

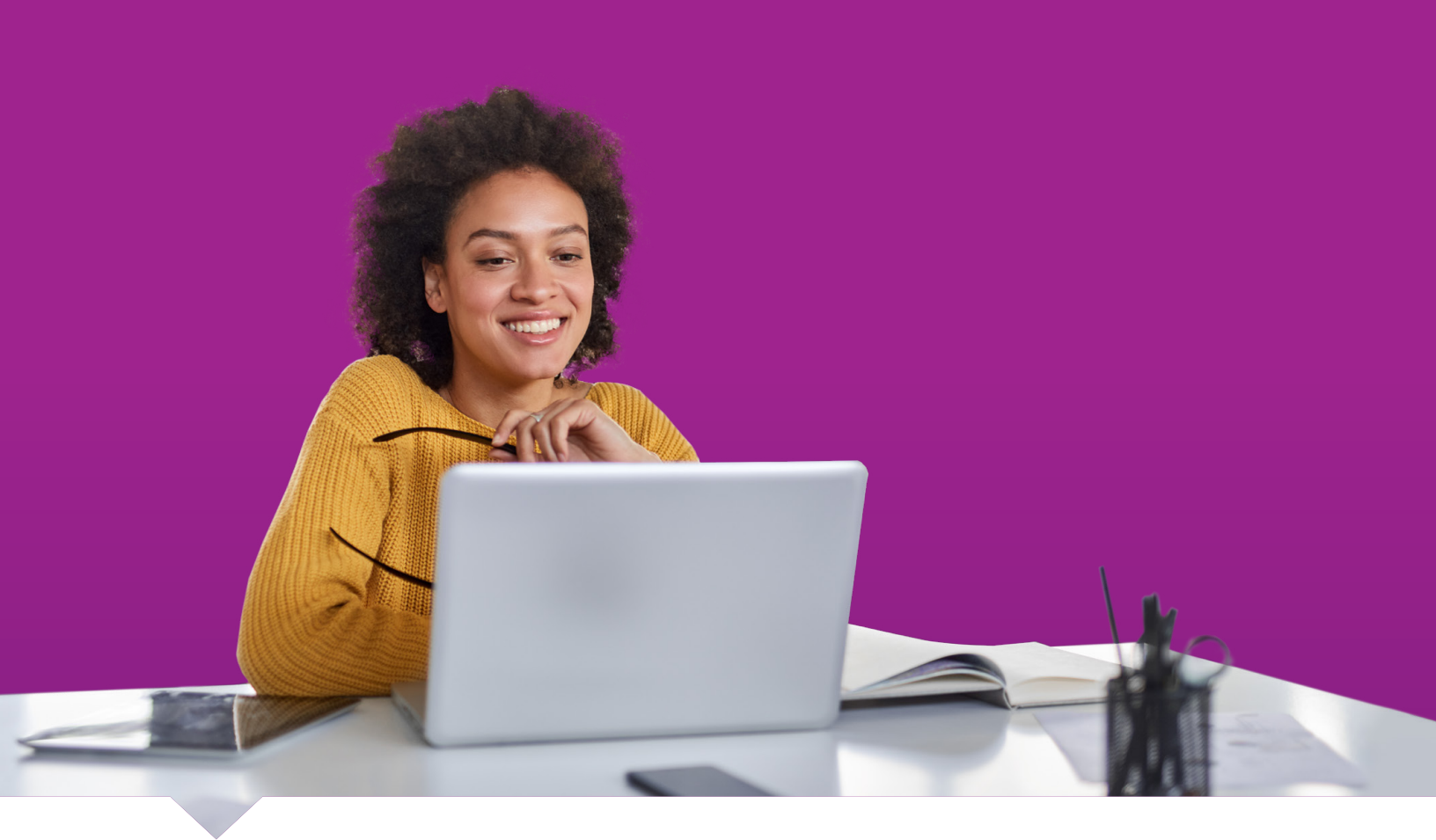


# Enabling Critical Skills

A GUIDE FOR SUCCESS | LESSONS FROM LEADING COMPANIES

work like you

saba 



# What's **Inside**

New Approaches to <b>Building Future Skills</b> . . . . .	3
<b>Reskilling</b> in Times of Growth and Transformation . . . . .	5
Nurturing <b>Behavioral Skills</b> That Support Company Values . . . . .	8
<b>Building Core Skills</b> Through Social Learning and Collaboration . . . . .	11
<b>Closing Skill Gaps</b> by Linking Performance, Feedback and Learning. . . . .	14
Take the Next Step Towards <b>Building Future Skills</b> for Your Organization . . . . .	17

# New Approaches to Building Future Skills

More than ever, talent leaders need to drive strategic decision making within their companies when making choices about skills.



How do we mobilize talent with the right skills to capitalize on new opportunities?



Which are the most important skills to our organization's future?



Should we hire new roles or bring on contingent workers with the right technical skills?



Are we properly upskilling employees to stay current in their existing roles?



Are we creating an employee experience that nurtures skills and behaviors in a way that's meaningful to our people while growing their careers at the same time?



Do we reskill tenured employees to take on different responsibilities as our business transforms?

These questions are not new, but answering them in a dynamically changing environment calls for new approaches.

