

# What CHROs Need to Know About Internal Talent Marketplaces Today

Mark Whittle

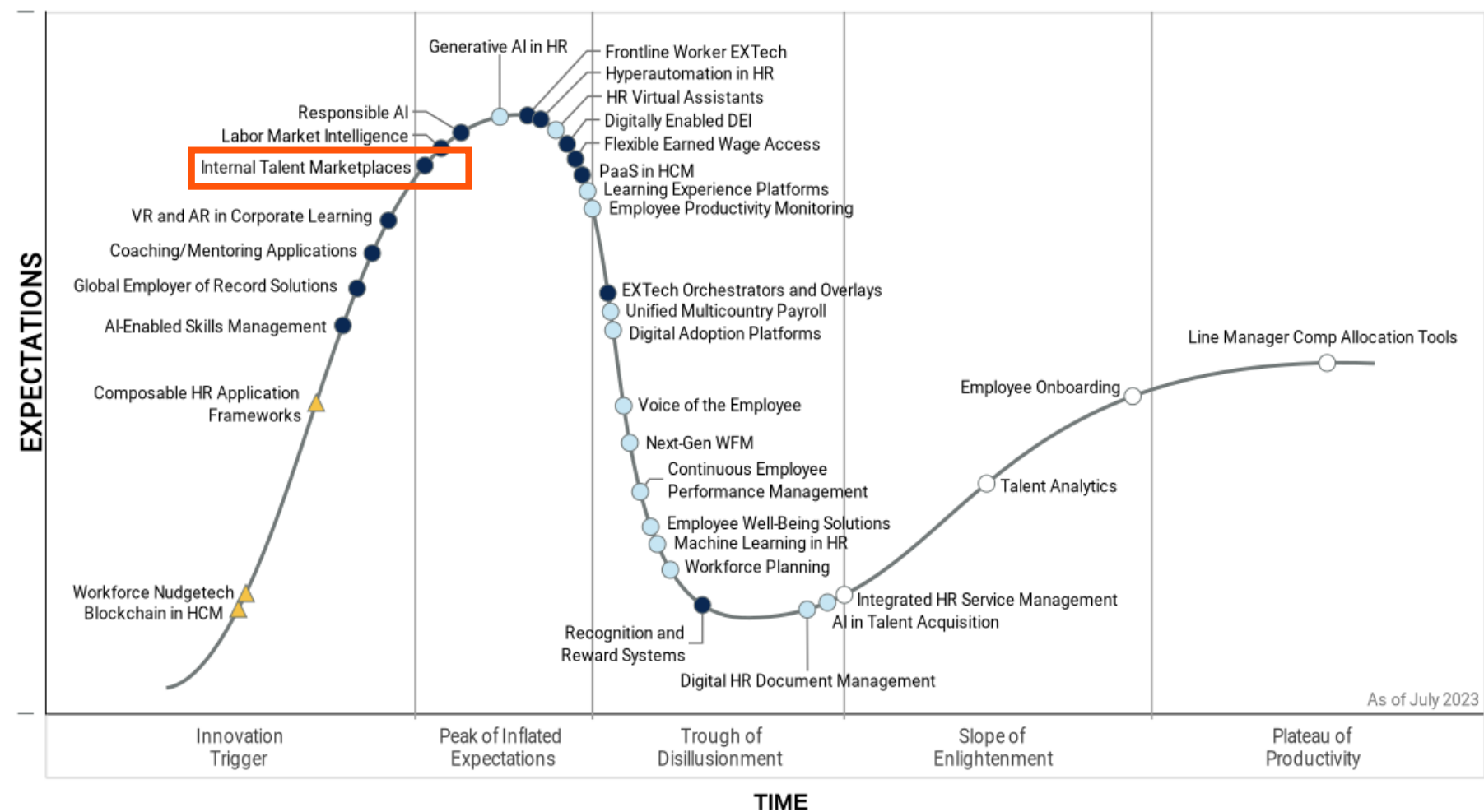
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# ITMs Approaching Peak of Inflated Expectations

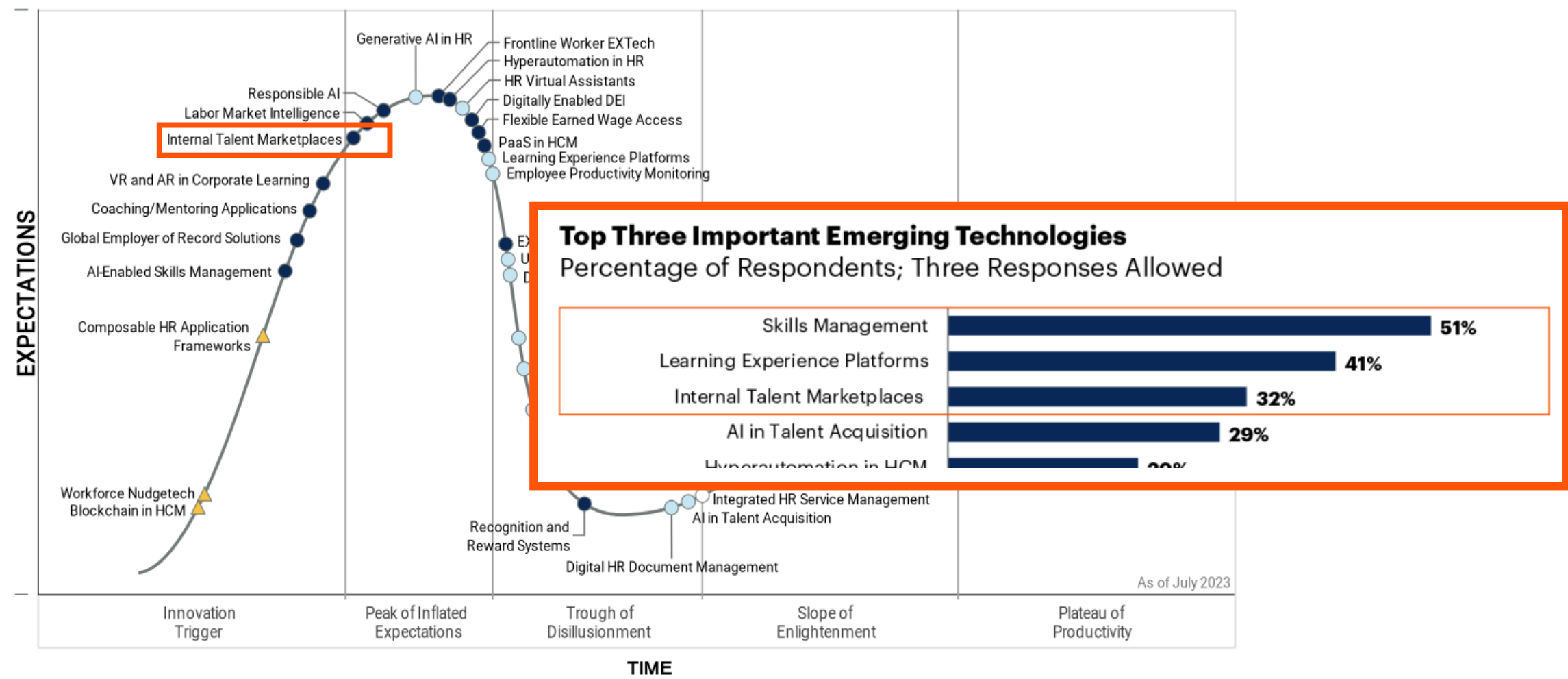
Hype Cycle for HR Technology (July 2023)



