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BY DESIGN
Can the Future of WorkPlace be a MarketPlace?
Leveraging the Power of Communities
LEADING THE EVOLVING ORGANIZATION
2017 ANNUAL CONFERENCE
TURNBERRY ISLE MIAMI + AVENTURA, FL
SHRM EXECUTIVE NETWORK
HR PEOPLE + STRATEGY

THE WORLD AROUND US

New Attitudes and Behaviors
Social Sharing
Collaboration
Mobility

Disruption in Technology
Internet of things
Big Data
Software Defined X
AR/VR

Automation
AI
Robotics
Machine Learning

Globalization
Glocalisation
Hyper Specialization

Q1. Is your business being impacted by these?

Q2. Do you need these Skills and Expertise in your organization?

HOW ARE YOU GETTING THE NEW SKILLS?

New Hires with Required Skills and Expertise?

OR

Develop Current Employees for the Required Skills and Expertise?

Tata Group

- ~150 years old
- 2/3rd shares held by Charitable Trusts
- ~100 companies
- $100+ Billion in Revenues
- ~75% from outside India
- ~650,000 employees

Tata Communications

- $3 billion in Revenues
- 73% from outside India
- 10,500 employees – 52% millennials
- Global and Distributed – Leadership, Team, Customers
- Culture: D.R.I.V.E. (Collaboration, Innovation)

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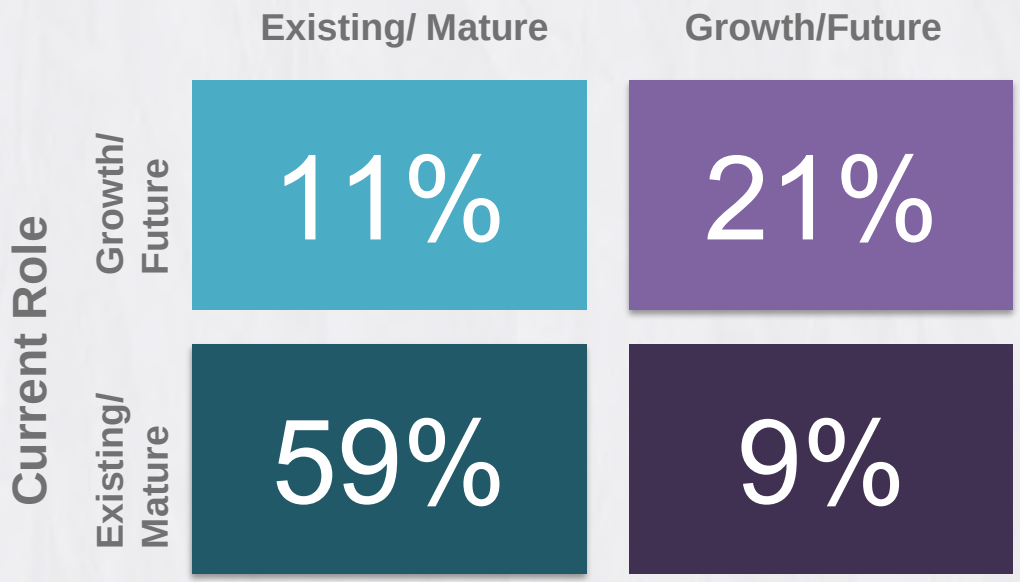
Right Skills – Right Programs Analysis

Skills/Expertise Profile



Currently the ratio is **70/30** in favor of **Mature Skills**.
For the success of new business strategy, it needs to be **40/60** in favor of **Future Skills.**

