

Role-based Coaching to Close the Skills Gap

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Today's Presenters



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The Skills Challenge



How would you define *The Skills Gap*?



50%

S&P 500 companies will be replaced over the next 10 years



62%

of executives believe they will need to retrain or replace more than a quarter of their workforce between now and 2023 due to automation

The Skills Gap is real.

92%

Of CEOs are worried
that their employees don't
have the skills they need

6.7M

Jobs are available
but there aren't people
with skills to fill them

65%

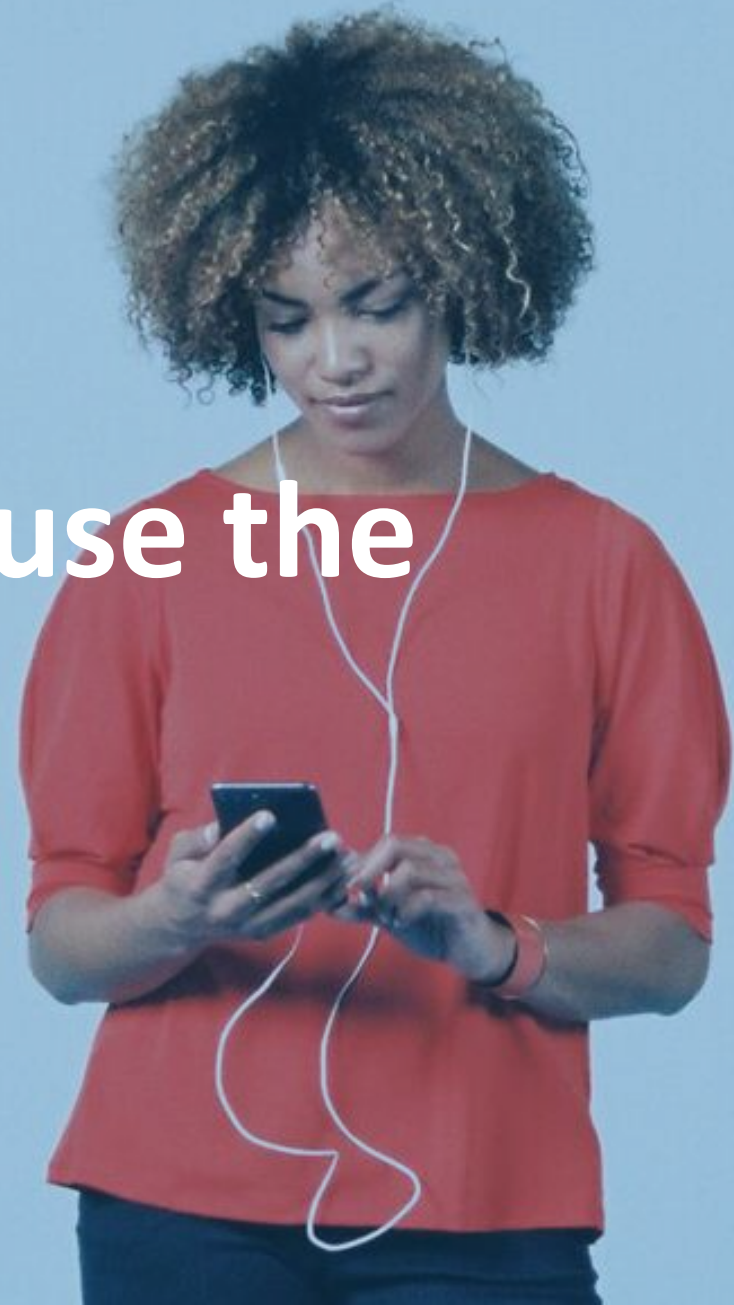
Of children will have jobs
that don't exist today



QUESTION 01: MINDSET

What's your strategy for closing the Skill Gap at ETS?

**The labor market will use the
language of skills**





Skills are actionable. They can guide workers toward understanding their unique value, where they are deficient, and what they want to learn.... It will be skills – not job titles – that will help workers differentiate themselves.

Simone Stolzoff

Quartz at Work – 14 Nov 2018,
referencing a report from the
World Economic Forum

But companies don't measure skills

We know it's important

87% think it's important to measure skills

76% "There is room for improvement in the way we measure skills"

74% say measuring skills is just as important as providing learning

But

We don't do it

56% don't do any skill measurement at all

Less than

15% do any skill measurement formally

More than

1/3 measure skills "As needed" and not on a regular cadence

Role Profile: 5 Questions to Role Clarity

Why does my role exist?

Purpose

What am I responsible for?

Core Responsibilities

How do I do the job well?

