

# Towards a New Skills Paradigm

Building Workforce Fluidity and Resilience in the AI Era

- 1 **Beyond Skills: The Workforce Agility Imperative**
- 2 **Four Key Constraints on Workforce Fluidity**
- 3 **No Regrets Moves to Unlock Talent Agility**

HR  
Executive  
BOARD

# Beyond Skills: The Workforce Agility Imperative

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# The Ultimate Test of Adaptability



## *Boston Medical Center's COVID Response:*

- Entire ER triage area moved outdoors
- Staff from shuttered clinics re-deployed to inpatient units
- Pediatric physicians treating adults, and vice versa
- Fast-cycle re-assignments with rapid approval processes

# Same Disruption, Different Talent Response



## How The New York Times Transformed Human Capital to Win the Digital War



*In 2014, The New York Times published an internal report admitting its newsroom culture, workflows, and skill base were still optimized for print — even though the future was digital.*

**The  
New York  
Times**

### Skills Strategy

Invested in digital, analytics and audience development skills

### Workflow Redesign

Integrated product, tech and editorial teams

### Status & Incentives

Elevated digital talent and audience growth roles

**LA  
Times**

Continued to prioritize traditional reporting/editing skill sets

Held on to print-first workflows

Print prestige and legacy hierarchies persisted

**Digital subscription engine, sustained growth**

~11.8M

subscribers (digital-dominated)

>\$1B digital subscription revenue

**Prolonged decline, significant layoffs**

~650K

subscribers (<50% digital)

~\$50M

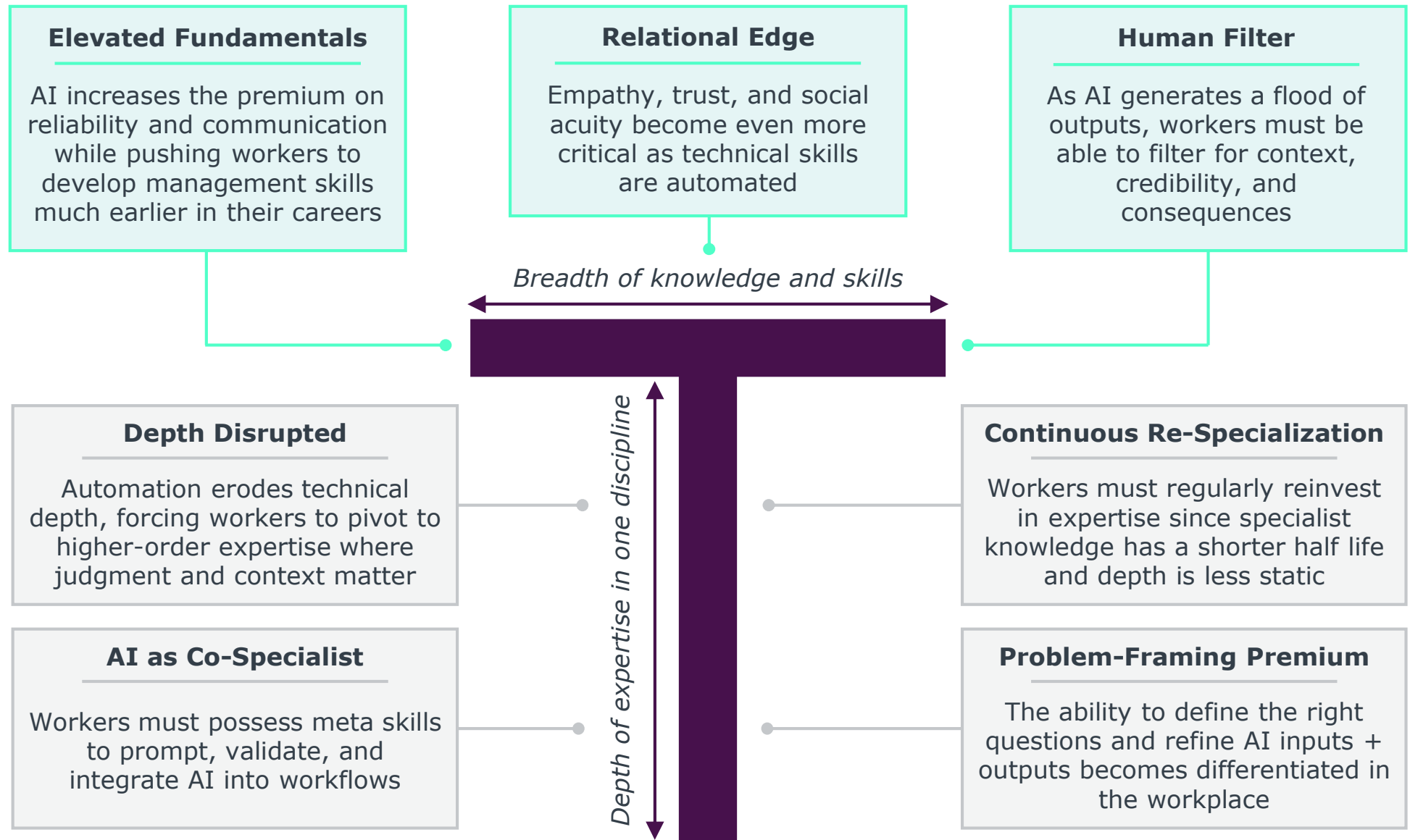
financial loss in 2024

Source: Benton, ["The Leaked New York Times Innovation Report Is One of the Key Documents of This Media Age"](#), Nieman Lab, 15 May 2014; ["News Habits & Media"](#), Pew Research Center; Robertson, ["New York Times Revenue Jumps 9.7% From Subscriptions and Ads"](#), The New York Times, 6 Aug. 2025; Snyder, ["How The New York Times Is Clawing Its Way into the Future"](#), Wired, 12 Feb. 2017; Stenberg and Hiebert, ["The Los Angeles Times Suffers Financial Hit as Subscribers and Advertisers Flee"](#), Adweek, 29 Apr. 2025; Seramount interviews and analysis.

# The New T-Shaped Professional



## How AI Is Reshaping What Is Required for Workplace Success



# The Workforce Agility Imperative

“ Every six months, some new A.I. bomb goes off in our industry, and **we have to metabolize the change**, reset our product, change our strategy and marketing and adapt, at great expense.”

- Tech CEO, February 2026

“ In today’s era of volatility, there is no other way but to re-invent. The **only sustainable advantage** you can have over others is **agility**—that’s it.”

