Building Skilled Talent Like a Pro

Kelly Palmer

Board Member, Learn In

Co-author of ‘The Expertise Economy’

degreed LEARN IN FIREWORK VENTURES LinkedIn YAHOO! Sun microsystems

Our Challenge

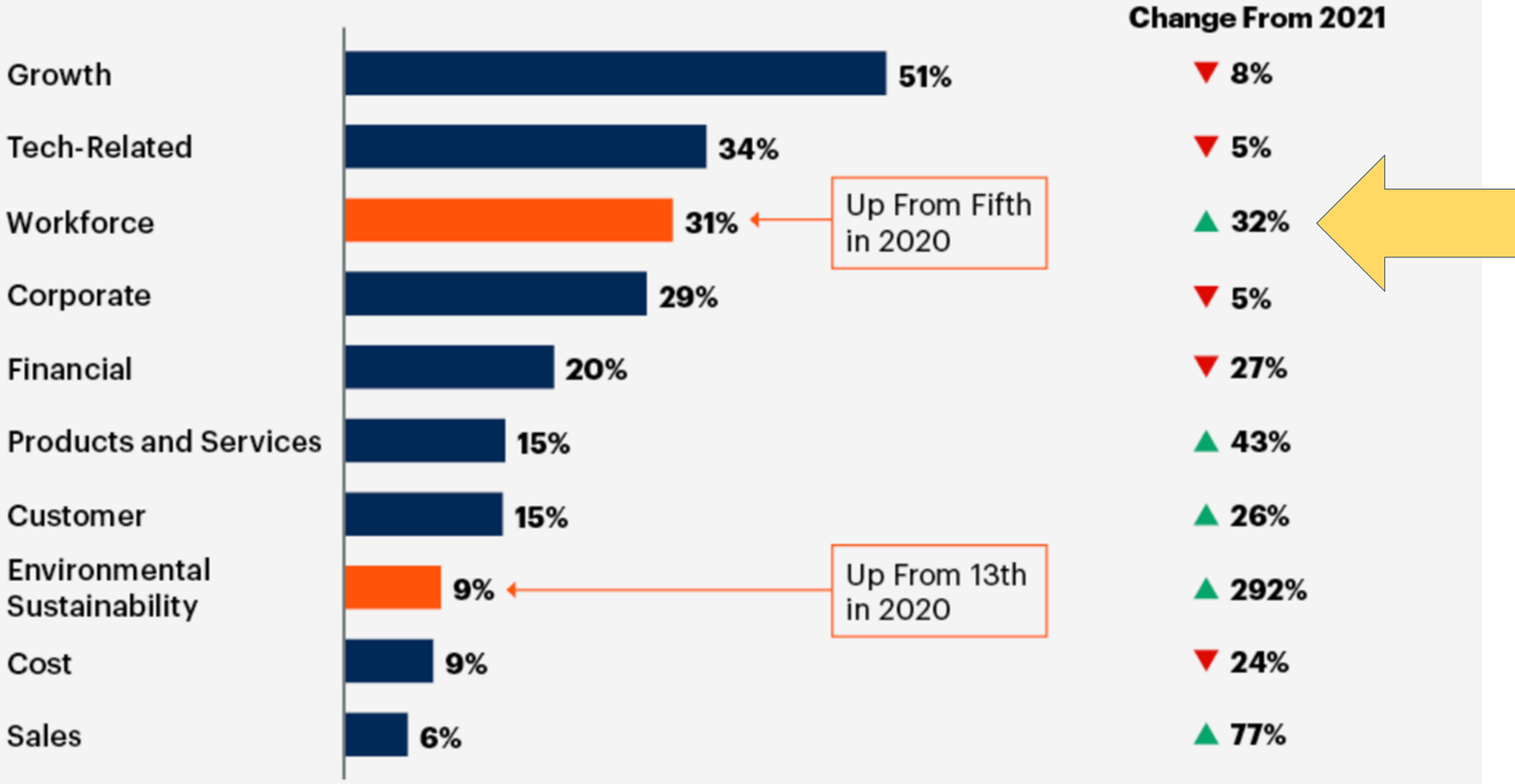
Upskill 1 Billion People by 2030

World Economic Forum 2020

Hot off the press May 2022

CEOs' Top 10 Strategic Business Priority Areas for 2022-2023

Summary Top Three Mentions, Coded Responses



Source: Gartner

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Gartner

Upskilling

Invest in continuous learning, identify and fill skill gaps, stay competitive and employable

Poll Question:

What methods and resources are used to build skills within your organization?

(multi-select)

Skill-Building Resources:

- ❑Licensed Content Subscriptions
- ❑LMS
- ❑LXP
- ❑Tuition Reimbursement
- ❑Employee Learning Stipends
- ❑Mentoring & Coaching
- ❑Custom Cohort-Based Programs
- ❑Talent marketplaces

