Orchestrating Workforce Ecosystems

Beyond talent management

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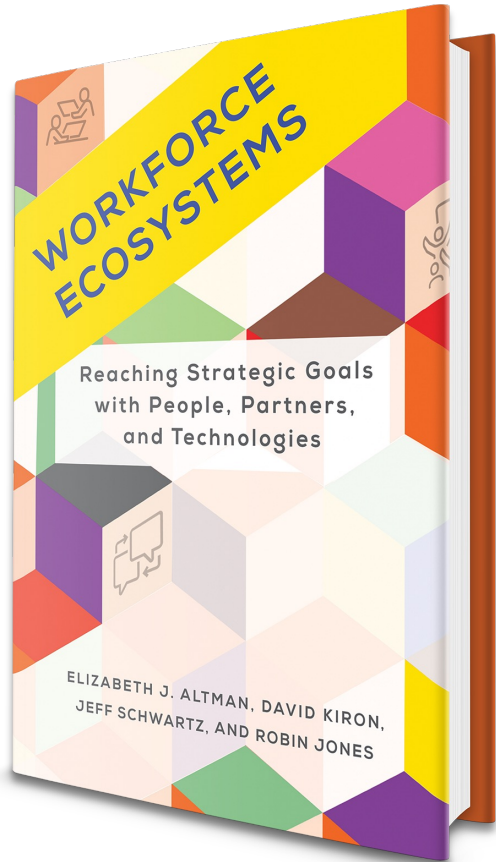**Co-author Workforce Ecosystems**

2023 General Assembly, June 19-20, NYC

Workforce Ecosystems

Reaching Strategic Goals with People, Partners, and Technologies

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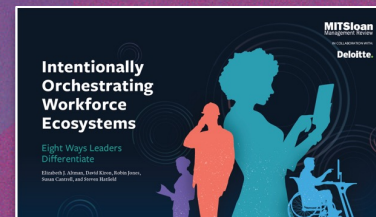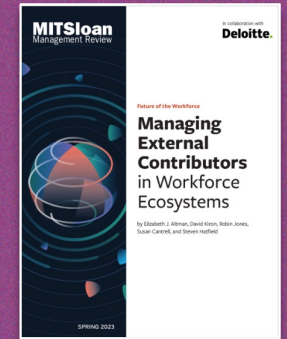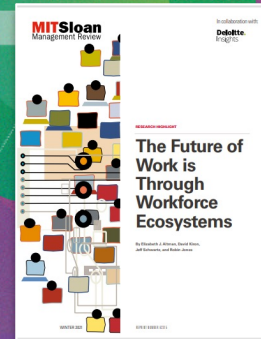Vice President, Insights and Impact

Gloat

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US Workforce Transformation Leader

Deloitte Consulting

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The composition and boundaries of the workforce have changed.

MIT Sloan Management Review and Deloitte launched a multi-year research project in 2019 to explore the **future of the workforce.**

We conducted 3 global surveys and talked with big and small companies, nonprofit organizations, military agencies, venture investors, international executives, and others to understand **how they are managing increasingly complex, interconnected workforces** that include not only traditional employees but a variety of external contributors.

Through our research we have produced a volume of publications that **reframes how to think about the workforce of today, and tomorrow.**

When we say *workforce,* what do we mean?

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EMPLOYEES …

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CONTRACTORS, FREELANCERS, AND GIG WORKERS…

