

The Seven Winning Strategies of Pacesetter Organizations

the
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company



Developed as part of the Global
Workforce Intelligence Project

Pacesetters Increasing Their Lead Exponentially

Every industry is being disrupted by digital technologies, AI, and market changes. According to PwC's recent CEO study, 40% of CEOs believe that their organizations will not be economically viable in a decade if they do not transform.¹ And while two out of three CEOs want to focus on that essential transformation, most of them are stuck in operational management and struggling to adapt at a faster pace.²

Yet, as we study different industries in detail, we find some overachievers. Our research shows that approximately one in ten companies not only consistently outpace their industry peers but also widen the gap between themselves and their peers at an accelerated pace.

We've named these accelerating organizations "pacesetters." In this report, we decode their secrets to success and present what defines them, highlight new HR solutions, and outline their seven winning strategies. Using analysis of billions of data points from talent acquisition and recruiting platform designer Eightfold AI's talent intelligence platform, we identify the management, talent, hiring, learning, leadership, and organizational strategies of the top 10% pacesetters in every industry.

What Is a Pacesetter Organization?

In every industry there are high-growth companies that outdo the competition; those that set the pace for the future, inspire others, and lead the way so others can follow along. They accomplish all of this by excelling at the following:

- Consistently achieving top financial results
- Employing industry leaders that are recognized for their market success
- Being talent magnets that win awards as great places to work
- Demonstrating the highest levels of maturity in implementing the most-essential systemic HR practices

These top-tier companies are the pacesetters, and we identified them through a combined data-driven approach; they outperform in all areas: they balance growth, innovation, and talent, and are increasing their lead by managing their businesses with a balanced focus on continuous transformation and growth. And that focus on transformation is part of their core: they have learned to change and adapt while continuously focusing on productivity, profit, and efficiency.

The Four Pillars of Methodology

During our research, we identified four pillars of methodology, also referred to as four areas of "leadership," which help define pacesetter organizations (see Figure 1).

Figure 1: Four Pillars of Pacesetter Methodology/Leadership

1. Financial Leadership

- High-financial growth, revenue, profitability, assets, and market value, demonstrated by a *Forbes* Global 2000 list ranking.

2. Talent Leadership

- Workplace success, showcased by a *Forbes* World's Best Employer ranking.
- High Glassdoor rating as anonymously reported by employees.
- Recipient of one (or more) Best Workplaces™ Award(s).

3. Industry Leadership

- Recognition of leadership, innovation, and market share in a particular industry, showcased by distinctions or industry-specific awards.

4. The Josh Bersin Company's Systemic HR Leadership

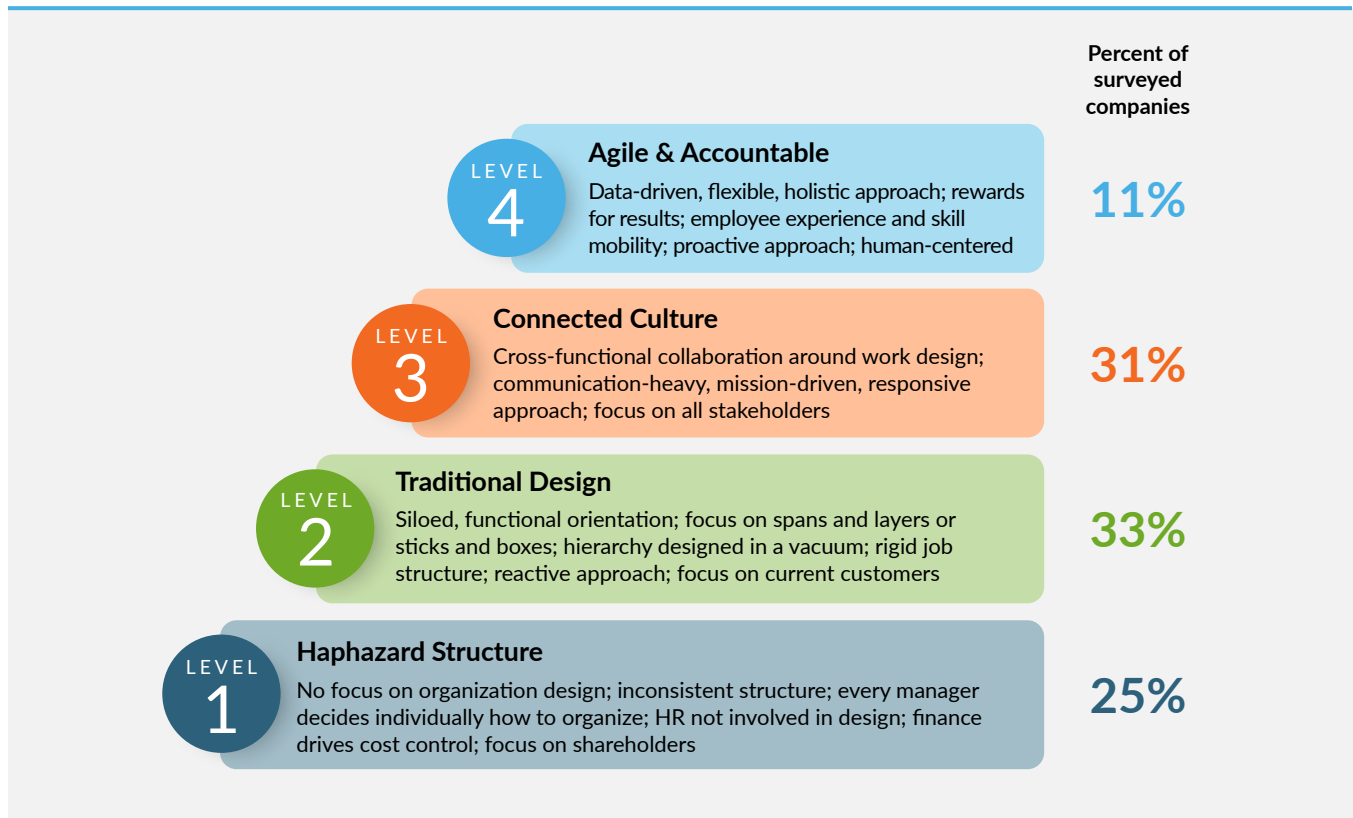
- Achieving Level 4 (the highest level) maturity in one or more of The Josh Bersin Company's systemic HR practices (recruit, retain, reskill, redesign). See Figure 2 on the next page as an example of a maturity model for organization design.

