



Skill Building:

TRAINING THE WORKFORCE OF TOMORROW

How organizations can keep up
with today's training needs while
also upskilling or reskilling
employees for the future

BY:

Training TOP10
Hall of Fame



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Skill Building: TRAINING THE WORKFORCE OF TOMORROW

The skills employees need are changing rapidly and will continue to do so—particularly in the wake of the Coronavirus pandemic and beyond. How can organizations not only keep up with today's needs but train for the future?

BY THE TRAINING TOP 10 HALL OF FAME

The skills needed to succeed on the job are changing at an unprecedented pace. Reports say that skills learned today remain relevant for an average of only five years. Consequently, Learning and Development (L&D) professionals must train today's employees for the skills that will be needed tomorrow—even when those skills haven't yet been identified or, in some cases, created.

Training employees for skills that haven't been invented yet is no easy task. So how can L&D upskill everyone from entry-level employees to senior management for an unforeseeable, quickly changing future?

To do this, L&D first must identify:

- A framework for building future skills
- The most-needed emerging skills
- Capabilities for success, regardless of the skill set

In this white paper, Training Top 10 Hall of Fame members explore these challenges and detail how they are responding to future-proof their organizations.

Overview

Organizations of all types and sizes are facing massive stressors. The challenges of operating during—and recovering from—the global 2020 Coronavirus pandemic and the concomitant stay-at-home orders, coupled with wildly fluctuating stock prices, only added to the tumult. Even in normal times, industries struggle to adjust to an onslaught of changing market conditions and technologies, as well as regulations and guidelines. The outcome of the November U.S. Presidential election could trigger massive business disruptions. People are concerned about what happens next, and they are fearful.

L&D can alleviate some of the concern by preparing employees for the roles they may play three to five years from now. This requires planning further out than usual. To do this, some organizations are creating frameworks to help identify the skills that will be needed up to five years in the future.

Whether the needed skills vary by generation may be debated, but what is certain is that a wide mix of skills and capabilities is vital. And they need to be refreshed and updated continuously. This is true throughout the organization, regardless of level or prior education. For leaders, in particular, it is integral to future success.

The key elements of any upskilling/reskilling framework, regardless of size or type of company, are the recognition that:

- Capabilities must increase.
- Leadership buy-in is essential.
- Continuous/infinite learning must be inculcated into the culture.
- Employees must control their own learning journeys.
- L&D must have a way to assess and verify employees' skills.

The Framework for Future-Skilling

In 2020, 51 percent of L&D pros said they plan to launch upskilling programs and 43 percent plan to launch reskilling programs, according to LinkedIn Learning's *2020 Workplace Learning Report*. Obviously, upskilling and reskilling are elements of future skilling and should always be tied to key business priorities. Upskilling refers to learning new skills that will be applied in the same function. Reskilling pertains to learning new skills for a different function.

Both require strengthening L&D's partnership with the business. Close alignment enhances understanding of their organization's multi-year plans, yielding keener insights into the business, its pipeline, and the skills that will be necessary in the next five years.

Upskilling vs. Reskilling

Upskilling: Learning new skills that will be applied in the same function.

Reskilling: Learning new skills for a different function.

To predict which skills will be most needed in the coming years, organizations are analyzing trends. Large companies with vast databases of internal and external data are mining them for insights. For example, one Hall of Fame company looks at clients' changing needs through the lens of orders and client interactions. Spotting trends there helps predict which skill sets are waxing or waning in value. If the organization is winding down a particular service—such as support for a particular hardware platform—the skills supporting it become less valuable.

Another Hall of Fame company analyzes topics employees are researching to identify and support their learning needs. Yet another uses its financial subsidiary to chart clients' moves from one solution to another to predict future skill needs. A fourth looks at test failure rates to identify where employees are deficient, and uses that knowledge to enhance learning opportunities.

Data Can Lie

Data analytics are vital, but the results are only as good as the data itself. It must be current and clean. Taking the time to remove the noise—the incomplete or duplicative data points, for instance—can save huge amounts of time and effort later. Consider, for example, a data analytics program that screens employee profiles to identify people with specific skills. If the profiles aren't current, the results will be incomplete and inaccurate, and the analysis will need to be run again.

The second step in creating a future-skilling framework is to identify employees with skills that are adjacent to emerging needs. Once identified, they can be reskilled or realigned into new roles, even within the same job.

