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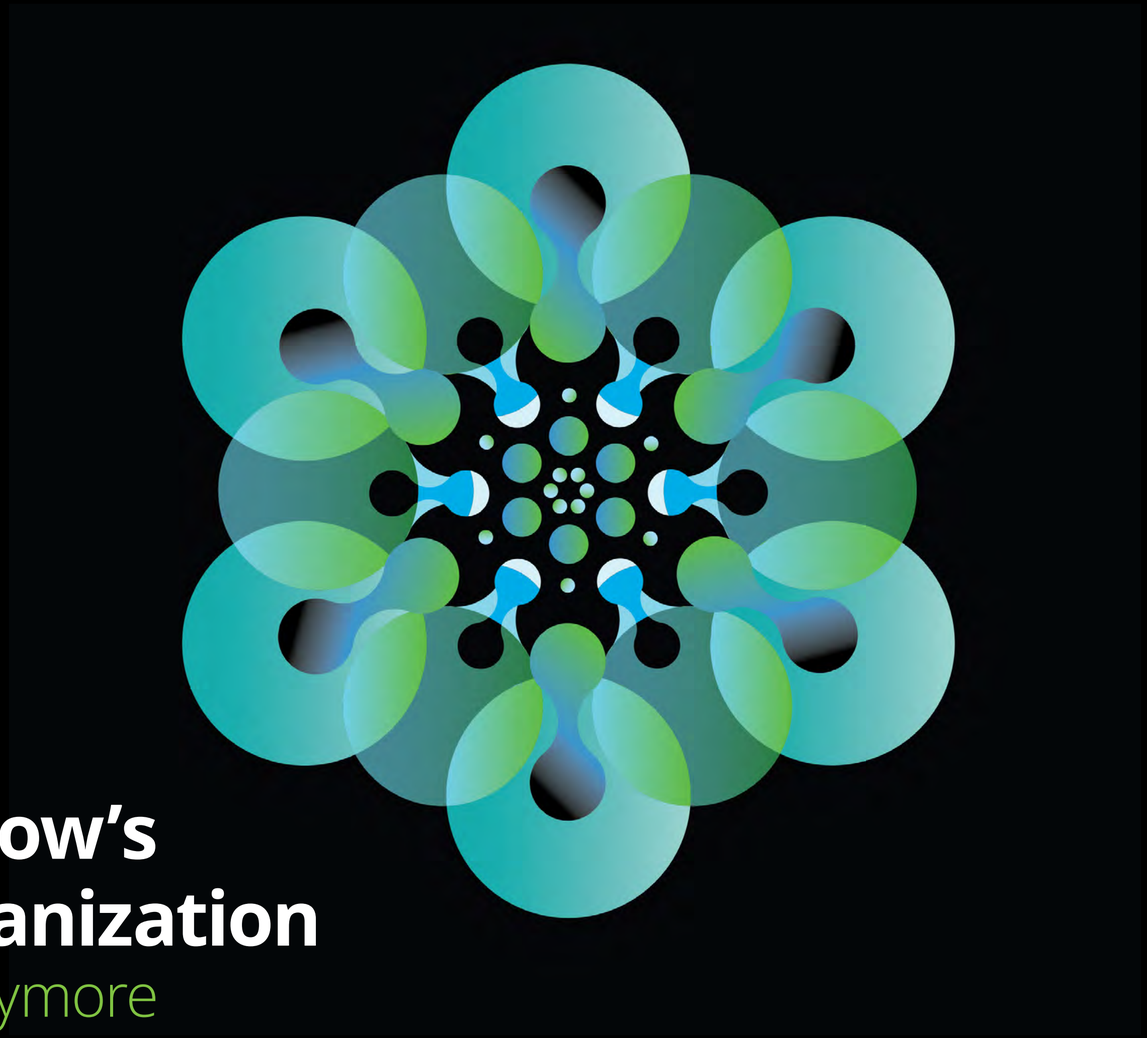

Building tomorrow's skills-based organization

Jobs aren't working anymore

By Sue Cantrell, Michael Griffiths, Robin Jones, and Julie Hiipakka

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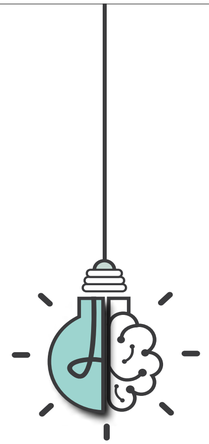
01
Foreword

Foreword



Organizations traditionally have been structured around jobs—from managerial hierarchies to HR practices—for so long it's daunting to consider new models.

With workplace agility and ŒH[LELOLW\ JURZLQJ LQ importance, and with innovation and creativity increasing in value, leaders are seeking fresh ways of working—and restless employees are becoming more open than ever to major changes.

The key is uncoupling work from formal job descriptions, and uncoupling workers from being viewed as job holders. This allows organizations to tap the full range of workers' capabilities to achieve desired outcomes and solve problems,[1] and base people decisions on skills more than jobs—from hiring to rewards, workforce planning, and more. We call this new operating model for work and the workforce "the skills-based organization," where skills, rather than jobs, are used as the basis for decision making about work and the workforce.

> In the skills-based organization of today and tomorrow, skills can mean technical abilities (or hard skills), human capabilities (such as emotional intelligence), or potential (including latent qualities, abilities, or adjacent skills that may be developed and lead to future success). Indeed, we see the word coming to encapsulate what makes workers unique individuals with an array of skills, interests, passions, motivations, work or cultural styles, location preferences and needs, and more.

To explore how leaders are thinking DERXW WKLQNLQJ traditional jobs to skills-based work, we conducted both quantitative and qualitative research with workers, executives DQG +5 OHDGHUV DFURVV LQ the world. We learned that people are open to new ways of work--and, more importantly, organizations are already moving in that direction.

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02

Key takeaways

Key takeaways

- The Great Resignation, the rising relevance of DEI issues, and an emphasis on agility are changing work within organizations. Business and +5 leaders are evolving workforce practices to focus more on skills in response, but only in a quarter are making significant changes.
- Organizations using skills-based practices outperform their peers that are not using skills-based practices.
- Workers and +5 leaders say they want to support, develop, and engage workers based on their individual needs, talents, skills, and preferences.

- Nearly two-thirds of workers and +5 leaders agree that jobs are no longer the best way to organize work. Both fractionalizing work (breaking it down into projects or tasks) and broadening work (focusing work around solving problems or achieving outcomes, can create value for workers and organizations.
- Skills-based development and skills-based hiring are most widely cited by organizations as where they're doing the most to shift now. Roughly half of workers say skills-based development and hiring would improve their experience at work. +5 leaders say they're investing most in skills-based learning and skills based hiring.
- Skills-based organizations are clearly attractive, and fewer than half of organizations are taking steps toward establishing them.