- Jeff Bezos

# The Skills “Revolution” Has Yet to Arrive



## A Call to Action

“We need to engage companies into a **global skills revolution.**”

— Klaus Schwab, World Economic Forum, 2020

## More of an Evolution

50%

Of organizations thinking about adopting skills-based processes, but **haven’t started yet**

8%

Of organizations **have reliable data** on workforce skills

14%

Of executives strongly agree that their organization is using workforce skills to their **fullest potential**

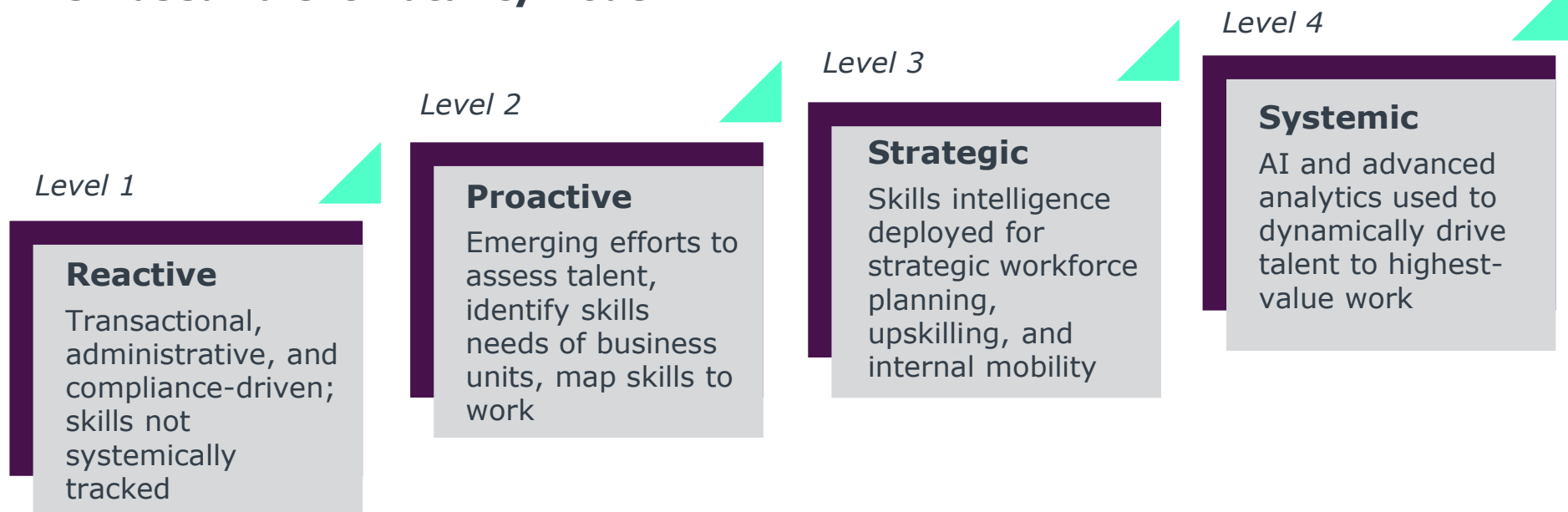
#1

Skills gaps in the labor market are the **primary barrier** to business transformation

# Skills Efforts Still More Mechanical than Strategic



## Skills-Based Talent Maturity Model



## Mostly Still Laying the Foundation



Establishing an organization-wide **skills library** (38%)



Mapping **skills to jobs** (55%)



Mapping **skills to individuals** (40%)

“ We got very good at the mechanics of skills, but not at **connecting that work to broader strategy.**”

*Matt Seligman, Burning Glass Institute*

# Even the Bolder Efforts Having Little Impact

## Skills-based Hiring Yields Almost No Change in Recruitment Practices



4x

Increase in number of roles where **degree requirements were dropped** (2014-2023)

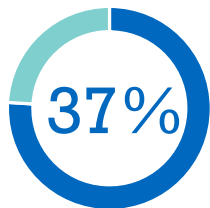


0.14%

Increase in **actual hiring** of candidates without degrees

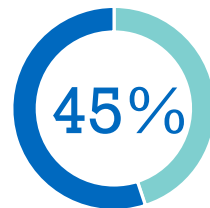
*"For all it's fanfare, the increased opportunities promised by skills-based hiring was borne out in **not even 1 in 700 hires** last year."*

### Skills-based Hiring Leaders



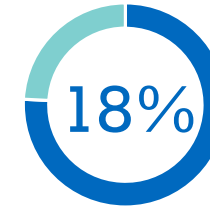
Hired significantly more non-degree workers after removing degree requirements

### In-Name Only



Little change in hiring patterns after removing degree requirements

### Backsliders



Increased rates of hiring non-degree candidates, but later relapsed

## When Systems Lag Good Intentions

“Recruiters still rely on the signals they’ve always used, because the alternative requires **time and systems most teams don’t have**...Credentials and degrees are still the fastest way to weed through a pile of 4,000 applications. The **process has to stay manageable.**”

*-CHRO, Tech Company, 2,200 FTEs*

# Why is This So Very Hard?



## Barriers to Transforming to a Skills-Based Organization



## Case Study: Stuck at the Starting Gate

- HR team committed to building out a skills-based approach
  - Developed skills taxonomies for multiple teams
  - Invested in two HR platforms to manage skills (Workday and Phenom)
  - Added skills to performance reviews
- Many months later, skills profiles still sit empty—despite multiple targeted campaigns to encourage adoption of skills tools

*Main obstacles to adoption:*

- 1 Not a priority of business leaders
- 2 Lack of incentives for employees

“ Sure, skills has been a priority, but there are days where I’m like—**will we ever make any traction on this?**”

-CHRO

# The Heart of the Work

Progress Demands Redesigning Legacy HR Systems

## Skills Work Being Done by Most Organizations



*Redefining Roles  
around Skills*



*Assessing and  
Verifying Skills*

## Where Real Transformation Happens



*Adapting Legacy  
HR Systems*

# Legacy Talent Systems Stifle Agility



## The Old Paradigms...

## ...Must be Redesigned for Workforce Fluidity



### Uniform Roles and Jobs

- Static job architectures and org charts
- Rigid role-based work lanes

### Asymmetry by Design

- ✓ Fast lanes for critical skills
- ✓ Provisional roles, short-term assignments



### Manager "Ownership" of Talent

- Opaque mobility pathways
- Permissions required for internal movement

### Open Talent Marketplaces

- ✓ Gig-based approach to emerging work
- ✓ Talent released without permission or penalty



### Programmatic L&D

- Months-long skill development courses
- Programming based on yesterday's skills gaps

### Work-Based Skills Training

- ✓ Upskilling in the flow of work
- ✓ Reflect immediate, emergent business needs



### Role-Based Career Progression

- Strict annual review cycles
- Tenure and job performance drive promotions

### Contribution-Based Recognition

- ✓ Promotions and pay based on value creation
- ✓ Progression tied to skills + outcomes, not tenure