CASE STUDY

One Hall of Fame company is transforming itself from a technology company into a technology consultancy with deep hardware and software expertise. This requires many employees to leave their comfort zones (especially with legacy hardware) and embrace technologies that were barely conceived of even a few years ago.

To help them do this, L&D developed three squads:

“Sense” analyzes information from the business units to forecast trends.

“Respond” determines specific skills that are needed to address those emerging needs.

“Engage” looks at content development and skills certifications to deliver the right learning opportunities at the right time.

Conversations Plus Peer Pressure

It's important to note that not everybody is cut out to move into a new skill set. Encouragement is key. This most often happens through two mechanisms: career conversations and peer pressure.

We try not to force employees into other roles. Instead, we say, ‘Here’s what the company wants to do. How does that align with what *you* want?’

Often, these career conversations are part of what some call performance reviews. But rather than the traditional rating system, managers are encouraged to reiterate the organization's strategic priorities, what they mean in terms of needed skills, and how they align with individual employees' careers. Alignment may require upskilling to implement or manage emerging technologies such as blockchain, as well as enhancing professional development skills.

For L&D's part, this means being committed to individuals' career growth, with the caveat that employees must meet them halfway and, thus, seek out learning opportunities. People must be invested in their own career growth.

And companies have to give them time to learn. One Hall of Famer has firmwide "Infinite Learning Days." Everyone dedicates themselves to one day of informal or formal learning, both individual and team. Another has "Think Fridays." To make this work, the messaging has to come from the top of the organization that it is OK to spend the day learning.

The peer pressure element comes into play with badging. This changes the learning mindset from accumulating a certain number of hours of annual training to focusing on specific content individuals need to meet their career goals and to achieve the organization's strategic goals.

Some business units set aside time in the workweek for formal learning. More often, though, employees are expected to learn on the go, often on their own time. They're expected to seek opportunities to acquire the knowledge and experiences that will enable them to contribute to the organization now and in the future.

Badging is a way to encourage individual learning. Typically, badges are segmented into technical domains—such as data analytics, blockchain, or machine learning—and leadership domains—such as agility, curiosity, and purpose. Regardless of the subject, each badge should follow the "learn, do, teach" model. For example, learners complete curated content, document their experiences applying that content, and then share what they've learned with others. The latter may involve writing a blog or article for publication, or presenting the material at a lunch-and-learn.

CASE STUDY

"Voluntary badging has contributed to our culture of continuous learning beyond our wildest dreams," notes one Hall of Famer. "Employees used to learn because they had to. Since we introduced voluntary badging two years ago, the program has been open to everyone from the administrative assistant to the CEO. Everyone can earn the same badges. As a result, people are forming study groups and Yammer groups, contributing to their own culture. They are doing this for themselves."

The badges themselves should align with the business goals. Their content should be rigorous and cut across service lines as much as possible. To ensure this, one Hall of Fame company requires an expert board to approve the content in each badge before it can be offered to employees.

Gamification and badging are considered competitive, but cooperative implementations can be highly effective. A study conducted at the Massachusetts Institute of Technology used gamification in an "introduction to computer programming" class in an attempt to raise everyone's scores to an "A" level. Results with and without gamification and badging showed no significant difference. Then the researcher changed the model, basing scores on the overall results of the team. To succeed, team members had to help lesser-skilled members. As a result, everyone's scores improved.

Employees at all levels embrace badging. Hall of Fame members say employees are putting their badges on their profiles and in their signature lines. Some managers are setting aside time for their teams to work on specific badges together. The results are seen not only in promotions and enhanced skills, but in employees contributing to projects for which they previously were not qualified.

Companies are trying develop ways to make it easier for employees to move within the organization. The evolution of the gig economy, even within organizations, helps employees stretch themselves and prepare for their next jobs. Developing skills around specializations such as artificial intelligence (AI), blockchain, or cloud computing helps prepare employees to apply to work on

specific projects and, when their role is completed, move on to another project.

Badges can contribute to internal mobility by helping identify employees with specific skills, but they're only one part of the solution. Cognitive assessments—which identify individuals' strengths, weaknesses, and existing skills—are the other. They're conducted during the hiring process and also with existing employees.

Assessment opportunities don't guarantee that employees will pass a test or get a certain job. Instead, they identify strengths and weaknesses so learners only need to bolster their gaps, thus shortening time to productivity. One Hall of Famer emphasized that it's important to look at test fail rates, not just pass rates as this gives you a chance to go back and revisit areas where employees are deficient across the board.