- Leaders want to leverage data to help workers and organizations make decisions such as matching them to work. Another two-thirds are willing to do so but only if the data is used responsibly and they can benefit from it.
- The future of skills-based organizations is in going beyond skills to include other data, such as preferences, motivations, and more, as well as making worker data portable across organizations. Workers want their employee skills data to be portable beyond organizational boundaries.
- There are tangible, practical things organizations can do right now to start on their journey to realizing value:
  - Use skills to transform a workforce practice that has the biggest pain point
  - Start with using skills to transform workforce practices that have the clearest connection with skills
  - Get you own skills house in order

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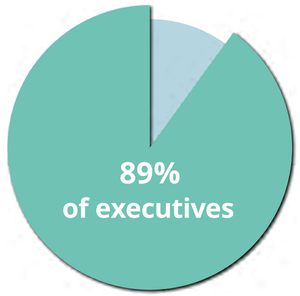
Our research

2XU ‹QGLQJV DUH EDVHG RQ D JOREDO VXUYH\ RI ZRUNHUV DQG EXVLQHVV DQG +5 H[HFXWLYHV LQ countries across a range of industries, conducted in spring and summer of 2022. We also conducted secondary research and interviewed nearly a GR]HQ H[HFXWLYHV DQG WKRXJKW OHDGH

Based on our surveys:



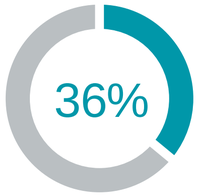
say skills are becoming important for the way RUJDQL]DWLRQV DUH GHSOR\LQJ ZRUN deploying talent, managing careers, and valuing employees

say they **plan on moving more toward** becoming a skills-based organization

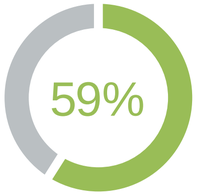
are **actively experimenting** with skills-based approaches now

But....

Fewer than 1 in 5 are adopting skills-based approaches to a significant extent across the organization, and in a clear and repeatable way



RI H[HFXWLYHV **and**



of workers agree with the statement: **“My organization values degrees and job experience over demonstrated skills and potential”**

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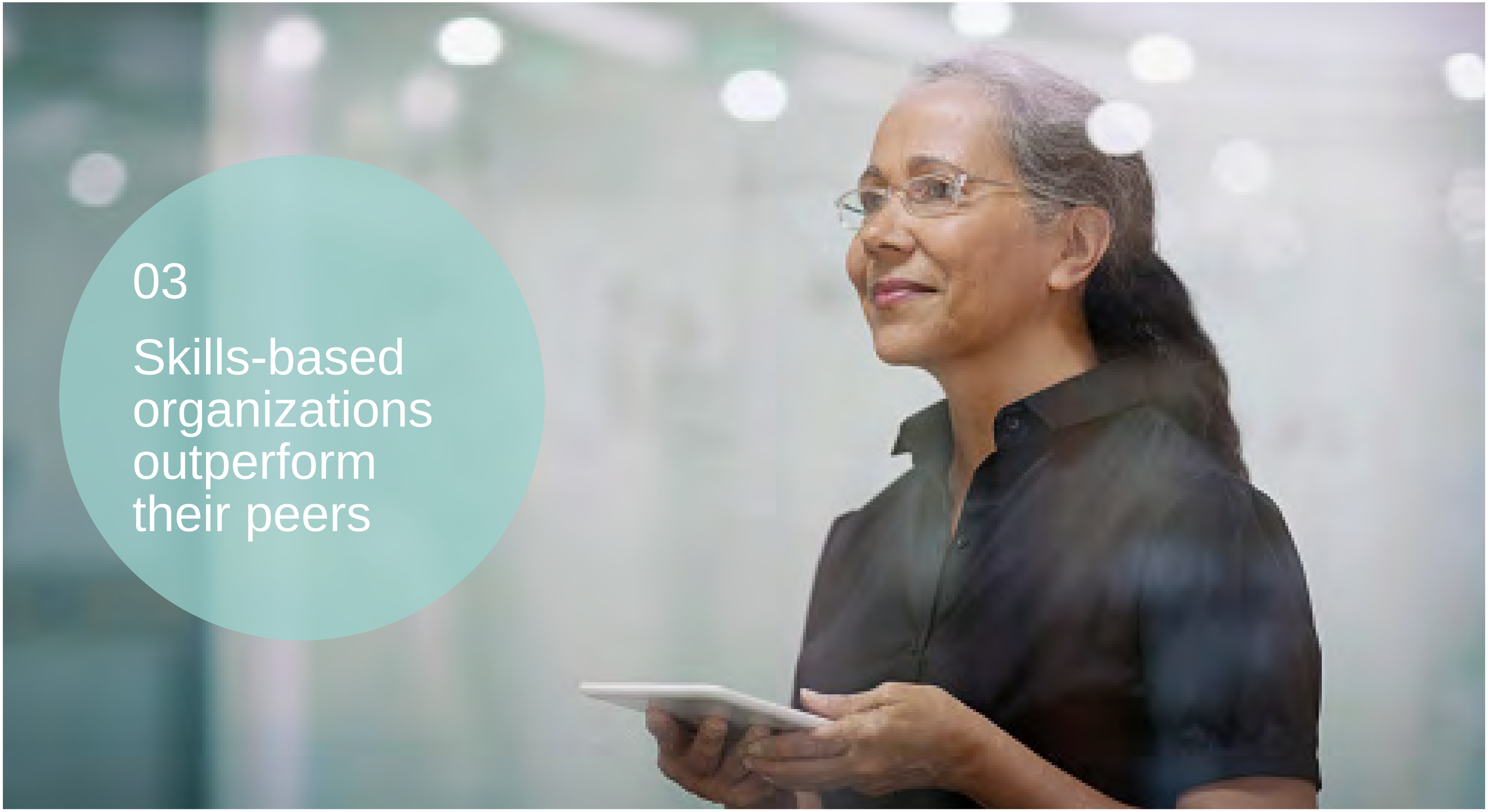
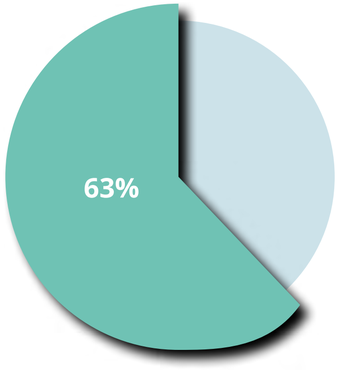


