Reimagining Work
2020

How Winning Executives Are Building an Agile Workforce

CATALANT

Foreword

The Dawn of the Agile Workforce

Significant changes in labor demographics and advances in technology are leading to a remarkable transformation in how companies organize work and define what a "worker" is.

The ramifications of reimagining work are far-reaching and, in our view, irreversible. What are these changes driving us towards?

For many individual workers across the labor spectrum from shift workers to elite business consultants, these changes mean the ability to seamlessly integrate their personal and professional lives with more choice and control. See the rise of the gig economy as just one example of this dynamic. For companies, these changes signal the dawn of the radically-agile workforce: a talent strategy built on the ability to access the right people—and skills— inside or outside their company, at the right time, without the constraints of job descriptions, office walls or geographic boundaries.

Why are these changes important? They offer new solutions to challenges that are increasingly common for companies. CEOs and other corporate leaders frequently cite their inability to hire the best people, time to fill roles taking longer than ever before, and difficulty identifying and optimizing the skills of their own workforce as critical obstacles to their growth. Each of these challenges, along with many others, can be tackled differently with a move towards a more agile workforce.

In our work with hundreds of companies in the Fortune 1000, including Shell and GE, we have observed that there are several markers of companies positioning themselves effectively for this new reality. These forward-thinking companies tend to:

1. **Shift their talent strategy — and supporting infrastructure — to focus less on talent acquisition and more on talent access.** Thinking more about how to "borrow" the right skill at the right time rather than "own" the skill dramatically increases solutions available to fill skills gaps at a company. Traditional career paths just don't work anymore for some of the best talent, and companies need to adjust accordingly.

2. **Deconstruct certain jobs into discrete workstreams and projects that call for talent and expertise.** The ability to effectively match skills to projects and tasks reduces the lost productivity costs of open roles, optimizes talent mobility and engagement of employees, and rationalizes external resources.

3. **Invest in training managers on how to lead and manage teams made up of a mosaic of talent.** High-performing teams increasingly will consist of a blend of direct reports, subject matter experts borrowed internally, and external specialists needed for particular tasks. The best companies know their managers need to be ready.

4. **Understand that the most important work ongoing at their companies consists of cross-functional initiatives, not single projects ongoing within a single silo.** The challenge of breaking down silos is not to be taken lightly, but the forward-leaning companies have started to prioritize the effort.

5. **Implement a centralized platform that breaks work into its constituent activities and projects, matches work needs to skill supply, and then surfaces appropriate workers — all while providing data to inform workforce planning decisions.** The right technology can create a more level playing field for all of your workers who wish to raise their hand and demonstrate their skills for projects beyond their day-to-day responsibilities. The benefits of talent mobility for employee engagement and for the company tapping previously-unknown capabilities are significant.

The markers above are not easy to develop for companies used to operating the same way for decades. The good news is that for organizations like those mentioned above that are prepared, substantial benefits come along with this future. The difference between companies that will thrive in a radically-agile future and those that will stagnate will be stark. Put simply, those that embrace an on-demand mindset in managing their workforce will be positioned to innovate faster, compete better, and adapt more quickly to changing market conditions. Those that do not will likely fail.

Signs of this future are all around us today. We look forward to engaging with innovators like you to share what we have learned and to learn from you as we all prepare for what's coming.

— Rob Biederman & Pat Petitti

Overview

The nature of work is changing dramatically and irreversibly. The future belongs to the forward-looking enterprises who recognize these changes and adapt to them, transforming challenges into growth opportunities.

What is driving the need to reimagine work? Shifts in technology and in the ways people want to work are leading the charge. Emerging digital technologies such as artificial intelligence and machine learning are disrupting the workplace, eliminating entire job categories, reshifting job tasks between workers and technology and creating entirely new career paths. The word "job" is no longer relevant. Organizations reimagining work will need to embrace a productivity-oriented mindset in which tasks may be done by workers, technology or a blend of the two.

Top talent doesn't want to be "acquired" and organizations will realize more efficiency by tapping into agile talent solutions.

Talent itself wants more flexibility in how, when, where and for whom it works. Workers with the most in-demand skills, such as subject-matter experts in big data, AI or digital marketing strategies, are increasingly choosing to work on demand. Organizations will have no choice but to accommodate them, assembling teams in more agile ways regardless of whether talent resides in-house or outside enterprise walls. Indeed, from an organizational perspective, the walls between internal and external talent will need to come down, and the technology now exists to do just that. Top talent doesn't want to be "acquired" and organizations will realize more efficiency by tapping into agile talent solutions.

There are many obstacles on the way to reimagining work, including outmoded mindsets that believe full-time, internal talent is the best or only approach, a glaring lack of organizational structures to support agile talent solutions and the inability within organizations to leverage the growing supply of digital tools and agile talent. Despite these roadblocks, change needs to happen now, because the fast-moving future and increasingly competitive markets won't wait for your enterprise.

This report offers actionable solutions, suggesting five concrete steps that will help you reimagine work and embrace agile talent solutions. Organizations will need to start small, launch pilot initiatives, collect feedback and learn from their mistakes and then roll out lessons learned across the enterprise. It will not be fast and easy, but organizations can no longer afford to wait. We will show you how to fully prepare your enterprise to take advantage of agile talent solutions, offering you a competitive advantage over sluggish rivals who opt to wait and see.

This report is based on a survey commissioned by Catalant Technologies. The insights and suggestions that follow are the results of feedback from enterprise business leaders like you. We hope you can learn from their experiences and strategic visions and apply the insights that follow at your enterprise.