New Skills

Software/ Digitization

Consultative selling

Partnering

Solutioning

Innovation/ Transformation

There is a Huge Need to Develop the Pipeline of Future Skills

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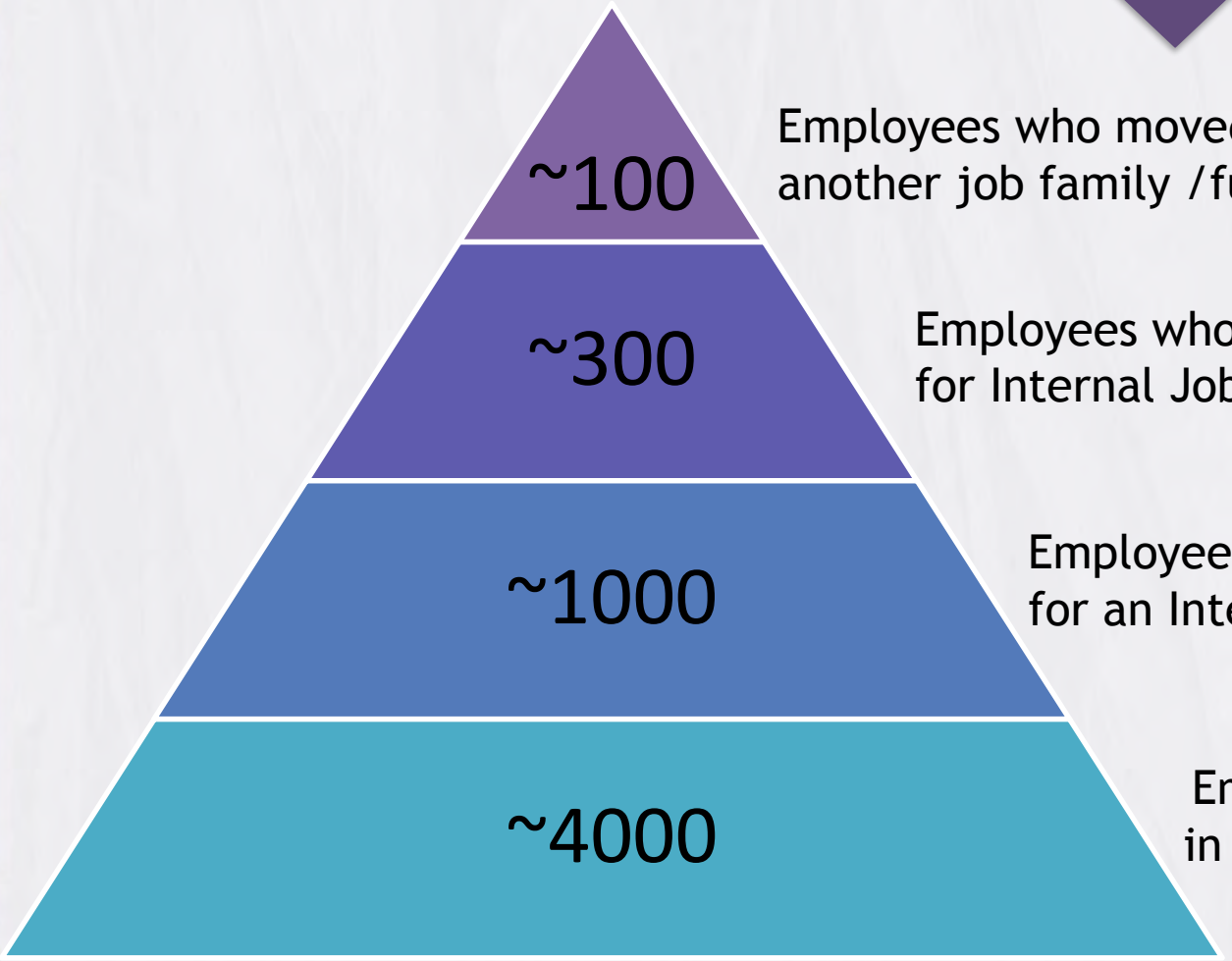
EMPLOYEES ARE LOOKING FOR A NEW JOB



Employees who moved to another job family /function

Employees who got selected for Internal Job Postings

Employees who ended up applying for an Internal Job Posting

Employees interested in changing their roles

UNMET ASPIRATIONS

MISMATCH OF SKILLS/EXPERTISE (AVAILABILITY VS. REQUIREMENT)

BIG OPPORTUNITY

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POWER OF COMMUNITIES

V/S

TECH SUPPORT
FOOD RECOMMENDATIONS
TRAVEL
FUNDRAISING

IF GIVEN A CHOICE FOR YOUR NEEDS WHO WOULD YOU RELY ON ONE EXPERT OR ON A COMMUNITY?

