Finding and Improving the Right Skills for Your People

FMA Managers Association
March 29, 2022
Steve Dobberowsky

"Our ideal candidate would have a skillset that applies to at least 3 areas that don’t exist yet."
Today We Will Cover.....

➢ Research on Skills
➢ Clarifying the Terminology
➢ Where to Begin—3 Crucial Steps
➢ Best Practices for Implementation
➢ Q & A
What the Research Says
World Economic Forum

- The latest research from the World Economic Forum forecasts that by 2025, the time spent on current tasks by machines will be equal to humans, compared to 71% being performed by humans today.

- **85 million jobs** will be displaced between now and 2025.

- The rapid evolution of machines and algorithms in the workplace could create **97 million new roles**.

- The “Robot Revolution” will still **create 12 million net new jobs** in next three years.

Source: Future of Jobs Report, WEC
## Top Ten HR Key Initiatives For 2022
Top Key Initiatives Selected by HR Leaders to Support Their Organizational Priorities

<table>
<thead>
<tr>
<th>Top 10 Key Initiatives for 2022</th>
<th>Percentage of HR Leaders Prioritizing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Building critical skills and competencies</td>
<td>59%</td>
</tr>
<tr>
<td>2 Organizational design and change management</td>
<td>48%</td>
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<tr>
<td>3 Current and future leadership bench</td>
<td>45%</td>
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<tr>
<td>4 Future of work</td>
<td>42%</td>
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<tr>
<td>5 Diversity, equity and inclusion</td>
<td>35%</td>
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<tr>
<td>6 Employee experience</td>
<td>34%</td>
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<td>7 Recruiting</td>
<td>33%</td>
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<tr>
<td>8 Technology for my function</td>
<td>32%</td>
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<tr>
<td>9 Working with the CEO, board and C-Suite</td>
<td>22%</td>
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<tr>
<td>10 Performance management</td>
<td>22%</td>
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</table>

n = 572 HR Leaders  
Source: 2022 Gartner HR Priorities Survey
# Top Ten HR Key Initiatives For 2022

Top Key Initiatives Selected by HR Leaders to Support Their Organizational Priorities

## Geography Cuts

<table>
<thead>
<tr>
<th>Top 10 Key Initiatives for 2022</th>
<th>APAC</th>
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<td>Building critical skills and competencies</td>
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## Industry Cuts

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Legend

- Blue = response stands out as high
- Red = response stands out as lower

n = 572 HR Leaders

Source: 2022 Cornerstone HR Priorities Survey
A Global View

No matter the threat, CEOs are most concerned about near-term impact to the top line

*“It could inhibit our ability to...”*

**Question:** How do you anticipate your company could be impacted by these threats over the next 12 months?

(Shading only responses from CEOs who were ‘very concerned’ or ‘extremely concerned’ about each threat)

- Self-products/services
- Raise capital
- Attract and retain key skills/talent
- Innovate through technology or processes

RANK | SKILLS | CATEGORY
--- | --- | ---
1 | Advanced IT and programming skills | TECHNOLOGICAL
2 | Leadership and management skills | SOCIAL
3 | Communication and negotiation skills | SOCIAL
4 | Entrepreneurship and initiative-taking skills | SOCIAL
5 | Project management skills | COGNITIVE
6 | Creativity skills | COGNITIVE
7 | Advanced data analysis and mathematics skills | TECHNOLOGICAL
8 | Critical thinking and decision making skills | COGNITIVE
9 | Adaptability and continuous learning skills | SOCIAL
10 | Technology design and engineering skills | TECHNOLOGICAL

Source: PwC 25th Annual Global CEO Survey

Note: Not showing responses for “It could inhibit our ability to develop products/services”

PwC 25th Annual Global Survey

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COVID-19’s Impact

In your role

I agree that COVID has accelerated the need for me to acquire new skills.

