

Skills Over Jobs

How to Build a Workforce That Moves, Grows, and Stays

A keynote for leaders who believe people are the strategy.



Christina Filntisi



I arrived in Spain with one small suitcase and €400.



Christina Filntisi ✓ • You

Delivering Business & People Transformation | SAP S...

11yr • 🌐



Curious young spirit with different experiences, looking for a job in Spain, to get out of my comfort zone.



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My career didn't follow a straight line.



Accounting · Bayer BCN



Controlling · Bayer BCN



Change Mgmt & Comms ·
Bayer HQ Germany



Communications · Bayer BCN



Co-founded a Startup



HR Transformation · Bayer BCN



HR Business Partner · Ravago



Change Manager · Ravago

· Eight roles. Two countries. One thread: skills.



What do you want to be when you grow up?

"We were asked to pick a destination. Nobody told us the map would keep changing."

AUDIENCE REFLECTION

Two Questions



Raise your hand

How many of you are in the role you imagined for yourself 10 years ago?



Turn to the person next to you

What skill – not job title – made the biggest difference in your growth?



1 billion people
need reskilling by
2030.

By 2030, 170 million new jobs will be created – but 92 million will be displaced. The net gain depends entirely on reskilling.

– World Economic Forum, Future of Jobs Report 2025

reports.weforum.org



Although the world has changed — our org charts didn't.

Career Ladder

Linear. Vertical. One direction. Defined by titles and hierarchy.

Career Lattice

Fluid. Multi-directional. Defined by skills, curiosity, and growth.

We still hire for roles. Measure people by titles.

Work became fluid. Projects replaced permanence.

Yet most of our HR systems still reward the climber, not the explorer.

What is a skills-based organization, really?



Hire for Skills

Not credentials or job history. What can you actually do?

IBM removed degree requirements from 50% of U.S. job postings. (HBS, 2022)



Deploy with Flexibility

Match people to work based on capability – not org chart position.

L'Oréal: skills-based talent matching across 88,000 employees globally.



Develop Continuously

Build learning into the flow of work. Make growth visible and rewarded.

Unilever built a global internal learning platform giving 150,000+ employees access to personalized skill-building paths.



Navigate Careers Differently

Move laterally, diagonally – across functions, geographies, and domains.

Danone: internal talent marketplace matching by skills, not seniority.



THE OPERATING MODEL

Skills over jobs is not an HR initiative. It's an operating model.

Traditional HR

Upskilling = Training

Reskilling = Programs

Mobility = Policy

Skills-Based Reality

Upskilling = Capability Building

Reskilling = Workforce Shift

Mobility = Talent Marketplace

The Capability Building Timeline: From Audit to Continuous Loop

Future Skills Map

A clear destination

Define skills needed in 2-5 years, aligned to strategy.

Learning Ecosystem

Build personalized pathways with training, mentoring, and AI tools.



Entreprelearners

Skills Audit by Levels

Identify gaps using self-assessment, 360 feedback, and data.

Continuous Loop

Build a living system. Measure, iterate, evolve.

Key distinction

Skills change. The audit never ends.

The Competencies tell you HOW people need to work.

The Skills tell you WHAT they need to be able to do.



We called it our internal 'Erasmus' program.

"We discovered talent we didn't know we had."

Bayer Internal Program Experience

The model

People moved into different roles for a few months.

What We Observed

Temporary moves became permanent transitions. People discovered capabilities they didn't know they had.

What It Became

A mechanism for mobility, upskilling and reskilling.



From Finance Manager to Service Center Head.

This wasn't upskilling. This was reskilling.

Reskilling becomes a real business lever – not a learning initiative.

Finance Manager

Financial expertise. Analytical mindset.

Reskilling

Through an individual development plan but also a team development center we achieve that they could EXCELL in their new role.

Service Center Head

Entirely new role – different capability set.

Internal mobility is your most underused talent management tool.

42%

Faster to fill roles

Internal mobility programs fill roles 42% faster than external hiring.

31%

Lower turnover

Companies with strong mobility programs retain people significantly better.

Sources: Gartner Talent Mobility Report 2025; LinkedIn Economic Graph 2025



Vertical Mobility

Promotions based on demonstrated skills, not tenure.



Lateral Mobility

Cross-functional moves that build broader skills.



Geographic Mobility

Moves across countries that expand capability.



Albert's Journey at Unilever

13 years. 9 roles. One company.