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THE EMPLOYEE COMMUNITY

Power of people who:
Have Ideas
Have Budgets/Big Picture
Need Talent
Are chasing a deadline

Enabling & Catalyzing

Power of people who:
Have Skills
Have Ambition
Need Learning Opportunities
Want to get recognized

The goal is to Harness the community for skills and expertise transformation within the organisation

INTRODUCING

PROJECTMARKETPLACE
THE OPPORTUNITY NETWORK

AS A PROJECT MANAGER, YOU CAN:

- Post new projects and the needed skills for their completion
- Select the right team members
- Organise and track your projects
- Collaborate and connect

AS AN EMPLOYEE ,YOU CAN:

- Search for available projects across the organization
- Contribute to projects of your choice
- Take charge of your own development
- Build networks across the globe

A Step Towards Creating a Future WorkPlace

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THE RESPONSE SO FAR

Over 4000+ unique visitors and..

1000+
Users updated their profiles with skills & other information

45
Projects posted from across the globe

500+
Have applied to projects.

170
have been selected for a project of their choice

27/45
projects have found the relevant candidates and are now active

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CONNECTING PEOPLE – USE CASES

A vice president of the information technology group was looking for someone with marketing skills to design a campaign for all their data science related product offerings
Matthew from the marketing team volunteered and got this job done in a month's time

GM, Strategy, needed a person who could do research on Sizing TCL's Target Addressable Market For Security Services In A Specific Vertical
Thian from the product team volunteered is helping him do this

The PMO of an organisation level cost saving initiative was looking for someone who could help with coding and design
Dharmendra from digital innovation with his ace coding and design skills

The CEOs office was looking for a platform to manage the Moonwalk projects (exploration & innovation) , Project Marketplace was able to map 107 people to 5 such projects

Power of community

Transparency of opportunity

Instant review feedback

Collaboration Across Borders

WHAT WORKED FOR US?

HAVING A DEDICATED PRODUCT MANAGER

Treat Project Marketplace as a consumer grade portal and work as a product manager would.

Manage future releases based on the Design Thinking Methodology

Monitor user behavior

Manage budgets & vendors

Sales , Marketing & Operations of the Project Marketplace Portal

Research and experiment new technologies and ideas

WHAT WORKED FOR US - TESTIMONIALS

NETWORK MARKETING

Hey, people you may know, are developing skills on project marketplace. Here is what they have to say!

PROJECTMARKETPLACE

TATA

TATA COMMUNICATIONS

Hey Rajeev,

People you may know from your list of business are already using Project Marketplace and posting live deals of their opportunities on the network. Share a what they have to say ...

Rashmi Pal
Deputy General Manager , TCTSL (Products)

I consider Project Marketplace as a great platform for Collaboration ,Skill Enhancement and Cross Functional working opportunity. It is a right platform for employees to tap in, delve into projects of areas of interest other than their regular day to day job. It shall also enable the person to use the skills he/she has but is not being utilized in existing job role. It is a WIN-Win situation as it serves to benefit both the company as well as the employee.
I had used the platform to take part in Mnowvalk project on Block Chains, Mowoy and Beyond. My idea to enrolling for the event was to be part of doing something different than my existing role regulars, thinking out the box and working on potential next gen technology BUZZ word Blocks
When I tried to apply on the Project Marketplace, GUI was very user friendly and I had no problem at all. This is essential for successful use of any platform as it should have minimal learning trouble. Hence I became a more regular visitor to use the platform to keep myself posted on potential new projects which come up and if I can contribute towards the same. The project I am working on is enabling me to think beyond my regular work area i.e. field of my interest which is fintech , lends more and products specifying optimal for the company and self. As an icing to the cake I get to collaborate with fellow colleagues in the same organization but different teams whom I would have probably not interacted with. It helps you to diversify your profile as your face will and you learn on the job and out of self interest instead of a training session. The roadway of Project Marketplace is also very encouraging(myself) to give some rewards points on score, only as they are open to receive feedback and the platform shall continuously evolve towards being mutually beneficial. So Project Marketplace is definitely the RIGHT CHOICE.

Invite Colleagues
Refer Colleagues

STORYTELLING

NETWORK
TRATEGY

WHAT WORKED FOR US?

