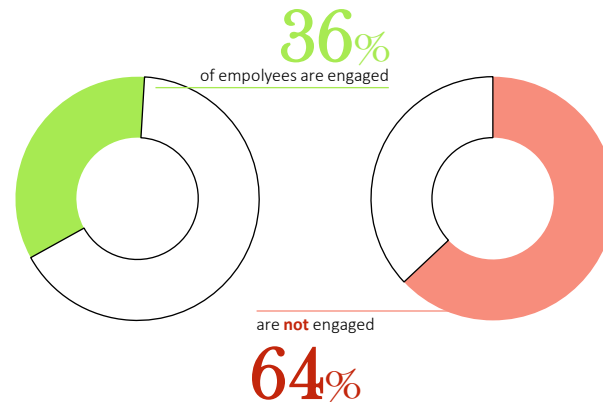
How Sharing Untapped Talent  
Across Boundaries Unleashes  
Organizational Capacity

## Productivity growth is slowing



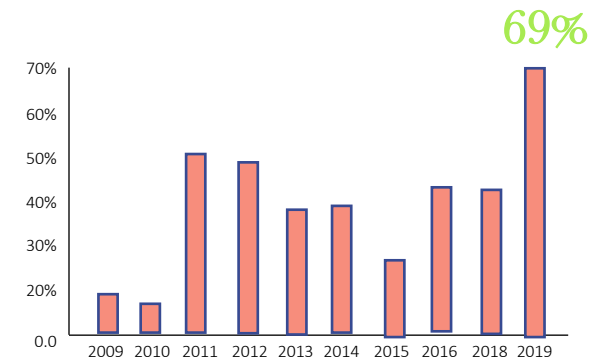
Non-Farm Labor Productivity Growth  
(Bureau of Labor Statistics)

## Employee engagement remains stubbornly low



Employee Engagement Remains Low  
(Gallup, 2020)

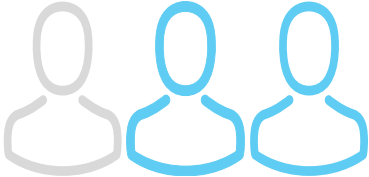
## Talent Shortage is at a 10-year High



U.S. Talent Shortages  
(ManpowerGroup, 2020)

# Not Delivering on Employee Expectations

---



2 of 3

Not **Using Skills** Well



42%

**Likely to Leave**  
if Not Learning



93%

Would **Stay Longer**

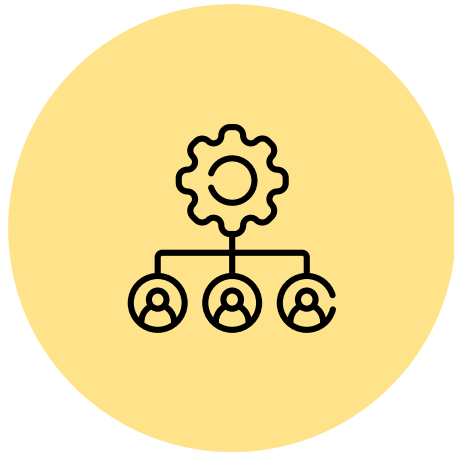
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2017 Deloitte Global Human Capital Trends  
LinkedIn, Workforce learning Report, 2018

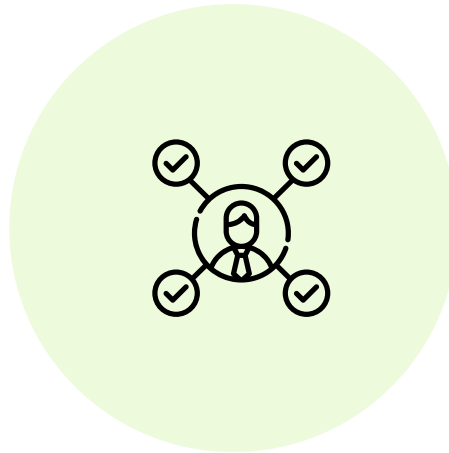


# We need to:

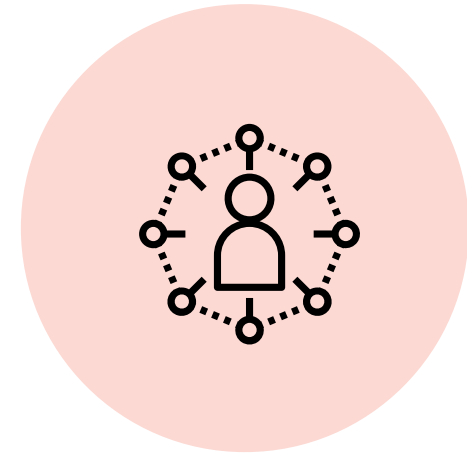
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Rethink **how** work  
gets done



