How to Design Your Skills Strategy

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Welcome!

Your Speakers Today

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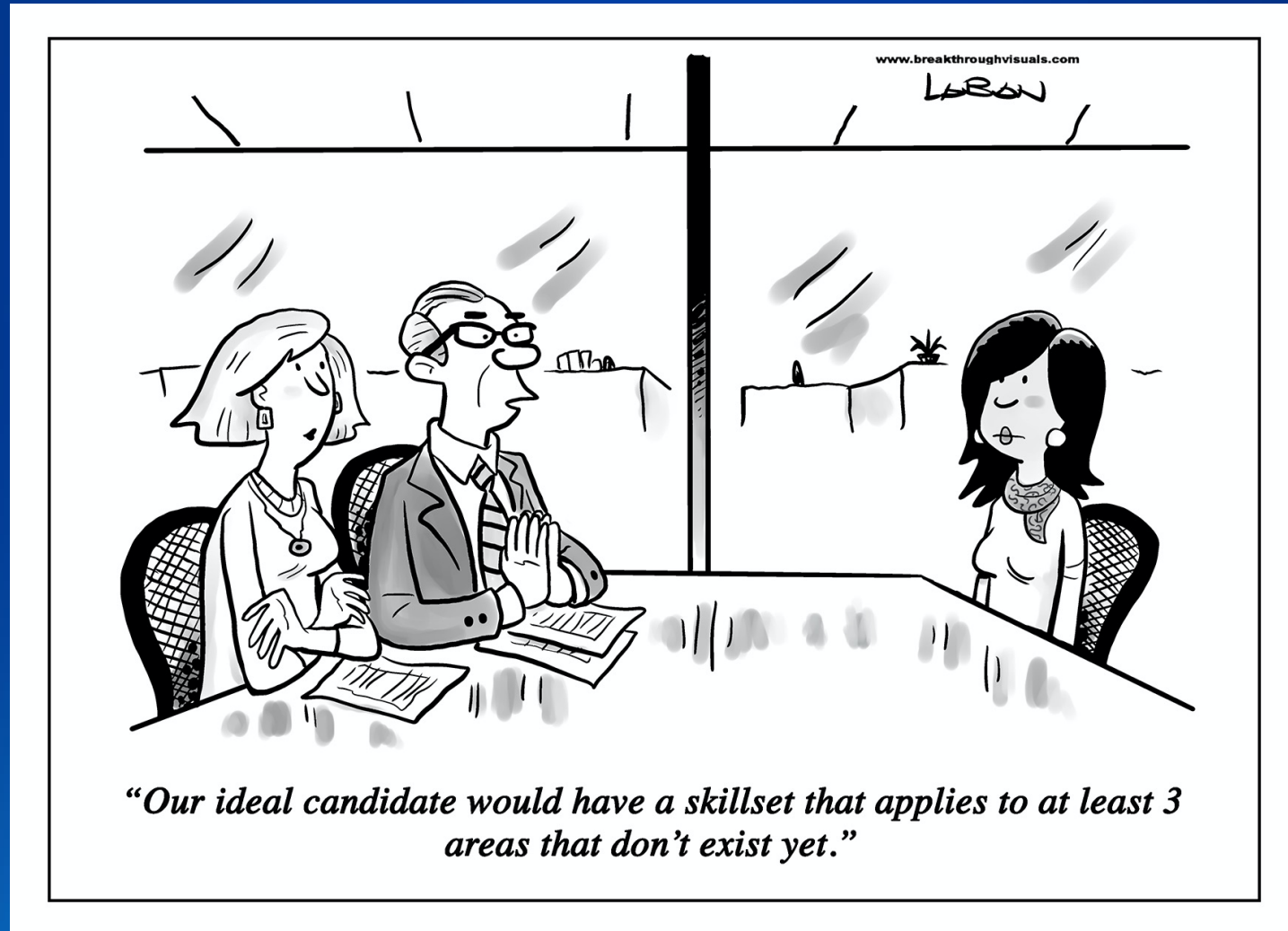
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Importance of Skills Today

Why all the Skills Talk?

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Think skills development is on track? Think again.

"Our ideal candidate would have a skillset that applies to at least 3 areas that don't exist yet."