# Agility Requires Shifting Focus Across HR Org



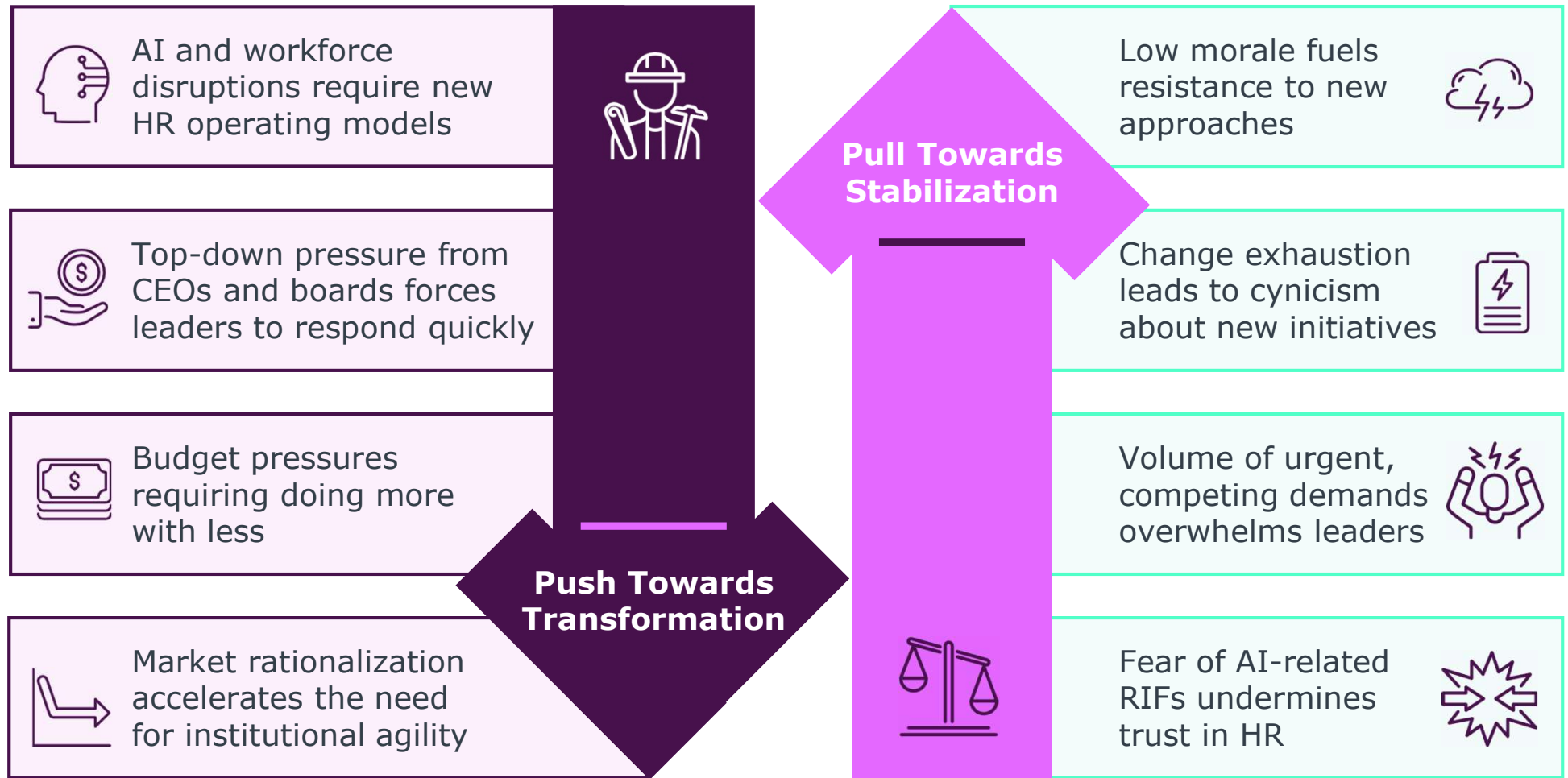
	<b>Current Focus</b>		<b>Required Focus for Agility</b>
<b>Early Career Hires</b> 	Completing assigned tasks within hired role	▶	Building portable skills and contributing across functions
<b>Mid-Level Employees</b> 	Deepening expertise within a single role or function	▶	Deploying skills flexibly across projects and evolving priorities
<b>Managers</b> 	Leveraging team members to achieve business unit goals	▶	Orchestrating work and enabling skill deployment across teams
<b>L&amp;D</b> 	Developing broad-based skilling programs	▶	Creating a culture of self-driven learning
<b>CHROs</b> 	Stabilizing human capital through transitions	▶	Keeping human capital responsive to changing business strategy

# Navigating the Push and Pull

The Challenge of Being Both Disruptive and Human-Centered

**Competitive Market Pressures Demand Bolder, Faster Changes...**

**...While Employees Crave More Stability and Less Change**



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# Four Key Constraints on Workforce Fluidity

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# Four Key Constraints on Workforce Fluidity



## Employees Face Systemic Barriers to Agile Skilling



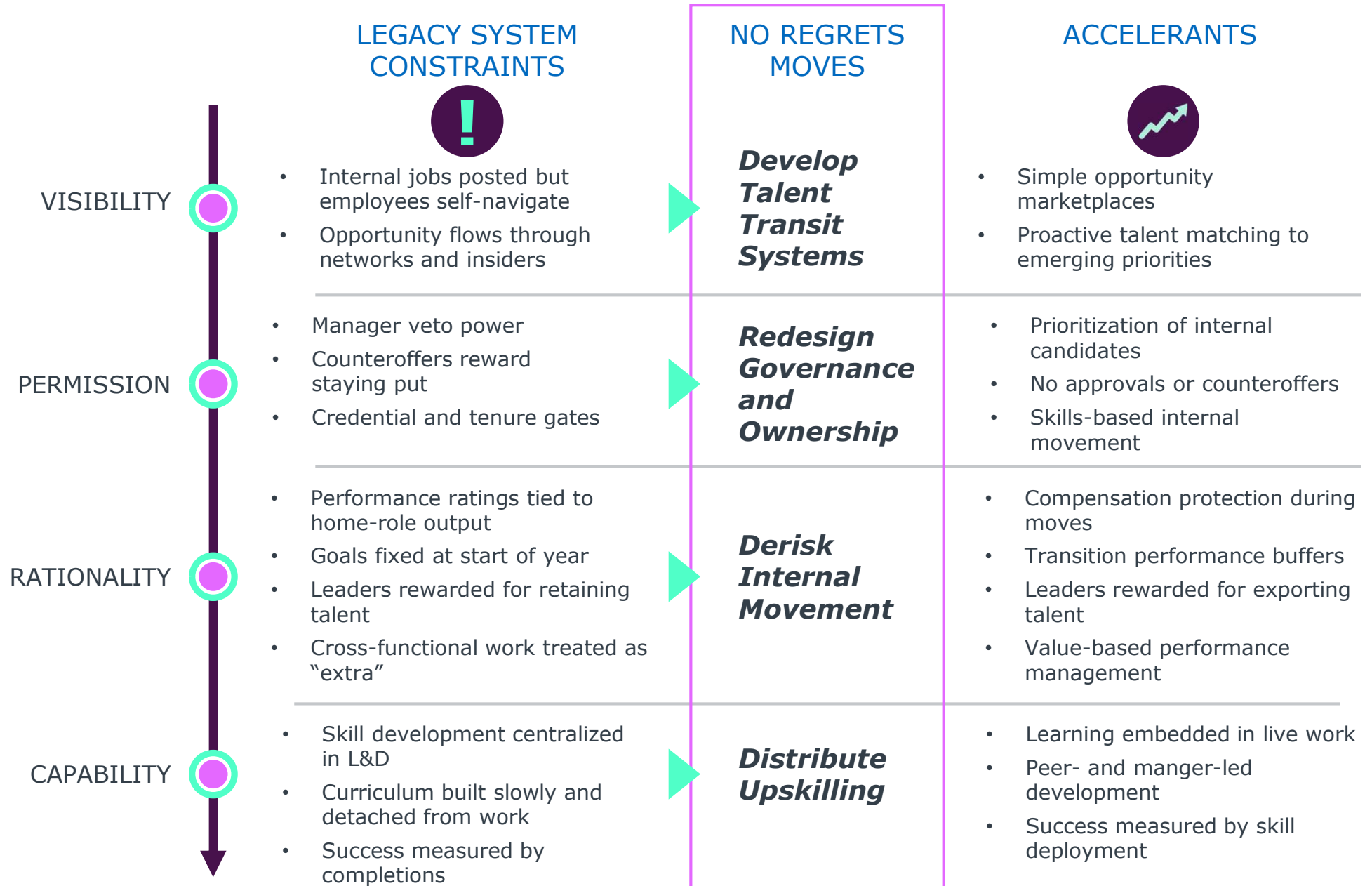
Workforce fluidity collapses when the response at any of these gates is "no"