INCENTIVIZING
EARLY ADOPTERS WITH MORE LEARNING OPPORTUNITIES

SHARE LEARNING WITH THE COMMUNITY
SHARE YOUR ACHIEVEMENTS WITH THE COMMUNITY

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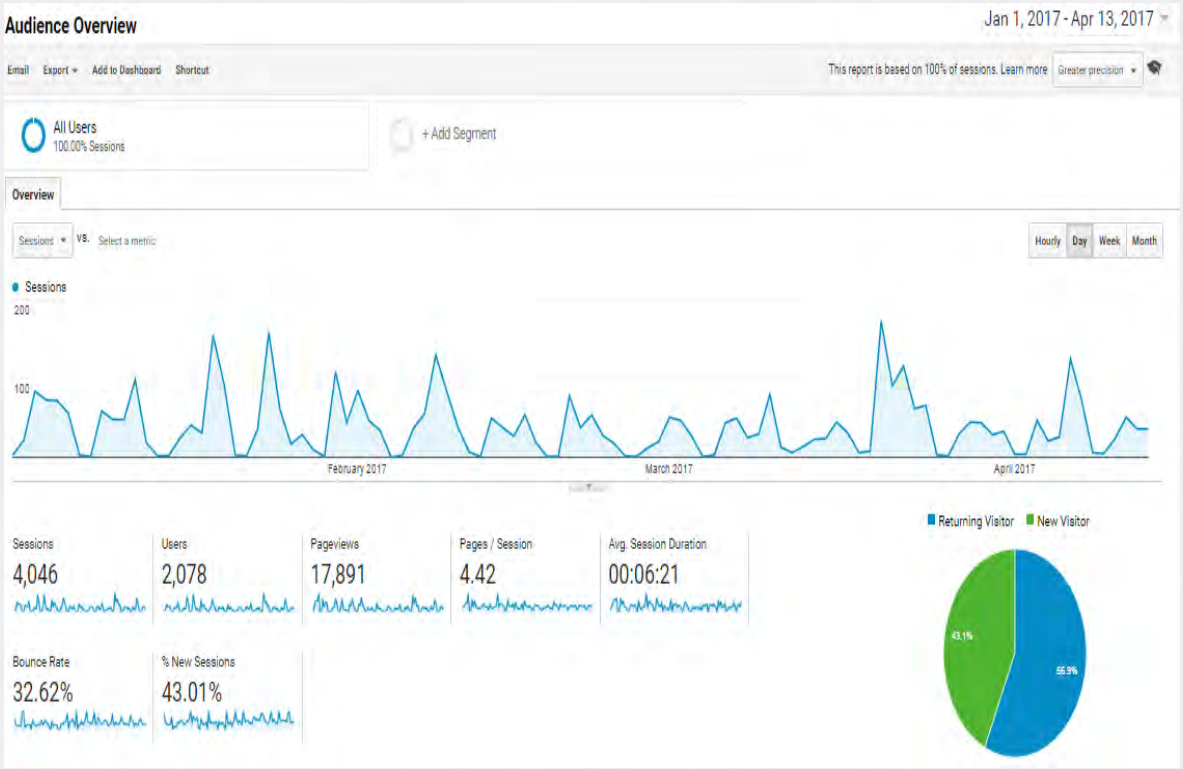
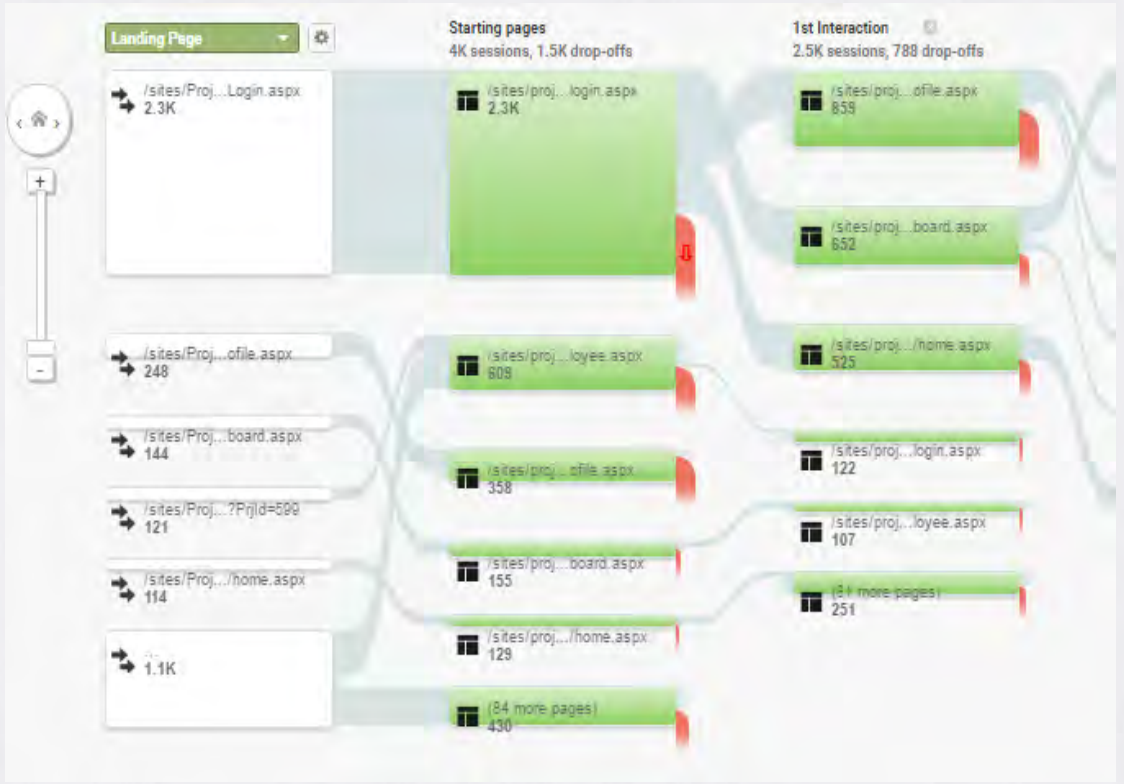
WHAT WORKED FOR US?