Ability To Adapt In Uncertainty Is Essential

50%

of CHROS consider dealing ambiguity

as **the most important trait** for their job.

- World Economic Forum, 2020

Change Is The New Constant
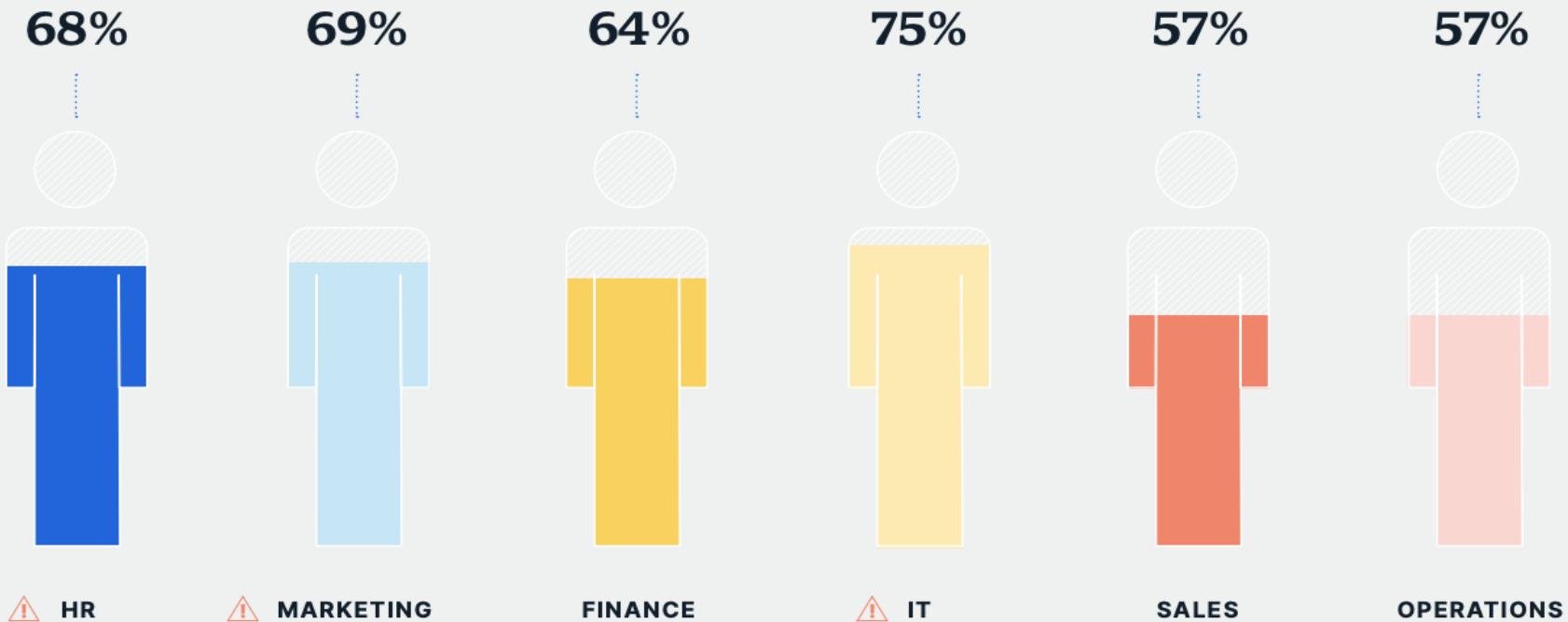
MARKET DISRUPTION

ORGANIZATIONAL CHANGE

PEOPLE EXPECTATIONS

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.

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

Degreed: *The State of Skills 2021*

The Cornerstone Global 2020 Research Report

Learning content source

- It is purchased from external sources

- We publish our own content

- We use a blend

- We do not have learning content

Results showed that respondents did not distinguish between different content sources, it only matters that you *have* content to offer employees.

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Tracking of learning programs

- We use a learning management system

- We rely on manual processes (e.g. Excel, Word)

- We have a combination of options listed above

- We do not have a solution in place

Similar to sourced content, it doesn't matter how you do it, just that you do it. The answers from respondents indicated that learning strategy and impact were only affected when no solution is in place. In that case, both scores for learning strategy and impact dramatically drop.

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CSOD Learning Maturity Model

How effectively and integrated are they with Learning?

