

PageUp™

Supporting Organisation-wide Innovation Through Effective Talent Mobility Practices

Many companies want to establish a culture of innovation, one that will encourage flexibility, creativity and support risk-taking. The benefit? Breakthrough products, superior customer experience and an agile response to market challenges. Innovation has been identified by many business leaders as the single most important predictor of future growth. Research indicates that over 90% of executives believe the long-term success of their organisation's strategy depends on their ability to develop new ideas.¹ Yet many companies struggle to achieve innovation-led growth.²

Why it's important for HR functions to support and drive innovation

HR is uniquely placed to enhance or hinder innovative behaviour and practices within the organisation. The most effective innovation strategies focus on people and talent management practices. Talent management encompasses the practices and processes companies have in place to manage their most important assets - their people. And this includes the area of succession planning and talent mobility.



Our global research

In November 2016, PageUp, in partnership with Alexander Mann Solutions, launched the inaugural Global HR Innovation Survey. The survey asked business and HR professionals to rate how well their organisation, and HR, supported a culture of innovation, and to assess the maturity of their current talent management practices. Using the 322 responses, we determined:

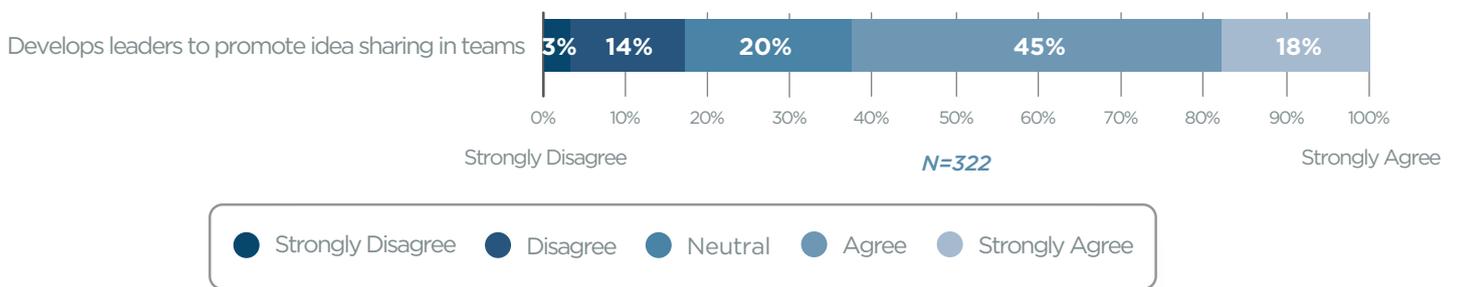
- Where companies are placed on their journey to create a culture of innovation.
- The effectiveness of current talent management practices in driving and supporting innovation.
- How prepared HR is to meet the future talent needs of the business.

HR has a role to play in driving innovation... but is not delivering

There is an increasing awareness that innovation is crucial for both short-term competitive advantage and long-term survival. Our research found that 64% of respondents believe driving innovation is a priority for their organisation in the next 12 months, but HR is more confident (80%) than its non-HR peers (67%) that it has a role to play in driving organisation-wide innovation.

The challenge for HR is to shift the perception of its value proposition. The wider business and HR agree, that HR and the people and performance function within it, have a role to play in driving enterprise-wide innovation – but they are not quite there yet. Focus and determination are required to ensure HR delivers the strategic value it inherently holds. But where are the gaps? We looked at respondents’ evaluation of how their organisation currently supports innovation and compared it to the maturity of their underlying succession planning and talent mobility practices.

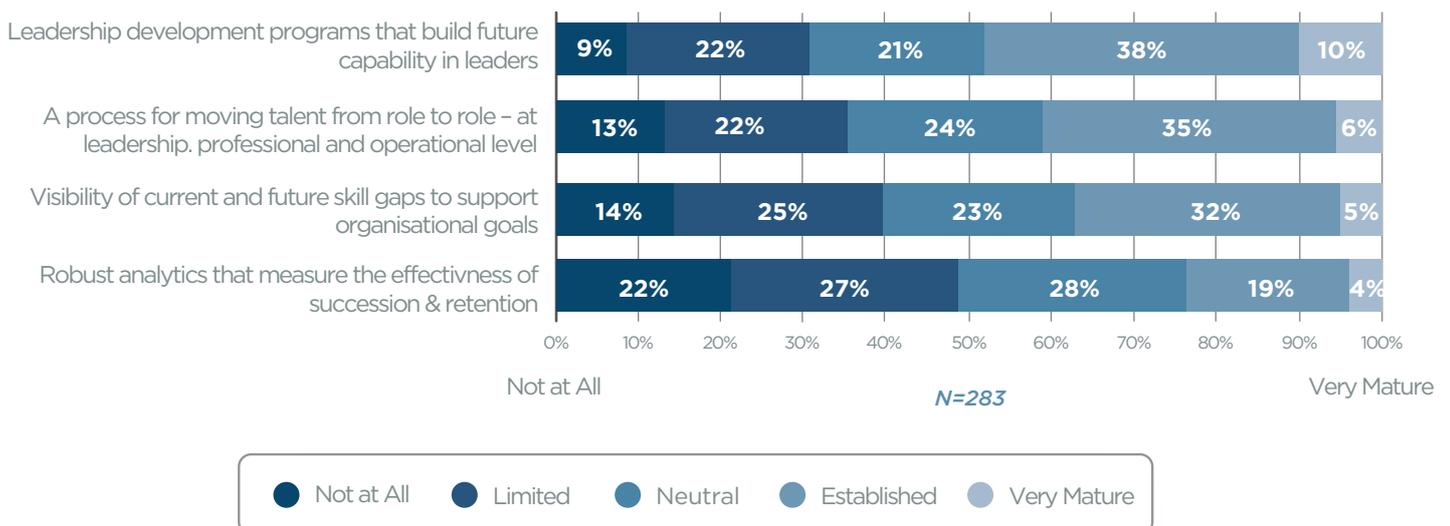
Figure 1: Respondents’ evaluation of their corporate culture



