

# SKILLS LITERACY™

## THE NEW COMPETITIVE ADVANTAGE

Your playbook for building an agile, skills-rich workforce fit for the future



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“Without visibility into your people’s capabilities, workforce strategy becomes guesswork. That’s no longer sustainable.”

***Josh Bersin, CEO of The Josh Bersin Company***



# What we'll cover

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## Who This Playbook is For

You're a senior people leader charged with solving increasingly complex workforce challenges—fast.

**You need to:**

- Present credible insight to exec stakeholders
- Drive operational transformation with measurable ROI
- Build resilience into your organisation's talent strategy
- Align with business goals and navigate cross-functional priorities

This playbook gives you the strategic model, tools, and data to do exactly that—with a clear path to skills literacy (and liquidity).

# From our CEO



## Joseph Williams

In case you haven't noticed, the game has changed.

The old HR playbooks weren't built for today's working world – where teams are spread out, tech is BAU, and everything moves *fast*. We need new ways of thinking built on consistent, enhanced data.

It's no longer enough to rely on disconnected systems and outdated strategies. When your people data is fragmented, your decisions will be too. And in today's climate, accuracy, agility, and adaptability aren't "nice to haves" – they keep your business moving.

At Clu, we got tired of seeing fear-based tactics from big consultancies, always pushing the next £££ playbook. So, we did something different.

We made ours free – and we're giving you everything you need to build a skills-literate workforce that's truly fit for the future. Let's stop guessing, start seeing clearly, and create people strategies that actually work.

**You've got this – and we've got your back.**

**53%**

of CEOs believe their orgs won't survive the decade  
PWC '24



**81%**

of executives now see Talent as their number one priority  
KPMG '22



**75%**

of companies don't successfully link skills to business strategy  
BCG' 23



# Section 1: Introduction

The way we think about workforce strategy is undergoing a fundamental shift. Skills, not roles, are fast becoming the unit of value in modern organisations.

Leaders who can see, understand, and mobilise skills across their workforce are gaining a significant competitive edge—and those who can't are falling behind.

This section unpacks what skills literacy means, why it matters now more than ever, what's at risk if you ignore it, and how to build a practical path forward using Clu's Workforce Evolution Maturity Model.

## What is Skills Literacy?

Skills literacy refers to an organisation's ability to understand its workforce's real-time skills makeup, identify gaps and surpluses, and act quickly to reallocate, upskill, or hire to meet strategic needs.

Think of it as how easily and effectively your organisation can flow skills to where they're needed—whether that's to power a new product, support a transformation programme, or fill an emerging gap due to attrition or AI displacement.

It's not about having a static skills taxonomy or running an annual talent review. It's about dynamic visibility, data-informed planning, and operational adaptability across functions and roles.

Skills literacy is your organisation's ability to:

- **Understand** what skills you have and what you need
- **Respond** to change without delays or disruption
- **Adapt** talent strategies in real-time with confidence

It's what turns workforce planning into a competitive edge—because in a world where AI, automation, and shifting expectations are the norm, adaptability is the only solution.

"Skills are the new currency—and the ability to move them around your organisation is what sets the leaders apart."

**Laszlo Bock, former SVP of People Operations, Google**



## Why Now?

Great question. We understand that there are increasing priorities on your plate just across BAU, so there's got to be a big reason why we think this should be on top of the pile.

There are three macro forces driving the urgent need for skills literacy:

### The Acceleration of Change

- **53% of CEOs believe their business won't survive the decade** without transformation (PwC, 2024)
- **Technological disruption**, particularly GenAI, is reshaping jobs faster than L&D or HR can currently respond



### The Collapse of Linear Careers

- **Traditional job progression is being replaced** by fluid, skills-based career paths
- **61% of employees say their skills are underused** or misaligned with their current roles (LinkedIn, 2024)



### The Cost of Hiring vs. Redeployment

- **External hiring is, on average, 2.5x more expensive** than reskilling or redeploying internal talent (Bersin, 2023)
- **Internal mobility is up to 64% higher** in companies with high skills transparency (LinkedIn, 2024)



The pressure is especially high for HR leaders: You're expected to build a workforce that's more agile, inclusive, and efficient—without increasing headcount or spend.

**That's not possible unless you have the ability to see and mobilise skills across the organisation in real-time.**

## Risks and Benefits of (In)Action

Skills literacy doesn't just make HR more efficient—it makes the entire business more resilient and better able to navigate complexity. So, what are the risks of inaction and what benefits does building skills agility in your organisation bring:

### 01 Retention risk

Employees leave when they can't see growth or mobility



### 01 Stronger engagement

Employees are more motivated when they know their skills matter



### 02 Underutilisation

Wasted potential of employees with hidden or misapplied skills



### 02 Strategic confidence

Leaders know what capabilities exist and where to invest next



### 03 Compliance exposure

Higher legal and reputational risk, especially under AI regulation



### 03 Future-readiness

Resilience in the face of tech change, re-orgs, or new markets



### 04 Cost inefficiency

Increased external hiring and duplicated L&D spend



### 04 Faster, better decisions

Skills data reduces guesswork in planning and hiring



### 05 Strategic drift

Inability to resource critical transformation programmes effectively

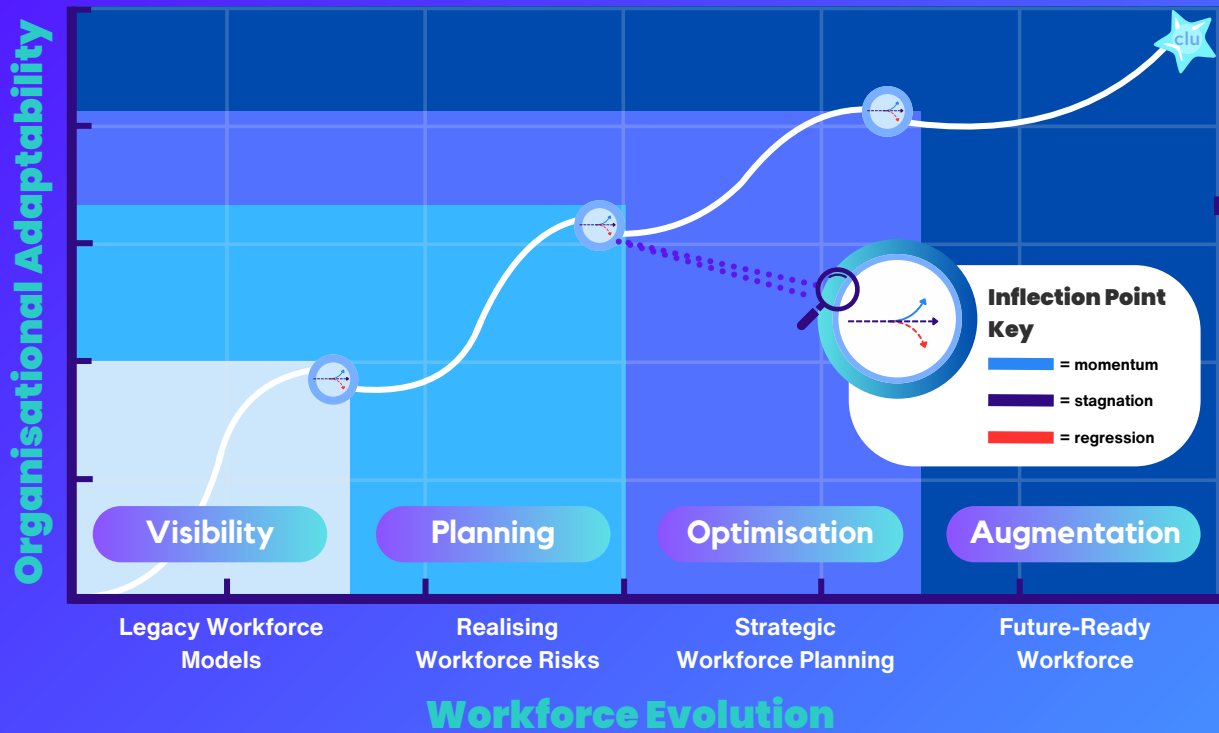


### 05 Improved ROI

Reduced time-to-fill and increased internal mobility



## Mapping your Skills Literacy evolution



To help leaders track their progress on the journey to building an agile workforce, we created the **Workforce Evolution Maturity Model**.