**Develop**  
employees



Leverage **all**  
employee skills

# Diversity & Choice

Equal access



# Six Core Principles

---

1. You Get What You Give
2. Know What You Have
3. Create A Learning Organization
4. Democratize the Work
5. Create an Agile Organization
6. Bust the Functional Silos

You Get  
What You Give

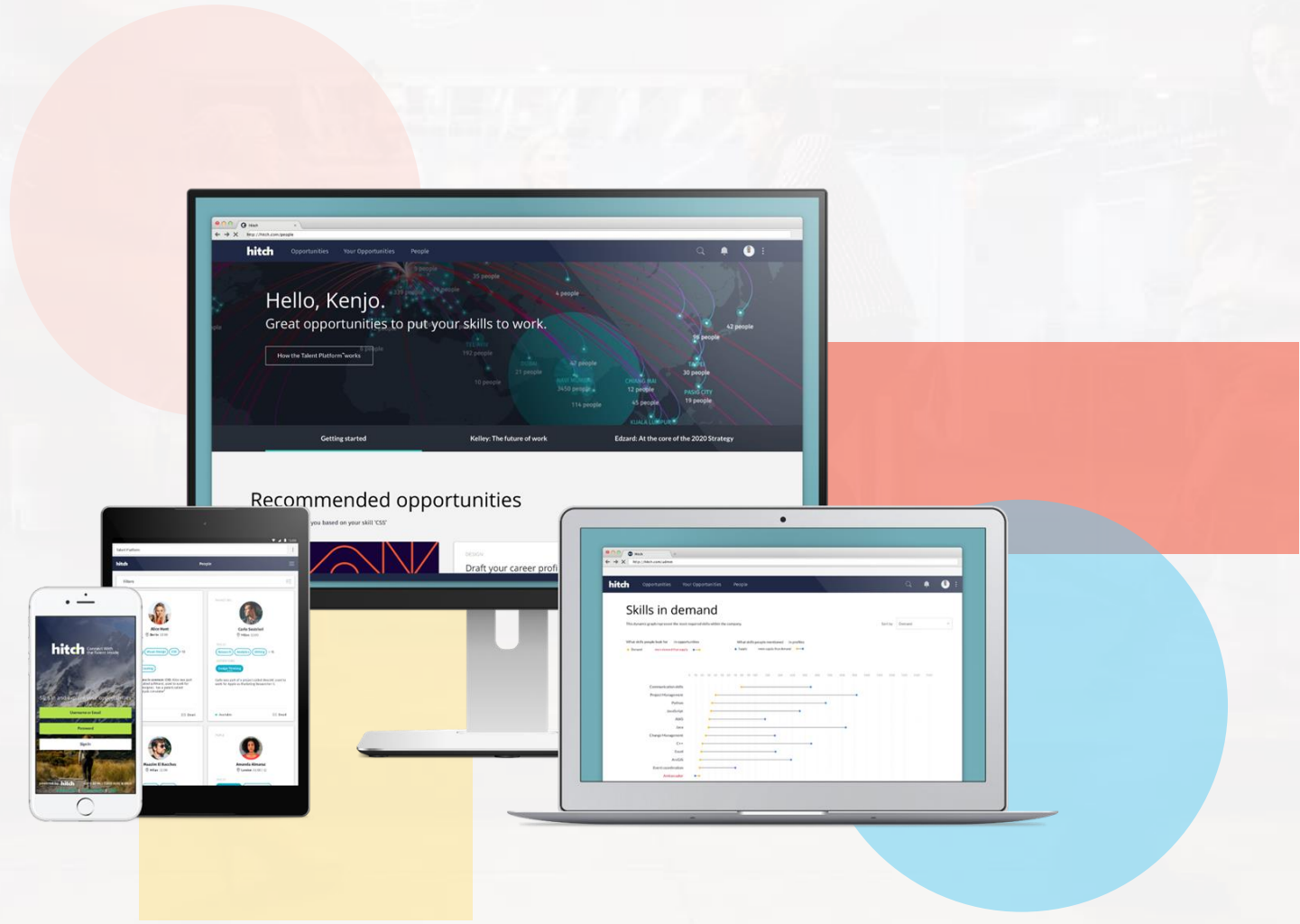


# Case Study

here









Opportunity to  
**upskill the existing  
team** while meeting  
project deadlines