Learning from leading companies that have been successful in embedding critical skills in their organizations is a great way to think differently about addressing these issues.



In this guide, we aim to do just that. Explore the experiences of four diverse companies that have made their employees' skills a critical building block for their talent and business strategies and how they leverage technology to enable and scale their skills strategy.



Reskilling in Times of Growth  
and Transformation



Nurturing Behavioral Skills That  
Support Company Values



Building Core Skills Through Social  
Learning and Collaboration



Closing Skill Gaps by Linking  
Performance, Feedback and Learning



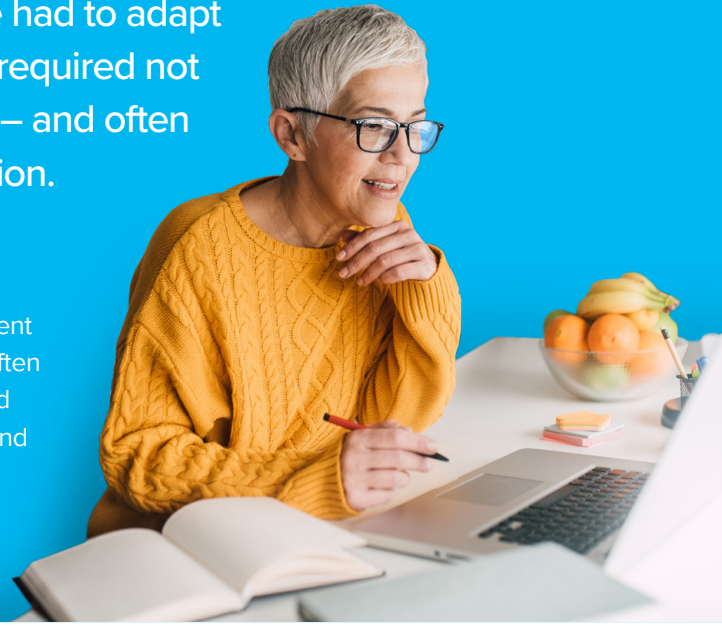
# Reskilling in Times of Growth and Transformation

with **RR Donnelley**



Organizations in almost every industry have had to adapt to significant workplace changes that have required not only new ways of working but new skillsets – and often new job roles – to support their transformation.

Whether change has come from increased automation and technology adoption, such as digital transformation, or through merger and acquisition growth, it's a consistent mandate for talent leaders to manage skills strategically. Reskilling initiatives are often critical to ensuring that your people have the new skills required to take on the new roles your organization needs to compete and manage workplace transformation.