# Group Discussion



- Which of the four constraints on workforce fluidity are most relevant to your organization?
- What initiatives or efforts have you adopted to loosen these constraints and enable a more fluid, agile workforce?

# No Regrets Moves to Unlock Talent Agility



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# No Regrets Moves to Unlock Talent Agility

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3

# No Regrets Moves to Unlock Talent Agility



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*Provide simple pathways to make opportunities more accessible*

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- ▶ Opportunity Marketplaces
  - ▶ Micro-Rotational Programs
  - ▶ Virtual Job Simulations

## II

### Redesign Governance & Ownership

*Rewriting protocols and assigning dedicated owners to promote mobility*

- 
- ▶ Mobility-Friendly Policies
  - ▶ Mobility Center of Excellence

## III

### De-Risk Internal Mobility

*Reduce the personal and political risk of internal movement*

- 
- ▶ Protected Mobility Windows
  - ▶ Value-Based Performance
  - ▶ Talent-Sharing Manager Training

## IV

### Distribute Upskilling

*Expedite learning cycles with decentralized development opportunities*

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- ▶ Manager-Led AI Skilling
  - ▶ Peer-to-Peer Learning

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# Missing Out on the Talent Right Inside Your Walls

Lack of Skills Visibility Drives Inefficiency and Lost Growth Opportunities

## Julia

Data Analyst

- Fluent in Spanish
- Excellent writer
- Aspires to career in marketing



## Josh

Marketing Manager



Urgent request from client to translate campaign into Spanish



No Spanish-speaking team members



No time or budget to hire contractor

## Buying the Skills We Already Have

“When you don’t have a way to match skills supply with demand...it’s like having a bunch of peanut butter jars sitting on the shelf and then buying more peanut butter because you had **no idea what was sitting right there.**”

- Principal, Human Capital Advisory, KPMG



# Filling Critical Gaps, Supporting Employee Growth

## Erie Insurance



### “Opportunity Marketplace”

- Internal board within HRIS with all available short-term opportunities
- Business leaders responsible for creating and posting opportunities
- Opportunities capped at 50% of working hours, typically <10 hours per week

#### Key Benefits

- Fills skills gaps quickly and without hiring costs
- Gives employees exposure to teams and roles for ruling in/ruling out career paths

79

Opportunities posted in first 16 months

## Workday



### “Talent Marketplace”

- Uses AI to match employee skills + interests to projects
- Over 5,000 gigs created in first 6 months
- Employees commit 15–50% of their time for 3–6 months

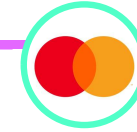
#### Key Benefits

- Increased employee retention one year after completing gigs
- 67% increase in applications from internal candidates
- 83% of managers felt their team members brought back new skills after completing gigs

79%

Increase in internal hiring

## Mastercard



### “Unlocked”

- Connects employees with projects, volunteering, learning, and open roles
- Recommends talent based on current and desired skills
- 90% of workforce registered on the platform
- 3,000+ projects assigned
- 1/3 of participants changed roles or were promoted after completion

#### Key Benefits

- 32K workdays saved in 1 year
- Diverse perspectives de-risk new product launches

500k

Additional hours of capacity added

### No Dedicated Platform Required

★ Opportunity Slack channel

★ Excel Spreadsheet for open gigs

★ Google or MS forms to apply

★ Weekly email digest of live projects

Source: Kawamoto, “4 Strategies Workday Uses to Boost Internal Mobility”, *HR Executive*, 10 Apr. 2024; “How Mastercard Rapidly Adapts to Change with an Agile Workforce OS”, *Gloat*; Schwarze, “How Workday Uses AI to Power Employee Development”, *Udemy*, Dec. 2025; Sheopuri and Borgonovo, “At the Inflection of AI and HR: How We’re Equipping Employees for the AI Era”, *Mastercard*, 13 May 2024; Seramount interviews and analysis.

# A Quicker, Easier Alternative to Rotational Programs

## Short-Term Internships Provide Exposure, Enable Fast Skilling



### Internship Program

- Two types of internships: “Advertised” (manager-designed) and “Create-Your-Own” (employee-designed)
- Criteria to participate: Six-month tenure in current role, manager approval, and bandwidth to dedicate 3-4 hours per week for 2-3 months
- Completion of at least one skills-based project is expected

80%

Of participants move into a new role after internship

## Ample Support Resources Provide Structure for Interns and Managers

### Skills & Interests Self-Assessment

### Guidelines Set Clear Parameters and Expectations

### Video Series to Discover Roles Across the Firm

**Interest Mapping**  
Exploring your interests and abilities

**When to use this tool:** There are two uses for this tool. First, this tool can be helpful when you want to identify skills to intentionally work on. Second, this tool can be helpful if you are trying to understand and visualize what skills you may want your role to have or not have.

**How to use this tool:**

1. Chart any skills you want onto this map. Think about skills you are interested in, not interested in, good at, or need more practice with. If you're sure where to start, take a look at the following resources:
  - 25 Transferable Skills Employers Look For in 2025
  - EAB's Skill-Building Guide
  - 27 Core Competencies Needed for Employees at Every Level
2.
 