Source: *The Josh Bersin Company, 2022*

1 "73% of CEOs around the world believe global economic growth will decline over the next 12-months, the most pessimistic outlook in a decade," PwC, January 16, 2023.

2 Ibid.

Figure 2: Organization Design Maturity Model



Source: The Josh Bersin Company, 2022

Our skill and capability analysis has shown that pacesetters build leadership, talent, learning, and organizational ecosystems to simultaneously optimize growth, change, productivity, and profitability. This makes them talent magnets, leaders in technology, and innovators by nature. They believe that growth and profitability are based on sensing the need to change, creating that change, and then implementing that change at scale. Whatever industry you operate in, we'll help identify its pacesetters.

From Automation to Industry Reinvention

We've entered a new world of work that was, and continues to be, greatly accelerated by the ramifications of the pandemic. Jobs, skills, and organizations are changing faster than ever. Companies across the globe are morphing into new things. You may have noticed that healthcare companies are

transforming into data and informatics companies, while retailers are becoming pharmacy and medical service providers. Oil companies are growing into solar and electric energy companies, and telecommunications companies are now the latest media providers. Auto manufacturers are into electric propulsion, battery, software, and data management, and it's all because of what we call "industry reinvention," the fourth stage of corporate transformation (see Figure 3 on the next page).

As we exit the effects of the pandemic and 15 years of low-interest rates, companies are looking for new pathways for growth while also dealing with inflation, hybrid work, and a long-term labor shortage.

Implications for HR and Business Leaders

In the new world of agile organizational models and digital products and services, an industry's traditional definition begins to fade. Job architectures, organizational structures, required skills, and management disciplines must be

Figure 3: The Four Stages of Corporate Transformation

Digital Adoption	Digital Transformation	Digital Disruption	Industry Reinvention
WHAT WE DID			
Implement digital tools and systems, create websites, apps, communications, e-commerce, CRM, etc.	Transform customer experience, employee experience, ERP, and supply chain systems.	Change products, services, operating models, career models, and talent models to adapt to new opportunities (pandemic response).	Move into new business models and adjacent industries. New industries emerge (metaverse, crypto, blockchain).
United.com, Walmart.com Pets.com, Amazon.com	Netflix, Uber, AWS, Spotify	Target Omnichannel, Telemedicine, Disney+	Fintech, online pharmacy, NFT, Bitcoin
The Internet	Cloud, Mobile	COVID-19	Web 3, Metaverse
HOW WE DID IT			
New tech skills, tools, and platforms	New design and engineering skills, agile, design thinking, mobile	New organization design, operating models, culture, remote work models	New job architectures, career pathways, capability academies, talent models
Early 2000s	2008–2017	2017–Pandemic	2022 and Forward

Source: The Josh Bersin Company, 2022

reimagined. Most companies are struggling to recruit, develop, and retain their people while also facing a massive need for entirely new skills, career pathways, employment models, organizational structures, and HR practices. Although many perceive this as a skills problem only, it is so much more. What we're talking about is workforce transformation impacting jobs, roles, organization structures, accountabilities, and rewards.

While there's certainly a need to address the talent shortage (the so-called "war for skills"), our research shows that today's talent challenges are mere symptoms of something bigger. The underlying problem facing companies is their job models, skills requirements, and fundamental capability models have evolved. The time has come for the HR-centric people solutions of yesterday to also evolve and steer clear from the logic of a segregated entity and onto an integrated operating system. We call this model "systemic HR."

The Systemic HR Model Emerges

The traditional structure of HR is that of a "service delivery" organization, where we have centers of excellence (COEs) for each functional area: recruiting, training, talent management, compensation, diversity, analytics, and (most recently) employee experience. Every year, HR strategy revolves around optimizing offered services, introducing technology solutions, automating administrative tasks, and improving self-service capabilities. Automation, simplification, and digitization have been the state of play for many years, but the real solutions and opportunities at play here, amid the radical reinvention of work, need to be more nuanced. None of these COEs alone can truly solve the problem. Everything in HR is now interconnected, and respective talent strategies should be equally intertwined.

The complexity of themes such as talent challenges and respective solutions are rising exponentially. HR departments need to rethink how they position themselves within their organization. It's not about adding more product managers or introducing "design thinking"—systemic HR is about shifting the mindset of HR practitioners toward adopting a solution-focused, responsive mentality.

Systemic HR means that an organization's people solutions (e.g., recruiting, retention, development, pay, goal-setting, and management) should be integrated together in a holistic way. This logic creates interconnected talent strategies, which generate more impact compared to independently optimized recruitment; training; diversity, equity, and inclusion (DEI); or pay programs.

We call this approach "systemic" to signal that talent-related interventions need to view workplaces as systems. Yes, different strategies exist to solve people problems, but these strategies impact and shape one another. HR can no longer afford to operate in "solution silos" when the future-readiness of their core business model is at stake.