This framework maps the journey from legacy workforce models to Skills Literacy a future-ready state, highlighting key stages from visibility to augmentation.

It provides a structured path for transformation, which, in our experience, is crucial for long-term success.

“If we don’t upskill, we stand still. And standing still in this economy is the fastest way to fall behind.”

**Leena Nair, CEO, Chanel**








## What are the stages?

Each stage includes critical capabilities and data foundations. Trying to “skip ahead” without building these foundations leads to friction, poor adoption, and wasted investment.

Stage	Primary Focus	Outcome
<b>Visibility</b>	Seeing what you've got	Clarity on current skills, gaps, and surplus areas
<b>Planning</b>	Understanding what's needed	Strategic workforce plans aligned to business goals
<b>Optimisation</b>	Confidently making data-backed changes	Redeployment, upskilling and hiring become efficient
<b>Augmentation</b>	Being able to make quick and accurate people decisions	Skills data flows into all key people decisions

## How do you know when you're ready to progress?

- 
**From Visibility to Planning:** You've mapped 70%+ of job families to detailed skill profiles.
- 
**From Planning to Optimisation:** Your teams can actively scenario-plan workforce changes using skills data.
- 
**From Optimisation to Augmentation:** You're ready to embed skills data into systems like ATS, LXP, HRIS, and finance models.

## Understanding Skills Frameworks

This framework shows how raw skills build upward into job architecture and workforce strategy, allowing organisations to zoom in for individual development—or zoom out for capability planning, mobility, and industry alignment.

### 1. Skills

**Definition:** Discrete, observable abilities or knowledge areas.

**Examples:** Active listening, JavaScript, Data Analysis, Presenting

- These are the smallest units of capability.
- Can be behavioural, technical, digital, or transferable.

### 2. Skills Clusters

**Definition:** Related skills grouped into a meaningful functional area.

**Examples:** Project Management, Customer Insight, Digital Fluency

- Used for planning, assessing, and analysing learning needs.
- Represent real-world capabilities that show up together in jobs.

### 3. Capabilities

**Definition:** A broader business function or outcome enabled by one or more clusters.

**Examples:** Change Delivery, Customer Engagement, Leadership

- Capabilities align to business priorities and cross-functional needs.
- Often used in strategic workforce planning and org design.

### 4. Roles

**Definition:** A defined position within an organisation that requires specific capabilities.

**Examples:** Data Analyst, Marketing Manager, HR Business Partner

- Roles are structured by core and adjacent capabilities.
- Improved hiring, performance, and internal mobility decisions.

### 5. Job Families

**Definition:** Groupings of related roles based on shared functions or specialisms.

**Examples:** Finance, People & Culture, Engineering, Design

- Used in organisational structure and compensation benchmarking.
- Enables workforce mobility and dynamic career pathways.

## Why A Skills Framework Matters

Before you can do anything meaningful with skills—whether that’s improving hiring, enabling internal mobility, or future-proofing your workforce—**you need to understand how skills work together.**

Skills don’t exist in isolation. Like words form sentences and sentences form stories, individual skills group into patterns. These patterns help people do jobs, drive business outcomes, and evolve as industries change.

When you understand how skills connect—into clusters, capabilities, roles, and beyond—you can plan better, hire smarter, and act faster.

This layered view also gives you the foundation to build a:

- **Structured skills taxonomy:** a clear list of all the skills that matter to your organisation, and then a,
- **Dynamic skills ontology:** a system that shows how those skills relate to each other, to jobs, and to learning opportunities.

These aren't just technical terms—they're the backbone of every successful skills strategy.

Here’s what this unlocks at each stage of workforce maturity:

Maturity Stage	A Skills Framework Helps You... <span style="float: right; font-size: small;">clu</span>
<b>1. Visibility</b>	Create a shared language for roles, skills, and capabilities so you can see what you have
<b>2. Planning</b>	Identify skill gaps, assess risk, and map future capability needs
<b>3. Optimisation</b>	Redesign roles, increase mobility, reduce waste, and improve people performance
<b>4. Augmentation</b>	Build an adaptive workforce powered by data and AI—ready to evolve continuously

Understanding how skills scale is the foundation for everything that follows.

If you get the structure right, you can unlock smarter planning, faster action, and stronger alignment between people and strategy—no matter how complex your organisation becomes.

# Section 2: Building the Business Case

Senior HR leaders understand the value of workforce planning—but turning that into an approved budget line is a different challenge.

To secure buy-in from CFOs, COOs, and other execs, you need more than just good intent. You need a clear business case: one that connects your goals to measurable business risk and value creation.

This section outlines exactly how to build and present that case. It includes a breakdown of the essential components, messaging tips for different stakeholders, and data to support your argument.

## Why Building a Business Case Is a Critical Step

Even when your transformation initiative is strategically aligned, People requests are often seen as competing with digital, compliance, growth, and AI programmes.

If your business case doesn't clearly tie to revenue, cost efficiency, risk mitigation, or growth enablement, it will struggle to land.

This isn't just about language. It's about aligning your proposal to the value metrics your business cares about.

**73%** of HR leaders say they struggle to get executive buy-in for skills-based workforce planning (Gartner, 2023)



**52%** of CHROs admit they're under-equipped to build commercially-aligned people strategies (Bersin, 2023)



**2x** Companies with high workforce agility are 2.3x more likely to outperform on revenue and profitability (McKinsey, 2023)



## Core Components of a Strong Business Case

Here's a recommended structure for a clear and credible business case for skills agility transformation. There's also a template in the templates section for you to use. And remember, if it's longer than 3 A4 pages – edit before you send, please:



### Executive Summary (1 page max)

- What are we doing?
- Why now?
- What's the upside?
- What's the ask?