Knowledge vs. Skills

Employees need both knowledge and skills

Knowledge: When you need to “know” something

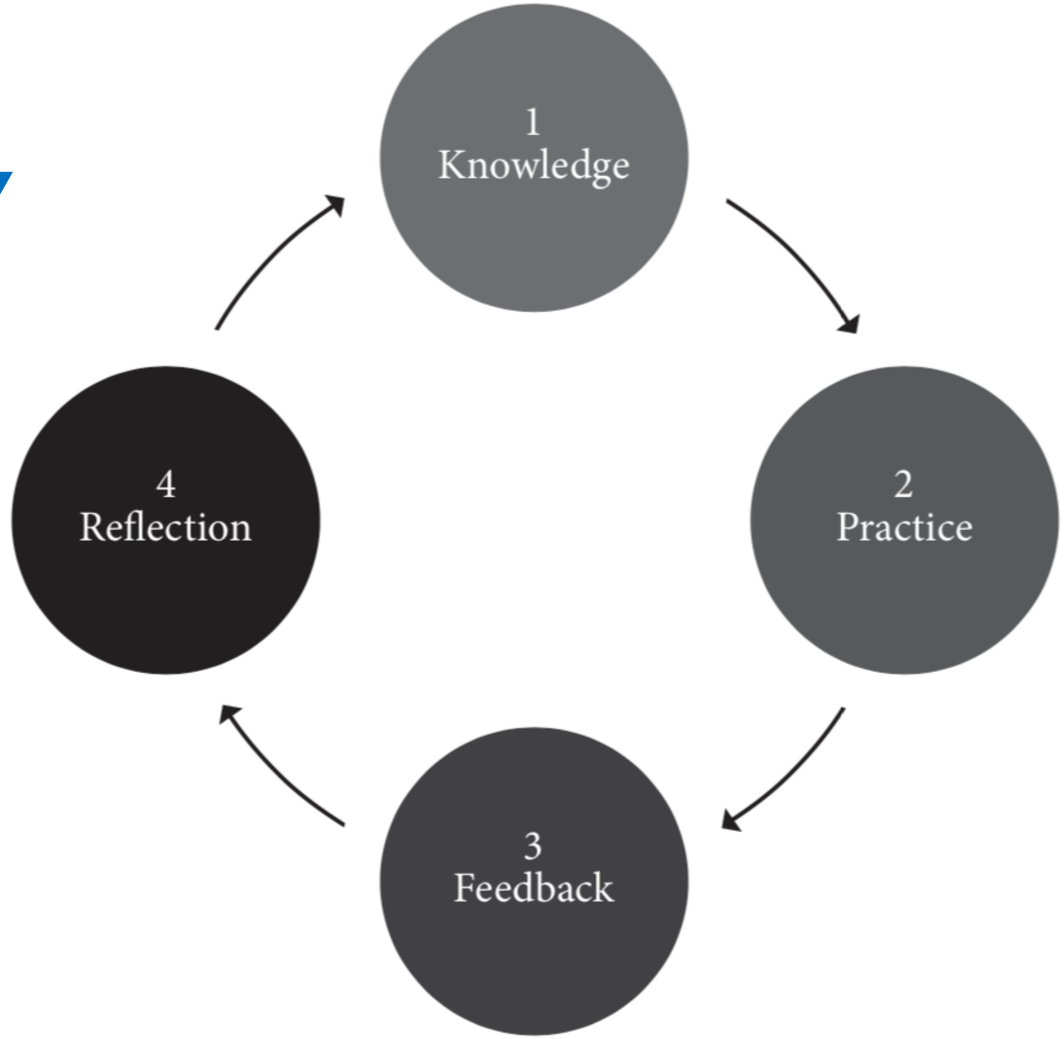
Skills: When you need to “do” something

When you want *knowledge* now

Learning resources:
what you need
when you need it

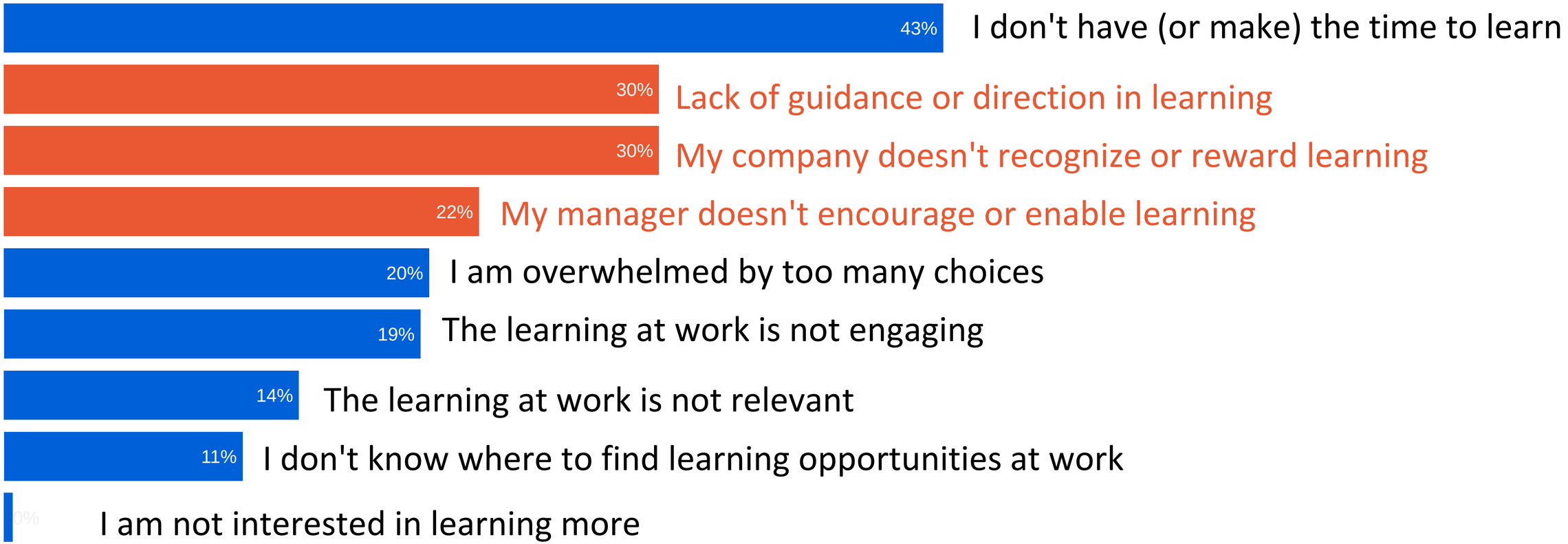
When you want to build *skills*

You need to go through the learning loop to build skills



Source: The Expertise Economy

Biggest Obstacles to Learning



Q: What are your biggest obstacles to job-related learning or professional development?

Degreed + Harvard Business Publishing, How the Workforce Learns, 4/2019

New Ways of Learning

In the Flow of Work

Virtual
Team-based
Collaborative

Using Technology

Digital Content
Mobile
Video
Creator Platforms

Peer-to-Peer

Teach others what you know
Follow experts
Coach

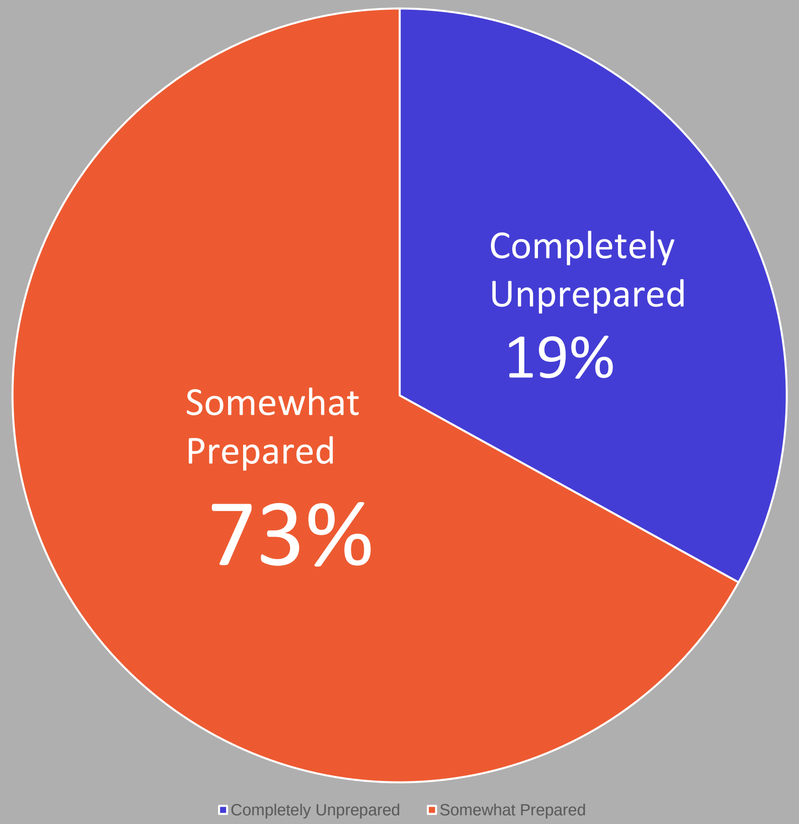
Create a Skills-based Strategy

“We’re heading from a skills gap to a skills canyon”

Prudential Financial
Vice Chair Rob Falzon

To what degree is your organization prepared to develop the skills that will be required by the business in the near future?