Examples of Systemic People Solutions

Our ongoing research shows that, although all companies are navigating the same storm, a rare few are experiencing this deep industry and workforce transformation quite differently. Through our work on the Global Workforce Intelligence (GWI)³ Project, we have used a first-of-its-kind combination of data, research, education, and powered by insights from HR and business leaders to guide business and HR leaders through the major workforce trends that will shape companies around the world in coming years, digging deep to uncover people practices that work. Systemic HR balances short-term and longer-term needs, leveraging talent intelligence⁴ to determine the most-viable solutions (see Figure 4 on the next page). Here are a few examples of systemic people solutions that help companies excel in financial performance, customer delight, people outcomes, innovation, and change.

Recruit

According to our Talent Acquisition research,⁵ recruiting solutions—location strategies, diversity recruitment, a focus on the candidate experience, and upskilling recruiters—while also enhancing their skills and streamlining their operations are relatively quick to implement and have an immediate impact. Relying on talent intelligence to navigate decision-making, systemic HR recruitment solutions aim to accomplish the following:

- Help organizations expand their geographic reach
- Broaden and diversify their talent pools
- Predict upcoming retirements
- Strengthen connections with emerging talent
- Hire proactively for upskilling potential

Retain

Retention solutions are all about companies identifying ways to retain their talent, especially the talent who holds the cutting-edge skills needed for the future of the industry—and so much more than pay is in stock. As Greg Till, chief people officer at Providence, put it: "We're competing with Marriott, Starbucks, and McDonald's at one end of the pay range and the Fortune 100 at the other end. And while these companies can decide to raise salaries and then almost immediately pass the additional costs to consumers, any cost increases we might need to make take months or years to achieve."

Reskill

Some of the systemic people solutions that address the area of reskilling include:

- Strengthening the organization's level of understanding around skills
- Creating career pathways from low-demand professions to high-demand roles
- Enabling multiple ways for people to learn new skills

As we show in our Corporate Learning research,⁶ learning functions need to shift focus from beyond content to designing

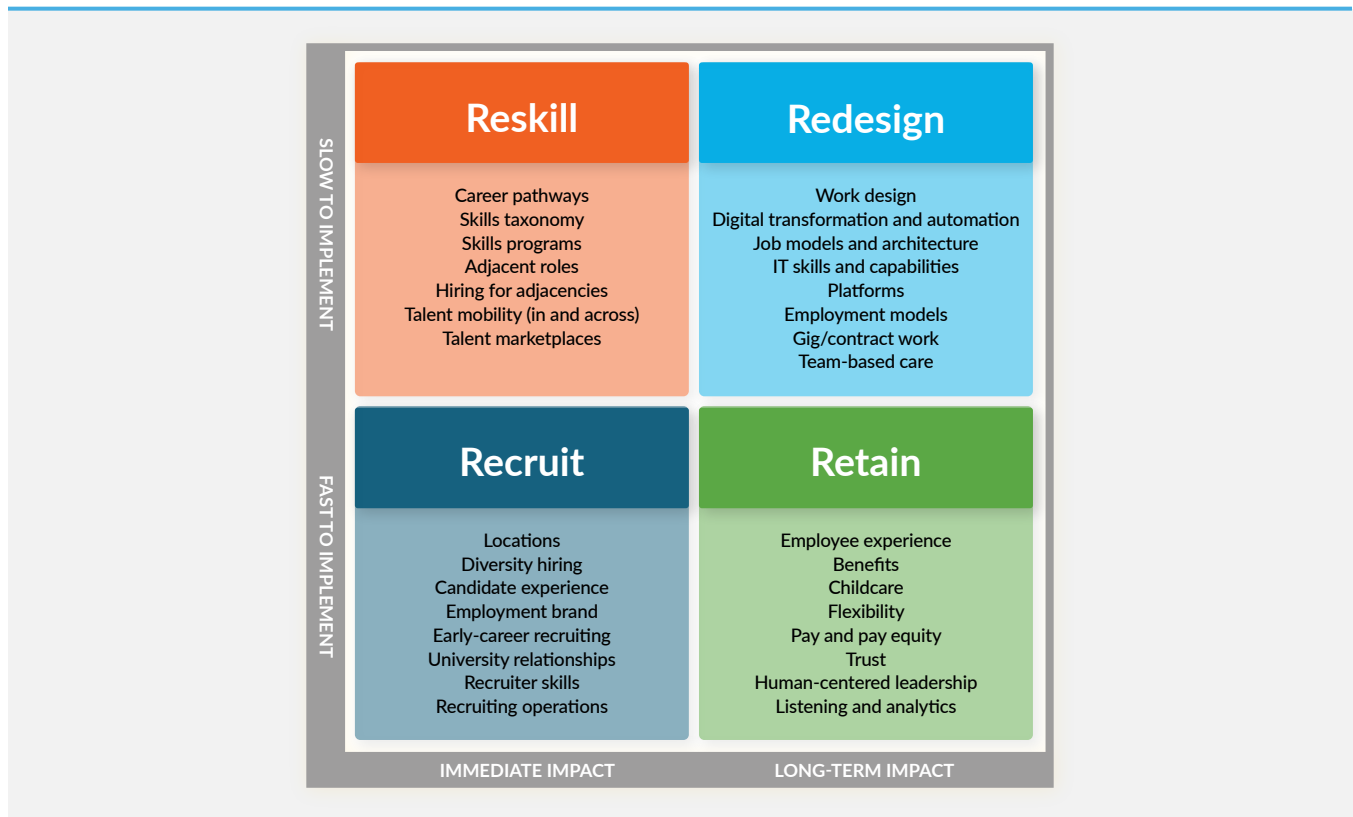
3 "The Global Workforce Intelligence (GWI) Project," The Josh Bersin Company, 2022.