# Poll

## The ITM Journey

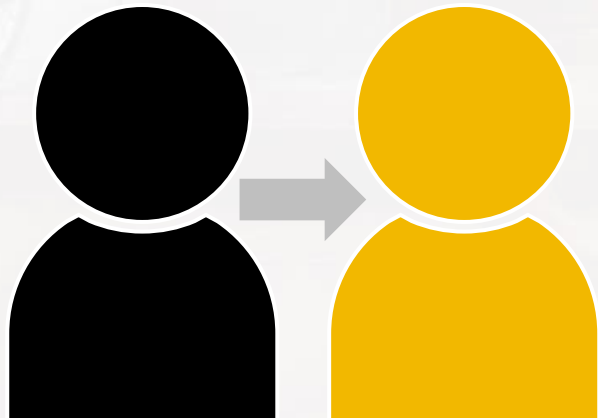
Internal Talent Mobility (Talent Marketplaces) are a hot topic in many companies today. How familiar are you with this concept?

- a) This is new to me.
- b) I have heard about it, but I am not that familiar with how it works.
- c) I have a good understanding of the concept and how to implement it.
- d) I have helped companies implement an Internal Talent Marketplace.

# The Future of Internal Talent Mobility

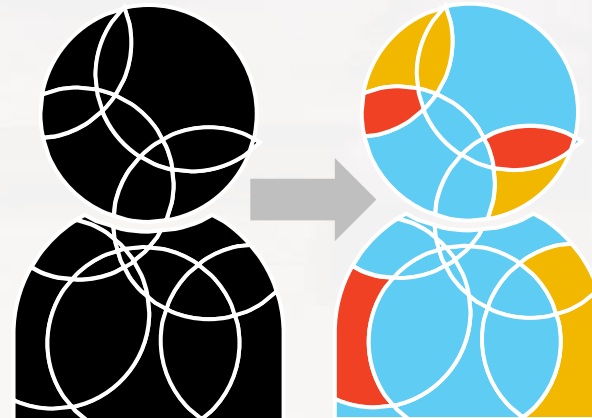
From

Moving **employees to different jobs** within the company to create learning opportunities