### Problem Definition

- What is the current state of workforce data visibility or agility?
- What are the business risks if we continue as we are?
- Include internal evidence (attrition costs, unfilled roles etc)

### Business Impact

- Frame the potential return across three core value drivers:

Value Driver	How to Quantify It
<b>Cost Efficiency</b>	Reduction in external hiring cost per head (£4–12K avg), duplicate L&D spend
<b>Risk Reduction</b>	Identify roles at risk of skill mismatch, poor succession, and high market demand
<b>Growth Enablement</b>	Faster time-to-deploy in change programmes, higher performing teams, increased probability and better talent retention

### Investment Breakdown

- Tools (e.g. Clu licence and setup costs)
- Internal investment (change management, integrations, etc.)
- Timeline (e.g. 3-month diagnostic phase, 6-month ROI horizon)

### ROI Model

- Link specific skills literacy outcomes to measurable KPIs (see below)
- Frame this in context of ongoing transformation, not as a one-off cost

## What to Measure (and How to Forecast ROI)

Here are some proven metrics you can use in your model:

Metric	Why It Matters	Get a Clu <small>clu</small>
<b>Internal mobility %</b>	Shows redeployment efficiency	Clu maps real-time supply vs. demand
<b>External hiring reduction</b>	Highlights cost savings	Clu flags roles that could be filled internally
<b>Skills coverage rate</b>	Measures clarity across job families	Clu benchmarks and auto-updates
<b>Time-to-fill vs. time-to-value</b>	Demonstrates agility and reduced risk	Clu tracks both metrics side-by-side
<b>Risk-adjusted talent heatmap</b>	Pinpoints hidden succession gaps or skill mismatches	Clu visualises these across teams and departments
<b>Liquidity rate</b>	Diagnoses your stage of future-proof OD	Clu maps progress across teams and departments

"A skills-focus gives HR teams the data and levers to move from reactive to strategic and enables us to truly support the careers of our people."

**Sarah Brook, HRD EMEA, Reliance Worldwide Corporation**



## Framing for Different Stakeholders

HR leaders often focus on the people impact—but here's how to tailor your message for different execs:

### CEO – Strategic Readiness

- “This gives us clarity on whether we have the right capabilities to execute our transformation strategy.”
- “We’ll know where we’re under-powered or over-investing before it costs us.”



### CFO – Efficiency and Risk Mitigation

- “We’ll reduce dependency on expensive external hires.”
- “This creates better workforce cost forecasting across business units.”



### COO – Agility and Resilience

- “This helps us allocate people faster to where change is happening.”
- “We’ll have better bench strength and business continuity.”




### Board/Investors – Sustainability and Compliance

- “This supports ESG goals around workforce equity and internal opportunity.”
- “We’ll reduce the risk of talent attrition during change programmes.”



## How Clu Can Support Execution

Clu accelerates every phase of the strategy with our blend of subject expertise and technical capability, significantly reducing operational burden:

Phase	Get a Clu 
<b>Diagnostic</b>	Skills clarity & ontology creation across job families, departments, and regions
<b>Visibility</b>	Risk mapping, benchmarking, skills gap analysis & change management framework
<b>Planning</b>	Internal mobility tracking, skills forecasting, scenario tools
<b>Optimisation</b>	Live dashboards, workforce maturity scores, and ROI models
<b>Augmentation</b>	Pinpoints hidden succession gaps or skill mismatches & Diagnoses your stage of future-proof organisational modelling





## **Case Study 1:**

### **NHS** – Digital Workforce Capability Framework

**Sector:** Public Sector / Healthcare

**Scope:** National

**Driver:** Building digital and data skills capability across frontline and support staff

#### **Challenge:**

The NHS faced a critical shortage of digital skills across its workforce, which was slowing innovation, system upgrades, and care delivery improvements.

#### **What They Did:**

- Launched a comprehensive digital capabilities framework across roles
- Assessed baseline digital and data literacy across key NHS trusts
- Built tailored learning pathways by role type and seniority
- Introduced benchmarking to track skills acquisition and digital maturity

#### **Results:**

- 38,000+ staff assessed against the framework within 12 months
- Increased internal hiring for digital roles by 27%
- Time-to-competency in digital support roles reduced by 43%
- Pilot trusts reported faster adoption of EPR systems and AI tooling

#### **Takeaway for Readers:**

Skills mapping and benchmarking—even in legacy-heavy public sector systems—can unlock major performance and adoption gains.

“Skills are the foundation of every business transformation. Without visibility into what people can do—and what they’re capable of becoming- you’re flying blind.”

**Leah Belsky, VP & GM, Education - OpenAI**



## Section Summary: Building the Commercial Confidence of HR

Building a business case for skills literacy doesn't mean turning into a CFO—it means translating workforce strategy into language and logic the business understands.

The case becomes clear when you frame this as a lever for cost control, workforce optimisation, and transformation readiness.

Step	Complete <small>clu</small>
<b>Define the business problem and why skills matter now</b>	<input type="checkbox"/>
<b>Gather internal data and external benchmarks</b>	<input type="checkbox"/>
<b>Tailor your case for CFOs, COOs, and CEOs</b>	<input type="checkbox"/>
<b>Map resourcing and projected ROI</b>	<input type="checkbox"/>
<b>Create a simple, clear ask to secure approval</b>	<input type="checkbox"/>

This structure helps you shift the conversation from initiative to investment, and from possibility to progress.

**In the next section, we'll explore how to implement an agile skills strategy step-by-step, including stakeholder mobilisation, tooling, and measurement frameworks.**

# Section 3: Executing an Agile Skills Strategy

Even when the business case is secured, execution is where most organisations get stuck. Why?

Because skills literacy touches multiple systems, data sets, and stakeholders—and without a clear, structured approach, the project becomes fragmented, diluted, or mistrusted.

This section provides a practical roadmap for HR leaders to implement an agile skills strategy with confidence. It covers everything from benchmarking and mapping to data validation, stakeholder mobilisation, and performance measurement—plus the do's and don'ts of skills data collection.

## Step 1: Benchmark Your Architecture

Before you even begin collecting skills data, you need a clean foundation: your job and role architecture.


### This includes:

- A hierarchical view of job families and role types.
- Standardised job titles and descriptions.
- Alignment to a skills taxonomy (behavioural, technical, digital, transferable).

Any skills mapping will be flawed if your job architecture is outdated, inconsistent, or unclear.

### What to do now:

- Review job specs across all business units – for all roles, not just for filled ones.
- Identify overlapping or legacy roles (e.g., “Project Manager” appearing in 9 teams).
- Agree on a single source of truth for job data (usually your HRIS, but often needs validation).

 **Clu's Skills Architecture Builder** helps organisations quickly modernise and align role frameworks to internal and market-standard taxonomies. This avoids downstream confusion, duplication, and mistrust in data outputs.

## Step 2: Map Role Families to Skills

Once job architecture is set, you need to associate each role family with a skills cluster.

For each role, define:

- **10–15 skills** across technical, transferrable, behavioural and digital skills
- **Core capabilities** (which skills are *Required* for new appointees)
- **Development skills** (which skills are *Trainable* once someone is in role)
- **Skill level expectations** (e.g., foundational, operational, strategic)

This stage should be collaborative—done with HRBPs, business leaders, and hiring managers—to ensure accuracy and contextual relevance.

### Hiring manager engagement tip:

Use empowering language when engaging stakeholders in role design:

*“Your input here will help us help you build a more capable and productive team.”*




*“Help us shape the future of this role—so we hire and develop people who can really deliver for your team.”*



### What not to do:

- Don't leave this to AI-only job scrapers—they can't read context, business nuance, or outdated job titles
- Don't use generic frameworks without tailoring them to your organisation's structure

 **Clu's Smart Surveys** guide an prompt hiring managers through skill mapping with rigour but minimal admin burden.


## Creating a Valuable Skills Profile

Creating skills profiles for your roles is one of the most important steps in building workforce agility—but it's also one of the most misunderstood.

