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Revamping I&O Talent Strategy for Plugging Skills Gaps

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Infrastructure and Operations Research Team

Initiatives: [Infrastructure and Operations Leaders](#)

Jones Lang LaSalle's I&O leaders used a framework developed in collaboration with recruitment and finance teams to assess future I&O talent gaps and rapidly redirect staffing funds to critical emerging needs.

While strategic workforce planning has gradually become a common practice among Infrastructure & Operations (I&O) functions, the traditional workforce planning process does not focus on building critical emerging skills and competencies across the next two to five years. Furthermore, most I&O organizations develop workforce plans in silo, without collaborating with key external stakeholders such as HR and Finance. As a result, hiring for critical emerging skills and competencies gets delayed due to misalignment between recruitment, finance and I&O.

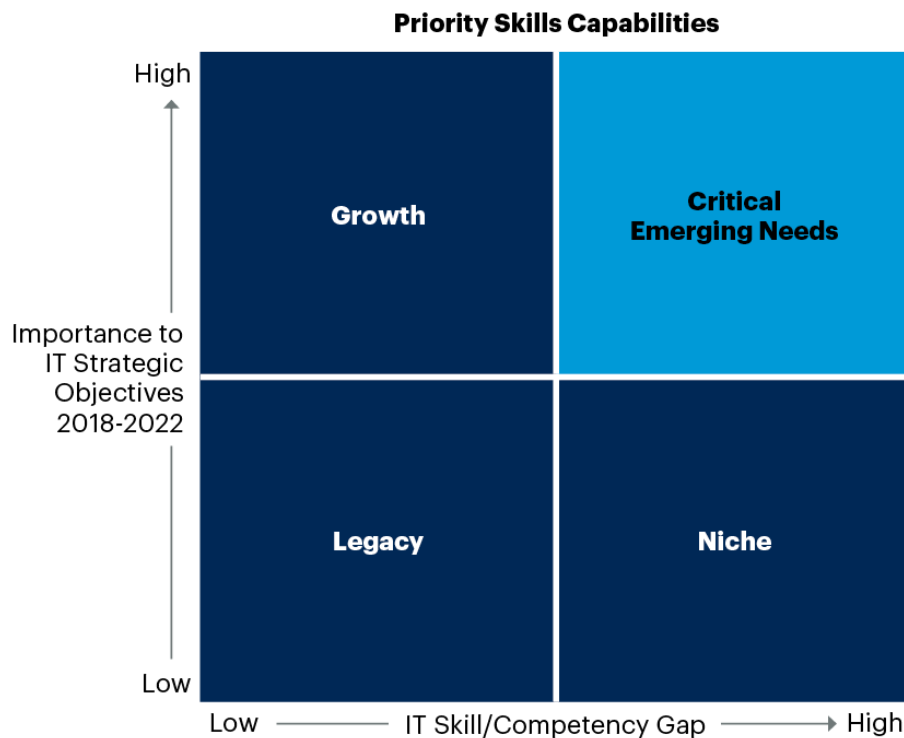
[Jones Lang LaSalle's \(JLL\)](#) I&O team looked to remediate this problem by creating a framework that enabled coordination with recruitment and finance functions. By doing so, the three functions were able to collaboratively assess future I&O talent gaps and rapidly redirect staffing funds to critical emerging needs. JLL's approach had three critical elements:

1. Prioritize Key Skills and Competencies Based on Future Demand

JLL's I&O leadership team aimed to develop a workforce planning process that looked to the critical emerging skills and competencies needed for the function for the next two to five years. They started by interviewing a variety of IT executives, such as its global head of data, architecture lead, chief technology officer and head of digital marketing (IT).

Based off these interviews, JLL's I&O team created a talent quadrant tool to prioritize skills and competencies that are critical for the future of I&O. The tool maps the needed I&O skills and competencies to the importance of IT's strategic objectives/goals for the next two to five years. Using this tool, I&O leaders determined skills/competencies that could be built (developed internally), bought (hired externally) or borrowed (hiring temporary consultants and external talent). The talent quadrants for both skills and competencies enabled JLL to rapidly focus its talent priorities towards critical emerging needs.

Figure 1. JLL's Talent Quadrant

JLL's Talent Quadrant

Source: Adapted From JLL

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2. Collaboration with Recruitment and Finance to Accelerate Hiring

Through the talent quadrant, the I&O team was able to give both the recruitment and finance teams an understanding of I&O's prioritized talent needs across the next two to five years. In turn, the recruitment team was able to develop a candidate pipeline for I&O's future talent needs, while the finance was able to readjust a preapproved budget that prioritized sourcing talent with the critical emerging skills and competencies.

3. Forward Filling for Critical Emerging Needs

The I&O team at JLL used the talent quadrant tool to implement a "forward fill strategy" to rapidly recruit external talent. As part of this strategy, the I&O team communicates with both recruitment and finance teams that a staff member is planning to depart. Through a proactive agreement between the three functions, a plan is set up to replace departing staff in the low-priority areas with roles from the top right critical emerging skills section of the talent quadrant. Resources are then reallocated to forward fill for critical talent needs even before a staff member departs. As a result, JLL's I&O team was able to accelerate hiring by dynamically reallocating resources toward the most needed skills and competencies.

JLL's initiative to revamp their talent strategy yielded several positive results. The time to fill for finding new contractors declined by 37% while at the same time JLL's days to hire went down from

48 days before the initiative to 29 days after it, representing a 40% improvement on time to fill.

Geoffrey Mecoy, Executive Director of IT Business Management at JLL, stated: “This initiative really came down to workforce planning. We use this program to encourage and engage the workforce across the firm within the context of digital and becoming a technology firm.”

To learn more about JLLs approach, read the [full case study](#).

Recommended by the Authors

[“2020 IT Skills Roadmap”](#)

Use this tool to determine the difficulty to hire and cost of hiring for the 68 most widely used IT skills in the organization.

[“2020 IT Skills Roadmap Workshop Tool: Roadmap Your IT Skills of the Future”](#)

I&O leaders can use this tool to create their own version of the IT Talent Quadrant of the 2020 IT Skills Roadmap.

[“Ignition Guide to Creating a Strategic Workforce Plan for Infrastructure”](#)

This guide includes documents that will help you identify infrastructure talent needs to meet strategic objectives, determine infrastructure talent gaps, and establish a holistic workforce plan encompassing recruitment, development, redeployment, and sourcing strategies.

[“Personalize I&O’s Transformation With Career Maps \(EY\)”](#)

See how EY created transparent and personalized career pathing plans for I&O staff to adapt to the roles of the future.

Recommended For You

[Revamping I&O Talent Strategy for Plugging Skills Gaps \(Jones Lang LaSalle\)](#)

[Transforming I&O Skills to Remain Viable Through 2022 and Beyond](#)

[Building the I&O Talent Strategy: Key Insights From the 2020 IT Skills Roadmap](#)

[I&O Leaders Should Future-Proof Team Skills and Competencies With a Skills Alignment Quadrant](#)

[Essential Skills That I&O Leaders Must Build Through 2022](#)

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Changing business and technical requirements, including the shift toward digital business and automation, require I&O leaders to evolve and advance their skills to stay relevant. I&O leaders must implement innovative strategies that embrace technology innovations to stay ahead and impact business outcomes.

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