Part One:
Ready or Not,
the Future of
Work Is Here

Today's only constant? Change. The future has never been kind to companies who fail to anticipate it.

For the unprepared, the future is coming to disrupt your customer base, your revenue streams, your best-laid plans, your most carefully crafted strategies and perhaps your very existence. Amazon, for example, has created the future of book retail, driving once-thriving brick-and-mortar enterprises such as Borders out of business.[1] Now Amazon is seeking to disrupt food retail, healthcare, home services, entertainment and cloud computing.[2]

If you're prepared to meet challenges such as fierce competition, accelerating technological change and increasingly demanding customers, the future can be yours. But, how can your organization ensure its readiness?

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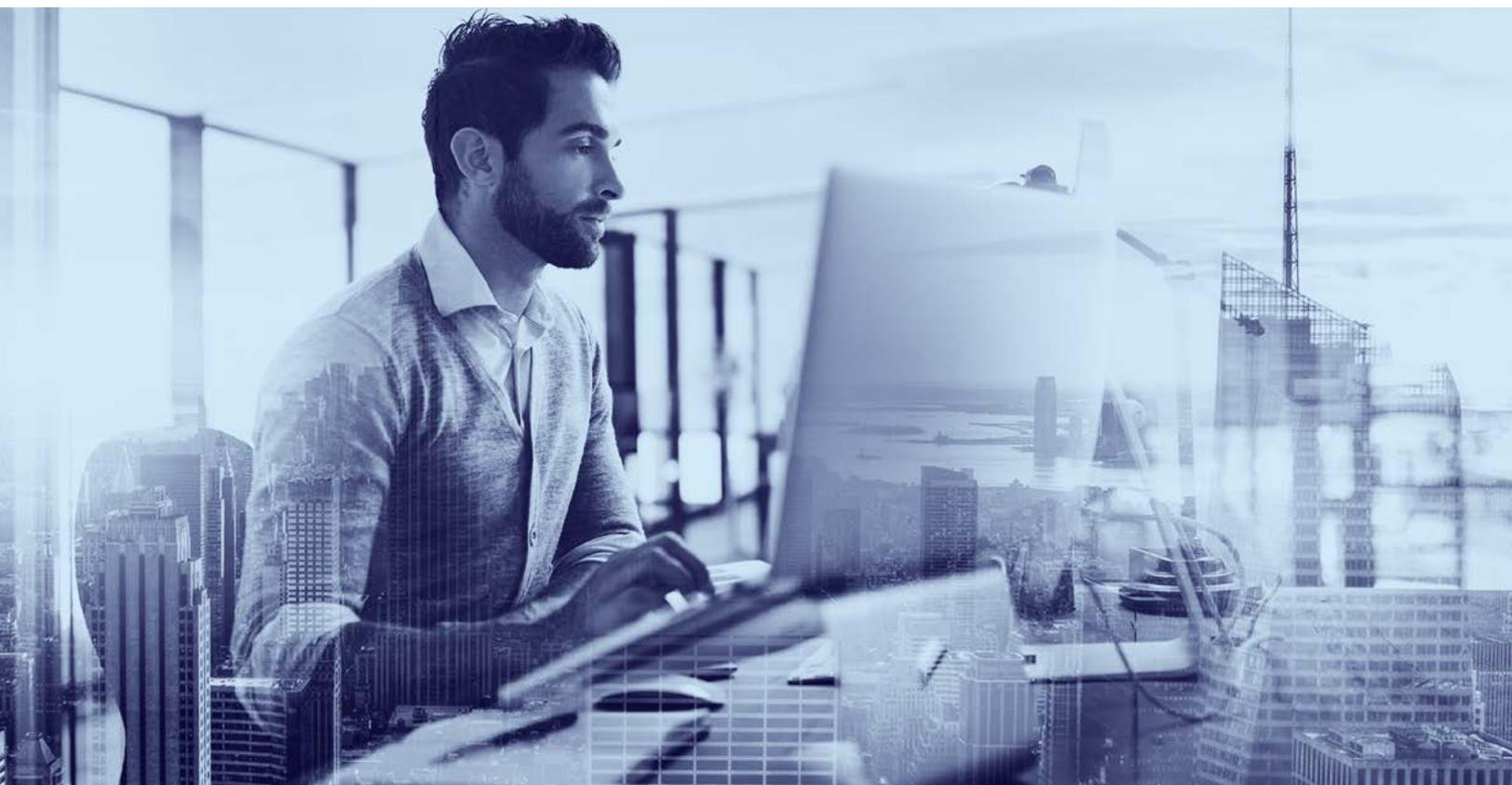
The best way to greet accelerating change is by building agility into all aspects of your enterprise — into your systems, your processes and your workforce. Technology is creating unprecedented opportunities to grow your existing capacities and innovate what you do and how you do it. It's also offering those opportunities to your competitors. One of the globe's biggest and oldest industrial enterprises, General Electric, is refashioning itself from an analog engineering conglomerate to a digital trailblazer, largely because it sees digital transformation as the future.[3] GE is proactively disrupting itself before market rivals get to it first.

If you build in agility only when you need it, it's already too late. You need agility now, and not just in your IT department. Disruption can happen overnight, as it has to countless flat-footed enterprises in multiple industries (e.g., Kodak, Best Buy, Nokia and Blockbuster).[4] Do you hear that sound? The Future of Work (FoW) is knocking.

Factors Shaping the Future of Work

The workforce is profoundly changing in ways that directly affect your enterprise's strategies and your capacity to execute on them in a dynamic, fiercely competitive business landscape. A survey sponsored by Catalant Technologies asked enterprise leaders about their attitudes concerning

Talent is becoming core to strategy for companies and HR leaders

63%

say they currently have a Future of Work program.