Source: [Hype Cycle for HR Technology](#), 21 July 2023 (G00785903)

# ITMs Approaching Peak of Inflated Expectations

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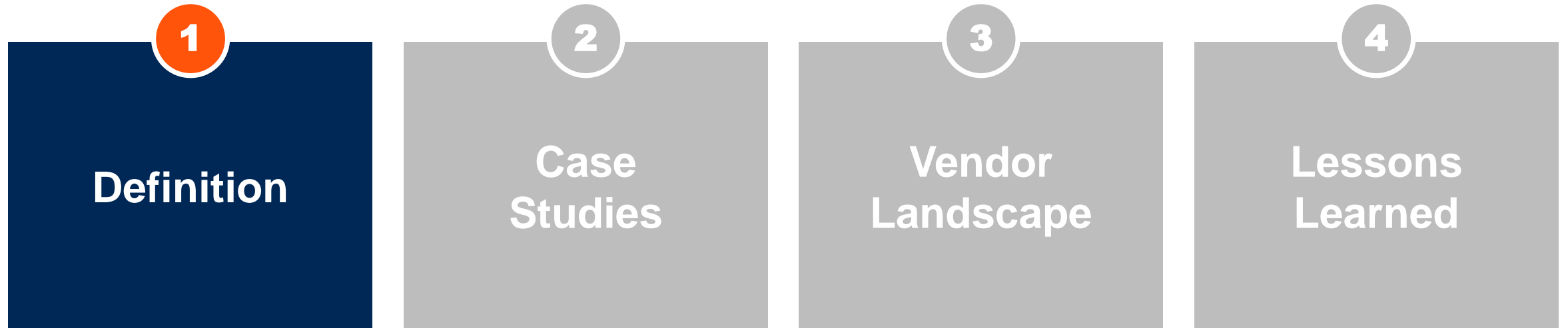
# Show of Hands

Which best describes your adoption of internal talent marketplaces?

- We're in the initial stages of **learning about** ITMs.
- We're **actively considering** building or buying ITM technology.
- We've **built or purchased** ITM technology, but haven't yet implemented it.
- We're currently **piloting or have implemented** ITM technology in some capacity.

**By 2025, 20% of large enterprises will have deployed internal talent marketplaces to optimize the utilization and agility of talent.**

# Internal Talent Marketplaces



# What Is an Internal Talent Marketplace?





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Internal talent marketplaces are platforms to optimize talent resource allocation by connecting skills, people and work through complex AI-matching algorithms.





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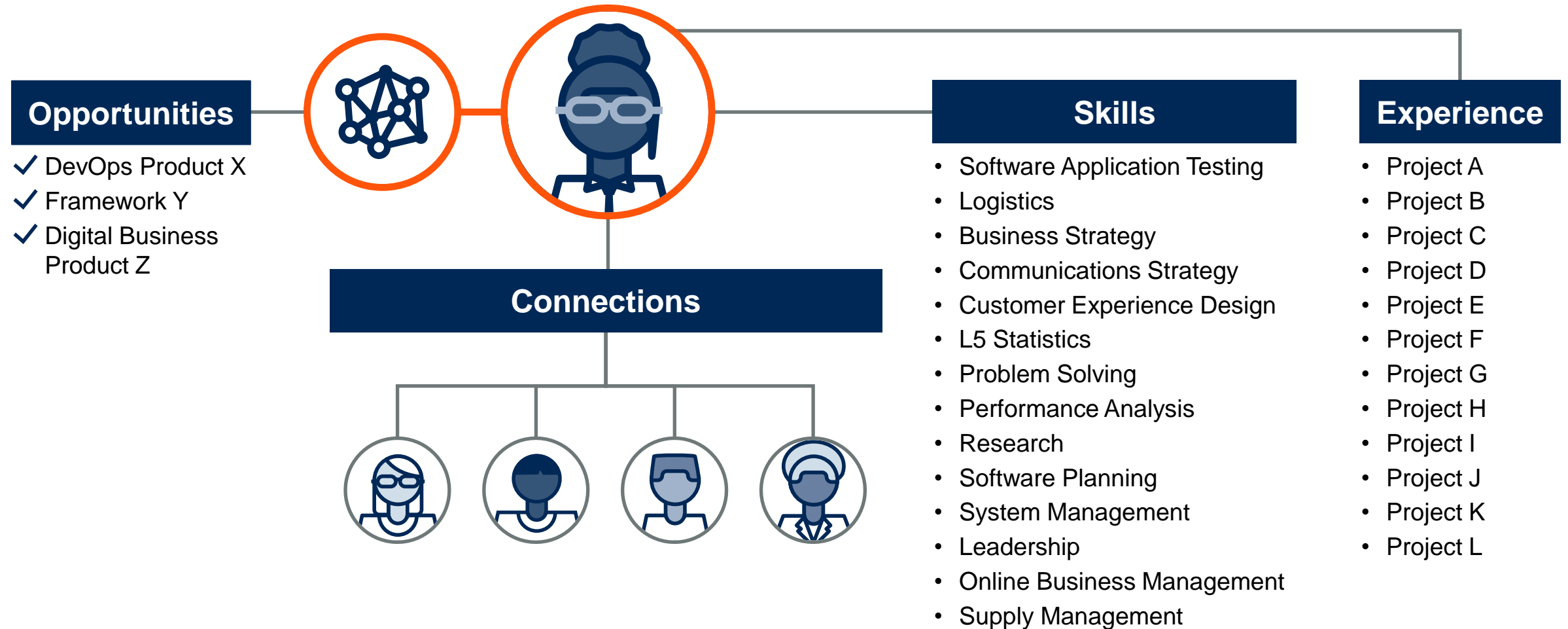
Internal talent marketplaces are platforms to optimize talent resource allocation by connecting skills, people and work through complex AI-matching algorithms.