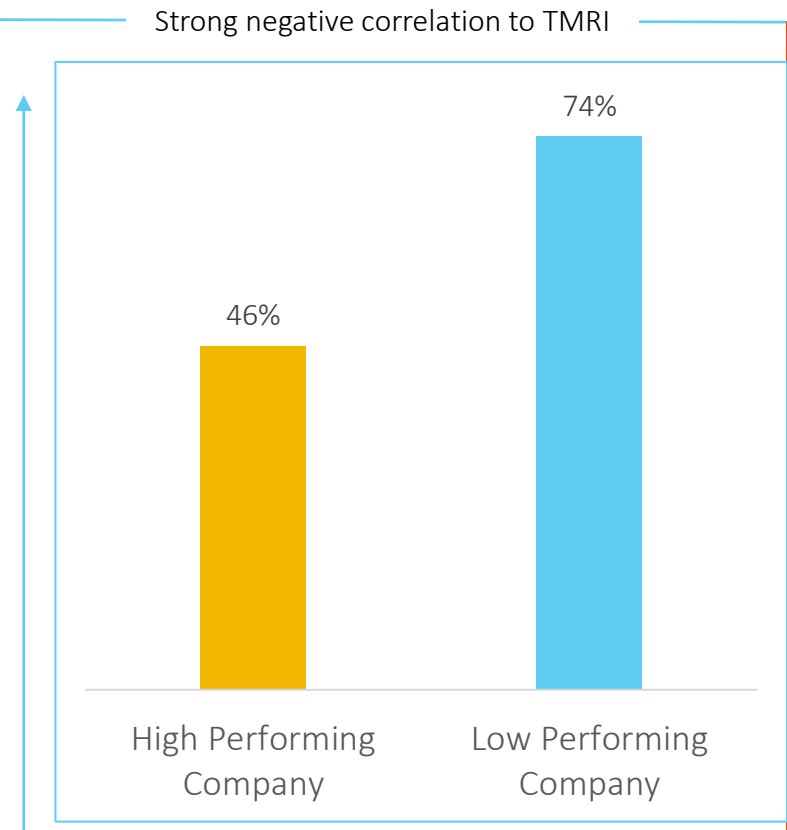
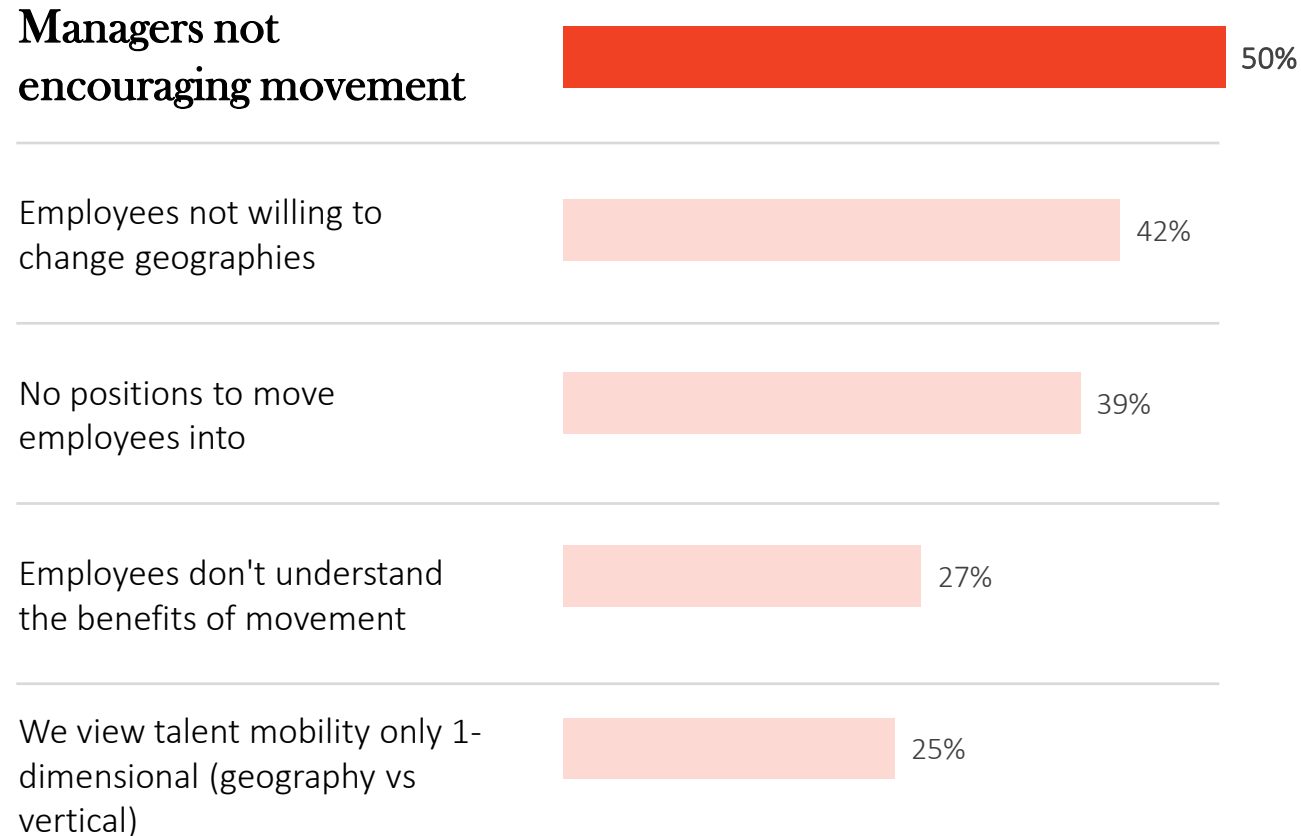