52%

say both the CHRO/chief talent officer and CEO are the key stakeholders driving the FoW.

the Future of Work. Results increasingly show that CHROs and chief talent officers recognize the importance of these changes happening around them and are engaged in the Future of Work. In fact, the strategic importance of preparing for this new age of workforce management has even moved CEOs to put the issue at the top of their agendas.

That said, what are some of the drivers when it comes to the FoW? **Here are three:**

1. **Accelerating skills obsolescence.** Technology is moving so fast that it's outstripping the capacity of most people (and enterprises) to keep pace. Consequently, companies will need to continuously access new, emerging skills and expertise that will likely be in short supply.[5] Accelerating skills obsolescence offers a massive dilemma: Individuals and companies may not even know which skills will be most in demand in 3–5 years, let alone be able to develop or access those skills in a timely manner.[6]

   Just as upskilling will be essential for workers wishing to remain relevant, enterprises will face challenges in obtaining the emerging, specialized skills they'll need to drive innovation, meet customer demands and execute on their strategies.[7] Whether through an investment in upskilling, tapping

external resources to access skills needed in a more on-demand fashion, or other strategies, the demands of the market are rapidly changing and the enterprise must innovate and adapt with agility.

> The pace of change in underlying technology is now so fast that organizations increasingly need to change quicker than people can change."
>
> — *Benjamin Pring*

2. **Jobs, and job titles, no longer matter.** Technology is eliminating some jobs; it's transforming others by taking on some of the tasks previously done by people; finally, technology is creating whole new categories of jobs, some of which we can't even imagine. The traditional mindset around "jobs" and "job titles" has been rendered obsolete. Companies need to instead approach work with a mindset of "tasks to be done" by workers, technology or a blend of the two. There's no doubt that, in the future, technology will be performing more tasks and people will be performing fewer, but more highly specialized, tasks.[8] Job titles no longer matter. Tasks do.

What does this mean for enterprises? They'll need agile talent solutions. As Benjamin Pring, director of the Center for the Future of Work, said in an interview: "The pace of change in underlying technology is now so fast that organizations increasingly need to change quicker than people can change. The only way organizations will be able to change is by changing their people. Gig-based models are going to be more in vogue, for both employers and employees alike, because this approach to matching supply and demand will be more efficient than traditional FTE [hiring full-time employees to close gaps] models."

The ubiquity and speed of Internet access — coupled with the emergence and widespread adoption of cloud-based collaboration tools — offer new ways for companies and talent, both internal and external, to collaborate and connect. Enabled by the digital transformation of work, the expectations that people have of their own work and how they do it are changing. Companies are struggling to keep up and keep employees engaged.

3. **Talent wants flexibility too.** Part of what's driving the FoW is talent's demand for more flexibility, especially among younger and more in-demand workers who want more choice about where, when and for whom they work, along with greater work-life balance. As every HR leader well knows, in-house FTEs (especially millennials[9]) are seeking more flexibility in learning and development, scheduling and everything else.

   Workers are increasingly taking an independent path, making themselves available on demand to multiple clients. For instance, the number of coworking spaces continues to boom globally, even after doubling between 2013 (3,400 spaces) and 2015 (7,800 spaces). A recent survey notes that the number of U.S. professionals working independently is expected to triple to 42 million workers by 2020.[10] That same survey found that 97 percent of now-independent workers **have absolutely no desire to return to traditional work.** As talent becomes more akin to free agents, companies must mirror that in their efforts to access and leverage expertise.

Building an agile workforce is a top priority for companies

Talent leaders are more than **2X** more likely to highlight the importance of "developing an agile workforce" than "investing in artificial intelligence and automation."

53%

19%

AGILE WORKFORCE

AI AND AUTOMATION
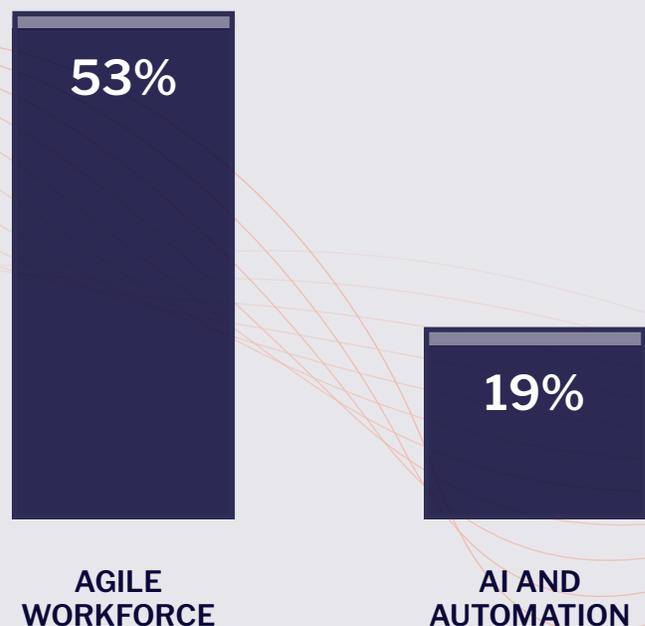
How Are Today's Companies Adapting to the Future of Work?

Enterprises know they need to be more agile, especially when it comes to developing talent solutions that tap both internal and external expertise: 84 percent of executives Catalant surveyed readily admit that great talent, new ideas and enhanced capabilities sit outside enterprise walls, waiting to be accessed. That said, there remains a massive gap between where companies should be and where they actually are. Closing this gap offers a great opportunity for forward-thinking enterprises to gain a competitive advantage.