Mindsets + Skillsets

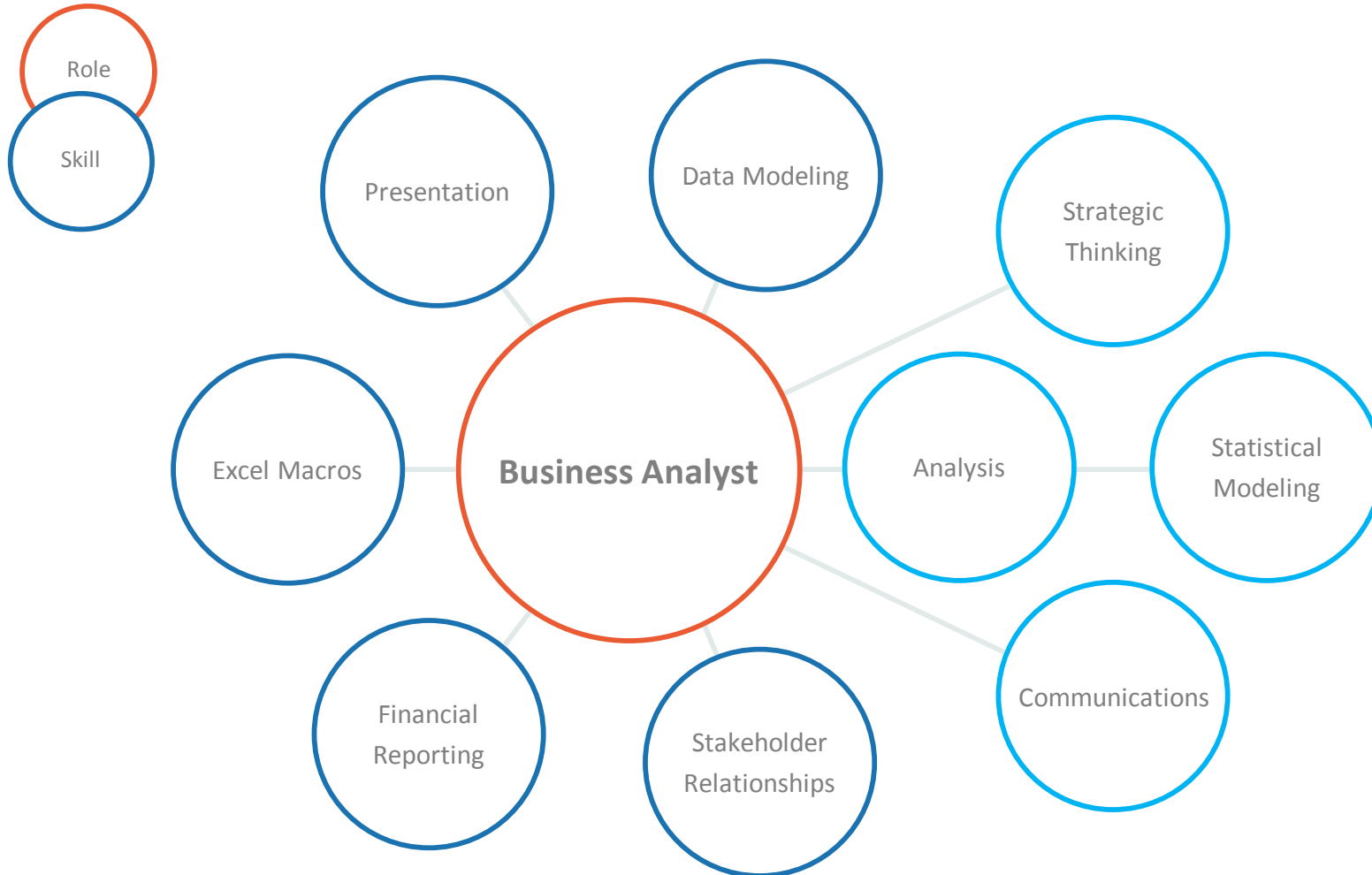
What do I need to do the job well?