## Drivers:

- Business Agility and Composability
- Resource Optimization
- Talent and Skills Visibility
- Skills Upskilling and Reskilling
- Worker Demand for Growth Opportunities and Mobility
- Technology Availability

# The Internal Talent Marketplace

## Several Components



# The Internal Talent Marketplace

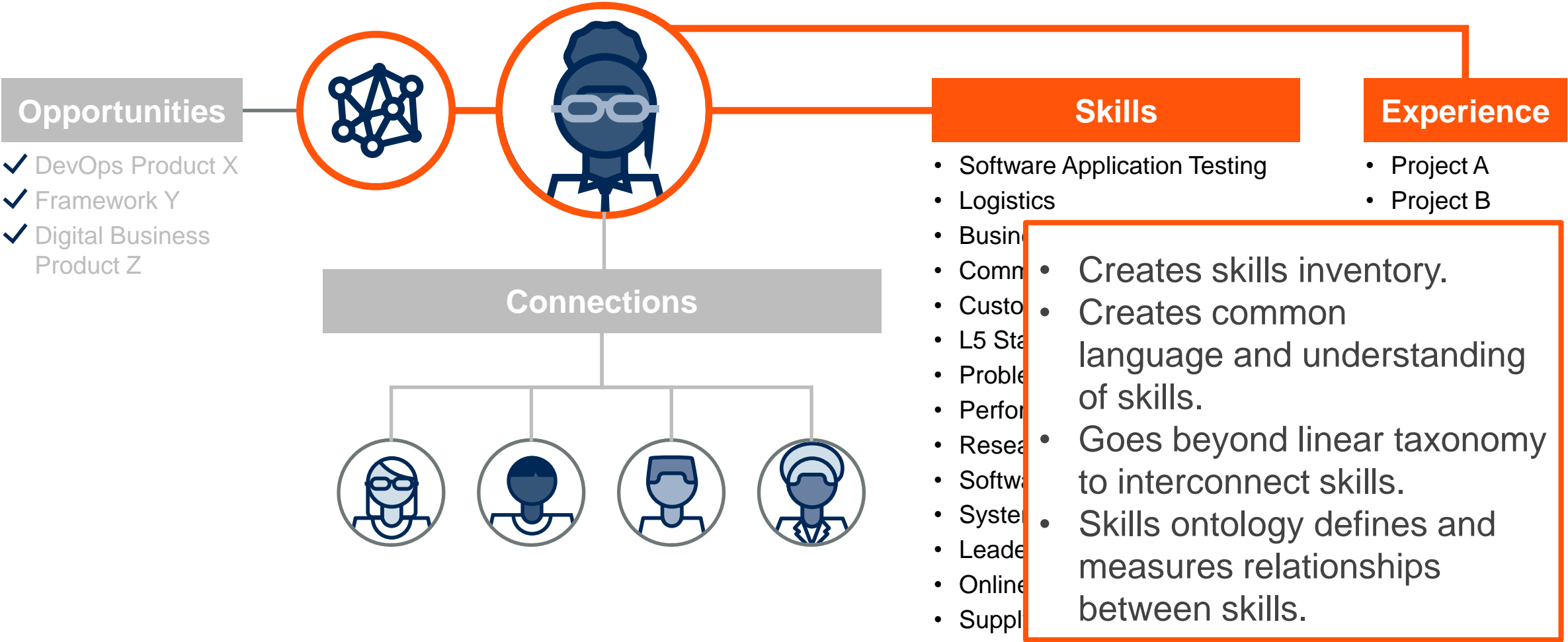
Automatically Matches Opportunities





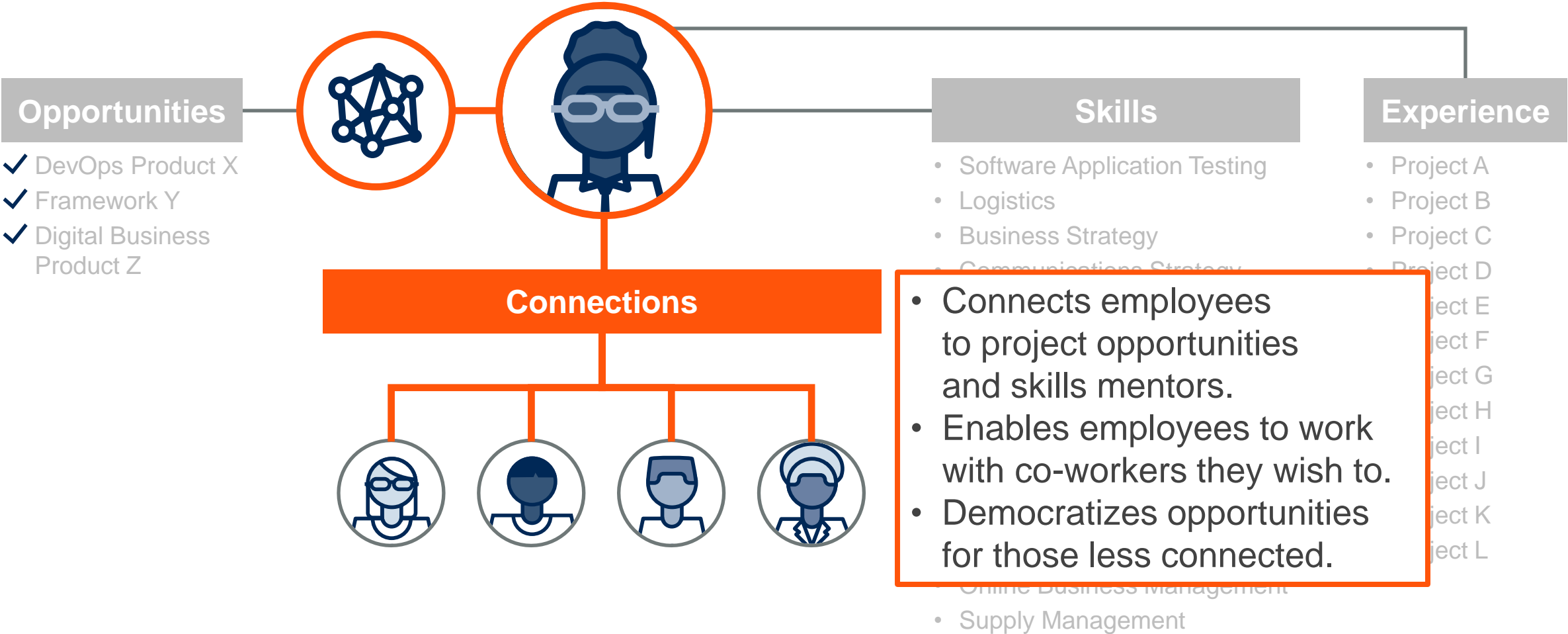
# The Internal Talent Marketplace

Identifies Skills and Experience

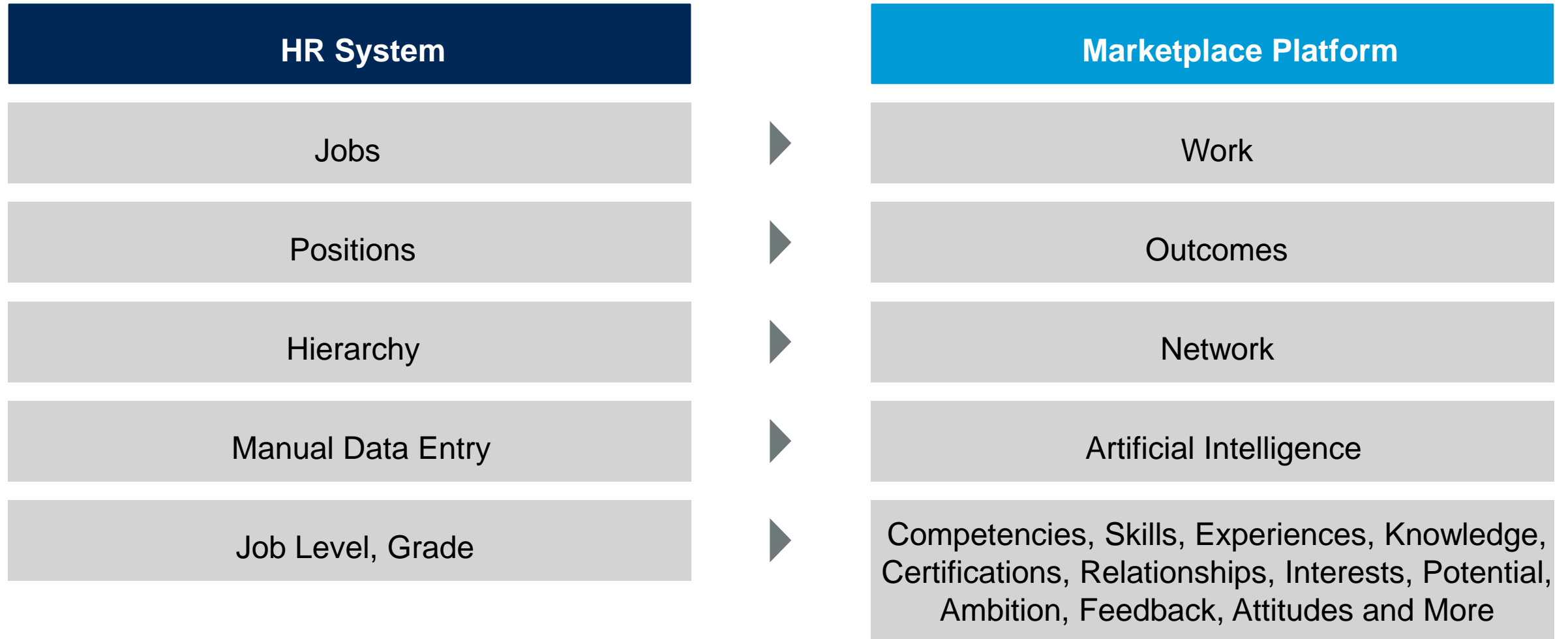


# The Internal Talent Marketplace

Identifies Connections



# Talent as Fixed Assets vs. Flow Assets



Source: Gartner

# 2 Keys to Uncover ITM Magic

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# 2 Keys to Uncover ITM Magic

## Matching-Based AI Algorithm



# 2 Keys to Uncover ITM Magic

Matching-Based  
AI Algorithm

