



# How to build a Skills-Based Organisation?

Become a Skills-Based Organisation in 10 steps!

Whitepaper skills

# Preface

This whitepaper explains the urgency of adopting a skills-based approach to organizing work and provides a concrete step-by-step roadmap. Its goal is to offer practical tools for implementing skills-based practices and accelerating this new way of working across the labor market.



## What is a Skills-Based Organisation?

Skills-Based Organisations (SBOs) break down work into functions, roles, projects, and tasks, and allocate talent based on individual skills and competencies.

SBOs encourage their people to develop skills and capabilities that add value both to the organisation and to the employee.

They assess each HR process to determine whether a skills-based approach can positively impact recruitment, productivity, retention, and engagement.

## Definitions

**Competence** is the demonstrated ability to apply knowledge, skills, and personal, social, and/or methodological abilities in work situations and in professional or personal development.

— *European Qualification Framework (EQF)*

**Skill** refers to the ability to apply knowledge and use know-how to complete tasks and solve problems.

— *European Qualification Framework (EQF)*

*"Skills-based organising is a way of working where talent is deployed based on individual capabilities rather than fixed job profiles.*

*It focuses on maximising the potential of employees by breaking down work into tasks and projects, ensuring the right skills are applied at the right moment."*

# Why skills-based?

A skills-based approach offers a solution to the mounting pressures faced by organisations today.

By organising work around skills rather than fixed roles, organisations can respond more quickly to change, automation, and technological advancement. This results in a more agile deployment of talent—both internally and externally—which is essential in an increasingly complex labour market.

Moreover, a skills-based model enhances talent attraction and retention. Employees gain more opportunities for continuous development and can contribute more effectively to projects that align with their strengths. When people work on tasks that match their competencies and interests, it boosts engagement, motivation, and productivity.

In a market where 25% of required skills have changed since 2015—and CEOs are increasingly concerned about the growing skills gap—it's time to embrace a future-focused way of organising work.

Skills availability

# 79%

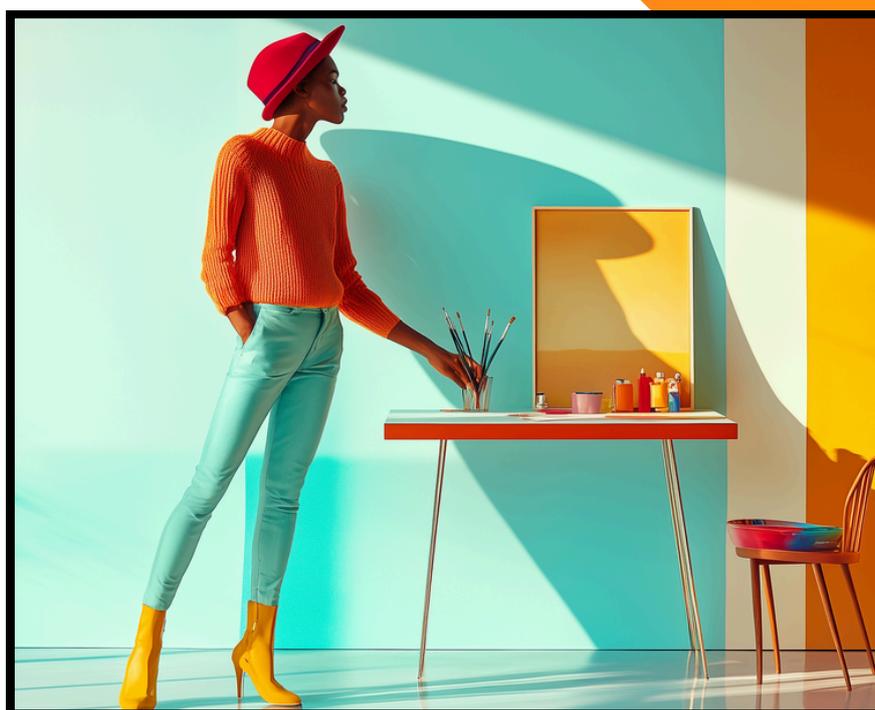
... of CEOs are concerned about whether their organisation has the necessary skills for the future.

— PWC report, New World New Skills

# 25%

... of job skill sets have changed since 2015. This number is expected to double by 2027.

— World Economic Forum



**1**

## Inspiration

Start with a session to explore the possibilities of skills-based working. Discuss what it could mean for your organisation and conduct a short survey to assess the potential and readiness within your team.

**2**

## Feasibility and Value Analysis

Before getting started, it's essential to understand the current state and potential of skills-based working within your organisation. Analyse the benefits, potential barriers, and overall impact.

**3**

## Skills Solution Architecture

Evaluate your existing HR technology and processes. Identify which systems require adjustments or upgrades to fully support effective skills management.