1 Administrative
- No/Manual Systems
- No Commitment
- Not Reported Consistently

2 Operational
- Isolated Compliance-Centric System
- Transactional Commitment
- Reported as a Cost

3 Emergent
- Connected Performance-Centric System
- Commitment to Performance
- Reported as a Part of Larger Strategy

4 Optimized
- Connected Development-Centric System
- Commitment to Development
- Reported as Separate Strategy

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CSOD Learning Maturity Model

How effectively and integrated are they with Learning?

1 Administrative

This stage is foundational to all other stages; it suggests that learning is part of an ad-hoc process. Some evidence of this stage would be no structured reporting on learning, ad hoc training with no direction, and no consistent cadence.

2 Operational

In this stage, learning is very functional with consistent processes administering learning, reported as cost. No intrinsic value in the learning itself; it is viewed as a necessary element and managed by cost containment. Evidence of this level includes learning as a compliance solution, many organizations we work with fall into this stage.
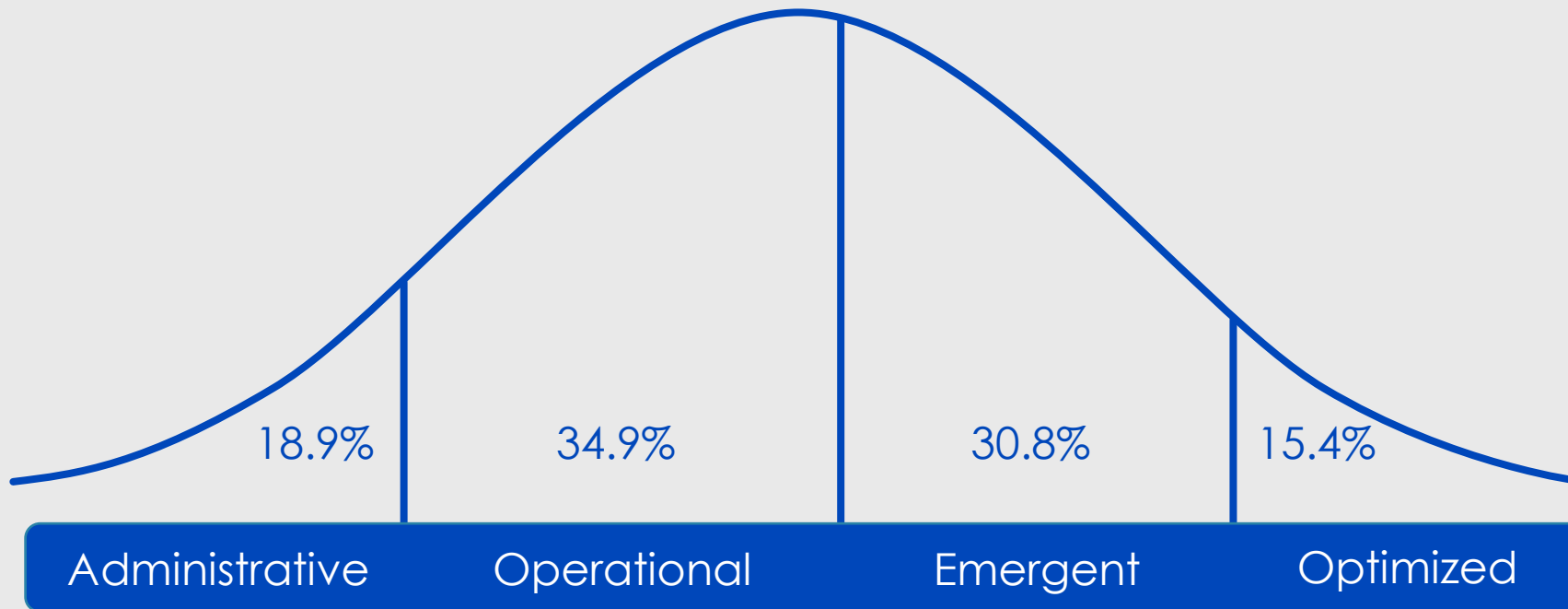
3 Emergent

At this stage, organizations start to get more out of learning beyond the basics of compliance. Learning goes beyond the transaction of "complete" or "incomplete" and seeks to transform the business by using learning to improve employee performance. The evidence at this level is that learning is found in daily workflows and reported as a strategy for enablement. However, it usually is embedded into some other initiative, such as an HR or enablement program.