Future-proofing your workforce – the role of talent mobility

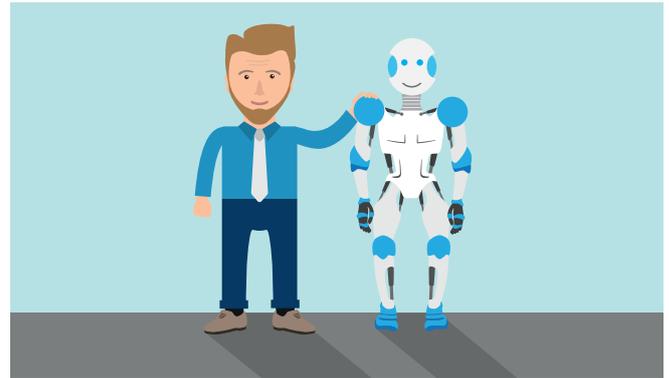
- Moving beyond traditional succession management, talent mobility is critical to HR’s ability to dynamically develop and align the current and future workforce to strategic business needs. Yet, this was the area in which HR had the least traction.
- Leaders are being developed to drive company-wide innovation – but not necessarily through HR-led initiatives.
- The ability to quickly bring together high functioning teams is a hallmark of innovative companies. HR had limited traction in this area too - only 41% had well established processes for moving talent between roles and just 37% understood current skill gaps.

Figure 2: How respondents rated the maturity of their succession practices



How to build the workforce needed for tomorrow, today.

What are CEOs doing to develop the workforce they need for today and tomorrow? To remain relevant and competitive, 49% of CEOs say they are changing their talent strategy to focus on their leadership pipeline.² Our research indicates that 63% of respondents believe their organisation is developing leaders to promote idea sharing in teams (Figure 1). Yet, when asked about developing future leadership capability, only 48% had established or mature practices (Figure 2). For many companies, there is a disconnect between HR-initiated programs and what's happening at an organisation-wide level. When development occurs on an individual basis, rather than as part of an



overarching established program, HR and the business are missing an opportunity to build enterprise-wide innovation capability. This speaks to the value HR can drive through the organisation.

One of the hallmarks of highly innovative companies is agility, speed, and flexibility to respond to changing market conditions. The most innovative organisations are able to quickly bring together high functioning teams to solve business problems, develop products or enter new markets. This requires visibility of internal and external networks of talent – current skills and capabilities, ability and readiness to shift roles, and an understanding of how to close the gaps. Of all the aspects we measured, the ability to mobilise talent was the one HR seemed most ill-equipped to do. Only 41% had an established or mature process for moving talent between roles, and visibility into skill gaps appeared opaque for 63% (Figure 2).

HR's role in establishing talent mobility to support innovation.

Moving beyond traditional succession management, talent mobility is critical to HR's ability to dynamically develop and align the current and future workforce to strategic business needs. Simply speaking, it is the process of moving talent from role to role. It is the ability to have the right people, in the right place, with the right skills, at the right time. In practice, it requires HR to:

- Establish visibility across internal and external networks of talent. This includes non-traditional work arrangements such as contractors, freelancers and virtual workers. Who and where is the talent? What is their readiness and capability to take on a new role?
- Understand current and potential skill gaps. Have a process to close gaps either through training, development, job rotation or via talent acquisition.
- Create visibility for career growth opportunities for employees. Development opportunities to support career progression, and ongoing feedback, will drive engagement and retention.
- Build future organisational capability through leadership development and a skilled, educated and adaptable workforce.
- Create the agile organisation – the ability to move talent from role to role, quickly bring together high functioning teams, connect internal and external talent communities, and facilitate collaborative and cross-functional team work practices.
- Use robust analytics to measure the effectiveness of engagement, succession and retention initiatives in driving company-wide innovation and creativity.

For more detailed findings and discussion of the survey results that the data and insights in this document are derived from, head to our PageUp [Resource Hub](#) and download our whitepaper, [DRIVING A CULTURE OF INNOVATION: Insights from PageUp's Global HR Innovation Study](#). In this report, we explore the challenges organisations are facing in establishing a culture of innovation and the current effectiveness of HR in driving enterprise-wide innovation. We discuss the shortfalls and provide practical advice for how HR can close the gaps across not just in succession planning and promoting talent mobility, but also performance management, learning and development, and recruitment.



Interested to explore how PageUp can help you drive a culture of innovation at your organisation, through effective talent mobility practices?

[Chat with us now.](#)

References

- 1 Brooks, Chad. Businesses Take Cautious Approach to Innovation. <http://www.businessnewsdaily.com/4476-businesses-cautious-about-innovation.html>, May 13, 2013.
- 2 PwC. 19th Annual Global CEO Survey. PwC, 2016.

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Rebecca is the Head of Customer Insights & Market Research at PageUp and is responsible for research into customer and market insights. She has nearly 20 years of experience delivering product, thematic and strategic human capital management research and thought leadership. With a diverse background covering academia, strategic consulting and equity investment, she holds a Bachelor of Science with Honours, Master of Science, Master of Commerce (Management) and a financial industry qualification (CFA).