68% HR
69% MARKETING
64% FINANCE
75% IT
57% SALES
57% OPERATIONS

⚠️ IT, marketing, and HR workers, many of them facing sudden, substantial changes in the demands of their roles, are feeling the most acute pressure to upskill and reskill.
A changing jobs and skills market

Top skills for 2015
1. Complex problem solving
2. Coordinating with others
3. People management
4. Critical thinking and analysis
5. Negotiation
6. Quality control
7. Service orientation
8. Judgment and decision making
9. Active listening
10. Creativity, originality and initiative

Top skills for 2020
1. Complex problem solving
2. Critical thinking and analysis
3. Creativity
4. People management
5. Coordinating with others
6. Emotional intelligence
7. Judgment and decision making
8. Service orientation
9. Negotiation
10. Cognitive flexibility

Top skills for 2025
1. Analytical thinking and innovation
2. Active learning and learning strategies
3. Complex problem-solving
4. Critical thinking and analysis
5. Creativity, originality and initiative
6. Leadership and social influence
7. Technology use, monitoring and control
8. Technology design and programming
9. Resilience, stress tolerance and flexibility
10. Reasoning, problem-solving and ideation

Source: Future of Jobs Survey 2020, WEF
Explanation of the Skills Life Cycle

Skills don’t last forever….

Source: Gartner 2022. Prioritize Roles & Skills to Fight the War for Talent
Clarifying the Terminology
So many labels

Capabilities

- Competencies
- Skills
- Behaviors
- Personality
- Values
- Relationships
- Interests
- Knowledge
- Experiences
- Responsibilities
- Attitudes

Desired result: Change Behavior...Learn
Connecting Jobs to Skills

Source: Step into the Future with Josh Bersin at: https://www.youtube.com/watch?v=AyPoDctboJ&tl=686s
Competencies and Capabilities

- **Competencies**
  - Standardized
  - Generalized
  - Looks to the past & present

- **Capabilities**
  - Context Sensitive
  - Specific to Need
  - Looks to the future

**Skills Abilities**

**PROFICIENCY** = Degree of execution or complexity

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Skills Data Structure
What is it? Why is it important?

Skill Strategy
Prioritization of skills to measure people’s abilities
- More agile
- Internal Mobility
- Career Growth

Skill Taxonomy
Hierarchical categorization to organize skills
- Understand needed skills
- Relation to business needs
- What’s next to learn?

Skill Ontology
Skills and their relationships to each other
- Definition & measurement of relations
- Common language
- Applies to multiple pieces of talent

Skill Graph
Shows relations between skills-tied to roles, content and learning objects
- AI used to show relationships to skills
- Upskilling/Reskilling recommendations
- Universal across talent functions
Identifying Skills

**Reskilling** involves training employees on an entirely new set of skills to prepare them to take on a different role within the company.

**Upskilling** occurs when workers improve upon existing skills and deepen their abilities and impact within their area of expertise.

**New-Skilling** is a proactive, data-driven approach to learning that leverages partnerships and tools to simultaneously strengthen existing skills and develops skills for new roles.
Where to Begin—3 Critical Steps
It starts with understanding…

The Skills You Have

The Skills You Need
This would help you answer...

**Organization**
- How can we staff initiatives faster?
- Who is best to drive XYZ initiative?
- How do we provide personalized skill development?

**Individual**
- What skills do I need for my dream role?
- What content will get me the skills I need?
- Who can mentor me to be better at what I do?
Skills as a Golden Thread

For People Development

Understand
What skills has someone used in their past in work or school?
What skills are expected in their current role?

Connect
What auto-tagged content can be recommended based on needed skills?
What SMEs and mentors are highly skilled and can be connected to others?