Only 8% completely prepared



Skills in High Demand

Power Skills

- Creativity
- Communication
- Emotional Intelligence
- Empathy
- Collaboration
- Influence/Persuasion
- Design Thinking

Technical Skills

- Cybersecurity
- Digital Literacy
- Machine Learning
- Artificial Intelligence
- Data Analytics/Visualization
- Cloud Computing

Sources:
World Economic Forum, Future Skills & CompTIA 2021

Data, Analytics, and Insight Can Tell the Story

1. Crisis Management
2. Resilience
3. Mental Health
4. Sales
5. Learning Management
6. Process Improvement
7. Business Communications
8. Strategic Leadership
9. Empathy
10. Relationship Building
11. Decision Making
12. Critical Thinking
13. Leading Change
14. Data Visualization
15. Software Development
16. Storytelling
17. Business Strategy
18. Productivity
19. Teamwork
20. Marketing

Source: Degreed

New Skills for Corporate L&D

- Design Thinking
- Content Curation
- Content Creation
- Facilitation (rather than “teaching”)
- Learning Experience Design
- Storytelling
- Data Analysts
- Learning Technology

Global Top 5 skills of 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

Country Profile: Canada's Emerging Skills

1. Analytical thinking and innovation
2. Active learning and learning strategies
3. Technology design and programming
4. Critical thinking and analysis
5. Complex problem-solving

Industry Profile: Consumer Industry's Emerging Skills

1. Complex problem-solving
2. Analytical thinking and innovation
3. Active learning and learning strategies
4. Creativity, originality and initiative
5. Technology use, monitoring and control

Data and AI

EMERGING JOBS

1. Artificial Intelligence Specialist
2. Data Scientists
3. Data Engineer
4. Big Data Developer
5. Data Analyst

TOP 5 SKILLS

1. Data Science
2. Data Storage Technologies
3. Development Tools
4. Artificial Intelligence
5. Software Development Lifecycle (SDLC)