03

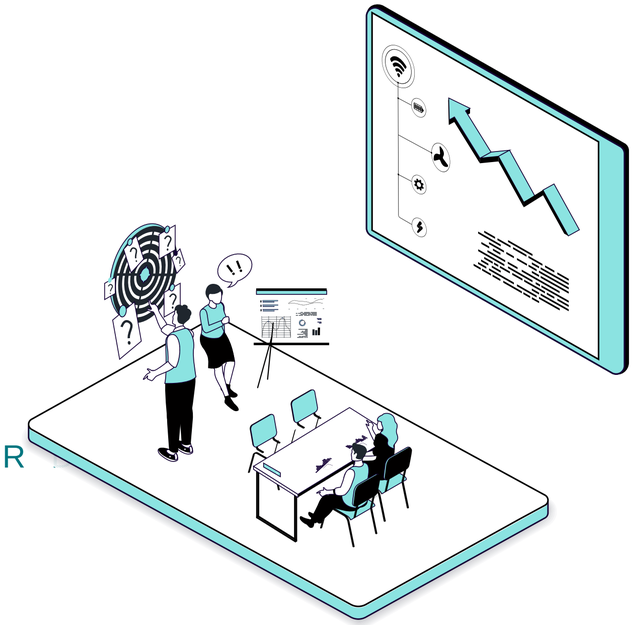
Skills-based organizations outperform their peers

Early skills-based pioneers are seeing the impact, achieving greater results than those with jobs-based practices.



Skills-based organizations make an impact:

Organizations that embed a skills-based DSSURDFK DUH PRUH OLNHO\ WR results** than those that have not adopted skills-based practices.



6NLOOV EDVHG RUJDQL]DWLRQV UDWL combined weighted ratios of the HR executive survey item “Our organization’s business and HR executives are aligned on the importance of skills in making decisions about work,” and the worker survey items “My employer treats workers as whole, unique LQGLYLGXDOV ZKR FDQ HDFK R¬HU XQ and a portfolio of skills to the organization,” “My organization supports me in pursuing opportunities to create value through activities that are outside of the direct scope of my job,” and “My organization makes it easy to apply my skills where they are most needed.”

5HVXOWV DUH GH-QHG DV EXVLQH RXWFRPHV PHHWLQJ RU H[FHHGLQJ -Q DQWLFLSDWLQJ FKDQJH DQG UHVSRQG DQG H¯FLHQWO\ LQQRYDWLQJ DFKLH FXVWRPHU VDWLVIDFWLRQ SRVLWLYH DQG FRPPXQLWLHV VHUYHG LPSURYL PD[LPL]H H¯FLHQF\ EHLQJ D JUHDW SO DQG GHYHORS SODFLQJ WDOHQW H¬H ZRUNHUV ZLWK D SRVLWLYH ZRUNIRUF SURYLGLQJ DQ LQFOXVLYH HQYLURQPH retaining high performers.

Source: Deloitte analysis of Deloitte Skills-based Organization Survey, May–June 2022.

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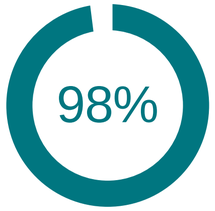
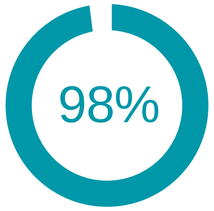
Skills-based organizations are...

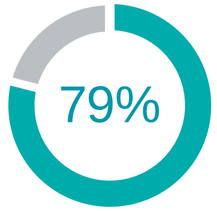
more likely to **place** W D O H Q W H • H F W L Y H O \



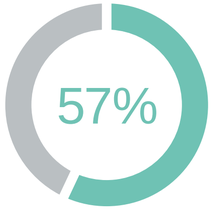
more likely to **retain high-performers**



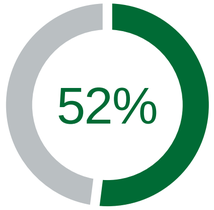
more likely have a reputation as a great place to **grow and develop**



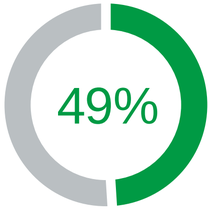
more likely to have a **positive workforce experience**



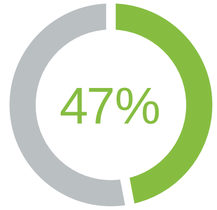
more likely to **anticipate change and respond** H • H F W L Y H O \ D Q G H] F L H Q W O \



more likely to **innovate**



more likely to **improve processes to maximize** H] F L H Q F \



more likely to **provide an inclusive environment**

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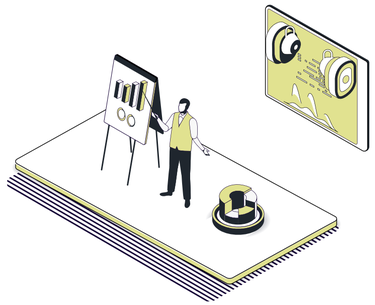
Living proof: Unilever



Unilever is pioneering the move to a skills-based organization.

At Unilever, an internal talent marketplace HQDEOHV VNLOOV WR ŒXLGO\ PRYH WRUNHUV DFURVV WKH RUJDQL]DWLRQ, either as a permanent employee or as a "U-Worker"—a worker who has a guaranteed minimum retainer along with a FRUH VHW RI EHQH‹WV ZKR FRQWUDFWV IRU ZRUN RQ MREV for a series of short-term projects.[3] Unilever KDV LGHQWL‹HG PRUH WKDQ WDVNV LW PD\ QHHG GRQH RYHU WKH QH[W ‹YH \HDUV ZKLFK ZLOO be performed by a combination of full-time employees, gig workers, contractors, and those ZRUNLQJ Œ H[LEO\

([SODLQV 3DWULFN +XOO YLFH SUHVLGHQW)XWXUH RI Work, at Unilever, "We just see that there's all this opportunity that we can unlock for people that maybe we wouldn't have been considering because, as with many organizations, we would have been more in our functional silos."

Increasingly, departmental work at Unilever is being divided into projects, tasks, and deliverables. Ultimately, +XOO VHHV VLORHG GHSDUWPHQWV EUHDNLQJ GRZQ LQWR skills, rather than years with a job title, to understand what each employee brings.