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SUBCONTRACTORS …

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COMPLEMENTARY BUSINESSES (LIKE APP DEVELOPERS) …

App Store

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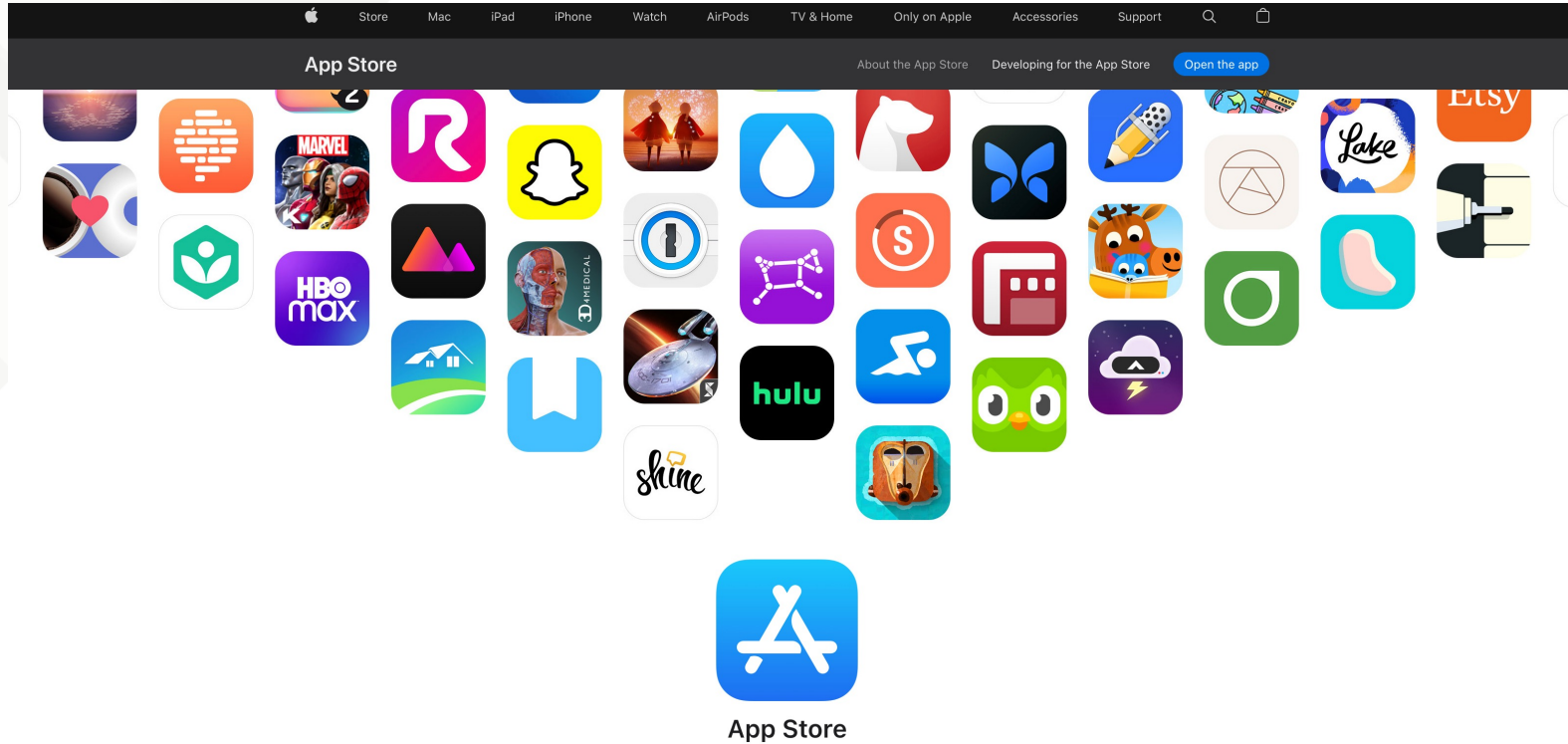
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… AND CHATBOTS, ROBOTS, AND OTHER TECHNOLOGIES

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What is a
Workforce Ecosystem?

**Workforce Ecosystem defined:** A structure focused on value creation for an organization that encompasses actors, from within the organization and beyond, working to pursue both individual and collective goals, and that includes interdependencies and complementarities among the participants.

Workforce Ecosystems represent a new way of conceptualizing an organization's relationships with various types of workers involved in creating value. Workforce ecosystems allow leaders and managers to think differently about how they develop, and execute toward, strategic goals and objectives.
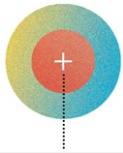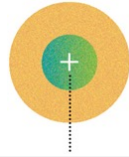
Software Bots	Complementors	Service Providers	Freelancers / Gig Workers	Long-Term Contractors	Part-/Full-Time Employees
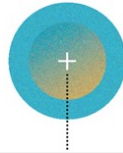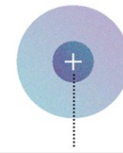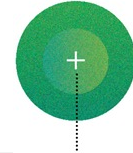
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Workforce Ecosystems Book Overview

Organizations are expanding their reach to engage with a range of contributors to help them achieve strategic goals

- This book addresses strategy, leadership and organizational culture, technology enablers, management practices, ethics, and societal implications for Workforce Ecosystems, drawing from case studies and interviews.

