

Beyond the résumé:

Building a workforce with a skills-based approach



Picture yourself in a world where the ink on your freshly minted job description is outdated as soon as you post it. Or being tasked with creating a skills taxonomy for your organization that's no longer relevant as soon as you finish it.

That's not far from the reality we face today. With digital skills having a [shorter half-life](#) than ever before — some technical skills down to 2.5 years — the future of work demands a new approach to hiring and workforce planning.

With the latest wave of AI, including the impact of generative tools like [ChatGPT](#), approximately [300 million jobs](#) could be affected. The World Economic Forum's 2023 "[Future of Jobs Report](#)" states that 23% of jobs will change, with 44% of workers' core skills changing within the next five years.

According to Deloitte, the [majority](#) of executives and workers would prefer to move to a skills-based model over one based on jobs. In this rapidly changing work landscape, it's no surprise that HR leaders are increasingly embracing [skills-based hiring and workforce planning](#).

In this report, we delve into the shifting job market and the crucial role [skills-based hiring](#) plays in navigating the future of work. We also explore how HR leaders can upskill and reskill their workforces, leverage skills adjacencies, and foster a culture of continuous learning to stay ahead of the skills curve in an increasingly competitive environment.



Skills-based organizations are:

107%
more likely to place talent effectively

98%
more likely to retain high performers

98%
more likely to have a reputation as a great place to work

– [The skills-based organization: A new operating model for work and the workforce](#), Deloitte

What résumés won't tell you – and how to hire more effectively

While digital skills are more relevant than ever before, the rapid advance of technology means skills are depreciating faster than ever – and that means organizations need to be vigilant to stay competitive. This breakneck change requires a modern approach to hiring that looks beyond the traditional résumé.

Résumés are often poor indicators of a person's unique capabilities and potential. Sure, a résumé can tell a recruiter about someone's educational background and career history, but it rarely gives a clear picture of what recruiters really need to know – what a candidate is capable of in practice or their potential to learn new skills.

That's because experience isn't a proxy for capability. In fact, McKinsey states that hiring for skills is **five times more predictive** of job performance than hiring for education and two times more predictive than hiring for work experience.

Enter talent intelligence platforms. While technology is driving industry and workforce transformation, it's also helping people find best-fit roles and projects based on their skills and potential to learn new ones.

Talent intelligence platforms go beyond the traditional résumé by using data and complex algorithms to identify skills and skills adjacencies. These platforms take into account an individual's skills, experiences, and potential rather than just their formal education and work history.

With the help of these platforms, recruiters can exponentially widen a shrinking talent pool and quickly identify best-fit talent. With more than **three in four employers** adopting skills-based hiring, talent intelligence platforms are becoming an integral part of the hiring process.





Résumés and the data-driven insights from talent intelligence platforms allow recruiters to find qualified talent faster and gain a holistic view of candidates, while also freeing them from some monotonous tasks that can be easily automated like candidate search. More importantly, what was once often left to human bias and gut feelings is now backed by data that can show them what skills they need and who are the best fits for roles and projects.

In this modern blend of human expertise and technology, recruiters can reach new levels of success to help organizations find highly skilled talent, but hiring isn't the only way to acquire future-ready skills. In fact, in today's labor market, it will be impossible to hire for all the skills you need to be successful – and that's why it's also important to consider your internal talent's skill sets as well.

The green job boom

As countries work toward ambitious climate targets, the renewable energy sector is experiencing tremendous growth. While the demand for green jobs is surging, the industry is struggling with a serious skills deficit that can't be fixed by hiring alone.

Organizations are unclear on the requirements and responsibilities for many of these new roles, the least of which is what to call these new jobs. This presents a unique challenge for the industry and many others like it.

With job postings demanding green skills [rising far faster](#) than the share of the workforce that can fill them, it's no surprise that workers in green jobs [enjoy a 20% wage premium](#). The need for premium skills in the renewable energy sector with a low supply of talent makes this an especially urgent — and expensive — problem.

These challenges underscore the necessity for a strategic pivot, not only toward skills-based hiring but also toward continuous upskilling and reskilling of the existing workforce. This holistic approach to talent is essential in bridging skills gaps and ensuring organizations remain competitive in an ever-evolving business landscape.





Tackling the green skills gap with a skills-based approach

It should come as no surprise to business and talent leaders that the WEF [report](#) also found that “six in 10 workers will require training before 2027,” the fastest-growing roles being driven by technology, digitalization, and sustainability. Yet it appears that only half of workers have access to adequate training opportunities today.

To truly address the skills gap in the renewable energy sector, organizations need to take a multipronged approach to determine whether they need to build, buy, or borrow talent. It’s an approach that’s especially well-suited to the green energy sector, where the skills gap is a notorious problem.