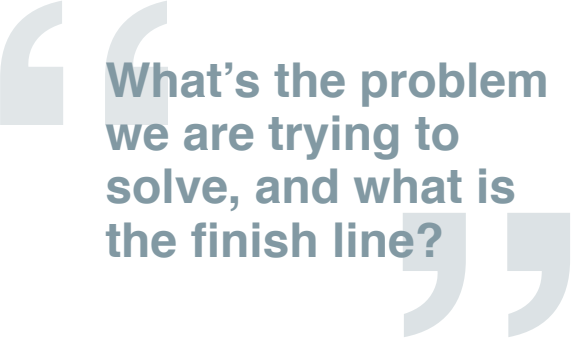
Even with assessments and badging, however, finding the right employees for specific opportunities is still based largely on luck. Even the largest Hall of Fame companies still struggle to develop tools that successfully match employees to projects.

Small and Medium Companies

The points discussed so far have occurred in large, global companies, but small and midsize organizations can—and should—do these things, too. There's a common perception that multinational or global companies have the resources to make L&D easy. Sometimes they do. But small and midsize companies have the benefit of less bureaucracy, so they can act on opportunities quickly.

Employee cross-training is one example. Large organizations often find this difficult because of the accounting codes that must be assigned to each employee's work and billable hours. In small firms, it's easier to allow someone to shadow an expert or try on a role for a particular project. This nimbleness can help the organization thrive.

The goal, regardless of organizational size, is to improve business results. It's easy to become caught up in a deluge of big data, but L&D needs to strip it down to focus tightly on identifying the problem it wants to solve. Then, it must know when it's solved. And L&D must do this rapidly, without taking six months to develop a program that will be irrelevant by the time it's launched.



What's the problem we are trying to solve, and what is the finish line?

Uniquely Human Capabilities

If it seems impossible to accurately predict skills that will be vital in five years, Hall of Famers recommend focusing instead on enhancing the uniquely human capabilities that help people persevere.

One Hall of Fame company hires for, and encourages the development of, what it calls “uniquely human capabilities” (see box below). These attributes are core to high-performing individuals and teams. Few people have all six of these capabilities in full measure. Instead, they have elements of some or all of them. The good news is that these capabilities can be taught and enhanced with training.

Just as there is a framework for innovation, there is a framework for curiosity, resilience, and each of the six critical capabilities. While L&D can develop content, these capabilities often are cultivated informally, in interactions with leaders and team members. It can be as simple as asking,

6 Uniquely Human Capabilities

1. Curiosity
2. Resilience
3. Divergent Thinking
4. Social-Emotional Intelligence
5. Effective Teaming
6. Informed Agility

“Why?” or “Can this be done another way?” or even, “What's the worst that can happen and how could you recover?”

Leaders must ask their teams such questions regularly to stimulate and exercise these capabilities in their staffs.

TRAINING THE WORKFORCE OF TOMORROW

These capabilities are the foundation for critical thinking and problem solving. They're also the attributes that help people combat the pervasive problem of burnout. Those who overcome it have the ability to persevere. They have grit. Employees with that trait tend to have the other uniquely human capabilities, too.

You'll notice that social—or emotional—intelligence is considered a uniquely human capability. It's been overlooked too often in favor of technical skills, resulting in leaders who are great at the technical elements of the job, but perhaps less adept at dealing with people.

Now the importance of emotional intelligence finally is being recognized. The Institute for Health and Human Potential's research indicates that emotional intelligence skills now account for 85 to 90 percent of what is required for exceptional performance and leadership (<https://www.ihhp.com/are-you-ready-for-the-future-workplace/>).

As AI, machine learning, and other technologies are revolutionizing the business and professional landscape, the human aspect must be a counterbalance.

Linking into employees' social needs is another way to motivate them to learn. With employees burning out from seemingly constant changes in an always-on culture, one Hall of Fame organization realized it simply had to slow the pace of change. It put people first and pulled them into training rather than pushing content out to them.

That involved linking changes to employees' core values. In a culture that prizes its weekends as time to recharge, the company allowed time to upskill and take assessments during the workweek. Consequently, it is only now making some of the technical transformations that were envisioned three years ago. But had they been attempted then, they would have failed. The employees would have been overwhelmed and burned out.

Performance Reviews

Accumulating a long list of skills is irrelevant if employees can't perform them efficiently and on demand. That's why traditional performance reviews, in which employees are ranked against one another, are being replaced by more organic conversations at many Hall of Fame organizations.