Uncovering Motivators



# AI Uncovers Employee Motivators



## Matching-Based AI Algorithm

Skills I'm good at and want to use

Skills I want to develop

Where I need to upskill to qualify for a role

Topics I'm passionate about

People I want to work with

Key folks and areas I want exposure to

I want to do something different

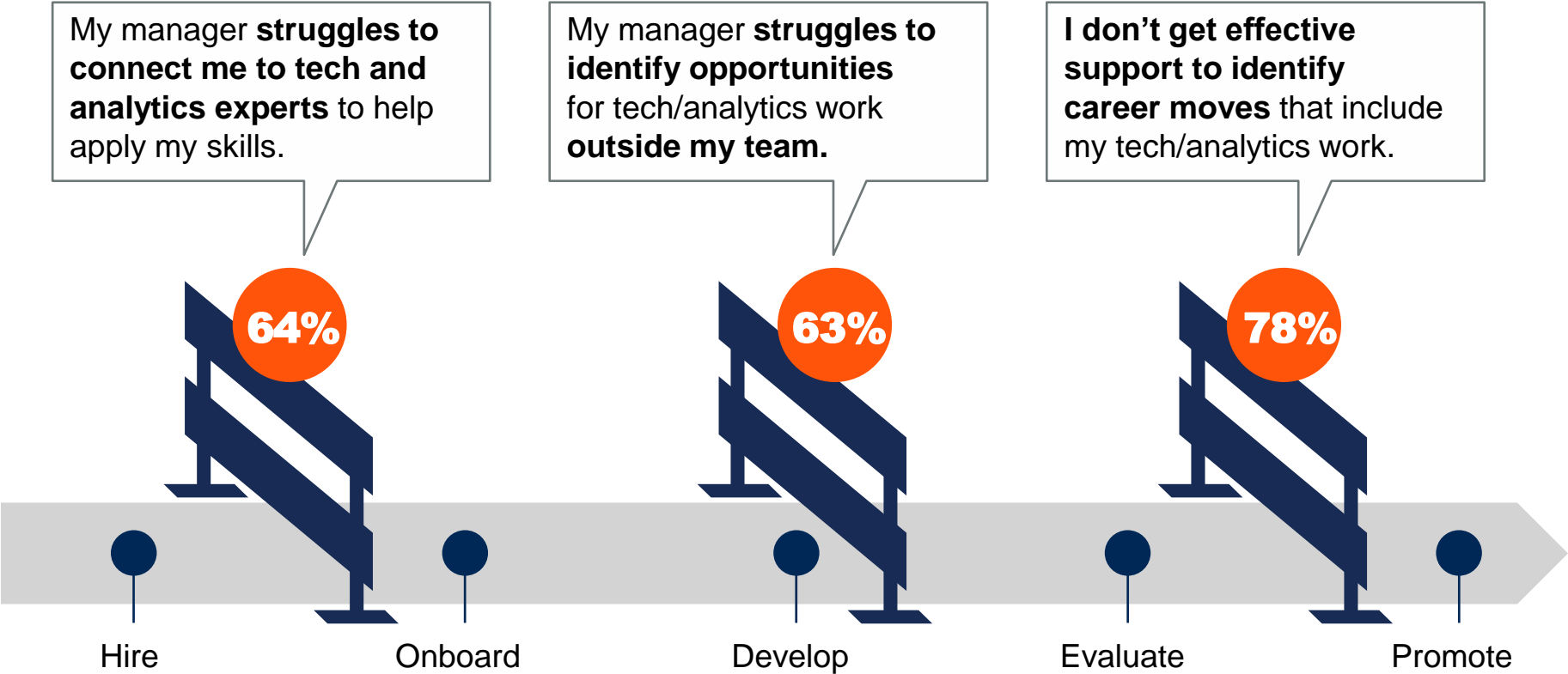
I want to solve a thorny business problem

I want to be able to showcase my talent and further my career



# ITM Overcomes Roadblocks for Business Technologists

Example Employee Segment Needing ITM: Business Technologists\*



n = 1,583 Business Technologists

Source: 2021 Gartner Technology Skills Outside of IT Survey

\* A business technologist is an employee who reports outside of IT departments (centralized or business unit IT), and creates technology or analytics capabilities for internal or external business use.