4 *Understanding Talent Intelligence: A Primer*, Josh Bersin/The Josh Bersin Company, 2022

5 *The Definitive Guide to Recruiting: Human-Centered Talent Acquisition*, Josh Bersin and Janet Mertens/The Josh Bersin Company, 2021.

6 *The Definitive Guide to Corporate Learning: Growth in the Flow of Work*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022.

Figure 4: Systemic People Solutions Framework



Source: The Josh Bersin Company, 2022

capability academies around critical capabilities and then supplementing them with developmental assignments, stretch opportunities, interactions, and experiences. Democratizing learning and growth by granting access to talent marketplaces, which offer opportunities for people to fulfill their aspirations, is critical to both reskilling and retaining employees.

Redesign

How people work and what their work profile is are equally significant factors to the type of work they do as they directly affect performance and how engaged they are at work. Redesigning the operating model and the talent mix to promote long-term effectiveness and collaboration regarding how work is done is a core idea here. Aligning the outsourcing

strategy with the talent strategy so that core competencies grow within the organization is another angle.

Taking administrative or menial tasks off the plates of those “coders who only want to code” is an additional way to address redesign, and according to our Organization Design Study,⁷ any approach to “work design” needs to be cross-functional in nature.

Some key questions for rethinking are:

- How are team members collaborating?
- How much control do they feel they have over their daily routines, tasks, and deliverables?
- Does the workplace serve as a performance enabler?

⁷ The Definitive Guide to Organization Design: The Journey to Agile, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

The Pacesetters' Seven Winning Strategies

The big question is: How are the pacesetters leading their industries? To answer that, we've decoded seven winning strategies these leaders consistently execute on.

1. Focus on organization design, accountability, and goal systems that facilitate change and efficiency in tandem.

Driven by the aftermath of the pandemic, customer preferences and requirements changed and continue to change rapidly. In healthcare, televisits increased by 78% from February to April of 2020,⁸ and the new “normal” has patients questioning why they can’t continue such conveniences in their daily lives. Similarly, banks offered online products and services to open checking accounts and get bank cards from the comfort of home. These digital experiences are now a common expectation.

Such digital and virtual services and solutions require a different operating model to make them work. While many companies moved to agile ways of working during the pandemic, “culture retreat,” meaning a tendency to return

to prepandemic functional silos, occurred. Many traditional organizations are now back in legacy operating models.

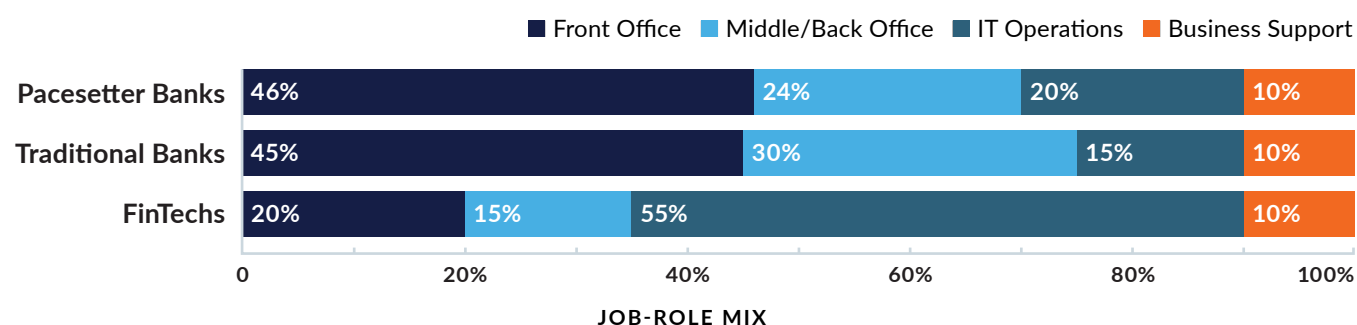
Pacesetters build on agile operating models, much more like those found in technology companies. For example, pacesetter banks like DBS have invested in hiring more technologists to modernize its technology stack, offer better customer-facing digital experiences, and automate low-value tasks in the backend.

Compared to traditional banks, pacesetters have 30% more people in their IT operations teams (translating to 3,500 people for the average bank) and 60% fewer people doing middle- and back-office work (compared to 4,600 people in the average bank), which makes them more akin to fintech companies than traditional banks (see Figure 5).⁹ Such efforts highlight the steps pacesetters take to strengthen their technical capabilities.

Similarly, pacesetter healthcare organizations, like Providence or Stanford Health, have a higher percentage of IT professionals and support staff, which allows clinical professionals to work at the top of their license while also reducing stress and burnout by making work more human.¹⁰

A more agile operating model and a culture suited for agility and cross-functional work is critical to creating the kind of customer experience the market is looking for, but how does this translate into roles and skills?

Figure 5: Operating Models in Pacesetter Banks vs. Traditional Banks



Source: Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022

8 "Telehealth: A quarter-trillion-dollar post-COVID-19 reality?" McKinsey & Company, July 9, 2021.

9 Consumer Banking under Siege: Addressing the Digital Capability Gap, Josh Bersin and Stella Ioannidou/The Josh Bersin Company, 2022.