Part 1:
Introducing Workforce Ecosystems

Part 2:
Orchestrating Workforce Ecosystems

Part 3:
Developing Socially Responsible Workforce Ecosystems

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Workforce Ecosystem Orchestration Framework

Unlock the power of Workforce Ecosystems to improve organizational performance

1

Management Practices

2

Technology Enablers
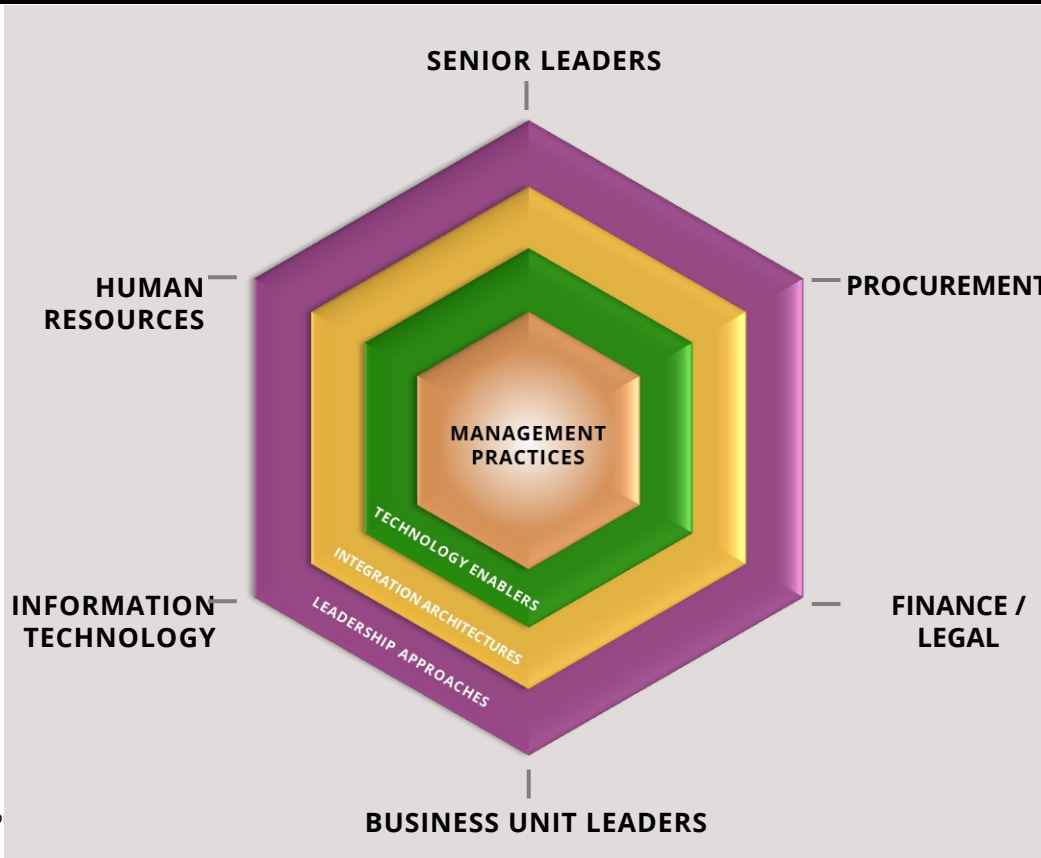
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Integration Architectures

4

Leadership Approaches

SENIOR LEADERS

HUMAN RESOURCES

PROCUREMENT

MANAGEMENT PRACTICES

TECHNOLOGY ENABLERS

INTEGRATION ARCHITECTURES

LEADERSHIP APPROACHES

INFORMATION TECHNOLOGY

FINANCE / LEGAL

BUSINESS UNIT LEADERS

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How Novartis is orchestrating their Workforce Ecosystem

"Our workforce is anyone who contributes to executing work toward our purpose and business strategy."

– Markus Graf, Novartis

Pulling together disparate systems to **enable workforce ecosystems**

Considered to be an **intentional orchestrator**, Swiss global health care company **Novartis** is integrating a portfolio of workforce tech systems to create a total **workforce management platform** with a workforce of approximately **100,000 internal employees and 50,000 external workers and contractors**. The integrated workforce management system brings together a range of technologies, including HR systems, talent marketplaces, and learning platforms.