USING ANALYTICS TO MONITOR USER BEHAVIOR





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WHAT WORKED FOR US?

USING COMMUNITY DATA TO IDENTIFY NETWORKS

INFORMAL NETWORKS

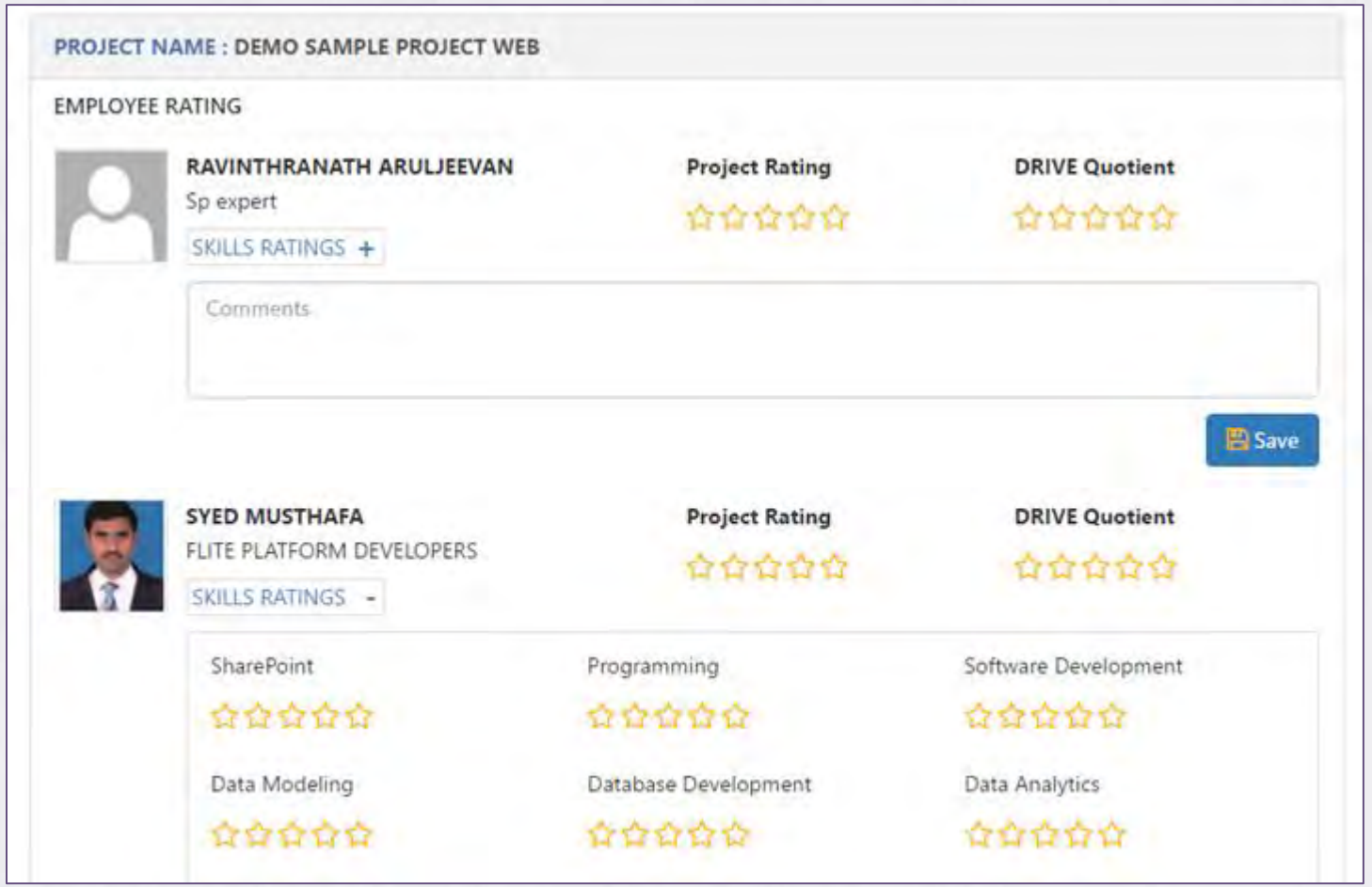
Using Referral & Invitation Data to develop and intelligent algorithm to predict “loose ties” or informal networks within the organisation that will be an ideal path for new information delivery