In fact, when asked about a range of FoW topics confronting their organizations, talent leaders surveyed were more than 2x more likely to highlight the importance of "developing an agile workforce" than "investing in artificial intelligence and automation."

While some organizations have been adopting and using digital talent platforms over the last few years, gaining a level of maturity as they go, other enterprises are just getting started here despite the deepening pools of specialized talent working independently, learning and adapting along the way. Where is your enterprise on this change continuum? A laggard or in the vanguard?
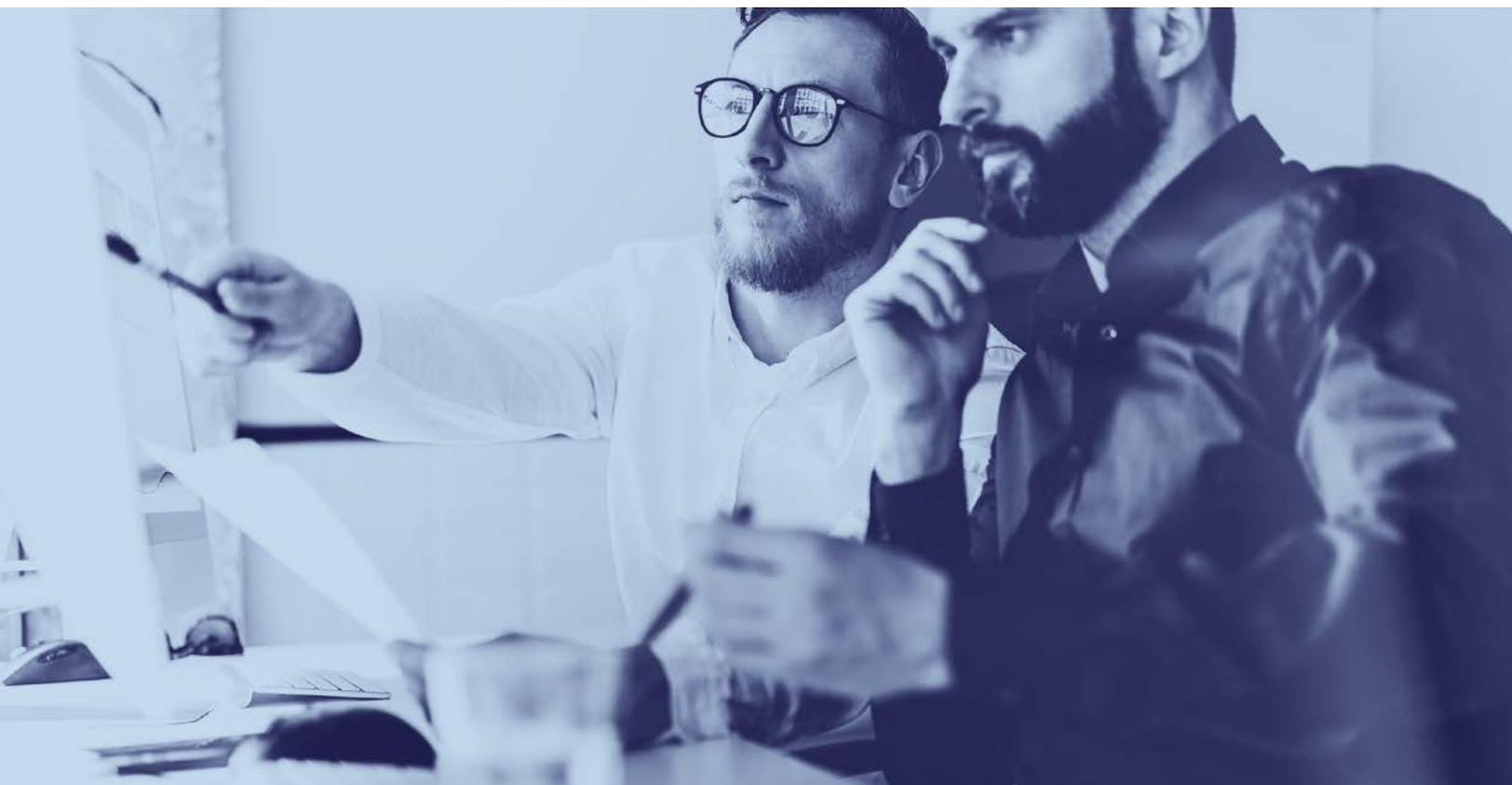
Part Two: Roadblocks on the Way to the Future of Work

Adapting to the Future of Work will take much more than just adding technology tools or gaining access to on-demand talent platforms.

It will take developing agile organizational structures that support enterprises in new ways of working and that integrate technology, business processes, systems and new mindsets. It's not just about HR, but about building strategic partnerships among multiple stakeholders inside and outside the enterprise.

The biggest obstacle companies face is inertia and falling back on traditional assumptions that say the full-time workforce is the best and only talent solution. For instance, according to Catalant's survey, 43 percent of HR leaders report that they're either "behind or way behind" in adopting necessary practices supporting the FoW. And given the pace of change ongoing around them, they are likely falling further and further behind. Removing the organization's structural barriers and putting new, supportive structures in place is the only way to realize the full potential of the FoW.

