



SkyHive

CASE STUDY

Reimagine talent mobility and unlock human potential

A pioneering project in collaboration with Unilever,
Walmart, World Economic Forum, and Accenture

The Challenge: A workplace changing **faster** than people do

The need to continually refresh skills and stay relevant for the future of work is top of mind for everyone. The upheaval brought on by the COVID-19 pandemic further crystalized an urgent and complex global employment challenge: how to prepare people for the future of work in ways that serve individuals, businesses, and communities.

The global Consumer Industries community of the World Economic Forum recognizes the need to advance the agenda for workforce transformation. Through a series of dialogues from 2019-2020, the Consumer Industries Task Force on Future of Work developed a roadmap to shift employees from declining/no-growth jobs to emerging/high-growth roles through reskilling and upskilling.

As co-chairs of the Consumer Industries task force, Walmart and Unilever initiated a collaborative, cross-industry pilot program to figure out better, smarter ways of preparing people for new career paths based on their interests and skills. After a rigorous evaluation process, Accenture and SkyHive were brought in to lead a pilot program to test three core hypotheses with the central thesis of creating new opportunities through skills.

SkyHive: Optimize talent mobility and unlock **hidden pathways**

SkyHive uses **Quantum Labor Analytics** to automate skill-based proximity analysis and identify new career pathways at scale, opening the plethora of possibilities for today's workforce.

SkyHive first identifies an individual's existing skill set, skills required for emerging roles, and specific skills that need to be acquired to move from a declining role to an emerging role. It then builds personalized reskilling pathways with targeted learning content to bridge the skill gaps.

Proving out the hypotheses: Creating possibilities through **skills** instead of **roles**

To start, Unilever and Walmart identified several roles within the respective organizations from locations spanning North America, Europe, and Latin America. SkyHive and Accenture broke down each role into a collection of clearly defined skills. Coupled with real-time, geo-targeted labor market data, SkyHive determined where the skill gaps were between roles in the context of broader labor-market shifts. This finding allowed the team to curate learning pathways between roles and, in doing so, ultimately prove out three hypotheses the project set out to address.

1. Is it possible to identify and unlock hidden skills?

SkyHive has found that when people self-report on their skills, they impose limitations. They'll identify 11 skills on average for the particular role they hold. Using SkyHive, however, that number jumps to 34.

The data also found that, in some cases, a person would only need to pick up a few additional skills to switch disciplines entirely—which wouldn't be possible without the AI component identifying the skills people don't realize they already have.

2. Are there more innovative ways to prepare people for the future of work?

Using SkyHive's skill matching between roles, Accenture identified key skill gaps and built reskilling pathways with learning content and experience design components that prepare people for readiness in new roles. This demonstrated that using proximate-skills data, pathways are viable and it's practical for companies to support them. On average, the pilot showed that people could be reskilled for new roles in completely different functions in just six months' time.

At Walmart, for example, an IT manager can move to the role of product manager, as there's already a 50% match on the skill sets required. In Unilever's case, there is a 63% skills match between the inventory replenishment manager role and an e-commerce manager. In both cases, the skill mapping showed that the transitions are not only feasible but are atypical pathways that many workers wouldn't have intuitively identified.

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That's been an exceptionally powerful insight - you need the AI to show you what's possible. This opened our eyes to work with our people to help them consider different opportunities in line with their passions and strengths that they may have considered out of reach previously.

- Patrick Hull, VP Future of Work, Unilever

3. Do viable pathways exist for people to move between organizations?

The skill mapping also showed that there's likely a smooth transition from manufacturing roles to jobs in green energy, such as solar installers. It doesn't seem intuitive at first, but through the lens of skills, we can quantify and show that the skills and attributes are similar.

Pathways were also identified between roles at Walmart and Unilever, proving that people can move between organizations, within and across industries based on their skills, not their past roles.

Reskilling at scale requires the blending of **art** and **science**

While the pilot proved the importance of data in preparing people for the future of work, there's still the human element to consider:

Employers need to understand what people actually want to do, what is their purpose and passion, and then support them to embark on unexpected pathways. That's the art of upskilling efforts that can't be overlooked, no matter how strong the science is in presenting new possibilities.

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SkyHive breaks barriers to human potential by empowering individuals to recognize all that they are capable of and opening up new possibilities. But advanced technology can only take us so far on this journey; it plays a critical role in revealing the innovative and new models that practitioners must evolve to build an inclusive future of work for everyone.

- Sean Hinton, Founder and CEO, SkyHive



A **bright** path forward

By approaching the idea of skill transferability in a new way, Accenture and SkyHive were able to provide both Unilever and Walmart with a deeper understanding of the power and capability they have to address the skilling challenges of the present and future—within and beyond their organizations.

This first-of-its-kind cross-industry collaboration set an example that other organizations can emulate and, ultimately, put into action. We envision a future in which this new data-and AI-driven approach to upskilling and reskilling is widely embraced, and where more organizations can begin developing learning pathways for their people—and provide a sustainable, fluid, ever-evolving network of opportunity. Collaborations and alliances within and between organizations could—and should—emerge, and quickly make talent development and mobility key drivers of strategy and growth.

Read the full report on this project [here](#).

About **SkyHive**

At SkyHive, our purpose is to democratize labor opportunities around the world so that we can all benefit from a more capable workforce and a more efficient global economy. We've built the world's only **Quantum Labor Analytics** platform to optimize human economies in real-time for companies, communities, and countries. Essential to global economic empowerment, SkyHive allows people to future-proof themselves and their workforce faster than ever before. By marrying economic theory with workforce modeling and human analytics, we illuminate the reskilling journey and provide customers with a capable and future-proof workforce that closes the skills gap with speed and efficiency unleashing human potential for individuals, organizations, and governments.

To learn more, visit www.skyhive.io