SKILL POOLS /SKILL NETWORKS

Creating pools of special skills like Data Science, Developers, Researchers, Analysts for instant access to resources , anytime , anywhere

WHAT WORKED FOR US?

Instant Review & Feedback



A 360 degrees review and feedback on
Overall contribution to project
Skills
DRIVE /Leadership Values

First step towards creating "expert management" database for intelligent algorithms

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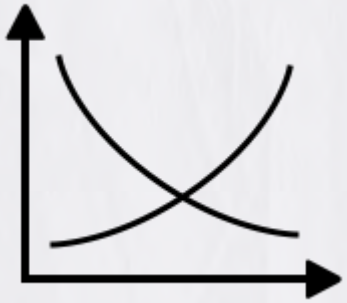
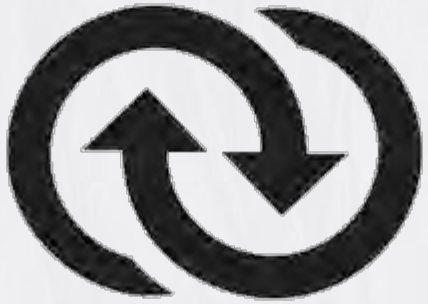
CHALLENGES AHEAD



Balancing the Demand Supply Equation

Improving the product continuously & managing release cycles



Integrating it with other elements of talent & business ecosystem

Designing a creative incentive plan that rewards skill building & social sharing

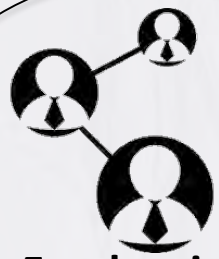
ROADMAP

Practice Based Learning

Applying varied skills to solve real world problems / Projects post classroom sessions

Customized Learning

Based on the skills I have and skills I want to learn providing customized learning opportunities across platforms



Freelancing

Bringing external Talent to join Project MarketPlace – Contribute! Learn! Earn!

Internal Mobility & Career Planning

Connecting aspirations to possibilities – based on what others have done, future needs of the company, strengths of the employee

Mentoring

Enabling social learning and expert skill based mentoring through the open network

- Launched
- Enhancing
- In progress
- Future

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IN SUMMARY

A LIKELY FUTURE WORKPLACE COULD BE A MARKETPLACE

NOT JUST FULL TIME EMPLOYEES, *BUT ALSO* FREELANCERS AND PROJECT BASED WORK

CAREER MANAGEMENT BY COMPANY *REPLACED BY* EMPLOYEES DRIVING THEIR OWN CAREERS

COMPETENCIES *GETTING REPLACED BY* EMPLOYEES' ABILITY AND QUEST TO LEARN NEW SKILLS

MANAGER DRIVEN TALENT MANAGEMENT *GETTING REPLACED BY* MARKET DYNAMICS DRIVEN BY BUYERS AND SELLERS

ROLE OF HR WOULD CHANGE

Managing→Enabling | Controlling→Supporting

HR Manager→Product Manager

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