The legacy obstacles are clear:

1. **Hiring is too slow.** As any HR leader knows, the more urgently you need talent, the more challenging, slow and expensive it is to hire. According to Catalant's survey, one in two talent leaders surveyed reported that openings for critical roles remained unfilled for at least 90 days. In many instances, companies endured at least two quarters of lost productivity because of these talent gaps. When it comes to leveraging artificial intelligence or big data, it isn't just Google or Amazon that needs to bring in talent. Most enterprises are seeking to leverage these emerging technologies. The problem arrives when, say, a manufacturing firm in Ohio or a bank in Nebraska tries to hire that big data or AI expert. Can it outcompete tech behemoths for that expert's full-time services?

   Even if the Ohio manufacturer is able to attract and hire the big data specialist, it could take them more than six months to make the hire and cost the company dearly in putting together a sufficiently attractive salary-and-benefits package. The Ohio company has "won," but at what cost in lost productivity of that open role? And what about the indirect costs on those employees around the open role who likely shouldered more work in the interim? And retaining the new hire in the long term, especially when the Googles and Amazons of the world keep trying to recruit her, will pose another ongoing challenge.

Existing channels for filling talent gaps are not delivering enough value
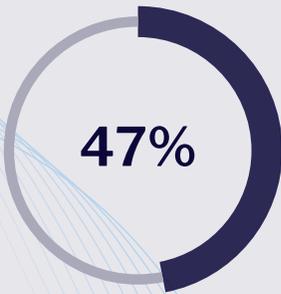
47%

of companies are taking **MORE THAN 90 DAYS** to fill critical roles.

2 / 3

executives surveyed say their companies are **OVERSPENDING ON CONSULTING**.

2. **Defaulting to big consulting is costly and often the wrong talent-sourcing solution.** Companies facing a talent gap sometimes default to big consulting firms, largely because that's often the path of least resistance. Not only might the big consultancy be the wrong tool for the job, however, but it's also the most expensive — and slowest — talent option.[11] Bringing in the brand-name, global consulting firm can be like buying a gold-plated tool set when all you need is a flat-head screwdriver.

3. **It's difficult to find the right talent solution for the job.** Precision is vital, and enterprises must be able to evaluate talent needs and find just the right tool for the job. A boutique consulting firm might be a better fit (in terms of expertise and cost efficiency) than the expensive, global brand consultancy. Or maybe an on-demand expert is the ideal talent solution. If the same big data or AI expert the Ohio manufacturer needs worked on demand, using digital tools that enable her to collaborate remotely on a project as so many specialists do today, that on-demand solution would more precisely align that manufacturer with the FoW.

   Buying and maintaining a gold-plated tool set is expensive, especially when the tools become obsolete so fast and are essentially available to rent. Defaulting to the brand-name consultancy might be exactly the wrong talent solution for your needs, and it's anything but agile or cost efficient.

Four Key Organizational Challenges to Resolve

Catalant's survey asked enterprise leaders what stood in the way of their adoption of agile talent solutions, and uncovered the following answers:

1. **Enterprises and managers are not prepared to effectively integrate on-demand talent or to manage "blended teams."** Teams and projects don't have a workable framework in place to bring in, onboard and optimally engage the specialists they access from the outside. This gap in training was the top-ranked roadblock, cited by 44 percent of respondents. Organizations that treat on-demand talent as if they were hiring FTEs are not embracing the FoW's flexible approach. Put simply, structures, processes, mindsets and systems that support agile talent solutions need to be developed and integrated within the enterprise. Imposing an FTE approach to accessing and leveraging agile talent will not, and never will, prove effective.

> Organizations that treat on-demand talent as if they were hiring FTEs are not embracing the Future of Work's flexible approach.

Existing channels for filling talent gaps are not delivering enough value

44%
of HR leaders say they **DO NOT HAVE ENOUGH TRAINING** to take advantage of the FoW.

37%
of HR leaders say they **CAN'T FIND THE RIGHT TECHNOLOGY** to capitalize on the FoW.

Moreover, enterprise managers need more training on how to deploy teams made up of both employees and external resources, as well as more training on how to find and match internal skills and internal talent for their projects. In an increasingly blended world of work, managers need to be adept at mixing people and technology and coordinating it all around enterprise goals.

As author and FoW expert Jeanne Meister explained in an interview, building agile solutions requires new mindsets and new organizational structures: "The biggest challenge for organizations in accessing on-demand talent is a lack of education and clear authority on the business benefits of agile talent and who is responsible for managing it. Is it HR, business unit leaders, procurement? Ideally, it should be a shared vision and managed in a cross-functional way, giving the organization a clear, shared vision on how and why they should access on-demand talent and whose job it is to manage it."

2. **Planning and budgeting processes are not in place to support accessing and fully leveraging outside talent, a roadblock cited by 38 percent of respondents.** Again, you can't drive change on an ad hoc, case-by-case basis, but will instead need to put supportive organizational structures and processes in place. Planning and budgeting are essential parts of that process. Start small and find what works, then scale up and across.

3. **Digital tools are not enabled.** It's not that the digital tools don't exist to support the onboarding and remote collaboration of on-demand experts, but that enterprises don't have processes and structures in place to evaluate and leverage the tech tools that already exist. Ad hoc approaches run rampant, meaning that each manager and on-demand worker makes it up as they go along.

   For example, the number of digital talent platforms is booming, but 77 percent of enterprise leaders surveyed for this report can't name more than two of them. Of all the organizations that don't use digital talent platforms, only one in four are planning to start using talent platforms in 2018, which makes little sense given the imperative to innovate solutions to their growing talent gaps. Building a portfolio approach to accessing talent allows the most forward-thinking companies to establish a virtual bench of people and skills that can expand or contract with the needs of your business. In fact, McKinsey & Company found enterprises that use digital talent platforms increase their productivity by 9 percent.[12] Why leave this enterprise value on the table? This roadblock around challenges in identifying, trying, evaluating and using digital tools was cited by 37 percent of respondents.