Some Hall of Fame companies have gone as far as to no longer base performance reviews on skills or competencies. Instead, some conduct monthly snapshot conversations

with employees based upon progress toward their own personal goals, and their contribution to the business. That's good, but it risks highly subjective reviews. Although such conversations can promote personal growth, standards must be in place so employees understand clearly what's expected. Standards minimize subjectivity.

For instance, one Hall of Fame company evaluates its employees based upon business results, responsibility to others, customer engagement, and continuous learning. With these standards, employees must always be future-skilling.

People Power

Helping people chart their own career paths is popular with employees, Hall of Fame members say. One Hall of Fame company has developed a career path activity, which it uses to help its associates discover opportunities while crowdsourcing information on the many paths available to them within the organization.

The activity consists of cards covering everything an associate could possibly do in terms of his or her career at the company. As people lay out their past accomplishments and future goals, they typically have an "Aha!" moment when they realize all the things they've done and skills they've mastered, as well as their path for growth.

Ultimately, the organization envisions using information gathered from this activity to define learning pathways that link individuals' experiences to possible positions. For L&D, the process clarifies the skills and competencies necessary to transition into specific positions and helps identify the common paths.

“Today’s students expect to continue learning, and companies may not be prepared to make that happen.”

Along the lines of badges, one Hall of Fame company is looking into creating comprehensive learner records—portable skills records employees can take with them wherever they go.

CASE STUDY

One Hall of Fame company planned a digital transformation last year. Using the Degreed platform, it created a pathway for roles around 5G, resilience, and other critical elements of the transformation. Now employees can create their own pathways.

It's gone viral. People say they can find resources and share them with their teams easier. L&D created short pathways for its own team, too. Managers sat with their teams and identified courses relevant to current projects. This spring, L&D plans to spotlight some employees who use this for continuous learning.

Millennials On Board: Experiential Learning Required

There's a longstanding debate about whether recent college graduates have the skills they need to succeed in the job, and whether the needed skills are changing. That may be the wrong question. The right question may be: What can we do to invigorate the organization, in the context of new graduates?

Sometimes the challenge isn't the new employees. It is managers who make erroneous assumptions. For example, in one organization, managers faced the hard realization that their company no longer had the cachet it once had. As a result, they had to do more to keep their interns after graduation.

These managers also expected the interns to resemble themselves at that age. They're not. Huge generational differences exist in terms of expectations and management styles. Millennials tend to prefer working in teams and making consensus decisions, whereas Baby Boomers are comfortable making decisions individually.

Some companies have created the position of

generational coaches to help bridge such gaps.

Nonetheless, L&D needs to become more "high touch" to train the younger generation of workers.

"High touch" even extends to how we think about careers. One Hall of Fame company, for example, replaced the term, "career path," with "career journey," recognizing there are multiple ways to reach a career destination. Increasingly, that journey is filled with hands-on experiences, such as special projects and job shadowing, that take the place of formal, classroom training.

Neurological research shows that experiences stick with people. Experiential learning, therefore, is important. That challenges L&D to support informal learning, as well as formal learning, and to persuade managers to value those experiences. That's easier if managers can become coaches.



People want to learn from their leaders.

For companies that embraced online learning to the exclusion of other delivery methods, returning to a coaching model is a dramatic shift. Now, once again, organizations are encouraging managers to have in-depth discussions to assess skills, and to give constructive feedback as they coach their team members. Checking a box by completing a course isn't sufficient to assure proficiency.

Managers, as coaches, must realize they aren't expected to have all the answers. Instead, they are expected to know how to help employees find the answers. In addition, coaching shouldn't be confined to scheduled meetings. It can be as simple as discussing strategies for next time when leaving a meeting. That "in-the-moment" advice is where learning occurs, but learners may not even realize they are learning.

L&D's role is to help managers understand the benefits of experiential approaches and how those experiences propel the business. Managers create mini-cultures within their organizations, so partnering with them is integral to

upskilling and reskilling at the local level. It helps individuals plot their own unique career journeys.

Recruit What You Need

In addition to building skills, organizations are recruiting employees with the skills they need. Frequently, this means attracting those with STEM (science, technology, engineering, and mathematics) backgrounds.

Some also are acquiring companies that excel in those areas. The value proposition is simple. The acquiring company gains immediate access to skills it lacks, and the recently acquired employees gain new opportunities to grow their skills and careers.