Collaboration between **talent acquisition and talent management as a single function**.
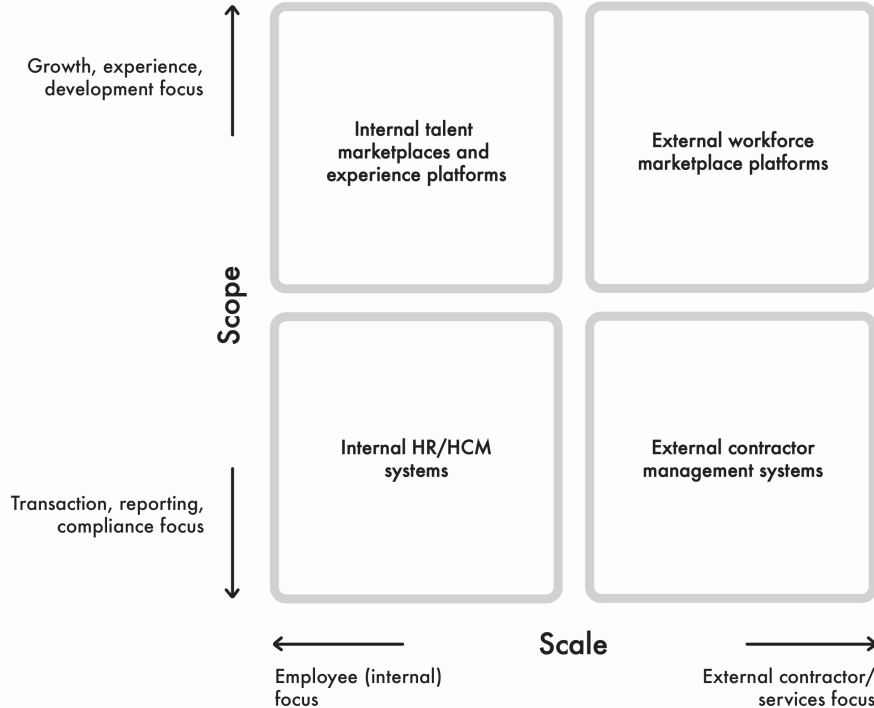
Provide managers with **data-driven visibility into internal and external talent sources** culled from a variety of partners and platforms.

Enable workforce strategists to facilitate this **holistic approach** to managing talent, and grant managers **real-time access to teams of employees, contractors, and technology**.

Workforce Tech – Reframing the HR tech Stack
Extending beyond enterprise transactions, reporting & compliance to include internal & external workers and work growth, experience, & development

Growth, experience, development focus

Internal talent marketplaces and experience platforms

External workforce marketplace platforms

Scope

Internal HR/HCM systems

External contractor management systems

Transaction, reporting, compliance focus

Scale

Employee (internal) focus

External contractor/ services focus

* Reprinted from Workforce Ecosystems: Reaching Strategic Goals Through People, Partners, and Technologies, MIT Press, Altman, Kiron, Schwartz, Jones

Five technology enablers in workforce ecosystems

Work tech includes technologies serving as productivity, augmentation, and collaboration tools. These are *technologies we use to do our work* (e.g., spreadsheets, medical diagnostic tools, navigation tools, etc.). Work tech changes what work is done by people, by machines, and by people and machines together.

Workforce tech includes systems that help organizations manage workforces and workers access opportunities. It is expanding in two directions: beyond traditional HR systems to include internal *and* external workers, and to extend the focus to include workforce dynamics such as mobility, skills, growth, new experiences,, mentoring, and networking.

Workplace tech popularized during COVID-19 and continuing to accelerate, workplace tech encompasses technologies that disrupt physical work, making virtual and remote work possible. Workplace tech is enabling the redesign of physical workspaces to concentrate on activities requiring more intense levels of collaboration, designing, creating, learning, and team building.

Credentialization and verification technology refers to technologies associated with issuing, storing, sharing, and verifying credentials. As workers move more quickly within and across companies, keeping track of credentials—degrees, certificates, badges, and employment and experience history—is essential. The data must be verifiable in real time. It includes network strategies, often based on blockchains, to create distributed, fast, and reliable verification.

Technology as participant in a workforce ecosystem As companies issue software licenses for robotic process automation bots and design digital full- time equivalents (FTEs) to off-load work from humans, technology is moving beyond being an enabler of the workforce and facilitator of work; it is becoming part of the workforce itself.

* Reprinted from Workforce Ecosystems: Reaching Strategic Goals Through People, Partners, and Technologies, MIT Press, Altman, Kiron, Schwartz, Jones

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"You can't use an old map to explore a new world."

Albert Einstein

WORK DISRUPTED: Opportunity, Resilience, and Growth in the Accelerated Future of Work, Jeff Schwartz,
Wiley Publishing 2021

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Thank you for listening.

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