



Finding and Improving the Right Skills for Your People

FMA Managers Association

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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

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

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

Top 10 Key Initiatives for 2022	APAC	EURO	LATAM	NA
1 Building critical skills and competencies	73%	61%	52%	58%
2 Organizational design and change management	57%	51%	59%	46%
3 Current and future leadership bench	53%	53%	48%	43%
4 Future of work	41%	42%	48%	40%
5 Diversity, equity and inclusion	24%	36%	15%	40%

Industry Cuts

Legend

Blue = response stands out as high

Red = response stands out as low er

n = 572 HR Leaders
Source: 2022 Gartner HR Priorities Survey

Top 10 Key Initiatives for 2022	Healthcare	Retail	Manuf.	Fin. Svcs.	Tech	Gov't	Cons. G	Insur.	Utilities
1 Building critical skills and competencies	51%	77%	62%	60%	58%	64%	63%	63%	56%
2 Organizational design and change management	44%	46%	46%	43%	49%	51%	51%	44%	34%
3 Current and future leadership bench	44%	54%	56%	36%	47%	36%	49%	50%	63%
4 Future of work	32%	50%	31%	47%	38%	60%	43%	50%	41%
5 Diversity, equity and inclusion	29%	38%	34%	34%	43%	31%	29%	34%	34%

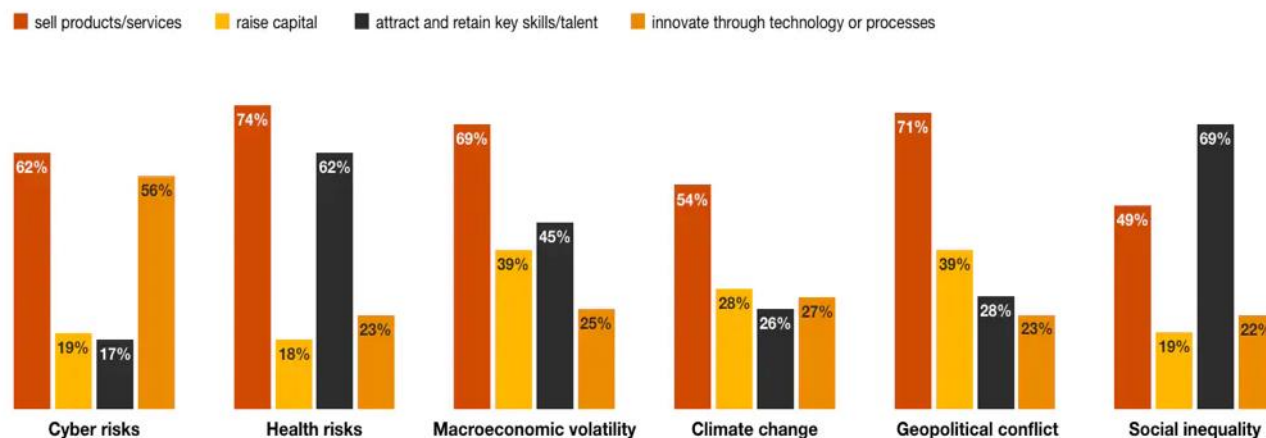
A Global View

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?

(Showing only responses from CEOs who were 'very concerned' or 'extremely concerned' about each threat)



Source: PwC 25th Annual Global CEO Survey
www.ceosurvey.pwc
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Note: Not showing responses for 'It could inhibit our ability to develop products/services'