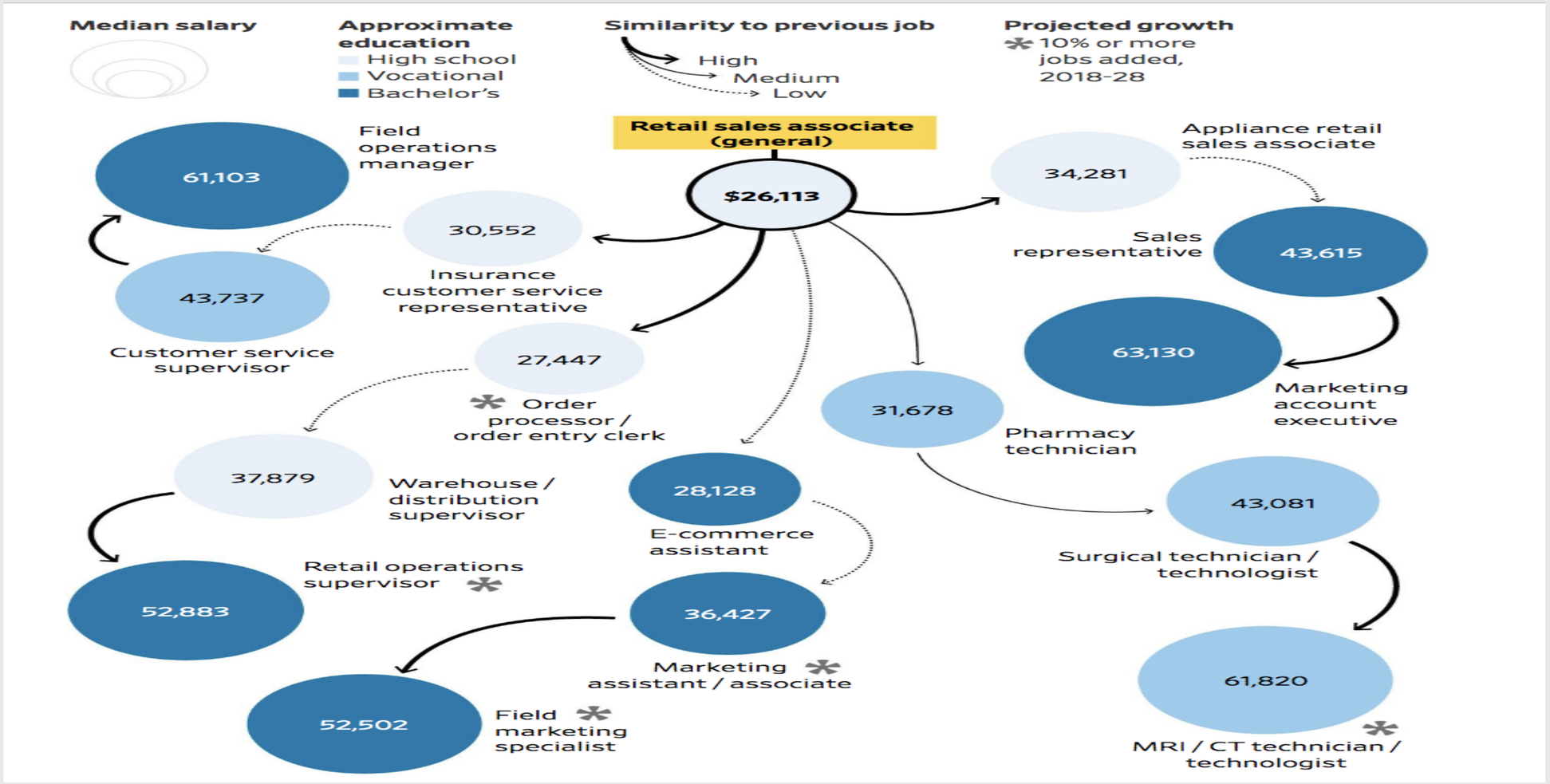
World Economic Forum

Source: World Economic Forum

Most Important Skill?
Learning Agility

Skills are the Currency

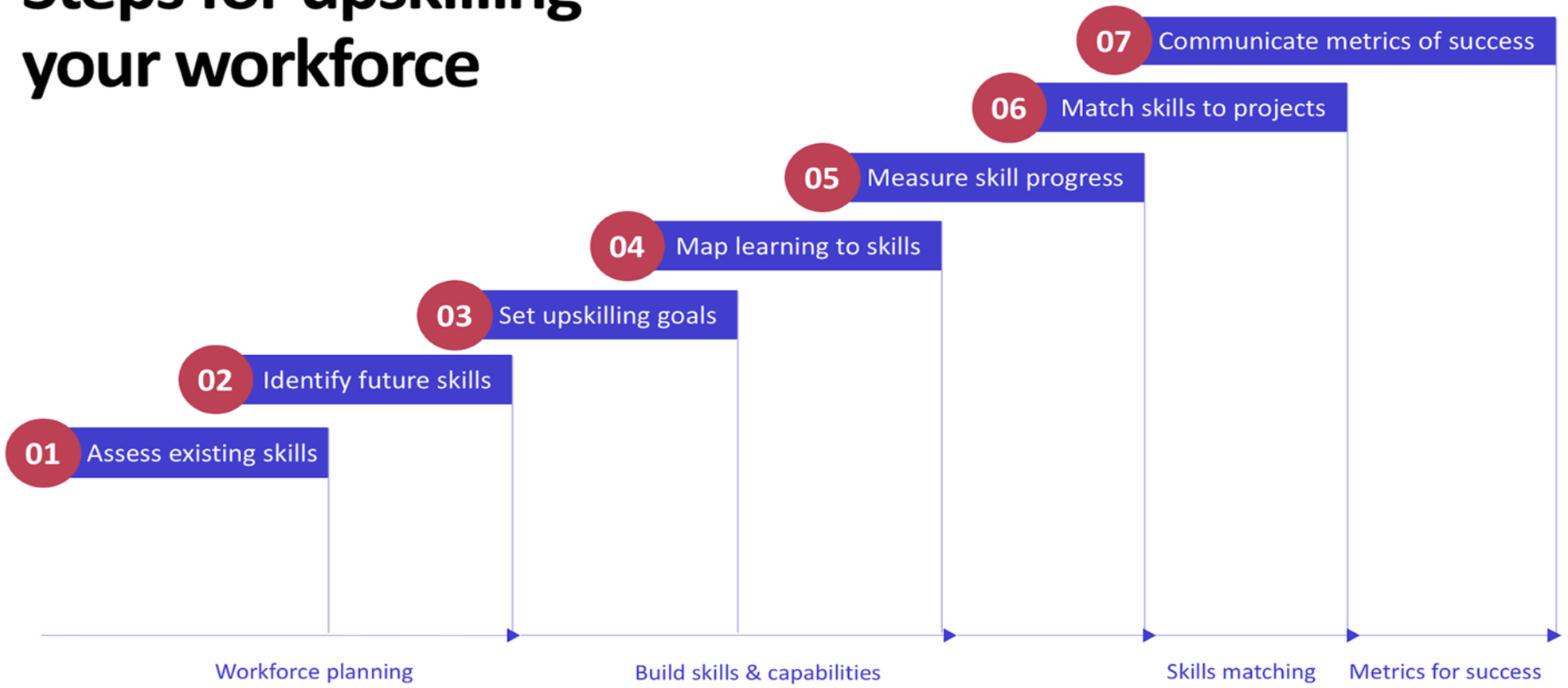
Of the Future of Work



"GPS for Your

Skills-Based Learning

Steps for upskilling your workforce



Source: Kelly Palmer

Examples of skill-based strategies

Building your skills in Ericsson

Ecosystem

Learning made easy

Easy, personalized, empowering ecosystem for building skills and connections

Culture System

Learning is a habit that matters

People develop through experiences and contributions, teaching others with a growth mindset

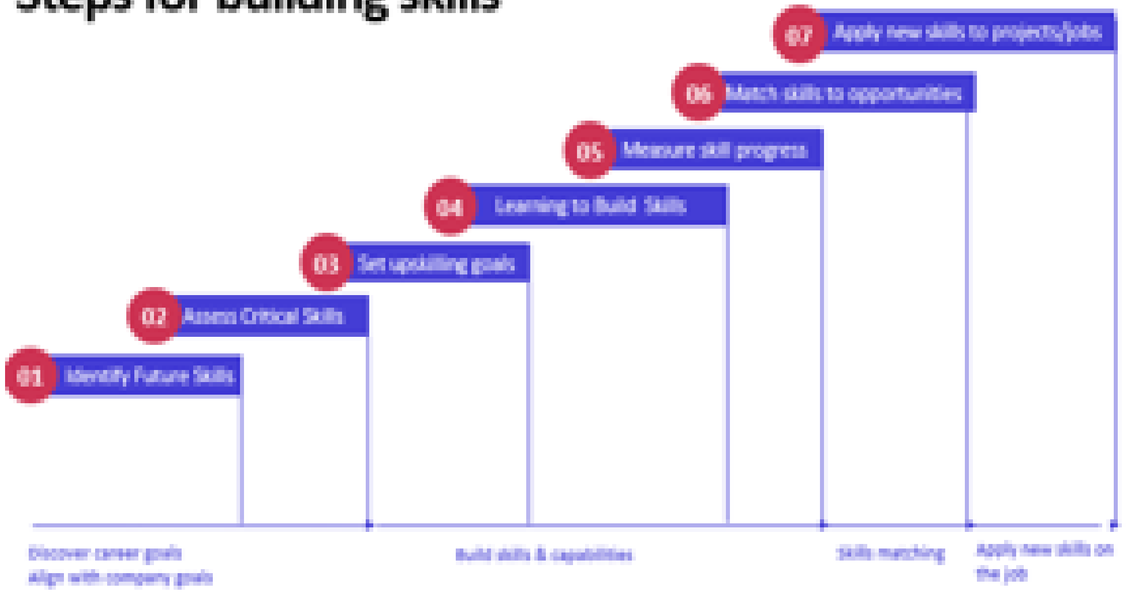
Business System

Learning drives profitable growth

Upskilling and reskilling in critical areas is a strategic business investment

- One Skills Profile
- One Stop Shop
- Open Talent Marketplace
- Individual Skills Planning
- Analytics
- Critical Skills

Steps for building skills



Credly

Create Account Sign In