10 Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

2. Prioritize technology and transformation roles equally to key operational roles.

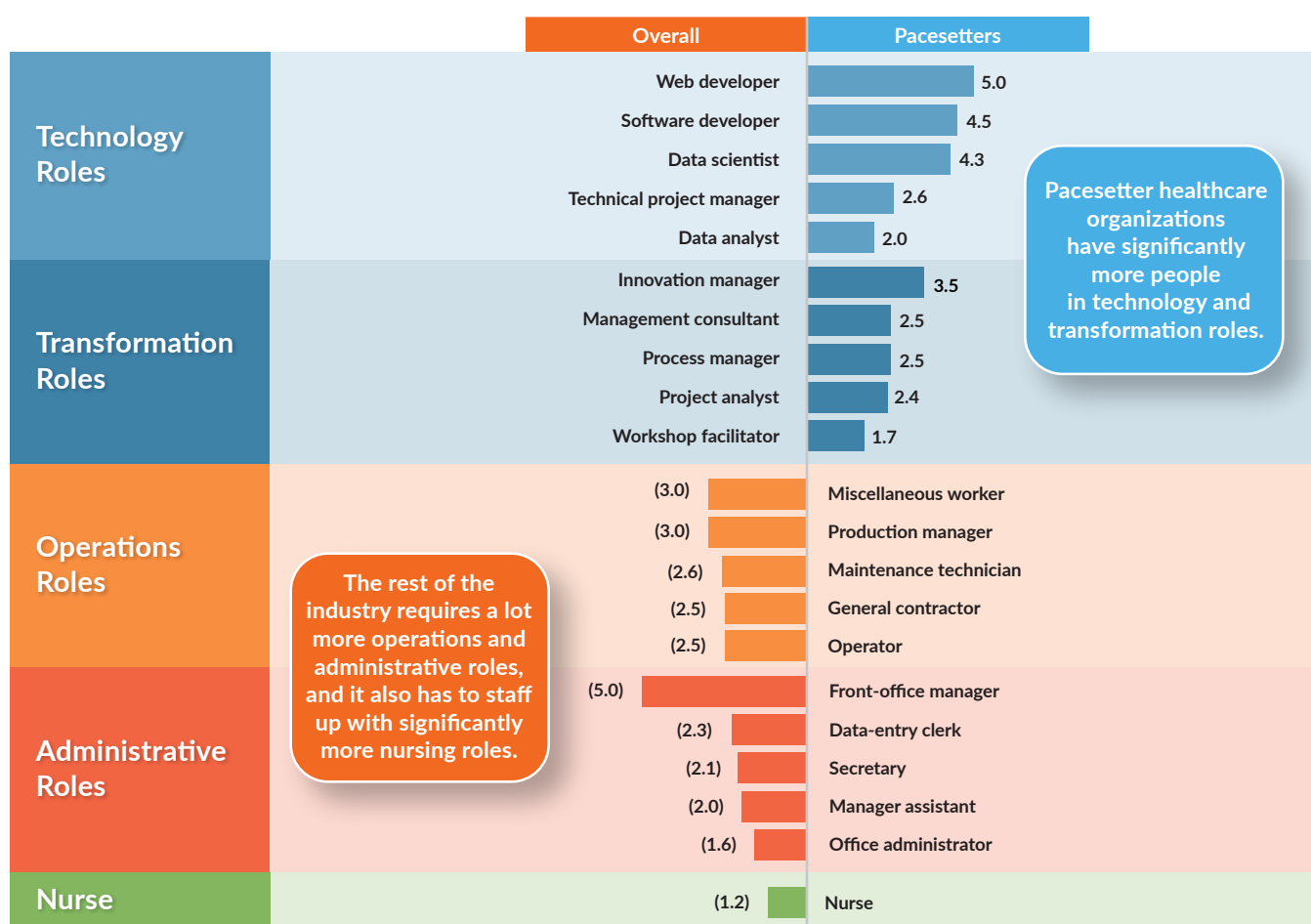
As the labor market remains tight around the world and skills rapidly change, companies are struggling to fill gaps in both capacity and skills. Meanwhile, many of the roles organizations are struggling to fill, such as operations roles, may not be what will carry them into the future.

Recruiting for these open jobs and skills is arguably the easiest solution, but it only fills the gap temporarily. Pacesetters don't just focus on today's skills or people gaps in operational roles.

Instead, they prioritize technology and transformation roles—roles that help them design their company for the future.

In healthcare, 94% of CEOs ranked the nursing shortage as the most-urgent business problem, and our research predicts a staggering shortage of 2.1 million nurses over the next two to three years (or 1 in 3 nursing positions unfilled).¹¹ Pacesetters have 5 times more web developers and 3.5 times more innovation managers—and 5 times fewer front-office managers (see Figure 6), and these innovations allow them to provide care with 20% fewer nurses—significantly easing the pressures of the nursing gap.¹² For example, in Kaiser Permanente's Garfield Innovation

Figure 6: Role Prevalence in Healthcare



Source: Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022

¹¹ Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

¹² Ibid.

Center, cutting-edge technology solutions are tested out in a simulated environment before launching them for patients and workers.

Similarly to the healthcare pacesetters, pacesetter banks have 7.6 times more senior software engineers and run leaner IT teams, with 2.5 times fewer IT managers. For instance, ING adopted an agile operating model across its organization, allowing for fewer management layers.¹³

Focusing on the right roles is essential in creating a future-proof organization, but pacesetters don't stop there. From within and outside their organizational boundaries, they also prioritize next-generation skills based on talent intelligence.