Too often, organisations over-index on technical skills and miss the context that makes those skills effective in real-world teams.

Skill Type	Definition	Example Skills	Approx Volume per Role <sup>clu</sup>
<b>Technical</b>	Role-specific knowledge or domain expertise required to complete core tasks	AI prompting, HR policy, Accounting, Outbound sales	3–6
<b>Transferable</b>	Cross-functional skills useful across roles and sectors	Communication, Project management, Problem solving	3–5
<b>Behavioural</b>	Personal qualities or traits that affect how someone approaches work	Resilience, Curiosity, Professionalism	2–6
<b>Digital</b>	Specific software, OS, coding languages and frameworks used in role	Salesforce, Xero, Python, SQL	1–3

**Tip:** Don't try to cover everything—you're aiming to define the skills that make someone effective, adaptable, and promotable in that role.

 **Clu's Skills Profile Builder** helps organisations build balanced, nuanced, and contextually relevant skills profiles by offering intelligent prompts based on level, function, and role family.

## Balance Is Critical

Over 70% of the initial skills profiles Clu sees from new customers over-emphasise technical skills, often listing 10+ technical requirements with little or no reference to the transferable or behavioural skills that enable success in real contexts.

This is problematic for three reasons:

**Technical skills have a shorter shelf life.** Many expire within 2–5 years as tools and practices evolve.

**They're less adaptable.** Technical skills don't easily transfer to new problems without the soft infrastructure to apply them.

**They can't predict team fit or potential** alone. It takes about 3–8 behavioural and transferable skills to make one technical skill effective in a team setting.

## Trainable vs. Required Skills

One of the most useful ways to frame a skills profile is by categorising each skill as either:

**Required:** Non-negotiable skills needed on day one

**Trainable:** Skills the business is willing and able to help develop

This lens helps you differentiate between skills to screen for versus skills to grow—and prevents over-engineering profiles that significantly narrow your talent pool. Having a standard benchmark for required skills types by level, like the one below, can be helpful:

Seniority Level	Technical Skills	Transferable Skills	Behavioural Skills	Digital Skills
Junior	2/4 required	2/6 required	3/3 required	0/1 required
Mid-Level	3/4 required	4/6 required	4/5 required	3/4 required
Senior	4/6 required	5/6 required	6/6 required	2/4 required

## Step 3: Map Your Internal Workforce Skills

This is where many organisations overcomplicate or under-engineer.

Mapping workforce skills doesn't mean asking employees to tick every skill they've ever used. It's about identifying:


- **What capabilities people currently have**
- **What they want to develop**
- **What's relevant to business needs**

You need to collect this data from three perspectives:

Source	Value	Risks if used alone
<b>Team Self-ID</b>	Gives employee voice, identifies aspiration	Can be inflated, inconsistent, biased
<b>Manager input</b>	Validates performance context	Can reinforce bias, doesn't scale well
<b>System data (HRIS, LXP)</b>	Anchors skills to role, engagement and learning data	Often incomplete or outdated

 The danger of relying solely on one method—especially AI or self-declared profiles—is that it introduces serious risk:

- You get skills inflation (“I say I’m an expert in Excel”)
- You miss hidden potential in marginalised or underrepresented groups
- You over-index on tech-driven pattern-matching instead of thoughtful context

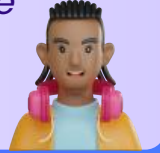
 **Clu's Skills Discovery Tool** solves this with an assisted flow that helps every employee reflect on what they're good at, what energises them, and what they want to grow into—with built-in correctional prompts.

Comms tip for employee engagement:

*"Help us personalise development experience and unlock new opportunities for you based on what matters to you."*



*"Your input helps us invest in your skills and shape the future design and opportunities within the company."*



## Step 4: Cross-Reference to Identify Risk and Opportunity

Once role and employee skills are mapped, cross-reference the data to identify risk and opportunity zones.

### Risk Zone



Teams with underdeveloped capability for mission-critical tasks

### Opportunity Zone



Employees with skills suited for internal mobility and succession planning

### Risk Zone



Roles with no succession pipeline

### Opportunity Zone



Skills clusters growing in adjacent departments

### Risk Zone




High attrition areas with limited re-supply of core skills

### Opportunity Zone



Cross-functional capability pools to leverage for stretch roles

 **Clu's Heatmap Feature** auto-generates these views using smart overlays on workforce and job data, reducing the analysis burden by up to 80%.



## Step 5: Mobilise Stakeholders Early and Often

Don't wait until after data collection to get buy-in. Bring stakeholders in at each phase:

Who to Involve

- **HRBPs** – Empower them to own the engagement and data integrity
- **Business Leaders** – Validate relevance of role/skill links
- **Hiring Managers** – Own role accuracy and future readiness
- **L&D Leads** – Use the data to refine curriculum and pathways
- **CEO/CFO/COO** – Review impact on workforce cost and agility (refer to your business case where appropriate)

Use mobilisation moments to align around shared value:

*"This isn't about HR data. It's about getting the right people in the right roles to deliver the strategy faster."*



## Step 6: Embed Measurement From Day One

To ensure long-term momentum and accountability, establish KPIs at the start of your strategy. Examples include:

Metric	Goal
<b>% of roles mapped</b>	Coverage + completeness
<b>Skills profile completion rate</b>	Engagement + literacy uplift
<b>Internal mobility vs. external hiring</b>	Agility and ROI
<b>Skills gaps closed over time</b>	Capability building
<b>Time-to-deploy in key roles</b>	Resilience and response speed

## Section summary: Thoughtful, Inclusive, and Actionable

You don't need to boil the ocean. Start by getting the foundations right and use the below checklist to track your progress:

Step	Complete <small>clu</small>
<b>Audit and align your job architecture to current business needs</b>	<input type="checkbox"/>
<b>Create skills-based role profiles with hiring managers</b>	<input type="checkbox"/>
<b>Launch skills literacy tools to support profile completion</b>	<input type="checkbox"/>
<b>Validate skills data using input from managers and employees</b>	<input type="checkbox"/>
<b>Set up a transparent measurement process to review and adjust</b>	<input type="checkbox"/>

This approach helps you build a workforce that is not just mapped but also mobilised. And by using tools like Clu, you **reduce admin, improve accuracy, and create more inclusive, engaging experiences** across the board.

In the next section, we'll explore how to operationalise and embed skills literacy into core processes—from hiring and development to workforce forecasting and transformation planning.

# Section 4: Embedding Skills Data Across HR

By this stage in your skills strategy, you've mapped your role architecture, aligned skills to roles, and collected clean workforce data.

But visibility alone doesn't create value.

To realise the full benefits of a skills-based strategy, skills data must be operationalised—woven into the fabric of everyday HR processes and strategic workforce planning.

This section explores how to embed skills intelligence into core HR functions such as hiring, development, workforce forecasting, and transformation planning—driving performance, resilience, and inclusivity at scale.

## A More Human Approach to Workforce Optimisation

Many organisations are facing tough decisions—restructuring teams, cutting costs, rethinking headcount.

But cutting people is not the only path to profitability. At Clu, we believe a smarter, more sustainable alternative lies in improving productivity and unlocking the full value of your existing workforce.