"When you can get to that level of detail, you can get much more targeted in your recruitment, in your internal mobility of talent, and applying the right talent to the right tasks and projects, and thereby also accelerate business performance."[5]

Unilever also asks all employees to have a "My Future Fit 3ODQ ZLWK HDFK HPSOR\HH LGHQWLI\LQJ RQH RU PRUH IXWXUH pathways for themselves: upskilling for the person's HYROYLQJ UROH UHVNLOOLQJ IRU D GLŠHUHQW UROH ZLWKLQ 8QLOHYHU reskilling for work outside of Unilever, or transitioning to platform-based work within Unilever. Unilever is H[SHULPHQWLQJ ZLWK XVLQJ GLJLWDO WHFKQ the skills employees already have and the ones they'll need for the future, uncovering how to identify and unlock hidden skills and to thereby create innovative pathways for people to move between roles or organizations. Once roles are seen as a collection of skills, the technology maps the potential for cross-functional moves supported by IRFXVHG OHDUQLQJ DQG[6] ZRUN H[SHULHQFHV

A pilot conducted by Unilever suggests that workers greatly underestimate their skills, and that AI assessment FDQ XQFRYHU KLGGHQ VNLOOV WULSOLQJ WK says, "No longer will we look at someone in manufacturing DV RQO\ DEOH WR IXO‹OO D PDQXIDFWXULQJ M at how to match their purpose, passions, and skills with roles in a variety of sectors, from healthcare to R&D to clean energy."[7]

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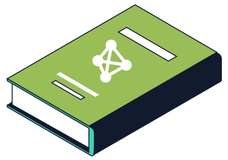

Results

)OH[LEO\ GHSOR\LQJ VNLOOV WR SURMHFWV DQG WDVNV through an internal talent marketplace gained WKHP DSSUR[LPDWHO\ KRXUV RI XQORFNHG capacity to put toward more than 3,000 business-critical projects, reducing the need to hire new people. Moreover, overall productivity VRDUHG E\[8]

- On average, a pilot showed that people could EH UHVNLOOHG IRU QHZ UROHV LQ FRPSOHWHO\ GLŠHUHQW IXQFWLRQV LQ MXVW VL[PRQWKV[9]

> "We're beginning to think about each role at Unilever as a collection of skills, rather than simply a job title."
>
> $QLVK 6LQJK KHDG RI +5 IRU 8QLOHYHU[10] LQ $XVWUDOLD DQG 1HZ =HDODQG

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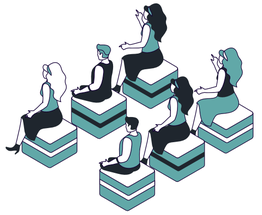
04

Why skills, not jobs?

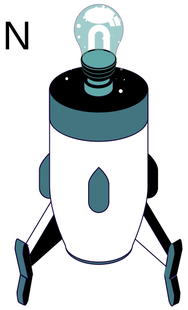
Formal jobs can’t keep up with the changing demands of work and skills

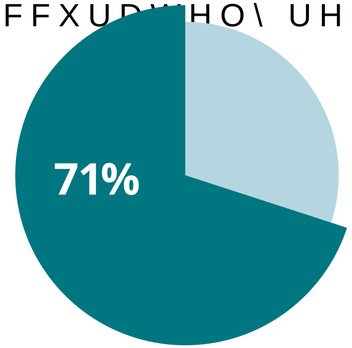


Increasingly, as work evolves to be more about quickly responding to changes in our environment than about standardized work designed for scalable H•FLHQF\ MREV PD\ QR ORQJHU DFFXUDWHO\ UHŒHFW what we do.

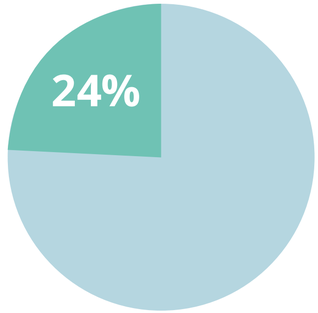
Jobs are quickly giving way WR PRUH 5XLG ZRUN

Most workers are already working in more flexible environments, even if that flexibility is informal:

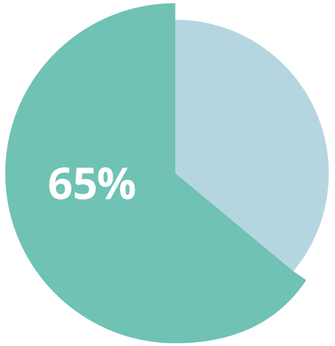




perform some work **outside of their stated scope of job** responsibility



do the same work as others with the same job title



report that the **skills and capabilities required** to perform their jobs have changed in the past two years

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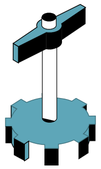
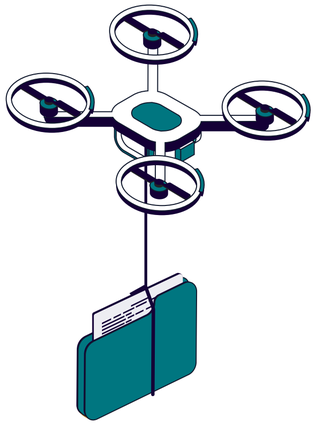
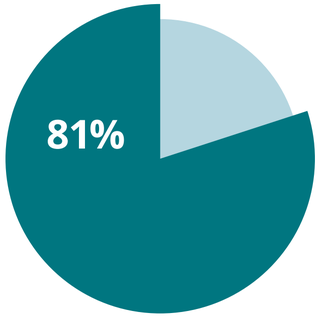
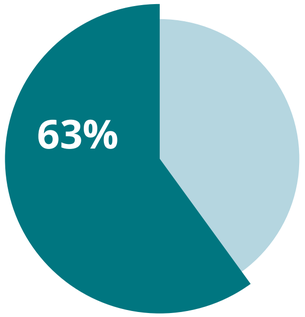




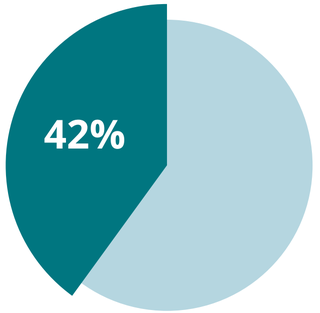
Executives see the same disconnect between jobs and work.



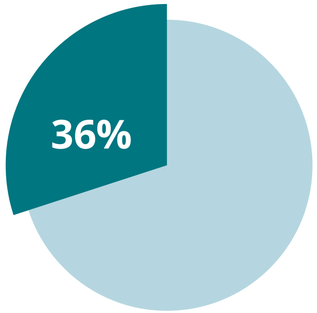
say work is **increasingly performed** across functional boundaries



say work in their organizations is currently being performed in teams or projects **outside of people's core job descriptions**



say job descriptions accurately characterize the work that the organization needs done



say work is increasingly being performed by workers **outside of the organization who don't** KDYH GH4QHG MREV in the organization at all

