



## EXPERTISE AS A CATALYST FOR BUILDING A SKILLS-BASED ORGANIZATION

Companies over the last several years have been catalyzed to action to address the growing skills gap in the workforce. As existing employees' skills need to evolve to stay competitive and new employees are entering the workforce without the skills they need to be successful and meet employer expectations, companies have turned to skills and skill data as a way to gain visibility into where skill gaps exist in their organization.

Many organizations have started down the path of becoming a skills-forward organization to help answer this question with a higher level of confidence by making data-driven decisions. But the journey to becoming a skills data-driven organization is complicated, and most organizations struggle to get started or stall out at points of complexity in the journey.

One solution to get started and see results early is to, rather than define or measure every skill that every employee has, simply focus on what people are good at. This question of **identifying expertise** rather than skills allows organizations to focus their efforts early for the biggest data impact to kick off their skills-driven initiatives.

Companies have tried several different approaches to answer the question, "Who has what expertise?" in their organization. While each approach has some merit, they each also have significant potential for bias. Using biased data to make people decisions is high-risk, so organizations need to closely examine how they are evaluating expertise and proactively work to minimize potential for faulty conclusions on expertise.

To download Koreen Pagano's full report, [click here](#).