This badge was issued to Vidya Krishnan on 18 May 2020.

Verify

Type: Learning

Level: Advanced

Time: Weeks

SET2WIN Sales Foundation Challenger Mindset badge 2020

Issued by Ericsson

This badge is awarded to candidates who have successfully demonstrated knowledge of Challenger Sales principles necessary to build a Challenger mindset, sell with insights and create value for customers and Ericsson.

Skills

Business Understanding | Commercial Acumen | Customer Insight | Knowledge Sharing & Collaboration Skills | Sales Communication | Value Creation

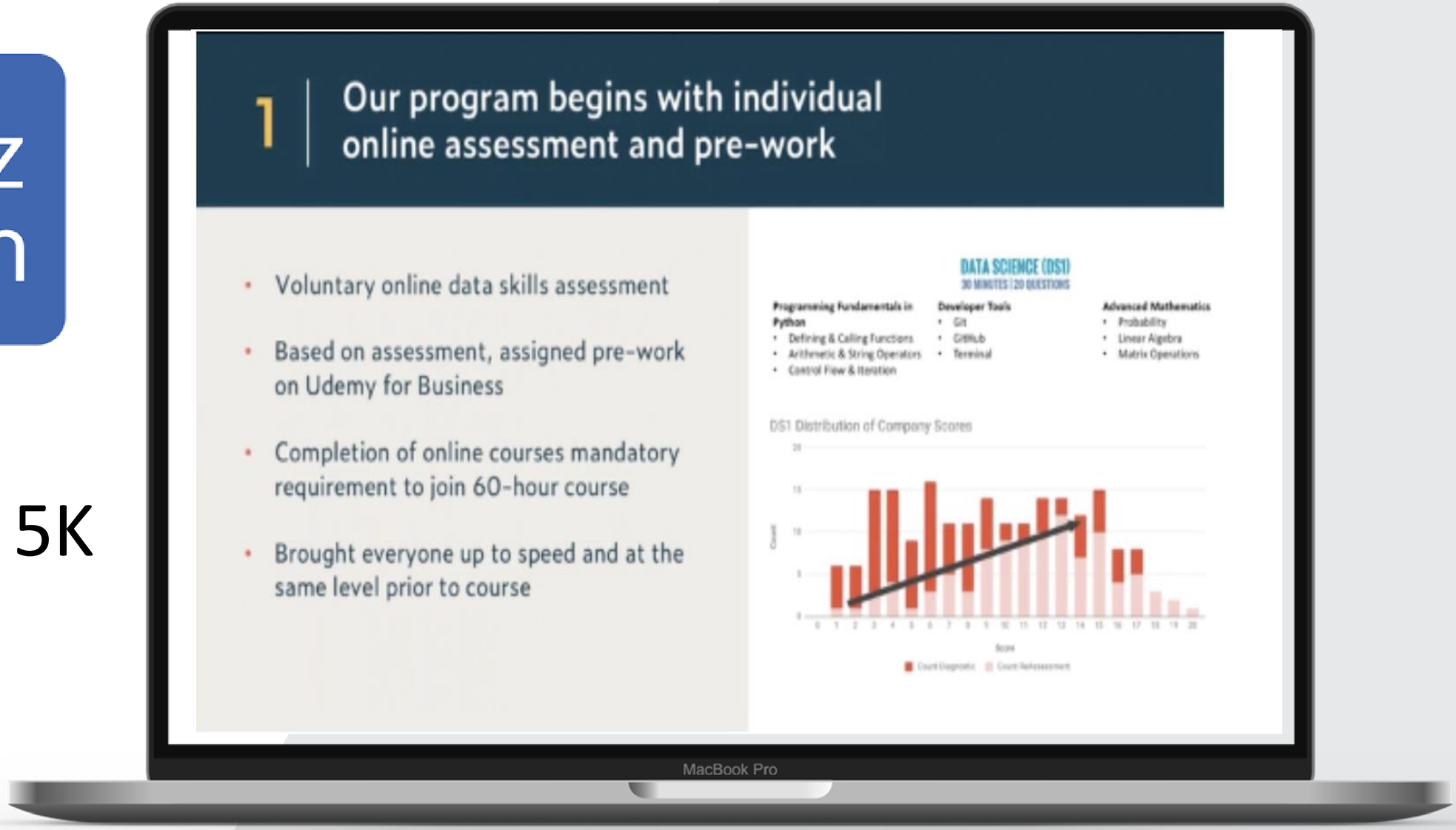
Earning Criteria

The candidate has successfully demonstrated Challenger Sales knowledge. Program requirements include: completing the Challenger Sales program which consists of a webinar, a 1-day Deal Clinic and a 2-day Seller workshop, completing the “Frame a game changer sales message” e-learning, “Insight selling is the new solution selling” article, “The new B2B buying journey” article and “The Challenger Sale” and “The Challenger Customer” books.