INTEREST	HIGH	[type here]	[type here]
	LOW	[type here]	[type here]
		LOW	HIGH
		ABILITY	
3. How to read the map and suggested next steps:
  - Skills you have a low interest in, and low ability in (bottom left quadrant)- These are skills you can avoid because you don't already have the skill, and you're not naturally interested in gaining it.

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**What's In It For Me?**  
Internships are designed for those interested in exploring career options within the firm, and who are interested in skill-development. You will get:

- Experiences to add to your resume and discuss in interviews
- Time to work on or grow transferable skills
- A new, 1:1 relationship with your Internship Manager
- Colleagues to network with
- Access to a new part of the business

**What Am I Responsible For?**  
Once you've been paired with an Internship Manager, you are fully driving the partnership. You are agreeing to:

- Schedule all check-ins and and-greets.
- Join the meetings that your Internship Manager asks you to attend.
- Hold yourself accountable for projects and hitting deadlines. If other priorities come up, you need to talk about workload shifts to the internship manager responsible for being prepared for that conversation with your Direct Manager and Internship Manager.
- Be present, engaged, and open-minded.

**What Should I Expect?**

**What Does a Research Associate (RA) Do?**  
Examples of Day-to-Day RA Responsibilities

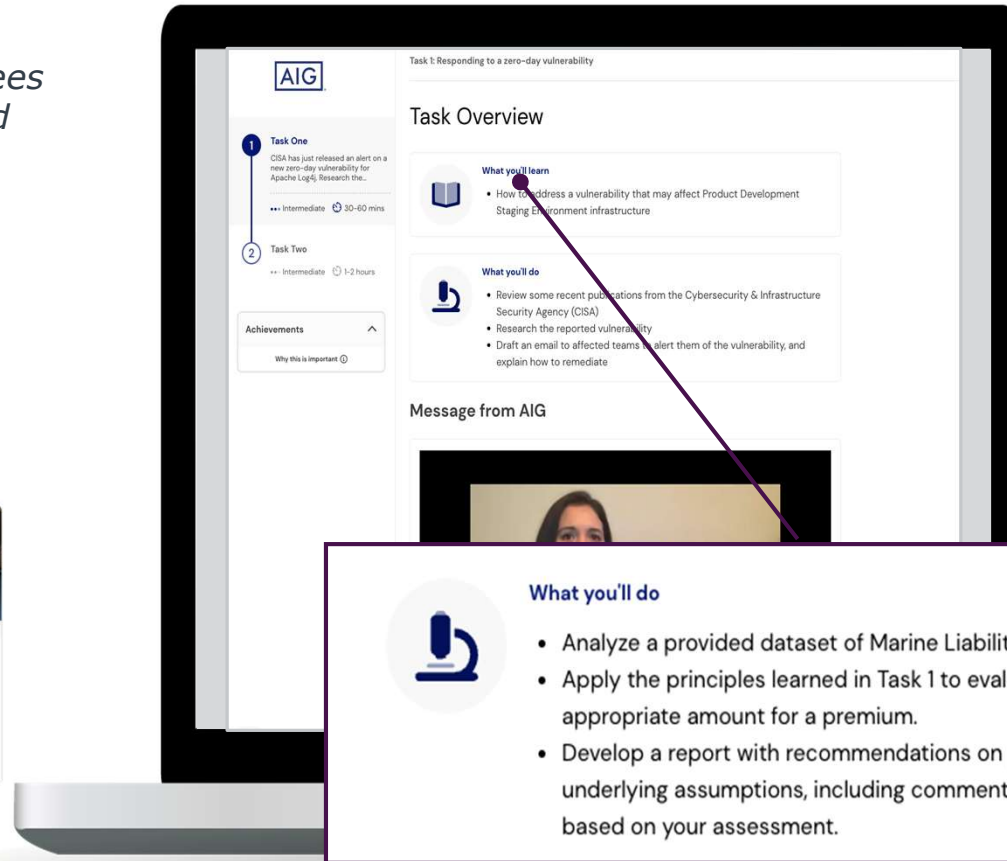
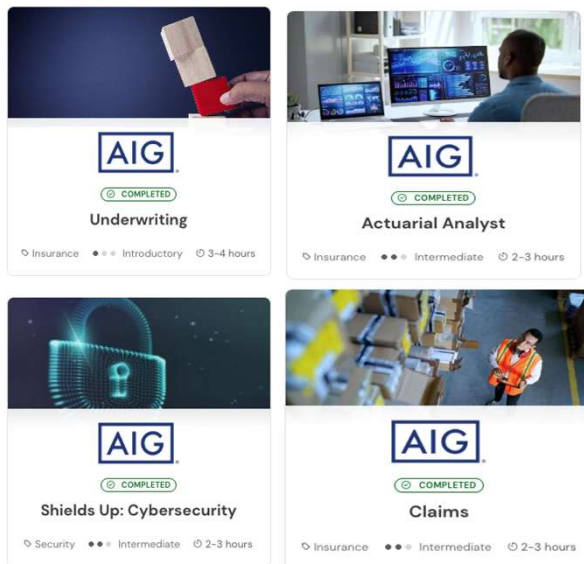
Research	Write	Collaborate	Manage Projects
<ul style="list-style-type: none"> <li>• Conduct internal and external research to answer partners' questions</li> <li>• Generate insights from phone-interviews</li> <li>• Identify trends from institutional data</li> </ul>	<ul style="list-style-type: none"> <li>• Script short-term responses to partner questions</li> <li>• Write longer projects, audits, and custom reports</li> </ul>	<ul style="list-style-type: none"> <li>• Work with researchers across RAS and RD2</li> <li>• Peer edit/learn members' work</li> <li>• Submit drafts for review and implement feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Juggle multiple projects at once</li> <li>• Communicate with SIs and account management professionals to determine timelines</li> <li>• Lead or assist partner facing scoping calls</li> </ul>

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# Scaling Visibility Through Simulation-Based Learning 26



Job simulations offer AIG employees opportunity to build new skills and exposure to other teams/roles



## Demystifies Roles

Self-paced, 2- to 4-hour experiences shed light on key skills for each role

## Provides Skilling Opportunities

Employees complete tasks to simulate a day-in-the-life

## Integrated with Learning

Simulations accessed via AIG's existing LMS

# What Leaders Do Best

## **Make Opportunities Impossible to Miss**

Treat internal opportunities like a product—actively marketed, repeatedly surfaced, and embedded in the flow of work.

## **Create a Single, Trusted Entry Point**

Consolidate opportunities into one destination employees instinctively go to explore what's next.

## **Provide Practical Support**

Create and distribute tools and resources for participating employees and managers (e.g., handbooks, checklists, office hours.)

## **Lower the Cost of Participation**

Design opportunities to fit within existing roles—so employees can engage without risking performance or workload.

## **Tie Opportunities to Real Work**

Use live projects as the primary mechanism for both visibility and skill-building.