PwC 25th Annual Global Survey

Overall

In-Demand Skills in 2021

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


Degreed: *The State of Skills 2021*

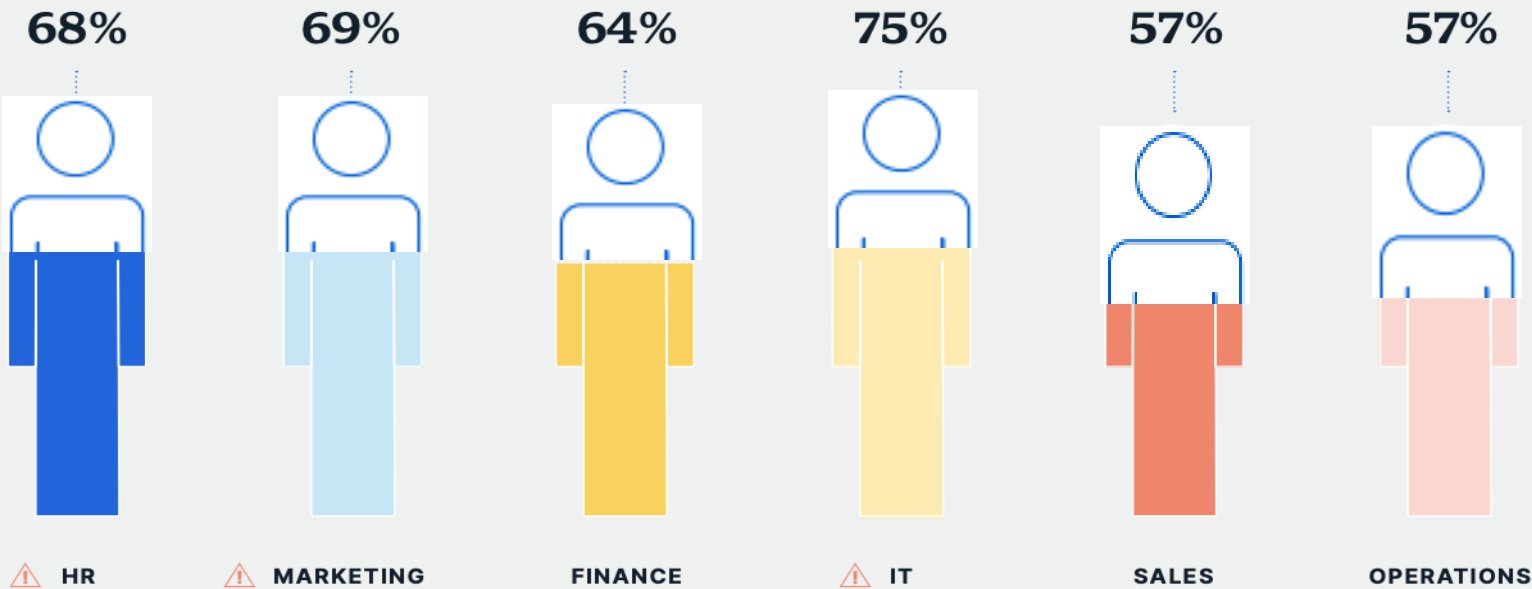
COVID-19's Impact

Degreed: *The State of Skills 2021*

In your role

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

 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.



BOUNCING BACK

A changing jobs and skills market

2022 Skills Outlook

Growing

- 1 Analytical thinking and innovation
- 2 Active learning and learning strategies
- 3 Creativity, originality and initiative
- 4 Technology design and programming
- 5 Critical thinking and analysis
- 6 Complex problem-solving
- 7 Leadership and social influence
- 8 Emotional intelligence
- 9 Reasoning, problem-solving and ideation
- 10 Systems analysis and evaluation

2022 Skills Outlook

COMMITTED TO IMPROVING THE STATE OF THE WORLD

Declining

- 1 Manual dexterity, endurance and precision
- 2 Memory, verbal, auditory and spatial abilities
- 3 Management of financial, material resources
- 4 Technology installation and maintenance
- 5 Reading, writing, math and active listening
- 6 Management of personnel
- 7 Quality control and safety awareness
- 8 Coordination and time management
- 9 Visual, auditory and speech abilities
- 10 Technology use, monitoring and control