Upskilling Data Science Skills

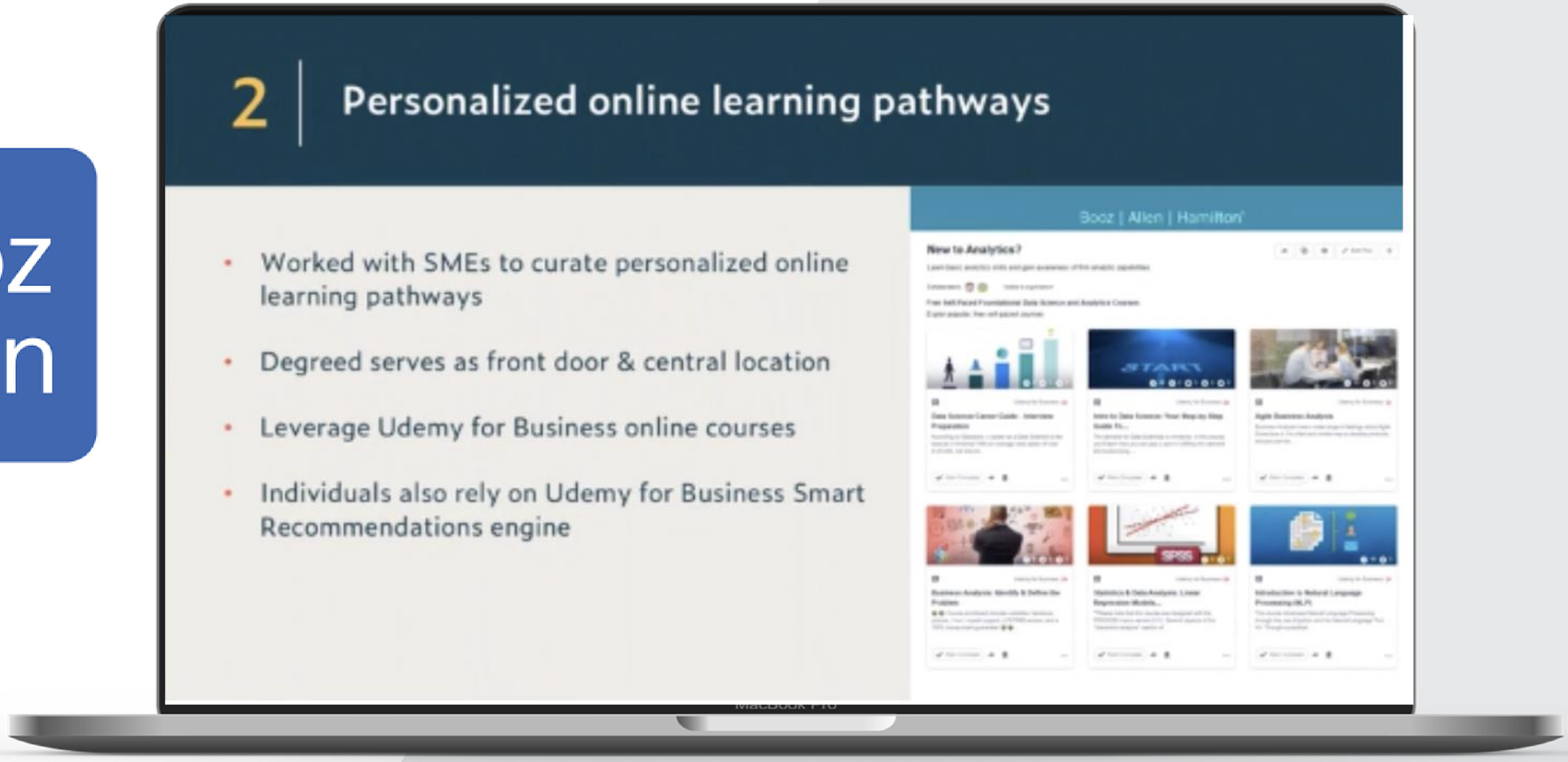
Booz Allen

Data Science 5K



Gain Knowledge

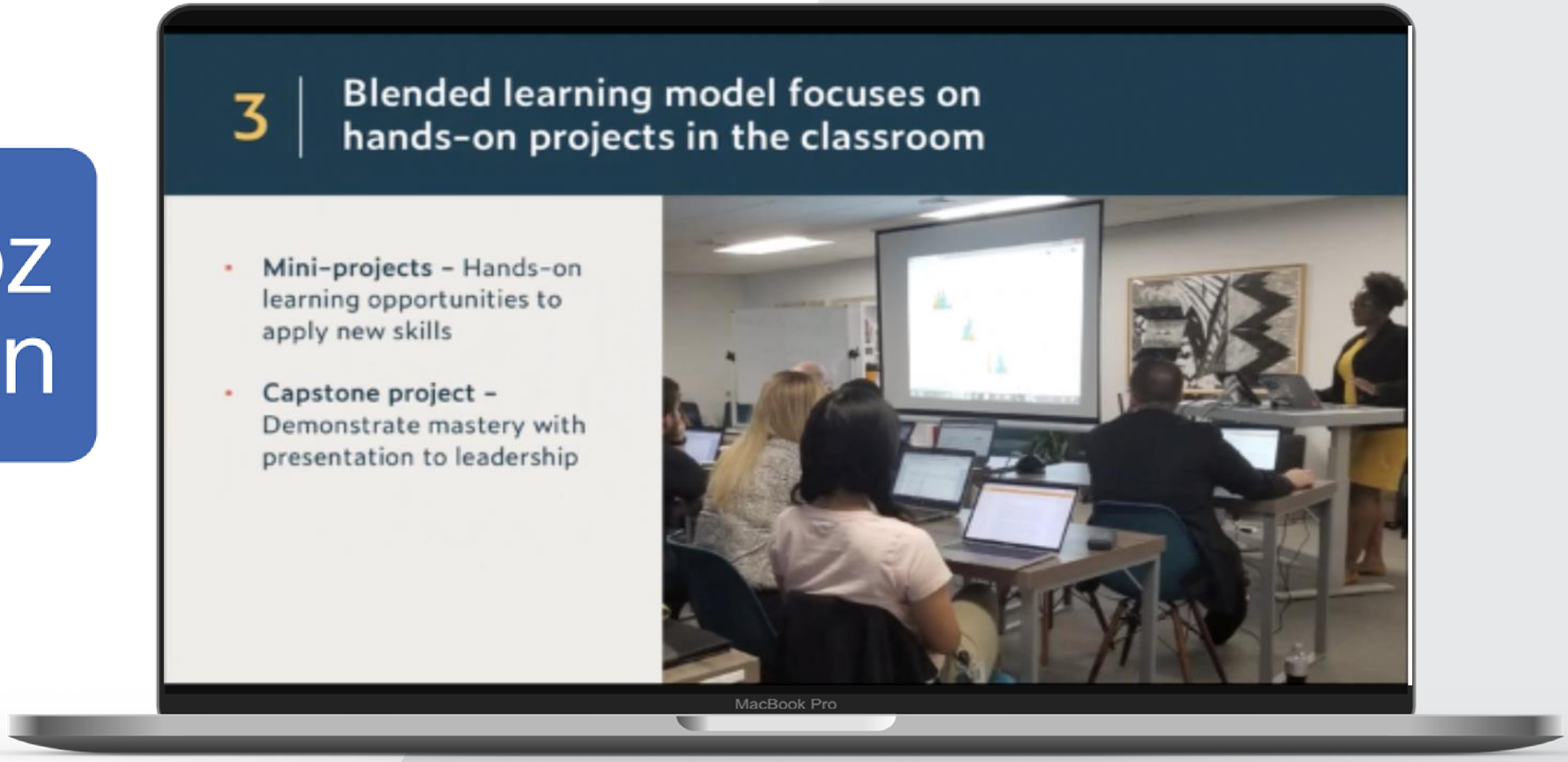
Booz Allen



Data Science 5K

Practicing through hands-on projects

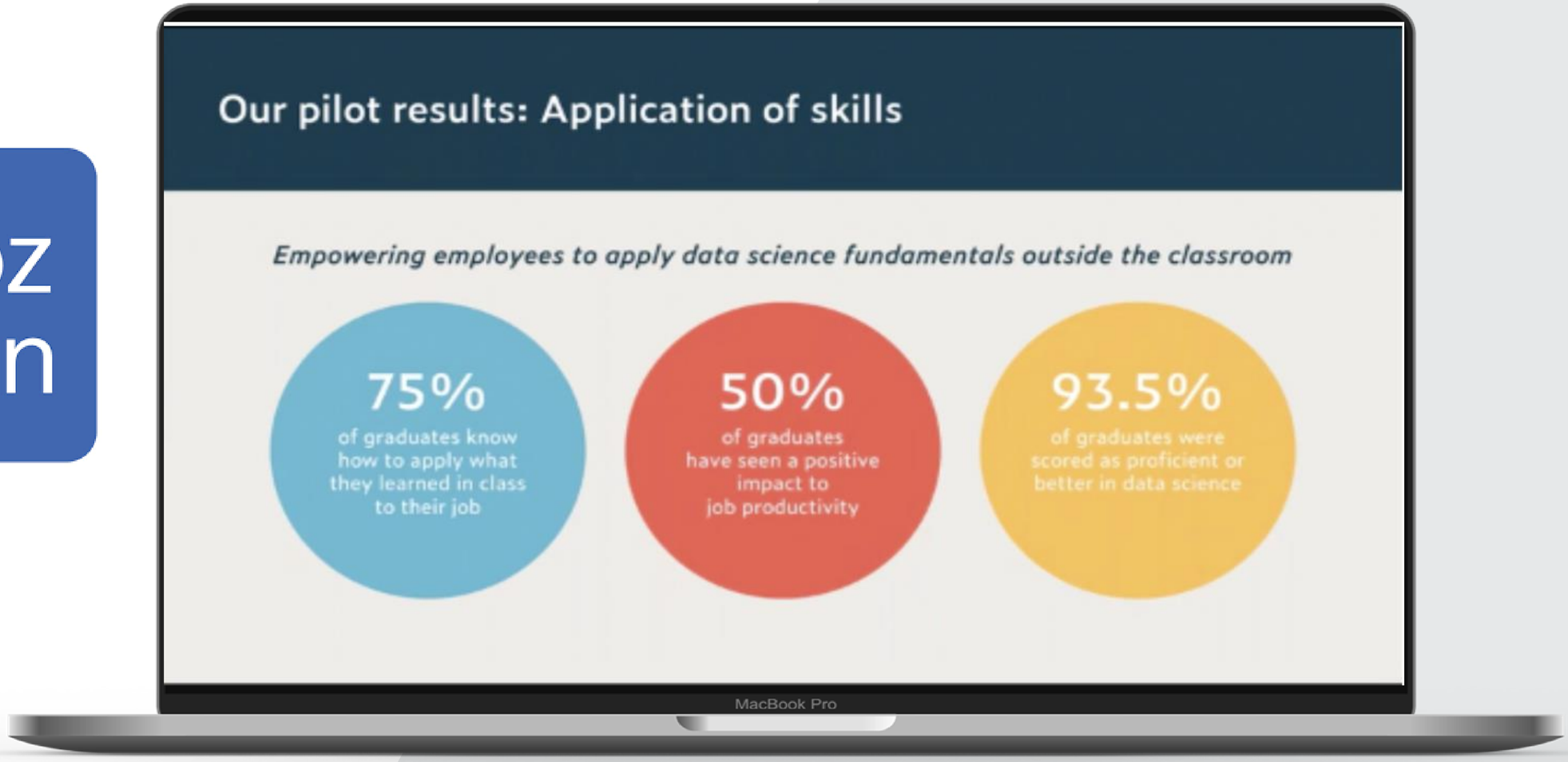
Booz Allen



Data Science 5K

Track Progress through Analytics

Booz Allen



Ultimate Goal: 5,000 data scientists

Conscious Business

A Virtual Learning Experience
Focusing on core ”Power Skills”

Skills: Communication, Feedback, and Collaboration

Videos to ”kick off” topic

Real work problems to solve for practicing skills

Group online discussions for peer–to-peer feedback

Facilitator holds a one hour once a week “video” meeting to synthesize topic with team

What’s required to build skills at scale

Essential Requirements to Build Skills at Scale

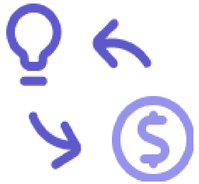
YOUR COMPANY'S *INTERNAL TALENT ACADEMY*

"Support me"	"Build me"	"Advance me"
SUPPORTS	**SKILL-BUILDING**	**CAREERS**
	BLENDED · EXPERTS · COHORTS · PROJECTS	
Flexible Funding	Mentor /Coach	Time to learn
3rd-Party Marketplace of Programs & Degrees	**Internal Skills Academies & Custom Programs**	Assess/ Certify
		Career Pathway

Requirement 1: Flexible Funding for Every Employee

Employee Learning Budgets/Stipends

Tuition Assistance (not Reimbursement)

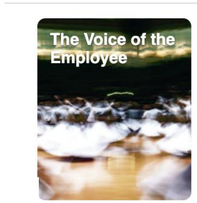


Training Budgets aligned to key skills

Scholarships to incent completion of particular programs

Requirement 2: Access to Program Marketplace

joshbersin academy



This Program is all about the future of authentic employee engagement. Based on insights from top HR leaders across a range of industries, the Program will give you the knowledge and skills you need to take the most important step in any employee engagement initiative: putting your people first.

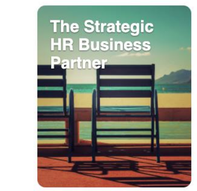
LEARNING TIME 4-5 hours | DURATION 5 weeks | NEXT SCHEDULED PROGRAM June 2, 2021

Learn more

We cannot survive in today's environment without a clear understanding of today's technologies and the insights they provide. This workshop helps learners make sense of the crowded HR tech landscape so they can make better decisions.

LEARNING TIME 5-6 hours | DURATION 5 weeks | NEXT SCHEDULED PROGRAM June 9, 2021

Learn more



HR Business Partners are at the frontline of today's talent strategy. They must have an intimate understanding of the business challenges their team is working to solve and be able to re-frame those challenges through the lens of talent and employee experience. This Program is for HR Business Partners committed to taking their own work and their team to the next level.