## Case in Point: RR Donnelley

A Fortune 500 enterprise with more than 39,000 employees in 300 locations across 30-plus countries, RR Donnelly has seen its share of workplace transformation since the firm was founded more than 150 years ago. Over the years the company reinvented its business, expanding well beyond its original printing roots to become a full-service global communications firm.



In the past 10 years alone, RR Donnelley tripled the size and scope of its workforce.

Some of this growth came from M&A and entry into new markets with new offerings spanning communications management, digital marketing, analytics and creative services operating alongside its printing and packaging flagship services.

As part of its reinvention and broadening of its business lines, the team at RR Donnelley recognized the importance of investing in the development of all of their people, to help the business scale and compete. The company's HR and learning team deployed Saba's talent technology to fuel this development strategy and enable the many facets of the initial implementation. Ensuring consistent company knowhow and delivering required compliance training were a must. But beyond formal training activities, the team leverages Saba's solution to help nurture the fundamental customer and service delivery skills that set RR Donnelley apart across all lines of business; and in some cases to support reskilling their employees to meet their evolving business needs.

**With Saba**, the HR team is able to be more agile, and now embeds skill development into the employee experience to address the needs of both their people and their business goals.

## They do it by:



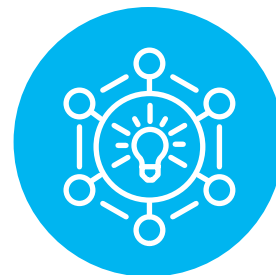
Delivering learning and reskilling opportunities across their manufacturing, creative and web operations teams, by tailoring the education for their people based on their current needs and where they want to go in their careers.



Creating skills-based groups and global communities of learning, to extend and reinforce core competencies across their workforce – including mentorship and coaching.



Building a repeatable model to ensure a consistently high level of customer service delivery skills, across *all* business units and cultures globally.



Creating a single hub for access to all company, compliance and skills-based learning along with results tracking.



Explore **RR Donnelley's**  
success story.



# Nurturing **Behavioral Skills** That Support Company Values

with **Virgin Money**



For quite some time, acquiring and developing talent with sought-after technical skills to support key initiatives – such as digital transformation, data science, or AI – has been a high priority for HR leaders. More recently, however, research on which skills global executives identify as critical to workplace success, shows that more than half are behavioral – spanning communication, innovation, adaptability, effective teaming and prioritization.<sup>1</sup>

These behavioral skills are highly complex and ever changing, which debunks the notion that “soft skills” mean “less important.” These are the skills that underpin long term sustainability, leadership and agility. They are also tightly connected to the core values of an organization and help define “how” performance outcomes are achieved. Progressive organizations ensure that behavioral skill identification and development are a part of their overall strategy and support company values.



## Case in Point: Virgin Money

Virgin Money offers financial products to customers across the U.K., South Africa and Australia. As one of the best-rated retail banks for customer satisfaction, the company’s business ambition is to make “everyone better off” – a philosophy that extends to its employees, with a commitment to delivering the best possible experience at work. Operating in a highly-regulated environment, mandatory training has always been a requirement for the company, and robust learning technology that supports delivery and tracking for compliance is mission critical. But on their journey to leverage the best technology for compliance training, the progressive team at Virgin Money wanted more for their people. They wanted to connect their people’s performance and

development with behavioral skills that support their organizational values.



A peek at their careers site shows these unique values include attributes such as “insatiable curiosity,” “heartfelt service,” and “smart disruption.”

Virgin Money turned to Saba for a talent solution that would provide a complete approach to performance and learning to help them develop and recognize behavior-based skills that underpin company culture and drive high performance.

1. IBM Institute for Business Value, Global Skills Country Survey, 2018

Saba has helped Virgin Money create an employee experience that embodies their company values while integrating those important connected behavioral skills within the employee performance and development journey.

## Virgin Money does this by:



Using feedback and “impressions” for peer-to-peer recognition of employees who are living company values and are highly skilled in certain areas.