This means:

- Putting the right people in the right roles, faster
- Reskilling and upskilling with precision
- Creating internal mobility routes that retain talent and reduce costs
- Redesigning roles based on actual, not assumed, business need

“When you truly understand the skills in your organisation, cuts are no longer blunt instruments. You gain the power to reallocate, not just remove.”

**Lalitha Stables, General Manager UKI, Hubspot**



## Where to Embed Skills Data

Here's where and how to integrate skills intelligence into core HR processes:


### Hiring



**Old way:** Job descriptions based on assumptions or cut-and-paste templates.

**Skills-first way:**

- Define required skills clusters aligned to strategic needs
- Generate job descriptions based on verified skills data
- Pre-qualify candidates based on real potential, not proxies like education

 **Clu's Job Ad Writer, Interview Pack Builder and Pre-Qualification Tool** help teams improve quality, reduce bias, and save time—without reinventing every process.


### Workforce Forecasting



**Old way:** Hiring plans built from spreadsheets and anecdotal needs

**Skills-first way:**

- Use current skills data to model future capability gaps
- Match internal talent pools to future demand
- Build predictive dashboards to inform transformation resourcing

 **Clu's AI-Augmentation Tool** highlights areas of highest capability risk and recommends actions: reskill, redeploy, or recruit.


### Learning & Development



**Old way:** Learning pathways based on popularity, not performance

**Skills-first way:**

- Design learning journeys linked to strategic capability gaps
- Connect performance data to skills development
- Prioritise learning investment where ROI is clearest

 **Clu integrates with LXP systems**, helping to personalise learning recommendations based on actual role needs and future growth areas.



## Internal Mobility & Career Development

**Old way:** Large amounts of internal talent overlooked for opportunities

**Skills-first way:**

- Make skills the common language between people, roles, and opportunities
- Map opportunities for internal moves based on alignment and fit
- Empower employees to see their future inside the business

🎯 **Clu's Career Pathways module** boosts retention and equity—especially for those historically overlooked due to poor job title fit or lack of credentials.



## Org Design & Transformation Planning

**Old way:** Re-orgs based on structure and cost reduction, not capability

**Skills-first way:**

- Model new structures based on skill needs, not headcount
- Simulate different resourcing models before making cuts
- Build transformation teams from internal talent, not external spend

💡 **Clu's Skills Liquidity Scores** help leaders collaborate and reach better decisions about org structure, cost, and impact with data - not guesswork.

## Embedding Skills into Culture and Language

True operationalisation goes beyond tech. It's about culture.

You want everyone—HRBPs, hiring managers, leaders—to think and talk in terms of skills, not titles. This requires:

- **Consistent, clear language** about skills in internal comms
- **Role-specific dashboards** that make data useful, not overwhelming
- **Inclusion of skills questions** in talent reviews, promotion panels, and re-org planning

Messaging examples:

*"What skills do we need to deliver this project—and who already has them?"*

*"Let's design the role around ideal outcomes, not history."*

*"Where could this person go next, based on their skill set?"*



## Common Pitfalls to Avoid

Many organisations trip at the implementation phase because they:

- **Keeping skills data siloed:** If insights stay within L&D or transformation, they won't drive change.
- **Under-communicating the value:** Skills work must link clearly to business outcomes and personal growth.
- **Treating skills data as fixed:** Skills evolve. Data must be regularly refreshed and validated.
- **Relying only on AI or self-reporting:** AI offers probabilities, not certainty. Self-ID lacks context. Both need human reflection to be meaningful.
- **Skipping human oversight:** Most AI isn't trained ethically or inclusively. A blended approach ensures fairness and better outcomes.

This is why improving the Skills Literacy™ of your teams is vital, and you don't just rely on collecting data but also on building understanding.

This creates more thoughtful, inclusive, and meaningful skill profiles by guiding stakeholders through reflection, validation, and alignment.

## Measurement: How You Know It's Working

Track your impact across three layers:

Layer	Example Metrics
<b>Operational</b>	Time-to-hire vs. time-to-deploy, profile completion rates
<b>Strategic</b>	% of roles filled internally, learning uptake by skills gaps closed
<b>Cultural</b>	Skills used in performance reviews, skills referenced in promotion decisions

## Case Study 2:

### Unilever – Evolving to a Skills-Based Organisation Model



**Sector:** FMCG

**Scope:** Global

**Driver:** Moving from jobs to skills to drive productivity and internal mobility

#### **Challenge:**

Unilever needed to future-proof its workforce strategy and build internal resilience in response to automation, shifting consumer behaviour, and ESG goals.

#### **What They Did:**

- Developed a company-wide skills inventory covering over 80,000 employees
- Replaced job descriptions with “work elements” aligned to skill clusters
- Launched internal talent marketplace to surface stretch opportunities
- Embedded skills into hiring, learning, and workforce planning

#### **Results:**

- 20,000+ employees redeployed through the internal marketplace
- £30M saved annually in external hiring costs
- 41% of vacancies now filled internally
- Higher employee satisfaction scores linked to mobility and development

#### **Takeaway for Readers:**

Shifting from role-based to skills-based thinking unlocks agility and efficiency—even in large, complex organisations.

“AI is a powerful tool, but it is not a substitute for human thought, creativity, or judgment. It’s only as intelligent as the data it learns from, and the data is only as strong as the diversity, wisdom, and integrity of the people behind it”

**Janeace Thompson, Director of Talent, Culture & Experience, PRS for Music**



## Section Summary: Make Skills the Thread, Not the Project

When embedded properly, skills data stops being an initiative and becomes infrastructure. It shows up in how you hire, how you grow people, how you plan, and how you lead.

Step	Complete <small>clu</small>
<b>Use skills data to shape hiring and role design</b>	<input type="checkbox"/>
<b>Link learning and development to validated skills needs</b>	<input type="checkbox"/>
<b>Embed skills into workforce forecasting and planning cycles</b>	<input type="checkbox"/>
<b>Use data visualisation and augmentation tools to surface skills risk and opportunity</b>	<input type="checkbox"/>
<b>Replace static job models with dynamic, skills-first frameworks</b>	<input type="checkbox"/>

Skills literacy isn't just about saving money—it's about unlocking potential, avoiding burnout, and building better teams with what you already have.

In the next section, we'll guide you through how to sustain momentum—ensuring that your organisation is not only agile but maintains and evolves it over time.



# Section 5: Sustaining Momentum

Building skills literacy isn't a one-off project. It's a dynamic capability—one that needs to evolve, flex, and deepen as the business changes.

That's why the final (and often most overlooked) phase is sustaining momentum.

Success depends not just on technical implementation but on long-term trust, engagement, and visible impact.

## Make Progress Visible: Internal Comms That Drive Buy-In

If your skills strategy is working, but no one sees or feels the impact, engagement will dwindle. You must regularly update key audiences on what's working, what's next, and how it helps them.

Here are some comms examples by audience group:

### For Leaders & Execs

"Since launching our skills strategy, we've reduced external hiring costs by X%, increased internal moves by XXX%, and gained visibility into X% of our critical roles. That means faster decisions, better retention, and clearer resourcing plans."



### For Employees

"Over XXX colleagues have built their skills profiles—and XXX have already unlocked new roles, projects, and personalised learning plans. You could be next."