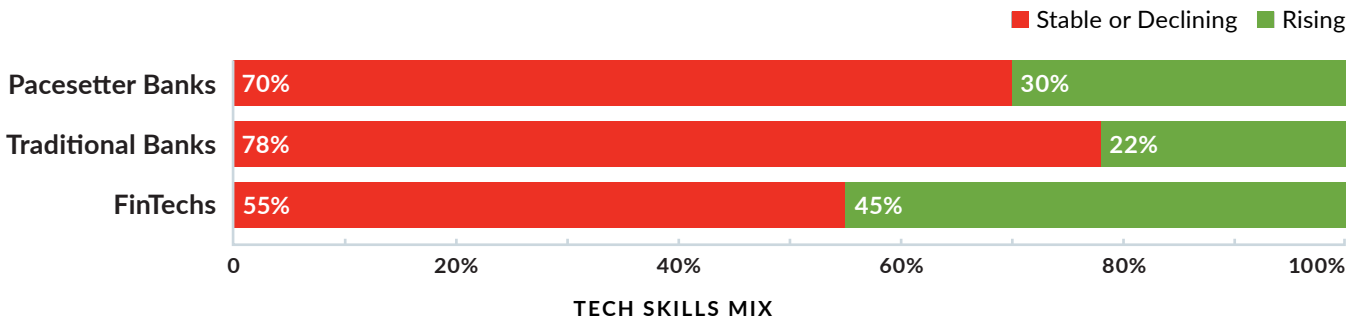
3. Invest in cutting-edge skills in technology, transformation, and consultative HR, and constantly experiment with new approaches.

Pacesetters stay flexible in how they operate, and they prioritize forward-looking roles. But roles alone have limited

importance unless the right skills are also in place. Pacesetter banks like HSBC and DBS do more than just take stock of technologist profiles; they deliberate in hiring, developing, and retaining people with the most forward-looking and fastest-rising skills, which helps them maintain a competitive edge. These include skills like digital and operational excellence and data analysis, and there are 1.4 times more of these skills in pacesetter banks compared to traditional banks (see Figure 7).¹⁴

To support technology-enabled work, pacesetter healthcare organizations prioritize skills in data, analytics, software implementation, machine learning, and HR tech. This in turn reduces the stress and burnout of clinicians by removing the need for repetitive, low-value work that can be automated (e.g., charting) and augmenting work with AI and machine learning driven insights (e.g., patient flows). These organizations have 5.2 times more Python development skills, 3.5 times more healthcare software implementation skills, and 2.5 times more HR technology design skills.¹⁵ Bon Secours Mercy, for example, provides a dedicated career pathway to develop digital skills and credentials for clinical professionals.¹⁶

Figure 7: Tech Skills Mix in Banking



Source: Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022

13 Consumer Banking under Siege: Addressing the Digital Capability Gap, Josh Bersin and Stella Ioannidou/The Josh Bersin Company, 2022.

14 Ibid.

15 Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

16 Bon Secours Mercy Health Creates the Future Workforce through Career Pathways Case Study, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022.

4. Deeply value talent and prioritize mobility, retention, and reskilling to drive growth rather than depending on recruiting alone.

As one CHRO in a healthcare organization phrased it: “You can’t recruit your way out of the labor shortage.”

With U.S. unemployment rates at a 53-year low of 3.4%, pacesetters don’t rely on an empty talent pool to “fish” for candidates. Instead, they focus on internal mobility, not just external recruiting. Here are a few examples of what pacesetter organizations have done:

- **Scotiabank** pulled the plug on resume requirements for campus hiring and piloted new behavioral assessments for roles in its digital factory, which is the internal function that works to transform the bank’s digital banking.¹⁷
- **HCA** heavily invested in automating and augmenting the recruiting function of its 500+ member recruiting team with data and technology to recruit better and more strategically.
- **Providence** used its AI-based nurse scheduling system to predict vacancies and then addresses them proactively with a combination of hiring, external workers, reskilling, and redesigning work for better deployment of talent.¹⁸
- **DBS** prioritized internal mobility, resulting in more than one third of its job openings being covered internally.¹⁹
- **NewYork-Presbyterian** strove toward an ambitious goal of 60% of all hires being internal.²⁰

Retention of talent is critically important as well. Pacesetters invest time and effort to deeply understand what matters to their people and act on what’s learned by supporting better work-life balance, increasing staffing where needed based on workload and

expectations, and allowing for more flexibility, better total compensation, and an irresistible²¹ employee experience.

Our definitive guide to employee experience²² shows how a laser focus on making the workplace irresistible can help generate trust with quick solutions that have a lasting impact, which in turn helps retain people. To address the issue of recent demand for remote work, some pacesetters created fantastic hybrid work opportunities for their entire workforce. For example, P&G, UBS, Nestlé, Citigroup, L’Oréal, and BNY Mellon have adopted either flexible or hybrid work plans built around the needs and requirements of their workforce. Bank of America experienced a significant increase in employee engagement combined with a notable turnover decrease after the establishment of its academy.²³

Reskilling employees into needed roles and skills is another powerful way to resolve skills gaps. Data-informed career pathways develop more clinical staff and help bring nonclinical people into nursing positions. Companies who built such pathways are Bon Secours Mercy, AdventHealth, and NewYork-Presbyterian.²⁴ BNY Mellon, a bank with thousands of unique roles and hundreds of thousands of workforce skills, meticulously updates its skills taxonomy to ensure that it is current, validated, and fed into a learning experience platform. Providence goes a step further by breaking organizational boundaries and letting Amazon reskill its warehouse workers to later place them into the organization.²⁵

5. Continuously redesign jobs and employment models to adapt for the future.

In healthcare, 40% of the massive 2.1 million nurses that constitute the nursing gap can be remedied through redesigning work and jobs, decreasing demand for nursing work (see Figure 8 on the next page).

17 *Scotiabank Transforms Campus Recruiting Replacing Resumes with Behavioral Assessments*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2021.

18 *Providence Transforms Healthcare for the Future*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

19 “How DBS achieved 92% employee satisfaction while working hybrid,” Priya Sunil/Human Resources Online, September 29, 2022.