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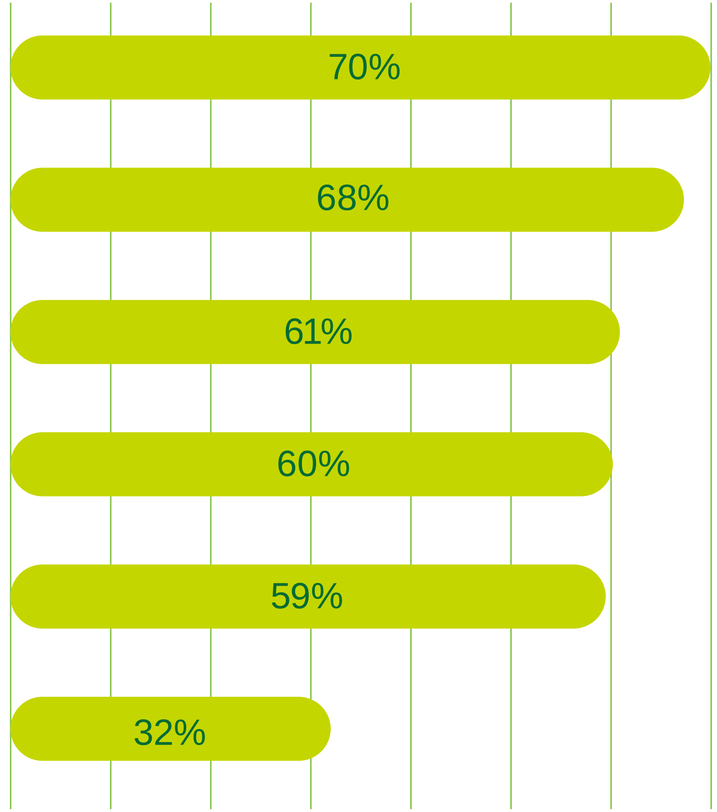
A fresh approach

&RQ‹QLQJ ZRUN LQWR VWDQGDUGL]HG WDVNV FRPELQHG LQWR a functional job, and making decisions about workers based on that job, hinders some of today's most critical organizational objectives: agility, growth and innovation, diversity and equity, and the ability to RŠHU SHRSOH D SRVLWLYH ZRUNIRUFH H[SHULHQFH

Jobs are quickly giving way WR PRUH 5XLG ZRUN

What are the primary drivers of your organization pursuing a stronger capability to make decisions about work and the workforce using skills?



Source: Deloitte Skills-Based Organization Survey, May–June 2022

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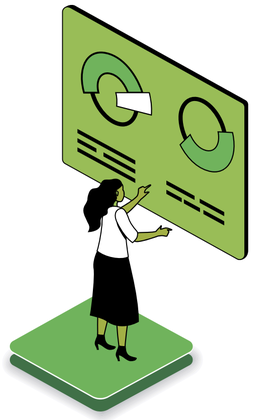
:KDW EHQH4WV GR EXVLQHVV and HR executives hope to see from a shift from jobs to skills?

Top goals of business and HR executives with skills-based practices (top 8 out of 13)



Source: Deloitte Skills-Based Organization Survey, May–June 2022

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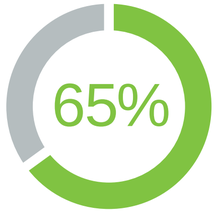
Old model, new needs

The traditional operating model based on jobs is stretched to its limits, presenting challenges for organizations to keep up with a rapidly changing business environment.

1. The race to keep up with rapidly changing skills

Jobs simply can't keep pace with the evolving requirements of work and skills.

Workers say:



agree the skills and capabilities required to perform their jobs have changed in the past 2 years

HR executives say:

strongly agree they can H•HFWLYHO\ DQWLFLSDWH WKH **skills they will need** over the QH[W WKUHH \HDUV

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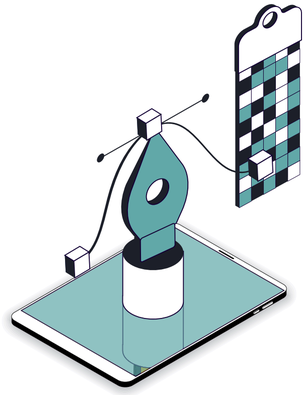
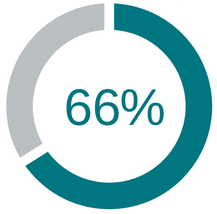
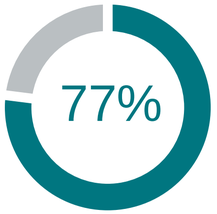


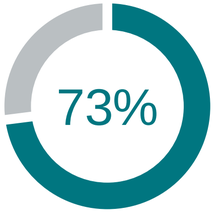
Business executives say:



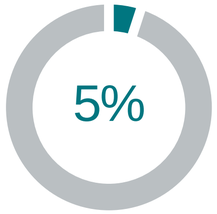
are struggling to keep up with **constantly changing skill requirements**



agree their organization should **help their workers become more employable with relevant skills**



are accelerating **upskilling or reskilling** H Š R U W V



strongly agree they are investing enough in helping people learn new skills to keep up with the changing world of work

Living proof: Zurich Insurance

Zurich Insurance uses people analytics to understand where workers need to reskill or upskill based on new technologies or new work requirements. Based on an assessment of current skills and future skill requirements, technology then provides tailored learning and development suggestions to workers so they can continuously update their skills to stay relevant. Not only are formal learning opportunities suggested, but the organization uses capability network mapping to determine where skill and capability networks exist in the organization to suggest ways for workers to strengthen their informal expertise network .

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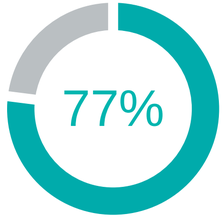
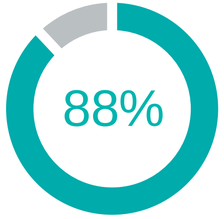
2. The quest for agility

Organizations need a more agile approach to organizing work.

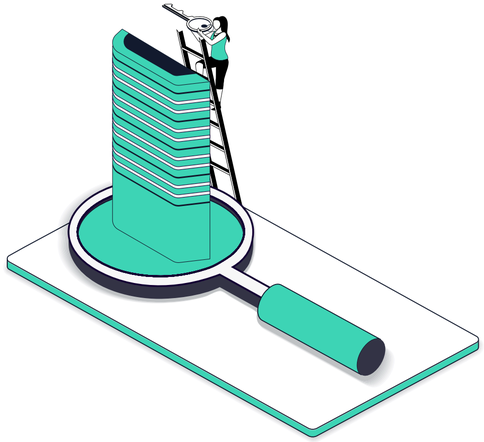
Business leaders say:



5H[LEO\ PRYLQJ VNLOOV around is critical to navigating future disruptions



organizations should **create more agile ways of organizing work** to improve speed and swiftly adapt to market changes



Living proof: Organizations
5H[LEO\ UHGHSOR\HG WDOHQW GXULQJ **the COVID-19 pandemic**

,Q WKH HDUO\ GD\V RI WKH &29,' SDQGHPL supply chains snapping and consumer demand rapidly shifting, many companies found themselves scrambling, their workforce misaligned and misallocated. For example, Bank of America transferred more than 3,000 employees from across WKH EDQN WR X-VWRPHU VHUYLFH FDOOV IDF VKLIWHG IURP PDNLQJ FDUV WR YHQWLODWR like Virgin Atlantic temporarily loaned their furloughed ®LJKW DWWHQGDQWV WR XWLOL]H WKHLU FX in U.K. hospitals. These cases demonstrated that organizations could quickly pivot to meet new demands when they embraced the idea that workers are far more capable than we give them credit for, easily stepping outside their usual jobs to add value in new and necessary ways.