### For Hiring Managers



“Hiring success rates are X% higher when using skills-based job design. Our new role builder tool helps you align every vacancy to real business needs—and it’s live now.”

#### Update cadence tip:

Send monthly or quarterly “Skills Insights” updates from the HR leader or a transformation sponsor. Use stats + a personal spotlight (see below) to balance hard data with human stories.

### Storytelling: Making the Impact Tangible

Hard metrics show value. But stories make it stick.

Your organisation needs to *feel* the impact of your skills strategy —not just in reports, but in real people’s lives.

This is especially important for building support in areas that might otherwise feel disengaged from data or dashboards.

 Clu clients have seen that when a business hears a personal story every 4–6 weeks, **trust and participation in the skills strategy increases by over 30%.**

“Workforce agility isn’t just about reacting faster. It’s about knowing your people so well that you can lead proactively, not just respond to disruption.”

**Johnny C. Taylor Jr., President & CEO, SHRM**





## Building an Internal Comms storytelling loop:

### Find the story

- Look for moments where someone:
  - Moved to a new role based on their skills profile
  - Found hidden potential in a team through a skills heatmap
  - Used new clarity to ask for development support
  - Was retained or re-engaged through a data-driven mobility route

### Frame the story

- Use a simple narrative:
- “Before, I felt stuck in my role. I wasn’t sure where I could grow. After I completed my profile and had a skills review with my manager, I realised I had exactly the skills needed for a transformation project in another team. Now I’m working on something I care about—and the business didn’t have to hire externally.”

### Share the story


- Use your internal comms, newsletter, or Town Halls
- Feature monthly “Skills Champions” in different regions or departments
- Capture short video clips or testimonials for leadership updates

## Embed Recognition and Reinforcement

People engage more when they feel it’s valued. Make sure there’s formal and informal recognition around:

- Skills profile completion
- Smart redeployment or internal moves
- Managers who actively use insights in role design or development conversations
- Teams that close key skill gaps or show agility during transformation

**Example:** HSBC created a “Future-Ready Teams” leaderboard—recognising departments that achieved the highest skills literacy scores quarter-on-quarter.

 **Clu dashboards** can support this by surfacing progress data and benchmarking performance across teams or regions.

## Equip Local Champions

Sustaining momentum doesn't have to fall entirely on central HR or transformation teams.

You can accelerate adoption by building a network of Skills Champions:

### These might include:

- Regional HRBPs
- Curious hiring managers
- L&D leads with influence
- Employees who've benefited from the strategy

### Provide Champions with:

- Mini decks and how-to guides
- Talking points for team meetings
- Regular data highlights they can share
- A Slack/Teams group for peer support and success sharing

**Tip:** Equip them with two core messages:

*"Here's what this means for our team."*



*"Here's how to use it today to solve a real problem."*



## Continue Measuring and Evolving

As your organisation matures in its use of skills intelligence, the focus should shift from what you're doing to what it's enabling. Track higher-order outcomes, such as:

Early KPIs	Evolved KPIs
<b>% of profiles completed</b>	% of internal roles filled via skills-based mobility
<b>Hiring velocity improvements</b>	Reduction in cost-per-hire and time-to-fill
<b>Skills coverage per team</b>	Strategic alignment of workforce to transformation goals
<b>Profile engagement rate</b>	Increased engagement scores in talent-focused departments


## Section Summary: From Data to Direction

Sustaining momentum means building more than a dataset. It means building belief. And belief is built on clarity, relevance, and impact.

By celebrating progress, sharing stories, and embedding skills into the everyday rhythm of work, you turn skills strategy from a project into a practice.

Step	Complete <small>clu</small>
<b>Share regular updates on progress and impact</b>	<input type="checkbox"/>
<b>Source real stories of mobility, growth, or transformation</b>	<input type="checkbox"/>
<b>Enable champions to drive engagement across teams</b>	<input type="checkbox"/>
<b>Reinforce alignment with business goals and OKRs</b>	<input type="checkbox"/>
<b>Refresh comms and recognition to reflect new skills language</b>	<input type="checkbox"/>

In the final section of the playbook, we'll bring it all together—summarising the model, the steps, and how to prepare for scale.

 **Clu provides longitudinal analytics** so you can easily track performance over time—and evolve your workforce planning model with confidence.

# Section 6: Bringing It All Together

With a clear case, engaged stakeholders, mapped capabilities, and early success stories, you've built serious momentum. Now, it's time to scale

## The Future Starts With What You Do Next

Scaling an agile skills strategy means two things:

- **Making it sustainable** – baked into systems, not reliant on individuals
- **Making it expandable** – usable across teams, regions, and evolving business models

If you've made it this far, you're not just interested in workforce transformation. You're leading it.

You understand that strategic workforce planning isn't a box to tick. It's a capability that will define your organisation's competitiveness, culture, and resilience for the next decade.

What happens now determines how successful your efforts will be—not just in HR, but across the business.

This section distills the model, the steps, and the tools you need to scale with clarity and confidence.

"The most powerful thing you can do now is build the systems that make good people decisions easy."


**Laszlo Bock**



## Recap: The Skills Literacy Journey

As your organisation matures in its use of skills intelligence, the focus should shift from what you're doing to what it's enabling.

Track outcomes in line with the *Workforce Evolution Maturity Model*, such as:

Phase	Objective	Get a Clu 
<b>1. Foundation</b>	Define the case and align stakeholders	Clu supports with business case tools, diagnostics, and structural risk analysis
<b>2. Visibility</b>	Build role and skill maps to understand your baseline	Clu's Skills Architecture Builder and AI tools provide clarity on current skills, gaps, and surplus areas
<b>3. Planning</b>	Gather and validate employee data	Clu prompts Strategic workforce plans aligned to business goals
<b>4. Optimisation</b>	Embed into key workflows and start making data-backed changes	Clu data and toolkits can be integrated into hiring, L&D, mobility, and planning systems or used in isolation
<b>5. Augmentation</b>	Start scenario planning and making quick and accurate people decisions	Clu's progress and impact dashboards enable success tracking and impactful storytelling and skills data flows into all key people decisions

## Preparing for Scale: Your Next Moves

Once you've proven the value of skills data in a specific team or region, the next challenge is taking it enterprise-wide.

This is where many strategies stall—not because of lack of value, but because of complexity. Different teams use different systems, have different maturity levels, and don't always understand why the strategy applies to them.

Scaling requires more than duplicating what worked in the pilot. It needs a structured approach, good governance, cross-functional buy-in, and scalable technology.

Here's how to prepare for a successful scale-up.



### Strengthen Your Foundation

Before expanding, conduct a short readiness review of your core infrastructure:

- **Role & job architecture:** Is it now fully aligned, de-duplicated, and version-controlled?
- **Skills taxonomy:** Have you validated that it covers emerging areas and all business functions?
- **Skills profile coverage:** Are you seeing high-quality completion, not just quantity?
- **Data ownership:** Who owns skills data across regions/functions, and how often is it updated?

📌 **Tip:** Use Clu's Skills Maturity Scorecard to benchmark your current state and prioritise improvements before you scale.

### Expand Coverage Systematically

Scaling doesn't mean "switch everything on." It means expanding strategically with the right resources and sequencing.