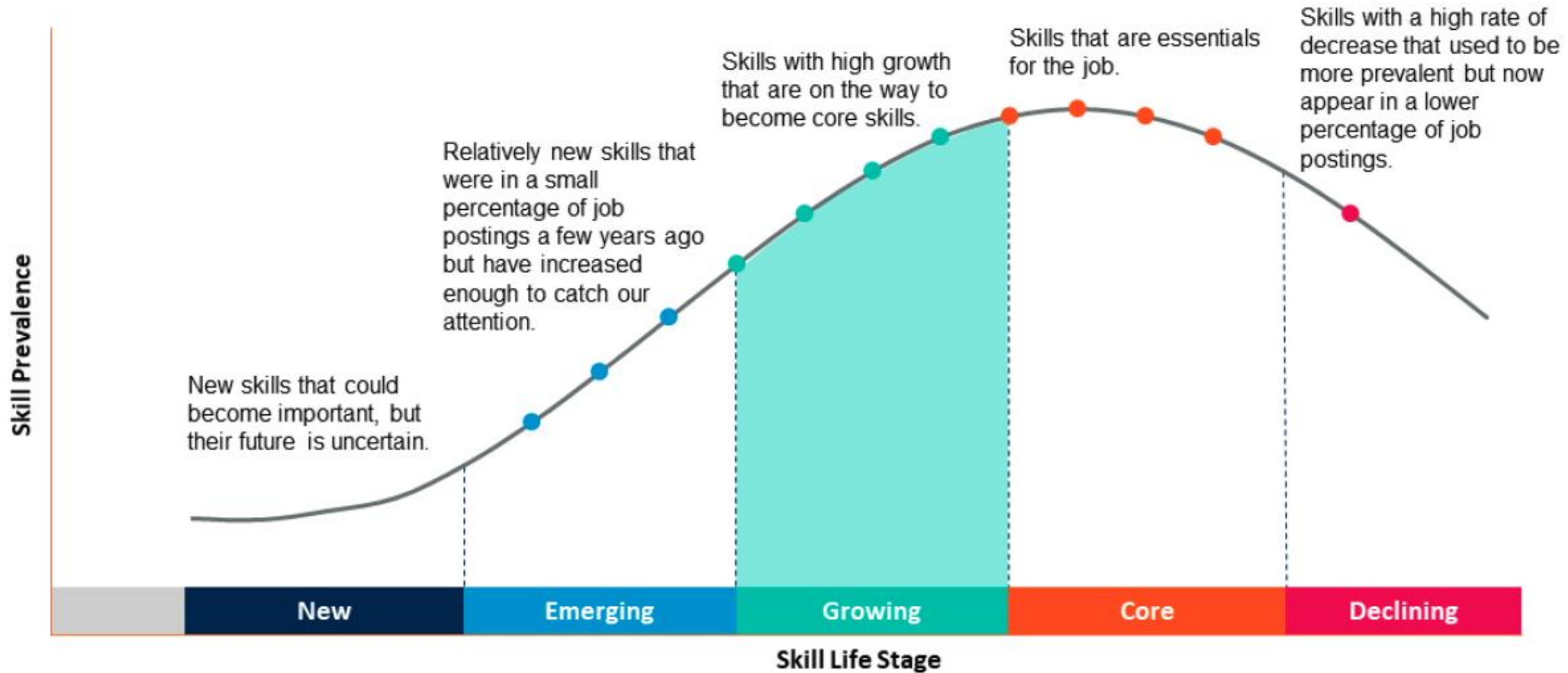
Source: Future of Jobs Survey 2020, WEF



Increasing demand		Decreasing demand	
1	Data Analysts and Scientists	1	Data Entry Clerks
2	AI and Machine Learning Specialists	2	Administrative and Executive Secretaries
3	Big Data Specialists	3	Accounting, Bookkeeping and Payroll Clerks
4	Digital Marketing and Strategy Specialists	4	Accountants and Auditors
5	Process Automation Specialists	5	Assembly and Factory Workers
6	Business Development Professionals	6	Business Services and Administration Managers
7	Digital Transformation Specialists	7	Client Information and Customer Service Workers
8	Information Security Analysts	8	General and Operations Managers
9	Software and Applications Developers	9	Mechanics and Machinery Repairers
10	Internet of Things Specialists	10	Material-Recording and Stock-Keeping Clerks
11	Project Managers	11	Financial Analysts
12	Business Services and Administration Managers	12	Postal Service Clerks
13	Database and Network Professionals	13	Sales Rep., Wholesale and Manuf., Tech. and Sci.Products
14	Robotics Engineers	14	Relationship Managers
15	Strategic Advisors	15	Bank Tellers and Related Clerks
16	Management and Organization Analysts	16	Door-To-Door Sales, News and Street Vendors
17	FinTech Engineers	17	Electronics and Telecoms Installers and Repairers
18	Mechanics and Machinery Repairers	18	Human Resources Specialists
19	Organizational Development Specialists	19	Training and Development Specialists
20	Risk Management Specialists	20	Construction Laborers

Top skills for 2015	Top skills for 2020	Top skills for 2025
1. Complex problem solving	1. Complex problem solving	1. Analytical thinking and innovation
2. Coordinating with others	2. Critical thinking and analysis	2. Active learning and learning strategies
3. People management	3. Creativity	3. Complex problem-solving
4. Critical thinking and analysis	4. People management	4. Critical thinking and analysis
5. Negotiation	5. Coordinating with others	5. Creativity, originality and initiative
6. Quality control	6. Emotional intelligence	6. Leadership and social influence
7. Service orientation	7. Judgment and decision making	7. Technology use, monitoring and control
8. Judgment and decision making	8. Service orientation	8. Technology design and programming
9. Active listening	9. Negotiation	9. Resilience, stress tolerance and flexibility
10. Creativity, originality and initiative	10. Cognitive flexibility	10. Reasoning, problem-solving and ideation