20 *NewYork-Presbyterian Redefines Employee Experience with Career Pathways*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

21 We define “irresistible” as an experience people simply can’t resist or a business that is attractive and engaging for employees, and one that often results in higher rates of employee retention.

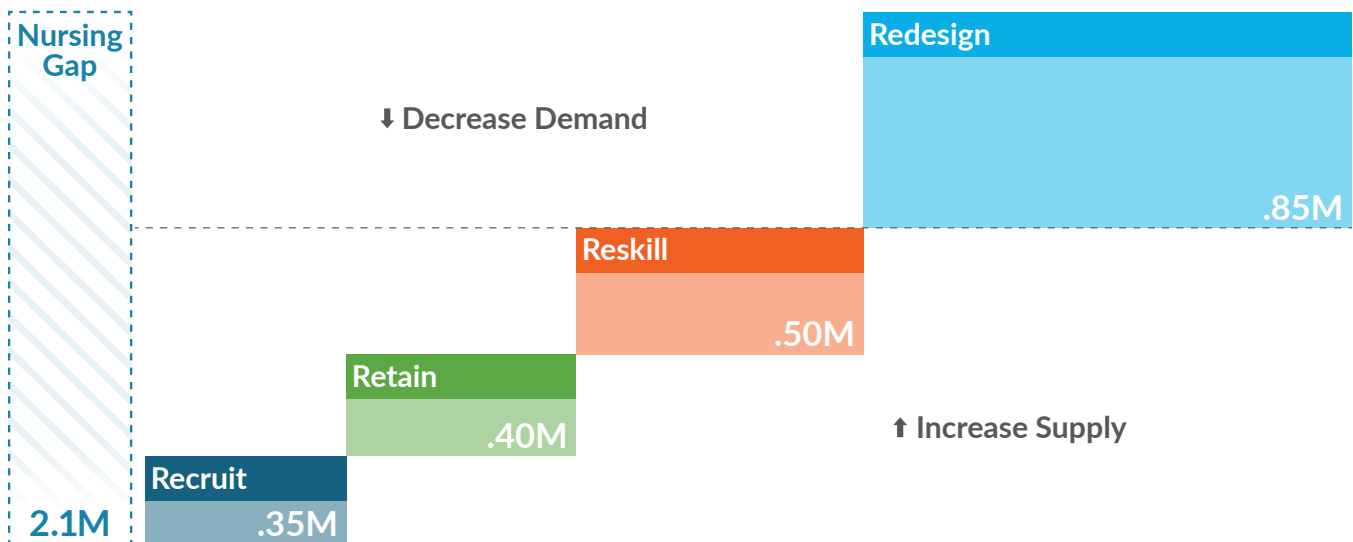
22 *The Definitive Guide: Employee Experience*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2021.

23 *Career Building at a Great Company: The Academy at Bank of America*, Josh Bersin/The Josh Bersin Company, 2021.

24 *Bon Secours Mercy Health Creates the Future Workforce through Career Pathways Case Study*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022.

25 *Providence Transforms Healthcare for the Future*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

Figure 8: Talent Solutions to Address the Healthcare Nursing Gap



Source: Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022

Redesign can take many forms:

- Using different “sites of care” (such as home health care or retail stores)
- Removing or streamlining nonvalue-added work to allow clinicians to operate at the top of license
- Automation and augmentation of work tasks (like medication robots or data-driven patient prioritization)
- New employment models such as internal gig work or using contractors more strategically²⁶

Mercy Health uses “Mercy Works on Demand,” an app that lets staff nurses pivot to internal gig positions to increase flexibility, create a better work environment, and meet patient demands in an agile way.²⁷ What this means is they use specific skills to break down nursing work into smaller components (shifts, for example) and then offer nursing staff the option to work in shorter increments as opposed to standard full-time employment. Using talent intelligence—insights about skills, certifications, and capabilities of nurses within the organization—Mercy staffs its assignments in a modular way.

Pacesetter banks like DBS and ING have transformed their entire operating models to be more like FinTechs, welcoming digital-first experiences, process automation, and company-wide agility. Providence went a step further and redesigned how nursing work is done, introducing a virtual nursing unit that brings together virtual and bedside care teams to collaborate in real time in an innovative way to increase nurse satisfaction, improve responsiveness, and maximize patient care. Whirlpool’s design for environment program connects product sustainability directly with the company’s business goals by redesigning production lines to build high-performance goods and services that take less from the earth and are better for people and the planet. Without a redesign of work—removing the 60% to 70% of administrative tasks from nurses’ plates—no amount of increase in supply will ever bring companies to where they need to be.

6. Implement a globally integrated, systemic HR operating model.

Pacesetters’ HR teams operate in a completely different way than traditional HR teams. They realize that everything in HR is interconnected, and they break down functional domains of COEs

²⁶ Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

²⁷ Mercy Uberizes Nursing for the Future of Work, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

and operate in a systemic way (see Figure 4) that is focused on employee productivity and engagement and is powered by data.

Every time a new job is open, it isn't just filled; the HR team looks at job design, pay, and internal mobility to make each role more efficient than it previously was. Pacesetters realize that no one strategy alone can address their talent issues, and that different strategies have different time horizons and different complexities, so they bundle them together to build solutions to problems instead of standalone HR programs.

These HR departments are not just more “agile” or have product managers, design thinking, and iterative design added to the profession. They rethink HR as a system that is interconnected in a solution-oriented, real-time way, and something more than a set of services or offerings.

Pacesetters power these solutions with data—constantly listening to employees, understanding skills trends, determining roles to focus on, and letting business problems guide the direction for the future. Rather than creating HR programs in siloed COEs, pacesetters organize solution centers or pods (small, agile teams working on specific problems in project settings) around business problems, then work across HR domains to solve problems in a systemic way, all based on skills and capabilities with the employee in mind.