Advance
How close is an employee’s skillset to a future role?
What pathways could open with a focus on certain skills?
3 Focus Areas to Gauge Opportunities & Risks

1. Business Strategy
   - Skills Alignment
     - What Skills are needed
     - Is there alignment between current consumption and needed skills

2. Internal Feedback
   - Current Consumption
     - Employees - Self Directed learning
     - Required Learning

3. External Environment
   - Future Forward Skills
     - What skills are our competitors focusing on?
     - Where is the industry headed and what skills will be critical?
Top Skills Identified from Organizational Strategies

- Enabling professionals to provide safe care
  - Top Skills: Leadership, Teamwork, Coaching, Training

- Developing a sustainable medical workforce
  - Top Skills: Leadership, Teamwork, Coaching, Training

- Making every interaction matter
  - Top Skills: Training, Flexibility, Teaching

- Investing in our people to deliver our ambitions
  - Top Skills: Leadership, Flexibility, Training, People, Organization

Recurring Skills
- Leadership
- Flexibility
- Training
- People
- Organization

Source: Cornerstone Skills Data Playground

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Top Skills Identified from Employee Registrations (Internal)

Skills are based on...

- Minimum of 50 registrations for a particular course
- Across all titles; no subscriptions excluded
- Skills with higher confidence scores for relevancy based on Title details

<table>
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<tr>
<td>Customer Service</td>
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<tr>
<td>Self-Confidence</td>
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<tr>
<td>Time Management</td>
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<tr>
<td>Leadership Development</td>
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<tr>
<td>Conflict Resolution</td>
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How is the **Industry** changing, and what are the implications for ‘Skills’ to consider...

**Changes in the Health-Care Industry...**

1. Digital Transformation and Interoperability
2. More Flexibility in the Workplace
3. Building Capacity, and doing it fast
4. Investments that return rapid ROI

**Skills to meet these changes...**

- **Technical Skills**
  - AI and Digitalization
- **Leadership Skills**
  - Driving innovation
- **Change Management Skills**
  - Organizational Process Improvement
  - Project Management
  - Organizational Strategy
  - Organizational Development
  - Performance Management
  - Coaching

"COVID-19 has caused us all to go through a rapid work-from-home boot camp and departments are determining how to make this the new norm."

Eric Neil, CIO of UW Medicine (Seattle)

Sources:
- Deloitte
- McKinsey
- Beckers Hospital Review
Best Practices for Implementation
Traditional Career Planning Scenarios

• Reactionary – defined by crisis
• Intentional – typically for senior roles only

GOAL:
• Prescriptive – skills assessments and guided development plans
But if it was easy, everyone would do it

Challenges include:

- Ability to build a skill taxonomy
- Proactiveness to identify skill gaps
- Knowledge to curate targeted content
- Time to maintain new skills
FUTURE SUCCESS

Questions To Consider

» Is our current people strategy future-focused and based on employee growth and development?

» Do we set aside sufficient time and budget for employee development?

» Do we embrace continuous learning?

» Do we have systems in place to hire diverse talent, build their skills and leverage diverse perspectives?

» Is our Career Framework detailed and dynamic enough to provide guidance on the skills and experiences needed?
Foster a Skills-Based Culture

» Start with the top
» Require every employee to discover and document their strengths
» Build an internal network of coaches
» Integrate skills into performance management
» Transform your learning programs
6 Initiatives to Engage Employee Strengths

1. Check In & Provide Support
2. Promote Dialogue
3. Use Objectives to Create Clarity
4. Reinforce Organizational Values
5. Tailor Recognition to Acknowledge Effort
6. Drive Engagement via Innovation
**FUTURE SUCCESS**

**To Do**

» Identify skills and proficiency levels

» Link learning content to roles / skills / proficiency levels

» Design development plans for both roles and individuals

» Facilitate those plans

» Evaluate progress regularly via continuous performance management check ins

» Revisit and Revise
Key Finding: “It’s the Manager!”

70% of the variance in team engagement is determined solely by the manager - GALLUP 2019

70%

A business leader’s job is to create great teams that do amazing work on time. That’s it. That’s the job of management.

Patty McCord, Powerful
Empower Managers

» Redefine managers’ roles and expectations

» Provide the tools, resources and development needed to meet those expectations

» Create evaluation practices that help managers measure performance

» Challenge

» Recognize

» Continually coach
Thank You!
Any Questions?

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