# AI Uncovers Manager and Leader Motivators



## Matching-Based AI Algorithm



I need to cover a temporary capacity issue with my team

I want to give some stretch opportunities for my HIPOs

My area needs coaching from someone who's done this before

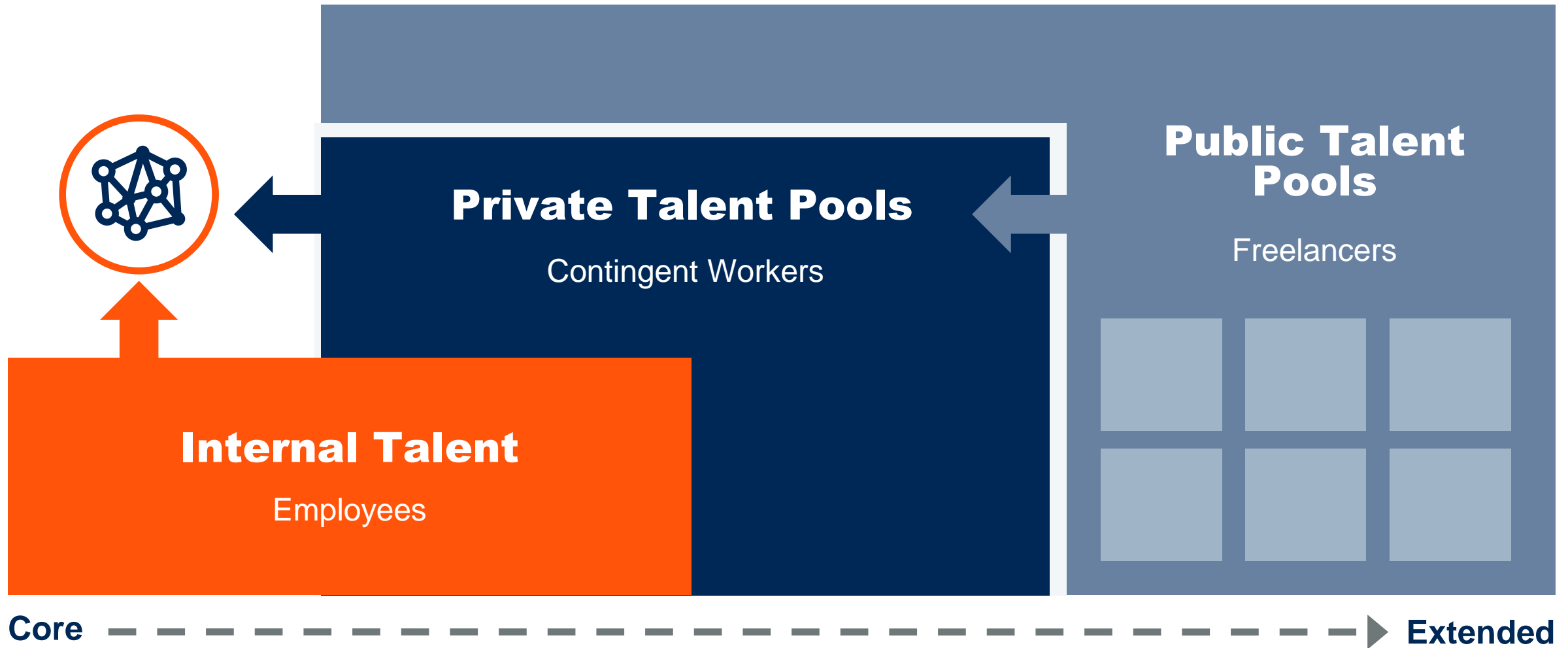
We need to collaborate outside of our area

I need skills my team doesn't have

I want to solve a thorny business problem

My team needs a subject matter expert

# Which Talent?



Source: [Quick Answer: How Can I Modernize My Contingent Workforce Technology Strategy?](#) (G00755868)

# Internal Talent Marketplaces



# HR Tech Enables Business Culture Goals



## Reasons Behind GSK's Culture Transformation



Source: Adapted From GSK



# Co-Create Around Business Culture Goals



GSK's Talent Marketplace Design Process

**Manufacturing:**  
**Skills Development**

**Research and Development:**  
**Career Progression**

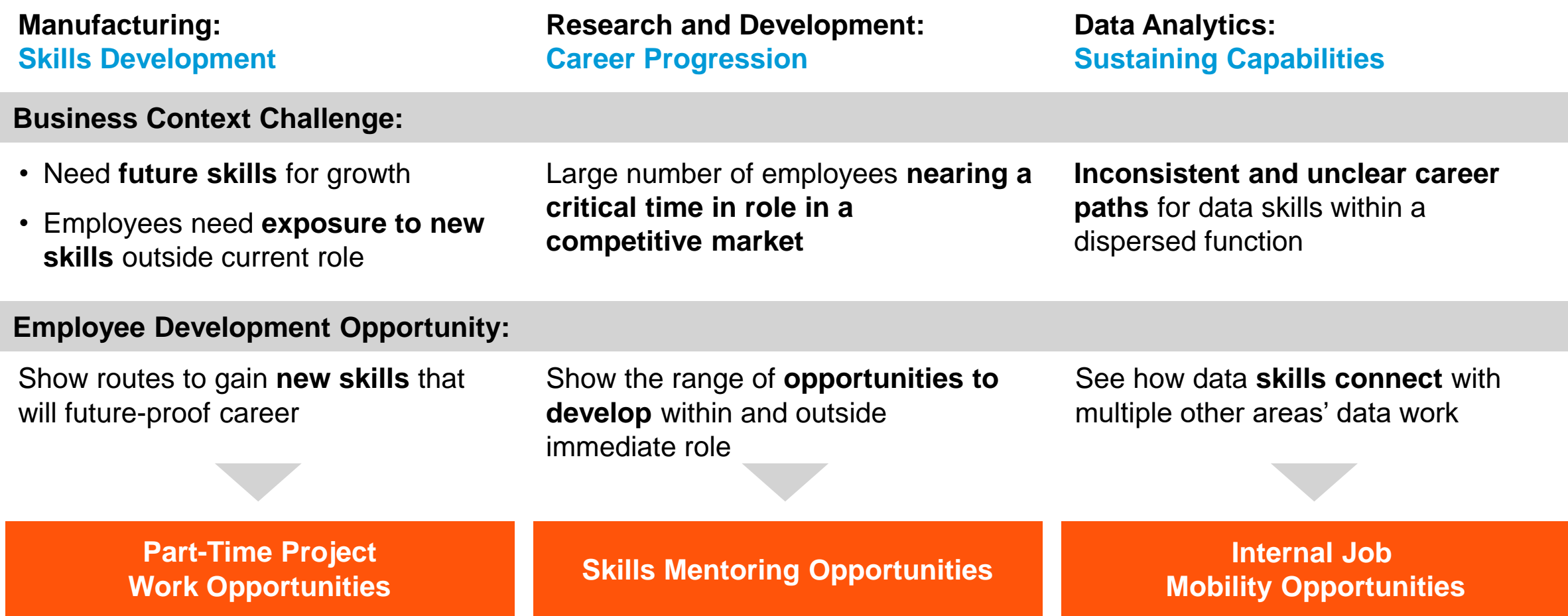
**Data Analytics:**  
**Sustaining Capabilities**

Source: Adapted From GSK

# Co-Create Around Business Culture Goals



## GSK's Talent Marketplace Design Process



Source: Adapted From GSK

# Address Behavioral Gaps to Drive Adoption



HR and Business Co-Create Solutions for Gaps and Challenges in Each Business Area



Source: Adapted From GSK

# Overcoming Barriers to Skills & Growth



## Root Cause Analysis

Overarching  
Challenge

Managers often struggle to import and export business technologists to diverse opportunities.