Providence, for example, uses a “4D” approach to workforce transformation—deconstruction of work, diversifying sources of talent, deploying employees more efficiently, and digitizing work—fostering new ways of collaborating across the organization.²⁸

7. Collaborate across the C-suite.

Pacesetter C-suites work together to coordinate growth targets, market shifts, and customer needs to let the CHRO, CIO, and COO develop an integrated people strategy. Every dollar spent on IT is focused on advancing this strategy, while the CHRO focuses on an HR operating model and solutions that continuously improve retention, engagement, leadership bench, and productivity. The COO provides leadership for process simplification, task automation, and scaling across the organization.

The CEO and CFO play a role in solving business problems like the nursing shortage. In the highly regulated healthcare industry, the CEO needs to focus on addressing regulatory requirements that may inhibit efficiencies in nursing through restrictive patient/nurse ratios. All of these strategies are contingent upon adequate funding, which the CFO has to prioritize as part of a multiyear strategy (see Figure 9).²⁹

Pacesetter banks have highly collaborative C-suites, working together in an integrated manner to solve for the digital skills gap.

Figure 9: Cross-C-Suite Collaboration for Healthcare Transformation

Who	Key Challenge	Strategic Focus
CEO	Regulatory requirements	Influence national, state, and local policy to enable healthcare transformation (e.g., staffing ratios).
CHRO	Labor relations and work design	Focus on a holistic talent approach to recruit, retain, reskill, and redesign, including transformation of care.
CIO	Technology enablement	Provide tools and technology capabilities for clinical transformation and collaborate with HR.
CFO	Cost and investment	Prioritize focus on clinical-care capacity building through a multiyear strategy.
COO	Clinical and operational issues	Provide leadership for clinical transformation and scale across operations.

Source: Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022

28 Providence Transforms Healthcare for the Future, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

29 Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care, Josh Bersin and Kathi Enderes, PhD/ The Josh Bersin Company, 2022.

Conclusion

The seven winning strategies of pacesetters outline a powerful roadmap for companies to lead the industry for years to come. While the strategies may seem overwhelming, don't be intimidated: no company perfects all of them. Pacesetters prioritize their options and start wherever is most relevant to them, then expand and improve. They don't see the big problems as a massive transformation effort but instead continuously transform their organizational models, business structures, and talent processes to fit the ever-changing environment.

Pacesetters don't just outperform all others now, they are also increasing their lead exponentially, getting further and further ahead, all the while defining the future of their industry and the future of work.

Pacesetters have learned to change and adapt while continuously focusing on productivity, profit, and efficiency.

About the Authors



Josh Bersin

Josh founded Bersin & Associates in 2001 to provide research and advisory services focused on corporate learning. He expanded the company's coverage to encompass HR, talent management, talent acquisition, and leadership and became a recognized expert in the talent market. Josh sold the company to Deloitte in 2012 and was a partner in Bersin by Deloitte up until 2018.

In 2019, Josh founded the Josh Bersin Academy, a professional development academy that has become the “home for HR.” In 2020, he put together a team of analysts and advisors who are now working with him to support and guide HR organizations from around the world under the umbrella of The Josh Bersin Company. He is frequently featured in publications such as *Forbes*, *Harvard Business Review*, *HR Executive*, *The Wall Street Journal*, and *CLO Magazine*. He is a popular blogger and has more than 800,000 followers on LinkedIn.



Kathi Enderes, PhD

Kathi is the senior vice president research and global industry analyst at The Josh Bersin Company, supporting clients and the market with evidence-based insights on all areas of HR, learning, talent, and HR technology. Kathi has more than 20 years of global experience from management consulting with IBM, PwC, and EY, and as a talent leader at McKesson and Kaiser Permanente. Most recently, Kathi led talent and workforce research at Deloitte. She is a frequent keynote speaker, author, and thought leader. Her passion is to make work better and more meaningful.

Originally from Austria, Kathi has worked in Vienna, London, San Francisco, and Spain and now lives in Palo Alto, California. Kathi holds a doctoral degree in mathematics and a master's degree in mathematics from the University of Vienna, Austria.



Stella Ioannidou

Stella is the director of research and Global Workforce Intelligence Project leader at The Josh Bersin Company. In this role, she conducts empirical research on a variety of topics related to the skills economy, talent intelligence, and HCM solutions. Stella has almost 20 years of experience across several industries, including banking. Prior to joining The Josh Bersin Company, Stella was the HR transformation leader for Deloitte, where she led large-scale HCM implementations and designed frameworks for talent acquisition and performance management for the public sector. Stella holds master's degrees in engineering, information systems management, business administration, and lifelong learning. Stella lives and works in Greece and is pursuing her PhD in talent intelligence. She is a certified project manager, change management practitioner, lean six sigma green belt, and ICAgile HR professional.

The Josh Bersin Company Membership

The Josh Bersin Company provides a wide range of research and advisory services to help HR leaders and professionals tackle the ever-evolving challenges and needs of today's workforce. We cover all topics in HR, talent, and L&D. The Josh Bersin Academy—built on our research and powered by Nomadic Learning—helps HR practitioners grow key foundational skills. Our corporate membership program provides HR teams and senior leaders with the skills, strategies, and insights to build cutting-edge HR and people strategies through a combination of research, assessments, professional development, exclusive events, and community. In 2022, The Josh Bersin Company introduced the Global Workforce Intelligence (GWI) Project to guide market-leading businesses and their leaders through the challenges of industry convergence while remaining future-focused.

For more details, contact us at info@bersinpartners.com.