## **Be Proactive in Matching**

Don't expect employees to find opportunities—proactively connect talent to where it is needed.

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# When Mobility Friction Becomes Retention Risk

## Rules and Structures Keep Talent Stagnant at Every Turn



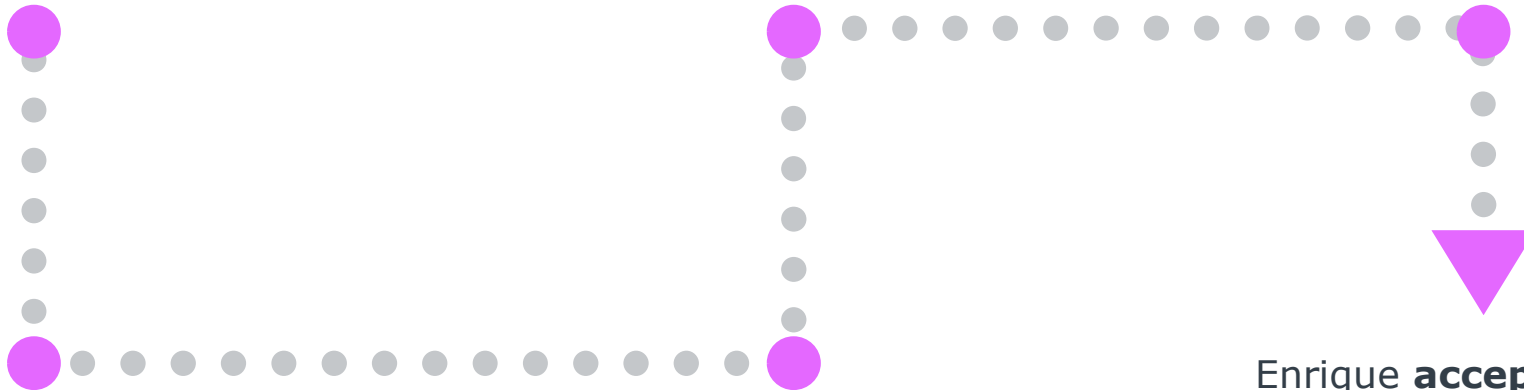
Enrique, a top performer in HR, wants to **move to IT Services** after building a valuable reporting dashboard for his team



Enrique applies, but is discouraged by the **required CS degree and two-year tenure**



Enrique's manager informs the hiring manager that Enrique is "too critical" to HR and **vetoes the move**



Enrique completes a 6-week **gig project** for IT Services; he gains new coding skills and impresses the reporting manager



A **role opens up** in IT Services that aligns with Enrique's competencies, but he only learns of it from an **external job board**








Enrique **accepts an external offer** in IT; the company loses a high-potential employee, and the IT role remains vacant for 4 months

*Avoidable Costs<sup>1</sup>:*

**\$71,000**

<sup>1</sup> Estimated cost of turnover = HR role backfill + 4-month IT role vacancy + recruitment costs for 2 external hires

# Rewriting the Rules to Enable Talent Movement

	<u>Policy</u>	<u>Impact</u>
	<p><b><i>Internal-first hiring expectations</i></b></p> <p>Job openings are posted internally for a minimum number of days before being advertised externally</p>	<p>Positions internal mobility as the default hiring strategy</p>
  	<p><b><i>No manager approvals or counter-offers</i></b></p> <p>Internal movement does not require manager approval, and managers cannot intervene with counter-offers</p>	<p>Reduces talent hoarding and enables open movement</p>
 	<p><b><i>Waived degree requirements</i></b></p> <p>Internal candidates not subjected to the same degree requirements as external hires</p>	<p>Expands mobility based on demonstrated skills</p>
	<p><b><i>Removal of time-based restraints</i></b></p> <p>Lowered tenure expectations for role shifts to 12 months</p>	<p>Accelerates talent redeployment, demonstrates commitment to value over tenure</p>

Source: "[Embracing a Skills-First Approach to Career Mobility: A Verizon Communications Case Study](#)", *Grads of Life*, Oct. 2023; "[Internal Job Posting Policy](#)", *Monitask*; "[IBM Policy](#)", *IBM*; Scott, "[Navigating Amazon's Internal Transfer Policy: A Retail Expert's Insider Guide](#)", *History Tools*, 15 Aug. 2024; Seramount interviews and analysis.



# A New Breed of Dedicated Mobility Specialists



## *Talent Mobility Advisor*

- Staffed on Talent Acquisition team
- Review resumes and provide guidance on roles based on employees' career areas of interest, skills, and experience
- Consult with employees on next steps, helps with preparation for interviews, and ensure that internal applicants receive feedback after all rounds of interviews
- Provide prompt updates to employees on their application status

Roles focus on **matching employees** to internal opportunities and **navigating internal career paths**



## *Internal Mobility Specialist*

- Work with TA and hiring managers to ensure that current employees find the next step in their careers
- Assess internal applicants against job requirements, and evaluate internal candidates' skills and identifies best-fit opportunities
- Counsel hiring managers to guide the best hiring decision for their team and the company
- Create new processes to bridge gaps between recruiting and talent management

Source: "[Internal Mobility Specialist \(Recruiting\) - SpaceX](#)", Built In; "[myCareer | Internal Mobility \(U.S.\)](#)", Bank of America; "[Winning Secrets: How Bank of America Leverages Internal Mobility to Attract and Retain Talent](#)", Human Resources Online, 12 Aug. 2022; Seramount interviews and analysis.

# What Leaders Do Best

## **Shift from Discretion to Guardrails**

Replace case-by-case decisions with clear rules that guide and standardize internal movement.

## **Create Accountability Beyond the Hiring Manager**

Distribute responsibility for talent movement across the organization, not just within individual teams.

## **Make Mobility Systemic, Not Situational**

Ensure movement happens through formal processes, not informal networks or one-off exceptions.

## **Connect Internal and External Efforts**

Bridge gaps between internal mobility and external recruitment teams through cross-team collaboration.

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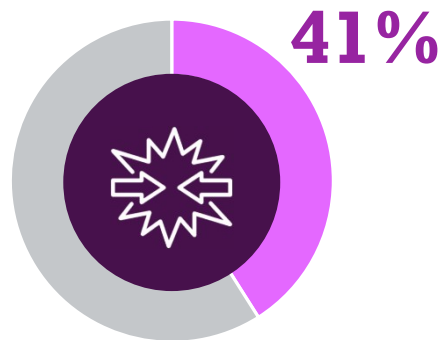
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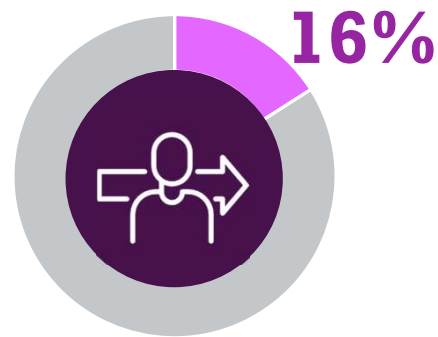
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# Mobility Fails When it Feels Risky

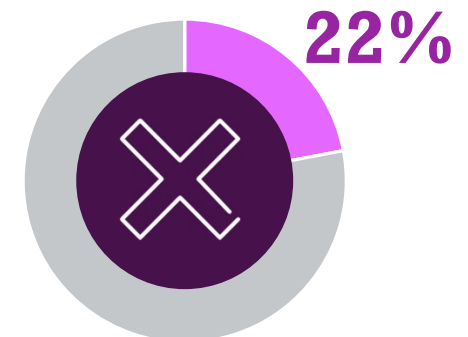
## Employees perceive cultural barriers to internal movement...