Acquisitions are one way to balance the need for training with the need for billable work, but they're not feasible for everybody. Therefore, many organizations are reevaluating their programs and refocusing on incentives, such as flex-ed, upskilling, and work-life opportunities.

They're also learning that strategic involvement in the community especially resonates with Millennials. Strategic involvement trumps mere involvement. Many organizations serve their communities, but few align their projects strategically with their organization's goals. If they can do that and still achieve a healthy work-life balance, so much the better.

For example, one Hall of Fame company starts recruitment early, introducing future candidates—even in high school—to the company, its professional needs, and expectations. The program is popular and strategically supports the community. It also helps the organization learn where interests lie from a generational and population perspective.

You Can't Beat Mobile—So Embrace It

Social platforms such as Fishbowl, Facebook, and Slack make it easy for employees to leave feedback and get answers to issues. They're invaluable for L&D as data sources, but they also can be dangerous for the company. L&D needs to explain this, and train people to use them wisely. Specifically:

1. People should understand that companies can be identified by comments even when they aren't named.
2. L&D needs a way to help employees identify trusted

CASE STUDY

"We don't get much feedback in exit interviews because no one wants to burn bridges," notes one Hall of Fame company. However, employees will leave feedback anonymously on Fishbowl, an internal social media app. L&D uses it to identify issues, and employees use it to get advice in dealing with situations, such as difficult managers. The company also monitors feedback left on Glassdoor.com, a recruiting site, and Facebook. Studying such feedback actually has affected organizational policy decisions.

sources. Too much information just becomes noise.

Mobile devices are everywhere and everything. They are classroom, concierge, calendar, phone, camera...and they demand attention. As employees are pulled toward them in a multitasking frenzy, the ability to focus is a prized skill. It encompasses the ability to prioritize to accomplish specific goals. As such, it is more important than "multitasking," which has become a synonym for "distracted."

Recognizing that, one Hall of Fame company is empathetic. It rolled out an automated assistant to its senior executives. Now it's being distributed to the rest of the organization after candid endorsements from senior executives, who say it improved their lives.

Likewise, a technology company taught its employees to develop chatbots to streamline tasks. Now it has a library of beneficial bots the entire workforce is using. L&D's wish list includes a way for the bots to draw data from a common domain.

These examples are a far cry from true AI implementation. The virtual assistants Hall of Famers deploy generally are in their early stages in terms of providing intuitive help and accessing data enterprise-wide.

Managing the Pace of Change with Vendors

L&D also needs to realize that people want to learn at work the way they learn outside of work. How can organizations make good investments in technology that will help people do that? Traditional, three-year contracts with vendors don't necessarily allow organizations to be able

to pivot on the proverbial dime when it comes to training delivery. Therefore, some Hall of Fame organizations are writing shorter contractual agreements so they can be as quick and agile as the business itself.

Short contracts, however, risk putting L&D in the position of continually evaluating new hardware and software. Frequent changes also disrupt workflow in business units if employees are expected to continually adapt to new learning technology.

Hall of Fame organizations recommend knowing what you want from a solution and why you want it. Choose a responsive vendor that understands that vision and has a demonstrated ability to work with its clients to deliver on that vision. A well-considered solution can provide flexibility and growth, delivering fast results within a familiar platform. Likewise, building super performance support can ensure learners can get what they need when they need it.

Top Skills for the Future

PwC reports 79 percent of CEOs are concerned that a lack of essential skills in their workforce threatens the future of their organization. LinkedIn Learning's 2020 Workplace Learning Report identified the most-needed soft and hard skills.

TOP 5 SOFT SKILLS

Creativity
Persuasion
Collaboration
Adaptability
Emotional intelligence

TOP 10 HARD SKILLS

Blockchain
Cloud computing
Analytical reasoning
Artificial intelligence
UX (user experience) design
Business analysis
Affiliate marketing
Sales
Scientific computing
Video production

Conclusion

The bottom line for L&D professionals is to build the best learning infrastructure possible. At its core, that requires understanding what's needed and being willing to relinquish the rest.

As L&D organizations continue building their frameworks to future-skill employees, they must remember to prize the human element. Working with managers, supporting experiences, valuing informal learning, and knowing that the indomitable human spirit—epitomized as the uniquely human capabilities—are the foundation atop which technological skills must stand.

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About the Training Top 10 Hall of Fame

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Capital BlueCross	Leading Real Estate Companies of the World
CHG Healthcare	McCarthy Building Companies, Inc.
Deloitte LLP	PwC
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IBM	Verizon
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