4 Optimized

Here learning is a deep part of the organization's overarching strategy and viewed as a competitive advantage and keystone to building adaptability and resilience. We consider organizations who fall within this stage as achieving a strong learning culture exhibited by treating learning reporting as important as financial reporting. Learning is considered a tool to increase employee satisfaction, retention, and personal well-being and growth. Organizations that do this typically have learning and development as a stand-alone entity entrenched in the business.

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Learning Maturity Distribution

How many organizations fall into each maturity category?

18.9%	34.9%	30.8%	15.4%
Administrative	Operational	Emergent	Optimized

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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

It starts with understanding...

The skills you have

The skills you need

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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?

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So many labels

Capabilities

Competencies

Values

Knowledge

Relationships

Skills

Experiences

Behaviors

Interests

Responsibilities

Personality

Attitudes

Desired result: Change Behavior...Learn

Skill

I can bake

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Competency
with Proficiency

I can bake…

Cupcakes
(Basic Level)

However, if I can bake…

Wedding Cakes
(Mastery Level)

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Ability

I can bake…
cupcakes that people like
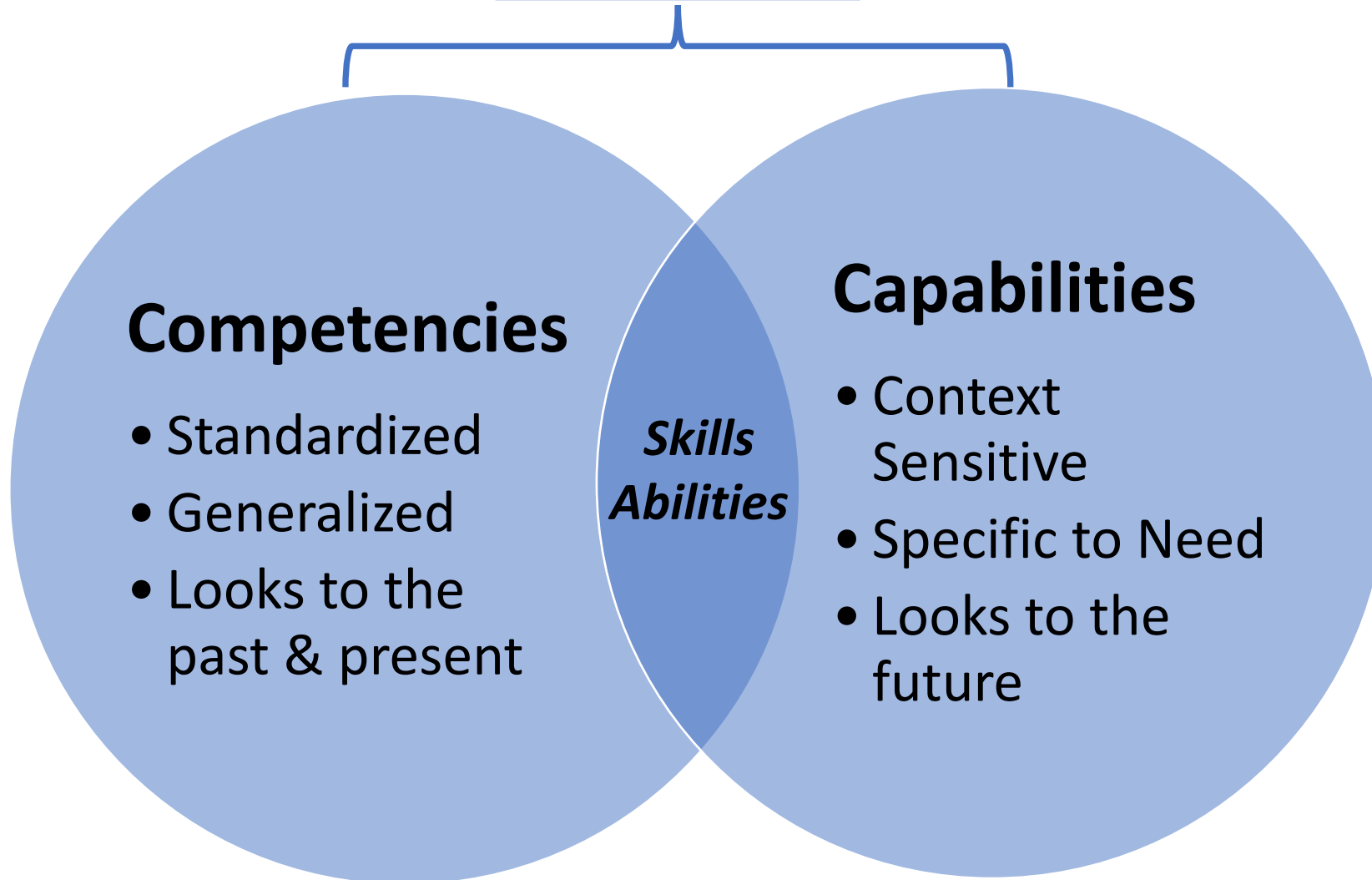(because I know what's required for a good cupcake and I have it all)