Skills-based hiring can also help organizations widen their talent pool. Recent research demonstrates that there are [millions of “invisible” workers](#) in the labor force today — talented individuals who are often overlooked for roles they can adequately perform due to factors that have nothing to do with skills. By focusing on a candidate’s skills rather than their formal education or work experience, your organization can tap into a broader pool of talent they may have previously overlooked.

Switching to a skills-based approach won’t happen overnight, but here are five steps you can use to start the process and equip your employees with the skills they need to handle the challenges of tomorrow.

1

Identify skills needed for future job roles

As the job market evolves, so do the skills required to excel. It’s critical to take the time and effort to understand the specific skills you’ll need for future job roles — and map them to existing and potential employees.

By planning your talent development intentionally, you can make informed hiring decisions that align with long-term goals. Organizations will need to increasingly incorporate external data for insights and guidance as they pivot into new areas and create jobs and roles they have not had in the past.

2

Hire for potential and embrace continuous learning

Traditional hiring practices overemphasize candidates’ education and work history. Skills-based hiring can help you identify “invisible” workers with high potential who have all the skills they need for success — but who might be overlooked because they lack the traditional qualifications.



3 Upskill the existing workforce

If you want to stay competitive, it's essential to equip your workforce with the skills they'll need for the future — today.

In our [survey](#) of nearly 1,000 full- and part-time employees, among the things they value most from employers, 70 percent said promotion opportunities, followed by 69 percent who cited a transparent career-development process. And over [90% of companies](#) that offer upskilling and reskilling programs report that they've raised productivity, highlighting the value of providing ongoing opportunities for continuous learning and growth.

Develop training programs, workshops, and online courses that offer the specific skill sets your employees need for the future. A culture of continuous learning won't just help your employees stay competitive — it'll also boost engagement and retention rates.

4 Transition declining roles to new career paths

While it's critical to prepare for the jobs of the future, it's also important to recognize that some jobs and skills will become obsolete. In these situations, you'll want to proactively identify employees in outdated roles and help them develop future-ready skills.

By offering reskilling and upskilling programs, you can retain valuable talent and demonstrate their commitment to your employees. This process also includes assessing your team member's skill sets to determine how to leverage their skills adjacencies and prepare them for new roles. This can help fulfill changing organizational needs while being considerate of employees and the bottom line.

5 Recalibrate roles with future skills

Creating a workforce that's prepared for the future involves aligning job roles with the evolving set of required skills. This alignment may necessitate reshaping existing roles, inventing new ones, or refining job descriptions to highlight specific in-demand skills.

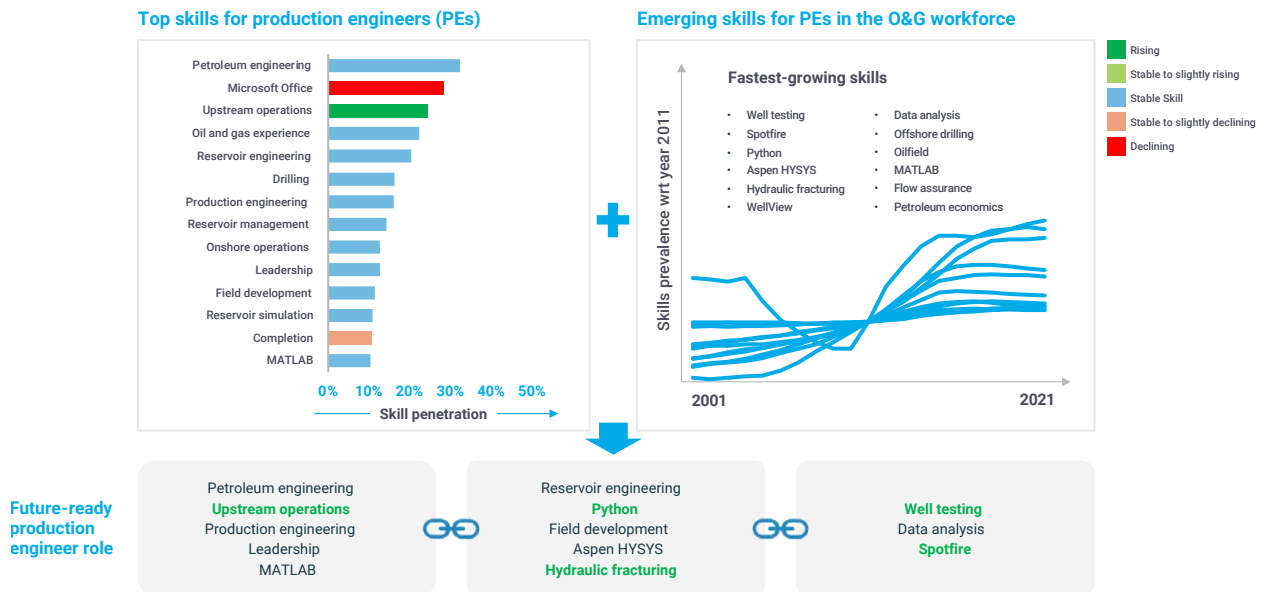
Here's where the power of technology comes in. By automating certain job aspects, you can enable your employees to concentrate on tasks they're uniquely skilled for. It's a twofold benefit: you improve overall productivity while fostering job satisfaction. Integrating skills assessments into the hiring process, along with leveraging technology to adapt roles for future skills, will help you not just attract but also retain the talent you need.

