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The Talent Currency

How Organizations Earn, Recognize and Grow Their Greatest Asset

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If talent arrives with a brand, what currency does your organization pay in?



Attract

Why would good people pick us?

Select

Do we judge skills, or titles?

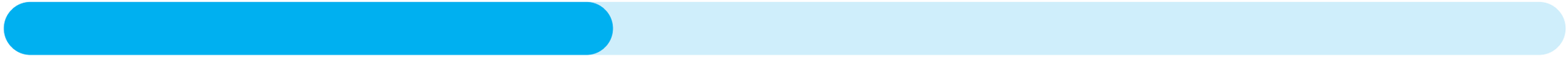
Grow

Can we build before we buy?

39%

of workers' core skills are expected to change by 2030

When skills move this fast, organizations compete for talent in three currencies.



Reputation | **Evidence** | **Mobility**

Source: World Economic Forum, Future of Jobs Report 2025

PILLAR 01 · ATTRACT

Reputation

Why would good people pick us?

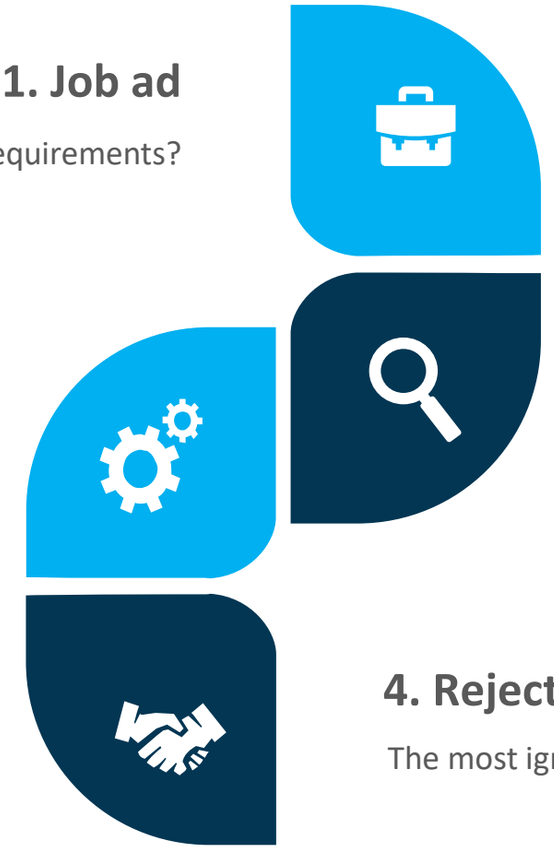
01

01 Reputation | 02 Evidence | 03 Mobility

Your employer brand is every moment a candidate meets you

1. Job ad

Five real skills, or a wish list of fifteen requirements?



2. Reply time

How many days until a human answers?

3. Interview

Has the interviewer actually read the CV?

4. Rejection

The most ignored moment, and the one people share

Next Week Action: apply to one of your own open roles under another name, and time the reply.

PILLAR 02 · SELECT

Evidence

Do we judge skills, or titles?

02

01 Reputation | 02 Evidence | 03 Mobility

Personal Story: My CV said United Nations. P&G read my skills.