Barriers

1



Managers feel a sense of ownership over their employees.

2



Managers search for employees with skill sets that are often in short supply.

3



Information failures across existing networks result in low visibility into skills and current opportunities.

Solutions

Advocate for a shift in how leaders view workforce flexibility.

Fractionalize work from roles into “gigs” to isolate activities that are easier to fill.

Use a skills inventory and AI to match and encourage employees to participate in gigs.

Source: Adapted From Sun Life





# Workforce Flex Requires a New Narrative



Sun Life's Vision for Workforce Flexibility and Management

## New Approaches

**“It’s not my talent, it’s Sun Life’s talent.**

Teams get better and stronger by having divergent experiences.”

**“We’re proactively transparent about our peaks and valleys —**

It’s more efficient to coordinate productivity than struggle in siloes.”

**“We avoid key person dependency by fractionalizing work into various activities.”**

**“We empower employees to plan their own career and we make it easy to spot opportunities.”**




Source: Adapted From Sun Life

# Define Opportunities as Gigs Not Jobs






Sun Life's Manager Playbook (Illustrative)

## Gigs Are ...

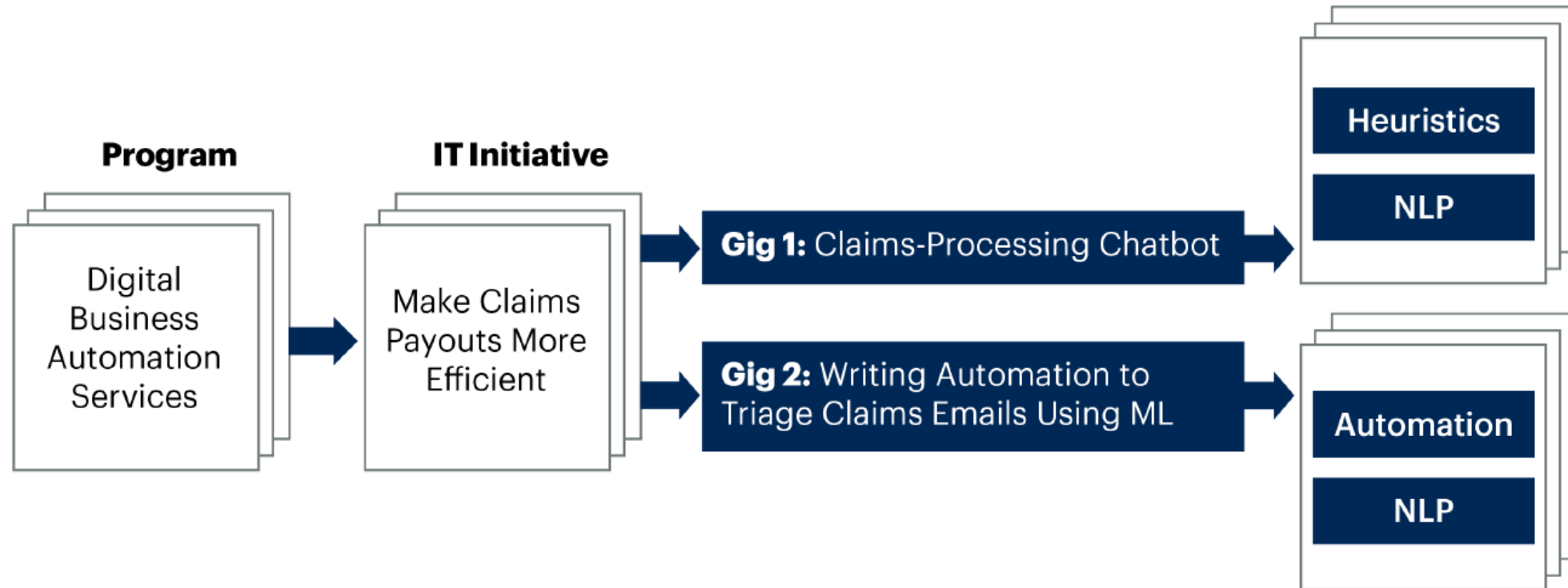
-  **Bite-Size:** Carve out smaller pieces of work that employees can complete alongside their current job.
-  **Short-Term:** Gigs are a reflection of what needs to be done and what's doable for another person.
-  **Meaningful:** Focus on opportunities that allow employees to stretch and add value to the business.

## Gigs Are Not ...

-  **Full Role Replacements:** Employees who participate in gigs should not be filling in for missing headcount.
-  **Long-Term Rotations:** It is unlikely to find an employee who is available more than 10 hours a week.
-  **Side of Desk Tasks:** Employees are less likely to apply for a gig that does not allow them to use or develop new skill sets.

# Turn Tech Work Into “Gigable” Work


## Skills Required



How can I break this work into a smaller opportunity that is still valuable and compelling to employees?

# Create Internal Opportunities





**Laura Money**  
Host

**Type:** Project (4 weeks)

**Hours:** ~8 hours/week

**Start Date:** 04-19-2022

**End Date:** 06-30-2022

**Location:** Remote

**Category:** Automation

**29 Matches**  
(Consider reducing skills requested to reach more matches)

**View Current Matches**

**About**

The Digital Business Automation Services Team creates automation capabilities and engages stakeholders . . . . .