Capabilities

I can bake…
cupcakes, that
people like, and
combine them to
run a cupcake
business

Poll #1:
What three skills are the hardest to find at your organization?

74%

of CEOs are concerned about the availability of key skills
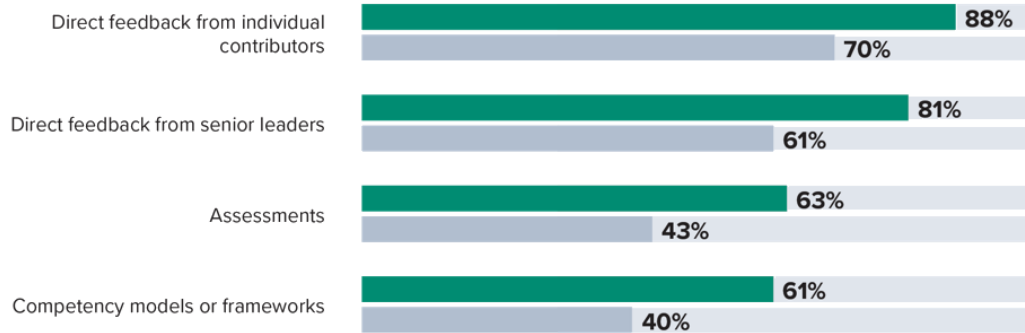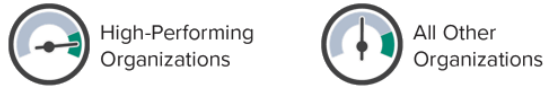
PwC's 23rd CEO Survey 2020

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*

Identifying Skills

High-Performing Organizations / All Other Organizations

Method	High-Performing Organizations	All Other Organizations
Direct feedback from individual contributors	88%	70%
Direct feedback from senior leaders	81%	61%
Assessments	63%	43%
Competency models or frameworks	61%	40%

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.

Skills Data Structure

What is it? Why is it important?

Skill Strategy

- Prioritization of skills as a means 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 uses to show relationships to skills
  - Upskilling/Reskilling recommendations
  - Universal across talent functions
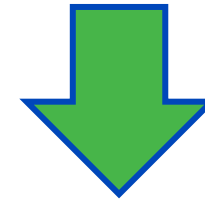
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3 Focus Areas to Gauge Opportunities & Risks

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

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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**

Sources:
- Deloitte
- McKinsey
- Beckers Hospital Review
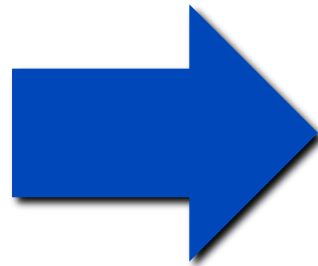
Skills to meet these changes…