Offering workshops and eLearning through the platform for employees to explore and deepen their understanding of certain values and related behavioral skills.



Using online coaching and mentoring tools to support soft skill development and growth.



Driving knowledge and skills-sharing across the organization with social tools and CV-style employee profiles that highlight strengths, goals and development plans.



Tapping into rich reporting and analytics that give the talent development team insight into which behavioral skills have the highest related eLearning adoption and which ones need more support at an individual, departmental or organization-wide level.



Explore  
**Virgin Money's**  
success story.



# Building Core Skills Through Social Learning and Collaboration

with **Countrywide**

Long before we went to school, we learned in social environments. Albert Bandura's Social Learning Theory<sup>2</sup> asserts that learning is a cognitive process that takes place in a social context and that humans model the behavior and learn from those around us – family members, friends, peer groups – through observation and imitation.

Although his theory was established in the early 1970s, current social and collaborative tools and technology leverage these same principles – because only the “social medium” has changed over time. Social learning tools can enhance the employee development journey, drive innovation and deepen engagement and connection while reinforcing core and critical skills within organizations.



## Case in Point: Countrywide

Countrywide is the United Kingdom's largest property services group, with services across the entire real estate chain – rentals, sales, mortgages and insurance – under 60 different brands throughout the region. The organization employs more than 14,000 people with unique skills and experiences, working in a variety of roles across 500-plus offices in the U.K. Throughout the company's growth over the past several years, Countrywide has worked hard to shift its culture from a sales-focused to a people-focused business. To do this, they created a more collaborative approach to team performance and development.

Countrywide chose Saba initially to ensure consistent adherence to complex compliance ordinances and technical training for their industry.



However, the leadership team also saw an opportunity to create a more collaborative culture across their brands and office locations by focusing on identifying, recognizing and sharing the breadth of its team's expertise and wide-ranging skillsets.

2. Albert Bandura "Social Learning Theory" General Learning Corporation, 1971

For their board and the Countrywide HR team, this meant **a new approach using Saba's solutions to socialize learning, foster teamwork** across boundaries and boost organizational knowledge.

## Here's a closer look at their approach:



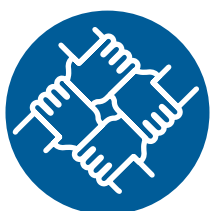
Countrywide's people engage in monthly online social groups within Saba, focused on various skills topics, taking associated learning and participating in group chats and virtual discussions where they share homework insights and feedback.



Employees are able to compare very different marketplaces beyond their own geographies to gain insight into other regional dynamics, trends and perspectives, which helps develop the future leaders of the business.



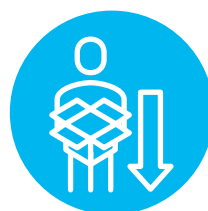
Connecting the team was Job One. But it was pivotal for Countrywide to understand and communicate the business impact of that connection.



Their approach has indeed changed the company's culture and continues to provide transparency and collaboration on development opportunities across the organization.



Regional directors receive monthly analytics and insight on skills-based learning – participation, results, gaps – empowering them to take ownership in developing their people.



Their attrition levels decreased dramatically for new hires in their first year at the firm, largely attributed to the company's approach to skills development, collaboration and knowledge sharing.



Eighty percent of their learning is now skill-level development focused.



Explore **Countrywide's** success story.



# Closing Skill Gaps by Linking Performance, Feedback and Learning

with **Johnson, Mirmiran & Thompson**



Research shows that companies with high-performance cultures are more effective at linking learning and performance to drive better business outcomes.<sup>3</sup> Because for high-performing organizations, learning is not the outcome – it is the behavior that drives performance.

Learning and performance management don't merely co-exist - they are dependent on one another. And to deliver learning experiences that move the needle on performance, talent leaders need to connect the two. By viewing the performance cycle as a continuous process, forward-focused feedback identifies areas for development and aligns learning to skills and competencies. Progressive organizations can quickly close skill gaps and create a strategic learning-performance connection that helps achieve the results that matter to your business.