#### **Recommended path:**

- Start with high-impact functions (e.g. Tech, Ops, Customer Support) where agility has visible commercial outcomes
- Move to enterprise functions (e.g. Finance, Legal) where visibility and mobility can reduce risk
- Build toward total workforce visibility (perm, contract, emerging skills)

#### **For each new cohort:**

- Localise comms and engagement
- Re-run stakeholder mobilisation sessions
- Use internal Champions to co-lead the rollout

📌 **Example:** RWC scaled Clu's implementation from their Operations team to four major business units over twelve months—each supported by a customised 'hiring manager' how-to playbook.







### Deepen Integration Into Core Systems

For sustained adoption, skills data needs to flow into the systems your organisation already uses every day.

This enables data consistency across the employee lifecycle and allows HR, Finance, and Strategy teams to align plans in real-time.

System	Integration Purpose
<b>ATS / Recruitment</b>	Auto-generate skills-based job ads, shortlist by skill-fit
<b>HRIS</b>	Store and update skills data alongside job/employee records
<b>LXP / LMS</b>	Recommend learning based on actual skill gaps
<b>Performance Tools</b>	Embed skills into goals, appraisals, and growth conversations
<b>Strategic Planning Tools (e.g., Anaplan, Workday Prism)</b>	Align workforce plans to actual capability

This enables data consistency across the employee lifecycle, and allows HR, Finance, and Strategy teams to align plans in real-time.

### Evolve Your Engagement Strategy

As the strategy matures, so should your engagement. Scale requires culture, not just comms.

Use storytelling (as outlined in Section 5) to reinforce relevance, including:

- Profiles of internal movers
- Manager spotlights on smarter hiring
- Team success stories using Clu insights





## Expand Governance and Accountability

As more functions adopt the skills framework, you'll need a lightweight governance structure to:

- Ensure consistent standards and taxonomy usage
- Maintain momentum across functions
- Monitor uptake and impact
- Support local problem-solving and innovation

Consider forming a **Skills Strategy Steering Group** with representatives from:

- HR Operations & HRBPs
- Business unit senior managers and leaders
- Business transformation or COO office
- Always elect an exec sponsor if possible


This group can meet quarterly to review data, flag blockers, and evolve policies (e.g., "Every new job post must use our skills profile framework").



## Mature Your Measurement

As you scale, move from operational KPIs to business-level metrics:

Maturity Level	Focus	Example KPIs
Early	Adoption & engagement	Skills profile completion %, roles mapped
Mid	Workforce agility	Internal fill rate, deployment velocity, hiring ROI
Advanced	Strategic alignment & forecasting	% of transformation roles filled internally, % of org with succession-ready skills in high-risk areas

 Clu supports dashboard creation and benchmarking by business unit, function, or geography—allowing HRDs to show value clearly at executive level.

## Section Summary: Scaling Is Where Leadership Shows

Most HR leaders can run a pilot. Few lead a scalable shift in how an organisation understands and leverages its people.

But you're not just scaling a tool by preparing your foundation, integrating into core systems, aligning stakeholders, and staying grounded in business outcomes. You're scaling a mindset shift.

Step	Complete <small>clu</small>
<b>Review readiness to expand across new teams or geographies</b>	<input type="checkbox"/>
<b>Update your programme plan with key scale milestones</b>	<input type="checkbox"/>
<b>Set budget expectations and resourcing plans for scale</b>	<input type="checkbox"/>
<b>Launch or refine your metrics dashboard for tracking outcomes</b>	<input type="checkbox"/>
<b>Align internal comms and leadership visibility to keep momentum</b>	<input type="checkbox"/>

Skills literacy becomes more than a framework. It becomes part of your organisation's DNA.

**This playbook has taken you from problem framing to enterprise-level transformation.**

You've now got:

- A tested maturity model to track your journey
- A practical implementation plan to guide action
- Real-world data and case studies to build trust
- Tools and templates to support operational and cultural change

But the most powerful element is not the platform or the plan—it's the perspective.

By committing to a skills-first approach, you're choosing to:

- Treat people as assets to grow, not just cost to optimise
- Build a culture of capability, curiosity, and contribution
- Equip your business with the agility to evolve in any direction the future demands

At Clu, we're ready to walk that journey with you—wherever you're starting from.

**You don't have to guess anymore.**

**You don't have to do it alone.**

**You just have to get a Clu.**

 [Visit getaclu.io](https://getaclu.io) or reach out to start your next phase.

# Section 7: Templates

Scaling skills literacy isn't just about having the right ideas—it's about having the right infrastructure and artefacts to make them land.

These templates are built around what you'll need to scale your programme confidently and coherently across departments, geographies, and systems.

## Template 1: Example 1-Page Business Case Summary

**Project Name:** Skills Literacy Phase 1 – Workforce Visibility and Planning

**Sponsor:** Chief People Officer / HR Director / Head of Talent (depending on the structure and size of your company)

**Strategic Priority:** Workforce resilience + transformation-readiness

**Problem:** Limited visibility into current workforce capability is slowing transformation, increasing hiring costs, and weakening succession planning.

**Solution:** Implement a skills intelligence platform and diagnostic model to map, plan, and optimise workforce capability.

### Expected Outcomes:

- 30% increase in internal mobility within 12 months
- £250K saved in external hiring and L&D costs
- 40% improvement in time-to-deploy on priority projects
- Budget Required: £XX for platform licence + £YY for mobilisation
- Timeline: 3-month diagnostic > 6-month implementation > 12-month measurement.

**Support Needed:** Approval of budget, alignment with Finance and Transformation leads

## Template 2: Programme Project Plan Template

Phase	Key Activities	Duration	Start Date	Owners
<b>Mobilise</b>	Executive refresh, Steering Group activation, update KPIs and comms strategy	___ weeks	_____	_____
<b>Baseline Check</b>	Readiness review of architecture, taxonomy, early rollout insights	___ weeks	_____	_____
<b>Plan Cohort</b>	Prioritise teams for expansion based on business need or transformation agenda	___ weeks	_____	_____
<b>Activate Cohort</b>	Custom rollout plans by region or function (e.g. hiring, L&D, transformation)	___ weeks	_____	_____
<b>Integrate &amp; Embed</b>	Embed into ATS, HRIS, LXP, performance, planning workflows	___ weeks	_____	_____
<b>Measure &amp; Optimise</b>	Launch refreshed dashboard, track rollout success and adoption	Ongoing	_____	_____

## Template 3: Prospective Budget Planner

Category	Estimated Cost (£)	Notes (Modular depending on organisation size and ambition)
<b>Architecture Audit &amp; Role Re-mapping</b>	£_____ (one-off or quarterly)	For role families and taxonomies that aren't typically covered by standard taxonomies
<b>Advisory Services / Coaching</b>	£_____/month	Manager enablement, change management, project management
<b>Comms &amp; Engagement Plan</b>	£_____	Includes campaigns, content creation, champion recognition
<b>Champions Programme</b>	£_____	Training, support sessions, events
<b>Software Licensing (e.g.Clu)</b>	£_____/month	Providers typically price per FTE or per location
<b>Systems Integration Support</b>	£_____	Based on number and complexity of integrations
<b>Total</b>	£_____	