**4**

## Design a Skills Framework

Determine which skills are currently present within the organisation and where the skill gaps lie. Think in terms of a skills inventory, taxonomy, and ultimately a comprehensive framework.

**5**

## Pilot Skills Mapping

Test the framework in a defined pilot. Identify and analyse skill gaps within a specific team or department, and use these insights to further refine and improve the framework.

6

## Organisational Impact and Change

Examine how the transition to skills-based working affects your organisation's structure, culture, and processes. Develop a change management plan to ensure a smooth and successful transformation.

7

## Skills-Based Workforce Planning

Integrate the skills framework into strategic workforce planning. Ensure your organisation remains agile and meets future goals by placing skills at the core of your talent strategy.

8

## Skills-Based Recruitment & Internal Mobility

Restructure recruitment and mobility to make skills the driving force. This enhances inclusivity and accelerates the talent matching process.

9

## Learning & Development Programmes

Develop personalised learning pathways based on the defined skills. This ensures that development is seamlessly aligned with organisational goals.

10

## Performance & Rewards

Continuously monitor performance and skill progression. Use these insights to create transparent and fair reward models, and to actively promote skill development.

# Impact in numbers

**Business case**

The lagging and leading indicators are based on a combination of scientific research, case study analysis, and the hands-on experience of ImpactWork’s consultants.

The outcomes reflect average effects and may vary in practice depending on the sector and type of organisation.

We’ve developed three business case scenarios to illustrate the full range of potential impact.

KPI	Conservative	Average	Optimistic
Employee Engagement	+5%	+10%	+15%
Skills Match %	+5%	+10%	+15%
Internal Mobility	+10%	+15%	+20%
Employee retention	+5%	+10%	+15%
Time to Hire	-5%	-10%	-15%
Cost per Hire	-5%	-10%	-15%
Productivity	+5%	+10%	+15%

**Leading**

**Lagging**

KPI	Conservative	Average	Optimistic
Employee Retention	5%	+10%	+15%
Time to productivity	+10%	+15%	+20%
Productivity per empl	+5%	+10%	+15%
Time to Hire	-5%	-10%	-15%
Cost per Hire	-5%	-10%	-15%
Productivity	+5%	+10%	+15%
Absence	-5%	-15%	-25%

# Example Case - Solar panel factory

The solar panel factory "De Zonneweide", an organisation with 1,000 employees, was struggling with high costs due to staff shortages, absenteeism, and inefficient recruitment processes. By implementing a skills-based approach, the organisation was able to effectively tackle these challenges.



Categorie	Impact / Jaar
Productiviteit	€15.500.000
Employee Retention	€2.000.000
Time to productivity	€1.626.923
Time to Hire	10% sneller
Cost per Hire	€290.000
Internal mobility	€180.000
Absence	€144.375
Training completion percentage	€125.000
<b>Total Impact</b>	<b>€19.866.298</b>

*\*calculated with average effect*

## Impact

The greatest impact comes from increased productivity (€15.5 million), followed by improved retention (€2.0 million) and reduced time to productivity (€1.6 million).

Impact will vary by organisation. That's why we recommend developing your business case with guidance from an experienced expert.

## Case data

Workforce size	1000
Employee retention	800
Cost per employee leaving	€ 25.000
New hires	200
Recruitment cost per new hire	€ 10.000
Internal mobility	120
Average employee salary	€ 50.000
Average weekly employee cost	€ 1.731
Average employee output value	€ 100.000
Time to productivity	20
Absenteeism rate	6%
Absenteeism	60
Absenteeism cost per employee	€ 12.500
Employees receiving training	500
Training completion rate	50%
Training cost per employee	€ 2.000

*Do you want to see more cases?*

*Contact us or take a look at [www.impactwork.io/cases](http://www.impactwork.io/cases)*

# Our Team



## Jildert Huitema

### Co-founder

With over 15 years of experience in digital transformations within the labour market, I serve as a strategic sparring partner for many of our clients. My expertise spans data strategy, customer experience management, employer branding, labour market challenges, talent acquisition, and marketing.



## Rogier van Hamburg

### Co-founder

With over 15 years of international and domestic experience in HR strategy, digital transformation, and HR transformation, I help clients design and implement HR strategies that align with the Social Development Goals (SDGs).



## Lisa van Kaathoven

### Project manager & Sustainability Consultant

With a background in Global Business & Sustainability, Project Management, and Digital Marketing Strategy, I help companies effectively tell their story, shape sustainability HR strategies, and translate them into concrete actions and plans for tangible results.



## Jaap Jan van Assen

### HR Strategy Consultant

With over 15 years of experience working with HR-tech providers, I focus on developing scalable business models that meet human needs. My work is centered on driving growth and impact in HR-tech through a human-centric approach.



## Job Hiemstra

### HR Consultant

With my background and experience in HR, combined with my passion for creating a more positive and inclusive labour market, I help companies improve sustainable employability, workforce development, and HR strategy and planning.