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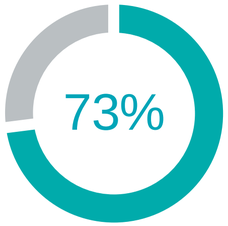
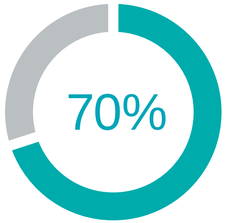
3. The hunt for talent

Organizations are getting creative to ensure they have the skills they need to succeed.

Business leaders say:



H [S H F W W R H[SHULHQFH talent shortages RYHU WKH Q H [W three years



talent shortages are requiring their organization to **get creative about sourcing for skills** RYHU MRE H [S H U L H Q

Living proof: Telecommunications company

When a telecommunications company needed machine learning (ML) skills, leaders had to look beyond high-demand workers with AI-related degrees. 7 K H F R P S D Q \ D Q D O \ - HHG 0/ HHO [S H G M Q W R understand their aggregation of skills, experience, and pathways. It then created algorithms to search for people with adjacent skills and capabilities, tripling the size of the hiring pool and thereby rewarding workers for their skills rather than their degrees.

Living proof: & X V K P D Q : D N H 4 H O G

* O R E D O U H D J P k & X W K P D Q - H O G N K D V I R U years focused on recruiting military veterans to tap capabilities that include leadership and experience in project management, strategic planning, and machinery maintenance.

Living proof: Schneider Electric

Schneider Electric improved employee retention by creating an internal gig economy, allowing more than 2,300 people to move where their skills were of more value.

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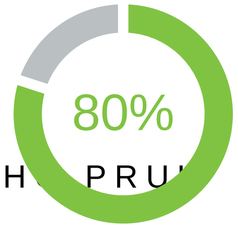
4. The demand for diversity, equity, and inclusion (DEI)

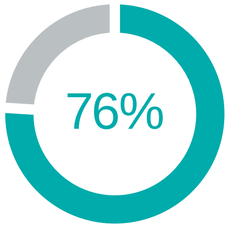
Organizations are looking toward skills-based approaches to provide greater opportunity, fairness, and H T X L W \ D V S H R S O H D U H G H ‹ Q H P R U H based on their skills and abilities than on their pedigree.

Workers say:



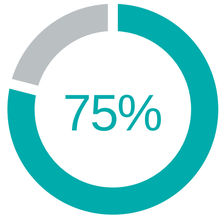
making decisions about hiring, pay, promotions, succession, and deployment based on people's skills (vs. their job history, tenure, or network) would reduce bias and improve fairness

and

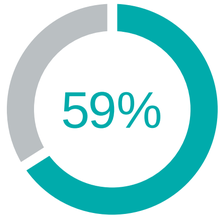


business and HR H [H F X W L Y H V D J U H H

Business leaders say:



hiring, promoting, and deploying people based on skills (vs. tenure, job history, or network) can help democratize and improve equal access to opportunity



improving DEI is a **primary motivator** for becoming a skills-based organization

Living proof:
Business Roundtable

More than 80 Business Roundtable member companies are participating in a multi-year W D U J H W H G H F D O O H G W K H 0 X O W L S O H 3 D W K Z D \ V , Q L W L D W L Y H W R F K D Q J H management practices to emphasize the value of skills to improve equity, diversity, and workplace culture.

Living proof:
OneTen

2 Q H 7 H Q D F R D O L W L R Q R I & (2 V D Q G R U J D Q L] D W L R Q V D L P V W R K with their résumés.

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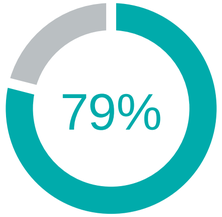
5. The rise of human sustainability

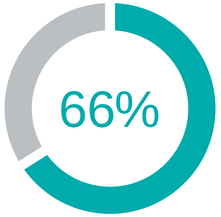
Organizations are challenged to move from rhetoric to results when rethinking the very purpose of the company: from creating shareholder value to creating value for multiple stakeholders—shareholders, customers, society, and workers.

Instead of turning everyone into the same kind of contributor by standardizing their roles, skills-based organizations allow individuality to shine through with work tailored to their strengths and their potential realized.

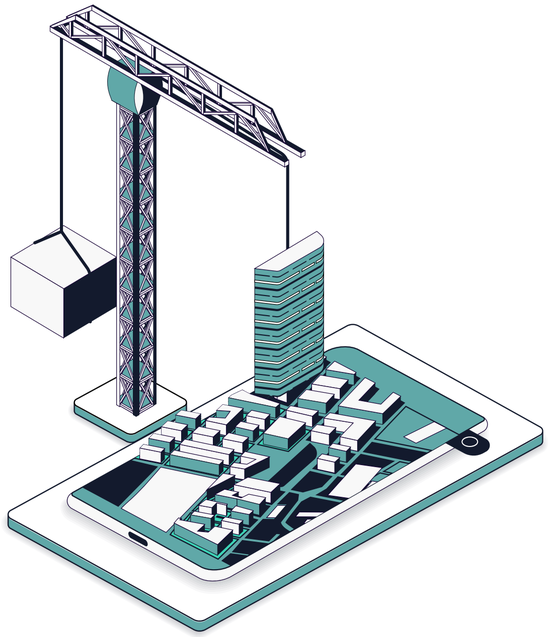
Business leaders say:



agree that the **organization has a responsibility to create value** for workers as human beings and society in general



face pressure to **show commitment to create that value**, moving from rhetoric to results



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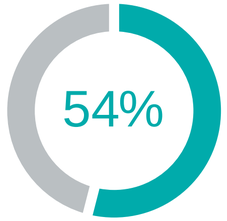
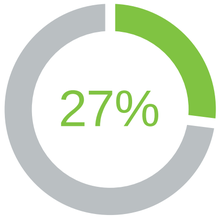
Business and HR leaders say:

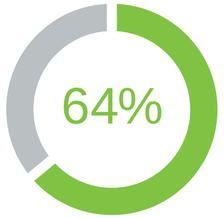


using AI to identify hidden and adjacent skills would help them reskill their workforce and retain displaced workers

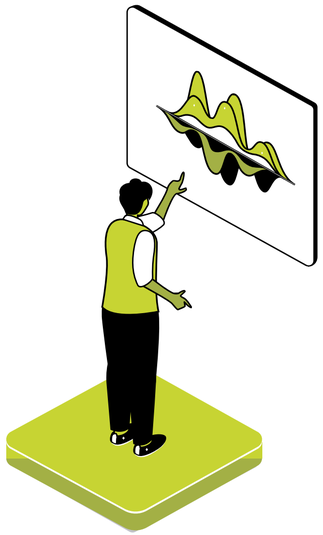
Workers say:



strongly agree that their **employer is making progress in creating value** for them



they would be **more attracted to and remain at an organization that creates value** not just for shareholders, but for workers as human beings and greater society as well



Living proof:
Anheuser-Busch InBev

Anheuser-Busch InBev (AB InBev) worked to serve the greater community during the pandemic when the organization asked its workers to submit "ideas for good," quickly acting on many of them by mobilizing their workers' skills to take action on new problems. The idea to use AB InBev's breweries to make hand sanitizers and to use its plastic injection molding machines to make personal protective equipment for health care workers were two ideas born out of this program.