## Template 4: Skills Strategy Metrics Dashboard

Category	Metrics	Target <small>clu</small>
Foundation Coverage	% of role families mapped	----- (e.g. 90%+)
	% of employees with skills profiles	----- (e.g. 75%+)
	Validation rate (manager/HR)	----- (e.g. 60-70%)
Agility & Mobilisation	Internal fill rate vs. external hiring	----- (e.g. 30-50% internal moves)
	Time-to-deploy vs. time-to-hire	----- (e.g. 25-40% faster closes)
	Stretch moves / career moves supported	----- (e.g. Monthly growth)
Learning & Capability	Skills gaps closed via learning	----- (e.g. +25% quarterly)
	Learning alignment to strategic roles	----- (e.g. Top 10 roles tagged)
Strategic Alignment	Roles at high risk of capability mismatch	----- (e.g. % of 'Risk' skills profiles)
	Capability coverage in strategic programmes	----- (e.g. 80%+ readiness baseline)
Cultural Indicators	Skills used in performance/talent review cycles	----- (e.g. 60% skills feedback)
	Skills referenced in org design / hiring approval	----- (e.g. 90% roles w/ skills profiles)



## Template 5: Skills-based Hiring Manager Brief Template

Category	Response Needed	Answer <span style="float: right; font-size: small;">clu</span>		
<b>Core Role Details</b>	Role Title & Team	Title:		Team:
	Manager			
<b>Outcomes</b>	In 1–2 sentences, what is the core outcome this role is responsible for delivering?			
	What is this person here to do—not just what they'll "own"?	<ul style="list-style-type: none"> <li><input type="checkbox"/> Deliver projects</li> <li><input type="checkbox"/> Influence stakeholders</li> <li><input type="checkbox"/> Lead teams</li> <li><input type="checkbox"/> Solve complex problems</li> <li><input type="checkbox"/> Create or improve systems</li> <li><input type="checkbox"/> Serve customers/users</li> <li><input type="checkbox"/> Something else?</li> </ul> <p>-----</p> <p>-----</p>		
<b>Skills</b>		Technical	Transferrable	Behavioural
	What does someone need to be good at to deliver those capabilities?	[ ] _____ [ ] _____ [ ] _____ [ ] _____ [ ] _____	[ ] _____ [ ] _____ [ ] _____ [ ] _____ [ ] _____	[ ] _____ [ ] _____ [ ] _____ [ ] _____ [ ] _____
	Which of these skills are required vs trainable in role?			
	Which of these skills are most common in your team?			
	What roles or backgrounds might bring these skills, even if not from this industry?			

## Template 6: Post-pilot Internal Comms Planner

Month	Audience	Channel	Message Theme	Tactics	Owner <small>clu</small>
1	All Staff	Email, Intranet, All-Hands	Skills profiles: personalise your growth	Video explainer, FAQs, call-to-action	_____
2	Hiring Managers	Slack / Teams, Huddle Kits	Skills-based hiring = faster & smarter	Toolkit drop, success spotlight, job builder	_____
3	Exec / Leadership	Executive Briefing	Mobility outcomes + business risk insights	Dashboards, business unit highlight	_____
4	All Staff	Internal Newsletter	"Skills in Action" stories	Internal mover story, line manager quotes	_____
5	Champions Network	Virtual Meet-up	Sharing successes, pain points, tips	Recognition badges, challenge competition	_____
6	L&D / HRBPs	Webinar + Infographic Drop	Skills to learning: aligning dev to demand	Success snapshot, LXP integration walkthrough	_____

# Section 8: Terminology Guide

A shared language is essential when you're transforming the way your organisation works. Here's a plain-English glossary of the key terms used throughout this playbook.

Term	Definition <span style="float: right;">clu</span>
<b>AI-Augmentation</b>	The use of AI to enhance human decision-making—such as surfacing insights, identifying risks, or recommending mobility routes—without replacing judgment.
<b>Capability Gap</b>	A shortfall between the skills your workforce currently has and those required to deliver on strategy, often revealed during transformation or growth.
<b>Capability Uplift</b>	An increase in the organisation's skills or performance capacity—typically through reskilling, upskilling, or role design optimisation.
<b>Heatmapping</b>	A visual tool to show where skills are concentrated, lacking, or emerging across teams or locations—used to support planning and investment.
<b>Internal Mobility</b>	The ability of employees to move into new roles or projects within the business, based on their skills and potential—not just previous experience.
<b>Role Clarity</b>	The extent to which a role is defined by measurable outcomes and the skills required to achieve them—rather than vague responsibilities.
<b>Skills Agility</b>	The organisation's ability to rapidly understand, mobilise, and adapt workforce skills in response to changing needs, opportunities, or risks.

<b>Skills Architecture</b>	The structured framework that defines how each role in an organisation is built from skills, behaviours, and outcomes—not just tasks or job titles.
<b>Skills Attraction</b>	The effectiveness of your organisation in appealing to and hiring people with the right skills—often influenced by job ads, EVP, and sourcing channels.
<b>Skills Cluster</b>	A group of related skills that together represent a capability needed to perform a role or task effectively.
<b>Skills Deficit</b>	A broader organisational shortfall in key capabilities that limits competitiveness, efficiency, or strategic readiness—often spanning multiple teams.
<b>Skills Density</b>	The concentration or strength of specific skills within a team, function, or organisation—used to identify strengths, gaps, or underused capabilities.
<b>Skills Gap</b>	A measurable difference between the skills your workforce currently has and those required to deliver business strategy or transformation goals.
<b>Skills Inventory</b>	A view of all the skills currently present in your workforce—by role, location, team, or individual—used to guide workforce decisions.
<b>Skills Literacy™</b>	An organisation's and individual's ability to recognise, articulate, and align skills to job performance, career progression, and business goals.
<b>Skills Liquidity</b>	The ease and efficiency with which skills move within an organisation—between roles, teams, or projects—unlocking agility, retention, and performance.

<b>Skills Ontology</b>	A more advanced structure showing how skills relate to one another, to roles, and to learning—used in AI to improve contextual understanding of work. <span style="float: right; font-size: small;">clu</span>
<b>Skills Profile</b>	A validated record of a person’s current capabilities, including strengths, aspirations, and development needs—usually aligned to role clusters.
<b>Skills Taxonomy</b>	A classification system that organises skills into categories (e.g. behavioural, technical, transferable), helping create consistency in planning.
<b>Succession Risk</b>	The risk that a role critical to business success cannot be filled internally due to a lack of visibility or capability pipeline.
<b>TalentGPS™</b>	Clu’s proprietary skills intelligence engine—built to understand what makes people good at jobs and guide strategic workforce decisions at scale.
<b>Workforce Evolution Maturity Curve</b>	Clu’s staged model showing how organisations progress from low to high visibility and agility in their workforce capability planning.

# Let's Build the Workforce Your Future Needs

You've got the theory.  
We've got the tools.  
Now it's time to take action.  
Whether you're just starting to get a Clu or ready to  
scale your skills strategy, we're here to help you  
move faster, with less friction and more impact.

Clu was built for HR leaders who believe that  
people are not just a cost centre but a competitive  
advantage waiting to be unlocked.  
Let's stop guessing.  
Let's build with clarity.

👉 Visit [getaclu.io](https://getaclu.io)  
💬 Or get in touch at [hello@getaclu.io](mailto:hello@getaclu.io)

It's time to move from potential to performance.  
**It's time to get a Clu.**

## Contact

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