## Case in Point: Johnson, Mirmiran & Thompson

Johnson, Mirmiran & Thompson (JMT) is an award-winning engineering consulting firm that provides services to a varied client base of public and private organizations across the United States. As a professional services organization, with a highly skilled STEM-based workforce of 2,300 employees, JMT's people and their expertise are the difference makers for its business and its customers.

The firm is proud of the fact that it is 100 percent employee-owned, and has built a culture of success and accountability that comes from the vested interest employees have in contributing to company growth. The leadership and people team at JMT see a strategic connection between the performance and learning programs they offer their people, and

how it contributes to improving knowledge, skills and abilities for personal and company success.



To fuel growth and meet ever-changing client demands, the leadership team recognized a need to develop from within, and created a feedback culture to shape behavior, foster learning, address skills gaps and create a sustainable brand for talent.

3. Brandon Hall Group 2018 Performance Management Study

They rely on Saba solutions to help support ongoing coaching conversations, identify development needs and deliver learning to support upskilling and improved performance.

## Here's a quick glance at their process:



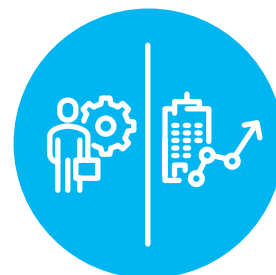
JMT uses Saba solutions to track current technical credentials and expertise, and ensure ongoing development of skills that are identified as critical to the organization's brand as a professional services firm.



Performance management essentials workshops help all employees understand how to leverage Saba solutions to connect their feedback, coaching and development model, supporting desired behavioral skills, identifying learning opportunities and creating a more transparent, engaging culture.



The HR team creates employee challenges around leveraging feedback, goals and 1:1 performance check-ins within Saba to drive adoption and reinforce a commitment to skill development and growth.



At the executive level, they're able to use business performance metrics alongside analytics from Saba to demonstrate a direct tie between their skills development and feedback-focused culture and the firm's corporate objectives and growth.



Explore **JMT's**  
success story.



Take the next step  
towards **building**  
**future skills** for your  
organization

Saba has helped thousands of customers identify and nurture the skills their people and their organizations need to be successful. If you're ready to learn more, we'd love to hear from you.



## At Saba, we know that the success of any organization starts with its people.

At Saba, we know that every organization has the potential to be a great place to work, and no matter what your business does, or who you serve, or what you sell, success starts with your people. But in today's diverse, mobile, social world, successful organizations must deliver an experience at work that's more connected, and more personal than ever before. And the most successful do this with Saba. Because we combine the science of talent with intelligent technology to deliver a "just-for-me" talent experience for every individual – in the moments that matter most. With powerful tools and insights talent leaders need to prove the experience makes an impact







on business success. So from attracting candidates who are the perfect fit, to designing paths for personal growth, to creating a culture that nurtures the unique talents of every individual, Saba helps you give your people and teams the message: Work to your strengths. Work like you envision. Work like it's personal. **Work like you.**



Ready to learn more?  
Connect with us!

## Your success starts here!

### The Saba Experience:

-  24/7 customer support
-  Collaborative online customer community
-  Value-added strategic services
-  Regular user group meetings
-  Standard or customized implementation services
-  Dedicated customer success rep

Recruiting & Onboarding

Learning & Skill Development

Performance & Coaching

People Insight & Analytics

Saba Partner Marketplace



© 2020 Saba Software Inc. All rights reserved. Saba, the Saba logo, and the marks relating to Saba products and services referenced herein are either trademarks or registered trademarks of Saba Software, Inc. or its affiliates. All other trademarks are the property of their respective owners.  
(+1) 877.SABA.101 | [www.saba.com](http://www.saba.com)

01/20