**Gig: Claims-Processing Chatbot Deliverables and Milestones**

- Build and test claims-processing chatbot that provides claims status and obtains required documentation
- Suggest and create empathetic templated responses

**Skills Needed**

Heuristics

Communications

Creative Design

Automation/ML

Technology Ethics

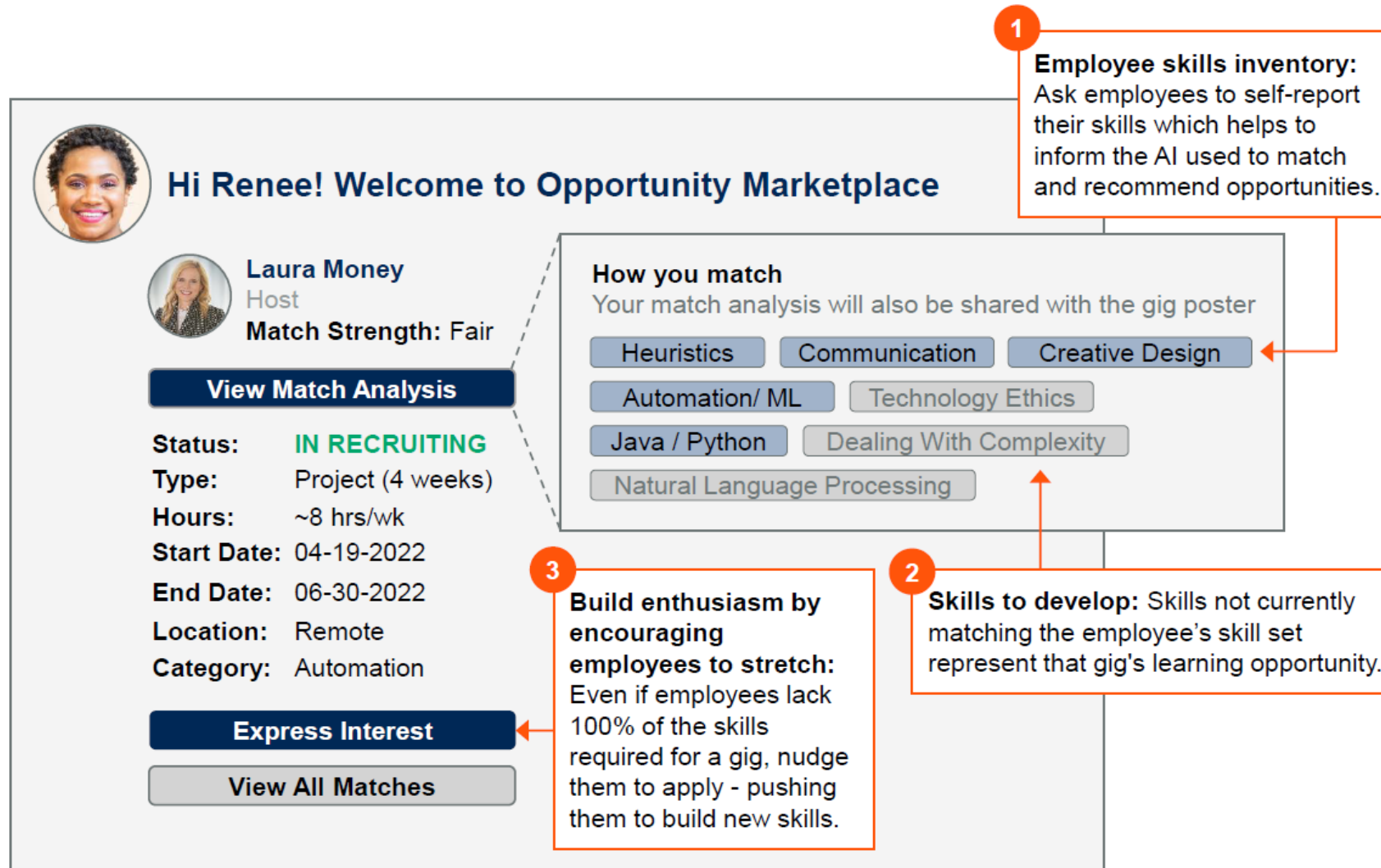
**1**  
Help Employees  
Build Their  
Network  
and Careers

**2**  
Helps  
Organization  
Find Needed  
Skills and Close  
Skill Gaps

**3**  
Use AI to Target  
Candidates

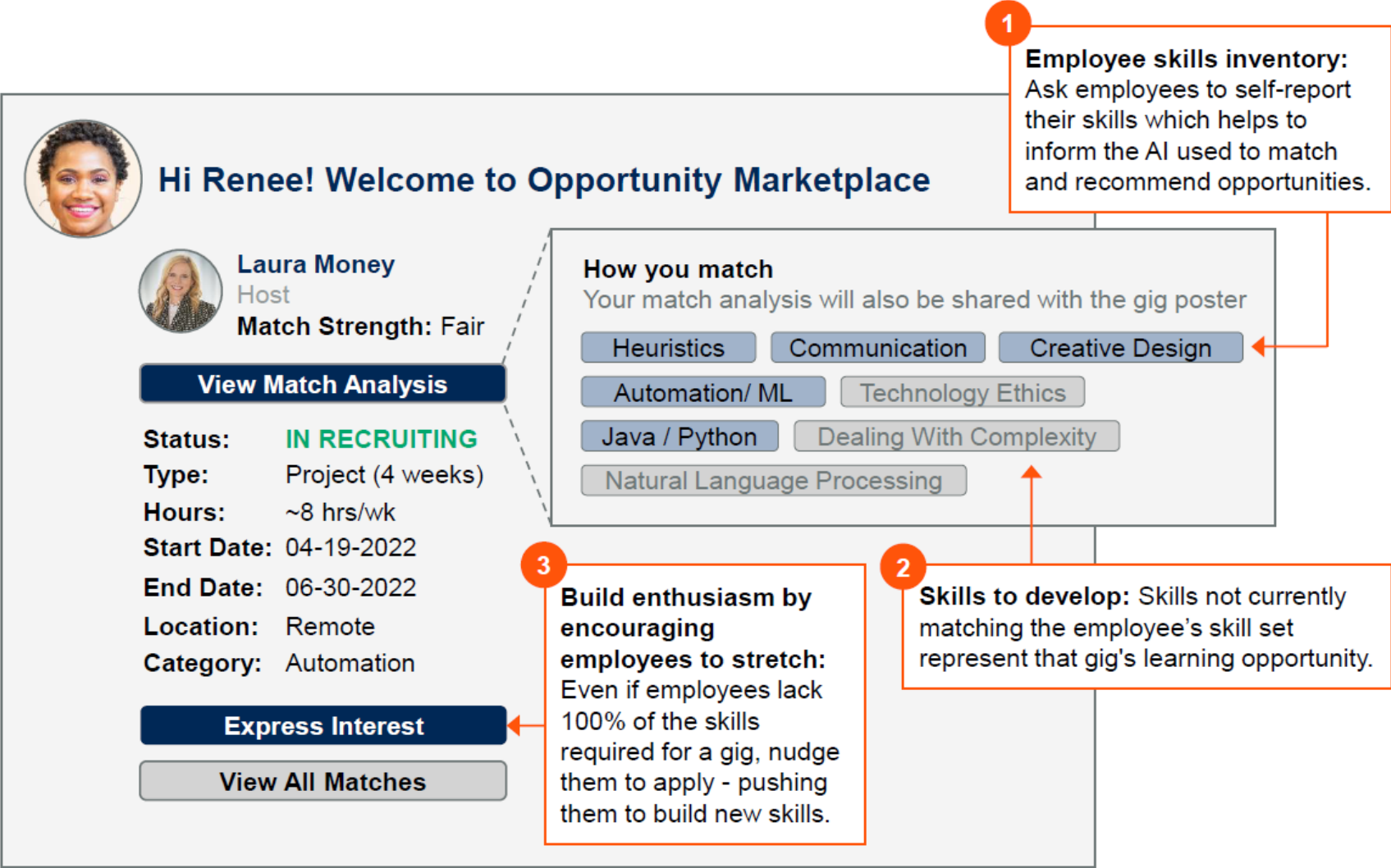


# Match Employees to Opportunities



Source: Adapted From Sun Life

# Match Employees to Opportunities



Source: Adapted From Sun Life



# Internal Talent Marketplaces



# Talent Marketplace Vendor Landscape

Types of ITM Vendors				
HCM Suites	ITM Specialists	Talent Acquisition Suites	Learning Experience Platforms	Resourcing Platforms