Living proof:
U.S. Navy

The U.S. Navy recently launched a platform called MilGears that enables service members and veterans to capture skills acquired through training, education, and on-the-job experience. The platform links the skills to the O*NET framework, which provides a framework of skills that link to jobs across the U.S. economy. Service members can log their validated credentials, GHWHUPLQH WKHLU VNLOOHGSWR DKQHGSXWHWWLWLJSHRU WKHLU post-military careers.

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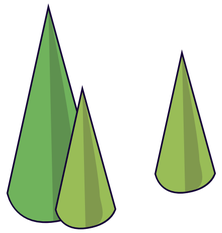
05

A new model for a new business landscape

Leaders increasingly recognize that formal jobs can be obstacles in a time of rapid change. Establishing and driving a skills-based approach allows organizations to deliberately and consciously set new practices, policies, and standards that make the shift fair, well thought out, and manageable for everyone.



The four principles of skills-based organizations

1 Liberate work and workers from
WKH FRQ4QHV RI WKH MRE
5HRUJDQL]H ZRUN DV D SRUWIROLR RI GXH DQG UHLPDJLQH HYHU ZRUNIRU
structures, including and beyond the job.

2 Develop a workforce of one:
Reconceive workers as being employees holding formal jobs to being a “workforce of one”
LQGLYLGXDOV ZKR ZRUN RQ RU RŠ
each with a unique portfolio of skills and capabilities.

3 Use skills to make decisions about work and the workforce:
5HGHVLJQ DQG UHLPDJLQH HYHU ZRUNIRU
practice — from performance management, to rewards, to hiring — to be based more on skills and less on jobs.

4 Build a “skills hub,” the engine of the skills-based organization:
Build an internal “skills hub,” an engine of skills data, technology, governance, and more, to power these decisions.

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06
Liberate work and workers from the
F R Q 4 Q H V R I W K H M R E

In complex work environments

with knowledge-based organizations competing on innovation, formal job categories, responsibilities, and hierarchies can often seem rigid or even irrelevant. Although the job will always have a place in organizational life, organizations are H[SHULPHQWLQJ ZLWK FUHDWLQJ D SRUWIROLR RI GLŠHUHQW ways to organize work including and beyond the job.

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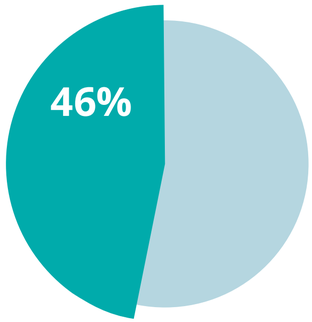
As work becomes far more variable,

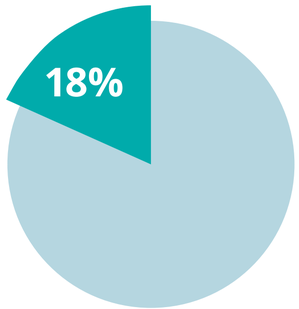
bundling all that people do into a “job” means that there are untapped skills and capabilities in our people, leading to trapped value in our organizations.

Business and HR leaders say:



agree they **can quickly and easily move skills to where they are needed** most as work evolves — but only **16% strongly agree**

Business leaders say:



strongly agree that their workforce is using their skills and capabilities to their fullest potential

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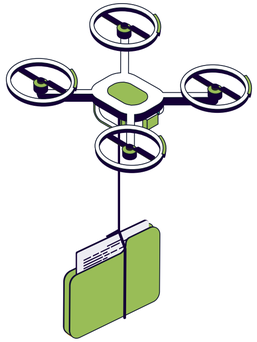
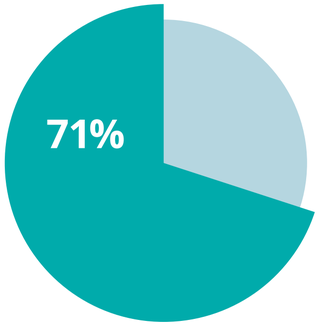
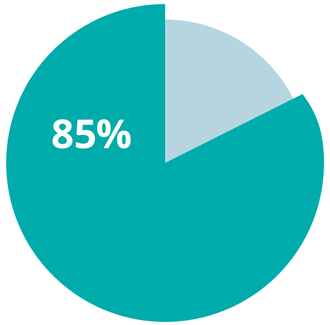


HR leaders say:



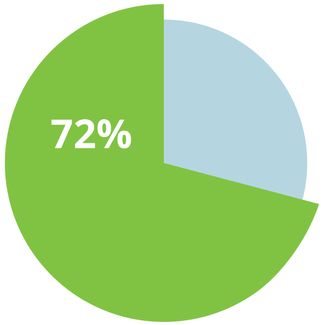
have already begun to redesign the way work is organized over the past three years so that VNLOOV FDQ EH ŒH[LEO\ SRUWHG WR work as it evolves

and

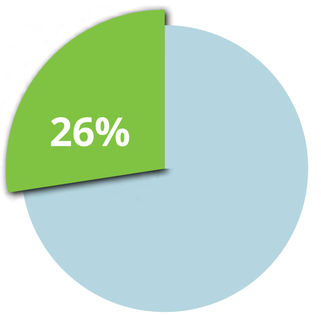


are planning or considering doing so over **the next three years**

Workers say:



agree that customizing their responsibilities based on their unique skills would improve their ZRUN H[SHULHQFH



strongly agree their employer is using their skills and capabilities to their fullest potential

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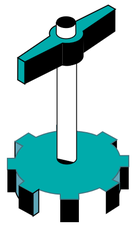
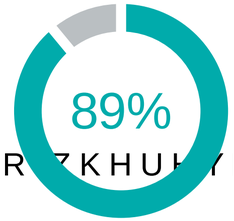
Fractionalize work



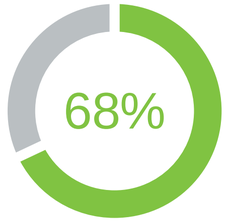
To emphasize agility, one possible approach is to fractionalize work—breaking it down into projects or tasks that evolve as needed by the business. 7KLV DOORZV ZRUNHUV WR ŒRZ WR ZKHUH YHU WKHLU capabilities can create the most value.