THE JOB, 13 YEARS AGO

Supply Network Operations Associate Manager

0–3 years of experience

Any engineering degree

vs

MY CV AT THE TIME

Five years of experience, none in supply chain

Mechanical engineering degree, never worked as an engineer

Working at the United Nations

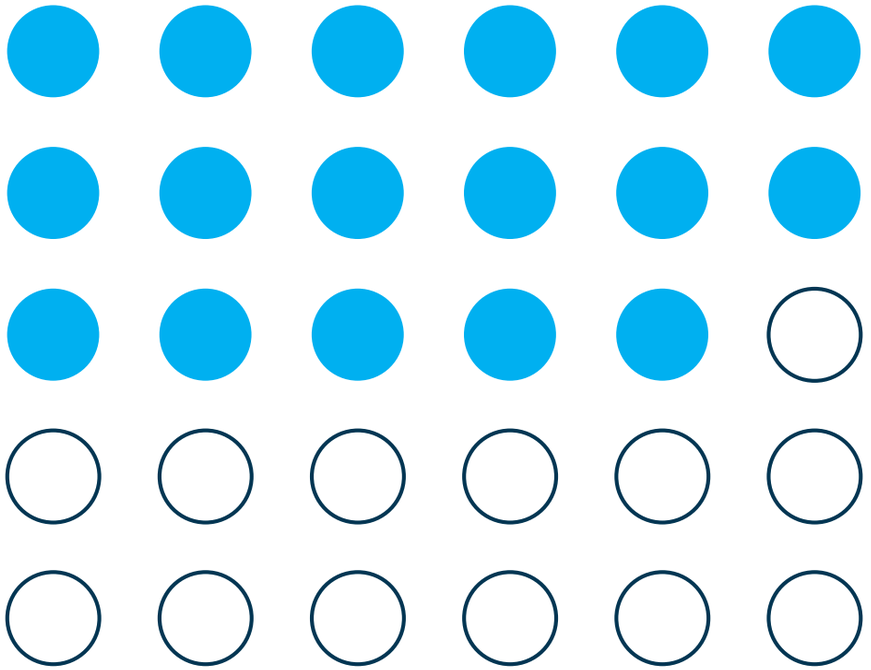
Hired through a reasoning test and published success factors, not a title match

Hire on skills and the talent pool grows about six times

~6x

larger talent pool when you search by skills instead of past job titles

My story isn’t an exception. It’s what the data predicts.



17 of the top 30 skills are shared by supply chain managers, logistics managers and demand planners

Source: LinkedIn Economic Graph, Skills-Based Hiring: Increasing Access to Opportunity (March 2025)

AI IN HIRING

Let the machine read.

Let the human decide.

AI is very good at reading hundreds of applications for skills evidence. It should not be the one who decides who joins your team.

Transparency is employer branding you don’t have to pay for

When everyone knows the rules, the right people select themselves in, and nobody can say the process was unfair.

1. **PEAK Performance Factors**
   Published for every candidate
2. **Online assessments**
   Explained before you apply
3. **Interview approach**
   Shared openly, with examples

P&G’s published hiring process, pgcareers.com

PILLAR 03 · GROW

Mobility

Can we build before we buy?

03

01 Reputation | 02 Evidence | 03 Mobility

Build before you buy: your next hire may already work for you

CASE: SCHNEIDER ELECTRIC

About half of leavers said they couldn't see a career path inside

Built an internal talent market: roles, projects and mentoring, matched on skills

Removed the manager's veto on internal moves

57%

higher retention at companies with strong learning cultures

23%

more internal mobility

Stop counting course completions. Start counting internal fill rate.

Sources: LinkedIn Workplace Learning Report 2024; Schneider Electric Open Talent Market case study (Gloat)

Put two datasets on the same screen

Learning progress

Development plans

Skill matrix

M+1 and department-head dashboards

+

Organizational health

Health or engagement survey

Scored department by department

Do the departments that grow their people score healthier?

McKinsey's Organizational Health Index counts talent development among the practices behind organizational health. Its top-quartile companies deliver about three times the shareholder returns of the bottom quartile.

Source: McKinsey & Company, "Organizational health: A fast track to performance improvement"

◆ Three questions for Next Week

Take these to your next leadership meeting.

If you can answer all three with numbers, you're ahead of most organizations in the region.

01 Reputation

What would a rejected candidate say about us?

02 Evidence

Are we hiring for titles or for skills?

03 Mobility

What share of roles did we fill from inside last year?



Closing Remark

Products and brands don't build themselves. People do. And HR decides whether those people stay, grow and give their best.

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Download the Worksheets