LEARNING TIME 5-8 hours | DURATION 5 weeks | NEXT SCHEDULED PROGRAM June 14, 2021

Learn more

Wellbeing programs shouldn't be viewed as "nice-to haves." They are essential to ensuring employees can perform at their best and stay motivated over the long haul. Designing and managing successful wellbeing programs has never been more important and the available tools to do so have never been more abundant—but navigating the landscape isn't easy.

LEARNING TIME 5-6 hours | DURATION 5 weeks | NEXT SCHEDULED PROGRAM June 16, 2021

Learn more

LEARN IN

EXPLORE

1 GET STARTED

2 PROGRAM

3 TIME

4 FINANCING

YOUR PLAN

FEEDBACK

Eric Samson

STEP TWO

Choose a program

RECOMMENDED FOR YOU

SPRINGBOARD

Data Engineering Career Track

TOTAL COST $7,500

Bootcamp | Online | Part-Time | 6 Months

The bootcamp covers 400+ hrs of course work, with a combination of lectures, readings, projects, and career resources that are geared...

ADD TO PLAN SEE DETAILS RECOMMENDED

FEATURED PROGRAM

SOUNDING BOARD

Leadership Labs: Group Coaching

TOTAL COST $600

Coaching | Online | Part Time | 3 Months

Accelerate your leadership development with group coaching through Sounding Board's Leadership Labs. This program provides a peer...

ADD TO PLAN SEE DETAILS

EDX

Digital Product

TOTAL COST

PRICE RANGE

DURATION

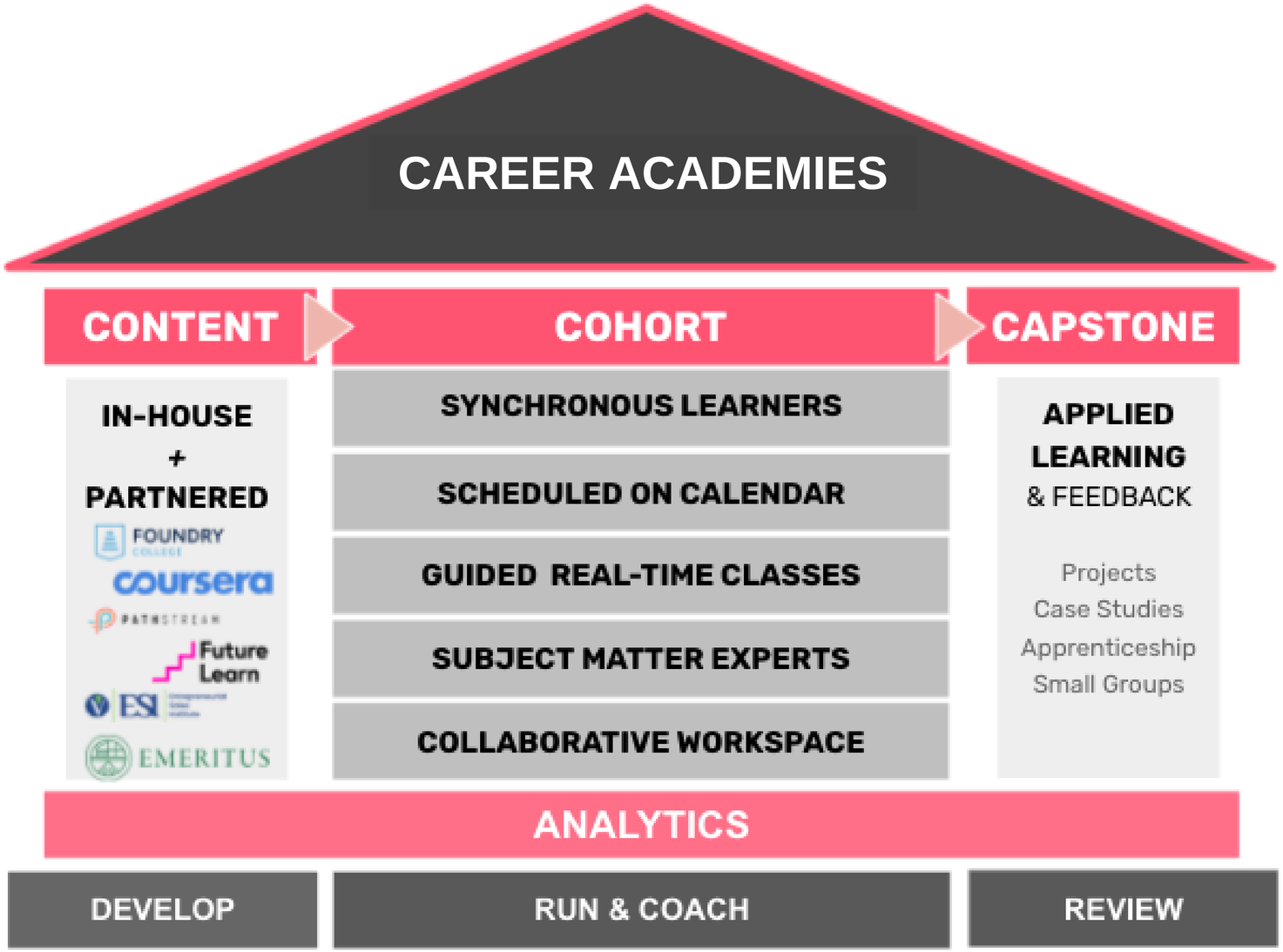
PROGRAM TYPE

SKILLS

PROVIDERS

- 280Group
- Berkeley Executive Education
- Columbia Business School
- Columbia Engineering Executive Education
- EdX
- Emeritus
- ESI
- Experiential Teaching Online
- Foundry College
- FutureLearn
- General Assembly
- GWT Next
- Imperial College Business School
- Kellogg School of Management
- LearningFuze
- Metis
- MIT Management Executive Education
- MIT Professional Education
- MIT xPRO
- Moringa School
- Pathstream
- Reforge
- Sounding Board
- Springboard