- **Technical Skills**
  - AI and Digitalization

- **Leadership Skills**
  - Driving innovation

- **Change Management Skills**
  - Organizational Process Improvement
  - Project Management
  - Organizational Strategy
  - Organizational Development
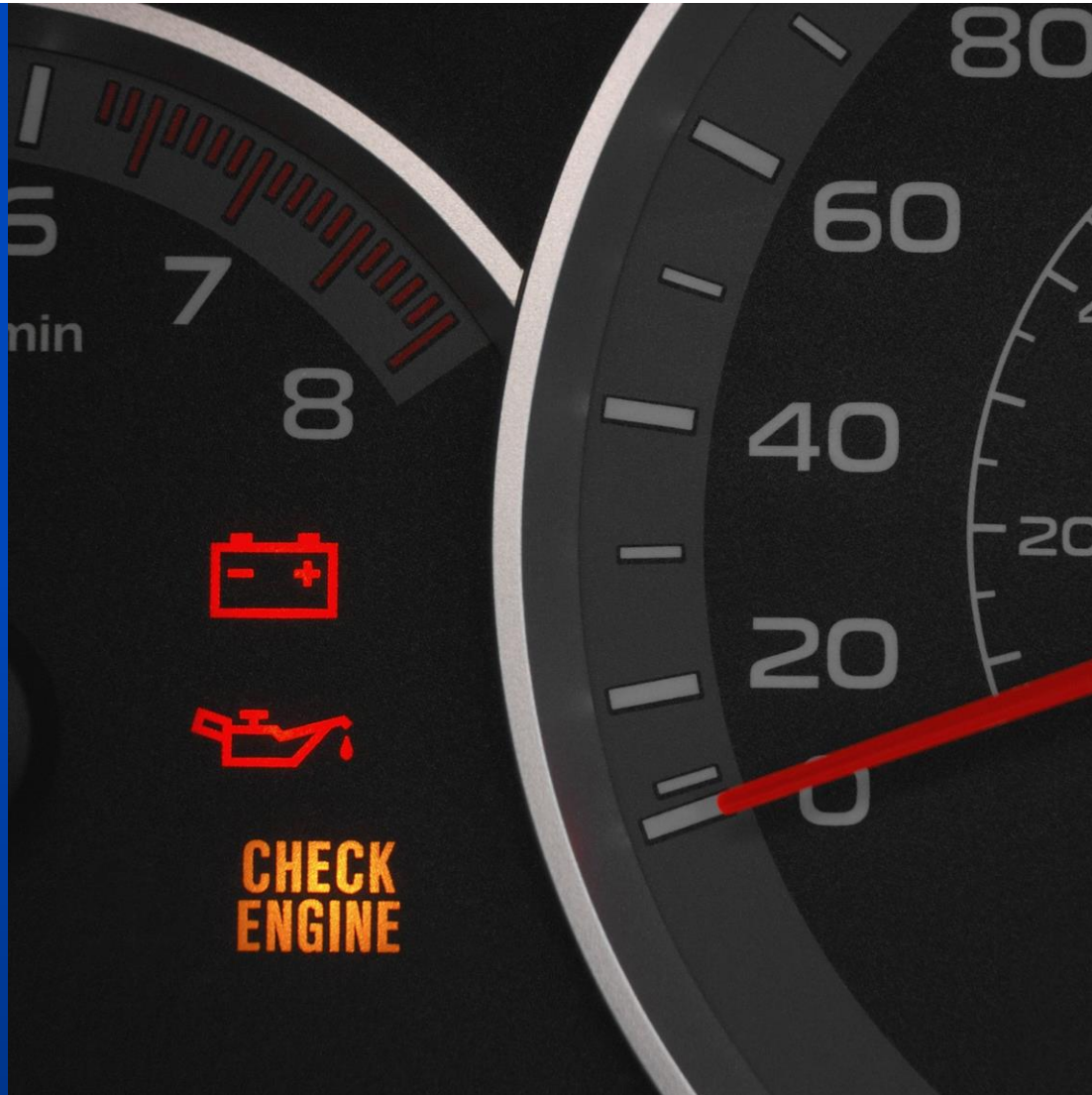 - Performance Management
  - Coaching

"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)

Traditional Career Planning Scenarios

Reactionary – defined by crisis

Intentional – typically for senior roles only

GOAL:

Prescriptive – skills assessments and guided development plans

Foster a Strengths-Based Culture

» Start with the top

» Require every employee to discover and document their strengths

» Build an internal network of coaches

» Integrate strengths 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

Key Finding: "It's the Manager!"

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

70%

MANAGER

> 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

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

» Revisit and Revise

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?

QUESTIONS

Thank You!

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Questions!