To

Breaking **jobs into projects** – and then making room for an extra project

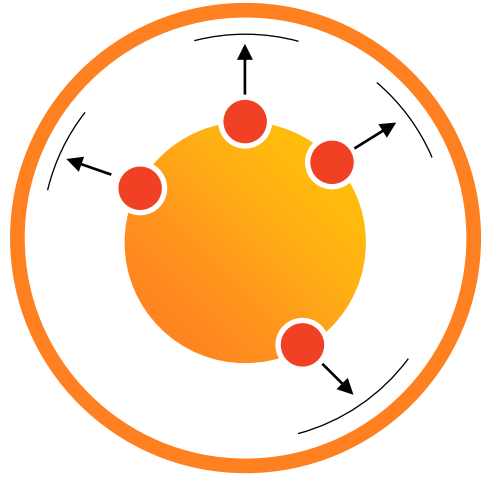


# “What inhibits your organization to move talent?”



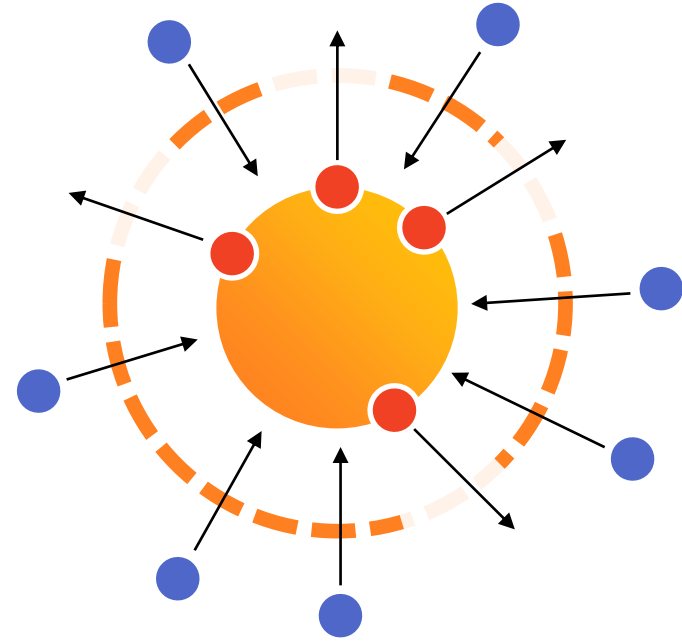
Source: i4cp

# A New Mindset for the Future



Scarcity

**VS**



Abundance



Once upon a time...