Explanation of the Skills Life Cycle



Source: Gartner 2022. Prioritize Roles & Skills to Fight the War for Talent

Clarifying the Terminology

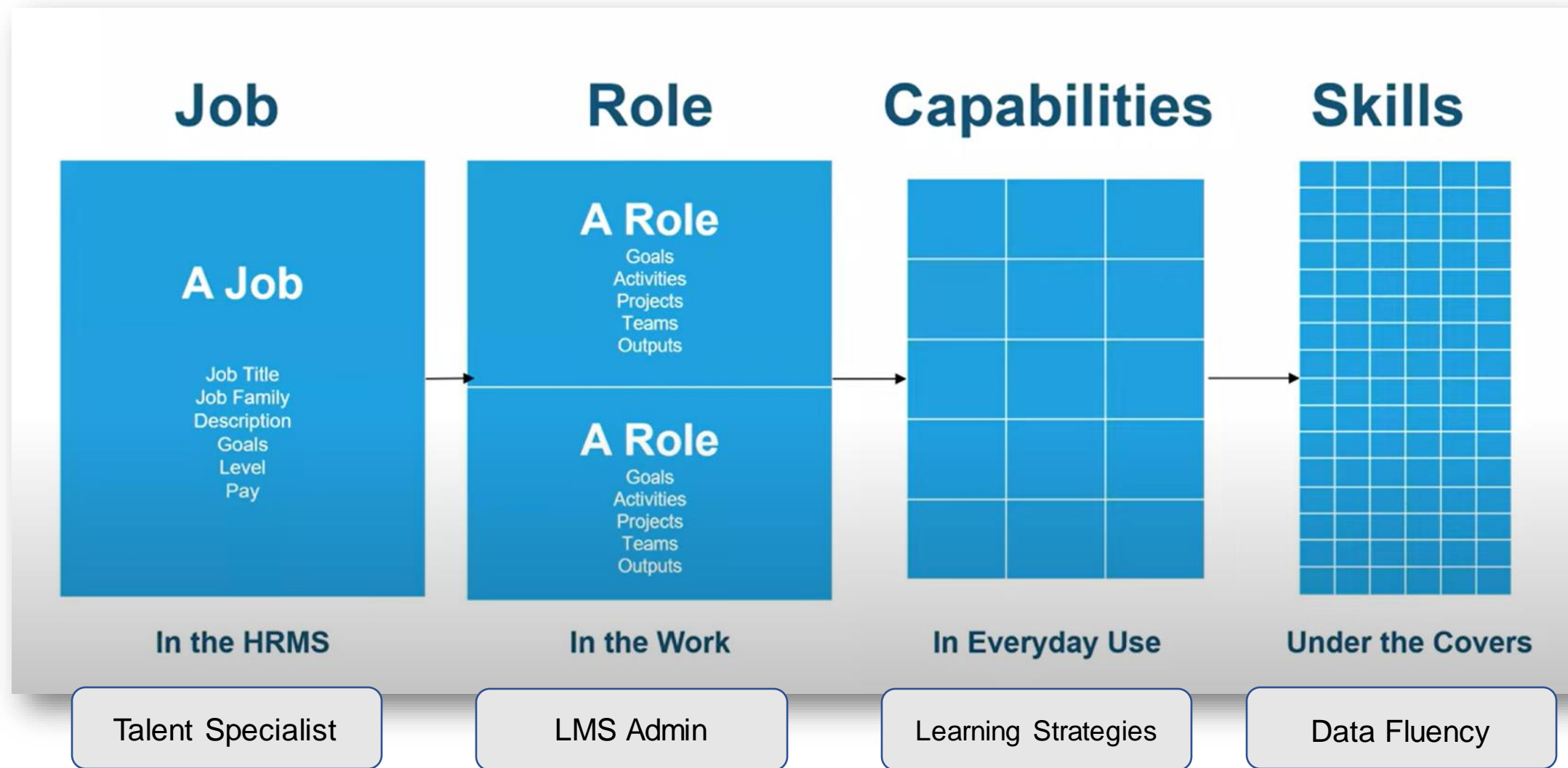
So many labels

Capabilities

Values Knowledge
Competencies Relationships Experiences
Skills Interests Responsibilities
Behaviors Personality Attitudes