Afraid to apply to internal positions, anticipating negative repercussions



Applying to a different team seen as disloyal



Lateral moves are not encouraged

## ...and they aren't wrong



*When movement carries risk, employees choose the safer options: staying put—or leaving*

77%

Of companies have lost talent due to lack of career development opportunities

Source: Source: Fulton, "[Top Barriers to Internal Mobility and How They Can Be Solved](#)", *Forbes*, 27 Nov. 2023; "[Gartner Says HR Leaders Must Build a Robust Strategy to Improve Talent Mobility](#)", *Gartner*, 27 Feb. 2020; Haegele, "[Talent Hoarding in Organizations](#)", *Ludwig-Maximilians University*, July 2025; Laurano, "[The New Era of Internal Mobility: Driving Value Through Skills, Metrics, and a Talent-First Approach](#)", *Aptitude Research*; Seramount interviews and analysis.

# Signaling the Value of Time Away from Core Work

## Dedicated Exploration Time Enables Internal Mobility



Allows employees to spend up to **20% of their work hours** on side projects they find personally meaningful or creatively challenging



### Program Features

- ✓ Work is sanctioned and time-boxed
- ✓ Participation does not compete with core work responsibilities
- ✓ Projects focus on generating value in response to business needs



Allows employees to spend **15% of their time on projects** they choose in support of business objectives



Teams may take **20% time** as one day a week, or as a full "Innovation Week" every five weeks to dive deeper into projects



### Practical Guardrails Required to Avoid Pitfalls



*Make it explicit that productivity expectations are reduced*



*Start with small blocks of time (5-10%) to balance workloads*



*Track participation—just like paid time off*

Source: "3M's 15% Rule: A Case Study in Corporate Innovation Strategies." Grand Canyon University; Gurteen, "The Google 20% Free Time Policy", *Conversational Leadership*; Rotenstein, "Atlassian's 20% Time: A Year in Review", *Work Life by Atlassian*, 19 Feb. 2009; Seramount interviews and analysis.

# Shifting from Role-Based to Impact-Based Evaluations 36

## Rewarding the Value Created Above All Else



### 2026: Revamped performance evaluation process

- Streamlined four-tier rating system
- **Compensation tied to level of impact**, not just role execution
  - ✓ 200% multiplier for those delivering “outsized impact”
  - ✓ Up to 300% multiplier for “truly exceptional impact”

**NETFLIX**

### 2025: Replaced annual performance reviews

- **Compensation based on work impact and contributions** to Netflix’s strategic objectives, not seniority, experience or individual performance ratings
- Managers must use **“The Keeper Test”** to assess value delivered--“If X wanted to leave, would I fight to keep them?”

### Impact-Based Performance Must-Haves



**Shortened Feedback Loops**



**Enterprise Value Contributions Measured**



**No penalty for “not doing your job”**

Source: Denning, “[Incubating Culture: How Netflix Is Winning The War For Talent](#)”, *Forbes*, 30 Apr. 2018; Dixit, “[Meta Is Shaking up Its Performance Review System. Here’s How Much Top Performers Can Get Paid](#)”, *Business Insider*, 12 Jan. 2026; “[Mark Zuckerberg’s Meta Turns Employee Performance Reviews into a ‘Checkpoint’ System: Here’s How It Will Work](#)”, *Financial Express*, 13 Jan. 2026; “[The Best Work of Our Lives: Culture Memo](#)”, *Netflix*, 2024; Seramont interviews and analysis.

# Helping Managers Become Mobility Enablers

## Resources and Coaching Equip Managers to Support Movement



2/15/26, 1pm ET

### Supporting Staff with Cross-Departmental Movement

“This session will guide you in creating an environment where your team members feel supported in pursuing their career aspirations—even if those goals lead them beyond your team.”

Tools and worksheets to identify career interests and upskilling opportunities

### How to Discuss with Your Staff

#### 1. Start with your context

- a. “I want to keep you on this team, but you have my full support to explore the best-fit career options that align with your needs.”
- b. “My role is to support and empower you.”
- c. “I found success [explain your own career story] and would love to help you think through your options and alternatives if you’re interested.”

#### 2. Cater your talking points to their motivation

- a. Passion, skill, or interests that may align well somewhere else
  - i. “You have a really great skillset that we aren’t able to maximize in this role, and I feel your talents could be capitalized on in [insert area of firm and why].”

“I could see you applying to [insert area of the firm] because of your skillsets [insert how you see their skills transferring to this role].”

“I know you’re looking for a new title, but there is no room for promotion on current team.”

“I know you’re looking for the next title, and I don’t have that option on our team. You are doing a great job, and you bring a ton of value, but I want to encourage you to explore roles outside of this team, with my full support.”

- ii. “Upward mobility can be achieved by first taking an adjacent role, performing well in it, and then being promoted if there is a business need to do so.”

### How to Build a Stretch Project

Get hands-on experience practicing skills

**What is a stretch project?** A project or task that is currently beyond your current job scope- they should “stretch” you developmentally by placing you in a challenging position in order to learn and grow.

**When to use this tool:** Build a stretch project when you are interested in creating an opportunity to develop your skills. This can signal to leadership that you are ready to take on more responsibility.

**Tips:**

- Stretch in the right direction- make sure your project aligns with either your current job or future career goals and helps EAB.
- Take time to plan your project and consider how to prioritize it with your current workload.
- Don't be afraid to include others in your project. This will offer you a leadership opportunity by allowing you to delegate tasks and coordinate assignments.

### Supporting Your Staff with Cross-Departmental Movement

Fill out the chart for any direct report(s) who may be interested in cross-departmental movement, or who you see an opportunity for them to internally move now (or in the future):

Direct Report	Why they want to career path	Resources I should share with them	Talking points to discuss
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

Scripting to guide internal mobility conversations

# What Leaders Do Best

## **Redefine What “Good Performance” Looks Like**

Treat learning, experimentation, and cross-functional contribution critical performance—not distractions from it.

## **Hold Managers Accountable**

Measure managers’ ability to distribute skills towards value engines in their own performance reviews, signaling internal mobility is a critical managerial competency.