HR leaders say:



are **experimenting with or using skills-based internal talent marketplaces**, in which workers are matched to projects and tasks anywhere in the organization for a portion of their time

Workers say:



believe that participating in skills-based internal talent marketplaces **would improve their experience at work**

Living proof: TATA Steel

TATA Steel used an internal talent marketplace to post Q H D U O \ S U R M H F W V Z L W K R Y H U K R X U V D Q G D F K L H Y H E R W V L J Q L in engagement.[20]

Living proof: Haier

$W +DLHU WKH HQWLUH RUJDQL]DWLRQ employees works in a fully fractionalized work model, with an internal talent market that governs how W D O H Q W L V G H S O R \ H G D F U R V V W K H H Q W L U H R U J D Q L] D W L R Q W R V H O I R X U J D P L] H Q W H U S U L V H V H D F K Z L W K W R H P S O R \ H H V

Living proof: The U.S. Department of Defense

The U.S. Department of Defense and private sector G H I H Q V H R U J D Q L] D W L R Q V F U H D W H G 7 K H 3 X E Exchange to share talent across organizations through temporary projects and assignments.[22]

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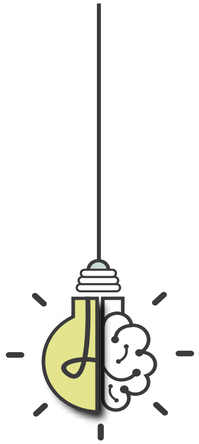
Broaden work



Organizations can go the other direction and broaden work. Organizing work by creating very broad commitments to problems to be solved, outcomes to be achieved, or new sources of value to be created essentially provides guardrails for workers in terms of the broad “what” of work—but giving them the freedom and autonomy to choose the “how.”

Our research reveals that organizations that do this are nearly twice as likely to place both exceptional and retain high performers, as well as have a reputation as a great place to grow and develop.

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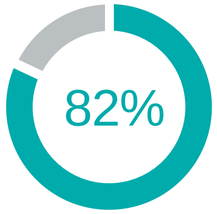
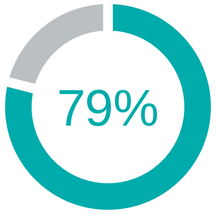
Organizations are moving to broaden the job. In the past 3 years,

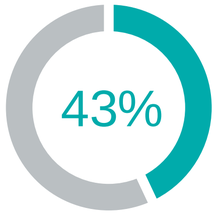
HR leaders say they have:



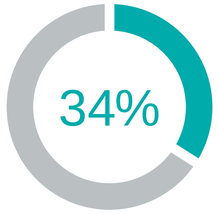
multi-skilled workers to enable them **to do tasks** IURP GL•HUHQW MREV



evolved roles to be bigger and more integrative, often embracing adjacent job functions

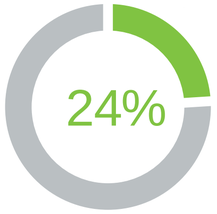


reduced the number of job levels and layers



reduced the number of job types

Workers say:



strongly agree that **their organization is already structuring roles and responsibilities around problems to solve** rather than based on sets of repeatable tasks —**with another 46% who agree**

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Living proof: W.L. Gore and Morning Star

Some prominent companies have successfully implemented ambitious delayered organizational structures emphasizing people's skills rather than formal designated responsibilities — and made those plans work long-term. For decades, business writers have cited manufacturer W.L. Gore's lattice structure[23] DQG WKH R®UJDQL]DWLRQ WRPDWR SURFHVVRU 2RUQLQJ6WDU WHUPLQDO\ GHVFULEHG DQG SUDLVHG LQ YHU\ VLPLODU WHUPV DV D VRFLHW\ LQ PLQLDWXUH ,W Star, where each employee drafts their own outcomes DQG SUREOHPV WR EH VROYHG DQG DXWKRULWLHV DQG SD\ are based on skills, expertise, and value created.

Living proof: Patagonia

As Ravin Jesuthasan and John Boudreau write in their UHFHQW ERRN :RUN :LWKRXW -REV ZKHQ 3DWDJRQL sought to port the skills of store associates to work in customer service for the online retail support center WR EDODQFH RXW VKLIWLQJ GHPDQG GXULQJ WKH &1 pandemic, they confronted a challenge that the two MREV ZHUH LQ DOXDHWUHQW DQG SDWWHUQ LQ YHU\ GLIIHUHQW SODFHV LQ WKH MRE DUFKLWHFWXUH ," They created a new, broader job that contained the overlapping tasks between the two roles, with that job's pay being the same, whether done by a customer service representative or a store associate.

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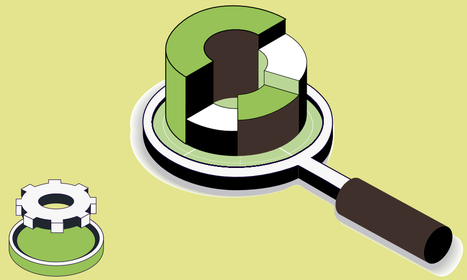

A note on job architecture

What does this redefinition of work mean for job architecture—the very underpinnings of a jobs-based system of work and the workforce? For those looking to create more equitable talent marketplaces, you don't want to eliminate jobs entirely—either through partial broadening of work or partial fractionalization of work—simplifying the job architecture throughout by removing detailed jobs is an important step to provide more opportunity for work to be more customized. This approach also helps organizations fractionalizing work through talent marketplaces. According to Jeroen Wels, executive vice president at Upwork and head of talent marketplaces:

> -REV ZLOO VWLOO H[LVW LQ WKH IXWXUH EXW WKH\ GH-QLWHO\ ZLOO EH PXFK PRUH EURDGO\ GH-QHG <RX DUH QRW WKH $VVLVWDQW %UDQG 0DQDJHU RI 'RYH LQ WKH 8. <RX DUH D %UDQG 0DQDJHU ZLWK a spike and you have got a clear purpose, you want to build your experiences and you are going to refresh your skills DORQJ WKH ZD\ 7KDW LV ZKDW , WKLQN WKH IXW FUHDW QHVV RSSHQW LV JRLQJ WR EH 1RW ULQJ IHQ ZKHUH \R QHHG WR EH MXVW ZRUNLQJ LQ D SURFHVV what your purpose is, understand what kind of experiences you want in a professional life and then how we can help you with building the skills to get those experiences, have a fantastic professional career and use it outside of your SURIHVVLRQ DV ZHOO

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Leaders seek a portfolio of GL•HUHQW ZD\V to organize work

Although there will always be a place for the traditional job, organizations are increasingly ORRNLQJ WR FUHDWH D SRUWIROLR RI GLŠHUHQW ZD\V to organize work.

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