Desired result: Change Behavior...Learn

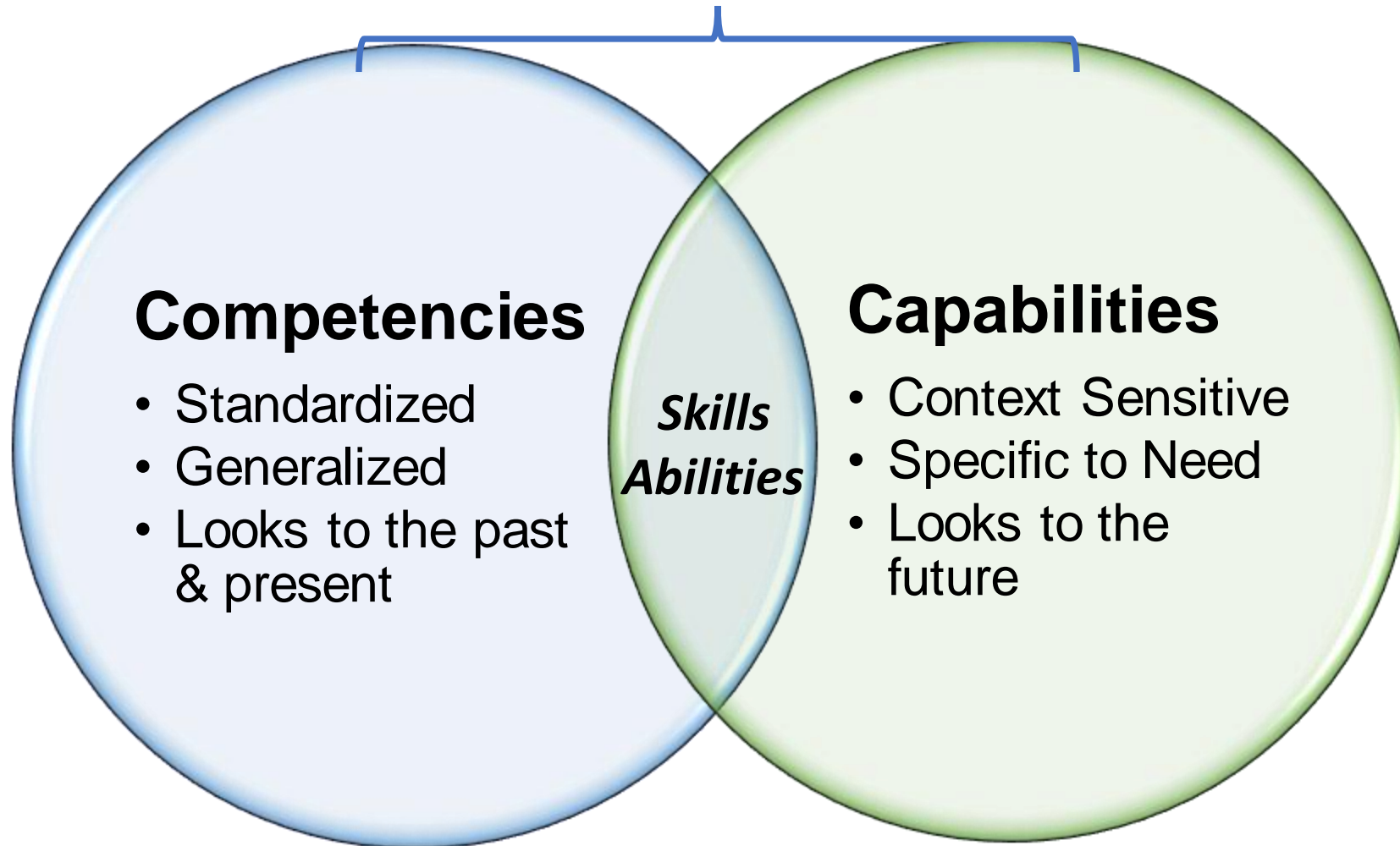
Connecting Jobs to Skills



Source: Step into the Future with Josh Bersin at: <https://www.youtube.com/watch?v=AvPoDcltxzU&t=686s>

Competencies and Capabilities

Improvement Cycle



PROFICIENCY= Degree of execution or complexity

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

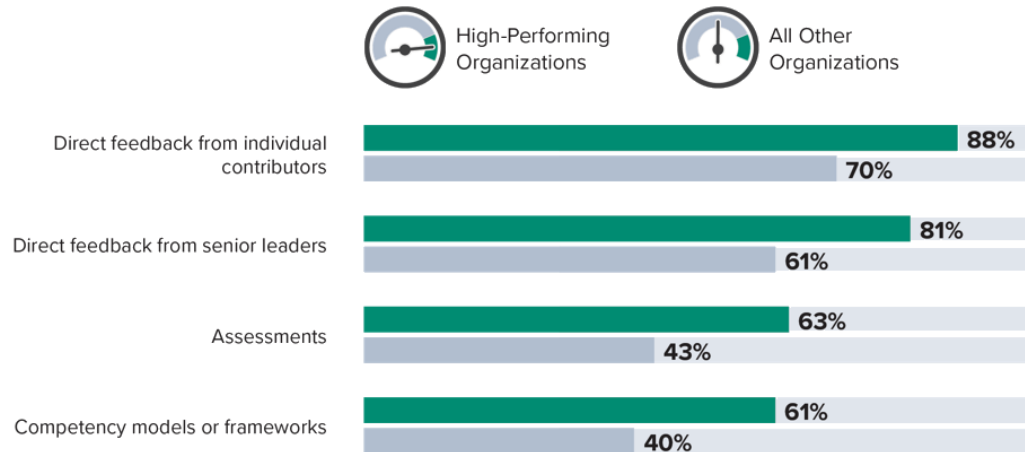
- AI used to show relationships to skills
- Upskilling/Reskilling recommendations
- Universal across talent functions