4. **Culture presents challenges.** It's no different whether you hire someone full time or bring them in on demand: Talent needs to understand your enterprise's mission and vision, as well as the way "things get done around here." Cultural integration matters for talent and organizations alike — 34 percent of respondents mentioned achieving the right cultural fit as a roadblock to leveraging on-demand talent.

   Author and HR guru Dave Ulrich explained in an interview: "Organizations and HR need to ensure that individual talent fits into the organizational culture. The right culture turns customer promises (reputation, firm brand or identity) into internal values and behaviors. When talent matches the right culture, firms succeed" — no matter where that talent comes from. Cultural approaches adapted from FTE/traditional HR mindsets can't simply be imposed atop agile talent solutions and the FoW.

Part Three:
Prescriptions for
Success in the
Future of Work

The steps to success described below are all interconnected. Each will allow you to gain more agility in the way you access and leverage on-demand talent.

When you have access to the talent you need when you need it, whether that talent sits inside or outside your enterprise walls, without the now-obsolete constraints of job descriptions, you're ready for the Future of Work. Getting there will take the right mindset, the right technology and the ability to assemble blended talent solutions as your needs evolve.

Five Steps to Success in the Future of Work

1. **Align the Top Team and Shift Mindsets**

   As in all change-management processes, embracing the Future of Work will take leadership buy-in and full, consistent support from your enterprise leadership team. You'll need to define what success looks like, create a plan, put structures behind it, share successes and scale up what's working.

   Here are some key tasks:

   - Form a Future of Work team and align it around a new definition of the firm that embraces talent agility. Include diverse stakeholders, such as business unit (BU) leaders, talent leaders, the CEO and external stakeholders (e.g., consultants, contractors).

   - Define what "worker" means. Think broadly about the term. Keep in mind that emerging technologies such as AI are doing more tasks traditionally done by workers. Think in terms of skills and tasks that need doing, rather than simply "job descriptions." Blending technology and workers — whether external resources or internal employees — in a dynamic way, with each doing what they do best, is what the FoW is about.

   - Begin to review your performance-related metrics and critically examine how they might be tied to outdated work mindsets, the ones we've described throughout this report. Update your metrics to better align with your goals around speed, expertise and talent agility. As your mindsets and approaches to talent change, your metrics must change too.

- Develop internal education and training materials around FoW initiatives. The more your people understand what you're doing and why it aligns with technological and gig-economy trends, the more they'll embrace your FoW efforts.

2. Assess Strategic Talent Gaps

The accelerating pace of change will widen your talent gaps. This is because the emerging skills you need inevitably lag behind the talent you have. In the face of accelerating change, you shouldn't give up on assessing your talent gaps and developing strategies to close them. Rather, you'll need to have a sense of what talent you have and what talent you need, blending that knowledge with the capacity to close gaps as they inevitably arise.

Here's how:

- Have your BU leaders review the firm's overall strategy and identify key capabilities and skills needed over the next 3 to 5 years.

- Based on an assessment of your needs and your current in-house talent, identify gaps in skills, experiences and expertise. Can your internal talent bring you where you need to go?
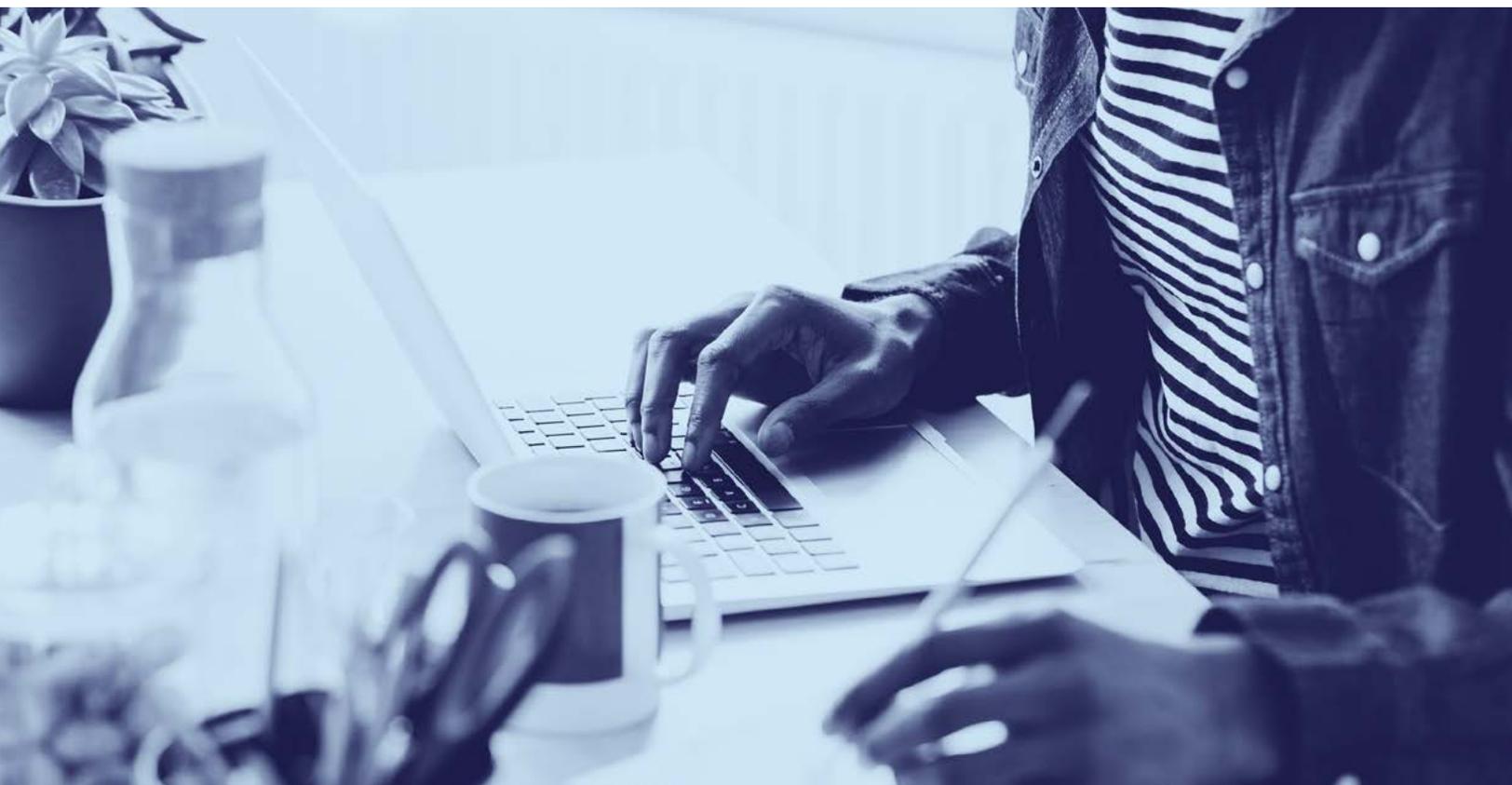
- Now that you have clear visibility into your organization's talent gaps, develop a methodology for assessing different talent pipelines. Look at all available options for accessing the talent you'll need, including big consulting firms, boutique consultants, on-demand talent platforms and agile experts.