Operations

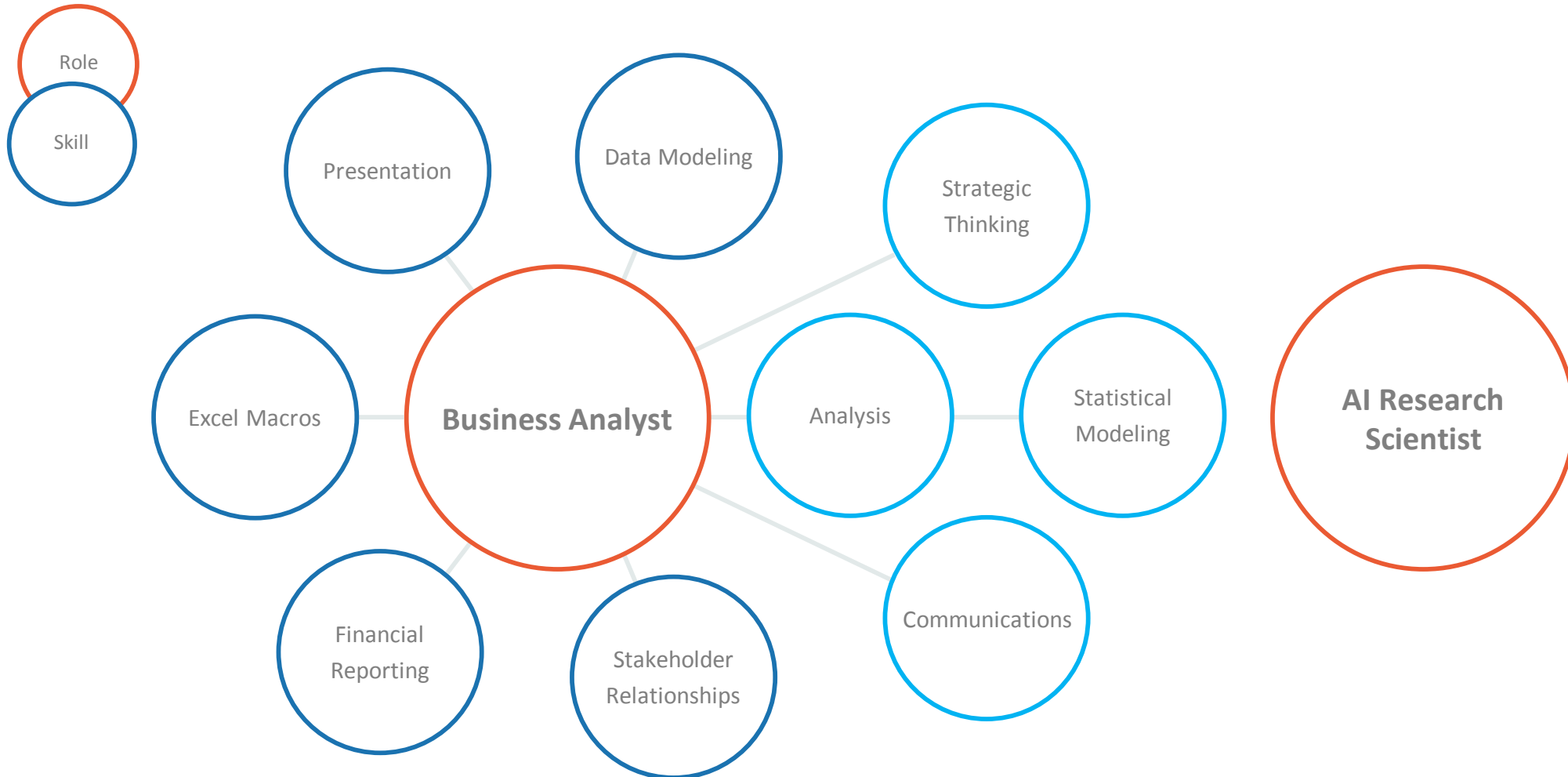
How do I know when I've done the job well?