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.

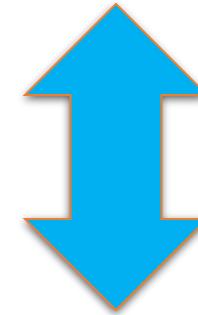


Where to Begin—3 Critical Steps



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?

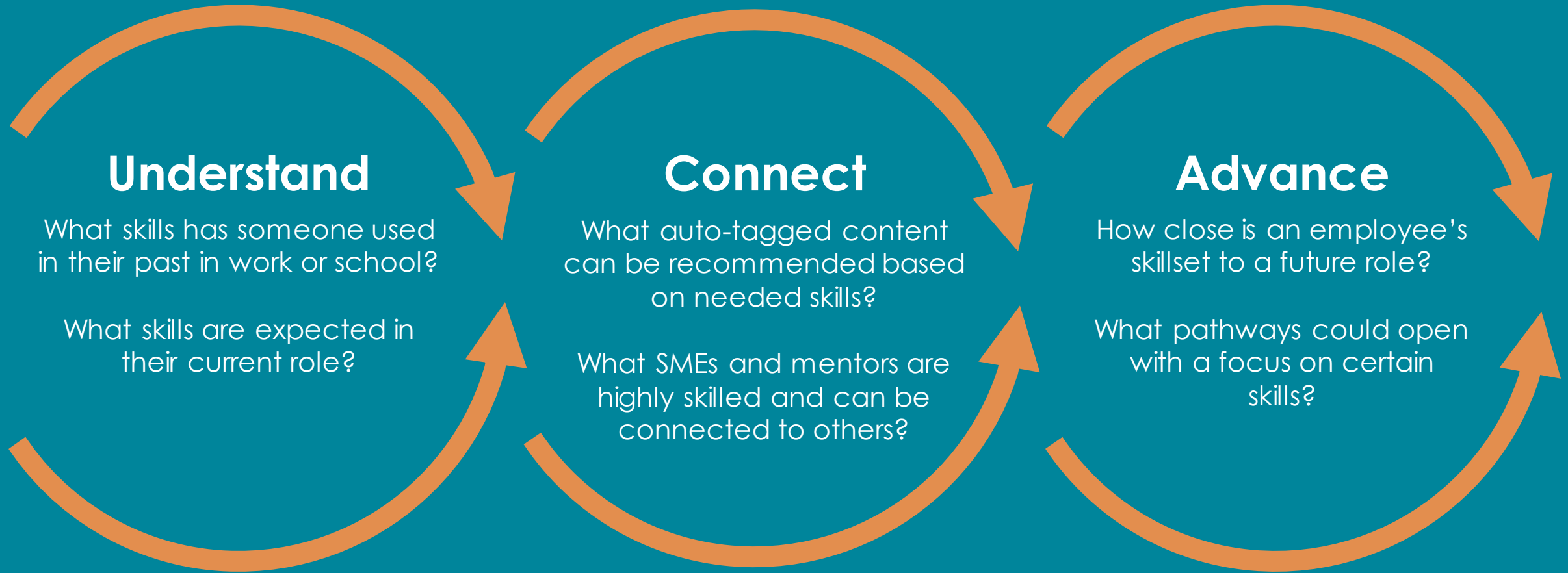


Individual

- 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?