A skills-based approach in action

Closing the skills gap and supporting a more digitally enabled workforce is only the beginning of a necessary change for organizations. And for roles in transforming industries like energy and renewables, the time for change is now.

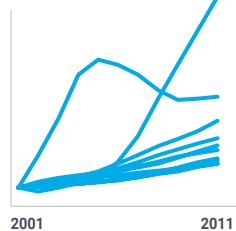
So how can a traditional oil and gas engineer transition their skills to work effectively with electric-based products? Let's look at an example. First, you should use talent intelligence to understand the skills you'll need moving forward.

Assess macro and micro skill trends using talent



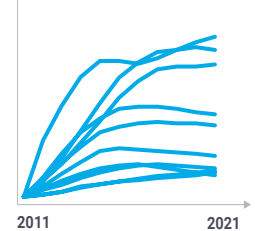
Top rising skills in 2011

Aspen HYSYS	Teamwork
Nodal analysis	Time management
WellView	Flow assurance
Petrel	
MATLAB	
Pipesim	
Aspen Plus	



Top rising skills in 2021

Well testing	Data analysis
Spotfire	Offshore drilling
Python	Oilfield
Aspen HYSYS	MATLAB
Hydraulic fracturing	
WellView	

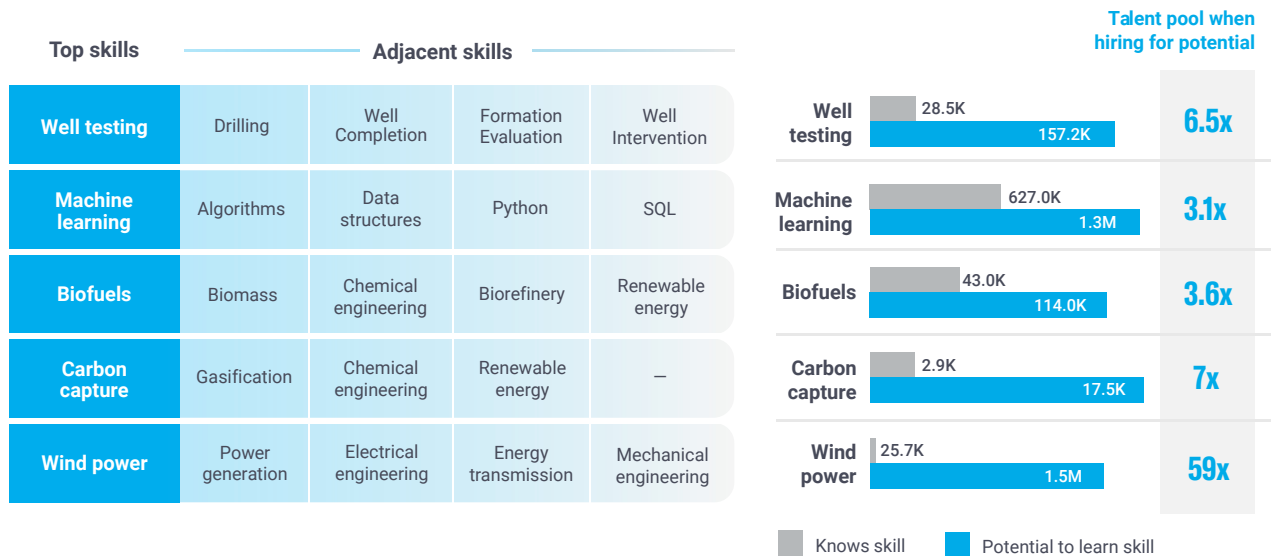


Source: Eightfold Talent Intelligence Platform

The graph above demonstrates just how much the skill set for production engineers has changed in the past decade. Talent intelligence can also tell you which roles are rising in your industry and competitors' workforces. The good news is each of those future skills can be recruited or taught.

Hire for potential

Oil & gas workforce | Potential to learn based on skill adjacencies - U.S.