Metrics

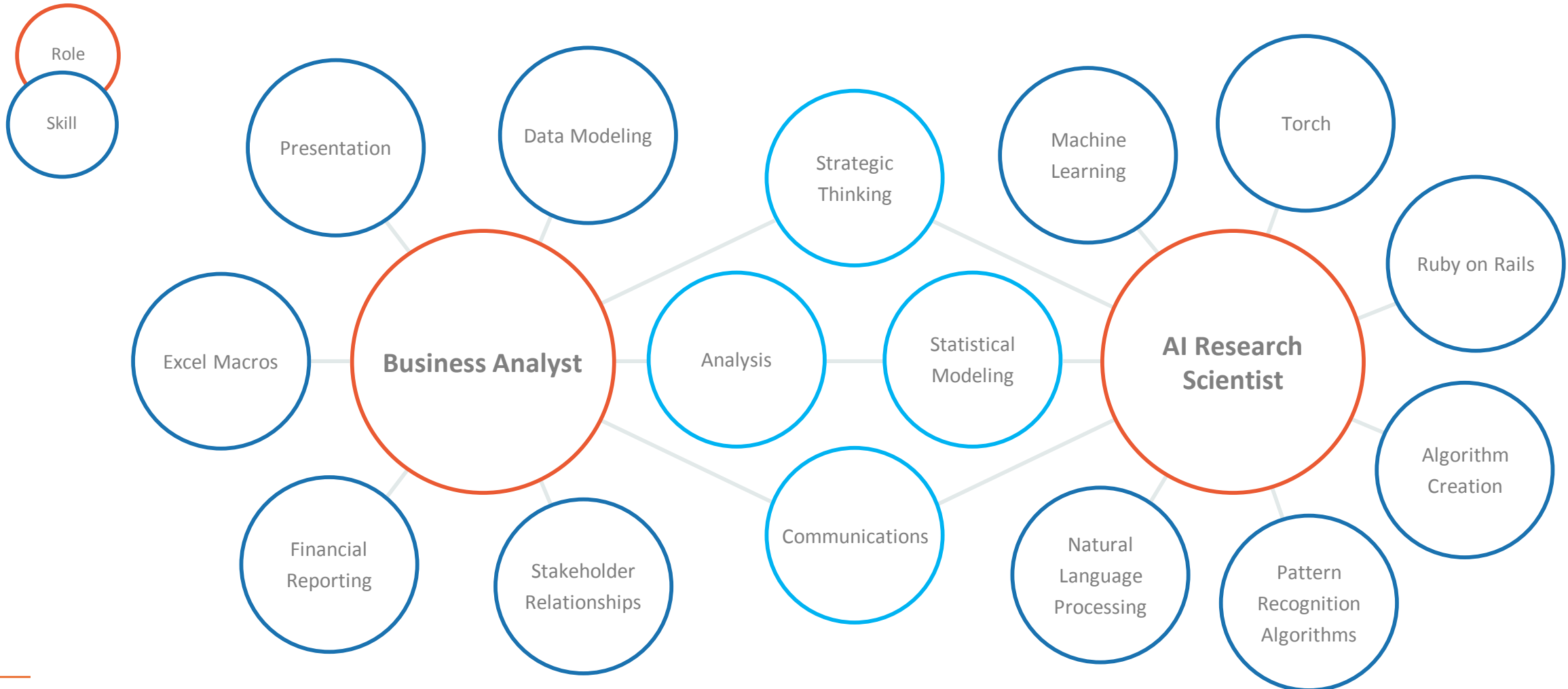
Skills are the Building Blocks

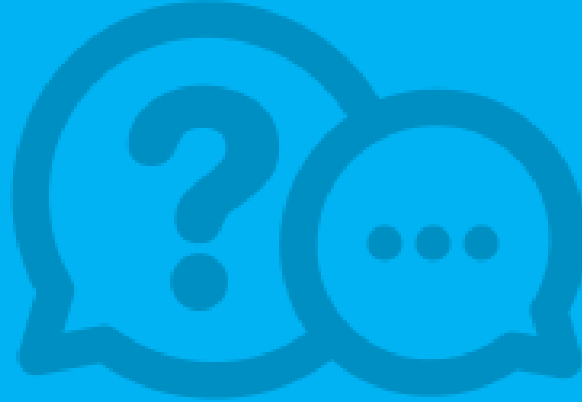


Skills are the Building Blocks



Skills are the Building Blocks





QUESTION 02: ROLES

How are you identifying and matching the right skills for the right roles?

First...

1

Know the **role**.

Set clear *expectations* for the ideal.

2

Know the **now**.

Assess the high-impact *gaps* to achieving the ideal.

Know the **goal**.

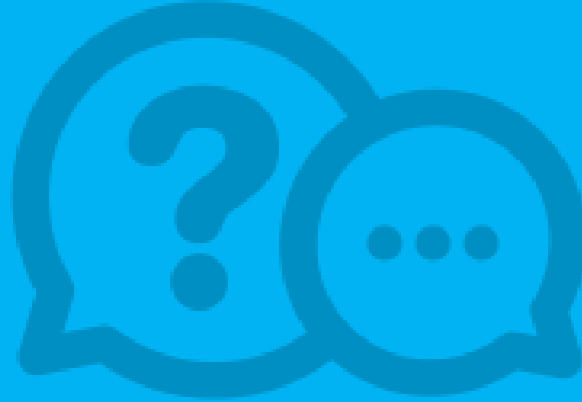
Find a *focus area* to develop.

3

Know the **how**.

Define a clear *action plan* to close the gap to the ideal.

4



QUESTION 03: PEOPLE

How do you know who has the right skills at the right level?

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

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



QUESTION 04: L&D SUPPORT

How are you helping people progress:
where they want to go and the skills
they need to get there?

Do you know what skills they need next?





Unilever reshapes its people with its portfolio.
“In any position in the company, including mine, you need to work very hard on learning new skills every day.” - CEO, Paul Polman



Thank you.