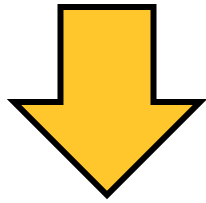
Skills as a Golden Thread

For People Development

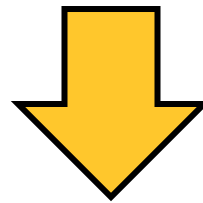


3 Focus Areas to Gauge Opportunities & Risks

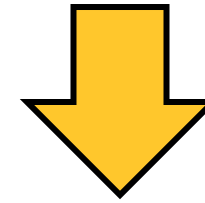
1 Business Strategy



2 Internal Feedback



3 External Environment



Skills Alignment

- ☐ What Skills are needed
- ☐ Is there alignment between current consumption and needed skills

Current Consumption

- ☐ Employees- Self Directed learning
- ☐ Required Learning

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
Training
Flexibility
Teaching



Making every interaction matter

Top Skills
People
Efficiency
Organization
Communication



Investing in our people to deliver our ambitions

Top Skills
Leadership
People
Organization
Flexibility
Program Management

Recurring Skills

- Leadership
- Flexibility
- Training
- People
- Organization

Source: Cornerstone Skills Data Playground



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

Top Skills
Coaching
Customer Service
Self-Confidence
Time Management
Leadership Development
Conflict Resolution
Communication

Source: Cornerstone Skills Data Playground



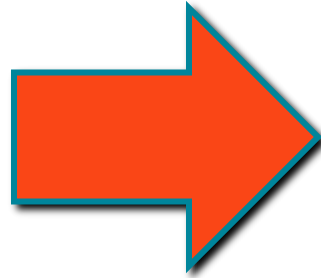
How is the **Industry** changing, and what are the implications for 'Skills' to consider...

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

Sources:

- Deloitte
- McKinsey
- Beckers Hospital Review



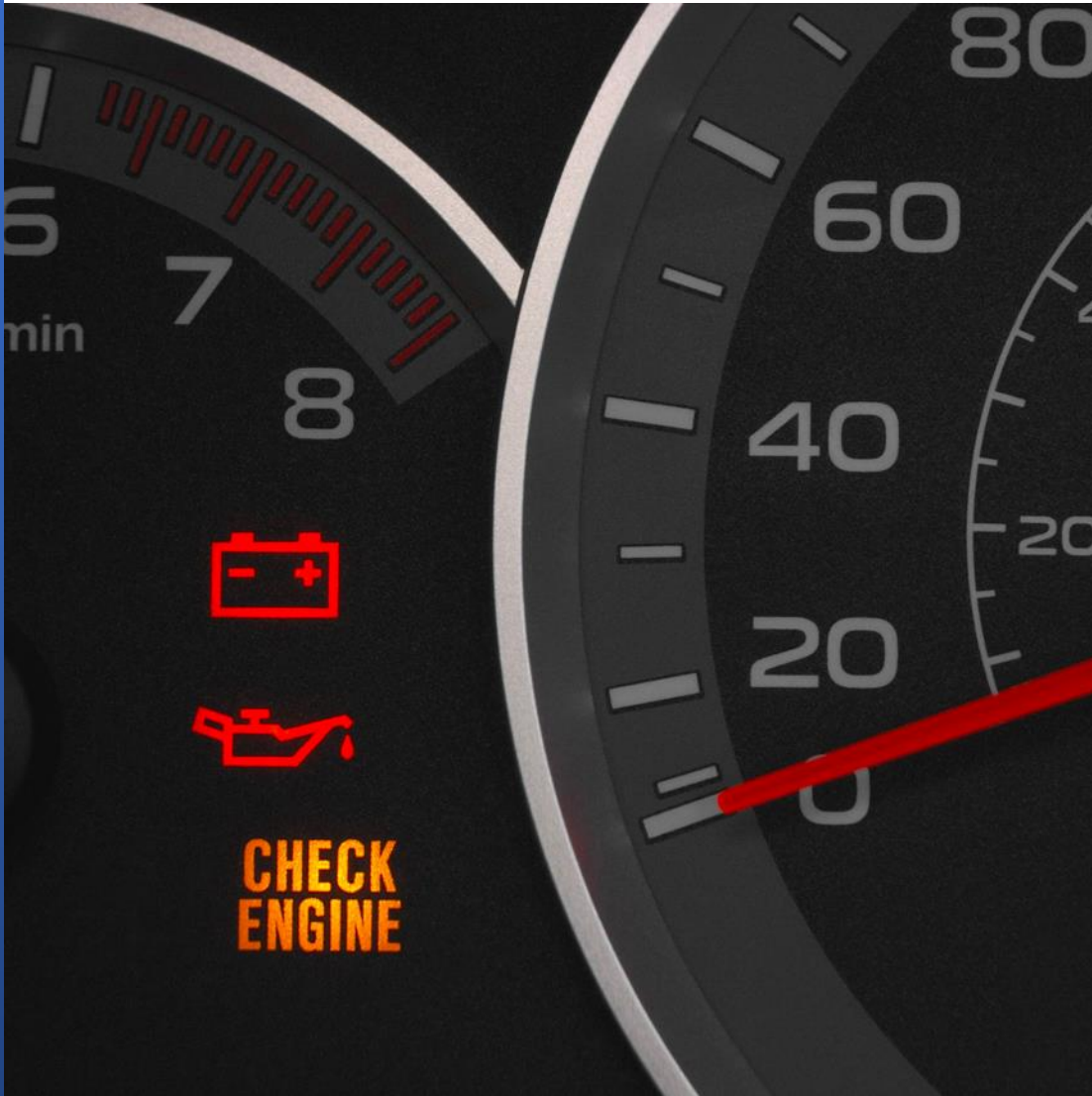
Skills to meet these changes...