> When you have access to the talent you need when you need it, whether that talent sits inside or outside your enterprise walls, without the now-obsolete constraints of job descriptions, you're ready for the Future of Work.

- Identify tools and technology to use internally. For instance, you should have an internal digital talent platform that allows you to scan for the skills you need for a strategic project. Certain technology tools can help you break down projects into discrete workstreams and jobs to be done. It can then align and allocate expertise, internally and externally, to meet those project needs.

  In this way, you can match needs and capacities internally, identify existing talent gaps and work toward closing them. In late 2017, the Wall Street Journal highlighted how global firms such as General Electric and Shell are leveraging Catalant's talent-scanning software internally to access the right skills for projects and teams.[13]

3. Pilot Technology Tools

Start with pilot programs or low-risk projects where you can prioritize learning. Seed teams with on-demand talent, then experiment with the best tools and technologies to onboard that external talent, communicate with them and integrate them into your enterprise's reporting and communication structures. Expect to make mistakes, integrate what you've learned into processes and systems and learn along the way.

Here's how:

- Identify technology tools that support the FoW in order to pilot and deploy them within a select area of the organization. Keep the risks low, because your focus is on learning.

- Align with selected BU leaders on giving autonomy to talent managers to move fast, enabling them to quickly use and experiment with digital tools to find the talent they need.

- Experiment with giving tools to all employees to leverage external talent needs.

- Begin to work with internal IT or technology teams to review internal tech needs and work toward getting them met.

- Based on the results of your experiments and pilots, begin to develop a FoW technology roadmap, including internal tools and external technology you can blend and integrate across your enterprise.
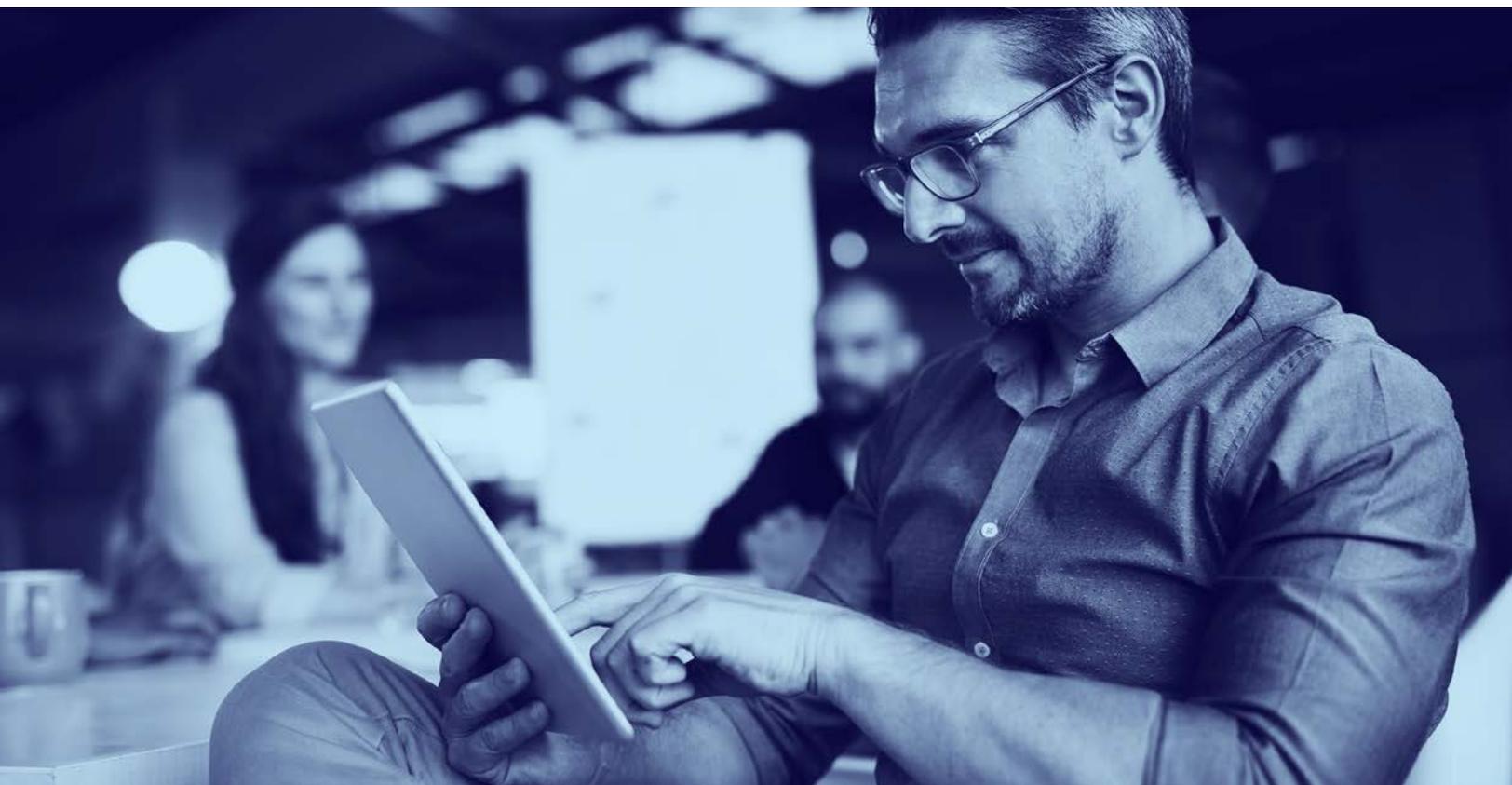
4. Launch a FoW Initiative