Additional Differentiations: Skills Ontologies, AI Capabilities, Data Sources and User Experience



# Talent Marketplace Vendor Landscape

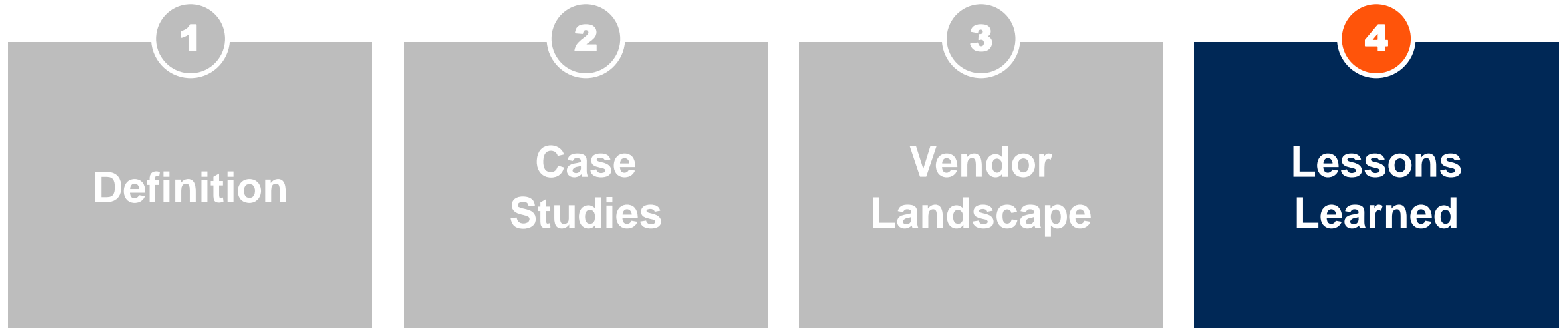
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Representative Vendors						
Beamery	Cornerstone*	Ceridian	Degreed	Eightfold	Fuel50	Gloat
Jitjatjo	Neobrain	Oracle*	ProFinda	Phenom	PeopleFluent	Reejig
	SeekOut	SAP*	Whoz	Workday*	365Talents	

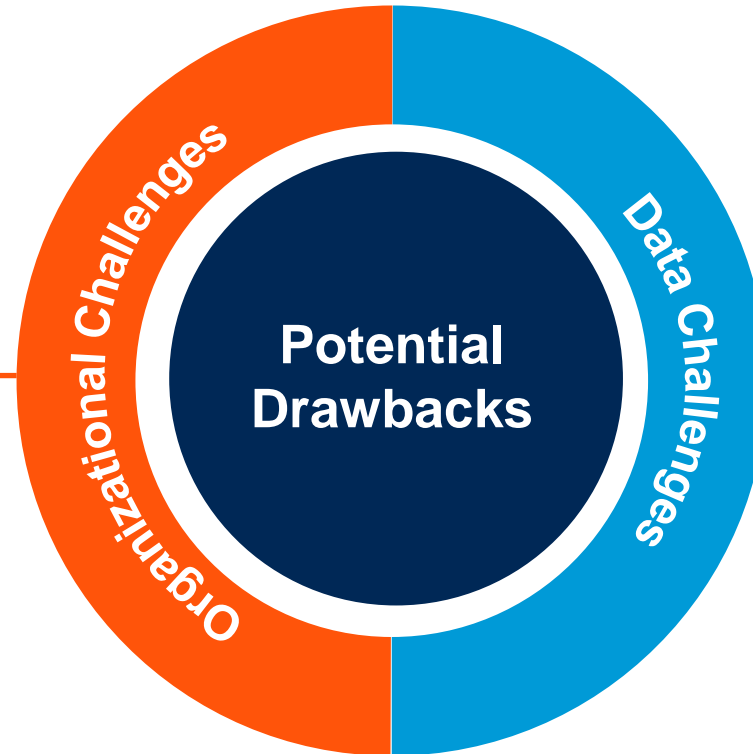
\*Broad Platforms

# Internal Talent Marketplaces



# Potential Drawbacks of ITM to Consider

- Talent hoarding
- Unpreparedness for flexible staffing
- Unpreparedness for skills-based talent view
- Administrative complexities with managing ITMs



- Access to data
- Skills mismatches
- Volume of skills
- Data privacy

# Recommendations

✓ **Relevance:**

✓ **Readiness:**

✓ **Roadmap:**



# Recommendations

- ④ **Relevance:**
  - Ask yourself “what am I trying to solve?”
  - Ensure it’s something your employees and managers come back to again and again.
  - Focus your ITM on “work that needs to get done.”
- ④ **Readiness:**
- ④ **Roadmap:**

# Recommendations

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- ④ **Readiness:**
  - If you’re not ready for the AI algorithm, then ITM is not for you.
  - Ensure your organization is ready for a new way of assigning work and resource allocation.
- ④ **Roadmap:**

# Recommendations



## Relevance:

- Ask yourself “what am I trying to solve?”
- Ensure it’s something your employees and managers come back to again and again.
- Focus your ITM on “work that needs to get done.”



## Readiness:

- If you’re not ready for the AI algorithm, then ITM is not for you.
- Ensure your organization is ready for a new way of assigning work and resource allocation.



## Roadmap:

- Determine the ITM capabilities of your existing software.
- Pilot ITM rather than broad launch. Some skill pools matter more than others.
- Market your ITM as a growth-focused part of your differentiated employer brand.

# Recommended Gartner Research

- 🔍 [Market Guide for \(Internal\) Talent Marketplaces](#)  
Emi Chiba, Helen Poitevin and Others
- 🔍 [Hype Cycle for HR Technology, 2023](#)  
Emi Chiba
- 🔍 [Hype Cycle for Workforce Transformation, 2023](#)  
Emily Rose McRae
- 🔍 [5 Ways AI Shifts How Organizations Think About Skills Data](#)  
Human Resources Research Team
- 🔍 [Use Talent Ecosystems to Enhance Your Workforce](#)  
Rui Zhang, Lily Mok and Gabriela Vogel