- **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)

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

A woman with curly hair is sitting at a desk with a laptop. She is holding her head in her hand, looking stressed or overwhelmed. She is holding a pair of glasses in her other hand. The background is a blurred office setting.

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

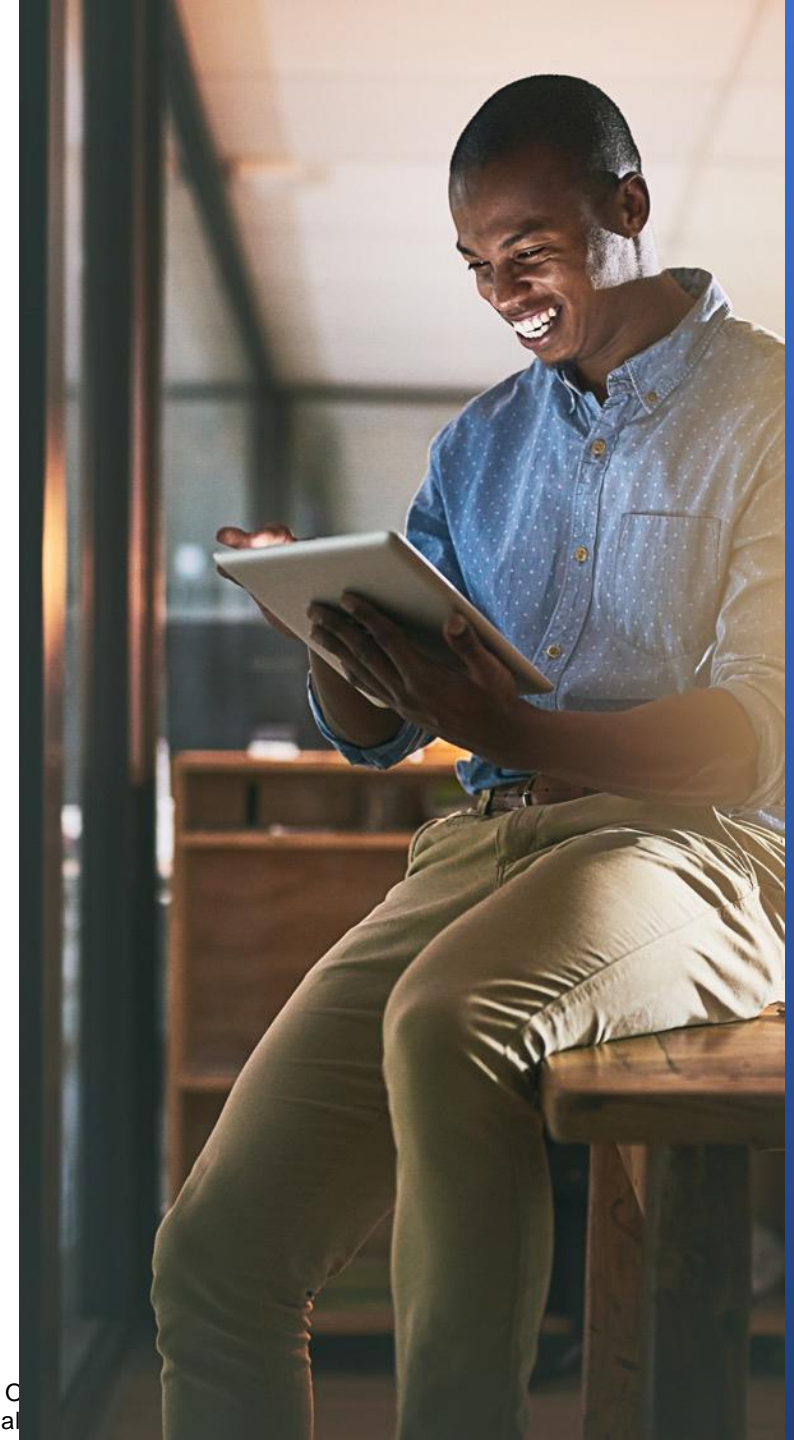
Questions To Consider

- » 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



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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