9 Roles

**marketing, brand,
strategy & e-commerce**

3 Countries

Spain, UK, Europe-wide

13 Years

continuous internal mobility

Role progression

1. Marketing Intern, Deodorants (2013)
2. Marketing Brand Building, Rexona (2014)
3. Marketing Brand Building, Axe (2014-2016)
4. Global Skincare Strategy, London (2016-2017)
5. Brand Development & Project Manager, Home Care (2017-2019)
6. Trade & Marketing Manager, Fabric Conditioners (2019-2021)
7. Trade Category Manager, Deodorants & Fragrances (2021-2022)
8. Group Brand Manager & Trade Marketing, Deodorants & Fragrances (2022-2025)
9. 1UL Europe CSP & E-Commerce Lead, Home Care (2025-Present)

Learning Culture

Culture eats strategy for breakfast.

The organizations that win at reskilling don't just offer training – they make learning part of how they work.



Recognize Skill Growth as Performance

Celebrate learning milestones the same way you celebrate sales targets. What gets measured gets done.

e.g. Shopify's "Mastery" program (2024) – raises tied to skill level scores, not tenure or management track.



Manager as Coach

Equip managers to support and guide team learning journeys – not just evaluate output. Coaching conversations > performance reviews.

e.g. Google's "g2g" (Googler-to-Googler) – a volunteer peer-teaching network where employees coach each other across the organization.



Protect Learning Time

Dedicate structured, non-negotiable time for development. If learning only happens 'when there's time,' it never happens.

e.g. Microsoft Viva Insights automatically blocks calendar time for learning (30min-2h/week, structured and non-negotiable).



Measure Progress with Data

Track skill acquisition – not just course completion rates. Did the skill transfer to the job? That's the real metric.

e.g. Schneider Electric tracks skill transfer to the job – not just course completion – as part of their talent development KPIs.



THE MANAGER FACTOR

Managers: The Make-or-Break Factor.

56%

Left because of a bad manager

Managers either unlock their people's potential – or block it. In skills-based transformation, they are the single most critical lever.

Sources: Monster Workplace Relationships Report 2026

THE MANAGER FACTOR

What great manager behavior looks like.



Train for growth conversations

Not just performance reviews – but 'What skill are you building? Where do you want to go?'



Reward talent developers

Make talent development a KPI. Celebrate managers who grow people – even when they move to other teams.



Address talent blocking

When managers block mobility, the whole organization loses. Fix the incentive, not just the behavior.

QUICK WINS

What you can do starting Monday.

01

Run one conversation

Ask three employees: "What skill are you most proud of that your job doesn't fully use?" Listen. Really listen.

02

Audit one barrier

Find one policy or process that makes internal mobility harder than external hiring. Name it. Start removing it.

03

Pilot one marketplace

Launch a micro talent marketplace – even a simple spreadsheet of internal projects people can opt into.

04

Champion one person

Sponsor someone whose skills are underutilized. Make their path visible. Be their advocate publicly.

05

Tell one story

Share an internal mobility success story. Culture changes when stories change.



The question isn't
"What's your job?" It's
"What can you do?"

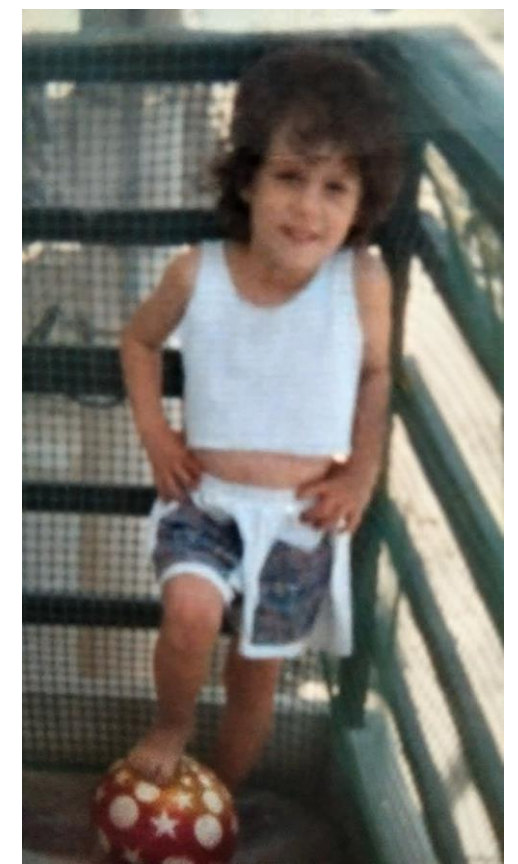
Thank you.

The one thing to remember

Skills are the new currency. Make sure everyone in your organization has the chance to spend them.

The one truth to hold

The organizations that will win the next decade are the ones building people – not just filling positions.



Christina Filntisi
Delivering Business & People
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