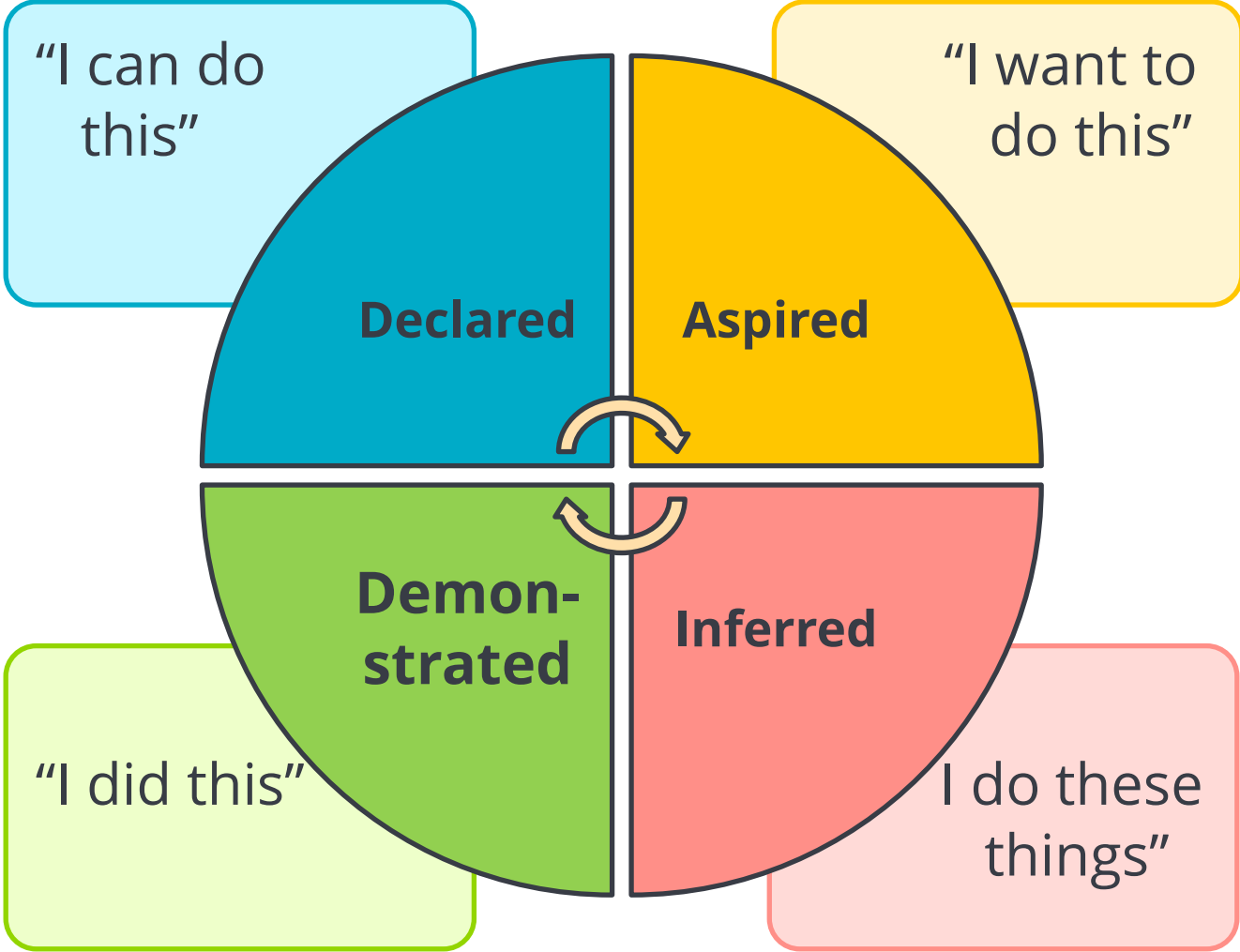




02

# Know What You Have

# AN EQUAL "OPPORTUNITY" PLATFORM





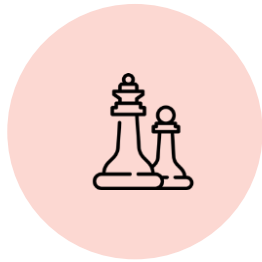
03

# Democratize the Work



# How to get started

## Manage the Change



Build your  
Business Case

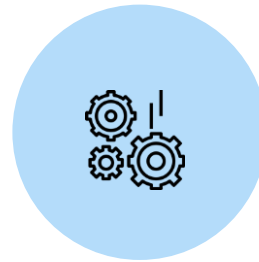


Assess Org  
Readiness



Create a Change  
Mgt Plan

## Manage the Process



Enable the  
Process



Define Ways  
of Working

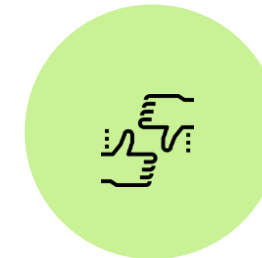


Align HR  
Systems

## Implement the Solution



Pilot



Collect Feedback &  
Adjust Change Plan



Deploy to the  
Enterprise and  
Evolve

*Talent Optimization*

*Improved Outcomes*

*Personalized Learning*

*Increased Engagement*



An aerial photograph of a mountain valley. The landscape is covered in green grass and shrubs, with a winding dirt road and a small stream or river cutting through the center. The mountains in the background are partially shrouded in mist or low clouds, creating a sense of depth and scale. The overall color palette is dominated by greens and yellows, with some greys from the rocky mountain peaks.

# Big Journeys begin with Small Steps

What steps will you take to unleash the capacity of your organization?

The  
*Inside*  
Gig

Thank  
You!



**Edie L. Goldberg**  
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## Edie L. Goldberg, Ph.D.

President, E. L. Goldberg & Associates

**Edie Goldberg, PhD**, is the president of E.L. Goldberg & Associates in Menlo Park, California. She is a nationally recognized expert in talent management and organization development. Her practice focuses on designing human resources processes and programs to attract, engage, develop, and retain employees. Dr. Goldberg has published and presented at numerous conferences on the future of work, internal talent mobility, performance management, building management capability, career management and succession planning. She earned her doctorate in industrial/organizational psychology from the University of Albany, SUNY. Currently, she serves on the board of directors of the SHRM Foundation. She is the recipient of the HR People + Strategy Lifetime Achievement award to honor the impact she has made to her profession and is a Fellow of the Society for Industrial & Organizational Psychology.