Source: Eightfold Talent Intelligence Platform

By looking at skills adjacencies, you can see which candidates have a high aptitude for learning future skills. Instead of taking someone’s résumé at face value, you can hire for their potential, exponentially widening the talent pool by up to 59 times, as in the case of wind power shown above.

Develop skills-based training programs

HR leaders can hire for some of these new skills, but they can also build comprehensive training programs, including workshops, online courses, and on-the-job training, in order to develop them. Investing in your talent is an ideal way to level up your workers and build a driven workforce that will stay with you for the long haul.

Identify the right talent and transition declining positions into new careers

The next challenge is to locate talent that can be taught these skills — people who can easily upskill or reskill based on their existing skill sets. This process of upskilling and reskilling serves a dual purpose: it prepares individuals for future job opportunities and also addresses the growing skills gap.

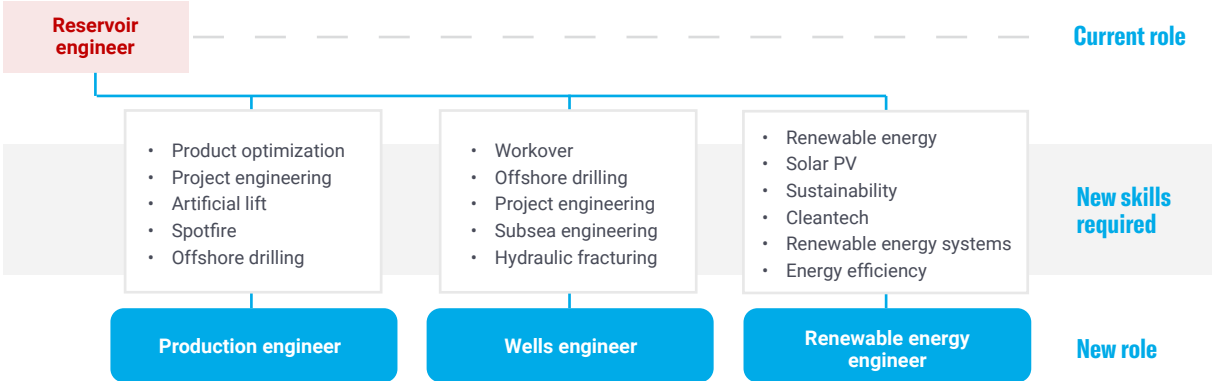
The process starts by identifying alternative career paths that declining roles can transition into by evaluating skills adjacencies

Potential alternative career paths (based on role and skills adjacencies)

Reduction in skills adjacency →

	Career path 1	Career path 2	Career path 3	Career path 4	Career path 5
Driller	Drilling supervisor	Operations supervisor	Wind - turbine technician ¹	Solar installer ¹	–
Reservoir engineer	Production engineer	Petroleum engineer	Wells engineer	Operations supervisor	Renewable energy engineer ¹
Completions engineer	Production engineer	Facilities engineer	Well integrity engineer	Petroleum engineer	Data scientist
Drilling engineer	Drilling supervisor	Facilities engineer	Field engineer	Wells engineer	Production engineer
Systems analyst	Business analyst	IT project manager	Cyber security analyst	Scrum master	–

■ Rising Role
■ Declining Role



Source: Eightfold Talent Intelligence Platform

The graphs above show different career paths to highlight the efficiency of leveraging current skills and team members in lieu of hiring new employees.

In the example of the reservoir engineer, there are a few different routes they can take, such as becoming a production engineer, a wells engineer, or a renewable energy engineer. These options give employees autonomy over their careers while helping employers acquire the right skills for tomorrow. All that’s left is to empower that employee to make the transition.

Of course, there will still be skills gaps and job vacancies, which is why it’s always important to understand your company’s skill sets in real time, so you can recalibrate your talent strategy at any moment to ensure your workforce remains competitive.

Unrivaled
talent
insights.

Extraordinary
workforce
potential.

See greatness
everywhere.

Are you prepared to thrive in the era of skills-based work?

Eightfold's Talent Intelligence Platform uses deep-learning AI and one of the world's largest global talent data sets to provide unrivaled insights into your workforce and the industry at large. Recruit talent efficiently, exceed diversity goals, retain top performers, and upskill and reskill your workforce with a single solution for all your talent needs.

Discover how we can assist you in building a future-ready workforce.

[Transform your workforce.](#)

About Eightfold AI

Eightfold AI's market-leading Talent Intelligence Platform™ helps organizations retain top performers, upskill and reskill their workforce, recruit talent efficiently, and reach diversity goals. Eightfold's patented deep learning artificial intelligence platform is available in more than 155 countries and 24 languages, enabling cutting-edge enterprises to transform their talent into a competitive advantage. For more information, visit www.eightfold.ai.