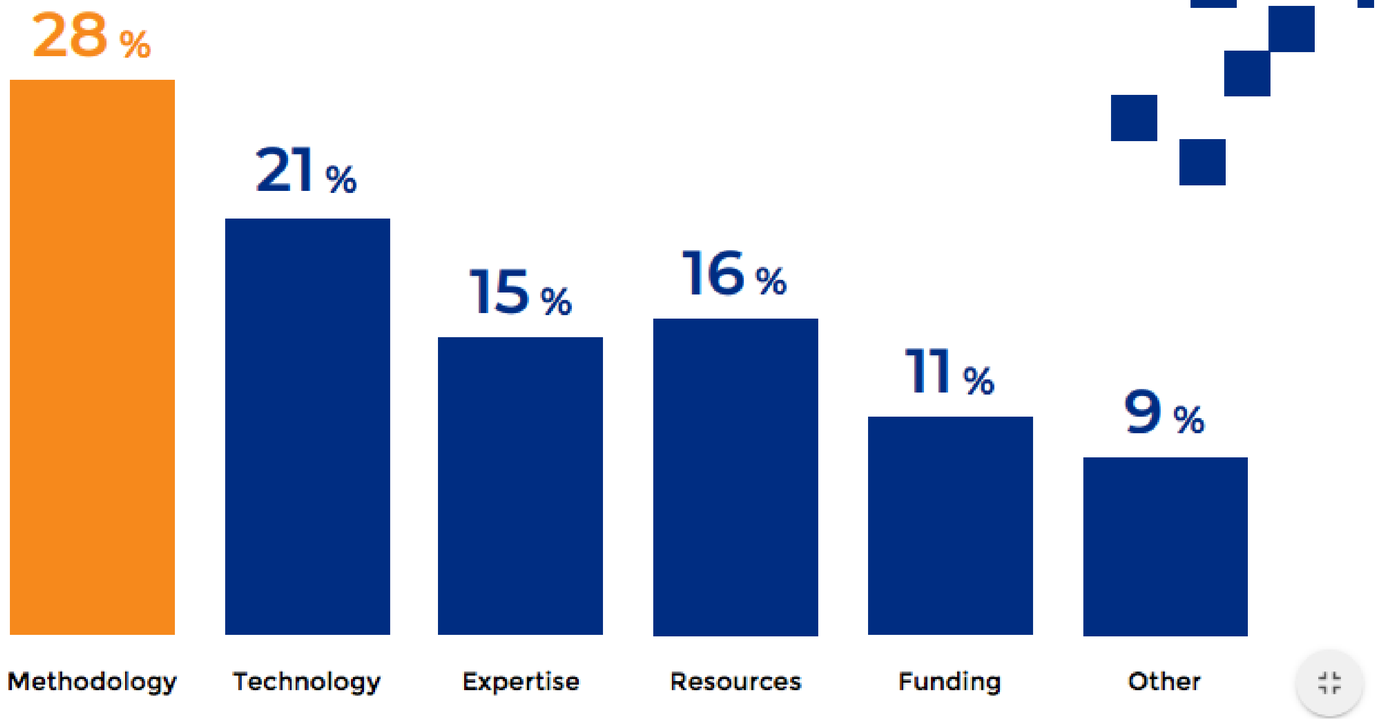
Requirement 3: Ability to Create Custom Career Academies



Requirement 4:

The expertise* to design high-quality virtual programs

(*internal or external)



Biggest Challenges in converting in-person programs to digital experiences

IE University CLO Survey

Poll Question:

Which skill-building programs are you most focused on? (multi-select)

- ❑ Rotational programs
- ❑ Onboarding programs
- ❑ Strategic upskilling programs
- ❑ Management development programs
- ❑ Leadership programs

Create a Learning Culture

“Employees who rate their company’s learning culture as positive are more motivated to learn – both to get better at their current job and to prepare for future roles”

How The Workforce Learns 2021 - Degreed

“We want a learning culture where everyone is a “learn-it-all” not a “know-it-all”

Microsoft CEO, Satya Nadella

Learning Culture Maturity Model

Compliance Training	Necessary Training	Strategic Learning	Continuous Learning
Level 1: **Compliance Training** Training for regulatory purposes	**Level 2:** **Necessary Training** Learning based on job requirements Tools & Processes	**Level 3:** **Strategic Learning** Learning supports strategic initiatives to **build skills & capabilities**	**Level 4:** **Continuous Learning** Learners make choices to build skills and capabilities in flow of work

Be a Company

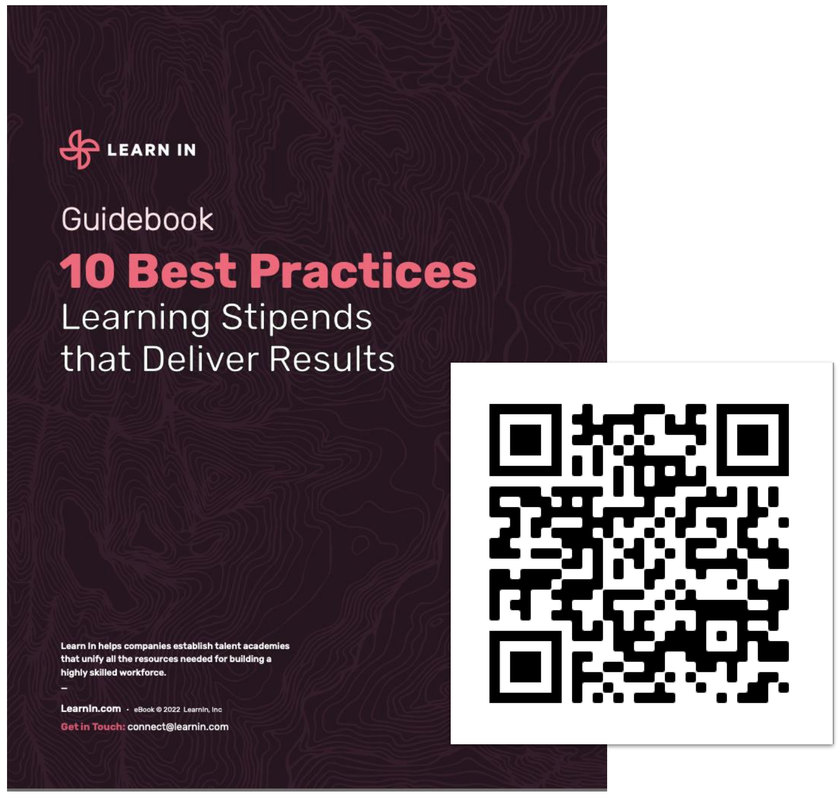
That invests in

employee learning

Your biggest competitive advantage

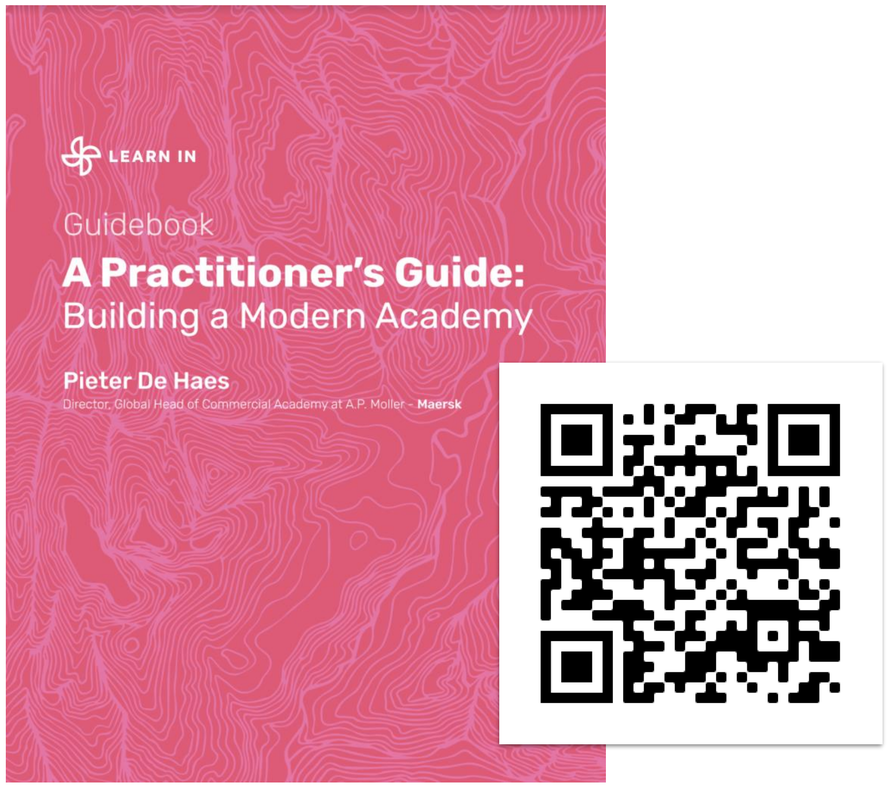
Resources to Explore

Deploy **Learning Stipends** to build skills for one or a few employees.



https://lp.learnin.com/atd-webinar-stipends

Build custom programs or **Skills Academies** for upskilling many employees.



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