Try to launch your FoW initiatives with a startup mentality, giving people freedom to try things, make mistakes and see what works (and doesn't).[14]

Here are some tips:

- Based on learnings from the pilot, deploy phase one of FoW initiatives (e.g., tools, technology, training) to a broader group within the organization. You'll have a better understanding here of what works, but be ready to tweak as you take lessons learned into other business contexts and areas.

- Review, update, refine and potentially remove policies not in line with FoW initiatives. Embrace a feedback loop to connect what's needed with what's most likely to meet specific needs.

- Deploy internal and external talent tools to talent leaders and get them comfortable using them. The goal here is to give leaders full, borderless visibility into what talent is available, no matter where that talent sits. An unsiloed approach is vital if you want to embrace the Future of Work.

5. Continuously Improve and Refine

As the Nobel Prize–winning Irish playwright Samuel Beckett once advised: "Try. Fail. Try again. Fail again. Fail better each time." It's not that you're failing, it's that you're discovering your organization's true needs, scaling up what's working and scaling back what isn't. Such an iterative approach comes directly from lean/agile methodologies that prioritize taking action, collecting feedback and integrating lessons learned going forward.[15] In a world of uncertainty and constant change, this may be the only approach that can deliver success.

Here's how:

- Led by your enterprise's FoW stakeholder group, continue to review and refine FoW initiatives and make updates as needed. This is a dynamic, iterative process where one size doesn't fit all.

- Continue to invest in technology tools and experiment with different approaches, working your way from low-risk pilot projects to scaling successes up across your entire organization.

Conclusion

The Future of Work is here, and it will present numerous challenges to enterprises that are unprepared for it. While a number of legacy roadblocks remain, enterprises will need to work toward clearing them away so they can future-proof their talent strategy and open up the way for business growth.

It will take flexibility — having the right mindsets, the right structures, the right digital tools and the right partnerships — as well as learning (and applying) new ideas as you move forward. The Future of Work will benefit talent and organizations alike, enabling more agility and efficiency that's often mediated by technology. The time to get ready for that future is at hand. Is your enterprise ready?

Before we end this in-depth Reimagining Work 20/20 report, we want to leave you with something short and easy to remember. Below are seven ideas you should keep in mind as you transform your enterprise from its current state to a fully realized, agile Future of Work company.

Seven Key Insights About the Future of Work

01 Work is changing and will keep changing, driven by dramatic and irreversible trends in technology and workforce preferences.

02 This change is creating massive pressure for senior leaders to rethink and reimagine the role of talent in today's organizations.

03 Companies have started to act upon this issue, but it's still early and they have enormous obstacles to overcome in order to unlock the massive potential that's available.

04 Organizations must be driven less by lower costs and more by enabling greater access to specific expertise — whether employees or external consultants — and faster project execution.

05 Technology plays a key role, both in taking action on this change and in enabling a shift in mindset toward a talent ecosystem without walls between internal and external talent.

06 To fully realize the potential of the Future of Work, companies will have to make bold and tough changes to their internal cultures and reimagine how talent and strategy are interlinked.

07 The companies that will win are the ones that view talent and strategy as one.

About the
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About Catalant
Technologies

Catalant helps companies build an agile workforce, with technology and programs that enable them to access the talent they need, when they need it, wherever it is. Forward-looking executives partner with Catalant to transform the structure of how their companies' work gets done and the behaviors that drive or delay agile workforce transformation.

More than 20 percent of the Fortune 1000 use Catalant's best practices and platform to frictionlessly access and deploy internal and external talent, including more than 50,000 independent consultants and 1,000 boutique firms in Catalant's expert marketplace. Anonymized data from leading companies train Catalant's AI-powered talent matching and recommendation engine, inform its program design and best practices and surface counterintuitive insights that get smarter over time.

Catalant is based in Boston, Massachusetts, and serves customers around the world. Visit us at **gocatalant.com**.

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