## **Design Work So Exploration is Possible**

Ensure employees don’t have to choose between delivering in-role and exploring new opportunities.

## **Assume Managers Need Support**

Supporting internal mobility is not a natural managerial instinct; invest in education and coaching to help managers embrace a mobility mindset.

# No Regrets Moves to Unlock Talent Agility



## I

### Develop Talent Transit Systems

*Provide simple pathways to make opportunities more accessible*

- 
- ▶ Opportunity Marketplaces
  - ▶ Micro-Rotational Programs
  - ▶ Virtual Job Simulations

## II

### Redesign Governance & Ownership

*Rewriting protocols and assigning dedicated owners to promote mobility*

- 
- ▶ Mobility-Friendly Policies
  - ▶ Mobility Center of Excellence

## III

### De-Risk Internal Mobility

*Reduce the personal and political risk of internal movement*

- 
- ▶ Protected Mobility Windows
  - ▶ Value-Based Performance
  - ▶ Talent-Sharing Manager Training

## IV

### Distribute Upskilling

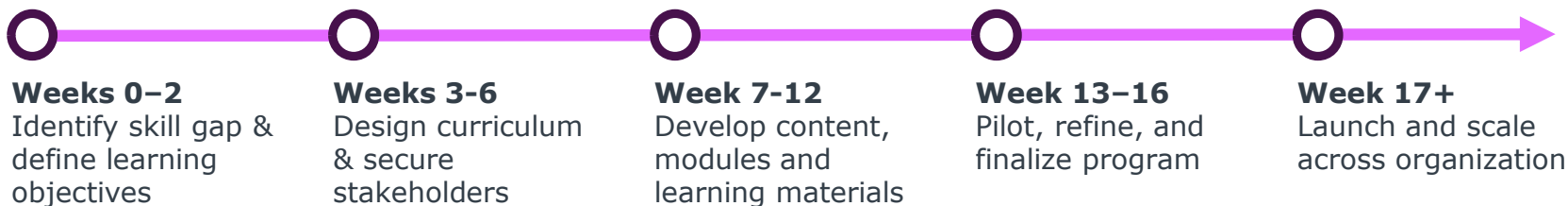
*Expedite learning cycles with decentralized development opportunities*

- 
- ▶ Manager-Led AI Skilling
  - ▶ Peer-to-Peer Learning

# Our Traditional Skilling Models Not Suited for AI

## L&D Processes Outmatched by AI's Pace of Change

### Standard L&D Program Development Timeline



Training rolled out after 4-6 months...

...and is no longer relevant

### AI Skilling Timeline



*Skilling needs shift every few weeks as AI models continuously evolve*

Source: Defelice, "[How Long Does It Take to Develop Training? New Question, New Answers](#)", Association for Talent Development, 13 Jan. 2021; Hu, "[ChatGPT Sets Record for Fastest-Growing User Base - Analyst Note](#)", Reuters, 2 Feb. 2023; Seramount interviews and analysis.

# Local Approach Allows AI Training to Scale

## Managers Needed to Contextualize AI Use Cases, Drive Adoption

### **HEARST** Hearst's GenAI Employee Training Program

**L&D-Initiated**



**Manager-Driven**



#### A Challenging Start

- In January 2024, CEO announced enterprise-wide AI upskilling initiatives
- L&D had 7 months to train 7,000 employees<sup>1</sup>
- Centralized rollout led to uneven adoption and resistance

#### Shift to a Local Approach

- 1 Tailored Training Content to Functional Needs**
- 2 Assigned Business-Level Sponsors**
- 3 Reframed AI as a Core Skill, Not a Threat**

#### Scaled Adoption

- 70%** Of target employees completed training<sup>1</sup>
- 174%** Increase in GenAI use
- 84%** increase in visits to internal GenAI website

<sup>1</sup>) Some employees were not targeted for AI training, as it was considered irrelevant for their roles. Employees who already possessed functional foundational skills were also not targeted for training

# Scaling AI Training By Making Everyone a Teacher



## AI Champions & Accelerators Program

- Launched 2024 to accelerate firmwide AI adoption
- 4,000 Citi workers volunteer to help colleagues within their business units leverage AI tools
- Employees teach each other in the flow of work resources, share early versions of approved AI systems.

**70%** AI Adoption rate among employees



## AI Champion Network

- Launched in Oct 2024 to provide more accessible and hands-on experimentation with AI tools to encourage adoption
- Community with 3,200 members that leads Prompting Parties, GenAI demos, and in-office events
- Received more than 400 requests for more parties within first few months of launch
- 500+ prompting parties completed (~10 per week), with 800 more planned

**79%** Of employees use AI in their daily work

“It’s very unlikely that you’ll ever learn faster, or better than you will from one of your **fellow employees.**”

*Senior Executive, Google*

Source: Brazier, [“How PwC Opened the Aperture of Upskilling Possibilities with AI Prompting Parties”](#), UNLEASH, 23 Jan. 2025; Broomfield, [“Prompting Parties: Inside PwC’s Mission to Get Employees Working alongside AI Agents”](#), HR Grapevine, 2 Apr. 2025; [“Guides: Create an Employee-to-Employee Learning Program”](#), Google; Zulhusni, [“The Quiet Work behind Citi’s 4,000-Person Internal AI Rollout”](#), AI News, 21 Jan. 2026; Seramount interviews and analysis.

# What Leaders Do Best

## **Shift Learning from Programs to Work**

Treat skill development as something that happens in the flow of work—not in separate, planned training experiences.

## **Make Managers the Translators of Learning**

Equip managers to contextualize new skills and connect them directly to team priorities and workflows.

## **Prioritize Speed Over Perfection**

Enable rapid, iterative learning so employees can adapt as skills evolve—not wait for fully developed programs.

## **Scale Learning Through the Workforce**

Leverage peer networks and early adopters to spread skills organically—rather than relying solely on centralized functions.

# Preparing for The Work Ahead

**Unlock Talent Flow** by  
Increasing Visibility

**Enable Movement** by  
Removing Friction

**Sustain Agility** by  
Redesigning Work

## What CHROs Should be Asking Themselves

- 1 What **structural barriers** in my organization make it difficult for employees to move where they can create the most value—and **how do I remove them?**
- 2 How do I **make internal mobility feel safer** than staying put, so employees are willing to take the risk of moving?
- 3 How do I redesign performance, incentives, and rewards to **value contribution across the enterprise**—not just execution within a role?
- 4 How do I ensure **managers enable talent movement** instead of unintentionally blocking it?
- 5 How do I create **clear, visible pathways** for employees to explore opportunities without relying on networks or insider knowledge?
- 6 How do I **connect skills, work, and opportunity** so talent can be deployed quickly to emerging business priorities?

# Hard to Argue with the Man Who Invented Management



## The Peril of Standing Still

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The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic."

— *Peter Drucker*



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